

**Region of Queens Municipality Regular Council  
Monday, November 25, 2024  
6:00 p.m.**

**Agenda**

**1.0 Call to Order**

**2.0 Approval of the Agenda**

**3.0 Approval of the Minutes**

3.1 November 12, 2024

**4.0 Public Comment**

**5.0 Delegations and Presentations**

**6.0 Correspondence**

6.1 The Friends of Hank Snow Society

**7.0 Committee Reports**

**8.0 Unfinished Business**

8.1 Council Code of Conduct

8.2 Policy 23 Change – Off-site Meetings

8.3 Investigating an Indoor Pool

8.4 Committee and Board Appointments

8.5 Committees of Council Terms of Reference – Progress Report

**9.0 New Business**

9.1 Strategic Priority Setting Facilitator

9.2 2024-2025 Q2 Financial Update

9.3 J&W Murphy Foundation Gift

9.4 Supporting the Liverpool Curling Club

## **10.0 Mayor's Report**

10.1 Mayor's Report

## **11.0 Business from Members of Council**

11.1 Town Lake Reservoir

11.2 Water and Waste Water Utility Customer Communication

## **12.0 Closed Session**

12.1 Labour relations

## **13.0 Adjournment**

**Region of Queens Municipality Regular Council**  
**Tuesday, November 12, 2024**  
**9:00 a.m.**

**Minutes**

**Present:**

Mayor Scott Christian, Chair  
Councillor Vicki Amirault  
Councillor Wanda Carver  
Deputy Mayor Maddie Charlton  
Councillor Jack Fancy  
Councillor Stewart Jenkins  
Councillor Roberta Roy  
Councillor Courtney Wentzell  
Cody Joudry, CAO  
Heather Cook, Acting Recording Secretary

**1.0 Call to Order**

Mayor Christian called the meeting to order at 9:00 a.m. and opened the meeting by acknowledging that we are in Mi'kma'ki, the traditional territory of the Mi'kmaq people.

**2.0 Changes / Approval of Agenda**

**It was moved by Councillor Amirault and seconded by Councillor Charlton that the Agenda be amended to include Item 13.3: Donation by J & W Murphy Foundation.**

**MOTION CARRIED.**

**It was moved by Councillor Wentzell and seconded by Councillor Amirault that the Agenda be approved as amended.**

**MOTION CARRIED.**

### **3.0 Deputy Mayor Election**

Mayor Christian called for nominations from Council for the position of Deputy Mayor. Councillor Amirault nominated Councillor Charlton to be Deputy Mayor. Councillor Charlton accepted the nomination. Mayor Christian asked three times if there were further nominations for Deputy Mayor; there being none, he declared Councillor Charlton as Deputy Mayor.

### **4.0 Approval of Minutes**

#### **4.1 October 8, 2024 Regular Council Meeting Minutes**

Councillor Wentzell noted that in section 5.0 of the October 8, 2024 Regular Council minutes in the last sentence of the fourth paragraph there is a word missing. It should read "He does **not** believe work should be contracted out to Lunenburg County."

**It was moved by Councillor Jenkins and seconded by Councillor Carver:**

**THAT the minutes of the Regular Council Meeting held October 8, 2024 be approved as amended.**

**MOTION CARRIED.**

#### **4.2 October 15, 2024 Special Council Meeting Minutes**

**It was moved by Deputy Mayor Charlton and seconded by Councillor Roy:**

**THAT the minutes of the Special Council Meeting held October 15, 2024 be approved as circulated.**

**MOTION CARRIED.**

## **5.0 Public Comment**

Celeste Johnston of Hunts Point spoke on behalf of the Queens Community Aquatic Society regarding item 13.1 on the agenda. She noted that the members would be willing and eager to help with the work on the pool project.

Barbara Redmond of Western Head congratulated the Mayor and Council, and spoke about the history, significance and importance of the chain of office and the mace for the former Town of Liverpool. She noted that the chain of office had been donated to the Queens County Museum, and requested that Council request it be returned as it was a gift to the Township of Liverpool, and therefore is not owned by one person. It should be worn by the Mayor. She previously submitted a letter, which is included in the agenda package under item 8.0: Correspondence.

## **6.0 Rules of Order (special)**

### **6.1 Rules of Order**

**It was moved by Deputy Mayor Charlton and seconded by Councillor Amirault:**

**THAT Council of the Region of Queens Municipality receive the report titled 'Rules of Order' for information.**

**AND THAT all motions, administrative orders, and policies related to rules of order be repealed and that Robert's Rules of Order be instituted and applied to all future proceedings of Council and Committees of Council.**

**MOTION CARRIED.**

## 7.0 Delegations and Presentations

There were no delegations or presentations.

## 8.0 Correspondence

8.1: South Shore Flying Club

**It was moved by Councillor Jenkins and seconded by Councillor Wentzell :**

**THAT the Council of the Region of Queens Municipality direct staff to provide a report regarding the expenses of the South Shore Regional Airport including information regarding the leases at the airport.**

**MOTION CARRIED.**

8.2: Milton Heritage Society Request

**It was moved by Councillor Fancy and seconded by Councillor Jenkins:**

**THAT the Council of the Region of Queens Municipality direct staff to provide a report on the cost of moving the additional cannon to Tupper Park and create a second base;**

**AND THAT staff be directed to consult the Milton Heritage Society regarding their fundraising efforts related to this project.**

**MOTION CARRIED.**

8.3: Chain of Office

**It was moved by Deputy Mayor Charlton and seconded by Councillor Carver:**

**THAT the Council of the Region of Queens Municipality direct staff to provide a report regarding the background of the use of, and discontinuation of, the chain of office and mace.**

**It was moved by Councillor Wentzell and seconded by Deputy Mayor**

**Charlton that the motion be amended as follows:**

**THAT the Council of the Region of Queens Municipality direct staff to provide a report regarding the background and history of the use of, and discontinuation of, the chain of office and mace.**

**MOTION CARRIED.**

## **9.0 Committee Reports**

There were no committee reports.

## **10.0 Unfinished Business**

10.1: November 26, 2024 Council Meeting

**It was moved by Deputy Mayor Charlton and seconded by Councillor Roy:**

**THAT the Council of the Region of Queens Municipality receive the report titled 'November 26, 2024, Council Meeting' for information.**

**AND THAT Council change the regularly scheduled Tuesday, November 26, 2024, meeting at 6:00pm to Monday, November 25, 2024, meeting at 6:00pm.**

**MOTION CARRIED.**

10.2: Senior Safety Services – Update

**It was moved by Councillor Fancy and seconded by Councillor Carver:**

**THAT the Council of the Region of Queens Municipality receive the report titled 'Senior Safety Services - Update' for information.**

**AND THAT the Chief Administrative Officer enter into a funding agreement with the Lunenburg County Home Support organization to provide 5-day a week senior safety services to the Region of Queens, including up to \$35,000 in funding, for the period of November 1, 2024 to October 31, 2025.**

**MOTION CARRIED.**

## **11.0 New Business**

11.1: Council Code of Conduct

**It was moved by Councillor Amirault and seconded by Councillor Fancy:**

**THAT the Council of the Region of Queens Municipality receive the report titled 'New Municipal Council Code of Conduct' for information.**

**MOTION CARRIED.**

**It was moved by Councillor Wentzell and seconded by Councillor Amirault:**

**THAT the Council of the Region of Queens Municipality approve the revised Policy 74 - Code of Conduct for Members of Council and Public Committee Members, as presented;**

**AND THAT staff be directed to develop a new draft Municipal Employee Code of Conduct that aligns with, is complimentary to, and supportive of, the new Municipal Council Code of Conduct.**

**It was moved by Deputy Mayor Charlton and seconded by Councillor Wentzell that the motion be tabled until clarification is received about how the Code of Conduct as it applies to Public Committee members.**

**THE MOTION TO TABLE CARRIED.**

11.2: Committee Terms of Reference and Appointments

**It was moved by Councillor Amirault and seconded by Councillor Roy:**

**THAT the Council of the Region of Queens Municipality receive the report titled 'Committees of Council Terms of References and Appointments' for information.**

**MOTION CARRIED.**

**It was moved by Councillor Fancy and seconded by Councillor Jenkins:**

**THAT the Council of the Region of Queens Municipality direct staff to provided updated policies and terms of reference as outlined in this report.**

**MOTION DEFEATED.**

11.3: Dangerous and Unsightly – 41 Town Lake Road

**It was moved by Councillor Jenkins and seconded by Councillor Fancy:**

**THAT the Council of the Region of Queens Municipality receive the report titled 'Dangerous or Unsightly - 41 Town Lake Road, Liverpool' for information.**

**MOTION CARRIED.**

**It was moved by Councillor Jenkins and seconded by Councillor Amirault:**

**THAT the Council of the Region of Queens Municipality declares the property located at 41 Town Lake Road in Liverpool, and identified as PID #70070792, as dangerous or unsightly as defined in the Municipal Government Act of Nova Scotia;**

**AND THAT an Order be served upon the owner of the property requiring that within (30) days of the date of the service of the Order, the following work be carried out:**

- 1. Demolition of dwelling and one outbuilding;**
- 2. Construction and demolition materials transported to the Region of Queens Landfill Facility;**
- 3. Levelling of the property; and**
- 4. Clean-up of miscellaneous items strewn about the property;**

**AND THAT if the owner fails to comply with the Order, the Administrator may cause the requirements of the Order to be carried out and all expenses incurred by the Region of Queens Municipality become the responsibility of the property owner.**

**MOTION CARRIED.**

**At 10:37 a.m., Mayor Christian called for a brief recess. The meeting reconvened at 10:47 a.m.**

11.4: Road Naming – Larry Seldon Drive

**It was moved by Deputy Mayor Charlton and seconded by Councillor Carver:**

**THAT the Council of the Region of Queens Municipality receive the report titled 'Road Naming – Larry Seldon Drive' for information.**

**MOTION CARRIED.**

**It was moved by Councillor Amirault and seconded by Deputy Mayor Charlton:**

**THAT the Council of the Region of Queens Municipality approve the naming of a new road off Shore Road in Western Head as Larry Seldon Drive.**

**MOTION CARRIED**

11.5: Road Naming – Surf Road

**It was moved by Deputy Mayor Charlton and seconded by Councillor Jenkins:**

**THAT the Council of the Region of Queens Municipality receive the report titled Road Naming – Surf Road.**

**MOTION CARRIED.**

**It was moved by Councillor Amirault and seconded by Councillor Roy:**

**THAT the Council of the Region of Queens Municipality approve the naming of a new road off Shore Road and Pierce Point Road in Western Head as Surf Road.**

**MOTION CARRIED.**

11.6: Nova Scotia Federation of Municipalities Fall Conference

**It was moved by Councillor Jenkins and seconded by Councillor Wentzell:**

**THAT the Council of the Region of Queens Municipality receive the report titled 2024 NSFM Fall Conference for information.**

**MOTION CARRIED.**

**It was moved by Councillor Amirault and seconded by Councillor Jenkins:**

**THAT the Council of the Region of Queens Municipality authorize Deputy Mayor Charlton and Councillor Carver to the 2024 NSFM Fall conference and cover all appropriate and relevant expenses.**

**MOTION CARRIED.**

11.7: Computer Equipment for Members of Council

**It was moved by Councillor Jenkins and seconded by Councillor Roy:**

**THAT the Council of the Region of Queens Municipality receive the report titled 'Computer Equipment for Members of Council' for information.**

**MOTION CARRIED.**

**It was moved by Deputy Mayor Charlton and seconded by Councillor Amirault:**

**THAT the Council of the Region of Queens Municipality authorize an unbudgeted expense of up to \$13,475 for the purposes of providing computer equipment to members of Council.**

**MOTION CARRIED.**

## **12.0 Mayor's Report**

Moving forward, Mayor Christian will provide a written report. He expressed gratitude to Council and staff for the initial experience in taking on this experience. Over the first weeks, all Council members attended the Swearing-In Ceremony on October 20, as well as took part in a two-day orientation coordinated by Nova Scotia Department of Municipal Affairs and Nova Scotia Federation of Municipalities. Mayor Christian and several Councillors laid wreaths at cenotaphs at Remembrance Ceremonies to honour the sacrifice of those who served. He expressed gratitude to the CAO and municipal staff for their support and the warm welcome he has received. Mayor Christian is looking forward to keeping the ball rolling.

## **13.0 Business from Members of Council**

### 13.1: Investigating Indoor Pool

**It was moved by Councillor Wentzell and seconded by Councillor Jenkins:**

**THAT the Council of the Region of Queens Municipality direct staff to prepare a report, as soon as possible, on the feasibility of shifting the current pool construction project to an indoor facility and that the report should include an analysis of key considerations, foreseeable consequences, and next steps required for such a change.**

**MOTION CARRIED.**

### 13.2: Schedule and Timing of Council Meetings (Policy 23)

**It was moved by Councillor Amirault and seconded by Councillor Fancy:**

**THAT the Council of the Region of Queens Municipality direct staff to provide recommendations regarding potential amendments to Policy 23 – Respecting Regular Meetings of Council to remove the mandatory off-site Council meetings from the Policy.**

**MOTION CARRIED.**

13.3: Donation from J & W Murphy Foundation

Councillor Amirault noted that she was made aware yesterday that there was a donation brought forward and requested further information. CAO Joudry advised that there was a donation from the Foundation, however it wasn't added to the agenda as some clarity was required from the Municipality's auditor's perspective. Information regarding the donation will be added to the November 25, 2024 Regular Council Agenda.

**14.0 Closed Session**

**At 11:32 a.m., it was moved by Deputy Mayor Charlton and seconded by Councillor Carver that Council move to the Closed Session of the agenda to discuss one item, 14.1: Personnel.**

**MOTION CARRIED.**

**At 1:30 p.m., it was moved by Deputy Mayor Charlton and seconded by Councillor Roy that Council return to the Open Session of the agenda.**

**MOTION CARRIED.**

**15.0 Adjournment**

The meeting was adjourned at 1:31 p.m.

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Mayor Scott Christian, Chair

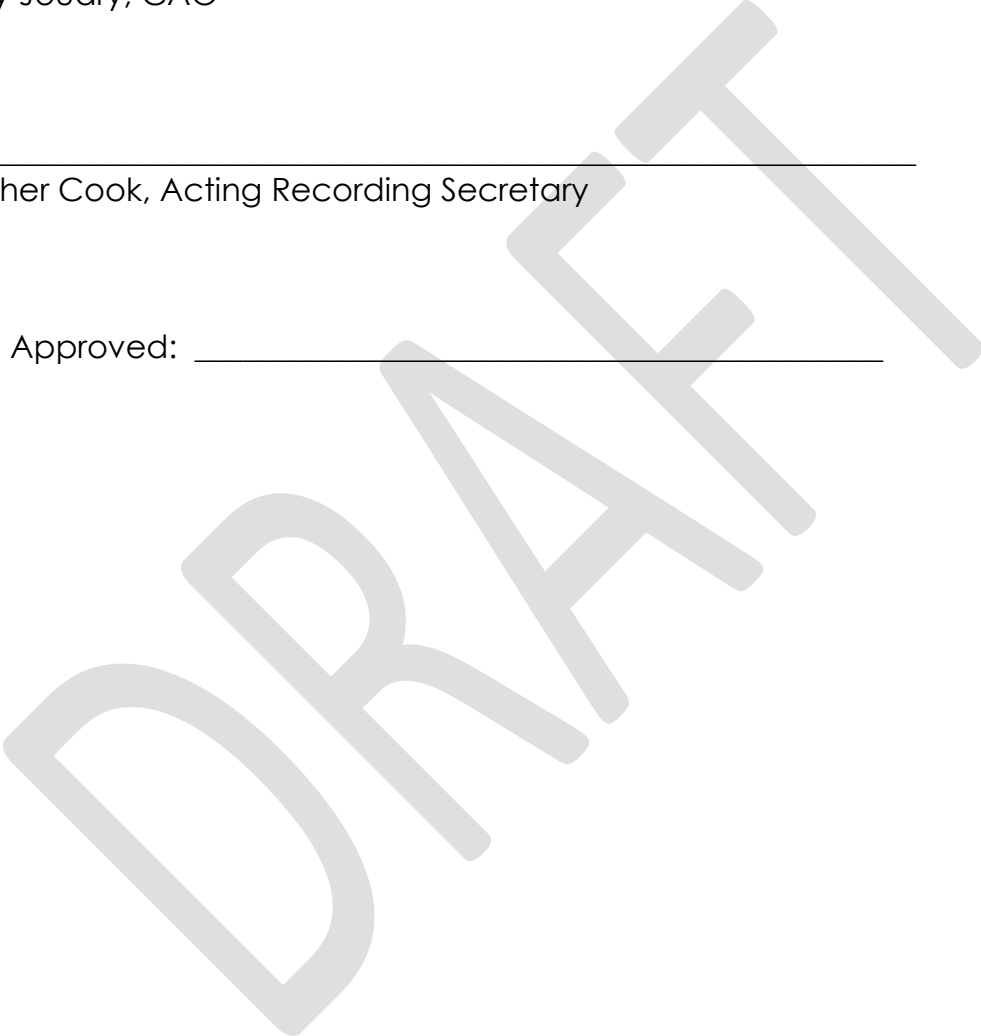
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Cody Joudry, CAO

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Heather Cook, Acting Recording Secretary

Date Approved: \_\_\_\_\_









November 12, 2024

Mr. Cody Joudry  
Chief Administrative Officer  
PO Box 1264  
249 White Point Road  
Liverpool, Nova Scotia B0T 1K0

Dear Mr. Joudry:

*Cody*

We received a cheque from the Region of Queens Municipality today for \$10,000 which we found out was for the furnace. Thank you for this cheque. Unfortunately this did not cover the entire cost of having your furnace replaced in this building. The quote you received was for \$10,800 and when they proceeded to put the furnace in place, there were five Zone valves that were not covered under the furnace but in the actual lines that had to be replaced. These extra costs are costs that we cannot cover financially.

Our organization has had extra costs this year and we are continuing to operate the Museum. We are able to cover costs to continue to pay operating costs, repairs, administration costs as well as unexpected expenses. We have no reserve, as we usually have, and we do not expect to be more solvent until next summer. As you know, we operate the Museum with all volunteers except in the summer when we have Summer Students. We pay the extra for each student over and above grants received and this year we had to use our Summer Festival monies to cover the cost of one of the Museum Assistants who, though she was a University student and single mother, was over the age limit for each grant so this was an extra expense.

We have been very frugal as you know and \$800.00 was part of the Tender so we did not anticipate this extra expense or for the Zone valves which are also an extra \$800.00 expense. Those valves could not be determined to be replaced until the new furnace was installed.

We are hoping you will be able to cover this additional costing as we are unable to do so.

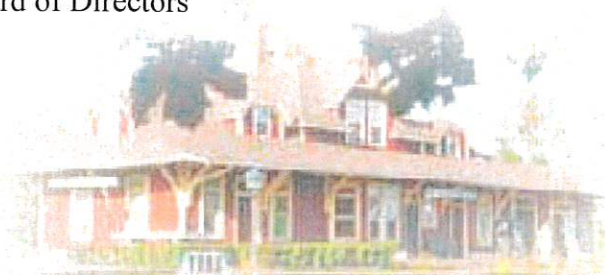
Sincerely,

*Vina J. Moses*

Vina Moses, Administrator  
Past President, Board of Directors

*Raymond Fiske*

Raymond Fiske, Finance Director  
Board of Directors



## Region of Queens Municipality Staff Report

**To:** Mayor and Council  
**From:** Cody Joudry, CAO  
**Date:** November 12, 2024  
**Re:** New Municipal Council Code of Conduct

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### Background

At Council's November 12, 2024 meeting the following motion was made and tabled:

**THAT** the Council of the Region of Queens Municipality approve the revised Policy 74 - Code of Conduct for Members of Council and Public Committee Members, as presented;

**AND THAT** staff be directed to develop a new draft Municipal Employee Code of Conduct that aligns with, is complimentary to, and supportive of, the new Municipal Council Code of Conduct.

### Details

Minister Lohr's letter, dated August 9, 2024, informed all Nova Scotia municipalities of new requirements related to the Municipal Council Code of Conduct. Staff have since identified minor amendments made to the draft Code of Conduct in the regulations through the Municipal Advisor and attached the final regulations.

Additionally, the Municipal Advisor has provided further clarification regarding the applicability of the Code of Conduct to committee members. Details are included in the attached document for reference.

The Municipal Advisor has also provided the minimum requirements for a motion of Council to approve the Code of Conduct. The draft motion is included in the second recommendation at the end of this report.

The following are key considerations:

**1. Regulatory Conflict Resolution:**

Section (3) of the regulations states:

*"This Code prevails in any conflict between the Code and any municipal resolution, policy, or bylaw."*

As such, Council is not required to rescind *Policy 74 – Code of Conduct for Members of Council and Public Committee Members*. However, it may wish to amend or rescind this policy to avoid potential confusion and conflicts.

**2. Applicability to Committee Members:**

The Municipal Advisor's comments suggest that while the Code of Conduct in the Regulations don't apply to committee members, nothing prohibits Council from having a Code of Conduct for committee members that resembles the Municipal Council Code of Conduct in many ways, except for the sanctions and investigative process.

If Council rescinds Policy 74 without a code of conduct for Committee members, it may invite unwanted behavior. Examples include publicly criticizing individual members of Council or staff, being unprofessional in committee meetings, or providing false or misleading information to a committee.

**3. Alignment with Other Codes:**

Consideration should be given to developing an updated Code of Conduct for committee members and a separate Code of Conduct for employees. These codes should align with, complement, and support the new Municipal Council Code of Conduct and align with the *Municipal Conflict of Interest Act*.

## **Procedure**

Procedurally Council should lift the motion from the table and defeat it due to the Province's updated regulations. Following this, Council should, at a minimum, pass the second recommendation noted below.

## **Budget Impacts**

The cost of investigative services related to the Municipal Council Code of Conduct may fluctuate based on the number and complexity of complaints received. However, once a tender or request for proposal process is completed, a more accurate estimate can be developed for the current and future years.

## **Communications**

A media release will be issued once the Code of Conduct is adopted, plus a communications to all staff.

## **Recommendation**


**(1) THAT** the Council of the Region of Queens Municipality receive the report titled 'New Municipal Council Code of Conduct' for information.

**(2) WHEREAS** the Minister of Municipal Affairs and Housing for the Province of Nova Scotia has made the Code of Conduct for Municipal Elected Officials Regulations, N.S. Reg. 220/2024 ("the Regulations"); and,

**WHEREAS** municipalities are required to adopt the model code of conduct prescribed by the Regulations on or before December 19, 2024, pursuant to section 4(1) of the Regulations and section 23A of the Municipal Government Act;

**THEREFORE** be it resolved that the Council of the Region of Queens Municipality hereby adopt the model code of conduct as set forth in Schedule "A" to the Regulations, which shall be titled the "Code of Conduct for Elected Officials of the Region of Queens Municipality".

**(3) THAT** the Council of the Region of Queens Municipality direct staff to provide draft amendments to Policy 74 to apply to committee members;



**AND THAT** staff be directed to develop an updated Municipal Employee Code of Conduct that aligns with, is complimentary to, and supportive of, the new Municipal Council Code of Conduct and *Municipal Conflict of Interest Act*.

**From:** Hyslop, Andrea  
**Sent:** Wednesday, November 13, 2024 11:03 AM  
**To:** Pam Mood, Maddie Charlton  
**Subject:** RE: code question

CAUTION: This email originates from outside the organization. Do not open attachments or click links unless you are sure this email comes from a known sender and you know the content is safe

Hi Mayor Mood, thanks for the introduction to Councillor Charlton!

Councillor Charlton, congratulations on your re-election!

The code in regulations only applies to elected officials, not committee members or public members. That said, I do know there are some municipalities that will adopt the code of conduct in regulations for their elected, but they will also have a code of conduct policy for their public and committee, and some will have an internal policy for staff.

There wouldn't be anything preventing you from having the same behavioural standards for public and committee members. However, the investigation and sanctions applying to the public and committee members would not be the same for elected officials because there is nothing in legislation or regulation to outline this process for them.

I hope this helps, please let me know if you have any other questions and I'd be happy to give you a call.

Kindly,  
Andrea

Municipal Affairs and Housing  
Andrea Hyslop  
Municipal Advisor

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Regulations are amended frequently. Please check the list of [Regulations by Act](#) to see if there are any recent amendments to these regulations filed with our office that are not yet included in this consolidation.

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**Code of Conduct for Municipal Elected Officials Regulations**  
**made under Section 520 of the**  
***Municipal Government Act***  
**S.N.S. 1998, c. 18**  
**N.S. Reg. 219/2024 (effective October 20, 2024)**

**Table of Contents**

Please note: this table of contents is provided for convenience of reference and does not form part of the regulations.

[Click here to go to the text of the regulations.](#)

[Interpretation](#)

[Citation](#)

[Definitions](#)

[Code of Conduct](#)

[Application](#)

[Adoption of code of conduct and notice to Minister](#)

[When code of conduct applies](#)

[Complaint and Investigation Process](#)

[Appointment of investigator by municipality](#)

[Timeline for complaints](#)

[Complaints during elections](#)

[Initial complaint process](#)

[Confidentiality](#)

[Reporting on investigation](#)

[Investigator report on failing to comply with sanction](#)

[Determinations](#)

[Conflict of interest—council member present at meeting](#)

[Public record](#)

[Council determination final](#)

[Sanctions and Sanction Framework](#)

[Sanctions framework](#)

[Sanctions for contravention of code of conduct](#)

[Schedule “A”—Model Code of Conduct for Municipalities](#)

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## Interpretation

### Citation

1 These regulations may be cited as the *Code of Conduct for Municipal Elected Officials Regulations*.

### Definitions

2 In these regulations,

“Act” means the *Municipal Government Act*;

“complaint” means a complaint regarding an alleged breach of the code of conduct;

“elected official” means [a] council member, mayor or warden;

“investigator” means a person or entity appointed by a municipality under subsection 23C(1) of the Act to receive and investigate complaints;

“model code of conduct” means the model code of conduct prescribed in Schedule “A”.

## Code of Conduct

### Application

- 3 (1) The code of conduct referred to in these regulations is a code of conduct established under Section 23A of the Act.
- (2) The code of conduct applies to elected officials at all times and in all locations.

### Adoption of code of conduct and notice to Minister

- 4 (1) A municipality must adopt the model code of conduct on or before December 19, 2024.
- (2) A municipality must report to the Minister and provide a notice confirming adoption of the model code of conduct on or before December 19, 2024.

### When code of conduct applies

- 5 (1) The code of conduct applies to each council member from the time that they are declared elected until the earliest of the following:
- (a) the date of their resignation;
  - (b) the date they are disqualified from office;
  - (c) the date their successor is sworn into office, or the date of the meeting at which a successor would have been sworn into office if there is no successor.
- (2) The code of conduct does not apply to action or conduct that occurred before the earlier of the following dates:
- (a) date that the code is adopted by a municipality;
  - (b) December 19, 2024.

## Complaint and Investigation Process

### Appointment of investigator by municipality

- 6 (1) An investigator must have experience conducting investigations and applying the principles of natural justice and procedural fairness.
- (2) A municipality must include an investigator's contact information on its publicly accessible website.
- (3) A municipality must ensure that no conflict of interest exists between the investigator and the parties involved in a complaint.

### Timeline for complaints

- 7 (1) A complaint must be made to an investigator no later than 6 months after the date that the complaint is discovered.
- (2) For the purposes of this Section, a complaint is discovered on the following applicable date:
- (a) the date that the complainant first knew or ought reasonably to have known that the council member's conduct or action was potentially in breach of the code of conduct;
  - (b) for conduct or an action that is continuous, the date that the council member's action or conduct ceases;
  - (c) for conduct or a series of actions that is repeated, the date that the council member's last act or conduct in the series occurs.

### Complaints during elections

- 8 (1) A complaint brought forward during a municipal election period, from nomination day until ordinary polling day, must not be investigated until the election is concluded.
- (2) An investigation in progress on an election's nomination day must continue, but may be paused between nomination day and election day.
- (3) An investigation in progress for a complaint made about the conduct of an elected official will not continue if the official is not re-elected.

### Initial complaint process

- 9 (1) An investigator must notify the Chief Administrative Officer whenever a complaint is received.
- (2) An investigator must determine if there is merit to a complaint and then take 1 of the following actions:
- (a) notify the Chief Administrative Officer that it is dismissed in accordance with subsection 23C(3) of the Act;
  - (b) if the investigator finds that the complaint has merit, the investigator must
    - (i) notify the council member who is the subject of the complaint that a complaint has been made about them, and that it is proceeding to an investigation, and

- (ii) begin their investigation and notify council in camera of the fact that a complaint is proceeding to the investigation phase.

### **Confidentiality**

**10** An investigator must protect the confidentiality of all of the following to the greatest extent possible, while still applying the principles of natural justice and ensuring procedural fairness:

- (a) the complainant;
- (b) all persons who are the subject of the complaint;
- (c) all persons involved in the investigation.

### **Reporting on investigation**

- 11** (1) Except as provided in subsection (2), the report on the investigation required by subsection 23C(2) of the Act to be presented to council must be presented no later than 6 months after a complaint is made.
- (2) Council may grant an investigator additional time to present a report in exceptional circumstances, including a delay caused by a municipal election period.
- (3) A council member who is the subject of a complaint must be given an opportunity to review and respond to the information in an investigator's report, and to make submissions to council before the council determines whether there was a breach of the code of conduct.

### **Investigator report on failing to comply with sanction**

**12** Despite Sections 9, 10 and 11, if a council member fails to comply with a sanction as required by the code of conduct, the investigator is not required to conduct an investigation but must present a report to council with a recommendation on an appropriate sanction.

### **Determinations**

**13** After receiving the investigator's report and hearing any submissions from any council member who is the subject of the complaint, council must determine if a breach occurred and any appropriate sanctions to impose in accordance with Sections 17 and 18. [*sic*]

### **Conflict of interest—council member present at meeting**

**14** If a council member who is the subject of a complaint or who has made a complaint under the code of conduct is present at a council meeting at which the complaint is discussed, the council member must

- (a) withdraw from their place as a council member and take 1 of the following applicable actions while the complaint is being considered:
  - (i) for a closed meeting, leave the room where the meeting is held,
  - (ii) for a meeting that is open to the public, either
    - (A) leave the room where the meeting is held, or

(B) attend only in part of the room set aside for the general public; and

(b) not vote on any issue related to the complaint.

### **Public record**

**15** After council's determination of a complaint, the council must make a record that is open to the public outlining all of the following:

- (a) the section of the code of conduct under which the complaint was made;
- (b) the investigator's recommendations;
- (c) the council's determination and any sanction imposed.

### **Council determination final**

**16** A council's determination regarding a complaint is final and binding on all parties.

## **Sanctions and Sanction Framework**

### **Sanctions framework**

**17** A council must consider all of the following criteria before imposing a sanction on a council member for a contravention of the code of conduct:

- (a) the nature of the contravention;
- (b) the length or persistence of the contravention;
- (c) whether the council member's contravention was intentional;
- (d) whether the council member has taken any steps to remedy the contravention;
- (e) whether the council member has previously contravened the code of conduct;
- (f) any external factors that are relevant to the council member's contravention, including personal issues and health issues;
- (g) the resources necessary to fulfilling the council member's responsibilities as a council member.

### **Sanctions for contravention of code of conduct**

**18 (1)** The sanctions to be imposed by Council under Section 23D of the Act may include 1 or more of the following prescribed sanctions:

- (a) a letter of formal reprimand or warning;
- (b) a requirement that the council member provide a letter acknowledging their contravention and an apology no later than 15 days after the date the council imposes the sanction;
- (c) a requirement that the council member attend training that is appropriate to address the action or conduct that contravened the code of conduct;
- (d) a public censure;

- (e) limiting the council member’s access to certain local government facilities, equipment or property;
  - (f) suspending or removing the council member as deputy head of council or the chair of any committee;
  - (g) suspending or removing the council member, for a period [of] no longer than 6 months, from some or all municipal committees or boards;
  - (h) limiting the council member’s participation on behalf of a municipality;
  - (i) limiting the council member’s travel or expense reimbursement on behalf of a municipality;
  - (j) a fine of up to \$1000 per contravention of the code of conduct, that must be paid no later than 6 months after the date that council imposes the sanction;
  - (k) reducing the council member’s remuneration, for a period [of] no longer than 6 months;
  - (l) requiring the council member to repay any direct monetary loss realized by a municipality as a result of the council member’s contravention, in an amount determined by the investigator;
  - (m) requiring the council member to repay any direct monetary gain they obtained as a result of their contravention, in an amount determined by the investigator.
- (2) A council member who is determined by council to have contravened the code of conduct must complete additional code of conduct training.

**Schedule “A”—Model Code of Conduct for Municipalities  
prescribed by the Minister under subsection 520(1) of Chapter 18 of the Acts of 1998,  
the *Municipal Government Act***

**Title**

- 1** The title of this code of conduct is the *Code of Conduct for Elected Officials of the [insert name of municipality]*.

**Definitions**

- 2** In this Code, the following definitions apply:

“Act” means the *Municipal Government Act*;

“CAO” means chief administrative officer;

“clerk” means the clerk of the municipality;

“closely connected” to a council member, means any of the following:

- (i) a family member of the council member,

- (ii) an agent of the council member,
- (iii) a business partner of the council member,
- (iv) an employer of the council member;

“Code” means the *Code of Conduct for Elected Officials of the [insert name of municipality, as in title]*;

“complaint” means a complaint regarding an alleged breach of the Code;

“confidential information” includes any information in the possession of the municipality that the municipality is prohibited from disclosing pursuant to legislation, court order or by contract, or is required to refuse to disclose under Part XX of the Act or other legislation, or that pertains to the business of the municipality and is generally considered to be of a confidential nature, including information about any of the following:

- (i) the security of the municipality’s property,
- (ii) a proposed or pending acquisition or disposition of land or other property,
- (iii) a tender that has or will be issued but that has not been awarded,
- (iv) contract negotiations,
- (v) employment and labour relations,
- (vi) draft documents and legal instruments, including reports, policies, bylaws and resolutions, that have not been deliberated in a meeting open to the public,
- (vii) law enforcement matters,
- (viii) litigation or potential litigation, including matters before administrative tribunals,
- (ix) advice that [is] solicitor-client privileged;

“council” means the council of the municipality;

“discrimination” has the same meaning as in the *Human Rights Act*;

“elected official” means any council member, including the mayor or warden;

“family member” means, in relation to a person, any of the following, and includes a step-family member:

- (i) spouse,
- (ii) parent or guardian,
- (iii) child,
- (iv) sibling,

- (v) sibling of a parent,
- (vi) child of a sibling,
- (vii) grandchild,
- (viii) grandparent,
- (ix) parent-in-law,
- (x) sibling-in-law,
- (xi) spouse of a child;

“harass” has the same meaning as in the *Human Rights Act*;

“investigator” means a person or entity appointed by a municipality under subsection 23C(1) of the Act to receive and investigate complaints;

“mayor” means the council member elected at large to be the chair of the council;

“municipality” means the regional municipality, town or county or district municipality, except where the context otherwise requires;

“poisoned environment” means an environment where harassing or discriminatory conduct causes significant and unreasonable interference with a person’s work environment;

“sexual harassment” has the same meaning as in the *Human Rights Act*;

“warden” means the council member chosen by the council to be the chair of the council.

### **General purpose**

- 3** (1) The purpose of this Code is to set out the expectations for the behaviour of members elected to council in carrying out their functions and making decisions that benefit the constituents in their municipality.
- (2) Nothing in this Code is intended to prevent elected officials from sharing or expressing dissenting opinions.

### **Interaction with laws and policies**

- 4** (1) This Code is intended to operate together with, and as a supplement to, the applicable common law, the *Criminal Code* of Canada, the Act, the *Municipal Conflict of Interest Act* and any other applicable legislation.
- (2) This Code is intended to operate together with, and as a supplement to, the other bylaws and policies of a municipality.
- (3) This Code prevails in any conflict between the Code and any municipal resolution, policy or bylaw.

### **Guiding principles**

- 5** All of the following are the guiding principles for council members’ conduct:

Collegiality: council members must work together to further the best interests of the municipality in an honest and honourable way.

Respect: council members must demonstrate respect towards one another, the democratic decision-making process and the role of staff. Council members must not act in a manner that negatively impacts the municipality or tarnishes the municipality's reputation.

Integrity: council members must act lawfully and adhere to strong ethical principles by prioritizing the municipality's interests over individual interests.

Professionalism: council members must create and maintain an environment that is respectful and free from all forms of discrimination and harassment, including sexual harassment. Council members must show consideration for every person's values, beliefs and contributions, and support and encourage others to participate in council activities.

Transparency: council members must be truthful and open about their decisions and actions and make every effort to accurately communicate information openly to the public.

Responsibility: council members are responsible for the decisions that they make and must be held accountable for their actions and outcomes. Council members must demonstrate awareness of their own conduct and consider how their words or actions may be perceived as offensive or demeaning.

### **General conduct**

- 6
- (1) A council member must be truthful and forthright and not deceive or knowingly mislead Council, the CAO, staff or the public.
  - (2) A council member must show respect for chairs of council meetings, chairs of committee meetings, colleagues, staff and members of the public that present during council meetings or other meetings of the municipality.
  - (3) A council member must adhere to the direction of the chairs of meetings with respect to rules of procedure.
  - (4) A council member must conduct council business and all duties in an open and transparent manner, other than for those matters that council is authorized by law to carry out in private.
  - (5) A council member must not be impaired by alcohol or drugs while attending any council meeting or other meeting of the municipality.
  - (6) A council member must comply with any sanction imposed under this Code, and failing to comply with a sanction imposed is considered a breach of the Code.

### **Confidential information**

- 7
- (1) A council member must not disclose or release any confidential information to the public in oral, written or any other form, other than when required by policy or law or authorized by the council to do so.
  - (2) A council member must not use confidential information for personal or private gain or for the private gain of any other person or entity.

- (3) A council member must not access or attempt to access confidential information in the custody of the municipality unless the information is necessary for the performance of their duties and its access is not prohibited by legislation or by the bylaws or policies of the municipality.
- (4) A council member must not discuss any matters relating to an active investigation under the Code with anyone other than the investigator or their own legal counsel, unless required by law.

### **Gifts and benefits**

- 8** (1) A council member must not accept a fee, advance, cash, gift, gift certificate or personal benefit that is connected directly or indirectly with the performance of their duties of office, other than the following exceptions:
- (a) gifts or benefits that normally accompany the responsibilities of office and are received as an incident of protocol or social obligation;
  - (b) a suitable memento of a function honouring the council member;
  - (c) sponsorships and donations for community events organized or run by a council member or by a third party on behalf of a council member;
  - (d) compensation authorized by the municipality.
- (2) A fee, advance, cash, gift, gift certificate or personal benefit paid or provided to a person closely connected to a council member, with the council member's knowledge, is deemed to be a gift to the council member.

### **Use of municipal property, equipment and services**

- 9** (1) A council member must not use, or request the use of, any municipal property, including surplus material or equipment, for personal convenience or profit, unless the property meets 1 of the following:
- (a) it is generally available for use by the public and the council member is receiving no special preference in its use;
  - (b) it is made available to the council member in the course of carrying out council activities and duties, and is used for purposes connected with the discharge of municipal duties.
- (2) A council member must not obtain, or attempt to obtain, personal financial gain from the use or sale of intellectual property developed by the municipality.
- (3) A council member must not use information, or attempt to use information, gained in the course of their duties that is not available to the general public for any purposes other than carrying out their official duties.
- (4) A council member, or a person closely connected to a council member, must not tender on the sale of surplus municipal property, including old or extra equipment.

### **Building, development, planning, or procurement proposals before council**

- 10** A council member must not solicit or accept support in any form from an individual, group or corporation with any building, development, planning or procurement proposal before council.

**Improper use of influence**

- 11** A council member must not use the influence of their office for any purpose other than for the exercise of their official duties.

**Business relations**

- 12** (1) A council member must not allow any prospect of their future employment by a person or entity to affect the performance of their duties to the municipality.
- (2) A council member must not borrow money from any person who regularly does business with the municipality, unless the person is an institution or company whose shares are publicly traded and who is regularly in the business of lending money.
- (3) A council member must not act as an agent of a person or entity before council or a committee of council or any agency, board or committee of the municipality.

**Employment of persons closely connected to council members**

- 13** (1) A council member must not attempt to influence any municipal employee to hire or promote a person closely connected to the member.
- (2) A council member must not make any decision or participate in the process to hire, transfer, promote, demote, discipline or terminate any person closely connected to the member.

**Fairness**

- 14** (1) A council member must not give special consideration, treatment or advantage to any individual or entity beyond that which is given to all.
- (2) A council member must not give special consideration, treatment or advantage to an organization or group because the council member, or a person closely connected to the member, is involved with the organization or group.

**Adherence to policies, procedures, bylaws and other laws**

- 15** (1) Council members must adhere to all applicable federal and provincial legislation.
- (2) Council members must adhere to the procedures, resolutions, policies and bylaws of the municipality.
- (3) Council members must adhere to the expense and hospitality policy of the municipality.

**Respect for council as a decision-making body**

- 16** (1) A council member must abide by, and act in accordance with, any decision made by council, whether or not the member voted in favour of the decision.
- (2) A council member must not encourage non-compliance with any legislation, regulation, bylaw, resolution, policy or procedure.

**Communicating on behalf of council**

- 17** (1) A council member, other than the mayor or warden, must not claim to speak on behalf of council unless the council member is authorized to do so.
- (2) The mayor, warden or an individual designated by council may speak on behalf of council and must make every effort to convey the intent of council's decision accurately.

### **Interactions of council with staff and service providers**

- 18** (1) A council member must respect the role of the CAO as head of the administrative branch of the municipality's government and must not involve themselves directly in the administration of the affairs of the municipality, including, without limitation, the administration of contracts.
- (2) A council member must not direct, or attempt to direct, the CAO or clerk other than through a direction provided by the council as a whole.
- (3) A council member must be respectful of the role of the CAO and municipal employees to advise based on political neutrality and objectivity and without undue influence from any individual member or group of the council.
- (4) A council member must not direct or influence, or attempt to direct or influence any municipal employees in the exercise of their duties or functions, unless council is fulfilling the responsibilities of the CAO under clause 29(a) of the Act, and unless council as a whole has provided direction regarding [the] same.
- (5) If a CAO has been appointed under Section 28 of the Act, a council member must not direct  
municipal employees  
except through the  
CAO.
- (6) Contractors, tenderers, consultants or other service providers to the municipality must not be issued instructions by council members
- (a) if a CAO has been appointed under Section 28 of the Act; or
- (b) unless council is fulfilling the responsibilities of the CAO under clause 29(a) of the Act and council as a whole has provided direction regarding [the] same.
- (7) A council member must not require or request that a municipal employee undertake personal chores or tasks for the member that are unrelated to municipal business.
- (8) A council member must not make public statements that are critical of specific or identifiable municipal employees or service providers.

### **Respectful interactions**

- 19** (1) A council member must not engage in discrimination or harassment as prohibited by the *Human Rights Act*.
- (2) A council member must not sexually harass any person.
- (3) A council member must not engage in any discriminatory or harassing action or conduct, verbal or non-verbal, directed at 1 or more individuals or groups that creates a poisoned environment.

### **Reprisals**

- 20** A council member must not undertake any act of reprisal or threaten reprisal against a complainant in a matter under this Code or any person providing relevant information in relation to a matter under this Code.

# Legislative History Reference Tables

Code of Conduct for Municipal Elected Officials Regulations  
Municipal Government Act

N.S. Reg. 219/2024

*Note: The information in these tables does not form part of the regulations and is compiled by the Office of the Registrar of Regulations for reference only.*

## Source Law

The current consolidation of the *Code of Conduct for Municipal Elected Officials Regulations* made under the *Municipal Government Act* includes all of the following regulations:

<b>N.S. Regulation</b>	<b>In force date*</b>	<b>How in force</b>	<b>Royal Gazette Part II Issue</b>
219/2024	Oct 20, 2024	date specified	Nov 1, 2024

The following regulations are not yet in force and are not included in the current consolidation:

<b>N.S. Regulation</b>	<b>In force date*</b>	<b>How in force</b>	<b>Royal Gazette Part II Issue</b>
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\*See subsection 3(6) of the *Regulations Act* for rules about in force dates of regulations.

## Amendments by Provision

ad. = added  
am. = amended

fc. = fee change  
ra. = reassigned

rep. = repealed  
rs. = repealed and substituted

<b>Provision affected</b>	<b>How affected</b>
.....	

Note that changes to headings are not included in the above table.

## Editorial Notes and Corrections

Note	Effective date
1 Subclauses 9(2)(b)(ii) to (iii) of original text renumbered as subclauses 9(2)(b)(i) to (ii) for the purposes of this consolidation.	
2 Subclause (xi) of the definition of “confidential information” in Schedule “A” to the regulations in the original text renumbered as subclause (ix) for the purposes of this consolidation.	

## Repealed and Superseded

N.S. Regulation	Title	In force date	Repealed date
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Note: Only regulations that are specifically repealed and replaced appear in this table. It may not reflect the entire history of regulations on this subject matter.

Webpage last updated: 15-11-2024

**Policy Subject / Title - CODE OF CONDUCT FOR MEMBERS OF COUNCIL AND PUBLIC COMMITTEE MEMBERS**

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**GENERAL PURPOSE OF POLICY**

74.01 Members of Council and Public Committee Members are expected to be reasonably well informed about all aspects of municipal governance and are to carry out their duties in a fair, transparent, impartial and professional manner. The purpose of this policy is to ensure that Members of Council and Public Committee Members understand their responsibilities, and to further ensure that their conduct in carrying out those responsibilities is beyond reproach.

**POLICY APPLICATION**

74.02 This policy extends to sitting Members of Council, including the Mayor, as well as non-elected community representatives that are appointed to standing and ad hoc committees of Region of Queens Municipality.

74.03 This Policy requires each member of Council and Public Committee Member to take responsibility for their respective actions.

**POLICY DETAILS**

74.04 Members of Council and Public Committee Members shall at all times put the public's interest ahead of their own interests.

74.05 Members of Council and Public Committee Members must conduct themselves in such a manner so as to ensure that they are at all times in compliance with the *Municipal Conflict of Interest Act*.

74.06 Members of Council and Public Committee Members shall not disclose to anyone information or discussion that takes place in-camera.

74.07 Members of Council are from time to time appointed to various committees and as such are expected to attend on a regular basis. When unable to attend, Members of Council shall extend regrets to the appropriate Chairperson prior to the meeting.

74.08 Members of Council and Public Committee Members shall, whenever carrying out their duties and responsibilities, conduct themselves in a courteous, respectful and forthright manner observing a high standard of professionalism.

74.09 Members of Council and Public Committee Members shall not grant any special consideration or advantage to any person, group or organization unless pursuant to the dictates and directives of existing statutory or judicial authority.

**Policy Subject / Title - CODE OF CONDUCT FOR MEMBERS OF COUNCIL AND PUBLIC COMMITTEE MEMBERS**

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- 74.10 Members of Council and Public Committee Members acknowledge that the expenditure of public funds is a privilege granted to them and each member undertakes to the best of their ability to ensure that these funds are expended in the best interests of the people of Queens County.
- 74.11 Use of municipal vehicles, equipment or property shall not be requested by Members of Council or Public Committee Members for personal use unless such use is made available to all members of the public.
- 74.12 Members of Council and Public Committee Members shall use appropriate parliamentary language in debate and shall respect the right of dissent; including refraining from making, publicly or privately, disparaging or inappropriate remarks about other members or their opinions. At no time shall comments or procedures be used deliberately to embarrass a Member of Council, a Public Committee Member or a staff person.
- 74.13 Members of Council and Public Committee Members, whether on Council or Committee, shall respect the decision of the majority, and those Members in such circumstances shall respect the rights of the minority.
- 74.14 Members of Council and Public Committee Members shall refrain from the following activities:
- (a) the use of "insider" information for personal gain;
  - (b) the use of confidential information for any improper purpose;
  - (c) knowingly breaking the law or requesting others to do so;
  - (d) disclosing personal information, including financial data, about any resident or taxpayer in Queens that is not generally available to the public;
  - (e) disclosing the identity of any person(s) filing a complaint with Region of Queens Municipality unless authorized by the complainant(s);
  - (f) disclosing the contents of any property appraisal contracted by the Region, other than the appraised value of the property or properties being valued;
  - (g) publicly discussing any preliminary reports, memorandums, letters or recommendations that have not been dealt with by Council or the appropriate committee;
  - (h) publicly discussing any information that has been provided confidentially or is required by law to be held in confidence;
  - (i) providing false or misleading information in order to influence a policy or direction of Council, or withholding pertinent information in this regard;

**Policy Subject / Title - CODE OF CONDUCT FOR MEMBERS OF COUNCIL AND PUBLIC COMMITTEE MEMBERS**

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- (j) proposing or giving direction to staff, except through the Chief Administrative Officer;
- (k) treating staff with incivility.

**REPORTING PROCEDURE**

- 74.15 If a Member of Council or Public Committee Member feels that any part of this Code of Conduct has been breached, he/she shall report such breach in writing to the Chief Administrative Officer stating the details of the alleged breach.
- 74.16 If the complaint filed does not relate to the conduct of the Mayor, then the Mayor and the Chief Administrative Officer shall review the complaint and conduct such investigation as deemed necessary, which investigation may include seeking legal advice. The identity of the complainant shall remain confidential unless the complainant waives this requirement.
- 74.17 In the case of a complaint against the Mayor, the Chief Administrative Officer shall then call upon the Deputy Mayor to assist in the handling of the matter.
- 74.18 If it is determined upon the completion of the required investigation that a breach of this Code of Conduct Policy has not taken place, the complainant shall be so advised with an explanation in writing and the file will be deemed confidential and closed.
- 74.19 If it is determined upon the completion of the required investigation that a breach of the Code of Conduct Policy has taken place, the investigative findings shall be presented to Council at an in-camera session. If Council concurs that a breach of this policy has occurred, Council shall then consider the following options in an open Council meeting:
  - (a) request the offending party to remove himself/herself from further involvement in the specific activity under review;
  - (b) take disciplinary action in the form of a public statement outlining the breach and Council's position;
  - (c) take disciplinary action in the form of removing the offending party from the relevant committee;
  - (d) take such other action as Council deems appropriate bearing in mind the severity of the breach.
- 74.20 No action shall be taken against any complainant provided the complaint has been made in good faith.

**Policy Subject / Title - CODE OF CONDUCT FOR MEMBERS OF COUNCIL  
AND PUBLIC COMMITTEE MEMBERS**

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74.21 Records relating to all complaints accepted by Council as valid complaints shall be open to public inspection having due regard to Freedom of Information and Protection of Privacy laws.

**RECEIPT OF POLICY**

74.22 All Members of Council and Public Committee Members, upon being sworn into office or receiving letters acknowledging their appointment, shall receive a copy of this policy and by virtue of being sworn or appointed to a committee, acknowledge that they have read, understand and agree to abide by its contents, including compliance with the Municipality's expense and hospitality policies.

## Region of Queens Municipality Staff Report

**To:** Mayor and Council  
**From:** Cody Joudry, CAO  
**Date:** November 25, 2024  
**Re:** Policy 23 Amendment – Off-site Meetings

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### Background

At Council's November 12, 2024 meeting the following motion was approved:

**THAT** the Council of the Region of Queens Municipality direct staff to draft amendments to Policy 23 – Respecting Regular Meetings of Council, whereby off-site Council meetings will no longer be mandatory.

### Details

Attached to this report is an updated version of Administrative Policy 23 – Respecting Regular Meetings of Council. The amendments focus on removing references to off-site meetings. Addition housekeeping amendments are recommended such as changing “health and safety concern” to “health or safety concern” and removing reference to a physical address.

Section 23.2 states that Council will not hold the second meeting of the month in July and August. Staff are recommending Council consider adding December to this list.

The 4<sup>th</sup> Tuesday of December falls on:

December 24, 2024  
December 23, 2025  
December 22, 2026  
December 28, 2027



December 26, 2028  
December 25, 2029  
December 24, 2030

Given these meetings always fall near or on holidays and in the evening, it may make more sense to decide as a matter of regular business not to plan for them.

If there is urgent Council matters the Mayor, Chief Administrative Officer, or majority of Council can always call a Council meeting if the need arises.

### **Budget Impacts**

The cost for off-site meetings is relative small but not known exactly. By not having off-site council meetings marginal savings could be realized.

### **Communications**

Post the updated policy on the Region of Queens website.

### **Recommendation**

**(1) THAT** the Council of the Region of Queens Municipality receive the report titled "Policy 23 Amendment – Off-site Meetings" for information.

**(2) THAT** the Council of the Region of Queens Municipality amend Administrative Policy 23 as presented.

**ADMINISTRATIVE POLICY NUMBER – 23**

**Policy Subject / Title – RESPECTING REGULAR MEETINGS OF COUNCIL**

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**POLICY STATEMENT**

23.0 It shall be the policy of Region of Queens Municipality to have consistent, predetermined schedule for Regular Council Meetings.

**POLICY OBJECTIVES**

23.1 To maintain a consistent schedule for Council Meetings.

~~23.2—To have a schedule of meetings in Queens County communities to encourage resident engagement.~~

**POLICY DETAIL**

~~23-323.2~~ Council of Region of Queens Municipality shall hold bi-monthly council meetings on the second Tuesday of each month in ~~the Council Chamber of the Municipal Administration Building, 249 White Point Road, Liverpool~~ beginning at 9:00 a.m.

**Gifts and Benefits**

~~23.4—~~Council of Region of Queens Municipality shall hold a bi-monthly council meeting on the fourth Tuesday of each month in Council Chamber ~~of the Municipal Administration Building, 249 White Point Road, Liverpool~~, beginning at 6:00 p.m. ~~except for meetings which shall be held in the following locations:~~

~~23.4.1—April—West Queens~~

~~23.4.2—June—North Queens~~

~~23.4.3—October—East Queens~~

~~23.4.4—January—South Queens~~

~~23-523.3~~ Notwithstanding Section 23.4, no council meetings shall be held on the fourth Tuesdays of July ~~and~~, August ~~and~~ December.

~~23-623.4~~ When a meeting date falls on a holiday, the meeting shall be held on the next business day.

~~23-723.5~~ In cases when there is a health ~~and-or~~ safety concern related to holding a meeting outside of the Council Chamber, Council may hold those meetings in the Council Chamber. If feasible, the non-Council Chamber meeting will be rescheduled to another time within the current fiscal year.

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23-823.6 In cases when there is a health ~~and-or~~ safety concern related to holding a meeting in-person, or a quorum is not expected to be present, the Mayor, in consultation with Council and Chief Administrative Officer, may cancel a council meeting or hold said meeting electronically. If a meeting is cancelled, it shall not be rescheduled and agenda items will carry over to the next scheduled meeting.

VERSION NUMBER	COUNCIL APPROVAL DATE
1.0	May 24, 2022
2.0	

## Region of Queens Municipality Staff Report

**To:** Mayor and Council  
**From:** Cody Joudry, CAO  
**Date:** November 25, 2024  
**Re:** Investigating an Indoor Pool

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### Background

Council passed the following motion at its November 12, 2024, meeting:

**THAT** the Council of the Region of Queens Municipality direct staff to prepare a report, as soon as possible, on the feasibility of shifting the current pool construction project to an indoor facility and that the report should include an analysis of key considerations, foreseeable consequences, and next steps required for such a change.

This report is meant to fulfill that direction.

### Details

The outdoor pool project is underway. The construction contract was awarded to Axios Construction. Site clearing has been completed and concrete forms are being built now. The project was approved by the previous term of Council. During discussions leading up to the decision, the benefit of an indoor pool and cost were discussed. Council was also looking to replace the Milton Centennial Pool, which failed and was decades past its expected life. In addition, the Municipality received \$5.2 million in grants from a private donor and the Provincial government toward the project. Lastly, when the tendering process was complete, Council was comfortable proceeding based on the final ~\$8.1 million total cost of construction.

Council has requested a feasibility report on transitioning the current outdoor pool project to an indoor pool facility. This report does not evaluate the community benefits of an indoor versus outdoor pool. In addition, there is no data to quantify or qualify resident opinions of the costs-benefit analysis.

Based on the analysis of technical, financial, and operational factors, converting the existing outdoor pool to an indoor facility is possible, but not cost effective. It may be more advantageous to end the current project and to start over. This new process should start with a new design and fundraising.

Should Council wish to change the current project, the following steps are required:

- a. Negotiate with the contractor and two existing funding partners regarding the change in order to minimize the financial impact.
- b. Initiate a new indoor pool facility design.
- c. Develop a fundraising plan for a new indoor facility.

To take the action noted above, here is a sample motion:

**THAT** the Council of the Region of Queens Municipality direct staff to: (1) cease the outdoor pool project; (2) negotiate with the contractor and funders to minimize the financial impact; (3) provide a plan to initiate a new design for an indoor pool facility; and (4) create a fundraising plan for the new indoor pool facility.

It is possible to negotiate with the existing contractor to redevelop the project. A new indoor facility is a much larger project, a new competitive process may provide better service for dollars.

If Council does not provide direction to deviate from the current plan, the project will continue as planned. The current plan has a Design-Build team, including municipal staff, who are responsible for the civil works portion of the project.

## **Outdoor to Indoor Pool Conversion**

Outdoor pools and indoor pools are quite different in the way they are built, mainly because indoor pools must accommodate a large, enclosed body of warm chlorinated water. In addition, since people would be indoors, the facility design would need additional systems as well as life safety and health considerations. Lastly, chosen materials, finishes and other design elements would need to be reevaluated. All these factors lead to major differences in design and cost to provide a safe, adequate, and desirable environment and pool facility.

Transitioning the project to an indoor facility would require substantial redesign, including:

- Integration of structural and mechanical systems (such as HVAC) with the existing Queens Place Emera Centre (QPEC), or a new standalone system.
- Replacement of outdoor materials with code-compliant indoor designs and finishes.
- Evaluation and integration of indoor pool design elements, e.g. pool tank design, deck dimensions, gutter vs. skimmer systems

An indoor facility would also have to be redesigned to account for the loading requirements of a roofed pool, snow loads, HVAC systems, proximity to QPEC, and so forth. These adjustments introduce significant delays and additional complexities if conducted within the existing agreement. Such delays may be in breach of the existing contract and funding agreements. An indoor facility would also need to consider climate control systems, sprinkler systems, alarm systems, and monitoring systems that would otherwise not be required. The current outdoor pool design includes a change pavilion that is a separate single seasonal building, not physically attached to QPEC, which may need to be reconsidered as well.

Technical specialists, including the contractor, architects, engineers, and our Project Manager have confirmed that despite initial excitement about converting – from a technical standpoint it is not practical or cost effective. The decision to convert the existing project would cause a cascading effect of changes. These changes could very well lead to the Municipality spending more money converting.

## **Current Investment**

Delaying the project to allow for a redesign would result in a minimum of \$1.0 million in sunk costs, although there are reasons to believe this cost could increase beyond \$2.0 million. The ratepayers would bear these costs as they would not be

eligible for cost sharing through the Provincial or Private donor funding agreements. Sunk costs mean expenses that would not contribute to the final project. It is also unclear if these costs would be HST-exempt.

The current project maintains a low financial risk category for debt servicing. The following table outlines the existing project's funding model.

**Construction Cost**

Total estimated cost	\$ 8,080,000
Construction	\$ 7,880,000
Temporary borrowing costs	\$ 200,000
Total:	<u>\$ 8,080,000</u>

**Funded By**

Province of Nova Scotia	\$ 2,200,000
Private Donor	\$ 3,000,000
Long Term Borrowing	\$ 2,000,000
Accumulated Surplus	\$ 880,000
Total:	<u>\$ 8,080,000</u>

**Region of Queens Costs**

Principle payment	\$ 2,000,000
Interest estimate	\$ 787,500
Total:	<u>\$ 2,787,500</u>

This table shows that the rate payers of the Region would pay ~\$2.8 million total for the pool project. This excludes the estimated operating costs (\$0.1 to \$0.15 million per year) for the outdoor facility.

**New Aquatic Facility Cost**

Estimates for a new indoor pool facility range between \$30 and \$35 million. Transitioning to an indoor pool would push financial indicators into a high-risk range, potentially impacting future capital projects. Yarmouth's Mariners Centre expansion, which includes a modern aquatics center (6-lane 25-meter pool, leisure pool, fitness center, multi-purpose spaces, and indoor walking track) is expected to exceed \$38 million. The Sports Facilities Companies, a consultant on recreational facility development writes:

*"[...] we're talking about a facility that would include one competition lap pool, one leisure/recreation pool, and a splash pad or playground with water features. A facility of this type typically falls within the \$30.7 million to \$37.5 million range (USD)."*

A new aquatic facility in the City of Regina may exceed \$245 million, a new aquatic facility in New Westminster, BC is costing \$107 million, and the City of Thompson, MB awarded a \$42.6 million construction contract in April 2024 for a new aquatic facility. Research on other relatively new aquatic facilities did not reference any total cost below \$30 million. In addition to this information, a large contractor with experience building these types of facilities confirmed \$30-35 million is a reasonable high-level estimate for an indoor pool facility for Queens.

Staff believe the total cost of an indoor pool facility is not well understood by the public, which could hinder informed public dialogue.

### **Funding and Debt Impact**

There is a possibility that existing funding agreements could be extended, but those negotiations have not taken place. There are also other funders who may consider contributions to a new project. If Council wanted to redirect work towards an indoor pool, the Municipality could be successful in obtaining additional funding over time. It would not be unusual to expect that level of fundraising to take several years.

The cost to the Municipality to borrow money is approximately 40% (based on 20-year amortization). If the Municipality borrowed \$5 million it would cost \$7 million total in repayments, \$10 million would cost \$14 million, and \$20 million would cost \$28 million. These estimates vary based on the Municipality's current capital project plan as well as existing borrowing and revenue.

For clarity, the total cost to the rate payer for the construction of the current outdoor pool project is less than one cent on the tax rate over 20 years. For an indoor pool, assuming the Municipality covers one-third of the total cost, initial estimates are that it would equate to five cents on the tax rate over 20 years. Tax rate effects will be greater in the initial years and then reduce as interest expense decreases over the term of the loan. In the first year of an outdoor pool the estimate is 1.3 cents and in the first year of an indoor pool, 6.7 cents. These estimates are related to the Municipality's general levy.

### **Future Operating Costs**

The cost of operating an indoor facility have not been studied. However initial estimates to operate the outdoor pool are \$0.10 to \$0.15 million per year. A

substantial portion of those costs are related to staffing. A broad estimate to operate an indoor pool facility would be \$0.30 to \$0.65 million per year. These numbers are purely “guesstimates” and would vary depending on final design, systems, and programming levels.

### **Timeline Analysis**

The current plan is for the outdoor pool to be operational in the 2026. A 4 to 6-month delay in this project is unlikely to be adequate time to thoroughly research, redesign, commit to costs, and secure funding. This is one of the reasons why ceasing the current project may be the more financially prudent.

### **Certainty vs Uncertainty**

There is little reason to expect a new indoor facility would cost less than \$30 million (in 2025 dollars). Deciding to build a new indoor facility, including the ability to fundraise, timelines to build, and costs to operate are a “best guess.” Due to this, it is difficult to know when this project could materialize, unless Council is prepared to fund the construction costs itself.

If the plan remains unchanged, the new outdoor pool facility would be operational for the 2026 season and residents can access off-season facilities, such as Bridgewater’s LCLC.

### **Key Points**

- Converting the existing project now, or in the future, is not practical or economical.
- A new year-round indoor pool would cost approximately \$30-35 million and increase access to aquatic recreational facilities for the community.
- There is no comprehensive or Region-wide consultation data available to evaluate public opinion on the cost benefit analysis (e.g. indoor vs outdoor pool).
- A change, halt, or suspension to the current project as of November 18, 2024, would incur at least \$1.0 in sunk costs with a real possibility those costs increase past \$2.0 million. As the project proceeds sunk costs could increase.
- The Municipality may be jeopardizing existing funding if timelines and deliverables change.



## **Recommendation**

**(1) THAT** Council of the Region of Queens Municipality receive the report titled 'Investigating an Indoor Pool' for information.

## Region of Queens Municipality Staff Report

**To:** Mayor and Council  
**From:** Cody Joudry, CAO  
**Date:** November 25, 2024  
**Re:** Committee and Board Appointments

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### Background

The following are the recommended appointments of members of Council to Committees and Boards. These recommendations are created by Mayor Scott Christian and Deputy Mayor Maddie Charlton.

### Details

See attached.

### Recommendation

- (1) **THAT** the Council of the Region of Queens Municipality receive the report titled "Committee and Board Appointments" for information.
  
- (2) **THAT** the Council of the Region of Queens Municipality appoint members to committees and boards as presented.

<b>Committees of Council</b>	<b>Council Representatives (C = Chair)</b>
Planning Advisory Committee	Charlton (C), Jenkins, Carver
Heritage Planning Advisory	Wentzell (C), Roy, Amirault
Audit and Internal Control Committee	Jenkins (C)
Landfill Monitoring Committee	Mayor Christian (C)
Watershed Management Committee	Jenkins (C)
Accessibility Committee	Roy (C)
Dismantling Discrimination and Hate (EDI)	Mayor Christian
Fire Services Committee	Fancy (C), Carver
Police Advisory Board	Amirault (C), Roy, Charlton
Bursary Selection Committee	Carver (C), Mayor Christian
Pool Committee	Fancy (C), Amirault
Library Committee	Mayor Christian (C), Wentzell
<b>External Committees</b>	
Region 6 Solid Waste Steering Committee	Jenkins
Southwest Nova Biosphere Committee	Wentzell
South Shore Regional Library Board	Wentzell
Queens Community Health Board	Charlton
South Shore Housing Action Coalition	Fancy
Western Regional Crown Land Stakeholder Committee	Carver

## Region of Queens Municipality Staff Report

**To:** Mayor and Council  
**From:** Cody Joudry, CAO  
**Date:** November 25, 2024  
**Re:** Committees of Council Terms of Reference - Update

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### Background

Council has both statutory and discretionary committees that have been established over time. The general purpose of committees is to make recommendations to Council regarding matters within the scope of the committee's mandate. In many cases the terms of references requiring updating.

### Details

Work has begun on preparing recommendations to Council concerning updates to various terms of references. Recommendations will focus on ensuring alignment with the *Municipal Government Act* as well as best practices. Staff expect to have this work completed in the new year.

### Budget Impacts

None at this time.

### Recommendation

**(1) THAT** Council of the Region of Queens Municipality receive the report titled "Committees of Council Terms of Reference – Update" for information.

## Region of Queens Municipality Staff Report

**To:** Mayor and Council  
**From:** Cody Joudry, CAO  
**Date:** November 25, 2024  
**Re:** Strategic Priority Setting Facilitator

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### Background

Developing a strategic plan is typically done at the beginning of a new term of Council. This process allows Council to decide what its priorities will be over the term and allow the administration to build draft budgets and workplans around those priorities. Currently the Municipality does not have a strategic plan.

### Details

To ensure that our Municipality continues to progress effectively, it is crucial to establish clear and actionable strategic priorities. Hiring an external facilitator will provide an objective perspective and ensure a structured and inclusive approach to this planning process. Included in the approved 2024-2025 budget is \$25,000 for strategic planning related to community and economic development and \$50,000 for growth planning. An external facilitator, for initial priority setting, may cost between \$5,000 and \$15,000.

Staff intend to use these monies in the existing budget to hire an external facilitator. The goal is to have the priority setting take place in January 2025 with Council and senior staff.



## **Budget Impacts**

There is no new budget implication as the approved 2024-2025 budget includes \$25,000 for in the economic/community development budget for strategic planning and \$50,000 for growth planning.

## **Recommendation**

**(1) THAT** Council of the Region of Queens Municipality receive the report titled "Strategic Priority Setting Facilitator" for information.

## **Region of Queens Municipality Staff Report**

**To:** Mayor and Council

**From:** Joanne Veinotte, Director of Finance

**Date:** November 25, 2024

**Re:** 2024-2025 Q2 Financial Update

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### **Background**

Responsible governance includes a comprehensive review of financial information and performance, as compared to budget. Nonconsolidated operating financial statements for each quarter are provided to Council with a staff report containing supplemental information.

Revenues and expenses are expressed as a percentage of the annual budget. Expenses that are incurred at the beginning of the year such as insurance, will be at 100% (or close) to budget in the first quarter of the year. The percentage is also affected by timing of budgeted projects throughout the year. The percentage is meant as a guide for comparative purposes.

The tables on the following pages provide a high-level overview of the financial information.



**General Revenues:**

Revenues that have no specific costs associated with them.

Taxation	\$18,342,134
Tax Certificates	\$9,160
Penalties and Interest on taxes	\$106,085
Grants In Lieu	\$95,987
Unconditional from PNS	\$349,816
Conditional from PNS	\$25,775
Miscellaneous	\$59,944
Rentals	\$77,362
Return on Investments	\$121,311
	<u>\$19,187,574</u>

**Cost of Service:**

Services that have no specific revenue associated with them.

General Government Services	\$1,551,375
School Board	\$1,870,643
Policing	\$705,616
Fire Protection	\$1,012,194
EMO	\$37,046
Infrastructure	\$890,500
Roads & Streets	\$452,951
Planning	\$144,962
Community Development	\$809,424
Recreation Facilities	\$283,750
Library	\$73,982
Unbudgeted	\$99,355
	<u>\$7,931,797</u>

### Cost of Service:

	<b>Revenue</b>	<b>Cost</b>	<b>Net</b>
Sewer	\$ 280,160	\$ 385,510	\$ 105,350
Queens Place	\$ 300,531	\$ 794,402	\$ 493,871
Solid Waste	\$ 1,436,228	\$ 2,099,675	\$ 663,447
Building/Inspection	\$ 34,756	\$ 93,842	\$ 59,086
Bylaw	\$ 19,995	\$ 47,082	\$ 27,087
Hillsview	\$ 1,016,176	\$ 1,364,012	\$ 347,836
Recreation	\$ 26,696	\$ 143,679	\$ 116,983
Airport	\$ -	\$ 8,512	\$ 8,512

### Reserves:

Transfers from Reserves	\$464,508
Transfers to Reserves:	
Reserve Transfer – Community Development	\$61,130
Reserve Transfer - Equipment	\$227,500
Reserve Transfer - Airport	\$62,000
Reserve Transfer - Landfill	\$75,000
Reserve Transfer - Sidewalks	\$12,500
	\$438,130
Net	-\$26,378
<b>Total</b>	<b>\$9,459,984</b>



## **Financial Report – Quarter Two**

### **Revenue Analysis:**

#### **Section 1 - TAXES**

Deed transfer tax is within 2.5% of budget for the year at \$498,449, leveling out this quarter. HST rebate is determined by the province. Tax recoveries will not occur until tax tender has taken place in February.

#### **Section 2: GRANTS IN LIEU OF TAXES**

Grant in lieu payments typically are not received until Quarter 3 or 4.

#### **Section 3: SERVICE PROVIDED TO OTHER GOVERNMENTS**

Revenue from other local governments usage of the Solid Waste Facility. Running under budget for the year at approximately \$134,000.


#### **Section 4: SALES OF SERVICES**

Landfill and recycling revenue from non-government users, tracking slightly below budget. Tax certificates continue to run over budget with activity more than budgeted. A certificate is required when properties are sold or are being refinanced.

#### **Section 5: OTHER REVENUE FROM OWN SOURCES**

Rental income is higher than budget for the Liverpool Business Development Center (LBDC) as tenancy was uncertain at time of budget. Rental income for the Town Hall is not paid by the Astor Theater Society but rather added as an expenditure in section 15, with the resulting expense recorded as revenue here.

Return on investments is above budget. The majority of operating cash has not been invested in GIC's this year but interest rates have only started to really drop in Quarter 3.



Interest on taxes is running at \$30,000 over budget for the year. This is an indicator that some ratepayers are not paying their taxes in full. Last year revenue was \$80,770 at this time – 20% less than this year.

Queens Place Emerca Centre ice rentals are below budget as the bulk of activity happens in quarter three and four. Bulk of vending machine activity happens in quarter three and four. Leased space is over as tenant stayed beyond expected vacancy date at time of budget.

There will never be postings against the Vacancy Allowance as it is a compensating value for staffing vacancies. Those vacancies create a decrease in wage expenses that are reflected as reduced expenditures on their respective budget lines.

#### **Section 6: UNCONDITIONAL TRANSFER FROM OTHER GOVERNMENTS**

Municipal Financial Capacity Grant (Equalization) for quarter two was received at the beginning of October.

#### **Section 7: CONDITIONAL TRANSFERS FROM FEDERAL & PROVINCIAL GOVERNMENT**

The majority of this funding comes in at the end of the year.

#### **Section 8: OTHER TRANSFERS**

Transferred funding from the LBDC reserve to offset costs to date on the HVAC project with the remainder coming out of the surplus, \$56,881 from reserve and \$354,918 from Surplus. Project cost budgeted for the year is \$1,856,290. These expenditures for Quarter 2 are in Section 14 and included in the line Liverpool Business Development Center.



## **Expenditures:**

### **Section 9 - GENERAL GOVERNMENT SERVICES**

Travel – Council related is all mileage expense for meetings claimed by Councillors/Mayor.

Administration – Staffing vacancies.

Taxation - Reduced Taxes is our low-income tax exemption. 82% of budgeted funds have been disbursed to residents who qualify, current trend is 64% over budget indicating more usage by residents and/or more qualified residents for this exemption. The current model is a scaled one with rebates dependant on income, the lower the income level the greater the rebate.

Conventions and Delegation expenses are incurred depending upon timing of budgeted conferences.

### **Section 10 - PROTECTIVE SERVICES**

RCMP cost is paid quarterly, and payment was made just after end of September.


Vacancy of a part time Fire Inspector and Bylaw Officer reduced expenses. Grants to fire departments are disbursed on a scaled basis throughout the year.

### **Section 11 – TRANSPORTATION SERVICES**

Roads and Streets under budget as a number of projects have not been expensed/incurred including paving and de-icing materials (\$137,500) a quarter three and four expense.

### **Section 12 – ENVIRONMENTAL HEALTH SERVICES**

Testing in prior years was done internally and now is contracted out for North Queens treatment infrastructure.



Green box and grey cart maintenance includes replacements which are all complete for this year. Additional expenses for the year will depend on repairs/damage that needs to be addressed in quarters three and four. A replacement boom for an excavator and a testing pump were purchased and not included in the original maintenance budget for the Solid Waste Facility. Contractor expense for leachate management was significantly over budget in quarter one which will cause an overage for the year.

### **Section 13 - HILLSVIEW ACRES**

Revenues are lower than expenses because billing for one-on-one care and capital projects funded by the province have not been completed.

### **Section 14 - ENVIRONMENTAL DEVELOPMENT SERVICES**


Environmental planning and zoning administration are under budget due to vacant staffing positions. Minimal use of accessibility funding for the first two quarters. Some of this funding is expected to be leveraged as part of the library renovation.

Liverpool Business Development Center operations will be overbudget for the year. Failure of existing HVAC system required rental of AC units at a cost of \$10,000 per month from July to October. This was not factored into the budget.

Some community development projects have yet to be initiated. Staffing challenges are hindering this work, but more projects are expected to start in the after the holidays.

### **Section 15 – RECREATION AND CULTURAL SERVICES**

After budget approval, the Milton pool was deemed unsafe and not recoverable per decision of Council. The expenditures that were made were in anticipation of opening, such as a new pool liner. An additional staff member was hired for North Queens which caused an overage in staffing and travel for North Queens pool.



Queens Place advertising and promotion expenses were historically incurred in large part by the Manager of Events, Promotion and Sponsorship, a position that no longer exists. Current staff are looking at how to facilitate this work in future. Licencing and fees includes a Siemens annual service agreement which was budgeted to another account line, but should be allocated here. Queens Place also has staffing vacancies.

## **Section 16 – FISCAL SERVICES**

Budgeted transfers from reserve: Sidewalk Reserve, First Responders, Landfill Equipment, General Equipment, and 2<sup>nd</sup> Generation Landfill.

Unbudgeted expenditures that have been incurred in quarters one and two are broken out here. Staff are in the process of reviewing all Council minutes to identify other unbudgeted items that have been approved by Council but not incurred. These items will be listed in the next quarterly report to Council.


## **HILLSVIEW ACRES**

Billing to Department of Seniors and Long Term Care has not been done, resulting in expenses of \$160,047 for resident expense being overstated. Funding of building maintenance expenses by the province has not been billed for this fiscal year. Will correct once billing has been completed.

## **UTILITY**

Water Treatment facility repairs and process equipment have experienced a number of failures so far this year that were not anticipated or budgeted. Department of Labour condemned the air compressor, replacement costing \$15,000, failed pumps \$20,000, failed saturator nozzles \$12,000, condemned corrosion batching system \$20,000, replacement meter pumps \$19,000, failed flow meter \$5000.

Transmission and distribution charges show no reading meter expense. This indicates that staff resources have not been coded correctly. Staff will be reviewing the work schedules for the first two quarters and making adjustments as necessary before the next quarterly report.



Advertising of the discolored water due to the structure fire was not anticipated or budgeted for.

Depreciation entry is made at the end of the year.

### **Budget Impacts**

Any forecasted impact on budget is included in this staff report.

### **Recommendation**

**(1) THAT** the Council of the Region of Queens Municipality receive the report titled "2024-2025 Q2 Financial Update" for information.

	2025-03-31 Region Budget	YTD	%age Budget
<b>1. Taxation</b>			
<b>ASSESSABLE PROPERTIES</b>			
Residential	11,546,974	11,545,698	100.0%
Commercial	2,168,203	2,037,236	94.0%
Wind Turbine Act	25,218	-	0.0%
	2,193,421	2,037,236	92.9%
<b>Resource</b>			
Taxable Assessments	931,642	928,490	99.7%
Forest Property-Less than 50,000 Acres	29,153	29,271	100.4%
Forest Property -More than 50,000 Acres	111	111	100.2%
	960,905	957,872	99.7%
<b>AREA RATES</b>			
Hydrant Rate	219,488	209,235	95.3%
Transportation-Roads & Sidewalks	330,881	331,304	100.1%
Districts 1-12	1,370,482	1,380,282	100.7%
District 13	93,869	56,724	60.4%
Debt-District 13	2,014,720	1,977,544	98.2%
Environmental Health-Caledonia	36,300	17,790	49.0%
Environmental Health- Milton	49,400	24,178	48.9%
Environmental Health- Liverpool	436,500	217,106	49.7%
Environmental Health- Brooklyn	42,000	21,086	50.2%
	564,200	280,160	49.7%
<b>Business Property</b>			
Bell	45,400	44,819	98.7%
Nova Scotia Power	1,212,718	1,212,718	100.0%
Nova Scotia Power HST Rebate	45,600	67,798	148.7%
	1,303,718	1,325,335	101.7%
Charitable Properties Exemption Bylaw	(219,000)	-	0.0%
Deed Transfer Tax	950,000	498,449	52.5%
Tax Recoveries	15,000	-	0.0%
	746,000	498,449	66.8%
	<b>\$ 19,329,939</b>	<b>\$ 18,622,294</b>	96.3%
<b>Total Taxation</b>			
<b>2. Grants in Lieu of Taxes</b>	60,891	63,010	103.5%
Federal Government			
Provincial Government	80,519	25,696	31.9%
Provincial Property	21,000	7,282	34.7%
Conservation GIL	133,580	-	0.0%
Crown Timber Land	27,704	-	0.0%
Fire Protection	262,803	32,977	12.5%
	<b>\$ 323,694</b>	<b>\$ 95,987</b>	29.7%
<b>Total Grants in Lieu of Taxes</b>			
<b>3. Services Provided to Other Governments</b>			
Closure Costs Joint Service Board	14,000	6,191	44.2%
Closure Costs Barrington	28,000	11,078	39.6%
Closure Costs Barrington	3,500	1,864	53.3%
Closure Costs Clarks Harbour	215,000	95,086	44.2%
Barrington Solid Waste	28,000	16,003	57.2%
Clarks Harbour Solid Waste	80,000	32,747	40.9%
Joint Service Board Organics	15,000	20,279	135.2%
Barrington Organics	99,000	42,423	42.9%
Joint Service Board Recycling	104,000	52,577	50.6%
Joint Service Board Solid Waste	23,000	12,006	52.2%
Barrington Recycling	3,400	-	0.0%
Clarks Harbour Recycling	1,478,000	633,321	42.8%
Waste Check Solid Waste	185,000	80,652	43.6%
Closure Costs Waste Check	41,000	20,200	49.3%
Waste Check Under tonnage			44.2%
	<b>\$ 2,316,900</b>	<b>\$ 1,024,425</b>	

	2025-03-31 Region Budget	YTD	%age Budget
<b>4. Sales of Services</b>			
<b>Protective Services</b>	12,000	4,770	39.7%
Parking Meters			
<b>Public Health and Welfare Services</b>	1,554,055	772,929	49.7%
Revenue from Residents	-	243,247	
Other Funding Sources	1,554,055	1,016,176	65.4%
<b>Environmental Health Services</b>	233,000	131,462	56.4%
Commercial Solid Waste	43,000	25,066	58.3%
Commercial Organics	122,000	50,129	41.1%
Mixed C&D and O/S Queens	11,000	4,407	40.1%
Commercial Recyclables	172,000	77,857	45.3%
Commercial Closure	30,000	222	0.7%
Metal Sales	11,700	5,062	43.3%
Sorted Commercial Queens	32,000	16,554	51.7%
Sorted O/S Queens	100,000	36,882	36.9%
Recycling Commodities	21,000	8,179	38.9%
Contaminated Soil	115,000	55,984	48.7%
Septage	890,700	411,803	46.2%
<b>Other</b>	12,500	9,160	73.3%
Tax Certificates			58.4%
<b>Total Sales of Services</b>	<b>\$ 2,469,255</b>	<b>\$ 1,441,908</b>	
<b>5. Other Revenue from Own Sources</b>			
<b>Licenses &amp; Permits</b>	12,000	8,835	73.6%
Dog Registration Fees	7,000	5,939	84.8%
Planning Department Zoning, etc.	35,000	17,465	49.9%
Building Permits	2,500	2,042	81.7%
Vendors License	600	475	79.2%
Taxi-License & Operator	57,100	34,756	60.9%
<b>Fines</b>	1,000	161	16.1%
Parking Fines	35,000	15,063	43.0%
Sheriff Fines	36,000	15,225	42.3%
<b>Rentals</b>			
LBDC	55,848	63,137	113.1%
Registry of Deeds	16,450	8,225	50.0%
Town Hall	6,000	6,000	100.0%
Hangar Rent-Airport	4,600	-	0.0%
	82,898	77,362	93.3%
<b>Return on Investments</b>			
Interest on Investments	150,000	121,311	80.9%
	150,000	121,311	80.9%
<b>Other Revenue from Own Sources</b>			
Penalties and Interest on Taxes	140,000	102,384	73.1%
Penalties and Interest on Misc.	3,500	3,701	105.7%
	143,500	106,085	73.9%
<b>Recreation and Cultural Services</b>			
<b>Queens Place Recreation Facility</b>			
Skate Sharpening	1,250	505	40.4%
Public Skating	2,000	1,331	66.5%
Bar Operations	4,000	-	0.0%
Ice Rentals	190,000	83,149	43.8%
Fitness Revenue Memberships	145,000	91,705	63.2%
Indoor Track	10,000	2,962	29.6%
Sponsorships & Advertising	55,000	50,753	92.3%
Room Rentals (Fitness/Community)	20,000	15,684	78.4%
Fitness Classes	2,200	2,233	101.5%
Ticket Processing Fee	2,488	535	21.5%
Vending Machines Revenue	7,000	2,122	30.3%
Full Facility Rental	41,250	41,110	99.7%
Personal Trainer	8,500	4,757	56.0%
Leased space	369	3,685	998.8%
	489,057	300,531	61.5%

	2025-03-31 Region Budget	YTD	%age Budget
<b>Recreation Program Revenue</b>	73,000	26,696	36.6%
	562,057	327,227	58.2%
<b>Miscellaneous</b>			
Race Track Revenue	6,000	6,000	100.0%
Sundry Revenue	20,000	4,370	21.9%
RCMP Criminal Checks	3,500	2,340	66.9%
Visitor Information Center	4,400	-	0.0%
Vacancy Allowance	440,000	-	0.0%
<b>Revenue collected for Other Government Agencies</b>			
Brooklyn Community Rate	47,118	47,234	100.2%
	521,018	59,944	11.5%
<b>Total Other Revenue from Own Sources</b>	<b>\$ 1,552,574</b>	<b>\$ 741,910</b>	47.8%
<b>6. Unconditional Transfer from Other Governments</b>			
<b>Provincial Government</b>			
Farm Property Acreage	14,010	14,010	100.0%
Municipal Financial Capacity Grant	1,343,225	335,806	25.0%
<b>Total Unconditional Transfers from Other Gov.</b>	<b>\$ 1,357,235</b>	<b>\$ 349,816</b>	
<b>7. Conditional Transfers from Federal &amp; Provincial Governments or Agencies</b>			
RRF Funding	10,500	-	0.0%
Diversion Credits	60,000	11,855	19.8%
Provincial Funding	-	4,640	#DIV/0!
911 Cost Recovery Fund	4,600	-	0.0%
Federal Funding	5,000	9,280	185.6%
<b>Total Conditional Transfers</b>	<b>\$ 80,100</b>	<b>\$ 25,775</b>	
<b>8. Other Transfers, Collections for Other Governments</b>			
<b>Accumulated Surplus</b>			
Liverpool Bridge Sidewalk Redesign	182,501	-	
Growth Plan Consulting	50,000	-	
Contingency	150,828	-	
Safety Implementation Strategy	300,000	-	
Intervenor Status	75,143	856	
Universal Playground funding shortfall		51,854	
Transfer fr Surplus to balance rate change to zero	138,272		
	896,744	52,709	
<b>Transfers from Special Operating Reserve</b>			
Mount Pleasant Funding Study	286,787	-	
Broadband	11,130	-	
Hillsview Deficit transfer from reserve	141,668	-	
Computer Equipment	25,000	-	
LBDC from surplus for HVAC project	789,774	354,918	
LBDC reserve for HVAC project	75,800	56,881	
Pine Grove	25,000	-	
<b>Transfers from Special Equipment Reserve</b>			
Fire Department Truck Reserve	166,703	-	
	2,418,606	464,508	19.2%
	<b>\$ 29,848,303</b>	<b>\$ 22,766,624</b>	76.3%

	2025-03-31 Region Budget	YTD	%age Budget
<b>9. General Government Services</b>			
<b>Legislative</b>			
Remuneration-Mayor	51,213	23,484	45.9%
Remuneration-Council	179,999	82,086	45.6%
Travel	10,000	3,061	30.6%
Other Expenses	16,000	2,856	17.8%
	<u>257,212</u>	<u>111,487</u>	43.3%
<b>General Administrative</b>			
Administrative	970,518	350,105	36.1%
Administrative Benefits	209,899	80,985	38.6%
Allocated -Water Utility	(56,650)	(28,325)	50.0%
Office Expenses	75,000	39,659	52.9%
Computer Insurance	8,272	7,992	96.6%
Equipment Mtnce/Lease Costs	15,000	7,920	52.8%
Computer System	188,000	96,587	51.4%
Diversity Programs	30,000	9,804	32.7%
Staff Training	50,000	6,451	12.9%
	<u>1,490,038</u>	<u>571,177</u>	38.3%
Financial Management	32,000	4,693	14.7%
Bank Charges	4,000	1,122	28.0%
	<u>36,000</u>	<u>5,815</u>	16.2%
<b>Taxation</b>			
Administration	70,236	33,643	47.9%
Tax Billings	20,000	16,333	81.7%
Tax Exemptions	135,000	110,475	81.8%
Assessment Services	317,389	158,694	50.0%
Other Taxation-Tax Sale Costs/Appeals PY	30,000	4,486	15.0%
	<u>572,625</u>	<u>323,631</u>	56.5%
<b>Common Services-Administration Building</b>			
Insurance	6,216	5,955	95.8%
Electricity	36,686	9,868	26.9%
General Maintenance	40,000	14,265	35.7%
Mixer for AV System	3,500	2,990	85.4%
Utilities	1,658	396	23.9%
	<u>88,060</u>	<u>33,474</u>	38.0%
<b>Other</b>			
Legal Services	185,143	43,747	23.6%
Mount Pleasant Feasibility Study	286,787	-	0.0%
Milton Pool Remediation Cost Estimate	20,000	-	0.0%
General Recruiting Services	40,000	-	0.0%
General Consulting	40,000	-	0.0%
Safety Strategy Implementation	300,000	174,446	58.1%
Human Resource Consulting	58,800	18,683	31.8%
Growth Plan Consulting	50,000	-	0.0%
Contingency	301,656	-	0.0%
Compensation Review	15,643	15,121	96.7%
Other	-	323	
Staff Relations Fund	22,000	6,027	27.4%
	<u>1,320,029</u>	<u>258,348</u>	19.6%
<b>Other General Government Services</b>			
Boundary Review	-	-	
Municipal Election	75,000	22,522	30.0%
	<u>75,000</u>	<u>22,522</u>	30.0%
<b>Conventions &amp; Delegations</b>			
NSFM (Council + CAO)	21,600	13,538	62.7%
FCM (Council + CAO)	9,000	2,949	32.8%
Other Councilors Conferences	1,000	-	0.0%
AMA	9,950	3,142	31.6%
	<u>41,550</u>	<u>19,629</u>	47.2%
<b>General Accident, Damage Claims &amp; Public Liability Insurance</b>			
	1,120	1,120	100.0%
<b>Grants to Other Organizations &amp; Individuals</b>			
Community Investment Fund	175,000	137,325	78.5%
	<u>175,000</u>	<u>137,325</u>	78.5%

	2025-03-31 Region Budget	YTD	%age Budget
<b>Other</b>			
Scholarships	9,000	3,000	33.3%
Municipal Floats	1,200	1,128	94.0%
Pension/Administration Costs	5,446	2,772	50.9%
Advertising & Promotions	13,000	1,640	12.6%
Transit System - QCT	48,500	50,000	103.1%
Communications	15,100	8,253	54.7%
	<u>92,246</u>	<u>66,792</u>	72.4%
<b>Valuation Allowance</b>			
Uncollectible taxes	5,000	55	1.1%
	<u>5,000</u>	<u>55</u>	1.1%
	<b>\$ 4,153,880</b>	<b>\$ 1,551,375</b>	37.3%
<b>10. Protective Services</b>			
<b>Police Protection</b>			
Administration-Prosecution Fees	9,868	-	0.0%
DNA Testing	9,340	10,374	111.1%
RCMP Satellite Office-Caledonia	900	32	3.5%
Seniors' Safety Coordinator	5,000	-	0.0%
Protective Services	2,750,407	695,210	25.3%
	<u>2,775,515</u>	<u>705,616</u>	25.4%
<b>Law Enforcement</b>			
<b>Building/Fire Inspection</b>			
Salary & Benefits	210,943	80,232	38.0%
Travel	5,000	1,510	30.2%
Insurance Liability/Vehicle	2,671	612	22.9%
Training/Memberships	5,000	3,502	70.0%
Telephone	1,500	1,932	128.8%
Gasoline	12,000	6,000	50.0%
Maintenance Vehicle	3,600	-	0.0%
Supplies	250	54	21.7%
	<u>240,964</u>	<u>93,842</u>	38.9%
<b>By Law Enforcement</b>			
Salary & Benefits	120,746	41,050	34.0%
Insurance Liability/Vehicle	1,336	1,428	106.9%
Training/Memberships	1,000	200	20.0%
Telephone	1,200	180	15.0%
Uniform	1,500	167	11.1%
Uninsured Premises	1,000	100	10.0%
Gasoline	5,719	2,760	48.3%
Bylaw Vehicle Maintenance	1,800	-	0.0%
Dog Tags	750	-	0.0%
Dog Pound General Maintenance	2,000	549	27.5%
Supplies for Dog Control	750	-	0.0%
Parking Meter Repairs/Tickets	5,500	648	11.8%
	<u>143,301</u>	<u>47,082</u>	32.9%
	<u>384,265</u>	<u>140,925</u>	36.7%
<b>Fire Fighting Force</b>			
Liability Insurance	13,634	28,177	206.7%
Safety Training	40,000	20,000	50.0%
Fire Department Equipment Purchases	166,703	157,286	94.4%
Grants Volunteer Fire Departments/First Resp.	633,860	443,702	70.0%
Interest on Loans	1,145	-	0.0%
Workers Compensation	13,000	5,133	39.5%
Medical Insurance	6,107	-	0.0%
1st Responders Insurance	2,249	1,623	72.2%
Dry Hydrant Maintenance	1,600	3,540	221.2%
Dry Hydrant Upgrades	15,000	-	0.0%
Dry Hydrant Labour	36,802	7,773	21.1%
Reserve Fund-Fire Department Capital	380,316	190,158	50.0%
	<u>1,310,416</u>	<u>857,393</u>	65.4%
<b>Fire Alarm Systems</b>			
Answering Contract	29,000	14,880	51.3%
Base Station/Antenna	600	248	41.3%
	<u>29,600</u>	<u>15,128</u>	51.1%
Water Supply and Hydrants			
	219,488	109,744	50.0%

	2025-03-31 Region Budget	YTD	%age Budget
<b>Fire Station Building</b>			
Insurance/Building/Boiler	4,891	4,829	98.7%
Building Repairs & Grounds	55,000	13,590	24.7%
Building Fuel	31,572	5,037	16.0%
Utilities	13,956	6,473	46.4%
	105,419	29,929	28.4%
<b>Other Fire Protection</b>			
Snow Removal N.Q. Fire Hydrants	5,000	-	0.0%
	1,669,924	1,012,194	60.6%
<b>Emergency Measures</b>			
Local EMO/GSAR	30,000	17,980	59.9%
Ground Search & Rescue- Building Fuel	7,068	807	11.4%
Vehicle/Liability Insurance	15,231	16,862	110.7%
Electricity	1,573	462	29.4%
Building Maintenance	15,000	935	6.2%
	68,872	37,046	53.8%
<b>Total Protective Services</b>	<b>\$ 4,898,576</b>	<b>\$ 1,895,780</b>	38.7%
<b>11. Transportation Services</b>			
<b>Common Services-Administration</b>			
EPW Wages	1,053,787	514,786	48.9%
Sanitary Supplies	17,405	4,574	26.3%
Asset Management Operation	30,000	4,464	14.9%
Licencing and Memberships	35,000	8,028	22.9%
Communication Services	21,500	11,031	51.3%
	1,157,692	542,883	46.9%
<b>Common Services-Equipment Operations</b>			
Salary & Benefits Mechanic	79,009	50,650	64.1%
Equipment Oil & Fluids	28,924	10,126	35.0%
Equipment Gas	51,048	26,042	51.0%
Equipment Diesel	88,088	18,538	21.0%
EPW Vehicle Maintenance	160,000	46,608	29.1%
Trucks-Insurance	12,901	20,218	156.7%
Small Equipment Maintenance	25,000	15,273	61.1%
Plow Insurance	1,590	3,060	192.5%
Heavy Equipment Maintenance	120,000	63,374	52.8%
Loader-Insurance	3,002	3,056	101.8%
Backhoe - Insurance	730	382	52.3%
Contracted Services	-	(0)	
	570,292	257,326	45.1%
<b>Small tools and Equipment</b>			
Small Tools and Equipment	31,000	7,380	23.8%
Public Works Safety Equipment	30,000	23,717	79.1%
	61,000	31,097	51.0%
<b>Storage</b>			
Insurance	420	253	60.3%
Grounds Utilities	13,380	13,767	102.9%
Grounds Crew General Maintenance	7,000	4,064	58.1%
	20,800	18,084	86.9%
<b>Works Garage</b>			
Public Works Garage Renovation	177,300	7,292	4.1%
Works Utilities	26,637	8,660	32.5%
Works Department General Maintenance	40,000	22,537	56.3%
	243,937	38,489	
<b>Insurance</b>	2,626	2,620	99.8%
<b>Safety Training</b>	27,500	-	0.0%
<b>Debenture Principal &amp; Interest</b>			
<b>Total Common Services</b>	<b>2,083,847</b>	<b>890,500</b>	42.7%

	2025-03-31 Region Budget	YTD	%age Budget
<b>Road Transport</b>			
<b>Roads and Streets</b>			
Road Levy	301,978	150,708	49.9%
Street and Road Maintenance	65,000	33,548	51.6%
Street and Road Maintenance - Labour	142,163	46,877	33.0%
Liverpool Bridge Sidewalk Railing	182,501	-	0.0%
Gorham Planter Rehabilitation	66,000	-	0.0%
Old Burial Ground Wall Rehabilitation	88,000	-	0.0%
J Class Road Cost Share	50,000	-	0.0%
Sidewalks Material	19,459	11,415	58.7%
Sidewalks Labour	35,541	2,756	7.8%
Storm Water Management	10,000	14,961	149.6%
Storm Water Management - Labour	18,401	-	0.0%
De-icing Materials Supply	137,500	-	0.0%
Traffic Signals and Markings	55,000	28,260	51.4%
Traffic Calming	30,000	-	0.0%
Equipment Permitting	27,000	3,958	14.7%
Asphalt Paving	275,000	20,663	7.5%
	<u>1,503,543</u>	<u>313,146</u>	<u>20.8%</u>
<b>Debenture Principal &amp; Interest</b>			
Principal	35,365	14,191	40.1%
Interest	12,133	4,489	37.0%
	<u>47,498</u>	<u>18,680</u>	<u>39.3%</u>
<b>Road Transport</b>			
<b>Street lighting</b>			
Rental			
Decorative Light Maintenance	281,891	121,125	43.0%
	<u>4,000</u>	<u>-</u>	<u>0.0%</u>
	<u>285,891</u>	<u>121,125</u>	<u>42.4%</u>
<b>Debenture Principal &amp; Interest</b>			
Airport Insurance			
Building/Grounds	4,447	4,464	100.4%
Heat/Lights/Fuel	2,500	1,713	68.5%
	<u>1,906</u>	<u>2,336</u>	<u>122.6%</u>
	<u>8,853</u>	<u>8,512</u>	
<b>Total Transportation Services</b>	<b>\$ 3,929,633</b>	<b>\$ 1,351,963</b>	<b>34.4%</b>
<b>12. Environmental Health Services</b>			
<b>R.Q.M. Sewage Administration</b>			
Administrative Supervision	17,470	5,453	31.2%
Insurance-Caledonia	2,862	2,851	99.6%
WW Continuing Education/Certification	5,000	793	15.9%
Consulting Services	48,000	-	0.0%
Insurance- Brooklyn	1,730	1,747	101.0%
Insurance-STP Liverpool	14,053	13,777	98.0%
Insurance-Milton	3,485	3,460	99.3%
	<u>92,600</u>	<u>28,080</u>	
<b>R.Q.M. Sewage Collection Systems</b>			
NQ WW Collection and Treatment Maintenance	17,500	23,331	133.3%
NQ WW Collection and Treatment Wages and Benefits - SUP	2,912	-	0.0%
NQ WW Collection and Treatment Wages and Benefits	28,000	11,889	42.5%
SQ WW Collection Wages and Benefits	46,000	18,973	41.2%
SQ WW Collection Wages and Benefits - Salary	2,912	-	0.0%
SQ WW Collection Maintenance	150,000	79,972	53.3%
	<u>247,323</u>	<u>134,165</u>	
<b>R.Q.M. Sewage Treatment &amp; Disposal</b>			
SQ WW Treatment Infrastructure- Salary	5,823	-	0.0%
Training	-	17,233	#DIV/0!
SQ WW Treatment Operations	163,000	78,257	48.0%
SQ WW Treatment Wages and Benefits - salary	11,647	-	0.0%
SQ WW Treatment Wages and Benefits	44,000	1,389	3.2%
	<u>224,470</u>	<u>96,879</u>	
<b>Debenture Principal &amp; Interest</b>			
Principal	130,486	114,618	87.8%
Interest	25,759	11,769	45.7%
	<u>156,244</u>	<u>126,387</u>	<u>80.9%</u>
<b>R.Q.M. Total Sewage and Disposal</b>	<u>720,638</u>	<u>385,510</u>	<u>53.5%</u>

	2025-03-31 Region Budget	YTD	%age Budget
<b>Garbage Collection &amp; Disposal</b>			
<b>Administration</b>			
Salary and Benefits	165,330	50,495	30.5%
SW Administrative Travel	2,000	-	0.0%
SW Administrative Communications	15,000	271	1.8%
Public Engagement	17,500	900	5.1%
Curbside Inspection	25,000	13,139	52.6%
	224,830	64,805	28.8%
<b>Garbage &amp; Waste Collection</b>			
Grey Box & Green Cart Maintenance	20,000	24,922	124.6%
Grey Box & Green Cart Maintenance - Labour	36,802	5,889	16.0%
Solid Waste Collection Contracts	877,995	481,445	54.8%
Solid Waste Transportation Contract	540,000	276,922	51.3%
Derelict Vehicle Program	1,000	-	0.0%
	1,475,797	789,178	53.5%
<b>Landfill</b>			
SW Wages and Benefits	418,622	176,026	42.0%
Insurance	9,875	9,851	99.8%
SW Facility Operation and Maintenance	300,000	206,204	68.7%
Control Program and Testing	55,000	1,396	2.5%
HHW Operation and Maintenance	15,000	262	1.7%
Leachate Management	189,594	133,636	70.5%
Leachate Transportation wages	110,406	-	0.0%
Reserve Fund-Spec Cap-Post Closure Queens	450,000	225,000	50.0%
Reserve Fund-Spec Cap-Post Closure-Cont.	400,000	145,365	36.3%
	1,948,498	897,741	46.1%
<b>Debenture Principal &amp; Interest</b>			
Principal	66,751	-	0.0%
Interest	4,547	-	0.0%
	71,298	-	0.0%
<b>Recycling</b>			
MRF Wages and Benefits	336,127	164,711	49.0%
Insurance	3,943	3,769	95.6%
MRF Operation and Maintenance	200,000	50,925	25.5%
Organics Transfer Operation and Maintenance	235,000	128,011	54.5%
Leaf and Yard Waste Operations - Labour	18,401	(0)	0.0%
Leaf and Yard Waste Operations	2,000	534	26.7%
	795,471	347,950	43.7%
<b>Debenture Principal &amp; Interest</b>			
<b>Total Garbage &amp; Waste Collection &amp; Disposal</b>	4,515,894	2,099,675	46.5%
<b>Total Environmental Health Services</b>	<b>\$ 5,236,533</b>	<b>\$ 2,485,184</b>	47.5%
<b>13. Public Health &amp; Welfare Services</b>			
Hillsview Acres	\$ 1,695,724	\$ 1,364,012	80.4%
	<b>\$ 1,695,724</b>	<b>\$ 1,364,012</b>	

	2025-03-31 Region Budget	YTD	%age Budget
<b>14. Environment Development Services</b>			
<b>Planning</b>			
<b>Administration</b>			
Salaries & Benefits	381,765	140,554	36.8%
Supplies	3,000	-	0.0%
Registration Costs-Deeds Office	500	-	0.0%
	385,265	140,554	
<b>Planning Other</b>			
Travel	250	-	0.0%
Liability Insurance	702	745	106.1%
Training/Memberships	1,000	695	69.5%
Civic Number Private Road Signage	1,000	28	2.8%
Advertising	1,000	-	0.0%
Permit Tracking Reserve	40,000	-	0.0%
Planning Projects Reserve	15,000	-	0.0%
GIS Project	4,500	-	0.0%
Heritage Property	1,000	-	0.0%
Meeting support	2,500	348	13.9%
Community Outreach	10,000	563	5.6%
Accessibility Planning/Implementation Misc.	7,500	2,029	27.1%
Built Environment for grant leveraging	80,000	-	0.0%
Surveying	5,000	-	0.0%
	169,452	4,408	
<b>Total Environmental Planning &amp; Zoning</b>	554,717	144,962	
<b>Other Environment Development Services</b>			
<b>Tourism &amp; Economic Development</b>			
Salaries & Benefits	351,732	160,641	45.7%
<b>Supplies/Materials/Operations</b>			
Supplies	1,000	339	33.9%
Telephone	500	-	0.0%
Library/Resource	650	94	14.4%
	2,150	433	
<b>Department Services/Projects</b>			
Brochure Update & Productions	17,000	11,426	67.2%
	17,000	11,426	
<b>Queens Waterfront Development</b>			
Port Medway Maintenance	19,000	4,966	26.1%
	19,000	4,966	
<b>Publicity &amp; Advertising</b>			
Website Development	17,500	4,857	27.8%
Signage Development & Mtnc.	12,500	782	6.3%
Promotions and Advertising	26,500	8,938	33.7%
	56,500	14,578	
<b>Facilities</b>			
Christmas Lighting/Wreaths	11,000	304	2.8%
VIC Maintenance	19,000	7,206	37.9%
	30,000	7,510	
<b>Fort Point Lighthouse Park</b>			
Insurance	823	862	104.7%
Utilities	3,522	809	23.0%
Fort Point Maintenance	5,500	1,014	18.4%
	9,846	2,685	
<b>LBDC</b>			
LBDC Maintenance and Operation	130,000	101,026	77.7%
HVAC project Year 1	865,574	354,918	41.0%
Real Property Taxes	16,945	16,805	99.2%
Insurance	8,608	8,460	98.3%
	1,021,127	481,209	
<b>Other</b>			
VIC Operations	43,550	44,950	103.2%
Training	3,000	2,126	70.9%
Travel	1,000	567	56.7%
Membership	3,875	3,571	92.1%
	51,425	51,214	

	2025-03-31 Region Budget	YTD	%age Budget
<b>Economic Development</b>			
Regional Beautification / Façade program	40,000	24,516	61.3%
Events Strategy Implementation	94,000	47,794	50.8%
Economic Development Data and Profile	25,000	-	0.0%
Community Economic Diversification	40,000	951	2.4%
Branding/Wayfinding	6,400	-	0.0%
Caledonia Corner Park	30,000	1,500	5.0%
	<u>235,400</u>	<u>74,762</u>	31.8%
<b>Total Tourism and Economic Development</b>	1,794,179	809,424	45.1%
<b>Total Environmental Development Serv</b>	<b>\$ 2,348,896</b>	<b>\$ 954,386</b>	40.6%
<b>15. Recreation and Cultural Services</b>			
<b>Recreation Facilities</b>			
<b>Swimming Pool/Beach</b>			
Staff Wages/Benefits-NQAC	21,365	27,391	128.2%
Utilities-NQAC	1,300	1,403	107.9%
Supplies-NQAC	8,000	2,333	29.2%
NQAC Maintenance	19,000	16,595	87.3%
Staff Training/Travel-NQAC	6,600	7,330	111.1%
Insurance-NQAC	963	998	103.7%
Staff Wages/Benefits-Milton Pool	28,365	-	0.0%
Utilities-Milton Pool	1,000	180	18.0%
Supplies-Milton Pool	5,000	-	0.0%
MCP Maintenance	28,100	12,781	45.5%
Staff Training/Travel-Milton Pool	2,500	-	0.0%
Insurance-Milton Pool	1,048	1,075	102.6%
Beach Meadows Beach Maintenance and Operation	11,250	10,406	92.5%
	<u>134,491</u>	<u>80,493</u>	
<b>Parks/Playgrounds</b>			
Grounds Crew Wages	296,460	118,562	40.0%
Liability Insurance	1,778	2,121	119.3%
Spray/Splash Pad Operations	11,000	52	0.5%
Grounds Crew Gas	13,500	6,750	50.0%
Park Facilities Maintenance and Operation	100,000	21,289	21.3%
Playground Maintenance and Operation	35,000	18,294	52.3%
Community Signage Maintenance	3,300	-	0.0%
	<u>461,038</u>	<u>167,069</u>	
<b>Queens Place Community Facility</b>			
Office Supplies/Postage	6,250	824	13.2%
Insurance	16,627	15,614	93.9%
General Equipment	10,000	5,997	60.0%
Staff Training / Memberships	11,000	5,404	49.1%
Advertising & Promotion	12,500	426	3.4%
License & Fees	15,000	18,484	123.2%
Capital out of Operating	158,000	45,541	28.8%
Facility Building Maintenance - Vyper Drives	120,000	54,341	45.3%
Fuel Cost	74,000	26,952	36.4%
Power	298,812	150,993	50.5%
Sewer & Water Fees	10,000	2,283	22.8%
Telephone / Cable	7,000	2,739	39.1%
Propane	8,500	1,227	14.4%
Concessions Equipment & Supplies	5,000	116	2.3%
Bar/Beverage Supplies	8,900	2,087	23.5%
Special Events (facility rental)	25,000	6,124	24.5%
Fitness Center	35,000	4,921	14.1%
General Operations	25,000	14,517	58.1%
Salary & Benefits	433,568	251,243	38.4%
Salary & Benefits- Operations	220,753	-	0.0%
	<u>1,500,909</u>	<u>609,835</u>	40.6%
<b>Debenture Principal &amp; Interest</b>			
Principal	158,369	158,369	100.0%
Interest	50,342	26,197	52.0%
	<u>208,711</u>	<u>184,566</u>	88.4%
<b>Subtotal Recreation Facilities</b>	2,305,149	1,041,964	45.2%

	2025-03-31 Region Budget	YTD	%age Budget
<b>Cultural Buildings &amp; Facilities</b>			
Historical Burial Grounds	1,000	435	43.5%
<b>Museums</b>			
Blacksmith Museum	50,000	2,313	4.6%
Old Town Hall/Astor Insurance	3,933	3,897	99.1%
Old Town Hall/Astor General Maintenance	55,000	8,624	15.7%
Hank Snow Museum Furnace	10,000	-	0.0%
Old Town Hall/Astor Electricity & Fuel	26,970	9,224	34.2%
Old Town Hall/Astor Operations	15,000	7,018	46.8%
	160,903	31,076	
<b>Other</b>			
Insurance, Fire & Liability	1,046	1,079	103.2%
Courthouse General Maintenance	7,000	1,532	21.9%
Heat	4,956	1,129	22.8%
Court House Power Water & Sewer	2,554	939	36.8%
	15,555	4,678	
<b>Library</b>			
Regional Library	92,000	46,000	50.0%
Library Operations	66,000	27,982	42.4%
	158,000	73,982	
<b>Other Recreation and Cultural Services</b>			
Travel	4,000	1,629	40.7%
Training/Workshops	3,000	1,232	41.1%
Community Grants & Programs	21,500	21,500	100.0%
Aquatic Training	3,000	175	5.8%
Memberships	1,500	526	35.0%
Telephone	400	116	29.0%
Equipment	4,000	856	21.4%
Community Workshops	3,750	2,803	74.7%
Health and Wellness Initiatives	1,500	518	34.6%
Active Transportation	1,500	-	0.0%
Volunteer Recognition	1,200	-	0.0%
Promotion	800	-	0.0%
Salaries & Benefits	187,050	86,483	46.2%
Summer Staff Travel/ Supplies	6,150	-	0.0%
Summer Staff -Sal & Benefits	26,749	-	0.0%
Physical Activity Strategy Implementation	32,250	4,291	13.3%
	298,349	120,129	
<b>Less: transmission of taxes collected for Other Governments</b>			
Brooklyn Cemetery/Recreation	47,118	23,550	50.0%
<b>Total Recreation &amp; Cultural Services</b>	<b>\$ 2,986,075</b>	<b>\$ 1,295,813</b>	
<b>Unbudgeted Expenditures</b>	-	99,354	
2024 Trailer Public Works	-	20,753	
Flower Boxes	-	567	
Playground funding shortfall	-	51,854	
Hwy 8 Sanitary Extension	-	26,181	
	-	99,355	
<b>Reserve Transfer-Special Operating Reserve</b>			
Jet Fuel Distribution - Airport Reserve	50,000	50,000	100.0%
Cell Tower Contribution	50,000	50,000	100.0%
Airport Reserve- New 23/24	12,000	12,000	100.0%
Broadband	11,130	11,130	100.0%
Sidewalk Renewal	25,000	12,500	50.0%
2ND Generation Landfill	150,000	75,000	50.0%
	298,130	210,630	
<b>Reserve Transfer - Equipment Reserve</b>			
Landfill Equipment	200,000	100,000	50.0%
General Equipment Reserve	250,000	125,000	50.0%
Equipment Reserve shortfall CIP purchases	104,572	-	0.0%
First Responders	5,000	2,500	50.0%
	559,572	227,500	
	857,702	537,485	

	2025-03-31 Region Budget	YTD	%age Budget
<b>Conditional Transfers to other governments and agencies</b>			
Appropriation to Regional School Board	3,741,286	1,870,643	50.0%
<b>Total Conditional Transfers to other governments and agencies</b>	<b>3,741,286</b>	<b>1,870,643</b>	
<b>Total Fiscal Services</b>	<b>4,598,988</b>	<b>2,408,128</b>	
<b>Total Expenditures</b>	<b>29,848,303</b>	<b>13,306,640</b>	
<b>Operating Surplus</b>	<b>\$ 0</b>	<b>\$ 9,459,984</b>	
<b>Hillsview Acres EXPENDITURES</b>			
SALARIES & BENEFITS			
Salaries & Wages	1,367,031	709,713	51.9%
Benefits			
	<b>1,367,031</b>	<b>709,713</b>	<b>51.9%</b>
BUILDING EXPENSES			
Insurance	5,153	5,908	114.6%
Fuel	37,800	3,905	10.3%
Electricity	16,185	7,583	46.9%
Propane	8,085	4,015	49.7%
Smoke Detectors & Fire Alarm	4,000	23,978	599.5%
Sprinkler Repairs	4,000	1,393	34.8%
General Maintenance	60,000	312,331	520.6%
	<b>135,223</b>	<b>359,113</b>	
EQUIPMENT & SUPPLIES			
Cleaning Supplies	11,200	6,150	54.9%
Equipment & Material	4,000	35,997	899.9%
Supplies & Utensils	3,000	317	10.6%
Linen Supplies	3,000	738	24.6%
Grounds Maintenance	2,000	-	0.0%
Supplies	3,000	118	3.9%
	<b>26,200</b>	<b>43,320</b>	
RESIDENT'S EXPENSES			
Medication	250	-	0.0%
Sanitary Supplies	3,000	3,612	120.4%
Food	101,000	49,563	49.1%
Medical Supplies	14,000	6,557	46.8%
Activity Supplies	11,000	7,479	68.0%
Kitchen- Non food	5,000	2,059	41.2%
Chargeable Expenses		160,047	
	<b>134,250</b>	<b>229,318</b>	
Travel-Administration	1,500	588	39.2%
Office Supplies	7,000	3,155	45.1%
Operational Consulting QM	-	-	
Legal Fees	-	-	
Agency Staffing	3,000	2,440	81.3%
Training	15,000	14,389	95.9%
Uncollectible accounts	-	-	
Telephone	6,520	1,976	30.3%
	<b>33,020</b>	<b>22,549</b>	
<b>TOTAL</b>	<b>1,695,724</b>	<b>1,364,012</b>	

	2025-03-31 Region Budget	YTD	%age Budget
<b>Water Utility</b>			
<b>REVENUES</b>			
<b>Operating Revenues</b>			
Metered Sales	565,000	321,860	57.0%
Public Fire Protection	219,488	109,744	50.0%
	<u>784,488</u>	<u>431,604</u>	
<b>Other Operating Revenues</b>			
Sprinkler Service	5,400	5,400	100.0%
Plate Fee & Shut off	3,500	2,122	60.6%
Lateral Connection	360	-	0.0%
Connections Fee	3,300	1,560	47.3%
	<u>12,560</u>	<u>9,082</u>	
<b>NON OPERATING REVENUE</b>			
Interest	15,000	5,073	33.8%
Miscellaneous	500	-	0.0%
	<u>15,500</u>	<u>5,073</u>	
<b>TOTAL REVENUE</b>	<u>812,548</u>	<u>445,759</u>	54.9%
<b>EXPENDITURES</b>			
<b>SOURCE OF SUPPLY</b>			
Lake Inspections	1,000	-	0.0%
Screen Maintenance	6,940	-	0.0%
Screen House Maintenance	500	6,751	1350.1%
Wildlife Management	850	-	0.0%
Supervision and Engineering	46,646	-	0.0%
Insurance	2,043	-	0.0%
<b>TOTAL SOURCE OF SUPPLY</b>	<u>57,980</u>	<u>6,751</u>	11.6%
<b>WATER TREATMENT (Purification)</b>			
Labour	62,028	27,249	43.9%
Water Testing	34,900	8,432	24.2%
Chemicals and Additives	187,000	102,599	54.9%
Facility Repairs and Maintenance	70,200	82,843	118.0%
Process Equipment	102,750	104,085	101.3%
Electricity	98,452	35,291	35.8%
Generator	5,000	653	13.1%
Salaries and Benefits - Assistant Engineer	20,382	-	0.0%
Salaries and Benefits -Salary	9,111	2,269	24.9%
Contracted Services	56,055	-	0.0%
Phone/Internet	3,970	802	20.2%
Allocated Services	6,977	323	4.6%
<b>TOTAL WATER TREATMENT</b>	<u>656,824</u>	<u>364,546</u>	55.5%
<b>TRANSMISSION AND DISTRIBUTION</b>			
Reading Meters Expense	21,222	-	0.0%
Operation Labour - Mains	35,444	25,436	71.8%
Leak Detection	10,000	-	0.0%
Labour - Water Leaks	35,444	9,811	27.7%
Operation Labour - Meters	8,861	975	11.0%
Labour - Flushing	8,861	1,441	16.3%
Maintenance of Mains (Materials)	17,000	4,130	24.3%
Use of Gravel	2,000	-	0.0%
Maintenance of Hydrants/Valves	5,000	3,848	77.0%
Maintenance of Meters	32,000	4,189	13.1%
Maintenance Hydrant/Valves-Labour	8,861	3,570	40.3%
Street Patching	15,000	1,926	12.8%
Cowie Well - Public Tap	2,500	-	0.0%
Salaries and Benefits - Assistant Engineer 5%	20,382	2,995	14.7%
Salaries and Benefits - Director of Engineering 5%	9,111	-	0.0%
Allocated Services	16,279	755	4.6%
<b>TOTAL TRANSMISSION AND DISTRIBUTION</b>	<u>247,966</u>	<u>59,076</u>	

	2025-03-31 Region Budget	YTD	%age Budget
<b>Allocated Services - T/D 70% Treatment 30%</b>			
Truck Repairs - Transportation	3,000	-	0.0%
Insurance	1,155	994	86.1%
Excavator Repairs	1,000	-	0.0%
Tools & Shop Expense	3,000	84	2.8%
Safety Equipment	3,000	-	0.0%
Computer Services	11,800	-	0.0%
Meal Allowance	200	-	0.0%
Travel	100	-	0.0%
<b>TOTAL ALLOCATED SERVICES</b>	<b>23,255</b>	<b>1,078</b>	
<b>ADMINISTRATION AND GENERAL</b>			
Rate Study	12,000	-	0.0%
Accounts Written-off	-		
Office Salaries	56,650	28,325	50.0%
Office Supplies and Expenses	7,000	9,205	131.5%
Contracting Services	4,600	6,171	134.2%
Advertising Expense	2,000	2,286	114.3%
Courses and Seminars	6,000	83	1.4%
Auditors	6,000	-	0.0%
Legal	500	-	0.0%
UARB Utility Levy	2,864	-	0.0%
Insurance	16,275	15,866	97.5%
<b>TOTAL ADMINISTRATION AND GENERAL</b>	<b>113,889</b>	<b>61,937</b>	
Depreciation	125,000	-	0.0%
<b>TOTAL OPERATING EXPENDITURES</b>	<b>1,201,658</b>	<b>492,310</b>	
<b>NON OPERATING EXPENDITURES</b>			
Principal	43,426	29,691	68.4%
Interest/Discount	9,586	4,013	41.9%
<b>TOTAL NON OPERATING EXPENDITURES</b>	<b>53,012</b>	<b>33,704</b>	
<b>TOTAL OPERATING AND NON OPERATING EXPENDITURES</b>	<b>1,254,671</b>	<b>526,014</b>	
<b>SURPLUS/DEFICIT</b>	<b>(442,122)</b>	<b>(80,255)</b>	

## **Region of Queens Municipality Staff Report**

**To:** Mayor and Council

**From:** Joanne Veinotte, Director of Finance

**Date:** November 25, 2024

**Re:** J&W Murphy Foundation Gift

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### **Background**

J&W Murphy Foundation, a registered charity, has provided the Region of Queens Municipality with a gift of \$149,927.

### **Details**

The J&W Murphy Foundation has donated \$149,927 to the Region of Queens Municipality. All funding allocations are at the discretion of Council. The J&W Murphy Foundation has suggested the monies be used for enhancing curling infrastructure and services within the community of Liverpool.

This grant represents a valuable opportunity to support and grow the local curling community.

### **Budget Impacts**

The Municipality has received \$149,927 in unbudgeted revenue.



## Recommendation

**(1) THAT** Council of the Region of Queens Municipality receive the report titled 'J&W Murphy Foundation Gift' for information.

## Region of Queens Municipality Staff Report

**To:** Mayor and Council

**From:** Joanne Veinotte, Director of Finance

**Date:** November 25, 2024

**Re:** Supporting the Liverpool Curling Club

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### Background

The Region of Queens Municipality has received a monetary donation of \$149,927 from the J&W Murphy Foundation. Council retains full authority over how those monies are to be utilized. The following staff report provides a recommendation to Council on how best to utilize these funds.

### Details

The J&W Murphy Foundation has donated \$149,927 to the Region of Queens Municipality, with the specific suggestion that these funds be directed towards enhancing curling infrastructure, programs, and services in Liverpool, Nova Scotia. This grant represents a valuable opportunity to support and grow the local curling community.

To align with the foundation's suggestion and maximize community benefit, the following potential projects are proposed:

Providing a grant to the Liverpool Curling Club for \$149,927 for the purposes of improving curling infrastructure in the community as well as hosting the Canadian Mixed Doubles Curling Championships event in late 2024 early 2025. Once the funding has been spent, a report will be submitted to the Region of Queens Finance Department by the Liverpool Curling Society providing information on utilization of the funding and how it improved curling infrastructure.

## **Budget Impacts**

This funding will be expensed to Grants and Organization with corresponding funding from the donation received from the J&W Murphy Foundation resulting in no budgetary effect for the fiscal year.

## **Recommendation**

- (1) THAT** the Council of the Region of Queens Municipality receive the report titled 'Supporting the Liverpool Curling Club' for information.
  
- (2) THAT** the Council of the Region of Queens Municipality provide a grant in the amount of \$149,927 to the Liverpool Curling Society for the purposing of improving curling infrastructure in the community as well as hosting the Canadian Mixed Doubles Curling Championships event.

## **Notice of Motion by Members of Council**

The following is a list of motions members of Council intent to present for consideration under Section 11.0 Business from Members of Council:

### **11.1 Town Lake Reservoir**

- (1) THAT** the Council of the Region of Queens Municipality direct staff to prepare a comprehensive report on the water and wastewater utility systems, including: an outline of existing and potential future challenges, both operational and strategic; and the status and any existing long-term plans related to addressing these challenges.

### **11.2 Water and Waste Water Utility Customer Communication**

- (2) THAT** the Council of the Region of Queens Municipality direct staff to develop a communication system to enable rapid, efficient, and effective communication with all water and wastewater account holders;

**AND THAT** the system should be designed to: facilitate timely dissemination of critical information, such as service interruptions, maintenance schedules, and emergencies; ensure accessibility and inclusivity for all account holders, utilizing multiple communication channels where appropriate; and provide a reliable platform for ongoing updates and engagement with account holders to enhance transparency and customer service.