



PUBLIC COUNCIL SESSION

AGENDA PACKAGE

For the meeting of

Date: Wednesday, March 17, 2021

Time: 6:00 p.m.

Place: Zoom Meeting

AGENDA PACKAGE

PUBLIC COUNCIL

Date: March 17, 2021

Time: 6:00 p.m.

ZOOM MEETING

1. CALL TO ORDER

1.1 Roll Call

1.2 Territorial Acknowledgement

We acknowledge that we are in Mi'kma'ki, the ancestral and unceded territory of the Mi'kmaq people

2. ADMINISTRATIVE AND PROCEDURAL ISSUES

2.1 Approval of Agenda

2.2 Approval of Minutes

Approval of the March 3, 2021 Meeting

2.3 Business Arising

March 3, 2021 Council Session

2.4 Public Hearing(s)

Application for Municipal Heritage Property Deregistration, 2029 Gulf Shore Road

Staff have provided the background on a request for deregistration of a Municipal Heritage Property. Pursuant to Section 16(1)(a) of the Heritage Property Act a municipality may deregister a Municipal Heritage Property where the property has been damaged by any cause after holding a Public Hearing. As both the church and cemetery have been removed there would appear to be no reason to continue heritage registration. Staff are requesting approval of this application following this public hearing.

Action: Motion to approve the request to deregister the former Melville Church and cemetery from the Municipal Registry of Heritage Properties

3. STRATEGIC PRIORITIES ISSUES

3.1 Organizational Communications and Public Relations Plan

The Communications Committee has been meeting weekly to prepare an Organizational Communications and Public Relations Plan which will enable the municipality to improve upon communication practices, both internally and externally.

The Communications Committee has provided the document and background for Council's review.

Action: Motion for approval of the Organizational Communications and Public Relations Plan

4. **MAJOR ORGANIZATIONAL ITEMS**

4.1 There are no Major Organizational Items for today's meeting.

5. **ORGANIZATIONAL POLICY/BYLAW ITEMS**

5.1 First Reading on Amendment to Land Use Bylaw to rezone PID 25360272, 768 Tidnish Head Road, Tidnish Cross Roads

Planning staff provided the background information on a request for an amendment to our Land Use Bylaw to permit the development of an RV park with 12-15 plots. Staff are requesting First Reading of this item this evening. Following First Reading staff will prepare advertisements for the Public Hearing to be held prior to Second Reading.

Action: Motion to approve First Reading

5.2 Second Reading on Amendment to the Land Use Bylaw to rezone PID 25365511, 746 Miller Road, Pugwash

As Council is aware, First Reading and Public Hearing was held on this item. At this time, staff are requesting Second Reading of this proposed amendment.

Action: Motion to approve Second Reading

6. **BUSINESS ISSUES**

6.1 Glooscap Campground Advisory Committee TOR

Draft Terms of Reference (TOR) for a potential new Glooscap Campground Advisory Committee are included in the Package.

Action: Discussion and possible motion to adopt

6.2 Remittal Request(s)

Staff have included information in your Council package on 2 requests for remittals.

Action: Motion to approve remittals

6.3 Water Account Write-Off List

Staff have compiled a listing of in-active water accounts for write-off.

Action: Motion to authorize a write-off of a total of 87 inactive accounts in the sum of \$151,121.47

6.4 Citizen Board Member – Appointment Ratification

The Sunset Community has requested ratification of the appointment of Millie MacLeod as a Citizen Board Member to their Committee. Her term will cease on December 31, 2024.

Action: Motion to ratify appointment of Ms. Millie MacLeod to the Sunset Board

6.5 Grant Request(s)
Staff have provided a memo outlining requests received for grant funds.

Action: Motion to approve grant requests

6.6 Scheduling Date for Capital Budget Review
Staff are requesting Council designate a date for a Capital Budget Review Meeting.

Action: Set date for a Capital Budget Review Meeting

6.7 Scheduling date for Budget Overview
Staff are requesting Council designate a date for a Budget Overview Meeting.

Action: Set date for a Budget Overview Meeting

7. **INFORMATION ITEMS**

7.1 Low Income Exemption Information
Staff have provided information that was requested at a previous Council session regarding our Low Income Exemption.

8. **ADJOURNMENT**

2.2

In March of 2020, in response to the Covid 19 Pandemic, the Minister of Municipal Affairs and Housing declared that Municipal Councils will not meet in person but will instead hold virtual meetings. Under this order Council of the Municipality of the County of Cumberland held Council video meetings via Zoom. This meeting was also streamed live on Facebook.

1. CALL TO ORDER

1.2 Roll Call

Mayor Scott called the March 3, 2021 Council session of the Municipality of the County of Cumberland to Order at 6:00 p.m. and declared the Municipality of the County of Cumberland acknowledges that we are in Mi'kma'ki, the ancestral and unceded territory of the Mi'kmaq people.

Brenda Moore, Municipal Clerk called the roll with the following members of Council present: Mayor Murray Scott, Councillor Fred Goud; Councillor Rod Gilroy, Councillor Jennifer Houghtaling, Deputy Mayor Kathy Redmond, Councillor Angela McCormick, Councillor Mark Joseph, Councillor Dale Porter, Councillor Carrie Goodwin.

Staff present Allie McCormick, Acting CAO; Steve Ferguson, Director of Community Development; Andrew MacDonald, Director of Finance; Justin Waugh-Cress, Director of Operations and Public Works; Amanda MacLeod, Sustainable Communities Marketing Officer; Shelley Hoeg, Communications/Executive Assistant to the CAO; Will Balser, Junior Planner; and Brenda Moore, Municipal Clerk who recorded the meeting.

Media present in the meeting:

Bill Martin, Six Rivers News; and Maurice Rees, Shoreline Journal

2. ADMINISTRATIVE AND PROCEDURAL ISSUES

2.1 Approval of Agenda

The agenda was approved with the following additions:

- 4.1 Police Service Review
- 4.2 RFP Junction Rd Rehabilitation Project Design

IT WAS MOVED by Councillor Gilroy seconded by Councillor Gould to approve the agenda as amended.

**No Objections
MOTION CARRIED**

2.2 Approval of the Minutes

IT WAS MOVED by Deputy Mayor Redmond seconded by Councillor Joseph to approve the minutes of the February 3, 2021 Council meeting.

**No Objections
MOTION CARRIED**

2.3 Business Arising

Council was brought up to date on the actions on the business arising from the February 17, 2021 meeting.

2.4 Delegations/ Presentations/ Petitions

Erica Caissie-Stone and Terri McCormick from "In the Works ~ A SOCIAL ENTERPRISE NETWORK" were on hand to provide a presentation on the background and progress of this organization. During and following the presentation the ladies answered questions from Councillors. The Mayor thanked the ladies for the informative presentation.

2.5 i) Public Hearings

There are no Public Hearings for today's meeting

3. STRATEGIC PRIORITIES ISSUES

There are no Strategic Priorities for today's meeting.

4. MAJOR ORGANIZATIONAL ISSUES

4.1 Police Service Review

IT WAS MOVED by Deputy Mayor Redmond seconded by Councillor Goodwin that the Municipality write a letter to the CAO and Mayor of the County of Colchester requesting that we allow us to partner with them in the Police Service Review they are currently undertaking.

No Objections
MOTION CARRIED

- 4.2 RFP Jct. Rd Rehabilitation Project Design
IT WAS MOVED by Councillor Joseph seconded by Councillor Gilroy that staff issue a single request for proposal to procure professional service for the Springhill Main St. Rehabilitation project and Springhill Junction Rd. Rehabilitation project.

No Objections
MOTION CARRIED

5. ORGANIZATIONAL POLICY/BY-LAW ISSUES

- 5.1 *Development Agreement for PID 25074808, 324 Nappan Road - Second Reading
IT WAS MOVED by Councillor Gould seconded by Councillor Gilroy to approve second reading of the amended Development Agreement for PID 25074808, 324 Nappan Road.

*See attached as Appendix A

No Objections
MOTION CARRIED

6. BUSINESS ISSUES

- 6.1 Unused Vacation Days
IT WAS MOVED by Deputy Mayor Redmond seconded by Councillor Joseph to instruct the CAO to work with Directors to schedule accrued vacation days in excess of five days accumulated in 2020 to be taken throughout the 2021/2022 fiscal year.

One Objection -Councillor Gould
MOTION CARRIED

- 6.2 Remittal Request(s)
6.2.1 – 6.25

IT WAS MOVED by Councillor Houghtaling seconded by Councillor Gilroy to provide the following remittals:

- AAN 09210784 in the amount of \$1,258.65 - \$492.57 to remove the 2018 levy, \$492.57 to remove the 2019 levy, and \$288.89 for accumulated interest;
- AAN 00911879 in the amount of \$328.54 - \$187.50 for the 2011 – 2020 tax levies, and \$141.04 accumulated interest;
- AAN 01353101 in the amount of \$4,028.17 - \$207.06 for the 2018 to 2020 tax levies, \$3,100 for the unsightly premises charge that resulted from clean up after the fire, and \$721.11 in accumulated interest;
- AAN 09216200 in the amount of \$261.82 for interest that accumulated on the account due to an incorrect mailing address; and
- AAN 05893976 in the amount of \$1,049.93 - \$393.18 for principal and \$656.75 for accumulated interest.

No Objections
MOTION CARRIED

- 6.3 Healthy Communities Initiative Funding
IT WAS MOVED by Councillor Houghtaling seconded by Councillor Porter that staff make application to the Healthy Communities Initiative funding program to pursue recreation project - Sheds & Equipment Loan Program including sheds as per requests from Councillors.

No Objections
MOTION CARRIED

- 6.4 *Cumberland Senior Care Corporation (CSCC) Instrument and By-Laws
IT WAS MOVED by Deputy Warden Redmond seconded by Councillor Houghtaling to approve the amended Instrument of Incorporation and amended By-Laws of the Cumberland Seniors Care Corporation.

*See attached as appendix B

No Objections
MOTION CARRIED

6.5 Request for Support for Development

IT WAS MOVED by Councillor Joseph seconded by Councillor Gilroy that the Acting CAO be authorized to work with the CAO of the Town of Amherst to reach an agreement which allows the property PID 25340597, AAN 09688269 West Victoria Street, to connect to the Town of Amherst sewer.

**No Objections
MOTION CARRIED**

7. **INFORMATION ITEMS**

There are no Information Items for tonight's agenda.

8. **ADJOURNMENT**

8.1 Adjournment

On motion by Councillor Gilroy the meeting was adjourned at 7:20 p.m.

Mayor Murray Scott

Municipal Clerk Brenda Moore

DRAFT

APPENDIX A

DEVELOPMENT AGREEMENT 324 Nappan Road, Upper Nappan, NS

This Agreement made this ____ Day of _____, 2021.

Between ROSE'S MOBILE 1 ENTERPRISES LTD. Owner of property located at 324 Nappan Road, (PID 25074808). Hereinafter Called the Property Owner of the First part-and-The Municipality of the County of Cumberland, a body corporate. Hereinafter called the "Municipality" Of the Second part.

WHEREAS the Property Owner wishes to use the property at 324 Nappan Road (PID 25074808) "the Property", further described in Schedules A, B and C, for Transportation Services Operation; and

WHEREAS the Property is situated within an area designated 'Resource' on the Future Land Use Map of the Municipal Planning Strategy (September 2020), and zoned 'Agricultural (Ag)' on the Zoning Map of the Land Use By-law (September 2020); and

WHEREAS Policies 5-31, 6-11 and 6-16 of the Municipal Planning Strategy (September 2020) and Section 11.3.2 (w) of the Land Use By-law (September 2020) allow Municipal Council to consider the proposed development on the Property by Development Agreement; and

WHEREAS the Council of the Municipality of the County of Cumberland at a meeting on the ____ Day of _____, 2021 approved a Development Agreement on the Property, to allow the proposed development, subject to the execution of the Development Agreement by the parties hereto; and

WHEREAS the Property Owner is the owner of the Property:

NOW THEREFORE THIS AGREEMENT WITNESSETH THAT in consideration of the foregoing recitals and for other good and valuable consideration the parties hereto agree as follows:

SCHEDULES

The following attached Schedules shall form part of this Agreement:

- a) Schedule 'A' - Description of Lands
- b) Schedule 'B' - Property Survey Map
- c) Schedule 'C' - Site Plan

PERMITTED USES

That the development on the Property shall be limited to:

- a) A Transportation Services Operation; and
- b) Those uses permitted in the underlying zoning by the Land Use By-law, as amended from time to time.
- c) Except as otherwise provided in this Agreement, the provisions of the Land Use By-law, as amended from time to time, apply to any development on the Property.

SITE CHARACTERISTICS

- a) The location of all buildings, parking and storage areas shall be in reasonable accordance with the site plan as shown in Schedule C.

LANDSCAPING

- a) The Property Owner shall submit a detailed landscaping plan to the satisfaction of the Development Officer, prior to the issuance of a Development Permit. The final landscaping shall be in reasonable accordance with the submitted landscaping plan. This includes, but is not limited to all fences, trees, shrubs, grassed areas, and buffers. The planting of native species is strongly encouraged.
- b) Areas not used for structures, solid waste handling, parking and circulation, or other infrastructure shall be kept clear.
- c) A privacy fence or vegetative buffer 1.4m high shall be placed starting at the Northeast corner of the property extending Southeast for 65m, and along the Nappan Road for 3m.
- d) Notwithstanding c) above a section up to 12m in width may be kept clear of fencing or vegetation for access to the Nappan Road
- e) Notwithstanding c) and d), a variance of up to 25% may be considered at the discretion of the Development Officer prior to issuance of a Development Permit if necessary, for safe stopping site distances.

- f) The Property Owner will be considered in default if any of the required landscaping or buffering is not completed within twelve (12) months of the issuance of an Occupancy Permit.

LIGHTING

- a) The lighting on the property may be sufficient to promote the safety and security of the property.
- b) Any exterior lighting shall be positioned to minimize the illumination of surrounding areas and located so nearby properties and streets are not illuminated to the extent that a hazard or nuisance will result.

SIGNAGE

Signage shall not exceed that which is permitted by the Land Use Bylaw.

Hours of operation

- a) The Property Owner shall only conduct outdoor activities on the site between the hours of 6:00 am to 8:00 pm.
- b) Notwithstanding a) above it is understood that unforeseen circumstances may require occasional operation outside these hours. Such operations shall be kept to a minimum and all efforts taken to minimize disturbance to nearby properties.
- c) The operation of refrigeration units may extend outside of the hours of operation.

MAINTENANCE

- a) The Property Owner shall ensure that all buildings on the Property are kept in good repair, and that exposed exterior surfaces are painted or treated as may be necessary, so that the buildings are maintained in a tidy state.
- b) The Property Owner shall ensure that, lawns, trees, shrubs, gardens, and other landscaping elements are regularly maintained and that any undeveloped, unused portions of the lot are kept in a tidy state and free from unkempt materials or matter of any kind.

CHANGES AND ALTERATIONS

- a) That the following matters are non-substantive matters which may be changed or altered without a public hearing, but with the written consent of the Development Officer.
 - i. Location of site features including but not limited to buildings, landscaping, hard surfaces, parking areas, turning areas and buffers.
- b) All other matters in this agreement not specified in Subsection 11 a) above or c) below are non-substantive matters which may be changed or altered without a public hearing, but with the written consent of Council, provided that Council determines that the changes do not significantly alter the intended effect of this agreement.
- c) That the following matters are substantive matters and may not be changed or altered except by amendment to this agreement in the form of a further development agreement incorporating the intended change:
 - i. Permitted Uses other than those outlined in Section 2 or as permitted in the underlying zoning by the Land Use By-law; and
 - ii. A variance of greater than 25% to the setbacks and buffers as outlined in 4 d), of this Agreement.
- d) Notwithstanding the foregoing, discharge of this Agreement is not a substantive matter and this Agreement may be discharged by Council at the request of the Property Owner without a public hearing.

APPLICABILITY OF THE AGREEMENT

The Property Owner agrees that the Property shall be developed and used only in accordance with and subject to the terms and conditions of this Agreement.

APPLICABILITY OF THE LAND USE BYLAW AND THE SUBDIVISION BYLAW

Except as otherwise provided in this Agreement, the provisions of the Land Use By-Law and the Subdivision Bylaw as amended from time to time, apply to any development, use or subdivision on the Property.

COMPLIANCE WITH OTHER BY-LAWS AND REGULATIONS

- a) Nothing in this agreement shall exempt or be taken to exempt the Property Owner from general compliance with federal, provincial, and/or municipal

statutes, regulations and/or bylaws. This includes complying with other By-laws or Regulations in force with the Municipality, including the Building Code By-law and Subdivision By-law, or from obtaining any Federal, Provincial or Municipal license, permission, permit, authority, or approval required.

- b) The Property Owner shall be responsible for securing all applicable approvals associated with road access and the on-site and servicing systems required to accommodate the development including, but not limited to, sanitary sewer system, water supply system, highway access and utilities. Such approvals shall be obtained in accordance with all applicable by-laws, standards, policies, and regulations of the Municipality and other approval agencies. All costs associated with the supply and installation of all servicing systems and utilities shall be the responsibility of the Property Owner, unless otherwise agreed upon.

CONFLICT

- a) Where the provision of this Agreement conflict with those of any bylaw of the Municipality applicable to the Property (other than the Land Use Bylaw to the extent varied by this Agreement) or any provincial or federal statute or regulation, the higher or more stringent requirements shall prevail.
- b) In case of conflict, the text of the Agreement prevails over the Schedules.

COSTS

The Property Owner is responsible for all costs associated with recording this Agreement in the Land Registration Office. These costs are included in the Development Agreement Application Fee that is collected by the Municipal Fees Policy.

FULL AGREEMENT

This Agreement constitutes the entire agreement and contract entered into by the Municipality and the Property Owner. No other agreement or representation, oral or written, shall be binding.

SEVERABILITY OF PROVISIONS

The provisions of this Agreement are severable from one another and the invalidity or unenforceability of one provision shall not affect the validity or enforceability of any other provision.

INTERPRETATION

- a) Where the context requires, the singular shall include the plural, and the masculine gender shall include the feminine and neutral genders.
- b) In case of conflict, the text of the Agreement prevails over the Schedules.

BREACH OF TERMS OR CONDITIONS

Upon the breach by the Property Owner of the terms or conditions of this Agreement, the Municipality may undertake any remedies permitted by the *Municipal Government Act*, including but not limited to any remedies permitted by section 264 of the *Municipal Government Act*.

TERMINATION OF AGREEMENT

- a) This Agreement shall be in effect until discharged by resolution of the Council of the Municipality pursuant to the Municipal Government Act, whereupon the Land Use By-law shall apply to the Property; and
- b) The Property Owner shall sign this Agreement within 180 calendar days from the date the appeal period lapses, or all appeals have been abandoned or disposed of or the Agreement has been affirmed by the Nova Scotia Utility and Review Board or the unexecuted Agreement shall be null and void; and
- c) The Municipality may discharge this Development Agreement if the use described herein has not been commenced within twelve (12) months of the date of this Agreement; and
- d) The Municipality may discharge this Development Agreement if construction of the development or the use described herein is discontinued for twelve (12) months or longer; and
- e) In this Agreement, the development is deemed to have been commenced or started when a development permit for any part of the development has been issued; and

- f) The Municipality retains the option of discharging this Development Agreement should any fact provided by the Property Owner to the Municipality constitute a material misrepresentation of the facts; and
- g) This Agreement shall enure to the benefit of and be binding upon the Municipality and its successors and assigns and shall enure to the benefit of and be binding upon the Property Owner, their heirs, executors, administrators, and assigns, the owner or owners from time to time of the Property, until discharged.

OWNERSHIP

We, the Property Owner, hereby certify that we are the sole owner of PID 25074808, as described in Schedule A, having received the deed from _____, dated _____. We have not disposed of any interest in the property and there are no judgments or other liens or encumbrances affecting the property.

Witness

XXXXX
ROSE'S MOBILE 1 ENTERPRISES LTD

IN WITNESS WHEREOF the parties hereto have caused this agreement to be executed by affixing their seals and corporate seals on the day and year first above written.

Witness

XXXXXXX
ROSE'S MOBILE 1 ENTERPRISES LTD

Witness

MUNICIPALITY OF THE COUNTY OF CUMBERLAND

MURRAY SCOTT, Mayor

Witness

ALLISON MCCORMICK, Acting CAO

AFFIDAVIT (CORPORATE)

I, _____, of _____, Nova Scotia, make oath and say that:

1. I am the _____ of ROSE'S MOBILE 1 ENTERPRISES LTD, the "Corporation". Except as otherwise stated I have personal knowledge of the matters to which I have sworn in this Affidavit.
2. I acknowledge that the Corporation executed the foregoing instrument by its proper officer[s] duly authorized in that regard under seal on the date of this affidavit; this acknowledgment is made for the purpose of registering such Instrument pursuant to S.31 (a) of the Registry Act, R.S.N.S. 1989, c.392. or s. 79(1)(a) of the Land Registration Act as the case may be, for the purpose of registering this instrument.
3. The Corporation is a resident of Canada under the Income Tax Act (Canada).
4. The ownership of a share or an interest in a share of the Corporation does not entitle the owner of such share or interest in such share to occupy a dwelling owned by the Corporation.
5. THAT I have authority to execute this instrument on behalf of ROSE'S MOBILE 1 ENTERPRISES LTD. and thereby bind ROSE'S MOBILE 1 ENTERPRISES LTD.

SWORN TO at _____) in the County of _____
Province of Nova Scotia) **ROSE'S MOBILE 1 ENTERPRISES LTD**

This _____ day of _____) A.D. 2021, BEFORE ME:

_____) _____
A Notary Public/Commissioner of Oaths for the Province of Nova Scotia Per:

My Commission Expires _____

AFFIDAVITS OF EXECUTION

PROVINCE OF NOVA SCOTIA COUNTY OF CUMBERLAND, NS
ON THIS _____ day of _____ A.D., 2021, before me, the subscriber personally came and appeared _____ a subscribing witness

to the foregoing Indenture, who having been by me duly sworn, made oath and said that **THE MUNICIPALITY OF THE COUNTY OF CUMBERLAND**, one of the parties thereto, caused the same to be executed in its name and on its behalf and its corporate seal to be hereunto affixed in his/her presence.

A COMMISSIONER OF THE SUPREME
COURT OF NOVA SCOTIA

PROVINCE OF NOVA SCOTIA COUNTY OF CUMBERLAND, NS

ON THIS _____ day of _____ A.D., 2021, before me, the subscriber personally came and appeared _____ a subscribing witness to the foregoing Indenture, who having been by me duly sworn, made oath and said that **ROSE'S MOBILE 1 ENTERPRISES LTD**, one of the parties thereto, caused the same to be executed in its name and on its behalf and its corporate seal to be hereunto affixed in his/her presence.

A COMMISSIONER OF THE SUPREME
COURT OF NOVA SCOTIA

Schedule A

Description of Lands

*****Incomplete, subdivision application active*****

Registration County: CUMBERLAND COUNTY

Street/Place Name: Nappan Rd, Upper Nappan

Title of Plan: Plan of Consolidation and Subdivision Lands of The Parrsboro & Area Industrial Development Commission.

Designation of Parcel on Plan: _____ - Plan Number: _____

Registration Date of Plan: _____ **Burden One:** Subject to _____ in Book _____ at Page _____.

Burden Two: Subject to an easement/ right of way as described in a deed registered in the Registry of Deeds for Cumberland County on _____ in Book _____ at Page _____.

MGA Compliance Statement: This parcel complies with the subdivision provisions of Part IX of the *Municipal Government Act*.

***** Municipal Government Act, Part IX Compliance *****

Compliance:

The parcel is created by a subdivision that has been filed under the Registry Act or registered under the Land Registration Act.

Schedule B

Property Survey Map

Schedule C

Site Plan

APPENDIX B

**CUMBERLAND SENIOR CARE CORPORATION
BY-LAWS**

The CUMBERLAND SENIOR CARE CORPORATION under the powers of Chapter 304, revised Statutes of Nova Scotia, 1989, the Municipal Housing Corporations Act, hereby adopt the following by-laws and direct they be forwarded for the approval of the Minister of Health.

1. In these By-laws:
 - (a) "Administrator" means the administrator of the Home;
 - (b) "Chair" means the chairperson or presiding member presiding at any meeting of the Corporation or a committee of the Corporation;
 - (c) "Corporation: means the CUMBERLAND SENIOR CARE CORPORATION;
 - (d) "Council" means the Council of the Municipality of the County of Cumberland;
 - (e) "Home" means the East Cumberland Lodge and such other homes as may in the future be established by the Corporation;
 - (f) "Member" means a member of the Corporation duly and lawfully appointed;
 - (g) "Secretary" means the Secretary of the Corporation;
 - (h) "special resolution" means a resolution passed by not less than three fourths (3/4) of such members entitled to vote as a present in person, or by electronic means if applicable, at a regular or special meeting of which notice specifying the intention to propose the resolution as a special resolution has been duly given.
 - (i) "Treasurer" means the Treasurer of the Corporation.
 - (j) "Gender and Plurality": The singular includes the plural and the masculine includes the feminine, or body corporate, and vice versa, with the intent that it be read with all appropriate changes of number and gender, as the context may require. PART I

2.
 - (1) The Corporation shall consist of the following:

Up to eight (8), but not less than six (6), members appointed by the Council at least three (3) of whom shall be appointed from citizens of the Municipality of the County of Cumberland other than Council members. Council members appointed to the Corporation shall be appointed for one (1) year only. The first appointees from citizens other than members of Council shall be one (1) appointee for one (1) year, one (1) appointee for two (2) year, and the remaining appointees for three (3) year and thereafter all such members shall hold office for a term of three (3) years or until a successor is appointed.
 - (2) Every member may be eligible for re-appointment for two consecutive terms. Following such two consecutive terms, such member must take at least a one-year absence before being eligible for re-appointment, unless otherwise agreed to by Council.
 - (3) Where any vacancy occurs in the membership of the Corporation, the Council shall fill the vacancy.
 - (4) The office of a member shall be vacated if:
 - (a) by notice in writing to the Secretary he resigns his office; or
 - (b) a member misses three consecutive meetings without just cause as determined by the Corporation;

- (c) a member representing the Council ceases to be a member of the Council;
 - (d) a member ceases to qualify for membership in accordance with these by-laws;
 - (e) the members, by special resolution, remove any member before the expiration of that member's term;
 - (f) the member dies or becomes mentally incompetent.
- (5) All Members must adhere to the established screening requirements of long-term care service providers in Nova Scotia and sign an Oath of Confidentiality and Conflict of Interest Form.

3.

- (1) The Executive Committee of the Corporation shall consist of:
- A Chair
 - A Vice-Chair
 - A Secretary

Who shall be members of the Corporation and such other officers as may be appointed from time to time by the Corporation. These appointments are to be made annually at the annual meeting of the Corporation.

- (2) The Chair: The Chair shall be the Chief Executive Officer and shall preside at all Meetings of the members of the Corporation. He shall perform such other duties as may be required by these By-laws and the Corporation, and shall be, ex officio, a member of all committees.
- (3) The Vice-Chair: The Vice-Chair, in case of vacancy in the office of Chair, or during his absence or inability to act, shall exercise all the powers of the Chair and any other duties assigned to him by the Corporation.
- (4) The Secretary: The Secretary shall cause to be kept a careful record of all proceedings of the meetings of the members of the Corporation, shall cause notice of all meetings to members of the Corporation, and shall in general perform all other duties incidental to the office of Secretary, subject to the control of the Corporation. The Secretary also shall perform such other duties as usually pertain to his office or may be assigned to him.
- (5) The Reporting Secretary: The members may appoint a Reporting Secretary, to be responsible for taking minutes of all member meetings and other duties assigned to them by the Secretary or members. The Reporting Secretary may be an appointed Administrative person currently employed by the Corporation, who has the required knowledge, skills and ability to perform such duties, and does not need to be a member of the Corporation.
- (6) The Treasurer: The members may appoint a Treasurer, to be responsible for maintaining the financial books and records of the Corporation, which shall be stored and maintained at the place of business of the Corporation, and other duties assigned to them by the members. The Treasurer may be an appointed Administrative person currently employed by the Corporation, who has the required knowledge, skills and ability to perform such duties as part of their regular duties of employment and does not need to be a member of the Corporation.
- (7) Any officer of the Executive Committee of the Corporation shall vacate his position if:
- (a) an officer resigns by providing notice in writing to the Secretary;
 - (b) an officer ceases to be a member of the Corporation;
 - (c) the members, by special resolution, vote to remove an officer from his position;
 - (d) an officer dies or becomes mentally incompetent.
- (8) Contracts, deeds, bills of exchange, and other instruments and documents may be executed on behalf of the Corporation by the Chair or the Vice-Chair and the Secretary, or as otherwise prescribed by a majority of the members.

4. The Corporation shall meet monthly on the 3rd Thursday of each month or such other date as the members shall decide. The monthly meetings shall be called "Regular" meetings; all others shall be called "Special" or "Extraordinary" meetings. All meetings may be called on 24 hours' notice provided the Chair or Vice-Chair may call on shorter notice, an emergency meeting.

5.

- (1) The annual meeting of the Corporation shall be held on the 3rd Thursday in May in each year.

- (2) At the annual meeting, the auditor for the Corporation shall make a written report to the Corporation of the receipts and expenditures for the last fiscal year, the assets and liabilities of the Corporation, and of any other matter that he may deem of interest to the Corporation.
- (3) At the annual general meeting, the following business shall be dealt with:
 - (a) the election of the officers of the Executive Committee of the Corporation;
 - (b) the selection of persons, if required, for referral to the Council for appointment as members;
 - (c) the appointment of all committees and committee members,
 - (d) the various appointments to the staff and otherwise of the Home shall be ratified or confirmed; and
 - (e) such other business as may be required.
6. Each member of the Corporation shall be paid for each meeting of the Board that he attends, together with a rate per kilometre travelled in order to attend such meetings, an amount of remuneration and travel equal to the amount of remuneration and travel paid by the Municipality of Cumberland to its' Committee members from time to time.
7. The Corporation may appoint such committees and boards as shall be deemed necessary for the proper administration of the Home, for such purposes and for such time as it shall deem, meet and expedient.
 - (1) The first named member of every committee shall act as its chairperson until a chairperson is appointed, and he shall call the committee together within ten days after its appointment.
 - (2) When the committee meets, it shall appoint its own chair.
 - (3) In the absence of the chair, at any regularly called meeting, a quorum of the committee present may appoint a chair for the meeting.
 - (4) A majority of the members of a committee shall constitute a quorum.
8. The fiscal year of the Corporation shall begin the first day of April and end on the 31st day of March of each calendar year.
9. The order of business at a regular meeting of the Corporation shall be:
 - (a) the reading of the minutes of the last regular meeting and of any special meeting held since the last regular meeting.
 - (b) Business arising therefrom.
 - (c) Unfinished business.
 - (d) Communications.
 - (e) Financial Reports.
 - (f) Reports of Administrator and Committees.
 - (g) New Business.
 - (h) Adjournment.
10. At any special meeting of the Corporation, the order of business provided by these rules shall not apply, but the Corporation shall proceed immediately to the consideration of business for which the meeting was called. If there is more than one item of business, the Chair shall designate the order in which the same shall be taken up.
11. A majority of the members of the Corporation shall be deemed a quorum of the Corporation and shall be sufficient to transact any business of the Corporation to the same intent and purpose as if all the members of the Corporation were present.
 - 11.1 A resolution in writing signed by a majority of the members entitled to vote on that resolution at a meeting of the members is as valid as if it had been passed at a meeting of members. A copy of every resolution of the members shall be kept with the minutes of meetings of members.
 - 11.2 All meetings of the members may be carried on via electronic means. If the Corporation chooses to make available a telephonic, electronic, or other communication facility that permits all participants to communicate adequately with each other during a meeting of the members, any person entitled to attend such meeting may participate in the meeting by any such telephonic, electronic or other communication facility. A person participating in a meeting by such means is deemed to be present at the meeting. Notwithstanding any other provision of the Bylaws, any person participating in a meeting of the members pursuant to this section 11.2 who is entitled to vote at that meeting may vote, by

means of any telephonic, electronic or other means of communication facility that the Corporation has made available for that purpose.

11.3

- (1) Every member and officer of the Corporation and his heirs, executors and administrators, and estate and effects, respectively, shall from time to time and at all times, be indemnified and saved harmless out of the funds of the Corporation, from and against:
 - i. All costs, charges and expenses which such member or officer sustains or incurs in or about any action, suit or proceedings which is brought, commenced or prosecuted against him, or in respect of any act, deed, error, omission, matter, or thing whatsoever, made, done, not done, or permitted by him, in or about the execution of the duties of his office or in respect of any such liability, except such costs, charges or expenses as are occasioned by his own gross negligence; and
 - ii. All other costs, charges and expenses which he sustains or incurs in or about or in relation to the affairs thereof, except such costs, charges or expenses as are occasioned by his own wilful neglect or default.
- (2) Notwithstanding anything herein to the contrary, the Corporation shall not indemnify or hold harmless any officer, member or employee for any costs, expenses, charges, loss, damage or misfortune of any kind whatsoever if such is incurred in the actual or purported execution of their duties for or on behalf of the Corporation that are caused directly or indirectly by:
 - i. Fraud, dishonesty or bad faith of any such person; or,
 - ii. Wilful neglect or default of any such person.

12.

- (1) The Administrator of the Home shall be appointed by the Corporation.
 - (2) Subject to the direction, control and supervision of the Corporation, the Administrator shall be the Chief Administrative Officer, shall have general charge of all the premises and the general administration of the operation of the Home and shall be responsible for the engaging and dismissing of all the help and staff of the Home and for the performance of their duties unless otherwise provided by these By-laws.
 - (3) The Administrator shall attend all meetings of the Corporation unless otherwise requested, and shall make special reports to the Corporation, from time to time, as the case may require of any matters which are required to be dealt with by the Corporation. He shall also attend all meetings of the Executive Committee of the Corporation. He shall not have any voting privileges.
 - (4) The Corporation shall approve the times and conditions where the Administrator may be absent from the Home.
13. The Corporation shall establish the salary scale for the various positions in the Home in consultation with the Health Association of Nova Scotia and in accordance with funding provided by the Province of Nova Scotia.
 14. The Corporation shall appoint a Medical Director for the Home.
 15. The Corporation shall ensure that the Home operates in accordance with the legislation, policies, or standards governing long term care facilities within the Province of Nova Scotia.
 16. All operating policies relating to the operation of the Home, and all additions to and amendments to the same, before they can become operative, must be confirmed by the Corporation.
 17. Auditors for the Corporation shall be appointed, where possible, through a joint selection process co-ordinated by the Municipality of the County of Cumberland.

PART II

Admission To The Home.

18. A person shall not be considered for admission to the Home without the approval of the Nova Scotia Department of Health Continuing Care.

The Administrator of the Home

19. The Administrator is responsible for and has the authority to fulfil the responsibilities set out in Section 20. He may appoint a Delegate who shall exercise all the powers of the Administrator during his absence or inability to act.

MUNICIPALITY OF THE COUNTY OF CUMBERLAND

ACTION LIST
Public Council Meeting
March 3, 2021

2.3

<u>Action List from The Wednesday, March 3, 2021 Public Council Meeting</u>	<u>Responsibility</u>	<u>Completion</u>
1. Complete and distribute Action List.	Shelley	Completed
2. Complete Minutes.	Brenda	Completed
3. Letter of appreciation to the presenters for the evening: Terry McCormick, Ericka Caissie-Stone	Shelley	Completed
4. Write correspondence to Mun. of Colchester to request that we be permitted to join in on their Policing Services Review.	Allie Shelley	Completed
5. Issue a single request for proposal to procure professional service for the Springhill Main St. Rehabilitation project and Springhill Junction Rd. Rehabilitation project.	Justin	
6. Approve 2 nd reading for PID 25074808, 324 Nappan Road.	Will	Completed
7. Follow up on Council's direction for the CAO to work with Directors to schedule the accrued vacation in excess of five days throughout the 2021/2022 fiscal year.	Allie Directors	Completed
8. Follow up on approval of the following remittals: ACCOUNT 09210784 in the amount of \$1,258.65 ACCOUNT 00911879 in the amount of \$328.54 ACCOUNT 01353101 in the amount of \$4028.17 ACCOUNT 09216200 in the amount of \$261.82 ACCOUNT 05893976 in the amount of \$1049.93	Jen Moore	Completed
9. Follow up on the approval of Option 6 for the Healthy Communities Initiative.	Vicki	Completed
10. Follow up on Council's approval of the amended Instrument of Incorporation documents for the Cumberland Senior Care Corporation.	Steve	
11. Authorize the CAO to continue to work with the Town of Amherst regarding a request from a County resident to connect to the Town of Amherst sewer system, which runs past their property.	Allie	Reaching out to TOA by end of week

MUNICIPALITY OF THE COUNTY OF CUMBERLAND

ONGOING ACTION LIST
(Public Council Meetings)

<u>Ongoing Action Lists From Previous Public Council Meetings</u>	<u>Responsibility</u>	<u>Completion</u>
1. Schedule a public hearing on Development Agreement for PID 25223686, 14 Chambers Boulevard, Parrsboro for our April 7 th , 2021 Council session.	Will Shelley	Ongoing
2. Develop a plan to amend the MPS to allow for Commercial Development Districts.	Nelson	Ongoing
3. Develop a plan to create a Bylaw regarding Commercial Development Districts.	Steve Nelson Andrew MacD.	Ongoing
4. Follow up on the approval of Tree Sculpture Proposal submitted by Lynette Richards, in response to RFP-MCC-2010, at a cost of \$4,955.00.	Michelle Byers	Ongoing
5. Follow up on the issuance of an RFP for Agenda and Meeting Management Software.	Shelley Kellie	Update at March 17 th , 2021 meeting
6. Establish a Fire Service Advisory Committee containing 2 staff, 2 Councillors and 3 Chiefs and or 2 Chiefs and 1 Deputy.	Mike Carter	Ongoing
7. Request the Divestiture of Property Committee to prepare a comprehensive inventory of municipally owned properties and options for those properties and report back to Council.	Allie	Report/update pending
1. Provide Council further information on the February 17 th , 2021 Council Session staff recommendations regarding the Low-Income Exemption thresholds and amounts	Jen Moore	On March 10 th , Council agenda
2. Process grant in the amount of \$3450 for the Southampton Community Centre.	Melanie Shelby	Awaiting Certificate of Incorporation
3. Follow up on a presentation to Council regarding the indigenous history of Cumberland County.	Shelley	Contact was made, awaiting a reply

MEMORANDUM

TO: Mayor and Council 2.4
FROM: Will Balsler, Junior Planner
DATE: March 17, 2021
**RE: Public Hearing and Approval of Application for Deregistration, 2029 Gulf Shore Road,
Municipal Heritage Property**

Background: Planning staff have received an application from Norma Mundle, Trustee of the Melville United Church, (the "applicant") regarding the property at 2029 Gulf Shore Road, PID 25152497 (the "subject property"). The application is to deregister it as a Municipal heritage property. The church was demolished over 20 years ago, and the graves exhumed and reburied in Wallace Bridge.

The subject property is located on the Gulf Shore. The property was originally built as a Free Church of Scotland by Reverend John Munro, a prominent Nova Scotia church leader in the mid nineteenth century. The Melville Church, which was torn down in the late 1990s, was used by Munro as his base. Rev. Munro, his wife, Margaret Arnot Boyack, and her niece were the only known occupants of the cemetery.

The appendices mentioned here can be found online here: plancumberland.ca/hearings

Regulatory Context:

Exterior alterations, deregistration or demolition of a Municipal Heritage Property is governed by the *Heritage Property Act*. The relevant section outlining the process for deregistration is Section 16 of the *Heritage Property Act* outlined below:

Deregistration of Municipal Heritage Property

16 (1) On the application of an owner of a municipal heritage property or on its own motion, the council may deregister a municipal heritage property where

(a) the property has been destroyed or damaged by any cause; or

(b) the continued registration of the property appears to the council to be inappropriate as a result of the loss of the property's heritage value, as identified in the property's heritage file or notice of recommendation, unless the loss of the heritage value was caused by neglect, abandonment or other action or inaction of the owner ,

after holding a public hearing to consider the proposed deregistration.

(2) Such a public hearing shall be held not less than thirty days after a notice of the hearing is served on the registered owner of the municipal heritage property and published in a newspaper circulating in the area.

(3) Where a municipal heritage property is deregistered, the council shall cause notice of the deregistration to be sent to the registered owner of the property and a copy thereof to be deposited in the registry of deeds for the registration district in which the property is situate.

There were no submissions made or requests to speak at the Public Hearing.

Next Steps:

Pursuant to Section 16(1)(a) of the Heritage Property Act a municipality may deregister a Municipal Heritage Property where the property has been damaged by any cause after holding a Public Hearing. As both the church and cemetery have been removed there would appear to be no reason to continue heritage registration.

Recommendation: Staff recommends Council approve the request to deregister the former Melville church and cemetery from the Municipal Registry of Heritage Properties.

MEMORANDUM

TO: Council

FROM: Communications Committee

DATE: March 9, 2021

RE: Organizational Communications and Public Relations Plan

3.1

The Communications Committee has been meeting weekly to prepare an Organizational Communications and Public Relations Plan which will enable the municipality to improve upon communication practices, both internally and externally.

The following document is the plan which the committee believes will develop a foundation on which to build for years to come. This plan was developed using the RACE model. The RACE model is the accepted method used in the public relations field. It outlines the need to research and analyse prior to creating tactics to deliver key messages to targeted audiences and then the need to evaluate if the communication was received as intended. The evaluation of the plan does not need to be a stand alone end point, rather works best if interconnected throughout the communication procedures and as building blocks for subsequent years' plans.

Highlights in our plan include the goal to be an organisational structure that consistently provides timely, concise and accurate information to the public. In achieving that goal, three overarching objectives for 2021/2022 are:

1. Create an internal environment of communication culture, applicable to council and staff, proactively addressing internal and external audiences.
2. Collaborate with and empower citizens by ensuring their feedback is taken into serious consideration when decisions are made and by acknowledging their input.
3. Establish a unified voice for all municipal communication channels.

In order to complete the objectives, a series of tactics are outlined in the plan. The tactics for the 2021/2022 year require \$3,700 of new budget money, and impact the use of \$147,000 from other pre-existing budgets.

It is the intention of this committee to continue to meet monthly to ensure the plan stays on track and to evaluate the success of the objectives.

Municipality of the County of Cumberland
Organizational Communications and Public Relations Plan
2021-2022

Committee members:

Carolyn Bollwerk

Carrie Goodwin

Cathy Coon

Shelley Hoeg

Jennifer Houghtaling

Amanda MacLeod

Brenda Moore

Betty-Anne Paris

Kathy Redmond

Murray Scott

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Background

The Municipality of the County of Cumberland is situated between the Nova Scotia/New Brunswick border and the neighbouring County of Colchester. In 2015 the former Town of Springhill dissolved into the municipality followed by the former Town of Parrsboro in 2016. The dissolutions have created two more urban areas in a largely rural geographic area. Other areas of note in the municipality include the Village of Pugwash and the Village of River Hebert.

In early fall 2018, the CAO charged staff with the task of developing a communications plan with the overall objectives of informing customers and the public regarding our programs, projects, services, strategies, priorities, operations and successes. As part of this process, staff was asked to identify the differences and relationships between Communications and Public Relations. The 2019-2020 plan was not implemented.

The mandate of the 2021-2022 iteration of the communications committee is the updating of the communications plan from 2019-2020 so that the staff responsible for communications are able to fulfill their roles effectively.

The following document will serve as a communications plan, complete with explanations of the relationships between Communications, Public Relations and Marketing. This document will also validate the need for a formal plan and outline the procedure from which it was created.

Definition of terms

Communication:

- The transfer of information from one person to another that attempts to create a common understanding and generates a response.¹

Public Relations:

- The management function that establishes and maintains mutually beneficial relationships between an organization and the publics on whom its success or failure depends.²

Marketing:

- The management function that identifies human needs and wants, offers products and services to satisfy those demands and causes transactions that deliver products and services in exchange for something of value to the provider.³

Marketing Communications:

- Comprised of seven promotional disciplines; public relations, advertising, sales promotion, personal selling, sponsorship, direct response communications, digital communications.⁴

¹ Fundamentals of Public Relations and Marketing Communications in Canada (2015) p.84

² Effective Public Relations 10th edition, ed Glen Broom (2009) p.3

³ Effective Public Relations 10th edition, ed Glen Broom (2009) p.9

⁴ Fundamentals of Public Relations and Marketing Communications in Canada (2015) p.135

It is proven that written communication plans are vital to any organization wishing to effectively practice public relations. This committee recognizes the benefits of written communication plans as such⁵:

- Establishing priorities
- Creating organized, appropriate messages for all audience levels
- Guiding all stakeholders in managing responsibilities, creating and implementing key messages and executing oral/written communications
- Providing day-to-day focused activities
- Building stronger control over barriers and gaps that can hinder success
- Informing employees and executive staff on their responsibilities, start times, deadlines and day-to-day needs
- Responding proactively to last-minute changes and reactive requests from management, staff, sponsors, and primary stakeholders
- Assisting with smoother implementation of campaign elements
- Determining strengths and weaknesses of current campaigns to improve future campaigns

This communications plan was developed using the RACE model. The RACE model is the accepted method used in the public relations field in such cases. It outlines the need to research and analyse prior to creating tactics to deliver key messages to targeted audiences and then the need to evaluate if the communication was received as intended. It is in the evaluation procedures where the mutually beneficial two-way communication will occur. The evaluation of the plan does not need to be a stand alone end point, rather works best if interconnected throughout the communication procedures.

*RACE, a model for the PR process*⁶

- **Research** to identify or verify if a perceived problem or opportunity exists, to gain knowledge of the history and scope of an issue, and to identify the publics that may be affected or may have an impact on the operations of an organization.
- **Analysis** of the research findings to identify the potential impact of the issue on the organization and the impacts on the publics. Analysis helps an organization identify what it needs communication to do.
- **Communication** to develop appropriate messages to address the verified concerns of the identified publics and using the most effective media appropriate to each public
- **Evaluation** to determine if the message was successfully received by the publics and to determine if communication efforts achieved the desired outcomes.

⁵ Fundamentals of Public Relations and Marketing Communications in Canada (2015) p.176

⁶ Fundamentals of Public Relations and Marketing Communications in Canada (2015) p.85

Research

Cumberland County Vital Signs

In 2016 a report was compiled to present the demographics of Cumberland County. The report used existing data for research, so there are some inconsistencies in timespans or geographic boundaries, but overall, the report does provide the reader with sufficient information to gain an understanding of Cumberland County. Also, as this report is for Cumberland County as a whole, the Municipality of the County of Cumberland will assume that the information is not overly impacted by the other two municipalities in the county, Amherst and Oxford.

The population of Cumberland County is declining, with a 4% decrease in population between 2011 and 2015. The median age in Cumberland County as of 2011 was 48.3, with the percentage of seniors comprising the population increasing from 18% in 2011 to 25% in 2015. Comparatively, the population percentage of youth in the county declined from 17% in 2001 to 13% in 2015. If current trends continue, we can only expect the population of Cumberland County to continue to be senior-laden.

In 2011 the top three industries of Cumberland County were health care and social assistance, manufacturing and retail trade. That same year, the median household income in Cumberland County was \$43,385 which is roughly \$10,000 lower than the provincial median.

Due to the large geographic area, Cumberland County residents tend to rely on personal vehicles for transportation. In 2011, 91% of residents relied on personal vehicles as their primary course of transportation, and it should be noted that there is not a publicly funded transit service.

A very small portion of residents in Cumberland County self-identify as a visible minority. In 2011, 4.6% of the population of Cumberland County identified as Aboriginal, and it is important to note that the area of Cumberland County and some parts of neighbouring New Brunswick are traditional territory of the Mi'kmaq. That same year, 1.5% of the population of Cumberland County were of African Nova Scotian decent, many descendants of Black Loyalists or slaves who were involved in building Fort Beausejour in N.B.

Citizen Engagement and Public Relations Strategic Plan

In 2012, a committee similar to the one struck for this document, created a Citizen Engagement and Public Relations Strategic Plan. That committee decided the plan needed to answer three questions:

1. What methods of communication does the Municipality of Cumberland County use to get municipal information to the public?
2. What processes does the Municipality of Cumberland County follow to gather information from its citizens?
3. How does Cumberland County Council use the information they have gathered to complement decision making processes?

The plan was well received by the general public and offered three objectives to answer the driving questions:

1. Getting information OUT
 - a. Create an informed citizenry, staff and Council.
2. Taking information IN
 - a. Ensure the Municipality receives input from a broad section of the public on a regular and issue specific basis by providing and encouraging the use of a variety of communication tools.
3. USING this information
 - a. Collaborate with and empower citizens by ensuring their feedback is taken into serious consideration when decisions are made and by acknowledging their input.

The plan took the objectives and set out 27 recommended actions for achieving the objectives. While there was mention of evaluation needed in the plan, no formal evaluation was ever completed. The committee for the Organizational Communications and Public Relations Plan recognises that the recommended actions could be a good starting point for creating updated strategies. It is worth noting that the earlier plan recommended increasing communications capacity in the form of a dedicated staff member, and that action was completed.

Analysis

SWOT

<p>Strengths</p> <ul style="list-style-type: none"> - Old Strategy Plan - Capacity - PlanCumberland communications - Top-down support (from an organizational standpoint) - Monthly Newsletter (on-line based) - Frontline workers as listeners - 1/8 Councillors acclaimed. (2020) – high competition for seats in Council compared to previous years 	<p>Weaknesses</p> <ul style="list-style-type: none"> - Recreational social media is tied into personal accounts. - No SEO (Search Engine Optimization) on the Web. - Youth Engagement – No Youth Council - No evaluation of previous plan(s) - Multiple publishers = Multiple voices - Late Communications involvement in projects. - Multiple websites confuse authority of information
<p>Opportunities</p> <ul style="list-style-type: none"> - Common place to post community news – Post Office. - Better use the Mayor as a spokesperson. - Radio Coverage - Increased engagement with livestreams during pandemic 	<p>Threats</p> <ul style="list-style-type: none"> - Rural Internet Access - Newspaper Circulation - Accessibility Rules (Provincial) - Resident contact restrictions. - Geography - Cottage/Woodlot Tax Payers

The committee reviewed the previous SWOT analysis, regarding the current status of communications at the Municipality. It was viewed as a strength that there was a previous iteration of a Citizen Engagement and Public Relations Strategic Plan. From that plan, capacity has been created in staffing levels in terms of communication support, including a monthly newsletter.

There are still opportunities to better use elected officials as spokespersons and to continue to mobilize frontline workers as listeners. Public interest in civic involvement as evidenced by the number of councillors who were acclaimed in 2020 and the overall competition for council positions is a change from a previously ranked weakness to a strength in 2021. Competition is healthy and helps drive accountability within elected officials.

The global COVID-19 pandemic challenged staff, council and residents to try new methods of communication. One opportunity continues to be the use of the internet to livestream council meetings. Both real time and after the fact viewership continues to increase.

The committee outlines a general threat to communication success due to the large mostly rural, geography of the municipality. Media coverage and internet access are both limited in this rural setting. Cottage and woodlot owners may ordinarily reside outside of the municipality and pose a threat as a missed audience or as a vocal group without regular residential interests.

Currently, there are an assortment of social media groups/pages which are not governed by strategic plans and are tied to personal accounts of staff. The website is not optimized for modern search engines and has multiple managers. Separate departments have created their own webspace separate from the municipal website to try to get their message out. While there is a previous iteration of a Citizen Engagement and Public Relations Strategic Plan, the evaluation metrics were never enforced, resulting in an unclear voice and approach to communicating via the web.

PESTEL

<p>Political</p> <p>Mayor/8 Councillors/100+ Staff **Election was October 2020**</p> <p>MGA legislation</p> <p>FOIPOP</p> <p>Internal Policies and Procedures</p>	<p>Economic</p> <p>Raised taxes for the first time in 12 years. (in 2018)</p> <p>Budget Balance</p> <p>Shrinking Tax Base</p>	<p>Environmental</p> <p>Energy Authority (CEA)</p> <p>Water in Pugwash, River Hebert, Joggins (Safe Drinking Water for several districts)</p> <p>Rural/Vast Demographics</p> <p>Winter Weather gets in the way of activities.</p> <p>Lead in the water in some communities.</p>
<p>Technical</p> <p>Municipal Website Venture – past due for update</p> <p>Constant Contact/Limits to Length</p> <p>Security Policy Pending for the Municipality of Cumberland County.</p> <p>Access to Internet/E-Mail (both staff and residents)</p> <p>Lack of organized Social Media presence.</p> <p>CASL for email uses</p>	<p>Social</p> <p>Community Identify (District Review, Dissolution)</p> <p>Districts are lacking Community Centres and lacking recreation facilities.</p> <p>Lack of organized Social Media presence.</p> <p>Aging population</p>	<p>Ethical</p> <p>Responsibility to residents to provide accurate/timely information</p> <p>Need transparency</p> <p>Need to improve internal communications practices</p>

Audience and Goals

In the early stages of this plan, the CAO gave the overall objective of informing customers and public regarding our programs, projects, services, strategies, priorities, operations and successes. In the following section, we will address the original mandate with both an updated goal and updated target audiences, matching what research has led the committee to understand.

Audience Analysis

The original audience definition of “customers and public” was a good place to start from. Depending on the situation, who the customer is can be different than the general public. The committee has decided that “customers” are active while “the public” is passive.

For the purposes of this plan, the committee has outlined and committed to the following audience sets. Again, depending on the situation, switching from a primary or active audience to a secondary or passive audience may occur.

Primary	Secondary
1. Tax Payers (residential/commercial)	1. Nova Scotia Government Agencies
2. Residents (regular/seasonal)	2. Municipal Affairs
3. Staff (Upper Nappan/Parrsboro/Springhill)	3. Neighboring Municipalities
4. Council	4. Community Organizations
5. Municipal Affairs	5. Post Secondary Institutions
6. Neighboring Municipalities	6. School Kids (P-12)
7. Community Organizations	
8. Post Secondary Institutions	
9. School Kids (P-12)	

Goals

The original ask from the CAO in 2018 was to inform customers and the public regarding our programs, projects, services, strategies, priorities, operations and successes.

The 2019-2020 plan had the overarching goal that ties into the organizational culture of customer service. That goal remains unchanged:

To be an organizational structure that consistently provides
timely, concise and accurate information to the public.

Objectives

The objectives are the pillars on which the goal will be supported. How the objectives will be accomplished will be detailed under the communications section of this plan.

1. Create an internal environment of communication culture, applicable to council and staff, proactively addressing internal and external audiences.
2. Collaborate with and empower citizens by ensuring their feedback is taken into serious consideration when decisions are made and by acknowledging their input.
3. Establish a unified voice for all municipal communication channels.

Communication

Strategies

Objective	Strategy
Create an internal environment of communication culture, applicable to council and staff, proactively addressing internal and external audiences.	Be proactive in messaging and media monitoring
	Be “on brand” in messaging
	Develop an understanding of how customer service is both internal and external

Objective	Strategy
Collaborate with and empower citizens by ensuring their feedback is taken into serious consideration when decisions are made and by acknowledging their input.	Define and implement the listening process. This should include social media listening and customer service listening
	Use the bylaw adoption feedback process as a best practice

Objective	Strategy
Establish a unified voice for all municipal communication channels.	Establish a comprehensive social media and website publishing process.
	Establish an advertisement and sponsorship process.

Tactics tables

Objective: Create an internal environment of communication culture, applicable to council and staff, proactively addressing internal and external audiences.

Strategy	Tactics
Be proactive in messaging and media monitoring	Meet with directors to discuss communication inclusion to create top-down communications support
	Design & deliver training for all staff on communications considerations
	Develop media monitoring process
	Prepare communication pieces prior to council meetings
	Develop individual communications plans for each Capital Investment Project and other major undertakings within the municipality

Tactic	Due date	Staff lead
Meet with directors to discuss communication inclusion to create top-down communications support	On-going	Shelley & Amanda
Design & deliver training for all staff and council on communications considerations \$	As needed	Shelley & Amanda
Develop media monitoring process \$	April 1	Shelley
Prepare communication pieces prior to council meetings	On-going	Amanda
Develop individual communications plans for each Capital Investment Project and other major undertakings within the municipality	Guidelines for what needs to be communicated – April 1 Plans sussed out – June 1	Shelley & Amanda

Strategy	Tactics
Be “on brand” in messaging	Follow current branding visual identity in creating all communication templates
	Develop approval process for messaging development
	Implement messaging development process

Tactic	Due date	Staff lead
Follow current branding visual identity in creating all communication templates	Sept 1	Amanda
Develop approval process for messaging development	Sept 1	Amanda
Implement messaging development process	Sept 1	Amanda

Strategy	Tactics
Develop an understanding of how customer service is both internal and external	Audit customer service procedures
	Implement a standardized approach to respond times
	Implement best practices for email and voicemail
	Train staff on interdepartmental workings and overlap

Tactic	Due date	Staff lead
Audit customer service procedures	July 1	Brenda
Implement a standardized approach to respond times	July 1	Brenda
Implement best practices for email and voicemail	July 1	Brenda
Train staff on interdepartmental workings and overlap	July 1	Brenda

Objective: Collaborate with and empower citizens by ensuring their feedback is taken into serious consideration when decisions are made and by acknowledging their input.

Strategy	Tactics
Define and implement the listening process. This should include social media listening and customer service listening	Audit customer feedback opportunities
	Create process for social media 2-way communication
	Audit bylaw adoption feedback process
	Train staff in importance and role of actively listening to feedback

Tactic	Due date	Staff lead
Audit customer feedback opportunities	May 1 (After new website) November 1	Brenda
Create process for social media 2-way communication	June 1	Amanda
Audit land use bylaw adoption feedback process	Oct 1	Amanda
Develop external audience listening procedure	Dec 1	Amanda
Train in importance and role of actively listening to feedback	Jan 15	Amanda

Objective: Establish a unified voice for all municipal communication channels.

Strategy	Tactics
Establish a comprehensive social media and website publishing process.	Review and update current social media policy and include how council needs to fit into it
	Social media channel audit
	Website audit
	Write process for publishing to website
	Launch new website
	Write social media plan, to include 2-way communication
	Train staff on new website and social media policies

Tactic	Due date	Staff lead
Review and update current social media policy and include how council needs to fit into it	July 1	Amanda
Social media channel audit	May 1	Amanda
Website audit	April 1	Amanda
Write process for publishing to website \$	Aug 1	Amanda
Launch new website	Aug 1	Amanda
Write social media plan, to include 2-way communication \$	June 1	Amanda
Train on new website and social media policies \$	July 1	Amanda

Strategy	Tactics
Establish an advertisement and sponsorship process.	Audit all advertisements over the last year
	Audit all sponsorship over the last year
	Determine separate budget lines for both sponsorship and advertising
	Write policy for sponsorship criteria
	Write policy for advertisement
	Implement policy for sponsorship criteria
	Implement policy for advertisement

Tactic	Due date	Staff lead
Audit all advertisements over the last year	Jan 15	Amanda
Audit all sponsorship over the last year	Jan 15	Amanda
Create separate budget lines for both sponsorship and advertising \$	Dec 1	Deana & Finance
Write policy for sponsorship criteria	Feb 1	Amanda
Write policy for advertisement	Feb 1	Amanda
Implement policy for sponsorship criteria	Mar 1	Amanda
Implement policy for advertisement	Mar 1	Amanda

Budget

Aspects of this plan require financial contributions and are marked in the above tables with a \$. Some of the financial components, such as annual website fees and advertising and sponsorship are pre-existing in annual budgets.

Several new budget items will come from this document, and the committee suggests using the communications funding from the dissolutions of Springhill and Parrsboro to support this plan.

Item	Amount
Media monitoring	\$1,700 (new spend)
Media training for key people	\$2,500 (allocated from other departments)
Business writing training for key staff	\$2,500 (allocated from other departments)
Social Media advertising	\$2,000 (new spend)
Social Media training for key people	\$2,500 (allocated from other departments)
Website annual fees	\$6,500 (allocated from other departments)
Advertising & Sponsorship	\$133,000 (allocated from other departments)
TOTAL IMPACT NEW SPEND	\$3,700
TOTAL IMPACT ALLOCATED FROM OTHER DEPARTMENTS	\$147,000

Evaluation

The Citizen Engagement and Public Relations Strategic Plan from 2012 led to numerous changes in how the municipality communicated, however, there was not a formal evaluation ever performed. It is the intent of this iteration of a communications and public relations plan that the committee reconvene at 6-month intervals to evaluate if the desired strategies are on-task, or if course corrections are required.

In addition to the metrics below, successful implementation of this plan will include financial responsibility and adherence to the budget laid-out in the previous section.

Metrics

Objective	Measured successful by
Create an internal environment of communication culture, applicable to council and staff, proactively addressing internal and external audiences.	Media monitoring process is in place
	Council decisions are proactively communicated
	Each Capital Investment Project has a communications plan in place
	External communications are on brand
	Customer Service is consistent between departments, including email and phone best practices and respond times
Collaborate with and empower citizens by ensuring their feedback is taken into serious consideration when decisions are made and by acknowledging their input.	Listening procedure is in place
	More feedback is recorded
Establish a unified voice for all municipal communication channels.	Social media plan is in place
	New website is launched
	Advertisement plan is in place
	Sponsorship plan is in place

MEMORANDUM

TO: Mayor and Council

5.1

FROM: Will Balsler, Junior Planner, Development Officer

DATE: March 17, 2021

**RE: First Reading on amendment to Land Use Bylaw to rezone PID 25360272, 768
Tidnish Head Road, Tidnish Cross Roads**

Background: On March 4th, 2021, Planning and Development staff received an application from Kevin Nelson (the "applicant") regarding the property at 768 Tidnish Head Road, Tidnish Cross Roads - PID 25360272 (the "subject property").

The subject property is owned by Kevin Nelson and is located at the intersection of J Baxter Lane and Tidnish Head Road, West of Tidnish Dock Park. The application is for a rezoning to permit the development of an RV Park with 12-15 plots, with a phasing plan of 5 serviced plots per year.



Regulatory and Land Use Context:

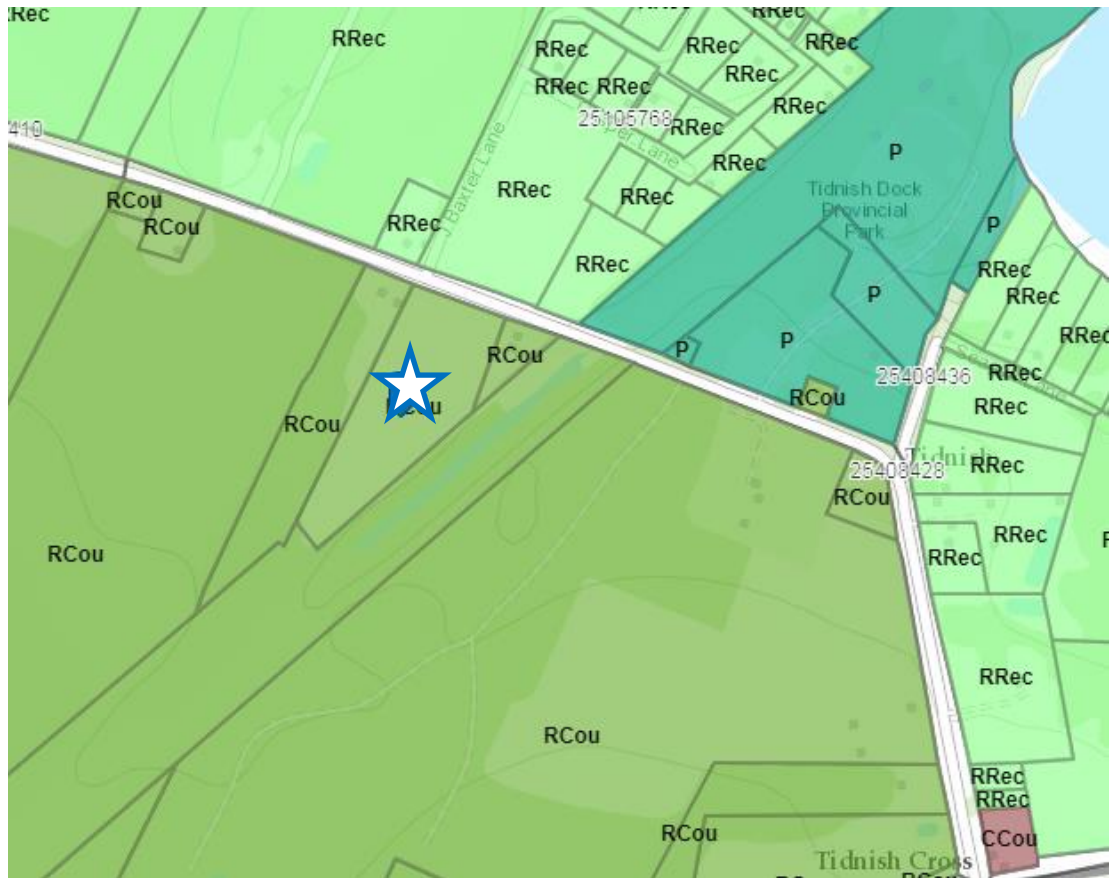
Current Zone: Country Residential (RCou)

Proposed Zone: Commercial Recreation (CRec)

The subject property is designated as Resource on Schedule A of the Municipal Planning Strategy (MPS). The current Country Residential zoning does not permit the development of an RV Park.

The neighboring properties are mixed forested lots and cleared fields, zoned as Country Residential (RCou) and Recreational Residential (RRec). There is a cluster of dwellings / cottages to the North zoned as Recreational Residential (RRec).

Rezoning the subject property to Commercial Recreation (CRec) would allow the development of an RV Park with 20 or fewer sites and is supported by Municipal Planning Strategy Policy 4-66A:



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

Next Steps: If the amendment passes first reading, staff will prepare advertisements for the public hearing to be held prior to second reading.

Recommendation: Give first reading to the proposed amendments to the Land Use Bylaw and call a public hearing for April 21, followed by a second reading.

Alternative: Council can decide to reject the proposed amendment, or request that further information be provided.

MEMORANDUM

TO: Mayor and Council

5.2

FROM: Will Balsler, Junior Planner, Development Officer

DATE: March 17, 2021

RE: Second Reading on amendment to Land Use Bylaw to rezone PID 25365511, 746 Miller Road, Miller Road

Background: On January 4, 2021, Planning and Development staff received an application from Jennifer Langill (the "applicant") regarding the property at 746 Miller Road, Miller Road - PID 25365511 (the "subject property").

The subject property is owned by Jennifer and G. Michael Langill and is located along Miller Road, East of Pugwash. The application is for a rezoning to permit the expansion of a garage and workshop closer to the property western boundary.



There were no submissions made for the public hearing held on February 17, 2021.

Current Zone: Agriculture

Proposed Zone: Country Residential

The subject property is designated as Resource on Schedule A of the Municipal Planning Strategy (MPS). The current Agriculture zoning requires a 12m side setback for Accessory Buildings.

The neighboring properties are mixed forested lots and cleared fields, zoned as Agriculture [AG]. There are several dwellings located around the property all zoned as Agriculture [AG] show below as blue squares:



Rezoning the subject property to Country Residential [RCou] would allow the expansion of the garage and workshop to a minimum of 1.4m from the side property boundaries, and is supported by Municipal Planning Strategy Policy 5-29:

Policy 5-29: Council shall establish the following zones in the Land Use By-law:

(a) The Country Residential Zone, intended to permit lower density residential development on unserviced lots in defined rural communities and at the fringe of serviced communities. Zone standards shall reflect the denser nature of these communities compared to surrounding areas, but also the need for onsite water and wastewater services.

Next Steps: If the amendment passes second reading, staff will prepare advertisements giving notice of the adoption and setting out the right to appeal.

Recommendation: Give Second Reading to the proposed amendment.

Alternative: Council can decide to reject the proposed amendment, or request that further information be provided.

GLOOSCAP CAMPGROUND ADVISORY COMMITTEE

TERMS OF REFERENCE

6.1

1. Purpose of the Committee and these Terms of Reference

- a. The purpose of the Glooscap Campground Advisory Committee (the Committee) is to advise the Campground Manager and the Municipality's CAO regarding the operations, finances, staffing, and infrastructure of the Glooscap Campground.
- b. The purpose of these Terms of Reference is to set out the responsibilities and composition of the Committee.

2. Members of the Committee

- a. The voting members of the Committee shall be three members of Municipal Council appointed by Council. The voting members may be removed and replaced by Council at any time, and appointments shall be reviewed and may be changed by Council annually as part of the committee appointments process.
- b. Council shall also appoint one additional member of Municipal Council who shall be an alternate member of the Committee. The alternate member may attend and participate in meetings of the Committee on a non-voting basis. In the event of the temporary absence of one or more voting members, the alternate member shall have the same rights and privileges as a voting member.
- c. The Committee shall be supported in its work by:
 - i. one or two Campground employees, selected by the Committee;
 - ii. one Community Development Department employee selected by the Director of Community Development; and
 - iii. one Finance Department employee selected by the Director of Finance.

The employees referenced above shall be non-voting members of the Committee. Any seasonal employees selected to support the Committee shall be compensated at their normal hourly rate for time worked in the off-season, or in addition to, or outside, normal working hours.

3. Meetings of the Committee

- a. The quorum necessary to conduct business of the Committee shall be two voting members.

- b. The Committee may meet in person or by means of electronic communications.
- c. The Committee may adopt its own procedures and rules of order.
- d. The voting members of the Committee shall select a Chair and Vice Chair from amongst the voting members.
- e. The Chair, or in the absence of the Chair, the Vice Chair, shall have the authority to call meetings of the Committee.
- f. The voting members of the Committee shall appoint one of the members to keep meeting notes. The meeting notes shall, at a minimum, include a record of any recommendations made, the name of the individual responsible to ensure the recommendation is duly considered, and the expected timeline.
- g. The meeting notes shall be distributed to all Committee Members, Council, and the CAO once they have been approved by the Committee.

4. Campground Employees

- a. When there is a staff vacancy, the Committee shall participate in the recruitment process and shall make recommendations to the CAO regarding hiring and placement on the salary scale. The CAO has hiring authority for Campground staff and may delegate that authority to a Director.
- b. The authority to discipline or dismiss a Campground employee rests with the CAO, who may delegate that authority to a Director. The Committee may make recommendations to the CAO or Director with regard to the discipline or dismissal of a Campground employee.
- c. The CAO has sole authority to approve position descriptions and responsibilities. The Committee may develop and draft revisions of the position descriptions and responsibilities for the Campground employees and recommend those changes to the CAO.
- d. Except as required by sections 4.b. and c. above, the Committee Chair is authorized to communicate Committee recommendations to the Manager.
- e. The Committee may recommend and approve training for Campground staff in accordance with the approved budget.

5. Budget, Finances and Marketing

- a. The Committee shall develop annual capital and operating budgets for the Campground and shall submit those to Council as part of the annual budget process.
- b. The Committee shall oversee the implementation of the Campground budgets as approved by Council. The Committee Chair may approve Campground invoices for payment.

- c. The Committee may set the rates to be charged to the various classes of Campers and the amounts to be charged for services or goods to be offered to Campers.
- d. The Committee may develop and implement branding and marketing plans for the Campground.
- e. Working within any applicable provincial guidelines, the Committee may establish the number of Campsites to be offered to Seasonal, Recreation Vehicle, and tent campers, respectively.

6. Operations

- a. The Committee shall, in consultation with the Campground employees, develop and revise Campground rules and procedures, and shall prepare information materials and guides for Campers as required.
- b. Jointly and severally with the Joint Occupational Health and Safety Committee and Campground employees, and in consultation with the Safety Advisor, the Committee shall be responsible for the Occupational Health and Safety of Campground employees and the overall safety of the Campground.
- c. The Committee may make recommendations to the Campground Manager and the CAO with regard to any services and programs offered by the Municipality at the Campground.
- d. The Committee may make recommendations to the Campground Manager and CAO with regard to the way in which the public picnic area and access to the beach at the Campground are maintained.

7. Reporting

- a. The Committee shall prepare monthly reports for Council regarding the Committee's activities and operations at the Campground and recommending to Council any changes in the organizational structure the Committee believes would improve services to campers and the public or the financial circumstances of the Campground.

These Terms of Reference were approved by the Municipality by resolution at a duly convened meeting of Council on the ____ day of _____, 2021.

Brenda Moore, Clerk

MEMORANDUM

TO: Council

FROM: Jennifer Moore 6.2

DATE: March 3, 2021

RE: Remittal Request for Bonnyman and Byers Ltd accounts

Account#: AAN 00377236, 00377074 and 00377082

District: 6, 6 and 5

Issue:

Alan Bonnyman contacted our office regarding three tax billings he received for Bonnyman and Byers Ltd. All property in Cumberland county was sold a number of years ago. This inquiry was brought to the attention of Access Nova Scotia and Property Valuation Services Corporation. Their investigations resulted in determining that the accounts were created in error and duplicates for other accounts in the system. The accounts are now inactive in our taxation system and no bills will generate for the future.

Staff recommends council provide a remittal for the 2019 and 2020 tax levies and accumulated interest in the total amount of \$223.01 to remove the duplicate billings to Bonnyman and Byers Ltd as per the following breakdown:

AAN 00377236 - \$8.50 is principal and \$1.36 is accumulated interest for a total of \$9.86.

AAN 00377074 - \$20.50 principal and \$3.47 accumulated interest for a total of \$23.97

AAN 00377082 - \$162.00 principal and \$27.18 accumulated interest for a total of \$189.18

MEMORANDUM

TO: Council
FROM: Jennifer Moore
DATE: March 3, 2021
RE: Remittal Request for CN accounts

6.2

Account#: AAN 00642746, 00642436, 09163204 and 00642738

District: 5, 2, 10 and 5

Issue:

Corinne Li of CN contact our office regarding duplicate assessment account numbers they received for the 2019 tax year. Our office contact Access Nova Scotia regarding the accounts to have them reviewed to determine their validity. Access Nova Scotia worked with Corinne Li to review the accounts and as a result, Access Nova Scotia discovered that these accounts had been created in error. They deleted the account and the accounts are now deactivated in our system so no future billings will occur.

Staff recommends council provide a remittal in the total amount of \$18, 889.04 to remove the duplicate billings to CN as per the following breakdown:

AAN 00642746 - \$552.00 is principal and \$203.49 is accumulated interest for a total of \$755.49.

AAN 00642436 - \$1047.90 principal and \$309.19 accumulated interest for a total of \$1,357.09

AAN 09163204 - \$11,796.54 principal and \$3,514.82 accumulated interest for a total of \$15,311.36

AAN 00642738 - \$1,130.16 principal and \$334.94 accumulated interest for a total of \$1,465.10

MEMORANDUM

TO: Council
FROM: Kim Sears
DATE: March 10, 2021
RE: 2021 Springhill/Parrsboro Water Write-off Listing

6.3

Please find attached a Write off listing of inactive water accounts for which collection efforts have been exhausted.

Staff recommends that Council provide authorization to write off a total of 87 inactive accounts with a total outstanding balance of \$151,121.47

200029	\$22,592.12	201599	\$1,436.35	201583	\$641.37
200010	\$19,407.99	200919	\$1,401.52	200931	\$640.10
200408	\$8,954.48	201180	\$1,385.82	200545	\$575.32
200055	\$4,011.09	201608	\$1,353.18	201581	\$558.11
200078	\$3,969.34	201609	\$1,353.18	201582	\$558.11
200518	\$3,794.86	201611	\$1,353.18	201595	\$544.78
201422	\$2,825.10	200862	\$1,334.50	201621	\$542.73
200509	\$2,800.10	200843	\$1,326.99	200482	\$521.76
201359	\$2,796.94	200671	\$1,286.33	200065	\$356.61
200174	\$2,695.72	200240	\$1,283.57	200900	\$336.23
201219	\$2,693.92	201565	\$1,255.84	201459	\$330.58
201606	\$2,356.38	201607	\$1,212.74	201605	\$313.13
200333	\$2,233.53	200699	\$1,173.49	200229	\$282.37
201618	\$1,959.96	200332	\$1,169.94	200944	\$265.83
201350	\$1,916.70	200711	\$1,148.89	200874	\$262.34
201351	\$1,916.67	201598	\$1,146.91	200067	\$248.95
200628	\$1,907.70	200490	\$1,061.49	200480	\$226.59
200025	\$1,824.49	200446	\$1,055.82	201593	\$194.18
201612	\$1,822.79	201177	\$1,015.72	201324	\$137.76
200756	\$1,814.90	200595	\$1,011.57	201617	\$129.40
201245	\$1,793.21	200127	\$971.45	201597	\$90.46
201601	\$1,763.73	200374	\$945.66	201624	\$75.43
200364	\$1,657.12	201602	\$904.25	201623	\$66.00
200754	\$1,609.39	201613	\$893.22	201596	\$61.04
201264	\$1,601.26	200622	\$885.08	700187	\$526.54
200615	\$1,570.18	201335	\$834.06	700774	\$755.61
200049	\$1,565.88	200168	\$823.94	700777	\$150.38
200324	\$1,497.26	201622	\$761.44	700782	\$434.40
201610	\$1,467.58	200295	\$679.14	700491	\$9.70



Sunset Residential and Rehabilitation Services Inc.



6.4

29 January 2021

Mr. Rennie Bugley
Municipality of Cumberland County
P.O. Box 428
Amherst, N.S B4H 3Z5

Dear Rennie:

Please ratify the appointment of Ms. Millie MacLeod as a Citizen Board Member of the Sunset Community. This is a new term and will be completed on 31 Dec 2024.

If you have any questions don't hesitate to contact me.

Sincerely,

Julie Hoeg
Executive Director

Adult Residential Centre

140 Sunset Lane
Pugwash, Nova Scotia B0K 1L0
Tel: 902-243-2571
Fax: 902-243-3222

Sunset Industries
Tel: 902-243-2664

Community Based Options
Tel: 902-243-3227

MEMORANDUM

TO: Staff & Council
FROM: Melanie Prendergast
DATE: March 9, 2021
RE: Grant Requests for Council Review

6.5

Organization	Project	Request	Staff Recommends
<p>Advocate District School</p>	<p>The Advocate District School is looking to start a ‘Coyote Cupboard’ pantry to address the needs of their students who are facing food insecurity. They would like to provide staples such as pasta, soups, bread, toiletries, etc. but also provide meal kits when they are able. They are looking for help in setting up this program in their school. The project will cost \$2000 and they will be contributing \$1400 of their own. They will also be seeking assistance from other community groups such as the Salvation Army, SPAR, and Health Promoting Schools, etc. as this will be an ongoing project.</p>	<p>\$600</p>	<p>\$600</p>
<p>Parrsboro Creative Art Lab Studios</p>	<p>Parrsboro Creative is seeking funds to assist with the Parrsboro Creative Community Artist Support Project called “The Water Column Project”. The object of this project is to carve, over a five-year period, five separate wood sculpted columns (one per year) depicting the world as it was in the waters from the time of Pangaea to the current-day Bay of Fundy. Since 2019, Art Lab Studios has benefitted from the talents of master wood carver Jennifer Marlow as one of their faculty in their art education section. She has attained her status through years of dedication working in wood with mallet and chisel. This year, Art Lab want to take her annual three-day woodcarving class to a new level over a seven-day period in August. The selected seven students will be challenged with working on a collaborative wood carving project. The project will cost \$13,300. They will be contributing \$10,000.</p>	<p>\$2000</p>	<p>\$2000</p> <p>*We have a variance in the grants budget due to a Development Association being budgeted \$2,000 that did not operate this year. We suggest using that funding to cover the Parrsboro Creative grant request.</p>

MEMORANDUM

TO: Council

FROM: Andrew MacDonald and Jennifer Moore

DATE: March 9, 2021

RE: Low income Exemption Information

7.1

The attached spreadsheet reflects the total dollar value of exemptions provided over the past few years along with two estimates for the 2021 Low income exemption.

The first estimate is based on increasing both the income thresholds and the exemption value by the increase to CPI in the amount of 0.3 percent in accordance with the current low -income policy. Based on the applications received last year this would increase low income exemption funding by \$1,670 (115,070 – 113,400)

Should we increase the income thresholds by the increase to CPI of 0.3 percent and increase the exemption values for individual whose income is equal to or under \$20362 by \$150 and the exemption value for individuals whose income is between \$20,363 and \$31,161 by \$75 we could expect an increase in the low income exemption funding to be \$39,600 (153,000 – 113,400)

Finance staff recommend and increase based on the increase to CPI for the 2021 year. Please be mindful that the above noted estimates do not include increases to the number of qualified applications.

Year	Annual Income	Tax Exemption	CPI Increase	Applications processed	Exemption amount provided	Total Applications processed	Total exemptions provided	Notes
2015	Equal to or under 17,885	305	0.4	65	19825	108	29118.53	*13 accounts cover bills \$2898.53
	Between \$17,886 and \$20,250	210	0.4	29	6090			
2016	Equal to or under 17,957	306	1.2	110	33871	163	44819	*8 accounts cover bill \$1453.45
	Between \$17,958 and \$20,332	211	1.2	45	9495			
2017	Equal to or under 18,173	310	1.1	122	37820	220	58,935	*10 accounts cover bill \$2186.99
	Between \$18,174 and \$20,576	214	1.1	87	18618			
2018	Equal to or under 18,373	314		118	37,052	217	58,709	*4 accounts covered bill \$1041.47
	Between \$18,374 and \$20,803	217		95	20,615			
2019	Equal to or under \$18,790	321	2.27	136	43,977	248	68,969	*3 accounts covered bill \$794.41
	Between \$18791 and \$21,275	222		109	24,198			
2020	Equal to or under \$20,301	450	1.6	184	82,350	322	113,400	
	Between \$20302 and \$31,068	225		138	31,050			
2021	Equal to or under \$20,362	451	0.3	185	83,435	325	115,075	Estimate based on CPI increase of 0.3
	Between \$20,363 and \$31,161	226		140	31,640			
	Equal to or under \$20,362	600		185	111,000	325	153,000	Estimate based on increase of \$150
	Between \$20,363 and \$31,161	300		140	42,000			and \$75 to 2020 exemption values