



Committee of the Whole
Agenda

Date: Monday, September 21, 2026
Time: 4:00 pm
Location: Council Chambers, Town Hall

Pages

1. Call to Order

1.1 Territorial Acknowledgement

"I would like to acknowledge that our gathering today is taking place in Mi'kma'ki (MEEG-MA-GEE), the traditional, unceded and ancestral territory of the Mi'kmaw people. I would also like to acknowledge that Nova Scotia has another unique people, the people of African descent whose legacy and contributions date back over 400 years predating confederation of this land. We are all treaty people."

1.2 Approval of Agenda

1.3 Approval of the Consent Agenda

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1.4 Acceptance of Minutes

1.4.1 June 15, 2026

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6. Closed Session

6.1	Approval of Closed Session Agenda
6.2	Acceptance of Closed Session Minutes
6.2.1	June 15, 2026
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6.4	MGA 22(2)(a) - acquisition, sale, lease and security of municipal property
6.5	MGA 22(2)(e) - contract negotiations
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6.8	MGA 22(2)(e) - contract negotiations
6.9	MGA 22(2)(a) - acquisition, sale, lease and security of municipal property
6.10	MGA 22(2)(e) - contract negotiations
6.11	MGA 22(2)(c) - personnel matters

7. Adjournment



Town of Amherst
Committee of the Whole
Monday, September 21, 2026

Consent Agenda

MOTION:

That Council approve the following items as part of the consent agenda:

- 3.1 Year End Capital Financing Adjustment**
- 3.2 Year End Operating Reserve Transfer**
- 3.3 Water Capital Budget Amendment – JDI Land Trade**
- 3.4 Capital Budget Amendment East Pleasant Street Land Purchase**
- 3.5 Capital Budget Amendment Fire Truck**
- 3.6 Capital Budget Amendment Library Heat Pumps**
- 4.5 Bill Riley Recognition**
- 4.6 Summer Floral Displays**
- 4.7 Downtown Crosswalks**
- 4.8 Tourism Student Report**
- 4.9 Road Trail Designation By-law 2nd Reading**
- 4.10 Policy/By-law Review**
- 4.11 CAO Task Report**
- 5.1 Community Living Monthly Report**
- 5.2 Corporate Monthly Report**
- 5.3 Cumberland Business Connector Monthly Report**
- 5.4 Financial Services Monthly Report**
- 5.5 Fire Services Monthly Report**
- 5.6 Human Resources Monthly Report**
- 5.7 Operations Monthly Report**
- 5.8 Planning and Economic Development Monthly Report**
- 5.9 Police Services Monthly Report**

**Amherst Town Council
Committee of the Whole
Minutes**

Date: June 15, 2026
Time: 4:00 pm
Location: Council Chambers, Town Hall

Members Present Mayor Rob Small
Deputy Mayor Charlie Chambers (via Zoom)
Councillor Hal Davidson
Councillor Nic Furlong
Councillor Terry McManaman
Councillor Dwayne Ripley
Councillor Kathy Wells

Staff Present Jason MacDonald, Chief Administrative Officer
Aaron Bourgeois, Director, Operations
Andrew Fisher, Director, Planning & Economic Development
Dwayne Pike, Chief, Police Services
Greg Jones, Director, Fire Services
Kim Jones, Deputy Chief Administrative Officer
Krista Crossman, Director, Human Resources
Sarah Wilson, Director, Finance
Sharon Bristol, Director, Community Living
Torben Laux, Planner
Jeff Bacon, Business Development Officer
Sean Payne, Marketing & Communications Officer
Natalie LeBlanc, Municipal Clerk
Cindy Brown, Administrative Assistant

1. Call to Order

Mayor Small called the meeting to order at 4:00 p.m.

1.1 Territorial Acknowledgement

Mayor Small gave the Territorial Acknowledgement.

1.2 Approval of Agenda

Moved By Councillor Furlong

Seconded By Councillor McManaman

That the agenda be approved as circulated.

MOTION CARRIED

1.3 Approval of the Consent Agenda

Moved By Councillor Davidson

Seconded By Councillor Wells

To approve the consent agenda as circulated with the removal of item 3.3 Graffiti By-law.

MOTION CARRIED

1.4 Acceptance of Minutes

1.4.1 May 19, 2026

Mayor Small called for any errors or omissions in the minutes. There being none, the minutes of the May 19, 2026, Committee of the Whole meeting were accepted as included in the agenda package.

2. Council Direction Requests

2.1 Christie Foundation Donation

The following motion was approved as part of the consent agenda:

Moved By Councillor Davidson

Seconded By Councillor Wells

That Council forward to the June 22, 2026, regular meeting, the request to receive a donation of \$45,377 from the Dr. & Mrs. H.E. Christie Community Foundation to fund the grants listed below:

- **\$35,877 to the Cumberland African Nova Scotia Association (CANSA);**
- **\$5,000 to the Cumberland County Minor Baseball Association; and**
- **\$4,500 to the Fibre Arts Festival Society of Nova Scotia.**

MOTION CARRIED

2.2 Capital Budget Amendment Fire Apparatus Engine 3 Repairs

The following motion was approved as part of the consent agenda:

Moved By Councillor Davidson

Seconded By Councillor Wells

That Council forward to the June 22, 2026, regular meeting, approval of an amendment to the 2026/27 capital budget in the amount of \$65,000 to repair fire apparatus engine 3, to be funded from the operating reserve.

MOTION CARRIED

2.3 Accessibility, Inclusion, Diversity and Equity (AIDE) Committee Motions

The following motion was approved as part of the consent agenda:

Moved By Councillor Wells

Seconded By Councillor Davidson

That staff be directed to carry out the accessibility improvements as recommended by the Accessibility, Inclusion, Diversity and Equity Committee that can be financially and operationally accommodated in the current fiscal year and provide a recommendation / plan for the remainder of the improvements in the 2027/28 operating and capital budget process.

2.4 Amherst Youth Town Council

Moved By Councillor Wells

Seconded By Councillor Davidson

That Council forward to the June 22, 2026, regular meeting, approval of the amendments to the Amherst Youth Town Council Policy as presented.

MOTION CARRIED

2.5 Community Support Grants

Moved By Councillor Wells

Seconded By Councillor McManaman

That Council forward to the June 22, 2026, regular meeting approval of funding under the Community Support Grants Policy in the amount of \$2,500 to Maggie's Place with funds to come from Community Support Grants.

MOTION CARRIED

Moved By Councillor Furlong

Seconded By Councillor Ripley

That Council forward to the June 22, 2026, regular meeting approval of funding under the Community Support Grants Policy in the amount of \$1,500 to the Amherst Black Education Committee with funds to come from Community Support Grants.

Against (1): Mayor Small

MOTION CARRIED

Moved By Councillor Davidson

Seconded By Councillor Wells

That Council forward to the June 22, 2026, regular meeting, approval of funding under the Community Support Grants Policy in the amount of \$15,000 to the Nova Scotia Highlanders Regimental Museum, with funds to be taken from the Operating Reserve – Community Support Area Rate.

MOTION CARRIED

2.6 Flowers, Fruit Baskets and Memorial Donations Policy

Moved By Councillor Wells

Seconded By Councillor McManaman

That Council forward to the June 22, 2026, regular meeting, approval of the Flowers, Gift Baskets and Memorial Donations Policy #10350-11 with the proposed amendments and confirmation of the definition of immediate family.

MOTION CARRIED

2.7 Vehicular Idling Policy

Moved By Councillor Furlong

Seconded By Deputy Mayor Chambers

That Council forward to the June 22, 2026, regular meeting, approval of the amendments to the Vehicular Idling Control Policy #31400-01.

MOTION CARRIED

2.8 Commercial Water Service Policy

Moved By Councillor Furlong

Seconded By Councillor Ripley

That Council forward to the June 22, 2026, regular meeting, the existing Commercial Water Service Policy #31700-03 to be repealed.

MOTION CARRIED

2.9 Bill Riley Recognition

Information item only.

2.10 ATV Access

Moved By Councillor Ripley

Seconded By Councillor Furlong

That Council forward to the June 22, 2026, regular meeting, the proposed Road Trails By-law First Reading, and direct staff to give Eddy Street residents notice of the By-law.

MOTION CARRIED

2.11 Information Kiosks

Moved By Councillor Ripley

Seconded By Councillor Wells

That Town staff dismantle/take down the information kiosks in the downtown area.

MOTION CARRIED

3. Information Items

3.1 1 Albion Street Development Agreement

Information item only. Mayor Small will write to the Planning Advisory Committee advising of their mandate as an Advisory Committee.

3.3 Graffiti By-law

Councillor Ripley removed this item from the consent agenda and requested that a definition of "unauthorized graffiti" be added to the draft by-law. Chief Pike to add a definition prior to Second Reading of the draft by-law.

5. Closed Session

Moved By Councillor Wells

Seconded By Councillor Ripley

That the Committee move to a Closed Session.

MOTION CARRIED

Natalie LeBlanc
Municipal Clerk

Rob Small
Mayor

**Amherst Town Council
Committee of the Whole
Minutes**

Date: August 27, 2026
Time: 4:00 pm
Location: Council Chambers, Town Hall

Members Present Mayor Rob Small (via Zoom)
Deputy Mayor Charlie Chambers
Councillor Nic Furlong
Councillor Terry McManaman
Councillor Dwayne Ripley
Councillor Kathy Wells (via Zoom)

Members Absent Councillor Hal Davidson

Staff Present Jason MacDonald, Chief Administrative Officer
Andrew Fisher, Director, Planning & Economic Development
Natalie LeBlanc, Municipal Clerk

1. **Call to Order**
Deputy Mayor Chambers called the meeting to order at 4:00 p.m.
 - 1.1 **Territorial Acknowledgement**
Deputy Mayor Chambers gave the Territorial Acknowledgement.
2. **Closed Session**
Moved By Councillor Furlong
Seconded By Councillor Wells
That the agenda be approved as circulated.

MOTION CARRIED

There being no further business, Deputy Mayor Chambers adjourned the meeting.

Natalie LeBlanc
Municipal Clerk

Charlie Chambers, Chair
Deputy Mayor

TO: Mayor Small and Members of Council

SUBMITTED BY: Sarah Wilson, Director of Finance

DATE: September 21, 2026

SUBJECT: Year End Adjustment to 2025/26 Water Capital Budget Funding

ORIGIN: Budget Management Policy 03450-04.

LEGISLATIVE AUTHORITY: MGA section 65.

RECOMMENDATION: That Council forward to the September 28, 2026, regular meeting, approval of the following changes to the funding for the 2025/26 Water Capital Budget:

- Approval of the increase of Water Operating capital from revenue from \$40,000 to \$144,000;

BACKGROUND: The Water Operating budget had a surplus for the March 31, 2026, year end. When more funding is used than what was originally approved by Council it requires Council approval.

DISCUSSION: In the Water Operating fund, approval is required to increase Capital from Revenue from \$40,000 to \$144,000.

Prior to the increase of \$104,000 in capital from revenue, the surplus in the water operating fund was \$108,576. In keeping with the Town's philosophy of paying for capital projects in cash whenever possible, staff are recommending that capital from revenue be increased from \$40,000 to \$144,000. In prior years when capital from revenue was increased it was offset with a decrease in long term debt. In the 2025/26 water capital budget there were no projects funded by long term debt, so the additional \$104,000 capital from revenue reduced the amount of funding used from the Water Depreciation fund. This will allow the Water Depreciation funds the ability to fund future projects.

FINANCIAL IMPLICATIONS: The funding of the capital projects from additional capital from revenue reduces the surplus in the water utility but it leaves more funds in the Water Depreciation fund for future year projects.



COMMITTEE OF THE WHOLE

CDR# 2026087

Date: September 21, 2026

SOCIAL JUSTICE IMPLICATIONS: None

ENVIRONMENTAL IMPLICATIONS: None

COMMUNITY ENGAGEMENT: Any community engagement would be through social media and through the publishing of our Financial Statements once approved.

ALTERNATIVES: Leave the funding source in the Water Capital budget as Water Depreciation Funds per the original Capital Budget.

ATTACHMENTS: None



TO: Mayor Small and Members of Council

SUBMITTED BY: Sarah Wilson, Director of Finance

DATE: September 21, 2026

SUBJECT: 2025/26 Year End Operating Reserve Transfer to General Operating

ORIGIN: Budget Management Policy 03450-04.

LEGISLATIVE AUTHORITY: MGA section 65.

RECOMMENDATION: That Council forward to the September 28, 2026, regular meeting, approval of the following transfer from the Operating Reserve to General Operating:

- Withdraw from the Operating Reserve – Reserve for Solid Waste of \$16,881.14 to fund the Town of Amherst's 38% share of the deficit in the Solid Waste Education department for the 2025/26 fiscal year.

BACKGROUND: The Intermunicipal Solid Waste Contract was signed between the Town of Amherst, Town of Oxford and the Municipality of the County of Cumberland on January 17, 2022 (a copy of which is attached). In the MOU the funding services are listed as follows:

8. *Funding for the services will be per current CJSMA formula; TOA 38%, MCC 60% and TOO 2%.*
9. *The revenue source for the services will continue primarily come from Divert Nova Scotia.*
10. *Net costs for any fiscal year in excess of revenue will be shared as per the current funding formula outlined in Section 8 with MCC and TOO paying their share to TOA.*
11. *Should a surplus occur in any fiscal year it will be distributed to each municipal unit as per the current funding formula outlined in Section 8.*

At year end 2022/23 and 2023/24 there were surpluses in the Solid Waste Education financials, which were put into a deferred revenue account at the agreement of the three municipal units to be used for future deficits in the program. The funds in the deferred revenue account have been drawn down starting in 2024/25 to current.

DISCUSSION: The Solid Waste Education department had a deficit at March 31, 2026, of \$44,424.04. This deficit is made up of the following:

- \$27,436.95 Diversion Credit adjustment
- \$ 2,827.69 MAP adjustment
- \$14,159.40 Over budget on expenditures (household hazardous waste)
- \$44,424.04 Total Deficit for 2025/26

As per the MOU, the above deficit has been shared between the three municipal units as follows:

38%	60%	2%
TOA	MCC	TOO
16,881.14	26,654.42	888.48

FINANCIAL IMPLICATIONS: In order to have the Town of Amherst's 38% share of the Solid Waste Education deficit not affect the general rate, it is important to fund the Town's share of the deficit from the Solid Waste Reserve funds in the Operating Reserve.

SOCIAL JUSTICE IMPLICATIONS: None

ENVIRONMENTAL IMPLICATIONS: None

COMMUNITY ENGAGEMENT: None.

ALTERNATIVES: Do not use the Solid Waste Reserve funds in the Operating Reserve and reduce the General Operating surplus at year end.

ATTACHMENTS: None

TO: Mayor Small and Members of Council

SUBMITTED BY: Sarah Wilson, Director of Finance

DATE: September 21, 2026

SUBJECT: Water Capital Budget Amendment – North Tyndal Wellfield Land Trade

ORIGIN: At the October 2025 Regular Council meeting, Council passed a motion to approve the trade of approximately 945 acres of town-owned lands in the Beecham Road area for approximately 910 acres of JD Irving land located within zones 1 and 2 of the North Tyndal Wellfield Protection Zone.

LEGISLATIVE AUTHORITY: MGA 50(1) In addition to matters specified in this Act or another Act of the Legislature, the council may acquire and own property granted or conveyed to the municipality either absolutely or in trust for a public or charitable purpose and MGA (5a) A municipality may acquire property, including property outside the municipality, that the municipality requires for its purposes or for the use of the public.

RECOMMENDATION: That Council forward to the September 28, 2026, regular meeting, approval of an amendment to the water capital budget for the North Tyndal Wellfield land trade from \$35,000 to \$65,100 which adds \$30,100 for non-recoverable HST on the land trade and that the additional funding come from the Water Depreciation fund.

BACKGROUND: JD Irving Ltd. proposed a land exchange involving seven recently acquired Town properties totalling 945 acres in return for 910 acres of JD Irving land located in Zones 1 and 2 of the North Tyndal Wellfield. The agreement also included \$32,000 in replanting costs, with the Town responsible for all legal and survey fees.

The Environment and Climate Change Canada (ECCC) fund enabled the Town to initially purchase all the properties that the Town is trading at no cost to the Town. The ECCC program ended on March 31, 2026. The surveying, appraisals and legal work were funded through the Nature Agreement to confirm the fairness of the exchange.

DISCUSSION: The Land Exchange Agreement between the Town and JD Irving states that the deemed value of the lands being exchanged is the fair market value as determined by appraisal. An appraisal was done on all parcels of land for the Town of Amherst and JD Irving that are part of the exchange. The Land Exchange Agreement also states that each party shall be solely responsible for self-assessing and remitting any applicable HST directly to Canada Revenue Agency. So, in this scenario, the must Town self-assess HST based on the appraised value of



COMMITTEE OF THE WHOLE

CDR# 2026084

Date: September 21, 2026

the lands the Town is receiving from JD Irving, this results in \$30,087.22 as the Town's non-recoverable HST expense.

FINANCIAL IMPLICATIONS: The additional \$30,100 in non recoverable HST will be funded from the Water Depreciation fund. This HST is required to be submitted to Canada Revenue Agency. The total budget for 2026/27 for this land trade capital project is now \$65,100.

SOCIAL JUSTICE IMPLICATIONS: Increasing environmentally protected land helps current and future generations live in a more sustainable manner. Protection of the North Tyndal Wellfield ensures Amherst's long-term supply of safe drinking water.

ENVIRONMENTAL IMPLICATIONS: The protection of the North Tyndal Wellfield Groundwater Zone has significant environmental implications as well as social health implications as it helps protect the drinking water supply from contamination and pollution.

COMMUNITY ENGAGEMENT: No community engagement is required.

ALTERNATIVES: There are no alternatives as the HST is required to be submitted to Canada Revenue Agency.

ATTACHMENTS: None.



TO: Mayor Small and Members of Council

SUBMITTED BY: Sarah Wilson, Director of Finance

DATE: September 21, 2026

SUBJECT: General Capital Budget Amendment – East Pleasant Street Land Purchase

ORIGIN: Council approval at the June 22, 2026, Regular Council meeting, Council passed a motion to authorize the purchase of 141/143 East Pleasant Street, subject to the conditions set out at the June 15, 2026, Committee of the Whole; and further authorize the CAO to sign the purchase and sale agreement on behalf of the Town.

LEGISLATIVE AUTHORITY: MGA 50(5)(a) A Municipality may acquire property, including property outside the municipality, that the municipality requires for its purposes or for the use of the public.

RECOMMENDATION: That Council forward to the September 21, 2026, regular meeting, the approval of an amendment to the general capital budget to include \$87,000 for the purchase of land at 141/143 East Pleasant Street and that this be funded from the Capital Reserve.

BACKGROUND: The CAO was approached by Eleanor Riley to gauge the Town's interest on purchasing her property located on East Pleasant Street, directly across from the Town's new soccer / track and field complex.

DISCUSSION: Council passed a motion at the June 22, 2026, regular Council meeting to authorize the purchase of 141/143 East Pleasant Street but the motion did not include the source of funding for this purchase. This CDR is to simply amend the capital budget to add this project and list the funding source as Capital Reserve. The property was purchased by the Town on July 10, 2026.

FINANCIAL IMPLICATIONS: The total cost to the Town including legal fees was \$86,597.53 and this can be funded from the Capital Reserve.

SOCIAL JUSTICE IMPLICATIONS: Purchasing this property will allow easy access for parking for the proposed new soccer track and field complex.

ENVIRONMENTAL IMPLICATIONS: There are no environmental implications.

COMMUNITY ENGAGEMENT: There has been no community engagement.



COMMITTEE OF THE WHOLE

CDR# 2026085

Date: September 21, 2026

ALTERNATIVES: There are no alternatives as the purchase has already occurred, the current request is a housekeeping task to add the project to the capital budget with funding source.

ATTACHMENTS: None.



TO: Mayor Small and Members of Amherst Town Council

SUBMITTED BY: Sarah Wilson, Director of Finance

DATE: September 21, 2026

SUBJECT: Capital Budget Amendment – Engine repair to Fire apparatus (Engine 3)

ORIGIN: 2026 – 2027 Capital Budget request

LEGISLATIVE AUTHORITY: 37000-01 Procurement Policy

RECOMMENDATION: That Council forward to the September 28, 2026, regular meeting, approval of an amendment to the 2026/27 capital budget in the amount of \$11,000 to bring the total budget to \$76,000 for the full repair of fire apparatus Engine 3, to be funded from the operating reserve.

BACKGROUND: Engine 3 experienced a significant internal engine failure following the discovery of low coolant levels and subsequent diagnostic testing. Cummins has confirmed a cracked cylinder head and related engine damage requiring major repairs. The estimated cost of repairs and additional costs for transportation; a capital budget amendment of up to \$65,000 was approved to complete the repairs and return the apparatus to service.

DISCUSSION: To complete the full repair and transportation of Engine 3, an additional \$11,000 was required beyond the previously approved capital budget amendment. As a result, a capital budget amendment of \$11,000 to bring the total budget to \$76,000 is being requested to cover the total repair costs. The repairs were successfully completed, and Engine 3 was returned to full operational service in early July.

FINANCIAL IMPLICATIONS: The cost to transport and repair Engine 3 will be fully funded from the operating reserve.

SOCIAL JUSTICE IMPLICATIONS: The repair of this engine did not have or promote social justice implication within the community.

ENVIRONMENTAL IMPLICATIONS: This will not present environmental implications.

COMMUNITY ENGAGEMENT: The emergency purchase process was used to procure this product, as per our Procurement Policy.

ALTERNATIVES: None

ATTACHMENTS: No attachments

TO: Mayor Small and Members of Council

SUBMITTED BY: Aaron Bourgeois, Director of Operations

DATE: September 21, 2026

SUBJECT: 2026/27 Capital Budget Amendment – Library HVAC System

ORIGIN: Failure of the existing pump in the geothermal HVAC system supply well.

LEGISLATIVE AUTHORITY: MGA Section 65A (4)

RECOMMENDATION: That Council forward to the September 28, 2026, regular meeting, an amendment to the 2026/27 general capital budget in the amount of \$15,000 including applicable taxes for the replacement of the Four Fathers Library geothermal HVAC system supply well pump and motor to be funded from the Operating Reserve.

BACKGROUND: The heating and cooling of the Four Fathers' Library is supplied by a system of 16 geothermal water source heat pumps. The water supply for the heat pumps is via an 8" diameter, 325' deep well located on the west side of the library.

In late July the pump and motor failed, leaving the library with no cooling or heating capability.

DISCUSSION: The geothermal system is the building's only source of heating and cooling, the equipment had to be replaced immediately to maintain a safe and comfortable environment for library staff and patrons and to prevent disruptions to library operations.

As this was an emergency repair, a capital budget amendment is required to fund the replacement and recognize the unplanned expenditure. The new pump and motor were installed by Public Works staff, and the system is operating normally.

FINANCIAL IMPLICATIONS: The source of funding for the pump replacement will be \$15,000 from the Operating Reserve.

COMMUNITY ENGAGEMENT: There was no community engagement required.

ENVIRONMENTAL IMPLICATIONS: There are no environmental implications to this decision.

SOCIAL JUSTICE IMPLICATIONS: Maintaining a reliable heating and cooling system at the Four Fathers Memorial Library helps ensure continued access to free library services,



programs, technology, and community spaces that many residents rely on, particularly those facing financial or social barriers.

ALTERNATIVES: Do not approve the amendment to the capital budget and keep the expenditure in the operating budget

ATTACHMENTS: None

TO: Mayor Small and members of Council

SUBMITTED BY: Kimberlee Jones, Deputy CAO

DATE: September 21, 2026

SUBJECT: REMO Emergency Management Bylaw 1st Reading

ORIGIN: Emergency Management Act, S.N.S. 1990, c.8; section 10

LEGISLATIVE AUTHORITY: Section 172 Municipal Government Act

RECOMMENDATION: That Council forward to the September 28, 2026 regular meeting, the Regional Emergency Management Organization (REMO) Bylaw for First Reading, and further forward the Intermunicipal Service Agreement for approval and authorize the Mayor and CAO to sign on behalf of the Town.

BACKGROUND: The *Emergency Management Act* (section 10(1)) requires a Municipality to "...establish and maintain a municipal emergency by-law." Earlier this year the Department of Emergency Management developed a recommended by-law for municipalities to adopt. The draft by-law attached is based upon the recommended form of by-law by the Province, with such changes as required to fit the Town of Amherst.

DISCUSSION: The draft by-law provides the framework for the creation of the Regional Emergency Management Organization, the Regional Emergency Management Advisory Committee and the Regional Emergency Management Planning Committee as well as the Regional Emergency Management Coordinator position.

The by-law also sets out the duties and relationship between the various components of the Regional Emergency Management Organization, how a state of local emergency is declared and the powers and responsibilities of the Mayor, Council and employees of the Town during an emergency.

If approved by Council, the by-law also has to be approved by the Minister. The other two municipal units making up the REMO will also pass by-laws substantially similar to the one presented here.



FINANCIAL IMPLICATIONS: There are no financial implications beyond those set forth in the annual operating budget for the Emergency Management Department.

SOCIAL JUSTICE IMPLICATIONS: By adopting a formal structure for action during an emergency situation benefits all citizens.

ENVIRONMENTAL IMPLICATIONS: No environmental implications are identified at this time.

COMMUNITY ENGAGEMENT: Communication via media release and website

ALTERNATIVES: Do not approve the by-law or ask staff to make amendments or changes.

ATTACHMENTS: Draft Bylaw ; Cumberland REMO Plan ; Intermunicipal Service Agreement

TITLE: REMO Emergency Management Bylaw
SECTION: Protective Services
BYLAW NO: C-15

APPROVAL DATE: _____ **CAO Signature:** _____

1. This by-law is titled “REMO Emergency Management By-law C-15”.

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TITLE: REMO Emergency Management Bylaw
SECTION: Protective Services
BYLAW NO: C-15

Part 1 Purpose

The Nova Scotia *Emergency Management Act* requires municipalities to adopt a Municipal Emergency Management By-law with the aim of establishing a municipal emergency management organization and preparing and approving emergency management plans. This by-law will allow for the Town of Amherst to work with neighboring municipal units of the Municipality of the County of Cumberland and the Town of Oxford to develop coordinated plans on a regional level which will better serve residents.

Part 2 Definitions

- 2.1 **Act** means the *Emergency management Act, S.N.S. 1990, c.8*;
- 2.2 **Agreement** means the Agreement entered into in accordance with Clause 10(1)(a) of the Act, among the Municipality of the County of Cumberland, the Town of Amherst and the Town of Oxford dated April 1, 2026 attached as Appendix A.
- 2.3 **Alternate Regional Emergency Management Coordinator (Alternate REMC)** means the person charged to back up or replace the Regional Emergency Management Coordinator during all phases of emergency planning.
- 2.4 **Council** means the Council of a municipality, town or village.
- 2.5 **Emergency** means a present or imminent event in respect of which the Minister or a Municipality, as the case may be, believes prompt co-ordination of action or regulation of persons or property must be undertaken to protect property or the health, safety, or welfare of people in the municipality/municipalities.
- 2.6 **Emergency Management** means the prevention and mitigation of preparedness for, response to and recovery from emergencies.
- 2.7 **Mayor** means a Mayor of one of the municipal units being a party to the Agreement.
- 2.8 **Municipalities** means the three municipal units being parties to the Agreement.
- 2.9 **Regional Emergency Management Advisory Committee** means the Committee, sometimes referred to as the Executive Committee, established pursuant to the Agreement, and as required by Clause 10(1)(d) of the Act.
- 2.10 **Regional Emergency Management Coordinator (REMC)** means the person appointed by Council, and in accordance with the Agreement, as required by Clause 10(1)(c) of the Act.

TITLE: REMO Emergency Management Bylaw
SECTION: Protective Services
BYLAW NO: C-15

- 2.11 **Regional Emergency Management Organization (REMO)** means the organization established by the Agreement, and as required by Clause 10(1)(b) of the Act.
- 2.12 **Regional Emergency Management Planning Committee** the Committee established by the Agreement responsible for recommending policy and procedures to the Executive Committee for maintaining a reasonable state of preparedness for emergencies.
- 2.13 **Regional Emergency Management Plans** means plans, programs or procedures prepared by the Regional emergency Management Organization that are intended to mitigate the effects of an emergency or a disaster and to provide for the safety, health, or welfare of the civil population and property in the event of such an occurrence, as set out in Clause 2(d) of the Act.
- 2.14 **State of Local Emergency** means a state of local emergency declared by a Municipality pursuant to the Act and the Regulations made pursuant thereto, and this By-Law.

Part 3 Regional Emergency Management Organization

- 3.1 Council hereby establishes a Regional Emergency Management Organization (REMO), and shall create an intermunicipal agreement with its partners, specifying funding, governance, and other requirements of Councils.
- 3.2 The Regional Emergency Management Organization shall consist of the following persons and committees:
- 3.2.1 The Regional Emergency Management Advisory Committee (Advisory Committee);
 - 3.2.2 The Regional Emergency Management Coordinator (REMC);
 - 3.2.3 The Regional Emergency Planning Committee (Planning Committee)
 - 3.2.4 Alternate Emergency Management Coordinator (Alternate REMC).

Part 4 Regional Emergency Management Advisory Committee

- 4.1 Councils shall appoint representatives to the Advisory Committee in accordance with the Agreement.

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- 4.2 Council's representatives on the Advisory Committee shall always include the Mayor of the Municipal unit being represented and the number of representatives from each Municipal unit shall be in accordance with the numbers set forth in the Agreement.
- 4.3 The Advisory Committee shall, on behalf of REMO:
- 4.3.1 Approve REMO plans and policies;
 - 4.3.2 Recommend the annual budgets to Council;
 - 4.3.3 Provide direction to the REMC and the Planning Committee, as deemed appropriate by the Advisory Committee from time to time;
 - 4.3.4 Brief Council on the development and approval of REMO plans and policies whenever required to do so by Council;
 - 4.3.5 Brief Council on developments during a State of Local Emergency when deemed necessary.

Part 5 Regional Emergency Management Coordinator

- 5.1 The REMC and Alternate Coordinator shall be appointed in accordance with the Agreement.
- 5.2 The REMC shall:
- 5.2.1 Be responsible to appoint a Chair of the Planning Committee;
 - 5.2.2 Coordinate and prepare REMO plans, training, and exercises;
 - 5.2.3 Be responsible for on-going public education programs related to emergency preparedness;
 - 5.2.4 Following the activation of the REMO Plan or a declaration of state of local emergency, coordinate municipal operations with those of the provincial and federal governments during a declared emergency;
 - 5.2.5 Ensure all emergency operations centers and equipment are fully operational;
 - 5.2.6 Advise the Department of Emergency Management of any real or anticipated event or emergency as required by the Act.

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5.2.7 Perform such other duties as may be required by the Advisory Committee.

Part 6 Regional Emergency Planning Committee

- 6.1 The Planning Committee, as per the Agreement, shall be comprised of the REMC, the Alternate REMC and representatives as set forth below.
- 6.2 The Planning Committee may include, but not limited to, persons responsible during an emergency to provide:
- 6.2.1 Local Law Enforcement;
 - 6.2.2 Ground Search and Rescue;
 - 6.2.3 Fire Services;
 - 6.2.4 Municipal Public Works representatives;
 - 6.2.5 Provincial OSD and Red Cross;
 - 6.2.6 Provincial Department of Health and Wellness;
 - 6.2.7 Regional Housing Authority;
 - 6.2.8 Emergency Health Services;
 - 6.2.9 Provincial Department of Natural Resources;
 - 6.2.10 Provincial Department of Public Works;
 - 6.2.11 Telecommunications;
 - 6.2.12 Public Information Services;
 - 6.2.13 Department of Emergency Management
- 6.3 The Planning Committee shall:
- 6.3.1 Assist the Coordinator in the preparation and coordination of REMO Plans, to maintain a reasonable state of preparedness for emergencies.

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- 6.3.2 Formulate policy and procedure recommendations, planning, training, and exercises.

Part 7 Alternate Regional Emergency Management Coordinators

- 7.1 The Alternate Regional Emergency Management Coordinators appointed in accordance with the Agreement shall:
- 7.1.1 Participate in Planning Committee meetings as required by the REMC;
 - 7.1.2 Participate in training, exercises, and responses to emergencies as required by the REMC.

Part 8 Agreements

- 8.1 Council hereby agrees that the Advisory Committee may enter into agreements with the Government of Canada, the Province of Nova Scotia, a Municipality, or any other person or organization, for the provision of services in the development and implementation of Regional Emergency Management Plans.

Part 9 Budget Considerations

- 9.1 The Municipalities shall share the normal operational costs of the REMO based on an annual budget divided proportionally based upon a blended formula including uniform assessment, population, and equal shares, in accordance with Clauses 31, 32 and 33 of the Agreement.

Part 10 Declaration of a State of Local Emergency

- 10.1 Council may, when satisfied that an emergency exists or may exist in all or any area of its own Municipality, declare a State of Local Emergency in respect of their own Municipality or an area thereof.
- 10.2 If any of the Councils are unable to act promptly under Section 12(2), the Mayor of the Municipality of the County of Cumberland, the Mayor of the Town of Amherst or the Mayor of the Town of Oxford may declare a State of Local Emergency, subject to Section 12(3) of the Act, in respect of their own Municipality or a portion thereof.

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If both the Mayors and Councils of the Municipalities are unable to act promptly to declare a State of Local Emergency in their own jurisdiction under Section 15(2) of the Act, any one of the Mayors may, subject to the provisions of Sections 12(2) and 12(3) of the Act, declare a State of Local Emergency in regards to an emergency that exists or may exist in all or within any area of the Municipalities or portion thereof.

After signing a declaration or termination of a State of Local Emergency or the issuance of an order under Section 14 of the Act, Council shall immediately communicate or publish details on the municipal website or by the means most likely to inform the affected residents.

Part 11 Duties During an Emergency

11.1 Following the activation of any Regional Emergency Plan or a declaration of a state of local emergency:

11.1.1 The Mayor shall immediately forward a copy of the declaration and any renewals thereof to the Minister.

11.1.2 Every Councilor shall advise the Coordinator and Mayor as to their location and how they may be contacted.

11.1.3 Every employee and agent of the Municipality who has a role in such emergencies as assigned in the Regional Emergency Management Plans, shall:

11.1.3.1 Advise the REMC of their location and how they may be contacted; and

11.1.3.2 fulfill such duties described in the emergency operational plan.

Part 12 Repeal

12.1 This by-law repeals and replaces Regional Emergency Management By-Law C-08.

For Administrative Use Only:

TITLE: REMO Emergency Management Bylaw
SECTION: Protective Services
BYLAW NO: C-15

First reading:	September 28, 2026
Notice of Intent:	
Second Reading:	
Notice of Publication and Effective Date of Bylaw:	
Notice to Service Nova Scotia & Municipal Relations:	

VERSION LOG

Bylaw Owner	Amendment Description	Council Approval Date
CAO	New By-law	

Minutes reference date:

CUMBERLAND REGIONAL EMERGENCY MANAGEMENT ORGANIZATION

EMERGENCY MANAGEMENT PLAN



FOREWORD

The Cumberland Regional Emergency Management Plan (CREMP) was prepared with the intention of ensuring Elected Officials, Staff and Municipal Partners understand how the Cumberland Regional Emergency Management Organization (CREMO) will prepare for, respond to and recover from significant events that impact the Municipality of the County of Cumberland, the Town of Amherst and the Town of Oxford. This Document will refer to these three entities as CREMO.

The CREMO recognizes that emergency preparedness is the responsibility of everyone in the County, and this plan lays out CREMO's responsibility for community outreach through education sessions, preparedness tips, and resource availability to help residents be better prepared.

This plan serves as the overarching document that will guide CREMO's decision-making to do everything possible to protect all residents, their property, and the environment. It will also provide the foundation to develop the hazard-specific plans needed when disaster strikes.

The all-hazard philosophy recognizes that the same comprehensive framework of Mitigation, Preparedness, Response and Recovery can be used to address the impact of all types of disasters. This gives the CREMO a consistent approach to emergency management activities and promotes efficient use of all available resources.

The CREMO program is augmented by the Cumberland Regional Emergency Coordination Centre (CRECC) Operational Guidelines and several hazards-based operational plans. These specific documents address the activities performed by emergency management partners during the planning, response, and recovery phases of an emergency response.

CREMO strives for strong leadership within the emergency management community and is dedicated to continuous improvements to the emergency management program. This will be achieved through training, exercising and community outreach throughout the three municipalities. Therefore, this is a living document that will be amended as necessary through a planning process that is managed by the Cumberland Regional Emergency Management Coordinator (CREMC) in consultation with emergency management Partners.

The CREMO acknowledges that all citizens are involved in emergency management. Individual residents, communities, municipalities, each level of government, first responders, the private sector, volunteers, and non-government organizations (NGOs) are critical Partners. Solid Partnerships based on effective collaboration, coordination and communication are key components to sustainable emergency management programs.

The CREMO plans are not designed to replace existing procedures for managing normal day-to-day incidents in the three municipalities of Cumberland County. Normal day-to-day incidents are common occurrences that are managed effectively on a routine basis by Emergency Services and/or Municipal Departments. The CREMC may be involved to assist where needed and make recommendations if the situation requires an escalation in the response.

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Plan Administration

The Cumberland Regional Emergency Management Coordinator (CREMC) is responsible for the maintenance and development of the Cumberland Regional Emergency Management Plan (CREMP). This plan has been developed in accordance with the Nova Scotia Emergency Management Act, S.N.S 1990, c.8 and the by-laws of the Municipality of the County of Cumberland, Town of Amherst and the Town of Oxford and is pursuant to the Inter-Municipal Emergency Services Agreement between the three entities.

Review

The CREMP will be reviewed:

- As directed by the Regional Emergency Management Advisory Committee
- After an emergency, following an After-Action Review
- At the request of the CREMC or any CAO as identified in the Inter-Municipal Emergency Services Agreement.
- At the request of the NS Department of Emergency Management

Revisions – Major

Version control of the plan is managed by the Cumberland Regional Emergency Management Organization (CREMO). The CREMC has the responsibility for maintaining all revisions and updates to this plan. Re-issue of this plan following an amendment or review will be recorded in the table below and distributed to the CREMO and all corporate and external Partners as required. Examples of major revisions are when a section or a large portion of the plan is updated and/or revised.

REVISION NUMBER	DESCRIPTION OF CHANGE	AUTHOR	EFFECTIVE DATE

The controlled master copy of this plan is held by the CREMO. Overall responsibility for the plans and their distribution rests with the CREMC.

A list of agencies the CREMP is sent to will be documented and numbered. Copies of the CREMP will also be available electronically on the three municipalities network drive (shared drive). The plan will be available in a “read-only” format.

Cumberland Regional Emergency Management Plan – Approving Authority

Municipality of the County of Cumberland	
Chief Administrative Office/Clerk	Mayor of the County of Cumberland
Date	Date
Town of Amherst	
Chief Administrative Office/Clerk	Mayor of Amherst
Date	Date
Town of Oxford	
Chief Administrative Office/Clerk	Mayor of Oxford
Date	Date

PART 1 - PURPOSE AND SCOPE

The primary focus of the Cumberland Regional Emergency Management Plan is to provide strategic direction outlining how the Region will conduct their response to an emergency that may have beyond normal impacts to people, property and or the environment. This plan identifies the governance, requirements under the Nova Scotia Emergency Management Act, roles and responsibilities, potential hazards, and the level of municipal response to those hazards. This plan also provides the framework for the Cumberland Regional Emergency Coordination Centre activation, public alerting and processes for the implementation of hazard-specific contingency plans.

The number and severity of emergencies and disasters across the province that challenge individuals, communities, and all levels of government are increasing due to the diversity of human and natural hazards and climate change. These same factors will influence the threat of flooding, fires, severe weather, and industrial accidents across the region.

This plan is based on a flexible and scalable all-hazards approach throughout the Emergency Management Continuum: prevention and mitigation, preparedness, response, and recovery. This is achieved by:

- Ensuring appropriate strategies are developed to minimize the adverse effects of a disaster on our region.
- Developing risk-based plans with a community focus as Annexes to the CREMP.
- Describing the organization, roles, responsibilities, and procedures for effective emergency management.
- Outlining operations for effective disaster management across the four phases of the Emergency Management Continuum.
- Describing the committees and agencies established for the coordination of multi-agency responses.
- Assessing and regularly re-evaluating the likelihood and potential impacts of identified and emerging threats to public health and safety, public and private infrastructure, environment, and economy.
- Providing information to build community resilience and better assist communities in preparing for, responding to, and recovering from disaster events.
- Providing a comprehensive framework for emergency and disaster management activities.

1.1 Comprehensive Approach

A comprehensive approach is adopted throughout emergency management planning to ensure that risk reduction and community resilience are developed in unison, while maintaining effective response and recovery capabilities. The comprehensive approach provides an overarching framework for emergency and disaster management by acknowledging the need for sufficient resources for all phases of the emergency management continuum.

1.1.1 Prevention and Mitigation

- Prevention is the action taken to avoid the occurrence of negative consequences associated with a given threat or Hazard.
- Mitigation is the actions taken to adapt to, eliminate or reduce the impact of disasters to protect lives, property, the environment, and reduce economic disruption.

This includes hazard identification, risk assessment and implementation of measures to reduce the exposure and vulnerabilities to the potential consequences of events arising from identified hazards. Land-use and zoning management, building and maintenance of critical infrastructure, flood plain mapping, and public education campaigns are examples of prevention and mitigation initiatives.

1.1.2 Preparedness

Preparedness is the process of building capacity to effectively respond when people, property, the environment, or the economy are impacted by disasters.

This includes plans to ensure a timely response. Relief and rehabilitation in the event of an emergency or disaster. It requires appropriate organizational structure, trained personnel, plans and procedures. Preparedness activities include the establishment of Mutual Aid or Assistance agreements, memorandums of understanding (MOU) for goods and services, inventories of resources and ongoing training and exercises.

1.1.3 Response

Response is the actions taken to minimize the impact of emergencies or disasters on people, property, and the environment during an incident.

This is the process by which immediate assistance is provided to affected persons and the community. Response operations deal with the immediate issues related to an emergency or disaster. Police, Fire and Ground Search and Rescue (GSAR), Emergency Hospital Services (EHS), as well as internal Municipal Partners respond to everyday emergencies. When emergencies go beyond the first responder's normal procedures and warrants support from CREMO, the CRECC is activated to the level needed to provide that support.

1.1.4 Recovery

Recovery are the actions taken to repair and restore a community to normality after a disaster.

Reducing the negative impacts experienced by residents is a priority. Planning early for community recovery can help to limit the period of disruption for people living in disaster-impacted areas. There are three recognized phases of recovery.



- **Short-term:** To support and meet the immediate needs of individuals, businesses and the community affected by the event. This may occur while essential services are being restored to the level where response agencies are no longer required to maintain them.
- **Medium-term:** To continue the coordinated response of supporting affected communities in the reconstruction of physical infrastructure, restoration of the economy and the environment, and support for the emotional, social, and physical well-being of those affected. Recovery can occur for weeks and months after the event.
- **Long-term:** To continue the established coordinated process from the Medium-term phase for as long as necessary after the event.

The recovery plan is designed to aid officials in decision-making when coordinated actions are required for effective recovery from a specific event. It is important to acknowledge that response activities may be occurring during the recovery phase. CREMO plays primarily a support and coordinating role during the response to a major incident. However, CREMO will take a leadership role in the recovery phase.

1.2 Comprehensive Emergency Management

1.2.1 All Hazards Approach

An all-hazards approach employs generic emergency planning methodologies, modified as necessary according to the circumstances. It involves the development of arrangements for managing the extensive range of possible effects and risks associated with emergencies and disasters. The all-hazards approach is useful as the range of impacts can create similar consequences, which require similar actions. However, some risks will necessitate specific prevention measures, response, and recovery actions.

1.2.2 Prepared and Resilient Communities

The REMC will ensure strong links between individuals, volunteer organizations and local authorities to enhance community preparedness and resiliency. Community members should be informed of the risks and follow the advice on appropriate precautions. When effectively integrated into disaster management plans, community organizations may be capable of providing assistance and access to resources, expertise, and specialized skills. Individuals and communities should be prepared to support themselves during an emergency for up to 72 hrs.

The CREMO's primary objective when responding to emergencies and disasters is managing the consequences of events to reduce the impact on individuals, property, the environment, and the economy. Consequence management enables the efficient and effective support of communities through key response and recovery plans.

Part 2 – GOVERNANCE

1.	Province of Nova Scotia Emergency Management Act – Annex
2.	MCC Regional Emergency Management By-Law 13-02 - Annex
3.	Town of Amherst Emergency Management By-Law – Annex
4.	Town of Oxford Emergency Management By-Law – Annex
5.	Inter-Municipal Emergency Services Agreement– Annex

The **Nova Scotia Emergency Management Act** is the primary legislation related to emergency management in the province and establishes the powers and responsibilities of Provincial and Municipal governments and their respective emergency management organizations.

The Nova Scotia Emergency Management Act (NSEMA) provides direction on emergency management roles and responsibilities and requirements of municipalities to plan and prepare for the safety of their respective communities. The NSEMA provides the requirements for the Cumberland Regional Emergency Management Advisory Committee (CREMAC), Cumberland Regional Emergency Management Organization (CREMO), Cumberland Regional Emergency Management Coordinator (CREMC), regional collaboration, and emergency management planning and exercises.

The *Municipal Emergency Management Bylaw* establishes the CREMO as follows:

- A Regional Emergency Management Organization
 - The Regional Emergency Management Organization shall consist of the following persons and Committees:
 - A Regional Emergency Management Advisory Committee;
 - A Regional Emergency Management Coordinator; and
 - A Regional Emergency Management Planning Committee.

The *Emergency Management Bylaws* of the parties to the Agreement sets out the responsibilities of the CREMO. This plan outlines the structure and decision-making process during emergencies and disasters as well as the roles and responsibilities of elected officials, committees, and Cumberland Regional Emergency Coordination Centre (CRECC) staff.

2.1 Reporting Structure and Governance

The Province of NS Emergency Management Act, the 3 by-laws for the Town of Amherst, Town of Oxford and the Municipality of the County of Cumberland, and the Inter-Municipal Emergency Services Agreement explains the structure and governance of CREMO.

2.1.1 Mayor and Council

In accordance with the NSEMA, each municipality is responsible for the direction and control of the municipality's emergency response and the preparation of emergency plans and programs.

The *Emergency Management Act* establishes that:

A local authority shall establish and maintain, subject to the regulations, an emergency management agency to act as the agent of the local authority in exercising the local authority's powers and duties under this act (Emergency Management Act, 1990, c.8, p.6). In the Region the CREMO is authorized to act as the agent of the local authorities.

2.1.2 Emergency Advisory Committee

The Emergency Management Act requires that:

- Each Council shall appoint members to serve as representatives on the Regional Emergency Management Advisory Committee, in accordance with the Agreement and for the applicable term.
- The Councils agree to the establishment of a Regional Emergency Management Organization in accordance with the Agreement.
- The Regional Emergency Management Advisory Committee shall:
 - Be responsible for directing and overseeing the development of the regional emergency management plans;
 - Brief council(s) on the development of these plans;
 - Recommend declaration of a State of Local Emergency to the Council(s) of participating municipalities, as required, or in the event such Council(s) cannot be assembled in a timely manner, the senior elected official of the affected municipality(s) may declare such a state in accordance with the NSEMA;
 - Be responsible for the executive direction and management of emergency activities during a State of Local Emergency;
 - With the approval of the Minister, recommend the renewal of a State of Local Emergency;
 - Brief Council(s) on developments during a State of Local Emergency;
 - Recommend the termination of a State of Local Emergency;
 - Ensure a copy of any signed declaration of a State of Local Emergency is delivered to the Minister.
- In carrying out its responsibilities, the Agreement provides for:
 - Establishment of sub-committees or working groups as it deems advisable to seek information and advice from key Partners with respect to Emergency Management in the Region.

2.1.3 Chief Administrative Officer

The Chief Administrative Officer (CAO) shall:

- Appoint such members of the Municipality's senior leadership team to the Cumberland Regional Emergency Management Organization each CAO deems appropriate to support the Organization's duties and functions.

- Recommend for Approval, the Region's Emergency Management Plan.
- Approve such administrative directives, business continuity plans and other supporting documents as each CAO deems advisable to support the Emergency Management Plan.
- Act as the Commander of the Emergency Coordination Center.

2.1.4 Cumberland Regional Emergency Management Coordinator (CREMC)

In accordance with the by-laws and the inter-municipal emergency management agreement:

- The REMC shall be appointed in accordance with the Agreement.
- The REMC shall be employed by the Municipality of the County of Cumberland for work incurred under this Municipality of Cumberland By-Law 13-02 November 13, and the Inter-Municipal Emergency Management agreement.
- The REMC shall:
 - coordinate and prepare regional emergency management plans;
 - During activations, coordinate ECC responsibilities with the Emergency site.
 - During activations, assume the position of Liaison Officer or other duties as assigned by the ECC Commander.

2.2 State of Local Emergency

The *Nova Scotia Emergency Management Act* specifies the authority with respect to the declaration, renewal, and termination of a State of Local Emergency (SOLE) as well as the powers delegated to local authority once a SOLE is declared.

Section 12(1) to 12(5) of the NSEMA provides for the establishment of the following:

- The Minister, after consulting, if it is practical to do so, with a majority of the members of a committee established pursuant to Section 5 or a quorum of the Executive Council and, if the Minister is satisfied that an emergency exists or may exist, may declare a state of emergency in respect of all or any district, subdistrict or area of the province.
- A municipal council may, when satisfied that an emergency exists or may exist in all or any area of that municipality, declare a state of local emergency in respect of that municipality or area thereof.
- If a municipal council is unable to act promptly, the mayor or warden may exercise the authority of the municipal council contained in subsection (2) after consulting, if it is practical to do so, with a majority of the members of the council's committee to advise on the development of emergency management plans.
- A declaration pursuant to this Section shall identify the nature of the emergency and the area in which it exists.

- Nothing in this Section prevents the Minister from declaring a state of emergency, whether a state of local emergency has been declared or not. 1990, c. 8, s. 12; 2005, c. 48, s. 6

In accordance with the NSEMA, the Minister may revoke a State of Local Emergency if the declaration is deemed inappropriate. A declaration of SOLE lapses after seven days unless it is renewed or cancelled by the mayor or delegate.

A Declaration of a State of Local Emergency must:

- | |
|--|
| <ul style="list-style-type: none"> Identify the nature of the emergency, disaster, or catastrophe, and the area of the Municipality that is affected |
| <ul style="list-style-type: none"> Provide the date and the time that the declaration of SOLE is declared, with signatures and title(s) of the officials making the declaration |
| <ul style="list-style-type: none"> Be made public immediately by the most effective means of communication |
| <ul style="list-style-type: none"> Notify the Minister Responsible; This is done by contacting the Nova Scotia Department of Emergency Management (NSDEM) |

An official declaration of SOLE provides extraordinary powers in relation to the area of the Municipality affected by the SOLE declaration. When a SOLE is declared, the CAO is authorized to exercise the powers delegated to the CAO from Council. CAOs can delegate these powers and may authorize any persons at any time to exercise any power given to the CAO in relation to any part of the municipality affected by the declaration of a SOLE. In the absence of the CAO, all broad powers delegated to the CAO are delegated to their Designate.

POWERS AVAILABLE UNDER STATE OF LOCAL EMERGENCY

- | |
|--|
| Cause the Regional Emergency Plan or any related plans or programs to be put into effect. |
| Control or prohibit travel to or from any area in the municipality. |
| Authorize the conscription of persons needed to meet an emergency. |
| Procure or fix prices for food, clothing, fuel, equipment, medical supplies or other essential supplies and the use of any property, services, resources or equipment within the municipality for the duration of the State of Emergency. |
| Any other acts necessary to respond to the emergency, but not specified in Section 14 of the <i>Nova Scotia Emergency Management Act</i> |
| Provide for the maintenance and restoration of essential facilities, the distribution of essential supplies and the maintenance and coordination of emergency medical, social and other essential services. |
| Cause or order the evacuation of persons and the removal of livestock and personal property threatened by the emergency and make arrangements for the adequate care and protection thereof. |
| Authorize the entry by a person into any building or upon land without a warrant. |
| Cause or order the demolition or removal of anything where the demolition or removal is necessary or advisable for the purpose of reaching the scene of an emergency, of attempting to forestall its occurrence or of combating its progress |
| Order the assistance of persons needed to carry out the provisions mentioned in this section. |
| Regulate the distribution and availability of essential goods, services, and resources. |

Authorize and make emergency payments.
Assess damage to any works, property or undertaking and the costs to repair, replace or restore the same.
Assess damage to the environment and the costs and methods to eliminate or alleviate the damage.

2.3 Operations

The Cumberland Regional Emergency Management Organization (CREMO) supports and, at times, coordinates response efforts from the Cumberland Regional Emergency Coordination Center (CRECC) facility in cooperation with internal municipal departments, external agency Partners, and the provincial government. In most instances, “operations” is an emergency site responsibility, however, the CRECC has a responsibility to support, coordinate and at times, set up the necessary support facilities to look after evacuees, ensure municipal essential services continue and notify the public of potential dangers through the Public Alert Systems.

Departments whose managed services are directly related to the protection of life, property, and/or environment are considered lead departments. A Lead Department provides leadership and subject matter expertise for an emergency management event, including advice on legislation that pertains to their role in the municipality. For example, the Engineering and Public Works Department is responsible for the provision of potable water; therefore, should a major water emergency occur, the Engineering and Public Works Department could be tasked as the lead department for the response directly related to the provision of water. This relates to outside agencies as well that have a responsibility to provide essential services during emergency times. The CRECC would provide coordination and support to the Lead Departments/Agency.

Municipal directors and managers have specific responsibilities in relation to Emergency Management, including but not limited to:

- Understanding the prescribed emergency management roles and responsibilities related to prevention/mitigation, preparedness, response, and recovery, designated to their department and allocating staff and resources accordingly.
 - Ensuring corporate policies and procedures related to emergency management are appropriately operationalized in their department.
 - Ensuring the completion and implementation of department-specific procedures for the prevention/mitigation of and operational response to emergency events involving department staff and/or equipment.
- Supporting staff to engage in emergency management training, exercising and development opportunities as they pertain to their designated roles in emergency plans and programs.
- Supporting the development and implementation of the Cumberland Regional Emergency Management Plan (CREMP) and all corresponding plans and procedures. Participating fully in any emergency management related committees and/or agencies to which said director or manager is a designated member.

- Taking part in training and exercising opportunities related to their prescribed role(s) in emergency management plans and programs.

PART 3 – Hazard, Risk, and Vulnerability Analysis

3.1 List of Hazards Identified for the Region

The following table provides the list of hazards that the Cumberland Region can be impacted by during particular times of the year. They are prioritized; however, either of these hazards can and most likely will have major impacts on Cumberland municipalities.

Contingency plans, along with logistical support documents, will help lessen the impact and help Cumberland municipalities respond and recover from these events as effectively and efficiently as possible.

RISK EVENT	SEVERITY	LIKELIHOOD
Wildfire	Major	Very High
Hurricane	Moderate	High
Severe Storm - ICE	Major	High
Flooding	Moderate	Moderate
Tantramar Marsh Incident	Moderate	Moderate
Severe Heat Event	Moderate	Moderate

PART 4- Summary of Major Risk Events (See annexes for Contingency Plans)

4.1.1 Wildfires

Most wildfires in Nova Scotia occur during the spring and summer seasons, when conditions are optimal for fire ignition and spread. Fire locations are closely tied to where people reside. Densely populated areas frequently have many fires, while remote areas have few. Only about 3% of wildfires are caused by lightning strikes in Nova Scotia. The major cause of wildfires in Nova Scotia is human caused, followed by recreational, residential, and industrial activities. The **Wildfire Contingency Plan** will address the actions the Cumberland Regional Emergency Management Organization will take during a wildfire incident in Cumberland Region.

4.1.2 Hurricanes

Hurricanes have major impacts on our area that can affect transportation, utilities Homes and infrastructure. The **Hurricane Contingency Plan** will address the actions the Cumberland Regional Emergency Management Organization will take during a hurricane incident in the Cumberland Region. Planning, response and recovery efforts outlined in the contingency plan are specific to the impacts of a hurricane and serve as a guide that speaks to roles, responsibilities and resources.

4.1.3 Floods

Floods are a natural part of Nova Scotia's environment, but they become a cause for concern when they intersect with communities, damaging lives, commerce, and property. The Region has several "*at risk*" areas that include the Tantramar Marsh, Advocate Harbour, Parrsboro, and areas along the North Shore, to highlight a few.

In many areas of the Cumberland, flooding can be difficult to predict. The frequency and severity of any flood is governed by a complex interaction of weather events, local geography, and human factors. The **Flood Contingency Plan** addresses the high and medium risk areas of Cumberland with an emphasis on the movement of people,

4.1.4 Snow and Ice Storms

During the winter months, severe weather conditions often occur in this area, including heavy snowfalls, ice storms, and severe winds. Long-term power outages resulting from these conditions can cause severe hardship.

4.1.5 Tantramar Marsh Incident

An incident on the Tantramar Marsh puts extreme pressure on the municipalities in Cumberland County. When travellers can not navigate the Marsh, traffic builds up in the municipalities, causing congestion and impedes emergency response, such as fire, police and EHS. A traffic staging plan helps alleviate this issue and provides for coordinated egress when the highway opens.

Part 5 – Cumberland Regional Emergency Coordination Centre (CRECC)

5.1 CRECC

The CRECC is the established place where members of the emergency management team coordinate and support emergency response. During a major emergency or incident, the CRECC will be staffed with municipal employees and partner agencies to strategically coordinate resources in support of on-scene operations.

5.2 Activation of Regional Emergency Coordination Center (CRECC)

The CRECC may be activated by the CAOs or their delegates in response to any event that has a significant community consequence. Timely activation is critical for an effective response to minimize loss of human life, property loss or damage, or damage to the environment or economy. When activated, one of the three (3) CAO's become the ECC Commander. They may delegate this if the situation requires it.

The CRECC may be activated when the following criteria are met:

- The number of people who may be at risk is significant.
- The event requires centralized decision making to mitigate impact.
- The event requires attention outside the scope of regular business activities.
- The event is pre-planned and requires active management to ensure public safety.

- Response coordination is required because;
 - It is a large, widespread event.
 - Several responding agencies are involved, and/or
 - There are multiple emergency sites.
- Resource coordination is required because:
 - There are limited local resources, and/or
 - There is a significant need for external resources; and
 - Conditions are uncertain because the event may escalate and/or the extent of the threat to people, property and/or the environment is not known.
- A declaration of “State of Local Emergency” (SOLE) is in effect; the CRECC can be activated without a SOLE being declared.

5.3 Levels of Activation

The magnitude, scope and stage of the emergency will determine to what level the CRECC is activated and what positions are required within the incident management team. When the CRECC is activated, Incident Command System (ICS) positions in the CRECC are staffed dependant on the activation level.

When it is determined that the CRECC is no longer required (CAO or Designate has authority to terminate operations), to coordinate emergency response and recovery operations, the CRECC will be deactivated.

The following chart outlines general considerations for the determination of the level of activation.

Levels of Activation	Event/Situation	Activity
Monitor	• Potential Threat has been identified. • Pre-response readiness activities and monitoring.	• Virtually or Physically in the ECC • Level 1 Staffing • No formal ICS forms required (although documentation of awareness activities logged) • No conscription on non-EM-Staff
Partial	• Limited Evacuations • Large scheduled events (high Potential) • Some resource/support required. • Monitor status of ongoing incident	• Virtual or Physically in the ECC • Level 2 Staffing • ICS forms and Operational Periods required. • Conscription of ECC/MCC Staff personnel

Full	• Multiple Sites • Multiple Agencies involved. • Extensive evacuations • Infrastructure damage • Above typical resources/support required. • Potential for declaration of State of Local Emergency	• Physical Activation • Level 3 Staffing • ICS Forms required. • External Partners as needed. • Extended Operational period staffing relief considerations.
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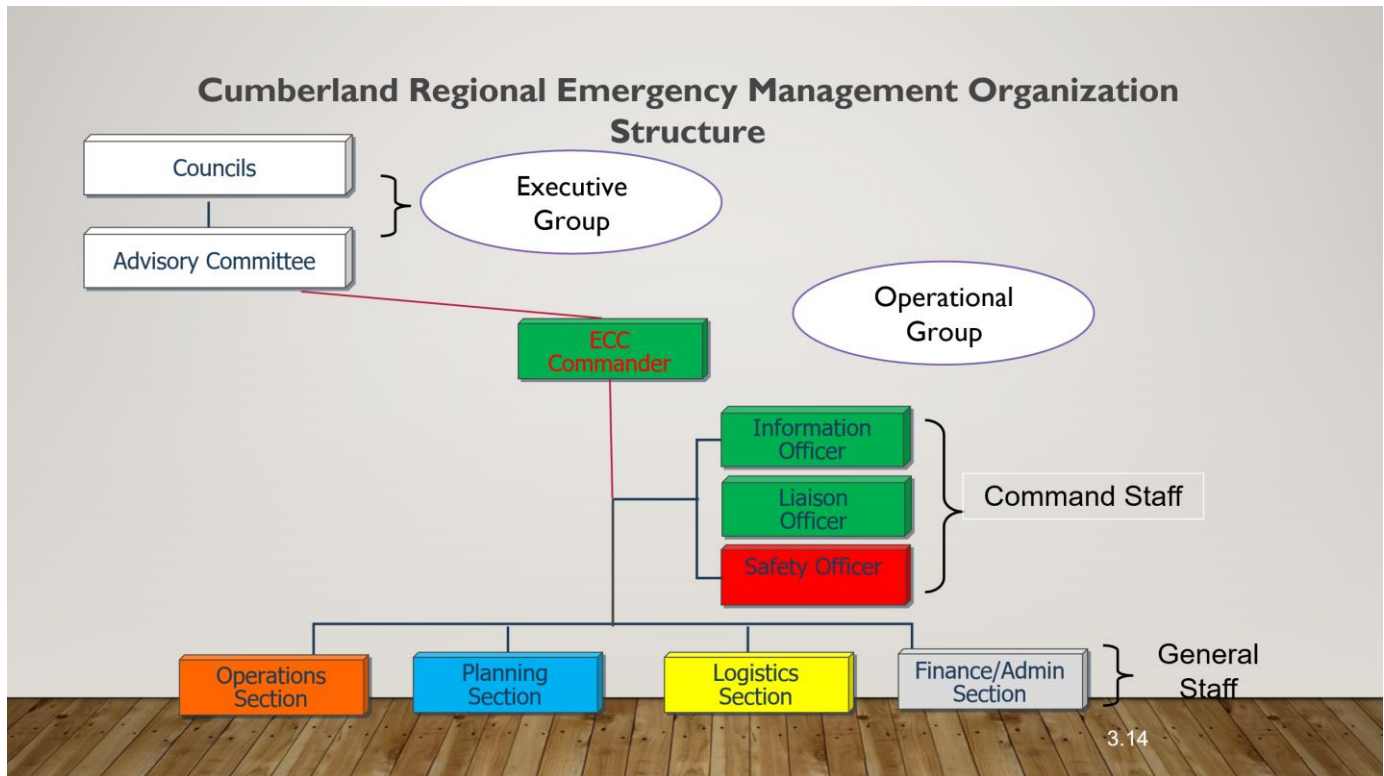
5.4 CRECC Organization under Incident Command System (ICS)

NSDEM requires the municipalities to train to and operate under the Incident Command System (ICS) when managing emergencies. Cumberland REMO has adopted ICS and activates the functions necessary when responding to emergencies. ICS is divided into five sections:

- Command (REECC Commander, Information Officer, Safety Officer, Liaison Officer),
- Operations Section
- Planning Section
- Logistics Section
- Finance Section

5.5 CRECC Command Positions

Below are brief descriptions of the CRECC Command Positions within the CRECC.



5.5.1 ECC

Commander

- The CAO is the designated CRECC Commander and is a direct link to the Advisory Committee
- Maintains overall responsibility for the incident as it pertains to Municipalities
- Oversees all the activities of the CRECC
- Enacts the policy guidance as required.
- Provides high-level incident briefs to the Mayor, Council and Partners as required.
- Provides policy guidance to the CRECC Staff.
- Can appoint and/or replace a site IC if required or if a more qualified person is available.

5.5.2 Information Officer (IO)

- Serves as the coordination point for public information and media relations.
- Actions the policies and procedures defined in the Crisis Communications Plan
- The IO may be assigned assistants as necessary.
- All communications must be approved by the CRECC Commander or Site IC.

5.5.3 Safety Officer

- Develops and recommends measures to ensure personnel safety and to assess and anticipate hazardous situations.

- Liaises with other Section Chiefs to ensure the overall safety of the incident or event.
- The Safety Officer has the authority to exercise an emergency stop to any unsafe act if personnel are in imminent danger.
- Coordinates multi-agency Safety efforts.

5.5.4 Liaison Officer (LO)

- Functions as a point of contact for outside agencies and representatives that may be asked to attend the CRECC.
- Assists and serves as an advisor to the ECC Commander.
- Communicates CRECC Guidelines, directives, Incident Support Plans, and Situation reports to Partners and Stakeholders.
- Maintains a list of assisting and cooperating agencies and Agency Representatives.

5.6 CRECC Section Descriptions

5.6.1 Operations Section

- Communicates Operational needs to appropriate CRECC personnel.
- Assists the IC in developing objectives and strategies for the incident.
- Oversees tactical operations.
- Gathers situational information, responds to the evolving needs of groups working in the field and recommends adjustments to action plans through the IC.
- Ensures effective communication between service providers and first responders, and the CRECC.

5.6.2 Planning Section

- Leads the operational planning process.
- Establishes specialized planning teams, including recovery planning.
- Conducts advanced planning, ensuring foresight in developing plans to address potential issues likely to occur in subsequent operational periods.
- Manages and oversees the collection of incident-related documentation, maintains a permanent archive of incident decisions and Incident Action Plans (IAP) associated with the event.

5.6.3 Logistics Section

- Provides telecommunications services, human resources and information technology resources, as well as arranging for food, lodging, and other support for the CRECC.
- Coordinates closely with the planning Section when the site is requesting additional resources.
- Ensure that the transportation and facility requirements, in support of response operations, are met when evacuations are taking place or are going to occur.

5.6.4 Finance Section

- Ensures the financial records are maintained throughout the incident.
- In consultation with the CAO and IC establishes spending limits.
- Monitors section activities continuously and modifies emergency financial procedures as necessary.

- Collects and maintains documentation of disaster information for possible reimbursement, prepares and coordinates disaster financial assistance documents and claims.
- Tracks, records, and reports on-duty time for personnel and other resources.

5.7 Regional Evacuation Plan/ Re-entry Plan (see Annex for Evacuation and Re-entry Plan)

An evacuation is defined as the process of removing people from an area where a present or imminent situation has or may result in the loss of life or the risk to the safety, health, and well-being of individuals. Damage to property or the environment may also trigger an evacuation if it poses a risk to the health and safety of residents.

The evacuation/re-entry plan streamlines the evacuation process by providing an organized framework for the activities involved in coordinating and conducting an evacuation and re-entry. The goal is to provide the framework and guidance for identifying different needs and vulnerabilities to communities in the region, to allow for a safe, effective, and coordinated evacuation of individuals from an emergency-affected area. The evacuation plan is developed so it can be adapted to meet the specific evacuation support the Incident Commander requires.

5.8 Recovery and Re-Entry

The goal is for the Region, our citizens and businesses to recover from the event. This includes restoring the physical infrastructure where possible or desirable, as well as addressing the emotional, social, economic, and physical well-being of those involved. If property damages have been incurred as a result of a natural hazard, then a request will be made under the Nova Scotia Disaster Financial Assistance Program (NSDFA).

The Region will attempt to maintain a current essential services list. This list will contain the names of persons needed to restart systems that must be in place before evacuees can return home. In some situations, and if it is safe to do so, essential services personnel may be required to remain in the community to provide security, information, and assessments on the conditions in the community.

When the emergency that prompted the evacuation has been resolved, it will be necessary to plan for the return of evacuees. The impacted area must be safe for residents and business owners to return. The decision to re-enter an area that has been evacuated is based on public safety factors, including:

- Whether the threat that prompted the evacuation has been resolved or the incident has been stabilized.
- Access to the community is assured.
- Infrastructure is safe and accessible.
- Hazards connected to the emergency have been eliminated.
- Homes are safe to be occupied
- Weather conditions allow for a safe return.
- Essential services have resumed and are sufficient to support returning evacuees.

Since the degree of damage will likely vary within the affected area, a phased re-entry process may be used. As geographic areas are declared safe for re-entry, evacuees will be able to return home.

PART 6 - ROLES AND RESPONSIBILITIES

6.1 Advisory Committee

- Review the CREMP and related plans and programs at least once per year.
- Participate in appropriate emergency management training and exercises.
- Advocate for Disaster risk reduction activities and advance preparedness initiatives at the individual, family, and community levels to create a resilient region.
- Contribute to community education and awareness about local hazards and personal emergency preparedness.
- The Roles and Responsibilities of elected officials do not include attendance at the Regional Emergency Coordination Centre or the Incident Site unless specifically requested and organized by the CRECC commander.
- Declare, renew, or terminate a State of Local Emergency (SOLE) as recommended by the CRECC Commander.
- Keep the community informed of the situation using approved information from the CRECC.
- Serve as spokesperson(s) for the emergency when directed by the CRECC Commander.
- Provide approved briefings to other levels of government.
- Authorize major expenditures as required.

The purpose of the Emergency Advisory Committee is to advise Councils on matters related to the Municipality's Emergency Management Program.

6.1.2 Chief Administrative Officers

During an activation, the Chief Administrative Officers of Town Amherst, Municipality of the County of Cumberland, and Town Oxford will provide the necessary corporate resources to assist the CREMO in managing the event.

During non-emergency times, CAOs

- Work with CREMC to ensure the emergency management program is developed, trained, and tested.
- Review annually the Inter-Municipal agreements to ensure they meet the needs of the region,
- Make Training and Exercises **mandatory** for staff.
- Act in a strategic advisory capacity to the Mayors and Council

During emergencies:

- Act as the Emergency Coordination Center Commander,
- Work with the CRECC on determining response and recovery priorities,
- Maintain essential and non-essential services outside of the incident site.
- Maintain an open channel for communication with the site commander(s)

6.1.3 Director of Protective Services

The Director of Protective Services (DPS) is responsible for the following activities:

- Oversee the development and ongoing Reviews of the emergency management program for CREMO.
- Perform other duties as prescribed by the CAO.
- Recommend a declaration, renewal and/or termination of a SOLE.

6.1.4 Cumberland Regional Emergency Management Coordinator

The Cumberland Regional Emergency Management Coordinator (CREMC).

Normal day activities:

- Develop and participate in exercises and ensure personnel are trained in emergency management plans and procedures.
- Prepare and maintain the CRECC, ensuring it's always in a ready state.
- Recommend risk reduction, mitigation, and preparedness measures to the Director of Protective.
- Performs annual updates to the CREMO Emergency Management Program.
- Develop and maintain stakeholder relationships.
- Develop and implement the community outreach program.

Emergency time activities:

- If the CRECC is activated, assume the duties of the Liaison Officer.
- Conduct emergency response operations under the direction of the CRECC Commander.
- Visit the Incident Command Post for real-time situational awareness.
- Perform duties assigned for the activated level of the CRECC.

Part 7 – TRAINING AND EXERCISES (See Annex for Training and Exercise Plan)

Training and exercises are critical components of the Cumberland Regional Emergency Management Program

7.1 Training

Completion of courses will ensure that participants have the core knowledge and confidence to fulfil their duties in an ECC position. The training program is designed to deliver a range of in-house and accredited training and development opportunities, which cover Basic ICS and ECC training and ECC position-specific training that is tailored to the Cumberland Regional Emergency Management Organization, meets NSDEM training standards and addresses the current hazards the region has identified.

7.2 Exercises

Exercises are controlled, objective -based activities used to practice, evaluate or test plans or procedures and resources. Exercises are designed to motivate personnel to think or act as they would in a real-life event.

The Nova Scotia Department of Emergency Management requires municipalities to participate in **two** tabletop exercises each year and **one** full-scale exercise every four years. In at least one training exercise annually, with a larger functional exercise being conducted every four years. All exercises are reported to NSDEM and contain an after-action report, so gaps in the emergency management program can be addressed.

Exercises form an important part of the process as they provide the opportunity to assess the operational readiness of the organization and the effectiveness of various plans. Exercises range from small-scale one to two-hour activities to large, day-long events.

Regardless of size, exercises are useful to:

- Evaluate plans.
- Explore issues.
- Promote awareness.
- Develop or assess competence.
- Demonstrate capability.
- Practice interoperability.
- Validate training.
- Identify gaps, and
- Evaluate equipment, techniques, and processes.

Evaluation is the cornerstone of an exercise and must be considered throughout all phases. Effective evaluation assesses performance against exercise objectives, and identifies and documents strengths and areas for improvement, as well as an analysis of the management of the exercise. Following an exercise, all participants should have the opportunity to engage in a debrief. This ensures that all opportunities for improvement are noted and incorporated into future training activities and all procedures are updated as required.

ACRONYMS

CAO	Chief Administrative Officer
CREMP	Cumberland Regional Emergency Management Plan
CRECC	Cumberland Regional Emergency Coordination Centre
CREMC	Cumberland Regional Emergency Management Coordinator
DPS	Director of Protective Services
DNR	Department of Natural Resources
EAC	Emergency Advisory Committee
ECC	Emergency Coordination Center
EM	Emergency Management
EHS	Emergency Health Services
ESS	Emergency Social Services
GSAR	Ground Search and Rescue
NSDEM	Nova Scotia Department of Emergency Management
NSDFA	Nova Scotia Disaster Financial Assistance Program
NSEMA	Nova Scotia Emergency Management Act
HRVA	Hazard, Risk and Vulnerability Assessment
IAP	Incident Action Plan
IC	Incident Commander
ICS	Incident Command System
MOU	Memorandum of Understanding
NGO	Non-Governmental Organization
PCC	Provincial Coordination Center
PSFC	Public Safety and Field Communications
PW	Public Works
RCMP	Royal Canadian Mounted Police
SITREP	Situation Report
SOLE	State of Local Emergency
SOP	Standard Operating Procedures

DRAFT

Annex's Added as Separate Documents

- 1: Emergency Coordination Centre Plan
2. Wildfire Contingency Plan

DRAFT

REMO/Inter-Municipal Emergency Services Agreement

THIS INTERMUNICIPAL AGREEMENT sets forth a framework for a Regional Emergency Management Organization between:

THE MUNICIPALITY OF COUNTY OF CUMBERLAND, a municipal body corporate pursuant to the Municipal Government Act (hereinafter referred to as the "Municipality"):

And

THE TOWN OF AMHERST, a municipal body corporate pursuant to the Municipal Government Act (hereinafter referred to as "Amherst"):

And

THE TOWN OF OXFORD a municipal body corporate pursuant to the Municipal Government Act (hereinafter referred to as "Oxford").

(Collectively, the "Municipalities")

WHEREAS: all parties now wish to enter an Inter-Municipal Emergency Services Agreement effective the _____ day of _____, 2026

AND WHEREAS the Emergency Management Act Section 10(1) & (2) specifies the powers and duties of Municipalities.

AND WHEREAS the Municipalities wish to take a regional approach to Emergency Management.

NOW THEREFORE witness in consideration of the mutual promises and covenants contained herein the parties hereto agree as follows:

DEFINITIONS

- (a) "Alternate Coordinator" means the Alternate Regional Emergency Management Coordinator and is charged with backing up or replacing the Regional Emergency Management Coordinator if required
- (b) "CAO" means Chief Administrative Officer

- (c) "Capital Expenditure" means that REMO may, through their all hazards planning approach, identify and recommend the purchase of a capital asset to address a gap in the provision of emergency services. The asset may be required by one or all parties to this agreement. Should the Municipality, Amherst and Oxford unanimously agree that the asset shall be funded, the funding shall be in accordance with the funding allocation in appendix one of this agreement. Should two parties to this agreement agree, the allocation of funding shall be calculated as in appendix one, with two members instead of three.
- (d) "Concept of Operations" means the operational guidelines set forth to direct the operations of the Emergency Coordination Centre
- (e) "DFAA" means Government of Canada Disaster Financial Assistance administered by PSC
- (f) "Emergency" means a present or imminent event in which a Municipality and/or Municipalities believe prompt coordination of action or regulation of persons or property must be undertaken to protect property or the health, safety or welfare of people within the Municipality/Municipalities.
- (g) "Emergency Management" means the prevention and mitigation of preparedness for, response to and recovery from emergencies.
- (h) "Emergency Management Act" means Emergency Management Act. 1990, c. 8, s. 1; 2005, c. 48, s. 1
- (i) "Mutual Aid" means an agreement among emergency responders to lend assistance across jurisdictional boundaries. This may occur due to an emergency response that exceeds local resources, such as a disaster or a multiple-alarm fire.
- (j) "Coordination Centre" means Regional Emergency Coordination Centre
- (k) "Coordinator" means the Regional Emergency Management Coordinator
- (l) "Advisory Committee" means Regional Emergency Management Advisory Committee also sometimes referred to as REMAC.
- (m) "REMO" means Regional Emergency Management Organization.

- (n) "Planning Committee" means Regional Emergency Management Planning Committee
- (o) "Uniform Assessment" means a measure of a municipality's financial health is its own-source revenue base as represented by the total uniform assessment. This figure is the total of the taxable property assessment plus the value of grants municipality receives from special property tax arrangements

GENERAL

1. The purpose of this inter-municipal services agreement (hereafter called the "Agreement") is to provide for a coordinated response to an emergency occurring within Cumberland County referred to in this Agreement as the "County".
2. This Agreement also provides for the parties to render mutual aid with respect to personnel and equipment during an emergency.
3. This Agreement is to provide for the joint provision of services and facilities by the municipal units in the region pursuant to 60(1) of the Municipal Government Act and Section 10 (2) (c) of the *Emergency Management Act*.
4. The planning of and coordination of emergency service delivery during a real or imminent emergency as defined by the *Emergency Management Act*, shall be provided by the REMO.
5. This agreement is to provide for the determination, recommendation and facilitation of the training needs for municipal staff and elected officials within the REMO.

HOST MUNICIPALITY

6. The Municipality of the County of Cumberland will be the Host Municipality.
7. The Region's Coordination Centre will be located at 1395 Bair Lake Road, Upper Nappan, Nova Scotia. A secondary back up Coordination Centre will be located at the Amherst Fire Hall.

8. The Host Municipality will be responsible for all administrative functions including financial, payroll, record keeping, minute taking and reporting on behalf of REMO during non-emergency situations.
9. The Host Municipality will maintain a set of books and accounts for the financial administration and record keeping of the REMO.
10. The Host Municipality will include the Coordinator's activities on their Municipality's liability insurance policy.
11. Each Municipality will maintain appropriate insurance coverage on its respective REMO assets.
12. The Host Municipality shall be responsible for the employment and/or contracting of the position of the Coordinator and Alternate Coordinator.

STRUCTURE

13. The REMO shall consist of an Advisory Committee and a Planning Committee.
14. The Coordinator will be responsible for the execution of the activities of the REMO.
15. The Alternate Coordinator will be responsible for the execution of the activities of the REMO if the Coordinator is not available as well as supporting the Coordinator in the normal activities of the REMO.

REGIONAL EMERGENCY MANAGEMENT ADVISORY COMMITTEE

16. The Advisory Committee shall be responsible for the governance and direction of emergency preparedness activities within the region and to advise the appointing Councils pursuant to Section 10 (1) (d) of the *Emergency Management Act*.
 - a. Each party to this Agreement shall appoint to the Advisory Committee members of its Council, in accordance with the following:
 - (i) Three from the Municipality of the County of Cumberland
 - (ii) Two from the Town of Amherst
 - (iii) One from the Town of Oxford

one of whom shall be the Mayor of that Municipal unit.

- b. Members of the Advisory Committee are appointed for the same term of office as the Council that appoints them and shall hold office until their successors are named. (subject to (a) above).
- c. In the event of a vacancy occurring, the Council that appointed the member shall appoint a replacement within six weeks after the vacancy.
- d. The Advisory Committee shall annually elect one of its members to be chair and one to be vice chair, who shall act in the absence or incapacity of the chair. The chair shall not be appointed for consecutive annual terms.
- e. The chair or other person presiding shall vote on every question before the Advisory Committee.
- f. Quorum for the Advisory Committee shall be 50% plus one.
- g. The Chief Administrative Officers for each Municipal unit as well as the coordinator shall be non-voting members of the Advisory Committee.
- h. The Alternate Coordinator and any assistant Coordinators may attend meetings of the Advisory Committee as non-voting members, if requested.

REGIONAL EMERGENCY MANAGEMENT PLANNING COMMITTEE

- 17. A Planning Committee shall be responsible for recommending policy and procedures to the Advisory Committee to maintain a reasonable state of preparedness for emergencies and shall consist of representatives of emergency services and other agencies who may have direct operational responsibilities in an emergency.
- 18. A Planning Committee shall be comprised of the Coordinator, the Alternate Coordinator and any assistant Coordinators who may have been appointed to assist the Coordinator. This group's responsibility would be formulating policy and procedure recommendations, planning, training and exercises.
- 19. The Coordinator shall appoint a chair to the Planning Committee.

20. The Planning Committee may host stakeholder meetings to provide updates from the Planning Committee as well as receive updates and feedback from the stakeholder organizations.

The following is a list of typical agencies who may attend stakeholder meetings of the Planning Committee:

- Ground Search and Rescue
- Public Works
- RCMP
- Department of Community Services
- Canadian Red Cross
- Department of Health & Wellness
- Western Regional Housing Authority
- Fire Services
- Emergency Health Services
- Department of Lands and Forestry
- Department of Transportation & Infrastructure Renewal
- Yarmouth Amateur Radio Club
- Other agencies as required

REGIONAL EMERGENCY MANAGEMENT COORDINATOR

21. The Coordinator and the Alternate Coordinator will be hired by the CAO of the Host Municipality following the Host Municipality's Human Resources Policies and Procedures.
22. Compensation associated with the Coordinator position and the Alternate Coordinator position will form part of the annual REMO operating budget. The CAOs are responsible for the description of responsibilities of the Coordinator.
23. The Coordinator shall have an annual evaluation of his/her performance by the CAO's of the three units in accordance with the policies and procedures of the Host Municipality.

ASSISTANT EMERGENCY MANAGEMENT COORDINATORS

24. Each party may appoint a staff member as an Assistant Coordinator to act as a liaison with the Coordinator.
25. The Assistant Regional Emergency Management Coordinators, if appointed, shall;
 - a. Participate in the Planning Committee meetings.
 - b. Assure that the interests of each unit are served.
 - c. Assist the Coordinator with identification of emergency training requirements of staff from their respective Municipality.
 - d. Participate in planned exercises as well as emergency responses throughout the Region.
 - e. Other responsibilities as mutually agreed between the Coordinator and respective CAO's.

EMERGENCY OPERATIONS

26. The REMO shall be the organization directly responsible for the control and conduct of emergency response operations according to the plans and procedures adopted from time to time. REMO will request support from other agencies in accordance with formal or informal arrangements.
27. The REMO is authorized to operate, maintain and manage physical facilities for emergency activities at a centralized coordination facility.
28. The Host Municipality may contract with any person or organization, including a municipal unit which is party to this Agreement, for the provision of any service or facility necessary or advisable to carry out the responsibilities assigned to the REMO by this Agreement, within the approved budget.
29. Any capital asset created or acquired by the REMO shall be owned jointly by the parties in the proportion they contributed at the time of purchase, except for assets contributed solely by a municipality and those assets shall remain the property of that municipality.
30. The REMO shall establish its own Concept of Operations for the Coordination Centre.
31. The parties recognize that an emergency may require the sharing or redeployment

of personnel and equipment in order to save lives or minimize damage to property or the environment and undertake to provide personnel and equipment as deemed appropriate by the Advisory Committee and recommended by the Planning Committee.

- a. Any cost associated with the deployment of external resources of a responding municipality related to emergency management will be borne by the responding municipality. REMO shall maintain a separate accounting of costs incurred in the response to an emergency that are over and above the annual operating budget costs.
- b. REMO will assist the respective municipal units in making application to other jurisdictions where re-imbusement opportunities are available through legislation and regulation in relation to expenses incurred as a result of emergency situations.
- c. During an emergency, the REMO would be responsible for communicating any uninsured cost claims to Nova Scotia EMO, no matter if the emergency is affecting one municipal unit, two or all three. If the emergency extends past the county into other areas, their total would also be calculated by our staff to determine if the DFFA threshold is met. In such an event, the local Coordination Centre would activate, and municipal finance staff would take on the role of gathering the appropriate financial information to be forwarded to the Province.

32. The parties shall share the normal operational costs of the REMO based on an annual budget divided proportionally based upon a blended formula including uniform assessment, population and equal shares as indicated in **Appendix A**.

- a. The Advisory Committee shall recommend to the parties of this Agreement an operating and budget by January 31 of the fiscal year prior to the fiscal year of the recommended budget. If the deadline is not met by the Advisory Committee, the total budget figure shall remain at the same level as the prior year budget, or a different figure as agreed upon by all three CAO's. The approval of the operating and capital budget will be subject to the approval of the three municipal units.
- b. The host municipality will invoice the other contributing Municipalities for their portion of the operating costs semi-annually based on the approved budget.

- c. If the REMO requires additional money for operating purposes, any such increase is subject to approval by all parties.
- d. Assets identified as necessary for an individual municipal unit may be acquired and owned by that unit. However, it is mutually understood and agreed that assets acquired to support the activities of the REMO will be made available, as needed, to all parties of the Agreement. Cost sharing of the asset acquisition may be negotiated among the parties.

33. The fiscal year of the REMO shall be from April 1 to March 31 of the following year.

34. This Agreement is conditional on the parties passing a complementary by-law respecting the coordinated response to an emergency pursuant to the Emergency Management Act.

TERMINATION OF AGREEMENT

35. This Agreement has effect commencing April 1, 2026

36. This Agreement has effect from year to year until terminated by the agreement of all parties.

37. This Agreement continues in force until notice of termination is given by the Council of any party to the Councils of the other parties not less than one (1) year prior to the intended termination date, which shall be the 31st day of March in a year to be specific in the notice of termination.

38. Any party withdrawing from this Agreement remains responsible for its share of any liabilities of the REMO incurred up to the effective date of the withdrawal and any severance costs related thereto, should it apply.

39. In addition to the liabilities at the effective date of withdrawal, the party withdrawing from the agreement shall be responsible for their share of the subsequent year REMO operating costs. The party's percentage of costs shall be calculated using the prior year approved operating budget.

40. Upon dissolution of the REMO by unanimous consent of the parties, the parties are responsible for the liabilities of the REMO in proportion to the amounts contributed up to the effective dissolution date.

INDEMNIFICATION

41. Each party shall indemnify its representatives from any liability that may arise as a result of that member acting as a member of the REMO.

DISPUTE RESOLUTION

42. If any disagreement arises among the parties as to the proper interpretation of this Agreement that cannot be resolved, the parties shall submit the area of disagreement to an arbitrator as provided by the *Arbitration Act*.
43. The parties acknowledge and agree that all headings are inserted for convenience only and do not form part of the Agreement.
44. This Agreement is governed by the laws of Nova Scotia.

IN WITNESS WHEREOF the parties have executed this Agreement by their respective officials, duly authorized on behalf, on the day and year first above written.

SIGNED, SEALED AND DELIVERED

WITNESS

MUNICIPALITY OF THE COUNTY OF CUMBERLAND

**SIGNED, SEALED AND
DELIVERED IN THE
PRESENCE OF**

TOWN OF AMHERST

**SIGNED, SEALED AND
DELIVERED IN THE PRESENCE
OF**

TOWN OF OXFORD

APPENDIX A - INTERMUNICIPAL AGREEMENT FUNDING FORMULA

Regional Emergency Measures
Organization Funding calculation -
initial contract April 1, 2026

Base amount for each municipal unit

\$1,500

	Uniform		Population	
	Assessment	%	Population	%
Municipality of the County of Cumberland		50		50
Town of Amherst		50		50
Town of Oxford		50		50

TOTAL

	<u>Equal</u>	<u>%</u>	<u>Average</u>
Municipality of the County of Cumberland			
Town of Amherst			
Town of Oxford			

TOTAL

100.00%

100.00%

This funding formula shall have be recalculated upon the release of population census data from the Government of Canada and shall include the uniform assessment of the reference census y

MEMO

TO: Mayor Small and Members of Council
FROM: Councillor Furlong
DATE: September 21, 2026
RE: Havelock / Victoria Street Intersection

I've received numerous complaints of near misses and have seen various videos of cars routinely failing to stop at the intersection of Havelock and Victoria Street.

Therefore, I move that Council direct staff to prepare a report regarding traffic and pedestrian safety at the intersection of Victoria Street and Havelock Street, where traffic signals were previously located.

Further, the report should consider the concerns received from residents since the removal of the traffic signals, including reported stop-sign violations, near misses, and available video and photographic documentation, and assess current conditions at the intersection.

And further, the report should identify any available collision and enforcement data, review whether the current intersection controls are operating as intended and provide Council with potential options and recommendations to improve safety, if warranted, including relevant legislation, bylaws and policy as to the designation of the traffic authority for the Town of Amherst and responsibilities regarding same.

TO: Mayor Small and Members of Council

SUBMITTED BY: Krista Crossman, Director of Human Resources

DATE: September 21, 2026

SUBJECT: Nova Scotia Superannuation Pension Plan (PSSP) – Phase 2 Review

ORIGIN: As part of the Town's ongoing commitment to strengthening employee benefits and supporting recruitment and retention, staff have been reviewing potential participation in the Nova Scotia Public Service Superannuation Plan (PSSP), a transition a growing number of Nova Scotia municipalities and other public authorities have already made.

LEGISLATIVE AUTHORITY: MGA 47(1) Council decisions by resolution, policy, or by-law. MGA 45(2)/(3): Council authority to establish pension plans by policy.

RECOMMENDATION: That Council direct staff to proceed with Phase 2 of the pension review and report back to Council with the results.

BACKGROUND: The Town currently provides eligible employees with a defined contribution (DC) pension plan. Staff have been exploring whether transitioning to the Nova Scotia Superannuation Plan (PSSP), a defined benefit plan, would better serve the long-term retirement security of employees. Funds were previously set aside in this year's operating budget to engage actuarial services to support this review. On June 9, 2026, Eckler Actuarial Consultants presented to Council on the general pros and cons of PSSP participation for the Town.

DISCUSSION: The pension review has been structured in three phases:

1. **Initial Engagement & Presentation (completed):** Eckler presented to Council in June, outlining the general advantages and disadvantages of moving from the Town's DC plan to the PSSP.
2. **Financial analysis & sample modelling (this stage):** Continuing with Eckler to model the ongoing contribution costs to the Town under PSSP participation, as well as the projected financial impact on sample employees at various stages of their careers, to allow Council and staff to assess the switch with concrete figures.
3. **Staff engagement and vote (final stage):** Once the financial analysis is complete, staff would be presented with the findings and asked to vote on whether they support the move to the PSSP, consistent with the member consultation expectations under the pension plan transfer process.

Staff are seeking Council's direction to proceed with Phase 2.

FINANCIAL IMPLICATIONS: There are no immediate financial implications as the cost for actuarial services for this review were included with the 2026/27 operating budget.

Ongoing financial implications: the initial estimate to transfer to the PSSP is approximately **\$125,000**. However, our existing defined benefit plan (DB plan) has required special payments in recent years due to underfunding, but the latest actuarial valuation suggests it may now be in surplus, potentially covering the transfer cost instead of a new budget allocation. Staff meet with the actuary the day after this Council meeting to confirm the DB valuation and will report back on the funding source.

COMMUNITY ENGAGEMENT: None required at this stage. Staff engagement occurs in the next phase.

ENVIRONMENTAL IMPLICATIONS: No environmental implications.

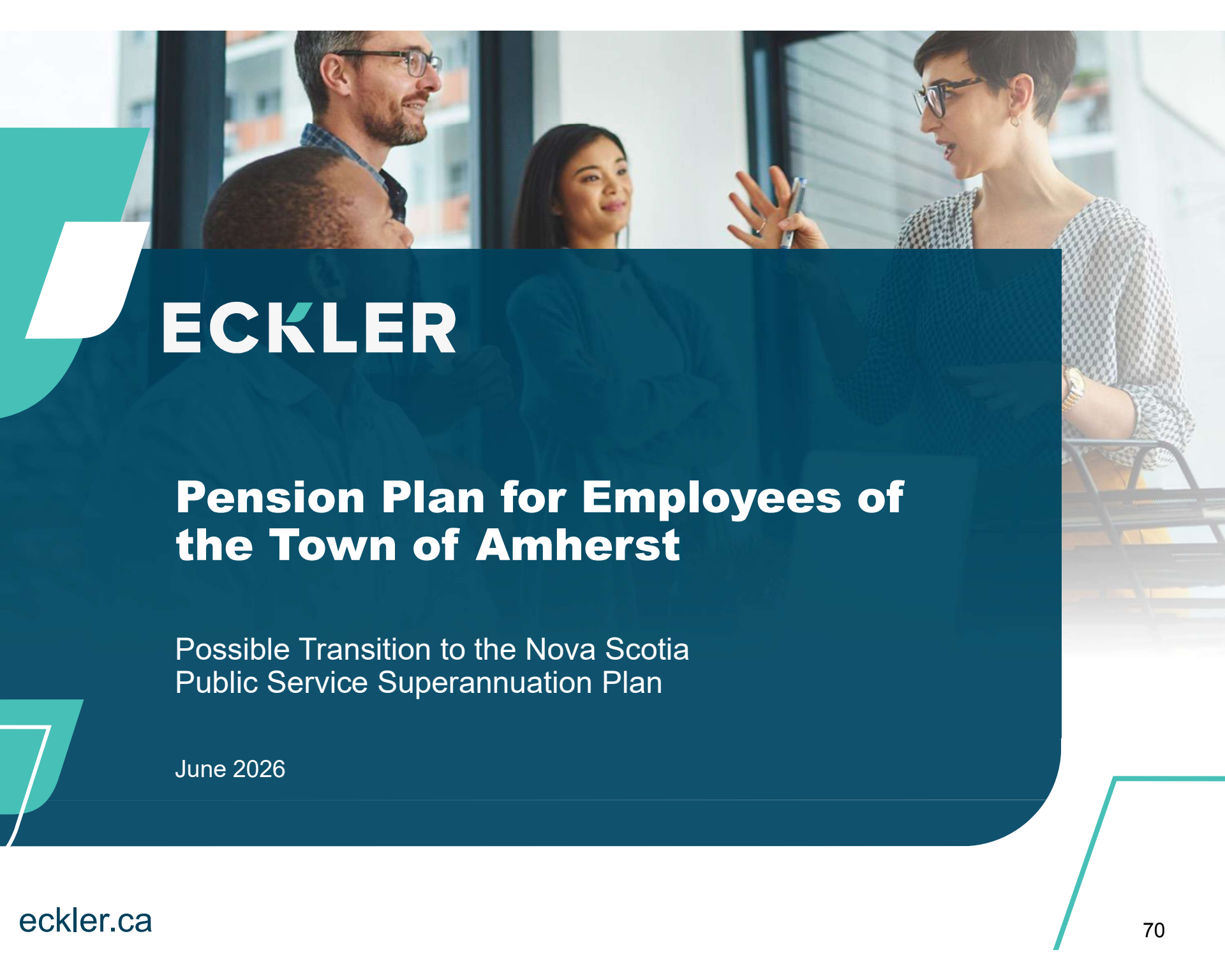
SOCIAL JUSTICE IMPLICATIONS: Supports secure, equitable retirement outcomes by grounding any change in thorough financial analysis and staff input before a final decision.

ALTERNATIVES:

1. Direct staff not to proceed further and maintain the current DC plan
2. Direct staff to consider other options to enhance the current DC plan

ATTACHMENTS:

June 9, 2026 Actuarial Presentation



ECKLER

Pension Plan for Employees of the Town of Amherst

Possible Transition to the Nova Scotia
Public Service Superannuation Plan

June 2026

Agenda for Today

- Trends in the Pension Industry
- Pension Basics
- Discuss the PSSP and Opportunity
 - Education on the PSSP / Plan Comparisons
 - Governance of Public Service Superannuation Plan
- Key Stakeholder Issues
- Financial Analysis
- Other Considerations
- Questions
- Appendices
 - Plan design comparison
 - Decision factor summary



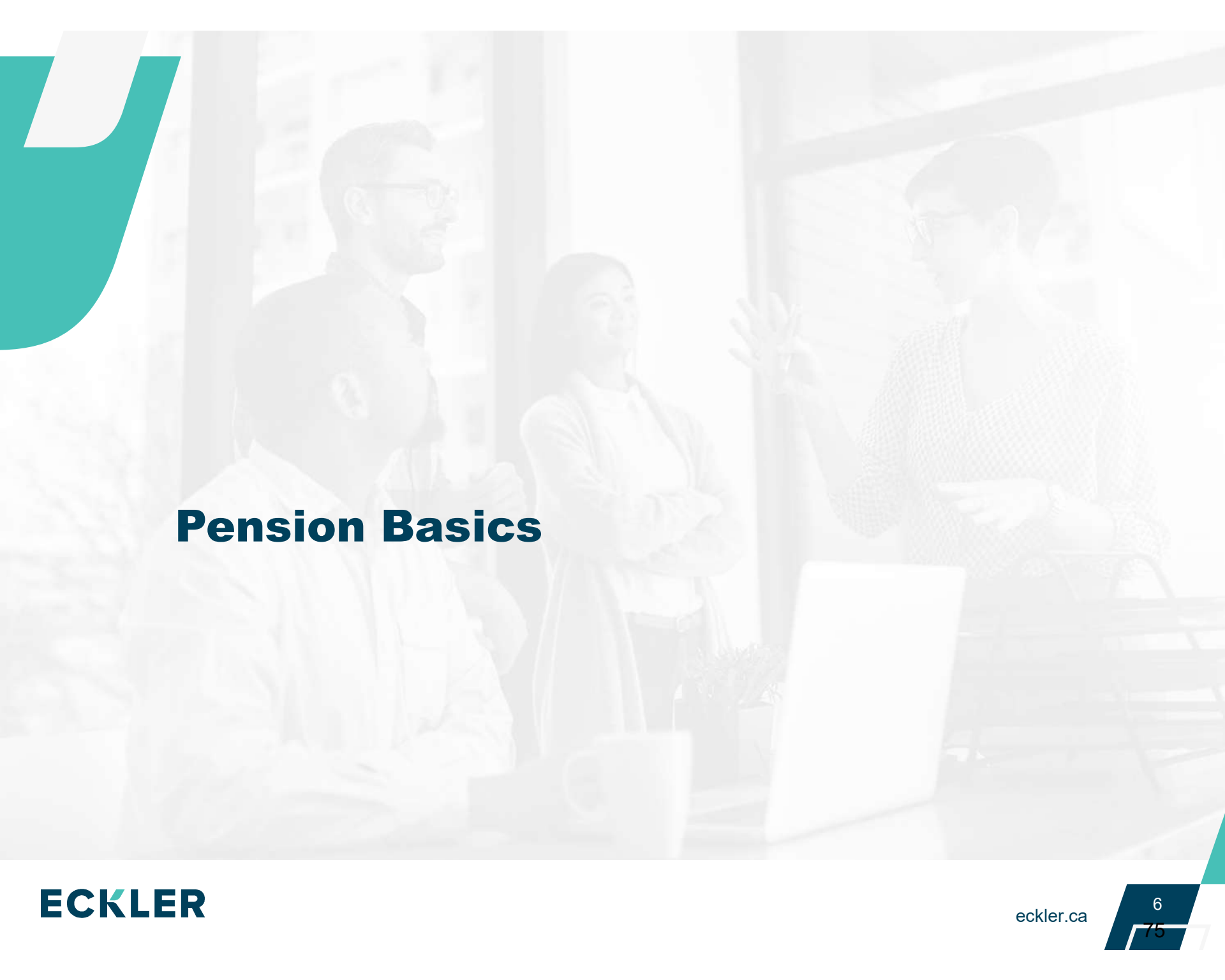
Trends in the Pension Industry

Trends in the Pension Industry

- Trend is to consolidation – smaller plans joining larger multi-employer arrangements
 - Employers getting out of pension management business
 - Contract out to special purpose organizations with expertise in running pension plans
 - Larger pool of assets allows for more robust risk management and investment opportunities
 - Larger payroll base spreads risk over much larger populations
 - Funding rules tend to favour larger, multi-employer structures
 - Employer becomes a funder only – pay contribution, let someone else deal with everything else

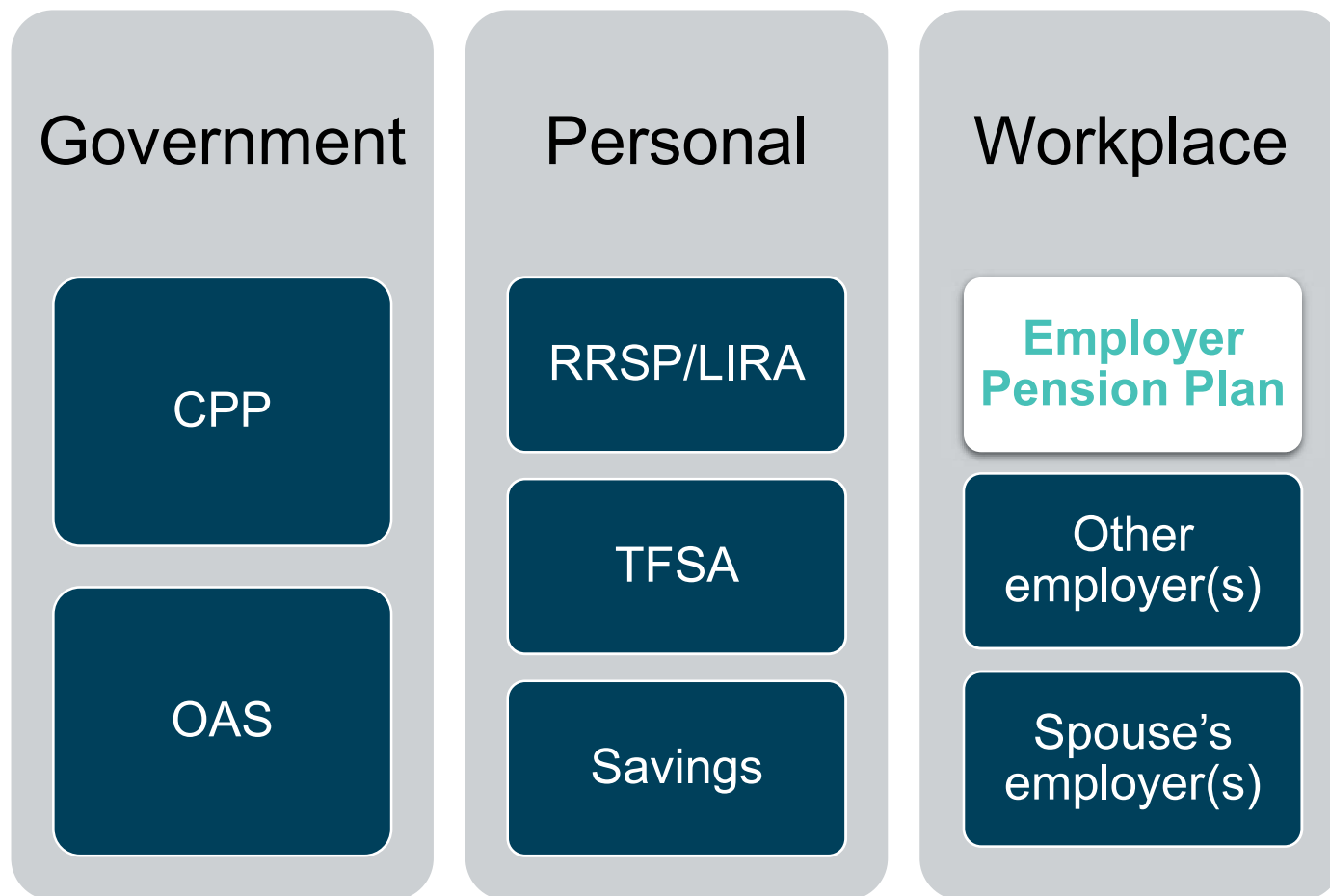
Trends in the Pension Industry

- Key Challenges For Plan Sponsors/Employers
 - Managing the plan governance and administration responsibilities
 - Plan governance responsibilities are increasing
 - Many regulators are moving to a “risk-based” supervision model
 - Move to regulatory requirements for governance policies
 - Regulatory audits
 - CAPSA (“Canadian Association of Pension Supervisory Authorities”) guidelines applicable to DC plans
 - Capital Accumulation Plan Guideline
 - Governance Self Assessment Questionnaire
 - Defined Contribution Pension Plan Guideline
 - Risk Management Guideline
 - Plan governance costs are increasing!
 - Economies of scale – relatively greater impact on small retirement savings plans



Pension Basics

Income in retirement



Pension Terminology

- Defined Contribution (“DC”) Pension Plans & Group Registered Retirement Savings Plans (“GRSP”)
 - The employer contributions are defined in advance usually as a percentage of earnings
 - Allocated to a “member account”
 - In many plans, member chooses how to invest the funds within a range of available options
 - Plan member takes on all risk and reward of the member experience
 - An “individual” approach to retirement savings
 - At retirement, member decides how to draw an income
 - Through a registered account (life income fund or registered retirement income fund)
 - Lump sum payment (may only be able to receive a portion in a lump sum)
 - Through the purchase of an annuity from an insurance company
 - Retirement income is not known in advance – will depend on accumulated value of member account, investment returns after retirement, and/or the cost to purchase an annuity
 - Most common arrangement in the private sector and small public sector entities (if the employer offers a retirement plan at all)

Pension Terminology

- Defined Benefit (“DB”) Pension Plans
 - A DB pension plan provides plan members a monthly income from the plan after retirement for the retiree (and surviving spouse, if applicable) for their lifetime
 - Benefit is defined up-front
 - Can be defined as a % of earnings (either current earnings or final/best earnings) or a dollar amount per year of service
 - Employer and employee contributions are made while plan member employed, but contribution rates can change from time to time as the demographics/financial position of the plan evolve
 - All assets are pooled – no “member accounts” and everyone shares in the experience of the plan
 - A “collective” approach to retirement savings
 - Pension received after retirement might increase, depending on the terms of the plan
 - Defined benefit pension plans are common in the public sector & broader public sector (e.g., education, health care), but relatively uncommon in the private sector, except in unionized environments
 - The increase in governance responsibilities and volatility of financial results (particularly for smaller plans) has led to the exit from the private sector

Pension Plan for Employees of the Town of Amherst

- Combination defined benefit / defined contribution pension plan
 - Employees hired after January 1, 2007 participate in the defined contribution provision
 - Small number of grandfathered employees and retirees participate in the defined benefit provision
- Considering PSSP for employees who participate in the defined contribution provision
 - Defined benefit members would remain in Town plan
 - Consider winding up and settling that provision of the plan when last participating employee retires



The Public Service Superannuation Plan and the Opportunity

Public Service Superannuation Plan

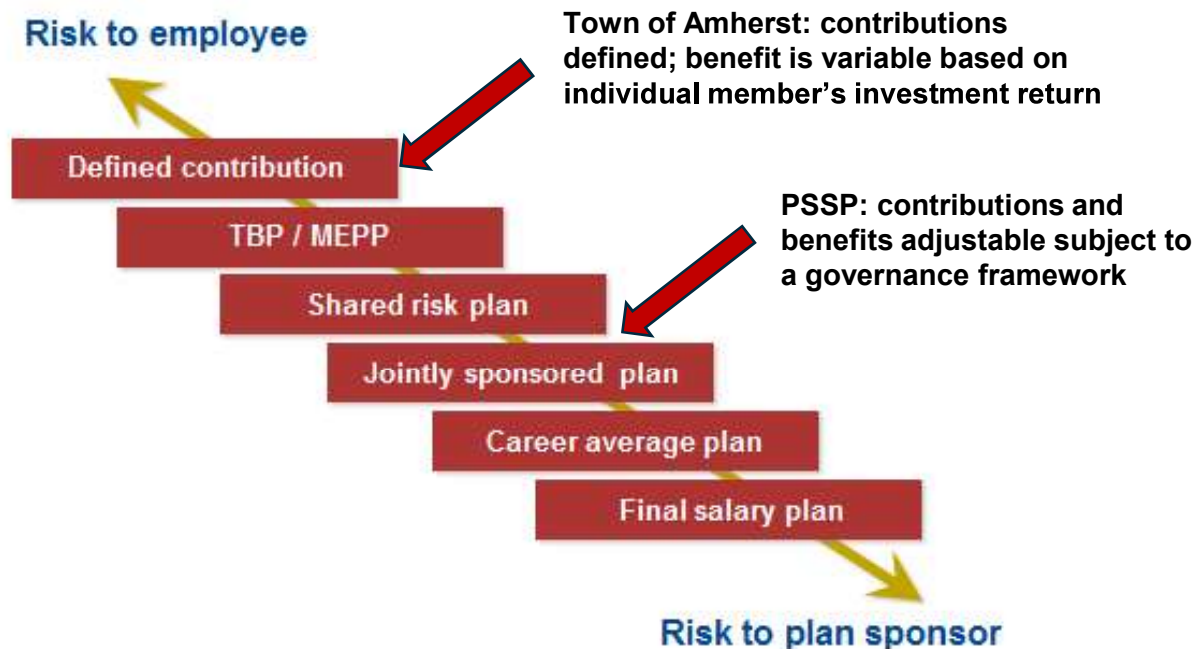
- The Nova Scotia Public Service Superannuation Plan (“PSSP”) is the pension plan for provincial civil servants and employees of various provincial agencies, boards, and commissions
 - Recent municipal participating employers include
 - Cape Breton Regional Municipality
 - Municipality of Argyle
 - Municipality of Colchester
 - Municipality of Digby
 - Municipality of the County of Annapolis
 - Municipality of the County of Cumberland
 - Municipality of the County of Pictou
 - Municipality of the District of Chester
 - Municipality of the District of Lunenburg
 - Pictou County Shared Services Authority
 - Region of Queens Municipality
 - Town of Annapolis Royal
 - Town of Bridgewater
 - Town of Kentville
 - Town of Stewiacke
 - Town of Truro
 - Town of Yarmouth
 - Village of Bible Hill
- Many others in the broader public sector have joined or are considering joining the PSSP

Public Service Superannuation Plan

- Governed by a Board of Trustees who have ultimate responsibility for the plan
- One of the Trustee goals is to increase the active membership of the plan; looking at new employers to join to meet this goal
- Provincial Government assisting in this initiative by enacting
 - the “University Pension Plan Transfer Act” in 2015
 - the “Municipal and Other Authorities Pension Plan Transfer Act” in late 2016
 - the “Private Sector Pension Plan Transfer Act” in 2023
 - Legislation focused on defined benefit plan mergers with PSSP
- In 2024, the Board of Trustees approved the addition of new levels of participation in the PSSP
 - ‘PSSP Vantage’ introduced to allow employers to enter at 60% or 80% of the regular contributions and receive 60% or 80% of the benefits

Public Service Superannuation Plan

- Plan design targets a defined benefit, but Trustees have the ability to improve benefits if there is a surplus and to adjust contributions and benefits if there is a deficit (subject to constraints contained in governing legislation)
- Could be considered a type of jointly sponsored “shared risk” plan
 - Between a traditional defined contribution plan where members bear the risk and a traditional defined benefit plan where the sponsor backs the risk





Education on the PSSP / Plan Comparisons

Plan Statistics

- Highlights of December 31, 2024 actuarial valuation of Public Service Superannuation Plan compared to Town of Amherst's DC plan:

	Town of Amherst DC Plan	PSSP
Market Value of Assets	\$3,785,000 (Dec 2025)	\$8,215,847,000
Going-concern Liabilities	\$3,785,000 (Dec 2025)	\$7,690,775,000
Excess (Deficit)	\$0	\$525,072,000
Payroll	\$4,000,000 (approx.)	\$1,728,495,000
Annual Contributions	\$478,000 (2025)	\$298,791,000
Active Members	57	21,475
Pensioners & Others	n/a	23,780

Town Plan vs PSSP

- Town of Amherst DC plan: **individual approach** to retirement savings
 - Member takes on full risk and full reward of member experience and decision making prior to and after retirement
 - Can insure post-retirement income through purchase of annuity
- PSSP: **collective approach** to retirement savings
 - Contributions are pooled
 - Benefits determined in accordance with plan formula and decumulation occurs from plan for retirees
 - Indexing in accordance with funding level

Contribution Rates – 100% PSSP

	Town of Amherst DC Plan	PSSP (100%)
Employee contributions (regular employees)	Required: 6% of earnings Voluntary: Up to CRA limits	8.4% of earnings up to the YMPE (\$74,600 in 2026) and 10.9% on excess No voluntary option
Employer contributions	Match employee required contribution	Match employee contribution

Annual Earnings	Amherst E'ee	Amherst E'er	Amherst Total	PSSP (100%) E'ee	PSSP (100%) E'er	PSSP (100%) Total
\$60,000	\$3,600 (6.0%)	\$3,600 (6.0%)	\$7,200 (12.0%)	\$5,040 (8.4%)	\$5,040 (8.4%)	\$10,080 (16.8%)
\$80,000	\$4,800 (6.0%)	\$4,800 (6.0%)	\$9,600 (12.0%)	\$6,855 (8.6%)	\$6,855 (8.6%)	\$13,710 (17.1%)
\$100,000	\$6,000 (6.0%)	\$6,000 (6.0%)	\$12,000 (12.0%)	\$9,035 (9.0%)	\$9,035 (9.0%)	\$18,070 (18.1%)

Note: Not intended to be a complete description of either plan. Refer to governing plan documents for a complete description of each plan.

Comparison of Plan Designs

	Town of Amherst DC Plan	PSSP
Retirement Income	Variable	Initial benefit defined
Lifetime pension amount	Annual pension that can be purchased with Member's Account, or draw income from Life Income Fund (LIF)	1.3% of best 5-years' average earnings up to average YMPE plus 2% of best 5-years' average earnings in excess of average YMPE multiplied by credited service
Bridging amount (additional pension to age 65)	Can purchase a pension/withdraw from LIF to provide additional benefit prior to 65	0.7% of best 5-years' average earnings up to average YMPE multiplied by credited service
Early retirement pension	Annual pension that can be purchased with Member's Account, or draw income from LIF	Pension and bridge reduced by 6% per year between early retirement date and date eligible for an unreduced pension (assuming no further service)

Note: Not intended to be a complete description of either plan. Refer to governing plan documents for a complete description of each plan.

Pension Calculation Example

Age 40 when joins PSSP, earning \$80,000

Assumed retirement at age 60:

Best Average Earnings = \$124,200

Average YMPE = \$113,600

PSSP Lifetime Pension:	\$33,776
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$\text{Pension} = [(1.3\% \times 113,600 + 2\% \times (124,200 - 113,600)) \times 20]$

<u>Plus:</u> bridge to age 65:	\$15,904
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$\text{Bridge} = [0.7\% \times 113,600 \times 20]$

Payable to age 65:	\$49,680
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Payable after age 65:	\$33,776
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Governance of Public Service Superannuation Plan

Governance Structure of PSSP

- The PSSP is exempt from the provisions of the Nova Scotia Pension Benefits Act, instead it is governed by its own legislation: Nova Scotia Public Service Superannuation Act (“PSSA”)
- PSSP Trustee Inc. (“PSSPTI”) is the Trustee of the PSSP and is responsible to oversee the administration and investment management of the plan and fund
 - 13 Directors of PSSPTI
 - 6 appointed by the Nova Scotia Government (as employer)
 - 3 appointed by NSGEU
 - 1 appointed by CUPE
 - 1 appointed by NS Government Employees’ Retiree Association
 - 1 appointed by non-bargaining employees
 - Independent Chair
- Prescriptive actions based on plan’s funded status

PSSP Funding/Benefits Policy

- Act requires Trustee to review financial position of the plan every 5 years (most recent was earlier this year) to determine cost of living adjustments for the following 5 years and any other adjustments to contribution rates or benefits

Funded Ratio at Review Date	Trustee Action
96%-100%	Increase contribution rates by up to 1% for each employers and employees to achieve 100% funding over next 10 years
90%-96%	Increase contributions by amount necessary to achieve 100% funding over next 10 years (if maximum rate permitted under Income Tax Act reached, must adjust plan eligibility and benefits to meet target)
Less than 90%	Increase contributions to at least the amount necessary to achieve full funding over 10 years if the funded ratio were 90% and adjust plan eligibility and benefits to achieve 100% funding over next 10 years
100% - 110%	Use a portion of the surplus to fund a strategic reserve; remainder can be used to provide pensioner indexing at a fixed rate over next 5 years (rate can not exceed 50% of change in CPI)
110% - 120%	Use at least 50% of surplus to fund a strategic reserve; use at least 50% of remainder for pensioner indexing at a fixed rate (not to exceed change in CPI) over next 5 years; and rest to modify contributions and/or benefits
Greater than 120%	Similar to when funded ratio is between 110% and 120%: combination of strategic reserve, pensioner indexing and modification of contributions/benefits

PSSP Funding/Benefits Policy

- Actions from 2025 Review
 - Funded ratio at December 31, 2024 was 114.6%
 - Allocated 50% of surplus to strategic reserve (approximately \$525 million)
 - Used remainder (\$525 million) to provide indexing to retirees at 2.61% per year from January 1, 2026 to December 31, 2030
 - Trustees determined that no change in contribution rates was warranted
- Next review in 2030
 - Will set contribution rates/indexing for 2031 to 2035



Key Stakeholder Issues

Key Stakeholder Issues

- PSSP described today is the current design – may change based on future experience
 - Trustees are required to take action when funded ratio hits certain thresholds
- PSSP required contributions are higher than current plan
- Additional contributions can be requested by Trustees from members and the Town
 - This is different from your DC plan (risk/reward framework)
 - What is likelihood of this?
- Benefits can be adjusted downward as well within a framework
 - No different than a DC plan (investment returns less than expected, lower benefit than expected)
 - Retiree pensions are given highest priority

Key Stakeholder Issues

- Benefit of being part of a large province-wide pension plan from an attraction/retention perspective?
 - Seamless transition of pension coverage if hiring an employee from an existing PSSP employer
- Governance and operations no longer responsibility of the Town
 - Full time professional organization administering program at reasonable cost
 - Administration, communication and investment management outsourced
 - Role is now a participating employer and funder
 - Control and decision making is lost
- Wind-up and settle current DC pension plan
 - Members will have the option to purchase past service in the PSSP with DC account balance
- Decision factor summary provided in Appendix B

Town of Amherst vs PSSP: Contributions

- Town of Amherst
 - Employer contributions fixed and budgetable
 - Maximum employer cost is 6% of payroll
- PSSP
 - Current contribution rates higher than Town rates (8.4% - 10.9%)
 - Total cost of benefits approximately 11.4% of payroll vs contribution total of 17.3% of payroll
 - 5.9% of payroll difference can absorb demographic changes and some deficit recovery
 - Any change in funding is shared 50%/50% between employee and employer

Town of Amherst vs PSSP: Benefits

- Town of Amherst
 - Benefits are variable – funds available in Member Account
 - Member must arrange for own financial advice in post-retirement period
 - All financial risks borne by Member
- PSSP
 - Benefits are defined, but can be adjusted according to funding policy if there is a deficit
 - Investment and mortality risk pooled amongst all members
 - Retiree benefits are protected
 - Trustees cannot reduce accrued pensions
 - Post-retirement indexing has high priority for surplus use

Town of Amherst vs PSSP: Plan Management

- Town of Amherst
 - Town controls all aspects of plan management
- PSSP
 - Town becomes a funder, follow rules set by Trustee
 - Economies of scale given size of plan
 - Investment opportunities not available to smaller plans
 - Plan expenses lower as a percentage of assets, more of each dollar going to member benefits (0.3% of assets for PSSP)
 - Dedicated plan administration corporation
 - Participation in a multi-employer plan allows plan members easy portability between employers



Financial Analysis

Financial Analysis

There are two separate decisions to be made if transitioning to the PSSP:

1. Join PSSP for future service (employer decides)

- Same choice for all employees in a particular class of employees
- Benefits accrue on defined benefit basis in the future
- Past service in DC Plan does not count towards “Rule of 85” unreduced retirement date in PSSP
- What level of participation
 - 60%, 80% or 100% per PSSP Vantage
 - Impacts both the required contributions employees and the Town will make, as well as the benefits employees will receive

2. Buy back past service in PSSP (employee decides)

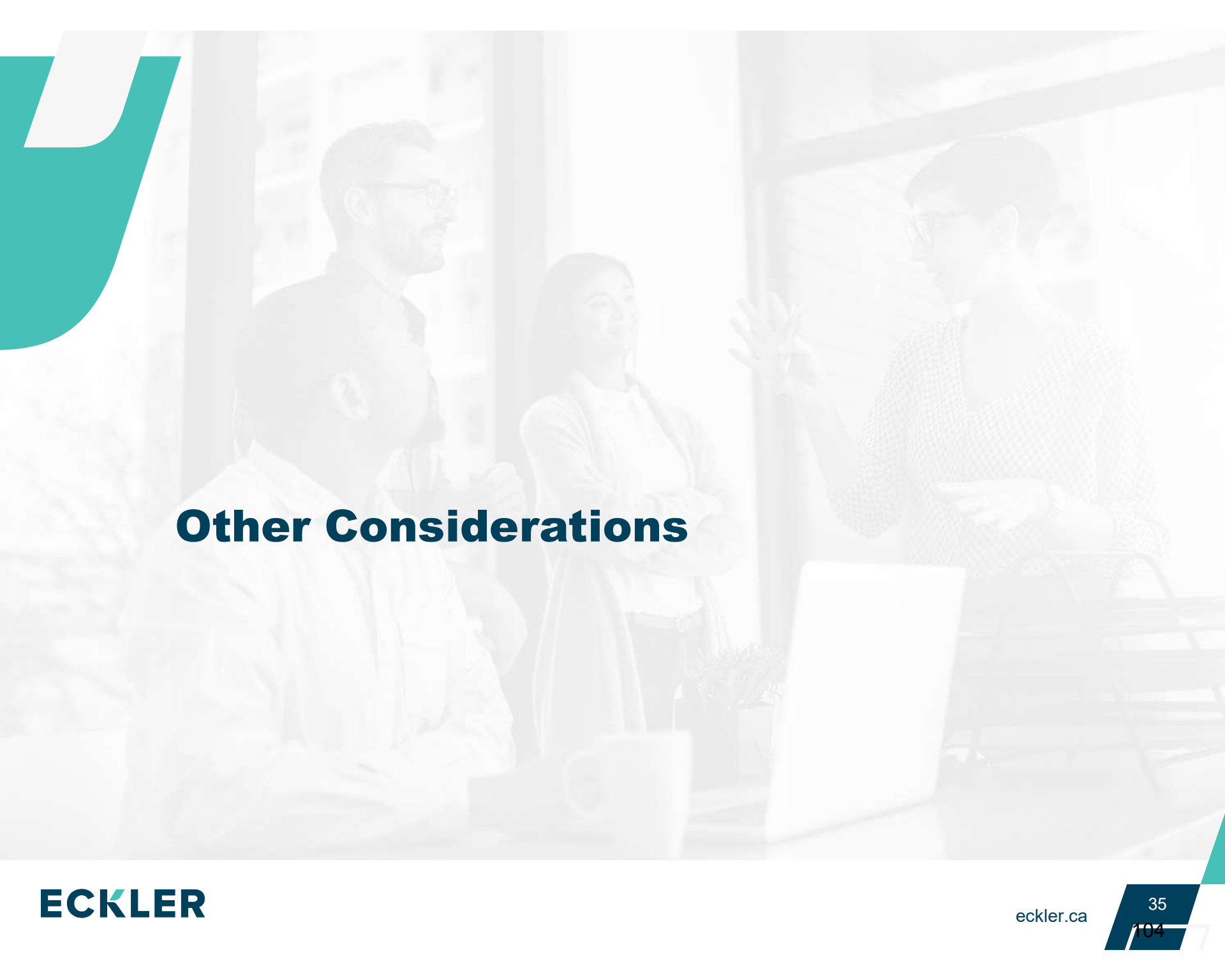
- Convert lump sum member account to years of service in PSSP
 - May have sufficient funds to buy all years of service, may not
 - If not, can use other funding (cash, RRSPs, etc.) to buy rest, subject to RRSP contribution room limitations for non-RRSP funds
- Basis on which to convert member account to years of service in the PSSP based on assumptions set by PSSP Trustees (typically assumptions consistent with most recent actuarial valuation of the plan)

Financial Analysis

- Effect of using PSSP valuation assumptions to price buyback
 - Illustration of estimated income generated by \$250,000 lump sum on a life, guaranteed 15-year basis for a 65-year-old (no indexing of income, no spousal benefits)
 - Individual annuity purchase: \$1,387 per month (discount rate: 4.25%)
 - “LIF” income: \$1,456 per month (discount rate: 4.75%)
 - About 5% greater than annuity purchase
 - “PSSP” income: \$1,735 per month (discount rate: 6.50%)
 - About 25% greater than annuity purchase

Financial Analysis

- Potential Phase 2 of project will be to model potential retirement outcomes for sample DC plan members
 - Look at members at various stages of career: short service, mid career and close to retirement
 - Compare potential income from DC plan to PSSP income, including impact of potential purchase of past service with DC account balances



Other Considerations

Managing DC Assets

- After retirement, it is the employee's responsibility to monitor and manage asset allocation and withdrawals
 - Is that something employees are comfortable doing?
 - Do they have the tools/resources to do it?
 - Do they want to be doing it when they are 80 years old?
- CAPSA Capital Accumulation Plan Guideline
 - Periodic review of service providers (including fees charged)
 - Periodic review of investment options
 - Periodic review of decision-making tools available to plan members

Town Costs on Transition / Ongoing

- PSSP Trustee policies require that cost to on-board a new employer must be borne by the employer entering – the existing employers/members will not subsidize the costs
 - Potential PSSP costs include
 - Trustee legal advisor cost to produce/revise admission agreement
 - System costs related to integrating new employer in PSSP administration systems
 - Actuarial support in the case there are any unusual/non-standard employment arrangements
 - Pension Services Corporation suggests \$10,000 - \$15,000 as a “ball-park” estimate
- Support to Town in transition
 - Legal review of admission agreement
 - Support in gathering data for PSSP
 - Payroll system changes

Ongoing Town Costs

- Regular data transmission to PSSP (hopefully can be automated)
- Determine Pension Adjustments (PAs) annually to report on employee T4 slips
 - PA for DB plan is not equal to contributions made but a calculation based on benefit accrued in year
 - First year can be complicated if part of year is DC, part of year DB
 - Many small employers outsource this work (we do it for a number of PSSP employers)

Wrap Up

- Key difference between DC Plan and PSSP is an individual vs collective approach to providing retirement benefits
- What about other areas?

	Town of Amherst DC Plan	PSSP	
Governance		✓	Plan governance responsibilities eliminated if join PSSP
Administration & Communication Requirements		✓	Generally lower administration and communication requirements as a participating employer in the PSSP
Contribution Risk	✓		What is actual risk to increased contributions under the PSSP?
Investment Return pre & post retirement		✓	PSSP's longer investment horizon allows it to effectively manage risk, both pre and post retirement, much lower plan administration costs (admin & investment)
Flexibility pre & post retirement	?		Individual approach is more flexible, is that a good thing? What is the purpose of the plan?



Questions?



Appendix A – Plan Design Comparison

Comparison of Plan Designs

	Town of Amherst DC Plan	PSSP
Normal retirement date	First of month on or after 65 th birthday	End of month of 65 th birthday
Early retirement date	First of month on or after 55 th birthday	Age 55 (subject to possible reduction) - Can retire at age 55 without reduction if age + service equal or exceed 85 - All members can retire without reduction at age 60 with 2 years of service
Postponed retirement date	Can continue contributing until age 71	Can postpone retirement to age 71 and continue to accrue pension benefits

Note: Not intended to be a complete description of either plan. Refer to governing plan documents for a complete description of each plan.

Comparison of Plan Designs

	Town of Amherst DC Plan	PSSP
Accrual while on long term disability	Employee contributions covered by LTD provider, employer contributions continue	Employee and employer contributions continue
Accrual while on statutory leave (e.g., maternity / parental)	If employee contributes, employer required to contribute	If employee contributes, employer required to contribute
Accrual while on other leaves of absence	If employee contributes, employer required to contribute	If member contributes, employer required to contribute (have 10 years to buy back service & employer contributes; after 10 years, employee pays full cost)

Note: Not intended to be a complete description of either plan. Refer to governing plan documents for a complete description of each plan.

Comparison of Plan Designs

	Town of Amherst DC Plan	PSSP
Pre-retirement death benefits – married and/or dependents	Lump sum value of Member Account	Immediate pension to spouse equal to 100% of accrued lifetime pension for 60 months, then reduces to 60% plus possible benefits to eligible children / dependents
Pre-retirement death benefits – single & no dependents	Lump sum value of Member Account	Commutated value of accrued pension

Note: Not intended to be a complete description of either plan. Refer to governing plan documents for a complete description of each plan.

Comparison of Plan Designs

	Town of Amherst DC Plan	PSSP
Post-retirement death benefits - married	Dependent upon form of pension chosen at retirement, or full value of LIF	Full lifetime pension and bridge guaranteed for 60 months from member's retirement, then reduces to 60% of pension previously payable (bridge payable to when member would have reached age 65) plus possible benefits to eligible children / dependents. Other options available on an actuarial equivalent basis
Post-retirement death benefits – single	Dependent upon form of pension chosen at retirement, or full value of LIF	Lump sum payment equal to value of remaining payments during 15-year guarantee period (e.g., pass away after 10 years of retirement, beneficiary will receive value of 5 years of payments)

Note: Not intended to be a complete description of either plan. Refer to governing plan documents for a complete description of each plan.

Comparison of Plan Designs

	Town of Amherst DC Plan	PSSP
Termination prior to retirement eligibility	Lump sum value of Member Account	Less than 2 years of service: Refund of contributions with interest Greater than 2 years of service: Deferred pension payable from normal retirement date (early retirement reductions same as retirement) or lump sum value of deferred pension
Post-retirement indexing of benefits	As per annuity purchased or LIF withdrawals	Based on financial position of plan and funding policy

Note: Not intended to be a complete description of either plan. Refer to governing plan documents for a complete description of each plan.



Appendix B – Decision Factors Summary

Decision factors

Control over plan/Governance responsibilities



When offering a defined contribution plan, the Town has complete control over all aspects of the plan (e.g., plan provisions, investments, administrator appointment, etc.), while under the PSSP, most of these aspects are no longer in the control of the participating employer.

Decision factors

Guaranteed & level retirement income for life



Retirement income for life can be achieved through the PSSP and by purchasing an annuity with DC assets. An annuity comes with the highest level of guarantee as it is backed by an insurance company.

Decision factors

Inflation protection



Retirement income that is indexed can be selected when purchasing an annuity. It comes at a higher cost (so results in lower initial pension amount) than an annuity with no indexation.

During employment, PSSP benefits earned increase each year as final average earnings grows. In retirement, the indexing is conditional on funded status.

Decision factors

Flexibility/Access to assets



Transferring DC assets to a LIF provides flexibility in terms of access to the assets. Within the LIF, members have a range with which they can withdraw on an annual basis, which also provides flexibility. A LIF also allows potentially leaving unused assets for succession.

Once assets are converted to retirement income through an annuity or PSSP, there is no flexibility in terms of access to the retirement assets.

TO: Mayor Small and Members of Council

SUBMITTED BY: Sharon Bristol, Director, Community Living

DATE: Monday, September 21, 2026

SUBJECT: Community Support Grant

ORIGIN: 2026/27 Operating Budget

LEGISLATIVE AUTHORITY: MGA 65 Power to expend money: (au) a grant or contribution to (v) any charitable, nursing, medical, athletic, educational, environmental, cultural, community, fraternal, recreational, religious, sporting or social organization within the province; Community Support Grants Policy, 72000-08

RECOMMENDATION: That Council forward to the September 28, 2026, regular meeting, approval of funding under the Community Support Grants Policy as follows:

Organization/Applicant	Amount Recommended	Funding Stream
Cumberland County Museum and Archives	\$3,557.00	Community Support

BACKGROUND: An annual budget is allocated for community support grants so that the can Town provide assistance in a fiscally responsible manner to organizations that qualify under the criteria set in the policy. In doing so, the Town encourages and promotes the success of these organizations. It should be noted that all groups fill a significant role in the community; however, to ensure the intentions of the policy are adhered to, not all can be funded.

DISCUSSION: Cumberland County Museum and Archives currently have electric baseboards heaters which are no longer efficient and affect the air quality in their space. They are requesting funds to update their heating and cooling systems as they begin to expand their extensive collections of archival materials with new and permanent exhibitions. A new system will allow for a more comfortable vibrant atmosphere which will draw more visitors to the space and increase engagement opportunities with families and community partners. Where this grant falls under organizational equipment, staff are recommending that Council approve the amount of the grant application.

FINANCIAL IMPLICATIONS: There is currently an amount of \$7,185.36 in the Community Support grant budget which will cover approval of this request.



SOCIAL JUSTICE IMPLICATIONS: Our strategic priorities around creating a prosperous economic and vibrant community which is diverse, inclusive and welcoming, are only strengthened by funding community organizations that work to these goals.

ENVIRONMENTAL IMPLICATIONS: None

COMMUNITY ENGAGEMENT: In response to a public invitation to apply, funding requests were submitted by community groups. Future community and sporting event requests will be dealt with on an individual basis

ALTERNATIVES:

1. Do not approve the funding request as listed

ATTACHMENTS: Cumberland County Museum and Archives application & quote
Community Support Grants Policy, 72000-08

TOWN OF AMHERST
COMMUNITY SUPPORT GRANTS POLICY

NUMBER 72000-08
Page 7 of 7

Date: Thursday, August 27,
2020

COMMUNITY SUPPORT GRANTS
TOWN OF AMHERST
REQUEST FOR FINANCIAL SUPPORT

1. ORGANIZATION INFORMATION:

Name of Organization: Cumberland County Museum & Archives
Full Mailing Address: 150 Church Street
Amherst, NS B4H 3C4
Contact Person: Melissa Pugsley-Gauthier
Email Address: cumbmuseum@gmail.com
Telephone: (902) 667-2561

2. AMOUNT OF FUNDING ASSISTANCE BEING REQUESTED

\$ 4000.00

3. What is the purpose for the funding requested? (Community Event; Tournament - Provincial / National / Invitational; Festival, etc.)

To create a comfortable community space for families from Amherst and surrounding areas as they interact with museum programming and exhibits.

4. Please attach a budget for the tournament, event or activity; include sources of revenue and ALL costs. Please attach all documents that support the funding request.

5. What are the expected benefits to the community? (event participation numbers; local, regional, provincial or national attraction; time span; community assets being used; support from business community)

By updating this community space, the museum will become a place of new engagement with families, other non-profit agencies, Tantular Seniors College, and other community partnerships.

6. Please list all funding sources and/or other community partners for this event:

NAME	FUNDING IF ANY

7. How many volunteers contribute to this event or festival: 8-10

www.amherst.ca
P.O. Box 516, Amherst, NS B4H 4A1
(902)667-3352



Cumberland County Museum & Archives

150 Church Street
Amherst, NS B4H 3C4
(902) 667-2561
cumbmuseum@gmail.com

27th August 2026

Town of Amherst

Community Support Grant
98 Victoria Street,
Amherst, NS

Thank you for your interest in and support of our Will R. Bird project for 2025. With the recent changes in our museum management, we have decided to focus on museum programming and community relationships moving forward.

The former summer kitchen of Grove Cottage is an excellent space to develop into a community room and temporary exhibit location. By implementing monthly activities, the museum will become a place for new engagement with our exhibits and with families of Amherst, Cumberland, and surrounding areas. We look forward to working with agencies to develop "lunch & learn" opportunities and to provide space for staff development days.

We have recently partnered with Maggie's Place, the YMCA, the Town of Amherst and S.O.A.R in celebrating "Connecting Cultures, " a learning event we were pleased to host at the museum.

We do require an updated heating and cooling system. We currently have electric baseboard heaters in the space, which were installed in the early eighties. They are no longer efficient and affect air quality; our summer and fall weather is becoming increasingly warm and humid, creating an uncomfortable atmosphere for larger gatherings.

We have received a quote for the installation of a heat pump mini-split and are requesting your support for the purchase and installation. Ethan Burke, RSE, provided us with a quote of 3,557.00 for the heat pump mini-split, materials, and labour.

Also included in this application is an updated Vision for the Cumberland County Museum & Archives and a copy of our new pamphlet.

We look forward to working with you and the community on future projects,
and hope you will consider this grant proposal.

Respectfully submitted,

Melissa Pugsley-Gauthier
Melissa Pugsley-Gauthier
Museum Curator

Our mission and vision

The mission statement for the Cumberland County Museum & Archives is ***Inspiring Legends that Connect Generations***. We look backward to stories of our heritage, but also forward to nurturing future generations who build on heritage to create their own life stories.

Will R. Bird wrote, "Everywhere you go, there is a story". Our museum is located in the heart of Amherst. It serves as a gateway to further exploration of Nova Scotia, revealing *those* stories and additional "must-sees" of this beautiful county and province.

Grove Cottage continues to house an extensive collection of archival material along with new and permanent exhibits related to Amherst and Cumberland County.

We are continuing to create and enhance comfortable spaces for researching our many historical documents. We are exploring the benefits of "open storage," which allows patrons to experience more archival and nostalgic material.

The gardens and lawns are also a part of our museum experience, and we encourage play groups, artists, and anyone to enjoy a picnic lunch and a good book in our beautiful outdoor areas.

Warm regards,

A handwritten signature in cursive script that reads "Melissa Pugsley-Gauthier". The signature is written in dark ink and is positioned above the printed name.

Melissa Pugsley-Gauthier

Museum Curator

20 Pender Street
Amherst N.S.
Phone: 902-694-0779

Quote

DATE:	8/22/2026
QUOTE #	2
Customer ID	

DESCRIPTION	AMOUNT
Panasonic Heat Pump Mini Split (12k btu)	2,277.00
Materials including all piping, drainline, slimduct covering, wiring, etc	1,000.00
Labour	280.00

Manufacturers parts warranty for 10 years

SUBTOTAL	\$3,557.00
TAX RATE	0.000%
TAX	\$0.00
OTHER	\$0.00
TOTAL	\$3,557.00

TITLE: Community Support Grants Policy
SECTION: All Town Departments
POLICY NO: 72000-08

APPROVAL DATE: March 24, 2025

CAO Signature: 

POLICY STATEMENT

- a. The Community Support Grants Policy guides the allocation of financial and in-kind contributions to non-profit or charitable organizations that are based in the Town of Amherst and are providing services that in the opinion of Council, are of a benefit to the residents and businesses of the Town. Applicants and Groups that actively support inclusion, diversity, accessibility and equity will be given priority consideration as will those applications that enhance community well-being and increase the social determinants of health, such as, but not limited to food insecurity, affordable housing, early childhood development, education, social inclusion and non-discrimination of the citizens of Amherst
- b. This program does not govern the following, which are separately administered:
 - i. Tax Exemption for Non-Profit Organizations (full and partial tax exemption by-laws);
 - ii. Residential Property Tax Rebates (low-income homeowners)

POLICY OBJECTIVES

The objectives of this policy are:

- a. to outline the requirements to apply and be considered for a Community Support Grant
- b. to establish equitable guidelines for the distribution of limited amounts of funds to non-profit and charitable organizations in a manner approved by Council.
- c. to ensure that groups applying for Community Support Grants are evaluated on a consistent, equitable basis, utilizing the same evaluation criteria; and
- d. to provide for public disclosure of a list of grant recipients and the amounts of those grants.

1. SCOPE

The Program includes financial grants in the form of cash and in-kind services (for use of municipal facilities, for example). The value of requests is not limited; however, applicants must be aware that:

- a. The application process is competitive;
- b. There are more grant applications received than available funding;
- c. Past funding commitments should not be interpreted as a guarantee that future requests will be approved. The Town is interested in ensuring that organizations are self-sufficient;
- d. The Town would like to support programs and events that promote community well being and health and safety of our citizens. With that in mind, events based on alcohol consumption (beer gardens, wine tasting tours etc.) may only receive support if other community benefits can be shown. Overall, the Town will show preference to events that are family friendly and support the overall well being of the community.

2. EXCLUSIONS

The following are exclusions from the grant program:

- a. While Council reserves the right to, it is not the intent of this policy to fund activities of organizations that are clearly within the mandate of the Government of Nova Scotia (hospitals, medical programs, treatment services or social services programs) or the Government of Canada (e.g., health, social services)
- b. The Town of Amherst will not consider requests received as part of general (mass) mailing or telemarketing campaigns

TITLE: Community Support Grants Policy
SECTION: All Town Departments
POLICY NO: 72000-08

- c. Funding applications will not be considered from the following:
 - i. Businesses;
 - ii. Provincial Government organizations;
 - iii. School Boards or quasi government organizations;
 - iv. Non-profit organizations for the purpose of funding accumulated deficits;
 - v. Any organization for the purpose of fundraising to distribute to other organizations/individuals; and
 - vi. Organizations with political affiliations.
- d. Funding will not normally be provided to religious organizations where services include the promotion or required adherence to a particular belief
- e. Funding will also not normally be provided to fundraising campaigns of national charitable organizations either directly or indirectly.
- f. Funding will not normally be provided to organizations who are planning to give proceeds of the event to another organization.

3. ALLOCATION OF FUNDS

Council is not obligated to:

- a. Provide funding in the form of Community Support Grants;
- b. Spend all the funds allocated for grants in any given year;
- c. Award the full amount requested in an application; or
- d. Renew any grant

4. GUIDELINES

The following guidelines apply to all grant requests except those listed in 4 above:

- a. Funding will generally be limited to no more than 40% of overall costs for an event or program
- b. Funding cannot be used to directly purchase products regulated by the Liquor Control Act R.S., c. 260, s. 1. or the Cannabis Control Act 2018, c. 3, s. 1.
- c. Preference is given to new initiatives; however, grants may be provided in multiple years for the same initiative.

5. PROGRAMS

The following are a list of the grants available:

a. Sport, Arts, and Culture

Maximum funding considered will be \$1000 for a team and \$250 for an individual:

- i. This includes amounts for teams / groups and individuals traveling to Provincial, National and International competitions and events when the Amherst based teams or individual have been successful at a regional qualifying competition recognized by its relevant provincial or national umbrella organization, or have been invited by such an organization;
- ii. The team / group is in the Town of Amherst and is considered by the provincial or national umbrella organization to be the home for the team;

TITLE: Community Support Grants Policy
SECTION: All Town Departments
POLICY NO: 72000-08

- iii. The individual is competing / attending as an individual and has their principal residence in the Town of Amherst;
- iv. The Town of Amherst resident has been selected / qualified to represent the Province of Nova Scotia or Canada at a national or international competition / event.

b. Festivals, Arts and Cultural Events Grants

Under this component will generally not exceed \$5,000

- i. Event must demonstrate broad community support;
- ii. Provides an experience not duplicated by other ongoing events, festivals or activities.
- iii. Draw spectators locally, from the Maritimes, nationally or internationally and increases the profile of our community;
- iv. Must be affiliated with a local community non-profit organization.

c. Organizational Equipment

Operational and capital equipment purchase requests will be considered on an individual basis.

d. Funding for Social Equity Initiatives

For the purposes of this policy, "Social Equity Funding" is defined as the annual funding allotment within the Community Support Area Rate, including any reserves for this purpose, to be used for initiatives that specifically target social equity issues. All applications which Council feels meet this definition and for which Council is considering funding from the annual Social Equity Funding allotment or associated reserves set aside for this purpose may be referred to the respective committees for a recommendation.

Notwithstanding the above, Council reserves the right to fund such poverty initiatives from other sources in addition to or in lieu of the annual Social Equity Funding allotment.

e. Large Scale Projects

Applications for large scale projects (generally greater than \$5,000 or multi-year initiatives) will be evaluated on an individual basis. In these cases, Council may require Municipal representation on a board, the development of an MOU and/or other reporting requirements etc.

6. APPLICATION PROCESS

The following outlines the application process:

A call out for applications will be issued by the Town in the months leading up to budget time. Community organizations will be encouraged to apply during this initial call out however applications can and will be received throughout the year and be considered based on budget availability.

Community groups may submit more than one application per year however Council will prioritize funding over a diverse collection of applications to ensure fairness and equity for all.

TITLE: Community Support Grants Policy
SECTION: All Town Departments
POLICY NO: 72000-08

- a) Applications - must submit the following information
 - i. A complete Community Grant Application
 - ii. a proposed budget for the project
- b) The Town of Amherst may request additional information as deemed necessary.

7. APPROVAL PROCESS

- a. For applications over \$1,000 staff will review applications, ensure requirements have been met and make recommendations to Council. Funding will be determined by council upon reviewing the proposal and recommendations from staff.

8. AUTHORITY OF THE CHIEF ADMINISTRATIVE OFFICER

The Chief Administrative Officer (CAO) may approve applications that are less than \$1000 provided such applications qualify in accordance with this policy. Council will be notified by email upon approval of each application and a media release will be issued to communicate the support provided by the Town under the application. A list of applications approved will be provided to Council quarterly. (March, June, September and December).

The CAO may waive the cost for Town owned facility rentals for organizations carrying out an event or service that satisfies the intent of this policy to a maximum of four rental waivers per year per organization.

9. PAYMENT PROCESS

For amounts over \$1,000 payment will be made at time of award.

10. CONDITIONS

- a. Grant recipients shall:
 - i. Make no misrepresentation on their application
 - ii. Use the grant as described in the application
 - iii. Use the funds in the year granted
 - iv. Council and/or the CAO may request an in-depth report for grants over \$5,000 at their discretion
 - v. Recipients from previous years who received over \$2,000 will be asked to complete a report detailing expenses and impact on the community or individual. This report will be sent prior to the call for applications each year. This report must be completed prior to the new application being considered.
- b. Grant recipients shall keep proper books of accounts and receipts of all expenditures related to the project and shall make them available for inspection by the Town of Amherst upon request.
- c. Non-compliance, in any aspect could result in no funding being awarded in the future year(s)

TITLE: Community Support Grants Policy
SECTION: All Town Departments
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- d. Grant recipients are required to acknowledge the financial support of the Town of Amherst in all advertising, publicity, programs and signage for which funds are granted
- e. If the event/project does not occur for any reason, all grant monies must be returned
- f. Grant recipients who fail to comply with these conditions may be required to return all or partial funds to the Town of Amherst and may be deemed ineligible for Community Support Grant funding in future years.

11. PUBLIC DISCLOSURE

- a. The Town of Amherst will provide financial information with respect to the budgeted amounts disbursed and actual amounts disbursed on an annual basis
- b. A summary of grant awards will be posted on the Town of Amherst's website in accordance with s.65C(1) of the *Municipal Government Act*

TITLE: Community Support Grants Policy
SECTION: All Town Departments
POLICY NO: 72000-08

Application for Funding

Date: _____

REQUEST FOR FINANCIAL SUPPORT

REQUEST FOR IN-KIND FACILITY RENTAL

1. ORGANIZATION INFORMATION:

Name of Organization: _____

Full Mailing Address: _____

Contact Person: _____

Email Address: _____

Telephone: _____

2. AMOUNT OF FUNDING ASSISTANCE BEING REQUESTED \$ _____

Total cost of program event or activity \$ _____

3. What is the purpose for the funding requested? (Sport and Physical Activity, Arts/Culture Events, Festivals, Organizational Equipment, Community Well-Being etc.)

4. Please attach a budget for the tournament, event or activity; include sources of revenue and ALL costs. Please attach all documents that support the funding request.

5. What are the expected benefits to the community? (Event participation numbers; local, regional, provincial or national attraction; time span; community assets being used; support from business community)

6. Please list all funding sources and/or other community partners for this event:

NAME	FUNDING IF ANY

7. How many volunteers contribute to this event or festival: _____



98 East Victoria Street, PO Box 516, Amherst, NS, Canada B4H 4A1
 Phone: 902-667-3352 Fax 902-667-5409

TITLE: Community Support Grants Policy
SECTION: All Town Departments
POLICY NO: 72000-08

ROLES AND RESPONSIBILITIES

Title/Role	Responsibilities
Director Community Living	To ensure adherence to the policy. Advise staff of Policy changes and create awareness in the community of policy changes.
Mayor and Council	Review and approve applications as required.
CAO	Ensure applications under \$1,000 are reviewed and decision made in accordance with policy.

For Administrative Use Only:

VERSION LOG

Amendment Description	Policy Owner	Approved By	Approval Date
Amendments to policy to collapse A fresh grants, streamline application process, increase CAO approval limit, inclusion of MAP requirements, rewording to ensure policy is more inclusive and promotes community well-being	Director Community Living, Bristol	Council	February 27, 2023
Amendment to policy to remove Deed Transfer reference from Poverty Funding. Rename Poverty Funding to Social Equity.	Director Community Living, Bristol	Council	April 24, 2023
Eliminate section 4 as it is exclusionary of other organizations; amend Section 9 Payment Process to eliminate the two phased payment approach as this is administratively time consuming and places undue pressure on community organizations; and amend Section 10 Conditions to include the reporting requirement for organizations who intend to reapply for future grants. This will allow for transparency on how funds are used and the impact on the community.	Director, Community Living, Bristol	Council	October 30, 2023

TITLE: Community Support Grants Policy
SECTION: All Town Departments
POLICY NO: 72000-08

Change the requirement to send applications to the social equity committees from will to may	Director, Community Living, Bristol	Council	March 24, 2025
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Minutes reference date: 23 September 2013 27 October 2014 21 May 2015 25 June 2018 24 September 2018
 28 October 2019 27 January 2020 25 October 2021 27 February 2023 24 April 2023
 30 October 2023 24 March 2025

MEMO

TO: Mayor Small and Members of Council

FROM: Andrew Fisher, Director of Planning & Economic Development

DATE: September 21, 2026

RE: Economic Dashboard

Attached is a presentation on an Economic Dashboard developed by Economic Development Support Officer, Stephanie Moreau.



2026 Community Economic Analysis Dashboard

Measuring Today. Planning For Tomorrow. Building Amherst's Future

The centre *of it all*

A photograph of a historic street in Amherst, Massachusetts. On the left is a large, multi-story brick building with a prominent green-roofed clock tower. The street is paved and has a red crosswalk. A person is walking across the crosswalk. In the background, other historic buildings and a street sign are visible. The sky is clear and blue.

Dashboard Purpose

- **CONSOLIDATE**

Bring key economic and community indicators together

- **COMPARE**

Compare available data with the last reported information

- **MONITOR**

Identify changes and trends over time

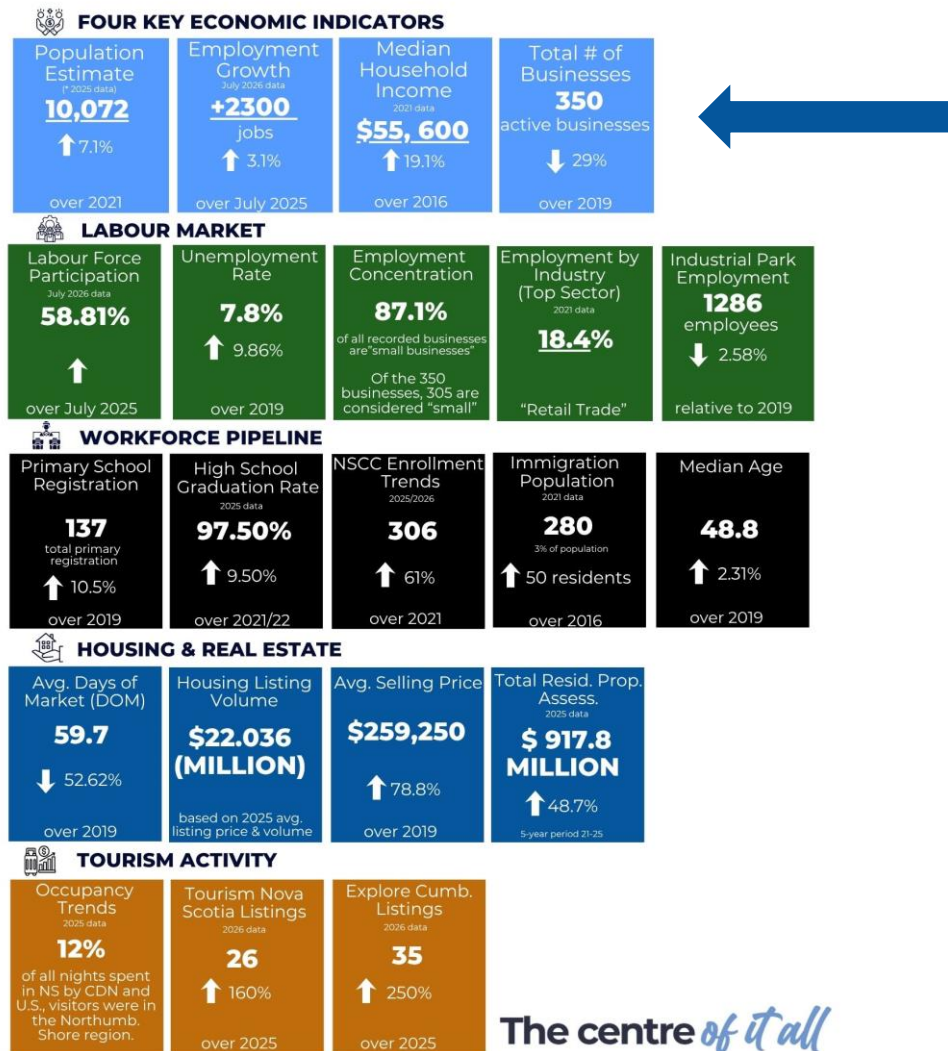
- **INFORM**

Support planning, decision-making and future initiatives

The centre *of it all*

A consistent framework for monitoring Amherst's economic and community conditions.

Five Areas of Analysis



Economic Indicators:

- **4 Key Economic Indicators**

Population • Employment • Income • Businesses

- **Labour Market**

Participation • Unemployment • Employment Sectors

- **Workforce Pipeline**

Education • Training • Immigration • Demographics

- **Housing & Real Estate**

Market Activity • Prices • Listings • Assessment

- **Tourism Activity**

Occupancy • Tourism Listings • Regional Activity

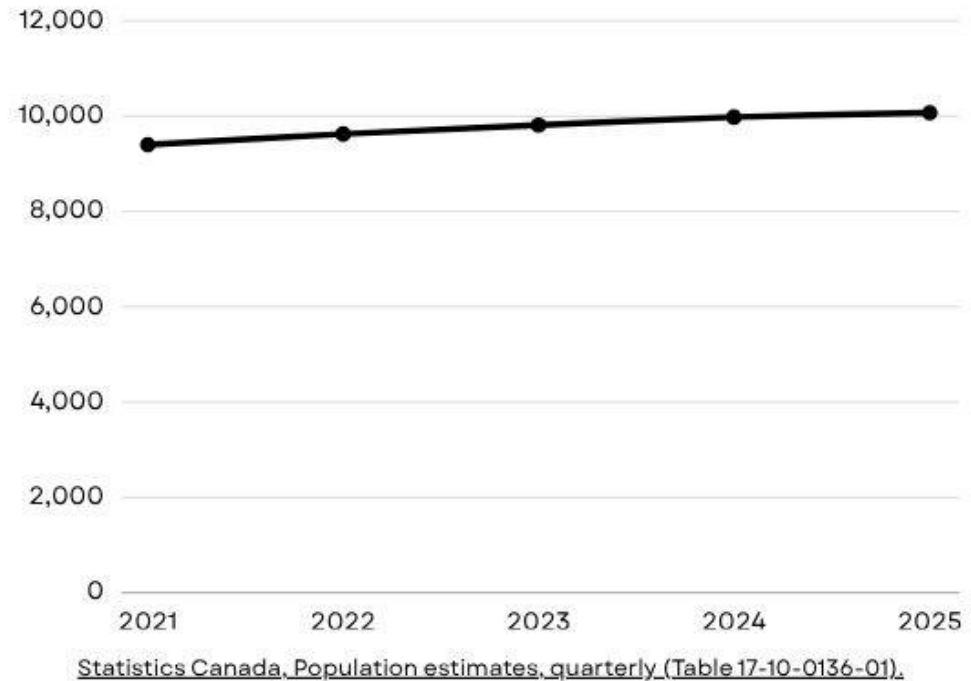
Four Key Economic Indicators



The dashboard begins with four Key Economic Indicators:

- Population Growth,
- Employment Growth,
- Median Household Income,
- Total Number of Businesses.

Amherst Population Growth (2021-2025)
Estimated population increased from 9,404 to 10,072
(+7.1%).



These indicators provide a broad starting point for comparison.

Labour Market



LABOUR MARKET

Labour Force Participation

July 2026 data

58.81%



over July 2025

Unemployment Rate

7.8%



9.86%

over 2019

Employment Concentration

87.1%

of all recorded businesses are "small businesses"

Of the 350 businesses, 305 are considered "small"

Employment by Industry (Top Sector)

2021 data

18.4%

"Retail Trade"

Industrial Park Employment

1286

employees



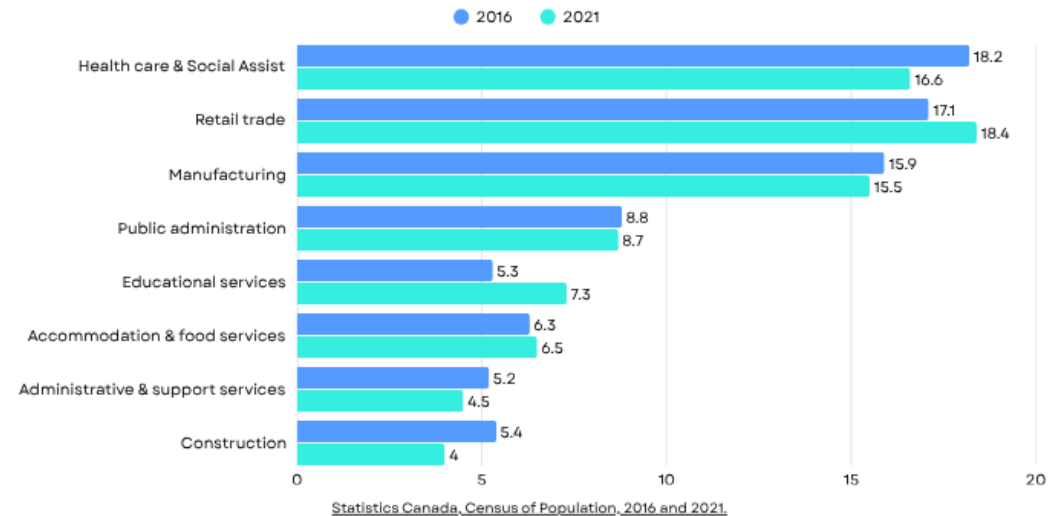
2.58%

relative to 2019

Labour Market Indicators

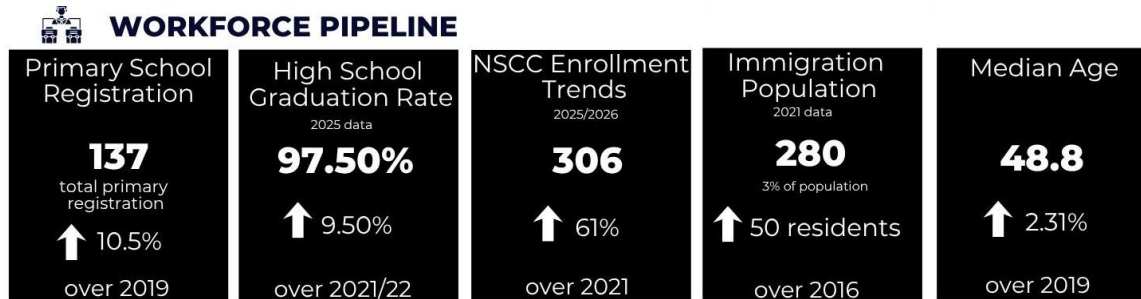
- Labour Force Participation,
- Unemployment Rate,
- Employment Concentration,
- Employment by Industry – Top Sector
- Industrial Park Employment

Employment by Industry Sector
Distribution of the employed labour force (ages 15+) by industry, Amherst, Nova Scotia, 2016 and 2021 (%)



Provides context on labour force participation, employment conditions, key sectors and major employment areas.

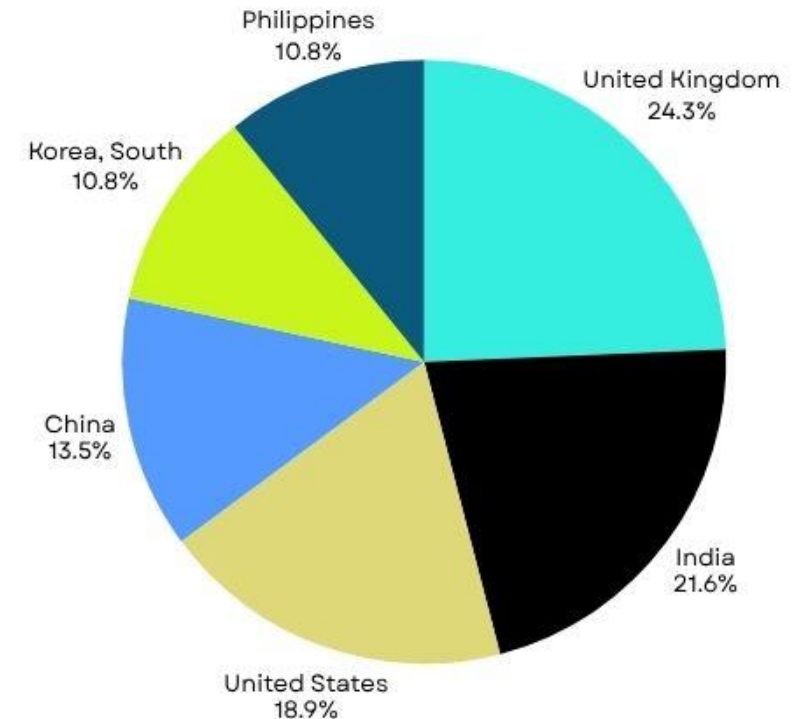
Workforce Pipeline



Demographics, Education & Future Workforce Considerations:

- Primary School Registration,
- High School Graduation Rate,
- NSCC Enrollment Trends
- Immigration Population
- Median Age.

Population by Immigration Status (2021)
Most Amherst residents are Canadian-born, with immigrants representing 3.0% of the population.



Statistics Canada, Census of Population, 2016 and 2021.

Provides context for education, training, demographics, immigration and future workforce considerations.

Housing & Real Estate



HOUSING & REAL ESTATE

Avg. Days of Market (DOM)	Housing Listing Volume	Avg. Selling Price	Total Resid. Prop. Assess. 2025 data
59.7 ↓ 52.62% over 2019	\$22.036 (MILLION) based on 2025 avg. listing price & volume	\$259,250 ↑ 78.8% over 2019	\$ 917.8 MILLION ↑ 48.7% 5-year period 21-25



Market Activity & Residential Growth

- Average Days on Market,
- Housing Listing Volume,
- Average Selling Price
- Immigration Population
- Total Residential Property Assess.

Provides context on housing market activity, property values and residential growth.

Tourism Activity



TOURISM ACTIVITY

Occupancy Trends

2025 data

12%

of all nights spent in NS by CDN and U.S., visitors were in the Northumb. Shore region.

Tourism Nova Scotia Listings

2026 data

26

↑ 160%

over 2025

Explore Cumb. Listings

2026 data

35

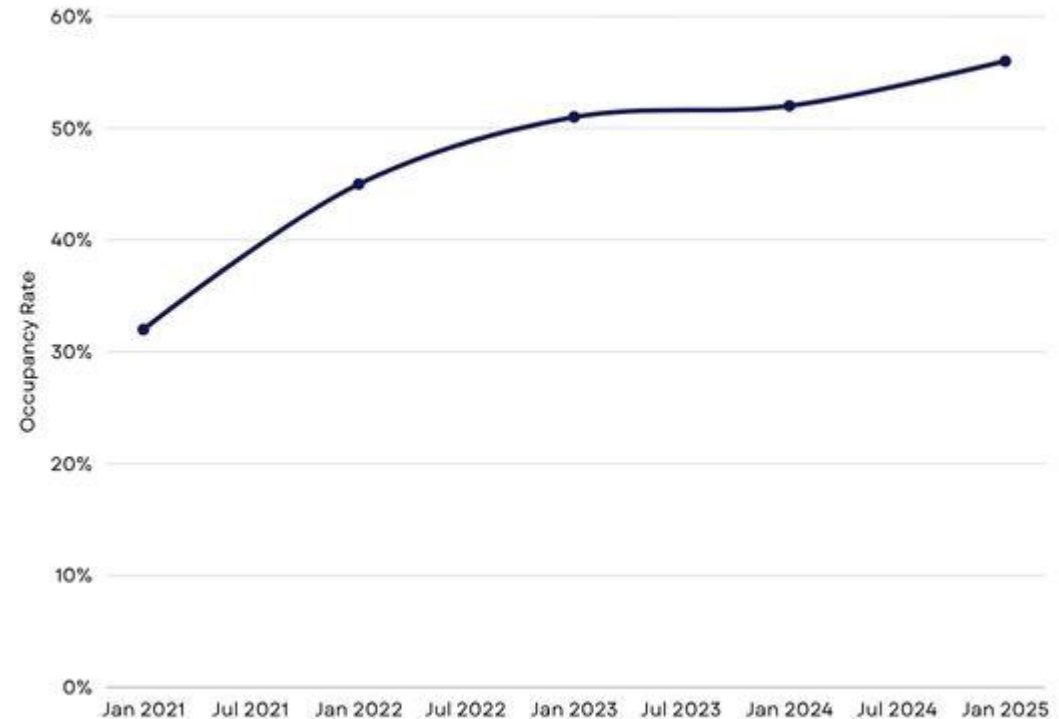
↑ 250%

over 2025

Tourism Activity:

- Occupancy Trends,
- Tourism Nova Scotia Listings,
- Explore Cumberland Listings.

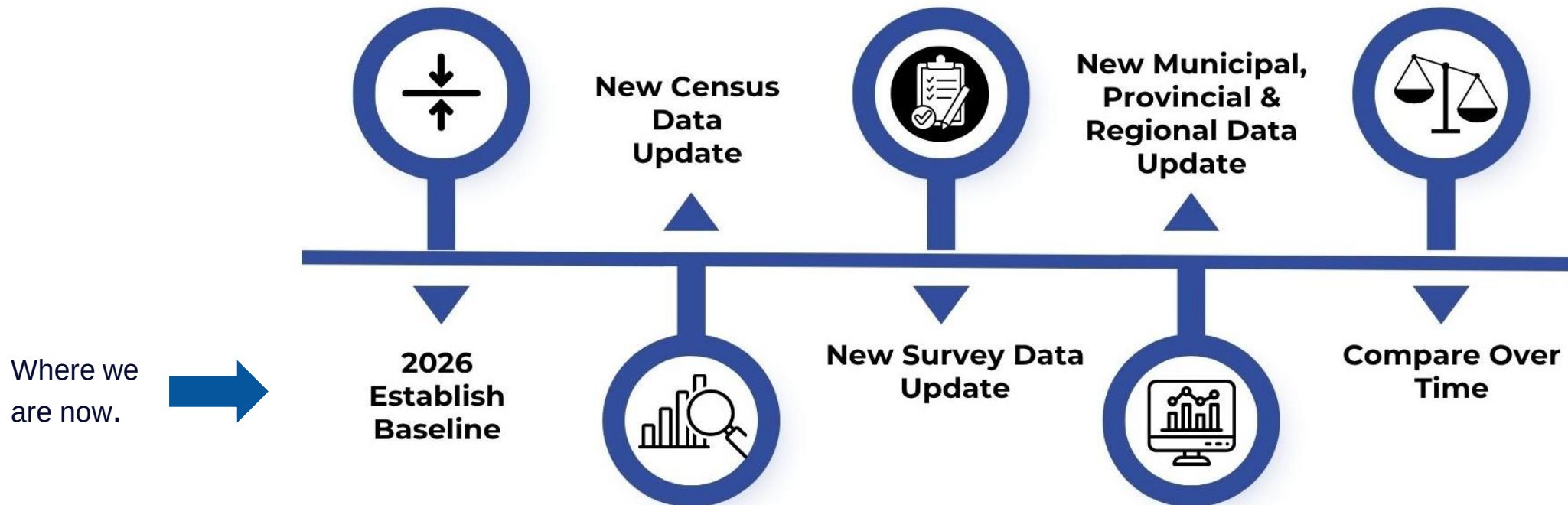
Annual Tourism Accommodation Occupancy Rate
Northumberland Shore Area of Cumberland County, 2021–2025



Source: Tourism Nova Scotia - Anna Moran Director, Research, Planning and Decision Support

From Baseline to Ongoing Comparison

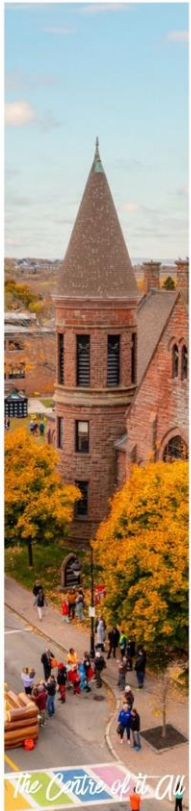
From Baseline to Ongoing Comparison



The true value of the dashboard is its ability to establish a baseline today and build a stronger, more meaningful picture of change over time as new data becomes available.

A Consistent Framework for Monitoring “plug and play” model.

The centre *of it all*



● EMPLOYMENT CONCENTRATION

87% of all documented businesses in Amherst are “small” businesses

Amherst's economy is predominantly small-business driven, with 305 businesses (87.1%) classified as small businesses. Across approximately 350 businesses, the local business community supports an estimated 3,515 employees, highlighting the important role of small businesses in local employment, investment, and economic stability. (See Appendix iii)

● EMPLOYMENT BY INDUSTRY (TOP SECTOR)

Top Employment Sector Retail Trade 18.4% - 2021 Data

Retail trade is Amherst's largest employment sector, increasing from 17.1% in 2016 to 18.4% in 2021. Health care and social assistance followed at 16.6%, while manufacturing accounted for 15.5% of employment in 2021. Retail's growing share highlights its continued importance to Amherst's local economy and workforce. (See Appendix ii)

● INDUSTRIAL PARK EMPLOYMENT

As of June 2026

The Industrial Park supports approximately 1,286 jobs, a 2.58% decrease from 2019. These indicators help identify employment trends and key industries, with updated data expected soon through the upcoming business survey.

WORKFORCE PIPELINE

● PRIMARY SCHOOL REGISTRATION

137 total primary registration - 2025/26

Primary school enrolment has increased by 10.5% since 2021/22, suggesting modest growth in young families and a strengthening future workforce pipeline. This trend provides a positive indicator for Amherst's long-term population, labour force, and economic sustainability.

● HIGH SCHOOL GRADUATION RATE

2025 Graduation rate - 97.50%

Strong graduation rates at Amherst Regional High School demonstrate the community's capacity to develop future workforce talent. Averaging over 93% during the past five years, these outcomes reflect a steady supply of graduates prepared to enter the labour market. (See Appendix v)

Questions the Dashboard Will Help Us Answer

- Are we moving in the direction we want?
- Are economic conditions improving?
- Are conditions remaining stable?
- Where are we seeing areas of concern or opportunity?
- Do we need to take further action?
- Are our strategic initiatives having the intended impact?

A flexible, plug-and-play framework that evolves with new data building a year-over-year picture of Amherst's economic conditions and helping us measure whether our strategic initiatives are having the intended impact.

MEASURING TODAY. PLANNING TOMORROW. BUILDING AMHERST'S FUTURE



Amherst

How Council Can Use it

It can help inform discussions around:

- Economic development
- Business retention and growth
- Housing
- Infrastructure
- Workforce development
- Population growth
- Investment
- Tourism
- Community services

Closing

“The 2026 dashboard is more than a snapshot, it is the starting point for measuring progress, guiding decisions, and shaping Amherst’s future as a regional economic hub at the Centre of It All.”

An aerial photograph of Amherst, New Hampshire, showing a busy town square. In the background, a large, historic church with a tall steeple stands prominently. The square is filled with people, tents, and festival activities, including a large inflatable structure in the foreground. The image is overlaid with a semi-transparent blue filter. Green diagonal stripes are visible in the top right and bottom left corners.

Amherst

THANK YOU.

MEMO

TO: Mayor Small and Members of Council

FROM: Jason MacDonald, CAO

DATE: September 21, 2026

RE: Petition to Relocate the Homeless Shelter to a More Suitable Location

On September 11, 2026, the Clerk, on behalf of the CAO, was hand-delivered the attached petition from Carlene Gogan addressed to Mayor Small and members of Amherst Town Council to relocate the homeless shelter to a more suitable location.

The petition received 337 signatures, including 275 residents of Amherst, 58 residents outside of Amherst, and 4 that did not provide an address. Of note is the fact that many 275 signees indicated that their address was “Amherst” while it is well known that they do not live within the Town.

Sections 84 through 88 of the Proceedings of Council Policy addresses petitions to Council. It will be presented to Council at the September 28, 2026, regular meeting and formally accepted, with no further action taken unless directed by Council.

Ms. Gogan has indicated she will be putting in a formal request to present to Council in October, we have not received this request to date.

Regarding the purpose of the petition, it must be noted that Council does not have the authority to move the shelter, however it can advocate to do so.

September 4, 2026

Mayor Robert Small
and Members of Amherst Town Council
Town of Amherst
Amherst, Nova Scotia

Dear Mayor Small and Members of Council,

Please accept the enclosed petition concerning the location of the homeless shelter currently operating next to Portlander Jamaican Restaurant.

This petition represents the concerns of residents, business owners, customers, and members of our community who believe the shelter should be relocated to a more suitable location.

Our concern has never been about taking services away from people who are homeless or in need. We believe these services are important. Our concern is whether the present location is appropriate and whether it is serving the best interests of the people using the shelter, the surrounding businesses, and the wider community.

Over the past two years, I have personally experienced and witnessed ongoing safety concerns and disruptions connected with the present location. I have previously brought these concerns to the attention of the Town, and I am now formally presenting this petition so that the voices of those who have signed it can also be heard.

I respectfully ask that the Mayor and Council give serious consideration to the concerns expressed through this petition and consider relocating the shelter to a location that can better provide the appropriate services and supports while also addressing the safety and well-being of the surrounding community.

Thank you for receiving this petition and for your consideration.

Sincerely,



Carlene Gogan
Portlander Jamaican Restaurant
Amherst, Nova Scotia

ACKNOWLEDGMENT OF RECEIPT

I acknowledge receipt of this petition and accompanying cover letter on behalf of the Town of Amherst.

Received by (please print):

Natalie LeBlanc

Position/Title:

Municipal Clerk

Signature:

Natalie LeBlanc

Date Received:

Sept 11/26

Time:

10:56 a.m.

Number of petition pages/signature sheets received:

29

PETITION TO RELOCATE THE HOMELESS SHELTER TO A MORE SUITABLE LOCATION

To the Town of Amherst, elected officials, and all appropriate authorities:

We, the undersigned residents, business owners, customers, and members of the Amherst community, are asking that the homeless shelter currently operating next to Portlander Jamaican Restaurant be **relocated to a more suitable location**.

This petition is **not asking for the shelter to be closed**, and it is not against people experiencing homelessness. We believe people who are struggling deserve compassion, dignity, safety, and access to proper services.

Our concern is the **location of the shelter and the impact this location has had on the surrounding area**.

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Since the shelter began operating at this location, concerns have been raised about incidents involving violence, drug use, loitering, property crime, emergency service calls, and customers and employees feeling unsafe in the area.

We believe it is reasonable to support homelessness services while also asking whether this particular location is appropriate.

The people using the shelter deserve a location where they can receive the support and services they need in an environment designed for that purpose. Nearby residents, businesses, employees, and customers also deserve to feel safe.

We are therefore asking the appropriate authorities to work toward relocating the shelter to a location that can better serve its residents while reducing the impact on surrounding homes and businesses.

This petition is about finding a better solution for everyone involved.

SIGNATURES

Printed Name	Signature	Town/Community	Date
STAN ELVARD	<i>Stan Elvard</i>	Amherst	Sept 2/26
Jennifer M. Melville	<i>Donna R. Melville</i>	Amherst	Sept 2/26
Christopher Ritchie	<i>CPR</i>	Amherst	Sept 3
Barbara Malachuk	<i>[Signature]</i>	Amherst	Sept 2/26
David Siddall	<i>[Signature]</i>	Amherst	Sept 9/26
Lochore	<i>[Signature]</i>	Sackville	Sept 9/26

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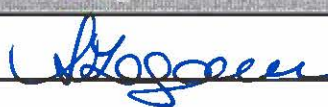
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SIGNATURES

Printed Name	Signature	Town/Community	Date
Samantha Gogan		Amherst	Sept 10/26

PETITION TO RELOCATE THE HOMELESS SHELTER TO A MORE SUITABLE LOCATION

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SIGNATURES

Printed Name	Signature	Town/Community	Date
Daniel Welch		Amherst	Sept 1
Chris Maltby		Amherst, NS	Sept 1, 2026
Jared Goggin		Ferwick, NS	Sept 2 / 26
Denise Algeo		Amherst	Sept 2 / 26
GORDON FOSTER		Amherst	Sept 2 / 26
Desree Barton		Southampton, NS	Sept. 2 / 26
Merrill Arbing		Southampton, NS	Sept 2 / 26
Amanda Barton		Springhill N.S.	Sept 2 / 26
Paul Barton		Springhill N.S.	Sept 2 / 26
Sharon McLean		Amherst	Sept 2 / 26

PETITION SIGNATURES - CONTINUED

By signing below, I support the request stated on the first page of this petition.

[illegible]

PETITION SIGNATURES - CONTINUED

By signing below, I support the request stated on the first page of this petition.

Printed Name	Signature	Town/Community	Date
Zora Adams	Zora Adams	Amherst	Aug 24/26
ROGER CORUCCI	Signature	Amherst	Aug 25/26
Linda Mallett	Linda Mallett	Amherst	Aug 25/26
SHELLA GRAHAM	Sheila Graham	Amherst	25 Aug 26
RALPH BELLIVERA	Ralph Bellivera	Amherst	26 Aug 26
Tasha MacGillivray	Tasha MacGillivray	Amherst	26 Aug 26
Christine Goodwin	Christine Goodwin	Amherst	Aug 26/26
Carrie Johnson	Carrie Johnson	Amherst	Aug 28 21
BRENDA LEWIS	B Lewis	Amherst	Aug 28th
Colleen Vidulich	Col Vidulich	Amherst	Aug 28th
Jessica Lines	J Lines	Amherst	Aug 28
Wes Dowe	Signature	Amherst	Sept 01
Tommy Everett	Tommy Everett	Amherst	Sept 1
ANANDA ROSE	Ananda	Amherst	Sept 1'26
Kathy Anthony	Kathy	Amherst	1/09/26
Lisa Wilson	Lisa Wilson	Amherst	1/09/26
Perry Wilson	Perry Wilson	Amherst	1/09/26
Deanna Welch	Signature	Amherst	1/09/26

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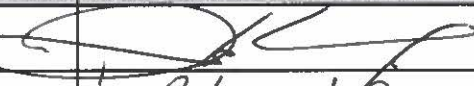
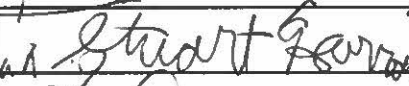
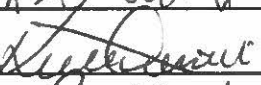
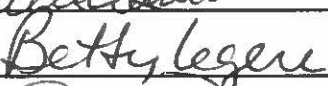
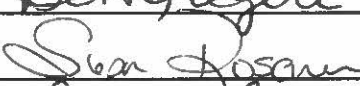
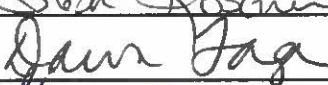
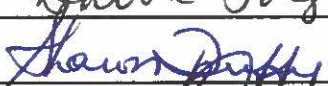
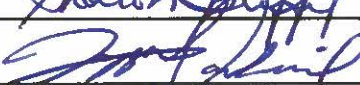
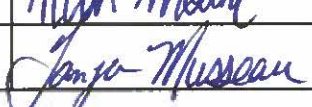
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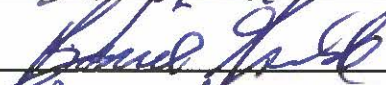
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SIGNATURES

Printed Name	Signature	Town/Community	Date
Duke Kenraby		Amherst	Aug 21/26
Stuart Gervais		Amherst	Aug 21/26
Keith Cormier		Amherst	Aug 21/26
Betty Legere		Amherst	Aug 24/26
Susan Kosow		Lincoln	Aug 26/26
Dawn Fage		Amherst	26 Aug 26
Sharon Duffy		Amherst	Sept 1/26
Jagger Vandewell		Amherst	Sept 1/26
Nick Moore		Amherst	Sept 1/26
Tanya Musseau		Amherst	Sept 12/26

PETITION SIGNATURES - CONTINUED

By signing below, I support the request stated on the first page of this petition.

Printed Name	Signature	Town/Community	Date
Udara Ranawaka		Amherst	28/08/2026
udayangani Meerani		Amherst	28 Aug 26
Sherry Holloway		Brookdale	28 Aug 26
DAVID SMITH		AMHERST	AUG. 28/26
BEVERLY DRAPER	Beverly Draper	AMHERST	Aug 28/26
Ken Starling		Amherst	Aug 28/26
Janice Reed	J. Reed	Amherst	Aug 28/26
ALLISON VANDEWIE	ALLISON VANDEWIE	Amherst	AUG. 28/26
Jay Vanderziel	J. Vanderziel	Amherst	Aug 28/26
Barb Conrad	B. Conrad	Amherst	Aug 28/26
Bob Gault		Amherst	Aug 28/26
Bonnie Gault		Amherst	Aug 28/26
TERESA GOGAN	Teresa Gogan	AMHERST	AUG 28/26
Rhonda Porter	Rhonda Porter	Amherst	Sept 1/2026
Lynda Reid	Lynda Reid	Joggins	Sept 1/26
Pearl DeAdair	Pearl DeAdair	Amherst	Sept 1/26
GISELE CLARK		AMHERST	Sept 1/26
CLAIRE VANDERIEL	Claire Vanderiel	Amherst	Sept 1/26

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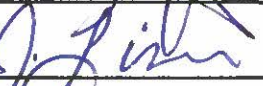
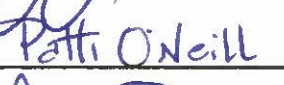
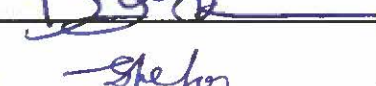
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SIGNATURES

Printed Name	Signature	Town/Community	Date
Andrew Gouchie	<i>Andrew Gouchie</i>	Amherst NIS	August 20/2026
Karey Dickie	<i>Karey Dickie</i>	Amherst NIS	Aug, 20th 2026
Wade Moore	<i>Wade Moore</i>	Amherst	Aug 20 2026
Ry Purdy	<i>Ry Purdy</i>	Brookdale	Aug 20/26
Spencer Speck	<i>Spencer Speck</i>	Springhill	Aug 20/26
Devont Bratan	<i>Devont Bratan</i>	Springhill	Aug/20/26
Kasper K	<i>Kasper K</i>	Springhill	AUG/20/26
Sherry Cole	<i>Sherry Cole</i>	Amherst NIS	Aug 20/26
Jonathan Cole	<i>Jonathan Cole</i>	Amherst NIS	Aug 20/26
Treselle Tucker	<i>T. Tucker</i>	Amherst - NIS	Aug 20/26

PETITION SIGNATURES - CONTINUED

By signing below, I support the request stated on the first page of this petition.

Printed Name	Signature	Town/Community	Date
Mary Lewis		Amherst	20/8/2026
Pat Lewis		Amherst	20/8/2026
Bill Lewis		Amherst	20/8/2026
Judy Glode		Amherst	27/8/2026
Cecilia Ripley		Amherst	28/8/2026
Jolly Martin		Amherst	902 297 5363
Robert Jones		"	902 694 2961
Bev Dimmick		Amherst	902-669-1207
Brian Booz		Amherst	"
Ray Hickox		Amherst	Aug 28/26
Jessica Lines		Amherst	Aug 28/26
Patti O'Neill		Chattle River Cumberland	Aug 28/26
Glades Riley		Amherst	902 667-9602
Elizabeth Riley		Amherst	Aug. 28/26
Robert Riley		Amherst	Aug 28/26
Catherine Grant		Amherst	Aug 23/28
Dave Simpson		Amherst	Aug 28/26
Shelan Jayaraman		Amherst	28/08/26

PETITION SIGNATURES - CONTINUED

By signing below, I support the request stated on the first page of this petition.

Printed Name	Signature	Town/Community	Date
Allan V. Snick	<i>[Signature]</i>	Amherst.	Aug 20/26.
Narah M ^o Kenzie	<i>[Signature]</i>	Amherst	Aug 20/26
Mary Adenade	<i>[Signature]</i>	Amherst	Aug 20
Janet Dall	<i>[Signature]</i>	Amherst	Aug 20/26
Lily Kuntz	<i>[Signature]</i>	Pogwash	Aug 20/26
Roy Phee	<i>[Signature]</i>	Amherst	Aug 20/26
SKAR	<i>[Signature]</i>	Amherst	20/26
Joanne Rose	<i>[Signature]</i>	Amherst	Aug 21/26
Brad Sprague	<i>[Signature]</i>	Amherst	Aug 21/26
Pete / George	<i>[Signature]</i>	Amherst	Aug 21/26
Mark [Signature]	<i>[Signature]</i>	Amherst	Aug 21/26
GIVEY KERR	<i>[Signature]</i>	Amherst	Aug 21 2026.
Fred Chase	<i>[Signature]</i>	Amherst	Aug 21 2026
Ashley Berry	<i>[Signature]</i>	Amherst	Aug 21, 2026
Rhonda Perry	<i>[Signature]</i>	Amherst	Aug 21 /2026
Alan Perry	<i>[Signature]</i>	Amherst	Aug 21
Brittany Sweet	<i>[Signature]</i>	Windsor, NS	Aug 21, 2026.
Victoria Smith	<i>[Signature]</i>	Amherst, NS	Aug 21

PETITION SIGNATURES - CONTINUED

By signing below, I support the request stated on the first page of this petition.

Printed Name	Signature	Town/Community	Date
Cody George	Cody George	Amherst	Aug 21/26
Elizabeth Hicke	Elizabeth Hicke	11	11 " "
Mehdi Ouali	Mehdi Ouali	Amherst	Aug 21/2026
Marion Dobson	MARION DOBSON	Amherst	Aug 21/2026
Roger Harrison	Roger Harrison	River Head ^{NS}	Aug 21/26
Willet Sumbu	Willet Sumbu	Amherst	Aug 21/26
JEANNE SUMBU	JEANNE SUMBU	AMHERST	Aug. 21/2026
M.E. GEORGE	M.E. GEORGE	Amherst	Aug 21/2026
Henry Milton	Henry Milton	Amherst	Aug 25, 2026
ED CHITTY	ED CHITTY	Amherst	Aug 25/26
Di Chitty	Di Chitty	Amherst	Aug 25/26
Steve Markingill	Steve Markingill	Amherst	Aug 25/26
Tracy Legen	Tracy Legen	Amherst Head	Aug 25/26
Shelly Thomas	Shelly Thomas	AMHERST	Aug 24/2026
Lynn Heisler	Lynn Heisler	Amherst, N.S.	Aug 25/2026
Charles Robichaud	Charles Robichaud	Amherst, NS.	Aug 26/2026
Leo Anthony	Leo Anthony	Amherst N.S.	Aug 26/26
Kenji Burbine	Kenji Burbine	Amherst, N.S.	Aug 1/2026

PETITION SIGNATURES - CONTINUED

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Printed Name	Signature	Town/Community	Date
Shelley Crossman	<i>Shelley Crossman</i>	Amherst	Aug 26/26
Saule LeBlanc	<i>Saule LeBlanc</i>	Amherst	Aug 26/26
Robert LeBlanc	<i>Robert LeBlanc</i>	Amherst	Aug 26/26
Michael LeBlanc	<i>Michael LeBlanc</i>	Amherst	Aug 26/26
Steven LeBlanc	<i>Steven LeBlanc</i>	Amherst	Aug 26/26
Lily LeBlanc	<i>Lily LeBlanc</i>	Amherst	Aug 26/26
Spencer Galtch	<i>Spencer Galtch</i>	Amherst	Aug 26/26
Dan Galtch	<i>Dan Galtch</i>	Amherst	Aug 26/26
Shelley McDonald	<i>Shelley McDonald</i>	Amherst	Aug 28/26
Greg McDonald	<i>Greg McDonald</i>	Amherst	Aug 28/26
Lex DeMont	<i>Lex DeMont</i>	Amherst	Aug 28/26
G-J DeMont	<i>G-J DeMont</i>	Amherst	Aug 29/26
Jill Baker	<i>Jill Baker</i>	Amherst	Aug 28/26
Ryan Lalonde	<i>Ryan Lalonde</i>	Amherst	28 Aug 2026
Cory Tucker	<i>Cory Tucker</i>	Amherst	28 Aug 26
Carly Gould	<i>Carly Gould</i>	Amherst	28 Aug 26
Kevin Strong	<i>Kevin Strong</i>	Port Elgin	28/8/26
Terrri-Mae Polley	<i>Terrri-Mae Polley</i>	Port Elgin	Aug 28/26

PETITION SIGNATURES - CONTINUED

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Judy Griffiths	Judy Griffiths	Amherst	26/08/26
Ben Estabrooks	Ben Estabrooks	Amherst	27/08/26
Bradley Milner	Bradley Milner	Amherst	27/08/27
Becky Hicks	Becky Hicks	Amherst	Aug 28/26
Julie Hicks	Julie Hicks	Amherst	Aug 28/26
Julie Gandy	Julie Gandy	Amherst	Aug 28/26
Denise Lishman	Denise Lishman	Amherst	Aug 28/26
Suzanne Mapher	Suzanne Mapher	Amherst	Aug 28/26
Denise Lishman	Denise Lishman	Amherst	Aug 28/26
Rhonda Laurette	Rhonda Laurette	Amherst	Aug 28/26
Dawn McManaman	Dawn McManaman	Amherst	Aug 28/26
Brandon Melton	Brandon Melton	Bass River	Aug 28/26
Patti McLevan	Patti McLevan	Bass River	Aug 28/26
MARGO NOILES	Margo Noiles	AMHERST	Aug 28/26
Laurel Hamilton	Laurel Hamilton	"	Aug 29/26
Jessica Lino	Jessica Lino	Amherst	Aug 28
Georgette Jacob	Georgette Jacob	Amherst	Aug 28
Ima	Ima	Amherst	Aug 28
Gudrey Miller	Gudrey Miller	Amherst	Aug 28
Eleanor Nelson	Eleanor Nelson	Amherst	Aug 28
Rocky Ripley	Rocky Ripley	Amherst	SEPT 1

next Page →

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SIGNATURES

Printed Name	Signature	Town/Community	Date
Sharon Chase	Sharon Chase	Amherst	Aug 24/26
Marcia Ripley	Marcia Ripley	Amherst	Aug 25/26
Nancy Dobson	Nancy Dobson	Rockville	Aug 25/26
Sharon Ether	Sharon Ether	Sackville	Aug 25/26
Peggy Smith	Peggy Smith	Amherst	Aug 25/26
Dorothy Parker	Dorothy Parker	Amherst	Aug 25/26
Colleen Johnson	Colleen Johnson	Sackville	Aug 25/26
Lynn York	Lynn York		Aug 25/26
Sandra Shanks	Sandra Shanks	Sackville	Aug 25/26
Vanessa Knack	Vanessa Knack	Amherst	Aug 26/26

PETITION SIGNATURES - CONTINUED

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Printed Name	Signature	Town/Community	Date
TERESA Brown	T Brown	Amherst	Aug 25/26
Bernadette O'Brien	Bernadette O'Brien	Amherst	Aug 25/26.
B GRUNER	B Bruner	Amherst	Aug 25/26
VICKI Perry	Vicki Perry	Amherst	08/25/26
DARLEUE ARSENAULT	Darlene Arseneault	Amherst	Aug 26
TERRY ARSENAULT	Terry Arseneault	Amherst	Aug 26
Sharon LeBlanc	Sharon LeBlanc	Amherst	Aug 26
Judy Noonan	Judy Noonan	Amherst	Aug 27
LORNA Tauxe	Lorna Tauxe	Amherst	Aug 27
PATRICIA ATKINSON	Patricia Atkinson	Amherst	Aug 27
Branda Gordon		Amherst	Aug 27
Isleni Munoz	Isleni Munoz		Aug 28
Molly Smith	Molly Smith	Amherst	Aug 28
Dale Lott	Dale Lott	Amherst	Aug 29
Phyllis Thompson	P. Thompson	Amherst	Aug 29
Jeremy Lewis	Jeremy Lewis	Amherst	Sept 1, 2026
Teresa Renner	Teresa Renner	Tidnish	Sept 1, 2026
Shanna Altamira	Shanna Altamira	Amherst	Sept 21 2026

PETITION SIGNATURES - CONTINUED

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[illegible]

PETITION SIGNATURES - CONTINUED

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Printed Name	Signature	Town/Community	Date
Abel Forshner	Abel Forshner	Amherst NS	Aug 26
Linda Reid	Linda Reid	Fenwick	Aug 27/26
DIANA LEGERE	Diana Leger e	Amherst, NS	Aug 27/26
Maria Gonnell	Maria Gonnell	Amherst NS	Aug 27/26
Jan Gibson	Jan Gibson	Amherst NS	Aug 27/26
Bruce Gibson	Bruce Gibson	Amherst NS	Aug 27/26
Kim McCormick-Brown	Kim McCormick-Brown	Amherst NS	Aug 28/2026
Jan Purdy	Jan Purdy	Amherst NS	Aug 28/2026
Tina Gibson	Tina Gibson	Amherst, NS	Aug 28/2026
Brian Chapman	Brian Chapman	Amherst N.S	Aug 31/2026
Caleb Macdonald	Caleb Macdonald	Macdonald	Aug 31/26
Kylie Landry	Kylie Landry	Amherst N.S	Sept 2 nd 26
Jan Brown	Jan Brown	Macdonald, N.S	Sept 22 2026
MATT BLOWP	MATT BLOWP	Southampton NS	Sept 3 2026
Chris DesBorja	Chris DesBorja	Amherst	Sept. 3/26
Lisa Allen	Lisa Allen	Amherst NS	Sept 4/26

PETITION TO RELOCATE THE HOMELESS SHELTER TO A MORE SUITABLE LOCATION

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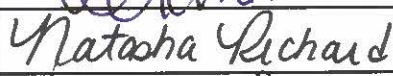
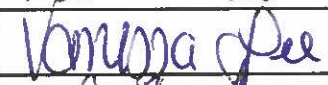
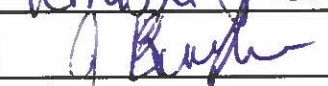
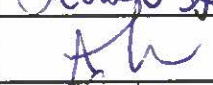
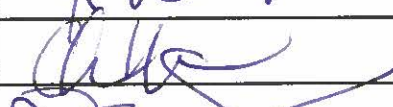
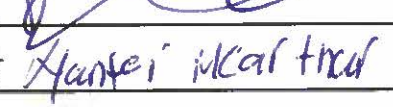
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SIGNATURES

Printed Name	Signature	Town/Community	Date
Chantelle Cranton		Amherst Amherst	08/21/26
Natasha Richard		Amherst, NS	Aug 21/26
Vanessa Lee		Amherst NS	Aug 25
Jessica Burke		Amherst NS	Aug 25
Justin Aylward		Amherst NS	Aug 25
Melanie Theriault		Seckenville, NB	Aug 26
Ashley Hickey		Amherst NS	Aug 26
Doug Smith		Parrsboro	Aug 26
Elizabeth Boudreau		Amherst NS	Aug 26
Hunter McArthur		Amherst NS	Aug 26

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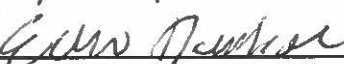
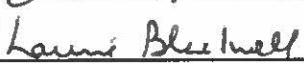
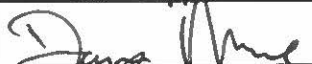
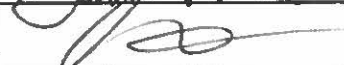
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SIGNATURES

Printed Name	Signature	Town/Community	Date
Bradley Harrison		Amherst	21/09/26
Sara Chaplin		Amherst	21/09/26
Alexander Ackles		Amherst	21/09/26
Evelyn MacIsaac-Partridge		Amherst	21/09/26
Edna Dunbar		Amherst	21/09/26
Laurie Blackwell		Amherst	21/08/26
John Blackwell		Amherst	21/08/26
Patti Lepper		Amherst	25/08/26
DANA MOORE		AMHERST	26/08/26
TOHIA NAWLEY		AMHERST	26/08/26

PETITION SIGNATURES - CONTINUED

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SIGNATURES

Printed Name	Signature	Town/Community	Date
James Morse	James Morse	Amherst	08/20/26
Philip Tower	Philip Tower	Amherst	08/20/26
Sarah Tower	Sarah Tower	Amherst	08/20/26
Yojaniet Kaur	Yojaniet Kaur	Amherst	08/22/26
Santosh Lamichhane	Santosh Lamichhane	Amherst	08/23/26
Justin Fraser	Justin Fraser	Amherst	08/23/26
Matthew Taylor	Matthew Taylor	Amherst	08/23/26
Jocelyn A. Gouchie	Jocelyn A. Gouchie	Amherst	08/28/26
Tracey McDonald	Tracey McDonald	Amherst, NS	08/28/26
Leah MacDonald	Leah MacDonald	Amherst, NS	08/28/26

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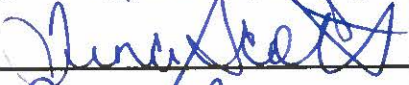
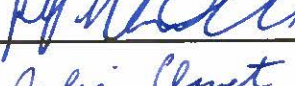
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SIGNATURES

Printed Name	Signature	Town/Community	Date
M. H. Harris	[Signature]	MS	Sept 4, 2026
Marlene Leas	Marlene Leas	Amherst	Sept 4, 2026
Brayden Melanson	Brayden Melanson	Toronto	Sept 4, 2026
Ruby Brown	[Signature]	Amherst	Sept 4, 2026
Charles Ryan	C Ryan	Amherst	Sept 4, 2026
Roselea Charbonneau	Roselea Charbonneau	Amherst	Sept 4, 2026
Terril Lewis	[Signature]	Amherst	Sept 4, 2026
[Signature]	[Signature]	Amherst	Sept 4, 2026
C. Chikwa	[Signature]	Amherst	Sept 4, 2026
Jocelyn Daly	Jocelyn Daly	Amherst	Sept 4, 2026

PETITION SIGNATURES - CONTINUED

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Printed Name	Signature	Town/Community	Date
NKIL KLLINT		Amherst	10/3
Ben Doucette	Ben Doucette	River Hebert	Sept. 2/26
Donna Burbine	Donna Burbine	Amherst	Sept 2/26
BRIAN KEEFE	Brian Keefe	AMHERST	SEPT 2/26
Tina Scott		Amherst	Sept 2/26
Bailey Silver		Alvac	Sept 2/26
Scarlette Holloway		Amherst	Sept 2 2026
Hillary Blanch	Hillary Blanch	Amherst	Sept. 2/26
Jennifer Bowden	Jennifer Bowden	Springhill	Sept 3/26
Billy O'Call	Billy O'Call	Amherst	Sept 3/26
ROBERT ALLEN	ROSEWOOD DRIVE	Amherst	SEPT 3/
Ann Barton	Ann Barton	Springhill	Sept. 3/26
Tom Barton	T. Barton	Springhill	Sept 3/26
Deby White	Deby White	Amherst	Sept. 3/26
Sara Gogan		Amherst	Sept 4/26
Donna GOGAN		Amherst	Sept 4/26
JEFF MCDONALD		Amherst	Sept 4/2026
Julie Clavet	Julie Clavet	Amherst	Sept. 4/26

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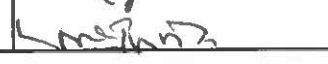
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SIGNATURES

Printed Name	Signature	Town/Community	Date
Donna White		Amherst	Aug 20-26
Val Bembridge		Amherst	Aug 21-26,
JWAYNE HAWKES		AMHERST	AUG 21-26
Peter Chapman			
Peter Chapman	Peter Chapman	Amherst	Aug 21/26
Donna Chapman	Donna Chapman	Amherst	Aug 21/26
Jason GAMES		AMHERST NH	Aug 21/26
Brent N. Neal		Amherst NH	Aug 21/26
Kayeditson	Kayeditson	Amherst NH	Aug 21/26
Lorek m. m. m.		AMERICAN	Aug 21/26

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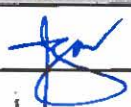
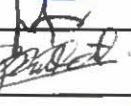
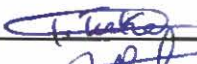
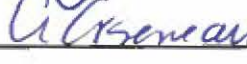
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SIGNATURES

Printed Name	Signature	Town/Community	Date
REYLA CARDOSE		AMHERST, NS	8/27/2026
P TAN		AMHERST, NS	8/27/2026
P. TONGOL		AMHERST, NS	8/28/2026
Zea Carbone		AMHERST, NS	8/28/2026
RAYMOND T.		AMHERST, NS	8/28/2026
Todd Tucker		Amherst, NS	8/28/2026
Tajudeen Rufai		Amherst, NS	8/28/2026
Roger Boone		Lorneville, NS	28/8/2026
Jane A. Maxwell		River Heights, NS	28/08/2026
Andrea Arseneau		Amherst, NS	28/08/2026

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Printed Name	Signature	Town/Community	Date
Carter Onyschuk	[Signature]	Amherst NS	Aug/25/26
Carrie Mung	[Signature]	Amherst NS	Aug/25/2026
Shirley Gordon	Shirley Gordon	Amherst NS	Aug 25/08/21
Anne March	Anne March	Amherst NS	Aug 26/26
THERESA HEARN	Theresa Hearn	Oxford NS	Aug 26-26
[Signature]	[Signature]	Amherst NS	Aug 29
Jenni Desbarns	Jenni Desbarns	Amherst	Aug 26/26
Caroline Foster	Caroline Foster	Amherst NS	Aug 26/26
CHIEF AMAN	[Signature]	AMHERST NS	Aug 26/2026
Shelley Farrow	Shelley Farrow	Amherst N.S.	Aug 27/26

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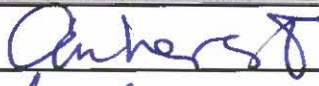
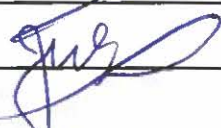
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Printed Name	Signature	Town/Community	Date
Carol Ginepro			Aug 27/26
Kathy			Aug 27
Jamie			Aug 27/26
Madan McCormick		AMHERST	Aug 27/26
BO Van De Vliet		Amherst	Aug 27
Elizabeth Parker		Shenikas	Aug 27/20
IAN PAREE		Shenikas	Aug 27/26
Jolene Gouchie		Amherst, NS	Aug 28/26
JAMES COLE		Amherst NS	Aug 28/26
Julie Lariniere		Amherst, NS	Aug 28/26

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Printed Name	Signature	Town/Community	Date
Bernice Allen	Bernice Allen	Amherst NS	Aug 20/26
Linda Trevelin	Linda Trevelin	Amherst NS	Aug 29/26
Robert Mayhew	Robert Mayhew	Amherst NS	Aug 20 th
Falon Mayhew	Falon Mayhew	Amherst N.S	Aug 20 th
Betty Mayhew	Betty Mayhew	Amherst NS	Aug 25 th
Virginia Langille	Virginia Langille	Amherst NS	Aug 25 th
Nancy Campbell	Nancy Campbell	Amherst NS	Aug 25
Kerry Trevelin	Kerry Trevelin	West Amherst, NS	6/8
Jennifer Hewitt	Jennifer Hewitt	Springhill, N.S	Aug 27, 2026
Sheldon Strong	Sheldon Strong	Amherst NS	Aug 27 2026

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To the Town of Amherst, elected officials, and all appropriate authorities:

We, the undersigned residents, business owners, customers, and members of the Amherst community, are asking that the homeless shelter currently operating next to Portlander Jamaican Restaurant be **relocated to a more suitable location**.

This petition is **not asking for the shelter to be closed**, and it is not against people experiencing homelessness. We believe people who are struggling deserve compassion, dignity, safety, and access to proper services.

Our concern is the **location of the shelter and the impact this location has had on the surrounding area**.

Portlander Jamaican Restaurant was operating at this location before the shelter opened. The building is privately owned, and relocating an established business is neither simple nor inexpensive. A restaurant also requires a properly equipped commercial space, and suitable locations are limited.

Before the shelter opened next door, the business operated at this location without the same safety and security concerns now being experienced.

Since the shelter began operating at this location, concerns have been raised about incidents involving violence, drug use, loitering, property crime, emergency service calls, and customers and employees feeling unsafe in the area.

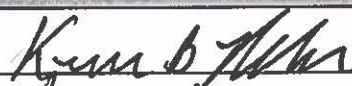
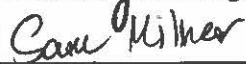
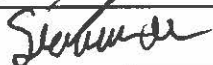
We believe it is reasonable to support homelessness services while also asking whether this particular location is appropriate.

The people using the shelter deserve a location where they can receive the support and services they need in an environment designed for that purpose. Nearby residents, businesses, employees, and customers also deserve to feel safe.

We are therefore asking the appropriate authorities to work toward relocating the shelter to a location that can better serve its residents while reducing the impact on surrounding homes and businesses.

This petition is about finding a better solution for everyone involved.

SIGNATURES

Printed Name	Signature	Town/Community	Date
Kevin B. Nelson		Amherst	Aug 20/26
Gerald White		Amherst	Aug 21/26
Alex Brown		Amherst	Aug 21/26
Rebecca Warren		Amherst	Aug 21/26
Kelly Milner		Amherst	Aug 21/26
Sam Milner		Amherst	Aug 21/26
Andrew Leaman		Sackville	Aug 21
Travis Gogan		Redwater/Amherst	Aug 25/26
Katherine Keegan		Redwater/Amherst	Aug 25/26
Sierra Matthews		Amherst	Aug 25/26

MEMORANDUM

TO: Mayor Small and Members of Amherst Town Council

FROM: Sharon Bristol, Director Community Living

DATE: September 21, 2026

SUBJECT: Anson Bomber project

Community Living Staff were approached in the Spring of 2025 to discuss the potential of a memorial project to honour the women of Amherst who worked on the Anson Bomber during the WW2. Terry and Sylvia Gould have been discussing this with the RCAF Cumberland Wing locally and had some ideas regarding how this could be carried out.

The CAO and Director met with them a few times and conducted research from local residents who had pictures and stories to share.

Local conceptualist Jazar was asked to render a few drawings of what this might look like.

In May 2026 Community Well Being Manager Mallory Klooster did a presentation to the RCAF Cumberland Wing to highlight the progress to date and to determine which conceptual drawings were preferred. One drawing was identified to proceed with getting quotes on the construction of the monument.



After conversations with companies who were able to and interesting in quoting the estimate for the monument itself is just under \$30,000. Additional groundwork, preparation of the site, accompanying storyboard and a concrete slab to hold the monument is estimated at \$25,000 to \$30,000.

Staff are currently researching grants to assist in the development of this project and anticipate bringing this to Council for the 2027/28 capital budget deliberations.

MEMORANDUM

TO: Mayor Small and Council

From: Dwayne Pike, Chief of Police / Traffic Authority

Date: September 21st, 2026

Subject: Intersection of Park Street and Patterson Street

At the May 19th, 2026, meeting of Committee of the Whole, Council passed the following motion:

That the traffic authority be directed to investigate a potential 4 way stop at the Park Street and Patterson Street intersection in front of the daycare.

This motion was generated as a result of safety concerns at this intersection that were brought to the attention of members of council. It was suggested that the installation of a 4-way stop at the location would mitigate risk.

Park Street is a thoroughfare that runs uninterrupted from Hickman Street to West Pleasant Street. Along this stretch, there is a crosswalk that traverses Park Street at the intersection with Mission Street and another marked crosswalk at the intersection with Patterson/Highfield Streets. As one travels on Park Street from this intersection, there is a slight curve south about 70m south-east of this intersection (See Fig 1).

On the south-west corner of this intersection is a parking lot for Bright Beginnings Day Care Centre and on-street parking is often utilized on the road in front of Bright Beginnings.

Stop signs exist on both Patterson Street and Highfield Street at the intersection with Park Street and as noted, a marked crosswalk exists at this intersection traversing Park Street from Patterson to Highfield. This crosswalk is one of very few in the Town of Amherst with no connectivity on one side. A sidewalk exists only on the Patterson Street side of Park Street. The existing crosswalk does not extend to Highfield Street, but rather connects to the side of the road about 2.5m south of the intersection of Park Street and Highfield (See fig 3).

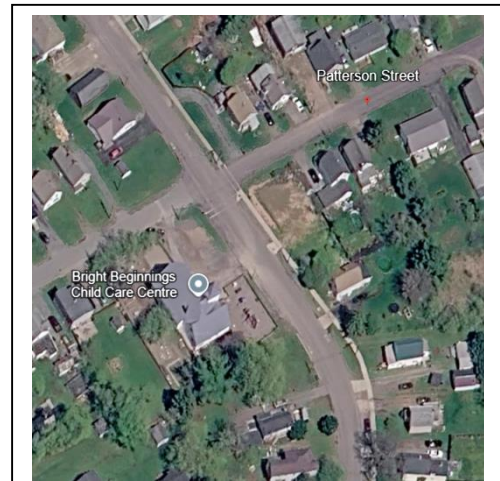


Fig 1



Fig 2



Fig 3

Several site visits were conducted between May 21st and August 28th. Aside from the cars that regularly park on the side of Park Street by Bright Beginnings, there are no visual obstructions. Cars parked have been noted to be parked legally with 3m (15 feet) distance from the crosswalk at the location as per the Nova Scotia Motor Vehicle Act. Traffic was noted to be low-volume.



As noted, about 70m south of the intersection, there is a curve in the road and at this location there is a large tree (see Fig 4 & 5). This does not impact safety at this intersection because of the distance involved.

From all other directions, there are no noted visual obstructions for motorists (see Figures 6 & 7). Traffic on Park Street has the right of way and traffic on both Patterson and Highfield are controlled by stop signs and can only continue into the intersection when it is safe to do so.



A check was completed of Police records back to 2021. The only traffic accident reported in this area on file was an accident in early 2026 on Highfield Street that was not related to the intersection and was a result of a vehicle backing onto the street with an obstructed rear windshield. There were no records found where a complaint had been lodged in relation to safety concerns or intersection issues at this location.

In reviewing the criteria for the placement of a 4-way stops, the following often applies:

- Traffic volume between 300 to 500 vehicles in any one hour in an 8-hour period;
- Obstructions from side street views (streets which already have stop signs) that could impact safety;
- 5 or more reported accidents at the location that could have been avoided if a 'multi-stop' solution had been present
- When the combined volume of pedestrian traffic averages at least 200 units per hour for the same 8-hour period with minimal delays to traffic.

None of these criteria apply to this intersection. It is also noted that 4-way stops should not be used as a traffic calming device.

Conclusion: There is no evidence to support the installation of a 4-way stop at this location, however, we can manage some of the perceived issues by taking some actions that can mitigate risk:

1. Prepare correspondence to the property owners at 33 Park Street in regard to trimming foliage along Park Street.
2. Directing public works to paint parking spaces in front of Bright Beginnings on the side of Park Street, ensuring that they provide appropriate distance from the crosswalk as well as the entrance to the parking lot at Bright Beginnings. This will limit the number of cars that will be able to park in this area.

MEMO

To: Mayor Small and Members of Council
From: Corey Crocker, Facilities & Sports Tourism Development Manager
Date: September 21, 2026
Re: Bill Riley Recognition Update

At the the April 20, 2026 Committee of the Whole meeting Council passed the following motion:

That staff be directed to collaborate with relevant federal, provincial, sports and business stakeholders and Mrs. Gladys Riley with an expedited intention to solicit financial and in-kind support and that the Town of Amherst contribute to the fabrication of a memorial James William "Billy Riley" head and bust sculpture monument to be placed in the lobby next to the ice surface of the Amherst Stadium and a fitting celebration event to accompany the same during the 26/27 hockey season, and further that it should be noted that such a monument "head and bust sculpture" could be portable in the event a new facility is built.

Staff have been working on the Bill Riley memorial project throughout the summer. The following is an update on the project's status and next steps:

- Staff continue to work with Artcast Inc. of Ontario to finalize the design and confirm project costs.
- Staff met with Mrs. Riley and Bill's sister, Carla, to discuss the memorial and select a reference photograph for the bust.
- The Riley family approved the selected photograph, which has been provided to Artcast Inc. for review and further discussion.
- Initial discussions have also taken place with the Riley family regarding an unveiling ceremony.
- Staff are also working on the display for the bust:
 - Artcast Inc. can supply a bronze plaque to accompany the bust; this cost has not yet been confirmed.
 - Artcast Inc. advised that a local monument company could provide a headstone-style base or plaque installation.
 - Artcast Inc. advised that a concrete base for the display can be constructed locally.
- The fabrication of the bust may take six to eight months, or longer, depending on final approvals and production requirements.
- The final project cost has not been confirmed but the preliminary estimate is approximately \$25,000.
- Potential funding sources have been contacted, including:
 - Province of Nova Scotia
 - Washington Capitals
 - CANSA
 - Riley family

Staff will continue working with Artcast Inc. to finalize the bust design, confirm project costs, and determine the preferred plaque and base configuration. Discussions with potential funding partners will also continue. Staff will provide another update for Council once the final pricing, funding, and timeline for production has been confirmed.

MEMO

To: Mayor Small and Members of Council
From: Matt Selig, Parks Operations Manager
Date: September 21, 2026
Re: 2026 Summer Floral Displays

The 2026 summer planting program delivered an attractive and well-maintained downtown presentation and marked the first year of Council's five-year direction to introduce themed flower beds. Approximately 1,400 plants were incorporated into parks, downtown beds, planters and hanging baskets, creating a more coordinated look and increasing the use of ornamental grasses and structural plantings.

The season's strongest features were the hanging baskets and large planters, which provided vibrant colour, height and visibility throughout the downtown and received many positive comments.

In addition to the regular seasonal planting, staff began renewing the beds at Victoria Square and Havelock Corner Park, establishing a foundation for future improvements. A new raised stone bed was also added at the corner of Ratchford and Havelock Streets.

The results of this year's program will help guide staff into 2027. Staff plan to build on the success of the hanging baskets and planters, expand the themed-bed approach (2027 Theme will celebrate African Nova Scotians with a color theme of Red, Yellow & Green), and focus on larger, more impactful blocks of colour to enhance visibility and curb appeal.

Overall, staff believe the 2026 planting program was successful and have some take aways from this year that will be used to create even greater visual impact, consistency and community pride in future seasons.



SEASON STANDOUT

Hanging baskets

Full, consistent and highly visible throughout downtown.





MEMO

To: Mayor Small and Members of Council
From: Aaron Bourgeois, Director of Operations
Date: September 21, 2026
Re: Downtown Crosswalks

For several years staff have been painting the thermoplastic brick red crosswalks to try and maintain their appearance. With the recent milling and paving of Victoria Street the red brick-pattern crosswalk markings have been removed. Staff have noticed that traffic quickly wears the red paint within the crosswalk and soon after painting these crosswalks often look upkept.

Going forward, unless otherwise directed by Council, staff will no longer paint the interior of the crosswalks red, simply using the standard parallel white crosswalk line marking. This will still provide a clearly visible and recognizable crossing for pedestrians while reducing annual maintenance requirements and the associated costs of approximately \$4,200 annually.

MEMORANDUM

TO: Mayor Small and members of Amherst Town Council

FROM: Sharon Bristol, Director, Community Living

DATE: September 21, 2026

SUBJECT: Tourism Student final report

This summer our Tourism student, Madeline Tower, worked within the Community Living Department and at the Visitor Information Centre (VIC).

The 2026 Regional Tourism Pop Up Pilot at the Border Visitor Information Center successfully wrapped up on August 27th. Twice a week, over the months of July and August, Tourism Ambassador students from the Town and Municipality engaged with travellers to promote Amherst and the Cumberland Region. During the 52 hours on site, they interacted with over 340 visitors across Canada and the USA. We'd like to thank the staff at the VIC for being so kind and supportive of the students during the pilot.

Maddie also had the opportunity to work collaboratively with the Municipality of Cumberland updating information on the Amherst page of the Explore Cumberland Website. Maddie worked closely with events staff and also participated in the Exit 1 summer concert for Marketing and Communications support. She was a great asset to our team.

Attached is her report.



Final report 2026

Madeline Tower
Tourism Ambassador – Town of Amherst
8/28/26

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Introduction

This summer, I had the opportunity to work for the Town of Amherst as a Summer Student in the role of Tourism Ambassador. Throughout my term, I was involved in a variety of projects that supported tourism, community events, and the promotion of Amherst and Cumberland County. My responsibilities included creating social media content, developing and updating tourism materials, promoting local businesses and attractions, assisting with community events, and working at the Nova Scotia Visitor Information Centre (VIC). This report will outline the roles and responsibilities I took on during my term, the skills and knowledge I developed, my experience at the Visitor Information Centre, my achievements and challenges, and my overall reflections on the experience.

Roles & Duties

Social Media & Content Creation

During my time I participated in video idealization and conceptualization, as well as recording, editing, script writing, and appearing on camera. I also assisted with creating occasional facebook posts, and creation of content like flyers and posters for digital.

Creation & Distribution of Tourism Materials

I was responsible for keeping the dining and shopping guides updated, this meant looking for location changes, phone numbers still in use, and consistency in wording between each guide. On top of that, I also redesigned the guides to better follow our new brand guidelines. I also designed a brand-new guide, the Amherst walking guide. I designed the overall layout, created and labeled the map and legend, chose which locations and information to include, and organized and formatted the content. I also made a summer events calendar in three formats, a digital slideshow to play in our lobby, a printable flyer, and a bookmark. Outside of these tourism materials I also created things for events like flyers and passports for our summer Thursdays.

I was also responsible for delivering brochures, guides, maps, and posters to local businesses and other tourism hot spots. I originally created a spreadsheet to track deliveries and quantities however through practical experience, I realized the spreadsheet system was challenging to maintain because I worked at VIC on Thursdays and prepared deliveries for Fridays. With brochures and maps needing to be hand-folded, there was not always enough time to prepare everything, making quantities and consistent deliveries difficult to guarantee. However, I learned that dining guides were much more in demand than shopping guides, with the Dayle's Grand Market being the location that ran out particularly quickly. This helped me better understand demand and adapt my approach.

Community Events

Along with tourism work, I also assisted in planning and working almost every summer Thursday event, Canada day, along with the Exit 1 Summer bash concert. This work included talking to vendors and entertainment, collaborating with local businesses, being present night of to assist with duties, promotion, and much more.

Tourism Focused Write-ups

This summer I completed multiple writing assignments for various websites to promote Amherst as a travel destination. This included all the writing on the Amherst home page for Explore Cumberland, a paragraph for the Amherst Visitor Information Page, and a media release for Exit 1 Summer bash. Outside of Tourism, I was tasked with writing content for the Community Living Department page explaining what our team does and its impact.

Skill Development

Time Management & Organization

Working at VIC two days a week meant making the most of my office time to complete preparation, printing, guide updates, and other tasks while also managing deadlines, events, and competing priorities.

Creativity

Developed creative skills through designing and updating promotional materials, finding new ways to present information, and contributing ideas for guides and marketing initiatives.

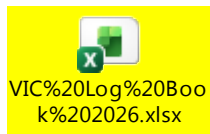
Communication & Collaboration

Built confidence communicating with colleagues, external partners, and businesses, while also developing other communication skills like writing a media release and marketing communication while selling Cumberland as a travel destination to tourist.

Visitor Information Centre

A major component of my term this summer was working directly with visitors at the Nova Scotia Visitor Information Centre, with the goal of promoting Cumberland County and encouraging visitors to spend more time and money in our communities. I worked at the centre on Tuesdays and Thursdays from 10:00 a.m. to 2:00 p.m., beginning July 2, and continued on this schedule until August 4, when I transitioned to working Thursdays only. Over the course of 52 hours at the centre, I personally spoke with 255 visitors about Cumberland County, its communities, attractions, businesses, and things to do. This was one of the most directly tourism-focused aspects of my placement, as I was able to speak with visitors who were actively making decisions about where to go and what to do during their trips. A key focus of these conversations was encouraging highway travellers to consider taking the scenic route through Cumberland County rather than continuing directly toward their destination. In particular, I promoted Route 209 and Highway 6 as alternatives that would bring visitors through our communities and give them opportunities to stop, eat, shop, explore local attractions, and experience the scenery of the area.

To better understand the visitors I interacted with and the potential impact of these conversations, I maintained a log throughout my time at the Visitor Information Centre. The log recorded key information about the visitors I spoke with, including their origin, travel plans, and their interest in visiting or exploring Cumberland County. The following table summarizes the information collected during my 52 hours at the centre:



During the visitor information work, Kyle and I spoke with approximately 340 visitors, providing a useful snapshot of who is travelling through the region and what interests them in Cumberland County. The largest visitor markets recorded were Ontario, with more than 30 entries, and Quebec, with approximately 20–25 entries, demonstrating that Cumberland is attracting travellers well beyond the local and Atlantic Canadian market. The visitor profile was predominantly mature travellers, with 60–70-year-olds representing the most common age group, closely followed by visitors aged 50–60, indicating a particularly strong market among older couples, retirees and mature touring travellers. Among the destinations discussed, Pugwash, Joggins and Amherst were the most frequently identified Cumberland destinations, with Parrsboro, Oxford, Springhill and Advocate also receiving significant interest. Visitors frequently mentioned multiple Cumberland destinations during the same conversation, particularly combinations such as Joggins–Parrsboro–Advocate, suggesting an opportunity to encourage multi-stop touring rather than single-destination visits. The log also recorded visitors taking Cumberland maps, receiving recommendations, considering stops they had not originally planned, staying or planning to stay overnight in the area, and several visitors indicating they

intended to return or plan a future Cumberland trip. Overall, the information collected suggests that Cumberland is successfully capturing attention from abroad, primarily Ontario and Quebec-based tourism market and that visitor information services are helping convert travellers passing through the region into potential stops, attractions visits, overnight stays and future trips.

Highlights & Achievements

Summer Thursdays

One of my biggest achievements this summer was helping to plan, organize, and host the Town's Summer Thursdays event series. Throughout the summer, I was involved in preparing and coordinating a variety of weekly community events, including activities such as pickleball, line dancing, live music, games, karaoke, and family activities.

A particularly rewarding part of this project was receiving positive feedback from a community member who attended the events with their children throughout the summer. They shared that their family looked forward to Summer Thursdays each week and appreciated the variety of activities and especially valued the sense of community the events created. They described the events as one of the highlights of their summer and encouraged the Town to consider offering similar community gatherings throughout the year.

Receiving this feedback was a meaningful achievement for me because it showed that the time and effort put into planning these events had a genuine impact on local families. It demonstrated to me how community programming can bring people together, create connections, and contribute to a stronger sense of belonging.

Creation of the Walking Guide

Another major achievement this summer was creating the Town's walking guide from the ground up. This was a large project that required significant research, organization, planning, and attention to detail. I was responsible for taking the project from its initial stages through to the completed guide.

Starting with a blank slate was challenging, but it also gave me the opportunity to take ownership of the project and make decisions throughout the process. Completing the walking guide was especially rewarding because I could see the project develop from an idea into a finished resource that could be used by residents and visitors.

This project helped me strengthen my skills in organization, research, communication, and project management. Most importantly, it gave me a strong sense of accomplishment to see a project that I had worked on from beginning to end become a completed and useful product.

Challenges & Solutions

One of the biggest challenges I experienced this summer was learning how to adapt when plans changed unexpectedly. Weather conditions sometimes meant that events had to be moved, changed, or prepared with a backup rain plan. I learned that successful event planning requires not only having a detailed plan but also being prepared to change that plan at the last minute. When people were unable to attend or help with an event, I also had to step up and take on additional responsibilities to make sure everything continued to run smoothly.

Canada Day was a particularly good example of having to problem-solve under pressure. Only a couple of days before the event, we found out that many of the electrical outlets we had planned to use would no longer be available. This meant that we had to quickly reorganize where vendors would be placed, determine how the remaining outlets could be used, and test extension cords to ensure everything would work safely and effectively. Although this was stressful, it taught me how important it is to stay calm, communicate with others, and focus on finding practical solutions rather than becoming overwhelmed by unexpected problems.

Construction was another challenge throughout the summer, particularly when it occurred near locations where our events were taking place. Instead of allowing the construction to discourage us, we continued with our plans and made an extra effort to promote the events so that people knew they were still happening. This included posting additional information and reminders to make sure the community was aware of any changes or challenges with accessing the event locations.

Reflection

Looking back on my summer, I am very grateful for the opportunity to have been part of this team. I genuinely enjoyed the people I worked with, both within the office and throughout the community, as well as the variety of work I was able to take on. One of my favourite parts of the position was having the independence to manage my own time, prioritize my responsibilities, and choose projects that interested me. I appreciated being trusted to work independently while still having support when I needed it.

This experience also helped me get a better understanding of the type of workplace and career environment I could see myself in in the future. I enjoyed working in a fun, community-focused environment where I could see the impact of my work directly. Although there were busy periods and unexpected challenges, I never felt like the stress of work followed me home. I think that balance is something I will value in my future career.

I am also leaving this position with a number of valuable and practical skills that I can bring back with me to the classroom and my BPR program. Through my work this summer, I developed stronger skills in event planning, organization, communication, project management, problem-

solving, promotion, and working independently. More importantly, I gained experience applying these skills to real projects with real community outcomes, which is something that cannot always be replicated in a classroom setting.

One observation I would offer for future positions is that it may be worth reassessing the title or description of the position. While I did complete a number of tourism-related tasks, a significant portion of my work also involved community programming and other projects outside of traditional tourism responsibilities. For example, I really enjoyed the work I was able to do with Tegan on Summer Thursdays, as well as video creation and other community-focused projects. I would not want to lose any of these responsibilities, in fact, they were some of the parts of the job I enjoyed most, but I think the position title could potentially reflect the broader range of work involved.

Conclusion

Overall, my summer with the Town of Amherst was an incredibly valuable and rewarding experience. I had the opportunity to contribute to a wide range of projects, from tourism promotion and visitor services to community events, content creation, and the development of new resources. Each responsibility gave me the chance to apply my skills in a practical setting while also learning new skills and gaining a better understanding of how tourism and community programming work together to support a community.

One of the most valuable parts of this experience was being trusted to work independently and take ownership of projects. Whether I was creating the Amherst Walking Guide, speaking with visitors at the VIC, developing promotional content, or helping coordinate community events, I was able to see projects through from ideas to finished results. The challenges I encountered also taught me the importance of flexibility, communication, organization, and being willing to step up when plans change.

Most importantly, this summer helped me recognize the type of work environment and career I would like to pursue in the future. I enjoyed working in a team that was supportive, creative, community-focused, and genuinely enjoyed what they did. I am returning to my BPR program with practical skills and experiences that I can bring into the classroom, as well as a stronger understanding of how the concepts I learn can be applied in the real world.

I am proud of the work I was able to accomplish this summer and grateful for the people who trusted me with these opportunities. I leave this position feeling more confident in my abilities, more connected to the community I worked in, and excited to continue building on what I learned throughout the rest of my education and future career.

Where are you from?	First time in N/S?	How many are in your party?	Estimate age of party	Where are you going?
Ontario	N	2	60-70	All over
Ontario	Y		45+	All over NS
UK		2	60	Amherst
		2	60	Amherst
	N	2	60-70	Amherst
Ontario	N	4	60-70	Amherst
Quebec		2	70-80	Amherst - Last stop
Quebec		2	40-50	Amherst Point
Quebec		2	60-70	Amherst, loch lomand
		2	30	Amherst, Pictou
	N	2	60	Amherst, springhill, truro
Illinois	N	2	40+	Back home
Quebec		2	40-60	Baddeck (Cape Breton
Quebec		2	60-70	Baddeck (Cape Breton)
Montreal	N	2	60-70	Bathurst
Moncton	Y	3	50	Bathurst
Montreal	Y	2	60+	Bay of Fundy
	Y	2	50	Bouctouche
	N	2	60-70	Cape Breton
		1	50	Cape Breton
New York		1	40-50	Cape Breton
		2	50-60	Cape Breton
Maine	Y	1	50-60	Cape Breton
Quebec	N	2	40-50	Cape Breton
		2	50-60	Cape Breton
Montreal		4	Family	Cape Breton
Quebec	N/Y	2	40-50	Cape Breton
Quebec	N	2	50-60	Cape Breton
Washinton		2		Cape Breton
Florida		1	40-50	Cape Breton
		5	Family	Cape Breton
Maine	N	2	70-80	Cape Breton
		4	70-80	Cape Breton
Washington		2	30-40	Cape Breton
Saskatchewan		2	50-60	Cape Breton
		2		Cape Breton
Montreal	N	3	30	Cape Breton
Quebec	N	2	60+	Cape Breton
New York	N	4	80	Cape Breton
Quebec	Y	3	50+	Cape Breton
Saint Marys Ontario	N	2	60-70	Cape Breton
Californa	N	1	65	Cape Breton to NFL

New Glasglow	N	2	50-60	Cumberland
Oxford	N	2	50-60	Cumberland
		4	50	Dartmouth
Quebec		2	40-50	Dartmouth
		2	50-70	Digby
Ontario	N	2	60+	Ferry to NFL
		2	50-60	First year retired, planning for next year
Ontario	Y/N	2	40-50	Fishing
Ontario	N	3	30-40 50-60	Five Islands
Newfoundland	N	2	Family	Five Islands
Texas		2	60-70	Five Islands
Texas		3	60+	Going home
New York	N	1	60	Grand River
	N	1	60-70	Halifax
		2	50-60	Halifax
Quebec	N	4	50-60	Halifax
Ontario	Y	2	40	Halifax
Minnesota		2	70	Halifax
Ontario		2	60-70	Halifax
		4	Family	Halifax
Ontario	N	2	70	Halifax
Michigan	Y	2	60-70	Halifax
Quebec		2	30, 60-70	Halifax
		1	60	Halifax
		2	50+	Halifax
Praries	Y	2	60-70	Halifax
Quebec		2	50-60	Halifax
		1	60-70	Halifax
		2	40-50	Halifax
		2	50-60	Halifax
		1	60	Halifax
Saint John	Y	1	50-60	Halifax
		2	40-50	Halifax
Halifax	N	3	Family	Halifax
		2	20-30	Halifax
South Carolina	Y	Bus tour	60+	Halifax
	Y	2	30-50	Halifax
Ontario	N	2	60-70	Halifax
Quebec	Y	3	Family	Halifax
Quebec	N	2	60-70	Halifax
Ontario	Y	5	Family	Halifax
		2	70-80	Halifax
Montreal		3	30-50	Halifax
P.E.I		1	70	Halifax Airport
Halifax	N	2	Family	home
Germany	N/Y	2	50-70	Joggings, Five islands

Montreal	N	5	Family	Joggins
Guysborough	N	2	50-60	Joggins & truro
Alberta	N	5	30	Joggins, Cumberland
Moncton	Y	5	30-50	Joggins, Northport
	N	2	60-70	Kentville
	N	2	60-70	Lunenburg
	N	4	10-40	Lunenburg
Nevada		2	50-70	Maccan
Pennsylvania	Y	Bus tour	60+	Moncton
New York	Y		50+	Moncton
New Jersey	Y		50+	Moncton
The Valley	N	2	30-40	Moncton
Ontario	N	5	Family	Moving back home
Ontario	N	1	50-60	N.S
Georgia	Y	2	70-80	N.S then Banff
India		2	20-30	New Brunswick (road trip)
	N	2	70	New Glasglow
Ottawa	Y		60+	Newfoundland
Ontario	N	3	60+	Newfoundland
Ontario	N	2	60	Newfoundland
Germany		2	50-60	Newfoundland
Quebec		2	60-70	no plans
Dartmouth	N	2	30	Ontario
New Brunswick	N	2	20-30	P.E.I
Halifax	N	2	Dad with young son	P.E.I
Los Angeles	Y	2	60+	Parrsboro & Joggins
Quebec		2	50-60	Parrsborro
		1	60-70	Parrsborro
	Y	2	50-60	Peggys Cove
		2	50-60	Peggys Cove
Ontario	N	2	50-60	Pictou
Fredericton	N	2	60+	Pictou
		2	60-70	Pictou, Cape breton
Ontario	N	1	50+	Pugwash
Woodstock	N	2	60	Pugwash
Ontario	N	1	60-70	Saint John
Scotland/UK	N	5	30-35	St. John
California		2	70	Staying night in Amherst
		2	60-70	staying night in Amhers

	N	1	30-40	Sunrise trail
	N	2	30-40	Sydeny
		1	30-40	Sydeny
	N	2	60 & 90	Tatamagouche
		11		Tatamagouche
		1	70-80	The Valley
Boston	Y	3	50+	The Valley
Ontario	Y	2	60	Tour around N.S
	N	2	60-80	Truro
Ontario	N	2	70-80	Truro
Quebec		4		Truro
British Columbia		7	Family	Truro
	N	2	40-50	truro & Saint John
North Carolina	Y	Bus tour	60+	US
Quebec			50+	US
Ontario		1	50	Wolfville
		2	60-70	Wolfville
Ontario	Y	2	50-60	
Utah & Maine	N/Y	2	50-60	
Quebec		1	50	
Quebec			60+	
Quebec	Y	2		
Ontario		2	50-60	
Ontario		2	50-60	
Fredericton		2	50	
Ontario	N	1	60-70	
Maine		2	60	
		1	20-30	
		1	50-60	
Toronto			40-50	
Kingston				
Montreal	N	2	60+	
Toronto	N	2	60	
		1	40-50	
	N	1	40-60	
		1	60-70	

When did you decide this?	Do you plan to first somewhere in Cumberland County? If so where?	What's your direction of travel?
	All over	scenic routes
	Amherst	
	Maybe oxford, springhill, maybe parrsboro	
	Pugwash	
	Amherst	
	Amherst	
)	Fort bobassin	6
		Maybe 6, originally 104
	Joggins Museum	
		6
	Pugwash	6
		104
	Next trip	104
Feburary		366
Come every year		366
	Pugwash	366
		366
		366
		104, Taking 366 on way back
		104/209?
		366 on the way back
	Maybe pugwash	366/6
	Pugwash	366/6
	(stopping near tatamagouche not in cumberland)	366/6
	Maybe Amherst	Maybe 6
1 Year ago		Not the 104
1 Year ago	366	366

	Springhill	104
1 Month ago		366
	Parsborro	209
4 Months ago	tidnish, tatamagouche, parrsboro	
	Five Islands	209
	Oxford & Parrsboro	
	Stayed in Five island	
	Maybe Advocate or Pugwash	366
		2
	Pugwash	6
		104
		104
		104
	Oxford	104
	Maybe Springhill	104
	Maybe oxford for gas	104
Last winter	Joggins & Parrsboro	209
		209
	Joggins, Parsborro, Advcoate	209
	Joggins, Parsborro, Advcoate	209
	Joggins, Parsborro	209
		209
	somewhere cheap to camp	209
		104, 366 on way back
		366/6
	Amherst	
	Pugwash	
	Maybe Amherst	
	Joggins/springhill	
	maybe a scienic route	
	Maybe springhill	
	Potentially Oxford	104
		104
		104
	Has never done anything in cumberland, is planning a trip	
	Joggins, Five Islands	209

	All stops along the route	209
	Oxford	104
	Still deciding, Maybe pugwash	
	Joggins	
	Where there is music (gave reccmendations)	
	Maybe Amherst	
	Took a cumberland map to explore	
	Advocate & Parrsboro	209
Last Canada trip	Amherst for food	
		104
		366
Amherst for food		
	Amherst Bird scantaury	
Planning for next sept.to come back to cumberland, reccomended Wentworth for biking		
Right now	Amherst	
	Somewhere in Cumberland	
	Maybe Dutchmens Cheese farm	
2-3 days ago		
	Parrsboro	
		209
	Pugwash	highway 6
	Joggins, advocate, parrsboro	209
	springhill miners museum	
	Maybe pugwash	6
		6
	Pugwash	366
	Amherst	
st	Chignecto Park	

		209
		366/209
	(Struggling to find activities for elderly)	
	Potentially Oxford	104
	Pugwash	6
Sunday	Amherst	104
	Cape D'or	
	Pugwash	
	Joggins, advocate, cape d'or, geopark	209 on way back
	Maybe Amherst	
		366
"a while ago"		366
		209 then 366
	Amherst for lunch	
	Malagash	
	Joggins	
	Next trip	
	Amherst Library	
	Maybe Springhill	
	Tidnish for blueberries	

MEMO

TO: Mayor Small and Members of Council
FROM: Natalie LeBlanc, Municipal Clerk
DATE: September 21, 2026
RE: Road Trails Designation By-law 2nd Reading

At the June 22, 2026, regular meeting, Council passed the following motion:

That Council give First Reading of the proposed Road Trails Designation By-law and direct staff to schedule a public meeting prior to second reading of the By-law.

A Public Participation Opportunity was held on September 14, 2026. Section 168(2) of the Municipal Government Act states that “*At least fourteen days before a by-law is read for a second time, notice of council’s intent to consider the by-law shall be published in a newspaper circulating in the municipality or posted on the municipality’s website.*” This does not include the date of the meeting. As the public participation opportunity did not take place until September 14th, this did not enable staff to give at least 14 days’ notice before the next Council meeting scheduled for September 28th. Therefore, second reading of the proposed Road Trails Designation By-law will be on the agenda of the October regular Council meeting.

REVIEW MONTHLYLAW / POLICY NO		BYLAW / POLICY	ASSIGNED TO	CURRENT NOTES
September 2026 C08		REGIONAL EMERGENCY MANAGEMENT BYLAW	FIRE	
October 2026				
October 2026	04000-05	OVERTIME - NON-UNION EMPLOYEES (211-21)	CUSTOMER SERVICE/HR	
October 2026	68300-04	FIRE INSPECTION POLICY	FIRE	
October 2026	04000-12	(New) Public Street Financial Contribution Policy	OPERATIONS	
October 2026	317400-05	NORTH TYNDAL WELLFIELD ADVISORY COMMITTEE P	PLANNING	
November 2026 10350-20		CODE OF CONDUCT OF ELECTED MUNICIPAL OFFICIALS	CLERK	
November 2026	C07	FIRES AND BURNING OF MATERIALS BYLAW	FIRE	
November 2026		Adopt A Garden	OPERATIONS	
November 2026	66000-01	PLANNING ADVISORY COMMITTEE (210-23)	PLANNING	updated March 2023
December 2026 02000-03		NAMING PUBLIC LANDS AND TOWN OWNED FACILITIES	CLERK	
December 2026	68300-02	NEW FIRE STATION, ALBION STREET (221-02)	FIRE	
December 2026		Beer Garden Policy - Stadium	OPERATIONS	
December 2026	66000-02	POLICY FOR MPS, LUB, SUBDIVISION BYLAW AND DAA	PLANNING	
January 2027 10350-24		PROCEEDINGS OF COUNCIL	CLERK	
January 2027	68300-01	PERMANENT FIREFIGHTERS (221-01)	FIRE	
January 2027		Catch Basins and Laterals	OPERATIONS	
January 2027	66000-03	POLICY FOR PUBLIC PARTICIPATION AND NOTIFICATION	PLANNING	
February 2027 01130-02		PURCHASE AND USE OF BOTTLED WATER	CLERK	
February 2027	01700-01	REPORTING ACCIDENTS (211-03)	FIRE	
February 2027		Ice Helmet Policy	OPERATIONS	
February 2027	02300-02	SALE OF NON-USABLE TOWN OWNED LAND (211-08)	PLANNING	
March 2027 10350-10		RECOGNITION OF RETIRING MEMBERS OF COUNCIL (CLERK)		
March 2027	68300-05	RESPECTING THE MANAGEMENT OF THE VOLUNTEER	FIRE	
March 2027	31600-09	Paving New Residential Subdivision Streets (230-11)	OPERATIONS	
March 2027	02300-01	SALE OF USABLE TOWN OWNED LAND (211-07)	PLANNING	
April 2027 10350-01		RECOGNITION OF SERVICE OF BOARDS (210-01)	CLERK	
April 2027	04500-01	Safety Policy (211-25)	FIRE	
April 2027		Sale of Beer/Liquor - Robbs Park	OPERATIONS	
April 2027	31600-23	STREET NAMING POLICY	PLANNING	
May 2027 05000-01		RECORDS MANAGEMENT (211-26)	CLERK	
May 2027		Sidewalk Inspection and Maintenance	OPERATIONS	
May 2027	31600-26	STREET RENAMING COPP LANE TO ERNIE LANE POLICY	PLANNING	
May 2027	C 09	C TAXI BYLAW	POLICE	
May 2027	A 07	Alternative Voting Bylaw 2018	CLERK	
June 2027 05000-04		ROUTINE ACCESS POLICY	CLERK	
June 2027		Smoke Free Recreational Places Bylaw	OPERATIONS	

June 2027	P 07	SUBDIVISION BYLAW	PLANNING
June 2027	C 04	COMPANION ANIMAL BYLAW	POLICE
September 2027	01130-01	TOWN CREST (210)02)	CLERK
September 2027	03000-05	AUDIT COMMITTEE TERMS OF REFERENCE POLICY	FINANCE
September 2027		Solid Waste Bylaw	OPERATIONS
September 2027	C 02	Discharge of Firearms Bylaw	POLICE
October 2027	03400-02	Banking Policy	FINANCE
October 2027	04000-08	ATTENDANCE ADMINISTRATION (211-24)	HR
October 2027	31000-01	Standard Specifications for Municipal Services	OPERATIONS
October 2027	66150-02	ENFORCEMENT POLICY AND SUMMARY OFFENCE TIC	POLICE
November 2027	03450-04	Budget Management Policy	FINANCE
November 2027	04000-09	EMPLOYEE/FAMILY ASSISTANCE (211-30)	HR
November 2027		Street Breaking Policy	OPERATIONS
November 2027	C 03	LOITERING BYLAW	POLICE
December 2027	03450-01	CAPITAL BUDGETING (211-14)	FINANCE
December 2027	04000-07	HIRING POLICY (211-23)	HR
December 2027		Street Inspection and Maintenance	OPERATIONS
December 2027	C 10	MOBILE VENDORS ON STREETS AND SIDEWALKS	POLICE
January 2028	03450-02	Capital Investment Plan (CIP) Framework/Budget Policy	FINANCE
January 2028	04000-04	INQUIRIES REGARDING EMPLOYEES (211-16)	HR
January 2028		Street Rating System	OPERATIONS
January 2028	68000-03	TRAFFIC AUTHORITY	POLICE
February 2028	72000-08	Community Support Grants Policy	COMMUNITY LIVING
February 2028	03450-02	CAPITAL INVESTMENT PLAN (CIP) FRAMEWORK/BUDG	FINANCE
February 2028	04000-11	MATERNITY, PATERNAL AND ADOPTION LEAVE POLIC	HR
February 2028		Vehicular Idling Control Policy	OPERATIONS
March 2028	72200-01	R. H. SMITH BEQUEST LIBRARY (274-01)	COMMUNITY LIVING
March 2028	03000-03`	Fund Raising	FINANCE
March 2028	04000-14	PERSONAL LEAVE OF ABSENCE POLICY	HR
March 2028	D 06	BUILDING BY LAW	PLANNING
April 2028	72000-01	RECOGNITION OF ATHLETIC ACHIEVERS (210-22)	COMMUNITY LIVING
April 2028	03000-10	Inventory of Non Capital Equipment Policy	FINANCE
April 2028	04000-01	RECOGNITION OF EMPLOYEES (210-15)	HR
April 2028	P 03	CIVIC ADDRESS BY LAW	PLANNING
May 2028	05000-02	INFORMATION/COMMUNICATION/TECHNOLOGY USAGE	CLERK / COMMUNICATIONS
May 2028	03600-01	Investment Policy	FINANCE
May 2028	04500-03	SCENT REDUCTION POLICY	HR
May 2028	66400-01	HERITAGE ADVISORY COMMITTEE	PLANNING
June 2028	02000-01	USE OF FACILITIES - DOMINION PUBLIC BUILDING	CLERK / COMMUNICATIONS

June 2028		PACE Bylaw	FINANCE
June 2028	04000-03	STAFF TRAINING (211-06)	HR
June 2028	P 04	MINIMUM STANDARDS FOR RESIDENTIAL OCCUPANCY	PLANNING
September 2028	01000-01	MEDIA POLICY (210-19)	COMMUNICATIONS
September 2028	02300-03	Sale/Disposal of Surplus Equipment	FINANCE
September 2028	04000-02	SUGGESTION AWARDS (211-16)	HR
September 2028	31700-04	NORTH TYNDAL LAND ACQUISITION (241-06)	PLANNING

CAO Task Report

September 2026

Task Updates:

Task: Soccer / Track and Field Complex Committee TOR
We have been in discussions with Mr. McNairn but have concerns with his ability to provide the required focus on this issue as he is operating a busy law firm. Staff will be looking into the viability of staff taking over this fundraising program.
Status: In Progress
Task: Cumberland Regional Library Request for Additional Board Member
This task has been completed. Once / if the province also approves it, an additional board member will have to be appointed by Council.
Status: In Progress
Task: Visitor Information Centre
The summer student tourism ambassador attended the VIC twice per week as planned. A complete report of this work is provided in the Community Wellbeing Departmental report.
Status: Complete
Task: Sport and Recreation Hall of Fame Policy and Procedure
An update on the cost estimate of the Bill Riley bust is on the September COW agenda.
Status: In Progress
Task: East Pleasant Street Property Purchase
This property transaction has been completed.
Status: Complete

Monthly Report

Community Living

September 2026

Over the months of July and August the Community Living Department has been working on the following things:

Events:

- Assisting Bordertown Biker Bash committee
- Planning for Summer Thursdays
- Canada Day and fireworks
- Attending various events around town
- Hosting all Summer Thursdays
- Making Videos
- Delivering tourist materials
- Planning August Town Wide Yard Sale
- Assisting Mawio'mi planning committee
- Planning the Great Amherst Street Party/Scarecrow Stroll

Community Well Being:

- Discussed client needs with Y-Reach and connected them to CANSA
- Discussed youth needs with Learn2Lead and connected with CANSA to develop youth volunteer training program
- Supported Maggie's Place with youth volunteers for their Summer Night Movies
- Submitted Anti-Hate Call Application
- Planned Welcoming Week Event with various Community Partners
- Planned 9/11 Memorial Event with community members, APD and AFD
- Supported Anti-Stigma Campaign development
- Collaborated with Economic Development Officer to design a plan for Downtown
- Investigating options for collaboration on food insecurity partners

Community Health Navigator:

- Separate report attached

Active Living:

- Training and supervising students summer parks program
- Liaising with Pomerleau on Bocce court
- Planning and prep for fall Multisport program
- Planning 55+ Games
- Planning 55+ regional games with Fundy region practitioners

Marketing/Communication

- Summer Tourism Digital Campaign coordination
- Exit 1 meetings and support with MarComm
- Working with professional photographer/videographer to prepare new content:
 - Bordertown Biker Bash
 - Canada Day
 - Exit 1
 - Heartland Tour
 - Summer content
- Collaboration with CHHA on an Anti-Stigma campaign
- Internal branding (documents, letterheads, etc.)
- External branding (onboarding suppliers, signage, etc.)
- Public messaging updates
- Website updates
- Tourism literature updates
- Proclamations, flag raisings, and lighting requests
- 9/11 event planning
- New business certificates
- Good news stories
- Capital project updates
- CMHC housing catalogue
- Fall tourism campaign
- Municipal Awareness Week event planning and content
- Carly Jackson documentary sponsorship
- Supporting launch of online permit portal

Task Updates:

Task: NSCC Bursary Program Update: Draft MOU received Status: Staff reviewing. Will be brought to Council in October.
Task: Green Space Veterans Park Update: No update. Status: Pending. Meeting needs to be scheduled with Indigenous Elders.
Task: Cycle NS Study Update: MOU signed Status: Just getting started
Task: Bocce Court Update: Pomerleau commenced work on September 9, 2026 Status: Completion anticipated by September 30

Community Navigator Town of Amherst Council Report May-June 2026

The summer months were filled with meetings and organizing and implementing events while finalizing reports and applications.

Completed:

Site Visits

- In the month of August, we hosted two physicians and their families for site visits. Both of these candidates are anesthesiologists looking to relocate to rural Nova Scotia.



“You are better than Google!”

“We came away from the visit very impressed and excited about the prospect of relocating to Nova Scotia soon and becoming a part of your wonderful physician community.”

- There are more site visits being planned for the coming months to fill multiple positions.
- NS Health is currently working on job offer letters to physicians who have applied and are interested in signing with our communities without a site visit. More details to follow as they become available.

Recruitment needs:

NS Health is actively working on filling vacancies and will provide updates as they have them available.

Vacancies 10.7 within Cumberland County

Stream	Amherst	Pugwash	Springhill	Parrsboro
Family	2.0	1.5	2.0	1.0
OB/GYN	1.8			
GP Oncology	0.4			
Psychiatry (Child & Adolescent)	0.5			
Internal Medicine	0.5			
Anesthesiology	1.0			

Upcoming Starts:

Dr. Sree Padmanbhan October 2026 (Amherst FM),

Dr. Josh Hamlin September 2027 (EM/Hosp)

We have recruited a total of 12 physicians for both family and specialists to Cumberland County during the 2025-2026 fiscal year.

Residents:

- We are pleased to have four residents placed in Cumberland through the North Nova Family Medicine Residents program.
 - Returning – Year 2
 - Dr. Katelyn Hudak
 - Dr. Chidinma Achilefu
 - New – Year 1
 - Dr. Mina Abdelsaid
 - Dr. Omotayo Amure

Curriculum Days

- Amherst hosted the 23 North Nova Residents for a curriculum day July 23-24, 2026
 - The students were involved in simulation training in two groups, 1st years (9) came July 23rd and then joined the entire group (23) for July 24th.
 - Lunch was provided for both days.
 - The first years were brought out to supper along with three of our local physicians where they were able to discuss topics surrounding working in

rural areas, opportunities with the county and deciding what streams they were interested in.

- We were able to take them on a walk through Town, experiencing a local Town events and amenities.
- There are plans to tour other facilities during future visits to our area.



Conferences:

- The Dalhousie Family Medicine Resident Education Symposium (FMRES) was held in Halifax, NS August 19 – 21, 2026.
 - We took part in the job fair session where residents were able to hold conversations and ask questions about Cumberland.
 - Dr. Dan Stojanovic was in attendance.
 - We had 101 participants fill out ballot information and 69% checked YES to wanting a site visit in our area.
 - An email was sent out to residents with information on how to initiate a site visit request.



Reporting:

- Completed and submitted the final report to the Office of Healthcare Professionals (OHP) for the 2025-2026 fiscal year showing in detail how the funding was spent.

- Prepared the application for OHPR funding for the 2026-2027 fiscal year. Application for funding was submitted by the deadline of July 16, 2027. We applied for the maximum amount allowed, \$25,000.00. Application status is expected to be updated by October 2026.

Meetings:

- Attended a hybrid meeting for the Physician Recruitment Committee in August
 - The financial strain of OHPR funding delays were discussed.
 - Focusing solely on Recruitment until any further funding is available.
 - Discussed potential retirements, upcoming and current vacancies within Cumberland County.

Ongoing:

Workshops:

- ED Mentorship Program and Health & Wellness Initiatives have begun in the Emergency Department (ED).
 - This is a morale boosting venture being run by the nurse manager in ED for staff. Encouraging staff members to take care of themselves and each other and form a bond that discourages burn out and keeps staff engaged and supportive of one another.
 - Held weekly on Tuesday mornings until September 2026.

Coming up:

- Monthly meeting with Nova Scotia navigators.
- Research and plan upcoming recruitment conferences
- There are 2 more site visits currently booked for the month of September with more in the initial planning stages.

Supplement report for Council Community Living Department report

Summer Thursdays!

Our Summer Thursday series was very successful this year. Below is a breakdown of the activities and attendance. We received a sponsorship of \$2,000 from SE Mutual Insurance to support the activities. Total cost to host this series \$11,300

Summer Flow

Date & Time: July 9th, 2026 | 6pm – 8pm

Attendance: 60 attendees

This event took place at the Amherst Lions Park, there were multiple ways to enjoy wellness and movement this night! Tennis, pickleball, Pilates, line dancing, soccer and there were four different types of free smoothies offered to "fuel up"!

Movie Night

Date & Time: July 16th, 2026 | 6pm – 8pm

Attendance: 70 attendees

This event took place inside of the Amherst Stadium, yellow lawn chairs were available for use, most brought their own blanket to sit on the ground. We also set up a coloring table in the corner for anyone who was unable to sit in one spot during the movie. Everyone loved this add on. The movie was "Disney's Hoppers".

Art in the Park

Date & Time: July 23rd, 2026 | 6pm – 9pm

Attendance: 100 attendees

We invited the community to Victoria Square to Create and Connect with us while enjoying live music, 2 beautiful dance performances, live painting by Ben Pitman, face painting, henna, art vendors, a cupcake decorating station ALL for free!

Live on the Lawn

Date & Time: July 30th, 2026 | 6pm – 8pm

Attendance: 100 attendees

This event was originally supposed to take place in Havelock Park, however was moved inside to CCUBIC due to weather. We had free pizza from Greco Pizza Amherst and free mocktails served by Nic and Nat Mobile Bar. While enjoying this free treat, there was live music by Steve Wells from 6pm - 7pm and Delaney Robinson from 7pm - 8pm - At this event we saw a wide range of ages!

Karaoke Night

Date & Time: August 6th, 2026 | 6pm – 8pm

Attendance: 30 attendees

All ages were invited to Victoria Square for Karaoke Night! Anyone who wanted to sing was welcome to come over to the TOA table and put their name and song down, when it was their turn our Summer Students announced it and they came on to the bandstand! We also offered free water, pop, juice boxes, and fruit during this event!

End of Summer Social

Date & Time: August 20th, 2026

Attendance: 250 attendees

We kicked off the end of Summer in Victoria Square! LIVE MUSIC from Second Toe, LIVE ROAMING PERFORMANCES (juggler, stilts, fire acts) from the Halifax Circus, a FREE BBQ by APD, Golden Chill Ice Cream!! (A new ice cream truck in town!!)

Council Report Active Living Summer 2026:

Daycamp Highlights:

Participation and Demand:

Camp Week	Registered	Enrolled	Waitlist
Aloha Summer	103	62	41
Mini Olympics	116	61	55
Beach Party	105	61	44
Superhero Week	110	62	48
Wild Scientist	101	61	40
Space Explorers	106	61	45
Creative/Survivor	105	61	44
Splish Splash	103	60	43
Total	849	489	360

Age-Group Participation

Each camp week generally provided 20 spaces for Primary–Grade 1, 20 or 21 spaces for Grades 2–3, and 21 spaces for Grades 4–6. The registration data shows particularly strong demand in the older age groups, with Grades 4–6 frequently generating the largest waitlists.

For example, the Mini Olympics week recorded 52 registrations and 31 children on the waitlist for Grades 4–6, while Space Explorers recorded 48 registrations and 27 on the waitlist for the same age group.

Community Engagement and Special Events

- APD Bike Week
- Spring street Academy Bluenose Fun Run
- Elementary School Field Days
- Elementary School End of the Year Field Trips to the Stadium
- Canada Day event programming
- Kickoff to Summer at Dickey Park
- Summer Flow community event at Lions Park
- Heartland Tour participation
- Maggie's Summer Night events at Rotary Park
- Art event in Victoria Square
- Live music and food event
- Police and fire-station visits
- Emancipation Day event at Dickey Park/Stadium
- Student-planned event

- End of Summer Bash
- Equipment Loan Program
- Tennis and Pickleball (Youth and Adult) Lessons

These events broadened the program beyond day-camp activities and helped connect children with local parks, facilities, community organizations, public services and cultural/community experiences.

Staffing and Operations

Staff Position	Recorded Hours
Taylor	543.0
Kristen	547.0
Ella	574.0
Max	559.5
Mia	428.0
Braley	421.0
Colin	246.5
Leona	265.0
Total	3,584.0

What Worked Well

- Consistent demand across all eight camp weeks.
- A wide range of activities that balanced physical activity, creativity, science and social interaction.
- Programming tailored to three developmental age groups.
- Strong integration of community events and local destinations.
- Use of local sport and community organizations to expand the range of experiences.
- Detailed staff scheduling and equipment inventories supporting day-to-day operations.
- Themed weeks provided a clear structure while allowing flexibility in daily activities.

Challenges and Lessons Learned

- **High demand and limited capacity:** Every week generated a waitlist. Future seasons should assess whether additional spaces, sessions or staffing can be added.
- **Attendance data consistency:** Later attendance records are incomplete. A standardized daily process is needed for accurate year-end reporting.
- **Event and camp coordination:** The schedule combines regular camp operations with evening and weekend events. Dedicated event assignments and earlier scheduling can reduce pressure on camp staff.
- **Equipment coordination:** Multiple storage locations and borrowed equipment require careful tracking. A centralized inventory process would improve efficiency.

- **Program planning time:** The variety of activities requires significant preparation. Developing reusable activity banks and weekly templates could reduce planning time while maintaining quality.

Recommendations for 2027

1. Review the feasibility of increasing weekly camp capacity, particularly for Grades 4–6.
2. Consider adding a second session, additional weeks or a larger number of spaces where staffing and facility capacity permit.
3. Implement one standardized attendance process for all age groups and all camp days.
4. Introduce a short participant/parent survey at the end of each camp week rather than at the end of the season.
5. Track unique participants separately from weekly registrations to better demonstrate reach.
6. Track repeat participation and waitlist conversions to understand demand and access.
7. Continue using community partners and local facilities to expand program variety.
8. Create a centralized equipment inventory with condition, quantity, location and replacement needs.
9. Build an annual event calendar earlier so staffing, transportation and equipment needs can be planned in advance.
10. Develop a reusable library of successful activities organized by age group, theme, cost and equipment requirements.

Other:

- Special Olympics Fundraiser (September 8th)
- Bocce Court Coordination (Has now started as of September 9th)
- Multisport started Sunday September 13th – Full with waiting list.
- 55+ Fundy Regional Games Preparation and delivery (September 2026 – Golf, Darts, Floor Curl, Billard's & Pickleball)
- 55+ 2027 Provincial Games (Building Core Committee, Sponsorship)
- Fall Planning w/ schools (Truth & Reconciliation, Scarecrow Stroll & Municipal Awareness Day)
- Grants: New Horizons (55+ Federal) (Sportfund Pickleball & Cricket – Provincial)

Monthly Report

Corporate

September 2026

IT Services:

Multiple POs completed and received.
 Completed Server updates.
 Installed new server at APD.
 Renewed the Firewall license at CCUBIC.
 Renewed the Adobe Pro Licenses for the 3rd year of the contract.
 Continuing to work on reviewing the IT asset list to purge any old or unusable items.
 Installed new camera on the back of Town Hall to see the Fire Escape.
 Installed a new door swipe at Town Hall IT Room.
 Day to Day IT issues.

Procurement:

ID	Type	Project	Process Type	Budget Type	Released	Closed	App'd	App'd By
	ALT	Adobe Renewal	ALT	O			X	CAO
	PSO	Articulating Wheel Loader	PSO	C			X	CAO
	ALT	WWTP Aeration Lines & Accessories	ALT	C			X	CAO
	RFQ	Photo & Video Content	Regular	O			X	CAO
	RFQ	5 cu/yd salt spreader	Regular	C			X	CAO
	ALT	Lift Station Pump Replacement	ALT	C			X	CAO
	PSO	CISCO Access Points	PSO	O			X	CAO

Other:

E-11 Customer service

There were 79 cases in the past month. Top categories were: Unsightly Premises (18 cases), Solid Waste / Bin replacements or repairs (27 cases), , Applications for Development/Building Permits (6 cases)

Monthly Report

Cumberland Business Connector

September 2026

June 2026:

Priority: Business Growth and Acceleration

Cumberland Business Accelerator

In the past month we have worked with 5 Accelerator Clients. Support includes:

- We are working with a business to get their diversification project back on track.
- We had 2 meetings with a Business Manager who would like to purchase the business that he has been working in. Both the seller and purchaser have retained legal counsel. We advised that they also get an accountant involved.
- We referred another client to the planning department of their municipality to discuss their growth plans.
- One of our clients has had a problem with a component purchased that is used in the manufacturing of their products. We will research a potential alternate supplier that is based in Canada.
- We have enrolled a new services business in the accelerator program that we have been working with for the past few months.

General Business Support

- We continue to advise a local manufacturing business that is Interested in becoming a defense sector supplier due to downturns in their existing business because of tariffs. This business has went through a cost cutting phase that included layoffs.
- We have met with a small business to discuss reducing costs, increasing profit margin, and debt refinancing. The business is very good at what it does but has faced significant challenges in the past couple of years.
- Another client has now decided to move to a new rented location and will sell their existing building that requires extensive repairs instead of proceeding on a major capital repair project.
- We continue to work with a business on succession planning. This larger business had a family member who was interested in taking over the management of part of the business, but has decided to work in a supporting role instead. This value added portion of the business will be sold when a suitable buyer is found.
- Another business is working on a six-month plan to develop standard operating procedures and process improvement. This will allow the business to be scaled.
- We have identified that Estimating/Job Costing is an area that this business can improve their management and be more structured. We provided resources to review, and met to discuss these issues.

Priority: Business Start Up and Momentum

New Businesses

- We gave advice and provided examples of best practices for a small business looking to improve their social media marketing.
- Another small business approached us about setting up Square as their payment system. We have also discussed their expansion, which has led to hiring a part-time employee. This entrepreneur still struggles with the delegation of the work.

Workshops

- No workshops are planned to be held until the fall.

July/August 2026:

Priority: Investment Readiness

Addressing Talent Needs

- We worked with community partners to provide advice and community connections that led to bringing a skilled worker to Amherst to fill a vacancy that existed in one of our businesses.

Strategic Sector Growth

The Cumberland Business Connector continues to work on the Bioeconomy Development Opportunities Zone (BDO Zone) rating for Cumberland County. This independent assessment evaluates biomass supply, infrastructure readiness, and suitability for bio-based manufacturing and energy projects. BDO Zone ratings are internationally recognized benchmarks that guide investors and developers. Investment grade ratings indicate lower-risk opportunities for projects such as biofuels, renewable natural gas, renewable chemicals, and advanced wood products.

Phase one involves a technical assessment of biomass supply, infrastructure, labor, pricing, sustainability, and risk factors. **Phase two** focuses on marketing and promotion.

This initiative will position Cumberland County as a competitive location for sustainable bioeconomy investment, strengthening the forestry supply chain, supporting ecological practices, maintaining and creating jobs, and increasing international awareness. This project aligns with regional and provincial economic priorities, including the Cumberland Forest Advisory Committee's strategic plan and the Province of Nova Scotia's focus on forestry as a growth sector.

Additional financing has been secured for this initiative. It is anticipated that this project will commence during the summer of 2026.

Other Work

- Our annual report has been completed and distributed to our partners.
- A review engagement report has been completed.
- The Cumberland Business Connector's Annual General Meeting was held in Pugwash. Keynote speakers were Carl Sparks and Hans Christian Jost.

Priority: Business Growth and Acceleration

Cumberland Business Accelerator

During the summer we have worked with 5 Accelerator Clients. Support includes:

- We provided follow-up support to our client who is interested in buying his employer's business.
- We connected an alternate supplier to our client who has been looking for a better-quality component for the equipment that he is manufacturing in the Cumberland Region. He has subsequently asked us to see if we can find an alternate supplier for a different component that he is having difficulty sourcing it in a timely manner from his US supplier.
- Our new accelerator client has incorporated his business, he has also an accountant lined up to help with taxes, and is set up to use a client service management program that will help in keeping his productivity high.
- This new client is finding that it takes a while to establish new clients and sometimes the clients' expectations are unclear or unrealistic. He is finding it difficult to get in front of potential clients. We advised him to create a trifold brochure to leave with prospective clients. This has been completed.
- We advise the client on the purchase of a business vehicle and provided advice in reaching their target market demographic.
- We've held two meetings with another client. One challenge identified is the need to identify and quantify the missing skills that are required to get his innovative product to market. We are going to follow up and work together on this in September.

General Business Support

- We have followed up with a client that we worked with a year ago to check in and see how their growth plans are coming along.
- We provided support leading up to and hosted an open House for a new business.
- We provided social media marketing advice to an existing client.
- We followed up on business advice provided to a small, specialized manufacturing business. We have scheduled a follow-up meeting in September.
- We held a follow-up meeting to discuss the six month plan for development of standard operating procedures for a small business that is growing rapidly
-

Priority: Business Start Up and Momentum

New Businesses

- We answered a business's many startup questions. This included subjects such as accounting and tracking of business expenses. We provided additional resources for this entrepreneur to follow up with.
- We met with other entrepreneurs and discussed their planned purchase of a business. We have followed up regarding the progress towards the purchase of this business.
- We checked in with a new business to see how we can help them as they grow their service business.
- We met with another business owner who has grown her startup and is now working full time in the business. Customer satisfaction is good. She also had questions regarding hiring an employee. We provided her with additional resources to follow up with.

Workshops

- There will be no workshops until fall

Priority: Investment Readiness

Strategic Sector Growth

- We have completed our due diligence and have signed a contract with Ecostrat to complete the Bioeconomy Development Opportunity Zone investment readiness project.

Other Work

- A large part of the summer has been taken up with strategic planning and budgeting as our municipal partners withdraw from their role as funding partners.

Monthly Report

Finance

September 2026

FINANCE

The 2025/26 year end audit commenced in June and was completed in September. The financial statements will be presented to the Audit Committee on September 22, 2026, as well as the first quarter financial report.

Capital Investment Plan (5 year capital budget) was submitted to the Province in August (due date September 1). The Statement of Estimates (SOE) A and B have both been submitted to the Province (due date September 30) and the Financial Information Return (FIR) will be submitted to the Province (due September 30) once the financial statements have been approved by Council. The Financial Statement submissions to the Provincial Department of Municipal Affairs and the Nova Scotia Utility and Review Board are due on September 30th and will be submitted to the Province on the 29th as they must be approved by Council before submitting.

TAX / ACCOUNTS RECEIVABLE / COLLECTIONS

2026/27 Tax Billings – The 2026/27 final tax bills were mailed out in August and are due on Sept 29, 2026.

2026 Assessment Appeals – The 2026 assessment appeal inventory from PVSC has 64 accounts with appeals as of September 1, 2026.

	# of Accounts Appealing		Appeal Completed as of Sept 1/26	Pending as of Sept 1/26	Withdrawn as of Sept 1/26	Outstanding Appeals as of Sept 1/26	Appeals Successful as of Sept 1/26	Loss of Assessment Value	Amount of Revenue Reduction	Nova Scotia Assessment Appeal Tribunal Status
Residential /Resource	43	\$77,174,200	32	-	5	6	21	\$1,967,900	\$32,863.93	0
Commercial	21	\$24,332,300	9	-	3	9	2	\$137,300	\$6,137.31	0
TOTAL	64	\$101,506,500	41	-	8	15	23	\$2,105,200	\$39,001.24	0

Property Sales/Tax Certificates– There were 13 residential property sales and 1 commercial property sale in July as well as 19 tax certificate requests completed during the month of July. There were 12 residential property sales and 1 commercial exempt in August as well as 23 tax certificate requests completed during the month of August.

WATER/SEWER

First quarter water bills for 2026/27 were processed and sent out in July and were due on August 31. Staff have been contacting residents that require repairs or replacements of their water meters over the months of August and September.

TASK UPDATES

Task: By-Law to Amend the Deed Transfer Tax By-Law (increasing rate from 1.25% to 1.5% effective July 1, 2026).

Update: First reading was completed on March 9th. Second reading was completed on April 27th. The Land Registrar Office updated their system for the effective date of July 1.

Status: The new rate is in effect, and this task is now complete.

Task: Christie Foundation Donation.

Motion: That Council approve the request to receive a donation of \$45,377 from the Dr. & Mrs. H.E. Christie Community Foundation to fund the grants listed below:

- \$35,877 to the Cumberland African Nova Scotia Association (CANSAs);
- \$5,000 to the Cumberland County Minor Baseball Association; and
- \$4,500 to the Fibre Arts Festival Society of Nova Scotia.

Update: Cheques were received from the Christie Foundation and corresponding cheques were prepared for the grants.

Status: Complete.

Monthly Report

Fire Department

September 2026

INCIDENT RESPONSES – June to August 2026

	<u>Town of Amherst</u>	<u>District 2</u>
Assist Police / RCMP	3	
Carbon Monoxide - detector activated	2	
Check Air Quality	2	
Confirm Extinguished Fire	1	
Dumpster fire	1	
EHS Forceful Entry		1
Medical Assist		1
Monitored Alarm	29	2
Motor Vehicle Accident	6	11
Mulch / Flower Plot Smoking	2	
Mutual Aid		2
Open burning	6	4
Oven/Stove malfunction	1	
Phone crash notification		1
Power Lines on Fire/Arcing		2
Rescue from a height	1	
Rescue from playground equipment		1
Smell of propane/natural gas	1	
Smell of smoke	3	
Smoke Alarm - activated	1	
Structure Fire	3	2
Vehicle Fire	1	1
Water Rescue		1
Wildland fire		4
Total events	63	33

PROFESSIONAL DEVELOPMENT

Weekly Fire Fighter Training

During the month of June, the Fire Department's weekly training sessions focused on simulated propane fires, hose rolls and streams, a new product display night and a summer social event.

Recruit Fire Fighter Training

During the month of June, recruit firefighters finalized their in-house level one exam with Assistant Deputy Chief Sperry. Once the provincial certification board is ready to start examinations again, these members and the other members who have been waiting will be level one tested and have an opportunity to complete their written and practical exams.

Junior Fire Fighter Program

This years' 2026 junior fire fighter program concluded on June 18th, where they received their certificates for taking part in the program, a department coin and a shirt. In the fall, we will start the application process for the next junior fire fighter program.

Atlantic Fire Service Leadership Conference

In July, Chief Jones, Assistant Deputy Chief Landry, Assistant Deputy Chief Sperry, Captain Chappell, Lieutenant Fawthrop, and Lieutenant Graham attended the Atlantic Fire Service Leadership Conference in Saint John, NB. The event featured keynote speakers, emergency management sessions, and a trade show showcasing innovative fire service products and techniques.

FIRE PREVENTION

Backyard Fire Pits / Fires

As a reminder, all residents and property owners are required to comply with the provisions of the Town of Amherst's "Fires and Burning of Materials By-law (C-7)" as it relates to recreational outdoor burning appliances. This by-law establishes clear requirements intended to reduce the risk of fire spread to adjacent buildings and combustible materials. It outlines limitations on the size and height of combustible materials being burned, specifies the fire control measures that must be in place, and requires that a responsible person be present and in control of the fire at all times until it is fully extinguished.

COMMUNITY EVENTS

Over the summer months the members of the Amherst Fire Department took part in various community events. This included the Canada Day celebration, Rolling Barrage, Amherst Bantam Baseball Golf Ball Drop, just to name a few.

UPCOMING EVENTS

Fire Fighter's Memorial Event

This is an important time to recognize all emergency first responders, past and present for their dedicated service. This year's event is scheduled for October 4th starting at 10:00 AM.

Annual Fire Fighters' Banquet

On Saturday, November 7th the Amherst Fire Department will hold its annual banquet. Annually, this is an opportunity to look back on the past year and acknowledge the years of service and efforts that the members of the Amherst Fire Department put forth.

RECRUITMENT

The Fire Department continues to actively seek new members to join our team. We are actively seeking 6 - 8 new members to join our team before fall. Individuals interested in serving their community and learning more about the role of a volunteer firefighter are encouraged to visit our website at www.amherst.ca/volunteer-firefighter.html for more information and application details.

TASK UPDATES

Task: No open tasks at this time

Monthly Report

Human Resources

September 2026

Staffing Updates

Summer Students: Most of our annual summer students have returned to their studies for the fall. Their amazing work was evident all across Town this summer whether it was our beautiful flowerbeds and parks, running our fun summer camp days or assisting our Public Works crews as our Engineering and operations students. We thank all of our students for their contributions and wish them all the best in their future studies!

Multi-Sport Program: As we head into September, our Community Living department is preparing for our annual Multi-Sport program which runs from September to June each year. We are fortunate to have retained summer students Colin Murphy, Katie McIlvena, Max Kryvonos and Leona Rector to continue as Multi-Sport Leaders. In addition, we've welcomed Matthew Mont to assist as back-up Multi-Sport Leaders. Welcome Matthew!

Term Labourer: Public Works welcomed a new employee on a term position to cover for an employee medical leave. Eden Robinson-Smith started on August 4. Welcome Eden!

APA Cadets: As the Police Department's recent sponsored cadets, Karley Schultz and Preston Vienneau graduated from the Atlantic Police Academy on August 28. Congratulations! Karley and Preston have been offered part-time positions with the department to assist in covering for staffing shortages for short-term absences. Welcome to them both.

APD has also sponsored two new Cadets for the current training session at the Academy: former employee Andrew Bickle and former summer student Cole Pardy. Both will complete their training in early 2027 and will commence their on-the-job training with APD at that time. Best of luck to both Andrew and Cole!

Employee Development & Wellness

Performance Management: Following implementation of our new Performance Management & Development framework earlier this year, we have launched our first mid-year employee check-in process. Managers have been provided with employee goals, updated job descriptions and supporting documentation with check-ins scheduled for completion by late September/early October. This initiative strengthens accountability, communication and employee development.

Job Description Modernization: HR's job description review project continued throughout July and August. Updated job descriptions have now been completed, or are nearing completion, for most positions, providing greater role clarity.

Employee Survey: HR is completing the analysis of our second annual employee engagement survey. Initial results show positive year-over-year improvements in several areas, including employee well-being, work-life balance support and workplace safety perceptions. The survey also established new baseline metrics related to employee engagement, leadership and workplace inclusion that will help guide future initiatives.

Staff Wellness Initiatives: Planning is underway for a staff golf tournament later this month along with preliminary planning for a Halloween event, our annual Christmas party, pre-light up gathering and a staff & family skate later in December.

Staff were also provided with access to a book titled “You Are Not a Rock” by Mark Freeman to support mental health wellness. Lastly, our monthly yoga session was held on September 17 to support mental and physical wellbeing.

Other HR News

Labour-Management Relations: Management met with CUPE Local 1233 in August as part of our regular labour-management committee process. Discussions focused on staffing vacancies, communications, equipment maintenance and safety matters.

Workplace Planning: Work is continuing on a workforce demographic analysis and retirement projections per the People Strategy. This will help identify future staffing risks and succession planning priorities.

Payroll

Payroll and WCB remittances are up to date.

Payroll remittances are remitted to CRA bi-weekly by the payroll company.

WCB is remitted automatically via our payroll provider.

Monthly Report

Operations

September 2026

In addition to their routine maintenance work Operational services staff worked on and completed the following projects during the summer:

RECREATION and HORTICULTURE

- Park washrooms will remain open daily from 9:00am to 5:00pm until October 12.
- The Bordertown Biker Bash and the Exit 1 concert both took place at the Stadium over the summer.
- Ice was installed in August without issue.
- Amherst Jr. Ramblers home opener was on September 12.
- Amherst Skating Club started their regular season on August 26.
- Roy Maltby Funday Hockey School started on September 1.
- Cumberland County Minor Hockey starting their season on September 16.
- Public skating will commence on October 6.
- The splash pads were turned off and winterized on September 15.
- Robb Complex hosted the 15U provincials August 21 to August 23 and the U13 provincials August 29 to August 30.
- Turf maintenance program (aerating and fertilizing) will commence late September.
- Matt Selig and Ryan LaLonde successfully completed their Certified Playground Safety Inspector certification.

PUBLIC WORKS

- Quarterly meter reading was completed in July and followed up with meter repairs and investigation of high or no recorded flows for the billing period.
- Staff installed several new water and sewer services over the summer for new construction.
- Capital paving is expected to be completed the week of September 21.
- Annual sampling of 30 sites for suspected lead water laterals has been completed. 4 sites exceeded health Canada guidelines, staff are investigating the source and will replace the water utility owned portion of the lateral if needed.
- Sidewalk replacements on Cornwall and Queen Street were completed, sidewalk replacement on LaPlanche Street is nearing completion and crews will be working on the sidewalk replacements on Park Street and Church Street into October.
- The new UV system at the Wastewater Treatment facility was installed and put into service.
- The new backup generator for Town Hall was also installed and put into service
- Jay Crossman successfully obtained the Certified Technician designation from TechNova, the Nova Scotia professional association for engineering technicians and technologists. TechNova is responsible for administering Nova Scotia's Applied Science Technology Act and maintaining standards of professional and ethical practice for technology professionals in the province.

SOLID WASTE

- The Solid Waste Hotline (902-667-5141) received 843 inquiries from residents across Cumberland County from June-August.
- The Litter Awareness signs have been installed in the following locations in the Town: Beacon Street Park, EB Chandler Trail, Willow Street (across from Veterinary Hospital), Robert Angus Drive trail.
- A response regarding oversized non-program tires was received from NS Environment and Climate Change in late August. The response indicated that the Department will continue to work with Municipalities to better understand the impacts associated with managing these materials.
- The Household Hazardous Waste Events held in June were well attended with 114 vehicles participating in the Blitz event and 240 in Amherst. The final round of events took place on September 12th (Blitz) and September 19th (Amherst).
- Staff continue to share recycling and sorting information, collection updates, and safety reminders through the Cumberland Region Solid Waste Facebook page.
- Miller Waste has reported an increase in rejected recycling due to improper dual stream sorting. As a result, staff have increased promotion and education efforts to improve compliance.

Curbside Rejections / Enforcement

Town of Amherst Curbside Rejections (June - August)

Not dual stream	150
Late	48
Branches not bundled	4
Loose / Unmanageable	10
Recycle contains Garbage / Organics	99
HHW	2
Miscellaneous	34
Total	347

Upcoming and ongoing projects:

- Quarterly meter reading will be completed in October
- Expecting Robb Complex to be shut down by October 20 for the season
- CCMHA: Bluenose Weekend #1, October 23 to October 25
- CCMHA: Bluenose Weekend #2, October 30 to November 1
- Ramblers home games on October 3,9,12,17 and 30

TASK UPDATES

Task: Christ Church Property Lease

Update: CAO has met with the Church, Council will be updated at September COW

Status: In Progress

Task: Information Kiosks

Update: Public Works will remove the kiosks in October.

Status: Not started

Task: Stadium Sound System Capital Budget

Update: Working with Don Elliot and Long/McQuade to select the proper equipment, project should be completed by mid October.

Status: In Progress

Task: Buildings/Land Capital Budget

Update: Glenn Group has completed concept drawings, Council to be updated on Victoria Square Bandstand at September COW

Status: In Progress

Task: Bill Riley Recognition

Update: Memo from Corey Crocker included in September COW agenda.

Status: In Progress

Task: Anson Avenue CN Crossing

Update: Staff received no response from CN on the email sent June 5, 2026 requesting a meeting.
Have now reached out to Transport Canada (Marc Allain) to see if they can assist with the process

Status: In Progress

Monthly Report

Planning & Economic Development

September 2026

Attached is a year-to-date permit activity chart that indicates another strong year underway, with the estimated value of construction exceeding last year and residential permits at 75 units to date, following an exceptionally strong year in 2025.

The Planning Advisory Committee (PAC) met September 8th, where motions were passed ordering the demolition of dilapidated dwellings at 29 Patterson and 51 York Street. The committee also received a preliminary report on supervised consumption sites and emergency shelters, following direction from Council to consider amendments to the planning documents. A public participation session is scheduled for October 5th to consider this issue, followed by a PAC meeting October 20th to consider recommendations to Council.

An appeal hearing for a lot area variance granted for 69 Lower Laplanche was held on September 17th. Council will be asked to make a decision on this appeal at its regular meeting on September 28th.

On September 1st, the NS Regulatory and Appeal Board held a preliminary hearing for the appeal of Council's approval of a development agreement for 1 Albion Street. A schedule for document submissions was established, with a hearing date set for November 3rd and 4th.

New business recognition certificates were presented by members of Council to: Smile Sushi, Amherst Tax Services, Harris Atlantic Sales, Choice Windows and Doors, Cumberland Law, Curly's Sports Supplements, and Axtion Independence Mobility Inc. These businesses were also promoted on the Town's social media page.

In June, staff commenced a content development project to capture images and videos of Amherst attractions and events during the summer and fall seasons. A Summer Digital Marketing Campaign also ran over the months of July and August. An application for TourismNS's 2026 Digital Marketing Program has been approved for funding and program guidance to run a Fall and Winter Digital Marketing Campaign. Staff have organized content for the media plan that will target the Maritimes over the fall months and a summer trip planning campaign in Ontario over the winter months. The Electric Vehicle chargers located at the Canadian Tire parking lot are now operational. Over the months when the chargers were inoperable, the disruption highlighted the significant use of and dependence on the system, and the travellers it draws off the highway to recharge their vehicles. The tree cutting and brush clearing along Tantramar Crescent was completed over the summer to better expose companies and available properties in the Industrial Park to the thousands of highway travellers.

The upcoming fall season will host a collection of events, including the Chamber of Commerce's Annual Business Gala on October 22nd at the new Oxford Eastlink Wild Blueberry Centre. The Town of Amherst continues to sponsor the Amherst Community Support and Service Award. The Town is also sponsoring the NS Works Fall Job Fair at the CCUBIC Conference Room on October 14th. Staff have re-initiated the organization of the Business Engagement Forum, with the intention to host it in the month of November.

Organizers of The Maritime Market will hold two more Saturday markets at the Amherst Lions' Den on September 26th and December 5th. Although receiving positive feedback, they do not intend to make this a routine Saturday market at this time. Active conversations with other farmers' markets and interested parties continue.

The Economic Development Support Officer term position, ending October 17th, produced several positive outcomes, including but not limited to:

Tourism Business Listings – Work continues with qualifying businesses to develop Tourism Nova Scotia descriptions and listings, as well as Explore Cumberland listings for businesses that fall outside Tourism Nova Scotia guidelines. A report on this initiative will be provided in October.

Voice of the Visitor Survey Program – In partnership with the Municipality of Cumberland, Amherst is participating in the Voice of the Visitor Survey Program. The kickoff meeting was held September 9th, with next steps focused on gathering visitor insights to inform tourism development and promotional opportunities. Program details are attached to the Council package.

Community Economic Analysis Dashboard – An Economic Dashboard is being finalized that will provide key economic indicators and baseline data, providing a current snapshot of the local economy based on the most recent available information. The "plug-and-play" format will allow staff to update the dashboard as new data becomes available, supporting regular reporting to Council and evidence-based decision-making. The dashboard will also provide comparative data in advance of the upcoming Census release.

Business Surveys – To better understand the local business environment, the Economic Development Support Officer worked with the Economic Development Officer to develop two surveys for manufacturing businesses and small businesses. The manufacturing survey has been distributed to 24 businesses in the industrial park, while the small business survey is being reviewed and refined for distribution in the near future. The information collected from these surveys will feed into the economic analysis dashboard and inform future business engagement initiatives.

Investment-Ready Promotional Material – A draft investment-ready promotional sheet is being developed to promote Amherst as a place to live, work, invest, and do business. The draft will be included in the final report in October.

Task Updates

Task: Nature Challenge Fund Land Acquisition The JDI land trade is complete. Status: Complete
Task: ATV Access A public meeting took place September 14 th . Second reading of the bylaw will be scheduled in October. Status: Ongoing
Task: Economic Forum Council directed staff to pause the forum until the fall of 2026. Status: Paused / Ongoing
Farmers Market Support Staff continue to engage the existing market and a new group that is testing a separate Saturday market. Two Saturday markets are scheduled this fall. Status: Ongoing

Permits Issued: June 1 – September 1, 2026

Due to a software issue, the permits issued for the above period could not be produced for this report.

2025 – 2026 YTD Comparison

ACTIVITY REPORT							For Month of August 2026-08-31
Type	Aug 2025			Aug 2026			
	Permits	Units	Value of Construction	Permits	Units	Value of Construction	
Single Family	8	8	1,730,000	0	0	0	
Duplex/Semi	8	8	1,560,000	0	0	0	
Apartments	2	2	300,000	0	0	0	
Other Residential	0	0	0	3	0	99,630	
Commercial	1	0	45,000	2	0	455,000	
Industrial	0	0	0	0	0	0	
Inst & Gov	0	0	0	0	0	0	
Agriculture	0	0	0	0	0	0	
Other	0	0	0	0	0	0	
Total	19	18	3,635,000	5	0	554,630	
Year To Date	84	128	26,252,912	71	75	28,755,609	

Monthly Report

Police Services

September 2026

TRAINING:

Restorative Justice Refresher Training: During the summer months, members have been attending Restorative Justice Refresher training that focuses on the value and intent of the program and how it should be used by police officers when making referrals and diverting matters from the court process. Restorative Justice plays a very important role in our community and public education is one of the next goals that we are working on.

RTST – Regional Tactical Support Team: From June 1st to June 12th, 5 of our members attended training for the *Regional Tactical Support Team*, which is a joint initiative with other municipal police agencies. The training, which took place at the Truro Firearms Range, was focused on providing a response for high-risk situations requiring containment, specialized tactical coordination, risk reduction, and critical incident command. At this time, along with the human resources, Truro has also received an armoured vehicle from Garda to go along with the Amherst PD S.A.R.V. which was ready for deployment on June 15th. The team consists of 5 members from Amherst, 5 from Truro and 1 a piece from Stellarton and Westville.

40mm Launcher - Instructor Training: On June 23rd and 24th, Cst Greg Pavlovic attended 40mm launcher training, a less-than-lethal use of force tool for dealing with high-risk calls. APD purchased this tool a few years ago and it was utilized in the RTST training and is used primarily when there is a safety risk for police or the public. It is designed to immobilize a threat, but not cause grievous harm, much like pepper spray or the taser.

PERSONNEL

Cadet Graduation – Hiring: The Atlantic Police Academy graduation was held on August 28th, 2026 in Summerside PEI and D/Chief Hunter was in attendance to present Cst Karley Shultz and Cst Preston Vienneau with their badges. Both were sponsored to attend the APA for the Amherst Police Department and successfully completed their training, including their on-the-job training with our department. Both have been offered part-time employment with APD and have been appointed and sworn in. They attended PROS training during the week of August 31st to Sept 4th and will be covering shortages due to long-term and short-term absences.

New APA Cadets: The Amherst Police Department has two additional cadets who started their APA training on August 24th. Cadet Andrew Bickle and Cadet Cole Parady have been through the APD/APA recruitment process and were selected to attend. Cadet Bickle was a former Town of Amherst employee and is a current member of the Amherst Fire Department. Andrew is very active in the community as well volunteering in local programs like Beavers and Scouts. Cadet Parady was also a former summer student with the Town of Amherst in the Recreation and Parks division. Prior to attending APA, Cole was employed at the Cumberland Regional Health Care Centre as a security guard. Cole was also a past employee of the Corp of Commissionaires. They will complete their training in early 2027.

COMMUNITY POLICING

Atlantic 911 Ride: Sergeant Aaron Graham attended the Atlantic 911 Ride on June 6th and 7th, representing the Amherst Police Department once again. The Atlantic 911 Ride was started in 2016 to honor fallen emergency first responders, support their grieving families, assist child victims of violent crime, and place life-saving public access defibrillators in communities across Atlantic Canada.

Atlantic 911 Mock Jail: On August 1st Sergeant Aaron Graham also attended the 4th Annual Atlantic 911 Mock Jail held at Twin Shores Camping area in PEI, raising over \$5,000 for the Canada 911 Ride.

ARHS 2026 Prom: Members of the Amherst Police Department were on scene for the 2026 High School Prom and were patrolling throughout the evening helping to ensure everyone had a safe and enjoyable celebration. Congratulations to the ARHS Class of 2026!

Canadian Tire Jumpstart Program: On July 11th, the members of the Amherst Police Department joined store manager Randy Gatt and his team at the Canadian Tire Jumpstart program. The Jumpstart program provides kids from families in financial need the chance to participate in sports.

Tim Horton's Camp Day: On July 15th, APD members and staff participated in Tim Horton's Camp day to help raise money for a very worthy cause. Our staff worked the drive through window and collected donations.

The Rolling Barrage – August 5th: The Rolling Barrage came through Amherst on August 5th, first stopping at Canadian Tire on South Albion Street and then was escorted through town by Amherst Police and Fire Departments. The many motorcycles were parked on Laplanche Street where participants were able to get a meal at the Legion followed by a Ceremony at the Afghanistan Memorial. The Rolling Barrage is an annual coast to coast ride that is focused on raising awareness concerning PTSD and related illnesses to end stigma.

Cram-A-Cruiser – August 14th: Cst Michelle Harrison, our School Resource Officer was at the Atlantic Superstore on August 14th from 10am to 3pm with Maggie's Place staff collecting items for a school supply drive, including lunch bags, backpacks, pencils and other school related items. They also accepted cash donations and had music, facepainting and a BBQ with all proceeds going to the program

End of Summer Bash – August 20th: Amherst Police members and staff attended the "End of Summer Bash", cooking hot dogs, checking out the music and entertainment and mingling with the public.

OPERATIONAL INCIDENTS:

Accident – South Albion/Robert Angus Drive – July 16th: APD and RCMP attended an accident which involved multiple vehicles at the intersection of Robert Angus Drive and South Albion Street. Cumberland RCMP had received a complaint of a possible impaired driver on the highway and learned that the vehicle had been stolen in Ontario and was associated to two suspects with active warrants from that area. An RCMP member observed the vehicle in town by the Shell and called other units, including APD. The officer pulled toward the vehicle and approached it on foot and the vehicle then fled towards the South Albion/Robert Angus Drive intersection, weaving around other vehicles at a high rate of speed before entering the intersection on a red light and was struck by another vehicle and then a transport truck. All three vehicles were damaged significantly. The two suspects were brought to the hospital and then held in cells for court. Jarrod Rowe, aged 44 of Ontario has been charged with: Flight from Police, Dangerous driving, possession of stolen property and failing to comply with undertaking. Sierra Gauthier, aged 22 of Ontario has been charged with possession of stolen property. Both parties made appearances in court and were held in custody for the OPP.

Theft of Metals/Copper: Amherst Police received a complaint of the theft of a number of items including copper metals from the First Baptist Church where work was being completed on the roof. The investigation resulted in charges being laid against 3 people, one of whom was remanded into custody in relation to the theft and also an additional incident on Douglas Avenue in regards to a break in at the property at that location. The male has been charged with break and enter, theft, damage to property, possession of stolen property and breach of probation charges. The other two subjects are also facing similar charges.

Break and Enter – 50 Victoria Street/Clock Tower Building – On August 17th, Amherst Police received a call regarding damaged windows at a historic building downtown. On further investigation, it was discovered that sometime over the weekend, culprits had used the fire escape, broken the top windows and entered the building, causing thousands of dollars worth of damage and stealing copper and other metals. Police were able to locate much of the stolen metal and a suspect has been identified who police are actively looking to arrest.

Missing/Vulnerable Person Located– On August 15th, Police received a report from a concerned citizen regarding a youth that they had an interaction with in the downtown area the night before. Officers were able to identify the youth as one in permanent care and ‘vulnerable’. A court order was issued to locate and return and the investigating officer was able to utilize technology to track the youth throughout the day and subsequently was able to provide a location to Quebec Police who located her on the side of the highway outside Rivière-du-Loup in Quebec. She was detained as per the court order and later transported back to Amherst, where our members provided her with transport to Halifax. Sergeant Jason Galloway did an incredible job on this matter and has been recognized for his efforts and determination in seeing it come to a successful close.

Stolen Vehicle: Police are investigating an incident from August 14th when a vehicle was stolen from the area of Spring/Station Street. At approximately 8:00pm, culprits wearing dark clothing appeared to be waiting for an opportunity and are seen on video getting into the car and driving away. Inside the car was the owners 90lb rottweiler/boxer mix. The car was located shortly afterward abandoned (with the dog still in the car) on Church Street.

Downtown Enforcement Initiative: On July 29th, APD conducted an operation in the downtown core, doing surveillance on areas of concern and taking action when able to. During the operation there were 7 bikes and 1 scooter seized for Motor Vehicle Act violations, and a response to a report of people who appeared to be smoking drugs. Those present were in possession of illegal cigarettes but no drugs were located. While numerous people were observed in the downtown area, there was little legal action that could be taken in regard to their activities. Further operational plans are being developed for the future.

GENERAL OPERATIONAL UPDATES:

Foot Patrols: Police members conducted close to 106 hours of foot patrol in August 2026, 80 hours of this was in the downtown core. This compares to 115 hours of foot patrol in July, 51 were in the downtown area. This compares to 86 hours in May and 40 hours in April. In July, our members conducted 104 hours of foot patrol, 53 hours was in the downtown area. In June, Police foot patrols once again saw an increase with 115 hours of foot patrol by Police. Of these hours, 51 were in the downtown area.

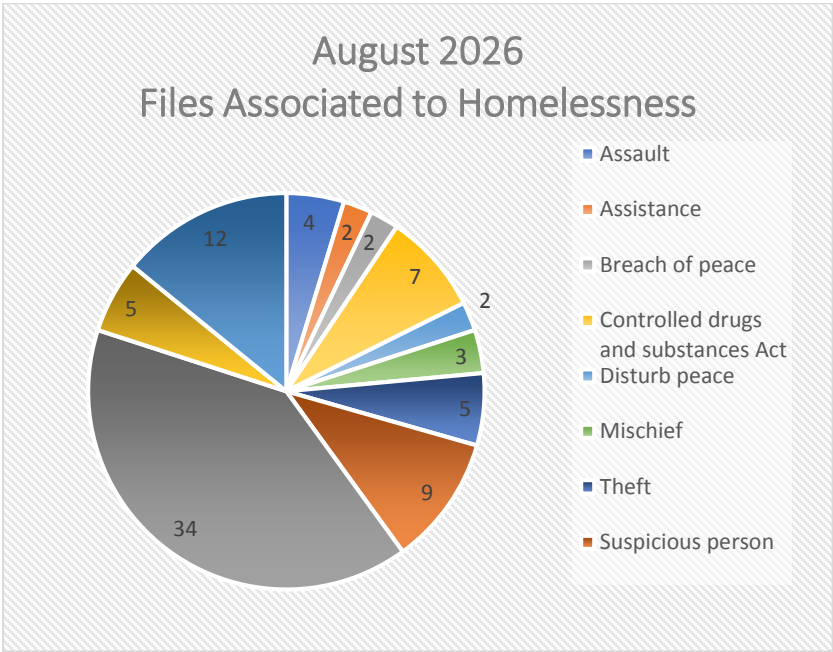
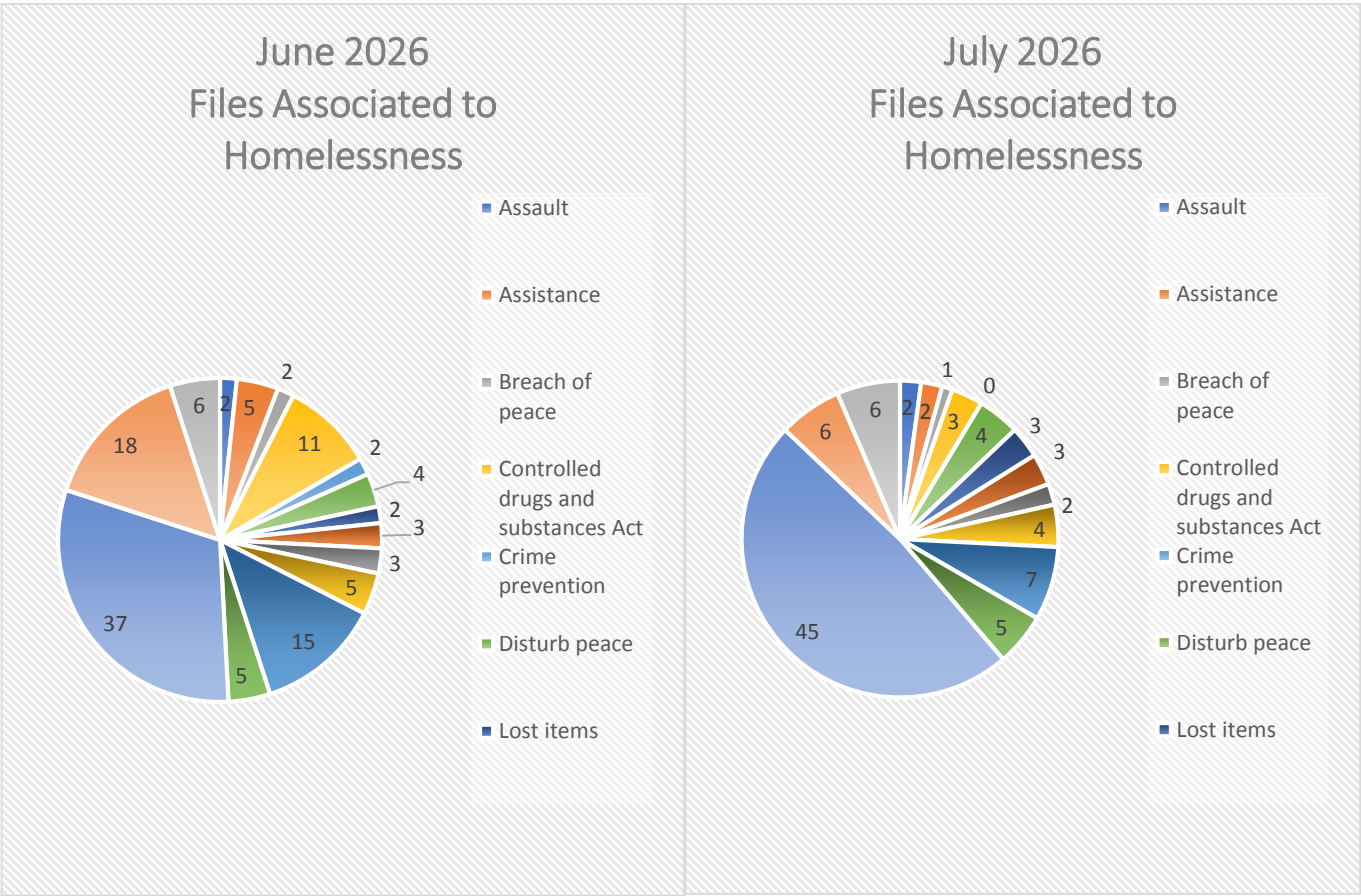
Shoplifting/Theft Complaints:

There were 17 complaints of shoplifting received by APD during the month of August. All but one of these occurred in the South Albion Street/Robert Angus Drive area. There was one report of shoplifting from the downtown. This compares to 6 in July, and 18 complaints in June. For the complaints in July, all were Robert Angus Drive/South Albion Street Area. For June, all but three were in this area.

Aside from shoplifting complaints, APD responded to 25 complaints of theft in August. Of these, 8 were gas drive-offs. In July there were 29 complaints of theft, 12 of these were gas drive-offs. There were 22 complaints of theft in June. Of these, there was 6 gas drive-offs

Trespassing: There were 55 complaints of trespassing in August, this is a slight drop from 71 in July and 61 in June. Of the 55 for August, 32 were related to homelessness. Of those 30, 10 were related to ATM/Banks, with one person responsible for 7 of these.

Homelessness Files: August 2026 saw a slight drop in homelessness related files, falling to 85 from 89 in July and 126 in June. Of the 85 in August, 29 of them involved a single person, most of which for trespassing issues.



OPERATIONAL STATS – June 2026

Occurrences:	648	Criminal Code Charges:	67
Impaired by Alcohol:	1	CDSA:	0
Impaired by Drug:	0	Traffic Tickets:	18
Traffic Written Warnings:	17	Vehicle Checks:	134
LCA:	0		
Foot Patrol Hours:	114hrs, 5 min	PPA:	3
Parking Tickets(police):	0 (members)	Parking Tickets(bylaw):	1
Parking Warnings:	0 (members)	Parking Warnings (bylaw)	2

OPERATIONAL STATS – July 2026

Occurrences:	584	Criminal Code Charges:	44
Impaired by Alcohol:	1	CDSA:	0
Impaired by Drug:	1	Traffic Tickets:	31
Traffic Written Warnings:	9	Vehicle Checks:	101
LCA:	2		
Foot Patrol Hours:	104hrs, 10 min	PPA:	0
Parking Tickets(police):	1 (members)	Parking Tickets(bylaw):	3
Parking Warnings:	1 (members)	Parking Warnings (bylaw)	2

OPERATIONAL STATS – August 2026

Occurrences:	551	Criminal Code Charges:	101
Impaired by Alcohol:	2	CDSA:	0
Impaired by Drug:	1	Traffic Tickets:	28
Traffic Written Warnings:	5	Vehicle Checks:	86
LCA:	5		
Foot Patrol Hours:	105hrs, 49 min	PPA:	4
Parking Tickets(police):	0 (members)	Parking Tickets(bylaw):	2
Parking Warnings:	0 (members)	Parking Warnings (bylaw)	2