

TREASURER'S REPORT

Municipality of the District of East Hants

Kim Ramsay, CPA, CMA
Director of Finance & Administration, Treasurer

July 17th, 2015



EAST HANTS
We live it!

Table of Contents

Page

Information

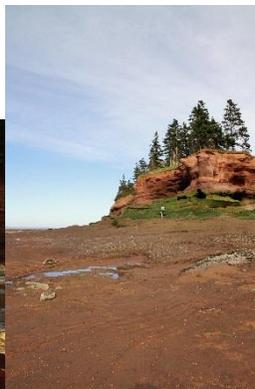
About East Hants	1 - 3
Our People	1 - 4
Our Council	1 - 5
Strategic Planning	1- 6
Message from the Chief Administrative Officer	1 - 7
Property Tax	1 - 10
Financial Condition Indicators	1 - 13
Financial Results	1 - 19
Reserves	1 - 29

Financial Statements

Financial Statements	2 - 2
----------------------	-------

Departmental Reports

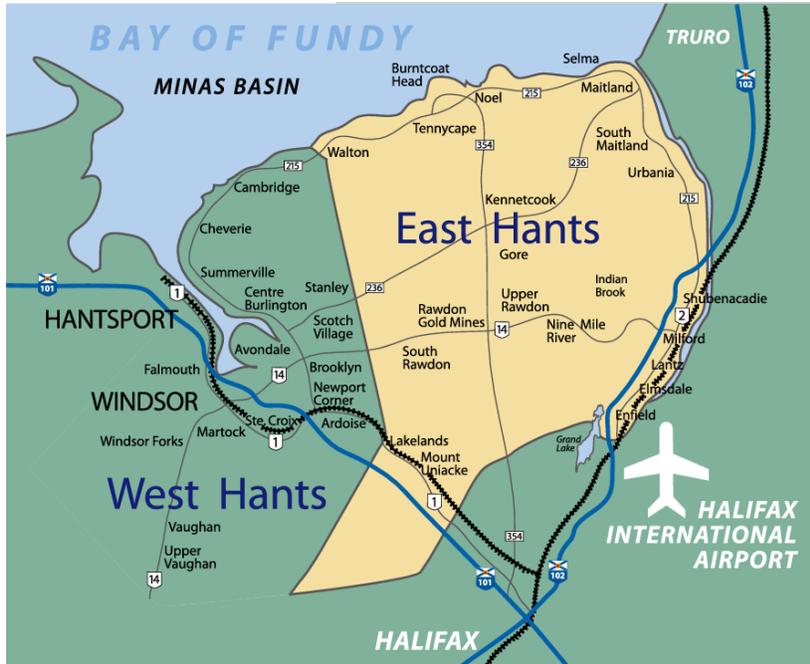
Chief Administrative Officer's Office	3 - 2
Department of Economic and Business Development	3 - 5
Department of Finance & Administration	3 - 8
Department of Infrastructure & Operations	3 - 19
Department of Planning & Development	3 - 24
Department of Recreation & Culture	3 - 30



ABOUT EAST HANTS

The Municipality of East Hants is centrally located on mainland Nova Scotia. It is comprised of a diverse mix of landforms and community types which are divided by the Rawdon Hills running west to east.

The northern and central parts of the Municipality are dominated by vast areas of forest dotted with small communities and villages. Agriculture is prevalent along both the scenic Minas shore and Kennetcook River. This area includes the communities of Walton, Noel, Maitland, Kennetcook, Stanley & Gore.



Mount Uniacke and Lakelands, along Hwy 101, is a community of seven lakes with both fulltime residential and seasonal cottage development. Mount Uniacke is also home to one of two municipally owned business parks.

The most densely populated area is along two key transportation routes running from Halifax to Truro (Hwy 102 & Hwy 2) and from Halifax to Windsor (Hwy 101 & Hwy 1). The south-eastern portion of the Municipality (generally referred to as the 'Corridor') includes the communities of Enfield, Elmsdale, Lantz, Milford and Shubenacadie and is the most urbanized part of the Municipality. The "Corridor" adjoins Halifax and is only minutes from Halifax Stanfield International Airport, Dartmouth and downtown Halifax.

Mission Statement

Through innovation and excellence in service delivery, East Hants provides municipal programs and services that continually enhance a healthy and sustainable community.

Municipal Vision

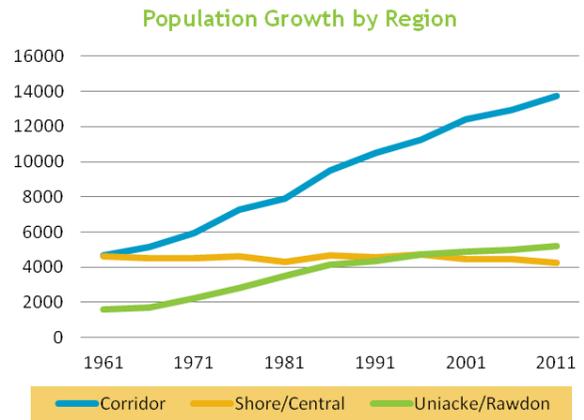
East Hants is a vibrant, diverse, growing municipality attractive to residents and visitors because of our unique;

- Blend of urban and rural residential settings
- Commercial activities
- Programs and services
- History
- Cultures and values
- Active healthy lifestyle
- Affordable housing
- Beautiful landscapes
- Volunteers
- Recreation opportunities

These strengths, combined with sustainable economic development, a skilled workforce, strong agriculture and tourism sectors, productive working relationships, and open government processes, ensure we are recognized as a leading municipality in Nova Scotia.

OUR PEOPLE

The Municipality of East Hants, being the largest of the three Municipal units in Hants County, is one of the fastest growing rural municipalities in Nova Scotia. The change in population from 2006 to 2011 is 3.3% compared to the Provincial increase of 0.9%. In the last census period, East Hants gained more population than any other municipality in Nova Scotia with the exception of Halifax. In particular, the 'Corridor' has experienced significant residential growth over the previous two decades.



East Hants has a well-educated population with 70% having achieved high school education and beyond; 15% of the population has achieved apprenticeship or trade certificates or diplomas. This exceeds the provincial average of 12%. With regards to employment; 64% of the East Hants labour force work in sales, trades or business/finance/administration. East Hants is recognized as a bedroom community of the Halifax area: 52% of our labour force of 10,910 is employed outside of East Hants. Two primary industries in East Hants are farming and forestry, with farming being the most prominent. There

are 179 farms operating within the Municipality, representing 5% of the total farms operating across the province; the majority of these are sole proprietorship dairy farms.

East Hants has so much to offer its people. There are a vast number of natural wonders to enjoy, rich and diverse communities throughout the Municipality, many services and amenities for families and businesses and many recreational opportunities for residents of all ages. East Hants is experiencing senior friendly development with many new town houses and accessible apartment buildings being built. Enfield is also home to the Magnolia Continuing Care facility. East Hants has a strong volunteer base that provides for a range of recreation programs and services.

The Municipality of East Hants is proud to be an area with a rich history of shipbuilding, forestry, railway construction and preserved natural surroundings. Our current strategic direction focuses on business development, promoting tourism and recreation and strengthening our organizational efficiency and effectiveness in order to serve our residents and grow into the future. East Hants is open for business and for community living!



OUR COUNCIL

Municipal Council

COLCHESTER COUNTY

MUNICIPALITY OF WEST HANTS

HALIFAX REGIONAL MUNICIPALITY

- District 6: Wayne Green
- District 5: Keith Rhyno
- District 8: Greg Grant
- District 4: Albert Flemming
- District 11: Eleanor Roulston
- District 9: Eldon Hebb
- District 3: Willy Versteeg
- District 7: John MacDonald
- District 2: Norval Mitchell
- District 12: Rosanne Bland
- District 1: Cecil Dixon
- District 13: Cyril McDonald
- District 10: Warden Jim Smith

STRATEGIC PLANNING

The Municipality of East Hants has seven key areas of strategic focus each supported by goals, current year initiatives and longer-term initiatives. Section 3 outlines department initiatives and progress.

Infrastructure Sustainability

- *Provide robust fixed infrastructure that satisfies the needs of a growing community*

Governance

- *Build a governance model that represents and is suitable to the needs of the various communities of interest*

Communication & Engagement

- *Strengthen our stakeholder relationships through effective and ongoing communications*

Community Planning and Development

- *Foster viable and vibrant communities*

Transportation

- *Improve the efficient movement of goods and people that positively impacts quality of life and economic opportunity*

Sustainability

- *Incorporate the principles of sustainability in municipal operations management*

Economic Development

- *Facilitate the growth of the commercial assessment base*

MESSAGE FROM THE CHIEF ADMINISTRATIVE OFFICER

The Municipality of East Hants is a vibrant, successful community with many opportunities for growth and prosperity. Over the past year several exciting initiatives have been undertaken by municipal Council and Staff. Highlights from 2014/2015 include:

East Hants has a strategic focus on tourism and tourism asset development. Burntcoat Head Park has been tagged by the provincial government as a significant Nova Scotia tourism asset and in partnership with East Hants is investing in this marvelous asset. This year an interpretive plan, logo and renovations to the interior of lighthouse were completed. A new set of stairs and washrooms are expected to begin next year.



Construction of the RCMP detachment in Rawdon was completed by the winter of 2014 and is being occupied by the RCMP as a sub-detachment under the Enfield command.

Commerce Park (Phase 1), a joint initiative with the East Hants Chamber of Commerce, was completed in 2014/2015.

The Online Strategic Plan is complete with website construction beginning early in the new fiscal year.

Economic and Business Development have had a successful year with both new and existing business benefiting from their work. Significant work on the Economic Development 15 Year



Connie Nolan, CPA, CA CFE
Chief Administrative Officer

Strategic Plan took place in 2014/2015 (finalized and presented to Council June 2015).

During 2014/2015 an expansion plan to support the long term development of the Elmsdale and Mount Uniacke business parks was underway.

Phase III of the East Hants Transit Study is now complete with a business plan approved by Council for budget consideration. The plan is to service the Corridor area at the outset.

The Information Management program is taking shape with the development of several key policies and an Innovation Group assigned to develop the service management model for East Hants along with process documentation and re-engineering initiatives.

The CAO Office undertook a comprehensive review of all Council and Administrative policies - this review will continue into 2015/2016.

East Hants hired a Communications and Project Officer to move our corporate initiatives forward and to improve the communication and stakeholder engagement of the Municipality. A Communication Plan was drafted for implementation in 2015/2016.

Recreation assets continue to be the focus of many staff reports - Council has committed to the construction of a multi-purpose pad in Hants North and two skateboard parks, one in Mount Uniacke, the other in the Corridor. Staff have also provided Council with a feasibility report for a new aquatics facility which was accepted and

approved in Q1 of 2015. Staff have also been involved in trail development discussions aimed at improving the connectivity of areas within East Hants and the connectivity of East Hants with its neighbours.

Solid Waste staff continue to explore and negotiate options for organics processing at the Waste Management Center.

Engineering Services completed several projects this year, one of the more significant of note being the Sewer Capacity Study (will aide in future planning).

Information Technology implemented several improvements to our information systems in 2014/2015: a new off-site back-up solution; sever hard-ware replacement; roll-out of laptops to all staff; and, an IT Security Audit and program development.

The Shubenacadie Watershed Protection Program was active this year with several public sessions and gathering public input into the program.

Transition to the Incident Command System (ICS) for Emergency Management activation continued this fiscal with sixteen staff being trained in using the ICS roles and in EMO Communications.

Planning Staff and Council prepared reports for the public and the Utility Review Board for the Polling District Review, a review required prior to the 2016 municipal election.

East Hants procurement continued to develop this year with an in-depth policy review and several new templates, documents and processes, all designed to strengthen the integrity and transparency of procurement at East Hants.

Planning staff are in the midst of a full scale plan review, "Plan East Hants". This comprehensive review of the Official Community Plan saw the completion of several studies and position papers which support the review.

Plan East Hants

Starting in 2014, the Municipality of East Hants began its review of the documents that guide the development of our Municipality. The review, called Plan East Hants is expected to be complete by the summer of 2016. This poster is a snapshot of where we are in the process.

PHASE



ENGAGEMENT TO DATE



Our eight member Citizen's Panel has been meeting to discuss the Plan Review. This has brought a new perspective to the plan.



We had three visioning workshops to introduce public discussion to the review, and kickoff the community goals survey and visual preference survey.



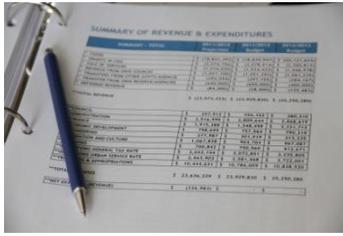
"Blue trails and sidewalks are the best recreational facilities for my family and we don't have enough of them."



We had eight design workshops to dig deeper into community design issues. These sessions were a community-level discussion on the planning approach for their local area.

BACKGROUND PLANNING ISSUE PAPERS





TREASURER'S REPORT

The Municipality of East Hants' Treasurer's Report serves as an opportunity to communicate to stakeholders, residents and local businesses regarding the Municipality's 2014/2015 financial and operational performance. The Municipality's financial statements (Section 2) have been prepared in accordance with the Provincial Financial Reporting and Accounting Manual and the reporting standards set by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada (CPA Canada). The Departmental Reports (Section 3) provide information to the reader with respect to civic activity throughout the year.

The financial cycle for 2014/2015 began in October 2013 with the development of the operating and capital budgets. There was significant consultation amongst Municipal staff at the business planning stage; staff strives to find efficiencies and cost savings where ever possible while ensuring an effective level of service and sustainable programs are maintained for the taxpayers of East Hants. Several meetings between senior managers and the CAO took place prior to the first draft of the budget going before Council in January 2014. After much debate at the Council table, the general operating budget for 2014/2015, including area rates, was approved by Council at approximately \$27.4 million. The individual rates for 2014/2015 compared to 2013/2014 were as follows (rates per \$100 of assessment):

	2014/2015	2013/2014
General tax rate - Residential/Resource	\$0.8706	\$0.8706
General tax rate - Commercial/Business Occupancy	2.7000	2.7000
Urban service rate (Enfield, Elmsdale, Lantz) - Residential	0.1620	0.1820
Urban service rate (Milford) - Residential	0.3280	0.3400
Urban service rate (Shubenacadie) - Residential	0.3820	0.4020
Urban service rate (Enfield, Elmsdale, Lantz) - Commercial	0.9000	0.9400
Urban service rate (Milford) - Commercial	1.2600	1.2600
Urban service rate (Shubenacadie) - Commercial	1.0000	1.0400
Streetlights - Enfield Horne Settlement	0.0180	0.0100
Streetlights - Mount Uniacke	0.0200	0.0200
Streetlights - Nine Mile River	0.0250	0.0250
Streetlights - Rawdon	0.0430	0.0400
Wastewater Management Fee (rate per 1000 gallons of water)	5.00	4.00



PROPERTY TAX

Tax Rates across the Province

When discussing property taxes the actual tax rate is only part of the story; one must consider the tax burden being placed on residents in a community (average assessment multiplied by the tax rate) rather than tax rates alone. East Hants has a relatively high average home assessment (especially high in particular areas) which translates into a relatively high average tax burden.

Council's strategic objective of growing the commercial tax base will help in improving the residential tax burden felt across the Municipality. A higher commercial tax base should translate into higher commercial tax revenue and a reduced residential tax rate to fund municipal services. East Hants has historically had a low commercial/industrial assessment base relative to residential (discussed further under Property Assessment).



Tax Rates for 2014/2015 - Municipalities in Nova Scotia:

- 4 of 21 units (19%) increased their residential tax rates;
- 4 of 21 (19%) reduced their residential tax rate;
- 13 units held their rates constant (including East Hants);
- 12 units had general residential tax rates which exceeded East Hants;
- Residential rates ranged from \$0.61 in Guysborough to \$1.30 in Digby*.

- General Commercial rates (excluding area rates) remained at \$2.70 per \$100 of assessment for East Hants;
- 10% of general commercial rates increased;
- 86% of general commercial rates remained the same (including East Hants);
- General Commercial rates ranged from \$1.46 (Antigonish) to \$2.70 (East Hants)*.

*In municipal units, the residential/commercial tax rates are usually supplemented by area rates and other property related charges, which makes this figure difficult to use as a comparison.

The area in East Hants known as the Corridor that runs from Shubenacadie to Enfield is a fully serviced area, similar to what one would see in a town. These homes are serviced with fire protection, wastewater, streetlights, hydrant services, sidewalks and water (with the exception of Milford which has no water utility). The “all-in” tax rates (general plus area rates) for the serviced areas of East Hants can be compared to the rate charged in a town where area rates are generally not used. Again, some units charge for wastewater based on assessment, others on the water bill based on usage, as such these figures should be compared with caution. East Hants charges for wastewater partially through assessment the other portion based on water consumption.

Tax Rates for 2014/2015- Towns in Nova Scotia:

- Home owners in Elmsdale (for example) paid an all-in residential rate of \$1.20 (\$1.22 in 2013)
- The average residential rate for towns in Nova Scotia was \$1.70
- Residential rates ranged from \$1.02 (Antigonish) to \$2.28 (Lockeport)

- Businesses in Elmsdale (for example) paid an all-in commercial rate of \$3.77 (\$3.81 in 2013)
- Elmsdale all-in commercial rate is 8.33% lower than the \$4.11 average rate for towns
- 50% of towns have commercial rates in excess of \$4.00 per \$100 of assessment
- Commercial rates for NS Towns ranged from \$2.55 (Antigonish) to \$5.58 (Clark's Harbour)

Property Assessment



The 2014 filed assessment roll showed an increase in assessment for both residential and commercial values. Despite the increase in commercial assessment the commercial sector still accounted for only 8.4% of the taxable base (see Table below). Significant effort continues to be placed on economic development in East Hants to address this residential/commercial split, which ideally would be at least an 80% residential and 20% commercial. One of the key strategies in Council's strategic plan is economic development; while all departments are involved in economic development in one sense or another, the Department of Economic & Business Development report (in Section 3 of this report) outlines the on-going effort to bring economic prosperity to East Hants while building a healthy and sustainable commercial tax base.

With assessments capped at .9% increase for 2014, 66% of the residential assessment increase was related to an increase in market value of existing homes, the remainder being attributable to renovation or new home construction.

	Assessment Year 2014	Assessment Year 2013	% Increase (Decrease)
Residential/Resource	\$1,401,885,900	\$1,348,314,700	4.0%
Commercial	129,223,200	122,558,900	5.4%

Property Valuation Services Corporation (PVSC) has piloted a new project to review properties that are farm or forest land. Beginning in 2014 properties with less than 10 acres were reviewed resulting in 2,300 acres being reclassified as resource or residential assessment (\$1.9 million in assessment). This will result in additional residential tax revenue of close to \$16,000 for 2015 and each year thereafter.

Property Assessment Capping

The Assessment Cap Program, introduced in April 2005, caps the annual increase in taxable assessment values (of eligible residential and resource property) to a maximum of CPI. Various property types have been included in the CAP program making it easier for homeowners to have their residential assessment capped. In 2010, 2011, 2012, 2013 and 2014 assessments were capped at 0%, 2.9%, 3.9% 1.4% and .9% respectively; this has had a profound effect on the distribution of tax burden in East Hants.

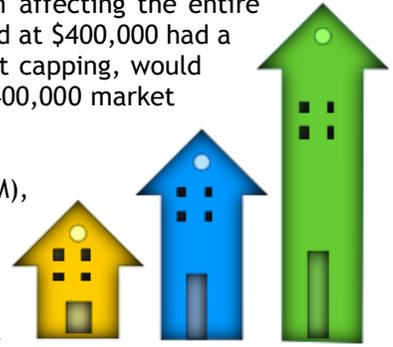


The table below shows the effect these changes have had on the residential tax rate in East Hants. The table shows the loss of taxable assessment and the associated revenue that would have been realized had the CAP not been in place. The differential in the tax rate indicates the amount by which the tax rate could have been reduced had the CAP not been in place. This rate differential means that even though a home owner has a CAP value on their assessment, they may still be paying more in property tax than they would have otherwise been paying had the program not been put in place. New home owners and newly constructed or renovated homes (which are not part of the CAP) are most certainly paying a higher tax bill due to the CAP system being in place.

Year	Assessment Not Subject to Taxation	Equivalent Revenue	Tax Rate Differential
2014/2015	\$245,000,000	\$2,133,000	13¢
2013/2014	237,000,000	2,068,500	13¢
2012/2013	152,000,000	1,334,000	9¢
2011/2012	186,000,000	1,654,000	12¢

This is not an East Hants phenomenon, but the result of the CAP program affecting the entire province. Using the 2014/2015 tax rates for East Hants, a new home assessed at \$400,000 had a general tax bill of \$3,482. The same home, in a system without assessment capping, would have a tax bill of \$2,964 (a difference of \$518). Similarly, a home with a \$400,000 market value that is capped at \$380,000 would pay \$3,308 (a difference of \$344).

As this is a province wide issue, The Union of Nova Scotia Municipalities (UNSM), Association of Municipal Administrators (AMANS) and Property Valuation Services (PVSC) commissioned an independent study a number of years ago to review the property taxation system in Nova Scotia. One of the recommendations in the report was to Phase out the CAP program and retain the market value for the residential properties as opposed to income tax based taxation. The recommendations have not been actioned by the Province.



Municipal Tax Assistance Program

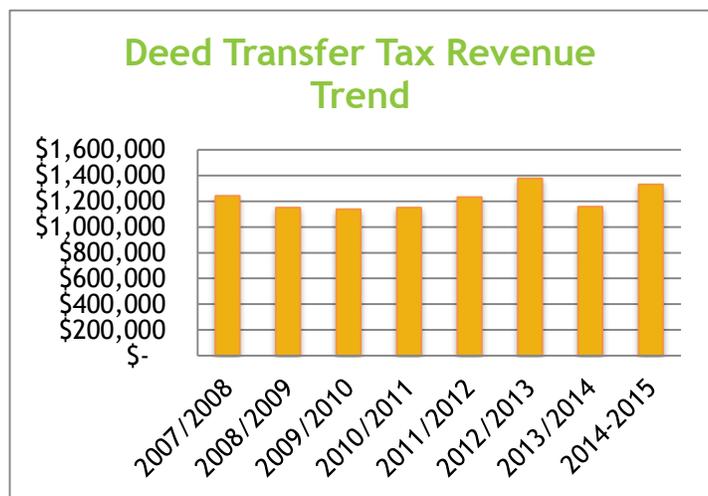
East Hants currently provides assistance to lower income families through the Municipal Tax Assistance Program (MTAP). In 2014/2015, \$101,637 of exemptions were provided to over 71 families and 201 residents living alone in their home. Details on this program can be found on our website:

<http://www.easthants.ca/content/finance-and-tax-information>

Deed Transfer Tax

Deed Transfer Tax (DTT) of \$1,329,663 was collected during 2014/2015 (\$1,157,070 for 2013/2014), 10% more than budgeted. As per Council policy, \$400,000 of DTT collected was credited to the Urban Service. DTT has trended over a million dollars since the increase in 2005/2006 to a tax rate of 1.5%.

Year over year the statistics for each area are fairly consistent. The trend continues to show a significant volume of homes changing hands in East Hants. Below is an analysis of the 2014/2015 transactions involving deed transfer tax:



Summary of Deed Transfer Tax Collections - 2014/2015	% of the Homes Trading Hands	% of the Land Sales	DTT Collected	% of Total DTT Revenue
Enfield, Elmsdale, Lantz, Milford & Shubenacadie	49%	27%	\$ 635,213	48%
Mount Uniacke	24%	18%	\$ 342,081	26%
Nine Mile River	8%	10%	\$ 120,146	9%
Maitland, Noel, Gore and Rawdon	18%	46%	\$ 232,222	17%
Total Dollar Value			\$ 1,329,663	
Total Number of Transactions	428	112		827*

There are a number of land transactions that do not result in the payment of DTT.

FINANCIAL CONDITION INDICATORS

The Financial Condition Index helps municipal councils and other stakeholders make sense of municipal financial information by providing a variety of sources of information in a single document. The index is organized into three financial dimensions that focus on where municipalities get their revenue, how they spend their money, and how they manage their finances.



The index was developed jointly by the Province of Nova Scotia, the Union of Nova Scotia Municipalities, and the Association of Municipal Administrators. Thresholds are based on jurisdictional scans, literature reviews, and municipal consultations.

The Province of Nova Scotia provided a three year comparison of the Financial Condition Indicators for all municipalities in the province in February 2015 on the Provincial Website found here: <http://novascotia.ca/dma/finance/indicator/fci.asp>.

The information in this report has been calculated using East Hants data for 2011/2012 to 2013/2014, the thresholds are however those provided by the Province. Below is a snapshot of East Hants indicators along with comments that are important to our stakeholders for understanding the results. The indicators for 2014/2015 will be calculated by the Province once the Financial Information Returns for all municipal units are filed.

REVENUE DIMENSION

Revenue Dimension	2011/2012	2012/2013	2013/2014	Recommended Threshold
Reliance on Gov't Transfers	1.5%	1.9%	1.8%	Below 15%
Uncollected Taxes	9.1%	3.2%	3.9%	Below 10%
3- Year Change in Tax Base	16.6%	18.9%	17.6%	2012 > 8.37% 2013 > 6.20% 2014 > 4.44%
Commercial Property Assessment	7.3%	8.0%	8.30%	Above 10%
Reliance on Single Business/Institution	1.2%	1.2%	1.1%	Below 10%

Reliance on Government Transfers (%)

The Municipality of East Hants receives government operating grants for Solid Waste Programs, Farm Property Acreage and application based funding agreements. These grants range from 1% to 2% a year of the \$24 million to \$26 million budget. This represents a low percentage on funding from government grants. The Municipality of East Hants does not receive any Equalization funding from the Province

(Equalization is a legislated unconditional operating grant to assist municipalities whose costs of delivering a core set of services exceed their ability to pay, when compared to similar municipalities).

Uncollected Taxes (%)

The Municipality of East Hants has a full time Collection Officer and actively collects through payment arrangements, tax sale and adherence to Council collection policies.

- The Uncollected Tax Calculation is favourable for 2012/2013 and 2013/2014 due to the favorable collection of taxes.
- The 2011/2012 result of a 9.1% ratio considered factors outside of the Municipalities collection efforts, without these factors the calculation would have been 3.1%. The Province has since changed the input into this indicator.
- The 2011/2012 indicators were affected by:
The Municipality of East Hants applies water and sewer infrastructure charges to new properties when they are subdivided. These charges are only collected when the land sells or development occurs, as such are not in “active” collection. The uncollected taxes for East Hants in 2011/2012 included \$607,000 of these sewer & water infrastructure charges; these equate to 34% of the uncollectible taxes. The Municipality of East Hants has a local improvement program (Bylaw F-100) whereby property owners can upgrade local infrastructure through the municipality’s capital program (paving, sewer, water, etc.). The Municipality recoups the costs over 10-15 years through the tax billing process. The uncollected taxes in 2011/2012 include \$567,000 in local improvement loans that are not in “active” collection; these equate to 32% of the uncollectible taxes.

Three Year Change in Tax Base (%)

The Municipality of East Hants has a higher percentage for this indicator due to the high rate of assessment growth in East Hants. Overall the Three Year Change in Tax Base indicates that property assessments are increasing more than inflation.

Commercial Property Assessment (%)

The East Hants current Commercial Property Assessment financial indicator score is attributed in large part to our residential growth outpacing our successful commercial development. The commercial tax base has hovered between 7 and 8 percent for a number of years. The municipality is continuing to invest in economic development. Though the factors affecting our assessment split are complex, a major factor is the speed of growth of our residential tax base - which makes the Commercial Property Assessment indicator an ongoing strategic focus for East Hants. Where some municipalities across the Province struggle to attract new residents and new home development, East Hants population has grown and we benefit from approximately 100 new homes built every year. Our proximity to Halifax as a bedroom community and to the two major highways in our province, which run within our municipal borders, makes us very attractive to families.

The outlook to affect change in the property assessment split has never been better:

- We have a skilled workforce, affordable land in business parks that we continue to expand, direct access to major highways, CN's main rail line and close proximity to ocean and air routes.
- The Municipality of East Hants remains an ideal place to live and raise a family. It is also an ideal place from which to operate a business and reach markets in the region and beyond.
- The Municipality has a long term investment in a fully serviced business park in Elmsdale and another un-serviced park in Mount Uniacke. There is also a privately owned and operated business park in Milford.
- The Municipality undertook a re-branding project in 2010 and most recently adopted a new strategic plan in 2013, resulting in the entire municipal staff team focusing on the goal of investment attraction, business growth and retention.

- In 2014/2015 the Municipality developed a new economic development plan, with the goal of investment attraction of best match sectors, local business growth plans and strategies to continue to reach a more balanced residential - commercial tax base.

For full details on the economic activity and opportunities in East Hants, please visit our website [here](#).

Reliance on Single Business/Institution (%)

The ratio for reliance on a single business is low due to the variation of industry represented in East Hants, the large amount of farm and forest lands and our significant residential assessment. This indicator is favourable for East Hants for all three years 2011/2012 to 2013/2014.

BUDGET DIMENSION

Budget Dimension	2011/2012	2012/2013	2013/2014	Recommended threshold
Residential Tax Effort	1.6%	2.6%	2.7%	Below 4%
# of Deficits in the last 5 Years	0	0	0	Below 1
Budgeted Expenditures Accuracy	1.5%	5.9%	6.0%	Between -5% and +5%
Liquidity Ratio	1.2	1.2	0.9	Above 1
Operating Reserve	33.7%	38.3%	41.7%	2012 > 5% 2013 & 2014 > 10%

Residential Tax Effort (%)

The ratio for all three years meets the threshold set by the Province. East Hants tax effort for both 2012/2013 and 2013/2014 are higher than the Rural Average because East Hants provides urban services such as sewer, hydrants, sidewalks and streetlights to five communities in East Hants, thus resulting in a higher tax expense per dwelling unit. Although our median income is higher than the rural median income (\$66,634 vs. \$45,869), the higher tax burden from services results in a higher percentage for this indicator.

Deficits in the Last Five Years (#)

Municipalities must prepare balanced operating budgets. Any deficits must be repaid in the following budget year. The Municipality of East Hants has not run a deficit in 25+ years.

Budgeted Expenditures Accuracy (%)

The Municipality of East Hants Budget Expenditure Accuracy FCI, as calculated, appears to be unfavourable. In fact, the Municipality has had small surpluses of between \$275,000 and \$320,000 over the last three years, which equate to less than 1.5% of total expenditures (2012: 1.4%; 2013: 1.3%; 2014: 0.8%).

There are several factors at play when calculating East Hants budget accuracy. Several factors affect the East Hants budget to actual results each year:

- The budget is prepared with offsetting funding coming from operating reserves, which is not taken into consideration when calculating this FCI;
- The budget is prepared with a percentage for Pension & Health Benefits - any remaining monies at year end is transferred to the Pension reserve to pay for plan upgrades and solvency deficits;
- The budget is prepared with large projects/studies being funded from reserve (funds not raised in one year on the tax rate); any monies not spent do not have an offsetting in from reserve transfer at year end;
- The actual surpluses recorded in the last few years are a result of a number of variances to budget, the large variances being in Salaries/Benefits related to maternity and other vacancies as well as the associated operating costs of those vacancies. Also affecting the budget are interest expenses relating to delayed capital projects and any variance in policing or education contracts also affect the actual numbers (East Hants budget is set prior to these transfer numbers being known usually resulting in a small percentage variance).

All significant variances are reported to the public in the Treasurer's Report each year.

Liquidity Ratio

The Municipality of East Hants maintains healthy operating reserves that are available to meet most unforeseen operating circumstances. The Municipality's accounting policy is to transfer any surplus cash to the operating reserves at each year end. This cash, and all that in the reserve accounts, is not considered when calculating this indicator.

The Municipality of East Hants, although scoring below the established threshold in 2013/2014, **does not have any cash flow or collection concerns**. If we took into consideration our operating contingency cash, the Municipality's Liquidity ratio would be 1.36, well above the rural threshold.

This indicator is calculated as follows:

$$\frac{\text{Short Term Operating Assets}}{\text{Short Term Operating Liabilities}}$$

For East Hants short term assets include cash, taxes receivable and other monies owing from external sources (grants, HST, Deed Transfer Tax, etc.). The short term liabilities include amounts owing for payroll, trade payables (amounts owing to suppliers at the end of the fiscal year) and deferred revenue (monies paid on taxes in advance, for swimming lessons, etc.). The formula does not take into account our reserve balances:

- In 2013/2014 the Municipality had \$8.8 million in operating reserves, \$1.7 million was for operating contingency (not set aside for any specific purpose).
- In 2012/2013 the Municipality had \$7.9 million in operating reserves, \$1.4 million was for operating contingency.
- In 2011/2012 the Municipality had \$6.7 million in operating reserves, \$900 thousand was for operating contingency.

Operating Reserves (%)

Reserve funds are established by Council by setting aside money to help offset future financing requirements; when required, the funds are drawn upon to finance capital and operating expenditures as



designated by Council. Using reserve funds to minimize tax rate fluctuations (due to significant one-time budgeted expenditures, unanticipated expenditures and revenue shortfalls) is a fundamental component of financial management for East Hants. Where the Municipality's capitalization threshold is \$10,000 and with restrictions on what capital reserves can be withdrawn for, Council has chosen to set aside the required funds for capital purchases in the operating reserve.

- 2014/2015 reserve balances are reported on later in this report.
- In 2013/2014 The Municipality continued to have a healthy reserve program, with almost \$13 million in operating and capital reserves. Of the \$8.8 million in operating reserves, \$3.2 million is money set aside for the replacement of tangible capital assets. Using monies set aside solely for operating reserves this ratio would be 26% and would still exceed the threshold.
- In 2012/2013 The Municipality has almost \$10 million in operating and capital reserves. Of the \$7.9 million in operating reserve \$3 million is money set aside for the replacement of tangible capital assets. Using monies set aside solely for operating reserves this ratio would be 24%.
- In 2011/2012 The Municipality has a healthy reserve program, with almost \$9.6 million in operating and capital reserves. Of the \$6.7 million in operating reserves, \$2.8 million is money set aside for the replacement of fixed assets. This \$2.8 million is on top of \$1.8 million that Council is required to carry in the Capital Reserve. Using monies set aside solely for operating reserves this ratio would be 20%.

DEBT & CAPITAL DIMENSION

Debt & Capital Dimension	2011/2012	2012/2013	2013/2014	Recommended threshold
Debt Service Ratio	11.7%	11.5%	11.7%	Below 15%
Outstanding Debt	1.5%	1.7%	1.8%	Below 3.5%
Undepreciated Assets	75.8%	74.90%	73.8%	Above 60%
5 yr Capital Purchases	228.1%	246.1%	227.5%	Above 100%
5 yr Contributions to Capital Reserve	5.1%	4%	3%	Above 10%

Debt Service (%)

The debt service ratio of 11.7% is attributed to the significant investment made by Municipal Council to urban infrastructure related to wastewater, recreational facilities, sidewalks and business park development. These expenditures are out of the norm for most "rural" municipalities, affecting how we compare to others.

Outstanding Debt (%)

The Outstanding Debt ratio of 1.5% is well below the required threshold, yet higher than the average of other rural units.

This can be attributed to the significant investment made by Municipal Council to urban infrastructure related to wastewater, recreational facilities, sidewalks and business park development. These expenditures are out of the norm for most "rural" municipalities, affecting how we compare to others.

Undepreciated Assets (%)

The Municipality's significant investment in infrastructure over the last three years results in a higher % for this indicator. New infrastructure has a higher book value and more remaining useful life than older infrastructure.

Five-year Capital Purchases (%)

The Municipality of East Hants is making sound investments in municipal infrastructure to ensure the sustainability of our municipality for years to come.

- In 2013/2014 the Municipality invested almost \$2 million in business park expansion and invested \$900,000 in sidewalks. Other capital work included equipment for the Waste Management Centre, sewer infrastructure, and upgrades to the Mount Uniacke RCMP Community Office. This ratio indicates that the acquisition of capital infrastructure is 2.27 times the depreciation on our aging infrastructure. A positive from a renewal and sustainability stance.
- In 2012/2013 East Hants continued spending on infrastructure in the following areas: \$2.6 million on The Lloyd Matheson Centre and \$1 million in new sidewalks. Other capital work included sewer infrastructure and six additional hydrants.
- In 2011/2012 the Municipality invested over \$3.5 million in new wastewater infrastructure and took over ownership of the street lighting infrastructure from NS Power, investing \$1.3 million in LED lighting. Other capital work included business park expansion, sidewalk construction and a new municipal building. In years prior to 2011/2012, East Hants had made significant investment in infrastructure for urban services like new roads, business parks, wastewater infrastructure and sidewalks.

Five-year Contributions to Capital Reserves (%)

Reserve funds are established by Council by setting aside money to help offset future financing requirements; when required the funds are drawn upon to finance capital and operating expenditures as designated by Council. Using reserve funds to minimize tax rate fluctuations (due to significant one-time budgeted expenditures, unanticipated expenditures and revenue shortfalls) is a fundamental component of financial management for East Hants.

Where the Municipality's capitalization threshold is \$10,000 it is a policy of Council to fund the purchase of fixed assets through the operating reserve, and not the capital reserve. As such, approximately \$400,000 is contributed to the operating reserve fund annually; this contribution would have been considered a "contribution to capital reserve" prior to Council's policy change. Adjusting our contributions for this amount the indicator would be between 18% and 20% for the three year period of 2011 to 2014, well within the acceptable range.

Another factor to consider when comparing East Hants to other rural units is the amount of depreciation we have. East Hants has made significant investment in infrastructure for urban services like new roads, wastewater infrastructure and sidewalks (\$11 million dollars' worth of sidewalks in the last few years) and municipal infrastructure in our business parks. All of this investment drives up the depreciation costs to the Municipality, thereby reducing our Contribution to Capital Reserves ratio.



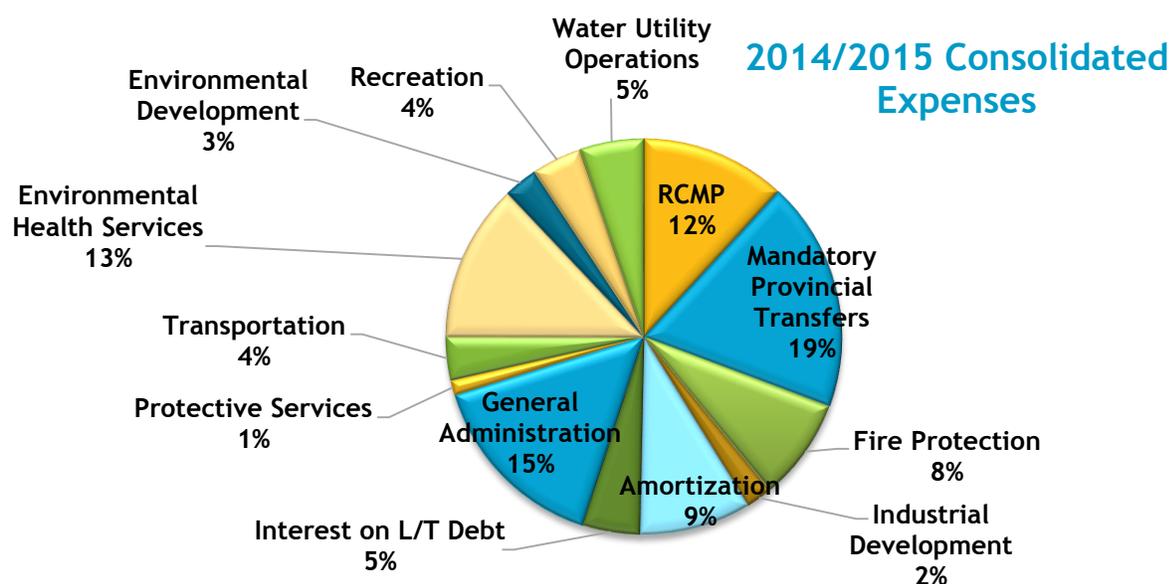
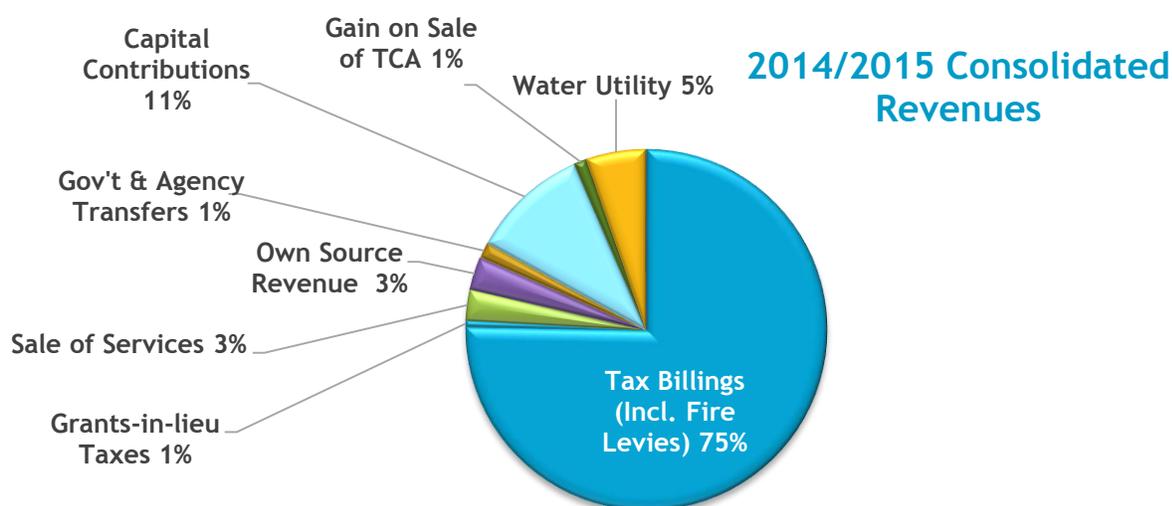
2014/2015 FINANCIAL RESULTS

This section of the Treasurer's Report contains an overview of the financial results and variances for the year on a **consolidated basis**, for the General Tax, Urban Service and Water Utility operations. It also gives a summary of capital activity and the status of the municipal reserve funds.

The Public Sector Accounting Board compliant financial statements are in Section 2 of this report. There are four required financial statements: Statement of Financial Position; Statement of Operations; Statement of Changes in Net Debt; and, Statement of Cash Flow. These financial statements provide information on the organization's assets and liabilities, cost of all activities, how they were financed, and investing activities.

Consolidated Revenues and Expenses

The following charts represent the consolidated revenues and expenses for the Municipality for 2014/2015:



Comparative Statement of Consolidated Revenues and Expenses

The following is a comparative summary of revenues by type and expenditures by function for fiscal 2014/2015. The financial statements include a detailed Consolidated Schedule of Operations by Function (Page 2-27 & 2-28) which gives the reader more details at the expenditure level (break down of expenditures into salaries/benefits, operating costs and fiscal service type expenditures).

REVENUE	2014/2015	2013/2014	% of Total 2014/2015	% of Total 2013/2014
Property taxes	\$ 24,107,140	\$ 23,089,604	75%	82%
Grants-in-lieu taxes	177,299	178,295	<1%	1%
Sale of services	877,270	824,547	3%	3%
Other revenue	940,810	817,833	3%	3%
Unconditional transfers government	185,602	185,268	<1%	<1%
Conditional transfers from government	280,557	188,488	1%	<1%
Government grants	1,228,939	1,100,512	4%	4%
Development & other contributions applied	2,150,167	15,600	7%	0%
Gain `on sale of Tangible Capital Assets	365,793	198,876	1%	1%
Water utility	1,706,897	1,680,843	5%	6%
Total revenue	\$ 32,020,474	\$ 28,279,866		
EXPENSES				
RCMP	\$ 3,273,864	\$ 3,065,660	12%	12%
Education	4,459,860	4,250,340	16%	16%
Fire Protection	2,283,732	2,188,598	8%	8%
Corrections	284,009	283,169	1%	1%
Assessment	380,086	378,665	1%	1%
Uncollectible Accounts	19,356	24,925	<1%	<1%
Industrial Development	588,167	362,189	2%	1%
Amortization	2,525,690	2,415,610	9%	9%
Interest on long term debt	1,297,152	1,319,571	5%	5%
Loss on sale of Tangible Capital Assets	11,710	362,090	<1%	<1%
General Administration	4,195,394	3,919,039	15%	15%
Protective Services	333,803	288,733	1%	1%
Transportation	977,013	790,814	4%	3%
Environmental Health Services	3,546,235	3,454,139	13%	13%
Environmental Development	774,609	656,722	3%	2%
Recreation	1,127,231	1,128,846	4%	4%
Social Services	71,747	63,769	<1%	<1%
Water Utility	1,437,740	1,389,329	5%	5%
Total expenses	\$ 27,587,398	\$ 26,342,208		
Surplus	\$ 4,433,076	\$ 1,937,658		

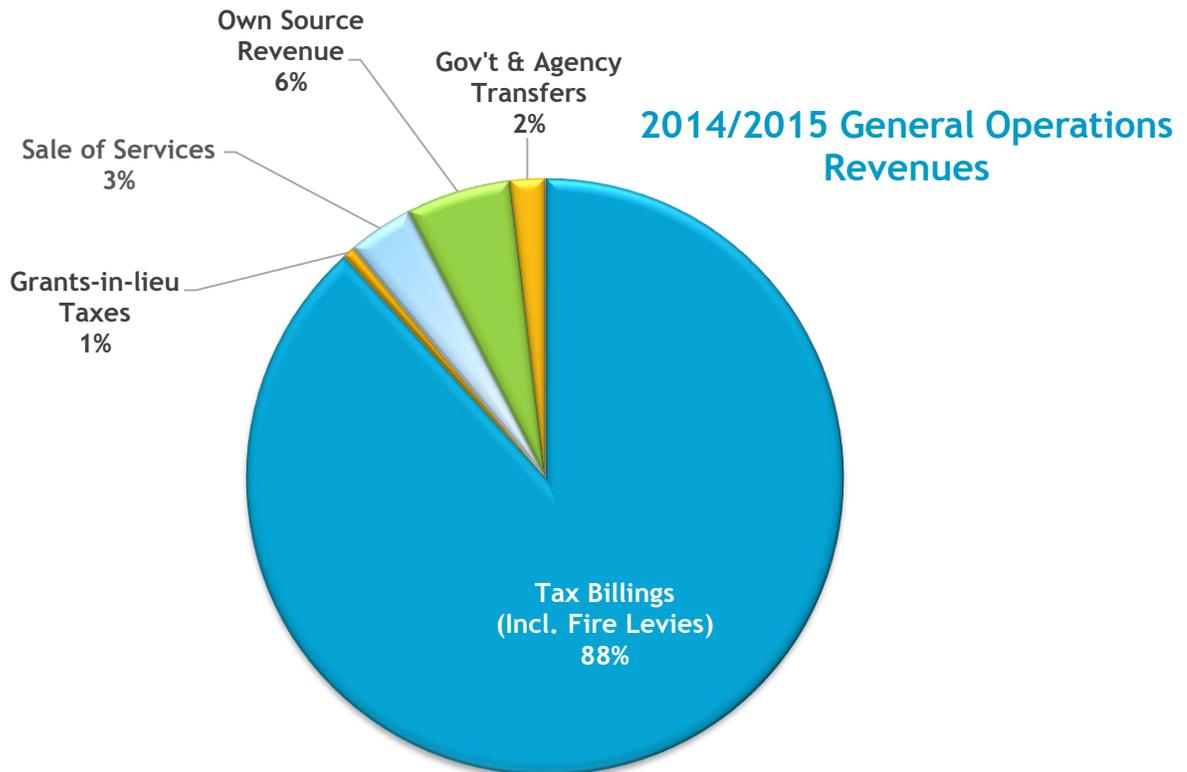
Municipal Operations

The **Schedule of Current Fund Operations** (Page 2-22) shows no change in the Operating Fund balance as the surplus in the general operations fund was transferred to reserves as required by the Provincial Financial Reporting Requirements. The 2014/2015 surplus of \$230,735 can be broken down as follows:

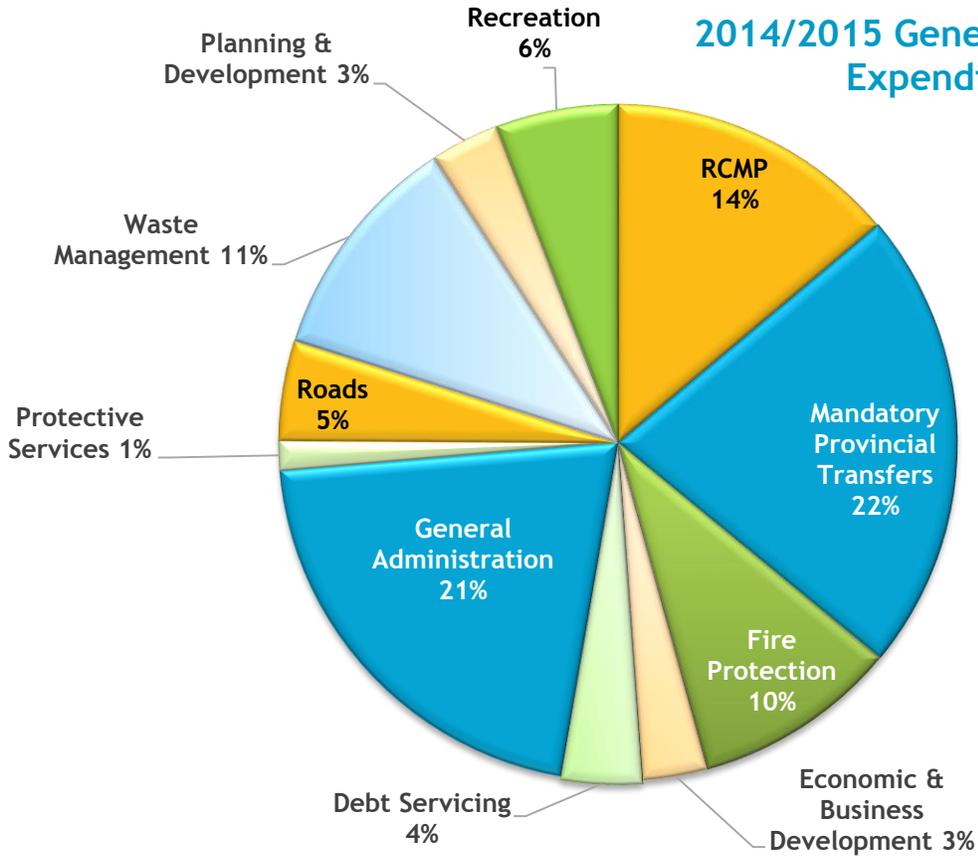
General Operations	\$179,424
Urban Service Rates	\$39,411
Other Lights	\$11,900
Total	\$230,735

General Operations

The following pie charts represent the general tax rate revenues and expenses for the Municipality for 2014/2015 (excluding transfers to reserve, amortization expense, pension accounting and landfill closure entries):



2014/2015 General Operations Expenditures



The general operations surplus was transferred to reserve in two amounts. An amount of \$76,489 was approved to be transferred during the deliberations of the 2015/2016 budget in order to fund specific projects in the upcoming budget. Another \$102,935 was transferred as a general surplus at year end. The variances in general operations revenue and expenses from budget to actual are as outlined/discussed in the following table:

Description	Amount
(INCREASES) / DECREASES IN REVENUE	
Administration fees	\$ 25,917
Pool Program revenue	13,935
Poor weather in February & March resulted in the program cancellations & early closures at the pool.	
Net taxes, including planned amount for Assessment Appeals	12,293
MTT Grant/NS Power/HST Offset	6,307
Transfers from other governments - student funding	3,709
Recreation Grant Revenue	3,187
Other sale of service	1,270
Grant in lieu	422
Miscellaneous	(640)
Fines (An offset to the additional expenditures in RCMP)	(4,376)

Scrap metal	(4,857)
Building permits	(18,919)
Additional tenant rent from the RCMP Offices in Mount Uniacke and Rawdon	(20,698)
Solid Waste Revenues, including Tipping fee (\$23K) & RRFB Diversion Credit revenue (\$32K)	(41,998)
Interest on investments & receivables net of bank fees	(43,124)
Variance relates to a favourable return on investment in the amount of \$17K and an increase of \$23K in interest on outstanding taxes.	
Deed transfer tax	(129,663)
10% variance from budget.	
Conditional Provincial Grant	(144,706)
Funding from the Province for Burntcoat Park Project (\$60K), Metropolitan Housing Authority (\$20K), Provincial Capital Assistance Program (\$20K), Nova Scotia Transit Research Incentive Program (\$15K), Nova Scotia Department of Environment (\$5K) and Invest Canada Community Initiatives Fund (\$24K).	
Variance from budget to actual - Revenue	\$ (341,941)
INCREASES / (DECREASES) IN EXPENSES	
Snow removal	\$ 233,958
Snow removal costs are higher than budget - snowfall higher than anticipated.	
Wages & Honorariums	76,444
Pension expense offset by savings in various maternity leave replacements and various unfilled positions.	
Professional fees	46,010
Funding from the Metropolitan Housing Authority and Provincial Capital Assistant Program totaling \$40,413 for the Doyle Drive Drainage Project helped offset the additional costs.	
Contracts and agreements	32,262
Business development - Transit Study \$32K offset by Invest Canada Community Initiatives Fund \$24K	32,237
RCMP costs	17,864
RCMP costs were more due to an increase in DNA and prosecution costs.	
Building Repairs	11,741
Interest on industrial park debt - transferred to fund Park Road Extension	6,875
Power and heating fuel	6,864
Provincial mandated costs (Corrections, Education, Provincial Housing & Regional Library)	4,738
Municipal grants	4,003
Computer Hardware & Software	3,274
Green Space	(304)
Roads	(835)
UNSM and FCM expenses	(4,214)
Uncollectible accounts (partially offsets unbilled taxes)	(5,644)
Association memberships, committee & meeting expenses	(5,898)
Insurance	(6,197)
Vehicle Maintenance and Fuel	(8,035)
Small equipment	(8,484)
Variations from budget to actual for small equipment throughout the organization.	
Telephone and cell phone	(11,434)
Net impact of recoverable costs for the Lloyd Matheson Center compared to budget (net of revenue)	(14,775)



Interest on Rawdon RCMP Office borrowing; Originally to be in the Fall of 2014, will be borrowed in the Spring of 2015	(17,232)
Conference registration and travel	(18,880)
Cancellation of professional development opportunities as time commitments impact ability to complete work requirements.	
Other building and property repairs & maintenance (Ind. Park maintenance, park & trail maintenance)	(22,974)
Printing (various budgeted publications did not get printed or produced in 2014/2015)	(29,719)
Tax exemptions (\$22K savings in MTAP program; remainder charitable exemptions per Bylaw F-400)	(30,331)
Solid Waste Processing, Transporting and Collection	(46,207)
Variance in cost per tonne compared to budget.	
Promotion and advertising	(69,606)
The Economic Development department budgeted funds to promote the findings and ideas within the Economic Community Profile and Economic Development Strategy. Due to the timing of report completion implementation will be done in 2015/2016.	
General Travel (Savings \$29K related to vacancies and cancelled/reduced programs); Training and related travel (Savings \$40K related to in-house training opportunities and staff vacancies/workload)	(68,827)
Variance from budget to actual - Expense	\$ 106,674
Variance from budget to actual surplus	(235,267)
Increase in transfer from Operations for Capital purposes to enable funding of the Bulk Water Station & Elmsdale Business Parks	5,513
Original planned deficit/(surplus)	330
Eliminate planned transfer from surplus (carried forward in budget from 2013-2014)	50,000
Net Surplus end of Year	\$ (179,424)
Surplus transferred to General Contingency Reserve	\$ 102,935
Surplus transferred to 2015-2016 budget as per Council:	
Finance & Administration - Community Partnership Fund	23,369
Recreation and Culture - Aquatics Facility preliminary costs	17,000
Economic Business Development - Business Development - Economic Development Plan	6,500
Economic Business Development - Business Development - Business Park Readiness Plan	900
Economic Business Development - Promotion related to investment attraction video	16,500
Economic Business Development - Community - Burntcoat Project	7,400
Planning and Development - Growth Management Study	4,820
	\$ 179,424

Urban Service Rate

The Urban Service Rate (USR) is the largest of our area rates; charged to residents in the “Corridor” area (Shubenacadie to Enfield), this rate is reported on separately as it affects a significant number of residents and Councilors. The rate covers all urban services (streetlights, wastewater, hydrants and sidewalks) provided by the Municipality with the exception of some sub-urban streetlights. The total USR operating budget for 2014/2015 was set at \$2.8 million. The final surplus was \$39,411; the significant variances from budget for the Urban Service Rate are outlined / discussed in the following table:



Description	Amount
(INCREASES) / DECREASES IN REVENUES	
Urban area taxes - primarily from wastewater fee collection	\$ 17,336
Federal properties Grant in Lieu	572
Sewer Hook-up & Usage revenue, net of reserves transfer	(5,838)
Variance from budget to actual - Revenue	\$ 12,070
INCREASES / (DECREASES) IN EXPENSES	
Snow removal for wastewater properties	65,694
Contracts, agreements, mechanical maintenance	(1,649)
Property R&M -Clearing of brush and mowing in lagoons less than budget	(2,445)
Operational materials - primarily savings in chemicals	(3,024)
Debt Servicing on Sewer and Streetlights	(5,162)
Computer & Admin support (allocated from General Operations)	(20,336)
Fire Protection (Rate paid to the Water Utility for fire hydrants - based on UARB formula)	(20,931)
Professional Fees - savings primarily from lab testing	(6,932)
Other general operations - primarily from savings in shared all systems costs	(25,914)
Wages & Benefits	(27,753)
Resulting from a vacant Engineer position and a vacant Treatment Plant Operator position for three months as well as savings in employer benefits.	
Variance from budget to actual - Expense	\$ (48,452)
Variance from budget to actual (surplus)	(36,382)
Variance from capital out of revenue (surplus)	(3,181)
Original planned deficit	153
Net Surplus end of Year	\$ (39,411)

Reserves - Urban Service Rate

Reserve funds are funds set aside to help offset future financing requirements; these are drawn upon to finance capital and operating expenditures as designated by Council. Urban type services are very infrastructure intensive, requiring significant funding for most capital projects. For this reason, reserve fund balances are a fundamental component of managing the financial stability of the USR. The following amounts are being held in reserve at March 31, 2015 for the USR systems:

For Capital Purposes:	Amount
Sidewalks	\$ 83,134
Sewer	\$ 63,579
Fire Protection Systems	\$ 1,021,916
Storm Water	\$ 2,479
Total	\$ 1,171,108

For Operating Purposes:	Amount
Sidewalks	\$ 237,819
Sewer	\$ 120,047
Fire Protection Systems	\$ 210,000
Contingency	\$ 1,207,334
Total	\$ 1,775,200

East Hants Water Utility

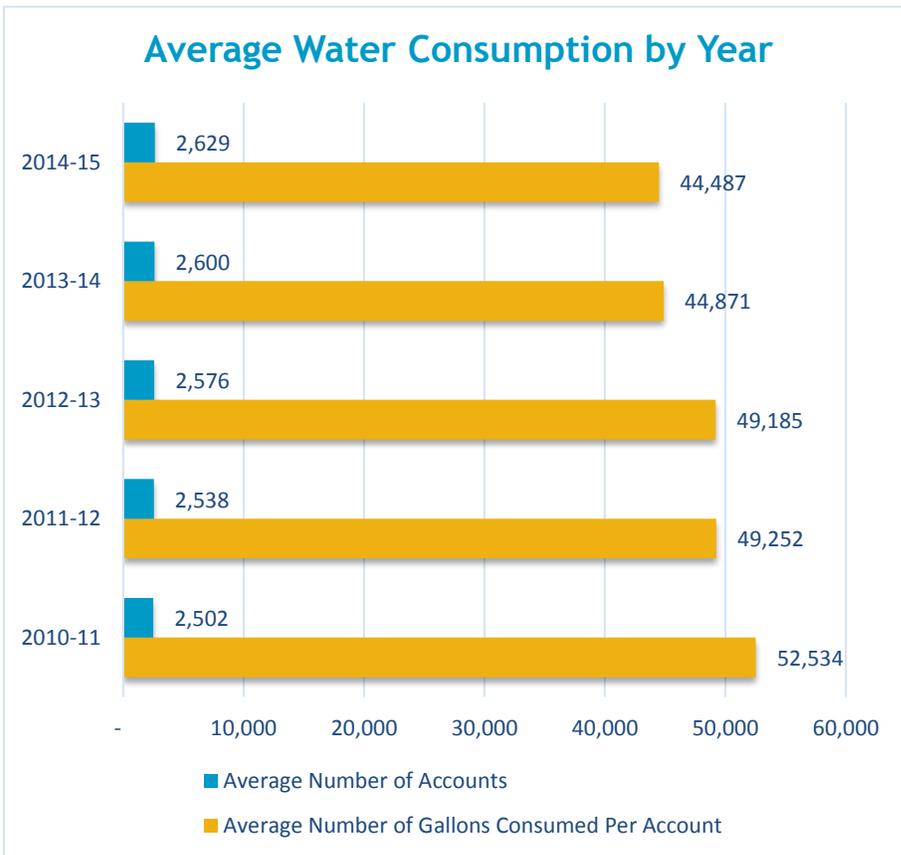


The East Hants Water Utility serves 2,657 customers in the communities of Shubenacadie, Lantz, Elmsdale and Enfield. The Utility also operates a bulk water station in Enfield that serves water haulers and residents throughout the region. The Municipality is accountable to the Utility and Review Board (UARB) for all matters relating to water utility accounting and rate setting. The last rate review application was done in 2009/2010, approving rates to April 1, 2012 onward.

At March 31, 2015 the Utility showed an accumulated fund balance of \$1,037,689. Operating results for 2014/2015 reflect a negative change in fund balance (operating deficit) of \$69,754. This deficit is explained in the following table:

Description	Amount
(INCREASES) / DECREASES IN REVENUES	
Decrease in Public Fire Protection as per UARB Rules and Regulations	\$ 20,931
Water billing charges	4,113
Decrease in Metered Sales primarily from decrease in water consumption.	
Miscellaneous	1,190
Decrease in water meter connections, installations and disconnections	
Interest, penalty net of bank fees	(1,068)
Water token revenue	(16,174)
Variance from budget to actual - Revenue	\$ 8,992
INCREASES / (DECREASES) IN EXPENSES	
Snow removal	\$ 32,280
Amortization	(2,375)
Other operating costs	(22,065)
Savings in costs allocated to all systems (trench box), fuel and training costs.	
Computer & Admin support	(22,280)
The overall costs for administration and IT support costs were less than budgeted (in General Operations) which impacts the allocation of these costs to the Utility.	
Professional fees	(24,921)
The number of lab tests decreased due to the new Nova Scotia Environment permit for Shubie Water Treatment Plant.	
Operational materials - primarily savings in chemicals	(27,977)

Wages & Employer Benefits	(54,140)
Resulting from a vacant Engineer position and a three month vacancy for the Public Works Operator In Training position. Plus savings in employer benefits.	
Contracts and agreements	(123,191)
There was \$175,000 for easements for the Enfield Transmission Main project moved to 2015/2016. This was offset by an increase in water main breaks in 2014/2015 and repairs costs were more than expected (together \$52,000 in expenditures).	
Variance from budget to actual - Expense	\$ (244,669)
Variance from budget to actual (surplus)	(235,677)
Variance from capital spending deficit	175,000
Original planned deficit	130,430
Net Deficit end of Year	\$ 69,753



Despite an increase in customer base, East Hants Waters' average consumption has been decreasing year over year.

Capital Fund (includes General, USR & Water)

The five year Capital Investment Plan is approved each year by Municipal Council with several single and multi-year capital projects. The plan consolidates capital spending for urban service infrastructure, municipal operations and the East Hants Water Utility. Capital spending for 2014/2015 can be broken down as follows:

Description	Amount
General Government	\$ 825,882
Transportation	185,713
Environmental Development	49,997
Environmental Health	710,775
Water Utility	275,781
TOTAL	\$ 2,048,148



Below are some of the capital projects that were completed in 2014/2015 (some spending may have occurred in prior years):

- Rawdon RCMP Office - \$871,697
- Shubenacadie Water Main Piping Upgrade - \$202,584
- Public Works Truck - \$27,961
- Bulk Water Process Control System Upgrade - \$14,497

Work in Progress at March 31, 2015

Below are some of the work in progress projects (WIP) at March 31, 2015 carried forward to 2015/2016:

- Commerce Court Sidewalks - Budget: \$72,000
WIP: \$9,100
- Bulk Water Station - Budget: \$365,000 WIP: \$3,456
- Sewage System Upgrade in Milford - Budget: \$542,000 WIP: \$428,506
- Relief Sewer Elmwood Drive - Budget: \$287,882 WIP: \$259,392
- Ross Hill Sewer Lift Station - Budget: \$90,000 WIP: \$47,919



Rawdon RCMP Office



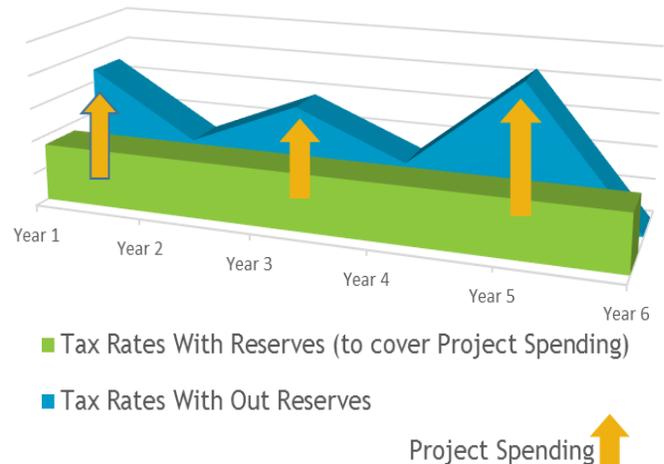
RESERVES

Reserve funds are established by Council by setting aside money to help offset future financing requirements; when required the funds are drawn upon to finance capital and operating expenditures as designated by Council. Using reserve funds to minimize tax rate fluctuations (due to significant project or one-time budgeted expenditures, unanticipated expenditures and revenue shortfalls) is a fundamental component of financial management for East Hants.

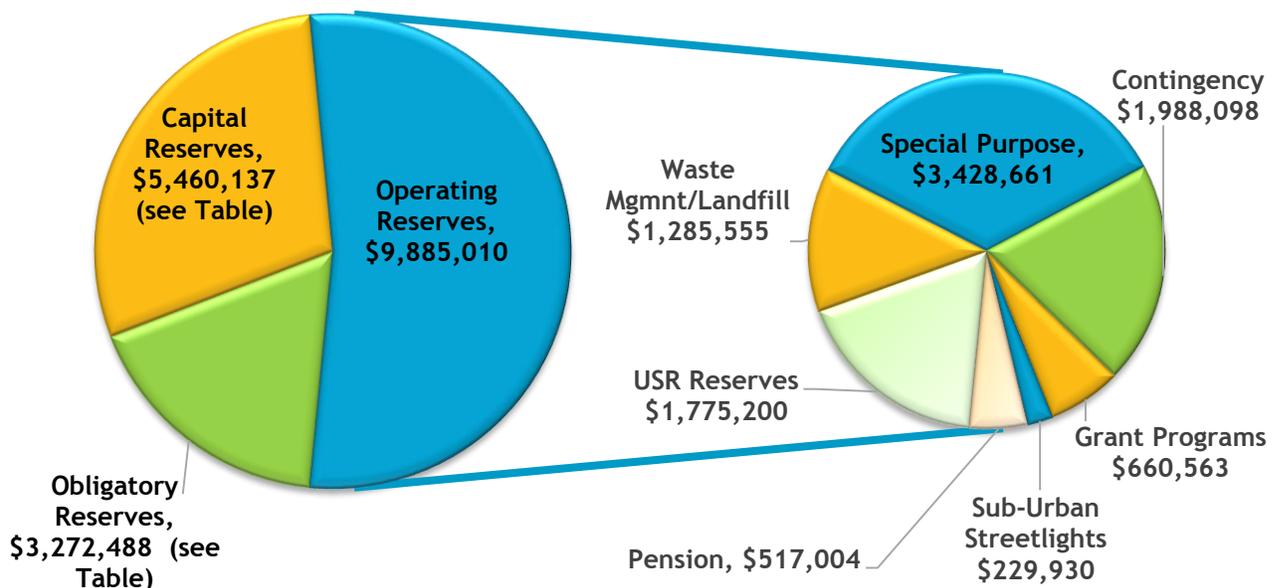
Operating and capital reserves are consolidated within the Accumulated Surplus position on the Statement of Financial Position (Page 2-6); Obligatory reserves are reported in the liabilities section of the Statement of Financial Position (Page 2-6).

The Municipality has approximately \$18.6 million in operating and capital reserves. Of this amount, \$5.5 million is set aside for capital work and \$9.9 million is being held in operating reserves. The Municipality of East Hants also has \$3.3 million in obligatory reserves, money collected specifically for open space and for sewer & water infrastructure.

Each reserve fund is further broken down for specific uses. For a detailed list of Reserve Fund balances, see Page 2 - 25, *Schedule of Reserve Operations*. The following graphs summarize the funds:



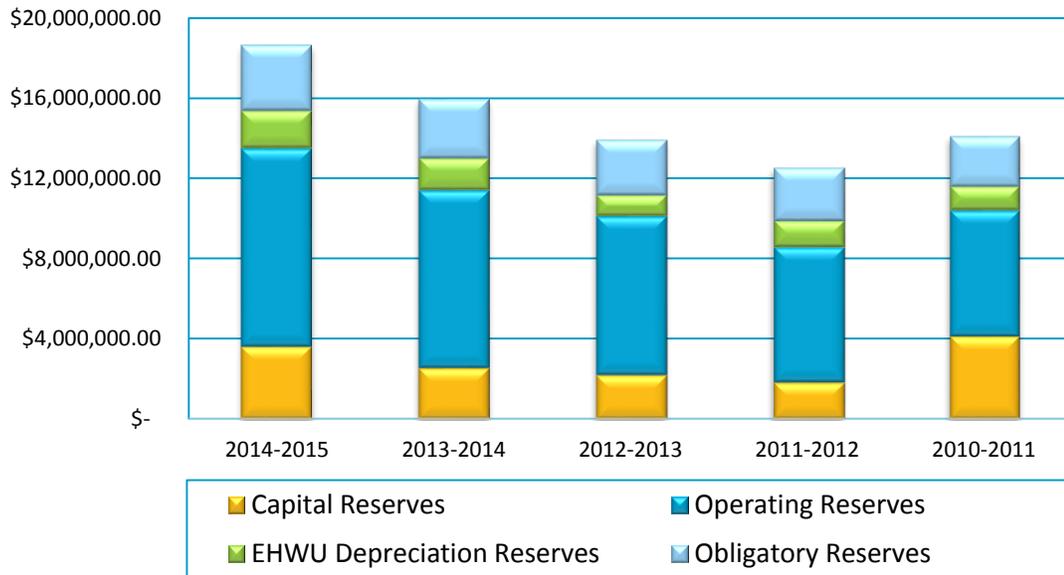
2014/2015 Reserves Held for Future Use - \$18.6M



Capital Reserves	Amount	Obligatory Reserves	Amount
Water System Infrastructure	\$ 1,877,704	Sewer Infrastructure	\$ 2,255,523
USR Capital Reserves	1,171,108	Water Infrastructure	1,002,322
Industrial Park Expenditures	1,027,883	Green Space	14,643
Gas Tax Funding	919,962		
Landfill Site Post Closure	254,487		
Other	170,954		
Road Paving	38,039		
Total	\$ 5,460,137		\$ 3,272,488

The chart below summarizes the reserve balances by of the municipality over the past five years:

East Hants Five-Year Reserves Comparison



The following amount represents future repayments to the Operating contingency reserve fund:

- \$368,664 (\$405,688 in 2014) will be repaid to the operating reserve fund as the residents in Shubenacadie pay off the accumulated deficit of the Shubenacadie Water Utility.

Reserves are key to the financial success of the Municipality and Council’s ability to respond to the needs of East Hants residents and future development. The Municipality needs to balance the desire of Councillors to keep the tax burden as low as possible with the need for healthy reserve balances to ensure financial stability into the future.

SECTION 2 - FINANCIAL STATEMENTS



MESSAGE FROM THE TREASURER

I am pleased to present the East Hants audited consolidated financial statements for the year ending March 31, 2015.

The Municipality’s financial statements have been prepared by Management in accordance with the provincial Financial Reporting and Accounting Manual and the reporting standards set by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada (CPA Canada). The financial statements have been audited by Deloitte who have expressed their opinion that these statements present fairly, in all material aspects, the financial position of East Hants as at March 31, 2015.

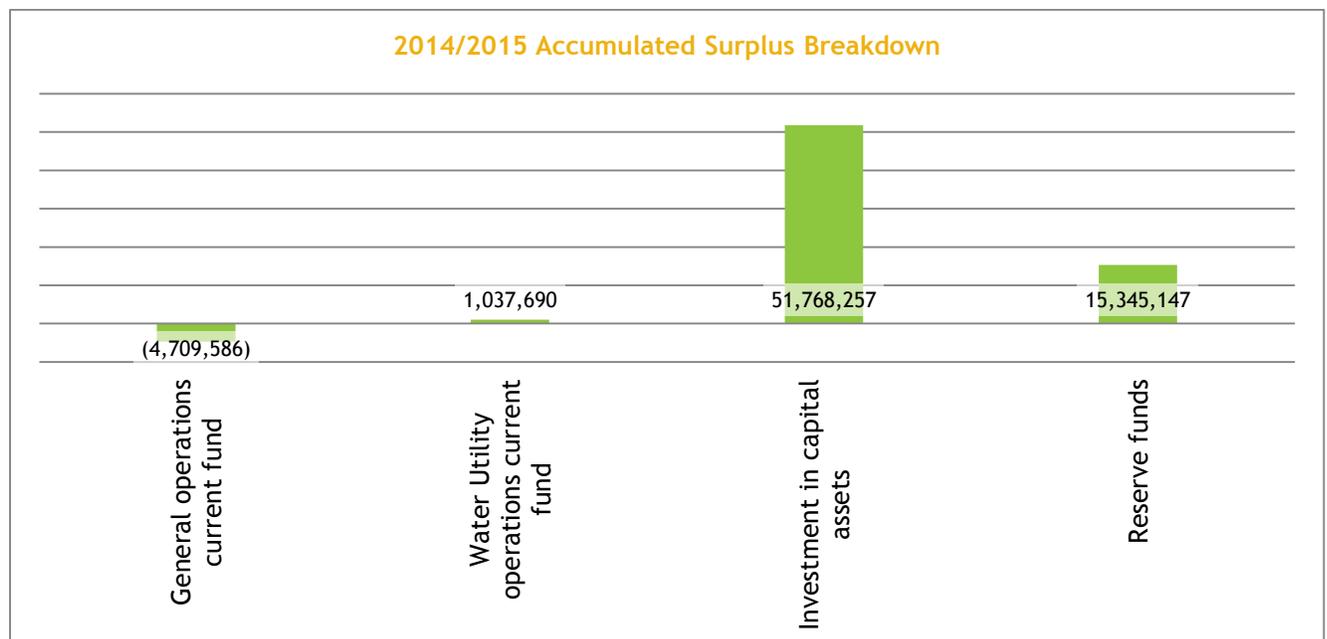
Management is responsible for such internal controls as determined necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error. The Audited Financial Statements are available on the Municipal website at www.easthants.ca.

There are four required financial statements: **Statement of Financial Position**; **Statement of Operations**; **Statement of Changes in Net Debt**; and, **Statement of Cash Flow**. We are pleased to also offer several schedules to support the statements and provide clarification to the reader.

Consolidated Statement of Financial Position

This statement highlights the cash resources of the Municipality, the liabilities, the net debt (which is the difference between the financial assets and liabilities), the assets that are held for service provision and the accumulated surplus.

As a result of the significant investment in tangible capital assets, there is a large accumulated surplus (\$63.4M) and a significant net debt which must be recovered through future tax revenues (see Statement of Changes in Net Debt). The following table shows a breakdown of the accumulated surplus by fund.



Consolidated Statement of Operations

The Consolidated Statement of Operations provides a summary of the revenues, expenses and surplus for the reporting period. The statement consists of the funds for the general operations, the water utility and capital.

The Consolidated Statement of Operations shows an annual surplus for the year of \$4,433,076 with a budgeted surplus of \$2,627,174. The variance of \$1,805,902 is accounted for as follows:

Description	Amount
VARIANCES FROM BUDGET TO ACTUAL - CONSOLIDATED SURPLUS	
General tax rate variance as per the general operations section (See Page 1-24)	\$ 235,267
Urban service tax rate variance as per the urban service rate section (See Page 1-25)	\$ 36,382
Transfers (see below)	\$ 836,469
Net gain on the sale/disposal of Municipal assets	\$ 354,083
Pension adjustment for the unamortized actuarial loss (Note 10 Financial Report)	\$ (14,698)
Landfill liability adjustment based on PSAB requirements	\$ 18,237
Non Urban Streetlights, variance to budgeted surplus	\$ 11,500
Water utility variance as per the water utility section (See Page 1-27)	\$ 235,676
Receipt of unplanned capital grants	\$ 107,136
Lantz Fire Department Recoverable Principal	\$ (14,150)
NET VARIANCE FROM BUDGET TO ACTUAL	\$ 1,805,902

Council has established policies that required unspent funds in particular areas to be transferred at year end to an operating reserve. Also, throughout the year Council decisions are made that affect transfers to and from reserves. The following is a list of Council approved transfers to (from) reserves that varied from the approved budget:

Description	Amount
LED Streetlight savings	\$ 13,069
Pension surplus - Budget pension expense at 10.5%, transfer unspent funds	\$ 173,952
Fire Department - Training	\$ 1,206
Professional Fees - as per Council policy, transfer unspent funds to reserve	\$ 73,000
Legal Fees - as per Council policy, transfer unspent funds to reserve	\$ 47,395
Contracts - as per Council policy, transfer unspent funds to reserve	\$ 38,000
Grants - as per Council policy, transfer unspent funds to reserve	\$ 125,065
Projects funded from reserves carried forward to 2015-2016 budget	\$ 158,380
Other variances affecting transfers to/from reserves (Business Development, Tourism, Advertising, Risk Management Consultant, Misc)	\$ 206,403
TOTAL TRANSFERS	\$ 836,469

Statement of Changes in Net Debt

The statement is unique to PSAB reporting; the statement outlines the changes in net debt as a result of annual operations, tangible capital asset transactions and changes in other non-financial assets (pre-paid expenses and inventories). East Hants has strengthened its financial position in 2015 by reducing its net debt by \$2.9 million.

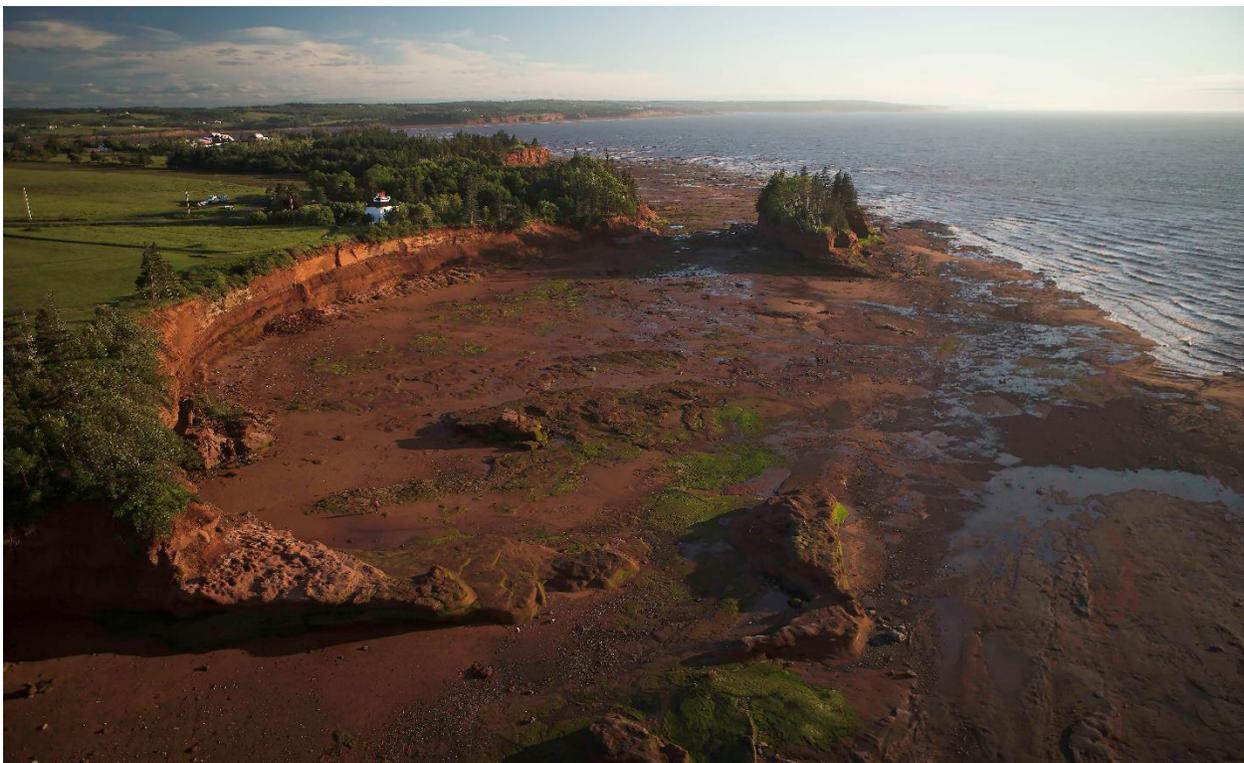
Statement of Cash Flow

The Statement of Cash Flow reports changes in cash and cash equivalents resulting from operating activity and shows how the Municipality financed its activities during the year and met its cash requirements. East Hants values fiscal responsibility and as such has a reserve program; including reserve balance, as of 2015 the consolidated cash balance is \$19.3 million.

The delivery of this report is made possible through the continued efforts of East Hants staff and Council; together we strive for fiscal responsibility in our decision making, being accountable to our stakeholders and being transparent in what we do. My appreciation is extended to all departments for their ongoing cooperation and assistance.



Kim Ramsay, CPA, CMA
Director of Finance & Administration, Treasurer



Burntcoat Head Park

MARCH 31, 2015 - CONSOLIDATED FINANCIAL STATEMENTS

Municipality of the District of East Hants

Table of Contents

March 31, 2015

Auditors' Report (see audited statements)	
Consolidated Statement of Financial Position	2-6
Consolidated Statement of Operations	2-7
Consolidated Statement of Changes in Net Debt	2-8
Consolidated Statement of Cash Flow	2-9
Notes to the Consolidated Financial Statements	2-10
Schedule of Current Fund Operations - Municipal Operations	2-22
Schedule of Current Fund Operations - Water Utility	2-23
Schedule of Capital Fund Operations - Municipal Operations	2-24
Schedule of Reserve Operations	2-25
Reconciliation of the Financial Plan to the PSAS Budget	2-26
Consolidated Schedule of Operations by Function	2-27

Municipality of the District of East Hants
Consolidated Statement of Financial Position
As at March 31, 2015

	2015	2014
FINANCIAL ASSETS		
Cash (Note 2)	\$ 19,310,212	\$ 18,220,897
Taxes and rates receivable (Note 3)	2,292,027	2,145,829
Accounts receivable (Note 4)	1,231,185	988,018
	<u>22,833,424</u>	<u>21,354,744</u>
LIABILITIES		
Accounts payable and accrued liabilities (Note 5)	3,013,498	3,192,707
Deferred revenue - general	1,450,126	1,340,182
Deferred revenue - obligatory reserve (Note 6)	3,272,488	2,959,874
Employee future benefits (Note 9 & 10)	727,985	726,486
Tax sale surplus	185,555	180,532
Long-term liabilities (Note 8)	28,253,664	29,974,578
	<u>36,903,316</u>	<u>38,374,359</u>
NET DEBT	<u>(14,069,892)</u>	<u>(17,019,615)</u>
NON FINANCIAL ASSETS		
Tangible capital assets (Note 7)	76,277,713	75,482,006
Work in progress (Note 7)	873,427	287,682
Inventory and prepaid expenses	360,260	258,359
	<u>77,511,400</u>	<u>76,028,047</u>
ACCUMULATED SURPLUS (Note 12)	<u>\$ 63,441,508</u>	<u>\$ 59,008,432</u>

Contingency (Note 16)

Approved on Behalf of the Municipality
of the District of East Hants

.....Warden

.....Clerk

Municipality of the District of East Hants
 Consolidated Statement of Operations
 Year Ended March 31, 2015

	2015 Budget Unaudited (Note 1)	2015 Actual	2014 Actual
Revenues			
Property taxes (Note 13)	\$ 24,063,580	\$ 24,107,140	\$ 23,089,604
Grants in lieu of taxes	178,292	177,299	178,295
Sale of services	905,516	877,270	824,547
Other revenue from own sources	652,933	940,809	817,833
Unconditional transfers from other governments	153,600	185,602	185,268
Conditional transfers from federal or provincial government	147,241	280,557	188,487
Government grants	1,276,815	1,228,939	1,100,512
Development and other contributions applied	2,235,932	2,150,167	15,600
Water utility	1,694,960	1,706,897	1,680,843
Total Revenues	31,308,869	31,654,680	28,080,989
Expenses			
General government services	5,614,587	5,204,064	5,321,797
Protective services	6,337,107	6,234,606	5,886,130
Education services (Note 13)	4,459,885	4,459,860	4,250,340
Social services	60,730	71,747	63,769
Transportation services	1,945,014	2,165,788	1,954,157
Environmental health services	4,737,886	4,471,554	4,319,379
Environmental development services	1,755,451	1,312,122	1,052,606
Landfill closure/post closure costs	-	(18,237)	9,559
Recreation and cultural services	1,544,997	1,316,790	1,323,137
Water utility	2,226,038	2,003,310	1,962,457
Total Expenses	28,681,695	27,221,604	26,143,331
Annual Surplus	2,627,174	4,433,076	1,937,658
Accumulated Surplus, Beginning of Year	59,008,432	59,008,432	57,070,774
Accumulated Surplus, End of Year	\$ 61,635,606	\$ 63,441,508	\$ 59,008,432

Municipality of the District of East Hants
 Consolidated Statement of Changes in Net Debt
 Year Ended March 31, 2015

	2015 Budget Unaudited (Note 1)	2015 Actual	2014 Actual
Annual Surplus	<u>\$ 2,627,174</u>	<u>\$ 4,433,076</u>	<u>\$ 1,937,658</u>
Tangible Capital Assets			
Acquisition of tangible capital assets	(2,429,945)	(3,945,403)	(3,822,147)
Amortization of tangible capital assets	2,525,690	2,525,690	2,415,610
Loss (gain) on sale of tangible capital assets	-	(354,084)	163,214
Proceeds on sale of tangible capital assets	-	392,345	564,953
	<u>95,745</u>	<u>(1,381,452)</u>	<u>(678,370)</u>
Other Non-Financial Assets			
Decrease (Increase) in inventory and prepaid expenses	-	(101,901)	75,336
Decrease in Net Debt	<u>2,722,919</u>	<u>2,949,723</u>	<u>1,334,624</u>
Net Debt, Beginning of Year	<u>(17,019,615)</u>	<u>(17,019,615)</u>	<u>(18,354,239)</u>
Net Debt, End of Year	<u><u>\$ (14,296,696)</u></u>	<u><u>\$ (14,069,892)</u></u>	<u><u>\$ (17,019,615)</u></u>

Municipality of the District of East Hants
Consolidated Statement of Cash Flow
Year Ended March 31, 2015

	2015	2014
Operating Transactions		
Annual surplus	\$ 4,433,076	\$ 1,937,658
Add amortization of tangible capital assets	<u>2,525,690</u>	<u>2,415,610</u>
	<u>6,958,766</u>	<u>4,353,268</u>
Changes in Non-Cash Assets and Liabilities		
Decrease in accounts receivable	(243,167)	703,442
(Increase) decrease in taxes receivable	(146,198)	(50,259)
Increase (Decrease) in accounts payable and accruals	(179,209)	369,650
Increase in tax sale surplus	5,023	-
Increase (decrease) in deferred revenue	422,558	153,315
(Decrease) increase in employee benefits/other obligations	1,499	72,858
Decrease (increase) in inventory and prepaid expenses	<u>(101,901)</u>	<u>75,336</u>
	<u>(241,395)</u>	<u>1,324,342</u>
Net Change in Cash From Operations	<u>6,717,371</u>	<u>5,677,610</u>
Financing Transactions		
Long-term liabilities issued	-	4,000,000
Long-term liabilities retired	<u>(1,720,914)</u>	<u>(1,545,646)</u>
	<u>(1,720,914)</u>	<u>2,454,354</u>
Capital Transactions		
Additions to tangible capital assets	(3,359,658)	(3,709,060)
Decrease (increase) in work in progress	(585,745)	(113,087)
(Gain) loss on sale of tangible capital assets	(354,084)	163,214
Proceeds on sale of tangible capital assets	<u>392,345</u>	<u>564,953</u>
	<u>(3,907,142)</u>	<u>(3,093,980)</u>
Increase in Cash Position	1,089,315	5,037,984
Cash Position, Beginning of Year	18,220,897	13,182,913
Cash Position, End of Year	<u>\$ 19,310,212</u>	<u>\$ 18,220,897</u>

1. **Significant Accounting Policies**

The consolidated financial statements of the Municipality of East Hants “Municipality” are the representations of management prepared in accordance with accounting standards for local governments as established by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada (CPA Canada). Significant aspects of the accounting policies adopted by the Municipality of East Hants are as follows:

a) **Reporting Entity**

These consolidated financial statements reflect the assets, liabilities, revenues, expenditures and changes in net assets and financial position of the reporting entity. The reporting entity is comprised of all organizations and enterprises accountable to the Municipality for the administration of their financial affairs and resources and which are owned or controlled by the Municipality, namely:

- General Operating and Capital
- Water Utility Operating and Capital

Inter-departmental and inter-organizational transactions and balances between these entities and organizations are eliminated.

b) **Fund Accounting**

Funds within the consolidated financial statements consist of current, capital and reserve funds.

Council approves certain amounts to be set aside in reserves and reserve funds for future operating and capital purposes. Transfers between funds are recorded as adjustments to the appropriate fund balance.

c) **Revenue and Expenditure Recognition**

Revenues are recorded using the accrual basis of accounting as they are earned and measurable. Funds from external parties and earnings thereon restricted by agreement or legislation are accounted for as Deferred Revenue - Obligatory Reserve Funds until used for the purpose specified. Expenditures are recognized using the accrual method of accounting.

Property tax revenue is based on assessments determined in accordance with Nova Scotia legislation. Tax rates are set annually. Taxation revenues are recorded at the time tax billings are issued. Assessments are subject to appeal. Penalties on overdue taxes are recorded in the period levied.

1. **Significant Accounting Policies (Continued)**

d) **Tangible Capital Assets**

Tangible capital assets are recorded in accordance with section 3150 of the PSAB Handbook.

Amortization has been calculated on a straight-line basis over an asset's useful life as follows:

Land Improvements	20 years
Municipal Buildings	40 years
Buildings - Plants	25 years
Machinery and Equipment	5 - 10 years
Vehicles - residual value \$10,000	4 years
Engineered Structures	
Roadway Systems	50 years
Sidewalks	20 years
LED Streetlights	25 years
Sewer Collection and Disposal	40 - 50 years
Landfill Infrastructure	25 years
Industrial Park Infrastructure	40 years

Water Utility assets are depreciated in accordance with the Nova Scotia Utility and Review Board Accounting and Reporting Handbook section 3040 and 3042.

e) **Deferred Revenue / Obligatory Reserve Funds**

Deferred revenue consists of user charges and fees which have been collected but for which the related services have yet to be performed, at which time they will be recognized as revenues.

The Municipality receives infrastructure charge contributions and payments in lieu of green space under provisions of Municipal By-Laws. These funds by their nature are restricted in their use and until applied to applicable capital works, are recorded as Deferred Revenue - Obligatory Reserve Funds. As applied to capital projects, they are recorded as revenue in the year the funds are expended.

f) **Government Transfers**

Government and other contributions are recognized as revenue in the period the transfer is authorized and all eligibility criteria have been met. Exceptions to this are when the transfer includes stipulations which have not yet been met and cause the Municipality to incur a liability.

g) **Investment Income**

Investment income earned on surplus current funds, capital funds, and reserve funds (other than obligatory reserve funds) is reported as revenue in the period earned. Investment income earned on obligatory reserve funds is reported as part of the respective deferred revenue balance.

1. **Significant Accounting Policies (Continued)**

h) Employee Future Benefits

The present value of the cost of providing employees with future benefits programs is expensed as employees earn these entitlements through service. The cost of the benefits earned by employees is actuarially determined using the projected cost method pro-rated on service and management's best estimate of retirement ages of employees and expected health care and other costs.

i) Budget Figures

Council completes separate budget reviews for its operating, water utility and capital budgets each year. The approved operating and water utility budget for 2015 is reflected on the Schedule of Current Fund Municipal Operations and Schedule of Current Fund Water Utility. For capital spending, budgets are set for individual projects and funding for these activities is determined annually and made by transfers from reserve funds, transfers from the operating/water utility funds, by the application of applicable grants, other funds available and by debt financing. As many capital projects are carried out over one or more years, it is not practical to present annualized budget information on the Schedule of Capital Fund Operations.

j) PSAS Budget

The consolidated financial statements include an unaudited PSAS budget.

With the exception of the water utility budget, amortization and the gain/loss on the sale of assets were not contemplated during the development of the budget and, as such, have been included using actual figures for the budget value.

The reconciliation between the financial plan and the budget figures used in these statements is disclosed as a schedule - Reconciliation of the Financial Plan to the PSAS Budget.

k) Use of Estimates

The preparation of these statements in accordance with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and to disclose contingent assets and liabilities at the date of the consolidated financial statements, and the reported amounts of revenues and expenditures during the reporting period. Actual results could differ from those estimates.

l) Segmented Information

East Hants is a diversified municipal government that provides a wide range of municipal programs and services to its constituents, including fire, RCMP, waste and recycling services, water supply and distribution, wastewater treatment, libraries, recreation and tourism. Segmented information has been prepared by major functional classification, consistent with the Consolidated Statement of Operations and provincially legislated requirements.

1. **Significant Accounting Policies (Continued)**

The major segments are as follows:

General government services: Activities that provide for the overall operation of the municipality and that are common to, or affect all of the services provided by the municipality. This includes the administrative arm of the Municipality (finance, taxation & collection, facilities management (including interest on debt charges), information services, Chief Administrative Officer and human resources) and legislative activities related to the warden and council of the municipality, including their remuneration and expenses.

Protective services: Activities that provide for the public safety of the inhabitants of the municipality, such as: RCMP protection, transfers to correctional services, bylaw enforcement, building inspection, emergency measures, fire department grants and levies and fire hydrants.

Education: Mandatory education transferred to Chignecto-Central Regional School Board.

Social Services: Payments made to Housing Nova Scotia to cover the deficits of the public housing authorities in the region.

Transportation services: Activities, transfers and related debt for roads, sidewalks and LED lighting.

Environmental health services: Activities that provide environmentally regulated services, including sewage collection, treatment & disposal, waste management center operations, multi stream waste collection and disposal programs and engineering/environmental stewardship.

Environmental development services: Activities that support and control the municipality's economic development including environmental planning and zoning, industrial park development, tourism and community development.

Recreation and cultural services: Activities that provide recreation and cultural services, including recreational facilities, libraries and cultural buildings.

Water Utility: Activities related to the operations of the East Hants Water Utility, a 2,600 customer utility that operates two modern water treatment plants and related infrastructure.

2. **Cash**

Cash is comprised of:

	<u>2015</u>	<u>2014</u>
Bank	\$ 16,516,724	\$ 15,730,773
Restricted cash (obligatory reserve funds)	2,793,488	2,490,124
	<u>\$ 19,310,212</u>	<u>\$ 18,220,897</u>

2. Cash (Continued)

Administered bank accounts

The Municipality administers bank accounts for the Lantz Fire Department, Milford Fire Department, Nine Mile River Fire Department, Maitland Fire Department, Rawdon Fire Department, Noel Fire Department, and Shubenacadie Fire Department. These bank accounts are held in the name of the Municipality of the District of East Hants, but do not belong to the Municipality and therefore these accounts are not included in these financial statements.

3. Taxes and Rates Receivable

Taxes receivable have been recorded net of an allowance for doubtful accounts of \$45,539 (2014 - \$27,427), representing management's estimate of uncollectible accounts.

4. Accounts Receivable

The balance for accounts receivable on the consolidated Statement of Financial Position totaled \$1,231,185 (2014 - \$988,018). The balance is comprised of the following:

	<u>2015</u>		<u>2014</u>
Amounts due from provincial/federal government	\$ 285,676	\$	174,551
Loan to Lantz fire department	301,653		316,083
Other	643,856		497,384
	<u>\$ 1,231,185</u>	\$	<u>988,018</u>

In 2008/2009 the Municipality loaned the Lantz Volunteer Fire Department the amount of \$370,000 as per section 66(4)(e) of the Municipal Government Act (MGA).

5. Accounts Payable and Accrued Liabilities

	<u>2015</u>		<u>2014</u>
Liability for closure/post closure costs - landfill	\$ 254,487	\$	272,723
Salaries & wages payable	159,822		143,344
Trade payables and accruals	2,599,189		2,776,640
	<u>\$ 3,013,498</u>	\$	<u>3,192,707</u>

Municipality of the District of East Hants
Notes to the Consolidated Financial Statements
Year Ended March 31, 2015

6. Deferred Revenue - Obligatory Reserve

	<u>2015</u>	<u>2014</u>
Sewer balance at beginning of year	\$ 2,111,370	\$ 2,005,439
Sewer developer charges (including interest)	183,871	121,531
Transfer - Sewer Capacity Study	(39,718)	(15,600)
Sewer balance at end of year	<u>\$ 2,255,523</u>	<u>\$ 2,111,370</u>
Water balance at beginning of year	\$ 834,032	\$ 736,794
Water developer charges (including interest)	168,290	97,238
Water balance at end of year	<u>\$ 1,002,322</u>	<u>\$ 834,032</u>
Green Space balance at beginning of year	\$ 14,472	\$ 14,300
Green Space contributions (including interest)	171	172
Green Space balance at end of year	<u>\$ 14,643</u>	<u>\$ 14,472</u>
Sewer Developer Charges	\$ 2,255,523	\$ 2,111,370
Water Developer Charges	1,002,322	834,032
Green Space Contributions	14,643	14,472
	<u>\$ 3,272,488</u>	<u>\$ 2,959,874</u>

7. Asset Continuity Schedule

MUNICIPALITY OF EAST HANTS
TANGIBLE CAPITAL ASSETS
NOTES TO THE FINANCIALS
For the Year Ended March 31, 2015

	General Capital Assets				Infrastructure			Assets in WIP	2015 TOTAL	2014 TOTAL
	Land	Buildings	Machinery & Equipment	Vehicles	Engineered Structures	Industrial Parks	Water Utilities			
Cost										
Opening Costs	2,228,456	11,620,337	2,490,207	224,630	54,632,918	6,228,268	22,730,311	287,682	100,442,809	97,974,842
Additions during year	80,673	893,941	-	27,961	1,462,774	72,736	821,573	585,745	3,945,403	3,822,147
Disposals & Write downs	(26,551)	(14,600)	-	-	-	-	-	-	(41,151)	(1,354,180)
Closing Costs	2,282,578	12,499,678	2,490,207	252,591	56,095,692	6,301,004	23,551,884	873,427	104,347,061	100,442,809
Accumulated Amortization										
Opening Accum. Amortization	N/A	2,657,919	1,367,009	53,897	15,379,205	934,563	4,280,528	-	24,673,121	22,883,524
Amortization in Year	N/A	298,801	234,328	31,834	1,465,929	165,723	329,075	-	2,525,690	2,415,610
Adj/Disposals - Accum Amort	N/A	(2,890)	-	-	-	-	-	-	(2,890)	(626,013)
Acc Amort - End of Year	-	2,953,830	1,601,337	85,731	16,845,134	1,100,286	4,609,603	-	27,195,921	24,673,121
Net Book Value	2,282,578	9,545,848	888,870	166,860	39,250,558	5,200,718	18,942,281	873,427	77,151,140	75,769,688

Municipality of the District of East Hants
Notes to the Consolidated Financial Statements
Year Ended March 31, 2015

8. Net Long-Term Liabilities

a) Of the \$28,253,664 long-term liabilities (2014 - \$29,974,578) certain payments represent a burden on general Municipal Revenues, as they are to be recovered in future years from other sources.

	<u>2015</u>	<u>2014</u>
General revenues	\$ 3,042,693	\$ 3,312,610
Local improvement charges	241,409	388,978
Area rates	10,420,052	11,040,065
Sale of land in Industrial Parks	3,088,336	3,350,103
Water charges	4,945,870	5,142,578
Tenants rent	6,220,454	6,431,244
Loan to Lantz fire department	294,850	309,000
	<u>\$ 28,253,664</u>	<u>\$ 29,974,578</u>

b) The total principal repayments in each of the next five years are as follows:

	<u>2015/2016</u>	<u>2016/2017</u>	<u>2017/2018</u>	<u>2018/2019</u>	<u>2019/2020</u>
General Government	\$ 89,684	\$ 18,200	\$ 19,400	\$ 310,700	\$ -
Transportation	495,837	454,115	461,071	734,278	393,786
Environmental Development	188,069	190,143	192,419	251,251	783,226
Environmental Health	152,486	107,778	231,981	89,351	62,989
Sew ers	83,178	86,568	90,266	94,253	70,397
Recreation	152,574	137,032	142,821	149,162	156,046
Buildings	219,750	229,250	239,290	249,960	261,280
Water Utilities	204,210	212,114	220,424	229,162	228,213
Hospital	27,549	28,749	30,016	31,356	32,770
Lantz Fire Department	14,880	15,650	16,455	17,300	18,200
Fire Dept Equipment	7,735	8,000	8,298	8,627	8,988
Total:	<u>\$ 1,635,952</u>	<u>\$ 1,487,599</u>	<u>\$ 1,652,441</u>	<u>\$ 2,165,400</u>	<u>\$ 2,015,895</u>

c) Total charges for the year for long-term liabilities are as follows:

	<u>2015</u>	<u>2014</u>
Principal	\$ 1,720,914	\$ 1,545,646
Interest	1,297,152	1,319,572
	<u>\$ 3,018,066</u>	<u>\$ 2,865,218</u>

8. Net Long-Term Liabilities (Continued)

d) Total charges for the year for long-term liabilities were recorded as follows:

	<u>2015</u>	<u>2014</u>
General revenues	\$ 962,618	\$ 892,241
Local improvement charges	160,898	161,163
Area rates	1,077,760	1,091,166
Sale of land in industrial parks	383,586	286,052
Water charges	433,204	434,596
	<u>\$ 3,018,066</u>	<u>\$ 2,865,218</u>

9. Employee Future Benefits

The Municipality provides certain employee benefits that require funding in future periods. Under the personnel policies of the Municipality, unused sick leave can accumulate and employees may become entitled to a cash payment when they leave the Municipality's employment. An actuarial valuation of the sick leave liability was done last fiscal year and has been recorded in the Consolidated Statement of Financial Position.

10. Pension Plan

The Municipality operates a defined benefit pension plan, which provides benefits to employees upon retirement. The accrued benefit obligation as at March 31, 2015 is based on an actuarial valuation for accounting purposes as at December 31, 2013, with adjustments based on additional information provided to the actuary in 2014. The next actuarial valuation for accounting purposes is to be prepared as of December 31, 2014. The accrued benefit obligation has changed due to, among other assumption changes, a decrease in the discount rate used and the change in the mortality assumption. All plan assets are held by various Standard Life Funds.

	<u>Estimated</u> <u>December 31, 2014</u>	<u>Actual</u> <u>December 31, 2013</u>
Accrued Benefit Obligation	\$12,125,277	\$7,082,217
Fair Value Plan Asset	<u>9,289,257</u>	<u>8,190,408</u>
Funded Status - (Plan Deficit) Surplus	<u>\$(2,836,020)</u>	<u>\$1,108,191</u>

The significant actuarial assumptions adopted measuring the Municipality's accrued benefit obligation as at December 31, 2014 were as follows:

	<u>Dec.31, 2014</u>	<u>Dec. 31, 2013</u>
Expected long-term rate of return on plan assets	6.25%	6.25%
Rate of compensation increase	3.00%	3.00%
Discount rate used to determine benefit obligation	4.00%	4.75%

The Post-retirement mortality assumption was based on CPM2014 Public Sector Mortality with generational projection. The assumption in the prior valuation was 1994 Uninsured Pensioners (UP94) projected to 2015.

10. Pension Plan (Continued)

An actuarial valuation of the pension plan was performed for accounting purposes using the projected benefit method prorated on service. The unamortized actuarial loss is amortized over the expected average remaining service life (“EARSLS”) of the employee group.

Accrued benefit obligation, net of plan assets	\$2,836,020
Unamortized actuarial loss	<u>(2,270,396)</u>
Benefit liability recorded in the statement of financial position	<u>\$565,624</u>

During the year, the Municipality and employees contributed \$539,805 (including special payments) and \$183,720 respectively, to the plan. Benefit payments for the year totaled \$275,281.

Administrative fees paid during the 2014-2015 fiscal year totaled \$12,845.

11. Solid Waste Management Facilities Liabilities

The Municipality owns one landfill site for which the permit to operate expired December 31, 2005. As of March 31, 2007 the site has been capped in accordance with all applicable environmental regulations. The site, although not used as a residual waste disposal site, will continue to be used as a construction and demolition disposal site into the future. In addition the site has an organics and waste transfer facility in operation. East Hants waste has been shipped to a facility outside of its borders since January 1, 2006.

The liability of \$254,487 (2014 - \$272,723) is felt to approximate the present value of post closure costs of the site in accordance with current regulations and has been reported on the Consolidated Statement of Financial Position. Costs relating to the post closure of this site include cost for maintenance of sedimentation ponds and testing of the monitoring wells on the site for 30 years after closure. Closure/post closure costs include managements’ best estimates of what those costs will be, based on input from engineers on staff. Some costs are projected at an inflation rate of .1%. All costs are discounted using a rate of 6%.

The liability for closure/post closure has been fully funded.

12. Municipal Fund Balances

a) The current fund balance is comprised of the following:

	<u>2015</u>	<u>2014</u>
Services provided by area rates	\$ -	\$ 52,295
Services provided by general fund	-	38,044
Long term liabilities issued to fund Hospital	(878,786)	(905,304)
Long term liabilities issued to fund Sportsplex	(3,010,689)	(3,137,885)
Unfunded pension liability	(565,624)	(550,926)
Landfill liability funded by reserves	(254,487)	(272,723)
	<u>(4,709,586)</u>	<u>(4,776,499)</u>
Water utility operation	1,037,690	1,107,443
	<u>\$ (3,671,896)</u>	<u>\$ (3,669,056)</u>

In 2014/2015 Council approved a transfer of \$90,339 (area rates \$52,295 and general fund \$38,044) from the general current fund balance to the operating reserve fund balance.

b) The capital asset fund balance is comprised of the following:

	<u>2015</u>	<u>2014</u>
Tangible capital assets	\$ 76,277,713	\$ 75,482,006
Work in progress	873,427	287,682
Funds yet to be provided from long term debt	(1,313,545)	(459,280)
Long term liabilities capital	(24,069,338)	(25,622,392)
	<u>\$ 51,768,257</u>	<u>\$ 49,688,016</u>

c) Reserves and reserve funds set aside for specific purposes by Council or required by legislation are comprised of the following:

	<u>2015</u>	<u>2014</u>
Working funds	\$ 9,885,010	\$ 8,862,981
Replacement of equipment/assets	5,205,650	3,853,768
Landfill closure/post closure liability	254,487	272,723
	<u>\$ 15,345,147</u>	<u>\$ 12,989,472</u>

Municipality of the District of East Hants
Notes to the Consolidated Financial Statements
Year Ended March 31, 2015

12. Municipal Fund Balances (Continued)

d) Consolidated Accumulated Surplus:

	<u>2015</u>	<u>2014</u>
Current funds	(3,671,896)	(3,669,056)
Capital asset funds	51,768,257	49,688,016
Reserve funds	15,345,147	12,989,472
	<u>\$ 63,441,508</u>	<u>\$ 59,008,432</u>

13. Taxation

	<u>2015</u>	<u>2014</u>
Taxation from real property	\$ 24,107,140	\$ 23,089,604
Less: Taxation collected to pay mandatory provincial taxes for:		
Education	(4,459,860)	(4,250,340)
Public Housing	(63,769)	(71,747)
Corrections	(283,169)	(284,009)
Net taxes available for municipal purposes	<u>\$ 19,300,342</u>	<u>\$ 18,483,508</u>

14. Remuneration and Expenses Paid to Council Members and the CAO

	<u>Stipend/Salary</u>	<u>Expenses</u>	<u>Total</u>
Council			
Warden James D. Smith	\$ 38,545	\$ 4,503	\$ 43,048
Rosanne Bland	21,122	573	21,695
Cecil Dixon	19,697	1,435	21,132
Albert Flemming	19,697	1,521	21,218
Greg Grant	20,410	992	21,402
Wayne Greene	20,410	208	20,618
Eldon Hebb	19,697	1,181	20,878
John A. MacDonald	24,088	586	24,674
Cyril McDonald	21,121	1,582	22,703
Norval Mitchell	19,697	4,247	23,944
Keith Rhyno	20,054	719	20,773
Eleanor Roulston	20,054	2,869	22,923
Willy Versteeg	19,009	2,869	21,878
Chief Administrative Officer*	213,312	6,730	220,042
	<u>\$ 496,913</u>	<u>\$ 30,015</u>	<u>\$ 526,928</u>

* CAO remuneration includes the value of retirement benefits

15. Subsequent Events

Subsequent to March 31, 2015, the Municipality entered into debenture financing for a 15 year loan in the amount of \$750,000 from the Nova Scotia Municipal Finance Corporation. The loan is for the RCMP Office in Rawdon that was constructed in fiscal year 2014/2015.

16. Contingency

The Municipality has guaranteed a loan on behalf of the Lantz Fire Department totaling \$294,850 (2014 - \$309,000).

Municipality of the District of East Hants
 Schedule of Current Fund Operations - Municipal Operations
 Year Ended March 31, 2015

	2015 Budget (Unaudited)	2015 Actual	2014 Actual
Revenue			
Property taxes	\$ 24,063,580	\$ 24,107,140	\$ 23,089,604
Grants in lieu of taxes	178,292	177,299	178,295
Sale of services	905,516	877,270	824,547
Other revenue from own sources	1,393,386	1,512,360	1,359,388
Unconditional transfers from other governments	153,600	185,602	185,268
Conditional transfers from federal or provincial government agencies	147,241	280,557	188,487
Development and other contributions applied	125,483	39,718	15,600
Other transfers	400,000	400,000	400,000
	<u>27,367,098</u>	<u>27,579,946</u>	<u>26,241,189</u>
Expenses			
General government services	5,750,999	5,351,514	5,060,591
Protective services	6,833,566	6,710,134	6,387,322
Education	4,459,885	4,459,860	4,250,340
Social services	60,730	71,747	63,769
Transportation services	1,059,896	1,280,668	1,117,456
Environmental health services	4,478,884	4,192,215	4,073,810
Environmental development services	1,583,842	1,506,306	1,138,400
Landfill closure/post closure costs	-	(18,237)	9,559
Recreation and cultural services	1,594,049	1,371,489	1,373,404
	<u>25,821,851</u>	<u>24,925,696</u>	<u>23,474,651</u>
Net Revenue	<u>1,545,247</u>	<u>2,654,250</u>	<u>2,766,538</u>
Financing and Transfers			
Debt principal repayment	1,524,215	1,510,056	1,342,595
Increase (decrease) in amounts to be recovered	-	3,538	(221,277)
Transfer to capital fund	149,000	151,332	328,746
Transfer to capital reserves	(15,092)	(12,359)	(12,317)
Transfer to operating reserves	(112,876)	1,001,683	1,328,791
	<u>1,545,247</u>	<u>2,654,250</u>	<u>2,766,538</u>
Change in Fund Balance	-	-	-
Opening Fund Balance	(4,776,499)	(4,776,499)	(4,703,815)
Change in Long-Term Liabilities	-	153,710	148,591
Change in Unfunded Pension Liability	-	(14,698)	(211,718)
Change in Landfill Liability	-	18,236	(9,557)
Change in Accum Surplus	-	(90,335)	-
Closing Fund Balance (Note 12)	<u>\$ (4,776,499)</u>	<u>\$ (4,709,586)</u>	<u>\$ (4,776,499)</u>

Municipality of the District of East Hants
 Schedule of Current Fund Operations - Water Utility
 Year Ended March 31, 2015

	2015 Budget (Unaudited)	2015 Actual	2014 Actual
Revenue	<u>\$ 2,232,788</u>	<u>\$ 2,223,794</u>	<u>\$ 2,223,404</u>
Expenses			
Operating	1,773,564	1,531,269	1,469,551
Interest on debt	236,496	236,495	245,006
Amortization expense	331,450	329,075	328,124
	<u>2,341,510</u>	<u>2,096,839</u>	<u>2,042,681</u>
Net Revenue	<u>(108,722)</u>	<u>126,955</u>	<u>180,723</u>
Transfers and Financing			
Principal debt payment	196,708	196,708	189,591
Transfer from Municipal Operating	(175,000)	-	-
	<u>21,708</u>	<u>196,708</u>	<u>189,591</u>
Change in Fund Balance	<u>(130,430)</u>	<u>(69,753)</u>	<u>(8,868)</u>
Opening Fund Balance	1,107,443	1,107,443	1,116,311
Closing Fund Balance (Note 12)	<u>\$ 977,013</u>	<u>\$ 1,037,690</u>	<u>\$ 1,107,443</u>

Municipality of the District of East Hants
 Schedule of Capital Fund Operations - Municipal Operations
 Year Ended March 31, 2015

	2015 Actual	2014 Actual
Revenue		
Government grants	\$ 235,591	\$ 52,627
Development and other contributions applied	2,110,449	-
	<u>2,346,040</u>	<u>52,627</u>
Expenses		
General government services	300,965	690,523
Protective services	41,369	41,369
Transportation services	885,118	836,700
Environmental health services	759,973	718,609
Environmental development services	(194,184)	(85,794)
Recreation and cultural services	49,291	49,291
	<u>1,842,532</u>	<u>2,250,698</u>
Net Revenue	503,508	(2,198,071)
Financing and Transfers		
Principal payments	(1,553,054)	(1,383,592)
Transfers from reserves	127,653	(957,625)
Transfers from operations	(151,332)	(328,746)
	<u>(1,576,733)</u>	<u>(2,669,963)</u>
Increase in Fund Balance	2,080,241	471,892
Opening Fund Balance	49,688,016	49,216,124
Closing Fund Balance (Note 12)	<u>\$ 51,768,257</u>	<u>\$ 49,688,016</u>

Municipality of the District of East Hants
 Schedule of Reserve Operations
 Year Ended March 31, 2015

	2015 Actual	2014 Actual
Revenue		
Investment income	\$ 155,015	\$ 140,584
Government grants	993,348	1,047,885
	<u>1,148,363</u>	<u>1,188,469</u>
Net Transfers From/To Other Funds		
Transfers from Current Fund	(989,324)	(1,316,474)
Transfers to Capital Fund	(127,653)	957,625
	<u>(1,116,977)</u>	<u>(358,849)</u>
Net Change in Reserve Funds	2,265,340	1,547,318
Opening Reserve Fund Balance	12,989,472	11,442,154
Change in Accum Surplus	90,335	-
Closing Reserve Fund Balance (Note 12)	<u>\$ 15,345,147</u>	<u>\$ 12,989,472</u>
Analyzed as follows:		
Reserves set aside for specific purposes:		
Operating Contingencies/Surplus	\$ 2,395,953	\$ 1,921,780
Solid Waste Diversion Operations	92,921	92,921
General Government	930,603	922,446
Solid Waste Management Facilities/Equipment	1,233,954	1,112,040
Office Equipment	341,668	362,272
Computer Hardware/Software	225,514	303,352
Pool Building and Equipment	717,420	655,215
Transportation and Equipment	833,016	714,506
Recreation and Leisure	35,375	30,376
Emergency Measures	184,899	164,899
Passenger Vehicles	164,750	144,750
Tax Sale Surplus	15,586	15,586
Gas Tax Excess	919,962	192,940
Resource Center	120,000	100,000
Industrial Park Land Development (fr Sales)	1,027,883	628,170
Landfill Closure/Post Closure Costs	254,487	272,723
District Beautification Funds	28,381	23,594
Emergency Grant Fund-Fire Departments	321,349	263,698
Tourism Grant Fund/Capital	121,880	112,079
District Recreation Grant Fund	145,594	85,189
Tourism Economic Development Fund	60,000	-
Rural Economic Development Fund	122,787	182,787
CSR Contingencies	1,207,335	993,229
Lights Communities	121,830	113,872
Lights Other Surplus	107,801	104,525
Corridor Fire Protection System	1,231,916	1,217,333
Sewer System	183,626	337,035
Sidewalks Excess Debenture/Operations	320,952	317,964
East Hants Water system	1,877,705	1,604,192
	<u>\$ 15,345,147</u>	<u>\$ 12,989,472</u>

Municipality of the District of East Hants

Reconciliation of the Financial Plan to the PSAS Budget

Year Ended March 31, 2015

	Financial Plan General	Financial Plan Utility	Amortization (TCA)	Financial Plan Capital	Transfers Reserves	Debt Charges Principal	Elimination Entries	PSAB Budget
REVENUE								
Taxes	\$ 24,063,580	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 24,063,580
Water utility	-	2,232,788	-	-	-	-	(537,828)	1,694,960
Grants in lieu of taxes	178,292	-	-	-	-	-	-	178,292
Sale of services	905,516	-	-	-	-	-	-	905,516
Other revenue from own sources	1,393,386	-	-	-	-	-	(740,453)	652,933
Unconditional transfers from other	153,600	-	-	-	-	-	-	153,600
Conditional transfers from government	147,241	-	-	-	-	-	-	147,241
Government grants	-	-	-	1,276,815	-	-	-	1,276,815
Development and other contributions applied	125,483	-	-	2,110,449	-	-	-	2,235,932
Other transfers	400,000	-	-	-	-	-	(400,000)	-
Transfers from reserves (capital/operating)	-	175,000	-	-	(175,000)	-	-	-
Total revenue	27,367,098	2,407,788	-	3,387,264	(175,000)	-	(1,678,281)	31,308,869
EXPENSES								
General government services	5,750,999	-	289,255	-	-	-	(425,667)	5,614,587
Protective services	6,833,566	-	41,369	-	-	-	(537,828)	6,337,107
Education services	4,459,885	-	-	-	-	-	-	4,459,885
Social Services	60,730	-	-	-	-	-	-	60,730
Transportation services	1,059,896	-	885,118	-	-	-	-	1,945,014
Environmental health services	4,478,884	-	759,973	-	-	-	(500,971)	4,737,886
Water utility	-	2,341,510	-	-	-	-	(115,472)	2,226,038
Environmental development services	1,583,842	-	171,609	-	-	-	-	1,755,451
Landfill closure/post closure costs	-	-	-	-	-	-	-	-
Recreation and cultural services	1,594,049	-	49,291	-	-	-	(98,343)	1,544,997
Transfer to capital	149,000	-	-	-	(149,000)	-	-	-
Debt charges - principal payment	1,524,215	196,708	-	(1,553,054)	-	(167,869)	-	-
Transfer to reserves (capital/operating)	(127,968)	-	-	-	127,968	-	-	-
Total expenses	27,367,098	2,538,218	2,196,615	(1,553,054)	(21,032)	(167,869)	(1,678,281)	28,681,695
Surplus (Deficit)	\$ -	\$ (130,430)	\$ (2,196,615)	\$ 4,940,318	\$ (153,968)	\$ 167,869	\$ -	\$ 2,627,174

Municipality of the District of East Hants
 Consolidated Schedule of Operations by Function
 Year Ended March 31, 2015

	*General Government	Protective Services	Transportation Services	Env. Health Services	Env. Developmnt Services	Other
REVENUE						
Property taxes	\$ 19,390,119	\$ 2,239,879	\$ 74,836	\$ 2,144,184	\$ -	\$ -
Grants in lieu of taxes	164,177	-	-	13,122	-	-
Sale of services	294,558	-	-	419,767	13,975	-
Other revenue from own sources	1,145,238	88,577	-	130,650	117,448	155,015
Unconditional transfers from other governments	108,486	-	-	77,116	-	-
Conditional transfers from federal or provincial government	17,980	-	40,413	83,672	104,293	-
Government grants	-	-	-	-	-	1,228,939
Development and other contributions applied	-	-	-	39,718	-	2,110,449
Other transfers	-	-	-	400,000	-	-
Gain on sale of TCA	-	-	-	-	365,793	-
Water utility	-	-	-	-	-	-
Elimination Entries	(726,567)	-	-	(400,000)	-	-
Total revenue	20,393,991	2,328,456	115,249	2,908,229	601,509	3,494,403
EXPENSES						
Salaries, wages and benefits	2,166,539	275,236	-	1,058,203	908,016	-
Operating costs	2,876,712	6,417,069	977,013	2,968,666	454,760	4,531,607
Elimination Entries	(448,414)	(516,897)	-	(480,635)	-	-
Amortization	289,255	41,369	885,118	759,973	171,609	-
Interest on long term debt	308,263	17,829	303,657	147,109	143,530	-
Loss on sale of TCA	11,710	-	-	-	-	-
Total expenses	5,204,065	6,234,606	2,165,788	4,453,316	1,677,915	4,531,607
Surplus (Deficit)	\$ 15,189,926	\$ (3,906,150)	\$ (2,050,539)	\$ (1,545,087)	\$ (1,076,406)	\$ (1,037,204)

* General government includes revenues and expenses that cannot be attributed to a particular sector.

Municipality of the District of East Hants
 Consolidated Schedule of Operations by Function
 Year Ended March 31, 2015

	Recreation and Cultural Services	Water Utility	2015 Total	2014 Total
REVENUE				
Property taxes	\$ 258,122	\$ -	\$ 24,107,140	\$ 23,089,604
Grants in lieu of taxes	-	-	177,299	178,295
Sale of services	148,970	-	877,270	824,547
Other revenue from own sources	30,449	-	1,667,377	1,499,972
Unconditional transfers from other governments	-	-	185,602	185,268
Conditional transfers from federal or provincial government	34,199	-	280,557	188,488
Government grants	-	-	1,228,939	1,100,512
Development and other contributions applied	-	-	2,150,167	15,600
Other transfers	-	-	400,000	400,000
Gain on sale of TCA	-	-	365,793	198,876
Water utility	-	2,223,794	2,223,794	2,223,404
Elimination Entries	-	(516,897)	(1,643,464)	(1,624,700)
Total revenue	471,740	1,706,897	32,020,474	28,279,866
EXPENSES				
Salaries, wages and benefits	578,267	588,364	5,574,626	5,191,964
Operating costs	652,951	942,906	19,821,684	18,677,673
Elimination Entries	(103,988)	(93,530)	(1,643,464)	(1,624,700)
Amortization	49,291	329,075	2,525,690	2,415,610
Interest on long term debt	140,269	236,495	1,297,152	1,319,571
Loss on sale of TCA	-	-	11,710	362,090
Total expenses	1,316,790	2,003,310	27,587,398	26,342,208
Surplus (Deficit)	\$ (845,050)	\$ (296,413)	\$ 4,433,076	\$ 1,937,658

SECTION 3 - DEPARTMENT UPDATES



CHIEF ADMINISTRATIVE OFFICER'S OFFICE

Year End Report 2014/2015

Introduction

The Chief Administrative Officer's (CAO) office provides organizational leadership and Council support through the provision of:

- Human Resources
- Occupational Health and Safety
- Communications & Project Management
- Legislative Support

As the senior administrative official for the organization, the CAO leads or participates in many of the larger projects undertaken and issues addressed by Municipal Departments. In 2014/2015, these included the following:

Project/Service	Description	Strategic Alignment
Municipal Website Project (including on-line Municipal Services opportunities)	<ul style="list-style-type: none"> • Development of a new municipal website 	<ul style="list-style-type: none"> • Communication & Engagement • Economic Development • Sustainability by increasing efficiency and effectiveness of the organization
Information Management	<ul style="list-style-type: none"> • Ongoing development of an Information Management Program 	<ul style="list-style-type: none"> • Communication & Engagement • Sustainability by increasing efficiency and effectiveness of the organization • Governance
Policy Review Project	<ul style="list-style-type: none"> • Redundant historical policies repealed • Inventory of current Administrative and Council policies • Next phase 2015/2016 	<ul style="list-style-type: none"> • Governance • Communication & Engagement • Sustainability by increasing efficiency and effectiveness of the organization
Annual Salary Review	<ul style="list-style-type: none"> • Annual market salary survey/review by HR Officer 	<ul style="list-style-type: none"> • Fiscal Responsibility

The CAO's office takes the lead in organizing and supporting many of the interdepartmental meetings required to coordinate the above-mentioned activities.

The CAO's office plays an integral role in the oversight of municipal business coming to the attention of Council through the preparation of meeting agendas. This requires consultation with staff, members of Council, as well as, contact with members of the public.

The staff in the office of the CAO provides ongoing support to the municipal operation through the management of Council Chambers Online; the provision of recording secretary and administrative support to various committees and meetings, and administrative support to all departments when needed for special requirements, such as mass mail outs and vacation coverage.

The CAO's office prepares and distributes the minutes of Council, Status Update reports that track the decisions of Council to ensure their implementation in an efficient manner, and tracks instructions to staff by Council requiring ratification by Council. The CAO's office has a strong focus on Information Management including policy and By-Law maintenance and development.

The Communications and Project Officer and Administrative Support Clerk joined the CAO's office in the last year. The Communications and Project Officer is a new position, which focuses on improving both internal and external communications. In terms of external communications, this position serves as liaison with the media and is responsible for the public connection through various social media channels. In terms of internal and external communications, the organization is developing a communications plan, which is expected to be completed in 2015/16.

Human Resource Management

The budget for 2014/2015 did not include resources for additional full time equivalents but there was minor reorganizations during the year that saw some positions eliminated and others created. The number of recruitments from April 1, 2014 to March 31, 2015 included nine (9) positions to fill left vacant from departing employees, three (3) to fill full-time newly created positions, three (3) to fill temporary positions, four (4) to fill part-time casual positions and ten (10) student positions. There was one (1) casual on-call position that was recruited for, but was not filled. In addition, the Municipality assisted Fundy Recreation in the recruitment of six (6) After School Program Activity Leaders

Recruitment Activities April 1, 2014 to March 31, 2015

Department	Position
Office of the CAO	Administrative Support Clerk (internal recruitment) Communications and Project Officer
Economic & Business Development	Tourism Development Officer Summer Student (Heritage/EBD - shared with the Office of CAO)
Planning and Development	Temporary Planner for 1 year (boundary review) Building Inspector Emergency Management Coordinator (part-time .4)
Finance and Administration	Administrative Services Clerk Administrative Services Clerk - 2 nd recruitment Temporary Business Process Analyst for 1 year Accounting Coordinator Summer Student (document management) Accountant and Budget Analyst Building Maintenance Technician

Department	Position
Recreation & Culture	Summer Students (3 Pool Staff and 5 Day Camp Counselors) Director of Recreation and Culture Daytime Lifeguard (part-time - 30 hours/week)
Infrastructure and Operations	Solid Waste Inspector (9 month casual) Casual Heavy Equipment Operator (competition cancelled) Administrative Assistant (I&O) Public Works operator -in -training

DEPARTMENT OF ECONOMIC AND BUSINESS DEVELOPMENT

Year End Report 2014/2015

Introduction

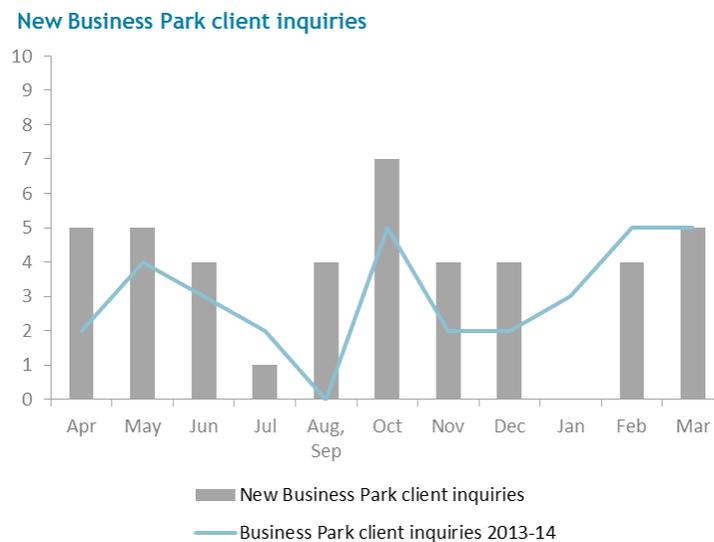
The Department of Economic and Business Development's mandate is to deliver the Business Development program and Tourism program for East Hants, which includes the following services:

- Business and investment attraction
- Business retention and expansion
- Small and medium enterprise development and entrepreneurship
- Business and tourism destination marketing
- Tourism planning and development

Business and Investment Attraction

East Hants issued six commercial development permits for new businesses opened in 2014/2015. This included Hellbound Custom Cycles, OK Tire, CanMac Watercraft and ProTX Health Services.

Municipal business parks gained continued interest from businesses in Nova Scotia, Canada and the United States. Staff explored expansion or re-location options with 43 potential clients, a 30% increase over 2013/2014 inquiries.



Three business park lots, totaling 4.05 acres, sold in 2014/2015. This was a 7% land sales rate on inquiries, down 3% from the previous year. This decline is most likely due to the reduction of available inventory in the Uniacke Business Park.

At the close of the fourth fiscal quarter of 2014/2015 the Elmsdale Business Park land inventory had 19.35 acres of subdivided available land. The Uniacke Business Park inventory of subdivided available land was reduced to zero acres, with the final lot under deposit by a business prior to the close of the fourth quarter.

In addition Municipal business park businesses contributed 1.09 million dollars of new commercial tax assessment in 2014/2015.

Business Retention and Expansion

East Hants assisted 27 businesses in retention and expansion related functions, including requests for business planning support, market research, and expansion assistance. Resulting in a 59% referral rate to support services which includes additional levels of government, non-governmental agencies, support programs, and networking connections and potential partners.

Small and Medium Enterprise Development and Entrepreneurship

East Hants provided assistance to 15 potential entrepreneurs in development plans for small and medium sized enterprises, including requests for business planning assistance, market research requests, land and lease opportunities, and funding information requests. Resulting in a 67% referral rate to support services.

Business and Tourism Destination Marketing

East Hants business destination marketing efforts focused around creating a new advertising campaign, “Business Goes Anyway from Here” and creating a new fact-based community profile for site selectors titled “It’s all Here”. Both are available on the new business and investment website created this year.

New Website:

<http://www.easthants.ca/content/business-and-investment>

Community Profile:

<http://www.easthants.ca/content/community-snapshot-and-statistics>

<http://www.easthants.ca/content/easthantscommunitysnapshotitsallhere>

Tourism Planning and Development

The Burntcoat Head Park development project continued to move forward this year. A new Interpretive Plan was created, a new park logo developed, interior upgrades to the lighthouse and the start of a new trail system. Engineering and design work was also completed for the two major construction elements, a new set of stairs and washrooms. Construction is expected to begin in 2015/2016 once funding is secured.

East Hants hosted two well-attended capacity-building workshops this year focused on supporting tourism operators hone their team’s customer service skills and on creating memorable experiences for visitors. The experience building workshop was led by Tourism Nova Scotia and based upon their new visitor needs assessment and customer profile.

Year End Status of Priority One Initiatives - 2014/2015 Business Plan

- East Hants Economic Development Plan
 - Completed and scheduled for presentation to Municipal Council in the first quarter of 2015/2016.
 - Stakeholder and community consultation, including focus groups, brainstorming and meeting with business owners, high school students and key partners were all core pieces of the plan’s development process.

- Sector Market Study (Shipbuilding, Alignment with Aerotropolis Investment Attraction, or other sectors as identified to capitalize on regional initiatives or opportunity.)
 - An economic baseline sector analysis was completed as part of the new Economic Development Plan, scheduled for presentation to Municipal Council in the first quarter of 2015/2016.

- Integrated Media and Promotional Campaign - paid media and earned media
 - Campaign “Business goes anywhere from here” was completed in the fourth quarter of 2014/2015.
 - The advertising placement plan is scheduled to be in market in the first half of 2015/2016.

- Fundy Shore Commercial Initiative Feasibility Study
 - Initiative redirected to viticulture/agricultural feasibility study and transferred to form part of the implementation of the new Economic Development Plan.

- Milford Commercial Industrial Readiness Plan and Rail Reload
 - This project was built into an overall East Hants Business Parks Market and Analysis Study.
 - Study report is scheduled to present to Municipal Council in the first half of 2015/2016.

- Business Retention and Expansion Program (BRE-Economic Gardening, Needs Assessment and Business Directory)
 - Program development deferred until 2015/2016 to be considered as part of the municipality’s new Economic Development Plan.

Year End Status of Priority Two Initiatives - 2014/2015 Business Plan

- East Hants Trade Mission
 - Transitioned to be considered as part of the implementation plan of the new Economic Development Plan for 2015/2016.

- Transit Study - Phase III
 - The East Hants Transit Services Business Plan was completed in the fourth fiscal quarter of 2014/2015.
 - Financial modeling for a transit service in East Hants will be presented to Municipal Council in 2015.

DEPARTMENT OF FINANCE AND ADMINISTRATION

Year End Report 2014/2015

Introduction

The Finance & Administration Department consists of 17 staff positions across its four divisions. The following are the four divisions and number of full-time staff in each denoted in brackets:

Director (1)		
Administration (2)	Information Technology (3)	Procurement (1)
Finance (10, 1 P/T)		
Mgr. of Accounting (7, 1 P/T)	Mgr. of Finance (3)	

Information Technology Division

The Information Technology Division has had a very busy year with the roll out of laptops for all staff, upgrades to server room power, wireless network upgrades, and our first formal security audit.

Laptop Roll Out

2014-2015 brought the scheduled replacement of desktop computer systems for staff at the Municipality of East Hants. This procurement saw the deployment of laptops to all staff to facilitate in upcoming software training sessions, while realizing cost savings in larger quantity purchase, associated equipment, power consumption, and less heat generation. Also, time savings in managing the systems and deploying new systems will enhance IT service delivery to staff.

Server & Infrastructure Power Enhancements

Enhancements were completed to the power infrastructure in the server room which provides needed redundant systems to ensure the highest possible uptime for server infrastructure. This included UPS upgrades, power distribution equipment and automatic transfer switches that are able to source power from multiple sources in the server room to ensure no single point of failure. Previous to this, IT staff would be required to shut down all services when scheduled maintenance was performed on the emergency backup generator. Now automatic equipment manages the power supply to maintain constant clean electricity ensuring minimal downtime.

Wireless Network Upgrades

IT Division Staff have rolled out hardware and infrastructure to a new enterprise wireless solution that will address many issues experienced with wireless connectivity in the past. This new wireless infrastructure will be rolled out to satellite offices in the next fiscal year.

Security Assessment

To ensure security is meeting or exceeding standards, this audit included vulnerability testing, security management review, facility and network security and provided recommendations in relation to mitigating all threats to the Municipality and its management of information, including internal and external access to information.

Service Statistics

In addition to infrastructure support and improvement, the IT division is also responsible for day to day helpdesk support, system maintenance and overall IT infrastructure health. The reference below to “uptime” is based on total time minus downtime that impacts normal expected operations. Downtime for maintenance is included in the following numbers:

Service	Result
File and Document Services	99.98% uptime
Email Services	99.97% uptime
Active Directory Services	99.99% uptime
Security Surveillance Services	99.99% uptime
Physical Servers	99.99% uptime
Service Requests	1085 calls were made to the helpdesk, which generated 487 support tickets. 1532 emails were received from users to support@easthants.ca
Email Activity	Average of 25,000 emails per month inbound Average of 5,000 per month outbound 757 email viruses stopped 47083 spam messages were stopped

Finance Division

The Finance Division is staffed with two managers, 4 back office accounting staff, 2 back office taxation staff and 2 front line reception/billing clerks. There is also a part time meter reading technician who does water utility data collection.

The Finance Division is comprised of two separate areas of responsibility, Finance and Accounting. Responsibilities of the Division include all matters related to taxation and collections, water billing and accounts receivable, main reception services for the organization, payroll processing, payables processing, accounting and controlling, year-end financial statements and audit preparation as well as preparation of the capital and operating budgets for the Municipality of East Hants. Staff in Finance also do required reporting to various government agencies in the form of statistical reports. The Division provided bookkeeping services to seven volunteer fire departments (payables, receivables, accounting and year end processing) throughout the year as well as preparing for the intake of one new fire department. Senior staffs in the department provide support in policy and procedure development, financial analysis and special project advice.

In the later part of the year recruitment was done for an Accountant & Budget Analyst, an Accounting Coordinator and an Administrative Services Clerk.

Accounting

The year end process generally consumes three staff persons for the better part of April, May and June; concluding with the municipal audit, financial statements and a Treasurer's Report presented to Council. The Treasurer's Report was presented to Council in July 2014. Year end 2014 was followed by external reporting required for Statistics Canada, the Utility and Review Board and Service Nova Scotia and Municipal Relations.

The Municipality of East Hants is responsible for the day to day accounting for the Milford, Lantz, Nine Mile River, Rawdon, Maitland, Shubenacadie and Noel volunteer fire departments. This role includes processing accounts payable, revenue receipting, bank reconciliations, providing monthly statements to the fire departments and HST reporting on their behalf.

Part of the mission of the Finance Division is to provide more support to the volunteer fire departments across the municipality. In the summer of 2007 a comprehensive set of policies and guidelines were created and approved for use in holding volunteer fire departments accountable to the public for public monies being spent. Part of the annual work plan is to perform financial review of fire department books. In 2014/2015 the Uniacke fire department was reviewed by municipal staff.

Statistics from Finance in 2014/2015:

Activity	2014/2015	2013/2014
Invoices Processed	5,353	5,472
Cheques Issued	1,622	1,995
Electronic AP Payments Processed	1,387	1,170
Journal Entries Completed	1,244	1,111
Electronic AR Payments Processed	21,624	19,790
PAD Payments Processed	7,431	8,041
Landfill Tickets Processed	1,446	1,316
New Vendors or Amendments	203	272
Payroll Deposits	2,682	2,767
T4's Issued	160	174

In 2014/2015 Finance staff spent considerable time training and following-up with all Municipal staff on the use of the accounting system (SAP) and the ADP EZ-Labor time management system. With the number of turnovers in various departments, this was a fairly time consuming responsibility.

Budgeting and Funding

In October 2014 back office Finance staff turned their attention to the capital and operating budgets for 2015/2016. The Finance Division's role in the budget process is one of coordination, calculation and analysis. Departments are responsible for their own business planning and budget requests; the Finance Division evaluates the larger picture, advises the CAO on relevant tax policy issues and budgets for all of the tax and transfer revenue, the salary and debt expenses, all allocation budgets and those expenditures not tied to operation of any given department. Senior financial staff presented these budgets to committee and managed the process through to the passing of the budgets prior to March 31, 2015.

Several statistics reports are required to satisfy reporting to other levels of government. The Accountant & Budget Analyst is responsible for the preparation of these reports which include: the HST offset program application, various Statistics Canada reports throughout the year (such as quarterly cash statements), statistics required for the uniform assessment calculation, statements of estimates and financial information reports for Department of Municipal Affairs the capital investment plan and the expenditure reports for the Gas Tax program. This year a significant amount of time was spent with

Municipal Affairs staff on the Financial Condition Indicators and related calculations and validation of two years of data.

Finance staff conducts regular year to date reviews with representatives from each department, at various points in the year. Assistance is provided when budgets need to be reallocated within policy provisions or when financial analysis of accounts is required. For those reallocations requiring CAO approval the Finance division provides oversight and review of transactions before they are placed before the CAO.

Statistics from Budgeting in 2014/2015:

Activity	2014/2015	2013/2014
Statistics Reports Prepared	20	20
Funding Claims/Audits	5	1
Budget Over-expenditures Reviewed	41	33
Budget Reallocations Reviewed	46	60
Budget Transactions (SAP)	3,188	3,290

Taxation

The taxation function was extremely busy this past year. There were over twenty seven thousand tax bills mailed in 2014/2015. The Municipality has 31 mortgage company listings to manage (the larger banks have between 350 and 1,056 accounts each) and 158 property owners who manage multiple properties through a billing group listing (to facilitate the customer's processing of multiple tax bills we provide a listing of all the tax bills that are linked to one owner).

Staff from East Hants completed the e-billing initiative for tax and water billing in partnership with the Property Valuation Services Corporation (PVSC) and the Property Innovation Council to move from physical mailing of tax and water bills to e-billing of tax and water bills. The procurement of a system was done in 2013/2014 with the roll-out in the March 2015.

Billing activity for our current process is outlined in the following table:

Activity	2014/2015	2013/2014
Tax Bills Mailed	27,959	27,747
Accounts Billed Through Mortgage	3,245	3,251
Mortgage Acct. Changes (name, mortgage # or banking info)	N/A	N/A

Collections staff dealt with many taxpayers on a personal level to discuss financial situations, make payment arrangements and assist them in dealing with other levels of government on land issues that affect taxation.

During 2014 staff advertised sixteen properties for tax sale (from 90 Preliminary Notices to Proceed to Tax Sale that were sent). The Collection Officer cleared seven of these sixteen advertised properties prior to auction, resulting in nine properties being auctioned at tax sale with two properties having no bids.

Throughout the year taxation staff maintained just over fourteen thousand tax accounts. This maintenance includes changes to assessment values and customer information, the issuance of updated tax bills, adjustment notices and refunds, responding to requests for property information through the issuance of tax certificates and tax information forms and the review of applications received through the Municipal Tax Assistance Program.

Statistics from Taxation in 2014/2015:

Activity	2014/2015	2013/2014
Tax Reminder Notices Mailed	3,835	3,687
Tax Collection Officer/Tax Administrator Phone Calls	5059	4,904
Coll. Officer Fax/letter/email	2,753	2,090
Coll. Officer Meet with Taxpayer	165	223
Tax Assistance Applications Received	445	430
Tax Assistance Applications Approved	371	408
Name/address changes	582	1,122
Tax Certificates Issued	611	417
Written Tax Information Requests	296	421
Account Assessment, Billing and Balance Adjustments	345	376

Water Utilities

The Finance Division is responsible for the billing, budgeting and accounting functions for the East Hants Water Utility. All of the processes in place for general operations are also in place for the water utility accounting, budgeting and reporting. The Municipality is accountable to the Utility and Review Board (UARB) for all matters relating to water utility accounting and rate setting. The last rate review application was done in 2009/2010, approving rates to April 1, 2012 onward.

Beginning in December 2012, staff initiated a Water Door Tag Program where a door tag is left on the door of customers who are scheduled to have their service disconnected. As a result, actual disconnections have reduced by 50 to 75%.

Staff participated on an internal working group to analyze and plan for the upgrade and expansion the bulk water service in East Hants. A report was presented to Council in the new fiscal year to proceed with the expansion. A new bulk water payment system was implemented in September 2014 to coincide with the expansion of the bulk water station in Enfield, with work to be initiated in May 2015.

Statistics from Water Utility billing in 2014/2015:

Activity	2014/2015	2013/2014
Water Accounts	2,645	2,620
Water Bills Mailed	10,623	10,521
Water Arrears/Disconnection Notices	3,792	3,270
Disconnection Door Tags	135	296
Disconnections - Non Payment	16	23
Service Orders Issued	315	276
Account Adjustments	68	81

Procurement

The Procurement Officer continues to be focused on ensuring best value for the citizens of East Hants, the use of best practices when procuring goods and services, providing a fair and transparent procurement process, and compliance with the East Hants *Procurement Policy*, the *Nova Scotia Procurement Act* and other applicable legislation and treaties. In addition, the Procurement Officer has provided procurement support to the organization, including management of the formal public procurement processes, providing training, facilitating seminars and presentations, and providing advice with respect to informal purchasing decisions.

Over the past year, the Procurement Officer has addressed the elements specified in the Procurement Plan that was put forward in last year's report. The following tasks have been completed or are significantly progressed:

- Development of various documents and templates to ensure fair, transparent and efficient public procurement of goods and services. These tools include:
 - New Competition templates such as the Request for Quotation template (RFQ), Request for Proposals (RFP) template and the Request for Standing Offer template (RFSO) which address the Contract A obligations of the vendor and East Hants;
 - An Independent Contractor Agreement to be used when contracting consultants and certain services;
 - A new, more comprehensive Confidentiality Agreement for use with vendors;
 - A number of procurement process correspondence templates (award and non-award letter templates, bid bond return letters, etc.);
 - Process documentation for the various procurement processes, including procurement planning, competition process, evaluation and decision, contract preparation and execution and a new two-step debrief process for unsuccessful bidders; and
 - Completion of new Procurement Guidelines, which feature a new Procurement Administrative Policy section.
- In keeping with the mandate to be aware of and utilize best practices, the Procurement Officer has continued to reach out to industry colleagues through seminars, training, meetings and now sits on the provincial Procurement Advisory Group (PAG). Such training and outreach includes:
 - PSPP-101 Introduction to Public Sector Procurement (on-line self-study) National Education Consulting Inc. (NECI);
 - PSPP-201 Procurement Planning E-classroom training, presented NECI;
 - A number of e-Seminars presented by NECI, Paul Emanuelli (a Procurement Law specialist) and other procurement specialists;
 - Using and understanding the existing Standard Specification for Municipal Services and documenting the existing process used by Infrastructure & Operations for public works contracts;
 - Identifying where other industry standard templates, such as the Canadian Construction Documents Committee (CCDC) documents, complement our process and then developing the supplementary conditions and front end documents necessary to use such contract forms; and
 - Working with peers and specialist resources (legal and insurance) to develop and improve our documents and mitigate risk.

- Ongoing community engagement and sustainability:
 - Created a list of local sources for goods and services called “Interested Bidders” List (approximately 68 entries). This list may be used by staff when looking for sources;
 - Attended the 2014 Supplier Reverse Trade Show hosted by PAG and added new contacts to Interested Bidders List;
 - At least ten unsuccessful vendors have been debriefed using the new Two-Step Debrief Process and all have been satisfied with the Step 1 process (Procurement Officer summary of process and the vendor’s performance in the process);
 - Participation in site briefings, Tender openings and award meetings;
 - Worked with Information Systems to develop a new on-line procurement application through which public competitions can be downloaded. This application features automatic updates to bidders when an addendum is added, the ability to unsubscribe from notifications, and provides for a more efficient competition process; and
 - Active oversight of competitions, including managing questions and addenda.

Low Value Procurements

There were a number of low value procurements throughout 2014/2015 in which the Procurement Officer participated. Many of these procurements were for services and the level of involvement varied from advice (what terms and conditions to include) through to complete oversight of the process. Examples where the Procurement Officer was more involved include: quotations for the replacement coil at the pool, Alderney Park Flood Study, the construction of a new universal toilet room at the Waste Management Centre, new organics collection containers, snow plow services for the new RCMP satellite office, and the 2015 mowing contracts. There were approximately 14 formal low value procurement packages developed in the period and the Procurement Officer participated in approximately 6 additional informal competitions.

High Value Procurements

A number of High Value procurements have been undertaken since the last report. The Procurement Officer has worked closely with departments, in particular Economic & Business Development, to refine the RFP process, concentrating on specification development, process controls, and evaluation and award. The Procurement Officer has also participated in several construction Tender processes with Infrastructure & Operations.

The following are High Value Procurements/Public Process managed by the Procurement Officer in the 2014/2015 fiscal year:

Department	Description	Procurement Awarded Value
Economic & Business Development	RFP - Economic Development Plan (Strategy)	\$74,985.00
Economic & Business Development	RFP - Transit Plan	\$29,864.00
Economic & Business Development	RFP - Burntcoat Head Draft Interpretive Plan	\$29,677.00
Economic & Business Development	RFP - Consultant for Burntcoat Head Construction Projects	Awarded in Phases - \$15,700.00 (2 of 4 phases)
Infrastructure & Operations	Tender - Milford Sewage Collection System	\$398,263.00

Infrastructure & Operations	Tender - Elmwood Drive Relief Sewer	\$127,287.50
Infrastructure & Operations	Tender - 2014 Sidewalks	\$262,900.00
Infrastructure & Operations	Tender - Doyle Drive Drainage Improvements	\$14,261.00
Infrastructure & Operations	Tender - Bulk Water Station Retrofit	\$160,661.43

The values shown are the values, exclusive of HST, at award and do not reflect the value of change directives, if any, that may have been implemented after award. The actual value for Tendered unit price contracts will be based on the actual quantities used.

Standing Offers

East Hants is trying to leverage provincial and internal Standing Offers wherever possible to ensure value for the citizens of East Hants. The benefit to East Hants in using provincial Standing Offers is that we are assured that a competitive process has been undertaken and can contract with the providers, within specified thresholds, for the goods and services without further competition. This allows us to respond more efficiently, have confidence in our pricing and control our costs. East Hants has used the provincial Standing Offer for light duty vehicles (trucks) twice over the past year and has used the provincial Standing Offer for consultant services at least once..

We have reinstated some of the expired internal Standing Offers using new templates. In particular, we have advertised our summer road maintenance services (2 providers approved), excavation services (2 providers approved), and industrial services, vacuum and hydro evacuation services (2 providers approved). We are investigating other opportunities for Standing Offer as they present themselves.

Administration

Properties and Facilities Maintenance

The Administration Division is responsible for the maintenance of municipally owned properties and facilities listed below:

- Branch Libraries - Elmsdale and Mount Uniacke
- Burntcoat Head Lighthouse - Burntcoat
- Court House Hill Memorial Site - Gore
- E.H. Horne School Building - Enfield
- Former CN Train Station - Elmsdale
- Lloyd E. Matheson Centre - Elmsdale
- Municipal Pool - Milford
- Tin Smith Shop Museum - Shubenacadie
- Walton Lighthouse - Walton
- Former Lantz School Property - Lantz
- RCMP Satellite Office - Rawdon - commissioned December 2015

In addition to routine services such as janitorial, snow and ice removal and general repair and maintenance, a number of upgrades were carried out at municipal properties in 2014/2015.

Mount Uniacke Library - Mount Uniacke

Projects at the Mount Uniacke Library included the installation of a storage shed, replacement of ceramic tile in main entrance and replacement of effluent septic pump.

Municipal Pool - Milford

Projects at the Municipal Pool included the replacement of the fire exit stairs from the second floor mezzanine; removal of three redundant oil tanks and installation of one new oil tank; painting and replacement of shower tile in men's and lady's change room; replacement of steel doors to men's and lady's change rooms; installation of PH metering pump/controller; replacement of Dry-O-Tron cooling coil; and replacement of pool filter sand.

RCMP Satellite Office - Rawdon

Construction of the RCMP Satellite office was completed and an occupancy permit issued on December 5, 2014. Official RCMP occupancy began on December 8, 2014, with the official opening celebrations taking place January 29, 2015.

Procurement for Contract Services

In addition to the request for proposals and quotations for projects noted above, the Administration Division facilitated a request for proposals for janitorial services for the Lloyd E. Matheson Centre; Consulting Services for the Rawdon RCMP Satellite Office Construction Project and Construction of the Rawdon RCMP Satellite Office.

Fire Advisory Committee

The Administration Department provides administrative support to the Fire Advisory Committee. The Committee met on one occasion in 2014/2015 and continues to work on a number of projects initiated in 2014/2015.

Firefighter and Officer Training

Training is a priority for all departments due to the legal and moral obligations put on the Fire Service. Several challenges currently exist to ensure all firefighters and officers are properly trained, including the cost of training, the time commitment required, cancellation of training sessions due to low enrolment, and officer turnover.

Staff have worked with the East Hants Fire Service and have finalized an agreement with respect to the distribution a \$10,000 training fund provided by the Municipality to fire service providers upon successful completion of training programs. The first year of funding for this fund was included in the 2013/2014 Operating Budget and will be included in the Municipality's operating budgets on a go forward basis.

Basic Fire Fighting Training was provided to 33 volunteer firefighters in 2014/2015 via the Central Nova Scotia Fire Services Associations.

Training Area for East Hants Fire Departments

Staff are waiting for confirmation from the East Hants Fire Service of their decision on the location for a common training facility. Once this confirmation has been received, staff will work with the East Hants Fire Service to develop the design, location and financing model for a common training facility.

Fire Scene Security Services

Volunteer firefighters appointed as the “local assistant” by the Office of the Fire Marshall have expressed concern that there are times when providing this service becomes onerous for them, particularly when it involves securing the fire scene overnight and they have to report to their regular place of employment the following morning and other personal commitments.

The Municipality does have the authority to provide security services and can recover the cost from the property owner. Council has provided direction to staff to implement a standing offer for this service. This will relieve the pressure volunteer firefighters are experiencing when the provision of this service impacts their regular employment and personal commitments.

Staff will be releasing a request for quotation to licensed private guard businesses for inclusion on a standing offer for the provision of fire scene security services in the upcoming fiscal year 2015/2016. Volunteer firefighters appointed as the “local assistant” by the Office of the Fire Marshall will have authority to engage the services of a licensed private guard business listed on the Municipality’s standing offer when they feel they are no longer able to provide this service.

Directors Activities

Beyond the day to day oversight of the department, over the course of the year the Director of Finance & Administration was involved in various projects and initiatives. These are listed below.

1. Preparation of the 2014/2015 Treasurer’s Report.
2. Participated in and provided support to the Strategic Planning process.
3. 2015/2016 Operating and Capital budgets.
4. Prepared Councils response to the Fiscal Review Committee report.
5. Several recruitments in the Department (Building Maintenance Technician, Accountant and Budget Analyst, Accounting Coordinator, Administrative Services Clerk)
6. Procurement activity included providing oversight of the procurement function and an oversight role in new procurement guidelines, templates, agreements, etc.
7. Oversight of the IT Security Audit.
8. Worked with staff on Rawdon RCMP project (procurement, advisement, etc.)
9. Worked on several local improvement files.
10. Oversight of ePost configuration and roll-out for e-billing of tax and water bills.
11. Prepared financial information to support the Aquatics Facility reports to Council.
12. Steering Committee participation of Online Strategy & Web Site Development Project.
13. Director level support to the Innovation Committee, a committee whose mandate is to implement service management and process redesign for the organization.
14. Worked with various fire departments in an advisory capacity with respect to bookkeeping, debt and operational issues.
15. Worked with managers on way finding signage and public Wifi access for the Lloyd Matheson Center.
16. Worked with staff at Municipal Affairs on Financial Conditions Indicators for East Hants.
17. Steering Committee member for the Information Management Plan and related systems and policy development.
18. Worked with manager on Partnership Fund Grant fund approved by Council.

19. Member of the Association of Municipal Administrator's Board of Directors.
20. Member of the Property Valuation Services Corporation (PVSC) Municipal Advisory Group.
21. Member of the Municipal Advisory Group for SAP Users.
22. Kept abreast of economic development initiatives as well as participation in senior management meetings with the MLA and other external stakeholders.
23. Participate in several Business Park discussions around expansion, planning and several meetings regarding land sales and potential client needs.
24. Participant in the Economic Development Strategic Planning process.
25. Member of the Compensation Review Committee.
26. Pension Administrator for the organization; reporting to Council on legislative changes, coordinating tri-annual Actuarial Review, meeting with Standard Life to review pension investments, overseeing pension transfers, retirements, etc.
27. EMO operations center and public relations training.
28. Participated in Strategic Leadership course through the Workplace Education Training.
29. Coordinate the debenture process for MEH borrowing.

Priority One Initiatives - 2014/2015 Business Plan

Project	Comment
E-Billing for Tax and Water Bills	Configuration complete, roll out March 2015
Document & Records Management System implementation	On-going.
Business Analysis and Process Engineering	On-going. Established the Innovation Committee to manage this project.
Unified Communication Platform	On hold.
Staff Laptop Upgrades	Completed
Windows 8 & Office 2013 Training	Completed
Public Wi-Fi for LMC	Completed
Offsite Backup Solution	Completed
Phase 1 - Disposal of Surplus Property	On hold pending Parks Master Plan
Destruction of Documents	Work in Progress.
Information Security Program (Priority 2)	Audit complete in 2014.

DEPARTMENT OF INFRASTRUCTURE AND OPERATIONS

Year End Report 2014/2015

Introduction

The Infrastructure and Operations Department consists of 20 staff positions across its five divisions: Engineering Services, Environmental Services, Public Works, Solid Waste Management, and Transportation Services.

- Engineering Services is responsible for major capital projects, engineering standards and reviewing the design and construction of new subdivision roads and services. The division also provides technical assistance and advice to other municipal departments.
- Environmental Services monitors and reviews data from other divisions to ensure compliance of operating approvals designated from the province. The division also runs a watershed protection program that focuses on building awareness of issues that impact watersheds of interest to the municipality.
- Public Works operates two water utility distribution sites and three collection and treatment systems for communities in the serviced areas adjacent to Highway 102 and along the Shubenacadie River. The division also operates an engineered spring which draws additional water from Grand Lake to the Shubenacadie River during low water level events.
- Solid Waste Management is responsible for the collection, process contracting and disposal contracting of organics, recyclables and residual waste. This service is provided to over 9,000 homes and businesses in the Municipality. It includes the operation of the East Hants Waste Management Centre which is owned and operated by the Municipality.
- Transportation Services includes; provision and maintenance of sidewalks and streets, inspection of road access points, services related to ditches and storm drainage, and the assessment and planning of LED street light additions for existing serviced areas within the Municipality.

Engineering Services

Engineering had a productive year in the delivery of capital projects. Of note was the completion of the Elmwood Drive Relief Sewer, Phase 1 of the Milford Sewer System Upgrade, and a Shubenacadie Water Main Replacement. These two projects accounted for \$860,000 in capital investment. The engineering design was also completed for the Commerce Court Sidewalk and a Bulk Water Station expansion. Those projects are set for completion in the coming year.

This division also supports development control having conducted 20 subdivision reviews, six re-zoning applications, and one development agreement. Some of these reviews covered larger profile

construction such as Cottage Country, Enfield Manor expansion, and River Country Estates. Also of note were construction estimates calculated for: the John Murray Drive paving petition, the Doyle Drive Flood Mitigation project sponsorship, and the Alderney Park Flood Study.

The most significant focus for Engineering this past year was the execution of the Sewer Capacity study. This study reviewed the capacity and condition of our three collection systems for Regional, Milford, and Shubenacadie. The output of this work will be a master replacement and upgrade plan that is needed to ensure both the operations of existing systems and enabling the Municipality to strategically plan in future growth.

Environmental Services

Regular scheduled reporting to Nova Scotia Environment and Environment Canada were conducted reporting monthly, quarterly, and annually. Standard operating procedures were also reviewed by Environmental Services with Public Works staff monthly to ensure regular operations were happening as intended within environmental approvals.

Environmental Services had a focus on education in the past fiscal which was part of a long term strategy for protecting water sources. There were 13 watershed educational events hosted which reached 429 attendees.

The highlight of this past fiscal for Environmental Services was the hosting of community engagement events for the development of the Source Water Protection Plan for the users of the Shubenacadie Water Treatment Plant. This plant is supplied by an underground aquifer that has been proven through testing to not be influenced by surface water, typically from rain events. The first event was held with property owners within one of the three aquifer protection zones. There were also several events held with Farmers to ensure the strong agriculture presence in East Hants was properly engaged and represented. Information was collected throughout the events and updates sent back to the property owners within the protection zones. More information will be published in the year ahead along with regular programming for continued protection of this important natural resource.

Public Works

Water Treatment

A total of 1,017,714,000 liters of water was treated and distributed for residents and business across East Hants from our two water treatment plants during 2014/2015. Production during the year increased by 5,000,000 liters from 2013/2014, primarily as a result of the dry weather that was experienced during the summer months.

Water was distributed across the 71.0 kilometers of main distribution lines that make up the municipal water network. This network increased by 0.6 kilometers to 71.0 kilometers when construction of Megan Lynn Drive and Concorde Way was completed and services were transferred to the Municipality. The Engineered Spring pumping station was also in operation as per its Provincial approval permit for a four week period in 2014/2015, from late August to late September 2014.

As part of maintaining the water utility staff completed 172 water meter repairs and executed 82 water lab samples. There were 30 less water lab tests required in 2014/2015 as a result of the new Nova Scotia Environment Permit to operate for the Shubenacadie plant which was received in September. As a result of the new permit, testing frequency decreased from twice-weekly to once-weekly at the Shubenacadie Water Treatment Plant. Also, in October water from the Shubenacadie

system was entered into the annual Atlantic Canadian Water and Wastewater Association's Tap Water Taste Test where it received 3rd place.

During the year 42 leaks in the water distribution system were repaired, a reduction of 11 leaks from the previous year. Of these repairs, eight were large in nature which is an increase of five from the previous year. Over the year, eight additional fire hydrants were installed in the Elmsdale and Lantz area. Long term plans to infill areas for hydrant installation in the Elmsdale area were reviewed with Elmsdale Fire Department personnel. This identification process is continuing for other communities served by the Water Utility, with a focus on Lantz in 2015/2016. A major inspection of the Enfield Water Tower was also completed in October.

Wastewater Treatment

A total of 1,856,612,000 liters of wastewater was treated and discharged through our three wastewater treatment plants in 2014/2015. Dry weather in the summer attributed to a reduction of 355,000,000 liters requiring treatment, as there was less surface water infiltration into the wastewater collection system during the summer. Work also continued to reduce surface water infiltrating into the wastewater collection system. During this past year work was completed in the Bayberry Drive and the Rennie Lane area of Milford, as well as in part of Lantz. This activity to identify infiltration points for construction or repairs is continuing in the coming year.

As part of maintaining the 80.5 kilometers of wastewater collection mains, staff executed 116 wastewater lab samples, repaired 18 leaks in the wastewater collection lines, and completed major preventative maintenance activities at eight of 28 lift stations. New connections for four new properties to the wastewater collection system were completed as per By-law 139-3. New electrical and process control equipment was installed at two wastewater lift stations in 2014/2015. These two lift stations are also continuously monitored as a result of this upgrade.

Solid Waste Management

Based on approval from Council, staff continued exploring and negotiating options for organics processing at the Waste Management Centre. Discussions are on-going into 2015/2016. Staff also worked closely with local police on closing the cases related to the theft and damage at the Waste Management Centre. The final result was all parties pleading guilty and receiving sentencing.

At the Waste Management Centre, in Georgefield, the site received 11,368 tonnes of waste across all categories; Organics, Recycling, Waste, Clean Wood, Metal, Tires, and Construction and Demolition debris. That material was brought to the site by 11,028 site visits from Private Residential, Commercial, and Municipal Collection loads. Solid Waste staff fielded 5866 customer related calls in providing clarification or information as requested.

Staff also coordinated several special events during the past fiscal year. These included the Household Hazardous Waste events held in Mount Uniacke and Elmsdale, the Compost Giveaway in the spring at the Waste Management Centre, the Christmas Tree Pick-up at the start the New Year, and the Leaf and Yard Waste collection. These events are on top of the nine service contracts that staff manage in order to deliver regular waste services for residents.

As part of the waste education contract with Resource Recovery Fund Board (RRFB), the municipality conducted 61 educational events which reached 1452 total attendees for the year. The target education areas for the year were Food Service, Multi-Unit Dwellings, and Institutions (schools). As part of the solid waste enforcement contract with RRFB, a contracted position was filled in July. This

provided an opportunity to conduct 124 curbside audits, which directly benefited 308 households. In addition, 389 detailed audits were carried out at the Waste Management Centre (municipal collection vehicles, commercial, and residential drop-off).

Waste Management Centre staff also conducted 1458 visual waste audits at the transfer station. Not all waste makes it into the system and as a result, staff worked with the Municipality’s Bylaw Enforcement Officer to coordinate 34 illegal dump site clean-ups. These dump sites were either directly cleaned up, or forwarded to the Provincial Department of Transportation and Infrastructure Renewal.

Transportation Services

During the fiscal year, Transportation Services executed three Requests for Proposals; Excavation Services, Road Winter Maintenance and Mowing. In total the division managed seven main contracts throughout the year as part of day-to-day services for the municipality.

Operationally, the division was very active in responding to inquiries from the public. From the topics of drainage, traffic, sidewalks, and streetlights, the division responded to 478 total inquires. These inquires help build some of the scope of annual inspections which are completed for municipal roads, sidewalks, streetlights, drainage, and inspection of new subdivisions. Across those areas, a total of 138 inspections were conducted.

Transportation Services also acted as an advocate on behalf of the citizens of the municipality by writing letters to the Provincial Department of Transportation and Infrastructure Renewal and Members of the Legislative Assembly of Nova Scotia concerning; Intersection safety at the corner of Hwy 2 and Old Enfield Road, Intersection analysis at the corner of Boyd Avenue and Wilson Road, Intersection safety at the corner of Hwy 2 and White Road, Guard Rail safety at Goose Bridge, and Street Parking congestion fronting Hants East Rural High.

Priority One Initiatives - 2014/2015 Business Plan

I&O Division	Initiative	Update
Environmental Services	Renewal of Watershed Protection Programming	Several community group events were held to bring awareness to the Shubenacadie aquifer. Both technical and community based information will be used in the next fiscal for education and ongoing programming.
Public Works	Cross Contamination Control and Backflow Prevention	This project was put on hold to enable staff focus on developing the Shubenacadie Well Head Protection plan.
Solid Waste	Start-Up of Organics Processing	The feasibility study was completed and an application has been submitted to the Build Canada Fund to support the Capital startup of the project.

Engineering	Sewer Capacity Study	The final report was received at the end of the fiscal. A review and action plan from this document will be worked on in the new fiscal year.
Engineering	Shubenacadie Water Line Replacement - Civic 2652 to 2668	This project was completed.
Engineering	Elmwood Drive Relief Sewer	This project was completed.
Engineering	Shubenacadie Sidewalk Extension	This project was cancelled as the funds needed to be diverted to the Water Line replacement to support the completion of that project.

Priority Two Initiatives - 2014/2015 Business Plan

I&O Division	Initiative	Update
Public Works	Safety Decal Rollout for Public Works Vehicles	This was delayed due to prioritizing other work
Solid Waste	Business Case Development for Waste Processing	It was decided to continue with the existing contract that has over 10 years remaining on it based on the emergence of Provincial conversations around both Waste to Energy and Extended Producer Responsibility.
Solid Waste	Transfer Station Expansion Design	This continues to be approved for further study. Analysis was completed, but will require further data collection before being presented for capital approval.
Engineering	Mount Uniacke Sidewalks - Etter Road to Griffin's Store	Estimates completed and approved for further study in capital budget.
Engineering	Commerce Court Sidewalk	Engineering design completed.
Engineering	Technical Support for Skateboard Park Tendering	This project was deferred until the following fiscal.

DEPARTMENT OF PLANNING AND DEVELOPMENT

Year End Report 2014/2015

Introduction

The Department of Planning and Development provides professional planning advice to Council, a number of development related services to the public, EMO Management, by-law enforcement and some internal support to other Departments through the following functions:

- Planning and Research Services
- Development Control (i.e., subdivision approval, site plan control, variances, development permits)
- Fire Inspection
- Building Inspection
- By-law Enforcement
- Geographic Information System (GIS)
- Civic Addressing (Civic Numbering and Road Naming)
- Dog Control
- Emergency Management (EMO)

Over the reporting period the department continues to be focused on a review and update of the East Hants Official Community Plan. In addition a number of important policy issues and high profile development applications were also dealt with. The number of by-law enforcement cases investigated has increased while the number of open case files has decreased.

Over the past year the number of building permits decreased slightly from the previous year although the value of construction increased significantly. Subdivision activity also increased with a jump in the number of lots approved.

Staffing issues remained a challenge over the reporting period. In 2014/2015 both the Senior Planner and Project Planner returned from year-long maternity leaves. In addition, recruitment for a Building Inspector was undertaken following a retirement. The part-time EMO Coordinator position is currently vacant with the Manager of Planning filling this role.

In general, retaining qualified staff in specialized areas such as GIS, Planning, and Building Inspection remains a challenge.

ACTIVITY	2012/2013	2013/2014	2014/2015
Planning, GIS & Research			
Planning Applications Reviewed	14	21	14
Planning Projects Undertaken	18	18	15
Building Inspection			
Building Permits Issued	229	248	246
Value of construction	\$34,044,283	\$32,076,600	\$43,059,784

No. of inspections carried out	1,079	995	940
New dwelling units created	147	148	152
Fire Inspection			
Properties with initial inspections conducted to date	448	618	683
Development Control			
Plans of subdivision approved	62	52	52
New Lots approved	145	113	197
By-law Enforcement			
No. of cases (unsightly, Land Use Bylaw, construction without permit) investigated and concluded	29	44	45
Current open case files	15	20	12
Solid Waste investigations (Illegal dumping and curbside violations)	12	12	43
Animal Control			
Dog tags issued	244	345	326
Dog calls/complaints	103	172	364
No. of dog's impounded	11	10	16
Civic Addressing			
Civic addresses issued	148	144	178
New road listings	5	5	10
Private road name signs installed	11	9	6

Planning Services

Over the past year planning staff completed 15 research projects. Support on a number of these projects is provided by the GIS Technician and Planning and Development Technician. Fourteen applications from developers for rezoning, development agreements or amendments to the Municipal Planning Strategy were also dealt with over this year.

Projects completed over the year include:

- Plan East Hants - Phase I
- Polling District Review
- Highway 214/Lantz Interchange Study
- Active Transportation Review
- Community Standards Bylaw
- John Murray Dr. Paving Petition
- Open Space Review

- Parks GIS Layer
- Growth Management & Growth Reserve Review
- Infrastructure Charges Report

Most importantly, the municipality continued an extensive plan review that will result in the development of a new Official Community Plan. This is the first major review of the plan in 15 years. This project is expected to be completed in the next reporting period.

Applications completed over the past year include:

Applicant	Type	Purpose	Location	Outcome
Wilson Fuels	Development Agreement	Robins drive thru	Milford	Approved
Crombie REIT	GFLUM amendment/rezoning	Tim Horton's drive thru	Elmsdale	Approved
Greg Horne	MPS/LUB Amendment & Development Agreement	Additional commercial building	Elmsdale	Approved
Lewis Powell	Development Agreement	Six unit apartment building	Elmsdale	Refused
Philip McKeil	Rezoning	Accessory Dwelling Unit	Elmsdale	Approved
Rose Seitzl	Development Agreement	Accessory Dwelling Unit	Elmsdale	Approved
Snap Shots	Development Agreement	Sports themed bar and restaurant	Elmsdale	Withdrawn by applicant
Crombie REIT	Land Use By-law amendment	Enable larger sign	Elmsdale	Approved
McDonalds Restaurant	Development Agreement	Restaurant expansion	Elmsdale	Approved
JIZ Holdings	Development Agreement	Sangsters Auto expansion	Elmsdale	Approved
Eastern Infrastructure	Rezoning	Semi-detached dwellings	Enfield	Approved
Abruzzi Properties	Rezoning and Development Agreement	26 Townhouses	Lantz	Approved
Tolson Developments	Development Agreement	Additional commercial space in existing building	Elmsdale	Refused
Dennis Bisson	Development Agreement	Industrial building at Slate pit	East Gore	Approved

Development Control

In the past year the number of subdivision plans approved held steady at 52 while the number of new lots created increased from 113 to 197.

Enforcement

By-law enforcement investigations are primarily conducted by the Enforcement Officer. However, depending on the nature of the investigation, one of the two Building Inspectors, the Fire Inspector or the Development Officer may also be involved. Over the past year a total of 45 violations of the Land Use By-law, Building By-law, and dangerous and unsightly premises provisions of the Municipal Government Act (MGA) were investigated and successfully brought to a conclusion. In addition, 43 solid waste investigations consisting of illegal dumping and curb side investigations were undertaken. This was an increase from 12 the previous year.

Despite the higher level of activity, the number of open case files under investigation at year end decreased, going from 20 to 12.

Animal Control

Animal control is provided by the municipality under the Dog By-law through the Enforcement Officer. The municipality also engages the services of casual staff to fill in for vacations and absences of the full-time officer. In the reporting period, the number of calls/complaints increased significantly from 172 to 364. The number of dogs impounded also increased going from 10 to 16.

The number of registered dogs decreased from 345 to 326.

Building Inspection

The value of construction jumped from \$32,076,600 to \$43,059,784 from the previous reporting period. However, the number of permits issued and the number of dwelling units created remained stable. A total of 246 permits were issued compared to 248 in FY 2013/2014. The number of inspections carried out was down from 995 to 940.

While all districts experienced some new development, the majority of activity is still concentrated in the Enfield/Elmsdale area.

The number of new dwelling units was stable going from 148 to 152 in this reporting period.

In the reporting period, one building inspector retired and a successful recruitment was undertaken to hire a qualified candidate. As a result, East Hants contains two highly qualified inspectors. Both inspectors are Level SRII building officials. Generally the SRI qualification permits inspection of low density residential buildings while the SRII level allows for the inspection of all types of residential and commercial buildings. The Municipal Fire Inspector has also achieved Level SRII qualification and with this rating is able to act as a back-up inspector during vacations and other absences for the full time inspectors. Achieving this back up capability has enabled the Municipality to provide more seamless service to the public.

Fire Inspection

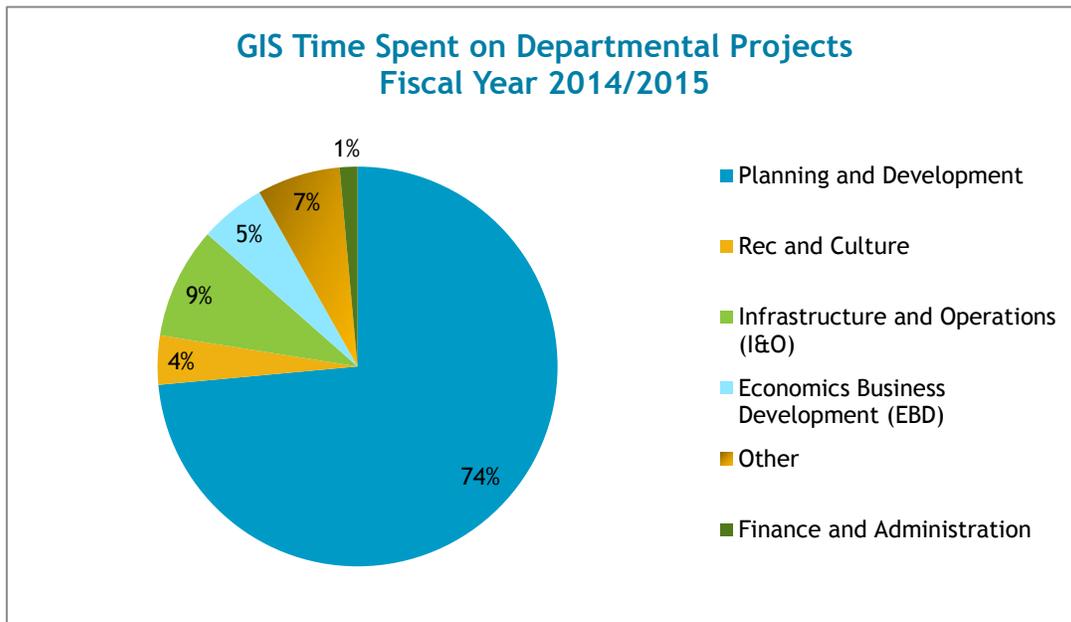
The Municipal Fire Inspector has conducted initial inspections on approximately 683 restaurants, retail stores, community halls, apartment buildings, churches, and industrial buildings by the end of 2014/2015.

Fire Inspections are carried out in accordance with the *Fire Safety Act* and a Fire Inspection Policy adopted by Council. This policy details the frequency of re-inspection for each type of building. For example, retail stores are to be re-inspected every five years, industrial buildings every four years and apartment buildings every three years. Becoming fully compliant with that policy has been a challenge given that there is one staff person devoted to the effort and there are over 800 buildings in East Hants requiring fire inspection. However, we believe we are managing this risk effectively with higher risk buildings being given priority and a work plan being implemented to bring inspections fully into compliance with the policy by the end of FY 2016/2017.

GIS Support

Over the last year the GIS Technician has been involved with continually updating the Townsuite mapping and permitting system. Other work included providing training to numerous Municipal staff on the use of the GIS system, geo-locating municipal infrastructure, assisting planners with preparing imagery for planning reports, and compiling data that the municipality is required by law to supply to Statistics Canada.

The GIS Technician also provides support to other municipal departments such as Infrastructure and Operations, Recreation and Culture, Economic and Business Development, and Finance and Administration.



Specific projects over the reporting period included:

- Plan Review Mapping (Planning and Development)
- Community Workshop Mapping (Planning and Development)
- Polling Review Mapping (Planning and Development)
- GSA Boundary Review Project (Planning and Development)
- Noel Shore Erosion Mapping (Planning and Development)
- Proposed GMA Boundary Amendment Mapping (Planning and Development)
- ArcGIS Online Setup & Roll out (Planning and Development)
- Snides Lake Watershed information/Mapping (Planning and I&O)
- Mowing Constructs Mapping (I&O)
- Shubenacadie Wellhead data collection & mapping (I&O)
- EMO Mapping (Planning and Development/Other)
- ATV Trail Mapping (Recreation and Culture)
- Recreational Facilities Location Analysis Mapping (Recreation and Culture)
- Burntcoat Easement & Property Mapping (EBD)
- Business Park Sell sheets & Information sheets (EBD)
- Plebiscite Mapping (EBD)
- ArcOnline Application Production (All depts./Other)

Civic Addressing

The Civic Addressing Coordinator issues new civic numbers for all new buildings and approves new road names as part of the subdivision process. In the reporting period 10 new roads (or road segments) were approved as well as six new signs posted on existing private roads. 178 civic numbers were issued for new buildings or changed for existing buildings which were out of sequence.

Emergency Management Operations

The Emergency Management Operations (EMO) Committee met twice in the reporting period. The Committee is made up of representatives from the Municipality, Red Cross, the Fire Service, RCMP, Community Services, Chignecto-Central Regional School Board, Transportation and Infrastructure Renewal, Ground Search and Rescue and Natural Resources. A suitable candidate for the EMC position was recruited during the reporting period, however, has subsequently left the organization. During this vacancy, the alternate EMC (Kelly Ash), stood in.

The Emergency Measures Coordinator (EMC) or alternate continued to be active in EMO at both the regional and provincial levels, attending two scheduled EMONS Zone meetings in 2014/2015. The Alternate EMC is also continuing to work on the development of draft plans for an Emergency Management Strategic Plan and Comfort Centers within the Municipality.

Incident Command System

Transitioning to the Incident Command System for managing emergency responses continued to be the focus for 2014/2015. During the reporting period, approximately 16 staff members who are intended to hold positions in the Emergency Coordination Centre, when it is activated, received training. Staff completed on-line courses in Basic Emergency Management (BEM) and Level 100 ICS. In addition, the municipality hosted training events for Level 200 ICS and an Emergency Coordination Centre Management (ECCM) course. The Alternate EMC completed the Level 400 ICS training, the ECCM course and an Emergency Public Information (EPI) course along with three other municipal staff.

Priority One Initiatives - 2014/2015 Business Plan

Project	Comment
EH Official Community Plan Review (Plan East Hants)	Significant progress in reporting period - on schedule to be completed in Spring 2016
Polling District Review	Research and public consultation completed - Application submitted to NSUARB. Awaiting hearing and results of application
Dog Control Service Model	Complete - After Hours Dog control to be implemented in next reporting period

DEPARTMENT OF RECREATION AND CULTURE

Year End Report 2014/2015

Introduction

The Recreation and Culture Department provides services and support to residents of East Hants ensuring healthy active lifestyles and building opportunities for an enhanced quality of life. This is achieved thru a variety of direct and indirect service delivery methods. The Department relates with community organizations which provide sport, cultural, social and active lifestyle events and programs.

Staff are also involved in operating events and programs throughout the municipality.

Staff are responsible for managing municipal open space, and providing advice on open space occurring in developments across the municipality. As park areas are acquired and developed, increased attention will be required from the municipality to maintain park and open spaces.

The East Hants Municipal Pool is the main facility operated by the municipality. The facility has served the community extremely well over the years. In 2014 Council supported a feasibility study be completed in anticipation of possibly replacing the current pool.

Recreation and Culture Division

The following is a sample of the activities the Recreation and Culture Division is involved in. These activities are guided by the goals established in the Recreation and Culture Strategic Plan and the Municipal Council Strategic Plan.

2014/2015 Events

- Volunteer Recognition - April 2014. Eighteen individuals were recognized for their contributions as volunteers. The event took place at the North Noel road Community Hall.
- Kite Day in Gore - June 2014 - This is a there was a very good turnout for this event however it remains a smaller family event. There is some potential to grow the event as it is consistent with both physical cultural activity strategies.
- East Hants Tidal Run at Burntcoat Head Park - July 2014 This year the event was partnered with Atlantic Chip Timing and as a result had a very good turnout for the 5k event as well as the 2.5 K family walk. This event continues to grow and as a result promotes both physical activity and tourism along the Noel Shore.



- 3 Winter Inservice day camps at the East Hants Sportsplex
- February - Winter Play Day in South Maitland, Enfield Lion's Den, and Uniacke Fire Hall
- March Break Day Camps were held in Mount Uniacke, Hants North and the Corridor
- March Disc Golf at East Hants Sportsplex - This was an introduction to the activity in an effort to increase non-traditional use of the Sportsplex facility.
- March & December Free Swims at Boulderwood Stables for Uniacke Residents
- March Outdoor Play workshop Enfield Lion's Den
- June - Bike Rodeo at the Lloyd E. Matheson Parking Lot
- The introduction of Pickle Ball to Hants North Youth
- Seniors Games - Carpet Bowling and Walking events. Over 250 seniors participated in the 2014 Games.
- East Hants Hikes - Nine Mile River Trail guided hike. 30 hikers from East Hants, HRM, Colchester and Pictou County participated.
- Tickle Trunk Lending Program
- High 5 training for High School Leadership youth as part of the Coach Asset Development Initiative.
- Gender Equity Funding resulted in the development of a Middle School Leadership team.
- Winter Term - After the Bell After School Program - Kennetcook (Thrive Funding)
- Winter Term - After School Program - Hants North Rural High, Uniacke District School, Riverside Education Centre (Department of Education funding)
- Walking Program located at East Hants Sportsplex Walking Track (November - May)
- Tumble Bugs program - 3 training sessions offered on 2013/2014



Open Space Work

- Maintenance work was carried out on the Elmwood Sub-division connector trails (Elmsdale). These five trails received grading and a new top coat which made the trail more pedestrian friendly. There are further plans for 2015 to correct drainage issues.
- The connector Trail from Ashford Place in Lantz to the number 2 highway received grading and a new topcoat. This stretch of trail will also receive some new drainage work to eliminate a water pooling issue.



- Garden Meadows Natural Playground - A consultant’s report was received and is being implemented for the Garden Meadows Open Space. This playground is an example of joint cooperation between a local community group, the Developer and the Municipality.

There were several Trails and Open Space projects started and in some cases completed as part of Open Space Agreements.

Open Space/Trails	Location	Status
Trails	9 Mile River - River Country Estates	complete
Open Space and Trails	Cottage Country Mt Uniacke	ongoing
Trail	Meghan Lynn Drive	ongoing
Trail	Renfrew Ridge	ongoing
Trail	Sherwood Park Enfield	OSA in progress
Trail	Garden Meadows	Phase 5 complete

Day Camp Numbers from 2012 - 14

Camp	2012	2013	2014
Elmsdale	50	48	50
Rawdon	35	35	33
Enfield	50	50	50

Camp	2012	2013	2014
Mount Uniacke	50	47	50
Shubenacadie / Milford	21	13	17
Maple Ridge (Lantz)	50	50	50
Cobequid (Noel)	26	20	14
TOTAL	282	263	264



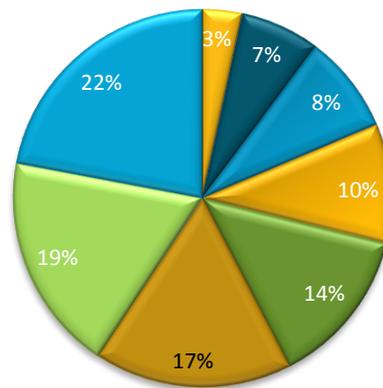
Funding Programs

The Recreation and Culture Division administers two grant programs. Updates and revisions took place in 2014 to bring them in line with the current strategic direction and to make the process more accountable.

District Recreation Funds

Applications were made to the District Recreation Funds to support projects ranging from increasing a facility footprint to accommodate new programs, playground construction, ball field maintenance, trail development and maintenance. As well, repairs and maintenance were done at the pool and sport field. In most cases for every dollar committed by the municipality, one dollar or more is contributed by the applicant. This is often in the form of direct cash, or in some cases volunteer labour or donated materials.

DRF Allocation By District



■ 1 ■ 2 ■ 3 ■ 4 ■ 5 ■ 6 ■ 7 ■ 8

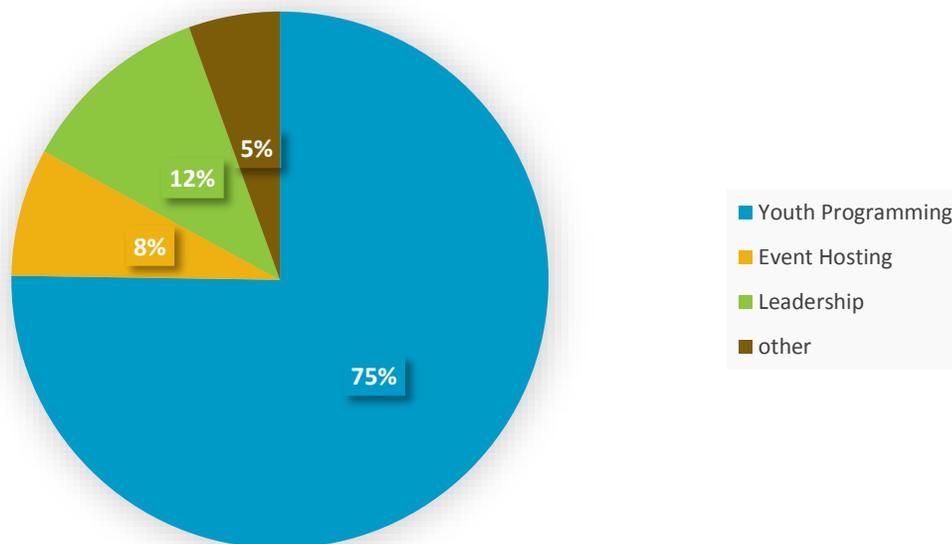
APPLICANT	DISTRICT	APPROVED
East Hants District Chamber of Commerce	2	\$5,000.00
Shubenacadie Hall and Grounds Society	4	\$1,372.00
Shubenacadie Community Development Association	4	\$3,428.21
Maitland District Development Association	5	\$3,000.00
Noel and District Volunteer Fire Depart	5	\$240.00
Noel and District Volunteer Fire Depart	6	\$960.00
Burncoat Head Park Association	6	\$1,200.00
Noel United Church	6	\$1,370.00
Upper Nine Mile Hall River Association	8	\$2,000.00
Gore Volunteer Fire Department	8	\$5,000.00
Gore Volunteer Fire Department	11	\$5,000.00
Royal Canadian Legion Branch 133	10	\$9,669.00
Enfield Elmsdale Lions Club	10	\$9,930.06

APPLICANT	DISTRICT	APPROVED
EH Horne School Preservation Society	10	\$11,426.23
Navy League of Canada	13	\$1,500.00
Uniacke District Home and School	13	\$10,000.00
Total Awarded		\$71,095.50

Community Grants

The Community Grants awarded this year supported Youth Programming (CG-YP), New Recreation Initiatives (CG-NRI), Leadership Programming (CG-L), and Event Hosting (CG-EH). We continue to see the majority of the Community Grants be used to support programs and individual sport travel. Event Hosting and Leadership are close in overall usage.

Community Grants



Group/individual	Category	Grant
East Hants Senior Games		\$1000.00
Kennetcook Area Volley Ball Club	YPG	\$850.00
Ally MacDonell	YPG	\$100.00
Devon Keel	YPG	\$100.00
Student Theatre Association	YPG	\$100.00
Navy League of Canada Mt Uniacke Branch	YPG	\$100.00
Kennetcook Home and School	EH	\$200.00
Devon Keel via Basketball NS	YPG	\$100.00
Lantz Recreation Society	Leadership	\$1000.00
Megan Andrews	YPG	\$100.00
HNRH Home and School	YP	\$1100.00
Shubenacadie Hay Days	Event Hosting	\$250.00

Colton Beech via NS Youth Selects	YPG	\$100.00
Burncoat Head Park Association	Event Hosting	\$200.00
East Hants Community Learning Association	Leadership	\$150.00
Clay MacDonell	YPG	\$150.00
Maitland Fire Department Auxiliary	Event Hosting	\$150.00
Ethan MacLellan	YPG	\$150.00
Noel Fire Department Ladies Auxiliary	Event Hosting	\$200.00
Shubenacadie Halls and Grounds	Leadership	\$953.00
Connor MacLeod	YPG	\$100.00
East Hants Wild Cats Baseball Team	Event Hosting	\$250.00
Lantz Recreation Society	Event Hosting	\$200.00
Jensen Brown and Gustavio Ferrari via Suburban FC	YPG	\$200.00
Maple Ridge Elementary Running Club	YPG	\$400.00
Randall Leahy	YPG	\$65.00
Shawn Miller	YPG	\$100.00
Wyatt Sanford, Ryan Sanford via Citadel Boxing Club	YPG	\$200.00
Cobequid 4H club	Event Hosting	\$150.00
East Hants Minor Hockey Association	YPG	\$9673.00
Total Awarded		\$15,291.00

East Hants Municipal Pool

Programs and Services

The East Hants Municipal Pool offers a variety of swimming lessons, fitness classes, rentals, training programs, and recreational swims. In general there was an increase in participation rates over 2013. Participant numbers are closely tied to the availability of qualified instructors and lifeguards. Many staff have participated in learn to swim programs offered at the pool over the years and staff take great pride in developing a committed group of young people and adults to provide an exceptional experience.

Instructional Program Participation

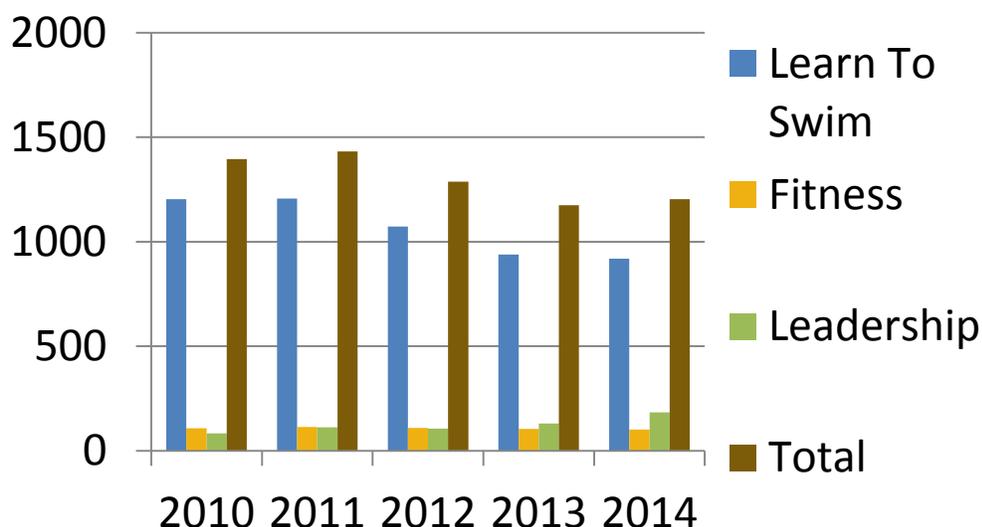
This year there were 1204 registered participants in the instructional programs. These programs include fitness classes, learn-to-swim, junior lifeguard programs, leadership courses and synchronized swimming. This is representative of an increase in usage of the pool.

It should be noted that training and recruiting staff begins as soon as they finish lessons. They are encouraged to continue through the lifesaving courses, swim instructor course and lifeguard course. Junior Lifeguard Programs, Training Camps, and even Synchronized Swimming are offered to encourage future staff to stay involved in aquatics while they are waiting to complete leadership courses (to be a swim instructor you must be 15 years old; to be certified as a lifeguard you must be 16).

The fitness program participant numbers only reflect the number of memberships sold - this does not include drop-ins or 10-punch passes sold.

Leadership courses are offered on an as-needed basis or when there are sufficient numbers to warrant the course, so they fluctuate from session to session.

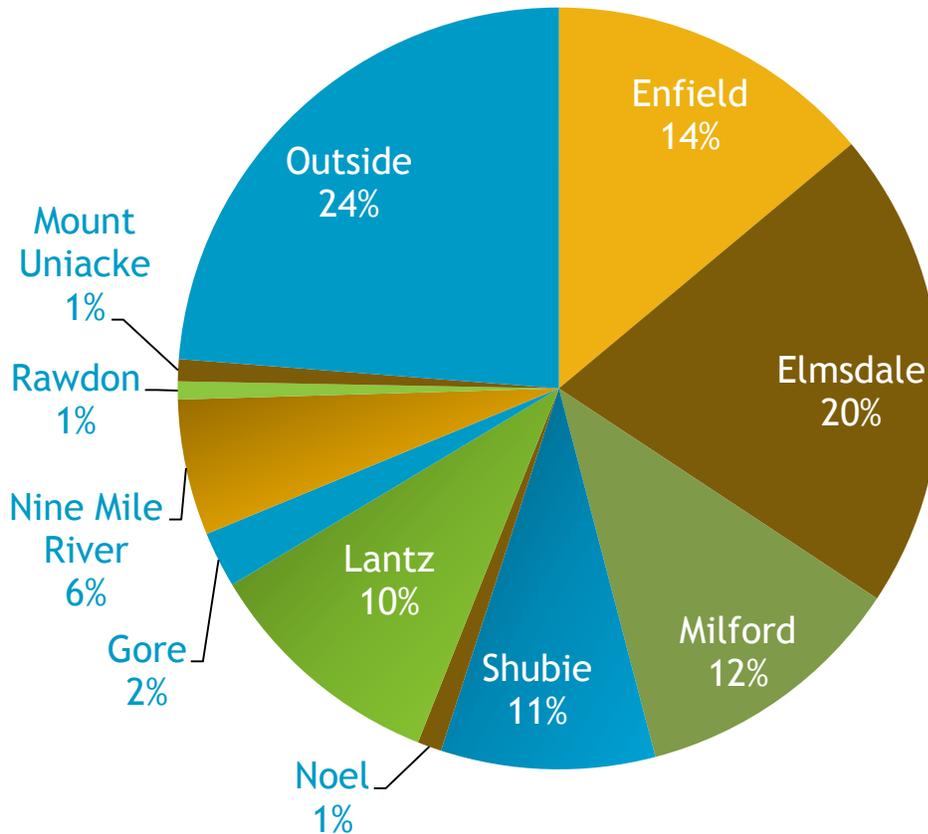
Below is a graph that represents the number of participants in these programs over the past four years:



Instructional Participation by Area

The majority of our program participants come from the Corridor area. We also see many users coming from outside of the Municipality. Outside the municipality includes Stewiacke, Dutch Settlement, Fall River, Indian Brook and Musquodoboit.

Instructional Participation by Area 2014



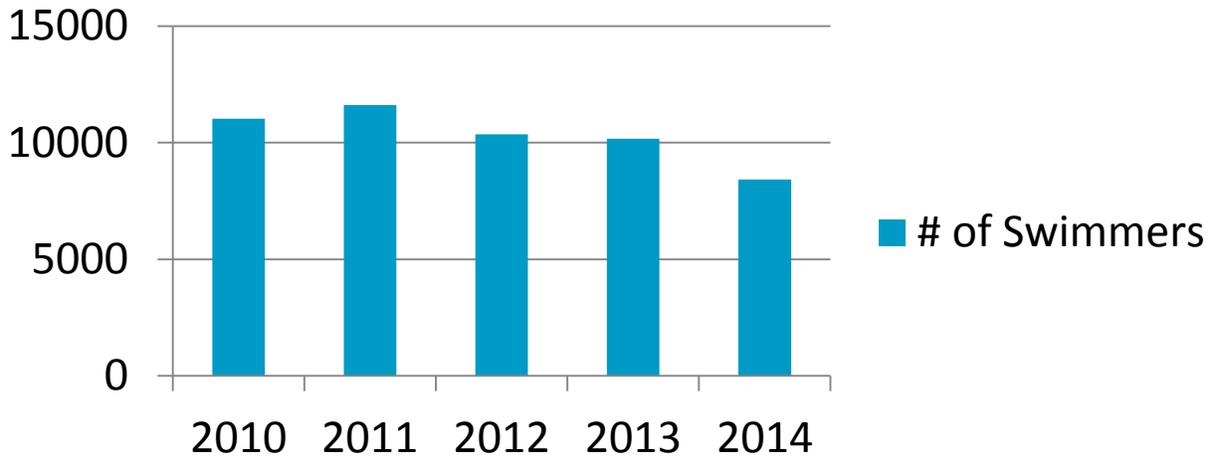
Recreational Swims & Pool Rentals

This year 8,425 swimmers participated during recreational swim times, and another 5243 attended pool rentals. Participation in recreational swims & pool rentals varies from year to year, some factors that influence this are programming changes, number of rental times available - which can be influenced by the availability of staff, and weather.

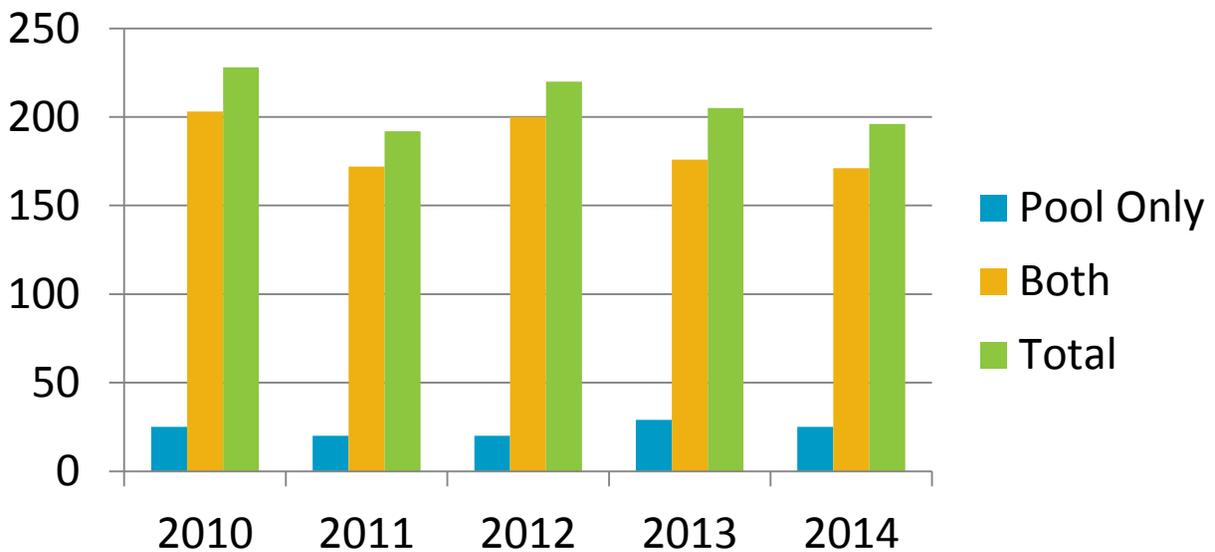
Many families in the area have indicated that they prefer to rent other facilities for their children's birthday parties that have a warm shallow-water tot pool for younger children - this is also a factor when deciding where to attend recreational swims. There is competition with many new facilities within a 20 - 30 min drive, which offer a clean new facility with larger change rooms, slides, water features & tot pools.

The Milford & District Lions Club continued their sponsorship of a free swim on the second Friday of each month and five public swims during March Break. In 2014, 638 people swam for free, thanks to this initiative!

Recreational Swim Statistics



Pool & Balcony Rentals



Highlights from 2014

- 45 Jr. Lifeguards (ages 8 - 15) enrolled in our Jr. Lifeguard Club Programs throughout the year
- 4 new lifeguards and 6 new swim instructors were certified



(pictured above our latest certified lifeguards)

- Each year, the Nova Scotia Lifesaving Society recognizes affiliates around the province. This year, the East Hants Municipal Pool won the “Year Round Affiliate Award (Under 10,000)”. This award is given to the affiliate who has the most participation in lifesaving programs under 10,000 participants.
- The recreational synchronized swimming club has 16 swimmers that practice 2 evenings per week.





- Pool staff in conjunction with the IT Department streamlined the registration process by developing an electronic registration system and call queue answering system.
- During the 2014/2015 school year, the following schools have participated in the Lifesaving Society's Swim-To-Survive program: Dutch Settlement, Oldfield, Rawdon, Shubenacadie, Kennetcook, Elmsdale, Musquodoboit Valley and Enfield. Hants East Rural High has also used the facility.



Students from Rawdon Elementary are learning survival swimming skills.

Priority One Initiatives - 2014/2015 Business Plan

Project Initiative	Comment
<p>MPAL Municipal Physical Activity Leadership</p>	<p>This continues to be a good partnership between the Province through Health and Wellness and the Municipality through this department. An annual grant is provided totaling \$25,000. This project has its own strategic plan which is consistent with the Municipal Strategic Plan and the Recreation and Culture Strategic Plan. There are 5 areas of focus under MPAL and they are:</p> <ol style="list-style-type: none"> 1. <i>Increase and identify Active Transportation Opportunities</i> 2. <i>Increase Community Based Awareness</i> 3. <i>Increase Opportunities for Children, Youth, Families and Seniors</i> 4. <i>Increase the Built Environment</i> 5. <i>Reduce or Eliminate Barriers to Physical Activity</i>
<p>Youth Leadership Program</p>	<p>Recreation and Culture have been working with youth through the school system to develop leadership skills in High Five and Fundamental movement skills. This is a benefit to the community recreation initiative as it provides entry level volunteers for a variety of recreation programs.</p>
<p>Elmwood Subdivision Trail Repair</p>	<p>Emphasis was placed on the upgrade of trails in the Elmwood subdivision. This will encourage community pride and use.</p>
<p>Community Use of the Indoor Sports Dome (winter)</p>	<p>This year the department ran a variety of program experiences through the Dome. These programs included; ultimate Frisbee, lacrosse, indoor walking program and several open dome nights for families just to enjoy the indoor space for recreation. This is a worthwhile exercise as it exposes the facility to individual who may never use the facility otherwise.</p>