

TOWN OF LUNENBURG COUNCIL MEETING

TUESDAY, JANUARY 12, 2021 AT 6:00 P.M.

LUNENBURG TOWN COUNCIL CHAMBER AND LIVE BROADCAST

PRESENT: Mayor Matt Risser
Deputy Mayor Peter Mosher
Councillor Jenni Birtles
Councillor Melissa Duggan
Councillor Stephen Ernst
Councillor Ed Halverson
Councillor Susan Sanford

ALSO PRESENT: Paul Bracken, Facilities Superintendent
Lisa Dagley, CPA, CGA, Finance Director
Heather McCallum, Assistant Municipal Clerk
Gary Mossman, Fire Hall Superintendent
Bea Renton, Chief Administrative Officer

1. Call to Order

The Mayor called the meeting to order at 6:00 p.m.

2. Acknowledgement of Mi'kma'ki the ancestral and unceded territory of the Mi'kmaq People

The Mayor recognized Lunenburg's location on the unceded territory of the Mi'kmaq People.

3. Agenda

Motion: moved and seconded approval of the agenda with the addition of a proposed in camera meeting agenda item to consider the potential sale of Town property at 37 Tannery Road.

4. December 8, 2020 Council meeting minutes

Motion: moved and seconded approval of the December 8, 2020 Council meeting minutes.

5. Public Hearings, Presentations and Questions

6. Correspondence, Petitions and Proclamations consideration

These items of correspondence were received for information only.

a. Canada – Nova Scotia Offshore Petroleum Board letter of introduction

- b. Property Valuation Services Corporation Assessment Roll 2021 update information
- c. Lunenburg Board of Trade letter of appreciation for the Town's Holiday lighting and other activities grant

7. Business arising from the Minutes/Unfinished Business

a. Corporate Services

- i. Remaining External, Heritage Advisory and Planning Advisory Committees 2021 Appointments

Motion: moved and seconded approval of the application of Gerry Rolfsen as a citizen representative to the Planning Advisory Committee in 2021. Motion carried.

Motion: moved and seconded approval of the application of Virginia Stephen as the citizen representation to the Heritage Advisory Committee in 2021. Motion carried.

External vacancies for the following Boards: Common Lands; Lunenburg Harbour Health Advisory Group; Western Regional Housing Authority; and South Shore Regional Library Board, will be considered at the January 26 Council meeting.

- ii. Proposed revised Sale, Reproduction and Use of the Town's Flag and Logo Policy allowing staff to approve future reproduction and other requests

Motion: moved and seconded approval of the revised Sale, Reproduction and Use of the Town's Flag and Logo Policy (Schedule "A"). Motion carried.

- iii. Budget 2020/21 Variance Report to November 30, 2020

This report (Schedule "B") was received for information.

8. Committee Meeting Minutes, Recommendations, Reports and Notices of Motion

- a. Heritage Advisory Committee December 14, 2020 meeting minutes

The minutes were received for information only.

9. New Business

a. Corporate Services

- i. February 2021 African Heritage Month Proclamation request

Motion: moved and seconded to approve the proclamation of February 2021 as African Heritage Month in the Town of Lunenburg (Schedule "C"). Motion carried.

- ii. Council and Committee Meetings Notices of Motion Writing Guide

The Mayor and CAO provided an overview of the report (Schedule ("D")).

Motion: moved and seconded the adoption of the Lunenburg Town Council Notices of Motion for Council and Committee Meetings Writing Guide (Schedule "D"). Motion carried.

iii. Requested amendments to the Guide for Writing Staff Reports for Council and Committee Meetings

The CAO summarized the report (Schedule "E") noting that meeting scheduling and substantive issues for Council and Committee report writing require Council direction. It was agreed to refer further consideration of the report to the January 26 for the Mayor and Deputy Mayor and CAO to come forward with further options as outlined in the report.

b. Protective Services Committee

i. Lunenburg and District Fire Department request to withdraw \$5000 from the Town and Department Joint Equipment Account charitable donation funds to purchase an unbudgeted Capital Budget 2020/21 heat pump for the Fire Hall offices - draft motion

Councillor Birtles declared an interest in the matter because of her association with the potential supplier of the heat pump and did not participate in the consideration of this matter.

Motion: moved and seconded to approve the withdrawal from the Town and LDFD Joint Equipment Fund raised from charitable donations for the unbudgeted 2020/21 Capital purchase of a \$5000 Fire Hall office heat pump leaving a Fund balance of \$16,400 approx. (Schedule "F"). Motion carried.

10. Meet in camera

Motion: moved and seconded to meet in camera pursuant to section 22, Municipal Government Act to consider the following agenda items -

- Contract negotiations regarding a Property Tax Financing Program application pursuant to section 22 (2) (e) Municipal Government Act.
- Potential sale or lease of Town property at 40 Duke Street and 37 Tannery Road pursuant to section 22 (2) (a) Municipal Government Act.
- Personnel matters relating to inter-municipal service arrangements pursuant to section 22 (c) and (e) Municipal Government Act.

Motion carried.

6:23 p.m. – 6:37 p.m. – Council recessed for ten minutes then met in camera and reported to Council in open session as follows.

11. Resumption of Council meeting in public session - motion to consider any in camera meeting notices of motion and recommendations pursuant to section 22 Municipal Government Act

The public portion of the Council meeting resumed at 7:37 p.m. The following Council in camera meeting recommendation was reported and voted on by Council.

Motion: moved and seconded approval of a late COVID-19 Pandemic Property Tax Financing Program application for AAN01252003. Motion carried.

12. Adjournment

The meeting was adjourned at 7:38 p.m. by the Mayor.

Bea Renton, CAO

TOWN OF LUNENBURG PROCEDURAL POLICY**SALE, REPRODUCTION AND USE OF THE TOWN'S FLAG AND LOGO****PURPOSE**

The purpose of this Policy is to establish terms and conditions for the reproduction, use and sale of the Town of Lunenburg's ("Town") flag and logo. Both the Town's flag and logo have copyright and trademark protection.

PROCEDURE

1. The official flag and logo of the Town are depicted in Schedules "A" and "B" attached.
2. The Town flag and logo shall be made available to the public for sale, reproduction or use at such price and other conditions as the Town's CAO and Finance Director determine are in the best interest of and payable to the Town.
3. An application for reproduction of the Town flag and/or logo is attached as Schedule "C". It may be updated by the CAO and Finance Director as required from time to time. Completed applications shall be submitted to and considered by the CAO and Finance Director for approval as set out herein. The applicant shall be notified of their decision with reasons therefor.
4. If the CAO and Finance Director do not approve a Town flag and/or logo use request because it is not considered to be in the Town's best interest, e.g., discriminatory or offensive in nature, the request may be appealed with reasons to the Town Council for reconsideration.

Attachments - Schedules "A", "B" and "C"

Clerk's Annotation For Official Policy Book

Date of notice to Council members of intent to consider Policy amendments: December 8, 2020 _____, 2021 (TBA)

Date of passage of Policy amendments: _____, 2021 (TBA)

I certify that this Policy amendment was adopted by Council as indicated above:

Municipal Clerk

Date

SCHEDULE "A"



SCHEDULE "B"

PANTONE COLOUR:

- Red 185 
- Green 347 
- Brown 483 
- Blue 3005 
- Black 





TOWN OF LUNENBURG APPLICATION TO REPRODUCE TOWN OF LUNENBURG LOGO AND/OR FLAG

The Town of Lunenburg's logo and flag are only to be reproduced with Town approval in accordance with the Town of Lunenburg's Sale, Reproduction and Use of the Town Flag and Logo Policy. For a copy of the Town's Policy, please contact the Town Hall at (902) 634-4410.

Complete and return this application to the Town of Lunenburg, 119 Cumberland Street, PO Box 129, Lunenburg, NS, B0J 2C0 or acovey@explorelunenburg.ca.

APPLICANT INFORMATION			
NAME		ORGANIZATION (if applicable)	
CIVIC AND EMAIL ADDRESSES			
CITY/TOWN	PROVINCE	POSTAL CODE	PHONE

PROPOSED LOGO AND/OR FLAG REPRODUCTION	
1. IS THE ORGANIZATION REQUESTING USE OF THE TOWN LOGO OR FLAG A NON-PROFIT ORGANIZATION?	
NO	YES If YES, attach evidence of non-profit status.
2. EXPLAIN WHAT THE TOWN LOGO AND/OR FLAG WILL BE USED FOR:	
3. WHAT ARE THE DATES OF USAGE?	
START DATE	END DATE
4. WHERE WILL YOUR ORGANIZATION USE THE TOWN LOGO AND/OR FLAG? Attach additional sheets if necessary	

APPLICATION FOR LOGO AND/OR FLAG REPRODUCTION

5. WILL YOUR ORGANIZATION RECEIVE PROCEEDS FROM THE USE OF THE TOWN LOGO OR FLAG?

NO YES If NO, skip Question No. 6

6. HOW WILL YOUR ORGANIZATION USE THE PROCEEDS? Attach additional sheets if necessary.

7. WHAT IS THE ESTIMATED PRICE OF EACH ITEM INTENDED TO BE SOLD THAT WILL USE THE TOWN LOGO?

BY SIGNING THIS APPLICATION YOU AGREE TO USE THE TOWN'S LOGO AND/OR FLAG IN ACCORDANCE WITH THE TOWN OF LUNENBURG'S POLICY AND THE TERMS SET FORTH IN THIS APPLICATION. FAILURE TO COMPLY COULD RESULT IN PENALTIES AND OR LEGAL ACTION.

SIGNATURE AND TITLE

DATE

FOR OFFICE USE ONLY

DATE RECEIVED _____

ROUTE TO: CAO
 FINANCE

APPROVED
 DENIED

REASONS FOR DENIAL

NOTES/INSTRUCTIONS

APPROVAL, TERMS, CONDITIONS AND PAYMENT

CAO

FINANCE DIRECTOR

DATE

Circulated: _____

Document No:
Meeting: January 12, 2021 Council
Circulate To: Council, BR, DH's, KR,
JG-Audit Committee
File: Budget 2020/21

MEMORANDUM

TO: TOWN COUNCIL

FROM: LISA DAGLEY, FINANCE DIRECTOR

DATE: JANUARY 5, 2021

**RE: 2020/21 CAPITAL AND OPERATING VARIANCE REPORT –
TO NOVEMBER 30, 2020**

Please find enclosed the variance report to **November 30, 2020**. The period ending November 30th represents 67% (8 months) of the fiscal year. Town General expenditures are at 65%.

Index to Reports

Capital Budget Status Report	Page 1
Operating Financial Statements Summary	Page 9
Deed Transfer Tax, Tax & Sewer Report, Parking Meter Revenue and Snow and Ice Control	Page 10
Grants to Organizations Information Update	Page 11

Acknowledged only by:

Bea Renton, CAO

Encls.

Capital Status Report to November 30, 2020

Any comments in BOLD are changes from the previous report

TOWN	Project	Budget	YTD Actual	Under/(Over) Budget	DH
Buildings & Structures					
<i>Annex</i>	Annex Roof	\$10,000		\$10,000	PW
<i>Comment:</i>	Due to COVID-19 pandemic work has been slow to progress at the School Annex, this monies were allocated for buying the materials for the roof and NSCC to install. NSCC will continue to work on the building finishing the front façade and will work on the west gable end in the spring. NSCC does not have the capacity to do the roof due to Covid restrictions. Exploring contractor pricing for this work and cost sharing options.				
<i>CN Station</i>	CN Station - Capital Repairs including Garage Door & Siding	\$15,000	\$9,594	\$5,406	PW
<i>Comment:</i>	The work was completed on November 10th.				
<i>Lunenburg Academy</i>	Lunenburg Academy Exterior Capital Repairs Phase II	\$1,002,679	\$367,560	\$635,119	AM/PW
<i>Comment:</i>	Phase II of the Project reached substantial completion in December 2020. Project spans two fiscal years. Total budget \$1,508,500. Amount spent in fiscal 19-20 = \$505,821. The restoration of the mansard roof, towers, barreled dormers, cladding (including decorative bracket and dentils), pediments, top caps headers, cornerboards, windows and the accessible entranceway have been completed. The only outstanding elements are the installation of new doorways and sidelights on the two eastern entranceways.				
Environmental Development					
	Comprehensive Community Plan	\$286,657	\$197,031	\$89,626	DS
<i>Comment:</i>	Nov.24, 2020 Council increased budget by \$55,000 + net HST to include Heritage Conservation District Plan review. Ongoing drafting of MPS, LUB and Subdivision Bylaw plus Heritage Conservation Guideline alignment review.				
Equipment					
	Council iPad or Alternative	\$10,000	\$3,943	\$6,057	KM
<i>Comment:</i>	Received in September and have been issued to new Council.				
	Joint Building Inspection IT (Townsuite Mapping & Laser Fische Software Upgrades)	\$10,000		\$10,000	DS
<i>Comment:</i>	Project progress slowed during spring/summer due to COVID-19.				
	CCP Capital Project	\$10,000	\$0	\$10,000	DS
<i>Comment:</i>	A project has not yet been identified.				

Capital Status Report to November 30, 2020

Any comments in BOLD are changes from the previous report

TOWN	Project	Budget	YTD Actual	Under/(Over) Budget	DH
Public Works Infrastructure					
	<i>Wastewater Treatment</i> Brook Street Storm/Sanitary separation infrastructure finalization <i>Comment:</i> Work was carried out in late August, early September. Project is now complete.	\$185,000	\$184,873	\$127	PW
	<i>Wastewater Treatment</i> Recycling Pump <i>Comment:</i> Complete. This is a carry over item from fiscal 2019-20. The purchase was delayed because of Dorian flooding at the plant. Budget 19-20 = \$31,500 funding from Gas Tax	\$31,500	\$27,636	\$3,864	PW
	<i>Wastewater Treatment</i> Improve Treatment Process-Pre-Design <i>Comment:</i> Following Council direction of Dec.8th staff are currently finalizing the RFP release for early January. Staff have requested an extension of the March 31, 2021 funding deadline.	\$270,000	\$5,931	\$264,069	PW
	<i>Wastewater Treatment</i> Replace Lines and Diffusers in Aeration Tanks <i>Comment:</i> Work completed in June/July and the results are very encouraging. Significant improvement in the aeration process. Holdback paid out in October.	\$388,000	\$358,621	\$29,379	PW
	<i>Wastewater Treatment</i> Green St., Knickle Rd. (Storm Diversion) <i>Comment:</i> Budget was reallocated to Brook Street project, July 21, 2020 Council Meeting.	\$0		\$0	PW
	<i>Wastewater Treatment</i> Upgrade Communication Systems to Pumping Stations <i>Comment:</i> Project to be split into 2 phases, 1) Tannery Road and WWTP, 2) Remainder of pumping stations. RFP is being prepared for Phase 1, to be issued by end of January. Fuller report being prepared for Council's consideration. Budget for Phase 1 to be approx. \$40K.	\$20,000		\$20,000	PW
	<i>Wastewater Treatment</i> WWTP-Voltage Reading Monitor at Pumping <i>Comment:</i> Completed	\$7,000	\$6,837	\$163	PW
	<i>Wastewater Treatment</i> WWTP-Upgrade Rails and Catwalks in Aeration Building <i>Comment:</i> RFP being prepared. To be issued by end of January.	\$30,000		\$30,000	PW
	<i>Wastewater Treatment</i> Lift Stations Capital Pump Repairs <i>Comment:</i> Budget increased on June 23, 2020 to \$146,000. Brook Street pump#1 discharge check valve still requires repair. The submersible pumps at both the Young and Tannery lift stations remain outstanding.	\$146,000	\$66,059	\$79,941	PW

Capital Status Report to November 30, 2020

Any comments in BOLD are changes from the previous report

TOWN	Project	Budget	YTD Actual	Under/(Over) Budget	DH
	<i>Wastewater Treatment</i> Check Valve Installation at WWTP Comment: Completed.	\$10,000	\$5,184	\$4,816	PW
	<i>Wastewater Treatment</i> Raw Sludge Pumps (2) Comment: Process Engineering support determining correct sizing and quotes. RFP will be required to purchase and install pumps.	\$50,000	\$909	\$49,091	PW
	<i>Wastewater Treatment</i> Flowmeter Installation Program Comment: CBCL currently looking at software implementation that would provide flow indication on all but two stations, if successful. If it is not then physical meters will be installed at these locations. There are two stations that will require physical meters. Waiting for software evaluation to be complete by January. This will determine if physical metering will be required.	\$50,000		\$50,000	PW
	<i>Wastewater Treatment</i> Backflow Prevention Study for Lift Stations Comment: Study is near completion. It will include recommendations on remedial action and indication of what reduction in salt water ingress reduction can be expected. This is critical information for the preliminary design process for the WWTP upgrade. Final report from CBCL to be issued in January.	\$40,000	\$23,228	\$16,772	PW
	<i>Wastewater Treatment</i> Flood Study Comment: Complete	\$47,900	\$47,867	\$33	PW
	<i>Equipment-Trucks</i> Dump Truck Comment: This is a carry over item from fiscal 2019-20. Tender awarded November 12, 2019, truck delivered July 2020. Funding is a capital borrowing.	\$187,192	\$187,192	\$0	PW
	<i>Equipment</i> Air Compressor Comment: The capital expenditure was not anticipated when the 2020-21 Capital Budget was approved, this critical piece of equipment is used by Public Works on a regular basis. This purchase of this equipment was approved to be funded from the Public Works Equipment Reserve.	\$4,254	\$4,292	(\$38)	PW
	<i>Renewals - Sidewalks/Curbs</i> Tannery Road Seawall-Final Stage and Beautification Comment: Seawall work is ongoing by PW and approximately 75% complete. Work is being done on an as-available basis for the PW crew. Green space design is complete and PW crew have completed 75% of the installation.	\$70,000	\$26,821	\$43,179	PW

Capital Status Report to November 30, 2020

Any comments in BOLD are changes from the previous report

TOWN	Project	Budget	YTD Actual	Under/(Over) Budget	DH
	<i>Renewals - Sidewalks/Curbs</i>				
	Brook Street-Beautification Project <i>Comment:</i> Received 50% of the funding requested from the province for the Beautification Grant, scope was reduced but the planting took place in October and work is complete for the current fiscal year.	\$20,000		\$20,000	PW
	<i>New Sidewalks/Curbing</i>				
	Tannery Road-Knickle Rd. to 97 Tannery Road (E) - Council asked staff to prepare a supplementary report regarding how Town Public Works staff can construct the sidewalk on a phased in basis if necessary. <i>Comment:</i> At the Nov.24th Council meeting it was agreed to proceed with Phase 1 Pre-Construction of the project to secure the land agreements. Once the land is secured to issue a Design-build RFP for the design and construction of a new sidewalk along the north side of Tannery Road for construction in 2022 depending on budget capacity.	\$255,000		\$255,000	PW
	<u>Infrastructure</u>				
	Streamed Waste Cans <i>Comment:</i> PW has received the waste cans from supplier. PW arranging installation by March 31.	\$9,300	\$0	\$9,300	PW
	<i>Fire Department</i>				
	Pumper #2 Replacement <i>Comment:</i> Complete. Council approved overage of \$2,794 surplus sale proceeds Sept.8/20	\$755,100	\$757,977	(\$2,877)	GM
	<i>Fire Department</i>				
	Turnout Gear Washer <i>Comment:</i> Complete.	\$5,400	\$5,345	\$55	GM
	<i>Fire Department</i>				
	Turnout Gear Dryer <i>Comment:</i> To be funded by Fire Dept.	\$9,700	\$0	\$9,700	GM
	<i>Fire Department</i>				
	Floor Scrubber <i>Comment:</i> Complete	\$5,100	\$4,644	\$456	GM
	<i>Fire Department</i>				
	Aluminum Garbage Bin <i>Comment:</i> Complete	\$3,800	\$3,583	\$217	GM
	<i>Fire Department</i>				
	Heat Pump Fire Hall <i>Comment:</i> The heat pump for the Fire Hall Auditorium and Club Room was approved at the October 13, 2020 Council meeting. This project was funded entirely from a grant received from the FCC AgriSpirit Fund.	\$25,000	\$19,397	\$5,603	GM




Capital Status Report to November 30, 2020

Any comments in BOLD are changes from the previous report

TOWN	Project	Budget	YTD Actual	Under/(Over) Budget	DH
Community Centre/Arena	Community Centre-Bathroom Renovations <i>Comment:</i> Project is complete. This is carry forward balance item from fiscal 19-20. Total project budget was \$55,000, spent in 19-20 was \$47,230, however there were some stalls that required installation in April due to some covid delays. The \$6,263 expended in 2020-21 brings the total completed project costs to \$53,493.	\$6,263	\$6,263	\$0	KC/PW
Community Centre/Arena	Arena-roof Exhaust Replacements <i>Comment:</i> Purchase order issued for \$5,042 + HST (Sept.4), project is 50% complete. Awaiting on delivery of parts for completion by end of January.	\$10,000		\$10,000	KC/PW
Community Centre/Arena	Ice Resurfer <i>Comment:</i> Tender awarded July 28, 2020 for \$108,300 which included an edger. This item has been order and will be delivered in spring 2021.	\$125,000		\$125,000	KC
Community Centre/Arena	Ride on Mower <i>Comment:</i> Purchasing is re-tendering this item, targeting a delivery before March 31.	\$25,000		\$25,000	KC

Capital Status Report to November 30, 2020

Any comments in **BOLD are changes from the previous report**

WATER UTILITY	Project	Budget	YTD Actual	Under/(Over) Budget	DH
General	New Services	\$7,000	\$888	\$6,112	PW
<i>Comment:</i> As required.					
	Replacement Hydrants	\$10,000	\$0	\$10,000	PW
<i>Comment:</i> Purchase of three hydrants in progress.					
	Replacement Meters	\$5,000	\$0	\$5,000	PW
<i>Comment:</i> Have recently received \$5,000 of meters, PW will install as required.					
Distribution Mains	Water and Wastewater System & GIS Development (includes all underground infrastructure)	\$50,000	\$1,043	\$48,957	PW
<i>Comment:</i> Funding has been received. Draft scope of work developed and ongoing. Finalizing work description to put out RFP for GIS Development work.					
Building Improvements & Construction	Chlorinator	\$70,000	\$0	\$70,000	PW
<i>Comment:</i> On PW Project List but no work done to date. Will be scoped and planned internally by PW in 2021/22.					
	Road Improvement-Intake House	\$10,000	\$7,236	\$2,764	PW
<i>Comment:</i> Completed 					
	Pump House-Dares Lake Interior Steel Repair/Gutters	\$4,000	\$2,683	\$1,317	PW
<i>Comment:</i> Completed 					
	WTP-Paint and Reseal 2 Roof Vents	\$7,500	\$6,189	\$1,311	PW
<i>Comment:</i> Budget was increased from \$5,000 to \$7,500 July 28. Work has been completed. 					
	Geotechnical Investigation(Dam/Spillway)	\$15,000	\$2,676	\$12,324	PW
<i>Comment:</i> Project awarded to Gemtec Engineering. Geotech investigation portion of this project has been completed vendor.					

Capital Status Report to November 30, 2020

Any comments in **BOLD are changes from the previous report**

WATER UTILITY	Project	Budget	YTD Actual	Under/(Over) Budget	DH
	Downstream channel assessment, hydrologic/hydraulic modelling, field surveys <i>Comment:</i> Project awarded to Gemtec Engineering . This portion of the project has been completed.	\$17,500	\$8,875	\$8,625	PW
	Design of Dam and downstream channel rehabilitation, approvals <i>Comment:</i> Project awarded to Gemtec Engineering. Vendor to complete and issue letter to Dept. of Fisheries to obtain review and approval of Dam/Spillway plan. They will then design the upgraded dam and spillway.	\$30,000	\$0	\$30,000	PW
<u>Furniture & Equipment</u>					
	Half Ton Truck (1) <i>Comment:</i> PO issued to dealership. Awaiting delivery in mid-January.	\$25,000	\$0	\$25,000	PW

Capital Status Report to November 30, 2020

Any comments in **BOLD are changes from the previous report**

ELECTRIC	Project	Budget	YTD Actual	Under/(Over) Budget	DH
UTILITY					

<p>Structures</p> <p style="padding-left: 20px;">Capacitor Bank at Substation or Distribution</p> <p><i>Comment:</i> An Engineering Consultant has been engaged for the design of the distribution portion of this project. The distribution portion should achieve 70% of the benefit. A tender was issued for the project and closed on December 18, 2020. Results being reviewed by staff and external consultant.</p>	\$480,000	\$3,123	\$476,877	LD
<p>Utility Line Work</p> <p style="padding-left: 20px;">Meters</p> <p><i>Comment:</i> As required.</p>	\$15,000	\$1,855	\$13,145	LD
<p style="padding-left: 20px;">Overhead Conductors</p> <p><i>Comment:</i> As required.</p>	\$125,000	\$96,601	\$28,399	LD
<p style="padding-left: 20px;">Poles & Fixtures</p> <p><i>Comment:</i> As required.</p>	\$50,000	\$41,136	\$8,864	LD
<p style="padding-left: 20px;">Services</p> <p><i>Comment:</i> As required.</p>	\$25,000	\$24,099	\$901	LD
<p style="padding-left: 20px;">Street Lighting</p> <p><i>Comment:</i> As required.</p>	\$30,000	\$5,287	\$24,713	LD
<p style="padding-left: 20px;">Transformers - Line</p> <p><i>Comment:</i> As required.</p>	\$70,000	\$52,900	\$17,100	LD

Town of Lunenburg Operating Financial Statements

November 30, 2020

Summary Information

(YTD Pro-rated Budget =67%)

TOWN GENERAL

<u>Revenue</u>	<u>YTD Actual</u>	<u>Budget</u>	<u>YTD 67% %</u>	<u>Balance</u>
Taxes	\$6,082,665	\$5,988,100	102% 1.	(\$94,565)
Grants In Lieu Of Taxes	-	240,900	0% 2.	240,900
Sale of Services	69,512	96,700	72%	27,188
Sale of Service Arena/Community Centre	108,967	249,700	44% 3.	140,733
Other Revenue/Own Sources	224,487	311,200	72%	86,713
Unconditional Transfers/Other Gov'ts	313,039	50,100	625% 4.	(262,939)
Conditional Transfers/Fed or Prov Gov'ts	700	1,700	41%	1,000
Conditional Transfers/Other Local Gov'ts	87,437	174,900	50%	87,463
	<u>\$6,886,807</u>	<u>\$7,113,300</u>	<u>97%</u>	<u>\$226,493</u>
<u>Expenditures</u>				
General Government Services	\$333,854	\$508,850	66% 5.	\$174,996
Protective Services	1,064,588	1,598,200	67%	533,612
Transportation Services	501,347	959,000	52%	457,653
Environmental Health Services	818,204	1,358,600	60%	540,396
Public Health Services - Cemetery	37,630	40,700	92% 6.	3,070
Environmental Development	276,716	451,200	61%	174,484
Recreation & Cultural Services	191,660	284,300	67%	92,640
Arena/Community Centre	281,965	504,000	56%	222,035
Fiscal Services	1,123,799	1,408,450	80%	284,651
	<u>\$4,629,763</u>	<u>\$7,113,300</u>	<u>65%</u>	<u>\$2,483,537</u>
TOWN SURPLUS (DEFICIT) **	<u>\$2,257,044</u>	<u>\$ -</u>		

****Please note expenditures occur over a 12 month period however the majority of revenue is received in two semi-annual tax billings. Revenue billed is at 97% and 65% of expenditures have occurred as of November 30, 2020.**

Legend:

- Both the interim and final property and sewer tax bills have been issued. Both sewer and Deed Transfer Tax revenue higher than anticipated, both will be offset by additional transfer to reserves at year-end.
- Usually received from Province in December or January.
- Arena revenues are seasonal, opened Oct.26. Based on first month of operation revenue anticipated to be \$30,000 less than budgeted for fiscal 2020/21.
- Includes the \$287,930 Covid Safe Restart funding.
- Section 71 Tax Exemptions paid for the year.
- Cemetery operational expenditures are seasonal.

	<u>YTD Actual</u>	<u>Budget</u>	<u>YTD 67% %</u>	<u>Balance</u>
WATER UTILITY				
Revenue	\$825,824	\$1,646,500	50.2% 1.	\$820,676
Expenditures	\$878,597	\$1,646,500	53.4%	\$767,903
WATER SURPLUS (DEFICIT)	<u>(\$52,773)</u>	<u>\$ -</u>		

Legend:

- Two quarterly billings issued. Next billing will be on December 31, 2020.

	<u>YTD Actual</u>	<u>Budget</u>	<u>YTD 67% %</u>	<u>Balance</u>
ELECTRIC UTILITY				
Revenue	\$4,012,690	\$6,840,500	58.7% 1.	\$2,827,810
Expenditures	\$3,974,764	\$6,840,500	58.1%	\$2,865,736
ELECTRIC SURPLUS (DEFICIT)	<u>\$37,926</u>	<u>\$ -</u>		

Legend:

- Electric consumption billings are seasonal in nature.

TOWN OF LUNENBURG ADDITIONAL FINANCIAL INFORMATION
November 30, 2020

DEED TRANSFER TAX REPORT

	Budget	This Month (#)	Amount	Year to Date (#)	Amount	Variance to Budget
	Revenue this year	<u>\$100,000</u>	(12)	<u>\$24,179</u>	(70)	<u>\$185,978</u>
2019/20 Reserve Fund Balance	<u>\$498,573</u>					

TAX AND SEWER CHARGES REPORT

OUTSTANDING PROPERTY & SEWER TAXES

	Balance 31-Mar-20	2020/21 Tax Billings	Collected To Date	Balance
2019/20 Taxes & Sewer and Prior	299,850	-	180,853	118,997
2020/21 Tax & Sewer billings	<u>(133,360)</u>	<u>5,878,656</u>	<u>5,369,715</u>	<u>375,582</u>
	166,490	5,878,656	5,550,568	494,579
Interest				<u>38,576</u>
Total Outstanding				<u>533,154</u>

Prepayments for 2021/22 Tax & Sewer \$57,931

PARKING METER REVENUE AND FINES

	Budget 2020/21	Actual to 30-Nov-20	Variance to Budget	% of Budget
Parking Meter Revenue	\$50,000	\$36,072	\$13,928	72.14%
Parking Meter Fines	2,500	538	1,962	21.51%
Court Fines	3,500	1,184	2,316	33.82%
Total	<u>\$56,000</u>	<u>\$37,793</u>	<u>\$18,207</u>	<u>67.49%</u>

SNOW AND ICE CONTROL

Public Works Labour & Salt Purchases

	Actual 2015/16	Actual 2016/17	Actual 2017/18	Actual 2018/19	Actual 2019/20	Budget 2020/21	Actual to 30-Nov-20
April to October	2,091	1,132	724	1,858	3,085		0
November				1,050	27		237
December	409	6,793	3,418	3,789	4,212		
January	13,062	6,613	6,215	4,359	9,224		
February	12,005	17,514	7,410	15,631	8,854		
March	4,132	11,383	7,430	15,217	1,736		
Labour Cost	<u>31,699</u>	<u>43,435</u>	<u>25,197</u>	<u>41,904</u>	<u>27,138</u>	<u>53,950</u>	237
Salt Purchases	60,173	81,815	59,886	101,187	71,083	83,000	0
Contractors/Rentals/ Electric (Salt Shed)	<u>1,707</u>	<u>223</u>	<u>204</u>	<u>233</u>	<u>230</u>	<u>500</u>	176
	<u>93,579</u>	<u>125,473</u>	<u>85,287</u>	<u>143,324</u>	<u>98,451</u>	<u>137,450</u>	413
% Budget Used							0.30%
BUDGET VARIANCE UNDER (OVER)							\$137,037

Grants 2020/21		
Status update: November 30, 2020		
Account #01-2-19-5100	2020/21 Approved Grants	2020/21 Notes
Bluenose 100 Committee <i>pre-approved Jan.28, 2020</i>	\$5,000	Funds for the Bluenose 100 Committee of \$5,000 in the 2020/21 fiscal year and \$5,000 of in-kind Town Services for the 2021/22 fiscal year when the celebration events will take place.
Curl for a Cause	\$125	Annual event which supports Fishermen's Memorial Hospital, no application but Town traditionally supports
Fishermen's Memorial Hospital - Golf Tournament	\$100	Annual event which supports Fishermen's Memorial Hospital, no application but Town traditionally supports
Lunenburg Community Christmas Dinner	\$115	The funds requested will cover the rental of the auditorium at the Town Fire Hall. (\$100 + HST)
Lunenburg County Lifestyle Centre	\$1,000	Requesting municipal sponsorship towards hosting the 2020 Canadian Tire Para Hockey Cup Championships from December 5 to December 12, 2020.
Lunenburg Dog Park	\$1,000	The funds requested will be used to pay insurance costs and other yearly expenses. In-kind garbage collection.
Lunenburg Folk Harbour Society-Summer Concert Series	\$2,500	This grant will assist in providing funding for the bandstand concerts that are held on 10 Sundays, starting on July 5th and ending on September 13th.
Lunenburg Folk Harbour Society-Sponsorship	\$1,000	While the Lunenburg Folk Harbour Festival has been cancelled for August 2020, many of the Society's fixed costs of operation still remain, with significant loss in their traditional revenue. Revenue streams of ticket sales, sponsorships from local businesses, and rental opportunities have completely dried up, and yet they still have all of their operating and administrative costs to cover. Because of this, the Society is asking the Town of Lunenburg to consider supporting the Society during this time of need.
Lunenburg Grad Bursary	\$500	Bursary will be issued to a graduating high school student.
Lunenburg and District Swimming Pool	\$1,500	Support to operate and maintain their outdoor swimming pool. Even with Covid-19 restrictions they plan to provide jobs doing maintenance, renovation and repair of the pool and its facility.
Nova Scotia Sea School	\$1,000	The Sea School is seeking funding to assist in the structural long term repair and modification of the expedition vessels Dorothea and Elizabeth Hall. These 30' wooden sailboats, are over 20 years old and require improvements outside of regular maintenance to ensure they are meeting Transport Canada's Safety Regulations as commercial passenger vessels.
Safe Communities Lunenburg County	\$1,275	Designed to address a range of seniors' safety issues, to mitigate risk, to reduce incidences of elder abuse, and to foster effective helping relationships between seniors and police.
Society of St. Vincent de Paul	\$1,000	Funds will be utilized for any individual of the Town of Lunenburg who demonstrates genuine need. The society assists individuals who need temporary help with basic needs.
VON-Lunenburg County	\$2,000	To assist with expenses associated with providing transportation for seniors and those with medical concerns. The service provides drives for medical appointments, provides weekly drives for residents for dialysis, weekly transportation to run errands. The transportation program also is used to delivery frozen meals to residents of the Town. All grant money received from the Town of Lunenburg will be used to offset the cost of the transportation program offered for residents of the Town.
Approvals June 3, 2020	\$ 18,115	
Approvals since June 3, 2020		
LCLC-Donation for PVEC Grad Event	\$ 500	
Lunenburg Doc Fest	\$ 1,000	
Arena Rental for Food Bank	\$ 151	
Updated 2020-21 Grant total	\$ 19,766	
Total 2020-21 Budget	\$ 20,000	
Budget for additional grant requests if required	\$ 234	



Black Cultural Centre for Nova Scotia

10 Cherry Brook Road,
Cherry Brook, Nova Scotia
B2Z 1A8
contact@bccns.com

Tel: (902) 434-6223
Fax: (902) 434-2306
Toll Free: 1-800-465-0767
www.bccns.com

Operated by the Black Cultural Society of Nova Scotia

December 4, 2020

Dear Community Partners,

As February is African Heritage Month and is fast approaching we wanted to reach out regarding our provincial plans to mark this occasion. As the world manages with the COVID-19 pandemic, we realize that African Heritage Month 2021 will be different from those in the past, however, we want to ensure that it remains an important celebration of people of African Descent. This year we are proposing several virtual events including the development of a Provincial Virtual Launch and Proclamation. The African Heritage Month Information Network (AHMIN) is a partnership between the Black Cultural Centre/ Society, African Nova Scotian Affairs, African Nova Scotian Music Association, African Nova Scotian North-Central Network, African Heritage Month Southwest Network, Black Educators Association, Black History Month Association, Cumberland African Nova Scotian Association, Valley African Nova Scotian Development Association, and Guysborough, Antigonish Strait African Regional Network.

Each year, we mark the start of February with a provincial proclamation and produce an educational poster that is distributed and displayed in community gathering centers, schools, churches, government offices, and businesses.

We have identified you as having participated in marking African Heritage Month in your region/town in the past. We hope that this year you will continue to do so within your region, however, we are also requesting your participation in a province-wide virtual launch and recognition of African Heritage Month 2021. In these times of heightened awareness of race-based issues, having a unified provincial launch will make a bold statement.

We are producing a provincial video launch that will be live-streamed on January 26th, 2021 in which representatives from the Government of Nova Scotia will recognize and proclaim February as African Heritage Month. We would like your participation in this via a video recording that we can help produce in December virtually. The proposed script we are asking everyone to record is noted below. Please note that this does not negate you from doing additional events or forms of recognition in your region/town. Enclosed in this package you will also find attached funding resources made available by the Office of African Nova Scotian Affairs to assist you in your local regional recognition.

The 2021 African Heritage Month provincial theme, ***Black History Matters: Listen, Learn, Share and Act***, recognizes the important legacy of people of African Descent and the long-standing history in the development of Canada. This theme brings focus and increased awareness of racialized issues of a community that has overcome great adversity for inclusion in all aspects of Society. It further calls on us to listen, learn, share and act to make society a better place. The theme also aligns with the United Nations' International Decade for People of African Descent (DPAD) 2015-2024. The goal of DPAD is to strengthen global cooperation in support of people of African descent, increase awareness, and the passage towards a presence in all aspects of society.

Nova Scotia has over 50 historic African Nova Scotian communities with a long, deep, and complex history dating back over 200 years. African Heritage Month provides us with another opportunity to celebrate our culture, legacy, achievements, and contributions of our people – past and present.

Proposed Script

WHEREAS February is recognized internationally as African Heritage Month -a time to recognize and salute the many contributions and ongoing achievements of people of African Descent all over the world and here in: (insert your region/city/town here) in the Province of Nova Scotia, We (Joint words: Celebrate, Honour, Pay Tribute, etc.) to a time of greater understanding.

WHEREAS we are in the 7th year of the International Decade for People of African Descent

WHEREAS this year's theme: "Black History Matters: Listen, Learn, Share and Act", recognizes the important legacy of people of African Descent and the long-standing history in the development of Canada. This theme brings focus and increased awareness of racialized issues of a community that has overcome great adversity for inclusion in all aspects of Society.

THEREFORE, be it resolved that I, (insert name and title), do hereby proclaim the month of February to be African Heritage Month. I encourage residents, businesses, and community groups to participate in the activities and celebrations and to take the opportunity to reflect on the story of Nova Scotia's vibrant African Nova Scotian Community.

{5-second pause}

(State your full name, title, and region)

Tips for Recording:

- We can help, your segment can be recorded by us via video conferencing
- We can provide steps on how to record and send your files from a mobile device, cellular, or tablet
- Ensure you are in a well-lit area with no background noise.

Please feel free to reach out to schedule or submit your recording before January 6th. All recordings can be uploaded to the following shared folder: <https://bit.ly/3n7S5jK> or by using the service www.wetransfer.com and sending files to contact@bccns.com

Looking forward to your participation.

Regards,



Russell Grosse, Executive Director – Black Cultural Centre for Nova Scotia
Organizational Lead – African Heritage Month Information Network

African Heritage Month Information Network

Nova Scotia – Canada

FOR IMMEDIATE RELEASE – December 4, 2020

CELEBRATE AFRICAN HERITAGE MONTH 2021 - Virtually *Sharing the History and Culture of African Nova Scotians*

This year's African Heritage Month provincial theme, ***Black History Matters: Listen, Learn, Share and Act***, recognizes the important legacy of people of African Descent and the long-standing history in the development of Canada. This theme brings focus and increased awareness of racialized issues of a community that has overcome great adversity for inclusion in all aspects of Society. It further calls on us to listen, learn, share and act to make society a better place. The theme also aligns with the United Nations' International Decade for People of African Descent (DPAD) 2015-2024. The goal of DPAD is to strengthen global cooperation in support of people of African descent, increase awareness, and the passage towards a presence in all aspects of society.

Nova Scotia has over 50 historic African Nova Scotian communities with a long, deep, and complex history dating back over 200 years. African Heritage Month provides us with another opportunity to celebrate our culture, legacy, achievements, and contributions of our people – past and present.

From the beginning

The commencement of African Heritage Month is traced back to 1926. Harvard-educated Black historian, Carter G. Woodson, founded Negro History Week to recognize the achievements made by African Americans.

Woodson purposefully chose February because of the birthdays of Frederick Douglas and Abraham Lincoln who were both key figures in the emancipation of enslaved Blacks. In the 1950s Negro History Week was celebrated in Canada, and in 1976 it was expanded to Black History Month.

Black History Month in Canada

For over the past decades, contributions of African-Canadians have been acknowledged informally, however, Nova Scotia has set a path for Canada's recognition of African Heritage Month. Our province has been a leader in the promotion and recognition of our African heritage to our country. Some efforts of Nova Scotia include:

- 1985 – The “official” opening night of Black History Month at the North Branch Library
- 1987 – First meeting of the Black History Month Association
- 1988 – First Black History Month in Nova Scotia
- 1994 - Black History Month Association was officially incorporated in Nova Scotia
- 1996 – Black History Month renamed to African Heritage Month in Nova Scotia

We believe some of these efforts have influenced our country to take action on a national level:

- 1995 – The House of Commons officially recognized February as Black History Month following a motion introduced by the Honourable Jean Augustine, the first Black Canadian woman elected to Parliament.
- 2008 – The Senate officially declared February as Black History Month by Nova Scotia Senator Donald Oliver, Q.C., the first Black man appointed to the Senate. His motion was the final parliamentary procedure needed for Canada's permanent recognition of Black History Month.

About the African Heritage Month Information Network

The African Heritage Month Information Network (AHMIN) is a partnership between the Black Cultural Centre/Society, African Nova Scotian Affairs, African Nova Scotian Music Association, African Nova Scotian North-Central Network, African Heritage Month Southwest Network, Black Educators Association, Black History Month Association, Cumberland African Nova Scotian Association, Valley African Nova Scotian Development Association, and Guysborough, Antigonish Strait African Regional Network.

Each year, we produce an educational poster that is distributed and displayed in community gathering centers, schools, churches, government offices, and businesses. Those interested in ordering a copy, please visit www.bccns.com/ahmposter.

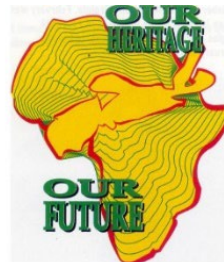
The AHMIN also facilitates African Heritage Month events and municipal proclamations across the province. A full listing is available at <http://www.ansa.novascotia.ca/african-heritage-month>.

For more information about African History Month, please contact:

Black Cultural Centre for Nova Scotia

Phone: (902) 434-6223

Email: contact@bccns.com



Document No:
Meeting: January 12, 2021
Council
Circulate: Council and DH
File:

MEMORANDUM

TO: TOWN COUNCIL

FROM: BEA RENTON, CAO

DATE: JANUARY 5, 2021

RE: DRAFT COUNCIL AND COMMITTEE NOTICES OF MOTION WRITING GUIDE

1. FACTS

The Mayor requested that staff prepare a writing guide similar to that for staff reports for Council's reference in preparing various requests including: decisions; reports and recommendations; and information. Accordingly, the *Council and Committee Notices of Motion Writing Guide* (Guide) has been prepared with sample templates for Council's review and possible adoption.

As the name indicates, it is also intended to be utilized by Committee members for use at Committee meetings with some overview training.

2. ISSUES AND OPTIONS ANALYSIS

The Guide's purpose "is to facilitate Council and Committee meeting preparations and decision making. By providing these notices of motion in advance of meetings for possible agenda consideration, Council and Committee members can review the documents beforehand...Standard notice of motions in a pre-set form are provided in this Guide to simplify and standardize drafting" by Council and Committee members.

An explanation of the various forms of notice of motion is provided including:

Request for Decision – this form sets out the facts, issues, options, Strategic Plan relevance and other factors similar to a staff report but prepared by a Council member for Council or Committee meeting consideration.

Request for Report and Recommendation – used when a Council or Committee member wants to request a staff report and recommendation regarding an agenda item at an upcoming meeting.

Request for Information Report – used to seek the approval of Council to direct staff to prepare an information report.

There are a variety of possible options available to Council in considering this report including: approve the Guide for future use by Council and possibly Committees; direct staff to make specific amendments to the Guide for further consideration by Council; defer consideration of the Guide at this time; or not approve the Guide.

3. FINANCIAL IMPACT

There is no immediate, direct cost to adopting the Guide which has been prepared in-house. It is intended to make meetings and decision making more efficient in their preparation and operation by providing advance notices of motion.

4. STRATEGIC PLAN RELEVANCE

The Guide does not address any specific Comprehensive Community Plan – Strategic Direction Goal Actions aside from the general Strategic Direction of “Governance”. The Plan defines governance as “[t]he process by which public decisions are made, the use of public and private resources to implement them, and the evaluation of outcomes.”

Consideration should be given to the deadline for submitting these notices of motion for inclusion in a Council or Committee meeting agenda. If this is to align with the proposed Staff Report Writing Guide, then they should be received by the Mayor, Deputy Mayor or Committee Chair and CAO two Wednesdays before the meeting to be included in the draft agenda for the Mayor, Deputy Mayor or Committee Chair’s approval. This will help to establish a reasonable governance standard.

5. RECOMMENDATION AND DRAFT MOTION

It is recommended that if Council wants to adopt the Guide the draft motion below be approved.

Draft Motion:

Motion: moved and seconded the adoption of the Lunenburg Town Council Notices of Motion for Council and Committee Meetings Writing Guide (Schedule “_”).

Attachment – Council and Committee Notices of Motion Writing Guide



**COUNCIL AND COMMITTEE
MEETINGS NOTICES OF MOTION
WRITING GUIDE**

DRAFT: January 2021

TABLE OF CONTENTS

1. INTRODUCTION	2
2. TYPES OF NOTICE OF MOTION AND FORMAT	2
• Request for Decision	2
• Request for Report and Recommendation.....	3
• Request for Information Report	3
3. KEY TIMELINES	3
4. WRITING TIPS	3
5. NOTICE OF MOTION FORMAT TEMPLATES	4

1. INTRODUCTION

This Guide has been prepared to assist Council in drafting three principal notices of motion for consideration at Council and/or Committee meetings including:

- Request for Decision;
- Request for Report and Recommendation; and
- Request for Information Report.

The purpose of which is to facilitate Council and Committee meeting preparations and decision making. By providing these notices of motion in advance of meetings for possible agenda consideration, Council and Committee members can review the documents beforehand, frame any questions they may have about them to pose at the meeting and generally be more prepared to deal with these requests at the meeting. While there is provision in these precedent notices of motion to make requests for their addition to the meeting agenda from the floor, it is preferable that they be submitted in advance to the Mayor, Deputy Mayor or Committee Chair and CAO to be added to the meeting agenda in advance for fuller consideration.

Standard notice of motions in a pre-set format are provided in this Guide to simplify and standardize drafting. This helps ensure a complete and consistent content for ease of review by Council and Committee members before meetings or during the meeting if requested from the floor during a meeting.

2. TYPES OF NOTICES OF MOTION AND FORMAT

Good governance and decision making can be enhanced by preparing these Notices of Motion in advance of meetings for incorporation in the meeting agenda and prior review by Council and Committee members.

As noted above, there are three key notice of motion formats discussed in this Guide. The first of which is a Notice of Motion - Request for Decision. It is most similar to a staff report setting out the facts, issues and options, strategic plan relevance, financial impact if known, recommendation and a draft motion if possible. The purpose of this form of notice of motion is for a Council or Committee member to put forward an agenda item for consideration with the rationale for same utilizing these points of analysis. Ideally, the Council or Committee member would prepare the notice of motion - Request for Decision at least ten days prior to the relevant meeting for the Mayor or Committee Chair's approval to be added to the appropriate meeting agenda. If approved and time permits, it would then be noted on the relevant agenda and the notice of motion - Request for Decision document added to the agenda package prior to circulation.

Alternatively, although not as effective, the notice of motion - Request for Decision can be submitted by the Council or Committee member for addition to the meeting agenda during the actual meeting with two-thirds majority approval. The same drafting format would be followed as set out above and in the attached template. In both instances, a recommendation and draft motion should be included for the body to decide if action is to be taken.

Next is the Notice of Motion - Request for Report and Recommendation when a Council or Committee member requests a staff report and recommendation on a particular subject matter. The format of which is abbreviated compared to a Request for Decision. In this instance, the Council or Committee member sets out the subject matter they are seeking the body to consider with a brief overview and explanation of the context and relevancy. A recommendation and draft motion should also be provided to focus on the desired action and objective for the body to determine. If Council or the Committee adopt the recommended notice of motion or some variation thereof, a staff report will be prepared for an upcoming meeting. In which case, the draft motion should therefore be of sufficient clarity for staff to prepare a subsequent Council or Committee report.

The third notice of motion addressed in this report is a Notice of Motion – Request for Information Report. The purpose of which is to seek the approval of Council to direct staff to prepare an information report only. No in depth analysis is required, it is solely for the purpose of providing information to Council not readily available at a meeting.

Templates of these notices of motion are attached for your reference. They should be followed to ensure the contents cover the essential information for Council or a Committee to facilitate decision making and later for staff to take any agreed to follow-up action. There should be consistent headings and sub-headings as set out in the attached templates. The document should also utilize an established word processing format (Word), font size and style (typically Arial, 12 point font) for accessibility and readability. Ideally, notices of motion regardless of what type should not exceed two pages in length, plus attachments to maintain focus and clarity in drafting.

3. KEY TIMELINES

Notices of motion must be received by the Mayor and Deputy Mayor (or Committee Chair) and CAO two Wednesdays before the scheduled meeting. They will consider whether the document is complete and can be added to the upcoming Council or Committee meeting agenda, referred elsewhere, etc. The Council or Committee member will be notified of same so they can prepare accordingly. Council and Committee meeting agendas/packages are circulated the Wednesday before the meeting to ensure members have adequate time in which to read their meeting materials in preparation for the meeting.

If a notice of motion is not submitted ten days in advance of the meeting, or if for valid reasons a longer period is required for the preparation of the agenda, as determined by the Mayor or Committee Chair, and this deadline cannot be met, the Council or Committee member may make the request from the floor of the Council or Committee meeting to add the notice of motion to the meeting agenda. The body will decide if it accepts this late addition by motion with a two-thirds majority.

4. WRITING TIPS

- Ensure the fundamental purpose and objective of the notice of motion is clear. All readers should be able to easily determine why it has been written and what it is trying to achieve.

- Avoid technical jargon and clichés.
- Use acronyms and initials only if defined at their first use in the notice of motion.
- Use plain and gender neutral language.
- Arrange your thoughts and information in a logical order.
- Share all projected costs and impacts.
- Cite applicable Town Policy and legislation noting if updates are required and the reasons why.
- If there are meaningful alternatives, identify them and compare them objectively to your recommended solution.
- Provide a clear and complete analysis avoiding unnecessary detail.
- Anticipate Council and Committee questions. If the question is significant and the answer is not obvious, consider rewriting relevant sections.

5. NOTICE OF MOTION FORMAT TEMPLATES

Please see attached standard notice of motion formats:

- a) Request for Decision;
- b) Request for Report and Recommendation; and
- c) Request for Information Report.

They are also available on SharePoint under Municipal Documents.

If you wish to utilize another notice of motion format please contact the Mayor to discuss options.

Attachments (3) – notice of motion templates

**NOTICE OF MOTION
(REQUEST FOR DECISION)**

_____ **INCLUDED ON DRAFT AGENDA**

(Submitted to Clerk's Office two
Wednesdays prior to the meeting)

_____ **REQUEST FROM THE FLOOR**

(Submitted to Clerk's Office less than two
Wednesdays prior to the meeting and
requiring a two-thirds majority to be
tabled)

DATE OF COUNCIL/COMMITTEE MEETING:

SUBJECT:

FACTS:

ISSUES AND OPTIONS ANALYSIS:

STRATEGIC PLAN RELEVANCE:

FINANCIAL IMPACT:

RECOMMENDATION AND DRAFT MOTION:

Moved and seconded that _____.

Councillor _____

**NOTICE OF MOTION
(REQUEST FOR REPORT AND RECOMMENDATION)**

_____ INCLUDED ON DRAFT AGENDA

(Submitted to Clerk's Office two
Wednesdays prior to the meeting)

_____ REQUEST FROM THE FLOOR

(Submitted to Clerk's Office less than two
Wednesdays prior to the meeting and
requiring a two-thirds majority to be
tabled)

DATE OF COUNCIL/COMMITTEE MEETING:

SUBJECT:

OVERVIEW:

CONTEXT:

RECOMMENDATION AND DRAFT MOTION:

Moved and seconded that staff prepare a report and recommendation with respect to
_____.

Councillor _____

NOTICE OF MOTION
(REQUEST FOR INFORMATION REPORT)

_____ **INCLUDED ON DRAFT AGENDA**

(Submitted to Clerk's Office by two Wednesdays prior to the meeting)

_____ **REQUEST FROM THE FLOOR**

(Submitted to Clerk's Office less than two Wednesdays prior to the meeting and requiring a two-thirds majority to be tabled)

DATE OF COUNCIL/COMMITTEE MEETING:

SUBJECT:

OVERVIEW:

CONTEXT:

RECOMMENDATION AND DRAFT MOTION:

Moved and seconded that staff prepare an information report with respect to

_____.

Councillor _____.

Document No:
Meeting: January 12, 2021 Council
Circulate to: Council
File:

MEMORANDUM

TO: TOWN COUNCIL

FROM: BEA RENTON, CAO

DATE: JANUARY 5, 2021

RE: REVISED GUIDE FOR WRITING STAFF REPORTS FOR COUNCIL AND COMMITTEE MEETINGS

1. FACTS

On December 19, 2019 the former Town Council approved the attached *Guide for Writing Staff Reports for Council and Committee Meetings* (Guide). Council had requested that the Guide be prepared to formally standardize the format of staff reports written for Council and Committee meetings. There had previously been some differences in opinion amongst Council members as to the format which the Guide addressed reaffirming templates for same and deadlines for preparing and circulating reports for meetings. The Guide has also proven helpful as a reference document for the orientation of new staff.

The Mayor recently asked staff to make draft amendments to the Guide for Council consideration establishing earlier distribution deadlines for Council and Committee meeting agendas and related agenda packages including staff reports. The objective being that meeting agenda/packages would be distributed on the Wednesday (versus Friday currently) the week before a Council or Committee meeting. Further, a revised agenda format would be prepared, now referred to as an annotated agenda, complete with the draft motion(s) extracted from each circulated staff report appearing in the agenda for ease of reference. This requires that a staff report be completed to insert the draft motion in the annotated agenda. The Mayor also requested that the Guide require that the draft annotated agendas be received by him and the Deputy Mayor (or Committee Chair in the case of Committee meetings) on Mondays, a full week or more before a Council (or Committee) meeting. They would review, revise as required and approve the agenda for circulation on the Wednesday before a Council (or Committee) meeting.

The Mayor further requested that a memo template for a Manager to write a report contrary to that which a CAO writes pursuant to section 32(3) of the Municipal Government Act be added to the amended Guide. While this option has always been available, the template provides a standard for Managers to follow. Section 32(3) provides:

Reporting and accountability requirements

32 (3) Where a director of a department of the municipality disagrees with a recommendation of the chief administrative officer, the objections may be provided to the chief administrative officer who shall present them to the council.

In addition, the Mayor asked that staff reports be prepared for all “substantive agenda items.” It would be helpful to clarify what is meant by this so staff can work to meet this objective. For example, is a staff report needed for a flag raising request or proclamation request if non-controversial and/or there is an established Council Policy dealing with the issue? Time constraints and workloads will increase, if a report is required in all such instances, which may not always be possible to meet, particularly if an agenda item is received just before a deadline and there is insufficient time to prepare a staff report. This would be compounded if the time period to prepare an agenda/package is shortened. Staff want to meet Council and Committee expectations if clear and reasonable standards are established. Council’s consideration of what is meant by substantive matters with examples given will help achieve this and can then be reflected in the Guide.

The Mayor also asked that the late staff reports and agenda item requests from staff be addressed in the Guide. This has been included in the draft revisions to provide that urgent agenda items not meeting the above deadlines, may be considered by the Mayor, Deputy Mayor and/or Chair and CAO for addition to the agenda which the meeting body may decide against and refer to the next meeting.

These proposed revisions are covered in the highlighted draft amendments in the attached Guide update for Council’s consideration. There are some operational concerns about the feasibility of implementing all of these amendments though, which are outlined below with possible alternatives to address the collective perspectives of Council, Committees and staff. Since Council has not yet set its 2021 meeting schedule it is an opportune time for this discussion.

2. ISSUES AND OPTIONS ANALYSIS

The revisions have been prepared as requested and are highlighted in the attached draft Guide update. It is understood that the Mayor and Council find the preparation of an annotated agenda and earlier agenda package circulation date of Wednesday preferable to assist with meeting preparations. Staff fully support this objective. Some adjustments are suggested though to make it possible for staff to make this shortened time frame more consistently achievable.

The proposed revised agenda and report deadlines and the frequency of Council meetings are greater than many other NS municipalities. In the proposed scenario, for a substantive agenda item to be included in a draft annotated agenda for the Mayor, Deputy Mayor or Chair’s review two Mondays before a meeting, the CAO must receive the staff report by two Wednesdays before a meeting for it to be reviewed and the draft motions inserted in the annotated agenda. For complex financial, legal, insurance, etc.

issues raised in staff reports, the CAO, Finance Director, etc. must receive the report by Monday, in effect two weeks before the meeting for review, addition of financial, risk management, etc. information. This is so the draft motion contained in the completed staff report can be included in the draft annotated agenda for approval by the Mayor, Deputy Mayor or Chair. Before the draft motion was not inserted in the agenda and the report receipt deadline was the Wednesday (Monday if complex) for circulation by Friday the week before a meeting. The proposed changes have presented considerable time constraints if two sets of consecutive Council and in camera meetings are held each month as has recently occurred. The first Council meetings of the month may not even be held yet before the next set of Council agendas and staff reports are being prepared for next Council meetings on the fourth. If the outcome of the first meeting of the month influences the next meeting preparations such as continuation of an agenda item, additional staff report requirement, etc. it is not possible to predict these outcomes and complete the upcoming agenda packages.

A possible solution is to expand the interval between Council meetings and not hold back to back Council/in camera meetings or frequent special Council meetings as per past practice. The meeting frequency of the Town of Lunenburg is at the higher end of municipalities in the Province and could be more efficiently coordinated if other arrangements are considered. If not, it may not always be possible to meet the proposed new staff report and agenda package circulation deadlines. In 2020, there were approximately 33 Council, 16 Council in camera and 33 Committee meetings. For staff to prepare for these number of meetings earlier, coupled with back to back meetings and the possible requirement to write staff reports in advance for all substantive agenda items, some adjustments need to be considered. This was done with Committee meeting scheduling several years ago which were held less frequently, but on a pre-set basis with the approval of an annual meeting calendar providing sufficient time between meetings for staff to implement action from previous meetings, develop new initiatives, prepare reports and other tasks in preparation for more productive Committee meetings.

To be successful for all concerned, a more attainable meeting schedule would be one public Council meeting per month on the second Tuesday of every month. This could be referred to as the primary meeting of Council with the bulk of Council business being done at that meeting. No other meetings would be scheduled on the same day before or after this public Council meeting. A second Council meeting on the fourth Tuesday of every month would continue to be regularly scheduled, focused on serving as a segue to in camera meeting agenda items as required. If there are any immediately time sensitive matters they may be considered at the meeting, but otherwise agenda items will be scheduled for the next primary meeting of Council on the second Tuesday of the next month. Two full, consecutive meeting agendas for the public and in camera portions of the meeting, should be avoided so as to allow sufficient time for consideration and reporting of in camera business. Should there be insufficient agenda items for the in camera portion of the meeting and no urgent public agenda items, the meeting could be cancelled in advance.

A third Council meeting scheduling option was suggested which would see the second Tuesday of every month be dedicated to a discussion session by Council, then a Council in camera meeting on the third Tuesday of every month and a public Council

meeting on the fourth Tuesday of every month. This still results in three public Council meetings and one in camera meeting, for a total of four weekly Council meetings and agenda/packages being prepared at the same time, three of which will have to be distributed the day after a previous Council meeting. This significantly impacts the time staff will have between meetings to adequately prepare agendas/packages and reports for the next Council meeting. The proposed Council meeting frequency is increased with the recent addition of Council Project Lunenburg workshops, special budget meetings and Council orientation sessions, plus a regular slate of Committee meetings. These additional sessions place an increasingly challenging workload on all concerned which should be carefully considered and are not recommended at this time.

3. FINANCIAL IMPACT

There is no immediate out of pocket expense with the requested Guide changes. There are though indirect costs to establishing agenda and report deadlines staff cannot consistently or reasonably be expected to meet. Creating a foundation for meeting success and productive outcomes is premised on establishing realistic objectives in advance.

4. STRATEGIC PLAN RELEVANCE

The requested amendments to the Staff Report Writing Guide do not address any specific Comprehensive Community Plan – Strategic Direction Goal Actions aside from the general Strategic Direction of “Governance”. The Plan defines governance as “[t]he process by which public decisions are made, the use of public and private resources to implement them, and the evaluation of outcomes.” If meeting scheduling issues outlined in this report can be addressed, the amendment to the Guides can be more reasonably implemented to assist Council and Committee members to receive the newly developed annotated agenda format and compiled agenda packages sooner allowing additional time in which to prepare for meetings. (Completed staff reports will continue to be posted to SharePoint once received and not held for the agenda package to be compiled with all staff reports in a single PDF document.) This important balance will help to achieve the Strategic Direction of “Governance”.

5. RECOMMENDATION AND DRAFT MOTION

It is recommended that if Council wants to approve the proposals for staff reports for all substantive agenda items, preparation and earlier release of an annotated agenda/package, clarity be provided for the former and consideration of future Council meeting scheduling as set out in the following draft motion be considered.

Motion: moved and seconded that Council approve the amendments to the Guide for Writing Staff Reports for Council and Committee Meetings (Schedule “__”) subject to:

- *clarification of what is meant by substantive agenda items requiring staff reports in advance of a meeting; and*
- *confirmation of a revised Council meeting schedule to support meeting preparation efficiency as follows:*

- *the second Tuesday of every month will be the primary public meeting of Council with no consecutive Council in camera or Committee meeting on the same day; and*
- *a second Council meeting on the fourth Tuesday of every month will also continue to be regularly scheduled intended to serve as a segue to any in camera Council business for the month as required. If there are any time sensitive public agenda Council matters arising before this meeting, they may be included on the meeting agenda by direction of the Mayor on the advice of the CAO, but otherwise will be referred to the next primary meeting of Council on the second Tuesday of the following month.*

Attachment – draft revised Guide for Writing Staff Reports for Council and Committee Meetings



GUIDE FOR WRITING
STAFF REPORTS
FOR COUNCIL AND
COMMITTEE MEETINGS

December 2019

Draft Revisions: January 2021

TABLE OF CONTENTS

- 1. INTRODUCTION 1
- 2. STAFF REPORT WRITING GUIDING PRINCIPLES..... 1
- 3. KEY TIMELINES 1
- 4. TYPES OF STAFF REPORTS..... 3
 - a) Information Report..... 3
 - b) Action Report 3
 - c) Director Objections to CAO Recommendation Report..... 3
- 5. STAFF REPORT FORMAT..... 3
 - a) Title Section..... 4
 - b) Facts 4
 - c) Issues and Options Analysis 4
 - d) Financial Impact..... 5
 - e) Strategic Plan Relevance 5
 - f) Recommendation and Draft Motion 5
 - g) Attachments 6
 - h) Chief Administrative Officer Acknowledgement 6
- 6. REPORT WRITING TIPS..... 6
- 7. REPORT FORMAT TEMPLATES..... 7

1. INTRODUCTION

This guide has been prepared to assist staff in the preparation of Council and Committee meeting reports. Staff reports provide Council and Committees with essential background information, analysis, recommendations and draft motions as applicable to aid in informed and balanced decision making.

The purpose/desired outcome of the guide is to:

- Provide a standardized format for staff reports facilitating the preparation of consistently readable and relevant content in response to Council and Committee requests and as otherwise required.
- Provide Council and Committees with well researched and timely information to support effective decision-making.
- Ensure Council and Committees are presented with a range of available options for consideration and their potential impact through coherent analysis.
- Serve as a training and orientation tool when first learning to write staff reports.

2. STAFF REPORT WRITING GUIDING PRINCIPLES

- Good governance and decision making can be enhanced by well researched and written staff reports containing key facts, analysis and options about municipal business.
- Staff reports should follow a consistent format, font size and style as described in this guide for accessibility and readability by the Council, Committees and public.
- A consistent review and approval process is taken to ensure accurate and well-considered information and analysis with input from relevant co-workers and advisors, e.g., Town Solicitor, Town Auditor, Municipal Advisors from the Department of Municipal Affairs and Housing, etc.
- Staff reports should contain recommendations and draft motions for Council and Committee consideration to assist in decision making. When applicable, e.g., planning and heritage applications, optional recommendations and draft motions for Council and Committee reference should be included.
- The author(s) of every report will assume responsibility for its contents, presentation at a Council and/or Committee meeting and potential implementation based on the decision of Council and/or a Committee.
- Reports should be considered a key communication tool that provides Council, Committees and the public with all the necessary information related to a topic under consideration.

3. KEY TIMELINES

- Staff Council and Committee reports required for inclusion with a scheduled Council or Committee agenda package will be submitted to the Chief Administrative Officer (CAO) no later than **10:00 a.m. on the two Wednesdays prior to the scheduled meeting. This is necessary as draft meeting agendas will be reviewed with the Mayor and Deputy Mayor or**

Committee Chair two Mondays before a meeting for approval to circulate the final approved agenda by 12:00 p.m. the Wednesday before the meeting.

- If financial, legal, insurance or other input is needed for the preparation of a staff report, it will be submitted to the CAO no later than **10:00 a.m. on the two Mondays (or the day before if this falls on Friday if Monday is a statutory holiday) at least one week** before the scheduled meeting.
- The CAO or designate and other senior management and advisors as determined by the CAO, e.g., Finance Director, Town Solicitor, Town Auditor, Town insurer, etc. may review the draft staff reports for accuracy and completeness before the report is finalized. Comments will be shared with the staff report author(s) for response and to complete the report as relevant prior to being approved by the CAO for circulation to a Council or Committee meeting. If there are outstanding report deficiencies, the CAO may write a supplemental report to Council or the Committee addressing same to ensure a full report is received.
- The CAO will make a determination if any staff report in full or in part needs to be dealt with at an in camera meeting of Council or a Committee based on the provisions of the Municipal Government Act and in consultation with the Mayor or Committee Chair as relevant.
- Completed staff reports will be signed by the CAO or designate as acknowledging same prior to being circulated to the relevant Council or Committee meeting by Corporate Services staff utilizing email, SharePoint, Town website and other methods as applicable.
- In camera confidential staff reports will only be posted to the SharePoint Council in camera site.
- Corporate Services staff will ensure the report author(s) receive(s) a copy of their circulated staff report.
- The report author(s) is expected to be **in attendance and present an overview of their report at the relevant meeting** and answer questions of Council or a Committee regarding it. They may be asked to also prepare a supplemental report and attend the next meeting at which it will be considered to similarly present and answer any questions about it to facilitate decision making.
- Draft Council and Committee meeting agendas and agenda document packages will be compiled and circulated by the CAO and other Corporate Services staff by **12:00 p.m. noon the Friday Wednesday before the Council or Committee meeting**. This allows Council and Committee members sufficient time in which to read staff reports, ask questions of the report author in advance of the meeting if needed and otherwise prepare for the meeting.
- Reports that do not meet the above deadlines are considered late and will be referred to the next regular Council or Committee agenda as relevant. It is recognized, however, that urgent matters may arise with little notice before a Council or Committee meeting requiring that body's attention. In such circumstances, the report writer may ask the CAO if the matter needs to be brought to the attention of the Mayor or Committee Chair for possible late addition to a meeting agenda after

the above noted deadlines. If it is decided by the CAO and Mayor or Committee Chair that it is necessary to add the late staff report to the Council or Committee meeting agenda, the body itself may decide at the meeting not to accept the late agenda addition and refer the item to their next regular meeting.

4. TYPES OF STAFF REPORTS

There are ~~two~~ **three** main types of staff reports: information; action; and **Director Objections to CAO Recommendation Report**.

a) Information Reports

The sole purpose of information reports is to inform Council of some fact or event with no particular decision or action required of Council. These reports do not contain any specific recommendations. Instead, the "Recommendation" section (see: below) of the staff report would state: "This report is provided for Council information only." or similar wording.

b) Action Reports

Action reports are typically used to introduce municipal matters that staff is not already empowered to implement through existing practices, policies, bylaws and other legislation, programs, projects, budgets, etc. for which Council and/or Committee approval is required. Examples include planning and heritage amendment applications, large tender awards, property sales, leases and purchases, policy making, approval of bylaws and budgets, elimination of a municipal service, etc. This generally involves a change in the established rules or pattern of doing things, or introduces a new initiative for which Council approval is required. Council or a Committee may ask for a staff report to be prepared about a range of municipal issues of interest to the body for which additional information and analysis would be helpful.

c) Director Objections to CAO Recommendation Report

Section 32 (3) of the Municipal Government Act provides that "[w]here a director of a department of the municipality disagrees with a recommendation of the chief administrative officer, the objections may be provided to the chief administrative officer who shall present them to the council." A template is provided for this report format in part 7 of this Guide for reference.

5. STAFF REPORT FORMAT

All reports to Council will follow a similar format (see: template attached). That is, there will be consistent headings and sub-headings. Reports should utilize an established **word processing format (Word), font size and style (typically Arial, 12 point font)** for accessibility and readability and efficient document production. Ideally, they should **not exceed two pages in length, plus attachments**.

The accepted staff Council and Committee report format, in terms of headings and sub-headings, is as follows.

a) Title Section

- Date of report
- Date / type of meeting (e.g., Council, Committee, regular or in-camera)
- Circulation details (e.g., Council, Committee, staff, etc.)
- From (name of report writer/s)
- To (Council and/or Committee name)
- Subject (brief description of the report content)

b) Facts

- This section of a staff report is to be used to describe the past actions by Council or a Committee and other relevant historical information necessary for the body to understand the basis and background of the report and why the matter is coming before them for consideration. The staff writer should identify the origin of the report, including specific Council and Committee motions or other direction and relevant history of the issue.
- If there has been a series of events leading to this point, a brief chronology should be provided. This section should also identify any outstanding issues, if there is a provision of law, rule, policy, previous Council or Committee directive that is applicable.
- Any correspondence which has been received or referred for a report should be noted in this section and will include relevant dates and briefly describe any instructions received from the referral. A copy of the correspondence can be attached to the report as an Attachment (see: below section g.).

c) Issues and Options Analysis

- This section will form the majority of the staff report. It will provide the rationale for the concluding recommendation and draft motion (see: below section f.).
- There might be a number of sub-headings in the discussion section which will assist the reader to more easily identify specific areas of subject importance. If there is nothing relevant under a specific heading, then it will not be necessary to include it in the discussion of the report. Some of the possible sub-headings include:
 - Accessibility Implications
 - Applicable Policies and other Legislation
 - Community Engagement
 - Cost and Resource Allocations

- Council and Committee Work Program for Staff Impact
- Environmental Impact
- Interdepartmental Implications
- Intergovernmental Implications
- Legal Implications
- Risk Management Issues
- Technology Requirements
- Recommendations Analysis – alternative recommendations should be assessed indicating the pros and cons for Council or Committee consideration. If there are reasonable alternatives, especially with respect to complex and sensitive issues, these options should be made clear and available to Council and Committees.

d) Financial Impact

This section of the staff report will be prepared in consultation with and the final approval of the Finance Director or their designate. This will ensure in the case of an action report that the budgetary implications of any recommendations are within the Town's financial means. If the recommendation is for a proposed future course of action in the next fiscal year(s) this will be noted and the means by which to achieve it.

For consistency all costs should be noted as the pre-HST amount in your reports, e.g., *"...the tender price is \$10,000, plus applicable HST."* (N.B. - the Town's annual budgeted amounts include the non-recoverable HST costs.)

e) Strategic Plan Relevance

Staff reports will note the applicable Town Strategic **Comprehensive Community Plan Strategic Direction** reference(s) addressed in the report and if none, indicate this. In most instances action reports should seek to address and achieve the Strategic Directions identified in the overall Strategic Comprehensive Community Plan to ensure community priority relevance.

f) Recommendation and Draft Motion

This section highlights the preferred recommendation. Other options appear in section c) above – Issues and Options Analysis.

- All actions and decisions required of Council must be explicitly identified in the **recommendation(s)**.
- The wording of the recommendation should include strong action words such as:
 - It is recommended that Council approve....
 - It is recommended that Council direct staff to....
- Recommendations should clearly set out a specific action and person(s) responsible for carrying out same.

- Recommendations with more than one action item should be separately stated for clarity.
- **Draft motions** should be included in this section for Council or Committee consideration reflecting the recommended action noted above. The wording of a draft motion would appear as follows:
 - Motion: moved and seconded that (describe the recommended action and direction of Council, etc.)...

The draft motion will be included in the Council or Committee annotated agenda prior to circulation.

g) **Attachments**

- Reports may have appendices to supply supplementary background information. These will be included with Council and Committee reports as attachments. All information of direct and substantive relevance to the report recommendations should be contained in the body of the report, not in the attachments unless it exceeds one-half page in length.
- All attachments are to be referred to in the body of the report, e.g., Attachment “A”, Attachment “B”, etc. in sequence.
- A summary of attachments should also appear at the end of the staff report with a brief description for ease of reference, e.g., Attachment “A” – Site Plan, Schedule “B” – Photographs, etc.
- See: section 6 below for additional attachment tips.

h) **Chief Administrative Officer Acknowledgement**

When the CAO or designate and other relevant persons, e.g., Finance Director, Town Solicitor, Town insurer, etc. have reviewed and approved the report for inclusion on the appropriate agenda, the CAO will sign at the end the report. The report will then be circulated to Council or a Committee by 12:00 p.m. noon the Friday **Wednesday** before the meeting.

6. **REPORT WRITING TIPS**

- Be specific and concise. Try to keep your report to no more than two pages in length plus attachments.
- Make sure the fundamental purpose or objective of the report is clear. All readers should be able to easily determine why the report has been written and what it is trying to achieve.
- Avoid technical jargon and clichés.

- Use bullets, charts and other format tools to break up and summarize large amounts of text.
- A process map can be a helpful attachment to summarize complex procedural steps for planning, heritage and other approval and review processes.
- Use acronyms and initials only if defined at their first use in the report.
- Use plain and gender neutral language.
- Arrange your thoughts and information in a logical order.
- Maintain objectivity analyzing the issue(s) in the best interest of the community. Disclose all relevant information, whether it fits your recommendations or not.
- Edit out all unnecessary modifiers. Make sure all adjectives and adverbs contribute to meaning and understanding.
- Disclose all costs and impacts, including those which are indirect and incidental. Always total costs, and note the net HST.
- Cite applicable policy and other legislation noting if updates are required and the reasons why. If there are meaningful alternatives, identify them and compare them objectively to your recommended solution.
- Provide a complete and understandable analysis avoiding unnecessary detail.
- Anticipate Council and Committee questions. If the question is significant and the answer is not obvious in your report, rewrite it.
- Recommendations must be based on staff's best objective judgement, even if this conflicts with the expected position of Council - unless Council has already made a decision on the subject. In the latter situation, any staff concerns or cautions should still be noted and explained.
- Whenever a particular site is referred to, a general location map should be included.
- Always carefully proofread for spelling, punctuation, grammar, numbers and dates before submitting a report. Remember, the author of the report is responsible for its content, quality and accuracy.

7. REPORT FORMAT TEMPLATES

Attached are **three** formats for standard reports for reference by staff in preparing Council and Committee reports: Information Report; Action Report; and **Director Objections to CAO Recommendation Report**. These templates are also available on Shared Drive **S: TOL Forms, Report Precedent for Council and Committee Meetings**.

If you wish to utilize another report format please contact the CAO or designate to discuss options.

Encls. **(3)** – staff report templates

Document No:
Meeting:
Circulate
File:

MEMORANDUM

TO:

FROM:

DATE:

RE: _____ - INFORMATION REPORT

This report is provided for Council/Committee information only. No decision is required.

Attachments -

Acknowledged only by:

Bea Renton
CAO

MEMORANDUM

TO:

FROM:

DATE:

RE:

1. FACTS

2. ISSUES AND OPTIONS ANALYSIS

(Possible sub-headings follow.)

- Accessibility Implications
- Applicable Policies
- Community Engagement
- Cost and Resource Allocations
- Council and Committee Work Program for Staff Impact
- Environmental Impact
- Interdepartmental Implications
- Intergovernmental Implications
- Legal Implications
- Legislation
- Risk Management Issues
- Technology Requirements
- Recommendations Analysis – alternative recommendations should be assessed indicating the pros and cons for Council or Committee consideration and assistance. If there are reasonable alternatives, especially with respect to complex and sensitive issues, these options should be made clear and available to Council.

3. FINANCIAL IMPACT

4. **STRATEGIC PLAN RELEVANCE**

5. **RECOMMENDATION AND DRAFT MOTION**

Attachments -

Acknowledged only by:

Bea Renton
CAO

MEMORANDUM

(SECTION 32(3) OF THE MUNICIPAL GOVERNMENT ACT)

TO:

FROM:

DATE:

RE:

1. **NATURE OF DISAGREEMENT:**

2. **JUSTIFICATION FOR DISAGREEMENT:**

3. **ALTERNATIVE PROPOSAL:**

3.1 **FACTS:**

3.2 **ISSUES AND OPTIONS ANALYSIS:**

3.3 **STRATEGIC PLAN RELEVANCE:**

3.4 **FINANCIAL IMPACT:**

3.5 **RECOMMENDATION AND DRAFT MOTION:**

Attachments -

Acknowledged only by:

Bea Renton
CAO



Lunenburg & District Fire Department

25 Medway St., P.O. Box 1478, Lunenburg, N.S. B0J 2C0

Fire or Emergency 911 Business or Information (902) 634-8343 Fax (902) 634-4145

November 24, 2020

Bea Reaton
Chief Administrative officer
Town of Lunenburg
Lunenburg, N.S.

Dear Bea:

Since there was money remaining from the \$25 000 grant that we recently received to install heat pumps in the auditorium and clubroom we have been given permission to install a heat pump in the communications room with the remaining money. Given that the offices are on the same heating zone as the communications room and once the communications room has the heat pump installed the heating of the offices will be greatly affected. It was decided by our management committee that we install an additional heat pump in the offices to offset this issue. The cost will be \$5 000 so the department would like to request that the \$5 000 come out of our joint account we have with the Town.

We hope this meets with council's' approval. If, however, you have any additional questions, please don't hesitate to contact Chief Romkey.

Sincerely,

Robin Jackson, Secretary
Lunenburg Fire Department