

Committee of the Whole (CoW)
AGENDA
July 3, 2024, at 6:00 pm

“I/We would like to acknowledge that we are in Mi’kma’ki (MEEG-MA-GEE), the traditional (or ancestral) territory of the Mi’kmaq People.”

1. CALL TO ORDER
2. PRESENT
3. REGRETS
4. ADDITIONS TO AGENDA
5. APPROVAL OF AGENDA
6. APPROVAL OF COMMITTEE OF THE WHOLE MINUTES
 - i. Committee of the Whole – June 5, 2024 **(TAB 1)**
7. PRESENTATIONS
 - i. 211NS Presentation – Sherry Forester **(TAB 2)**
 - ii. Annapolis REMO Alertable Presentation – Brian Orde
8. PUBLIC INPUT
9. UNFINISHED BUSINESS
 - i. Flag Flying Policy **(TAB 3) DM**
 - ii. Roof Estimate – 285 St. George Street **(TAB 4) DM**
 - iii. HR Policy **(TAB 5 & 6)**
 - iv. NFSM Benefits Plan for Councillors **(TAB 6)**
 - v. Area Rate Policy **(TAB 7)**
10. NEW BUSINESS
 - i. Review MEDC Filming Incentive Letter to Minister of Communities, Culture, Tourism and Heritage **(TAB 8)**
 - ii. MEDC Collaborative Marketing Fund **(TAB 9)**
 - iii. Request for Decision: Provision of Taxation Information By-law #200 **(TAB 10) DM**
 - iv. Request for Decision: Deportation Monument Unveiling Reception **(TAB 17) DM**
 - v. Appoint new member for Accessibility Advisory Committee **DM**
 - vi. Valley Waste Temporary Borrowing Resolution **(TAB 11) DM**
 - vii. Joint Accessibility and Equity Anti-racism Committee **(TAB 12, 13 and 14)**
 - viii. Board Appointment – Lawrencetown Community Development Co-operative (LCDC)
11. CORRESPONDENCE
 - i. Encouragement to Municipal Leaders - Advocacy Letter Re: Expanding Qualifying Expenditures for the Canada Community Building Fund **(TAB 15)**

- ii. Response from Honorable Timothy Halman, MLA, Minister of Environment and Climate Change - SOOF **(TAB 16)**

12. IN CAMERA

Under Section 22(2) of the *Municipal Government Act*:

Approval of Minutes

- i. Committee of the Whole June 5, 2024 In camera **(TAB A)**

Business Items

13. ADJOURNMENT

NEXT MEETINGS:

| | |
|---|-------------------|
| IMSA (Virtual) | Jul 4 @ 6:00 pm |
| ACIMWG (County of Annapolis) | Jul 4 @ 6:30 pm |
| Environment Advisory Committee | Jul 5 @ 9:30 am |
| Planning & Heritage Advisory Committee | Jul 8 @ 9:00 am |
| Marketing and Economic Development Com. | Jul 9 @ 6:00 pm |
| Traffic Flow Advisory Committee | Jul 11 @ 1:00 pm |
| IMSA | Jul 17 @ 10:00 am |
| Council | Jul 17 @ 6:00 pm |
| Board of Police Commissioners | Sep 11 @ 10:00 am |
| Accessibility Advisory Committee | Sep 11 @ 4:00 pm |



**Committee of the Whole Meeting
 Unapproved Minutes
 June 5, 2024 at 6:00 pm**

| | |
|-------------------------------|--|
| 1. Call to Order | Deputy Mayor Tompkins gave the land acknowledgement, read the live stream statement, and called the meeting to order at 6:00 pm |
| 2. Present | Deputy Mayor Michael Tompkins, Mayor Amery Boyer, Councillor Holly Sanford, Councillor Paul Wear, Councillor Paula Hafting, CAO Sandi Millett-Campbell and Recording Secretary Kim Dunning Director of Municipal Operations and Development Ken Knox (left at 7:01 pm) Director of Finance Melony Robinson (left at 7:59 pm) Presenter: Julia Merritt (left at 6:13 pm) |
| 3. Regrets | None |
| 4. Additions to Agenda | New Business xvii. Provincial Capital Assistance Program (PCAP) |
| 5. Approval of Agenda | MOTION #CoW2024-06-05-01 It was regularly moved and seconded to approve the agenda with the above addition, and two name changes for Correspondence. Motion carried. |
| Edits to the Minutes | None |
| 6. Approval of Minutes | MOTION #CoW2024-06-06-02 It was regularly moved and seconded to approve the May 1, 2024 minutes as presented. Motion carried. |

7. Presentations

- i. Annapolis Valley Regional Library Update – CEO, Julia Merritt
 CEO Merritt gave a presentation for Annapolis Valley Regional Library for the past year. They added that there has been an increase in library usage and that they have issued over 4000 new memberships during this time. Computer hours and Wi-Fi usage have also increased over 10% during this time. On a negative note, the library is struggling financially and is having to reduce staff, limiting programs, etc. CEO Merritt advised that a Library Funding Review Committee has been formed and the first meeting was held in April 2024. This committee consists of Library CEOs, board members, municipal representatives, and provincial government staff from CCTH and the Department of Municipal Affairs and Housing. Currently gathering data from 2022 and 2023 and the plan is to have a recommendation for Government by this fall.

Councillor Wear asked if there were any plans for the Evans bequest money that the library received, and CEO Merritt responded that a decision has not been made at the Board level; heat pumps are the first item that is currently being discussed and they are waiting on an updated quote. It was asked whether there had been any further discussion on the request

from the Town to use a portion of this bequest, and CAO Millett Campbell added that a letter had been sent this year, and the library policy was drafted after receiving the funds. Councillor Wear advised that the bequest was for the benefit of the Annapolis Royal Branch, and Mayor Boyer added that the Town had an agreement with the Board, and the Town would like to be involved in discussions going forward.

Deputy Mayor Tompkins thanked CEO Merritt for their presentation.

8. Public Input

None.

9. Unfinished Business

- i. Request for Decision: Snow and Ice Control Policy
Director of Municipal Operations and Development (DMO/D) Knox was available for any questions. CAO Millett-Campbell advised that there were two versions included in the package, and the main difference is draft 2 has most of section 2 removed, and this is for the Town to take on sole responsibility of clearing all the sidewalks. This would mean a larger cost to Public Works as DMO/D Knox advised that the cost for additional salt, equipment and staff time for each trip would be roughly \$150, and depending on the weather, they were not sure how many times this would need to be done. DMO/D Knox added that some businesses are very good at going out early and clearing the area outside their business, and the concern is that if the Town takes on the responsibility, there are going to be additional phone calls to Public Works requesting them to come and clear the sidewalk outside of businesses. Councillor Wear added that if the Town was to take on this responsibility, we wouldn't be changing the manner, just the frequency. Councillor Hafting asked if the sidewalk is cleared in one passing, and DMO/D Knox responded that some sidewalks are too wide for one passing; they do like the idea of encouraging businesses to clear, but are worried about the implementation of fines, liens on properties, etc. Mayor Boyer confirmed that initially the policy was for adopted for cost saving purposes. Deputy Mayor Tompkins added that some businesses are closed during the winter months, and these will not be cleared which is a concern. Mayor Boyer asked DMO/D Knox what their recommendation is, and they responded that the lawyers were asked the question, and their recommendation is to follow the lawyer's guidance.

CAO Millett-Campbell asked Council a recommendation for version one and two, and reviewed what the differences were for both draft policies.

MOTION #CoW2024-006-05-03

It was regularly moved and seconded to recommend to Council approval of Snow and Ice Policy #2024-05 version 1 dated April 2024. **Motion defeated.** 2 yes / 3 nay.

MOTION #CoW2024-006-05-04

It was regularly moved and seconded to recommend to Council approval of Snow and Ice Policy #2024-05 version 2 dated April 2024. **Motion carried.** 3 yes / 2 nay.

- ii. Request for Decision: Streets and Sidewalks By-law

DMO/D Knox was available for any questions. CAO Millett-Campbell explained the changes between the two versions, and the main differences is that draft two takes out the responsibility for the businesses. It was recommended to go with version two to align with version two of the Snow and Icy Policy.

MOTION #CoW2024-06-05-05

It was regularly moved and seconded to recommend to Council to approve the first reading of Streets and Sidewalks By-law dated June 2024 Version 2. **Motion carried.** 3 yes / 2 nay.

iii. Fire Area Rate Policy

CAO Millett-Campbell reviewed the draft policy and Mayor Boyer advised that there isn't any information included for the definitions section and this needs to be completed. Councillor Hafting asked if the timing of the submissions should be changed, and CAO Millett-Campbell responded that the Fire Department will bring the rate to Council for their review, and this is how all municipalities which have a fire rate policy proceed. They also added that this will be reviewed with the Fire Department and noted that the Fire Department will be presenting at the next Council meeting later this month (it was also noted that there is a typo in Section 4.9. and it should be town and not stown). Recommendation to proceed with this policy, and Deputy Mayor Tompkins asked if this will be in effect from March 31, 2025, and CAO Millett-Campbell responded yes as the Town's budget has already been done for this year.

MOTION #CoW2024-06-05-06

It was regularly moved and seconded to recommend that Council move ahead with the Fire Area Rate Policy as presented with the addition of definitions. **Motion carried.**

ACTION: Include definitions and correct typo

NAME: CAO Millett-Campbell

DUE: June 12, 2024

iv. Committee of the Whole (CoW) and Council Meetings - Discussion Mayor Boyer
Mayor Boyer had requested this to be included as there needs to be a further discussion on this. They had compiled a list of suggestions:

- Reading the package, and asking questions before the meeting (no later than the Monday before)
- Submitting written reports ahead of the meeting to be included in the package
- Using unanimous consent more often
- Motion tabled is being used too often, and not having the answers to questions makes the discussion longer and creates the need to follow-up at the next meeting.

Councillor Wear responded that it is fine to ask questions beforehand, but sometimes the questions don't arise until during the meeting, and this is totally understandable. They also asked if the Roundtable can be removed/cancelled, and Deputy Mayor Tompkins added that this was included more for residents to ask Council members questions and report at these meetings. It was agreed to remove the Roundtable from CoW meetings going forward.

v. Public Meeting Follow-up Survey

CAO said that this is a draft/starting point and is looking for more direction from Council. Mayor Boyer liked the survey as it was simple and Councillor Sanford asked if the prices would be added to question five, and CAO Millett-Campbell responded that yes, they would be included. Deputy Mayor Tompkins asked if Tai Chi could be removed from question two and change recreation to recreation/socializing. They also suggested adding an addition to this question on the pros and cons, and having an additional question on do you want something else here: marina, somewhere to socialize, etc. Councillor Sanford also suggested adding to question five the option to sell or transfer ownership, and CAO Millett-Campbell added that they think this must be offered back to the Annapolis Royal Wharf Society. Councillor Wear advised that the condos don't receive a water bill, as this was going to be included in the mailing of these, and there isn't a drop-off location either. Deputy Mayor Tompkins asked if the Town should include what it would cost for each of the options for residents, and it was agreed not to include this, and Mayor Boyer added that this would give an idea of what residents want.

ACTION: Tidy up the wording for question two. Add prices for question five. Add an additional question on what residents want instead here

NAME: CAO Millett-Campbell

DUE: June 12, 2024

2. NEW BUSINESS

i. Year End Operating Budget

Director of Finance (DoF) Robinson gave a summary of the Year End Operating Budget and advised that there are a couple of items that have not been received (surplus from Valley Waste and a housing deficit cost). Before these adjustments, a \$251,262 surplus is indicated. Council noted that the document shared was for the wrong year, and DoF Robinson will email the correct version.

ACTION: Share correct year statement with Council

NAME: DoF Robinson

DUE: June 6, 2024

ii. Year End Capital Budget

DoF Robinson gave a summary of the Year End Capital Budget. Deputy Mayor Tompkins asked why the water was included and DoF Robinson responded that this report is for General Capital and Water Capital.

iii. Water Capital Budget 2024-2027

DoF Robinson presented the Water Capital Budget 2024-2027, and CAO Millett-Campbell added that a PCAP application has been added to the agenda regarding a second water source, and the budget will be amended if the Town receives a grant for this.

MOTION #CoW2024-06-05-07

It was regularly moved and seconded to recommend to Council approval of the Water Capital Budget in the amount of \$46,200 and the 2025-2027, as presented. **Motion carried.**

iv. Water Utility Budget 2024-2027

DoF Robinson reviewed the Water Utility Budget 2024-2027 with Council and added that the Town will need to complete a Water Rate Study. Deputy Mayor Tompkins asked if any of the expenses for this year can be moved to next year as there are quite a few for now. After further discussion, DoF Robinson was able to update the following figures:

Admin – Other Expense Building (35%) from \$34,495 to \$25,769
Admin – General Office Expense (35%) from \$19,908 to \$12,949
Public Works – Truck Expense (35%) from \$7583 to \$5,028

It was recommended that the Water Rate Study be moved to the following year and all agreed.

MOTION #CoW2024-06-05-08

It was regularly moved and seconded to recommend that Council approve the Water Utility Budget 2024-2025 and the 2025-2027 as presented. **Motion carried.**

v. HR Policy

CAO Millett-Campbell gave an overview of all the changes to the policy. Mayor Boyer added that there is a typo on page nine, should be hire and not fire. A list of questions/recommendations that were discussed are listed below:

1. 2.01 Definition of Terms – Permanent Part-Time Employees – was previously 28 hours, is now 25 hours a week
2. 2.01 Definition of Terms – Human Resources Committee – was all Council members and CAO; now is only two Council members and CAO. Mayor Boyer suggested adding training for new Council members as a requirement
3. 2.02 wording changed from *All new hires will complete a criminal check* to *All new hires will provide a criminal check*
4. 3.09 Medical Coverage – Council would like to know what the cost is for medical coverage, what is the minimum number required for this plan, and asked for research on other options for group benefits
5. 3.10 Sick Leave – it was previously three days off to provide a medical note and has now been changed to five days which is the standard throughout the Province
6. 3.11 Vacation – DoF will notify each employee in writing by the end of April of each year of the number of eligible vacation days- this was previously at the beginning of April
7. 3.13 Christmas Gifts is now \$100 (previously \$75) for each permanent full-time and permanent part-time employee.
8. 3.15 Parental Leave should stay as Maternity Leave as Parental Leave is covered in 3.16

This will be reviewed at the next meeting with the additional information to be supplied by DoF Robinson.

ACTION: Report back at the next meeting the cost information for the benefit plan, what is the minimum number of staff required to join the plan, and research other options for group benefits

NAME: DoF Robinson

DUE: June 12, 2024

ACTION: Correct typos for 2.02 and 3.15

NAME: CAO Millett-Campbell

DUE: June 12, 2024

MOTION

It was regularly moved and seconded to recommend to Council approval of the Human Resource Policy dated June 2024 as presented. **Motion tabled.**

vi. Travel Policy Update

CAO Millett-Campbell advised that this policy was updated at the same time as the HR Policy. They advised that meal costs have gone up since 2017 and the rates have remained the same in the Policy. They would like the policy to reflect current prices. It was recommended that breakfast should be \$18, lunch \$25 and \$35 for dinner.

MOTION #CoW2024-06-05-09

It was regularly moved and seconded to recommend to Council approval of the Travel Policy dated June 2024 with the change of \$18 for breakfast, \$25 for lunch, and \$35 for dinner, as presented. **Motion carried.**

vii. Not-for-Profit Properties

DoF Robinson advised that this is normally reviewed in May of each year. Deputy Mayor Tompkins has a concern that one of these businesses is an operating business, and this will need to be discussed in camera, and this motion will be deferred until after the in-camera part.

MOTION #CoW2024-06-05-10

It was regularly moved and seconded to recommend to Council approval of the tax rebate/reduction for the following not-for-profit properties for the 2024 year: roll 00479993 in the amount of \$2,311.50, roll 02355256 in the amount of \$3,463.50, roll 00092428 in the amount of \$768.00, roll 02045486 in the amount of \$187.50, roll 02045494 in the amount of \$2,131.50, roll 03611957 in the amount of \$1,494.00, roll 1033204 in the amount of \$1,093.50, and roll 06445721 in the amount of \$1,950.00. **Motion deferred.**

viii. Low-income Tax Exemption

MOTION #CoW2024-06-05-11

It was regularly moved and seconded to recommend to Council approval of the low-income tax exemption for roll number 10790662, provided the account is in good standing. **Motion carried.**

ix. NSFM Benefits Plan

CAO Millett-Campbell advised that upon reviewing the HR Policy, it was noted that not all municipalities offer this to their electoral officials. Councillor Sanford has concerns regarding changing this as it is a small perk for a councillor as they do volunteer outside of their hours and there is the option of declining this. Councillor Hafting added that moving forward there is the hope that more people will step forward in the elections and this might be a bonus for them to join. Councillor Wear would like to know what this costs, and Councillor Sanford responded that this should be for all staff and council members. Councillor Wear added that

they don't think Councillors should share the same benefits, and Deputy Mayor Tompkins added that previously there were Council members who did make use of this option. The motion is tabled for DoF Robinson to provide cost figures for the next meeting.

MOTION

It was regularly moved and seconded to recommend to Council to remove the option for Council members to join the benefits plan as of November 2024. **Motion tabled.**

ACTION: Provide the costs for a councillor to have benefits through the Town

NAME: DoF Robinson

DUE: June 12, 2024

x. Seasonal Business Reduction

MOTION #CoW2024-06-05-12

It was regularly moved and seconded to recommend to Council approval of the provincially mandated Seasonal Business Reduction for 2024 for the following properties: roll #92274 an amount of \$3,524.80; roll #1408402 an amount of \$1082.40; roll #2466988 an amount of \$4,205.60; roll #3144577 an amount of \$2,460.00; roll #4542975 an amount of \$4,336.00 and roll #4032829 in the amount of \$1,276.80, provided all taxes are in good standing. **Motion carried.**

xi. Appoint October 2024 Municipal Election Staff

MOTION #CoW2024-06-05-13

It was regularly moved and seconded to recommend to Council the appointment of Melony Robinson as the Returning Office in the October 2024 municipal elections. **Motion carried.**

MOTION #CoW2024-06-05-14

It was regularly moved and seconded to recommend to Council the appointment of Donna Neath as the Assistant Returning Office and Melanie Stubbs as the Special Elections Officer (Auditor) for the October 2024 municipal election. **Motion carried.**

xii. Pension By-law

CAO Millett-Campbell advised that the pension percentage was changed from 5% to 6% in 2019 and the By-law hadn't been updated. The wording has been changed to reflect a set rather than an actual percentage which will save having to update the By-law in future if the number changes.

MOTION #CoW2024-06-05-15

It was regularly moved and seconded to recommend to Council approval of the first reading of the Pension By-law #82 dated June 2024. **Motion carried.**

xiii. Appoint New Member to the Accessibility Advisory Committee

CAO Millett-Campbell advised that Brenda MacDonald will be joining the AAC, and this committee still needs an additional member if anyone has a suggestion.

MOTION #CoW2024-06-05-16

It was regularly moved and seconded to recommend that Council appoint Brenda MacDonald to the Accessibility Advisory Committee (AAC) for the term ending December 2024. **Motion carried.**

- xiv. Absent Request for Council Meeting – Councillor Hafting
Councillor Hafting would like to request permission to absent herself from the next Council meeting on June 19, 2024, and the CoW meeting on July 3, 2024, and permission was granted.
- xv. Flag Flying Request
CAO Millett-Campbell advised that the Town has received a request to fly the city of Roan flag on June 18 in honour of Dugua Day, and everyone supported this. Councillor Hafting asked, as the Town has a flag flying policy, does the Town need to update it to include this annual event, and it was agreed to add this to the next CoW meeting with the update included for review.

MOTION #CoW2024-06-05-17

It was regularly moved and seconded by Council to approve the request to fly the Roan flag on June 18, 2024, in honour of Dugua Day. **Motion carried.**

ACTION: Add Flag Flying Policy to next CoW meeting

NAME: Recording Secretary Dunning

DUE: June 26, 2024

ACTION: Update Flag Flying Policy with the above addition

NAME: CAO Millett-Campbell

DUE: June 26, 2024

- xvi. Provincial Capital Assistance Program (PCAP)
CAO Millett-Campbell advised that these grants are due by June 13, 2024, and the Town had applied last year but was not successful. They would like to know if Council would like to reapply this year for a grant to drill a well to provide a second water source; the Town has the report from two years ago for reference. The purpose of the second grant request is to resolve the issues with the Home Hardware lift station as there is a lot of water coming from Lower St. George Street and the Farmers Market area; the Town would apply for a grant for engineering design and the feasibility of running a new line from the Farmers Market parking lot to Prince Albert Road which would take the water away from the lift station. Councillor Hafting asked about the first application and CAO Millett-Campbell added that they are looking at this side of the river in case there is ever a water shortage on the Granville Ferry side. Councillor Hafting stated that since there has only been one historical issue of this happening (roughly four years ago), this should be all fixed now and there shouldn't be a problem. Mayor Boyer advised that these issues haven't been resolved and the Town is still waiting for an inspection report. CAO Millett-Campbell added that they and Councillor Sanford attended a tour of the water facilities, and Granville Ferry was included. It was stated during this tour that the Granville Ferry water tank needs to be repaired (painting inside), it will take at least a month to complete the repairs, the tank will need to be drained, and there isn't a back-up source for this location. Councillor Sanford added that the Town doesn't know when Granville Ferry will have an update as this is the only information they received. CAO Millett-Campbell advised

that if the grant gets approved, it will only cover 50%.

MOTION #CoW2024-06-05-18

It was regularly moved and seconded to recommend that Council approve the application to the Provincial Capital Assistance Program (PCAP) for funding the second phase of the municipal water source. **Motion carried.**

MOTION #CoW2024-06-05-19

It was regularly moved and seconded to recommend that Council approve the application to the Provincial Capital Assistant Program for funding for engineering design and feasibility study for the additional sewer line from the Farmers Market Parking Lot to join the new line on the Prince Albert Road connection. **Motion carried.**

3. CORRESPONDENCE

- i. Correspondence from Allan MacMaster, Minister – Year-round Tourism
For information only.
- ii. Correspondence from Honourable John Lohr, Minister of Municipal Affairs and Housing –
Financial Measures Act
For information only.
- iii. Correspondence from Annapolis Royal Pride Society
CAO Millett-Campbell advised that this is to invite Council to the Annapolis Royal Pride Society events.
- iv. Correspondence from Chief Engineer, Mark Peachey – New Cost Shared Parving Program for
Municipally Owned Trunks and Routes
CAO Millett-Campbell advised that this starts this fiscal year and that they are currently applying for a grant for St. George Street. The pavers are coming in next week to start the sections, and the plan is to leave St. George Street for last in the hope of receiving a grant to cover 50% of the work on this street.

4. ROUND TABLE

- i. Removed from CoW agenda going forward (discussed in Unfinished Business Committee of the Whole (CoW) and Council Meetings - Discussion Mayor Boyer).

10. IN-CAMERA

Under Section 22(2) of the Municipal Government Act:

MOTION #CoW2024-06-05-20

It was regularly moved and seconded to move in camera at 8:31 pm to discuss two Labour relations and contract negotiations and New Business vii. Not-For-Profit Properties. **Motion carried.**

MOTION #CoW2024-06-05-22

It was regularly moved and seconded to move out of camera at 8:55 pm. **Motion carried.**

MOTION #CoW2024-06-05-23

It was regularly moved and seconded to recommend to Council approval of the tax rebate/reduction for the following not-for-profit properties for the 2024 year: roll 00479993 in the amount of \$2,311.50, roll 02355256 in the amount of \$3,463.50, roll 00092428 in the amount of \$768.00, roll 02045486 in the amount of \$187.50, roll 02045494 in the amount of \$2,131.50, roll 03611957 in the amount of \$1,494.00, roll 1033204 in the amount of \$1,093.50, and roll 06445721 in the amount of \$1,950.00. **Motion carried.**

11. Next Meeting

July 3, 2024

12. Adjournment

The meeting was adjourned at 8:57 pm.

Michael Tompkins, Deputy Mayor

Kim Dunning, Recording Secretary

Mayor's Roundtable Report, May 29, 2024

- May 25, 2024 Attended Caps for Keeps Fundraising dinner at the Fire Hall with the CAO. This was a highly successful event and a lot of fun.
- May 27, 2024 Attended MEDEC roundtable and hear presentations on what the not for profits and the Natal Day Committee was planning for the season.
- May 28, 2024 Attended Natal Day Committee meeting to find out about plans for the new route and events. The meeting was well attended by members of the community and a lot of work has been done to plan for the weekend.
- May 29, 2024 Prepared draft letter on policing for the Nova Scotia Federation of Municipalities for Council's consideration at the CoW meeting in June.
- May 30, 2024 Plan to attend Annapolis County Inter-Municipal Working Group Meeting. On the agenda is Planning Services.
- May 31, 2024 Plan to attend virtual meeting on Growing Canada's Tree Canopies with rep from Green Funds, CAO and Angelika Waldow.
- August 4, 2024 Members of Council are once again invited to walk in the Natal Day Parade which will take place on Sunday this year with a new modified route.

IMSA Report

- May 28, 2024 Attended special meeting on Kings Transit Authority's strategic plan (180 pages). It is a very ambitious plan and decisions will have to be made about possible new funding arrangements and additional partners.
- June 10, 2024 Plan to attend Special meeting on Governance, Administration and Funding options for Valley Waste-Resource Management and the Kings Transit Authority.

Twinning Report

- May 24, 2024 Hosted dinner for students at Garrison Inn with Anne Crossman and Christine Dinouart-Jatteau.
- May 25, 2024 Brought two students to Grand Pré and received free admission and a free tour by Wayne Smith. The students really enjoyed the outing and said that this is the first they had heard about the history of the deportation.
- May 27, 2024 The students attended the MEDEC roundtable to hear presentations on what the not for profits and the Natal Day Committee was planning for the season. They had already been assisting by handing out 1710 maps and invitations to the roundtable to local business and organizations.

May 28, 2024 Worked on first report for Sébastien Rodts, International Technical Expert based at the Consulate General of France FR in Moncton, and the professors in France with Anne Crossman and the students.

May 29, 2024 Issued first report on behalf of the Team.

We are at the halfway mark for the student's internship and all is going well so far.

Amery Boyer



211 for All: Making the Connection



Sherry Forester (she/her)
Manager, Marketing & Communications



Nova Scotia[®]

About 211 Nova Scotia

- A not-for-profit association established in 2013 that provides navigational assistance for social and community services across Nova Scotia.
- Most people are not aware of the full scope of existing resources.
- Information and programs change regularly making it difficult for service providers to stay up-to-date.





What's in the 211 Database?



How to Reach 211 Nova Scotia?



Call 2-1-1 Toll-Free 1-855-466-4994

Our phone lines are answered 24/7.
Translation service is available in 240+ languages.



Live Chat

Available Monday to Friday, excluding holidays,
from 9:00 am to 4:00 pm Atlantic Time.



Canada Video Relay Service

Deaf, hard of hearing, or speech-impaired Canadians
are connected with a sign language interpreter who
provides real time interpretation for telephone calls.



Text 211

Available Monday to Friday, excluding
holidays, from 9:00 am to 4:00 pm AT.



Email help@ns.211.ca

Emails are answered within 24 hours from
Monday to Friday, excluding holidays.



Search ns.211.ca

Search the publicly accessible database.



2023 Outcomes



79, 458

Contacts Handled
(calls, texts, chats,
and emails)



89,115

Referrals Made



63 Seconds

Average Wait Time



5 minutes 47 Seconds

Average Call Length

Top Needs Identified



29%
**Mental
Health**



22%
**Basic
Needs**



16%
**Community
Services**



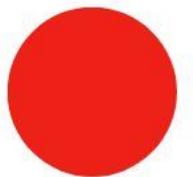
10%
**Health
Care**



6%
**Individual &
Family Life**



6%
**Income
Support**





How We Can Help

- Call 211 directly or refer individuals to us
- Unique program access and information
- Direct access to update your 211 listing
- Information materials are available



Nova Scotia[®]

Thank You! Questions?

Sherry Forester
Manager, Communications & Marketing
(902) 466-5723 | sforester@ns.211.ca





TOWN OF ANNAPOLIS ROYAL POLICY

| | |
|----------------------------------|--|
| TITLE: Flag Flying Policy | |
| Policy No: 2024-10 | Supersedes: 2022-05 dated September 22, 2022 Policy 2011-1 dated March 15, 2010, January 17, 2011, October 21, 2013, and June 18, 2019 |
| Effective Date: | Date Approved by Council Resolution: MOTION # |

Purpose:

To provide a fair and consistent response to groups and organizations requesting that their event flag be flown from the Town of Annapolis Royal secondary flagpole at the Oqwa'titek Amphitheatre and provide general direction and procedures to determine when the Canadian Flag will be flown at half-mast at the Annapolis Royal Town Hall building

Definitions:

Days of Commemoration: A day in memory of some person or event.

Days of Significance/ Cultural Days of Observance/Days of Special Interest: Broadly defined as days that raise awareness about creating a more equitable, inclusive, and just society.

Primary flagpole: Located immediately in front of Town Hall

Recognized Flag: A flag which may be verified as belonging to the national or provincial branch of the organization applying to have their flag flown, or a flag which is readily and generally identified as being related to the Day of Significance / Cultural Day of Observance / Day of Special Interest / Day of Commemoration.

Secondary flagpole: Located at the Oqwa'titek Amphitheatre

Policy:

1. It shall be the policy of the Town of Annapolis Royal that only the Canada flag, the Nova Scotia flag or a Town of Annapolis Royal flag will be flown on the primary flagpole at Town Hall.
2. All other flags will be flown on the secondary flagpole located at the Oqwa'titek Amphitheatre. All applications to fly any other flag (other than those already approved by Council) shall include the self-assessment defined in Schedule A, completed by the applicant and verified by Town Hall staff.
 - If the score on the self-assessment in Schedule A equals 10 or higher, the flag may be flown (for one day only) without specific approval from Council
 - If the score on the self-assessment in Schedule A is less than 10, the applicant may apply to Council to have the flag flown (for one day only)
 - If the applicant wishes the flag to be flown for longer than 1 day, Council approval is required.
 - All applications to Council must be made at least 30 days (but no more than 180 days) before the intended date of observance/significance.
 - In cases where the day of observance/significance/commemoration/special interest is shared, the first approved application shall take precedence for a given year.

3. Flags shall be flown in a manner consistent with flag etiquette of the federal Department of Canadian Heritage.
4. The Town of Annapolis Royal will follow the standards outlined in *Flag Etiquette in Canada* to determine the appropriate time and manner for flags to be flown at half-mast in recognition of prominent public figures.
5. The flag may be flown at half-mast to mourn the passing of persons in or from the Town of Annapolis Royal whose duties past or present can be described as protective services, including but not limited to police, fire, emergency health services, Department of Natural Resources Conservation Officers and Fisheries Officers whose lives are lost. The flag will be flown at half-mast for a period of one week beginning at the time that the Town is notified of the individual's death.
6. The flag may be flown at half-mast to recognize the passing of members of the Canadian Military whose lives are lost while on active duty for a period of one week beginning at the time that the Town is notified of the individual's death.
7. The flag may be flown at half-mast to mourn lives lost in tragic national and international events. In such cases, a decision to lower the flag and the period during which it remains at half- staff will generally mirror the practice of the Province of Nova Scotia.
 - The flag will be flown at half-mast on Remembrance Day.
8. Any citizen, Council member or staff member of the Town of Annapolis Royal who becomes aware of an individual deserving of recognition under this policy should contact the Chief Administrative Officer as soon as possible to inform him/her of the name of the individual, the individual's qualifications for recognition under this policy, and the date of the funeral or memorial service.
9. The Chief Administrative Officer will arrange to distribute information to Council and staff by e-mail to explain why the flag is at half-mast.
10. The following flags have already been approved by Council to fly on the secondary flagpole (no applications will be accepted for these days):

| | |
|---|--------------------------------|
| • St. David's Day | March 1 |
| • St Patrick's Day | March 17 |
| • Transgender Day of Visibility | March 31 |
| • World Autism Day | April 2 |
| • St George's Day | April 23 |
| • Dugua Day | June 18 |
| • National Indigenous Peoples Day | June 21 |
| • Pride Month | June 25 and Annual Pride Event |
| • Bastille Day (Fête Nationale Française) | July 14 & Official Visits |
| • National Acadian Day | August 15 |
| • Nova Scotia Charter Day | September 10 |
| • National Day for Truth and Reconciliation | September 30 |
| • Transgender Day of Remembrance | November 20 |
| • St Andrew's Day | November 30 |
| • Union Jack as the Royal Union Flag | Victoria Day |
| • Anniversary of the Adoption of the Statue of Westminster Commonwealth Day | December 11 |

Schedule A: Request to Fly a Flag of Commemoration, Special Interest, Significance, or Observance

1. If the answers to the below standards equal 10 or greater the flag can be flown for one day without Council approval.
2. If the score is lower than 10 points, the group can request Council approval.
3. If the applicant would like the flag to fly for longer than one day, Council approval is required.
4. Responses will be verified by Town Staff
5. All requesting groups must be able to lend an appropriate flag to the Town in order for it to be flown. The flag will be returned.

• Is the flag available to lend to the Town ____ YES ____ NO

| Standards | “yes” points |
|--|-------------------------|
| Does the request to fly the flag have an associated national or provincial day of commemoration / significance / observation / special interest? | 5 |
| Is this group or cause represented by a national or provincial organization? | 3 |
| Does this group or cause have a recognized flag? | 2 |
| Is the requesting group a registered or recognized part of the national or provincial organization? | 2 |
| Is the requesting group a registered Not for Profit or Charity? | 2 |
| Does the requesting group support equity, diversity, and inclusion? | 2 |
| TOTAL | |

June 18, 2024

**The Municipality of the County of Annapolis
PO Box 100
752 St. George St
Annapolis Royal, NS**

**Email: kknnox@annapolisroyal.com
Phone: (902) 526-2429**

Re: Roof Replacement- 285 St. George St, Annapolis Royal NS

We offer to supply, material, labour and equipment necessary to complete the following:

- Strip existing shingles down to wood deck & dispose of at an authorized waste facility.
- Inspect wood deck for deterioration and all necessary metal flashings. Replacement will be on a **time and material basis**.
- Remove & dispose of existing dormers (8 in total) & infill roof deck with new sheathing to match the existing.
- Install a new prefinished white aluminum metal starter strip at eaves & rakes.
- Install Ice & Water Shield membrane at eaves, valleys & chimney.
- Install Synthetic Roofing Underlayment over remainder of roof deck.
- Install a starter shingles at eaves & rakes.
- Re-shingle with architectural laminated shingles, to be hand nailed.
- Install new 3" plumbers flashings.
- Install a new shingled rolled ridge vent.
- Clean up and remove all roofing debris from jobsite.
- Provide a 2 Year CRCA Warranty & a 40 Year Limited Lifetime Warranty provided by the shingle manufacturer.

Complete for the sum of \$39,825.00 + Hst

This estimate is valid for a period of 30 days.

Notes:

- 1. The clock tower roof is not included in the above price.**
- 2. The owner is responsible for obtaining any building permits.**
- 3. Temporary overhead protection will be installed over the entrances.**
- 4. Work is to be completed during regular business hours Monday-Friday.**
- 5. If a new layer of 3/8" plywood is required to be installed over the existing roof boards it would be an additional \$10,675.00 + Hst to the above price.**

Yours truly,

Chad Kennie
Acadia Roofing & Contracting Limited

INVOICE

DATE: Mar, 5/24

LOCATION: 285 St. George St.

WORK COMPLETED:

Estimate

- Re & Re Roof with Mystique shingle

- Ice & water shield with syn felt

- Remove all Faux Dormers

- Labour, Material, Waste & Tax Incl.

\$35,420.⁰⁰



**Town of Annapolis Royal
POLICY**

| | |
|--|---|
| TITLE: Policy on Human Resources and Procedures | |
| POLICY NO.: 2024-08 | SUPERSEDES: 2021-04 October 2021; June 2013, December 21, 2020 |
| EFFECTIVE DATE: | APPROVED BY COUNCIL MOTION NO.: MOTION # |



**TOWN OF ANNAPOLIS ROYAL HUMAN RESOURCES
POLICY AND PROCEDURES**

June 2024

DRAFT

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DRAFT

HUMAN RESOURCES MANAGEMENT POLICY

INTRODUCTION:

This Policy establishes a working guide for the daily personnel administration for the Town. The Policy outlines the employer/employee relationship from recruitment and subsequent hiring to compensation, performance appraisal, retirement, and termination. This Policy may apply to all employees of the Town, except where the relevant provisions of a collective agreement apply.

CODE OF CONDUCT:

Recognizing that the Mayor, members of Council and Town staff are in a position of trust, the following code of conduct shall apply:

1. We will always and in everything treat people with respect, regardless of position or status.
2. We will always seek to praise others.
3. We will always praise in public and always refrain from criticizing in public.
4. As much as possible, we will communicate our wishes and expectations clearly and in advance and provide each other with a reasonable period in which to respond.
5. We will not be unreasonable in our expectations of each other.
6. We will keep our emotions under control or withdraw from any situation which we find too stressful.
7. We will not tolerate discrimination against any person for any reason.

SECTION ONE - TERMS OF REFERENCE

1.01 Objective

It is the objective of the Town of Annapolis Royal, through the following policy, to:

1. Promote an understanding of the terms and conditions of employment for all employees of the Town.
2. Provide consistent and fair treatment of all Town employees.
3. Allow for effective planning of personnel management.

1.02 Provisions of the Policy

1. The policies contained within this policy shall apply to all employees of the Town of Annapolis Royal, except that where there is a conflict between the provisions of this policy and the provisions of a collective agreement, the terms of the collective agreement shall prevail.
2. The policies contained within this policy shall become effective on the day following approval by the Council of the Town of Annapolis Royal. This policy shall be reviewed and amended periodically, upon adoption by Council.
3. The CAO shall be responsible for the administration of policies contained within this policy. The CAO may delegate this responsibility to another employee of the Town, provided that employee has the time and expertise to carry out this responsibility.
4. The CAO shall assume responsibility for the acceptance, consideration, and submission to Council of any complaints or grievances against policies contained within this policy; however, alteration of policies is the responsibility of Annapolis Royal Town Council.
5. Department heads and supervisors of the Town of Annapolis Royal shall gain an understanding and knowledge of policies contained within this policy and apply them on an equitable and consistent basis when dealing with Town employees under their supervision.
6. The CAO shall recommend to Council any necessary changes to this policy.
7. The policy shall be completely reviewed by the Human Resources Committee every three (3) years and Council shall approve a new policy on or before the policy expiry date.

SECTION TWO - THE EMPLOYMENT PROCESS

2.01 Definition of Terms

In this section, certain terms will be used which may vary in meaning under different circumstances. The following terms shall be defined as below:

1. Town: The Town of Annapolis Royal. The use of this term with regard to employees shall include all employees of the Town. Exclusions from policy for certain employees shall be specifically stated within each separate policy statement.
2. Full-Time Employee: An employee working year-round, five (5) days per week (based on average) and not less than seven (7) hours per day. The regular hours of work for staff shall in accordance with their letter of offer.
3. Permanent Part-Time Employee: An employee working year-round, not less than 25 hours a week.
4. Part-time Employee: An employee working, fewer than the hours of work for a full-time employee.
5. Temporary Employee: An individual hired on a short-term / contract basis for a specific job or program.
6. Casual Employee: An individual who is hired to work on as required basis, who is not considered full-time or part-time.
7. Seasonal Employee: An individual hired to work on a seasonal basis.
8. Human Resource Committee: Shall be comprised of CAO and two members of Council appointed each year in December.
9. MGA: Municipal Government Act
10. Total Compensation: Shall include all salaries, overtime, and benefits including travel allowances, death benefits, sick leave, disability benefits, vacation pay and programs, all forms of leaves of absence, medical plans, pension plans, insurance plans, and relocation expenses.
11. Promotion: The movement to a position of higher maximum salary.
12. Demotion: The movement to a position of lower maximum salary.
13. Transfer: The movement between positions with similar maximum salaries.

14. Reclassification/Re-evaluation: The alteration of duties and responsibilities to a position either raising, lowering, or maintaining the maximum salary.
15. Step: A salary level within the pay range.
16. Base Rate: The rate established for a position exclusive of any premiums for overtime.
17. Immediate Family: Husband, wife, common law partner, father, mother, daughter, son, stepchildren, or children of whom one has custody of, brother, or sister.
18. Relative: Means any person who is a spouse, child, sibling, parent, or grandparent of the employee or is related by marriage and includes in-laws, individuals who were previously married and are presently divorced and whose relationship with the employee is similar to that of persons who are family members or related by marriage.
19. Record: Written and/or computerized documentation of any relevant event. A record may be a completed form, letter, memo, note or report.

2.02 Hiring of Personnel

Chief Administrative Officer (CAO) - The Chief Administrative Officer is tested/ interviewed by HR sub-committee of Council with assistance from resource people as determined by the sub-committee. The recommendation to hire is referred to Council. The duties of the CAO are outlined in the CAO policy, with specific duties outlined in accordance with the MGA.

Police Chief – The Police Chief will be tested / interviewed by the CAO and a sub-committee of the Board of Police Commission. The recommendation to hire is referred to the Board of Police Commissioners who will make a recommendation to Council.

Department Heads - Department heads are tested/interviewed by the CAO and resource people as determined by the CAO. The CAO shall forward a recommendation to hire to Council. Department heads are hired to manage the various departments under the supervision of the CAO.

Permanent Full-Time and Permanent Part-Time Staff - Full-time and part-time staff are tested /interviewed by the CAO (or designate) and the Department Head (if applicable). A recommendation to hire is made to the CAO. No recommendation to Council is required.

Temporary Employees – Temporary employees are interviewed by the Department Head. A recommendation to hire is made to the CAO. No recommendation to Council is required.

Seasonal Workers - Permanent seasonal workers are tested/interviewed by the Department Head. A recommendation to hire is made to the CAO. Employees are hired for a particular period of time and can be rehired annually. No recommendation to Council is required.

All new hires will provide a criminal record check before they are hired. Any employee hired working with children and/or vulnerable persons will be required to provide a vulnerable sector check before they are hired. All new hires in the public works or police departments will be required to provide an annual drivers abstract.

All hiring decisions will be based on the merit principle. This principle states that the most qualified and suitable candidates be hired to fill a vacancy.

2.03 Eligibility for Employment

The Town of Annapolis Royal shall recruit and select employees following a practice of non-discrimination as outlined in the Canadian Charter of Rights and Freedom.

There shall be no discrimination, interference, restriction, or coercion exercised or practiced with respect to any person or employee in the matter of hiring, wage rates, training, upgrading, promotion, transfer, layoff, discipline, discharge, or retirement:

2.04 Employment of Relatives

In an effort to minimize the potential for claims of partiality in treatment at work and to minimize the potential for personal conflicts from outside the work environment being carried into day-to-day working relationships, the Town of Annapolis Royal adopts the following standards regarding the employment of relatives. This policy applies to all employees of the Town of Annapolis Royal.

1. Relatives of current employees may be employed only where they will not be working directly for or supervising a relative.
2. An employee who is related to a candidate for employment shall not be involved in any aspect of the recruiting process so as to avoid any potential for conflicts of interest or allegations of preferential treatment.
3. It is the responsibility of employees and/or candidates for employment with the Town of Annapolis Royal to declare whether other employees are or become their relatives.

2.05 Job Descriptions

The Town of Annapolis Royal shall provide a job description for each employment position.

1. to define the responsibilities and duties of each position within the Town;
2. to provide each employee with a clear understanding of the responsibilities and duties of each position;

3. to reflect the required duties and responsibilities of each respective position;
4. to ensure that employees perform an equitable share of the duties.

It is the responsibility of each employee to be aware of the duties, responsibilities and reporting relationships associated with this position and any subsequent changes.

2.06 Responsibilities

1. Town Council

Town Council, considering the final approval over the recruitment process in the hiring of a CAO, shall review and amend policy and procedures in the recruitment process to ensure the hiring of qualified and suitable candidates for the position of CAO.

2. CAO

It shall be the responsibility of the CAO to

- a) decide the method of competition to be used to fill vacancies;
- b) decide upon the appropriate method of advertising vacancies.

3. Advertising of Vacancies

It is within the authority of the CAO to advertise vacant positions where external competition is appropriate. Advertisement of vacancies may be placed within suitable media (newspapers, career websites, local newsletters, trade, and professional publications, etc.) as deemed appropriate by the CAO.

2.07 Communication with applicants:

Advertisements of vacancies shall follow these guidelines:

1. The advertisements shall be placed in media best suited to attract appropriate candidates to the vacancy.
2. Advertisements should contain the following information:
 - position duties, responsibilities, pay scale, requirements and/or specific qualifications required.
3. It shall be the responsibility of the interview committee to appoint one member to:
 - a) perform a reference check on each candidate being considered for final selection by phoning or writing in confidence to a candidate's former employers and work-related references;
 - b) note supporting facts or any discrepancies and include these in the candidate's file.

2.08 Orientation Program

The Town of Annapolis Royal offers an orientation program for new employees to ensure that they become an integral part of the municipal workforce by

1. making the new employee familiar with general municipal and departmental operating procedures and policies, and all duties, authority relationships, responsibilities and

- procedures that apply directly to the performance of his job;
2. making the employee familiar with the physical layout, working relationships, and working regulations of the municipal office, especially as they pertain to the new employee's position.

2.09 Probationary Period

Through the establishment of a uniform probationary period for all newly appointed municipal employees, the Town of Annapolis Royal shall provide a means of evaluating the performance of these employees. Provisions of the policy are:

1. The probationary period for all newly appointed employees, shall be a period of up to 12 months, usually 6 months for part-time employees;
2. Employees are eligible for municipal medical and dental insurance benefits after 3 months of employment and mandatory participation in pension program is required after 12 months.
3. During the probationary period, any identified shortfalls shall be brought to the attention of the employee so that it can be addressed immediately.
4. A written evaluation report by the employee's immediate supervisor, with recommendations as to the results of the probationary period, is required before the end of probation.

2.10 Chief Administrative Officer - CAO

It shall be the responsibility of the CAO to:

1. conduct the probationary period evaluation of all newly appointed employees under direct supervision, otherwise authorization will fall to the employee's immediate supervisor, and recommend one of the following actions based upon the evaluation:
 - a) a permanent placement, or
 - b) termination;
2. file a report of the employee's evaluation in his personnel file after discussing the report with the employee;
3. approve and oversee probationary periods conducted by department heads and approve their recommendations;
4. ensure the probationary period is applied fairly and consistently for all newly appointed employees.

2.11 Department Head

It shall be the responsibility of each department head where they are the employee's immediate supervisor and authorized by the CAO to:

1. Supervise the employee's probationary period and provide interaction with the employee as to his performance during this period;
2. Evaluate the employee's performance at the conclusion of the probationary period and make a recommendation to the CAO as to appropriate action based upon this evaluation.

SECTION THREE - EMPLOYEE COMPENSATION

3.01 Compensation Plan

The compensation plan will provide for fair and equitable salaries and benefits to employees in relation to the specific duties, responsibilities, and requirements of their jobs. A salary review shall be completed at least every three (3) years.

3.02 Responsibilities:

It shall be the responsibility of the CAO and the Director of Finance to:

1. recommend to the Human Resources Committee alterations to the current compensation plan to provide for equitable treatment of employees under the guidelines of this policy;
2. monitor the effectiveness of the program and to recommend any changes to the Human Resources Committee;
3. ensure that municipal medical standards and other benefit plans are within the provincial and federal standards;
4. properly document all cards and forms required for all aspects of the benefits plans;
5. advise employees of the application procedure and limits of the various benefit plans;
6. review the compensation and benefits plans and make necessary recommendations for changes as required.

It shall be the responsibility of the Director of Finance to:

1. ensure verification and payment of claims charged to various plans;
2. ensure payment and distribution of salaries and benefits;
3. ensure verification of payroll deductions, collection of premiums and the completion of applicable forms and documents;
4. prepare and verify all compensation plan financial statements.

3.03 Method of Payment

All employees shall be paid on a bi-weekly basis by automatic deposit. Elected officials shall be paid once a month.

3.04 Increments

1. The Town wishes to provide and maintain a fair, orderly and consistent system of salaries. Salaries are based upon but not limited to:
 - a) Experience
 - b) Education and job performance
 - c) Competence of job performance
 - d) Skills sets required to perform relevant job duties
 - e) Ongoing upgrading of job skills
 - f) Length of time within the position

2. Annual increases for permanent full time and part-time employees will be determined at a minimum of the average between the Federal and Provincial CPI based on the rate as of December of the previous year, or as budgeted as approved in the annual budget by Council.

3.05 Provisions of the Overall Policy

1. Salaries for all staff positions, with the exception of the CAO the Chief of Police, and employees subject to a collective agreement, will be established by management and approved by the CAO/Chief in accordance with the salary.
2. The hours of work for permanent employees shall be as defined in the individual employee's job description.
3. Overtime refers to any member of the administrative staff's hours spent attending a Council, Commission, Committee meeting, training session or for any unforeseen circumstances where an employee's presence is required beyond normal working hours. Employees are entitled to time off in lieu of overtime, as per the Lieu Time Policy. This overtime does not include travel time. For bargaining unit employees, overtime is in accordance with the terms of the collective agreement.

3.06 Travel Expenses

Please refer to the Travel Policy.

3.07 Insurance

For all permanent Town employees, contributions to group long term illness and accident insurance plans may be made based on the following cost-sharing arrangements:

1. Life Insurance - 75% funded by Town, 25% funded by employees
2. Dependent Life - 50% funded by Town, 50% funded by employees
3. Accidental Death and Dismemberment - 50% funded by Town, 50% funded by employees
4. Long Term Disability - 75% funded by Town, 25% funded by employees

3.08 Pension Plan

All permanent employee with one full year of service shall contribute to the Town employee pension plan.

3.09 Medical Coverage

All permanent Town employees shall be entitled to be covered in accordance with the Town's benefit plan at 65% funding from the Town and 35% funding by the employees. The Town reserves the right to review this coverage annually with notice of any rate increase.

3.10 Sick Leave

1. Sick leave is defined as an employee illness or injury and/or medical appointments.

2. Permanent full-time employees shall accumulate sick leave at a rate of 1-1/2 days per month for work performed to a maximum accumulation of 150 days (No sick days shall be earned during periods of sick leave, maternity leave or leave of absence).
3. Permanent part-time employees and part-time employees shall receive a prorated sick leave benefit based on hours of work performed.
4. Sick leave entitlement does not begin until after three (3) months of employment for all employees.
5. The employee shall continue to receive his regular salary during a time of illness until such time as his accumulated sick days are used up.
6. An employee who becomes ill while on vacation may claim sick leave days providing a medical practitioner certificate is presented upon return to work.
7. An employee may be required to sign a statement or produce a certificate from a medical practitioner for any illness in excess of five (5) working days, certifying that he was unable to carry out his duties due to illness. In the case where an employee is considered to be using an excessive amount of sick time, the Town reserves the right to require written reports from the employee and a medical practitioner even though the illness may not be in excess of three (3) working days at one time.
8. Where no persons other than the employee can provide for the needs of a spouse, child, or parent during a period of illness, the employee shall be entitled, after notifying his supervisor, to use a maximum of five (5) days accumulated sick leave per annum for this purpose. The CAO may grant leave for the needs of other family members where extenuating circumstances exist.
9. Sick leave payment shall not be made if the sickness or injury is a direct result of work performed for financial gain from another employer or from self-employment.
10. Employees who are off sick beyond their sick leave accumulation are required to request an official leave of absence if they intend to return to work, and such request may not necessarily be approved.
11. The pay of an employee who is in receipt of compensation from the Workers' Compensation Board of Nova Scotia arising from the same incapacity for which sick leave is granted, shall be reduced by the amount paid by the Workers' Compensation Board.

3.11 Vacation

All permanent Town employees shall be entitled to vacations with pay based on service:

Permanent Town employees shall be entitled to one (1) week vacation after six (6) months service. After this, the following shall apply:

| | |
|-----------------------|-------------------------------------|
| Less than one year | Prorated as per NS Labour Standards |
| 1 - 5 years completed | 3 weeks vacation |
| 6-11 years completed | 4 weeks vacation |
| 12+ years completed | 5 weeks vacation |

1. Employees leaving the employment of the Town shall receive a pro- rated calculation of their accrued vacation benefits on termination.

2. The Director of Finance shall co-ordinate and post vacation schedules on the advice of the department heads. The Director of Finance shall notify each employee, in writing by the end of April of each year of the number of eligible vacation days.
3. The CAO and department heads shall reserve the right to limit the number of employees taking a vacation period during the same time.
4. If a statutory holiday falls during an employee's vacation period, s/he shall receive an additional day off with pay, the time of which is subject to the approval of the Department Head.
5. Employees are encouraged to take all of their vacation entitlement annually to ensure that they get a break from employment. Where it is not possible to do so, employees must notify the CAO as soon as possible to arrange for approval of carry- over into the next year. Such approval will not be unreasonably withheld. Where carry-over is approved, employees will notify the CAO of their plans to liquidate such vacation carry-over within a six-month period. Under no circumstances can vacation be carried over for a period in excess of six months.

3.12 Statutory Holidays

All full-time employees of the Town shall be eligible for a day off with pay for the following holidays:

| | |
|--|------------------|
| New Year's Day | Boxing Day |
| Heritage Day | Natal Day |
| Good Friday | Labour Day |
| Easter Monday | Thanksgiving Day |
| Victoria Day | Remembrance Day |
| Canada Day | Christmas Day |
| National Day of Truth and Reconciliation | |

Full-time employees shall be eligible to be paid for holidays if they worked the last scheduled workday or shift prior to the holiday and the next scheduled workday or shift following the holiday, unless excused for illness or scheduled vacation time.

If Christmas Eve and/or New Year's Eve falls on a workday, the Town office will close at noon.

To determine whether a part-time, temporary, or seasonal employee is entitled to a paid holiday and if so, for how many hours, the following formula will be used:

The Labour Standards Code requires that an employee works at least fifteen (15) days in the last thirty (30) calendar days and the next scheduled workday in order to be eligible for a paid holiday. If a shift goes beyond the midnight hour into another day, it is classed as two (2) days.

If the employee is entitled to a paid holiday, determine the number of actual hours worked within the last thirty (30) calendar days. Then determine the number of days worked. Then divide the number of hours worked by the number of actual days worked. This will give you the average number of hours worked per day which will determine the number of hours to be paid for the holiday.

3.13 Christmas Gifts

The employer shall issue gift certificates in the amount of \$100.00 to each permanent full- time and permanent part-time employee who has worked at least six (6) months of the year prior to the time of payment. This amount will be prorated for part-time and seasonal employees.

3.14 Bereavement Leave

All employees are eligible for the following bereavement leave:

1. For a death in the employee's immediate family, the employee shall be granted five consecutive working days' leave. Where the burial is outside the Province, additional time shall be granted for travel up to a maximum of three (3) days.
2. For the death of an employee's father-in-law, mother-in-law, son-in-law, daughter- in-law, grandson, or granddaughter, he shall be granted five (5) consecutive working days leave.
3. For the death of an employee's relative who is not part of his immediate family (grandfather, grandmother, brother-in-law, sister-in-law), he shall receive one day leave with pay.
4. Four hours leave (without loss of pay) will be granted to employees to attend funerals of other relatives.
5. At the discretion of the CAO, the Town office may be closed for employees to attend the funeral of a former or fellow employee, or current Councillor.
6. In extenuating circumstances, in the case of a death in an employee's family, a longer leave of absence may be granted with or without pay, depending on the situation.
7. Employees shall be granted one-half (1/2) day leave of absence without loss of wages to attend a funeral as a pallbearer.

3.15 Maternity Leave

1. Maternity leave begins no sooner than sixteen (16) weeks preceding the expected date of delivery, as the employee determines, and not later than the date of delivery.
2. Maternity leave ends:
 - not sooner than one (1) week after the date of delivery, and;
 - not later than 24 weeks after the pregnancy leave began; as determined by the employee.
3. The employer may require a pregnant employee, who has been employed by the employer for at least one (1) year, to take an unpaid leave of absence while the duties of her position cannot reasonably be performed by a pregnant woman or the performance of the employee's work is materially affected.

3.16 Paternity Leave

1. An employee who has been employed at least one (1) year and who becomes a parent of one or more children through:
 - a) the birth of a child or children; or
 - b) the placement of a child or children in care of the employee for the purpose of

- adoption of the child or children pursuant to the laws of the province; is entitled to an unpaid leave of absence of up to twenty-four (24) weeks upon giving the employer notice of the date that the employee will begin the leave and the date that the employee will return to work.
2. Where an employee takes pregnancy leave pursuant to this Section and the employee's newborn child or children arrive in the employee's home during the pregnancy leave, paternal leave pursuant to the Section;
 - a) begins immediately upon completion of the pregnancy leave and without the employee returning to work; and,
 - b) ends not later than twenty-four (24) weeks after the paternal leave begins pursuant to this Section as determined by the employee.
 3. When an employee returns to work upon the expiry of the leave of absence for maternity or paternal leave, the employer shall permit the employee to resume work;
 - a) in the position held by the employee immediately before the leave began or where that position is not available, in a comparable position with no less than the same wages and benefits; and
 - b) with no loss of service or benefits accrued to the commencement of the leave.
 4. While an employee is on maternity leave or paternal leave, the employer shall maintain coverage for medical, group life and disability and shall continue to pay its share of premium costs for maintaining such coverage during the period of leave.
 5. Employees on maternity or paternal leave shall not be entitled to earn any vacation leave, sick leave or require any employer contribution to the pension plan during the period of leave.
 6. For greater certainty, the provisions of the Labour Standards Code of the Province of Nova Scotia shall apply, and should a conflict exist between this Section and any current or revised provisions in the Labour Standards Code, then the Labour Standards Code shall apply.

3.17 Medical and Dental Appointments

Employees may request time off for medical appointments from their department head. A reasonable amount of time to attend the appointment shall be deducted from the employee's sick leave.

3.18 Other Absences - Not applicable to Police Department

Employees shall be entitled to time off without loss of pay or benefits to attend the graduation of their immediate family to a maximum of one (1) day when the graduation occurs within Nova Scotia, and up to two (2) days when the graduation occurs outside of Nova Scotia.

3.19 Civic Duties

A leave of absence with pay and without loss of any benefits shall be given to

1. every employee, other than an employee on leave of absence without pay or under suspension, who is required
 - a) to serve on a jury, or

- b) by subpoena or summons to attend as a witness at any court or other legal process where by-law the employee is compelled to attend.
2. Any employee given a leave of absence with pay to serve on a jury shall have deducted from his salary an amount equal to the amount that the employee received for such jury duty exclusive of any travel allowance.

3.20 Clothing

The employer agrees to provide protective clothing as listed below at no cost to the Public Works Staff:

- hardhats
- steel toes shoes/boots
- coveralls (seasonal)
- wet suits
- any other protective clothing as deemed necessary by Public Works

The employer agrees to provide clothing as listed below at no cost to the Police Staff:

- shirts
- pants
- seasonal coats
- hats
- duty shoes

3.21 Leave for Storms or Hazardous Conditions

Administrative staff shall be permitted time off with pay in the case of inclement weather severe enough to make traveling to or from work dangerous. The decision for payment shall be left to the discretion of the CAO. The CAO will post accordingly on Facebook, Town website and local radio stations (AVR 97.7 and KRock 89.3).

3.22 Training and Development

All employees shall receive leave with pay for attendance at any examinations necessary for the completion of training and development courses directly related to municipal duties.

3.23 Leave without Pay

Employees of the Town may be eligible for leaves of absence without pay at the CAO's discretion.

Employees applying for a leave of absence without pay must provide the CAO with the reasons for the leave at least two weeks in advance if possible.

For any leaves of absence without pay extending beyond fifteen (15) working days, the following shall apply:

1. Sick pay cannot be drawn while on leave without pay, and no sick days will be accumulated during leaves of absences.

2. No pay shall be granted for statutory holidays occurring during the leave period.
3. As Canada Pension Plan contributions are calculated on the basis of earnings, no contributions will be made as there will be no earnings during the leave period.
4. For leaves of absence without pay, benefits will only be paid for leaves due to illness.

3.24 Absenteeism

Absenteeism shall not be confused with leaves of absence. All absences from regular working hours shall be termed excused or non-excused. All approved leaves of absence shall be classed as excused absences. Cases of unexcused absences from work, such as repeatedly reporting late to work, leaving early from work or any unapproved absences during working hours, are matters of performance management and potential discipline.

3.25 Flex Hours

See current Flex hours Policy.

3.26 Temporary Employee Benefits

Seasonal and casual employees have no benefit entitlements except for 4% vacation pay and any provisions stipulated in provincial legislation.

SECTION FOUR - EMPLOYEE PERFORMANCE

4.01 Employee Performance

Department heads and the CAO will monitor and evaluate all employees throughout the year. If there is a need to address any shortfalls, they will be addressed at the time of the incident; compliments will also be addressed at the time and filed in the appropriate personnel file.

Employees will receive the annual cost of living increase as determined by the yearly budget process as long as performance is deemed to be satisfactory

4.02 Training and Development

The Town of Annapolis Royal shall encourage employees to upgrade their job related educational and skill qualifications through training and development.

An amount for training and development shall be included in each department's annual budget to assist employees in furthering their education, where the training and development courses proposed are of direct interest and benefit to the Town and approved by the employee's immediate supervisor.

Training and development courses that may be considered for approval and funding can be of any of the following types:

1. Job related courses: May be eligible for full reimbursement of registration and tuition fees, time off with pay for examinations, travel expenses, and sundry expenses (books, etc.).
2. Conferences: Eligible for full reimbursement of all registration and travel expenses.
3. Seminars, night courses, and workshops: Eligible for full reimbursement of all registration and tuition fees, sundry expenses, and travel expenses, and time off with pay if attendance is required during regular working hours.
4. Full-time Courses: (University and vocational). May be eligible for full reimbursement of all associated course fees.

To be eligible for training and development courses, an employee must be:

1. A permanent employee of the Town
2. Accepted by the institution offering the course
3. Considering a course directly related to improved job performance and improving his contribution to the Town
4. Course is included in the Staff Development Plan for that year.

4.03 Discipline

The Town of Annapolis Royal wishes to maintain a system of procedures and

disciplinary measures for the orderly, fair, and consistent treatment of all staff members.

The Department Head is responsible for discipline in the Department. This responsibility includes:

1. ensuring that all department staff are aware of the policy on discipline;
2. enforcing discipline when necessary.

4.04 Levels of Disciplinary Action

There are four levels of disciplinary action, meant to reflect the number of times the situation which has occurred. The severity of the problem may require action higher than Level 1.

1. Level 1 - first occurrence

The employee will be given a verbal warning following a discussion with the employee. The warning shall be recorded in the employee's personnel file.

2. Level 2 - second occurrence

The employee will be given a written warning, following discussion with the employee. The warning shall be recorded in the employee's personnel file, with a copy to the employee.

3. Level 3 - third occurrence

The employee may be suspended for up to five (5) days without pay, following discussion with the employee. Notice of suspension, including a description of the problems and the actions which have been taken by the Department Head shall be recorded in the employee's personnel file, with a copy to the employee.

4. Level 4 - Fourth occurrence

The employee may be dismissed. The procedure for this is contained in the Section on Termination.

NOTE: For level 1, 2, 3 and 4 occurrences, the warning shall be recorded in the employee's file and signed by the employee. If the employee refuses to sign, it shall be witnessed by a superior that the employee has received such disciplinary notice.

Except for serious offences or performance problems, the disciplinary records of any discipline will be retained on the employee's personnel file for two years. If the employee has a good record for those two years, all disciplinary records will be removed from the file.

The employee will be informed in a private meeting with the Department Head that the employee's record has been cleared as a result of satisfactory conduct. In imposing any further discipline on the employee, the Department Head shall not base the action on events which occurred more than two years previously.

Any employee who considers disciplinary action has been unfair may appeal the action through the complaint procedure.

The following is a list of offences for which disciplinary action may be taken, but is not limited to these:

1. absence from duty without prior permission of the supervisor except in cases of sickness or disability which prevent prior approval
2. leaving the work area during regular hours without permission of the supervisor
3. neglect of duties
4. persistent lateness for work
5. abuse of break periods
6. abuse of sick leave.
7. refusal to perform work assigned by the Supervisor or Council? (only in the case of the CAO), which is reasonably related to the employee's job description.
8. sleeping on the job
9. insubordination

The following are examples only of offenses for which the Department Head may recommend to the CAO to dismiss the employee for the first occurrence:

1. theft of municipal property or equipment
2. fighting or attempting to injure another employee
3. removal of confidential records without prior permission of the Department Head
4. absence from work for more than three working days without permission from the Department Head
5. sale or use of narcotics and/or alcohol
6. sexual harassment
7. insubordination
8. any other action which is fraudulent.

4.05 Employee Grievances

The Town of Annapolis Royal shall allow for a fair and consistent procedure for all Town employees to express grievances concerning any incident or situation and receive proper consideration of such grievances.

The general procedure regarding employee grievances is as follows:

1. Discuss the situation with the immediate supervisor.
2. If this is unsatisfactory, submit a written grievance to the CAO outlining the situation and requested action - if the grievance should be the result of a particular incident, it should be submitted no later than two weeks following the occurrence of the incident. The CAO shall have one week following receipt of the submission of the grievance to reply.
3. If still unsatisfied, the employee has the right to have the matter addressed by Council.

4.06 Responsibilities

1. Town Council

It shall be the responsibility of the Town Council to:

- a) adopt any necessary changes to the policy;
- b) conduct any requested hearings concerning employee grievances.

2. CAO and Human Resources Committee

It shall be the responsibility of the CAO and the Human Resources Committee to:

- a) recommend any necessary changes to the policy to Council;
- b) consider and take appropriate action concerning submitted employee complaints; and
- c) ensure that all employee grievances receive fair treatment.

3. Department Heads

It shall be the responsibility of the Department Heads to discuss and attempt to rectify any employee grievances.

4. Employees

It shall be the right of all employees to submit grievances concerning situations and incidents which the employee believes to be unjust or which inhibit his job performance.

4.07 Service and Promotion

The Town of Annapolis Royal shall establish the basis for determining service among Town employees and a policy concerning promotion of employees within the organizational structure. Service shall not be interrupted by any approved leave of absence.

Promotions shall be based upon:

1. experience
2. educational and skill qualifications
3. job performance
4. service

It shall be the responsibility of the CAO to recommend that deserving employees are given promotions within the organizational framework wherever possible.

It shall be the responsibility of the Town Council to consider recommendations from the Human Resources Committee concerning promotions.

4.08 Termination of Employment

The Town of Annapolis Royal recognizes the following forms of termination of employment:

1. Probationary Period Terminations

If at any time during an employee's probationary employment period, the employee's performance appraisal is found to be unsatisfactory, the employee may be immediately discharged. Notice of dismissal is not necessary.

2. Lay off

For temporary employees, no notice of such action is required by the Town. For permanent employees, the provisions of the Nova Scotia Labour Standards apply.

3. Redundancy due to Reorganization

Council will consider redundancy pay if new procedures or equipment make existing positions unnecessary.

4. Retirement

Upon retirement, the employee shall be eligible to receive any contributions he has made, and any contributions made on his behalf to the municipal employee pension plan.

4.09 Resignation

The Town of Annapolis Royal shall make every effort to retain competent staff. If an employee has announced his intention to resign, the Town should discover the real cause of his wishing to leave and attempt to rectify the situation to retain the employee, where appropriate.

Should any employee decide to cease employment with the Town, the employee shall submit a written notice to the Department Head at least two weeks prior to the termination date of service, so that the necessary procedures may be commenced to find a suitable and qualified replacement.

The CAO, Police Chief, and all Department Heads are required to give one month's written notice.

4.10 Discharge

Discharge is the permanent termination of employment as the result of a Town decision based upon performance.

The process for termination of employment shall be:

1. The Department Head shall recommend in writing the termination of an employee to the CAO, stating the reasons for termination.
2. If the CAO agrees, he/she shall recommend in writing to Council the termination of the employee stating the reason for termination.
3. If Council agrees, the employee will be terminated. Upon discharge, a permanent employee shall receive payment in lieu of vacation benefits (2% per week entitlement). Temporary employees will receive payment of 4% vacation

pay per the Nova Scotia Labour Code. Also, upon termination, the employee shall:

1. Receive an exit interview covering the reason(s) for termination
2. Receive a record of earnings with accompanying vacation payments and payments in lieu of notice, where appropriate
3. Receive a notice of cancellation of all Town medical and insurance plans.

4.11 Responsibilities

1. Town Council

It shall be the responsibility of the Town Council to:

- a) adopt any necessary changes to this policy;
- b) ensure termination of Town staff is accomplished fairly and consistently;
- c) ensure that terminations are in accordance with provincial legislation and standards.

2. CAO and Department Heads

It shall be the responsibility of all supervisors of employees, whether it be the CAO or a Department Head to ensure both voluntary and involuntary terminations are handled in a fair and consistent manner in accordance with provincial legislation and standards.

Upon termination, the CAO or designate will explicitly ask the former employee whether he/she understands the reasons for termination. Recognizing that questions or concerns might not be articulated in that moment (since the employee might be surprised or upset), the person will be invited to direct any questions or concerns back to the CAO (or designate).

When a Town employee is losing/leaving their job, there will be a conversation between the employer and employee about what information will be provided to the other Town employees. It will contain the following key messages:

1. The individual is no longer working for the Town;
2. The reason for their departure (usually to be cited as ‘by mutual agreement’);
3. A reminder to Town employees of their confidentiality obligations, (and that they are not to share internal communications);
4. Any questions on this are to go directly, and exclusively, to the CAO.

SECTION FIVE - HUMAN RESOURCE MANAGEMENT

It is the policy of the Town of Annapolis Royal to recognize the importance and value of the development, maintenance, and application of a comprehensive program of human resource management.

5.01 Specific Objectives

The Town seeks to:

1. promote understanding of the terms, conditions, requirements, and policies governing employees of the Town
2. clarify the authority for, and purpose of, all HR policies currently in use, or those new policies required, for the effective and efficient operation and administration of the municipality
3. ensure that consistent, fair, and equal treatment of all employees in the Town will be attained through the application of approved policies
4. ensure that human resource policies will be updated on an ongoing basis in order to reflect changes in society, provincial legislation, and economic circumstances

The human resource policies adopted by the Town of Annapolis Royal are designed to serve as a guide for all management and supervisory personnel with respect to the human resource management function. A copy of each policy will be maintained in a policy manual which will be easily accessible by all employees of the Town. Copies of the policy manual will be accessible to each member of Council, and to staff. As well, an up-to-dated copy will be maintained at the Town's administrative office.

5.02 Responsibilities

1. The Council (or its designated committee) will:
 - a) ensure that the Town has in place a comprehensive human resource management system.
2. The CAO will:
 - a) administer the human resource policies of the municipality;
 - b) develop and maintain a comprehensive human resource policy manual which will serve as the official guide for handling human resource management matters;
 - c) identify necessary revisions to the human resource policies and, in consultation with other managerial and supervisory staff, recommend revisions to Council for consideration;
 - d) ensure the implementation and application of the Town's human resource policies and establish a mechanism which will facilitate employee awareness and understanding of the approved human resource policies of the Town.
3. Department Heads, managers, and supervisory personnel will:
 - a) acquire a good working knowledge of the policies contained in this manual;

- b) apply these policies in an equitable and fair manner at all times, utilizing sound judgement;
- c) advise the CAO, or its designated committee, of revisions, deletions, or additions to the Town's human resource policies which are considered appropriate;
- d) encourage employee awareness of the Town's human resource policies’;
- e) encourage a positive attitude towards employment with the Town;
- f) promote excellence in Town service delivery.

All proposed changes to the Town's human resource management policies shall, after due consideration, be referred to Council for review, amendment, and adoption.

5.03 Human Resource Records

It is the policy of the Town of Annapolis Royal to recognize the importance of written and/or computerized records pertaining to human resources and the need for an effective means of the systematic collection, organization, protection, and retrieval of this information.

5.04 Specific Objectives

The objectives of this policy are to:

1. provide for the systematic collection, retention, and retrieval of human resource information as required;
2. ensure proper handling and confidentiality of this information;
3. ensure that employees are aware of, and are provided with adequate access to the appropriate files, records, and documents;
4. provide management with information on which to base decisions respecting the human resource policies of the Town.

5.05 Responsibilities

1. The Council (or its designated committee) will:
 - a) review, amend, and adopt changes to the Human Resource Policy;
 - b) ensure that confidentiality is maintained by limiting access to personnel files to those employees who must deal with this information in the performance of their duties. In addition, employees are entitled to have access to their own personnel file, but such access should be done in the presence of the Director of Finance or CAO;
 - c) recommend to the CAO changes to the Human Resource Records Policy where considered appropriate
2. All employees will:
 - a) be responsible for the prompt completion, distribution, and retention of all forms, reports, and other written records, as required.

5.06 General Procedure

1. Security of Human Resource Records

The location of all municipal human resource records, both written and computerized, will:

- a) provide adequate access to staff who require information contained in the files in the completion of their duties;
- b) provide secure protection for confidential information contained in the files. Ideally, human resource records should be kept in one central location. The individuals who will be allowed access to the personnel files include: the CAO and the Director of Finance;
- c) ensure that access to staff and payroll records can be adequately controlled by those responsible for the files;

2. Release of Information to the Public and to Government Organizations

Confidentiality of staff records must be maintained in order to prevent invasion of employee privacy. Records will only be released to Government organizations upon written request

3. General Enquiries

Responses to general enquiries from other municipalities respecting employee turnover, compensation levels, workforce compensation, the general composition of the town's workforce, and specific human resource programs and policies shall be referred to the person responsible for the function related to the enquiry.

4. Other Requests

Other requests for information, including those which exceed the parameters outlined above, shall be referred to the Freedom of Information Co-Ordinator, in accordance with the Freedom of Information and Protection of Privacy Act.

Salary and Benefits Survey Plan

The Town will participate in the annual AMA Salary Survey.

1. A salary survey will be conducted every year by the CAO or Director of Finance, in order to obtain information on compensation programs of other comparable employers for employees covered by employment and collective agreements.
2. The CAO will prepare and recommend for the consideration of Council a compensation plan covering all employees not included in bargaining units. The rate of pay assigned to each class shall reflect fairly the differences in the duties and responsibilities between it and other classes. When setting the rates of compensation, the following should be considered:
 - the results of the compensation survey
 - the town's existing and projected future financial condition and policies
 - any relevant and unusual problems concerned with recruitment and turnover of any group of employees

Salary Administration for Employees not covered by Collective Agreements

1. Recommendations for individual salary increases are the responsibility of the Department Heads and approved by the CAO and Council.
2. All salaries shall be reviewed annually. Recommendations for salary increases shall be based on an assessment of the employee's development and achievements since the last salary review and on changes of the position's salary range. Approved or proposed salary range revisions will be given to supervisors before the annual review in order to assist in developing individual salary recommendations.

Salary Increases for Employees covered by Collective Agreements

1. For all employees of the Town covered by a collective agreement, salary increases will be administered in accordance with the terms of the applicable collective agreement.

Pay Equity

1. The town is firmly committed to the principle of compensation based exclusively on job-related factors such as performance, knowledge, and ability. Specific provisions in regard to pay equity are included in the relevant provincial legislation.

It is the policy of the Town of Annapolis Royal to optimize employee performance.

5.07 Probationary Period Performance Evaluation

Two weeks prior to the completion of an employee's probationary period, the supervisor (in consultation with the employee) will complete a probationary performance evaluation report in accordance with the Probationary Period Policy.

5.08 Service Recognition Program – For all non-bargaining unit employees

1. The Town will promote a positive work environment by implementing a service recognition program. A program of recognition is to celebrate the service accomplishments of staff as public servants striving to represent the Town in service to our community.

| | |
|--|-----------------------|
| Five years' service completed - | Certificate and \$50 |
| Ten years' service completed - | Certificate and \$100 |
| Fifteen years' service completed - | Certificate and \$150 |
| Twenty years' service completed - | Certificate and \$250 |
| Twenty-Five + years' service completed - | Certificate and \$500 |

2. The Town will also promote long service awards to acknowledge staff to help with

motivation and retention of staff. If an employee retires between:

- 15 – 20 years – upon leaving the employee will receive \$2000
- 21 – 25 years – upon leaving the employee will receive \$3000
- 25 – 30 years – upon leaving the employee will receive \$4000
- 26+ years - upon leaving the employee will receive \$5000

THIS IS TO CERTIFY that this policy was duly passed by a majority vote of the whole Council at a duly called Council meeting held on the day of 2024.

GIVEN under the hand of the CAO and under the seal of The Town of Annapolis Royal the day of 2024.

Sandi Millett-Campbell
Chief Administrative Officer

DRAFT



TOWN OF ANNAPOLIS ROYAL POLICY

| | |
|--|---------------------------------|
| TITLE: Fire Area Rate Policy | |
| POLICY NO.: #2024-09 | SUPERSEDES: |
| EFFECTIVE DATE: | APPROVED BY COUNCIL MOTION NO.: |

1. Purpose

The purpose of this Policy is to support the Fire Services that are being provided in the Town of Annapolis Royal substantially through the efforts of volunteers, both in the direct provision of the service, and in fund-raising activities undertaken to finance these endeavours. The demands of modern living have made it more difficult for volunteers to undertake all the work necessary to provide these services.

2. Scope

Municipalities have a broad range of area rate powers. Section 75 of the Municipal Government Act provides that area rates may be used to finance all or part of the cost of any municipal service or facility that the Council deems to be of benefit to an area.

3. Policy and Procedures

3.1 Council

The Annapolis Royal Town Council shall consider the establishment of an area rate upon receipt of an application submitted in accordance with the terms of this policy.

3.2 Application

An application for the establishment or continuation of a fire area rate shall be submitted to the Town, having as its objective the provision of fire services by the Annapolis Royal Volunteer Fire Department referred to in this policy as the “applicant”. The application shall set out evidence of the department is in good standing and shall include a budget in support of the proposed area rate.

3.3 Ratepayer

“Ratepayer” means a person residing within the Town and rated on the current assessment roll of the Town and the spouse of such person as defined in the Matrimonial Property Act.

3.4 Area to which the rate applies

An application for the establishment of an area rate shall define the area to which the rate is to apply, with sufficient clarity to allow for proper implementation of the rate for billing purposes. The area shall be defined by resolution of the Council at the time of the setting of the area rate.

3.5 Timing of Area Rate Submission

Area rate application will be considered by Council only during the Town's budget process. Applications must be submitted by March 1, in each year starting in March 2025.

3.6 Annual Application and Accountability

An area rate does not continue automatically from year to year. An application must be submitted each year for the continuation of an area rate. In each year following the setting of an area rate, an applicant shall submit to Council, audited financial statements covering the preceding year, and a statement of activities carried on in that year, the budget, and the amount of the proposed rate for the coming year.

3.7 Application of the Area Rate

An area rate for fire services established under this policy shall be applied to all taxable property assessment including residential, resource and commercial assessments for the Town of Annapolis Royal.

3.8 Town Staff

Town staff shall provide the assessment data to the applicant and such advice to Council, as Council requires.

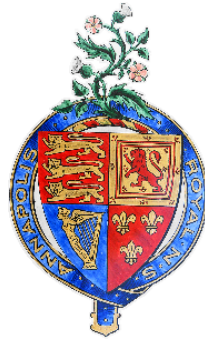
3.9 Council Budget Decision

Council will review the area rate in application process but has the final decision on setting the area rate each year.

THIS IS TO CERTIFY that this policy was duly passed by a majority vote of the whole Council at a duly called Council meeting held on the _____ day of _____ 2024.

GIVEN under the hand of the CAO and under the seal of the Town of Annapolis Royal the _____ day of _____ 2024.

Sandi Millett-Campbell
Chief Administrative Officer



July 4, 2024

The Honourable Allan MacMaster
Minister of Communities, Culture, Tourism and Heritage
Province of Nova Scotia
PO Box 456, STN Central
Halifax, NS
B3J 2R5

Dear Minister MacMaster:

I am writing on behalf of the Marketing and Economic Development Committee of Annapolis Royal to address a matter of considerable concern regarding the filming incentives currently offered to film companies in the Halifax Regional Municipality (HRM) catchment area. This policy puts rural communities like Annapolis Royal at a significant competitive disadvantage.

Recently, our community was thrilled at the prospect of a film company considering Annapolis Royal for the filming of a Christmas movie. Our town, often described by its residents as reminiscent of a Hallmark movie set, seemed an ideal location. During the location scouts' visit, we provided a comprehensive tour and presented a list of local businesses willing to offer their spaces for various scenes. The scouts were enthusiastic about our town and were eager to finalize arrangements. However, to our dismay, the film company later decided to film within the HRM boundary due to better support incentives.

This decision was a significant blow to our community. The PR benefits and economic impact of being selected as a film location would have been substantial, both in the short and long term. Rural communities like ours have been slower to recover post-COVID and are in dire need of economic stimulation. Losing this opportunity was not only devastating to our local businesses but also to the morale of our residents who were eager to see their town showcased on the big screen. Furthermore, we've read about the inconvenience caused to local traffic and residents by a film made just outside the HRM boundary, which

generated negative publicity for the film and the industry. Such issues would likely not occur in Annapolis Royal due to our community's enthusiasm and readiness to support such projects.

HRM and surrounding communities already benefit significantly from the film industry due to its size, convenience, and logistical advantages. In contrast, rural areas like Annapolis Royal, despite being popular with tourists, require additional support to attract film companies. This support is vital for our economic recovery and growth.

We propose one of two solutions to address this imbalance:

1. Extend film credits and support to companies willing to choose small rural locations like Annapolis Royal.
2. Include willing communities like Annapolis Royal as part of the HRM catchment area that offers these incentives.

Implementing either of these solutions would provide rural communities with much-needed opportunities and ensure a more equitable distribution of the economic benefits associated with the film industry.

Thank you for considering our proposals. We look forward to your response and are hopeful for a positive change that will benefit not only Annapolis Royal but other rural communities in Nova Scotia.

Sincerely,

Amery Boyer
Mayor, Town of Annapolis Royal



Annapolis Royal Collaborative Marketing Fund:

An initiative of the Marketing and Economic Development Committee

—

The Town of Annapolis Royal is pleased to announce the creation of the **Collaborative Marketing Fund**, designed to encourage local businesses to collaborate on marketing initiatives that will promote their goods and services within Nova Scotia and beyond.

The goal of this fund is not to market the businesses directly but to **incentivize businesses to market themselves through partnerships**, thereby leveraging the benefits of collective marketing efforts.

Objectives of the Fund

- **Promote Collaboration:** Foster a spirit of cooperation among local businesses to enhance marketing efforts and achieve greater success.
- **Leverage Economies of Scale:** Enable businesses to take advantage of group rates for advertising and other marketing expenditures.
- **Drive Economic Growth:** Support initiatives that drive sales, boost engagement, increase tourism, and contribute to the local economy of Annapolis Royal.

Application Periods

- **Summer Season:** Applications due by April 1st.
 - Funds released May 1st, subject to budget approval
- **Winter Season:** Applications due by September 1st.
 - Funds released October 1st

Eligibility Criteria

- **Location:** At least one business in the applying group must be located within the town limits of Annapolis Royal.
- **Partnership Requirement:** Applications must be submitted by groups of two or more businesses/partners. Partnerships with businesses outside the town limits are allowed provided the above stipulation is met.

- **Matching Funds:** The fund will match the investment proposed by applicants up to a maximum of \$500 per application per season, subject to available funding.

Eligible Projects

Applications can propose any marketing or business development initiative that will assist businesses in town to:

- Make sales
- Drive engagement
- Increase tourism
- Contribute to the local economy

Examples of Possible Eligible Projects

- Group advertising campaigns (print, online, radio, TV)
- Collaborative discount programs and coupon booklets
- Co-branded merchandise or packaging
- Joint participation in trade shows or expos
- Creation and distribution of marketing materials (brochures, flyers, posters)
- Digital marketing efforts (social media campaigns, website development, email marketing)
- Seasonal promotional events or festivals
- Training and development programs for staff on marketing strategies
- Cooperative travel packages combining multiple local businesses

Assessment Criteria

Due to the anticipated volume of applications, the town will assess applications based on the following criteria:

1. **Collaboration and Partnership:** The extent to which the proposal demonstrates genuine collaboration between businesses.
2. **Impact on Local Economy:** The potential for the project to drive sales, increase engagement, and attract tourism.

3. Innovation and Creativity: The uniqueness and originality of the marketing strategy proposed.
4. Feasibility and Sustainability: The likelihood of successful implementation and long-term sustainability of the initiative.
5. Matching Funds: The ability of the businesses to match the funding provided by the town.
6. Reach and Visibility: The potential reach and visibility of the marketing efforts within and beyond Nova Scotia.
7. Community Benefit: The degree to which the project will benefit the broader Annapolis Royal community.

Application Process

1. Prepare Your Proposal: Outline your marketing initiative, including objectives, strategies, expected outcomes, and budget.
2. Form Your Group: Ensure your group includes at least one business within the town limits of Annapolis Royal and at least one other partner.
3. Submit Your Application: Complete the application form and submit it by the relevant deadline.

Winning Proposals

1. Winning proposals will be expected to execute on their plan as submitted, making best efforts to spend allocated funds in the manner described.
2. Failure to execute will result in ineligibility to participate in future.
3. Winners will be expected to share the results to MEDC and Council. If this project is successful, MEDC will advocate for growing the program.
4. All content, programming, and deliverables arising from the winning projects should make every effort not to reflect poorly on the Town of Annapolis Royal.
5. Printed materials, advertising, and other media should include, where possible, the MEDC logo and “made possible with contributions from the Town of Annapolis Royal”.

For more information or to submit your application, please contact:

cao@annapolisroyal.com



Town of Annapolis Royal
Bylaw #200
Provision of Taxation Information

WHEREAS pursuant to Section 79 of the *Municipal Government Act* Council may by by-law prescribe changes for the provision of services for persons who use or benefit from the service, on a basis to be set out in the by-law; and

WHEREAS the Municipality wishes to provide on an informal basis information requested from authorized parties regarding the status of taxes; and

BE IT THEREFORE ENACTED by the Council of the Town of Annapolis Royal as follows:

1. Information provided through this process is not certified nor expressly impliedly warranted by the Town of Annapolis Royal. Parties requiring a guarantee confirming the status of tax accounts, must obtain a tax certificate at the applicable fee. It is the responsibility of the requesting party to determine whether or not they require a certificate for their purposes.
2. Information regarding the amount of outstanding taxes and penalties on an account will be provided, as outlined in paragraph 1, in response to requests made in writing and then only to the real property owners and/or their financial institution or legal representatives. Other parties requiring this information must apply for a tax certificate.
3. There will be no charge for tax account information provided, as outlined in paragraph 1, directly to the owner of the subject real property.
4. An administration fee ~~of \$10 plus applicable taxes per account~~ per billing will be charged for the provision of tax account information provided to a financial institution in relation to the payment of tax accounts in which they have a mortgage interest. The fee is contained in the Fees and Fines Policy.
- ~~5. An administration fee of \$25 plus applicable taxes will be charged for the provision of tax account information under any other circumstance.~~
- ~~5-6. Provision of Taxation Information Bylaw of the Town of Annapolis Royal, as approved by Town Council on the 22 day of February, 2007 is hereby repealed.~~
- ~~6-7.~~ This Bylaw comes into force effective date of publication.

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Amery Boyer, Mayor

Sandi Millett-Campbell, CAO

| | |
|---------------------------------|-----|
| FIRST READING: | |
| “NOTICE OF INTENT” PUBLICATION: | |
| SECOND READING: | |
| MINISTER APPROVAL: | N/A |
| DATE OF PUBLISHING: | |
| FORWARDED TO THE MINISTER: | |
| FORWARDED TO TOWN WEBSITE: | |

DRAFT

Town of Annapolis Royal
Bylaw
Provision of Taxation Information

WHEREAS pursuant to Section 79 of the *Municipal Government Act* Council may by by-law prescribe changes for the provision of services for persons who use or benefit from the service, on a basis to be set out in the by-law; and

WHEREAS the Municipality wishes to provide on an informal basis information requested from authorized parties regarding the status of taxes; and

BE IT THEREFORE ENACTED by the Council of the Town of Annapolis Royal as follows:

1. Information provided through this process is not certified nor expressly impliedly warranted by the Town of Annapolis Royal. Parties requiring a guarantee confirming the status of tax accounts, must obtain a tax certificate at the applicable fee. It is the responsibility of the requesting party to determine whether or not they require a certificate for their purposes.
2. Information regarding the amount of outstanding taxes and penalties on an account will be provided, as outlined in paragraph 1, in response to requests made in writing and then only to the real property owners and/or their financial institution or legal representatives. Other parties requiring this information must apply for a tax certificate.
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5. An administration fee of \$25 plus applicable taxes will be charged for the provision of tax account information under any other circumstance.
6. This Bylaw comes into force effective date of publication.

John Kinsella, Mayor

Amery Boyer, CAO

| | |
|---------------------------------|-------------------|
| FIRST READING: | January 15, 2007 |
| “NOTICE OF INTENT” PUBLICATION: | January 25, 2007 |
| SECOND READING: | February 19, 2007 |
| MINISTER APPROVAL: | N/A |
| DATE OF PUBLISHING: | February 22, 2007 |
| FORWARDED TO THE MINISTER: | February 22, 2007 |
| FORWARDED TO TOWN WEBSITE: | February 22, 2007 |



VALLEY REGION SOLID WASTE-RESOURCE MANAGEMENT AUTHORITY

TEMPORARY BORROWING RESOLUTION

Amount: \$ 1,735,000 Capital Projects: Detailed in Schedule "B"

WHEREAS the Valley Region Solid Waste-Resource Management Authority (hereinafter referred to as the Authority) was incorporated on October 1, 2001 pursuant to Section 60 of the Municipal Government Act;

WHEREAS the Town of Berwick, the Town of Kentville, the Town of Middleton, the Town of Wolfville, the Town of Annapolis Royal, and the Municipality of the County of Kings entered into an inter-municipal services agreement pursuant to Section 60 of the Municipal Government Act;

WHEREAS the Authority pursuant to the inter-municipal agreement states that the body corporate shall be vested with the power to borrow money for the purpose of capital projects, the specific amounts and descriptions of which are contained in Schedule "B";

WHEREAS any borrowing and/or entering into debt obligations of the municipal body corporate must be approved by the municipal units and the Municipal Guarantee percentages and amounts for each of the six municipal parties are attached at Schedule "A"; and,

WHEREAS pursuant to Section 88 of the Municipal Government Act no money shall be borrowed by a municipality, village, committee by an inter-municipal agreement or service commission pursuant to this Act or another Act of the Legislature until the proposed borrowing has been approved by the Minister of Municipal Affairs and Housing has the approved the proposed guarantees;

BE IT THEREFORE RESOLVED

THAT under the authority of the intermunicipal services agreement entered into under Section 60 of the *Municipal Government Act*, and subject to the approval of the Minister of Municipal Affairs and Housing, the Authority borrow a sum or sums not to exceed One Million Seven Hundred Thirty-Five Thousand Dollars (\$ 1,735,000) for the purpose set out above;

THAT the sum be borrowed by the issue and sale of debentures of the Authority of an amount as the Authority deems necessary;

THAT pursuant to Section 92 of the Municipal Government Act, the issue of debentures be postponed and that a sum or sums not to exceed One Million Seven Hundred Thirty-Five Thousand Dollars (\$ 1,735,000) in total be borrowed from time to time from any chartered bank or trust company doing business in Nova Scotia;

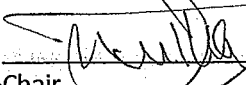
THAT the sum be borrowed for a period not exceeding Twelve (12) Months from the date of the approval of the Minister of Municipal Affairs and Housing of this resolution;

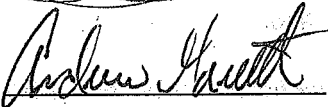
THAT the interest payable on the borrowing be paid at a rate to be agreed upon; and,

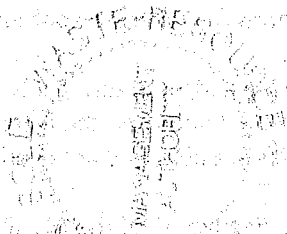
THAT the amount borrowed be repaid from the proceeds of the debentures when sold.

THIS IS TO CERTIFY that the foregoing is a true copy of a resolution read and duly passed at a meeting of the Valley Region Solid Waste-Resource Management Authority held on the 19th day of June, 2024.

GIVEN under the hands of the Chair and the Secretary and under the seal of the Authority this 19th day of June, 2024.


Chair


Secretary



VALLEY REGION SOLID WASTE-RESOURCE MANAGEMENT AUTHORITY

TEMPORARY BORROWING RESOLUTION

Amount: \$ 1,735,000

Capital Projects: Detailed in Schedule "B"

SCHEDULE "A"

MUNICIPAL GUARANTEES

| MUNICIPAL PARTNER | GUARANTEE PERCENTAGE | GUARANTEE AMOUNT |
|---|-----------------------------|-------------------------|
| Municipality of the County of Kings | 74.03 | 1284421 |
| Town of Kentville | 10.26 | 178011 |
| Town of Wolfville | 8.76 | 151986 |
| Town of Berwick | 3.45 | 59858 |
| Town of Middleton | 2.44 | 42334 |
| Town of Annapolis Royal | 1.06 | 18390 |
| Total Capital Requirements for Borrowing Resolution | 100 | 1,735,000 |

VALLEY REGION SOLID WASTE-RESOURCE MANAGEMENT AUTHORITY

TEMPORARY BORROWING RESOLUTION

Amount: \$ 1,735,000

Capital Projects: Detailed in Schedule "B"

SCHEDULE "B"
CAPITAL PROJECTS

| | | Estimates \$ |
|---|------------------------|------------------|
| Heading: Rolling Stock | | |
| Item | Wheel Loader | 375,000 |
| Item | | |
| Item | | |
| Item | | |
| Heading Sub Total: | | 375,000 |
| Heading: Efficiency Upgrade | | |
| Item | Cardboard Baler | 110,000 |
| Item | Morbark Shredder | 600,000 |
| Item | Excavator | 300,000 |
| Item | | |
| Heading Sub Total: | | 1,010,000 |
| Heading: Building and Infrastructure | | |
| Item | HHW Stewardship Centre | 350,000 |
| Item | | |
| Item | | |
| Item | | |
| Heading Sub Total: | | 350,000 |
| Heading: | | |
| Item | | |
| Item | | |
| Item | | |
| Item | | |
| Heading Sub Total: | | 0 |
| Heading: | | |
| Item | | |
| Item | | |
| Item | | |
| Item | | |
| Heading Sub Total: | | 0 |
| Heading: | | |
| Item | | |
| Item | | |
| Item | | |
| Item | | |
| Heading Sub Total: | | 0 |
| TOTAL REQUEST CONTAINED WITHIN THIS RESOLUTION | | 1,735,000 |

**VALLEY REGION SOLID WASTE-RESOURCE MANAGEMENT AUTHORITY
MUNICIPAL PARTNER GUARANTEE RESOLUTION
COUNCIL OF**

Guarantee Share Amount: \$ _____ Purpose: _____

WHEREAS the Valley Region Solid Waste-Resource Management Authority (hereinafter referred to as the Authority) was incorporated on October 1, 2001 pursuant to Section 60 of the Municipal Government Act;

WHEREAS the Authority has determined to borrow the aggregate principal amount of _____ Dollars (\$ _____) for purpose of _____;

WHEREAS the Authority has requested the Council of the _____, a municipality that executed the instrument of incorporation of the Authority, to guarantee said borrowing; and,

WHEREAS pursuant to Section 88 of the Municipal Government Act, no guarantee of a borrowing by a municipality shall have effect unless the Minister of Municipal Affairs and Housing has approved of the proposed borrowing or debenture and of the proposed guarantee;

BE IT THEREFORE RESOLVED

THAT the Council of the _____ does hereby approve the borrowing of the aggregate principal amount of _____ Dollars (\$ _____) for the purpose set out above;

THAT subject to the approval of the Minister of Municipal Affairs and Housing of the borrowing by the Authority and the approval of the Minister of Municipal Affairs Housing of the guarantee, the Council unconditionally guarantee repayment of _____ Dollars (\$ _____) for the purpose set out above; and

THAT upon the issue of the debentures, the Mayor and Chief Administrative Officer of the Municipality do sign the guarantee attached to each of the debentures and affix thereto the corporate seal of the Municipality.

THIS IS TO CERTIFY that the foregoing is a true copy of a resolution read and duly passed at a meeting of the Council of the _____ held on the _____ day of _____, 2024.

GIVEN under the hands of the Clerk and under the seal of the Municipality this _____ day of _____, 2024.

Clerk

Equity and Anti-Racism Plan Guidance for Municipalities and Villages

Office of Equity and Anti-Racism

Introduction

This resource is designed to help municipalities and villages to develop equity and anti-racism plans by April 1, 2025, as required under the *Dismantling Racism and Hate Act* and associated regulations.

In addition to this resource, the Office of Equity and Anti-Racism (OEA) will provide municipalities and villages with a self-assessment tool that can help identify areas of focus for their equity and anti-racism plans, as well as an equity and anti-racism primer resource that introduces foundational concepts. The Association of Municipal Administrators of Nova Scotia will also be supporting municipalities and villages as they undertake this work.

Nova Scotia's Dismantling Racism and Hate Act

Nova Scotia has committed to addressing systemic hate, inequity, and racism, and to supporting underrepresented and underserved communities and the intersectionality between and amongst them.

The *Dismantling Racism and Hate Act*, passed in 2022, was developed by an all-party committee following engagement with Nova Scotians, and it outlines the provincial government's approach to addressing systemic hate, inequity, and racism. Recognizing the important role municipalities and villages play in addressing racism, hate and inequity, the [Equity and Anti-Racism Strategy](#) identified them as being the first public sector bodies that would be required to develop equity and anti-racism plans. This exercise requires municipalities and villages to undergo a planning process to identify actions that will promote equity and anti-racism by considering the needs of underrepresented and underserved communities.

Municipalities and Villages as Prescribed Public Sector Bodies (PPSBs):

Municipalities and villages are important partners in becoming an equitable, anti-racist and accessible province. PPSB organizations, including municipalities and villages, represent a wide range of sectors and cover essential areas of the lives of people in the province.

Both the *Dismantling Racism and Hate Act* and *Accessibility Act* allows government to prescribe public sector organizations to meet several legislative obligations including the creation of plans to address the goals of each Act. OEA and the Accessibility Directorate are working collaboratively to support municipalities and villages to meet requirements under both the *Dismantling Racism and Hate Act* and *Accessibility Act* into one interconnected planning approach. Municipalities and villages are encouraged to use this resource in tandem with resources prepared by the Accessibility Directorate to develop a single plan that meets legislative requirements of both Acts (i.e., combine efforts to produce a single equity, anti-racism and accessibility plan for 2025-28).

Other public sector bodies that are not yet prescribed under the *Dismantling Racism and Hate Act* are encouraged to consider equity and anti-racism in the updating of their accessibility plans and in other activities and/or planning exercises where applicable. Accessibility plans, to be truly effective, must incorporate the intersectionality that exists within the disability community. PPSBs that are not municipalities and villages are welcome to voluntarily create equity and anti-racism plans using this guide.

Overview of Equity and Anti-Racism in Nova Scotia

Did you know..

- In 2021, there were 52,425 Indigenous people in Nova Scotia, making up 5.5% of the population¹.
- Respondents to the 2021 Census were asked whether they identified with specific categories of visible minority. These racialized groups accounted for 9.8% of the population in Nova Scotia².
 - Nova Scotians that identified as Black made up the largest population in a racialized group in Nova Scotia (28,220). This was followed by those who identified as South Asian (21,655), those who identified as Chinese (11,600), those who identified as Arab (10,610) and those who identified as Filipino (6,615).
- Nova Scotia the highest proportions of transgender and non-binary people aged 15 and older in Canada (0.48% or almost 1 in every 200 people living in Nova Scotia) and amongst aged 15 to 34 among the provinces this statistic increases (1.17% or 1 in every 100 people living in Nova Scotia)³.
- In 2020, the number of police reported hate crimes⁴ increased by 70% in Nova Scotia (roughly six incidents per 100,000 population)⁵.

Underrepresented and Underserved Communities in Nova Scotia

When we speak of underrepresented and underserved communities, we are referring to those groups who experience discrimination and exclusion because of unequal power relationships across economic, political, social, and cultural dimensions.

This includes systemic hate, inequity and/or racism towards people based on one or more protected characteristics as identified in the *Human Rights Act*, which includes: age, race, colour, religion, creed, sex, sexual orientation, gender identity, gender expression, physical or mental disability, ethnicity, national or Indigenous origin, family status, marital status, source of income, and political belief, affiliation or activity.

Below are examples of underrepresented and underserved groups in Nova Scotia. Each of these groups has their own unique story, historical setting and history of discrimination and marginalization (this list is not exhaustive and may not include all groups who would identify as underrepresented and/or underserved):

- Mi'kmaw and persons of Indigenous descent;
- African Nova Scotians and persons of African descent;
- Persons of colour;
- Newcomers (immigrants and refugees);
- 2SLGBTQIA+ (2 Spirit, Lesbian, Gay, Bisexual/Biromantic, Transgender, Queer and/or Questioning, Intersex, Asexual/Aromantic and others whose identities are not reflected);
- Persons with disabilities (physical and mental);
- Persons who are neurodivergent; and
- In some contexts, women.

Intersectionality

It is important to take intersectionality into account as many policies impact individuals in multiple ways as a result of their intersecting identities. The wheel of power and privilege can be used as a visual tool for promoting awareness and understanding of interconnected systems of privilege, oppression, and power dynamics within society. It provides examples within the Canadian context to illustrate how intersectionality of

¹ <https://www12.statcan.gc.ca/census-recensement/2021/as-sa/fogs-spg/page.cfm?lang=E&topic=8&dguid=2021A000212>

² <https://novascotia.ca/finance/statistics/news.asp?id=18264>

³ <https://www150.statcan.gc.ca/n1/daily-quotidien/220427/cq-b004-png-eng.htm>

⁴ "Police-reported hate crime is defined as a criminal violation against a person or property motivated by hate, based on race, national or ethnic origin, language, colour, religion, sex, age, mental or physical disability, sexual orientation or gender identity or expression, or any other similar factor."

⁵ <https://www150.statcan.gc.ca/n1/pub/85-002-x/2022001/article/00005-eng.htm>

thirteen categories of social identity uphold power and privilege and shape our interactions and experiences. Mapping out these complex dynamics can help to recognize personal positions of privilege as well as help to understand how systemic inequalities impact different groups within society. This understanding is essential for:

- identifying and addressing barriers to participation;
- guiding efforts to ensure inclusive, meaningful, equitable and accessible services and engagement initiatives for all members of the community;
- navigating conversations around inequities, ensuring diverse perspectives are heard and valued; and
- developing strategies to address power imbalances and create more equitable outcomes in projects, programs, policies, and decision-making processes.

What do we mean by Equity and Anti-Racism?

When thinking about what to include in your equity and anti-racism plan, it is important to understand that this plan is not the same as traditional equity, diversity and inclusion (EDI) plans. EDI plans have traditionally been focused internally on an organization and mainly on the employees of an organization. They include actions that promote diversity within the organization and equitable hiring practices.

While equity and anti-racism includes EDI, it is not solely EDI. In your equity and anti-racism plans, public sector bodies are expected to look at: the way that policies and programs are developed; how services are delivered; and how budgetary decisions are made. It is not enough for an organization to be actively improving on the diversity of those at all levels of their organization through traditional EDI plans. Organizations also need to be considering its policy making process including: who they engage with to determine their priorities for a given year; who they engage with to determine what options are appropriate for a particular policy, program or service; how they determine impacts; and how they make decisions on the options to pursue.

The provincial Equity and Anti-Racism Strategy includes this policy and engagement focus. The provincial government is committed to enhancing its policy development process by including equity impact assessments (EIA) and evaluations. The EIA supports departments in incorporating an equity and anti-racism focus at every step of developing, for example, a new law or regulation or a new program. And equity evaluations support analysis of existing laws, regulations and policies to determine if they are perpetuating systemic hate, inequity and racism.

Please keep this policy and engagement focus while considering what to include in your plans. OEA and the Association of Municipal Administrators of Nova Scotia will be there to help you along the way.

Creating your Equity and Anti-Racism Plan

Plan Requirements

Your plan is an opportunity for you to share publicly your organization's commitment to equity and anti-racism. Equity and anti-racism plans **must** be:

- informed by engagement with underrepresented and underserved communities within the jurisdiction that the plan covers;
- in place by April 1, 2025;
- publicly available in an accessible format; and
- updated every three years, in line with *Accessibility Act* requirement.

Planning Process Summary

Municipalities and Villages are encouraged to follow the same process for developing their equity and anti-racism plans as outlined in the Toolkit for Updating Accessibility Plans as developed by the Accessibility Directorate. Municipalities and villages may choose to adapt or follow their own planning process. Appendix A

offers a proposed structure that municipalities and villages may want to consider for the development of their plan.

Some requirements and specific considerations are outlined below that should be embedded within your planning process.

- **Complete an assessment of any previous diversity, equity and inclusion plans.** Document progress including:
 - the actions that were fully completed;
 - actions that were started and are still underway (partially completed); and
 - actions where work has not yet started.
- **Identify and document what you learned** from implementing other equity, inclusion and diversity plans and efforts. Here are some questions that can help:
 - What challenges did you experience implementing these plans? Why did they occur?
 - What successes did you experience implementing these plans? What factors contributed to the success?
- **As an organization, reflect on what actions should your municipality or village take in the next three years to advance equity and anti-racism.**
 - What equity and accessibility issues have emerged over the past few years?
 - For an understanding of hate motivated crimes and acts of hate in your municipality or village, in addition to listening to community voices, considering consulting with your local law enforcement agencies to hear about their experiences.
 - What concerns have underrepresented and underserved communities raised—historically or currently? Are there themes?
 - What policy areas may have significant impacts on underrepresented and underserved communities (e.g., land use and zoning by-laws)?
 - What programs are accessed by underrepresented and underserved communities? Do we know if these programs are meeting their needs? Do we know if there are barriers that are preventing them from accessing programs? Are we aware of gaps in programming?
 - What is working well from the actions that have been taken so far to improve equity and anti-racism?
 - What changes have you noticed in the community in terms of culture, such as inclusion, when people with underrepresented and underserved communities are valued and engaged? What actions should be considered in the plan to address or recognize these changes?
- **Some broader equity and anti-racism priority area examples** to consider including in your plan include:
 - Equity and Anti-Racism in Service Delivery
 - Anti-Racism Training and Education
 - Diverse Representation and Inclusion
 - Equitable Hiring and Promotion Practices
 - Language and Cultural Accessibility
 - Equity and Anti-Racism in Planning and Development
 - Community Engagement and Consultation
 - Equitable Access to Economic Opportunities

Example of an Action within an Equity and Anti-Racism Plan

[Recreation Nova Scotia's Anti-Racism Charter in Recreation](#) provides unifying guidelines for the recreation sector to address and combat systemic racism within the sector. Municipalities and villages can become signatories to this charter as a commitment to a more equitable and inclusive recreation system as a part of their equity, anti-racism and accessibility plan and identify specific actions to support this commitment (e.g. initiatives that introduce recreation programs to racialized communities, identify practical and financial barriers and plan to address these barriers).

- **Ensure that underrepresented and underserved communities that your municipality or village serves are engaged in the development and implementation of your plan.**
 - Before you begin planning engagement, develop an understanding of the demographics of the people you serve to inform your engagement approach and ensure underrepresented and underserved populations are included.
 - Appendix B provides a summary of Indigenous and African Nova Scotian communities in Nova Scotia. Where applicable, plan to involve these the community(-ies) in the development of your equity and anti-racism plan.
 - What community-based organizations and not-for-profits exist in your municipality or village that serve underrepresented or underserved communities? Can you partner with them on engagement or for advice and input into your equity, anti-racism and accessibility plan?
 - Before you engage community, identify the key questions you are looking for input on (you may use questions similar to the previous prompt). Since you have already assessed progress made through previous equity and anti-racism plans and efforts, you may have a draft framework and guiding principles ready for direct input.
 - When considering how to include underrepresented and underserved communities in your work, be mindful and reflective of your existing relationships or lack thereof with these communities. Consider previous initiatives undertaken with these communities and how these can positively or negatively impact efforts related to your equity and anti-racism plan.
 - For more information and guidance on community engagement, please review OEA's Public Engagement Guidebook available at (oeaengagement.ca)

An Example of Community Engagement

To further the (Halifax) Anti-Black Racism Framework, a phased approach for public engagement was undertaken to aid the development of the Anti-Black Racism Strategy and Action Plan. Collaboration with internal and external stakeholders to receive input, suggestions, and recommendations into the process was central to the development the strategy and plan.

-Halifax Regional Municipality Website

- **Invite feedback from your partners and community on a draft plan**, particularly underrepresented and underserved communities, including persons with disabilities and representatives from organizations representing underrepresented and underserved communities. For example, posting it online or holding an in-person meeting.
 - Consider contacting the Office of Equity and Anti-Racism (OEA@novascotia.ca) for feedback on your draft plan.
- **Revise and update** the plan based on feedback.
- **Publish your plan publicly in an accessible format.**
- **Email a link to your approved and published plan** to OEA@novascotia.ca. While government does not currently approve or endorse each organization's plan, compliance monitoring will be undertaken.

Appendix A – Example Equity and Anti-Racism Plan Template

- **Executive Summary and/or Opening Message**
 - Overview of the municipality/ village's commitment to equity and antiracism.
 - Key objectives.
 - Summary of key initiatives.
 - Can take the form of summary or a message from mayor of municipality, chair of a village, or other lead/sponsor.
- **Overview/How the plan was developed**
 - Purpose of the action plan.
 - Acknowledgement of underserved and underrepresented constituents/members you serve
 - Who did we hear from and work with to create this plan and who will be involved in implementing it?
 - How will we track progress and measure success.
- **Action Plan Commitments/Areas of Focus**
 - Group actions/commitments in thematic areas. Aim for at minimum 3-5 areas of focus for the next three years.
 - Identify specific, measurable, achievable, relevant, and time-bound (SMART) indicators associated with actions and commitments where possible.
 - Identify any key partners for commitments/areas of focus (e.g., community-based organizations, other municipalities).
- **Conclusion/Closing Section**
 - How will we commit to continuous improvement and revisiting the plan as needed?
 - Reaffirm commitments to equity, anti-racism and accessibility, including ongoing engagement with underserved and underrepresented communities.

Appendix B – Mi'kmaq and African Nova Scotian Communities in Nova Scotia

Mi'kmaq Communities

The Mi'kmaq are the Indigenous people of Mi'kma'ki. Mi'kma'ki encompasses what is known as present-day Nova Scotia, Prince Edward Island, Quebec (Gaspé Peninsula), New Brunswick (north of the St. John watershed), parts of Newfoundland and Labrador, and parts of Maine.

Mi'kmaq have been rooted in Mi'kma'ki for over 13,000 years according to the carbon dating of artifacts from the Mi'kmawey Debert site.

Seven Districts of Mi'kma'ki:

1. Unama'ki aq Ktaqmkuk
2. Epekwitk aq Piktuk
3. Eskikewa'kik
4. Sipekne'katik
5. Kespukwik
6. Sikniqt
7. Kespek



Thirteen First Nation communities in Mi'kma'ki:

- Acadia First Nation
- Annapolis Valley First Nation
- Bear River First Nation
- Eskasoni Mi'kmaw Nation
- Glooscap First Nation
- Membertou First Nation
- Millbrook First Nation
- Paq'tnek Mi'kmaw Nation
- Pictou Landing First Nation
- Potlotek First Nation (formerly Chapel Island)
- Sipekne'katik First Nation (formerly Indian Brook/Shubenacadie)
- Wagmatcook First Nation
- We'koqma'q First Nation

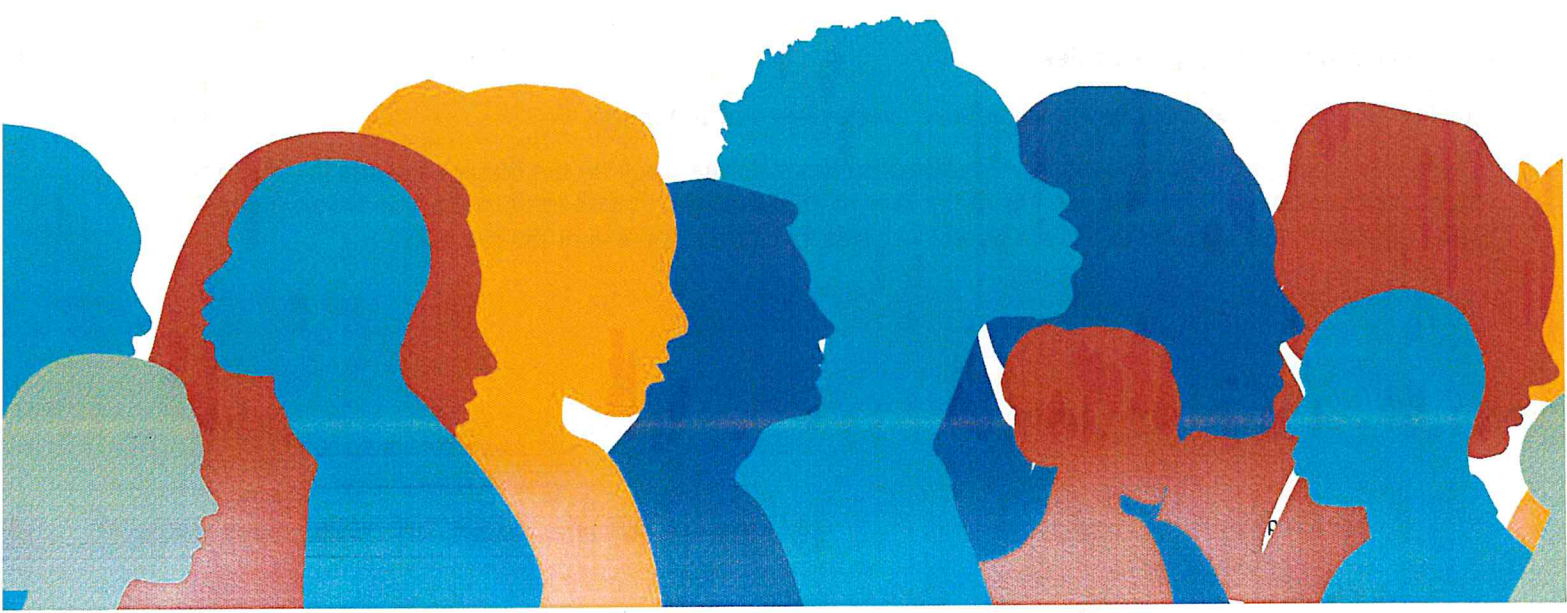
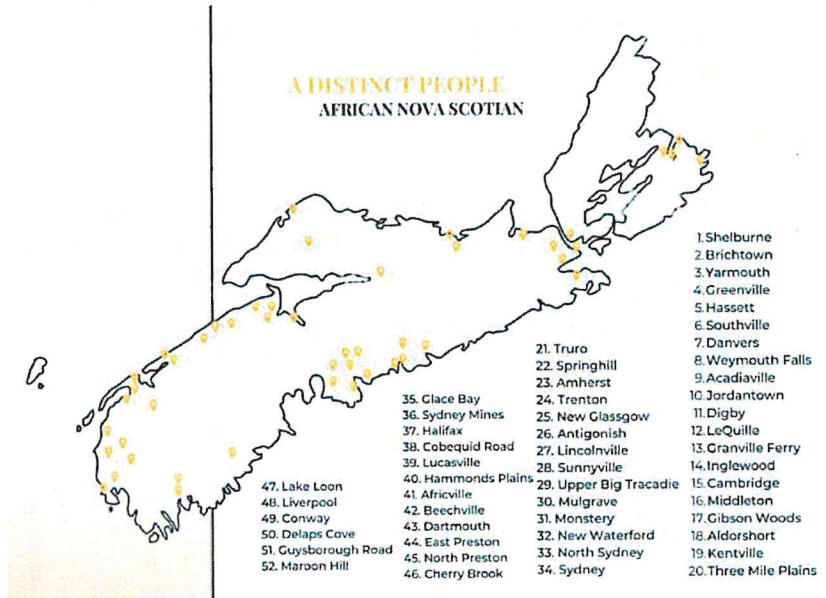


African Nova Scotian Communities

African Nova Scotians inhabited land in Nova Scotia over 400 years ago.

There were multiple known waves of migration into Nova Scotia, such as the Black Loyalists in 1783, the Jamaica Maroons in 1796, refugees from the War of 1812 between 1813-1814 and a Caribbean migration in 1904. In each migration, African Nova Scotians settled in different parts of the province.

The relationship between ANS settlers and Mi'kmaw communities started early. This relationship between communities was essential to the survival of ANS communities. Many settlers learned skills and knowledge of how to live off the land. This included using natural medicines, farming, fishing, and building/labour.



Equity and Anti-Racism Primer for Municipalities and Villages

Office of Equity and Anti-Racism

This resource is intended to provide prescribed municipalities and villages with definitions and concepts that are essential to meaningfully engage in the development of equity and anti-racism plans in accordance with the [Dismantling Racism and Hate Act](#). Municipalities and Villages will be the first public bodies prescribed under the *Dismantling Racism and Hate Act* requiring them to have plans in place by April 1, 2025. Recognizing municipalities and villages may have existing knowledge and awareness of the concepts, in-depth review of this resource may not be necessary for some.

This resource can be used for self-directed or group learning by municipalities and villages in tandem with other supports offered through the Office of Equity and Anti-Racism (OEA) and the Association of Municipal Administrators of Nova Scotia.

If you have any questions, please contact the Office of Equity and Anti-Racism – OEA@novascotia.ca.

1. Introduction to Foundational Concepts

Defining Hate and Racism

Hate means provocation, hostility or intolerance by means of threats, harassment, abuse, incitement or intimidation motivated by the actual or perceived race, religion, national origin, ethnicity, gender, gender identity, gender expression, disability or sexual orientation of any person.

Racism means the discrimination or antagonism by, or the prejudice of, an individual, community or institution against a person or people based on the person's or people's membership or perceived membership in a racial or ethnic group, and having the power to carry out that discrimination, antagonism or prejudice through institutional policies and practices that shape cultural beliefs and values of a society.

In order to understand racism, it is first important to understand that race is a social construct that artificially divides people into distinct groups based on characteristics such as physical appearance (particularly colour), ancestral heritage, cultural affiliation, and racial classification to suit the social and economic interests of the dominant group at that time. Race is a false construct that conflates skin color and ancestry with behavior, intelligence, and culture. Though race is a false construct, it has real consequences for all people.

Racism:

- is a belief that one group is better than another group because of race or skin colour;
- can be a conscious or unconscious attitude or value based on an assumption about characteristics of a particular group or religion;
- can be deeply rooted and displayed openly in racial jokes and slurs or hate crimes;
- can happen on an individual level, or on a systemic or institutional level;
- can result in profiling or stereotyping of individuals because they belong to a certain race;
- can occur when policies or practices that may seem neutral on their surface or are intended to be neutral but that may have discriminatory effects on individuals based on racial, ethnic, national or religious group identity; and
- can result from historical privilege of people who have power.

Anti-racism is defined as the work of actively opposing racism by advocating for changes in political, economic, and social life. This is achieved through the identification and elimination of racism by changing oppressive systems, structures, policies, practices, and attitudes so that historic, current, and future harm can be eliminated and so that power is redistributed and shared equitably.

Anti-racism:

- Identifies, isolates and challenges racism
- Challenges beliefs that foster racism
- Uses direct action at personal and institutional levels
- Creates and implements actions to fight racism for individuals and within an organization or workforce.

An antiracist organization is an organization that:

1. Has restructured all aspects of institutional life to ensure full participation of racialized people, including their worldview and culture; and the full participation of white people as allies in eliminating racism;
2. Has the ability to diagnose and address different types of racism within the organization in a manner that builds strength, community, and trust;
3. Implements structures, policies, and practices with inclusive decision-making and other forms of power-sharing throughout the institution;
4. Commits to the struggle to dismantle racism in the wider community; and
5. Builds clear lines of accountability to racially oppressed communities.

RESOURCES:

- [Evidence-informed practices for anti-racism in government: Embedding anti-racism in the workplace and policy](#)
- [Antiracism and Organizational Change Guide](#)
- [Race Equity and Inclusion Action Guide](#)

Equality, Equity and Inequity

Equality is one of the central principles of democracy and is based on the belief that all people should have the same opportunities to be successful and have a productive, enjoyable life. The idea of equality is key to the notion that everyone will be able to achieve based on their efforts and contributions to society instead of their status or position.

Equity recognizes that everyone doesn't begin in the same place in society. Some people face adverse conditions and circumstances making it more challenging with the same effort to achieve the same goals. Equity advocates for those who may have been historically disadvantaged, making it difficult for them to be successful. What is "fair" as it relates to equity isn't a question of what is the same but rather the point from which a person begins. Equity considers historical and other factors in determining what is fair.

Inequity, by contrast, refers to a state of unfairness or lack of justice in which biases are being perpetuated and individuals or groups are treated differently and unequally, often resulting in systematic and patterned disparities in opportunities, resources, rights, or outcomes. Inequity can stem from past and current decisions, systems of power and privilege, policies and the implementation of those policies made on social, economic, racial, or gender-based distinctions, and it can manifest in various areas of life, including education, healthcare, employment, and access to basic services.

Think of **equity** as: The intentional creation of opportunities for historically underserved and underrepresented populations to have equal access to resources. Equity enables proactive measures and reasonable accommodation necessary to identify structural, systemic and cultural barriers; discrimination, unfairness, and disadvantage; and ensure equitable pathways and opportunity structures for Indigenous peoples,

visible/racialized minorities, persons within the 2SLGBTQIA+ community, persons with disabilities, and, in some cases women, in all spheres of life.¹

Equity of all kinds acknowledges that inequalities exist, and our work should aim to eliminate them and seeks to balance disparities. In developing equity and anti-racism plans, Municipalities and Villages should seek to:

1. Call attention to and identify patterns of inequitable outcomes.
2. Take personal and institutional responsibility for the success of their constituents.
3. Critically reassess policies and practices.
4. Demonstrate race-consciousness.
5. Understand the social and historical context of exclusionary policies and practices.

Summary:

- Equality means everyone is treated the same exact way, regardless of differences. It means access and distribution of a set of resources evenly across individuals. When everyone gets the same opportunity, that is considered fair to those who come with an existing (and often unconscious) unfair advantage.
- Equity helps even the playing field so that everyone can thrive. Equity of all kinds acknowledges that inequalities exist, and our work should aim to eliminate them and seek to balance disparities.

Diversity

Diversity means having a variety of people from a range of different social, economic and ethnic backgrounds, gender identities, sexual orientations, life experiences, competencies and faiths represented on teams, in workplaces in general and particularly in processes like engagement. Representational diversity is an outcome of proactive measures to correct systemic disadvantage, and to create equitable opportunity structures and pathways for a critical mass of those who are historically underserved and underrepresented.

Diversity can be reflected in three different dimensions, all of which shape our identity, as outlined below.

- Demographic diversity (our gender, race, gender identity and/or expression, sexual orientation, and so on) is tied to our identities of origin — characteristics that classify us at birth and that we will carry around for the rest of our lives.
- Experiential diversity (our affinities, hobbies, and abilities); influences we might call identities of growth.
- Cognitive diversity (how we approach problems and think about things) makes us look for other minds to complement our thinking: what we might call identities of aspiration.

Inclusion

Inclusion encompasses norms, practices, and intentional actions to promote participation, engagement, empowerment, and a sense of belonging for members of historically underrepresented and underserved groups in all aspects of life. It is about celebrating, valuing, and amplifying perspectives, voices, styles, and identities that have been marginalized by promoting an institutional culture and practices to ensure all can experience a welcoming space of fairness, dignity, and human flourishing.

Think of **inclusion** as: the active, intentional, and ongoing engagement with diversity. Diversity is what we are, and inclusion is what we do.

Where diversity may focus on the quantitative representation, inclusion focuses on the qualitative experience of belonging. Diversity may exist with inequity, isolation, and marginality, but social inclusion focuses on culture and practices that deepen participation and engagement. Inclusion requires proactive measures to transform cultures and relations of power and privilege, resulting in the social exclusion of under-represented groups so that there are no impediments to full participation by members of equity-deserving groups.

¹ <https://www.ucalgary.ca/equity-diversity-inclusion/literacy-education/edi-glossary>

2. Social Identities, Underserved and Underrepresented Groups & Intersectionality

Social identity

A **social identity** is a category of differences that describes a set of common physical traits, characteristics, or attributes². It is influenced by social categories such as class, gender, ethnicity, sexual orientation, and by the social groups we belong to. A social group is a group of people who share a range of physical, cultural, or social characteristics within one of the social identity categories.

Below is a non-exhaustive list of examples of social identity categories:

- **Sexual identity and romantic orientation:** Asexual, gay, heterosexual, bisexual, gay, lesbian
- **Persons with Disabilities:** Invisible and/or visible disabilities.
- **Race:** Black, East Asian, Latin American, Middle Eastern, South Asian, White
- **Indigenous Identity:** Mi'kmaw, First Nations, Inuk/Inuit, Métis
- **Religious Identity:** Buddhist, Christian, Hindu, Jewish, Muslim, Sikh
- **Age:** Elders, adults, youth, children
- **Gender identity:** Woman, man, two-spirit, trans, gender diverse
- **Ethnicity:** African Nova Scotian, Hispanic, South Asian descent, European descent

Underrepresented and Underserved Communities in Nova Scotia

When we speak of underrepresented and underserved communities, we are referring to those groups who experience discrimination and exclusion because of unequal power relationships across economic, political, social, and cultural dimensions.

This includes systemic inequity and/or racism towards people based on one or more protected characteristics as identified in the *Human Rights Act*, which includes: age, race, colour, religion, creed, sex, sexual orientation, gender identity, gender expression, physical or mental disability, ethnicity, national or Indigenous origin, family status, marital status, source of income, and political belief, affiliation, or activity. Below are examples of underrepresented and underserved groups in Nova Scotia. Each of these groups has their own unique story, historical setting and history of discrimination and marginalization (this list is not exhaustive and may not include all groups):

- Mi'kmaw and Persons of Indigenous descent;
- African Nova Scotians and Persons of African descent;
- Persons of Colour;
- Newcomers (immigrants and refugees);
- 2SLGBTQIA+—2 Spirit, Lesbian, Gay, Bisexual/Biromantic, Transgender, Queer and/or Questioning, Intersex, Asexual/Aromantic and others whose identities are not reflected;
- Persons with disabilities (physical and mental);
- Persons who are neurodivergent; and
- In some contexts, women.

Intersectionality

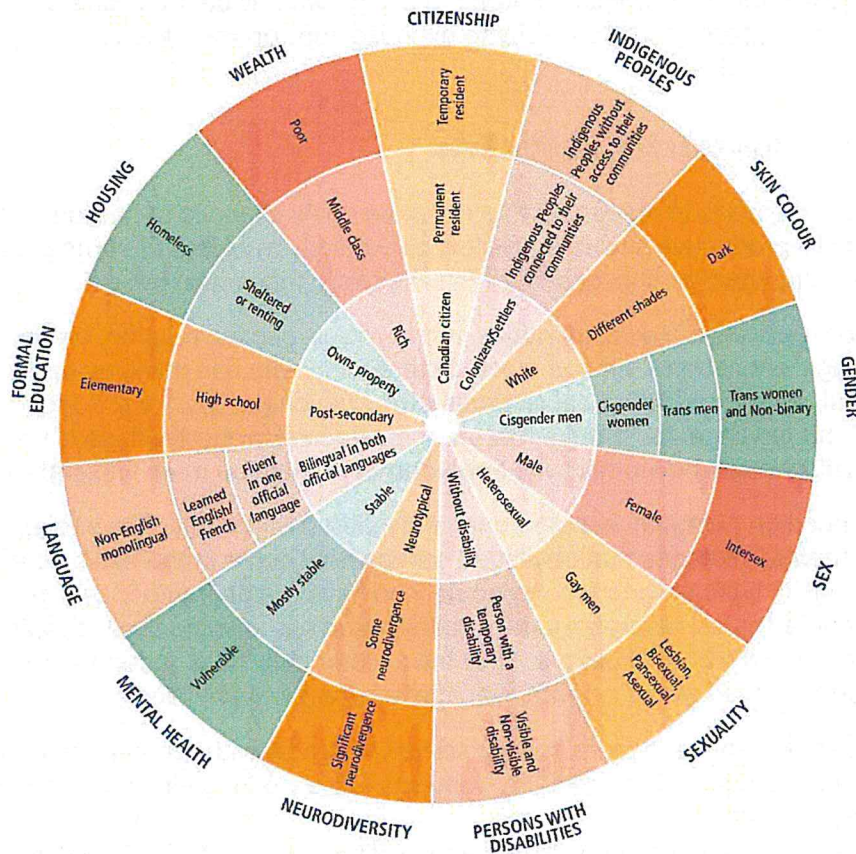
Intersectionality is defined as the complex, cumulative way in which the effects of multiple forms of discrimination (for example, racism, sexism, and classism) combine, overlap, or intersect, especially in the experiences of marginalized individuals or groups. The wheel of power and privilege can be used as a visual tool for promoting awareness and understanding of interconnected systems of privilege, oppression, and power dynamics within society. It provides examples within the Canadian context to illustrate how intersectionality of thirteen categories of social identity uphold power and privilege and shape our interactions

² <https://snohomishcountywa.gov/5686/Social-Justice-Terms>

and experiences. Mapping out these complex dynamics can help to recognize personal positions of privilege as well as understand how systemic inequalities impact different groups within society. This understanding is essential for:

- identifying and addressing barriers to participation;
- guiding efforts to ensure inclusive, meaningful, equitable and accessible programs and services for all members of the community;
- navigating conversations around inequities, ensuring diverse perspectives are heard and valued; and
- developing strategies to address power imbalances and create more equitable outcomes in projects, programs, policies, and decision-making processes.

WHEEL OF PRIVILEGE AND POWER
 (the closer you are to the centre, the more privilege you have)



Note: the categories within this wheel are only examples in the Canadian context, and we should not limit ourselves to them. Intersectionality is a broad concept, and this tool is only a beginning point.

Image adapted from Sylvia Duckworth (2020).

WATCH:

- [Intro to Intersectionality](#)
- [Kimberlé Crenshaw - On Intersectionality](#)
- [What is Intersectional Feminism?](#)
- [There is no hierarchy of oppressions - Audre Lorde](#)

3. Understanding Power and Privilege

Power and privilege are two related concepts that influence the dynamics of social injustice. Understanding how these concepts interact and overlap can assist individuals in creating practical ways to foster a more equitable society.

Power is the capability to influence the behaviour, thoughts, and decisions of others, oneself, and/or the course of events. It can be derived from the economy, government, or community. Economic power involves managing money and resources, while political power entails implementing changes in government decision-making processes. Social power involves using cultural values, beliefs, and norms to alter people's actions, thoughts, and emotions.³

Institutional Power is the ability or official authority to decide what is best for others. The ability to decide who will have access to resources. The capacity to exercise control over others.

WATCH:

- [How to understand power - Eric Liu - YouTube](#)

Privilege refers to unearned access to resources that enhance one's chances of getting what one needs in order to lead a comfortable, productive and safe life. It is only readily available to some people as a result of their advantaged social group membership and is often invisible to those who have it.

Privilege can be based on a variety of social identities such as race, gender, religion, socioeconomic status, ability status, sexuality, age, education level and more. Determining who has privilege or disadvantage is complex because cultural, social, and historical changes affect which groups are privileged and which groups are not. When talking about privilege, most folks feel uncomfortable. Having privilege is not inherently a bad thing, but it is how you utilize it and how others are impacted by it, that you must vigilantly attend to.

Privilege can be experienced on personal, interpersonal and institutional levels. The social, economic, political and psychological unearned advantages that privileged groups hold come at the expense of marginalized groups. In Canada, privilege is typically granted to people who have membership in one or more of these social identity groups: white people, males, heterosexuals, wealthy, middle or owning class people, Christians, English-speaking people, and able-bodied people. They have historically held dominance and power over underrepresented and underserved groups. Some everyday examples of privilege:

- An able-bodied person can make plans to visit somewhere new without concern for how the sidewalks are maintained or if the building has mobility supports like a working elevator or ramps. This is an example of able-body privilege.
- White and light-skinned people can easily find and purchase products like bandages, makeup and stockings labeled "nude" or "flesh" that match their skin tone. This is an example of white privilege.
- A person who can expect their work or school holiday schedule to reflect the religious holidays they celebrate has religious privilege.

Once someone acknowledges their privilege, they can move forward in leveraging that privilege to confront societal and institutional discrimination. Other ways a person can leverage their privilege are to have brave conversations with family and friends, advocate for folks without the same privileges, and utilize bystander intervention techniques to support someone you see being harassed because of their identity.

WATCH:

- [Does Privilege Make You Angry?](#)
- [Privilege is power, how you can use it to do some good!](#)

³ <https://joeydolls.com/easy-guide-social-justice-talking-about-power-privilege/>

- [What Is Privilege?](#)
- [How Privileged Are You?](#)
- [Unboxing Privilege](#)
- [Pedagogy of Privilege](#)

RESOURCES:

- [Explaining white privilege to a broke white person](#)
- [Unpacking the Invisible Knapsack](#)

4. Discrimination and Systems of Oppression

Discrimination is the act of denying equal treatment and opportunities to individuals and groups. It operates through policies or practices that exclude or limit an individual or groups from accessing services, employment, housing and enjoying all the benefits of society.

Oppression occurs when individuals are mistreated and excluded from society due to their identity. Oppression is the combination of prejudice and institutional power which creates a system that maintains advantage and disadvantage based on social group memberships. Oppression discriminates against some groups (often called “target groups”) and benefits other groups (often called “dominant groups”).

WATCH:

- [Oppression 101](#)
- [The 4 I's of Oppression: Ideological, Institutional, Interpersonal, and Internalized](#)

RESOURCES:

- [Institutionalized Oppression Definitions](#)
- [Oppression Matrix](#)
- [Download this fact sheet](#) on privilege and oppression in American society from Kalamazoo College
- [AORTA Continuum on Becoming a Transformative Anti-Oppression Organization](#)

Systems of Oppression

The term “**systems of oppression**” helps us better identify inequity by calling attention to the historical and organized patterns of mistreatment. Examples of these systems or “isms” are racism, sexism, heterosexism, ableism, classism, and ageism. These systems enable dominant groups to exert control over target groups by limiting their rights, freedom, and access to basic resources such as health care, education, employment, and housing. Society's institutions, such as government, education, and culture, can all contribute to or reinforce the oppression of marginalized social groups while elevating dominant social groups.⁴

Systems of oppression run through our language, shape the way we act and do things in our culture, and are built around what are understood to be “norms” in our societies. A norm signifies what is “normal,” acceptable, and desirable and is something that is valued and supported in a society. It is also given a position of dominance, privilege, and power over what is defined as non-dominant, abnormal, and therefore, invaluable or marginal.⁵

⁴ <https://nmaahc.si.edu/learn/talking-about-race/topics/social-identities-and-systems-oppression>

⁵ <https://simmons.libguides.com/anti-oppression>

RESOURCE:

- [Lens of Systemic Oppression](#) - The lens of systemic oppression is a lens intentionally employed to sharpen focus on the ways in which any given form of oppression (race, gender, class, language, sexual orientation, etc.) may be negatively impacting people's ability to make progress on the things they care about and/or preventing individual or collective action toward the achievement of a particular goal.⁶

5. Implicit Biases, Stereotypes and Microaggressions

Implicit biases, stereotypes and microaggressions are interrelated concepts. Implicit biases are developed through exposure to stereotypes and other forms of misinformation over time. These implicit biases can then lead well-intentioned people to commit microaggressions against racialized people, Indigenous people, and others with marginalized identities.

Implicit bias refers to unconscious, subtle, involuntary assumptions or judgments we make every day based on our prior experiences and culture. This happens "below the surface", deep in the subconscious, where there is no awareness or intention of bias. Implicit bias is also "activated" involuntarily, it is not something that can easily be turned on or turned off. Additionally, implicit bias can be positive or negative.

Examples of implicit bias

- We tend to see an individual as a representation of a particular group rather than as an individual.
- We tend to favor, prefer, and associate positive characteristics with members of the group to which we belong.
- We tend to associate negative characteristics with or disfavor members of groups to which we do not belong.

RESOURCES:

- [Understanding Prejudice: Implicit Association Test](#)
- [Teaching Tolerance: Test Yourself for Hidden Bias](#)
- [Act, Communicating, Implicit Bias \(racialequitytools.org\)](#)

WATCH:

- [Implicit Bias Defined](#)
- [Implicit Bias – Concepts Unwrapped](#)
- [Verna Myers: How to overcome our biases? Walk boldly toward them - YouTube](#)
- [Biases Decoded MTV](#)
- [Breaking Bias - Unlearning: Breaking Bias. Building Community. - YouTube](#)

Stereotypes refer to the widely held, oversimplified ideas we hold about a person or people based on their identities (real or perceived). Usually, stereotypes are based on assumptions, popular opinion, or misinformation, are generally negative, are sweeping and simple, and are often characterized by words such as "always" and "never."

WATCH:

- [When you picture Doctors Without Borders, what do you see?](#)
- [Why Do You Think Stereotypes Are True? | Decoded | MTV News - YouTube](#)

EXERCISE:

- [Deconstructing Stereotypes](#)

RESOURCE:

- [When & How to Avoid Stereotypes | LiteraryTerms.net](#)
- [Teaching About Stereotypes 2.0 | Learning for Justice](#)

Implicit biases and stereotypes can impact our relationships and interactions with each other in many ways. They can lead us to commit microaggressions.

Microaggressions are subtle verbal or nonverbal insults or denigrating messages communicated toward a marginalized person, often by someone who may be well-intentioned but unaware of the impact their words or actions have on the target.

Microaggressions are more than just insults, insensitive comments, or generalized jerky behavior. They're something very specific: the kinds of remarks, questions, or actions that are painful because they have to do with a person's membership in a group that's discriminated against and/or subject to stereotypes.

WATCH:

- [Microaggressions \(Clean\) - YouTube](#)
- [Understanding Microaggressions - YouTube](#)
- [If Microaggressions Happened to White People | Decoded | MTV News - YouTube](#)

RESOURCE:

- [What are Anti-Black Racism Microaggressions?](#)
- [The Micropedia of Microaggressions - the first encyclopedia of microaggressions.](#)
- [21 Racial Microaggressions You Hear On A Daily Basis \(buzzfeed.com\)](#)

EXERCISE:

- [What is the message? \(Versions A-E\)](#)

Confronting microaggressions may result in a defensive response, but it is important to actively combat inequitable and/or racist behaviour when you are able. One way to address these types of inequitable and/or racist comments is to ask for clarification on the comment and challenge the person to consider the impact of their words. For example, if someone were to say, "our colleague doesn't act Black/gay/like a woman," ask what they mean. By asking this question, it forces the person to examine what they're saying. This challenge may raise their awareness that they are reinforcing the idea of what 'acting Black/gay/like a woman' means based on generalization and harmful stereotypes.

Summary:

- Implicit biases are unconscious assumptions or judgements that reinforced or created by stereotypes and other influences.
- Stereotypes are widely held, oversimplified ideas we hold about a person or people based on their identities (real or perceived). Many stereotypes are rooted in prejudice.
- A prejudice is a belief or opinion. It refers to biased thinking. Prejudice is an opinion that is not based on reason or actual experience and usually negative feelings or attitudes toward members of a group; they often come from a place of suspicion, fear, or intolerance.

- Microaggressions are an expression of our prejudiced attitudes through words or actions, often unconsciously or unintentionally. They are closely tied to implicit biases.

6. Inclusive Language and Communication

Being committed to equity and anti-racism requires the use and adoption of inclusive language and communication. Language is not neutral - it is closely tied to the personality of the communicator and the culture and society in which it is used. Language is not always intended to exclude a person or a group, but it may unintentionally have that effect.

Inclusive Language - language that acknowledges diversity, conveys respect to all people, is sensitive to differences, and promotes equal opportunities.

A central tenet of inclusive language is for people to think about the impact their words and phrases have on others. Inclusive language avoids terms, phrases, or expressions that could be racist, sexist, or biased against any group of people. Inclusive language is more than just avoiding the use of a few antiquated or offensive terms and phrases. It is about embracing communication that acknowledges the power differentials and dynamics of our society and their deleterious effects. It is about showing appreciation for the diversity everyone brings to the table. And finally, it is about creating cultures where people can feel free to be their full authentic selves.⁷

Essential ideas relating to Inclusive Language:

- **Observe, confirm, and utilize the terminology that people use to describe themselves:** It is always good practice to observe how the individual refers to themselves, and to check with the person to see which terms they may personally prefer. Start by listening to how people talk about themselves.
- **“Person-First” approach:** This approach emphasizes the humanity in all of us by using terminology that puts the person before a particular aspect of their identity. For example, the person-first approach would use phrases such as “person with a physical disability” rather than “disabled person”, or “people who use drugs” instead of “drug users”. This person-first approach can be helpful for creating inclusive spaces for every person, and this approach can also complement the “identity-first” approach.
- **Language and terminology are always evolving:** Language and terminology constantly change to reflect the ever-evolving values and mindsets of our society. A phrase or term once used may now have a different meaning or may have added connotations when said, so that term may now be outdated and should no longer be used. Be attentive to changes in language used among identity communities.
- **We all must continue learning:** Mistakes can and will happen as we are always learning the best way to use inclusive language as we adapt strive to be inclusive.

WATCH:

- [How language shapes the way we think](#)
- [Why Gender Pronouns Matter](#)

RESOURCES:

- [Using Inclusive Language in the Workplace: An Introduction Written by Katharine Park, Advocacy Lead, Wellness Works Canada](#)
- [A Short Guide to Inclusive Language](#)
- [What is Inclusive Language in the Workplace? Examples, Steps, & Strategies](#)
- [Words Matter: Guidelines on using inclusive language in the workplace \(2018\)](#)

⁷ <https://www.apa.org/ed/precollege/psn/2022/09/inclusive-language>

Equity and Anti-Racism Self-Assessment Tool

Office of Equity and Anti-Racism

This tool was developed for municipalities and villages to meet requirements to develop equity and anti-racism plans under the *Dismantling Racism and Hate Act*, but it can be broadly used by any organization interested completing a self-assessment exercise. It can be used in a facilitated group setting or by individual self-assessment(s).

To meaningfully address systemic hate, inequity, and racism, organizations must engage in critical reflection and evaluation of current practices. By using this tool, your organization can identify strengths and reflect on aspects where the organization is excelling in equity and anti-racism efforts. It will also help identify areas of improvement where the organization can enhance its commitment to equity and anti-racism and begin the process of developing an action plan and monitoring the progress as the organization evolves and new equity and anti-racism goals are established.

This tool asks users to self-assess 12 different organizational characteristics in relation to equity and anti-racism using a spectrum. For each characteristic, select where you think your organization is in terms of progress, and respond to the questions that follow.

The final section of the tool is a precursor to the process of developing an action plan. It prompts users to review the completed self-assessment and identify high level areas that they see as priorities for action. This self-assessment is intended to be a dynamic tool for ongoing improvement. Organizations are encouraged to regularly revisit and update it to reflect the evolving nature of equity and anti-racism policies.

Examples of equity and anti-racism actions and commitments that have been undertaken by municipalities in other jurisdictions are appended to this resource to help generate ideas and discussion.

Please feel free to contact us if you have any questions or would like to discuss:

OEAAengagement@novascotia.ca



Section 1: Assessing Your Organizations Characteristics

For each characteristic, identify where you are on the spectrum of progress and answer the questions that follow.

Vision: clear articulation, commitment, and defined direction for growth to achieve equity, inclusion, and anti-racism across all aspects of its mission, values, and strategic objectives.

| Not yet started | Ready to start | Launched | Well on the way | Leading |
|---|---|---|--|---|
| The vision does not articulate a clear focus on achieving equity, inclusion, and anti-racism. | Recognizes the importance of equity, inclusion and anti-racism and it is addressing the next steps. | Understand the significance of equity, inclusion and anti-racism and is in the process of developing/changing its vision related to equity, inclusion, and anti-racism. | Developed an equity, inclusion, and anti-racism vision and is working to align policies and operations with this vision. | Integrated equity, inclusion and anti-racism in the vision statements which are actively being used to guide policies and operations. |

| | |
|---|---|
| If selected Not yet started, identify ways your organization can begin to make progress- What are the opportunities and barriers? | If selected Ready to start, Launched, Well on the way or Leading- list the evidence that supports how your organization fulfils this indicator? |
| | |

Leadership Commitment: The extent to which organization leadership demonstrates a commitment to equity and anti-racism principles.

| Not yet started | Ready to start | Launched | Well on the way | Leading |
|---|--|--|---|--|
| Leadership (management and staff) have not focused on issues related to equity and anti-racism. | Members of management and staff are beginning to have discussions related to equity and anti-racism. | Equity and anti-racism lens are leading the discussions within management and staff. | Management and staff are consistently integrating equity and anti-racism principles into decision-making. | Management and staff are using an equity and anti-racism lens when creating policies and programs. Management demonstrates accountability to communities and partners. |

| | |
|---|---|
| If selected Not yet started, identify ways your organization can begin to make progress- What are the opportunities and barriers? | If selected Ready to start, Launched, Well on the way or Leading- list the evidence that supports how your organization fulfils this indicator? |
| | |

Inclusive Policies: The presence of policies that actively promote inclusion, diversity, and anti-racism within the organization.

| Not yet started | Ready to start | Launched | Well on the way | Leading |
|--|--|---|--|--|
| Has limited or no policies related to inclusion, diversity, and anti-racism. | Is interested in developing and implementing inclusion, diversity, and anti-racism policies but may be unclear where to begin. | Has implemented inclusion, diversity, and anti-racism language in policies. | Has developed written policies explicitly addressing inclusion, diversity, and anti-racism. May be unclear how to operationalize it. | There are clear procedures and policies related to inclusion, diversity, and anti-racism. Has clear goals, strategies, and indicators of progress. |

| | |
|---|---|
| If selected Not yet started, identify ways your organization can begin to make progress- What are the opportunities and barriers? | If selected Ready to start, Launched, Well on the way or Leading- list the evidence that supports how your organization fulfils this indicator? |
| | |

Infrastructure: the presence of established systems, policies, and resources designed to support and sustain equitable practices, address systemic biases, and promote anti-racist initiatives within the organization's structure and operations.

| Not yet started | Ready to start | Launched | Well on the way | Leading |
|--|---|--|--|--|
| Does not have systems, policies and resources designed to support and sustain equitable practices. | Has some internal discussions but does not have the structures to guide the work. | Committee has been created to focus on implementing equitable practices, but it is not integrated into the work. | Has existing internal committees and has integrated equitable practises into the organizations work. | Using equitable practices to address systemic biases and uses an anti-racist lens in every aspect of the work. |

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| If selected Not yet started, identify ways your organization can begin to make progress What are the opportunities and barriers? | If selected Ready to start, Launched, Well on the way or Leading- list the evidence that supports how your organization fulfils this indicator? |
| | |

Training and Development: The provision of ongoing training and development opportunities focused on equity, diversity, and anti-racism education and awareness-building initiatives into organizational culture and practices.

| Not yet started | Ready to start | Launched | Well on the way | Leading |
|--|--|---|---|--|
| Has not done any training and development related to equity, diversity, and anti-racism education. | Had some internal decisions on accessing equity, diversity, and anti-racism education for the staff. | Some staff have participated in training and development related to equity, diversity, and anti-racism. | All management and staff have participated in training and development opportunities related to equity, diversity, and anti-racism education. | Engage in ongoing education to promote a culture of equity, diversity, and anti-racism. This knowledge is integrated into policies and programs. |

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| If selected Not yet started, identify ways your organization can begin to make progress What are the opportunities and barriers? | If selected Ready to start, Launched, Well on the way or Leading- list the evidence that supports how your organization fulfils this indicator? |
| | |

Data Collection, Analysis and Reporting: The organization's commitment to collecting, analyzing, and reporting data on diversity, equity, and anti-racism efforts.

| Not yet started | Ready to start | Launched | Well on the way | Leading |
|--|---|---|--|---|
| Does not collect, analyze, or report data on diversity, equity, and anti-racism efforts. | Does not collect, analyze, or report data on diversity, equity, and anti-racism efforts, but views this as a future goal. | Collects some data on diversity, equity, and anti-racism efforts, but not in a comprehensive way. | Collects, disaggregates, and analyzes the data but may not know what to do with the information. | Collects, analyzes (with those who the data is about), and reports the data. Based on the data, the organizations uses a diversity, equity, and anti-racism lens to create policies and programs. |

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| If selected Not yet started, identify ways your organization can begin to make progress What are the opportunities and barriers? | If selected Ready to start, Launched, Well on the way or Leading- list the evidence that supports how your organization fulfils this indicator? |
| | |

Community Engagement: The organizations effort in intentionally engaging with and supporting underrepresented and underserved communities in meaningful ways (underrepresented and underserved groups include Mi'kmaq and/or people of Indigenous descent, African Nova Scotians, people of African descent, people with disabilities, 2SLGBTQIA+ people, newcomers, and minority faith-based groups). This includes establishing meaningful partnerships with underrepresented and underserved community organizations to address systemic inequalities and foster collaboration.

| Not yet started | Ready to start | Launched | Well on the way | Leading |
|--|---|--|--|---|
| Does not have any strong partnerships with underrepresented and underserved communities. | Recognizes the importance of building partnerships with underrepresented and underserved communities but may be unclear where to begin. | Beginning to build partnerships but has not yet created accountable and meaningful partnerships. | Actively strengthening partnerships and trust with underrepresented and underserved communities. | Has established strong and accountable partnerships and trust with underrepresented and underserved communities to address systemic inequalities. |

| | |
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| If selected Not yet started, identify ways your organization can begin to make progress What are the opportunities and barriers? | If selected Ready to start, Launched, Well on the way or Leading- list the evidence that supports how your organization fulfils this indicator? |
| | |

Decisions: The organisation's decision-making processes are guided by equity and anti-racism principles and a commitment to transparency and accountability with mechanisms in place to address racial biases and promote equity.

| Not yet started | Ready to start | Launched | Well on the way | Leading |
|---|--|---|---|---|
| Equity and anti-racism are not a factor into decision-making processes. | Interested in implementing equity and anti-racism principles into decision making processes but may be unclear where to begin. | Decisions are occasionally influenced by equity and anti-racism principles. | Decisions regarding policies, programs and resource allocation are informed by equity and anti-racism principles. | Decisions regarding policies, programs and resource allocation are systematically guided by an equity and anti-racism lens. |

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| If selected Not yet started, identify ways your organization can begin to make progress What are the opportunities and barriers? | If selected Ready to start, Launched, Well on the way or Leading- list the evidence that supports how your organization fulfils this indicator? |
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Accountability Mechanisms: The presence of mechanisms to hold the organization accountable for progress in equity and anti-racism action planning. This includes regular assessment and evaluation of organizational practices, policies, and outcomes to identify areas for improvement and track progress towards equity and anti-racism goals.

| Not yet started | Ready to start | Launched | Well on the way | Leading |
|---|---|--|---|---|
| Equity and anti-racism metrics are not included in the evaluations of programs. | May recognize the value of including equity and anti-racism metrics in the evaluations of program to focus on accountability. | Preparing to include or is currently including equity and anti-racism metrics in a few programs. | Equity and anti-racism are included in evaluations, which reinforces accountability mechanisms. | All evaluation and accountability mechanisms include specific equity and anti-racism metrics which has strengthened the relationship with underrepresented and underserved community. |

| | |
|--|---|
| If selected Not yet started, identify ways your organization can begin to make progress What are the opportunities and barriers? | If selected Ready to start, Launched, Well on the way or Leading- list the evidence that supports how your organization fulfils this indicator? |
| | |



Accessibility and Inclusion: The extent to which the organization ensures physical and digital accessibility for all and actively includes diverse voices. This includes ensuring accessibility of resources, support services and opportunities for advancement for individuals from diverse backgrounds.

| Not yet started | Ready to start | Launched | Well on the way | Leading |
|--|--|---|---|--|
| No effort is made to create an inclusive and accessible environment for staff. | Values the idea of being an inclusive and accessible environment but does not know where to begin. | Has created resources, tools and support services but has not implemented in the workplace. | Has integrated accessible and inclusive practises, resources, tools and support services into the workplace and organizations work. | Empowering all individuals which includes diverse voices. Ensuring accessibility of resources, support systems and opportunities for advancement for individuals from diverse backgrounds. |

| | |
|--|---|
| If selected Not yet started, identify ways your organization can begin to make progress What are the opportunities and barriers? | If selected Ready to start, Launched, Well on the way or Leading- list the evidence that supports how your organization fulfils this indicator? |
| | |

Hiring Practices: The organisation's commitment to fair, unbiased and inclusive hiring practises that actively seek and prioritize diversity, equity, and inclusion.

| Not yet started | Ready to start | Launched | Well on the way | Leading |
|---|--|--|---|--|
| Does not have inclusive hiring practises or processes that actively seek diversity. | Recognizes the importance of implementing processes which can contribute to more equitable hiring practises. | Has created hiring processes by designating positions for specific individuals from diverse communities. | Has created processes which focuses on candidates' diversity, equity, and inclusion experience and expertise during the hiring and promotion practices. | Developed and implemented an inclusive hiring process that are intentionally designed to create equal job opportunities for all. |

| | |
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| If selected Not yet started, identify ways your organization can begin to make progress What are the opportunities and barriers? | If selected Ready to start, Launched, Well on the way or Leading- list the evidence that supports how your organization fulfils this indicator? |
| | |

Employee Resource Groups (ERGs): The existence and support of employee resource groups¹ focuses on promoting diversity, equity, and anti-racism.

| Not yet started | Ready to start | Launched | Well on the way | Leading |
|--|---|--|--|--|
| Have not taken any steps to establish or support ERGs focused on equity and anti-racism initiatives. | Recognizes the importance of ERGs in promoting equity and anti-racism efforts and is in the preliminary stages of planning and preparing for their establishment. | ERGs have been formally established within the organization. They may have a defined purpose, membership, and structure. However, activities and initiatives may still be in the early stages of development and implementation. | ERGs are actively engaged in organizing events, workshops, and initiatives aimed at promoting awareness, education, and dialogue within the organization. They have gained traction and are making visible contributions to the organization's equity and anti-racism efforts. | ERGs are recognized as influential drivers of change within the organization. They have established themselves as key stakeholders in decision-making processes, and their initiatives and advocacy efforts have significantly contributed to fostering a more inclusive and anti-racist organizational culture. |

| | |
|--|---|
| If selected Not yet started, identify ways your organization can begin to make progress What are the opportunities and barriers? | If selected Ready to start, Launched, Well on the way or Leading- list the evidence that supports how your organization fulfils this indicator? |
| | |

Identify any other organizational characteristics related to equity and anti-racism that is not mentioned in this tool, and your self-assessment in terms of progress.

¹ <https://www.greatplacetowork.com/resources/blog/what-are-employee-resource-groups-ergs>

Section 2: Beginning steps to creating an action plan.

Based on the overall assessment, identify three (or more – add cells as needed) areas to enhance your commitment to equity and anti-racism. It is recommended that you identify clear and focused areas for improvement that can be included or considered in the development of an equity and anti-racism action plan for your organization. **A list of examples of actions and initiatives other municipalities have committed to are provided in Appendix A to help you in identifying possible actions for your municipality or village.**

The Equity and Anti-Racism Plan Guidance for Municipalities and Villages provides more detailed guidance on developing your plan.

| |
|----|
| 1. |
| 2. |
| 3. |

Supplementary Resources and Reference Material

- [Understanding Meyer's Diversity, Equity and Inclusion Spectrum tool, Meyer Memorial Trust](#)
- [Organizational Assessment Tools and Resources, racialequitytools.org](#)
- [Diversity, Equity and Inclusion Assessment, Centre for Diversity and Inclusion](#)
- [Complete Comprehensive DEI Assessment.pdf, thecentermsu.org](#)

Appendix A – Examples of Municipal Equity and Anti-Racism Actions and Commitments

Equity in Service Delivery

- Toronto Community Housing Corporation (TCHC) has implemented equity-focused service delivery strategies to address the diverse needs of residents, including targeted supports for marginalized communities.
- Vancouver's Equity Framework guides city departments in providing equitable services to all residents. The framework ensures that city services are accessible and responsive to the needs of diverse communities, including marginalized groups such as Indigenous peoples and newcomers.
- The City of Edmonton's Diversity and Inclusion Framework and Implementation Plan provides employees with the tools and support they need to identify and address systemic barriers and build a diverse and inclusive workforce. It gives employers the means to integrate diversity and inclusion values and practices into existing corporate processes, and to enable progress to be measured.

Equity in Planning and Development

- Toronto's Planning Department incorporates equity considerations into land use planning processes, ensuring that development projects address the needs of all communities.
- Vancouver has implemented equity-focused policies in urban planning and development to address systemic inequalities. This includes prioritizing affordable housing developments in neighborhoods with diverse socioeconomic backgrounds and providing incentives for developers to incorporate affordable units in new developments. Vancouver also prioritizes accessibility in its urban planning and development projects, ensuring that new developments adhere to accessibility standards and guidelines.
- Montreal has established the Office of the Commissioner for Combating Racism and Systemic Discrimination to ensure that all units of the city act firmly and in a concerted manner to combat racism and discrimination. This includes integrating equity considerations into urban planning decisions to promote inclusive and equitable development across the city.
- Halifax has implemented equity-focused initiatives in planning and development to address historical injustices and promote inclusive growth for example Community Action Planning.

By-law and Policy Development and Review

- Halifax has established its Community and Race Relations Policy, which aims to ensure that municipal facilities will not be used by individuals and groups that may violate or promote the violation of rights.
- Vancouver's Social Planning Department requires that issues related to multiculturalism and diversity be an administrator's priorities in all aspects of work.
- The Town of Kenora and the Kenora Police Service partnered with Grand Council Treaty 3 to review policies, practices and procedures relating to justice, and to ensure they have a positive impact on First Nations people. One goal was to increase the number of Aboriginal employees working in the justice system.
- Saskatoon's Race Relations Committee reviews policies, practices and programs of the City to recommend amendments and/or new actions with respect to: personnel, law enforcement, leisure services, housing and community services, education and training, use of municipal facilities, and planning and zoning.
- The City of Toronto developed a Fair Wage Policy that requires organizations that do business with the city pay a "fair wage" and to adopt an anti-discrimination policy.

Community Engagement and Consultation

- The Sioux Lookout Anti-racism Committee delivered surveys on community attitudes to every postal box in the municipality. 90% of respondents reported race-related problems in the community.
- The City of Sudbury held focus groups among the Aboriginal, Francophone, multicultural and educational sectors. Participants identified service deficiencies that are perceived to be associated with institutional racism.

- The Town of Markham's Race Relations Committee gathers information and consults with the community to advise the municipal council on issues involving race, ethno-cultural equity and related issues. They also partner with institutions and voluntary organizations to promote mutual trust among the town's racial and ethno-cultural groups.
- The Town of Ajax's Diversity and Community Engagement Advisory Committee provides a forum for residents to discuss issues of diversity and how the Town can assist or respond to their concerns.
- The Town of Georgina's Equity and Diversity Advisory Committee posts meeting agendas and minutes online.
- Edmonton has Women's Advocacy Voice of Edmonton (WAVE) comprised of 15 community volunteers from diverse backgrounds and experiences who provide Edmonton City Council with advice on affairs relevant to municipal jurisdiction.

Language and Cultural Accessibility

- Vancouver's Cultural Communities Advisory Committee advises the city on enhancing access and inclusion for racialized communities. This includes recommendations for language accessibility in city services and programs, such as providing translated materials and interpretation services for residents with language barriers.
- Montreal's police department ensures language accessibility to inform citizens and employees about their rights and recourse mechanisms. This includes providing information in multiple languages and offering interpretation services for residents who require assistance in accessing city services.
- Ottawa offers multilingual services and resources for residents with language barriers. This includes providing translated materials, interpretation services, and multilingual staff at city facilities to assist residents in accessing municipal services and information.
- Halifax's Office of Diversity and Inclusion works to promote language and cultural accessibility in city programs and services. This includes offering translation services, multilingual resources, and cultural competency training for city staff to better serve diverse communities.

Accessibility of Public Spaces and Infrastructure

- The City of Toronto has implemented accessibility standards for public spaces and infrastructure, including accessible transit options and barrier-free building design.
- Ottawa has made efforts to improve accessibility in public spaces, including parks, community centers, and recreational facilities, by providing features such as accessible parking, ramps, and universal washrooms. The city also offers accessibility audits and consultations to businesses and organizations to help them improve accessibility in their facilities.
- Halifax has implemented accessibility initiatives in public spaces and infrastructure, including accessible playgrounds, trails, and waterfront areas, to ensure that people of all abilities can enjoy the city's amenities. The city also provides resources and support for businesses and organizations to improve accessibility in their facilities through programs such as the Barrier-Free Business Program.
- Calgary has taken steps to improve accessibility in public spaces and infrastructure, including parks, pathways, and recreational facilities, by installing features such as ramps, handrails, and accessible seating areas. The city also provides resources and support for accessibility improvements in private properties through programs such as the Barrier-Free Access Grant Program.

Promoting and Supporting Community Initiatives

- Williams Lake co-hosts "Challenge Day" with community organizations and schools, where students, teachers and volunteers tackle bullying, racism and violence. The program allows students time to be heard and an opportunity for people to accept each other and realize that everyone has their own issues and differences.
- Abbotsford Community Services in B.C. organizes the Fraser Valley Cultural Diversity Awards Ceremony, to recognize best practices of local community organizations and businesses that work to promote inclusion and the diversity of the community. It features guest speakers from organizations that promote diversity, as well as representatives from different levels of government.
- Hamilton recognizes leaders of faith, culture and other groups and partners with leaders from large institutions and organizations.
- The Municipality of Chatham-Kent provides information on its website to help employers integrate new immigrants into workplaces, including information on how to hire foreign trained professionals, human resource tools on diversity and other resources available in the voluntary sector.

- The Halifax Immigration Partnership (HIP) works in collaboration with a wide range of partners, from settlement services organizations to government, from service providers to grassroots organizations, from educational institutions to faith groups, from community leaders to newcomers themselves, as part of their commitment to progressive approaches to ensure that Halifax is an inclusive and welcoming community.

Responding to Incidents of Racism and Discrimination

- The Sioux Lookout Anti-Racism Committee provides trained community mediators to assist in achieving co-operative conflict resolution on issues such as discrimination, landlord/tenant and neighbour disputes and workplace relations. They also offer workshops for business and organizations.
- Municipalities in British Columbia, including Campbell River, Kamloops, Quesnel, Terrace and Cranbrook, have adapted the British Columbia Ministry of Community, Aboriginal and Women's Services Critical Incident Response Model for acts of racism, including hate crimes. A steering committee developed communitywide protocols in response to race-based incidents and created a racism preparedness manual to tell people how to effectively respond to racial incidents.
- Officials of the Town of Georgina visited local schools and other members of the community to encourage people to denounce the hate crimes that took place in their area.
- The Mayor of Thompson, Manitoba denounced hate materials that circulated in schools; the Mayor of Chilliwack spoke out against hate propaganda when it spread to that municipality. Similarly, Peterborough's Race Relations Committee held a press conference to denounce racist assaults against Asian Canadian anglers.

Data Collection, Monitoring, Reporting and Evaluation

- The City of Thunder Bay conducted a voluntary self-identification workforce survey of its staff to identify demographic details of its workforce and compare these with the general population.
- York Regional Police monitors the number of hate crime investigations conducted. They also record incidents of possible hate, even if they are determined not to be criminal.
- The City of Saskatoon monitors police statistics and releases reports of incidents of racism.
- The City of Thunder Bay monitors the effectiveness of policies (e.g. whether employment policies help to increase retention of minority employees). This information is used while reviewing policies for revision.
- The City of Calgary is developing and integrating a strategy promote a practice of race-based data collection, use and sharing for City programs and services. They will Collect disaggregated race-based data on hate activities in public spaces, incorporate data analysis in public safety service delivery, and create disaggregated race-based data framework/guideline for public safety service delivery.

Equitable Access to Economic Opportunities

- Vancouver's Economic Development Commission works to create an inclusive economy by supporting initiatives that provide equitable access to economic opportunities. This includes programs that promote entrepreneurship among marginalized groups, such as women, Indigenous peoples, and newcomers to Canada.
- Halifax's Economic Growth Plan includes strategies to promote equitable access to economic opportunities for all residents. This includes initiatives to support diverse businesses, such as procurement programs that prioritize contracts for minority-owned businesses and social enterprises.
- Calgary's Economic Development department works to create a more inclusive economy by supporting initiatives that provide equitable access to economic opportunities. This includes programs that promote workforce diversity and inclusion, such as job training and mentorship programs for underrepresented groups.

Anti-Racism Training, Awareness and Education

- The City of Saskatoon provides cross cultural and cultural sensitivity training throughout the Corporation, so that both management and other employees can work towards eliminating systemic barriers and creating a welcoming and supportive environment for employees of all cultural backgrounds.
- Halifax integrates anti-racism, intersectionality, and multi-cultural content into existing, ongoing, and future training sessions for staff and elected members.

- Black History Month, Asian Heritage Month, Pride and other heritages months are officially recognized and celebrated by many municipalities. Multicultural festivals also help support better understanding and appreciation for the variety of cultures in community that may contribute to addressing racism and discrimination.
- The North Bay & District Multicultural Centre hosts a radio show that discusses the city's immigration program. Current and past programs are also available on North Bay Radio's website.
- The City of Calgary's Diversity and Inclusion office has partnered with internal and community partners to develop Indigenous Awareness to all employees as the foundation for meaningful long-term relationships and ways of knowing, contributing to providing inclusive and equitable services guided by The City of Calgary's Indigenous Policy and Indigenous Policy Framework. The City also hosts an annual event for employees to share and learn called Experience Inclusion.

Diverse Representation and Inclusion

- Toronto's City Council has taken steps to increase diverse representation through initiatives such as the Toronto Youth Cabinet and the Women's Leadership Initiative. These programs aim to ensure that diverse voices are represented in decision-making processes and leadership positions within the city government.
- Vancouver's Racial and Ethno-Cultural Equity Advisory Committee (formerly known as the Cultural Communities Advisory Committee*) advises Council and staff on enhancing access and inclusion for racialized communities to fully participate in City services and civic life.
- Halifax established The African Descent Advisory Committee which advises Regional Council, through Executive Standing Committee, on the impact of municipal policies, programs, and services for People of African Descent. They also have The Accessibility Advisory Committee advises and assists Regional Council, through the Executive Standing Committee, on the impact of municipal policies, programs, and services on persons with disabilities. They also have the Women's Advisory Committee, to support the creation of a gender inclusive municipality and provide advice to Council on matters relevant to the municipal mandate and the Youth Advisory Committee advises and assists Regional Council, through the Executive Standing Committee, on how municipal policies, programs, and services affect youth, and challenge the areas where they can do better.

Equitable Hiring and Promotion Practices

- The City of Toronto has adopted blind recruitment practices and diversity hiring targets to promote equity in its workforce.
- The City of Saskatoon has an employment equity plan, monitored, and approved by the Saskatchewan Human Rights Commission.
- The City of Calgary has hired Equity, Diversity, and Inclusion Advisors for recruitment panels (e.g., General Managers, Green Line Board and other positions)



Dear Municipal Leaders,

Warden Penny Smith, Municipality of the District of Shelburne, would like to encourage all Municipal Leaders across the province to join her in advocating for your community's needs. Recently, she sent a letter addressing concerns directly to Minister Sean Fraser, Department of Housing, Infrastructure, and Communities, proposing an expansion of the qualifying expenditures for the Canada Community-Building Fund. You will find a copy of the letter attached.

By coming together and amplifying our voices, we can increase the impact of our advocacy efforts. Thank you for your attention to this matter, and our continued collaboration for the betterment of our communities.

Thanks,

Nicole Blades

Executive Assistant
Municipality of the District of Shelburne
414 Woodlawn Drive
PO Box 280
Shelburne, NS B0T 1W0
Office: (902) 875-3544 Ext. 227
Nicole.Blades@municipalityofshelburne.ca



Naturally Yours

136 Hammond Street, PO Box 280 Shelburne, NS BOT 1W0 Phone: (902) 875-3544 - Fax: (902) 875-1278

May 23, 2024

Department of Housing, Infrastructure and Communities
Ottawa, Ontario
Canada
K1A 0A6

Attention: Honourable Sean Fraser, Housing, Infrastructure and Communities

Email: sean.fraser@parl.gc.ca

Re: Expanding Qualifying Expenditures for the Canada Community-Building Fund (CCBF)

Dear Minister Fraser,

I am writing to you as Warden of the Municipality of the District of Shelburne, located in Southwest Nova Scotia. Like many others nationwide, our community has significantly benefited from the Canada Community-Building Fund (CCBF). This support has been instrumental in developing crucial infrastructure across various sectors.

Recognizing the CCBF's profound impact, we propose an expansion of the fund's qualifying expenditures to better address specific, pressing needs in our community: housing, municipal building improvements and the enhancement of port, wharf and waterfront facilities. These areas are crucial for the continued welfare and economic stability of our community.

Housing: Our region faces a critical housing shortage that threatens the stability and welfare of our residents. Funding housing projects through the CCBF would provide essential relief by increasing the availability of safe and affordable housing.

Municipal Buildings: Our municipal facilities, including administrative offices and public works buildings, require modernization to keep pace with our community's growth. CCBF support for these projects would greatly improve our service delivery and operational efficiency.

Port, Wharf and Waterfront Facilities: Developing our maritime and waterfront infrastructure would not only propel local economic growth but also expand recreation and tourism, sustaining our community's long-term prosperity.

In addition to these specific areas, we propose providing Municipal Councils the authority to determine their infrastructure priorities and allocate CCBF funds as they see fit. This flexibility would empower local governments to address the most immediate and critical needs of their communities, ensuring that the funds are used in ways that provide the greatest benefit.

We respectfully request that you consider both the proposed expansions of qualifying expenditures and the empowerment of Municipal Councils to direct these funds. These changes would enable a more dynamic, responsive approach to local infrastructure development, reflecting both immediate needs and strategic, long-term planning.

Thank you for considering this multifaceted proposal. We are keen to discuss these suggestions further and explore how they can be implemented to benefit communities across the nation.

Sincerely,

A handwritten signature in blue ink, appearing to read "Penny Smith". The signature is fluid and cursive, with a large initial "P" and "S".

Warden Penny Smith

c: Rick Perkins, MP – South Shore-St. Margarets



**Environment and Climate Change
Office of the Minister**

PO Box 442, Halifax, Nova Scotia, Canada B3J 2P8 • Telephone 902-424-3736 • novascotia.ca

File No: PNS-43280-B1M3P7

June 19, 2024

Mayor Amery Boyer
Town of Annapolis Royal
mayorboyer@annapolisroyal.com

Dear Mayor Amery Boyer:

I am writing in response to your May 27, 2024, letter regarding protecting land in the Goldsmith Lake and Beals Brook area. As Minister of Environment and Climate Change, the Premier has asked me to respond on his behalf.

As you may know, the Province released a new Collaborative Protected Areas Strategy in December 2023. It can be accessed at:
<https://novascotia.ca/nse/protectedareas/docs/collaborative-protected-areas-strategy-en.pdf>.

This strategy recognizes the need for shared responsibility and benefits as Nova Scotia works toward our goal of protecting at least 20% of the provincial land and water mass by 2030, as committed through the *Environmental Goals and Climate Change Reduction Act*.

Staff at Environment and Climate Change (ECC) and Natural Resources and Renewables (NRR) are working to implement actions in the strategy. As such, I have passed on your interest to conserve lands in the Goldsmith Lake and Beals Brook area to my protected areas staff.

These staff also continue to work on completing designations from the 2013 Parks and Protected Areas Plan. Designating the remaining sites from this Plan will increase the protection total in Nova Scotia to just over 14% of the province.

Amery Boyer, Mayor, Town of Annapolis Royal
Page – 2

We thank you for your continued interest and support in protecting land in Nova Scotia.

Sincerely,

A handwritten signature in blue ink, appearing to read "T. Halman".

Honourable Timothy Halman, MLA
Minister of Environment and Climate Change

c: Honourable Tim Houston, Premier of Nova Scotia
Honourable Tory Rushton, Minister of Natural Resources and Renewables
Laura Bright, Chair, SOOF
MLA Carman Kerr, info@carmankerr.ca
Kim Dunning, KDunning@annapolisroyal.com



REQUEST FOR DECISION

TOPIC: Deportation Monument Unveiling Reception

DATE: June 17, 2024

PROPOSED BY: CAO Millett Campbell

| | |
|--------------------------------------|--|
| TAB # & REFERENCES | |
| BACKGROUND | Staff from the National Society of Acadia (SNA) reached out to staff to see if the Town would like to sponsor a small reception for 50 people at the unveiling of the new Acadian deportation monument on July 28 th at Parks Canada. |
| PROPOSAL | Staff are suggesting a light snack of lemonade and cookies for 50 people to be catered by local establishment. |
| BENEFITS | Partnering with Parks Canada and the Society of Acadians on a special event. |
| DISADVANTAGES | None other than costs outside of the current budget. |
| COSTS & SOURCE OF FUNDING | Marketing budget 01-27627Z for \$300. This would be an additional budget expense. |
| CAO REVIEW/ COMMENTS | This is a great opportunity to collaborate with the National Society of Acadia an important event. |
| DRAFT MOTION/ RECOMMENDATION | ...to recommend to Council to support the cost of a small reception at the Acadian Deportation Monument unveiling to a maximum of \$300 from the marketing general budget. |

CAO'S INITIALS: smc

TARGET DECISION DATE: July 2024



MISSION AND MANDATE

In 1999, The Acadian Odyssey Commission was created and developed with the goal of permanently highlighting the Odyssey of the Acadian people in Canada, North-America and the world. Thus, it encourages and supports the construction of commemorative monuments.

In keeping with its mandate, The Acadian Odyssey Commission ensures:

- the international commemoration of the expulsion of the Acadian people and the Acadian Odyssey;
- awareness of Acadian history and culture, and;
- the promotion of Acadie.

Since 2009, The Acadian Odyssey Commission has added to its mandate, thanks to the expertise of its members, by accepting to process requests relating to Acadian heritage and any questions related to the recognition of key characters, important events and historical sites.



THE EXPULSION OF THE ACADIANS

After being granted a charter from Henri IV, King of France, Pierre Dugua, Sieur de Mons, began the establishment of Acadie in 1604. In less than 150 years, this colony of 15,000 inhabitants had flourished, first under the French regime, and after 1713, under English rule. In 1755, as the British authorities perceived the rise of the Acadian people as a threat to their security and settlement plan, they proceeded with a systematic expulsion of the Acadian population.

This is the beginning of the Expulsion of the Acadian people, which saw thousands of Acadians uprooted, dispersed and condemned to wander for more than half a century. Some ten thousand people were deported on vessels which transported them to the Anglo-American colonies, to England and to France. Others escaped the turmoil by taking refuge in the forest or fleeing to far away regions. The expulsion killed a third of the population through shipwreck, illness and famine. Some families decided to build new lives in their new countries, and others wandered through continents before settling elsewhere, especially in Québec and Louisiana. The majority of Acadians never set foot in the beloved homeland again. By the late 1760s, Acadie had fewer than 2000 survivors.

It is these survivors who rebuilt this fragmented community by establishing the foundation for a new Acadie. Today, Acadians are a unique, proud and dynamic people, with roots extending across the world.

| MONUMENTS | INAUGURATION |
|--|-----------------------|
| Dieppe, NB | 1 July 28, 2005 |
| Halifax, NS | 2 July 28, 2005 |
| Saint-Basile, NB | 3 July 28, 2006 |
| Miramichi, NB | 4 August 13, 2006 |
| Caraquet, NB | 5 July 28, 2007 |
| Miquelon, SPM, France | 6 October 23, 2007 |
| Port-la-Joye, PEI | 7 December 13, 2008 |
| Cap-Saint-Georges, NL | 8 October 31, 2010 |
| Saint-Grégoire-de-Bécancour, QC | 9 August 14, 2011 |
| Houma, Louisiane, USA | 10 October 11, 2011 |
| La Petite-Rochelle, Campbellton, NB | 11 August 15, 2012 |
| Saint-Jacques-de-Montcalm, QC | 12 August 11, 2013 |
| Baie-Sainte-Marie – Univ.Sainte-Anne, NS | 13 September 19, 2015 |
| L'Acadie de Saint-Jean-sur-Richelieu, QC | 14 September 11, 2016 |
| Pubnico-ouest, NS | 15 July 28, 2017 |
| Carleton-sur-mer, QC | 16 September 16, 2018 |
| Petit-de-Grat/Isle Madame | 17 September 27, 2022 |
| Loreauville, Louisiane | 18 April 27, 2023 |

www.snacadie.org