

Agenda
Committee of the Whole Meeting
In-Person & Virtual Meeting via Zoom
27 Pleasant Street, Chester

PLEASE NOTE – ID AND PASSCODE:

Zoom ID: 935 442 9176 Password: 301715

Wednesday, September 7, 2022, at 7:00 pm

	<u>Page:</u>
1. Call to Order	1
2. Public Forum	
3. Approval of Agenda/Additions to Agenda	
4. Clerk's Report	
5. Other Business	
a) Recruitment of a Clerk/Treasurer	2
b) Priorities for Village Communication	11
c) Upcoming MGA consultation	16
d) Strategic Priority Discussion	20
• Note that this discussion is not to establish new strategic priorities, but rather to discuss what information is available to be considered, and a process to be followed. A strategic planning session is proposed to be held at a future date.	
6. Adjournment	

Regular Meeting – September 14th, 2022 – 7:00 pm

Village of Chester

September 7, 2022 Committee of the Whole

Briefing Note

Issue:

The Village needs to recruit a permanent Clerk/Treasurer (C/T). A discussion is required about the recruitment process and a compensation package.

Background:

- The Nova Scotia Municipal Government Act 420(1) requires that the Village appoint a village clerk and treasurer who shall keep the books, records and accounts of the village and also serve as clerk at all meetings of electors.
- Section 417 also defines specific election roles for the appointed C/T
- The C/T is the most senior staff member of the Village and provides oversight to the operation, advice to commissioners, and in many cases serves as the point of contact with the Village for partners, contractors, funding agencies, other orders of government, the media, and citizens.
- The most recent permanent C/T left in April of 2022
- The current C/T was hired on an interim basis for 6 months. The appointment started in mid-May, and the individual is not interested in a permanent appointment
- The last recruitment by the Village of Chester was in 2018 and was implemented by the Interim C/T in place at the time. Only one application was received and that candidate was ultimately hired
- Discussion with other Villages that have undergone recent recruitment exercises has indicated a more positive response to advertising.
 - The Village of Greenwood recently had 20 applicants to their part-time position, which was advertised through the website Indeed. They are still in the interviewing stage
 - The Village of Port Williams undertook their own search using Career Beacon and their own social media platforms and had good response, the new C/T began work in September
 - The Village of New Minas recently (Spring 2022) hired a C/T and they used a professional recruiter, they interviewed one internal and 4 external candidates

- The Village of Kingston recently recruited for a full-time recreation director using Indeed and had good response, successfully filled the position
- The MoDC uses their own website, advertisements in the local paper and the Chronicle Herald, inDeed, LinkedIn, Facebook/Twitter, and in cases with particular challenges recruitment firms
- Canadian Association of Municipal Administrators, Association of Municipal Administrators of NS, and the Association of NS Villages all have distribution lists or job sites that the Village could use to advertise
- Establishing a benefit package is challenging for a position such as this due to a lack of comparable positions. Different Villages and Municipalities have different sizes, structures, and mix of responsibilities assigned to the C/T. See attached information.
- Defining hours of work is equally challenging.
 - A reduced work week (4 or even 3 days per week) may be an attractive part of a package for certain potential candidates, even if it was at a reduced salary rate
 - Reducing the work week will impact the timeline to complete priorities of the Commission as there are “core” activities of the position that require time to complete
 - e.g. meeting preparation, financial management, elections, property management, contract issues, insurance, operation of the pool, etc.
 - See the attached list of pending longer term activities, which could be impacted by strategic priority discussions of the Commission
- The C/T position deals with the full scope of Village activity, from governance, HR/personnel, public and citizen relations, partnership management, research, policy development, legal issues, grant applications, relationships with Municipal Affairs, election issues, and a full range of financial issues including Audit, bookkeeping, and insurance
 - This range of responsibility may be appealing to some candidates, and concerning to others
 - From the perspective of the Commission, there would be an interest in having a candidate with at least some experience/training in both parts of the organization – Financial and Management

- As the most senior position in the organization, there is no potential upward mobility in the role
 - This may be of concern to some applicants
 - Some applicants may find it appealing to hold a position which is relatively well defined in scope and authority over a predictable period of time
- The position also presents limited opportunity to receive mentoring and development from other members of the organization. There is excellent support from partners, Government Advisors, and professional consultants to the Village.

Recommendation:

The Village Commission discuss the recruitment of a Clerk/Treasurer and identify some key characteristics that will be sought in the new employee. Also that they consider a preferred approach for recruitment and compensation.

Recruitment poster 2018



The Village of Chester, located on Nova Scotia's beautiful South Shore, is inviting applications for the permanent, full-time position of Clerk Treasurer.

In accordance with the Municipal Government Act of Nova Scotia, and reporting to a Commission of five members, you will be responsible for the day-to-day management as directed by the policies, programs, contractual obligations, plans and objectives of the Village. This includes providing the leadership for the accounting and financial management, administrative support to the Commission, human resource management, asset management and communications.

You are likely to be successful in this position if you have the following qualifications:

- Undergraduate degree from a recognized educational institution or an equivalent amount of education and experience
- Strong knowledge of generally accepted accounting principles and payroll administration; diploma in accounting from a recognized educational institution considered an asset
- Strong knowledge of local government governance models, legislation and the Municipal Government Act, certificate in Local Government Administration from a recognized educational institution considered an asset
- Experience developing public sector policies, procedures and guidelines
- 3 years related experience
- Intermediate level of proficiency on Microsoft Office (Word, Excel, Outlook and Power-Point) and accounting software (Sage)
- Ability to successfully pass a formal background check
- Experience developing public sector policies, procedures and guidelines
- A valid NS driver's licence and access to a reliable vehicle considered an asset

Please send your resume and cover letter in one file to Darrell.Hiltz@villageofchesterns.ca no later than 8:00 am, Thursday, January 3, 2019.

Village of Chester
PO Box 620, Chester, NS B0J 1J0
902-275-4482 (T)
Darrell.Hiltz@villageofchesterns.ca

Village of Chester
Job Description
Clerk/Treasurer

Summary: Reporting to the Commissioners of the Village Commission through the chair, the Clerk/Treasurer is responsible for the day-to-day management of the Village of Chester in accordance with the policies, programs, contractual obligations, plans and objectives approved by the Village Commission and for the provision of administrative support and advice to the Village Commission.

Responsibilities

Clerk

- Prepare and distribute draft agenda and materials for village commission meetings; attend village commission and committee meetings; ensure the recording and circulation of the minutes
- Provide strategic policy advice to the Commissioners by monitoring and anticipating changing circumstances that affect any aspect of the organization; make recommendations to increase the effectiveness and efficiency of operations
- Provide administrative support to the Commissioners; conduct research, collate information and prepare reports
- Facilitate the implementation of the village commission's decisions in accordance with established policies and the law
- Maintain and update all information on all by-laws and policies passed by the commission; ensure they are in compliance with the municipal government act; ensure by-laws are enforced
- Represent the Village at external meetings as directed
- Responsible for the administration of village elections; act as the returning officer; supervise the counting of ballots; prepare statement of the poll; declare successful candidate/s as per the Municipal Government Act of Nova Scotia

Financial/Accounting

- Ensure general accounting activities are completed accurately and on a timely basis; prepare financial reports for regular meetings of the commission
- Provide support to the Commissioners in the planning of the annual budget; review expenditures to ensure funds are in keeping with the budget; monitor budget; provide regular financial reports
- Review tax roll accounts; develop projected tax revenue
- Review, approve and ensure payroll is processed bi-weekly, and remittances are accurate and submitted on a timely basis
- Ensure all accounts payable and receivable are addressed on a timely basis; responsible for daily cash management; prepare cheques for signature
- Prepare bank and account reconciliation; reconcile balance of general ledger accounts and subsidiary accounts on a monthly basis

- Provide assistance and support during the annual audit; distribute the audited statements as required
- Research/source goods and services, including office supplies and equipment; ensure orders are placed according to procurement policies and procedures; receive and store goods
- Research possible grants and other sources of funding for projects; complete grant application forms; submit claims to receive funds
- Develop, recommend and implement financial policies; implement financial procedures and controls; evaluate and fine-tune
- Monitor the village investments; prepare financial reports for regular meetings of the commissioner; ensure investment instructions are completed accurately and on a timely basis

Human Resource Management

- Hire, direct, supervise and terminate staff; conduct performance reviews with permanent employees; manage performance issues
- Review and adjust HR policies and procedures; ensures policies and procedures are adhered to

Asset Management

- Maintain the list of infrastructure projects; prepare tender documents and post; receive tenders and organize for the committee's review and selection; notify successful contractor; supervise work; administer the terms of the contract
- Ensure the regular maintenance of village assets is conducted; monitor risk; make recommendations regarding risk management
- Authorize the use of village assets and collect fees as required
- Review insurance policies; makes recommendations
- Ensure the timely processing of insurance claims

Communication

- Draft media communications
- Respond to requests for information from citizens, Commissioners and other stakeholders in person, on the phone or via email; maintain current information on other government programs
- Ensure the website is maintained and updated
- Provide an in-depth orientation for the new commissioners
- Attend other meetings as requested; report outcomes
- Ensure all publication requirements are met; ensure legal notices are prepared and placed as required

Other

- Act as the Freedom of Information and Protection of Privacy Act (FOIPOP) officer for the organization; ensure secure safe storage and efficient retrieval of documents/information/files so that stakeholders have access to all the information they

require on a timely basis, respecting the confidential and legislated aspect Perform other related duties as assigned

Technical Competencies:

- Undergraduate degree in business/public administration from a recognized educational institution or an equivalent amount of education and experience
- Strong knowledge of generally accepted accounting principles; a diploma or degree in accounting from a recognized educational institution considered an asset
- Strong knowledge of local government governance models, legislation, and the Nova Scotia Municipal Government Act; a Certificate in Local Government Administration from a recognized educational institution considered an asset
- Experience developing public sector policies, procedures, and guidelines
- 3 years' related experience in municipal government
- Experience working with or in a fire department considered an asset
- Excellent writing, grammar, and composition skills
- Intermediate level of proficiency in Microsoft Office (Word, Excel, Outlook and PowerPoint) and accounting software (Sage)
- Experience conducting research
- Ability to successfully pass a formal background check
- A valid NS driver's licence and access to a reliable vehicle considered an asset

Benefit Comparisons

- The NS Department of Municipal Affairs and Housing have advised that they have heard of Clerks/Treasurers receiving monthly stipends to annual salaries (wide range from around \$26,000 to \$80,000). Levels are dependent on time commitment which ranges from a few hours a month to 40 hours/week and the local Commission's expectations.
- Information available online and obtained through discussions with other Village staff indicate that the largest Villages (Bible Hill, New Minas, Kingston) would have C/T salary packages in the \$70,000 to \$105,000 range, which would be augmented with benefit packages
- Mid-size Villages (Port Williams, Lawrencetown), would have salary ranges of \$50,000 to \$85,000, but fairly widely varied services
- In a small Municipality (e.g. Shelburne) a Director level position would be in the \$65,000 to \$80,000 range. At MoDC Director 2/Senior Contributors would be in the \$65,000 to \$95,000 range
- At the time of their resignation, the previous C/T was being paid \$75,991.68 for a 4 day per week position, had 20 working days paid vacation (no accumulation or carry over), was eligible for cost shared medical/dental benefits, was provided with a 9% severance fund in lieu of pension, sick days at 18 per year (no accumulation or carry over), paid professional association fees, and professional development (subject to budget)

Clerk/Treasurer Pending projects (in no particular order)

Lido

- Develop accessibility plan for Lido pool
- Obtain bids to address concrete repairs and accessibility at Lido
- Research and apply for grants that allow for above to be cost shared by the Village
- Develop pool procedures manual
- Develop anti-abuse policy for pool
- Have benches at pool repaired to eliminate metal uprights being exposed
- Review arrangement with Chester District Swim program and implement contract

Washroom/Parade Square

- Continue consultations with MoDC regarding future upgrades to public areas shared by VoC and MoDC
- Have Bollards at Jib Lot clad

Fire Department

- Review and establish insurance policies for new structure
- Work with MoDC and Auditor to establish asset transfer
- Continue acquisition work for new tanker
- Support new Fire Services committee in development and role management

Policy

- Update Election by-law
- Update reimbursement/hospitality policy
- Develop grant policy
- Review all employees/contractors and develop approach for WCB coverage
- Review low income tax exemption policy
- Refresh contract arrangements for village services

Other

- Begin discussions on lease renewal at 27 Pleasant Street
- Hire infrastructure/maintenance replacement
- Develop maintenance plan for EHS Services building
- Set up external webcam feed at Lido pool
- Review available grants (beautification, innovation, etc.) from Province and develop applications
- Finalize repairs to street lights on Water Street
- Review technology in VoC boardroom to maximize citizen access

Village of Chester

September 7, 2022 Committee of the Whole

Briefing Note

Issue:

During the 2022 Election period a number of citizens and candidates commented that the Village could improve communication with residents.

Background:

- The Village has a website <https://villageofchesterns.ca/> that has been in place for a number of years
 - The Website is used for standing information (reports, studies, role of the Commission, maps, agendas, minutes, meeting videos, etc.) as well as current updates (primarily through the “Latest Notices” section of the page)
 - During the Election campaign the site included a “Candidates Corner” section to allow for postings by people running for office
 - The Website is administered primarily by the Village’s administrative assistant
 - Website services are purchased from the Association of Municipal Administrators of Nova Scotia (AMANS)
 - In the three months of June – Aug 2022 there were approximately 3,500 visitors to the site who stayed on average 1 minute and six seconds
 - The most popular pages are the home page and Lido Pool page (2,500+ users each)
 - The Visitor, Commission, Places to See, Activities, and Residents pages all had between 400 and 800 visitors
 - More than half of users are visiting the site from an iPhone
- The Village has a Facebook page
 - The Facebook page is used for more informal messages and pushing out time sensitive information (pool cancelations, job openings, meeting notices, etc.)
 - There is some overlap as meetings videos and notices about meeting minutes and agendas are posted on Facebook
 - The Facebook site is administered primarily by the Village’s administrative assistant
 - In the month of August 2022
 - 5,368 people saw material posted on the page (this may have been forwarded to them, or through an online association)
 - There were 896 “likes”, up 84 from the previous month
 - 311 people directly visited the page
 - 45% of visitors were from Chester, the rest distributed amongst Halifax, Hammonds plains, Hubbards, Bridgewater, Lunenburg, Winsor, etc.

- E-mail distribution list
 - The Village maintains an email distribution list that is used primarily for formal messages, meeting minutes, agendas, etc.
 - Less than 20 people are subscribed to this service

- Bulletin boards
 - There is a Bulletin Board at the Village Office on Pleasant Street
 - Names and terms of Commissioners
 - The meeting notices, agendas, pool hours, washroom hours, etc.
 - There is a large map of the Village
 - Bulletin Boards at the Post Office and grocery store
 - Meeting notices and agendas are posted monthly
 - Information related to the AGM and Election are posted as required

- Media advertisements
 - Used primarily to advertise Election and AGM notices (required by the MGA)
 - To date all ads have been placed in Lighthouse Progress Bulletin

- Annual meeting
 - The Village holds an Annual Public Meeting in May/June of each year as required by the MGA
 - Since the establishment of an Election by-law that sets voting at polls, attendance has been very low (10 or less people per year)

- Commission meetings
 - Meetings are held at the same time, day, and location each month to provide citizens a set time to attend if they wish
 - All commission meetings are open to the public (since May 2022 both in-person and virtual attendance is possible)
 - All meetings have a 15 minute period at the beginning of the meeting to allow for open citizen input

- Office Traffic
 - The office at 27 Pleasant Street is open Mon – Friday, 9:00am – 1:00pm (or later)
 - There is modest in-person traffic (usually no more than 5 people per day in the summer)
 - Much of the summer-time traffic is tourism related
 - Occasionally a citizen enquiry, but those are frequently related MoDC related issues (taxes, zoning, etc.)

- There is also modest telephone traffic
 - Much of the traffic is related to Village Services – Lido hours of operation, extra garbage pick up, etc.
 - Similar MoDC issues as the in-person stream
- Newsletter
 - In the past the Village has produced a newsletter on occasion
 - This has not been a regular item for a number of years
 - Distribution was through Canada Post, and went to 865 post office boxes in the Village, and residents of RR1 and RR2 Chester
 - Distribution cost is by bulk rate based on weight, but the most recent distribution was around \$200
 - See attachment for an example
 - There were a number of comments during the Election that for people who were less computer savvy, the Newsletters were a handy way to stay connected to the work of the Village, and that it came directly to an individual, they did not have to go looking for the information
- Other social media platforms
 - Not previously used by Village of Chester

Recommendation:

Review the existing Village communication channels, tools, and content and determine if there are revisions that the Commission is interested in making to current processes.



Village of Chester Newsletter – Christmas 2020

Commissioner Terms and Contacts

William Nauss, Chair	October 2020 – May 2023	Bill.Nauss@villageofchesterns.ca
Michael Heisler	June 2019 – May 2022	Michael.Heisler@villageofchesterns.ca
Martin Hiltz	June 2019 – May 2022	Martin.Hiltz@villageofchesterns.ca
Jo-Ann Grant	June 2018 – May 2021	Jo-Ann.Grant@villageofchesterns.ca
Nancy Hatch, Vice Chair	June 2018 – May 2021	Nancy.Hatch@villageofchesterns.ca

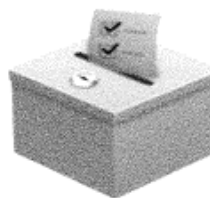


Elections

- Procedures and process governed by the Village of Chester Election By-law
- Village commissioner holds office for a term of three years
- Election of two commissioners every year with third year for one position
- Next election May 2021 – two positions
- Proposed By-law amendment for on-line and/or mail-in voting

2020 Election Results

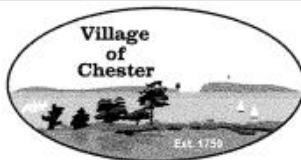
Brenda Mulrooney – 76 ballots
 William Nauss – 138 ballots
 Eligible Voters: 992
 Voter Turnout: 214 or 21.57%



Civic Address:
 27 Pleasant Street
 Chester, NS
 B0J 1J0

Mailing Address:
 PO Box 620
 Chester, NS
 B0J 1J0

Phone: 902-275-4482
 Fax: 902-275-2021
info@villageofchesterns.ca
www.villageofchesterns.ca



Village of Chester Newsletter – Christmas 2020



COVID-19

- Provincial State of Emergency Declared March 22, 2020 – Renewed Continuously
- Village Annual Public Meeting and Elections as per Minister Directive
- Regular village meeting attended by Public through Zoom connection
- Minutes and/or recording of meetings posted on website within 24 hours
- Village office is open as per mask requirement and physical distancing

Annual Public Meeting

- Conducted on October 7th, 2020 at Royal Canadian Legion, Chester
- Reports from Chair, Clerk/Treasurer, Auditor, Fire Chief, and Swim Program
- Elections follow the annual general meeting within one week as per By-law
- Special reports on Firehall construction, Firehall Knotweed, Fire Tandem Tanker replacement, seven new policies, Lido Pool repairs, and 2020/2021 budget.
- March 31, 2020 Audit identified a \$52,963.00 surplus, third consecutive year with no tax increase.
- CVFD reported 188 emergency dispatches in 1 year and 6 months
- Fire member milestones achieved by 9 members with 5 to 40 years service



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Village of Chester

September 7, 2022 Committee of the Whole

Briefing Note

Issue:

The Mandate letter of the Minister of Municipal Affairs and Housing includes a review and amending of the Municipal Government Act. The Village of Chester would like to begin discussions to prepare for any potential consultation by the Minister or Department.

Background:

- The Minister’s mandate letter directs them to “undertake a review of the Municipal Act, Municipal Charters including their size and scope, the concept of shared services and regional service authorities, with a goal of refining the delivery and governance model for all municipalities in the province”
 - It is anticipated that there will be a consultation on the MGA as part of the review
- There are a number of areas where the work of Villages could be improved through changes to the MGA, and initial discussions on some of these areas have been held amongst Villages within the Province.
- The following attachment outlines some areas that the Village of Chester might like to consider putting forward to the Minister/Department of Municipal Affairs and Housing for consideration.

Recommendation:

Discuss areas where the MGA may be constraining or impeding the ability of the Village to advance the interests of citizens.

Possible areas of improvement for the MGA

- 1) Provide for/clarify that a Village's Clerk and Treasurer may administer the oath of office of a Commissioner.
 - Relevant MGA section: 407 (2) Every village commissioner shall take and subscribe the oath of office prescribed by the Municipal Elections Act in the manner prescribed by that Act before entering upon the duties of village commissioner.
 - The Municipal Elections Act does not broadly apply to Village elections, however the above noted section of the MGA references the Municipal Elections Act (MEA) for purposes of a Commissioner oath of office.
 - The MEA 147 (2) says "The oath shall be administered by a judge, justice of the peace, the mayor or warden, or the clerk". Clerk is defined in the MEA as "the clerk of a municipality"

- 2) Provide that an acceptable minimum standard for public advertisement may be made by way of posting notice to the Village's website.
 - Relevant MGA section: 414 (2) The village commission may advertise the annual meeting in a newspaper circulating in the village at least fourteen days before the meeting, in lieu of, or in addition to, posting notices.
 - Where the MGA says that posting notice on the Village's publicly available website is an equal alternative. (i.e. The village commission may advertise (the subject) in a newspaper circulating in the village, or on a publicly available website at least fourteen days before...)

- 3) Where a Village has a by-law for election of village commissioners, provide means of conducting voting other than by way of paper ballots
 - Relevant MGA sections: 417 (1) Upon the completion of the voting, the village clerk in the presence of each of the two scrutineers shall open the ballot box and examine the ballot papers and proceed to count the votes and shall declare the person or persons having the greatest number of votes elected.
 - Where a village has enacted a by-law to conduct an election of village commissioners outside of the annual general meeting day, allow for means of voting other than by use of paper ballots. For example, the Municipal Elections Act section 146A allows a municipal council to authorize voters to vote by mail, electronically, or by another voting method. By allowing people to vote remotely, this could also address the issue of Proxy voting which is allowed, but required to be done a minimum of 8 days in advance of the polling date.

- 4) Where a Village has a by-law for election of village commissioners outside of the village's annual public meeting of electors, provide that such annual meeting be optional.
 - Relevant MGA section: 413 An annual public meeting of the electors of the village shall be held on or before the first day of July in each fiscal year.

- Where village commissioners have enacted an election by-law allow that the annual meeting may, at the discretion of village commissioners, be deferred
- 5) Expand the grant giving power of Villages
- Relevant MGA section: 423(1)A village may expend money required by the Village for (k) advertising the opportunities of the village for business, industrial and tourism purposes and encouraging tourist traffic, with power to make a grant to a nonprofit society for this purpose;
 - Villages are approached to participate directly in activities beyond just advertising that advance the Village interests in the areas of business, industrial, and tourism purposes
 - Villages are approached to provide support in other areas of community interest beyond those listed in the MGA (e.g. housing, health care, etc.)
 - Villages are approached by parties other than non-profits (e.g. businesses and individuals) interested in encouraging tourist traffic
 - Expanding the ability of Villages to support a broader range of community interests through grants would be more in keeping with the interests of citizens.
- 6) Provide expanded authority to dispose of capital assets
- Relevant MGA section:
 - 446 **With the consent of the Minister** a village may sell any real or personal property at market value when the property is no longer required for the use of the village, or may lease any real or personal property for market value, but the consent is not required if the property so leased or sold does not exceed twenty-five thousand dollars in value.
 - 446A (1) **With the consent of the Minister**, a village may sell or lease property at less than market value to a non-profit organization that the village commission considers to be carrying on an activity that is beneficial to the village.
 - Permitting a village greater authority to determine its own needs when it comes to disposing of assets is not materially different than the village's existing authority to expend monies and purchase the asset. Consider the example that a village can, on its own, decide to purchase a \$1.5M fire truck, but at the end of the 20+ year useful life of that fire truck, cannot self determine to dispose of the asset if it is worth greater than \$25K without the consent of the Minister.
- 7) Help enable the success of villages by providing villages more equitable access to funding mechanisms directly available only to other types of municipal bodies.
- Villages are not provided direct access to Gas Tax Funding (now Canada Community Building Funding) from the Province and often face difficulty with the existing mechanism of asking another elected body (a municipality) for some of their own allocation;

- Villages do not share in receipt of equalization grant funding to provide comparable services at comparable tax rates as do municipalities;

Villages face a more difficult time accessing Provincial grant funding programs, as the language used (such as “only a municipality can apply”) often excludes them from applying without consent of another elected body on the application – when the work itself doesn’t require such approval (simple examples are the Province’s beautification grant program and community works grant program, but also extends to more significant

Village of Chester
September 7, 2022 Committee of the Whole

Briefing Note

Issue:

There is an interest in beginning discussion on setting medium and long-term strategic goals for the Village of Chester Commission, starting with a review of available source material that might be considered by Commissioners.

Background:

The establishment of medium and long-term priorities aids citizens and Commissioners both in understanding the opportunities and directions that the Commission is advancing on behalf of the Village.

With the signing of a 20 year fire services agreement with the Municipality of the District of Chester in April of 2022, a significant step was taken to define that area of priority and how it will be advanced in the coming years. Further work will be undertaken through the implementation of the agreement and in partnership with MODC. Those issues are not included for discussion in this note.

There are a wide variety of information sources that may inform discussions of this nature. Examples of some of those information sources include;

1. The existing activities of the Commission. Is there an interest in maintaining, increasing, decreasing, or changing any of these activities?
 - See attached “List of Activities 2022”
2. Budget Considerations
 - See attached budget information on General Government
 - There are a variety of grants available through Federal, Provincial, and community organizations to support specific project ideas
 - There may be partners interested in working with, and contributing towards, projects that advance the interests of citizens broadly, or specific aspects of the Village
3. Authorities of the Commission

- See attached excerpt from Municipal Government Act
4. Human Resource capacity
- The Village currently employs 1 Clerk/Treasurer and 1 Part-time Administrative Assistant
 - i. Additional capacity can be gained from engaging consultants, short-term staff, or project management assistance
 - As noted under financial activities, there may be grants that include the ability to hire staff, or there may be partners that can contribute time and expertise towards projects
5. Community consultations and studies
- The 2019 Village of Chester Priority Planning exercise by EDM Planning Services Ltd.
 - i. This can be found on the Village Website under the “Studies and Reports” tab at <https://villageofchesterns.ca/963-edm-final-report-may2019-1/file.html>
 - The MoDC Chester Village Built Form and Character Study
 - i. <https://chester.ca/news/chester-village-built-form-and-character-study>
 - MoDC Village of Chester Secondary Planning Strategy and Land Use By-law Review, including consultations on Highway 3 Development Zoning
 - i. <https://www.voicesandchoices.ca/villagereview>
6. Direct input to Commissioners from Citizens of the Village

Recommendation:

That Commissioners begin to discuss and consider possible priority areas for future work in the Village. This is anticipated to be a longer term planning exercise that will not be resolved in one meeting.

- Operating the LIDO pool
 - The pool is open annually from late June until Labour Day in September
- Public washrooms at Parade Square
 - The upper floor of the Lido pool building houses male, female, and family washrooms
 - The washrooms are open every day between early May and the end of November
- Maintaining village properties
 - The Jib Lot, Lido pool gardens, EHS, and Fire Department properties are mowed, and flower beds manicured and maintained.
 - Litter clean up and emptying of garbage cans happens daily at the Lido pool area from June to October
 - Regular maintenance services (e.g. small repairs, heating system and generator services, etc.)
- Operating the Emergency Health Services building
 - This building is leased to EHS and requires normal building maintenance
- Providing street lighting in the Village
 - The Village pays the cost of street lights located within the boundaries of the Village
 - The decorative poles and lamps on Water Street have been placed and maintained by the Village
- Annual beautification efforts
 - The acquisition, hanging, maintaining, and removal of 75 flower baskets in locations through much of the Village
 - The acquisition, hanging, and removal of 75 wreaths in the fall and winter
 - The Village also owns two “Welcome to Chester” signs located at each end of the Village on the #3 Highway
- Crossing guards
 - On school days at Duke Street near the school area there is one crossing guard in the morning and one crossing guard in the afternoon who are paid by the Village
- Providing rodent control services in public areas
 - The village has a contract with an external pest management company to provide and service 35 bait stations at key locations in the Village
 - Bait stations are monitored monthly and relocated as required based on signs of use
- Green bin collection
 - For village residents regular compost bin collection services are augmented to be weekly from June 1 to September 30 each year

Village of Chester Budget 2022-2023

		Budget	Actuals	Budget
		21/22	21/22	22/23
Revenue by Source				
4100	Taxation	895,273.39	902,425.55	980,029.16
4110	Rental Income - EMC	20,993.00	21,255.70	21,256.68
4116	Rental Income - Eastlnk	2,156.00	2,479.40	2,479.40
4170	Transfer from reserve - Lido	45,000.00	45,000.00	
4201	HST Offset	4,000.00	2,991.71	3,000.00
4220	Extraordinary Revenue - Windjammer rent	0.00	2,000.00	0.00
4225	Transfer from Other Governments (Gov of Canada - Lifeguard)	2,719.00	2,719.00	1,870.40
4600	Fireboat	10,000.00	9,232.00	10,276.75
TOTAL		980,141.39	988,103.36	1,018,912.39

Village of Chester Budget 2022/2023

		Budget	Actuals	Budget
		21/22	21/22	22/23
Expenses				
General Government				
<u>Governance</u>				
5450	Annual Public Meeting	300.00	119.93	300.00
5477	Honorariums	5,200.00	5,047.83	9,360.00
	Property Tax Exemptions	2,026.55	1,996.49	2,000.00
5496	Election Expense	1,200.00	1,835.15	1,500.00
	Section Total	8,726.55	8,999.40	13,160.00
<u>Administration</u>				
5250	Office Rent	9,000.00	8,447.16	12,500.00
5435	Audit	5,000.00	3,910.72	5,000.00
5440	Employee Wages	58,300.00	55,673.58	80,000.00
5445	Office Supplies & Expenses	2,000.00	986.44	3,000.00
5447	Employment Insurance	1,150.00	1,227.35	1,541.00
5448	Canada Pension Plan	2,400.00	2,803.39	3,350.00
5455	Advertising/Promotion	2,000.00	1,137.56	2,000.00
5460	Memberships and Dues	1,500.00	1,017.64	1,500.00
5465	Travel and Training	500.00	1,181.24	1,000.00
5470	Bank Charges	300.00	295.37	350.00
5472	Consultants - Other	5,000.00	4,375.60	3,000.00
5475	Legal	3,000.00	4,478.74	6,000.00
5476	Medical Insurance	7,000.00	4,036.66	4,500.00
5478	Employee Benefits	3,500.00	3,622.32	0.00
5480	Office Phone and Internet	2,000.00	1,821.62	2,000.00
5481	IT Support and Website	6,000.00	6,809.59	6,000.00
5490	Insurance	13,000.00	14,094.17	14,500.00
5495	Office Equipment & Programs	2,000.00	2,519.07	3,000.00
	Section Total	123,650.00	118,438.22	149,241.00
<u>Lido Pool</u>				
5910	Maintenance and Operations	15,000.00	14,060.47	13,000.00
5915	Lido Repairs	5,000.00	0.00	5,000.00
5925	Insurance	3,500.00	4,322.09	5,000.00
5935	Life Guard Wages	20,000.00	20,923.25	21,000.00
5940	Supervisor/Security	0.00	1,298.36	1,300.00
5945	Taxes - Waste Collection	1,000.00	987.16	1,000.00
	Section total	44,500.00	41,591.33	46,300.00

Village of Chester Budget 2022-2023

		Budget	Actuals	Budget
		21/22	21/22	22/23
	<u>Beautification/Events</u>			
5565	Flower/Baskets	20,000.00	19,546.45	22,000.00
5570	Wreaths	4,200.00	4,493.88	4,500.00
5582	Celebrations	10,000.00	6,500.00	9,500.00
	Section Total	34,200.00	30,540.33	36,000.00
	<u>Operations</u>			
5575	Compost Collections	21,000.00	22,367.82	23,000.00
5585	Property Maintenance	3,500.00	3,352.06	3,500.00
5960	Washrooms	15,000.00	13,518.93	15,000.00
5224	Waste Removal	3,000.00	4,666.24	3,050.00
	Section Total	42,500.00	43,905.05	44,550.00
	<u>Jib Lot</u>			
5405	Jib Lot Maintenance	1,000.00	876.01	1,000.00
5410	Land Taxes - Waste Collection	500.00	488.18	500.00
5415	Water Lot Taxes - Waste Collection	110.00	107.49	110.00
	Section Total	1,610.00	1,471.68	1,610.00
	<u>Protection</u>			
5501	Street Lights	9,000.00	7,595.11	9,000.00
5526	Repair & Maintenance	1,000.00	0.00	1,000.00
5540	Crossing Guard - Wages	11,000.00	8,502.42	10,000.00
	Section Total	21,000.00	16,097.53	20,000.00
Subtotal # 1 - General Government		276,186.55	261,043.54	310,861.00

Village of Chester Budget 2022-2023

		Budget	Actuals	Budget
		21/22	21/22	22/23
	<u>Emergency Services (EMC)</u>			
5705	Maintenance & Repairs	3,500.00	6,508.88	4,000.00
5707	Site Remediation (Knotweed)	1,500.00	0.00	0.00
5710	EMC Insurance	1,000.00	833.26	1,200.00
5715	EMC Taxes - Waste and Property	4,500.00	4,236.54	4,500.00
Subtotal #2 - Emergency Services		10,500.00	11,578.68	9,700.00

Municipal Government Act (2022)
Power to expend money

423 (1) The village may expend money required by the village for

- (a) expenses of elections and plebiscites;
- (b) premiums on any insurance policy for damage to property, personal injury or liability, including liability of members of the village commission or employees of the village and volunteer members of the fire departments and emergency services providers and volunteers in village programs;
- (c) repayment of money borrowed by the village, the payment of interest on that money and payment of sinking funds;
- (d) providing an emergency response system;
- (e) snow and ice removal;
- (f) procuring and providing for the village, or any part of it, a suitable system of fire protection or emergency services and may, for the purpose, purchase or otherwise acquire and equip maintain and repair apparatus, machinery, implements and plan for use in extinguishing fires or providing emergency services;
- (g) equipping and maintaining fire departments or emergency services providers;
- (h) honoraria and training expenses for volunteer firefighters and emergency services volunteers;
- (i) providing school crossing guards;
- (j) recreational programs;
- (k) advertising the opportunities of the village for business, industrial and tourism purposes and encouraging tourist traffic, with power to make a grant to a nonprofit society for this purpose;
- (l) lighting any part of the village;
- (m) preventing or decreasing flooding;
- (n) collecting, removing, managing and disposing of solid waste;

- (o) salaries, remuneration and expenses of the village commissioners, officers and employees of the village;
- (p) the reasonable expenses incurred by the village commissioners for attendance at meetings and conferences, if the permission of the village commission is obtained prior to the meeting or conference or if the attendance is in accordance with a resolution of the village commission;
- (q) the contribution of the village to a pension or superannuation fund;
- (r) payment to the Board of an assessment on a public utility owned or operated by the village, as determined by the Board;
- (s) annual fees of municipal, village or professional associations;
- (t) public libraries;
- (u) lands and buildings required for any purpose of the village,
- (v) furnishing and equipping any village facility;
- (w) acquisition of equipment, materials, vehicles, machinery, apparatus, implements and plant for any village purpose;
- (x) placing the wiring and other parts of a system for the supply or distribution of electricity, gas, steam or other source of energy, or a telecommunications system, underground;
- (y) buildings for a medical centre to encourage medical doctors, dentists and other health professionals to locate in the village;
- (z) a fire alarm system;
- (aa) ponds, reservoirs, brooks, canals and other means of accumulating or directing the flow of water to be used in extinguishing fires;
- (ab) playgrounds, trails, bicycle paths, swimming pools, ice arenas and other recreational facilities;
- (ac) public grounds, squares, halls, museums, parks, tourist information centres and community centres;
- (ad) wastewater facilities and stormwater systems;
- (ae) water systems;

(af) solid-waste management facilities;

(ag) a system for providing electric light and power;

(ah) parking lots and parking structures;

(ai) wharves and public landings;

(aj) constructing, maintaining and repairing streets, sidewalks, curbs, gutters and other improvements to streets and highways, provided that no improvement shall be constructed without the permission of the owner of the street or highway;

(ak) doing all things necessary or incidental to the exercise of any of the powers and duties of the village.