



**COMMITTEE OF THE WHOLE
Town Hall – Council Chambers
Monday, November 17, 2014
7:00 pm**

AGENDA

1. Call to Order
2. Approval of the Agenda
3. Approval of the Minutes
4. Action Items
 - 4.1 Municipal Finance Corporation Presentation
 - a. RFD # 022-2014 – Documenting Accounting Policies and Procedures
 - b. RFD # 023-2014 – Audit Committee Terms of Reference
 - 4.2 RFD # 024-2014 – Committee of the Whole Policy
 - Notice to Amend Policy 3.3 – Committee of the Whole
 - 4.3 RFD # 025- 2014 – CAO Job Description
 - Notice to Amend Policy D.1.1.1 – Job Description - CAO
 - 4.4 Request for MPS/LUB Amendment – Jamie Peppard
 - 4.5 Report on UNSM Fall Conference
 - 4.6 Correspondence – Christmas Daddies
5. Information/Discussion Items
 - 5.1. Management Reports
 - 5.2. Accounting Activities Report – October 2014
6. Anything by Members
7. Adjournment



MFC Core Best Practices

Middleton Pilot Project

11.17.2014

Project Overview

- Adopting MFC best practices into Middleton policies
- MFC staff providing research and writing support
- Timeline
 - September 2014 to July 2015 (apx.)
- Agenda for today:
 - Documenting Accounting Policies and Procedures
 - Audit Committee Terms of Reference

MFC Core Best Practice

DOCUMENTATION OF ACCOUNTING POLICIES & PROCEDURES

‘Documentation’ Policy Objectives

- Enhances
 - Accountability
 - Consistency
- Useful training tool for staff
- Enhances the audit process
- Potential for cost savings
 - Ex: Reduce possibility of error or fraud

Overview of 'Documentation' Policy Components

- User-friendly format
- Ensure policies and procedures readily available
- Clearly stated purpose and employee responsibilities
- Senior management support
- Periodic reviews and updates

Current State in Middleton

- *Purchasing Procedure – Future MFC Best Practice*
- Tangible Capital Assets
- Travel and Expense
- Payment of Invoices
- *Comprehensive Debt – Future MFC Best Practice*
- Reserve for Uncollectible Rates and Taxes
- Tax Collection Procedure
- Tax Sales Procedure

MFC Core Best Practice

AUDIT COMMITTEE TERMS OF REFERENCE

Objective of Audit Committees

- *MGA (S. 44)* requires municipalities have audit committee
- Provide advice to Council on audit and finance
- Current status in Middleton:
 - Committee of the Whole (COW) serves role
- MFC Best Practice recommends additional features
 - Enhances independence, reliability, and credibility

Research Sources

- MFC Core Best Practice
 - *Municipal Government Act (S. 44)*
 - Financial Reporting and Accounting Manual (FRAM)
- Other NS municipalities
 - *Towns* – Amherst, Antigonish, New Glasgow, Windsor, Wolfville, Yarmouth
 - *Rural* – Colchester
 - *Regional* – Halifax Regional Municipality

Recommended Composition

- 5-7 members
 - At least two not elected or employed by town
- Members must have or acquire expertise in:
 - Accounting
 - Auditing
 - Financial reporting
 - And/or finance
- Council selects members; members elect Chair
- Members serve without pay
- Staff provides support but non-voting
 - Liaise through CAO or designate

Duties & Responsibilities

FINANCIAL REPORTING

- Review audited financial statements in depth with management and the external auditor
 - If satisfied, recommend approval by Council
- Review any potential changes in accounting principles and practices

Duties & Responsibilities *continued*

AUDIT

- Procurement of external auditors
- Review timelines and materiality
- Review internal control systems and management letter
- Resolve audit findings
- Set overall corporate tone

Duties & Responsibilities *continued*

INTERNAL CONTROLS

- Review questionable activities and safeguards against them
- Review level of staffing and make recommendations if required
- Assess reasonableness of Council and CAO expenses

General administration

- Orientation/education
- Access to staff, auditor and any relevant info
- Recommendations & meetings public
- Minutes
- Committee convenes whenever circumstances demand
 - Calendar normally coincides with audit but no limit on meetings
- Report to Council annually

Presentation Summary

Middleton has strong foundation in place

If recommendations implemented, main implications would be:

Documenting Accounting Policies and Procedures

- Establishment of periodic review process (time period TBD)
- Conduct review
- Make policies publically accessible (ex: website)

Audit Committee

- Move function from COW to standing committee
- Add at least two members of public with financial expertise

Contact

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Appendix

MGA Section 44

- (1) The council shall annually appoint an audit committee.
 - (2) The responsibilities of the audit committee include
 - (a) a detailed review of the financial statements of the municipality with the auditor;
 - (b) an evaluation of internal control systems and any management letter with the auditor;
 - (c) a review of the conduct and adequacy of the audit;
 - (d) such matters arising out of the audit as may appear to the audit committee to require investigation;
 - (e) such other matters as may be determined by the council to be the duties of an audit committee;
 - (f) any other matters as may be determined by the council.
- 1998, c. 18, s. 44.



REQUEST FOR DECISION
Documenting Accounting Policies and Procedures
#022-2014

Date: 12 November 2014	Subject: Documenting Accounting Policies and Procedures
Proposal Attached: Yes	Submitted by: Rachel Turner, Chief Administrative Officer

Proposal:	That Council approve the Documenting Accounting Policies and Procedures Policy.
Background:	This is the first of seven financial management best practices that are being proposed through the Municipal Finance Corporation in the pilot project with the Town of Middleton. It is a common sense approach to document and regularly review the policies and procedures that the Town has or will have in place as it relates to accounting policies and procedures.
Benefits:	By having this policy in place, it will provide the foundation for consistency, accountability and transparency as it relates to our processes, both internally and externally for the public.
Disadvantages:	None foreseen.
Options:	
Required Resources:	Staff time to ensure proper documentation of policies and procedures, as well as timely/regular review of these documents.
Source of Funding:	General Operating Budget as approved annually.
Sustainability Implications: (Environmental, Social, Economic and Cultural)	
Staff Comments/ Recommendations:	
CAO's Review/ Comments:	

CAO Initials: RLT

Target Decision Date: 1 December 2014

Documentation of Accounting Policies & Procedures

Effective Date:

Approval by Council Resolution:

Objective

The Town of Middleton is committed to documenting its accounting policies and procedures. A well-designed and properly maintained system of documenting accounting policies and procedures enhances accountability, consistency, and communication. The resulting documentation can also serve as a useful training tool for staff as well as enhance the audit process.

Principles

1. The Town of Middleton will document all accounting policies and procedures in an organized, user-friendly format that is readily available to employees and the public;
2. All accounting policies and procedures will be periodically reviewed and updated if necessary; and
3. The CAO will be responsible for overseeing the approval and review process.

Application

1. This policy applies to all accounting-related policies and procedures of the Town of Middleton. Currently, these are:
 - Purchasing Procedure
 - Tangible Capital Assets
 - Travel & Expense
 - Payment of Invoices
 - Comprehensive Debt
 - Reserve for Uncollectible Rates and Taxes
 - Tax Collection Procedure
 - Tax Sales Procedure

This list may be updated or changed in the future subject to the Town's policy approval and review process.

2. As a measure of internal control, accounting procedures will indicate which employees are to perform which procedures, especially who has the authority to authorize transactions and the responsibility for the safekeeping of assets and records.
3. Procedures will be described as they are actually intended to be performed rather than in an idealized form.
4. The policies and procedures should include:
 - a) A clearly stated purpose which explains both the design and purpose of control-related procedures;
 - b) Clearly stated responsibilities for employees; and
 - c) An accounting policy approval procedure that will be established and communicated throughout the organization.
5. The Chief Administrative Officer of the Town of Middleton is responsible for ensuring compliance with this policy.



REQUEST FOR DECISION
Audit Committee Terms of Reference
#023-2014

Date: 12 November 2014	Subject: Audit Committee Terms of Reference
Proposal Attached: Yes	Submitted by: Rachel Turner, Chief Administrative Officer

Proposal:	That Council approve the Audit Committee Terms of Reference.
Background:	<p>Continuing the work to implement the seven financial management best practices that are being proposed through the Municipal Finance Corporation, the Audit Committee Terms of Reference is the next document to be considered. The presentation by the Municipal Finance Corporation staff will discuss the benefits of the structure that is being proposed, primarily to include representatives from Council as well as the public.</p> <p>The Town's current municipal auditor has also been consulted on this document and several of Mr. Duffett's comments have been incorporated into the draft document.</p>
Benefits:	This is a departure from what the Town currently has in place and what many municipal units have done in the past. However, with the added complexity of municipal processes, and the increased need to be diligent and transparent, the proposed Terms of Reference for the Audit Committee appropriately addresses these needs.
Disadvantages:	None foreseen.
Options:	
Required Resources:	
Source of Funding:	
Sustainability Implications: (Environmental, Social, Economic and Cultural)	
Staff Comments/ Recommendations:	

CAO's Review/ Comments:	
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CAO Initials: RLT

Target Decision Date: 1 December 2014

Audit Committee Terms of Reference

Effective Date:

Approval by Council Resolution:

Objective

The purpose of the Audit Committee is to provide advice to Council on matters relating to audit and finance of the municipality. The Committee fulfills the legislative requirements as outlined in Section 44 of the *Municipal Government Act (MGA)*.

The Committee increases both the reliability and credibility of financial reporting, enhances the independence of external auditors, and influences the overall corporate “tone” for quality financial reporting, risk controls, and ethical behaviour.

Composition

The Committee will consist of between five and seven members, at least two of whom are **town residents** not elected or employed by the Town.

Committee members shall possess or acquire accounting, auditing, financial reporting and/or finance expertise. **In instances in which qualified town residents cannot be found, other qualified applicants will be considered.**

Staff will provide support to the Committee, but will not be voting members. Staff should liaise through the Chief Administrative Officer and/or designate. There may be an occasional need for the auditor to meet with the Committee without staff present. This can be initiated by either party.

Council shall annually appoint the Committee. The Committee will elect a chairperson.

All Committee members will serve without pay.

Duties and Responsibilities

The following list represents the duties and responsibilities of the Audit Committee. However, the Committee may be assigned such other matters as determined by Council to be the duties of the Audit Committee.

Financial Statements

- Review audited financial statements in depth with management and the external auditor. If satisfied they fairly present the financial position and results of operations, recommend approval by Council.
- Review any potential changes in accounting principles and practices.

Audit

- Procure the audit in accordance with the requirements on procurement.
 - The scope of the audit should include fair basic financial statements, individual funds, and component units. The audit contract should stipulate that the auditor conforms to generally accepted auditing standards found in the CPA Handbook. Enter into multiyear agreements with independent auditors (at least five years). Undergo a full competitive process in selecting the independent auditor. The auditor's ability to perform a quality audit should be the principal decision-making factor.
 - Recommend to Council the change of the municipal auditor if management questions the competence of the incumbent and the committee confirms the view. The recommendation to appoint a new auditor would follow an adequate inquiry into the auditor's competence and reputation.
- At an initial meeting, the Committee should discuss the roles and responsibilities of the auditor and the Committee, as well as the auditing procedure to avoid misunderstandings at a later date. Committee members should be educated regarding their role and responsibilities.
- Review the auditors' risk assessments and overall audit plans.
- Discuss the extent, timing and completion of the audit including the level of materiality to be used.
- Review estimated and final audit fee.
- Promote cooperation between management and the auditor. Review the problems and restrictions encountered by the auditor and degree of cooperation received.
- Discuss whether a letter of engagement and/or a letter of representation exist as part of the audit file.
- Oversee the resolution of audit findings.
- Assess the auditors' performance.

System of Internal Control

- Discuss with the auditor the internal control systems and any recommendations for improvements; obtain and review a management letter; obtain management response to the recommendations from prior years.
- Monitor processes for management's identification and control of key corporate financial and regulatory risk.
- Inquire into any activities or transactions that may be illegal, questionable or unethical, and into the municipality's control procedures that ensure such activities are being guarded against.

- Monitor compliance with the corporate code of conduct and regulatory requirements
- Review the overall reasonableness of CAO and Council member expenses
- Review adequacy of staffing in relation to both number and competence for accounting and financial responsibilities.

General administration

Audit Committee meetings are open to the public and suggestions and recommendations of the Committee are made available to the public.

The Committee has unrestricted and complete authority to delve into any affair of the municipality. It has full access to staff reports and full access to management and the auditor.

The Committee must maintain minutes of meetings and annually report to Council on how the committee has performed its duties and met its responsibilities.

Audit Committee meetings will coincide with the stages of the audit:

- The first meeting should be before the commencement of the audit. The Committee will review the program and the estimated fee.
- The second meeting should take place after the completion of the audit. The Committee will review the annual finance report and management or internal control letter.

However, there will be no limit to the number of meetings; the Committee shall convene whenever circumstances demand.

The Committee reports to Council.



REQUEST FOR DECISION
Committee of the Whole Policy
#024-2014

Date: 12 November 2014	Subject: Committee of the Whole Policy
Proposal Attached: Yes	Submitted by: Rachel Turner, Chief Administrative Officer

Proposal:	That Council amend the Committee of the Whole Policy as presented.
Background:	With the potential change to the Town's Audit Committee Terms of Reference, the provision within the Committee of the Whole policy that requires the Committee of the Whole to assume the role of the Audit Committee becomes inaccurate. It is proposed to amend the current policy by removing the second last bullet on the first page of the policy "To perform the functions of the Audit Committee as provided for under the MGA."
Benefits:	If the Audit Committee adopts a new terms of reference, this amendment will support that change and the roles of both Committees will be clarified and well-defined. It is a best practice to have a representation from Council or Committee of the Whole on the Audit Committee rather than the entire membership.
Disadvantages:	None foreseen.
Options:	
Required Resources:	
Source of Funding:	
Sustainability Implications: (Environmental, Social, Economic and Cultural)	
Staff Comments/ Recommendations:	
CAO's Review/ Comments:	

CAO Initials: RLT

Target Decision Date: 1 December 2014

TOWN OF MIDDLETON CODE A - GENERAL ADMINISTRATION	
Subject: Committee of the Whole	Number: 3.3
Coverage: Council	Approved by: Council & CAO
Effective Date : June 5, 2000	Revision Date: August 8, 2006, April 6, 2009

Rationale

This policy outlines the membership, procedures, and role of the Committee of the Whole, providing council with an effective means of discussing business in advance of council meetings.

Policy Statement

The committee shall be comprised of voting members and advisors as follows:

Membership

- All Council Members, chaired by the Mayor

Advisors

- the chief Administrative Officer
- staff designated by the CAO
- other resources as required

The terms of reference of the committee shall be:

- To discuss and assess reports and recommendations from staff to be presented to Council
- To review any reports from boards/committees/commissions and Advisory Panels established by Council or by others and recommend their handling by Council
- To review and discuss confidential matters pertaining to Town operations as provided for under the Freedom of Information/Protection of Privacy (FOIPOP) provisions under the Municipal Government Act (MGA), and as set out by Town policy
- To oversee and review draft budgets and recommend to Council
- To coordinate corporate policy discussions
- ~~To perform the functions of the Audit Committee as provided for under the MGA~~
- Other responsibilities as may be determined from time to time

The following procedure shall be followed concerning meetings of the committee:

- Meetings shall occur on the third Monday of each month at 7:00 p.m. for regular meeting date, and at other times as required.
- Committee meeting protocol shall be as set out for Council meetings in the MGA.
- Notice shall be posted the time and date of the regular meeting, and a special notice shall be posted if that date is varied.
- Minutes of the meetings will be open for public review and interested ratepayers may read same at the town office or may obtain a copy of same at cost.

The committee concern itself with the following areas:

- Budget, Finance and Audit
- Public Works (streets, water & sewer)
- Health & Welfare
- Protective Services (Police, Fire & Other)
- Recreation
- Administration
- Community Planning & Development

References

Province of Nova Scotia - *Municipal Government Act*.

Previous Policies

The previous policy 1/64 “Committee of the Whole of Council” dated June 5, 2000 is hereby amended.

Certification

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 1st day of December, 2014.

GIVEN under the hand of the CAO and under the seal of the Town of Middleton this 2nd day of December, 2014.

Rachel L. Turner
Chief Administrative Officer



REQUEST FOR DECISION
Policy D.1.1.1. Job Description: CAO
#025-2014

Date: 13 November 2014	Subject: Policy D.1.1.1. Job Description: CAO
Proposal Attached: Yes	Submitted by: Rachel Turner, CAO

Proposal:	To approve the amended Policy D.1.1.1. Job Description for the Chief Administrative Officer.
Background:	Interim CAO Brian Smith did a full compensation review and revised the current job descriptions for all staff, including the CAO position. Council previously agreed to remove the staff job descriptions as policies due to these being internal administrative documents. It was agreed that the CAO's job description would remain as a policy as this is the one employee that Council has reporting to it. This issue is now being followed up on to ensure proper Council approval of the current job description for the CAO's role. It has not changed from the draft that was developed by Mr. Smith and what Council previously approved in principle to use through the CAO recruitment process in the spring of this year.
Benefits:	This will ensure that the document in place is reflective of the current roles and responsibilities that have been put in place for the CAO both by Council and through the MGA.
Disadvantages:	None foreseen.
Options:	
Required Resources:	
Source of Funding:	
Sustainability Implications: (Environmental, Social, Economic and Cultural)	

Staff Comments/ Recommendations:	
CAO's Review/ Comments:	

CAO Initials: RLT

Target Decision Date: 1 December 2014

TOWN OF MIDDLETON CODE D - PERSONNEL	
Subject: Job Descriptions - Chief Administrative Officer	Number: 1.1.1
Coverage: Staff & Council	Approved by: Council & CAO
Effective Date : October 2005	Revision Date: November 2014

Job Title

CHIEF ADMINISTRATIVE OFFICER

Position Details

1. PURPOSE AND OBJECTIVES

To provide management for all functions of the Town, to manage Municipal resources, to provide quality services and programs to the taxpayers of the town, in accordance with statutory and regulatory guidelines, Town By-laws and policies and within budgets approved by the Council.

2. EDUCATION / QUALIFICATIONS

A. Education

Degree in Public Administration, or Diploma in Municipal Administration

B. Qualifications

- 1) Demonstrated successful performance in all aspects of municipal administration or related public administration experience preferred.
- 2) Possess good communication and organizational skills.
- 3) Must be knowledgeable in public accounting practices.

3. HOURS OF WORK/ SALARY AND BENEFITS

This is a 35 hour a week, 8:30 a.m. to 4:30 p.m. position that also includes recognition of overtime hours included in annual salary expected to be incurred in the position for managing the overall activities of the Town, attendance at meetings, conventions and training associated with the position responsibilities. Salary and Benefits package for the position shall be as approved by Council from time to time.

4. ACCOUNTABILITY

The CAO is the Chief Officer and head of the administrative branch of the Town's government and shall be responsible to Council for the proper administration of all the affairs of the Town within statutory and regulatory guidelines, Town Bylaws and policies and within budgets approved by the Council.

5. MANAGEMENT RESPONSIBILITIES

The CAO shall:

- 1) Act as chair of the Management Committee, providing leadership and direction as needed;

- 2) Provide leadership, supervision and direction, encouragement, and training, to employees reporting to the position;
- 3) Develop plans for optimal use of financial and physical resources, and include ensuing recommendations in the annual operating and Capital Budgets to be presented to the Council;
- 4) May attend all Community Services Advisory Panel meetings, offering comments and recommendations for consideration on matters before the Panel;
- 5) Attend all Council and Committee of the Whole Council meetings, reporting on the operations of the Town, presenting and commenting on recommendations and reports coming from staff and the Management Committee;
- 6) Prepare annual performance appraisals on all employees, including exit interviews with employees, reporting to the position, reviewing same with incumbent employees, in accordance with policies and procedures approved by Council.
- 7) Hire, dismiss, and discipline all employees of the Town, in accordance with policies and procedures approved by Council, with power to further delegate this authority.

6. CONTACT

The Chief Administrative Officer shall:

- 1) Maintain good public relations in dealing with citizens at large, in all matters pertaining to Town operations;
- 2) Keep informed of developments in the field of Municipal administration, analyze and report on effectiveness and efficiencies of those developments and possible benefits for the Town.
- 3) Confer with Provincial, Federal and other local Municipal authorities respecting funding programs, and regulations of interest and that will impact on the Town.
- 4) Attend seminars, conferences, courses and meetings which relate to Municipal Administration, subject to budget appropriations, so as to broaden his/her knowledge, and keep as up to date as possible in the field of Municipal Administration.

7. SPECIFIC DUTIES AND RESPONSIBILITIES

A. The Chief Administrative Officer shall:

- 1) Coordinate and direct the preparation of plans and programs to be submitted to the Council for the construction, rehabilitation and maintenance of all municipal property and facilities;
- 2) Ensure the annual budgets are prepared and submitted to Council;
- 3) Be responsible for the administration of the budget after adoption;
- 4) Review the drafts of all proposed by-laws and policies and make recommendations to Council with respect to them;
- 5) Carry out such additional duties and exercise such additional responsibilities as the Council may, from time to time, direct.

B. The Chief Administrative Officer may

- 1) Attend all meetings of the Council and any board, committee, commission or corporation of the town and make observations and suggestions on any subject under discussion;

- 2) Act, or appoint a person to act, as bargaining agent for the Town in the negotiation of contracts between the Town and any trade union or employee association and recommend to the Council agreements with respect to them;
- 3) Subject to policies adopted by the Council:
 - a) make or authorize expenditures, and enter into contracts on behalf of the Town, for anything required for the Town where the amount of the expenditure is budgeted or within the amount determined by Council by policy, and may delegate this authority to employees of the Town,
 - b) sell personal property belonging to the Town that, in the opinion of the CAO, is obsolete, unsuitable for use, surplus to requirements of, or no longer needed by the Town, and may delegate this authority to employees of the Town,
 - c) personally, or by an agent, negotiate and execute leases of real property owned by the Town that are for a term not exceeding one year, including renewals,
 - d) establish departments of the municipal administration,
 - e) adopt a system of classification of positions of municipal officers and employees and specify positions that may not be filled by the same person, determine the salaries, wages and emoluments to be paid to municipal officers and employees, including payment pursuant to a classification system,
 - f) where not otherwise provided for, fix the amount in which security is to be given by municipal officers and employees, the form of security, the manner in which security is to be given and approved and the nature of the security to be given;
- 4) Authorize, in the name of the Town, the commencement or defence of a legal action or proceedings before a court, board or tribunal, including reporting the commencement of legal action, defence or proceeding to Council at the next meeting and may, if the Council so provides by policy, delegate this authority to employees of the Town;
- 5) Where the Council so provides by policy, settle a legal action or proceeding in accordance with the policy;
- 6) Supervise the performance of all contracts or agreements entered into by the Town and ensure that all the conditions relating thereto have been fulfilled in accordance with the provisions of such contracts or agreements and the CAO shall report to Council, on a regular basis respecting such contracts;
- 7) Obtain information regarding all boards and commissions which affect the interests of the Town and report to Council regarding same when, in the opinion of the CAO, such reports are deemed necessary;
- 8) Coordinate and direct recommendations, either oral or written, to Council regarding the upgrading, assessment and definition of programs, policies and plans or any such changes that are necessary to maintain the operation of Town government;
- 9) Review the administrative operation of the Town and recommend any alteration or addition that would upgrade the efficiency and effectiveness of same;
- 10) Act as Personnel Director within the scope of the duties of the CAO and carry out such duties in accordance with the policies established by Council;
- 11) Be the official liaison between Council and staff;

Certification

Employee

Witness

Date

TOWN OF MIDDLETON CODE D - PERSONNEL	
Subject: Job Descriptions - Chief Administrative Officer	Number: 1.1.1
Coverage: Staff & Council	Approved by: Council & CAO
Effective Date : October 2005	Revision Date: October 2, 2006

Job Title

CHIEF ADMINISTRATIVE OFFICER

Position Details

1. **PURPOSE AND OBJECTIVES**
 - A. To provide management for all functions of the Town, to manage Municipal resources, to provide quality services and programs to the taxpayers of the town, in accordance with statutory and regulatory guidelines, Town By-laws and policies and within budgets approved by the Council.
2. **EDUCATION / QUALIFICATIONS**
 - A. Education
 - 1) Degree in Public Administration, or Diploma in Municipal Administration
 - B. Qualifications
 - 1) Demonstrated successful performance in all aspects of municipal administration or related public administration experience preferred.
 - 2) Possess good communication and organizational skills.
 - 3) Must be knowledgeable in public accounting practices.
3. **HOURS OF WORK/ SALARY AND BENEFITS**
 - A. This is a 35 hour a week, 8:30 a.m. to 4:30 p.m. position that also includes recognition of overtime hours included in annual salary expected to be incurred in the position for managing the overall activities of the Town, attendance at meetings, conventions and training associated with the position responsibilities. Salary and Benefits package for the position shall be as approved by Council from time to time.
4. **ACCOUNTABILITY**
 - A. The CAO is the Chief Officer and head of the administrative branch of the Town's government and shall be responsible to Council for the proper administration of all the affairs of the Town within statutory and regulatory guidelines, Town Bylaws and policies and within budgets approved by the Council.
5. **MANAGEMENT RESPONSIBILITIES**
 - A. The CAO shall:
 - 1) Act as chair of the Management Committee, providing leadership and direction as needed;
 - 2) Provide leadership, supervision and direction, encouragement, and training, to employees reporting to the position;

- 3) Develop plans for optimal use of financial and physical resources, and include ensuing recommendations in the annual operating and Capital Budgets to be presented to the Council;
- 4) May attend all Community Services Advisory Panel meetings, offering comments and recommendations for consideration on matters before the Panel;
- 5) Attend all Council and Committee of the Whole Council meetings, reporting on the operations of the Town, presenting and commenting on recommendations and reports coming from staff and the Management Committee;
- 6) Prepare annual performance appraisals on all employees, including exit interviews with employees, reporting to the position, reviewing same with incumbent employees, in accordance with policies and procedures approved by Council.
- 7) Hire, dismiss, and discipline all employees of the Town, in accordance with policies and procedures approved by Council, with power to further delegate this authority.

6. CONTACTS

A. The Chief Administrative Officer shall:

- 1) Maintain good public relations in dealing with citizens at large, in all matters pertaining to Town operations;
- 2) Keep informed of developments in the field of Municipal administration, analyze and report on effectiveness and efficiencies of those developments and possible benefits for the Town.
- 3) Confer with Provincial, Federal and other local Municipal authorities respecting funding programs, and regulations of interest and that will impact on the Town.
- 4) Attend seminars, conferences, courses and meetings which relate to Municipal Administration, subject to budget appropriations, so as to broaden his/her knowledge, and keep as up to date as possible in the field of Municipal Administration.

7. SPECIFIC DUTIES AND RESPONSIBILITIES

A. The Chief Administrative Officer shall:

- 1) Coordinate and direct the preparation of plans and programs to be submitted to the Council for the construction, rehabilitation and maintenance of all municipal property and facilities;
- 2) Ensure the annual budgets are prepared and submitted to Council;
- 3) Be responsible for the administration of the budget after adoption;
- 4) Review the drafts of all proposed by-laws and policies and make recommendations to Council with respect to them;
- 5) Carry out such additional duties and exercise such additional responsibilities as the Council may, from time to time, direct.

B. The Chief Administrative Officer may

- 1) Attend all meetings of the Council and any board, committee, commission or corporation of the town and make observations and suggestions on any subject under discussion;
- 2) Act, or appoint a person to act, as bargaining agent for the Town in the negotiation of contracts between the Town and any trade union or employee association and recommend to the Council agreements with respect to them;
- 3) Subject to policies adopted by the Council:
 - a) make or authorize expenditures, and enter into contracts on behalf of the Town, for anything required for the Town where the amount of the expenditure is budgeted or within the amount determined by Council by policy, and may delegate this authority to employees of the Town,
 - b) sell personal property belonging to the Town that, in the opinion of the CAO, is obsolete, unsuitable for use, surplus to requirements of, or no longer needed by the Town, and may delegate this authority to employees of the Town,
 - c) personally, or by an agent, negotiate and execute leases of real property owned by the Town that are for a term not exceeding one year, including renewals,
 - d) establish departments of the municipal administration,
 - e) adopt a system of classification of positions of municipal officers and employees and specify positions that may not be filled by the same person, determine the salaries, wages and emoluments to be paid to municipal officers and employees, including payment pursuant to a classification system,
 - f) where not otherwise provided for, fix the amount in which security is to be given by municipal officers and employees, the form of security, the manner in which security is to be given and approved and the nature of the security to be given;
- 4) Authorize, in the name of the Town, the commencement or defence of a legal action or proceedings before a court, board or tribunal, including reporting the commencement of legal action, defence or proceeding to Council at the next meeting and may, if the Council so provides by policy, delegate this authority to employees of the Town;
- 5) Where the Council so provides by policy, settle a legal action or proceeding in accordance with the policy;
- 6) Supervise the performance of all contracts or agreements entered into by the Town and ensure that all the conditions relating thereto have been fulfilled in accordance with the provisions of such contracts or agreements and the CAO shall report to Council, on a regular basis respecting such contracts;
- 7) Obtain information regarding all boards and commissions which affect the interests of the Town and report to Council regarding same when, in the opinion of the CAO, such reports are deemed necessary;

- 8) Coordinate and direct recommendations, either oral or written, to Council regarding the upgrading, assessment and definition of programs, policies and plans or any such changes that are necessary to maintain the operation of Town government;
- 9) Review the administrative operation of the Town and recommend any alteration or addition that would upgrade the efficiency and effectiveness of same;
- 10) Act as Personnel Director within the scope of the duties of the CAO and carry out such duties in accordance with the policies established by Council;
- 11) Be the official liaison between Council and staff;
- 12) Perform the duties of Clerk and Treasurer for the Town as specified in the
- 13) Municipal Government Act, and as approved by Council.

Certification

_____ Employee
_____ Witness
_____ Date

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 2nd day of October, 2006.

GIVEN under the hand of the CAO and under the seal of the Town of Middleton this _____ day of _____, 20__.

Raymond C. Rice
Chief Administrative Officer

Sharon McAuley

From: howearly <dvddoodle99@eastlink.ca>
Sent: October-31-14 1:27 PM
To: Sharon McAuley; jackie; Joan Donnelly; june Dickie; marilyn MacKintosh; Paul Blake; Wendi Bradley
Subject: 2014 Annapolis Digby Christmas Daddies Appeal Broadcast

Dear Mayor Eddy;

I chair the Annapolis Digby Christmas Daddies Fund Committee. December 7th , 2014 marks our 45th Broadcasted Appeal, now pursuing the 2 million dollar pledge summit. Many of us on the committee are of original CD vintage.

At this eleventh hour the AVR broadcaster, per Program Manager, Mike Mitchell, has informed our coordinator that AVR , CKDY,CKAD, will not broadcast the show, not this year nor in the future. Mr. Mitchell states that he believes this will not adversely effect the financial outcome of the appeal. We have 46 years of experience that demonstrates otherwise. AVR is willing to offer 30 second ads to make the public aware. Hearing talent with whom we personally connect is what motivates citizens to donate.

AVR was one of the founding pillars of Annapolis Digby Christmas Daddies in 1969 and had been a constant partner

Upon arrival at the 2013 Broadcast a volunteer advised me that Mike Mitchell had pulled the show from the CKAD, Middleton, repeat. That was only learned when a broadcast coordinator phoned the technical support number. That decision coincided with a \$5000.00 2013 reduction in pledges from Annapolis County, East of Bridgetown. We expressed our concern and assumed the error had been corrected for this year's broadcast. And now, this bombshell.

Our lawfully registered constitution requires that funds raised must be spent in the area/county from which they originate. If we are unable to achieve the aims of our constitution we will cease to operate and a thousand children and their families will be affected.

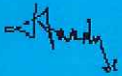
We ask that you add the voice of the Town of



Middleton to implore AVR and its corporate owner Maritime Broadcasting to reinstate its continued support of Annapolis Digby Christmas Daddies Fund by radio broadcast by direct contact with the broadcaster. We maintain that by its role in the creation and constant partnership with our committee that AVR has a tacit moral contract to guarantee that the aims of Annapolis Digby Christmas Daddies be preserved, fulfilling their part of the contract, broadcasting the talent show.

I thank you in advance for your anticipated reply,

Yours truly,



David F Hardy, ND(t)ret'd; RSW ret'd; CPNLP; CD
chairperson, Annapolis Digby Christmas Daddies Fund



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**DIRECTOR OF PUBLIC WORKS REPORT
November 17, 2014**

WATER MAINS

- No water main breaks to report at this time.
- Hydrants being pumped down and flagged for snow removal.

SEWER MAINS AND TREATMENT PLANT

- General inspections on sewer before winter season are being done.
- Manholes and storm drains are being cleaned where necessary.

ROAD REPAIR

- Leaf and debris removal on curbs is on-going.
- Call back on line painting has been complete; few minor alterations have been completed.

GENERAL MAINTENANCE

- Winterizing snow removal equipment is under way.
- Salt and sand are ordered to be put in storage facility.
- Fill at the public works building has been trucked away.
- Steel has been sold to salvage yard.
- Construction debris has been taken to the dump.
- Christmas decorations are to be started next week.

CAPITAL WORK

- Flow meters in well field are ready to be installed.
- Manholes have been installed in preparation for flow meters.
- Foundation and underground work for bathroom storage building in the park has been completed.
- Sewage Lift Station at Freeman Street is ready for tendering.
- Lights on Commercial Street are in the process of being re-wired; completion date Dec 1st.
- Working with CBCL for environmental projects.

OH & S

- The NS Safety Construction Assoc. has passed internal audit; we have received our Letter of Good Standing.

John Pearson
Director of Public Works

**Monthly Report
November, 2014
Jennifer Coolen**

Director of Recreation and Community Services

Highlights of the past month:

Recreation Nova Scotia Conference: The Municipal Physical Activity Leader (MPAL), and the Director of Recreation and Community Services both attended a two-day conference hosted by Recreation Nova Scotia. Session highlights included topics such as active transportation, inclusion and diversity, sport development, shared strategy for advancing recreation in Nova Scotia, etc. This conference also provided a good opportunity for networking and sharing ideas.

Haunted House: This year's haunted house event was extremely successful. We had a great group of volunteers who put a lot of effort into making this event as scary and smooth as possible. Between volunteers and visitors, there were close to 500 people come through the Macdonald Museum to experience the Haunted Pirate Ship. Thanks to the museum for the use of their facility, the town staff who worked hard to make this happen, and especially to the volunteers who gave ideas, time, props, and the scary version of themselves to make this community event successful.



Planning: Although we did not have a good turnout to our community consultation meeting, we have been receiving some useful feedback from our recreation surveys. It is our intention to use the information we are gathering to develop a departmental plan that will then guide us to offer the services that most wanted by the residents of the Town of Middleton. In addition to this, council and staff are in the process of examining strategic directions that will also contribute to our departmental plans.

Parks and Facilities: Our Manager of Parks and Facilities is now finished for the season, although he will finish off some planning tasks in preparation for the upcoming budget process. Karl will return in March and we would like to thank him for his efforts this past season.

Programs: Our programs continue to run into December. Aside from our guitar program, our others programs offer a drop-in option, as well as a pro-rated option so if you are interested in attending one of our programs, please feel free to contact us.

Upcoming:

Youth Ambassador Speeches: On November 19th at 7pm at the Macdonald Museum the Youth Ambassador speeches will take place. This event is open to the public so feel free to invite anyone you like. This is the last of the speeches and then the committee will meet to determine who will be the new Youth Ambassador and then the winner will be announced at the Tree Lighting event.

Tree Lighting: The tree lighting will take place on Friday, December 5th at 630pm at Centennial Park. The event will consist of the lighting of the trees, the band, “Broke with Money” playing, the announcement of the new Youth Ambassador, a bonfire, NS Power light exchange, free ornaments, a visit from Santa, and fireworks. Following this event (ends at 730pm) there is a free public skate at the arena.

Family Christmas Event: On Saturday, December 6th, from 10am-noon, is the family celebration at AEES. There will be a bouncing castle, cookie decorating, a craft, and story time with Mrs. Claus. “Broke with Money” is playing more Christmas music, and Santa will be there to give out presents and visit with the children.



Jennifer Coolen, Director of Recreation and Community Services

**Regional Emergency Management Coordinator
Monthly Report
November 2014**

October	21	Interoperability Forum- Shearwater
	28-29	Emergency Public Information Course at Acadia
	31	Meeting with Cornwallis Park Community Assoc. Cornwallis Park

Respectfully submitted,

David McCoubrey
Regional Emergency Management Coordinator
Annapolis County