

**REGULAR SESSION OF THE 53rd COUNCIL
OF THE
MUNICIPALITY OF THE DISTRICT OF SHELburne
MUNICIPAL COUNCIL CHAMBERS | 414 WOODLAWN DRIVE
MAY 14, 2025 | 6:00 PM
AGENDA**

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1. <u>CALL TO ORDER</u>	6:00 pm	
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a. May 14, 2025		1-2
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414 Woodlawn Drive, PO Box 280 Shelburne, NS BOT 1WO, Phone: (902) 875-3544 - Fax: (902) 875-1278

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10. COMMITTEE REPORTS/WARDEN UPDATE

- a. Committee Reports
- b. Warden's Update

11. ADJOURNMENT

Municipality of the District of Shelburne

May 14th, 2025 - Council Meeting

RECOMMENDED MOTIONS

6(a) MOTION: GRANTS TO ORGANIZATIONS FUNDING

Be it resolved that the Council of the Municipality of the District of Shelburne approve the recommended grant amount for \$1000.00 to come from the 2025/26 Grants to Organization, GL# 00-21950-791 for the Southwest Blast FC.

6(b) MOTION: SHELburne COUNTY CLIMATE ACTION COMMITTEE

Be it resolved that the Council of the Municipality of the District of Shelburne adopt the Shelburne County Climate Action Committee as a Committee of Council; and

The Council of the Municipality of the District of Shelburne approve the Committee's Terms of Reference; and

The Council of the Municipality of the District of Shelburne appoint Councillor _____ as Council representative on the Committee.

7(a) MOTION: CAO PERFORMANCE REVIEW COMMITTEE

Be it resolved that the Council of the Municipality of the District of Shelburne create a CAO Performance Evaluation Committee, and

Be it resolved that the Council of the Municipality of the District of Shelburne appoint Warden Penny Smith, Deputy Warden Heidi Wagner and Councillor _____ to the CAO Performance Evaluation Committee.

9(b) MOTION: NSFm ADVOCACY PRIORITY FOR LIBRARIES

Whereas public libraries provide collections, programs and services, on behalf of the Municipality of the District of Shelburne and the Province of Nova Scotia, that contribute to the health and wellbeing of the citizens of Nova Scotia; and

Public libraries in Nova Scotia can no longer successfully sustain said collections, programs and services due to rising costs, and are unable to provide living wages for the majority of library staff; and

The current funding formula for public libraries in Nova Scotia does not account for Municipal contributions for capital costs, and the funding formula has now expired; and

Funding for public libraries in Nova Scotia is currently under review by the provincial government;

Be it resolved that the Council of the Municipality of the District of Shelburne move that the issue of adequate and sustainable funding for public libraries in Nova Scotia be brought forth to the Nova Scotia Federation of Municipalities Board for consideration as an advocacy priority.

**SPECIAL SESSION OF THE 53rd COUNCIL
OF THE
MUNICIPALITY OF THE DISTRICT OF SHELburne
Monday, April 14, 2025**

The Special Session of the 53rd Council of the Municipality of the District of Shelburne was held on Monday, April 14, 2025, at 6:00 pm in the Municipal Council Chambers.

THOSE IN ATTENDANCE:

Warden Penny Smith
Deputy Warden Heidi Wagner
Councillor Paula Sutherland via Microsoft Teams
Councillor Sherry Thorburn Irvine
Councillor Ron Coole via Microsoft Teams
Councillor Dale Richardson

ALSO IN ATTENDANCE:

Warren MacLeod, CAO
Michelle Williams, Director of Finance via Microsoft Teams
Nicole Blades, Recording Secretary
Members of the Public via Microsoft Teams

REGRETS:

Councillor Anthony Gosbee

1. CALL TO ORDER:

The meeting was called to order at 6:00 pm by Warden Smith.

2. APPROVAL OF AGENDA:

a. April 14, 2025

2(a) MOTION: APPROVAL OF AGENDA – APRIL 14, 2025

Being duly moved and seconded, be it resolved that the Agenda for April 14, 2025, be approved.

- **MOTION CARRIED**

3. FINANCE

a. 2025/2026 Budget – Warren MacLeod, CAO

3(a)Warren MacLeod, CAO, presented the 2025/2026 Budget staff report.

Mr. MacLeod advised that on April 9, 2025, the Department of Justice provided updated projected expenditures for the Municipality's RCMP contribution which resulted in changes to the budget scenarios presented at the April 2, 2025 Special Council Meeting. He advised Council of an increase to the RCMP contribution and in order to balance the budget, a number of reductions to expenses were made.

MOTION: TAX RATES

Being duly moved and seconded, be it resolved that the Council of the Municipality of the District of Shelburne approve a 2025-2026 residential tax rate of \$1.26 per \$100 of assessment, resource tax rate of \$1.26 per \$100 of assessment, and commercial tax rate of \$1.82 per \$100 of assessment.

- **MOTION CARRIED**

Councillor Dale Richardson requested his vote against this motion be recorded.

MOTION: OPERATING BUDGET

Being duly moved and seconded, be it resolved that the Council of the Municipality of the District of Shelburne approve its 2025-2026 Operating Budget reflecting revenues of \$13,570,179 and expenditures of \$13,570,179. Of the \$13,570,179, \$4,111,239 represents non-capital projects that will be funded using \$814,069 from the Operating Reserve, \$555,000 from Canada Community Building Fund Reserve, \$489,780 from grants and \$2,252,390 from outside funding, all presented in the 2025-2026 Project Report attached.

- **MOTION CARRIED**

MOTION: CAPITAL PROJECTS BUDGET

Being duly moved and seconded, be it resolved that the Council of the Municipality of the District of Shelburne approve its 2025-2026 Capital Projects Budget reflecting expenditures of \$2,280,614 to be drawn down from the Capital Reserve until depleted to zero, with remainder to be drawn from Operating Reserves.

- **MOTION CARRIED**

MOTION: OVERDUE INTEREST

Being duly moved and seconded, be it resolved that the Council of the Municipality of the District of Shelburne set the 2025 -2026 interest rate on all types of overdue accounts (tax, sewer, area rate, tipping, septage, and so forth) to be 10%.

- **MOTION CARRIED**

MOTION: RESIDENTIAL & COMMERCIAL SEWER RATE

Being duly moved and seconded, be it resolved that the Council of the Municipality of the District of Shelburne set the 2025-2026 residential and commercial sewer rates at \$285 per unit.

- **MOTION CARRIED**

MOTION: SEPTAGE RECEIVING RATE

Being duly moved and seconded, be it resolved that the Council of the Municipality of the District of Shelburne set the 2025-2026 septage receiving rate at \$0.036 (3.6 cents) per litre.

- **MOTION CARRIED**

MOTION: HEALTH CARE RESERVE

Being duly moved and seconded, be it resolved that the Council of the Municipality of the District of Shelburne allocate \$50,000 from the existing Operating Reserve to the Healthcare Reserve April 2025 for 2025 -2026.

- **MOTION CARRIED**

Warden Smith presented Council with the 2025/2026 Budget Address.

The plans and priorities that the 53rd Council of the Municipality of the District of Shelburne will undertake in the 2025/2026 fiscal year were highlighted. Warden Smith advised that Council has identified five key priorities including municipal land use planning, strategic planning, economic development, housing, and healthcare.

Warden Smith thanked staff and her fellow Councillors for their work on this budget.

4. ADJOURNMENT

There being no further business, the meeting was adjourned at 6:24 pm. The next Regular Council meeting will be held on Wednesday, April 23, 2025.

Nicole Blades
Recording Secretary

Date

Penny Smith, Warden

**Erin Hartley, Deputy Chief Administrative
Officer**

**REGULAR SESSION OF THE 53rd COUNCIL
OF THE
MUNICIPALITY OF THE DISTRICT OF SHELburne
Wednesday, April 23, 2025**

The Regular Session of the 53rd Council of the Municipality of the District of Shelburne was held on Wednesday, April 23, 2025, at 6:00 pm in the Municipal Council Chambers.

THOSE IN ATTENDANCE:

Warden Penny Smith
Deputy Warden Heidi Wagner
Councillor Paula Sutherland
Councillor Sherry Thorburn Irvine
Councillor Ron Coole
Councillor Dale Richardson

ALSO IN ATTENDANCE:

Warren MacLeod, CAO
Erin Hartley, Deputy CAO
Val Kean, Director of Economic & Community Development
Adam Dedrick, Director of Recreation & Parks
Robin Smith, Community Development Coordinator
Nicole Blades, Recording Secretary

REGRETS:

Councillor Anthony Gosbee

1. CALL TO ORDER:

The meeting was called to order at 6:00 pm by Warden Smith.

2. APPROVAL OF AGENDA:

a. April 23, 2025

2(a) MOTION: APPROVAL OF AGENDA – APRIL 23, 2025

Being duly moved and seconded, be it resolved that the Agenda for April 23, 2025, be approved with the following amendments:

7. CORRESPONDENCE

- b. Davie Hartley, Shelburne County Community Health Board Re: Letter of Support - **ADDED**

- **MOTION CARRIED**

3. ACCEPTANCE OF MINUTES:

- a. April 2, 2025
- b. April 9, 2025

3(a) The Minutes of April 2, 2025 were accepted as circulated.

3(b) The Minutes of April 9, 2025 were accepted as circulated.

4. BUSINESS ARISING:

There was no business arising.

5. ECONOMIC & COMMUNITY DEVELOPMENT:

- a. Grants to Organizations Funding – Robin Smith, Community Development Coordinator
- b. Events Committee – Appointment of Members – Robin Smith, Community Development Coordinator
- c. Economic Growth Strategy Committee – Appointment of Members – Val Kean, Director of Economic & Community Development

5(a) Robin Smith, Community Development Coordinator, presented the Grants to Organizations Funding staff report.

Each year the Municipality receives funding requests from organizations for the Grants to Organizations program. \$67,500 was approved in the Municipality's 2025/2026 Operating Budget for Grants to Organizations. Ms. Smith advised that 35 applications were received, requesting a total of \$85,011. A spreadsheet was included in the staff report detailing the applicants, the requested amounts, and the amounts recommended for approval.

Discussion was held regarding the approval process, changes to supporting the Town of Shelburne Visitor Information Center, and recognition signage being installed at Graham's Park for the Municipality's contribution.

It was noted that the Shelburne County Arena and the Shelburne County Curling Club submitted requests for additional grant funding. A discussion was held regarding partnership commitments and Council agreed to defer these additional requests to the forthcoming strategic planning public sessions to identify and determine funding partners from a community driven perspective.

MOTION: GRANTS TO ORGANIZATIONS FUNDING

Being duly moved and seconded, be it resolved that the Council of Municipality of the District of Shelburne approves the recommended grant amounts attached, totaling \$62,620.00, to come from the 2025/26 Grants to Organization, GL# 00-21950-791.

- **MOTION CARRIED**

5(b) Robin Smith, Community Development Coordinator, presented the Events Committee – Appointment of Members staff report.

Ms. Smith advised Council that the Shelburne Events Committee had multiple vacant positions for community members. The positions were advertised and after review of applications, it was agreed that all four candidates would make a great addition to the future of the Shelburne Events Committee.

It was also noted that as a result of the 2024 Municipal election, the Town of Shelburne representative is required to be changed.

MOTION: EVENTS COMMITTEE – APPOINTMENT OF MEMBERS

Being duly moved and seconded, be it resolved that the Council of Municipality of the District of Shelburne appoint Candace Wolkins, Debbie Ryan, Derek Amalfa and Adam Bisonette as community members of the Shelburne Events Committee; and

Be it resolved that the Council of the Municipality of the District of Shelburne appoint Town of Shelburne Mayor Stanley Jacklin as a member of the Shelburne Events Committee.

5(c) Val Kean, Director of Economic and Community Development, presented the Economic Growth Strategy Committee – Appointment of Members staff report.

Ms. Kean advised Council that the Terms of Reference for the Economic Growth Strategy Committee were recently amended, approving the structure of the committee to include four community members. The positions were advertised, and seven applications were received. After review, four candidates were chosen for consideration.

It was noted the other three applicants will be notified that the committee meetings are open to the public and are encouraged to attend to stay informed.

MOTION: ECONOMIC GROWTH STRATEGY COMMITTEE – APPOINTMENT OF MEMBERS

Being duly moved and seconded, be it resolved that the Council of Municipality of the District of Shelburne appoint Meghan Cox, Andrea Davis, Duane MacLellan and Andrew Locke as the community representatives to sit on the Economic Growth Committee.

6. RECREATION & PARKS:

- a. Woodland Multi-Use Trail Association Request – Adam Dedrick, Director of Recreation & Parks

6(a) Adam Dedrick, Director of Recreation and Parks, presented the Woodland Multi-Use Trail Association (WMTA) Request staff report.

WMTA submitted a request for additional funding to assist with the long-term management of existing trails and future development of the remaining 34.2 km of trails. Based on the request and the information gathered, it is recommended that the requests from WMTA be deferred to the consultation and planning for the Municipal strategic plan.

Mr. Dedrick advised Council of an additional request regarding the status of the Jordan River Bridge replacement. It was requested that the Municipality consider doing temporary repairs to the bridge decking to enable it to accommodate off highway vehicles until the new bridge is in place as there are concerns with the timeline.

A discussion was held regarding the three options proposed for the temporary repairs provided by WMTA. Before a decision is made to consider the proposal, Council agreed for staff to consult with an engineer on the state of the bridge and what effects the proposed options could have as the last inspection was done in December 2023.

MOTION: WOODLAND MULTI-USE TRAIL ASSOCIATION REQUEST

Being duly moved and seconded, be it resolved that the Council of Municipality of the District of Shelburne defer the request from the Woodland Multi-Use Trails Association for help with the long-term management of their existing trails and the development of their future trails, to the consultation and planning for the Municipal strategic plan.

- **MOTION CARRIED**

7. CORRESPONDENCE:

- a. Davie Hartley Re: Black History Commemorative Initiative Update
- b. Davie Hartley, Shelburne County Community Health Board Re: Letter of Support Request

7(a) Warden Smith reviewed the correspondence received from Davie Hartley regarding a Black History Commemorative Initiative.

A discussion was held and Council unanimously agreed for staff to contact Mr. Hartley suggesting that his working group seek a Letter of Authority from Department of Natural Resources and Renewals to potentially lease the land for this project on their own, and once a detailed project plan is complete, to submit a Grants to Organizations application to the Municipality for support.

7(b) Warden Smith reviewed the correspondence received from Davie Hartley, Shelburne County Community Health Board, regarding a letter of support request.

A discussion was held and direction was given to staff to draft a letter of support.

MOTION: LETTER OF SUPPORT – SHELburne COUNTY COMMUNITY HEALTH BOARD

Being duly moved and seconded, be it resolved that the Council of Municipality of the District of Shelburne approve a letter of support be provided to accompany the Reciprocity Health Fund Grant application submitted by Shelburne County Community Health Board in partnership with Acadia University.

- **MOTION CARRIED**

8. COMMITTEE REPORTS/WARDEN'S UPDATE:

- a. Committee Reports
- b. Warden's Update

8(a) Deputy Warden Wagner advised she attended and provided updates on the following:

- Annual Easter Egg Hunt – Shelburne Events Committee

Deputy Warden Wagner noted the next RCMP Advisory Committee meeting will be held on April 24, 2025. She also noted the exterior of the Shelburne County Arena was recently vandalised.

8(b) Warden Smith advised she attended and provided updates on the following:

- April 14 – Special Council Meeting - Budget Approved
- April 15 – Mr. Stoddard’s Grade 5 Class Visit to the Municipality
- April 16 – Shelburne County Leadership Meeting
- April 16 – Department of Municipal Affairs - Coastal Management Webinar
- April 23 – Municipal Volunteer Recognition Ceremony

Warden Smith noted April 23 is Administrative Professionals Day and thanked the Municipal administrative team on behalf of Council.

9. ADJOURNMENT

There being no further business, the meeting was adjourned at 7:07 pm. The next Regular Council meeting will be held on Wednesday, May 14, 2025.

Nicole Blades
Recording Secretary

Date

Penny Smith, Warden

**Erin Hartley, Deputy Chief Administrative
Officer**

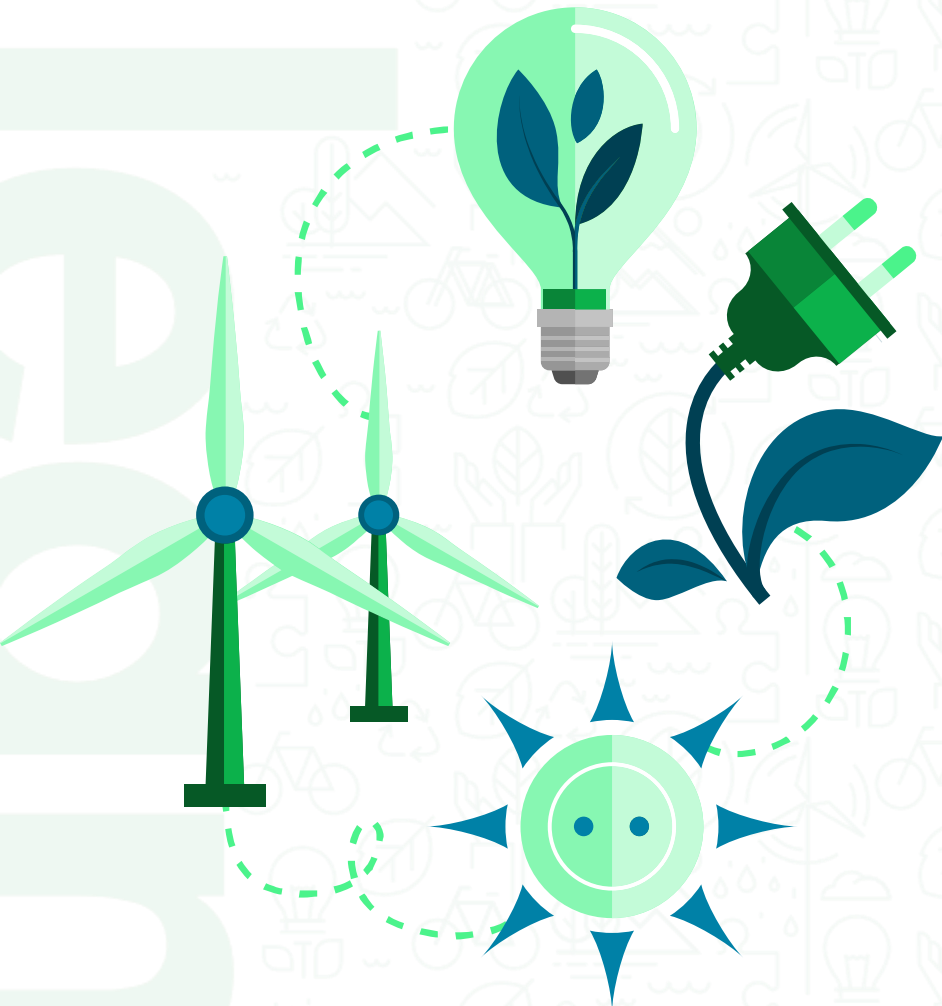
Foundation clean

Partners for Climate Protection (PCP) Program Overview

Municipality of the District of Shelburne
Council Meeting
May 14th 2025

Izzie Collier
icollier@cleanfoundation.ca

Partners for Climate Protection (PCP) Program



The Partners for Climate Protection (PCP) program, from ICLEI—Local Governments for Sustainability (ICLEI Canada) and the Federation of Canadian Municipalities, helps your municipality do its part.

It consists of a five-step Milestone Framework that guides you as you take action against climate change by reducing emissions in your municipality. PCP receives funding from FCM's Green Municipal Fund and ICLEI Canada.

ICLEI (International Council on Local Environmental Initiatives)— Local Governments for Sustainability is a global network of more than 2,500 local and regional governments committed to sustainable urban development. Active in 125+ countries, ICLEI influences sustainability policy and drive local action for low emission, nature-based, equitable, resilient and circular development.

Partners for Climate Protection (PCP) Program



PCP Milestone Framework

The PCP program guides you through a five-step Milestone Framework to help you take action on climate change by reducing emissions in your municipality.

The Milestone Framework encourages members to set a midterm target and a long term target to align with the Intergovernmental Panel on Climate Change's (IPCC) scientific targets of a 45% reduction by 2030 and net zero by 20250

Moving through these 5 milestones can save your municipality money, improve air quality, create jobs, improve residents' health and more.



PCP Program Resources and Requirements

Inventory

Corporate Community

Milestones Completed:



Program Resources

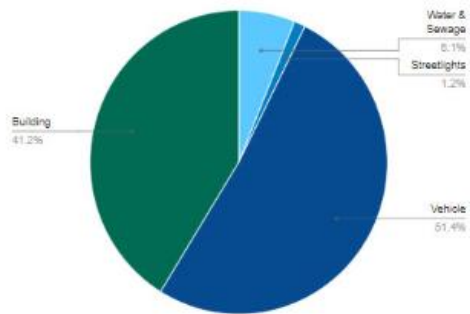
- PCP members have access to the PCP Secretariat, the PCP Milestone Tool and other resources to aid in progress throughout the framework
- All the support and resources that you need to move through the Milestone Framework are provided for free by the program
- Membership to the PCP program is rewarding and **free**.

Program Requirements

- Pass a joining resolution through council (Completed in 2011)
 - Update contacts for program:
 - Main Staff Contact
 - Elected Official
- Move through the Milestone Framework within 10 years of joining.
- Report on progress at least once every two years
- Actively participate in program activities and share your experience with other network members

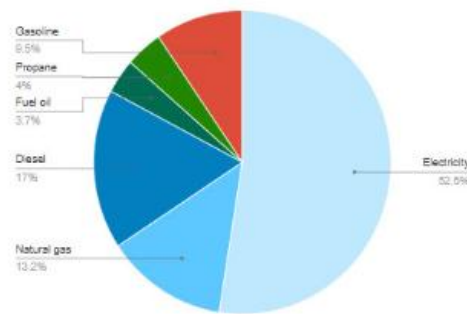
Greenhouse gas emissions (tCO₂e) by sector

Chart Data



Energy (GJ) by source

Chart Data



Municipality of Shelburne

PCP Participation

President
Président

Berry Vrbanovic
Councillor,
City of Kitchener, ON

First Vice-President
Première vice-présidente
Karen Leibovici
Councillor,
City of Edmonton, AB

Second Vice-President
Deuxième vice-président
Claude Dauphin
Maire,
arrondissement de Lachine,
Ville de Montréal, QC

Third Vice-President
Troisième vice-président
Brad Woodside
Mayor,
City of Fredericton, NB

Past President
Président sortant
Hans Cunningham
Director,
Regional District of
Central Kootenay, BC

Chief Executive Officer
Chef de la direction
Brock Carlton
Ottawa, ON

10, rue Rideau Street,
Ottawa, Ontario

September 20th, 2011

His Worship Warden Sherman Embree and Members of Council
The Municipality of the District of Shelburne
P.O. Box 280
Shelburne, NS
B0T 1W0

Dear Warden Embree and Members of Council:

I congratulate the District of Shelburne on completing milestones two and three of the Partners for Climate Protection (PCP) Program for corporate and community emissions. With these milestones you set greenhouse gas reduction targets and developed a local action plan considering your GHG emissions inventory. Your municipality's completion of these milestones has been posted to the PCP website at www.fcm.ca/gmf.

We look forward to working with you in the development of the District of Shelburne's implementation strategy and monitoring report, which constitutes the fourth and fifth PCP milestones. Your efforts, and those of the growing number of PCP participants, will make a significant contribution to reducing Canada's GHG emissions. To date PCP member municipalities have recorded 1,400,000 tonnes of GHG reductions.

Our PCP Program Officer, Muni Ahlawat, will contact Emily Tipton, Sustainable Development Coordinator/Municipal Engineer, to discuss how PCP can continue to serve the needs of your municipality. Should you have any questions, Mr. Ahlawat can be reached by telephone at (613) 907-6346 or by e-mail at pcp@fcm.ca.

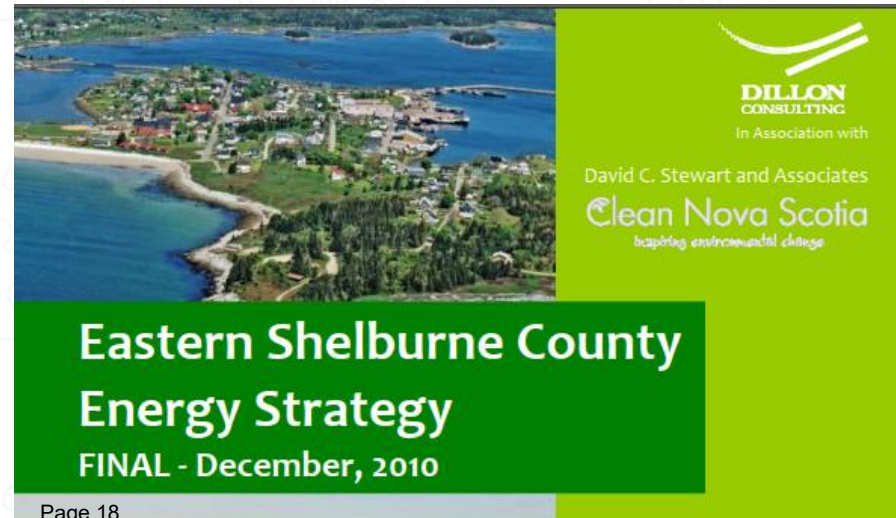
Yours sincerely,



Berry Vrbanovic
President

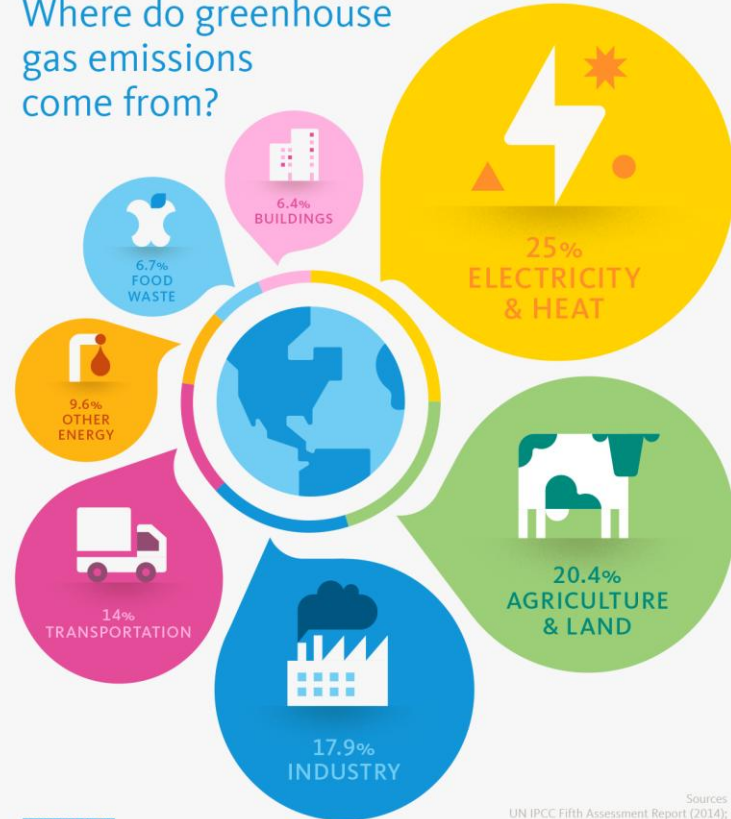
2010-2011

- In 2011 The Municipality officially completed PCP Milestones 2 and 3 for corporate and community greenhouse gas (GHG) emissions
- With these Milestones, the Municipality set greenhouse gas reduction targets and developed a local action plan considering the GHG inventory
- The inventory and plan can be referenced in the Eastern Shelburne County Energy Strategy from 2010



2025 Low Carbon Communities Project x PCP Program

Where do greenhouse gas emissions come from?



UNIVERSITY
OF
CALIFORNIA

Learn more at
climate.universityofcalifornia.edu

Sources
UN IPCC Fifth Assessment Report (2014);
UN FAO Food Wastage Footprint (2013)
Percent of global greenhouse gas emissions.

2024-2025

- We are looking to re-establish the Municipality's participation in the PCP Program to help guide and structure the work underway to develop an updated greenhouse gas emissions inventory
- The Municipality is working with Clean Foundation and Dillon Consulting to co-develop a tool that will allow for ongoing emissions inventory work to avoid the need for a consultant led inventory in the future. This project is provincially funded by the Low Carbon Communities fund and kicked off in January 2025
- By re-joining the PCP Program, the Municipality will have access to the 5 Milestone Framework tool among other tools and resources, allowing for ease of tracking data and progress throughout the process of quantifying emissions and developing and implementing a reduction plan

2025-ongoing

- The goal is to develop a streamlined process for understanding energy use and opportunities for reduction in the Municipality and allow for ongoing monitoring and access to data that is essential for obtaining funding for future energy related projects

Resources: Responding to Climate Misinformation

- Climate misinformation and disinformation are on the rise and Canadian local governments are not immune to their impacts. Governments, environmental organizations, and advocates of climate policies face challenges from well-orchestrated networks. The availability of Artificial Intelligence (AI) tools is making it easier than ever for single individuals and small groups to promote personal, often misinformed, perspectives and agendas within communities. In many instances, local governments cannot avoid the misinformation and must respond.
- In response to a climate misinformation campaign that was circulating across the country, including Shelburne County, ICLEI put together a resources page to help local governments address the spread of false climate science and provide answers to common questions:
 - Why do we need to reduce greenhouse gas emissions?
 - What is climate change?
 - What is the main cause of climate change?

Link:

[Responding to Climate Misinformation | ICLEI Canada](#)

Questions? Contact Izzie: icollier@cleanfoundation.ca

STAFF REPORT

TO: Shelburne Municipal Council

FROM: Robin Smith, Community Development Coordinator

APPROVED BY: Val Kean, Director of Economic & Community Development

DATE: May 14th, 2025

SUBJECT: 2025/26 Grants to Organizations Recommendations

ORIGIN

Each year the Municipality receives funding requests from organizations for the Grants to Organizations program.

RECOMMENDATION

It is recommended to Council:

THAT the Municipality of the District of Shelburne approve the recommended grant amount for \$1000.00 to come from the 2025/26 Grants to Organization, GL# 00-21950-791 for the Southwest Blast FC.

BACKGROUND

The Grants to Organizations application deadline was February 15th and all applications had to include a recent financial statement and budget. Applicants were required to be incorporated and in good standing with the Registry of Joint Stocks Companies or be affiliated with an organization that meets those requirements. Grant categories include an Operating, Capital & Community Event (programs/services/events) 50% of costs (excluding salary and wages) up to a maximum of \$5000 for operating/community event and a Capital Grant (facility repairs/equipment) 70% of costs up to a maximum of \$2,500. We also have the newly added categories of Partnership Support, Elite Athlete/Youth Travel (Provincial/National/International) and Sponsorship Ad/Donation Requests.

Applications are reviewed by the Grants Committee (Director of Economic & Community Development, Director of Recreation, Recreation Coordinator and Community Development Coordinator) for eligibility based on criteria that includes financial need, ability to contribute funds, additional funding sources, community need, business practices, efficient use of resources and inclusion of required documents (financial statement/budget).

DISCUSSION

A total of \$67,5000, was approved in the Municipality's 2025/26 Operating Budget for Grants to Organizations capital, operating and community event applications. At the April 23, 2025, Council meeting, 32 Grant to Organizations applications were approved, totaling \$62,260 in grants being distributed to our local community organizations.

BUDGET IMPLICATIONS

The amount of \$1000.00 will be taken from the Grants to Organization GL# 00-21950-791, leaving \$3880.00, for consideration of further requests throughout the 2025/26 fiscal year.

ATTACHMENTS

None

STAFF REPORT

TO: Shelburne Municipal Council

FROM: Izzie Collier, Climate Lead, Community Climate Capacity

APPROVED BY: Val Kean, Director of Economic & Community Development

DATE: May 14th 2025

SUBJECT: **Shelburne County Climate Action Committee**

PURPOSE

To obtain Council support to adopt the Shelburne County Climate Action Committee as a Committee of Council, receive approval on the Committee's Terms of Reference and appoint a Councillor to the Committee.

RECOMMENDATION

It is recommended that:

The Council of the Municipality of the District of Shelburne adopt the Shelburne County Climate Action Committee as a Committee of Council; AND,

The Council of the Municipality of the District of Shelburne approve the Committee's Terms of Reference; AND,

The Council of the Municipality of the District of Shelburne appoint Councillor _____ as Council representative on the Committee.

BACKGROUND

Through Clean Foundation's Community Climate Capacity (CCC) Program, the Municipality of the District of Shelburne, Town of Shelburne and Municipality of Barrington are working together as a regional cohort to advance climate action initiatives in the County. Through discussions with the cohort and the designated Climate Lead for the County, Izzie Collier, the cohort has been working to establish a county-wide climate action committee. The Shelburne County Climate Action Committee will provide guidance to municipal Councils across the County in developing and prioritizing plans and actions to mitigate greenhouse gas emissions, advance adaptation initiatives and promote an equitable and climate resilient future for Shelburne County. As the Municipality of Shelburne is the lead applicant for the CCC program, the aim is for this committee to be adopted as a Committee of Council by the Municipality of Shelburne, while the Committee will be composed of both elected officials and residents from neighbouring communities.

A primary responsibility for the Committee will be assisting in the development, implementation and monitoring of a joint climate action plan, as identified by the Municipality as a key objective for participating in the CCC program. In addition, the Committee will support ongoing education and engagement activities and provide recommendations to Council on climate action solutions. Committee members will have the opportunity to take part in learning and knowledge sharing sessions.

DISCUSSION

The Committee will be led by Climate Lead Izzie Collier acting in a staff advisory position to develop agendas and coordinate meetings. The Committee will consist of one elected Councilor from each Municipality and up to 3 members of the public. The Committee will hold 2 seats for members of equity-deserving groups. The Committee is dedicated to prioritizing equity, diversity, and inclusion, encouraging residents from all backgrounds to join.

BUDGET IMPLICATIONS

There are no budget implications associated with the Committee. Members will not be compensated for their participation.

ATTACHMENTS

1. Shelburne County Climate Action Committee Terms of Reference
2. Shelburne County Climate Action Committee Overview

Shelburne County Climate Action Committee – Terms of Reference

1. Purpose

- a. The Shelburne County Climate Action Committee will provide guidance to municipal Councils across the County in developing and prioritizing plans and actions to mitigate greenhouse gas emissions, advance adaptation initiatives and promote an equitable and climate-resilient future for Shelburne County.

2. Authority

- a. Council and Committee gains its responsibility and authority under Section 44 of the Municipal Government Act.

3. Mandate

- a. The duties and responsibilities of the Shelburne County Climate Action Committee are to:
 - i. Participate in the development, implementation and monitoring of a county-wide, equitable climate action plan designed to address climate change while actively considering and mitigating the disproportionate impacts on marginalized communities;
 - ii. Promote education and engagement on environmental issues impacting the County and identify opportunities to sustain community commitment to local climate action;
 - iii. Provide a local perspective and proactive recommendations on climate change mitigation and adaptation solutions as directed by Council;
 - iv. Facilitate knowledge sharing and reporting on climate action initiatives, opportunities and updates to respective municipal Councils;
 - v. Identify and share funding opportunities and sustainability initiatives with respective Councils and bring forward to Council budget requests for identified initiatives relevant to carrying out the Committee's mandate;
 - vi. Take necessary steps to carry out the Committee's mandate as approved by Council.

4. Committee Composition

- a. Membership on the Shelburne County Climate Action Committee shall include 1 staff advisory member, up to 3 members of the public, and 4 members duly appointed by Council annually pursuant to Section 44(1) of the Municipal Government Act. The Committee will hold 2 seats for members of equity-deserving groups. The Committee is dedicated to prioritizing equity, diversity, and inclusion, encouraging residents from all backgrounds to join.
- b. The staff advisory member shall act as the staff resource for the Climate Action Committee.
- c. Member applications shall be vetted by the CAO, and member appointments will be by Council motion.

- d. At the end of each two (2) year term, a Committee member may express their interest in continuing as a member or resign as a member.
- e. Where a vacancy occurs on the Committee, the Council shall appoint a person to fill the position as soon as possible; that person shall hold office for the remainder of the term of the member in whose place that person is appointed.
- f. Where there is a member of the public vacancy, the Committee shall continue to meet and perform its duties, and the municipality shall advertise to recruit a new community member until the position is filled.
- g. Each member will serve without remuneration.
- h. The Climate Action Committee shall elect a Chairperson and Vice Chairperson annually from among its members.
 - i. The Chairperson is accountable to Council for their performance.
 - ii. The Chairperson has no formal authority to direct the Committee, unless specifically authorized by Council by resolution.
 - iii. Primary duties of the Chairperson include:
 - 1. Chairing all meetings of the Committee;
 - 2. Enforcing rules and expectations as they apply to the Committee and its individual members;
 - 3. Ensuring full and timely communication with members of the Committee;
 - 4. Ensuring the effectiveness of the Committee;
 - iv. Unless otherwise indicated, the Chair may be removed by a resolution of the Committee or by resolution of Council for which advance notification has been given to all members, duly moved and seconded, and passed by a majority of members present at a regular or special meeting of the Committee or Council.
 - v. The Vice Chairperson shall act in the place of the Chairperson during absences, unavailability or conflicts of interest of the Chairperson.
- i. The Climate Action Committee shall report directly to the Council of the Municipality of the District of Shelburne and indirectly to the Chief Administrative Officer for operational and administrative support.
- j. The committee is authorized by Council to form subcommittees or task forces to deal with a particular issue within the Committee's mandate.
- k. The Climate Action Committee must maintain minutes of its meetings and submit quarterly written reports to Council.
- l. Minutes and subsequent resolutions of meetings shall be recorded and publicly available upon approval by the Committee. Information and reports of the

Committee shall be subject to normal Freedom of Information and Protection of Privacy (FOIPOP) regulations.

5. Meeting Requirements

- a. Meetings of the Shelburne County Climate Action Committee shall be held on a monthly basis. Meeting frequency may be adjusted as needed based on projects and initiatives.
- b. No decisions may be made at any Climate Action Committee meeting without a quorum (at least two of the three voting members). All decisions of the Climate Action Committee shall be made by majority vote of committee members. Where a majority is not forthcoming, the vote shall be determined in the negative.
- c. Agendas will be developed to address its terms of reference and responsibilities.



Take action for a Sustainable Shelburne County: Join Our Climate Action Committee!

Are you passionate about sustainability and making a difference? Shelburne County invites you to join its Climate Action Committee, where you'll play a vital role in shaping innovative strategies to combat climate change in our communities.

Mandate: The Shelburne County Climate Change Action Committee will provide guidance to municipal Councils across the County in developing and prioritizing actions to mitigate greenhouse gas emissions and adaptation initiatives to promote a climate resilient future for Shelburne County's coastal communities.

Responsibilities include:

- Active involvement in the development, implementation and monitoring of a county-wide Climate Action Plan.
- Knowledge sharing and reporting on climate action initiatives, opportunities and updates to respective municipal Councils.
- Identifying and sharing funding opportunities and sustainability initiatives with respective Councils and bringing forward to Council budget requests for identified initiatives relevant to carrying out the Committee's mandate.
- Promoting education and engagement on environmental issues impacting the County and providing proactive recommendations and feedback on initiatives and solutions.
- Taking necessary steps to carry out the Committee's mandate as approved by Council.

About the Committee:

The committee will consist of 5-10 members representing diverse perspectives from across Shelburne County. Meetings will be held at least four times a year, with the schedule to be confirmed later. We are committed to equity, diversity, and inclusion, encouraging residents from all backgrounds to join.

To get involved or learn more, contact Izzie Collier on behalf of the participating communities at: icollier@cleanfoundation.ca. We look forward to hearing from you and working together for a sustainable future.



STAFF REPORT

TO: Council

FROM: Erin Hartley, Deputy CAO

APPROVED BY: Warren MacLeod, Chief Administrative Officer

DATE: May 14, 2025

SUBJECT: **CREATION OF CAO PERFORMANCE REVIEW COMMITTEE**

ORIGIN

The recommendation to revisit the Chief Administrative Office (CAO) performance review process was provided in the 2025 Organizational Structure Review final report.

BACKGROUND

The CAO is the sole employee of Council. Council relies on their CAO to be the link between them and municipal operations; to implement the Municipality's policies and programs and help them achieve their strategic goals and objectives.

Currently, the CAO performance review is conducted annually by all of Council with input from the Municipality's management team via survey, but without involvement of the CAO in the process. The CAO only becomes involved at the stage of the final meeting and presentation of the evaluation by the Warden and Deputy Warden on behalf of Council.

CAO input, feedback and discussions are key to the evaluation process throughout all stages to ensure that expectations and outcomes are clearly communicated based on tangible and measurable goals and objectives linked to the job description and strategic plans.

Timing is also vital to the evaluation process. Meeting annually can leave large gaps between communications, whereas a more frequent, consistent meeting process could contribute to more open and informed dialogue.

DISCUSSION

Staff recommend that Council consider the creation of a CAO Performance Review Committee made up of three members of Council and the CAO to establish a CAO performance review process based on the guidelines of the Canadian Association of Municipal Administrators (CAMA).

In a survey conducted by CAMA in 2014, while a majority of elected officials and CAOs indicated they participated in performance review processes, many noted that they felt unprepared for the process, not adequately involved in the process, and that the outcomes were not clearly tied to actual results. As a result, CAMA developed a CAO Performance Toolkit now used across the Country.

CAMA's Toolkit is extensive. It is recommended that the Committee review the Toolkit and choose portions of it to customize a CAO Performance Review Process and Terms of Reference that best fits our Municipality. It is envisioned that this Committee would use the CAMA guidelines and toolkit to build on foundational steps and core competencies to help set clear goals for the success of the Municipality and the CAO, to guide and support the evaluation process, and to foster open conversations and accountability between Council and the CAO.

It is suggested that the CAO review/evaluation be an ongoing and continuous process, with formal meetings of the Committee quarterly. The Committee may be required to meet more frequently at first to set up the process and Terms of Reference. It is also being suggested that the Council members appointed to this Committee be the Warden, Deputy Warden and one other Councillor, along with the CAO; however, it is recommended that the Committee come back to Council as a whole with periodic updates and a more formal final annual evaluation report every year.

RECOMMENDATION

THAT Council of the Municipality of the District of Shelburne create a CAO Performance Evaluation Committee, and

THAT Council of the Municipality of the District of Shelburne appoint Warden Penny Smith, Deputy Warden Heidi Wagner and Councillor _____ to the CAO Performance Evaluation Committee.

ATTACHMENTS

- CAMA Toolkit For CAO
- CAMA Toolkit For Council



CAO Performance Evaluation Toolkit

Guide for the CAO

An Ongoing Process: Not Just an Annual Event

A FREE RESOURCE BENEFITING CANADIAN MUNICIPALITIES

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Message From the Canadian Association of Municipal Administrators

It seems like a given, but regular performance evaluation is not always a forethought for the Chief Administrative Officer (CAO) and the Mayor and Council. Feedback suggests that when it is happening, it is not always used effectively. The Canadian Association of Municipal Administrators (CAMA) recognizes that performance evaluation is **an ongoing process and not just an annual event**. To facilitate the process, CAMA launched a Toolkit in 2017 with the support of our members, the Federation of Canadian Municipalities (FCM), and the elected officials, who completed our surveys at that time.

Over the years, we have heard feedback from our members and their Councils on the Toolkit and are pleased to provide you with a **new updated and improved 2023 edition**, which continues to be a flexible model that provides you with the opportunity to choose the tools that work for you, your Council, and the organization. Your boss' can change every four years and sometimes your entire direction changes, which can be the same for the performance evaluation process. There is no right or wrong process or one that's perfect. What worked last year may not work this year depending on the complexities, so it's up to you to customize the best performance evaluation model that works for everyone.

This new version of the Toolkit empowers CAOs, Town Managers, and City Managers with a process that uses strategies, best practices, and tools to facilitate discussions with their Mayor and Council so that performance management is fair and effective, and the process is very easy for both parties. Using this Toolkit, the CAO and Mayor and Council can hold open conversations to assist in achieving a collective vision and reaching strategic goals for the success of the organization and the community.

For both parties, the Toolkit fosters:

- a foundation for good communication;
- an approach to dialogue and conversation that reduces misunderstandings;
- a process for setting annual work-related goals;
- a shared understanding of performance measures;
- a recognition of the CAO's achievements and assessment of what is being accomplished;
- an identification of performance gaps and proactive measures;
- a focus on aligning the CAO's goals with the strategic plan for the organization.

Governing body members often find the performance evaluation process time-consuming, cumbersome, and not particularly effective. This Toolkit will support Mayors and Councils to work more effectively with their CAO, will shift Canadian practice to a higher level of professionalism, and will assist with the unique working relationships CAMA members must maintain with elected officials.

Please note that the reference to "Mayor and Council" in this document also includes Reeves, Wardens, Chairs, Heads of Council and elected officials.

Contact Jennifer Goodine, CAMA Executive Director (1-866-771-2262) admin@camacam.ca with your questions and comments.

Introduction

CAMA produced this Toolkit in recognition of the importance of the relationship between the City Manager, Town Manager, or Chief Administrative Officer (CAO) and Mayor and Council. The CAO is the administrative head of the municipality who ensures policies and programs are implemented; advises and informs Mayor and Council about the operation and affairs of the municipality; and carries out the duties described in legislation.

CAOs stand at the crossroads of municipal management and politics. They are the only employee of Council in most municipal government organizations, and their job is to follow the direction set by the municipality's elected officials; therefore, a high degree of trust between each party is required.

CAOs should look forward to and, when needed, even demand an annual performance review. In many Provinces and Territories, an annual CAO review is a requirement. However, even when it is not mandatory, it is advisable to request a yearly evaluation. Appraisals are your opportunity to officially hear from your Council on how well you are discharging your duties and the overall performance of the organization from their perspective. It is your report card. It is also an excellent opportunity to confirm what your political acuity radar is telling you. It is critical to you as a CAO to ensure you consider the feedback offered and put in your best efforts going forward.

CAMA encourages a broader, more holistic understanding of performance conversations, which form part of **an ongoing process, not just an annual event**. It is important to ensure Council's strategy and expectations are clearly defined, so there is something to measure your performance against. To learn more about the principles of performance evaluation [click here](#).

Most Councils rely on the CAO to:

- be the connecting link between Council and municipal operations;
- implement the municipality's policies;
- assist Council in arriving at decisions and manage the efficient execution of those decisions by municipal staff;
- develop and use an appropriate decision making process;
- regularly review staff performance;
- maintain organizational health; and
- take all reasonable steps to run the organization professionally and within approved Council policies and the limits of government legislation.

Tip: A thorough performance evaluation provides a degree of focus on the intangibles in the Council-CAO relationship (e.g. trust, respect, openness, transparency, etc.) and on the tangibles (i.e., what you and your administrative team accomplished). While it is essential to have a good relationship, being friendly is not all there is to a healthy ongoing partnership. Every performance period should be highlighted by a thoughtful and fulsome response to the question: "How did you move the yardsticks down the field?" Such a question keeps the heat under the CAO: It is this constructive tension that brings the organization into clear focus. Are we marking time; dancing or moving ahead?

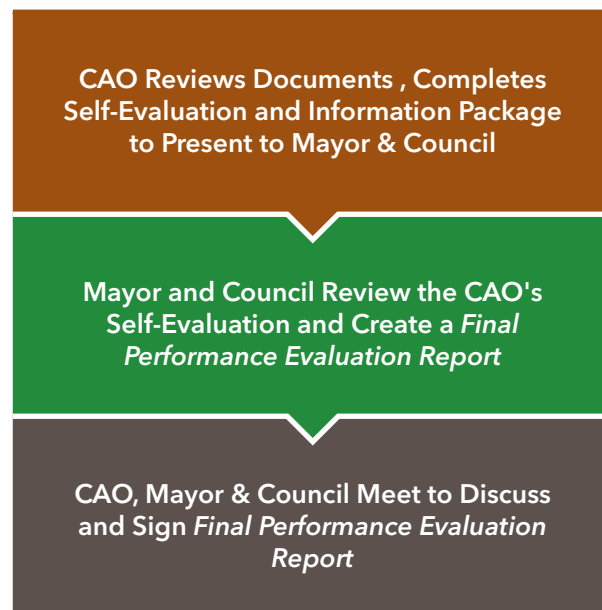
-Article by George Cuff published in Municipal World, July 2013.

How to Use This Toolkit – CAO

This Toolkit is meant to be a guide of best practices and guidelines for you and your Council to follow, however it is **flexible and customizable**. It is recommended that you customize this three-part performance evaluation process for your organization and choose the specific components that work for you. It can be used for

- a CAO and Council that are developing a new process and it is their first time conducting a performance evaluation; or
- a CAO and Council that already has an existing process with specific templates that already work well but would like to add some other components and best practices.

As the first step, the CAO will provide a recommended process to the Mayor for consideration.



What is Included in this Toolkit?

This Toolkit provides the following information:

- **Important Information on the Value of Performance Discussions.** A performance evaluation should be **an ongoing process – not an annual event**. There are some tips and best practices on the importance of setting up quarterly reviews, developing a compensation framework when you are hired, surveying stakeholders that you interact with on a regular basis, and the possibility of hiring a third-party consultant to conduct a facilitated evaluation.
- **Quick Reference Guides.** A one-page Quick Reference Guide showing each step at-a-glance for each of CAMA's three-part process (for the CAO, Mayor and Council, and the final performance evaluation meeting).
- **Details for the CAO's Self-Evaluation.** A detailed step-by-step guide for the preparation of the *CAO Information Package* for the Mayor and Council, including your own self-evaluation.
- **Sample Best Practices.** The performance evaluation template included in this Toolkit is a best practice document to assist you in having quality discussions around your performance with your Mayor and Council and does not have a rating system. A sample mandate letter has also been provided as an option.
- **CAO Performance Evaluation Process Checklist.** A CAO Process Checklist to ensure you have included all steps before circulating your *CAO Information Package* to the Mayor and Council.
- **Sample Timeline.** A sample timeline to be used as a guide, beginning in mid-August and finishing the first week of December to coincide with the calendar and budget year. This process can move at the pace set by the CAO and the Mayor and Council.

What About the Mayor and Council's Process?

The Mayor and Council have been provided with their own guide for the process entitled "[CAMA Performance Evaluation Toolkit – A Guide for Mayor & Council](#)".

Tips on Customizing Your Performance Evaluation Process

TIP: Providing a simple, easy to use template for the Mayor and Council will contribute to a more successful performance evaluation for the CAO.

Every CAO and their Councils are different and therefore the way that performance evaluations are conducted are going to be unique. The Toolkit is designed to provide you with foundational steps (the regular performance evaluation process) as well as optional steps (quarterly reviews, developing a compensation framework, and a stakeholder survey) which are outlined in detail in the next section. You may choose elements to start a simple process in your organization or pick additional pieces to add to your existing process. However, at the beginning of the process, you should work with the Mayor and Council to determine the vision.

As a best practice to facilitate a qualitative discussion during performance conversations, you may consider using CAMA's performance evaluation template **without a rating system**, as a guide focusing on the specific annual Council and CAO goals for the evaluation period.

You may also have Council complete a mandate letter that outlines the annual expectations of a CAO of being a role model and good corporate leader, but also the specific expectations for the year based on the goals of Council and the CAO, approved by Council the previous year. These templates can be customized to suit your needs. However, it is important that there is a consensus from both parties on the template and performance metrics used for the evaluation.

The performance evaluation process starts and ends with you – the CAO. It is important for you to provide a thorough and intuitive CAO *Information Package* that is easy for the elected officials to complete and understand. In the Mayor and Council's case, the deliverable is the *Final Performance Evaluation Report*. The end product is a meeting with the CAO, Mayor and Council to discuss the *Final Performance Evaluation Report* and set goals for the following year.

TIP: A numbered rating system is not always helpful.

"Evaluating someone's performance is a complex process and reducing it to a scale of 1 to 5 helps neither the evaluated nor the evaluators. Some people are "hard graders" and others just check the top box. Some will use it to avoid providing specific, meaningful feedback. In our experience, rating systems reduce the amount of feedback provided to the manager, and often produce a muddled and confusing result without clear direction to the manager."

Source: ICMA article titled "A Better Way: The Facilitated CAO Performance Review"

The Value of Performance Discussions

Effective performance management and performance evaluation should improve communication and the employment relationship between CAOs and their Councils. This is a unique relationship in that there are several people involved in evaluating the performance of the CAO, even though Council as a body sets direction. The relationship is significantly more complex than a traditional one-to-one of supervisor to employee. While there may be similarities to Board of Director/Chief Executive Officer relationships, the municipal context has these differences:

- In many cases, provincial legislation sets the basis for the Council/CAO relationship.
- Elected officials may or may not have prior experience and training in the oversight and performance evaluation of a professional senior executive.
- Municipal compensation systems may provide financial incentives (i.e. an annual bonus) to drive/reward performance.

Both elected officials and municipal CAOs operate under daily scrutiny of the public and the media. Regular performance evaluations promote a high-performance organization that is better able to withstand that scrutiny. They also create a vision for Council for their mandates.

The key value to conducting a written performance evaluation of the CAO provides the following benefits:

- An opportunity to increase communication between the CAO and the Mayor and Council.
- The conversation gives the CAO an opportunity to identify goals that support his or her career objectives.
- Aligning the municipality's strategic goals with the CAO's goals supports the organization's excellence.
- The performance review of the CAO provides the Mayor and Council with a formal record of their performance conversation and appraisals of the CAO's achievement of agreed-upon goals, and of the organization's performance in achieving its goals.



Goal setting occurs at the start of an evaluation cycle and the key results are an important component at the end of the annual evaluation cycle. **CAOs need to be in sync with the expectations of Council and these should be articulated at the outset and generally discussed again every year at the evaluation.**

Performance evaluations show appreciation for and feedback on the work of the CAO. Through performance evaluation the CAO better understands the roles and responsibilities of the position. Evaluations:

- offer a prime opportunity for organizational feedback;
- recognize the challenges the CAO faces;
- allow elected officials to hear about the CAO's managerial style; and
- encourage appreciation for the need for succession planning; and discuss/clarify the future.

An Ongoing Process – Not Just an Annual Event

The importance of regular conversations or “check-ins” throughout the year cannot be overstated. Building solid, respectful working relationships will advance everyone’s interests and avoid having surprises arise over the course of the year and specifically at year-end. Regular performance conversations make it easier to link compensation to performance at the year-end performance evaluation.

Setting Up Quarterly Reviews

Although this Toolkit is for **annual** Performance Evaluation Reviews, some municipalities set up **quarterly reviews** for a more formal approach to “checking in,” which gives the opportunity to review/change goals that are no longer achievable due to new circumstances.

Developing a Compensation Framework

During discussions about job descriptions, hiring, and performance evaluation, a compensation framework can be developed.

Your Employment Contract and The First Six Months

CAMA's CAO Employment Contract Toolkit

provides some tips on negotiating your compensation when hired including adding a clause where salary will be reviewed for an increase after the first six months. This allows a CAO to prove their “worth”, but it also provides the opportunity for the CAO to have a dialogue with Council on how things are going to date. Should this be a clause you are successful in writing into your contract, ensure you immediately work with Council on objectives for your first six months. Regardless of the clause, having clear objectives, mutually agreed upon with Council that serves the Council Strategic Plan, will aid you as the new CAO in measuring the results and success of your first six months.

Salary Reviews and Bonuses

It is important to understand how your salary increases are measured and how often your salary will be reviewed. Are there any bonuses tied to specific performance measurements and if so, are they measured objectively, or can they be subjective? Ensuring all performance measurements are directly tied to achievable objectives will be very important not only in assessing potential salary increases, but also in performance reviews and contract renewals.

ICMA's Employment Agreement recommends the following options: an increase dependent upon the results of the performance evaluation in the form of salary and/or performance incentive and/or increase in benefits; the Consumer Price Index; compensation by percent each year; or by at least the average across the board increase granted to other employees of the Employer.

Discussion with Mayor and Council on Compensation

When the Mayor and Council meet to discuss the *Final Performance Evaluation Report*, they may use the time to decide upon compensation. This Report identifies the level of performance satisfaction for the entire performance period. In addition to the ratings (if you are using a rating system) and executive summary of the *Final Performance Evaluation Report*, compensation decisions may be based on:

- the economic climate of the municipality and community;
- the general status of comparable compensation in the private sector of the community;
- compensation decisions for other employees of the local government; and
- a comparative salary review.

Optional Steps

Stakeholder Survey

Whether the municipality is small, medium, or large, there are components of performance evaluations that can elevate their effectiveness, such as a survey of stakeholders. Stakeholders include senior staff who report directly to the CAO, and stakeholders identified by the CAO and confirmed by Mayor and Council.

This is an **optional step** in the performance evaluation; however, the review provides valuable information on how results are achieved and how the community perceives both the CAO and the municipality. Some evaluations call for a 30-minute interview with all stakeholders except for those stakeholders who provide feedback online. Conducting performance evaluations holds all those involved to professional standards and builds a community within the organization because all stakeholders involved are asked for input. This includes staff who report to the CAO, stakeholders who work with the CAO, and Mayor and Council. All participants in the Survey of Stakeholders must be assured that their input is confidential and that the results of interviews and surveys will be scrubbed to be non-attributable.

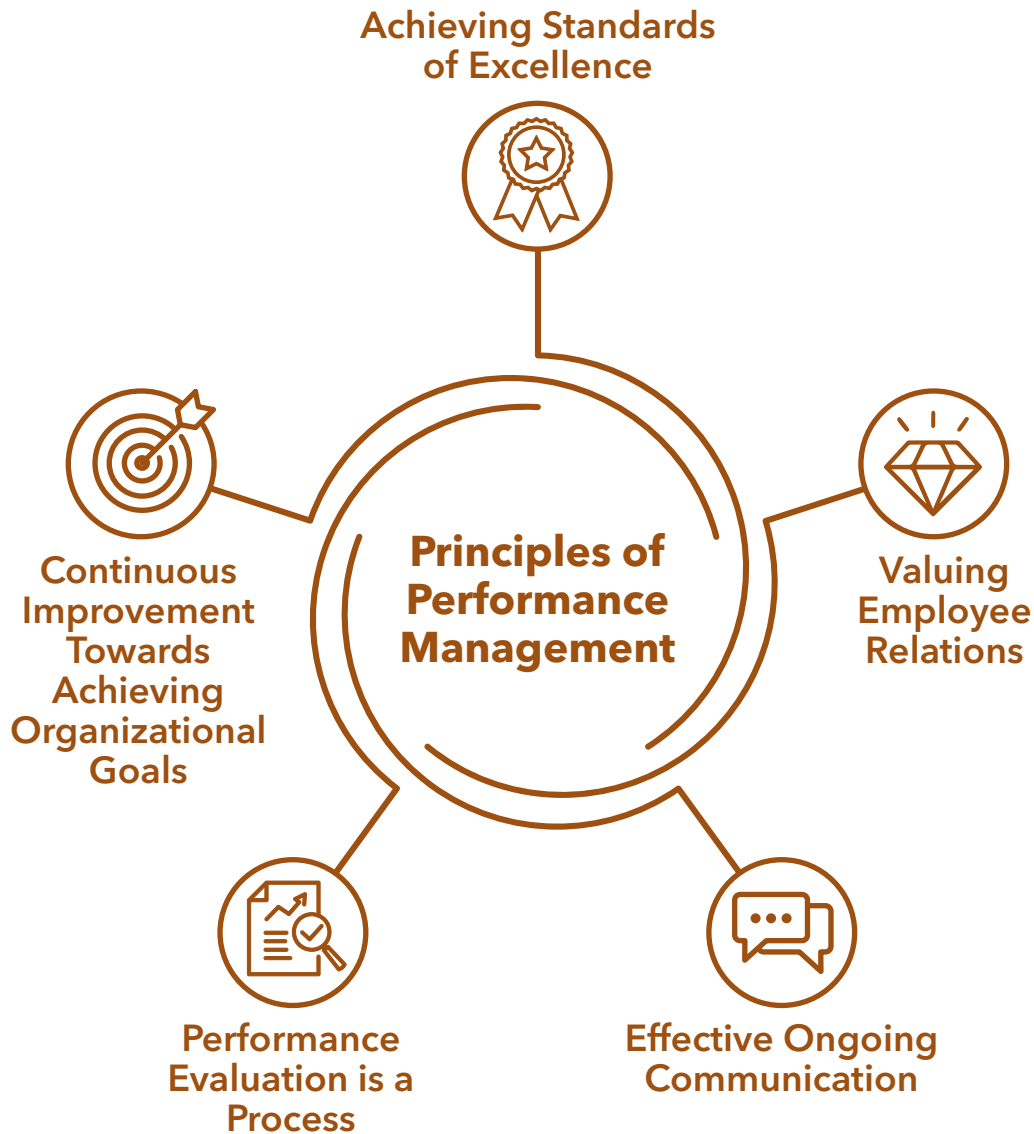
Hiring a Third Party Consultant for a Facilitated Evaluation

Will a third party, such as a consultant, be hired to work with the Mayor and Council to facilitate the process and ensure it is fair? A third party manages the evaluation process, acts as a neutral party to gather data from elected officials (and other evaluators), analyzes the data, and presents the findings to the CAO in a way that encourages growth. For the CAO, it provides meaningful feedback, it clears the air if there are any issues identified by Council, it separates the message from the messenger, and it focuses on results-oriented opportunities. For the elected officials, it professionalizes the process, values all opinions around the table, makes the process easier with one person responsible for managing the evaluation from start to finish, and it creates clarity.

Some Councils may not want to pay for a facilitator, but the cost is minimal when considered alongside the benefits and should be recognized as the key to a successful CAO-Council relationship.

TIP: It is not recommended that the Human Resources Department or any other employee be intimately involved in the process as it puts them in an awkward situation as they all report to the CAO. The City Clerk may be involved in the process on behalf of the Mayor and Council. If a consultant is hired a recommendation would be that they meet with the Sub-Committee and/or Council to do an orientation on the purpose of a performance evaluation.

Principles of Performance Management



Principle	Explanation
Achieving Standards of Excellence	Professional Chief Administrative Officers are essential for effective local government to operate with standards of excellence.
Valuing Employee Relations	CAO performance evaluations are a way for Mayor and Council to recognize, appreciate, and evaluate their relationship with their employee. Mayor and Council may change more often than the CAO, so the performance evaluations offer a way to ensure all involved have clearly outlined understandings and expectations for the CAO. The best time to make those expectations known is during the annual evaluation. Performance evaluations, when there is a good relationship between the CAO and the Mayor and Council, allow for a discussion about the performance of the whole organization. The performance evaluations are a tool to better inform and engage Mayor and Council with the CAO's work, and to recognize the challenges the CAO faces. In gaining such an understanding, Mayor and Council can better appreciate the effectiveness of the CAO's work and determine ways to strengthen their support of this work. The relationship between Mayor and Council and the CAO ought to be front and center in any performance evaluation. Positive relationships, marked by respect, trust, and transparency will advance the achievement of organizational goals.
Continuous Improvement Toward Achieving Organizational Goals	The foundation of a performance management system aligns goals and expectations for the CAO with overall organizational strategies. High performance organizations promote continuous improvement for the CAO and the organization, empowering both to achieve success. As long-term outcomes come within reach, standards of excellence can be redefined. In some Provinces and Territories, the first goal is to meet legislative requirements that Council conduct regular CAO performance evaluations. Many jurisdictions have policies and by-laws in place that describe responsibilities and expectations towards performance evaluation of CAOs. Performance evaluation is a tool for organizational excellence. Legislative context enriches the process and provides additional tools in the toolbox that are specific to provincial and civic jurisdictions.

Principle

Explanation

Effective Ongoing Communication

Positive working relationships are built and maintained with effective, ongoing communications.

Communication is one tool in the working relationship between the manager and elected officials and is NOT a report card that is an end in itself. With ongoing communication between the manager and officials, nothing in the performance evaluation should come as a surprise; it should be a summary of previously held conversations.

The performance evaluation is also an opportunity for the Mayor and Council to better define their vision and their expectations.

Performance Evaluation is a Process

Performance evaluation is a process that begins with a job description.

CAMA's Toolkit divides the process into three cycles. Part 1 involves seven steps of gathering information and preparing the CAO *Information Package* for Performance Evaluation. Part 2 involves six steps for creating the *Final Performance Evaluation Report*, and Part 3 has three steps for reviewing the *Final Performance Evaluation Report*.

TIP: It is imperative that CAOs and Councils are using a process that everyone sees the value of, and has confidence in.

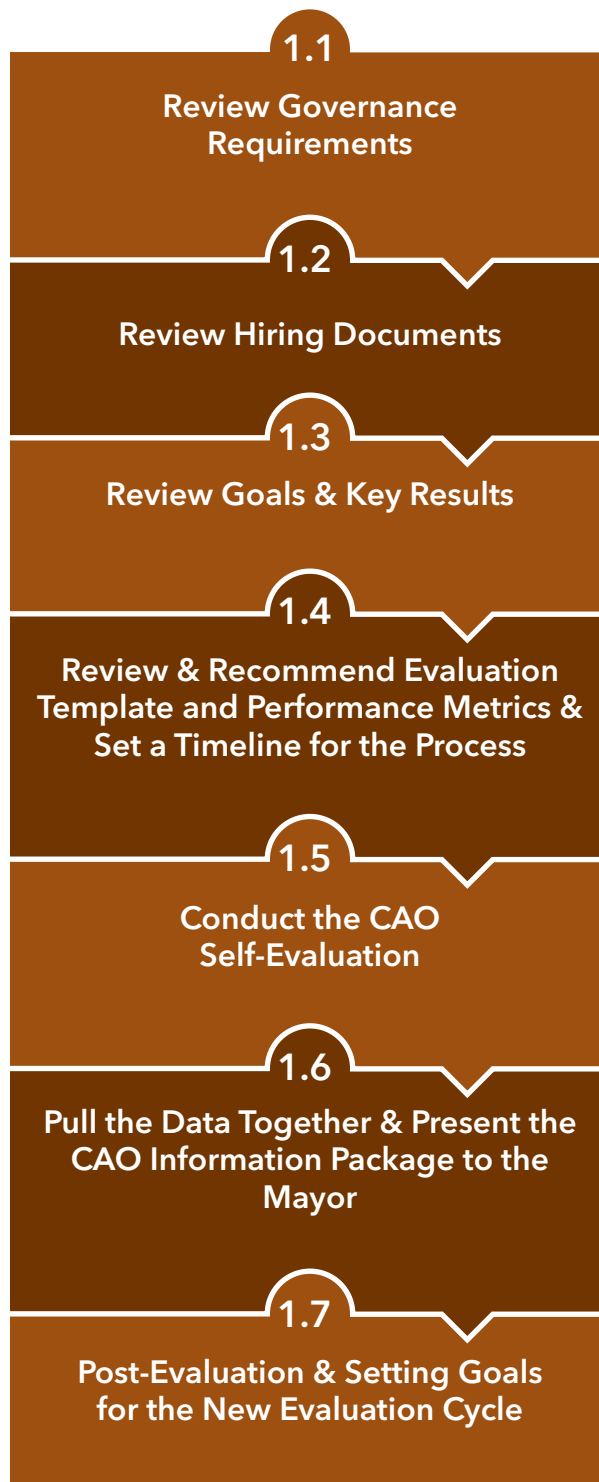


Quick Reference Guides

Part 1: The CAO's Process

Reviewing Documents, Creating Information Package and Completing Self-Evaluation for the Mayor & Council

Note that your municipality may not have all the elements described in the process, but because this Toolkit is a “flexible and customizable” model, that is completely fine. Use the elements that you do have, and consider, as you read through, whether you’d like to investigate additional elements. As you work through Part 1, you will collect information to give to the Mayor and Council for their work in preparing the *Final Performance Evaluation Report* in Part 2.



1.1 Review Governance Requirements: The CAO gathers and reviews all policies, by-laws, regulations, and Acts that relate to or clarify the role of the CAO, or that Council must follow regarding performance evaluations of their CAO.

1.2 Review Hiring Documents: The CAO gathers and reviews the CAO job description, contract, and covenants (if any).

1.3 Review Goals & Key Results: The CAO gathers and reviews previously agreed-upon mandate letters, strategic goals, key result areas, the strategic plan, and/or Council priorities.

1.4 Review & Recommend Evaluation Template and Performance Metrics & Set a Timeline for the Process: After review, the CAO meets with the Mayor and recommends a performance evaluation template (included in this Toolkit or their own) to the Mayor and Council and the performance metrics that are used to rate performance. Several other questions are asked during this meeting. In addition, a timeline and a process are also agreed to collectively by both parties.

1.5 Conduct the CAO Self-Evaluation: The CAO uses the agreed upon Performance Evaluation template and metrics to conduct his or her self-evaluation prior to the Mayor and Council using the same evaluation template for their evaluation of the CAO. This self-evaluation is included in the *Information Package*.

1.6 Pull the Data Together & Present the CAO Information Package to the Mayor: The CAO has completed a review of relevant documents, including any quarterly or periodic reviews, and prepares an *Information Package* to present to the Mayor to circulate to Council.

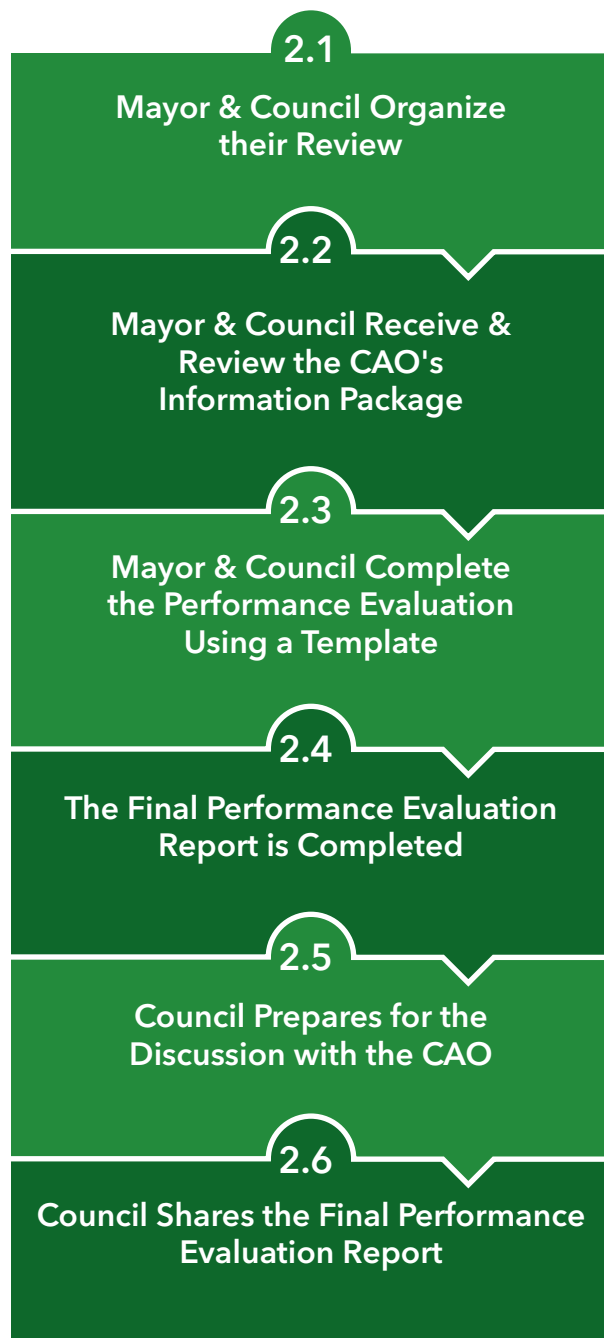
1.7 Post-Evaluation & Setting Goals for the New Evaluation Cycle: Following the joint meeting with the CAO and Mayor and Council to review and sign off the *Final Performance Evaluation Report*, the paperwork is completed for the Human Resources Department. The process then starts again with Council to set new strategic goals and key results for the coming year to be linked to the CAO's goals with the municipality's Strategic Plan and Council's priorities.



Part 2: Mayor and Council's Process

Creating the *Final Performance Evaluation Report*

Part 2 of the performance evaluation cycle occurs when Mayor and Council have received the *CAO's Information Package* which includes his or her self-evaluation.



2.1 Mayor and Council Organize their Review:

Once a performance evaluation template and performance metrics are agreed upon by both parties, the task of gathering and assessing the data involves agreeing on how to get input from all members, whether to designate a committee of Council to lead the exercise and, whether assistance is required from a consultant. Confirming a timeline for the process is also important.

2.2 Mayor & Council Receive & Review the CAO's Information Package:

The CAO's Evaluation includes all the background/foundational data the CAO gathered as part of the package as well as the CAO's self-evaluation.

2.3 Mayor & Council Complete the Performance Evaluation Using a Template:

This is the traditional step of the process wherein Mayor and Council rate the CAO's performance using the template that has been agreed upon by both parties.

2.4 The *Final Performance Evaluation Report* is Completed:

Using the agreed template, the person responsible for compiling the information, gathers all the evaluations and written comments from each Council member and organizes the findings as per the process previously agreed on for capturing the rolled-up feedback in Step 2.1.

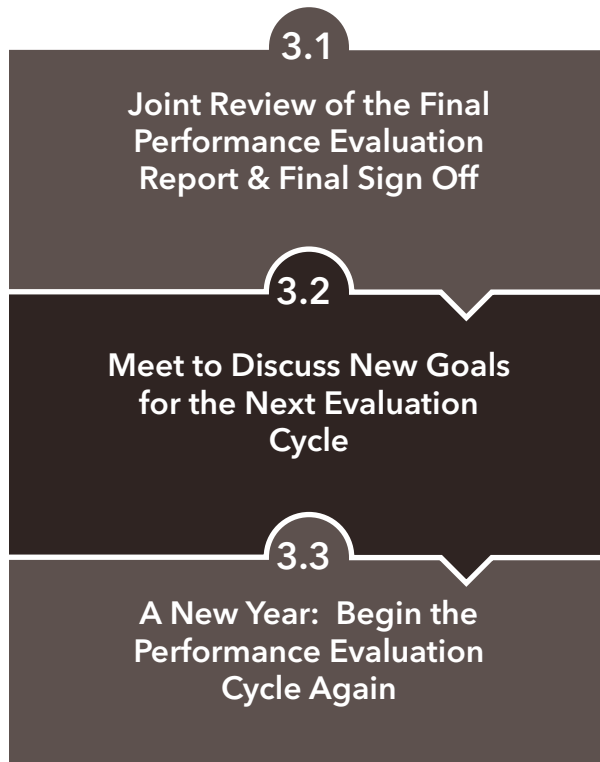
2.5 Council Prepares for the Discussion with the CAO:

Things to be considered include the rules of feedback, the purpose and desired outcome of the performance evaluation discussion, and who is chairing the discussion.

2.6 Council Shares the *Final Performance Evaluation Report*:

The *Final Performance Evaluation Report* is shared with the CAO, Mayor and Council to allow all parties time to review this document prior to the meeting to discuss it.

Part 3: CAO, Mayor and Council Meet to Discuss the Performance Evaluation Report



3.1 Joint Review of the *Final Performance Evaluation Report* & Final Sign Off: An In-Camera/Closed meeting is held with the Mayor, Council and CAO to have a conversation between both parties to discuss the final report. The conversation uses constructive feedback to present and discuss the collective comments from the Mayor and Council. The CAO, Mayor and Council sign off on the document.

3.2 Meet to Discuss New Goals for the Next Evaluation Cycle: After the CAO's performance evaluation is complete, it's important for Council to set new strategic goals and key results for the coming year, which link to the CAO's goals, the municipality's Strategic Plan, and Council's priorities. This may take a minimum of two meetings with the first meeting being to discuss Council's vision and strategic goals/priorities, and the second meeting being to review and approve the CAO's goals for the coming year based on that vision. If a mandate letter is part of the performance evaluation process it should be completed at this meeting.

3.3 A New Year: Begin the Performance Evaluation Cycle Again: Begin the performance evaluation cycle again.

Part 1: The CAO's Process

Reviewing Documents, Creating Information Package and Completing Self-Evaluation for the Mayor & Council

Step #	Step and Explanation
1.1	Review of Governance Requirements The CAO, Mayor and Council need to become familiar with the existing documents that give the CAO his/her authority and guidance regarding his/her role. These documents include legislation, municipal policies, and by-laws. Within the <i>Municipal Government Act</i> in some Provinces and Territories, there are sections variously describing CAO job descriptions, duties, powers, and/or the purpose of performance evaluation and the processes, including timelines, to be used. These are all very important inputs that inform the performance evaluation process. Some municipalities have municipal policies that require evaluation of job performance, set the standards by which it will occur, and outline the procedures for how it should occur. Some have also created by-laws that establish and define the powers and duties of the CAO. These typically provide clarity as to the corporation's view of the CAO's role and responsibilities. Other municipalities have identified, through a by-law, that responsibilities and authorities may be delegated by Council to a Municipal Manager. You may wish to include a copy of any of the above-noted legislation in the CAO <i>Information Package</i>.
1.2	Review of Hiring Documents Include a copy of your job description in the CAO <i>Information Package</i> you are creating. The job description is a foundational document and will provide topics of conversation between you and Mayor and Council, particularly if it needs to be updated. Another document to add to your CAO <i>Information Package</i> is your CAO Employment Contract or offer letter signed by the CAO, Mayor and Council that outlines any compensation reviews. A sample of a CAO job description and a CAO Employment Contract can be found in CAMA's CAO Employment Contract available in the Member's Section.

1.3

Review Goals and Key Results

Add the Strategic Plan/Council Priorities to the *CAO Information Package*

The municipality's Strategic Plan is another foundational document the CAO needs to gather and review. If your municipality does not have a Strategic Plan, then gather information about Council's priorities and add these to your *CAO Information Package*.

Establish the CAO's Goals and Key Results

At the start of the evaluation cycle, it is important to establish the CAO's Goals in a way that aligns them with the Strategic Plan and goals for Mayor and Council. At the end of the evaluation cycle, the goals are reviewed and revised as necessary. This is true whether a CAO is brand new or has been with the municipality for twenty years. The goals should be achievable within the evaluation cycle. Include a copy of the CAO Goals and key results in the *CAO Information Package*. You should also include a copy of your mandate letter if you have one.

1.4

Review & Recommend Evaluation Template and Performance Metrics & Set a Timeline for the Process

Now that you have a good start on your *CAO Information Package* (with your review of any CAO governance documents, hiring documents, Council's Strategic Plan and priorities, the CAO Goals and key results, and your mandate letter), you are ready to review and recommend a performance evaluation template and metrics to the Mayor.

Performance Evaluation Template

The CAO recommends a performance evaluation template to the Mayor and Council. There is a sample mandate letter and one performance evaluation template available for your review in this Toolkit or you can develop your own. Providing a simple, easy to use template will contribute to a more successful performance evaluation discussion for you.

Performance Metrics

It is also important to collectively decide on the performance metrics that will be used to rate the performance. As noted previously, a numbered rating system from 1 to 5 is not always helpful and reduces the amount of feedback provided to the manager, and often produces a muddled and confusing result without clear direction to the manager. The performance evaluation template in this Toolkit does not include a rating system, rather a series of questions to create a positive discussion along with a mandate letter. These best practices can be used together or separately, or you can choose your own template that works best for you.

Scheduling a Meeting With the Mayor

The next step is a very important one. You will need to schedule a time to meet with the Mayor to present your recommended performance evaluation template and metrics, and set a timeline for the entire performance evaluation process with the Mayor and Council. **Setting up a calendar from the start will help keep the process on schedule and ensure it is not only started, but that it is also completed.**

The following topics should be discussed during this meeting:

- **Chair of the CAO Performance Evaluation.** Who will be the Chair of the performance evaluation process?
- **Third Party Consultant/Facilitated Evaluation.** Will a third party, such as a consultant, be hired to work with the Mayor and Council to facilitate the process and ensure it is fair? Discuss this possibility with the Mayor if you feel that a consultant/facilitator would be a benefit to the process. As noted above, it is not recommended that the Human Resources Department or any other employee be intimately involved in the process as it puts them in an awkward situation as they all report to the CAO. The City Clerk may be involved in the process on behalf of the Mayor and Council. If a consultant is hired a recommendation would be that they meet with the Sub-Committee and/or Council to do an orientation on the purpose of a performance evaluation.
- **Sub-Committee and Final Performance Evaluation Report.** Will there be a Sub-Committee of Council that will prepare the *Final Performance Evaluation Report* and collect the responses from each member of Council? Or work with the consultant to prepare the *Final Performance Evaluation Report*?
- **Performance Evaluation Template and Metrics.** This is your opportunity to present your recommended performance evaluation template and metrics. The Mayor should decide if he/she will make the decision on the template or if it will be the Sub-Committee. It is not recommended that the entire Council be involved in choosing the template. There must be a consensus on this before the process starts as both parties (CAO and Council) must use the same form.
- **Compensation Framework.** The Mayor and Council should be aware of any compensation clauses noted in your employment contract and how they relate to your performance evaluation. This is a good time to reference this, so they are aware of how the evaluation process impacts your compensation.
- **Optional Step: Surveying Stakeholders.** An optional step that you can present to the Mayor and Council is undertaking a survey which includes your direct report staff and any stakeholders that you identify that you work with in the community.
- **Creating a Timeline/Calendar.** A timeline should be confirmed that includes the following:
 - A deadline for the *CAO's Information Package*, including the self-evaluation to be submitted to Council.
 - A time the CAO can meet with the Mayor and/or consultant to review the *CAO's Information Package*.
 - A date that the *CAO's Information Package* will be sent to all Council members.
 - A deadline when Council's evaluations have to be completed and submitted to the Mayor/consultant.
 - A deadline when the *Final Performance Evaluation Report* must be completed by the Mayor/Sub-Committee and/or consultant.
 - A date for the review of the *Final Performance Evaluation Report* by Council.
 - A final date for an In-Camera/Private Council meeting with the CAO to discuss and sign the *Final Performance Evaluation Report*.
 - Some additional dates should also be set with the City Clerk's Office to start the process of setting goals for the next year.

Prior to leaving this meeting, a follow-up appointment should be scheduled (following the Mayor's meeting with Council) to discuss the final performance evaluation template and metrics, and review the timeline to ensure both parties are agreeable.

Helpful Resources

- [CAO Performance Evaluation Template](#)
- [Mandate Letter](#)

1.5

Conduct the CAO Self-Evaluation

Once you have your second meeting with the Mayor and have agreed on the final performance evaluation template and metrics, a confirmed timeline, and other details about the process, you are ready for the final task of completing the self-evaluation.

All the data you have gathered for the *CAO Information Package* to date will support this task. Again, ensure you review your mandate letter, CAO Goals, Council's Strategic Plan and priorities, to assess goals and key results. Also, review any periodic or quarterly evaluations you have had over the past year.

The performance evaluation template that you and the Mayor and Council agree upon should be used for:

- the CAO self-evaluation;
- the Mayor and Council individual CAO performance evaluations; and
- the *Final Performance Evaluation Report*.

1.6

Pull the Data Together & Present the *CAO Information Package* to the Mayor

You are now ready to finalize the *CAO Information Package* for the Mayor and Council and can include the following:

- Governance documents - including any legislation, municipal policies, and by-laws describing the CAO job descriptions, duties, powers or performance evaluation process.
- A copy of your job description and CAO Employment Contract/offer letter.
- A copy of your mandate letter.
- A copy of Council's Strategic Plan.
- A copy of the CAO Goals and key results for the year.
- The completed CAO self-evaluation form.
- A blank template for the Mayor and Council members to complete.
- An additional blank template for the *Final Performance Evaluation Report* for the consultant or Sub-Committee that will compile all the evaluations into the final report.

Other documents that you may wish to include in the *CAO Information Package*:

- A copy of the [Principles of CAO Performance Evaluation](#) as a best practice (included in this Toolkit).
- A copy of the [CAMA Performance Evaluation Toolkit: A Guide for the CAO](#).

It is recommended that you meet with the Mayor and/or consultant to review the *CAO Information Package* before it is circulated to all members of Council. Once you have done this, make copies of the *CAO Information Package* for each member of Council for the Mayor/consultant to circulate.

1.7

Post-Evaluation & Setting Goals for the New Evaluation Cycle

Post-Evaluation

Following the joint meeting with the Mayor and Council to review your *Final Performance Evaluation Report* and sign off, you may wish to compare your personal ratings and comments against those provided.

It is important to place a copy of the report and a copy of your self-evaluation in a sealed envelope marked "confidential" and ask the Human Resources Department to place it in your personnel file.

The CAO is also responsible for completing any paperwork (signed by the Mayor) to be submitted to the Payroll Department for any compensation related to the performance evaluation.

Setting New Goals for the Next Evaluation Cycle

After the CAO's performance evaluation is complete, it's important for Council to set new strategic goals and key results for the coming year, which link to the CAO's goals, the municipality's Strategic Plan, and Council's priorities. These new goals can be part of a mandate letter if you and Council choose to use this tool.

Certain goals set last year may remain unchanged, as they are ongoing strategic goals for the municipality and therefore the CAO. Other goals may be new, so this is the time to discuss all the chosen goals for the coming year considering their:

- Appropriateness for the municipality;
- Advancing the CAO's professional goals and interests; and
- Potential for enhancing the relationship between the CAO, Mayor and Council, staff, stakeholders, and the community.

Step #	Step and Explanation
	One effective way of setting goals is to use the S.M.A.R.T goal concept. A variety of interpretations of the SMART acronym have been used since the 1960s. George T. Doran's interpretation (1981) is often considered to be the foundational one and is described below. S Specific: Target a specific area for improvement. M Measurable: Quantify, or at least suggest, an indicator of progress. A Assignable: Specify who will do it. R Realistic: State what results can realistically be achieved given available resources. T Time-related: Specify when the result can be achieved. This may take a minimum of two meetings - with the first meeting being to discuss Council's vision and strategic goals/priorities, and the second meeting being to review and approve the CAO's goals for the coming year based on that vision.

Best Practice for CAO's Goals: Regardless of Council's goals, each CAO also needs to have his or her own goals of what he or she is hoping to accomplish administratively, and these should be articulated to the Council. It's also important to brainstorm with your management team on developing the CAO goals to provide focus to the organization and to instill a sense of ownership and motivation as a team for the next year.

CAO Performance Evaluation Process Checklist

Start of Performance Evaluation Cycle

- ☒ At the start of my evaluation cycle, my CAO goals were set based on Council's Strategic Plan and priorities that were agreed to by the Mayor and Council. A mandate letter may have also been prepared and agreed to by both parties.
- ☒ I have scheduled a meeting with the Mayor to review the CAO Performance Evaluation process.

Review of Governance Requirements

- ☒ I have reviewed my municipality's governance documents which include any legislation, municipal policies, and by-laws with respect to my performance evaluation.
- ☒ I have included a copy of the governance documents in the *CAO Information Package*.

Review of Hiring Documents

- ☒ I have included a copy of my CAO job description and CAO Employment Contract/offer letter in the *CAO Information Package*.

Review Goals & Key Results

- ☒ I have added the municipality's Strategic Plan and Council's priorities to the *CAO Information Package*.
- ☒ I have reviewed my CAO goals that were set at the beginning of the evaluation cycle and included them and the key results in the *CAO Information Package*.
- ☒ I have included a copy of my mandate letter if applicable.

Review & Recommend Evaluation Template and Performance Metrics & Set a Timeline for the Process

- ☒ I have reviewed the performance evaluation template in the Toolkit and made any edits and additions (or used another option) and have my recommendation ready to present to the Mayor, along with performance metrics.
- ☒ I have met with the Mayor to present my recommended performance evaluation template and metrics, and set a timeline for the entire performance evaluation process with the Mayor and Council. See the questions in Step 1.4 above that should be discussed with the Mayor.
- ☒ Prior to leaving the meeting with the Mayor, I set up a follow-up appointment (to be held following the Mayor's meeting with Council) to discuss the final performance evaluation template and metrics and review the timeline to ensure both parties are agreeable.
- ☒ I have met with the Mayor for a second meeting and a collective template has been agreed to by the Mayor and Council for the CAO performance evaluation process, and a timeline has also been agreed to by both parties (including the deadline for the CAO's *Information Package*, the self-evaluation to be submitted to Council, a time the CAO can meet with the Mayor and/or consultant to review the CAO's *Information Package*, a date the CAO's *Information Package* will be sent to all Council members, a deadline for Council's evaluations, a deadline for the *Final Performance Evaluation Report*, a review of the *Final Performance Evaluation Report* by Council, and a date for an In-Camera/Private Council meeting to discuss and sign the *Final Performance Evaluation Report*).

Conduct the Self-Evaluation

- ☒ I have reviewed all the data gathered for the CAO *Information Package* to date and any quarterly or periodic reviews that I have had with Council over the past year.
- ☒ I have completed my self-evaluation.

Pull the Data Together & Present the CAO Information Package to the Mayor

- ☒ I have finalized the CAO *Information Package* for the Mayor and Council including the documents noted above (governance documents, job description, employment contract, strategic plan, CAO goals, mandate letter, and key results) and a blank performance evaluation template.
- ☒ **Optional:** I have included a copy of the [Principles of CAO Performance Evaluation](#) in the CAO *Information Package*.
- ☒ **Optional:** I have included a copy of the [CAMA Performance Evaluation Toolkit: A Guide for the CAO in the CAO Information Package](#).
- ☒ I have scheduled a meeting with the Mayor and/or consultant to review the CAO *Information Package*.

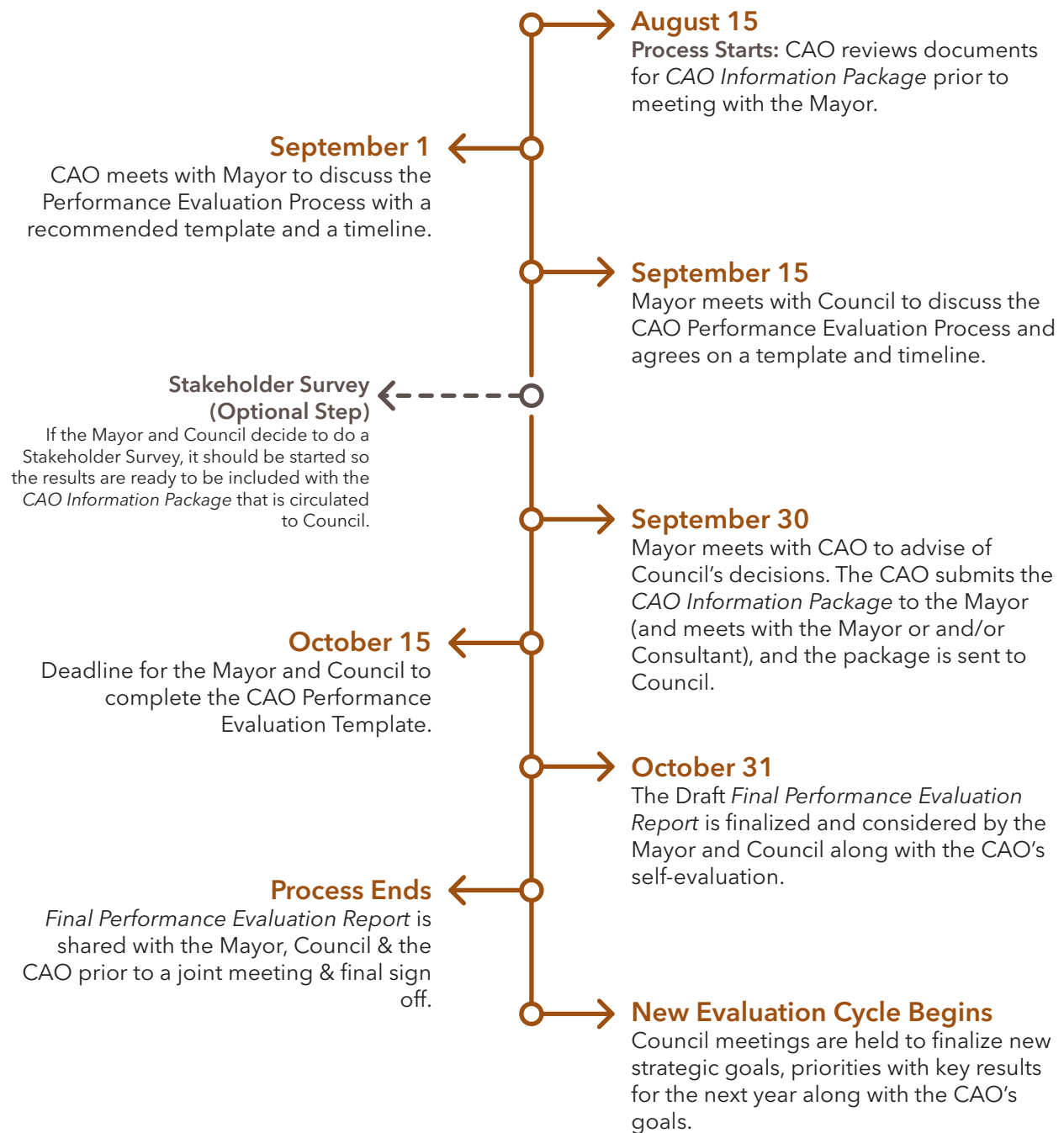
- ✓ I have made enough copies of the *CAO Information Package* for each member of Council to take to my meeting with the Mayor and/or consultant to circulate along with a blank template for the *Final Performance Evaluation Report* to be completed by the consultant or Sub-Committee that will be compiling all evaluations.

Post-Evaluation & Setting Goals for the New Evaluation Cycle

- ✓ I have compared my personal ratings against those provided in the *Final Performance Evaluation Report* by the Mayor and Council.
- ✓ I have provided a copy of my *Final Performance Evaluation Report* (and a copy of my self-evaluation) in a sealed envelope marked "confidential" and asked Human Resources to place it in my personnel file.
- ✓ I have completed the paperwork (signed by the Mayor) and submitted it to the Payroll Department for any compensation related to the performance evaluation.
- ✓ Following the *Final Performance Evaluation Report* meeting with the Mayor and Council, a date has been set to start the process of setting goals for the next year.
- ✓ Meetings are held with the Mayor and Council to set new strategic goals and key results for the coming year which link to the CAO's goals with the municipality's Strategic Plan and Council's priorities. A mandate letter outlining the annual expectations and annual goals may also be completed.

CAO Performance Evaluation Timeline

The CAO Performance Evaluation process can move at the pace set by the CAO and the Mayor and Council and the Council meeting schedule. Below is an example of a process based on the calendar year that begins in mid-August and ends the first week of December.





CAO Performance Evaluation Toolkit

Guide for the Mayor & Council

An Ongoing Process: Not Just an Annual Event

A FREE RESOURCE BENEFITING CANADIAN MUNICIPALITIES

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Message From the Canadian Association of Municipal Administrators

It seems like a given, but regular performance evaluations of the Chief Administrative Officer (CAO) are not always a forethought for the Mayor and Council. Feedback suggests that when it is happening, it is not always used effectively. The Canadian Association of Municipal Administrators (CAMA) recognizes that performance evaluation is **an ongoing process and not just an annual event**. To facilitate the process, CAMA launched a Toolkit in 2017 with the support of our members, the Federation of Canadian Municipalities (FCM), and the elected officials, who completed our surveys at that time.

Over the years, we have heard feedback from our members and their Councils on the Toolkit and are pleased to provide you with a **new updated and improved 2023 edition**, which continues to be a flexible model that provides you and your CAO with the opportunity to choose the tools that work for your organization. Councils can change every four years and sometimes your entire direction changes which can be the same for the performance evaluation process. There is no right or wrong process or one that's perfect. What worked last year may not work this year depending on the complexities, so it's up to you and your CAO to customize the best performance evaluation model that works for everyone.

This new version of the Toolkit gives Mayors and Councils the tools and best practices to facilitate discussions with their CAO so that performance management is fair and effective, and the process is very easy for both parties. Using this Toolkit, the CAO and Mayor and Council can hold open conversations to assist in achieving a collective vision and reaching strategic goals for the success of the organization and the community.

For both parties, the Toolkit fosters:

- a foundation for good communication;
- an approach to dialogue and conversation that reduces misunderstandings;
- a process for setting annual work-related goals;
- a shared understanding of performance measures;
- a recognition of the CAO's achievements and assessment of what is being accomplished;
- an identification of performance gaps and proactive measures;
- a focus on aligning the CAO's goals with the strategic plan for the organization.

This Toolkit will support Mayors and Councils to work more effectively with their CAO, will shift Canadian practice to a higher level of professionalism, and will assist with the unique working relationships CAMA members must maintain with elected officials.

Please note that the reference to "Mayor and Council" in this document also includes Reeves, Wardens, Chairs, Heads of Council and elected officials.

Contact Jennifer Goodine, CAMA Executive Director (1-866-771-2262) admin@camacam.ca with your questions and comments.

TIP: Elected and appointed leadership need to strategically work together in an anticipatory fashion to align the municipal organization for success.

Introduction

CAMA produced this Toolkit in recognition of the importance of the relationship between the City Manager, Town Manager, or Chief Administrative Officer (CAO) and Mayor and Council. The CAO is the administrative head of the municipality who ensures policies and programs are implemented; advises and informs Mayor and Council about the operation and affairs of the municipality; and carries out the duties described in legislation.

CAOs stand at the crossroads of municipal management and politics, and in their job to follow the direction set by the municipality's elected officials - and a high degree of trust between each party is required.

Municipal World's article, by columnist Dawn McCoy entitled "CAO performance evaluation" explains the many responsibilities of the CAO:

"Consider this scenario. You are in charge of a multi-million dollar corporation with hundreds of employees. You have multiple stakeholders, all with an interest in how your organization meets their specific needs, many of which are not the same as each other's or your own. Your boss changes every four years and sometimes your entire direction changes, but it is not always clear what the new mandate is. In fact, you have multiple bosses, with different goals and ideas of what you should do and how you should do it. How do you know you are doing what you are supposed to do?"

This is the reality of the Chief Administrative Officer, the only employee of the elected council in most municipal government organizations. Given all the complexities, how does the CAO navigate through this murky maze to make sure they are leading the organization in the direction Council wants to go? How does Council know if the CAO is actually implementing their mandate or how well their goals are being met?"

In many Provinces and Territories, an annual CAO review is a requirement. However, even when it is not mandatory, it is advisable for Council to provide a yearly evaluation. For many municipalities, the annual performance evaluation is the key performance indicator of the

effectiveness of the CAO's strategic management decisions and actions and the performance of the organization. Appraisals are Council's opportunity to officially tell the CAO, from their perspective, how well they are discharging their duties. It is the CAO's report card.

CAMA encourages a broader, more holistic understanding of performance conversations, which form part of **an ongoing process, not just an annual event**. It is important to ensure Council strategy and expectations of the CAO are clearly defined, so there is something to measure performance against. To learn more about the principles of performance evaluation [click here](#).

Most Councils rely on the CAO to:

- be the connecting link between Council and municipal operations;
- implement the municipality's policies;
- assist Council in arriving at decisions and manage the efficient execution of those decisions by municipal staff;
- develop and use an appropriate decision making process;
- regularly review staff performance;
- maintain organizational health; and
- take all reasonable steps to run the organization professionally and within approved Council policies and the limits of government legislation.

This Toolkit will provide you with a Quick Reference Guide for each of the three steps in the process, but also a detailed step-by-step guide and checklist for the Mayor and Council when reviewing the CAO's self-evaluation, creating the *Final Performance Evaluation Report*, and the meeting with the CAO to discuss the results. The CAO has also been provided with their own guide for the process **["CAO Performance Evaluation Toolkit - Guide for the CAO"](#)**.

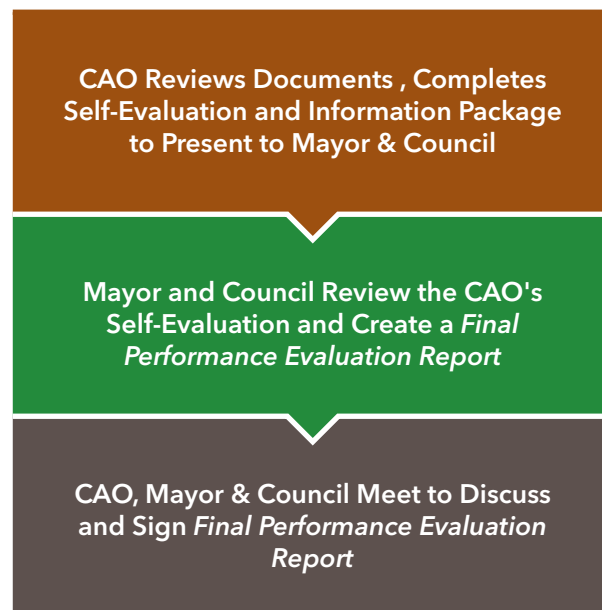
TIP: It is imperative that CAOs and Councils are using a process that everyone sees the value of, and has confidence in.

How to Use This Toolkit – Mayor & Council

This Toolkit is meant to be a guide of best practices and guidelines for the Mayor and Council and the CAO to follow, however it is **flexible and customizable**. It is recommended that you customize the performance evaluation process for your organization and choose the specific components that work for you. It can be used for

- a CAO and Council that are developing a new process and it is their first time conducting a performance evaluation; or
- a CAO and Council that already has an existing process with specific templates that already work well but would like to add some other components and best practices.

As the first step, the CAO will provide a recommended process to the Mayor for consideration.



What is Included in this Toolkit?

This Toolkit provides the following information:

- **Important Information on the Value of Performance Discussions.** A performance evaluation should be **an ongoing process – not an annual event**. There are some tips and best practices on the importance of setting up quarterly reviews with your CAO, developing a compensation framework when the CAO is hired, surveying stakeholders that interact with the CAO on a regular basis, and the possibility of hiring a third-party consultant to conduct a facilitated evaluation.
- **Quick Reference Guides:** A one-page Quick Reference Guide showing each step at-a-glance for each of CAMA's three-part process (for the CAO, Mayor and Council and the final performance evaluation meeting).
- **Details for the Mayor and Council's Deliverables for the CAO's Performance Evaluation.** A detailed step-by-step guide for the Mayor and Council's *Final Performance Evaluation Report* and meeting with the CAO.
- **Sample Best Practices.** The performance evaluation template included in this Toolkit is a best practice document to assist you in having quality discussions with your CAO around their performance and does not have a rating system. A sample mandate letter has also been provided as an option. The CAO will provide a recommendation on the process and metrics.
- **Mayor and Council Process Checklist.** A Mayor and Council Process Checklist to ensure you have included all steps of the CAO *Final Performance Evaluation Report* and are prepared for the meeting with the CAO.
- **Sample Timeline.** A sample timeline to be used as a guide, beginning in mid-August and finishing the first week of December to coincide with the calendar and budget year. This process can move at the pace set by the CAO and the Mayor and Council.

What About the CAO's Process?

If you would like to review the detailed recommended process for the CAO's self-evaluation and preparation of the CAO *Information Package* for the Mayor and Council visit the [CAO Performance Evaluation Toolkit: Guide for the CAO](#).

Tips on Customizing Your Performance Evaluation Process

Every Council and their CAO is different and therefore the way that performance evaluations are conducted are going to be unique. The Toolkit is designed to provide you with foundational steps (the regular performance evaluation process) as well as optional steps (quarterly reviews, developing a compensation framework, and a stakeholder survey) which are outlined in detail in the next section. You may choose elements to start a simple process in your organization or pick additional pieces to add to your existing process. However, at the beginning of the process, the CAO will work with the Mayor and Council to determine the vision.

As a best practice, to facilitate a qualitative discussion during performance conversations with your CAO, you may consider using CAMA's performance evaluation template **without a rating system**, as a guide focusing on the specific annual Council and CAO goals for the evaluation period. You may also complete a mandate letter that outlines the annual expectations of a CAO of being a role model and good corporate leader, but also the specific expectations for the year based on the goals of Council and the CAO, approved by Council the previous year. These templates can be customized to suit your needs.

The performance evaluation process starts and ends with the CAO and he or she will initiate the process and both parties will decide on the template and performance metrics used for the evaluation. It is important for the Mayor and Council to take their time in reviewing the CAO's *Information Package* and prepare a *Final Performance Evaluation Report*. The end product is a meeting with the CAO, Mayor and Council to discuss the *Final Performance Evaluation Report* and set goals for the following year.

TIP: A numbered rating system is not always helpful.

"Evaluating someone's performance is a complex process and reducing it to a scale of 1 to 5 helps neither the evaluated nor the evaluators. Some people are "hard graders" and others just check the top box. Some will use it to avoid providing specific, meaningful feedback. In our experience, rating systems reduce the amount of feedback provided to the manager, and often produce a muddled and confusing result without clear direction to the manager."

Source: ICMA article titled "A Better Way: The Facilitated CAO Performance Review"

The Value of Performance Discussions

Effective performance management and performance evaluation should improve communication and the employment relationship between CAOs and their Councils. This is a unique relationship in that there are a number of people involved in evaluating the performance of the CAO, even though Council as a body sets direction. The relationship is significantly more complex than a traditional one-to-one of supervisor to employee. While there may be similarities to Board of Director/Chief Executive Officer relationships, the municipal context has these differences:

- In many cases, provincial legislation sets the basis for the Council/CAO relationship.
- Elected officials may or may not have prior experience and training in the oversight and performance evaluation of a professional senior executive.
- Municipal compensation systems may provide financial incentives (i.e. an annual bonus) to drive/reward performance.

Both elected officials and municipal CAOs operate under daily scrutiny of the public and the media. Regular performance evaluations promote a high-performance organization that is better able to withstand that scrutiny. They also create a vision for Council for their mandates.

The key value to conducting a written performance evaluation of the CAO provides the following benefits:

- An opportunity to increase communication between the CAO and the Mayor and Council.
- The conversation gives the CAO an opportunity to identify goals that support his or her career objectives.
- Aligning the municipality's strategic goals with the CAO's goals supports the organization's excellence.
- The performance review of the CAO provides the Mayor and Council with a formal record of their performance conversation and appraisals of the CAO's achievement of agreed-upon goals, and of the organization's performance in achieving its goals.



Goal setting occurs at the start of an evaluation cycle and the key results are an important component at the end of the annual evaluation cycle. **CAO's need to be in sync with the expectations of Council and these should be articulated at the outset and generally discussed again every year at the evaluation.**

Performance evaluations show appreciation for and feedback on the work of the CAO. Through performance evaluation the CAO better understands the roles and responsibilities of the position. Evaluations:

- offer a prime opportunity for organizational feedback;
- recognize the challenges the CAO faces;
- allow elected officials to hear about the CAO's managerial style; and
- encourage appreciation for the need for succession planning; and discuss/clarify the future.

An Ongoing Process – Not Just an Annual Event

The importance of regular conversations or “check-ins” throughout the year cannot be overstated. Building solid, respectful working relationships will advance everyone’s interests and avoid having surprises arise over the course of the year and specifically at year-end. Regular performance conversations make it easier to link compensation to performance at the year-end performance evaluation.

Setting Up Quarterly Reviews

Although this Toolkit is for **annual** Performance Evaluation Reviews, some municipalities set up **quarterly reviews** for a more formal approach to “checking in,” which gives the opportunity to review/change goals that are no longer achievable due to new circumstances.

Discussion with CAO on Compensation

During discussions about job descriptions, hiring, and performance evaluation, a compensation framework can be developed. When the Mayor and Council meet to discuss the *Final Performance Evaluation Report*, they may use the time to decide upon compensation. The Report identifies the level of performance satisfaction for the entire performance period. In addition to the ratings and executive summary of the *Final Performance Evaluation Report*, compensation decisions may be based on:

- the economic climate of the municipality and community;
- the general status of comparable compensation in the private sector of the community;
- compensation decisions for other employees of the local government; and
- a comparative salary review.

ICMA's Employment Agreement recommends the following options: an increase dependent upon the results of the performance evaluation in the form of salary and/or performance incentive and/or increase in benefits; the Consumer Price Index; compensation by percent each year; or by at least the average across the board increase granted to other employees of the Employer.

Optional Steps

Stakeholder Survey

Whether the municipality is small, medium, or large, there are components of performance evaluations that can elevate their effectiveness, such as a survey of stakeholders. Stakeholders include senior staff who report directly to the CAO and stakeholders identified by the CAO and confirmed by Mayor and Council.

This is an **optional step** in the performance evaluation; however, the review provides valuable information on how results are achieved and how the community perceives both the CAO and the municipality. Some evaluations call for a 30-minute interview with all stakeholders except for those stakeholders who provide feedback online. Conducting performance evaluations holds all those involved to professional standards and builds a community within the organization because all stakeholders involved are asked for input. This includes staff who report to the CAO, stakeholders who work with the CAO, and Mayor and Council. All participants in the Survey of Stakeholders must be assured that their input is confidential and that the results of interviews and surveys will be scrubbed to be non-attributable.

Hiring a Third Party Consultant for a Facilitated Evaluation

The goal of the performance evaluation is to provide the CAO with meaningful feedback. As stated by ICMA in an article entitled “A Better Way: The Facilitated CAO Performance Review” –

“Meaningful feedback is a gift. It is critical to effective leadership in ensuring that a City Manager’s actions align with the elected officials to whom they report.”

Sometimes Councils often find the process time-consuming, cumbersome, and not particularly effective. However, hiring a third party, such as a consultant, to work with the Mayor and Council to facilitate the process to ensure it is fair is a good best practice. A third party manages the evaluation process, acts as a neutral party to gather data from elected officials (and other evaluators), analyzes the data, and presents the findings to the CAO in a way that encourages growth.

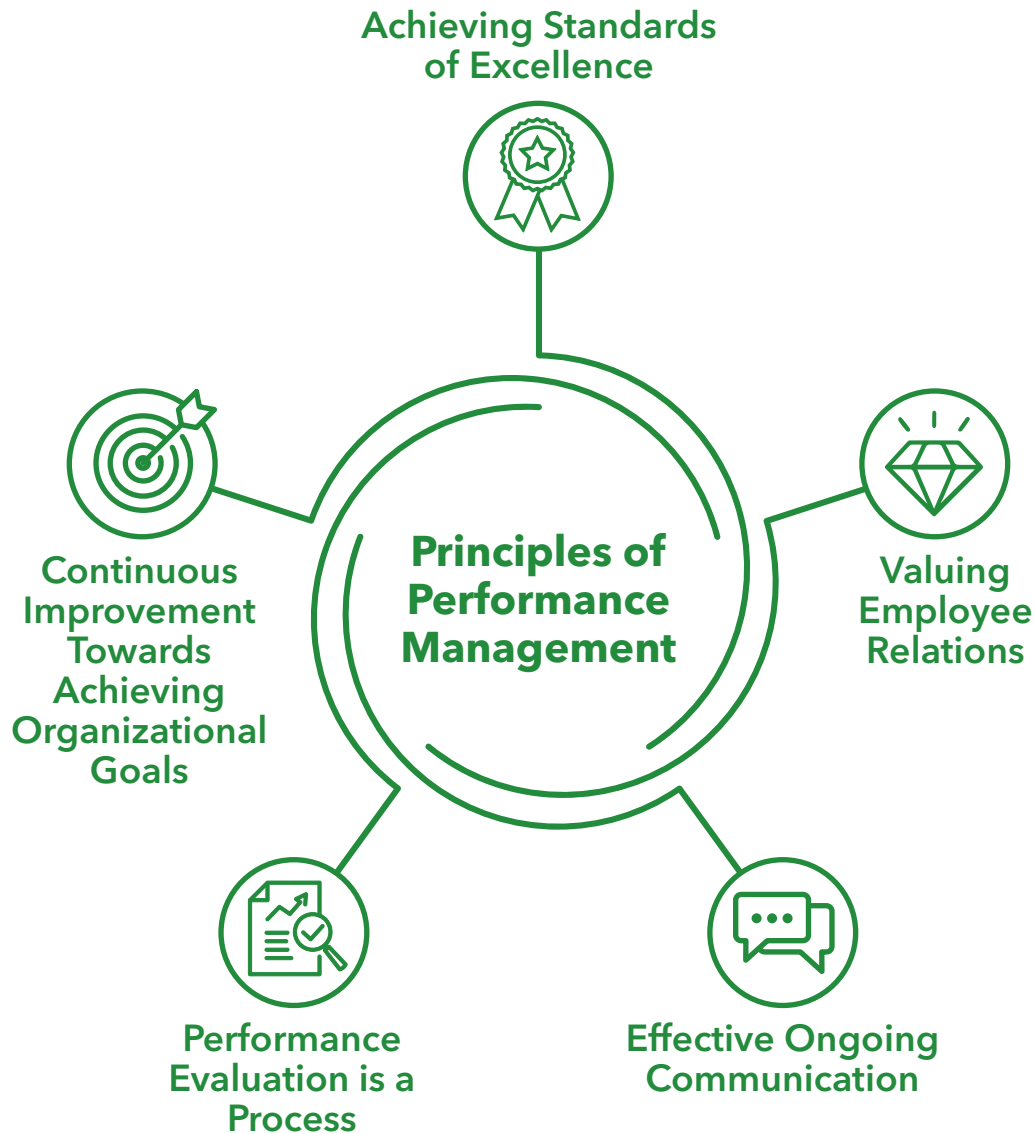
For the CAO, it provides meaningful feedback, it clears the air if there are any issues identified by Council, it separates the message from the messenger, and it focuses on results-oriented opportunities. For the elected officials, it professionalizes the process, values all opinions around the table, makes the process easier with one person responsible for managing the evaluation from start to finish, and it creates clarity.

The cost to pay for a facilitator is minimal when considered alongside the benefits and should be recognized as the key to a successful CAO-Council relationship. Given the significant investment that you have made in your CAO, the number of staff and budgets that they are responsible for, and the importance of assessing and correcting course as needed, it can create huge cost-savings from avoiding breakdowns in the Council-CAO relationship and is the key to success.

TIP: It is not recommended that the Human Resources Department or any other employee be intimately involved in the process as it puts them in an awkward situation as they all report to the CAO. The City Clerk may be involved in the process on behalf of the Mayor and Council. If a consultant is hired a recommendation would be that they meet with the Sub-Committee and/or Council to do an orientation on the purpose of a performance evaluation.

Source: ICMA article titled “A Better Way: The Facilitated CAO Performance Review”

Principles of Performance Management



Principle	Explanation
Achieving Standards of Excellence	Professional Chief Administrative Officers are essential for effective local government to operate with standards of excellence.
Valuing Employee Relations	CAO performance evaluations are a way for Mayor and Council to recognize, appreciate, and evaluate their relationship with their employee. Mayor and Council may change more often than the CAO, so the performance evaluations offer a way to ensure all involved have clearly outlined understandings and expectations for the CAO. The best time to make those expectations known is during the annual evaluation. Performance evaluations, when there is a good relationship between the CAO and the Mayor and Council, allow for a discussion about the performance of the whole organization. The performance evaluations are a tool to better inform and engage Mayor and Council with the CAO's work, and to recognize the challenges the CAO faces. In gaining such an understanding, Mayor and Council can better appreciate the effectiveness of the CAO's work and determine ways to strengthen their support of this work. The relationship between Mayor and Council and the CAO ought to be front and center in any performance evaluation. Positive relationships, marked by respect, trust, and transparency will advance the achievement of organizational goals.
Continuous Improvement Toward Achieving Organizational Goals	The foundation of a performance management system aligns goals and expectations for the CAO with overall organizational strategies. High performance organizations promote continuous improvement for the CAO and the organization, empowering both to achieve success. As long-term outcomes come within reach, standards of excellence can be redefined. In some Provinces and Territories, the first goal is to meet legislative requirements that Council conduct regular CAO performance evaluations. Many jurisdictions have policies and by-laws in place that describe responsibilities and expectations towards performance evaluation of CAOs. Performance evaluation is a tool for organizational excellence. Legislative context enriches the process and provides additional tools in the toolbox that are specific to provincial and civic jurisdictions.

Principle

Explanation

Effective Ongoing Communication

Positive working relationships are built and maintained with effective, ongoing communications.

Communication is one tool in the working relationship between the manager and elected officials and is NOT a report card that is an end in itself. With ongoing communication between the manager and officials, nothing in the performance evaluation should come as a surprise; it should be a summary of previously held conversations.

The performance evaluation is also an opportunity for the Mayor and Council to better define their vision and their expectations.

Performance Evaluation is a Process

Performance evaluation is a process that begins with a job description.

CAMA's Toolkit divides the process into three cycles. Part 1 involves seven steps of gathering information and preparing the CAO *Information Package* for Performance Evaluation. Part 2 involves six steps for creating the *Final Performance Evaluation Report*, and Part 3 has three steps for reviewing the *Final Performance Evaluation Report*.

TIP: "I have never had a performance evaluation from Council. I have to base my actions going forward on day-to-day successes I can see myself and staff attain, and by trying to determine what goals and actions Council would like to see achieved by listening during their discussions."

- Chief Administrative Officer

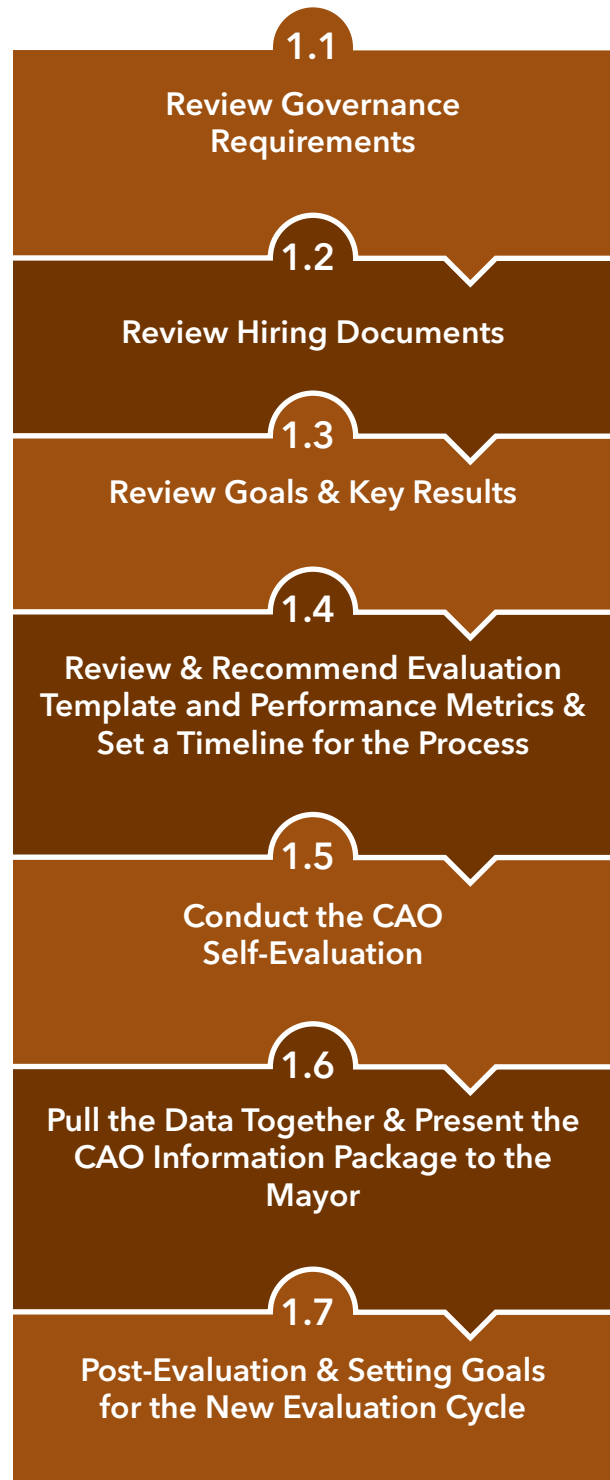


Quick Reference Guides

Part 1: The CAO's Process

Reviewing Documents, Creating Information Package and Completing Self-Evaluation for the Mayor & Council

Note that your municipality may not have all the elements described in the process, but because this Toolkit is a “flexible and customizable” model, that is completely fine. Use the elements that you do have, and consider, as you read through, whether you’d like to investigate additional elements. As you work through Part 1, you will collect information to give to the Mayor and Council for their work in preparing the *Final Performance Evaluation Report* in Part 2.



1.1 Review Governance Requirements: The CAO gathers and reviews all policies, by-laws, regulations, and acts that relate to or clarify the role of the CAO, or that Council must follow regarding performance evaluations of their CAO.

1.2 Review Hiring Documents: The CAO gathers and reviews the CAO job description, contract, and covenants (if any).

1.3 Review Goals & Key Results: The CAO gathers and reviews previously agreed-upon mandate letters, strategic goals, key result areas, the strategic plan, and/or Council priorities.

1.4 Review & Recommend Evaluation Template and Performance Metrics & Set a Timeline for the Process: After review, the CAO meets with the Mayor and recommends a performance evaluation template (included in this Toolkit or their own) to the Mayor and Council and the performance metrics that are used to rate performance. Several other questions are asked during this meeting. In addition, a timeline and a process are also agreed to collectively by both parties.

1.5 Conduct the CAO Self-Evaluation: The CAO uses the agreed upon Performance Evaluation template and metrics to conduct his or her self-evaluation prior to the Mayor and Council using the same evaluation template for their evaluation of the CAO. This self-evaluation is included in the Information Package.

1.6 Pull the Data Together & Present the CAO Information Package to the Mayor: The CAO has completed a review of relevant documents, including any quarterly or periodic reviews, and prepares an Information Package to present to the Mayor to circulate to Council.

1.7 Post-Evaluation & Setting Goals for the New Evaluation Cycle: Following the joint meeting with the CAO and Mayor and Council to review and sign off the Final Performance Evaluation Report, the paperwork is completed for the Human Resources Department. The process then starts again with Council to set new strategic goals and key results for the coming year to be linked to the CAO's goals with the municipality's Strategic Plan and Council's priorities.



Part 2: Mayor and Council's Process

Creating the *Final Performance Evaluation Report*

Part 2 of the performance evaluation cycle occurs when Mayor and Council have received the CAO's *Information Package* which includes his or her self-evaluation.



2.1 Mayor and Council Organize their Review:

Once a performance evaluation template and performance metrics are agreed upon by both parties, the task of gathering and assessing the data involves agreeing on how to get input from all members, whether to designate a committee of Council to lead the exercise and, whether assistance is required from a consultant. Confirming a timeline for the process is also important.

2.2 Mayor & Council Receive & Review the CAO's Information Package:

The CAO's Evaluation includes all the background/foundational data the CAO gathered as part of the package as well as the CAO's self-evaluation.

2.3 Mayor & Council Complete the Performance Evaluation Using a Template:

This is the traditional step of the process wherein Mayor and Council rate the CAO's performance using the template that has been agreed upon by both parties.

2.4 The Final Performance Evaluation Report is Completed:

Using the agreed template, the person responsible for compiling the information, gathers all the evaluations and written comments from each Council member and organizes the findings as per the process previously agreed on for capturing the rolled-up feedback in Step 2.1.

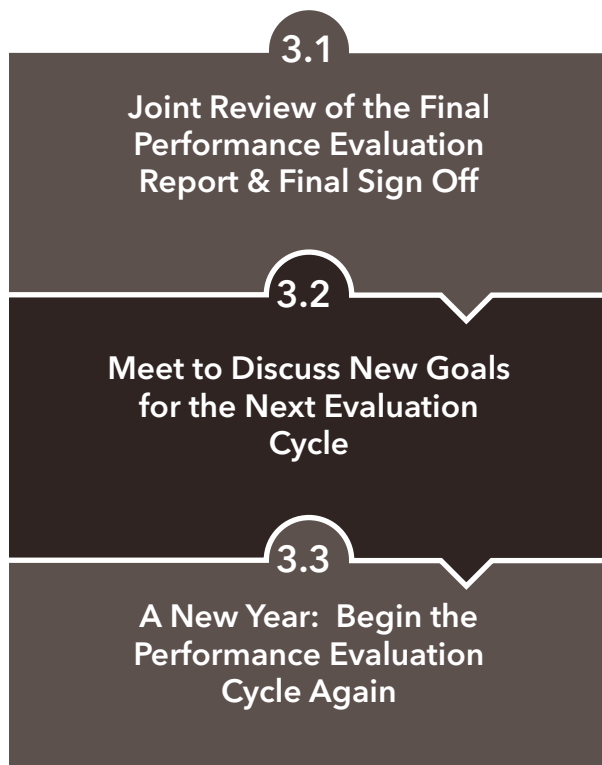
2.5 Council Prepares for the Discussion with the CAO:

Things to be considered include the rules of feedback, the purpose and desired outcome of the performance evaluation discussion, and who is chairing the discussion.

2.6 Council Shares the *Final Performance Evaluation Report*:

The *Final Performance Evaluation Report* is shared with the CAO, Mayor and Council to allow all parties time to review this document prior to the meeting to discuss it.

Part 3: CAO, Mayor and Council Meet to Discuss the Performance Evaluation Report



3.1 Joint Review of the Final Performance Evaluation Report & Final Sign Off: An In-Camera/Closed meeting is held with the Mayor, Council and CAO to have a conversation between both parties to discuss the final report. The conversation uses constructive feedback to present and discuss the collective comments from the Mayor and Council. The CAO, Mayor and Council sign off on the document.

3.2 Meet to Discuss New Goals for the Next Evaluation Cycle: After the CAO's performance evaluation is complete, it's important for Council to set new strategic goals and key results for the coming year, which link to the CAO's goals, the municipality's Strategic Plan and Council's priorities. This may take a minimum of two meetings with the first meeting being to discuss Council's vision and strategic goals/priorities, and the second meeting being to review and approve the CAO's goals for the coming year based on that vision. If a mandate letter is part of the performance evaluation process it should be completed at this meeting.

3.3 A New Year: Begin the Performance Evaluation Cycle Again: Begin the performance evaluation cycle again.

"As Mayor (and Chair) of the performance committee, the process was discussed ahead of time with Councillors and the CAO. The results of the formal process survey were aggregated and agreed with the CAO so that the range of results could be seen. Results where there was significant agreement as well as those areas with a wide range of responses were discussed. A cumulative report was filed with opportunity for further discussion."

- Mayor

Part 2: Mayor and Council's Process

Creating the Final Performance Evaluation Report

Step #	Step and Explanation
2.1	Mayor & Council Organize Their Review Part 2 of the performance evaluation cycle occurs when Mayor and Council have received the <i>CAO's Information Package</i> which includes his or her self-evaluation. Pre-Meeting Between the CAO and Mayor Prior to receiving the <i>CAO's Information Package</i>, the CAO will meet with the Mayor to present a recommended performance evaluation template and metrics, and set a timeline for the entire performance evaluation process with the Mayor and Council. Setting up a calendar from the start will help to keep the process on schedule and ensure it is not only started, but that it is also completed. The following questions and topics should be discussed during this meeting between the CAO and the Mayor: • Who will be the Chair of the CAO Performance Evaluation? • Will a third party such as a consultant be hired to work with the Mayor and Council to ensure the process is fair? • Will there be a Sub-Committee of Council that will prepare the <i>Final Performance Evaluation Report</i> and collect the responses from each member of Council? Or work with the consultant to prepare the <i>Final Performance Evaluation Report</i>? • A recommended performance evaluation template and metrics will be presented to the Mayor by the CAO for consideration. • Any compensation clauses noted in the CAO's employment contract and how they relate to his/her performance evaluation. • The option of conducting a stakeholder survey as part of the review. • Creating a timeline/calendar that includes deadlines for the entire process and some additional dates to start the process of setting goals for the next year. Mayor's Follow-Up with Council (Post-Meeting with the CAO) Following the meeting with the CAO, the Mayor needs to contact the City Clerk to set up a Private/In-Camera meeting with Council to determine how to manage the performance evaluation process. Following are some questions for discussion that can form the Agenda for the meeting: • Chair of the CAO Performance Evaluation. Typically, the Mayor takes the lead on the CAO's Performance Evaluation unless he/she appoints a Sub-Committee of Council to lead the process where another Councillor would be appointed as the Chair.

- **Third Party Consultant/Facilitator.** Having a third-party consultant/facilitator that has expertise in performance evaluations is advantageous, however there is a cost that goes with it. Having a consultant and neutral party professionalizes the process, ensures all opinions are valued around the table, makes the process easier with one person responsible for managing the evaluation from start to finish, and it creates clarity. If a consultant is hired a recommendation would be that they meet with the Sub-Committee and/or Council to do an orientation on the purpose of a performance evaluation.

Important Note: Council often leans on the Human Resources Director because of their expertise. However, because the CAO is an employee of the Mayor and Council, the role of the CAO is unique. The Human Resources Department reports to the CAO and would therefore be in an awkward position if asked to manage the CAO's performance evaluation.

- **Sub-Committee & Preparation of *Final Performance Evaluation Report*.** Will there be a Sub-Committee of Council that will prepare the *Final Performance Evaluation Report* and collect the responses from each member of Council? Or work with the consultant to prepare the *Final Performance Evaluation Report*? Options that could be considered for those responsible for completing the *Final Performance Evaluation Report* Committee include: the Mayor, Council, a Committee of Council, a consultant, or a combination of the above. The Mayor and Council also need to agree on the process for capturing agreement of their feedback and developing the *Final Performance Evaluation Report* (rolled up feedback).
- **Performance Evaluation Template and Metrics.** The CAO has already presented a recommended performance evaluation template and metrics to the Mayor. The Mayor will make the decision on the template or forward it to the Sub-Committee. It is not recommended that the entire Council be involved in choosing the template. There must be a consensus on this before the process starts as both parties (CAO and Council) must use the same form. **It is important that all Council members complete the template and participate in the CAO's performance evaluation.**
- **Compensation Framework.** The CAO has advised the Mayor of any compensation clauses noted in his/her employment contract and how they relate to his/her performance evaluation. This needs to be taken into consideration during the performance review.
- **Optional Step: Surveying Stakeholders.** Does Council wish to undertake a survey of stakeholders which would include the CAO's direct report staff and any stakeholders he/she identifies in the community.
- **Creating a Timeline/Calendar.** A timeline should be confirmed that includes the following:
 - A deadline for the CAO's *Information Package* including the self-evaluation to be submitted to Council.
 - A time the CAO can meet with the Mayor and/or consultant to review the CAO's *Information Package*.
 - A date that the CAO's *Information Package* will be sent to all Council members.
 - A deadline when Council's evaluations must be completed and submitted to the Mayor/Sub-Committee and/or consultant.
 - A deadline when the *Final Performance Evaluation Report* must be completed by the Mayor/Sub-Committee and/or consultant.
 - A date for the review of the *Final Performance Evaluation Report* by Council.

- o A final date for an In-Camera/Private Council meeting with the CAO to discuss and sign the *Final Performance Evaluation Report*.
- o Some additional dates should also be set with the City Clerk's Office to start the process of setting goals for the next year.

Post-Meeting with the CAO

Following the Council meeting, the Mayor has a second meeting with the CAO to advise him/her of the decisions made by Council with respect to the performance evaluation process. Following is a list of the information that the CAO needs to know before he/she can proceed with their self-evaluation and completing the CAO *Information Package* for the Mayor and Council:

- Who will chair the process?
- Will Council be hiring a consultant to facilitate the process? If not, who will be overseeing the process?
- Who will be preparing the *Final Performance Evaluation Report* and how will the feedback be captured?
- What is the final performance evaluation template and metrics that will be used by both parties?
- Will there be a stakeholder survey?
- What is the final timeline/calendar that has been confirmed for the process?

It is the responsibility of the Mayor and City Clerk to ensure that the timelines are met to keep this process moving forward. If it is the decision of the Mayor and Council to hire a third party to assist with the CAO's performance evaluation, this should be done as soon as possible following the municipality's procurement process.

2.2

Mayor & Council Receive & Review the CAO Information Package

The CAO may meet with the Mayor and/or consultant (Chair of Sub-Committee) to review the *CAO Information Package* before it is circulated to all members of Council.

If the CAO did not make enough copies for the *CAO Information Package* for each member of Council, the Mayor's Office will complete this task. A blank template should also be kept for the *Final Performance Evaluation Report*.

Each Council member receives the *CAO Information Package*. It includes all the background/foundation data gathered by the CAO as pertinent for their evaluation. In addition, the CAO's self-evaluation is provided for review, and a blank performance evaluation template that was agreed upon by both parties is provided for completion by each Council member.

Step #	Step and Explanation
	Each Council member should review the following documents included in the <i>CAO Information Package</i> and ask the following questions as they complete the evaluation template: • Governance documents including any legislation, municipal policies, and by-laws describing the CAO job descriptions, duties, powers or the performance evaluation process. Are there any new pieces of legislation or municipal by-laws that have triggered the need for change? • Do any aspects of the CAO's job description or employment contract/offer letter need to be changed? • In the CAO's self-evaluation, how well has he/she met the goals and key results defined at the beginning of the performance evaluation cycle?
2.3	Mayor & Council Complete the Performance Evaluation Using a Template This is the traditional step in the performance evaluation process. In addition to reviewing the CAO's self-evaluation, the Mayor and each Council member rate the CAO's performance using the template and metrics that have been agreed upon by both parties. Following completion, each copy is turned over to the person responsible for compiling the information into the <i>Final Evaluation Report</i> (Mayor, Chair of the Sub-Committee or the consultant).
2.4	The Final Performance Evaluation Report is Completed Using the agreed template, the person responsible for compiling the information, gathers all of the evaluations and written comments from each Council member and organizes the findings as per the process previously agreed on for capturing the rolled-up feedback in Step 2.1. The report will show areas of excellence as well as areas for improvement. The written comments are grouped into thematic areas and appended to the <i>Final Evaluation Report</i>.
2.5	Council Prepares for the Discussion With the CAO Upon receipt of the <i>Draft Final Performance Evaluation Report</i> from the Sub-Committee or consultant, the Mayor and Council will meet in an In-Camera/Closed meeting to discuss the report and the CAO's self-evaluation. The Mayor and Council decide how feedback will be discussed, how one-of-a-kind comments will be handled, who will chair the performance evaluation conversation, and the purpose and desired outcome of the meeting with the CAO. Council also determines any salary adjustment (merit increase) based on the overall performance and any compensation clauses in the CAO's employment contract/offer letter.

Any final changes are noted and a few days to a week are allowed for preparation of the *Final Performance Evaluation Report* prior to the meeting with the CAO.

TIP: Council's philosophy should be to help the CAO succeed. If they succeed, then staff succeeds; if administration succeeds then Council succeeds.

Delivering Positive and Constructive Feedback in the Written Narrative and Discussion

It has been said of performance evaluations that when 'an atmosphere of trust, respect and transparency characterizes the relationship between CAO, Mayor and Council, the CAO's performance can have a direct and lasting impact on the ability of Council to carry out its mandate.' Sometimes constructive feedback is necessary, and there are tips to do this effectively. The earlier the better is a good rule. If the feedback did not come with the actual event, and has accrued through the performance evaluation period, then there are some suggestions to keep in mind.

- Don't use the delivery of the constructive feedback to vent.
- Accentuate the positive. If there is a constructive comment, there must be a positive outcome that is being sought. What is it?
- Ask how the problem originated—it helps to get to the root of the problem.
- Involve the CAO and Mayor and Council in the solution.

For positive feedback, it is equally important to be fair and realistic. As noted in the quote below, too much positive feedback can be deceiving. A better approach is to coach the CAO on the type of appropriate and effective behaviour that could be exercised more often.

A Consultant Describes an Avoidable Feedback Scenario

[There are a] number of instances wherein I have been called by a Council concerned about its deteriorating relationship to the CAO and yet having just polished off another performance assessment proclaiming that the CAO is soon to walk on water. The CAO is of course stunned by one result/sentiment or the other and most likely both. It is akin to the hockey coach receiving a very positive endorsement just prior to the fateful call (sometimes by the same fellow) announcing that the team in its wisdom felt that a change was needed, hard to fire the team, need a different voice ...

(Cuff, George. FCMC. 2015. *Governance Zone: What Results?* p.1)

2.6

Council Shares Final Evaluation Report

The *Final Performance Evaluation Report* is circulated to all participants. The CAO, Mayor and Council should have time to review the Final Evaluation Report prior to the meeting to discuss it.

Part 3: CAO, Mayor and Council Meet to Discuss the Performance Evaluation

Step #	Step and Explanation
3.1	Joint Review of the <i>Final Performance Evaluation Report</i> & Final Sign Off The Mayor, Council and CAO have received a copy of the <i>Final Performance Evaluation Report</i>. An In-Camera/Closed meeting is held to have a conversation between both parties to discuss the final report. The conversation uses constructive feedback to present and discuss the collective comments from the Mayor and Council on the CAO's <i>Information Package</i> and self-evaluation. • How well did the CAO's performance align with Council's Strategic Goals? • What were the overall ratings (if a rating system was used)? • What discussion arises from the final notes? Are there any themes that emerged? TIP: Maintaining an open communication is important to the success of the municipality. The evaluation should be a conversation between Council and the CAO, not just Council offering their opinions. The CAO, Mayor and Council sign off on the document and the CAO is responsible for submitting a copy of the report and his/her self-evaluation to the Human Resources Department to be placed in his/her personnel file. The CAO is also responsible for completing any paperwork (signed by the Mayor) to be submitted to the Payroll Department for any compensation related to the performance evaluation.
3.2	Meet to Discuss New Goals for the Next Evaluation Cycle After the CAO's performance evaluation is complete, it's important for Council to set new strategic goals and key results for the coming year, which link to the CAO's goals, the municipality's Strategic Plan and Council's priorities. These new goals can be part of a mandate letter if you and the CAO choose to use this tool. Certain goals set last year may remain unchanged, as they are ongoing strategic goals for the municipality and therefore the CAO. Other goals may be new, so this is the time to discuss all the chosen goals for the coming year considering of their: • Appropriateness for the municipality; • Advancing the CAO's professional goals and interests; and • Potential for enhancing the relationship between the CAO, Mayor and Council, staff, stakeholders, and the community.

Step #	Step and Explanation										
	One effective way of setting goals is to use the S.M.A.R.T goal concept. A variety of interpretations of the SMART acronym have been used since the 1960s. George T. Doran's interpretation (1981) is often considered to be the foundational one and is described below. <table> <tr> <td>S</td><td>Specific: Target a specific area for improvement.</td></tr> <tr> <td>M</td><td>Measurable: Quantify, or at least suggest, an indicator of progress.</td></tr> <tr> <td>A</td><td>Assignable: Specify who will do it.</td></tr> <tr> <td>R</td><td>Realistic: State what results can realistically be achieved given available resources.</td></tr> <tr> <td>T</td><td>Time-related: Specify when the result can be achieved.</td></tr> </table> Setting Achievable Goals ...a good performance review would [include a] discussion regarding whether or not those goals [from last year] were set in a moment of euphoria (i.e., filling all the potholes) or actually achievable. <i>(Cuff, George B. 2015 Governance Zone: What Results? p.2)</i> This may take a minimum of two meetings with the first meeting being to discuss Council's vision and strategic goals/priorities, and the second meeting being to review and approve the CAO's goals for the coming year based on that vision.	S	Specific: Target a specific area for improvement.	M	Measurable: Quantify, or at least suggest, an indicator of progress.	A	Assignable: Specify who will do it.	R	Realistic: State what results can realistically be achieved given available resources.	T	Time-related: Specify when the result can be achieved.
S	Specific: Target a specific area for improvement.										
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A	Assignable: Specify who will do it.										
R	Realistic: State what results can realistically be achieved given available resources.										
T	Time-related: Specify when the result can be achieved.										
3.3	A New Year: Begin the Performance Evaluation Cycle Again Begin the performance evaluation cycle again.										

Mayor & Council's Checklist for the CAO's Performance Evaluation

Mayor & Council Organize Their Review.

- ✓ **First Meeting with CAO.** The Mayor has met with the CAO to discuss the entire performance evaluation process (with the Mayor and Council) including a timeline. The CAO has also presented his/her recommended performance evaluation template and metrics for consideration. As noted in Step 2.1 there are a number of questions that the Mayor has to follow-up on with Council before the process can begin.
- ✓ **Contact the City Clerk.** The Mayor has contacted the City Clerk to set up a Private/In-Camera meeting with Council to determine how to manage the CAO performance evaluation process.
- ✓ **Meeting with Council.** The Private-In-Camera meeting is held with Council to discuss the questions outlined in 2.1 above.
- ✓ **Second Meeting with the CAO.** Following the Council meeting, the Mayor has a second meeting with the CAO to advise him/her of the decisions made by Council with respect to the performance evaluation process. See the list of questions under "Post-Meeting with CAO" in Step 2.1 above.
- ✓ If it is the decision of the Mayor and Council to hire a third party to assist with the CAO's performance evaluation, this should be done as soon as possible following the municipality's procurement process.
- ✓ **Optional Step.** The Mayor/consultant conduct a stakeholder survey if this is the decision of Council.

Mayor & Council Receive & Review the CAO Information Package

- ✓ **Third Meeting.** The Mayor and/or Consultant (Chair of the Sub-Committee) have met with the CAO to review the *CAO Information Package* before it is circulated to all members of Council.
- ✓ If the CAO did not make enough copies for the CAO Information Package for each member of Council, the Mayor's Office must complete this task. A blank template has also been kept for the *Final Performance Evaluation Report*.

Mayor & Council Complete the Performance Evaluation Using a Template

- ✓ The CAO *Information Package* has been circulated to all members of Council with a request to complete the template by a deadline.
- ✓ Completed performance evaluations from all members of Council have been submitted to the person responsible for compiling the information into the *Final Evaluation Report* (Mayor, Chair of the Sub-Committee or the consultant).

The *Final Performance Evaluation Report* is Completed

- ✓ The draft *Final Performance Evaluation Report* has been completed.

Council Prepares for the Discussion with the CAO

- ✓ The Mayor and Council meet in an In-Camera/Closed meeting to discuss the Draft *Final Performance Evaluation Report* and the CAO's self-evaluation. At this meeting, the Mayor and Council decide how feedback will be discussed, how one-of-a-kind comments will be handled, who will chair the performance evaluation conversation, and the purpose and desired outcome of the meeting with the CAO. Council also determines any salary adjustment (merit increase) based on the overall performance and any compensation clauses in the CAO's employment contract/offer letter.

Council Shares Final Evaluation Report

- ✓ Any final changes to the Draft *Final Performance Evaluation Report* have been made and the Mayor, Council and CAO have received a copy of the Final Performance Evaluation Report.

Joint Review of the *Final Performance Evaluation Report* & Final Sign Off

- ✓ An In-Camera/Closed meeting is held to have a conversation between both parties to discuss the final report.
- ✓ The CAO, Mayor and Council sign off on the document (which is submitted to the Human Resources Department by the CAO) and the CAO has also provided the Mayor with any paperwork for signature for any compensation related to the performance evaluation.

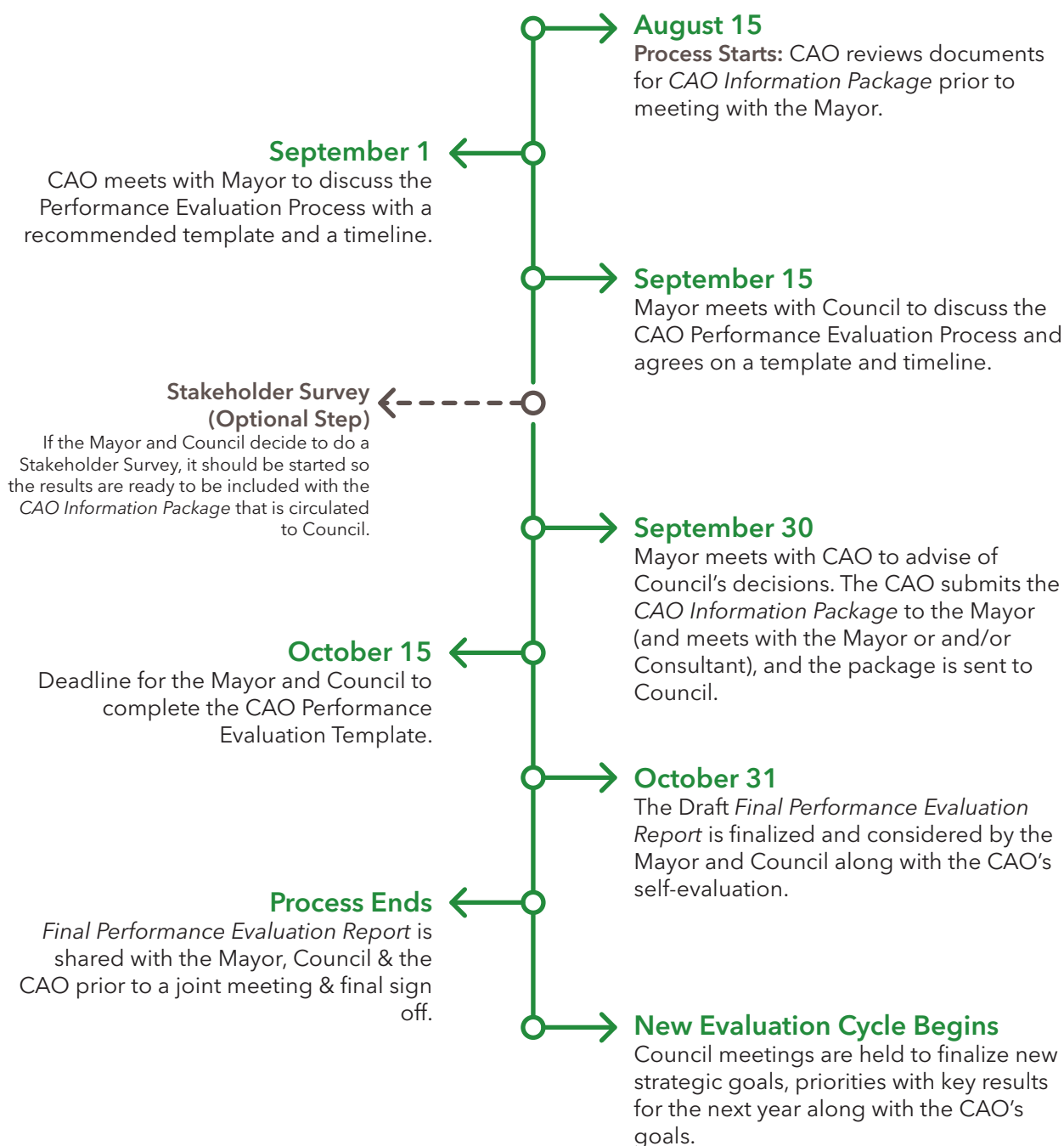
Meet to Discuss New Goals for the Next Evaluation Cycle

- ✓ **Setting New Goals.** Dates have been set for two more Council meetings to set new strategic goals and key results for the coming year which link to the CAO's goals with the municipality's Strategic Plan and Council's priorities. These new goals can be part of a mandate letter if the CAO and Mayor and Council choose to use this tool.

With the new performance evaluation cycle typically starting in January, it is important to have quarterly reviews in March and June or at least one review prior to the annual review.

CAO Performance Evaluation Timeline

The CAO Performance Evaluation process can move at the pace set by the CAO and the Mayor and Council and the Council meeting schedule. Below is an example of a process based on the calendar year that begins in mid-August and ends the first week of December.





Naturally Yours

Inspection Department

414 Woodlawn Drive, PO Box 280 Shelburne, NS BOT 1WO, Phone: (902) 875-3494 - Fax: (902) 875-1278

MEMORANDUM

TO: Warren MacLeod, CAO

FROM: Andrew Goreham
Manager of Inspection Services

DATE: May 1, 2025

RE: April Monthly Building Report

Fiscal Year	2025/2026	2024/2025
Number of Permits Issued in April	13	14
Number of Permits Issued to Date	13	14
Construction Values for April	\$ 826,200.00	\$ 981,500.00
Total Construction to Date	\$ 826,200.00	\$ 981,500.00

Highlights:

- 2 New Dwellings - \$185,000.00
- 3 New Seasonal - \$130,000.00

Yours very truly,

Andrew Goreham, CRBO, CFI
Director of Inspection Services
/aad

April 24, 2025

Dear Mayors/Wardens:

Re: Fire Records Management System

I am writing to provide you with an update on an important investment the Government of Nova Scotia is making regarding how the province manages records related to fire services.

The current Fire Records Management System used by the Office of the Fire Marshal was initially implemented over 30 years ago and is nearing the end of its lifecycle. The needs of our fire professionals have evolved, and we are working to implement a modern solution that will more effectively support current and future requirements.

The new Fire Records Management System will be designed to help the Office of the Fire Marshal, fire departments and municipal inspectors better manage, organize, and analyze data related to fire incidents, inspections, compliance, and personnel. This software will ensure that fire professionals have an efficient, reliable way to support fire services in the Province.

The project will start this spring, and it is anticipated that the implementation will take approximately two years to complete once a vendor is selected. There will be opportunities for our municipalities to be engaged in the coming months once a project manager is hired. The project manager will be reaching out to understand municipal needs and to collect information about how the new system can support municipalities and fire departments across the province.

We look forward to making this tool available to municipalities.

Sincerely,



Honourable John A. Lohr
Minister of Municipal Affairs

c: Chief Administrative Officers
Juanita Spencer, Chief Executive Officer, NSFM
David Campbell, Executive Director, AMANS

Public libraries all across our province provide critical services to people in all of our communities.

In the winter, they can serve as unofficial warming centres. They provide public washroom access. They are a safe haven for those finding themselves in vulnerable situations. They provide free internet services and other computer supports. They deliver programming on a variety of topics from food security to tax preparation. Families use the spaces in the library for safe custody visits with their children. Children participate in story time and craft activities. Teens have designated safe spaces to gather, participate in organized activities and do homework. Seniors use libraries as a gathering spot for socialization and learning opportunities.

There are more than 80 libraries not including satellite locations and bookmobiles across the province currently underfunded which are reducing programs, reducing staff hours and operational hours. Some libraries are being forced to dip into reserves to just stay afloat.

Libraries are staffed by 85% - 90% women. These women are highly skilled, well educated, talented and passionate about their communities and our citizens. Every day, librarians are doing work and supporting citizens who might otherwise fall through the cracks. The work that librarians do is viewed by some as the responsibility of the province and they are doing it without reasonable or fair compensation. Many are providing these services and earn well below a living wage.

It has been 5 years since the current funding formula has been reviewed. Before that it was 2008 and before that, it was 2003.

Municipalities are doing their part, now it is time for the province to do its part. The funding formula must be more reflective to accurately acknowledge the contribution of capital costs carried by the municipalities and an increase of funding needs to be made by the province. The province needs to recognize that the services libraries provide is another case of downloading of services without fair compensation.

My question to the Deputy Minister is, "what are next steps and when will the funding formula be reviewed for fairness?"

MOTION FOR COUNCILS' CONSIDERATION

WHEREAS:

Public libraries provide collections, programs and services, on behalf of INSERT YOUR MUNICIPALITY and the Province of Nova Scotia, and contribute significantly to the health and wellbeing of the citizens of Nova Scotia;

AND

Due to rising costs, public libraries in Nova Scotia can no longer sustain said collections, programs and services without significantly depleting reserve funds, and are unable to provide living wages for the majority of library staff;

AND

The current funding formula for public libraries in Nova Scotia does not account for Municipal contributions for capital costs, and the funding formula has now expired;

AND

Funding for public libraries in Nova Scotia is currently under review by the provincial government;

I MOVE THAT

The issue of adequate and sustainable funding for public libraries in Nova Scotia be brought forth to the Nova Scotia Federation of Municipalities Board for consideration as an advocacy priority.



**Municipal Affairs
Office of the Minister**

9(c)

PO Box 216, Halifax, Nova Scotia, Canada B3J 2M4 • Telephone 902 424-5550 Fax 902 424-0581 • novascotia.ca

April 23, 2025

Dear Mayors, Wardens and Chairs:

Re: Reprofitting of the Beautification and Streetscaping Program (BSP) and the
Community Works Program (CWP)

In recent years, the Department of Municipal Affairs has been supporting municipalities with historic investments that are helping to build strong, prosperous communities. On this point, there is always more work to do, and we are excited to keep building on this momentum.

We are pleased to announce that the department has added an additional \$1 million to the Provincial Capital Assistance Program (PCAP), for the 2025-26 program year, and on a go-forward basis. This increase in funding is the result of sunsetting two annual programs we have offered previously: the Beautification and Streetscaping Program and the Community Works Program.

In our review of these programs, and in consideration of our provincial priorities for housing, growth, and affordability, it was clear that these funds could have a greater impact on municipalities through the PCAP. We need to ensure municipalities have systems and services in place that are foundational to their growth and sustainability. That is why we are focused on delivering the greatest impact possible with programs that help municipalities to make strategic, intentional use of the provincial and federal funding opportunities available. The reprofiling of these programs will increase the PCAP budget from \$690,000 to \$1.69 million, increasing the Province's support in the preliminary stages of infrastructure projects.

We will continue to work with our municipalities to ensure that the programs we are offering are the ones that meet their most critical needs. As always, we are grateful for your collaboration in working to strengthen and grow our communities, and we welcome your feedback on how we can deliver programs that will maximize impact for our municipalities and for Nova Scotians.

Sincerely,

Honourable John A. Lohr
Minister of Municipal Affairs

c: Chief Administrative Officers
Juanita Spencer, Chief Executive Officer, NSFM
David Campell, Executive Director, AMANS

April 14, 2025

Mayor Pam Mood
 President, Nova Scotia Federation of Municipalities
 Suite 1304, 1809 Barrington Street
 Halifax, NS B3J 3K8
 Via email: mayor.mood@townofyarmouth.ca

Dear President Mood:

Under the provisions of the *Municipal Government Act*, the Minister of Municipal Affairs must provide to the Nova Scotia Federation of Municipalities 12-months' notice of any provincial legislation, regulation, or administrative actions that could have the effect of decreasing revenues or increasing the required expenditures of municipalities. This letter is intended to provide notice of such changes for fiscal year 2026-2027 and beyond.

The Department of Municipal Affairs (DMA) canvassed all provincial departments to seek information on plans for legislative, regulatory, and policy changes in the coming fiscal year. Below you will find a summary of the results of that process.

Department of Justice

"H" Division Royal Canadian Mounted Police Annual Multi-Year Financial Plan

The 'H' Division (Nova Scotia) Royal Canadian Mounted Police have provided the Department of Justice with the annual Multi-Year Financial Plan (MYFP), that reflects the organization's budget requests for the next fiscal year, and strategic planning for subsequent years. Based on the 2025-26 MYFP, and provincial approvals, the total financial impact for the new Provincial Police Service Agreement to Municipalities is \$8 million.

Biological Casework Analysis Agreement

Biological Casework Analysis Agreement provides municipalities with DNA analysis arising from criminal investigations. Costs will be determined upon the release of the "Total Uniform Assessment" by DMA.

... 2

Department of Intergovernmental Affairs

Procurement Thresholds and Free Trade Agreements

As noted in previous years, under our trade policy responsibilities, Intergovernmental Affairs advises that there are procurement thresholds under several free trade agreements that could impact municipalities.

Every two years, Global Affairs Canada updates its thresholds for covered procurements under the Canada-Europe Trade Agreement (CETA), the Canada-UK Trade Continuity Agreement (TCA) and the Canada Free Trade Agreement (CFTA). Municipal procurements are covered under these obligations. All procurements above the thresholds must be publicly tendered unless subject to an exemption.

The threshold values in Canadian dollars for the period of January 1, 2024, to December 31, 2025, are as follows:

FTA	Goods	Services	Construction
CFTA	Province		
	\$33,400	\$133,800	\$133,800
	Municipalities and MASH		
	\$133,800	\$133,800	\$334,400
	Crowns, Utilities, etc.		
	\$668,800	\$668,800	\$6,685,000
CETA/TCA	Province, Municipalities and MASH		
	\$353,300	\$353,300	\$8,800,000
	Crowns		
	\$627,200	\$627,200	\$8,800,000
	Utilities, etc.		
	\$706,700	\$706,700	\$8,800,000

Sincerely,



Honourable John A. Lohr
Minister of Municipal Affairs

Copy to: Juanita Spencer