



# ANNUAL MUNICIPAL PERFORMANCE REPORT

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NOVA SCOTIA

# Nova Scotia Municipal Performance Report

This is the first Annual Municipal Performance Report for Nova Scotia. The final grade and rank do not tell the whole story and must be viewed within a wider context. Interpreting these results requires considering all available measures and a comparison of absolute performance versus performance adjusted for context (the environment within which the municipality operates).

This context is determined by 'Input measures', which are factors that will influence

the policy and strategies of the administration but are generally outside of the municipality's control. We have broken these inputs into three categories: People & Place examines items like population and geographic size; Financial History considers prior fiscal performance and support coming from outside the municipality; Socioeconomic Status is an index of things like employment, unemployment and education levels, telling us about the kinds of challenges and opportunities the people in the community face on a daily basis.

## MUNICIPAL PERFORMANCE REPORT 1-15 (OF 55)

| Inputs                        |                    |  |                          |  |                     |                              |                          |             |                                     |  |   |  |   |
|-------------------------------|--------------------|--|--------------------------|--|---------------------|------------------------------|--------------------------|-------------|-------------------------------------|--|---|--|---|
| Municipalities                | People & Place     |  |                          |  |                     |                              |                          | SES         | Financial History                   |  |   |  |   |
|                               | Population (of 55) | Area of Municipality (Square km) (of 55) | Dependency Ratio (of 55) | Immigrants as a Proportion of the Population (of 55) | Roads (km), average | Average Annual Snowfall (cm) | Traffic Volumes, average | SES (of 55) | Revenue Per Capita, average (of 55) | Long Term Debt Per Capita, average (of 55) | Total Property Tax Assessment Per Capita, average | Commercial Property as a Proportion of Total Property Assessment Per Capita, average | Total Sales of Service Revenue as a Proportion of Total Revenues Per Capita (of 55) |
| Lockeport                     | 646 / 54           | 2 / 53                                   | 0.68 / 7                 | 8% / 5   | NA                  | NA                           | NA                       | 10 / 47     | \$1,359 / 15                        | \$237 / 27                                 | \$33,553 / 45                                     | 35% / 14   | NA  |
| Middleton                     | 1,829 / 44         | 5 / 45                                   | 0.66 / 9                 | 6% / 11  | NA                  | NA                           | NA                       | 35 / 25     | \$1,364 / 14                        | \$619 / 6                                  | \$43,342 / 22                                     | 32% / 24   | NA  |
| Inverness                     | 14,896 / 10        | 3,815 / 3                                | 0.50 / 28                | 4% / 27  | NA                  | NA                           | NA                       | 23 / 33     | \$610 / 48                          | \$57 / 47                                  | \$33,811 / 44                                     | 26% / 32   | NA  |
| Kings                         | 47,814 / 3         | 2,089 / 11                               | 0.47 / 45                | 4% / 22  | NA                  | NA                           | NA                       | 51 / 11     | \$556 / 51                          | \$182 / 37                                 | \$42,290 / 24                                     | 25% / 37   | NA  |
| Shelburne (Town)              | 1,879 / 43         | 9 / 38                                   | 0.50 / 29                | 4% / 18  | NA                  | NA                           | NA                       | 11 / 45     | \$1,205 / 19                        | \$198 / 32                                 | \$34,672 / 40                                     | 33% / 22   | NA  |
| Halifax Regional Municipality | 372,679 / 1        | 5,490 / 1                                | 0.39 / 55                | 7% / 6   | NA                  | NA                           | NA                       | 92 / 1      | \$1,411 / 11                        | \$763 / 2                                  | \$55,046 / 12                                     | 25% / 35   | NA  |
| Bridgewater                   | 7,944 / 23         | 14 / 31                                  | 0.53 / 22                | 4% / 19  | NA                  | NA                           | NA                       | 41 / 21     | \$1,451 / 9                         | \$607 / 7                                  | \$55,733 / 10                                     | 44% / 8  | NA  |
| Lunenburg (District)          | 25,164 / 5         | 1,759 / 15                               | 0.46 / 50                | 4% / 24  | NA                  | NA                           | NA                       | 47 / 16     | \$626 / 45                          | \$187 / 34                                 | \$49,868 / 16                                     | 14% / 53   | NA  |
| Yarmouth (District)           | 10,304 / 16        | 585 / 24                                 | 0.47 / 47                | 4% / 23  | NA                  | NA                           | NA                       | 43 / 19     | \$656 / 44                          | \$92 / 45                                  | \$38,109 / 29                                     | 17% / 46   | NA  |
| Westville                     | 3,805 / 34         | 14 / 30                                  | 0.46 / 49                | 1% / 55  | NA                  | NA                           | NA                       | 20 / 34     | \$736 / 42                          | \$382 / 19                                 | \$20,047 / 55                                     | 12% / 55   | NA  |
| Trenton                       | 2,741 / 38         | 6 / 44                                   | 0.49 / 36                | 2% / 47  | NA                  | NA                           | NA                       | 31 / 27     | \$1,312 / 17                        | \$171 / 40                                 | \$25,015 / 52                                     | 25% / 34   | NA  |
| Pictou (Town)                 | 3,813 / 33         | 8 / 41                                   | 0.57 / 13                | 3% / 37  | NA                  | NA                           | NA                       | 42 / 20     | \$1,031 / 31                        | \$441 / 14                                 | \$25,568 / 51                                     | 21% / 41   | NA  |
| Parrsboro                     | 1,401 / 46         | 15 / 29                                  | 0.69 / 6                 | 6% / 12  | NA                  | NA                           | NA                       | 7 / 50      | \$979 / 32                          | \$56 / 48                                  | \$26,945 / 49                                     | 16% / 47   | NA  |
| Berwick                       | 2,454 / 40         | 7 / 42                                   | 0.74 / 3                 | 2% / 45  | NA                  | NA                           | NA                       | 50 / 13     | \$1,130 / 25                        | \$526 / 11                                 | \$43,778 / 20                                     | 36% / 13   | NA  |
| Colchester                    | 36,134 / 4         | 3,569 / 4                                | 0.50 / 35                | 3% / 29  | NA                  | NA                           | NA                       | 49 / 15     | \$754 / 40                          | \$534 / 8                                  | \$37,582 / 32                                     | 26% / 33   | NA  |

The AIMS Performance Report grades municipalities based on the efficiency and effectiveness of service delivery using a three year average (2005, 2006 and 2007). Efficiency examines how the municipality spends tax dollars and effectiveness examines the extent to which a service or policy achieves its intended result. These measures are further broken down into absolute, in-context and total. The absolute grades measure the performance of each municipality relative to the rest of the municipalities in the province. The in-context grades measure performance relative to reasonable expectations based on that municipality's Input measures (explained above). In context, municipalities are expected to do at least as well as

other municipalities have done in similar circumstances.

The final grade is calculated for each municipality by averaging the overall efficiency grade and the overall effectiveness grade. We do publish all available data for municipalities for which we were not able to secure a complete dataset. They are listed alphabetically at the end and are not given a final overall grade.

For a guide on how to read the results of this Performance Report, [click here](#).

This work was made possible, in part, through the generous support of the Nova Scotia Chambers of Commerce.

| Outcomes                              |            |                        |                       |                    |                       |                       |                       |                    |               |                      |                       |                      |                       |                        |               |                    |                       |               |
|---------------------------------------|------------|------------------------|-----------------------|--------------------|-----------------------|-----------------------|-----------------------|--------------------|---------------|----------------------|-----------------------|----------------------|-----------------------|------------------------|---------------|--------------------|-----------------------|---------------|
| Grades                                |            |                        |                       |                    |                       |                       |                       |                    |               |                      |                       |                      |                       |                        |               |                    |                       |               |
| Transfers Per Capita, average (of 55) | Results    | Governance and Finance |                       | Taxation           |                       | Safety and Protection |                       | Transportation     |               | Environmental Health |                       | Economic Development |                       | Recreation and Culture |               | Overall            |                       | Final (of 47) |
|                                       |            | Efficiency (of 54)     | Effectiveness (of 54) | Efficiency (of 55) | Effectiveness (of 55) | Efficiency (of 48)    | Effectiveness (of 48) | Efficiency (of 33) | Effectiveness | Efficiency (of 32)   | Effectiveness (of 55) | Efficiency (of 55)   | Effectiveness (of 55) | Efficiency (of 55)     | Effectiveness | Efficiency (of 55) | Effectiveness (of 47) |               |
| \$410/3                               | Absolute   | F/50                   | D-/52                 | C+/30              | B/16                  | B-/28                 | B-/24                 | C+/25              | NA            | B-/13                | B-/33                 | B/10                 | A+/2                  | D-/50                  | NA            | C/38               | B/4                   | B/1           |
|                                       | In-Context | F/50                   | C+/36                 | C/34               | B+/6                  | A-/8                  | A+/9                  | D+/27              | NA            | A-/4                 | A/8                   | A+/1                 | A+/1                  | D-/53                  | NA            | C+/28              | A+/1                  |               |
|                                       | Total      | F/50                   | D+/44                 | C+/27              | B/11                  | B/16                  | B+/17                 | C-/26              | NA            | B/6                  | B+/18                 | A+/1                 | A+/1                  | D-/51                  | NA            | C/37               | A-/1                  |               |
| \$186/11                              | Absolute   | B-/14                  | D-/45                 | B-/19              | C-/44                 | C/36                  | A/10                  | B+/12              | NA            | B/7                  | C/43                  | F/48                 | A+/1                  | C+/31                  | NA            | C+/26              | B/5                   | B-/2          |
|                                       | In-Context | B/12                   | C+/41                 | B/4                | C-/48                 | B+/15                 | A+/8                  | C-/23              | NA            | C+/19                | D+/48                 | C-/46                | A+/2                  | B/9                    | NA            | B-/16              | B/7                   |               |
|                                       | Total      | B-/9                   | D+/43                 | B/9                | C-/49                 | B-/31                 | A+/7                  | C+/21              | NA            | B-/12                | C-/44                 | D/48                 | A+/2                  | B-/18                  | NA            | C+/22              | B/4                   |               |
| \$69/39                               | Absolute   | B+/4                   | D+/5                  | B+/6               | B-/21                 | A/1                   | B+/17                 | NA                 | NA            | NA                   | C/38                  | B+/5                 | D+/36                 | B/18                   | NA            | B+/1               | C/19                  | B-/3          |
|                                       | In-Context | B-/18                  | B-/5                  | C+/32              | B+/8                  | B-/27                 | B/25                  | NA                 | NA            | NA                   | B/19                  | B/16                 | C/41                  | C+/29                  | NA            | B-/15              | B-/11                 |               |
|                                       | Total      | B/6                    | C/5                   | B-/10              | B/14                  | B+/8                  | B/20                  | NA                 | NA            | NA                   | B-/35                 | B/7                  | C-/41                 | B-/24                  | NA            | B/2                | C+/13                 |               |
| \$16/54                               | Absolute   | A-/2                   | C/3                   | B/14               | Cv36                  | B+/14                 | B-/23                 | NA                 | NA            | NA                   | B-/30                 | B/16                 | B-/12                 | B+/4                   | NA            | B+/3               | C+/11                 | B-/4          |
|                                       | In-Context | B/8                    | B-/2                  | B-/15              | C/41                  | B-/24                 | C+/33                 | NA                 | NA            | NA                   | B-/31                 | C+/39                | B/15                  | B-/21                  | NA            | B-/13              | C+/28                 |               |
|                                       | Total      | B+/4                   | C+/3                  | B-/12              | C/39                  | B/17                  | C+/27                 | NA                 | NA            | NA                   | B-/30                 | B-/28                | B-/13                 | B/8                    | NA            | B/4                | C+/15                 |               |
| \$395/4                               | Absolute   | C-/32                  | D-/44                 | C-/31              | C/29                  | B-/31                 | A+/2                  | B/15               | NA            | C+/16                | B-/32                 | B+/2                 | F/50                  | D+/46                  | NA            | C+/28              | C/25                  | B-/5          |
|                                       | In-Context | C+/24                  | C+/34                 | C/40               | B-/16                 | B+/10                 | A+/1                  | B-/13              | NA            | B-/16                | A+/3                  | A+/2                 | B-/24                 | D+/46                  | NA            | B-/11              | A-/2                  |               |
|                                       | Total      | C/31                   | D+/42                 | C/36               | C+/25                 | B/23                  | A+/1                  | B/15               | NA            | C+/18                | A-/7                  | A/2                  | D+/47                 | D+/46                  | NA            | B-/17              | B-/7                  |               |
| \$50/45                               | Absolute   | C-/29                  | A+/1                  | D-/47              | B+/13                 | D+/44                 | A-/12                 | NA                 | NA            | B/9                  | A-/1                  | C/37                 | A+/5                  | D+/42                  | NA            | C-/41              | A/1                   | B-/6          |
|                                       | In-Context | C+/28                  | C+/19                 | C+/27              | C+/28                 | C+/40                 | C+/29                 | NA                 | NA            | C+/20                | C+/34                 | C+/37                | C+/32                 | C+/28                  | NA            | C+/30              | C+/30                 |               |
|                                       | Total      | C/29                   | A-/1                  | C-/44              | B-/17                 | C/42                  | B/22                  | NA                 | NA            | B-/15                | B/25                  | C/38                 | B+/8                  | C/42                   | NA            | C/41               | B+/3                  |               |
| \$49/46                               | Absolute   | C/27                   | D/19                  | C-/43              | B-/17                 | D+/46                 | A+/1                  | NA                 | NA            | NA                   | A-/1                  | B-/20                | B/9                   | D+/43                  | NA            | C/39               | B/3                   | B-/7          |
|                                       | In-Context | B-/15                  | C+/10                 | B-/9               | C/40                  | B-/26                 | A/11                  | NA                 | NA            | NA                   | B-/30                 | B/17                 | B-/20                 | B-/22                  | NA            | B-/9               | B-/12                 |               |
|                                       | Total      | C+/23                  | C-/15                 | C+/26              | C+/21                 | C/40                  | A+/8                  | NA                 | NA            | NA                   | B/22                  | B/17                 | B/10                  | C/41                   | NA            | C+/30              | B/5                   |               |
| \$12/55                               | Absolute   | C+/19                  | D/7                   | C/35               | A-/10                 | B+/13                 | B+/16                 | D/30               | NA            | B/6                  | A-/1                  | B/18                 | C-/31                 | B+/3                   | NA            | B-/18              | B-/6                  | B-/8          |
|                                       | In-Context | C+/21                  | C+/37                 | C-/50              | B/9                   | C+/36                 | A/10                  | C-/22              | NA            | B-/14                | B+/17                 | C+/33                | D+/47                 | C+/24                  | NA            | C+/35              | B/10                  |               |
|                                       | Total      | C+/21                  | C-/10                 | C/43               | B+/9                  | B/22                  | A-/12                 | D+/27              | NA            | B/11                 | B+/11                 | B-/26                | D+/42                 | B/10                   | NA            | C+/24              | B-/9                  |               |
| \$74/36                               | Absolute   | C+/21                  | D/15                  | B-/17              | C/32                  | B-/29                 | C+/27                 | NA                 | NA            | NA                   | B+/10                 | B/8                  | C+/20                 | B/14                   | NA            | B-/11              | C-/17                 | B-/9          |
|                                       | In-Context | B-/20                  | C+/16                 | C/35               | C+/26                 | C+/37                 | B+/23                 | NA                 | NA            | NA                   | B-/29                 | B/18                 | B-/17                 | C+/26                  | NA            | B-/17              | B-/15                 |               |
|                                       | Total      | C+/20                  | C-/12                 | C+/19              | C+/30                 | B-/34                 | B-/25                 | NA                 | NA            | NA                   | B/24                  | B/12                 | C+/17                 | B-/17                  | NA            | B-/11              | C+/14                 |               |
| \$212/8                               | Absolute   | C+/20                  | D-/30                 | B/9                | D-/51                 | B-/26                 | B-/25                 | A/8                | NA            | D+/27                | B+/10                 | B/9                  | D/41                  | B/12                   | NA            | B-/12              | C-/30                 | C+/10         |
|                                       | In-Context | C/36                   | C+/43                 | C-/42              | B-/14                 | B/21                  | A-/17                 | B/8                | NA            | C/24                 | A/6                   | B-/31                | C+/30                 | B+/3                   | NA            | B-/18              | B/8                   |               |
|                                       | Total      | C/27                   | D+/38                 | C+/20              | C-/47                 | B/26                  | B/21                  | B+/5               | NA            | C-/25                | A-/4                  | B-/22                | C-/37                 | B+/2                   | NA            | B-/13              | C+/21                 |               |
| \$142/17                              | Absolute   | C-/31                  | D-/34                 | C+/27              | D-/52                 | C/38                  | B/19                  | NA                 | NA            | B+/1                 | B/26                  | C+/29                | D/42                  | D-/51                  | NA            | C/33               | C-/29                 | C+/11         |
|                                       | In-Context | C+/27                  | C+/20                 | C+/22              | C/43                  | B/18                  | A+/7                  | NA                 | NA            | A+/1                 | A-/9                  | A-/7                 | B-/21                 | C-/44                  | NA            | B/1                | B+/6                  |               |
|                                       | Total      | C/32                   | C-/30                 | C+/21              | D+/52                 | C+/35                 | A/9                   | NA                 | NA            | A/1                  | B+/9                  | B/14                 | C/34                  | D+/47                  | NA            | B-/16              | C+/12                 |               |
| \$187/10                              | Absolute   | A-/1                   | D-/26                 | C+/26              | D/50                  | A-/5                  | B+/15                 | A+/3               | NA            | B+/2                 | C/41                  | B/11                 | C-/29                 | D-/48                  | NA            | B/6                | C-/31                 | C+/12         |
|                                       | In-Context | B+/3                   | C-/22                 | C/38               | C+/33                 | A+/3                  | A-/12                 | D/30               | NA            | B+/5                 | C-/42                 | B+/13                | C-/45                 | D+/47                  | NA            | B-/10              | C+/29                 |               |
|                                       | Total      | A-/1                   | C-/25                 | C+/28              | C-/50                 | A+/1                  | A-/14                 | B-/16              | NA            | B+/3                 | C/40                  | B/9                  | C-/38                 | D/48                   | NA            | B/5                | C/29                  |               |
| \$365/6                               | Absolute   | D+/39                  | D-/43                 | B-/20              | C-/41                 | B+/20                 | D/37                  | NA                 | NA            | NA                   | A-/1                  | C/35                 | B+/7                  | B/11                   | NA            | C+/23              | C/22                  | C+/13         |
|                                       | In-Context | C-/40                  | C/51                  | C/39               | B-/17                 | B-/22                 | F/46                  | NA                 | NA            | NA                   | A+/2                  | A/5                  | A+/4                  | C/36                   | NA            | C+/19              | B-/13                 |               |
|                                       | Total      | D+/40                  | D+/49                 | C+/25              | C/32                  | B/21                  | F/41                  | NA                 | NA            | NA                   | A+/2                  | B/8                  | A/6                   | B-/25                  | NA            | C+/19              | C+/18                 |               |
| \$56/43                               | Absolute   | B-/17                  | D-/41                 | C+/33              | C/31                  | C-/41                 | A/9                   | B/17               | NA            | NA                   | B+/10                 | C-/39                | B/10                  | B-/24                  | NA            | C+/29              | B-/7                  | C+/14         |
|                                       | In-Context | B-/13                  | C/53                  | B-/11              | C/37                  | C+/32                 | A-/16                 | D+/26              | NA            | NA                   | C/38                  | B-/24                | D/49                  | B-/14                  | NA            | C+/22              | C/34                  |               |
|                                       | Total      | B-/15                  | D+/50                 | C+/17              | C/36                  | C/41                  | A/10                  | C/25               | NA            | NA                   | B-/31                 | C+/34                | C/30                  | B-/13                  | NA            | C+/27              | C+/17                 |               |
| \$61/42                               | Absolute   | B+/5                   | D+/4                  | B/11               | D+/46                 | B+/16                 | B-/22                 | C+/24              | NA            | D+/28                | B+/21                 | B+/1                 | B-/14                 | C-/39                  | NA            | B-/16              | C+/14                 | C+/15         |
|                                       | In-Context | C/33                   | C+/15                 | C+/19              | C/34                  | B-/23                 | C/37                  | C+/17              | NA            | C/23                 | B/21                  | B-/30                | C+/36                 | C/40                   | NA            | C+/32              | C+/31                 |               |
|                                       | Total      | B-/14                  | C/4                   | B-/11              | C-/44                 | B/18                  | C+/29                 | C+/22              | NA            | C-/24                | B/21                  | B/15                 | C+/19                 | C-/43                  | NA            | C+/20              | C+/23                 |               |

# MUNICIPAL PERFORMANCE REPORT 16-35 (OF 55)

| Inputs                            |                    |  |                          |  |                     |                              |                          |             |                                     |  |   |  |   |
|-----------------------------------|--------------------|--|--------------------------|--|---------------------|------------------------------|--------------------------|-------------|-------------------------------------|--|---|--|---|
| People & Place                    |                    |  |                          |  |                     |                              |                          | SES         | Financial History                   |  |   |  |   |
| Municipalities                    | Population (of 55) | Area of Municipality (Square km) (of 55) | Dependency Ratio (of 55) | Immigrants as a Proportion of the Population (of 55) | Roads (km), average | Average Annual Snowfall (cm) | Traffic Volumes, average | SES (of 55) | Revenue Per Capita, average (of 55) | Long Term Debt Per Capita, average (of 55) | Total Property Tax Assessment Per Capita, average | Commercial Property as a Proportion of Total Property Assessment Per Capita, average | Total Sales of Service Revenue as a Proportion of Total Revenues Per Capita (of 55) |
| Digby (Town)                      | 2,092 / 42         | 3 / 50                                   | 0.61 / 10                | 4% / 16  | NA                  | NA                           | NA                       | 8 / 49      | \$1,396 / 13                        | \$644 / 4                                  | \$35,173 / 38                                     | 35% / 17   | NA  |
| East Hants                        | 21,387 / 7         | 1,788 / 14                               | 0.43 / 53                | 4% / 21  | NA                  | NA                           | NA                       | 76 / 3      | \$612 / 46                          | \$118 / 43                                 | \$35,668 / 35                                     | 16% / 48   | NA  |
| Antigonish (Town)                 | 4,236 / 31         | 5 / 47                                   | 0.54 / 16                | 6% / 9   | NA                  | NA                           | NA                       | 50 / 14     | \$1,116 / 26                        | \$199 / 31                                 | \$57,019 / 9                                      | 31% / 26   | NA  |
| Lunenburg (Town)                  | 2,317 / 41         | 4 / 48                                   | 0.70 / 5                 | 9% / 4   | NA                  | NA                           | NA                       | 54 / 10     | \$1,676 / 3                         | \$397 / 18                                 | \$58,929 / 8                                      | 28% / 28   | NA  |
| Cumberland                        | 16,021 / 9         | 4,222 / 2                                | 0.52 / 24                | 3% / 33  | NA                  | NA                           | NA                       | 19 / 36     | \$743 / 41                          | \$123 / 42                                 | \$44,952 / 19                                     | 27% / 29   | NA  |
| Region of Queens Municipality     | 11,177 / 14        | 2,387 / 9                                | 0.51 / 27                | 3% / 38  | NA                  | NA                           | NA                       | 14 / 40     | \$1,148 / 23                        | \$339 / 21                                 | \$47,656 / 18                                     | 34% / 18   | NA  |
| Stewiacke                         | 1,421 / 45         | 18 / 27                                  | 0.50 / 29                | 4% / 20  | NA                  | NA                           | NA                       | 36 / 24     | \$907 / 36                          | \$210 / 30                                 | \$31,362 / 47                                     | 21% / 42   | NA  |
| Shelburne (District)              | 4,828 / 28         | 1,818 / 13                               | 0.49 / 39                | 3% / 30  | NA                  | NA                           | NA                       | 11 / 44     | \$796 / 39                          | \$7 / 50                                   | \$41,363 / 26                                     | 25% / 38   | NA  |
| Richmond                          | 9,740 / 17         | 1,239 / 19                               | 0.53 / 18                | 2% / 46  | NA                  | NA                           | NA                       | 12 / 43     | \$942 / 33                          | \$78 / 46                                  | \$70,270 / 3                                      | 65% / 2  | NA  |
| Barrington                        | 7,331 / 24         | 632 / 23                                 | 0.47 / 44                | 2% / 48  | NA                  | NA                           | NA                       | 5 / 52      | \$667 / 43                          | \$239 / 26                                 | \$38,017 / 30                                     | 27% / 30   | NA  |
| Kentville                         | 5,815 / 27         | 17 / 28                                  | 0.51 / 25                | 4% / 15  | NA                  | NA                           | NA                       | 73 / 6      | \$1,540 / 7                         | \$469 / 12                                 | \$51,746 / 13                                     | 33% / 21   | NA  |
| Antigonish (County)               | 14,239 / 11        | 1,450 / 18                               | 0.43 / 54                | 4% / 25  | NA                  | NA                           | NA                       | 76 / 4      | \$493 / 55                          | \$106 / 44                                 | \$34,808 / 39                                     | 18% / 45   | NA  |
| Annapolis                         | 18,141 / 8         | 3,171 / 5                                | 0.51 / 26                | 6% / 10  | NA                  | NA                           | NA                       | 27 / 31     | \$574 / 50                          | \$259 / 24                                 | \$33,920 / 43                                     | 15% / 50   | NA  |
| Windsor                           | 3,709 / 36         | 9 / 37                                   | 0.71 / 4                 | 4% / 26  | NA                  | NA                           | NA                       | 19 / 37     | \$1,156 / 21                        | \$182 / 38                                 | \$37,782 / 31                                     | 31% / 27   | NA  |
| Pictou (County)                   | 21,553 / 6         | 2,797 / 7                                | 0.45 / 52                | 3% / 34  | NA                  | NA                           | NA                       | 39 / 22     | \$588 / 49                          | \$134 / 41                                 | \$43,525 / 21                                     | 38% / 11   | NA  |
| Yarmouth (Town)                   | 7,162 / 26         | 11 / 35                                  | 0.58 / 12                | 3% / 36  | NA                  | NA                           | NA                       | 12 / 42     | \$1,544 / 6                         | \$530 / 10                                 | \$43,027 / 23                                     | 44% / 7  | NA  |
| Hantsport                         | 1,191 / 47         | 2 / 54                                   | 0.59 / 11                | 6% / 7   | NA                  | NA                           | NA                       | 75 / 5      | \$1,410 / 12                        | \$186 / 36                                 | \$58,986 / 7                                      | 48% / 6  | NA  |
| Digby (District)                  | 7,986 / 22         | 1,656 / 16                               | 0.50 / 34                | 4% / 28  | NA                  | NA                           | NA                       | 15 / 38     | \$611 / 47                          | \$0 / 53                                   | \$29,110 / 48                                     | 22% / 40   | NA  |
| Cape Breton Regional Municipality | 102,250 / 2        | 2,433 / 8                                | 0.50 / 33                | 2% / 51  | NA                  | NA                           | NA                       | 14 / 39     | \$903 / 37                          | \$290 / 22                                 | \$25,955 / 50                                     | 21% / 44   | NA  |
| Truro                             | 11,765 / 13        | 38 / 25                                  | 0.55 / 15                | 5% / 14  | NA                  | NA                           | NA                       | 38 / 23     | \$1,552 / 5                         | \$448 / 13                                 | \$50,760 / 14                                     | 42% / 9  | NA  |

|                                       |            | Outcomes               |                       |                    |                       |                       |                       |                    |               |                      |                       |                      |                       |                        |                       |                    |                       |               |
|---------------------------------------|------------|------------------------|-----------------------|--------------------|-----------------------|-----------------------|-----------------------|--------------------|---------------|----------------------|-----------------------|----------------------|-----------------------|------------------------|-----------------------|--------------------|-----------------------|---------------|
|                                       |            | Grades                 |                       |                    |                       |                       |                       |                    |               |                      |                       |                      |                       |                        |                       |                    |                       |               |
| Transfers Per Capita, average (of 55) | Results    | Governance and Finance |                       | Taxation           |                       | Safety and Protection |                       | Transportation     |               | Environmental Health |                       | Economic Development |                       | Recreation and Culture |                       | Overall            |                       | Final (of 47) |
|                                       |            | Efficiency (of 54)     | Effectiveness (of 54) | Efficiency (of 55) | Effectiveness (of 55) | Efficiency (of 48)    | Effectiveness (of 48) | Efficiency (of 33) | Effectiveness | Efficiency (of 32)   | Effectiveness (of 55) | Efficiency (of 55)   | Effectiveness (of 55) | Efficiency (of 55)     | Effectiveness (of 55) | Efficiency (of 55) | Effectiveness (of 47) |               |
| \$162 / 16                            | Absolute   | C- / 35                | D- / 39               | C / 34             | C- / 39               | C+ / 32               | D+ / 34               | A+ / 2             | NA            | C+ / 15              | C+ / 36               | B / 17               | C / 22                | B- / 26                | NA                    | B- / 17            | C- / 33               | C+ / 16       |
|                                       | In-Context | C- / 39                | C+ / 29               | C+ / 29            | C+ / 22               | B / 20                | C+ / 31               | C+ / 19            | NA            | A- / 3               | B- / 26               | B+ / 12              | C+ / 28               | A- / 1                 | NA                    | B / 3              | C+ / 26               |               |
|                                       | Total      | C- / 37                | D+ / 41               | C+ / 30            | C / 34                | B- / 30               | C- / 34               | B+ / 9             | NA            | B / 7                | B- / 37               | B / 6                | C+ / 23               | B / 4                  | NA                    | B- / 9             | C / 31                |               |
| \$28 / 52                             | Absolute   | C / 28                 | D / 8                 | C+ / 32            | C- / 40               | C+ / 34               | B / 18                | B- / 19            | NA            | B- / 14              | C / 37                | B / 19               | B- / 17               | B- / 23                | NA                    | C+ / 21            | C / 18                | C+ / 17       |
|                                       | In-Context | D+ / 43                | C+ / 35               | C- / 44            | C+ / 30               | C+ / 44               | A- / 15               | B+ / 5             | NA            | C+ / 18              | C- / 46               | B- / 32              | B- / 19               | B- / 23                | NA                    | C+ / 31            | B- / 19               |               |
|                                       | Total      | C- / 36                | C- / 13               | C / 40             | C / 38                | C+ / 38               | B+ / 16               | B / 12             | NA            | B- / 16              | C / 39                | B- / 25              | B- / 15               | B- / 22                | NA                    | C+ / 25            | C+ / 22               |               |
| \$115 / 22                            | Absolute   | C+ / 23                | D- / 36               | C / 38             | B- / 20               | B / 22                | C+ / 28               | A / 7              | NA            | NA                   | F / 52                | C+ / 27              | A / 6                 | C+ / 30                | NA                    | B- / 13            | C / 26                | C+ / 18       |
|                                       | In-Context | B+ / 4                 | C+ / 30               | C+ / 17            | C- / 49               | A- / 7                | B+ / 20               | C+ / 15            | NA            | NA                   | F / 53                | B+ / 11              | A / 8                 | C- / 45                | NA                    | B- / 6             | C / 36                |               |
|                                       | Total      | B- / 8                 | D+ / 37               | C+ / 29            | C+ / 27               | B+ / 9                | B- / 24               | B+ / 10            | NA            | NA                   | F / 53                | B / 18               | A / 5                 | C / 39                 | NA                    | B- / 6             | C / 32                |               |
| \$75 / 35                             | Absolute   | D- / 43                | D- / 42               | D / 50             | A- / 9                | D+ / 48               | A / 4                 | B+ / 13            | NA            | B / 4                | B / 27                | C / 38               | D+ / 35               | D- / 49                | NA                    | C- / 44            | B- / 8                | C+ / 19       |
|                                       | In-Context | B+ / 5                 | C+ / 21               | C+ / 20            | C+ / 27               | C+ / 43               | A+ / 2                | C / 20             | NA            | B+ / 6               | C / 37                | A+ / 3               | F / 53                | D / 51                 | NA                    | B- / 12            | C+ / 24               |               |
|                                       | Total      | C / 33                 | D+ / 39               | C- / 46            | B / 15                | C / 46                | A+ / 2                | B- / 17            | NA            | B+ / 5               | B- / 38               | B / 11               | D- / 50               | D / 50                 | NA                    | C+ / 36            | C+ / 11               |               |
| \$102 / 27                            | Absolute   | B- / 13                | D / 11                | B- / 22            | C / 35                | A- / 7                | B / 21                | NA                 | NA            | NA                   | B+ / 10               | D+ / 42              | C / 25                | B / 20                 | NA                    | B- / 15            | C+ / 15               | C+ / 20       |
|                                       | In-Context | C+ / 26                | C+ / 27               | C- / 45            | C- / 47               | C / 45                | B / 24                | NA                 | NA            | NA                   | B+ / 15               | C- / 47              | C+ / 31               | C / 32                 | NA                    | C / 47             | B- / 17               |               |
|                                       | Total      | B- / 19                | C- / 17               | C / 34             | C / 41                | B- / 27               | B / 23                | NA                 | NA            | NA                   | B+ / 12               | C- / 45              | C / 28                | C+ / 29                | NA                    | C+ / 31            | C+ / 19               |               |
| \$555 / 1                             | Absolute   | C+ / 18                | D / 20                | B / 12             | B- / 18               | C / 37                | D+ / 31               | NA                 | NA            | B- / 12              | C / 44                | F / 49               | D / 43                | B / 21                 | NA                    | C+ / 30            | C- / 34               | C+ / 21       |
|                                       | In-Context | B- / 14                | C+ / 18               | C+ / 28            | B- / 15               | B- / 29               | B+ / 21               | NA                 | NA            | B- / 15              | A- / 10               | C / 42               | B / 13                | B- / 17                | NA                    | C+ / 21            | B / 9                 |               |
|                                       | Total      | B- / 16                | C- / 20               | B- / 14            | B- / 18               | C+ / 37               | C+ / 26               | NA                 | NA            | B- / 13              | B- / 29               | D / 47               | C / 32                | B- / 14                | NA                    | C+ / 29            | C+ / 25               |               |
| \$168 / 15                            | Absolute   | D+ / 38                | D- / 46               | C+ / 24            | C- / 42               | A- / 10               | A / 4                 | D / 29             | NA            | D- / 30              | A- / 1                | C+ / 33              | C / 23                | D / 47                 | NA                    | C- / 42            | C+ / 12               | C+ / 22       |
|                                       | In-Context | D+ / 42                | C / 50                | C / 41             | B- / 19               | A / 4                 | A+ / 3                | D- / 32            | NA            | D- / 32              | A / 7                 | B- / 25              | B / 12                | D / 52                 | NA                    | C- / 49            | B+ / 4                |               |
|                                       | Total      | D+ / 42                | D+ / 51               | C / 32             | C / 35                | A- / 4                | A+ / 3                | D / 31             | NA            | D- / 31              | A- / 5                | C+ / 32              | C+ / 18               | D / 49                 | NA                    | C- / 46            | B / 6                 |               |
| \$68 / 40                             | Absolute   | D- / 44                | D- / 33               | B / 13             | A / 7                 | A- / 11               | D / 39                | NA                 | NA            | NA                   | D- / 49               | B+ / 6               | C- / 30               | B / 13                 | NA                    | B- / 14            | C- / 35               | C+ / 23       |
|                                       | In-Context | D / 46                 | C+ / 39               | C / 37             | A / 4                 | C+ / 39               | C / 36                | NA                 | NA            | NA                   | C / 41                | B+ / 9               | B- / 16               | C+ / 25                | NA                    | C+ / 34            | B- / 18               |               |
|                                       | Total      | D- / 46                | D+ / 36               | C+ / 18            | A / 4                 | B / 25                | D+ / 36               | NA                 | NA            | NA                   | D+ / 48               | B+ / 5               | C+ / 24               | B- / 15                | NA                    | C+ / 21            | C / 30                |               |
| \$181 / 12                            | Absolute   | F / 49                 | D- / 24               | C- / 41            | A+ / 3                | B / 24                | A- / 13               | B / 16             | NA            | C / 20               | D+ / 46               | D / 46               | D / 39                | B+ / 7                 | NA                    | C / 34             | C+ / 13               | C+ / 24       |
|                                       | In-Context | D / 47                 | C+ / 31               | C+ / 33            | B- / 13               | B+ / 14               | A- / 14               | B / 10             | NA            | C- / 26              | D+ / 47               | C- / 45              | C+ / 37               | C / 35                 | NA                    | C / 42             | C+ / 23               |               |
|                                       | Total      | F / 49                 | C- / 29               | C / 41             | A- / 5                | B / 14                | A- / 13               | B / 13             | NA            | C / 23               | D+ / 47               | D+ / 46              | C- / 40               | B- / 20                | NA                    | C / 40             | C+ / 16               |               |
| \$55 / 44                             | Absolute   | C- / 33                | D- / 22               | B- / 21            | C / 30                | A- / 8                | B / 20                | C / 26             | NA            | C / 21               | B+ / 10               | B / 14               | D / 46                | F / 52                 | NA                    | C+ / 32            | C / 23                | C+ / 25       |
|                                       | In-Context | C+ / 22                | C+ / 26               | C- / 48            | C+ / 25               | B- / 28               | A- / 18               | C+ / 16            | NA            | B / 10               | B+ / 16               | C / 41               | C / 42                | F / 54                 | NA                    | C / 45             | B- / 14               |               |
|                                       | Total      | C / 30                 | C- / 26               | C / 33             | C+ / 29               | B / 15                | B+ / 18               | C+ / 24            | NA            | C+ / 17              | B+ / 13               | B- / 29              | D+ / 43               | F / 54                 | NA                    | C / 39             | C+ / 20               |               |
| \$74 / 37                             | Absolute   | C / 26                 | D- / 28               | C / 36             | B- / 22               | D- / 51               | A- / 11               | NA                 | NA            | NA                   | C / 40                | D / 44               | B- / 16               | C- / 38                | NA                    | C- / 46            | C+ / 10               | C+ / 26       |
|                                       | In-Context | B / 6                  | C+ / 13               | B+ / 2             | C / 35                | C+ / 34               | B- / 27               | NA                 | NA            | NA                   | D / 50                | C+ / 40              | C+ / 40               | B / 7                  | NA                    | B / 2              | C / 38                |               |
|                                       | Total      | B- / 17                | C- / 24               | B- / 13            | C+ / 24               | C- / 47               | B / 19                | NA                 | NA            | NA                   | D+ / 46               | C- / 44              | C+ / 21               | C+ / 30                | NA                    | C+ / 35            | C+ / 28               |               |
| \$36 / 50                             | Absolute   | B- / 12                | D / 16                | C- / 39            | B+ / 12               | B / 21                | B+ / 14               | D / 27             | NA            | C / 22               | B / 25                | B- / 24              | F / 53                | B / 9                  | NA                    | C+ / 27            | C / 21                | C+ / 27       |
|                                       | In-Context | C / 29                 | C+ / 38               | D / 55             | A / 3                 | B+ / 13               | A- / 13               | D+ / 25            | NA            | D / 29               | C+ / 32               | C- / 48              | F / 52                | B- / 16                | NA                    | C / 48             | C+ / 25               |               |
|                                       | Total      | C+ / 22                | C- / 21               | D+ / 50            | A- / 6                | B+ / 12               | A- / 15               | D+ / 28            | NA            | C- / 27              | B- / 28               | C / 39               | F / 53                | B / 11                 | NA                    | C / 38             | C+ / 26               |               |
| \$73 / 38                             | Absolute   | B / 7                  | D / 10                | A / 3              | D+ / 47               | A- / 4                | C+ / 26               | B- / 21            | NA            | NA                   | F / 53                | C+ / 32              | B / 11                | B / 19                 | NA                    | B / 4              | D+ / 40               | C+ / 28       |
|                                       | In-Context | C / 32                 | C+ / 32               | B / 8              | C / 39                | C+ / 38               | C+ / 30               | C+ / 14            | NA            | NA                   | F / 52                | C- / 43              | B / 9                 | C+ / 30                | NA                    | C+ / 33            | C / 40                |               |
|                                       | Total      | B- / 18                | C- / 16               | B+ / 4             | C- / 48               | B / 13                | C+ / 28               | B- / 18            | NA            | NA                   | F / 52                | C / 40               | B / 9                 | B- / 26                | NA                    | B- / 7             | C- / 40               |               |
| \$101 / 28                            | Absolute   | D+ / 36                | D- / 31               | C- / 44            | C+ / 28               | C- / 39               | D+ / 29               | A- / 9             | NA            | NA                   | A- / 1                | D+ / 43              | C+ / 18               | C- / 40                | NA                    | C / 36             | C / 20                | C / 29        |
|                                       | In-Context | C / 31                 | C+ / 25               | C- / 43            | C+ / 24               | C / 46                | C / 34                | B / 11             | NA            | NA                   | B+ / 11               | B / 19               | C+ / 35               | D+ / 49                | NA                    | C / 43             | C+ / 21               |               |
|                                       | Total      | C- / 34                | D+ / 34               | C- / 47            | C+ / 26               | C / 45                | C- / 33               | B+ / 8             | NA            | NA                   | A- / 8                | C+ / 36              | C+ / 22               | D+ / 45                | NA                    | C / 44             | C+ / 24               |               |
| \$31 / 51                             | Absolute   | B+ / 3                 | D / 13                | B+ / 7             | C- / 38               | D- / 52               | D+ / 32               | NA                 | NA            | B+ / 3               | D / 48                | B+ / 3               | C+ / 19               | B+ / 5                 | NA                    | B / 8              | D+ / 38               | C / 30        |
|                                       | In-Context | B / 9                  | C+ / 44               | B- / 14            | C / 45                | F / 54                | D / 42                | NA                 | NA            | B+ / 8               | D / 49                | B- / 26              | B / 14                | B / 12                 | NA                    | C+ / 26            | C- / 42               |               |
|                                       | Total      | B / 5                  | C- / 22               | B / 7              | C / 43                | F / 53                | D / 39                | NA                 | NA            | B+ / 4               | D / 50                | B / 16               | B- / 16               | B / 3                  | NA                    | B- / 12            | C- / 41               |               |
| \$77 / 34                             | Absolute   | D / 40                 | D- / 23               | D- / 51            | A- / 8                | D+ / 49               | A+ / 3                | NA                 | NA            | NA                   | B- / 35               | D- / 47              | D / 47                | C+ / 32                | NA                    | D+ / 49            | C+ / 9                | C / 31        |
|                                       | In-Context | C / 34                 | C+ / 12               | C- / 52            | A- / 5                | C+ / 41               | B+ / 19               | NA                 | NA            | NA                   | B- / 28               | D+ / 50              | D+ / 48               | A- / 2                 | NA                    | C / 41             | B- / 16               |               |
|                                       | Total      | C- / 39                | C- / 19               | D / 52             | A- / 7                | C / 44                | A- / 11               | NA                 | NA            | NA                   | B- / 34               | D / 49               | D / 48                | B / 7                  | NA                    | C- / 47            | B- / 10               |               |
| \$93 / 30                             | Absolute   | F / 53                 | D- / 48               | F / 55             | A+ / 1                | D / 50                | A / 4                 | NA                 | NA            | NA                   | B+ / 21               | B- / 22              | B- / 13               | B- / 28                | NA                    | F / 53             | B+ / 2                | C / 32        |
|                                       | In-Context | F / 53                 | D / 54                | C- / 46            | A+ / 2                | D / 53                | A+ / 6                | NA                 | NA            | NA                   | B+ / 14               | C- / 44              | A+ / 5                | C / 38                 | NA                    | D / 52             | A- / 3                |               |
|                                       | Total      | F / 54                 | D- / 54               | F / 55             | A+ / 1                | D / 52                | A+ / 6                | NA                 | NA            | NA                   | B+ / 17               | C+ / 35              | B+ / 7                | C+ / 34                | NA                    | D- / 53            | B+ / 2                |               |
| \$104 / 26                            | Absolute   | B / 8                  | D / 12                | B- / 18            | C / 33                | C+ / 33               | F / 43                | NA                 | NA            | D+ / 26              | B+ / 10               | B- / 23              | D+ / 37               | B+ / 6                 | NA                    | B- / 19            | D+ / 39               | C / 33        |
|                                       | In-Context | B- / 17                | C+ / 8                | D+ / 53            | B / 11                | D+ / 50               | F / 43                | NA                 | NA            | B- / 17              | B+ / 12               | B- / 23              | B- / 22               | B- / 20                | NA                    | C+ / 36            | C+ / 32               |               |
|                                       | Total      | B / 7                  | C- / 8                | C / 38             | C+ / 22               | C / 43                | F / 42                | NA                 | NA            | C / 22               | B+ / 10               | B- / 27              | C / 35                | B / 9                  | NA                    | C+ / 26            | C- / 36               |               |
| \$486 / 2                             | Absolute   | B / 9                  | C+ / 2                | B / 16             | D+ / 48               | B- / 30               | D / 38                | NA                 | NA            | NA                   | F / 51                | B / 7                | F / 51                | B / 16                 | NA                    | B / 7              | D / 44                | C / 34        |
|                                       | In-Context | C+ / 25                | C+ / 17               | C+ / 24            | C+ / 32               | C+ / 42               | C+ / 32               | NA                 | NA            | NA                   | C / 35                | C+ / 36              | C+ / 39               | C+ / 27                | NA                    | C+ / 29            | C+ / 33               |               |
|                                       | Total      | B- / 12                | C+ / 2                | B- / 16            | C- / 46               | C+ / 36               | C- / 35               | NA                 | NA            | NA                   | D / 51                | B- / 24              | D / 49                | B- / 21                | NA                    | B- / 14            | C- / 43               |               |
| \$105 / 25                            | Absolute   | B / 11                 | D / 9                 | C- / 40            | B- / 23               | F / 54                | F / 42                | B / 18             | NA            | NA                   | A- / 1                | D+ / 41              | B- / 15               | C / 36                 | NA                    | C- / 43            | C- / 27               | C / 35        |
|                                       | In-Context | A / 1                  | B- / 3                | B / 6              | C / 42                | D / 51                | F / 47                | A- / 3             | NA            | NA                   | B / 18                | B- / 29              | B- / 18               | B / 8                  | NA                    | B- / 4             | C / 41                |               |
|                                       | Total      | B+ / 3                 | C- / 7                | C+ / 23            | C+ / 28               | F / 54                | F / 43                | B+ / 11            | NA            | NA                   | B+ / 14               | C / 41               | B- / 14               | B- / 28                | NA                    | C+ / 32            | C / 35                |               |

# MUNICIPAL PERFORMANCE REPORT 36 -55 (OF 55)

## Inputs

| Municipalities  | People & Place     |  |                          |  |                     |                              |                          | SES         | Financial History                   |  |   |  |   |
|-----------------|--------------------|--|--------------------------|--|---------------------|------------------------------|--------------------------|-------------|-------------------------------------|--|---|--|---|
|                 | Population (of 55) | Area of Municipality (Square km) (of 55) | Dependency Ratio (of 55) | Immigrants as a Proportion of the Population (of 55) | Roads (km), average | Average Annual Snowfall (cm) | Traffic Volumes, average | SES (of 55) | Revenue Per Capita, average (of 55) | Long Term Debt Per Capita, average (of 55) | Total Property Tax Assessment Per Capita, average | Commercial Property as a Proportion of Total Property Assessment Per Capita, average | Total Sales of Service Revenue as a Proportion of Total Revenues Per Capita (of 55) |
| Amherst         | 9,505 / 18         | 12 / 32                                  | 0.57 / 14                | 2% / 41  | NA                  | NA                           | NA                       | 28 / 30     | \$1,138 / 24                        | \$364 / 20                                 | \$35,651 / 36                                     | 36% / 12   | NA  |
| Chester         | 10,741 / 15        | 1,121 / 21                               | 0.49 / 41                | 5% / 13  | NA                  | NA                           | NA                       | 51 / 12     | \$851 / 38                          | \$187 / 35                                 | \$65,896 / 4                                      | 13% / 54   | NA  |
| New Glasgow     | 9,455 / 19         | 10 / 36                                  | 0.53 / 17                | 3% / 32  | NA                  | NA                           | NA                       | 44 / 18     | \$1,151 / 22                        | \$422 / 16                                 | \$40,252 / 27                                     | 35% / 16   | NA  |
| Stellarton      | 4,717 / 29         | 9 / 39                                   | 0.49 / 38                | 3% / 31  | NA                  | NA                           | NA                       | 30 / 28     | \$1,033 / 30                        | \$198 / 33                                 | \$34,084 / 41                                     | 33% / 23   | NA  |
| West Hants      | 13,881 / 12        | 1,238 / 20                               | 0.45 / 51                | 3% / 35  | NA                  | NA                           | NA                       | 44 / 17     | \$497 / 54                          | \$1 / 52                                   | \$35,177 / 37                                     | 15% / 52   | NA  |
| Mulgrave        | 879 / 52           | 18 / 26                                  | 0.50 / 29                | 1% / 53  | NA                  | NA                           | NA                       | 26 / 32     | \$1,424 / 10                        | \$531 / 9                                  | \$37,384 / 33                                     | 49% / 5  | NA  |
| Guysborough     | 4,681 / 30         | 2,111 / 10                               | 0.53 / 20                | 1% / 52  | NA                  | NA                           | NA                       | 3 / 53      | \$2,210 / 2                         | \$22 / 49                                  | \$97,952 / 1                                      | 75% / 1  | NA  |
| Wolfville       | 3,772 / 35         | 6 / 43                                   | 0.47 / 46                | 13% / 2  | NA                  | NA                           | NA                       | 79 / 2      | \$1,516 / 8                         | \$752 / 3                                  | \$59,677 / 5                                      | 15% / 51   | NA  |
| Springhill      | 3,941 / 32         | 11 / 33                                  | 0.53 / 19                | 2% / 50  | NA                  | NA                           | NA                       | 6 / 51      | \$1,074 / 28                        | \$401 / 17                                 | \$20,576 / 54                                     | 15% / 49   | NA  |
| Oxford          | 1,178 / 48         | 11 / 34                                  | 0.52 / 23                | 3% / 39  | NA                  | NA                           | NA                       | 61 / 9      | \$1,301 / 18                        | \$899 / 1                                  | \$50,274 / 15                                     | 54% / 3  | NA  |
| Port Hawkesbury | 3,517 / 37         | 8 / 40                                   | 0.46 / 48                | 2% / 44  | NA                  | NA                           | NA                       | 63 / 8      | \$1,313 / 16                        | \$258 / 25                                 | \$42,259 / 25                                     | 41% / 10   | NA  |
| Annapolis Royal | 444 / 55           | 2 / 55                                   | 0.87 / 1                 | 21% / 1  | NA                  | NA                           | NA                       | 34 / 26     | \$2,819 / 1                         | \$222 / 28                                 | \$59,343 / 6                                      | 34% / 19   | NA  |
| Argyle          | 8,656 / 21         | 1,527 / 17                               | 0.48 / 43                | 2% / 49  | NA                  | NA                           | NA                       | 30 / 29     | \$534 / 52                          | \$5 / 51                                   | \$37,181 / 34                                     | 21% / 43   | NA  |
| Bridgetown      | 972 / 49           | 4 / 49                                   | 0.66 / 8                 | 6% / 8   | NA                  | NA                           | NA                       | 11 / 46     | \$1,081 / 27                        | \$435 / 15                                 | \$33,309 / 46                                     | 23% / 39   | NA  |
| Canso           | 911 / 50           | 5 / 46                                   | 0.49 / 37                | 1% / 54  | NA                  | NA                           | NA                       | 0 / 55      | \$1,189 / 20                        | \$181 / 39                                 | \$22,134 / 53                                     | 33% / 20   | NA  |
| Clare           | 8,813 / 20         | 853 / 22                                 | 0.50 / 29                | 2% / 40  | NA                  | NA                           | NA                       | 20 / 35     | \$530 / 53                          | \$0 / 53                                   | \$39,130 / 28                                     | 25% / 36   | NA  |
| Clark's Harbour | 860 / 53           | 3 / 52                                   | 0.48 / 42                | 2% / 42  | NA                  | NA                           | NA                       | 1 / 54      | \$1,067 / 29                        | \$221 / 29                                 | \$33,948 / 42                                     | 35% / 15   | NA  |
| Mahone Bay      | 904 / 51           | 3 / 51                                   | 0.75 / 2                 | 9% / 3   | NA                  | NA                           | NA                       | 64 / 7      | \$1,561 / 4                         | \$635 / 5                                  | \$72,548 / 2                                      | 26% / 31   | NA  |
| St Mary's       | 2,587 / 39         | 1,910 / 12                               | 0.53 / 21                | 2% / 43  | NA                  | NA                           | NA                       | 8 / 48      | \$930 / 34                          | \$0 / 53                                   | \$55,423 / 11                                     | 51% / 4  | NA  |
| Victoria        | 7,186 / 25         | 2,867 / 6                                | 0.49 / 40                | 4% / 17  | NA                  | NA                           | NA                       | 13 / 41     | \$913 / 35                          | \$270 / 23                                 | \$48,081 / 17                                     | 31% / 25   | NA  |

|                                       |            | Outcomes               |                       |                    |                       |                       |                       |                    |               |                      |                       |                      |                       |                        |               |                    |                       |               |
|---------------------------------------|------------|------------------------|-----------------------|--------------------|-----------------------|-----------------------|-----------------------|--------------------|---------------|----------------------|-----------------------|----------------------|-----------------------|------------------------|---------------|--------------------|-----------------------|---------------|
|                                       |            | Grades                 |                       |                    |                       |                       |                       |                    |               |                      |                       |                      |                       |                        |               |                    |                       |               |
| Transfers Per Capita, average (of 55) | Results    | Governance and Finance |                       | Taxation           |                       | Safety and Protection |                       | Transportation     |               | Environmental Health |                       | Economic Development |                       | Recreation and Culture |               | Overall            |                       | Final (of 47) |
|                                       |            | Efficiency (of 54)     | Effectiveness (of 54) | Efficiency (of 55) | Effectiveness (of 55) | Efficiency (of 48)    | Effectiveness (of 48) | Efficiency (of 33) | Effectiveness | Efficiency (of 32)   | Effectiveness (of 55) | Efficiency (of 55)   | Effectiveness (of 55) | Efficiency (of 55)     | Effectiveness | Efficiency (of 55) | Effectiveness (of 47) |               |
| \$109/23                              | Absolute   | C-/34                  | D/17                  | C-/45              | C/37                  | C/35                  | D/35                  | B-/20              | NA            | C/23                 | C/42                  | C/36                 | C/26                  | C/34                   | NA            | C/35               | C-/36                 | C/36          |
|                                       | In-Context | C-/38                  | C+/14                 | C-/47              | C+/23                 | B/19                  | C-/39                 | B/9                | NA            | B-/13                | C-/43                 | C+/35                | C+/34                 | B-/19                  | NA            | C+/24              | C/37                  |               |
|                                       | Total      | C-/35                  | C-/14                 | C-/48              | C+/31                 | B-/33                 | D+/37                 | B/14               | NA            | C+/19                | C-/41                 | C/37                 | C/29                  | C+/32                  | NA            | C+/34              | C-/37                 |               |
| \$91/31                               | Absolute   | D/41                   | D/14                  | C+/29              | A/6                   | C-/42                 | F/45                  | A+/4               | NA            | D/29                 | B+/10                 | B-/25                | B+/8                  | B/15                   | NA            | C+/31              | C-/28                 | C/37          |
|                                       | In-Context | C-/37                  | C+/7                  | C+/21              | C+/29                 | D-/52                 | F/45                  | B+/6               | NA            | C+/21                | C/39                  | B/15                 | B-/23                 | C-/43                  | NA            | C+/37              | C-/43                 |               |
|                                       | Total      | D+/41                  | C-/9                  | C+/22              | B/10                  | D+/50                 | F/47                  | A-/3               | NA            | C-/26                | B-/32                 | B/19                 | B/11                  | C+/31                  | NA            | C+/33              | C-/39                 |               |
| \$97/29                               | Absolute   | B-/16                  | D/18                  | C/37               | C/34                  | F/55                  | D+/30                 | D/31               | NA            | C+/17                | A-/1                  | C+/31                | C/21                  | B-/27                  | NA            | D+/47              | C/24                  | C/38          |
|                                       | In-Context | B/10                   | C+/11                 | C+/31              | C+/31                 | F/55                  | B-/28                 | D+/29              | NA            | C/25                 | B/23                  | B-/21                | C+/38                 | B+/4                   | NA            | C-/50              | C+/22                 |               |
|                                       | Total      | B-/11                  | C-/11                 | C/35               | C/33                  | F/55                  | C/31                  | D/30               | NA            | C/21                 | B+/16                 | B-/30                | C+/26                 | B/12                   | NA            | C-/50              | C+/27                 |               |
| \$122/21                              | Absolute   | D-/42                  | D-/29                 | C+/25              | D+/45                 | B-/27                 | F/46                  | B/14               | NA            | B-/11                | B+/21                 | F/53                 | C-/27                 | B-/22                  | NA            | C/40               | D-/45                 | C-/39         |
|                                       | In-Context | D+/45                  | C+/23                 | C+/30              | C/38                  | B+/9                  | D+/41                 | B+/4               | NA            | B/9                  | B+/13                 | F/53                 | B/10                  | B+/5                   | NA            | C+/38              | C+/25                 |               |
|                                       | Total      | D/43                   | C-/31                 | C+/24              | C-/45                 | B/19                  | F/44                  | B+/7               | NA            | B/10                 | B+/15                 | F/53                 | C+/20                 | B/6                    | NA            | C/43               | C-/42                 |               |
| \$39/49                               | Absolute   | B/10                   | D+/6                  | A+/1               | F/55                  | B/23                  | F/44                  | F/32               | NA            | B-/10                | B-/29                 | F/50                 | C/24                  | A/1                    | NA            | B/9                | D-/46                 | C-/40         |
|                                       | In-Context | B-/19                  | B-/4                  | A+/1               | F/55                  | C+/35                 | F/44                  | D+/28              | NA            | B/11                 | B/24                  | F/51                 | B-/25                 | B+/6                   | NA            | B-/14              | D+/47                 |               |
|                                       | Total      | B-/10                  | C/6                   | A+/1               | F/55                  | B-/28                 | F/46                  | D-/32              | NA            | B/9                  | B/26                  | F/51                 | C+/25                 | A-/1                   | NA            | B-/8               | D/46                  |               |
| \$322/7                               | Absolute   | F/51                   | D-/47                 | D-/52              | B-/19                 | B+/18                 | A/4                   | F/33               | NA            | C-/24                | B-/34                 | B/12                 | D/45                  | F/53                   | NA            | D-/52              | C+/16                 | C-/41         |
|                                       | In-Context | F/52                   | C+/46                 | D/54               | B+/7                  | A+/1                  | A+/4                  | F/33               | NA            | D/28                 | B/20                  | A+/4                 | C+/26                 | D+/48                  | NA            | D/53               | B+/5                  |               |
|                                       | Total      | F/52                   | D+/47                 | D/54               | B/12                  | A+/2                  | A+/4                  | F/33               | NA            | D+/28                | B-/27                 | A-/3                 | C-/39                 | D-/52                  | NA            | D-/52              | B-/8                  |               |
| \$106/24                              | Absolute   | F/54                   | D-/35                 | F/54               | A-/2                  | A-/6                  | F/40                  | D/28               | NA            | F/32                 | D-/50                 | F/52                 | F/54                  | C/35                   | NA            | D-/50              | C-/37                 | C-/42         |
|                                       | In-Context | B/11                   | B-/6                  | C+/23              | C-/52                 | A-/5                  | B+/22                 | D/31               | NA            | C+/22                | C-/44                 | C+/34                | D/50                  | B-/18                  | NA            | C+/23              | C/38                  |               |
|                                       | Total      | D/45                   | C-/18                 | D/53               | A/3                   | A-/5                  | C/32                  | D/29               | NA            | D-/30                | D+/49                 | D/50                 | F/51                  | C+/33                  | NA            | C-/49              | C-/39                 |               |
| \$61/41                               | Absolute   | F/45                   | D-/38                 | D+/48              | C+/26                 | C-/43                 | F/48                  | A/6                | NA            | B/5                  | C/39                  | F/51                 | A+/3                  | D+/41                  | NA            | C-/45              | D+/41                 | C-/43         |
|                                       | In-Context | D+/44                  | C+/9                  | C+/26              | C-/51                 | B-/25                 | F/48                  | B-/12              | NA            | B-/12                | D/51                  | F/52                 | A+/3                  | B-/15                  | NA            | C/44               | D+/44                 |               |
|                                       | Total      | D/44                   | C-/27                 | C-/45              | C/37                  | C/39                  | F/48                  | B+/6               | NA            | B/8                  | C-/45                 | F/52                 | A+/3                  | C/38                   | NA            | C/45               | D+/44                 |               |
| \$171/14                              | Absolute   | B-/15                  | D-/37                 | A-/5               | F/53                  | C-/40                 | D+/33                 | NA                 | NA            | NA                   | F/55                  | B+/4                 | D-/48                 | D+/44                  | NA            | C+/22              | F/47                  | C-/44         |
|                                       | In-Context | B-/16                  | C+/28                 | B-/12              | C/44                  | C-/49                 | B/26                  | NA                 | NA            | NA                   | F/55                  | B+/10                | C/43                  | C/39                   | NA            | C+/20              | D+/45                 |               |
|                                       | Total      | B-/13                  | D+/40                 | B/5                | D/53                  | C-/48                 | C/30                  | NA                 | NA            | NA                   | F/55                  | B+/4                 | D+/46                 | C-/44                  | NA            | C+/18              | D-/47                 |               |
| \$48/47                               | Absolute   | C-/30                  | D-/49                 | C-/46              | B/14                  | D+/45                 | F/41                  | NA                 | NA            | NA                   | A-/1                  | C+/34                | F/55                  | F/54                   | NA            | D+/48              | D+/43                 | D+/45         |
|                                       | In-Context | D+/41                  | C/52                  | C+/18              | B/10                  | A-/6                  | C/38                  | NA                 | NA            | NA                   | C-/45                 | D+/49                | F/55                  | D/50                   | NA            | C/46               | D+/46                 |               |
|                                       | Total      | C-/38                  | D+/53                 | C/39               | B/13                  | B-/32                 | D-/40                 | NA                 | NA            | NA                   | B-/33                 | C-/43                | F/55                  | F/53                   | NA            | C-/48              | D+/45                 |               |
| \$136/19                              | Absolute   | F/52                   | D-/32                 | C-/42              | C+/25                 | B+/19                 | D/36                  | B-/22              | NA            | C-/25                | B-/31                 | B-/21                | D/44                  | F/55                   | NA            | D-/51              | C-/32                 | D+/46         |
|                                       | In-Context | F/51                   | C+/24                 | B-/16              | B-/20                 | A+/2                  | D+/40                 | C/21               | NA            | D/31                 | C+/33                 | B+/8                 | C/44                  | F/55                   | NA            | D/51               | C/35                  |               |
|                                       | Total      | F/53                   | D+/33                 | C/31               | C+/20                 | A/3                   | D+/38                 | C+/23              | NA            | D+/29                | B-/36                 | B/10                 | D+/45                 | F/55                   | NA            | D/51               | C/34                  |               |
| \$139/18                              | Absolute   | F/55                   | D-/54                 | F/53               | B+/11                 | D-/53                 | F/47                  | B-/23              | NA            | C/18                 | C-/45                 | F/55                 | A+/4                  | D+/45                  | NA            | F/55               | D+/42                 | D-/47         |
|                                       | In-Context | F/55                   | B-/1                  | B-/10              | C-/50                 | C-/47                 | C/35                  | C+/18              | NA            | A+/2                 | C/40                  | F/55                 | A+/6                  | B/11                   | NA            | D/54               | C+/20                 |               |
|                                       | Total      | F/55                   | C-/23                 | D+/51              | B-/19                 | D/51                  | F/45                  | C+/20              | NA            | B+/2                 | C-/42                 | F/55                 | A+/4                  | C/37                   | NA            | F/55               | C/33                  |               |
| \$24/53                               | Absolute   | C+/22                  | D-/25                 | A/4                | A+/5                  | B+/15                 | NA                    | A/5                | NA            | C/19                 | B+/10                 | B/15                 | C-/32                 | B-/25                  | NA            | B/5                | NA                    | NA            |
|                                       | In-Context | C/35                   | C/47                  | B/5                | A+/1                  | B-/30                 | NA                    | A+/1               | NA            | B+/7                 | B-/27                 | B-/22                | C+/33                 | C/42                   | NA            | B-/8               | NA                    |               |
|                                       | Total      | C/26                   | D+/35                 | A-/3               | A+/2                  | B/24                  | NA                    | A+/1               | NA            | B-/14                | B/23                  | B-/20                | C/33                  | C+/35                  | NA            | B/3                | NA                    |               |
| \$205/9                               | Absolute   | F/48                   | D-/50                 | B/15               | D/49                  | B+/17                 | NA                    | NA                 | NA            | NA                   | F/54                  | F/54                 | F/49                  | C+/33                  | NA            | F/54               | NA                    | NA            |
|                                       | In-Context | F/54                   | C/49                  | C+/25              | C-/46                 | B+/12                 | NA                    | NA                 | NA            | NA                   | F/54                  | F/54                 | F/51                  | C/33                   | NA            | F/55               | NA                    |               |
|                                       | Total      | F/51                   | D+/52                 | B-/15              | D+/51                 | B+/11                 | NA                    | NA                 | NA            | NA                   | F/54                  | F/54                 | F/52                  | C+/36                  | NA            | F/54               | NA                    |               |
| \$394/5                               | Absolute   | B+/6                   | D-/51                 | A+/2               | F/54                  | D+/47                 | NA                    | NA                 | NA            | NA                   | B+/21                 | D/45                 | D+/34                 | C+/29                  | NA            | B-/20              | NA                    | NA            |
|                                       | In-Context | A-/2                   | C+/40                 | B+/3               | D/54                  | C-/48                 | NA                    | NA                 | NA            | NA                   | A+/1                  | B-/27                | B/11                  | B/10                   | NA            | B-/5               | NA                    |               |
|                                       | Total      | B+/2                   | D+/46                 | A/2                | F/54                  | C-/49                 | NA                    | NA                 | NA            | NA                   | A+/1                  | C/42                 | C/27                  | B-/16                  | NA            | B-/10              | NA                    |               |
| \$47/48                               | Absolute   | C+/25                  | D/21                  | B-/23              | C+/27                 | A/3                   | NA                    | NA                 | NA            | NA                   | B+/10                 | C+/26                | C-/33                 | B+/8                   | NA            | B/10               | NA                    | NA            |
|                                       | In-Context | C/30                   | C+/42                 | C-/49              | C+/21                 | B/17                  | NA                    | NA                 | NA            | NA                   | B/22                  | C+/38                | C+/27                 | C/37                   | NA            | C+/39              | NA                    |               |
|                                       | Total      | C/28                   | C-/28                 | C/37               | C+/23                 | B+/7                  | NA                    | NA                 | NA            | NA                   | B+/19                 | C+/33                | C/31                  | B-/23                  | NA            | B-/15              | NA                    |               |
| \$181/13                              | Absolute   | F/46                   | D-/53                 | C+/28              | C-/43                 | A-/12                 | NA                    | B+/10              | NA            | F/31                 | B+/10                 | C+/30                | C-/28                 | C/37                   | NA            | C/37               | NA                    | NA            |
|                                       | In-Context | D/48                   | C+/45                 | C-/51              | C/36                  | B/16                  | NA                    | A/2                | NA            | D/30                 | A+/5                  | B-/28                | A/7                   | C/34                   | NA            | C+/40              | NA                    |               |
|                                       | Total      | F/47                   | D+/48                 | C/42               | C/42                  | B+/10                 | NA                    | A-/4               | NA            | F/32                 | A-/3                  | C+/31                | B-/12                 | C/40                   | NA            | C/42               | NA                    |               |
| \$128/20                              | Absolute   | D+/37                  | NA                    | D/49               | A-/4                  | B/25                  | A/4                   | B+/11              | NA            | B/8                  | B/28                  | C-/40                | F/52                  | B+/2                   | NA            | C+/25              | NA                    | NA            |
|                                       | In-Context | B/7                    | NA                    | C/36               | B-/18                 | B-/31                 | A+/5                  | C-/24              | NA            | C-/27                | A+/4                  | A-/6                 | F/54                  | C/41                   | NA            | C+/27              | NA                    |               |
|                                       | Total      | C+/25                  | NA                    | C-/49              | B+/8                  | B-/29                 | A+/5                  | C+/19              | NA            | C+/20                | A-/6                  | B/21                 | F/54                  | B-/19                  | NA            | C+/28              | NA                    |               |
| \$85/32                               | Absolute   | F/47                   | D-/40                 | B/10               | C+/24                 | A/2                   | NA                    | NA                 | NA            | NA                   | B+/10                 | C+/28                | D/40                  | B/17                   | NA            | C+/24              | NA                    | NA            |
|                                       | In-Context | D-/49                  | C/48                  | B/7                | D+/53                 | B+/11                 | NA                    | NA                 | NA            | NA                   | B/25                  | B/20                 | C+/29                 | C/31                   | NA            | C+/25              | NA                    |               |
|                                       | Total      | F/48                   | D+/45                 | B/6                | C/40                  | A-/6                  | NA                    | NA                 | NA            | NA                   | B/20                  | B-/23                | C-/36                 | B-/27                  | NA            | C+/23              | NA                    |               |
| \$77/33                               | Absolute   | C+/24                  | D-/27                 | B+/8               | B/15                  | A-/9                  | NA                    | A+/1               | NA            | NA                   | D+/47                 | B/13                 | D/38                  | B/10                   | NA            | B+/2               | NA                    | NA            |
|                                       | In-Context | C+/23                  | C+/33                 | B-/13              | B-/12                 | C+/33                 | NA                    | B/7                | NA            | NA                   | C/36                  | B+/14                | C-/46                 | B/13                   | NA            | B-/7               | NA                    |               |
|                                       | Total      | C+/24                  | C-/32                 | B/8                | B/16                  | B/20                  | NA                    | A/2                | NA            | NA                   | C-/43                 | B/13                 | D+/44                 | B/5                    | NA            | B/1                | NA                    |               |