



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	

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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

Transfers Per Capita, average (of 55)	Outcomes																	
	Grades																	
	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)		
\$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-/23	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+/27	
	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	