



October 22, 2025

(sent by email)

RE: AMANS Professional Service Fee

Dear Mayors/Wardens/Councillors,

On behalf of the Board of Directors, staff, and members of the Association of Municipal Administrators of Nova Scotia (AMANS), we are writing to provide an important update regarding the AMANS Professional Service Fee and to thank you for your continued support of our work.

This fee is a recognition of the support AMANS provides to municipalities across Nova Scotia and to the advocacy work of the Nova Scotia Federation of Municipalities (NSFM) through joint committees and ad hoc working groups. The depth of experience and knowledge held by those working on the ground in municipalities supports the work of NSFM in managing complex relationships with provincial departments, the Government of Nova Scotia as a whole, and to some degree, with Government of Canada initiatives.

Professional Fees Billing Update

Since the 2017-2018 fiscal year, municipalities have paid an AMANS Professional Service Fee as part of the NSFM billing process. This fee was originally set at 25% of NSFM rates. While NSFM rates have increased over the past five years, the AMANS fee has remained unchanged.

In 2025, the NSFM Board of Directors decided that the organization will no longer bill or collect this fee on behalf of AMANS. The invoice you received from NSFM in February 2025 covers the period until the end of the calendar year (December 31, 2025). Beginning January 1, 2026, and going forward, AMANS will bill municipalities directly for this Professional Service Fee. This means municipalities will receive separate invoices from AMANS and NSFM. Importantly, the AMANS Professional Service Fee for the 2026 calendar year will remain unchanged.

Attached to this letter is an example of what the previous bill with the AMANS Professional Service Fee looked like in past years, as well as an example of what the invoice may look like from AMANS going forward.

The Value of AMANS

Your continued investment in AMANS ensures municipalities have access to professional services, policy expertise, training, and shared solutions. Some of the key ways AMANS supports municipalities include:

- **Policy and Program Support:** Development of model bylaws, policy templates, and resources such as the AMANS Records Management Manual.
- **Shared Municipal Services:** Code of Conduct investigator services, the biannual Municipal Salary Survey, and leadership in the Safe Restart Funding program that delivered \$67 million to municipalities.
- **Committee and Advocacy Work:** Representation on provincial and municipal committees including Emergency Management, Code of Conduct, Financial Indicators, the MGA Review and Service Exchange.
- **Programs for Municipalities**
 - The Municipal Wellness Program: supporting healthy workplaces across Nova Scotia.
 - The Municipal Equity, Anti-Racism and Accessibility Support Program: assisting municipalities in developing local plans to meet requirements in the *Accessibility Act* and the *Dismantling Racism and Hate Act*.
 - The Municipal Website Venture: improving local government websites across the province.

Education & Professional Development and Networking

AMANS recognizes the value of education, training, development and networking and the importance of ensuring municipal government staff and elected officials have the capacity to meet today's challenges. To address current and future needs, AMANS is continually assessing the professional development requirements of key positions across Nova Scotia municipalities.

Working with subject matter experts and curriculum developers, we designed Municipal Management Modules to build the capacity of established and aspiring municipal leaders in core areas such as:

- Leadership
- Strategic Planning
- Legislation and Policy
- Financial Management

- Stakeholder Engagement
- Human Resource Management

Through workshops, conferences, and CAO forums, AMANS continues to provide training opportunities that strengthen local government capacity across the province.

Policy Support

AMANS also plays a central role in supporting and advising on matters of policy development that impact municipalities. Working closely with NSFM and the Department of Municipal Affairs, AMANS provides objective, non-partisan expertise that ensures a municipal administration lens is reflected in government initiatives.

Our collaborative approach positions AMANS as a trusted advisor and educator—reinforcing the role of municipal administrators as the “municipal experts.” This work helps build functional working relationships with government partners, ensuring municipal voices are included in shaping legislation, policies, and best practices.

Thank You

We want to express our sincere appreciation to you, your Council, and your staff for your ongoing support and participation in AMANS programs, meetings, and conferences. Without the partnership of municipal governments, we could not achieve our mission of advancing excellence in local government administration in Nova Scotia.

If you have any questions please reach out to our Executive Director, David Campbell, at (902) 423-2215 Ext. 8 or by email at dcampbell@amans.com.

Regards,

A handwritten signature in dark ink, appearing to read "Victoria Brooks". The signature is fluid and cursive, with the first name "Victoria" written in a larger, more prominent script than the last name "Brooks".

Victoria Brooks
President, AMANS



Nova Scotia Federation of Municipalities
Suite 1304, 1809 Barrington St
Halifax, Nova Scotia B3J 3K8
Canada

Invoice No.: [REDACTED]
Date: 01/25/2024
Ship Date:
Page: 1
Re: Order No.

Sold to:



Ship to:



Business No.: 108150616

Item No.	Unit	Quantity	Description	Tax	Unit Price	Amount
1			NSFM Membership Dues 2024	H	14,550.86	14,550.86
1			AMANS Professional Services to NSFM 2024	H	2,361.53	2,361.53
			H - HST 15%			
			HST			2,536.86
Nova Scotia Federation of Municipalities HST: #108150616						
Shipped By: Tracking Number:					Total Amount	19,449.25
Comment:					Amount Paid	0.00
Sold By:					Amount Owing	19,449.25

Association of Municipal Administrators, Nova Scotia

1 Kingswood Drive, Unit 211
Hammonds Plains, Nova Scotia B4B 0P4, Canada
info@amans.ca

INVOICE

Invoice No.: 9897 (Example)
Date: 10/06/2025

Sold to:


Item No.	Description	Unit Price	Amount
1	AMANS Professional Fees	\$2,500.00	\$2,500.00
		HST (14%)	\$350.00
		Total Amount	\$2,850.00