

WEST HANTS REGIONAL MUNICIPALITY
Committee of the Whole - Meeting Agenda - AMENDED
April 12, 2022 - 6:00 p.m.
(also held via virtual via Zoom and Facebook livestreamed)



1. Call to Order
2. Attendance
3. Approval of the Agenda, including additions or deletions
 - a) Dashboard Action Items – Information Log
Add Noise By-Law update to the Dashboard. Confirm former By-Laws currently remain active.
Dashboard Action Items – Dangerous/Unsightly
4. Declaration(s) of Conflict of Interest
5. Announcements
6. Approval of Previous Meeting Minutes
 - a) 2022-03-08 Committee of the Whole minutes
 - b) Accessibility Plan Adoption Report Recommendation Report (Moved up)- Coordinator Craik/Supervisor Thornton
7. Presentations
8. Unfinished Business/Postponed Motions
 - a) WHRM 2021-22 Strategic Plan Priorities Update – Supervisor Thornton
 - b) West Hants Avon River Region Tourism/Economic Development – Councillor Ivey
9. Reports
 - a) CAO Activity Update – Information Report
 - b) Financial Monthly Update – Information Report - Dir. Rochon
 - c) Regional Fire Services Update Information Report – Supervisor Thornton
 - d) Dangerous or Unsightly Update Information Report – CAO Phillips
10. Correspondence
 - a) Information
 1. Avon Causeway Activity Log
 - i. Current Correspondence up to April 6, 2022- None
 2. Current Correspondence Received Log
 - i. 2022-03-22 Hon John Lohr re: Canada Community Building Fund (CCBF)
 - ii. 2022-03-23 Jeff Houser Re: Pisiquid Canoe Club
 - iii. 2022-03-28 Andrea Parker re: Etter Road
 - iv. 2022-03-30 Bulk water haulers re: Bulk water rate

- v. 2022-04-04 Mark Wainman re: Exit 6 - Downtown Windsor Detour
 - vi. 2022-04-05 Kathrin Winkler re #1792 Project- Request for Proclamation or Recognition for 230th Anniversary
- 3. Fort Edward Activity Log
 - i. Fort Edward Current Correspondence up to April 6, 2022
- 4. Storm Wastewater Activity Log
 - i. Storm Wastewater Current Correspondence up to April 6, 2022
- b. Requests - None
- c. Out-going
 - 1. Correspondence sent as of April 6, 2022 - None
- 11. New Business
 - a) Dog Tags and Fees Recommendation Report- Dir. LeMay
 - b) Foundry Field Decision Request Report- Dir. Kehoe
 - c) Former Dominion Atlantic Railway (DAR) Corridor (Mantua to South Maitland Railway) Information Report – Dir. Kehoe
 - d) Avon River Discussion - Mayor Zebian
 - e) Partnership opportunity - AgriSpirit Fund Deadline April 29 - Councillor Francis
 - ~~f) Cunnabel Creek – Information Report – Councillor Ivey~~
 - g) Status Update Request – Matters previously before Council – Councillor Ivey
 - h) Meeting and Committee Procedural Policy- Audio Recordings In-Camera, Question and Recommendation Request – Councillor Ivey
- 12. Public Participation Period
- 13. In-Camera
 - a) Land Matter MGA 22(2)(a)
 - b) Legal Matter MGA 22(2)(a)
 - c) Land Matter MGA 22(2)(a)
 - d) Land Matter MGA 22(2)(a)
 - ~~e) Personnel Matter MGA 22(2)(a)~~
- 14. Next Meeting Date / Adjournment

<u>Matter</u>	<u>Start Date</u>	<u>Deadline / Update</u>	<u>Status/Progress Updates</u>	<u>Resp.</u>
Sewer Billing Review - Staff explore what the sewer rates would be if sewer util. fees were put back on the taxes. (Tabled until after budget) (Also at 2020-04-14 COTW mtg)	2020-05-12		In progress	CAO/Fin
Asset Mgmt (Strategic Sustainability) - Strategic Sustainability Plan is needed	2020-05-12	On-going until approx. Oct. 2022	Staff training all Public Works and Community Development Staff	PW
Pedestrian Signage and Barriers - Have consistent and align with Branding outcomes. Staff prepare report for 2021/22 Capital & Operating budgets. (These items should be incorporated into our growth centres). Staff report back.	2020-09-22	Align with Branding outcomes 2021-07, On-going	Pending Beautification Strategy. Street and Community sign options currently being explored	PW/Comm. Dev
Diversity & Inclusion Committee (from Meeting & Committee Procedural Policy Amendments) - Advertise for Committee	2020-10-13	2021-05 (also with Rad Consulting)	Ongoing	Comm Dev
W. B Stephens Building Design Project Management Tender Award - Defer award until staff obtain additional operational costing information of the other municipal buildings. (100 King Street)	2020-10-27	2022-on going	Ongoing, working group has met twice. Recommendation coming to Council soon. Waiting on structural review	CAO
Panuke Rd Event - Event to be arranged by Mayor	2021-03-09	2021-06	Unknown	Mayor
Noise By-law - Staff revise by-law (Peace and Good Order)	2021-03-23	2022-on going	Ongoing review	Planning/ CAO
Cheverie Land Exchange - Agree	2021-03-23	2022 on going	Pending site visit	CAO
WHRM Land Dispute Policy - CAO Office to establish a practice to keep council informed	2021-04-27	2022-04	Currently reviewing. Policy to follow	CAO
Dog Park - Staff review historical information related to dog park feasibility	2021-06-08	2022-04	Outstanding. Information gathered	Comm. Dev
Glooscap First Nation & WHRM Council Meeting - Send formal invite for a meeting to discuss many topics including reconciliation	2021-06-22		Met on March 15, 2022	Mayor

<u>Matter</u>	<u>Start Date</u>	<u>Deadline / Update</u>	<u>Status/Progress Updates</u>	<u>Resp.</u>
Request to Meet with Avon Causeway Gate Stakeholders - Send letter to Glooscap First Nation requesting immediate joint council mtg. to discuss Avon River Causeway/Aboiteau Gate System and Ministerial Order	2021-06-22		Ongoing informal communication continues through the Mayor	Mayor/CAO
Review former By-Laws RV-001 (Mobile Canteen) - Review former By-Laws and create a new all encompassing By-Law with public input.	2021-09-28	2022-06	First reading on March 22, 2022. Public Hearing and Second Reading anticipated on April 26, 2022	CAO/Plan
Outdoor Fires By-Law - Staff review existing Fire-related by-laws and have an all encompassing Regional By-Law	2021-09-28	2022-06	Ongoing review. Approved by Fire Chiefs with Public input received, approved by Fire Chiefs. Returing for Council consideration at a later date in 2022	CAO
Capped Assessment - Staff provide a new aggregated report that will coincide with PVSC's presentation in January/February.	2021-09-28	2022	Outstanding	Finance
Panuke Road Booster Staion - Provide ongoing updates to Council	2022-02-22	ongoing	Footings installation complete, ICF in progress	PW
Hantsport Fire Station - Provide ongoing progress updates to Council	2022-02-22	ongoing	August 2022 date for substantial completion for the facility	PW
Front End Wheel Loaders - Provide ongoing progress reports to Council	2022-02-22	ongoing	Second Loader arrived in Halifax. Anticipated delivery in two weeks	PW
Post Consolidation Funding - Report to Council on the progress related to this funding	2022-02-22	ongoing	Discussed at the 2022-03-31 Special Council Meeting	CAO/Fin
Audit Committee - appoint Kathryn Duffy to the Audit Committee for the period of April 1, 2022 to December 31, 2022	2022-03-08	2022-03-22		Fin
Brooklyn Fire Dept. Equipment Purchase - Purchase equipment to outfit the new pumptr tanker that was ordered and set to arrive in May 2022.	2022-03-08	2022-05-30		CAO

<u>Matter</u>	<u>Start Date</u>	<u>Deadline / Update</u>	<u>Status/Progress Updates</u>	<u>Resp.</u>
Quint Fire Apparatus Purchase- Hantsport Fire Dept.- Replace the 2002 E-1 engine (11) with this apparatus	2022-03-08	2022-03-22		CAO
Removal of Bridge Remnants- Write to PW local Area manager Robyn Homans and forward research regarding the old bridge to allow PW to further investigate.	2022-03-08	2022-04-12	Response received from NSPWs Area Manager Robyn Homans noting remediation is not in the work plan but will be considered during further work on new aboiteau structure.	CAO/PW
Fort Edward- Return to the March 22, 2022 with details re: Phase 2 to Archaeological Assessment on 36 and 65 Fort Edward Lands	2022-03-16	2022-03-22	Adjourned until June 28, 2022. Second Reading postponed in order to complete and consider the results of the phase 2 Archaeological Resource Impact Assessment.	CAO
36 and 65 Fort Edward - Set up a site visit for Council	2022-03-16	2022-03-22	Set for March 31, 2022, will be rescheduled for a later date once budget deliberations are completed.	CAO
Tax Sale Notification- Request legal Council review the tax sale conditions to determine the appropriateness of using the print and sale dates as part of the 30 day process. Further that Council receive a presentation on the tax sale process through the Finance Dept.	2022-03-22	2022-05-10	Presentation on May COTW agenda	Fin
Wentworth Road Gateway District - Gives first reading and hold a Public Hearing to consider amending the text of the WMPS and the WLUB	2022-03-22	2022-0	First Reading Completed.	Plan
MFC Spring 2022 Debenture - Mayor and clerk to sign the resolution for preapproval of debenture issuance of \$231,323, for the purchase of a Fire Rescue Truck for Southwest Hants Fire Dept.	2022-03-22	2022-03-24	Completed	CAO/Mayor

M - Motion
D - Direction/Discussion

West Hants Regional Municipality
Dashboard (Action List)
April 6, 2022

Green - Complete
Yellow - In-progress
Red - Not started

<u>Matter</u>	<u>Meeting</u>	<u>M/D</u>	<u>Start Date</u>	<u>Deadline / Update</u>	<u>Status</u>	<u>Resp.</u>



WEST HANTS REGIONAL MUNICIPALITY REPORT

Information ☐	Recommendation ☒	Decision Request ☐	Councillor Activity ☐
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To: Committee of the Whole

Submitted by: Bekah Craik, Active Living Coordinator

Date: April 12, 2022

Subject: Accessibility Plan Adoption

LEGISLATIVE AUTHORITY

Nova Scotia Accessibility Act 2017

WHRM Meeting and Committee Procedural Policy RCOGE-003.00, Appendix 'D' – Accessibility Advisory Committee

RECOMMENDATION or DECISION REQUEST

It is recommended that Committee of the Whole recommend to Council that:

Council approves and adopts the West Hants Regional Municipality Accessibility Plan developed by CBCL Ltd.

BACKGROUND

Property ☐	Public Opinion ☐	Environment ☐	Social ☒	Economic ☐	Councillor Activity ☐
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In 2017, Nova Scotia passed the Accessibility Act, becoming the third Canadian province to adopt accessibility legislation. The act recognizes accessibility as a human right and outlines how we will improve accessibility by preventing and removing barriers. It sets a goal of an accessible Nova Scotia by 2030. The government's strategy for achieving an accessible province by 2030 is described in Access by Design 2030. This strategy outlines how the government will work with municipalities and other partners and stakeholders to implement the Accessibility Act and improve accessibility for all Nova Scotians.

On March 18, 2021, the West Hants Accessibility Advisory Committee had their first meeting to begin the work of hiring a consultant to develop an Accessibility Plan. An RFP was drafted and posted to the Nova Scotia Procurement website and closed September 23, 2021. Members of the Accessibility Advisory Committee reviewed the proposals and submitted a recommendation to Council. Council awarded the tender to CBCL on November 23, 2021.

DISCUSSION

The Accessibility Plan has been drafted by CBCL in consultation with the Accessibility Advisory Committee, public, municipal staff, and councillors. Tools such as virtual focus groups, online and paper surveys, an interactive mapping tool, and former studies/reports were utilized to gather initial feedback and analyze the unique priorities of our communities. The draft Accessibility Plan was then circulated to municipal staff, the Accessibility Advisory Committee, Council, and posted to the public to offer further edits and ensure first voice feedback was captured correctly.

NEXT STEPS

The next steps will be:

- (1) Council approves and adopts the plan;
- (2) Accessibility Advisory Committee and supporting municipal staff review priorities and develop an action plan for implementation, monitoring, and evaluating.

FINANCIAL IMPLICATIONS

There will be financial implications as the Plan gets implemented. Associated financial impacts will be identified in operating and capital budgets as necessary.

ALTERNATIVES

Council may decide not to approve and adopt the plan. Revisions and edits may be necessary before approval can take place.

ATTACHMENTS

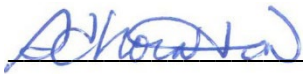
West Hants Accessibility Plan

Accessibility Report Card

CHIEF ADMINISTRATIVE OFFICER REVIEW

I support the recommendation.

Report Prepared by: _____
Bekah Craik, Active Living Coordinator

Report Reviewed by:  _____
Shelleena Thornton, Municipal Operations Supervisor

Report Approved by:  _____
Mark Phillips, CAO

West Hants Regional Municipality

ACCESSIBILITY PLAN



March 31, 2022

Bekah Craik
Active Living Coordinator
West Hants Regional Municipality

Shelleena Thornton
Municipal Operations Supervisor and Emergency Management Coordinator
West Hants Regional Municipality

Dear Mrs. Craik and Mrs. Thornton:

RE: West Hants Regional Accessibility Plan

We are pleased to provide this Accessibility Plan for the West Hants Regional Municipality. The Plan was synthesized from an engagement program consisting of print and online surveys, participatory mapping, and municipal staff and public workshops.

The Plan summarizes the Municipality's commitment to addressing accessibility barriers within the six focus areas: Awareness, Programs & Services, Information & Communication, Transportation, Employment, and the Built Environment. It identifies current conditions, past achievements, and barriers identified to date under each focus area. The Plan lays out recommended policies to be adopted by the municipality and actions to be taken over the next 3 years and over the longer term.

Yours very truly,

CBCL Limited



Prepared by:
Emma MacEachern
Urban Planner
Direct: 902-421-7241 Ext. 2747
E-Mail: emaceachern@cbcl.ca



Reviewed by:
Emanuel Nicolescu, MCIP, LPP
Urban & Transportation Planner

Project No: 211067.00

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WELCOME

On behalf of the West Hants Accessibility Advisory Committee (AAC), Council, and municipal staff, we invite you to read the Municipality's first Accessibility Plan. The West Hants Regional Municipality is committed to becoming a welcoming, inclusive, and accepting place for all people. It is our intent to strive to meet the needs of those facing accessibility barriers through the process of identification, removal, and mitigation, and by meeting the requirements of the Nova Scotia Accessibility Act. Nova Scotia is the third province in Canada that has adopted an accessibility law.

In accordance with section 44 (2) of the Accessibility Act, the West Hants Regional Municipality AAC is composed of at least fifty percent of members who are "persons with disabilities or representatives from organizations representing persons with disabilities". We have a very active committee that has brought many different first voice lenses and experiences to the table to determine priorities and hire the consultants; we are undertaking to work with a 'nothing for us without us' approach. Through the development of the plan, public engagement was an integral key component in preparing the Accessibility Plan. The input from West Hants residents helped identify existing barriers in our region and pinpointed areas we should prioritize.

Updates to the plan will continue to flow through the AAC to Council, and a full update every three years will allow the Municipality to address barriers to accessing municipal buildings, infrastructure, programs, and services. The plan reflects the goal of West Hants to be responsive to the needs of people with disabilities. With this aim in mind, we encourage you to view the Accessibility Plan as a "living document," and to voice

questions, concerns, and suggestions for continual improvement and evolution. The Accessibility Advisory Committee and the Nova Scotia Accessibility Directorate rely on your input.

To the Committee Members who have helped create the Municipality's Accessibility Plan, thank you. Serving on the Committee has been an opportunity for engagement, learning, and growth, and we appreciate the time you have devoted to our meetings and everyone's contribution of expertise and experience. We are proud of this plan and look forward to seeing it put into practice to improve accessibility for our residents and visitors in our communities.

We trust you will appreciate the great improvements we are constantly making in West Hants Regional Municipality and that you will always find something inspiring awaiting you.

INTRODUCTION

West Hants Regional Municipality is committed to providing the opportunity for equal access and participation for people with disabilities. We are committed to treating people with disabilities in a way that allows them to maintain their dignity and independence. We believe in equity, diversity, and inclusion, and we are committed to meeting the needs of people with disabilities in a timely manner. We will do so by identifying and mitigating barriers to accessibility and by meeting our accessibility requirements under the Nova Scotia Accessibility Act.

We recognize the value in making meaningful changes in our communities to work toward achieving the provincial goal of an accessible Nova Scotia by 2030. Bringing together diverse perspectives and experiences to achieve this goal will not only help to improve the quality of life for the 30% of Nova Scotians with a disability, but it will also create the opportunity to increase accessibility awareness and promote the rights of persons with disabilities and draw attention to the benefits of an inclusive and accessible society for all.

Limitations

The Accessibility Plan was developed using the information received through the community engagement process. Due to Covid-19 gathering limit restrictions in place throughout the consultation period, scheduled in-person engagement events were held virtually. This places a possible limitation on the amount of feedback received as many West Hants Regional Municipality residents do not have access to reliable internet, are not comfortable using computers, and/or face accessibility barriers that prevent them from participating virtually. Attempts to reach as many diverse voices as possible were made by offering accommodations to support virtual participation and mailing out paper surveys to all households within the Municipality.

An accessible West Hants is a diverse, inclusive, aware, accepting, and accessible community that is always growing, learning, and improving as it continually develops.

– AAC member

How to Read this Plan



The Accessibility Plan is broken down into this Introduction, six (6) chapters covering the areas of focus, and three (3) appendices. Chapters outlining each of the six (6) areas of focus are broken down under identical headings which provide the information outlined in this section. Lastly, the appendices provide additional material to help provide a more complete understanding of the Accessibility Advisory Committee structure, the Plan development process, and the policy context.

Our Commitment: The Municipality's commitment to accessibility in the area of focus.

The Starting Point

Achievements: The Municipality's achievements to date in identifying, removing, and preventing barriers in policies, programs, practices, and services.

Barriers: Barriers in the Municipality that hinder or challenge the full and effective participation in society of persons with disabilities.

Recommended Policies: Recommended principles that the Municipality use as a basis for making decisions.

Actions

Top Priorities: Recommended actions the Municipality take by March 31, 2025, to improve accessibility.

Other Priorities: Recommended actions the Municipality take by 2030 to improve accessibility.

Glossary of terms

AAC: Accessibility Advisory Committee

Access: A place that is easily reached, an environment that is easily navigated, or a program or service that can easily be obtained.

Accessibility: Refers to the design of products, devices, services, or environments for people who experience disabilities.

Accessibility Act (2017): The law enacted by the Province of Nova Scotia to achieve accessibility by preventing barriers to accessibility, developing and implementing Provincial accessibility standards, and defining the role of an accessibility directorate in supporting and advancing accessibility initiatives and broader disability-related issues.
(<https://nslegislature.ca/sites/default/files/legc/statutes/accessibility.pdf>)

Accommodation: The personalized adaption of a workplace to overcome the barriers faced by persons with disabilities.

Active Transportation: Using your own power to get from one place to another. This includes walking, biking, skateboarding, in-line skating/rollerblading, jogging and running, non-mechanized wheel chairing.

Asset Management Plan: The Municipality's plan for how to manage municipal infrastructure to provide services to residents and other users in a way that meets their expectations, and is financially sustainable into the future.

ASL: American Sign Language

Barrier: Anything that hinders or challenges the full and effective participation in society of persons with disabilities, information or communications barrier, an attitudinal barrier, a technological barrier, a policy, or a practice.

CART: Communication Access Realtime Translation

CSA: Canadian Standards Association

Disability: Nova Scotia's Accessibility Act defines a disability as "a physical, mental, intellectual, learning

or sensory impairment, including an episodic disability, that, in interaction with a barrier, hinders an individual's full and effective participation in society."

Equity/Equitable: A commitment to fairness. Equitable access is different from equal access. Equality means each individual or group is provided with the same resources or opportunities. Equity recognizes that each person has different circumstances and allocates the exact resources and opportunities needed to reach an equal outcome.

Invisible Disability: A disability that is not immediately noticeable. Invisible disabilities can include brain injuries, chronic pain, hearing loss, mental health conditions, gastrointestinal disorders, vision loss, and much more.

MPS: Municipal Planning Strategy

Plain Language: Language that is clear and easy for the reader or listener to understand.

Retrofit: To add features that were not included in the original design.

RHFAC: Rick Hansen Foundation Accessibility Certification. (Learn more at www.rickhansen.com/become-accessible/rating-certification.)

Tactile: Related to the sense of touch.

Visible Disability: A disability that is immediately apparent to other people. Visible disabilities can include cerebral palsy, amputations, paralysis, Down's syndrome, and many more.

WCAG: Web Content Accessibility Guidelines. (Learn more at www.w3.org/WAI/standards-guidelines/wcag.)



Areas of Focus

Awareness: Promoting awareness about the importance of accessibility and inclusion.

Employment: Making municipal workplaces accessible, and supporting people with disabilities in finding meaningful employment.

Programs and Services: Ensuring that people with disabilities have equitable access to programs and services.

Information and Communication: Ensuring all people can receive, understand, and share the information they need.

Transportation: Making it easier for everyone to get where they need to go.

Built Environment: Making public buildings, streets, sidewalks, and shared spaces accessible to all.

Understanding Disability

According to the World Health Organization, almost everyone will temporarily or permanently experience a disability throughout their lifetime. A person may be born with a disability, or they may develop a disability later in life. Disability can worsen, remain the same, or improve over time and can be caused by, or as a result of, several factors including disease, illness, injury, or substance abuse.

Due to the complex, wide-ranging nature of disabilities, there is no single definition used to define a disability. The most widely accepted definition, provided by the World Health Organization, defines disability as “an umbrella term for impairments, activity limitations and participation restrictions. It denotes the negative aspects of the interaction between a person’s health condition(s) and that individual’s contextual factors (environmental and personal factors).” Simply put, a disability is a condition of the body or mind that makes it more

difficult for a person to do certain activities and interact with the world around them.

Types of Disabilities

Many different types of disabilities can affect a person’s:

- Vision
- Hearing
- Mobility
- Memory
- Communication
- Ability to learn
- Mental health
- Social Relationships

Some disabilities are visible to others, while other disabilities (such as chronic pain, brain injuries, and asthma) are not; these are known as an invisible disability. While there are no universally adopted set of disability groups, disability can be broken down into different types to help provide people with a general understanding of shared experiences

related to disability and underlying health conditions. It is important to note that people can have more than one type of disability.

The following disability types were adapted from the Canadian Survey of Disability, and should not be considered to be a complete list.

Seeing: People with a seeing disability face difficulties seeing that limits their daily activities. Seeing disabilities can range from partial vision loss to complete blindness.

Hearing: People with a hearing disability face difficulties hearing that limit their daily activities. Hearing disabilities can range from partial hearing loss to complete deafness.

Mobility: People with a mobility disability face serious difficulties with their ability to move around, including walking or using stairs. Mobility-related disability can be congenital, or the result of injury, aging, disease, or other reasons.

Flexibility: People with a flexibility disability face serious difficulties with their ability to move their joints, including bending down or reaching.

Dexterity: People with a dexterity disability face serious difficulties performing tasks, especially tasks with their hands including picking up small objects. Dexterity-related disability frequently co-occurs with other types of disability, particularly mobility, flexibility, and/or pain-related disability.

Pain-related: People with a pain-related disability face difficulties that limit their daily activities because of constant or re-occurring pain. Pain-related disability frequently co-occurs with other types of disability, particularly mobility, flexibility, and mental health-related disability.

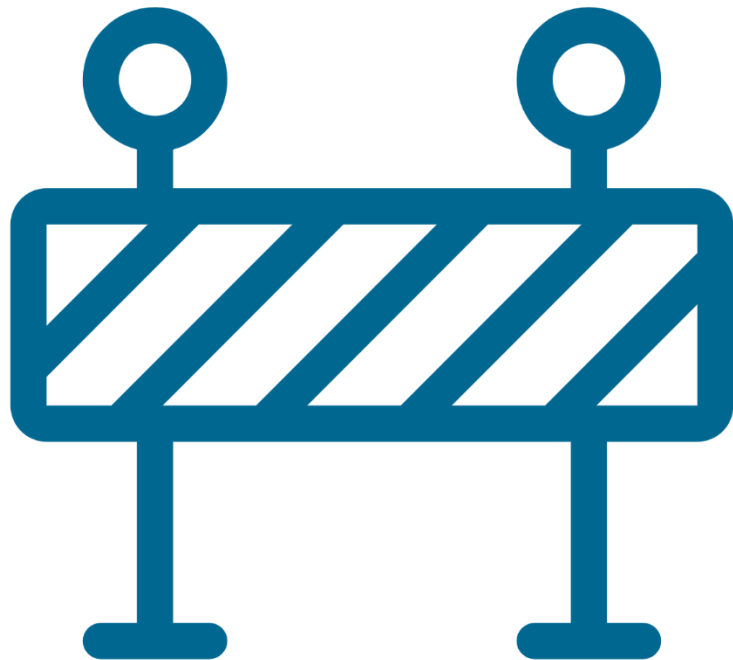
Learning: People with a learning disability face difficulties receiving, understanding, and using information that limits their daily activities. A learning disability may also affect a person's attention span, social, organizational, and reasoning skills.

Developmental: Developmental disabilities are a group of conditions as a result of physical or mental challenges that arise before adulthood. These conditions may create difficulties with language, mobility, learning, and independent living.

Memory: People with a memory disability face difficulties that limit their daily activities as a result of ongoing memory problems or periods of confusion. Memory disability can affect both long and short-term memory.

Mental health-related: People with a mental health-related disability experience limitations in their daily activities because of difficulties with an emotional, psychological, or mental health condition. People with a mental health-related disability often have at least one other type of disability.

Other: There are many other types of disabilities resulting from various conditions and long-term health problems that affect how a person lives their day-to-day life.



Types of Barriers

Attitudinal barriers are behaviors, perceptions, and assumptions that discriminate against people with disabilities.

Information and communication barriers occur when a person with a disability cannot easily receive and/or understand information that is available to others.

Physical barriers are elements in the built environment preventing physical access for people with disabilities.

Systemic barriers are policies, practices, or procedures preventing equal access to municipal employment, programs, or services.

Technological barriers occur when a device or technological platform is not accessible to its intended audience and cannot be used with assistive devices.

Transportation barriers are due to a lack of adequate transportation that interfered with a person's ability to be independent and function in society.

AWARENESS

Our Commitment

West Hants Regional Municipality is committed to being an accessibility leader and fostering positive community attitudes toward accessibility and inclusion.

The Starting Point

Achievements

- Improvements to accessibility in the built environment, recreation programming, and the delivery of information and communication are becoming more prevalent.

Barriers

- Lack of community awareness around different types of disabilities that exist, both visible and non-visible, and the barriers people with disabilities face.
- Limited educational and training opportunities to increase the capacity of the Municipality to be an accessibility champion.

Recommended Policies

The West Hants Regional Municipality will:

- Increase accessibility awareness through the delivery of public information campaigns.
- Facilitate regular activities to improve the Municipality's knowledge and understanding of accessibility challenges across West Hants Regional Municipality.
- Engage and collaborate with local disability stakeholder groups to gather insight and lived experiences.
- Demonstrate inclusivity in municipal publications and communication material.

Actions

Top Priorities

- Actively work to increase the representation of people with disabilities on all municipal committees by extending invitations to disability support networks and groups.
- Regularly promote the Accessibility Plan and actions completed to improve accessibility.

- Provide accessible and inclusive workplace training for Council, senior leadership, and key staff members.
- Build strategies to support people with disabilities to participate on Municipal committees.

Other Priorities

- Develop a communications strategy that reflects the diversity of our West Hants and promotes the Municipality's commitment to accessibility.
- Promote and celebrate National Accessibility Week, taking place annually in the last week of May.
- Explore opportunities to promote and celebrate other accessibility and inclusion initiatives.

BUILT ENVIRONMENT

Our Commitment

West Hants Regional Municipality is committed to providing public buildings and public spaces that are accessible to people of all ages and abilities. We will encourage citizens and the business community to take action to make other private and public spaces accessible.

The Starting Point

Achievements

- The West Hants Sports Complex includes some accessibility features.
- The Municipality is developing an Asset Management program to effectively manage municipal assets while considering budgets, service levels, and risks as well as strategic plans including the Accessibility Plan.
- Tactile indicators are installed on new sidewalks and sidewalk renewal projects.
- When issuing building permits to businesses, the Planning and Development Department actively provides informational material about adaptable housing, barriers free washrooms, appropriate

doorway sizes, and other accessibility content before projects are approved and constructed.

- Many entryways into public buildings have automatic doors installed.
- Accessible washrooms have been installed at some public buildings and outdoor public spaces.
- Community Development Department staff, in partnership with the Accessibility Advisory Committee members, have been completing informal accessibility audits of trails and other facilities.
- The leisure pool at West Hants Aquatic Centre has a beachfront-style entrance and access lift for accessibility.
- West Hants Sports Complex provides dedicated low sensory times for skating and the walking track.
- Members of municipal staff are completing RHFAC Professional designation training.
- The Municipality has put in wheelchair-accessible picnic tables at several parks.

Barriers

- Many sidewalks and crosswalks throughout the municipality are in inadequate condition.
- Snow clearing often creates barriers for people using sidewalks and crosswalks.
- Many trails are not accessible to people with mobility challenges.
- The wheelchair lift at the West Hants Aquatic Centre's outdoor pool is not suitable for permanent outdoor use and not all staff are trained to set up and operate the lift.
- Many businesses do not have accessible entryways.
- Snow clearing is prioritized for cars before pedestrians.
- Many public washrooms do not meet accessibility standards.
- There are no playgrounds with accessible play equipment (see Programs and Services).
- Some accessible parking spaces do not have adequate curb cuts or are not conveniently located.
- Some accessibility barriers remain at the West Hants Sports Complex.

- The lower ramped entrance to the Windsor Community Centre is not wide enough to turn and the door into the building is not accessible.
- The accessible shower room at the West Hants Aquatic Centre does not have a bench for changing.

Recommended Policies

The West Hants Regional Municipality will:

- Provide basic access for people of all ages and abilities to public buildings, public washrooms, and public parks.
- Improve the condition and availability of sidewalks, curb cuts, and pedestrian crossings to comply with the CSA Accessible Design for the Built Environment B-651 standard.
- By 2024, evaluate and prioritize retrofits to existing municipal buildings and facilities to meet, at minimum, the accessibility requirements in the latest version of the Nova Scotia Building Code Regulation.
- Strive to have all new municipal buildings and major renovation projects meet the requirements of RHFAC Gold.
- Provide accessible parking at municipal buildings and facilities that meet the requirements of the latest version of the Nova Scotia Building Code Regulation.

Actions

Top Priorities

- Initiate accessibility audits at key facilities
- Ensure that any proposed changes to the built environment are reviewed by the Accessibility Advisory Committee.
- Commit a portion of the annual budget to go toward the installations and maintenance required for improving the accessibility of public buildings and public spaces.
- Support local businesses in making accessibility improvements by promoting the provincial ACCESS-Ability Grant and providing resources for other funding opportunities.
- Install visual or vibration-based smoke alarms in municipal buildings.

Other Priorities

- Detail a sidewalk/crosswalk remediation plan with timeline and budget according to updated provincial standards.
- Establish a standardized process in the project planning stage for evaluating and prioritizing capital projects which consider the degree of impact on accessibility.
- Conduct a review of zoning and land use by-laws to identify opportunities to improve accessibility and support aging in place.
- Explore incentives for renovations and new builds that aim to achieve Rick Hansen Accessibility Certification. Consider:
 - Establishment of a municipal grant program to financially support small businesses completing accessibility improvement projects.
 - Deduction of accessibility certification costs from development fees;
 - Fast-tracking of development application approval process; and/or
 - Waiving of development fees.

An accessible municipality would be barrier-free for people of all abilities with easy access to washrooms, social meeting areas, recreation areas, retail areas, and sidewalks/parking lots. It would be inclusive, accommodating, and wheelchair/walker accessible. It would be the envy of other municipalities in the province!

– AAC member

EMPLOYMENT

Our Commitment

West Hants Regional Municipality will seek to remove barriers to ensure municipal workplaces are accessible and will support equitable access to employment through our employment policies and practices.

The Starting Point

Achievements

- Most municipal services are located on the first floor or are accessible by elevator.
- Ergonomic assessments are available for staff to ensure their workspaces are set up to meet their physical needs.
- The Municipality provides mental health support to employees through the Employee Assistance Program.
- Municipal job openings are advertised via marginalized networks through print and digital media.

Barriers

- The lower level of the West Hants Municipal Building (76 Morison Dr) is not wheelchair accessible from the main floor. Wheelchair access to the lower level is only available from a side entrance.
- Staff members have limited access to accessibility-related information and resources.
- Job openings are posted through the Municipality's website and are no longer posted in local newspapers.
- Staff is not trained to recognize employment barriers and identify appropriate job accommodations.

Recommended Policies

The West Hants Regional Municipality will:

- Offer accommodations to job candidates during the hiring process.
- Offer accommodations to employees to provide them with the support they need to succeed at their job.

- Offer training and awareness programs to staff and Council to foster a welcoming and inclusive corporate environment.

Actions

Top Priorities

- Require Council and all municipal staff to complete the *Working with Abilities* online training provided free of cost by the Nova Scotia Human Rights Commission.
- Undertake an anonymous survey to establish a baseline employee demographic and track the number of employees with disabilities, both diagnosed and self-identifying, with the intention of reflecting the diversity of the Municipality in the municipal workforce.
- Assign designated liaisons to serve as the main point of contact for accessibility matters within each department.
- Establish a centralized accommodation fund to pay for assistive technology, devices, and accommodations for employees.

Other Priorities

- Undertake assessments of municipal workplaces to identify areas where accessibility improvements can be made (i.e., staff common areas including washrooms and kitchens, doorways, and workspaces).
- Provide and promote ongoing opportunities for municipal staff to complete further accessibility training relevant to their assigned job duties and tasks (i.e., plain language, inclusive customer service, accessible employment practices, accessible information, and communication practices).
- Develop a formal process for requesting accessibility accommodations.

PROGRAMS + SERVICES

Our Commitment

West Hants Regional Municipality will ensure that people of all ages and abilities have equitable access to the programs and services we provide. This includes ensuring that there are policies, practices, and tools in place to advance the equitable delivery of programs and services.

The Starting Point

Achievements

- Creation of an adaptive equipment loan program and inclusive programming options.
- Payment terminals at the Municipal Office customer service counter have been updated. The new wireless terminals have larger screens, large font number pads, and support contactless payment (tap).

Barriers

- Limited inclusive and accessible recreation programming.
- The cost to participate in programs is out of reach for people on a limited income.

- Not all facilities hosting recreation programming are accessible for all ages and abilities.

Recommended Policies

The West Hants Regional Municipality will:

- Increase customer service support to better serve people with non-visible and visible disabilities.
- Increase recreation program offerings to provide equitable opportunities for people with disabilities to participate.
- Ensure public parks and open spaces can be enjoyed by people of all ages and abilities.
- Improve snow clearance.
- Consider accessibility as a part of policy development and decision-making processes.

Actions

Top Priorities

- Provide annual accessibility and inclusion customer service training for new and existing customer service, sports complex, aquatic centre, and recreation programming staff.

- Introduce the use of assessment of accessibility impact as a part of staff reports to Council.
- Undertake a review of recreation programming to identify barriers to participation, feasible adaptations to eliminate barriers, and/or new inclusive programming opportunities.
- Train staff in the safe and proper use of adaptive recreation equipment.
- Prioritize snow clearance on sidewalks and crosswalks, and provide training to plow operators to increase awareness about maintaining barrier-free access.
- Investigate opportunities for partnerships with local organizations with expertise in adaptive sport and recreation to support the development of adaptive sports programming.

Other Priorities

- Support the continued growth of the adaptive equipment loan program by growing the inventory and providing recreation staff with the training necessary for proper equipment use.
- Upgrade to wireless payment terminals at applicable public facilities.
- Develop an accessible trail marketing strategy.

- Investigate the development of an Accessibility and Inclusion Specialist position within the Community Development Department.

An accessible WHRM to me is a place where everyone can access services that they need no matter their race, gender, or disability.

– AAC member

INFORMATION + COMMUNICATION

Our Commitment

West Hants Regional Municipality will ensure the information and communications that we share can be received and understood by people of all ages and abilities.

The Starting Point

Achievements

- Council and committee meetings are streamed live on the internet through Facebook Live. The live stream includes closed captioning. Meeting videos are posted to the Municipality's Facebook page, along with a short video providing meeting highlights.
- Council and committee meeting agendas and minutes are posted on the Municipality's website.
- Forms can now be downloaded and submitted online through the Municipality's Website.

Barriers

- It can be hard to find things on the Municipality's website if you don't know where to look.
- Most of the key municipal documents are not available in accessible formats like large print.
- The Municipality's website can be challenging or impossible to navigate for people with visual impairments.
- There is not enough wayfinding signage to support people with vision and hearing impairments.
- Live caption technology is not always accurate.
- Limited internet access throughout West Hants prevents some people from attending public meetings and events hosted virtually.
- Plain language is not consistently used in written material.
- Public meeting highlight videos are not accessible to people with visual impairments.
- Information about municipal programs is not widely disseminated.

Recommended Policies

The West Hants Regional Municipality will:

- Provide, on request, information in an accessible format or with communication supports that consider a person's individual need, at no additional charge.
- Host in-person public meetings in barrier-free locations.
- Train front-line staff in inclusive customer service and to provide information in accessible formats.
- Increase accessibility across the Municipality's website, social media, and online resources.

Actions

Top Priorities

- Establish a dedicated stream of communication for accessibility-related information. Information should be available in digital and print formats.
- Train relevant staff in the use of plain language and accessible document formatting.
- Create modified versions of key municipal documents and resources such as forms, bills and statements, and brochures in accessible

formats. Accessible formats should include at minimum large print, plain language, and screen reader compatible digital communications.

- Develop an accessible signage and wayfinding toolkit to support people with vision or hearing impairments.
- Create promotional material to build awareness of adaptive recreation and inclusive programming. This could include video content and print material.

Other Priorities

- Ensure the Municipality's website and any downloadable content meet the latest WCGA guidelines.
- Include braille on staff business cards.
- Explore the use of mapping platforms to improve wayfinding in public buildings.
- Provide ASL and/or CART services upon request at Council meetings and other meetings hosted by the Municipality.
- Explore alternative methods to deliver information such as infographics and video content.

- Review the feasibility of permanently allowing opportunities for both in-person and virtual participation on Municipal committees and at public meetings coordinated by the Municipality.

An accessible West Hants is one where I
am able to go where I need to go
without worrying if I can get in or not,
can use the washroom, and be able to
get around the place inside.

– AAC member

TRANSPORTATION

Our Commitment

West Hants Regional Municipality will make it easier for people of all ages and abilities to get where they need to go. We will ensure equitable access to publicly funded community-based transportation services and AT options.

The Starting Point

Achievements

- The Municipality provides funding to support West Hants Dial-a-Ride.
- The Public Works Department is actively working to expand the sidewalk network and improve accessibility on new build and sidewalk renewal projects.
- The Municipality initiated the AT Plan to create a broader and more accessible AT network.

Barriers

- There is no municipally-operated public transportation service.

- Facilities are widespread across the Municipality, making access challenging for those who cannot drive or do not have access to a car.
- The cost of private community transportation offerings can be a barrier for those on a limited income.
- Many sidewalks are in poor condition which can be a barrier for people with mobility challenges (see Built Environment).
- Snow cleared from the streets often blocks sidewalks and pathways (see Programs and Services).
- AT network is not well developed outside of urban areas.

Recommended Policies

The West Hants Regional Municipality will:

- Continue to provide support to community-based transportation services.
- Improve the accessibility and availability of transportation services, AT, and parking infrastructure for people with disabilities.

- Consider the needs of people with disabilities when exploring the feasibility of any future public transit services.
- Ensure and maintain a broad and safe AT network across the Municipality which includes paved shoulders and other dedicated AT facilities.

Actions

Top Priorities

- Prioritize the implementation of the AT Plan.
- Initiate a public transit feasibility study to investigate appropriate transit models for a municipally-operated transit service.
- Prioritize support for West Hants Dial-a-Ride to help them expand their service offerings.
- Actively promote and increase awareness of community-based transportation providers including West Hants Dial-a-Ride and the Windsor Senior Citizen Bus Society.
- Prioritize AT facilities in the Asset Management Plan.
- Improve lighting on the Municipal road and trail network.

Other Priorities

- Explore opportunities and incentives for accessible taxi service.
- Explore opportunities to further expand community-based transportation services across the Municipality.

IMPLEMENTING THE PLAN

Action taken to improve accessibility will be guided by the commitments of the Accessibility Plan. As new policies and programs are introduced, the Municipality will continually assess the impact on accessibility to ensure planning aligns with the Municipality's commitments and advances the vision of an equitable, inclusive, and barrier-free West Hants. The following section outlines how the Municipality, in consultation with the AAC, will follow a whole of government approach to implement, monitor, and evaluate the Accessibility Plan.

Responsibilities

Council

- Adopt and oversee the Accessibility Plan.
- Allocate adequate funding to satisfy the commitments of the Municipality under the Accessibility Plan.

Chief Administrative Officer

- Oversee the implementation of the Accessibility Plan in partnership with senior leadership from each department.

- Assign an Accessibility Coordinator.

Accessibility Coordinator

- Work with the AAC to identify and provide advice on removing accessibility barriers in new policies and programs.
- Receive and respond to public concerns, complaints, and suggestions.

Accessibility Advisory Committee

- Provide ongoing feedback and recommendations to Council.
- Provide guidance to the Accessibility Coordinator to support the development and ongoing review of the Accessibility Plan.

Schedule

The Municipality will strive to implement all top priorities in this plan by March 31, 2025, and all other priorities by 2030, in conjunction with capital infrastructure plans.

Monitoring

- The AAC will prepare an annual Accessibility Report Card. The Accessibility Report Card will measure the performance of the policies and actions outlined in this plan.
- The Accessibility Report Card will be a public document and will be posted on the Municipality's website.
- The AAC will review new accessibility standards, directives, and guidelines from the Province as they are released to determine if any updates to the plan are required.

Evaluation Framework

The AAC will lead a review and evaluation of the Accessibility Plan every three years. The first review will be initiated before the 2025/26 fiscal year.

Questions and Complaints

- Anyone can lodge a complaint, pose a question, or express a concern about accessibility in the West Hants Regional Municipality. Questions and complaints should be directed to the Accessibility Coordinator.
- The Accessibility Coordinator will respond within a reasonable amount of time. Before responding, the Coordinator will consult with the staff person responsible for the area of inquiry. The Coordinator's response will contain reasons for the decision.
- Anyone can appeal to Council if they are not satisfied with the response from the Accessibility Coordinator. Council may refer any appeal to the Accessibility Advisory Committee for additional review and recommendations before issuing a final response to the complainant.
- The Accessibility Coordinator will keep a record of all complaints, questions, and concerns submitted to them, and will provide summary updates to the Accessibility Advisory Committee

regularly. These updates will become part of the Accessibility Advisory Committee's continual review of the Accessibility Plan and may inform future changes.

My vision of an accessible West Hants is of a community that is inclusive, flexible, and committed to continuous improvement. Accessibility as an integral feature of everything we do would be the end goal. Ideally, the Municipality champions, then maintains the momentum of positive change.

– AAC member

APPENDIX A – COMMITTEE MEMBERS

Debbie Francis, (Committee Chair) Councillor

Michel Bourgeois, (Vice-Chair) Resident Member

Roseanna Boyd, Resident Member

Jordan Stephens, Resident Member

Jennifer Davison, Resident Member

Kelly Ann Jobson, Resident Member

Denise Long, Resident Member

Bekah Craik, Staff Member / Support

Mark Phillips, Staff Member / Support

Shelleena Thornton, Staff Member / Support

Troy Burgess, Staff Member / Support

Tina McKay, Staff Member / Support

APPENDIX B – COMMUNITY ENGAGEMENT + WHAT WE HEARD

Online Public Engagement

The planning process for the West Hants Regional Municipality Accessibility Plan began in August with the project kick-off workshop attended by the Accessibility Advisory Committee. This event allowed us to establish a baseline of achievements, barriers, and opportunities to help identify priorities within the plan. Based on the feedback received from the Accessibility Advisory Committee, we developed an online engagement platform using Social Pinpoint to gather further public and stakeholder feedback to assess existing conditions relating to accessibility and further identify plan priorities. The online engagement platform included opportunities to

participate via an online survey and a participatory mapping exercise to locate barriers in the built environment. The online engagement platform was open for comment from December 24, 2021, until January 28, 2022. In addition, a hardcopy survey was mailed out to West Hants residents to ensure equal opportunity to provide feedback was given regardless of access to the internet.

Public Workshop

On January 26th, 2022, the Municipality held a public virtual workshop (held virtually due to Covid-19 restrictions) to engage with the public about their experiences with accessibility in the West Hants Regional Municipality. Participants were invited to share virtual sticky notes identifying barriers they face accessing programs and services, information and communication, employment, and transportation. Participants were also invited to participate in the online mapping exercise to identify and map accessibility barriers and achievements in the built environment. The results of the mapping exercise are included in the mapped barriers and achievements represented in Figure 2 and Figure 2.

Mapping Results

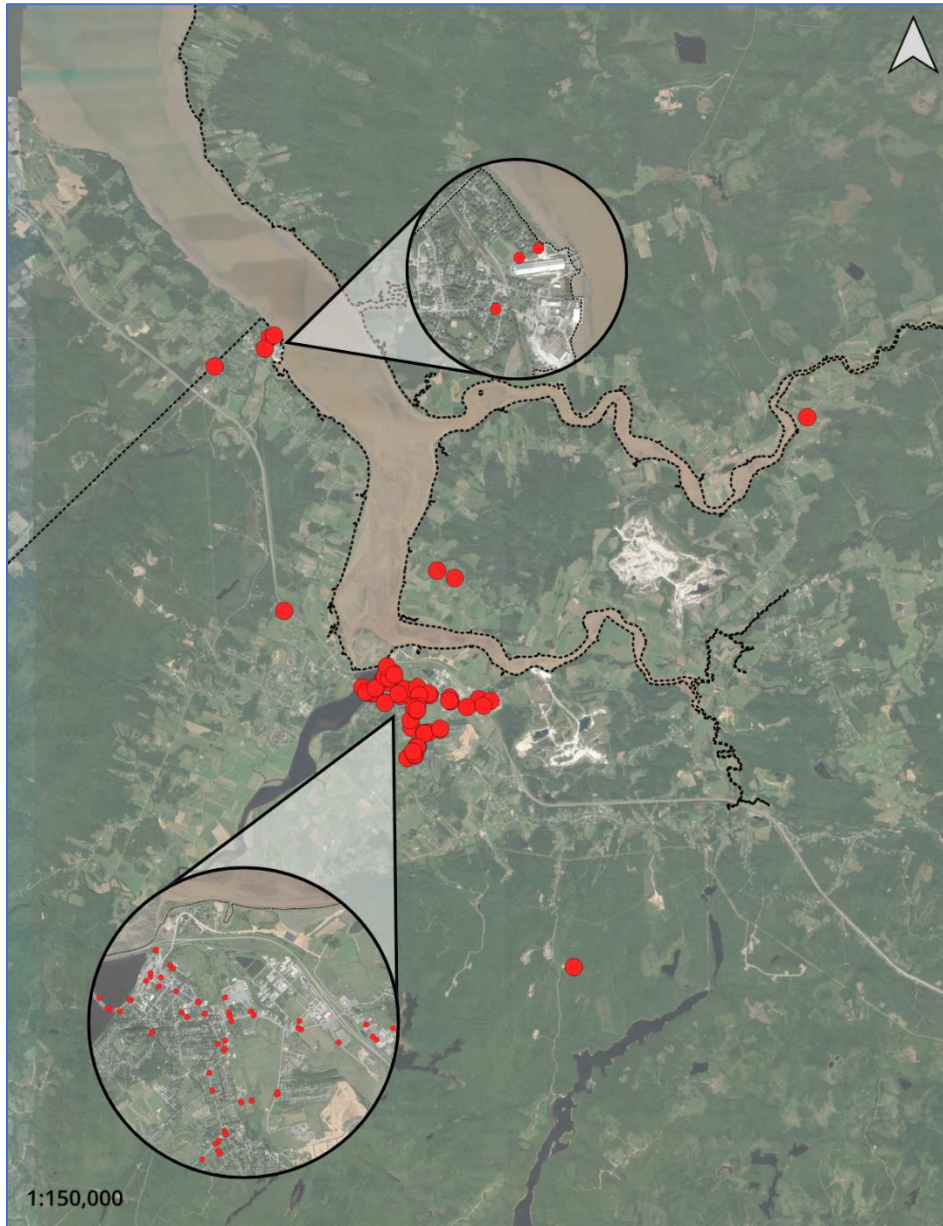


Figure 2: Accessibility Barriers

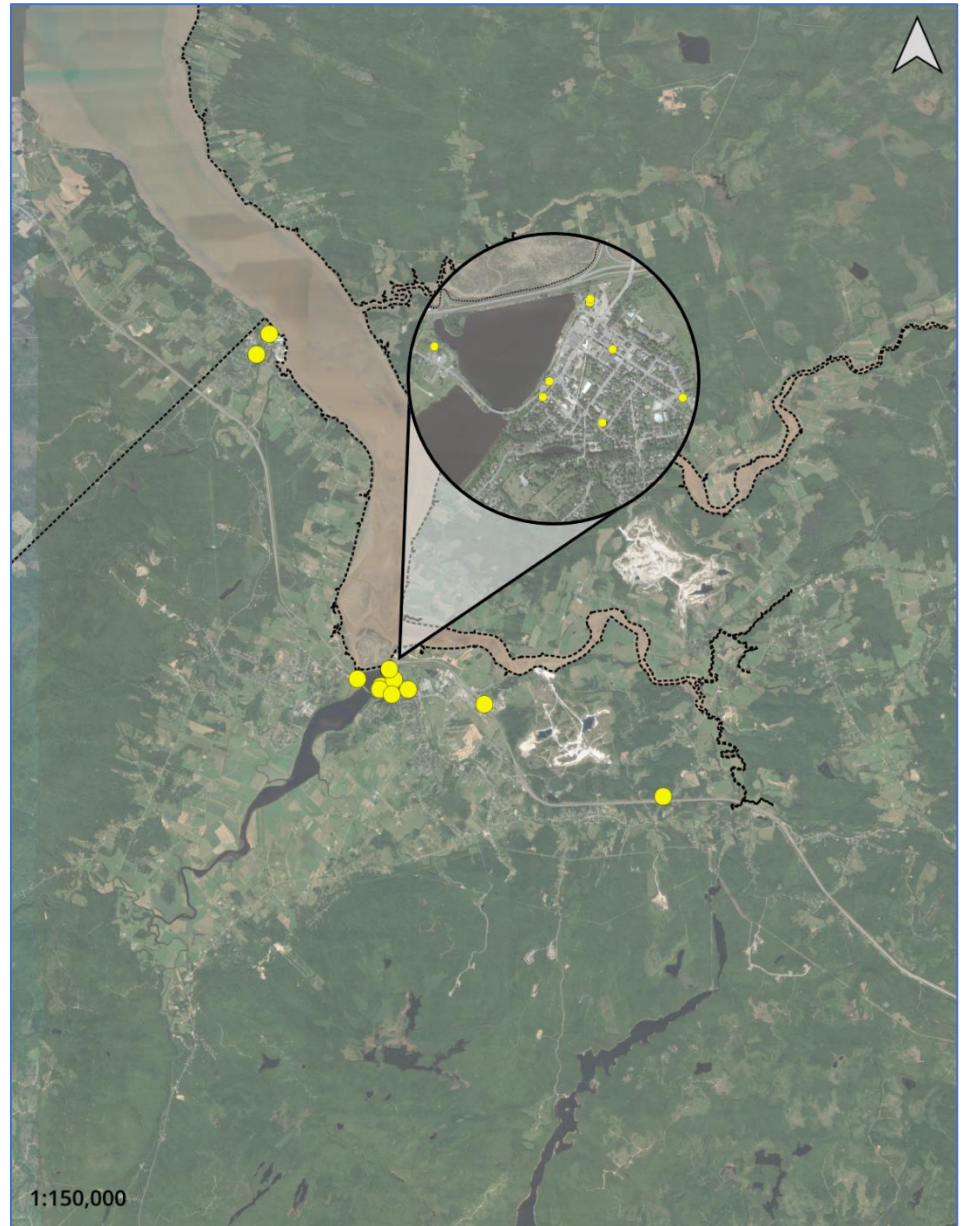
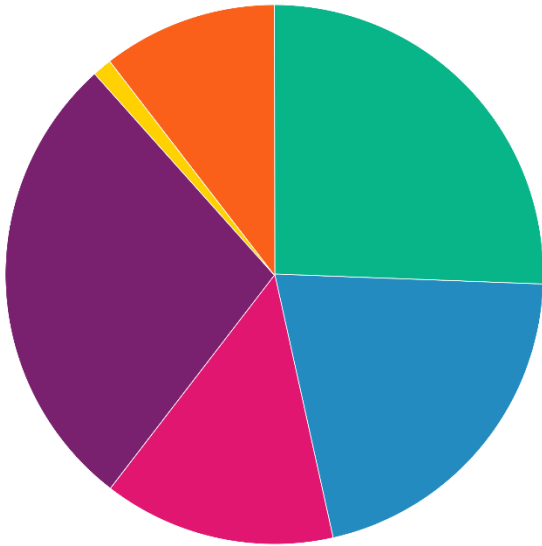


Figure 2: Accessibility Achievements

What We Heard

Survey Summary



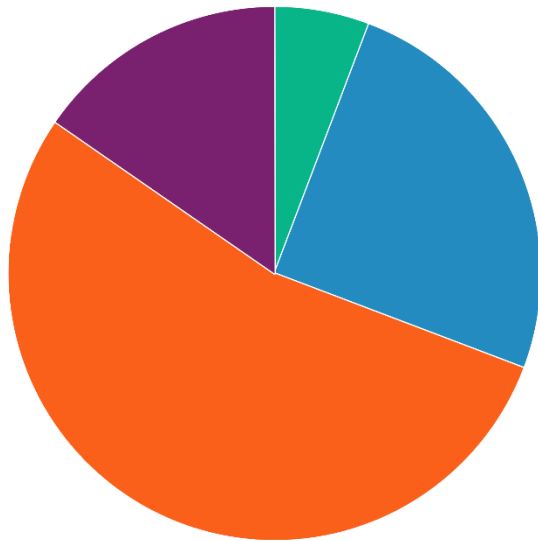
Q1 – Please select all that apply to you.

- Person with a disability
- Family member, friend, or caregiver of a person with a disability
- Employee or volunteer at an organization representing people with disabilities
- Resident of the West Hants Regional Municipality
- Employed within the West Hants Regional Municipality
- Business owner/operator within West Hants Regional Municipality

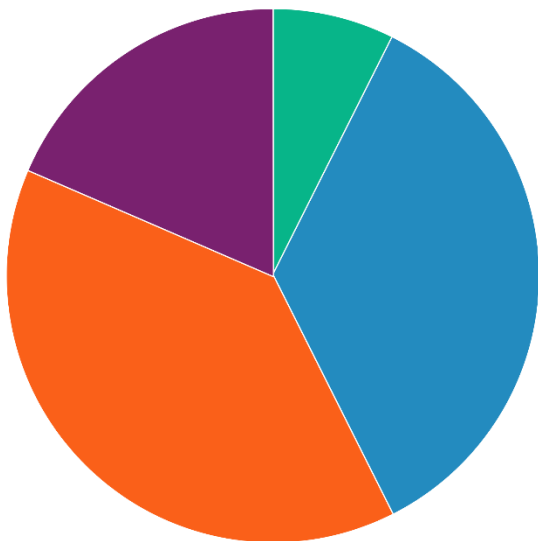
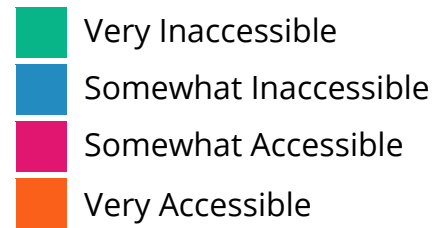


Q2 – Which type of barriers have you experienced most in West Hants?

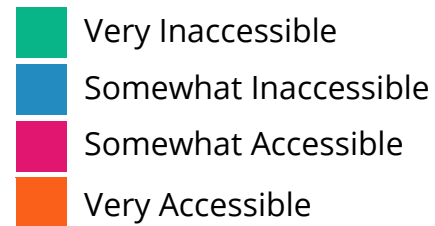
- Attitudinal Barriers
- Communication Barriers
- Physical Barriers
- Systemic Barriers
- Technological Barriers
- Transportation Barriers

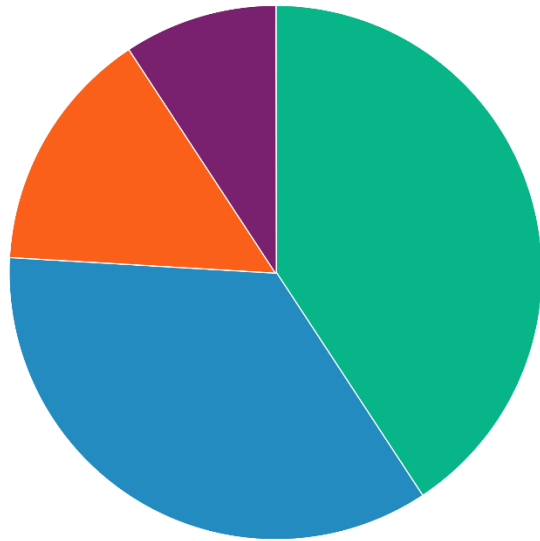


Q3 – How accessible are goods and services offered by the Municipality?

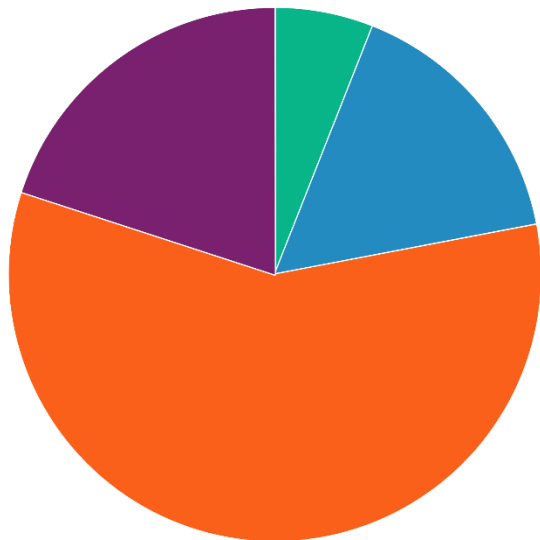
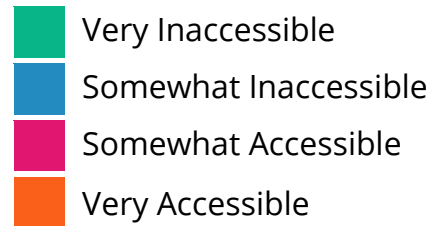


Q4 – How accessible is information and communication material provided by the Municipality?

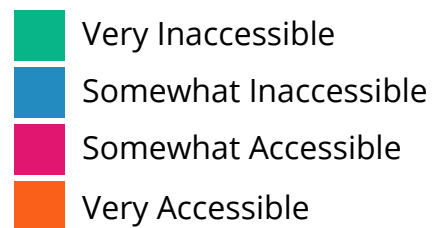


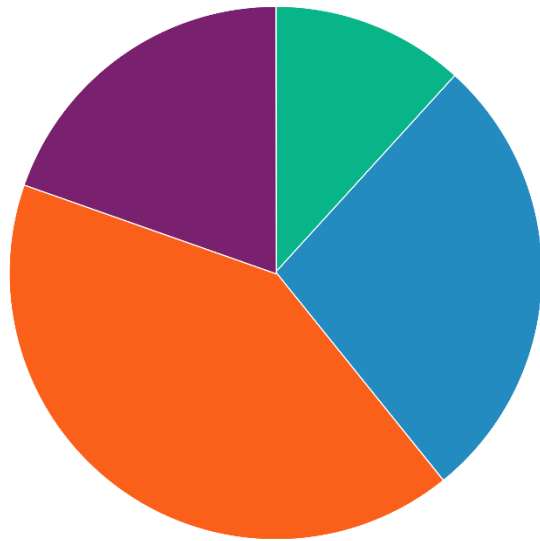


Q5 – How accessible is transportation throughout the Municipality?

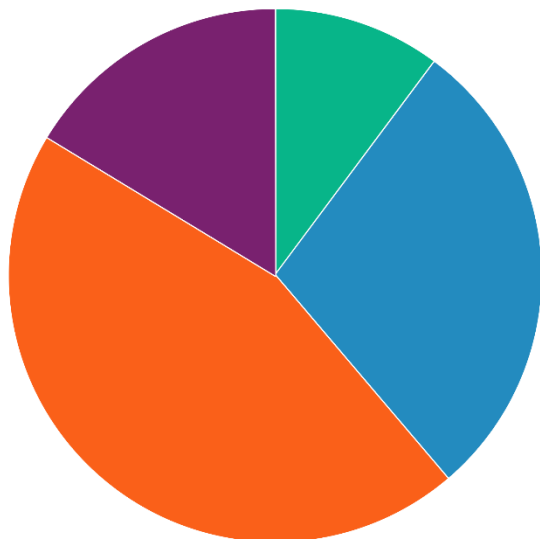
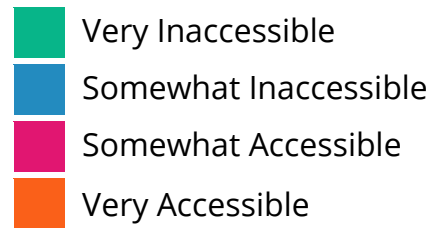


Q6 – How accessible are municipally-owned buildings throughout the Municipality?

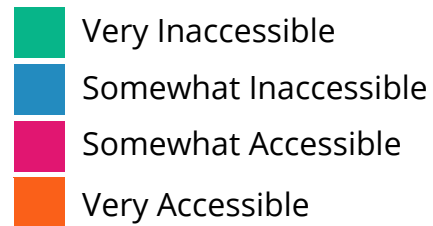




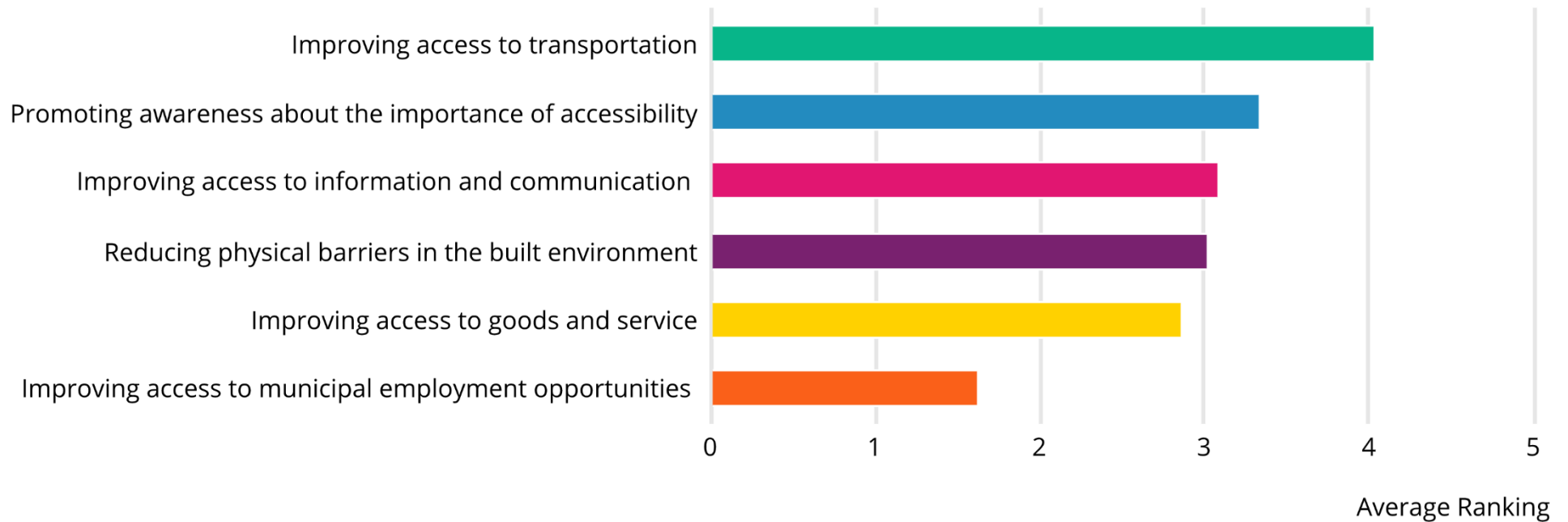
Q7 – How accessible are outdoor facilities (ex. parks, trails, and open spaces) throughout the Municipality?



Q8 – How restrictive are barriers on finding and/or maintaining employment with West Hants Regional Municipality?



Q9 – Please rank the following from one (1) to six (6) in order of priority for improving accessibility in West Hants.



Q10 – What are some ways to remove barriers that could be done right away and that you believe could be implemented easily? What improvements could be made in the long term that would have the greatest impact on improving accessibility in West Hants?

Key Findings

- Invest in affordable public transit options and/or further invest in existing community transportation services.
- Sidewalk and crosswalk improvements.
- Promote funding opportunities for local businesses to make accessibility improvements.
- Hold public education events throughout the Municipality.
- Provide information through a variety of formats and outlets – video content on YouTube and Facebook, print (including large print options), municipal website content compliant with accessibility standards, phone.
- Increase inclusive programming/service offerings.
- Accessible public washrooms.



Q12 – What steps should the Municipality take to promote awareness about the importance of accessibility?

Key Findings

- Involve community members with disabilities in the decision-making process.
- Host more community events that provide educational opportunities to teach people about different types of disabilities and the importance of accessibility.
- Meet with local businesses to provide education and support them in making accessibility improvements.
- Invest in public education/awareness campaigns (ex. video/social media content from the perspective of people with different types of disabilities about how different types of barriers effect their lives).
- Spotlight and celebrate contributions to the community made by people with disabilities.
- Ensure that all municipal staff are trained in accessibility and inclusion and are aware of the things they can do to improve accessibility.
- Partner with community organizations that work in the accessibility realm.
- Establish a regular and dedicated stream of communication for accessibility-related information.



APPENDIX C – POLICY CONTEXT

This section provides an overview of key components from relevant municipal documents that support various actions of the Accessibility Plan.

Parks and Open Space Plan

- Supports improved signage and wayfinding.
- Prioritizes the maintenance of trails.
- Recognizes the need for improved seating and picnic areas.
- Recognizes the need to enhance trail accessibility.
- Prioritizes the need for regrading trails and picnic areas to improve accessibility.
- Prioritizes the need for new pathways and surfaces in parks to increase accessibility.

Hantsport MPS

- Establishes policy of Council to continue to maintain the parks within the Town and to provide recreational services for all residents.
- Lists goal of providing parks and recreational opportunities.

Active Living Strategy

- Prioritizes providing recreational programs and opportunities for all residents.
- Prioritizes providing safe places to walk.

Active Transportation Plan

- Notes the importance of making users of AT infrastructure feel safe.
- Recognizes the need for entrance signage to improve a sense of arrival and communicate usage.

West Hants Trails Plan

- Lists goal to provide opportunities for West Hants residents to participate in a variety of physical activities in their communities.
- Outlines vision for residents of all ages to use and enjoy the trails.

Windsor Municipal Planning Strategy

- States that Council will work to ensure that sidewalks and crosswalks are accessible to disabled residents.
- Promotes pedestrian-friendly networks within the Town, including parks, open space, and the waterfront, through pedestrian trails and bike paths or multi-use trails.

Community Engagement Report

- Recommends building a strategy and a phased approach to building new centres and enhancing existing ones, through repairs and programming.
- Recommends starting a safe streets and trails initiative to improve the quality of life for residents.
- Prioritizes improved accessibility of information and spaces and identifies the need for non-digital forms of communication.
- Identifies need for improved public transit to connect residents to communities and regional services.
- Identifies need for greater diversity, representation, and inclusion.
- Identifies need for improvements to community infrastructure such as trails and roads.



West Hants
something inspiring awaits



West Hants Regional Municipality Accessibility Plan

Report Card

Action	Timeframe	Status	Progress Update
Awareness			
Actively work to increase the representation of people with disabilities on all municipal committees by extending invitations to disability support networks and groups.	Top Priority Strive to implement by March 31, 2025.		
Regularly promote the Accessibility Plan and actions completed to improve accessibility.	Top Priority Strive to implement by March 31, 2025.		
Provide accessible and inclusive workplace training for Council, senior leadership, and key staff members.	Top Priority Strive to implement by March 31, 2025.		
Build strategies to support people with disabilities to participate on Municipal committees.	Top Priority Strive to implement by March 31, 2025.		
Develop a communications strategy that reflects the diversity of our West Hants and promotes the Municipality's commitment to accessibility.	Other Priority Strive to implement by 2030.		
Promote and celebrate National Accessibility Week, taking place annually in the last week of May.	Other Priority Strive to implement by 2030.		

● Initiated
 ● Underway
 ● To be Initiated
 ● Alternative Action Taken

Action	Timeframe	Status	Progress Update
Explore opportunities to promote and celebrate other accessibility and inclusion initiatives.	Other Priority Strive to implement by 2030.		
Built Environment			
Initiate accessibility audits at key facilities	Top Priority Strive to implement by March 31, 2025.		
Ensure that any proposed changes to the built environment are reviewed by the Accessibility Advisory Committee.	Top Priority Strive to implement by March 31, 2025.		
Commit a portion of the annual budget to go toward the installations and maintenance required for improving the accessibility of public buildings and public spaces.	Top Priority Strive to implement by March 31, 2025.		
Support local businesses in making accessibility improvements by promoting the provincial ACCESS-Ability Grant and providing resources for other funding opportunities.	Top Priority Strive to implement by March 31, 2025.		
Install visual or vibration-based smoke alarms in municipal buildings.	Top Priority Strive to implement by March 31, 2025.		
Detail a sidewalk/crosswalk remediation plan with timeline and budget according to updated provincial standards.	Other Priority Strive to implement by 2030.		

 Initiated
  Underway
  To be Initiated
  Alternative Action Taken

Action	Timeframe	Status	Progress Update
Establish a standardized process in the project planning stage for evaluating and prioritizing capital projects which consider the degree of impact on accessibility.	Other Priority Strive to implement by 2030.		
Conduct a review of zoning and land use by-laws to identify opportunities to improve accessibility and support aging in place.	Other Priority Strive to implement by 2030.		
Explore incentives for renovations and new builds that aim to achieve Rick Hansen Accessibility Certification.	Other Priority Strive to implement by 2030.		
Employment			
Require Council and all municipal staff to complete the Working with Abilities online training provided free of cost by the Nova Scotia Human Rights Commission.	Top Priority Strive to implement by March 31, 2025.		
Undertake an anonymous survey to establish a baseline employee demographic and track the number of employees with disabilities, both diagnosed and self-identifying, with the intention of reflecting the diversity of the Municipality in the municipal workforce.	Top Priority Strive to implement by March 31, 2025.		
Assign designated liaisons to serve as the main point of contact for accessibility matters within each department.	Top Priority Strive to implement by March 31, 2025.		

 Initiated
  Underway
  To be Initiated
  Alternative Action Taken

Action	Timeframe	Status	Progress Update
Establish a centralized accommodation fund to pay for assistive technology, devices, and accommodations for employees.	Top Priority Strive to implement by March 31, 2025.		
Undertake assessments of municipal workplaces to identify areas where accessibility improvements can be made.	Other Priority Strive to implement by 2030.		
Provide and promote ongoing opportunities for municipal staff to complete further accessibility training relevant to their assigned job duties and tasks.	Other Priority Strive to implement by 2030.		
Develop a formal process for requesting accessibility accommodations.	Other Priority Strive to implement by 2030.		

Programs and Services

Provide annual accessibility and inclusion customer service training for new and existing customer service, sports complex, aquatic centre, and recreation programming staff.	Top Priority Strive to implement by March 31, 2025.		
Introduce the use of assessment of accessibility impact as a part of staff reports to Council.	Top Priority Strive to implement by March 31, 2025.		

 Initiated
  Underway
  To be Initiated
  Alternative Action Taken

Action	Timeframe	Status	Progress Update
Undertake a review of recreation programming to identify barriers to participation, feasible adaptations to eliminate barriers, and/or new inclusive programming opportunities.	Top Priority Strive to implement by March 31, 2025.		
Train staff in the safe and proper use of adaptive recreation equipment.	Top Priority Strive to implement by March 31, 2025.		
Prioritize snow clearance on sidewalks and crosswalks, and provide training to plow operators to increase awareness about maintaining barrier-free access.	Top Priority Strive to implement by March 31, 2025.		
Investigate opportunities for partnerships with local organizations with expertise in adaptive sport and recreation to support the development of adaptive sports programming.	Top Priority Strive to implement by March 31, 2025.		
Support the continued growth of the adaptive equipment loan program by growing the inventory and providing recreation staff with the training necessary for proper equipment use.	Other Priority Strive to implement by 2030.		
Upgrade to wireless payment terminals at applicable public facilities.	Other Priority Strive to implement by 2030.		
Develop an accessible trail marketing strategy.	Other Priority Strive to implement by 2030.		

 Initiated
  Underway
  To be Initiated
  Alternative Action Taken

Action	Timeframe	Status	Progress Update
Investigate the development of an Accessibility and Inclusion Specialist position within the Community Development Department.	Other Priority Strive to implement by 2030.		
Information and Communication			
Establish a dedicated stream of communication for accessibility-related information. Information should be available in digital and print formats.	Top Priority Strive to implement by March 31, 2025.		
Train relevant staff in the use of plain language and accessible document formatting.	Top Priority Strive to implement by March 31, 2025.		
Create modified versions of key municipal documents and resources such as forms, bills and statements, and brochures in accessible formats.	Top Priority Strive to implement by March 31, 2025.		
Develop an accessible signage and wayfinding toolkit to support people with vision or hearing impairments.	Top Priority Strive to implement by March 31, 2025.		
Create promotional material to build awareness of adaptive recreation and inclusive programming.	Top Priority Strive to implement by March 31, 2025.		
Ensure the Municipality's website and any downloadable content meet the latest WCGA guidelines.	Other Priority Strive to implement by 2030.		

 Initiated
  Underway
  To be Initiated
  Alternative Action Taken

Action	Timeframe	Status	Progress Update
Include braille on staff business cards.	Other Priority Strive to implement by 2030.		
Explore the use of mapping platforms to improve wayfinding in public buildings.	Other Priority Strive to implement by 2030.		
Provide ASL and/or CART services upon request at Council meetings and other meetings hosted by the Municipality.	Other Priority Strive to implement other priorities by 2030.		
Explore alternative methods to deliver information such as infographics and video content.	Other Priority Strive to implement by 2030.		
Review the feasibility of permanently allowing opportunities for both in-person and virtual participation on Municipal committees and at public meetings coordinated by the Municipality.	Other Priority Strive to implement by 2030.		
Transportation			
Prioritize the implementation of the AT Plan.	Top Priority Strive to implement by March 31, 2025.		
Initiate a public transit feasibility study to investigate appropriate transit models for a municipally operated transit service.	Top Priority Strive to implement by March 31, 2025.		
Prioritize support for West Hants Dial-a-Ride to help them expand their service offerings.	Top Priority Strive to implement by March 31, 2025.		

 Initiated
  Underway
  To be Initiated
  Alternative Action Taken

Actively promote and increase awareness of community-based transportation providers including West Hants Dial-a-Ride and the Windsor Senior Citizen Bus Society.	Top Priority Strive to implement by March 31, 2025.		
Action	Timeframe	Status	Progress Update
Prioritize AT facilities in the Asset Management Plan.	Top Priority Strive to implement by March 31, 2025.		
Improve lighting on the Municipal road and trail network.	Top Priority Strive to implement by March 31, 2025.		
Explore opportunities and incentives for accessible taxi service.	Other Priority Strive to implement by 2030.		
Explore opportunities to further expand community-based transportation services across the Municipality.	Other Priority Strive to implement by 2030.		

 Initiated
  Underway
  To be Initiated
  Alternative Action Taken

WEST HANTS REGIONAL MUNICIPALITY

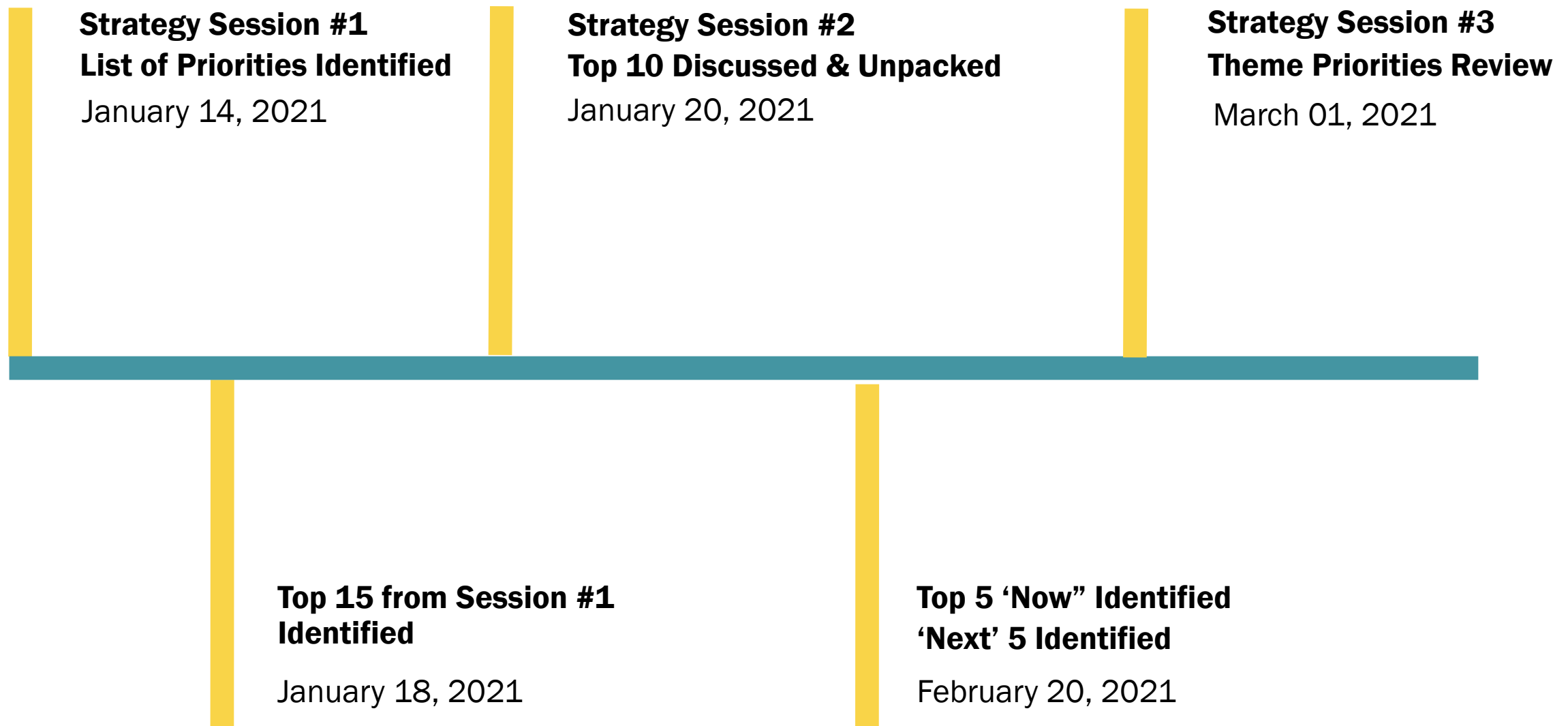


2021 /22 STRATEGIC PLAN

April 2021

Jointly prepared by Council and Senior Staff

STRATEGIC PRIORITIES TIMELINE with COUNCIL



2021/22 STRATEGIC THEMES

01. COMMUNICATION

**02. ECONOMIC
DEVELOPMENT**

**03. ENVIRONMENTAL
STEWARDSHIP**

**04. COMMUNITY
DIVERSITY AND
WELCOMENESS**

**05. COMMUNITY
MOBILITY AND
CONNECTIVITY**



1. COMMUNICATIONS - Theme Priority

OBJECTIVE 1: ESTABLISH A COMMUNICATIONS PLAN (Administration Dept)	Not Started	In-progress	Complete/On-going
TASKS:			
A. Review current communication methods and tools (Feb 2021)			X
B. Review demographics/geographics and identify gaps. Identify methods and tools to fill the gaps and identify resources. (Mar. 2021)			X
C. Create an inclusive Communications Plan (May 2021)		X	X
D. Establish staff resources to carry-out Communications Plan (May 2021)		X	X
E. Communicate and implement Plan (June 2021)	X	X	X
F. Develop user-friendly website (Dec. 2021)	X		
G. Re-evaluate the Plan (identify gaps and methods to fill) (June 2021 – Jan. 2022)	X		X

1. COMMUNICATIONS - Theme Priority

OBJECTIVE 2: BRANDING PROJECT (Multi-year phase) (Administration Dept)	Not Started	In-progress	Complete/On-going
TASKS:			
A. Undergo new Regional Branding project (Feb – June 2021)		X	X
B. Adopt the final brand and image package created by the Brand Leadership Team and Prime Creative (July 2021)	X		X
C. Work with employees and stakeholders on the Brand Training Package (Brand Usage Guide) (on-going)	X	X	X
D. Brand launch roll-out (on-going)	X	X	X

1. COMMUNICATIONS - Theme Priority

OBJECTIVE 3: ESTABLISH A REGION-WIDE SIGNAGE PLAN (Multi-year phase) (Administration Dept)	Not Started	In-progress	Complete/On-going
TASKS:			
A. Create community identity signage plan in alignment with Brand (March 2022)	X	X	
B. Begin roll-out of Region-wide signage (ongoing)	X		

2. ECONOMIC DEVELOPMENT - Theme Priority

OBJECTIVE 1: EXPLORE NEW REVENUE SOURCES (ex. through internet provision, user-rates, etc.) (Administration Dept)	Not Started	In-progress	Complete/On-going
TASKS:			
A. Review existing programs and expertise internally to explore “sales of service” options within each department.		X	
B. Review the fee structures associated with current programs and services being provided (user-rates, WHRM Fees Policy, By-laws, etc)		X	
C. Review cost/delivery options (ex. Internet provision, user-rates, partnerships, WHRM fees policy, by-laws for consistency (dog tags), etc)		X	
D. Identify and set a % target for new revenue sources outside of taxes	X		

2. ECONOMIC DEVELOPMENT - Theme Priority

OBJECTIVE 2: CREATE INVESTMENT-READY STRATEGIES (Community Development Dept)	Not Started	In-progress	Complete/On-going
TASKS:			
A. Inventory municipally-owned properties - Determine surplus properties			X
B. Inventory municipal & privately-owned industrial and commercial lands (vacant) (September 2021) - Evaluate service and infrastructure connectivity - Evaluate land-use readiness		X	
C. Investigate lands the Municipality may wish to purchase to improve business readiness. (ongoing)	X	X	

2. ECONOMIC DEVELOPMENT - Theme Priority

OBJECTIVE 3: PROMOTION OF AGRICULTURAL SECTOR (Community Development Dept)	Not Started	In-progress	Complete/On-going
TASKS:			
A. Inventory agricultural sector and include documentation of various types of agriculture that exists in the region. (September 2021)		X	
B. Work with Communications Team to identify promotion opportunities (ex. Meet your Farmer, locally grown and made for inclusion at Farm Markets, outlets, restaurants, wine and craft beer industry, and being the Equestrian Capital of NS) (throughout 2021)		X	
C. Work with NS Dept. of Agriculture - explore agricultural trends - soil composition awareness - vacancy rate - environmental risk assessment (ex. erosion, flooding, vegetation over-growth, etc) (March 2022)		X	
D. Mayor's round table discussions – sector led (synergies, concerns) (throughout 2021)	X		

2. ECONOMIC DEVELOPMENT - Theme Priority

OBJECTIVE 4: BUSINESS RETENTION EXPANSION (BRE) (Mar. 2022) (Community Development Dept)	Not Started	In-progress	Complete/On-going
TASKS:			
A. Encourage the Valley Regional Enterprise Network (Valley REN) to complete 12 BRE visits in the next 11 months (March 2022)	X		X
B. Create a Business Navigation Portal on the WHRM website (this will align with website user-friendly overhaul) (February 2022)	X		
C. Create the environment that our region is “the” place to do business (cross-reference with “Investment-ready Strategies”)		X	X
D. Create an employee attraction and retention package for public and private businesses (February 2022)		X	X
E. Mayor’s round table discussions – sector led (synergies, concerns) (ex. Life sciences, agriculture, etc) (ongoing)	X	X	

3. ENVIRONMENTAL STEWARDSHIP - Theme Priority

OBJECTIVE 1. ENVIRONMENTAL POLICY REVIEW (MAR. 2022) (Planning & Development Dept)	Not Started	In-progress	Complete/On-going
TASKS:			
A. Review & inventory all existing policies related to Environment (ex. Green house gas policies, MCCAP, etc)		X	X
B. Identify gaps (ex. More green space, net-zero Municipal Buildings, coastal flooding/high tides protection, inland flooding, year-round food sources/supply, infill development, salinity (Lake Pisiquid), windmills (renewable energy), aboiteau and river flow)		X	X
C. Prioritize the 2021/22 Municipal Climate Change Adaptation Plan (MCCAP) goals & actions		X	X

3. ENVIRONMENTAL STEWARDSHIP – Theme Priority

OBJECTIVE 2. COMMUNITY BEAUTIFICATION STRATEGIES (Jan. 2022) (Community Development Dept)	Not Started	In-progress	Complete/On-going
TASKS:			
A. Review & inventory all existing policies that may pertain to community beautification (incl. those related to heritage, history).	X		X (All P & D policies inventory complete)
B. Create the Community Beautification Plan	X		

4. COMMUNITY DIVERSITY AND WELCOMENESS - Theme Priority

OBJECTIVE 1. ESTABLISH AN ACCESSIBILITY PLAN (March 2022) (Administration Dept)	Not Started	In-progress	Complete/On-going
TASKS:			
A. Activate the Accessibility Advisory Committee (March 2021)			X
B. Review & inventory existing policies, plans, and studies related to accessibility. (July 2021)	X	X	X
C. Participate in experiential learning experiences (July 2021)	X	X	
D. Assess the need of an accessibility audit consultant that is Rick Hansen Foundation certified and identify financial resources (if applicable)	X		X
E. Draft the Accessibility Plan (Sept. 2021 – Feb. 2022)	X		X
F. Submit the Plan to the Province of NS (Feb. 2022)	X	X	
G. Identify Municipal adjustments needed & ensure funding strategy is in place (Jan. 2022 and end during budget discussions May 2022)	X	X	
H. Implement the Plan and review annually to identify gaps and solutions	X		

4. COMMUNITY DIVERSITY AND WELCOMENESS - Theme Priority

OBJECTIVE 2. ESTABLISH A DIVERSITY/INCLUSION PLAN (May 2021) (Community Development Dept)	Not Started	In-progress	Complete/On-going
TASKS:			
A. Advertise for community committee members and then activate the committee. (June 2021)		X	
B. Review & inventory WHRM and other NS municipality's existing policies, plans, and studies related to safe communities, diversity and inclusion (July 2021)	X	X	
C. Establish a Diversity/Inclusion Action Plan incorporating cultural reconciliation and the recommendations in the February 2021 RAD report that was adopted by Council	X	X	

4. COMMUNITY DIVERSITY AND WELCOMENESS - Theme Priority

OBJECTIVE 3. SUPPORT AFFORDABLE HOUSING INITIATIVES (Planning & Development Dept)	Not Started	In-progress	Complete/On-going
TASKS:			
A. Review existing policies as they relate to affordable housing. (September 2021)		X	X
B. Create or amend documents to support affordable housing. (November 2021)		X	
C. Create an awareness campaign surrounding affordable housing opportunities in our region. (September 2021)	X	X	
D. Increase Municipal understanding of Provincial affordable housing development processes (presentation to council from Dept of Housing) (September 2021)	X awaiting a new Cabinet		
E. Create connectivity between property owners and developers (February 2022)	X	X	

5. COMMUNITY MOBILITY & CONNECTIVITY - Theme Priority

OBJECTIVE 1. ESTABLISH A CONNECTIVITY ACTION PLAN (INCL. PUBLIC TRANSIT, TRAILS, ACTIVE TRANSPORTATION) (Community Development Dept)	Not Started	In-progress	Complete/On-going
TASKS:			
A. Inventory and review WHRM's existing policies, plans, and studies related to connectivity. Identify gaps and next steps (action items/priority areas)			X
B. Inventory and review WHRM's existing trails, sidewalks, transportation options, and road networks as they relate to inter-community connectivity. Identify gaps (including the conditions of) and next steps (actions/priority areas). Use the inventory and gap analysis and assess landowner willingness of land-use agreements/easements, acquisitions of corridors to create better connectivity between smaller networks and/or connections between destination locations. (February 2022)		X	
C. Consider the accessibility and equitable access to existing trails, sidewalks, transportation options, and road networks. Create a planning tool that will an accessibility and equity lens to future infrastructure plans and development. (February 2022)	X	X	
D. Inventory and review current streetlights of rural areas. Identify gaps. (December 2021)	X	X	X
E. Identify public transit routes and/or services that could be provided in both urban/rural areas through a Transportation Needs Assessment or similar. Identify gaps. Further, identify carpooling opportunities and connections between existing & future active transportation routes and public transit services. (December 2021)	X	X	
F. Establish the Plan and review annually. Identify gaps and adjust if needed.	X	X	

THEME PRIORITIES UP NEXT

- INFRASTRUCTURE
- PROGRAMS



ADVOCACY ITEMS

- RURAL INTERNET ACCESSIBILITY
- INDUSTRIAL PARK ACT – PROVINCE OF NS / WEST HANTS REGIONAL MUNICIPALITY COLLABORATION





“ If we fail to adapt, we fail to move forward.”

- John Wooden



WEST HANTS REGIONAL MUNICIPALITY REPORT

Information ✓	Recommendation	Decision Request ☐	Councillor Activity ✓
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To: Committee of the Whole – West Hants Regional Municipal Council

Submitted by: Jim Ivey, Windsor South, District 11

Date: April 12, 2021

Subject: West Hants Tourism as a Destination & Economic Development

LEGISLATIVE AUTHORITY

N/A

RECOMMENDATION or DECISION REQUEST

TBD based on Discussion

BACKGROUND

The West Hants Destination Assessment Report was undertaken by Harvey Sawler (ilmanage) in 2019. The report's original purpose was to provide a sense of branding and direction for enhanced and expanded tourism opportunities in the West Hants region as well as a path to achieve them with local area businesses and the Municipality.

The report was issued in January 2020 with the consolidation of Windsor and West Hants on the doorstep nearing completion. The report was ultimately provided to the new West Hants Council as a footnoted resource in the branding exercise undertaken in 2020-21. The resulting successful new brand is: "West Hants, Something Inspiring Awaits"

The purpose of reviewing the 2020 West Hants Destination Assessment Report now and placing it before Council, is to determine if West Hants Council feels a sense of alignment with the vision that the Bay of Fundy / Avon product affords as an opportunity for attracting tourists as well as determining if this would also serve for attraction permanent residents to live in West Hants, (not just to travel here for short-term stays).

To note, risk exists within our region with the ongoing highway twinning and aboiteau project as it is increasingly apparent that the return of a Lake Pisiquid or a modified lake environment is nearly exhausted.

With little time to waste, it is equally important to consider the current status of the project and its impact on West Hants and the ensuing health of the Avon River which is dependent on a proper solution for the highway twinning project.

Property ✓	Public ✓ Opinion	Environment ✓	Social ✓	Economic ✓	Councillor ✓ Activity
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DISCUSSION

Tourism Nova Scotia announced in 2015 a goal for doubling the value of tourism in Nova Scotia from a value of \$2 billion to \$4 billion by 2024. The opportunity within West Hants, the Bay of Fundy and the Avon River region exists to play a significant role in achieving that goal.

From the ilmagine Destination Assessment report, a summary review of the strengths and opportunities within the West Hants Region include:

Strengths

- *Within immediate striking distance* of Nova Scotia's premier destination experience – *Halifax*.
- The must-pass thoroughfare to increasingly in-demand Fundy and Annapolis Valley destination experiences.
- Recent planning has introduced a new brand for West Hants (Something Inspiring Awaits) (this point updated to reflect new brand).
- There is clear evidence of latent enthusiasm for a new generation of tourism development within the destination area.

Opportunities

- West Hants has, under the umbrella of its new brand approach, ***"Something Inspiring Awaits"*** the potential to occupy significant 'destination territory' in relation to the Bay of Fundy, *one of the natural / marine wonders of the world* and *one of the 7 wonders of North America*.
- *Everything about the destination area leads to the Bay of Fundy* – everything flows to the sea – the area has experienced centuries of life on the Bay of Fundy.
- The potential to convince the immediate urban market that the subject area can deliver on Bay of Fundy and other iconic experiences
- Research demands that attention be paid to the seven Atlantic Canada Travel Motivators, led by *Atlantic seacoast and scenic viewing experiences*.

- *West Hants has the potential to capture every customer intent on other parts of the Fundy and Annapolis Valley experience.*

West Hants Unique Selling Proposition:

The Avon River Confluence Factor

- The Avon watershed confluence includes: the Avon River, the St. Croix River, the Cogmagun River, the Kennetcook River, the Hebert River, the Meander River.
- Both the science (the nature-based story) and the historical (the culture-based story) attributes of West Hants stem from the watershed and its influences. In ilmage's view, the evidence is irrefutable.

As described on the Avon River Heritage Society website:

For at least 10,500 years, and possibly longer, people have been attracted to this part of the world. The beauty of the land, the wonder of the tides and the plentiful resources have compelled people to call this place their home.

People have altered the landscape and, of course, the land has altered the people...the Minas Basin, including the Avon River, is recognized internationally as an ecologically important area because of its importance to birds and marine life.

And the Vision Can Be....

West Hants and the Avon River Confluence can be competitively positioned as one of Atlantic Canada's outstanding ecological and cultural treasures linking unique aspects of natural and human history to one of the marine wonders of the world – the Bay of Fundy.

...

Threats & Weaknesses:

Threats and weaknesses identified in the report are primality tactical marketing issues that are able to be overcome with relative ease aside from a lack of roofed accommodation which will necessitate a dedicated focus accompanied by increased demand.

Of greater concern (not included in the Destination Assessment report), is the increased sedimentation of the lake and the ongoing uncertainty surrounding the aboiteau as a component of the highway twinning process.

Increased Sedimentation:

- As identified by the design consultants in the Sept 18, 2018 CLC meeting, the fresh water lake scenario will result in increased sedimentation of the lake.

- Recently a study was completed involving historical and current data gathered for cross-sectional analysis of the lake-bed elevations and the dynamics of the upstream Avon River.
- The study affirms that increased sedimentation has occurred with 15 of depth lost in elevation over the last 50 years along with increased elevation of existing intertidal sandbars.

NEXT STEPS

Discussion – To Be Determined

FINANCIAL IMPLICATIONS

TBD

ALTERNATIVES

TBD

ATTACHMENTS

West Hants Destination Assessment Report – Included in Agenda Package

CHIEF ADMINISTRATIVE OFFICER REVIEW

Report Prepared by: _____
(Name and Title)

Report Reviewed by: _____
(Name and Title)

Report Approved by: _____
(Name and Title)



WEST HANTS
NOVA SCOTIA

West Hants Destination Assessment Report

January 2020



iImagine
Half a century of fresh ideas.
www.harveysawler.com

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1. Introduction

Overview

Tourism is now, more than ever before, a global industry which is increasingly competitive. In order to heighten competitiveness and to grow tourism in their communities, some leaders are becoming increasingly more interventionist and creative as they recognize the natural relationship between tourism and community and the built and experiential assets which can set them apart within regional, domestic-national and international marketplaces. One organization whose leaders are moving in the right direction is the Municipality of West Hants, Nova Scotia, which is determined to heighten its overall destination stature, to enhance individual destination experiences and to build greater capacity to be more competitive.

In the summer of 2019, the Municipality issued a formal Request for Proposals (RFP) seeking the services of a qualified consultant in the delivery of a three-phase project: a broad destination assessment; Accelerated Market Readiness (AMR) consultations with several tourism operations; and recommendations toward future capacity-building. Imagine, one of the leading tourism consulting firms in Canada and highly active in jurisdictions from Atlantic Canada to Alberta, was awarded this assignment.



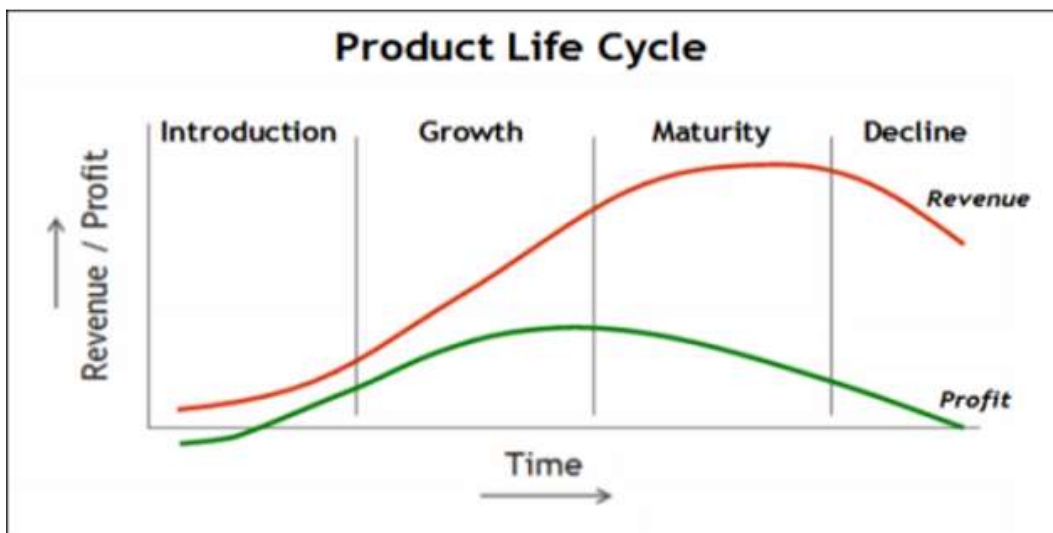
The Product Life Cycle

One of the recurring problems within the tourism sector is that it rarely sees itself for what it is – one of the countless consumable things within the domestic and international marketplaces – all of which as products share one thing in common – their respective need to generate demand and to constantly renew and re-invent themselves if they wish to remain competitive and *be* in-demand. This is the Product Life Cycle, the crossroad of longevity, sustainability and enduring or dying products. The cycle is a phenomenon which impacts all consumer products, services and experiences, an occurrence that is actually ‘supposed to happen’ as the result of the following factors:

- The passage of time.

- The arrival of competitors.
- Increasingly sophisticated and demanding consumers.
- Emerging media forms.
- New technologies.
- Partial displacement by alternative and new destinations, products and experiences.
- And other internal and external factors depending on local, national and international conditions.

Figure 1 – The Product Life Cycle Model



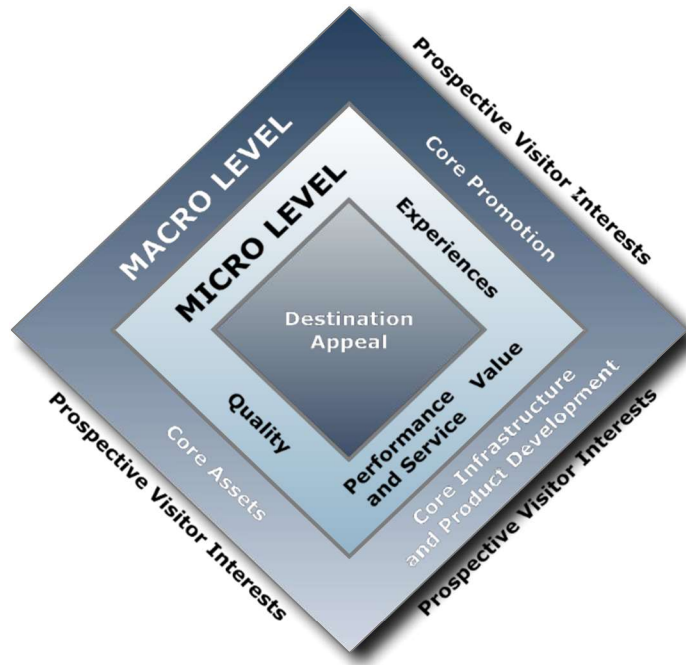
The Atlantic Canada Opportunities Agency (ACOA), has long recognized that much of Atlantic Canada's tourism product is tired or is tiring and is in need of rejuvenation. The Municipality of West Hants region is no exception in this regard. The region's natural Product Life Cycle has undoubtedly had an impact on the destination's products, services and experiences. The Municipality's efforts in support of this project demonstrates that its leadership recognizes the value of intervening to renew existing travel products, services and experiences, and of stimulating the development of new ones.

There are two ways to mitigate the perils of the Product Life Cycle: to renew or reinvigorate the destination area's products, services and experiences, thereby creating a return to the cycle's Introduction phase in an effort to stave off the ever-encroaching Decline phase; or to create wholly new products and experiences. iImagine has, for this assignment, focused on both streams of activity.

Macro and Micro Tourism

The value of enhancing existing experiences and creating new ones is exhibited in Figure 2 by way of iImagine's Macro/Micro destination development model. This model illustrates the fact that individual products and experiences combine to create overall destination stature; as goes the appeal of West hants' individual products, services and experiences, so goes the appeal of the overall destination.

Figure 2 – Macro and Micro Tourism



This is where the value of AMR, as one example, enters the destination-building equation – by intervening with individual products, services and experiences (in this case beginning with a total of five operations) to challenge, consult, mentor and advise regarding ways to improve the micro – and ultimately the macro – value of the Municipality as a true, in-demand destination area.

2. The Assignment

iImagine has worked with the Municipality's senior leadership and associated stakeholders toward meeting or surpassing market demand and to gain competitiveness in an increasingly competitive industry. As prescribed, iImagine has executed the assignment through the following phases:

Phase I – The Destination Assessment Phase

An initial community assessment of the region's tourism industry and its performance.

Phase II – The Accelerated Market Readiness (AMR) Phase

Conducting AMR processes to a total of five individual enterprises, including an AMR orientation, two on-site, one-on-one mentoring sessions, the provision of a draft AMR report and the provision of a final AMR report.

Phase III – The Capacity-Building Sessions Phase

Recommending a series (a campaign) of capacity building workshops/sessions to the Municipality for implementation, including the delivery of an initial workshop, the topic for which is to be determined.

3. Situation Analysis

Overview

The situation analysis is intended to take into account all internal and external elements impacting the Municipality of West Hants and its ability to mature and flourish as a travel destination area, including but not limited to: the Sustainable Tourism Community Screening Tool; a SWOT analysis; an environmental scan; desktop research, examination of web-based and other marketing supports; existing documentation and plans, inputs from stakeholders; site visitation and orientation, etc.

The ACOA Sustainable Tourism Community Screener Tool

By subjecting the destination area to the ACOA Sustainable Tourism Community Screener which analyzes tourism sector potential by examining the social, environmental and economic traits and characteristics of the community and surrounding environs, there is clear evidence that tourism is a strong relevant sector to the local economy. Through this screener process, the West Hants region achieved a score of 64.5 out of a maximum potential of 100 (scores in excess of 60 indicate that the region has acceptable potential for incremental touristic economic development). Because the screener has its origins at ACOA, this scoring outcome has set the stage for ACOA to listen to and consider investment in the destination area.

SUSTAINABLE TOURISM SCREENING TOOL			
Municipality of West Hants			
NAME:		TOURISM SNAPSHOT	
		West Hants – population 15,000	
		8% of visitors to the Bay of Fundy and Annapolis Valley region visited Windsor	
		Town of Windsor Various other Consolidation	
Social? Regional? Local?):		West Hants provincial - Windsor national	
ation to each:		Hants County Exhibition, Ski Martock, Pumpkin Regatta	
		Oldest agricultural fair in North America, Fort Edward, Acadian archeology	
for the proposed tourism leader/ development		Municipality with corporate and citizenry support	
op tourism in your area?		Regional Economic Development, ACOA, Tourism Nova Scotia, Tourism Atlantic, GMIST	
Reason 1:		Building the tourism economy and create jobs	
Reason 2:		quality, healthy active lifestyle, attract and retain diverse culture	
TOURISM SITUATION (BASELINE)			
UNIQUENESS/		DRAWING POWER	HIGHEST P
		ACTIVITIES	SCO

SWOT – Strengths, Weaknesses, Opportunities and Threats

Imagine undertook a SWOT analysis which was shared with and contributed to by the client.

Strengths
Within immediate striking distance of Nova Scotia's premier destination experience – Halifax.
The must-pass thoroughfare to increasingly in-demand Fundy and Annapolis Valley destination experiences.
Recent planning has taken West Hants to the threshold of a new brand (the potential of Avon or The Avon Peninsula has strong potential).
There is clear evidence of latent enthusiasm for a new generation of tourism development within the destination area.
Weaknesses
No clear identity or theme.
No clear unique selling proposition (USP).
No clear 100% Point(s).
Weaknesses in terms of quality, authentic attractions, products, services and experiences – particularly acute on the roofed accommodations front.
No established capacity for destination development and management.
Any linkage to 'the valley' is a market-submissive position.
Opportunities
West Hants has, under the umbrella of a new positioning and brand approach, the potential to occupy significant 'destination territory' in relation to the Bay of Fundy, one of the marine wonders of the world.
Everything about the destination area leads to the Bay of Fundy – everything flows to the sea – the area has experienced centuries of life on the Bay of Fundy.
The potential to convince the immediate urban market that the subject area can deliver on Bay of Fundy and other iconic experiences through research-based, sound, proven destination planning techniques.
Research ground zero demands that attention be paid to the seven Atlantic Canada Travel Motivators, led by Atlantic seacoast and scenic viewing experiences.
West Hants has the potential to capture every customer intent on other parts of the Fundy and Annapolis Valley experience.
The Municipality can play a leading role in building capacity to propel destination development and design.
The idea of choosing a cluster and leading with it as a form of destination stimulus or <i>ignition</i> is one primary consideration (e.g. a spatial plan which delivers on the introduction of 25 powerful scenic moments at strategic elevated and coastal sites throughout the Municipality).
Any place where tourism is flourishing, the public sector is leading the way toward investment and toward both tangible and intangible development.
Yes, the private sector needs to make its legitimate contribution – but the conditions need to be right.
It is proven that where governments (especially at the municipal level) invest heavily in tourism, communities will enjoy a rapid and substantial return on investment.
Where municipalities (e.g. Sydney, N.S.) do not make substantial investments in tourism, economies lag behind.
Threats
Continuing with any form of market-submissive position relative to the Valley.
Investing too little to launch any new destination concept under a new municipal name – it's all in or stay home – you only get to 'launch' once.

2018 Tourism Industry Review and Background Report (East Hants, West Hants and Windsor)

In 2018, the Municipality of East Hants, Municipality of West Hants, and The Town of Windsor partnered to conduct a tourism industry review, a joint effort which included:

- Creating a tourism asset inventory of their combined communities (referred to as the region).
- Conducting an analysis of the region's assets in the fixed roof accommodation, campground, food establishments, and attraction sub-sectors.

- Exploring opportunities that might advance the economic development of their respective communities

Undertaken by the combined consulting team of Customer Service Consulting and Creative Curve of Dartmouth and Halifax respectively, the July 2018 report provided:

- A starting document of tourism assets in the region to be used for future planning.
- An identification of the strengths, weaknesses, opportunities, and threats using a SWOT analysis of the region.
- A review of visitor statistics in the accommodation and campgrounds category and the identification any trends and opportunities.
- Identification of how tourism asset mix and visitor needs can be matched.
- Examples of municipalities collaborating on tourism projects.
- Suggested ways to differentiate the region.
- Recommendations for moving forward.

iImagine has reviewed the 2018 report and notes the following highlights:

- The report does an excellent job of inventorying the touristic assets of the study region and of cataloguing then-recent data, most of which was sourced through Tourism Nova Scotia.
- The report recommends a series of short-term and long terms actions focused on an overarching direction for East Hants, West Hants and Windsor to work together as a unified destination area (website development, marketing themes, festival and event enhancements, etc.).

iImagine's overarching recommended direction for West Hants is not to attempt destination development by focusing primarily on marketing-related activities (unified websites, marketing) and not to attempt destination development activities in tandem with East Hants. This is not a commentary on local politics or political jurisdictions or boundaries – rather the commentary is related solely to what is likely attainable from a sustainable tourism community planning approach, and how iImagine views the destination area through the eyes of the customer. iImagine contends that destination development needs to be focused first and foremost on research and serious product development initiatives, with websites and other aspects of marketing playing only a secondary, latter-stages role. It is complex enough focusing on destination development in Windsor and the multitude of communities within West Hants: adding East Hants to the mix would make matters impossibly complex. From a customers' perspective, there is little evidence that local residents or visitors are likely to pattern their travel based on a municipal boundaries-driven concept: simply put, the majority of potential visitors to West Hants are very simply going to pass through or originate in Halifax, with most of their dispersal occurring directly along Route 101. In this regard, West Hants' challenge is to establish a genuinely product-driven destination brand of its own, thereby carving out market share of people traditionally destined for the Annapolis Valley and the Bay of Fundy, and by attracting new audiences with wholly new products, services and experiences which support the West Hants brand (see report Recommendation #3).

Top 12 West Hants Experiences (Source: Municipality of West Hants Website)

West Hants' primary tourism assets are highlighted within a top 12 list of experiences which is showcased on the Municipality's website:

- Ski Martock and the Ontree Fun and Adventure Park
- Avondale Ski Winery.
- Sainte-Famille Wines.
- Schoolhouse Brewery.
- Flying Apron Inn and Cookery.
- Meander River Farm and Brewery. Acoustic Maritime Music Festival.
- Castle Fredrick Farms.
- Acoustic Maritime Music Festival.
- Hantsport Music Fest Society.
- Avon River Heritage Society Museum & Avondale Gallery.
- Avon River Golf and Country Club.
- Windsor-West Hants Pumpkin Festival.

This top 12 list does not include a range of other known and hidden assets that exist within the destination area. The full and complete inventory of top tier, second tier and third tier assets should be comprehensively investigated and documented for future planning and investment reference.

Recreational Assets

The Municipality's website also lists a wide and varied inventory of recreational assets:

- Armstrong Lake Park
- Avondale Wharf and Waterfront
- Brooklyn Fire Hall Trail
- Cheverie Salt Marsh Restoration Trail
- Chittick Park
- Dr. Silas Rand Park
- Eldridge Road Recreation Site
- Falls Lake Municipal Land Trail
- Falmouth Mini Park and Causeway Trail
- Fundy Centennial Park
- Hobarts Beach
- Irishmans Road Recreation Site
- Kempt Quarry Recreation Site
- McDade Park
- Shamrock Ball Field
- St. Croix Recreation Site
- Upper Burlington Planters Trail

The Municipality's recreational assets are likely under-utilized in terms of their touristic potential. Each of the assets should be comprehensively examined through a touristic lens for future planning and investment reference. These assets should serve as part of an excellent front line of attack on identifying iconic places and spaces within the destination area which are worthy of investment.

Visitor Data and Other Situation Factors

iImagine's additional situation analysis of the West Hants destination area has also revealed the following:

- As evidenced in the latest (2017) Nova Scotia visitor Exit Survey, the Bay of Fundy and Annapolis Valley Tourism Region enjoyed the following statistical outcomes:

Statistic	What this means to West Hants
28% of overall visitors to Nova Scotia visited the region for at least 30 minutes but not overnight, compared to 31% for Halifax and 28% for the South Shore region.	Within the high-demand Fundy and Annapolis Valley tourism region, West Hants could take advantage of the fact it is at the closest point of potential capture from the key point of visitor arrival/origin – Halifax.
38% over overall visitors to Nova Scotia visited the region for 30 minutes or overnight, compared with 74% for Halifax and 32% for the South Shore	West Hants will not be able to fulfill its potential of growing a true tourism economy without the development of high quality, well-themed accommodations.
22% of overall visitors to Nova Scotia visited the region for at least one night, compared to 65% for Halifax and 14% for the South Shore.	The region within which West Hants is associated (Fundy and the Annapolis Valley) has proven that it can perform at a higher level of overnight visitation than the South Shore region.
24% of Pleasure Travelers to Nova Scotia visited the region for at least 30 minutes but not overnight, compared with 32% for Halifax and 40% for the South Shore	West Hants can contribute to increasing visitation to the Fundy and Annapolis Valley region if it creates a new product-driven brand proposition that does not mirror or submit to the existing ‘Valley’ or ‘Fundy’ propositions.
27% of Pleasure Travelers to Nova Scotia visited the region for at least 30 minutes or overnight, compared with 65% for Halifax and 20% for the South Shore	West Hants will not be able to fulfill its potential of growing a true tourism economy without the development of high quality, well-themed accommodations.
42% of Pleasure Travelers to Nova Scotia visited the region for at least one night, compared with 73% for Halifax and 45% for the South Shore	The region within which West Hants is associated (Fundy and the Annapolis Valley) has proven that it can perform at a higher level of overnight visitation than the South Shore region.
Of overall travelers to Nova Scotia who visited the region, the community capture rate for Windsor was 8% (the highest community capture rate in West Hants), compared with 42% for Truro, 23% for Wolfville and 18% for Digby	A new, well funded, exclusive product-driven brand proposition that does not mirror or submit to the existing ‘Valley’ or ‘Fundy’ propositions is essential to building tourism in West Hants.
Visits by trip purpose to the region were 42% Pleasure Travelers, 38% Visiting Friends and Relatives (VFR) and 24% Business Travelers	West Hants has the potential to build tourism across all three of the primary visitor types impacting Nova Scotia.
Points of origin for overall travelers to the region were 37% from Canada, 44% from the United States and 47% from overseas	West Hants has equal to or greater proximity to key markets than most other regions in Nova Scotia (e.g. accessible to Canada, the United States and Halifax International Airport).
Percentage by Canadian market of origin who visited the region were 33% from Atlantic Canada, 34% from Quebec, 40% from Ontario and 53 from Western Canada	West Hants should begin concentrating the 33% Atlantic Canada visitation factor by introducing and creating awareness about a new, exclusive, product-driven brand that does not mirror or submit to the existing ‘Valley’ or ‘Fundy’ propositions.
Percentage by U.S. market of origin who visited the region were 44% from New England, 32% from Mid-Atlantic and 48% from Other U.S.	West Hants should ride on the coattails of Tourism Nova Scotia with regard to the U.S. market by assuming responsibility for and providing Tourism Nova Scotia with a new, exclusive, product-driven brand that does not mirror or submit to the existing ‘Valley’ or ‘Fundy’ propositions.
45% of visitors to the region were first time visitors	West Hants should strategically align with Tourism Nova Scotia in concentrating on first-time visitors to

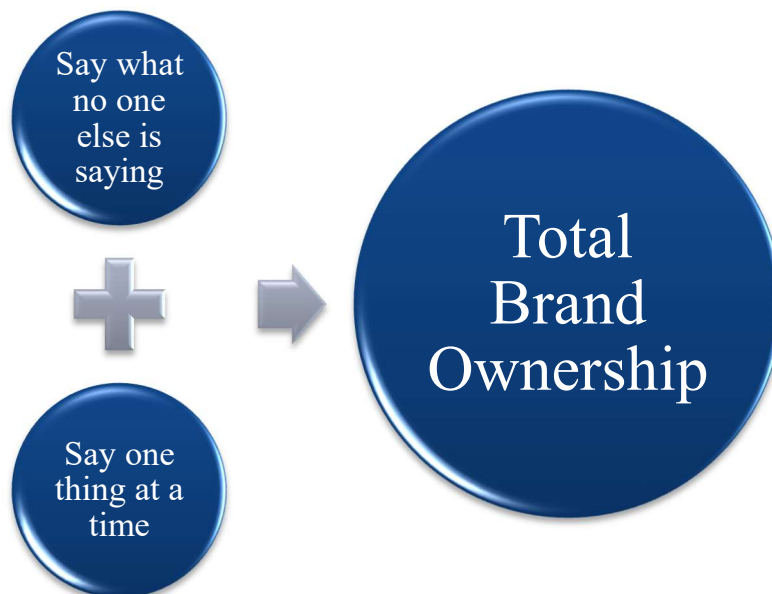
	the province. West Hants can instill a positive new, exclusive, product-driven brand proposition into first time visitors with less concern over having to compete with actual previous experiences enjoyed by repeat visitors.
Approximately 50% of parties visiting the region were two people traveling together staying 1-3 nights of average length of stay in Nova Scotia of 5.1 nights	The nature and cultural-based attributes of West Hants are a good product match for at least half of the party types overnighing Nova Scotia.
The majority of visitors to the region were age 25-64 years of age with the highest percentage 55-64 years of age	The nature and cultural-based attributes of West Hants are a good product match for the majority of visitors to Nova Scotia.
54% of visitors to Nova Scotia are university educated	The nature and cultural-based attributes of West Hants are a good match for the education levels of the majority of visitors to Nova Scotia.
56% of visitors to Nova Scotia earning \$80,000 + HHI	The proposed new, exclusive products and experiences planned for West Hants should be made affordable to the majority of visitors to Nova Scotia.
Average spending per party for overall visitors to Nova Scotia was \$1,447	West Hants should strategically align with Tourism Nova Scotia in concentrating on first-time visitors to the province (see below).
Average spending per party for first-time visitors to Nova Scotia was \$2,182	West Hants should strategically align with Tourism Nova Scotia in concentrating on first-time visitors to the province.
Trip purpose by activity for overall visitors to Nova Scotia was 59% for Outdoor, 36% for Coastal experiences, 34% for beach, 24% for hiking and 13% for tidal experiences	The nature and cultural-based attributes of West Hants are an excellent product match for the primary trip activities aspired to by visitors to Nova Scotia.

-
- There exists sufficient statistical and anecdotal evidence to understand that the West Hants region lacks competitiveness, visitation and awareness when compared with other destination areas within striking distance of Halifax. For example, Nova Scotia's 2017 Visitor Exit Survey shows that the community capture rate for the Town of Windsor (at 8%) ranks 8th within the Bay of Fundy and Annapolis Valley region, compared for example to Truro at 42%, Wolfville at 23% and Digby, by no means in close proximity to the primary market of Halifax, at 18%.
- The West Hants region, therefore, has not risen to its desired level of destination competitiveness enjoyed by numerous other competitor municipal jurisdictions. The problem, as always, is not marketing-related – rather the problem is derived from a lack of in-demand products, services and experiences. While West Hants falls within the Bay of Fundy and Annapolis Valley touring region, the Municipality does not fare well against neighbouring communities which have increasingly emerged as some of the 'destination darlings' of Nova Scotia's tourism sector (Wolfville, Lunenburg, Mahone Bay, Chester).
- West Hants lacks destination stature it can call its own – the area brand lacks ownership, failing to deliver on a clear and unequivocal product and experiential-supported unique selling proposition (USP) which can drive consumer interest locally, provincially regionally, domestically within Canada and internationally (see Figures 3 and 4).

Figure 3 – The USP Model



Figure 4 – Principles of Total Brand Ownership



- With clear room for growth (as indicated by the Sustainable Tourism Community Screener and existing occupancy data), there would appear to be an urgent need to identify the destination area's USP or USP's and to build a new, product-driven brand that is predicated on that USP or USP's.
- In order to be relevant, the longstanding Key Travel Motivators to Atlantic Canada need to serve as a focus for West Hants and its stakeholders:
 - Atlantic Canada's Seacoast Experiences – highly relevant to the West Hants destination area.
 - Sightseeing and Scenic Viewing Experiences – highly relevant to the West Hants destination area.
 - Heritage and Cultural Experiences – highly relevant to the West Hants destination area.
 - Themed Outdoor Adventure Experiences – highly relevant to the West Hants destination area.
 - Themed Culinary Experiences – highly relevant to the West Hants destination area.
 - Themed Accommodations Experiences – having high potential in the West Hants destination area.
 - Major and International Events – having high potential in the West Hants destination area.
- West Hants needs to understand and adhere to the Tourism Nova Scotia strategy – Driving Export Revenue, the four key pillars of which are:
 - Attracting first-time visitors to Nova Scotia.
 - Investing in markets of highest return.
 - Focusing on world class experiences.
 - Building Nova Scotia's tourism confidence.

Explorer Quotient (EQ)

West Hants needs to be strategically aligned with Tourism Nova Scotia's three key market types as identified by the Explorer Quotient (EQ) formula. EQ is a form of market segmentation technique that groups customers into segments based on common criteria such as demographics, geography, interests and travel behaviours...better understanding about what drives a person's travel selection and purchasing decisions. The Explorer Quotient (EQ) Market Segmentation Tool.

Market segmentation is a marketing analysis technique that groups customers into segments based on common criteria such as demographics, geography, interests and travel behaviours. Market segmentation helps tourism businesses and organizations identify and understand the people most likely to be interested in their product or service. The Explorer Quotient or 'EQ' as it is referred to in tourism industry terminology, builds on the classic segmentation criteria and incorporates psychographics - people's social values and world views - to arrive at an exceptionally comprehensive picture of what drives a person's travel selection and purchasing decisions. EQ was developed specifically for Destination Canada by Environics Research Group, based on years of international travel motivation research.

Tourism Nova Scotia began using EQ as the province's lead market segmentation tool in 2015. Using EQ has helped Nova Scotia to identify who is most drawn to the province's unique landscapes, cultures and experiences, and to tailor their marketing approach to appeal to these potential visitors. The three EQ types that offer the best fit with what Nova Scotia has to offer as a tourism destination are:

1. Authentic Experiencers – With a foot in both worlds, they appreciate the understated beauty of natural and cultural environments. They enjoy using all of their senses when they explore and really get to know the places they visit. They quickly adapt to personal challenges and risks, easily figuring out how to make the most of every situation. They want to be fully immersed in their travel experience and tend to stay away from group tours and rigid plans. They are: spontaneous; discrete; ethical; eco-conscious; independent; open-minded; and curious. They are seeking: nature reserves; world heritage sites; hiking trails; museums; home-stays; and campsites. Their values include: learning travel – like to learn everything about a place, time, or culture; nature – enjoy vast natural settings and wonders; cultural immersion – prefer integrating into the local culture; personal development – seek self-improvement through understanding others.
2. Cultural Explorers – They seek constant opportunities to embrace, discover, and immerse themselves in the entire experience of the culture, people and settings of the places they visit. Not content to just visit historic sites and watch from the sidelines, they want to participate in the modern-day culture as well. They often attempt to converse with locals, attend local festivals, or go off the beaten path to discover how people truly live. They are: positive; open-minded; curious; risk-takers; flexible; easy-going; energetic; and creative. They are seeking: heritage sites; cultural events; museums; festivals; B&Bs; and hostels. Their travel values include: companion experiences – prefer traveling with like-minded people; living history/culture – enjoy ancient history and modern culture; learning travel – seek to learn everything about a place, time, or culture; constant exploration; and they always plan for the next outing.
3. Free Spirits – Something of a thrill-seeking hedonist, travel satisfies their insatiable need for the exciting and the exotic. They like the best of everything and want to be surrounded by others who feel the same way. They have a lot of energy and want to see and do everything. Young, or young-at-heart, they travel for the thrill and emotional charge of doing things. They just can't stay at home. They are: open-minded; ambitious; enthusiastic; fun-loving; adventurous; curious; and social. They are seeking: luxury hotels; tourism hot spots; top restaurants; night club; and group tours. Their travel values include: sampling travel – like to see and experience a bit of everything; constant exploration – always plan for the next trip; companion experiences – prefer traveling with like-minded people; indulgence – seek the best they can afford.

Consultations should be held with EQ-knowledgeable resource people at Tourism Nova Scotia in order to determine which of the three strategic EQ types aligns most emphatically with West Hants' unique selling propositions and existing and potential travel products, services and experiences.

- West Hants also needs to be strategically aligned with the new ACOA tourism innovation action plan, as depicted in Figure 5. The plan begins with the ACOA Tourism Innovation Continuum and cascades into a series of sequential thrusts involving both Product Innovations and Marketing Innovations.

Figure 5 – The ACOA Tourism Innovation Action Plan



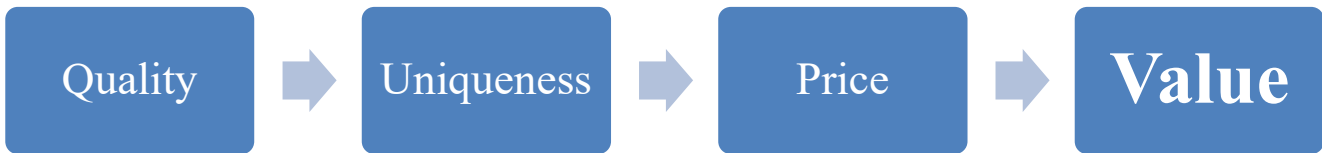
Product Innovations strongly emphasize the concepts of Value-Added Products, Product Clustering and Plant Maximization. ACOA will be actively engaged in the identification of existing and potential businesses whose products, services and experiences exhibit the highest potential for: Extracting the highest yield from visitors; operating over the longest periods of time; operating uniquely outside of the traditional core high season; emotive reasons to travel which have minimal bearing from weather, accessibility or cost There are the three key thrusts within the Product Innovation approach:



Value-Added Products will contribute to a competitive new Atlantic Tourism Value Equation. This approach is predicated on the development and growth of high quality, highly unique and higher return products, services and experiences. It is anticipated that destinations such as West Hants which are able to deliver on this equation will command ACOA's attention.

ilmage has approached the West Hants assignment through the lens of the value-added product equation, where new products, services and experiences are to be featured, merchandised and sold based on retail principles and the development of a customized value equation where Quality + Uniqueness + Price arrive at a clear Value point for visitors to Nova Scotia and Atlantic Canada and

influencers of travel to Nova Scotia and Atlantic Canada.



Product Clustering will contribute to a competitive new destination-building equation. **Like-Product Clusters** will enhance destination area values for visitors by underscoring a strong sense of place by ensuring a critical mass of activity. **Diverse Product Clusters** will enhance destination area values for visitors by underscoring convenience, `selection, diversity and multiple cultural exposures. Diverse Product Clusters `provide confidence for investors. **Composite Product Clusters** will enhance destination area values for visitors by combining both Like-Product Clusters and Diverse Product Clusters and by underscoring sense of place, convenience, selection, diversity and multiple cultural exposures. Destinations such as West Hants which perform well in product clustering will command ACOA’s attention.



Maximizing Plant Capacity will be pursued as ACOA will be actively engaged in the identification of existing and potential businesses whose products, services and experiences exhibit the highest potential for: extracting the highest yield from visitors (e.g. domestic and international golf enthusiasts playing golf at Cabot Links, Cape Breton Island, Nova Scotia); operating over the longest periods of time (e.g. domestic and international luxury-seekers staying at Fogo Island Inn, Newfoundland and Labrador); operating uniquely outside of the traditional core high season (e.g. foodies engaged in culinary and storytelling experiences with Uncorked Tours, New Brunswick); emotive reasons to travel which have minimal bearing from weather, accessibility or cost (e.g. Japanese ‘young office ladies’ and their families making their pilgrimage to Green Gables Heritage Place, Prince Edward Island).

Marketing Innovations strongly emphasizing Connectivity/Content, Communities of Interests and Artificial Intelligence. There are three key thrusts within the Marketing Innovations approach:



Destinations and destination properties will be more competitive as a result of heightened **Connectivity and Content** (e.g. enhanced website construction, domain acquisitions, optimization, mobile applications, app development, social media strategy development, digital marketing, use of and attentiveness to social media, exposure to E-Tools such as Learnsphere, etc.) and by the quality and market readiness of web and social media content (e.g. simplified messaging, high quality photos and

videos, interactivity, the profile of social media, etc.).

Communities of Interest (COI's) are set to drive much of the future tourism marketing support mechanisms and programming at ACOA. ACOA now has first-hand evidence concerning the wide-ranging interdependencies in the social media/social marketing milieu – the infinite number of things, activities or concepts which are shared and correlated, including such common variables as age, gender, marital status, hobbies, genealogy, chain of command, location, ideas, financial transactions, trade relationships, political affiliations, club memberships, occupations, education and economic status – people who are tied or linked together exchange ideas and thoughts about a given interest or passion, but may know (or care) little about each other outside of this area. In contrast to a spatial community, a COI is defined not by space, but by some common bond or feeling of attachment. The potential of COI's is likely to radically alter virtually all of ACOA's tourism partnerships and programming going forward.

Perhaps more than any other area of ACOA involvement and support to the Atlantic tourism sector, the Agency research can close capacity gaps concerning trends, opportunities and applications for ***Artificial Intelligence*** (AI). What is known is that AI is no longer just 'coming' – it is here! ACOA and its partners will recognize that technology is and will radically continue to alter the entire complexion of the tourism industry.

Product-Driven Branding and Market Positioning

As stated previously in this report, brands are not built on marketing. They are built upon the identification of one or more unequivocal USP's and the enhancement or development of tangible and intangible products, services and experiences.

Sustainable Tourism Community Planning Models

The two most oft-mentioned sustainable tourism community planning models in Atlantic Canada today are ACOA's STEP (Sustainable Tourism Expansion Program) and STAR (Strategic Tourism for Areas and Regions). As the architect of STEP and delivery agent for nine of the 15 STEP initiatives undertaken over the past 15 years in Atlantic Canada, Harvey Sawler (iImagine) is well-versed on the strengths and shortcomings of this innovative program. He also conceived in the 1990s of the original sustainable tourism community planning model – the Bouctouche Bay Eco-Tourism Inc. Lessons Learned program – from which STEP was originally derived. STAR, in turn therefore, is a derivative of both the Bouctouche program and STEP. Notwithstanding their value in certain circumstances, time and experience have identified clear shortcomings in both STEP and STAR (e.g. lengthy processes, volunteer burnout, overly-expansive geographic planning regions, trying to work with too many communities at once, repetition of already-completed studies and research). As a result, iImagine has been working on the creation of less complex, more agile and less costly hybrid planning models such as the recently completed, ACOA-funded, 100-day Accelerated Destination Development and Design (ADDD) pilot program in Stanley Bridge, P.E.I. The main point of this issue is that West Hants is a suitable candidate for a more customized or hybrid planning model versus the off-the-shelf, status quo programs (see report Recommendation #5).

Product-Driven Branding Best Practice – Kawarthas Northumberland

There are numerous best practices which demonstrate how a community or destination area can successfully seize on a single thematic which can be shared and built upon by wide and varied interests without trying to say a hundred things at once. This strategic ability to seize on the single theme

requires that destination leaders stay the course with respect to:

- Recognizing that a successful destination brand must be based on either a nature-based or cultural-based product theme or a nature and cultural-based theme that is naturally interwoven.
- Recognizing that a successful destination brand cannot be all things to all people.
- Recognizing that a successful brand can only say one thing at a time.
- Recognizing that a successful brand must demonstrate exclusivity and total brand ownership.
- Recognizing that a powerful destination brand can drive visitation to a community or region – once in the destination area visitors will disburse to quality in-demand other products, services and experiences.

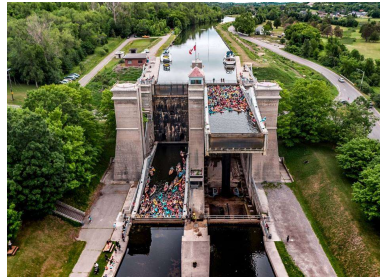
The Kawarthas Northumberland region (known as Regional Tourism Organization 8 or RTO8) of Ontario has destination complexity which is as significant or more so than the West Hants scenario. Kawarthas Northumberland covers a vast geographic area containing three separate destination management organizations – this presented RTO8 with a true destination positioning and branding dilemma. Each destination organization and community that each represented wanted to say something different. This problem was made worse by the fact that none of the three were exhibiting total brand ownership in any manner. However, all of the communities and destination organizations in RTO8 share one iconic thing in common: The Trent-Severn Waterway National Historic Site of Canada.

The Trent–Severn Waterway is a 386-kilometre-long canal route (240 miles) connecting Lake Ontario at Trenton to Georgian Bay, Lake Huron, at Port Severn. Its major natural waterways include the Trent River, Otonabee River, Kawartha Lakes, Lake Simcoe, Lake Couchiching and Severn River. Its scenic, meandering route has been called "one of the finest interconnected systems of navigation in the world".

Figure 6 – Routing of the Trent-Severn Waterway National Historic Site of Canada



The canal was surveyed as a military route, but the first lock was built in 1833 as a commercial venture. This connected a number of lakes and rivers near the centre of the waterway, opening a large area to navigation by steamship. The government had begun construction of three additional locks when the Upper Canada Rebellion of 1837 broke out. This led the government to re-examine the project, concluding that the route would have too many locks to allow rapid movement for military purposes. They decided that the locks under construction would be completed, but the rest could be turned into timber slides. This left the completed inland section with no outlet, which business interests addressed by connecting to the route with a number of new toll roads, plank roads, and later, railways.



Sir John A. Macdonald's government restarted construction in the 1880s, adding a number of new locks and pushing the route westward before construction once again halted. For many years after this, the canal was used as a political tool to garner votes from areas along the route, with little construction being carried out. It was not until just before the turn of the century that a number of political changes built up incredible pressure on Wilfrid Laurier's Liberals and serious work started once again. The canal reached Peterborough and Lake Simcoe in 1904. The final sections were greatly delayed by World War I, with the link to Trenton opening in 1918, followed by the link to Georgian Bay in early 1920. The first complete transit of the waterway was made in July of that year.

The Trent-Severn is pure, authentic and distinct both culturally and historically. It is also pure and authentic in nature terms, winding its way through numerous natural phenomena. There are also scores of communities and experiences linked to the canal. However, it took two years of analysis, persuasion and destination-building before RTO8's tourism strategy finally adopted the Trent-Severn as its primary, overarching destination theme.

It is iImagine's contention that the principle underlying the decision for RTO8 to adopt the Trent-Severn as its destination product-thematic thread is very similar to the underlying decision required by West Hants and the opportunity presented by the Avon River confluence.

Product-Driven Branding Best Practice – Points East Coastal Drive, Prince Edward Island

For years, the Points East Coastal Drive touring region on P.E.I. lacked a sense of identity and brand strength that the Island East Tourism Group Inc. (the governing body for tourism development in eastern P.E.I.) could bank on to increase awareness and increase visitation. With benign message such as 'Discover A Special Place', Points East had failed to identify a product-driven approach to destination brand development. This message exhibited zero ownership and failed to connect to any element of tangible or intangible product.

Figure 7 – Former East ‘Discover A Special Place’ Positioning



Through a destination revitalization strategy facilitated and authored by ilmagine, it became obvious that the Points East region’s primary asset was its beaches – 72 in all – each of which had a unique value or experience. This process also revealed that quality beach experiences were within close proximity to one another, as well as to the communities of eastern P.E.I. and that there are arguably more beach products within the relatively compact touring region of Points East than any other place in Canada. Finally, research revealed that at least two of the Points East beaches are considered among the top beach experiences in Canada: the Singing Sands beaches at Basin Head/South Lake/Kingsboro and Greenwich, which forms part of the P.E.I. National Park of Canada.

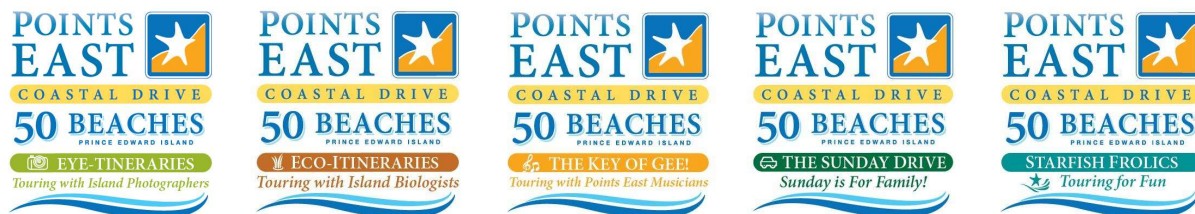
The marketing determination was to focus on the concept of ‘50 Beaches’. With this new product-driven brand strategy in hand, the Island East Tourism Group Inc. has never looked back, focusing

most of its energy and investment on the amazing diversity of its beach experiences.

Figure 8 – Points East Coastal Drive Brand Renewal



The Points East Coastal Drive brand family goes on to introduce a series of additional unique sub-brands, each of which showcases a unique experiential idea, bolstered by one of its primary promotional tools, Points East Cinema, which showcases a series of high-quality experiential videos.



West Hants's Core Product and USP – The Avon River Confluence Factor

The Avon watershed confluence includes: the Avon River, the St. Croix River, the Cogmagun River, the Kennetcook River, the Hebert River, the Meander River. Both the science (the nature-based story) and the historical (the culture-based story) attributes of West Hants stem from the watershed and its influences. In iImagine's view, the evidence is irrefutable. As described on the Avon River Heritage Society website:

For at least 10,500 years, and possibly longer, people have been attracted to this part of the world. The beauty of the land, the wonder of the tides and the plentiful resources have compelled people to call this place their home. People have altered the landscape and, of course, the land has altered the people...the Minas Basin, including the Avon River, is recognized internationally as an ecologically important area because of its importance to birds and marine life.

This area has been designated a "Western Hemispheric Shorebird Reserve" by Environment Canada and the Nova Department of Lands and Forests. Only 15 such sites exist in the Americas (Canada, U.S., Mexico, Central and South America). It is an important foraging and overwintering location for waterfowl like Canada Geese and Black Ducks and a wetlands of international importance.



This is also the final feeding grounds of many migratory birds, where they build up reserves of fat to burn as they fly south. Many can double their body weight in only a week of feeding. The mudflats of the region attract about half of the world's semipalmated sandpipers, which stop to feed here on their way south from breeding grounds in the Arctic. Disturbing these birds will force them to burn the energy they need for the trip. Bald eagles and peregrine falcons, among other birds, nest and feed in this area.

This area has also been declared an "Ecologically and Biologically Significant Area" by the Canadian Department of Fisheries and Oceans because of the unique marine life found here. The Minas Basin, where both fish and birds feed on mud shrimp, makes an ideal home for marine life. 70 species of fish live in the Minas Basin, many of which also travel up the Avon at

high tide. This includes Atlantic salmon, gaspereau, American eel, striped bass, and sturgeon, one of the oldest fish species on earth. The cloudy water sometimes hides predators such as dogfish and great white sharks. When the tide goes out, much of the river turns to dry land. Some animals survive by retreating into water pockets or holding their breath until the water returns.

Marine mammals such as seals, porpoises, dolphins, and historically, whales have all lived in the Minas Basin and travelled up the Avon. Harbour porpoises, one of the smallest marine mammals, feed on herring and other small fish and sometimes follow the gaspereau up the river to feed...the Avon Peninsula features a unique Karst environment, which is a distinctive topography in which the landscape is largely shaped by the dissolving action of water on carbonate bedrock like limestone, dolomite, or gypsum.

This geological process, which occurs over many thousands of years, results in unusual surface and subsurface features ranging from sinkholes, vertical shafts, disappearing streams, and springs, to complex underground drainage systems and caves.



As rain falls through the atmosphere, it picks up CO₂ which dissolves in the droplets. Once the rain hits the ground, it percolates through the soil, picking up more CO₂ to form a weak solution of carbonic acid: $H_2O + CO_2 = H_2CO_3$. The infiltrating water naturally exploits any cracks or crevices in the rock. Over long periods, with a continuous supply of CO₂ - enriched water, carbonate bedrock begins to dissolve. Openings in the bedrock increase in size and an underground drainage system begins to develop, allowing more water to pass, further accelerating the formation of Karst. Eventually this leads to the development of subsurface caves.

Karst landscapes comprise an important component of the Earth's geodiversity. Karst and its dependent ecosystems are sensitive and vulnerable to an array of human impacts, and require careful management. Caves frequently contain features that are fragile, like speleothems, sediments, and bones, as well as biota that are very sensitive to disturbance from human activities.

Located in the heart of the Avon Peninsula is the Wiscoq Valley. Wiscoq Cave, which means Black Ash in the native tongue of the Mi'kmaq people, is located in an area of mature Acadian forest dominated by Eastern Hemlock, White Ash and White Birch. Within the valley is the Wiscoq Cave, a natural dissolution cave formed in Mississippian age gypsum-anhydrite evaporites. In the immediate vicinity of the cave outcropping gypsum bedrock has eroded into an extremely rugged Karst terrain: referred to locally as "plaster land".

iImagine has included the foregoing Avon River Heritage Society website excerpt simply to reinforce the point that this is a very important place within the Bay of Fundy region and within Canada's natural history, ecological and cultural makeup. The Avon's significance is further exemplified by documented history focusing on the area's Mi'kmaq heritage (including settlement and records of the area and its rivers as vital travel corridors to Indigenous people), its Acadian heritage, its New England Planter heritage, African Nova Scotia heritage, shipbuilding and the golden age of sail, etc. The Avon nature and cultural-based experience is, in iImagine's view, a destination-in-waiting.

Secondary USP's

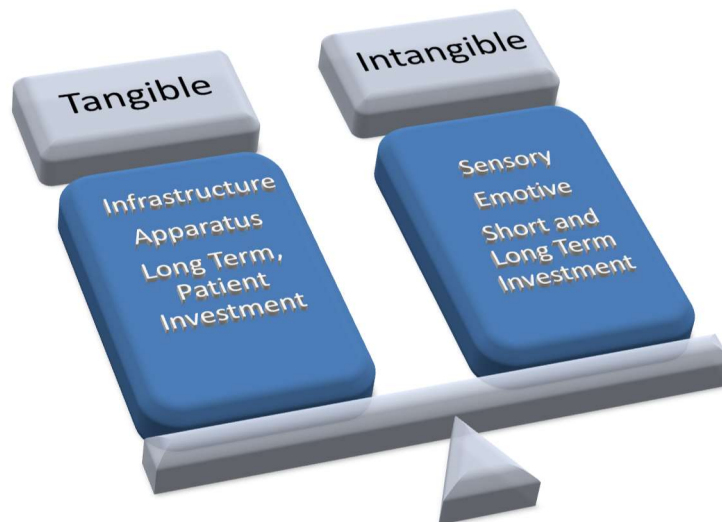
Undoubtedly West Hants stakeholders will argue for themes alternative to Avon. There will always be room for sub-themes to play a role in supporting the overarching/master Municipal and destination theme and brand. However, there is a hierarchy to the use of USP's, the use of themes and their relationship to the overarching/master brand. The Birthplace of Hockey theme is the most obvious example. The 'Birthplace' theme should definitely have a role within the hierarchy of describing why West Hants (Avon) has significance as a place to visit, reside in and invest in, but it is too limiting (too one-dimensional) to serve as the overarching/master theme and brand. Avon, on the other hand, presents an exhaustive range of places, products, services and experiences upon which to build a strong tourism economy as exemplified through the following (draft) market positioning statement:

Avon and the Avon River Confluence will be competitively positioned as one of Atlantic Canada's outstanding ecological and cultural treasures linking unique aspects of natural and human history to one of the marine wonders of the world – the Bay of Fundy.

Avon-Themed Product and Experiential Development

The tourism leadership of West Hants must recognize that tourism development must achieve a balance of both Tangible and Intangible products, services and experiences. Infrastructure, in the absence of accompanying pre-determined experiences, in an antiquated approach to development. Experiences, in the absence of supporting infrastructure, can also result in product weaknesses.

Figure 9 – Tangible and Intangible Tourism Development



Success in tourism, as in all sectors of the consumer economy, requires a formulaic approach to demand generation. Marketing is not the pivotal aspect of demand generation. As illustrated in the ACOA Tourism Innovation Continuum, the process requires significant patience, planning, analysis and investment which begins with research, which drives the identification and development of in-demand products, services and experiences, which drive the brand, which drives the marketing which ultimately drives consumer demand.

Figure 10 – The Demand Generator Model



Unveiling West Hants' Hidden Assets

Working from the knowledge and understanding of resident scientific and cultural experts, combined with knowledgeable destination development experts, West Hants should undertake to unveil the region's hidden or lesser known assets, including but not limited to:

- Using nature and culture to establish a master brand and experiential sub-brands which confront the current tendency to take a submissive market position to the better-known Annapolis Valley and Bay of Fundy destination points.
- 100% Points where both residents and visitors can congregate and enjoy a new generation of experiences.
- Accessible Avon River confluence and Bay of Fundy scenic vista points having development potential, as well as the potential of constituting a scenic touring network which confronts the current tendency to bypass West Hants in favour of better-known Annapolis Valley and Bay of Fundy destination points.
- Stories about people, events, places and phenomena which invite interpretation, monetization and overnight visitation which confront the current tendency to bypass West Hants in favour of better-known Annapolis Valley and Bay of Fundy destination points.

Patient Development

The tourism leadership of West Hants must recognize that product and experiential development does not happen overnight. It is important to think of investment in the tourism sector as requiring patience and to stay on strategy. One scenario contributing to staying on strategy involves the revealing or unveiling of a product-driven destination brand accompanied by a phased plan for building products over a period of perhaps eight years as illustrated in Figure 11.

Figure 11 – Avon Tourism Product Development Timeline Scenario



Proposed Windsor Township Brand Approach

Concurrent with this assignment, the Windsor Business Enhancement Society (WBES), representing the downtown merchants and businesses of the Town of Windsor, is finalizing a new brand approach for the town based on the concept 'Windsor Township' and the accompanying theme – Welcome to the

Valley. iImagine's consultation with the WBES leadership included exposure to this brand package with the conclusion that Windsor Township (including its graphic representation) is a simple, exemplary brand approach which evokes a strong heritage community sentiment. As per numerous other comments in this report, iImagine does not endorse any positioning or branding initiative which perpetuates the 'Welcome to the Valley' signature line, slogan or descriptor.

4. Assignment Phase I – The Destination Assessment Phase

Overview

Phase I began by subjecting the West Hants destination area to the ACOA Sustainable Tourism Community Screener, through which the area achieved a score of 64.5 out of a maximum potential of 100 (scores in excess of 60 indicate that the region has strong potential for incremental touristic economic development).

The destination assessment phase led to a stakeholder workshop and discussions focusing on strengths, weaknesses, opportunities and threats facing West Hants, highlighted by the lack of a competitive brand, a lack of product definition and a lack of destination awareness.

Working from all of the Phase I evidence and supported by the findings of the Phase II AMR activity, iImagine has gone on to create a series of key recommendations (see report Section 6).

5. Assignment Phase II – The Accelerated Market Readiness (AMR) Phase

Overview

The AMR Program has functioned for several years as an ACOA (Atlantic Canada Opportunities Agency) business improvement model that offers individual tourism operators and organizations the ability to: increase their standards of excellence; be more responsive to emerging tourism trends; and become more profitable. AMR program delivers effective, real-world, one-on-one business mentoring by providing existing tourism operators with the opportunity to engage with an independent qualified tourism expert on any and all issues specific to their own existing or envisioned operation – providing solutions to 'what keeps them awake at night', how to establish a business and gauging the degree to which they are or can become truly "market ready". Market readiness involves maximizing the provision of leading customer experiences for visitors to the West Hants touring region which provide profitability for the tourism operator.

AMR Process and Methodology

Resolving What Keeps You Awake at Night – AMR really is as simple as just that...it is not about abstract business theories...it is about confronting real-world tourism enterprise challenges which keep entrepreneur and organizational leaders awake at night!

Transforming Good into Great – Destination organizations such as DATA, as leaders and catalysts toward AMR through subsidized programming, are responsible for identifying and informing tourism operators with the most promise about the potential benefits of AMR.

Pre-AMR Telephone Interview – The assigned pre-certified AMR consultant will contact candidate operators by telephone to introduce himself/herself, to review the process and help the operator prepare for mentoring.

Intensive One-on-One Mentoring – Following a pre-consultation review of the AMR candidate (website and Facebook review, review of documentation, etc.), the certified AMR consultant and the candidate operator engage in a 24-hour process involving a site visit, a ‘kitchen-table-talk’ review of issues, the authorship of a draft AMR report and a second face-to-face consultation during which the draft report is reviewed and critiqued. The consultant then prepares a final report in the immediate days which follow. There are no boundaries to issues involved in the mentoring process: product and experiential development and delivery, business planning, operations, branding, marketing, etc.

Total Brand Ownership – One of the most common determinants of a successful AMR process involves the state of the positioning, theming and branding of the candidate operation. Consultants will work from the premise that until the operation’s brand is right – that it exhibits ‘total brand ownership’ – then nothing else can be successfully resolved.

Experiential Discovery – Experiential invention (or experiential discovery) is one of the other most common determinants of a successful AMR process. Through the application of proven formulas and by examining consumer demand and best practices – practical, attainable, new experiences will emerge.

Experiential Renewal – Experiential re-invention (or experiential renewal) is often a more logical and affordable pathway to during a AMR consultation. The AMR consultant will assist the operator in determining the balance between experiential renewal and experiential discovery.

Aftercare – AMR does not work if the consultant simply vanishes into thin air. The assigned AMR consultant continues to provide Aftercare, ensuring a continuing dialogue with clients to help ensure their success.

iImagine was assigned to conduct AMR consultations with a total of six candidate operations during the period December 2019 through to January 2020, including:

- The Schoolhouse Brewery.
- The Avon River Heritage Society.
- Meander River Farm and Brewery.
- Ski Martock.
- Wine and Beer Tours of Nova Scotia.
- Avondale Sky Winery.
- Bent Ridge Winery/Bent Nail Brewery.

The candidate operations could not have been more varied by tourism sub-sector. Notwithstanding their differences, the following issues were among the most common to emerge throughout the process:

- Lack of a cohesive West Hants region destination brand for operators to rally around.

- The need to enhance brand, positioning and thematic clarity and ownership.
- The need to enhance the physical state of the property.
- The need to enhance the experiential state of the property.
- The need to enhance the property website and associated social media activities and habits.
- Packaging.
- Partnerships.
- The need to increase traffic and profitability.
- A general lack of business planning.
- The need to identify practical solutions through entities such as Tourism Nova Scotia, ACOA, CBDC, the Gros Morne Institute of Sustainable Tourism (GMIST), etc.

The sixth candidate operation – Bent Ridge Winery/Bent Nail Brewery – was determined by iImagine to be too far advanced for the AMR process. This is a rare occurrence. However, the owners, brothers Steven and Glenn Dodge, offer a uniquely high level of hospitality experience. Steven Dodge, in particular, has worked in numerous operational and leadership roles across the national airline sector, the hotel sector, the food and beverage sector and destination development. It was decided between the consultant and Mr. Dodge (with the approval of the project manager) to instead focus the energies of the AMR-prompted discussion on efforts to help build capacity within the West Hants tourism sector. Because the three-part iImagine assignments happened to coincide with an upswell in destination development activism in West Hants, and because Mr. Dodge expressed an interest in playing a leadership role in support of this activism, it was decided to concentrate on how his industry expertise could aid and abet the destination development cause. This ongoing discussion leads into Assignment Phase III and the concept of mounting one of the first in a series of tourism sector capacity-building workshops, specifically one tentatively themed: *Let's Get Organized!* – an effort toward industry mobilization.

The five individual AMR reports which were completed have been delivered to the respective subject operators, as well as to West Hants' project coordinator.

6. Assignment Phase III – The Capacity-Building Sessions Phase

Overview

The final phase of the project called upon iImagine to identify a series of workshop themes which West Hants can use to stimulate operator interest, to build skills, knowledge and to build capacity.

In addition to recommending a series of themes, iImagine's proposal included the provision of the initial 2-3-hour workshop. Currently it is intended that the inaugural workshop in the series should be themed on *'Destination Management Organization (DMO) Best Practices'*.

This inaugural workshop, like all the others proposed for the series, would be marketed and hosted by

The Municipality of West Hants (or an alternative designated partner entity) to the Municipality's community of existing and latent tourism stakeholders.

iImagine is recommending that all of the capacity-building workshops be delivered as a package, allowing West Hants to wage a 'campaign' toward product and market readiness over a series of months or perhaps a year. The series would be announced and marketed all at once, allowing stakeholders to select subjects of interest which are most relevant to their individual businesses. The series could be called *Growing Tourism in West Hants: Interactive Workshops for Entrepreneurs and Community Leaders*.

Following are a series of recommended workshop themes, together with potential corresponding time frames, content and delivery agents.

Theme	Timing	Content/Delivery Agents
Destination Management Organization (DMO) Best Practices	February or March 2020	This inaugural workshop in the series would identify DMO best practices in Atlantic Canada, Canada and the U.S., helping to set the stage for the second proposed workshop – Let's Get Organized! Delivery Agent: iImagine
Let's Get Organized!	March 2020	A one-day symposium intended to stimulate gross-roots tourism development, identify tourism leaders and action destination development in West Hants Delivery Agent: TBD
The Perry Gotell Story	April 2020	A half-day interactive workshop guiding tourism operators to 'just be themselves' when delivering tourism products, services and experiences Delivery Agent: Gros Morne Institute of Sustainable Tourism (GMIST) and Perry Gotell, Tranquility Cove Adventures
Accelerated Market Readiness (AMR)	May 2020	A half--day interactive workshop aimed at identifying and recruiting future West Hants AMR candidates Delivery Agent: TBD
USP's and Total Brand Ownership	September 2020	A half-day interactive workshop guiding tourism operators in the identification of their Unique Selling Proposition(s) (USP's) and achieving total brand ownership Delivery Agent: TBD
Tangible and Intangible Tourism	October 2020	A half-day interactive workshop guiding tourism operators through the need to achieve a perfect balance between the tangible and intangible aspects of tourism Delivery Agent: TBD

The World is Flat – Marketing through Communities-of-Interest (COI's)	November 2020	A half-day interactive workshop designed to explain the trend toward social media-driven marketing using passionate communities-of-interest Delivery Agent: Tourism Atlantic/ACOA
How to Operate an Inn or B&B for Profit	January 2021	A half-day interactive workshop exposing best practices in the establishment of an inn or bed and breakfast Delivery Agent: TBD

The key to the success of the proposed capacity-building workshop campaign is in the delivery. In order to stimulate enthusiasm and to excite the tourism stakeholders, iImagine recommends that the best available/best affordable workshop leaders be engaged to deliver the series. The all-inclusive budget in support of the delivery of the series approximates \$25,000-\$30,000.

7. Recommendations

iImagine is pleased to make the following key recommendations toward the growth and competitiveness of tourism in the West Hants destination area.

Recommendation #1 – Guiding Principles and Tools

West Hants should adopt a set of Guiding Principles and Tools to assist destination planners in carrying out their strategic initiatives over the coming months and years.

Figure 12 – Recommended West Hants Tourism Development Guiding Principles and Tools



The Tourism Innovation Continuum

Pivotal to the ACOA tourism action plan – *Growth and Prosperity: The ACOA Tourism Innovation Action Plan – Advancing Atlantic Canada Tourism’s Competitiveness and Productive Capacity*, the continuum model is based on an ideology devised to strongly reinforce that tourism must be a customer-driven sector just like any other consumer product. The Continuum illustrates how research leads to new or renewed products and services, which lead to unique selling propositions (or brands), which lead to the opportunity to execute effective marketing campaigns.

Figure 13 – The ACOA Tourism Innovation Continuum



The 12 Essentials of Leading Travel Experiences

The *12 Essentials of Leading Travel Experiences* is a packaging and experiential development tool which has been effectively used in scores of strategic planning processes at the individual operator level, the community level, the touring route level, the provincial level and for national entities such as Parks Canada.

Figure 14 – The 12 Essentials of Leading Travel Experiences



Design Excellence

Every tangible element of the destination property – from graphic design (e.g. brand and web development) to the physical/spatial design and planning – should be subjected to the ideal of achieving design excellence.

Total Brand Ownership

A primary objective is to ensure – as is exemplified within the 12 Essentials assessment tool – that the experience pursues the principle: *if you can't own the brand, you don't want it!*

Know your customer intimately

One of the greatest challenges in destination-building today is finding the time to truly know and understand one's customers. It is imperative that DATA continues to work with Tourism Nova Scotia and other partners to develop a clear and unequivocal understanding concerning the question – *Who is the Customer?*

Partnership Strategic Alignment

DATA will continue to develop an enriched appreciation for their strategic alignment with key partners such as Tourism Atlantic (ACOA), ACOA Nova Scotia, Tourism Nova Scotia, and other influencers and partners.

Tangible and Intangible Development

The concepts and designs for all tourism products, services and experiences will be predicated on both the tangible and intangible elements of tourism product development. The tangible elements skew toward natural attributes and infrastructure while the intangible elements skew toward the experiential.

Recommendation #2 – Unique Selling Proposition (USP)

West Hants should ratify that its overarching USP is based on the nature and culture-based attributes of the Avon River confluence and its relationship to one of the marine wonders of the world, the Bay of Fundy.

Recommendation #3 – Brand Proposition

West Hants should pursue the development of 'Avon' as the central aspect of its tourism municipal and tourism brand (e.g. Destination Avon).

Recommendation #4 – Destination Development Planning Jurisdiction

West Hants should concentrate on West Hants and resist the temptation and external influences to complicate the destination development process by over-reaching the planning territory/jurisdiction as suggested in the 2018 tourism review and report by Customer Service Consulting and Creative Curve. Combining with East Hants, for example, will make the destination development process significantly more complex than focusing singularly on West Hants, which some would argue, is already sufficiently complex because of the large number of communities and interests within the Municipality.

Recommendation #5 – Destination Development Planning Process

West Hants should work with funding partners to identify an appropriate model for sustainable tourism community development that matches the destination's actual needs. Caution should be exercised

regarding the application of off-the-shelf sustainable tourism community planning models (e.g. STEP or STAR) versus a hybrid, less time-consumptive model which delves (for example) directly into the identification, spatial planning and monetization of West Hants' iconic places and spaces.

Recommendation #6 – Capacity-Building Workshop Series

West Hants should pursue partnership funding in order to wage a campaign in support of a multi-themed capacity-building workshop series over the next 18-24 months.

Recommendation #7 – Accelerated Market Readiness (AMR) Programming

Building on the five AMR interventions undertaken through this project, West Hants should pursue partnership funding to identify and complete a target of 20 additional business-based market readiness assessments over the next three years.

West Hants Regional Municipality
April 12, 2022
Chief Administrative Officer Report



The following report captures activities and events between the March COTW and the date of this report.

Governance

- The Council meeting environment will continue to adjust pending changes from the Province as it relates to in-person meetings. Currently, masks are being worn by meeting attendees by choice not policy.
- Department of Municipal Affairs and Housing Workshop – A workshop was hosted by DMAH to review the primary roles of Council and staff.
- Special Council Meeting – A special meeting was held to review the Phase 1 Archeological Assessment.
- Special Council – A second special meeting was held to discuss the Municipality's Invest In Canada Infrastructure Program (ICIP) Application.

Administration

- Martock Fresh Water Project – An extension of the funding program has been awarded until the end of September. The construction of the second riffle is anticipated between the months of June and September. This will complete the project when this work is carried out.
- Human Rights Training – The Human Rights Training is now completed by nearly 100% of our staff and Council members. Thank you to all for participating in these very important sessions. Deanna Snair and I participated in an additional virtual training session, "Ramp Up Reconciliation".
- CUPE Labour Management Meeting – A meeting is scheduled in May to discuss common topics such as ; safety, staff scheduling, equipment and technology, health and wellness and other matters. Staff and union relations remain positive thanks to a clear understanding of the collective agreement and open communication between management and the union members.
- Accessibility Committee – A meeting was held by the committee. The Accessibility Plan was presented and reviewed. The plan has been forwarded to COTW for review and approval.

Finance

- 2022/23 Budget Deliberations – Budget meetings have been scheduled for April 13th, 19th and 20th. All meetings start at 5:30 pm and will be live streamed. Additional meetings will be added if directed by Council.
- 2021/22 Budget Lunch and Learns – A series of workshops were held between Council and staff from each department with the purpose of revisiting the budget structure and accounts with the goal to increase familiarity and knowledge of the budget.

Community Development

- Fort Edward Grounds – Over the winter months Parks Canada carried out clearing and brush removal on sections of the hill and former open green spaces. Through the CD department we will continue to support the maintenance of the site through a service agreement with the intent to maintain the added areas recently cleared to promote increased recreational opportunities. The site holds great potential for not only recreational activities but for special events and added historic promotions.
- Pumpkin Festival Planning – A small group of municipal staff, community and business community members met to discuss alternative events to the Annual Pumpkin Regatta. A series of events are being considered for the autumn season to highlight the pumpkin harvest and inspiring spaces within our region. There will be more to come regarding these events.
- Windsor Coach House – The Coach House will be utilized by the CD Department this summer as a staging area for Windsor green space maintenance as well as programming. Increased activities in this area will complement the improvements carried out there last fall as part of the Destination Nova Scotia Project.

Planning and Development

- Municipal Lands on Fort Edward Street – The Phase 1 Archeological Assessment regarding the two parcels was presented to Council for their review. As a result, direction was given by Council to carry out a Phase 2 Assessment. I have received a copy of the feedback from staff at Community Culture and Heritage (CCH) to Jonathan Fowler regarding his report. There are expected alterations to the report which I will share with Council once the province has approved the renewed version. After the new report is received, I will have direction on the requirements of the Phase 2 Assessment. The rezoning and public hearing process associated with these lands has been postponed until the June 28th Council meeting.
- Planning Advisory Committee / Heritage Advisory Committee (PAC/HAC) Meeting – The committee is scheduled to meet on April 14th.
- Wentworth Road Development – FH Developments – Notice for the Public Hearing for an amendment to the Windsor Municipal Planning Strategy (WMPS) and Windsor Land Use By-law (WLUB) to allow Council to consider grouped dwellings including

townhouses and mixed use, multiple unit dwellings within the Wentworth Road Gateway District by development agreement is underway. If approved this will assist the developer with moving forward with the development.

- Windsor Elms Solar Project Tour – A site tour of the solar project was conducted by John Smith of the Windsor Elms. It is a project that staff, residents and the community should be proud of.
- Hantsport Lands – Included in the October 4, 2021 “Parkland Divestment” report prepared by Active Living Coordinator, Bekah Craik were two of five shovel ready parcels in Hantsport on Mariner’s Dr and McCully Cres approved for sale by Council. These two parcels are being appraised and will be listed on the market when the appraisal is completed. The remaining lands require discussion with Minas Pulp and Paper as a raw water line intersects the property and require the proper recording of easements.

Economic Development

Public Works and Infrastructure

- Hantsport Fire Station – Avondale Construction has provided a revised schedule for construction with a substantially completed date of July or August of 2022.
- CLC Meeting - 101 Twinning Project – A meeting of the Community Liaison Committee (CLC) was held on April 6, 2022. The meeting was recorded and available for viewing at the following extension: https://www.youtube.com/watch?v=codG_abYRdM

Protective Services

- Police Advisory Board – the Police Advisory Board is scheduled to meet on April 25th.
- REMO – Covid meetings have concluded after two years of meeting. A special thanks to all meeting participants for their ongoing cooperation over the two years. This group will be prepared to meet again if required.
- Southwest Hants Fire Service Membership Meeting – A change in fire service admin support is being carried out between the Hantsport Fire Department and Windsor Fire Department. Moving forward the WFD will be supporting SWHFD vs. HFD. Municipal Staff and the Fire Chiefs have met with the membership of the SWHFD to discuss this operational transition. Concerns and opportunities were discussed with the group, with the overall majority of members seeing this as benefit to the community and fire service. There will be no changes to the fire districts, budgets, apparatus and equipment as a result of this transition. An attached report submitted by Operations Supervisor, Shelleena Thornton provides further details.

Sincerely,

Mark Phillips

Mark Phillips

Chief Administrative Officer

West Hants Regional Municipality

2021-22 WEST HANTS REGIONAL OPERATING BUDGET UPDATE
EVELENTH MONTH ENDING FEBRUARY 28, 2022

REVENUE	2021-22 BUDGET	% OF THE BUDGET	FORECAST MARCH 31, 2022	% OF FORECAST VARIANCE	VARIANCE (Budget Vs. Forecast)	Actuals February 28, 2022	% OF BUDGET REMAINING
TAXES	\$ 19,447,857	71%	\$ 19,316,179	-0.7%	\$ (131,678.00)	\$ 19,316,179	0.7%
SEWER	\$ 2,123,977	8%	\$ 2,149,775	1.2%	\$ 25,797.67	\$ 1,617,334	23.9%
BUSINESS PROPERTY / DEED TRANSFER TAX	\$ 1,823,157	7%	\$ 2,915,830	59.9%	\$ 1,092,673.00	\$ 2,765,830	-51.7%
GRANTS	\$ 85,521	0%	\$ 249,464	191.7%	\$ 163,943.00	\$ 249,464	-191.7%
1SERVICES PROVIDED TO OTHER GOVERNMENTS	\$ 1,289,847	5%	\$ 1,323,851	2.6%	\$ 34,003.73	\$ 550,538	57.3%
SALES OF SERVICES	\$ 892,617	3%	\$ 499,054	-44.1%	\$ (393,563.18)	\$ 471,854	47.1%
2OTHER REVENUE	\$ 662,484	2%	\$ 880,753	32.9%	\$ 218,269.23	\$ 670,533	-1.2%
UNCONDITIONAL TRANSFERS	\$ 558,915	2%	\$ 1,080,214	93.3%	\$ 521,298.80	\$ 1,073,878	-92.1%
TRANSFERS FROM FED OR PROV GOVT.	\$ 156,502	1%	\$ 188,087	20.2%	\$ 31,585.00	\$ 194,087	-24.0%
TRANSFERS FROM OTHER LOCAL GOVERNMENTS	\$ 180,036	1%	\$ 96,558	-46.4%	\$ (83,478.40)	\$ 96,557	46.4%
TOTAL	\$ 27,220,913	100%	\$ 28,699,764	5.4%	\$ 1,478,850.84	\$ 27,006,254	0.8%
EXPENSES							
3GENERAL GOVERNMENT SERVICES	\$ 3,443,035	13%	\$ 3,396,739	-1.3%	\$ (46,295.64)	\$ 3,111,615	9.6%
4PROTECTIVE SERVICES	\$ 8,423,017	31%	\$ 8,306,325	-1.4%	\$ (116,691.82)	\$ 6,687,578	20.6%
TRANSPORTATION	\$ 1,803,835	7%	\$ 1,592,182	-11.7%	\$ (211,652.64)	\$ 1,309,180	27.4%
5ENVIRONMENTAL HEALTH SERVICES	\$ 3,647,580	13%	\$ 3,359,559	-7.9%	\$ (288,020.82)	\$ 2,546,359	30.2%
6PUBLIC HEALTH SERVICES	\$ 214,993	1%	\$ 194,220	-9.7%	\$ (20,773.00)	\$ 128,139	40.4%
PLANNING	\$ 799,375	3%	\$ 687,741	-14.0%	\$ (111,634.27)	\$ 629,367	21.3%
RECREATION	\$ 2,739,956	10%	\$ 2,473,858	-9.7%	\$ (266,098.18)	\$ 2,267,927	17.2%
EDUCATION	\$ 4,855,570	18%	\$ 4,623,046	-4.8%	\$ (232,524.00)	\$ 4,237,794	12.7%
PRINCIPAL INSTALLMENTS	\$ 1,673,452	6%	\$ 1,688,117	0.9%	\$ 14,665.00	\$ 912,865	45.5%
NET TRANSFERS*	-\$ 381,434	-1%	\$ 285,836	-174.9%	\$ 667,270.00	\$ -	100.0%
TOTAL	\$ 27,219,379	100%	\$ 26,607,624	-2.2%	\$ (611,755.36)	\$ 21,830,824	19.8%
SURPLUS / DEFICIT	\$ 1,534		\$ 2,092,140			\$ 5,175,430	

Please note that if revenue and expenditures were incurred evenly over the year approximately 91.7% of the budget would be used. This percentage provides a guideline when reviewing the attached. However, it is important to keep in mind that account variances (up or down) will occur throughout the fiscal year. For example, seasonal activities such as summer programs and facility maintenance as well as winter snow removal will influence the budget in a non-uniform manner throughout the year. Items such as transfers from reserves, will also impact budget to actuals throughout the year as they occur at fiscal year end.

The overall projected surplus based on the variance analysis for the general fund is \$2,092,140. These remaining funds will be moved to the Operating Reserve as per the Reserves policy.

LEGEND:

- 1 SERVICES PROVIDED TO OTHER GOVERNMENTS INCLUDES: RECYCLING/ENFORCMENT, HOST COMMUNITY FEES, ADMINISTRATION FEES, COURTHOUSE
- 2 OTHER REVENUE INCLUDES: INTEREST & PENALTIES, RETURN ON INVESTMENTS, ADMINISTRATIVE RENTALS AND LEASES, FINES, LICENSES & PERMITS
- 3 GENERAL GOVERNMENT SERVICE INCLUDES: LEGISLATIVE, ADMINISTRATION, FINANCIAL SERVICES, FACILITIES, LIBRARIES
- 4 PROTECTIVE SERVICES INCLUDES: RCMP, FIRE, REMO, BY-LAW, COURTHOUSE, BUILDING INSPECTION
- 5 ENVIRONMENTAL HEALTH SERVICES INCLUDES: SEWER, WASTE COLLECTION, WASTE DIVERSION, LANDFILL
- 6 PUBLIC HEALTH SERVICES INCLUDES: CEMENTERIES, PUBLIC HOUSING



WEST HANTS REGIONAL MUNICIPALITY REPORT

Information ☒	Recommendation ☐	Decision Request ☐	Councillor Activity ☐
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To: Committee of the Whole

Submitted by:

Shelleena Thornton, Municipal Operations Supervisor

Date: April 12, 2022

Subject: Regional Fire Services Bi-annual Report (April 2022)

LEGISLATIVE AUTHORITY

Municipal Government Act, Part X, Fire and Emergency Services

Fire and Emergency Service Policy, COGE-007.00

INFORMATION

This is the first information report of what will be presented to Committee of the Whole bi-annually (April and October). Its purpose is to present general information and updates on the regionalizing of fire services within West Hants Regional Municipality.

Statistics (calls for Jan-Feb-Mar 2022 Quarter) – 258 calls

Membership (Recruitment & Retention) - Departmental membership is good. Some Departments may be undergoing a recruitment drive in the near future.

Regional Fire Services Initiatives (collaboration, consistency, and standards)

- ✓ Records Management System – complete.
- ✓ Training – Action Training (an online interactive forum used to support and enhance training - complete.
- ✓ Training - Looking at a regional training facility to be located at Brooklyn Station 1. Drawing/plans have been acquired. – In-progress.
- ✓ Safety standards – Some regional fire safety policies adopted and remains on-going.
- ✓ Equipment standards – in-progress.
- ✓ Procurement (collective/group purchasing) – in-progress.
- ✓ Uniform membership form – in-progress.

- ✓ Honourarium Policy – preliminary.
- ✓ Fire Districts – whether boundary-related and/or administrative, districts and administrative responsibilities continue to be assessed and reviewed among all Fire Chiefs and staff to ensure they meet the needs of today. Collectively, all strive for solutions that benefit our region, whether it be via boundary changes and/or administrative responsibilities.
 - Southwest Hants Fire Station (SWH) – Since 2015, is a fire station under the administrative responsibility of Hantsport Fire Dept. When paged for an incident, at minimum, both Hantsport Fire and SWH are dispatched and Hantsport currently travels through two fire districts to respond (Windsor and Brooklyn's). As part of the Municipality's regional fire services initiative and Chief's collaboration, discussions have been held at both the Chiefs table (April 5th) and with the SWH members (April 7th), as to suggested administrative changes (transferring from Hantsport to Windsor with auto-aid from Brooklyn). SWH members raised their concerns, asked many questions, and were receptive to proposed changes understanding that the end result is safety, collaboration, and efficiencies; really, doing what makes better sense.

Results of this administrative change and auto-aid:

Budget Impacts		No Change
Apparatus/Equipment		No Change
Boundaries/Districts		No Change
Response Time		Improved (as Hantsport was traveling through two districts; not needed with Windsor and Brooklyn)

Next steps:

- meet with the Society members (non-operational related)
 - communication to residents in that district
 - notify the Province (EMO) for 911 and Civic Addressing
 - Approximate timeline until completed: one month
- ✓ Apparatus review and replacement schedule – on-going.
 - Hantsport Fire Department's 19.5-year-old pumper-tanker has been on-loan to the Shinimicas Fire Department (their Fire Station and three pieces of apparatus burnt in an April 2020 fire). This piece of apparatus is a 2,000-gallon Peterbilt pumper-tanker that is at its end-of-life cycle. As part of the apparatus review with regional fire services, it should be surplus and not replaced. Cumberland County (location of Shinimicas Fire Dept) would like to purchase this apparatus at \$30,000.00 (which is the value deemed appropriate by E-One Fire Truck Manufacturer & Emergency Vehicles). As per Council's Fire & Emergency

Services Policy, “*should equipment become obsolete or surplus, the Fire Services provider shall consult with the Municipality regarding its disposition and the use of any proceeds of disposition, should the Municipality have provided the majority of capital funding for the equipment.*” This apparatus is not part of the Kings County Agreement and therefore, proceeds would be that of the West Hants Regional Municipality.

General Information

- Brooklyn Fire Dept – new Pumper-Tanker 1 (approved in Nov. 2020) is scheduled to arrive late May 2022. Final inspection is set for mid-May; however, subject to change on whether the parts arrive.
- Summerville Fire Dept - after a lengthy delay, just took delivery of three new Scott self-contained breathing apparatus (SCBA) purchased under an approved Provincial Emergency Responder Fund Grant for 2021-2022 at total cost of \$36,000.
- Windsor Fire Dept – new Quint is scheduled to arrive mid-late July 2022 (approved in Nov. 2020) and replaces three apparatus (Aerial 8 and Engine 3, and the current Snorkel).

Report Jointly Prepared & Reviewed by:



Shelleena Thornton, Municipal Operations Supervisor
Ryan Richard, Brooklyn
Peter Johnston, Hantsport
Chris Spencer, Summerville
Jamie Juteau, Windsor

Report Approved by:



Mark Phillips, CAO

WEST HANTS REGIONAL MUNICIPALITY REPORT

Information X	Recommendation ☐	Decision Request ☐	Councillor Activity ☐
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To: West Hants Regional Municipality, Committee of the Whole

Submitted by: Ryan Parker
By-Law Enforcement Officer

Date: April 12, 2022

Subject: Dangerous or Unsightly Premise Report

LEGISLATIVE AUTHORITY

MGA Section 345 (3)

RECOMMENDATION or DECISION REQUEST

Information report.

BACKGROUND

Property ☐	Public Opinion ☐	Environment ☐	Social ☐	Economic ☐	Councillor Activity X
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DISCUSSION

This update will cover Dangerous or Unsightly Premises complaints from September 01, 2021 through March 31, 2022. During the reporting period 10 complaints were received, in writing. Of the 10 complaints, 5 were remedied by the owner, 3 are in progress and have yet to require an order at this point, 1 has not started and 1 was sent to the Fire Inspector as it did not fall under dangerous or unsightly.

Number of orders issued for property clean up by COTW: 0

Number of orders issued for property clean up by the Administrator: 1

The condition was remedied by the owner.

Orders outstanding from the previous reporting period: 0

January 01, 2021-December 31, 2021, By-law received 43 dangerous or unsightly complaints, a 65% increase from January 01, 2020-December 31, 2020.

NEXT STEPS

The next reporting period will be for March 31, 2022-August 31, 2022.

FINANCIAL IMPLICATIONS

N/A

ALTERNATIVES

N/A

ATTACHMENTS

N/A

CHIEF ADMINISTRATIVE OFFICER REVIEW

I have no further comments to this operational report.

Report Prepared by: _____

Ryan Parker, By-Law Officer

Report Reviewed by: _____

Madelyn LeMay, Director of Planning and Development

Report Approved by:  _____

Mark Phillips, Chief Administrative Officer

Avon River Causeway Correspondence
(aka Hwy. 101 Twinning, Aboiteau, Causeway, Lake Pisiquid)

<u>First Name</u>	<u>Last Name</u>	<u>Correspondence Date</u>	<u>Meeting / logged</u>
Danny	Dill	2020-06-30	2020-07-14 COTW
Quentin	Davison	2020-07-06	2020-07-14 COTW
Alyson	Bremner	2020-07-07	2020-07-14 COTW
Cecil	Rolfe	2020-07-13	2020-07-14 COTW
Pat	Porter	2020-07-13	2020-07-14 COTW
Nikki-Marie	Lloyd	2020-08-02	2020-09-08 COTW
Heather	Boylan (Martock)	2020-09-01	2020-09-08 COTW
Greg	O'Leary	2020-09-03	2020-09-08 COTW
Dr. Abby	Kirumira	2020-09-02	2020-09-08 COTW
Dean	Manning	2020-09-08	2020-09-08 COTW
David & Michelle	Rideout	2020-09-08	2020-09-08 COTW
Colleen	Walsh-Bouman	2020-09-08	2020-09-08 COTW
Nicholas & Alyson	Juurlink/Bremner (Linked Farms)	2020-09-08	2020-09-22 Council
Tasha	Rogers	2020-09-08	2020-09-22 Council
Brad	Carrigan	2020-09-23	2020-10-13 COTW
Karen	Carrigan	2020-09-23	2020-10-13 COTW
Elaine	Morehouse	2020-09-24	2020-10-13 COTW
Gary	Morehouse	2020-09-24	2020-10-13 COTW
Dr. A	Kirumira	2020-09-24	2020-10-13 COTW
Blake	Sarsfield	undated	2020-10-13 COTW
Greg	Webster	2020-10-01	2020-10-13 COTW
Bobby	Kidston	2020-10-02	2020-10-13 COTW
NSTIR	(Province of NS)	2021-01-13	2021-01-26 Council
Darren	Porter	2021-03-19	2021-03-23 Council
Rylan	Carrigan	2021-03-29	2021-04-13 COTW
Robin	Bremner-Popma (Hants Co Fed of Agri)	2021-03-29	2021-04-13 COTW
Roslyn	MacDuff	2021-03-29	2021-04-13 COTW
Darlene	Taylor	2021-03-23	2021-04-13 COTW
Daniel	Oulton	2021-03-26	2021-04-13 COTW
Karen	Carrigan	2021-03-26	2021-04-13 COTW
Marie & Andrew	Connolly	2021-03-26	2021-04-13 COTW
Robin	Thomson (Atlantic Division Canoe Kayak Canada)	2021-03-30	2021-04-13 COTW
Barbara	Hughes	2021-03-29	2021-04-13 COTW
Laura	Fisher	2021-04-01	2021-04-13 COTW

Avon River Causeway Correspondence
(aka Hwy. 101 Twinning, Aboiteau, Causeway, Lake Pisiquid)

<u>First Name</u>	<u>Last Name</u>	<u>Correspondence Date</u>	<u>Meeting / logged</u>
Nikki-Marie	Lloyd	2021-04-06	2021-04-13 COTW
Ken	Donnelly (Hwy 101 Twinning CLC)	2021-04-01	2021-04-13 COTW
Darren	Porter	2021-04-06	2021-04-13 COTW
Karen	Lynch	2021-04-09	2021-04-13 COTW
Carilee	Eddy	2021-04-15	2021-04-27 Council
Nikki-Marie	Lloyd	2021-04-19	2021-04-27 Council
Sheldon	Hope	2021-04-19	2021-04-27 Council
Adrienne	Wood	2021-04-22	2021-04-27 Council
Magda	Montgomery	2021-04-22	2021-04-27 Council
Sheldon	Hope	2021-04-26	2021-04-27 Council
Andrew	Smiley	2021-05-02	2021-05-11 COTW
Carrilee	Eddy	2021-05-03	2021-05-11 COTW
Denise	Forand	2021-04-27	2021-05-11 COTW
Erin	Naugler	2021-05-02	2021-05-11 COTW
Janet	Comeau	2021-05-02	2021-05-11 COTW
Kristyn	Anderson	2021-05-02	2021-05-11 COTW
Laura	Fisher	2021-04-01	2021-05-11 COTW
Nick	Rafuse	2021-05-03	2021-05-11 COTW
Nicole	McLeod	2021-05-02	2021-05-11 COTW
Robyn	Cook	2021-05-02	2021-05-11 COTW
Sheldon	Hope	2021-05-02	2021-05-11 COTW
Tammy	Hilden	2021-05-02	2021-05-11 COTW
Tracey	Sexton	2021-05-03	2021-05-11 COTW
Ginette	Pitcher	2021-05-03	2021-05-11 COTW
Greg	Miller	2021-05-05	2021-05-11 COTW
David & Michelle	Rideout	2021-05-05	2021-05-11 COTW
Sylvia & Vince	Burgess	2021-05-05	2021-05-11 COTW
Scott (Adrienne)	Miniau (Wood)	2021-05-03	2021-05-11 COTW
Barbara	Sullivan	2021-05-06	2021-05-11 COTW
Sandra & Skip	Hogan	2021-05-06	2021-05-11 COTW
Marie & Andrew	Connolly	2021-05-06	2021-05-11 COTW
Karen	Carrigan	2021-05-07	2021-05-11 COTW
Adrienne	Wood (Petition)	2021-05-07	2021-05-11 COTW
Lisa	Hines	2021-05-07	2021-05-11 COTW

Avon River Causeway Correspondence
(aka Hwy. 101 Twinning, Aboiteau, Causeway, Lake Pisiquid)

<u>First Name</u>	<u>Last Name</u>	<u>Correspondence Date</u>	<u>Meeting / logged</u>
Cam	Hartley	2021-05-07	2021-05-11 COTW
Troy & Vicki	Harvie	2021-05-07	2021-05-11 COTW
Jenn	McDermott	2021-05-08	2021-05-11 COTW
Jennifer	Daniels	2021-05-09	2021-05-11 COTW
Krista & Colin	Duncan	2021-05-09	2021-05-11 COTW
Robin	Bremner-Popma	2021-05-07	2021-05-11 COTW
Roslyn (Darlene) [Barb]	MacDuff (Taylor) [Hughes]	2021-05-08	2021-05-11 COTW
Wayne & Dianne	Hines	2021-05-09	2021-05-11 COTW
Bob & Sandra	Langdon	2021-05-10	2021-05-11 COTW
Brad	Hood	2021-05-10	2021-05-11 COTW
Ed & Cathy	Kerr	2021-05-10	2021-05-11 COTW
Ann	MacArthur	2021-05-10	2021-05-11 COTW
Carole Anne	Casey	2021-05-10	2021-05-11 COTW
Sarah	MacDonald	2021-05-10	2021-05-11 COTW
Andre & Donna	Arsenault	2021-05-11	2021-05-11 COTW
Aaron	Leblanc	2021-05-12	2021-05-25 Council
Adrian	Rooney	2021-05-19	2021-05-25 Council
Adrienne	Wood	2021-05-12	2021-05-25 Council
Barb	Sullivan	2021-05-16	2021-05-25 Council
Barbara	Beck	2021-05-15	2021-05-25 Council
Bethany	Rozee	2021-05-12	2021-05-25 Council
Carl	Siler	2021-05-12	2021-05-25 Council
Carol	Bradley	2021-05-16	2021-05-25 Council
Carol	McKinley	2021-05-12	2021-05-25 Council
Chad	Pothier	2021-05-18	2021-05-25 Council
Chris	Cann	2021-05-21	2021-05-25 Council
Connie	Shay	2021-05-15	2021-05-25 Council
Conrad	Mullins	2021-05-18	2021-05-25 Council
Darlene	Taylor	2021-05-15	2021-05-25 Council
Darren	Porter	2021-05-12	2021-05-25 Council
Darren	Woods	2021-05-13	2021-05-25 Council
Dawson	Sheehy	2021-05-16	2021-05-25 Council
Deanna	Hamilton	2021-05-15	2021-05-25 Council
Debbie	Porter-Wood	2021-05-13	2021-05-25 Council
Debbie	Siler	2021-05-15	2021-05-25 Council
Denise	Forand	2021-05-13	2021-05-25 Council

Avon River Causeway Correspondence
(aka Hwy. 101 Twinning, Aboiteau, Causeway, Lake Pisiquid)

<u>First Name</u>	<u>Last Name</u>	<u>Correspondence Date</u>	<u>Meeting / logged</u>
Devan	Archibald	2021-05-18	2021-05-25 Council
Diane	Ogilvie	2021-05-13	2021-05-25 Council
Erin	Naugler	2021-05-13	2021-05-25 Council
Ernest	Eddy	2021-05-15	2021-05-25 Council
Gerry	Young	2021-05-15	2021-05-25 Council
Gina	Cochrane	2021-05-12	2021-05-25 Council
Harry	Ullock	2021-05-15	2021-05-25 Council
Hope	Moon	2021-05-12	2021-05-25 Council
Ian	Shaw	2021-05-16	2021-05-25 Council
J	Davis (and J Griffith)	2021-05-17	2021-05-25 Council
Jacqueline	Farvacque	2021-05-12	2021-05-25 Council
Jayne	Murray	2021-05-16	2021-05-25 Council
Jeff	Redden	2021-05-17	2021-05-25 Council
Jennifer	Shaw	2021-05-16	2021-05-25 Council
Jocelyne	Marchand	2021-05-12	2021-05-25 Council
John & Sarah	Monette	2021-05-19	2021-05-25 Council
Jordan	Macumber	2021-05-12	2021-05-25 Council
Josette	Dugue	2021-05-12	2021-05-25 Council
Judy	Lynch	2021-05-13	2021-05-25 Council
June	Pedersen-LaPierre	2021-05-15	2021-05-25 Council
Justin	Cochrane	2021-05-12	2021-05-25 Council
Karen	Lynch	2021-05-18	2021-05-25 Council
Kathryn	Bergeron	2021-05-16	2021-05-25 Council
Kathy	Veinot	2021-05-15	2021-05-25 Council
Kyle	Pellegrini	2021-05-12	2021-05-25 Council
Lachlan	Riehl	2021-05-12	2021-05-25 Council
Laura	Stewart	2021-05-19	2021-05-25 Council
Lee	Billington	2021-05-12	2021-05-25 Council
Lee	Millett	2021-05-12	2021-05-25 Council
Lexie	Barkhouse	2021-05-12	2021-05-25 Council
Linda	Card	2021-05-11	2021-05-25 Council
Monique	Wood	2021-05-16	2021-05-25 Council
Nancy	Sheehy	2021-05-16	2021-05-25 Council
Nancy	Sheehy	2021-05-18	2021-05-25 Council
Nikki-Marie	Lloyd	2021-05-12	2021-05-25 Council
Nikki-Marie	Lloyd	2021-05-17	2021-05-25 Council

Avon River Causeway Correspondence
(aka Hwy. 101 Twinning, Aboiteau, Causeway, Lake Pisiquid)

<u>First Name</u>	<u>Last Name</u>	<u>Correspondence Date</u>	<u>Meeting / logged</u>
Olena	Kharytonova	2021-05-15	2021-05-25 Council
Pat	Porter	2021-05-12	2021-05-25 Council
Paula	Lake	2021-05-12	2021-05-25 Council
Robert	Bowkett	2021-05-18	2021-05-25 Council
Roslyn	MacDuff	2021-05-15	2021-05-25 Council
Ruth	Angevine	2021-05-13	2021-05-25 Council
Scotch Village	Farm	2021-05-19	2021-05-25 Council
Shirley	Pineo	2021-05-12	2021-05-25 Council
Stephen	Brooks	2021-05-12	2021-05-25 Council
Trudy	Sheehy	2021-05-17	2021-05-25 Council
Steven	Bouman	2021-05-17	2021-05-25 Council
Sue	Sheehy	2021-05-14	2021-05-25 Council
Susie	Smith	2021-05-12	2021-05-25 Council
Tasha	Rogers	2021-05-12	2021-05-25 Council
Tera	Brommit	2021-05-17	2021-05-25 Council
Toni-Lee	Burns	2021-05-12	2021-05-25 Council
Tony	Wood	2021-05-18	2021-05-25 Council
Tracey	Sexton	2021-05-16	2021-05-25 Council
Trevor	Levy	2021-05-12	2021-05-25 Council
Tricia	Brommit	2021-05-17	2021-05-25 Council
Vince & Sylvia	Burgess	2021-05-16	2021-05-25 Council
Loretta	MacEachern	2021-05-20	2021-05-25 Council
Tim & Jennifer	Bayers	2021-05-21	2021-05-25 Council
Darlene	Taylor	2021-05-25	2021-06-08 COTW
Darlene	Taylor	2021-05-25	2021-06-08 COTW
Darren	Porter (forwarded email from/to another source)	2021-05-27	2021-06-08 COTW
Dawn	Allen	2021-05-25	2021-06-08 COTW
John	Monette	2021-05-25	2021-06-08 COTW
Richard	Dunham	2021-05-25	2021-06-08 COTW
Carrilee	Eddy	2021-06-06	2021-06-22 Council
Darlene	Taylor	2021-06-09	2021-06-22 Council
Darren	Porter	2021-06-06	2021-06-22 Council
Lisa	Bland	2021-06-08	2021-06-22 Council
Krista & Scott	Lloy	2021-06-07	2021-06-22 Council
Nancy	Sheehy	2021-06-06	2021-06-22 Council
Karen	Beazley	2021-07-06	2021-07-13 COTW

Avon River Causeway Correspondence

(aka Hwy. 101 Twinning, Aboiteau, Causeway, Lake Pisiquid)

[illegible]

Correspondence Received

<u>First Name</u>	<u>Last Name</u>	<u>Correspondence Date</u>	<u>Meeting / logged</u>
Katherine	Mcleod, P.Eng, Dept. Environment and climate change	2021-10-28 (Received)	2022-01-11 COTW
Hants County Legion		2021-11-25	2021-12-07 COTW
Hon. Melissa	Sheehy-Richard	2021-11-30	2021-12-07 COTW
Hon. John	Lohr	2021-11-30	2021-12-07 COTW
Hon. Kim	Masland	2021-12-01	2021-12-16 Council
NSUARB		2021-12-10	2021-12-16 Council
Bennet	Mary Lou	2021-12-13	2021-12-16 Council
Hon. Kim	Masland	2021-12-17	2022-01-11 COTW
Bland	Lisa	2021-01-17	2022-01-11-COTW
Wilson	John	2021-12-21	2022-01-11 COTW
Pineo	Shirley	2021-12-17	2022-01-11 COTW
Nelson	Gary	2022-01-11	2022-01-25 Council
Hon. Kody	Blois	2022-01-13	2022-01-25 Council
Denise	Forrand	2022-01-19	2022-01-25 Council
Dawn	Allen	2022-01-18	2022-01-25 Council
Sarah	Brothers	2022-01-19	2022-01-25 Council
Roland Newcombe	Newcombe	2022-01-20	2022-01-25 Council
Valerie	Newcombe	2022-01-20	2022-01-25 Council
Andrea	Moore	2022-01-21	2022-01-25 Council
Gary	Nelson	2022-01-26	2022-02-08 COTW
Hon. Minister	Johns	2022-01-27	2022-02-08 COTW
Hon. John	Lohr	2022-02-01	2022-02-08 COTW
Hon. Joyce	Murray	2022-02-02	2022-02-08 COTW
Kim	MacQuarrie	2022-02-06	2022-02-22 Council
Sheldon	Hope	2022-02-08	2022-02-22 Council
Brad	Carrigan	2022-01-24	2022-03-08 COTW
Dr. Gordon	Haliburton	2022-02-14	2022-03-08 COTW
Hon. Kim	Masland	2022-03-01	2022-03-08 COTW
East Hants		2022-03-01	2022-03-08 COTW
Hon. John	Lohr	2022-03-22	2022-04-12 COTW
Andrea	Parker	2022-03-28	2022-04-12 COTW
Bulk Water Haulers		2022-03-30	2022-04-12 COTW
Mark	Wainman	2022-04-04	2022-04-12 COTW
Jeff	Houser	2022-03-23	2022-04-12 COTW
Kathrin	Winkler	2022-04-05	2022-04-12 COTW

Correspondence Received

From: [Abraham Zebian](#)
To: [Deanna Snair](#)
Subject: Fwd: Correspondence from Honourable John A. Lohr
Date: Tuesday, March 22, 2022 11:29:20 AM
Attachments: [CCBF - Fire Halls Eligibility INFC.pdf](#)
[ATT00001.htm](#)

From: "Minister, DMA" <DMAMIN
Date: March 22, 2022 at 11:21:33 AM ADT
Subject: Correspondence from Honourable John A. Lohr

Dear Mayors and Wardens:

I am pleased to inform you that the Canada Community-Building Fund (CCBF) program, which was formerly known as the Gas Tax Fund (GTF), now has some increased flexibility.

Infrastructure Canada (INFC) has made fire halls and fire station infrastructure eligible investments under the CCBF by the addition of a new investment category named, "Fire Halls". These expenses will be eligible on municipally approved projects retroactively from April 1, 2021, and will be governed by the existing CCBF Municipal Funding Agreements already in place. For further details on this new category, please see the attached information sheet received from Infrastructure Canada.

If your Municipality has eligibility questions related to this message or regarding the CCBF program itself, please direct them to the following email address so that we may have the right person assist: CCBF@novascotia.ca.

Thank you for your efforts on behalf of your communities and I wish you well in your future endeavors.

Sincerely,

John A. Lohr

Minister of Municipal Affairs and Housing

Eligibility Guideline for Fire Halls and Fire Station Infrastructure

This document outlines eligibility and is intended to act as a general guideline for eligibility assessments of projects and expenses associated with the new category of fire halls and fire station infrastructure under the Canada Community Building Fund (CCBF). These guidelines are set out in accordance with the Program terms and conditions, which limit eligible expenditures that are associated with the acquiring, planning, designing, constructing or renovating of a tangible capital asset, as defined by the Generally Accepted Accounting Principles (GAAP), and any related debt financing charges specifically identified with that asset.

For this program, infrastructure is defined as publicly or privately owned tangible capital assets, in Canada, primarily for public use or benefit. Eligible investments include the construction, renewal or material enhancement of capital expenditures for infrastructure projects in each of the following categories that support the program objectives.

The new category and associated projects will be governed by the existing administrative agreements. While this document provides an overview on eligibility under the new category, individual projects and eligibility questions can still be subject to review on a case by case basis.

Category: #19: Fire Halls – fire halls and fire station infrastructure.

Program Objective: Building stronger and more resilient communities.

Effective Date: 1 April 2021

Infrastructure / Component Eligibility

For definition purposes “fire halls” and “fire stations” are considered to be the same / interchangeable.

In general, eligible projects must be associated to infrastructure as a capital asset.

Examples of Eligible Projects may include:	Examples of Ineligible Items may include:
• New fire hall (building) for housing fire-fighting apparatus and staff (may include attached dorms, basic training facilities and administration areas) • Retro-fit and modernization of existing firehalls and attached building space • Acquisition of a fire-truck as a capital asset when associated to a new infrastructure project or retro-fit	• Routine repair and maintenance expenditures • Acquisition or replacement of fire trucks or other vehicles as a standalone project • Personal protective equipment (PPE) and gear • Fire Hydrants • Communications Devices (e.g. : Cell phones, radios, pagers)

From: [Mark McLean](#)
To: [WWH Council](#)
Subject: Fwd: Etter Road Extension
Date: Monday, March 28, 2022 9:01:40 AM

Get [Outlook for iOS](#)

From: **Sent:** Monday, March 28, 2022 8:53:14 AM
To: Abraham Zebian; Mark McLean; melissa.mlaoffice
Subject: Etter Road Extension

Caution

This email comes from an outside sender. Verify the sender and use caution with any requests, links or attachments.

Good morning,

I wish to start a dialogue about Etter Road Ext in Brooklyn West Hants. We did correspond in 2021 about the status of that road. Melissa you were not yet elected so not part of those conversations. From what I understand Etter Rd Ext is a J Class Road. As such we would not be eligible for provincial paving but a cost share with the province and the municipality. This was recently brought before council and was voted down to my understanding. If that happened what was the reasoning?

We have fabulous service from Dept of Transportation here - our road is cleared well in the winter I feel. They also fill potholes when called and made aware of them. If this is a J class road should it be the municipality assuming these roles?

Was this road always a J-class road? Are there original development agreements that state this? Similar subdivisions in Falmouth (which are paved) and pay the same amount of taxes were they paved by the developer? Are these original documents for our community readily available? Subject to FIPOP? Neighbours do describe when actual pavement was on the road and if you wish I will work with them to produce the old photos of this.

Basically what are our options here to improve the road? If Etter road is provincial can we get on the paving list for that? It is awful at the bottom by BellaRoma and not much better going up from the Bread Gallery. It is a weaving experience on the road to avoid the potholes and many people with caution walk on our road. If council has not agreed to consider a cost share are we really left with no options but to let our road decay? There were monies announced for rural roads - do we qualify for any of that?

I am looking forward to your response on what can be done to improve the driveability and walkability of our road. Please hit reply all with your answers. I will be including everyone in my response.

Thanks,
Andrea Parker

From:
To: [PublicOnlyCouncilEmail](#)
Subject: Correspondence
Date: Wednesday, March 30, 2022 9:46:12 AM

From:
Bulk Water Carriers

We need your help to right a wrong. On September 30, 2021, we received letters from Rhonda Brown, our revenue service coordinator for West Hants telling me the rate for purchasing **Bulk water in our area will increase by more than 2.5 times on November 1st, 2021**

Our current rate is \$7.50 per 600 gallons, new rate is now \$7.20 for 220 gallons. There was no explanation for this huge increase. The current rate for bulk water purchase has been in place since June 2014. Why was the public not told this? And they only hear it from a bulk water carrier!

Our bulk water trucks will soon use key fobs, not tokens to purchase the water. Yet other communities use key fobs as well and their rates are not higher. The new access location for bulk water is not the reason for this huge increase as it was created to share water between the communities of Windsor and Falmouth. “Decisions made by our previous councillors might have had affected this new rate decision” as our Mayor Abe Zebian told us and must now be implemented by current councillors.

If this matter is not resolved, most bulk water customers will pay more money to bring potable water into their homes during the warm season then they will pay to heat their homes in the cold

season, not to mention the rising fuel costs!

Other Nova Scotia communities have not raised their bulk water rates, not Bridgewater, East Hants and even Halifax and Halifax have decided to NOT go ahead with an increase in cost for water rates.

As soon as possible, **please call Mayor Zebian 9027901566 or email allcouncil@westhants.ca and tell them this bulk water rate increase is unacceptable!**

Get [Outlook for iOS](#)

From:
To:
Subject: Fwd: Exit 6 - Downtown Windsor Detour
Date: Monday, April 4, 2022 6:42:20 PM

From: Mark Wainman
Date: April 4, 2022 at 1:52:47 PM ADT
To: Mark Phillips <[mphillips](#), [azebian](#), [lmurley](#), Jim Ivey, [Kody.Blois](#)
[melissa.mla](#), Adrienne Wood **Subject:** Exit 6 - Downtown Windsor Detour

Caution

This email comes from an outside sender. Verify the sender and use caution with any requests, links or attachments.

Good morning

This email is copied to members of all levels of government with jurisdiction over the downtown Windsor regional of the West Hants Regional Municipality as well as the Windsor Township Business Association.

I'm writing to you from a position of both employment, business ownership, and residency in Windsor. I live and own my home/property on Crossley Court in Windsor. I own, with my wife, Sequels Fashion Boutique on Gerrish Street, and I consult/oversee the Spitfire Arms Alehouse, Hole in the Wall Restaurant, and several residential and commercial real properties in downtown Windsor and the surrounding area. I also serve as the president of Quick As A Wink Theatre Society in Windsor, where I have been a board member since 2014.

The topic of my correspondence is the 18 +/- month closure of the East bound off-ramp on Highway 101: Exit 6, to the Downtown Windsor core, the negative short-term impact this may have on businesses, and some considerations for minimizing the negative impact.

As I write this, I feel it important to state that I understand highways are under the provincial jurisdiction and therefore much of this email may seem to be directed

at Melissa, but I do believe there are some actions that can be taken from all levels of government, in conjunction with the business association for the area, to minimize the impact of the closure.

My concern is rooted not in the closure itself, as I believe the long-term impact of twinning the 101 through the area will have many positive impacts on our region, but rather my concern is around the increased possibility of the downtown businesses losing traffic due to the nature of the detour in place.

I drove to Hantsport on the 101, turned around and returned east-bound to Windsor, looking for signage of the detour, and early indicators that I would need to choose an alternate route to access downtown Windsor. The first indication is a large message-board electric sign that alternates between "Exit 6 closed. Use Exit 5A" or something along those lines. This sign is well-enough back to alert drivers that they will need to access downtown Windsor from an alternate route. The next sign, and only other early warning, is at Exit 6 and is a standard detour marker suggesting travellers should continue on the 101, straight ahead. Following the detour markers, travellers are guided to Exit 5A, where they take the off ramp, are directed to Wentworth Road where they take a left toward the roundabout, and then follow the signs around until they are directed to get back on the 101 heading West-bound until they can then hop off the highway at exit 6's west-bound off ramp.

That detour works: it will allow a traveller unfamiliar with the area to find their way downtown, however, the detour allows for confusion, and more concerning, this detour by-passes downtown and spits travellers out at another business district.

I'll first address the confusion aspect: I understand there are several civil engineers and planners who design the detours and plan this twinning project. I also understand this one small detour is of little consequence to their overall project scope. The fact is, the detour, if followed, works fine. I'm not a civil engineer or a planner and I cannot speak to the efficacy or appropriateness of the detour. I can only assume it's the correct detour for the project. As a life-long resident of the area, I can say that accessing downtown Windsor is easier from Exit 7, so much so that I often take Exit 7 in my own travels to access the downtown, even when Exit 6 is open and fully accessible. I'm not suggesting the detour be changed, and I have no grounds on which I could argue it be changed. However, I do believe offering an "Easiest Route to Downtown Shopping and Restaurants" is a project that we should all consider.

Next I can address the "spitting travellers out in another business district" aspect of the detour. First, Unfamiliar travellers who end up getting off the east bound Exit 5A off-ramp will be greeted immediately with several eating establishments providing a simple alternative to continuing the detour back to their original eating destination in the downtown core. I spent most of my early career working in the Wentworth Road business district. I know the business owners in that district, and I hope this detour allows for an increase in traffic flow for them. My current interests, however, are for the businesses that may lose traffic. I feel quite confident that the closure of Exit 6's east-bound off ramp will

have no direct negative impact on the Wentworth Road district. I do, however, feel that the district does have the potential to capture an unknown segment of the detouring traffic originally destined for the downtown core, creating a potential loss for the downtown businesses. Addressing this concern from the downtown core will not negatively impact the Wentworth Road district, but could potentially reduce the positive impact created off the backs of the downtown business owners. We'll call it a win-win: Wentworth Road will still get some positive impact from the detour, and the downtown businesses will suffer less of a loss.

Coming out of two years of COVID impacts, many businesses (often small businesses) have suffered, as we all know. Quick As A Wink Theatre hasn't had a live performance since January 2020 and won't until September 2022, with a full season being pushed to 2023. Sequels and other retail sites were forgotten during the omicron wave, losing eligibility to benefit from the Small Business Impact Grant (or its successor), despite similar health restrictions imposed on their businesses as the still-eligible hospitality and tourism industries, and despite deep losses in foot traffic and sales. Restaurants have had to shutter their own doors for a week or more at a time because the Omicron wave was working through staff, resulting in rolling isolations and, in some cases, not enough staff to keep the restaurant open (Walker's, Hole in the Wall, as examples). Hospitality and tourism industries have clearly suffered for two years with limited travel. Finally, though, the proverbial light is at the end of the tunnel, and restrictions are easing, people are moving about the province, cruise ships are scheduled in port, flights are being added to carriers, and businesses can see hope, and that is good. Unfortunately, for the downtown Windsor businesses, this detour has the potential to add 18 months of loss of traffic on top of the two years of COVID restrictions. And, let's face it, there are more ramps that need construction on that downtown exit, and the west-bound off ramp is going to be quite a project with NS Power having to be involved and the impact on Mill Island access. So, this impact could last more than 18 months. I believe the governments can and should support a solution to minimize the impact.

I have some thoughts.

I believe the business association can access, with the help of Kody's office, Melissa's office, our Windsor councillors and mayor, and our CAO's staff, funding and permissions to implement a signage project designed to market shopping, dining, and recreation in Downtown Windsor. Further to that, the project should be aimed at marketing the quickest route and easiest access to these services and shops in the downtown core. Simple language (Fastest Route to the Downtown Shops, Restaurants, and Recreation, take Exit 7), and clean signage in strategic locations, east-bound on the 101 and in Falmouth, would make a world of difference. The signage and the campaign would not be related to or make mention of the Dept of Infrastructure Renewal or of a detour: simply a quicker route to find the goods and services downtown Windsor offers. Bonus positive impact: Falmouth businesses between Exit 7 and downtown Windsor will have more traffic seeing their storefronts.

The business associations cannot pay for this. The businesses themselves cannot pay for this. I believe there are enough funding avenues within the various levels

of government that if they worked with the association, a project like this could be creatively funded. Even the federal government, who has little to do with highway signage, does have a National Historic Site that would be easily accessed by this Exit 7 campaign.

I'd be happy to help the association work with the various offices to find creative solutions to a campaign such as this if there is any interest from council, staff, and/or provincial/federal riding offices.

After two years of businesses hanging on, there is something simple the three governments can do to make sure no businesses are left behind in the rebuild, and it will be a lot more forward-gazing and long-term than slapping cash down to replace lost sales (although, Melissa, I'm sure the forgotten small retail sector would be happy to receive the same help they got with the earlier SBIGs).

Thank you for taking the time to read my correspondence and I thank you in advance for taking the required action to address these concerns.

Thanks

Mark

--

R. Mark Wainman, MBA
Chief Operating Officer
R&D Dunham Holdings Ltd

Hon. Tim Houston, Premier
Hon. Allen MacMaster, Deputy Premier, Minister Finance & Treasury Board
Hon. Pat Dunn, Minister Communities, Culture, Tourism and Heritage
Hon. Karla MacFarlane, Minister of Community Services
Hon. Kim Masland, Minister of Public Works
Hon. Steve Craig, Minister of Fisheries and Aquaculture
Hon. Michelle Thompson, Minister of Health and Wellness
Hon. Greg Morrow, Minister of Agriculture
Hon. Susan Corkum-Greek, Minister of Economic Development

cc. Melissa Sheehy-Richard, MLA West Hants
cc. Kody Blois, MP Kings-Hants
cc. Abraham Zebian, Mayor West Hants Regional Municipality

FOR IMMEDIATE ATTENTION

Honourable Tim Houston - Premier, et el.

I am writing to you, as a follow up regarding Lake Pisiquid in Windsor, NS. Government decisions have already resulted in the loss of our lake in our community and continue to put our Pisiquid Canoe Club not-for-profit community business at risk of imminent and permanent closure.

Our organization has engaged consultant services of Dr. Shelley MacDougall, Ph.D. to investigate short-term and permanent relocation options facing the Pisiquid Canoe Club. Our Board of Directors has evaluated our options and has deemed an existing property available on Zwicker Lake as our best and most economical option for short-term relocation, and quite possibly the only option for long-term, or short term survival of the club.

As mentioned in our last letter copying Hon. Mr. Houston and MLA Richard, there is a private-sale property in Upper Vaughan with immediate lake access available for our canoe club. We plead that your government expedite acquisition of this property as a mitigation effort to accommodate the continued operation of community-based business. Value of the land resources have been estimated at \$350,000 for this 6.5-acre property. Through land procurement, the province would likely hold the deed to the subject property (or similarly transferred to the West Hants Regional Municipality), therefore limiting any financial risk to the province.

This property has the majority of outbuildings to accommodate our immediate and short-term needs. It would serve as an adequate solution, with federal funding available to execute the value of the structures on the property, estimated at \$900,000-\$950,000 for the site buildings. ACOA is unable to process full property acquisition as by policy they are not able to purchase land. ACOA representatives have already scoped potential sites for relocation of our business and have already deemed this property the ideal location. Preliminary assessments have already been independently performed to confirm that the property is suitably valued at its' \$1.25M purchase price. Beyond the turnkey availability of the property, just lack of a race course would prevent this location of being poised and ready to host a National Sprint Championship (Hosted by the Region on a rules mandated 6 year rotation) – over 1200 athletes representing 45 clubs from all provinces and territories, and ready on spec to host all manner of other paddle sport events!

We have copied multiple department ministers on this letter, as this issue spans multiple departments that all ultimately hold a stake in this ongoing community issue. The sport of paddling is one of only three (3) officially recognized indigenous sports in the country (paddling, archery and lacrosse). Pisiquid Canoe Club is the only active sprint canoe/kayak club outside of Halifax, making us the only

rural club in the province – through the force and hard work of it's members, the only successful club outside the Central Region. The displacement of our club is a direct result of infrastructure investments for Highway Twinning public safety and is influenced directly by joint decisions of our Public Works, Fisheries and Agriculture departments.

We honestly feel that this request for support is not unlike to the efforts that have been made to ensure Ski Martock were able to continue their operations for the 2021/22 season.

The Zwicker Lake property is fully accessible and requires little to no adaptation to . As I read in the news today, the Province of Nova Scotia is funding \$3M dollars to the Banook Canoe Club for elevators and modernization, with additional funding pending for Abenaki Canoe Club, Orenda Canoe Club as well as \$3M going to Cheema Aquatic Club (this being the second round of capital funding for Cheema over the past 10 years, totaling almost \$6M in total funding), and with \$5M-\$6M more going to the Maskwa Canoe Club and Sack-a-wa Canoe Clubs all within the past 7-8 years... funding directed only, and entirely to Halifax based (Central Region) programs. Funding by the way that will not build or save programs, simply renew or enhance already existing programs.

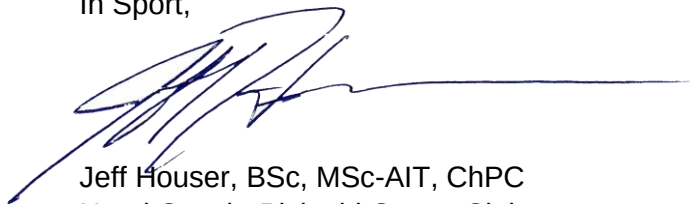
Meanwhile, the Pisiquid Canoe Club is in jeopardy of closing our doors because the province is unable expedite approximately \$350K of funding required to solve a problem that was forced upon us by the draining of Lake Pisiquid without any prior mitigation in place. But rather than pointing fingers, we ask for the timely support of all levels of government to make Pisiquid Canoe Club whole and keep our club and this historically indigenous sport intact within our community. The club is in severe jeopardy of having to close the doors permanently just as 2022 season programs are slated to begin.

As a former Head Coach of the Banook Canoe Club, I don't wish to be too derisive or the value of install elevators in a 95 year old building that is already – through previous targeted grants – fully accessible a 50 years community investment in Pisiquid may wither and die.

This matter is of the utmost urgency;

The owner of the Zwicker lake property has given our program situation some deference and held back on officially listing the property for sale – he has however, indicated that this cannot continue for too much longer and there is considerable risk the property would sell quickly. There are no other properties currently available that would accommodate our needs. Estimated costs identified by Dr. S. MacDougall have demonstrated that purchasing a vacant property to rebuild the Pisiquid Canoe Club from scratch, would be more than \$1 million higher (estimated \$2.5M+ to rebuild the club from scratch and a timeline that would likely force cancellation of 2022 programs) than the cost to purchase this available property with user-ready facilities, outbuildings and grounds for our athletes.

In Sport,

A handwritten signature in blue ink, appearing to read 'J. Houser', followed by a long horizontal line extending to the right.

Jeff Houser, BSc, MSc-AIT, ChPC
Head Coach, Pisiquid Canoe Club

On behalf of the Board of Directors, Pisiquid Canoe Club

From: [kathrin.winkler](#)
To: [PublicOnlyCouncilEmail](#); [Abraham Zebian](#)
Subject: #1792Project: Request for Proclamation or Recognition for 230th Anniversary
Date: Tuesday, April 5, 2022 10:49:19 AM

Caution

This email comes from an outside sender. Verify the sender and use caution with any requests, links or attachments.



Dear Mayor Zebian, CAO ,and Council,

Thank you for your ongoing leadership and commitment to the community. This is a followup on behalf of the #1792Project and our request to you, as Mayor and Council is to **undertake a motion and/or proclamation to recognize this year as the 230th anniversary** of a remarkable exodus that can claim not only to be the first, but the largest single exodus of African descendants returning to the continent of Africa.

We are inviting high school students in your municipality to participate in this educational project and as a part of that invitation we are including the local proclamations and acknowledgements of the 230th anniversary year. Students throughout the province have submitted over 500 letters to date and representation by students in your area is so important. We are certain that students will be interested in connecting history and education to their own municipal government in this way.

As we have mentioned previously, the courage to take this sea journey to Sierra Leone at the height of the trans-Atlantic chattel slave trade is without precedent. It is a Maritime story and a Canadian story. The story of 15 ships prepared in the dead of winter - the Lucretia, the Somerset, the Beaver, the Parr, the Venus, the Mary, the Catherine, the Prince William, the Sierra Leone, the Morning Star, the Eleanor, the Felicity, Prince Fleury, the Brothers, and the Betsey. It is a story of resilience of the 1,196 seafarers, and a story of failure of community and government to provide safe haven here on these shores for these Black Loyalists. Just as the Blue Nose and the Titanic, their names should be known by every Nova Scotian!

We are following up on our request. For your information, here is [the link to the celebration](#) on March 10 to mark the arrival of the 15 ships in Freetown, Sierra Leone. Please enjoy watching, but if you are under time restraints we respectfully direct you to the reading of all municipalities in Nova Scotia who have proclaimed (time 1:35 on Youtube) and to Mayor Yvonne Aki-Sawyerr's livestream address(time 55:17 on Youtube).

Our request today are as follows:

1.
That your council undertakes a motion and/or proclamation to recognize that January 15, 2022, the 230th anniversary of the exodus from Nova Scotia to Sierra Leone is an essential part of the history not only of the Maritimes but of all Canadians.
2.
We ask you to share this proclamation so that it can be part of the 2nd Wave of #Project1792. Students in your municipality will receive a copy of the proclamation sent to their school as well as a poster from the Maritime Museum to acknowledge their participation in the “Book of Letters” project.

Please don't hesitate to contact us if your council is open to a presentation or is in need of more information.

Please send proclamations marked **#1792Project** to ***Auburn Drive H.S., 300 Auburn Drive, Dartmouth, NS B2W 6E9.*** **Please share them on social media.** Municipal proclamations will be included in the ‘Book of Letters’.

Sincerely,

#1792Project Karen Hudson, kathrin winkler, Carol Millett Students at Auburn Drive H.S.

Sample Proclamation : Municipal Council and Mayor

Whereas January 15, 2022 is the 230th anniversary of 15 ships departing the harbour of Halifax in 1792, and that the conditions and causes that led to the exodus of 1,196 self liberated Black Loyalists were conditions of abject institutionalized racism and that this departure took place at the height of the transatlantic chattel slave trade one of the cruelest chapters in the history of humanity.

Whereas the recognizes that people of African descent have been a part of Canadian society since the early 1600s and that their enslavement occurred on this land for centuries and that the Black Loyalists departure is linked to the failure of institutional, political and societal will to fulfill the promises that were made to the communities that left for Sierra Leone.

Whereas is committed to promote histories such as the 15 Ships to Sierra Leone that often have been left in a vacuum of erasure. The resources provided for well known monumentation have historically been funded at the expense of those erasures.

Whereas continues to recognize the ongoing significance of the UN Decade of African Descent and the importance of recognizing the history of Black Loyalists in Nova Scotia and how all communities in Nova Scotia continue to be affected by the historic rift of the Black community.

Whereas we recognize that secure housing and land was promised to these early settlers and very few [received what was owed](#). Despite petitions ([by Thomas Peters](#)) the promised land and supplies

were not provided . For many Black Loyalists, shared Mi'kmaq knowledge was key to survival in the first winters. Reparations for injustice is the path forward.

Thereby be it resolved that I, Mayor_____ declare January 15, 2022 the Day of Black Loyalist Exodus: 15 Ships to Sierra Leone #1792Project and that we mark this year as the 230th anniversary of the 15 Ships to Sierra Leone #1792Project.

in peace and friendship
kathrin

I acknowledge that we are in Mi'kma'ki, the ancestral and unceded territory of the Mi'kmaq People. This territory is covered by the "Treaties of Peace and Friendship" which Mi'kmaq and Wolastoqiyik (Maliseet) Peoples first signed with the British Crown in 1725. The treaties did not deal with surrender of lands and resources but in fact recognized Mi'kmaq and Wolastoqiyik (Maliseet) title and established the rules for what was to be an ongoing relationship between nations.

As descendants of Africans stolen from their homeland of Africa, Black Nova Scotians are owed reparations for centuries of inter-generational trauma from anti-Black racism rooted in chattel slavery, and for the systemic denial of opportunities to create wealth. Both continue to the present day.

White people benefit from these wrongs and as such have a responsibility to do their part to right these wrongs. We all will be stronger. Be brave.

We can't afford to do anyone harm

Because we owe them our lives

Each breath is recycled from someone else's lungs

Our enemies are the very air in disguise

Ani Difranco, Looking for the Holes

Fort Edward Lands Correspondence as of April 6, 2022

First Name	Last Name	Correspondence	Meeting/Logged
Theresa	Newcombe	11/23/2021	2022-03-22 Council
Gary	Nelson	12/17/2021	2022-01-11 COTW
Lisa	Bland	12/17/2021	2022-01-11 COTW
John	Wilson	12/21/2021	2022-01-11 COTW
Gary	Nelson	1/11/2022	2022-01-25 Council
Andrea	Moore	1/21/2022	2022-01-25 Council
Valerie	Newcombe	1/21/2022	2022-03-22 Council
Gary	Nelson	1/26/2022	2022-02-08 COTW
Sara	Brothers	1/19/2022	2022-01-25 Council
Dawn	Allen	1/17/2022	2022-01-25 Council
Marty	Fougarty	2/5/2022	2022-03-22 Council
Dr. Gordon	Haliburton	2/14/2022	2022-03-08 COTW
Theresa	Newcombe	3/11/2022	2022-03-22 Council
Marie	Claude-Roiux	3/9/2022	2022-03-22 Council
Barbara	Gallagher	No Date	2022-03-22 Council
Roland	Newcombe	1/20/2022	2022-01-25 Council
Liz	Galbraith	12/16/2021	2021-12-16 COTW
Mary Lou	Bennet	12/13/2021	2021-12-16 COTW
Jean	Scotney	2/25/2022	2022-03-22 Council
Denise	Forand	3/16/2022	2022-03-22 Council
Jonathan Fowler	Fowler	3/13/2022	2022-03-22 Council
Heather	Pick	3/17/2022	2022-03-22 Council
Wanda	Donelle	2/22/2022	2022-04-12 COTW
Teresa	Newcombe	3/22/2022	2022-04-12 COTW
Patti	Quinn	3/22/2022	2022-4-12 COTW
Martin	Theberge	4/6/2022	2022-04-12 COTW

From: [Wanda Donelle](#)
To: [PublicOnlyCouncilEmail](#)
Subject: Former Centennial Pool Properties
Date: Tuesday, March 22, 2022 4:09:42 PM

Caution

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I'm adding my voice to those whom wish to NOT to see the property sold for development.

The property needs to be kept and advantage taken of the potential for expanding on the historical importance of Fort Edward.

Wanda (Burgess) Donelle

Sent from my iPad

March 22/2022

To: Windsor West Hants

Re: Zoning of Land on Ft. Edward St.



Please add this addition to the letters I've previously written, and consider them all in your meetings and decisions. This new note is necessary to clarify my position in light of possible new information. I've noticed survey markers along the Ft Edward St. properties that each say 'Property Line', giving the appearance of (3) three properties (the former wading pool, the former big pool, the original old parking lot.)

Whether this land is divided into one, two, three or any number of lots, I want to see all this land remain, or be returned to, community use, Open Land Zoning.

To be clear I refer to all the land, bounded by Ft Edward National Historic site on the North, 53, 73 and 81' King St on the South, Ft Edward St on the East, and Collett St on the West. Please keep All this land for Community Use.

Thank you, Teresa Newcomb
Teresa Newcomb

From:
To:
Cc: [PublicOnlyCouncilEmail](#); [WWH Council](#)
Subject: Re:
Date: Tuesday, March 22, 2022 2:47:27 PM

On Mar 21, 2022, at 12:37 PM,

Caution

This email comes from an outside sender. Verify the sender and use caution with any requests, links or attachments.

Rezoning of Fort Edward.

Sent from my Bell Samsung device over Canada's largest network.

Just wanted to share my concerns about the Rezoning of the lands at Fort Edward to be sold. I am against this and think that Windsor should retain our access to our historic Fort and land for our citizens and tourists.

Patti Quinn

SUBJECT : Potential sale of two municipal plots adjacent to Fort Edward

Mr. Mayor,
Members of the Council and of the Planning Committee,

Like the Fédération Acadienne de la Nouvelle-Écosse (FANE), the Société Nationale de l'Acadie (SNA), which represents Acadians in the Atlantic region and around the world, is very worried about your decision to sell two parcels of land located next to Fort Edward.

As the Phase 1 archaeological assessment of the site clearly states, " these properties very likely contain archaeological resources associated with Mi'kmaw, Acadian, and British activities dating from the early colonial period and possibly earlier."

The above report also recommends that you commission a Phase 2 archaeological assessment. Like the FANE, the SNA hopes that your board will follow this recommendation in the interest of all concerned.

It also seems to us that the archaeological, historical and therefore tourism potential of Fort Edward far outweigh the commercial appeal of these two parcels of land. In just two years, the Congrès Mondial Acadien will be held in the Clare-Argyle region. During the summer of 2024, tens of thousands of Acadians from around the world will pass through your municipality on their way to this event. The site of Fort Edward, properly developed and promoted, could serve as an interesting stopover for the CMA participants in search of their history and roots, just like Port Royal or Grand-Pré, thus bringing significant economic benefits to your municipality that would go on far beyond 2024.

We therefore hope that you will take into account our legitimate concerns regarding the future of this land of such high significance for the Acadian people, and that you will choose to develop it for the benefit of all.

Yours truly,



Martin Thérberge
Président, Société Nationale de l'Acadie

Combined Overflow System Correspondence as of April 6, 2022

First Name	Last Name	Date Received	Meeting/Logged
Katherine	MacLeod	10/27/2021	2022-01-11 COTW
Katherine	MacLeod	10/28/2021	2022-01-11 COTW
Carrilee	Eddy	3/13/2022	2022-03-22 Council
Anna	DeNicola	3/12/2022	2022-03-22 Council
Darren	Porter	3/13/2022	2022-03-22 Council
Ellen	Hart	3/13/2022	2022-03-22 Council
Jennifer	Davidson	3/13/2022	2022-03-22 Council
Felicia	McNeil	3/14/2022	2022-03-22 Council
Darren	Porter	3/15/2022	2022-03-22 Council
Susie	Smith	3/15/2022	2022-03-22 Council
Carol	Bradley	3/17/2022	2022-03-22 Council
Felicia	McNeil	3/21/2022	2022-04-12 COTW

From: [Abraham Zebian](#)
To: [Felicia MacNeil](#)
Cc: [PublicOnlyCouncilEmail](#); [WWH Council](#)
Subject: Re: Sewage. Come smell.
Date: Monday, March 21, 2022 4:39:56 PM

On Mar 21, 2022, at 4:21 PM, Felicia MacNeil

Hi there,

Thank you for those for have reached out regarding my initial e-mail.

I'm following up as it's quite ironic that the sewage must have been dumped into Lake Pisiquid within the last 12 hours, same time it happened to rain. Hmmm... Interesting. The rain isn't diluting the smell! Just so you know...

Know how I know the sewage was dumped? It's coming up through our pipes again! It's faint inside right now, but let me tell you... it's disgusting outside! I highly recommend, encourage even... Come smell! Seriously. Come outside and smell.

Just stand outside..... Albert Street. On the side where the physiotherapy place is. Take a sniff.

Now imagine that very smell coming up through your pipes, in the window cracks, any entrance it can, into your home.

Creeping slowly.

Increasing in potency, slowly but surely.

Then waking up out of your sleep because its gets so concentrated.

Just curious. Whos going to pay for the power increase because of the air purifiers? What if it becomes no longer tolerable/inhabitable once it gets more concentrated in our home? Do you know who's going to pay for hotel accomodations? Loss wages because I work from home and would have to vacate due to environmental health reasons. My daughter not being able to sleep in her own room?

The most logical solution is to not dump sewage in the lake unless the odor is contained to a reasonable degree.

This madness must end. I'm writing to you now before my home becomes a hot zone because of this negligence.

Yours truely;

Felicia MacNeil

Cell

Correspondence Sent as of April 6, 2022

[illegible]



WEST HANTS REGIONAL MUNICIPALITY REPORT

Information ☐	Recommendation X	Decision Request ☐	Councillor Activity ☐
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To: Mayor and Council

Submitted by: Madelyn LeMay, Director, Planning and Development

Date: April 12, 2022

Subject: Dog Tags and Fees (4th Report)

1.0 LEGISLATIVE AUTHORITY

s 175 MGA

2.0 HISTORY

Discussion and recommendations based on earlier reports were made at PAC/HAC meetings held on July 8, 2021, January 13, 2022 and February 10, 2022.

3.0 RECOMMENDATIONS

... that Committee of the Whole recommends that Council approve the Dog By-law for the Region of West Hants attached as Appendix B to the report entitled Dog Tags and Fees (3rd Report) dated February 10, 2022.

...that Committee of the Whole recommends that Council replace all fees related to dog tags within the Fees policy with the fee schedule shown in Appendix C of the report entitled Dog Tags and Fees (3rd Report) dated February 10, 2022, with the change in fees being effective on the date the Regional By-law is effective.

4.0 BACKGROUND

Property ☐	Public Opinion ☐	Environment ☐	Social X	Economic ☐	Councillor Activity ☐
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At the July 8, 2021, January 2, 2022 and February 10, 2022 PAC/HAC meetings there was considerable discussion about the cost and reasons for dog tags.

5.0 DISCUSSION

5.1 Proposed Changes

The changes which are to be incorporated in the Regional Fees Policy and the draft Regional Dog By-law include:

- requirement for a lifetime registration for all dogs;
- no annual registration for individual dogs;
- reduction in registration costs to \$15.00 and the cost to be the same for all types of dogs;
- any owner purchasing a lifetime tag between January 1, 2022 and the effective date of the Regional By-law be refunded a flat \$50.

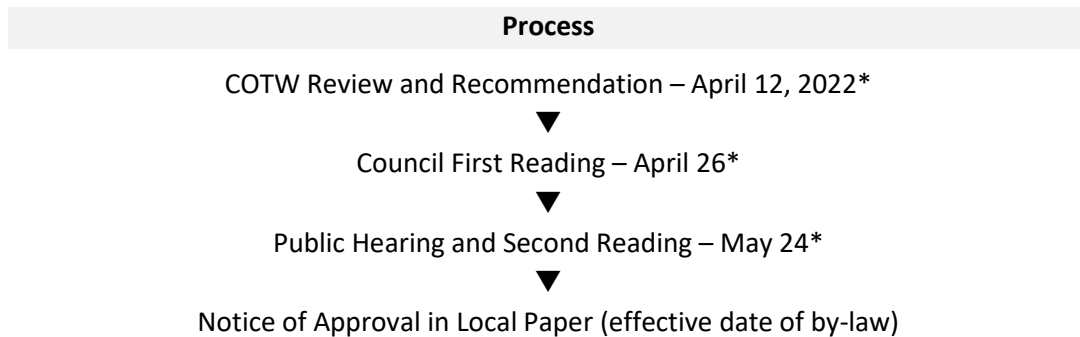
6.0 NEXT STEPS

The usual process for each of the policy and by-law is required, as follow:

Fees Policy: MGA s. 48

Recommendation from COTW to Council; consideration and decision by Council

Dog By-law: MGA s. 168 & 169



*anticipated dates; final dates set by Council

7.0 FINANCIAL IMPLICATIONS

Any of the recommended changes will have minimal financial impact on WHRM. No lifetime tags have been sold so far in 2022.

8.0 ALTERNATIVES

COTW may determine it does not wish to make recommendations regarding fees related to dogs.

APPENDICIES

Appendix A 2022-02-10 Dog Tags and Fees Report

CHIEF ADMINISTRATIVE OFFICER REVIEW

I support the recommendation.

Report Prepared by: _____
Madelyn LeMay, Director of Planning and Development

Report Approved by:  _____
Mark Phillips, Chief Administrative Officer



WEST HANTS REGIONAL MUNICIPALITY REPORT

Information ☐	Recommendation X	Decision Request ☐	Councillor Activity ☐
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To: Planning and Heritage Advisory Committee

Submitted by: Madelyn LeMay, Director, Planning and Development

Date: February 10 2022

Subject: Dog Tags and Fees (3rd Report)

1.0 LEGISLATIVE AUTHORITY

s 175 MGA

2.0 HISTORY

Discussion and recommendations based on earlier reports were made at PAC/HAC meetings held July 8, 2021 and January 13, 2022.

3.0 RECOMMENDATIONS

Should PAC/HAC wish to recommend a Dog By-law for the Region and changes related to dog tags in the Regional Fees Policy, the following motions would be in order:

...that PAC/HAC recommends that COTW recommend that Council approve the Dog By-law for the Region of West Hants attached as Appendix B to the report entitled Dog Tags and Fees (3rd Report) dated February 10, 2022.

... that PAC/HAC recommends that Committee of the Whole recommend that Council replace all fees related to dog tags within the Fees policy with the fee schedule shown in Appendix C of the report entitled Dog Tags and Fees (3rd Report) dated February 10, 2022.

4.0 BACKGROUND

Property ☐	Public Opinion ☐	Environment ☐	Social X	Economic ☐	Councillor Activity ☐
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At the July 8, 2021 and January 2, 2022 PAC/HAC meeting there was considerable discussion about the cost and reasons for dog tags.

The draft Regional Dog By-law and amendments to the Regional Fees Policy have been drafted in response to these discussions. A comparison of the present Windsor Dog By-law, West Hants Municipality By-law and the proposed draft Regional By-law appears in Appendix A.

5.0 DISCUSSION

5.1 Proposed Changes

The changes to be incorporated in the Regional Fees Policy and the draft Regional Dog By-law include:

- requirement for a lifetime registration for all dogs;
- no annual registration for individual dogs
- reduction in registration costs to \$15.00 and the cost to be the same for all types of dogs;
- where they are available, lifetime tags are now \$75 for an individual dog; By-law and Planning staff recommend that all memberships purchased from January 1, 2022 until the time the Regional By-law is in force be refunded a flat \$50 at the owners request. Between January 1, 2022 and the date of writing, no lifetime tags had been issued.

5.2 Fee Structure

The present fee structure within the Fees Policy is:

WH D-003 Dog By-law (effective April 1, 2018)	Section 2 (d) Annual Registration Fee	\$15.00 Spayed or Neutered \$30.00 Non-Spayed or Neutered
	Section 3 (a) (iii) Lifetime Registration Fee	\$75.00
	Section 4 (b) Annual Kennel Registration fee	\$45.00
	Section 2 (h) Replacement Tag Fee	\$7.50
	Section 9 (b) Fees associated with impoundment, board, food, care and veterinary	Actual costs incurred
	Community of Windsor	\$10 for dogs that are spayed or neutered \$14 for dogs that are not spayed or neutered

The proposed fee structure (Appendix A) is:

Regional Dog By-law (not yet enacted)	Section 5.1 Registration Fee	\$15.00 all dogs
	Section 5.2 Annual Kennel Registration fee	\$45.00
	Section 3.5 Replacement Tag	\$7.50
	Section 9.2 Fees associated with impoundment, board, food, care and veterinary costs	Actual costs incurred

6.0 NEXT STEPS

Once a recommendation is made to Committee of the Whole, the usual process would be followed for both the policy and by-law, as follow:

Fees Policy: MGA s. 48

PAC/HAC recommendation to COTW; consideration by Council; decision by Council

Dog By-law: MGA s. 168 & 169

PAC/HAC recommendation to COTW; First Reading: 2 notices; public hearing; decision by Council; notice of adoption (effective date of by-law)

7.0 FINANCIAL IMPLICATIONS

Any of the recommended changes will have minimal financial impact on WHRM.

8.0 ALTERNATIVES

PAC/HAC may determine it does not wish to make recommendations regarding fees related to dogs.

APPENDICIES

Appendix A Comparison of Existing Dog By-laws and Draft Dog By-law for WHRM

Appendix B Draft Dog By-law for WHRM

Appendix C Proposed Fee Schedule

Material Contributed by: Ryan Parker and Shawn Levy, By-law Enforcement and
Sara Poirier and Alex Dunphy, Planners

Report Reviewed by: _____
Carlee Rochon, Director, Finance

Appendix A
Comparison of Existing Dog By-laws and proposed Regional By-law

WEST HANTS	WINDSOR	PROPOSED REGION BY-LAW
WHEREAS Section 172 (1) of the Nova Scotia <i>Municipal Government Act</i> (MGA) provides Municipalities with the power to make by-laws, for Municipal purposes, respecting the health, well-being, safety and protection of persons; the safety and protection of property; the regulation of businesses and respecting nuisances, activities and things that, in the opinion of Council, may be or may cause nuisances, including noise; and	Section 172 (1) (a), (b), and (d) of the Nova Scotia Municipal Government Act (MGA) provides municipalities with the power to make bylaws, for municipal purposes, respecting the health, well-being, safety and protection of persons; the safety and protection of property; and respecting nuisances, activities and things that, in the opinion of council, may be or may cause nuisances, including noise.	
WHEREAS Section 174 (f) of the MGA provides Municipalities with the power to make by-laws respecting wild and domestic animals and activities in relation to them; and	Section 174 (f) of the MGA provides municipalities with the power to make bylaws respecting wild and domestic animals and activities in relation to them.	
WHEREAS Section 175 of the MGA provides Municipalities with the power to make by-laws specifically pertaining to dogs; and	Section 175 of the MGA provides municipalities with the power to make bylaws specifically pertaining to Dogs.	
WHEREAS Section 176 of MGA provides Peace Officers with the power to make application for a warrant to search and seize a dangerous dog; and		
		1. TITLE
WHEREAS the Municipality of West Hants does not subscribe to nor endorse Breed Specific Legislation in relation to its Dog By-law;		
		This By-law is made pursuant to the Municipal Government

		Act, Chapter 18 of the Acts of 1998 as amended from time to time.
-	The Town of Windsor’s Dog Bylaw works in conjunction with the <i>Nova Scotia SPCA’s Standards of Care</i> as are in effect from time to time.	This By-law shall be administered in accordance with the Municipal Government Act, R.S.N.S. 1989.
NOW THERE BE IT ENACTED AS FOLLOWS:		
DEFINITIONS		2. DEFINITIONS
In this By-law, the following words and phrases shall have the following meanings:		In this By-law, the following words and phrases shall have the following meanings:
“Apprehend” means to take an animal into custody without a warrant;		
“Attack” means to injure, scratch or bite, or to commit an assault resulting in real or perceived injury to another person or animal;		Attack means to injure, scratch or bite, or to commit an assault resulting in real or perceived injury to another person or animal;
“Bite” means wound, pierce, or penetration of the skin by a tooth or teeth;		Bite means wound, pierce, or penetration of the skin by a tooth or teeth;
	Clerk means the Clerk of the Town of Windsor;	
	Deputy” means a person named by the CAO, Clerk, and/or Council, as a Deputy Registrar of Dogs;	
“Dog” means any dog, male or female, or any animal that is the result of the breeding of a dog and any other canine animal;	Dog means any dog, male or female, or an animal that is the result of the breeding of a dog and any other animal;	Dog means any dog, male or female, or any animal that is the result of the breeding of a dog and any other canine

		animal;
“Dog Control Officer” includes a person appointed as such by the Council, and in the absence of such person a temporary replacement designated by the CAO, and includes the Pound Keeper, Special Constables and, all other Peace Officers responsible for providing policing services within the Municipality when they are engaged in dog control activities in an emergency or as a support to another Dog Control Officer;	“Bylaw Enforcement Officer” means a person named by the CAO, Clerk, and/or Council as an Officer to enforce bylaw compliance for the Town, and may have other titles such as, but not limited to, Constable, Peace Officer or Animal Control Officer;	By-law Officer means a person appointed by Council, and in the absence of such person a temporary replacement designated by the CAO, including the Pound Keeper, Special Constables and all other Peace Officers responsible for providing dog control activities in an emergency or as a support to a By-law Officer;
“Emergency” means a present or imminent event where a Peace Officer or Dog Control Officer believes prompt action must be undertaken to protect the health, safety or welfare of people and/or animals;	“Emergency” means a present or imminent event where a Constable, Peace Officer or Bylaw Enforcement Officer believes prompt action must be undertaken to protect the health, safety or welfare of people and/or animals;	Emergency means a present or imminent event where a Peace Officer or Dog Control Officer believes prompt action must be undertaken to protect the health, safety or welfare of people and/or animals;

Fierce or Dangerous Dog” means any dog that, in the absence of a mitigating factor as defined herein: • attacks, or injures a person • attacks or injures an animal other than an insect; • attacks or demonstrates a propensity, tendency or disposition to attack a person or animal either on public or private property; • has caused injury to or otherwise endangered the safety of a person or animal; • with unreasonable ferocity threatens any person or domestic animal; • is owned or harboured in whole or in part for the purpose of dog fighting, or is trained for dog fighting. No dog shall be deemed a “fierce or dangerous dog” solely because it bites, attacks or menaces a trespasser on the property of its owner, harms or menaces anyone who has tormented or abused it, was at the time of its aggressive behavior acting in defense to an attack from a person or animal or acting in defense of its young provided that any such bite, attack or menacing behavior is a reasonable defensive response in the circumstances.	“Fierce or Dangerous” includes a dog: i. which bites or attacks a person or domestic animal; ii. which in a vicious or terrorizing manner, approaches any person in an apparent attitude of attack; iii. known to have a propensity to attack, to cause injury to, or otherwise endanger the safety of human beings or domestic animals; iv. owned or harboured in whole or in part for the purpose of dog fighting;	Fierce or Dangerous Dog means any dog that, in the absence of a mitigating factor as defined herein: • attacks a person • attacks an animal other than an insect; • attacks or demonstrates a propensity, tendency or disposition to attack a person or animal either on public or private property; • has caused injury to or otherwise endangered the safety of a person or animal; • with unreasonable ferocity threatens any person or domestic animal; • is owned or harboured in whole or in part for the purpose of dog fighting, or is trained for dog fighting. No dog shall be deemed a “fierce or dangerous dog” solely because it bites, attacks or menaces a trespasser on the property of its owner, harms or menaces anyone who has tormented or abused it, was at the time of its aggressive behavior acting in defense to an attack from a person or animal or acting in defense of its young provided that any such bite, attack or menacing behavior is a reasonable defensive response in the circumstances.
“Kennel” means a building or structure where four or more dogs over the age of six month are kept, bred, boarded, trained, or groomed, but shall not include a veterinary clinic;		Kennel means a lot, building or structure on or within which four or more domesticated animals are housed, groomed, bred, boarded, trained or sold for monetary gain and does not include a veterinary clinic.
“Leash” means a device used by a person to restrict movement of a dog which is adequate for the effective control by the		Leash means a device adequate for the effective control of the movements of the dog which is used by a person to

accompanying human of the movements of the dog;		restrict movement of a dog.
“Microchip” means an approved Canadian Standard encoded tag implanted into a dog, which contains unique code that permits or facilitates access to an owner’s name address and telephone number, which is stored in the municipal registry;		Microchip means an approved Canadian Standard encoded tag implanted into a dog which contains a unique code that permits or facilitates access to an owner’s name, address and telephone number, which is stored in the municipal registry;
“Mitigating Factor” means a circumstance that reasonably explains and excuses the aggressive behavior or actions of a dog;		Mitigating Factor means a circumstance that reasonably explains and excuses the aggressive behavior or actions of a dog;
“Municipality” means the Municipality of the District of West Hants;		
“Muzzle” means a humane covering device of sufficient strength placed over a dog’s mouth to prevent it from biting;		Muzzle means placing a humane covering device of sufficient strength over a dog’s mouth to prevent it from biting;
“Owner” means any person or body corporate: • who is the licensed Owner of the dog; and/or; • who has legal title to the dog; and/or; • who has possession or custody of the dog, either temporarily or permanently; and/or; • who has care or control of the dog; and/or; • who harbours the dog, or allows the dog to remain on his/her premises. Where such a person is a minor, “owner” includes the parent,	“Owner” of a dog includes a company or any person who possesses, has the care of, has the control of, or harbours a dog and, where said person is a minor, includes a person with custody, care or control of the minor;	Owner means any person or body corporate: • who is the licensed Owner of the dog; and/or; • who has legal title to the dog; and/or; • who has possession or custody of the dog, either temporarily or permanently; and/or; • who has care or control of the dog; and/or; • who harbours the dog, or allows the dog to remain on his/her premises. Where such a person is a minor, “owner” includes the

guardian, or custodian of such a person		parent, guardian, or custodian of such a person.
“Owner of Premises” includes a tenant, occupier, a part owner, joint owner, tenant in common or joint tenant of the whole or any part of the land or building, and in the case of the absence or incapacity of the person having title to the land or building, a trustee, personal representative, an agent, a mortgagee in possession, an attorney under a valid Power of Attorney or a person having the care or control of the land or building;	“Owner of Premises” includes a tenant, occupier, a part owner, joint owner, tenant in common or joint tenant of the whole or any part of land or building, and in the case of the absence or incapacity of the person having title to the land or building, a trustee, personal representative, an agent, a mortgagee in possession, an attorney under a valid Power of Attorney or a person having the care or control of the land or building;	Owner of Premises includes a tenant, occupier, a part owner, joint owner, tenant in common or joint tenant of the whole or any part of the land or building, and in the case of the absence or incapacity of the person having title to the land or building, a trustee, personal representative, agent, mortgagee in possession, attorney under a valid Power of Attorney or a person having the care or control of the land or building;
“Peace Officer” includes a police officer or a special constable;		Peace Officer includes a police officer or a special constable;
“Pound” means such premises and facilities designated by the Municipality as a dog pound for the keeping and disposition of impounded animals;	The Council of the Town may, by Resolution, establish one or more pounds for dogs and may appoint keepers thereof and the Council, may, from time to time, fix by Policy the remuneration of any such keepers and the amount of board to be paid by the owner for keeping a dog which has been impounded.	Pound means any premises or facilities designated by the Region as a dog pound for the keeping and disposition of impounded animals;
“Pound Keeper” means a person appointed as such by the Council, and in the absence of such person a temporary replacement designated by the CAO, and is the person responsible to care for dogs being held and to maintain the cleanliness of the pound;		Pound Keeper means a person engaged by the Region to be responsible for caring for dogs being held and for maintaining a clean environment for the dogs.
		Region means West Hants Regional Municipality
“Registration” means the recording of information regarding a dog for the purposes of issuing a tag pursuant to this By-law.		Registration means the recording of information regarding a dog for the purposes of issuing a tag pursuant to this By-law.

“Running at Large” includes any dog that is off the property of its owner without being under the effective restraint or control of a person;		Running at Large means any dog that is off the property of its owner without being under the effective restraint or control of a person;
“Service Dog” means any dog individually trained to do work or perform tasks for the benefit of an individual with a disability or which is used for search and rescue or law enforcement;		Service Dog means any dog individually trained to do work or perform tasks for the benefit of an individual with a disability or which is used for search and rescue or law enforcement;
“SPCA” means the Society for Prevention of Cruelty to Animals;		SPCA means the Society for Prevention of Cruelty to Animals;
“Seize” means to take a dog into custody pursuant to a warrant;		Seize means to take a dog into custody pursuant to a warrant;
“Tag” means a piece identification issued upon registration as defined in this By-law;		Tag means a piece identification issued upon registration as defined in this By-law;
	Town” means the Town of Windsor.	
	Treasurer” means the Treasurer of the Town of Windsor.	
ANNUAL REGISTRATION		3.0 REGISTRATION

Registration of a dog is required with the Municipality: • within ten (10) days after the person becomes the owner of the dog; • notwithstanding subsection (a)(i), a person who possesses, has the care of, and has the control of or harbours a dog for less than 20 days is not required to license the dog. • notwithstanding subsections (a)(i) and (a)(ii), a kennel used for the purposes of breeding are exempt from registering puppies under the age of twelve (12) weeks. • owners of breeding dogs with litters less than the age of twelve (12) weeks are exempt from annual registration for the puppies, but after twelve (12) weeks subsections (a)(i) and (a)(ii) apply.	Every owner of a dog shall, within ten (10) days of having become an owner, register such dog with the Town and obtain from the Town a tag for such dog. Where the owner of any dog sells or gives it to any other person, the new owner shall register the dog with the Clerk or Deputy and the Clerk or Deputy shall alter the registration of such dog accordingly. When requested to do so, the owner of a dog shall deliver to the Clerk or Deputy a statement in writing of the number of dogs owned or harboured or habitually kept on the premises of the owner, and in the event the owner neglects or refuses to provide the statement within a period of ten (10) business days after having received notice requiring the statement to be provided shall be guilty of an offence.	3.1 Registration of a dog with the Region is required: (a) within ten (10) days after the person becomes the owner of the dog; (b) notwithstanding subsection (a), above, a person who possesses, has the care of, and has the control of or harbours a dog for less than 20 days is not required to license the dog; (c) notwithstanding subsections (a) and (b), a kennel used for the purposes of breeding is exempt from registering puppies under the age of twelve (12) weeks; and (d) owners of breeding dogs with litters less than the age of twelve (12) weeks are exempt from annual registration for the puppies, but after twelve (12) weeks must register the puppies; (e) service dogs must be registered but are exempt from registration fees when the owner has provided: (i) a certificate from the Canadian National Institute of the Blind or the Hearing Ear Dogs of Canada or other proof satisfactory to the Region of the training received by the dog as a service dog; or (ii) a certificate from a qualified health services practitioner indicating that the owner suffers from a disability and requires the use of a dog that is trained to assist persons with such disabilities; or (iii) a certificate or other proof satisfactory to the Dog Control Officer that the dog is used for search and rescue or law enforcement.
Subject to section 3 of this By-law, on or before the 1st day of		

April in each year, the owner of any dog shall register such dog and obtain a tag from the Municipality.	the owner of a dog shall register such dog with the Town and obtain from the Town a tag for such dog.	
Annual registration shall be effective until the last day of March.	Registration shall be effective until March 31 st in the year following the year of registration.	
	Where registration occurs during the year, the annual registration fee shall be pro-rated for the balance of the year.	
2 (d) An owner shall pay the annual registration fee and shall supply the following information: • dog owner's name, civic address, mailing address, and telephone numbers; • the name of the dog; • the description of the dog including its sex, breed, colour, and known or approximate age, spayed or neutered. • at the discretion of the owner, any pertinent information the owner feels may help in identifying the dog such as microchip implants, tattoo, special markings, temperament, inoculations or photograph of the dog.	In order to register a dog, an owner shall pay the annual registration fee and shall supply the Town with the following: (a) name, civic address, mailing address and telephone number of the owner; (b) name and breed of the dog; (c) a description of the dog including whether the dog is male or female, spayed or not-spayed; neutered or not-neutered as the case may be; (d) a photograph of the dog, if requested by the Clerk or Deputy; (e) identification information such as micro-chip implants, tattoos or other special markings, if available; and (f) the name of the veterinary clinic frequented by the dog and veterinary file identification number, if available.	3.2 In order to register a dog, an owner shall pay the required fee and shall supply the following information: (a) name, civic address, mailing address and telephone number of the owner; (b) name and breed of the dog; (c) a description of the dog including whether the dog is male or female, spayed or not-spayed; neutered or not-neutered; (d) a photograph of the dog, if available; (e) identification information such as micro-chip implants, tattoos or other special markings, if available; and (f) the name of the veterinary clinic frequented by the dog and veterinary file identification number, if available.
Service dogs are not exempt from registration but are exempt from annual registration fees when the owner has provided, in the case of a service dog for persons with a disability:	Notwithstanding the provisions of Section 38.03: (a) a dog that is trained to assist and regularly assist a person	

	shall be registered, but is exempt from any registration fee;	
• a certificate from the Canadian National Institute of the Blind or the Hearing Ear Dogs of Canada or other proof satisfactory to the Dog Control Officer of the training received by the dog as a service dog; or • a certificate from a qualified health services practitioner indicating that the owner suffers from a disability and requires the use of a dog that is trained to assist persons with such disabilities; or • a certificate or other proof satisfactory to the Dog Control Officer that the dog is used for search and rescue or law enforcement.		
2 (f) The owner of every dog shall keep on the dog a collar with the tag issued for that dog by Municipality at the time of registration. Such tag shall be kept securely fixed on the dog at all times during the year of current registration.	The owner shall keep the tag issued for the dog securely fixed on each dog owned by him at all times during the year and until he procures a tag for the following year except that a tag may be removed from the dog when the dog is being lawfully used for hunting, herding sheep or during a supervised dog event.	3.3 The owner of every dog shall keep on the dog at all times a collar with the tag issued for that dog by the Region.
The owner shall not use the tag issued for one dog on any other dog.	The owner shall not use the tag issued for one dog on any other dog.	3.4 The owner shall not use the tag issued for one dog on any other dog.
2 (h) When the Municipality is satisfied that a tag validly issued has been lost, and upon payment of a fee, the Municipality shall issue a new tag to replace the lost one.	When the Clerk or Deputy is satisfied that a tag validly issued has been lost, and upon payment to him of a fee set by the Town by Policy, the Clerk or Deputy shall issue a new tag to replace the lost one.	3.5 When the Region is satisfied that a tag has been lost, and upon payment of a fee, the Region shall issue a replacement tag.

		3.6 Every registration and tag shall be effective during the lifetime of the registered dog.
		3.7 Registration and a tag issued under this By-law shall not be transferrable, including not being transferrable between owners or dogs.
2 (i) The Municipality shall keep a record of every dog registered, showing the date and number of the tag, the name and description of the dog with the name and address of the owner and the respective registration category.		3.8 The Region shall keep a record of every dog registered, showing the date and number of the tag, the name, description of the dog and the name and address of the owner.
2 (j) The owner shall notify the Municipality if the ownership or place of residence of the dog changes at any time.		3.9 The owner shall notify the Region if the ownership or place of residence of the dog changes at any time.
2 (k) It shall be an offence to provide false information to the Municipality when registering a dog.		3.10 It shall be an offence to provide false information to the Region when registering a dog.
LIFETIME REGISTRATION		
In order to obtain a lifetime registration tag, the owner shall provide proof microchip has been installed, and the owner shall: • provide the Municipality with the information required in Section 2 (d), and Section 2 (e) as required. • provide to the Municipality the identification number of the microchip attached to the dog; • pay the lifetime registration fee.		
Once the requirements under Section 3 (a) have been provided to the Municipality, the Municipality shall issue a lifetime tag to the owner, and supply the owner with a receipt.		

Every lifetime registration and tag shall be effective during the lifetime of the registered dog.		
Lifetime registration and a tag issued under this By-law shall not be transferrable, including not being transferrable between people or dogs.		
Lifetime registration shall only apply to individual dogs and shall not apply to kennels.		
Sections 2 (f), 2 (h), 2 (i), 2 (j), and 2 (k) shall also apply to lifetime registration and tags with any necessary changes for context.		
KENNEL REGISTRATION		4.0 KENNEL REGISTRATION
	the owner of a kennel of purebred dogs that are registered with the Canadian Kennel Club shall, in each year, pay a fee set by the Town by Policy as a tax upon the kennel for that year and upon payment of such amount, the owner of the kennel is exempt from any further fee in respect to dogs for that year.	
To qualify for a kennel registration, the kennel must: • be registered with the Canadian Kennel Club, or • meet the definition of a Kennel herein; and • be a lawful structure and land use under any applicable land use planning laws or bylaws.		4.1 To qualify for a kennel registration, the kennel must: (a) be registered with the Canadian Kennel Club, or (b) meet the definition of a Kennel herein; and (c) have obtained any required development and building permit.
To obtain a kennel registration the owner of the kennel will pay the annual kennel registration fee and provide the Municipality with the following information:		4.2 To obtain a kennel registration the owner of the kennel must pay the annual kennel registration fee and provide the region with the following information:

- provided information as under Section 2 (d) for each dog; - kennel's owner's name, civic address, mailing address, and telephone numbers; - the maximum number of dogs to be kenneled; - the registered name of the kennel; - any land use planning documents which may reasonably be requested by the Dog Control Officer; and - where applicable, a copy of the current Canadian Kennel Club license. Upon receipt of this information, the Municipality shall supply the kennel owner with a receipt and sufficient number of tags which shall be kept on the dogs.		- information required by s. 3.2 for each dog; - kennel's owner's name, civic address, mailing address, and telephone numbers; - the maximum number of dogs to be kenneled; - the registered name of the kennel; - copies of required development and building permits; and - where applicable, a copy of the current Canadian Kennel Club license. Upon receipt of this information, the Region shall supply the kennel owner with a receipt and a tag for each dog, which shall be kept on each dog. No individual dog tag fee is required for the individual tags used by a kennel.
Tags issued to a kennel may be transferred within the registration year to replacement dogs upon notification to the Municipality. The Municipality shall issue additional tags during the registration year as required.		4.3 Tags issued to a kennel may be transferred within the registration year to replacement dogs only if the Region is notified. The Region shall issue additional tags during the registration year as required.
The Municipality shall keep a record of every kennel registered, showing the date and number of the tag, the kennel owner's name and address of the owner.		4.4 The Region shall keep a record of every kennel registered, showing the date and number of the tags, the kennel owner's name and address of the owner.
The owner shall notify the Municipality if the ownership or address of the kennel changes at any time.		4.5The owner shall notify the Region if the ownership or address of the kennel changes at any time. If the location changes, the owner shall provide copies of the relevant development and building permits.
Sections 2 (h), 2 (i), and 2 (j) shall also apply to a kennel registration with any necessary changes for context.		

It shall be an offence to provide false information to the Municipality when registering a kennel.		4.6 It shall be an offence to provide false information to the Region when registering a kennel.
FEES		5. FEES
All fees referred to in this By-law shall be set by policy and amended by Council from time to time.	The registration fee for a dog shall be determined by the Town by Policy.	5.1 All fees referred to in this By-law shall be set by policy and may be amended by Council from time to time.
The registration fee for annual dog and kennel registrations after October 1 st of that year will be equal to one-half of the otherwise applicable annual registration fee.		5.2 The registration fee for annual kennel registrations after October 1 st of any year will be one-half of the annual registration fee.
DOG CONTROL AND POUND		6. DOG CONTROL AND POUND
The Dog Control Officer shall be primarily responsible to enforce this By-law as it pertains to dog control and impounding.		6.1 The By-law Officer shall be primarily responsible to enforce this By-law as it pertains to dog control and impounding.

The Pound Keeper shall: • collect on behalf of the Municipality, any impounding fees, daily pound fees and any other additional charges, expenses or fees as are authorized in this By-law; • be responsible for the operation of the pound; and • receive all dogs duly impounded or seized and shall detain the same and furnish them with food, water and shelter in accordance with the Nova Scotia SPCA Standards of Care guidelines and as amended from time to time.	The keeper of a dog pound shall receive all dogs delivered to him/her or seized by him/her and shall detain the same and furnish them with food, water and shelter (as outlined in the <i>Nova Scotia SPCA Standards of Care as are in effect from time to time</i>).	6.2 The Pound Keeper shall: (a) be responsible for the operation of the pound; and (b) receive all dogs impounded or seized, detain them and provide food, water and shelter in accordance with the Nova Scotia SPCA Standards of Care guidelines as amended from time to time.
RESPONSIBILITIES OF THE OWNER		7. RESPONSIBILITIES OF THE OWNER
In all areas of the Municipality, the owner of a dog shall, while the dog is off the property occupied by the owner, keep the dog under control by means of a harness or leash, except in officially designated off leash parks where the dog must be under the effective control of the owner. The dog shall be deemed to be running at large where the owner fails to use such apparatus or the dog is not under effective control.	(1) The owner of a dog shall confine such dog to the lands and premises of the owner. (2) The owner of a dog, however, may permit such dog to leave the lands and premises when it is under the fully effective restraint of some responsible person.	7.1 The owner of a dog shall confine such dog to the lands and premises of the owner. 7.2 Notwithstanding s. 7.1, the owner of a dog may permit such dog to leave the lands and premises when it is under the effective control of a responsible person. 7.3 The dog shall be deemed to be running at large where the dog is not under effective control.

Every owner of a dog: • whose dog runs at large; • whose dog is not wearing a tag required by this By-law; • whose dog is not licensed pursuant to this By-law; • whose dog persistently disturbs the quiet of the neighbourhood by barking, howling or otherwise; • whose dog at any time without the presence of a mitigating factor attacks or injures any person or animal, or damages any property; • who harbours, keeps, or has under care, control or direction, a dog that is fierce or dangerous; • who fails to remove the feces of such dog, other than a service dog that is trained to assist and assisting a person with a disability reasonably preventing removal of feces by that person, from public property or private property other than the owners; is guilty of an offence under this By-law.	An owner is guilty of an offence against this bylaw and is subject to, upon conviction, the penalty prescribed in this Section if the dog: (a) runs at large; and/or (b) is not registered or has lapsed or unpaid registration; and/or (c) is fierce or dangerous; and/or (d) disturbs the quiet of any neighbourhood by barking, howling or in any manner; whether or not such dog is chained, muzzled or otherwise restrained and is subject, on conviction, to the penalty prescribed in this Section. The owner of a dog, other than a dog that is trained to assist and is assisting a person with a disability, shall immediately remove the dog's feces from any public property or private property other than the property of its owner, and the failure to do so shall constitute a violation of this Bylaw. (2) The owner of a dog is responsible for the immediate removal of the dog's feces from any public property or private property when the dog is running at large.	7.4 Every owner of a dog: (a) whose dog runs at large; or (b) whose dog is not wearing a tag required by this By-law; or (c) whose dog is not licensed pursuant to this By-law; or (d) whose dog persistently disturbs the quiet of the neighbourhood by barking, howling or otherwise; or (e) whose dog at any time without the presence of a mitigating factor attacks or injures any person or animal, or damages any property; or (f) who harbours, keeps, or has under care, control or direction, a dog that is fierce or dangerous; and (g) who fails to remove the feces of their dog from public property or private property other than the owners; is guilty of an offence under this By-law. Clause (g) does not apply to the owner of a service dog that is trained to assist and is assisting a person with a disability which reasonably prevents removal of the feces by that person.
When requested to do so, the owner shall deliver to the Municipality a statement in writing of the number of dogs owned or harboured or habitually kept on the premises of the owner, and in the event the owner neglects or refuses to provide the statement within a period of ten (10) business days, after having		7.5 At the request of the Region, the owner shall provide a written statement of the number of dogs owned or harboured or habitually kept on the premises of the owner. 7.6 If the owner neglects or refuses to provide the

received notice requiring the statement to be provided, shall be guilty of an offence under this By-law.		statement within ten (10) business days of the request of the Region, the owner shall be guilty of an offence under this By-law.
ADDITIONAL REMEDIES FOR FIERCE OR DANGEROUS DOGS		8. REMEDIES FOR FIERCE OR DANGEROUS DOGS
Where a Dog Control Officer has reason to believe that a dog is a fierce or dangerous dog and the owner of the dog has been identified, the Dog Control Officer, in addition to any other remedies provided by statute or under this By-law may, after giving the owner a fair opportunity to be heard except in emergency situations: • issue the owner a notice to muzzle the dog, which requires the dog to be muzzled at all times when outside of its owner's residence or its owner's fenced yard; and/or • issue the owner a notice to microchip the dog at the owner's expense; and/or • issue the owner a Notice of Violation or Notice to Appear; and/or • impound or seize the dog under section 9 or 10 hereof.	A Constable, Peace Officer or Bylaw Enforcement Officer in apprehending any dog may use a tranquilizer in order to capture any dog running at large or if such dog is fierce or dangerous, and the Constable, Peace Officer or Bylaw Enforcement Officer shall not be liable for the injury or death of such dog in the use of the tranquilizer gun.	8.1 Where a By-law Officer has reason to believe that a dog is fierce or dangerous and the owner has been identified, the By-law Officer, in addition to any other remedies provided by statute or under this By-law may, after giving the owner a fair opportunity to be heard, except in emergency situations may: (a) issue the owner a notice to muzzle the dog at all times when outside of its owner's residence or its owner's fenced yard; and/or (b) issue the owner a notice to microchip the dog at the owner's expense; and/or (c) issue the owner a Notice of Violation or Notice to Appear; and/or (d) impound or seize the dog under section 9, <i>Impoundment</i> or 10, <i>Seizure under Warrant</i>.
Every owner who, having received a notice to muzzle under section 8(a)(i) or 9(g) (1) fails to ensure their dog is muzzled while the dog is off the property occupied by the owner is guilty of an offence under this By-law.		8.2 Every owner who, having received a notice to muzzle fails to ensure their dog is muzzled while the dog is off the property occupied by the owner is guilty of an offence under this By-law.
Every owner who, having received a notice to microchip under section 8 (a)(ii) or section 9(g)(ii),		

fails to have a microchip implanted, or fails to have the microchip remain functional and effective is guilty of an offence under this Bylaw.		
9 IMPOUNDMENT		9 IMPOUNDMENT
Any Dog Control Officer, without notice to, or complaint against the owner of any dog, may impound a dog: ▪ found running at large contrary to this By-law; ▪ which is rabid or appears to be rabid or exhibiting symptoms of canine madness; ▪ which is fierce and dangerous; ▪ which persistently disturbs the quiet of the neighborhood or area, by barking, howling or otherwise.	(1) Any Constable, Peace Officer or Bylaw Enforcement Officer, without notice to, or complaint against the owner of any dog, may impound a dog; (a) found running at large contrary to this Bylaw; or (b) in respect of which the registration fee or tax imposed by this Bylaw has not been paid; or (c) which is rabid or appears to be rabid or exhibiting symptoms of canine madness; or (d) which persistently disturbs the quiet of the neighbourhood by barking, howling or otherwise.	9.1 The By-law Officer without notice to, or complaint against the owner of any dog, may impound a dog: (a) found running at large contrary to this By-law; and/or (b) which is rabid or appears to be rabid or exhibiting symptoms of canine madness; and/or (c) which is fierce and dangerous; and/or (d) which persistently disturbs the quiet of the neighborhood or area, by barking, howling or otherwise.
	Any Constable, Peace Officer or Bylaw Enforcement Officer, without notice to, or complaint against the owner of any dog, may kill on sight without impounding any dog or impound and kill any dog: (i) which is fierce or dangerous; or (ii) which is rabid or appears to be rabid or exhibiting symptoms of canine madness	
Every owner who redeems a dog from the Pound Keeper shall be liable to the Municipality for payment of all fees, charges, and expenses incurred in impounding or seizing a dog including, but not limited to, the cost of apprehension, board, food, care, and any veterinary fees prior to reclaiming such dog. In addition, the owner must provide valid proof the impounded dog is	Every owner who reclaims a registered dog from the pound keeper shall be liable for payment of the cost of apprehension of the dog, board for the keeping of the dog by the pound keeper, and/or veterinary fees to reclaim such dog. In addition, the owner must pay all fines or penalties levied against the owner of the dog before it can be	9.2 Every owner who redeems a dog shall be liable to the Region for payment of all fees, charges, and expenses incurred in impounding or seizing a dog including, but not limited to, the cost of apprehension, board, food, care, and any veterinary fees prior to reclaiming such dog.

their dog, before the dog(s) can be redeemed from the pound.	reclaimed from the pound.	9.3 Every owner who redeems a dog must provide valid proof the impounded dog is their dog, before the dog(s) can be redeemed from the pound.
Every owner who redeems a dog from the Pound Keeper, which has not been registered or is not wearing a tag, shall also register the dog or obtain a replacement tag, before the dog(s) can be redeemed from the pound.	Every owner who reclaims an unregistered dog from the pound keeper shall be liable for payment of the cost of apprehension of the dog, board for the keeping of the dog by the pound keeper, veterinary fees, registration fee, plus an additional Fifteen Dollars (\$15.00) to reclaim such dog. In addition, the owner must pay all fines or penalties levied against the owner of the dog before it can be reclaimed.	9.4 Every owner who redeems a dog from the Pound Keeper which has not been registered or is not wearing a tag, shall also register the dog or obtain a replacement tag, before the dog(s) can be redeemed from the pound.
Any dog without a tag which has not been redeemed after a period of seventy-two (72) hours from seizure or impoundment, excluding Saturdays, Sundays, and Holidays, may, after the expiration of that period, become the property of the Municipality, and may be offered to the SPCA for adoption, and, if refused by the SPCA, may be humanely euthanized under the direction of the Dog Control Officer.	Any dog which has not been reclaimed after a period of seventy-two (72) hours, excluding Saturdays, Sundays and Holidays, may, after the expiration of that period, be offered to the local SPCA for adoption.	9.5 Any dog without a tag which has not been redeemed after a period of seventy-two (72) hours from seizure or impoundment, excluding Saturdays, Sundays, and Holidays, may, after the expiration of that period, become the property of the Region and may be offered to the SPCA for adoption, and, if refused by the SPCA, may be humanely euthanized at the direction of the By-law Officer.
Any dog seized or impounded with a valid tag shall require the Municipality to contact the owner, which may include written notice to the owner, and only after notice is given to the owner, personally or by being left at the owner's residence, shall a period of seventy-two (72) hours, excluding Saturdays, Sundays, and Holidays, commence. The registered dog may, after the expiration of that period, become the property of the Municipality, and may be offered to the SPCA for adoption, and if refused by the SPCA, may be humanely euthanized under the		9.6 If a dog is seized or impounded with a valid tag: (a)the Region shall contact the owner, in writing in person or by a notice left at the owner's residence; and (b)following a minimum of seventy-two (72) hours from the time the notice was provided, excluding Saturdays, Sundays, and Holidays the registered dog may become the property of the Region, and may be offered to the SPCA for adoption, and if refused by the SPCA, may be humanely euthanized under the direction of the By-law

direction of the Dog Control Officer.		Officer.
Impounded or seized dogs suspected of being inflicted with rabies or canine madness shall be examined by a veterinarian. Any dog reasonably requiring such veterinary examination or other veterinary care, including humane euthanasia, once in control of any Dog Control Officer or Pound Keeper will receive such care. Except in emergency situations, reasonable efforts shall be used to allow the owner a fair opportunity to be heard before a dog is euthanized. All veterinary fees must be paid by the owner before a dog shall be released to the owner, and shall also be due and payable by the owner in the event the dog is not released to the owner but is euthanized on veterinary advice.		9.7 Impounded or seized dogs suspected of being infected with rabies or canine madness shall be examined by a veterinarian. 9.8 Except in emergency situations, reasonable efforts shall be used to allow the owner a fair opportunity to be heard before a dog is euthanized. 9.9 All veterinary fees must be paid by the owner either if the dog is euthanized on veterinary advice or if the dog is being released to the owner.

Where an impounded or seized dog has previously been the subject of two warnings or convictions or to one warning and one conviction under this By-law to its owner and former owners, the Dog Control Officer may give notice to its owner to present himself or herself to the Dog Control Officer to show cause why the dog should not be the subject of one or more of the following remedial actions, which may be considered and acted upon by the Dog Control Officer thereafter after duly considering and balancing the health and safety of people and animals in the Municipality against the interests of the owner: • a notice to the owner to muzzle the dog, which requires the dog to be muzzled at all times when outside of its owner's residence or its owner's fenced yard; • a notice to the owner to microchip the dog at the owner's expense; • humane euthanization of the dog at the owner's expense; • offering the dog to the SPCA for adoption, and if refused by the SPCA, humane euthanization under the direction of the Dog Control Officer at the owner's expense.		9.10 Where an impounded or seized dog has been the subject of either two warnings or convictions or one warning and one conviction under this By-law, the By-law Officer may give notice to its owner to present themselves to the By-law Officer to show why the dog should not be the subject of one or more of the following remedial actions: (a) a notice to muzzle the dog at all times when outside of its owner's residence or its owner's fenced yard; (b) a notice to the owner to microchip the dog at the owner's expense; (c) humane euthanization of the dog at the owner's expense; or (d) offering the dog to the SPCA for adoption, and if refused by the SPCA, humane euthanization at the direction of the By-law Officer at the owner's expense, any of which may be considered and acted upon by the By-law Officer after considering and balancing the health and safety of people and animals in the Region against the interests of the owner.
10 SEIZURE UNDER WARRANT		10 SEIZURE UNDER WARRANT

Where a Peace Officer believes, on reasonable grounds, that a person is harbouring, keeping, or has under care, control or direction, a dog that is fierce or dangerous, rabid or appears to be rabid, that exhibits symptoms of canine madness or that persistently disturbs the quiet of a neighbourhood by barking, howling or otherwise contrary to this By-law, and where the dog is located on private property to which the Peace Officer does not have consent of the occupant to enter and search a justice of the peace may, by warrant, authorize and empower the person named in the warrant to: • enter and search the place where the dog is located; • open or remove any obstacle preventing access to the dog; and • seize and deliver the dog to the pound and for such purpose, break, remove or undo any fastening of the dog to the premises. Where the person named in the warrant is unable to seize the dog in safety, the person may destroy the dog.		10.1Where a By-law Officer believes on reasonable grounds, that a person is harbouring, keeping, or has under their care, control or direction a dog that is fierce or dangerous, rabid or appears to be rabid, that exhibits symptoms of canine madness or that persistently disturbs the quiet of a neighbourhood by barking, howling or otherwise, contrary to this By-law, and where the dog is located on private property to which the By-law Officer does not have consent of the occupant to enter and search, a Justice of the Peace may by warrant, authorize and empower the person named in the warrant to: (a) enter and search the place where the dog is located; (b) open or remove any obstacle preventing access to the dog; and (c)seize and deliver the dog to the pound, and for such purpose, break, remove or undo any fastening of the dog to the premises. Where the person named in the warrant is unable to seize the dog in safety, the person may have the dog destroyed.
DESTRUCTION OF A DOG		11. DESTRUCTION OF A DOG
Where the owner of a dog: • which is fierce or dangerous; • which is rabid or appears to be rabid or exhibiting symptoms of canine madness; has euthanized or caused to be euthanized said dog; the owner shall provide to the Municipality or the Dog Control Officer, upon request, evidence of euthanization.	Where the owner of a dog: (a)which is fierce or dangerous; or (b)which is rabid or appears to be rabid or exhibiting symptoms of canine madness; or (c) has euthanized or caused to be euthanized said dog, shall before disposal or burial of the carcass of the dog, exhibit the said carcass to the Bylaw Enforcement Officer. (2) Where the owner of a dog disposes of the carcass of a	11.1 Where the owner of a dog: • which is fierce or dangerous; or • which is rabid or appears to be rabid or exhibiting symptoms of canine madness; has euthanized or caused to be euthanized said dog, upon request from the Region the owner shall provide evidence of euthanization.

	dog without exhibiting it to the Bylaw Enforcement Officer, the owner shall provide to the Town or the Bylaw Enforcement Officer a Statutory Declaration which shall set forth the following information: (a)the date the dog was euthanized and the method of euthanization; (b)where the dog is euthanized by veterinarian, attaching to the Statutory Declaration, a letter from the veterinarian indicating that he or she euthanized the dog, the date of euthanization and disposal of the carcass; (c)where the owner disposes of the carcass of a dog, a statement of how the owner of the dog disposed of the carcass. (3)Where the owner of a dog fails to carry out the provisions of this Section, shall be guilty of an offence and liable on conviction to a penalty of not less than Two Hundred Dollars (\$200.00) and not more than Ten Thousand Dollars (\$10,000.00), and in default of payment, to imprisonment for a term not exceeding two (2) months.	
In an emergency any Dog Control Officer, without notice to the owner, may destroy or tranquilize any dog that is running at large and which he or she reasonably believes, to pose an imminent danger to a person (including the Dog Control Officer) or to a domestic animal.		11.2 In an emergency the By-law Officer, without notice to the owner, may destroy or tranquilize any dog that is running at large and which they reasonably believe pose an imminent danger to a person (including the By-law Officer) or to a domestic animal.
DUTY TO REPORT ABUSE		12 DUTY TO REPORT ABUSE

If in the course of performing his or her duties he or she reasonably believes that a dog has been abused or neglected, the Dog Control Officer must notify a peace officer having authority under the Animal Protection Act. The peace officer(s) may with the assistance of the Dog Control Officer take the dog into protective care and, if necessary, provide veterinary services to such dog. The cost of care and any veterinary services so provided shall be paid or reimbursed by the owner. These instances must be reported to the Nova Scotia SPCA's Chief Provincial Inspector.	In the event of an emergency, or during the course of a normal by-law response, it is suspected that a dog has been abused or neglected, the by-law enforcement officer must notify a peace officer having authority under the Animal Protection Act. The officer may with the assistance of the by-law enforcement officer take the dog into protective care and, if necessary, provide veterinary services to such dog. The cost of care and any veterinary services so provided shall be paid by the owner. These instances must be reported to the Nova Scotia SPCA's Chief Provincial Inspector.	12.1 If in the course of performing their duties the By-law Officer reasonably believes that a dog has been abused or neglected, they must notify a peace officer having authority under the Animal Protection Act. The peace officer(s) may with the assistance of the By-law Officer take the dog into protective care and, if necessary, provide veterinary services to such dog. The cost of care and any veterinary services so provided shall be paid or reimbursed by the owner. Any instance must be reported to the Nova Scotia SPCA's Chief Provincial Inspector.
PENALTIES		13 PENALTIES
A person who does anything else prohibited by this By-law or who neglects or fails to do anything required by this By-law to be done by him is guilty of an offence and except where some other penalty is provided by this By-law for the act, refusal, neglect or failure, the offence is liable on summary conviction to a penalty of not more than ten thousand dollars (\$10,000) per offence and, in default of payment, to imprisonment for a term not exceeding sixty (60) days.	Any person who fails to comply with Sections 38.12(1)(a) and (b) shall be guilty of an offence and liable to a penalty of not less than Two Hundred Dollars (\$200.00) and not more than Ten Thousand Dollars (\$10,000.00), and in default of payment, to imprisonment for a term not exceeding two (2) months. Any person who is convicted of Section 38.12(1)(c) and (d) is liable to a penalty of not less than Five Hundred Dollars (\$500.00) and not more than Ten Thousand Dollars (\$10,000.00), and in default of payment, to imprisonment for a term not exceeding two (2) months. (4) Every day during which an offence pursuant to Section 38.12 continues shall be a separate offence.	13.1A person who does anything else prohibited by this By-law or who neglects or fails to do anything they are required to do by this By-law is guilty of an offence and except where some other penalty is provided by this By-law for the act, refusal, neglect or failure, the offence is liable on summary conviction to a penalty of not more than ten thousand dollars (\$10,000) per offence and, in default of payment, to imprisonment for a term not exceeding sixty (60) days. 13.2 Every day during which an offence pursuant to Clause 13.1 continues shall be a separate offence.

In lieu of prosecution under this By-law, the Dog Control Officer may, in his sole and absolute discretion, issue to any person he believes upon reasonable grounds has committed an offence under this By-law a Notice of Violation, which Notice shall require the person to whom it is directed to pay to the Municipality within fourteen (14) days of the issuance of the Notice the sum of \$250.00 for an offence under section 8 (a) of this By-law and \$150.00 for all other offences. Where a Notice of Violation is issued and if that sum is paid as required therein, no prosecution shall ensue in respect to the matter or matters referred to in the Notice. For greater certainty, nothing in this bylaw requires the Municipality to issue a Notice of Violation before initiating a prosecution.		13.3 In lieu of prosecution under this By-law, the By-law Officer may, in their sole and absolute discretion, issue to any person they believe upon reasonable grounds has committed an offence under this By-law a Notice of Violation. This Notice shall require the person to whom it is directed to pay to the Region within fourteen (14) days of the issuance of the Notice the sum of \$250.00 for an offence under s. 8.1 of this By-law and \$150.00 for all other offences. Where a Notice of Violation is issued and the required amount is paid, no prosecution shall follow respecting the matter or matters referred to in the Notice. For greater certainty, nothing in this bylaw requires the Region to issue a Notice of Violation before initiating a prosecution.
	Any person who fails to comply with the provisions of this Bylaw for which no penalty is expressly provided shall be liable on conviction to a penalty of not less than Two Hundred Dollars (\$200.00) and not more than Ten Thousand Dollars (\$10,000.00), and in default of payment, to imprisonment for a term not exceeding two (2) months.	
REPEAL		14 REPEAL
The Dog By-law of the Municipality of the District of West Hants approved October 21, 2009, By-law 2008-3 Respecting the Registration and Regulation of Dog of the former Town of Hantsport approved July 8, 2008, and all previously enacted By-Laws of the Municipality of West Hants and the former Town of Hantsport relating to the regulation, registering and		The Dog By-law of the former Municipality of the District of West Hants approved July 11, 2017 Respecting the Registration and Regulation of Dogs and the Dog By-law of the former Town of Windsor approved February 22, 2011 are hereby repealed on the effective date of this By-law.

harbouring of dogs are hereby repealed, on the effective date of this By-law.		
First Reading: June 13, 2017 Notice Published: June 26, 2017 Second Reading & Approval July 11, 2017 Final Publication July 17, 2017 Notice to Municipal Affairs July 17, 2017 Description: Initial Approval of D-003 Dog By-law which includes the repeal of West Hants Dog By-law approved October 21, 2009 and Hantsport Dog By-law approved July 8, 2008.	Date of first reading: Tuesday, January 25, 2011 Dates of advertisement of Notice of Intent to Consider: February 03 & February 10, 2011 Date of second reading: Tuesday, February 22, 2011 *Date of advertisement of Passage of Bylaw: March 03, 2011 Date of mailing to Minister a certified copy of Bylaw: Friday, March 04, 2011	

Appendix B
DRAFT DOG BY-LAW FOR WHRM

1. TITLE

This By-law is made pursuant to the Municipal Government Act, Chapter 18 of the Acts of 1998 as amended from time to time.

This By-law shall be administered in accordance with the Municipal Government Act, R.S.N.S. 1989.

2. DEFINITIONS

In this By-law, the following words and phrases shall have the following meanings:

Attack means to injure, scratch or bite, or to commit an assault resulting in real or perceived injury to another person or animal;

Bite means wound, pierce, or penetration of the skin by a tooth or teeth;

Dog means any dog, male or female, or any animal that is the result of the breeding of a dog and any other canine animal;

By-law Officer means a person appointed by Council, and in the absence of such person a temporary replacement designated by the CAO, including the Pound Keeper, Special Constables and all other Peace Officers responsible for providing dog control activities in an emergency or as a support to a By-law Officer;

Emergency means a present or imminent event where a Peace Officer or Dog Control Officer believes prompt action must be undertaken to protect the health, safety or welfare of people and/or animals;

Fierce or Dangerous Dog means any dog that, in the absence of a mitigating factor as defined herein:

- attacks a person
- attacks an animal other than an insect;
- attacks or demonstrates a propensity, tendency or disposition to attack a person or animal either on public or private property;
- has caused injury to or otherwise endangered the safety of a person or animal;
- with unreasonable ferocity threatens any person or domestic animal;
- is owned or harboured in whole or in part for the purpose of dog fighting, or is trained for dog fighting.

No dog shall be deemed a "fierce or dangerous dog" solely because it bites, attacks or menaces a trespasser on the property of its owner,

harms or menaces anyone who has tormented or abused it, was at the time of its aggressive behavior acting in defense to an attack from a person or animal or acting in defense of its young provided that any such bite, attack or menacing behavior is a reasonable defensive response in the circumstances.

Kennel	means a lot, building or structure on or within which four or more domesticated animals are housed, groomed, bred, boarded, trained or sold for monetary gain and does not include a veterinary clinic.
Leash	means a device adequate for the effective control of the movements of the dog which is used by a person to restrict movement of a dog.
Microchip	means an approved Canadian Standard encoded tag implanted into a dog which contains a unique code that permits or facilitates access to an owner's name, address and telephone number, which is stored in the municipal registry;
Mitigating Factor	means a circumstance that reasonably explains and excuses the aggressive behavior or actions of a dog;
Muzzle	means placing a humane covering device of sufficient strength over a dog's mouth to prevent it from biting;
Owner	means any person or body corporate: • who is the licensed Owner of the dog; and/or; • who has legal title to the dog; and/or; • who has possession or custody of the dog, either temporarily or permanently; and/or; • who has care or control of the dog; and/or; • who harbours the dog, or allows the dog to remain on their premises. Where such a person is a minor, "owner" includes the parent, guardian, or custodian of such a person.
Owner of Premises	includes a tenant, occupier, a part owner, joint owner, tenant in common or joint tenant of the whole or any part of the land or building, and in the case of the absence or incapacity of the person having title to the land or building, a trustee, personal representative, agent, mortgagee in possession, attorney under a valid Power of Attorney or a person having the care or control of the land or building;

Peace Officer	includes a police officer or a special constable;
Pound	means any premises or facilities designated by the Region as a dog pound for the keeping and disposition of impounded animals;
Pound Keeper	means a person engaged by the Region to be responsible for caring for dogs being held and for maintaining a clean environment for the dogs.
Region	means West Hants Regional Municipality
Registration	means the recording of information regarding a dog for the purposes of issuing a tag pursuant to this By-law.
Running at Large	means any dog that is off the property of its owner without being under the effective restraint or control of a person;
Service Dog	means any dog individually trained to do work or perform tasks for the benefit of an individual with a disability or which is used for search and rescue or law enforcement;
SPCA	means the Society for Prevention of Cruelty to Animals;
Seize	means to take a dog into custody pursuant to a warrant;
Tag	means a piece of identification issued upon registration as defined in this By-law.

3.0 REGISTRATION

3.1 Registration of a dog with the Region is required:

- (a) within ten (10) days after the person becomes the owner of the dog;
- (b) notwithstanding subsection (a), above, a person who possesses, has the care of, and has the control of or harbours a dog for less than 20 days is not required to license the dog;
- (c) notwithstanding subsections (a) and (b), a kennel used for the purposes of breeding is exempt from registering puppies under the age of twelve (12) weeks; and
- (d) owners of breeding dogs with litters less than the age of twelve (12) weeks are exempt from annual registration for the puppies, but after twelve (12) weeks must register the puppies;
- (e) service dogs must be registered but are exempt from registration fees when the owner has provided:
 - (i) a certificate from the Canadian National Institute of the Blind or the Hearing Ear Dogs of Canada or other proof satisfactory to the Region of the training received by

- the dog as a service dog; or
- (ii) a certificate from a qualified health services practitioner indicating that the owner suffers from a disability and requires the use of a dog that is trained to assist persons with such disabilities; or
- (iii) a certificate or other proof satisfactory to the Dog Control Officer that the dog is used for search and rescue or law enforcement.

- 3.2 In order to register a dog, an owner shall pay the required fee and shall supply the following information:
- (a) name, civic address, mailing address and telephone number of the owner;
 - (b) name and breed of the dog;
 - (c) a description of the dog including whether the dog is male or female, spayed or not-spayed; neutered or not-neutered;
 - (d) a photograph of the dog, if available;
 - (e) identification information such as micro-chip implants, tattoos or other special markings, if available; and
 - (f) the name of the veterinary clinic frequented by the dog and veterinary file identification number, if available.
- 3.3 The owner of every dog shall keep on the dog at all times a collar with the tag issued for that dog by the Region.
- 3.4 The owner shall not use the tag issued for one dog on any other dog.
- 3.5 When the Region is satisfied that a tag has been lost, and upon payment of a fee, the Region shall issue a replacement tag.
- 3.6 Every registration and tag shall be effective during the lifetime of the registered dog.
- 3.7 Registration and a tag issued under this By-law shall not be transferrable, including not being transferrable between owners or dogs.
- 3.8 The Region shall keep a record of every dog registered, showing the date and number of the tag, the name, description of the dog and the name and address of the owner.
- 3.9 The owner shall notify the Region if the ownership or place of residence of the dog changes at any time.
- 3.10 It shall be an offence to provide false information to the Region when registering a dog.

4.0 KENNEL REGISTRATION

4.1 To qualify for a kennel registration, the kennel must:

- (a) be registered with the Canadian Kennel Club, or
- (b) meet the definition of a Kennel herein; and
- (c) have obtained any required development and building permit.

4.2 To obtain a kennel registration the owner of the kennel must pay the annual kennel registration fee and provide the region with the following information:

- information required by s. 3.2 for each dog;
- kennel's owner's name, civic address, mailing address, and telephone numbers;
- the maximum number of dogs to be kenneled;
- the registered name of the kennel;
- copies of required development and building permits; and
- where applicable, a copy of the current Canadian Kennel Club license.

Upon receipt of this information, the Region shall supply the kennel owner with a receipt and a tag for each dog, which shall be kept on each dog. No individual dog tag fee is required for the individual tags used by a kennel.

4.3 Tags issued to a kennel may be transferred within the registration year to replacement dogs only if the Region is notified. The Region shall issue additional tags during the registration year as required.

4.4 The Region shall keep a record of every kennel registered, showing the date and number of the tags, the kennel owner's name and address of the owner.

4.5 The owner shall notify the Region if the ownership or address of the kennel changes at any time. If the location changes, the owner shall provide copies of the relevant development and building permits.

4.6 It shall be an offence to provide false information to the Region when registering a kennel.

5. FEES

5.1 All fees referred to in this By-law shall be set by policy and may be amended by Council from time to time.

5.2 The registration fee for annual kennel registrations after October 1st of any year will be one-half of the annual registration fee.

6. DOG CONTROL AND POUND

6.1 The By-law Officer shall be primarily responsible to enforce this By-law as it pertains to dog control and impounding.

- 6.2 The Pound Keeper shall:
- (a) be responsible for the operation of the pound; and
 - (b) receive all dogs impounded or seized, detain them and provide food, water and shelter in accordance with the Nova Scotia SPCA Standards of Care guidelines as amended from time to time.

7. RESPONSIBILITIES OF THE OWNER

- 7.1 The owner of a dog shall confine such dog to the lands and premises of the owner.
- 7.2 Notwithstanding s. 7.1, the owner of a dog may permit such dog to leave the lands and premises when it is under the effective control of a responsible person.
- 7.3 The dog shall be deemed to be running at large where the dog is not under effective control.
- 7.4 Every owner of a dog:
- (a) whose dog runs at large; or
 - (b) whose dog is not wearing a tag required by this By-law; or
 - (c) whose dog is not licensed pursuant to this By-law; or
 - (d) whose dog persistently disturbs the quiet of the neighbourhood by barking, howling or otherwise; or
 - (e) whose dog at any time without the presence of a mitigating factor attacks or injures any person or animal, or damages any property; or
 - (f) who harbours, keeps, or has under care, control or direction, a dog that is fierce or dangerous; and
 - (g) who fails to remove the feces of their dog from public property or private property other than the owners;
- is guilty of an offence under this By-law.
- Clause (g) does not apply to the owner of a service dog that is trained to assist and is assisting a person with a disability which reasonably prevents removal of the feces by that person.
- 7.5 At the request of the Region, the owner shall provide a written statement of the number of dogs owned or harboured or habitually kept on the premises of the owner.
- 7.6 If the owner neglects or refuses to provide the statement within ten (10) business days of the request of the Region, the owner shall be guilty of an offence under this By-law.

8. REMEDIES FOR FIERCE OR DANGEROUS DOGS

- 8.1 Where a By-law Officer has reason to believe that a dog is fierce or dangerous and the owner has been identified, the By-law Officer, in addition to any other remedies provided by statute or under this By-law may, after giving the owner a fair opportunity to be heard, except in

emergency situations may:

- (a) issue the owner a notice to muzzle the dog at all times when outside of its owner's residence or its owner's fenced yard; and/or
- (b) issue the owner a notice to microchip the dog at the owner's expense; and/or
- (c) issue the owner a Notice of Violation or Notice to Appear; and/or
- (d) impound or seize the dog under section 9, *Impoundment* or 10, *Seizure under Warrant*.

- 8.2 Every owner who, having received a notice to muzzle fails to ensure their dog is muzzled while the dog is off the property occupied by the owner is guilty of an offence under this By-law.

9 IMPOUNDMENT

- 9.1 The By-law Officer without notice to, or complaint against the owner of any dog, may impound a dog:

- (a) found running at large contrary to this By-law; and/or
- (b) which is rabid or appears to be rabid or exhibiting symptoms of canine madness; and/or
- (c) which is fierce and dangerous; and/or
- (d) which persistently disturbs the quiet of the neighborhood or area, by barking, howling or otherwise.

- 9.2 Every owner who redeems a dog shall be liable to the Region for payment of all fees, charges, and expenses incurred in impounding or seizing a dog including, but not limited to, the cost of apprehension, board, food, care, and any veterinary fees prior to reclaiming such dog.

- 9.3 Every owner who redeems a dog must provide valid proof the impounded dog is their dog, before the dog(s) can be redeemed from the pound.

- 9.4 Every owner who redeems a dog from the Pound Keeper which has not been registered or is not wearing a tag, shall also register the dog or obtain a replacement tag, before the dog(s) can be redeemed from the pound.

- 9.5 Any dog without a tag which has not been redeemed after a period of seventy-two (72) hours from seizure or impoundment, excluding Saturdays, Sundays, and Holidays, may, after the expiration of that period, become the property of the Region and may be offered to the SPCA for adoption, and, if refused by the SPCA, may be humanely euthanized at the direction of the By-law Officer.

- 9.6 If a dog is seized or impounded with a valid tag:

- (a) the Region shall contact the owner, in writing in person or by a notice left at the owner's residence; and
- (b) following a minimum of seventy-two (72) hours from the time the notice was provided, excluding Saturdays, Sundays, and Holidays the registered dog may become the

property of the Region, and may be offered to the SPCA for adoption, and if refused by the SPCA, may be humanely euthanized under the direction of the By-law Officer.

- 9.7 Impounded or seized dogs suspected of being infected with rabies or canine madness shall be examined by a veterinarian.
- 9.8 Except in emergency situations, reasonable efforts shall be used to allow the owner a fair opportunity to be heard before a dog is euthanized.
- 9.9 All veterinary fees must be paid by the owner either if the dog is euthanized on veterinary advice or if the dog is being released to the owner.
- 9.10 Where an impounded or seized dog has been the subject of either two warnings or convictions or one warning and one conviction under this By-law, the By-law Officer may give notice to its owner to present themselves to the By-law Officer to show why the dog should not be the subject of one or more of the following remedial actions:
- (a) a notice to muzzle the dog at all times when outside of its owner's residence or its owner's fenced yard;
 - (b) a notice to the owner to microchip the dog at the owner's expense;
 - (c) humane euthanization of the dog at the owner's expense; or
 - (d) offering the dog to the SPCA for adoption, and if refused by the SPCA, humane euthanization at the direction of the By-law Officer at the owner's expense,
- any of which may be considered and acted upon by the By-law Officer after considering and balancing the health and safety of people and animals in the Region against the interests of the owner.

10 SEIZURE UNDER WARRANT

- 10.1 Where a By-law Officer believes on reasonable grounds, that a person is harbouring, keeping, or has under their care, control or direction a dog that is fierce or dangerous, rabid or appears to be rabid, that exhibits symptoms of canine madness or that persistently disturbs the quiet of a neighbourhood by barking, howling or otherwise, contrary to this By-law, and where the dog is located on private property to which the By-law Officer does not have consent of the occupant to enter and search, a Justice of the Peace may by warrant, authorize and empower the person named in the warrant to:
- (a) enter and search the place where the dog is located;
 - (b) open or remove any obstacle preventing access to the dog; and
 - (c) seize and deliver the dog to the pound,
- and for such purpose, break, remove or undo any fastening of the dog to the premises. Where the person named in the warrant is unable to seize the dog in safety, the person may have the dog destroyed.

11. DESTRUCTION OF A DOG

- 11.1 Where the owner of a dog:
- which is fierce or dangerous; or
 - which is rabid or appears to be rabid or exhibiting symptoms of canine madness;
- has euthanized or caused to be euthanized said dog, upon request from the Region the owner shall provide evidence of euthanization.
- 11.2 In an emergency the By-law Officer, without notice to the owner, may destroy or tranquilize any dog that is running at large and which they reasonably believe pose an imminent danger to a person (including the By-law Officer) or to a domestic animal.

12 DUTY TO REPORT ABUSE

- 12.1 If in the course of performing their duties the By-law Officer reasonably believes that a dog has been abused or neglected, they must notify a peace officer having authority under the Animal Protection Act. The peace officer(s) may with the assistance of the By-law Officer take the dog into protective care and, if necessary, provide veterinary services to such dog. The cost of care and any veterinary services so provided shall be paid or reimbursed by the owner. Any instance must be reported to the Nova Scotia SPCA's Chief Provincial Inspector.

13 PENALTIES

- 13.1 A person who does anything else prohibited by this By-law or who neglects or fails to do anything they are required to do by this By-law is guilty of an offence and except where some other penalty is provided by this By-law for the act, refusal, neglect or failure, the offence is liable on summary conviction to a penalty of not more than ten thousand dollars (\$10,000) per offence and, in default of payment, to imprisonment for a term not exceeding sixty (60) days.
- 13.2 Every day during which an offence pursuant to Clause 13.1 continues shall be a separate offence.
- 13.3 In lieu of prosecution under this By-law, the By-law Officer may, in their sole and absolute discretion, issue to any person they believe upon reasonable grounds has committed an offence under this By-law a Notice of Violation. This Notice shall require the person to whom it is directed to pay to the Region within fourteen (14) days of the issuance of the Notice the sum of \$250.00 for an offence under s. 8.1 of this By-law and \$150.00 for all other offences. Where a Notice of Violation is issued and the required amount is paid, no prosecution shall follow respecting the matter or matters referred to in the Notice. For greater certainty, nothing in this bylaw requires the Region to issue a Notice of Violation before initiating a prosecution.

14 REPEAL

The Dog By-law of the former Municipality of the District of West Hants approved July 11, 2017 Respecting the Registration and Regulation of Dogs and the Dog By-law of the former Town of Windsor approved February 22, 2011 are hereby repealed on the effective date of this By-law.

Appendix C

Proposed Fee Schedule

Regional Dog By-law (not yet enacted)	Section 5.1 Registration Fee	\$15.00 all dogs
	Section 5.2 Annual Kennel Registration fee	\$45.00
	Section 3.5 Replacement Tag	\$7.50
	Section 9.2 Fees associated with impoundment, board, food, care and veterinary costs	Actual costs incurred



WEST HANTS REGIONAL MUNICIPALITY REPORT

Information ☐	Recommendation ☐	Decision Request ☒	Councillor Activity ☐
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To: West Hants Committee of the Whole

Submitted by: _____
Kathy Kehoe, Director Community Development

Date: April 5, 2022

Subject: Foundry Sports Field Property

LEGISLATIVE AUTHORITY

Municipal Government Act Section 50

RECOMMENDATION or DECISION REQUEST

It is recommended for Committee of the Whole to recommend to Council that:

Council approves the conditional donation of the Foundry Sports Field property inclusive of PID #'s 45044948, 45044930 and 45044971 and directs the Chief Administrative Officer carry out the necessary step to accept the land donation.

BACKGROUND

Property ☒	Public Opinion ☐	Environment ☐	Social ☒	Economic ☐	Councillor Activity ☐
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A lease agreement was developed in November 2005 between Minas Basin Pulp and Power Company Ltd. and the former Town of Hantsport for PID #'s 45044948, 45044930, and 4504497. These lands were for public community recreational use and the original term of the lease was 10 years and is now on a year-to-year basis. It should be noted if the lease is cancelled, the value of any improvements made to the property are not recoverable. The facility includes a sports field, track (trail) and clubhouse and is now the home of the Hantsport

and Area Food Bank. The term of the lease included the municipal unit pay Minas Basin Pulp and Power Company Ltd a sum equal to the amount of the property tax for the current year.

Direction was given to staff at the September 28, 2021, Council meeting to enter discussions with Minas Basin Pulp and Power Company Ltd. regarding the potential donation of the Foundry Sports Field Property inclusive of PID #'s 45044948, 45044930, and 45044971.

Currently PID #45044948 is not migrated and PID #'s 45044930, and 45044971 are migrated. It has been determined that the Municipality can accept these lands without a new survey being required.

DISCUSSION

Further to previous discussions with Minas Basin Pulp and Power Company Ltd, there is a desire to divest these lands in the form of a donation to the West Hants Regional Municipality. The West Hants Regional Municipality Acceptance of a Donations Policy RCOFN-007.00 section 4. Valuation of In-Kind Donations states a) Should Council accept and retain an in-kind donation, the donation will be assessed at its fair market value; should this in-kind donation be Real Property, Acquisition of Real Property Policy will be followed.

The Acquisition of Real Property Policy outlines the specific steps that must be followed including legal surveys and appraisals. An appraisal is being conducted at this time and is expected by the end of April. Charitable donations are subject to Council approval or as delegated by Council to the Chief Administrative Officer. Before accepting or rejecting a gift of real property, an analysis shall be completed to determine the conditions of the gift, existing restrictions of encumbrances and assumptions of liabilities and any tax implications.

NEXT STEPS

With direction of Council staff will proceed with the necessary steps to facilitate the transfer of the lands and if deemed in line with the Acquisition of Real Property Policy COUNCIL-01-006 will accept the donation of land PID#'s 45044948, 45044930, and 45044971 from Minas Basin Pulp and Power Company Ltd and issue a tax receipt for the appraised value of the lands. Pending Council's approval, in addition to the formal process of receiving the donation, it would be appropriate for the Municipality to publicly thank Minas Basin Pulp and Power Company Ltd, representatives for their past support in the development of the lands and for the donation. This may be carried out through a Press Release, social media event and / or photo opportunity.

FINANCIAL IMPLICATIONS

To facilitate the land donation the lands we will need to have the property appraised and engage legal council to facilitate the transfer process at the municipalities expense.

The yearly cost to the municipality is the sum of the property tax, approx. \$7,600 payable to Minas Basin Pulp and Power Company Ltd. With the transfer of title to the municipality this

expense would not be paid resulting in the continuation of a cost neutral status for the Municipality.

ALTERNATIVES

Council can choose not to proceed with the conditional acceptance of the land donation and continue with the year-to-year lease with Minas Basis Pulp & Power Company Ltd. for the Foundry Field Property, PID #'s 45044948, 45044930, AND 45044971.

ATTACHMENTS

Property Online Information
Acceptance of Donation Policy RCOFN-007.00
Acquisition of Real Property Policy COUNCIL-01-006

CHIEF ADMINISTRATIVE OFFICER REVIEW

The Director's report is in keeping with the past direction from Council and the wishes of Minas Pulp & Power Company Ltd. With the support from Council and the completion of the appraisal the donation can proceed. I will reiterate that the donation of lands will not change the impact on the operating budget in the revenue sections or expense side. The financial impact will be cost neutral.

I support the recommendation. Report Prepared by:

Kathy Kehoe, Director Community Development

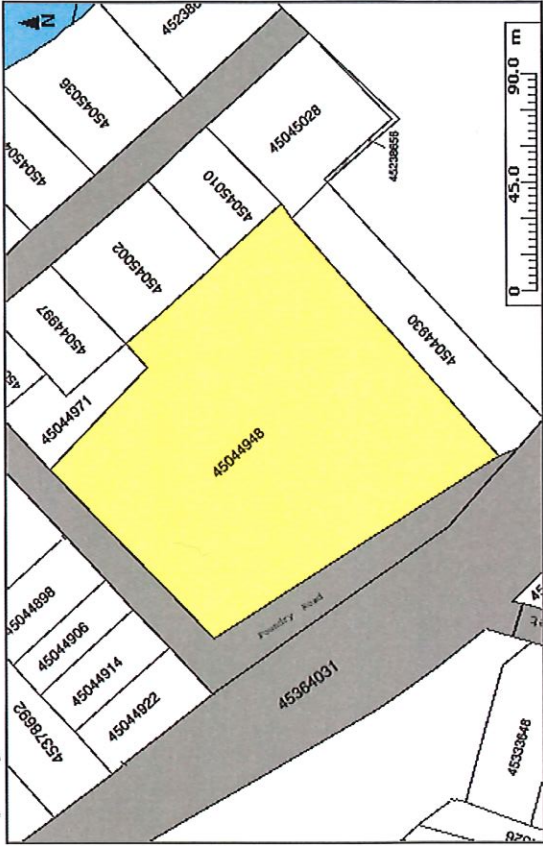
Report Reviewed by: _____
Carlee Rochon, Director, Financial Services

Report Approved by: 
Mark Phillips, Chief Administrative Officer



Property Online Map

Date: Apr 7, 2022 8:46:47 AM



PID: 45044948
County: HANTS COUNTY
LR Status: NOT LAND REGISTRATION
Owner: MINAS BASIN PULP AND POWER COMPANY LIMITED
Address: 10 FOUNDRY ROAD HANTSPOORT
AAN: 03259455
Value: \$169,100 (2022 COMMERCIAL TAXABLE)

The Provincial mapping is a graphical representation of property boundaries which approximate the size, configuration and location of parcels. Care has been taken to ensure the best possible quality, however, this map is not a land survey and is not intended to be used for legal descriptions or to calculate exact dimensions or area. The Provincial mapping is not conclusive as to the location, boundaries or extent of a parcel [Land Registration Act subsection 21(2)]. THIS IS NOT AN OFFICIAL RECORD.

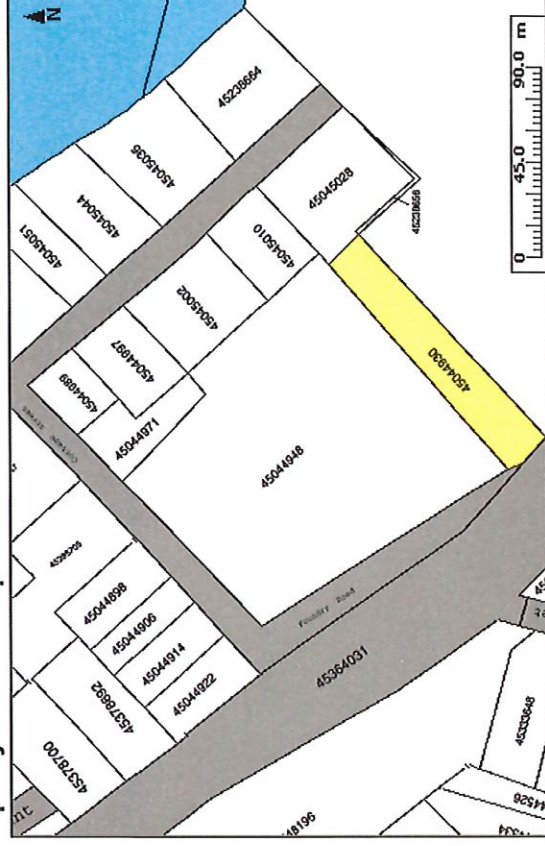
Property Online version 2.0

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Property Online Map

Date: Apr 7, 2022 8:59:10 AM



PID: 45044930

County: HANTS

COUNTY

LR Status: LAND
REGISTRATION

Owner: MINAS BASIN PULP AND POWER

COMPANY LIMITED

Address: FOUNDRY ROAD
HANTSPOORT

2000

AAN: 00207942

Value: \$10,500 (2022 COMMERCIAL)

TAXABLE)

The Provincial mapping is a graphical representation of property boundaries which approximate the size, configuration and location of parcels. Care has been taken to ensure the best possible quality, however, this map is not a land survey and is not intended to be used for legal descriptions or to calculate exact dimensions or area. The Provincial mapping is not conclusive as to the location, boundaries or extent of a parcel [Land Registration Act subsection 21(2)]. THIS IS NOT AN OFFICIAL RECORD.

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Property Online Map

Date: Apr 7, 2022 8:57:38 AM



PID: 45044971

County: HANTS COUNTY

LR Status: LAND REGISTRATION

Owner:

MINAS BASIN PULP AND POWER COMPANY LIMITED

Address:

COTTAGE STREET
HANTSPOORT

The Provincial mapping is a graphical representation of property boundaries which approximate the size, configuration and location of parcels. Care has been taken to ensure the best possible quality, however, this map is not a land survey and is not intended to be used for legal descriptions or to calculate exact dimensions or area. The Provincial mapping is not conclusive as to the location, boundaries or extent of a parcel [*Land Registration Act* subsection 21(2)]. THIS IS NOT AN OFFICIAL RECORD.

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ACCEPTANCE OF DONATIONS POLICY

1. PURPOSE

The Region of Windsor and West Hants Municipality recognizes donations are, at times, necessary and legitimate in supporting the effective conduct of government business. The acceptance of donations will be done in such a manner as to respect the generosity of the public and their donations.

The purpose of this Policy is to define the:

- Framework for the acceptance of donations by the Municipality,
- Administration of donations,
- Issuance of tax receipts, and
- Appropriate use of donated funds.

2. DEFINITIONS

For the purposes of this Policy, the following definitions are provided:

- a. "CAO" refers to the Chief Administrative Officer of the Municipality.
- b. "Cash" refers to any common currency, cheques, money orders, or credit cards normally accepted by the Municipality.
- c. "Council" refers to the Council for the Municipality.
- d. "Donation" refers to a gift by a donor at arm's length of the Municipality. No advantage can accrue to a donor or to any person not dealing at arm's length to the donor as a result of a donation. A donation may be in the form of cash or in kind, meaning a security, a tangible capital asset, a cultural asset, or real property. Donated services are not eligible for consideration under the Income Tax Act.
- e. "Donation Fund" refers to a pool of donated assets established for a specified purpose by Council.
- f. "Elected Municipal Official" refers to a Council member and includes the Mayor and Deputy Mayor unless the context indicates otherwise.
- g. "Employee" refers to any person directly employed by the Municipality.

ACCEPTANCE OF DONATIONS POLICY

- h. "Gift" refers to a contribution of cash or property to the Municipality, for which the donor received no consideration in return. Consideration may include, event tickets, use of the property, or dinner and/or performance at a fundraising event.
- i. "In-Kind Donation" refers to the donation of goods and services that are received in place of cash donations/gifts.
- j. "Municipality" refers to the Region of Windsor and West Hants Municipality (or the name of the Regional Municipality given as per Section 11 of the Region of Windsor and West Hants Municipal Act), effective April 1, 2020.

3. ACCEPTANCE AND USE OF DONATIONS

- a. Donations must only be accepted and used for purposes outlined in the Municipal Government Act, Section 65 – *"Power to Expend Money"*.
- b. Donations must be for purposes consistent with the Municipality's mandate, programs, services, and activities, and must be deemed to be in the public interest.
- c. The Municipality may elect to accept or decline any donation. If a gift is not accepted, the donor will be advised of the reason.
- d. The Municipality may decline donations, with approval from Council, from any donor who represents a reputational risk to the Municipality, through involvement in activities that are contrary to the values of the Municipality.
- e. The Municipality cannot accept donations from individuals or organizations, whom are currently in litigation against the Municipality.
- f. Donations greater than \$500 must be reviewed by the Director, Financial Services or designated individual, before being accepted by the Municipality.
- g. In-kind donations and donations for which a Donation Fund has not been established by Council can only be accepted if the Municipality has the capability to meet the initial and ongoing costs associated with the gift. This will be decided on a case by case basis by Council.
- h. Council may retain any in-kind donation or, sell the asset and use the proceeds as necessary, unless donated for a designated purpose. In instances where in-kind donations are designated for a specific purpose, donor consent will be required before sale.

ACCEPTANCE OF DONATIONS POLICY

4. VALUATION OF IN-KIND DONATIONS

- a. Should Council accept and retain an in-kind donation, the donation will be assessed at its fair market value.
 - Should this in-kind donation be Real Property, *Acquisition of Real Property Policy* will be followed.
- b. A donation of inventory by a business is valued at its normal retail price.
- c. Where a public market does not exist to establish a fair market value of an in-kind donation (e.g. TSE, NYSE, etc.); an independent appraisal will be required.
- d. A donor may be asked by Council to make a cash donation to cover the costs of an appraisal.

5. DONATION FUNDS

- a. Council may establish Donation Funds for the collection and use of donations.
- b. All cash donations without a specific purpose will be deposited in the General Donations Reserve Fund.
- c. Donations of cash designated for specific purposes will only be accepted by the Municipality where Council has authorized the specific purpose or a fundraising campaign and where the necessary Donation Fund has been established.
- d. Contributions from a Donation Fund to an organization or individual is considered a grant and must be reported as such.

6. USE OF DONATED FUNDS

- a. The Municipality cannot facilitate a “conduit” relationship between donors and an organization which is independent of the Municipality. This means that the Municipality’s authority to issue tax receipts cannot be used to provide an unrelated organization with the ability to provide contributors with a tax benefit.
- b. The Municipality must retain active control over the use of donated funds, meaning it must actively oversee the use of donated funds. Guidelines are provided in *Section 5, Item c* of this Policy.
- c. Council may authorize the grant of a tangible capital asset or of real property financed with donations to an unrelated organization.
- d. The Municipality may grant funds to organizations over which it exerts significant financial influence, or which are considered municipal

ACCEPTANCE OF DONATIONS POLICY

service organizations. Examples of such organizations include, but are not limited to, Libraries or Fire Departments.

7. INDEPENDENCE FROM UNDUE INFLUENCE

- a. To ensure that the Municipality retains an arm's length relationship with the donor and as such, is not subject to undue influence; donations cannot be solicited or accepted from the following:
 - A party subject to an application for an approval, license, or permit; or
 - A bidder, proponent, or applicant, or any party not acting at arm's length from a bidder, proponent, or applicant to an open procurement.
- b. Prior to accepting a gift with a value greater than \$500, the donor is required to make a written declaration that the donation to the Municipality is not concurrent with an approval or procurement process in which they, or their organization or company if applicable, are involved.

8. ISSUING TAX RECEIPTS

- a. Tax receipt will only be issued for donations of \$20 or greater.
- b. Tax receipts will be issued no later than February 28th of the following year.
- c. Tax receipts must include the information prescribed by the Income Tax Act and the Canada Revenue Agency (CRA), as follows:
 - A statement that it is an "official receipt for income tax purposes",
 - The name and address of the Municipality, as on file with the CRA,
 - The unique serial number of the receipt,
 - The registration number issued by the CRA,
 - The place or locality where the receipt was issued,
 - The exact date and year the gift was received,
 - The date the receipt was issued,
 - The full name, including middle initial, and address of the donor,
 - The amount of the donation,
 - The amount and description of any advantage/recognition received by the donor,

ACCEPTANCE OF DONATIONS POLICY

- The eligible amount of the donation,
- The signature of the individual authorized by the Municipality to acknowledge donations,
- Name and Address of the Canada Revenue Agency, canada.ca/charities-giving.

Should the receipt be for non-cash gifts, the official receipt must also include:

- The date the gift was received,
- A brief description of the gift received by the Municipality,
- The name and address of the appraiser (if the gift was appraised).

- d. Tax receipts must be approved and signed by the Director, Financial Services.

9. DONOR RECOGNITION

- a. Donors can only receive nominal recognition from the Municipality. Per the CRA, this is defined as having a fair market value equal to 10% or less of the amount of the gift.
- b. Individuals or organizations who receive advantage recognition from the Municipality, per the CRA, will no longer be eligible for an official tax receipt and will not be considered a donor. This is defined as having a fair market value equal to or greater than 80% of the amount of the gift.
- c. Donations that fall between the nominal and advantage recognition levels, as per the CRA, will have recognition subtracted from the donation and an official tax receipt will be issued for the difference.
- d. Recognition does not include advertising. Advertising disqualifies a gift as a donation. For instance, the Municipality can recognize a corporate donor by naming a room of a building after the company. However, the company logo should not be included in a publication or on a door plaque, as it may be considered advertising.
- e. Names of donors will not be published without their permission.

10. REPEAL

The Acceptance of Donation Policy, COFN-009.00 dated January 8, 2019 of the former Municipality of the District of West Hants is hereby repealed.

ACCEPTANCE OF DONATIONS POLICY

I, Rhona Brown, Municipal Clerk of the Region of Windsor and West Hants Municipality, the Province of Nova Scotia, do hereby certify that this is a true copy of the Policy as adopted by the Council of the Region of Windsor and West Hants Municipality at a meeting duly called and held on the **28th** day of **April, 2020**



R.N. Brown
Municipal Clerk

<i>Adoption</i>	
<i>Notice to Council:</i>	April 14, 2020
<i>Approval:</i>	April 28, 2020
<i>Description:</i> Initial approval of the Acceptance of Donations Policy, RCOFN-007.00.	

REGION OF WINDSOR AND WEST HANTS MUNICIPALITY
Donor Declaration Form

I am voluntarily and unconditionally donating the sum of \$_____ to the Region of Windsor and West Hants Municipality, to benefit the development of the Municipality. I understand that the Municipality can direct my donation to a development of their choice, in their efforts to improve the area.

Consistent with the income tax interpretations of "qualifying donations," this contribution is made voluntarily without any conditionals and no benefit will accrue to myself (or related parties) because of my donation. I confirm that this donation does not or will not affect any approval or procurement process I (or related parties) may, directly or indirectly, be connected to. I also understand that civil penalties can be imposed against me for the misrepresentation of tax matters. Based on these facts, I understand that an official receipt for tax purposes will be issued.

Please submit this form along with your donation to:

The Region of Windsor and West Hants Municipality
76 Morrison Drive
PO Box 3000
Windsor, NS B0N 2T0

- Please make cheques payable to the Region of Windsor and West Hants Municipality.
- Each donation exceeding \$500 must come with its own donation declaration form.
- All donations are credited in Canadian Dollars
- Do not alter this form. Doing so may cause a delay or return of the donation.
- Donations may be delivered in person to the above address Monday to Friday from 8:30am to 4:30pm.

Donor Information	
Company Name or First Name:	Last Name:
Mailing Address:	
City:	Postal Code:
Telephone: ()	Email:
Donation Amount: \$	
Donor Signature:	Date:



POLICY

COUNCIL-01-006

MUNICIPALITY OF THE DISTRICT OF WEST HANTS
Acquisition of Real Property

Creation Date: June 30, 2015
Approval Date: August 11, 2015
Revision Date:

Policy Category: Council
Next Review Date: August 2017
Replaces:

1. Policy Statement

The Municipality of the District of West Hants, under the *Municipal Government Act, s.50*, may acquire and own property, including property outside the municipality, which the municipality requires for its purposes or for the use of the public.

2. Purpose

- a) To establish a process to ensure a consistent and equitable framework is followed in acquiring real property interests which support Council approved strategies, projects, programs and policies.

3. Definitions

In this policy:

- a) "Appraisal" means a written estimate of current market value conducted by an independent and accredited appraiser.
- b) "Asset" includes real property held by the Municipality
- c) "municipality" refers to the Municipality of the District of West Hants
- d) "Government" means the Government of Canada, Government of the Province of Nova Scotia, a corporation that is an agent of Her Majesty in the Right of Canada or the Province, and a municipal unit.
- e) "Market value" means the amount that real property might be expected to realize if sold in the open market by a willing seller to a willing buyer

4. Needs Assessment

- a) Prior to initiating an acquisition for real property, the Chief Administrative Officer will ensure a needs assessment is carried out documenting the rationale and justification for the acquisition, addressing both the existing and proposed use of the property. The needs assessment shall be presented to Council for approval prior to moving forward.

5. Council Approval Process

- a) Council approval to move forward and acquire the property shall include authority for the Chief Administrative Officer to initiate and



POLICY

COUNCIL-01-006

undertake legal surveys, appraisals, negotiations, expropriates, legal and other such related activities, as may be required.

At all times, the Chief Administrative Officer will obtain sufficient and appropriate advice from specialists in the field of land acquisition including but not limited to legal services.

- b) Council will set a budget value for the acquisition including acquisition costs and operational, if any before action is taken to acquire the property.
6. Methods of acquisition once Council approval has been received include:
- a) Negotiation – which is the preferred method, compensation provided in keeping with the current market value of the property.
 - b) Expropriation – where negotiation is unsuccessful, expropriation may be considered. Expropriation will be used as a last resort for acquisition purposes.
 - c) Charitable donations or gifts - subject to Council approval or as delegated by Council to the Chief Administrative Officer. Before accepting or rejecting a gift of real property, an analysis shall be completed to determine the conditions of the gift, existing restrictions of encumbrances and assumptions of liabilities and any tax implications.

A charitable donation may be issued in the amount of the appraised market value of the donated real property. An environmental site assessment will be required. Any costs associated with an appraisal or environmental site assessment will be borne by the donor.
 - d) Development approval process – as outlined in the Municipal Government Act, s. 218.
 - e) Tax Sales – Vesting in municipality –as outlined in the Municipal Government Act, s. 143.
 - f) Land Exchange - An exchange of municipally owned surplus real property may be conducted where it is in the best interests of the Municipality. Negotiations shall be initiated based on market value of the respective properties. Differences in market value may be supplemented with an exchange of cash.



POLICY

COUNCIL-01-006

- g) Public-Private Partnerships - The Municipality may acquire all or an interest in real property as part of a public-private partnership to provide infrastructure, community facilities and related services that would benefit the municipality, the private sector and residents, based on market value.
- h) Intergovernmental Transfers - May occur between levels of government, based on the market value of the asset transferred.

5. Appraisal

- a) All real property acquisitions shall be supported with a current market value appraisal.
- b) Where the estimated value of the property is \$250,000 or more, a second appraisal will be required.
- c) Appraisal reports will be based on "highest and best use" of the property and be prepared by a qualified real estate appraiser, in accordance with current standards of practice within the real estate industry.

6. Acquisition at Market Value

- a) It is the intent of this policy to acquire property on the basis of current market value unless other considerations are included in the transaction and approved by Council.
- b) Where there is a variance between the appraised value and the acquisition price, the variance shall be explained in the recommendation report prepared by the Chief Administrative Officer and presented to Council.

7. Environmental Assessment and Due Diligence

- a) An environmental pre-screening will be conducted on all real property to be acquired to identify potential contamination issues associated with the property. The pre-screening search will include, but may not be limited to, a review of municipal records and those held by the Nova Scotia Department of Environment.
- b) Where possible or appropriate, acquisition agreements should provide for the indemnification of the Municipality by the vendor for environmental conditions.



POLICY

COUNCIL-01-006

I, Rhonda N. Brown, Municipal Clerk of the Municipality of the District of West Hants, the Province of Nova Scotia, do hereby certify that this is a true copy of the policy as adopted by the Council of the Municipality of the District of West Hants at a meeting duly called and held on the **11th** day of **August, 2015**.

R.N Brown
Municipal Clerk



WEST HANTS REGIONAL MUNICIPALITY REPORT

Information ☒	Recommendation ☐	Decision Request ☐	Councillor Activity ☐
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To: West Hants Committee of the Whole

Submitted by: _____
Kathy Kehoe, Director Community Development

Date: April 5, 2022

Subject: Former Dominion Atlantic Railway (DAR) Corridor (Mantua to South Maitland)

LEGISLATIVE AUTHORITY

Municipal Government Act Sections 47, 50 & 65

RECOMMENDATION or DECISION REQUEST

N/A

BACKGROUND

Property ☒	Public Opinion ☐	Environment ☐	Social ☒	Economic ☒	Councillor Activity ☐
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The Active Transportation Plan was created to improve options for safe and convenient non-motorized transportation across the Avon Region. This was a collaboration between three municipal units of the time; the Town of Windsor, Municipality of the District of West Hants, and the former Town of Hantsport and was approved by West Hants Council on April 14, 2015. The Parks and Open Space Plan, adopted by Council on May 30, 2016, was created to guide council and staff in the decision-making process as it relates to parks and open space properties.

The former Municipality of West Hants Strategic Plan (2017-2022) notes that respondents to the survey indicated that West Hants is well positioned to take advantage of tourism

opportunities. Particularly, West Hants should engage more with surrounding municipalities on tourism efforts and focus on its natural resources. It also references rail line and destination trail development is an opportunity that should be taken advantage of.

The ICSP completed in 2010 also references community members including the rail lines in the economic asset opportunities for how they would like to see their community evolve in the next 20-30 years.

Community consultation and input was critical to each process and gathering information which gave way to the final plans. In all documents it is noted the importance of a rail corridor to our community as it pertains to active transportation and tourism.

The rail line PID #45225174, Mantua to South Maitland is owned by Landar Holdings Ltd and, in its entirety is approximately 58.5 kms long with 14.4 kms in the West Hants Regional Municipality.

There is in place agricultural zoning for the section of the corridor located in the regional municipality. We have confirmation from our Development Officer, Doug MacInnis that land use regulations do not prohibit a public trail system on this property.

In 2021 a “Basic Conditions Evaluation” report was completed by Trail Flow for the Mantua to Stanley corridor. Generally, the corridor was clear of any major obstructions with only a few areas of windfall blocking the trail. The trail surface was gravel or sand with some lesser used sections being grassed over and no railway ties or tracks were encountered. Overall, the trail appeared to be getting moderate use and references both bicycle and ATV tracks. There are key infrastructure pieces that would need to be considered such as a 30 ft. makeshift bridge, washout along the riverbank and a second torn down bridge that was approx. 30 ft in length. Other items of interest included stop signs, traffic cones and a section where the trail corridor passes through a cow pasture.

DISCUSSION

“Rails to Trails” is when old, abandoned train tracks are transformed to trails that the surrounding community can access; “Rails with Trails” is when the rails remain, and the trail is built parallel to the rail-line.

Several years ago, the Municipality of East Hants initiated discussions with the Municipality of West Hants regarding the ownership of the rail line and in 2021 those discussions were renewed. It has been long felt that the Mantua to South Maitland rail-with-trail would be an excellent initiative to provide access from smaller communities to larger community centres of Windsor, Kennetcook or Truro.

Recently there has been interest on behalf of the owner, Landar Holdings Ltd., to sell the rail line in its entirety only to the two Municipalities. It is less desirable to sell “sections” of the line.

NEXT STEPS

Staff will proceed with investigating the possible purchase of the corridor in partnership with the Municipality of East Hants.

FINANCIAL IMPLICATIONS

In the 2021/22 Capital Budget West Hants Municipal Council approved \$250,000 Recreational Property, Active Transportation and Community Trail Opportunities, \$150,000 toward the purchase price funded through long-term borrowing and \$100,000 to upgrade the trail and infrastructure to a safe standard, funded through Canada Community Building Fund. This project was deferred for consideration in the 2022/23 Capital Budget where the project was not completed in 2021/22 fiscal year.

ALTERNATIVES

Council can choose not to proceed with discussions with the Municipality of East Hants and Landar Holdings Ltd. with respect to the joint purchase of the former DAR Rail Line between Mantua and South Maitland.

ATTACHMENTS

Property Online Information

CHIEF ADMINISTRATIVE OFFICER REVIEW

The Director has shared both the historic and more recent view regarding the potential value of the former rail line to the recreation community. The acquisition of the lands has been partially delayed within the last year as East Hants elected to have further discussions with Council and their community. We are now collectively ready to proceed jointly with the purchase. A meeting has been held at the staff level on April 7th regarding ongoing due diligence prior to purchase. In addition, we plan to reach out to the various Off Highway Vehicle clubs (snowmobile and ATVs/ UTVs) and other organized groups to collectively discuss the ongoing maintenance and promotions of the trail to prepare ourselves for the next stage.

There have been delays in the purchase of these linear lands over the last year, but we are optimistic the purchase will proceed, providing Hants County with a linear route connecting our two regions. This creates both economic and recreational opportunities realized by communities that are connected to the Trans Canada Trail nationally or the Run Runners Trail along the South Shore in this province. This is a wonderful opportunity for the communities and we look forward to the continued progress of this project .

Report Prepared by: _____

Kathy Kehoe, Director, Community Development

Report Reviewed by: _____

Carlee Rochon, Director, Financial Services

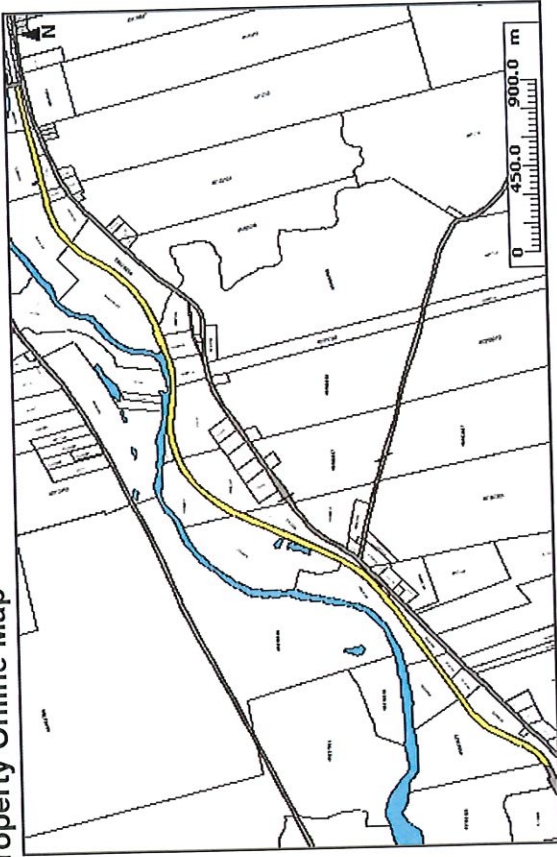
Report Approved by:  _____

Mark Phillips, CAO



Property Online Map

Date: Apr 7, 2022 9:09:22 AM



PID: 45225174
County: HANTS COUNTY
LR Status: NOT LAND
REGISTRATION

PID: 45225174
County: HANTS COUNTY
LR Status: NOT LAND
REGISTRATION

Owner: LANDAR HOLDINGS
LIMITED
Address: NO 236 HIGHWAY
MOSHERVILLE

Owner: LANDAR HOLDINGS
LIMITED
Address: NO 236 HIGHWAY
MOSHERVILLE

AAN: 07835353
Value: \$27,900 (2022 RESOURCE
TAXABLE)

AAN: 07835353
Value: \$27,900 (2022 RESOURCE
TAXABLE)

The Provincial mapping is a graphical representation of property boundaries which approximate the size, configuration and location of parcels. Care has been taken to ensure the best possible quality, however, this map is not a land survey and is not intended to be used for legal descriptions or to calculate exact dimensions or area. The Provincial mapping is not conclusive as to the location, boundaries or extent of a parcel [Land Registration Act subsection 21(2)]. THIS IS NOT AN OFFICIAL RECORD.

Property Online version 2.0

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WEST HANTS REGIONAL MUNICIPALITY REPORT

Information ☐	Recommendation ☐	Decision Request x	Councillor Activity ☐
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To: COTW

Submitted by: Councillor Francis, District 5

Date: Tuesday April 12, 2022

Subject: The Station Food Hub

LEGISLATIVE AUTHORITY

Council Approval

RECOMMENDATION or DECISION REQUEST

Staff to meet with the Station Food Hub and provide an update to Council for consideration.

Further

If Council wishes to support the application with the Station Food Hub, that staff be directed to write a letter of support for the Station Food Hub's application to Farm Credit Canada.

BACKGROUND

Property x	Public Opinion ☐	Environment ☐	Social ☐	Economic x	Councillor Activity ☐
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DISCUSSION

There is an opportunity for us (The Station Food Hub) to apply for capital funding through the Farm Credit Canada AgriSpirit Fund (1.5M fund nationally). The capital project needs to enrich the lives of a rural community. This fund supports projects by charities, non-profit groups, First Nations bands and Metis settlements in communities of less than 150,000 people. The

Station has a non-profit named "The Station Learning Farm" which is active and that we can apply through, however, there is no national registration for non-profit organizations so FCC requires them to partner with either a local municipal, territorial or provincial body or registered charity to show that there is community support for the project. Non-profit organizations who partner with a municipal body, territorial or provincial government; the municipal body must agree to receive contributed money

If our project is selected, the municipality must agree, by co-signing the funding agreement, to receive the contributed money on our behalf.

The following are types of projects that this grant covers:

Refrigeration and equipment to support food waste reduction and recovery -- we are doing this!!

Construction of or upgrades to community buildings -- we need this!!

Renovations or upgrades that reduce a building's energy footprint -- we can build a case for this!!

Initiatives that support agriculture and food -- this is exactly what we do!!

We would like to ask for the municipality's support so we can apply to upgrade our refrigeration unit and make building upgrades to our shipping and receiving area. This will allow us to bring in more local produce and products, expand our community programming (Try It Tuesday Program and The Seniors Community Food Box Program), and allow for more businesses to use the hub services. I really hope that this is something that the municipality could get behind and support us with. There is no limit on the amount of projects that the municipal partner can support through applications.

Applications are accepted until April 29.

Here is the link: <https://www.fcc-fac.ca/en/community/giving-back/agrispirit-fund.html?fbclid=IwAR2ONN94A3fPKDc3GFXIkWi-nc2xhusetxPdAVzsJsgvUk9-51euB6ljh7Y>

NEXT STEPS

Staff would meet with the Station Food Hub to discuss the application process. If Council were to support the application there will be an in-kind component of \$1,500, for staff time to manage the funding agreement.

FINANCIAL IMPLICATIONS

No budget implications

ALTERNATIVES

Council could decide they are not interested in partnering.

ATTACHMENTS

None

CHIEF ADMINISTRATIVE OFFICER REVIEW

I support the recommendation.

Report Prepared by: Debbie Francis,
Councillor District 5

Report Reviewed by: _____
(Name and Title)

Report Approved by: 
Mark Phillips, Chief Administrative Officer



WEST HANTS REGIONAL MUNICIPALITY REPORT

Information ☐	Recommendation ☒	Decision Request ☐	Councillor Activity ☐
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To: Committee of the Whole – West Hants Regional Municipal Council

Submitted by: Jim Ivey, Windsor South, District 11

Date: April 12, 2021

Subject: Bowman Road Demolition – Status

LEGISLATIVE AUTHORITY

MGA: PART XV Dangerous and Unsightly Premises - Sections 344 - 353

RECOMMENDATION or DECISION REQUEST

Council direct the CAO to make inquiry to REWS Developments, the contractor responsible for the demolition to determine the actual services provided for the costs billed to West Hants Regional Municipality (“WHRM”) and ultimately billed by WHRM to the resident for the purpose of reporting back to the resident directly and to Council not later than its next meeting April 26, 2022.

BACKGROUND

The resident experienced a house fire which totally destroyed their home on August 2020. A dangerous and unsightly order to remedy the property was issued by staff in the summer of 2021 (August). The resident explains they quickly complied with the order but were subsequently issued an order for demolition which was implemented by the municipality in the fall of 2021.

The property was demolished as a mixed-load knock-down as the building was deemed unsafe to enter.

Charges for the demolition included lead paint removal (removal of siding) \$15,700, Asbestos abatement \$22,300, demolition 10,800, Disposal of hazardous waste \$4083.93 equal to \$52,883.93 plus tax \$7,932.59 for a total of \$60,816.52

Invoice issued by the contractor was subsequently rebilled to the resident in early December for the full amount of the demolition \$60,816.52.

Property ✓	Public Opinion	Environment ☐	Social ☐	Economic ✓	Councillor Activity
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DISCUSSION

While the option to self-demolish was afforded the resident, the cost estimate / quote provided to the municipality for demolition was not reviewed with the resident in advance. They assumed a standard knock-down.

The average of the two prior demolitions in West Hants (excluding this demolition in question) was: **\$11,375.47**

2020-21	\$	12,145.14
2021-22	\$	10,605.40
Average	\$	11,375.27

*Note the average cost provided at CoTW on Feb 8th included in the bill in question to this family resulting in an aggregate average of \$35,710 for the 2021-22 fiscal year (not comparable costing of our average cost for prior recent demolitions).

The residents contacted the West Hants Regional Municipality to advise they were disputing the amount. They did not hear back. The residents then escalated their concern and were advised it would be looked at. In their last follow up on Feb 25th, the residents were told contact would be made with the contractor to review the work. Nothing has happened since.

Attached are photos of the demolition which reflects a standard non-hazardous waste demolition of their property. Everything taken down with a mini-excavator and hauled away in mixed bins. No protective clothing was worn, no masks, no separation of hazardous materials was undertaken, no protection of neighboring properties from hazardous airborne materials.

NEXT STEPS

Direct the CAO as per the motion above to bring resolution to this issue.

Direct the CAO to make inquiry to the REWS Developments, the contractor responsible for the demolition to determine the actual services provided for the costs billed to the Municipality and ultimately billed to the resident for the purpose of reporting back to the resident directly and to Council not later than its next meeting April 26, 2022.

FINANCIAL IMPLICATIONS

Staff time to investigate

REWS DEVELOPMENT INC.
192 Fairview Avenue 3rd Fl
Lynn, Ontario N6B 3K6
+1 5054413288
rews@renews.com
GST/HST Registration No.: 783221819/0001

Doc# 16285

COPY

INVOICE

BILL TO
VPRM
76 Marston Drive
Windsor, ON N9C 2D9

INVOICE
DATE 01/11/2021
TERMS Due on receipt
DUE DATE 01/11/2021

US2021-001
01/11/2021
Due on receipt
01/11/2021

SERVICE	DESCRIPTION	TAX	QTY	RATE	AMOUNT
Asbestos abatement		HST NS	1	22,300.00	22,300.00
Lead paint removal	Removal of siding	HST NS	1	15,700.00	15,700.00
Demolition		HST NS	1	10,800.00	10,800.00
Disposal of Hazardous Waste		HST NS	1	4,083.93	4,083.93

74 Bowman
Lead paint removal
asbestos / storm demolition
break concrete and 18 hole
2014 4 tons of waste paid for by REWS Development

SUBTOTAL 52,883.93
HST (NS) @ 15% 7,932.59
TOTAL 60,816.52

BALANCE DUE \$60,816.52

TAX SUMMARY

RATE	TAX	NET
HST (NS) @ 15%	7,932.59	52,883.93

AAN# 00442674
19 Bowman Road, Garlands Crossing







ALTERNATIVES

None

ATTACHMENTS

Photos appended to this report for review - others with videos also available.

CHIEF ADMINISTRATIVE OFFICER REVIEW

Pending CAO's comments.

Report Prepared by: _____
(Name and Title)

Report Reviewed by: _____
(Name and Title)

Report Approved by: _____
(Name and Title)



WEST HANTS REGIONAL MUNICIPALITY REPORT

Information ☐	Recommendation ☒	Decision Request ☐	Councillor Activity ☐
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To: Committee of the Whole – West Hants Regional Municipal Council

Submitted by: Jim Ivey, Windsor South, District 11

Date: April 12, 2021

Subject: Meeting and Committee Procedural Policy
Audio and or Video Recording of In-Camera Meetings

LEGISLATIVE AUTHORITY

Sect. 34 Municipal Government Act

Section 9: West Hants Regional Municipality Meeting and Committee Procedural Policy

RECOMMENDATION or DECISION REQUEST

Recommend that Council direct staff to amend the West Hants Regional Municipality's "Meeting and Committee Procedural Policy" Section 9 to align with its historical practice to include the use of audio recording equipment for all in-camera discussions such that section 9.3 will include 'in-camera meetings'.

BACKGROUND

Property ☐	Public Opinion ☒	Environment ☐	Social ☐	Economic ☐	Councillor Activity ☒
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The Meeting and Procedural Policy section 9.3 currently identifies the use of audio recording equipment as appropriate for use in public meetings of council as noted immediately below.

"To assist with accurate composition of draft minutes, public meetings of Council or Committees of Council will be recorded using audio recording equipment. Once minutes are approved, the audio recording will be kept for at least seven (7) years after which it

may be destroyed in accordance with the Records Management Policy of the Municipality.”

Section 9.3 is silent on the use of audio recording equipment for in-camera meeting minutes or other purposes.

While the meeting and procedural policy is silent on the matter of audio recording in-camera meetings, the historical practice of recording in-camera is well-established in both the former Town of Windsor and West Hants before consolidation and recordings of such have been documented since with Councillors being required to turn their mic’s on when speaking – for recording purposes.

DISCUSSION

The change recommended is to put the practice of recording into policy such that best practice of recording is done for public and in-camera meetings.

The change if adopted would result in the following or something similar to:

“To assist with accurate composition of draft minutes, public and in-camera meetings of Council or Committees of Council will be recorded using audio recording equipment. Once minutes are approved, the audio recording will be kept for at least seven (7) years after which it may be destroyed in accordance with the Records Management Policy of the Municipality.”

(red underline solely for emphasis in the report).

The recording of in-camera meetings is identified as a ‘best practice as documented with other municipal bodies and as recommended in public documents from various offices of ombudsmen.

As summary examples:

September 25, 2020 – Ontario Ombudsman Office - Township of Sables-Spanish Rivers

The Ombudsman found that the Township of Sables-Spanish Rivers failed to record important information about the meeting, including the location, the time the meeting ended, and the time that the closed session began and ended.

The minutes did not include a full description of the subjects discussed in closed session and in open session. They were almost entirely limited to a list of resolutions passed. As a result, it was impossible to determine, on the basis of the meeting records, which topics were discussed during the meeting and when.

When interviewed, witnesses had conflicting recollections of the discussions.

The Ombudsman recommended that the township improve its meeting minutes, and that it make audio or video recordings of closed meetings to ensure an accurate record of proceedings.

18 + other examples can be found:

[https://www.ombudsman.on.ca/digest/keywords/secondary/recording-\(audio-and-or-visual\)](https://www.ombudsman.on.ca/digest/keywords/secondary/recording-(audio-and-or-visual))

NEXT STEPS

Amend the Meeting and Procedural policy as identified and continue with the practice of recording in-camera meetings in the interim as has been the historical practice.

FINANCIAL IMPLICATIONS

Staff time to amend the policy

ALTERNATIVES

N/A

ATTACHMENTS

Link above in discussion for examples of best practice for recording in-camera (audio and or video).

CHIEF ADMINISTRATIVE OFFICER REVIEW

The details of the report suggest a higher standard for meeting recording for in-camera settings. For heightened accuracy the following recommendation may be considered.

I support the recommendation.

Recommend that Council direct staff to amend the West Hants Regional Municipality's "Meeting and Committee Procedural Policy" Section 9 to align with the historical practices of the former Town of Windsor and former Municipality of the District of West Hants West, to include the use of audio recording equipment for all in-camera discussions such that section 9.3 will include 'in-camera meetings'.

Report Reviewed by:



Mark Phillips, Chief Administrative Officer