

WEST HANTS REGIONAL MUNICIPALITY
Committee of the Whole - Meeting Agenda - AMENDED
June 14, 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
 - Dashboard Action Items – Dangerous/Unsightly
4. Declaration(s) of Conflict of Interest
5. Announcements
6. Approval of Previous Meeting Minutes
 - a) 2022-05-10 Committee of the Whole minutes
7. Presentations
 - a) Baseball Fields – Scott Carson
8. Unfinished Business/Postponed Motions
 - a) 2022-2023 Grants and Contributions – Dir. Kehoe
 - b) Heritage Classic Beef Society
 - c) Newport Arena
 - d) 65 Fort Edward, Municipal Lands Phase 2 Update Information Report – Supervisor Thornton
 - e) Municipal Boundary Review – Supervisor Thornton
 - f) Sidewalk Needs Assessment Action Plan Information Report – Dir. Richard
 - g) Active Transportation Trail Network, Gap Analysis Mapping Update – Coordinator Craik
 - h) Bowman Road Summary of Information Report – Councillor Ivey
9. Reports
 - a) CAO Activity Update – Information Report
 - b) Nova Scotia Parentship Development Opportunity – Affordable Housing Windsor – Information Report - Dir. LeMay
10. Correspondence
 - a) Information
 1. Avon Causeway Activity Log
 - i. Current correspondence received as of June 10, 2022
 2. Correspondence received ledger as of June 10, 2022
 - i. Current Correspondence received as of June 10, 2022

- 3. Fort Edward Activity Log
 - i. Current correspondence received as of June 10, 2022 - None
- 4. Storm Wastewater Activity Log
 - i. Current Correspondence received as of June 10, 2022 - None
- b. Requests - None
- c. Out-going Correspondence Ledger
 - 1. Correspondence sent as of June 10, 2022 - None
- 11. New Business
 - a) Diverse and Inclusive Communities Committee – Co-ordinator Craik
 - b) Windsor Celebration (2022-05-16 correspondence) – Councillor Murley
 - ~~c) Planning Advisory Committee Composition – Request for Decision – Mayor Zebian~~
 - d) High School Bursaries – Deputy Mayor P. Morton
- 12. Public Participation Period
- 13. In-Camera
- 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	Training workshops follow up every two(2) weeks	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	2022 (also with Rad Consulting	Coming to June COTW	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	Meeting set for early July	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	Coming to June COTW	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
Outdoor Fires By-Law - Staff review existing Fire-related by-laws and have an all encompassing Regional By-Law	2021-09-28	2022-06	Coming to Council in July/August	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 Station - Provide ongoing updates to Council	2022-02-22	ongoing	Equipment installation, road tie-ins are in progress	PW
Hantsport Fire Station - Provide ongoing progress updates to Council	2022-02-22	ongoing	Drywall installation completed. Equipment being installed. Projecting an August completion date	PW
Front End Wheel Loaders - Provide ongoing progress reports to Council	2022-02-22	ongoing	Being delivered next week	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	Site visit completed May 25, 2022	CAO
Walking Trails - Staff to report back on progress and initiative related to walking trails within WHRM.	2022-04-26	2022-04-26	Coming to June COTW	CD
Status Update (Bowman Road) - Provide Council with correspondence from the Dept. of the Environment authorizing the straight knock-down of the building	2022-05-10	June 2022	Coming to June COTW	CAO/Planning
Boundary Review - Staff to collect updated information on numbers and return to Council with the info. Consensus is that there is a need to review further at a later date.	2022-05-10	December 2022	Coming to June COTW	CAO

<u>Matter</u>	<u>Start Date</u>	<u>Deadline / Update</u>	<u>Status/Progress Updates</u>	<u>Resp.</u>
New Provincial Non-Residential Deed Transfer Taxation - Compose a letter regarding the Provinces new deed transfer tax and discourage and further explain the rational behind not supporting this initiative. Council to review letter prior to sending.	2022-05-10	June 2022	Pending Council approval	CAO/Council
2022-23 Grants and Contributions - Defer the 2022-23 Grants and Contributions recommendation report until after the budget has been approved.	2022-05-10	2022	Coming to June COTW	Comm. Dev.
Sewer Rates - Staff to return to Council with a report detailing what the usage of the 2021/22 rates will have based 2022/23 operational budget and the financial impacts.	2022-05-10	May 24, 2022	Information to follow at the May 24, 2022 Council meeting	Fin
Sidewalk Needs Assessment - Return to the June COTW mtg with a report highlighting the action plan with the recommendations noted in the report at the May 10, 2022 COTW mtg.	2022-05-10	June 2022	Coming to June COTW	PW
Water and Sewer Laterals - Staff to return at a later date with a report highlighting the historical information pertaining to the water and sewer laterals.	2022-05-10	June 2022	Coming to July COTW	PW/Fin
RFP and Municipal Roads - Staff to provide a report showing the 2019/2020 snow removal cost comparison of actuals to budgeted costs reflecting all- inclusive costs including staff, salt and snow clearing contract costs for West Hants.	2022-05-24	June 28, 2022	Report to follow at the June 28, 2022 Council meeting	Fin/PW

M - Motion
D - Direction/Discussion

West Hants Regional Municipality
Dashboard (Action List)
June 8, 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: West Hants Regional Municipality Committee of the Whole
Submitted by: Kathy Kehoe, Director Community Development
Date: May 3, 2022
Subject: 2022 Grants and Contributions

LEGISLATIVE AUTHORITY

Municipal Government Act,

Power to expend money

65 The council may expend money required by the municipality for

(au) a grant or contribution to

- (i) a society within the meaning of the *Children and Family Services Act*,
- (ii) a mental health clinic in receipt of financial assistance from the province,
- (iii) an exhibition held by an educational institution in the municipality,
- (iv) a club, association, or exhibition within the meaning of the *Agriculture and Marketing Act*,
- (v) any charitable, nursing, medical, athletic, educational, environmental, cultural, community, fraternal, recreational, religious, sporting or social organization within the province,
- (va) a day care licensed under the *Day Care Act*,
- (vi) a registered Canadian charitable organization,
- (vii) a village,

and the municipality shall publish annually a list of the organizations and grants, or contributions made pursuant to this clause in a newspaper circulating in the municipality

RECOMMENDATION

Committee of the Whole recommends that:

Council adopts the attached summary, as presented, recommending grant funding to the listed recipients and authorize staff to release funds once all requirements, as outlined under the Grant and Contribution Policy, have been met.

Further

...it be recommended to Council, to approve the use of \$5,000 from the Canada Community Building Fund for the Newport and District Rink Commission to fund the purchase of an Ice Resurfacer, to improve recreational services.

Further

...it be recommended the following grants be approved from the 5% Reserve Fund:

- Brooklyn District Elementary School to fund the unspent portion of the Phase 1 of the Tennis Court Repairs that was approved in 2021 in the amount of \$4,827
- Brooklyn District Elementary School to fund Phase 2 of the Tennis Court Repairs in the amount of \$5,000
- West Hants Trails Association to fund the purchasing of an outdoor leisure structure for the Ardoise Community Park in the amount of \$2,500
- Brooklyn Volunteer Fire Department to fund trail maintenance for the Brooklyn Fire Department Trail in the amount of \$2,075
- Glooscap Heritage Archers Association to assist with the cost of installing a new deck and roof repairs in the amount of \$1,000

BACKGROUND

Property ☐	Public Opinion ☐	Environment ☐	Social ☒	Economic ☒	Councillor Activity ☐
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Each year, the Municipality receives numerous requests for funding from worthwhile not-for-profit or charitable community organizations who, through volunteer efforts provide services to the community. Staff have reviewed the requests and coordinated the funding recommendations within the approved budgeted allotments and in keeping with the Grants and Contributions Policy. Funding requests were received from sixty-five different organizations and, of those applications three were received after the advertised deadline. Staff have not recommended funding the late applications from organizations based on the Grants and Contributions Policy.

Grants and contributions are recommended based on the understanding they are for services or activities which council has or is likely to deem required by the municipality and within the Municipality's legislative mandate.

According to the rules around expending Canada Community Building Fund monies to third parties, Council must, by separate motion, authorize each expenditure.

DISCUSSION

Grants are generally provided in the form of funds, while contributions may be through in-kind support using municipal resources, both tied to a specific outcome. Both sources of support must be reported annually by the Municipality, as is required by legislation.

Council has the authority to fund projects outside of the maximum approved funding allocations stated in this Policy.

The following annual grant types have been identified by the municipality:

1. Operating grant – Maximum contribution \$1,500
2. Community Capital Project grant Maximum contribution \$2,500
3. Public Safety Grants – Maximum contribution of \$7,500
4. Community Recreation Program grant – Maximum contribution \$1,000
5. Community Event grant – Maximum contribution \$1,000
6. Special Events Operations & Promotion grant – Maximum contribution \$5,000
7. Leadership grant – Maximum contribution - \$1,000
8. Sponsorship Advertising/Donation of Prizes Requests – Maximum contribution per organization per year \$100.
9. Youth Travel Assistance – Maximum Contribution Limits apply
10. Community Trail Funding Program – Maximum contribution - \$2,500
11. Major Capital Project grant - Depending on the funding source identified by staff, additional requirements may be necessary to maintain eligibility.
 - a. Gas Tax funding requirements:
 - a. Agreement to abide by the Municipal agreement with the Province of Nova Scotia
 - a. Community Energy Systems - \$2,500 limit
 - a. Cultural Infrastructure - \$5,000 limit
 - a. Tourism Infrastructure - \$5,000 limit
 - a. Recreational Infrastructure - \$5,000 limit
 - a. Broadband Connectivity - \$5,000 limit
 - a. Trails - \$2,500 limit
12. In-kind Contributions

Canada Community Building Fund, formerly Federal Gas Tax Grants: Throughout the year, council also receives requests for financial support from a variety of organizations for funding which far exceeds the budgeted grant values. These requests are referred to the grants and contributions process for validation and suitability for other sources of funding, such as Canada Community Building Fund. Changes to the qualifying criteria for use of the Canada Community Building Fund permits the Municipality to offer capital funding to third party, not-for profit organizations. But all contributions are still subject to the stacking limitations imposed by the federal government.

Council has received requests for funding of an eligible capital nature from:

1. Newport & District Rink Commission – funding the support the purchase of an Ice Resurfacer - \$5,000

As per Canada Community Building Fund agreement, should Council approve the motions stated above, the Municipality will enter into an agreement with the groups based on the terms and conditions required under the agreement. This includes ensuring the organizations continue to operate the facility for the same purpose as stated in the application for up to 10 years. Failing to do this will require the organizations to reimburse the Municipality for the funds at a prorated rate, based on years of use.

Attached you will find the Grants & Contributions requests and staff recommendations. Of which, two of the requests, the Windsor Lions Club and the Newport & District Rink Commission's applications far exceeded the maximum contribution limits as outlined in the Grants & Contribution Policy RCOFN-012.00. These requests are beyond our program design and capacity but before Council for your added consideration if Council chooses.

NEXT STEPS

If approved, staff will notify groups and organizations of the decision of Council and will process the grants as approved.

FINANCIAL IMPLICATIONS

Grants and Contribution funding is proposed in the 2022/23 budget, in the amount of \$115,000 and grants will be finalized upon Budget approval. Based on the proposed summary, there is \$127,892 being recommended, with \$107,490 being funding through the operating budget. The remaining is proposed from the 5% reserve and the Canada Community Building Fund. The remaining balance is the associated to Public Safety, and grants under this category are for non-profit organizations registered with the Municipality that provided or ensure public or community safety.

Sufficient Canada Community Building Funding exists for the eligible project. It should be noted that financial support from this fund must be approved by West Hants Regional Council annually for eligible projects.

RECOMMENDED	
Operating	\$44,500.00
Community Capital Project	\$14,050.00
Public Safety	\$7,500.00
Community Recreation Program	\$6,000.00
Community Event	\$2,500.00
Special Events Operations & Promotions	\$9,195.00
Leadership	\$3,000.00
Community Trail Fund	\$2,500.00
Major Capital	\$3,500.00
In-Kind	\$14,745.00
Canada Community Building Fund	\$5,000.00
5% Reserve Fund	\$15,402.00
Grand Total	\$127,892.00

ALTERNATIVES

Council can approve, amend, or change any recommendation presented by staff with the understanding these decisions may fall outside of the established policy. This is not the course of action recommended but is within Council's purview.

ATTACHMENTS

- West Hants Regional Municipality Grants and Contributions Policy RCOFN-012.00
- Grants & Contributions Application & Recommendation Summary

CHIEF ADMINISTRATIVE OFFICER REVIEW

The grant recommendations noted by the Director are in alignment with the existing grant policy and traditional level of spending. There are some amazing projects and programs that will benefit the community and some very active groups carrying them out. THANK YOU!

As noted, there are applications that exceed the eligible funding within the grant categories. These too, are valuable projects to the community. There is ample discretion for Council within the policy if Council chooses to consider supporting a group outside the policy. As this is the annual time of year that grants are considered it is suggested Council revisit the attached policy to ensure it reflects their wishes.

“2.0 POLICY OBJECTIVE The objective of this policy is to treat all organizations fairly, equitably and reasonably, within the parameters established by Council as follows: a) Youth development b) Senior support and services c) Public safety d) Provincial events e) Heritage and Culture On an annual basis Council will determine the amount of funding during the budget process. “

Having a consistent and clear grant policy is important for those applying annually.

Report Prepared by: _____
Kathy Kehoe, Director Community Development

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

Report Approved by:  _____
Mark Phillips, Chief Administrative Officer

West Hants Regional Municipality Grants and Contributions Recommendations 2022

Organization	Project	Recommended											5% Reserve	Variance	Restrictions
		Operating	Community Capital Project	Public Safety	Community Recreation Program	Community Event	Special Events Operations & Promotions	Leadership	Community Trail Fund	Major Capital Project	In-Kind	Canada Community Building Fund			
9-Lives Cat Rescue Society Total Request - \$1,500	Operating Grant - \$1,500 To assist with costs of the spay/neuter program for feral, barn and stray cats.	1,500.00												-	
Annapolis Valley Chapter of Autism NS Total Request - \$2,500	Operating Grant - \$1,500 - To assist with costs associated with the rental space and pool fees in Windsor for the Respite and Recreation Summer Camp. Community Recreation Program - \$1,000 -To assist with costs associated with accessing a variety of community outings such as Aylesford Zoo, community swimming pools, outdoor summer recreation supplies, and other various local opportunities.				nil						1,250.00			1,250.00	to access WHRM facilities where there is a facility booking fee
Annapolis Valley Farm to School Total Request - \$1,500	Operating Grant - \$1,500 - To assist with costs associated to support the contract position (and mileage) of the Farm to School Coordinator.	1,000.00												500.00	
Ardoise Community Recreation Center Total Request - \$2,500	Operating Grant - \$1,500 - To assist with costs associated to help with maintenance and day to day operating expenses such as heating, insurance, power. Community Event Grant - \$1,000- To assist with costs associated with the Annual Family Fun Day and Car Show.	1,500.00				750.00								250.00	
Avon Community Farmers Market Total Request - \$5,000	Operating Grant - \$1,500 - To assist with costs associated with CGL insurance, Farmers Market of Nova Scotia membership. Special Events Grant - \$3,500 - To assist with costs associated to have multiple larger market events during the regular season and expand the holiday market.	750.00									750.00			3,500.00	
Avon River Heritage Society Total Request - \$5,000	Operating Grant - \$1,500 - To assist with costs associated with regular operating expenses. Special Events Operations & Promotion Grant - \$3,500 - To assist with costs associated with the Avon River Heritage Museum and community and cultural events, activities that take place in the Avon Spirit Shipyard (Artisans in Action, The Great Little Art Show, Open Studio, Paint Avondale, Wharf Day, Mosher Family Reunion, Sofa Sunday's. Total Request - \$5,000	1,500.00					2,000.00							1,500.00	
Avon River Rollers Society Total Request - \$2,500	Operating Grant - \$1,500 - To assist with costs associated with general operating expenses such as facility rentals and team gear maintenance. Community Recreation Program - \$1,000 - To assist with costs associated with expanding and improving ARR's recreational program for the West Hants community and secure team skates, protective equipment to further goal of reducing barriers to accessibility.				500.00						1,250.00			750.00	
Avon Sport and Social Community Total Request - \$4,000	Operating Grant - \$1,500 - To assist with costs associated with facilities and equipment at events which include ball hockey, soccer, baseball, broom ball etc. Community Capital Project Grant - \$2,500 - To assist with costs associated to refurbish goalie nets with upgraded paint to add longevity and establishing a putting basket for the disc golf which would be accessible to the public. Total Request - \$4,000		750.00								1,500.00			1,750.00	
Avon View High School Boys Hockey Total Request - \$5,000	Special Events Operations & Promotion Grant - \$5,000- To assist with costs associated with the Annual Birthplace of Hockey High School Tournament. Total Request - \$5,000 (Nil incorporated)										2,000.00			3,000.00	incorporation required before grant is processed
Avondale Community Club Total Request - \$7,500	Community Capital Project Grant - \$2,500 - To assist with costs associated with interior upgrades, gutters, fascia, foundation repair, picnic tables, covered porch/outdoor stage, general maintenance/fixing upgrades. Special Events Operations & Promotion - \$5,000 To assist with costs associated with the Annual Avondale Wharf Day.		2,000.00			750.00								4,750.00	
Belmont Hall Association Total Request - \$1,500	Operating Grant - \$1,500 - To assist with costs associated with minor projects, wheelchair ramp repair, sealing of Windows, varnishing floors, septic upgrade and minor painting and labour.		1,500.00											-	
Bramber New Horizons Hall Total Request - \$2,500	Community Capital Project Grant - \$2,500 - To assist with costs associated with hall expenditures, specifically to purchase a new bingo machine.	1,000.00												1,500.00	specifically to offset operating expenses
Brooklyn District Elementary School Total Request - \$8,000	Community Trail Funding Program - \$1,500 - To assist with costs associated with mowing the trail system behind BDES. Major Capital Project grant- \$6,500 - To assist with costs associated with the second phase of restoration of old tennis court area, remove old net posts, patch the pavement cracks and holes, install 1 new set of posts and install a net, cover the path with gravel, purchase outdoor hockey nets for the other side of the courts. Total Request - \$8,000								1,500.00				5,000.00	1,500.00	will issue once the 2021/22 grant funds are expended
Brooklyn District Elementary School Total Carry Over Request - \$4,827	Have made a request to approve the use of the unspent funds of their 2021 municipal grant \$4827. (tennis court repairs) Total Carry Over Request - \$4,827												4,827.00	-	
Brooklyn Volunteer Fire Department Auxiliary Total Request - \$4,575	Community Trail Funding Program - \$2,075 - To assist with costs associated with additional gravel, railing added to bridge crossing brook, materials to control grass growth in summer and salt for winter, and additional signage for the trail. Community Capital Project Grant - \$2,500 - To assist with costs associated with purchasing new tables and coffee pot. Total Request - \$4,575		nil										2,075.00	2,500.00	

Organization	Project	Recommended													
		Operating	Community Capital Project	Public Safety	Community Recreation Program	Community Event	Special Events Operations & Promotions	Leadership	Community Trail Fund	Major Capital Project	In-Kind	Canada Community Building Fund	5% Reserve	Variance	Restrictions
Burlington and District Club Total Request - \$4,000	Operating Grant - \$1,500 - To assist with costs associated with operating expenses to remain accessible to the community. Community Capital Project Grant - \$2,500 - To assist with costs associated with painting the exterior wood paneling and trim in the main gathering area of the hall.	1,500.00	2,000.00											500.00	
Dragonfly Haven Therapeutic Farm Total Request - \$1,000	Community Event Grant - \$1,000 - To assist with costs associated to make the farm safe in different ways such as a fence around the property to protect people and the animals from harm, and hosting culture activities.	1,000.00												-	
Ellershous Community Hall Total Request - \$1,500	Operating Grant - \$1,500 - To assist with operating costs for the hall.	1,500.00												-	
Falmouth Community Association Total Request - \$1,500	Operating Grant - \$1,500 - To assist with operating costs. In Kind - Municipal staff to assist with Teddy Bear Jamhoree	1,500.00									400.00			-	
Full Circle Festival Society Total Request - \$6,500	Operating Grant - \$1,500 - To assist with operating costs. Special Events Operations & Promotions Grant - \$5,000 - To assist with costs associated to support local artist fees for the "Sofa Sundays" series as well as promotion and marketing costs for all events.	nil					1,500.00							5,000.00	
Glooscap Heritage Archers Association Total Request - \$4,000	Operating Grant - \$1,500 - To assist operating costs. Community Event Grant - \$1,000 - To assist with costs associated with completing the new deck and roof started last year.	1,500.00											1,000.00	-	
Gordon Hughes Tennis Club-Windsor	Operating Grant - \$1,500 - To assist with costs associated with operating costs. Community Capital Project Grant - \$2,500 - To assist with costs associated with resurfacing the courts.	1,000.00	2,000.00											1,000.00	
Hants County 4-H Leaders Council Total Request - \$2,500	Operating Grant - \$1,500 - To assist with operating costs. Community Event Grant - \$1,000 - To assist with costs associated with Hants County Exhibition prizes for members and special awards for achievements, junior and senior member tours, 4-H Family skate event.	1,500.00									250.00			750.00	
Hants County Christmas Angels Society Total Request - \$3,000	In Kind Contributions - For the use of the Community Center for the annual webathon/telethon. Requesting use of the Aquatics building for operation headquarters in the month of December.										3,000.00			-	
Hants County Senior Safety Association Total Request - \$7,500	Public Safety Grant - \$7,500 - To assist with costs associated to promote health and safety services, free of charge to every senior in Hants County. To support the well-being, independence, health and safety of seniors in their homes and in their community.			7,500.00										-	
Hants Learning Network Association Total Request - \$1,500	Operating Grant - \$1,500 - To assist with operating costs associated with food, transportation, school supplies, and specialized supports.	1,500.00												-	
Hants Shore Health Association Total Request - \$2,000	Community Recreation Program Grant - \$1,000 - To assist with costs associated with instructors, facility usage, gift certificates for March Moving Challenges with a TWIST, and presenters or organizations. Community Event Grant - \$1,000 - To assist with costs associated to offer a Friendly Visitor Program along the Hants Shore Community, where volunteers will visit seniors in the community.				1,000.00			1,000.00						-	
Hants West Food Action Council Total Request - \$1,650	Operating Grant - \$850 - To assist with costs associated to help with the soup kitchen. Community Event Grant - \$800 - To assist with costs associated with holding two community event meals a year, in July at Victoria Park and another during the holiday season.	750.00									500.00			400.00	
Hants West Wildlife Association Total Request - \$3,500	Community Recreation Grant - \$1,000 - To assist with costs associated with outdoor programs for all ages, abilities, genders, etc. Special Events - \$2,500 - To assist with costs associated with the Hunters Education Program/Learn to Shoot (ongoing event that engages people from 12-adult to foster an environment where families, couples and people regardless of abilities, genders will be welcome.)				1,000.00		nil							2,500.00	
Hantsport & Area Historical Society Total Request - \$10,675	Operating Grant - \$1,500 - To assist with operating costs. Major Capital Project Grant - \$9,175 - To assist with costs associated with Flagpole installation, directional highway metal post, exterior brick wall repair, and purchase of 3 new computers.	1,500.00	2,500.00											6,675.00	
Hantsport Music Fest Society (HMF) Total Request - \$2,500	Special Events Operations & Promotion Grant - \$2,500 - To assist with costs associated with the Hantsport Music Festival.						1,500.00							1,000.00	
Hillview Cemetery Association Total Request - \$1,500	Operating Grant - \$1,500 - To assist with costs associated with maintenance and upgrades to the cemetery, mowing on a regular basis, and level ground off with tonsil.	750.00												750.00	
Kempt Shore Preservation Society Total Request - \$4,000	Operating Grant - \$1,500 - To assist with costs associated with the maintenance of the cemetery. Capital Project Grant - \$2,500 - To assist with costs associated with interior repairs of church to prevent further deterioration.	750.00	500.00											2,750.00	
Mermaid Theatre of Nova Scotia Total Request - \$1,000	Community Recreation Program Grant - \$1,000 - To assist with costs associated to continue digital production of Story Box Theatre to encourage youth to participate in the arts through online offerings via the company's Mermaid TV portal and social media.				1,000.00									-	
Mount Denson Community Hall Total Request - \$4,000	Operating Expense - \$1,500 - To assist with costs associated with general hall maintenance of the hall and expenses. Community Capital Project Grant - \$2,500 - To assist with costs associated with larger repairs, new front door, roof painted, etc.	1,500.00	1,000.00											1,500.00	

Organization	Project	Recommended											5% Reserve	Variance	Restrictions
		Operating	Community Capital Project	Public Safety	Community Recreation Program	Community Event	Special Events Operations & Promotions	Leadership	Community Trail Fund	Major Capital Project	In-Kind	Canada Community Building Fund			
Nova Scotia Association of Garden Clubs c/o Mount Denson Garden Club Total Request - \$6,500	Operating Grant - \$1,500 - To assist with costs associated with rent, office supplies, used garden tiller. Special Events Operations & Promotion Grant - \$5,000 - To assist with costs associated with promotional signs, coroplast A-frame signs, aprons for advertising/promotional purposes, business cards, promotional tags, fundraising prizes, speakers and travel, workshops, supplies, tours.	750.00					750.00							5,000.00	
Music in Communities Total Request - \$2,500	Operating Grant - \$1,500 - To assist with operating costs. Community Event Grant - \$1,000 - To assist with costs associated to provide established programming to the West Hants area including summer music at the Windsor Waterfront, Music Summer camps for teens.	nil				nil								2,500.00	no financials provided
New Boundaries Total Request - \$1,500	Operating Grant- \$1,500 - To assist with costs associated with general operating expenses in running the programs.	1,500.00												-	
Newport & District Rink Commission Total Request - \$150,000	Operating Grant - \$50,000 - To assist with operating expenses to provide a cost-effective facility for users from West Hants. Major Capital Project Grant - \$100,000 - To assist with costs associated with several projects to be completed over the coming years such as the replacement of an ice resurfacer, ice plant overhaul, lighting fixture replacements, additional dressing rooms. Grant funding is being requested for the Ice Resurfacer (replacement cost \$165,000 & ice plant compressor overhaul spring 2022-23 \$70,000)	1,500.00										5,000.00		143,500.00	
North Pro Wrestling Canadian Wrestling (New Brunswick group) Total Request - \$4,000	Community Event Grant - \$1,000 - To assist with costs associated with promotion of the recreational event that promotes health and team work. Special Events Operations & Promotion- \$3,000- To assist with cost of events. (Not incorporated)	nil												4,000.00	
Pisiquid Canoe Club Total Request - \$9,000	Operating Grant - \$1,500 - To assist with costs associated with coaching and operating costs, to reduce user/membership fees. Public Safety Grant - \$7,500 - To assist with costs associated to purchase an AED for the club/community use, along with associated Emergency First Aid and CPR training costs for all staff.	1,500.00			1,500.00									6,000.00	
Poplar Grove Community Hall Total Request - \$1,500	Operating Grant - \$1,500 - To assist with costs associated with upgrading the wheelchair ramp, replacement of the kitchen sink and faucets.	1,500.00												-	
Quick As A Wink Theatre Society Total Request - \$2,000	Quick As A Wink Theatre Society - Community Recreation Program Grant - \$1,000 - To assist with costs associated to fund the summer theatre camp programs. Leadership Grant-\$1,000 - To assist with costs associated with hiring 4 summer students to facilitate the teaching and supervision of the campers.				1,000.00			1,000.00						-	
Scotia XC Total Request - \$1,500	Operating Grant - \$1,500 - To assist with costs associated with grooming ski trails on the Dill farm and trails at the Haliburton House for Multi purpose use.	1,500.00												-	
Square Roots Enactus Saint Mary's Windsor Total Request - \$1,500	Operating Grant - \$1,500 - To assist with costs associated with operations of the social enterprise program that aims to help relieve food insecurity, support local farmers and reduce food waste.	750.00												750.00	
Sweets Corner Community Hall Total Request - \$1,500	Operating - \$1,500 - To assist with costs associated with operations and miniatous of the facility to maintain its availability to the general public.	1,500.00												-	
Upper Burlington Community Hall Association Total Request - \$1,800	Community Capital Project Grant - \$1,800 - To assist with costs associated with siding on the east end of the hall, and new electrical panel.		1,800.00											-	
Upper Vaughan Community Hall Total Request - \$1,500	Operating Grant - \$1,500- To assist with costs associated with operating and regular maintenance.	1,500.00												-	
Valley Child Development Association Total Request - \$1,500	Operating Grant - \$1,500 - To assist with operating costs for the Behavior Intervention Program in the West Hants Regional Municipality and Kings County for children at risk emotionally and socially.	750.00												750.00	
Valley Doulas & Kings County Family Resource Centre Total Request - \$1,500	Operating Grant - \$1,500 - To assist with costs to provide support for the facilitation of regularly scheduled prenatal classes and workshops throughout the year, as well as postpartum support for new families.	750.00												750.00	
Valley Maple Leafs Total Request - \$1,500	Operating Grant - \$1,500 - To assist with costs associated with operations to offset the expenses in lieu of not being able to have yearly golf tournament for the past two years due to Covid restrictions. (Not incorporated)	nil												1,500.00	not incorporated
West Hants Dial A Ride Total Request - \$30,000	Community Capital Project Grant - \$2,500 - Major Capital Project Grant - \$27,500- To assist with costs associated to subsidize drives for those residing in the West Hants Region.	nil												30,000.00	funded through the operating budget
West Hants Historical Society Total Request - \$2,500	Operating Grant - \$1,500 - To assist with costs associated with day to day operations, payment towards insurance, power bills, and other costs for the maintenance of the building. Community Event Grant - \$1,000 - To assist with costs associated to hold monthly events with guest speakers and a summer event in partnership with Haliburton Museum.	1,500.00				1,000.00								-	
West Hants Minor Baseball Total Request - \$1,500	Operating Grant - \$1,500 - To assist with costs associated with general operating costs - field maintenance, fuel costs, building upkeep, equipment etc.	1,500.00												-	

Organization	Project	Recommended											5% Reserve	Variance	Restrictions
		Operating	Community Capital Project	Public Safety	Community Recreation Program	Community Event	Special Events Operations & Promotions	Leadership	Community Trail Fund	Major Capital Project	In-Kind	Canada Community Building Fund			
West Hants Trails Association Total Request - \$3,500	Community Capital Project Grant - \$2,500 -To assist with costs associated with purchasing materials for an outdoor leisure structure for shelter from elements and gathering place for community events and activities for the Ardoise Park. Community Trail Funding - \$1,000 - To assist with costs associated with general maintenance and insurance for trails.								1,000.00				2,500.00	-	
Windsor and District Lions Club Total Request - \$20,297.79	Major Capital Project - \$12,477.50 - To assist with costs associated to install a NFPA 96 hood vent in the kitchen area at the community center. In-Kind - \$7820.29 To cover the rent for the use of the room and kitchen area in the Windsor Community Centre. (In Default)									3,500.00	nil			16,797.79	Pending active status with the Registry of Joint Stock Companies
Windsor Bluefins Parent Association Total Request - \$2,500	Operating Grant - \$1,500 - To assist with the cost of operating the program. Leadership Grant - \$1,000 - To assist with costs associated with training new coaches for youth and to help with the cost of the coaches.	nil						1,000.00			1,500.00			-	
Windsor Day Care Centre Total Request - \$1,145	In-Kind - \$1,145 Donation of a 1 hour swim time for school age children and 1/2 hour swim time for toddler/preschool children each day during the summer months.										1,145.00			-	
Windsor Karate Parents Association Total Request - \$1,500	Operating Grant - \$1,500- To assist with costs associated with upgrading electrical in building to meet with standards, repair roof to fix leak.	1,500.00												-	
Windsor Masonic Society Total Request - \$1,500	Operating Grant - \$1,500 - To assist with costs associated with operating expenses, utilities, insurance.	1,500.00												-	
Windsor Region Events Society Total Request - \$4,645	Special Events Operations & Promotion Grant - \$3,445 - To assist with costs associated with hosting the Windsor Kids Triathlon. In-Kind \$1,200 - Use of the pool, community centre, staff, street cleaning, barricade use.						3,445.00				1,200.00			-	
Windsor Senior Citizen Bus Society Total Request - \$1,500	Operating Grant - \$1,500 - To assist with costs associated with operating.	1,500.00												-	
Windsor Agricultural Society Total Request - \$1,250	Operating Grant - \$1,250 - To assist with costs associated with operating the grounds.	nil												1,250.00	application received after the advertised deadline
Bramber Cemetery Organization Total Request - \$1,500	Operating Grant - \$1,500 -To assist with costs associated with headstone repairs.	nil												1,500.00	application received after the advertised deadline
Pembroke Chapel and Cemetery Assoc. Total Request - \$1,500	Operating Grant - \$1,500 - To assist with costs associated with operating costs.	nil												1,500.00	application received after the advertised deadline
Total		65	44,500.00	14,050.00	7,500.00	6,000.00	2,500.00	9,195.00	3,000.00	2,500.00	3,500.00	14,745.00	5,000.00	15,402.00	258,372.79

2022	Budgeted Funds Proposed
Grants & Contributions	\$97,500.00
Public Safety	\$15,000.00
Comm. Trail Fund	\$2,500.00
Grand Total	\$115,000.00

RECOMMENDED	
Operating	\$44,500.00
Community Capital Project	\$14,050.00
Public Safety	\$7,500.00
Community Recreation Program	\$6,000.00
Community Event	\$2,500.00
Special Events Operations & Promotions	\$9,195.00
Leadership	\$3,000.00
Community Trail Fund	\$2,500.00
Major Capital	\$3,500.00
In-Kind	\$14,745.00
Canada Community Building Fund	\$5,000.00
5% Reserve Fund	\$15,402.00
Grand Total	\$127,892.00

Grants & Contributions 2022 – Heritage Classic Beef Society – Request received June 8, 2022

Organization	Project	Recommended	Variance	Restrictions
		Special Events Operations & Promotions		
Heritage Classic Beef Society Total Request \$5,000	To assist with costs associated with hosting a special event at the Hants County Exhibition during the 2nd weekend. To provide prizes, meals, judges, ribbons, banners, promotional items, youth showmanship classes with prizes. Society is registered with the Registry of Joint Stock Companies. They do not have an official 2021 financial statement or 2022 budget.	nil	\$5,000.00	Application received after the advertised deadline



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: June 9, 2022

Subject: Newport & District Rink Commission Request

LEGISLATIVE AUTHORITY

Municipal Government Act (MGA)

- Section 65 – Authorized Municipal Expenditures
- Section 65 © - Grant Disclosure Policies
- Chapter 18 of the Acts of 1998

West Hants Regional Municipality

- Grants & Contributions Policy, RCOFN-012.00

INFORMATION REPORT

Supplementary information report with respect to the Newport & District Rink Commissions request for financial support.

BACKGROUND

Property ☐	Public Opinion ☐	Environment ☐	Social ☒	Economic ☐	Councillor Activity ☐
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The Newport and District Rink Commission is a volunteer organization that provides recreational opportunities and is open to all residents of West Hants and beyond.

In February 2022, Robert Wainman, President of the Newport & District Rink Commission, presented to West Hants Committee of the Whole seeking annual financial support for operations (a \$50,000 annual contribution) & capital (a \$100,000 annual contribution).

To support the capital request, it was noted that the ice resurfacer has reached the end of its lifespan and a new one is required. The cost to replace is \$143,416 plus HST. Mr. Wainman also indicated the ice plant will need repairs in the near future. Other capital projects include the replacement of the overhead lights (12 have been completed to date out of approx. 60 fixtures); possible addition of new change rooms; the committee is also considering the option to take advantage of solar power (if feasible); and plant overhaul for the second compressor.

It was suggested that this request could be given consideration in the 2022 budget process, however there was pending information still needed that prohibited staff from making a recommendation at that time. Staff did communicate during budget deliberations, that similar analysis would be needed as with other requests from community groups.

DISCUSSION

Grants are generally provided in the form of funds, while contributions may be through in-kind support using municipal resources, both tied to a specific outcome. Both sources of support must be reported annually by the Municipality, as is required by legislation. Council has the authority to fund projects outside of the maximum approved funding allocations stated in the Grants and Contributions Policy.

With annual operating support request at this level, there are considerations and reporting requirement that would need to be reviewed and analyzed by staff and Audit Committee. For example, under Public Sector Accounting Board's accounting standards, Section PS 1300 Government Reporting Entity, the element of "control" would need to be examined. Audit Committee is responsible for assessing risk of changes in accounting practices, and their associated impacts and advise Council on way to mitigate or move forward.

Capital grants require annual approval, as review of a project's scope determines the funding sources and motions of Council are required for Canada Community Building Fund and reserves. In some cases, depending on the funding source, a yearly third-party agreement is required. As part of capital funding, the requirements under the procurement policy must also be met for grants over \$25,000 on a single project. These requirements are supported through the annual grant application process.

In staff's review of the Newport & District Rink Commissions financials provided, the largest area of revenue changes was in fundraising which started seeing a decline in 2018 before COVID-19, however this was mitigated through Ice Rentals, and they reported operating surpluses in non-Covid years. This operational impact of fundraising and rentals is common with

many community groups during COVID-19, but Ice Rentals in 2021, seem to be on the upward trend to before COVID figures.

Newport & District Rink Commission Financial Snapshot

2017-2021

	2017	2018	2019	2020	2021	2022 Jan-May
Revenue	\$565,572.29	\$478,275.13	\$522,209.74	\$401,129.53	\$440,515.00	\$120,515.74
Expenditures	\$308,499.34	\$477,511.21	\$491,884.67	\$411,585.18	\$528,759.00	174,332.00
Net Income	\$257,072.95	\$763.92	\$30,325.07	-\$10,455.65	-\$88,244.00	-\$53,816.26
Revenue highlights include						
Ice Rental	\$288,775.04	\$313,452.41	\$304,252.99	\$249,011.99	\$272,680.38	\$114,030.43
Other Income (grants)	\$125,739.14	\$95,344.39	\$124,018.16	\$122,866.00	\$138,021.82	n/a
Fund Raising	\$129,597.55	\$23,017.95	\$1,220.00	\$0.00	\$0.00	n/a
Assets highlights						
Chequing Acct	\$9,675.01	\$17,652.16	-\$86,957.12	\$3,046.24	\$8,626.65	n/a
Fund Raising	\$34,050.75	\$9,685.11	\$5,739.46	\$5,739.51	\$0.00	n/a
Savings	\$6,257.55	\$52,530.58	\$38,695.77	\$40,707.62	\$45,698.83	n/a
<u>Investments</u> (2nd Savings acct)	\$51,370.09	\$51,753.77	\$57,396.37	\$58,000.61	\$64,726.46	n/a
Accounts Receivable	\$27,172.00	\$25,725.00	\$31,126.00	\$20,100.00	\$27,056.54	n/a

*** currently has approx. \$65,000 invested in a high interest savings acct; since 2017 they have invested \$20,000 and used \$10,000 for operations the second savings account isn't an investment, they deposit income and transfer as needed; the savings will be depleted in the off season & with next season start up..*

Staff also reviewed previous capital funding through the annual grants and contribution program, and in previous year the annual capital grant process has been successful for the Newport and District Rink Commissions:

- 2021-22 \$85,000
- 2020-21 \$4,000
- 2019-20 \$157,600
- 2018-19 \$74,378
- 2012-2017 \$195,028.17

In addition to reviewing information provided by the Newport and District Rink Commission, staff also connected with a few other municipal units to determine if any included a set amount of funds annually for community rinks. It was determined that the Municipality of the County of Kings provides a \$10,000 operating grant to arenas to support operating costs. There are

other municipal units that provide grants specifically for community rinks but not to the value being requested.

The information report is to supplement the 2022-2023 Grants and Contribution report for Council's consideration. Should Council wish to look further into a fixed annual commitment, Council may consider the following options for the annual operating and capital requests:

- A. Council may consider continuing to determine the level of support during the annual grants and contributions process. Requiring an annual application, and applicable to the Grants and Contributions Policy. (status quo) Allowing for the determination of capital funding sources and assurance requirements are met.
- B. Council may consider adding a line item for a lower amount as the annual grants' contribution, but still require annual submission of all supporting financial documentation less the application prior to March 1st.
- C. Council may consider adding the full amount requested for the annual grant contribution, but still require annual submission of all supporting financial documentation less the application prior to March 1st.
- D. Council may consider adding the full amount requested for the annual grant contribution, with no restriction. This alternative is not recommended by staff, as assurance and accountability for the use of public funds at this funding level would be recommended.
- E. Council may consider an amendment to the Grants and Contributions policy to include an increased operating funding level (eg. \$10,000 similar to other municipal units.) for not-for-profit recreation facilities with an operating budget in excess of \$250,000.

NEXT STEPS

N/A

FINANCIAL IMPLICATIONS

In the Grants and Contributions Policy, approved November 24, 2020, the total amount paid for all grants in a fiscal years' operating budget will not normally exceed one percent of the taxes for general municipal purposes.

For example, for 2022/23 this threshold amount is \$204,538. If these funding levels were approved at \$50,000 for operations and \$100,000 for capital, it would leave \$54,538 remaining for other groups that applied for municipal grants.

Grants and Contribution funding approved in the 2022/23 budget, in the amount of \$115,000. Based on the proposed summary, there is \$127,892 being recommended, with \$107,490 being funding through the operating budget. The remaining is proposed from the 5% reserve and the Canada Community Building Fund. The remaining balance is the associated to Public Safety,

and grants under this category are for non-profit organizations registered with the Municipality that provided or ensure public or community safety.

ALTERNATIVES

Council may choose to not support the request of the Newport and District Rink Commission.

ATTACHMENTS

Newport & District Rink Commission February 2022 presentation

Newport Rink 2017 Financials

Newport Rink 2018 Financials

Newport Rink 2019 Financials

Newport Rink 2020 Year End Unaudited Financial Statement

Newport Rink 2021 DRAFT Financial Statement

Newport Rink 2022 YTD (Jan-May) Financials

CHIEF ADMINISTRATIVE OFFICER REVIEW

Staff have done their best to perform research surrounding the funding request so that Council can weigh the current financial position of the commission against the request they have made. Admittedly, the application lacks some details as it relates to other funding sources and projected costs. The report and attachments provide all details collected to-date.

Providing financial support to the rink commission, as with other community groups and community facilities, is important to their success and ability to deliver the valued programs enjoyed by West Hants residents. The question is, "to what level Council should support these requests". The current version of the grant policy does not provide support for larger requests. Those requests have been dealt with as "one offs". A review of the existing policy may be warranted moving forward.

Report Prepared by: _____
Kathy Kehoe, Director Community Development

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

Report Approved by:  _____
Mark Phillips, Chief Administrative Officer

GFL

NEWPORT RECREATION CENTER

A Sustainable Modern Arena

A Key Cornerstone for residents of our Municipality



Where were at today





The Newport & District Rink Commission is seeking your support.

We are a not- for- profit charity with a facility located in Brooklyn.

We are self- sustained and governed by a volunteer board of directors.

Our organization has been in existence for 50 years and we are dedicated to providing a safe and affordable place for recreation and active living for all ages.



Our way forward

It is becoming increasingly difficult for rural independent recreation facilities to recover operating costs.

We think that it is important to keep recreational activity affordable in order to encourage participation

We are asking for financial support from the West Hants Regional Municipality to assist us with annual operating costs to run the arena.

We are asking for a \$50,000.00 annual contribution to assist with operating costs and for WHRM to set aside \$100,000.00 in the budget for major repairs and capital improvements should they be required.



Thank you



ASSETS

Current Assets

Cash Clearing	0.00	
Shares	50.00	
Chequing Bank Account	9,675.01	
Fundraising Account	34,050.75	
Saving Bank Account	6,257.55	
Investments	<u>51,370.09</u>	
Total Cash		101,403.40
Accounts Receivable	<u>27,172.00</u>	
Total Receivable		<u>27,172.00</u>
Total Current Assets		<u>128,575.40</u>

Capital Assets

Building	<u>5,518,868.83</u>	
Net - Building		5,518,868.83
Zamboni	85,390.00	
Accum.Zamboni	<u>-44,829.75</u>	
Net - Zamboni		40,560.25
Insulation	43,470.00	
Accum.Amort. Insulation	<u>-43,470.00</u>	
Net - Insulation		<u>0.00</u>
Total Capital Assets		<u>5,559,429.08</u>

TOTAL ASSETS

5,688,004.48

LIABILITIES

Current Liabilities

Account Payable		0.00
EI Payable	650.86	
CPP Payable	535.19	
Federal Tax Payable	<u>1,606.66</u>	
Total Receiver General		2,792.71
WCB Payable		0.00
HST Charged on Sales	531,424.91	
HST Paid on Purchases	<u>-526,006.06</u>	
HST Owing (Refund)		<u>5,418.85</u>
Total Current liabilities		<u>8,211.56</u>

Long Term liabilities

Mortgage Payable	<u>81,664.45</u>	
Total Long Term liabilities		<u>81,664.45</u>

TOTAL LIABILITIES

89,876.01

EQUITY

Retained Earnings

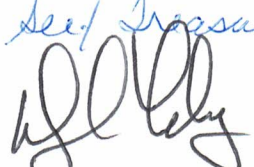
New Building Equity	3,883,970.18	
Retained Earnings - Previous Year	1,457,085.34	
Current Earnings	<u>257,072.95</u>	
Total Retained Earnings		<u>5,598,128.47</u>

TOTAL EQUITY

5,598,128.47

LIABILITIES AND EQUITY

5,688,004.48

Phyllis Blanchard
Deaf Treasurer


REVENUE

Sales Revenue

Ice Rentals	288,775.04
Interest Earned	594.35
Other Income	125,739.14
Sign Rental	17,368.08
Off-Season Rentals	2,200.13
Fund Raising	<u>129,597.55</u>
Net Sales	<u>564,274.29</u>

Other Revenue

Miscellaneous Revenue	<u>1,298.00</u>
Total Other Revenue	<u>1,298.00</u>

TOTAL REVENUE 565,572.29

EXPENSE

Payroll Expenses

Wages	96,786.55
EI Expense	2,219.97
CPP Expense	3,797.44
WCB Expense	<u>1,200.21</u>
Total Payroll Expense	<u>104,004.17</u>

General & Administrative Expenses

Advertising	187.28
Bad Debts	0.00
Mortgage Interest	4,164.45
Amortization Expense	0.00
Insurance	11,489.00
Interest & Bank Charges	295.80
Office Supplies	2,607.45
Miscellaneous	12,532.85
Snow Removal	2,175.01
Garbage Removal	2,101.98
Repair & Maintenance	48,658.67
Telephone	3,486.53
Oil	26,576.62
Power	78,633.98
Propane	5,261.30
Fund Raising	<u>6,324.25</u>
Total General & Admin. Expenses	<u>204,495.17</u>

TOTAL EXPENSE 308,499.34

NET INCOME 257,072.95

	Debits	Credits
001 Cash Clearing	0.00	-
020 Shares	50.00	-
030 Chequing Bank Account	9,675.01	-
035 Fundraising Account	34,050.75	-
040 Saving Bank Account	6,257.55	-
050 Investments	51,370.09	-
200 Accounts Receivable	27,172.00	-
205 Allowance for Doubtful Accounts	0.00	-
820 Building	5,518,868.83	-
825 Accum. Amort. -Building	0.00	-
840 Zamboni	85,390.00	-
845 Accum.Zamboni	-	44,829.75
855 Insulation	43,470.00	-
860 Accum.Amort. Insulation	-	43,470.00
100 Account Payable	-	0.00
2180 EI Payable	-	650.86
2185 CPP Payable	-	535.19
2190 Federal Tax Payable	-	1,606.66
2230 WCB Payable	-	0.00
2370 HST Charged on Sales	-	531,424.91
2375 HST Paid on Purchases	526,006.06	-
2630 Mortgage Payable	-	81,664.45
3550 New Building Equity	-	3,883,970.18
3560 Retained Earnings - Previous Year	-	1,457,085.34
4020 Ice Rentals	-	288,775.04
4030 Interest Earned	-	594.35
4040 Other Income	-	125,739.14
4100 Sign Rental	-	17,368.08
4120 Off-Season Rentals	-	2,200.13
4240 Fund Raising	-	129,597.55
4460 Miscellaneous Revenue	-	1,298.00
5410 Wages	96,786.55	-
5420 EI Expense	2,219.97	-
5430 CPP Expense	3,797.44	-
5440 WCB Expense	1,200.21	-
5615 Advertising	187.28	-
5620 Bad Debts	0.00	-
5655 Mortgage Interest	4,164.45	-
5660 Amortization Expense	0.00	-
5685 Insurance	11,489.00	-
5690 Interest & Bank Charges	295.80	-
5700 Office Supplies	2,607.45	-
5740 Miscellaneous	12,532.85	-
5745 Snow Removal	2,175.01	-
5750 Garbage Removal	2,101.98	-
5765 Repair & Maintenance	48,658.67	-
5780 Telephone	3,486.53	-
5785 Oil	26,576.62	-
5790 Power	78,633.98	-
5795 Propane	5,261.30	-
5798 Fund Raising	6,324.25	-
	<u>6,610,809.63</u>	<u>6,610,809.63</u>

ASSETS

Current Assets

Cash Clearing	0.00	
Shares	50.00	
Chequing Bank Account	17,652.16	
Fundraising Account	9,685.11	
Saving Bank Account	52,530.58	
Investments	<u>51,753.77</u>	
Total Cash		131,671.62
Accounts Receivable	<u>25,728.50</u>	
Total Receivable		<u>25,728.50</u>
Total Current Assets		<u><u>157,400.12</u></u>

Capital Assets

Building	5,827,085.38	
Accum. Amort. -Building	<u>-96,541.50</u>	
Net - Building		5,730,543.88
Zamboni	85,390.00	
Accum. Zamboni	<u>-44,829.75</u>	
Net - Zamboni		40,560.25
Insulation	43,470.00	
Accum. Amort. Insulation	<u>-43,470.00</u>	
Net - Insulation		0.00
Total Capital Assets		<u><u>5,771,104.13</u></u>

TOTAL ASSETS

5,928,504.25

LIABILITIES

Current Liabilities

Account Payable		0.00
El Payable	690.88	
CPP Payable	627.87	
Federal Tax Payable	<u>1,847.45</u>	
Total Receiver General		3,166.20
WCB Payable		0.00
HST Charged on Sales	581,476.80	
HST Paid on Purchases	<u>-548,762.93</u>	
HST Owing (Refund)		<u>32,713.87</u>
Total Current liabilities		<u><u>35,880.07</u></u>

Long Term liabilities

Mortgage Payable		<u>62,837.00</u>
Total Long Term liabilities		<u><u>62,837.00</u></u>

TOTAL LIABILITIES

98,717.07

EQUITY

Retained Earnings

New Building Equity	3,883,970.18	
Retained Earnings - Previous Year	1,714,158.29	
Retained Earning-KES Project 2018	230,894.79	
Current Earnings	<u>763.92</u>	
Total Retained Earnings		<u><u>5,829,787.18</u></u>

TOTAL EQUITY

5,829,787.18

LIABILITIES AND EQUITY

5,928,504.25

Andrew Blanchard
Chair

Phyllis Blanchard
Sec / Treasurer

851 7921

FFQ3002253

REVENUE	
Sales Revenue	
Ice Rentals	313,452.41
Interest Earned	425.02
Other Income	95,344.39
Sign Rental	16,326.14
Off-Season Rentals	2,991.84
Fund Raising	<u>23,017.95</u>
Net Sales	<u>451,557.75</u>
Other Revenue	
Miscellaneous Revenue	<u>26,717.38</u>
Total Other Revenue	<u>26,717.38</u>
TOTAL REVENUE	<u>478,275.13</u>
EXPENSE	
Payroll Expenses	
Wages	130,308.74
EI Expense	3,031.15
CPP Expense	5,306.84
WCB Expense	<u>1,990.73</u>
Total Payroll Expense	<u>140,637.46</u>
General & Administrative Expenses	
Advertising	0.00
Bad Debts	3,582.50
Mortgage Interest	3,672.55
Amortization Expense	96,541.50
Insurance	13,955.00
Interest & Bank Charges	355.05
Office Supplies	1,809.70
Miscellaneous	13,196.60
Snow Removal	3,840.00
Garbage Removal	3,242.20
Repair & Maintenance	69,759.95
Telephone	4,222.19
Oil	24,834.92
Power	86,622.99
Propane	5,350.85
Fund Raising	<u>5,887.75</u>
Total General & Admin. Expenses	<u>336,873.75</u>
TOTAL EXPENSE	<u>477,511.21</u>
NET INCOME	<u><u>763.92</u></u>

REVENUE

Sales Revenue	
Ice Rentals	41,077.46
Interest Earned	2.99
Other Income	12,461.20
Fund Raising	0.00
Net Sales	<u>53,541.65</u>

Other Revenue	
Miscellaneous Revenue	34.78
Total Other Revenue	<u>34.78</u>

TOTAL REVENUE	<u>53,576.43</u>
----------------------	------------------

EXPENSE

Payroll Expenses	
Wages	11,471.56
EI Expense	259.63
CPP Expense	451.95
WCB Expense	165.42
Total Payroll Expense	<u>12,348.56</u>

General & Administrative Expenses	
Advertising	0.00
Bad Debts	0.00
Mortgage Interest	293.68
Amortization Expense	96,541.50
Insurance	0.00
Interest & Bank Charges	30.85
Office Supplies	0.00
Miscellaneous	182.30
Snow Removal	100.00
Garbage Removal	249.40
Repair & Maintenance	5,007.23
Telephone	405.11
Oil	3,794.37
Power	9,662.27
Propane	575.00
Fund Raising	4,000.00
Total General & Admin. Expenses	<u>120,841.71</u>

TOTAL EXPENSE	<u>133,190.27</u>
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NET INCOME	<u>-79,613.84</u>
-------------------	-------------------

	Debits	Credits
001 Cash Clearing	0.00	-
020 Shares	50.00	-
030 Chequing Bank Account	17,652.16	-
035 Fundraising Account	9,685.11	-
040 Saving Bank Account	52,530.58	-
050 Investments	51,753.77	-
200 Accounts Receivable	25,728.50	-
205 Allowance for Doubtful Accounts	0.00	-
820 Building	5,827,085.38	-
825 Accum. Amort. -Building	-	96,541.50
840 Zamboni	85,390.00	-
845 Accum.Zamboni	-	44,829.75
855 Insulation	43,470.00	-
860 Accum.Amort. Insulation	-	43,470.00
100 Account Payable	-	0.00
180 EI Payable	-	690.88
185 CPP Payable	-	627.87
190 Federal Tax Payable	-	1,847.45
230 WCB Payable	-	0.00
370 HST Charged on Sales	-	581,476.80
375 HST Paid on Purchases	548,762.93	-
630 Mortgage Payable	-	62,837.00
550 New Building Equity	-	3,883,970.18
560 Retained Earnings - Previous Year	-	1,714,158.29
565 Retained Earning-KES Project 2018	-	230,894.79
020 Ice Rentals	-	313,452.41
030 Interest Earned	-	425.02
040 Other Income	-	95,344.39
100 Sign Rental	-	16,326.14
120 Off-Season Rentals	-	2,991.84
240 Fund Raising	-	23,017.95
460 Miscellaneous Revenue	-	26,717.38
410 Wages	130,308.74	-
420 EI Expense	3,031.15	-
430 CPP Expense	5,306.84	-
440 WCB Expense	1,990.73	-
615 Advertising	0.00	-
620 Bad Debts	3,582.50	-
655 Mortgage Interest	3,672.55	-
660 Amortization Expense	96,541.50	-
685 Insurance	13,955.00	-
690 Interest & Bank Charges	355.05	-
700 Office Supplies	1,809.70	-
740 Miscellaneous	13,196.60	-
745 Snow Removal	3,840.00	-
750 Garbage Removal	3,242.20	-
765 Repair & Maintenance	69,759.95	-
780 Telephone	4,222.19	-
785 Oil	24,834.92	-
790 Power	86,622.99	-
795 Propane	5,350.85	-
798 Fund Raising	5,887.75	-
	<u>7,139,619.64</u>	<u>7,139,619.64</u>

ASSETS

Current Assets

Cash Clearing	0.00	
Shares	50.00	
Chequing Bank Account	-86,957.12	
Fundraising Account	5,739.46	
Saving Bank Account	38,695.77	
Investments	<u>57,396.37</u>	
Total Cash		14,924.48
Accounts Receivable	<u>31,126.50</u>	
Total Receivable		<u>31,126.50</u>
Total Current Assets		<u><u>46,050.98</u></u>

Capital Assets

Building	5,997,823.00	
Accum. Amort. -Building	<u>-194,567.13</u>	
Net - Building		5,803,255.87
Zamboni	85,390.00	
Accum.Zamboni	<u>-44,829.75</u>	
Net - Zamboni		40,560.25
Insulation	43,470.00	
Accum.Amort. Insulation	<u>-43,470.00</u>	
Net - Insulation		0.00
Total Capital Assets		<u><u>5,843,816.12</u></u>

TOTAL ASSETS 5,889,867.10

LIABILITIES

Current Liabilities

Account Payable		0.00
EI Payable	285.69	
CPP Payable	798.49	
Federal Tax Payable	<u>1,449.12</u>	
Total Receiver General		2,533.30
WCB Payable		0.00
HST Charged on Sales	551,569.39	
HST Paid on Purchases	<u>-567,475.85</u>	
HST Owing (Refund)		<u>-15,906.46</u>
Total Current liabilities		<u><u>-13,373.16</u></u>

Long Term liabilities

Mortgage Payable		<u>43,128.01</u>
Total Long Term liabilities		<u><u>43,128.01</u></u>

TOTAL LIABILITIES 29,754.85

EQUITY

Retained Earnings

New Building Equity	3,883,970.18	
Retained Earnings - Previous Year	1,714,922.21	
Retained Earning-KES Project 2018	230,894.79	
Current Earnings	<u>30,325.07</u>	
Total Retained Earnings		<u><u>5,860,112.25</u></u>

TOTAL EQUITY 5,860,112.25

LIABILITIES AND EQUITY 5,889,867.10

Phyllis Blanchard

SEC./TREASURER

Andrew Blanchard

VICE CHAIRMAN

EVENUE

Sales Revenue	
Ice Rentals	304,252.99
Interest Earned	718.59
Other Income	124,018.16
HST Access	73,666.90
Sign Rental	15,304.40
Off-Season Rentals	2,767.85
Fund Raising	1,220.00
Net Sales	<u>521,948.89</u>

Other Revenue	
Miscellaneous Revenue	260.85
Total Other Revenue	<u>260.85</u>

TOTAL REVENUE	<u>522,209.74</u>
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EXPENSE

Payroll Expenses	
Wages	115,297.56
EI Expense	2,608.62
CPP Expense	4,756.12
WCB Expense	1,909.04
Total Payroll Expense	<u>124,571.34</u>

General & Administrative Expenses	
Advertising	0.00
Bad Debts	0.00
Mortgage Interest	2,791.01
Amortization Expense	98,025.63
Insurance	18,409.00
Interest & Bank Charges	329.71
Office Supplies	1,139.08
Non Recoverable HST	31,463.14
Miscellaneous	14,391.59
Snow Removal	5,690.00
Garbage Removal	3,317.50
Repair & Maintenance	67,935.32
Telephone	4,392.69
Oil	29,959.33
Power	84,557.26
Propane	4,898.07
Fund Raising	14.00
Total General & Admin. Expenses	<u>367,313.33</u>

TOTAL EXPENSE	<u>491,884.67</u>
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NET INCOME	<u>30,325.07</u>
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	Debits	Credits
001 Cash Clearing	0.00	-
020 Shares	50.00	-
030 Chequing Bank Account	-	86,957.12
035 Fundraising Account	5,739.46	-
040 Saving Bank Account	38,695.77	-
050 Investments	57,396.37	-
200 Accounts Receivable	31,126.50	-
205 Allowance for Doubtful Accounts	0.00	-
820 Building	5,997,823.00	-
825 Accum. Amort. -Building	-	194,567.13
840 Zamboni	85,390.00	-
845 Accum.Zamboni	-	44,829.75
855 Insulation	43,470.00	-
860 Accum.Amort. Insulation	-	43,470.00
2100 Account Payable	-	0.00
2180 EI Payable	-	285.69
2185 CPP Payable	-	798.49
2190 Federal Tax Payable	-	1,449.12
2230 WCB Payable	-	0.00
2370 HST Charged on Sales	-	551,569.39
2375 HST Paid on Purchases	567,475.85	-
2630 Mortgage Payable	-	43,128.01
3550 New Building Equity	-	3,883,970.18
3560 Retained Earnings - Previous Year	-	1,714,922.21
3565 Retained Earning-KES Project 2018	-	230,894.79
4020 Ice Rentals	-	304,252.99
4030 Interest Earned	-	718.59
4040 Other Income	-	124,018.16
4050 HST Access	-	73,666.90
4100 Sign Rental	-	15,304.40
4120 Off-Season Rentals	-	2,767.85
4240 Fund Raising	-	1,220.00
4460 Miscellaneous Revenue	-	260.85
5410 Wages	115,297.56	-
5420 EI Expense	2,608.62	-
5430 CPP Expense	4,756.12	-
5440 WCB Expense	1,909.04	-
5615 Advertising	0.00	-
5620 Bad Debts	0.00	-
5655 Mortgage Interest	2,791.01	-
5660 Amortization Expense	98,025.63	-
5685 Insurance	18,409.00	-
5690 Interest & Bank Charges	329.71	-
5700 Office Supplies	1,139.08	-
5720 Non Recoverable HST	31,463.14	-
5740 Miscellaneous	14,391.59	-
5745 Snow Removal	5,690.00	-
5750 Garbage Removal	3,317.50	-
5765 Repair & Maintenance	67,935.32	-
5780 Telephone	4,392.69	-
5785 Oil	29,959.33	-
5790 Power	84,557.26	-
5795 Propane	4,898.07	-
5798 Fund Raising	14.00	-
	<u>7,319,051.62</u>	<u>7,319,051.62</u>

*Only Budget Section up to
this copy.*

THE NEWPORT AND DISTRICT RINK COMMISSION

FINANCIAL STATEMENTS

(Unaudited - See Notice to Reader)

DECEMBER 31, 2020

CONTENTS

	<u>PAGE</u>
Notice to Reader	1
Statement of Financial Position	2
Statement of Operations and Net Assets	3
Statement of Cash Flows	4

NOTICE TO READER

On the basis of information provided by management, I have compiled the statement of financial position of The Newport and District Rink Commission as at December 31, 2020 and the statements of operations and net assets and cash flows for the year then ended.

I have not performed an audit or a review engagement in respect of these financial statements, and accordingly, I express no assurance thereon.

Readers are cautioned that these statements may not be appropriate for their purposes.

Raymond E. Harvey, CPA, CA
R. E. Harvey Incorporated
Chartered Professional Accountant

Windsor, Nova Scotia
January 19, 2021

THE NEWPORT AND DISTRICT RINK COMMISSION
STATEMENT OF FINANCIAL POSITION
(Unaudited - See Notice to Reader)
DECEMBER 31, 2020

2

	\$
<u>ASSETS</u>	
Current	
Bank and cash	54,509
Accounts receivable	20,100
Short term investments	<u>58,001</u>
	<u>132,610</u>
Capital assets	
Building, at cost	5,997,388
Zamboni, at cost	<u>85,390</u>
	6,082,778
Less: accumulated amortization	<u>(335,453)</u>
	<u>5,747,325</u>
	<u><u>5,879,935</u></u>
<u>LIABILITIES</u>	
Current	
Government remittances	8,085
Credit union loan at 4.2%, payable in monthly payments of \$1,875.00 including interest	<u>22,193</u>
	<u>30,278</u>
<u>NET ASSETS</u>	
Net assets invested in capital assets	5,725,135
Unrestricted net assets	<u>124,522</u>
	<u>5,849,657</u>
	<u><u>5,879,935</u></u>

ON BEHALF OF THE BOARD

Phyllis Blanchard Director
[Signature] Director

THE NEWPORT AND DISTRICT RINK COMMISSION
STATEMENT OF OPERATIONS AND NET ASSETS
(Unaudited - See Notice to Reader)
YEAR ENDED DECEMBER 31, 2020

3

	\$
Income	
Ice rentals	249,012
Government assistance	122,866
HST recoveries	15,821
Sign rentals	11,348
Interest	638
Miscellaneous	<u>1,444</u>
	<u>401,129</u>
Expenses	
Amortization	96,056
Garbage removal	2,247
Insurance	20,378
Interest and bank charges	1,852
Miscellaneous	5,281
Non-recoverable HST	12,884
Office	3,785
Oil	12,932
Power	80,850
Propane	3,990
Repairs and maintenance	47,049
Snow removal	4,210
Telephone	4,509
Wages and benefits	<u>115,561</u>
	<u>411,584</u>
Excess of income over expenses	(10,455)
Net assets, beginning of year	<u>5,860,112</u>
Net assets, end of year	<u><u>5,849,657</u></u>

THE NEWPORT AND DISTRICT RINK COMMISSION

4

STATEMENT OF CASH FLOWS
(Unaudited - See Notice to Reader)
YEAR ENDED DECEMBER 31, 2020

	\$
Cash provided by (used in)	
Operating activities	
Excess of income over expenses	(10,455)
Amortization	<u>96,056</u>
	85,601
Change in operating working capital	
Accounts receivable	11,026
Accounts payable - government remittances	<u>21,458</u>
	<u>118,085</u>
Financing activities	
Repayment of credit union loan	<u>(20,935)</u>
Investing activities	
Change in capital assets	<u>435</u>
Increase in cash and cash equivalents	97,585
Cash and cash equivalents, beginning of year	<u>14,925</u>
Cash and cash equivalents, end of year	<u><u>112,510</u></u>
 Cash and cash equivalents	
Bank and cash	54,509
Short term investments	<u>58,001</u>
	<u><u>112,510</u></u>

THE NEWPORT AND DISTRICT RINK COMMISSION

FINANCIAL STATEMENTS

DECEMBER 31, 2021

DRAFT

CONTENTS

	<u>PAGE</u>
Compilation Engagement Report	1
Statement of Financial Position	2
Statement of Operations and Net Assets	3
Statement of Cash Flows	4
Note 1 to the Compiled Financial Statement	5

COMPILATION ENGAGEMENT REPORT

To Management of The Newport and District Rink Commission

On the basis of information provided by management, I have compiled the statement of financial position of The Newport and District Rink Commission as at December 31, 2021, the statement of operations and net assets for the year then ended, and Note 1, which describes the basis of accounting applied in the preparation of these compiled financial information.

Management is responsible for the accompanying financial information, including the accuracy and completeness of the underlying information used to compile it and the selection of the basis of accounting.

We performed the engagement in accordance with the Canadian Standard on Related Services (CSRS) 4200, *Compilation Engagements*, which requires me to comply with relevant ethical requirements. My responsibility is to assist management in the preparation of the financial information.

I did not perform an audit engagement or a review engagement, nor was I required to perform procedures to verify the accuracy or completeness of the information provided by management. Accordingly, I do not express an audit opinion or a review conclusion, or provide any form of assurance on the financial information.

Readers are cautioned that the financial information may not be appropriate for their purposes.

May 31, 2022
20 Katie Court
Currys Corner, NS B0N 2T0

THE NEWPORT AND DISTRICT RINK COMMISSION
STATEMENT OF FINANCIAL POSITION
DECEMBER 31, 2021

2

	<u>ASSETS</u>	\$ <u>2021</u>	\$ <u>2020</u>
Current			
Bank and cash		54,375	54,509
Accounts receivable		27,057	20,100
Short term investments		64,736	58,001
		<u>146,168</u>	<u>132,610</u>
Capital assets			
Building, at cost		5,997,388	5,997,388
Zamboni, at cost		85,390	85,390
		<u>6,082,778</u>	<u>6,082,778</u>
Less: accumulated amortization		<u>(431,509)</u>	<u>(335,453)</u>
		<u>5,651,269</u>	<u>5,747,325</u>
		<u>5,797,437</u>	<u>5,879,935</u>
	<u>LIABILITIES</u>		
Current			
Payables and accruals		34,352	----
Government remittances		1,466	8,085
Credit union loan at 4.2%		206	22,193
		<u>36,024</u>	<u>30,278</u>
	<u>NET ASSETS</u>		
Net assets invested in capital assets		5,651,063	5,725,135
Unrestricted net assets		110,350	124,522
		<u>5,761,413</u>	<u>5,849,657</u>
		<u>5,797,437</u>	<u>5,879,935</u>

ON BEHALF OF THE BOARD

_____ Director

_____ Director

THE NEWPORT AND DISTRICT RINK COMMISSION
STATEMENT OF OPERATIONS AND NET ASSETS
YEAR ENDED DECEMBER 31, 2021

3

	\$ <u>2021</u>	\$ <u>2020</u>
Income		
Ice rentals	272,680	249,012
Government assistance	138,022	122,866
HST recoveries	16,742	15,821
Sign rentals	11,896	11,348
Interest	1,002	638
Miscellaneous	173	1,444
	<u>440,515</u>	<u>401,129</u>
Expenses		
Amortization	96,056	96,056
Garbage removal	3,913	2,247
Insurance	20,836	20,378
Interest and bank charges	1,261	1,852
Miscellaneous	1,421	5,281
Non-recoverable HST	21,536	12,884
Office	1,440	3,785
Oil	77	12,932
Power	93,703	80,850
Professional fees	590	-----
Propane	5,028	3,990
Repairs and maintenance	174,574	47,049
Snow removal	2,930	4,210
Telephone	3,841	4,509
Wages and benefits	101,553	115,561
	<u>528,759</u>	<u>411,584</u>
Excess of income over expenses	(88,244)	(10,455)
Net assets, beginning of year	<u>5,849,657</u>	<u>5,860,112</u>
Net assets, end of year	<u><u>5,761,413</u></u>	<u><u>5,849,657</u></u>

THE NEWPORT AND DISTRICT RINK COMMISSION
STATEMENT OF CASH FLOWS
YEAR ENDED DECEMBER 31, 2021

4

	\$ <u>2021</u>	\$ <u>2020</u>
Cash provided by (used in)		
Operating activities		
Excess of income over expenses	(88,244)	(10,455)
Amortization	96,056	96,056
	7,812	85,601
Change in operating working capital		
Accounts receivable	(6,957)	11,026
Accounts payable	27,733	21,458
	28,588	118,085
Financing activities		
Repayment of credit union loan	(21,987)	(20,935)
Investing activities		
Change in capital assets	-----	435
Increase in cash and cash equivalents	6,601	97,585
Cash and cash equivalents, beginning of year	112,510	14,925
Cash and cash equivalents, end of year	<u>119,111</u>	<u>112,510</u>
 Cash and cash equivalents		
Bank and cash	54,375	54,509
Short term investments	64,736	58,001
	<u>119,111</u>	<u>112,510</u>

THE NEWPORT AND DISTRICT RINK COMMISSION
NOTE 1 TO THE COMPILED FINANCIAL INFORMATION
DECEMBER 31, 2021

5

Basis of accounting

The basis of accounting to be applied in the preparation of the financial information is on the historical cost basis, reflection cash transactions with the addition of:

Accounts receivable;

Accounts payable and accrued liabilities;

Capital assets recorded at historical costs and amortized on a straight line basis.

Newport & District Rink Commission

Income Statement 01/01/2022 to 05/31/2022

REVENUE

Sales Revenue

Ice Rentals	114,030.43
Interest Earned	2.44
Other Income	5,000.00
HST Access	0.00
Sign Rental	260.87
Fund Raising	210.00
Net Sales	<u>119,503.74</u>

Other Revenue

Miscellaneous Revenue	1,012.00
Total Other Revenue	<u>1,012.00</u>

TOTAL REVENUE	<u>120,515.74</u>
----------------------	-------------------

EXPENSE

Payroll Expenses

Wages	30,933.94
EI Expense	684.17
CPP Expense	1,556.10
WCB Expense	512.23
Total Payroll Expense	<u>33,686.44</u>

General & Administrative Expenses

Advertising	0.00
Bad Debts	0.00
Loan Interest	0.00
Amortization Expense	0.00
Insurance	22,048.91
Interest & Bank Charges	101.57
Office Supplies	501.61
Non Recoverable HST	0.00
Miscellaneous	4,223.45
Snow Removal	5,835.00
Garbage Removal	2,326.83
Repair & Maintenance	47,417.87
Telephone	1,459.10
Oil	151.93
Power	54,440.93
Propane	2,138.36
Fund Raising	0.00
Total General & Admin. Expenses	<u>140,645.56</u>

TOTAL EXPENSE	<u>174,332.00</u>
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NET INCOME	<u><u>-53,816.26</u></u>
-------------------	--------------------------

Generated On: 06/08/2022



VICTORY

Account Summary

Account: ~~0000000000~~

Accounts

Account Name	Balance
COMMON SHARE ACCT 00007	\$50.00
Surplus Share 00008	\$6.50
NON PROFIT CA 00010	-\$1,096.65
YOUR Savings 00029	\$1,507.53
YOUR HISA 00030	\$938.03
1 YEAR TERM 00040	\$21,844.78
2020 30MTH TERM SPE 00041	\$32,811.68

Chg
Saw
Saw
Investment 1
Investment 2

Scheduled Bill Payments

From Account	To Payee	Date	Amount
--------------	----------	------	--------

You currently do not have any Bill Payments Scheduled.

Scheduled Transfers

From Account	To Account	Date	Amount
--------------	------------	------	--------

You currently do not have any Transfers Scheduled.

Stopped Cheques

Payee	Cheque #	Account	Date	Amount
-------	----------	---------	------	--------

You currently do not have any Stop Cheques Scheduled.

Last logged in on Wed, Jun 8, 2022, 8:45 AM, ADT via Online Banking.



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: June 14, 2022

Subject: Boundary Review – Supplementary Info to May 10, 2022 Report

LEGISLATIVE AUTHORITY

- Municipal Government Act – Sections 10, 11, 368, and 369
- Nova Scotia Utility and Review Board (NSURB) Rules of Practice and Procedure Respecting Municipal Government Act Proceedings
- Municipal Elections Act

RECOMMENDATION or DECISION REQUEST

That Council reflect on the current number of Councillors and boundaries of its polling districts and governance structure and determine if they choose to maintain the current structure or would like to consider an alternative.

Currently:

1x Mayor
11x Councillors in 11 Districts

The NSURB recommend the following initial two steps be followed in this review process:

Step 1:

That Council discuss the number of Councillors and polling districts (size of Council).

Step 2:

Determine the distribution of polling districts (number of electors, relative parity of voting power, population density, community of interest and geographic size)

BACKGROUND

Property ☐	Public Opinion ☒	Environment ☐	Social ☐	Economic ☐	Councillor Activity ☐
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Every eight years, in accordance with the Municipal Government Act, municipalities are required to review their electoral boundaries and sizes of Council. All NS municipalities do these reviews within the same year. Council's recommendation to maintain status quo or to initiate a change in the size of Council will be examined by the Nova Scotia Utility and Review Board (NSURB), who will confirm or deny the recommendation.

The last review of the regionalized West Hants Regional Municipality was completed in 2019 by Stantec. The report was presented noting that public consultation is critical in this process and outlined the NSURB process for Council size and boundary review.

Further process information is identified in the May 10, 2022 Boundary Review report to Committee of the Whole.

The Stantec report and presentation (also attached) identified that the favourable options in 2019 were both the nine (9) districts and eleven (11) districts options and a Mayor elected at large. The eleven (11) district option was adopted moving into consolidation.

DISCUSSION

At the May 10, 2022 Committee of the Whole meeting, council directed staff to provide updated population information, specifically growth or changes within the districts for West Hants.

Although, the number of eligible electors for the 2020 Municipal Election is identified below, without a formal review, enumeration and/or election process in which a final list of electors gets established, the number of current eligible electors in each district is not known (stemming from population growth); however, information was estimated based off of 2021 census data.

Population(s) as per 2016 and 2021 Statistic Canada Census

2016 Former West Hants and Windsor combined	2021 West Hants Regional Municipality	Difference
19,016	19,509	+ 493

Eligible electors in March 2020 Municipal Election – 15,571 on final list of electors

District 1	1,168
District 2	1,272

District 3	1,353
District 4	1,374
District 5	1,406
District 6	1,691
District 7	1,565
District 8	1,538
District 9	1,404
District 10	1,310
District 11	1,490

Approximate number of eligible electors in 2021 – 16,534 (this is taken from 2021 census data using only 1/3 of the population of the 15-19 years of age (for those 18+ and eligible to vote), and those 65 and over.

Approximate number of eligible electors variance based on population growth is +963.

Although their districts are unknown, one way to estimate would be to add approximately 87 eligible electors per district.

As per the Municipal Government Act (MGA), Sections 10 and 11, one councillor shall be elected for each district in a regional municipality (they cannot be elected at large, nor have more than one councillor per district). The mayor shall be elected at large.

NEXT STEPS

- That Council discuss the number of Councillors and polling districts (which affects the size of Council)
- Determine the method to be taken in determining composition and boundaries
- Staff to proceed with the direction of council

FINANCIAL IMPLICATIONS

Depending on direction from Council, the required method of research and public consultation will impact costs.

In 2019, the Stantec Consultant Boundary Review RFP was awarded at \$37,026.00 before tax. This does not necessarily reflect what the cost may be today as this was leading into consolidation and establishing completely new districts for the region; whereas the 2019 review provides a potential foundation should council wish to proceed with a similar course of action.

ALTERNATIVES

1. Status quo: maintain current Council composition and boundaries (eleven districts and councillors plus a Mayor elected at large)
2. Change the Council composition and boundaries.
 - a. Consideration may be the 2019 Stantec report as it also identified a nine district (8 Councillors plus a Mayor elected-at-large) option
 - b. Opt for a new consultant review
 - c. Opt for an internal (staff) review

ATTACHMENTS

- A. April 1, 2019 Stantec's *Windsor-West Hants Governance Review* presentation (boundaries & council size)
- B. 2021 Stats Canada Information
- C. May 10, 2022 Boundary Review Decision Request Report

CHIEF ADMINISTRATIVE OFFICER REVIEW

The report includes the follow up requested by Council.

The attached April 2019 STANTEC Report provides information for a Council size of 9 or 11 councillors with a Mayor elected at large. If Council were to select one of these two options (to maintain or reduce to 9) the research is essentially already completed.

If Council selects one of these two options or a different council composition a public consultation process is still required. The design of the public consultation process will be influenced by the decision Council makes regarding the size.

	Population	Council Size
HRM	439,819	16 Districts plus Mayor
CBRM	93,694	12 Districts plus Mayor
Region of Queens	10,422	7 Districts plus Mayor
Antigonish County	20,129	11 Districts and includes the Warden
Town of New Glasgow	9,471	3 Wards (aka Districts), 6 Councillors plus Mayor
Town of Amherst	9,404	6 Councillors plus Mayor elected at large
Kings County	62,914	9 Districts plus Mayor
East Hants	22,892	11 Districts and includes the Warden
WHRM	19,509	11 Districts plus Mayor

As noted in the May 2022 report and noted above:

NEXT STEPS

- That Council discuss the number of Councillors and polling districts (size of Council).
- Determine the distribution of polling districts (number of electors, relative parity of voting power, population density, community of interest and geographic size)
- Public Consultation (Method TBD)
- Public Consultation Report
- Staff recommendation report to Committee of the Whole
- Council recommendation
- Council approval of application to Nova Scotia Utility and Review Board

Report Prepared by: 
Shelleena Thornton, Municipal Operations Supervisor

Report Approved by: 
Mark Phillips, Chief Administrative Officer



Windsor-West Hants Governance Review

Joint Council Meeting
Windsor Town Council Chambers
7:00 pm, Monday, April 1, 2019

Phase 1 - Council Size Consultation

Public Meetings

- Avondale – 6
- Brooklyn – 37
- Vaughan – 9
- Windsor – 24
- Falmouth – 10
- **TOTAL** – 86 residents

Questionnaire Survey

- Online Survey
 - 609 completed responses
- Hard Copy
 - 139 responses
 - 135 completed
- Council Size Question
 - 744 responses
 - **740 indicated preferred council size**

Phase 2 - Boundaries Size Consultation

Public Meetings

- Three Mile Plains, 3
- Hantsport, 8
- Summerville, 15
- Ardoise, 10
- Windsor, 20
- TOTAL** – 56 residents

Questionnaire Survey

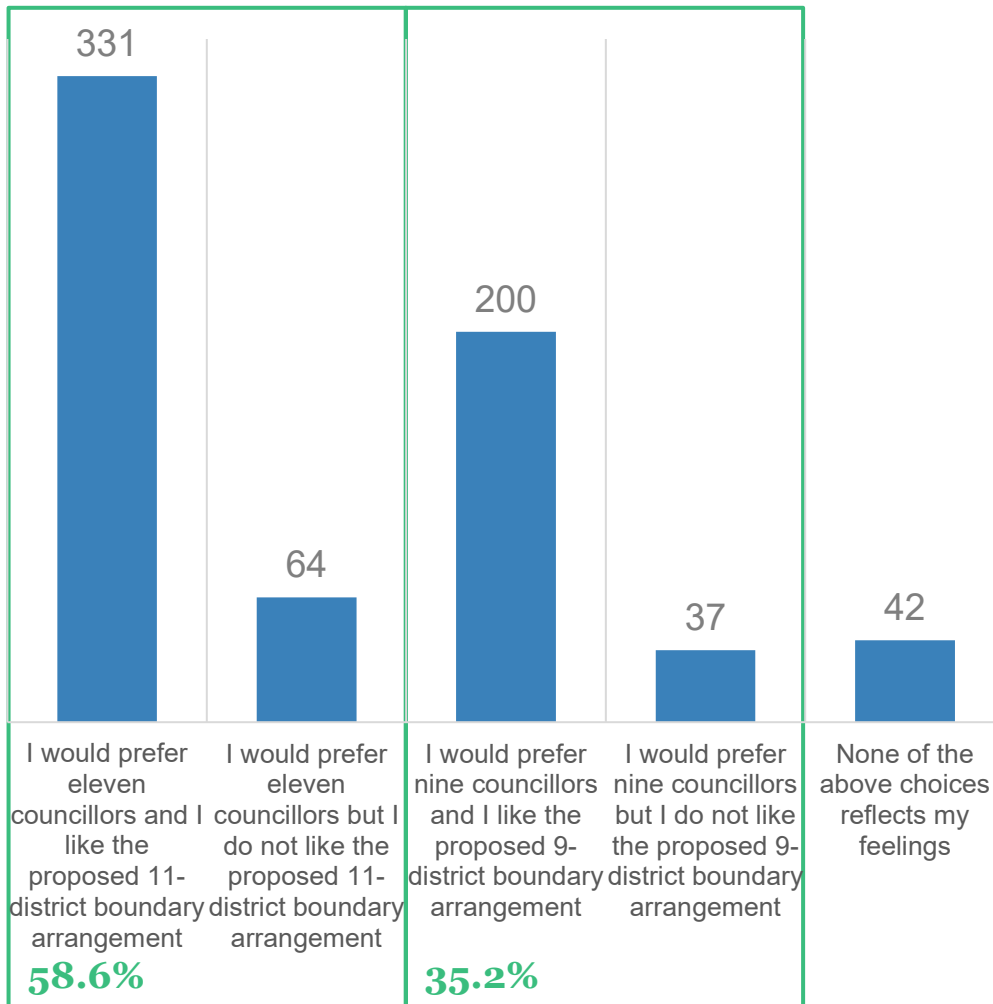
- 883 completed responses
 - 674 responses to Boundaries Question

Council Interviews

- Windsor – 5 of 5
- West Hants – 8 of 10

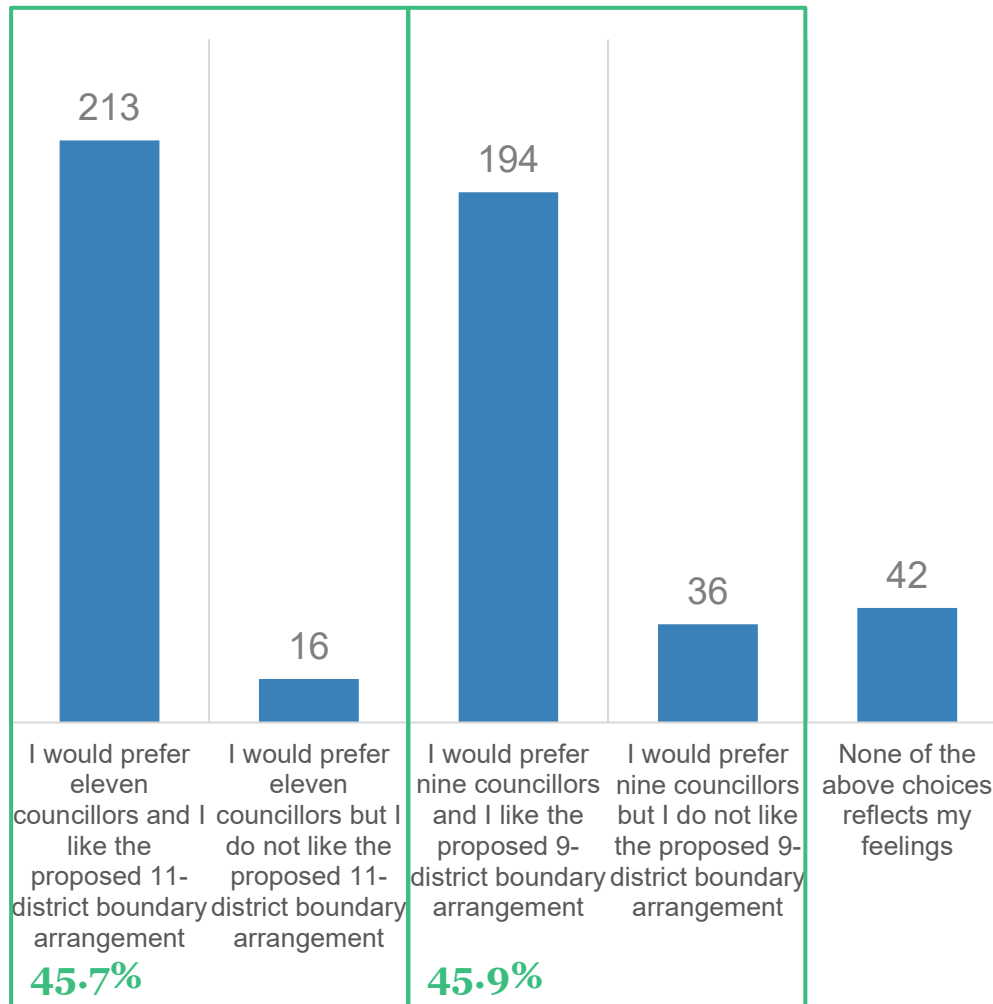
Boundary Preferences

- **Survey Respondents:**
883
- **Question Responses:**
674 (76.3%)



Boundary Preferences

- **Survey Respondents:**
710
- **Question Responses:**
501 (70.6%)





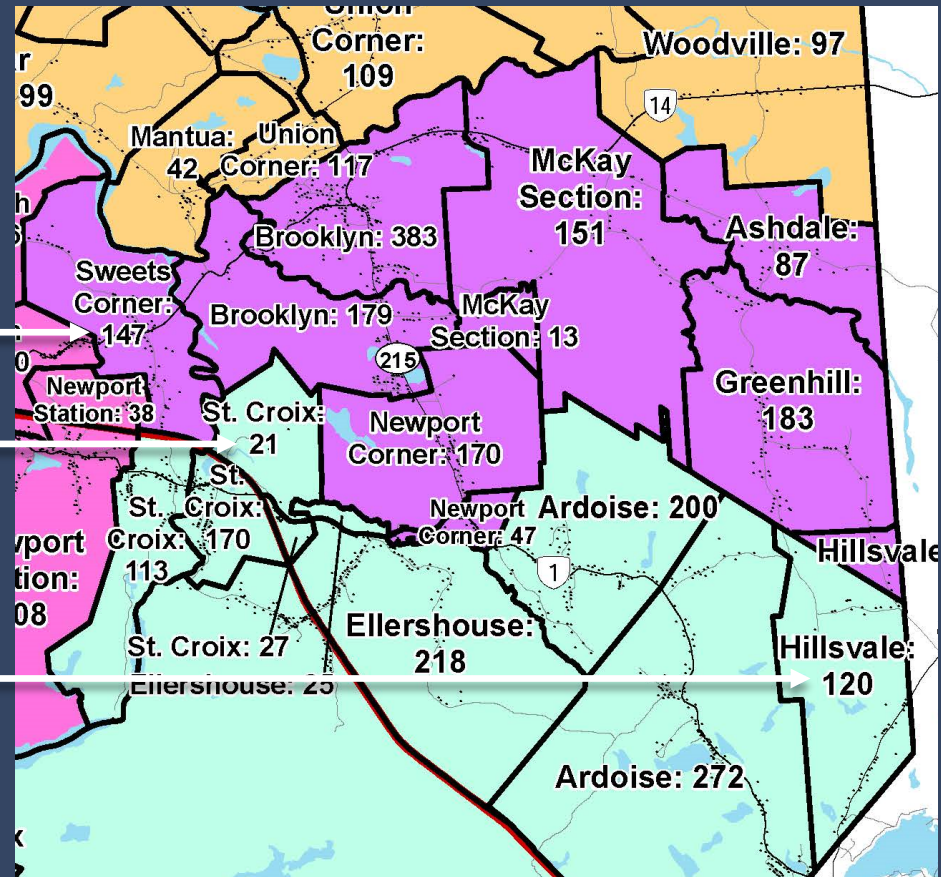
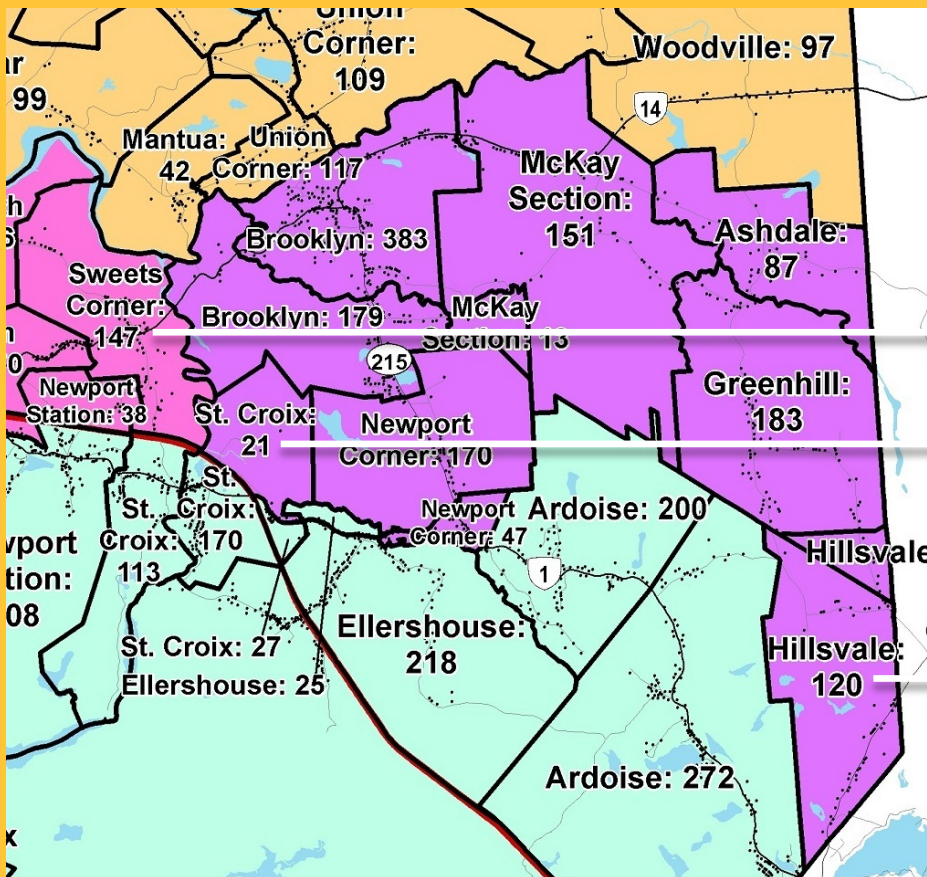
11-District Scenario

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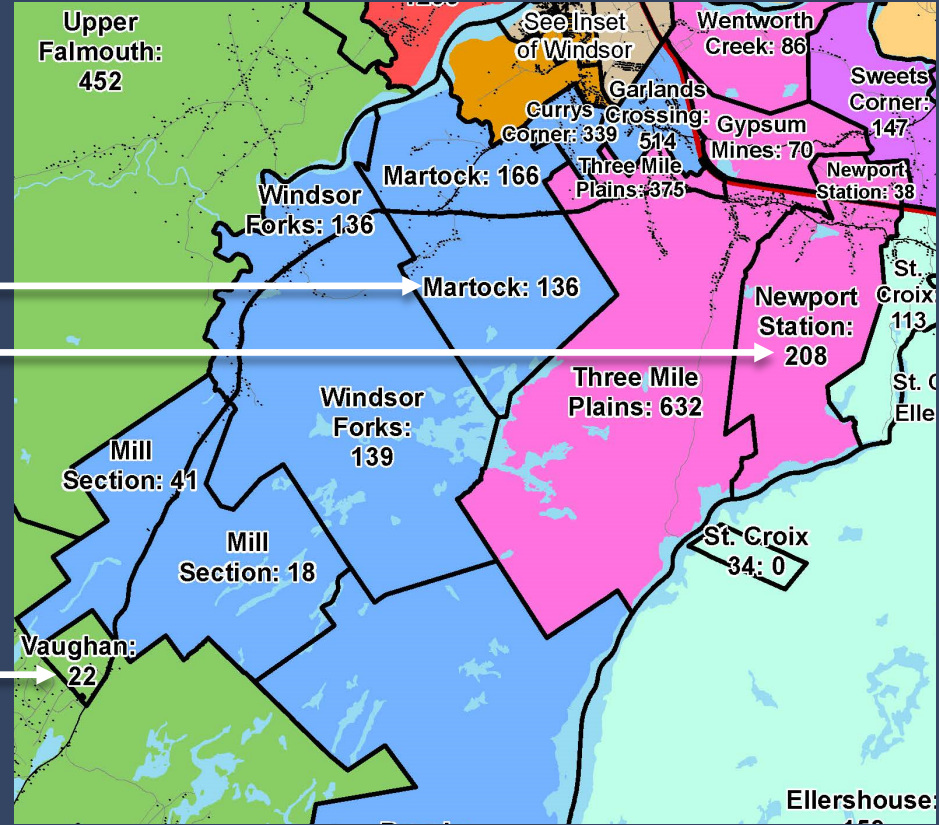
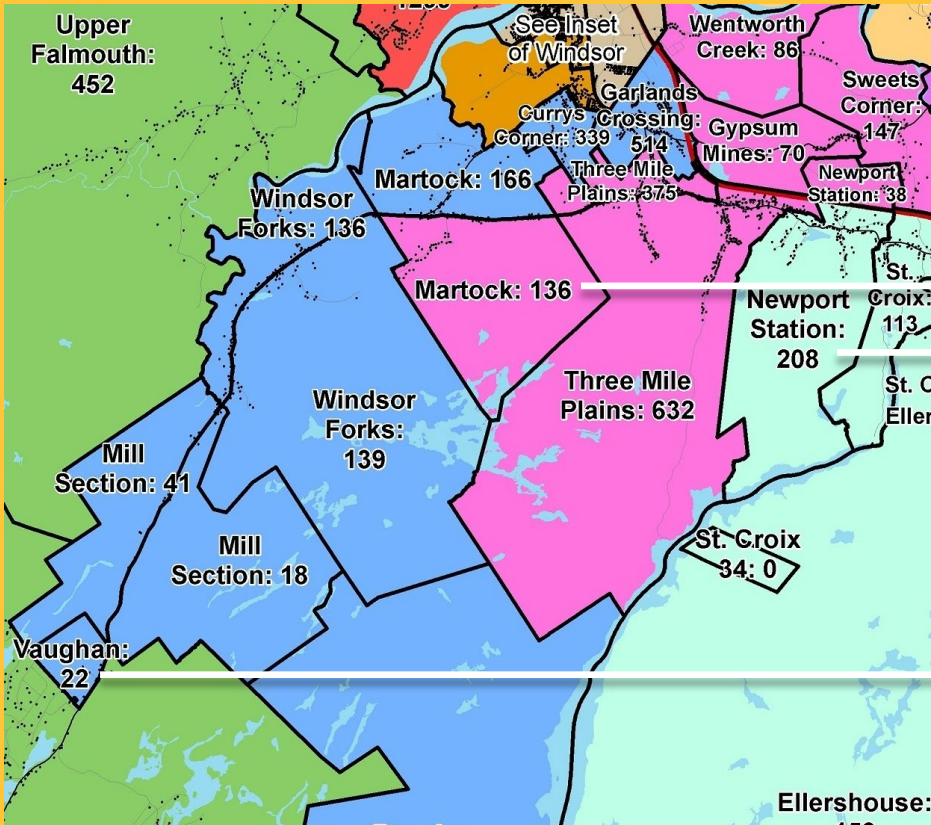
11-district Changes

- *District 3* – Added Sweets Corner (147 electors) from proposed District 5
- *District 4* – Added the portion of Hillsvale currently in West Hants District 4 (120 electors) and the portion of St. Croix previously in proposed District 3 (21 electors), which brings all of St. Croix into the same district
- *District 5* – Added the larger portion of Newport Station (208 electors) south of Highway 101 to bring all of Newport Station into the same district and balance its loss of Sweets Corners to proposed District 3
- *District 6* – Added Martock south of Highway 1 (136 electors) to unify Martock in one district
- *District 7* – Added a small area of Vaughan from proposed District 6 to unify Vaughan
- *District 8* – Added Falmouth area northeast of Highway 101, (38 electors) to create a stronger boundary between proposed Districts 8 and 9 at the 101

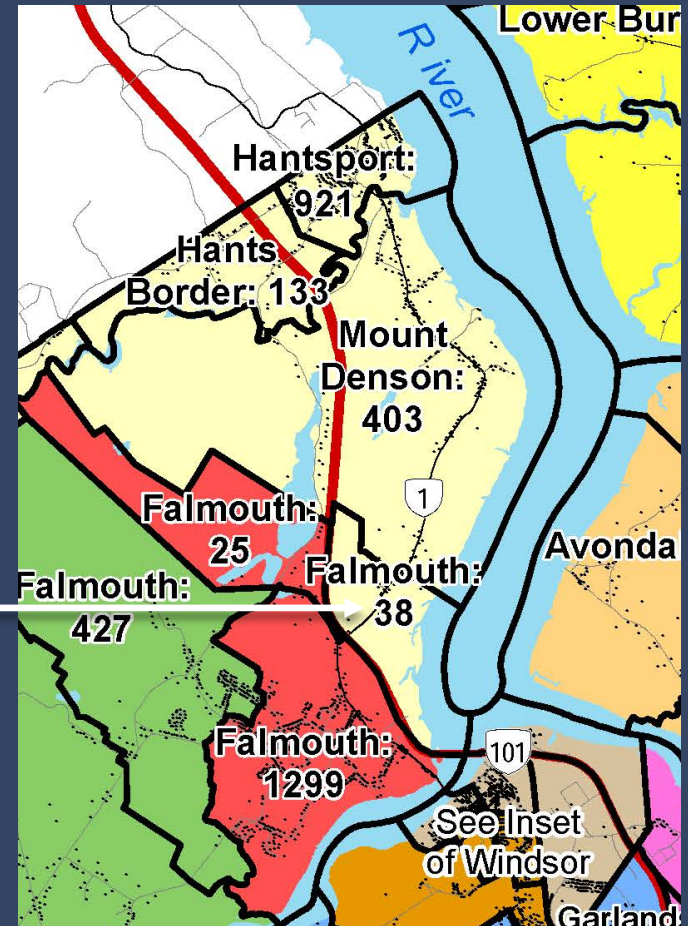
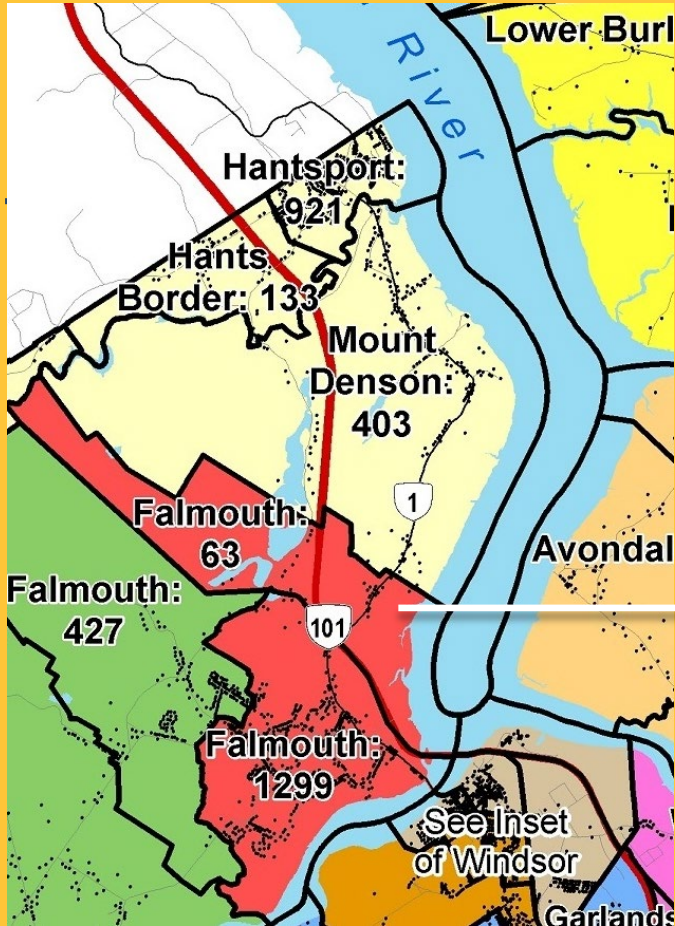
Districts 3 and 4



Districts 5, 6 and 7

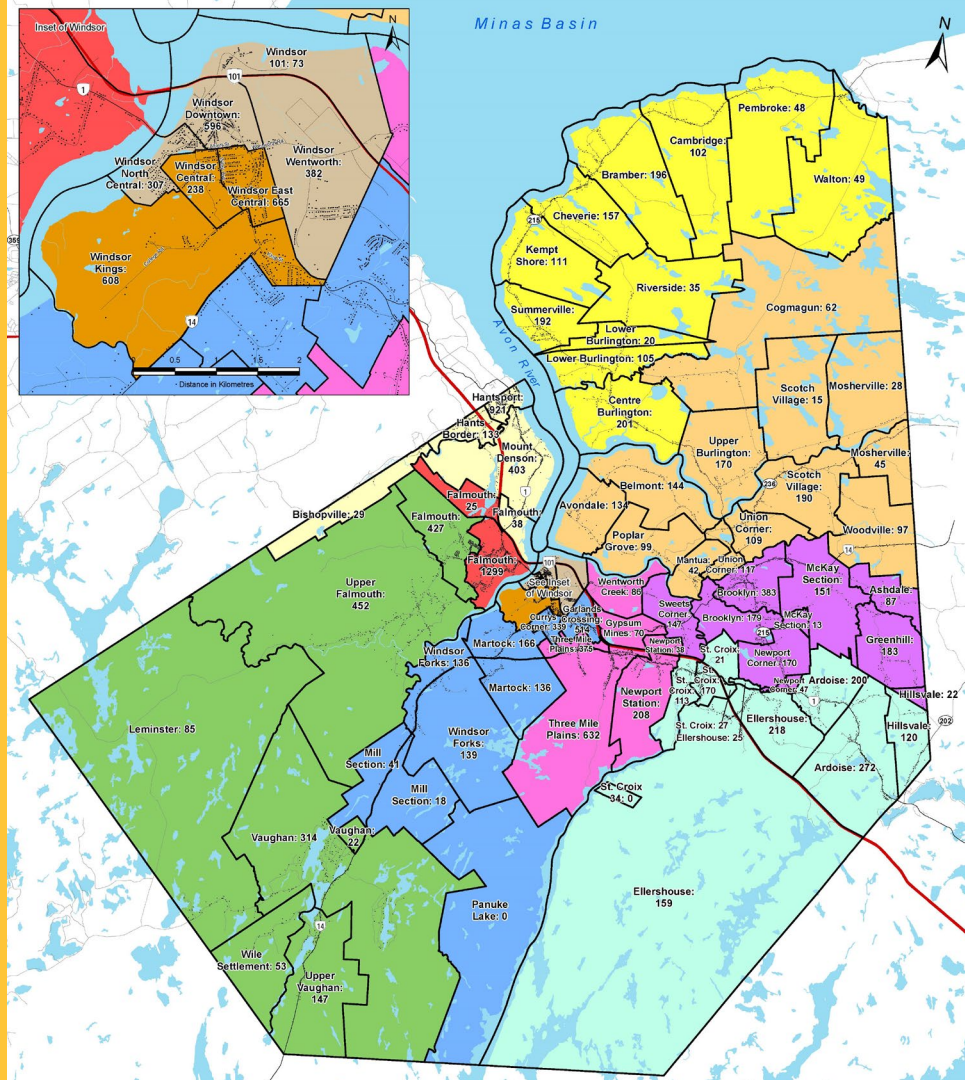


District 8



Revised 11 Districts

Proposed District	Electors	Variation from Average	
		Number	%
1	1,216	-174	-12.5%
2	1,252	-138	-9.9%
3	1,382	-8	-0.6%
4	1,325	-65	-4.7%
5	1,409	-19	-1.4%
6	1,489	99	7.1%
7	1,500	110	7.9%
8	1,524	134	9.6%
9	1,324	-66	-4.7%
10	1,358	-32	-2.3%
11	1,511	121	8.7%
TOTAL	15,290		
Average	1,390		

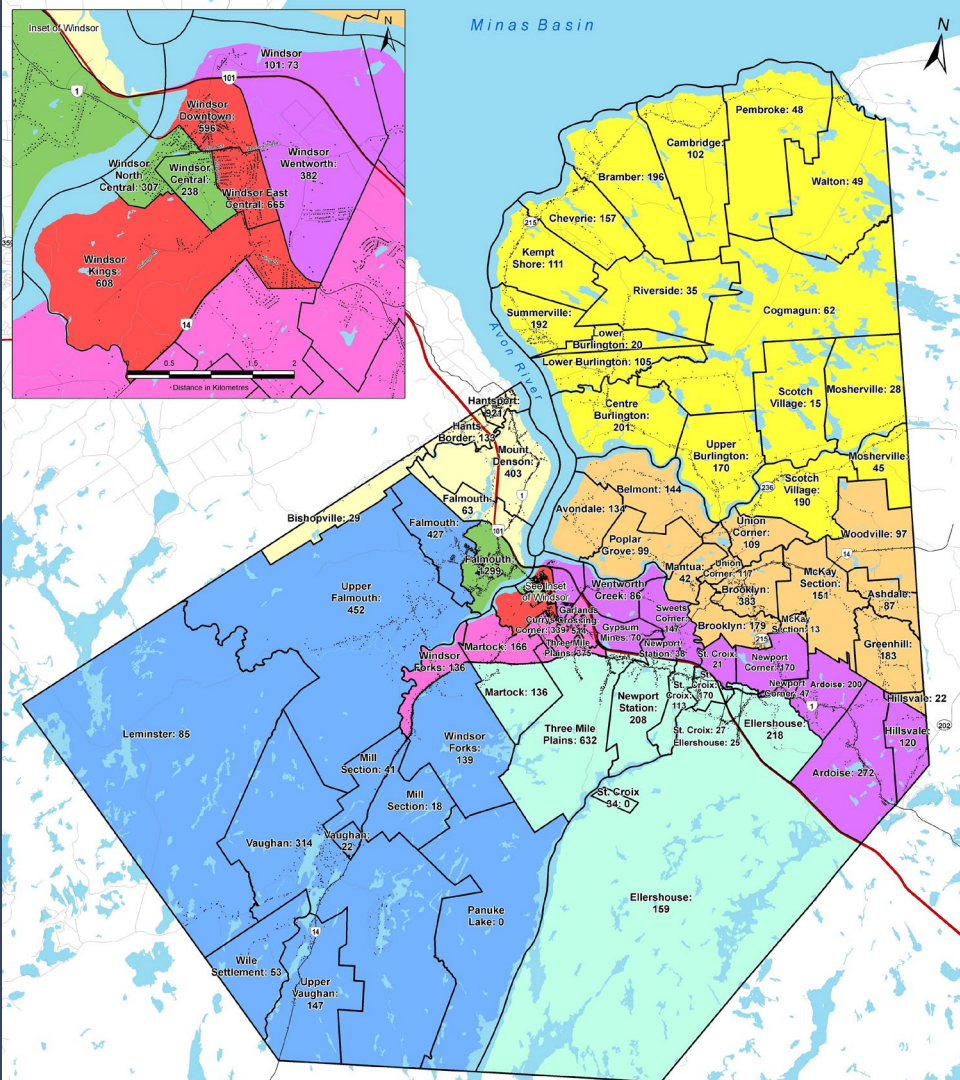




9-District Scenario

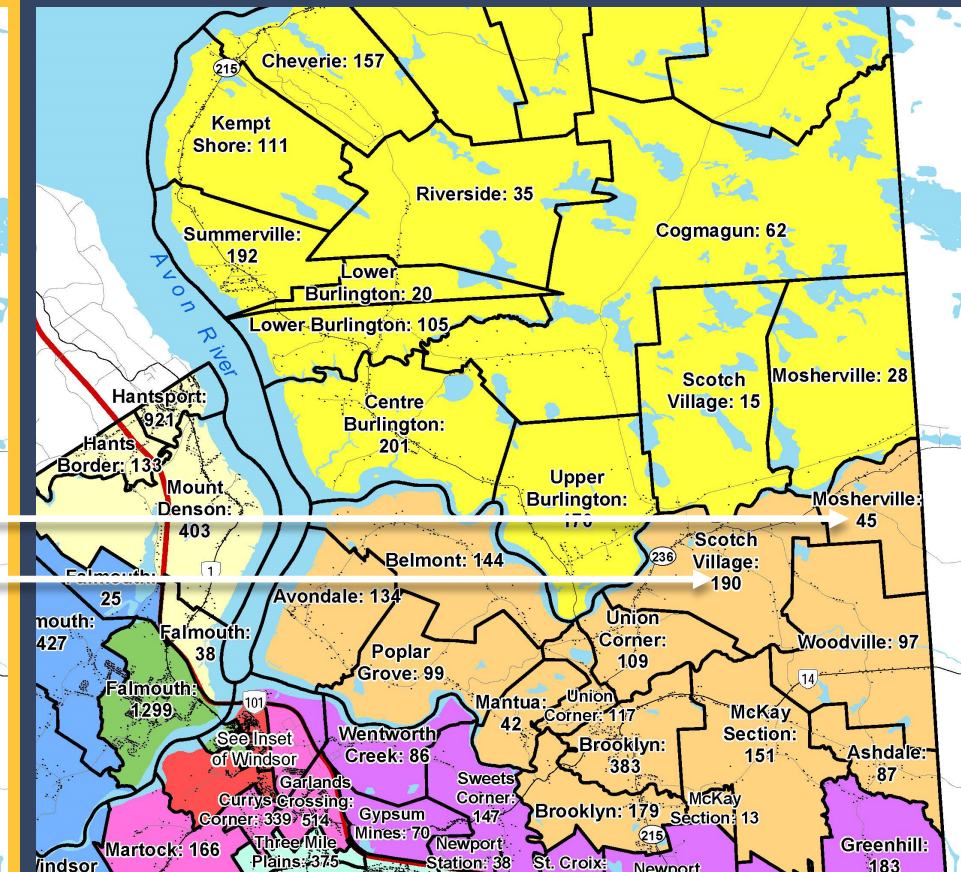
Proposed 9 Districts

Proposed District	Electors	Variation from Average	
		Number	%
1	1,726	27	1.6%
2	1,760	61	3.6%
3	1,588	-111	-6.5%
4	1,726	27	1.6%
5	1,530	-169	-9.9%
6	1,698	-1	-0.1%
7	1,844	145	8.5%
8	1,549	-150	-8.8%
9	1,869	170	10.0%
TOTAL	15,290		
Average	1,699		

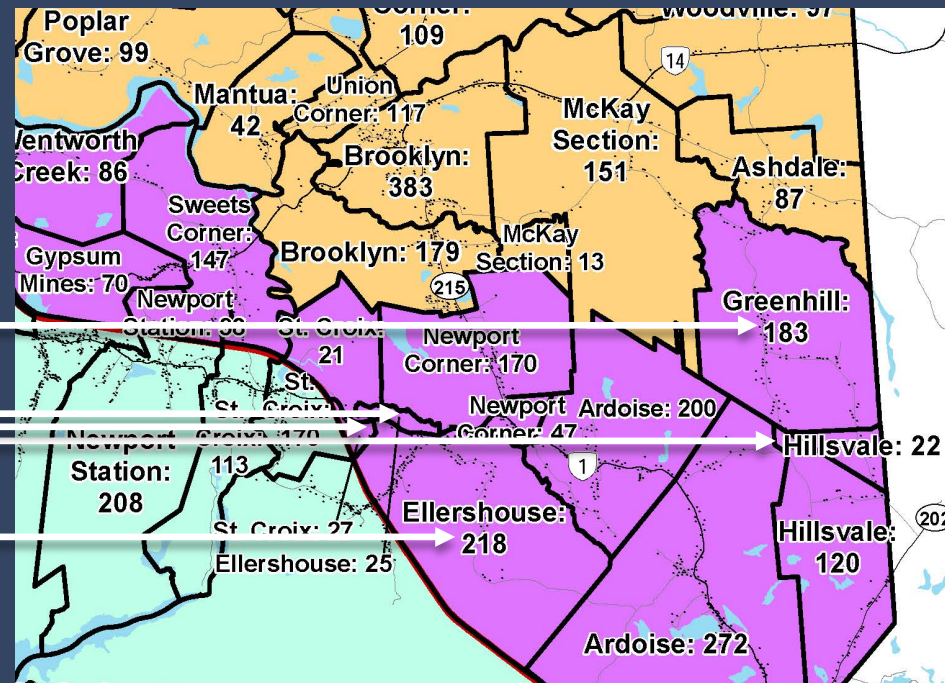
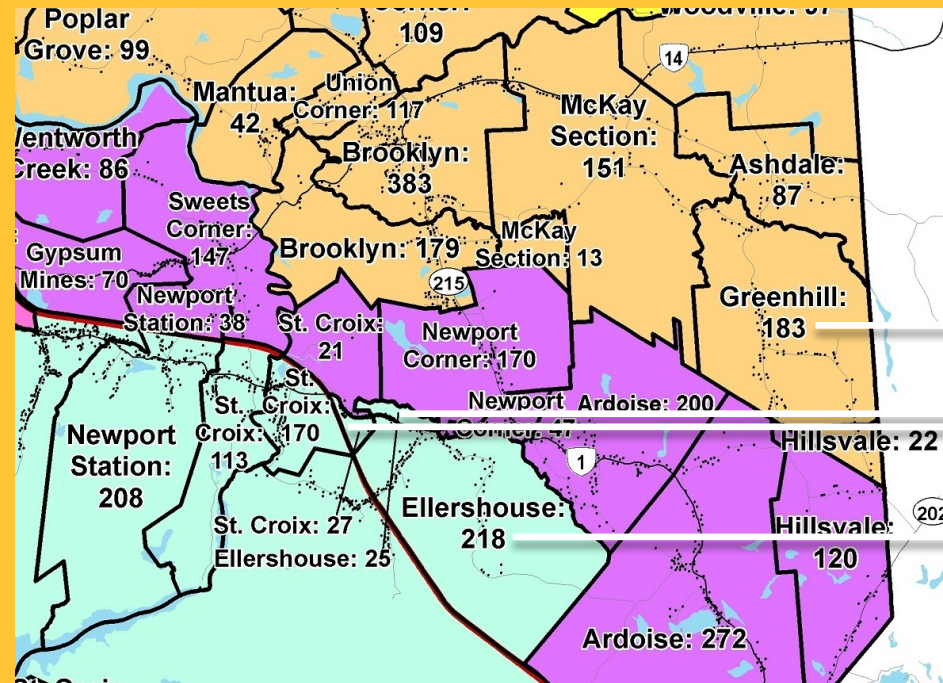


9-district Changes

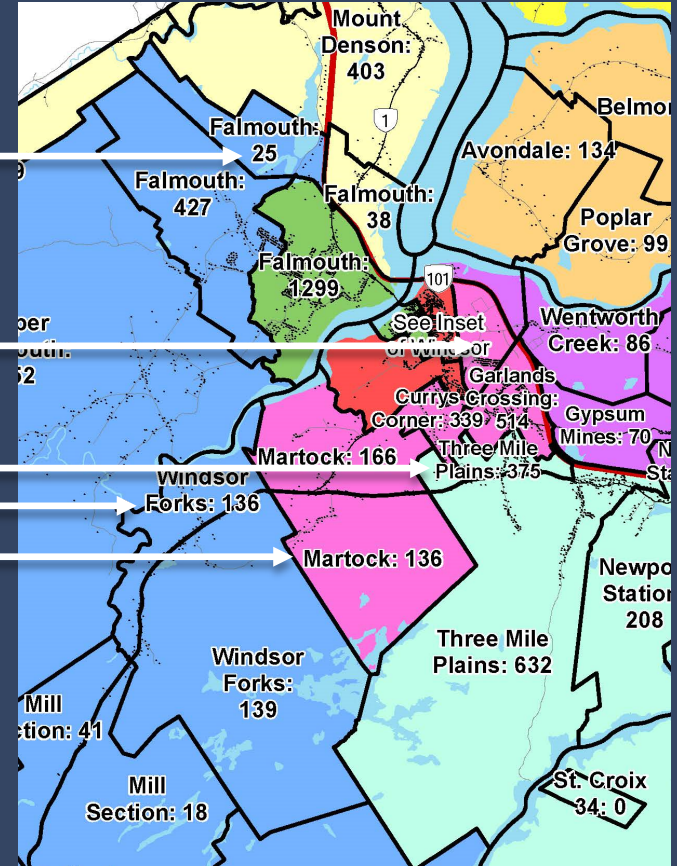
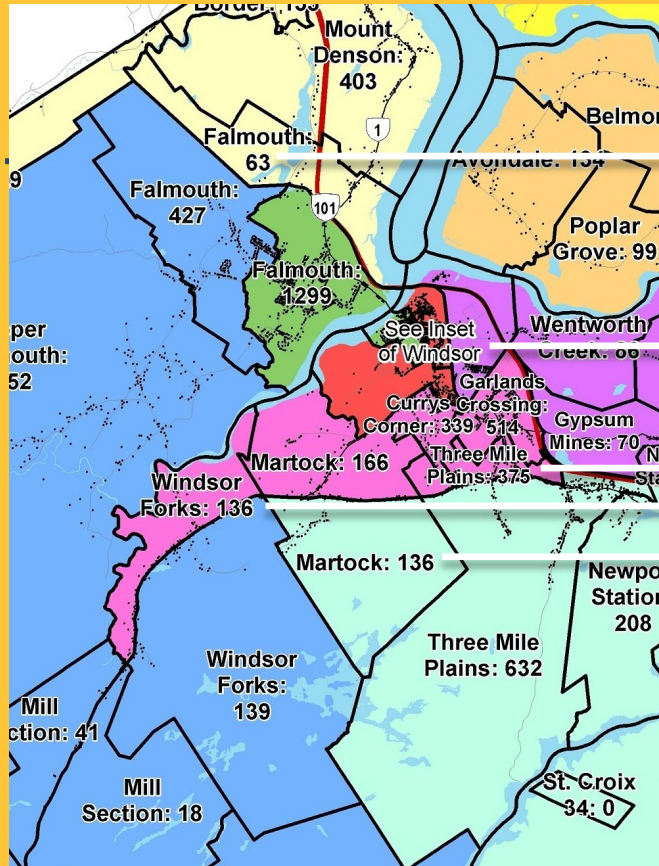
- *District 2* – Added 196 electors from Scotch Village and Mosherville south of the Kennetcook River
- *District 3* – Portions of Ellershouse and St. Croix north of the 101, as well as Greenhill and the portion of Hillsvale now in West Hants District 3 (475 electors total) were brought into the district
- *District 4* – The area of Three Mile Plains north of Highway 1 (375 electors) was added to compensate for losses to District 3 and unify Three Mile Plains in proposed District 4
- *District 5* – Martock south of Route 14 (136 electors) added to unify Martock and balance the loss of Windsor Forks (136 electors). Wentworth Road in Windsor (382 electors) also added to make up for the loss of Three Mile Plains
- *District 6* – Added the area of Windsor Forks north of Route 14 (136 electors) and the northern-most area of Falmouth (25 electors)
- *District 8* – Subtracted the northern-most area of Falmouth (25 electors), which is to the west of Highway 101



Districts 3 and 4

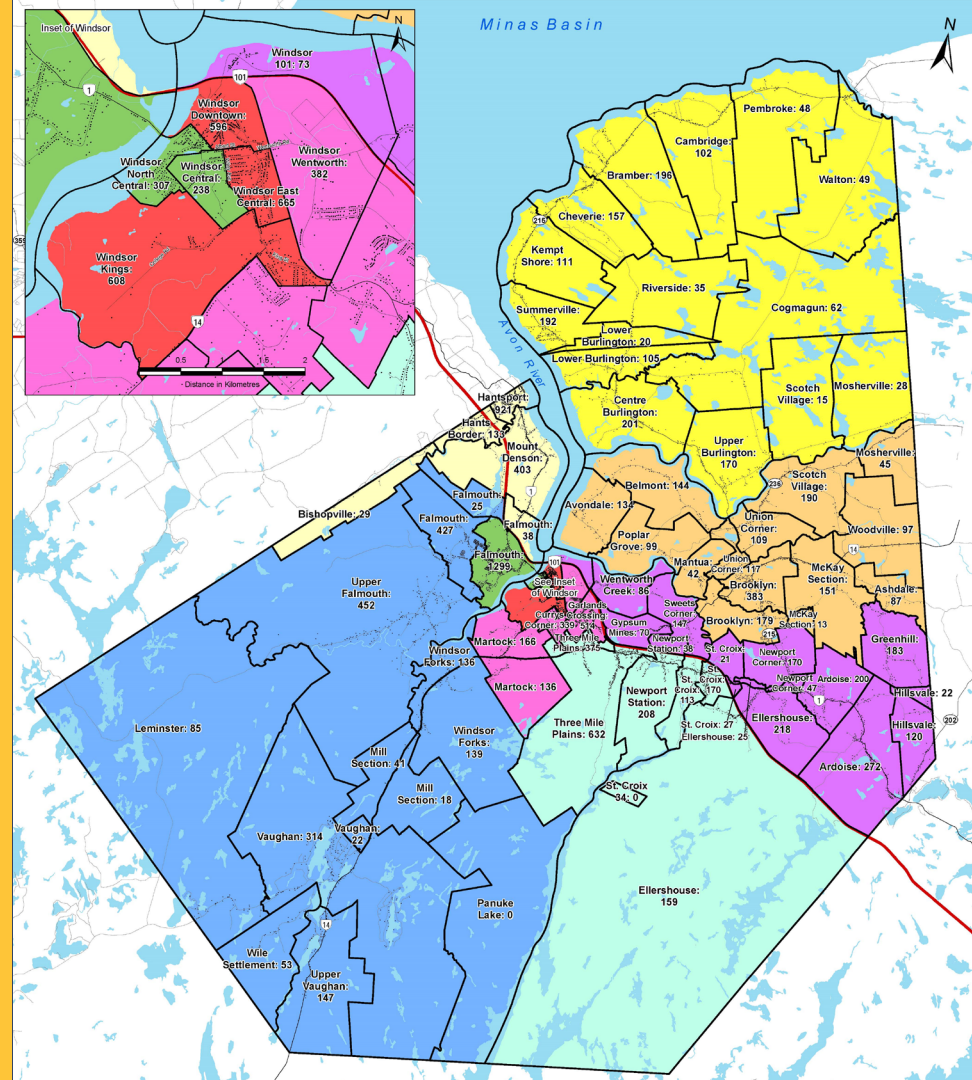


Districts 4, 5 and 6



Revised 9 Districts

Proposed District	Electors	Variation from Average	
		Number	%
1	1,491	-208	-12.2%
2	1,790	91	5.4%
3	1,719	20	1.2%
4	1,657	-42	-2.5%
5	1,537	-162	-9.5%
6	1,859	160	9.4%
7	1,844	145	8.5%
8	1,524	-175	-10.3%
9	1,869	170	10.0%
TOTAL	15,290		
Average	1,699		



Contact us

<https://www.strongerregion.ca/>



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Dartmouth, NS B3A 0A3

902-468-7777

www.stantec.com



2021
WHM population
19,509

Census Profile, 2021 Census of Population

Profile table

Characteristic	West Hants, Rural municipality (RM) ⓘ Nova Scotia [Census subdivision]		
	Counts		
	Total	Men +	Women +
Population and dwellings			
Population, 2021 ¹	19,509	...(not applicable)	...(not applicable)
Population, 2016 ¹	19,016 ^{1 (revised)}	...(not applicable)	...(not applicable)
Population percentage change, 2016 to 2021	2.6	...(not applicable)	...(not applicable)
Total private dwellings ²	9,136	...(not applicable)	...(not applicable)
Private dwellings occupied by usual residents ³	8,374	...(not applicable)	...(not applicable)
Population density per square kilometre	15.6	...(not applicable)	...(not applicable)
Land area in square kilometres	1,250.50	...(not applicable)	...(not applicable)
Age characteristics			
Total - Age groups of the population - 100% data	19,510	9,460	10,055
0 to 14 years	2,835	1,460	1,380
0 to 4 years	805	395	405
5 to 9 years	1,000	515	490
10 to 14 years	1,035	550	480
15 to 64 years	11,194 ¹	5,780	6,085
15 to 19 years $\div 1/3$	1,015	505	505
20 to 24 years	820	425	400
25 to 29 years	845	405	440
30 to 34 years	1,030	500	535
35 to 39 years	1,065	510	550
40 to 44 years	1,125	535	590
45 to 49 years	1,270	595	675
50 to 54 years	1,310	650	660
55 to 59 years	1,720	855	865
60 to 64 years	1,675	805	865
65 years and over	5,340 ¹	2,215	2,590
65 to 69 years	1,460	725	740
70 to 74 years	1,300	600	700
75 to 79 years	900	415	480
80 to 84 years	615	290	325
85 years and over	530	185	345

West Hants, Rural municipality (RM) ⓘ

Nova Scotia

[Census subdivision]

Counts

Characteristic	Total	Men +	Women +
85 to 89 years	315	125	195
90 to 94 years	170	55	110
95 to 99 years	40	10	35
100 years and over	10	0	5
Total - Distribution (%) of the population by broad age groups - 100% data	100.0	100.0	100.0
0 to 14 years	14.5	15.4	13.7
15 to 64 years	60.8	61.1	60.5
65 years and over	24.7	23.4	25.8
85 years and over	2.7	2.0	3.4
Average age of the population	45.9	45.1	46.8
Median age of the population	48.8	48.0	49.6

Household and dwelling characteristics

Total - Occupied private dwellings by structural type of dwelling - 100% data	8,370	... (not applicable)	... (not applicable)
Single-detached house	6,675	... (not applicable)	... (not applicable)
Semi-detached house	220	... (not applicable)	... (not applicable)
Row house	70	... (not applicable)	... (not applicable)
Apartment or flat in a duplex	125	... (not applicable)	... (not applicable)
Apartment in a building that has fewer than five storeys	755	... (not applicable)	... (not applicable)
Apartment in a building that has five or more storeys	0	... (not applicable)	... (not applicable)
Other single-attached house	20	... (not applicable)	... (not applicable)
Movable dwelling ⁴	510	... (not applicable)	... (not applicable)
Total - Private households by household size - 100% data	8,375	... (not applicable)	... (not applicable)
1 person	2,340	... (not applicable)	... (not applicable)
2 persons	3,420	... (not applicable)	... (not applicable)
3 persons	1,175	... (not applicable)	... (not applicable)
4 persons	975	... (not applicable)	... (not applicable)
5 or more persons	460	... (not applicable)	... (not applicable)
Number of persons in private households	19,125	9,335	9,790
Average household size	2.3	... (not applicable)	... (not applicable)

Symbol legend

... not applicable

^r revised

Source: Statistics Canada, 2021 Census of Population.

How to cite: Statistics Canada. 2022. (table). *Census Profile*. 2021 Census of Population. Statistics Canada Catalogue no. (number) 98-316-X2021001. Ottawa. Released April 27, 2022.
<https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/index.cfm?Lang=E> (accessed June 7, 2022).

Note(s):

Footnote 1

2021 and 2016 population

Statistics Canada is committed to protect the privacy of all Canadians and the confidentiality of the data they provide to us. As part of this commitment, some population counts of geographic areas are adjusted in order to ensure confidentiality.

The adjustment to counts of the total population for any dissemination block is controlled to ensure that the population counts for dissemination areas will always be within 5 of the actual values. The adjustment has no impact on the population counts of census divisions and large census subdivisions.

Footnote 2

Total private dwellings

Private dwelling refers to a separate set of living quarters with a private entrance either from outside the building or from a common hall, lobby, vestibule or stairway inside the building. The entrance to the dwelling must be one that can be used without passing through the living quarters of some other person or group of persons.

Footnote 3

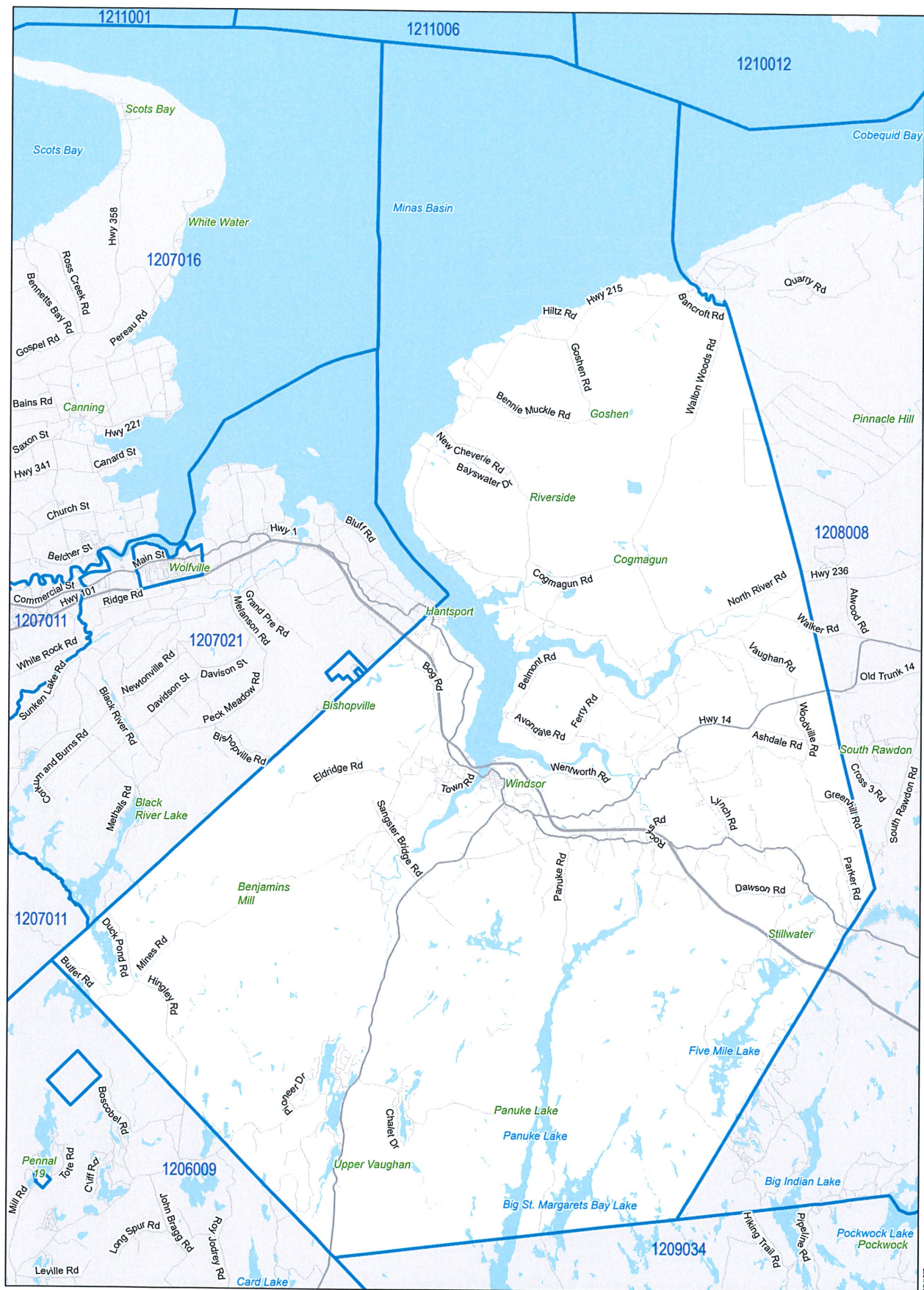
Private dwellings occupied by usual residents

A private dwelling occupied by usual residents refers to a private dwelling in which a person or a group of persons is permanently residing. Also included are private dwellings whose usual residents are temporarily absent on May 11, 2021.

Footnote 4

The category 'Movable dwelling' includes mobile homes and other movable dwellings such as houseboats, recreational vehicles and railroad cars.

Date modified:
2022-04-26



Census Subdivision
Subdivision de recensement

1208003
Nova Scotia
Nouvelle-Écosse

CSD Name / Nom de la SDR:
West Hants, RM

Legend:

- Census Subdivision / Subdivision de recensement
- Province / Territory / Province / Territoire
- Road / Highway / Route / Autoroute
- Hydrography / Hydrographie
- Place name / Nom de localité

Scale: 1 : 185 313

North Arrow: N

Scale Bar: 0 2.5 5 km

Projection: Lambert Conformal Conic Projection
Standard parallels: 44° 01' 48" N and 46° 30' 18" N
Central meridian: 63° 01' 42" W
Latitude of origin: 45° 18' 32" N

Projection: Projection conique conforme de Lambert
Parallèles standards: 44° 01' 48" N et 46° 30' 18" N
Méridien central: 63° 01' 42" O
Latitude d'origine: 45° 18' 32" N

Sources: Statistics Canada, Census of Population, 2021;
Hydrography from Natural Resources Canada,
Topographic Data of Canada, CanVec, 2019.

Sources: Statistique Canada, Recensement de la population, 2021;
Hydrographie de Ressources naturelles Canada,
Données topographiques du Canada, CanVec, 2019.





> Search results for "West Hants"

> Windsor, I.(Town) [Census subdivision], Nova Scotia and West Hants, MD.(Municipal district) [Census subdivision], Nova S...

2016
Windsor & West Hants
Population - 19,016

Census Profile, 2016 Census

Windsor, Town [Census subdivision], Nova Scotia and West Hants, Municipal district
[Census subdivision], Nova Scotia

Topic: All data				☒ Counts ☐ Rates		Submit								Related data	
				Windsor, I.(Town) Nova Scotia [Census subdivision]			West Hants, MD.(Municipal district) Nova Scotia [Census subdivision]								
				Total	Male	Female	Total	Male	Female						
Characteristic				Counts (unless otherwise specified)											
Population and dwellings															
Population, 2016 ¹				3,648	... (not applicable)	... (not applicable)	15,368	... (not applicable)	... (not applicable)						
Population, 2011 ¹				3,785	... (not applicable)	... (not applicable)	15,324 ¹ (revised, The 2011 count for this area has been revised.)	... (not applicable)	... (not applicable)						
Population percentage change, 2011 to 2016				-3.6	... (not applicable)	... (not applicable)	0.3	... (not applicable)	... (not applicable)						
Total private dwellings ²				1,715	... (not applicable)	... (not applicable)	7,175	... (not applicable)	... (not applicable)						
Private dwellings occupied by usual residents ³				1,586	... (not applicable)	... (not applicable)	6,426	... (not applicable)	... (not applicable)						
Population density per square kilometre				400.6	... (not applicable)	... (not applicable)	12.4	... (not applicable)	... (not applicable)						
Land area in square kilometres				9.11	... (not applicable)	... (not applicable)	1,244.09	... (not applicable)	... (not applicable)						
Age characteristics															
Total - Age groups and average age of the population - 100% data ⁴				3,650	1,635	2,010	15,370	7,580	7,790						
0 to 14 years				510	275	235	2,435	1,240	1,190						
0 to 4 years				180	100	80	760	385	375						
5 to 9 years				155	90	65	810	445	370						
10 to 14 years				175	85	85	855	405	445						
15 to 64 years				2,095	975	1,120	9,965	4,910	5,055						
15 to 19 years				255	125	125	860	450	405						
20 to 24 years				155	70	85	650	325	315						
25 to 29 years				170	85	80	725	355	365						
30 to 34 years				150	70	85	790	385	400						
35 to 39 years				165	70	95	855	410	445						
40 to 44 years				195	80	115	1,050	490	565						
45 to 49 years				215	100	110	1,060	515	540						
50 to 54 years				270	130	140	1,375	680	690						
55 to 59 years				240	105	140	1,355	660	690						
60 to 64 years				275	135	140	1,255	620	630						
65 years and over				1,045	385	660	2,970	1,430	1,545						
65 to 69 years				240	105	130	1,065	530	540						
70 to 74 years				190	85	100	810	390	415						
75 to 79 years				175	65	105	545	265	285						
80 to 84 years				170	55	115	320	155	170						

Characteristic	Windsor, I. (Town) Nova Scotia [Census subdivision]			West Hants, MD. (Municipal district) Nova Scotia [Census subdivision]		
	Total	Male	Female	Total	Male	Female
	Counts (unless otherwise specified)					
85 years and over	280	75	205	235	100	135
85 to 89 years	155	40	110	160	75	90
90 to 94 years	85	25	65	65	20	45
95 to 99 years	30	10	20	5	0	10
100 years and over	10	0	10	0	0	0
Total - Distribution (%) of the population by broad age groups - 100% data	100.0	100.0	100.0	100.0	100.0	100.0
0 to 14 years	14.0	16.8	11.7	15.8	16.4	15.3
15 to 64 years	57.4	59.6	55.7	64.8	64.8	64.9
65 years and over	28.6	23.5	32.8	19.3	18.9	19.8
85 years and over	7.7	4.6	10.2	1.5	1.3	1.7
Average age of the population	47.6	44.1	50.4	43.5	43.0	44.1
Median age of the population	50.2	46.7	52.5	46.6	46.2	46.9
Household and dwelling characteristics						
Total - Occupied private dwellings by structural type of dwelling - 100% data ⁵	1,585	... (not applicable)	... (not applicable)	6,425	... (not applicable)	... (not applicable)
Single-detached house	770	... (not applicable)	... (not applicable)	5,750	... (not applicable)	... (not applicable)
Apartment in a building that has five or more storeys	0	... (not applicable)	... (not applicable)	0	... (not applicable)	... (not applicable)
Other attached dwelling ⁶	815	... (not applicable)	... (not applicable)	320	... (not applicable)	... (not applicable)
Semi-detached house	115	... (not applicable)	... (not applicable)	65	... (not applicable)	... (not applicable)
Row house	45	... (not applicable)	... (not applicable)	25	... (not applicable)	... (not applicable)
Apartment or flat in a duplex	40	... (not applicable)	... (not applicable)	55	... (not applicable)	... (not applicable)
Apartment in a building that has fewer than five storeys	600	... (not applicable)	... (not applicable)	165	... (not applicable)	... (not applicable)
Other single-attached house	20	... (not applicable)	... (not applicable)	10	... (not applicable)	... (not applicable)
Movable dwelling ⁷	0	... (not applicable)	... (not applicable)	360	... (not applicable)	... (not applicable)
Total - Private households by household size - 100% data ⁸	1,590	... (not applicable)	... (not applicable)	6,425	... (not applicable)	... (not applicable)
1 person	660	... (not applicable)	... (not applicable)	1,470	... (not applicable)	... (not applicable)
2 persons	525	... (not applicable)	... (not applicable)	2,700	... (not applicable)	... (not applicable)
3 persons	195	... (not applicable)	... (not applicable)	1,035	... (not applicable)	... (not applicable)
4 persons	140	... (not applicable)	... (not applicable)	865	... (not applicable)	... (not applicable)
5 or more persons	65	... (not applicable)	... (not applicable)	355	... (not applicable)	... (not applicable)
Number of persons in private households	3,205	... (not applicable)	... (not applicable)	15,345	... (not applicable)	... (not applicable)
Average household size	2.0	... (not applicable)	... (not applicable)	2.4	... (not applicable)	... (not applicable)
Marital status						
Total - Marital status for the population aged 15 years and over - 100% data ⁹	3,140	1,360	1,780	12,935	6,335	6,600
Married or living common law	1,450	715	735	8,535	4,255	4,285

Characteristic	Windsor, T.(Town) Nova Scotia [Census subdivision]			West Hants, MD.(Municipal district) Nova Scotia [Census subdivision]		
	Total	Male	Female	Total	Male	Female
	Counts (unless otherwise specified)					
Married	1,110	555	560	6,880	3,430	3,445
Living common law	335	165	175	1,660	825	830
Not married and not living common law	1,690	645	1,045	4,400	2,080	2,320
Never married	845	425	420	2,565	1,415	1,150
Separated	125	45	80	335	155	180
Divorced	275	90	185	735	340	400
Widowed	445	85	360	765	175	590
Family characteristics						
Total - Census families in private households by family size - 100% data ¹⁰	910	... (not applicable)	... (not applicable)	4,925	... (not applicable)	... (not applicable)
2 persons	550	... (not applicable)	... (not applicable)	2,860	... (not applicable)	... (not applicable)
3 persons	190	... (not applicable)	... (not applicable)	1,000	... (not applicable)	... (not applicable)
4 persons	125	... (not applicable)	... (not applicable)	805	... (not applicable)	... (not applicable)
5 or more persons	45	... (not applicable)	... (not applicable)	255	... (not applicable)	... (not applicable)
Average size of census families	2.7	... (not applicable)	... (not applicable)	2.7	... (not applicable)	... (not applicable)
Total number of census families in private households - 100% data ¹¹	910	... (not applicable)	... (not applicable)	4,925	... (not applicable)	... (not applicable)
Total couple families	685	... (not applicable)	... (not applicable)	4,250	... (not applicable)	... (not applicable)
Married couples	510	... (not applicable)	... (not applicable)	3,420	... (not applicable)	... (not applicable)
Common-law couples	170	... (not applicable)	... (not applicable)	830	... (not applicable)	... (not applicable)
Total lone-parent families by sex of parent	225	... (not applicable)	... (not applicable)	675	... (not applicable)	... (not applicable)
Female parent	195	... (not applicable)	... (not applicable)	520	... (not applicable)	... (not applicable)
Male parent	30	... (not applicable)	... (not applicable)	155	... (not applicable)	... (not applicable)
Total - Couple census families in private households - 100% data	685	... (not applicable)	... (not applicable)	4,250	... (not applicable)	... (not applicable)
Couples without children	405	... (not applicable)	... (not applicable)	2,425	... (not applicable)	... (not applicable)
Couples with children	270	... (not applicable)	... (not applicable)	1,825	... (not applicable)	... (not applicable)
1 child	125	... (not applicable)	... (not applicable)	830	... (not applicable)	... (not applicable)
2 children	105	... (not applicable)	... (not applicable)	750	... (not applicable)	... (not applicable)
3 or more children	45	... (not applicable)	... (not applicable)	245	... (not applicable)	... (not applicable)
Total - Lone-parent census families in private households - 100% data	225	... (not applicable)	... (not applicable)	675	... (not applicable)	... (not applicable)
1 child	140	... (not applicable)	... (not applicable)	440	... (not applicable)	... (not applicable)
2 children	60	... (not applicable)	... (not applicable)	165	... (not applicable)	... (not applicable)
3 or more children	25	... (not applicable)	... (not applicable)	70	... (not applicable)	... (not applicable)



WEST HANTS REGIONAL MUNICIPALITY REPORT

Information ☐	Recommendation ☐	Decision Request ☒	Councillor Activity ☐
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To: Council

Submitted by: 
Mark Phillips, Chief Administrative Officer

Date: May 12, 2022

Subject: Boundary Review 2022

LEGISLATIVE AUTHORITY

Municipal Government Act sections 368 and 369

Nova Scotia Utility and Review Board Rules of Practice and Procedure Respecting Municipal Government Act Proceedings

Municipal Elections Act

RECOMMENDATION or DECISION REQUEST

That Council reflect on the current number of Councillors and boundaries of its polling districts and governance structure and determine if they choose to maintain the current structure or would like to consider an alternative Council make up.

Currently:

1 x Mayor elected at large

11 x Councillors in 11 Districts

The NSUARB recommend the following initial two steps be followed in this review process.

Step #1

That Council discuss the number of Councillors and polling districts (size of Council).

Step #2

Determine the distribution of polling districts (number of electors, relative parity of voting power, population density, community of interest and geographic size)

BACKGROUND

Property ☐	Public Opinion ☒	Environment ☐	Social	Economic	Councillor Activity ☒
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Every eight (8) years in accordance with the Municipal Government Act, municipalities are required to review their electoral boundaries and sizes of Council. All municipalities in Nova Scotia do these reviews within the same year. Council's recommendation to maintain status quo or to initiate a change in the size of Council will be examined by the Nova Scotia Utility and Review Board (UARB), who will confirm or deny the recommendation.

The last review for the newly regionalized West Hants Regional Municipality was completed in 2019 by Stantec. The report was presented noting that public consultation is critical in this process and outlined the NSUARB process for Council size and boundary review.

At the February 25, 2019 Co-ordinating Committee meeting, Stantec submitted the report and recommendations on council size following consultation with the public. The surveys conducted were designed to give the Committee a feel for what the interested members of the community think. The surveys were completed on-line as well as paper copies were hand delivered or provided at a variety of locations.

Council at that time accepted the 2019-02-21 Stantec report and moved forward with the assessment of the scenarios for nine and/or eleven districts in Phase 2 of the Governance study.

At the 2019-05-06 meeting, the Co-ordinating Committee meeting a motion was made that the new region would consist of 11 Councillors elected from 11 districts and the Mayor would be elected at large.

Section 369 of the Municipal Government Act (Study of polling districts required) states:

(1) In the year 1999, and in the years 2006 and every eighth year thereafter the council shall conduct a study of the number and boundaries of polling districts in the municipality, their fairness and reasonableness and the number of councillors.

(2) After the study is completed, and before the end of the year in which the study was conducted, the council shall apply to the Board to confirm or to alter the number of boundaries of polling districts and the number of councillors. Public Consultation "*The User Guide*," provided by the Nova Scotia Utility and Review Board ('Board' or 'NSUARB') emphasizes that Public Consultation is an inherent part of the required study. *The Guide* (Appendix A) states that the type and amount of consultation is within Council's discretion, but that it should give members of the public an opportunity to express their views on the size of their Council and the

location of boundaries for municipal polling districts. Giving the public an opportunity to provide its valuable input is a key part of the decision-making process leading to the application to the Board. Municipal Council has the authority to make the application to the Board but must complete a study. The study recommendation(s) should be evidence-based and must involve public consultation. Council may decide to engage a consultant (through a Request for Proposals (RFP), or direct Municipal staff to conduct the study in-house, or a combination of the two.

Discussion:

The West Hants Regional Municipality received correspondence from the Nova Scotia Utility and Review Board that councils of every town and municipality are required to apply to the Nova Scotia Utility and Review Board in 2022 to “confirm or to alter the number and boundaries of polling districts and the number of councillors.” All councils must reflect on the number of councillors and the distribution of polling districts before making the application to the Board.

As noted above, the last boundary review, which was completed in 2019.

Community Label				
Community Ellershouse: 159 Registered Voters				
Proposed District	Area (km ²)	Electors	Variation from Average	
			Number	%
1	215.38	1,216	-174	-12.5%
2	202.00	1,252	-138	-9.9%
3	65.70	1,382	-8	-0.6%
4	251.63	1,325	-65	-4.7%
5	58.81	1,409	19	1.4%
6	126.54	1,489	99	7.1%
7	353.63	1,500	110	7.9%
8	38.36	1,511	121	8.7%
9	12.97	1,337	-53	-3.8%
10	5.50	1,358	-32	-2.3%
11	5.25	1,511	121	8.7%
TOTAL	1,335.76	15,290		
Average		1,390		

The UARB recognizes that the West Hants Regional Municipality conducted an extensive consultative process for a municipal boundary review in 2019, leading to the Board's decisions in 2020 approving the size of the new Council and polling district boundaries. However, the board does not have the jurisdiction to waive the statutory requirement for a further study and application in 2022, as set out in the statute. Subject to the public or any intervenor raising the issue of the number of councillors, the application may be limited to a consideration of polling district boundaries.

Council has the benefit of a very detailed recent reports to potentially rely on for information:

(1) Stantec: Windsor West Hants Governance Review – Council size report dated February 19, 2019, including a report on Council size and polling districts for the Region of Windsor and West Hants Municipality.

It will be important for members of Council to understand the constraints as imposed by the MGA and the Board, as well as the implications of changes to the size of Council or District Boundaries (should any be proposed). Per MGA s. 368 (4), in determining the number and boundaries of polling districts, the Board must consider the number of electors, relative parity of voting power, population density, community of interest, and geographic size. The Board expects variances for relative parity between polling districts to be within +/- 10% of the average.

NEXT STEPS

- That Council discuss the number of Councillors and polling districts (size of Council).
- Determine the distribution of polling districts (number of electors, relative parity of voting power, population density, community of interest and geographic size)
- Public Consultation (Method TBD)
- Public Consultation Report
- Staff recommendation report to Committee of the Whole
- Council recommendation
- Council approval of application to Nova Scotia Utility and Review Board

FINANCIAL IMPLICATIONS

Depending on direction from Council the required method of research and public consultation will impact costs.

ALTERNATIVES

Option 1: Maintain current Council composition.

Option 2: Change the composition of Council.

ATTACHMENTS

Appendix A: 2021-12-10 NSUARB Letter to West Hants Regional Municipality

Appendix B: Nova Scotia Utility and Review Board User Guide

Appendix C: MGA Rules

Appendix D: Stantec Report

Appendix E: Professor Jamie Baxter's Report



Nova Scotia Utility and Review Board

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December 10, 2021

mphilips@westhants.ca

District of West Hants
c/o Chief Administrative Officer
PO Box 3000
Windsor, NS B0N 2T0

Dear Mr. Philips:

S. 369 of the Municipal Government Act – 2022 Municipal Boundary Review

Section 369 of the *Municipal Government Act* requires councils of every town and municipality to apply to the Nova Scotia Utility and Review Board in 2022 to “confirm or to alter the number and boundaries of polling districts and the number of councillors.” All councils must conduct a study into the number of councillors and into the reasonableness and fairness of the number and boundaries of polling districts before making the application to the Board.

Enclosed is a copy of a User Guide prepared by the Board to provide guidance to towns and municipalities in the preparation of their applications. This information is also available on the Board’s website: <https://nsuarb.novascotia.ca/> under the Municipal Boundaries page.

Also, enclosed is a copy of Board’s *Municipal Government Act Rules (Rules)*. *Rule 27* sets out the information that is required to be filed by towns and municipalities which have polling districts or wards (to be completed on Form C). *Rule 28* sets out the requirements for towns which have no polling districts or wards (Form D).

It is recognized that the West Hants Regional Municipality conducted an extensive consultative process for a municipal boundary review in 2019, leading to the Board’s decisions in 2020 approving the size of the new Council and polling district boundaries. The Board does not have the jurisdiction to waive the statutory requirement for a further study and application in 2022, as set out in the statute. However, in the circumstances, assuming Council has satisfied itself through public consultation that there is general public acceptance of the current Council size, and to the configuration of the polling district boundaries, the Board is prepared to consider a simplified application with respect to the 2022 review.

Subject to the public or any intervenor raising the issue of the number of councillors, the application may be limited to a consideration of polling district boundaries. The application should include a

request for approval of the present number of councillors and polling districts, as well as approval of the polling district boundaries (or any minor revisions considered appropriate).

If required, the Board is available to discuss the form and nature of the next application. Please confirm receipt of this letter.

Yours very truly,



Bruce Kiley
Chief Clerk of the Board

Encl.

USER GUIDE

Statutory requirements for applications

Every eight years since 2006, the council of every municipality and town in the province must study the number and boundaries of its polling districts, their fairness and reasonableness and the number of councillors. After it completes the study, and before the end of the year, the council must apply to the Board to confirm or to change the number and boundaries of polling districts and the number of councillors. For towns that elect councillors at large, an application must be filed with the Board to confirm or change the number of councillors.¹

The Board must consider several factors to decide the number and boundaries of polling districts, including the number of electors, relative parity of voting power, population density, community of interest and geographic size.² To determine the number of councillors for a town, the Board must consider the population and geographic size of the town.³ The position of mayor is not included in the number of councillors and does not fall within the scope of the Board's review.⁴

Recommended two-step process for study

In past decisions, the Board provided specific guidance to municipalities and towns about municipal boundary applications.

Council may decide to hire a consultant or third party to do the required study, but it does not have to. Many councils direct senior municipal staff to conduct the study, in some cases aided by committees which include members from the public.

The Board recommends a two-step process. At the first stage, council should decide the desired number of councillors (i.e., the size of council). Questions about the distribution of polling districts should be addressed in a second stage.

Deciding the size of council involves considering the desired style of the council, the governance structure of the council, and a determination of an effective and efficient number of councillors. The style of government should not be decided until adequate public consultation has occurred. The size of council and its governance structure is a matter which can then be decided by council in an informed debate.

Once the number of councillors and polling districts is decided, the task becomes one of distributing the polling districts, balancing the number of electors, relative parity of voting power, population density, community of interest and geographic size.⁵ As with the number of polling districts, public consultation is essential to a successful boundary setting process.

¹ *Municipal Government Act*, S.N.S. 1998, c. 18, s. 369. Part XVI of the *Municipal Government Act* applies to the Halifax Regional Municipality (*Halifax Regional Municipal Charter*, S.N.S. 2008, c. 39, s. 364).

² *Municipal Government Act*, s. 368(4).

³ *Municipal Government Act*, s. 368(5).

⁴ The definition of "councillor" means a council member other than the mayor (*Municipal Government Act*, s. 3(p)).

⁵ *Municipal Government Act*, s. 368(4).

Ideally, the public consultation process should mirror the two-step process outlined above, but the Board recognizes that for smaller municipalities or towns (or in instances where the first round of consultation has shown a preference to substantively maintain the status quo, including its boundaries), a second round of public consultation may not be practical or necessary.

Public consultation

Public consultation is an inherent part of the required study. The type and amount of consultation is within council's discretion, but it should give members of the public an opportunity to express their views on the size of their council, upon the location of boundaries for town wards or municipal polling districts, or whether a town should be divided into wards, should that be applicable. Giving the public an opportunity to provide its valuable input is a key part of the decision-making process leading to an application by a municipality or town.

Relative parity of voting power

The target variance for relative parity of voting power should be $\pm 10\%$ from the average number of electors per polling district or ward. The municipality or town must justify any variance exceeding this target in its application to the Board. The larger the proposed variance, the greater the burden on the municipal unit to justify the higher variance from the average number of electors. Factors that may support higher variances include the need to accommodate population density, community of interest or geographic size.

Polling district boundary descriptions

The municipal unit must supply descriptions of the existing and proposed municipal polling districts (or the wards in the case of towns). In most cases, the descriptions are in written form, which is acceptable to the Board. However, in recent years, municipalities and towns have asked to provide the descriptions of their polling districts or wards using digital GIS technology.

The Board will accept digital mapping descriptions instead of text descriptions, but in addition to filing a large hard copy map showing all polling districts, the Board also requires individual digital mapping for each polling district or ward. The individual mapping is to be filed by way of hard copy (8.5 x 11-inch format) and electronically (JPEG). The Board is mindful that due to differences in the size of the respective polling districts, the relative scale on each of the maps may differ.

Regardless of the format adopted by a municipality or town, the description must be able to address any inquiry made by electors or municipal election staff during a municipal election. The scale of any digital mapping descriptions must be able to respond to any inquiry.

Hearing - general procedure

When an application is received, the Clerk of the Board will contact the municipality or town to schedule a public hearing. Once the hearing date is confirmed, a notice of hearing will be prepared by the Clerk of the Board and published twice in a local newspaper. The notice will invite members of the public to apply to participate in the hearing as a formal intervenor or to comment on the application by way of providing a letter of comment or registering to speak in person at the hearing. The Board will bill the municipality or town for the cost of these advertisements. The Board will also direct the municipality or town to post the notice of hearing on their social media accounts.

When no change to the number of polling districts and councillors is requested, and no member of the public has contacted the Board to oppose the application or to request to speak at the hearing, the Board may hold the public hearing by telephone or video conference. When the application requests a change to the number of polling districts and councillors, or if there is a material change proposed to the boundaries of the polling districts, the Board will likely conduct the public hearing in person. However, the Board reserves the right to decide the format of the hearing in each case.

The Board normally holds in-person public hearings in the municipality or town where the application arises. Outside HRM, Board hearings are usually held in municipal council chambers or other rooms within the municipal building.

Municipalities or towns do not have to be represented by legal counsel but may do so. Most do not, and their applications are presented by one or more of the following: Mayor, Warden, Chief Administrative Officer, Clerk, Chair of the local boundary review committee, etc.

At the public hearing itself, the Board member or panel chair opens the hearing by briefly describing the application and then asking the parties to identify themselves. The Board's hearings are all recorded electronically by a Board hearing clerk who is also responsible for handling the exhibits filed and discussed during the hearing.

During the public hearing, the town or municipality presents evidence through the examination of its witnesses. Each witness is first sworn in or affirmed (whichever their preference) to testify. In the case of municipal boundary hearings, the evidence is typically in the form of a presentation by a municipal official, including a discussion of the study or consultation undertaken by the municipal unit, any report prepared by the applicant, and details contained in the application. After the municipal unit has presented its application, the Board will usually ask questions related to the application. The Board may ask for more information or data to be filed as an undertaking after the hearing.

After the application is presented, the Board will open the hearing to any groups who have formally intervened in the matter and any members of the public who may have comments, either in support or opposed to the application. The Board or the municipal unit representative may ask questions to the intervenors or members of the public who have given comments. At the end of such comments, the town or municipality will be given an opportunity to respond to any concerns or issues raised by the public and to make any final submissions summarizing the key points of their application.

Most municipal boundary review hearings take one or two hours.

Board Decision

The Board normally issues a written decision within 60 days of the hearing. The Board will also issue an Order giving effect to the approved number of councillors and polling districts, and to the boundaries of the polling districts. Where text descriptions are used for the polling districts or wards, the Board may require the municipal unit to submit an electronic WORD or PDF version of the descriptions.

Powers of Board

- 368** (1) Upon application, the Board may, by order
- (a) divide or redivide a municipality into polling districts;
 - (b) amend the boundaries of any polling district;
 - (c) dissolve polling districts;
 - (d) determine that a town be divided into polling districts or cease to be divided into polling districts;
 - (e) determine the number of councillors for a municipality; and
 - (f) determine the date upon which the order takes effect.
- (2) An application may be made by
- (a) the Minister;
 - (b) a municipality; or
 - (c) at least fifty electors of a municipality.

(3) The Board may make an order granting the whole or part of an application, and may grant such further or other relief as the Board considers proper.

(4) In determining the number and boundaries of polling districts the Board shall consider number of electors, relative parity of voting power, population density, community of interest and geographic size.

(5) In determining the number of councillors for a town, the Board shall consider the population and geographic size of the town. 1998, c. 18, s. 368.

Study of polling districts required

369 (1) In the year 1999, and in the years 2006 and every eighth year thereafter the council shall conduct a study of the number and boundaries of polling districts in the municipality, their fairness and reasonableness and the number of councillors.

(2) After the study is completed, and before the end of the year in which the study was conducted, the council shall apply to the Board to confirm or to alter the number and boundaries of polling districts and the number of councillors.

1998, C.18, S. 369.



102-40 Highfield Park Drive, Dartmouth, NS B3A 0A3

Windsor-West Hants Governance Review

Council Size Report

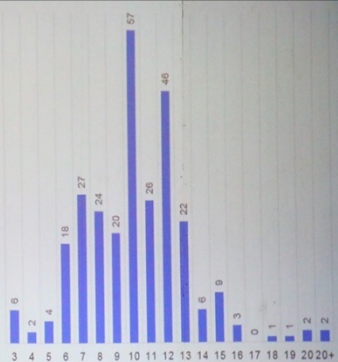
Windsor-West Hants Co-ordinating Committee

February 21, 2019

Council Members*

- Leading Responses:
• 10 – 20.7%
• 7 – 9.8%
• 12 – 16.7%
- Average Response: 10.2

* Results as of 2/5/2019





Windsor-West Hants Governance Review

Council Size Report

February 21, 2019

Prepared for:
Windsor-West Hants Co-ordinating
Committee

Prepared by:
Stantec Consulting Ltd.

Contents

Table of Contents

1. Introduction	1
1.1. Project Background	1
1.2. Project Process	2
1.3. Study Conduct	2
2. Background Review	5
2.1. Past and Current Council Size	5
2.1.1. Town of Windsor	5
2.1.2. Municipality of the District of West Hants	5
2.2. Nova Scotia Council Sizes	7
3. Public Consultation	9
3.1. Consultation Meetings	9
3.1.1. Avondale Meeting	10
3.1.2. Brooklyn Meeting	10
3.1.3. Vaughan Meeting	11
3.1.4. Windsor Meeting	11
3.1.5. Falmouth Meeting	11
3.1.6. Written Submission	12
3.2. Online Survey	12
3.2.1. Questionnaire Content	12
3.2.2. Survey Interpretation	13
3.2.3. Survey Response	13
3.2.4. Survey Results	15
4. Recommendation	21

Tables

Table 3-1 Respondents by Town of Windsor and West Hants Polling Districts, Windsor-West Hants Council Size Survey, 2019	16
---	----

Figures

Figure 2-1 Council Sizes by Number of Municipal Units, Nova Scotia, 2019	7
Figure 2-2 Council Members by Land Area (km ²), Nova Scotia Rural and Regional Municipalities, 2016	8
Figure 2-3 Council Members per Capita, Nova Scotia Rural and Regional Municipalities, 2016	8
Figure 3-1 Age-Sex Distribution of Respondents, Windsor-West Hants Council Size Survey, 2019	14
Figure 3-2 Expectations of Council Size, Windsor-West Hants Council Size Survey, 2019	17
Figure 3-3 Preferred Council Size, Windsor-West Hants Council Size Survey, 2019	18
Figure 3-4 Council Size Preference by Area, Windsor-West Hants Council Size Survey, 2019	19

Windsor-West Hants Governance Review: Executive Summary

Introduction

Under Section 10(1) of the *Region of Windsor and West Hants Municipality Act*, the Co-ordinator is responsible to submit an application "to the Nova Scotia Utility and Review Board for a determination of ... the number of councillors and the boundaries of the polling districts in the Regional Municipality." This study has been undertaken to assist the Co-ordinator to fulfil that requirement.

The Board has well-established guidelines and priorities concerning the determination of council size and delineation of related boundaries. The Nova Scotia Utility and Review Board (NSUARB or the Board) User Guide for boundary reviews has prescribed a two-step process for the conduct of polling district boundary reviews. The phases and their scope, as outlined in the Board's user guide, are as follows:

- **Phase 1 – Number of Councillors**
- **Phase 2 – Boundaries and Polling Districts**

This Council Size Report completes Phase 1.

Background Review

The Town of Windsor has had a council of five including the Town's Mayor since it reduced from seven members in 1997. The Municipality of the District of West Hants had a council of nine from at least 1994 until the NSUARB determined in 2016 that its membership should be increased to ten to ensure proper representation of the Town of Hantsport, which became part of West Hants on its dissolution on July 1, 2015.

Rural and regional municipalities in Nova Scotia currently average one councillor per 240.8 km². West Hants council members each currently cover a relatively modest 124.4 km² on average. Population is usually more strongly emphasized when assessing council size but is distorted by the regional municipalities of Halifax and Cape Breton. Rural municipalities distinct from the regional municipalities have one council member per 1,695 residents, which West Hants approaches at 1,537 constituents per councillor.

Public Consultation

NSUARB guidelines and past Board decisions have reinforced the Board's emphasis on public consultation. Stantec investigated public opinion on council size through a program of consultation meetings distributed throughout Windsor and West Hants and an online survey. Hard copy survey questionnaires were also made available at Windsor Town Hall and the West Hants municipal office, as well as at the public meetings. In response to concerns expressed by public meeting participants, The Co-ordinating Committee decided to distribute hard copy questionnaires to rural areas presumed to have inferior Internet access.

Stantec undertook five public meetings with the assistance of municipal staff with Windsor and West Hants. Participants in the first two meetings in Avondale and Brooklyn expressed concerns with the access of rural residents to the online survey because of poor Internet connections in outlying communities. The Co-ordinating Committee decided to directly distribute hard copy surveys to areas of concern.

Close to 100 residents attended the meetings. The sessions publicized the study and provided opportunities for Stantec's consultant to explain the governance study and obtain the views of residents. The survey, however, provided more specific information from a wider range of residents. Eventually, 609 completed surveys were submitted online and another 139 hard copy surveys were collected directly from residents.

The key question asked respondents how many council members including the mayor they would prefer to represent residents of the new Regional Municipality. The most frequent response was ten, which was favoured by 23.2% of 740 respondents to the question who expressed a preference. The second choice was twelve, which was selected by 21.8%. Fully, 88.5% of responses fell between seven and 13, and 61.5% were accounted for by ten through twelve.

Respondents who chose very small council sizes (i.e., six or fewer) and provided comments on their choice emphasized efficient decision-making more than any other factor. Those preferring a council of 13 or more stressed representation, particularly representation of rural interests.

Among respondents espousing a council of ten to twelve, priority shifted more clearly to representation. Many recognized that a council of ten or more would provide two positions for Windsor and one for Hantsport, leaving six to eight positions for West Hants. Even within this group, a significant number of respondents expressed a desire for efficiency recognizing that even a council of twelve represents a reduction relative to the 15 political representatives currently serving Windsor and West Hants as separate municipal units.

Recommendation

Based on our assessment of all input from consultation to date, **we recommend the assessment of scenarios for nine and eleven districts in Phase 2 of this Governance Study.**

1. Introduction

Pursuant to the *Region of Windsor and West Hants Municipality Act* passed by the Province of Nova Scotia on October 11, 2018, the Town of Windsor and the Municipality of the District of West Hants have agreed to consolidate into a single municipality. Under the terms of the Act, which is also referred to as Bill 55, the two current municipal units become Nova Scotia's fourth regional municipality on April 1, 2020.

The Act requires the Province to appoint a Co-ordinator to chair a Co-ordinating Committee to oversee the consolidation of the two municipal units. The appointed Co-ordinator is Kevin Latimer, Q.C. Pursuant to the Act, the Committee consists of Mayor Anna Allen and Deputy Mayor Laurie Murley of the Town of Windsor and the Warden Abe Zebian and Deputy Warden Paul Morton of the Municipality of the District of West Hants.

1.1. Project Background

Under Section 10(1) of the *Region of Windsor and West Hants Municipality Act*, the Co-ordinator is responsible to submit an application "to the Nova Scotia Utility and Review Board for a determination of ... the number of councillors and the boundaries of the polling districts in the Regional Municipality." This study has been undertaken to assist the Co-ordinator to fulfil that requirement.

The determination of council size and boundaries is a critical early requirement of the municipal consolidation process. The Nova Scotia Utility and Review Board (NSUARB or the Board below) has set aside June 24 and 25 to hear an application from the Co-ordinator.

Review of governance arrangements is a well-established process for Nova Scotia municipalities. All municipal units are required under the *Municipal Government Act* (MGA) to review governance arrangements on an eight-year cycle, which began on the passage of the MGA in 1999. Subsequent reviews have been required for 2008 and 2016, and will be required again in 2024. Reviews are also normally required in the event of significant structural changes to municipalities. Several reviews were required over the past six years as five towns dissolved in the province, including the Town of Hantsport, which joined West Hants on its dissolution.

While the process and aspirations of municipal consolidation differ from dissolution, changes to governance requirements are similar. Two municipalities are becoming a single municipal government. The combined municipal populations require new governance arrangements to ensure fair and equitable representation of all residents on the council of the new entity. Consideration should also be given to the objectives of combining the two municipal units.

1.2. Project Process

While the consolidation of the Town of Windsor and the Municipality of the District of West Hants is being guided by special legislation rather than the MGA, Bill 55 requires the Co-ordinator to apply to the Nova Scotia Utility and Review Board in the same manner as councils must under the MGA.

The Board has well-established guidelines and priorities concerning the determination of council size and delineation of related boundaries. The NSUARB User Guide for boundary reviews has prescribed a two-step process for the conduct of polling district boundary reviews. The phases and their scope, as outlined in the Board's user guide, are as follows:

- **Phase 1 – Number of Councillors** – ... the desired style of Council, the governance structure of Council, and a determination of an effective and efficient number of councillors. The style of government is a question which should not be decided by council until adequate public consultation has occurred respecting the expectation of its constituents. The size of council and its governance structure is a matter which can then be determined by Council in an informed debate.
- **Phase 2 – Boundaries and Polling Districts** – ... the task becomes one of distributing the polling districts to satisfy the objectives listed in s. 368(4) of the Act. Just as with determining the desired number of polling districts, public consultation is essential to a successful process of setting boundaries.¹

Stantec's proposal submitted to the Municipality of the District of West Hants on November 29, 2018, committed to adhere to these specifications. This Council Size Report completes Phase 1. It summarizes the results of our research and extensive consultation concerning the most appropriate council size for the new Regional Municipality. It provides the foundation for the assessment of polling districts to be undertaken in Phase 2. Much of its content will be retained in the Boundary Review Report that will complete the governance review project at the close of the second phase.

1.3. Study Conduct

Stantec Consulting Ltd. was notified of our selection to carry out the governance study on December 17, 2018. Although a formal project initiation meeting could not be scheduled until January 7, 2019, we began research work immediately. In addition to making a presentation on the governance review process at the Co-ordinating Committee Meeting on January 10, Stantec prepared for consultation initiatives over the next two weeks.

On January 17, we initiated an online survey to investigate public opinion concerning council size. Our first public consultation meeting was scheduled for January 29 and four additional meetings were held over the course of two weeks concluding on February 7. Results of the survey were reported and updated at successive public meetings. Concerns with the availability of the survey to rural residents expressed at the first two public meetings led the Co-ordinating

¹ NSUARB, "Municipal Boundary User Guide," no date, p. 2,
https://nsuarb.novascotia.ca/sites/default/files/nsuarb-222634-v1-user_guide_-_mb_reviews_.pdf

Committee and the municipalities to distribute hard copy surveys directly through municipal councillors to households in Districts 1, 2, 3, 4, 5, and 7.

Following consideration of the current report by the Co-ordinating Committee, Stantec will proceed to the conduct of Phase 2. A second round of five public meetings has been scheduled and advertised to consider district boundary options for potential council sizes approved by the Co-ordinating Committee. The first meeting will take place on March 5. All meetings should be complete by March 14, although a snow date has been provided on March 19 if weather requires.

Stantec is expected to submit its final report summarizing Phase 2 research and consultation and recommending polling district framework for the new Regional Municipality by March 20. The report will be considered by the Co-ordinating Committee on April 1. Following the Committee's consideration of the report recommendation, the Co-ordinator will make application to the NSUARB for a council size and polling district boundary arrangement for the first election for the new Regional Municipality to be held in March 2020.

2. Background Review

The consolidation of Windsor and West Hants will create a new municipality in a different category. The regional municipality that will take the place of the current town and rural municipal district will have the same basic governance structure although legislation prescribes certain features that differ. While the new structure is an opportunity to rethink local governance, current council arrangements in Windsor and West Hants, as well as among municipal units across Nova Scotia provide the context for considering the direction for the new Regional Municipality.

2.1. Past and Current Council Size

All Nova Scotia municipalities are governed by a municipal council led by a mayor elected at large or a warden elected by councillors from among themselves following their election from a district framework. Under the MGA, councils must have a minimum of three members, exclusive of a mayor but inclusive of a warden. Towns and regional municipalities must elect a mayor. Rural municipalities have traditionally been led by a warden; however, the MGA in 1999 introduced the option of electing a mayor instead. Among 21 rural municipalities, the Counties of Colchester and Kings, and the Municipal District of Lunenburg are now led by mayors.

Rural and regional municipalities are required to elect councillors from districts, with only one councillor permitted per district. Towns may elect members at large or from wards. Only Truro, New Glasgow, and Stellarton among Nova Scotia's 26 towns elect councillors from wards, in each case choosing two councillors from each ward.

2.1.1. Town of Windsor

Windsor currently has a five-member Council consisting of a Mayor, Deputy Mayor, and three Councillors. All Town Councillors are elected at large.

The current council size was adopted in 1997 following the Town's application at that time to reduce its number of councillors from six to four.² The NSUARB approved applications by the Town in both 2007 and 2015 to maintain its Council at five members.

2.1.2. Municipality of the District of West Hants

West Hants residents are currently represented by a council of ten that has been in place since the Municipality took in Hantsport following the dissolution of the Town in 2015.

² Re: Town of Windsor, 2007 NSUARB 13, p. 3.

Stantec reviewed past decisions concerning governance arrangements in West Hants as part of our work for the 2014 governance study required by the Town of Hantsport's prospective dissolution. Before the addition of Hantsport to the Municipality, West Hants Council consisted of nine councillors from at least 1994, the earliest NSUARB decision concerning the Municipality that we reviewed.

Stantec's 2014 report, which was prepared before West Hants agreed to join with Hantsport, recommended that in the event the two units combined, the municipal council should continue to have nine members with Hantsport and Mount Denson forming a new district to be called District 8. The existing nine West Hants districts were to be replaced by eight new districts with reconfigured boundaries.

On the dissolution of the Town of Hantsport, the former Town's Mayor was added to West Hants Council to represent the community's interests. In preparation for the October 2016 municipal election, the Municipality applied to the NSUARB to reduce its council to nine and adjust its boundaries as recommended by Stantec. The Board heard the application on February 25, 2016.

The Think Hantsport Innovative Development Association (THIDA) argued at the NSUARB hearing that the Stantec study dealt with two potential destinies for the Town and did not fully consider the concerns of community in the context of union with West Hants. They contended that West Hants should have engaged the community in specific consultation related to its application as opposed to simply adopting Stantec's rationale and recommendation.³

The Board agreed with the sentiments THIDA expressed:

The Board finds, in the circumstances, that the Municipality should have given greater consideration to the former town of Hantsport as being a strong community of interest. This does not mean it should always be considered as such for future polling district boundary reviews. At the very least this should have been re-examined by the Council before submitting the Application. To inform Council's discussion, some form of an additional study should have been conducted.⁴

Given that the Board did not consider time was available to conduct the kind of engagement it saw as necessary, it determined that it should chose between the application made by the Municipality and THIDA's proposal "that there should be 10 councillors and that the former Town of Hantsport [should] have its own polling district" based on THIDA's contention "that the former Town is a community of interest."⁵

The Board determined that Hantsport was indeed a community of interest and chose to approve the Council of ten that currently governs West Hants. The prevailing districts in West Hants were retained and Hantsport became the tenth district, although the number of eligible voters or electors in the former town was -26% less than the average number of electors in each municipal polling district. The variance is far beyond the $\pm 10\%$ target sought by the NSUARB and slightly beyond the maximum variance that the Board general suggests as tolerable;

³ Re: Municipality of the District of West Hants, 2016 NSUARB 44, p. 5.

⁴ *Ibid.*, pp. 9-10.

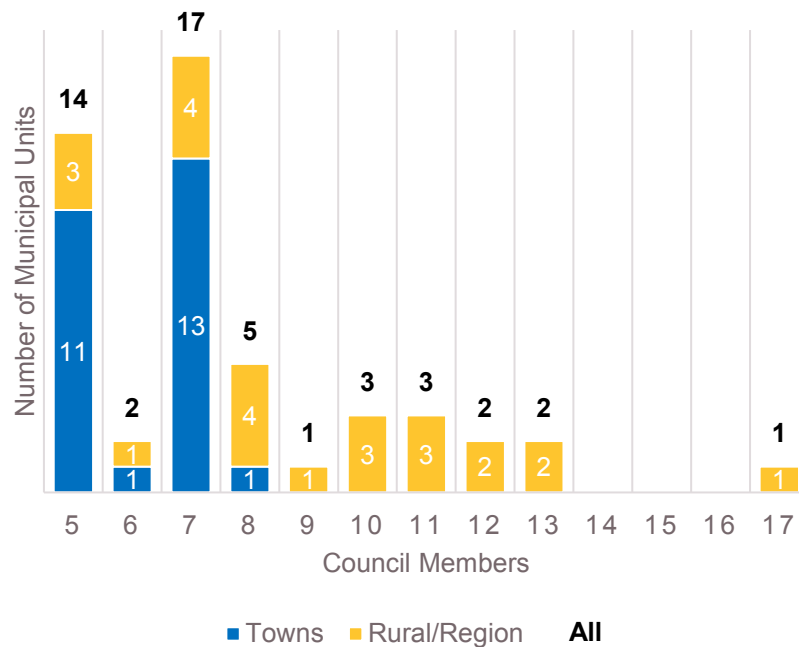
⁵ *Ibid.*, p. 11. Following submissions from both THIDA and the Municipality of the District of West Hants in March 2016, the Board rendered its decision on April 16, 2016, leaving just over four months before the standard deadline for nominations on the second Tuesday in September.

however, the Board deemed it to be “a reasonable variance” in consideration of the circumstances.⁶

2.2.Nova Scotia Council Sizes

Nova Scotia municipal councils range in size from five to 17 members, including the mayors in municipal units where one is elected. Halifax Regional Municipality (HRM) has the largest council. Many municipalities have councils of five including the municipal districts of Barrington and Digby, the County of Richmond, the Town of Windsor, and ten other towns. Towns, for the most part have councils of five or seven. The Town of Pictou has a six-member council and the Town of Bridgewater has eight, which is the largest town council in the province. With ten members, the Municipality of the District of West Hants Council is just above the median council size for rural and regional municipalities. Twelve municipalities in the group have councils with eight or fewer members, twelve have nine or more (Figure 2-1).

Figure 2-1 Council Sizes by Number of Municipal Units, Nova Scotia, 2019

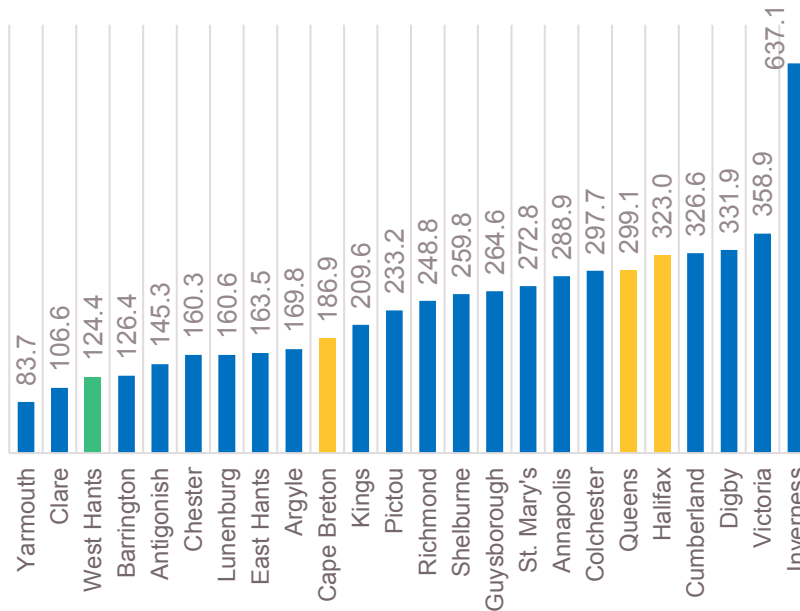


Source: Stantec Consulting Ltd.

The size of rural and regional municipal councils is often assessed in relation to the land area and the population to be served in each municipal unit. There is little variation in the land area of towns and, as the foregoing figure illustrates, modest variation in their sizes. Focusing on rural and regional municipalities, the average area served by regional and rural councillors in Nova Scotia is currently 240.8 km² per council member. Councillors in West Hants, which is currently a rural municipality, each represent 124.4 km² on average (Figure 2-2, which shows West Hants in green, other rural municipalities in blue, and the three current regional municipalities in yellow).

⁶ Ibid., 00. 12-13.

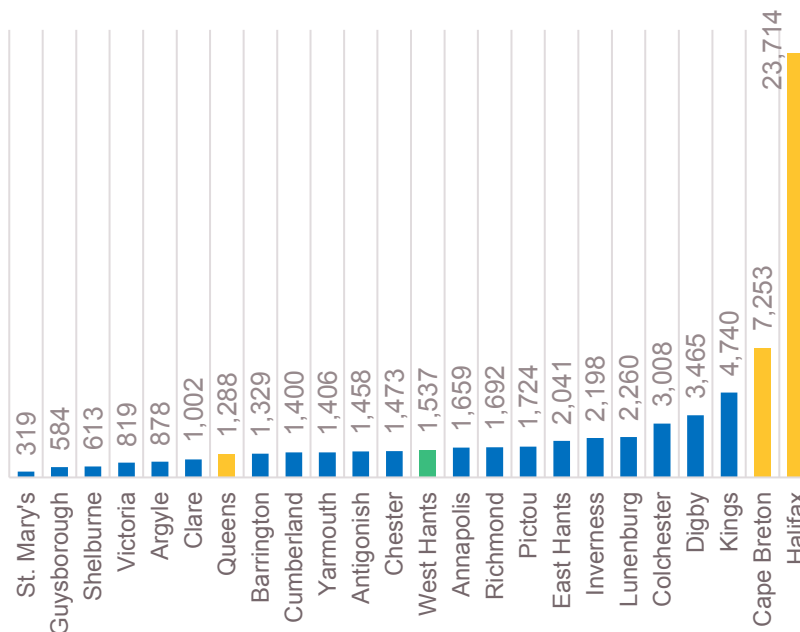
Figure 2-2 Council Members by Land Area (km²), Nova Scotia Rural and Regional Municipalities, 2016



Source Stantec Consulting Ltd.

More emphasis is normally placed on the number of constituents served in any case. The average for rural and regional municipalities of 2,828 people per council member is heavily skewed by HRM, where the average councillor serves 23,714, or more than the combined population of Windsor and West Hants. The average for rural municipalities is 1,695, which West Hants approaches at 1,537 constituents per councillor (**Figure 2-3**).

Figure 2-3 Council Members per Capita, Nova Scotia Rural and Regional Municipalities, 2016



Source Stantec Consulting Ltd.

3.Public Consultation

As noted above, the NSUARB guidelines and past Board decisions have reinforced the Board's emphasis on public consultation. Stantec investigated public opinion on council size through a program of consultation meetings distributed throughout Windsor and West Hants and an online survey. Hard copy survey questionnaires were also made available at Windsor Town Hall and the West Hants municipal office, as well as at the public meetings. In response to concerns expressed by public meeting participants, The Co-ordinating Committee decided to distribute hard copy questionnaires to rural areas presumed to have inferior Internet access.

3.1.Consultation Meetings

Stantec undertook five public meetings with the assistance of municipal staff with Windsor and West Hants. The municipalities arranged the necessary venues to meet Stantec's requirements. Locations and dates were as follows:

- Tuesday, January 29, Avondale Community Hall
- Wednesday, January 30, Brooklyn Civic Center
- Thursday, January 31, South West Hants Fire Hall, Vaughan
- Tuesday, February 5, Windsor Community Center
- Wednesday, February 6 (snow date for the first four meetings), West Hants Municipal Office, Windsor
- Thursday, February 7, Falmouth Community Hall
- Wednesday, February 13 (snow date for February 7), West Hants Municipal Office, Windsor.

Meetings were advertised on the strongerregion.ca website maintained by the Co-ordinating Committee, as well as on the web sites and social media pages of both municipalities. They were also listed at the end of the online survey questionnaire and a formal advertisement was placed in the Advertiser Journal on January 22 and 29, and February 5, and the Valley Harvester on January 31 and February 5.

The weather cooperated throughout. Meetings took place as scheduled and neither snow date was required. The meetings were reasonably well attended relative to our experience with other governance review processes, particularly processes in which multiple local meetings were provided. In some past cases, local meetings have drawn no attendance or too few attendees to allow group dialogue but all sessions for this review attracted enough to facilitate healthy discussions.

Venues were opened for all meetings at 6:00 pm as indicated in advertisements. Attendees were encouraged to read four posters prepared by Stantec to explain the governance review process and provide background concerning the council size review. Stantec's Project Manager was available during this period to talk with attendees and assist with their questions.

Stantec's Project Manager made a presentation at each session beginning at 7:00 pm, also as advertised. The presentation covered similar content to the posters, although material derived from the online survey was updated for each successive meeting as we received more responses. Given the manageable number of participants at each session, audience members were permitted to ask questions during the presentation. Generally, presentations including questions and answers took about one hour. Stantec's Project Manager solicited additional questions and comments after each presentation until all audience members declined to provide further input.

3.1.1. Avondale Meeting

While 16 people were present at the meeting in Avondale, we were told only six were members of the local community. Others included municipal staff helping Stantec's Project Manager and political representatives monitoring the process. Some municipal staff and representatives were present at each session to provide support and observe.

Questions during the presentation were diverse. While some inquiries concerned council size and boundary issues, one participant raised strong concerns about the effectiveness of only five meetings to reach rural residents. He expressed particular concern with the absence of a meeting in any community on the shore north and east of Summerville, although Stantec's Project Manager noted that a second phase meeting was scheduled to be held in the elementary school in Summerville.

Another respondent reinforced the concern with rural input from the perspective of the online survey. She said that Internet service is inferior in rural areas and in some locations such as the shore area above Summerville is not available at all. She suggested that the survey should have been mailed out to all residents. Stantec's Project Manager promised to relay her views to the Co-ordinating Committee, which he did the following morning.

3.1.2. Brooklyn Meeting

The meeting in Brooklyn was the best attended of the five sessions. Municipal staff said 37 residents were present in addition to about a dozen municipal staff and council members, including the Co-ordinator, who observed the meeting. The large group resulted in lively discussion.

For the second time, a great deal of the dialogue focused on the online survey and its availability. Although survey response up to that relatively early point was good (approximately 250), many participants contended it is insufficient from a population of roughly 19,000. Most of these participants asserted that the survey should have been mailed out to give all residents an equal chance to respond.

Many participants expressed concerns with rural input. Several reflected long-term concerns with the attention given to rural Nova Scotia and the representation of rural interests on the prospective regional council. They felt that administration of the survey online reflected this bias as rural residents do not have equivalent access to the Internet, which would bias the results of the survey. In the same light, several also suggested that there are not enough

meetings scheduled in the rural area, again noting the shore area to the north and east of Summerville lacks access to the Internet and other information sources. The Co-ordinator and municipal staff attending the session discussed the issues raised following the meeting and decided to respond to the concerns raised by looking into the possibility of distributing hard copy surveys to homes in key rural districts.

3.1.3. Vaughan Meeting

Nine residents attended the meeting in Vaughan. Attendance may have been influenced by an incident on Highway 101 during the evening rush hour, which disrupted the commute for many travelling home to West Hants. In contrast to the preceding two meetings, discussion was on point throughout. Participants asked a variety of questions concerning council size and explored the potential influence of the council size decision on boundary definition.

3.1.4. Windsor Meeting

According to Town staff assisting Stantec, 24 residents attended the Windsor meeting. Roughly ten municipal staff and council members attended, and the Co-ordinator was present again as an observer.

Input from the audience focused on council size issues. Former Town Mayor, Paul Beazley, inquired about potential approaches to boundary delineation, suggesting the possibility of creating polling districts that radiated from the town to include urban, suburban, and rural areas in each district or, at least, in several districts. Mr. Heseltine responded that a scenario based on a similar concept had been developed for the consideration of the public in CBRM when he did the boundary review there in 2011. It was not the approach selected in that situation, but Mr. Heseltine acknowledged that it was worthy of consideration and West Hants was generally well-configured to support the approach.

3.1.5. Falmouth Meeting

Roughly 15 people attended the final Phase 1 public consultation meeting in Falmouth. Ten appeared to be residents as opposed to municipal or political representatives. The group included some knowledgeable participants including Tom Calkin, who led the Avon Region Coalition, which made the initial application to consolidate Windsor and West Hants, and at least three other individuals who attended previous meetings.

Stantec's Project Manager had the opportunity to talk about council size issues before beginning his presentation. He asked several attendees the number of council members they would prefer and their reasons for favouring their choices, which provided some interesting insights. One suggested seven in the interest of efficiency; another felt ten would be appropriate as it is workable with the current West Hants Council; and one favoured twelve so as to incorporate two councillors from Windsor and one from Hantsport on the regional council.

Dialogue during the presentation continued to focus on council size and boundary issues. One of the repeat participants had pressed for mailing out the survey at the first meeting held in Avondale. She inquired about the approach to distributing hard copy surveys. Stantec's Project Manager said that hard copy questionnaires were being distributed through municipal councillors. In response to a request for more detail, Warden Zebian said that councillors were delivering questionnaires door-to-door themselves or through helpers. Although the participant still felt time should have been taken to formally mailout surveys

through Canada Post, she appeared to view the response to her original concern positively.

3.1.6. Written Submission

Stantec received only one written submission through the course of the five public sessions. The document came through Tom Calkin, Chair of the Avon Region Citizens Coalition (ARC), which was the original advocate of the consolidation of Windsor and West Hants. The report provided was ARC's application for consolidation, which we understand was prepared in 2016. On the subject of governance, the application includes a detailed critique of council leadership by a warden and advocacy of leadership by a mayor elected at large and voting on all council motions in keeping with the requirement of the MGA for regional municipalities.⁷

3.2. Online Survey

The online survey was posted on January 17 and was kept open until February 13, 2019. Although response was good from the outset of posting the survey online, concerns with online access in rural areas led the municipalities and the Co-ordinating Committee to distribute hard copy questionnaires door-to-door in Districts 1, 2, 3, 4, 5, and 7. Hard copies were also made available at the five consultation meetings and could be picked up at Windsor Town Hall or the West Hants Municipal Building.

3.2.1. Questionnaire Content

The questionnaire employed for the survey has been used for several previous boundary review projects conducted by Stantec. It is a simple questionnaire consisting of eight questions that most respondents complete within two minutes. **Appendix A** includes the hard copy version of the survey. The online survey included an initial question that asked whether respondents live in Windsor or West Hants for the purpose of screening out non-residents. The question was not necessary in hard copy surveys. References to question numbers below refer to the hard copy survey and are one number less than the numbering used online.

The next two questions are largely included to introduce the subject matter the survey addresses (i.e., municipal governance and council size) in preparation for Question 3, which asks for the respondent's council size preference. Question 1 inquiring about voting in recent municipal elections also gave us a gauge of the familiarity of respondents with municipal governance, particularly in Windsor and West Hants. Question 2 concerning expectations of a small versus a large council introduced factors that are often considered to be influenced by council size.

Question 2 provides context for considering the central question in the survey instrument – Question 3, which asks how many members including the mayor the respondent would prefer to have on the regional council. The question was compulsory in the online version of the survey. The following question asked the respondent to elaborate on their choice.

⁷ ARC - Avon Region Citizens, Application for a Preliminary Order of Amalgamation of the Municipality of the District of West Hants and the Town of Windsor, undated, pp. 8-9.

3.2.2. Survey Interpretation

The survey conducted is not a poll. The method of distributing the survey – online and by direct handout – cannot obtain a representative sample. Respondents, by definition, are individuals interested in the governance study and the issue of council size. Residents with less interest in these issues who do not want to take the time to access and complete the survey excluded themselves. The numbers summarized below do not reflect the views of this second, less interested group, who would be solicited through a properly conducted telephone sample and are clearly a significant proportion of the local population.

The results are better interpreted as a canvas of the population, similar to the results of a vote to elect a political representative. The survey allowed us to reach considerably more residents than were likely to attend our public consultation sessions regardless of the number and location of such meetings. It also obtained structured quantifiable information, which is difficult to draw in an orderly manner from audience members at a meeting.

We did not restrict the number of times the survey could be filled out from the same computer. While Survey Monkey, by default, limits each IP address to one response, we chose to remove the restriction to facilitate access to the survey, although we were aware that it would make it easier for a person to abuse the survey by making multiple responses.

To reduce this possibility, Stantec reviewed sorted survey responses by IP address and date/time to identify any bulk responses from the same address or in a close time period. Although our observation of data trends indicated a concentration of responses from one community over a two-day period, we did not find any evidence of the same response originating from one source. While the community in question produced more than 50 responses in a short period, the responses in question came from varied IP addresses.

3.2.3. Survey Response

Overall survey response was very good. At the close of the online survey at midnight on February 13, 2019, 609 completed surveys were received (including roughly 20 completed on print questionnaires received at the public sessions by Stantec), which exceeds the best overall response to a governance-related survey that we have conducted.⁸ Another 139 hard copy surveys were collected directly from residents who received them through the municipal offices of either Windsor or West Hants, or through their municipal councillors.

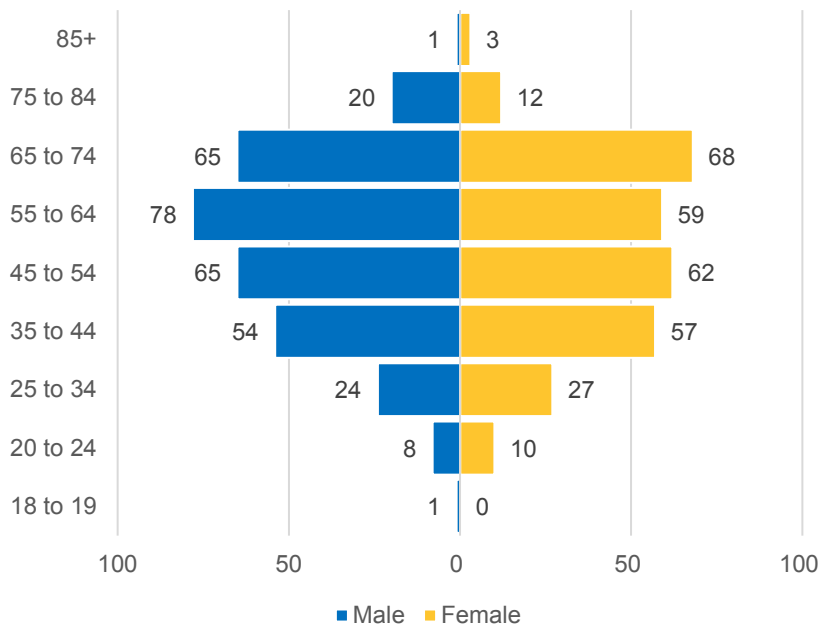
The majority of respondents were male (51.2% of those who identified their gender). All respondents were 18 years of age or over but, for the most part they were between 35 and 75 years of age (80.0%). Although **Figure 3-1**, shows only four respondents over 85 years, there were six as two did not identify their gender. They all responded to the print survey as opposed to online.

⁸ The survey URL was accessed 688 times. Some accesses were by Stantec in order to enter roughly 20 hard copy surveys received at public meetings. Of 79 surveys that were not completed, 11 were individuals who indicated they did not live in either Windsor or West Hants and were therefore excluded from the survey. The remaining 68 entered the survey but then left. Roughly half of these were apparently confused by the survey because they returned later (usually very soon after) and completed the questions. Another portion did not return.

Notwithstanding concerns with Internet access in rural areas expressed at public meetings, responses were also well-distributed. Of 51 named communities in West Hants, at least one online response was received from 50 based on responses to Question 5. Riverside in District 1 was the only community not identified and it is possible residents identified themselves with the abutting community of Summerville, which generated a disproportionate number of responses.

The hard copy surveys distributed by councillors went to rural districts that participants in consultation sessions contended did not have equivalent Internet access to “urban” areas such as Windsor, Falmouth, and Three Mile Plains. The communities that contributed the most responses through this outreach were Brooklyn (25), Summerville (18), Cambridge (9), Ellershouse (9), Centre Burlington (8), Cheverie (7), and Union Corner (5). Remaining responses covered a wide range of mostly rural communities. Three responses came from Windsor through the Town Hall and one came from Three Mile Plains.

Figure 3-1 Age-Sex Distribution of Respondents, Windsor-West Hants Council Size Survey, 2019



Source: Stantec Consulting Ltd.

Stantec was not involved in developing the approach to this additional distribution. Based on results from all survey responses, the additional surveys addressed the concern expressed at the initial public meetings that the shore area in District 1 would be underrepresented because of Internet access concerns. Communities in District 1 and District 3 accounted for the bulk of responses received on print surveys distributed through the councillors.

Ultimately, these districts generated significantly more responses than we would have expected relative to their shares of electors as did several other districts. As **Table 3-1** illustrates, responses from Districts 1, 2, 3, 4, 8, and 9 exceeded the proportion of voters residing in those areas according to 2016 enumeration data. Falmouth, which is partially in District 8 but largely in District 9, produced by far the most responses of any community in the region.⁹ The share of responses from District 1 was more than double its share of electors and the share in District 9 also considerably exceeded the expected percentage.

3.2.4. Survey Results

The core questions in the survey were Questions 1 through 4, which solicited opinions concerning council size. Question 3 was unquestionably the central question and was compulsory for respondents who filled out the survey online. A “Don’t know/Not sure” option was provided for those who were not comfortable specifying a size but only four respondents took it. Question 4, which was open-ended, was also a valuable source of detailed opinions on council size preferences.

Question 1 – Participation in Municipal Elections

Survey respondents clearly had an established interest in municipal politics. Of 724 respondents to Question 1, 603 stated they voted in at least one previous election in Windsor or West Hants. Close to half (46.4%) voted in 2008, nearly two-thirds (61.3%) in 2012, and 81.2% in 2016.

Question 2 – Expectations of Council Size

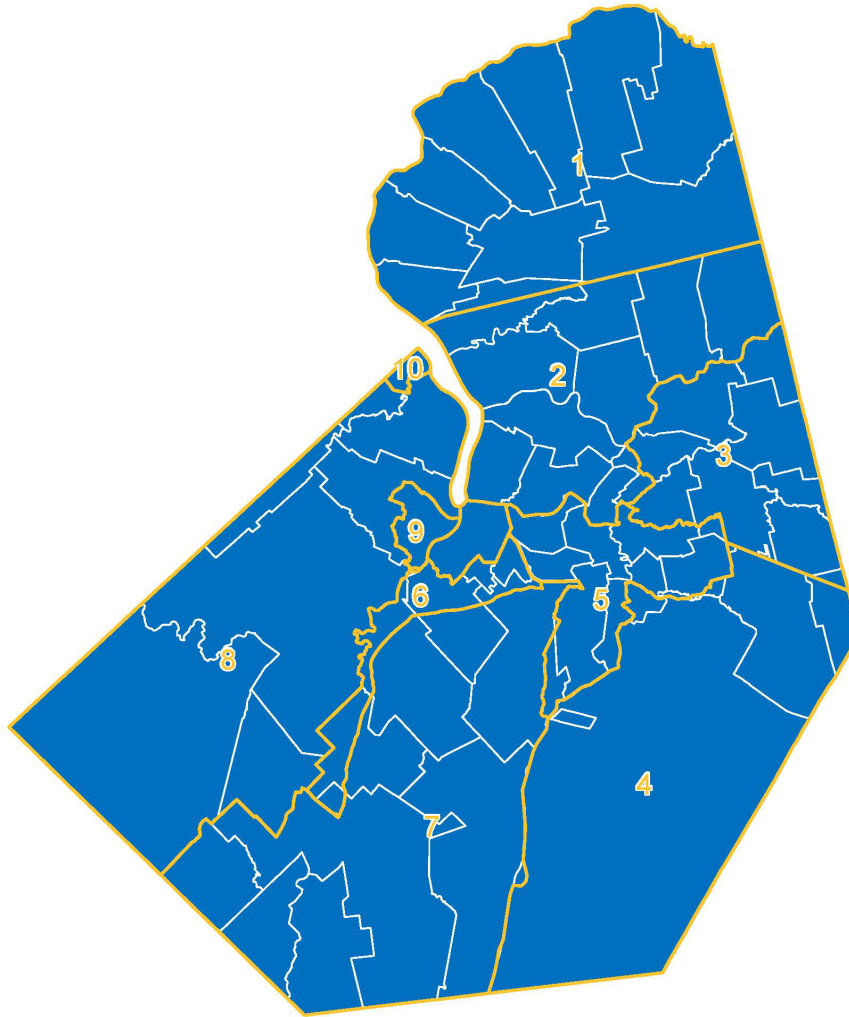
As noted, the key purpose of Question 2 was to introduce some of the leading factors that respondents might take into account when considering what council size to enter in response to following Question 3. The factors, which are raised in literature on council size as well as discussions we have had with members of this public in past consultations, are cost, service to residents, council interaction, and council effectiveness.

We have asked the question in previous surveys with the advantage of having an existing council size to provide a context to establish the meanings of “large” and “small.” In the case of the yet to be established regional council, we could not provide a benchmark, which some participants in the consultation sessions criticized.

With this reservation, respondents indicated more positive expectations of a “small” council with respect to three of the four factors. Respondents placed the strongest emphasis on cost savings, which 59.0% felt would be more likely with a small council (**Figure 3-2**). Past surveys have obtained similar results.

⁹ For communities that cross district boundaries such as Falmouth, Lower Burlington (Districts 1 and 2), Newport Corner (Districts 4 and 5), and Leminster (Districts 7 and 8), allocated survey responses to each district based on the share of electors in those districts. For example, 1,299 of 1,789 or 72.6% of electors within the NSCAF boundary for Falmouth are with District 9. Stantec, therefore, allocated 72.6% of 150 responses (i.e., 109) received from Falmouth to District 9. Some error may also be attributable to inaccurate identification of some communities by some respondents relative to NSCAF boundaries.

Table 3-1 Respondents by Town of Windsor and West Hants Polling Districts, Windsor-West Hants Council Size Survey, 2019

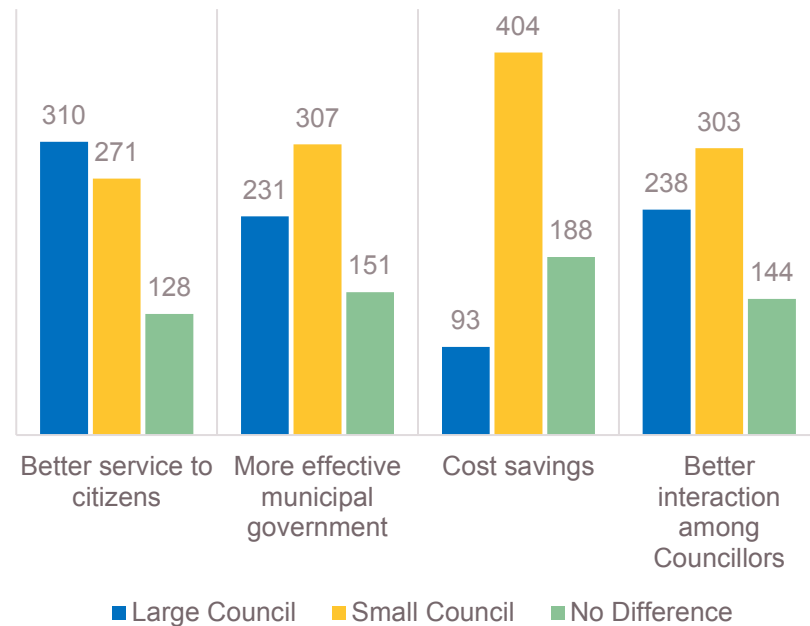


District	Responses			% of Responses			Electors
	Online	Print	All	Online	Print	All	
1	55	42	97	9.2%	35.3%	13.5%	6.0%
2	44	20	64	7.3%	16.8%	8.9%	7.3%
3	42	30	72	7.0%	25.2%	10.0%	8.3%
4	40	12	52	6.7%	10.1%	7.2%	7.9%
5	37	11	48	6.2%	9.2%	6.7%	7.0%
6	45	0	45	7.5%	0.0%	6.3%	10.4%
7	42	1	43	7.0%	0.8%	6.0%	10.0%
8	75	0	75	12.5%	0.0%	10.4%	9.9%
9	109	0	109	18.2%	0.0%	15.2%	8.5%
10	29	0	29	4.8%	0.0%	4.0%	6.0%
Windsor	81	3	84	13.5%	2.5%	11.7%	18.8%
TOTALS	599	119	718	100.0%	100.0%	100.0%	100.0%

Source: Town of Windsor and the Municipality of the District of West Hants

The margins in favour of a small council were close for effective municipal government (44.6%) and council interaction (44.2%). Respondents anticipated better council service to residents from a large council with 43.7% expecting more from a large council and 38.2% endorsing a small council. Later responses to the print survey, tended to favour a large council in response to this question. Those responses swung the response to a result more in-line with previous surveys of this type that we have conducted where respondents usually favoured a larger council with respect to expectations of service.

Figure 3-2 Expectations of Council Size, Windsor-West Hants Council Size Survey, 2019



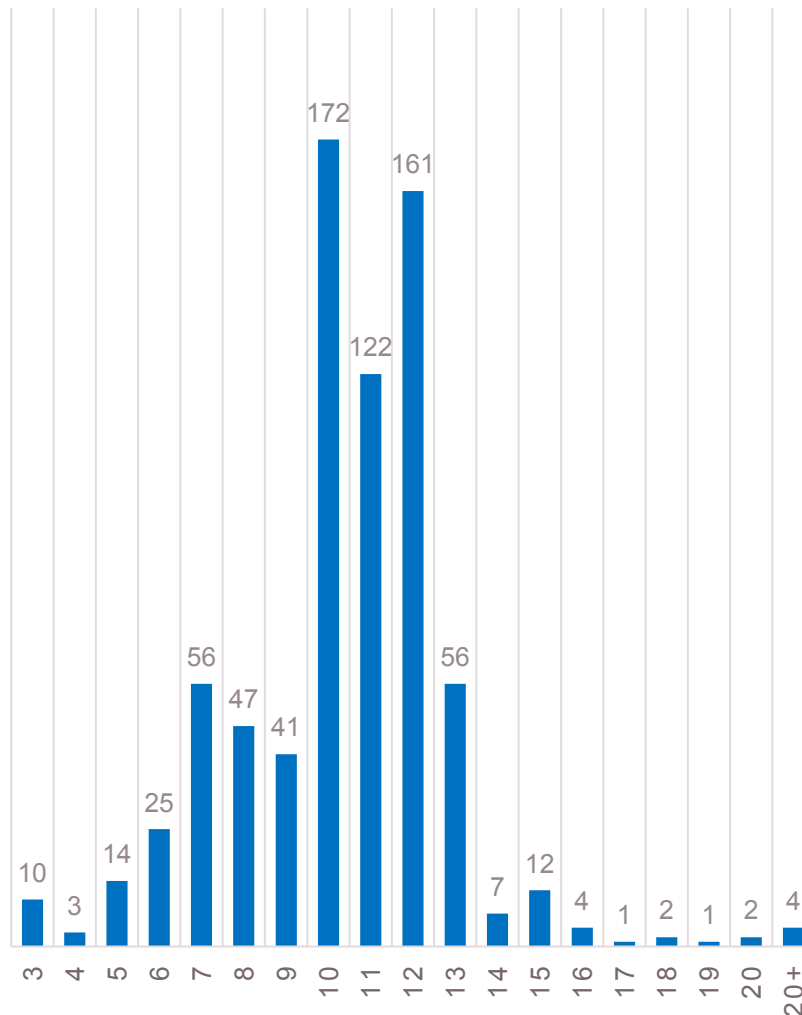
Source Stantec Consulting Ltd.

Question 3 – Preferred Council Size

The most preferred council size including the mayor was ten, which was favoured by 23.2% of 740 respondents to the question who expressed a preference. The second choice was twelve, which was selected by 21.8% (**Figure 3-3**). Councils of ten and twelve exchanged the lead position over the course of data collection for the survey. At the outset, ten was the most popular choice but later respondents tended to favour larger council sizes. Close to the end of the survey and immediately before the final public session, twelve briefly overtook ten, although later responses restored ten to the leading position. In the same context, eleven rose to become the third choice, overtaking seven.

Fully, 88.5% of responses fell between seven and 13, and 61.5% were accounted for by ten through twelve. Interestingly, eleven was the most popular answer among respondents to the print survey, accounting for 39.3% of that subset of respondents. In the overall survey, a significant group (19.5%) endorsed a council of seven to nine, although many more favoured the range of larger councils from eleven to thirteen (45.8%). The average of all responses was 10.4 council members including the mayor.

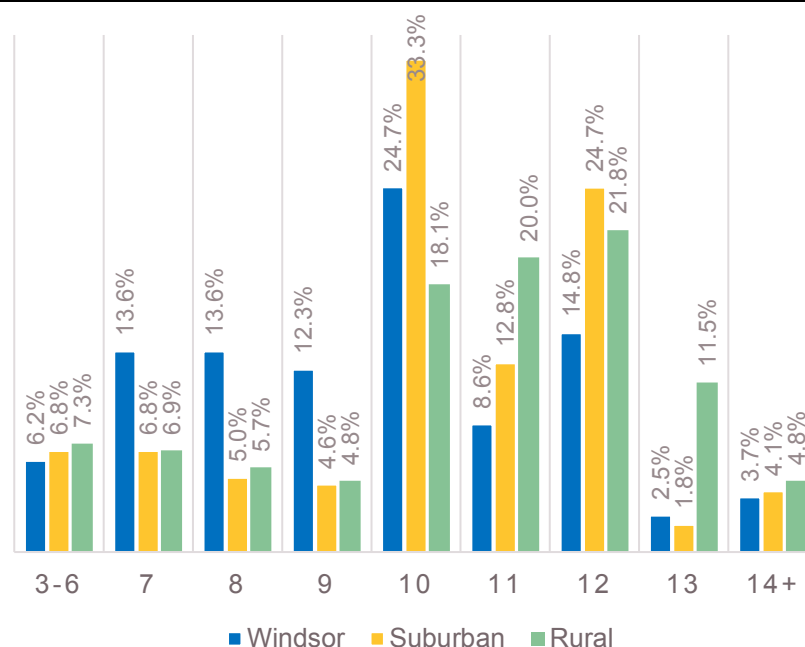
Figure 3-3 Preferred Council Size, Windsor-West Hants Council Size Survey, 2019



Source: Stantec Consulting Ltd.

Figure 3-4 illustrated the breakdown among the Town of Windsor, other serviced areas (i.e., Hantsport, Falmouth, Currys Corners, Garlands Crossing, and Wentworth Creek), and remaining rural areas of West Hants. The three distributions suggest a stronger preference for a larger council among rural residents than serviced area and Windsor residents, but not particularly pronounced. The average response of Windsor residents was 9.6 council members, for residents of other serviced areas 10.3. In rural areas the average was 10.6. Notable differences between the areas are the large proportion in Windsor who favour a council of seven to nine and a significant group of rural residents who would prefer a council of 13 (11.5%). While, the range from eleven through twelve accounted for just less than half of Windsor respondents (48.1%), clear majorities favoured it in the other serviced areas (70.8%) and rural areas (59.9%).

Figure 3-4 Council Size Preference by Area, Windsor-West Hants Council Size Survey, 2019



Source Stantec Consulting Ltd.

Question 4 – Rationale for Council Size Preference

Stantec examined all 478 comments in response to Question 5 taking into account the preferred council size chosen and the community of the respondent. Respondents who chose very small council sizes (i.e., six or fewer) emphasized efficient decision-making more than any other factor. Those preferring a council of 13 or more stressed representation, particularly representation of rural interests. Their comments tended to be negative toward consolidation, which most appeared to consider a threat to rural interests.

Some within the larger group who preferred a council of seven to twelve expressed similar concerns with efficiency and representation as well as support for and opposition to the consolidation initiative; however, many introduced more detailed breakdowns of how council seats should be distributed among the leading communities. Those favouring seven to nine council members emphasized efficient decision-making but also suggested that the ratio of population to council members was realistic and manageable. In this range, respondents suggested one councillor would be sufficient for Windsor and the remainder would serve West Hants.

Among respondents espousing a council of ten to twelve, priority shifted more clearly to representation. Many recognized that a council of ten or more would provide two positions for Windsor and one for Hantsport, leaving six to eight positions for West Hants. Even within this group, a significant number of respondents expressed a desire for efficiency recognizing that even a council of twelve represents a reduction relative to the 15 political representatives currently serving Windsor and West Hants as separate municipal units.

Question 8 – Final Comments

Only 142 respondents chose to add final comments at the end of the survey. Most reinforced views expressed in response to Question 5 and offered opinions concerning consolidation. Several addressed the representation of specific communities and two from Hantsport expressed their desire that Hantsport continue to be recognized in a separate district without Mount Denson.

4.Recommendation

Council sizes from ten through twelve were clearly favoured by respondents to our survey of residents. Even in the Town of Windsor, which clearly has the largest constituency preferring a smaller council, nearly half of residents expressed preferences between ten and twelve, and the majority (54.3%) favour a council of ten or more. While there are very clear shortcomings with the representativeness of the survey, all significant sub-groups that we have examined favoured a council in the same range. In areas outside of Windsor the majority generally favoured a larger council.

While direct consultation with residents at meetings cannot be expected to extract clear opinions concerning council numbers, the input of meeting participants was not at odds with survey results. Unquestionably, speakers who were most supportive of consolidation expressed the hope that a smaller council would be adopted to reflect their aspirations for a unified municipality; however, more expressed concern for representation of existing communities. Several, in fact, gave specific breakdowns of their expectations for Windsor, Hantsport, and West Hants that would typically require a council of ten or eleven members in addition to a mayor.

While the portion of the community most supportive of consolidation appears to favour a smaller council, they are clearly a minority. Only 20.9% of survey respondents expressed a preference for a council of nine or fewer. Input at the public sessions aligns with the survey result: select participants spoke for a smaller council in the interest of focused and efficient decision-making but they were outnumbered by speakers more concerned with representation.

A council of ten received the most support among survey respondents with 23.2% favouring the number. A council of twelve was however a close second with 21.8%. The third most popular response, eleven, fell between the two.

Question 4 asked respondents to indicate their preferred council size including the mayor. The responses ten and twelve, therefore, correspond to nine or eleven districts. Based on our assessment of all input from consultation to date, **we recommend the assessment of scenarios for nine and eleven districts in Phase 2 of this Governance Study.** Given the expressed concern for representation of established communities through the same consultation, we anticipate structuring district options around the current district structure with the addition of the Town of Windsor.

Appendix A Council Size Survey Questionnaire



Windsor-West Hants Governance Review

About this Survey

The Municipality of the District of West Hants and the Town of Windsor will be consolidating into a new Regional Municipality April 1, 2020.

Stantec Consulting Limited has been engaged by the Region of Windsor and West Hants Municipality Co-ordinating Committee to help determine the appropriate size of the new council and the electoral boundaries of the new Regional Municipality.

As part of this process, we are asking residents to take part in this short survey. These results, along with information obtained from residents at public meetings starting in late January, as well as consultation with the existing Councils and staff, will provide the basis for the recommendation that Stantec Consulting will be submitting to the Co-ordinating Committee for review.

The Co-ordinating Committee will then present the preferred council size and boundary arrangement to the Nova Scotia Utility and Review Board for consideration. This will be one of many factors that will determine the structure and governance of the new Regional Municipality.

We appreciate you taking the time to complete the survey and helping us to become a stronger region.

Please drop your completed survey off at either:

- Windsor Town Hall, 100 King St., Windsor
- West Hants Municipal Office, 76 Morison Drive, Windsor

For further information, please contact:

John Heseltine, LPP MCIP

Stantec Consulting Ltd.

102-40 Highfield Park Drive, Dartmouth NS B3A 0A3

Phone: (902) 481-1477

John.Heseltine@stantec.com

This survey is also available online through <https://strongerregion.ca/> and the websites maintained by the Town of Windsor and the Municipality of the District of West Hants.



Windsor-West Hants Governance Review

Consolidation and Council Size

1. Please indicate if you voted in any of the past three municipal council elections in either the Municipality of the District of West Hants or the Town of Windsor. [CHECK AS MANY AS APPLY]

☐ 2008

☐ 2012

☐ 2016

☐ I did not vote in any of these elections

2. Please indicate whether you would expect a large or small council to have the following benefits for the new Regional Municipality.

	Large Council	Small Council	Won't make any difference
Better service to citizens	☒	☒	☒
More effective municipal government	☐	☐	☐
Cost savings	☒	☒	☒
Better interaction among Councillors	☐	☐	☐

3. West Hants currently has ten council members serving 15,368 residents; Windsor has five council members serving 3,648. The new Regional Council will include a Mayor and will serve 19,016 residents.

Please indicate the number of Council members, including the Mayor, you feel should represent the residents of the new Regional Municipality (the minimum Council size is three members plus the Mayor).

4. Why did you choose that number as the number of council members you would prefer for the new Regional Municipality?



Windsor-West Hants Governance Review

Some Information About You

5. What community do you live in?

- | | | |
|---|--|---|
| ☐ Ardoise | ☐ Hantsport | ☐ St. Croix |
| ☐ Ashdale | ☐ Hillsvale | ☐ St. Croix 34 |
| ☐ Avondale | ☐ Kempt Shore | ☐ Summerville |
| ☐ Belmont | ☐ Leminster | ☐ Sweets Corner |
| ☐ Bishopville | ☐ Lower Burlington | ☐ Three Mile Plains |
| ☐ Bramber | ☐ Mantua | ☐ Union Corner |
| ☐ Brooklyn | ☐ Martock | ☐ Upper Burlington |
| ☐ Cambridge | ☐ McKay Section | ☐ Upper Falmouth |
| ☐ Centre Burlington | ☐ Mill Section | ☐ Upper Vaughan |
| ☐ Cheverie | ☐ Mosherville | ☐ Vaughan |
| ☐ Cogmagun | ☐ Mount Denson | ☐ Walton |
| ☐ Curry's Corner | ☐ Newport Corner | ☐ Wentworth Creek |
| ☐ Ellershous | ☐ Newport Station | ☐ Wile Settlement |
| ☐ Falmouth | ☐ Panuke Lake | ☐ Town of Windsor |
| ☐ Garlands Crossing | ☐ Pembroke | ☐ Windsor Forks |
| ☐ Greenhill | ☐ Poplar Grove | ☐ Woodville |
| ☐ Gypsum Mines | ☐ Riverside | |
| ☐ Hants Border | ☐ Scotch Village | |

Other community (please specify)



Windsor-West Hants Governance Review

6. What is your gender?

- ☐ Female ☐ Male ☐ Prefer not to answer

7. Which category below includes your age?

- | | | |
|--|--------------------------------------|--|
| ☐ 14 years or less | ☐ 25 to 34 years | ☐ 65 to 74 years |
| ☐ 15 to 17 years | ☐ 35 to 44 years | ☐ 75 to 84 years |
| ☐ 18 to 19 years | ☐ 45 to 54 years | ☐ 85 years or more |
| ☐ 20 to 24 years | ☐ 55 to 64 years | ☐ Prefer not to answer |

Upcoming Public Meetings

We appreciate your help with the Governance Review and encourage you to attend one of the following public meetings planned to discuss the size of the future Regional Council for Windsor and West Hants. Each meeting will begin with an open house from 6:00 to 7:00 pm followed by a presentation at 7:00 pm:

- **Tuesday, January 29** - Avondale Community Hall, 50 Avondale Cross Rd, Avondale
- **Wednesday, January 30** - Brooklyn Civic Center, 995 Hwy 215, Brooklyn
- **Thursday, January 31** - South West Hants Fire Hall, 1884 Hwy 14, Vaughan
- **Tuesday, February 5** - Windsor Community Center, 78 Thomas Street, Windsor
- **Wednesday, February 6** (snow date for the 1st 4 meetings) - West Hants Municipal Office, 76 Morison Road, Windsor
- **Thursday, February 7** - Falmouth Community Hall, 147 Falmouth Back Rd, Falmouth
- **Wednesday, February 13** (snow date for February 7) - West Hants Municipal Office, 76 Morison Road, Windsor

8. If you have any further thoughts about the size of the council for the new Regional Municipality or any related issue, please share them with us here.



Design with community in mind

Windsor-West Hants Governance Review
Council Size Report

Report to the Co-ordinating Committee
in relation to
Council Size and Polling Districts for
the Region of Windsor and West Hants Municipality

Submitted by
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Assistant Professor
Schulich School of Law, Dalhousie University
Halifax, Nova Scotia

February 19, 2019

Contents

Executive Summary	ii
1. Introduction	1
1.1. Mandate	1
1.2. Scope of Report	1
2. Regional Consolidation in Nova Scotia	2
2.1. Functions of Local Government and Objectives for Reform	3
2.2. Rationales for Regional Consolidation	4
3. Statutory Framework and Case Law	5
3.1. Statutory Framework	5
3.2. The Board's Analytical Framework	6
3.2.1. Step One: Council Size	7
3.2.2. Step Two: Polling District Boundaries	8
3.2.3. Relationship Between Steps One and Two	9
3.3. Prior Cases of Regional Consolidation	9
3.3.1. Cape Breton Regional Municipality (CBRM)	9
3.3.2. Halifax Regional Municipality (HRM)	11
3.3.3. Region of Queens Municipality (Queens)	12
4. Synthesis of Cases and Academic Research	13
4.1. Council Size	13
4.1.1. Representation	13
4.1.2. Governance	15
4.2. Polling District Boundaries	17
4.2.1. Community of Interest	17
4.2.2. Regional Interests	17
4.3. Linking Council Size and Polling Districts	18
4.4. A Dynamic Perspective	19
4.4.1. Lock-In	20
4.4.2. Buy-In	20
4.4.3. Uncertainty	21
4.5. Summary	21
5. Recommendations	23
6. Conclusion	24
Appendix: <i>Curriculum Vitae</i>	29

Executive Summary

On April 1, 2020, the Region of Windsor and West Hants Municipality (hereafter, “WWH”) will join the Cape Breton Regional Municipality, Halifax Regional Municipality and Region of Queens Municipality as the one of only four regional municipalities in Nova Scotia. It will also be the first such regional consolidation to take place in the province in over twenty years.

The purpose of this report is to provide background context and analysis on two key questions of institutional design for WWH. First, what is the optimal size for the new regional council? Second, what are the appropriate geographic boundaries for the municipality’s polling districts? How these two questions are approached and answered may have consequences for the functioning and long-term success of the new regional municipality—and, to the extent that WWH serves as a model for other regional consolidations, may influence future municipal reforms across the province.

In reaching a decision on these two issues for WWH, the Nova Scotia Utility and Review Board will have a deeper set of precedents to draw on than it did when determining council size and polling districts for earlier regional consolidations. By mapping the relevant statutory provisions and the Board’s emerging analytical framework for determining these issues, this report provides a basis to better understand the available choices between larger and small councils and the different approaches to establishing district boundaries. Both of these inquiries are described in this report as an exercise in balancing competing but legitimate sets of values and goals.

The report’s main recommendations can be summarized in three points. First, consistent with past cases of regional consolidation and with the need to balance effective representation and effective governance, the new regional council for WWH should likely be smaller in size than the combined councils of the Town of Windsor and the Municipality of the District of West Hants. Second, in establishing polling district boundaries, community of interest factors play an important role—but in the unique context of regional consolidation, those factors will also need to be weighed against demands to advance regional interests. Third, determinations of council size and polling districts should be based on a close consideration of how these two institutional features relate to one another and how they may or may not change and evolve over time in the dynamic context of municipal reform.

While Nova Scotia has a long history of studying municipal reforms, much has changed since calls for “modernization” emerged in the late 1960s and early 1970s and since the last round of regional consolidations in the mid-1990s. This report builds on those past studies by surveying the recent law and academic research on council size and polling districts. It then synthesizes the available material for application to WWH within the broader context of municipal reform in Nova Scotia.

1. Introduction

At the request of the Councils of the Town of Windsor and the Municipality of the District of West Hants, the Minister of Municipal Affairs introduced Bill 55 to the provincial legislature on September 25, 2018. The *Region of Windsor and West Hants Municipality Act* (the “Act”) received royal assent on October 11, 2018.¹ Section 3 of the Act consolidates the Town of Windsor and the Municipality of the District of West Hants into the new Region of Windsor and West Hants Municipality (“WWH”) effective April 1, 2020. WWH is only the fourth regional municipality created in Nova Scotia and the first such regional consolidation in the province in the past two decades.

The Co-ordinating Committee overseeing the consolidation is chaired by a Co-ordinator appointed under the Act by the Governor in Council. Section 10 of the Act requires the Co-ordinator to apply to the Nova Scotia Utility and Review Board [the “Board”] to determine the number of councillors and the geographic boundaries of the polling districts for the new regional municipality.

1.1. Mandate

On January 21, 2019, the Co-ordinator requested a written report to inform the Co-ordinating Committee about approaches to determining the council size and polling district boundaries for WWH. The report was to be conducted in parallel with a Governance Review, including public consultations, completed by Stantec. The Co-ordinator asked that the report:

- provide an understanding of approaches taken to determining council size and polling district boundaries in previous similar Nova Scotia cases before the Board, including approaches taken by associated studies submitted to the Board in support of those applications; and
- include an overview of the current literature on creating effective representation at the local government level.

This is the report submitted to the Co-ordinating Committee in fulfillment of the Co-ordinator’s request.

1.2. Scope of Report

This report is based on a review of the following materials:

- legislation relevant to the Board’s determination of council size and polling district boundaries in cases of regional consolidation; and
- the Board’s past decisions upon applications to establish or revise council size and polling district boundaries for the three pre-existing regional municipalities in Nova Scotia: Cape Breton Regional Municipality, Halifax Regional Municipality, and the Region of Queens Municipality;
- reports submitted to the Board in support of the above applications;

- relevant Canadian and comparative research literature on municipal council size and the distribution of polling districts.

By way of background, additional materials related to the broader context of municipal reform and restructuring in Nova Scotia were also reviewed. Apart from a few cases of particular relevance, the Board's decisions on council size and polling districts upon application by municipal councils under section 369 of the *Municipal Government Act* (the "MGA") were not reviewed for the purposes of this report.²

2. Regional Consolidation in Nova Scotia

Changes in the structure of municipal government in Nova Scotia have long shaped how local communities govern themselves and how those communities connect with and relate to one another. In the early colonial history of the province, these changes were driven by the global forces of war, international migration, and British imperialism, as Loyalist settlers from New England challenged the centralizing tendencies of municipal administration under the British and brought with them new ideas about the value of self-governance and local control.³ Since the mid-twentieth century, shifting demographics and economic conditions, the changing scope and complexity of local services, and the introduction of new technologies have all combined to create new pressures for municipal reform.⁴

How municipal governments should be restructured to respond to these pressures has been a much-studied topic in Nova Scotia over the last half-century or more. In 1967, the Pictou County Municipal Coordination Study considered several alternatives for structural reform across the six existing municipal units in Pictou County.⁵ Just four years later, the Royal Commission on Education, Public Services and Provincial-Municipal Relations (the Graham Commission) began an exhaustive review of municipal boundaries and financing. As recently as 2014, the Report of the Nova Scotia Commission on Building Our New Economy (the Ivany Report) recommended that the provincial government initiate a review of current municipal government structures to improve "efficiency, cost effectiveness and community engagement."⁶ The intervening years of the late twentieth and early twenty-first century produced several additional studies and reports on the topic.

These studies are perhaps most remarkable for their consistency in recommending a reduction in the number of municipal units through some form of amalgamation. Likely the most influential has been the report of the province's Task Force on Local Government in 1992, which identified five "critical regions" as a "first priority" for structural reform.⁷ Rejecting the two-tier model that had been taken up in parts of Ontario and the Western provinces, the Task Force recommended that Nova Scotia pursue single-tier, regional-level consolidations of existing city-county units—with the county-level serving as the preferred scale for reorganization.⁸

In the wake of the Task Force report, the provincial government initiated regional consolidations in the two most populous regions in the province by way of special legislation,⁹ creating the Cape Breton Regional Municipality ("CBRM") in 1995 and the Halifax Regional Municipality ("HRM") a year later. The Region of Queens Municipality ("Queens") was also created in 1996, consolidating the town of Liverpool and the Municipality of Queens County—although this restructuring was unique in that local officials initiated the consolidation rather than have it

imposed by the Province.¹⁰ Historians have noted that the primary motivations varied for each of these three regional consolidations. The changes in Cape Breton were an attempt to address the financial viability of the nine municipalities comprising the new regional government, while in Halifax the rationales included cost savings, unsustainable economic competition between the four former municipalities, and problems with a new provincial service exchange initiative. The Queens consolidation stood apart as an amalgamation of town and rural areas with a much smaller population, where economies of scale and a shared identification as a community of interest were central features.¹¹

Despite the introduction of new permanent legislation to create additional regional municipalities in 1996,¹² no further regional consolidations had been initiated until the *Region of Windsor and West Hants Municipality Act* was enacted in October 2018.

2.1. Functions of Local Government and Objectives for Reform

In part, what makes local governments unique from other levels of government in Canada is their dual identity as both service providers and vehicles for democratic expression. In its 1992 report, the Task Force on Local Government identified four key functions of local government in Nova Scotia that together capture this dual identity. Local governments are:¹³

- a provider of services based on local needs and desire;
- a forum for local citizens to make decisions on the way they want to live;
- a forum for the resolution of conflicting views within local communities;
- a representative of the community to lobby on its behalf.

In whatever way municipal government is structured or restructured, its institutional features should be designed to reflect these key functions. The Provincial-Municipal Fiscal Review, published in 2014, put forward the view that any structural reforms to municipal government should seek to achieve the following objectives:¹⁴

- democracy—reforms “should uphold transparent, accountable, accessible, and representative municipal government”;
- equity and fairness—reforms “should support a reasonably comparable standard of public services across Nova Scotia municipalities at reasonably comparable levels of taxation, and support a system where citizens receive best value and are taxed according to the services they have access to”;
- viability and capacity—reforms “should ensure that municipalities have sustainable resources to support their long-term viability”;
- efficiency and effectiveness—reforms “should encourage efficient and effective decision-making” by local government.

While each of these objectives is legitimate, they necessarily give rise to internal trade-offs that are made “real” at the level of institutional design. The balancing of those trade-offs is discussed in detail in Part 4, below.

2.2. Rationales for Regional Consolidation

The several reports on municipal restructuring in Nova Scotia that have emerged over the past half-century contain an extensive analysis of the rationales for regional consolidation and other forms of municipal amalgamation. Likewise, a considerable research literature exists, both in Canada and in comparative jurisdictions, on the topic of municipal government restructuring. This report focuses on just two aspects of institutional design within this broader context of reform—namely, council size and the distribution of polling districts in a new regional municipality. Nevertheless, a determination of these two issues will necessarily be influenced by those goals or rationales for regional consolidation that are deemed most important.

Four prominent rationales for regional consolidation emerge from the various studies and reports published on the topic in Nova Scotia:

- efficiency—restructuring at the regional level may help municipalities to reduce costs and capture economies of scale, resulting in the more efficient delivery of municipal services and more efficient decision-making;
- regional planning—reorienting planning aims and processes at the regional level can address problems of wasteful competition between municipalities for development, and may drive municipal decision-makers to adopt broader policy orientations that are more appropriate to scale of municipal challenges and opportunities;
- bargaining power—“scaling-up” local governance through consolidation can put regional municipalities in a stronger position to advocate for regional interests to senior levels of government, and to negotiate with potential investors or industry actors for economic development opportunities on more favourable terms;
- equity—combining service delivery across municipal governments may not only improve efficiency, but may also help to make service delivery more uniform and consistent, thereby improving equity among citizens within a region.

An evaluation of these rationales lies outside the scope of this report. Nor does the report engage with an assessment of alternatives to regional consolidation. But a clear understanding of the different goals above is crucial for analyzing how the issues of council size and polling district boundaries have been approached in past cases of regional consolidation. The report returns to these themes in Parts 3 and 4 below.

3. Statutory Framework and Case Law

The first goal of this report is to understand how the Board has determined council size and polling districts in past cases similar to WWH. This section introduces the relevant statutory framework and outlines the Board’s general analytical framework for determining the issues of council size and the boundaries of polling districts. The section concludes by summarizing how the Board determined these issues in the three prior cases of regional consolidation in Nova Scotia, including subsequent adjustments to council size and district boundaries in those regional municipalities over time.

3.1. Statutory Framework

Section 10(1) of the *Region of Windsor and West Hants Municipality Act* (the “Act”) requires the Co-ordinator to “apply to the Nova Scotia Utility and Review Board for a determination of ... the number of councillors and the boundaries of the polling districts in the Regional Municipality.”¹⁵ The Act, however, is silent on the criteria to be applied by the Board in making these determinations.

Special legislation in prior cases of regional consolidation in Nova Scotia also lacked specific criteria to guide the Board’s decisions about council size and polling districts.¹⁶ In both the HRM and Queens cases,¹⁷ the Board relied, by analogy, on the statutory provisions requiring periodic reviews of these issues in all local governments in Nova Scotia pursuant to the *Municipal Boundaries and Representation Act* (the “MBRA”).¹⁸ In 1998, the MBRA provisions—including the requirement for an octennial review of council size and polling districts and criteria to guide those determinations—were subsequently incorporated into the MGA.¹⁹

The Board’s reliance on the MBRA in its decisions in the HRM and Queens cases is significant for WWH for two reasons. First, it suggests that the criteria for determining council size and polling districts now set out in section 368 of the MGA will be persuasive factors for the Board. Second, it suggests that the more general analytical framework the Board has developed in its section 369 jurisprudence since the early 2000s will likely guide the Board in determining council size and polling districts for WWH.

Sections 16(2) and 17 of the MBRA, which were relied on by the Board in the HRM and Queens cases, read as follows:²⁰

16(2) In settling and determining the number and boundaries of wards and polling districts and the number of aldermen or councillors for each ward or polling district, the Board shall give consideration among other things to population density, community of interest and geographic size of wards and polling districts. [emphasis added]

[...]

17 During the year 1987 and during each sixth year thereafter the council of each municipality other than a city or town shall cause a study to be made of the number and boundaries of the then existing polling districts in the

municipality and the fairness and reasonableness of the number of polling districts and of the number of councillors to be elected from each, and before the end of the year in which the study is made shall make an application to the Board either for confirmation of or approval of changes in the number and boundaries of polling districts and the number of councillors to be elected from each polling district. [emphasis added]

When the new MGA was enacted in 1998, it incorporated the requirements for periodic review formerly found in the MBRA. Section 369 of the MGA now reads:

369(1) In the year 1999, and in the years 2006 and every eighth year thereafter the council shall conduct a study of the number and boundaries of polling districts in the municipality, their fairness and reasonableness and the number of councillors.

(2) After the study is completed, and before the end of the year in which the study was conducted, the council shall apply to the Board to confirm or to alter the number and boundaries of polling districts and the number of councillors.

Subsection 368(4) of the MGA establishes the general powers of the Board upon a municipality's application to determine council size and polling districts:

368(4) In determining the number and boundaries of polling districts the Board shall consider number of electors, relative parity of voting power, population density, community of interest and geographic size. [emphasis added]

The specific factors identified in this provision are discussed in more detail below.

3.2. The Board's Analytical Framework

In the course of reviewing municipal applications respecting changes in council size and polling district boundaries under section 369 of the MGA, the Board has developed a general analytical framework that incorporates—but is not limited to—the factors listed in subsection 368(4). Based on the precedent established in the HRM and Queens consolidation cases, it is likely that the Board will apply this general framework when determining the council size and polling districts for the Region of Windsor and West Hants.

In 2004, HRM applied to the Board under section 369(1) to confirm its preexisting council size and the boundaries of its polling districts.²¹ Following its decision on the municipality's application, the Board established a two-step framework to guide municipal applications addressing council size and polling districts in future cases. At the first stage, the Board instructed municipalities to address the appropriate size of the municipal council. At the second stage, once council size has been determined, the Board instructed applicants to address the appropriate distribution of polling districts.²²

3.2.1. Step One: Council Size

When determining the size of council at the first stage, the Board will consider the following factors:²³

- the desired style of council;
- the governance structure of council; and
- the effective and efficient number of councillors.

The first two of these factors—the desired style of council and its governance structure—are not mentioned in the MGA. Instead, these factors appear to precede, and establish the relevant context for, applying the section 368 factors in order to determine “the effective and efficient number of councillors” for a municipality.

In describing the “desired style of council”, the Board referred to citizens’ expectations about the manner in which they engage with councillors and the extent to which councillors are directly accessible to their constituents. The Board distinguished between two styles of council on these grounds: a “board of directors” style and a “board of management” style.²⁴ While the Board did not elaborate on these two models, it appeared to have in mind the contrast between a council that is delegated relative autonomy to act on behalf of—but at a step removed from—its constituents, and a council whose immediate decisions are informed by its constituents and whose members are therefore directly accessible to municipal citizens. Party submissions in subsequent Board decisions have compared these styles as, alternatively, “board of directors” versus “ombudsman” models,²⁵ and as “executive” versus “direct accessibility” models.²⁶ The choice between these styles of governance has been described as the “social compact” between council and its citizens.²⁷ The Board noted that the style of council was a factor that should be based directly on the expectations of constituents as expressed through consultation.²⁸

In describing the “governance structure of council” component of its framework, the Board referred to features of municipal governance that are likely to affect citizens’ representation by, and access to, their councillors. Here, the Board appeared mainly to have in mind features such as the community councils that play a “critical role” in the governance of a regional municipality like HRM and serve as an important conduit for citizen participation and input. Presumably, structural features specific to other municipalities that affect the nature of representation or the delivery of municipal services would also be relevant to this component of the analysis—such as mayoral versus warden systems,²⁹ or the number of councillors elected per ward.³⁰

Based on these first two components of the Board’s framework, it is clear that the application of the statutory criteria in subsection 368(4) of the MGA should be sensitive to the diverse contexts of local governance. Those contexts will legitimately be informed by both citizens’ expectations, by features required under statute (e.g., the mayoral system for regional municipalities), and by other institutional decisions properly made by council (or, in the present case, by the Coordinating Committee).³¹

There is, however, uncertainty about the extent to which these first two factors are binding on the Board. In *Richmond County (Municipality) v. Nova Scotia (Attorney General)*, the municipality

sought judicial review of the Board’s decision to reduce its council from 10 members to 5, arguing that the Board failed to consider the style of governance desired by the municipal council’s constituents.³² The Court of Appeal found that the Board’s “guidance” in describing this component of the framework did not act as a fetter on the Board’s jurisdiction to determine the size of council using the explicit statutory criteria found in subsection 368(4).³³

The final factor at the first step of the Board’s analysis—“the effective and efficient number of councillors”—presumably refers directly to the criteria listed in subsection 368(4) of the MGA, interpreted in light of the desired style of council and its governance structure. The statutory criteria primarily relevant to determining council size are: the number of electors, population density, and the geographic size of the municipality.

3.2.2. Step Two: Polling District Boundaries

In *Re (Halifax Regional Municipality)*, 2004 NSUARB 11, the Board addressed four factors listed in section 368(4) of the MGA relevant to determining polling districts at the second stage of analysis: relative parity in voting power, community of interest, geography, and population density.

The MGA does not describe how the four factors might interrelate to one another, but the Board has gone some distance toward clarifying this relationship in its case law. In its decisions on polling districts in both the HRM and Queens consolidation cases, the Board was careful to note the “paramount importance” of relative parity of voting power.³⁴ The central concern is that, when the voter-to-councillor ratio in one district exceeds that of any other district, each elector’s vote in the former will be proportionally less influential in determining electoral outcomes and in public decision making.

In *Reference re Provincial Electoral Boundaries*, Justice McLachlin described relative parity of voting power as one of the conditions for effective representation.³⁵ The importance of this principle as a baseline for determining polling boundaries was emphasized again in the final report of Nova Scotia’s Provincial Electoral Boundaries Commission in 1992, noting that “criteria such as geography or community interest may be used to temper the idea of the ‘relative parity of voting power’, but they do not supplant or eliminate that concept.”³⁶

In past cases of regional consolidation, the Board applied a threshold for variance from average voting power parity for each proposed district at ± 20 -25 percent. More recent Board decisions on polling district distribution pursuant to section 369 of the MGA have narrowed the expected baseline threshold for variance in relative voter power parity to ± 10 percent, requiring that variance in excess of this threshold “must be justified in terms of the criteria identified in section 368(4)” —namely, the number of electors, relative parity of voting power, population density, community of interest and geographic size.³⁷ Furthermore, “[t]he more the variance exceeds 10 percent the greater and more detailed the justification the Board will expect.”³⁸

At the same time, the Board has also been clear that polling district boundaries themselves cannot be established arbitrarily but should seek to encompass “common interests”—however this might be defined.³⁹ Communities of interest, likely in combination with geography and population density, therefore appear to form the basis for actually mapping district boundaries,

while relative parity in voting power sets a strong outside constraint on the degree to which districts can vary in population. Nevertheless, the broad interpretation given to “community of interest” by the Board lends this criterion considerable flexibility and ambiguity, leading to uncertainty about when certain interests might “trump” others if they come into conflict with one another.

3.2.3. Relationship Between Steps One and Two

While the Board has been clear that it wants municipalities to address steps 1 and 2 of its framework in serial order, the two inquiries are clearly interrelated. For example, the size of council (and therefore the number of polling districts in a system of single-district representation) will establish parameters for drawing district boundaries. In some cases, what appears to be an optimal council size will make it impossible to establish polling districts that fall within the variance thresholds for voting power parity or meet the other criteria established by the Board.⁴⁰ In these circumstances, the Board has demonstrated some degree of flexibility in adjusting council size at the margins on the basis of factors such as community of interest—while nevertheless continuing to demand that municipalities follow the general instruction to address these issues in discrete stages, at least as a first attempt.

3.3. Prior Cases of Regional Consolidation

Below is a summary of the Board’s reasons and conclusions on the issues of council size and polling districts in the three prior cases of regional consolidation in Nova Scotia (CBRM, HRM, and Queens). The summary includes both the Board’s initial determinations on these issues at consolidation, as well as subsequent revisions to council size and polling districts upon application by each of the regional municipalities under section 369 of the MGA. Table 1 shows how council size has changed in each of the regional municipalities over time since before consolidation in 1995-1996.

	CBRM	HRM	Queens
Before consolidation (total)	70	60	16
After consolidation (1995/96)	21	23	9
1999	16	23	9
2004	16	23	9
2011	12	16	7

Table 1: Council Size in Nova Scotia’s Regional Municipalities, Pre-consolidation to 2011

3.3.1. Cape Breton Regional Municipality (CBRM)

The consolidation of Cape Breton Regional Municipality (CBRM) encompassed the area of the former Cape Breton County, amalgamating eight separate municipal units that contained a mix of urban, suburban and rural populations. The region contained 13 percent of the total provincial

population at the time of consolidation, second in size only to the region of Halifax County. Since the mid-1960s, “industrial” Cape Breton had been experiencing declining economic prospects, out migration, and an aging population.⁴¹

Prior to consolidation, Cape Breton County’s eight municipalities included a total of 70 councillors, a total population of 120,098 and a voting population of 83,769. Voter-per-councillor ratios varied across these pre-existing municipalities from 155:1 to 2,222:1.

Charles Campbell, the regional Co-ordinator, issued his Interim Report on the consolidation to the Minister of Municipal Affairs in July 1993. Campbell proposed establishing a new regional council of 20 councillors. In proposing a council of this size, the Co-ordinator was primarily concerned to “balance the goals of effectiveness and representation.”⁴² Campbell’s view was that large councils tended to be unworkable, a problem which itself would impair effective representation of councillors’ constituents. He was also concerned that “there is a tendency ... for very large councils to be unduly concerned with neighbourhood issues, of importance to the individual councillors, and not sufficiently directed to the needs of the region as a whole.”⁴³ This conclusion was based in part on Campbell’s understanding of the experiences of other large cities in the Atlantic region and across Canada which, in his view, favoured “smaller, more workable councils.”⁴⁴

On the question of polling districts, the Co-ordinator noted that the geography of the new regional municipality and large variation in the geographic size of polling districts across the former municipal units created challenges in maintaining relative parity in voting power while ensuring that councillors on the new council could effectively represent their constituents.⁴⁵ Campbell was sensitive to the need not to divide communities of interest, but also recognized that reinforcing the boundaries of prior municipal units could divide communities of interest in some cases while protecting them in others. Accordingly, “[m]any living on the boundaries of cities and towns have more in common with the urban units than with those who shared the same councillor but were of a more rural bent.”⁴⁶ But Campbell also recognized that public perception played an important role, noting that simply creating polling districts to ensure that they each include some mix of urban, suburban and rural could divide these interests and pit them against one another, leading to political dysfunction. In Campbell’s view, the inevitable contest between these interests would be more appropriately played out within the council itself, rather than within particular polling districts.⁴⁷ Finally, the Co-ordinator noted that polling districts should not be split by major geographic barriers, which could impair access to elected officials.⁴⁸

After a preliminary hearing on these issues, the Board requested that the Co-ordinator file a revised application to address problems with one of the proposed districts. The Board ultimately settled on a council of 21 members, resulting in an average voter-per-councillor ratio of 3,989:1. While the Co-ordinator had set an ambitious goal for variance in voting power to within ± 10 percent of the average,⁴⁹ the Board ultimately rejected this proposal based on its concerns about geographic size and about reinforcing pre-existing divisions between rural and urban voters.⁵⁰ The Board allowed a number of districts to vary within ± 20.9 percent,⁵¹ noting that “[i]t would not be inappropriate if the small urban polling districts exceeded +10 percent while the large rural polling districts exceeded -10 percent.”⁵² In one “special circumstance”, the Board allowed a district to vary by -54.7 percent.

In 1999, just five years after the creation of the new CBRM, the regional council applied to the Board under section 369 of the MGA to reduce its size from 21 members to 16 members. That application was accepted by the Board. In 2011, the regional municipality applied to maintain its *status quo* size of 16 councillors, but the size of council was again reduced by the Board, creating a new council of 12 members. This most recent reduction resulted in a voter-per-councillor ratio of 6,936:1.⁵³ Following the reduction of council size to 12 councillors in 2011, the variation in voting power between districts was reduced considerably—to a range between -25.9 percent to +16.3 percent.⁵⁴

3.3.2. Halifax Regional Municipality (HRM)

The area formerly encompassed by Halifax County is the largest urbanized area in Nova Scotia. The former municipalities of Halifax City, Dartmouth, Bedford and Halifax County—an area covering nearly 1.5 million acres—were consolidated to create the Halifax Regional Municipality in 1996.

Prior to consolidation, the four former municipal units were governed by a total of 60 councillors and comprised of 45 different wards. The population of the new regional municipality when it was created was 330,846, with a total voting population of 249,510. Voter-per-councillor ratios in the former units varied from 1,936:1 (in Bedford) to 9,538:1 (in Halifax City).

C. William Hayward, the Co-ordinator for the HRM consolidation, submitted his Interim Report on the consolidation to the Minister of Municipal Affairs in July 1993. Echoing many of the same ideas and much of the same language as the Campbell report, Hayward's report recommended a new council size of 20 members and, in making this recommendation, sought to "balance the goals of effectiveness and representation."⁵⁵ Likewise, Hayward's report mirrored many of the considerations in the Cape Breton report—however, the former recommended a broader range for the variance in average in voting power of ± 20 percent (compared to ± 10 percent), noting that ± 30 percent may be justified in unusual cases.⁵⁶

The Board ultimately determined that the new regional council should be slightly larger, at 23 members, resulting in an average voter-per-councillor ratio of 10,337:1. In rejecting the smaller proposed council size, the Board emphasized that a municipal councillor, "particularly in a rural area, is expected to perform a wide variety of activities for his or her constituents. For many people in rural areas, this is their one contact with all levels of government."⁵⁷ The Board also expressed the concern that district sizes for the new regional municipality remain proportionally smaller in population than in federal or provincial ridings, and proportional to the voter-per-councillor ratios in other Nova Scotia municipalities.⁵⁸ In determining polling districts, the Board accepted a variance in average voting power of ± 25 across districts and the final districts approved by the Board all fell within this range (between -21.6 percent to +23.8 percent).

The size of HRM's council remained unchanged until 2011, when the Board ordered a reduction in the size of council to 16 members—notwithstanding the regional council's request to maintain the *status quo*. This resulted in an average voter-per-councillor ratio across the regional municipality of 20,664:1. Following this reduction in council size, the variation in voting power between districts narrowed to between -20.7 percent and 13.0 percent.⁵⁹

3.3.3. Region of Queens Municipality (Queens)

The consolidation of the Town of Liverpool and the Municipality of the County of Queens that produced the new Region of Queen Municipality in 1996 differed from the consolidations in Cape Breton and Halifax in a few important respects. First, the Queens consolidation did not include a major urban centre but was instead the product of amalgamating a town and rural area with a much smaller population.⁶⁰ This feature places the Queens case closer to the social, economic and demographic context of WWH. Second, the Queens consolidation was not mandated by the Province—as it had been for CBRM and HRM—but was initiated locally.⁶¹

Nevertheless, despite this context, the mayor, warden and the respective councils of the two pre-existing municipalities apparently ran “into difficulty in agreeing on how best to implement” the consolidation.⁶² As a result, two independent, local business persons—Harold Dobson and James Sapp—were asked to undertake a study of municipal reform for Queens and to provide a “blueprint” for the consolidation. The total voting population over the area of Queens County at consolidation was 9,404. The Town of Liverpool had 6 councillors and an average voter-per-councillor ratio of 385:1, while Queens County had 10 councillors an average ratio of 730:1.

In addressing the question of council size, Sapp and Dobson took their cue from the Task Force on Local Government’s emphasis on balancing “citizen accessibility” with “cost-effective service delivery”⁶³—although the report itself offers little insight into how the authors used this principle to arrive at their preferred council size. Sapp and Dobson argued that a ± 20 percent requirement should guide assessment of polling districts based on voting power parity.

Based on Sapp and Dobson’s study, the Co-ordinator for the Region of Queens recommended to the Board that the new regional municipality have a council size of 9—resulting in an average voter-per-councillor ratio of 1,044:1—a recommendation that was supported by a majority of councillors and citizens who gave evidence before the Board.⁶⁴ The Board approved a council of 9 councillors, as well as the recommended polling district boundaries based primarily on community of interest and geographic factors. The Board’s determination of 9 polling districts produced districts with variation in relative parity of voting power between -22 percent to +23 percent.

In 2011, the Region of Queens Municipality applied to reduce the number of councillors and polling districts to 7, based primarily on concerns about a projected decline in population in the region.⁶⁵ This application was accepted by the Board, yielding a new average voter-per-councillor ratio of 1,167:1.⁶⁶ Following the reduction in council size, the variation in voting power between districts narrowed dramatically, to between -2.66 percent to +3.51 percent.⁶⁷

4. Synthesis of Cases and Academic Research

The relevant statutory criteria for determining the optimal council size and distribution of polling districts are quite broad, and they offer precious little insight into how to address the trade-offs inherent in key decisions around the institutional design of municipal governance. While there are many factors that might bear on such decisions, this report proposes that, in the context of regional consolidation, determining council size and the distribution of polling districts can be addressed as an exercise in balancing two respective sets of competing but legitimate values or aims.

The “optimal” council size for WWH primarily engages the balance between what researchers have called *representation* and *governance*—that is, between council’s ability to provide effective political representation on the one hand and effective municipal governance or legislative functionality on the other. Likewise, the question of district boundaries engages the balance between *community* and *regional* interests—that is, between demands by existing communities of interest for political recognition on the one hand and imperatives for regional planning and policy making on the other. While these are certainly not the only questions of balance that might be relevant to the Board’s determinations, they are arguably the most salient and those best informed by the existing body of available research.

4.1. Council Size

As the Board’s analytical framework recognizes, any determination of an “optimal” council size for WWH will necessarily be context specific. As an early study on the question of council size observed, “there is neither an abstract optimal size for a national, state, or city legislature nor an accepted formula for establishing legislative size, because decisions on size involve fundamental matters of representation, governmental effectiveness, political accountability, and the competitiveness of the city’s political system.”⁶⁸

The optimal council size for WWH will turn on how best to navigate the several trade-offs between effective “representation” and effective “governance”. The Board recognized as much in its initial determination of council size for the new Region of Queens Municipality when it observed that its decision “must balance both the number of voters a councillor will represent and the maximum number of councillors who can effectively work as a council.”⁶⁹ As the Task Force on Local Government noted, “[t]he reorganization of any system of local government must always balance the requirements of accountability and accessibility with those of efficiency and economy.”⁷⁰

4.1.1. Representation

Effective political representation refers to a councillor’s ability to effectively represent the views and interests of their constituents. In 1992, the Task Force on Local Government included two important functions of local government as (1) a forum for decisions about how local citizens want to live and (2) a forum for the resolution of conflicting views.⁷¹ To fulfill the first of these functions, municipal councillors must be well-informed about their constituents’ views and accountable for representing those views accurately and zealously. To fulfill the second of these functions, the council as a whole must be comprised of a enough districts to capture a range of

constituencies that bring a sufficient diversity of views and interests to the council table. In general, larger councils will be more representative in terms of both of these functions.

It is important to note that the quality of democratic representation in any municipality will be defined, in part, by the expectations of its citizens—that is, what the Board has called the “desired style of council.”⁷² “Executive” or “board of directors” models of council representation are premised on the assumption that councillors enjoy relative autonomy to interpret and represent their constituents’ wishes once they have been elected. In this model, elections represent a kind of delegation of authority and discretion to councillors to act on their constituents’ behalf. Alternatively, “direct accessibility” models of council assume that councillors must continually seek input from, adapt to, and respond to their constituents’ views throughout the election cycle. The latter model will generally require that citizens have regular access to their councillors, and that councillors have the capacity to respond to their citizens concerns on an individualized basis. As the Board noted in its initial determination for HRM, “[a] municipal councillor, particularly in a rural area, is expected to perform a wide variety of activities for his or her constituents. For many people in rural areas, this is their one contact with all levels of government.”⁷³ To the extent that the “executive” and “direct accessibility” models are ideal types, any actual council will in practice likely operate somewhere on a spectrum between them.

Three of the statutory factors in section 368(4) of the *MGA* speak directly to the question of effective political representation: the number of electors in the municipality, its population density, and its geographic size. The greater the number of constituents each councillor represents, the less accessible they may be (in terms of time and workload) and the less “fine-grained” will be the views of each district represented at council. Geography may also play a significant role. In reviewing the council size of the Halifax Regional Municipality in 2011, the Board observed:⁷⁴

[T]he issue of geographic size, in addition to the other factors, is clearly a relevant point for the Board to consider. In this proceeding, HRM's geographic size, with large sparsely populated rural areas, is a factor which tempers, to some extent, the desirability of a small council size. If this factor had not been present in this proceeding, the Board would have seriously considered a much smaller council.”

While the density and geographic size of a councillor’s district may have a direct impact on that councillor’s ability to meet constituents face-to-face or to establish proximate constituency offices, some of that impact may be mitigated if technologies (e.g. email, social media) provide effective means of communication. Access to such technologies themselves, however, may turn on variables such as socio-economic status and demography.

The degree of a council’s “representativeness” is difficult to measure. As a result, relatively little empirical research is available to test the idea that larger councils are more representative compared to smaller councils. One approach has been to focus on citizens’ subjective experiences of access to councillors before and after municipal reforms. Kushner and Siegel (2003) gathered interview and survey data in three Ontario municipalities following regional consolidation.⁷⁵ The three consolidations ranged in context, from a voluntary merging of two

small village with a township to a large-scale, mandatory amalgamation of a central urban area with a county and its 21 municipal units. The researchers found that councillor workloads in each of the regional municipalities were either not affected or increased after amalgamation, but they also found that these changes did not negatively impact most councillors' perceived ability to be accessible to their constituents.⁷⁶ In all three regions studied, the majority of residents surveyed reported no difference in the accessibility of their councillors after amalgamation—although a “sizeable minority” (from 11 to 34 percent) thought that access had diminished.⁷⁷ While studies such as these offer a window into peoples' experiences of representation, any general lessons should be drawn with caution. As Kushner and Siegel (2003) note, citizens' responses on the issue of accessibility after consolidation appeared to be influenced by their prior beliefs about the benefits or drawbacks of consolidation in the first place.⁷⁸

Other studies have addressed the relationship between council size and representativeness by evaluating the diversity of council itself as a proxy for the diversity of interests or views that it represents. In their study using a large dataset from Danish municipal elections, Kjaer and Elklit (2014) find that larger councils have a positive effect on the number of women represented on council—but only to a point, as this effect largely disappears at council sizes over 11 individuals.⁷⁹ These findings suggest that setting council size “too low” in some circumstances may have adverse consequences for the representation of underrepresented or marginalized voices within the municipality.

4.1.2. Governance

Effective governance refers to council's ability to function well in its legislative and administrative roles by reaching sound policy decisions and delivering municipal services in ways that minimizes costs. Two types of costs are most significant to the issue of governance: *decision costs* and *administrative costs*.

Decision costs are incurred by councillors in reaching decisions together about the governance of the municipality. Smaller councils are generally “considered more efficient internally as fewer people participate in the political discussion and fewer compromises are needed.”⁸⁰ Where council is comprised of many councillors, each representing different constituencies and interests, the time and resources needed to give voice to those different interests and to reach final decisions on matters of law and policy may be onerous or, in the extreme, debilitating if they impair decision-making and render council ineffective.⁸¹ Decision costs speak to the “balance between representing the voices of many while retaining the ability to govern.”⁸² As expert testimony in a recent section 369(1) application by the Cape Breton Regional Municipality put it, the prospect of higher decision costs in larger councils raises the question, “is the political system one in which the municipality can get the job done?”⁸³ As the authors of the 1967 Pictou County Municipal Consolidation Study recognized, to a certain extent and in some contexts, the ability to “get the job done” amounts to a prerequisite for effective representation.⁸⁴ In order for a municipal council to provide good representation to its citizens, it must be able to function effectively.

A second category of decision costs is related to the potential for collective action problems in deciding on council's appropriate level of public expenditures. Political scientists have suggested that larger councils—all else equal—may spend more on public works projects (such as parks)

for reasons that are not driven by citizens demands or an evaluation of the cost consequences of these projects.⁸⁵ According to this view, for any given municipality, an increase in electoral districts reduces each district's *relative* contribution to public projects. This, in turn, may cause each councillor to internalize a smaller share of the overall cost burden on their ward as a whole, causing them to advocate for larger projects and higher expenditures.

Administrative costs refer to the financial costs of council operations relative to its size. A number of specific administrative costs have, in theory, been linked to larger municipal councils. The first set of costs is straightforward: each councillor undoubtedly represents a fixed expenditure in terms of salary, office space, staff support, etc. Reducing the number of councillors may reduce some of these costs. Second, even if a portion of the cost savings from reducing council size is reallocated to higher salaries for the remaining councillors, the result may be more qualified candidates and consequently higher productivity in delivering good governance.⁸⁶

There are, however, also competing administrative costs potentially associated with smaller municipal councils.⁸⁷ Greater “professionalization” may occur in municipalities where the number of councillors is reduced, because the remaining councillors require proportionally more staff resources to support their work.⁸⁸ Moreover, councillors in municipalities with smaller councils may have proportionally higher campaign expenditures.⁸⁹

Like effective representation, it is difficult to measure the actual decision costs associated with smaller or larger councils. But the financial cost savings of reducing council size have received some limited attention in the context of research on Canadian local government. In their study of three municipal consolidations in Ontario, Kushner and Siegel (2003) find that the costs of council administration (councillor salaries plus expenditures), decreased in two of the three cases studied, while costs actually increased slightly in a third case in the period immediately following consolidation.⁹⁰ But the researchers also found that, where financial costs decreased, these savings represented less than 1 percent of total municipal expenditures.⁹¹

In a quantitative analysis of council expenditures after structural reforms in HRM, Toronto and Quebec City, Meloche and Kilfoil (2017) find evidence that council expenditures dropped when council size was reduced.⁹² At the same time, this study found that scale of cost reductions was proportionally less than the reduction in the number of councillors. In Halifax following the downsizing of council in 2011, council size decreased by approximately 20 percent, while council expenditures dropped by only 10 percent.⁹³ These results—corroborated by a large-sample analysis of fifty-one Quebec municipalities with populations over 20,000⁹⁴—suggest that cost savings tend to be offset, to a degree, by greater “professionalization” of municipal administration through the use of more staff resources. The research on this issue was apparently anticipated by the Board in its decision to reduce the size of HRM's council in 2011. The Board concluded that:⁹⁵

[P]otential cost savings are not a material factor in assessing the request by those seeking to reduce the size of HRM's council. Any reduction would likely cause support costs for the remaining councillors to rise and negate some of the savings occasioned by the reduction in council size.

While there is evidence to support the argument that reducing council size leads to administrative cost savings, municipalities should not expect to realize the full savings from downsizing. This appears to hold true even in the context of regional consolidations where, as a consequence of amalgamation, some aspects of municipal bureaucracy will presumably be combined and streamlined.

4.2. Polling District Boundaries

As with council size, the determination of polling district boundaries at the second stage of the Board's analysis engages a balance between competing values or outcomes—that is, between giving political recognition to existing and historical communities of interest on the one hand and imperatives for regional planning and policy making on the other. In addition, as the Board has made clear, this balance must be guided or circumscribed by the requirement that polling district boundaries maintain relative parity of voting power within acceptable limits.

4.2.1. Community of Interest

Community of interest is a factor set out explicitly in section 368(4) of the MGA. Community of interest has been described as a “sense of common purpose” that links municipal residents of a geographic area together.⁹⁶ The Board has identified several factors that could serve as a nexus for such common purposes: history; recreational issues; tax rates (including area rates); services (water and sewer); fire protection service areas; traffic infrastructure and patterns; planning boundaries; language; ethnic origin; school districts; and shopping patterns and business centres.⁹⁷

While section 368(4) addresses community of interest as just one among several factors, it is clear that this criterion plays a prominent role in establishing ward boundaries, especially at the outset of a regional restructuring. A report for the Royal Commission on Electoral Reform and Party Financing in 1991, cited by the Board in initial determination of polling districts for HRM, said the following:⁹⁸

The rationale of the principle of community of interest is that electoral districts should be more than arbitrary, random groupings of individuals. They should be, as far as possible, cohesive units, areas with common interests related to representation. Existing districts and municipal boundaries should be respected where possible. The outer borders of the district should not divide distinct communities and neighbourhoods. Unrelated and geographically isolated areas should not be artificially attached to districts with whose "core" population they share no significant links.

4.2.2. Regional Interests

The Royal Commission's commitment to preserving communities of interest and its perspective that district boundaries should not “artificially” combine “unrelated” areas and community populations exposes a significant tension with another goal of regional consideration—namely, to reduce inter-municipal competition and promote new forms of collective action and policy

making at the regional level. The determination of polling district boundaries therefore imports a crucial decision or balancing act around the question of what *scale* is most appropriate to define or measure the primary interest(s) represented in a new regional municipality.

In its decision establishing polling districts and council size for HRM, the Board observed: “[m]any people anticipated that a regional government in the Halifax metropolitan area would lead to a reduction in the parochial attitudes which have hindered co-operation between the four municipal units.”⁹⁹ Quoting from the Metro Halifax Chamber of Commerce, the Board noted:¹⁰⁰

A regional perspective offers a focused decision-making process based on cooperation. Cooperative coordination on regional issues such as transportation, water and sewer treatment, policing, economic development, industrial parks, and so on, enables decisions to be made that balance a range of considerations, rather than pitting one area against another. Also, a single decision-making body is capable of considering local concerns within a broad regional perspective. The status quo—protecting what we have at the expense of others must be replaced with the view that we will all do better if we work together ... a single decision-making body offers a single "point of entry" for decisions on regional issues. Municipal representation based on population distribution will deemphasize the former political boundaries and encourage communities to focus on the new regional vision.

Likewise, in determining the polling districts for the new CBRM, the Board made explicit its desire to set district boundaries that combined urban and rural electors formerly organized into separate municipal units. The Board expressed the view that “it is not necessary or desirable to have polling districts in urban areas which do not extend beyond the former town or city boundaries.”¹⁰¹ On this point:¹⁰²

The Co-ordinator expressed the view that the polling districts should be designed to encourage the new councillors to think regionally, rather than to treat their mandate as simply to advance the local interests of the former municipal units. By their very nature and history the existing communities will retain their present specific identities. However, for purposes of electing representatives to the new Council there is a deliberate attempt to have the polling districts extend beyond traditional municipal boundaries.

At the same time, the Board recognized that when creating new districts with the intention of capturing both rural and urban voters, it must be careful not to skew representation too far in favour of one constituency or the other. As the Board observed, “[t]his is a new form of government for the area. It is necessary that rural voters be fairly represented, particularly given their location in relation to where the offices of the new Municipality will likely be located. Rural voters must be assured a voice in this new form of municipal government.”¹⁰³

4.3. Linking Council Size and Polling Districts

In establishing its two-stage framework to first determine council size and then determine polling district boundaries, the Board has maintained something of a strict separation between balancing

“representation” with “governance” on one side, and “community” with “regional” interests on the other. But these two inquiries rarely, if ever, take place in strict isolation from one another.

For example, in its decision to downsize CBRM’s regional council in 2011, the Board linked the size of council directly to the goal of grouping together rural and suburban voters toward encouraging “regional thinking”.¹⁰⁴

The encouragement of a more regional perspective on CBRM Council is part of the maturation of the Municipality as a regional government. Some Councillors have suggested that it is time to reinforce regional identity over local communities. Reduction in the number of Council representatives will likely necessitate the combination of areas of former towns that have so far remained distinct within the Council District structure used in CBRM. As noted previously, it will also likely require the incorporation of some suburban lands into the two largely distinct rural districts within the municipality.

Likewise, Muzzio and Tompkins (1989) have noted that the goal to increase effective political representation by creating a larger council may be in tension with promoting regional interests:¹⁰⁵

Increasing the size of the council is likely to affect the balance between the legislator's district-service function and his or her larger policy-making role. If smaller districts result in a greater focus on local and parochial matters and interests and if homogeneity in district opinion offers members less room to compromise on the legislative floor, the development of a broader policy perspective in the council may be retarded.

The point here is that, from a holistic perspective, the value of promoting regional interests might be directly affected by the choice of council size. There are likely other examples illustrating how council size and polling districts are interrelated in complex ways. Although the two inquiries are largely isolated from one another under the Board’s current approach, it may be necessary to gain a better understanding of how council size and polling district determinations affect one another in order to achieve the best balance between—as well as within—these issues.

4.4. A Dynamic Perspective

A further challenge is to place the determination of council size and polling district boundaries for WWH in a dynamic, forward-looking perspective. The approach to balancing and weighing the factors described above assumes, to some extent, a static analysis of the relevant goals and interests. This approach might be appropriate if council size and polling boundaries are expected to remain fixed over the long-term. The three precedents for regional consolidation in Nova Scotia (CBRM, HRM and Queens), however, suggest that these structural aspects of local governance can, and often do, change and adapt over time.

From a dynamic perspective, the basic questions before the Board are therefore not only about the “optimal” size of council or distribution of polling districts, but also about (1) the best way to accomplish these goals and (2) the extent to which “optimality” can be identified from the outset,

under the conditions of uncertainty that inevitably attach to moments of significant institutional change.

For example, in its decision to reduce the size of regional council in CBRM in 2011, the Board was aware that the "[r]eduction of Council to 12 members will obviously continue a progression that has been underway since the formation of CBRM."¹⁰⁶ The Board went on to observe that encouraging "a more regional perspective on CBRM Council is part of the maturation of the Municipality as a regional government."¹⁰⁷ While the processes and goals of "maturation" in WWH may look different than they have in CBRM, the Board's approach to these issues recognizes that the institutional design of the new regional municipality is, inevitably, an ongoing and dynamic process. Below is a brief sketch of the main considerations that influence this dynamic perspective.

4.4.1. Lock-In

Researchers who study political institutions (e.g., legislative bodies) have come to recognize that "lock-in" or "path dependence" can help to explain why these institutions are "sticky" and difficult to change—even when better alternatives are available and well known.¹⁰⁸ The problem of lock-in arises because people who work within existing institutions—as well as those within broader institutional networks—gradually adapt to and gain a vested interest in the *status quo*, making it very costly to "switch" to a new structure. Even when a better alternative comes along, the costs of making this switch deter people from taking action.

But while lock-in can sustain institutional inertia over long periods of time, research has also shown that sometimes "windows of opportunity" open up where the costs of transition to a new institutional arrangement decrease and change becomes possible. That new arrangement will then generate its own sources of lock-in going forward.

The creation of a new regional municipality—possibly linked with changing economic and social conditions—may present one such window of opportunity, to the extent that it disrupts some of the normal costs and benefits of working under the *status quo*. This suggests that the moment of consolidation is a unique opportunity to make ambitious change before the window of opportunity closes. At the same time, there are risks involved because once the new structure is set it is likely to exert a heavy influence over future attempts to adjust and adapt.

4.4.2. Buy-In

One example of balancing opportune and incremental changes can be found in the Board's decision to reduce the size of CBRM's council in 2011. The Board's expert, Dr. Williams, observed that there is likely to be an important relationship between reducing council size and maintaining pre-existing communities of interest:¹⁰⁹

One of the hallmarks of amalgamated municipalities is a sharp reduction in the number of elected officials in the new unit; one of the less noticeable characteristics is the tendency to tolerate patterns of representation - at least at the outset - that accommodate the pre-amalgamation units in some way.

... [M]any amalgamated municipalities, for political and other reasons, keep some of those lines in place because it makes it a little more palatable to start with.

This example highlights the importance of securing “buy-in” from constituents and community leaders at the outset of consolidation—and of using buy-in as an additional factor in determining polling districts toward the goal of establishing a strong political foundation for future reforms down the road. Research has found that buy-in may be especially important in circumstances where a regional consolidation is driven wholly or in part by senior government and/or municipal officials. Rosenfeld and Reese (2005) note that lack of local support in some “top-down” amalgamations can lead to a more protracted transition process “because there is no political buy-in on a larger scale.”¹¹⁰ The fact that the consolidation of the Town of Windsor and the Municipality of the District of West Hants is a response by the provincial government to requests from both Councils forms an important part of this context for WWH.

4.4.3. *Uncertainty*

Not only might decision makers be prevented by lock-in from simply implementing what they perceive to be an optimal set of reforms, they might face considerable uncertainty about the end goal of reform and/or about the necessary components needed to achieve the end goal. According to Muzzio and Tompkins (1989):¹¹¹

[A]ny changes in basic governmental structures in a complex sociopolitical system will likely produce effects that are unforeseen or unintended by policy-makers. How changes in council size will ultimately affect both internal dynamics and constituent representation cannot be predicted with certainty. Alterations in the size of the body will have effects in combination with other changes. The core values will be influenced by myriad structural, political, economic, demographic, social, and other changes. Moreover, the consequences of changes in council size are unlikely to be immediately evident; for instance, incumbent leaders will probably continue to hold sway for a time, whatever the size of the body.

These aspects of uncertainty serve as another potential justification for determining institutional design features like council size and polling districts in an incremental fashion, to the extent that this is possible, by integrating new information and experience as time goes on.

4.5. Summary

The statutory factors listed in subsection 368(4) of the MGA for determining council size and polling district boundaries provide a starting for addressing these issues, but it is also necessary to understand the precise relationships between these different factors. Those relationships can be addressed as tensions or balancing between competing but legitimate values or aims. At the first step of the Board’s analytical framework, the “optimal” council size engages a balance between effective representation and effective governance. At the second stage, the allocation of polling districts requires a balance between community and regional interests. At the same time, these questions of balance must be approached from a dynamic perspective and with the expectation of

continued change and adaptation over time, taking into account the challenges and opportunities presented by institutional lock-in, constituent buy-in, and the inevitable uncertainty attached to moments of institutional change.

5. Recommendations

In light of the functions of local government, the general objectives for municipal reform, and the rationales for regional consolidation discussed above (see Sections 2.1 and 2.2), the following seven recommendations summarize the findings of this report.

- A regional council smaller in size than the combined councils of the Town of Windsor (5 councillors) and the Municipality of the District of West Hants (10 councillors) is consistent with prior cases of regional consolidation in Nova Scotia and is likely necessary to achieve the appropriate balance between representation and governance in the new regional municipality.
- An upper limit on the size of the regional council should be based on serious attention to the decision costs associated with larger councils. The evidence linking smaller council sizes to a reduction in administrative costs is mixed—although regions with smaller populations may be better placed to realize some administrative efficiencies from a smaller council.
- A lower limit on the size of the regional council should be sensitive to citizen expectations about the desired style of council, but also to the potential impacts of council size on underrepresented groups—especially when the anticipated size is at the smaller end of the spectrum.
- Using community of interest factors to draw polling district boundaries, while important, cannot avoid the fundamental question of *whose* interests are to be prioritized through consolidation (e.g. regional, community, rural, urban).
- Despite the merits of keeping the questions of council size and polling district boundaries separate from one another, the two inquiries are clearly interrelated and should be approached as such when balancing the different factors at play.
- While council size and the distribution of polling districts are key decisions that will shape a new regional municipality, there may be other features of institutional design (e.g., community councils or citizens advisory bodies) that play an important role in determining representation, effective governance, and the weight that different interests receive in public decision making. Consistent with the Board’s analytical framework, final determinations of council size and polling districts should take these features into account along with the other factors in play.
- A dynamic perspective is essential for recognizing the opportunities and constraints related to institutional change in the context of regional consolidation. While consolidation may open a window of opportunity for ambitious change in the short term, this must be weighed against the value of incremental change to attract buy-in and deal with uncertainty when appropriate.

6. Conclusion

This report has provided an understanding and synthesis of how the Board has approached the issues of council size and polling district boundaries in previous cases similar to WWH, and it has integrated insights from the current research literature on creating effective representation at the local government level. In doing so, the report builds on the several past studies and reports that have addressed these issues in the context of municipal reform in Nova Scotia.

The creation of WWH represents a unique moment in the history of municipal reform in the province. Being the first such regional consolidation in Nova Scotia in over two decades, WWH helps to draw into focus lessons learned from past experiences (in Nova Scotia and abroad) as well as persistent challenges around how to design “optimal” institutions for local governance.

A desk study of this kind of course has its own limitations, and the findings from this report will ultimately supplement information gathered through important public consultations being undertaken concurrently by Stantec with WWH citizens. While different people may take different views on the “optimal” size of council and the appropriate distribution of polling districts, there is little doubt that these issues will have a lasting impact on the success of WWH as a region. These issues—including how they are approached, as well as what is determined—may also have a lasting impact on the future trajectory of municipal reforms in Nova Scotia, making the regional consolidation of WWH a unique opportunity to lay groundwork for the future.

¹ SNS 2018, c 26.

² SNS 1998, c 18 at s 369(1).

³ Elizabeth Mancke, *The Fault Lines of Empire: Political Differentiation in Massachusetts and Nova Scotia, 1760-1830* (New York: Routledge, 2005)

⁴ Nova Scotia Federation of Municipalities, “The Provincial-Municipal Fiscal Review: Consultative Report” (2014) Province of Nova Scotia Draft Paper at 7.

⁵ Institute of Public Affairs, *Pictou County Municipal Coordination Study, Phase 2: Recommendations* (Halifax: Dalhousie University, 1996), vol 2 (Lawrence E Sandford).

⁶ Nova Scotia, The Nova Scotia Commission on Building Our New Economy, *Now or Never: An Urgent Call to Action for Nova Scotians* (Halifax: One Nova Scotia, 2014) (Ray Ivany) at 50.

⁷ Nova Scotia, Task Force on Local Government, *Task Force on Local Government Report to the Government of Nova Scotia* (Halifax: Minister of Municipal Affairs, 1992) at 27-30. The five critical regions identified but he Task Force were: Cape Breton County, Pictou County, Halifax County, Colchester County, and Kings County.

⁸ *Ibid*, at 32-33.

⁹ *Cape Breton Regional Municipality Act*, SNS 1994, c 3; *Halifax Regional Municipality Act*, SNS 1995 c 3.

¹⁰ *Queens Regional Municipality Act*, SNS 1995 c 9; Dale Poel, “Municipal Reform in Nova Scotia: A Long-Standing Agenda for Change” (2005) in Joseph Garcea and Edward LeSage, eds, *Municipal Reform in Canada* (Oxford University Press, 2005) 174 at 177.

¹¹ Poel, “Municipal Reform”, *ibid* 177-78.

¹² *Regional Municipalities Act*, SNS 1995-96, c 16.

¹³ Nova Scotia, Task Force on Local Government, *Task Force on Local Government Report to the Government of Nova Scotia* (Halifax: Minister of Municipal Affairs, 1992) at 7.

¹⁴ Nova Scotia, Steering Committee of the Provincial-Municipal Fiscal Review, *The Provincial-Municipal Fiscal Review, Part 1: The Current State of Municipal Governments in Nova Scotia* (Halifax: Service Nova Scotia and Municipal Relations, 2013) at 6.

¹⁵ *Region of Windsor and West Hants Municipality Act*, SNS 2018, c 26 at s 10(1).

¹⁶ See, e.g., *Halifax Regional Municipality Act*, SNS 1995 c 3. See also, *Re: Halifax (Regional Municipality)*, NSUARB-MB-95-04, [1995] NSURBD No 64 at 5.

¹⁷ *Re: Halifax (Regional Municipality)*, *ibid* at 5-6; *Re: Queens (Regional Municipality)*, NSUARB-MB-95-05 at 7.

¹⁸ RSNS 1989, c 298. The Board noted its uncertainty in both cases as to whether the new regional municipalities would be subject to such period reviews going forward, but this did not deter the Board from relying on the cited provisions. These provisions were not relied on by the Board in the Cape Breton Regional Municipality cases: *Re: Cape Breton (Regional Municipality)*, NSUARB-MB-94-05: October 28, 1994; *Re: Cape Breton (Regional Municipality)*, NSUARB-MB-94-05: December 1, 1994.

¹⁹ *Municipal Government Act*, SNS 1998, c 18 at ss 368-369.

²⁰ *Municipal Boundaries and Representation Act*, RSNS 1989, c 298, ss 16(2), 17. *Re: Halifax (Regional Municipality)*, NSUARB-MB-95-04, [1995] NSURBD No 64 at 6; *Re: Queens (Regional Municipality)*, NSUARB-MB-95-05 at 7.

²¹ *Re Halifax (Regional Municipality)*, 2000 NSUARB 44.

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- ²² *Ibid* at paras 106, 111.
- ²³ *Ibid* at para 108.
- ²⁴ *Ibid* at para 31.
- ²⁵ *Re Cape Breton (Regional Municipality)*, 2011 NSUARB 110, 2011 CarswellNS 510 at para 72.
- ²⁶ *Richmond County (Municipality) v Nova Scotia (Attorney General)*, 2016 NSCA 11 at para 31.
- ²⁷ *Ibid* at paras 31, 33, 35.
- ²⁸ *Re Halifax (Regional Municipality)*, 2004 NSUARB 11, 2004 CarswellNS 233 at para 109.
- ²⁹ *Municipal Government Act*, SNS 1998, c 18 at ss 11-12.
- ³⁰ *Ibid* at s 10.
- ³¹ *Re Halifax (Regional Municipality)*, 2004 NSUARB 11, 2004 CarswellNS 233 at paras 109-110.
- ³² *Richmond County (Municipality) v Nova Scotia (Attorney General)*, 2016 NSCA 11 at para 31.
- ³³ *Ibid* at para 37.
- ³⁴ *See e.g., Re: Halifax (Regional Municipality)*, NSUARB-MB-95-04, [1995] NSURBD No 64 at 6-8.
- ³⁵ [1993] 1 SCR 319. For the Board's discussion of this case in the Queens decision, see *Re: Queens (Regional Municipality)*, NSUARB-MB-95-05 at 7-8.
- ³⁶ *Re: Queens (Regional Municipality)*, *ibid* at 9, citing Provincial Electoral Boundaries Commission Report on Effective Political Representation in Nova Scotia at 16.
- ³⁷ *Re Halifax (Regional Municipality)*, 2004 NSUARB 11, 2004 CarswellNS 233 at para 112.
- ³⁸ *Ibid*.
- ³⁹ *Re: Halifax (Regional Municipality)*, NSUARB-MB-95-04, [1995] NSURBD No 64 at 9-10.
- ⁴⁰ *See, e.g., Re: Cape Breton (Regional Municipality)*, NSUARB-MB-94-05: October 28, 1994 and *Re: Cape Breton (Regional Municipality)*, NSUARB-MB-94-05: December 1, 1994.
- ⁴¹ Nova Scotia, *Interim Report of the Municipal Reform Commissioner: Cape Breton County (Industrial Cape Breton)* (Halifax: Department of Municipal Affairs, 1993) (Charles A Campbell) at 2-3.
- ⁴² *Ibid* at 49.
- ⁴³ *Ibid*.
- ⁴⁴ *Ibid* at 50.
- ⁴⁵ *Ibid* at 51.
- ⁴⁶ *Ibid* at 52.
- ⁴⁷ *Ibid*.
- ⁴⁸ *Ibid* at 53.
- ⁴⁹ *Re: Cape Breton (Regional Municipality)*, NSUARB-MB-94-05: October 28, 1994 at 3, 9.
- ⁵⁰ *Ibid* at 15 and *Re: Cape Breton (Regional Municipality)*, NSUARB-MB-94-05: December 1, 1994 at 3.
- ⁵¹ *Re: Cape Breton (Regional Municipality)*, NSUARB-MB-94-05: December 1, 1994 at 5.
- ⁵² *Re: Cape Breton (Regional Municipality)*, NSUARB-MB-94-05: October 28, 1994 at 16.
- ⁵³ *Re Cape Breton (Regional Municipality)*, 2011 NSUARB 110, 2011 CarswellNS 510 at 5.
- ⁵⁴ *Re Cape Breton (Regional Municipality)*, 2015 NSUARB 69, 2015 CarswellNS 270 at 4.
- ⁵⁵ Nova Scotia, *Interim Report of the Municipal Reform Commissioner: Halifax Metro Region* (Halifax: Department of Municipal Affairs, 1993) (C. William Hayward) at 53.
- ⁵⁶ *Ibid* at 57.
- ⁵⁷ *Re: Halifax (Regional Municipality)*, NSUARB-MB-95-04, [1995] NSURBD No 64 at 11.

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- ⁵⁸ *Ibid.*
- ⁵⁹ *Re Halifax (Regional Municipality)*, 2015 NSUARB 148, 2015 CarswellNS 475 at 4.
- ⁶⁰ Dale Poel, “Municipal Reform in Nova Scotia: A Long-Standing Agenda for Change” (2005) in Joseph Garcea and Edward LeSage, eds, *Municipal Reform in Canada* (Oxford University Press, 2005) 174 at 178.
- ⁶¹ *Ibid* at 177; *Queens Regional Municipality Act*, SNS 1995 c 9.
- ⁶² Nova Scotia, *A Blueprint for Unitary Government for Queens County* (Queens County, 1995) (James Sapp & Harold R. Dobson) at 3.
- ⁶³ *Ibid* at 15.
- ⁶⁴ *Re: Queens (Regional Municipality)*, NSUARB-MB-95-05 at 6.
- ⁶⁵ *Re: Queens (Regional Municipality)*, 2011 NSUARB 149, 2011 CarswellNS 655 at para 5.
- ⁶⁶ *Ibid* at para 7.
- ⁶⁷ *Ibid.*
- ⁶⁸ Douglas Muzzio, & Tim Tompkins, “On the Size of the City Council: Finding the Mean” (1989) 37 *Proceedings of the Academy of Political Science* 83 at 83.
- ⁶⁹ *Queens Regional Municipality*, NSUARB-MB-95-05, Page 10
- ⁷⁰ Nova Scotia, Task Force on Local Government, *Task Force on Local Government Report to the Government of Nova Scotia* (Halifax: Minister of Municipal Affairs, 1992) at 31.
- ⁷¹ *Ibid* at 7.
- ⁷² *Re Halifax (Regional Municipality)*, 2004 NSUARB 11, 2004 CarswellNS 233 at para 108.
- ⁷³ *Re: Halifax (Regional Municipality)*, NSUARB-MB-95-04, [1995] NSURBD No 64 at 11.
- ⁷⁴ *Re Halifax (Regional Municipality)*, 2011 NSUARB 119, 2011 CarswellNS 518 at 35.
- ⁷⁵ Joseph Kushner and David Siegel, “Effect of Municipal Amalgamations in Ontario on Political Representation and Accessibility” (2003) 36(5) *Canadian Journal of Political Science* 1035.
- ⁷⁶ *Ibid* at 1041-1043. Changes in council size ranged from -26 percent to -850 percent.
- ⁷⁷ *Ibid* at 1050.
- ⁷⁸ *Ibid.*
- ⁷⁹ Ulrik Kjaer and Jørgen Elklit, “The Impact of Assembly Size on Representativeness” (2014) 20(2) *Journal of Legislative Studies* 156.
- ⁸⁰ Jean-Phillip Meloche and Patrick Kilfoil, “A Sizeable Effect? Municipal Council Size and the Cost of Local Government in Canada” (2017) 60 *Canadian Public Administration* 241 at 245. See also, Kjaer and Elklit, “Impact of Assembly Size on Representativeness” at 157.
- ⁸¹ Nova Scotia, *A Blueprint for Unitary Government for Queens County* (Queens County, 1995) (James Sapp & Harold R. Dobson) at 15.
- ⁸² Leah Brooks, Justin Phillips and Maxim Sinitsyn, “The Cabals of a Few or the Confusion of a Multitude: The Institutional Trade-off Between Representation and Governance” (2011) 3(1) *American Economic Journal: Economic Policy* 1 at 1.
- ⁸³ *Re Cape Breton (Regional Municipality)*, 2011 NSUARB 110, 2011 CarswellNS 510 at para 64.
- ⁸⁴ Institute of Public Affairs, *Pictou County Municipal Coordination Study, Phase 2: Recommendations* (Halifax: Dalhousie University, 1996), vol 2 (Lawrence E Sandford) at 22-23. This sentiment was also reflect in Nova Scotia, Task Force on Local Government, *Task Force on Local Government Report to the Government of Nova Scotia* (Halifax: Minister of Municipal Affairs, 1992) at 31-32: “The Task Force sought for a simple, readily understood system that would improve actual accessibility simply because it was more effective...”

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- ⁸⁵ Jean-Phillip Meloche and Patrick Kilfoil, “A Sizeable Effect? Municipal Council Size and the Cost of Local Government in Canada” (2017) 60 *Canadian Public Administration* 241 at 242.
- ⁸⁶ *Ibid* at 246.
- ⁸⁷ *Ibid*.
- ⁸⁸ Robert Bish, *The Cost of Municipal Elected Officials in the Capital Region of British Columbia* (Victoria: Local Government Institute, School of Public Administration, University of Victoria, 1999).
- ⁸⁹ Jean-Phillip Meloche and Patrick Kilfoil, “A Sizeable Effect? Municipal Council Size and the Cost of Local Government in Canada” (2017) 60 *Canadian Public Administration* 241 at 246, citing Robert Bish and Josef Filipowicz. *Governing Greater Victoria: The Role of Elected Officials and Shared Services* (Vancouver, BC: Fraser Institute, 2016).
- ⁹⁰ Joseph Kushner and David Siegel, “Effect of Municipal Amalgamations in Ontario on Political Representation and Accessibility” (2003) 36(5) *Canadian Journal of Political Science* 1035 at 1040-41.
- ⁹¹ *Ibid*.
- ⁹² Jean-Phillip Meloche and Patrick Kilfoil, “A Sizeable Effect? Municipal Council Size and the Cost of Local Government in Canada” (2017) 60 *Canadian Public Administration* 241.
- ⁹³ *Ibid* at 261-2.
- ⁹⁴ A threshold of 20,000 population was selected by the researchers because, below this threshold, most councils showed little variation from the average number of 7 councillors: *ibid* at 249.
- ⁹⁵ *Re Halifax (Regional Municipality)*, 2011 NSUARB 119, 2011 CarswellNS 518 at 37.
- ⁹⁶ Nova Scotia, *A Blueprint for Unitary Government for Queens County* (Queens County, 1995) (James Sapp & Harold R. Dobson).
- at ii.
- ⁹⁷ *Re Halifax (Regional Municipality)*, 2004 NSUARB 11, 2004 CarswellNS 233 at para 113.
- ⁹⁸ *Re: Halifax (Regional Municipality)*, NSUARB-MB-95-04, [1995] NSURBD No 64 at 9-10.
- ⁹⁹ *Ibid* at 3.
- ¹⁰⁰ *Ibid*.
- ¹⁰¹ *Re: Cape Breton (Regional Municipality)*, NSUARB-MB-94-05: October 28, 1994 at 12.
- ¹⁰² *Ibid* at 10.
- ¹⁰³ *Ibid* at 3.
- ¹⁰⁴ *Re Cape Breton (Regional Municipality)*, 2011 NSUARB 110, 2011 CarswellNS 510 at 11.
- ¹⁰⁵ Douglas Muzzio, & Tim Tompkins, “On the Size of the City Council: Finding the Mean” (1989) 37(3) *Proceedings of the Academy of Political Science* 83 at 91.
- ¹⁰⁶ *Re Cape Breton (Regional Municipality)*, 2011 NSUARB 110, 2011 CarswellNS 510 at 11.
- ¹⁰⁷ *Ibid*.
- ¹⁰⁸ Paul Pierson, “Increasing Returns, Path Dependence, and the Study of Politics” (2000) 94(2) *American Political Science Review* 251.
- ¹⁰⁹ *Re Cape Breton (Regional Municipality)*, 2011 NSUARB 110, 2011 CarswellNS 510 at 16.
- ¹¹⁰ Raymond Rosenfeld and Laura Reese, “Local Government Amalgamation From the Top Down” in Jered Carr and Richard Feiock, “City-County Consolidation and its Alternatives: Reshaping the Local Government Landscape” (New York: M.E. Sharpe, 2004) 219 at 224.
- ¹¹¹ Douglas Muzzio, & Tim Tompkins, “On the Size of the City Council: Finding the Mean” (1989) 37(3) *Proceedings of the Academy of Political Science* 83 at 90.

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BOOK MANUSCRIPTS UNDER REVIEW

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“Recovering Farmland Commons” in Megan Bailey & Jessica Duncan, eds., *Sustainable Food Futures: Multidisciplinary Perspectives* (New York: Routledge, 2017)

“Access to Justice” in Woolley et al., eds., *Lawyers’ Ethics and Professional Regulation*, 3rd ed. (Markham: LexisNexis, 2017)

“The Ontario Civil Legal Needs Project: A Comparative Analysis of the 2009 Survey Data” in Michael Trebilcock, Tony Duggan and Lorne Sossin, eds., *Middle Income Access to Justice* (Toronto: University of Toronto Press, 2012) (with Michael Trebilcock & Albert Yoon)

COMMISSIONED REPORTS

The Geography of Civil Legal Services in Ontario: Report of the Mapping Phase of the Ontario Civil Legal Needs Project (Toronto: Law Society of Upper Canada, 2011) (with Albert Yoon)

RESEARCH GRANTS

GRANTS AWARDED

SOCIAL SCIENCES AND HUMANITIES RESEARCH COUNCIL, INSIGHT DEVELOPMENT GRANT (\$68,000)
Farmland Commons: An Institutional Analysis
2016 – 2018

CANADIAN INSTITUTES FOR HEALTH RESEARCH, CAFÉ SCIENTIFIQUE GRANT (\$3,000)
Access to Justice and Health
2012

CANADA-U.S. FULBRIGHT FELLOWSHIP (\$15,000)
Heirs Property in Appalachian Kentucky
2006 – 2007

GRANT APPLICATIONS - NOT AWARDED (INVITED CO-APPLICANT)

CITY | FOOD | WORK: A New Urban Cohort to Monitor the Health Impact of Emerging Policy Action on Food. Nominated Principal Applicant: Catherine L. Mah. Co-Principal Applicants: Leah Cahill, Julie Brimblecombe, Kent Mullinx. Co-Applicants: Jamie Baxter, Alison Blay-Palmer, Chris Buse, Donald Cole, Brian Cook, Rebecca Hasdell, Irena Knezevic, Charles Levkoe, Brian Lo, Emma McMahon, Leia Minaker, Anna Peeters, Nathan Taylor, Emile Tompa, Michael Widener, Jason Wu, Yanqing Yi. Collaborators: Linda Best, Sara Kirk, Leticia Smillie. CIHR Institute of Public and Population Health Institute Community Support—Planning and Dissemination Grants, Building Healthy Cities. Requested: \$10,000. February 1, 2018 - January 31, 2019.

CONFERENCES AND PRESENTATIONS

CONFERENCES, PANELS AND WORKSHOPS ORGANIZED

“Agricultural Law in Canada”, November 1, 2017, University of Ottawa Faculty of Law, Ottawa (with Genevieve Grossenbacher, USC Canada, in collaboration with *Taking Stock: the 2nd Annual Conference on Food Law & Policy in Canada*)

“Farms, Fisheries and Food: Canada’s Next Generation of Food Production” Policy Matters Speakers Series, MacEachen Institute for Public Policy and Governance, Dalhousie University, Halifax October 3, 2017

The Future of Food Law and Policy in Canada, November 3-4, 2016, Schulich School of Law, Dalhousie University, Halifax (with Glenford Jameson, G.S. Jameson and Co.)

Rebecca L. Sandefur, “Bridging the Gap: Rethinking Outreach for Greater Access”, F.B. Wickwire Memorial Lecture in Professional Responsibility and Legal Ethics, Schulich School of Law, Dalhousie University, March 10, 2015

“Does Your Health Depend on Your Access to Justice?” Canadian Institutes for Health Research Café Scientifique, Toronto, January 31, 2013 (with Aaron Orkin)

PRESENTATIONS

[I] = Invited

Closing Keynote Address, Food Law Innovations: 3rd Annual Canadian Food Law & Policy Conference, Laval University, Quebec City, September 27, 2018 [I]

“Leadership, Law and Development” Law and Development Course (podcast), Dalhousie University, Halifax, Summer 2018

“City Power and City Planning: Locating Canadian Municipal Law in ‘Local’ Food Systems Governance” Urban Food Systems and Policy: Connecting Research and Practice, Faculty of Law, McGill University, June 18, 2018 [I]

“Food Policy and Food Insecurity” Panel, Meal Exchange, Mount Saint Vincent University, Halifax, March 19, 2018 [I]

“Leadership, Law and Development” Faculty Seminar, Schulich School of Law, Dalhousie University, Halifax, November 16, 2017

“Building Food Law in Canada: Lessons from the History of Agricultural Law” Taking Stock: 2nd Annual Canadian Food Law & Policy Conference, Ottawa, November 1, 2017

Panel Commentator, “Look and See” Devour! Food Film Festival, Wolfville, Nova Scotia, October 27, 2017 [I]

“Governing Farmlands” Global Lands and Resources Colloquium, University of Oklahoma College of Law, Norman, Oklahoma, October 21, 2017 [I]

“Indigenous Land Rights and the Politics of Property” International Meeting on Law & Society, Mexico City, Mexico, June 22, 2017

“Governing Farmland Commons” Nova Scotia Institute of Agronomists Annual Meeting, Truro NS, April 26, 2017

“Knowledge Commons: Some Legal Groundwork for Open Science” Open Seas Symposium, Halifax, NS, March 20, 2017 [I]

“Governing Farmland Commons” The Future of Food Law in Canada, Halifax, November 3, 2016

“Regulating Uber for Innovation” Halifax Regional Municipality Legal Services, Halifax, October 28, 2015 [I]

“Indigenous Peoples and the Environment” Aboriginal Peoples and the Law: We are All Here to Stay, Canadian Institute for the Administration of Justice Annual Conference, Saskatoon, October 16, 2015 [I]

“Idle No More and Indigenous Land Rights”, Kwilmu'kw Maw-klusuaqn, Millbrook First Nation, October 5, 2015 [I]

“Legal Education and Ideas About Access to Justice” Panel, Canadian Association of Law Teacher, University of Ottawa, Ottawa, June 2, 2015

“Collective Actions: New Logics from the Digital Age of Property Transitions” Association of Law, Property and Society Annual Conference, University of Georgia, Athens GA, May 3, 2015

“The New Geography of Access to Justice in Canada: Implications for Legal Ethics” Canadian Association for Legal Ethics Annual Conference, University of Western Ontario Faculty of Law, London, October 24, 2014

“The New Politics of Property in Land”, Association of Law, Property and Society Annual Conference, University of British Columbia Faculty of Law, Vancouver, May 2, 2014

“The Geography of Access of Justice in Canada”, Access to Justice Committee, Law Society of Upper Canada, Toronto, January 8, 2014

“Some Skepticism About Bright-Line Rules”, Yale Law School 3rd Annual Doctoral Students Conference, New Haven, December 6, 2013

“Catastrophe and the Law”, Schulich School of Law Mini-Law Public Lecture Series, Halifax, Nova Scotia, November 20, 2013

“Implementing a Tribunal Excellence Framework: Comparative Lessons”, Canadian Council of Administrative Tribunals Annual Conference, Toronto, May 28, 2013 (Panel with Philip Bryden and Michael Gottheil)

“From Integrity Agency to Accountability Network”, Yale Law School Graduate Works in Progress Seminar, New Haven, April 25, 2013

“Farmland Succession and Sustainable Food Systems”, Food Law Colloquium, University of Maine Law School, Portland, Maine, February 23, 2013

“Culture, Institutions and Economic Development: Applications to Native Americans”, Property and Environment Research Center, Bozeman, Montana, December 9-11, 2012 (Invited roundtable participant)

“Access to Justice as a Social Determinant of Health”, Health Promotion Ontario Annual Conference, Ryerson University, Toronto, September 27, 2012 (with Aaron Orkin)

“A Comparative Analysis of the Ontario Civil Legal Needs Survey”, Middle Income Access to Justice Colloquium, University of Toronto, February 10, 2011 (with Albert Yoon and Michael Trebilcock)

“International Perspectives on First Nations Land Tenure Reform” Aboriginal Policy Research Conference, Ottawa, March 9, 2009

RESEARCH WORKSHOPS

Land Claims Agreement Coalition Research Planning Conference: Making Treaties Work for Future Generations, December 7-8, 2015, Ottawa

Workshop on Research Design for Causal Inference, Northwestern University School of Law, July 13-17, 2015, Chicago

TEACHING HONOURS

Dalhousie Award for Excellence in Education and Diversity (Nominee)
2017-2018

Hanna & Harold Barnett Award for Excellence in Teaching First Year Law (Nominee)
2016-2017

Hanna & Harold Barnett Award for Excellence in Teaching First Year Law (Nominee)
2015-2016

ACADEMIC HONOURS

Schulich Fellowship, Schulich School of Law
2013-2014

Social Sciences and Humanities Research Council Doctoral Fellowship, Yale Law School
2013

Social Sciences and Humanities Research Council Joseph-Armand Bombardier Graduate Scholarship (declined)
2013

Law Foundation of Ontario Award in Support of Public-Interest Law Career
2010-2011

Aboriginal Policy Research Conference, Best Graduate Student Paper
2010

Borden Ladner Gervais LLP Research Fellow, Faculty of Law, University of Toronto
2008

Laskin Prize in Constitutional Law, Faculty of Law, University of Toronto
2007

Canada-U.S. Fulbright Fellowship
2006-2007

PROFESSIONAL AND COMMUNITY SERVICE

PROFESSIONAL SERVICE WITHIN DALHOUSIE

Member, Research Committee, MacEachen Institute for Public Policy and Governance
2017 –

PROFESSIONAL & COMMUNITY SERVICE OUTSIDE DALHOUSIE

Scientific Committee Member, Food Law Innovations: 3rd Annual Canadian Food Law & Policy Conference,
Laval University, Quebec City
2018

Board Member, Ecology Action Centre
2017 -

Editorial Board Member, Journal of Rural Social Sciences
2016 –

Expert Advisor, Membertou First Nation Internal Watercourses Working Group
2017 –

Steering Committee Member, Halifax Food Policy Alliance
2016 –

Peer Reviewer

Queen's Law Journal (2014); Canadian Bar Review (2015); Osgoode Hall Law Journal (2016); University of New Brunswick Law Journal (2016); Canadian Journal of Social Policy (2016); Dalhousie Law Journal (2016); Indigenous Law Journal (2017); University of Ottawa Press (2017); Queen's Law Journal (2017); University of British Columbia Law Review (2017); Canadian Food Studies (2018); Canadian Journal of Law and Society (2018); Ottawa Law Review (2018)

Invited Expert, Agriculture and Agri-Food Canada Eastern Canada First Nation Outreach Session, Montreal
June 1, 2017

Invited Participant, Advisory Panel for Canada's Science Review Roundtable, Halifax
October 17, 2016

External Assessor, Social Sciences and Humanities Research Council Insight Grants Program
2015; 2016



WEST HANTS REGIONAL MUNICIPALITY REPORT

Information ☒	Recommendation ☐	Decision Request ☐	Councillor Activity ☐
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To: Members of Council

Submitted by: _____
Todd Richard, Director of Public Works

Date: June 10, 2022

Subject: Rural Sidewalks and Shared-Use AT Pathways

LEGISLATIVE AUTHORITY

Nova Scotia Municipal Government Act, Section 65 authorizes Council to expend funds for municipal purposes.

RECOMMENDATION or DECISION REQUEST

Council to determine interest in conducting a formal sidewalk needs assessment (in the form of a formal Urban Studies study), implementation of a formal sidewalk policy of Council and/or revision of the existing Active Transportation (AT) Plan, which is currently scheduled for 2023/24 revision; to provide municipal staff the guidance and formality to assess the need for sidewalks or shared-use pathways during planning and development or as new capital construction activities throughout the densely-populated rural communities of West Hants.

This is not currently being presented as a recommendation to Council; it only being presented for preliminary discussion purposes.

BACKGROUND

Property ☒	Public Opinion ☒	Environment ☐	Social ☒	Economic ☐	Councillor Activity ☐
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Staff has received the following formal direction from Council:

COUNCIL DIRECT STAFF TO COMPLETE A SIDEWALK NEEDS ASSESSMENT IN THE GROWTH CENTRES OF THE DENSELY POPULATED AREAS OF WEST HANTS REGIONAL MUNICIPALITY THE EXACT LOCATION OF THE NEEDED SIDEWALKS AND ASSOCIATED CROSSWALKS, THE WIDTH AND COMPOSITON, THE ESTIMATED CAPITAL COSTS, OPERATING COSTS, THE IMPACT ON PROPERTY TAX RATES AS WELL AS EXPECTED COST SHARE AGREEMENT THAT COULD BE IN PLACE WITH THE PROVINCE, A PRIORITY RANKING ALONG WITH A REASONABLE CONSTRUCTION CYCLE, A PUBLIC ENGAGEMENT TOOL AND AN EXPLANATION OF THE METHODOLOGY USED TO DO THE ASSESSMENT AND FURTHER STAFF REPORT IN JUNE THE HIGHLIGHTS OF THIS RECOMMENDATION

For background research, public works and engineering staff has started performing a review of similar sidewalk and AT studies, policies, procedures, development, and new construction activities performed by the Municipality of East Hants as well as the County of Kings. In addition, staff has reviewed the existing Active Transportation plan in place for the West Hants Regional Municipality.

DISCUSSION

Through preliminary research, staff has determined that there are numerous factors that need to be considered by Council to evaluate the needs assessment for sidewalks and/or shared-use AT pathways throughout the regional municipality in West Hants. When evaluating the methodology for implementing this same infrastructure in rural communities, other municipalities have reached out to professional consultants and to graduate students of Urban Planning studies programs to evaluate regional need and have made recommendation for formal multi-phase, capital-intensive projects for rural development. Existing municipal staff would not have the specific qualification to present a formal recommendation as directed by Council.

As a preliminary review by municipal staff, there are tremendous benefits to be gained with the implementation of a formal sidewalks policy and/or revision of the existing AT policy that incorporate shared-use pathways throughout the highly-densely populated areas of our rural community (excerpts from the formal studies performed by graduate students and consultants on behalf of the Municipality of East Hants¹).



- Active Transportation (AT) is a broad term, which refers to all forms of human powered or non-motorized transportation. AT includes walking and cycling, as well as other modes of transportation such as rollerblading and wheelchair use. AT is

¹ An Active Transportation Strategy for the South Corridor; M-cue Consulting (Maher, Shaw, Tiniakos-Doran) on behalf of Municipality of East Hants (April, 2013)

largely functional; that is, while recreation is a major motivator for increased AT usage, it is not the ultimate goal. Driving to a given trail to go for a walk is recreational activity, while walking to a workplace or to the grocery store is active transportation... Using AT to access recreational facilities or trails is another goal of an AT network. Ultimately, AT helps people move around their communities more healthily, easily, and safely.

- Given the prevalence of the automobile, and the fact that approximately half of Canadian household daily trips are between 1 and 3 km, AT can be an alternative mode of transportation. AT, then, is a method of transportation that decreases our reliance on motorized forms of transportation. By choosing to walk, ride or roll to this destination we are choosing to not drive. Municipalities can actively support safe and enjoyable AT within their neighbourhoods. AT promotes independence of mobility to all residents, which fosters healthier, and more sustainable communities. To be effective, AT planning needs to create complete networks that link users to destinations, and are inclusive of a range of other transportation options. There are many benefits to active transportation. These can be summarized under five main categories:
 - a Equity
 - b Healthy, cohesive, and safe communities
 - c Economic Development
 - d Sustainability

These categories provide reasoning for an increased focus on AT in municipalities.



It should be noted that the province (NSDPW) does not perform any roads condition or criticality assessment of these roads with respect to Active Transportation opportunities; leaving the Municipality the responsibility to determine which roads and routes should be determined for this type of strategic methodology. Considerations that would need to be evaluated by Council prior to pursuing this initiative, may include the following:

- The Province has already designated routes as future Blue Routes that they will fund/construct when they upgrade necessary infrastructure
- Capital cost to construct sidewalks
- Asphalt vs. concrete (life expectancy, capital and operational costs for each material)
- One vs. both side bike pathways, or combined one-side shared use pathway (along with consideration for roadway crossings)
- Road width Right-of-Way (ROW) available on provincial and municipal-owned roads
- Potential cost to construct a sidewalk median/buffer or other safety barrier from traffic
- Potential cost to construct piped stormwater system
- Potential requirement of filling in of ditches to gain adequate width for sidewalks/pathways
- Potential relocating or installing guardrails
- Requirement for signage and additional public education
- Requirement for AT specific crosswalks at roadway intersections
- Annual maintenance and operations costs for sidewalks/pathways
- Potential maintenance and operations costs for new stormwater systems
- Limited programs available from the Province to help fund capital costs and or extra operations costs
- Increased operations cost requirements (personnel, equipment, maintenance, and materials) to accommodate regular cleaning, sweeping, snow removal and de-icing of sidewalks/pathways
- Requirement for regular inspections and additional liability insurance
- Potential costs associated with land expropriation (there is likely not adequate width of existing provincial ROW's for sidewalks/pathways)
- Agreements with province for road maintenance and new construction
- Majority of existing J-Class provincial roads in rural West Hants communities are in disrepair and require immediate maintenance, which may have prioritization over constructing new sidewalks/pathways
- Staff would recommend using an evidence-based criteria model for strategy of determining which communities and roads would qualify for sidewalks/pathways prioritization (not determined by Council)

NEXT STEPS

Staff is recommending that Council review the attached studies, plans and policies from neighboring municipalities with the following questions being considered. With the further understanding that Municipal Public Works funding is also required to be directed towards 100% of existing Municipal-owned infrastructure (roads, sidewalks, water, sewer, stormwater management, facilities, fleet, and properties):

- what source is the capital funding to come from?
- what funding model is to be considered for operational costs?
 - 100% Municipal (general rated to all residents in the municipality)
 - 50% Municipal + 50% Area Rated (50% charged back to the road frontage or to the local community residents)
 - 100% Area Rated (100% charged back to the road frontage or to the local community residents)
- what communities and roads are deemed priority?
 - this should be evidence-based; based on condition, capacity, function, criticality, economic-impact
- is Council committed for long-term funding of this initiative?

Staff requires the direction of Council if this initiative is to be further pursued and may be recommended that this be a project/study that is outsourced to a professional consultant with the experience to perform this type of Urban Planning recommendation.

FINANCIAL IMPLICATIONS

Staff believes that the high-level cost estimate to perform a targeted needs assessment study by an experienced consultant could be approximately \$15,000 - \$25,000, depending on the scope of work to be requested by Council.

ALTERNATIVES

1. Council may choose not to pursue this initiative at this time.
2. Council may choose to review and revise the existing Active Avon Active Transportation Plan and make revisions to strengthen opportunities for cooperative AT features to be implemented during future development activities (currently included in the 2023/24 Capital Budget)

ATTACHMENTS

- [Active Avon, An Active Transportation Plan for the Avon Region](#); Upland Urban Planning + Design Studio (Käubler, Mans, Nheiley, Maher, Bryce, Milligan) on behalf of Municipality of the District of the West Hants, Town of Windsor and Town of Hantsport (May, 2015)
- [An Active Transportation Strategy for the South Corridor](#); M-cue Consulting (Maher, Shaw, Tiniakos-Doran) on behalf of Municipality of East Hants (April, 2013)
- [Sidewalk Construction Project Prioritization EPW-04-014](#); Municipality of the County of Kings (April, 2022)

- [Active Transportation Project Prioritization EPW-04-015](#); Municipality of the County of Kings (April, 2022)

Report Prepared by: _____


Brad Carrigan, Manager Engineering & Capital Projects

Report Reviewed by: _____

Todd Richard, Director of Public Works

Report Approved by: _____


Mark Phillips, Chief Administrative Officer



WEST HANTS REGIONAL MUNICIPALITY REPORT

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

Submitted by: Bekah Craik, Active Living Coordinator

Date: June 2, 2022

Subject: Active Transportation Trail Network – Gap Analysis Mapping Update

LEGISLATIVE AUTHORITY

n/a

RECOMMENDATION or DECISION REQUEST

n/a

BACKGROUND

Property 	Public Opinion ☐	Environment ☐	Social ☐	Economic ☐	Councillor Activity ☐
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In January of 2021, Council was requested to assist with identifying current and future potential for active transportation connections within each polling district of the municipality. The goal of the project is to find current gaps in the active transportation network across the region which would then be integrated into the 2023 update of the Active Transportation Plan and future recommendations.

Councillors were provided with a printed map of their district and asked to talk with constituents to provide details on where current AT activities were taking place either on formalized or unformalized infrastructure. These marked up maps were then digitalized so a comprehensive overview could be analyzed for the entire region during the update of the AT Plan (in 2023/24).

DISCUSSION

This information report is to provide an update to Council on the active transportation trail mapping exercise that was undertaken in 2021. The mapping exercise was to better understand the gaps and opportunities that will inform creating a better trail network in our region.

NEXT STEPS

1. Staff will circulate a copy of the digitalized maps to Council to ensure feedback has been accurately captured. Potential to also circulate this with the public during the update of the Active Transportation Plan.

FINANCIAL IMPLICATIONS

Future budget implications will be the hiring of a consultant to update the 2023/24 Active Transportation Plan.

ALTERNATIVES

n/a

ATTACHMENTS

- Digitalized Mapping

CHIEF ADMINISTRATIVE OFFICER REVIEW

No further comments.

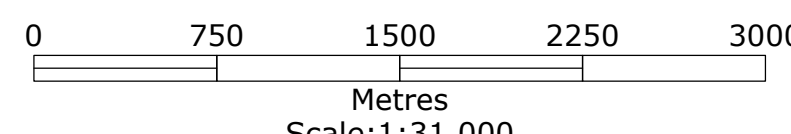
Report Prepared by: Bekah Craik, Active Living Coordinator

Report Reviewed by: _____
Kathy Kehoe, Director Community Development

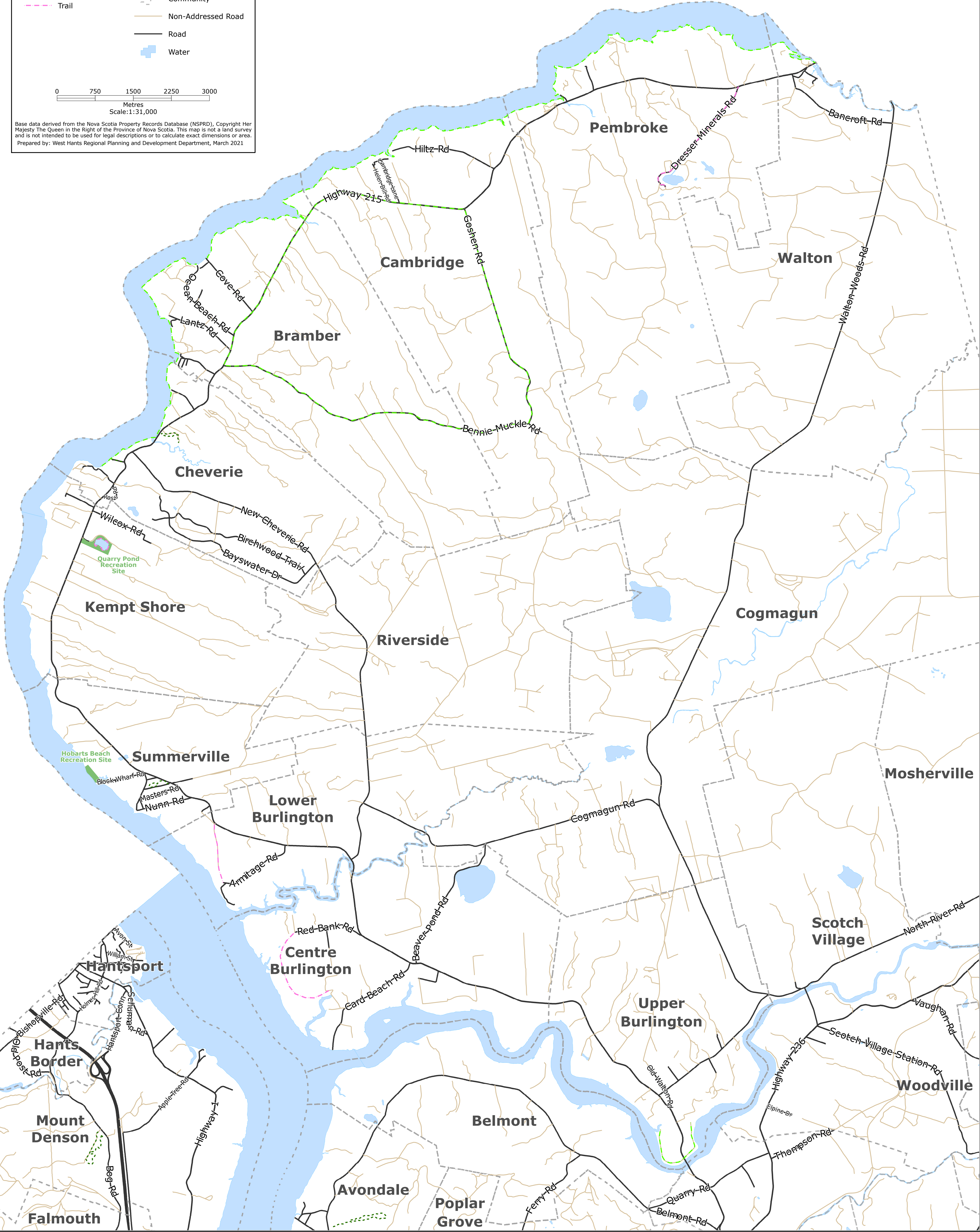
Report Approved by:  _____
Mark Phillips, Chief Administrative Officer

**West Hants
Regional Municipality**
*Walton - Centre Burlington
Recreation*

- Proposed
- Side Walk or Trail
 - Recreation Site
 - Official Trails
- Existing
- Trail
 - Community
 - Non-Addressed Road
 - Road
 - Water



Base data derived from the Nova Scotia Property Records Database (NSPRD), Copyright Her Majesty The Queen in the Right of the Province of Nova Scotia. This map is not a land survey and is not intended to be used for legal descriptions or to calculate exact dimensions or area. Prepared by: West Hants Regional Planning and Development Department, March 2021.



**West Hants
Regional Municipality**
*Cogmagun - Avondale
Recreation*

Existing

Trail

Proposed

Blue Line

Side Walk or Trail

Recreation Site

Official Trails

Community

Non-Addressed Road

Road

Railway

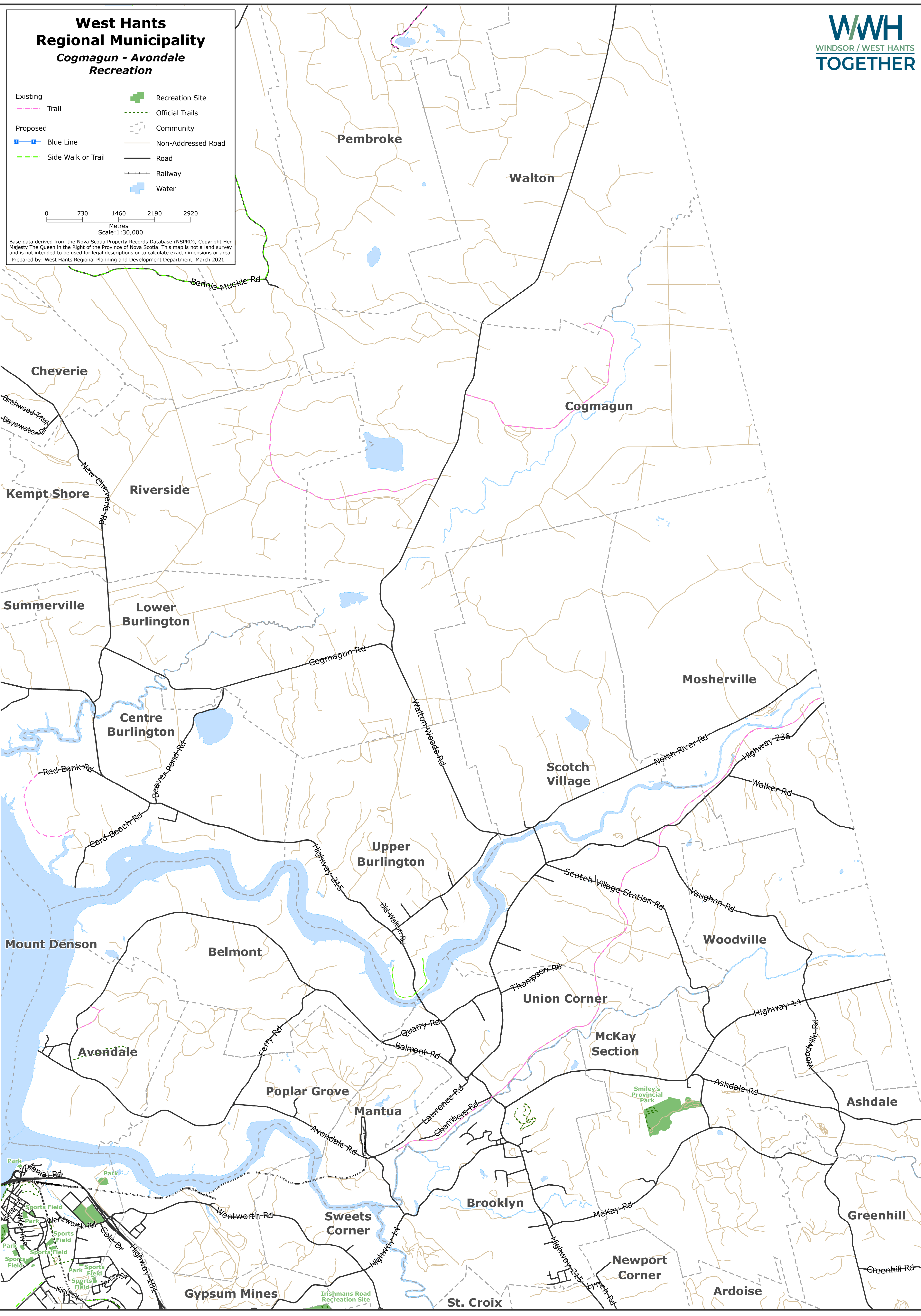
Water

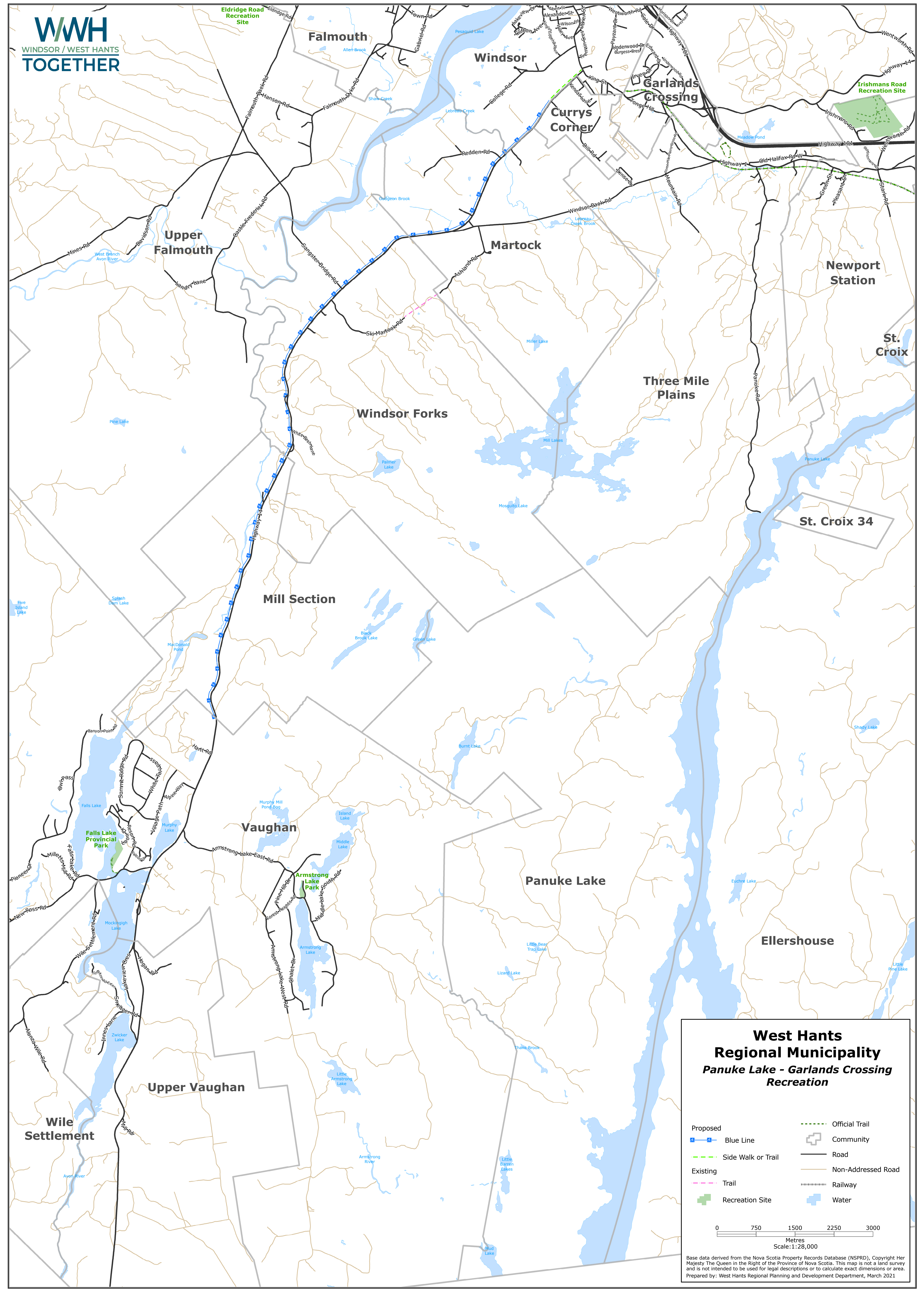
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Metres

Scale:1:30,000

Base data derived from the Nova Scotia Property Records Database (NSPRD), Copyright Her Majesty The Queen in the Right of the Province of Nova Scotia. This map is not a land survey and is not intended to be used for legal descriptions or to calculate exact dimensions or area. Prepared by: West Hants Regional Planning and Development Department, March 2021





West Hants Regional Municipality

**Panuke Lake - Garlands Crossing
Recreation**

Proposed

- Blue Line
- Side Walk or Trail

Existing

- Trail
- Recreation Site

- Official Trail
- Community
- Road
- Non-Addressed Road
- Railway
- Water

0

750

1500

2250

3000

Metres

Scale: 1:28,000

Base data derived from the Nova Scotia Property Records Database (NSPRD), Copyright Her Majesty The Queen in the Right of the Province of Nova Scotia. This map is not a land survey and is not intended to be used for legal descriptions or to calculate exact dimensions or area. Prepared by: West Hants Regional Planning and Development Department, March 2021

West Hants Regional Municipality

Hantsport - Mount Denson Recreation

Community

Non-Addressed Road

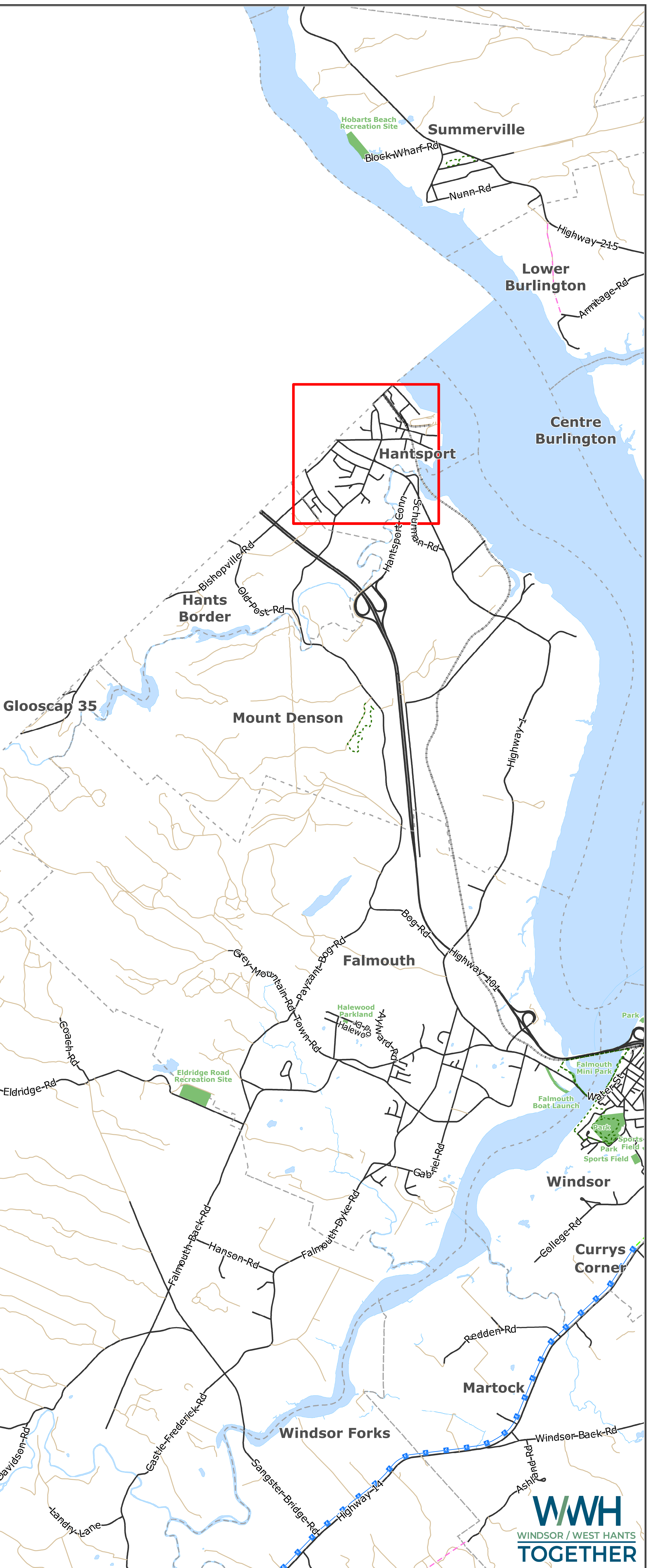
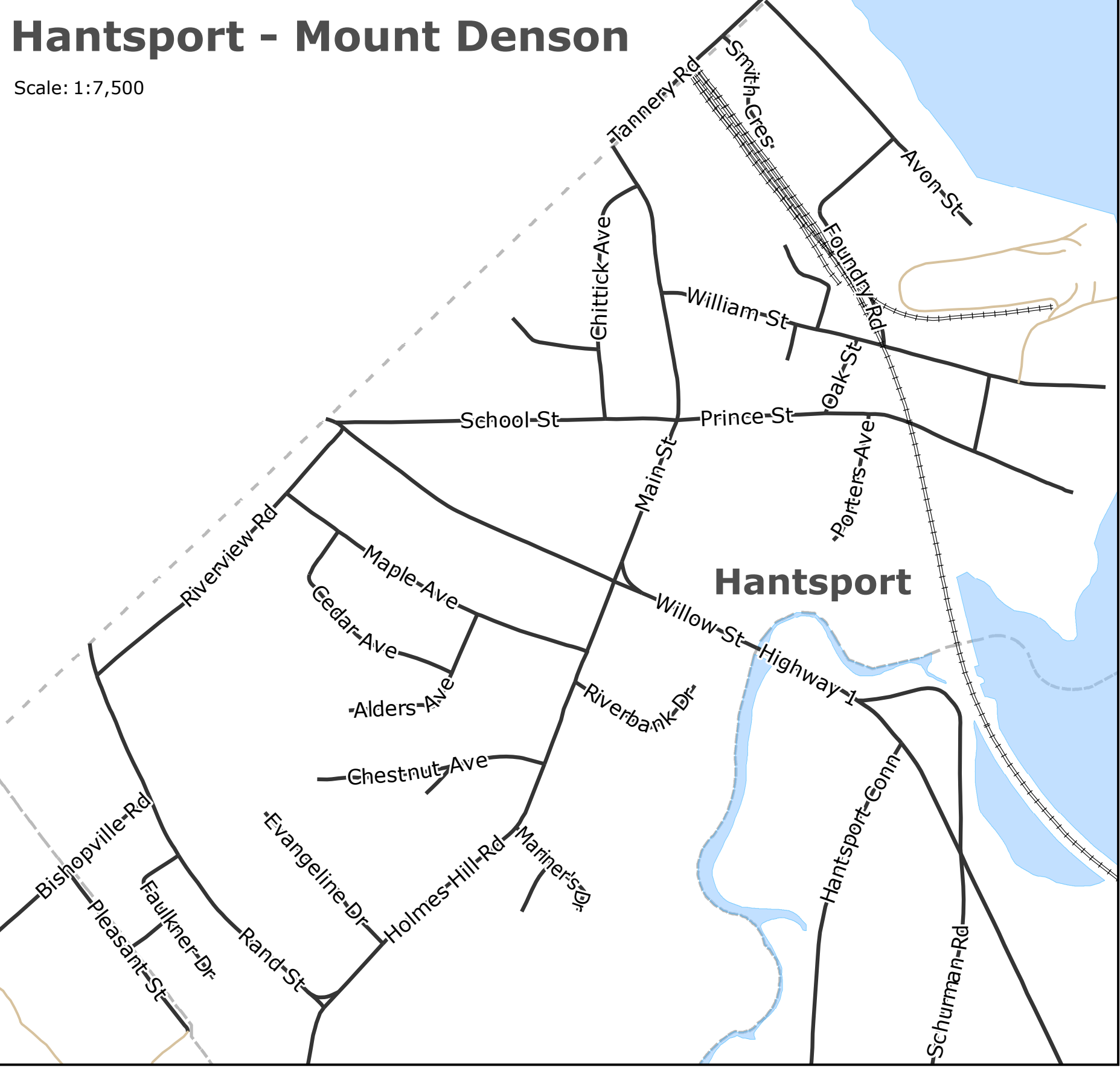
Road

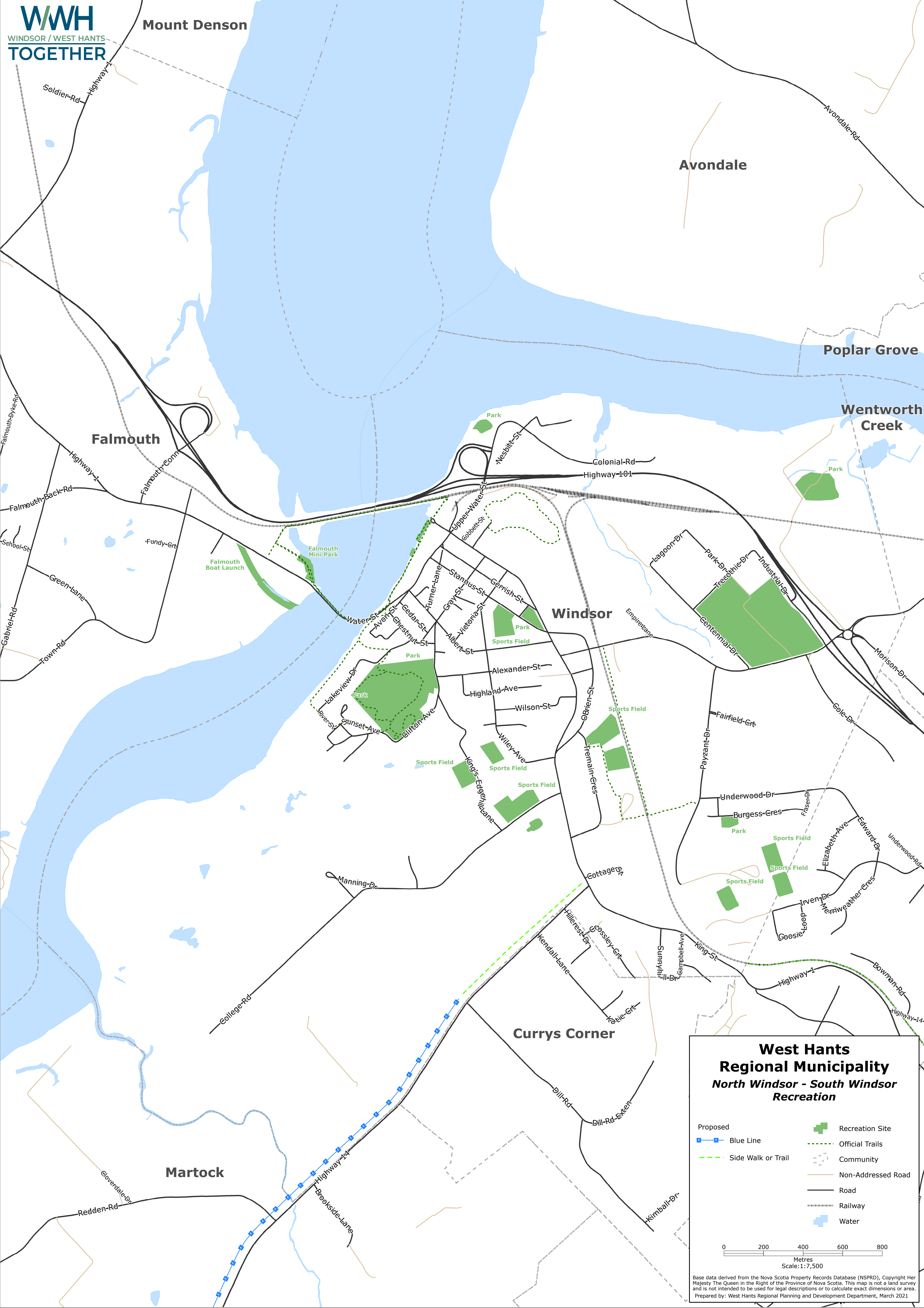
Railway

Water

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Metres
Scale: 1:22,500

Base data derived from the Nova Scotia Property Records Database (NSPRD). Copyright Her Majesty The Queen in the Right of the Province of Nova Scotia. This map is not a land survey and is not intended to be used for legal descriptions or to calculate exact dimensions or area.
Prepared by: West Hants Regional Planning and Development Department, January 2021





West Hants Regional Municipality

North Windsor - South Windsor Recreation

Proposed

- Blue Line
- Side Walk or Trail

- Recreation Site
- Official Trails
- Community
- Non-Addressed Road
- Road
- Railway
- Water

0 200 400 600 800

Metres

Scale: 1:7,500

Base data derived from the Nova Scotia Property Records Database (NSPRD), Copyright Her Majesty The Queen in the Right of the Province of Nova Scotia. This map is not a land survey and is not intended to be used for legal descriptions or to calculate exact dimensions or area. Prepared by: West Hants Regional Planning and Development Department, March 2021



WEST HANTS REGIONAL MUNICIPALITY REPORT

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

Submitted by: Jim Ivey, Councillor Windsor South, District 11

Date: June 14, 2022

Subject: Bowman Road Summary Information Report

LEGISLATIVE AUTHORITY

MGA Part XV Dangerous and Unsightly Premises
West Hants 2020-01 Tender for Property Cleanup

RECOMMENDATION or DECISION REQUEST

- Recommend staff consider an opportunity for calling an additional tender to add an additional contractor for the “Property Cleanup and Demolition Services” that are required by the Municipality such that a minimum of 3 contractors are available on the standing offer list at anytime and resulting such that at least two are available if a 2-step bid process is used.
- Recommend staff consider identifying available hazardous material testing services to be available as deemed necessary for testing materials that may be involved in future demolitions and property cleanups
- Recommend that staff consider reviewing the demolition costs billed to the residents of 74 Bowman Road with consideration to the process that ultimately resulted in a knockdown of the structure.

BACKGROUND

This is a follow up summary report in response to the Staff Report and information provided to Council at its May 22, 2022 Committee of the Whole meeting regarding the property demolition at 74 Bowman Road that was undertaken in September 2021

The information provided by staff was detailed and comprehensive although a disconnect still seemed to remain with some of the details as to how the initiative progressed from a \$10,800 knockdown demolition plus tipping fees to a project that ultimately totaled \$60,000 +/- including tipping by the contractor (except for fees related to concrete and vinyl siding disposal which were born by the Municipality). Ultimately the property was demolished as a straight knockdown without asbestos abatement nor documentation for lead paint.

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

Reviewing the “Standing Offer for Tenders for Property Cleanup” (Attached) on May 29, 2020, a couple of points stand out relating to the issue of hazardous materials.

On page 2 of the tender document titled “Information to Tenderers” paragraph 7.0

7.0 Tenderer to Investigate:

Tenderers will be deemed to have familiarized themselves with existing site and working conditions and all other conditions which may affect performance of the contract. *No plea of ignorance of such conditions because of failure to make all necessary examinations* will be accepted as a basis for any claims for extra compensation or an extension of time.

In the second Information to Tenderers Section (same document) – (also titled Section 1) Page 7 paragraph 1.2.2

1.2.2 Pricing

Total per-unit inclusive costs to carry out the various work requirements for an individual project must be provided. Site-specific quotes must be provided on a project-by-project basis based on the per-unit prices listed in the Bid Sheet (FORM OF TENDER – SECTION 2)

1.4.3 Environmental Hazard Assessment

An environmental hazard assessment will not normally be completed on a property. *Contractors should take this into account when creating a safety plan, submitting a bid and selecting a disposal site.* In cases where WHRM has completed an environmental hazard assessment, the assessment will be provided to those vendors interested in quoting on the specific project.

During the discussion with Council on May 10, it was identified that both contractors ... *“were aware at the frontend that the possibility of contaminated materials on the site existed”.* Their original bid structures should have reflected addressing the potential of contamination. We know the successful contractor did not take the hazardous materials into account. Except for the cost we don’t know anything about the higher bid provided by the alternate standing offer contractor.

As identified during the discussion, the hazardous materials were only confirmed after the bid process was concluded when just one contractor remained engaged. Effectively a two—bid process with only one bidder for the 2nd bid. This is not best practice and policy should be established or modified to mitigate it.

In the previous report it was identified that the selected contractor was awarded the contract on August 9th and it was accepted on August 10th. The contractor subsequently identified in a letter on August 12th that Asbestos existed in the building (contractor's letter not received by Council – just the lab result).

An alternate lab test report provided to staff reflecting the presence of lead was dated August 17th. No letter or correspondence was noted.

It should be pointed out that it does not appear to be recommended practice to have the contractor in charge of the demolition, also responsible for undertaking the samples from the property site as well as the engagement with the testing labs. This is not saying that anything incorrect occurred in this area; just that the potential exists and we may wish to mitigate the appearance of it in the future.

Shore up the Building or Knock it Down

The other point directly related to the demolition itself, which remains unclear, was the decision to secure an engineering design on Sept 27/29 to shore up the building for asbestos abatement, almost 30 days after the work had been directed to be done. Upon receiving the engineered design describing how to ensure the safety of the building, the contractor made a decision to do a straight knockdown of the property. We were advised that NS Dept of the Environment had provided a letter authorizing a knockdown at that stage, but no documentation has been received at this point.

Additionally, it is still difficult (for me at least), to reconcile a process that began with a bid for a knockdown demolition at \$10,800 plus tipping fees. It then escalated to a demolition plus lead abatement, plus asbestos remediation for \$60,000+. Ultimately it was demolished in a knockdown for \$60,000 (including tipping fees), except for concrete and vinyl siding disposal undertaken by the municipality.

(While an explanation was provided in the report on this aspect of the issue, its meaning is not clear, nor is the cost benefit to the Municipality nor the resident).

CONTRACTORS STANDING OFFER OBLIGATIONS – AFTER AWARD OF WORK

1.4.2 Methods Described and Accepted

The successful contractor shall provide the By-law Officer a detailed description of the proposed methods and procedures for the remedy work or demolition and the description must be approved by the By-law Officer prior to any work commencing on site.

***Not sure if this occurred as intended given some of the questions in correspondence provided as well as the project shifted from a straight knockdown, to an expanded project with hazardous material removal and then ultimately a straight knockdown.*

1.4.4 Transportation and Disposal of Materials

The Contractor must state in writing the locations where various materials required to be removed from the site will be disposed.

***Not clear if the locations were identified in advance and no detailed correspondence confirming proper disposal of lead paint, tonnage, locations or receipts has been received to date.*

The By-law Officer must receive *copies of disposal site slips from the successful contractor before reimbursement* will be authorized. Slips must show material disposed, tonnage, per unit cost, HST and HST registration number.

*** Information generally provided but still no correspondence confirming proper disposal of lead paint*

**** 1.4.14 Temporary Barriers**

The successful contractor must, as determined at the mandatory project site meeting, erect temporary site enclosures using quality 2.2 m high snow fence wired to rolled steel T-bar fence posts spaced 2.2m on centre, provide a lockable gate, and maintain the fence in good repair.

***Except for the snow fence to protect trees – No lockable gate or appearance of safety barrier*

1.4.15 Dust Control

Dust generated by the activities of this project, in context with wind conditions, must be maintained at an acceptable level and *not contaminate windows, vehicles, buildings and air intakes of adjacent buildings.*

*** No visible protective measures taken or viewed for prevention of dust contamination. Up to the contractor to provide photos – none have been provided to date*

1.4.17 Photos Are Required for All WHRM Remedial Work

For all remedial work, the successful contractor is required to have photos taken the day the contractor is doing the work. *Photos must show work required to be done at the start of the day, work being done and the finished job. All photos must be date and time stamped. Photos must be received prior to final payment of invoice for the project.*

*** Does not appear to have happened – nothing seen to date from Contractor to validate work done as is required.*

1.4.8. Permits

Proof of all permits required for the project must be submitted. This documentation must be received by WHRM before the stated start date for the individual project and will be required for all projects awarded to a pre-qualified contractor.

** While not the type of permit intended here, a permit or permission does not appear to have been provided by NS Environment to tear down as a mixed load at this stage given the letter referenced remains outstanding.

From the Bid Sheet as part of the Standing Offer Tender re tipping fees:

6. Demolition of Property – Supplies (Do not include Waste and Landfill costs. WHRM will only pay actual costs incurred for each project based on disposal site slips.)

*** We ultimately accepted tipping fees bundled in with the demolition as a bulk knockdown but not clear if this was a financial benefit.*

It is not the intent of this report to be critical or to micro-manage the work of the contractor or the Municipality staff at all. The efforts and time spent by staff trying to facilitate a solution for the residents involved are admirable and respected.

The variance however in cost and the method ultimately deployed for demolition at the residential level is so great that it drew the scrutiny of the resident and thus greater scrutiny of the project overall as it should. We have little to no tracking on the lead paint remediation (\$13,500+ HST). Asbestos remediation did not take place with the building being a knockdown (\$22,300+HST) but we paid fully for both.

This report has been drafted to highlight possible areas for review along with recommendations to consider with the intent of minimizing any concerns that may arise with future property demolitions that we may undertake.

NEXT STEPS

TBD

FINANCIAL IMPLICATIONS

TBD

ALTERNATIVES

(State any option to the recommendation and implication of the options, if anything)

ATTACHMENTS (1)

Standing Offer Property Cleanup Tender

CHIEF ADMINISTRATIVE OFFICER REVIEW

(For use if report is from a Councillor. CAO to provide additional comments on background, department/staff responsible and workload, budget, options, preferred strategy. State “Not Applicable” if report is from staff which already incorporates CAO review.)

Report Prepared by: Jim Ivey Councillor, Windsor South, District 11

Report Reviewed by: _____
(Name and Title)

Report Approved by: _____
(Name and Title)

WEST HANTS REGIONAL MUNICIPALITY
INFORMATION TO TENDERERS – SECTION 1

Reporting Responsibility
& Contact Persons:

Ryan Parker
By-law Officer
rparker@westhants.ca
902-798-8391 ext.112

Tim Leslie
Administrator, Dangerous or
Unsightly Premises Policy
tleslie@westhants.ca
902-798-8391 ext. 122

Delivery and Mailing

West Hants Regional Municipality
P.O. Box 3000, 76 Morison Drive
Windsor, Nova Scotia, B0N 2T0

1.0 Tender Submission:

- 1.1 Tenderers must have a current and valid Letter of Good Standing issued by the Nova Scotia Construction Safety Association or an approved WCB Safety Certifying partner, if applicable. A copy of this must be submitted with the tender.
- 1.2 Out of province companies shall submit, with their Tender, a current and valid letter of Good Standing from a member of the Canadian Federation of Construction Safety Association (CFCSA) or from a recognized safety association which utilizes an external audit element, if applicable. A copy of this must be submitted with the tender.
- 1.3 Tenderers must satisfy all requirements under the Nova Scotia OHS Act and applicable regulations prior to being awarded a contract.
- 1.4 Tenderers must supply a Certificate of Good Standing from the Workers Compensation Board of Nova Scotia, if applicable. A copy of which must be submitted with tender.
- 1.5 Completed Tender documents must be submitted in a sealed envelope, marked as:
RFP Planning and Development Department
#WWHPL20-01
Standing Offer for Property Cleanup
Closing at 2:00 p.m. local time, June 19, 2020

TO: West Hants Regional Municipality
P.O. Box 3000, 76 Morison Drive
Windsor, Nova Scotia, B0N 2T0

2.0 Fuel Adjustment:

There should be NO fuel adjustment for this tender.

3.0 Tender Opening:

3.1 Tenders will be opened on June 25, 2020
Opening will be at 2:15 p.m. at the Municipal Office, 76 Morison Drive, Windsor-
West Hants Industrial Park, Windsor, Nova Scotia

4.0 Document Deposit:
No deposit is required.

5.0 Accuracy of Referencing:
Indexing and cross-referencing are for convenience only.

6.0 Conditions of Tendering:
The Tenderer is fully responsible for understanding the content requirements of
all Contract Documents in preparation of the Tender. A complete list of Contract
Documents appears in Section 2, Form of Tender

7.0 Tenderer to Investigate:
Tenderers will be deemed to have familiarized themselves with existing site and
working conditions and all other conditions which may affect performance of the
contract. No plea of ignorance of such conditions because of failure to make all
necessary examinations will be accepted as a basis for any claims for extra
compensation or an extension of time.

8.0 Clarification of Addenda:

8.1 Tenderers must notify the Municipality not less than four (4) working days before
Tender Closing of any omissions, errors, questions or ambiguities found in the
Contract Documents. If the Municipality considers that correction, explanation or
interpretation is necessary, a written addendum will be issued. All addenda will
form part of the Contract Documents.

- 9.0 Preparation of the "Form of Tender:
Complete the "Form of Tender" provided with Project Documents in ink or electronic print. Ensure all items are tendered and blanks are filled in by the person signing the Tender bid. Indicate the appropriateness of leaving a blank unfilled by placing "NA" in the blank.
10. Tender Price:
Price shall be in Canadian dollars and include labour, freight, duty and all applicable taxes, rates, and charges in force at the time of award. Clearly identify each item within Tender response.
- 11.0 Notices:
By submitting a Tender, the Tenderer agrees to public disclosure of its contents subject to the provisions of the Municipal Government Act relating to Freedom of Information and Protection of Privacy. Anything submitted in the bid the Tenderer considers "personal information" or "confidential information" of a proprietary nature should be marked confidential and will be subject to appropriate consideration under the Municipal Government Act as noted above.
- 12.0 Tender Security:
No tender security is required.
- 13.0 Contract Security:
No contract security is required.
- 14.0 Insurance:
The Tenderer shall purchase and continuously maintain during the term of the Contract or any extension thereof a comprehensive general liability policy with limits of not less than five million dollars (\$5,000,000.00) with such coverage to be with such insurance company and contents acceptable to the Municipality. A copy of this must be submitted with the tender.
- 15.0 Form of Agreement:
Form of Agreement is attached for information purposes only and need not be completed until after award of contract.
- 16.0 Amendment or Withdrawal of Tender:
Tenders may be amended or withdrawn by letter, email, or facsimile. Amendment or withdrawal by letter, email, or facsimile must be verified by registered letter postmarked prior to the date and time of closing.

Amendments to individual unit prices is the only acceptable price amendment. Amendments shall not disclose either original or revised total price and should be submitted in a separate, sealed envelope.

Head amendment or withdrawal as "Amendment" or "Withdrawal" of Tender for Standing Offer for Property Cleanup, #WWHPL20-01. Sign and seal as required for Tender and submit at address given for receipt of Tenders prior to time of Tender Closing.

17.0 Informal, Unbalanced, or Incomplete Tenders:

Tenders which the Municipality considers to be informal, unbalanced, or incomplete may be rejected.

18.0 Right to Accept or Reject Any Tender:

The Municipality reserves the right to accept or reject any or all Tenders, but not necessarily accept the lowest tender or to accept any tender which it may consider to be in its best interest. The Municipality also reserves the right to waive formality, informality, or technicality in any tender.

A table of evaluation criteria is included within this Tender document to be used as a guideline for Tenderers (Section 2). The Municipality reserves the right to deviate from the evaluation criteria where it is in the best interests of the Municipality.

The Municipality reserves the right to negotiate, after the Tender Closing Date, with any Bidder to finalize service arrangements in the best interests of the Municipality.

The Municipality shall not be bound by trade or custom in dealing with and/or evaluating the responses to the Tender. The Municipality reserves the right to interpret any or all aspects of this Tender as may be most favorable to the Municipality.

In submitting a bid, the Tenderers has accepted the reservation of rights as set out herein and agrees to be bound by same.

19.0 Late Tenders:

Late Tenders will be returned unopened to the Tenderer.

20.0 Tender Submission:

The following must be submitted:

Form of Tender – Section 2

Copy of Letter of Good Standing issued by the NSCSA, an approved WCB safety certifying partner, or the CFCSA, if applicable.

Certificate of Good Standing from the Workers Compensation Board of Nova Scotia, if applicable.

2.0 Tender Evaluation:

Please fully provide information for each criterion.

	ITEM NO.	CRITERIA	RANKING	SCORE	COMMENTS
Part 1		1. Does the tender include enough information to demonstrate how the vendor's product (s), staff and resources best meets the needs of the Municipality as described in the Tender?	Extremely thorough		
			Somewhat thorough		
			Not addressed in tender application		
		2. Additional information that the vendor would like considered that is of benefit to the Municipality.	Extremely thorough		
			Somewhat thorough		
			Not addressed in tender application		
		3. Delivery time			

INFORMATION TO TENDERERS- SECTION 1

1.0 PURPOSE

WHRM wishes to establish a roster of qualified contractors who can provide the services listed within this RFQ on an as-needed project basis to remedy dangerous or unsightly premises located within WHRM, as determined by the Administrator and, as required, ordered by Regional Council.

1.2 SCOPE OF THE STANDING OFFER FOR PROPERTY CLEANUP

1.2.1 *Services required*

Services Required may include:

- (a) the removal of:
 - partly demolished, decayed, deteriorated material;
 - ashes, junk, cleanings of yard or other rubbish or refuse;
 - derelict vehicles, vessels, items of equipment or machinery or parts thereof;
 - wood shavings, paper, sawdust, dry and flammable grass, weeds, or other combustible material; or
 - any other thing that has been considered dangerous, unsightly, unhealthy, or offensive to a person;
- (b) the demolition of a property, building or structure;
- (c) the removal of all debris, backfilling of any foundation, crawl space, and disconnecting any and all utility connections to the standard set by each respective utility service provider so as to leave the property in a neat, tidy, environmentally compliant and safe condition; or
- (d) The repair of the exterior of a building including any attachment thereto.

1.2.2 *Pricing*

Total per-unit inclusive costs to carry out the various work requirements for an individual project must be provided. Site-specific quotes must be provided on a project-by-project basis based on the per-unit prices listed in the Bid Sheet (FORM OF TENDER – SECTION 2)

1.3 DELIVERABLES AND EXPECTATIONS

1.3.1 *Call-up Process and Award of Work*

Once Qualified Contractors are established through the Request for Standing Offer process, the following will apply to any call-up:

- (a) Qualified contractors will be invited to provide an individual bid, based on the per-unit prices submitted under this qualification process, for each project, including a start and end date for the work to be completed.
- (b) Qualified contractors will be asked to provide a quote specific to the details and requirements identified at a mandatory site meeting for each project within one (1) week of the site meeting being held. Site-specific quotes must be based on the per-unit prices listed in Attachment A.
- (c) Work will be awarded based on total price and time frame to complete the work.

1.3.2 The recommended contractor will have a pre-project meeting with WHRM staff before the specific work is awarded. Following this meeting the By-law Officer will notify WHRM Administration whether or not to proceed with an award letter and/or separate purchase.

1.4 *Requirements Following Award of Work*

1.4.1 *Legislative Compliance*

The Contractor agrees to comply with all legislation in effect from time to time, including any Federal, Provincial and Municipal legislation, regulations or By-laws which are applicable to the operations of the contractor respecting this contract including the removal of all material from the various job sites.

1.4.2 *Methods Described and Accepted*

The successful contractor shall provide the By-law Officer a detailed description of the proposed methods and procedures for the remedy work or demolition and the description must be approved by the By-law Officer prior to any work commencing on site.

1.4.3 *Environmental Hazard Assessment*

An environmental hazard assessment will not normally be completed on a property. Contractors should take this into account when creating a safety plan, submitting a bid and selecting a disposal site. In cases where WHRM has

completed an environmental hazard assessment, the assessment will be provided to those vendors interested in quoting on the specific project.

1.4.4 *Transportation and Disposal of Materials*

All demolition materials must be sent to approved and licensed facilities. All materials handled through the remedy work or demolition must be done in accordance with the Solid Waste Management By-Law.

The contractor must provide on-site containers for the sorting of waste materials or debris, and waste materials must be removed from the site on a regular, daily basis.

The Contractor must state in writing the locations where various materials required to be removed from the site will be disposed.

The By-law Officer must receive copies of disposal site slips from the successful contractor before reimbursement will be authorized. Slips must show material disposed, tonnage, per unit cost, HST and HST registration number.

1.4.5 *Water and Sewage capping*

Some properties may fall within a serviced area and be connected to water and sewer. Other properties may be serviced by well and septic.

All services are to be capped (watertight) and these disconnections are to be inspected by a WHRM Building Inspector. All permits are the responsibility of the contractor.

1.4.6 *Nova Scotia Power*

The contractor must confirm with the By-law Officer that all services and meters have been disconnected prior to any structure being demolished or remedial work done where power is required to be disconnected.

1.4.7 *Demolition Permit*

A Demolition Permit shall be obtained by the contractor for any building or structure for which an order to demolish has been issued by WHRM Council.

1.4.8 *Longer Than One Day*

Should work take longer than one day, the work site and equipment must be secured at days end to prevent public access.

1.4.9 *Protection of Trees*

All trees identified in areas designated to be protected are to remain undisturbed. Snow fencing should be erected around all areas with trees that are to be protected and remain undisturbed while the work is on-going.

1.4.10 *Stockpile Material*

Materials designated for removal are not to be stockpiled within areas designated to remain undisturbed.

1.4.11 *Traffic Control Services*

The successful contractor is responsible for Traffic Control Services during the delivery of the services, as determined during the mandatory project site meeting.

1.4.12 *Complaints from Public*

The successful contractor must appoint a competent representative to receive and deal with any complaints from the public regarding safety, protection of traffic, condition of road surfaces along line of work or nuisances caused by the work. Contact information must be provided within the contract. The successful contractor must deal promptly with all complaints received and carry out remedial actions at the contractors cost to prevent further complaints.

1.4.13 *Enforce Construction Safety Measures*

The successful contractor must observe and enforce construction safety measures required by the latest edition of: National Building Code, Canada Labour Code, Nova Scotia Occupational Health and Safety Act and Regulations, Guidelines and Codes of Practice, Worker's Compensation Board and municipal statutes, by-laws and authorities. In event of conflict between any provisions of the above authorities, the most stringent provision will apply.

With respect to demolition work, the successful contractor shall exercise caution beyond that normally exercised to protect all employees, sub-contractors, onlookers, and adjoining homeowners etc. from contact with building debris and dusts which may be contaminated.

1.4.14 *Temporary Barriers*

The successful contractor must, as determined at the mandatory project site meeting, erect temporary site enclosures using quality 2.2 m high snow fence wired to rolled steel T-bar fence posts spaced 2.2m on centre, provide a lockable gate, and maintain the fence in good repair.

The contractor must provide secure rigid guard rails and barricades around deep excavations and open holes etc.

The contractor must protect surrounding properties from damage while performing any work awarded as a result of this Standing Offer.

1.4.15 *Dust Control*

Dust generated by the activities of this project, in context with wind conditions, must be maintained at an acceptable level and not contaminate windows, vehicles, buildings and air intakes of adjacent buildings.

1.4.16 *Unexpected Conditions*

Should the successful contractor performing remedial work encounter an issue that had not been disclosed during the mandatory site meeting or work not described in the quotation, the contractor must contact the By-law Officer before proceeding with the work.

1.4.17 *Photos Are Required for All WHRM Remedial Work*

For all remedial work, the successful contractor is required to have photos taken the day the contractor is doing the work. Photos must show work required to be done at the start of the day, work being done and the finished job. All photos must be date and time stamped.

Photos must be received prior to final payment of invoice for the project.

1.4.8. Permits

Proof of all permits required for the project must be submitted. This documentation must be received by WHRM before the stated start date for the individual project and will be required for all projects awarded to a pre-qualified contractor.

***** End of Section 1 *****

FORM OF TENDER – SECTION 2

2.1. Salutation:

2.2 Address: West Hants Regional Municipality
P.O. Box 3000, 76 Morison Drive,
Windsor, NS B0N 2T0

2.3 REQUEST FOR STANDING OFFER FOR PROPERTY CLEANUP

West Hants Regional Municipality (WHRM)

2.4 From: _____

2.5 Tender Declares:

2.5.1 That this Tender is made without collusion or fraud.

2.5.2 That they have carefully examined the proposed work; familiarized themselves with local conditions; carefully examined the Contract Documents and Addenda No. ____ to ____ and taken all the foregoing into consideration in preparation of the Tender.

2.6 Tender Agrees:

2.6.1 To enter into a contract to supply all labour, material, and equipment to provide the material/supply/equipment desired and/or to complete the work as described and specified herein for the prices stated in Subsection 4 hereunder, Bid Sheet.

2.6.2 That this Tender is valid for acceptance for 60 days from the time of Tender closing.

2.6.3 That the Contract Documents include:

Information to Tenderer Form of Tender Form of Agreement (for information only) Criteria Evaluation Bid Sheet Measurement & Payment Specifications Addenda (if any)	All required proponent information including name, telephone, cell and fax numbers and e-mail addresses for: • Contractor's Safety Officer • Contractor's back-up supervisor on site • Contractor's overseer for this project • Company Representative • Complaints contact person
--	--

Bid Sheet

Total per unit inclusive costs to carry out the various work requirements for an individual project should be listed below. Site specific quotes are to be provided on a project-by-project basis based on the per unit prices listed below.

The table below must be filled out for all services the contractor wishes to be qualified for and signed by a company representative for the standing offer quotation to be considered complete and acceptable. If required, please provide a separate sheet, and ensure it has been signed off as well.

	Service	Unit	Per Unit Fee	HST TAX 15%	Total FEE
1	(A)Removal of Material – Labour (B)Construction and repair of an exterior building and attachment thereto.	(A)Hourly (B)Hourly			
2	Removal of Material – Equipment (individual prices for each potential piece of equipment). Please quote travel time separately.	Hourly			
3	Removal of Material – Supplies (Do not include Waste and Landfill costs. WHRM will only pay actual costs incurred for each project based on disposal site slips.)				
4	Demolition of Property – Labour	Hourly			
5	Demolition of Property – Equipment (Individual prices for each potential piece of equipment). Please quote travel time separately.	Hourly			
6	Demolition of Property – Supplies (Do not include Waste and Landfill costs. WHRM will only pay actual costs incurred for each project based on disposal site slips.)				
7	Temporary Barriers or fencing	Hourly			
8	Security	Hourly			



Standing Offer for Property Cleanup
Non-Construction Based Tender Document

WWHPL20-01
5/29/2020

9	Other				

Signatures:

Signed this _____ day of _____, 20__.

Name of Firm Tendering

Address

Telephone

Signature

Name & Title (Printed)

Witness

Name & Title (Printed)

FORM OF AGREEMENT - SECTION 3

This Agreement on the _____ day of _____ 2016.

BY AND BETWEEN:

West Hants Regional Municipality
hereinafter called the "Municipality"
-and-

hereinafter called the "Contractor"

WITNESSES that the parties agree as follows:

- 1.0 The Work:
The Bidder shall:
 - 1.1 Perform the work required by the Contract Documents for the Request for Standing Offer for Property Cleanup;
 - 1.2 Do and fulfill everything indicated by this Agreement; and
 - 1.3 Commence the work as directed by the Municipality
- 2.0 The Municipality:
The Municipality is the West Hants Regional Municipality.
- 3.0 Contract Documents:
 - 3.1 The following is an exact list of the Contract Documents referred to in sub-section 2.6.3 of this Agreement. This list is subject to subsequent amendment in accordance with the provisions of the Contract Documents.
 - Information to Tenders
 - Form of Tender
 - Form of Agreement (for information only)
 - Evaluation Criteria
 - Cost/Price Evaluation: Bid Sheet
 - Specifications
 - Addenda (if any)

- All required proponent information including name, telephone, cell and fax numbers and e-mail addresses for:
 - Contractor's Safety Officer
 - Contractor's back-up supervisor on site
 - Contractor's overseer for this project
 - Company Representative
 - Complaints contact person

FORM OF AGREEMENT – SECTION 3

1. Contract Price:

The contract price is set out in the services agreement as presented in the Form of Tender, Bid Sheet. The Standing Offer is to cover only a three (3) year period commencing the date the Standing Offer is accepted.

2. Payment

- 2.1** The Municipality shall pay the Contractor in Canadian Funds for the performance of the Contract.
- 2.2** The total payment shall be the Contract Price as defined in subsection 3.1 – Contract Price of this Agreement, plus applicable Harmonized Sales Tax (HST).

3. Right and Remedies:

- 3.1** The duties and obligations imposed by the Contract Documents and the rights and remedies available there under shall be in addition to and not a limitation of any duties, obligations, rights, and remedies otherwise imposed or available by law.
- 3.2** No action or failure to act by the Municipality or Contractor shall constitute a waiver of any right or duty afforded any of them under the Contract, nor shall any action or failure to act constitute an approval of any acquiescence in any breach there under, except as may be specifically agreed in writing.

4. Security:

None Required.

5. Receipt of and Addresses of Notice:

- 5.1** Communications in writing between the parties or between them and the Municipality shall be considered to have been received by the addressee on the date of delivery if delivered by hand to the individual, or to a member or the firm, or to an officer of the corporation for whom they are intended, or if sent by post or by registered mail, to have been delivered within five (5) working days of the date of the mailing or dispatch when addressed as follows:

The Municipality at:

West Hants Regional Municipality
P.O. Box 3000, 76 Morison Drive,
Windsor, NS B0N 2T0

The Contractor at: _____

6. Contractor's Indemnification:

The Contractor agrees to indemnify and save the Municipality harmless against all claims, suits, demands, damages, expenses, disbursement and costs on a Solicitor and Client basis which the Municipality may incur as a result of any act or omission by the Contractor. The Contractor acknowledges that it is not an employee of the Municipality but is an independent Contractor.

7. Worker's Compensation:

A Certificate of Good Standing from the Worker's Compensation Board of Nova Scotia must be supplied prior to the execution of this Contract. If not required to be a member of Worker's Compensation, it is understood that the Contractor shall be liable for any assessments made by the Board on the Municipality related to work conducted under this Contract.

8. Succession:

The previously mentioned Contract Documents are to be read into and form part of the Agreement and the whole shall constitute the Contract between the parties and subject to law and the provisions of the contract documents shall inure to the benefit of and be binding upon the parties hereto, their respective heirs, legal representative, successors, and assigns.

9. Signatures:

IN WITNESS WHEREOF the parties hereto have executed this Agreement under their respective corporate seals and by the hands of the proper officers thereunto duly authorized.



SIGNED, SEALED AND DELIVERED
in the presence of:

SIGNED, SEALED AND DELIVERED

in the presence of:

WEST HANTS REGIONAL MUNICIPALITY

_____	)	
_____	)	_____
Witness	)	Name and Title
_____	)	
_____	)	_____
Witness	)	Rhonda Brown, Clerk
	)	

CONTRACTOR NAME

_____	)	_____
Witness	)	Name and Title
	)	
_____	)	_____
Witness	)	Name and Title

(Where either the Municipality or Contractor calls for proof of authority to execute this document, proof of such authority in the form of a certified copy of a resolution naming the person or persons in question as authorized to sign the Agreement for and on behalf of the corporation partnership, parties to this Agreement, should be attached).

*****End of Section 3*****

CONDITIONS AND REQUIREMENTS – SECTION 4

1. The tenderer must have the safety certification outlined in section 1.1 and must ensure public safety at all times.
2. All work is to conform to the Occupational Health and Safety Act.
3. All work is to be performed in a workmanlike manner according to standard procedures.
4. All goods and materials provided by [tenderer/bidder] shall be CSA Group, certified and tested.
5. Invoices shall indicate H.S.T. with appropriate registration number, indicated as a separate item.
6. The Tenderers agrees to comply with all legislation in effect from time to time, including any Federal, Provincial and Municipal legislation, regulations or By-laws, which are applicable to the operations of the contractor respecting this Contract.
7. Should there be any questions regarding the interpretation of this Contract, the Municipality's interpretation shall govern.
8. WHRM reserves the right to request that any or all Tenderers clarify and make revisions to their tender. WHRM may choose to meet with one, several, or all Tenderers to discuss aspects of their bid. WHRM is not obligated to seek clarification from any Tenderers with regards to any aspect of its bid.
9. WHRM is not bound to accept any bid. Further, WHRM reserves the right to accept or reject any bid in whole or in part, waive any irregularities in the tendering process, and to discuss different or additional items to those included in this Tender, at its sole discretion. WHRM may invalidate this Tender and may issue a second Tender at its sole discretion.
10. The Tenderer shall at his/her expense remedy all deficiencies performed or provided under this contract for a period of one (1) year after date of acceptance by the Municipality, or as specified in the Tender.

11. The Tenderer shall warranty all material and equipment installed by him/her, or incurred under this contract, for a period of one (1) year, after date of acceptance by Municipality.

*****End of Section 4*****

MEASUREMENT & PAYMENT – SECTION 5

1. Unit prices are full compensation for the work necessary to complete each item in the Standing Offer Agreement (SOA).
 - (a) Compensation is based on the specific terms and conditions that are established within the SOA to provide specific goods and/or services (work) on an “As and When” required basis under predetermined pricing model.
 - (b) It is the intent of the Municipality to enter into one standing offer agreement (SoA) with the lowest responsive responsible bidder. If the successful contractor is unable to provide the work within a time fixed by the terms of the SoA, the Municipality reserves the sole right to procure the goods/services by any other means it deems appropriate. The Contractor will be paid only for goods and services specifically requested by and received to the full satisfaction of the Municipality.

End of Section 5**



West Hants

WEST HANTS REGIONAL MUNICIPALITY REPORT

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

Submitted by: _____
Madelyn LeMay, Director, Planning and Development

Date: June 14, 2021

Subject: Provincial Partnership Opportunity Notice (PON)

LEGISLATIVE AUTHORITY

MGA Part XII

DECISION REQUEST

That COTW determine:

- (a) that it would like Public Works to investigate the costs and process for developing a public street in the area of the present school driveway near Tremain Crescent and report back to COTW; or
- (b) determine that the eventual development of a public street should be left to the developer.

BACKGROUND

The Nova Scotia Department of Municipal Affairs and Housing has announced the availability of vacant Provincially owned land for residential developers in Nova Scotia. 37 lots are included in the “*Land for Housing*” initiative which is found at <https://housing.novascotia.ca/programs/land-for-housing>.

Two areas have been identified in WHRM: one near Tremain Crescent in Windsor (Figures 1 and 2) and one in Falmouth (Figures 3 and 4).

DISCUSSION

A “*Partnership Opportunity Notice*” (PON) has not yet been published for the lots in Falmouth.

A PON has been published for the lots near Tremain Crescent in Windsor (Appendix A). The Province has advised that proposals will be accepted for development of affordable housing on these lands until August 31, 2022. It is up to the Province to accept or refuse any proposal. Proposals must meet the requirements of the Windsor Land Use By-law. Until the Province advises WHRM of specific proposals,

WHRM will not know the specifics of any proposals, or whether a Land Use By-law amendment or development agreement is needed. Any required amendment or development agreement will follow the required public process. As noted in the PON, the small lot, PID 45216983 is zoned Single Unit Residential (R-1). PID 45053337 is zoned High Density Residential (R4). Depending on the proposal, a development agreement may be required for development of this lot. PID 45232261 is designated Community Use (CU) and zoned Institutional (I). For residential development on this lot, an amendment to both the MPS and LUB may be required but depending on the proposal an amendment to the LUB alone may be sufficient and a development agreement without an amendment may be possible (WMPS *Policies 16.1.3 and 16.1.4*).

One issue that appears in the Tremain Crescent PON is frontage and access to PIDs 45053337 and C (Figures 3 and 4). The driveway for the school is located on PIDs 45232253 and 45232261, both of which are owned by WHRM. Development on the two large lots (PIDs 45053337, 45216991) should not take place without the creation of a public street in the location of the school driveway, as neither lot has frontage on or access to a public street now.

In order to create a public street, the Public Works Department would need to investigate the construction and condition of the school driveway and services (water and sewer). At minimum, a cul-de-sac or turning "T" would be required at the end of the public street area.

Council could leave the creation of a public street to the eventual developer of the parcel or could determine that this should be done now at WHRM's expense.

NEXT STEPS

Discussion by and direction from COTW.

FINANCIAL IMPLICATIONS

Should COTW wish to begin the process of investigating and creating a public street, Public Works would need to create cost estimates. No funds have been allocated for this project in the 2022-2023 budget. Ongoing operational costs would also be incurred.

ALTERNATIVES

1. Council may request Public Works to prepare cost and time estimates to create a public street in the location of the existing school driveway.
2. Council may decide to wait and have the public street created by developers at a later time.

ATTACHMENTS

Figures 1-4 Lot locations

Attachment A Tremain Crescent Partnership Opportunity Notice

CHIEF ADMINISTRATIVE OFFICER REVIEW

The Director has asked for Council to consider one of the two noted options that would have Council “investigate” the cost of developing a public street that is currently a driveway to support the “Provincial Partnership Opportunity. I strongly encourage Council to support this request. Investigating the costs will allow Council to consider if they would like to support the project through the provision of the road or not.

Affordable housing in our Province and Region is desperately needed. This provincial initiative very likely will require the added support of the municipality to provide the required incentives to make this housing option a reality. This is a time for the consideration of how an “equitable “ level of support can be provided to this development and not an “equal” level of support when compared to other developments. Affordable housing requires a higher level of support from government than other developments. Without these added supports it is very likely the project will be far more challenging, resulting in a reduced probability of providing true affordable housing. Particularly in the current marketplace and with the costs of construction.

I support request (a) as noted above.

Report Prepared by:

Madelyn LeMay, Director of Planning and Development

Report Approved by:



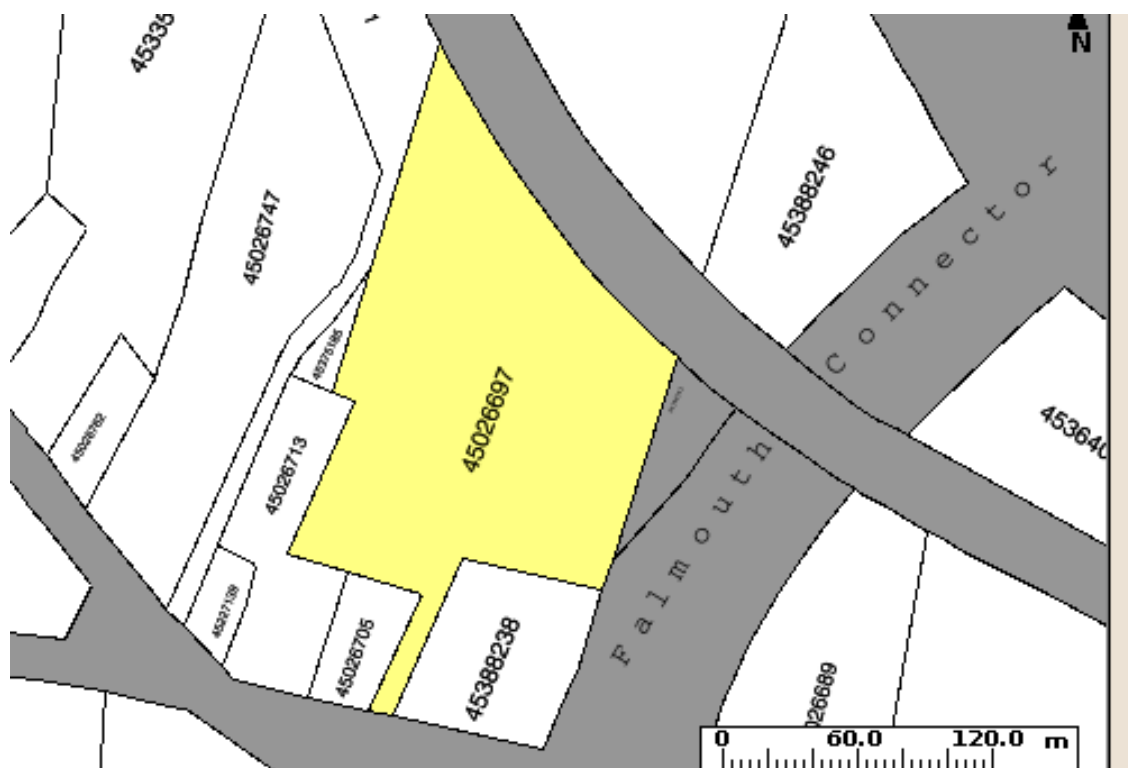
Mark Phillips, Chief Administrative Officer

Figure 1



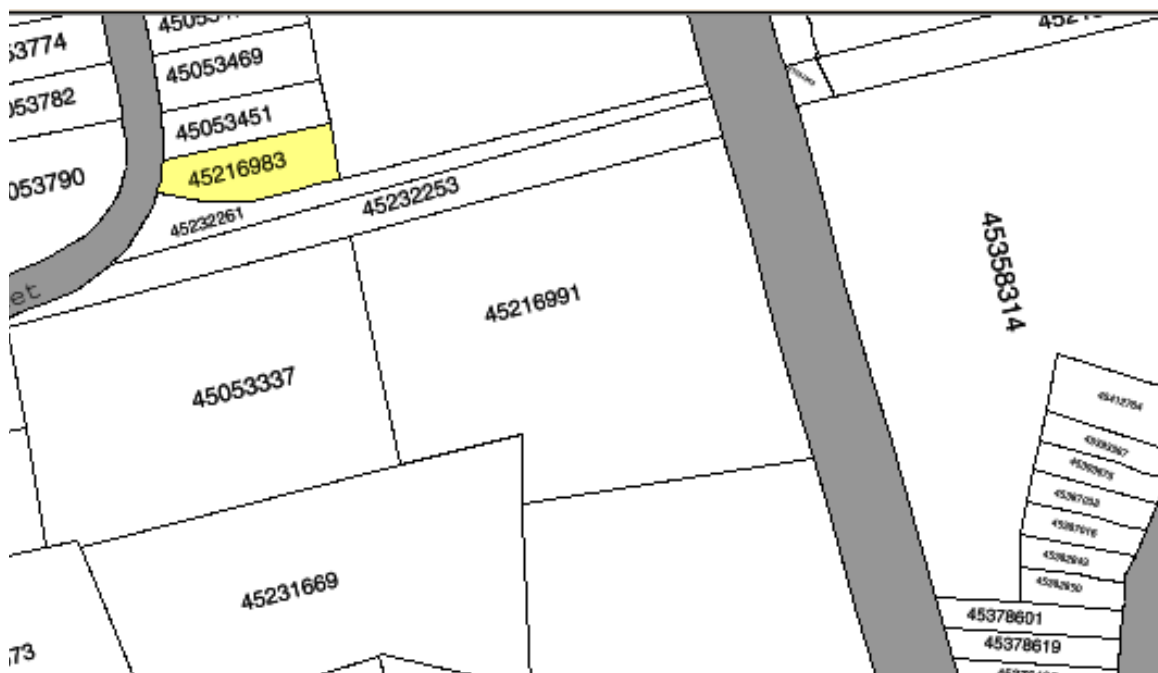
26. Highway No 1 and 27. Highway No 1, Falmouth, County of West Hants.

Figure 2: PIDs 45026697 & 45388238



An aerial photograph of a residential area. A large, irregularly shaped lot is outlined in red. The lot is mostly cleared land with some trees and a small building. The surrounding area includes houses, a swimming pool, and a parking lot.

Figure 4: PIDs 45053337, 45216991 & 45216983





Partnership Opportunity Notice

AFFORDABLE HOUSING DEVELOPMENT
TOWN OF WINDSOR

Tremain Crescent





Overview

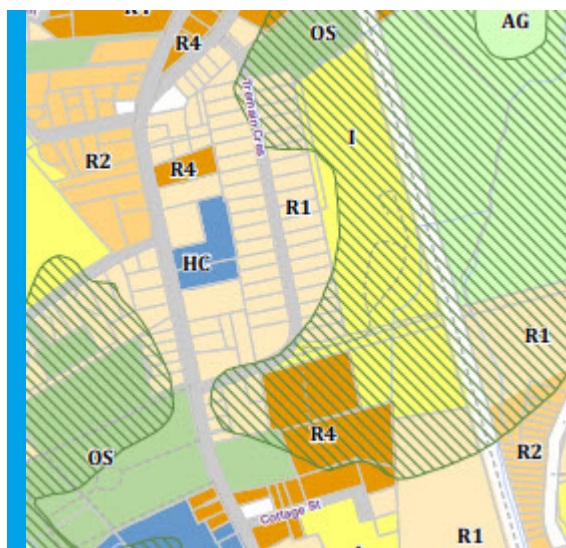
As the provincial entity responsible for the administration and delivery of affordable housing solutions, the Department of Municipal Affairs and Housing (DMAH) supports low-to-modest income Nova Scotians every day through the delivery of programs and services across the housing spectrum. DMAH is requesting responses to this Partnership Opportunity Notice (PON) to have more affordable housing built in communities.

The Nova Scotia Affordable Housing Commission released its report on May 31, 2021, outlining 17 recommendations and 60 key actions for increasing the supply of, and access to affordable housing in Nova Scotia. Specifically, the Commission called for government to ‘create a program to use vacant or under-utilized public land suitable for residential use, or buildings for affordable housing and incentivize their development.’

In response to this recommendation, DMAH is making Provincially owned land available to an eligible applicant(s) committed to creating new affordable rental housing in the province. To assist in offsetting some development costs, a long-term land lease for a nominal rent or a sale for a nominal amount will be considered in exchange for a commitment to create and maintain affordable units permanently or over an identified time horizon.

This land contribution will be awarded based on an evaluation of various criteria including the applicant’s organizational capacity and depth of affordability proposed. Additional considerations include, but are not limited to, the level of socio-economic, environmental, and accessibility outcomes to be achieved.

Applicants who demonstrate a commitment to exceed the minimum requirements for affordability, energy efficiency, and accessibility while ensuring the long-term financial viability of their project will be prioritized.



Parcel Identification: (PID) 45053337, 45216983 and 45216991

Registered Owner: The Province of Nova Scotia

Civic Address: Tremain Crescent, Windsor, NS

Lot Area: 3.80 acres, 0.23 acres and 4.20 acres

Lot Frontage: Tremain Crescent

Site Servicing: Municipal Water & Sewer

PON RELEASE DATE: May 31, 2022

SUBMISSION DEADLINE: August 31, 2022

Image 1: Zoning Map. Source: West Hants County.

Property Details

Designation	Town of Windsor Municipal Planning Strategy (MPS): PID 45053337 and PID 45216983 are both designated as Residential (R). PID 45216991 is designated as Community Use (CU).
Zoning	Current zoning in the Town of Windsor Land Use By-Law: PID 45053337 is zoned High Density Residential (R4). PID 45216991 is zoned Institutional (I). PID 45216983 is zoned Single Unit Residential (R1). All three sites also include an Environmental Constraints designation which requires an Environmental Study to be conducted as described in Policy 12.0.2 of the MPS and submitted to the Development Officer.
Proposed Development	The R4 zone permits R1, R2 and R3 uses; boarding and rooming houses; dwellings more than 6 units; and grouped dwellings (more than one building on a site). The R1 zone permits single unit dwellings. The I zone does not permit residential uses and an MPS amendment to designate Residential and a concurrent rezoning, and a Development Agreement process as per Policy 5.4.6 for new multiple unit residential development consisting of 3 or more units, grouped dwellings, boarding houses may be possible. Development potential is also dependent on results of an Environmental Study and variances for frontage. Note: PID 45053337 and PID 45216991 do not have direct road frontage and access to the road needs to be negotiated with West Hants Regional Municipality.
Current Use	All three sites are undeveloped. PID 45053337 does include an access road and services for 70 Tremain Crescent (Centennial I and II Seniors Residences).
Surrounding Uses	R1 homes and Windsor Elementary School to the north, Tregothic Trail and privately owned undeveloped land to the east, R4 seniors residences and private residences to the south, R1 homes and King Street to the west.

Eligible Property Type

Eligible affordable housing projects include, but are not limited to:

- Mixed-income;
- Mixed-use;
- Mixed-tenure;
- Permanent housing (long-term tenancy, 12 months or more);
- Primary use as residential; and
- Single detached dwellings, standard multi-unit residential, single room occupancy and seniors' independent living housing (i.e., excluding the delivery of health care).

Unit Type	Average Market Rents	Affordable Rents
Bachelor Unit	\$ 870	\$ 696
1-Bedroom Unit	\$ 1,043	\$ 834
2-Bedroom Unit	\$ 1,255	\$ 1,004
3-Bedroom Unit	\$ 1,532	\$ 1,225

Figure 1. Oct. 2021 private apartment average market rents for Nova Scotia and example of affordable rents (80% of avg. market rent). Data Source: [CHMC](#).
Proposals must reflect current market conditions with rental rates that are representative of the property location.

Eligible Applicants

Applicant must be, or partner with, a Nova Scotia based organization to be eligible for this opportunity.

All types of operating models will be considered, including but not limited to:

- Indigenous governing bodies and organizations (off reserve)
- Community housing organizations
- Non-profit organizations (including co-ops)
- Private corporations

Cross-sectoral partnerships are encouraged.

Mandatory Minimum Criteria

Financial Viability: Projects must demonstrate a means to be financially sustainable or describe how they will obtain subsidy to offset any projected operating losses. All funding sources must be disclosed, and related funding details provided.

Affordability: Designated affordable units must serve households in core housing need with rental rates established at or below 80% of average market rent (AMR). AMR can be found at the CMHC Housing portal: <https://www03.cmhc-schl.gc.ca/hmip-pimh/en#Profile/12/2/Nova%20Scotia>

Environmental Considerations: National Building Code minimum standards required. Priority will be given to projects incorporating Net-Zero energy performance targets by either:

1. Building to Net-Zero from the onset and including all the necessary energy modelling before and after construction to demonstrate that Net-Zero has been achieved. Or,
2. Building to Passive House Standards with the requirement of having the building Net-Zero ready, i.e. have the infrastructure for PVs to be added at a later date so that the energy consumed by the building is equal to the energy generated.

Accessibility Considerations: National Building Code minimum standards required. However, applicants are highly encouraged to integrate Barrier Free (BF) design requirements and Housing Nova Scotia Visitability Standards within a minimum number of units in their project, found here: https://housing.novascotia.ca/sites/default/files/HNS_Visitability_Requirements.pdf

Property Management: Applicants must have a minimum of five (5) years' property management experience. In lieu of property management experience, applicants may hire or partner with a professional third-party property management firm acceptable to DMAH. Experience in affordable housing property management is an asset.

Real Estate Development Experience: Applicants must have successfully completed a similar project on time and within budget. Alternatively, applicants may hire or partner with a third-party developer, acceptable to DMAH, who has experience building similar projects.

Equity Contribution: Applicants with sufficient assets to contribute a reasonable equity component to support the proposed development and who have a demonstrated ability to accommodate unexpected increases in construction costs will be given priority. A reasonable minimum equity contribution is typically equivalent to twenty percent (20%) of the proposed project's eligible capital development costs, including land. A five (5%) equity contribution may be considered for community housing and non-profits. Where the land for this project is being contributed by DMAH, flexibility will be considered when assessing the applicant's equity contribution.



This PON is available to projects that meet and/or exceed the minimum requirements. Verification of project details and evaluation will determine whether a project is selected. Simply meeting the minimum requirements will not guarantee that a proposal will be selected. Applicants are responsible to provide sufficient documentation that will verify compliance with the eligibility requirements.

Proposals received during the submission period will be ranked in comparison to other concurrent proposals based on the project's overall suitability. More specifically, the following criteria will be used to evaluate, rank, and determine a proposals overall strength and level of project suitability:



Innovation

Does the project utilize innovative construction methods, partnerships, operating models or services?



Project Viability & Sustainability

Is the project feasible and viable, both through capital financial assembly and ongoing operating pro-forma, as well as the project environment (MPS policies, environmental, site constraints etc.)? Is the project aligned with the recommendations of the Affordable Housing Commission, the objectives of the National Housing Strategy, the Nova Scotia environmental and accessibility targets, or other government priorities?



Scale

Is the project of a scale that it may have impact? Priority will be given to projects with a higher density of units and higher scale of affordable units.



Project Stage & Timeline

How rapidly does the proposed timeline bring new affordable housing to market? How realistic is the proposed timeline?



Ability to Deliver

Can the main applicant and its partners deliver the project as per timeline? Overcome any unforeseen obstacles? Assemble proposed funding?



People Served

Does the project serve people who are part of specific vulnerable population? Any cultural community of significance?
Any location of importance?

[Visit CMHC](#) for a definition of vulnerable populations.

The successful applicant will be notified to discuss terms and conditions and any other requirements to move the project forward.

Note that DMAH will consider all proposals but is under no obligation to approve any application and move forward with the PON if, in DMAH's opinion, no suitable submissions are received.

Proposal Submission Requirements

Applicants can present their submission in the form and format of their choice. Proposals must be submitted in PDF to HousingLandPartnership@novascotia.ca on or before August 31, 2022 at 5pm (AST). Submissions must be clear, concise and include the following sections:

1. Project Description: Should include, but not limited to:

- a. Innovative approach – describe the project and explain what makes it different.
- b. Any partnership(s), including the names of key individuals and organizations.
- c. Total number of project units, including rental rates.
- d. Meeting or exceeding affordability, environmental, accessibility, etc. standards.
- e. Aligning with Nova Scotia Affordable Housing Commission recommendations.
- f. National Housing Strategy, or other provincial priorities (e.g. health, environment, economic growth, seniors).
- h. If early seed funding is required, what will it be used for? Have you also applied to CMHC or Housing Nova Scotia for other funding opportunities?

2. Applicant & Development Team: should highlight experience in real estate development and property management, with experience in managing affordable housing developments as an asset.

3. DMAH Contributed Site: Describe how the proposed development concept is suitable for the land being contributed and identify the land ownership interest being requested for this project (leasehold, fee simple, or other) and provide all supporting rationale. Note that a lease arrangement is the preferred option.

4. Market Demand & People Served

5. Project Funding & Financing

Appendices should not exceed 20 type written pages and should include:

- Drawings and site concept plan
- Proposed Project & Construction Schedule
- Construction Cost Estimates (Class D or higher)
- Confirmation of Project Financing and Funding – Sources of Capital
- Operating Pro-Forma Statements

Letters of Reference can also be submitted to demonstrate your experience in delivery of similar projects.

INQUIRIES

Please direct questions about the opportunity up to 5 business days of deadline to:

housinglandpartnership@novascotia.ca

Answers that may have material impact on submissions will be compiled and answered online at the Housing Nova Scotia website. housing.novascotia.ca

Property Overview



List of included Parcels (PID's): 45053337, 45216983 and 45216991

DISCLAIMER

The PON is a non-binding document. DMAH does not make any representation or provide any undertaking to prospective respondents other than to invite them to submit a proposal. This PON does not oblige DMAH to negotiate or execute an agreement with any prospective respondents, not to grant rights of any sort to any prospective respondents and, DMAH shall incur no liability to any prospective respondent as a result of responding this PON.

DMAH will not be liable for, nor will it reimburse any prospective respondent for costs incurred in the preparation, submission or presentation of any proposal, for interview or any other activity that may be requested as part of the PON process.

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]

Deanna Snair

From: darren porter
Sent: Friday, June 3, 2022 3:04 PM
To: PublicOnlyCouncilEmail
Subject: Yesterday two salmon Par where captured and released after documentation and DNA sampling.

Caution

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

Just a heads up that two SARA listed inner bay of fundy salmon par where discovered and documented above the Windsor causeway , this is very significant as these would be the offspring of spawning adults.

Major find

Best fishes
Darren





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	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
Joseph, PVSC	Feeney	2022-04-14	2022-04-26 Council

Correspondence Received

[illegible]

CAO Mark Phillips

West Hants Regional Municipality

Nova Scotia May 16, 2022

Dear Mark,

I have attached a letter that is near and dear to my heart.

We are all aware of the impact that COVID-19 had on the world and especially on our community when it began two plus years ago. Locally, it stopped what was to be an amazing event celebrating Windsor and its rich history before the amalgamation of Windsor/West Hants.

I had anticipated that perhaps one day we could see this event happening bringing something special to our community that has lost so much in the past couple of years. The Pumpkin Regatta is certainly one of the losses that comes to mind along with other celebrations we were all so proud of here in West Hants. I believe its time to start "living" again with events to look forward to and celebrate.

Coming across this letter I sent you in 2020 gave me hope that maybe this could be possible this year. As referenced in the letter; funding had been identified and supported by the Council of the day. I am requesting that this event be reviewed to see if funding, staff and volunteer resources are still available.

I'm not sure if the world is back to normal yet but I believe an event like this could stimulate the community into living the new "normal" celebrating "Windsor's Glory Days".

Yours Sincerely,

A handwritten signature in cursive script, appearing to read "Anna Allen".

cc: Councilor Laurie Murley

Councilor Jim Ivey



TOWN OF WINDSOR

OFFICE OF THE MAYOR

COA Mark Phillips

Windsor/West Hants Regional Municipality

Nova Scotia

March 27, 2020

Dear Mark,

On March 21, 2020, the Town of Windsor was to have a community event celebrating the history of Windsor. Then Covid-19 pandemic brought not only our Town to a halt but the world. The community is doing its best to follow directions from our Federal, Provincial and Municipal leaders to help combat this far stretching serious health issue. We will recover but when is unknown.

On April 1, 2020, the Town of Windsor and the Municipality of the District of West Hants will become one regional municipality: an amazing day for all our citizens. Due to consolidation and the unpredictability of the Covid-19 virus, I ask that the "Celebrate Windsor" event be held on an appropriate date in the future.

A small group of Windsor Town Staff and Council members worked hard to organize this event in a relatively short period of time. The focus was to celebrate the significant role Windsor played in our provincial and national history. The celebration included various community groups who are still interested in being a part of the event, including our First Nation, Acadian, Black Loyalists, Historical and Hockey Societies, among others.

Town Council approved an operational budget of \$6050.00 for the event and fireworks on March 31. Council also approved \$10,000.00 out of Capital Reserves Legacy piece. If further information is required, Vanessa Roberts had been the lead on these projects and will be able to fill in the blanks on all details. Hopefully, these budget items will be carried forward and former staff and councilors can be involved when the world is back to "normal" again.

Thank you for considering this request. Windsor's glory days need to be celebrated.

Sincerely,

Anna Allen

Birthplace of Hockey

Playing on the ponds of Windsor since 1800

PO Box 158, 100 King Street, Windsor ♦ Nova Scotia ♦ B0N 2T0
Phone: 902.798.6673 ♦ Fax: 902.798.5679 ♦ E-mail: aallen@town.windsor.ns.ca ♦ www.town.windsor.ns.ca



From: Seamus Marriott
Sent: Tuesday, May 31, 2022 9:08 PM
To: Abraham Zebian; PublicOnlyCouncilEmail
Cc: Community Petition
Petition4.pdf; Petition1.pdf; Petition2.pdf; Petition 3.pdf; Petition 1.pdf

Follow up
Flagged

Subject:
Attachments:

Follow Up Flag:
Flag Status:

Caution

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

Dear Mayor Zebian and All Council Members,
A petition initiated this past weekend has already received 40 signatures from property owners on Zwicker Lake in Upper Vaughan, Community members and others who use the lake. There will be more people joining this cause. It is time for municipal officials to become involved and allow community members a voice in what to date has been a hushed secret at all levels of government.
Please see below and attached documents.
Regards,
Seamus Marriott on behalf of Zwicker Lake Property Owners.

Petition

To the Mayor and Council of the Municipality of West Hants

Whereas The property owners of Zwicker Lake, Upper Vaughan, Nova Scotia has recently learned that the Pisiquid Canoe Club of Windsor NS, has purchased a property located at 1011 Hwy 14 in Upper Vaughan through the procurement of both Federal and Provincial funds.

As property owners on Zwicker Lake we wholly support youth sports, recreation and education. We commend the work of the Canoe Club as we do all organizations that endeavor to nurture and develop the physical, social and emotional attributes of today's youth. We acknowledge that the move of the Canoe Club to Upper Vaughan may present some positive outcomes economically and recreationally, for the community. That said, as property owners we also share multiple concerns on the impact to our beloved waterway by the relocation of the Canoe Club to Zwicker Lake.

Zwicker by lake standards is considered a small lake, measuring 1950 meters in length and 300m in width, at the widest point. The introduction of the Canoe Club to the lake raises questions concerning potential environmental issues, protection of migratory bird species, traffic on and access to the lake by residents, increased noise levels, road traffic, and much more. At the municipal level there are concerns regarding zoning of the property for such a significant change in use, the operation of summer day camps, as well as the issue

of noise and the resultant impact on the resident's right to the peaceful enjoyment of their properties. To this point property owners have been denied a voice or any input in this matter. We believe it is incumbent upon the Mayor and Members of Municipal Counsel, who were elected to represent all constituents, to ensure that all parties have a voice and input prior to decisions that impact the enjoyment of our community are made.

We the undersigned petition the Municipality of West Hants as follows:

To uphold the by-laws of the Municipality and provide opportunity for property owners of Zwicker Lake to be recognized and participative in this matter.

Petition

To the Mayor and Council of the Municipality of West Hants

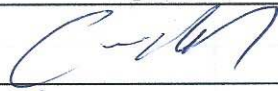
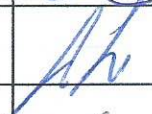
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Print Name	Signature	Address	Date
Caroline McDade		43 Lake crest middle Sackville	29 May 22
Brian Thornhill		43 Lakecrest Drive Middle Sackville	29 May 22
John Lunn		191 Innes Lake	May 29
Wendy White		191 Innes Lane	May 29

Petition

To the Mayor and Council of the Municipality of West Hants

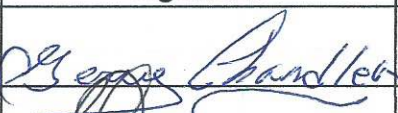
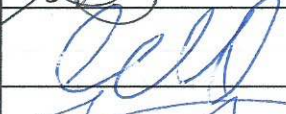
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Print Name	Signature	Address	Date
Gerry Chandler		69 Lakeview Crescent Upper Vaughan Bon 270	May 29th 2022
Steve Russell		54 Agincourt Cres. Dartmouth N.S.	30 May 2022
Cam Russell		33 Cranburn Dr. Dartmouth	May 30 2022
Jason Chandler		69 Lakeview Crescent Upper Vaughan N.S.	MAY 30 2022

Petition

To the Mayor and Council of the Municipality of West Hants

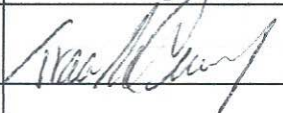
Whereas The property owners of Zwicker Lake, Upper Vaughan, Nova Scotia has recently learned that the Pisiquid Canoe Club of Windsor NS, has purchased a property located at 1011 Hwy 14 in Upper Vaughan through the procurement of both Federal and Provincial funds.

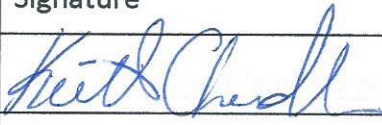
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Print Name	Signature	Address	Date
Traci Curry		1077 Hwy #14	May 30, 2021

Print Name	Signature	Address	Date
Keith Chandler		85 meltzer Rd	May 28

petition_signatures_jobs_33479479_20220531221223

Name	City	Province	Postal Code	Country	Signed On
Seamus Marriott				Canada	2022-05-28
Theresa Marriott	Upper Vaughan		B0N2T0	Canada	2022-05-28
David Smith	Calgary		T1Y 5J5	Canada	2022-05-28
Robin Christie	Upper Vaughan		B0N 2T0	Canada	2022-05-28
Doug Christie	Upper Vaughn		B0N 2T0	Canada	2022-05-28
mark kehoe	Saint Catharines		L2P	Canada	2022-05-28
Heather Cameron	Dartmouth		B3A 4Z1	Canada	2022-05-28
Edmund and Ada Smith	Halifax		B2T 2T0	Canada	2022-05-29
Andrew Hardman	Upper Vaughan		B0N 2T0	Canada	2022-05-29
Janet MacLean	Halifax		B3J 0B6	Canada	2022-05-29
Bruce MacLean	Mount Uniacke		B0N 1Z0	Canada	2022-05-29
Deborah Innes	Upper Vaughan		B0N 2T0	Canada	2022-05-29
Lenore Black	Markham		L3R	Canada	2022-05-29
Kate Adams	Wellington		B2T1J4	Canada	2022-05-29
Thelma Chandler	Upper vaughn		B0N 2T0	Canada	2022-05-29
Lisa Christie	Calgary		T2X	Canada	2022-05-30
Shirley Walker	Upper Vaughan		B0N 2T0	Canada	2022-05-30
Duane Walker	Upper Vaughn		B0N 2T0	Canada	2022-05-30

[illegible]

Deanna Snair

From: Friday, June 3, 2022 12:42 PM
Sent: PublicOnlyCouncilEmail
To: Fwd: Baseball fields
Subject:

Caution

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

Begin forwarded message:

From:
Subject: Baseball fields
Date: June 3, 2022 at 11:39:45 AM ADT
To: allcouncilemail@westhants.ca

Dear Mayor Abraham and West Hants Councillors

My name is Scott Carson

I would like to address the issue of the baseball fields in Windsor
I think its time for new fields as not much has changed since I played on the fields in the 70s

The field has no room for growth . The risk is that baseball in west Hants is that
connecting properties are privately owned
Many do not support the ball fields next to their properties..

The two fields have no parking and have limited access for people that have a difficult
time getting to the field
(Wheel chairs for example)

With the recent news of walkers restaurant being for sale and who knows what happens
when it sells and the new owner decides to put a development down back and take
away all the parking for the big field

There are so many reasons why Windsor needs a new location ..
I would be willing to help in any way to have a baseball complex in Windsor ..
I think now is the time to review the fields and form a plan for the future ..
Please give me a few minuets to meet with council.

Thanks
Scott Carson



**Municipal Affairs and Housing
Office of the Minister**

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

June 10, 2022

Via email: azebian@westhants.ca

Dear Mayor/Warden Zebian:

Spring is upon us, and it is usually at this time of year we see new housing starts crop up across the province, and 'For Sale' signs on homes as people are seeking a fresh start. In recent years, however, we have not seen this to the degree we need to support our growing population.

Nova Scotia's population growth is targeted to increase to two million by 2060, averaging 25,000 new residents per year. Our housing supply has not kept pace with our growing population and, as you are aware, this has created an urgent need to build more housing quickly.

Critical to the social, economic, and wellbeing of Nova Scotians, their families, and those who arrive as new residents, is access to appropriate housing for now and into the future. Adequate housing is needed to attract business and allow people to stay in their communities, which all contribute to advancing economic growth and maintaining a vibrant community.

To enable municipalities to have the flexibility to improve incentives and remove barriers to building affordable housing in their communities, the Department of Municipal Affairs and Housing (DMAH) has made changes to the *Municipal Government Act* and the *Halifax Regional Municipality Charter*, such as the use of inclusionary zoning, to provide local governments with more planning powers to help address affordable housing needs in your communities. We will continue to explore other changes with you that will provide you with the tools you need to ensure adequate housing for Nova Scotians.

As you are aware, in collaboration with the Nova Scotia Federation of Municipalities, a Municipal Housing Needs Assessment by Turner Drake is underway and will provide valuable insight into municipalities' housing needs. In addition, as part of their work, the HRM Housing Task Force will share identified opportunities to streamline, improve, and modernize aspects of residential housing which will help accelerate housing development for all municipalities.

These actions alone cannot solve the housing issue. Municipalities can and have taken concrete steps to facilitate more housing development. I encourage you, your council, and your planning staff to continue to consider such opportunities to expedite residential development in your municipality. These opportunities may involve streamlining processes, amending bylaws, increasing density, and creating residential development opportunities to take advantage of existing infrastructure capacity such as water/wastewater.

Please know we are in this with you. We recognize each of you are facing your own unique housing successes and challenges, and our team at Municipal Affairs and Housing are here to listen and learn, to respond, and to support.

Reimagining the way we grow residential development will be vital in the coming years, and working together we can make progress towards meeting the housing needs of Nova Scotians.

Sincerely,



Hon. John Lohr

Minister of Municipal Affairs and Housing

- c. Paul LaFleche, Deputy Minister, Municipal Affairs and Housing
- Mark Peck, Associate Deputy Minister, Municipal Affairs and Housing
- Vicki Elliott-Lopez, Senior Executive Director, Housing

Fort Edward Lands Correspondence

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
Rene	Cormier	4/12/2022	2022-04-26 Council
Daphnee	de Lamirande	4/29/2022	2022-05-12 COTW

Combined Overflow System Correspondence

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
Felicia	McNeil	4/11/2022	2022-04-26 Council

Correspondence Sent

[illegible]



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
(Name and Title)

Date: June 14, 2022

Subject: Notice to amend the Meeting and Committee Procedural Policy RCOGE-003.00, Appendix M (Diversity and Inclusion Committee)

LEGISLATIVE AUTHORITY

Meeting and Committee Procedural Policy RCOGE-003.00
MGA Section 14(2) Powers of Council
Human Rights Act
Canadian Multiculturalism Act
Official Languages Act

RECOMMENDATION or DECISION REQUEST

...that Committee of the Whole recommend Council direct staff to amend Appendix M in the Meeting and Committee Procedural Policy to reflect the changes noted in Attachment B;

And further direct staff to advertise for interested parties who will become the voice and support of the Diverse and Inclusive Communities Committee.

BACKGROUND

Property ☐	Public Opinion ☒	Environment ☐	Social ☒	Economic ☐	Councillor Activity ☐
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West Hants Regional Municipality is full of vibrant and active communities that hosts various events throughout the year. A strong sense of belonging is an important step in becoming an

inclusive community to ensure all feel welcomed and valued. It is critical as a Municipality that we move forward with a strategic road map and an understanding of the need and ability for everyone to have a voice, be heard, receive validation, have equitable treatment, and access resources of one's choosing. The prioritization of cultural diversity and inclusion within our region will allow us to reflect on methods of welcomeness and service delivery while acknowledging and addressing barriers concerning racism, social marginalization, equity and discrimination. In developing an action plan within the Diverse and Inclusive Communities committee, the Municipality can realize its full potential in becoming a place where "Something Inspiring Awaits".

In October of 2020, Council prioritized the theme of Community Diversity and Welcomeness with the objective of establishing a Diversity/Inclusion Plan. After considerable review and input, we are ready to bring this vision to reality. Throughout the review, it was identified that there was a need to update the Meeting and Committee Appendix M to accurately capture diverse voices and provide the support from within our municipal unit to bring ideas collaboratively and genuinely to reality. The purpose of the Diverse and Inclusive Communities Committee is to serve in an advisory capacity and make recommendations to Council which will formulate strategic action plans achieve the following:

1. Advocate, educate, celebrate, address, and advise on issues concerning social marginalization, equity, racism, and discrimination within the Municipality and its workplaces.
2. Break down barriers and implement programs, policies, and practices that promote diversity and inclusion and create opportunities which are inclusive and welcoming to all.

DISCUSSION

Through the establishment of this committee, the West Hants Regional Municipality is committed to strengthening existing partnerships with businesses, individuals, organizations, and diverse community groups to reduce systemic discrimination and strengthen the ability of individuals and communities to address issues of discrimination. This will be a continuous journey of listening, learning, reflecting, and becoming allies. Real change can only happen when we listen, understand and then act. Under the guidance and advice stemming from The Diversity and Inclusive Communities committee, honest, open, vulnerable, and intentional conversations will allow the Municipality to foster inclusiveness and implements policies, programs, and practices which will support anti-racism, anti-discrimination, and inclusion.

NEXT STEPS

- Revise the policy
- Advertise for committee members
- Activate the committee

- Establish Terms of Reference for the committee outlining the structure
- Provide education/training to the committee, staff, Council and public (social media, websites promoting diversity and inclusiveness)
- Proceed with the goals established by the committee and mandates set forth by the province, Human Rights Commission, and the UNESCO Coalition of Inclusive Municipalities.

FINANCIAL IMPLICATIONS

Resident/Community members appointed to a Committee of Council will receive remuneration in accordance with the Council Remuneration Policy, which is identified in the annual Operating Budget.

There will be financial impacts associated with advertising for committee members.

There will be financial impacts as the committee identifies needs for education, an action plan, consulting services, etc. These impacts have yet to be identified and will be identified to Council for consideration in a request for funding approval.

ALTERNATIVES

- Council can choose not to accept the recommendation and proceed as currently established.
- Council can direct staff to explore other options by giving a different direction to staff.

ATTACHMENTS

- Attachment A: Meeting and Committee Procedural Policy RCOGE-003.00 (Appendix M)
- Attachment B: Meeting and Committee Procedural Policy RCOGE-003.00 (Draft Amended Appendix M)

CHIEF ADMINISTRATIVE OFFICER REVIEW

I fully support the recommendation and contents of the report.

Report Prepared by: _____
(Name and Title)

Report Reviewed by: _____
(Name and Title)

Report Approved by:  _____
Mark Phillips, Chief Administrative Officer

APPENDIX M

Diversity and Inclusion Committee

1. PURPOSE

- 1.1. The purpose of the Diversity and Inclusion Committee is to engage the community and formulate action plans to address issues concerning social marginalization, equity, racism, and discrimination within the Municipality. The Committee will also examine issues and barriers in creating a community that is inclusive and welcoming to all.

2. DEFINITIONS

- 2.1. In Appendix M,
a) "Municipality" means the West Hants Regional Municipality.

3. COMPOSITION

- 3.1. The Committee will consist of ten (10) voting members and two (2) non-voting members as follows:
- 2 Councillors
 - 4 resident members of diverse race and ethnicity (from the Black Nova Scotian, Acadian, Glooscap First Nation, LGBTQ+ and newcomers communities)
 - 1 resident over the age of 60
 - 1 resident between the ages of 15-19
 - RCMP Representative
 - Provincial Government Representative
 - 2 non-voting staff members appointed by the Chief Administrative Officer

4. ADMINISTRATION

- 4.1. A Chair and Vice-Chair will be elected annually during the November Committee meeting.
- 4.2. All non-Council and non-staff members of the Committee will be provided remuneration in accordance with the Council Remuneration Policy.
- 4.3. Administrative services for the Committee will be provided by the Municipality.
- 4.4. All members must abide by the Administrative Terms of Reference set out by the Committee and reviewed the by Chief Administrative Officer.

APPENDIX M

Diverse and Inclusive Communities Committee

1. MANDATE

- 1.1. Through the establishment of this committee, we are committed to strengthening existing partnerships while collaborating with individuals, groups, and organizations to reduce systemic racism and discrimination while strengthening the ability of individuals and community to address issues of diversity, justice, and inequality while providing opportunities for inclusiveness and belonging to improve the lives of all.

2. PURPOSE

- 2.1. The purpose of the Diverse and Inclusive Communities Committee is to serve in an advisory capacity and make recommendations to Council which will formulate strategic action plans achieve the following:
- a) Advocate, educate, celebrate, address, and advise on issues concerning social marginalization, equity, racism, and discrimination within the Municipality and its workplaces.
 - b) Break down barriers and implement programs, policies, and practices that promote diversity and inclusion and create opportunities which are inclusive and welcoming to all.

3. DEFINITIONS

- 3.1. In Appendix M,
- a) “Municipality” means the West Hants Regional Municipality.

4. COMPOSITION

- 4.1. The Committee will consist of six (6) voting members and ten (9) non-voting supporting members as follows:
- 6 resident members of diverse race and ethnicity (including, but not limited to, those from the African Descent, Acadian, Glooscap First Nation, LGBTQ+, Indigenous, 2SLGBTQIA+, Senior, Youth, and Newcomers’ communities)
 - 1 RCMP Representative (non-voting)
 - 1 Community Health Board Representative (non-voting)
 - 6 non-voting staff members appointed by the Chief Administrative Officer
 - 1 Councillor and 1 Alternate (non-voting)

5. ADMINISTRATION

- 5.1. A Chair and Vice-Chair will be elected bi-annually based upon the date of committee establishment.
- 5.2. Citizen committee members will serve a two-year term
- 5.3. Citizen committee members will be provided remuneration in accordance with the Council Remuneration Policy.
- 5.4. Administrative services for the Committee will be provided by the Municipality.
- 5.5. All members must abide by the Administrative Terms of Reference set out by the Committee and reviewed the by Chief Administrative Officer.



WEST HANTS REGIONAL MUNICIPALITY

Matter Overview

Date: June 14, 2022

Meeting: Committee of the Whole Meeting

Submitted by: Councillor Murley

Subject Matter: Former Town of Windsor

Outline/Summary (Matter):

At the February 11, 2020 Council meeting, the former Town of Windsor made two motions to celebrate Windsor. The first being to allocate \$6505.00 towards two public events to celebrate Windsor's past. One event was to held on March 21, 2020 , followed by Fireworks to be held on March 31, 2020 with funding coming from surplus in Recreation and Community Development Operating budget. The second motion was to allocate \$10,000.00 towards the design and creation of a legacy piece to celebrate the Town of Windsor and funding to come from Capital out of Revenue. Before this event could occur, the COVID-19 pandemic occurred and halted celebrations and daily life experiences as we knew it across the globe.

On April 1, 2020, the former Town of Windsor and the former Municipality of the District of West Hants consolidated into a Regional Municipal unit.

Attachments:

1. 2020-03-27 Letter from Anna Allen re: Windsor celebration
2. 2022-05-16 Letter from Anna Allen re: Windsor celebration
3. 2020-02-11 Windsor Town Council Meeting Minutes re: Motion in the above letters

Request (if any): To review this event and determine if:

- a) the interest remains in proceeding
- b) funding, staff and volunteer resources are still available

CAO Mark Phillips

West Hants Regional Municipality

Nova Scotia May 16, 2022

Dear Mark,

I have attached a letter that is near and dear to my heart.

We are all aware of the impact that COVID-19 had on the world and especially on our community when it began two plus years ago. Locally, it stopped what was to be an amazing event celebrating Windsor and its rich history before the amalgamation of Windsor/West Hants.

I had anticipated that perhaps one day we could see this event happening bringing something special to our community that has lost so much in the past couple of years. The Pumpkin Regatta is certainly one of the losses that comes to mind along with other celebrations we were all so proud of here in West Hants. I believe its time to start "living" again with events to look forward to and celebrate.

Coming across this letter I sent you in 2020 gave me hope that maybe this could be possible this year. As referenced in the letter; funding had been identified and supported by the Council of the day. I am requesting that this event be reviewed to see if funding, staff and volunteer resources are still available.

I'm not sure if the world is back to normal yet but I believe an event like this could stimulate the community into living the new "normal" celebrating "Windsor's Glory Days".

Yours Sincerely,

A handwritten signature in cursive script, appearing to read "Anna Allen".

cc: Councilor Laurie Murley

Councilor Jim Ivey



TOWN OF WINDSOR

OFFICE OF THE MAYOR

COA Mark Phillips

Windsor/West Hants Regional Municipality

Nova Scotia

March 27, 2020

Dear Mark,

On March 21, 2020, the Town of Windsor was to have a community event celebrating the history of Windsor. Then Covid-19 pandemic brought not only our Town to a halt but the world. The community is doing its best to follow directions from our Federal, Provincial and Municipal leaders to help combat this far stretching serious health issue. We will recover but when is unknown.

On April 1, 2020, the Town of Windsor and the Municipality of the District of West Hants will become one regional municipality: an amazing day for all our citizens. Due to consolidation and the unpredictability of the Covid-19 virus, I ask that the "Celebrate Windsor" event be held on an appropriate date in the future.

A small group of Windsor Town Staff and Council members worked hard to organize this event in a relatively short period of time. The focus was to celebrate the significant role Windsor played in our provincial and national history. The celebration included various community groups who are still interested in being a part of the event, including our First Nation, Acadian, Black Loyalists, Historical and Hockey Societies, among others.

Town Council approved an operational budget of \$6050.00 for the event and fireworks on March 31. Council also approved \$10,000.00 out of Capital Reserves Legacy piece. If further information is required, Vanessa Roberts had been the lead on these projects and will be able to fill in the blanks on all details. Hopefully, these budget items will be carried forward and former staff and councilors can be involved when the world is back to "normal" again.

Thank you for considering this request. Windsor's glory days need to be celebrated.

Sincerely,

Anna Allen

Birthplace of Hockey

Playing on the ponds of Windsor since 1800

PO Box 158, 100 King Street, Windsor ♦ Nova Scotia ♦ B0N 2T0
Phone: 902.798.6673 ♦ Fax: 902.798.5679 ♦ E-mail: aallen@town.windsor.ns.ca ♦ www.town.windsor.ns.ca



WINDSOR TOWN COUNCIL
Town Council Meeting Minutes
February 11, 2020 – 8:22 – 8:31pm
Windsor Council Chambers, 100 King St, Windsor, NS

Attendance

Laurie Murley	Deputy Mayor, Chair
Anna Allen	Mayor
John Bregante	Councillor
Shelley Bibby	Councillor
Jim Ivey	Councillor
Todd Richard	Interim CAO
Mark Phillips	CAO, Region of Windsor and West Hants Municipality
Troy Burgess	Acting Director of Public Works
Vanessa Roberts	Director of Community Development, Tourism & Recreation
Jamie Juteau	Fire Chief, WFD

Regrets - None

Gallery – 3 citizens

1. **CALL TO ORDER** – Mayor Allen called the Town Council meeting to order at 8:22pm. (This meeting followed the Committee of the Whole Meeting).
2. **ANNOUNCEMENTS / ACKNOWLEDGEMENTS** – Mayor Allen noted this is the final meeting of Windsor Town Council before consolidation April 1, 2020 (unless a special meeting needs to be called between now and then).

On behalf of council, Mayor Allen respectfully acknowledged that the land on which we gather is traditional unceded Mi'kmaw territory.
3. **CITIZEN (GALLERY) ACKNOWLEDGEMENT** – Citizens were welcomed.
4. **APPROVAL OF MINUTES** – January 28, 2020

MOVED BY BREGANTE/MURLEY THAT THE JANUARY 28, 2020 TOWN COUNCIL MEETING MINUTES BE APPROVED AS CIRCULATED. MOTION CARRIED
5. **APPROVAL OF ORDER OF BUSINESS & AGENDA** (Additions/deletions if any)

MOVED BY IVEY/BIBBY THAT THE AGENDA BE APPROVED AS CIRCULATED. MOTION CARRIED
6. **PUBLIC HEARING(S)/SECOND READINGS** - None
7. **DELEGATIONS / PRESENTATIONS** - None
8. **BUSINESS ARISING FROM PREVIOUS MINUTES** - None

9. MOTIONS OF RECONSIDERATION / RESCISSION - None

10. CONSIDERATION OF DEFERRED BUSINESS - None

11. REPORTS

11.1 Chief Administrative Officer – None

11.2 Committees of Council

(a) Committee of the Whole Recommendations

(i) Celebrate Windsor – Event Funding Recommendation

MOVED BY MURLEY/BREGANTE THAT WINDSOR TOWN COUNCIL ALLOCATE \$6050.00 TOWARD TWO PUBLIC EVENTS TO CELEBRATE WINDSOR'S PAST ON MARCH 21, 2020 AND FIREWORKS ON MARCH 31, 2020 AND FUNDING TO COME FROM SURPLUS IN RECREATION AND COMMUNITY DEVELOPMENT OPERATING BUDGETS. MOTION CARRIED

(ii) Celebrate Windsor - Legacy Funding Recommendation – 8:23pm Deputy Mayor Murley declared perceived Conflict of Windsor.

MOVED BY BREGANTE/BIBBY THAT WINDSOR TOWN COUNCIL APPROVE THE ALLOCATION OF \$10,000.00 TOWARD THE DESIGN AND CREATION OF A LEGACY PIECE TO CELEBRATE THE TOWN OF WINDSOR, AND FUNDING TO COME FROM CAPITAL OUT OF REVENUE. MOTION CARRIED

Deputy Mayor Murley returned to her seat for further agenda item discussions.

(iii) WATERMAIN CROSSINGS 101 HIGHWAY – COST SHARE AGREEMENT REQUEST

MOVED BY MURLEY/BREGANTE THAT STAFF BE AUTHORIZED TO EXECUTE A COST SHARE AGREEMENT WITH THE PROVINCE OF NOVA SCOTIA FOR WORK REQUIRED FOR RELOCATION AND EXTENSION OF TWO WATERMAINS IN TWO LOCATIONS NEAR EXIT 6, WINDSOR, NS. MOTION CARRIED

(b) Strategy & Policy Committee Recommendations – None

(c) PAC / HAC Recommendations - None

(d) Police Advisory Board – None

(e) Joint Council – None

(f) REMO - None

(g) Region 6 - None

(h) Watershed Committee - None

(i) VCFN (Valley Community Fibre Network) - None

(j) Audit Committee - None

11.3 Members of Council

12. CORRESPONDENCE / PETITIONS & MEETING CALENDAR REVIEW

(a) Correspondence to be Formally Received by Council (Information Purposes Only)

(i) Fr. Dept Municipal Affairs & Housing 20200128 – 911 Cost Recovery Fund

MOVED BY IVEY/BREGANTE THAT ALL CORRESPONDENCE BE RECEIVED AND KEPT ON FILE. MOTION CARRIED

(b) Correspondence to be Formally Received by Council (Requests) - None

(c) Petitions – None

(d) Meeting Calendar Review –Tentative PAC Meeting Mar. 11, 2020 (Official one on Sharepoint). Mayor Allen noted that although this is the last scheduled Windsor Town Council meeting, operations and day-to-day matters will continue along with Council members' participation with external boards and committees. She assured residents that should something significant arise that would require a meeting of Windsor council, a special can be called and will be advertised.

Mayor Allen read the following statement...

Town of Windsor Council, Mayor's final report - February 11, 2020

"On September 10, 2016 I posted my first Mayor's campaign sign for the October 15 election. Little did I realize what this council would accomplish in 40 months. I did realize that there were many opportunities ahead of us but how we would succeed was yet undetermined. I am a believer in believing that things happen for a reason. I have and will perhaps for awhile, reminisce about what we could have done and what we have done. Knowing the majority of councillors and certainly staff were behind our well thought out decisions for our citizens, gave me the courage to go on at times. We have completed some major advances for Windsor, and these will not be forgotten any time soon.

What keeps popping into my mind is, "It was the best of times; it was the worst of times" from the Charles Dickens' novel, A Tale of Two Cities. (In this case A Tale Two Municipalities). It was the age of wisdom, the age of foolishness, not much different in this age. The conflict in the book also talked about joy and hope, which is what I like to focus on.

So, it is with great joy that this council has accomplished a major a milestone, consolidation. It is with great hope that the results will build our communities to be the one strong region we envision.

First, I want to thank the Town of Windsor staff for being very supportive of this council. The process of consolidation has been difficult at times and major changes are not always easy as it can be demanding and challenging. This Town has a very strong staff component, each bringing their strengths to the table. I belief you will make an amazing asset to the regional staff team bringing those experiences and strengths to the table.

To all the elected officials over my 22 years in office that I have worked with at various tables to help improve the lives of all Nova Scotians and in some cases Canada, it has been my pleasure and honor. The dedication I have seen in municipal officials across this country has been extremely inspiring.

To this the final Town of Windsor Council, I say thank you being a part of this roller coaster ride over the past 40 months. To say it was challenging would be an understatement. There were many outside factors influencing the way we conducted business at times, but I feel, we made the right decisions with staff advice and support.

To the new Regional Council, I ask that you remember the true spirit of our citizens and why we chose to live here. As with the new council of 2016, the opportunities are endless and together we can be strong."

13. ITEMS ADDED TO AGENDA UNDER #5 – None; however, Item 11.2(iii) was added as coming from Committee of the Whole.

14. IN-CAMERA MATTERS - None

15. NOTICES OF MOTION – None

16. ADJOURNMENT

**MOVED BY ALLEN/MURLEY THAT WITH NO FURTHER MATTERS TO DISCUSS,
THIS MEETING IS ADJOURNED AT 8:31PM. MOTION CARRIED**

Chair

Municipal Clerk