WEST HANTS REGIONAL MUNICIPALITY
Committee of the Whole - Meeting Agenda AMENDED
September 13, 2022 - 6:00 p.m.
(also held via virtual via Zoom and Facebook livestreamed)

West Hants
something inspiring awaits

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) 2022-04-13 Committee of the Whole Budget Minutes
   b) 2022-04-19 Committee of the Whole Budget Minutes
   ~~c) 2022-04-20 Committee of the Whole Budget Minutes~~
   d) 2022-04-28 Committee of the Whole Budget Minutes
   e) 2022-05-11 Committee of the Whole Budget Minutes
   f) 2022-05-26 Committee of the Whole Budget Minutes
   g) 2022-07-12 Committee of the Whole minutes

7. Presentations
   a) Annapolis Valley Regional Library Annual Report: April 1, 2021 – March 31, 2022 – Angela Reynolds
   ~~b) Windsor Youth Centre – Lisa Redden and Emilie Smith~~
   c) Property Assessed Clean Energy PACE By-Law Information Report – Coordinator Ogilivie

8. Unfinished Business/Postponed Motions
   a) Municipal Boundary Decision Request – CAO Phillips

9. Reports
   a) CAO Activity Update – Information Report
   b) Financial Update – Information Report

10. Correspondence
    a) Information
       1. Avon Causeway Activity Log
       i. Current correspondence received as of September 8 , 2022

       2. Correspondence Received Ledger as of September 8, 2022

i. 2022-07-27 Darren Porter re Avondale Boat Launch
ii. 2022-08-02 PVSC re Municipal Consultation
iii. 2022-08-04 DMA re FCM Green Municipal Fund
iv. 2022-08-17 Breaking Barriers Together Association
v. 2022-08-18 Bill Preston- Holmes Hill Sidewalk Request
vi. 2022-09-01 Alix Munro (POSSE) request for support

3. Fort Edward Activity Log
i. 2022-07-24 Colleen Rogers re Fort Edward Site
ii. 2022-08-09 Shirley Pineo re Fort Edward letter
iii. 2022-08-19 Pamela Spence re Fort Edward Rezoning
iv. 2022-08-22 Councillor Gail Tupper on behalf of Chief Peters re 65 Fort Edward
v. 2022-09-03 Camilla Noiles re 65 Fort Edward Lands

4. Storm Wastewater Activity Log
i. Current Correspondence received as of September 8, 2022

b. Requests - None

c. Out-going Correspondence Ledger
1. 2022-08-22 Honourable Kim Masland re: Potential Mi'kmaq Burial site near Exit 6, Windsor, N.S. (sent August 23, 2022)

11. New Business
a) Avondale Boat Launch - Award of Contract WWHPW22-03 - Director Richard
b) Bog Road Renewal Agreement - Director Richard
c) Four-Post Vehicle Lift - Award of Contract WWHPW22-04 Recommendation Report - Director Richard
d) (HMCC) Hantsport Memorial Community Centre Recommendation Report - Acting Director Gibson
e) MFC Fall Debenture Recommendation Report – Acting Director Gibson
f) Municipal Complex Recommendation Report – CAO Phillips
g) Municipal Spec Manual Recommendation Report – Dir. Richard
h) Old Parish Cemetery Wall Upgrade, Award of tender WWCD22-04 – Director Kehoe
~~i) Property Assessed Clean Energy PACE By-Law Information Report – Coordinator Ogilivie~~
j) Supply Generator for BFD #2 – Award of Contract WWHPW22-02 – Director Richard
k) Future of the Closed Cogmagun Landfill – Councillor Jannasch
l) Snow and Ice Control Report (West Hants Roads) – Councillor Ivey
m) Invasive Plant Species Management Plan - Councillor Ivey

12. Public Participation Period

13. In-Camera
    a) 2022-04-12 In-Camera Meeting Minutes
    b) 2022-07-12 In-Camera Meeting Minutes
    c) MGA 22(2)(a) Land Matter
    d) MGA 22(2)(a) Legal Matter
    e) MGA 22(2)(a) Land Matter
    f) MGA 22(2)(a) Personnel Matter

14. Next Meeting Date / Adjournment

M - Motion
D - Direction/Discussion

West Hants Regional Municipality
Dashboard (Action List)
September 8, 2022

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

Matter	Start Date	Deadline / Update	Status/Progess Updates	Resp.
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 continue 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
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	September 2022 Committee of the Whole Meeting	CAO
Panuke Rd Event - Event to be arranged by Mayor	2021-03-09	2022	Unknown	Mayor
Noise By-law - Staff revise by-law (Peace and Good Order)	2021-03-23	December 2022	In Progress	Planning/ CAO
WHRM Land Dispute Policy - CAO Office to establish a practice to keep council informed	2021-04-27	2022-11	Policy review in November 2022	CAO
Dog Park - Staff review historical information related to dog park feasibility	2021-06-08	2022-12	Information gathered. The Falmouth park is progressing. Mr. Dunfield confirmed the Falmouth park has funding.	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

Matter	Start Date	Deadline / Update	Status/Progess Updates	Resp.
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	2022-12	Coming to Council in October 2022	CAO
Capped Assessment - Staff provide a new aggregated report that will coincide with PVSC's presentation in January/February.	2021-09-28	2022	Outstanding	Finance
Panuke Road Booster Station - Provide ongoing updates to Council	2022-02-22	ongoing	Mechanical and Electrical work complete.Awaiting transformer installation and electrical supply by NSP. Estimated completion date is September 30.	PW
Hantsport Fire Station - Provide ongoing progress updates to Council	2022-02-22	ongoing	Mechanical, plumbing and electrical work continue. Flooring and tile installation continues in bathroom and kitchen areas. Radio tower cabling and antenna equipment to be completed. Projecting completion date of September 30.	PW
High School Bursaries - staff to bring back a report advising on policy changes with respects to the bursaries to reflect an equal opportunity for all students within West Hants regardless of the high school of their chosing.	2022-06-14	February 2023	Awaiting Report	CAO
Ball Park - Staff to review the site location to identify potential solutions.	2022-06-14	September 2022	Staff met with Mr. Carson on August 12, 2022. West Hants Ball Association holds the lease to the land with the municipality.Mr. Carson plans to speak with them later September.	CD
RCOFN-012.00 Grants and Contributions Policy - Staff to prepare a report amending the RCOFN-012.00 Grants and Contributions Policy adding a section for recreational facilities defining yearly capital and opertaional funding limits.	2022-06-28	November 2022	In progress	CAO/CD

Matter	Start Date	Deadline / Update	Status/Progess Updates	Resp.
CAO'S Review - Annual review to be completed by Council.	2022-06-28	October 2022	In progress	Council
65 Fort Edward Street (Municpal Lands) - the Public Hearing be adjourned until 6:00 pm on October 25 and postpones the Second Reading until October 25th, 2022	2022-06-28	2022-10-25	Awaiting the completion of a Phase 2 Archaeological Resource Impact Assessment and consider the result prior to a decision being made. **POSTPONED SECOND READING UNTIL OCTOBER 25, 2022**	CAO/Planning
Building and Fire Official - Appoint Donald Burns effective July 18, 2022 as Building and Fire Official	2022-07-12	2022-07-26	Approved	Approved
Boundary Review - Council leave the council size to eleven (11) districts plus (1) Mayor as status quo, pending consultation with the public. Third party consultation will be used to facilitate and interprete the data and a total of six (6) public consutations will be held within the region.	2022-07-12	2022-07-26	Approved, awaiting quotes for public consultations	CAO
Diverse and Inclusive Communities Committee - Nominate and appoint two (2) Councillors to the committee. Mayor Zebian asa regular committee mem ber and Councillor Ivey as an alternate member	2022-07-12	2022-07-26	Approved	CAO
Meeting MInute Format - Staff to make the necessary changes to the minute taking process to add presentation points and time stamps to the reports in the minutes.	2022-07-12	2022-07-26	Approved	CAO

Matter	Start Date	Deadline / Update	Status/Progess Updates	Resp.
Meeting Submission Deadline - Staff amend the Meeting and Committee Porocedural Policy to read "ALL TOPICS AND SUPPORTING MATERIAL FOR AN AGENDA WILL BE SUBMITTED TO THE STAFF MEMBER PREPARING THE AGENDA BY 12:00 NOON THREE (3) BUSINESS DAYS BEFORE A REGULAR SCHEDULED MEETING".	2022-07-12	2022-07-26	Pending Council Approval	CAO
Shelter for those experiencing Homelessness - Planning Department and Communications staff to determine through public notice groups or individulas who would like to collaborate with WHRM, THE family Resource Centre and the POSSE Project as a working group to focus on solutions to homelessness and develop a strategy. - Provide staff the time from all departments as needed to participate in a working group to try to find solutions to the issues surrounding homelessness.	2022-07-12	2022-07-26	Approved	Plan/CAO
Winsdor Agricutural Society- Approve the $5000.00 request from the Agricultural Society to be funded from the remaining 2022-02023 budgeted funds for Grants and Contributions.	2022-07-12	2022-07-26	Approved	Fin
Land Matter - Proceed with sale as directed In-Camera	2022-07-12	2022-07-26	Approved	CAO
Council write a letter to the Minister of Public Works and MLA, highlighting the possibility of a Mi'kmaq gravesite near the exit 6 interchange area and that the province make sure there is none there.	2022-07-26	2022-09-13	Approved, letter drafted and sent August 23, 2022	CAO
Ardoise Signage - Staff to follow up with information pertaining to the WHRM branding on the Ardoise Hall sign.	2022-07-26	2022-09-13	Information sent via email on August 2, 2022	CD/FIN

Matter	Start Date	Deadline / Update	Status/Progess Updates	Resp.
Land matter - Proceed as directed In-Camera	2022-07-26	2022-09-13	Approved	PW

M - Motion
D - Direction/Discussion

West Hants Regional Municipality
Dashboard (Action List)
September, 2022

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

Angela J. Reynolds
Acting CEO

PRESENTATION ON THE ANNAPOLIS VALLEY REGIONAL LIBRARY ANNUAL REPORT APRIL 1, 2021 – MARCH 31, 2022

AVRL History

- LEGISLATED BY THE LIBRARY ACT, 1989 – AMENDED IN 1990 AND 2011
- 1937 – GOVERNMENT OF NOVA SCOTIA PASSED AN ACT IN SUPPORT OF THE DEVELOPMENT OF REGIONAL LIBRARIES
- 1947-1948 AVRL WAS ESTABLISHED MAKING IT THE FIRST REGIONAL LIBRARY SYSTEM IN NOVA SCOTIA

AVRL History

- 1949, MAY - ANNAPOLIS ROYAL, BRIDGETOWN, AND LAWRENCETOWN
- 1949, SEPTEMBER- MIDDLETON
- 1949, NOVEMBER - WINDSOR AND WOLFVILLE
- 1951 - BERWICK
- 1954 - KENTVILLE
- 1957 - HANTSPORT
- 1958 - PORT WILLIAMS
- 1972 - KINGSTON



Mission Statement

THE ANNAPOLIS VALLEY REGIONAL LIBRARY BUILDS STRONG COMMUNITIES THROUGH THE SHARING OF PLACES FOR COLLECTIONS AND CONNECTIONS.

The Value Of AVRL



- SUPPORT CHILDREN AND STUDENTS
- SUPPORT AND PROMOTE READING AND LITERACY
- INCREASE PROFITS FOR NEARBY BUSINESSES
- SUPPORT AND PROMOTE INFORMATION LITERACY
- SUPPORT A DEMOCRATIC SOCIETY
- PROVIDE ACCESS TO TECHNOLOGY & DIGITAL LITERACY
- TRUSTED LOCATION FOR HEALTH INITIATIVES
- PROMOTE CULTURE AND CREATIVITY
- PROVIDE SAFE PHYSICAL SPACES
- CREATING EQUITABLE PROGRAMS AND SPACES
- FOCUS ON ACCESSIBILITY

Our libraries…

- WORK TO REMOVE BARRIERS
- SUPPORT LIFELONG LEARNING
- CONSTITUTE ONE OF THE LAST REMAINING FREE PUBLIC SPACES LEFT IN THE MODERN COMMUNITY



HIGHLIGHTS

ANNAPOLIS VALLEY REGIONAL LIBRARY ANNUAL REPORT

APRIL 1, 2021 – MARCH 31, 2022

Moving Through

- 2-YEAR FEDERAL GRANT FROM CANADA HERITAGE ANTI-RACISM ACTION PROGRAM REACHED OVER 1300 PEOPLE WITH PROGRAMS, BOOKS, AND ART ACTIVITIES





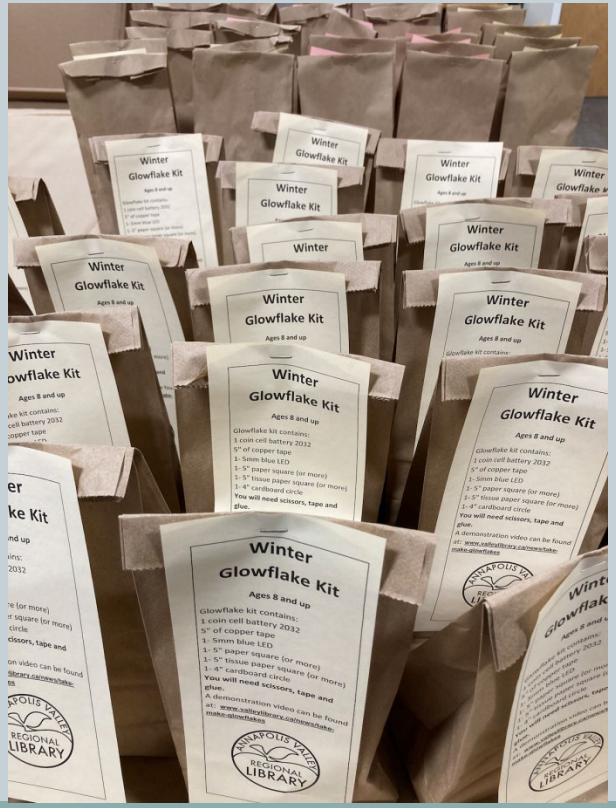
Working with Public Health



- DISTRIBUTED COVID-19 TEST KITS AT POP-UP SITES AND BRANCHES
- LAMINATING PROOF OF VACCINATION CARDS
- LIBRARIES ARE DROP-OFF SITES FOR PULSE OXIMETERS
- MASKS AVAILABLE AT BRANCHES

Virtual Events & Take and Make Kits

- AS LIBRARIES MOVED BACK TO OPEN HOURS, IN-PERSON PROGRAMS WERE STILL ON HOLD
- TAKE AND MAKE KITS FOR ALL AGES POPULAR
- ABLE TO PROVIDE CULTURAL PROGRAMMING ONLINE



Performance Measures

- 444,932 ITEMS WERE BORROWED
- 245,047 ONLINE VISITS
- 22,485 ACTIVE MEMBERS
- 72,920 DIGITAL CIRCULATION
- 2854 NEW USERS
- 1277 SUMMER READING CLUB PARTICIPANTS READ OVER 1 MILLION MINUTES
- 87,225 HOURS OF PUBLIC COMPUTER USE



Looking ahead

- IN-PERSON PROGRAMS HAVE RETURNED
- CIRCULATION BACK TO PRE-PANDEMIC LEVELS
- SAME PAGE BORROWING HIGHEST IN THE PROVINCE
- COVID TEST KITS STILL AVAILABLE AT LIBRARIES
- FALL CULTURAL PROGRAMMING PLANNED
- 2024 – 75TH ANNIVERSARY

Questions?



WEST HANTS REGIONAL MUNICIPALITY REPORT

Information X	Recommendation ☐	Decision Request ☐	Councilor Activity ☐

To: Mayor Zebian and Members of West Hants Regional Municipality Council

Submitted by: _____
John Ogilvie, Climate Action Coordinator

Date: September 13, 2022

Subject: Property Assessed Clean Energy (PACE) Program Update

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LEGISLATIVE AUTHORITY

Municipal Government Act, Section 81A.

RECOMMENDATION or DECISION REQUEST

There is no recommendation, as this is an informational report.

BACKGROUND

Property X	Public Opinion ☐	Environment X	Social ☐	Economic X	Councilor Activity ☐

On February 22, 2022, Council approved the allocation of $10,000 in the 2022/23 operating budget to support the joint costs to apply to the Federation of Canadian Municipalities (FCM) Community Efficiency Financing (CEF) program, for funding to develop and carry out a Property Assessed Clean Energy (PACE) program.

On July 26, 2022, Council approved a recommendation to submit a joint application with the Town of Kentville to the FCM's CEF program to assist with funding a PACE program. PACE Atlantic has prepared and submitted the application on behalf of West Hants Regional Municipality (WHRM) and the Town of Kentville for a detailed program study. PACE Atlantic anticipates a response to the application in the middle of September.

The PACE program design and administration for WHRM is to be directed by the Municipal Climate Change Action Plan (MCCAP) Committee. This includes choosing eligible projects, sizing household funding allotments, and the creation of a by-law for program implementation.

DISCUSSION

The MCCAP Committee is tasked with detailed program design of the WHRM PACE program and will decide what type of residential projects will be included in the scope of the program. Some guidelines exist as to what projects can be financed through a PACE program, and many other municipalities in NS already have a list of projects that will be beneficial to West Hants. This list includes the Town of Wolfville and Colchester County, both of which have successful PACE programs, with more community interest than available funding. A major benefit of the design of the PACE program is that the loans it provides can be used in combination with federal and provincial funding sources. The aim of the program is to make sustainable upgrades for interested homeowners as simple and affordable as possible.

PACE Atlantic anticipates that WHRM could receive up to $4 million to implement the PACE program if the funding application is successful. The MCCAP Committee can choose to set project size limits, based on its goals for emissions reduction and amount of home improvements annually. The residential sector accounts for 31% of the entire GHG inventory in West Hants, producing 90,502 tonnes of CO_2 equivalent (tCO_2e) of the total 290,010 tCO_2e. To achieve the current goal of a 45% reduction in annual emissions by 2030, this program will need to achieve sizeable emission cuts in the residential sector. Staff are recommending a maximum loan size of $30,000 or 25% of an applicant's home value for consideration by the MCCAP Committee.

Loan periods are another facet of the program for the MCCAP Committee to decide on; they range from 10-20 years in other PACE programs. A core tenet of PACE programs is that savings from energy efficiency help applicants pay for the capital cost of upgrades, so the loan terms need to be long enough to allow that to occur. Loan terms could be dependant on the type of upgrades applied to a home, and the agreement signed with the owner, while being based on the minimum 1:1 savings-to-loan ratio. Staff are recommending a maximum loan period of 20 years for consideration by the MCCAP Committee.

WHRM must create a by-law to initiate the PACE program, and to provide transparent details about program administration and structure. The By-law explains the relevant authorities regarding program administration, the application qualifications, and the way fees can be collected. Council has this authority specifically from the Nova Scotia *Municipal Government Act* in Section 81A (1):

"The council may make by-laws imposing, fixing and providing methods of enforcing payment of charges for the financing and installation of any of the following on private property with the consent of the property owner:

(a) energy-efficiency equipment;
(b) renewable energy equipment;
(c) equipment for the supply, use, storage or conservation of water…".

A copy of the draft by-law that will be presented and discussed at the MCCAP Committee meeting on September 14th, 2022, is attached to this report for review by the Committee of the Whole.

NEXT STEPS

1. Recommendation report from staff will be presented to the MCCAP Committee for a decision on program design and administration, as well as by-law creation. The MCCAP Committee will make a recommendation to Council for First Reading on September 27, 2022.
2. Response from FCM regarding approval of funding for detailed study of PACE program.

FINANCIAL IMPLICATIONS

There are no financial implications anticipated with the filing of this report and the adoption of a PACE program By-law. Funding is being sought from the FCM's CEF program, to enable WHRM to launch a PACE program.

ALTERNATIVES

The Committee of the Whole may:

a. provide alternative direction, such as requesting further information on a specific topic.

ATTACHMENTS

Attachment A Draft Property Assessed Clean Energy (PACE) By-law

CHIEF ADMINISTRATIVE OFFICER REVIEW

The report reflects great progress towards the potential PACE program for the WHRM. We look forward to the review of the by-law by the MCCAP Committee. As noted in the report, pending the review of MCCAP the by-law will be presented to Council for first reading at the September Council meeting.

Report Prepared by: _____

John Ogilvie, Climate Action Coordinator

Report Reviewed by: _____

Madelyn LeMay, Director of Planning and Development

Report Approved by: _____

Mark Phillips, Chief Administrative Officer

1. TITLE

This By-law shall be known, and may be cited, as the Property Assessed Clean Energy (PACE) By-law.

2. BACKGROUND AND SCOPE

2.1. The purpose of this By-law is to enable West Hants Regional Municipality to establish financing of energy and water efficiency, renewable energy, greenhouse gas emission reduction, and climate change adaptation for Qualifying Properties.

2.2. This By-law is enacted pursuant to the Nova Scotia *Municipal Government Act* (NS MGA) Section 81A (1), which states: *The council may make by-laws imposing, fixing, and providing methods of enforcing payment of charges for the financing and installation of any of the following on private property with the consent of the property owner:*

(a) energy-efficiency equipment;
(b) renewable energy equipment;
(c) equipment for the supply, use, storage, or conservation of water.

2.3. This By-law does not exempt any person from complying with the requirements of other by-laws, regulations, licenses, permits, authorities, or approvals in force and otherwise required by West Hants Regional Municipality, the Province of Nova Scotia, or the Government of Canada.

2.4. This By-law shall apply only to upgrades installed using the West Hants Regional Municipality PACE Program.

3. DEFINITIONS

3.1. "Act" means the *Nova Scotia Municipal Government Act*.

3.2. "Building" means any structure placed on, over, or under the land and every part of the same and any external chimney, staircase, porch, or other structure used in connection with such building.

3.3. "Certificate of Completion" means a form issued by the Program Administrator on behalf of the Municipality, completed and signed by the Contractor, and counter-signed by the property owner, stating that the Upgrade(s) and associated equipment have been installed on the property.

3.4. "Charge" means the charge for financing the Upgrade(s), which includes any interest levied.

3.5. "Chief Administrative Officer" or "CAO" means the administrative leader of West Hants Regional Municipality, appointed by Council

3.6. "Contractor" means the individual or corporation engaged by the property owner, and approved by West Hants Regional Municipality, to carry out the Upgrade(s), including but

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not limited to suitability assessments and evaluations, equipment installation, and specialized work.

3.7. "Council" means the Mayor and other members of the Council of West Hants Regional Municipality.

3.8. "Installation" or "Upgrade" means any equipment that is permanently installed on a property which will result in:

(a) improved energy and/or water efficiency;
(b) increased renewable energy production;
(c) reduced greenhouse gas emissions; and/or
(d) enhanced resiliency to the negative effects of climate change.

3.9. "Municipality" means West Hants Regional Municipality.

3.10. "Owner" means a registered owner of property in accordance with records on file with the Province of Nova Scotia's Land Registry Office.

3.11. "Property Assessed Clean Energy Program" or "PACE Program" means the program established in this By-law under which Owners of Qualifying Properties may apply for and obtain financing for energy and water efficiency, renewable energy, greenhouse gas emission reduction, and climate change adaptation upgrades.

3.12. "PACE Program Policy" means the policy established by the Municipality to further delineate the detailed structure and operation of the PACE Program.

3.13. "Participation Agreement" means the written and signed PACE Program Participation Agreement between the Owner of a Qualifying Property and the Municipality for financing Upgrades.

3.14. "Program Administrator" means the person or third party designated by the Municipality to operate the PACE Program.

3.15. "Qualifying Property" means a property located with the Municipality that meets the requirements of this By-law, the PACE Program Policy, and the Participation Agreement.

4. APPLICATION AND APPROVAL

4.1. An Owner of a Qualifying Property may apply for Municipal financing of the cost of an Installation on the property, to the maximum limit of $30,000 or 25% of the applicant's home value, whichever is less.

4.2. Financing shall be subject to obtaining written approval of the CAO or their designate on behalf of the Municipality.

4.2.1. The following conditions must be met for the CAO or designate to grant approval of an application:

(a) The Owner is not in arrears of any Municipal taxes, rates, or charges;

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(b) The Owner must execute the PACE Participation Agreement with the Municipality; and
(c) Any additional conditions specified in the PACE Program Policy must be met.

5. PAYMENT OF CHARGE

5.1. The charge shall become payable upon submission of the Certificate of Completion by the Contractor to the Program Administrator, who will in turn submit it to the CAO or their designate.

5.2. The charge may consist of the following:
(a) The cost of the Installation, including all labour and equipment costs;
(b) Permitting fees and applicable taxes;
(c) Applicable PACE Program fees;
(d) Interest accrued on the Charge including any additional interest arising due to any default of payment; and
(e) Less any applicable federal, provincial, or other funding received for the installation.

5.3. The Owner of a Qualified Property may elect to pay the Charge by equal installments over the period specified in the Participation Agreement.

5.4. The Charge period shall not exceed 20 years.

5.5. Interest will be levied on Charges as specified in the PACE Program Policy and the Participation Agreement and is payable annually on the entire amount outstanding and unpaid, regardless of if the Owner has elected to pay by installments.

5.6. In the event of default of any payment under the PACE Participation Agreement, the outstanding balance shall be immediately due and payable. Interest shall accrue on the amount then due and payable at the same rate applied by the Municipality for unpaid taxes.

5.7. The Director of Finance shall maintain a separate account of all monies due for PACE Program Charges, identifying the following for the subject property:
(a) The name(s) of the Owner(s), the property assessment value, the Property Identification Number (PID), and the civic address;
(b) The amount of the Charge levied on the Qualifying Property;
(c) The annual interest rate and amount of interest charges included within the Charge;
(d) The amount paid on the Charge; and
(e) The balance due on the Charge.

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6. LIEN

6.1. The Charge, and lien, shall become effective when the Certificate of Completion has been issued by the Program Administrator.

6.2. A PACE Program Charge constitutes a lien on the Qualifying Property and may be collected in the same manner as taxes under the Nova Scotia *Municipal Government Act*.

6.3. The lien, or notice thereof, shall be registered on the title of the Qualifying Property, at the Owner's expense.

6.4. The lien shall remain in effect until the total Charge, including any interest, has been paid in full.

7. MUNICIPAL LIABILITY

7.1. The Municipality is not responsible for the quality of the Installation carried out by the Contractor or the equipment involved and is not responsible for guaranteeing any energy or water savings, renewable energy production or greenhouse gas emission reduction. As a result, the Municipality shall not be liable for any loss, liability, injury, or damage, direct or consequential, caused by the supply of equipment, its installation or use by the Owner.

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I, (Municipal Clerk Name), Municipal Clerk of the West Hants Regional Municipality, the Province of Nova Scotia, do hereby certify that this is a true copy of the By-law as adopted by the Council of the West Hants Regional Municipality at a meeting duly called and held on the ____day of _____(month), _____(year).

(Signature of Municipal Clerk)___
(Typed name of Municipal Clerk)

By-law Adoption	
First Reading	*date*
Notice Published	*date*
Second Reading & Approval	*date*
Final Publication	*date*
Notice to Municipal Affairs	*date*
Description:	

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WEST HANTS REGIONAL MUNICIPALITY REPORT

Information ☐	Recommendation ✓	Decision Request ☐	Councillor Activity ☐

To: Committee of the Whole

Submitted by: _____
Mark Phillips. CAO

Date: September 13, 2022

Subject: Municipal Boundary Review

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

RECOMMENDATION or DECISION REQUEST

…IT IS RECOMMENDED FOR COMMITTEE OF THE WHOLE TO RECOMMEND

COUNCIL APPROVE THE AWARD OF CONTRACT FOR THE 2022 MUNICIPAL BOUNDARY REVIEW TO STANTEC CONSULTING LTD. AT A COST OF $22,405.00 PLUS APPLICABLE TAXES, FOR A TOTAL OF $25,766.90 NOTING THAT $12,250.00 TO BE FUNDED THROUGH THE BOUNDARY RESERVE AND THE REMAINING TO BE FUNDED THROUGH THE REGIONAL OPERATING RESERVE.

BACKGROUND

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

The Municipal Government Act requires councils in all municipalities in Nova Scotia to conduct a review every eight years on the: number of councillors (Council size), the number of electoral districts, and the boundaries of those districts. All Nova Scotia municipalities complete these reviews in the same year. This year, 2022, is a review year.

After the review has been completed, Council will make a recommendation, and the Municipality then applies to the Nova Scotia Utility and Review Board (NSUARB) to confirm or alter the size of council (number of councillors) and district boundaries. Any changes to the size of council or location of district boundaries (if approved by the UARB) will be in effect for the 2024 municipal election.

During the May 10th, 2022, Committee of the Whole Meeting, Council was presented with a report requesting they reflect on the current number of councillors, district boundaries and governance structure to determine if they would like to maintain the current council composition or if there was an appetite to explore an alternative council size. The report provided background information surrounding regulations within the Municipal Government Act (MGA) and the Utility and Review Board (UARB), along with correspondence from the UARB who recognized the extensive consultation process undertaken in 2019 as part of the consolidation process. Consensus at this meeting was that this was a lot of information to absorb, but Council also recognized that the topic warranted further discussion and requested the item return to Committee of the Whole in June or July with further information containing updated population numbers, specifically growth or changes within the existing districts within the Region and further to have this information presented annually to Council.

Following the June 14th, 2022, Committee of the Whole meeting, staff provided a supplementary report highlighting the requested information which resulted in further questions, specifically costs associated with public consultations including public space rentals and the costs associated with both an internal approach vs an independent moderator. Further information can be found in the June 14th Supplementary Information Report.

During the June 28th Council meeting, staff presented information on estimated costs associated with internal and external approaches; resulting in the following motion being ratified

" TO DEFER THE MOTION UNTIL COMMITTEE OF THE WHOLE IN JULY TO ALLOW TIME FOR STAFF TO PROVIDE FURTHER INFORMATION ON WHETHER COUNCIL CAN REQUEST A BOUNDARY REVIEW IN ANY OF THE YEARS BETWEEN 2022-2030".

At the July 12th Committee of the Whole meeting staff provided a verbal update on additional information requested at the previous meeting, which resulted in the following recommendation being made:

"THAT COMMITTEE OF THE WHOLE RECOMMEND COUNCIL LEAVE THE COUNCIL SIZE TO ELEVEN (11) DISTRICTS PLUS ONE (1) MAYOR AS STATUS QUO PENDING PUBLIC CONSULTATION WITH THE PUBLIC".

This motion was ratified at the July 26th Council meeting.

DISCUSSION

Within the West Hants Regional Municipal Procurement and Tendering Policy, RCOFN-003.00, three (3) consulting companies were contacted to provide written quotes on a boundary review using the 2019 Stantec report completed prior to consolidation as the primary report supporting this 2022 review. Other factors to be included within the Boundary Review were:

- Start with the approach of the status quo (11 districts, 11 councillors (one each district), and one Mayor elected at-large and get public input.
- Hold six (6) in-person public consultation sessions using the 2019 Stantec report as the baseline / primary report
- Update the eligible elector's data (which may require boundary changes pending the data and voter parity).
- Surveys (Council would like each of the following quoted separately as well): online survey, paper survey for mail-out, combo of each, or perhaps, even paper survey that can be handed out at the public consultation sessions

Of the three consulting companies contacted, only two companies Stantec and Upland Ltd. expressed interest in providing quotes on conducting a review of the electoral boundary framework for the region.

The third consulting firm (Community & Design) expressed they were not interested in the project due to the inability to take on another project and did not submit a quote.

A comparison of the two bidding consultants is outlined in the table below.

Estimated Cost, West Hants Regional Municipality Electoral Boundary Review

	Stantec Consulting Ltd.	Upland
Startup Meeting	$246	$420 $720 Database Set up $1,680 Background Report Review **$2,820 Total**
Council Interviewing/Size Analysis	$1,620	$2,940
Electoral Boundary Review/Analysis	$1,318	$4,200
Boundary Review Report Recommendation based on the latest enumeration data available	$2,655	$2,880

Public Consultation (6 sessions) and On-Line Survey *Includes expenses related to printed displayed materials, meals related to travel*	$11,833 • One (1) on-line survey. • Data entry for on-line survey only. Any mail out surveys received would be uploaded by municipal staff to a spreadsheet provided and then assessed by the consultant. • Six (6) public meetings • Prepare presentation panels for public review. • The Municipal website and Facebook page will be used as communication tools.	$12,320 • One (1) on-line survey. • Data entry for up to 40 paper copies to accommodate those with poor internet access or computer literacy. • Six Public meetings • Produce ads, posters and Facebook content for communication materials. • The Municipal website and Facebook page will be used as communication tools.
Final Boundary Review Report	$3,065	$2,040
Ten percent (10 %) handling	$50	
Eight percent (8 %) FRD (fixed rate disbursement covering office expenses and local travel within 100 kms of our Dartmouth office)	$1,619	
Mail out Survey	Not included in this quote	Not included this quote
Total Costs	$22,406**,** plus applicable taxes **$25,766.90**	$29,500 plus applicable taxes **$33,925.00**

Key Points to note:

- **Both consultants** recommend on-line surveys with limited hard copy (paper surveys) available to attendees at the public meetings.
- **Both consultants** can create a hard copy version of the survey at a cost. See the financial implications section for a cost analysis and breakdown.
- **All postage costs** would be the responsibility of the municipality.
- **Both consultants** have a final report deadline of end of December.

A paper public survey may potentially delay the project schedule due to the need to account for printing and mailing time

NEXT STEPS

- Pending Council approval; staff will formalize the agreement with the consultant and proceed in accordance with the proposal.
- Consultant will meet with current Council.
- Consultant will review 2019 Stantec report.
- Public consultations will he held.
- Data from public consultations and surveys will be reviewed.
- Consultant creates and presents the final report to Council.
- Staff prepare a recommendation report for Committee of the Whole as per the report provided to Council by the consultant.
- Council approves the recommendation and application to Nova Scotia Utility and Review Board.
- Staff submit the approved application to the Nova Scotia UARB.

FINANCIAL IMPLICATIONS

During the 2022-23 Budget discussions, Council approved the creation of a Boundary Reserve resulting in the approval of $12,250.00 being deposited into this account within the 2022 year. The remaining balance would be funded through the Operating Reserve (Regional) or from the operating budget.

Depending on the scope of the survey (if a mailed-out survey is the desire of Council) there are additional costs outside of the recommendation to consider. *Postage costs associated with any mail-out surveys out would be outside the quotes provided and the responsibility of the Municipality. *

* Council will need to determine the scope and delivery service of the survey provided outside of the consultant's proposal (areas identified that should receive a survey in the mail) or if all areas will be mailed a survey. If all areas are to receive a mailed survey, this would be an additional cost similar to the cost associated with the quarterly newsletter. *

* Other financial impacts to consider are additional in-house costs incurred through the allocation of staff time and resources. * See the chart below for a break down of costs outside the quotes provided.

Addition Costs to consider:

Add on	Stantec Ltd	UPLAND
Attend UARB hearing to present recommendation		✓ $1,800.00+HST
Utilize consultants mapping platform		✓ $2,500.00 +HST

Develop a paper-based survey including print and date entry to be available at public consultations.	✓ $0 available to attendees at the public meetings.	✓ $0 available to attendees at the public meetings.
If a mailed-out survey was provided:	Copies to the municipality as a whole, the costs for print and postage would be approximately $3,000.00 -$5,000.00, comparable to the quarterly newsletter (black and white print and on a smaller scale) *Does not include Data entry*. Stantec will provide the spreadsheet, municipal staff will upload the data. Once all data is entered Stantec can then process mail-out results together with online results to provide overall picture of community views from both sources*	750 copies includes print and data entry. $12,000.00+HST *Does not include postage* *Includes Data entry*

ALTERNATIVES

- Council may choose Option 2: Upland Consultants at a higher cost.
- Council may choose to provide a different direction for staff to proceed. This is not the recommendation of staff as it will further delay the Boundary review process. The application is required to be submitted to the UARB by the end of December 2022.

ATTACHMENTS

- May 10, 2022, Committee of the Whole Report
- May 10, 2022, Committee of the Whole Meeting Minutes
- June 14, 2022, Committee of the Whole, Supplementary Report
- June 14, 2022, Committee of the Whole Meeting Minutes
- June 28, 2022, Council Report

- June 28, 2022, Council Meeting Minutes
- July 12, 2022, Committee of the Whole Meeting Minutes
- July 26, 2022, Council Meeting Minutes
- 2019 Stantec Ltd. Report
- Upland Studios Proposal - West Hants Boundary Review
- Stantec Ltd - West Hants Electoral Boundary Review

CHIEF ADMINISTRATIVE OFFICER REVIEW

Report Prepared by: _____
(Name and Title)

Report Reviewed by: _____
(Name and Title)

Report Approved by: 
Mark Phillips, Chief Administrative Officer

WEST HANTS REGIONAL MUNICIPALITY REPORT

Information ☐	Recommendation ☐	Decision Request ✓	Councillor Activity ☐

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 ☐

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.

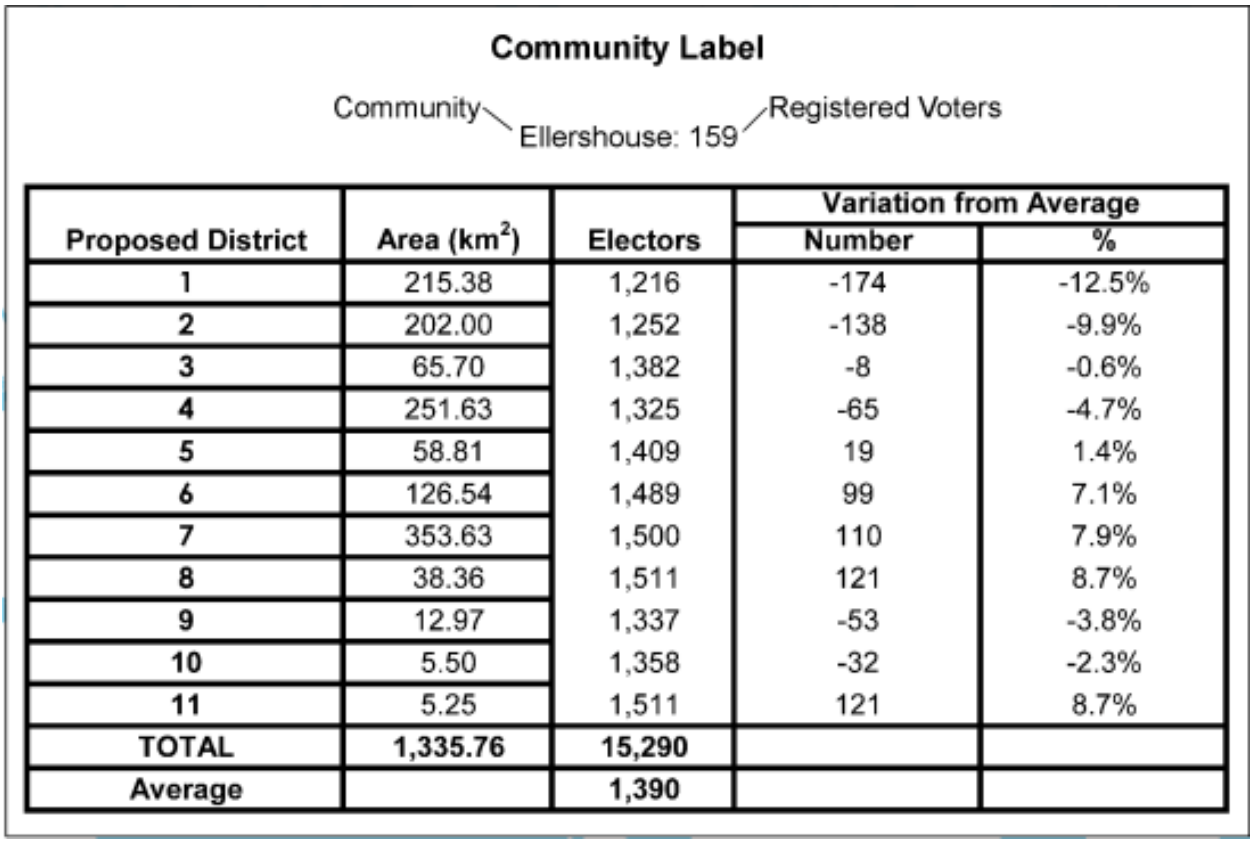
(2) After the study is completed, and before the end of the year in which the study was conducted, the council shall apply to the Board to confirm or to alter the number of boundaries of polling districts and the number of councillors. Public Consultation "*The User Guide*," provided by the Nova Scotia 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.



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.

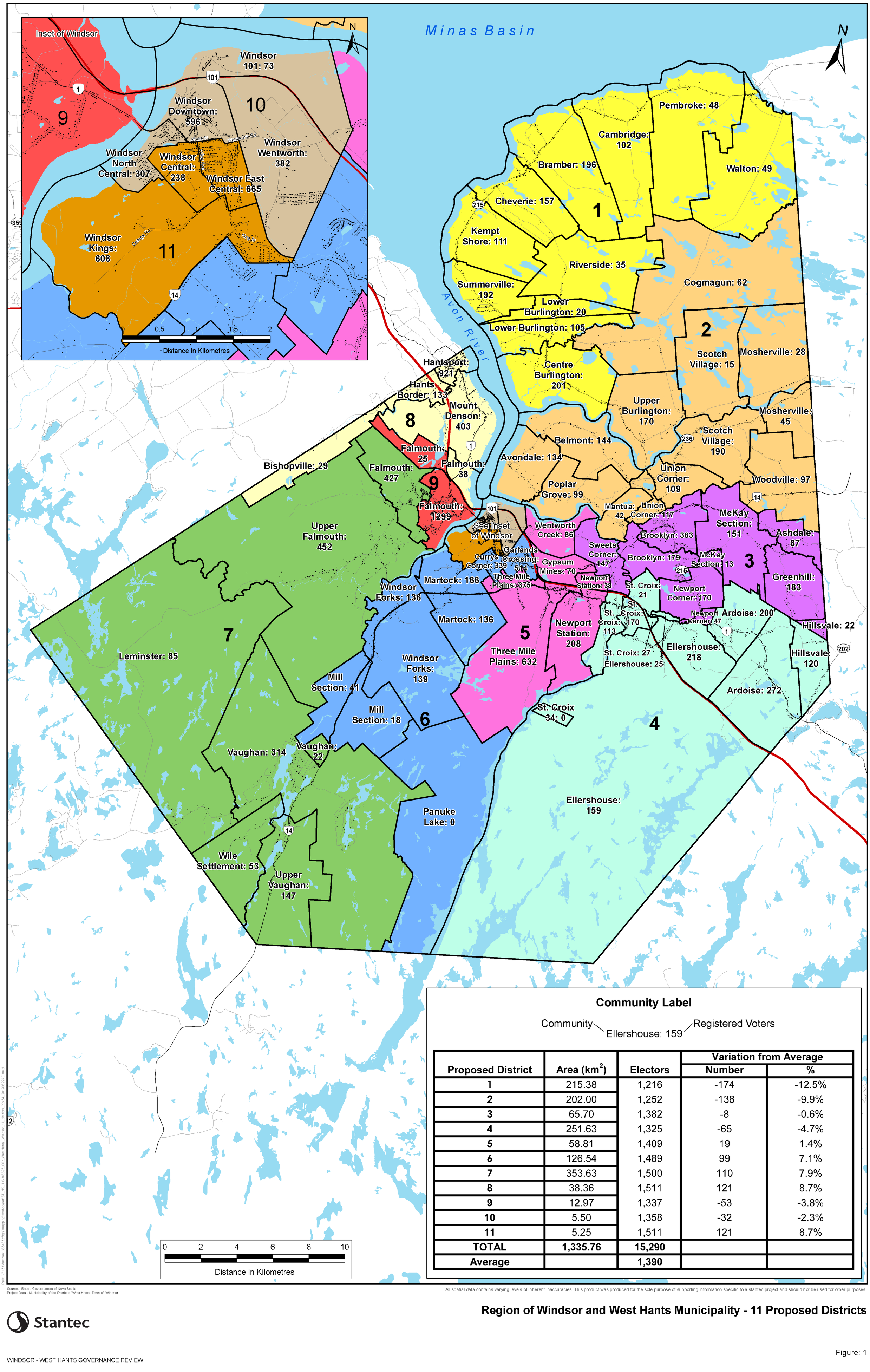
ALTERNATIVES

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



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**		

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Sources: Base - Governement of Nova Scotia
Project Data - Municipality of the District of West Hants, Town of Windsor

All spatial data contains varying levels of inherent inaccuracies. This product was produced for the sole purpose of supporting information specific to a stantec project and should not be used for other purposes.

Stantec

Region of Windsor and West Hants Municipality - 11 Proposed Districts

Nova Scotia Utility and Review Board

Mailing address
PO Box 1692, Unit "M"
Halifax, Nova Scotia
B3J 3S3
board@novascotia.ca
http://nsuarb.novascotia.ca

Office
3rd Floor, 1601 Lower Water Street
Halifax, Nova Scotia B3J 3P6
1 855 442-4448 (toll-free)
902 424-4448 t
902 424-3919 f

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 ±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 thelocal 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.

Attachment D

Stantec

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



Cover photo courtesy of Councillor Jim Ivey, Town of Windsor

Windsor-West Hants Governance Review

Council Size Report

February 21, 2019

Prepared for:
Windsor-West Hants Co-ordinating Committee

Prepared by:
Stantec Consulting Ltd.

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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 km^2. West Hants council members each currently cover a relatively modest 124.4 km^2 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 ±10% target sought by the NSUARB and slightly beyond the maximum variance that the Board general suggests as tolerable;

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

4 *Ibid*., pp. 9-10.

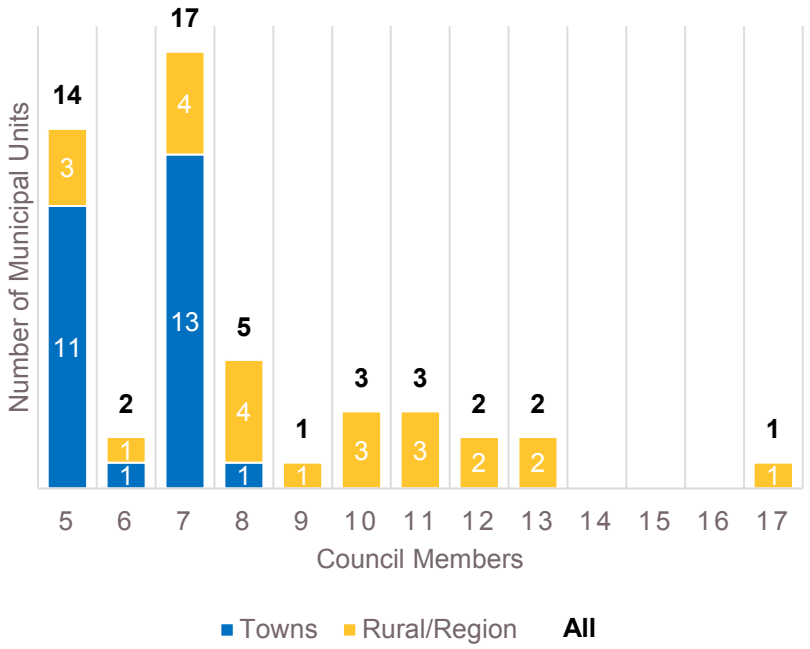
5 *Ibid*., p. 11. Following submissions from both THIDA and the Municipality of the District of West Hants in March 2016, the Board rendered its decision on April 16, 2016, leaving just over four months before the standard deadline for nominations on the second Tuesday in September.

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

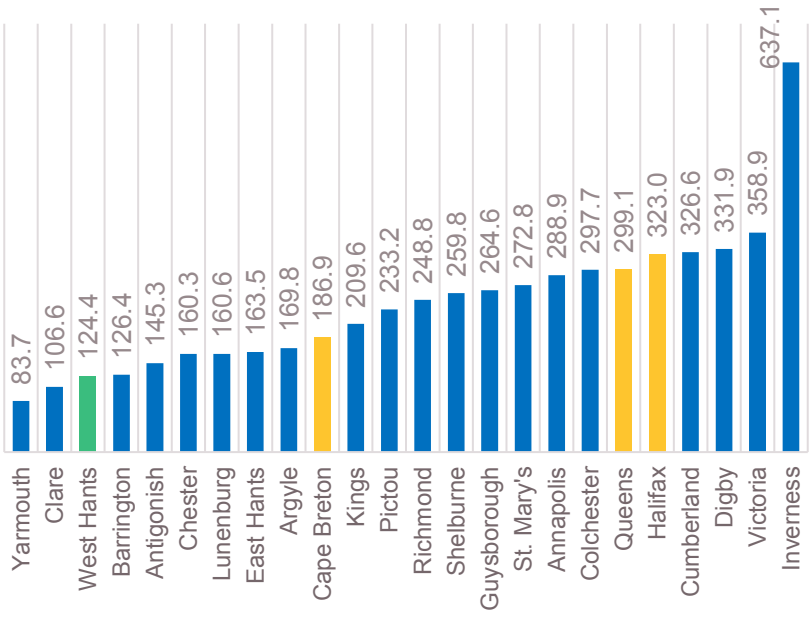


Source Stantec Consulting Ltd.

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 km^2 per council member. Councillors in West Hants, which is currently a rural municipality, each represent 124.4 km^2 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.

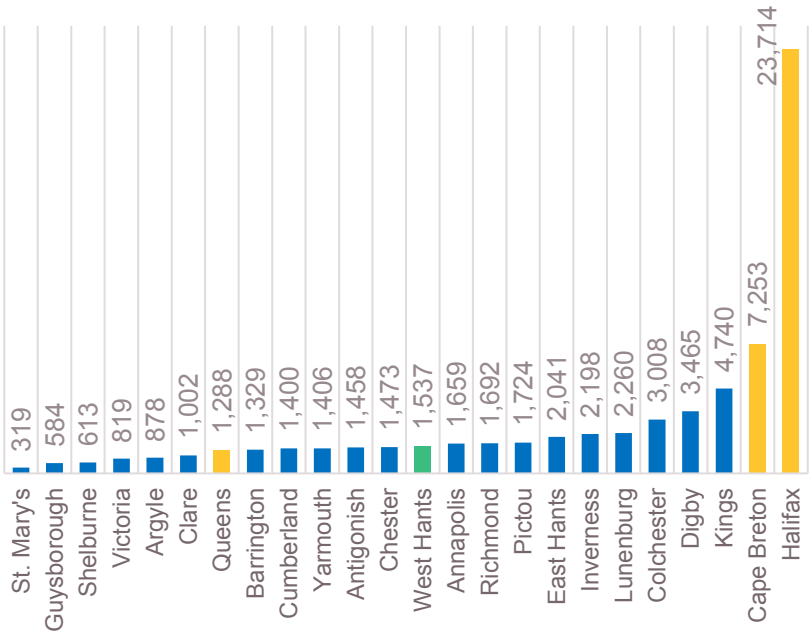
Figure 2-2 Council Members by Land Area (km²), Nova Scotia Rural and Regional Municipalities, 2016



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 consolidaton, 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.

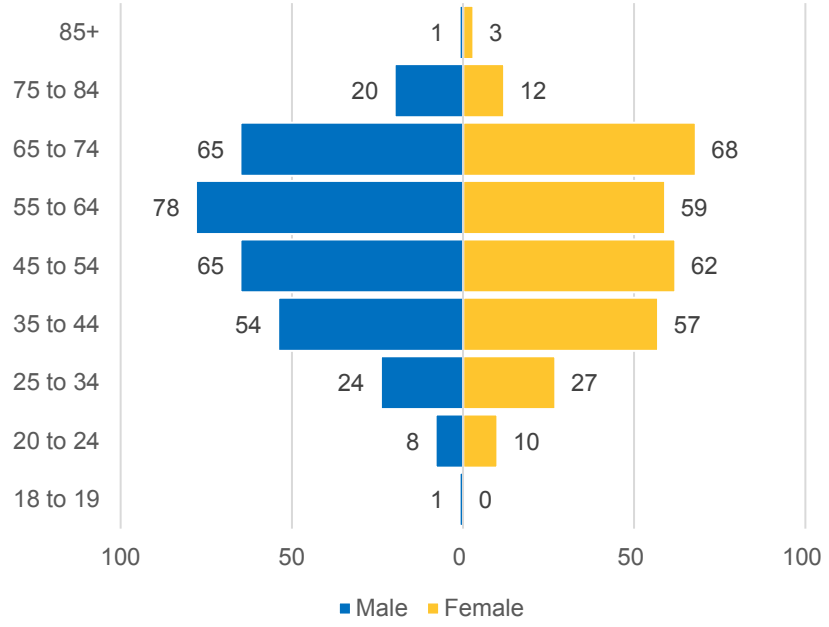
The majority of respondents were male (51.2% of those who identified their gender). All respondents were 18 years of age or over but, for the most part they were between 35 and 75 years of age (80.0%). Although **Figure 3-1**, shows only four respondents over 85 years, there were six as two did not identify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

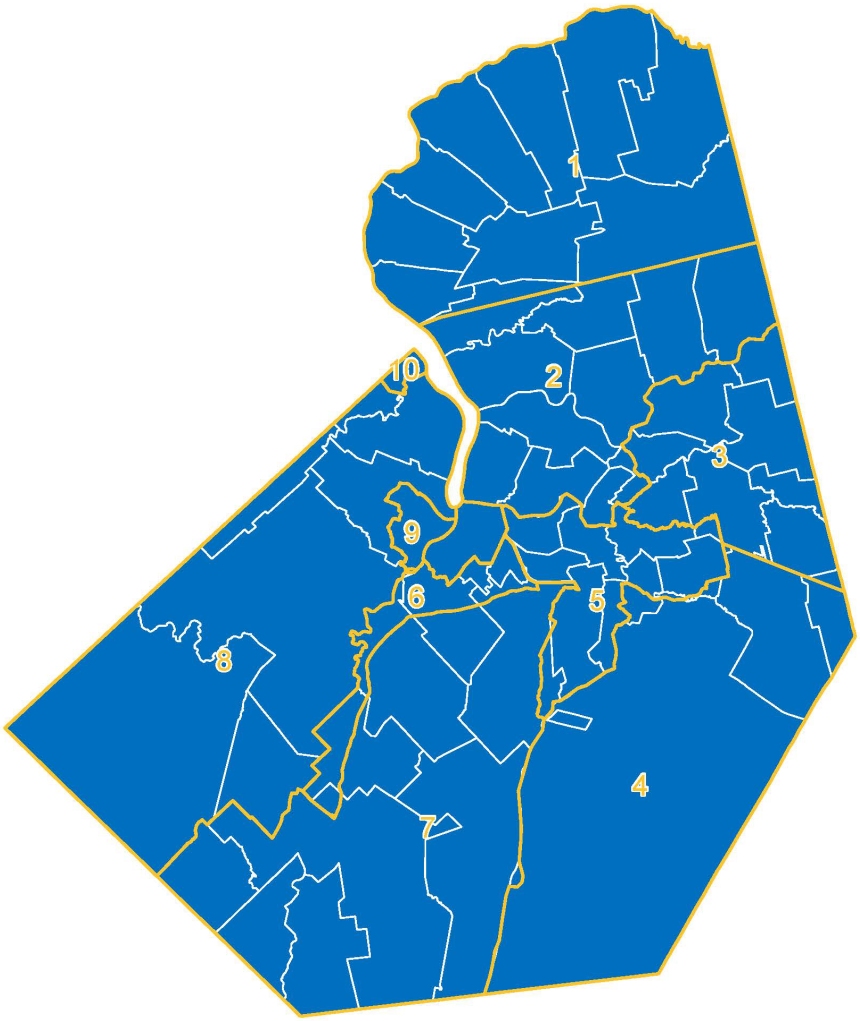
As noted, the key purpose of Question 2 was to introduce some of the leading factors that respondents might take into account when considering what council size to enter in response to following Question 3. The factors, which are raised in literature on council size as well as discussions we have had 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

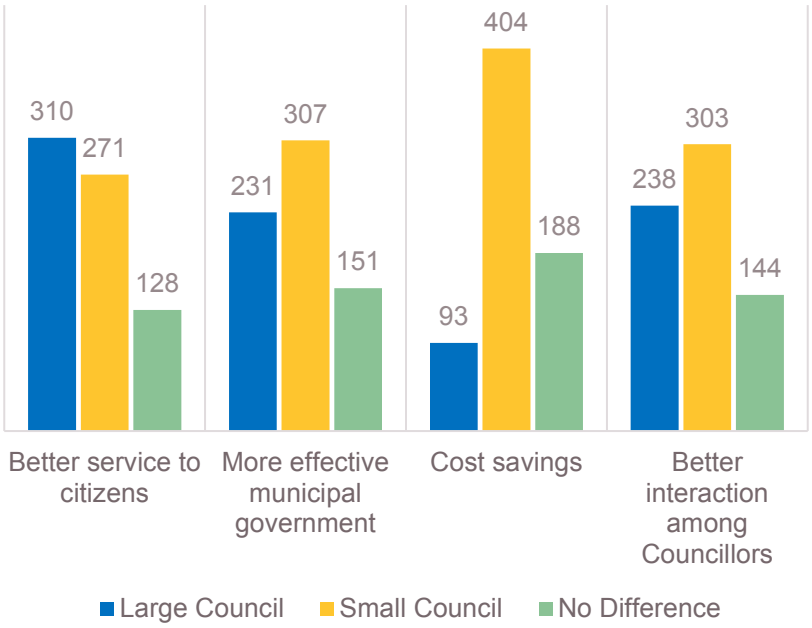


District	Responses			% of Responses			Electors
	Online	Print	All	Online	Print	All	
1	55	42	97	9.2%	35.3%	13.5%	6.0%
2	44	20	64	7.3%	16.8%	8.9%	7.3%
3	42	30	72	7.0%	25.2%	10.0%	8.3%
4	40	12	52	6.7%	10.1%	7.2%	7.9%
5	37	11	48	6.2%	9.2%	6.7%	7.0%
6	45	0	45	7.5%	0.0%	6.3%	10.4%
7	42	1	43	7.0%	0.8%	6.0%	10.0%
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



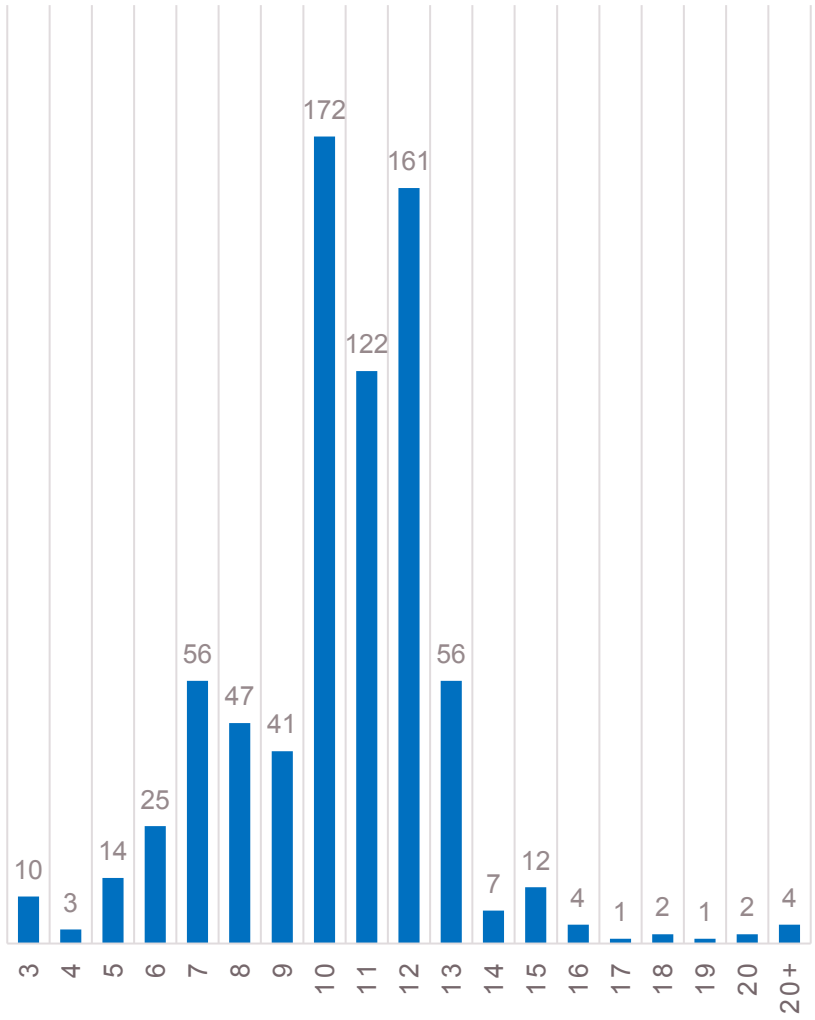
Source Stantec Consulting Ltd.

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.

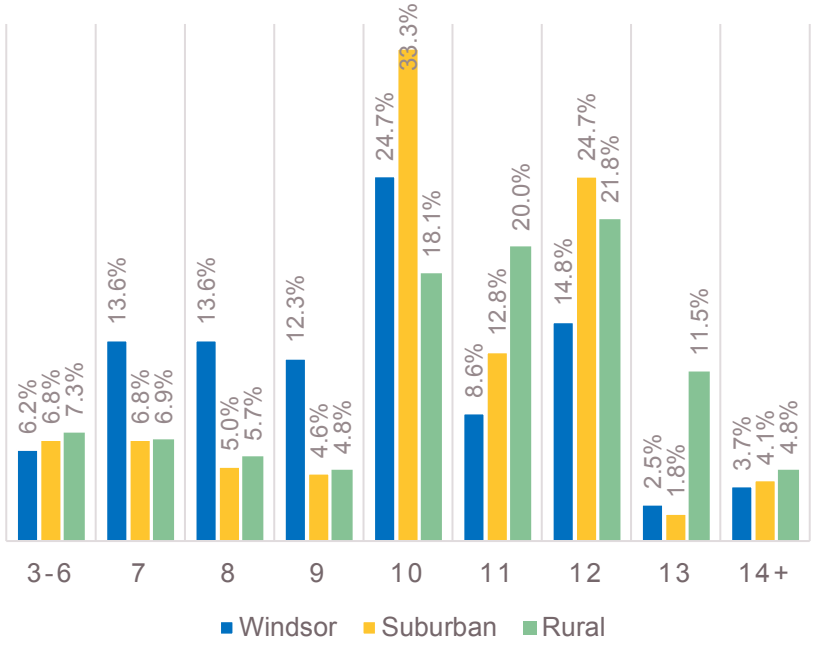
Figure 3-3 Preferred Council Size, Windsor-West Hants Council Size Survey, 2019



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

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
- ◯ 15 to 17 years
- ◯ 18 to 19 years
- ◯ 20 to 24 years
- ◯ 25 to 34 years
- ◯ 35 to 44 years
- ◯ 45 to 54 years
- ◯ 55 to 64 years
- ◯ 65 to 74 years
- ◯ 75 to 84 years
- ◯ 85 years or more
- ◯ 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

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

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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 Hans 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 Co-ordinating Committee).[31]

There is, however, uncertainty about the extent to which these fist 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 poling 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 slighted 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 20,000[94]—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 the 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] Q*ueens 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.

[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.

[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…"

[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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Dalhousie University
6061 University Avenue
Halifax, Nova Scotia B3H4R2
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AREAS OF EXPERTISE

PROPERTY & LAND USE
INSTITUTIONAL ANALYSIS
FOOD AND AGRICULTURAL LAW
ACCESS TO JUSTICE

EDUCATION

YALE LAW SCHOOL
Doctor of the Science of Laws
June 2013 – April 2018

YALE LAW SCHOOL
Master of Laws
September 2012 – May 2013

FACULTY OF LAW, UNIVERSITY OF TORONTO
Juris Doctor (Honours)
September 2007 – April 2010

DEPARTMENT OF ECONOMICS, MCMASTER UNIVERSITY
Master of Arts
September 2005 – August 2006

ARTS & SCIENCE PROGRAMME, MCMASTER UNIVERSITY
Bachelor of Arts & Science (Honours)
September 2001 – April 2005

EMPLOYMENT HISTORY

SCHULICH SCHOOL OF LAW, DALHOUSIE UNIVERSITY
Assistant Professor
July 2014 –

SCHULICH SCHOOL OF LAW, DALHOUSIE UNIVERSITY
Schulich Fellow
July 2013 – May 2014

FEDERAL COURT OF CANADA
Law Clerk
August 2011 – July 2012

DEPARTMENT OF FOOD, AGRICULTURE & RESOURCE ECONOMICS, UNIVERSITY OF GUELPH
Lecturer
September 2010 – December 2010

EMPLOYMENT HISTORY (CONTINUED)

ZBOGAR ADVOCATE
Student at Law
July 2010 – August 2011

ENVIRONMENT AND LAND TRIBUNALS ONTARIO
Researcher
July 2010 – August 2011

ORKIN BARRISTERS
Summer Law Student
May 2009 – August 2009

FACULTY OF LAW, UNIVERSITY OF TORONTO
Borden Ladner Gervais LLP Research Fellow
May 2008 – August 2011

APPALACHIAN CENTER, UNIVERSITY OF KENTUCKY
Canada-U.S. Fulbright Scholar
September 2006 – May 2007

COURSES TAUGHT

SCHULICH SCHOOL OF LAW, DALHOUSIE UNIVERSITY

Property in its Historical Context
2013/14 –

Planning Law
2014/15 –

Legal Ethics and Professional Responsibility
2014/15 –

Dalhousie Law Journal Editorial Assistantship Course
2016 (Winter)

DEPARTMENT OF FOOD, AGRICULTURAL AND RESOURCE ECONOMICS, UNIVERSITY OF GUELPH

Land Economics
2010 (Fall)

PUBLICATION RECORD

[R] = Peer-reviewed

BOOK MANUSCRIPTS UNDER REVIEW

Inalienable: Leadership, Land and the Political Economy of Property
(University of British Columbia Press)

LAW JOURNAL ARTICLES

"Leadership, Law and Development" (2018) *Law and Development Review* (forthcoming) [R]

"Storytelling, Social Movements, and the 'Evolution' of Indigenous Land Tenure" (2015) 18(2) *Australian Indigenous Law Review* 64 [R]

"From Integrity Agency to Accountability Network: The Political Economy of Public Sector Oversight in Canada" (2015) 46(2) *Ottawa Law Review* 231 [R]

"No Lawyer for a Hundred Miles? Mapping the New Geography of Access to Justice in Canada" (2014) 52 *Osgoode Hall Law Journal* 9 (with Albert Yoon) [R]

"Property, Information and Institutional Design" (2013) 8(2) *Journal of Aboriginal Economic Development* 55 [R]

"Legal Institutions of Farmland Succession: Implications for Sustainable Food Systems" (2013) 65 *Maine Law Review* 382

"Ontario's Administrative Tribunal Clusters: A Glass Half-Full or Half-Empty for Administrative Justice?" (2012) 12 *Oxford University Commonwealth Law Journal* 157 (with Lorne Sossin) [R]

"'Formalizing' Land Tenure in First Nations: Evaluating the Case for Reserve Tenure Reform" (2009) 7(2) *Indigenous Law Journal* 45 (with Michael Trebilcock); reprinted as "International Perspectives on First Nations Land Tenure Reform" in Jerry White, Dan Beavon, and Peter Dinsdale, eds, *Aboriginal Policy Research Volume 10: Voting, Governance and Research Methodology* (Toronto: Thompson Educational, 2011)

"Examining the Consequences and Character of Heir Property" (2009) 68 *Ecological Economics* 2344 (with B. James Deaton and Carolyn Bratt) [R]

BOOK CHAPTERS

"Cities in a Time of Uncertainty: Food and Canadian Municipal Law" in Heather McLeod-Kilmurray, Nathalie Chalifour & Angela Lee, eds., *Food Law in Canada* (Markham: Carswell, in press) (with Jessica Rose)

"Indigenous Land Rights and the Politics of Property" in Angela Cameron, Sari Graben, Val Napoleon, eds., *Indigenous Peoples and Real Property: Beyond Privatization* (Toronto: University of Toronto Press, in press) [R]

"Towards a Better Understanding of Heirs on Heirs Property" in Ann Carpenter and Cassandra Johnson Gaither eds., *Heirs' Property in the South: Fostering Stable Ownership to Prevent Land Loss and Abandonment* (Ashville, NC: Southern Research Station as a General Technical Report, in press) (with B. James Deaton)

"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, Mach 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
Committee of the Whole - Meeting Agenda - AMENDED
May 10, 2022 - 6:00 p.m.
(also held via virtual via Zoom and Facebook livestreamed)

West Hants
something inspiring awaits

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) 2022-04-12 Committee of the Whole minutes

7. Presentations
   a) Chimney Swifts - Riellle Hoeg and Graham Sorenson
   b) Causeway Presentation – Devin Lake and Rob Leblanc
   c) Tax Sale Presentation – Clerk Brown

8. Unfinished Business/Postponed Motions
   a) Status Update – Bowman Road -CAO Phillips

9. Reports
   a) CAO Activity Update – Information Report
   b) Financial Update – Information Report - Dir. Rochon
   c) Municipal Climate Change Action Plan (MCCAP) Committee Updates – Information Report- Councillor Francis

10. Correspondence
    a) Information
       1. Avon Causeway Activity Log
       i. Current correspondence received as of May 4, 2022 – None

       2. Correspondence received ledger as of May 5, 2022
       i. Current Correspondence received as of May 5, 2022

       3. Fort Edward Activity Log
       i. Current correspondence received as of May 4, 2022

4. Storm Wastewater Activity Log
   i. Current Correspondence received as of May 4, 2022 - None

b. Requests - None

c. Out-going Correspondence Ledger
   1. Correspondence sent as of May 9, 2022

11. New Business
   a) Boundary Review – CAO Phillips
   b) Committees of Council – Request for Decision – CAO Phillips
   c) New Provincial Non Residential Deed Transfer Taxation Report– Information Report – CAO Phillips
   d) 2022-23 Grants and Contribution Recommendation Report - Dir. Kehoe
   e) Upstream Avon River (Lake Pisiquid) Sedimentation Report – Councillor Ivey
   ~~f) Cunnable Creek - Summary of Information Report – Councillor Ivey~~
   ~~g) Flood and Storm Water Capacity - Culverts - Pipes – Lagoons – Information Report - Councillor Ivey~~
   h) Notice to Amend Sidewalk Café Fees in the Fees Policy RCONF-013.00 – Councillor Ivey
   i) Notice to Amend the Mobile Canteen Fees in the Fees Policy RCONF-013.00 – Councillor Ivey
   j) Sewer Rates – Councillor Francis
   k) Sidewalk Needs Assessment – Request for Decision – Councillor Smith
   l) Water and Sewer Laterals – Councillor S. McLean

12. Public Participation Period

13. In-Camera

14. Next Meeting Date / Adjournment

WEST HANTS REGIONAL MUNICIPALITY
Committee of the Whole - Meeting Minutes Amended June 16, 2022
May 10, 2022 - 6:00 p.m.

1. Call to Order - Mayor Zebian called the meeting to order at 6:00 p.m.

2. Attendance

Council:

Abraham Zebian, Mayor
Rupert Jannasch, Councillor Dist. 1
Scott McLean, Councillor Dist. 2
Mark McLean, Councillor Dist. 3
Jeff Hartt, Councillor Dist. 4
Debbie Francis, Councillor Dist. 5
Paul Morton, Deputy Mayor Dist. 8 (ZOOM)
Bob Morton, Councillor Dist. 6
Ed Sherman, Councillor Dist. 7
John A. Smith, Councillor Dist. 9
Laurie Murley, Councillor Dist. 10
Jim Ivey, Councillor Dist. 11 (ZOOM)

Staff:

Mark Phillips, CAO
Shelleena Thornton, Municipal Operations Supervisor
Deanna Snair, Exec. Asst/ Clerk
Carlee Rochon, Dir. Financial Services
Suzanne Brown, Tax Clerk (ZOOM)
Troy Burgess, Manager, Public Works
Tim Leslie, Manager of Building and Fire Inspection Services
Madelyn LeMay, Dir. Community Development
Kathy Kehoe, Dir. Community Development
Rielle Hoeg and Graham Sorenson, Presenters In-person (ZOOM)
Devin Lake and Rob LeBlanc, Presenters

Regrets:
Todd Richard, Dir. Public Works

3. Approval of the Agenda, including additions or deletions
   a) Dashboard Action Items – Information Log
   b) Dashboard – Dangerous or Unsightly – Information log

Agenda amendment(s):

- Remove items 11(f) Cunnable Creek (Summary of Information) and 11(g) Flood and Storm Water Capacity.
- Add item 11 (l) Water and Sewer laterals.

MOVED BY COUNCILLORS SHERMAN AND FRANCIS THAT THE AGENDA BE APPROVED AS AMENDED. MOTION CARRIED.

4. Declaration(s) of Conflict of Interest – Councillor Hartt declared conflict with item 11(d) 2022-23 Grants and Contributions. He is affiliated with the Masonic Lodge.

5. Announcements

- Mayor Zebian acknowledged that West Hants Regional Municipality recognizes that we are in Mi'kma'ki, the ancestorial territory of the Mi'kmaq people and that this land is governed by the treaties of Peace and Friendship signed in 1726. West Hants Regional Municipality also recognizes that we are all treaty people and have responsibilities to each other and this land.
- Meeting is a hybrid version. Voting will be through show of hands (yea or nay) or by utilizing coloured cards.

6. Approval of Previous Meeting Minutes

a) 2022-04-12 Committee of the Whole minutes

Councillor Ivey noted that the 2022-04-12 COTW minutes referenced "waiting for information on the $20,000,000 that has been set aside in the Spring budget relating to the RCMP and what agreement the funding is specified for" in the financial update. The municipality has no agreement in place with the RCMP for this amount.

MOVED BY COUNCILLLORS FRANCIS AND MURLEY THAT THE 2022-04-12 COMMITTEE OF THE WHOLE MINUTES BE APPROVED AS AMENDED. MOTION CARRIED

7. Presentations

a) Chimney Swifts Presentation

Ms. Hoeg and Mr. Sorenson reviewed the presentation and answered questions pertaining to the presentation.

Discussion Points:

- Consensus was to have the questions from the presentation emailed to Council. The Planning Advisory Committee could review and further advise Council on opportunities to explore and potentially incorporate into the Planning documents.

Ms. Hoeg and Mr. Sorenson left the meeting at 6:18 p.m.

b) Causeway Presentation

Mr. Lake and Mr. LeBlanc reviewed the presentation and answered questions pertaining to the presentation.

Mr. Lake and Mr. LeBlanc left the meeting at 7:03 p.m.

c) Tax Sale Process Presentation

Clerk Brown provided an overall review of the Tax sale process and answered questions pertaining to the presentation.

Clerk Brown left the meeting at 7:18 p.m.

8. Unfinished Business/Postponed Motions

a) Status Update - Bowman Road

CAO Phillips and Manager of Building and Fire Inspection Services Leslie reviewed the report. The report highlighted communication timeline, quoted costs compared to actual costs incurred and factors (discovery of hazardous material) that increased the demolition costs.

Discussion Points:

- Demolition tenders are advertised every three years. The current tender received two responses. Vendors utilized by the municipality bid on every project that requires demolition.
- Demolition of a structure is a last resort option. If a structure is deemed unsafe the municipality has a responsibility to ensure it is removed and the area is made safe.
- Quotes received were based on a standard tear down. The increased costs were associated with finding the hazardous materials (asbestos and lead paint on the exterior of the structure. Under normal demolitions, the municipality covers the costs of the tipping fees.
- The vendor/company is responsible to disclose if hazardous materials are found. Hazardous materials are the contractor's responsibility to remove and legislated by the Department of Environment.
- The cost comparison is viewed as labour intensive work is comparable to the costs associated with a complete knock down and removal as one complete piece. The trade off on costs is reflected in the reduced tipping fees on the demolition alone.
- Consensus is to obtain correspondence from Department of Environment re: approval of the tear down and improved communication from the municipality is needed in the future.

Manager, Building and Fire Inspection Leslie left the meeting at 7:55 p.m.

9. Reports

a) CAO's Report

CAO Phillips reviewed the report.

Discussion Points:

- Avondale Boat launch will be discussed during budget deliberations. The size and scale of the project relating to engineering and cost estimates has grown. No applications for provincial or federal grants have accessed at this time.
- Valley REN termination clause will return to Council for further discussion.

b) Financial Monthly Update

Dir. Rochon reviewed the report

Discussion Points:

- The transfer of the Double Equalization is included in the projected surplus.
- Tax sale surpluses have a tax sale reconciliation completed. These funds are considered a liability until recognized and sit on the balance sheet.

- There are no surpluses coming to maturity.

c) Municipal Climate Change Action Plan Committee Update – Information Report
Councillor Francis reviewed the report.
Discussion Points:

- No direction was given from the committee regarding a stance on wind vs solar projects. Consensus was to focus on a small-scale solar project due to cost analysis
- There is increased interest and inquiries from public in the Municipal Climate Change Action Plan Committee (MCCAP)

10. Correspondence

a) Information

1. Avon Causeway Activity Log

i. Current Correspondence up to May 4, 2022. There was no new correspondence received.

2. Current Correspondence Received Log

i. 2022-05-02 Hon. John Lohr re: Renegotiating the Memorandum of Understanding (MOU) with Municipalities

ii. 2022-05-05 Ann Marie Mathieu, Annapolis Valley Regional Library re: Thank you

3. Fort Edward Activity Log

i. Fort Edward Current Correspondence up to May 4, 2022

4. Storm Wastewater Activity Log

i. Storm Wastewater Current Correspondence up to May 4, 2022 - None

b) Requests - None

c) Out-going as of May 9, 2022

i. 2022-04-28 Station Food Hub re: support sent April 28, 2022
ii. 2022-04-28 Melissa Sheehy-Richard re: Avon River Eco-Tourism sent May 2, 2022
iii. 2022-04-28 Melissa Sheehy-Richard re: Exit 6 extended closure sent May 2, 2022
iv. 2022-05-09 Hon Joyce Murray re correspondence sent May 10, 2021, requesting to not renew the Ministerial Order
v. 2022-05-09 Assembly of Mi'kmaw Chiefs re correspondence sent on May 10, 2021, requesting to not renew Ministerial Order

11. New Business

a) Boundary Review Information Report

CAO Phillips reviewed the report.
Discussion Points:

- Utility and Review Board (UARB) recognizes the extensive work that was completed by the municipality in 2019, however a public consultation component is still required by the UARB.
- A review would consider any significant growth and ensure there is balance within the districts.
- Consensus is the topic warrants further discussion. Item will return to Committee of the Whole in June or July with information pertaining to updated population numbers, specifically growth or changes within the Districts for West Hants and to have this information presented annually to Council.

b) Committees of Council Request for Decision Report

CAO Phillips reviewed the report.

Discussion Points:

- Intent was to have added Councillor input on areas that staff are reviewing prior to the report coming to Committee of the Whole.
- Consensus was that discussions pertaining to public works are best discussed as a whole.

c) New Provincial Non-Residential Deed Transfer Taxation Information Report

CAO Phillips reviewed the report.

Discussion Points

- Consensus was felt that the deed transfer tax has typically been municipal territory. This is a main source of revenue for municipalities.
- Communicate to the province in a letter the contributions that municipalities bill out such as education and health that are part of municipal taxation.
- Staff will prepare a draft letter to be sent out to Council for review to ensure the tone and language is communicated. Feedback would be provided from Council prior to sending.

MOVED BY COUNCILLORS IVEY AND MURLEY THAT COMMITTEE OF THE WHOLE RECOMMENDS COUNCIL DIRECT STAFF TO COMPOSE A LETTER WITH REGARDS TO THE PROVINCES ENTRY INTO THE DEED TRANSFER TAX ARENA DISCOURAGING THEM FROM CONTINUING WITH THAT INITIATIVE.
AND FURTHER THAT THE LETTER BE FORWARDED TO ALL 48 MUNICIPAL UNITS, MLA MELISSA SHEEHY-RICHARD AND THE NSFM. MOTION CARRIED

Councillor Hartt left the meeting at 7:44 p.m.

d) 2022-23 Grants and Contributions Recommendation Report

Dir. Kehoe reviewed the report.

MOVED BY COUNCILLORS FRANCIS AND B. MORTON RECOMMENDS THAT COMMITTEE OF THE WHOLE RECOMMENDS COUNCIL DEFER THE 2022-23 GRANTS AND CONTRIBUTIONS RECOMMENDATION REPORT UNTIL AFTER THE BUDGET HAS BEEN APPROVED. MOTION CARRIED

Councillor Hartt returned at 8:48 p.m.

e) Upstream Avon River (Lake Pisiquid) Sedimentation Report
Councillor Ivey reviewed the report.
Discussion Points:

- Consensus was to have a future meeting/presentation from Dr. Danika van Proosdij to Council and staff for informational purposes.

f) Notice to Amend Sidewalk Café Fees in the Fees Policy RCONF-013.00
Councillor Ivey gave notice; this item will return to a future meeting.

g) Notice to Amend the Mobile Canteen Fees in the Fees Policy RCONF-013.00
Councillor Ivey gave notice; this item will return to a future meeting.

h) Sewer Rates – Councillor Francis
Councillor Francis reviewed the report.
Discussion Points:

- Currently within the proposed budget the West Hants Sewer Utility projects deficit of $52,000 (this incorporates the new rates within this year).
- Deficits must be funded. The general taxpayer incurs the deficit, the sewer utility would be invoiced and repay the general taxpayer and the funds would be removed from the Utilities Capital contribution.
- Normal communication process is the April bill would contain any notices of a rate change. The change would be effective April 1st; but not reflected to the customer until the next billing cycle.
- In 2019 the focus was on the consolidation of the three years of the water utility and the conversion and how sewer would fit into that.
- Consensus was that more information was required to make an informed decision. Item will return to the ~~June~~ May 24, 2022, Council meeting with information identifying what the financial (in dollars) impact to the sewer users would equate to.

MOVED BY COUNCILLORS FRANCIS AND B. MORTON RECOMMENDS THAT COMMITTEE OF THE WHOLE RECOMMENDS TO COUNCIL THAT THE UNEXECUTED PART OF THE DECEMBER 9, 2018, SEWER RATES MOTION OF THE FORMER WEST HANTS

REGIONAL MUNICIPALITY THAT INCLUDED 2022/23 RATES BE RESCINDED

At 8:59 p.m. Councillors Francis and B. Morton withdrew the motion.

MOVED BY COUNCILLORS FRANCIS AND B. MORTON THAT COMMITTEE OF THE WHOLE RECOMMENDS COUNCIL DIRECT STAFF TO BRING BACK TO COUNCIL A REPORT WITH THE 2022-23 SEWER IMPACT. MOTION CARRIED

i) Sidewalk Needs Assessment – Request for Decision

Councillor Smith reviewed the report.

Discussion Points:

- The population in the growth centres is increasing. There is an increased usage of individuals using the side of the roads as a sidewalk.
- Basic information is required such as costs, location of needed sidewalks and the effect this will have on the area rates.
- It is important to manage expectations. Staff will return in June after dissecting the report and identify to Council what will be reviewed to complete the report with an emphasis on the differences in costs between traditional sidewalks and asphalt sidewalks. This would be a very preliminary report.
- Consensus was to expand on the recommendation to include more densely populated areas and explore the liability and maintenance concerns and potential cost share programs available with the province.

MOVED BY COUNCILLORS SMITH MURLEY THAT COMMITTEE OF THE WHOLE RECOMMENDS 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 ENGAGMENT TOOL AND AN EXPLANATION OF THE METHODOLOGY USED TO DO THE ASSESSMENT AND FURTHER STAFF REPORT IN JUNE THE HIGHLIGHTS OF THIS RECOMMENDATION. MOTION CARRIED

j) Water and Sewer Laterals

Councillor S. Mclean gave a verbal report.

Discussion Points:

- The resident homeowners are responsible for repairs up to the property line for both water utilities. If there is no curb stop in place, the property line determines how far the property owner is responsible.
- The resident homeowner is responsible for repairs up to the main regardless of what side of the road it is located on for both sewer utilities.
- Depth also impacts the costs.
- Typically, roots or collapsed pipes are the cause of sewer repairs.
- Current practice now is to replace a pipe from the sewer main to the property line when a road reconstruction is done.
- Consensus is to review further. There appears to be an inequity in this area. Staff will return with report highlighting the history and information.

12. Public Participation Period – Upwards of forty-one (41) viewers with several comments. Various themes and comments pertaining to the Causeway and Tax sale process presentations. Comments were also related to the Avondale wharf, Committees on sizes and numbers. Mayor Zebian reminded everyone that Council chambers is open to the public.

13. In-Camera - None

14. Next Meeting Date / Adjournment – Next Budget meeting will be Wednesday May 11, 2022, at 5:30 p.m. The next regular meeting will be May 24, 2022, Council.

MOVED BY COUNCILLORS B. MORTON AND SHERMAN THAT AT 9:21 PM, THE MEETING ADJOURN. MOTION CARRIED

_____ _____

Mayor Abraham Zebian Deanna Snair, Municipal Clerk

WEST HANTS REGIONAL MUNICIPALITY REPORT

Information ☒	Recommendation ☐	Decision Request ☐	Councillor Activity ☐

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

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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 ☐

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.

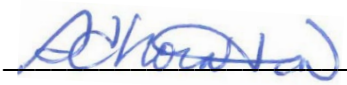
If Council selects one of these two options or a different council composition a public consultation process is still required. The design of the public consultation process will be influenced by the decision Council makes regarding the size.

	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

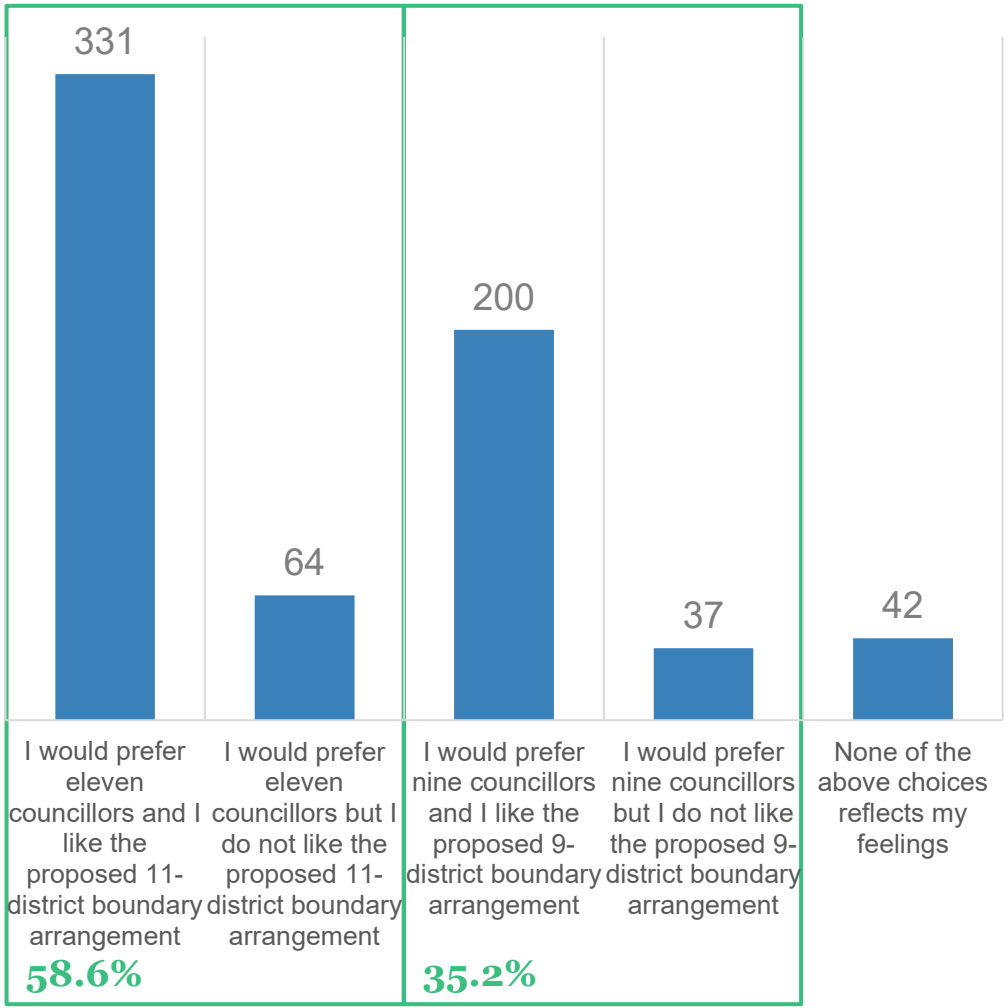
- 883 completed responses
  - 674 responses to Boundaries Question

Council Interviews

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

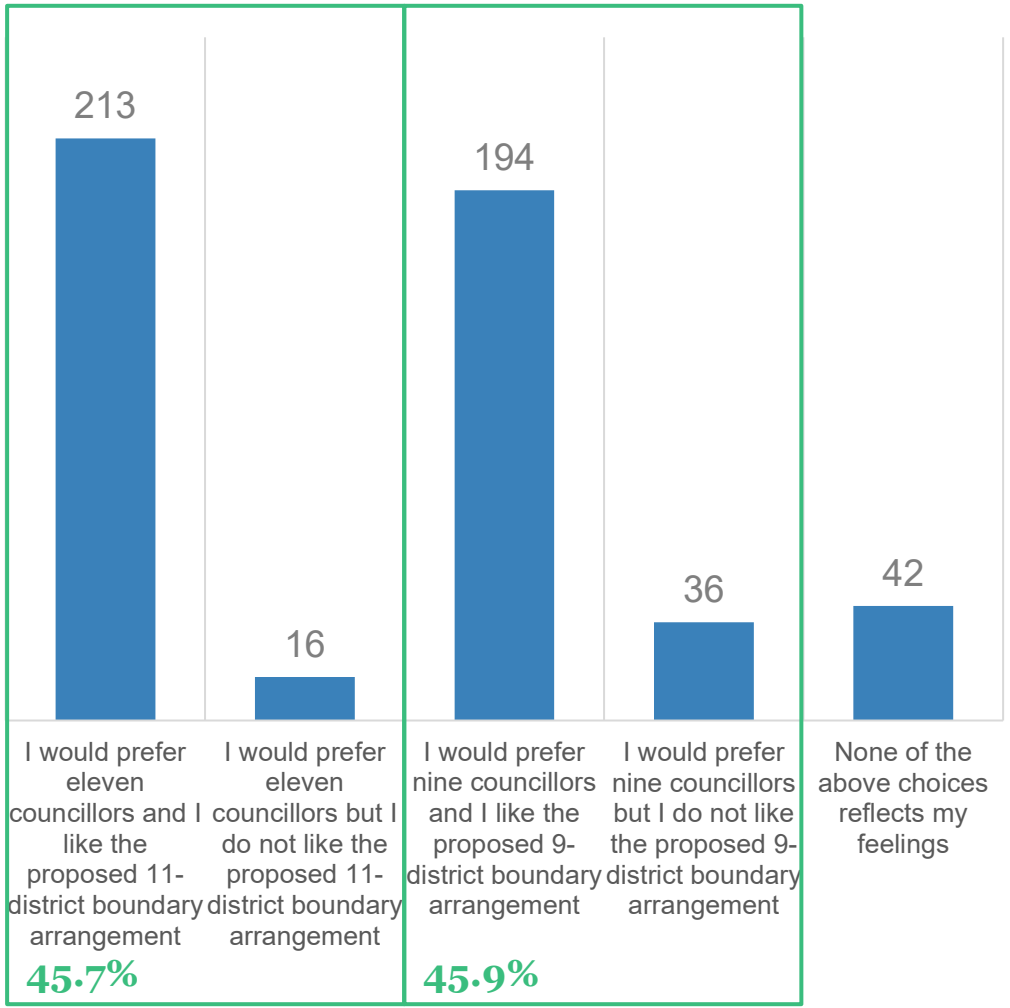
Boundary Preferences

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



Boundary Preferences

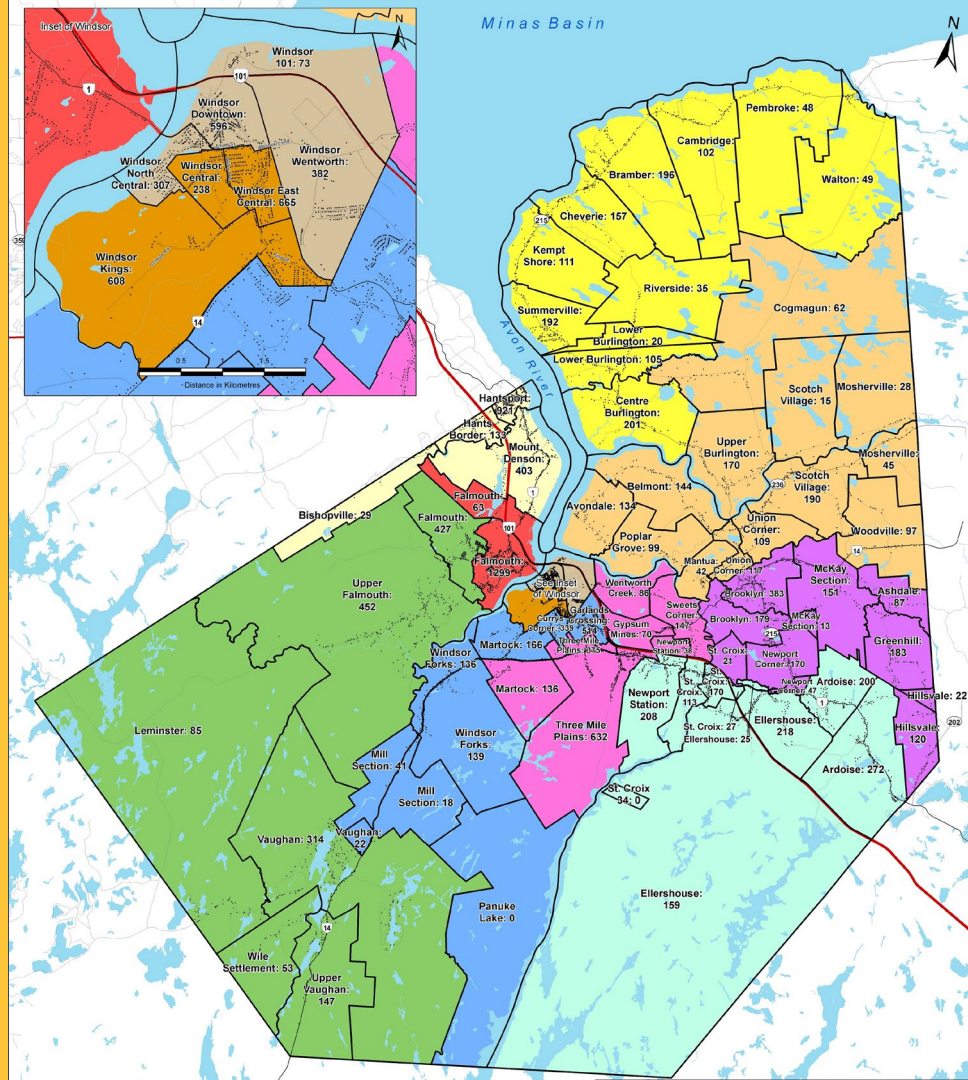
- **Survey Respondents:** 710
- **Question Responses:** 501 (70.6%)



11-District Scenario

Proposed 11 Districts

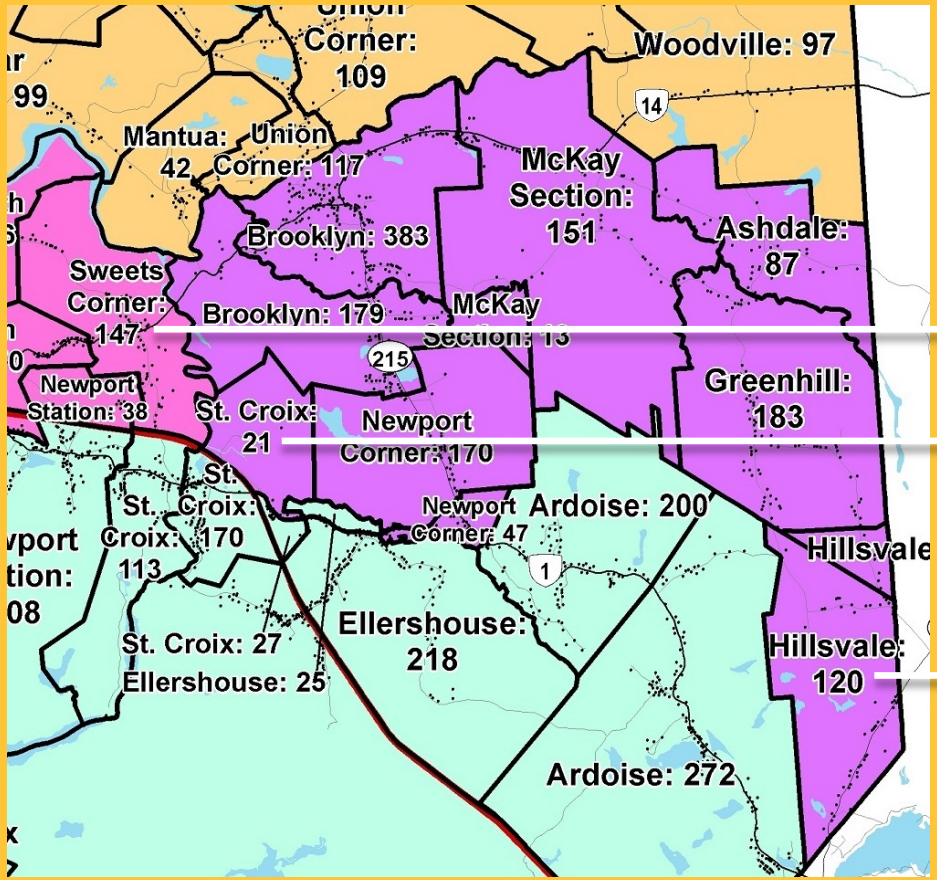
Proposed District	Electors	Variation from Average	
		Number	%
1	1,216	-174	-12.5%
2	1,252	-138	-9.9%
3	1,376	-14	-1.0%
4	1,392	2	0.1%
5	1,484	94	6.8%
6	1,375	-15	-1.1%
7	1,478	88	6.3%
8	1,486	96	6.9%
9	1,362	-28	-2.0%
10	1,358	-32	-2.3%
11	1,511	121	8.7%
TOTAL	**15,290**		
Average	**1,390**		

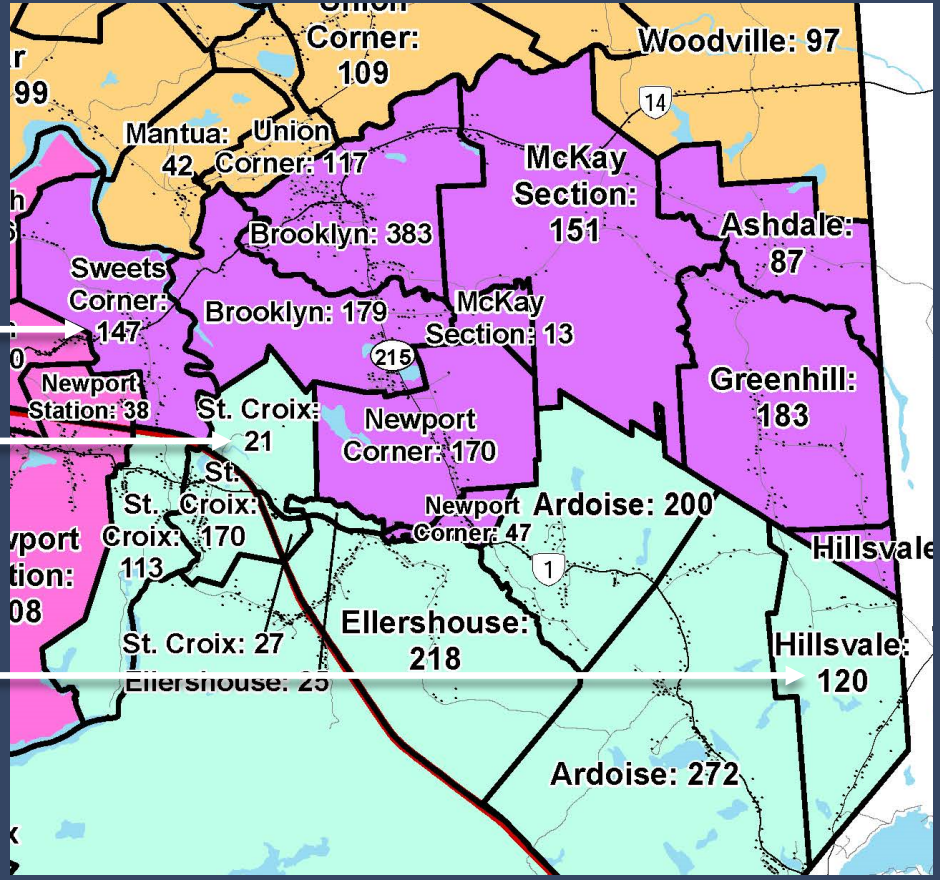


11-district Changes

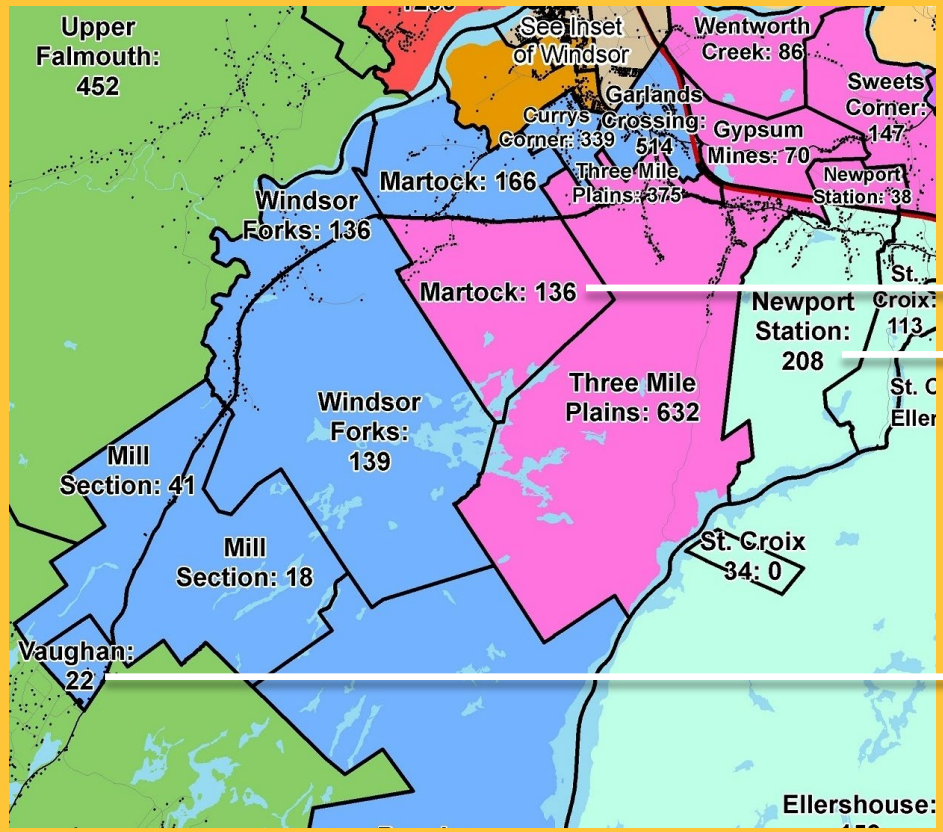
- *District 3* – Added Sweets Corner (147 electors) from proposed District 5
- *District 4* – Added the portion of Hillsvale currently in West Hants District 4 (120 electors) and the portion of St. Croix previously in proposed District 3 (21 electors), which brings all of St. Croix into the same district
- *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

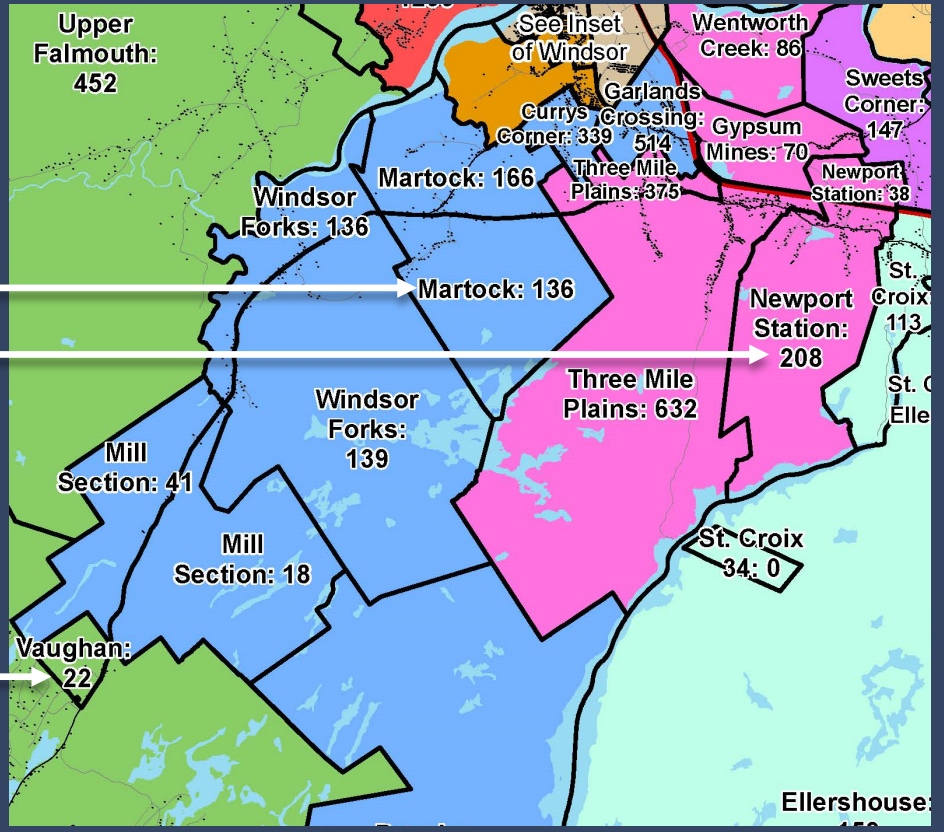
Districts 3 and 4



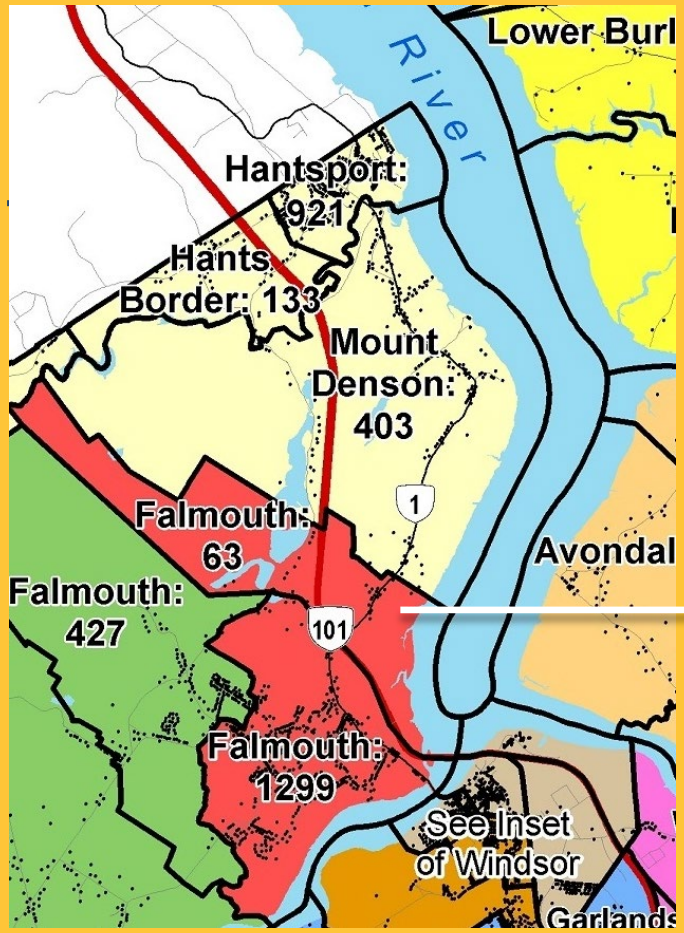


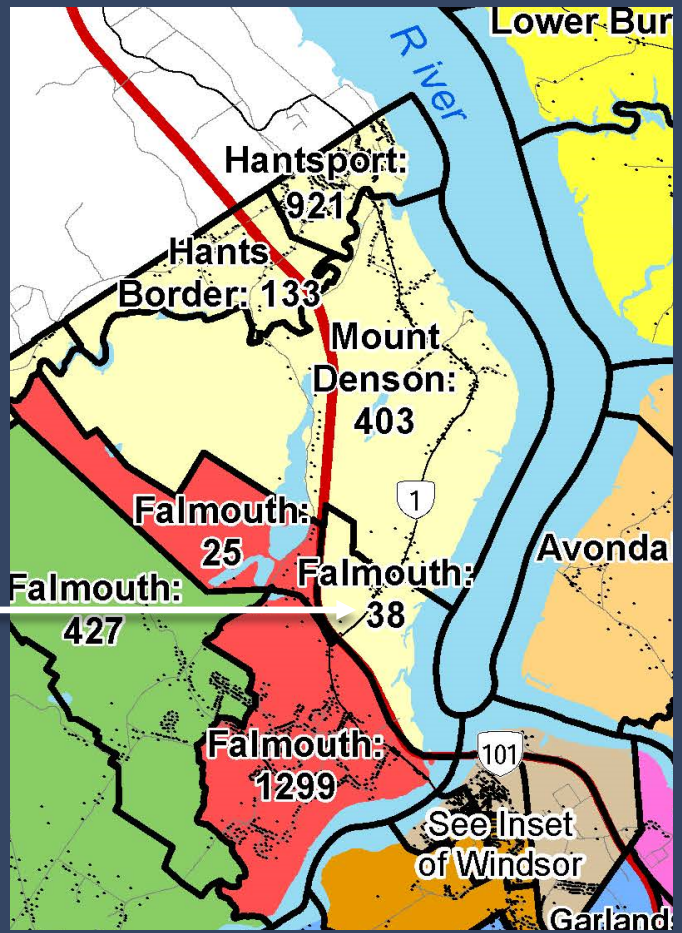
Districts 5, 6 and 7





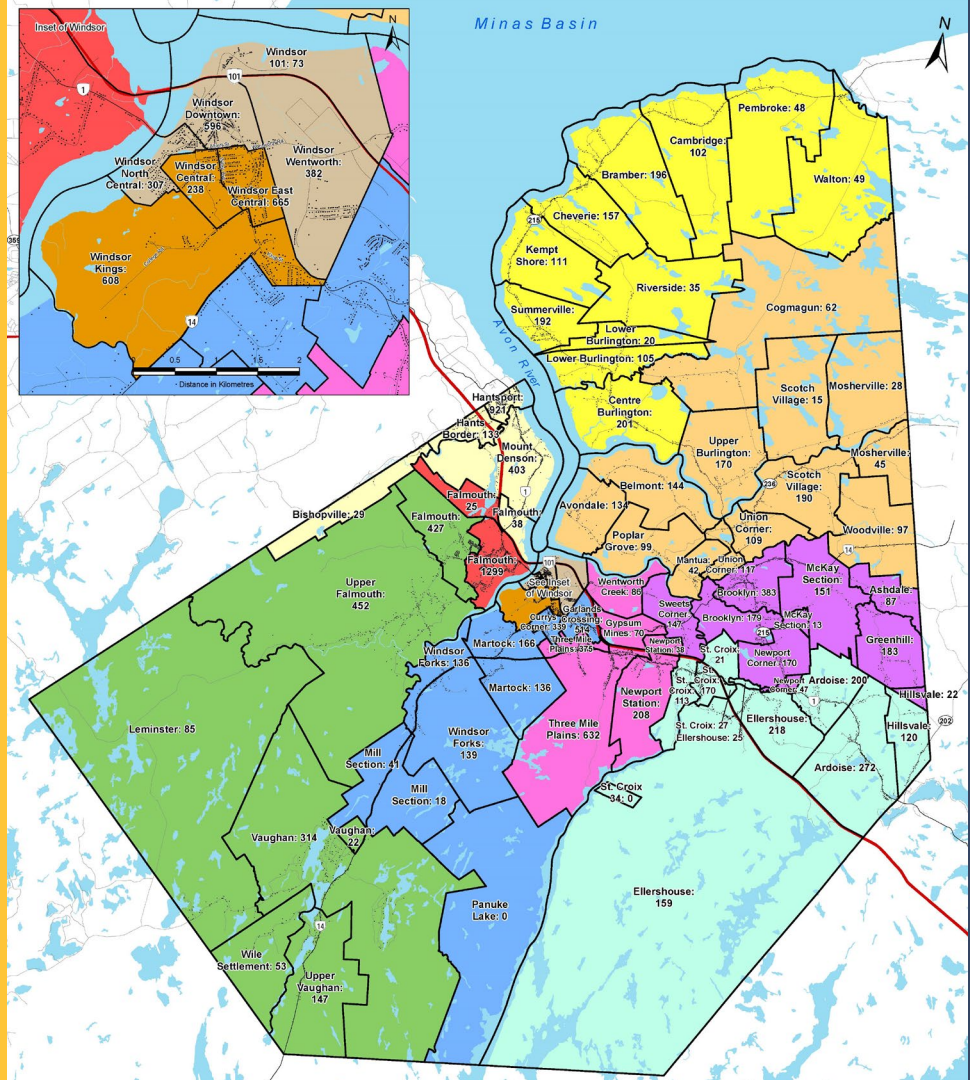
District 8


River
Lower Burl
Hantsport:
921
Hants
Border: 133
Mount
Denson:
403
1
Falmouth:
63
Avondal
Falmouth:
427
101
Falmouth:
1299
See Inset
of Windsor
Garlands


River
Lower Bur
Hantsport:
921
Hants
Border: 133
Mount
Denson:
403
1
Falmouth:
25
Falmouth:
38
Avonda
Falmouth:
427
Falmouth:
1299
101
See Inset
of Windsor
Garland

Revised 11 Districts

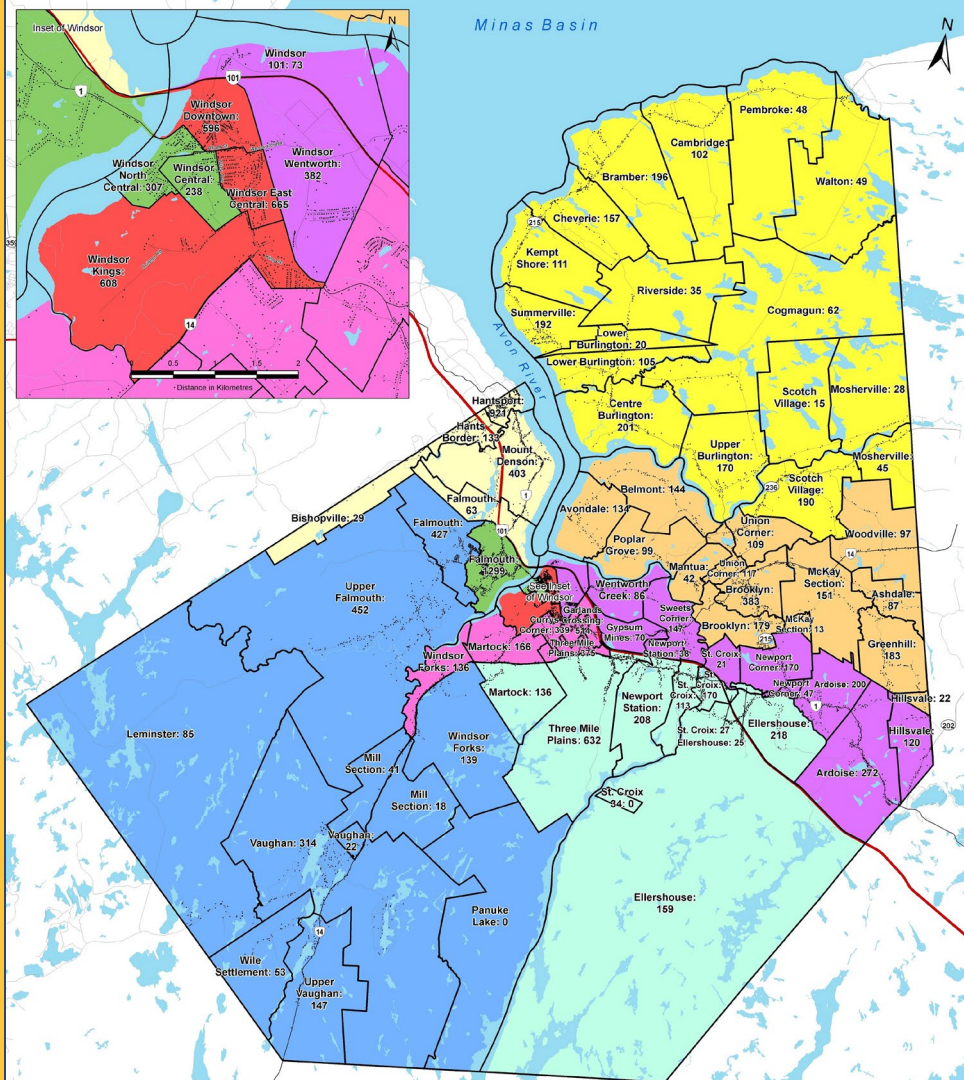
Proposed District	Electors	Variation from Average	
		Number	%
1	1,216	-174	-12.5%
2	1,252	-138	-9.9%
3	1,382	-8	-0.6%
4	1,325	-65	-4.7%
5	1,409	-19	-1.4%
6	1,489	99	7.1%
7	1,500	110	7.9%
8	1,524	134	9.6%
9	1,324	-66	-4.7%
10	1,358	-32	-2.3%
11	1,511	121	8.7%
TOTAL	**15,290**		
Average	**1,390**		



9-District Scenario

Proposed 9 Districts

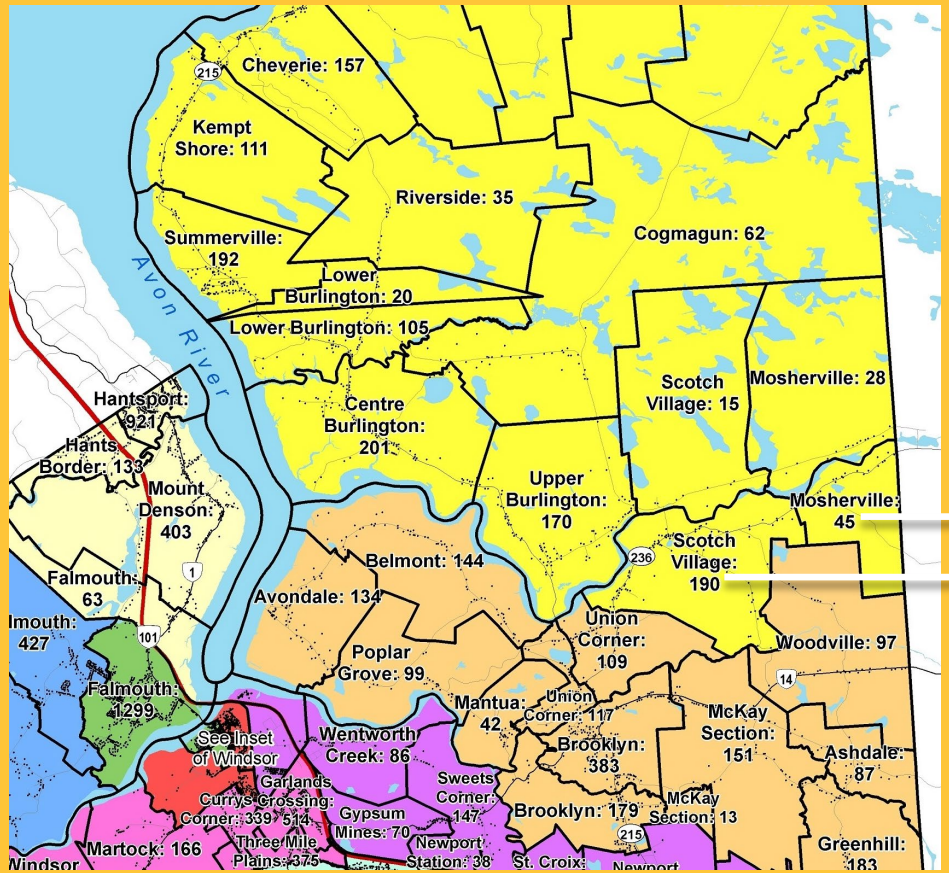
Proposed District	Electors	Variation from Average	
		Number	%
1	1,726	27	1.6%
2	1,760	61	3.6%
3	1,588	-111	-6.5%
4	1,726	27	1.6%
5	1,530	-169	-9.9%
6	1,698	-1	-0.1%
7	1,844	145	8.5%
8	1,549	-150	-8.8%
9	1,869	170	10.0%
TOTAL	**15,290**		
Average	**1,699**		

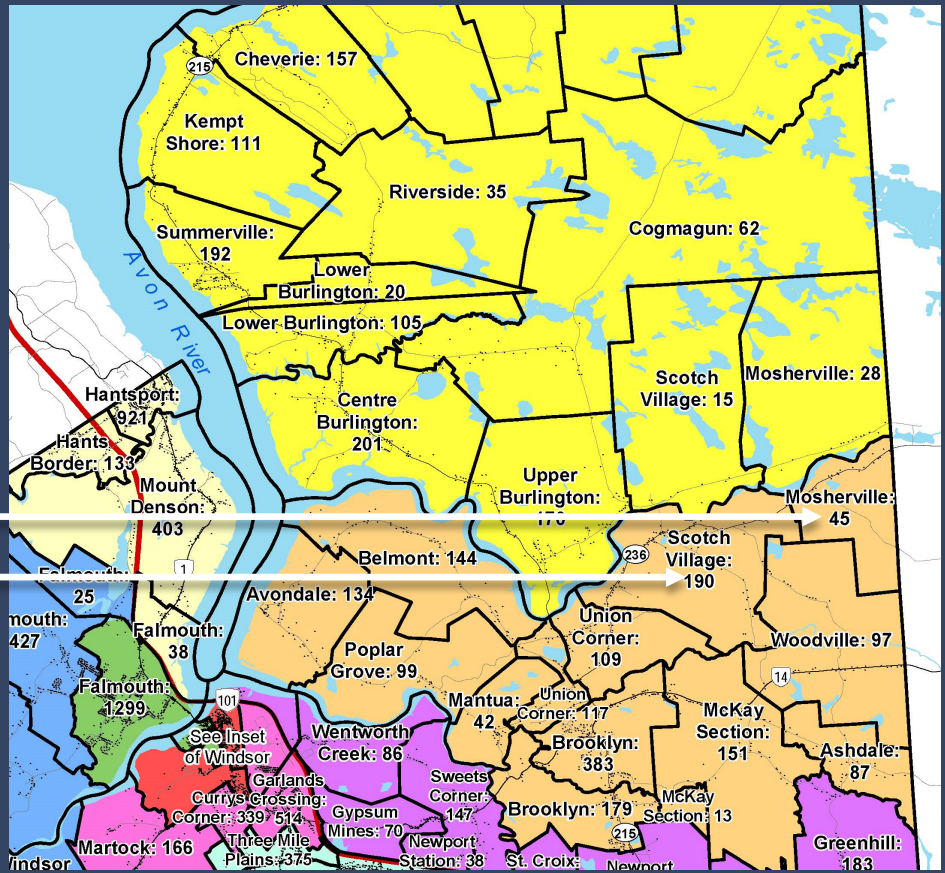


9-district Changes

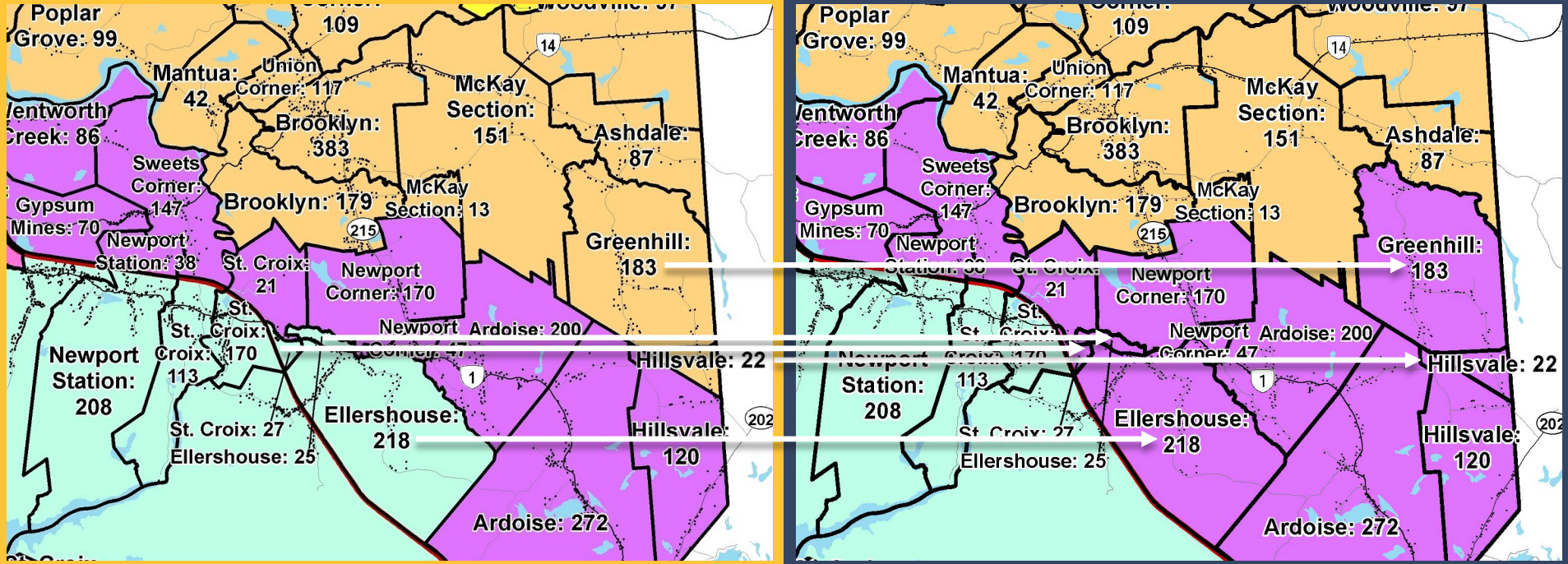
- *District 2* – Added 196 electors from Scotch Village and Mosherville south of the Kennetcook River
- *District 3* – Portions of Ellershouse and St. Croix north of the101, as well as Greenhill and the portion of Hillsvale now in West Hants District 3 (475 electors total) were brought into the district
- *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 1 and 2

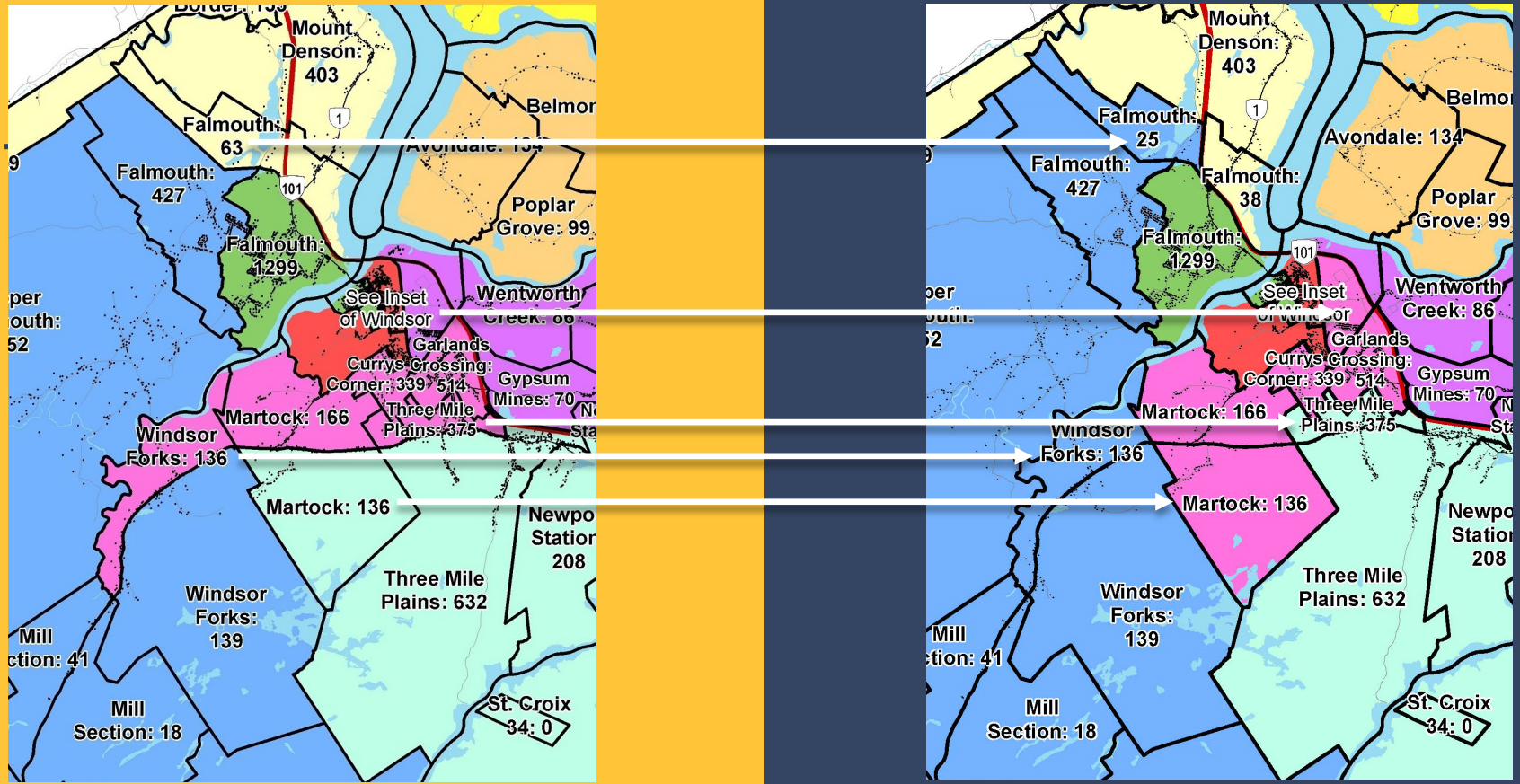




Districts 3 and 4

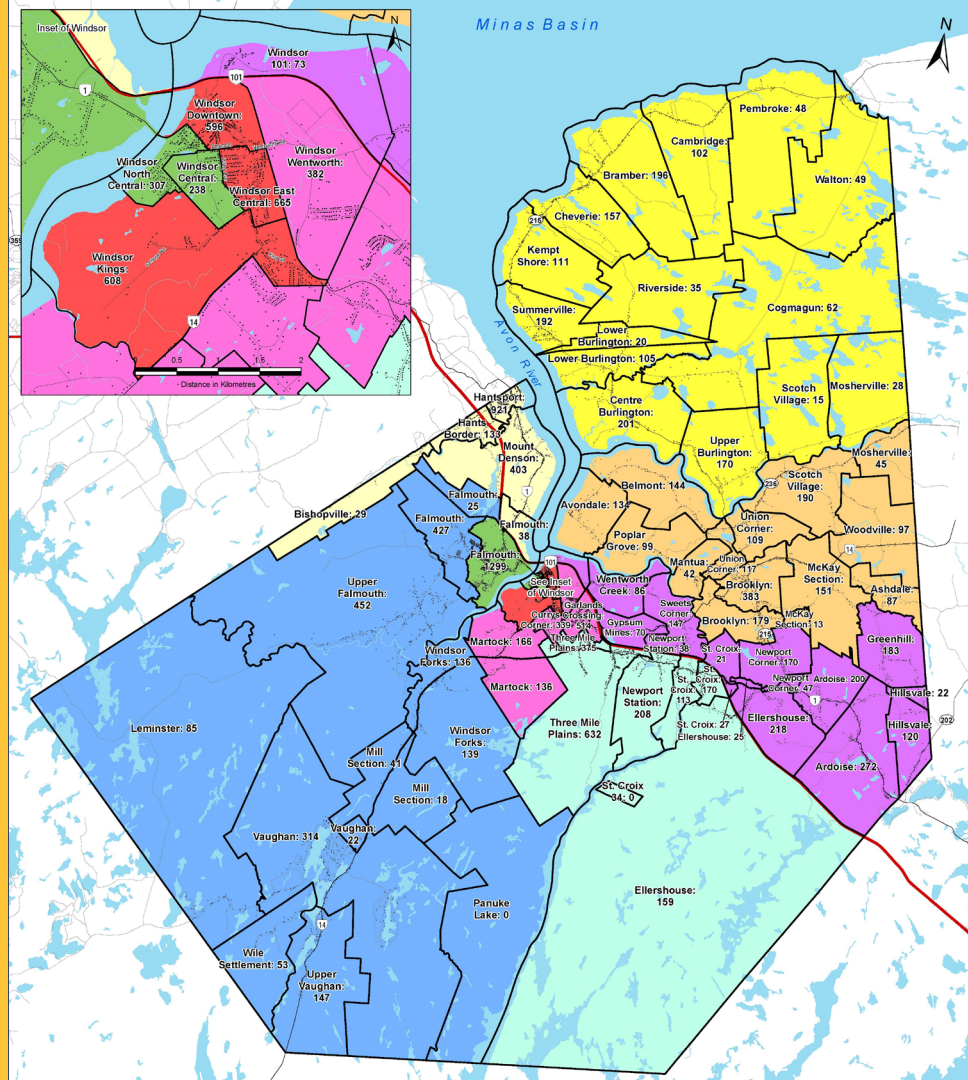


Districts 4, 5 and 6



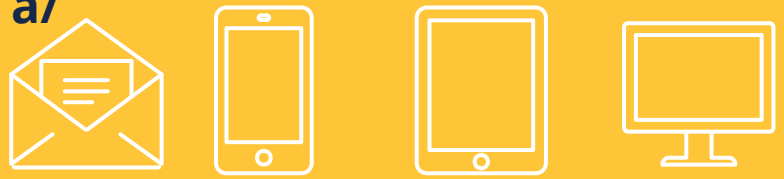
Revised 9 Districts

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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John.Heseltine@stantec.com

Stantec

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Dartmouth, NS B3A 0A3
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www.stantec.com

2021
WHRM population
19,509

Statistics Canada Statistique Canada

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 r (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 11,870	- 676 5,780	6,085
15 to 19 years ÷ 1/3	18+338 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	5340 ~~4,810~~	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

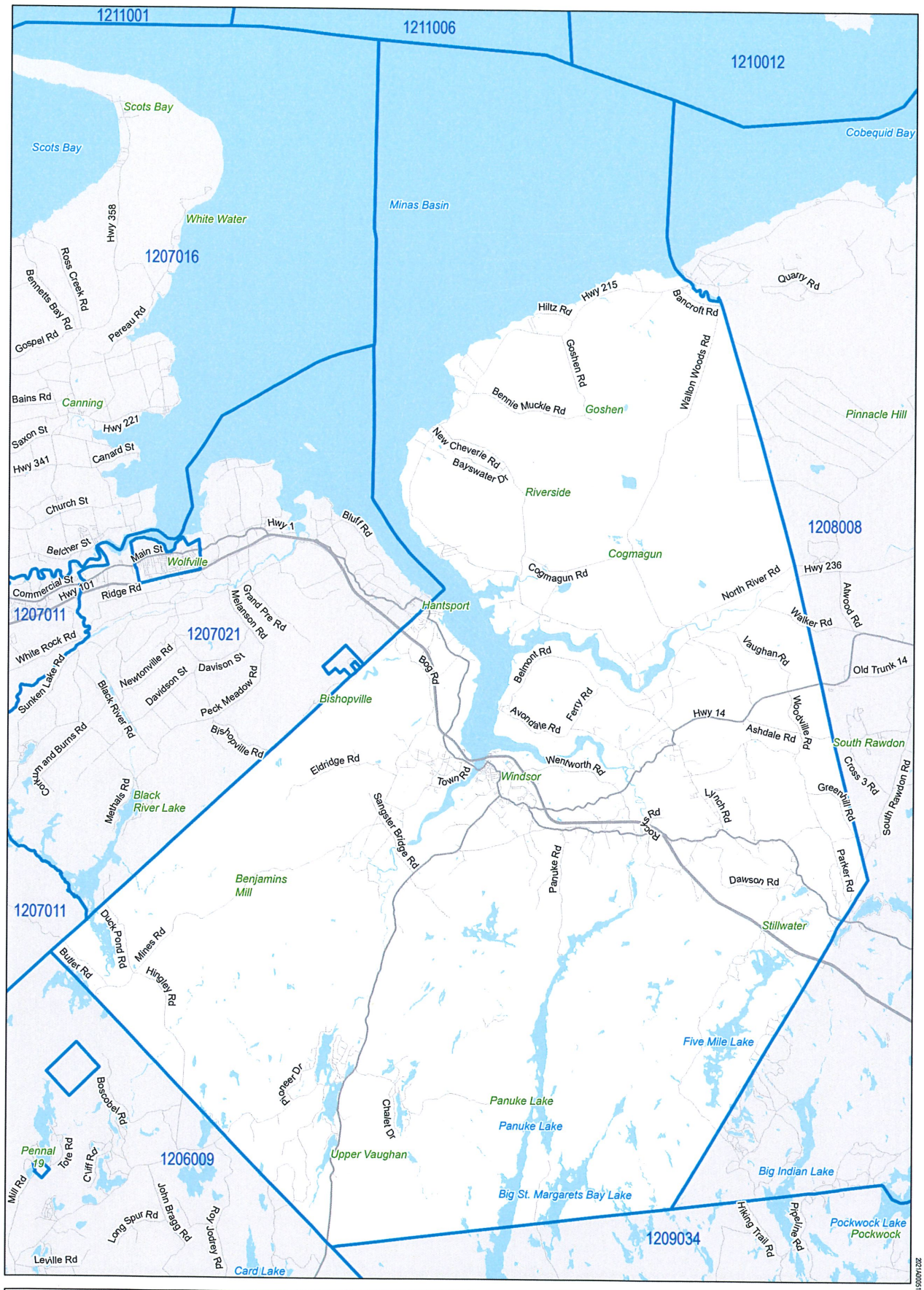
Private dwellings occupied by usual residents

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

1208003 Census Subdivision / Subdivision de recensement
Province / Territory / Province / Territoire
Road / Highway / Route / Autoroute
Hydrography / Hydrographie
Name / Nom — Place name / Nom de localité

N

1 : 185 313

0 2.5 5 km

Lambert Conformal Conic Projection
Standard parallels: 44° 01' 45" N and 45° 35' 18" N
Central meridian: 63° 01' 42" W
Latitude of origin: 45° 18' 32" N

Projection conique conforme de Lambert
Parallèles standards : 44° 01' 45" N et 45° 35' 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

Statistics Canada Statistique Canada

Canada

Map date / Date de la carte 11 09 2021

2021A0005208003

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

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)					
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[r] (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 185 85	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

	Windsor, T (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)					
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 ☐

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 ☐

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.

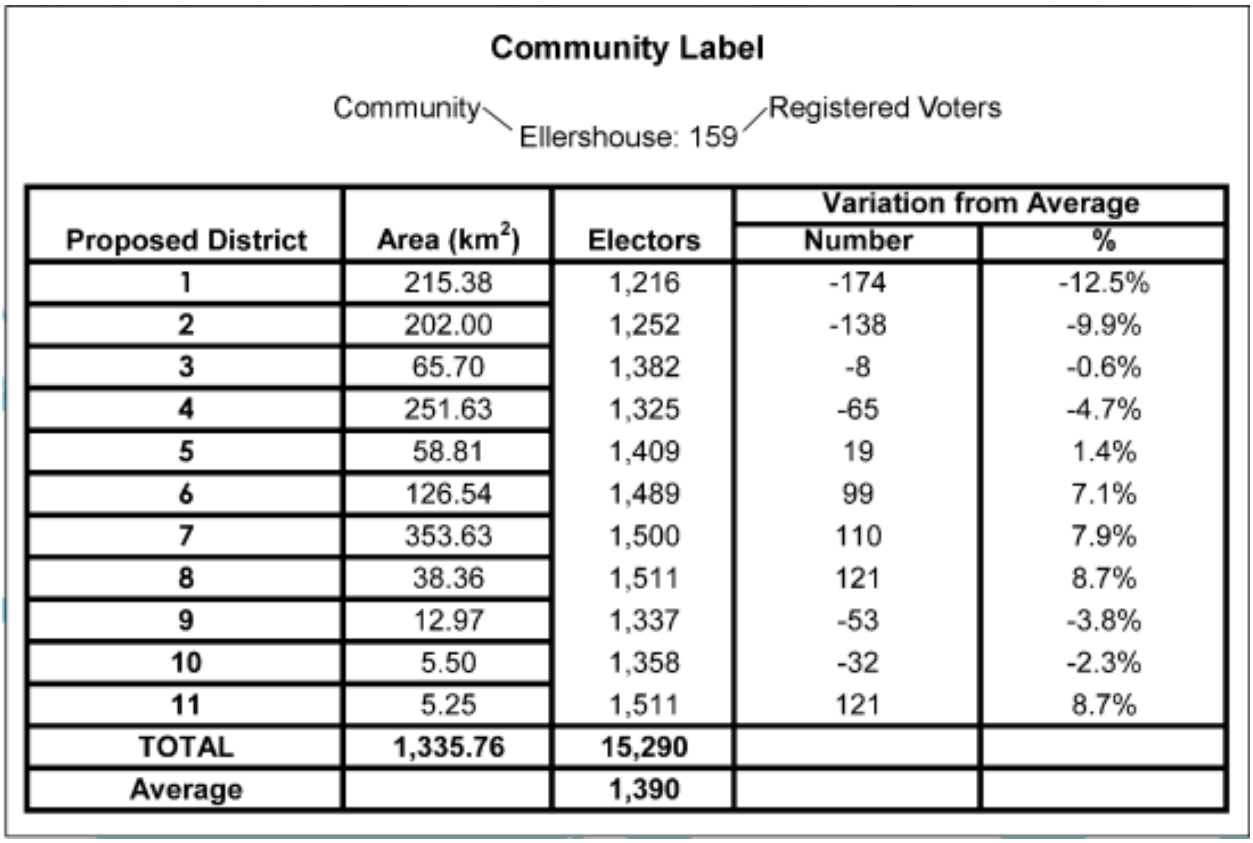
(2) After the study is completed, and before the end of the year in which the study was conducted, the council shall apply to the Board to confirm or to alter the number of boundaries of polling districts and the number of councillors. Public Consultation "*The User Guide*," provided by the Nova Scotia 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.



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.

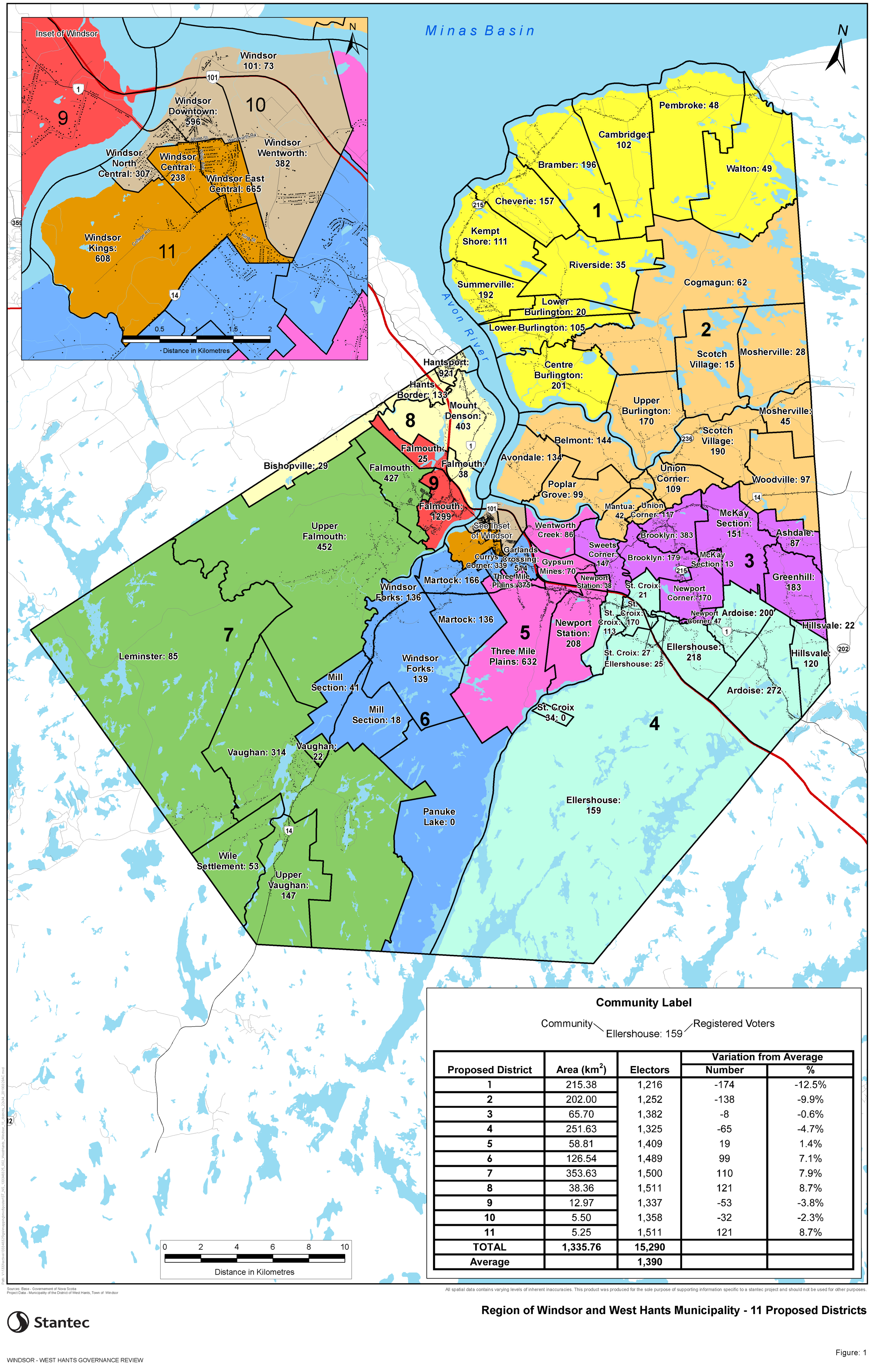
ALTERNATIVES

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



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**		

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Sources: Base - Governement of Nova Scotia
Project Data - Municipality of the District of West Hants, Town of Windsor

All spatial data contains varying levels of inherent inaccuracies. This product was produced for the sole purpose of supporting information specific to a stantec project and should not be used for other purposes.

Stantec

Region of Windsor and West Hants Municipality - 11 Proposed Districts

Nova Scotia Utility and Review Board

Mailing address
PO Box 1692, Unit "M"
Halifax, Nova Scotia
B3J 3S3
board@novascotia.ca
http://nsuarb.novascotia.ca

Office
3rd Floor, 1601 Lower Water Street
Halifax, Nova Scotia B3J 3P6
1 855 442-4448 (toll-free)
902 424-4448 t
902 424-3919 f

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.

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[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 ±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 thelocal 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.

Attachment D

Stantec

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



Cover photo courtesy of Councillor Jim Ivey, Town of Windsor

Windsor-West Hants Governance Review

Council Size Report

February 21, 2019

Prepared for:
Windsor-West Hants Co-ordinating Committee

Prepared by:
Stantec Consulting Ltd.

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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 km^2. West Hants council members each currently cover a relatively modest 124.4 km^2 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 ±10% target sought by the NSUARB and slightly beyond the maximum variance that the Board general suggests as tolerable;

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

4 *Ibid*., pp. 9-10.

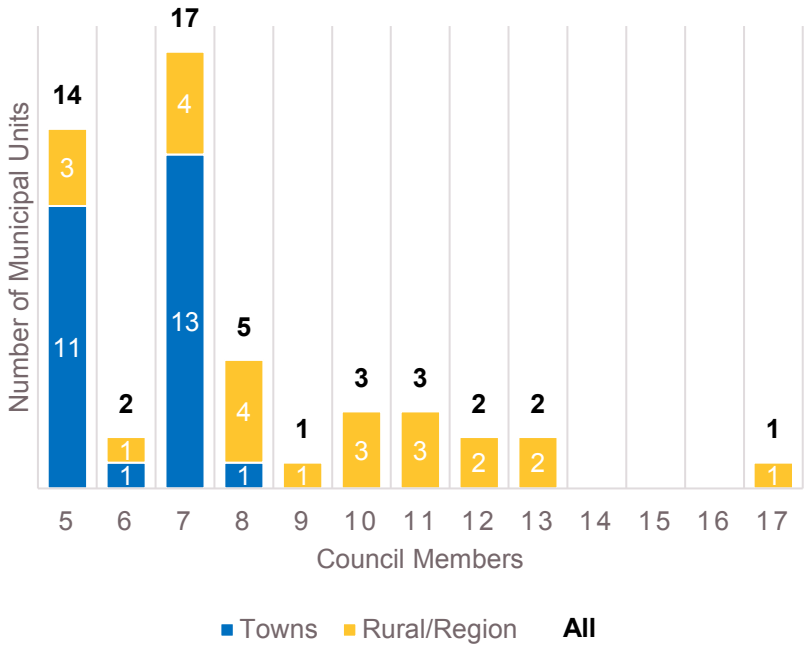
5 *Ibid*., p. 11. Following submissions from both THIDA and the Municipality of the District of West Hants in March 2016, the Board rendered its decision on April 16, 2016, leaving just over four months before the standard deadline for nominations on the second Tuesday in September.

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

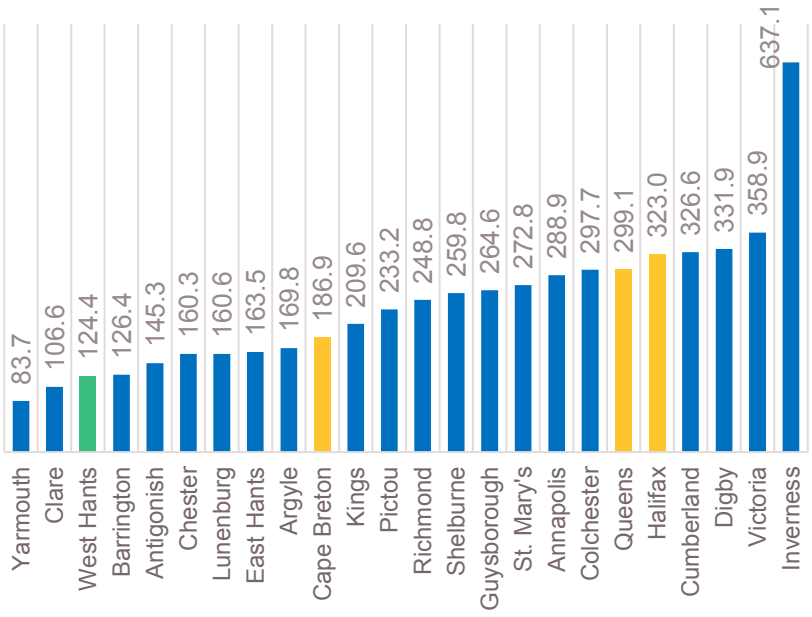


Source Stantec Consulting Ltd.

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 km^2 per council member. Councillors in West Hants, which is currently a rural municipality, each represent 124.4 km^2 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.

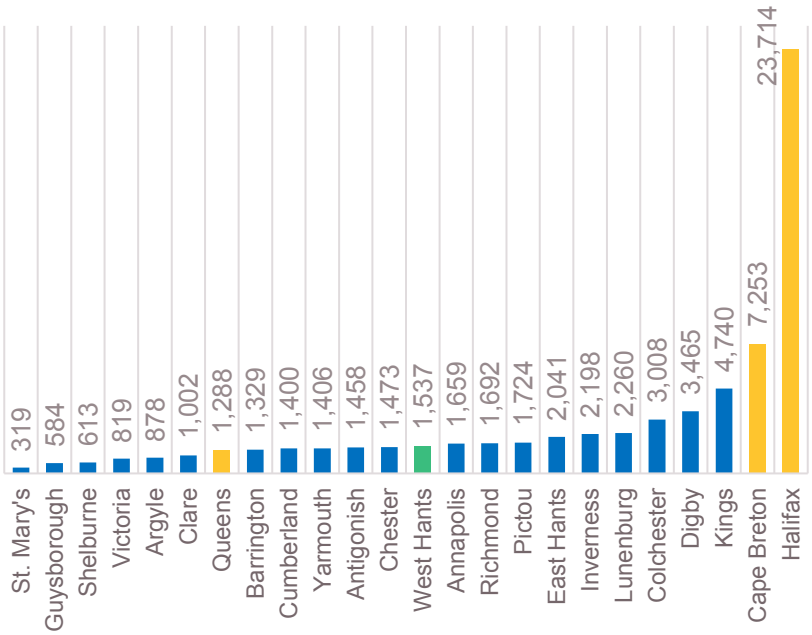
Figure 2-2 Council Members by Land Area (km²), Nova Scotia Rural and Regional Municipalities, 2016



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 consolidaton, 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.

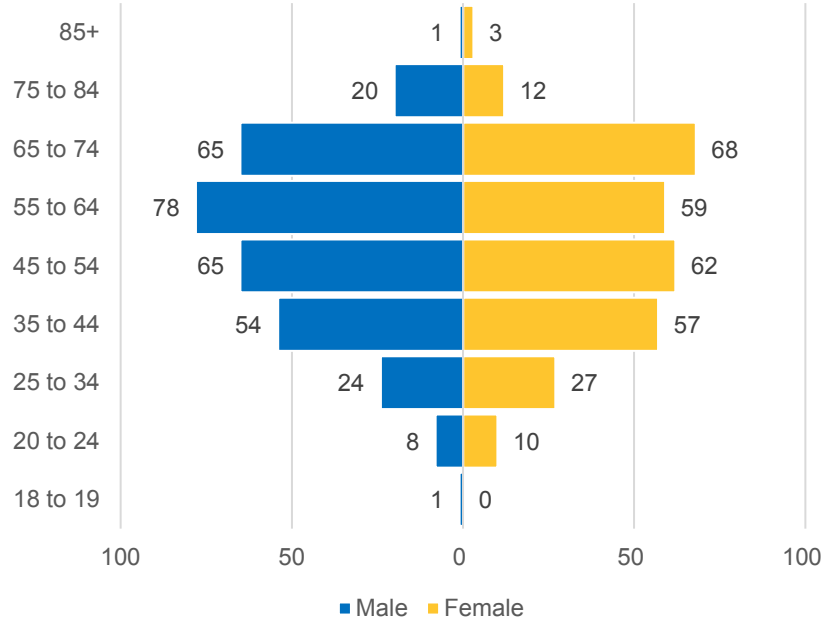
The majority of respondents were male (51.2% of those who identified their gender). All respondents were 18 years of age or over but, for the most part they were between 35 and 75 years of age (80.0%). Although **Figure 3-1**, shows only four respondents over 85 years, there were six as two did not identify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

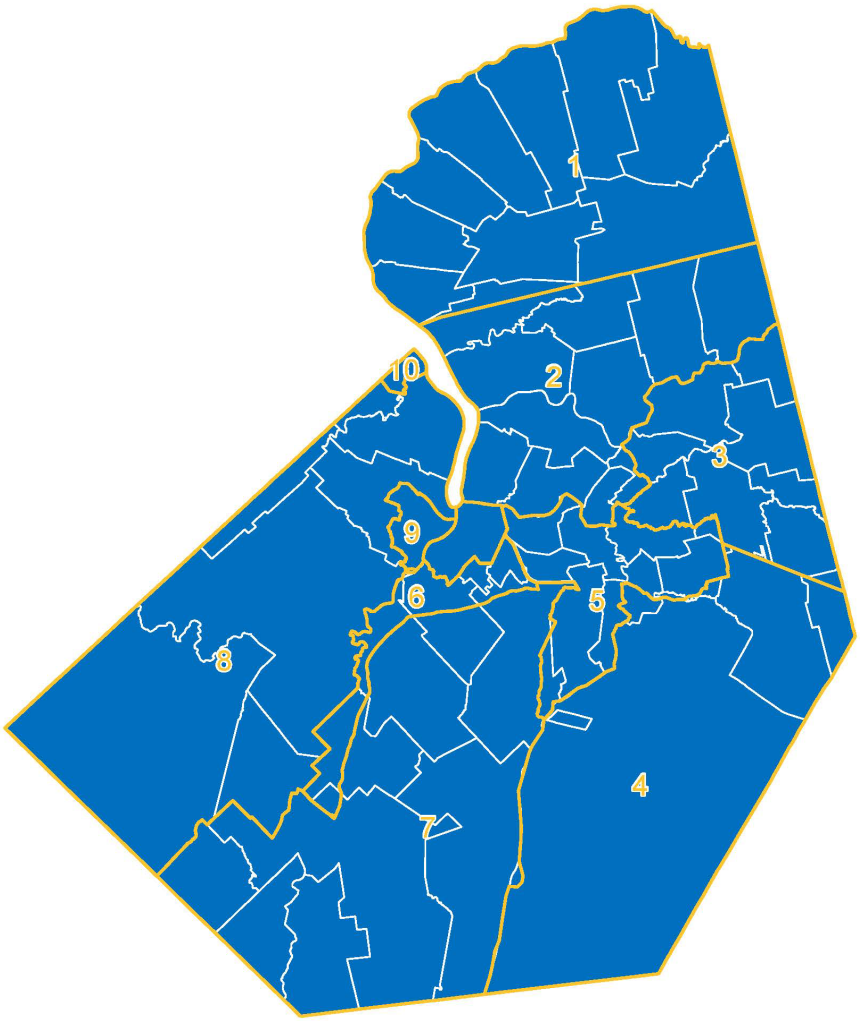
As noted, the key purpose of Question 2 was to introduce some of the leading factors that respondents might take into account when considering what council size to enter in response to following Question 3. The factors, which are raised in literature on council size as well as discussions we have had 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

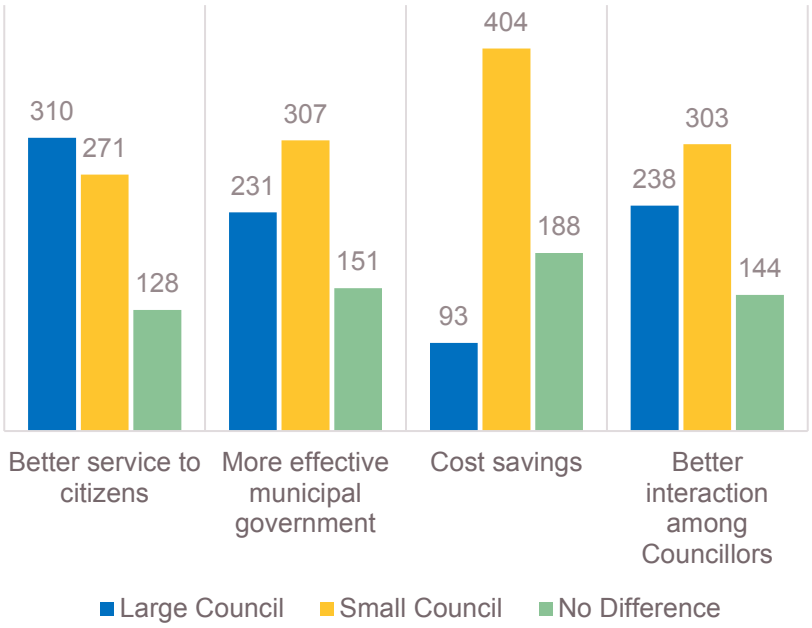


District	Responses			% of Responses			Electors
	Online	Print	All	Online	Print	All	
1	55	42	97	9.2%	35.3%	13.5%	6.0%
2	44	20	64	7.3%	16.8%	8.9%	7.3%
3	42	30	72	7.0%	25.2%	10.0%	8.3%
4	40	12	52	6.7%	10.1%	7.2%	7.9%
5	37	11	48	6.2%	9.2%	6.7%	7.0%
6	45	0	45	7.5%	0.0%	6.3%	10.4%
7	42	1	43	7.0%	0.8%	6.0%	10.0%
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



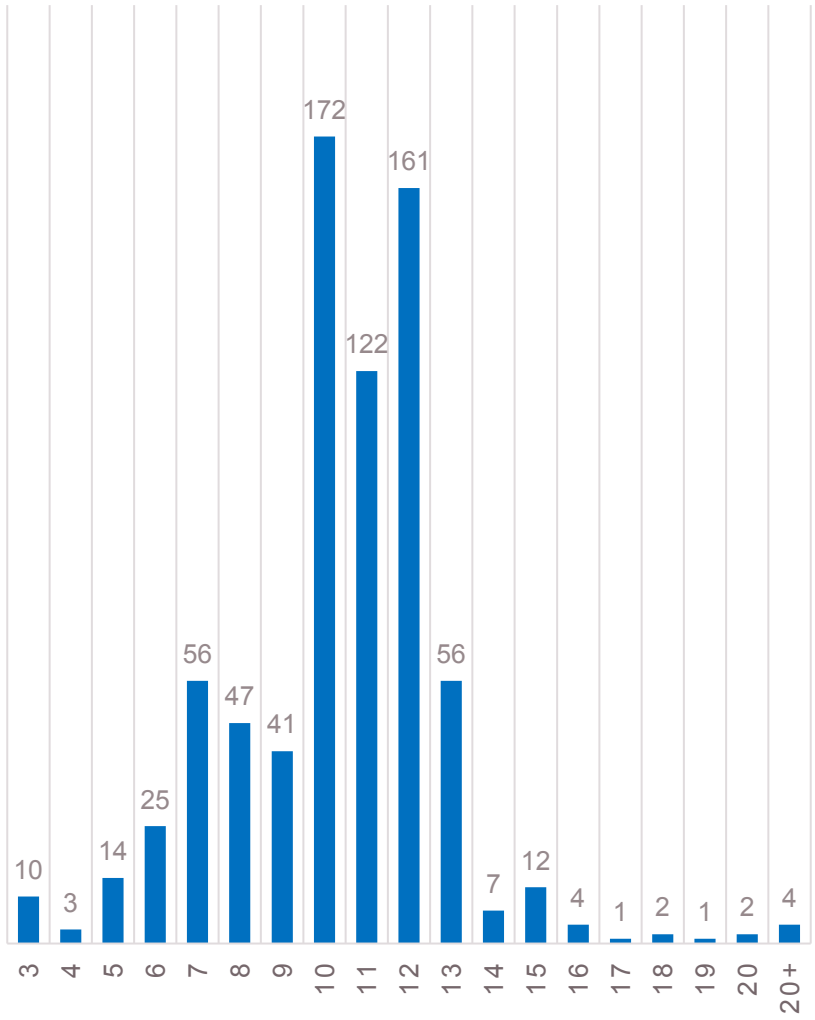
Source Stantec Consulting Ltd.

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.

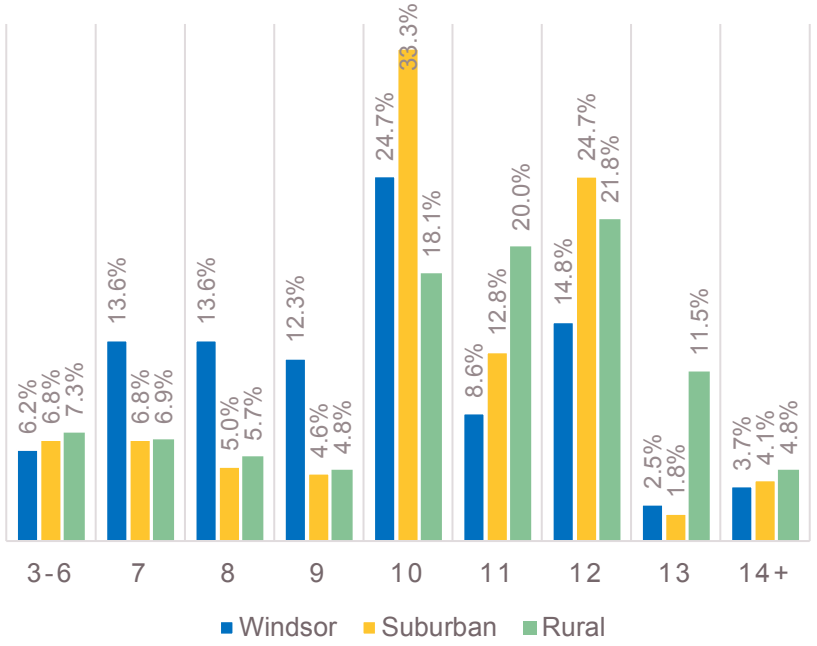
Figure 3-3 Preferred Council Size, Windsor-West Hants Council Size Survey, 2019



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

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
- ◯ 15 to 17 years
- ◯ 18 to 19 years
- ◯ 20 to 24 years
- ◯ 25 to 34 years
- ◯ 35 to 44 years
- ◯ 45 to 54 years
- ◯ 55 to 64 years
- ◯ 65 to 74 years
- ◯ 75 to 84 years
- ◯ 85 years or more
- ◯ 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

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

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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 Hans 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 Co-ordinating Committee).[31]

There is, however, uncertainty about the extent to which these fist 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 poling 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 slighted 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 20,000[94]—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 the 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] Q*ueens 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.

[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.

[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…"

[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.

Dr. Jamie Baxter

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AREAS OF EXPERTISE

PROPERTY & LAND USE
INSTITUTIONAL ANALYSIS
FOOD AND AGRICULTURAL LAW
ACCESS TO JUSTICE

EDUCATION

YALE LAW SCHOOL
Doctor of the Science of Laws
June 2013 – April 2018

YALE LAW SCHOOL
Master of Laws
September 2012 – May 2013

FACULTY OF LAW, UNIVERSITY OF TORONTO
Juris Doctor (Honours)
September 2007 – April 2010

DEPARTMENT OF ECONOMICS, MCMASTER UNIVERSITY
Master of Arts
September 2005 – August 2006

ARTS & SCIENCE PROGRAMME, MCMASTER UNIVERSITY
Bachelor of Arts & Science (Honours)
September 2001 – April 2005

EMPLOYMENT HISTORY

SCHULICH SCHOOL OF LAW, DALHOUSIE UNIVERSITY
Assistant Professor
July 2014 –

SCHULICH SCHOOL OF LAW, DALHOUSIE UNIVERSITY
Schulich Fellow
July 2013 – May 2014

FEDERAL COURT OF CANADA
Law Clerk
August 2011 – July 2012

DEPARTMENT OF FOOD, AGRICULTURE & RESOURCE ECONOMICS, UNIVERSITY OF GUELPH
Lecturer
September 2010 – December 2010

EMPLOYMENT HISTORY (CONTINUED)

ZBOGAR ADVOCATE
Student at Law
July 2010 – August 2011

ENVIRONMENT AND LAND TRIBUNALS ONTARIO
Researcher
July 2010 – August 2011

ORKIN BARRISTERS
Summer Law Student
May 2009 – August 2009

FACULTY OF LAW, UNIVERSITY OF TORONTO
Borden Ladner Gervais LLP Research Fellow
May 2008 – August 2011

APPALACHIAN CENTER, UNIVERSITY OF KENTUCKY
Canada-U.S. Fulbright Scholar
September 2006 – May 2007

COURSES TAUGHT

SCHULICH SCHOOL OF LAW, DALHOUSIE UNIVERSITY

Property in its Historical Context
2013/14 –

Planning Law
2014/15 –

Legal Ethics and Professional Responsibility
2014/15 –

Dalhousie Law Journal Editorial Assistantship Course
2016 (Winter)

DEPARTMENT OF FOOD, AGRICULTURAL AND RESOURCE ECONOMICS, UNIVERSITY OF GUELPH

Land Economics
2010 (Fall)

PUBLICATION RECORD

[R] = Peer-reviewed

BOOK MANUSCRIPTS UNDER REVIEW

Inalienable: Leadership, Land and the Political Economy of Property
(University of British Columbia Press)

LAW JOURNAL ARTICLES

"Leadership, Law and Development" (2018) *Law and Development Review* (forthcoming) [R]

"Storytelling, Social Movements, and the 'Evolution' of Indigenous Land Tenure" (2015) 18(2) *Australian Indigenous Law Review* 64 [R]

"From Integrity Agency to Accountability Network: The Political Economy of Public Sector Oversight in Canada" (2015) 46(2) *Ottawa Law Review* 231 [R]

"No Lawyer for a Hundred Miles? Mapping the New Geography of Access to Justice in Canada" (2014) 52 *Osgoode Hall Law Journal* 9 (with Albert Yoon) [R]

"Property, Information and Institutional Design" (2013) 8(2) *Journal of Aboriginal Economic Development* 55 [R]

"Legal Institutions of Farmland Succession: Implications for Sustainable Food Systems" (2013) 65 *Maine Law Review* 382

"Ontario's Administrative Tribunal Clusters: A Glass Half-Full or Half-Empty for Administrative Justice?" (2012) 12 *Oxford University Commonwealth Law Journal* 157 (with Lorne Sossin) [R]

"'Formalizing' Land Tenure in First Nations: Evaluating the Case for Reserve Tenure Reform" (2009) 7(2) *Indigenous Law Journal* 45 (with Michael Trebilcock); reprinted as "International Perspectives on First Nations Land Tenure Reform" in Jerry White, Dan Beavon, and Peter Dinsdale, eds, *Aboriginal Policy Research Volume 10: Voting, Governance and Research Methodology* (Toronto: Thompson Educational, 2011)

"Examining the Consequences and Character of Heir Property" (2009) 68 *Ecological Economics* 2344 (with B. James Deaton and Carolyn Bratt) [R]

BOOK CHAPTERS

"Cities in a Time of Uncertainty: Food and Canadian Municipal Law" in Heather McLeod-Kilmurray, Nathalie Chalifour & Angela Lee, eds., *Food Law in Canada* (Markham: Carswell, in press) (with Jessica Rose)

"Indigenous Land Rights and the Politics of Property" in Angela Cameron, Sari Graben, Val Napoleon, eds., *Indigenous Peoples and Real Property: Beyond Privatization* (Toronto: University of Toronto Press, in press) [R]

"Towards a Better Understanding of Heirs on Heirs Property" in Ann Carpenter and Cassandra Johnson Gaither eds., *Heirs' Property in the South: Fostering Stable Ownership to Prevent Land Loss and Abandonment* (Ashville, NC: Southern Research Station as a General Technical Report, in press) (with B. James Deaton)

"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, Mach 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
Committee of the Whole - Meeting Minutes
June 14, 2022 - 6:00 p.m.

1. Call to Order - Mayor Zebian called the meeting to order at 6:00 p.m.

2. Attendance

Council:

Abraham Zebian, Mayor
Rupert Jannasch, Councillor Dist. 1
Scott McLean, Councillor Dist. 2
Mark McLean, Councillor Dist. 3
Jeff Hartt, Councillor Dist. 4
Debbie Francis, Councillor Dist. 5
Paul Morton, Deputy Mayor Dist. 8
Bob Morton, Councillor Dist. 6
John A. Smith, Councillor Dist. 9
Laurie Murley, Councillor Dist. 10 (ZOOM)
Jim Ivey, Councillor Dist. 11

Regrets: Ed Sherman, Councillor Dist. 7

Staff:

Madelyn LeMay, Dir. Community Development (Acting CAO)
Shelleena Thornton, Municipal Operations Supervisor
Deanna Snair, Exec. Asst/ Clerk
Carlee Rochon, Dir. Financial Services
Diana Gibson, Manager of Accounting & Financial Recording
Todd Richard, Dir. Public Works
Bekah Craik, Active Living Coordinator
Kathy Kehoe, Dir. Community Development
Tim Leslie, Manager of Building and Fire Inspections

There were Two (2) residents in the Gallery.

Regrets: Mark Phillips, CAO

3. Approval of the Agenda, including additions or deletions
   a) Dashboard Action Items – Information Log
   b) Dashboard – Dangerous or Unsightly – Information log

MOVED BY DEPUTY MAYOR PAUL MORTON AND COUNCILLOR FRANCIS THAT THE AGENDA BE APPROVED. MOTION CARRIED.

4. Declaration(s) of Conflict of Interest
Item 8(a) Masonic Society, Councillor Hartt declared conflict, he sits on the board of the Masonic Society. The Masonic Society Grant request will be separated from the Grants and Contributions discussion to allow Councillor Hartt to participate in the remaining Grants and Contributions discussion and vote.

5. Announcements

- Mayor Zebian acknowledged that West Hants Regional Municipality recognizes that we are in Mi'kma'ki, the ancestorial territory of the Mi'kmaq people and that this land is governed by the treaties of Peace and Friendship signed in 1726. West Hants Regional Municipality also recognizes that we are all treaty people and have responsibilities to each other and this land.
- Meeting is a hybrid version. Voting will be through show of hands (yea or nay)
- Acknowledge and thanks extended to those who participated in another seeding event on the sand bars on the Avon River to help alleviate future dust storms within the region.
- Reminder that the Hants Community Hospital annual golf tournament will be held on July 8, 2022. They are still looking for teams and/or sponsors.
- There will be an event promoting the new signage for the Ardoise Hall. The date will be announced.
- Congratulations extended to Brooklyn Station 2 (BFD) on the arrival of their new apparatus.
- Congratulations to the Windsor Lions Club on celebrating 61 years this past Saturday.
- Congratulations extended to Food Fantastique on the recognition from the UK Telegraph as being 1 of the 13 most spectacular dining destinations in the world.
- July 1st Hantsport celebrations are happening again.
- The Valley Regional Enterprise Network AGM is scheduled next Thursday (June 23, 2022).
- The Avon Community Farmers Market (Victoria Park) on Sundays and the Fairgrounds Market (Exhibition Grounds) on Thursdays have started.
- The Learn to Camp program occurring this Friday and Saturday (June 17-18, 2022). It is a free overnight camping experience for the entire family. Contact Sara at 902-790-0501 or email programs@westhants.ca for more information.

6. Approval of Previous Meeting Minutes

a) 2022-05-10 Committee of the Whole minutes

MOVED BY DEPUTY MAYOR P. MORTON AND COUNCILLOR B. MORTON THAT THE 2022-05-10 COMMITTEE OF THE WHOLE MINUTES BE APPROVED AS AMENDED. MOTION CARRIED

Discussion Points:

- The minutes should reflect when a report is presented. The title needs to be included.
- The minutes should reflect a sense of what occurred during the meeting and contain a brief summarization of key points.
- There is an error noted in the sewer costing. The minutes reflect that the report would return to Council on June 24. The date should be May 24.

MOVED BY COUNCILLOR IVEY AND DEPUTY MAYOR P. MORTON THAT COMMITTEE OF THE WHOLE RECOMMEND COUNCIL DIRECT STAFF TO AMEND THE JUNE 24TH DATE REFERENCE TO REFLECT THE MAY 24 DATE IN THE 2022-05-10 COMMITTEE OF THE WHOLE MINUTES. MOTON CARRIED

7. Presentations

a) Ball Fields - Mr. Scott Carson

Mr. Carson provided a verbal overview of the correspondence sent to Council (reflected in correspondence received at the 2022-06-14 Committee of the Whole meeting) with respects to Windsor ball fields (Tremaine Crescent) highlighting the need for upgrades to address an aging recreational site, and significant concerns pertaining to accessibility and parking.

Discussion Points:

- Important part of the community that allows kids to be active. A want was identified to create a new ball field, no potential locations were identified.
- There has been little to no improvement to this site over the years. The area would benefit from an analysis to determine value and scope of project needed to address any of the concerns noted.
- There would be benefits in having the Accessibility Committee review the site and identify areas of concern.
- Consensus is there is value in having Director Kehoe and Manger Bennett review the site location to identify potential solutions.

Mr. Carson left the meeting at 6:17 p.m.

8. Unfinished Business/Postponed Motions

a) 2022-2023 Grants and Contributions

Director Kehoe reviewed the report dated May 3, 2022, that was presented at the May 10th, 2022, Committee of the Whole meeting.

Discussion Points:

- In keeping with the Grants and Contributions policy, staff are looking for direction in relation to the recommendations presented at the May 10, 2022, Committee of the Whole meeting.
- There is a grant included in this report for the Newport and District Rink Commission that Council may choose to consider outside of this report. Under item 8(c), there is an information report for the Newport and District Rink Commission that speaks to a specific request made outside the 2022-2023 Grants and Contributions Report.
- Item 8(b) is a separate request that came in late from the Heritage Classic Beef Society and will be reviewed separately.
- The tennis court repairs for Brooklyn Elementary is a carryover amount from last year funded through the 5% reserve fund. The work was unable to be completed

due to contractor shortages. They would like to carry those funds forward and still be considered for further funding.

MOVED BY COUNCILLOR FRANCIS AND DEPUTY MAYOR P. MORTON THAT COMMITTEE OF THE WHOLE RECOMMEND 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, EXCLUDING THE NEWPORT RINK AND THE MASONIC HOME SOCIETY. MOTION CARRIED

Councillor Hartt left chambers at 6:21 p.m.

MOVED BY COUNCILLOR FRANCIS AND DEPUTY MAYOR P. MORTON THAT COMMITTEE OF THE WHOLE RECOMMEND COUNCIL ADOPT THE MASONIC SOCIETY GRANT AS OUTLINED IN THE GRANTS CONTRIBUTIONS. MOTION CARRIED

Councillor Hartt returned at 6:22 p.m.

b) Heritage Classic Beef Society

Director Kehoe reviewed the financial request and supplementary information provided for Councils consideration.

Discussion Points:

- The ask was for $5000.00 to assist with costs (provide prizes, meals, judges, ribbons, banners, promotional items, youth showmanship classes with prizes) associated with hosting a special event at the Hants County Exhibition.
- The criteria was not met as outlined within the policy. The application was received after the advertised deadline and financial documentation was not included. Council recognizes there were factors that influenced the late application.
- The Heritage Beef Show began as an addition to the Hants County exhibition and is recognized as the largest inclusive beef show this side of Montreal. This is a large show that attracts people from across the region.
- Funding for any additional grants approved would need to come from the Operating Reserve and require a separate motion of Council.
- It is not unlikely to receive late grant applications. One proposal for future budget discussions would be to allocate a set amount specifically for any late applications received.
- Consensus was there was value in supporting this event, however there are three (3) other organizations that did not receive funding due to not meeting the

advertised deadline. Consensus was to support all four(4) late applicants at 50% of the original ask.

Mr. Best, a representative from the Heritage Beef Classic spoke to the challenges the organization experienced and identified concerns with the current fuel costs as it may limit who will attend due to the rising prices. Mr. Best expressed appreciation at the potential to receive a $2500.00 grant.

Mr. Best left the meeting at 6:38 p.m.

MOVED BY COUNCILLORS JANNASCH AND FRANCIS THAT COMMITTEE OF THE WHOLE RECOMMEND COUNCIL APPROVE THE REQUEST FROM THE HERITAGE BEEF CLASSIC AND THE THREE OTHER LATE APPLICATIONS FOR THE GRANTS AND CONTRIBUTIONS AT FIFTY PERCENT (50%) OF THEIR ORIGINAL ASK TO BE FUNDED THROUGH THE OPERATING RESERVE. MOTION CARRIED

MOVED BY COUNCILLORS IVEY AND M. MCLEAN THAT COMMITTEE OF THE WHOLE RECOMMEND COUNCIL APPROVE THE FOLLOWING GRANTS 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. MOTION CARRIED

Director Kehoe confirmed the Glooscap Heritage Archers requested funding ask was for $2500.00. There was a clerical error on the spreadsheet.

c) Newport and District Arena

Director Kehoe reviewed the information report with respects to the Newport and District Rink Commissions request for financial support. The report highlighted the ask of a $50,000 annual contribution(operational), a $100,000 annual contribution(capital) and identified the need to purchase a new ice resurfacer (reached the end of its lifespan). The report also identified a need for future repairs to the ice plant and other capital projects

including replacement of the overhead lights, a possible addition of new change rooms; a plant overhaul for the second compressor. Director Kehoe also reviewed policies that other municipalities have in place to address similar asks.

Discussion Points:

- Annual Operating supports at this level require considerations and reporting be reviewed by staff and the Audit Committee.
- Capital grants require annual approval, a review of the projects scope to determine funding sources and motions of Council are required for the Canadian Community Building Fund and Reserves.
- The current projected balance of the Canadian Community Building Fund is $1.1 million, with a projected ending balance of $1 million.
- The West Hants Sports Complex (owned and operated by the municipality) had a decrease of $62,560.00 within both the Capital and Operating budgets.
- A direction/motion from Council would be required to have the organization added as a line item with the budget for next year.
- The facility is owned by a not-for-profit society and operated by a very dedicated board of volunteers. There is potential for municipal expertise to offer suggestions/guidance with respects to operations.
- Both facilities (Newport arena and the Sports Complex) provide vital recreational services to the communities/region, recognizing that each facility has a different make up that do not support direct comparisons.
- This is a huge ask. There are many groups who applied for grants, and all have been decreased. Council has a policy to ensure equity amongst groups applying for grants. A broader discussion needs to occur on the best practice to address similar items/asks within the region moving forward.

At 7:12 p.m. technical difficulties were experienced resulting in the audio and camera feed being lost/disconnected. A second ZOOM meeting was started, and the meeting resumed at 7:21 p.m.

- Historically, similar funding requests received went through the annual grant process and were considered as “one-off funding requests” in order to consider the scope of the project and determine funding sources. These requests were funded through Operational Capital Grants or the Canadian Community Building Fund.
- HMCC is community funded through an area rate that was approved by the community of Hantsport.
- The commission identified their priority was the replacement of the ice resurfacer as their Capital ask for this fiscal year. In the Spring of 2023, they have identified a $28,000.00 ask for repairs to the ice plant.
- A change in Council policy requires a notice of 7 (seven) days to review prior to approval. Two weeks is not enough time to completed a thorough policy review. A two-step process is suggested, Council can have a discussion occurs prior to the

policy change being considered to ensure the final consideration accurately reflects Councils wishes.

- Staff to confirm with Newport Rink if the ice resurfacer has been ordered and report back to Council.
- Consensus was that a more detailed discussion needed to occur to better understand the financial implication of the ask, what the policy stated and a recommendation that takes into account the whole picture including any changes that need to be made to the policy . The discussion was postponed until the next Council meeting on June 24, 2022.

MOVED BY COUNCILLOR M. MCLEAN AND S. MCLEAN THAT COMMITTEE OF THE WHOLE RECOMMEND COUNCIL 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.

The Mover and Seconder agreed to withdraw the motion at 7:47 p.m.

MOVED BY COUNCILLORS FRANCIS AND MURLEY THAT COMMITTEE OF THE WHOLE RECOMMEND COUNCIL DIRECT STAFF TO LOOK AT THE RCOFN-012.00 GRANTS AND CONTRIBUTIONS POLICY WHEN ONE OFF APPLICATIONS ARE RECEIVED. MOTION CARRIED

d) 65 Fort Edward, Municipal Lands Phase 2 Information Update

Supervisor Thornton confirmed information continues to be gathered regarding what criteria needs to be met for a Phase 2 A.R.I.A. An update will be provided at the July meeting.

e) Municipal Boundary Review

Supervisor Thornton reviewed the information report outlining the requirements to review electoral boundaries, sizes of Council in accordance with the Municipal Government Act (MGA), the Stantec report in 2019 and the 2021 census data for West Hants Regional Municipality identifying the increased growth.

Discussion Points:

- There are two options to consider (maintain status quo or change the composition). Supervisor Thornton provided options to consider with respects to changing the composition and highlighted that a decision needs to be presented to the Utility and Review Board (UARB) by December 31, 2022. Public consultation is a requirement within the process.
- There has been some community opinion that having Councillors at large vs districts would allow Councillors to be elected regardless of where they live. An at

large approach may break down any urban vs rural boundaries and serve to bring the region together as one.

- The Municipal Government Act (MGA), sections 10 and 11 outlines there can only be one(1) Councillor/District.
- There are arguments that favor both opinions (having fewer Councillors as well as maintaining status quo). The increased demands require a large commitment of time and energy, this is not an after supper, part time commitment.
- The 2019 costs included a complete review of boundaries, council size and everything following the consolidation of the two former municipal units leading into the creation of the regional municipality.
- If Council chose to proceed with a Council size of 9 (nine), the costs were anticipated to be lower due to the work completed in 2019. The only piece missing would be the public consultation component. If Council wished to proceed with a different option, then the costs would be more in line with or potentially in excess of the 2019 costs.
- Clarity was provided in the wording "exploring", it would identify the need to ask public opinion and receiving feedback, "This is the current size of Council, and this is what is being proposed". Costs would be associated with exploring community meetings, advertising, and the public consultation piece (sessions either handled in house or by an outside independent moderator). Thoughts were to utilize an outside source to conduct the sessions (they are the experts, and it would eliminate any bias.
- Consensus was that staff would provide a report at the June Council meeting that included information on the costs associated with public consultation including public space rentals and costs associated with both an internal approach vs an independent moderator.

> **MOVED BY DEPUTY MAYOR P. MORTON AND COUNCILLOR MURLEY THAT COMMITTEE OF THE WHOLE RECOMMEND TO COUNCIL TO DIRECT STAFF TO EXPLORE THE OPTION OF REDUCING COUNCIL SIZE TO 9 (NINE) COUNCILLORS PLUS 1 (ONE) MAYOR AS REFERENCED IN THE 2019 STANTEC REPORT. MOTION CARRIED.** Nays: M. McLean, S. McLean and Hartt.

f) Sidewalk Needs Assessment Information Report

Director Richard reviewed the report and provided a high-level overview on considerations that would need to be review if there was a desire to move forward with a sidewalk needs assessment. Staff fully support this initiative but there are several considerations for Council to review.

<u>Discussion Points:</u>

- Needs assessments should be based on population density (is there a school or recreation centre close by) vs wanting a sidewalk on a street.

- There are high Capital costs associated with sidewalks (infrastructure needed, future maintenance, costs to construct stormwater systems, relocate guardrails, signage, increased operational costs, jurisdictional concerns, inspections, liability concerns and potential costs associated with expropriation of lands).
- There are varying considerations to explore when comparing asphalt to concrete sidewalks: cost, standard levels, longevity, and safety concerns.
- The province provides limited programs to help fund Capital costs or extra operations costs.
- The cost is anticipated to be between $15,000-$25,000 depending on the scope of the project. The funding model would need to be considered, either area or general rated.

g) Active Transportation Network Trail Gap Analysis Mapping Update

Coordinator Craik reviewed a presentation identifying Active Transportation (AT), the AT plan, a clear picture outlining a need for utilitarian AT connections within the Windsor, Hantsport and Brooklyn areas, a need for a regional connection in these areas and beyond, an overview of the technical standards the AT plan and identified the trails currently undertaken within the region.

Discussion Points:

- The AT plan was adopted in 2015 and is slated for review this year.
- Networking opportunities include Nova Scotia Public Works 5-year plan, existing AT trails/infrastructure, Blue Route and Rail-with-Trails.
- The need for a strong collaborative effort between municipalities, Nova Scotia Department of Public Works, communities and other agencies is necessary to move this initiative forward.

h) Bowman Road Summary of Information Report

- Councillor Ivey reviewed the summary report (containing three (3) considerations for staff to review) in response to the information presented at the May 22, 2022 meeting by staff regarding the property demolition at 74 Bowman Road undertaken in September 2021. The report identified key points within the policy related to where responsibility lies with tenders, pricing, environmental hazard assessments, contractor standing offer obligations after the award of the work to be completed, and the process requirements. The challenge remains in determining how the cost went from the $10,800.00 quoted cost to the $60,000.00 that was billed to the homeowner.
- This item was moved to the July Committee of the Whole meeting to allow Manager of Building and Fire Inspections Leslie time to review the report. Manager Leslie reiterated that above all else his main mandate is the safety of the public.

Manager Leslie left the meeting at 7:24 p.m.

9. Reports

a) CAO's Report

No CAO report was presented.

b) Nova Scotia Partnership Development Opportunity
Director LeMay reviewed the report on the initiatives announced by the province regarding housing, specifically the
"Land for Housing" initiative.
Discussion Points:

- Out of 37 vacant parcels of provincially owned land in Nova Scotia, two were identified in the West Hants Regional Municipality (areas near Tremain Crescent and Falmouth)
- The notice published by the Department of Municipal Affairs and Housing (DMAH) indicates that proposals will be accepted on affordable housing until August 31st. DMAH has the right to refuse or accept any proposal. Proposals must meet the requirements of the Windsor Land Use By-law and until DMAH advises of any potential proposals, WHRM will not know the details of the agreement or if any amendments are required.
- The parcel identified on Tremain Crescent does not have frontage or access to a public street. A public street would need to be created prior to a development agreement being approved. Normally the developer covers the cost of constructing a street.

Mayor Zebian and Councillor Francis declared conflict at 7:31 p.m. due to owning land and left chambers at 7:31 p.m.

- A driveway exists now, however, to bring it up to municipal specs. Work would need to be completed. The street structure exists but there is a cost to make the improvements for some type of turning tee or cul-de-sac, potentially stormwater systems upgrades and some curbing.
- To be established as a street, it would be required to be named by Council through the correct public process.
- The development cannot move forward without frontage and access to a public street. The development will take longer to complete.

MOVED BY COUNCILLORS IVEY AND JANNASCH THAT COMMITTEE OF THE WHOLE RECOMMEND COUNCIL DETERMINES THAT THE DEVELOPMENT OF A PUBLIC STREET IN THE AREA OF THE PRESENT ELEMENTARY SCHOOL DRIVEWAY NEAR TREMAIN CRESCENT BE LEFT TO THE DEVELOPER. MOTION CARRIED.

Mayor Zebian and Councillor Francis returned at 7:40 p.m.

10. Correspondence
    a) Information
        1. Avon Causeway Activity Log, current correspondence received as of June 10, 2022
            i. 2022-06-02 Darren Porter re Major Find

Councillor M. McLean acknowledged the email received from Mr. Porter on the capture of the Salmon Smelts.

Councillor Murley acknowledged the letters received from Anna Allen.

2. Current Correspondence Received Log as of June 10, 2022.

   i. 2022-05-16 Anna Allen re: follow up letter sent 2020-03-27 to celebrate Windsor
   ii. 2022-05-31 Seamus Marriott Community Petition re: Canoe club and Zwicker Lake.
   iii. 2022-06-03 Scott Carson re Ball Fields
   iv. 2022-06-10 Spring Letter from Minister Lohr

3. Fort Edward Activity Log
   i. Fort Edward Current Correspondence up to June 10, 2022
   No correspondence received.

4. Storm Wastewater Activity Log
   i. Storm Wastewater Current Correspondence up to June 10, 2022
   No correspondence was received.

b) Requests
   There were no requests received.

c) Out-going as of June 10, 2022
   There was no correspondence sent.

11. New Business

a) Diverse and Inclusive Communities Committee

Active Living Coordinator Craik reviewed the report highlighting the recommendation to amend Appendix M of the Meeting and Committees Procedural Policy to accurately capture diverse voices and provide the support from within our municipal unit to bring ideas collaboratively and genuinely to reality.

MOVED BY COUNCILLOR FRANCIS AND DEPUTY MAYOR P. MORTON THAT COMMITTEE OF THE WHOLE RECOMMENDS THAT 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. MOTION CARRIED

b) Windsor Celebration

Councillor Murley reviewed the report and correspondence from the former Town of Windsor Mayor Anna Allen received March 27, 2020, identifying the motions made by the former town to host a community event to celebrate Windsor. The former Town of Windsor Council made the following motions: 1. Approved an operational budget of $6050.00 for an event and fireworks to be held on March 31, 2020. 2. Approved $10,000.00 out of Capital Reserves for a legacy piece. A follow up correspondence was sent on May 16, 2022, inquiring if interest still existed in pursuing this initiative and if the funds allocated at that time still existed.

Discussion Points:

- Councillor Murley advised that CAO had indicated there was some capacity that could be explored to host an event, however; there was no carry over reserve from the former town of Windsor.
- Consensus was that the opportunity for this event had been lost and it would be inappropriate to celebrate such an event two years later. If there was to be a celebration, it should be a celebration of a new Regional Municipality, but there are no funds allocated for this.
- There are regional events beginning again; July 1st Canada Day celebrations in Hantsport, the Garlic Fest has a new home within Windsor limits, the High and Mighty celebration in September that coincides with the Agricultural exhibition.

c) Planning Advisory Committee Composition

Mayor Zebian withdrew the report at 8:01 p.m. A detailed recommendation report will return to the July Committee of the Whole meeting with a detailed recommendation report for Councils consideration.

Discussion Points:

- An update was provided regarding a Council member stepping down due to having another commitment. There will be a need to fill this vacancy. The Planning and Advisory Committee may be less one council member for the month of July.

d) High School Bursaries

Deputy Mayor P. Morton provided a verbal report highlighting the lack of bursaries available to WHRM students who attend Horton High School, but still reside within municipal boundaries. There are currently three (3) bursaries available for students who attend Avon View High School, the students who attend Horton Highschool are not provided with the opportunity to apply for these bursaries.

Discussion Points

- A policy would need to be created to rescind the motions pertaining to the former Town of Windsor and West Hants bursary criteria and review the current practice of Horton High School with respects to selecting/awarding bursaries.
- Consensus was to review the current policy and look at ways to create a new regional policy to enabling all WHRM students be eligible to apply for all available bursaries.

- The current policy contains criteria that is a good starting basis for creating a regional approach with bursaries moving forward.

MOVED BY DEPUTY MAYOR P. MORTON AND COUNCILLOR FRANCIS THAT COMMITTEE OF THE WHOLE RECOMMEND COUNCIL DIRECT STAFF TO BRING BACK A REPORT TO COUNCIL ADVISING ON POLICY CHANGES WITH RESPECTS TO BURASRIES TO REFLECT AN EQUAL OPPORTUNITY FOR ALL STUDENTS WITHIN WEST HANTS GOING TO REGARDLESS OF HIGHSCHOOL OF CHOICE. MOTION CARRIED

12. Public Participation Period – Upwards of 38 viewers with over 18 comments. Majority of the comments pertained to Grants and Contributions and Municipal Boundary review.

13. In-Camera
There were no In-camera items discussed.

14. Next Meeting Date / Adjournment – Next regular meeting will be June 28, 2022, Council.

MOVED BY DEPUTY MAYOR P. MORTON AND COUNCILLOR B. MORTON THAT AT 9:28 PM, THE MEETING ADJOURN. MOTION CARRIED

_____ _____

Mayor Abraham Zebian Deanna Snair, Exec. Assistant/ Mun. Cl

WEST HANTS REGIONAL MUNICIPALITY REPORT

Information ☒	Recommendation ☐	Decision Request ☐	Councillor Activity ☐

To: Mayor and Council – Council Meeting

Submitted by: _____
Shelleena Thornton, Municipal Operations Supervisor

Date: June 28, 2022

Subject: Council Size & Boundary Review – Supplementary Info to June 14, 2022 Report

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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 ☐

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 (NSUARB), 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 NSUARB process for Council size and boundary review.

Further process information is identified in the June 14, 2022 and May 10, 2022 Boundary Review reports to Committee of the Whole.

DISCUSSION

At the June 14, 2022 Committee of the Whole meeting, council directed staff to *"explore the option of reducing council size to nine (9) councillors plus one (1) Mayor as referenced in the 2019 Stantec report."*

Exploring this option requires public consultation so staff reached out to one consultant for an estimated cost(s) associated with facilitating this process. The estimate was $9900.00 to $22,000.00 depending on the project scope (not including HST). (It is apparent multiple quotes would be required as per WHRM's Procurement and Tendering Policy).

Potential project scopes for consideration:

- Number of public consultation sessions to be held
- Should individual council interviewing occur
- Determine if using solely the 2019 Stantec Report findings which includes those elector statistics and proposed boundaries. Or updating those statistics using the 2020 Final List of Electors data
- Online survey
- Anything additional

Of course, despite the scope depth, any review would require a final report to be compiled and presented to Council prior to council's recommendation to the Nova Scotia Utility and Review Board (NSUARB).

When considering the project scope, it is important to note that voter parity is vital in the review and must be rationalized in the submission to the NSUARB. Ultimately, applications to

the NSUARB include a breakdown of current electors per district based on the most recent enumeration (in our case, from the March 2020 Final List of Electors). The 2019 Stantec Report utilized the 2016 enumeration information from both former Municipal entities (Windsor and West Hants). To update the information a consultant would have to plot the currently enumerated electors, which immediately raises the question of whether the numbers fit within the parity criterion. If that criterion is not met, each district that is outside +/-10% must be justified. If the Board is not satisfied with the explanation, the application will be rejected.

This said, when comparing the 2019 Stantec Report data of 15,290 eligible electors and the 15,571 eligible electors in March 2020, there is an increase of 281. An in-depth review would identify which districts they are in when moving to a 9-district model. Or it could be assumed that not all 281 are within a couple/few districts, resulting in what may be considered fair justification to the NSUARB should it be +/-10%. But ultimately, a decision of the Board.

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, including project scope
- 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 estimated to be approximately $9,900 - $22,000 (excluding taxes). Worthy to note, should any application to the NSUARB be rejected, there may likely be an additional cost for further review.

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. June 14, 2022 Boundary Review Report

CHIEF ADMINISTRATIVE OFFICER REVIEW

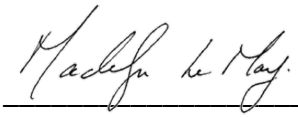
N/A

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 Reviewed by: 

Madelyn LeMay, Director, Planning and Development and Acting Chief Administrative Officer

WEST HANTS REGIONAL MUNICIPALITY REPORT

Information ☒	Recommendation ☐	Decision Request ☐	Councillor Activity ☐

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

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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 ☐

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.

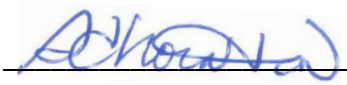
If Council selects one of these two options or a different council composition a public consultation process is still required. The design of the public consultation process will be influenced by the decision Council makes regarding the size.

	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

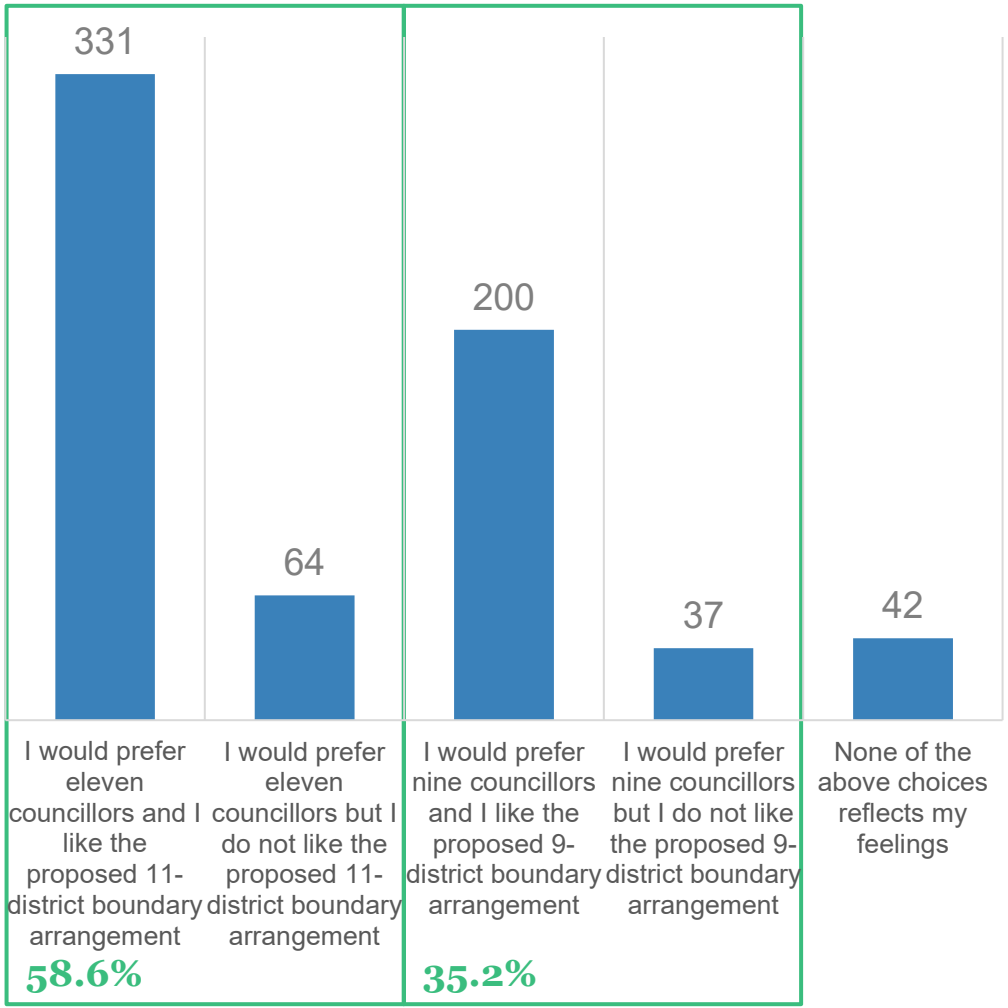
- 883 completed responses
  - 674 responses to Boundaries Question

Council Interviews

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

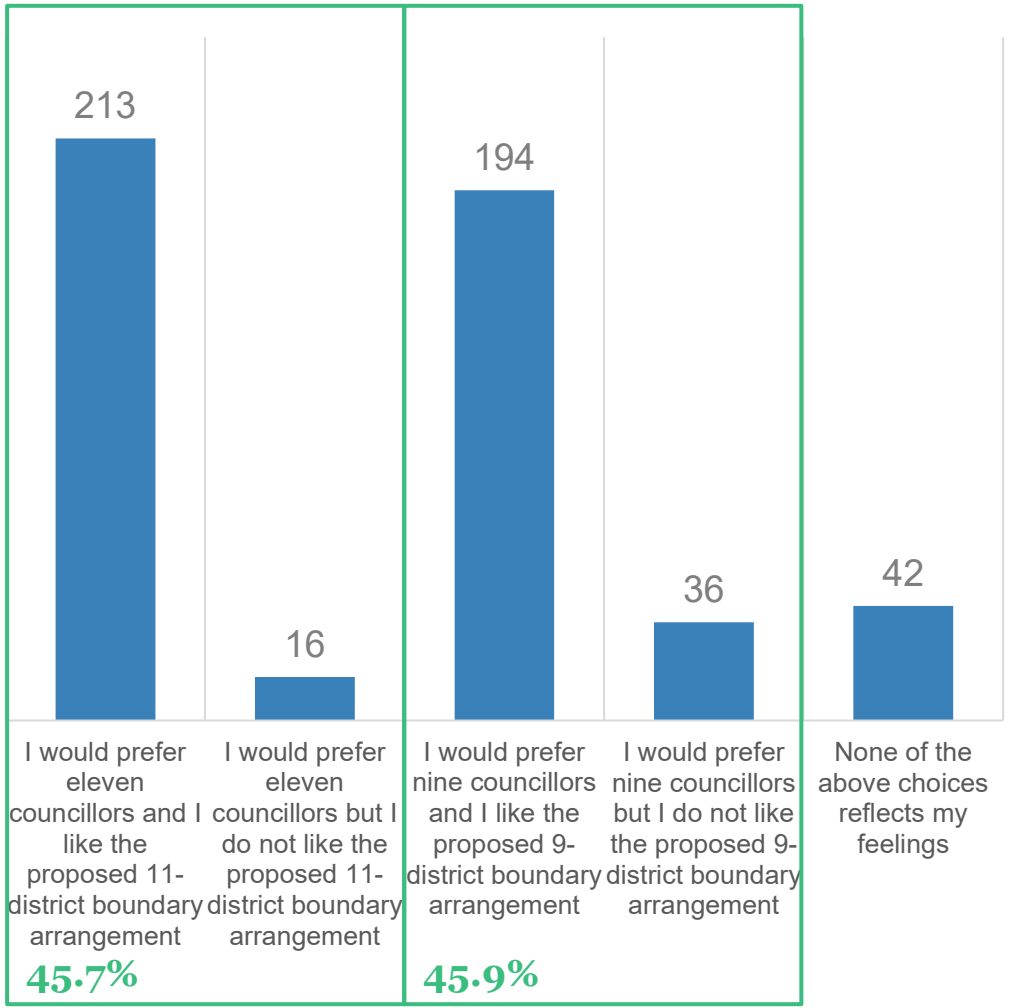
Boundary Preferences

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



Boundary Preferences

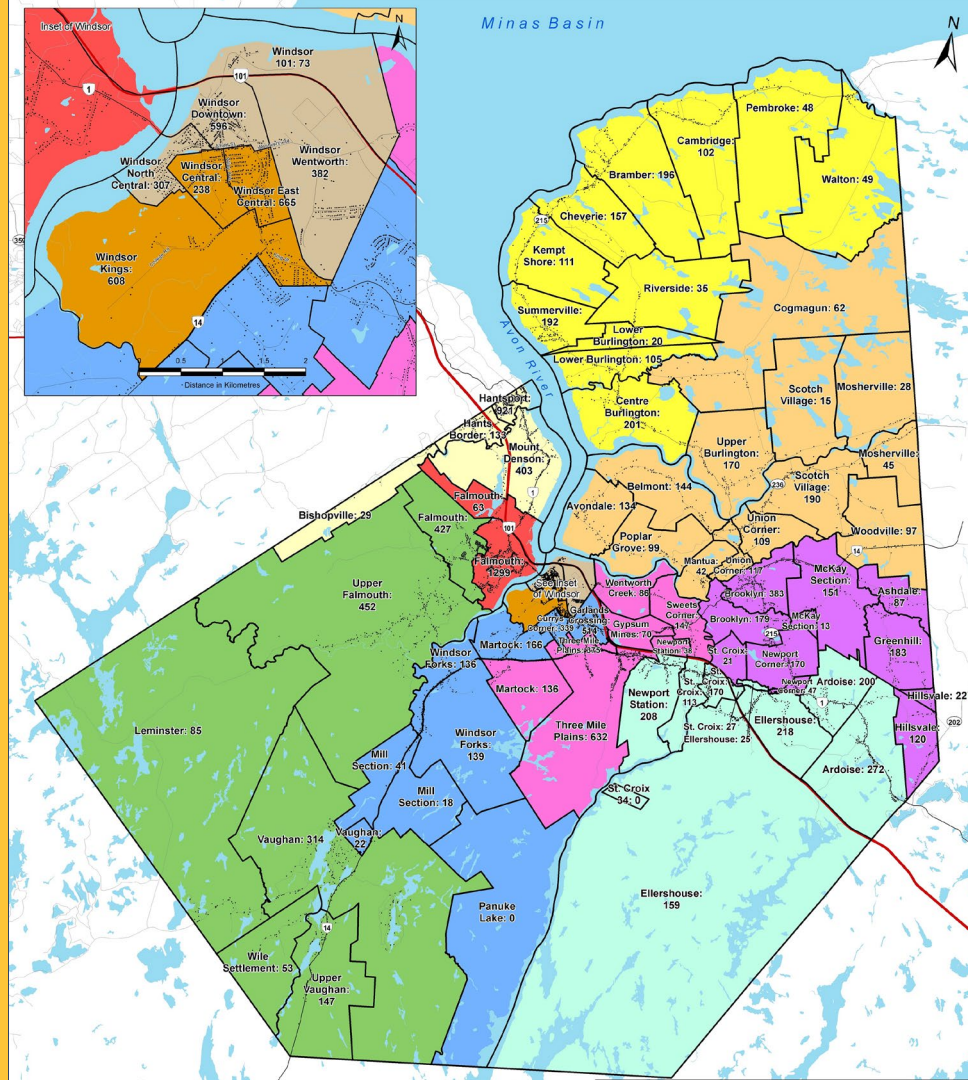
- **Survey Respondents:** 710
- **Question Responses:** 501 (70.6%)



11-District Scenario

Proposed 11 Districts

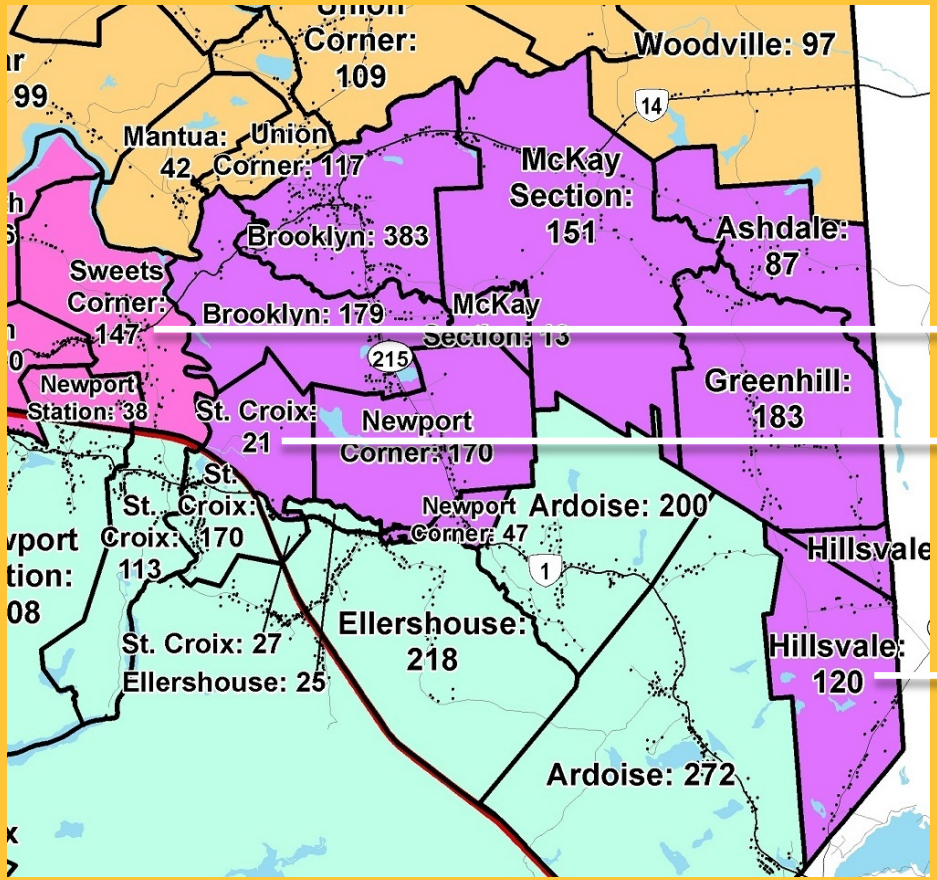
Proposed District	Electors	Variation from Average	
		Number	%
1	1,216	-174	-12.5%
2	1,252	-138	-9.9%
3	1,376	-14	-1.0%
4	1,392	2	0.1%
5	1,484	94	6.8%
6	1,375	-15	-1.1%
7	1,478	88	6.3%
8	1,486	96	6.9%
9	1,362	-28	-2.0%
10	1,358	-32	-2.3%
11	1,511	121	8.7%
TOTAL	**15,290**		
Average	**1,390**		

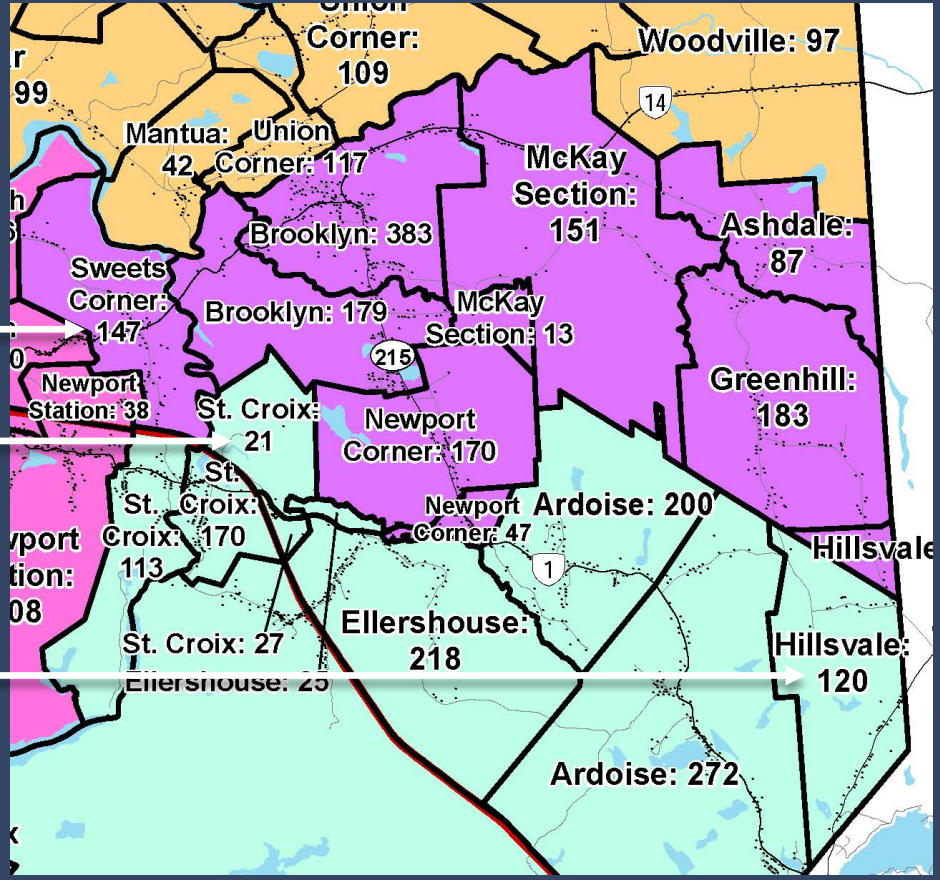


11-district Changes

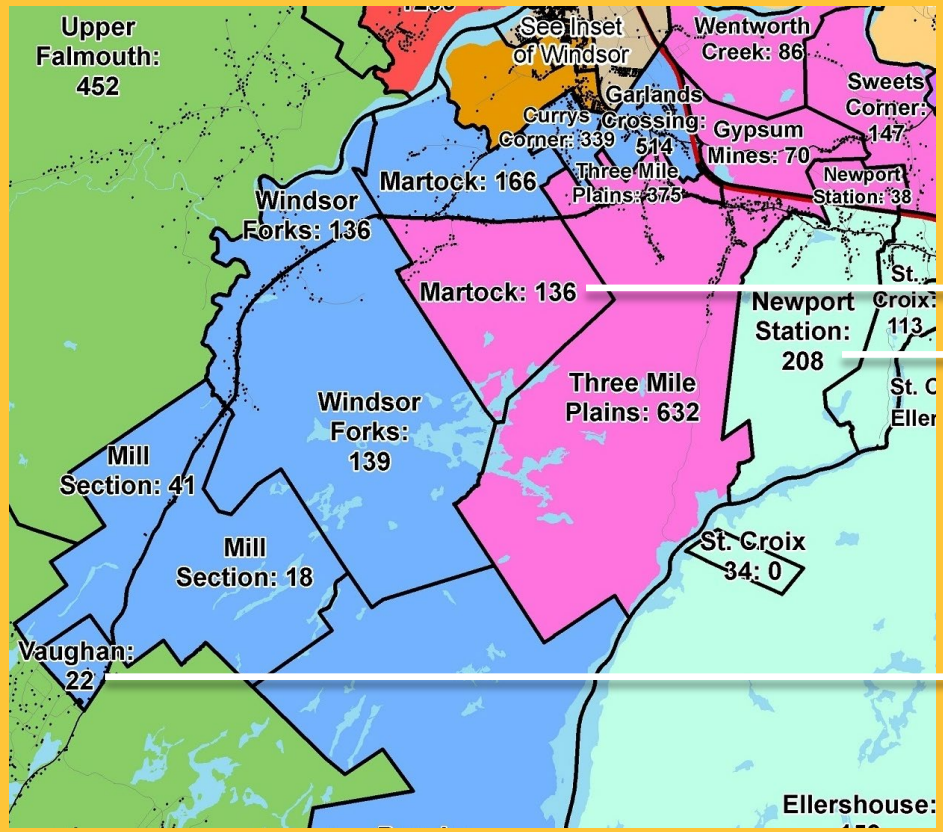
- *District 3* – Added Sweets Corner (147 electors) from proposed District 5
- *District 4* – Added the portion of Hillsvale currently in West Hants District 4 (120 electors) and the portion of St. Croix previously in proposed District 3 (21 electors), which brings all of St. Croix into the same district
- *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

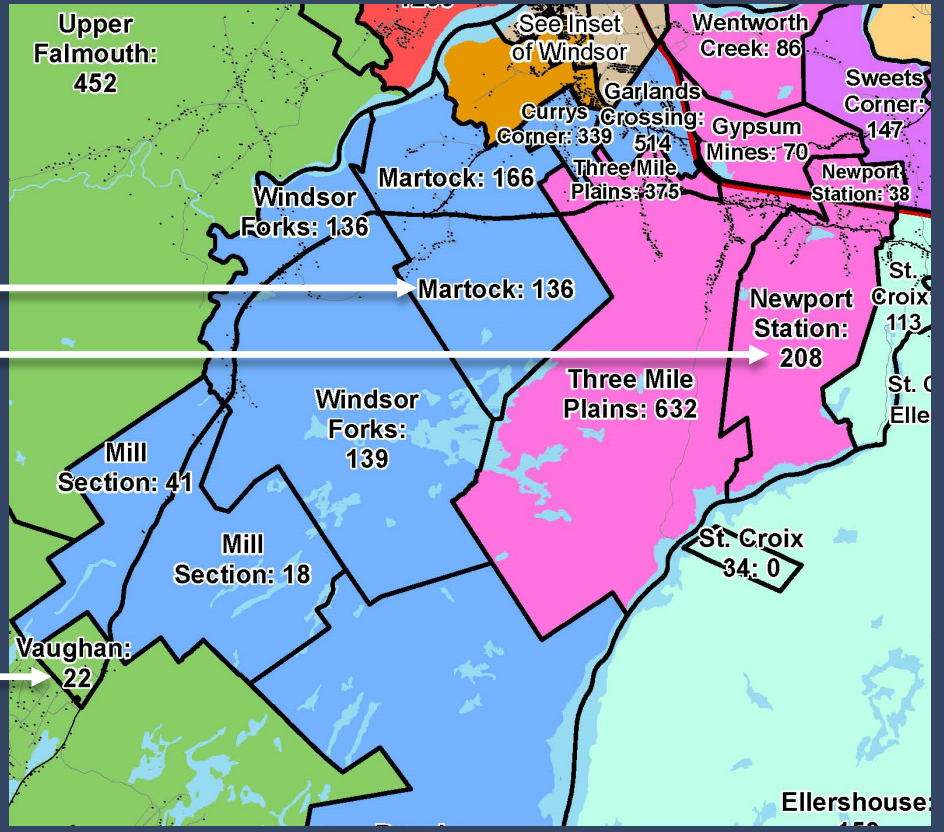
Districts 3 and 4



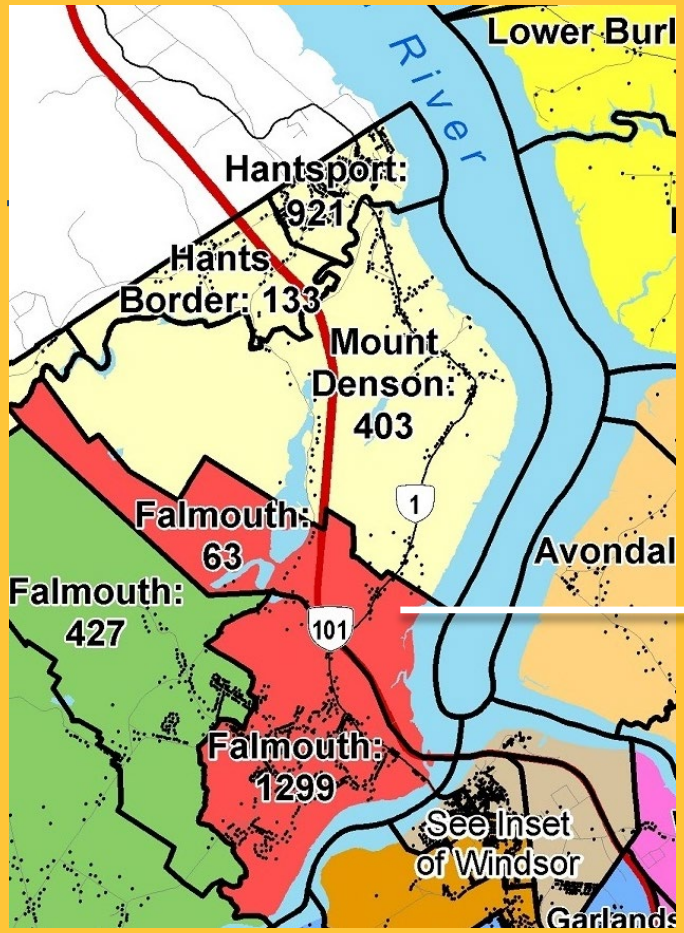


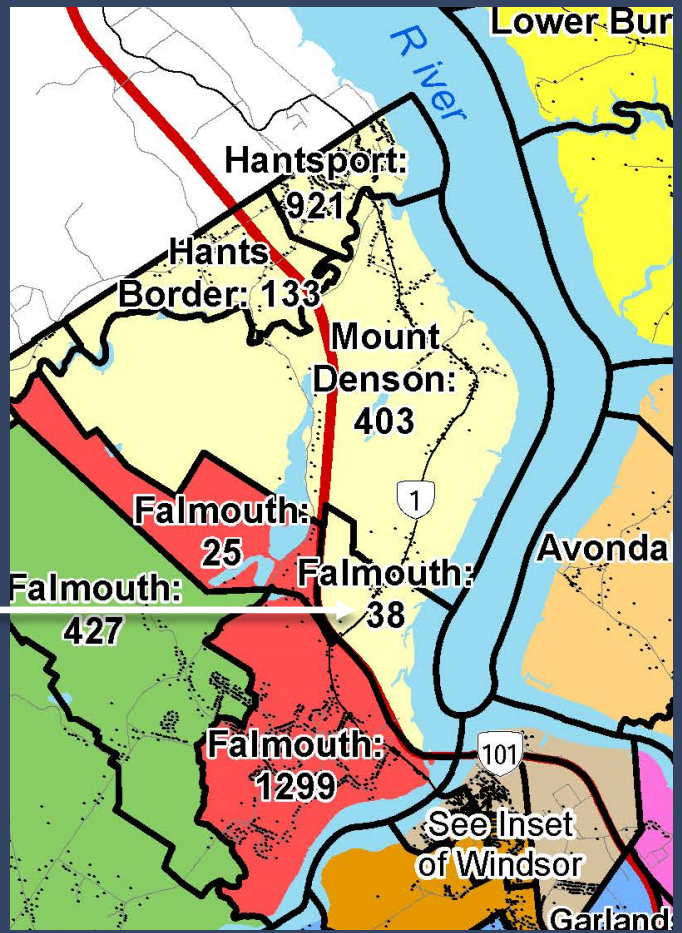
Districts 5, 6 and 7





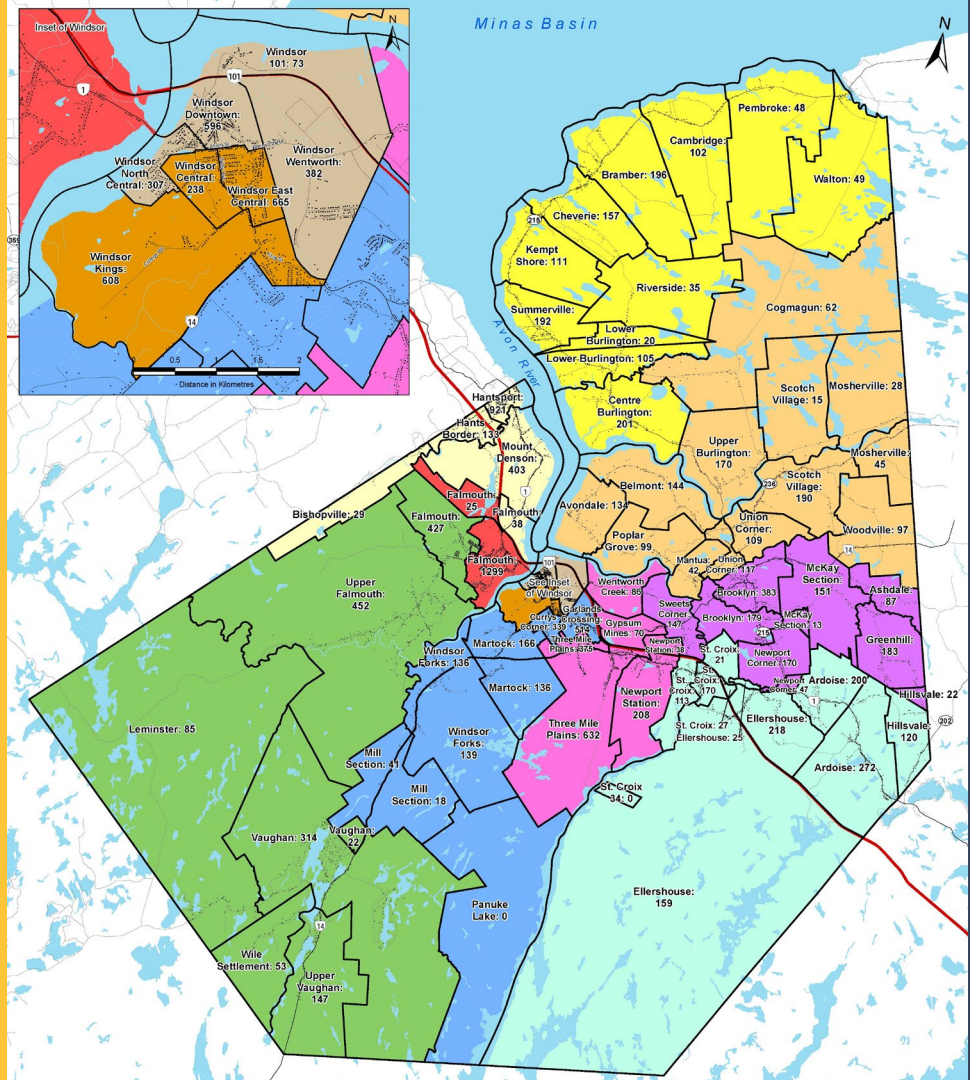
District 8


River
Lower Burl
Hantsport:
921
Hants
Border: 133
Mount
Denson:
403
1
Falmouth:
63
Avondal
Falmouth:
427
101
Falmouth:
1299
See Inset
of Windsor
Garlands


River
Lower Bur
Hantsport:
921
Hants
Border: 133
Mount
Denson:
403
1
Falmouth:
25
Falmouth:
38
Avonda
Falmouth:
427
Falmouth:
1299
101
See Inset
of Windsor
Garland

Revised 11 Districts

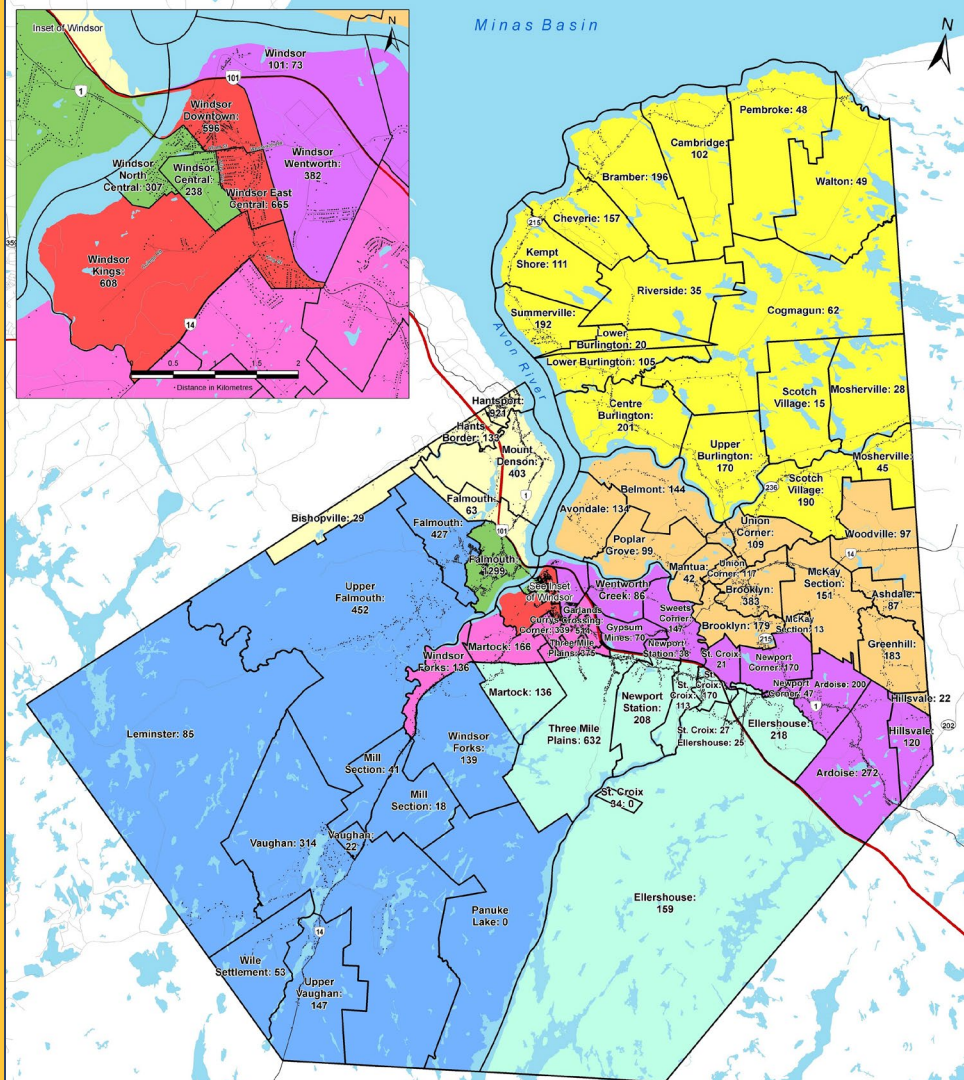
Proposed District	Electors	Variation from Average	
		Number	%
1	1,216	-174	-12.5%
2	1,252	-138	-9.9%
3	1,382	-8	-0.6%
4	1,325	-65	-4.7%
5	1,409	-19	-1.4%
6	1,489	99	7.1%
7	1,500	110	7.9%
8	1,524	134	9.6%
9	1,324	-66	-4.7%
10	1,358	-32	-2.3%
11	1,511	121	8.7%
TOTAL	**15,290**		
Average	**1,390**		



9-District Scenario

Proposed 9 Districts

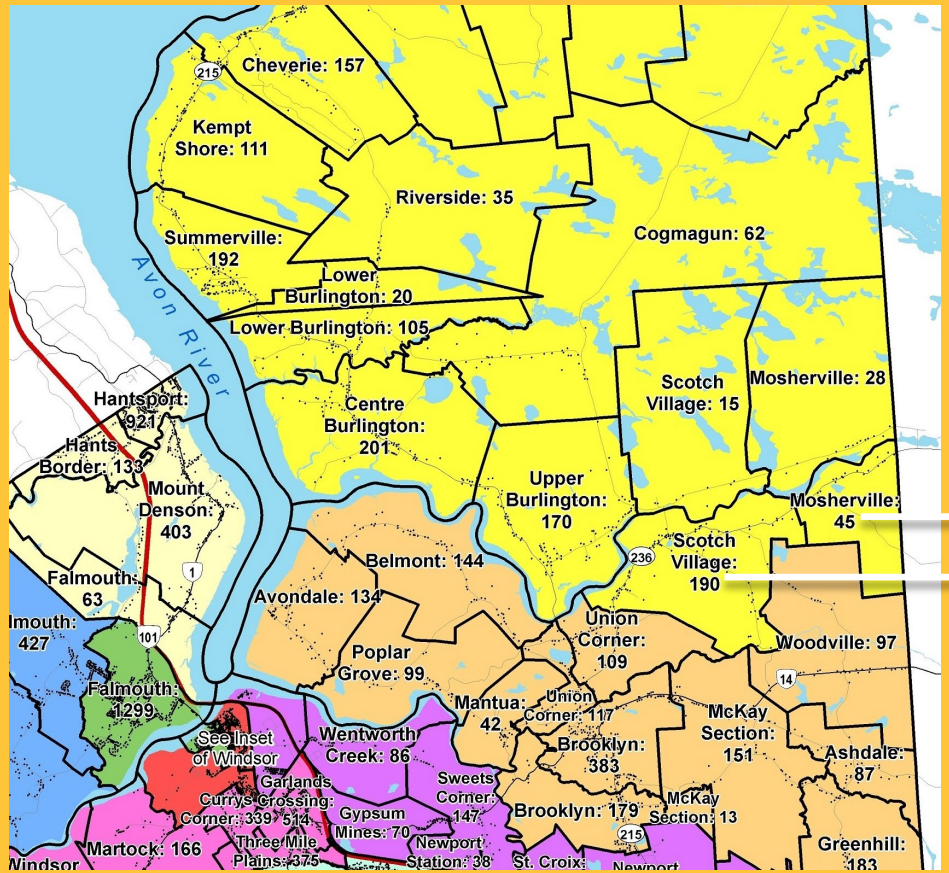
Proposed District	Electors	Variation from Average	
		Number	%
1	1,726	27	1.6%
2	1,760	61	3.6%
3	1,588	-111	-6.5%
4	1,726	27	1.6%
5	1,530	-169	-9.9%
6	1,698	-1	-0.1%
7	1,844	145	8.5%
8	1,549	-150	-8.8%
9	1,869	170	10.0%
TOTAL	**15,290**		
Average	**1,699**		

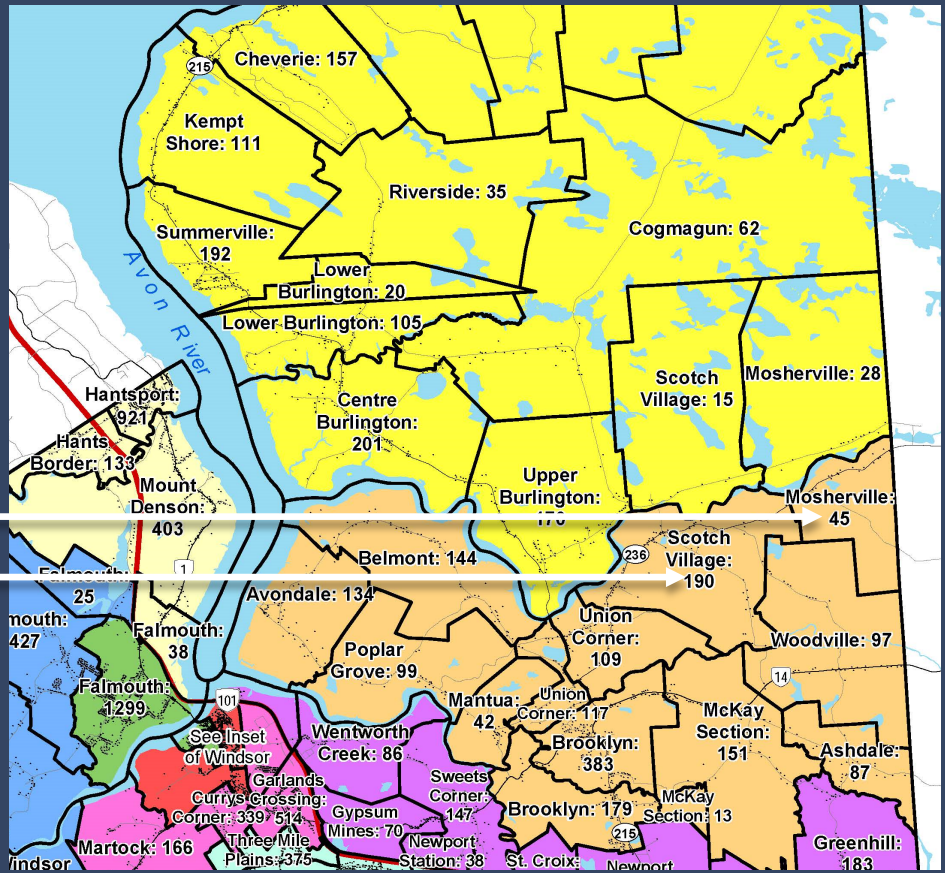


9-district Changes

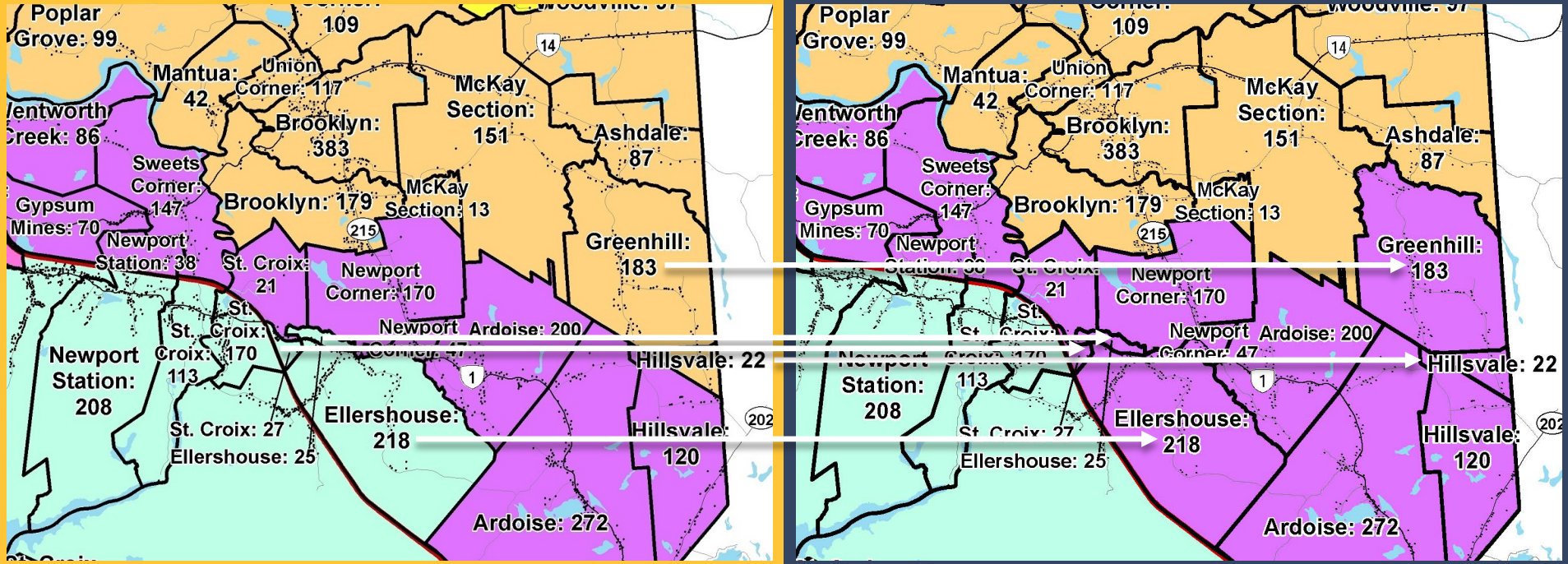
- *District 2* – Added 196 electors from Scotch Village and Mosherville south of the Kennetcook River
- *District 3* – Portions of Ellershouse and St. Croix north of the101, as well as Greenhill and the portion of Hillsvale now in West Hants District 3 (475 electors total) were brought into the district
- *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 1 and 2

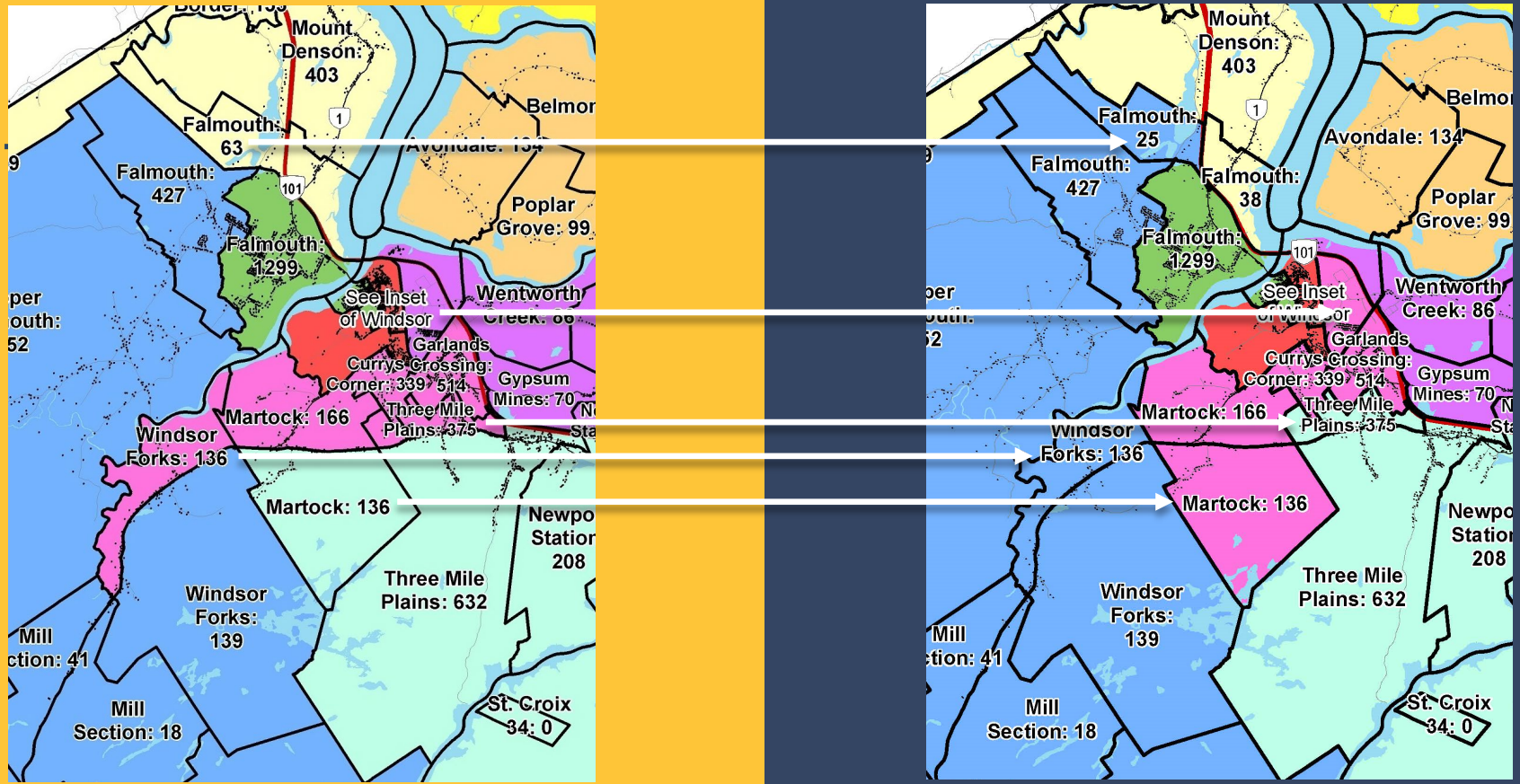




Districts 3 and 4

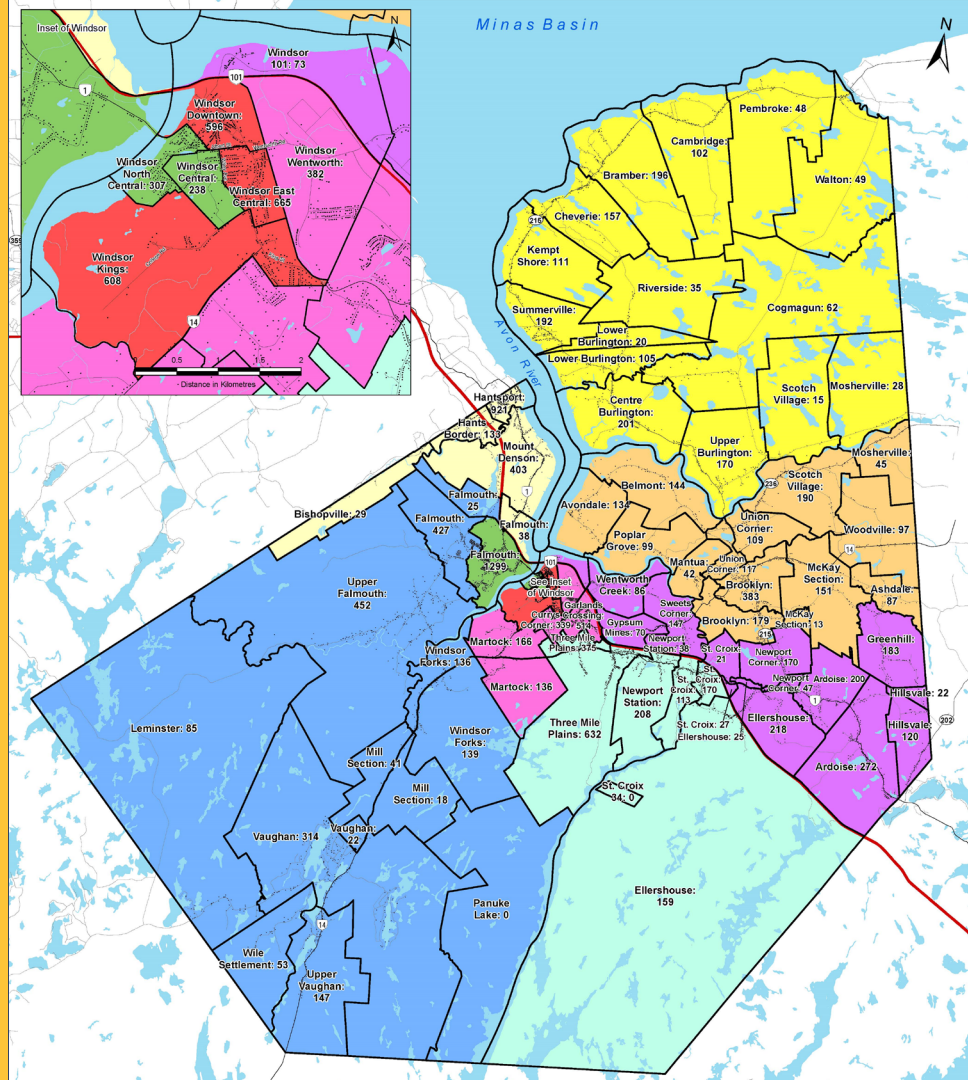


Districts 4, 5 and 6



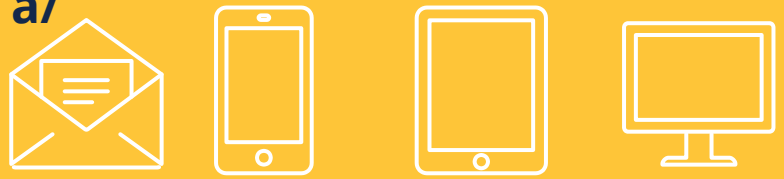
Revised 9 Districts

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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John.Heseltine@stantec.com

Stantec

102 – 40 Highfield Park Drive
Dartmouth, NS B3A 0A3
902-468-7777
www.stantec.com

2021
WHRM population
19,509

Statistics Canada Statistique Canada

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 r (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 11,870	- 676 5,780	6,085
15 to 19 years ÷ 1/3	18+338 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	5340 ~~4,810~~	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

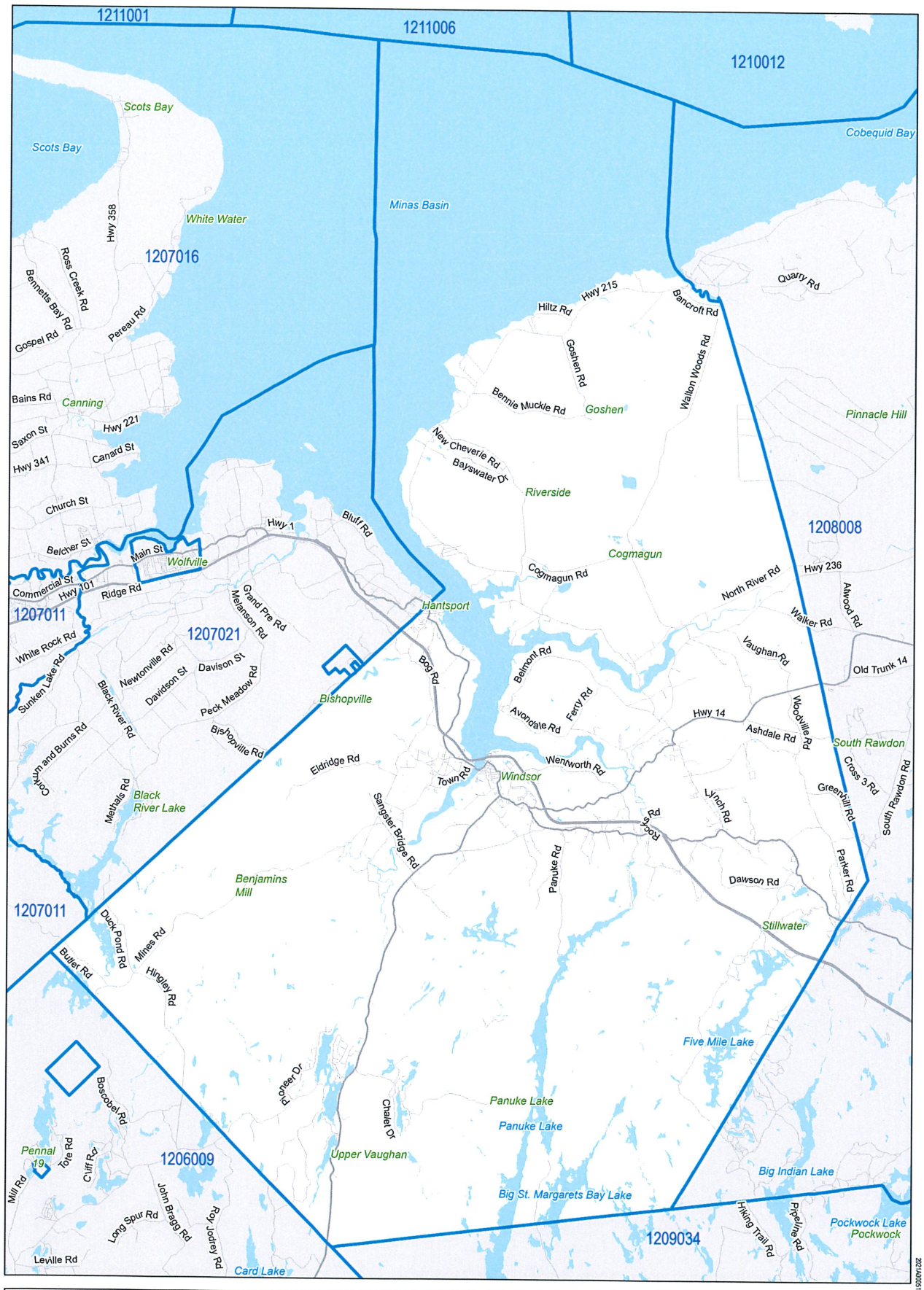
Private dwellings occupied by usual residents

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

1208003 Census Subdivision / Subdivision de recensement
Province / Territory / Province / Territoire
Road / Highway / Route / Autoroute
Hydrography / Hydrographie
Name / Nom — Place name / Nom de localité

N

1 : 185 313

0 2.5 5 km

Lambert Conformal Conic Projection
Standard parallels: 44° 01' 45" N and 45° 35' 18" N
Central meridian: 63° 01' 42" W
Latitude of origin: 45° 18' 32" N

Projection conique conforme de Lambert
Parallèles standards : 44° 01' 45" N et 45° 35' 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

Statistics Canada Statistique Canada

Canada

Map date / Date de la carte 11 09 2021

2021A0005208003

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

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)					
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[r] (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 185 85	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

	Windsor, T (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)					
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 ☐

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 ☐

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.

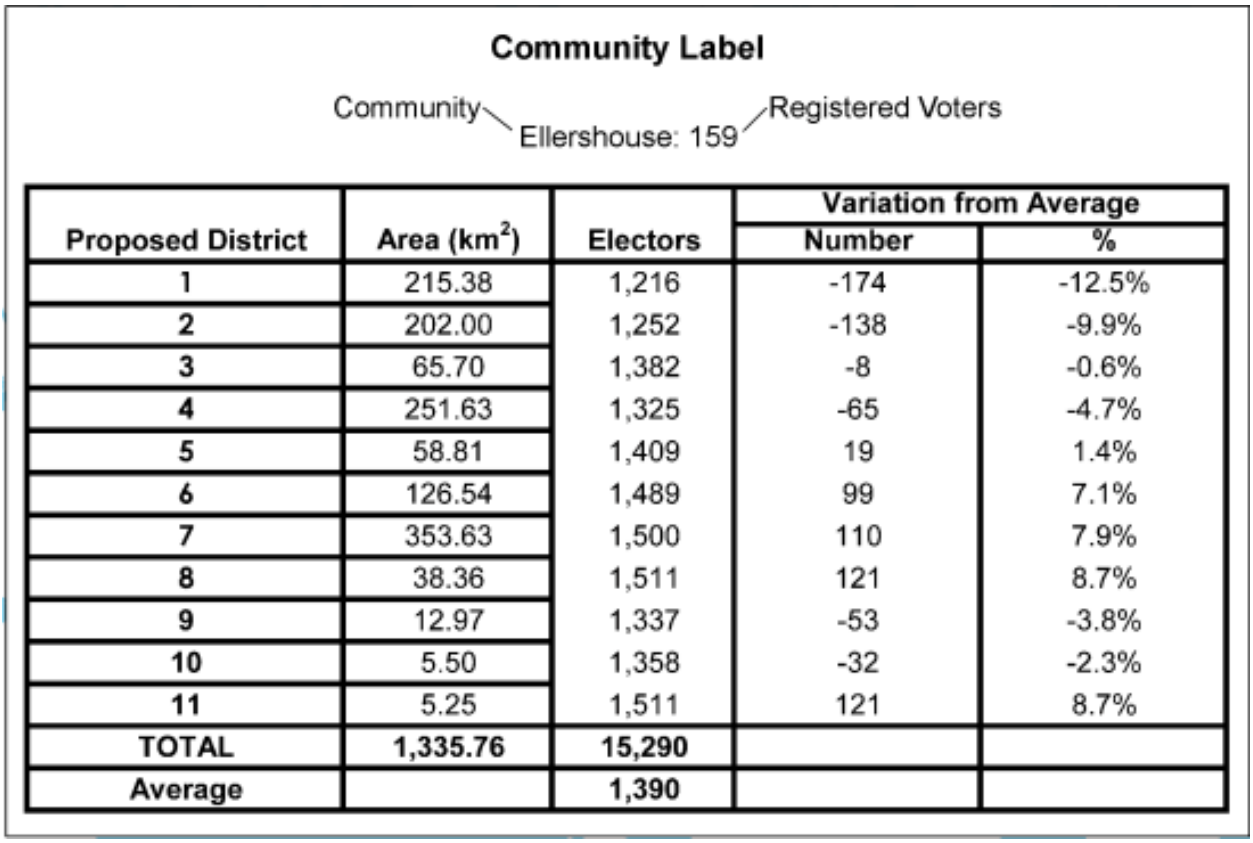
(2) After the study is completed, and before the end of the year in which the study was conducted, the council shall apply to the Board to confirm or to alter the number of boundaries of polling districts and the number of councillors. Public Consultation "*The User Guide*," provided by the Nova Scotia 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.



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.

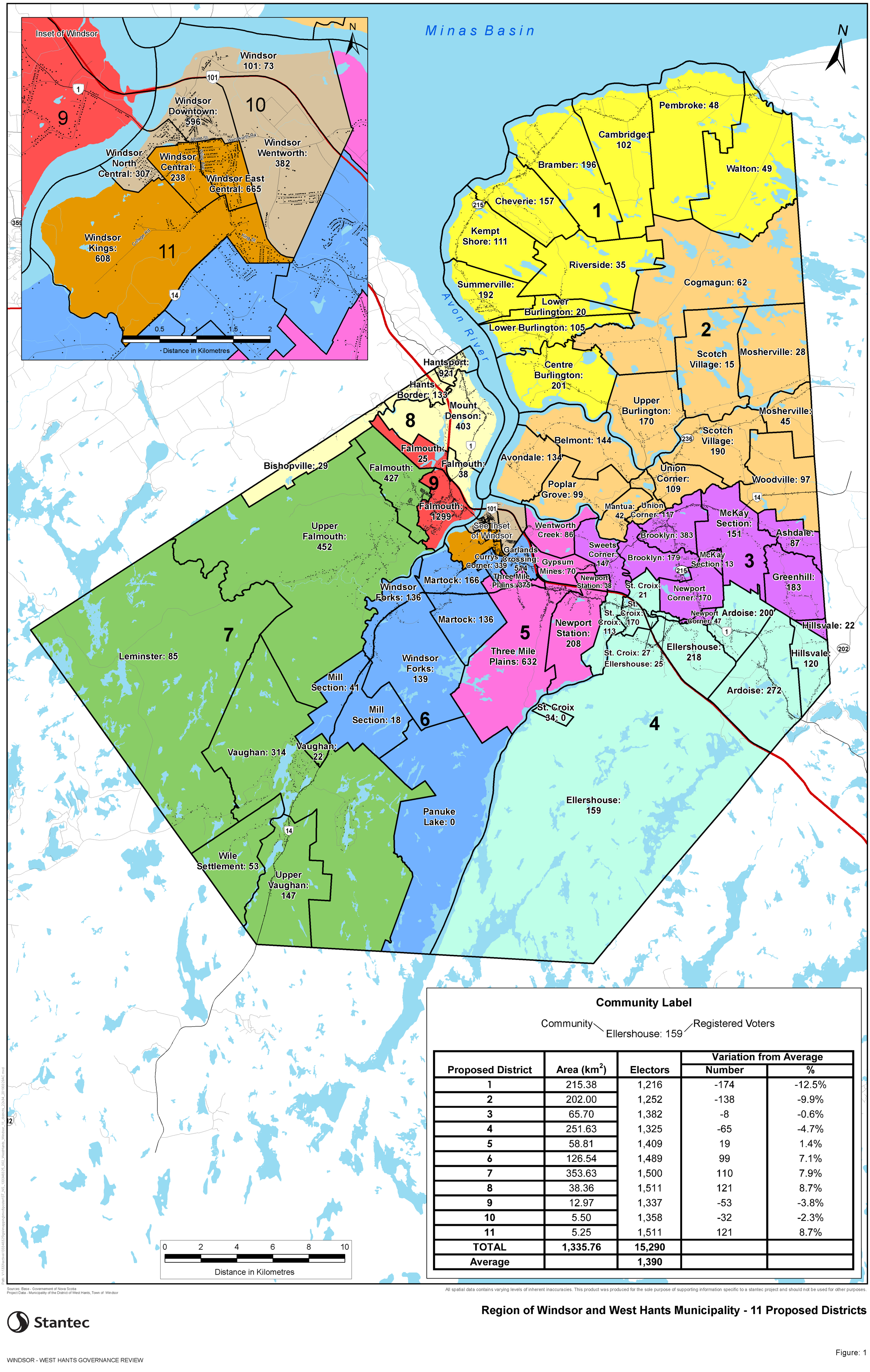
ALTERNATIVES

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



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**		

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Sources: Base - Governement of Nova Scotia
Project Data - Municipality of the District of West Hants, Town of Windsor

All spatial data contains varying levels of inherent inaccuracies. This product was produced for the sole purpose of supporting information specific to a stantec project and should not be used for other purposes.

Stantec

Region of Windsor and West Hants Municipality - 11 Proposed Districts

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 ±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 thelocal 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.

Attachment D

Stantec

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



Cover photo courtesy of Councillor Jim Ivey, Town of Windsor

Windsor-West Hants Governance Review

Council Size Report

February 21, 2019

Prepared for:
Windsor-West Hants Co-ordinating Committee

Prepared by:
Stantec Consulting Ltd.

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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 km^2. West Hants council members each currently cover a relatively modest 124.4 km^2 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 ±10% target sought by the NSUARB and slightly beyond the maximum variance that the Board general suggests as tolerable;

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

4 *Ibid*., pp. 9-10.

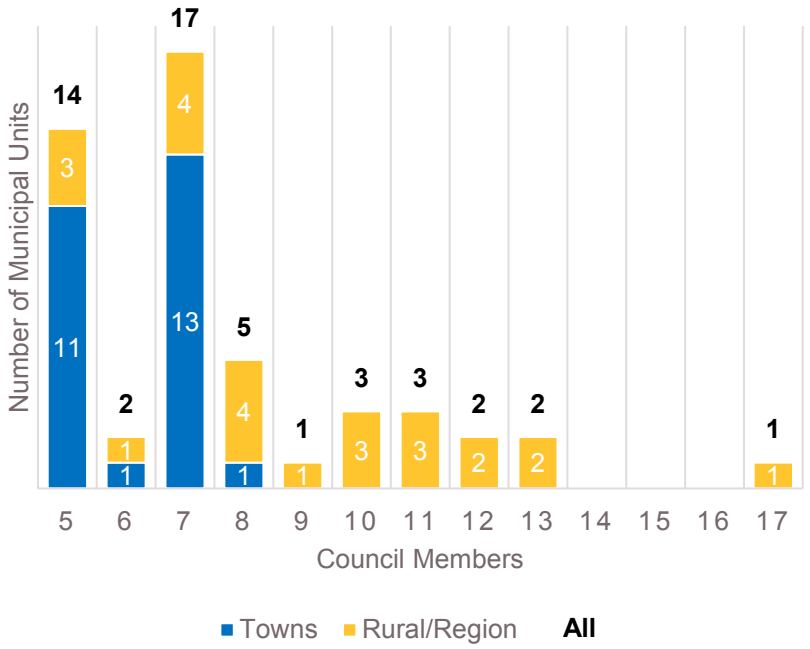
5 *Ibid*., p. 11. Following submissions from both THIDA and the Municipality of the District of West Hants in March 2016, the Board rendered its decision on April 16, 2016, leaving just over four months before the standard deadline for nominations on the second Tuesday in September.

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

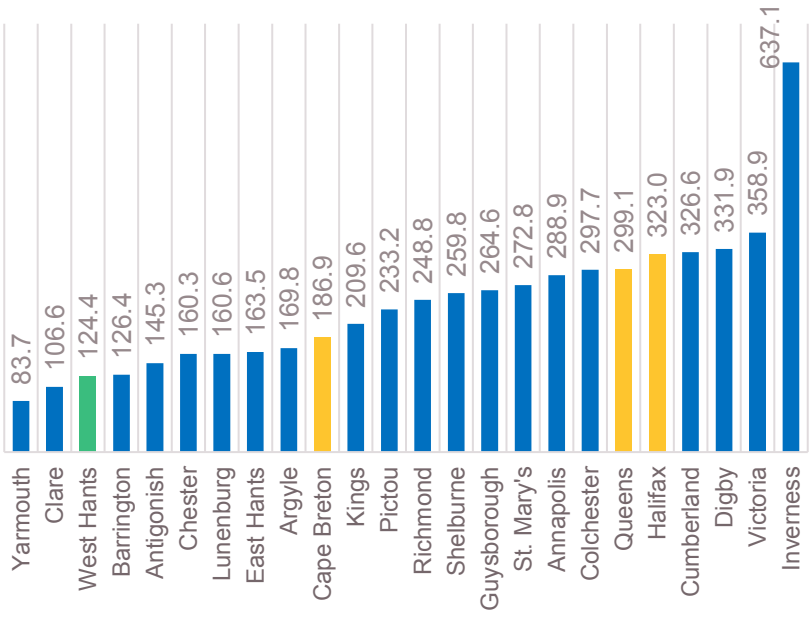


Source Stantec Consulting Ltd.

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 km^2 per council member. Councillors in West Hants, which is currently a rural municipality, each represent 124.4 km^2 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.

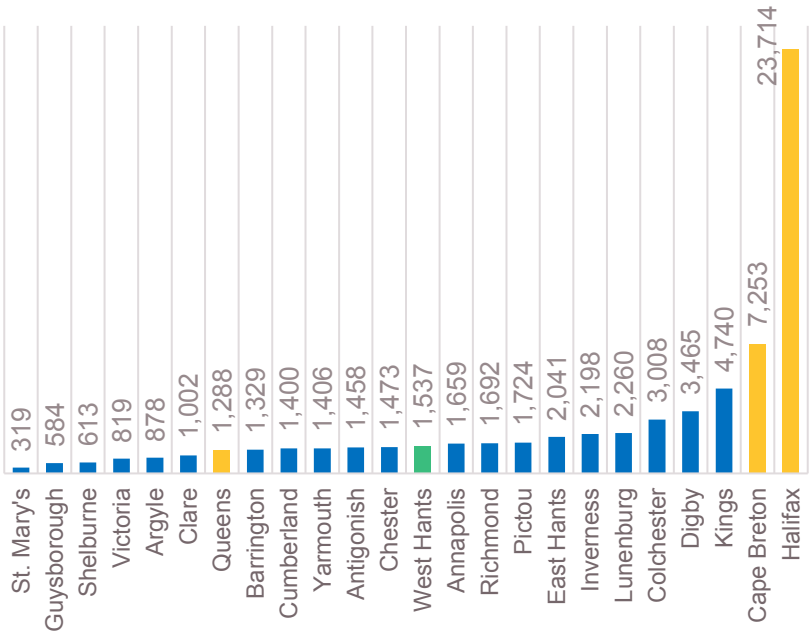
Figure 2-2 Council Members by Land Area (km²), Nova Scotia Rural and Regional Municipalities, 2016



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 consolidaton, 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.

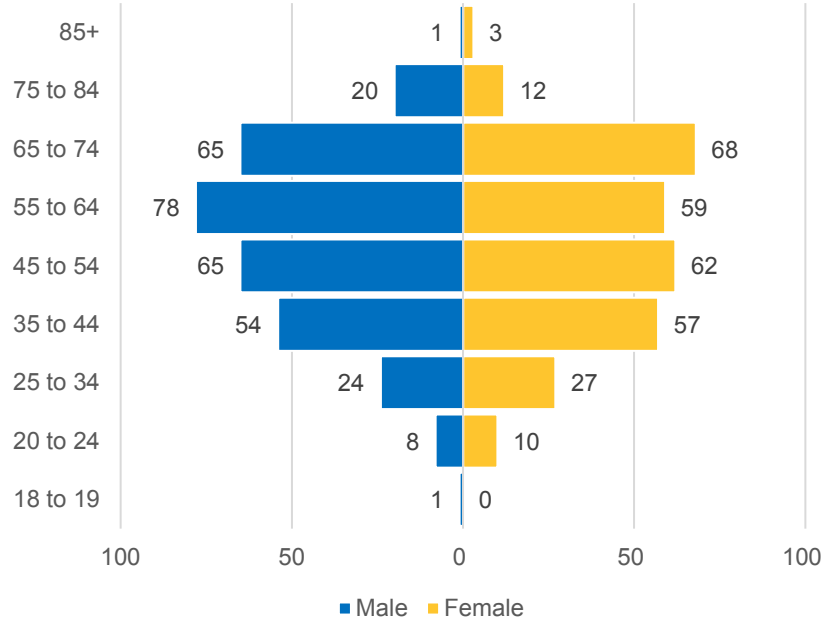
The majority of respondents were male (51.2% of those who identified their gender). All respondents were 18 years of age or over but, for the most part they were between 35 and 75 years of age (80.0%). Although **Figure 3-1**, shows only four respondents over 85 years, there were six as two did not identify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

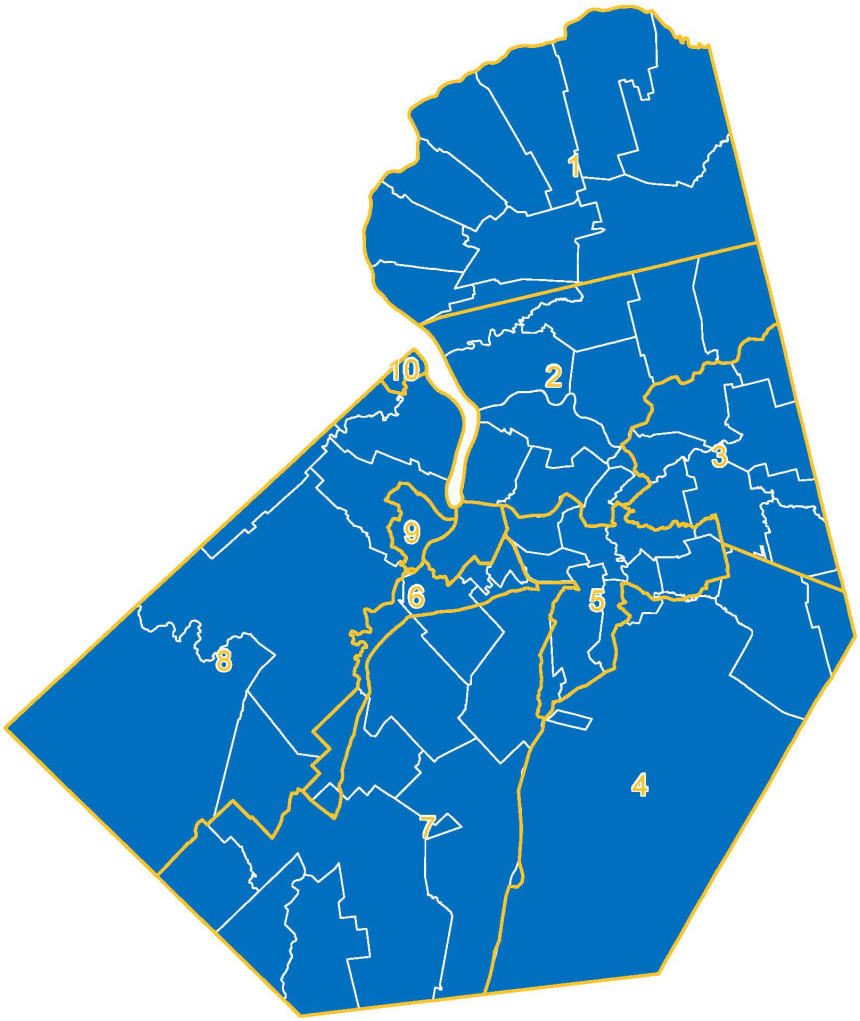
As noted, the key purpose of Question 2 was to introduce some of the leading factors that respondents might take into account when considering what council size to enter in response to following Question 3. The factors, which are raised in literature on council size as well as discussions we have had 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

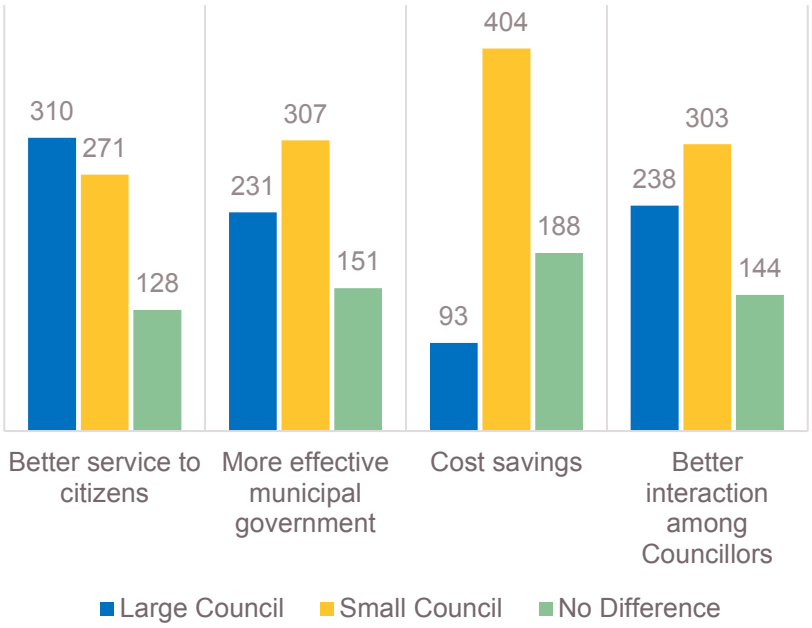


District	Responses			% of Responses			Electors
	Online	Print	All	Online	Print	All	
1	55	42	97	9.2%	35.3%	13.5%	6.0%
2	44	20	64	7.3%	16.8%	8.9%	7.3%
3	42	30	72	7.0%	25.2%	10.0%	8.3%
4	40	12	52	6.7%	10.1%	7.2%	7.9%
5	37	11	48	6.2%	9.2%	6.7%	7.0%
6	45	0	45	7.5%	0.0%	6.3%	10.4%
7	42	1	43	7.0%	0.8%	6.0%	10.0%
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



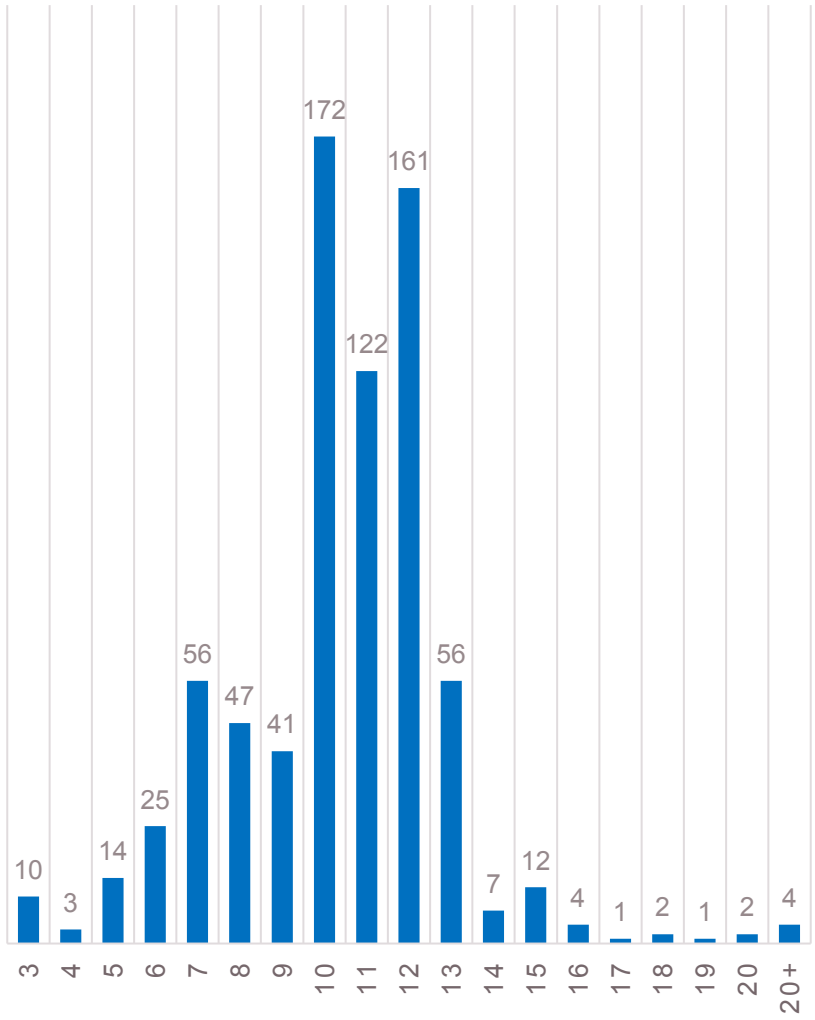
Source Stantec Consulting Ltd.

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.

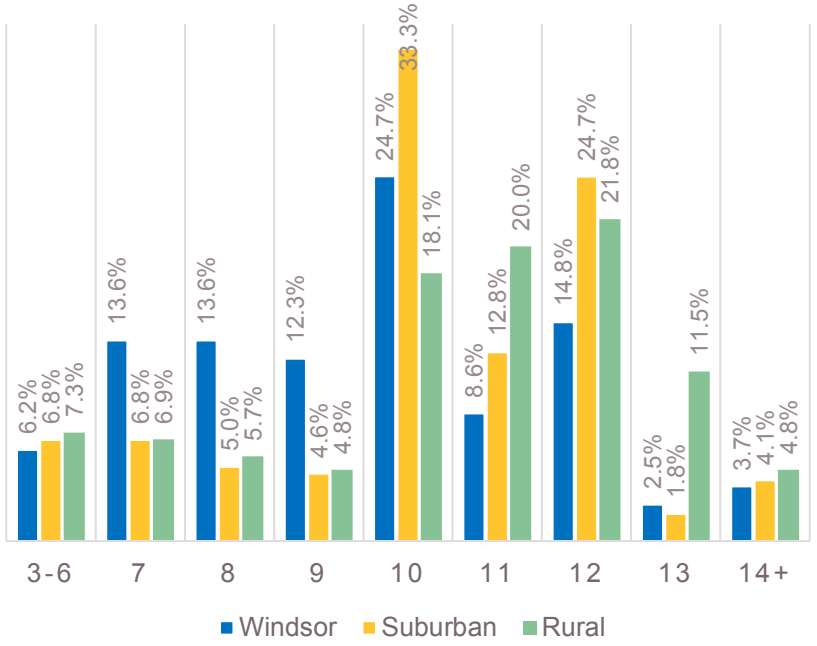
Figure 3-3 Preferred Council Size, Windsor-West Hants Council Size Survey, 2019



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

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
- ◯ 15 to 17 years
- ◯ 18 to 19 years
- ◯ 20 to 24 years
- ◯ 25 to 34 years
- ◯ 35 to 44 years
- ◯ 45 to 54 years
- ◯ 55 to 64 years
- ◯ 65 to 74 years
- ◯ 75 to 84 years
- ◯ 85 years or more
- ◯ 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

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

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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 Hans 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 Co-ordinating Committee).[31]

There is, however, uncertainty about the extent to which these fist 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 poling 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 slighted 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 20,000[94]—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 the 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] Q*ueens 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.

[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.

[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…"

[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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2014/15 –

Legal Ethics and Professional Responsibility
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Dalhousie Law Journal Editorial Assistantship Course
2016 (Winter)

DEPARTMENT OF FOOD, AGRICULTURAL AND RESOURCE ECONOMICS, UNIVERSITY OF GUELPH

Land Economics
2010 (Fall)

PUBLICATION RECORD

[R] = Peer-reviewed

BOOK MANUSCRIPTS UNDER REVIEW

Inalienable: Leadership, Land and the Political Economy of Property
(University of British Columbia Press)

LAW JOURNAL ARTICLES

"Leadership, Law and Development" (2018) *Law and Development Review* (forthcoming) [R]

"Storytelling, Social Movements, and the 'Evolution' of Indigenous Land Tenure" (2015) 18(2) *Australian Indigenous Law Review* 64 [R]

"From Integrity Agency to Accountability Network: The Political Economy of Public Sector Oversight in Canada" (2015) 46(2) *Ottawa Law Review* 231 [R]

"No Lawyer for a Hundred Miles? Mapping the New Geography of Access to Justice in Canada" (2014) 52 *Osgoode Hall Law Journal* 9 (with Albert Yoon) [R]

"Property, Information and Institutional Design" (2013) 8(2) *Journal of Aboriginal Economic Development* 55 [R]

"Legal Institutions of Farmland Succession: Implications for Sustainable Food Systems" (2013) 65 *Maine Law Review* 382

"Ontario's Administrative Tribunal Clusters: A Glass Half-Full or Half-Empty for Administrative Justice?" (2012) 12 *Oxford University Commonwealth Law Journal* 157 (with Lorne Sossin) [R]

"'Formalizing' Land Tenure in First Nations: Evaluating the Case for Reserve Tenure Reform" (2009) 7(2) *Indigenous Law Journal* 45 (with Michael Trebilcock); reprinted as "International Perspectives on First Nations Land Tenure Reform" in Jerry White, Dan Beavon, and Peter Dinsdale, eds, *Aboriginal Policy Research Volume 10: Voting, Governance and Research Methodology* (Toronto: Thompson Educational, 2011)

"Examining the Consequences and Character of Heir Property" (2009) 68 *Ecological Economics* 2344 (with B. James Deaton and Carolyn Bratt) [R]

BOOK CHAPTERS

"Cities in a Time of Uncertainty: Food and Canadian Municipal Law" in Heather McLeod-Kilmurray, Nathalie Chalifour & Angela Lee, eds., *Food Law in Canada* (Markham: Carswell, in press) (with Jessica Rose)

"Indigenous Land Rights and the Politics of Property" in Angela Cameron, Sari Graben, Val Napoleon, eds., *Indigenous Peoples and Real Property: Beyond Privatization* (Toronto: University of Toronto Press, in press) [R]

"Towards a Better Understanding of Heirs on Heirs Property" in Ann Carpenter and Cassandra Johnson Gaither eds., *Heirs' Property in the South: Fostering Stable Ownership to Prevent Land Loss and Abandonment* (Ashville, NC: Southern Research Station as a General Technical Report, in press) (with B. James Deaton)

"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, Mach 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
Council Meeting Agenda - AMENDED
June 28, 2022 - 6:00 p.m.
Virtual via Zoom (also FB Livestream)

West Hants
something inspiring awaits

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1. Call to Order

2. Attendance

3. Announcements

4. Approval of the Agenda, including additions or deletions
   a) Dashboard Action Items – Information Log – add CAO's Review to the Dashboard
   b) Dashboard Action Items – Dangerous/Unsightly

5. Declaration(s) of Conflict of Interest

6. Approval of Previous Meeting Minutes
   a) 2022-05-24 Council Meeting Minutes
   b) 2022-05-24 Public Hearing Meeting Minutes, College Rd, Windsor, PID 45336203, Development Agreement
   c) 2022-05-24 Public Hearing Meeting Minutes, Regional Dog By-Law and Fees
   d) 2022-06-02 Special Council Meeting Minutes

7. Presentations:
   a) Homelessness Tent Strategy - Kayla Todd , Housing support worker, Kimm Kent, POSSE Domenic Padula
   b) Multi-year Financial Plan Presentation and Motion – RCMP/Finance

8. Public Hearings
   i. 65 Fort Edward Street, Rezoning and Redesignation Windsor; PID 45059797 (Municipal Lands)

9. Second Readings
   i. ~~65 Fort Edward Street, Rezoning and Redesignation Windsor; PID 45059797 (Municipal Lands)~~ Postponed until October 25, 2022 at 6 p.m.

10. Unfinished Business/Postponed Motions
    a) Boundary Review Update - Supervisor Thornton
    b) Newport Rink and Commission
       i. West Hants Sports Complex and Newport GFL Recreation Center Recommendation Report – Mayor Zebian
       ii. Financial Grant Funding Request Follow-up Discussion

c) Planning Advisory Committee Composition Recommendation Request – Mayor Zebian
   i. Council Member Nomination and Election
   ii. Planning and Heritage Advisory Composition Recommendation Request -Mayor Zebian
d) Snow & Ice Control Cost Comparison – Contracted / In-House Information Report – Director Richard
e) Responsibility for Sewer and Water Laterals Information Report – Director Richard

11. Mayor's Report

12. Committee(s) of Council Excerpts/Recommendations
a) Committee of the Whole Excerpts (June 14, 2022)
   i. 2022-2023 Grants and Contributions
   ii. Diverse and Inclusive Communities Committee
   iii. Heritage Beef Classic Show Grant
   iv. High School Bursaries
   v. Masonic Home Grant
   vi. Municipal Boundary Review
   vii. Nova Scotia Partnership Development Opportunity
   viii. RCOFN-012.00 Grants and Contributions Policy

b) Planning and Heritage Recommendations
   i. Wentworth Road, PID 45059631, Development Agreement First Reading

13. Councillor Municipal Business/Activity Reports
   i. Councillor Ivey , District 11 Monthly Report

14. Correspondence
a) Information
   1. Avon Causeway Activity Log
      i. 2022-06-27 Darren Porter re Two adult inner bay of fundy salmon captured and DNA sampled outside the gates in Windsor today

   2. Current Correspondence received as of June 23, 2022
      i. 2022-06-14 Nancy Sherwood re Canoe Club
      ii. 2022-06-16 Bobby Best re Heritage Classic Beef Show, Thank you
      iii. 2022-06-21 Hon. Kim Masland re Eastbound off ramp closure at Exit 6 on Hwy 101
      iv. 2022-06-18 Sherri Bulger re safety concern

   3. Fort Edward Activity Log
      i. 2022-06-24 Carol Bradley re Retaining the former pool site for public use
      ii. 2022-06-24 Ruth Angevine Lands next to Fort Edward

iii. 2022-06-28 Denise Forand re Fort Edward PID's # 45059797 and # 45059805

4. Storm Wastewater Activity Log
   i. Current Correspondence received as of June 23, 2022 - None

b) Requests – None

c) Outgoing
   1. Current Correspondence Sent as of June 23, 2022

15. New Business
   a) Sidewalk Machine Replacement Recommendation Report - Director Richard
   b) Salt Box Replacement Recommendation Report Recommendation Report - Director Richard
   c) Committee of the Whole Chair, Amendment to the Meeting and Committee Procedural Policy– Mayor Zebian
   d) 2021-2022 Valley Regional Enterprise Network Annual Report – Information Report Mayor Zebian
   e) Tender Award for Community Development Truck Recommendation Report– Director Kehoe
   f) New Business: Pothier Motor's Cross walk assessment – Mayor Zebian
   g) New Business: Hants Community hospital Emergency Room Department closures – Mayor Zebian
   h) New Business: Application for change of definition to Community Centre – Mayor Zebian

16. In-Camera

17. Next Meeting Date / Adjournment

WEST HANTS REGIONAL MUNICIPALITY
Council Meeting Agenda
June 28, 2022 - 6:00 p.m.
Virtual via Zoom (also FB Livestream)

West Hants
something inspiring awaits

1. Call to Order – Mayor Zebian called the meeting to order at 6:00 pm.

2. Attendance

Council:

Abraham Zebian, Mayor
Rupert Jannasch, Councillor, District 1
Scott McLean, Councillor, District 2
Mark McLean, Councillor, District 3
Jeff Hartt, Councillor, District 4
Debbie Francis, Councillor, Dist. 5
Paul Morton, Deputy Mayor, District 8
Bob Morton, Councillor District 6
Ed Sherman, Councillor, District 7
John A. Smith, Councillor, District 9
Laurie Murley, Councillor, District 10
Jim Ivey, Councillor, District 11

Staff and Guests:

Shelleena Thornton, Mun. Operations Supervisor
Deanna Snair, Exec. Asst/ Clerk
Diana Gibson, Acting Dir. Financial Services
Kathy Kehoe, Dir. Community Development
Madelyn LeMay, Dir. Planning & Development (Acting CAO)
Todd Richard, Dir. Public Works
Alex Dunphy, Planner
David Ferguson, Staff Sergeant, RCMP
Marie Claude Rioux (ZOOM)
Kimm Kent, POSSE
Kayla Todd, Family Resource Centre, Housing Support Worker
Eleven (11) members in the Gallery

Regrets: Mark Phillips, Chief Administrative Officer

3. Announcements
   - Land acknowledgement by Mayor Zebian, we are in Mi'kma'ki, the ancestral and unceded territory of the Mi'kmaq People and that this land is governed by the treaties of Peace and Friendship signed in 1726. West Hants Regional Municipality also recognizes that we are all treaty people and have responsibilities to each other and this land.
   - Voting will be by show of hands.
   - Canada Day celebrations will be held in Hantsport, a free will offer big breakfast starting at 7:30 a.m. at Churchill House, road races, parades and fireworks at 10 pm. Come out and enjoy.
   - Congratulations extended to the Station Food Hub on receiving a $400,000.00 grant and being one (1)of twelve (12)(two(2) from Nova Scotia) finalists in the Food Waste Reduction challenge. They do a lot of fundraising activities and are looking for support.

4. Approval of the Agenda, including additions or deletions
   a) Dashboard Action Items – Information Log

b) Dashboard Action Items – Dangerous/Unsightly

Additions to the Dashboard:

- CAO's review

Additions to the agenda:

- Item 15(f) New Business: Pothier Motor's Cross walk assessment – Mayor Zebian
- Item 15(g) New Business: Hants Community hospital Emergency Room Department closures – Mayor Zebian
- Item 15(h) New Business: Application for change of definition to Community Centre – Mayor Zebian

MOVED BY DEPUTY MAYOR P. MORTON AND COUNCILLOR FRANCIS THAT THE AGENDA BE APPROVED AS AMENDED. MOTION CARRIED

5. Declaration(s) of Conflict of Interest
Item 12(a)(iv) Councillor Hartt declared conflict. Councillor Hartt sits on the Masonic Society Board.

6. a) 2022-05-24 Council Meeting Minutes
b) 2022-05-24 Public Hearing Meeting Minutes (College Road, Windsor PID 45336203, Development Agreement)
c) 2022-05-24 Public Hearing Meeting Minutes, Regional Dog By-Law and Fees
d) 2022-06-02 Special Council Meeting Minutes

MOVED BY DEPUTY MAYOR P. MORTON AND COUNCILLOR FRANCIS THAT THE 2022-05-24 COUNCIL MEETING MINUTES, 2022-05-24 PUBLIC HEARING MEETING MINUTES COLLEGE ROAD, WINDSOR PID 45336203, PUBLIC HEARING MEETING MINUTES 2022-05-24 REGIONAL DOG BY-LAW AND FEES AND THE 2022-06-02 SPECIAL COUNCIL MEETING MINUTES BE APPROVED. MOTION CARRIED

7. Presentations
a) Homelessness Tent Strategy by Kayla Todd, Housing support worker for Windsor/West Hants and Kimm Kent, Director of Peer Outreach Support Services and Education (POSSE).

Discussion Points:

- The lack of affordable housing or shelter forces individuals to live in tents. Approximately 36 individuals are homeless, 6-8 of those are living in a tent. People need to have compassion and envision individuals not for where they currently are but for the potential that exists when individuals are properly supported.

- Request a partnership (the Housing Coalition, individuals with lived experiences and the municipality) to develop a strategy (engaging with individuals with lived or living experience, people from the community that have experience homelessness) to create a safe space where individuals can set up a tent as a temporary shelter until a permanent solution can be found. Ideally the space(s) would be discreet, provide a sense of safety, accessible and close to services/resources and allow tents to remain in place and not be removed daily.
- Requesting in the meantime that any areas where tents are currently set up (and not causing a disturbance) remain in place. If there is a concern or complaint that either Kayla or Kimm be contacted to develop a solution and try to mitigate as much risk and harm as possible. Municipality hands out cards with the contact information when needed and is part of the ongoing By-Law process.

MOVED BY COUNCILLORS JANNASCH AND FRANCIS THAT COUNCIL DIRECT STAFF TO PROVIDE A PRELIMINARY STAFF REPORT FOR THE JULY 12, 2022, COMMITTEE OF THE WHOLE MEETING INDENTIFYING WAYS TO ADDRESS THE HOMELESSNESS CRISIS, AND EXPLORE WAYS IN WHICH TENTS MAY BE UTILIZED, AND IDENTIFY LONGER TERM ACCOMMODATIONS AND SOLUTIONS. MOTION CARRIED

The presenters and all but five members of the gallery left at 6:36 p.m.

b) Multi-Year Financial Plan

Manager Gibson and Staff Sergeant David Ferguson, Detachment Commander for the West Hants RCMP provided a review of the Multi-Year Financial Plan identifying that one of the stipulations within the policing agreement is to receive an approval in principle for a multi-year financial plan. Council would still review and approve each year within the budget process. The presentation identified current fiscal year projections (April1, 2022-March 31, 2023), the five-year financial plan (2023/24-2027/28), cost allocation and projected costs to come.

Discussion Points:

- West Hants RCMP has twenty-two (22) established officer positions and three (3) additional positions funded by the province.
- Municipality generally is never billed for all twenty-two (22) positions for various reasons that results in a cost savings to the municipality.
- The Multi-Year Financial Plan always assumes the full compliment of the utilization (22) for the full fiscal year.
- Municipality is responsible for providing accommodations for policing services. The rental rate is set every five (5) years and is billed to the municipality.
- Equipment estimates are for police modernization and implementation based on National Headquarters anticipated procurement and roll out across the country.
- Each yearly budget would require approval through Councils year budget deliberations.

MOVED BY COUNCILLORS FRANCIS AND MURLEY THAT COUNCIL APPROVES IN PRINCIPLE OF THE RCMP MULTI-YEAR FINANCIAL PLAN FOR 2022-2028. MOTION CARRIED

Staff Sergeant David Ferguson left the meeting at 7:10 p.m.

8. Public Hearings

i. 65 Fort Edward Street, Rezoning and Redesignation, Windsor, PID 45059797(Municipal Lands)

MOVED BY DEPUTY MAYOR P. MORTON AND COUNCILLOR FRANCIS THAT AT 7:10 P.M THE MEETING MOVE INTO PUBLIC HEARING.

The meeting moved into Public Hearing at 7:10 p.m. Further information on the Public Hearing is available in the 2022-06-28 Public Hearing Minutes – 65 Fort Edward Street, Rezoning and Redesignation, Windsor, PID 45059797(Municipal Lands)

Planner Dunphy reviewed the previous reports that had been presented to Council for consideration, highlighting the initial application date, the current zone designation, the proposed zone designation and the enabling and supporting policies.

MOVED BY COUNCILLORS IVEY AND MURLEY RECOMMENDS THAT ADJOURNS THE PUBLIC HEARING UNTIL 6:00 PM ON OCTOBER 25 AND POSTPONES THE SECOND READING UNTIL OCTOBER 25TH, 2022 IN ORDER TO COMPLETE AND CONSIDER THE RESULTS OF THE PHASE 2 ARCHAEOLOGICAL RESOURCE IMPACT ASSESSMENT FOR 65 FORT EDWARD STREET, WINDSOR (PID 45059797). MOTION CARRIED Nays: S. McLean

The public hearing adjourned, and the regular meeting resumed at 8:12 p.m.

9. Second Readings

i. 65 Fort Edward Street, Rezoning and Redesignation, Windsor, PID 45059797(Municipal Lands)

Second Reading was postponed until October 25, 2022.

10. Unfinished Business/Postponed Motions

a) Boundary Review Update

Supervisor Thornton provided a highlight and overview on the municipal boundary review and the requirements. Although a boundary review was completed in 2019 another review is required this year to realign with the other municipalities within the province. Deadline for a decision to the UARB is the end of December 2022.

Discussion Points:

- Public consultations are an important element in the review process and a requirement of the Utility and Review Board (UARB). Voter parity is key. If the UARB determines that voter parity is not sustained, new boundaries would be required to be outlined.
- Cost for a boundary review is estimated to range from $9,900.00 - $22,000.00 (taxes not included) depending on the projects scope. The lower estimate represented approximately 3 public consultations (based on the 2019 Stantec report results) and a final report for Council to consider. The higher estimate represented a more detailed scope including updating the data from the 2020 voter list. Those figures may or may not impact voter parity (this is vital to the review process).
- The UARB likes to have updated information, especially if they know the information is available. There is a risk that the recommendation could be rejected by the UARB (they are the decision-making body) if the updated information is not provided in councils recommendation.
- Supervisor Thornton will inquire if a Boundary Review can be undertaken between the years of 2022-2030.
- There was value in seeking public input, the question was how to reach the entire population.

MOVED BY COUNCILLORS S. MCLEAN AND HARTT THAT COUNCIL RECOMMEND LEAVING COUNCIL SIZE AT ELEVEN DISTRICTS AND ONE MAYOR (STATUS QUO).

MOVED BY COUNCILLOR JANNASCH AND DEPUTY MAYOR P. MORTON TO DEFER THE MOTION UNTIL COMMITTEE OF THE WHOLE IN JULY TO ALLOW TIME FOR STAFF TO PROVIDE FURTHER INFORMATION ON WHETHER COUNCIL CAN REQUEST A BOUNDARY REVIEW IN ANY OF THE YEARS BETWEEN 2022-2030.
MOTION CARRIED Nays: S. McLean, M. McLean and Hartt

Deputy Mayor P. Morton assumed the chair at 8:46 p.m.

b) Newport Rink and Commission

i. West Hants Sports Complex and Newport GFL Recreation Centre Recommendation Report

Mayor Zebian reviewed the report highlighting the financial request from the Newport & District Rink and the request made for the West Hants Sports Complex during the budgeting process.

Discussion Points:

- During the 2022/2023 budget deliberations, funding for the West Hants Sports Complex was cut to reduce expenses. The cut resulted in less than $2000.00 in

expenses through debt financing charges but resulted in the removal of important funding for improved operations at the Regionally owned facility.

- At the last June 14th Committee of the Whole meeting, Council struggled with the Newport GFL Centre's request to fund the purchase of a new ice resurfacer and delayed the decision until the June 28th Council meeting.
- Both facilities provide an importance service to the communities within West Hants. Fairness between the municipally owned facility and the facility owned by the independent rink commission is important.
- It is importance for Council to recognize it has a responsibility to prioritize the operation and maintenance of its Municipally owned facilities. I'd also like to remind Council will be presented with a recommendation report for pre-approval for ordering a new ice resurfacer for the West Hants Sports Complex Council this fall to replace the current 2012 machine currently being used and to allow a delivery before the start of the 2023 season.

MOVED BY MAYOR ZEBIAN AND COUNCILLOR FRANCIS THAT COUNCIL APPROVE FUNDING FOR THE WEST HANTS SPORTS COMPLEX IN THE AMOUNT OF $20,000 FOR VARIOUS UPGRADES AS STATED DURING BUDGET DELIBERATIONS TO COME FROM THE CANADA COMMUNITY BUILDING FUND (CCBF). MOTION CARRIED

MOVED BY MAYOR ZEBIAN AND COUNCILLOR FRANCIS THAT COUNCIL APPROVE FUNDING FOR THE WEST HANTS SPORTS COMPLEX IN THE AMOUNT OF $52,500.00 TO GRAVEL NEXT TO THE FRONT PARKING LOT TO INCREASE PARKING CAPACITY TO BE FUNDED FROM THE CAPITAL RESERVE. MOTION CARRIED

MOVED BY MAYOR ZEBIAN AND COUNCILLOR MARK MCLEAN THAT COUNCIL APPROVE THE USE OF $100,000.00 FROM THE CANADA COMMUNITY BUILDING FUND (CCBF) FOR THE NEWPORT AND DISTRICT RINK COMMISSION TO FUND THE PURCHASE OF AN ICE RESURFACER TO IMPROVE RECREATIONAL SERVICES. MOTION CARRIED

MOVED BY MAYOR ZEBIAN AND COUNCILLOR MURLEY THAT COUNCIL DIRECT STAFF TO PREPARE A REPORT EXAMINING AMENDING THE GRANTS AND CONTRIBUTIONS POLICY RCOFN-012.00 ADDING A SECTION FOR RECREATIONAL FACILITIES DEFINING YEARLY CAPITAL AND OPERATIONAL FUNDING LIMITS. MOTION CARRIED

ii. Financial Grant Funding Request Follow-up Discussion

This was addressed in the previous items and discussion.

c) Planning Advisory Committee Composition Recommendation Report

i. Council Member Nomination and Election

The floor was opened for nominations. After three calls for nominations, there was one nomination for Mayor Zebian. He accepted the nomination and was appointed.

ii. Planning and Heritage Advisory Composition Recommendation Report

Mayor Zebian reviewed the report recognizing the forward-thinking approach while noting the need to streamline the process and reduce the number of councillors that are represented on the committee.

Discussion Points:

- There is value in having engaged resident members advising Council on planning related matters.
- A smaller committee would increase effectiveness, continue to promote healthy debate and discussions while providing ample time for all members to be involved.
- Important to think as one Region.
- There is value is having community/resident members from each area to ensure representation.

MOVED BY MAYOR ZEBIAN AND COUNCILLOR B. MORTON THAT COUNCIL DIRECT STAFF TO AMEND THE MEETING AND COMMITTEE PROCEDURAL POLICY RCOGE-003.00 APPENDIX K SECTION 3.1 TO READ THE COMMITTEE WILL CONSIST OF TEN(10) MEMEBRS AS FOLLOWS: SEVEN(7) RESIDENT MEMBERS FROM THE REGION OF WEST HANTS WHO ARE NOT COUNCIL MEMBERS OR MUNICIPAL EMPLOYEES AND THREE(3) MEMBERS OF COUNCIL AND FURTHER THAT THIS WILL TAKE EFFECT AT THE NOVEMBER PAC/HAC MEETING.

MOVED BY COUNCILLORS IVEY AND FRANCIS TO AMEND THE MOTION TO INCLUDE IMMEDIATE FAMILY MEMBERS (DEFINED AS CHILDREN, BROTHER, SISTER, SPOUCE, MOTHER, FATHER) OF EITHER COUNCIL OR MUNICPAL EMPLOYEES. MOTION CARRIED

Full motion as amended:

MOVED BY MAYOR ZEBIAN AND COUNCILLOR B. MORTON THAT COUNCIL DIRECT STAFF TO AMEND THE MEETING AND COMMITTEE PROCEDURAL POLICY RCOGE-003.00 APPENDIX K SECTION 3.1 TO READ THE COMMITTEE WILL CONSIST OF TEN(10) MEMEBRS AS FOLLOWS: SEVEN(7) RESIDENT MEMBERS FROM THE REGION OF WEST HANTS WHO ARE NOT COUNCIL MEMBERS OR MUNICIPAL EMPLOYEES OR IMMEDIATE FAMILY MEMBERS

(DEFINED AS CHILDREN, BROTHER, SISTER, SPOUCE, MOTHER, FATHER) OF EITHER COUNCIL OR MUNICPAL EMPLOYEES AND THREE(3) MEMBERS OF COUNCIL AND FURTHER THAT THIS WILL TAKE EFFECT AT THE NOVEMBER PAC/HAC MEETING. MOTION CARRIED

MOVED BY MAYOR ZEBIAN AND COUNCILLOR JANNASCH THAT COUNCIL DIRECT STAFF TO AMEND THE MEETING AND COMMITTEE PROCEDURAL POLICY RCOGE-003.00 APPENDIX K TO REMOVE SECTION 3.1 B THAT READS "COUNCIL MEMBERS WILL BE APPOINTED TO THE COMMITTEE IN NOVEMBER FOR A TERM OF ONE (1) YEAR AND THE TERM WILL EXPIRE FOLLOWING THE OCTOBER MEETING THE NEXT YEAR. THE APPOINTMENTS MADE AS OF APRIL 2021 WILL EXPIRE OCTOBER 2022", AS PER SECTION 17.8 IT AUTOMATICALLY MAKES IT A 2 YR TERM. MOTION CARRIED

MOVED BY MAYOR ZEBIAN AND COUNCILLOR M.MCLEAN THAT COUNCIL DIRECT STAFF TO ADD UNDER APPENDIX K TO THE MEETING AND COMMITTEE PROCEDURAL POLICY RCOGE-003.00 A SECTION 4.4 TO READ RESIDENT MEMBERS MAY BE REAPPOINTED FOR A MAXIMUM OF THREE (3) TERMS. MOTION CARRIED

Mayor Zebian assumed the chair at 9:17 p.m.

d) Snow & ice Control Cost Comparison

Director Richard reviewed the information report stemming from recent discussions over contracts and snow removal services/costs compared to providing the service in house during the 2019-20 and the 2020-21 years.

Discussion Points:

- The costs reflected were on the previously contracted streets pre-consolidation.
- There was a 35% increase in street kms than what was previously contracted out.
- The more km's done, the lower the cost per km. Cost per km does include sidewalks.
- No new addition equipment has been added to the fleet, only replacements.
- Cost to perform was much lower than contracted services. Winter Maintenance Agreement WITH ns Public Works allows for some cost savings.
- Consolidation of resources allows the capacity to do more streets.
- The municipality has the luxury to split resources through many departments, only allocating snow removal costs when it snows.

- In houses services provided excellent value and public services to the residents at a lower overall cost.
- Increased costs reflect the additional charges outside the contracted months.
- Comparing prices through a tender is essentially a contract A and cannot be done. Informal inquiries have been made through local contractors (based o the number of streets, what would the rough cost per km be?) The cost was much higher.
- The $66,000.00 in the budget was for snow and ice control. Snow equipment maintenance or the salaries was not included in this number.

e) Responsibility for Sewer and Water Laterals

Director Richard reviewed the information report stemming from the discussion around water and sewer laterals (services). The report highlighted the responsibilities of both the municipality and the homeowner with respects to sewer and water laterals, Council's appetite to explore a change and the need for the By-law to change, how council would discuss and determine a funding model to be used additional operational costs should Council wish to pursue a change.

Discussion Points:

- Majority of other municipal units share the same policy.
- Municipality is responsible for the water main along and lateral to the property line.
- Water laterals are the financial responsibility of the property owner from the curb stop to the property or business.
- Municipality is responsible for the sewer main to the end of the sewer main connection.
- Sewer laterals are the responsibility of the property owner from the sewer main to the business or home.
- Any changes to the policy would affect both the water and sewer rates.

11. Mayor's Report

Mayor Zebian provided a verbal report.

Discussion Points:

- Congratulations extended to all the Graduates of 2022.
- Seniors' games were another success.
- First Pride Parade was well attended.
- Attended the Queens Jubilees at Kings Edgehill School, Ardoise Community Park Grand opening, RCMP Community Volunteer Recognition event,
- Discussions we had with the RCMP on various community concerns/issues, issues related to waste collection, various parking issues, concerns pertaining to the Piziquid Canoe Club (Highway 14) re: operation and noise levels
- Met with Paul Dixon (Valley REN) to discuss West Hants participation and moving forward (views and how the VREN could help address this within the communities)

- Had an information session with Department of Municipal Affairs (DMA) regarding the housing situation in the province, the housing authority and the affordable housing commission report and Auditor General's report.
- Avon Chamber of Commerce scheduled for tomorrow night.
- Welcome to a new company "Made with Local" located in the former YUM Foods Building on Cedar Street. The business produces granola bars and will create between 2-8 jobs for the local community.

12. Committee(s) of Council Excerpts/Recommendations

a) Committee of the Whole Excerpts (June 14 , 2022)

i. 2022-2023 Grants and Contributions

MOVED BY DEPUTY MAYOR P. MORTON AND COUNCILLOR FRANCIS 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, EXCLUDING THE NEWPORT RINK AND THE WINDSOR MASONIC SOCIETY. MOTION CARRIED

MOVED BY DEPUTY MAYOR P. MORTON AND COUNCILLOR FRANCIS THAT COUNCIL APPROVE THE FOLLOWING GRANTS 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. MOTION CARRIED

MOVED BY DEPUTY MAYOR P. MORTON AND COUNCILLOR M. MCLEAN THAT COUNCIL APPROVE BROOKLYN DISTRICT ELEMENTARY SCHOOL TO FUND PHASE 2 OF THE TENNIS COURT REPAIRS IN THE AMOUNT OF $5,000. MOTION CARRIED

MOVED BY DEPUTY MAYOR P. MORTON AND COUNCOLLOR FRANCIS THAT COUNCIL APPROVE THE WEST HANTS TRAILS ASSOCIATION TO FUND THE PURCHASING OF AN OUTDOOR LEISURE STRUCTURE FOR THE ARDOISE COMMUNITY PARK IN THE AMOUNT OF $2,500. MOTION CARRIED

MOVED BY DEPUTY MAYOR P. MORTON AND COUNCILLOR IVEY THAT COUNCIL APPROVE BROOKLYN VOLUNTEER FIRE DEPARTMENT TO FUND TRAIL MAINTENANCE FOR BROOKLYN FIRE DEPARTMENT TRAIL IN THE AMOUNT OF $2,075. MOTION CARRIED

MOVED BY DEPUTY MAYOR P. MORTON AND COUNCILLOR IVEY THAT COUNCIL APPROVE GLOOSCAP HERITAGE ARCHERS ASSOCIATION TO ASSIST WITH THE COST OF INSTALLING A NEW DECK AND ROOF REPAIRS IN THE AMOUNT OF $1,000. MOTION CARRIED

ii. Diverse and Inclusive Communities Committee

MOVED BY DEPUTY MAYOR P. MORTON AND COUNCILLOR IVEY THAT 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. MOTION CARRIED

iii. Heritage Beef Classic Show Grant

MOVED BY DEPUTY MAYOR P. MORTON AND COUNCILLOR B. MORTON THAT COUNCIL APPROVE THE REQUEST FROM THE HERITAGE BEEF CLASSIC AND THE THREE OTHER LATE APPLICATIONS FOR THE GRANTS AND CONTRIBUTIONS AT FIFTY PERCENT (50%) OF THEIR ORIGINAL ASK TO BE FUNDED THROUGH THE OPERATING RESERVE. MOTION CARRIED

iv. High School Bursaries

MOVED BY DEPUTY MAYOR P. MORTON AND COUNCILLOR B. MORTON THAT COUNCIL DIRECT STAFF TO BRING BACK A REPORT TO COUNCIL ADVISING ON POLICY CHANGES WITH RESPECTS TO BURSARIES TO REFLECT AN EQUAL OPPORTUNITY FOR ALL STUDENTS WITHIN WEST HANTS REGARDLESS OF HIGHSCHOOL OF CHOICE. MOTION CARRIED

Councillor Hartt left the meeting at 9:54 p.m.

v. Windsor Masonic Society Grant

MOVED BY DEPUTY MAYOR P. MORTON AND COUNCILLOR S. MCLEAN THAT COUNCIL ADOPT THE WINDSOR MASONIC SOCIETY GRANT AS OUTLINED IN THE GRANTS CONTRIBUTIONS. MOTION CARRIED

Councillor Hartt returned at the meeting at 9:55 p.m.

vi. Municipal Boundary Review

Discussion Points:

- The vote was for process. This item was discussed in item 10(a) Unfinished Business.

  MOVED BY DEPUTY MAYOR P. MORTON AND COUNCILLOR FRANCIS THAT COUNCIL DIRECT STAFF TO EXPLORE THE OPTION OF REDUCING COUNCIL SIZE TO 9(NINE) COUNCILLOR PLUS 1 (ONE) MAYOR AS REFERENCED IN THE 2019 STANTEC REPORT.

At 9:55 p.m. the MOVER and SECONDER withdrew the motion.

vii. Nova Scotia Partnership Development Opportunity

At 9:56 p.m. Mayor Zebian and Councillor Francis declared conflict. Both own land in the vicinity of the area.

Discussion Points:

- The unknown was if a development would occur or what that would look like.

  MOVED BY COUNCILLORS SMITH AND MURLEY THAT COUNCIL DETERMINES THAT THE DEVELOPMENT OF A PUBLIC STREET IN THE AREA OF THE PRESENT ELEMENTARY SCHOOL DRIVEWAY NEAR TREMAIN CRESCENT BE LEFT TO THE DEVELOPER.

At 9:58 p.m. the MOVER and SECONDER withdrew the motion.
Mayor Zebian and Councillor Francis returned at 9:59 p.m.

viii. RCOFN-012.00 Grants and Contributions Policy

MOVED BY DEPUTY MAYOR P. MORTON AND COUNCILLOR B. MORTON THAT COUNCIL DIRECT STAFF TO LOOK AT THE RCOFN-012.00 GRANTS AND CONTRIBUTIONS POLICY WHEN ONE OFF APPLICATIONS ARE RECEIVED. MOTION CARRIED

At 10:00 p.m. as per policy Mayor Zebian requested Council continue with the meeting to address further important business. There were no objections.

b) Planning and Heritage Recommendations

i. Wentworth Road, PID 45059631, Development Agreement, First Reading

Planner Dunphy reviewed the report highlighting the development agreement to permit 240 apartment units, 10,000 sq feet of commercial space and 17 townhouse dwellings on PID 45059631 ON Wentworth Road.

Discussion Points:

- A public information meeting was held on May 14th.
- Planning and Heritage Advisory Committee (PAC/HAC) discussions resulted in a question of the buffering requirements. Council may amend the development

agreement to add buffering requirements abutting the agricultural land.

- There is capacity within the water utility to provide for the 240 units as long as council continues to approve the capital and invest in the upgrades/repairs to the utility.
- A storm water management plan (from an engineering company) is required with any Development Plan to ensure pre and post development flows remain at status quo. Maintenance is being done to reduce the inflow and infiltration into those systems.
- Council would benefit from a presentation from CBCL on the water capacity for treated water.

MOVED BY COUNCILLOR IVEY AND DEPUTY MAYOR P. MORTON THAT COUNCIL GIVES FIRST READING AND WILL HOLD A PUBLIC HEARING TO CONSIDER ENTERING INTO A DEVELOPMENT AGREEMENT TO PERMIT 240 APARTMENT UNITS, 10,000 SQ. FT. OF COMMERCIAL SPACE, AND 17 TOWNHOUSE DWELLINGS ON PID 45059631 ON WENTWORTH ROAD IN A MANNER SUBSTANTIVELY THE SAME AS THE DRAFT SET OUT IN ATTACHMENT D OF THE REPORT TO THE PLANNING AND HERITAGE ADVISORY COMMITTEE REPORT #22-03 DATED JUNE 9, 2022. MOTION CARRIED

MOVED BY COUNCILLOR IVEY AND DEPUTY MAYOPR P. MORTON THAT COUNCIL REQUIRES THAT THE DEVELOPMENT AGREEMENT WITH FH DEVELOPMENT GROUP INC. BE SIGNED WITHIN 120 DAYS FROM THE DATE OF FINAL APPROVAL BY COUNCIL OR THE DATE THAT ANY APPEALS HAVE BEEN DISPOSED OF; OTHERWISE THIS APPROVAL WILL BE VOID AND OBLIGATIONS ARISING HEREUNDER SHALL BE AT AN END. MOTION CARRIED

13. Councillor Municipal Business/Activity Reports

Councillor Ivey reviewed the monthly activity report.

Discussion Points:

- Parking Enforcement - Differing opinions being heard (enforced too much making it not business friendly or too little making it not consumer friendly) and large commercial vehicles parked in residential areas (Land Use By-laws).
- Water related concerns - Flooding from the past year.
  - Consumption increases.
  - Pro-rated billing dates on the quarterly bills giving the appearance of a base rate change, when in fact there has been no change it was how the days in the billing cycle were calculated.

- NSFM submission request – no combined response received from NSFM. Staff will send out the consensus from West Hants Regional Municipality.
- River/Lake related questions from residents re: seed planting on the sand bar, status of the lake and debris along the beach (bridge remnants).
- Attended the Brooklyn Fire Training, Valley Community Fiber Network (VCFN) Board Meeting and the VCFNA (Authority) Meeting, Graduation parade on Saturday(Congratulations to all the Graduates) and proud to witness the first Hants County Pride parade, great work was done by all.

Correspondence

a) Information

1. Avon Causeway Activity Log
   i. 2022-06-27 Darren Porter re: Two adult inner Bay of Fundy salmon captured, and DNA sampled outside the gates of Windsor today.

2. Current Correspondence Received
   i. 2022-06-14 Nancy Sherwood re: Canoe Club
   ii. 2022-06-16 Bobby Best re: Heritage Classic Beef Show, Thank you
   iii. 2022-06-21 Hon. Kim Masland re: Eastbound off ramp closure at Exit 6 on Hwy 101
   iv. 2022-06-28 Sherri Bulger re: safety concerns

3. Fort Edward Activity Log
   i. 2022-06-24 Carol Bradley re: Retaining the former pool site for public use
   ii. 2022-06-24 Ruth Angevine re: Lands next to Fort Edward
   iii. 2022-06-28 Denise Forand re: Fort Edward PID's # 45059797 and # 45059805

4. Storm Wastewater Activity Log
   i. Storm Wastewater Correspondence as of June 23, 2022. There was no correspondence received.

b) Requests – There was no requested correspondence.

c) Outgoing – There was no outgoing correspondence.

14. New Business

a) Sidewalk Machine Replacement Recommendation Report

Director Richard reviewed the recommendation report identifying the need to replace a 2006 Trackless MT 5, Sidewalk machine after being rendered unusable during the winter.

<u>Discussion Points:</u>

- This is a time sensitive matter, hoping to get the approval and ordered to ensure delivery date before the item is needed.
- Procurement Policy has a piggyback clause that enables WHRM and other municipalities to capitalize on other municipalities cost savings. The clause

enables the municipality to procure equipment at the same cost allocated to other municipalities, in this case the city of Miramichi.

MOVED BY COUNCILLORS MURLEY AND FRANCIS THAT COUNCL APPROVE THE PURCHASE OF A REPLACEMENT TRACKLESS SIDEWALK MACHINE AND ATTACHMENTS AT A COST OF $216,600 PLUS TAX AND A 5% CONTINGENCY FROM SAUNDERS EQUIPMENT LIMITED. MOTION CARRIED

b) Salt Box Replacement Recommendation Report
Director Richard provided a summary review of the report identifying the need to replace the salt dump body of truck #51. This piece of equipment is a primary salt truck for use in winter snow and ice control on municipal street throughout WHRM.
Discussion Points:

- During the winter months of 2022, the truck body suffered a catastrophic failure due to metal fatigue. A temporary repair was done to get through the winter at half the capacity.
- The formal tender process was not used due to ongoing market volatility, supply chain delays, increased demand for steel, and a short window before the beginning of the winter season. Staff are recommending alternative procurement under Section E.1, due to the impacts a delay in procuring this item would have.

MOVED BY COUNCILLORS MURLEY AND FRANCIS THAT COUNCIL APPROVE THE PURCHASE A REPLACEMENT SALT/DUMP BODY FOR TRUCK #51 AT A COST OF $49,542.70 PLUS TAX PLUS A 10% CONTINGENCY, FOR THE SUPPLY AND INSTALLATION OF A LAROCHELLE SALT DUMP BODY FROM XL TRUCK & EQUIPMENT SERVICES AS QUOTED. MOTION CARRIED

Mayor Zebian rescinded the chair to Deputy Mayor P. Morton at 10:35 p.m**.**

c) Committee of the Whole Chair Recommendation Report
Mayor Zebian reviewed the recommendation report highlighting the recommendation that the Deputy Mayor be the chair for Committee of the Whole meetings to allow the Mayor an opportunity to join in regular debate to better allow for an overall voice for all the districts during these meetings and not have to step down from the chair.

MOVED BY MAYOR ZEBIAN AND COUNCILLOR FRANCIS THAT COUNCIL DIRECT STAFF TO AMEND THE COMMITTEE AND PROCEDURAL POLICY, RCOGE-03.00, SECTION 8.1 TO READ "THE CHAIR OF COUNCIL WILL BE THE MAYOR AND THE CHAIR OF

COMMITTEE OF THE WHOLE WILL BE THE DEPUTY MAYOR EXCEPT:
A) IN THE ABSENCE OF THE MAYOR AT COUNCIL, THE DEPUTY MAYOR WILL BE THE CHAIR
B) IN THE TEMPORARY ABSENCE OF BOTH THE MAYOR AND DEPUTY MAYOR, A CHAIR WILL BE APPOINTED FROM THE COUNCILLORS PRESENT AT THE MEETING. MOTION CARRIED

Mayor Zebian assumed the chair at 10:27 p.m.

d) 2021-2022 Valley Regional Enterprise Network (VREN) Annual Report
Mayor Zebian provided the report for informational purposes. The VREN held their Annual General Meeting. If Council has any questions, please contact CEO Jennifer Turfts.

e) Tender Award for Community Development Truck Recommendation Report
Director Kehoe reviewed the report identifying the need to request additional funding for the truck (support the parks and grounds staff) that was approved in the 2022-2023 Budget.
Discussion Points:

- The truck was over the approved amount of $55,000.00. There is capacity within the Reserve Vehicle amount to accommodate the increased ask.
- The procurement process was followed with only one (1) bid being received. Three bids are looked for, but not always received. The tender was publicly advertised for all of Nova Scotia.

MOVED BY COUNCILLORS FRANCIS AND MURLEY THAT COUNCIL APPROVE THE AWARD OF TENDER WWHCD22-01 TO POTHIER MOTORS LTD. TO SUPPLY 1 (ONE) NEW ½ TON 4X4 TRUCK AT A NET COST OF $57,676 PLUS APPLICABLE TAXES. MOTION CARRIED

Mayor Zebian stepped down from the chair. Deputy Mayor P. Morton assumed the chair at 10:42 p.m.

f) Pothier Motors Crosswalk Assessment
Mayor Zebian presented a verbal report identifying the increased pedestrian traffic (Pothier Motors staff crossing the road and residents who walk on that section of road),
Discussion Points:

- In speaking with the local MLA and local area manager of the Provincial Department of Public Works it was identified that an assessment could be done to determine if the area warrants a crosswalk. Direction from Council is needed to request the assessment be done.
- A presentation was received in 2018 with respects to the stop sign. There is value in having the stop sign reviewed at the same time to see if any upgrades are required.

- Costs and responsibilities are to be determined. The initial step is to see if a crosswalk is warranted.

MOVED BY MAYOR ZEBIAN AND COUNCILLOR FRANCIS THAT COUNCIL AUTHORIZE THE MAYOR TO REQUEST THE PROVINCIAL DEPARTMENT OF PUBLIC WORKS, IN PARTICULAR THE LOCAL AREA MANAGER ROBYN HOMMANS CHECKS THE WARRANTS FOR A CROSSWALK ADJACENT TO POTHIER MOTORS. MOTION CARRIED

g) Hants Community Hospital Emergency Room Closures

Mayor Zebian provided a verbal report alerting Council and the public about the numerous announced closures for the Hants Community Hospital's Emergency Room Department and provided the dates.

Discussion Points:

- Current and former health care professional have put recommendations forward to be considered. Increase incentives, provide an experienced nurse and paramedic (as done in other Emergency Rooms) to cover the vacancies, provide education to the public on triage levels.
- The board at the Hants Shore clinic were advised that physicians in Windsor are paid less to cover shifts compared to physicians in Halifax. It is important to verify if this information is correct and the reason behind this action.

MOVED BY MAYOR ZEBIAN AND COUNCILLOR M. MCLEAN THAT COUNCIL SEND AN EMERGENCY LETTER TO THE NOVA SCOTIA PREMIER, THE HONOURABLE TIM HOUSTON, THE NOVA SCOTIA MINISTER OF HEALTH AND WELLNESS, THE HONOURABLE MICHELLE THOMPSON AND THE MINISTER OF SENIORS AND LONG TERM CARE, THE HONOURABLE BARBARA ADAMS EXPRESSING WEST HANTS REGIONAL MUNICIPALITY'S CONCERNS WITH THE PLANNED CLOSURES AT THE HANTS COMMUNITY HOSPITAL EMERGENCY ROOM DEPARTMENT, AND TO IMMEDIATELY CONSIDER THE EMERGENCY SOLUTIONS TO PREVENT THE PLANNED CLOSURES AT THE HANTS COMMUNITY HOSPITAL EMERGENCY ROOM DEPARTMENT.

MOVED BY COUNCILLORS JANNASCH AND FRANCIS THAT THE MOTION BE AMENDED TO INCLUDE A REQUEST TO VERIFY IF PHYSICIANS IN WINDSOR ARE PAID LESS THAN PHYSICIANS IN HALIFAX AND TO RECEIVE AN EXPLANATION FOR THIS ACTION, AS WELL AS CC MLA, MELISSA SHEHHY-RICHARD. MOTION CARRIED

Full motion as amended:

MOVED BY MOVED BY MAYOR ZEBIAN AND COUNCILLOR M. MCLEAN THAT COUNCIL SEND AN EMERGENCY LETTER TO THE NOVA SCOTIA PREMIER, THE HONOURABLE TIM HOUSTON, THE NOVA SCFOTIA MINISTER OF HEALTH AND WELLNESS, THE HONOURABLE MICHELLE THOMPSON, THE MINISTER OF SENIORS AND LONG TERM CARE, THE HONOURABLE BARBARA ADAMS AND MLA, MELISS SHEEHY-RICHARD EXPRESSING WEST HANTS REGIONAL MUNICIPALITY'S CONCERNS WITH THE PLANNED CLOSURES AT THE HANTS COMMUNITY HOSPITAL EMERGENCY ROOM DEPARTMENT, AND TO IMMEDIATELY CONSIDER THE EMERGENCY SOLUTIONS TO PREVENT THE PLANNED CLOSURES AT THE HANTS COMMUNITY HOSPITAL EMERGENCY ROOM DEPARTMENT AND VERIFY IF PHYSICIANS IN WINDSOR ARE PAID LESS THAT PHYSICIANS IN HALIFAX AND TO RECEIVE AN EXPLANATION FOR THIS ACTION. MOPTION CARRIED

h) Process for definition to change

Mayor Zebian requested Director LeMay provide Council with the process taken when an application is received to change the definition in a Land Use By-law for Community Centres.

Discussion Points:

- The application in question is the one to allow Pisiquid Canoe Club to be located just off highway 14. Changing the definition of Community Centres is one way that may be approached.
- An application was received, and the public information meeting is scheduled for the second week in July, prior to the Planning and Heritage Advisory Committee meeting. At this meeting a number of policies will be reviewed through which that could be accommodated and hear the public views on the policies being considered as done with any other application received.
- The Canoe Club is permitted to be on any body of water. Under the current zoning the thought was that they would not be permitted to host summer programs or day camps. An amendment to the Planning Strategy or Land Use By-law would accommodate the proposed uses.
- The municipality would follow the normal processes used for a violation. First, the Development Officer would go to the property (once or twice) to inspect the property , if a violation is found, a discussion with the property owner would occur. A follow up letter or email would be sent directing the violation be ended within a time frame (dependent on the use and the violation). If the violation is not resolved, it would be referred to the lawyer who would initiate proceedings.
- There is support for the Canoe Club and their ability to preserve as well as the processes the municipality has in place.

15. In-Camera

There were no in-camera items.

16. Next Meeting Date / Adjournment – Next regular meeting will be 6 p.m. on July 12th for Committee of the Whole.

MOVED BY COUNCILLORS B. MORTON AND M. MCLEAN THAT AT 10:56 P.M, THE MEETING ADJOURN. MOTION CARRIED

Mayor Abraham Zebian (Chair)	Deanna Snair, Municipal Clerk

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

West Hants
something inspiring awaits

1. Call to Order

2. Attendance

3. Approval of the Agenda, including additions or deletions
   Add email correspondence re: RCMP Electric Vehicle information
   Costs incurred re: 65 Fort Edward (Municipal Lands)

   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) 2022-06-14 Committee of the Whole minutes

7. Presentations - None

8. Unfinished Business/Postponed Motions
   a) 65 Fort Edward, Municipal Lands Information Report - CAO Phillips
   b) Boundary Information Report Verbal Update – Supervisor Thornton
   c) Bowman Road Information Report – ~~Manager Leslie~~ CAO Phillips
   d) Cheverie Land Exchange – ~~Director Kehoe~~ CAO Phillips
   e) Preliminary Report: Shelter for People Experiencing Homelessness – Director LeMay

9. Reports
   a) CAO Activity Update – Information Report

10. Correspondence
    a) Information
       1. Avon Causeway Activity Log
       i. Current correspondence received as of July 12, 2022 – No new additions

       2. Correspondence Received Ledger as of July 12, 2022
       i. Current Correspondence Received as of July 12, 2022

       3. Fort Edward Activity Log
       i. Current correspondence received as of July 12, 2022

4. Storm Wastewater Activity Log
   i. Current Correspondence received as of July 12, 2022- No new additions

b. Requests - None

c. Out-going Correspondence Ledger
   1. Correspondence sent as of July 12, 2022

11. New Business
   a) Appointment of Building and Fire Official – Director LeMay
   b) Council Nomination and Appointment to the Diverse and Inclusive Communities Committee – Coordinator Craik
   c) Electric Vehicle Charging Station Fees Information Report – Planner Poirier
   d) Meeting Minutes Information and Request for Decision Report – Clerk Snair
   e) Meeting and Committee Procedural Policy, Meeting Submission Deadlines Discussion- Councillor Ivey
   f) Piziquid Canoe Club (funding letter sent to DFO December 12, 2021 but not provided to West Hants Council) Recommendation Report – Councillor Ivey
   g) Vacant Municipal Land Discussion – Councillor Morton
   h) Windsor Agricultural Society Request for Decision - Mayor Zebian

12. Public Participation Period

13. In-Camera
   a) MGA 22(2)(a) Land Matter
   b) MGA 22(2)(a) Land Matter
   c) MGA 22(2)(a) Land Matter
   d) MGA 22(2)(a) Land Matter
   e) MGA 22(2)(a) Land Matter
   f) MGA 22(2)(a) Legal Matter
   g) MGA 22(2)(a) Personnel Matter

14. Next Meeting Date / Adjournment

WEST HANTS REGIONAL MUNICIPALITY
Committee of the Whole - Meeting Minutes
July 12, 2022 - 6:00 p.m.

1. Call to Order – Deputy Mayor Paul Morton called the meeting to order at 6:00 p.m.

2. Attendance

Council:

Abraham Zebian, Mayor	Paul Morton, Deputy Mayor Dist. 8
Rupert Jannasch, Councillor Dist. 1	Bob Morton, Councillor Dist. 6
Scott McLean, Councillor Dist. 2	Ed Sherman, Councillor Dist. 7
Mark McLean, Councillor Dist. 3	John A. Smith, Councillor Dist. 9
Jeff Hartt, Councillor Dist. 4	Laurie Murley, Councillor Dist. 10
Debbie Francis, Councillor Dist. 5 (6:16pm)	Jim Ivey, Councillor Dist. 11

Staff:

Mark Phillips, CAO	Madelyn LeMay, Dir. Community Development
Shelleena Thornton, Municipal Operations Supervisor	Kathy Kehoe, Dir. Community Development
Deanna Snair, Exec. Asst/ Clerk	Bekah Craik, Active Living Coordinator
Todd Richard, Dir. Public Works	
Diana Gibson, Manager of Accounting & Financial Recording	

3. Approval of the Agenda, including additions or deletions
   a) Dashboard Action Items – Information Log
   b) Dashboard – Dangerous or Unsightly – Information log

   Additions to the Agenda: Item 13(a) In-Camera, Land Matter, provide update on four (4) open files.
   : Add correspondence (sent to Council via email) re: Electric Vehicles within the RCMP and costs with respect to 65 Fort Edward (Municipal Lands).

MOVED BY COUNCILLORS FRANCIS AND MURLEY THAT THE AGENDA BE APPROVED AS AMENDED. MOTION CARRIED.

4. Declaration(s) of Conflict of Interest
There were no conflicts of interest.

5. Announcements
   - Hantsport Music Festival, July 23rd, 2022

- Be cautious, there are a lot of farm equipment on the roads. Be aware so everyone can be safe.
- Congratulations extended to the Falmouth Tug of war team on their win at the Antigonish Highland games.

6. Approval of Previous Meeting Minutes
   a) 2022-06-14 Committee of the Whole minutes

MOVED BY COUNCILLOR MURLEY AND MAYOR ZEBIAN THAT THE 2022-06-14 COMMITTEE OF THE WHOLE MINUTES BE APPROVED. MOTION CARRIED

7. Presentations – There were no presentations.

8. Unfinished Business/Postponed Motions
   a) 65 Fort Edward, Municipal Lands Information Report (6:06 p.m.)

CAO Phillips provided a verbal update to Council on the item.

Discussion Points:

- Second Reading was postponed until the October 25th Council meeting to allow time to complete a Phase 2 (category C, camera ready description of the work and how to complete the work by an archaeologist) Archaeological Resource Impact Assessment (A.R.I.A)
- The width and length of the proposed development would be excavated. Using the foundation plan for this process. The proposed development is intended to to be built on a slab, this determines the depth of the excavation process (spot excavation as identified through the category C).
- The finished grade for Cobbett Street was anticipated to remain similar to current grade for various reasons.
- The RFP will be released in the next two weeks.
- Archaeologist will have the Phase 1 A.R.I.A to use (ensure the high priority areas are not missed) during the process. Understood the process will be similar to a grid process.
- Optimistic that the work can be done within the time frame.

b) Boundary Information Report Verbal Update (6:16p.m.)

Supervisor Thornton provided a verbal update on the information requested at the 2022-06-28 Council meeting.

Discussion Points:

- At a minimum the Utility and Review Board (UARB) requires public consultation sessions be held to ensure there are no concerns regarding council size or boundaries.
- The board would consider deferring a full study to a later date (between 2023-2030) but would not confirm approval until a Public Hearing was held.

- If a review and public consultation were required, consensus was to do a full review and get it right.
- Consensus was to have six (6) public consultation meetings. Get a quote for the six sessions. The dates will be advertised so residents are aware.
- Third party consultant to facilitate the review, they are the experts in this matter and at interpreting the data. This provides transparency.
- Consultants will give the recommendation on how to proceed with surveys. Consensus was to utilize the 2019 Stantec report as a baseline.
- Intent was for Council to review the results from the public consultation piece prior to making a decision on the size of council.

The motion deferred from the 2022-06-26 Council meeting was:

> MOVED BY COUNCILLORS S. MCLEAN AND HARTT THAT COUNCIL RECOMMEND LEAVING COUNCIL SIZE AT ELEVEN DISTRICTS AND ONE MAYOR (STATUS QUO).
>
> **MOVED BY MAYOR ZEBIAN AND COUNCILLOR SHERMAN THAT COMMITTEE OF THE WHOLE RECOMMEND COUNCIL AMEND THE MOTION TO READ AS LEAVE THE COUNCIL SIZE TO ELEVEN (11) DISTRICTS PLUS ONE(1) MAYOR AS STATUS QUO PENDING PUBLIC CONSULTATION WITH THE PUBLIC. MOTION CARRIED** Nays: Murley
>
> Full motion as amended:
>
> **MOVED BY COUNCILLORS S. MCLEAN AND HARTT THAT COMMITTEE OF THE WHOLE RECOMMEND COUNCIL LEAVE THE COUNCIL SIZE TO ELEVEN (11) DISTRICTS PLUS ONE(1) MAYOR AS STATUS QUO PENDING PUBLIC CONSULTATION WITH THE PUBLIC. MOTION CARRIED** Nays: Murley

c) Bowman Road Information Report (6:58 p.m.)

CAO Phillips reviewed the information and key summary points identified by Manger Leslie resulting from the questions/comments from the 2022-06-14 Committee of the Whole meeting.

Discussion Points:

- Calling for an additional tender was in violation of the Procurement Policy.
- The company is responsible to identify testing agencies. If this was requested for every demolition it would add additional costs to the property owner that may not be necessary.
- Is there communication (a letter) from the Department of Environment that acknowledges that the building can be torn down?
- Need to rely on the vendor and the certified site receiving the products that is regulated by the Department of Environment. This is an added assurance. Work site safety is not municipal jurisdiction.

- Dealing with areas not under municipal jurisdiction and need to follow the provinces procedures/guidelines. Looking to strengthening the policy on following the Nova Scotia procedure.

d) Cheverie Land Exchange (7:22 p.m.)

CAO Phillips provided an update on the request from a landowner near the Cheverie beach area to do a land swap with the municipality.

Discussion Points:

- Both parties see the mutual benefits of the potential land swap.
- The completed survey work will be shared to determine the best approach to execute the land exchange.
- Potentially two different Purchase and Sale Agreements: exchange the land for $1.00 or one that would reflect the trade.
- Remaining detail is to finalize the execution. Estimated timeframe is two-four (2-4) weeks.

e) Preliminary Report: Shelter for People Experiencing Homelessness (7:23 p.m.)

Director LeMay reviewed the preliminary report summarizing the discussion that occurred at the 2022-06-28 Council meeting and provided a wide range of items to consider in relation to supports needed, necessary physical requirements, resources readily available, both short and long-term potential locations and relevant Land Use By-Laws currently in place.

Discussion Points:

- By-Law officers have begun handing out contact information for POSSE and the Family Resource Centre.
- Municipality is currently in the short-term mode. A small working group from all departments, the business community, POSSE, Family Resource Centre, RCMP and Fire (unavailable) met last week to look at ways to support. Compassion, Care and Understanding is critical.
- Direction will not be to have individuals removed immediately. The need is to establish behavioural expectations.
- Need to respect the individual's safety, public safety, and the behaviours of both. This is not a time to instigate or add stress. If an individual is being unruly, they will be dealt with as any other individual would.
- Some public spaces are being made available to offer opportunities that would not otherwise be provided, and staff have mobilized and have gathered donations to offer.
- Housing is a provincial responsibility, municipalities have limited resources, but they have a responsibility to be strong advocates for housing.

MOVED BY COUNCILLORS IVEY AND MURLEY THAT COMMITTEE OF THE WHOLE RECOMMEND COUNCIL ASK THE PLANNING AND DEVELOPMENT DEPARTMENT AND COMMUNICATIONS STAFF TO

DETERMINE THROUGH PUBLIC NOTICE WHICH GROUPS OR INDIVIDUALS WOULD LIKE TO COLLABORATE WITH WHRM, THE FAMILY RESOURCE CENTRE AND THE POSSE PROJECT IN A WORKING GROUP FOCUSED ON SOLUTIONS TO HOMELESSNESS AND DEVELOPING A HOUSING STRATEGY BASED ON A CONTINUUM OF NEEDS. MOTION CARRIED

MOVED BY COUNCILLORS IVEY AND MURLEY THAT COMMITTEE OF THE WHOLE RECOMMEND COUNCIL PROVIDE STAFF TIME FOR ALL DEPARTMENTS AS NEEDED, TO PARTICIPATE IN A WORKING GROUP TRYING FIND SOLUTIONS TO THE ISSUES SURROUNDING HOMELESSNESS. MOTION CARRIED

MOVED BY COUNCILLORS IVEY AND MURLEY THAT COMMITTEE OF THE WHOLE RECOMMEND COUNCIL DECLARE THAT THE APPARENT DEGREE OF HOMELESSNESS BEING EXPERIENCED IN THE REGION BE DECLARED A "SPECIAL OCCASION" IN ACCORDANCE WITH CLAUSE 5.44 OF THE WEST HANTS LAND USE BY-LAW, CLAUSE 5.36 OF THE WINDSOR LAND USE BY-LAW.

There may be a legal component to the final motion. At 7:45 p.m. the MOVER and SECONDER agreed to withdraw the motion to discuss in-camera.

9. Reports

a) CAO's Report (7:46 p.m.)

CAO Philips reviewed the report.

Discussion Points:

- The Mayor and CAO Phillips facilitated an informal meeting between the Piziquid Canoe Club and Zwicker Lake property owners to help bridge communications.
- Manager Gibson is the Acting Director of Finance while Director Rochon is on parental leave.
- Tax bills and water bills are processed and will be in the mail soon.
- Hantsport Canada Day was a success and Recreational facilities, and programs are in full swing. The anticipated date for the installation of the rubberized flooring for the complex is by the end of July.
- Two (2) parcels of municipal lands in Hantsport have been on the market, three more parcels will go on the market. Submission deadline is early September.
- Community Beautification – the planters will be distributed tomorrow. Consulting on community signage that aligns with the new Regional branding.
- The Township and businesses are discussing the need for an additional security camera, anticipate a request coming to council for consideration.

- Hantsport Fire Station anticipated completion date of September 2022.
- CLC will meet in the next two weeks. Legislation is the key component. An update will be provided to council.
- Fire Chiefs continue to meet monthly to work towards standardization of policies and equipment. Any decisions (minor at this point) are made as a consensus. Minutes are recorded and can be distributed to Council.
- No update from the province regarding the funding application with the post consolidation funding.

10. Correspondence (8:06 p.m.)

a) Information

1. Avon Causeway Activity Log, current correspondence received as of July 12, 2022
    i. Current correspondence received as of July 12, 2022 – No new additions

2. Current Correspondence Received Log as of July 12, 2022.
    i. Current Correspondence received as of July 12, 2022

3. Fort Edward Activity Log
    i. Current correspondence received as of July 12, 2022

4. Storm Wastewater Activity Log
    i. Current Correspondence received as of July 12, 2022- No new additions

b) Requests

There were no requests received.

c) Out-going as of July 12, 2022
    i. Correspondence sent as of July 12, 2022

Mayor Zebian spoke to the 2022-06-30 correspondence sent to The Premier, Minister of Health and Wellness, Minister of Long-term Care and MLA Melissa Sheehy-Richard re: Hants Community Hospital Emergency Room Closure that resulted in a meeting and the following points being addressed:

<u>Discussion Points:</u>

- Each Emergency room has been asked not to increase incentives at hospitals. Hants Community Hospital has respected this request, while others have not.
- There are no advanced care paramedics within Nova Scotia. Looking at more of a virtual care system.
- Currently looking at establishing a walk-in clinic.
- Trying to look at recruitment. The medical school is not being recognized for some of the potential doctors.
- Communication is key, call 792-2000 to check before you go to ensure they are open.

Correspondence received from the Minister of Public Works, The Honourable Kim Masland and local area manager Robyn Hommans re: the removal of the bridge remnants indicated there was nothing in the budget to address these concerns, but they may be considered as part of the Aboiteau construction and removal at that point.

11. New Business

a) Appointment of Building and Fire Official (8:18 p.m.)

Director LeMay reviewed the report.

Discussion Points:

- Mr. Burns begins employment with West Hants Regional Municipality on July 18, 2022, as a Building Official.
- Has over 16 years' experience as a Building Official and Fire Inspector.
- Level II Qualified Building Inspector, Level 1 Certified Fire Official.

MOVED BY COUNCILLORS FRANCIS AND MURLEY THAT COMMITTEE OF THE WHOLE RECOMMENDS THAT COTW RECOMMENDS THAT COUNCIL APPOINT DONALD BURNS EFFECTIVE JULY 18, 2022, AS BUILDING OFFICIAL IN ACCORDANCE WITH SECTION 5(2) OF THE NOVA SCOTIA BUILDING CODE ACT AND AS FIRE OFFICIAL IN ACCORDANCE WITH SECTION 19(1)(B) OF THE NOVA SCOTIA FIRE CODE. MOTION CARRIED

b) Council Nomination and Appointment to the Diverse and Inclusive Communities Committees (8:19 p.m. & 8:33 p.m.)

Coordinator Craik reviewed the report requesting that Council appoint two representatives to sit as members on the Diverse and Inclusive Communities Committee. Mayor Zebian called for nomination three (3) times. Mayor Zebian was nominated as a Council representative and Council Ivey was nominated as an alternate Council member for the Diverse and Inclusive Communities Committee.

MOVED BY MAYOR ZEBIAN AND COUNCILLOR MORTON THAT COMMITTEE OF THE WHOLE RECOMMENDS THAT COUNCIL APPOINT TWO(2) COUNCIL REPRESENTATIVES TO ACT AS A MEMBER AND AN ALTERNATE MEMBER ON THE DIVERSE AND INCLUSIVE COMMUNITIES COMMITTEE UNTIL JULY 31, 2024. MOTION CARRIED

MOVED BY MAYOR ZEBIAN AND COUNCILLOR B. MORTON THAT COMMITTEE OF THE WHOLE RECOMMEND COUNCIL APPOINT MAYOR ZEBIAN AS A COUNCIL REPRESENTATIVE AND COUNCILLOR IVEY TO BE THE ALTERNATE COUNCIL REPRESENTATIVE TO ACT AS MEMBERS AND SIT ON THE DIVERSE AND INCLUSIVE COMMUNITIES COMMITTEE. MOTION CARRIED

Councillor M. McLean was not present for the vote., therefore he did not participate in the vote.

c) Electric Vehicle Charging Station Fees Information Report (8:21 p.m.)
Planner Poirier reviewed the information report highlighting the process undertaken to establish electric vehicle charging stations within the municipality and the anticipated fees to the users of electric vehicle charging stations.
Discussion Points:

- On April 29, 2022, the Clean Foundation provided confirmation of the successful application resulting in the two(2) dual port chargers being ordered on June 16, 2022 and expected to be delivered in the Fall of 2022.
- The charging stations are dual ports (can charge two vehicles at one time) with the ability to charge a wide variety of vehicles.
- A cloud plan was purchased providing the ability to monitor the energy use, connection to electric vehicle charging station maps, enables user payments to be made through the app or at the machine, along with a five (5) year warranty.
- Propose the fees be $1.50/hour and be reviewed after the first full year of operation.
- Calculated the Capital recoup costs over the full 10-year life span of the chargers.

d) Meeting Minutes Information and Request for Decision Report (8:34 p.m.)
Clerk Snair reviewed the information report requesting Council direction on the information to include in the meeting minutes.
Discussion Points

- Minutes need to reflect as sense of understanding of what occurred at the meeting, even if in brief form.
- As per the current policy, audio recordings are kept on file for seven (7) years. Council can choose to amend this policy to their choosing.
- Minutes will include key presentation points.
- Consensus was to include a time stamp.

MOVED BY MAYOR ZEBIAN AND COUNCILLOR IVEY THAT COMMITTEE OF THE WHOLE RECOMMEND COUNCIL TO DIRECT STAFF TO MAKE THE NECESSARY CHANGES TO THE MINUTE TAKING PROCESS TO ADD PRESENTATION POINTS AND TIME STAMPS TO THE REPORTS IN THE OFFICIAL MINUTES. MOTION CARRIED

e) Meeting and Committee Procedural Policy, Meeting Submission Deadlines (8:41 p.m.)
Councillor Ivey reviewed the report highlighting
Discussion Points:

- Original communication proposed that materials and topics for the agenda be submitted by noon on Thursday prior to the meeting. The Meeting and Committee Procedural Policy, section 7.4 "All topics and supporting material for an agenda will be submitted to the staff member preparing the agenda by 12:00 noon ten (10) business days before a regular scheduled meeting. Councilors will be required to submit a "Report Form" (Appendix A) to be included in the agenda package".
- Adding an item to the agenda is not enough information, the full report is needed.
- Reports that have not been reviewed by staff or the CAO will be watermarked and indicate that they are "pending comments" to provide the opportunity to council and the public to review the information ahead of the meeting. Follow up comments/information from staff or CAO could be added on Monday prior to the meeting.

MOVED BY COUNCILLOR IVEY AND MAYOR ZEBIAN THAT COMMITTEE OF THE WHOLE RECOMMEND COUNCIL DIRECT STAFF TO AMEND THE MEETING AD PROCEDURAL POLICY SUCH THAT "ALL TOPICS AND SUPPORTING MATERIAL FOR AN AGENDA WILL BE SUBMITTED TO THE STAFF MEMBER PREPARING THE AGENDA BY 12:00 NOON THREE (3) BUSINESS DAYS BEFORE A REGULAR SCHEDULED MEETING. MOTION CARRIED

f) Piziquid Canoe Club (funding letter sent to DFO December 12, 2021, but not provided to West Hants Council (8:48 p.m.)
Councillor Ivey reviewed the report and highlighted the letter dated December 12, 2021, sent by the Piziquid Canoe Club to the Honourable Joyce Murray.
Discussion Points:

- Concerns raised that the municipality was referenced within the correspondence but were unaware of the correspondence sent or the fact that the reference was made. The municipality should be aware in these situations.
- Other groups/organizations have had similar approaches in the past. This is the beginning stages for an organization when seeking financial assistance. The next step would be to approach the municipality for endorsement if that is who they have been directed to ask permission of.
- The municipality has no investment with the Canoe Club/Zwicker Lake project. This did not come before council for endorsement.

MOVED BY COUNCILLORS IVEY AND HARTT THAT COMMITTEE OF THE WHOLE RECOMMEND COUNCIL DIRECT STAFF TO WRITE A LETTER OF GUIDANCE TO THE PIZIQUID CANOE CLUB BOARD OF

DIRECTORS RECOMMENDING THAT ANY FUTURE CORRESPONDENCE REQUESTING FUNDING FROM ANY SOURCE (FEDERAL, PROVINCIAL PROGRAMS, GRANTS OR OTHER SOURCES), WHICH MAY INVOLVE THE POTENTIAL PARTICIPATION OF THE WEST HANTS REGIONAL MUNICIPALITY AS A FUNDING INTERMEDIARY OR PARTICIPANT IN ANY FASHION, SEEK THE PRIOR APPROVAL OF BOTH THE CAO AND WEST HANTS COUNCIL AND THAT BOTH MUST ALSO BE COPIED ON ANY SUCH CORRESPONDENCE. MOTION DEFEATED Nays: Councillors Morton, Murley, Sherman, Francis, Smith, Jannasch, Deputy Mayor P. Morton and Mayor Zebian

g) Vacant Municipal Land Discussion (8:58 p.m.)

Councillor Morton summarized the report and the desire to promote a discussion regarding the vacant parcel of land located behind Brooklyn Fire Station 2 in Garland's Crossing.

Discussion Points:

- It was important to secure the land for the construction of Station 2 and for future growth in that area.
- There is a need to evaluate the Commercial and Industrial needs of the area. This is one of the last significant parcels of Commercial zoned lands.
- Zoning and designation need to be considered. The property is located within the Commercial Development District of Three Mile Plains. To change this would be a complex process that impacts all of Three Mile Plains.
- Public applications are the priority, it would be difficult to have a report ready by September. Planning will provide a report as time permits.
- Value in Council having a broader discussion with respects to intentions of the vacant municipal lands.

MOVED BY COUNCILLORS B. MORTON AND SMITH THAT COUNCIL DIRECT STAFF TO COMPLETE A PRELIMINARY INFORMATION REPORT ON THE VACANT LAND, PID 45003464 EXPLORING POTENTIAL SCENARIOS INCLUDING AN ASSESSMENT OF THE AREA TO EVALUATE THE NEED FOR ADDITIONAL RECREATIONAL/ GREEN SPACES, RESIDENTIAL OR COMMERCIAL SPACE USES FOR COUNCIL TO CONSIDER FOR THE SEPTEMBER 13, 2022, COMMITTEE OF THE WHOLE MEETING.

At 9:06 p.m. the MOVER and SECONDER withdrew the motion. Council will have a broader discussion at another meeting.

h) Windsor Agricultural Society Request for Decision (9:07 p.m.)

Mayor Zebian reviewed the letter requesting financial assistance from the Windsor Agricultural Society pertaining to hosting the 2022 Hants County Exhibition
Discussion Points:

- Requesting an emergency grant in the amount of $5000.00 to ensure the continuance of North America's Oldest Agricultural Fair.
- Historically they have applied for grants.
- The deadline for grant application submissions was missed for various reasons.

MOVED BY MAYOR ZEBIAN AND COUNCILLOR M. MCLEAN THAT COMMITTEE OF THE WHOLE RECOMMEND TO COUNCIL TO APPROVE THE $5,000.00 GRANT REQUEST FROM THE WINDSOR AGRICULTURAL SOCIETY TO BE FUNDED FROM THE REMAINING 2022-2023 BUDGETED FUNDS FOR GRANTS AND CONTRIBUTIONS. MOTION CARRIED

12. Public Participation Period – Upwards of 48 viewers with over 53 comments. Majority of the comments pertained to the Boundary Review, Transparency, Bowman Road and the Piziquid Canoe Club and Zwicker Lake Property owners. Grants and Contributions and Municipal Boundary review.

13. In-Camera
    a) MGA (22)(2)(a) Land Matter
    b) MGA (22)(2)(a) Land Matter
    c) MGA (22)(2)(a) Land Matter
    d) MGA (22)(2)(a) Land Matter
    e) MGA (22)(2)(a) Land Matter
    f) MGA (22)(2)(a) Legal Matter
    g) MGA (22)(2)(a) Personnel Matter

MOVED BY COUNCILLORS FRANCIS AND SHERMAN THAT AT 9:10 PM, THE MEETING MOVE IN-CAMERA. MOTION CARRIED

MOVED BY COUNCILLORS MURLEY AND FRANCIS THAT AT 10:34 PM, THE MEETING MOVE OUT OF IN-CAMERA. MOTION CARRIED

MOVED BY COUNCILLORS MURLEY AND FRANCIS THAT COMMITTEE OF THE WHOLE RECOMMEND TO COUNCIL THAT THE CAO PROCEED WITH THE SALE OF LAND AS DIRECTED IN-CAMERA. MOTION CARRIED

14. Next Meeting Date / Adjournment – Next regular meeting will be July 26, 2022, Council.

MOVED BY COUNCILLORS IVEY AND SHERMAN THAT AT 10:35PM, THE MEETING ADJOURN. MOTION CARRIED

Mayor Abraham Zebian	Deanna Snair, Exec. Assistant/ Mun. Cl

WEST HANTS REGIONAL MUNICIPALITY
Council Meeting Agenda - AMENDED
July 26, 2022 - 6:00 p.m.
Virtual via Zoom (also FB Livestream)

West Hants
something inspiring awaits

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1. Call to Order

2. Attendance

3. Announcements

4. Approval of the Agenda, including additions or deletions
   a) Dashboard Action Items – Information Log
   b) Dashboard Action Items – Dangerous/Unsightly

5. Declaration(s) of Conflict of Interest

6. Approval of Previous Meeting Minutes
   a) 2022-06-28 Council Meeting Minutes
   b) 2022-06-28 Public Hearing Meeting Minutes, 65 Fort Edward Street (Municipal Lands), Redesignation and Concurrent Rezoning

7. Presentations: None

8. Public Hearings
   i. Wentworth Road, PID 45059631 Development Agreement

9. Second Readings
   i. Wentworth Road, PID 45059631 Development Agreement

10. Unfinished Business/Postponed Motions

11. Mayor's Report

12. Committee(s) of Council Excerpts/Recommendations
   a) Committee of the Whole Excerpts (July 12, 2022)
      i. Appointment of Building and Fire Official
      ii. Boundary Review Recommendation
      iii. Council Appointment to the Diverse and Inclusive Communities Committee
      iv. In-Camera Land Matter Excerpt
      v. Meeting Minute Format
      vi. Meeting Submission Deadline
      vii. Shelter for People Experiencing Homelessness
      viii. Windsor Agricultural Society Funding Request

b) Planning and Heritage Recommendations
   i. Community Way Development Agreement PID 45055167, 45364775, 45421146, First Reading
   ii. Heritage Grant Request - 376 Falmouth Dyke Road

13. Councillor Municipal Business/Activity Reports

14. Correspondence
a) Information
   1. Avon Causeway Activity Log – No new correspondence
      i. 2022-07-12 Hon. Joyce Murray re the Ministerial Order to improve fish passage on the Avon River

   2. Correspondence Received Activity Log
      i. Combined Correspondence Received as of July 21, 2022

   3. Fort Edward Activity Log – No new correspondence
      i. Combined Current Correspondence Received as of July 21, 2022

   4. Storm Wastewater Activity Log – No new correspondence
      i. Combined Current Correspondence received as of July 21, 2022

b) Requests – None

c) Outgoing Correspondence Log – No new correspondence sent
   1. Current Correspondence Sent as of July 21, 2022

15. New Business
a) Property Assessed Clean Energy (PACE) program Recommendation Report – John Ogilvie, Climate Action Coordinator

16. In-Camera
a) 2022-04-26 In-Camera Council Meeting Minutes
b) 2022-05-24 In-Camera Council Meeting Minutes
c) Land Matter MGA 22(2)(a)
~~d) Legal Matter MGA 22(2)(a)~~

17. Next Meeting Date / Adjournment

WEST HANTS REGIONAL MUNICIPALITY
Council Meeting Agenda
July 26, 2022, 6:00-9:00 p.m.
Virtual via Zoom (also FB Livestream)

West Hants
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1. Call to Order – Mayor Zebian called the meeting to order at 6:00 pm.

2. Attendance

Council:

Abraham Zebian, Mayor
Rupert Jannasch, Councillor, District 1
Scott McLean, Councillor, District 2
Mark McLean, Councillor, District 3
Jeff Hartt, Councillor, District 4
Debbie Francis, Councillor District 5
Paul Morton, Deputy Mayor, District 8
Bob Morton, Councillor, District 6
Ed Sherman, Councillor, District 7
John A. Smith, Councillor District 9
Laurie Murley, Councillor, District 10
Jim Ivey, Councillor, District 11

Staff & Guests:

Mark Phillips, Chief Administrative Officer
Shelleena Thornton, Mun. Operations Super.
Carmen Dewar-Miller, Acting Mun. Clerk
Sara Poirier, Senior Planner
Planner Fuller, Brighter Community Planning
Diana Gibson, Acting Dir. Financial Services
Todd Richard, Dir. Public Works
Madelyn LeMay, Dir. Planning and Development
Ben Croll, Brighter Community Planning
Suzanne Milner, Gallery attendant via Zoom (for Public Hearing)

Regrets:

Kathy Kehoe, Dir. Community Development
Deanna Snair, Municipal Clerk

3. Announcements (6:02 p.m.)

- Mayor Zebian acknowledged that we are in Mi'kma'ki, the ancestral and unceded territory of the Mi'kmaq People and that this land is governed by the treaties of Peace and Friendship signed in 1726. West Hants Regional Municipality also recognizes that we are all treaty people and have responsibilities to each other and this land.
- Walton Fire Department's Family Fun Day is on Saturday, July 30th.
- Farmers' markets are a go, both the local Thursday and Sunday markets.
- Hants Aquatic Centre is open but running at reduced staffing levels. Please be patient.
- The walking track at the Sports Complex is in process of being rubberized and will not be in service.
- There is still space available in the Space Explorers' Day Camp, running Aug. 15 – 19 at the Vaughan Fire Hall.
- The Terry Fox run is happening in person this year on Sept. 18th. The theme is "I Am Not a Quitter". Every toonie for Terry counts.
- Well wishes were extended to baseball player Mitchell Brown of Brooklyn, and lacrosse player Erika Swinamer of Falmouth, both representing our region as part of Team Nova Scotia at the Canada Summer Games in Niagara, ON.
- Voting will be by show of hands.

4. Approval of the Agenda, including additions or deletions (6:05 p.m.)
   a) Dashboard Action Items – Information Log (6:06 p.m.)

   Discussion Points:

   - Councillor S. McLean inquired as to whether local commercial fishers were consulted before the Avondale boat launch went to tender. He had a resident inquire about the project. Director Richard advised that there was a working group and locals were consulted. This is not a commercial boat launch. The project involves pouring concrete over the existing gravel launch. It has gone to tender, and staff are reviewing. A more detailed report will follow in September.
   - Councillor Scott Mclean requested legal counsel be present for the In-Camera portion of the meeting. A vote occurred to give direction from Council on this matter. **VOTE DEFEATED**; Nays: Mayor Zebian, Councillors Francis, Murley, Jannasch, Smith, and Deputy Mayor P. Morton.
   - CAO Phillips had comments from the solicitor that would be shared during the agenda item discussion.

   MOVED BY COUNCILLORS SHERMAN AND DEPUTY MAYOR P. MORTON THAT THE AGENDA BE APPROVED. MOTION CARRIED

5. Declaration(s) of Conflict of Interest (6:09 p.m.)
   Mayor Zebian initially declared a conflict related to the Community Way Development Agreement at the most recent PAC meeting. Since that time, he has sought advice on the matter and determined that he is not in conflict and can participate in any discussion.

6. Approval of Previous Meeting Minutes (6:10 p.m.)
   a) 2022-06-28 Council Meeting Minutes
   b) 2022-06-28 Public Hearing Meeting Minutes 65 Fort Edward Street (Municipal Lands), Redesignation and Concurrent Rezoning.

   MOVED BY DEPUTY MAYOR P. MORTON AND COUNCILLOR FRANCIS THAT THE 2022-06-28 COUNCIL MEETING MINUTES, 2022-06-28 PUBLIC HEARING MEETING MINUTES (65 FORT EDWARD STREET (MUNICIPAL LANDS), REDESIGNATION AND CONCURRENT REZONING BE APPROVED. MOTION CARRIED

7. Presentations
   There were no presentations.

8. Public Hearings (6:10 p.m.)
   i. Wentworth Road, PID 45059631 Development Agreement

   MOVED BY COUNCILLORS B. MORTON AND SHERMAN THAT AT 6:10 P.M. THE MEETING MOVE INTO PUBLIC HEARINGS. MOTION CARRIED

The meeting moved into Public Hearing at 6:10 pm. Further information on the Public Hearing is available in the 2022-07-26 Public Hearing Minutes - Wentworth Road, PID 45059631 Development Agreement.

Planner Poirier reviewed the report highlighting the application, the requested usage, any amendments considered for this application and the processed undertaken to date.

At 6:36 p.m. Mayor Zebian declared the Public Hearing adjourned and the regular Council meeting resumed.

9. Second Readings (6:36 p.m.)

i. Wentworth Road, PID 45059631 Development Agreement

Planner Poirier reviewed the report highlighting the application, the requested usage, any amendments considered for this application and the processed undertaken to date.

Discussion Points:

- Construction activity around the major intersection and connector road would be managed like any other development. The contractor would need to develop a traffic plan that would require approval from the Traffic Authority.
- All inquiries were sent out to all the officials at the same time. The Building and Fire Officials response was the first one received. To paraphrase Building Official's comments, "Development looks okay from their end, just make sure they have sewer and water capacity." The municipal project engineer, Brad Carrigan (Public Works) had no concerns with sewer and water capacity especially for sprinkler systems, based on the required height through the building code.
- Based on Council approving and investing in Capital budget, there is capacity within the Windsor system. When it comes to peak demands and capacity at the plant, we are at about 50%. No concern Confident with maxing out capacity although storage will become an issue. This will be a discussion later.
- The water deficit as it related to sprinklers was pertaining to storage capacity. There is an Atlantic Canada guideline for storage capacity and peak demands (early morning and evening). There is a need to have a balance within the storage capacity so as not to get down to our fire emergency reserve. A deficit has potential to be created if there was a major water line break compounded by a fire.

MOVED BY COUNCILLORS FRANCIS AND MURLEY THAT COUNCIL GIVES SECOND READING TO AND APPROVES ENTERING INTO A DEVELOPMENT AGREEMENT TO PERMIT 240 APARTMENT UNITS, 10,000 SQ. FT. OF COMMERCIAL SPACE, AND 17 TOWNHOUSE DWELLINGS ON PID 45059631 ON WENTWORTH ROAD IN A MANNER SUBSTANTIVELY THE SAME AS THE DRAFT SET OUT IN ATTACHMENT D OF THE REPORT TO THE PLANNING AND HERITAGE ADVISORY COMMITTEE REPORT #22-03 DATED JUNE 9, 2022. MOTION CARRIED

MOVED BY COUNCILLORS FRANCIS AND MURLEY THAT COUNCIL REQUIRES THAT THE DEVELOPMENT AGREEMENT WITH FH DEVELOPMENT GROUP INC. REGARDING PID 45059631 ON

WENTWORTH ROAD BE SIGNED WITHIN 120 DAYS FROM THE DATE OF FINAL APPROVAL BY COUNCIL OR THE DATE THAT ANY APPEALS HAVE BEEN DISPOSED OF; OTHERWISE THIS APPROVAL WILL BE VOID AND OBLIGATIONS ARISING HEREUNDER SHALL BE AT AN END. MOTION CARRIED

Planner Poirier left the meeting at 6:47 p.m.

10. Unfinished Business/Postponed Motions
There were no Unfinished Business/Postponed Motions discussed.

11. Mayor's Report (6:47 p.m.)
Mayor Zebian gave a verbal report.
Discussion Points:

- Attended the Ardoise Hall sign opening along with Councillors Hartt, M. McLean and Ivey.
- The Valley REN has been meeting actively. The IMCA is being worked on, Council will see this in the Fall. In the coming years the Valley REN will follow municipal budget preparation and presentation template to make it easier to follow and understand.
- Hantsport Canada Day celebrations were a success. Next year will mark 75 years since inception.
- The Municipal Complex Committee met; Council should see a recommendation in September.
- Participated in a guided tour of the Cheverie Causeway and Hobart's Beach area with consultant Richard Innis of the Valley REN Star Program. Richard will be providing Valley REN and partners with a draft regional tourism strategy in early fall. Currently a related survey available to fill out at ValleyRen.ca.
- Tim Horton's Camp Day celebrations were successful.
- Attended the area rate hearing for HFD with Kings County. The rate was approved.
- Attended the Windsor Bluefins swim meet, it is a great economic driver for our area.
- Advised the public and council on a correction regarding the last update on hospital closures. It was referenced that there were no advance care paramedics in the province which was incorrect. There are many advance care paramedics but no advance care paramedic programs.
- Participated in a housing meeting with the Federal Minister of Housing, the Honourable Ahmed Hussen along with CAO Phillips. As it pertains to housing, the term "affordable" means 80% of the average market rent of the area. That can fluctuate depending on the area you live in. For any project that will qualify for funding, 40% of the units must be affordable. There are multiple federal programs offered for all types of housing – rentals, low-income, rent subsidies, and financing programs. All non-profits were encouraged to take note of the programs offered where non-profit groups come together and pitch projects. There are also tax credits for investing in secondary suites, energy efficiency upgrades, accessibility, greener homes, etc.
- The recent CLC met recently. Two scenarios (brackish lake and dampened tidal) continue to be explored. Questions were raised that were associated with water level heights quoted for each scenario and residents were advised to ask questions to be more informed and better understand the information that was presented. No approvals have been given to date. There is still a lot of work to be done and the project

has to meet standards and pass the Fisheries Act.

- Exit 6 will be completed the fall of 2023 and Exit 7 will be completed this fall. Concerns were raised pertaining to there being a potential Mi'kmaq burial site where the Falmouth interchange is being built.

Planner Fuller and Mr. Croll left the meeting at 6:50 p.m.

At 6:57 p.m. Mayor Zebian stepped down as Chair to make a motion, Deputy Mayor Paul Morton assumed the chair.

MOVED BY MAYOR ZEBIAN AND COUNCILLOR IVEY THAT COUNCIL WRITE A LETTER TO THE MINISTER OF PUBLIC WORKS, THE HONOURABLE KIM MASLAND AND COPYING MLA MELISSA SHEEHY-RICHARD HIGHLIGHTING THE POSSIBILITY OF A MI'KMAQ GRAVESITE NEAR EXIT SIX (6) AND THAT THE PROVINCE EXPLORE THIS POSSIBILITY TO ENSURE THAT NONE EXISTS. MOTION CARRIED

At 6:59 p.m. Mayor Zebian assumed the chair.

- Concern was raised pertaining to the West Hants Regional Municipal branding on the Ardoise sign. This is a separate entity from the municipality. Financial Services or Community Development will follow up for informational purposes.

12. Committee(s) of Council Excerpts/Recommendations

a) Committee of the Whole Excerpts (July 12th, 2022)

i. Appointment of Building and Fire Official (7:02 p.m.)

MOVED BY DEPUTY MAYOR P. MORTON AND COUNCILLOR FRANCIS THAT COUNCIL APPOINT DONALD BURNS EFFECTIVE JULY 18, 2022, AS BUILDING OFFICIAL IN ACCORDANCE WITH SECTION 5(2) OF THE NOVA SCOTIA BUILDING CODE ACT AND AS FIRE OFFICIAL IN ACCORDANCE WITH SECTION 19(1)(B) OF THE NOVA SCOTIA FIRE CODE. MOTION CARRIED

ii. Boundary Review Recommendation (7:03 p.m.)

MOVED BY DEPUTY MAYOR P. MORTON AND COUNCILLOR FRANCIS THAT COUNCIL LEAVE THE COUNCIL SIZE TO ELEVEN (11) DISTRICTS PLUS ONE (1) MAYOR AS STATUS QUO, PENDING CONSULTATION WITH THE PUBLIC. MOTION CARRIED Nays: Councillor Murley

iii. Council Appointment to the Diverse and Inclusive Communities Committee (7:05 p.m.)

MOVED BY DEPUTY MAYOR P. MORTON AND COUNCILLOR SHERMAN THAT COUNCIL APPOINT MAYOR ZEBIAN AS A COUNCIL REPRESENTATIVE AND COUNCILLOR IVEY AS THE ALTERNATE COUNCIL REPRESENTATIVE TO ACT AS MEMBERS AND SIT ON THE DIVERSE AND INCLUSIVE COMMUNITIES COMMITTEE. MOTION CARRIED

iv. In-camera Land Matter Excerpt (7:05 p.m.)

MOVED BY DEPUTY MAYOR P. MORTON AND COUNCILLOR B. MORTON THAT COUNCIL DIRECT THE CAO TO PROCEED WITH THE SALE OF LAND AS DIRECTED IN-CAMERA. MOTION CARRIED

v. Meeting Minute Format (7:06 p.m.)

MOVED BY DEPUTY MAYOR P. MORTON AND COUNCILLOR B. MORTON THAT COUNCIL DIRECT STAFF TO MAKE THE NECESSARY CHANGES TO THE MINUTE TAKING PROCESS TO ADD PRESENTATION POINTS AND TIMESTAMPS TO THE REPORTS IN THE OFFICIAL MINUTES. MOTION CARRIED

vi. Meeting Submission Deadline (7:08 p.m.)

MOVED BY DEPUTY MAYOR P. MORTON AND COUNCILLOR FRANCIS THAT COUNCIL DIRECT STAFF TO AMEND THE MEETING AND COMMITTEE PROCEDURAL POLICY RCOGE-003.00 SUCH THAT "ALL TOPICS AND SUPPORTING MATERIAL FOR AN AGENDA WILL BE SUBMITTED TO THE STAFF MEMBER PREPARING THE AGENDA BY 12:00 NOON THREE (3) BUSINESS DAYS BEFORE A REGULAR SCHEDULED MEETING. MOTION CARRIED

vii. Shelter for People Experiencing Homelessness (7:06 p.m.)

MOVED BY DEPUTY MAYOR P. MORTON AND COUNCILLOR MURLEY THAT COUNCIL ASK THE PLANNING AND DEVELOPMENT DEPARTMENT AND COMMUNICATIONS STAFF TO DETERMINE THROUGH PUBLIC NOTICE WHICH GROUPS OR INDIVIDUALS WOULD LIKE TO COLLABORATE WITH WHRM, THE FAMILY RESOURCE CENTRE AND THE POSSE PROJECT IN A WORKING GROUP FOCUSED ON SOLUTIONS TO HOMELESSNESS AND DEVELOPING A HOUSING STRATEGY BASED ON A CONTINUUM OF NEEDS. MOTION CARRIED

MOVED BY DEPUTY MAYOR P. MORTON AND COUNCILLOR MURLEY THAT COUNCIL PROVIDE STAFF TIME FOR ALL DEPARTMENTS AS NEEDED, TO PARTICIPATE IN A WORKING GROUP TRYING FIND SOLUTIONS TO THE ISSUES SURROUNDING HOMELESSNESS. MOTION CARRIED

viii. Windsor Agricultural Society Funding Request (7:07 P.M.)

MOVED BY DEPUTY MAYOR P. MORTON AND COUNCILLOR FRANCIS THAT COUNCIL APPROVE THE $5000.00 GRANT REQUEST FROM THE WINDSOR AGRICULTURAL SOCIETY TO BE FUNDED FROM THE REMAINING 2022-2023 BUDGETED FUNDS FOR GRANTS AND CONTRIBUTIONS. MOTION CARRIED

b) Planning and Heritage Recommendations

i. Community Way Development Agreement PID 45055167, 45364775, 45421146, First Reading (7:09 p.m.)

Planner Poirier reviewed the report outlining the scope of the agreement, maps and overlay regarding plans, design (including parking), generalized future land use and zoning.

Discussion Points:

- A completed application was received on May 17, 2022, from Brighter Community Planning and Consulting on behalf of property owner, 3229190 Nova Scotia Limited. This request was for two multiple unit apartment buildings on the subject lots.
- The MPS and LUB for both Windsor and West Hants were reviewed.
- Within the Development Agreement the following requirements were reviewed (max. building height, min. side yard, min. parking space and recreation space, responsibility of property owner for snow plowing and garbage collection, pedestrian walkway and 10 ft. buffer strip, stormwater management, water and sewer servicing connection design plans, water, sewer and stormwater-related easement to the Municipality). The DA access and egress, substantive matters and WMPS and WHMPS specific and general criteria have all been met.
- A virtual Public Information Meeting was held on June 9 with most feedback surrounding traffic concerns. There was a related Intersection Infrastructure Needs Assessment done in 2021. A roundabout was recommended for the intersection of Wentworth Road and Payzant Drive. There were no plans to construct a connection between King Street and Payzant.
- There was a written request from the Applicant for two additions to the draft DA for clarification. A definition of "active construction", as well as the statement that no additional parkland fees are required if subdivision occurs were requested. These requests are considered minor and can be accommodated through adding the definition in Section 1.1 and adding a clause to section 2.13.
- Booster pumps in the proposed buildings would be the responsibility / requirement of the developer (domestic boosting).

MOVED BY COUNCILLORS IVEY AND MURLEY THAT COUNCIL GIVES FIRST READING AND WILL HOLD A PUBLIC HEARING TO CONSIDER ENTERING INTO A DEVELOPMENT AGREEMENT TO PERMIT UP TO 176 APARTMENT UNITS WITHIN TWO APARTMENT BUILDINGS ON PI 45055167, 45364775 AND 45421146 ON COMMUNITY WAY IN WINDSOR IN A MANNER SUBSTANTIVELY THE SAME AS THE DRAFT SET OUT IN ATTACHMENT C OF THE REPORT TO THE PLANNING AND HERITAGE ADVISORY COMMITTEE #21-10 DATED JULY 14, 2022, WITH THE ADDITION OF A DEFINITION FOR "ACTIVE CONSTRUCTION" AND CLARIFICATION OF PARKLAND FEES, TAKING NOTE THAT THIS DEVELOPMENT AGREEMENT WILL DISCHARGE AND REPLACE THE DEVELOPMENT AGREEMENT RECORDED ON PID 45421146 AT THE REGISTRY OF DEEDS ON MAY 16, 2019 AS DOCUMENT #114457773. MOTION CARRIED

MOVED BY COUNCILLORS SMITH AND SHERMAN THAT COUNCIL REQUIRES THAT THE DEVELOPMENT AGREEMENT WITH MITCH BRISON WHICH PERMITS UP TO 176 APARTMENT UNITS WITHIN TWO APARTMENT BUILDINGS ON PID 45055167, 45364775 AND 45421146 ON COMMUNITY WAY IN WINDSOR BE SIGNED WITHIN 120 DAYS FROM THE DATE OF FINAL APPROVAL BY COUNCIL OR THE DATE THAT ANY APPEALS HAVE BEEN DISPOSED OF; OTHERWISE, THIS APPROVAL WILL BE VOID AND OBLIGATIONS ARISING HEREUNDER SHALL BE AT AN END. MOTION CARRIED

ii. Heritage Grant Request - 376 Falmouth Dyke Road (7:27 pm)

Planner Poirier reviewed the Heritage Grant Application, the requested work to be done along with and eligibility requirements within the guidelines and determined that the proposed work was eligible for funding.

Discussion Points:

- A completed application was received from Maureen Perry on July 5, 2022.
- This applicant has received two (2)grants in the past, from the former Municipality of the District of West Hants.
- This grant is being requested in a new five-year period and the maximum amount of $10,000 can be considered by Council.
- The proposed work to be done includes replacing the kitchen door, repairing parts of the stone foundations and replacing the railing and gate to match existing heritage rail. The proposed alterations are not substantial and do not require a Heritage Permit. She reviewed the funding guidelines and available funding.
- No other applications have been received this year.
- Prior to funds being released the municipality would make sure we have the invoice for the work being done are received and a site visit would be conducted.

MOVED BY COUNCILLOR FRANCIS AND DEPUTY MAYOR P. MORTON THAT COUNCIL PROVIDE UP TO 50% OF ELIGIBLE PROJECT COSTS TO A MAXIMUM OF $10,000 TO MRS. MAUREEN PERRY, OWNER OF 376 FALMOUTH DYKE ROAD, IN ORDER TO FACILITATE THE REPLACEMENT OF THE KITCHEN DOOR AND REPAIRS TO THE STONE FOUNDATION OF THE MAIN BUILDING LOCATED AT 376 FALMOUTH DYKE ROAD, AND REPLACEMENT OF RAILING AND GATE ATTACHED TO THE BUILDING, AND THAT THE FUNDING BE PROVIDED FROM ACCOUNT # 01-2-00-26-560-21130 ONLY IN ACCORDANCE WITH THE PROVISIONS OF THE MUNICIPAL HERITAGE PROPERTY CONSERVATION WORK GRANT GUIDELINES. MOTION CARRIED

13. Councillor Municipal Business/Activity Reports

Councillor M. Mclean provided a verbal update (7:36 p.m.)

Discussion Points:

- Attended the Brooklyn Fire Hall for the outdoor movie in the park. It was well-attended.

- Extended invitations to the public to check out the summer art exhibit at the Bread Gallery in Brooklyn that runs to September 4.
- Reminded the public that The Meander River Brewery hosts live music throughout the summer.

Councillor Ivey provided a verbal update (7:37 p.m.)
Discussion Points:

- Attended the recent CLC meeting and reminded the public that there is a need to ask questions.
- The maritime barrel racing championships were recently held in Windsor. It is a phenomenal industry and sport that comes to this town. There were 125 horses registered for the event. The yard was full of trailers. Great to see people out.
- The full circle music festival and wharf days coming up in Avondale.
- He has received calls about invasive species. A report will follow in September. The public should be aware that there is a large area of wild parsnip growing along Wentworth Road that is known to cause burns and blindness.
- A report will be presented at the September Committee of the Whole meeting with respects to a snow removal tender document.
- Removed the In-Camera agenda item for this meeting. It will return to the September Committee of the Whole meeting.

Councillor S. McLean provided a verbal update. (7:41 p.m.)
Discussion Points:

- Referenced that the Avondale Wharf Days are coming up, there are full daytime events with great bands and lots of activities for all.

14. Correspondence (7:41 p.m.)

a) Information
   1. Avon Causeway Activity Log
      i. 2022-07-12 Hon. Joyce Murray re the Ministerial Order to improve fish passage on the Avon River
   2. Current Correspondence Received as of July 21, 2022
      i. Combined Correspondence Received as of July 21, 2022
   3. Fort Edward Activity Log
      i. Combined Correspondence as of July 21, 2022
   4. Storm Wastewater Activity Log
      i. Combined Correspondence as of July 21, 2022

b) Requests – There was no requested correspondence.

c) Outgoing
      i. Combined Correspondence Sent as of July 21, 2022

Discussion Points:

- There was value in noting the correspondence received form the Minister of Fisheries recognizing the level of appreciation with receiving the letter sent on May 5, 2022.

15. New Business

a) Property Assessed Clean Energy (PACE) Recommendation Report (7:42 p.m.)

Climate Change Action Coordinator Ogilvie reviewed the report highlighting what the PACE program is the process undertaken by Council to date.

Discussion Points:

- PACE is a program intended to assist residents, and potentially small businesses, in completing efficiency and clean energy upgrades. Administered by PACE Atlantic on behalf of West Hants. Potential projects can include heat pump and solar installations, windows and doors, insulation and other upgrades. MCCAP will be involved.
- At the February 22, 2022, Council approved allocating funds to support the joint application for funding to develop and carry out a PACE Program. Council will review this application before it is submitted.
- The program goals were outlined with forecasted annual program activity. Mr. Ogilvie then reviewed the financial implications for each of the partners ($10,000 for WHRM).
- WHRM's PACE initiative will be in partnership with Kentville and the Federation of Canadian Municipalities (FCM).
- The application for funding to support detailed program design and marketing (not for the actual program itself) will be submitted near the end of July 2022.
- PACE pertains mostly to residential projects. LED lighting replacement is free program through Efficiency Nova Scotia. VFD drives pertain more to wastewater and water treatment plants and would be assessed through detailed audits performed by Efficiency Nova Scotia.
- There is value that PACE funding can be stacked with Efficiency Nova Scotia programs and other federal programs so funding can be put where it is most beneficial.

MOVED BY COUNCILLOR MURLEY AND DEPUTY MAYOR P. MORTON THAT COUNCIL APPROVE THE JOINT APPLICATION TO THE FEDERATION OF CANADIAN MUNICIPALITIES' (FCM) COMMUNITY EFFICIENCY FINANCING (CEF) PROGRAM TO ASSIST WITH FUNDING A PROPERTY ASSESSED CLEAN ENERGY (PACE) PROGRAM. MOTION CARRIED

16. In-Camera (7:50 p.m.)
    a) 2022-04-26 In-Camera Council Meeting Minutes
    b) 2022-05-24 In-Camera Council Meeting Minutes
    c) Land Matter MGA 22(2)(a)

MOVED BY COUNCILLOR MURLEY AND DEPUTY MAYOR P. MORTON TO MOVE IN-CAMERA AT 7:50 PM. MOTION CARRIED

MOVED BY DEPUTY MAYOR P. MORTON AND COUNCILLOR SHERMAN TO MOVE OUT OF IN-CAMERA AT 8:56 PM. MOTION CARRIED

MOVED BY COUNCILLOR MURLEY AND DEPUTY MAYOR P. MORTON THAT COUNCIL AUTHORIZE STAFF TO NEGOTIATE THE LAND PURCHASE

OF PID 45003431 TO ALLOW THE CONSTRUCTION OF A WATER STORAGE TANK, AS DISCUSSED IN CAMERA. MOTION CARRIED

17. Next Meeting Date / Adjournment – Next regular meeting will be 6 p.m. on September 13th for Committee of the Whole.

MOVED BY COUNCILLORS B. MORTON AND SHERMAN THAT AT 9 P.M. THE MEETING ADJOURN. MOTION CARRIED

_____ _____

Mayor Abraham Zebian (Chair)

Deanna Snair, Exec. Asst/Municipal Clerk

Stantec Consulting Ltd.
102-40 Highfield Park Drive, Dartmouth NS B3A 0A3

August 11, 2022
File: 160482000

Attention: Ms. Shelleena Thornton, Municipal Operations Supervisor and Emergency Management Coordinator
West Hants Regional Municipality
PO Box 3000, 76 Morison Drive
Windsor, Nova Scotia B0N 2T0

Dear Ms. Thornton,

Reference: West Hants Regional Municipality Electoral Boundary Review

Thank you for the opportunity to provide our quote to conduct a review of the electoral boundary framework for West Hants Regional Municipality. As you are aware, Stantec conducted the review that resulted in the creation of the Municipality's current boundaries prior to your consolidation. Stantec recently completed our 15th governance and electoral boundary review in Nova Scotia. We have recently started work on reviews for Cape Breton Regional Municipality and Municipality of the County of Richmond. Stantec has more experience conducting these reviews than any other consultant in the province.

Based on our recent communications, I understand the Municipality would like to focus the current review on the determination of suitable boundaries from which to elect an eleven-member Regional Council. I am aware that you have inquired with the Nova Scotia Utility and Review Board (NSUARB), whether the Board would accept a review based on only consideration of your current Council size. By letter dated December 10, 2021, Bruce Kiley, the Clerk of the Board has stated "assuming Council has satisfied itself through public consultation that there is general public acceptance of the current Council size," the Board "is prepared to consider a simplified application with respect to the 2022 review."

WORK PLAN

Given the willingness of the NSUARB to accept a "simplified application," the following work plan does not follow the two-phase structure for conduct of boundary reviews recommended by the Board. It assumes, based on your direction, that the only Council size to be considered will the current eleven. The Board has given latitude to municipalities that have absorbed towns through dissolutions and developed electoral boundaries within the eight-year cycle of boundary reviews required by Nova Scotia legislation. We do not, however, take responsibility for the compliance of this approach with the Board's standards.

START-UP MEETING

To begin the assignment, Stantec's Project Manager will meet with you and other West Hants staff you may wish to involve. The meeting can be conducted online using Teams or Zoom. The focus should be on project logistics, schedule, and financial arrangements.

Reference: West Hants Regional Municipality Electoral Boundary Review

COUNCIL INTERVIEWING

Stantec will interview all current members of West Hants Council. We will use an interview outline developed for previous assignments to explore the performance of the current council, opinions concerning council size, and issues, if any, with current boundaries.

ELECTORAL BOUNDARY REVIEW

Immediately on initiation of this assignment, Stantec will review West Hants' current boundaries, which we developed in 2019. We will plot the latest enumeration data available for the Municipality to assess the current distribution of electors against the NSUARB's parity criterion (i.e., the Board standard that the number of electors in each district should be within ±10% of the average number of electors per district). Dependent on the outcome of this assessment, Stantec can develop alternative boundary scenarios with adjustments necessary to meet the Board's criterion.

POTENTIAL BOUNDARIES BRIEF

Following our review, we will prepare a brief assessment of current boundaries by West Hants staff and Council members. The report will summarize findings from our interviews with Council members but will focus on the conformity of the Municipality's current boundaries with the parity criterion and adjustments necessary, if any, to reasonably satisfy the standard.

Following review by municipal staff, Stantec's Project Manager will meet with West Hants Council, to explain the report and discuss our recommended approach to presentation of an acceptable boundary scenario to the public.

PUBLIC CONSULTATION

With approval by Council of a preferred boundary scenario for presentation to the public and in collaboration with West Hants staff, Stantec will arrange six public meetings distributed within the Municipality to present options. Stantec will prepare presentation panels and maps for public review. Meetings will begin as open houses to give attendees the opportunity to review panels and maps and talk individually with Stantec's Project Manager.

As we did for the past boundary review, we will move to a formal presentation once attendees are settled. We will prepare a PowerPoint describing the preferred scenario and the rationale for retaining current boundaries or making specific adjustments. We will entertain questions and comments from the audience following the presentation.

ONLINE SURVEY (OPTIONAL)

We have typically conducted surveys as a component of our boundary review processes. Surveys offer a fast and convenient way to reach members of the public who cannot attend public meetings. They also provide quantifiable measures of public views on key issues such as the preferred number of councillors and the districts from which they should be elected. Stantec can prepare a questionnaire based on similar surveys that we have conducted for the boundaries component of several past reviews, including our work for the Windsor-West Hants consolidation process in 2018.

The questionnaire will explain the process and illustrate boundary options with maps. Its focus will be to determine the public approval of the proposed boundary scenario, although we will also give respondents the opportunity to comment on any specific boundary concerns they may have. The survey will be implemented online and can be kept open from the point that Council approves potential boundary scenarios until we prepare the Boundary Review Report described following. Stantec will compile and report survey results in the Boundary Review Report.

We can make a hard copy version of the survey available to attendees at the public meetings so that they can share their opinions in the same forum. The hard copy survey can also be distributed to the public through a variety of means, including making it available in public places (e.g., the Municipal building, libraries), distributing it to key locations to reach groups that may not be inclined or able to respond online (e.g., seniors facilities), or mailed out to the public. Boundary Review Report

On completion of the consultation process, Stantec will document public input in a Boundary Review Report. The report will describe the boundary options considered, input from the public meetings, survey results, if a survey is undertaken; and, if public input warrants, adjustments to boundary options. The report will also include a recommendation concerning

The report will be submitted to West Hants municipal staff for review prior to a final meeting with Council at which Stantec will present its contents for consideration of Council members.

BOUNDARY REVIEW REPORT

On completion of the consultation process, Stantec will document public input in a Boundary Review Report. The report will describe the boundary options considered, input from the public meetings, survey results, if a survey is undertaken; and, if public input warrants, adjustments to boundary options. The report will also include a recommendation concerning

The report will be submitted to West Hants municipal staff for review prior to a final meeting with Council at which Stantec will present its contents for consideration of Council members.

PROJECT SCHEDULE

Based on the work plan presented above. The earliest we would expect to start work would be the week of August 15. Our schedule anticipates a duration of three months; however, we are open to discussing alternative dates. In particular, we recognize that consultation sessions in August may be less than ideal. Moving the sessions to September is feasible, recognizing that I expect to be out of the country for the period from September 5 to 14 and, again, from September 26 to October 10. Our schedule following assumes we will conduct the six public meetings over the first three weeks of November, completing two each week. Detailed scheduling should be assessed after project commencement.

The survey, if it is undertaken, will run in parallel with the public meeting process, beginning in the week of September 12 and concluding when we should be preparing the Boundaries Report at the end of October. The project will conclude, under these circumstances with our presentation to Council by the end of November 2022.

Reference: **West Hants Regional Municipality Electoral Boundary Review**

Anticipated Schedule, West Hants Regional Municipality Electoral Boundary Review

	Aug		Sep					Oct					Nov			
Activity	**22**	**29**	**5**	**12**	**19**	**26**	**26**	**3**	**10**	**17**	**24**	**31**	**8**	**15**	**22**	**29**
Start-up Meeting	*															
Council Interviewing																
Electoral Boundary Review																
Potential Boundaries Brief					*											
Public Consultation												**	**	**		
Online Survey (Optional)																
Boundary Review Report																*

PROJECT COST

The following table summarizes our expected project cost. The initial summary is for a basic process with six public meetings and no online public survey. The survey is offered separately for your consideration.

Estimated Cost, West Hants Regional Municipality Electoral Boundary Review

	Heseltine	**Husk**		
Activity	**$164**	**$121**	**Fees**	**Expenses**
Start-up Meeting	1.5		$246	
Council Interviewing	2.5	10	$1,620	
Electoral Boundary Review	2.5	7.5	$1,318	
Boundary Review Report	12.5	5	$2,655	
Public Consultation (6 sessions)	40	12.5	$8,073	$500
Boundary Review Report	15	5	$3,065	
TOTAL HOURS	**74.0**	**40.0**		
TOTAL COST	**$12,136**	**$4,840**	**$16,976**	**$500**
Online Survey	10	7.5	$2,548	
Mail-out Survey	2.5	2.5	$713	
TOTAL HOURS	**12.5**	**10**		
TOTAL COST	**$2,050**	**$1,210**	**$3,260**	

Reference: **West Hants Regional Municipality Electoral Boundary Review**

Fees for the basic work plan with six public sessions and no survey are estimated at **$16,976**. Stantec fees are subject to an 8% fixed rate disbursement (FRD), which covers office expenses and local travel within 100 kms of our Dartmouth office. As all sites in West Hants are within 100 kms, the disbursement will cover travel requirements; however, $500 in expenses will be incurred to print display materials and for meals related to travel. With FRD included, our expected cost exclusive of applicable taxes will be **$18,844** for the basic work plan or **$22,405** with an online survey.

	Basic Tasks	**Survey**	**TOTAL**
Stantec Fees	$16,976	$3,260	$20,236
8% FRD	$1,358	$261	$1,619
Expenses	$500		$500
10% handling	$50		$50
TOTAL COST	**$18,884**	**$3,521**	**$22,405**

We can carry out the online survey quickly and efficiently; however, we believe the Municipality is better-suited to conducting a mail-out survey. Our contribution will be to create a hard copy questionnaire, which we would favour producing for distribution at the public meetings. We do not, however, have the personnel or equipment to cost-effectively conduct a mail-out survey.

We would suggest, it would be most efficient for the Municipality to incorporate the Boundaries questionnaire in a mail-out of tax bills or a newsletter, or similar standard municipal distribution. The questionnaire or, at least, the maps that will be included with it, will have to be printed in colour. A mail-out survey may require some support from the Municipality to respond to questions from recipients and will definitely require data entry effort before processing. Responses to printed questionnaires will have to be entered to a database for compilation. This effort will depend on the number of questionnaires returned but, if we assume responses from 5% of roughly 10,000 households in the Municipality, we would expect about 500. Data entry should be to a spreadsheet provided by Stantec that will be developed to compile the online survey. Stantec can then process mail-out results together with online results to provide overall picture of community views from both sources.

Reference: **West Hants Regional Municipality Electoral Boundary Review**

CLOSING

Stantec would look forward to working with West Hants Regional Municipality. We will be flexible concerning our work plan and budget, and open to adjustments to better meet your needs.

Should you determine that our offer best suits your needs, we will be prepared to begin work on your acceptance of the attached Standard Terms and Conditions.

Regards,

Stantec Consulting Ltd.



John Heseltine
Senior Planner
Phone: 902 481 1477
John.Heseltine@stantec.com

Attachment: Stantec Terms and Conditions

PROFESSIONAL SERVICES TERMS AND CONDITIONS

The following Terms and Conditions are attached to and form part of a proposal for services to be performed by Consultant and together, when the Client authorizes Consultant to proceed with the services, constitute the Agreement. Consultant means the Stantec entity issuing the Proposal.

DESCRIPTION OF WORK: Consultant shall render the services described in the Proposal (hereinafter called the "Services") to the Client.

TERMS AND CONDITIONS: No terms, conditions, understandings, or agreements purporting to modify or vary these Terms and Conditions shall be binding unless hereafter made in writing and signed by the Client and Consultant. In the event of any conflict between the Proposal and these Terms and Conditions, these Terms and Conditions shall take precedence. This Agreement supercedes all previous agreements, arrangements or understandings between the parties whether written or oral in connection with or incidental to the Project.

COMPENSATION: Payment is due to Consultant upon receipt of invoice. Failure to make any payment when due is a material breach of this Agreement and will entitle Consultant, at its option, to suspend or terminate this Agreement and the provision of the Services. Interest will accrue on accounts overdue by 30 days at the lesser of 1.5 percent per month (18 percent per annum) or the maximum legal rate of interest. Unless otherwise noted, the fees in this agreement do not include any value added, sales, or other taxes that may be applied by Government on fees for services. Such taxes will be added to all invoices as required. The Client will make payment by Electronic Funds Transfer when requested by Consultant.

NOTICES: Each party shall designate a representative who is authorized to act on behalf of that party. All notices, consents, and approvals required to be given hereunder shall be in writing and shall be given to the representatives of each party.

TERMINATION: Either party may terminate the Agreement without cause upon thirty (30) days notice in writing. If either party breaches the Agreement and fails to remedy such breach within seven (7) days of notice to do so by the non-defaulting party, the non-defaulting party may immediately terminate the Agreement. Non-payment by the Client of Consultant's invoices within 30 days of Consultant rendering same is agreed to constitute a material breach and, upon written notice as prescribed above, the duties, obligations and responsibilities of Consultant are terminated. On termination by either party, the Client shall forthwith pay Consultant all fees and charges for the Services provided to the effective date of termination.

ENVIRONMENTAL: Except as specifically described in this Agreement, Consultant's field investigation, laboratory testing and engineering recommendations will not address or evaluate pollution of soil or pollution of groundwater. Consultant is entitled to rely upon information provided by the Client, its consultants, and third-party sources provided such third party is, in Consultant's opinion, a reasonable source for such information, relating to subterranean structures or utilities. The Client releases Consultant from any liability and agrees to defend, indemnify and hold Consultant harmless from any and all claims, damages, losses and/or expenses, direct and indirect, or consequential damages relating to subterranean structures or utilities which are not correctly identified in such information.

PROFESSIONAL RESPONSIBILITY: In performing the Services, Consultant will provide and exercise the standard of care, skill and diligence required by customarily accepted professional practices normally provided in the performance of the Services at the time and the location in which the Services were performed.

INDEMNITY: The Client releases Consultant from any liability and agrees to defend, indemnify and hold Consultant harmless from any and all claims, damages, losses, and/or expenses, direct and indirect, or consequential damages, including but not limited to attorney's fees and charges and court and arbitration costs, arising out of, or claimed to arise out of, the performance of the Services, excepting liability arising from the sole negligence of Consultant.

LIMITATION OF LIABILITY: It is agreed that, to the fullest extent possible under the applicable law, the total amount of all claims the Client may have against Consultant under this Agreement, including but not limited to claims for negligence, negligent misrepresentation and/or breach of contract, shall be strictly limited to the lesser of professional fees paid to Consultant for the Services or $50,000.00. No claim may be brought against Consultant more than two (2) years after the cause of action arose. As the Client's sole and exclusive remedy under this Agreement any claim, demand or suit shall be directed and/or asserted only against Consultant and not against any of Consultant's employees, officers or directors.

Consultant's liability with respect to any claims arising out of this Agreement shall be absolutely limited to direct damages arising out of the Services and Consultant shall bear no liability whatsoever for any consequential loss, injury or damage incurred by the Client, including but not limited to claims for loss of use, loss of profits and/or loss of markets.

In no event shall Consultant's obligation to pay damages of any kind exceed its proportionate share of liability for causing such damages.

DOCUMENTS: All of the documents prepared by or on behalf of Consultant in connection with the Project are instruments of service for the execution of the Project. Consultant retains the property and copyright in these documents, whether the Project is executed or not. These documents may not be used for any other purpose without the prior written consent of Consultant. In the event Consultant's documents are subsequently reused or modified in any material respect without the prior consent of Consultant, the Client agrees to defend, hold harmless and indemnify Consultant from any claims advanced on account of said reuse or modification.

Any document produced by Consultant in relation to the Services is intended for the sole use of Client. The documents may not be relied upon by any other party without the express written consent of Consultant, which may be withheld at Consultant's discretion. Any such consent will provide no greater rights to the third party than those held by the Client under the contract and will only be authorized pursuant to the conditions of Consultant's standard form reliance letter.

Consultant cannot guarantee the authenticity, integrity or completeness of data files supplied in electronic format ("Electronic Files"). Client shall release, indemnify and hold Consultant, its officers, employees, Consultant's and agents harmless from any claims or damages arising from the use of Electronic Files. Electronic files will not contain stamps or seals, remain the property of Consultant, are not to be used for any purpose other than that for which they were transmitted, and are not to be retransmitted to a third party without Consultant's written consent.

FIELD SERVICES: Consultant shall not be responsible for construction means, methods, techniques, sequences or procedures, or for safety precautions and programs in connection with work on the Project, and shall not be responsible for any contractor's failure to carry out the work in accordance with the contract documents. Consultant shall not be responsible for the acts or omissions of any contractor, subcontractor, any of their agents or employees, or any other persons performing any of the work in connection with the Project. Consultant shall not be the prime contractor or similar under any occupational health and safety legislation.

GOVERNING LAW/COMPLIANCE WITH LAWS: The Agreement shall be governed, construed and enforced in accordance with the laws of the jurisdiction in which the majority of the Services are performed. Consultant shall observe and comply with all applicable laws, continue to provide equal employment opportunity to all qualified persons, and to recruit, hire, train, promote and compensate persons in all jobs without regard to race, color, religion, sex, age, disability or national origin or any other basis prohibited by applicable laws.

DISPUTE RESOLUTION: If requested in writing by either the Client or Consultant, the Client and Consultant shall attempt to resolve any dispute between them arising out of or in connection with this Agreement by entering into structured non-binding negotiations with the assistance of a mediator on a without prejudice basis. The mediator shall be appointed by agreement of the parties. The Parties agree that any actions under this Agreement will be brought in the appropriate court in the jurisdiction of the Governing Law, or elsewhere by mutual agreement. Nothing herein however prevents Consultant from any exercising statutory lien rights or remedies in accordance with legislation where the project site is located.

ASSIGNMENT: The Client shall not, without the prior written consent of Consultant, assign the benefit or in any way transfer the obligations under these Terms and Conditions or any part hereof.

SEVERABILITY: If any term, condition or covenant of the Agreement is held by a court of competent jurisdiction to be invalid, void, or unenforceable, the remaining provisions of the Agreement shall be binding on the Client and Consultant.

FORCE MAJEURE: Any default in the performance of this Agreement caused by any of the following events and without fault or negligence on the part of the defaulting party shall not constitute a breach of contract, labor strikes, riots, war, acts of governmental authorities, unusually severe weather conditions or other natural catastrophe, disease, epidemic or pandemic, or any other cause beyond the reasonable control or contemplation of either party. Nothing herein relieves the Client of its obligation to pay Consultant for services rendered.

COVID-19: The parties acknowledge the ongoing COVID-19 pandemic and agree that the fee and schedule in the proposal is based on what is currently understood. Where conditions change, the parties may have further discussions to manage and mitigate the impact of this evolving situation on the Project.

CONTRA PROFERENTEM: The parties agree that in the event this Agreement is subject to interpretation or construction by a third party, such third party shall not construe this Agreement or any part of it against either party as the drafter of this Agreement.

BUSINESS PRACTICES: Each Party shall comply with all applicable laws, contractual requirements and mandatory or best practice guidance regarding improper or illegal payments, gifts, or gratuities, and will not pay, promise to pay or authorize the payment of any money or anything of value, directly or indirectly, to any person (whether a government official or private individual) or entity for the purpose or illegally or improperly inducing a decision or obtaining or retaining business in connection with this Agreement or the Services.

Proposal

Municipal Boundary Review

UPLAND

2022.08.15

Prepared for West Hants Regional Municipality



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Photo Credit:
All photos © UPLAND Planning
and Design unless indicated.

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

Dear Shelleena,

UPLAND is pleased to submit our proposal to conduct a Boundary Review for West Hants Regional Municipality. Our proposal demonstrates how we can provide the Municipality, residents, and other stakeholders with a Municipal Electoral Boundary Review Report that meets the needs of the community, complies with the requirements of the Nova Scotia Utility and Review Board (UARB) and with the *Municipal Government Act*.

Our team has the right skills, expertise, passion, and understanding to ensure the new Boundary Review will exceed the expectations of all stakeholders. UPLAND has grown to become the largest land use planning firm in Atlantic Canada and our team members have significant experience working to deliver innovative municipal documents across the region. We have built our successful practice by developing meaningful relationships with client organizations of all sizes, and by collaborating with them to develop studies, plans, and bylaws tailored to the unique needs of each community in which we have been fortunate to work.

UPLAND has experience working within the specific context of West Hants with our past work on the "Active Avon" AT Plan. We are also in the process of completing a boundary review for the Municipality of the District of St. Mary's, and have broad-based experience in municipal governance.

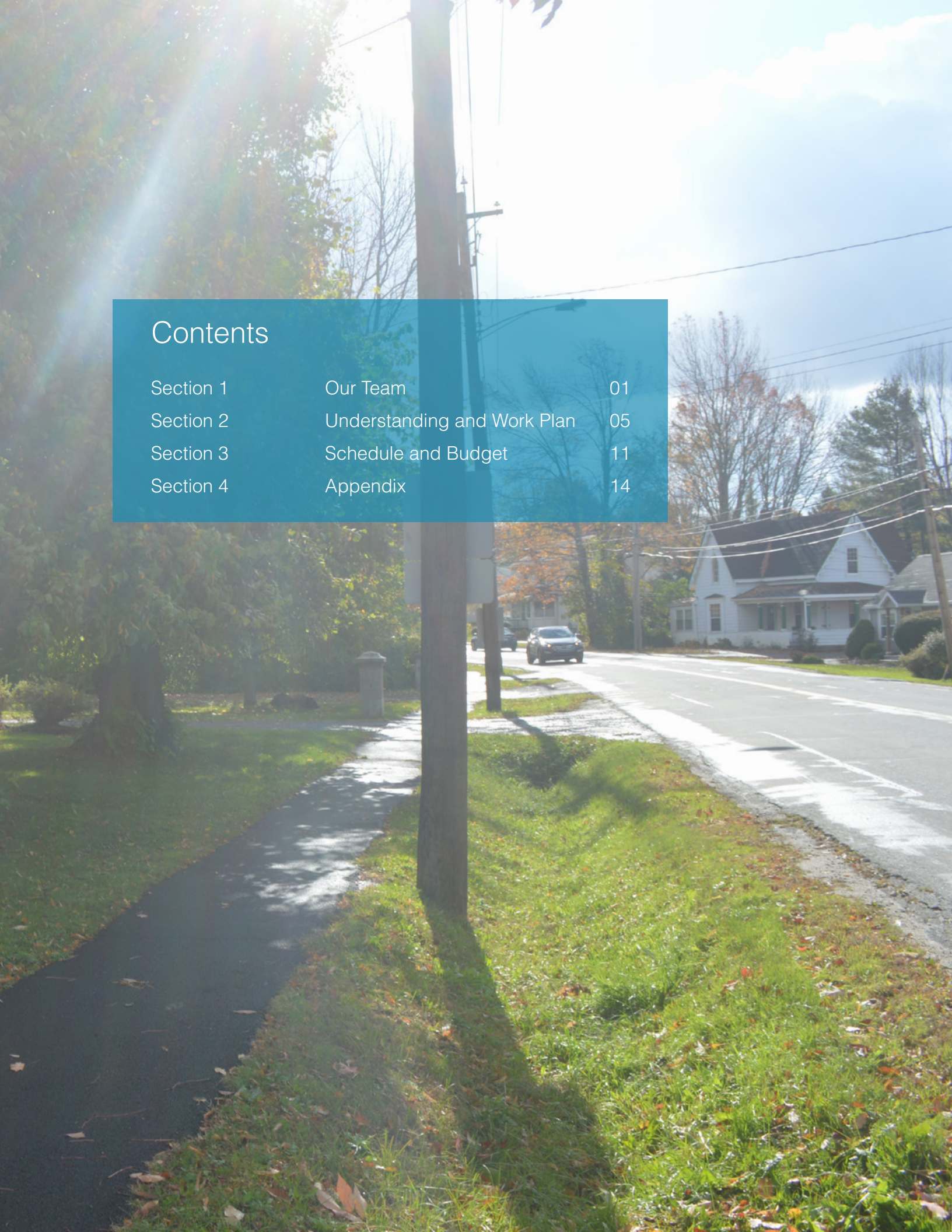
We have the corporate experience and track record to manage the Boundary Review on-time and on-budget. We are truly excited for the opportunity to work with the Municipality again and look forward to your response to our proposal.

Ian Watson, MCIP

63 King Street
Dartmouth, Nova Scotia
B2Y 2R7

+ 1 902 423 0649
info@uplandstudio.ca
uplandstudio.ca


The Clockmakers
Inn
VACANCY



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Section 1

Our Team

UPLAND

Since its inception in 2014, UPLAND has quickly become recognized as a leader in developing locally-owned and innovative planning and design strategies that are as unique as the many Atlantic Canadian communities we are fortunate to work with.

Years in Business
8

Number of Team Members
13

Professional Memberships
Atlantic Planners Institute
Can. Institute of Planners
Can. Society of Landscape Architects
Graphic Designers of Canada
Geomatics Association of Nova Scotia

Office Location
63 King Street
Dartmouth, NS B2Y 2R7

+1 (902) 423 0649

Website
uplandstudio.ca

UPLAND provides award-winning planning and design services for the diverse places and communities of Atlantic Canada. We firmly believe that effective planning and design solutions must stem from local experience and leadership. We are collaborators at our core. Our objective for all our projects is to create an open and effective participatory process that is appropriate to the unique context of each community.

We believe that creating vibrant and successful places is a complex process that requires input from many backgrounds and perspectives. Since its inception, UPLAND has intentionally grown into a collective of diverse experiences and perspectives from which we, and our clients, are fortunate to benefit. Professionally, we offer vast experience and expertise in planning, landscape architecture, urban design, public engagement and GIS analytics, and come from both municipal and consulting backgrounds. Our team includes a mix of home-grown Atlantic Canadians and people who have moved here from around the country and world to call this place home. In seven years, UPLAND has become the largest planning consultancy in Atlantic Canada.

Finally, we are passionate about our work. Pride in our plans, both in substance and presentation, is the foundation of our success and the key to providing our community partners with award-winning projects that are feasible, compelling and place-specific.

Recent Awards

In all our work, we strive for innovation and creativity. Our context-sensitive approach to planning and design has earned our team members over a dozen local and national awards - among them the highest honours by both the Canadian Society of Landscape Architects, Atlantic Planners Institute and the Canadian Institute of Planners.

Regional Award of Planning Excellence **2021**
Comprehensive Policies + Plans (Atlantic Planners Institute)
Project Lunenburg

Award of Excellence **2019**
Atlantic Provinces Association of Landscape Architects
Cape d'Or Master Plan

Regional Award of Planning Excellence **2017**
Comprehensive Policies + Plans (Atlantic Planners Institute)
Halifax Centre Plan

Regional Award of Planning Excellence **2017**
Outreach + Public Engagement (Atlantic Planners Institute)
Glooscap First Nation Family Recreation and Culture Park Concept Plan

Regional Award of Planning Excellence **2015**
Comprehensive Policies + Plans (Atlantic Planners Institute)
Active Avon: An Active Transportation Plan for the Avon Region

Regional Award of Planning Excellence **2015**
Outreach + Public Engagement (Atlantic Planners Institute)
Town of Paradise Plan Review

National Award of Planning Excellence **2013**
Neighbourhood Planning (Canadian Institute of Planners)
Port aux Basques Downtown Design Study

Our Team

We have assembled a well-rounded team covering the essential skills of policy writing, data analysis, and public engagement.

West Hants Regional Municipality

On the following pages we present a short introduction to our team, describing our credentials and project roles.

Detailed curricula vitae for our team and reference projects with reference contacts are included in the Appendix.

UPLAND

Planning + Design
Engagement
GIS Mapping
Administration



Ian Watson, MCIP
Project Manager/
Senior Planner

Bio: Ian Watson joined UPLAND after spending four years as a municipal planner in a diverse regional municipality. His early career was defined by a number of high-profile—and hotly contested—planning issues, such as large-scale wind turbines and the preparation of a new regional plan. These early "trials by fire" gave Ian experience beyond his years and quickly developed him into a planner with a knack for effective public engagement and an astute sense of diplomacy and tact. In his five years at UPLAND Ian has built on this foundational experience to develop a successful practice creating effective land use plans in communities large and small throughout Atlantic Canada.

Ian brings a highly analytical approach to solving problems. He has adapted this approach into expertise developing clear, concise policy and regulations that are easy to interpret and apply. Ian fundamentally believes that planning is a discipline that affects all people, and strives to ensure planning processes and outcomes are understandable and accessible to everyone.

Ian is currently overseeing the boundary review for the Municipality of the District of St. Mary's, and was deeply involved in consultations for amalgamations and planning legislation reforms in New Brunswick.

In broader work, Ian is currently wrapping up the drafting of a new Municipal Planning Strategy for the Region of Queens, NS, leading a plan review for the four rural municipalities of the Eastern District Planning Commission, and is also leading the drafting of a new Land Use Bylaw for Peggy's Cove, NS.

Project Role: Ian will oversee the overall success of the project, including managing project timelines and budgets and acting as the primary point of contact for administrative matters. Ian will also lead engagement efforts and the drafting of the new Boundary Review Report.



Angharad Wylie
GIS Analyst

Bio: Angharad brings to UPLAND a broad set of technical skills which range from graphic design to spatial data analysis, affording her the ability to bridge gaps between planning and design concepts, objective geographic analysis, and clear visual presentation of information. She supports diverse community planning and landscape design projects with data analysis, drafting, and cartography. Her work is motivated by an understanding of the importance of mapping to help make sense of and communicate about complex social issues, especially those relating to how people interact with their environment.

A graduate of Concordia University and the Centre of Geographic Sciences, Angharad has lived and worked across Canada from British Columbia to the Maritimes as well as in the US. She spent five years living in rural Nova Scotia before beginning her work with UPLAND in Halifax.

Angharad recently undertook complex GIS analyses to support development of a Growth Management Strategy for the City of Charlottetown and a Growth Strategy for Inverness.

Project Role: Angharad will lead the data analysis and the development of the district boundaries. She will also support engagement activities.

Section 2

Understanding+ Work Plan



The Boundary Review Study for West Hants Regional Municipality will help the Municipality meet its legislative obligations while improving or re-affirming the Municipality's approach to effective governance.

The *Municipal Government Act* requires municipalities in Nova Scotia to study their electoral boundaries every eight years. This is an opportunity to maintain fairness and effectiveness in governance by adjusting electoral districts as necessary to account for changes in population numbers, distribution, and composition over time.

With the recent shift in settlement patterns resulting from the COVID-19 pandemic, this work is more important than ever. People from throughout Canada and other areas of Nova Scotia have discovered the benefits of rural living, and increasing connectivity has made remote work much more viable. Electoral boundaries should reflect the new reality of where people are choosing to live.

The *Municipal Government Act* includes broad considerations for balancing electoral districts, and the Nova Scotia Utility and Review Board (UARB) has, over the years, progressively defined expected standards for how those considerations are applied. The UARB has also established an expectation that municipalities review the number of electoral districts before undertaking the work of refining their boundaries. Since the Municipality recently, in 2019, underwent a boundary review as part of municipal amalgamation we do not expect a strong need to change the composition of Council within the Municipality. However, our work plan includes steps to illustrate to the UARB that we, and the Municipality, have clearly given thought to this aspect of municipal boundaries in our work.

Finally, electoral boundaries are fundamentally about public representation in governance, so it is essential that the public be represented in the process of establishing those boundaries. Our proposed work plan, therefore, includes public engagement through a variety of means and at various points throughout the project.

Work Plan

Our three-phase work plan provides an organized and efficient approach to developing the Boundary Review study, consistent with the overall approach recommended by the UARB.

Phase 1: Start Up + Background Review

The first phase of the project is focused on project mobilization and information gathering. This phase will allow our team to develop a strong understanding of the history of boundary reviews in the Municipality, and a create database in which to conduct project analysis.

Task 1.1
Start Up Call

Upon award of the contract, we will have an initial call with the Municipality's project team. This is an opportunity for our team to develop a better understanding of the issues and objectives for the project, confirm the proposed work plan and deliverables, and establish lines of communication and areas of responsibility between our team and the project team.

Task 1.2
Database Setup

After the start up meeting, we will build the foundation for the project by collecting GIS and statistical data to build our project database. We will also output a series of working base maps to assist our understanding as we work through the other aspects of the project.

Task 1.3
Background Review + Report

We will review the 2019 Stantec report and past boundary review decisions to build a history of the electoral boundaries in the Municipality and our own understanding of some of the factors that went into the current boundaries. We will summarize this history along with an overview of the boundary review process as a brief background report to release to the public.

Phase 2:
Analysis

The second phase of the project is focused on analysis and developing preliminary recommendations.

Task 2.1
Council Size Analysis

We will analyze the size of Council to determine if the current number of eleven districts is still appropriate. In conducting this analysis we will review, at a minimum:

+ Number of citizens represented
+ Travel distance required to represent district
+ Committee workload
+ Ability to attract sufficient candidates in past elections

Task 2.2
Boundary Analysis

Our analysis will be based first-and-foremost on s.368 of the *Municipal Government Act* and established precedent from the UARB regarding variance among district elector populations. Beyond this, we will also base our considerations on using clear features as boundaries, making transportation through a district connected and efficient, and fairly allocating municipal policy issues among members of Council (*i.e.* ensuring each member of Council shares the burden of "hot-button" issues and the excitement of positive community initiatives).

Task 2.3
Preliminary Recommendations

We will build upon the background report to add a chapter related to preliminary recommendations for Council size and electoral boundaries.

Phase 3:
Engagement + Final Report

In the third and final phase of the project we review the preliminary recommendations with the public and then finalize them for submission to the NSUARB.

Task 3.1
Online Public Survey

We will develop a brief public survey to receive feedback on the preliminary recommendations. We recommend that this survey be primarily online, and our primary quote is based on this recommendation, along with a budget for data entry on up to 40 paper copies of the survey to accommodate people with poor internet access or computer literacy.

Task 3.2
Public Meetings

We will present our preliminary recommendations at six public meetings throughout the Municipality to inform residents and receive any feedback on the options. We will prepare all advertising materials for social media and local newspapers.

Task 3.3
Final Report

Following the public meeting we will finalize the report, along with our final recommendation, for submission to the UARB.

Optional Add-on O1
UARB Presentation

If needed, we will attend the UARB hearing to present the analysis and recommendations.

Optional Add-on O2
Public Mapping Tool

We can release our preliminary boundary options on "Social Pinpoint", UPLAND's preferred online mapping platform. This will allow residents to place map-based feedback on the options to help identify areas where tweaks to the boundaries could improve the effectiveness of the districts or the clarity or "intuitiveness" of their boundaries.

Optional Add-on O3
Paper Public Survey

While Task 3.1 does include consideration for some paper surveys, we can develop the survey to be primarily paper-based. This task would include a "paper-first" formatting of the survey, printing, and data entry for up to 750 responses.

Communications

Our proposed project work plan includes:

- One online public survey
- Six public meetings
- Options for an online mapping tool and paper survey

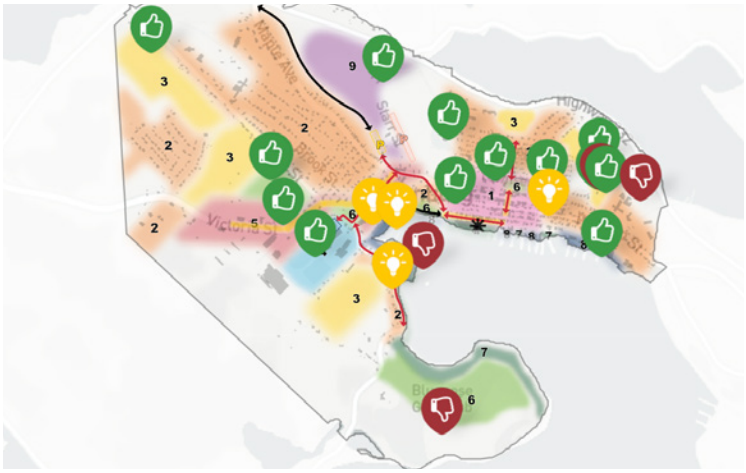
It will be important to the success of the review to get the word out to the public and let people know of engagement events and the release of project deliverables.

We will produce communications materials at four stages of the project:

- Project and public survey launch
- Online mapping tool launch (if used)
- Draft report release and public meetings

At a minimum, each stage will include Facebook post content and a press release. We will also produce ads and posters for the public meetings.

The Municipality has a well-established presence on Facebook with over 4,500 followers. This kind of reach cannot be gained in a short time period, so we do not recommend a separate Facebook presence for this project. The Municipality also has a well-established website where we would recommend hosting project files and information. However, we can establish a stand-alone project website at no extra cost if this is a more desirable option.



Project Lunenburg Social Pinpoint

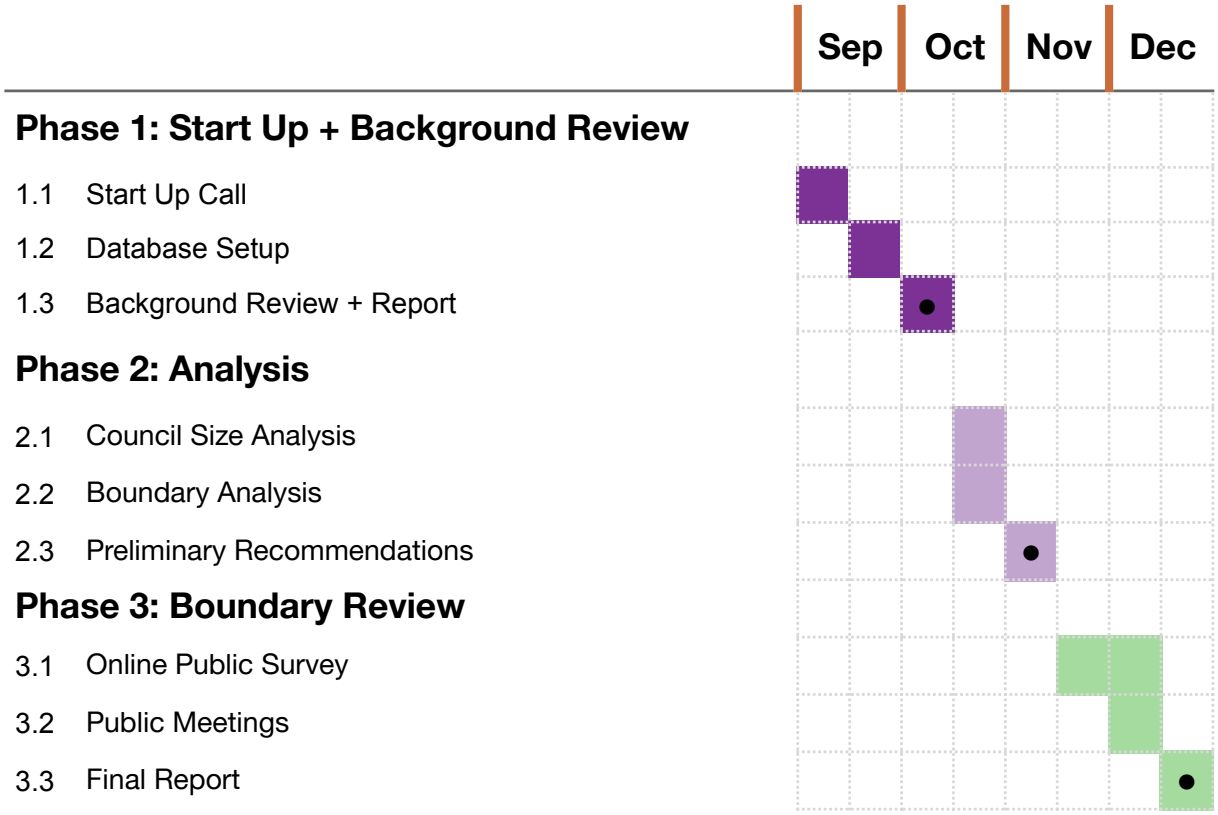


Section 3

Schedule & Budget

Our proposed work plan is summarized in the timeline chart below. Assuming a start-up call in the first half of September, our team will complete this project by the end of December to meet the NSUARB deadline for a simplified review process. The schedule below illustrates the duration of each phase within this time period.

Please note that Optional Add-on O3, the paper public survey, would likely delay the project schedule due to the need to account for printing and mailing times.



Budget

Our fixed fee price for completing the work plan as presented is **$29,500**, including expenses and exclusive of HST. With the addition of 15% HST, the total budget is **$33,925**.

Detailed person hours and time spent on each task are provided in the matrix below. For this project, we propose to submit invoices at the end of each month for tasks that have been completed.

The fixed fee for time and expenses for Optional Add-on O1, the UARB Presentation, is $1,800 + HST. This task would be staffed by Ian Watson.

The fixed fee for time and expenses for Optional Add-on O2, the Public Mapping Tool, is $2,500 + HST. This task would be staffed by Angharad Wylie.

The fixed fee for time and expenses for Optional Add-on O3, the paper public survey, is $12,000 + HST. This includes printing and data entry for 750 surveys, but does NOT include postage. This task would be staffed by Ian Watson and office administration.

	Personnel Project Role	**Ian Watson** Senior Planner	**Angharad Wylie** GIS Analyst	 Office Admin	**Expenses**	**Fees**
	Firm	**UPLAND**	**UPLAND**	**UPLAND**		
	Hourly Rate	$120	$90	$80		
Phase 1: Start Up + Background Review						
1.1	Start Up Call	2	2			$420
1.2	Database Setup		8			$720
1.3	Background Review + Report	14				$1,680
	TOTAL					**$2,820**
Phase 2: Analysis						
2.1	Council Size Analysis	14	14			$2,940
2.2	Boundary Analysis	14	28			$4,200
2.3	Preliminary Recommendations	21	4			$2,880
	TOTAL					**$10,020**
Phase 3: Boundary Review						
3.1	Online Public Survey	7	14	7	$200	$2,100
3.2	Public Meetings	42	42		$3,500	$8,820
3.3	Final Report	14	4			$2,040
	TOTAL					**$12,960**
	Total Hours per Person	128	116			
	Percent of Total Team Hours	52%	48%			
	Sub Total	$15,360	$10,440		$3,700	$25,800
	Total Project Fees			$25,800.00		
	Total Project Expenses			$3,700.00		
	Total Project Fees and Expenses			$29,500.00		
	HST (15%)			$4,425.00		
	Grand Total			**$33,925.00**		



Appendix

Curricula Vitae

Reference Projects

UPLAND

Curriculum Vitae

Ian Watson MCIP, LPP
Senior Planner

63 King Street
Dartmouth, Nova Scotia B2Y 2R7
+1 (902) 423 0649
ian@uplandstudio.ca



PROFILE

Ian Watson joined UPLAND after spending four years as a municipal planner in a diverse regional municipality. His early career was defined by a number of highprofile—and hotly contested—planning issues, such as large-scale wind turbines and the preparation of a new regional plan. These early "trials by fire" gave Ian experience beyond his years and quickly developed him into a planner with a knack for effective public engagement and an astute sense of diplomacy and tact. In his time at UPLAND Ian has built on this foundational experience to develop a successful practice creating effective land use plans in communities large and small throughout Atlantic Canada.

Ian brings a highly analytical approach to solving problems. He has adapted this approach into expertise developing clear, concise policy and regulations that are easy to interpret and apply. Ian fundamentally believes that planning is a discipline that affects all people, and strives to ensure planning processes and outcomes are understandable and accessible to everyone.

Recently, Ian lead the drafting of an entirely new Plan and Land Use Bylaw for the Town of Lunenburg, bringing an innovative approach to development regulation in a community steeped in heritage and an exceptional built environment. Ian was also deeply involved in the consultation and drafting for the Halifax Centre Plan, and in consultations for planning legislation reforms in New Brunswick. Ian is currently wrapping up the drafting of a new Municipal Planning Strategy for the Region of Queens, NS. Ian is also leading the drafting of a new Land Use Bylaw for Peggy's Cove, NS and is leading a regional planning exercise for four municipalities in eastern Nova Scotia.

MEMBERSHIPS + AFFILIATIONS

+ Canadian Institute of Planners
+ Atlantic Planners Institute
+ Licensed Professional Planners of Nova Scotia
+ Prince Edward Island Institute of Professional Planners

EDUCATION

Dalhousie University 2009–2011
Master in Urban Planning
Halifax, Nova Scotia

Queen's University 2005–2009
Bachelor of Science, Honors in Biology and Physics
Kingston, Ontario

PREVIOUS WORK EXPERIENCE

United Gulf Developments 2015
Planner

Municipality of the County of Kings 2011–2015
Planner

Dalhousie University 2011
Teaching Assistant

AWARDS + RECOGNITION

Regional Award of Planning Excellence 2021
Comprehensive Policies + Plans (Atlantic Planners Institute)
Project Lunenburg

Regional Award of Planning Excellence 2017
Comprehensive Policies + Plans (Atlantic Planners Institute)
Halifax Centre Plan

Sexton Honour Roll (Top of Class) 2011
Dalhousie University
Halifax, Nova Scotia

School of Planning Team Project Prize 2011
Dalhousie University
Halifax, Nova Scotia

Rosetti Scholarship 2010
Dalhousie University
Halifax, Nova Scotia

Nova Scotia Planning Directors Association Award 2010
Dalhousie University
Halifax, Nova Scotia

Queen's Principal's Scholarship 2005
Queen's University
Kingston, Ontario

PROJECT EXPERIENCE

Comprehensive Planning

+ Municipal Plan and Development Regulations 2022
Town of Trinity
Trinity, Newfoundland

+ Municipal Planning Strategy and Land Use Bylaw 2022
Municipality of the District of St. Mary's
Sherbrooke, Nova Scotia

+ Municipal Planning Strategy and Land Use Bylaw 2022
Town of Amherst
Amherst, Nova Scotia

+ Eastern Nova Scotia Regional Planning Project 2021
Eastern District Planning Commission
Port Hawkesbury, Nova Scotia

+ Official Plan and Development Bylaw 2021
Rural Municipality of Eastern Kings
Kingsboro, Prince Edward Island

+ Municipal Planning Strategy and Land Use Bylaw 2021
Municipality of the District of Yarmouth
Hebron, Nova Scotia

+ Land Use Bylaw 2021
Peggy's Cove Commission
Peggy's Cove, Nova Scotia

+ Integrated Municipal Sustainability Plan 2021
City of Corner Brook
Corner Brook, Newfoudland

+ Municipal Planning Strategy and Land Use Bylaw 2020
Town of Mahone Bay
Mahone Bay, Nova Scotia

+ New Minas Secondary Plan 2020
Municipality of Kings County
Coldbrook, Nova Scotia

+ Official Plan and Development Bylaw 2019
Rural Municipality of Wellington
Wellington, Prince Edward Island

+ Strategic Plan 2019
PEI's Resort Municipality
Hunter River, Prince Edward Island

+ Official Plan and Development Bylaw 2019
Rural Municipality of Victoria
Victoria, Prince Edward Island

+ Municipal Plan and Development Regulations 2019
Town of Twillingate
Twillingate, Newfoundland

+ Comprehensive Community Plan 2018
Town of Lunenburg
Lunenburg, Nova Scotia

2021 Award in Planning Excellence
Comprehensive Policies + Plans (Atlantic Planners Institute)

+ Municipal Plan and Development Regulations 2018
Town of Conception Bay South
Conception Bay South, Newfoundland

+ Municipal Planning Strategy and Land Use By-law 2018
Town of Shelburne
Shelburne, Nova Scotia

+ Bedford Highway Functional Plan 2018
Halifax Regional Municipality
Halifax, Nova Scotia

+ Municipal Planning Strategy and Land Use Bylaw 2018
Region of Queens Municipality
Liverpool, Nova Scotia

+ Subdivision By-law 2017
District of Lunenburg
Bridgewater, Nova Scotia

+ Official Plan and Development Bylaw 2017
Town of Georgetown
Georgetown, Prince Edward Island

+ Secondary Planning Strategy and Land Use By-Law 2017
Halifax Regional Municipality
Downtown Halifax, Nova Scotia

+ Lounge Policies 2017
Town of Wolfville
Wolfville, Nova Scotia

+ Municipal Planning Strategy and Land Use By-Law 2016
Municipality of Cumberland
Upper Nappan, Nova Scotia

+ Halifax Centre Plan 2016
Halifax Regional Municipality
Halifax Urban Core, Nova Scotia

2017 Award in Planning Excellence
Comprehensive Policies + Plans (Atlantic Planners Institute)

+ Kings 2050, Vision for Kings County 2014
Municipality of Kings County
Kentville, Nova Scotia

+ Municipal Planning Strategy and Land Use By-Law 2014
Municipality of Kings County
Kentville, Nova Scotia

+ Large-Scale Wind Turbine Regulations 2012
Municipality of Kings County
Kentville, Nova Scotia

+ Planning Application Reviews 2011–2015
Municipality of Kings County
Kentville, Nova Scotia

PROJECT EXPERIENCE (CONTINUED)

Sustainable Transportation + Recreation Planning

+ Inverness County Active Transportation Plan 2018
County of Inverness
Inverness County, Nova Scotia

+ District of Argyle Active Transportation Plan 2016
Municipality of the District of Argyle
Tuskett, Nova Scotia

+ Halifax Integrated Mobility Plan 2016
Halifax Regional Municipality
Halifax, Nova Scotia

+ District of St. Mary's Active Transportation Plan 2015
Municipality of the District of St. Mary's
Sherbrooke, Nova Scotia

+ Southeast New Brunswick Recreation Assets and Connectivity Study 2015
Southeast Regional Service District
Southeast New Brunswick

Urban Design + Site Planning

+ Halifax Common Revitalization Plan 2017
Halifax Regional Municipality
Halifax, Nova Scotia

+ Refresh Water Street Streetscaping Project 2015
City of St. John's
St. John's, Newfoundland

Planning Studies + Research

+ Electoral Boundary Review 2022
Municipality of the District of St. Mary's
Sherbrooke, Nova Scotia

+ Affordable Housing Needs Assessment 2018
Akoma Holdings
Dartmouth, Nova Scotia

+ Nashwaak Rural Community Project 2017
NB Environment & Local Government
Nashwaak, New Brunswick

+ New Brunswick Modernized Planning Legislation Communications & Engagement Services 2016
New Brunswick Association of Planners

+ Planning Analysis 2016
Municipality of Cumberland
Upper Nappan, Nova Scotia

+ "Midrise Wood" Brochure and Report 2016
Atlantic WoodWorks!
Amherst, Nova Scotia

+ Sherbrooke Lake Public Access Consultation 2015
Municipality of the District of Lunenburg
Bridgewater, Nova Scotia

+ Kings County Lake Monitoring Program 2011–2015
Municipality of Kings County
Kentville, Nova Scotia

+ Kings 2050 Background Paper–"Environment" 2012
Municipality of Kings County
Kentville, Nova Scotia

Process + Approvals

+ Titus and Main Development Application 2020
United Gulf Developments
Halifax, Nova Scotia

+ Oxford Street Lands 2019
Canada Lands Company
Halifax, Nova Scotia

+ Skye Halifax Development Application 2019
United Gulf Developments
Halifax, Nova Scotia

+ Forrest Lakes Development Application 2018
ABLE Engineering
West Hants, Nova Scotia

+ 910 Bedford Highway Development Application 2015
United Gulf Developments
Halifax, Nova Scotia

+ Halifax West Development Application 2015
United Gulf Developments
Halifax, Nova Scotia

+ The Motels Development Application 2015
United Gulf Developments
Halifax, Nova Scotia

UPLAND

Curriculum Vitae

Angharad Wylie
GIS + Planning Analyst
Cartographer

63 King Street
Dartmouth, Nova Scotia B2Y 2R7
+1 (902) 423 0649
angharad@uplandstudio.ca



PROFILE

Angharad is a geomatics technician and geographer with an interest in public spaces, rural issues, and sustainability. She sees mapping as an important tool to help make sense of and communicate about the environments we inhabit, and our relationships to them.

Angharad's technical skillset combines data management, geographic analysis and cartographic design. She supports diverse community planning, transportation planning, site planning and landscape design projects with physical site analysis, aerial photo interpretation, spatial data acquisition, creation and maintenance, transportation network analysis and design, spatial analysis, site plan drafting, and preparation of visuals for communication materials and reports.

A graduate of Concordia University and the Centre of Geographic Sciences, Angharad has lived and worked across Canada from British Columbia to the Maritimes as well as in the US, and has been based in Nova Scotia since 2012. She joined the UPLAND team in 2017 and works out of Truro, NS.

EDUCATION

NSCC Centre Of Geographic Sciences **2016**
Advanced Diploma in Geographic Information Systems
Halifax, Nova Scotia

Concordia University **2013**
BA Honours Human Environment, Minor Professional Writing
Montreal, Quebec

PREVIOUS WORK EXPERIENCE

Infrastructure Management Services Ltd. **2017**
Field Mapping Technician

Apple **2016**
GIS Technician

PROFESSIONAL SKILLS

GIS + Drafting
+ ArcGIS Desktop and ArcGIS Pro
+ QGIS
+ Web Mapping
  (ArcGIS Online, Social Pinpoint)
+ Mobile GIS/GPS field data collection
  (ESRI Field Maps, Avenza, GPS Tracks)
+ Vectorworks
+ AutoCAD
+ Python
+ SQL

Communication
+ Adobe Creative Suite
+ Microsoft Office Suite
+ Copy writing + editing
+ Document layout + design
+ Engagement materials design

PROJECT EXPERIENCE

Comprehensive Planning

+ Eastern Nova Scotia Regional Planning Project 2021
  Eastern District Planning Commission
  Port Hawkesbury, Nova Scotia

+ Official Plan and Development Bylaw 2021
  Rural Municipality of Eastern Kings
  Kingsboro, Prince Edward Island

+ Municipal Planning Strategy and Land Use Bylaw 2021
  Municipality of the District of Yarmouth
  Hebron, Nova Scotia

+ Land Use Bylaw 2021
  Peggy's Cove Commission
  Peggy's Cove, Nova Scotia

+ Waterfront Master Plan 2021
  Town of Pictou
  Pictou, Nova Scotia

+ Integrated Municipal Sustainability Plan 2021
  City of Corner Brook
  Corner Brook, Newfoundlandxxxxxx

+ Municipal Plan and Development Regulations 2021
  Town of Cartwright
  Cartwright, Newfoundland

+ Municipal Planning of Strategy and Land Use Bylaw 2020
  Town of Mahone Bay
  Mahone Bay, Nova Scotia

+ Municipal Planning of Strategy and Land Use Bylaw 2020
  Region of Queens Municipality
  Liverpool, Nova Scotia

+ Hubbards Community Plan 2020
  Hubbards Streetscape Project
  Hubbards, Nova Scotia

+ Antigonish Accessibility Plan 2020
  Town of Antigonish
  Antigonish, Nova Scotia

+ Mahone Bay Plan Review 2020
  Town of Mahone Bay
  Mahone Bay, Nova Scotia

+ Inverness Growth Strategy 2020
  Municipality of the County of Inverness
  Inverness, Nova Scotia

+ New Minas Secondary Plan 2020
  Village of New Minas
  New Minas, Nova Scotia

+ Charlottetown Growth Strategy 2019
  City of Charlottetown
  Charlottetown, PEI

+ Resort Municipality Strategic Plan 2019
  Resort Municipality
  Cavendish, PEI

+ Victoria Plan Review 2019
  Rural Municipality of Victoria
  Victoria, PEI

+ Project Lunenburg (Comprehensive Plan) 2019
  Town of Lunenburg
  Lunenburg, Nova Scotia

+ Twillingate Plan Review 2019
  Town of Twillingate
  Twillingate, Newfoundland

+ Queens County Municipal Plan Review 2019
  County of Queens Municipality
  County of Queens, Nova Scotia

+ Conception Bay South Plan Review 2019
  Town of Conception Bay South
  Conception Bay South, Newfoundland

+ Cumberland County Planning Strategy Review 2018
  Municipality of the County of Cumberland
  County of Cumberland, Nova Scotia

+ Potlotek First Nation Land Use Plan 2018
  Potlotek First Nation
  Potlotek, Nova Scotia

Recreation Planning

+ Inverness Recreation Plan 2021
  Municipality of the County of Inverness
  Inverness, Nova Scotia

+ Sparwood Parks and Recreation Master Plan 2019
  Municipality of the District of Sparwood
  Sparwood, British Columbia

+ Kentville Active Transportation Plan 2019
  Town of Kentville
  Kentville, Nova Scotia

+ Paradise Open Space and Recreation Master Plan 2018
  Town of Paradise
  Paradise, Newfoundland

+ Shediac Recreation Master Plan 2018
  Town of Shediac
  Shediac, New Brunswick

PROJECT EXPERIENCE (CONTINUED)

Transportation Planning

+ Active Transportation Network Plan 2021
Province of Prince Edward Island
Prince Edward Island

+ North Preston Active Transportation Functional Plan 2020
Halifax Regional Municipality
North Preston, Nova Scotia

+ Kings County Active Transportation Plan 2020
Municipality of Kings County
Kings County, Nova Scotia

+ Herring Cove Road Functional Plan 2020
Halifax Regional Municipality
Herring Cove, Nova Scotia

+ Nova Scotia Bicycle Wayfinding Signs and Guide 2019
Bicycle Nova Scotia
Nova Scotia

+ Kentville Moves Active Transportation Plan 2019
Town of Kentville
Kentville, Nova Scotia

+ HRM Bicycle Wayfinding Signs and Guide 2019
Bicycle Nova Scotia/Halifax Regional Municipality
Halifax Regional Municipality, Nova Scotia

+ East Preston Active Transportation Plan 2019
East Preston Transportation Committee
Halifax Regional Municipality, Nova Scotia

+ Fitzroy Street Bikelane 2018
City of Charlottetown
Charlottetown, PEI

Trail Planning + Design

+ Gypsum Mine Trail Development Plan 2021
Municipality of Inverness
Chéticamp, Nova Scotia

+ Great Beech Hill Trail Construction Plan 2021
Sackville Lakes Park and Trail Association
Sackville, Nova Scotia

+ Mainland Common Nature Trails Plan 2019
Halifax Northwest Trails Association
Clayton Park, Nova Scotia

+ Halifax Bicycle Network Wayfinding Design 2019
Bicycle Nova Scotia
Halifax, Nova Scotia

+ Washbrook Greenway Trail Development Plan 2019
Washbrook Greenway Coalition
Sydney, Nova Scotia

+ Mainland Common Trail Plan and Signage Design 2019
Halifax Northwest Trails Association
Halifax, Nova Scotia

+ Musquodoboit Trailway Signage Design 2019
Musquodoboit Trailways Association
Musquodoboit Harbour, Nova Scotia

+ Sackville Lakes Trail Plan 2019
Sackville Lakes Park and Trails Association
Lower Sackville, Nova Scotia

+ Celtic Shore Coastal Trail Brochure
and Trailhead Kiosk Design 2019
County of Inverness
Charlottetown, PEI

+ Active Argyle Cycling Brochure 2019
Municipality of the District of Argyle
Argyle, Nova Scotia

+ Fogo Island Trail Mapping and Signage 2018
Town of Fogo Island
Fogo Island, Newfoundland

+ Rum Runners Trailhead Maps 2018
Bicycle Nova Scotia
South Shore, Nova Scotia

+ Deer Lake Trail Signage Design and Trail Design 2017
Town of Deer Lake
Deer Lake, Newfoundland

+ Gran Fondo Baie Ste Marie Brochure + Maps 2017
Municipalité de Clare / Bicycle Nova Scotia
Clare, Nova Scotia

+ Canopy Creek Trail Extension and Trailhead Design 2017
Sackville Lakes Park and Trails Association
Sackville, Nova Scotia

+ Roosevelt Campobello International Park
Natural Area Master Plan 2017
Roosevelt Campobello International Park
Campobello Island, New Brunswick

+

PROJECT EXPERIENCE (CONTINUED)

Site Planning + Design

+ Louisbourg Visitor Experience Enhancement Strategy 2020
Develop Nova Scotia
Louisbourg, Nova Scotia

+ Stratford Waterfront Core Area Plan 2020
Town of Stratford
Stratford, Prince Edward Island

+ Red Bay Site Design 2020
Parks Canada
Red Bay, Labrador

+ Louisbourg Visitor Experience Enhancement Strategy 2020
Develop Nova Scotia
Louisbourg, Nova Scotia

+ Skye Halifax Planning Application 2018
United Gulf Developments
Halifax, Nova Scotia

+ Stephenville Downtown plan 2018
Town of Stephenvilee
Stephenville, Newfoundland

+ Ogilvie on the Park Entrance Re-design 2018
Universal Realty Group
Halifax, Nova Scotia

+ Halifax Common Master Plan 2018
Halifax Regional Municipality
Halifax Urban Core, Nova Scotia

Planning Studies

+ Advocate Harbour Flood Risk Assessment 2019
Municipality of Cumberland
Advocate Harbour, Nova Scotia

+ West Hants Coastal Flooding Risk Assessment 2019
Municipality of West Hants
West Hants, Nova Scotia

+ Affordable Housing Needs Asessment 2018
Akoma Holdings Incorporated
Halifax Regional Municipality, Nova Scotia

UPLAND



DISTRICT OF ST. MARY'S MUNICIPAL BOUNDARY REVIEW

Location
Sherbrooke, Nova Scotia

Date
2022 - Ongoing

Client
Municipality of the District of St. Mary's

Service Area(s)
Governance, Public Consultation

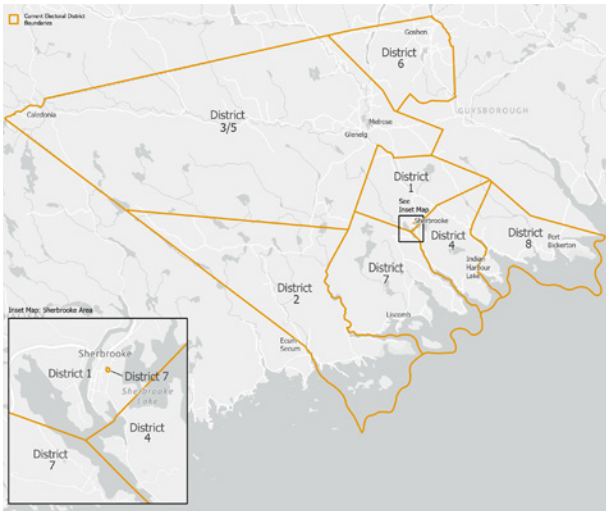
References
Marissa Jordan
Chief Administrative Officer
Municipality of the District of St. Mary's
P.O. Box 296
Sherbrooke, NS B0J 3C0
marissa.jordan@saint-marys.ca
1 (902) 522-2432

Located on the Eastern Shore of Nova Scotia, the District of St. Mary's is a rural municipality that encompasses the western half of Guysborough County. The District of St. Mary's is encountering challenges that other rural municipalities in Nova Scotia are facing: a declining population, with small pockets of community dispersed across a vast geography. In the face of these changing demographics and the impacts of the COVID-19 pandemic, the Municipal Boundary Review Process has been an opportunity for the Municipality to improve or re-affirm its approach to effective governance.

Under the Municipal Government Act, municipalities in Nova Scotia are required to review their council size and composition, along with their polling district boundaries every 8 years. This Review process accounts for the changes in population numbers, distribution and composition over time, to ensure that every elector's vote has similar power.

Using the guidelines and processes that the Nova Scotia Utility and Review Board has established as a roadmap, UPLAND Planning + Design embarked on the task of reviewing the Municipality's polling district boundaries. Through engagement with Council, senior municipal staff and the public, a key objective of the study is to understand the potential impacts to the Municipality.

The final boundary recommendations aim to reflect the current and future realities of residents, Council and Municipal staff in the District of St. Mary's. These recommendations will be based on the Municipality's number of electors, relative parity of voting power, community interest, geographic size, and population density. The recommendations will be presented to Council and then to the Nova Scotia Utility and Review Board, and will set the stage for effective governance and representation until the next Review process.



2015
Award of Excellence
Comprehensive
Policies & Plans
Atlantic Planners Institute



ACTIVE AVON: AN ACTIVE TRANSPORTATION PLAN FOR THE AVON REGION

Location
Avon Region, Nova Scotia

Date
2015

Client
District of West Hants, Town of Windsor, Town of Hantsport

Service Area(s)
Active Transportation, GIS, Urban Design, Signage / Wayfinding, Education / Awareness

References
Kathy Kehoe
Director of Recreation
Municipality of the District of West Hants
(902) 798 8553
recreation@westhants.ca
Troy Burgess
Director of Public Works
Town of Windsor
(902) 798 2275
troyburgess@town.windsor.ns.ca

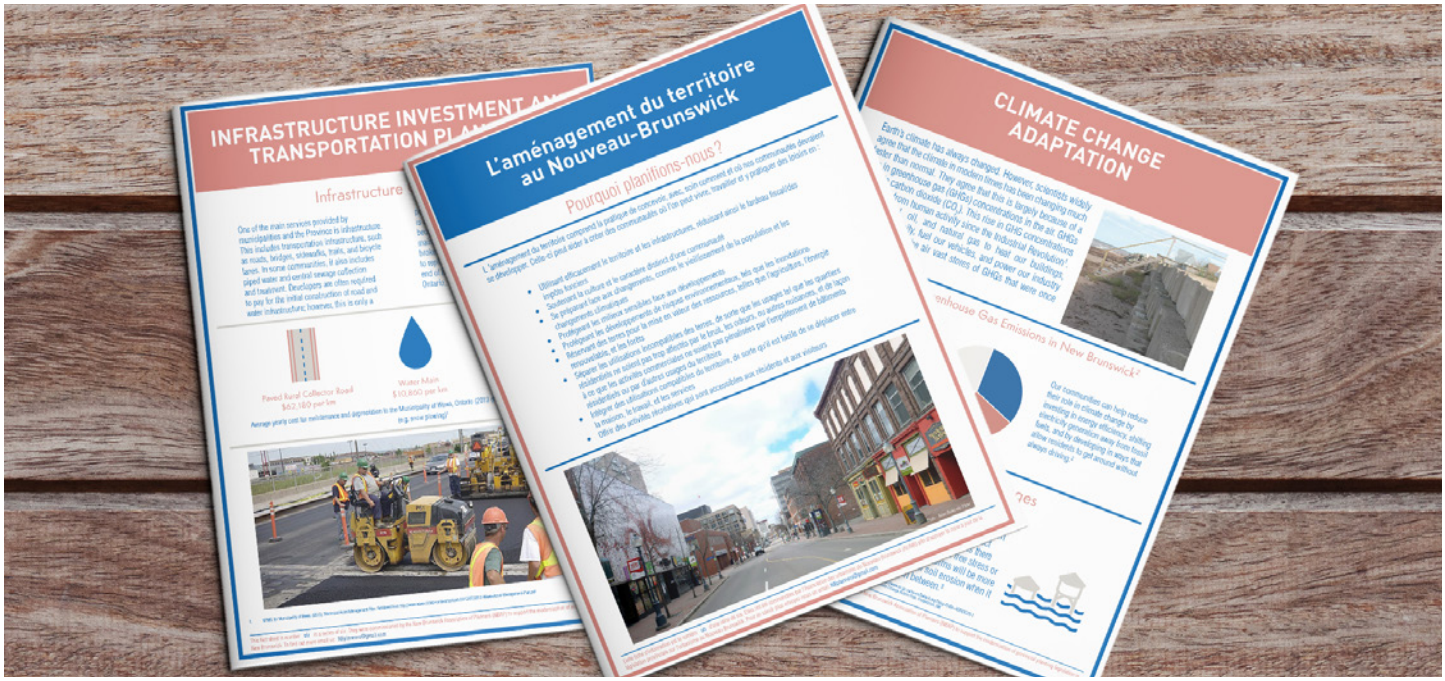
Active Avon: An Active Transportation Plan for the Avon Region was the first rural active transportation plan undertaken in Nova Scotia. The plan aims to enable more physical activity across three distinct communities (West Hants, Windsor and Hantsport) through enhanced infrastructure, route options and wayfinding. The planning process brought together a region through strong engagement of the its citizens that included community walking and cycling tours. Active Avon subsequently led to the formation of the Atlantic Active Alliance, a network for community practitioners working on active transportation projects across Nova Scotia. Contributing to building province-wide active transportation capacity beyond our involvement as consultants is what we consider as one of the biggest successes of our work in the Avon Region.

The plan won a 2015 Award of Excellence in Planning by the Atlantic Planners Institute.

You can read the plan here:
http://tinyurl.com/activeavonat



UPLAND



ENGAGEMENT: MODERNIZING PLANNING LEGISLATION IN NEW BRUNSWICK

Location
New Brunswick

Date
February 2017

Client
New Brunswick Association of Planners (NBAP)

Service Area(s)
Research, Strategic Communication, Graphic Communication, Consultation

References
Tracey Wade, MCIP, RPP
Regional Planner
Southeast Regional Service District
tracey.wade@csrrsc7.ca
(506) 364-4753

The New Brunswick Association of Planners has been leading efforts to establish Statements of Provincial Interest on land use issues of shared importance throughout New Brunswick. Theses include climate resiliency, flood plain development, health and the built environment, coastal development, and infrastructure investment and transportation planning. On behalf of the NBAP, UPLAND engaged with stakeholders to review the draft statements, garner support for modernized planning legislation and the statements, and provide specific direction on the content of the statements.

The project included:

- Development of a stakeholder database, listing 264 organizations or individuals throughout the province with an interest in land use issues
- An on-line, pre-consultation survey to gauge baseline stakeholder points of view of the issues identified in the draft statements
- The creation of six fact sheets that provide background information on the issues, and present the draft statements
- Four bilingual stakeholder meetings throughout the province
- One-day symposium of guest speakers and round table discussions
- Recommendations for draft Statements of Provincial Interest



NASHWAAK RURAL COMMUNITY RESTRUCTURING

Location
Fredericton Area, New Brunswick

Date
2017

Client
New Brunswick Department of Environment and Local Government

Service Area(s)
Municipal Restructuring, Strategic Communication, Public Engagement

For five decades, dialogue on local government reform has been the focus of several planning studies across New Brunswick Leading up to this project, 33 communities came together to explore the sensitive topic of restructuring. These communities have diverging interests, but understand that proactive and intentional plans are the best way forward.

In 2017, UPLAND was engaged by the New Brunswick Department of Environment and Local Government to complete a feasibility study for government restructuring. The project included an in-depth analysis derived from consultation with residents and stakeholders.

The process began with site visits and partner engagement among the Local Service District Advisory Committees and Local Services Managers. Data collection and document reviews provided the necessary context leading into a background analysis and community profile.

Several consultation events formed the bulk of public community engagement, and stakeholder interviews provided the team with a comprehensive understanding of the issue.

The final proposed restructuring covers topics of community identity, governance, service delivery, staffing and more.


UPLAND

West Hants Regional Municipality
September 13, 2022
Chief Administrative Officer Report

The following report captures activities and events between the July Committee of the Whole meeting and the date of the report.

Governance

- The Council meeting environment will continue to adjust pending changes from the Province as it relates to in-person meetings. There are currently no restrictions as it relates to the meetings of Council.
- A Strategy Session for Council is being scheduled in late September or early October pending the confirmation from a session coordinator. This session will be held in-person.
- NSFM Fall Conference – The Mayor has reminded Council of the conference scheduled for November 1 to 4 in Halifax. Those wishing to attend should reach out to Deanna by Friday September 16th.

Administration

- Meetings and Events
  - Tim Horton's Camp Day September 13th
  - July COTW and Council Meetings
  - CUPE Labour Management Meeting
- FOIPOP Applications – Applications are becoming more frequent requiring significant staff time to process. In some cases, the applications relate to historic operational or governance related matters of the former West Hants and Windsor municipal units.
- Homelessness – Throughout the summer a working group including individuals from the POSSE Project, Family Resource Center, The Windsor Township Business Association, The RCMP and municipal staff from various departments provided support to individuals in our community experiencing homelessness. Meetings and communications have occurred at the provincial and regional levels. Staff are finalizing the coordination of a public input session to be hosted in West Hants to inform the community of the realities of homelessness in the WHRM and to recruit community members to serve on a committee or task force. A special thanks to members of the POSSE group including Kim Kent and the Family Resource Centre for their campaign for awareness, support and leadership in our community regarding this issue.

Finance

- Meetings and Events
    - Chalet Hamlet Homeowners Association Meeting RE HST / CRA Ruling
    - South West Fire Association
- Operating Budget Projections – Acting Director Gibson has provided the first forecast for the current fiscal year, forecasting a small surplus. A reminder that we have a mix of cost centers that are seasonal resulting in a low level of forecasting accuracy at this time of the year. As we approach the end of the calendar year fiscal forecasting will be come more accurate.

Community Development

- Meetings and Events
    - Avondale and Hobarts Boat Launch Meetings
    - Sports Complex Projects and Operations
- Hants County Exhibition September 16th-17th and 23rd – 25th
- Garlic Festival – September 17th
- Windsor Township Community Art / Mural Festival – September and October
- AT Meeting
- Recreation / Community Facilities – The facilities were in full swing for the first time since consolidation due to the impacts of Covid over the last two years. Outdoor sports fields, parks and the pool were busy and require additional care and maintenance. New staff, a shortage of staff and efforts to improve greens spaces resulted in a spring that had a few operational glitches. However, as revised maintenance procedures were developed all areas of green spaces and beautification improved and a new standard was set. Thank you to all staff including seasonal staff for their dedication and hard work.
- Recreation Programs – Programs were very busy this summer. Specifically, the pool, have a few issues this summer with staff management and shortages resulting in reduced swim times. Staff worked through the issues to deliver the aquatic programs at the pool.

Planning and Development

- Meetings and Events
    - PACE Program Meetings
    - MCCAP Meeting
    - Homelessness Meetings
    - Municipal Surplus Lands (Internal Staff Meeting)
    - Cogmagun Lands
    - Community Growth – PIMs

- PAC / HAC
- Dangerous and Unsightly
- Brison Development Growth Meetings

- Municipal Lands on Fort Edward Street – The process of carrying out the Phase 2 assessment continues. An in-camera session is required for a more thorough update.
- Surplus Municipal Lands in Hantsport / Holmes Hill – Four of the five parcels remain on the market for sale. September 12th was the deadline for submissions with the appointed realtor. All bids will be reviewed by Council at the September Council meeting. Ongoing due diligence and bid evaluation will occur during the month prior to Council's review.
- Other Municipal Surplus Lands – staff met to discuss the next round of municipal surplus lands that will be placed on the market. Having survey plans, properties migrated, and other potential conditions associated with the lands is critical prior to the sale process. Staff will meet again in September to follow up on action items and continue the process.

Economic Development

- Meetings and Events
  - VREN LOC Meeting
- Beautification – The season for floral beautification is coming to an end. A special thanks to all staff and community volunteers for the elevated level of community beautification achieved this year. Looking forward to our continued growth in this area, it's had great impact. Thank you Kevin and Trevor for their leadership in this area.
- Community Signage – Consultations with Prime Creative continue (designers for the community brand) to provide community signage options to align with the existing West Hants Brand.

Public Works and Infrastructure

- Meetings and Events
  - Highway 101 Twinning Project CLC Meeting
- Hantsport Fire Station – Staff and Project Consultants Harvey Architects continue to push Avondale Construction for the completion of the HFD Station. Finishes and fixtures are now being carried out.
- CLC Meeting - 101 Twinning Project –The July meeting was recorded and available for viewing at the following extension: https://www.youtube.com/watch?v=j3yEwO6s6q8

Protective Services

- Fire Chiefs Meetings - Monthly meetings of the Fire Chiefs continue with the support of Operations Supervisor and EMO Coordinator. Efforts continue with standardizing, apparatus , equipment, and training standards.

Sincerely,

Mark Phillips

Mark Phillips
Chief Administrative Officer
West Hants Regional Municipality

2022-23 WEST HANTS REGIONAL OPERATING BUDGET UPDATE
FOURTH MONTH ENDING JULY 31, 2022

REVENUE	2022-23 BUDGET	% OF THE BUDGET	FORECAST MARCH 31, 2023	VARIANCE % (BASED ON FORECAST)	VARIANCE (BASED ON FORECAST)	ACTUALS July 31, 2022	VARIANCE % (BASED ON ACTUALS)
TAXES	$ 20,647,877	72%	$ 20,217,452	-2.1%	$ (430,425.00)	$ 20,217,452	2.1%
SEWER	$ 2,206,532	8%	$ 2,206,532	0.0%	$ -	$ 567,718	74.3%
BUSINESS PROPERTY / DEED TRANSFER TAX	$ 2,214,540	8%	$ 2,229,208	0.7%	$ 14,668.00	$ 1,120,209	49.4%
GRANTS	$ 90,085	0%	$ 90,085	0.0%	$ -	-$ 6,318	100.0%
SERVICES PROVIDED TO OTHER GOVERNMENTS [1]	$ 1,093,713	4%	$ 1,069,462	-2.2%	$ (24,251.00)	$ 151,531	86.1%
SALES OF SERVICES	$ 920,058	3%	$ 846,260	-8.0%	$ (73,798.00)	$ 224,034	75.7%
OTHER REVENUE [2]	$ 624,247	2%	$ 569,021	-8.8%	$ (55,226.00)	$ 250,066	59.9%
UNCONDITIONAL TRANSFERS	$ 662,151	2%	$ 662,224	0.0%	$ 73.00	$ 240,193	63.7%
TRANSFERS FROM FED OR PROV GOVT.	$ 147,008	1%	$ 147,008	0.0%	$ -	$ 55,641	62.2%
TRANSFERS FROM OTHER LOCAL GOVERNMENTS	$ 164,256	1%	$ 164,256	0.0%	$ -	$ 6,485	96.1%
TOTAL	**$ 28,770,426**	**100%**	**$ 28,201,508**	**-2.0%**	**$ (568,959.00)**	**$ 22,827,011**	**20.7%**
EXPENSES							
GENERAL GOVERNMENT SERVICES [3]	$ 3,570,877	12%	$ 3,460,088	-3.1%	$ (110,789.05)	$ 1,490,305	58.3%
PROTECTIVE SERVICES [4]	$ 8,260,732	28%	$ 8,058,986	-2.4%	$ (201,745.95)	$ 566,947	93.1%
TRANSPORTATION	$ 1,581,716	5%	$ 1,799,379	13.8%	$ 217,663.00	$ 599,793	62.1%
ENVIRONMENTAL HEALTH SERVICES [5]	$ 3,976,348	14%	$ 3,620,000	-9.0%	$ (356,348.00)	$ 971,569	75.6%
PUBLIC HEALTH SERVICES [6]	$ 276,825	1%	$ 293,887	6.2%	$ 17,062.00	$ 212,062	23.4%
PLANNING	$ 1,002,094	3%	$ 786,617	-21.5%	$ (215,477.00)	$ 259,942	74.1%
RECREATION	$ 2,790,004	10%	$ 2,404,666	-13.8%	$ (385,338.50)	$ 837,403	70.0%
EDUCATION	$ 4,680,803	16%	$ 4,680,803	0.0%	$ -	$ 1,541,016	67.1%
PRINCIPAL INSTALLMENTS	$ 2,666,411	9%	$ 2,666,411	0.0%	$ -	$ 1,022,459	61.7%
NET TRANSFERS	$ 203,893	1%	$ 203,893	0.0%	$ -	$ -	100.0%
TOTAL	**$ 29,009,703**	**100%**	**$ 27,974,730**	**-3.6%**	**$ (1,034,973.50)**	**$ 7,501,496**	**74.1%**
SURPLUS / DEFICIT	***$ (239,277)***		***$ 226,779***			***$ 15,325,515***	

Please note that if revenue and expenditures were incurred evenly over the year approximately 33.3% of the budget would be used. This percentage provides a guideline when reviewing the above. However, it is important to keep in mind that account variances (up or down) will occur throughout the fiscal year. For example, seasonal activities such as summer programs and facility maintenance, as well as winter snow removal, will influence the budget in a non-uniform manner throughout the year. Items such as transfers from reserves, will also impact budget to actuals throughout the year as they occur at fiscal year end.

The overall projected surplus based on the variance analysis for the general fund is $226,779. These remaining funds will be moved to the Operating Reserve as per the Reserves policy.

Though this is an early forecast for March 31st, the figures are showing an expected overage in Licenses & Permits Revenue. Key notes in the expenses at this time are as follows:

- Planning is seeing a savings in salary expenses as the department continues to seek employees to fill vacant positions.
- Financial Services is seeing a savings in salary expenses as the term Accountant positions changed from a 10 month term to a 6 month term.
- Recreation is seeing a savings in salary expenses as the department was unable to secure a full summer staff compliment.
- Waste Collection is expected to see increased expenses in the month of August as the company was late billing, and this should bring the Environmental Health Services forecast closer to budget.

LEGEND:

1 - SERVICES PROVIDED TO OTHER GOVERNMENTS INCLUDES: RECYCLING/ENFORCMENT, HOST COMMUNITY FEES, ADMINISTRATION FEES, COURTHOUSE

2 - OTHER REVENUE INCLUDES: INTEREST & PENALTIES, RETURN ON INVESTMENTS, ADMINISTRATIVE RENTALS AND LEASES, FINES, LICENSES & PERMITS

3 - GENERAL GOVERNMENT SERVICE INCLUDES: LEGISLATIVE, ADMINISTRATION, FINANCIAL SERVICES, FACILITIES, LIBRARIES

4 - PROTECTIVE SERVICES INCLUDES: RCMP, FIRE, REMO, BY-LAW, COURTHOUSE, BUILDING INSPECTION

5 - ENVIRONMENTAL HEALTH SERVICES INCLUDES: SEWER, WASTE COLLECTION, WASTE DIVERSION, LANDFILL

6 - PUBLIC HEALTH SERVICES INCLUDES: CEMENTERIES, PUBLIC HOUSING

Avon River Causeway Correspondence

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

First Name	Last Name	Correspondence Date	Meeting / logged
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)

First Name	Last Name	Correspondence Date	Meeting / logged
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)	Miniou (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)

First Name	Last Name	Correspondence Date	Meeting / logged
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)

First Name	Last Name	Correspondence Date	Meeting / logged
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)

First Name	Last Name	Correspondence Date	Meeting / logged
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)

First Name	Last Name	Correspondence Date	Meeting / logged
Quentin	Davison	2021-07-13	2021-07-13 COTW
Iain (Hon.)	Rankin	2021-07-16	2021-07-27 Council
Karen	Beazley	2021-07-15	2021-07-27 Council
G.E.	Morehouse	2021-07-22	2021-07-27 Council
Darlene	Taylor	2021-07-26	2021-09-14 COTW
Heather	MacLean	2021-08-13	2021-09-14 COTW
Kim (Hon)	Masland	2021-09-22	2021-10-12 COTW
Darren	Porter	2022-02-01	2022-02-08 Council
Hon. Steve	Craig	2022-03-02	2022-03-08 COTW
Hon. Greg	Morrow	2022-03-08	2022-03-22 Council
Sheldon	Hope	2022-03-10	2022-03-22 Council
Darren	Porter	2022-06-02	2022-06-14 COTW
Darren	Porter	2022-06-27	2022-06-28 Council
Hon. Joyce	Murray	2022-07-12	2022-07-26 Council
Jennifer	Allen	2022-08-30	2022-09-13 COTW

From: Jennifer Allen
To: kody.blois@parl.gc.ca; PublicOnlyCouncilEmail; PREMIER@novascotia.ca
Subject: Lake Piziquid, Windsor, NS
Date: Tuesday, August 30, 2022 5:32:56 PM

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

I have stayed quiet on this for a long time but the time has come for me to join the fight for our lake. I say, Our Lake, as it is just that!! We have put up with the dust storms and the smell and the loss of tourist traffic but there are more pressing items to be discussed.
My husband is a dairy farmer in Upper Falmouth and I have seen him try to come to terms with the loss of the fresh water and the infiltration of people who really do not even live in this area trying to dictate what happens to the lake. So far they have had their wishes agreed to and I say that enough is enough!
I am pretty sure that we were told there would be a freshwater system put in place and now we are told it will be a ' brackish/salt system'. This is not what we need or want. The freshwater system is the only one that we will accept. I see the change in the community and the town and as a realtor it is embarrassing to explain to people about the beautiful lake we have lost and the lack of consideration from all sides of government to help solve this monumental problem.
We need the lake back and it is high time the governments created a system that will make that happen.
Regards,
Jennifer

--
Jennifer Allen, Realtor
Royal LePage Atlantic

Correspondence Received

First Name	Last Name	Correspondence Date	Meeting / logged
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

as of September 8, 2022

Correspondence Received

Darren	Porter	2022-04-21	2022-04-26 Council
Daphnee	de Lamirande	2022-04-29	2022-05-10 COTW
Hon. John	Lohr	2022-05-02	2022-05-10 COTW
Ann- Marie	Mathieu, Annapolis Valley Regional Library	2022-05-05	2022-05-10 COTW
2022-05-11 Yves	Arsenault re Information session for Hosting of 44th annual Final des Jeux de l'Acadie for 2025	2022-05-11	2022-05-26 Council
Anna	Allen	2022-05-22	2022-06-14 COTW
Seamus	Marriott, Community Petition re Zwicker lake	2022-05-31	2022-06-14 COTW
Scott	Carson (Presenting letter in person to Council)	2022-06-03	2022-06-14 COTW
Hon. John	Lohr (DMA)	2022-06-10	2022-06-14 COTW
Nancy	Sherwood	2022-06-14	2022-06-28 Council
Bobby	Best	2022-06-16	2022-06-28 Council
Hon. Kim	Masland	2022-06-21	2022-06-28 Council
Sherri	Bulger	2022-06-28	2022-06-28 Council
Hon. John	Lohr	2022-06-30	2022-07-12 COTW
Domenic	Padula	2022-07-07	2022-07-12 COTW
Hon. Joyce	Murray	2022-07-12	2022-07-26 Council
Diana	Gibson re: RCMP & Fort Edward Information	2022-06-29	2022-07-26 Council
Acute Care	Tanya Penney	2022-07-19	2022-07-26 Council
Darren	Porter	2022-07-27	2022-09-13 COTW
PVSC		2022-08-02	2022-09-13 COTW
DMA		2022-08-04	2022-09-13 COTW
Breaking Barriers Together		2022-08-17	2022-09-13 COTW
Bill	Preston	2022-08-18	2022-09-13 COTW
Alix	Munro (POSSE)	2022-09-01	2022-09-13 COTW

Deanna Snair

From: darren porter
Sent: Wednesday, July 27, 2022 12:12 PM
To: MLA Office
Cc: PublicOnlyCouncilEmail
Subject: Fwd: The work being coordinated through the Public Works Department on the Avondale boat launch.

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

I am very upset and bothered but consistent discrimination that myself , my family and others receives from some counsel and some staff, I thank my counsellor For bringing the Avondale boat launch issue up in last nights meeting, I'm forwarding this below message to you on some communication with staff regarding my concerns prior to last nights meeting , it would be useful for council gather all information and correspondence on this subject.

To sit and listen to this same staff member state locals where met (I was waiting to be but never met) , and this ramp is not commercial and the tender is now out with out myself being met or consulted , all the while totally leading my self on that I'd have a chance to meet put my imput in is absolutely disrespectful. Then to dismiss me as a local , and state this boat access is not commercial Is nothing short of discriminatory. (status quo towards myself, my Family, my industry I represent.

This Avondale access has been commercial for hundreds of years With unbroken use commercially, this access is needed for safety issues as well, as the spokesman for the local commercial fisheries as well as project partner on the scientific project currently happening in the system that are commercial by definition. I'm am giving notice of a official complaint coming forward, this latest attack on my family and our business has struck a bone deep With the absolute dismissal of me and my family's livelihood.....
Before I put my official complaint in I'm going to ask the mayor and council to direct the CEO to rectify this behaviour and situation to eliminate The need For me to take this to the next level.

I am tagging the MLA in this as well to hope she can influence this discriminate towards me and my family.

Sent from my iPhone

Begin forwarded message:

> **From:** darren porter
> **Date:** July 27, 2022 at 11:41:23 AM ADT
> **To:** Jim Ivey
> **Subject: Fwd: The work being coordinated through the Public Works Department on the Avondale boat launch.**
>
> Sent from my iPhone
>
> Begin forwarded message:

> _____
>
> Good evening Todd it's been brought to my attention that you were coordinating and or directing works to the Avondale boat launch.
>
> I assume you are Aware Of our local commercial Fisheries that depends on this site to maintain our living.
>
> Also my self and the mikmaw conversation group and local universities use this site over 200 times each year.
>
> I also assume before you Direct any work to be done you would be reaching out to those that depend on this site commercially.
>
> I look forward to hearing from you and hopeful our input can make this project seamless, effective and efficient for all parties.
>
> There might even be some benefits of industry involvement as well as other funding source if that's of interest.
>
> Thank you,
> My contact number is.
> 902-
>
>
>
> Sent from my iPhone

Property Valuation Services Corporation
A truly valued Nova Scotia

Park Place II
Suite 200, 2nd Floor
238A Brownlow Ave
Dartmouth, NS B3B 2B4

Toll 800.380.7775
Fax 902.720.7873
www.pvsc.ca

August 2, 2022

Municipal Mayors and Wardens
Nova Scotia Municipalities

Dear Mayors and Wardens:

Re: PVSC Municipal Consultation

Since 2007, Property Valuation Services Corporation (PVSC) has provided an Assessment Roll each year to Nova Scotia's municipalities, in accordance with the *Nova Scotia Assessment Act*.

Engagement with municipalities is central to achieving our mission to provide essential, world-class property assessment services that enable our clients to make sound decisions. With the current economic and social challenges facing Nova Scotia today, we want to hear directly from you, our clients, about our services and any challenges and priorities your municipality may have.

We have contracted Jimmy MacAlpine as a Government Relations Officer to assist in our consultations. You may already know Jimmy from his 20 years of service with the Municipality of the District of Digby as Warden and Councillor. Jimmy is very familiar and well-versed with the operating context and pressures placed on municipal governments.

Over the next couple of months, Jimmy will be reaching out to you directly to connect and gather your input and insights. This information will help inform our client engagements, communications, and services moving forward.

We look forward to engaging with each of you, sharing information, and finding new ways to better assist our province's municipalities in the months and years to come.

Sincerely,

Kathy Gillis
Chief Executive Officer

cc: Chief Administration Officers and Directors of Finance/Revenue Officers/Tax Clerks
Jimmy MacAlpine, Government Relations Officer, PVSC
Rebecca Vorstermans, VP, Stakeholder Relations, PVSC
PVSC Board of Directors

NOVA SCOTIA
Municipal Affairs and Housing
Office of the Deputy Minister

PO Box 216
Halifax, Canada B3J 2M4
902-424-4100 T 902-424-0581 F
novascotia.ca

August 4, 2022

Mark Phillips
Chief Administrative Officer
West Hants Regional Municipality
mphillips@westhants.ca

Dear Mark Phillips:

Thank you for your letter dated July 19, 2022, initiating the required consultation for your application to the Federation of Canadian Municipalities' (FCM) Green Municipal Fund. Based on the information you provided for the Kentville and West Hants Regional PACE Program Design project, I find there to be no conflicts with provincial funding or policy at this time.

We wish you all this best in this endeavour and are interested in being informed of your progress should the submission receive approval.

Sincerely,

Paul LaFleche
Deputy Minister

CORR169/sh



Breaking Barriers Together Association

www.breakingbarrierstogetherassociation.com

To: Various Municipalities in Nova Scotia:

Date: August 17, 2022

To Whom It May Concern,

As members of the Breaking Barriers Together Association, we would like to thank you for taking the time to read our letter and we would like to introduce ourselves.

We are a group of former employees of Canada's Royal Canadian Mounted Police who have formed a not-for-profit association to lobby Canadians to push for large-scale change in the operation and structure of our national police force and military.

As you are aware, both the RCMP and Canadian Military have been plagued for decades with serious, often criminal, allegations of internal misconduct and abuse. These problems are always said to be "cultural" issues that the government claims to be working on.

This type of behaviour however, was sponsored by the Government of the Day, in the 1950's - 1990s, with internal purging of employees of the Canadian Government, National Defence and the Royal Canadian Mounted Police, known as the "Purge". Hundreds of employees, from many departments were fired, interrogated, for being LGBTQ. A class action also followed in recent years as many as over 750 persons were involved.

As victims of this systemic abuse, we have joined together with the goal of letting Canadians know just how little has been done to address this issue which is pushing some officers and staff to suicide. By showing the seriousness of this issue, we believe it can become a voting issue for Canadians and that will push those in power to make the changes that have been recommended for years but have consistently been ignored.

In 2012, a group of women who had been sexually harassed, raped and abused within the RCMP came together and filed a class action law suit against the RCMP and federal government. More and more came forward with very disturbing and serious allegations. After 4 years in court, arguing for



certification of our case, the federal government offered a settlement to the victims. Over 3200 women came forward which was triple the predictions of our lawyers, who suspected it may grow to 1000.

That shows how serious the problems within the force were and continue to be. Our case ended in 2016 with a national public apology, a financial settlement of more than $125 million and commitments to change the force. To date, absolutely nothing has been done. We hear from current victims quite often and we know that neither the 3200 victims, the national apology, the settlement paid nor the promise to do better mattered enough to the government to warrant the political will to change. Promises and recommendations have been ignored, and the abuse continues.

The vast majority of the RCMP consists of honest, hard working, ethical humans who have sworn an oath to uphold the law and serve their communities. In the Communities where the RCMP are contracted to serve, municipal employees in that detachment deserve a harassment free workplace in all aspects. If there is no recourse available to those Municipal Employees, the RCMP has failed them as well as their own employees. The municipal employees deserve as much protection as do RCMP/PSEs and Civilian Members. If anything, there is no record of voices from these employees and how they have been affected by the lack of responsibility by the RCMP. It is time that these employees be recognized as part of the change. This involves many of us, from Current Members, Civilian Employees, Public Service Employees, Municipal Employees and other support staff. From non union to union members who have been excluded from many of the lawsuits. It affects us all, families, neighbours and friends.

From our 2012 law suit, 2 other large class actions were launched. One for those who suffered systemic internal racism and another for generalized harassment and bullying which is expected to be in excess of $1.2 billion in costs. Many officers and staff have filed their own law suits and had them settled in their favour, adding to the vast amount of Canadian taxpayer dollars being spent to pay out for RCMP misconduct.

It is interesting to note, that when these cases are filed, we (the plaintiffs/ victims) pay our legal expenses out of a portion of our settlement. The RCMP and government have every dollar of their side of the litigation paid for by the Department of Justice. They can keep cases in the courts for years at the expense of taxpayers. We need your help to change that.

In recent days, we have seen the story of sexual misconduct in Canada's hockey association. The response has been rapid with funding cuts, sponsorships halted and immediate questions from the Minister of Sport demanding answers and requesting that if those who have the power to address and change this continue to do nothing, then get out and let people who can change the situation take over. We wonder why the Minister of Public safety has never taken a similar stance in support of RCMP abuse victims. We ask questions but get no answers. That is where you can help.



The Canadian government has known of the problems in the RCMP for decades and have paid millions of dollars on numerous studies to be completed by experts and scholars. There have been at least 17 of these studies done on misconduct. EVERY SINGLE STUDY EVER COMPLETED BY THESE EXPERTS HAVE RECOMMENDED ONE THING CONSISTENTLY. THAT IS THE CREATION OF AN INDEPENDENT BODY OF INVESTIGATION AND OVERSIGHT TO DEAL WITH MISCONDUCT BECAUSE THE RCMP HAS FAILED MISERABLY TO ADDRESS THIS ISSUE ON THEIR OWN.

Breaking Barriers Together are reaching out to all of the groups and individuals that may be unaware of just how bad things are in our national police force and military and we want to see how our problem is indirectly yours also. You can make change with your help. We have a simple ask thing to ask of you.

Earlier this year, we saw the introduction of Bill C-20 which will begin the creation of independent oversight, but it's not done yet. The Bill will be revisited this fall and we want to ensure Canadians are on board to pressure the government for them to see the importance of this Bill passing.

https://www.parl.ca/legisinfo/en/bill/44-1/c-20

Read about the troubles in the RCMP and tell others to do the same. Get your small community or family involved in getting to know the issue.

https://www.callkleinlawyers.com/wp-content/uploads/2020/12/RCMP_Final-Report_Broken-Dreams.pdf

Sign our petition to get new legislation creating the independent body passed through parliament.

https://petitions.ourcommons.ca/en/Petition/Details?Petition=e-4030

Write your MP. We will be uploading a program shortly where you will be able to go to our web site and have a letter forwarded to your MP simply by entering a postal code.

On September 14, at 12:30 Eastern time, we will be hosting a Breaking Barriers Together meeting via zoom with our group all across Canada to plan our next steps and invite those who want to help us to unite. This meeting will be done in collaboration with Olivia Chow and the Institute for Change Leaders at Toronto Metropolitan University.



Please let us know if you would like an invite to the meeting and we will have the link sent to you.

Yours sincerely,

Deb Le Boulch

Breaking Barriers Together Association

Paul Morton Deputy Mayor
Municipality of West Hants
August 17 2022

Holmes Hill Crosswalks

Good Afternoon:

Back in 2017 we attempted to have crosswalks added to Holmes Hill due to the fact that there was only one sidewalk on the street.. As you can see there was a survey done by the Municipality which decided against the cross walks.,(Rick Sherrard).

From Oct. 3, 2017, traffic volumes were documented continuously. The highest daily volume for the area was 1,194, with an average daily volume of 1,074 vehicles. When weighed against the number of pedestrians that were observed, the data didn't meet the criteria of installing crosswalks due to the following survey.

Pedestrian Crossing Control Guide and the Manual of Uniform Traffic Control Devices for Canada, which are produced by the Transportation Association of Canada, to aid in the decision-making process. Using a decision tool matrix, it was determined that the location did not meet the criteria for the installation of crosswalks.

That was five years ago we now have more vehicles using Holmes Hill but more importantly we have more pedestrians walking the hill. And this is mostly due to Covid-19 plus the fact we have newer residents living in Hantsport more people walking with dogs. There should be a crosswalk giving safe passage to the Cemetery which is very important and to Mariners Dr. which is the only other street directly across from the sidewalk. The other joining streets Maple Ave. Chestnut Ave. and Evangline Dr. however they do not face any sidewalk on the opposite side of the road.

With the potential of Mariners Dr. being further developed this will create more pedestrian and vehicle traffic. Holmes Hill road is narrow, people park on both sides. Holmes Hill has always been a speed street and still is. It is just a matter of time until someone is injured and there is School Bus stops on the street which was not taken into consideration with the prior Manual of Uniform Traffic Control Devices study.We are only looking at two crosswalks perhaps a gallon of paint to prevent a serious accident.

It would be appreciated if you could get this done for us.

Regards,

Bill Preston, Hantsport

Deanna Snair

From:
Sent: Thursday, September 1, 2022 4:00 PM
To:
Subject: Fwd: Telus Friendly Future Grant
Attachments: E453195E0A8A4BD8BD6184A886051C67[8689947].png; ATT00001.htm; ACFBC0D792DC4945A50523D6A99E8BEE.png; ATT00002.htm; Letter of Support Template.docx; ATT00003.htm; Roles.docx; ATT00004.htm

Correspondence

Abraham Zebian
Mayor
West Hants Regional Municipality

From: Alix Munro
Date: September 1, 2022 at 3:49:38 PM ADT
To: "Kody.Blois@parl.gc.ca", "paul.russell@halifax.ca", "Samson, Darrell - M.P." <Darrell.Samson@parl.gc.ca>, "stevecraigmla@gmail.com", "melissasheehyrichard@gmail.com", "LisaLachanceMLA@gmail.com" <LisaLachanceMLA@gmail.com>, "pam.lovelace@halifax.ca, Abraham Zebian, Mark Phillips
Cc: Kimm Kent
Subject: Telus Friendly Future Grant

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

Good afternoon,

POSSE is applying and advocating for non-police lead crisis intervention in several rural and suburban underserved communities in Nova Scotia. We are looking for letters of support to submit alongside our application. While the application is due September 15th, we would ask that you return all letters of support by September 8th so we have time to gather everything.

Rural and suburban communities including those on the outskirts of urban centres do not have access to mobile mental health crisis response teams in the same way that Halifax/Dartmouth do. The only call that can be made is to 911 which brings a police response and potentially criminalizes folks experiencing a mental health crisis.

Additionally, a non-police mental health response model would take pressures off of police and RCMP to respond to calls that are not criminal in nature.

I have attached a letter of support template but feel free to add anything that you feel is appropriate. Please use your respective letterhead as well. Also attached is a chart of roles (not exhaustive) that you may identify with in your letter of support.

Thank you,

Alix Munro
POSSE Administrative Assistant/Youth Outreach Facilitator
(She/They)

info@posseproject.ca
Outreach Line: 902.799.0752
alix.munro

Social Media:
https://www.instagram.com/posse_ns/
https://www.facebook.com/PeerOutreachSupportServicesEducation/
https://twitter.com/POSSE_NS

We acknowledge that we are in Mi'kma'ki, the ancestral and unceded territory of the Mi'kmaq People. This territory is covered by the "Treaties of Peace and Friendship". It was never surrendered or conquered. We are all treaty people.

Roles	Description	Potential Time Commitment
Supporter	You or your organization support the idea of a non-police crisis intervention model for youth. You are willing to provide information, learn more about the work (via updates) and promote it to others	Reading monthly updates Sharing Information periodically Connecting us to other resources and organizations
Stakeholder engagement	You are interested in being involved in the initial conversations with stakeholders to explore the model options and provide input on model criteria	Attend initial conversations (2-4) Provide Input (survey, in person sessions, focus groups, etc.)
Model development committee member	You are interested in being on the committee that will take the information gathered and work to develop the model components	Monthly meetings to review input, explore options and make decisions. Reading email information
Committee executive	You are interested in taking on a lead role on the model development committee. This will require meeting as a small group to plan meetings, speak on behalf of the group, keep the committee organized and moving forward	Extra meetings as required with other executive members
Space provider	Your organization has space you can offer to the project for meetings, stakeholder sessions, and/or drop in office space for staff.	
Potential Funder	Your organization has potential funding you may be able to offer (or the group can apply for) to the project to support the pilot phase of the project	
Other resource provider	Your organization can offer other resources such as staff time to support (data collection, data entry, minute taker, report writing, promotional specialist, social media supporter, engagement of first voice youth, etc.)	
Other	Please specify what other role you could play	

Dear TELUS Innovation Grant Selection Committee,

The/I _____ (your/organization's name) am/is writing to express support for POSSE/Mi'kmaw Native Friendship Centre's application for the "Youth Community Crisis Intervention and Outreach" Project.

The development of a community led, non-police, crisis intervention model for youth aged 15-30 is imperative to reducing the obstacles that many youth are facing to reaching their full potential. The rural and underserved suburban areas, as defined in the project, are experiencing criminalization of mental health issues and substance use, all while lacking the resources found in urban areas.

(Describe how you or your organization interacts with youth and why you feel non-police crisis intervention is important, describe how will this crisis intervention model help to support your organization's work).

Our organization is committed to supporting this project and as a project partner we are committed to _____ (using the chart identify your role(s) and how you plan to participate.)

Our organization recognizes the need for these services in rural and suburban areas. The development and implementation of a non-police crisis intervention model is an innovative and necessary part of creating communities of care and more equitable delivery of mental health services.

Signature of the Organization

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
Carol	Bradley	6/23/2022	2022-06-28 Council
Ruth	Angevine	6/24/2022	2022-06-28 Council
Denise	Forand	6/28/2022	2022-06-26 Council
Marie	Claude-Roiux	6/28/2022	2022-07-12 COTW
Colleen	Rogers	7/24/2022	2022-09-13 COTW
Shirley	Pineo	8/9/2022	2022-09-13 COTW
Pamela	Spence	8/19/2022	2022-09-13 COTW
Councillor Gail	Tupper	8/22/2022	2022-09-13 COTW
Camilla	Noiles	9/3/2022	2022-09-13 COTW

Sent: Sunday, July 24, 2022 5:18 PM
Subject: Fwd: Fort Edward site

Abraham Zebian
Mayor
West Hants Regional Municipality
(902)790-1566
West Hants Regional Municipality acknowledges that we are in Mi'kma'ki, the ancestral and unceded territory of the Mi'kmaq People.

Begin forwarded message:

> **From:** Colleen Rogers
> **Date:** July 24, 2022 at 4:44:21 PM ADT
> **To:** Abraham Zebian <AZebian@westhants.ca>, Bob Morton <bmorton@westhants.ca>, "info@westhantshistoricalociety.ca" <info@westhantshistoricalociety.ca>
> **Subject: Fort Edward site**

I am concerned about the proposal to sell the land near Fort Edward. I think it is a very short sighted idea that will give the municipality some input of cash but will be a long term loss.

We want our community to grow and to attract business and tourism. There are great things happening around here and there is a new vibrancy to the area. We can easily add to this attraction by celebrating the heritage of our area.

The area around Fort Edward could reflect the First Nations, Acadians, Loyalists (including the heroine of Scotland Flora MacDonald), the Jewish defence League etc. With a few simple kiosks that explain the history as you go up to the Fort we could attract many different tourists who seek historical attractions. If you look at the success of Grand Pre and the number of visitors who come to the area just to see that site, it is evident that there is an appetite for this.

I think there could be many parties interested in partnering with the municipality to develop this wonderful resource such as Parks Canada, Jewish community, Acadians, First Nations, local businesses, provincial departments etc.

Please do whatever you can to save this land. If we sell the land we will miss the opportunity forever.

West Hants Historical Society

281 King Street, Windsor, NS
PO Box 2335, B0N 2T0

Tel: 902-798-4706 email: info@westhantshistoricalsociety.ca

President: Shirley Pineo *Secretary:* Paul Brison

Dear Friends, August, 2022

We need your help.

The West Hants Historical Society needs your ideas for the land near Fort Edward.

Although the Municipal Council has not made a definite decision, we feel we should go forward and look for any ideas that citizens and cultural groups might like to share with us regarding the public use of lots P36 and P65 adjacent to Fort Edward. When we go before Council the next time, we will present some concrete ideas of the possible uses for this historical land.

We are holding an Open House on August 17 at Fort Edward to give everyone an opportunity to share ideas and comments regarding the future of this land. This event will be held between 6 pm and 8 pm. If you are unable to attend, may we suggest you email any ideas to info@westhantshistoricalsociety.ca, or drop off at the museum and they will be added to the ideas given at the Open House.

These properties were part of Fort Edward until 1967 when they were transferred to the Town of Windsor for community use. We believe these properties are of cultural and historical significance and should be retained for the community and not sold for a housing development. We further believe that, being adjacent to Fort Edward, a housing development would ruin the aesthetic of the site.

Following is a brief chronology of the historical and cultural heritage of the area.

The prominence overlooking the junction of two rivers, known to the Mi'kmaq as Pisiquid, was for millennia a gathering place and the possible location of a burying ground.

- About 1680 Acadian French began to establish farm settlements throughout the area and in 1722 built a parish church on top of the hill.
- 1750: Because of its strategic location overlooking this river junction, the British selected the hill as the location for a fort that they named Fort Edward. The Acadian parish church was dismantled to make way for the blockhouse and relocated to another site.
- A truck house (trading post) was established on the West slope of the hill to trade with the local Mi'kmaq and Acadians.
- 1755: Fort Edward was the site of the deportation of Acadians from the district Pisiquid.
- 1760: Soldiers from the fort assisted in the settlement of New England Planters in the region.
- 1760 -1763: Acadian prisoners from Cape Breton, Prince Edward Island and Eastern New Brunswick were held in and round the fort.

- With the signing of peace treaties, soldiers at the garrison were able to relocate living quarters, gardens and livestock pens outside the stockade, some on the site of the subject lands.
- 1765: A farmer's market and agricultural fair was established on the West slope of Fort Edward including on the subject lands. This exhibition became the Hants County Exhibition, the longest continuously operating exhibition in North America.
- Fort Edward was key to the defense of this region during the American Revolution. For a short time it was the home of Scottish heroine Flora McDonald.
- During the War of 1812, companies of soldiers from Fort Edward protected the region from American Privateers.
- 1832: The fort became the home garrison of the Hants County Militia.
- 1914: With the outbreak of WW1 Fort Edward became a training and debarkation base for the British (later Canadian) Expeditionary Forces including the 112thand 120th Battalions and the Jewish Legion.
- Following WW1 the fort was largely abandoned. All original buildings except the blockhouse were destroyed. The grounds became a local golf course.
- 1922: Fort Edward was designated a national historic site under the administration of Parks Canada.
- 1967: Parks Canada transferred the subject lots to the Town of Windsor for public use including the building of a community swimming pool.
- 1973: The West Hants Historical Society was founded with a mandate to promote the restoration and preservation of Fort Edward. The Society continues to provide summer guide service under contract to Parks Canada.
- 2021: The Hants West Regional Municipality proposed to rezone the subject properties to allow a multi-unit housing development. This we believe is in contravention of the agreement of 1967 with Parks Canada.

So, here we are. Please help us keep this land for the use of the public. The West Hants Historical Society has ideas as to how this property could be used to interpret and portray the cultural and historical significance of the site, but we are requesting input and an indication of interest from the community.

We need your help to convince the West Hants Regional Council to look to the future and include this piece of land in their vision of the future in which our rich cultural and historical heritage is celebrated and protected.

People come from all over the world to visit Fort Edward. Together we can make it a much better experience for visitors, thus contributing more to the local economy and pride of community.

Once this public property is lost to development, it will be lost forever.

Thank you,

Shirley Pineo
President
WHHS

Date: August 19,2022

To: The Mayor, Deputy Mayor and Councillors of the Regional Municipality of West Hants

Re: Lands adjacent to Fort Edward

Dear Mayor, Deputy Mayor & Councillors:

This letter is to express my concerns with Council's consideration to rezone the lands adjacent to Fort Edwards. I share the concerns of the local public as expressed in various news articles and the West Hants Historical Society.

Altho I am not living in the area now, my family is multiple generations of Spences from the St. Croix/Ellershouse area. I have spent many memorable times at our Spence reunions in Windsor and fondly remember as a youth running around and exploring the blockhouse. I remember taking my young children there and sharing the history and experience at Ft. Edward. I recall it as a promontory landsite over which there is a tremendous 360 view of the water and land. Hence its perfect location to create a fort.

When researching the history, Wikipedia has tremendous detail on what a role this location has played in multiple centuries. I have attached the Wikipedia link on Ft. Edwards' legacy as for your information. https://en.wikipedia.org/wiki/Fort_Edward_(Nova_Scotia)

The Phase 1 archeological study highlights that while heritage items may not visible, there are definitely archaeological remains throughout the site and surroundings. Based on other archaeological digs, one must assume there would be material and human artifacts. This really should be considered part of the larger sacred site!

In summary, this should not be privatized for the following reasons:

- these lands are part of a larger property that was of importance to the indigenous people as a gathering site and trading post, a religious site for the Acadians, one of the first English fortifications in Nova Scotia, was sadly significant in the "Le Grand Dérangement" (Expulsion of the Acadians), protected Nova Scotia during the U.S. Revolutionary War, the War of 1812 and the American Civil War, home to many historical military operations including the training and encampment of soldiers during World War I, the Jewish Legion and a Newfoundland regiment;
- the lands are also of great historical significance as the original site of North America's Oldest Agricultural Fair – a fair that remained for nearly 200 years (1765 – the early 1950's) and are the only lands in North America that can make that claim;
- the lands are shown on maps/drawings from the 1700's and since the Royal Charter of 1766, have been designated and used for public purposes and should remain that way;
- these lands could create a buffer to the National Park and be utilized for public purposes as they were when the swimming pool was created; and

- this site has many untapped options for Windsor's tourism potential that would appeal to local, interprovincial and international tourism, historians and visitors

There is a real opportunity here for the Town of Windsor to create a respected and exciting interpretive centre honouring this generation's duty to reconciliation. This site could be a popular attraction to hear all sides of the TRUE story of combat between the Mi'kmaq, Acadians, French, American and British. There is a long tale to tell of the use of these lands over the past 275 years. Stakeholders in these lands (the indigenous people, Acadian organizations, the African Nova Scotian community, Jewish groups, WHHS, Parks Canada, Provincial Heritage Dept. and other groups) should have an opportunity to propose an alternative purpose acceptable to Municipal Council and the public. An interpretive centre, as well as community gardens or other public services (parking) would complement the National Historic Site and its historical significance, enhance the appeal of West Hants Regional Municipality for tourists, scholars and visitors as well as be in keeping with what the public wishes for these lands.

The proposal to privatize these public lands to create 22 residential units in 3 storey buildings, likely taller than 14 metres including mechanics, would mean the blocking of views and vistas to and from the park and promontory. These tall buildings would not be in keeping with the surrounding homes or be complimentary to the National Historic Site creating a negative impact on the neighbourhood.

It would also create one of the highest population densities in the Municipality next to National Historic Fort Edward, the oldest surviving Blockhouse in Canada. Has a traffic impact study been done to determine feasibility of current access routes and the site's ability to handle parking for 35 or more cars (residents and visitors)? These traffic changes will also have a negative impact on the neighbourhood.

I urge you to vote against the proposed re-zoning and subsequent sale of these lands. There are numerous other options and opportunities to create responsible and historically sensitive uses of these lands that would benefit the public more than the developer and generate ongoing revenue for the Town.

Something Inspiring Awaits!!!!!

Do you really want to be the Council that, for short term reasons, gives up land that has been in the public domain for 275 years! Do you even have the legal authority?

Thank you for considering my comments and for thinking of the long-term future of the community and not the short-term profit.

Sincerely,
Pamela Spence
St. Croix, Nova Scotia descendant now residing in Ontario

CC: West Hants Historical Society

GLOOSCAP
First Nation

Band Office

159 Smith Rd., Hantsport, NS B0P 1P0
Phone (902) 684-9788 • Fax (902) 684-9890 • Toll free 1-855-601-4943

August 22, 2022

To: Mayor Abraham Zebian
West Hants Municipal Council

Please accept this letter to show our support for the West Hants Historical Society for their vision of the property located at 65 Fort Edward Street. These lands have significant cultural and historical value to the Mi'kmaq as well as many other cultures. It is commendable that the historical society has taken this on and want to preserve the rich history of this landscape.

I hadn't realized that the lands were formally part of the Fort Edward Historical Site as I had only known the lands as the Windsor Pool area. As a youngster, I remember coming here from Hantsport for swim competitions.

When the lands were transferred to the Town of Windsor, they were designated for community use and Windsor made that commitment by offering the property for use as a community swimming pool.

When an area is designated for community use, it can be used for outdoor recreation, parks and playgrounds, cemeteries and museums and historical sites. There is much history in this area that should not be forgotten. I fear that re-zoning this area to residential and having a private owner develop it, will lead to this. As leaders, we must make hard decisions and some of those decisions at times are not about money, but about preserving our history and telling the story.

By looking at the website for the West Hants Municipal Council, the council are looking for areas for housing development, which I commend you on because we all know too well that we are in a housing crisis. However, this area is significant to the Acadians and the Mi'kmaq as well as other interest groups, and we must preserve our history for future generations. In reviewing a few reports, I would like to share some points that jumped out at me. By Jonathan Fowler, "there is ample evidence at the location to demonstrate elevated and archaeological potential". Sara Beanlands has proposed a "cultural pavilion" on the swimming pool site to highlight the diversity of cultures in Hants County, and the Jewish Legion Centennial Society was interested in the site back in 2019. They wanted to establish a permanent memorial for soldiers that trained at Fort Edward in 1917, as Fort Edward was the point of departure for all North American troops of the Jewish Legion.

In the Parks Canada Management Plan of 2016, there are 2 strategies put forth for this area. Parks will provide opportunities for visitor experience, and there will be a shared stewardship and community gathering place. I believe that Parks Canada would be a willing partner to develop these lands to enhance the visitor experience of this area. I would like to ask the West Hants Council to consider the value they are giving to their constituents and weigh that value amongst the options that are being presented. Windsor has a strong sense of pride and most see Fort Edward as a valuable community asset. We need to think of ways to promote this site, which would bring more visitors to Windsor.

There are many ways that the property at 65 Fort Edward St., could be developed. I put forth a list of ideas that would commemorate the diverse cultures and historical significance of this area.

- Flag poles representing the many cultures
- Tourist bureau
- Historical society
- Plaques to commemorate the history
- Peace and Reconciliation Park
- Trading post / truck house
- Wigwam

When reading the brief chronology of the historical and cultural heritage of the area, I was fascinated with the events and milestones of this area. As you are probably aware, any new development on the historical grounds would not be permitted, which is why it is vitally important to have the property in question protected for community use. Wouldn't it be great if the West Hants Municipality kept this land to be used by the Historical Society. There are many interest groups that would promote and support a shared stewardship of the land. Let's decolonize our thought process and re-imagine all the activity, good and bad, that has taken place here, and honour it by allowing this area to be deemed a protected historical and cultural area. Now that would be "reconciliation".

Yours in Peace and Friendship

Councillor Gail Tupper

Councillor Gail Tupper on behalf of Chief Sidney Peters

cc. Shirley Pineo, President, West Hants Historical Society
Heather MacLeod-Leslie Phd, Archeology and Research Manager, KMKNO

With love, respect, courage, honesty, wisdom, humility & truth - The Seven Sacred Teachings

From:
To:
Subject: Fwd: Camilla Noiles has submitted General Feedback
Date: Saturday, September 3, 2022 11:50:54 AM
Attachments: image117091.png

Get Outlook for Android

Shelleena Thornton (she/her)
Municipal Operations Supervisor and Emergency Management Coordinator
West Hants Regional Municipality
PO Box 3000, 76 Morison Drive, Windsor, NS, B0N2T0

T 902-798-8391 Ext. 207
E SThornton@westhants.ca
W www.westhants.ca

From:
Sent: Saturday, September 3, 2022, 10:19 a.m.
To:
Subject: Camilla Noiles has submitted General Feedback

Camilla Noiles has submitted a General Feedback comment.

Phone Number:
Alternative Phone Number:
E-mail:

Mailing Address: Windsor, B0N 2T0

Comments: I have just read todays Chronicle Herald article on Fort Edward. The land adjacent to the fort, which is own by the tow, should not be sold. The town needs more preserved land for public use. The fort would lose it's view and perspective if developed. Yes, washrooms are needed. One of the the worse things that can happen (& do), is visiting a town or even a local walking and not being able to find a public washroom. Even port I potty help. I also would certainly appreciate a potapotty downtow,.

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

First Name	Last Name	Correspondence Date	Meeting / logged
Katherine MacLeod	MacLeod, Dept. Envir. and Climate Change	2021-10-27	2022-01-11 COTW
Robyn	Homans	2021-11-23	2021-12-07 COTW
Hon. Kim	Masland	2022-01-20	2022-01-25 Council
Hon. Kim	Masland re: clarity on correspondence sent 2022-02-20	2022-02-16	2022-02-08 COTW
Hon. Joyce	Murray	2022-02-02	2022-02-08 COTW
Hon. Greg	Morrow	2022-02-04	2022-02-08 COTW
VREN		2022-03-10	2022-03-22 Council
Station Food Hub		2022-04-28	2022-05-10 COTW
MLA Melissa	Sheehy-Richard re: Avon River Eco/Tourism	2022-05-02	2022-05-02 COTW
MLA Melissa	Sheehy-Richard re: exit 6	2022-05-02	2022-05-02 COTW
Hon. Joyce	Murray	2022-05-06	2022-05-10 COTW
KMK Assembly Mi'kmaw Chiefs		2022-05-06	2022-05-10 COTW
The Premier	The Hon. Tim Houston	2022-06-27, sent 2022-06-30	2022-07-09 COTW
The Premier	The Hon. Tim Houston	2022-06-30	2022-07-09 COTW
Hon. Kim	Masland	2022-08-23	2022-09-13 COTW

West Hants
something inspiring awaits

August 22, 2022

The Honourable Kim Masland
Nova Scotia Minister of Public Works
P.O Box 186
Halifax Nova Scotia
B3J 2N2

Sent electronically to publicworksminister@novascotia.ca

Dear Minister Kim Masland,

Re: Potential Mi'kmaq Burial site, Windsor Nova Scotia

Please accept this letter on behalf of the West Hants Regional Municipal Council regarding a potential Mi'kmaq burial site location near the Exit 6 interchange in Windsor, Nova Scotia. During the Highway 101 Twinning Community Liaison Committee (CLC) meeting held on July 20, 2022, a concern was raised at the meeting pertaining to the existence of a potential Mi'kmaq burial site at or near the Exit 6 interchange near Windsor, Nova Scotia. Following the CLC meeting this matter was discussed at the July 26, 2022 Council meeting resulting in this correspondence.

The West Hants Regional Municipality has recently commissioned a Phase 1 Archaeological Resource Impact Assessment (A.R.I.A) of 65 Fort Edward Street, Windsor adjacent to the Fort Edward National Historic Site. This is municipal land, currently deemed surplus with the current intend to develop. The Phase 1 ARIA suggests that there is evidence of archaeological resources associated with Fort Edward in the subject lot, 65 Fort Edward Street, and the surrounding area, including near the Exit 6 interchange.

With this most recent report in-hand, the West Hants Regional Council wishes to extend it to you for your review and urge you to reflect on the historic due diligence undertaken as it relates to the twinning project and specifically the Exit 6 interchange where the Phase 1 ARIA indicates there may be an area formerly known as "Burying Island".

To formally express the current position of the Council who met on July 26, 2022, to discuss this matter, the following motion was ratified.

"THAT COUNCIL WRITE A LETTER TO THE MINISTER OF PUBLIC WORKS, THE HONOURABLE KIM

MASLAND AND COPY MLA MELISSA SHEEHY-RICHARD HIGHLIGHTING THE POSSIBILITY OF A MI'KMAQ GRAVESITE NEAR EXIT SIX (6) AND THAT THE PROVINCE EXPLORE THIS POSSIBILITY TO ENSURE THAT NONE EXISTS."

West Hants Regional Municipality thanks you for your attention to this matter and we look forward to hearing from you.

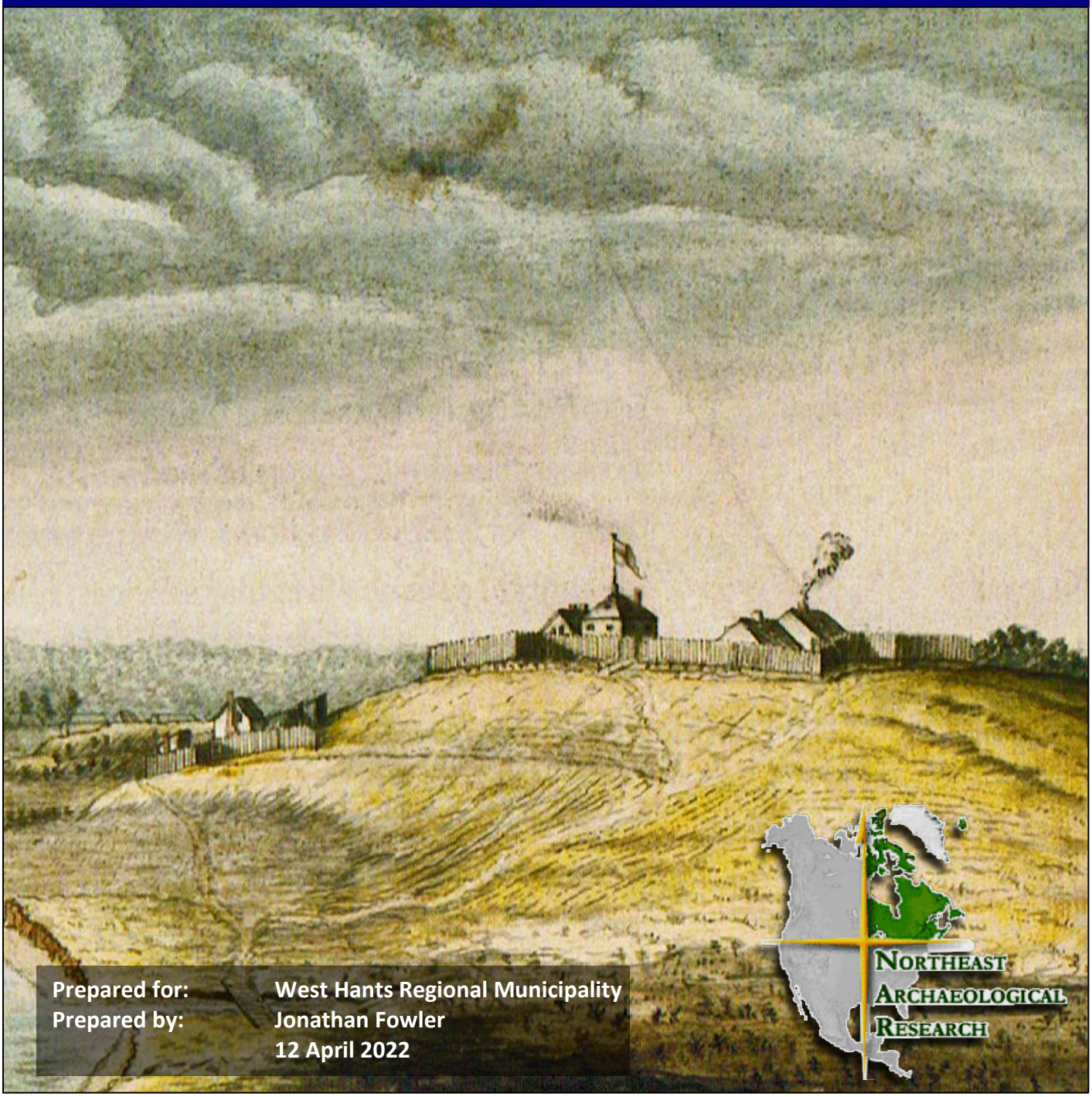
Respectfully,

Abraham Zebian
Mayor of West Hants Regional Municipality

az/ds

CC.
MLA West Hants, Melissa Sheehy-Richard
West Hants Regional Municipal Council
Chief Administrative Officer, Mark Phillips

Fort Edward Street
Archaeological Resource Impact Assessment
HRP A2022NS013



Prepared for: West Hants Regional Municipality
Prepared by: Jonathan Fowler
12 April 2022

NORTHEAST ARCHAEOLOGICAL RESEARCH

EXECUTIVE SUMMARY

In late 2021, the West Hants Regional Municipality retained Northeast Archaeological Research Inc. to conduct a Phase 1 Archaeological Resource Impact Assessment of two contiguous properties at 36 and 65 Fort Edward Street, Windsor, for the purpose of evaluating their archaeological potential.

Our study examined recorded archaeological sites in the Maritime Archaeological Resource Inventory (MARI), published histories, aerial photography, and archival records (cartographic and documentary) from local, national, and international repositories. A pedestrian survey was conducted on 12 February 2022 to examine surface conditions and collect survey points to assist in georeferencing historical maps.

Our assessment concludes that these properties very likely contain archaeological resources associated with Mi'kmaw, Acadian, and British activities dating from the early colonial period and possibly earlier. This meeting point of major rivers and terminus of major portage routes linking the Fundy system to the Atlantic coast was long inhabited by the Mi'kmaq and their ancestors. By the mid-18th century, the Mi'kmaq regularly frequented a trading post (or truckhouse) adjacent to the properties in question. It was one of only six posts in the region that functioned as part of the 1760-61 Treaties of Peace and Friendship between the Mi'kmaq and the British Crown.

In 1722, the Acadians built a parish church just uphill from the two properties. The British demolished it to make way for Fort Edward in 1750. Between 1755 and 1763, Fort Edward functioned as a prison for hundreds of Acadians caught up in the deportations.

Significant fort infrastructure was located outside the ramparts and 18th century maps indicate that some of these structures stood in the properties in question. The northernmost of the two properties is also within the viewplane Parks Canada identifies as essential to the commemorative integrity of Fort Edward National Historic Site. From 1765 and up to recent times, the two properties were the site of the Windsor Agricultural Fair, Canada's oldest, which was designated a national historic event by the Historic Sites and Monuments Board of Canada in 1935.

Construction on these properties in the 20th century has likely impacted the integrity of some archaeological resources, but material cultural evidence is almost certainly still present, some in secondary contexts.

Based on these findings, it is recommended that any future construction activities on these properties be subject to a thorough Phase 2 Archaeological Resource Impact Assessment prior to ground disturbance, including engagement with the Mi'kmaw and Acadian communities.

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1.0 INTRODUCTION

In late 2021, the West Hants Regional Municipality retained Northeast Archaeological Research Inc. to conduct a Phase 1 Archaeological Resource Impact Assessment of two contiguous properties, 36 and 65 Fort Edward Street, in Windsor (**Figure 1**). This assessment finds that the properties very likely contain significant archaeological resources relating to Mi'kmaw, Acadian, and Anglo-American communities and traditions. This report describes investigations conducted under Category C Heritage Research Permit A2022NS013 and is formatted according to reporting procedures prescribed by the Nova Scotia Department of Communities, Culture, Tourism, and Heritage.[1]



Figure 1: Study area location map. The two properties in question are enclosed by the dashed yellow lines. SOURCE: Google Earth, February 2016.

[1] Reporting Procedures, Archaeological Resource Impact Assessment (Category C): https://cch.novascotia.ca/sites/default/files/inline/documents/archaeologicalresourceimpactassessmentc.pdf

2.0 Development Area

Biophysically, the development area is part of the Carboniferous Lowlands Theme Region (511 Windsor Lowlands) (Davis and Browne 1996, 2:10). Surficial geology maps place Fort Edward Hill in a silty till plain (ground moraine) whose topography is characterized as "[f]lat to rolling, [with] few surface boulders," and in which the till is "thick enough to mask bedrock undulations." These materials, furthermore, "generally provide the best agricultural land in the province, moderate drainage and stoniness; [and] moderate to good buffering capacity for acid rain because of transported calcareous bedrock components" (Stea, Conley, and Brown 1992). As we will see, this soil's ability to support agriculture contributes directly to a major aspect of the study area's heritage significance. The underlying bedrock consists of Windsor Series rock (limestone, gypsum, shale, and sandstone) associated with the Mississippian, or early Carboniferous, period (Cann, Hilchey, and Smith 1954, 8–9).

2.1 Indigenous presence

The Windsor area is situated in the traditional Mi'kmaw district of *Sipekne'katik* (Sable and Francis 2012, 21). Historic period Mi'kmaw inhabitants referred to the Avon River estuary as *Pesikitk* ("to flow splitwise"), referencing the confluence of the Avon and St. Croix rivers, each of which connected to major portage routes linking the Minas Basin and greater Fundy system to the Atlantic Coast.[2]

There is no direct archaeological evidence of ancient human activity in Fort Edward's immediate neighbourhood recorded in the Maritime Archaeological Resource Inventory (MARI), but this almost certainly reflects the incomplete coverage and/or lack of archaeological surveys rather than the extent of the actual archaeological resource.[3] In other words, the absence of evidence in this case is certainly not evidence of absence.

A major Indigenous village dating mainly to the Maritime Woodland Period has been identified at St. Croix (BfDa-01) (Deal 2016, 91). This well-studied site has in fact revealed artifacts spanning 3000 years, encompassing the Late Archaic, Maritime Woodland, Proto-historic, and early historic periods, making it one of the most long-lived Indigenous habitation sites in the region. It is also a rare example of a site possessing well-dated contexts and abundant palaeobotantical evidence, allowing important inferences to be drawn about the local ecology and foodways (Deal 2016, 121–25; Milner 2014).

[2] Mi'kmaw Place Names Digital Atlas, https://placenames.mapdev.ca/

[3] As we will see below, there is antiquarian testimony of at least one Mi'kmaw cemetery near Fort Edward Hill, but the sites in question have not been registered in the MARI.

Less well-preserved Indigenous sites and isolated find have been recorded at the head of tide on the Avon River, at BfDb-09 and BfDb-22 respectively, the latter suggesting an Archaic presence. Further Archaic evidence has been traced on the upper reaches of the West Branch Avon River (BfDb-03) and at the source of the Avon at Falls Lake and Mockingigh Lake, where a complex of Indigenous sites spanning the Archaic and Maritime Woodland period is recorded (e.g. BfDb-12-18, 20-21).

Although Parks Canada's archaeological excavations at Fort Edward have not revealed material cultural evidence of Mi'kmaw sites[4] (e.g. Ferguson 1987), only a small area has been excavated to date and it is focused mainly on the ground enclosed by the 1750 British fort. At a minimum, the MARI evidence demonstrates that the upper reaches of the rivers converging at Windsor sustained settlement by the Mi'kmaq and their ancestors for millennia. Passing this way countless times, their habitual movements through the landscape in part explain the British government's desire to militarize Pesikitk in the mid-18th century. We will return below to the subject of historic period Mi'kmaw activity at Fort Edward Hill and its vicinity.

2.2 French presence

In the 1680s, French farming families from Port-Royal began moving to the Minas Basin area (Les Mines), their activities at Pesikitk beginning with Étienne Rivet and Marie Comeau, who settled across the Avon River near Mount Denson (Fowler 2001; 2006b). Within a decade or so, immigrants were dyking the tidal marshes along each of the major rivers in this district (Duncanson 1983; Clark 1968; R.-G. LeBlanc 2005). The Acadians, in keeping with their generally positive relations with the Mi'kmaq, retained the Mi'kmaw place name, which appears in colonial-era documents in French and English as Pigiguit, Pisiquid, and Pisiquit. Colonial records from the French regime demonstrate that the Mi'kmaw presence at Pesikitk persisted after the arrival of the Acadians. The 1687-88 census of Gargas, for example, which was almost certainly incomplete, counts 50 Mi'kmaq among the 114 French inhabitants of Les Mines (Morse 1935, 1:145–49). The symbology of a 1737 map suggests wigwams at Pesikitk (**Figure 2**), while a 1748 account of the country notes that 300-400 Mi'kmaq make the journey from the Atlantic coast to see the French priest at Pesikitk.[5] By this time, there were two Acadian parish churches in the district: Sainte-Famille at Falmouth, established in 1698, and Notre-Dame-de-L'Assomption at Fort Edward Hill, established in 1722 (Bujold 2004, 68–71).

[4] Robert Ferguson, Parks Canada Archaeologist (retired), personal communication 24 January, 2022.
[5] Anon. 1748. "Mémoire sur l'Acadie," Archives nationales d'outre-mer (ANOM), COL C11D 10, p.3.



Figure 2: Detail of a 1737 map of Acadie appearing to show wigwams in the Pesikitk area. The portage route connecting Pesikitk to Kjipuktuk (the great harbour), the future site of Halifax, is labelled as a *chemin*. It was an Acadian drove road at this time. At lower right. SOURCE: Anon. 1737. "Carte de la coste du N[ord] et du S[ud] de l'Arcadie et de l'île St Jean," Bibliothèque nationale de France (BNF), département Cartes et plans, GE SH 18 PF 132 DIV 2 P 13/1. A cruder and perhaps slightly older version of this map exists, and it shows similar symbology: Anon. 1737. "Carte des côtes de l'Acadie, Iles Royale, St Jean…" BNF, département Cartes et plans, GE SH 18 PF 132 DIV 2 P 13.

An ecclesiastical summary census of the French population of Pesikitk counts 150 families in 1731.[6] The population reportedly exceeded 1600 in 1737 but appears to have dropped sharply after the founding of Halifax in 1749, when perhaps as much as half of the Acadian population departed for new settlements in French controlled territory (R.-G. LeBlanc 2005, 170–71; Johnston 2004, 67). The inhabitants no doubt found the British military presence challenging, particularly after 1750, when Charles Lawrence established Fort Edward on the site of the parish church of Notre-Dame-de-L'Assomption (Fowler and Ferguson 2010). The British deported 981 Acadians from Pesikitk in 1755, using Fort Edward as a base of operations and a prison (R.-G. LeBlanc 2005, 171).

[6] Anon. 1731. "État de l'Acadie pour le gouvernement ecclésiastique," ANOM, COL C11A 107, pp. 235-236.

There is no evidence of colonial-era French domestic activity on Fort Edward Hill. Pesikitk is relatively well mapped in the 18th century, and abundant cartographic and documentary evidence places the village sites elsewhere (Fowler 2001). Some of these sites have been explored archaeologically (Deal 2001; Fowler 2005; 2006b; 2006a; 2013; Preston 1991). **Figure 3** summarizes most of the known locations of Acadian hamlets in the area. Although imperfect[7], the evidence is sufficiently complete to probably discount Fort Edward Hill as a site of intensive domestic activity.[8] As noted above, however, the hill was the site of the parish church of Notre-Dame-de-L'Assomption.

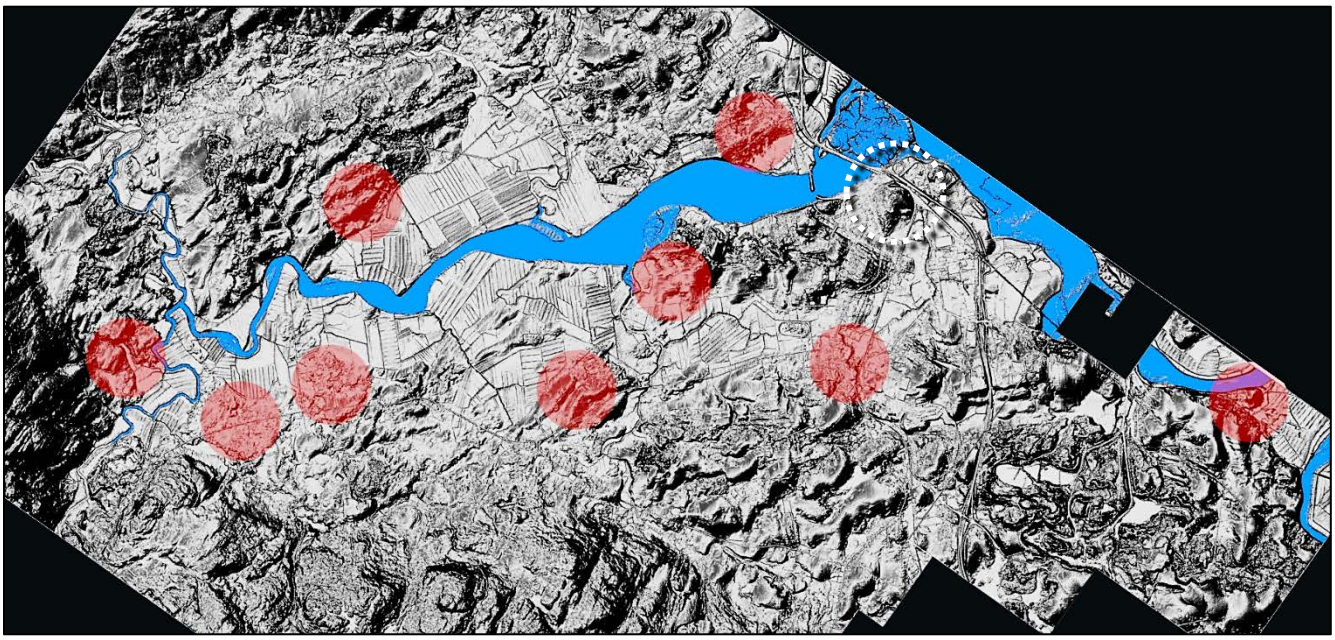


Figure 3: Map of most of the known pre-Deportation Acadian hamlet sites near Fort Edward as derived from historical and archaeological evidence and plotted on 2018 LiDAR hillshade. Fort Edward is highlighted by a dashed white circle at upper right. SOURCE: Province of Nova Scotia.

While the establishment of a British garrison at Fort Edward in 1750 certainly upset the status quo, it also brought opportunities. The troops required provisions and firewood, and colonial records contain many references to Acadians supplying these needs before 1755. Edward Cornwallis hired Acadian labourers to cut a road from Halifax to Pesikitk in late 1749 (Halifax's Windsor Street is its terminus) (Akins 1895, 19; MacKenzie 2002, 175), and by approximately 1752 Joshua Mauger, a Jersey-born merchant, shipowner, and eventual politician, had established a

[7] This is the subject of an upcoming research publication (Fowler in prep.)

[8] However, it should be noted that most of the mapping allowing us to plot pre-Deportation Acadian villages post-dates the establishment of Fort Edward in 1750, which may have erased some features of the Acadian landscape.

trading post – or truckhouse[9] – on the slope next to Fort Edward (Chard 1979) (**Figure 4**). Mauger traded in slaves and in Caribbean sugar and was already the official victualler to the Royal Navy in Nova Scotia by this time; the appearance of his truckhouse at Fort Edward coincides with the establishment of his rum distillery in the Halifax suburbs (Chard 1979). The soldiers' thirst for rum was unquenchable, and Mauger was nothing if not enterprising.



Figure 4: British officer John Hamilton painted this view of Fort Edward from the west in 1753. The truckhouse complex is shown as a palisaded enclosure at left (circled). SOURCE: "View of Fort Edward on the Piziquid River, Nova Scotia." Library and Archives Canada (LAC), Acc. No. 1996-361-3.

The truckhouse also catered to Acadian and Mi'kmaw clients and was administered by Isaac Deschamps, an English immigrant thought to be of Swiss heritage, after about 1754. When Mauger departed Nova Scotia for England in 1760, Governor Lawrence brought Deschamps into government employment (**Figure 5**). The Fort Edward truckhouse from this period played an official role as part of the Crown's treaty obligations to the Mi'kmaq (Wicken 2002, 198–200).[10]

[9] Truck, from the French *troquer*, meaning to shop, barter, exchange, derives from the medieval Latin *trocare*. In 18th century British America, the term truckhouse denoted "a store-house for trading with Indians; also, any storage building." *Oxford English Dictionary*.

[10] Treaty scholarship and jurisprudence treat this subject extensively, for the truckhouse provisions inform questions today surrounding Mi'kmaw access to markets, for example in the moderate livelihood fishery.

Some historical context is needed to understand this development and its heritage significance.

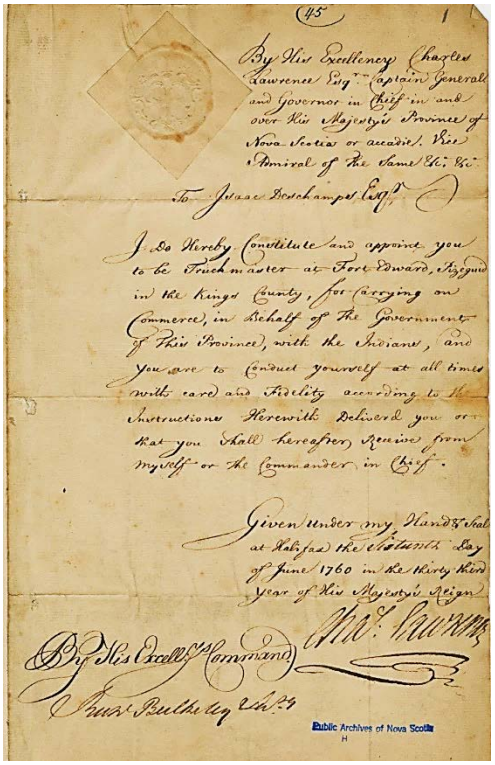


Figure 5: Commission appointing Isaac Deschamps truckmaster at Fort Edward, "for Carrying on Commerce, in Behalf of the Government of this Province, with the Indians." NSA, MG 1 vol. 258 no. 1.

As White has shown in his study of the French Empire in the Great Lakes region, the French state lacked the power necessary to impose its will in North America. It therefore sought to achieve its political aims instead through a complex network of alliances with Indigenous peoples. These alliances followed the logics, metaphors, and customs of the country more than European norms. Political influence in the Indigenous context was partly a function of largesse. Governor de Beauharnois and Intendant Hocquart explained it in a 1730 letter to a home government that perennially griped about the expense: "You know, Monseigneur, that all the [Indigenous] nations of Canada regard the governor as their father, which in consequence, following their ideas, he ought at all times to give them what they need to feed themselves, clothe themselves, and to hunt" (White 1991, 180). A similar system developed in the Atlantic region, where in the early 18th century Louisbourg became the main source of diplomatic gifts and trade goods. Many historians with justification see Louisbourg's final capture by Anglo-American forces in 1758 as having consequently dealt a severe blow to the Mi'kmaw economy (Dickason 1971; MacFarlane 1938; Upton 1979, 57; Reid 2004, 678).

The Treaty of Peace and Friendship of 1752, negotiated by Chief Jean-Baptiste Cope and Nova Scotia Governor Thomas Peregrine Hopson, was the first of its kind in our region with a truckhouse provision, and it is an early sign of a Mi'kmaw community's effort to establish economic stability independent of the imperial French cause. The British agreed by this treaty to build a truckhouse at Shubenacadie (Akins 1869, 673), but the rapid return of hostilities appears to have prevented its construction. Informal trade at Mauger's private truckhouse at Pesikitk may have fulfilled this function intermittently until peace was formally reestablished in 1760.

The treaties of 1760-61 finally established a lasting peace between the Mi'kmaq and the British Crown. With the French Empire in North America essentially eliminated, Mi'kmaw leaders now saw regulated access to the British market as an

essential part of their community's economic wellbeing; thus, it became a condition for peace. The Cope-Hopson truckhouse provision from the 1752 Treaty reappeared in an elaborated form as British officials committed to establishing a network of government-regulated truckhouses across the region. Six were set up in total, each overseen by a government-appointed truckmaster (Hutton 1983, 65).[11] ***The Fort Edward truckhouse and Isaac Deschamp's role there are consequently a significant – if generally forgotten – element of the Treaty relationship between the Mi'kmaq and the British Crown***.

Deschamps was an intelligent observer, and we are fortunate that many of his papers survive in the Nova Scotia Archives and the British Library. They have considerable ethnohistorical value and illuminate many aspects of early colonial life that are otherwise unattested.[12] He maintained a careful record of Acadian prisoners held at Fort Edward through the Seven Years' War, for example, who he appears to have assisted in provisioning.[13] Underscoring the significance of his role as truckmaster in the treaty context, in 1763 he also left a valuable record of Mi'kmaw families whose "Summer Residence is in the neighbourhood on the River Piziquid and Gaspero." Their names are presented in **Table 1**.

[11] These included Henry Green at Fort Frederick on the Saint John River; Philip Knaught (Knaut) and A.D. Widerholt at Lunenburg; William Nevil Woseley at the Eastern Battery (Dartmouth); and Erasmus James Philips at Annapolis Royal. Another post was established at Chignecto (Lewis n.d.). In 1760, Moses Delesdernier, another Swiss immigrant, was also licensed as a truckmaster at Fort Edward (Cuthbertson 1983); Eaton states he held this post since 1757 (1915, 93).

[12] His comments on Acadian agriculture, which he observed first-hand, is a good example. "Copy of a paper written by Chief Justice Isaac Deschamps on the cultivation of the Land in Nova Scotia by the Acadian French Inhabitants – written about 1785." NSA, MG 15 vol. 2 no. 43.

[13] There are several such lists. This example from 1762 numbers 320 individuals: "List of French prisoners at Fort Edward, Windsor, Nova Scotia with the number in each family and numbers victualled." NSA, MG 1, vol. 258 no. 20, pp. 110-113.

Table 1: Mi'kmaq in the Vicinity of Fort Edward, 1763

"Indian Tribe of Amquaret now hunting between Cornwallis and the River between the two places on the Annapolis Road and there Summer Residence is in the neighbourhood on the River Piziquid and Gaspero."

Captain	*Joseph Bernard*	1 boy, 1 girl
	Pierre Bernard	
	Barth^{y} Amquaret	2 boys
	Barth^{y} Amquaret	Sen^{r} [?]
	Pierre Amquaret	
	Paul Amquaret	
	Philippe Amquaret	2 boys, 1 girl
	Joseph Dugas	
	Francois Michel	1 girl
	Simon Amquaret	
	Blaize Amquaret	
	Jean Argoumatine	1 boy, 2 girls
	Joseph Argoumatine	
	Jos. Denis	

"Tribe of Nocout now hunting on Kenecoot River in the Township of Newport, Summer residence there also."

Captain	Joseph Nocout	1 boy, 1 girl
	Bartholemew Nocout	2 boys, 3 girls
	Thomas Nocout	1 boy
	Paul Segoua/Segona	1 boy
	Paul Biskerone	1 boy, 2 girls
	Francois Segoua/Segona	
	Janvier Nocout	
	Francois Nocout	1 boy, 2 girls
	Claude Nocout	
	Charles Nocout	
	Rene Nocout	
	Jacques Nocout	
	Lewis Nocout	
	Chas Segona	
	Michel Thoma	
	Joseph Thoma	
	Philippe Nocout	
	Louis Michel	

SOURCE: Isaac Deschamps Papers (1750-1800), NSA MG 1 Vol. 258 No. 8, 20 December 1763, p. 20.

2.3 Anglo-American presence

The 1755 Deportation of the Acadians brought significant changes to Pesikitk. The British policy of population replacement introduced New England immigrants to the area (commonly called Planters in the language of the day), and Falmouth and Newport Townships were established in 1760 (Duncanson 1983; Gwyn 2010; Duncanson 1985; Longley 1961).

While the new townships were created primarily for immigrant families, much of the land on the south side of the Avon River was set aside for the British elite in Halifax (Loomer 1996, 59–61). This area became known as the Councillor's Grant (**Figure 6**), and it was by this process that several planners and perpretrators of the 1755 Deportation subsequently reaped the spoils. This has fed the notion – especially amplified in francophone historiography – that the Acadian removal was a naked land grab.[14]

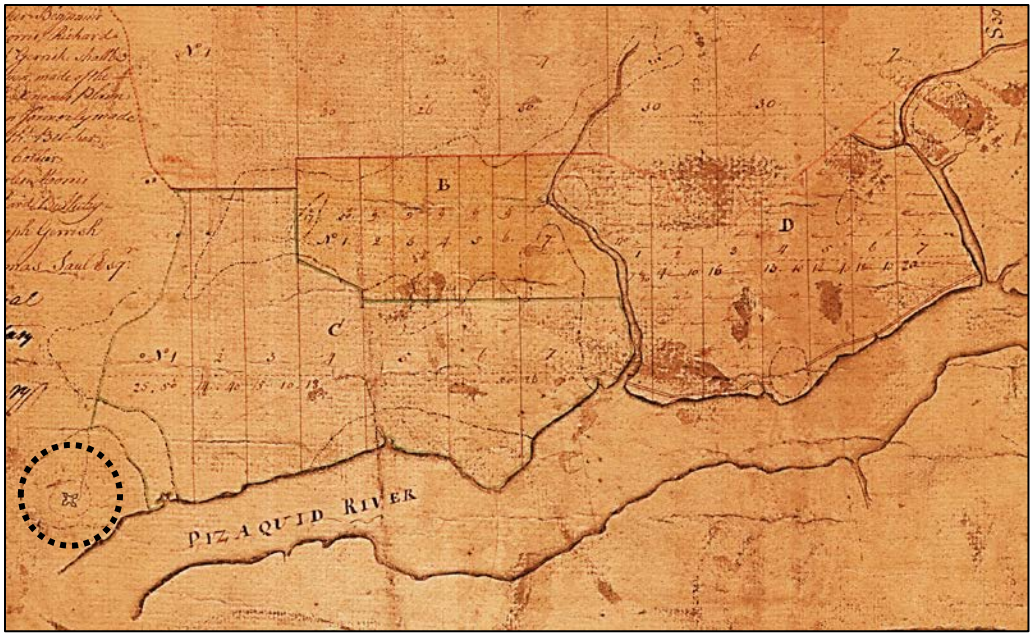


Figure 6: Detail of part of the Councillors' Grant of former Acadian lands at Pesikitk (north at bottom, Fort Edward circled at lower left). The proprietors named are Jonathan Belcher, John Collier, Charles Morris, Richard Bulkeley, Joseph Gerrish, and John Cunningham (for Thomas Saul). Collier and Belcher were on the Executive Council that decided to deport the Acadians in 1755, while the latter, in his role as Chief Justice, rendered a opinion verifying the policy's legality. Charles Morris, though not a councillor in 1755, strongly advocated the deportation policy and was one of its principal planners (Johnston and Kerr 2004, 49; Faragher 2005, 520). SOURCE: Anon. 19 August 1761. Untitled. Nova Scotia Crown Land Information Management Centre (CLIMC), Hants County Portfolio no. 16.

[14] The appropriation of Acadian lands by government officials drew opprobrium even in the 18th century. Based on the testimony he received, the Reverend Dr. Andrew Brown condemned the councilmen-grantees for profiting off "the share they had taken in the expulsion of the French inhabitants"(Brown 1819, 96). This state of affairs was not at all unique to Pesiktk (Fowler 2012).

Nova Scotia's governor and council resolved to reorganize and incorporate this area as the Township of Windsor in late 1764, its ties to the metropolitan elite emphasized by its initial inclusion in the County of Halifax. A public market was declared to be held every Tuesday on "Fort Hill, where Fort Edward now stands," and public fairs were established on the third Tuesday of May and third Tuesday of October each year (Murdoch 1866, 2:444). The by now well-established truckhouse on Fort Edward Hill had clearly made this location a logical commercial hub for the area, and the annual fair – now the Windsor Exhibition – would continue to be held on the hill, *in the study area*, well into the 20th century.

Fort Edward remained a military post throughout this period, declining in importance during times of peace, and hastily refurbished in wartime. The fort was strengthened at the beginning of the American Revolution, for instance, and again during the War of 1812 (Tulloch n.d.). During the former conflict, it was garrisoned by a detachment of the 84th Regiment of Foot (Highlanders), under the command of Capt. Allan Macdonald, whose wife, Flora MacDonald (**Figure 7**), is well known for her role in spiriting away Prince Charles Edward Stuart (Bonnie Prince Charlie) after the collapse of the Second Jacobite Rebellion in Scotland in 1746.[15] Touring Windsor with her husband, the Lieutenant-Governor, shortly after the War of 1812 had been declared, Lady Sherbrooke found Fort Edward once again "in a dilapidated state..." (Haliburton 2011, 69). According to a report on the fort's condition that year, even the blockhouse – today the only surviving fort building – was in bad repair, and not the "smallest vestige" of the powder magazine, formerly located in the southeast bastion, could be discerned.[16]



Figure 7: Flora Macdonald (1722-1790), painted by Allan Ramsay in 1749, shortly after her release from the Tower of London for her role in the Second Jacobite Rebellion. Perhaps she was unrepentant, for the white rose in her hair is a Jacobite symbol. SOURCE: Ashmolean Museum, WA1960.76.

A report on ordnance land in 1856 revealed that only the blockhouse, officers' quarters, one soldiers' barracks, and a provision store remained.[17] Although these

[15] Many of the members of the 84th Regiment became settlers in Hants County at the conclusion of the war, and members of the Fort Edward garrison were granted land in Douglas Township (Duncanson 1989)
[16] LAC 1812 "Major Crawford's report on the State of Fort Edward, Windsor, Nova Scotia" LAC, R2513-540-5-E. Volume/box number: 20.
[17] National Archives (UK), W.O. 55, v1558, part 6, Report on ordnance lands, 1856, f 84.

four building appear on an 1879 map of the town of Windsor (**Figure 8**), the store house and soldiers' barracks would soon be demolished.

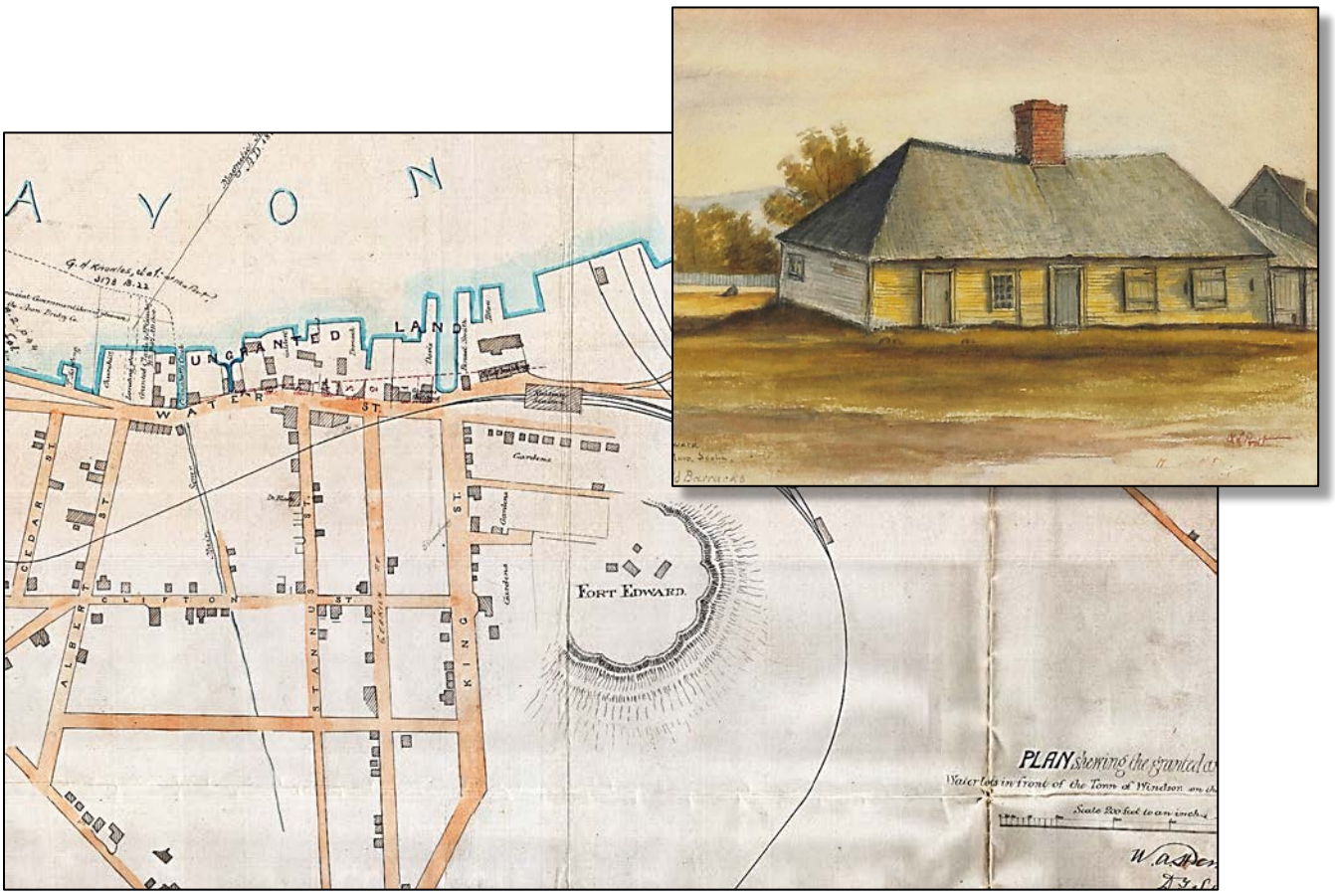


Figure 8: Detail of a map showing the Town of Windsor and four standing buildings at Fort Edward in 1879. North at upper right. Inset: Watercolour of the old soldiers' barracks painted ca. 1880 by Annie L. Pratt. The north-facing gable end of the provision store can be seen at right, behind the soldiers' barracks. This may be the only extant image of the latter building. SOURCE: W.A. Hendry and D.Y. Sw… 1879. "Plan shewing the granted and ungranted Water lots in front of the Town of Windsor on the Avon River." CLIMC, Hants Portfolio no. 026; Nova Scotia Museum.

In 1903, the grounds were leased to the Windsor Golf Club and the officers' quarters were used as a club house. The lease was revoked during WWI, when the fort was used as a training area for troops, at which time the officers' quarters functioned as a quarantine hospital (Tulloch n.d.: 9). Among the soldiers stationed here were the men of the Jewish Legion, including David Ben-Gurion, who would later become Israel's first prime minister (Beanlands 2014). The officers' quarters survived until 1922, when they were destroyed by fire (**Figure 9**). The golf course lease was renewed before and after WWII and was finally terminated in 1973 (Tulloch n.d., 10).



Figure 9: The burning of the 18th century officers' quarters in progress (top); and the building in ruins (bottom) in 1923. SOURCE: NSA, Photographic Collection; NSA, Photographic Collection Acc. No. 7586.

3.0 Study Area

The study area consists of two contiguous properties (PIDs 45059805 and 45059797) at 36 and 65 Fort Edward Street (**Figures 10**). The foregoing discussion highlights the pertinent historical and archaeological context, and the following sections examine the archaeological potential and heritage value of these properties.

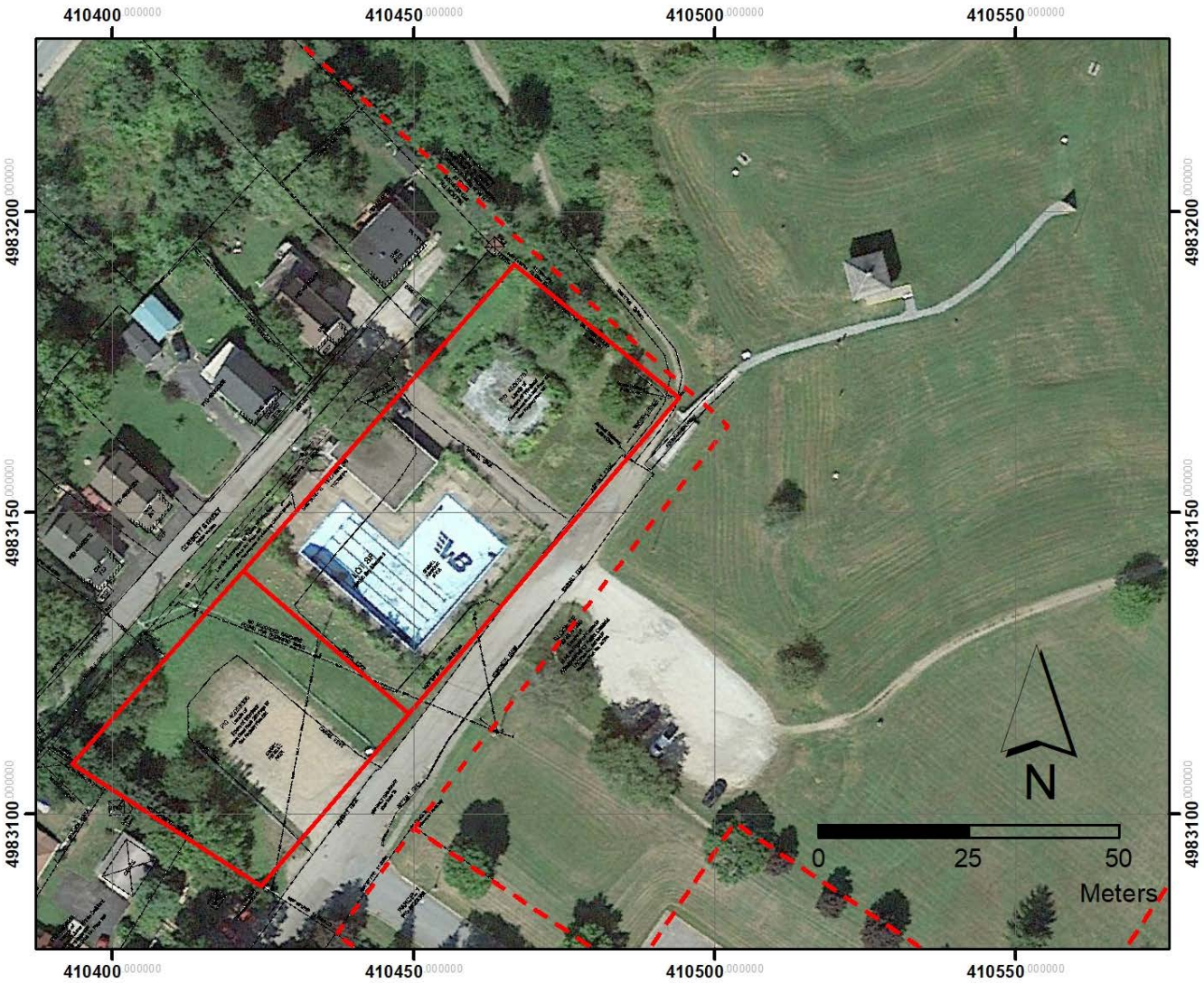


Figure 10: The study area (solid red outline) as indicated by a new survey plan dated 15 February 2022, in reference to the Parks Canada property (dashed red line). The smaller of the two contiguous municipal properties is PID 45059805 and the larger is PID 45059797. SOURCES: Google Earth (2015), Parks Canada, and West Hants Regional Municipality.

The study area occupies part of the space between the British fort on the hilltop and the planned settlement of Windsor that developed below it to the west (**Figure 11**). Eighteenth century Windsor, in this context, may be recognize as an

offshoot of Fort Edward and its associated truckhouse, which had before the arrival of the New England Planters in 1760 constituted a regional demographic, military, and commercial centre.

This historical relationship between Fort Edward and Windsor is perhaps not very much appreciated today, but it is a Nova Scotian example of an ancient settlement pattern. In the Roman period in Western Europe, for instance, civilian communities often took root outside the gates of permanent military installations (e.g. Mattingly 2006, 170–72). Their residents, attracted and then sustained by imperial coin, supplied the garrisons with goods and services. Long after the soldiers had gone, the civilian settlements remained. Many of Europe's great cities owe their origins to this process, though in Nova Scotia perhaps the closest example is Annapolis Royal, which also grew up alongside the timber and turf, star-shaped fort now known as Fort Anne.

Fort Edward's proximity to the town it spawned has methodological significance for the present investigation because Windsor's durable street grid – and particularly the intersections, which have generally not moved since the mid-18th century – facilitates the georeferencing of colonial-era maps, an essential process for plotting archaeological features in and around the study area.

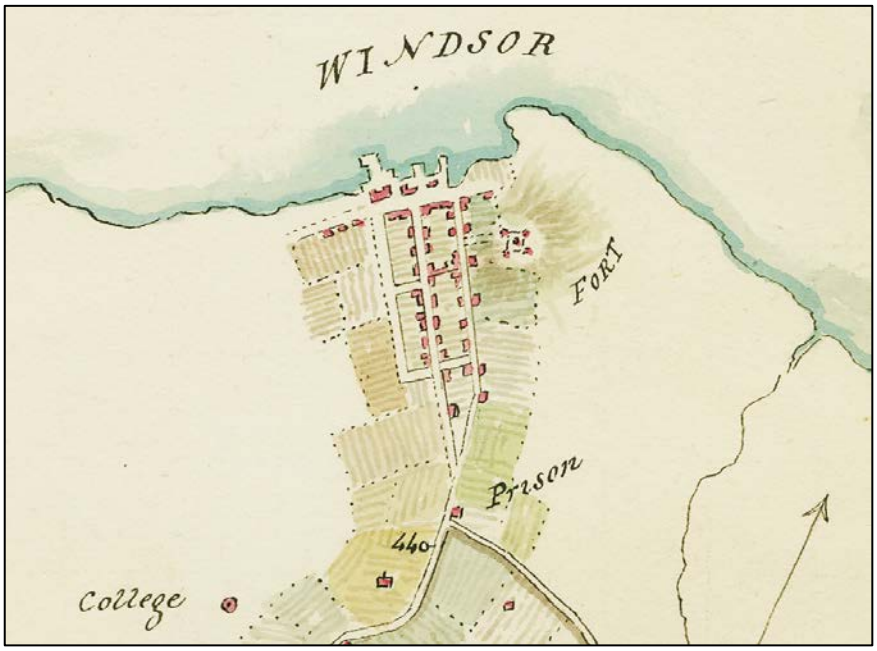


Figure 11: Fort Edward and Windsor in the Regency period, showing the relationship between Fort Edward and the town that grew up at its feet. Methodologically, the resilience of the town's street pattern offers ground control points (the intersections) for georeferencing old maps. SOURCE: John Elliott Woolford 1817-18, "Surveys of the Roads from Halifax to Windsor and from Halifax to Truro." Sheet 10: Mile 44: Windsor. NSA Map Collection: 15.1.

4.0 METHODOLOGY

The evidence presented in this report was gathered and collated through a straight historical methodology, relying on cartographic and documentary resources in Canada, the United States, and France. Additional information was gleaned from archaeological site reports, the MARI, aerial photographs, and published literature. A pedestrian survey was conducted on February 12, 2022, to assess surface conditions and gather survey points to assist in the process of georeferencing historical maps and plans.



Figure 12: Detail of a map of Windsor in 1829. This map's scale is too small to be of use in this analysis. SOURCE: William Mackay 1834. "The Great Map of Nova Scotia." NSA Map Collection: The Great Map C 14.

Historical mapping plays an important role in the analysis that follows. Fort Edward and its environs have been mapped many times over the centuries, but not all of these maps are useful for our purposes (consider the small-scale rendering in Figures 6 and 11, above), or the early 19th century map in **Figure 12**, at left. Fortunately, several larger-scale plans survive. Georeferencing these maps in a Geographic Information System (GIS) with the assistance of ground control points, such as the intersections of nearby streets, Fort Edward's bastions, and the blockhouse itself (which has not moved since 1750), allows map features of archaeological interest to be plotted on the modern landscape with reasonable accuracy (Chapman 2006; Rumsey and Williams 2002).[18]

Mapping and aerial photography was scanned and processed in GIMP 2.10.24 and ArcMap 10.6.1 software. Base mapping for the GIS at a scale of 1:10,000, was obtained from the online DataLocator service provided by the Nova Scotia Department of Natural Resources.[19] Historical aerial photography was obtained from the National Air Photo Library in Ottawa, and raw LiDAR data (.laz files) were downloaded from the Province of Nova Scotia's Elevation Explorer website.[20]

[18] The accuracy with which these features can be plotted on the modern surface is difficult to determine without archaeological validation (i.e. excavation), as errors in the manuscript maps cannot be quantified independently. Root Mean Square (RMS) errors in the georeferenced historical maps and aerial photos generally range between1.7 to 4.1 metres.

[19] Datalocator https://gis8.nsgc.gov.ns.ca/DataLocatorASP/main.html

[20] Elevation Explorer https://nsgi.novascotia.ca/datalocator/elevation/

LiDAR data (**Figure 13**) were processed using Surfer 23 by Golden Software to create digital bare earth models, allowing variations in relief to be quantified.

Background information concerning traditional Mi'kmaw land use and cultural memory was requested from the Archaeological Research Office of the KMKNO on January 18, 2022.

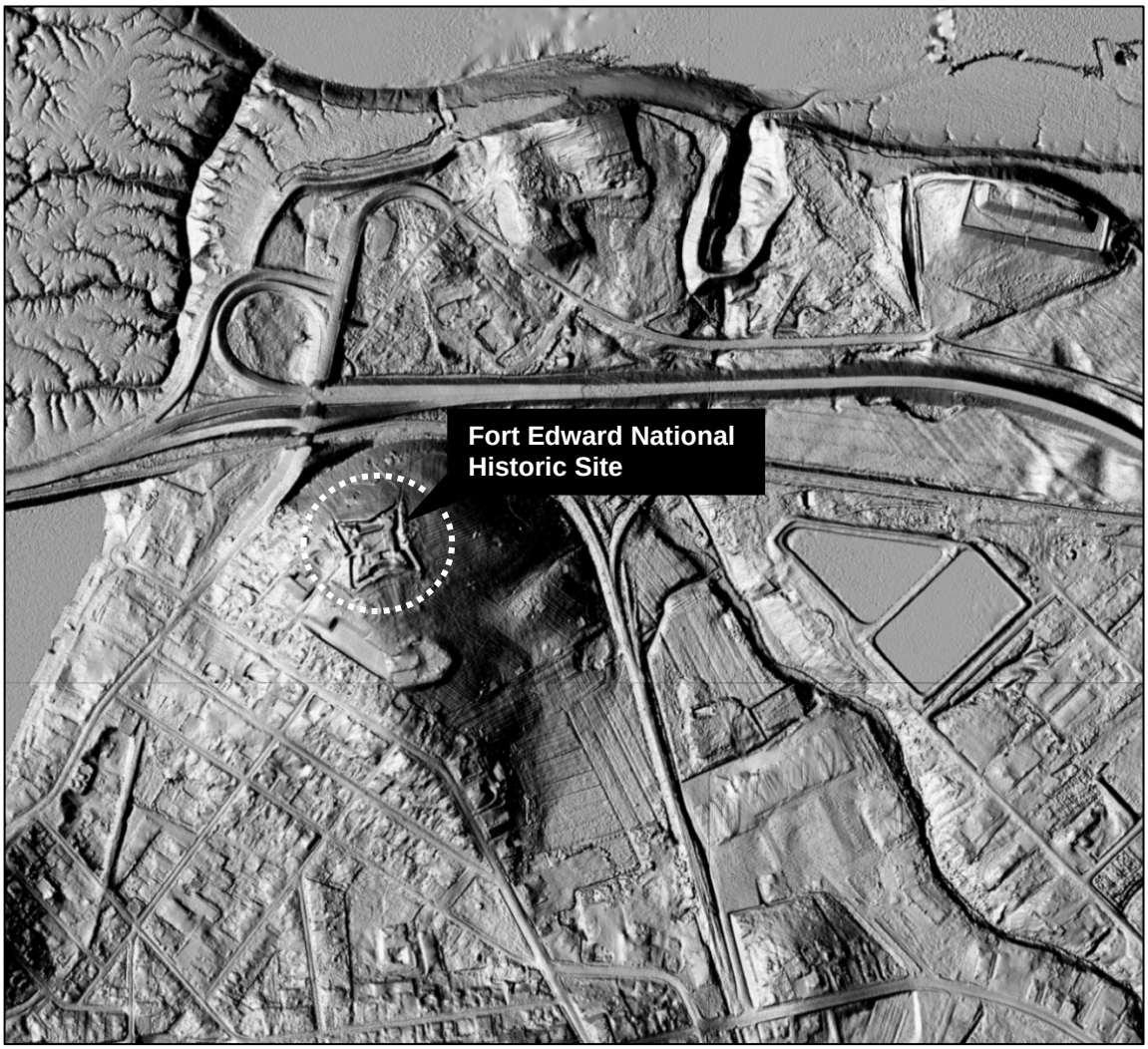


Figure 13: Bare earth LiDAR hillshade model of the confluence of the Avon and St. Croix rivers showing Fort Edward (circled). LiDAR data allows minor variations in relief to be measured, facilitating archaeological site prospection. SOURCE: Province of Nova Scotia (2011).

The nature of potential impacts to the study area is not yet known as the municipality intends this ARIA to provide a high-level scan of archaeological resource potential. The land has not yet been sold and construction activities by a potential buyer have yet to be formalized.

5.0 Resource Inventory

Four major themes or traditions are associated with potential archaeological resources in the study area. In chronological order, they are:

- The Acadian Parish Church of Notre-Dame-de-L'Assomption;
- Fort Edward and its associated infrastructure;
- The truckhouse; and
- The Agricultural Fair

Each is now examined in sequence.

5.1 The Acadian Parish Church of Notre-Dame-de-L'Assomption

The Acadian parish church, established in 1722, was demolished by British forces in June of 1750 during Fort Edward's construction. Joshua Winslow records explicitly that Acadian labourers "pulled down the mass house and levelled our block house and laid out the ground for a fort" (Webster 1936, 16).[21] A ripple of reaction appears in French records where, in describing Pesiktk in 1753, it is said that "les Anglais y ont fait bâtir un fort dans le lieu même ou était autrefois une Eglise sous le titre de l'Assomption" (Abbé de l'Isle-Dieu 1890, 72).[22]

In 1997, Parks Canada archaeologists conducted cultural resource management excavations beneath the blockhouse floor and exposed a layer of charcoal and burnt daub slighted by the trench into which the blockhouse foundation had been laid (Fowler and Ferguson 2010, 70–72) (**Figure 14**). Given the prevalence of daub in pre-Deportation Acadian architecture (Crépeau and Christianson 1995), including its association with what appear to be the archaeological remains of the parish church of St-Charles-des-Mines at Grand-Pré National Historic Site (Fowler



Figure 14: Archaeological features beneath the blockhouse floor excavated by Parks Canada archaeologists in 1997 and likely associated with the parish church of Notre-Dame-de-L'Assomption. SOURCE: Parks Canada.

[21] Loomer states that "In the British period, a building at Fort Edward was used as a Mass house for the Acadians after their chapel had burned, apparently about 1752. There is no other indication of a Mass house on Fort Edward [hill?]" (1996, 40). The first statement is unreferenced and therefore difficult to assess, while the second appears to be false.

[22] Translation: The English built a fort there in the same place where the church of L'Assomption previously stood.

2020), it is very likely that this layer belongs to the Acadian church.

Our program of magnetic susceptibility survey at Fort Edward in 2014 sought to map archaeological features inside the fort, including the probable remains of the Acadian church. The results clearly demonstrate that 18th century architectural remains survive here, and that magnetic susceptibility is a viable method for mapping these features in high resolution. They also suggest a roughly rectangular building was partly superimposed by the blockhouse (**Figure 15**), located approximately 30m from the northern end of the study area (Fowler, Beanlands, and Ferguson 2016).

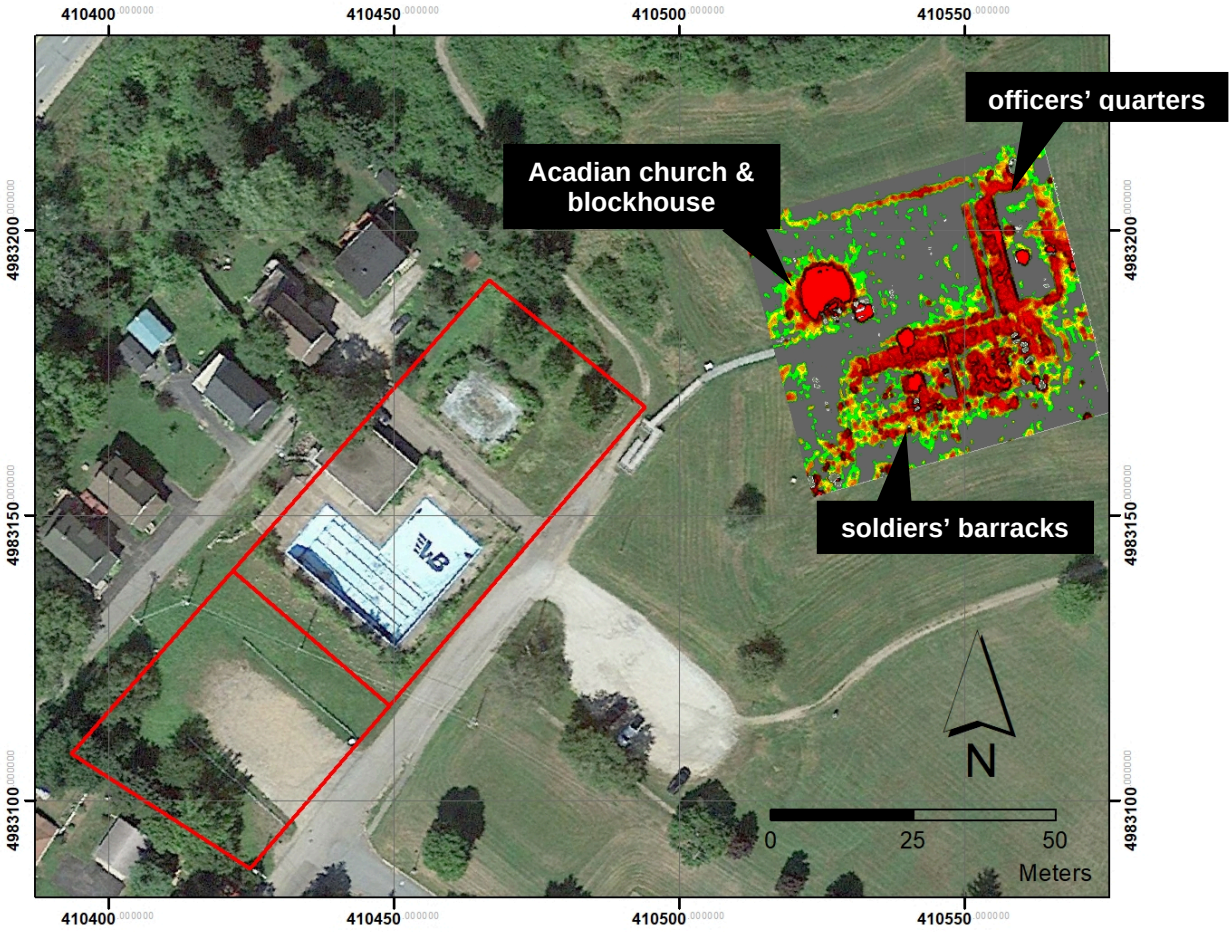


Figure 15: Magnetic susceptibility map of the interior of Fort Edward showing the vanished soldiers' barracks, officers' quarters, and, extending from beneath the blockhouse, the remains of what may be the Acadian parish church of Notre-Dame-de-L'Assomption, approximately 30m from the northern edge of the study area (outlined in red). SOURCE: Google Earth 2015.

It is difficult to clearly determine the boundary of the Acadian ecclesiastical site at this stage. The remains of the church appear to have been located, but if there was a priest's house nearby, its location is not yet known. Such a dwelling was

present at nearby St-Charles-des-Mines at Grand-Pré (e.g. Winslow 1883, 71) and at the mother parish of St-Jean-Baptiste at Port-Royal (**Figure 16**).



Figure 16: Detail of a 1686 map of Port-Royal (Annapolis Royal) showing a priest's house, cemetery, and other landscape features around the Church of St-Jean-Baptiste. The Church of Notre-Dame at Pesiktk may have had a similar "ecclesiastical landscape" setting. SOURCE: Bibliothèque nationale de France, département Cartes et plans, GE SH 18 PF 133 DIV 8 P 2.

The precise location of the Acadian cemetery is also something of an open question. Colonial-era maps and documents, as well as antiquarian and later sources, reference a cemetery on a small marsh island north of Fort Edward Hill, bordering the river (Hind 1889, 2; Loomer 1996, 39; Shand 1979, 7).[23] Several 18th century documents and maps offer supportive evidence. For example, it appears as "Burying Island" on a 1762-63 map of land grants at Pesiktk.[24] Hind's statement that this was an Acadian cemetery has been perpetuated by later writers but is conjectural. The area in question (**Figure 17**) is located approximately 350m from the site of the parish church – a uniquely long distance from a church in the context of known Acadian ecclesiastical sites[25] – and is separated by a tidal marsh that would have flooded twice daily in the pre-Deportation period, complicating ritual access.[26] While the "Burying Island" may have been the Acadian parish cemetery (insufficient evidence exists at present to test this hypothesis, and the area has been significantly transformed by both natural and cultural processes), it is perhaps more likely to have been a Mi'kmaw cemetery, as its situation in the landscape matches that of other documented Mi'kmaw cemeteries at marsh islands near river mouths in the southern Minas Basin (e.g. BgDb-6 at Avonport (Whitehead 1993, 73) and Starr's Point (Herbin 1911, 16). If this is so, then it raises a serious possibility that the Acadian cemetery may be somewhere nearer the church, at a location yet to be identified on Fort Edward Hill.

[23] E.g. Charles Morris. "A Plan of Lands in the Township of Windsor in the County of Halifax…" NSA V7 230 Windsor, Nova Scotia.

[24] Anon. n.d. [1762-63]. "A Plan of Part of the Lands Belonging to the Honourable Richard Buckley Esq."CLIMC Hants County Portfolio no. 14. Although undated, this map must have been drawn in 1762-63 based on the career timelines of the officeholders listed on the document.

[25] The Acadian cemetery at Grand-Pré is approximately 30m from the parish church (Fowler 2020); the distance between the parish church and cemetery at Port-Royal (Annapolis Royal) is about the same.

[26] Hind (1889, 17) seems to suggest the Acadians had dyked this area, but of this we are uncertain.

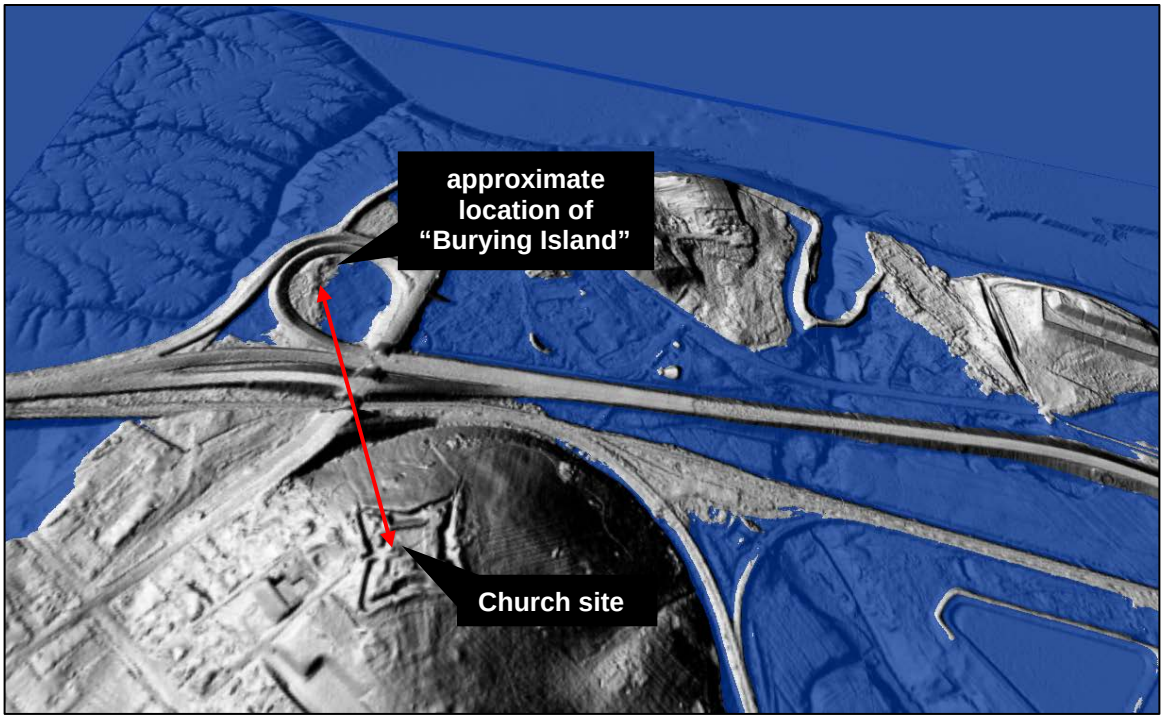


Figure 17: 3D LiDAR model with simulated tidal flooding showing the ca. 350m distance separating the known Acadian church site from the "Burying Island" identified by Henry Youle Hind as the parish cemetery. The distance seems too great for this to have been an Acadian cemetery. This area appears recently to have been substantially altered by the Highway 101 twinning project. SOURCE: Province of Nova Scotia (2011).

Another antiquarian tradition rooted in Hind's scholarship places a Catholic mission and Mi'kmaw cemetery at Curry's Corner, near the intersection of King Street and Highway 14:

> Many Indian dead were brought here from afar, and there are those now living in Windsor who have heard their fathers describe the solemnities of an Indian's burial in this ancient place of sepulture . . . [D]uring recent years, the pick, the spade and the plough have again and again turned up bones and skulls and memorials of love, or bitter, but hopeless, strife (Hind 1889, 2).

Hind's account describes bodies "swathed in long rolls of birch bark…" (Hind 1889, 2), while an earlier description of the discovery mentions human remains associated with woolen garments, clay tobacco pipes, and coffins fastened with copper nails (Anon. 1886), dating the site to the colonial era.

An Acadian hamlet is known to have stood in this location. Hind refers to it as "Landryville", but period maps associate it with the Trahan family.[27] Whoever lived there, the association raises the possibility that this cemetery may have been Acadian, perhaps a successor to that on Fort Edward Hill. If so, like other Acadian cemeteries, this one may well have served the Mi'kmaw community as well. Hind places a "mission chapel" here "within 100 yards" of the unmarked cemetery (also Loomer 1996, 270–71).[28]

At present, uncertainties surrounding the chronologies and cultural associations of the "Burying Island" and Curry's Corner cemeteries complicate the archaeological resource inventory on Fort Edward Hill as it relates to the Acadian church. Is there a missing Acadian cemetery somewhere on Fort Edward Hill? Indeed, there is at least one well-attested but unmarked cemetery on its slopes.

5.2 Fort Edward

Fort Edward's archaeological resources extend beyond the footprint of its ramparts (Tulloch n.d., 3), and this fact is clearly demonstrated by early maps. Wight's 1757 plan, for example (**Figure 18**), which is the earliest large-scale map of Fort Edward, depicts a number of structures on the western slope in or near the study area, including hay yards, the commanding officer's stable, bullock houses, and "Soldiers Hutts," the latter of which, the cartographer admits in his legend, "should be nearer the Glacis."

A 1779 plan also shows activity in and around the study area (**Figure 19**). One building stands squarely in the northernmost of the two lots on Fort Edward Street, while another straddles the property line next to today's Cobbett Street. A third building can be seen in what is today the national historic site parking lot, beyond which the officers' garden occupies an area measuring approximately 1650 square metres (ca. 1.7ha or 0.4 acres).

[27] E.g. Charles Morris. 1755. "A Chart of the Sea Coasts of the Peninsula of Nova Scotia." British Library (BL) Maps K.Top.119.58; Charles Morris. 1755. "A Chart of the Peninsula of Nova Scotia." BL Maps.K.Top.119.57.

[28] Hind, Henry Youle. 1889. "Inquiries Into the History of the Acadian District of Pisiquid." Halifax: Nova Scotia Historical Society. NSA MG 100 vol. 256 no. 19.

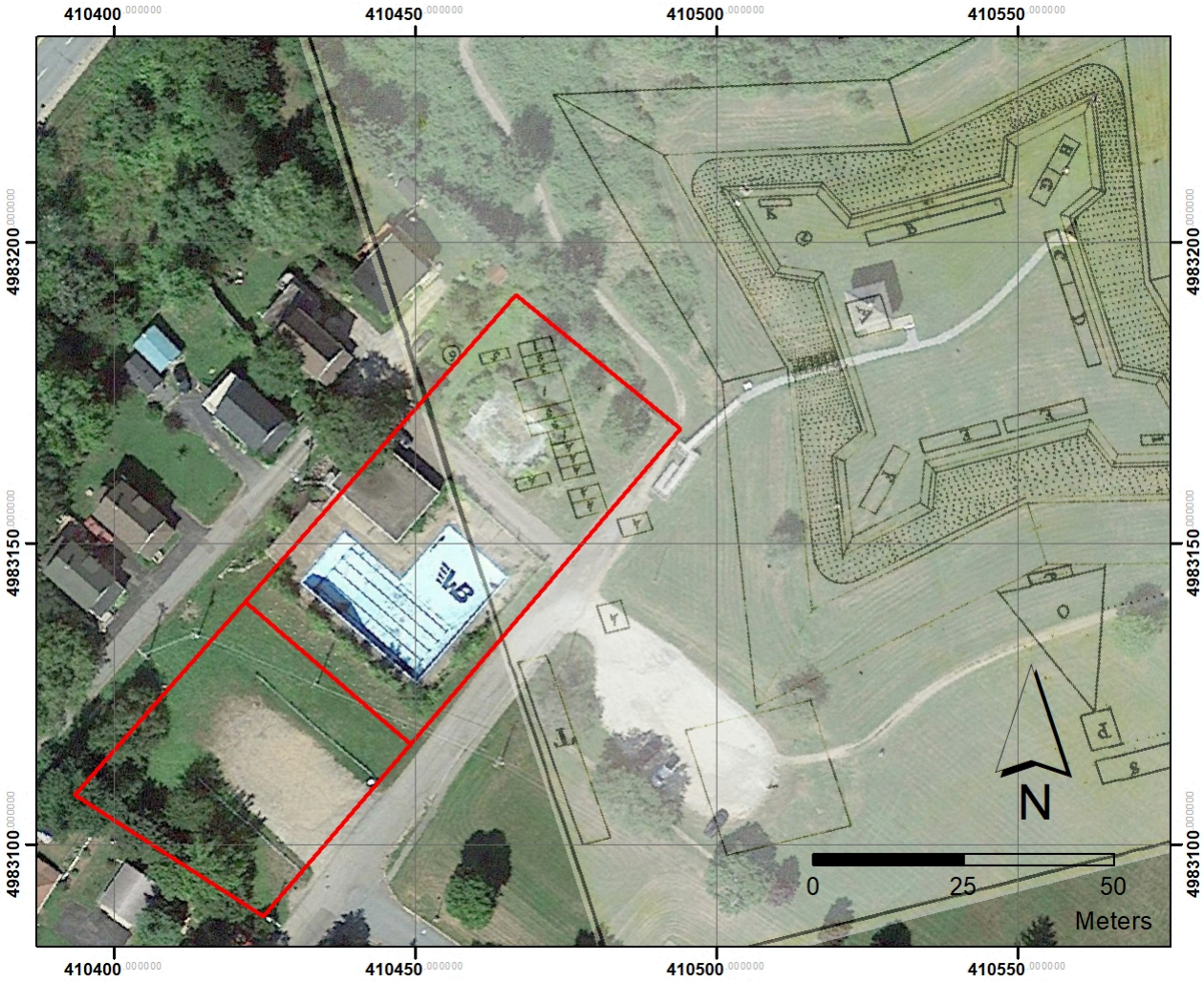


Figure 18: Georeferenced 1757 plan of Fort Edward showing military infrastructure in the study area. These include hay yards, the commandant's stable, bullock houses, and soldiers' huts. SOURCE: Edward Wight. 1757. "An Exact ground Plan of Fort Edward at Pesaquid taken from a survey and Laid down by a scale of 60 feet to an inch." William L. Clements Library, Brun Add. 240.

These maps strongly suggest the presence of archaeological resources associated with Fort Edward in the northernmost of the two properties comprising the study area.

The other major extramural site of archaeological interest and sensitivity associated with Fort Edward is the garrison cemetery, which, being unmarked, has been lost. It is the final resting place of an unknown number of soldiers who died while stationed at the fort, and it also holds the remains of many civilians.[29]

[29] A record in the collection of the West Hants Historical Society lists 19 individuals – apparently all civilians – buried at Fort Edward between 1777 and 1794. Anon. n.d. "Windsor Burials at Fort Edward."

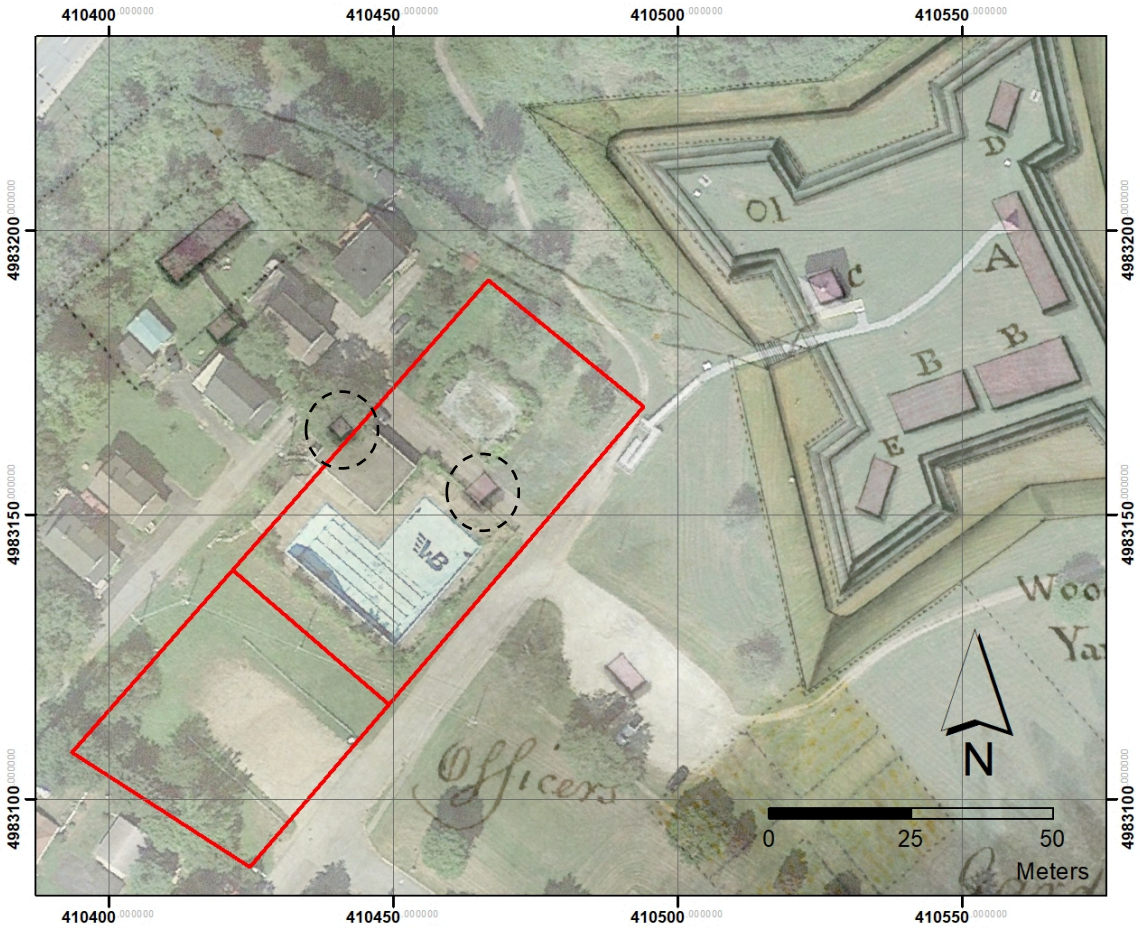


Figure 19: Georeferenced 1779 plan of Fort Edward showing buildings in the study area (circled). SOURCE: W. Spry. 1779. "A Plan of Fort Edward in Nova Scotia." William L. Clements Library 8398.

The garrison cemetery attracted the interest of antiquarians in the 19th century, and Hind, for example, refers to "the grand old willows which partly enfold the old military burial ground" on Fort Edward Hill (Hind 1889, 18). These trees were drawn and photographed many times during this era (e.g. **Figure 20**). Fortunately, a 1929 oblique aerial photograph captures their location in the landscape before they disappeared, allowing the cemetery's general location to be determined with the aid of GIS.

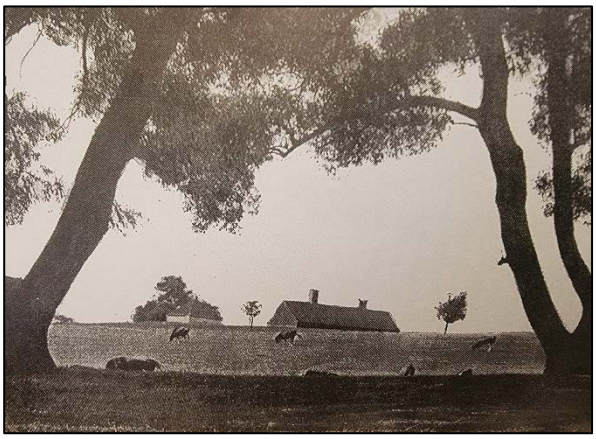


Figure 20: Site of the garrison cemetery and associated willows shown in an old photograph. The blockhouse and officers' quarters can be seen in the distance, suggesting a location downslope and to the east-southeast (Loomer 1996, 5).

Figure 21 shows the probable site of the garrison cemetery, and further research with the aid of LiDAR evidence will certainly clarify this picture.

This subject requires further analysis, but preliminary findings place the garrison cemetery well outside the study area, on the opposite side of Fort Edward Hill. This is perhaps doubly relevant in the context of this ARIA because the garrison cemetery may occupy the site of the older Acadian parish cemetery. The reasons for the uncertainty surrounding the Acadian cemetery's location are outlined above, as is Fort Edward and Windsor's similarity to Fort Anne and Annapolis Royal. At Fort Anne, the British garrison and townspeople reused the Acadian cemetery, and the same pattern may have been followed here at Fort Edward.

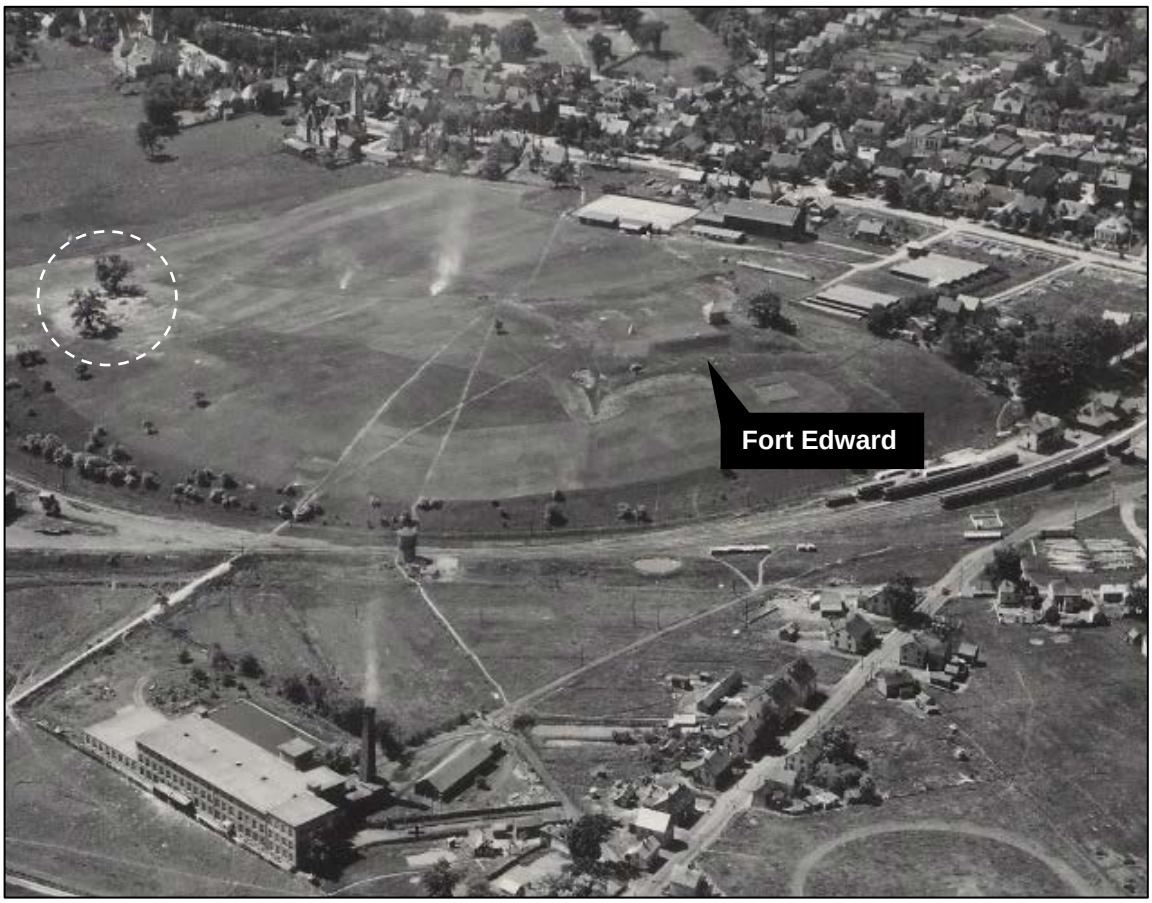


Figure 21: A 1929 aerial photo showing the old willow trees associated with the cemetery. SOURCE: National Air Photo Library (NAPL) A1236-83.

5.3 The Truckhouse

The truckhouse has attracted scholarly interest for some time (Loomer 1996, 15, 46, 62; Shand 1979, 12). An archaeological survey in 1989 recorded a site, BfDa-04, The Loomer Site, at what was thought to be its location, at the foot of Fort Edward Hill along Water Street. According to the MARI, however, artifacts collected here date from the late 19th to early 20th centuries.

Until recently, John Hamilton's painting (Figure 4, above) provided the best locational evidence for the truckhouse. Wight's 1757 plan, however, also shows it (**Figure 22**), albeit at the wrong location.

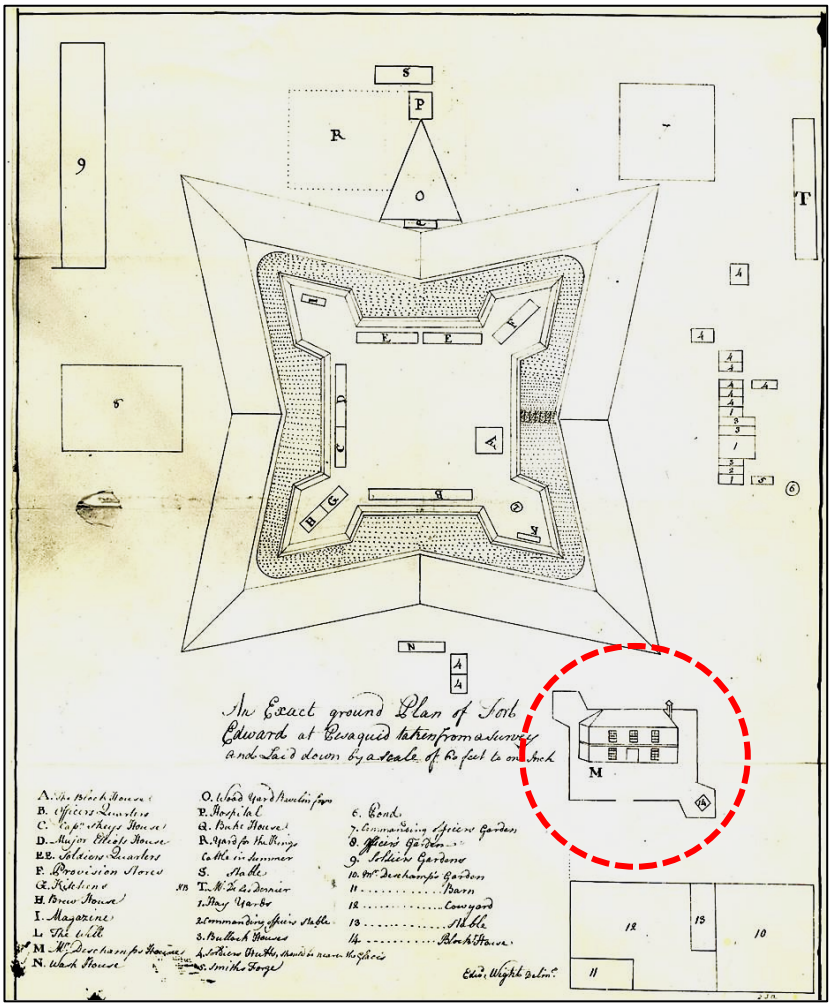


Figure 22: Edward Wight's 1757 plan of Fort Edward appearing to show the truckhouse compound occupying a position roughly in line with the fort's western bastions (North is at the bottom of the map). The actual location as proved by more carefully surveyed cadastral maps is more to the west, and likely just off the righthand side of Wight's page. Perhaps, lacking room, he just nudged it over slightly. SOURCE: Edward Wight. 1757. "An Exact ground Plan of Fort Edward at Pesaquid taken from a survey and Laid down by a scale of 60 feet to an inch." William L. Clements Library, Brun Add. 240.

Archival maps of better quality allow us to determine the location of the truckhouse with confidence. It was located across Cobbett Street to the northwest of the study area, on land that has since the 19th century been subdivided into residences (**Figure 23**).

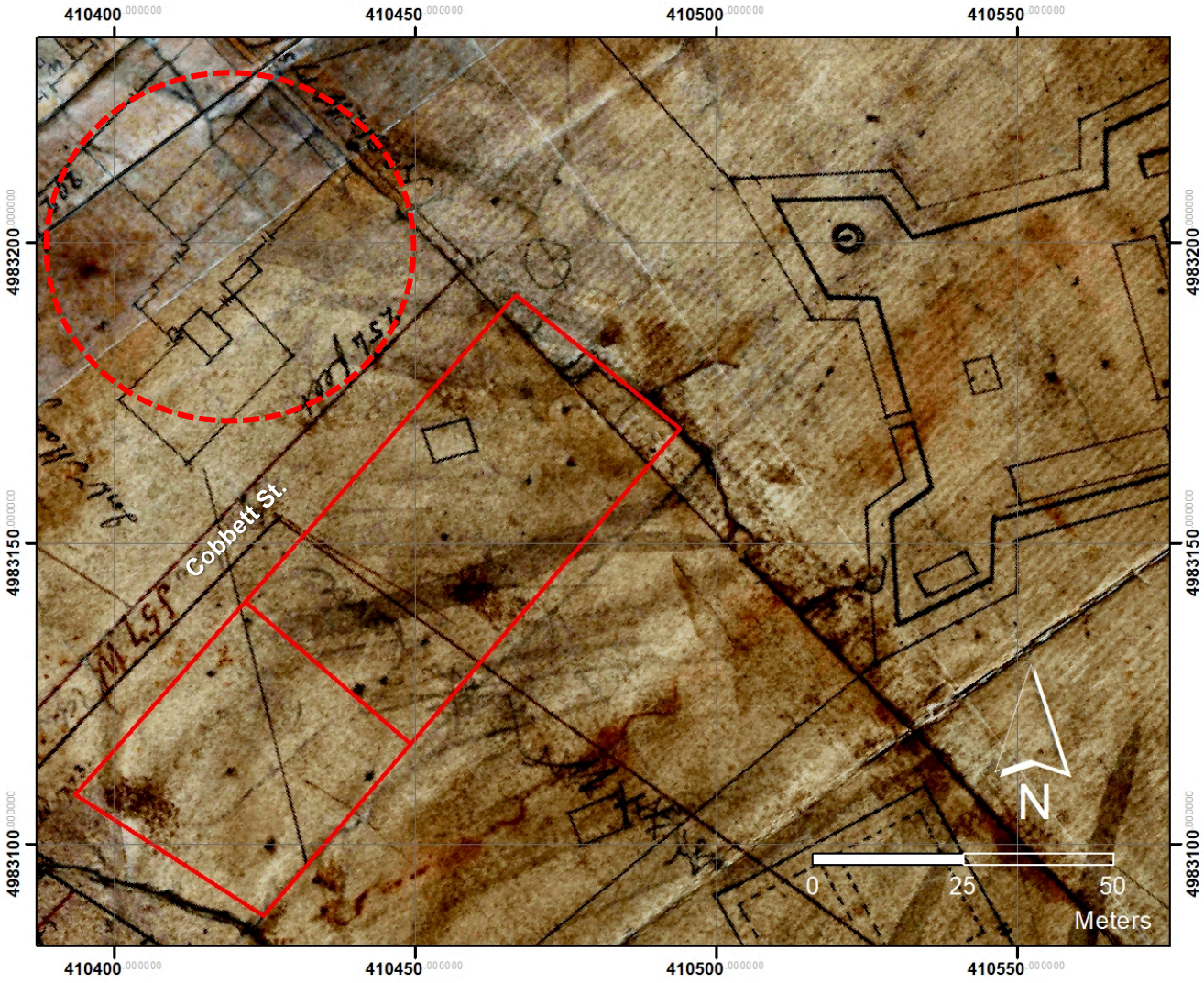


Figure 23: A cadastral plan showing the location of the truckhouse (circled) in reference to Fort Edward and the study area (outlined). The site is presently across Cobbett Street. This map is undated but contextual clues place it in perhaps the 1760s. As in Figure 19, above, which shows the 1779 map of Fort Edward, we see a building unambiguously placed in the study area.

5.4 The Agricultural Fair

The study area was a market centre through the later 18th, 19th, and early 20th centuries, for it was here that the previously mentioned agricultural fair was held. Period maps – and especially fire insurance plans – depict infrastructure relating to

the fair at this location (**Figure 24**).[30] By early 20th century, the "Exhibition Grounds" contained many buildings and other architectural features, including: five rows of horse stalls and an equal number of livestock stalls to the north of a judging ring. The judging ring and an associated building are located roughly where the Parks Canada parking lot stands today, and a large armoury stood on what is still Department of National Defence property to the south. The latter building served as a barracks and mess for part of the Jewish Legion, whose members trained at Fort Edward during WWI (Beanlands 2014).

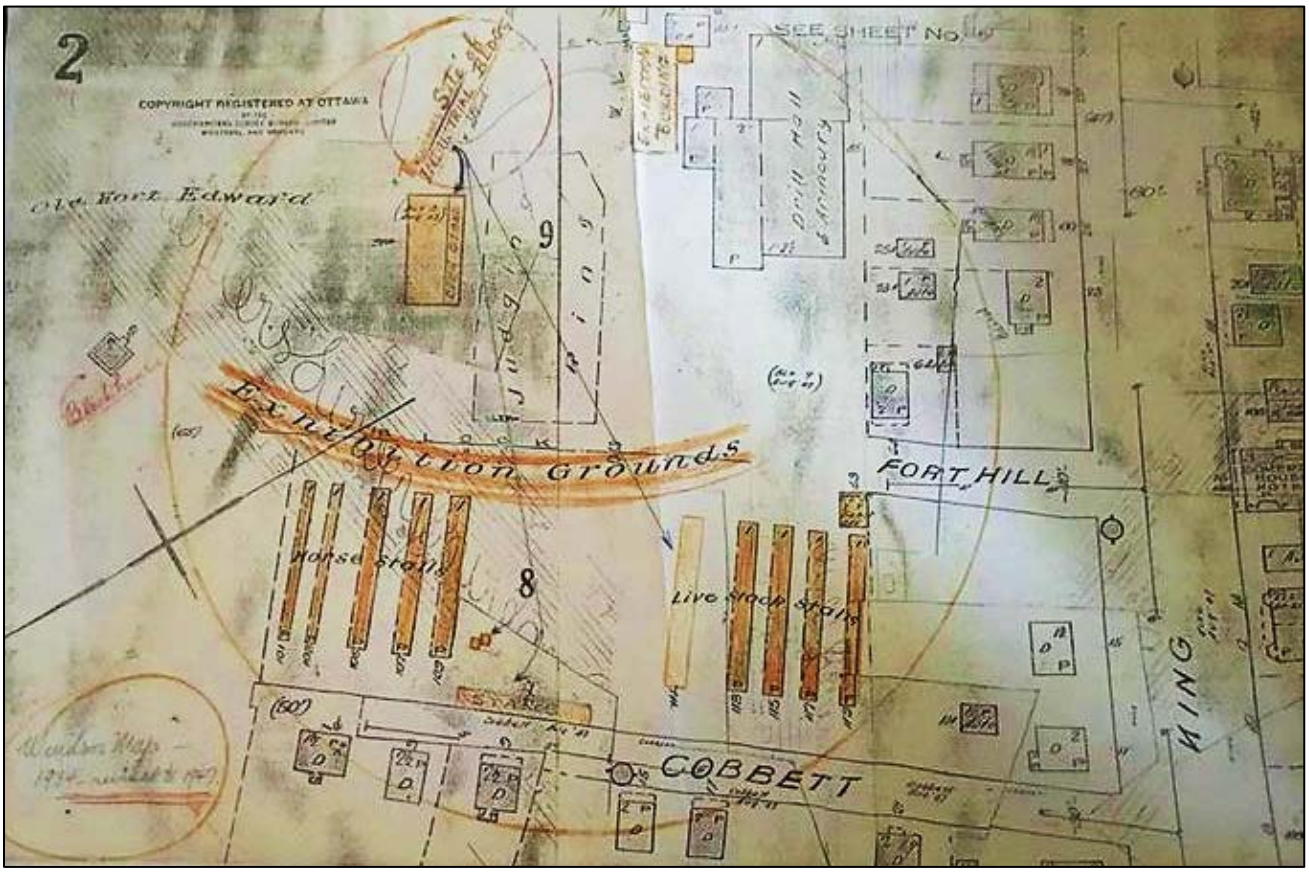


Figure 24: A 1934 (revised 1947) fire insurance plan showing the "Exhibition Grounds" in the study area. SOURCE: West Hants Historical Society.

Many of these structures appear on the earliest aerial photographs of Windsor (**Figure 25**). These photographs supplement the evidence from fire insurance plans and allow architectural features to be plotted with confidence with the aid of GIS (**Figure 26**). These structures were removed when the Windsor Exhibition relocated to its present location, and in 1967 the Town of Windsor established the Windsor Centennial Pool in their place.

[30] I was unable to obtain a scanned version of this map from the West Hants Historical Society to georeference, and the fire insurance plans in the Nova Scotia Archives (1899 and 1914) did not depict any of this infrastructure.

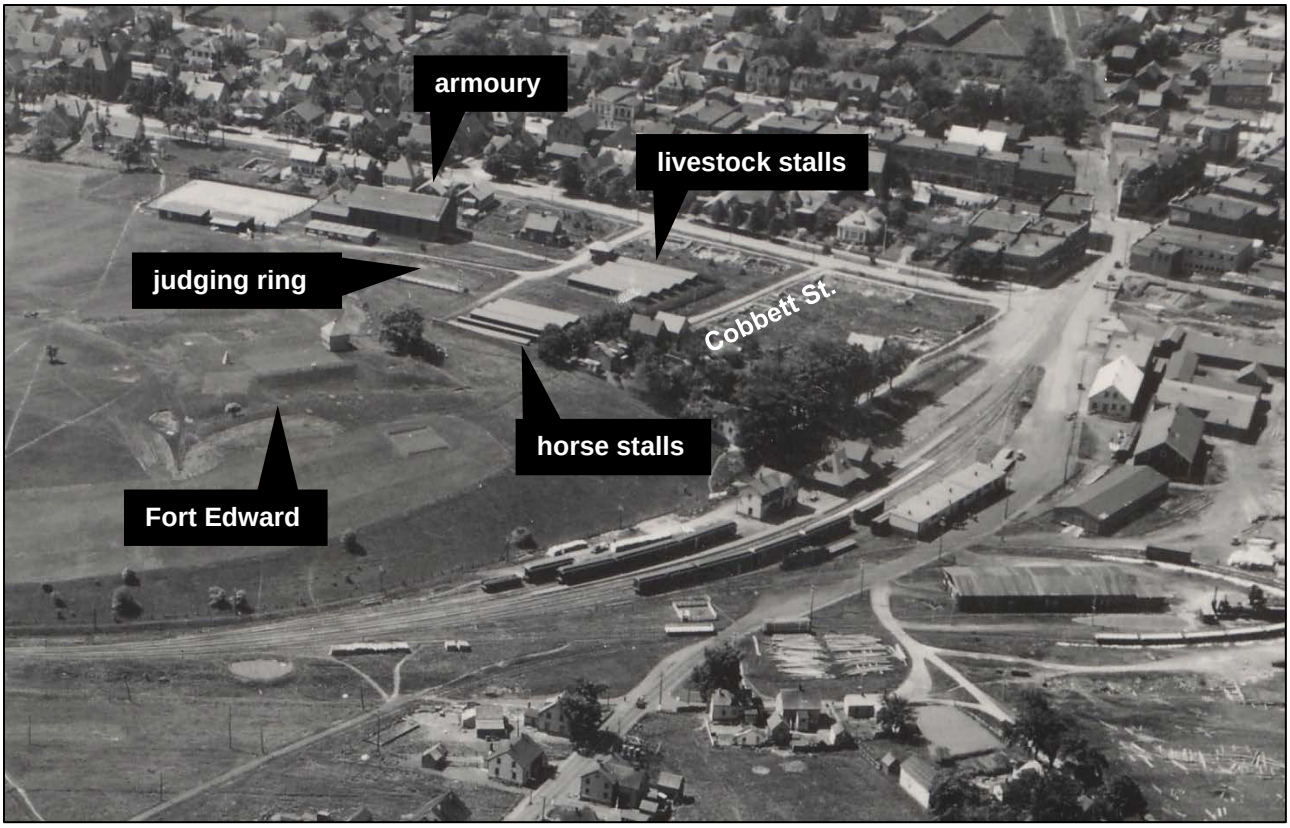


Figure 25: Fort Edward and the Exhibition Grounds from the north. SOURCE: NAPL A1236-83.

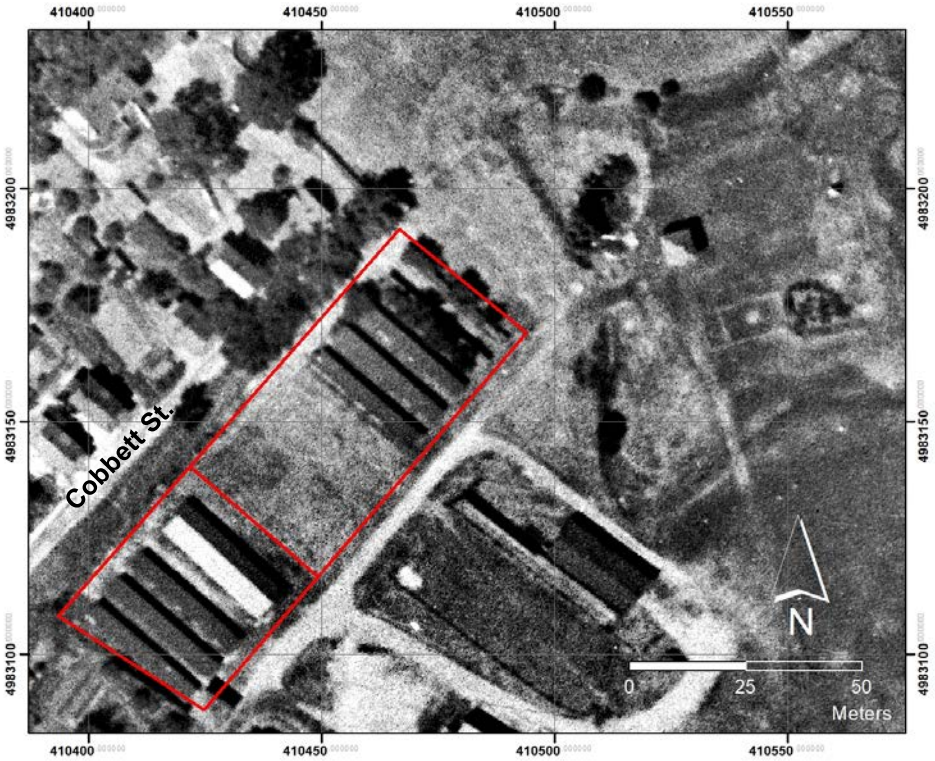


Figure 26: A 1945 aerial photograph of Fort Edward georeferenced to the modern landscape showing the exhibition grounds and nearby buildings. SOURCE: NAPL A8725-013.

6.0 Resource Evaluation

The approach to resource evaluation favoured here is grounded in the literature of archaeological (e.g. Green and Doershuk 1998; Tainter and Lucas 1983) and critical heritage studies (e.g. Harrison 2010). It is attentive to plural and even divergent regimes of value in assessing heritage objects and places, while emphasizing the inherent value of research potential and knowledge creation.

The key findings are as follows:

6.1 Extramural fort features and the historic place

Documented and potential archaeological resources in the study area have direct relevance to the commemorative integrity of Fort Edward National Historic Site; Parks Canada identifies the fort's viewplane as critical to the site's commemorative integrity.

As the study area is adjacent to Fort Edward National Historic Site, and historical maps show associated 18th century structures in the study area, a consideration of the significance of these likely archaeological features begins with the rationale underpinning Fort Edward's commemoration. Interestingly, these reasons were not clearly stated by the Historic Sites and Monuments Board of Canada when it initially proposed Fort Edward as a national historic site in 1919. The board addressed this oversight in the 1990s, however, by deciding that the designation should "commemorate [Fort Edward's] role in the struggle for predominance in North America, 1750-1812" (Marineau 1998, 6).

Parks Canada identifies several distinct cultural resources supporting Fort Edward's commemorative integrity; in other words, "those resources that were instrumental in, or integral to, the designation of national significance." Not surprisingly, the 1750 blockhouse and the surviving ramparts are counted among these features. However, the primary cultural resource listed in the national historic site's Commemorative Integrity Statement is the *historic place* itself, defined as consisting of both "the lands within the boundaries of Fort Edward National Historic Site and its viewplanes toward the Avon and St. Croix rivers," the latter of which, "give tangible evidence of the reasons for the establishment of the fort at the confluence of the rivers" (Marineau 1998, 7). The statement goes on to observe that protecting the site's Level 1 cultural resources – among which the historic place and viewplanes (**Figure 27**) are of critical importance – is key to ensuring Fort Edward's commemorative integrity "is not impaired or under threat" (Marineau 1998, 7–8; see also Parks Canada 2016, 38).

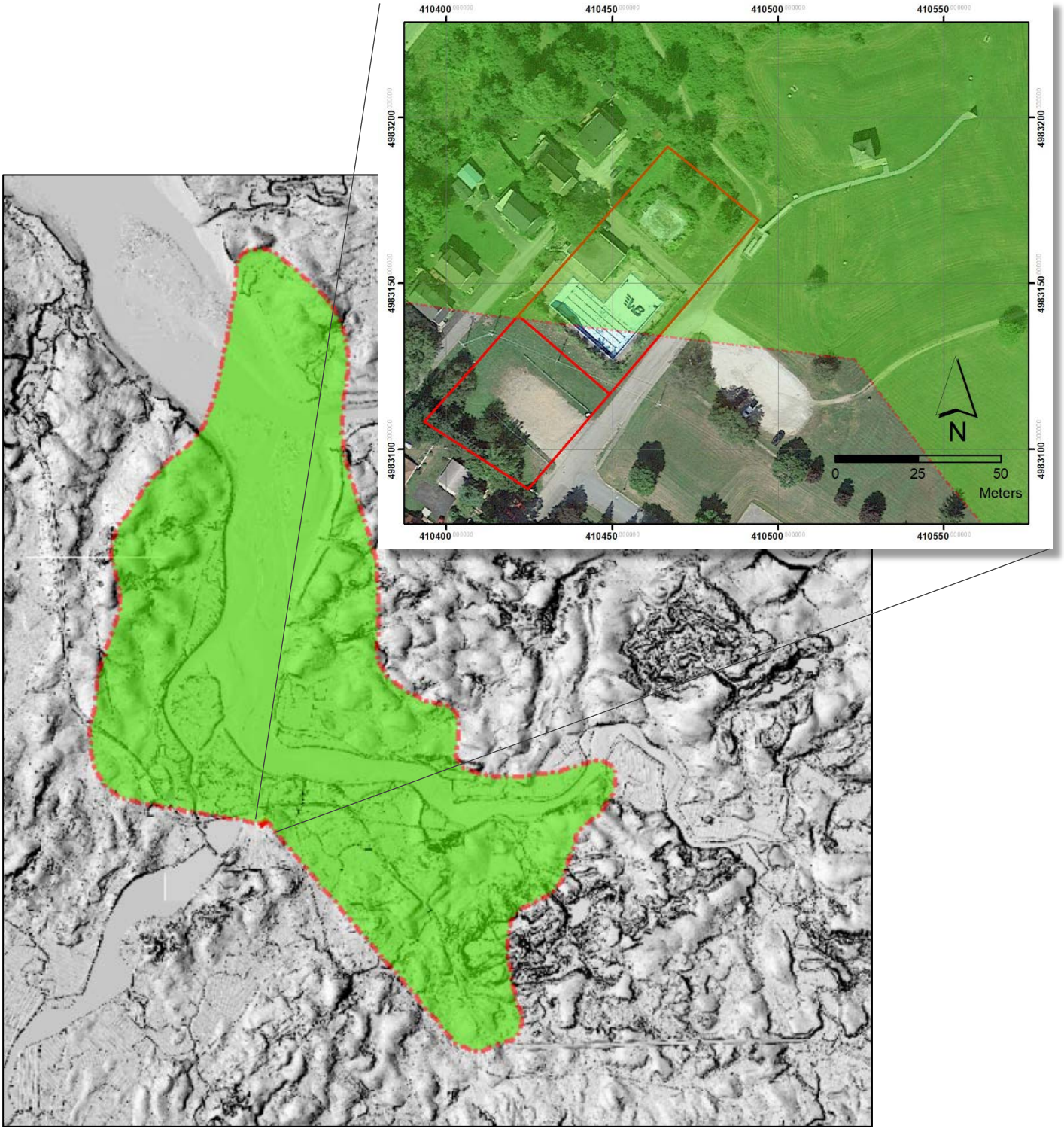


Figure 27: Fort Edward's viewplane in reference to the broader landscape (background) and to the study area (foreground). SOURCES: Google Earth (2015), Province of Nova Scotia (LiDAR), Parks Canada (viewplane).

6.2 Elevated heritage significance via a network of national historic sites and events

Documented and potential archaeological resources both in and adjacent to the study area have high heritage significance in reference to a local network of national historic sites and designated events of national historic significance.

Resource evaluation in this case takes further meaning by the study area's connection to Grand-Pré National Historic Site and The Landscape of Grand Pré World Heritage Site. The latter's basis for inscription on UNESCO's World Heritage List rests on the following criteria:

> Criterion (v): The cultural landscape of Grand Pré bears exceptional testimony to a traditional farming settlement created in the 17th century by the Acadians in a coastal zone with tides that are among the highest in the world. The polderisation used traditional techniques of dykes, aboiteaux and a drainage network, as well as a community-based management system still in use today. The resultant rich alluvial soil enabled continuous and sustainable agricultural development.
>
> Criterion (vi): Grand Pré is the iconic place of remembrance of the Acadian diaspora, dispersed by the Grand Dérangement, in the second half of the 18th century. Its polder landscape and archaeological remains are testimony to the values of a culture of pioneers able to create their own territory, whilst living in harmony with the native Mi'kmaq people. Its memorial constructions form the centre of the symbolic re-appropriation of the land of their origins by the Acadians, in the 20th century, in a spirit of peace and cultural sharing with the English-speaking community.[31]

Grand-Pré National Historic Site's designation is justified because:

- it was a centre of Acadian activity from 1682 to 1755;
- it commemorates the Deportation of the Acadians, which occurred at Grand-Pré in 1755; and
- it commemorates the strong attachment that remains to this day among Acadians throughout the world to this area, the heart of their ancestral homeland and symbol of the ties which unite them (Parks Canada 2012, 7).

[31] UNESCO Committee Decisions, 36 Com 8B.27, Cultural Properties - Landscape of Grand Pré (Canada) http://whc.unesco.org/en/decisions/4798

Although geographical separate, Fort Edward and Grand-Pré are closely linked historically and through modern heritage and tourism. Both sites occupy estuarine settings and have histories of Indigenous and Acadian settlement and intermingling. Their narratives are particularly tightly bound by the 1755 Deportation of the Acadians, a designated event of national historic significance. Lieut.-Col. John Winslow, whose capture and deportation of the Acadians from Grand-Pré inspired Longfellow's *Evangeline: A Tale of Acadie* (and the subsequent memorial acts culminating in the creation of Grand-Pré National Historic Site and The Landscape of Grand Pré UNESCO World Heritage Site), actually began his campaign against Acadian civilians in the Minas Basin at Fort Edward. It was to Fort Edward that he and his soldiers were initially sent from Chignecto in August 1755. Only after arriving did he receive further orders to base his operations at Grand-Pré (Winslow 1884, 241–43).

Isaac Deschamps, the Fort Edward truckmaster, spoke French fluently and facilitated communication between British officials, the garrison, and the Acadians throughout the middle years of the 18th century. In 1755, he translated the infamous Deportation Order into French. The documents read on September 5th to the assembled Acadian men and boys by John Winslow at Grand-Pré (**Figure 28**), and by Alexander Murray at Fort Edward were, according to Winslow himself, "put into French" by Isaac Deschamps (Winslow 1883, 90).

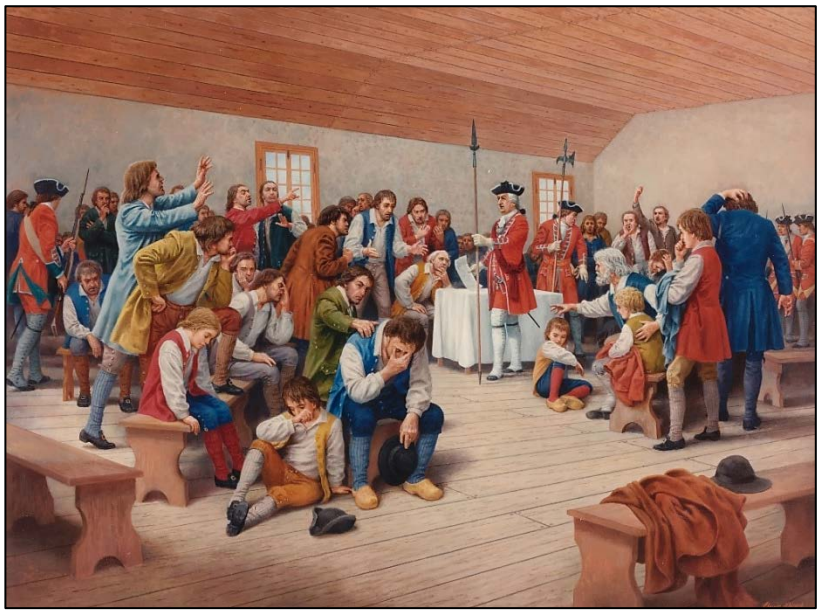


Figure 28: Historical reconstruction artwork depicting John Winslow reading the Deportation Order to Acadians at the parish church in Grand-Pré on September 5, 1755. A similar scene took place at Fort Edward at the same time. Both texts were translated into French by truckmaster Isaac Deschamps. SOURCE: Claude Picard.

6.3 A Pre-Deportation Acadian religious site

The pre-Deportation Acadian church of Notre-Dame-de-L'Assomption has been documented and archaeologically attested approximately 35m from the study area.

The study area is thus part of an as-yet poorly understood ecclesiastical site, whose archaeological resource inventory has yet to be properly studied. While there is good reason to place the associated cemetery outside the study area, the boundaries of the church site and the locations of its architectural and landscape features (e.g. priest's house) have yet to be determined.

The Acadian diaspora is a population exhibiting a high degree of interest in heritage and genealogy. The presence of a church site at this location represents a significant cultural resource and a potential driver of additional visitation to Fort Edward National Historic Site.

6.4 A Mi'kmaw Treaty site

The truckhouse was an important site of interaction between the Mi'kmaq and the British, and in 1760 it became a formal part of the Treaty relationship.

The Fort Edward truckhouse borders the study area to the northwest and is one of six such posts established in the region as part of the British Crown's commitments to the Mi'kmaq through the Treaties of Peace and Friendship of 1760-61. None of these other sites is commemorated. In a time of reconciliation, the presence of the truckhouse and its associated archaeological features adjacent to – and perhaps partly in – the study area represents a highly significant and valuable cultural resource.

6.5. The site of Canada's oldest agricultural fair

The study area occupies part of the grounds upon which Canada's oldest agricultural fair was held since 1765. The fair continues to operate at another location, constituting an authentic and community-based example of living heritage.

The market and agricultural fair grew out of the pre-existing commercial relationships between the British, Acadians, and Mi'kmaq at Fort Edward Hill. Abundant evidence places 19th and early 20th century fair infrastructure in the study area (**Figure 29**). The fair continues to exist today in the form of the popular Windsor Exhibition, which has since relocated to another site. Being the oldest event of its kind in Canada, the Windsor Agricultural Fair has been designated as an event of national historic significance.



Figure 29: Historical scenes from the agricultural fair. Top: the festival atmosphere, 1947; middle: horse teams in the judging ring, 1940; bottom: a sign of continuity of practice? Mi'kmaw participants with wigwam on a parade float going up Fort Edward Street, 1935. SOURCES: West Hants Historical Society: 28.7.07.83, 92.843, 12.7.23.10.

6.6 Potential economic benefits of heritage resource mobilization

***While cultural value is often sufficient to justify the conservation of heritage resources, it is important to recognize that heritage resources can also drive significant economic activity*.**

Recent decades have seen the establishment and consolidation of a 'heritage industry' (Lowenthal 1985). A significant component of the broader tourism industry, the heritage industry articulates with a range of public- and private-sector organizations including art galleries, museum, and historic sites. The heritage sector also supports and is supported by workers in a variety of fields, ranging from heritage professionals (conservators, curators, interpreters, planners, researchers) to workers in the food, hospitality, and retail sectors. The United Nations notes that the tourism industry has outpaced global economic growth for the nine consecutive years prior to the arrival of the COVID-19 pandemic, and in 2019 was valued at $3.5 trillion (USD), accounting for 4% of world GDP (United Nations World Tourism Organization 2021, 5). Tourism Nova Scotia estimates the value of overall provincial tourism revenue in 2019 to be $2.64 billion (CDN) (Tourism Nova Scotia 2022).

The most recent published data on visitation at Fort Edward demonstrates the extent to which visitation patterns correspond to the historical narrative and heritage site linkages outlined above.[32] "When asked what other locations and attractions the respondent had visited or was planning to visit that day, 37% indicated Grand-Pré NHS, and 28 % and 26% respectively indicated Port-Royal and Fort Anne." Visitor motivations included experiencing "a new place/local people/explore (33%), to explore family ancestry, heritage, and landmarks (30%), and to observe/learn at their own pace (20%)" (Parks Canada 2016, 10).

The archaeological resources here and nearby could potentially attract large numbers of visitors who are already exploring the related network of heritage sites linked to Highway 101. Annual Averaged Daily Traffic (AADT) volume westbound on Highway 101 between Exits 5A and 6 at Windsor equalled 7,965 vehicles between 2015 and 2019, or approximately 2,900,000 vehicles per year (Nova Scotia Department of Transportation and Infrastructure Renewal 2021, 109). And while the volume of traffic on Highway 101 is gradually increasing, visitation at Fort Edward has declined from "approximately 3,000 visitors in the year 2000 to 1,100 in 2015" (Parks Canada 2016, 11). If more creativity and effort were devoted to mobilizing the extraordinary heritage resources outlined here, the broader community might benefit significantly, both culturally and financially.

[32] 2009-10 data revealed that "80% of visitors are Canadian and 13% American. Of the Canadian audience, 32% are from Nova Scotia (21% of respondents were on a day-trip from Halifax), 17% from Ontario, and the remainder from the rest of Canada" (Parks Canada 2016, 10).

7.0 Results and Discussion

Taken in its entirety, the evidence gathered to date shows that the study area, though it may be legally defined as two distinct and separate properties, remains nevertheless part of the archaeological landscape and heritage environment of Fort Edward National Historic Site of Canada:

- A pre-Deportation Acadian parish church stood approximately 30m north of the study area. Although there is reason to place the Acadian cemetery elsewhere, this ecclesiastical site is not well evidenced and its proximity to the study area raises the need for archaeological vigilance.

- The study area's proximity to Fort Edward also implicates it in considerations of the fort's views of the Avon River, which Parks Canada states are essential to the national historic site's commemorative integrity.

- Several 18th century maps place buildings and other extramural architectural features associated with Fort Edward unambiguously within the study area.

- The Mauger-Deschamps truckhouse, a significant site in Windsor's commercial heritage and a locus at which part of the Treaty relationship between the British Crown and the Mi'kmaq was fulfilled, was adjacent to the study area, across Cobbett Street. Some of the activities centered on the truckhouse may have "spilled over" to the study area, and indeed the best 18th century map of the truckhouse places an unidentified building in the study area.

- Aerial photographs and mapping show structures associated with the Windsor Agricultural Fair, a designated event of national historical significance, unambiguously within the study area.

Potential archaeological features associated with structures depicted on historical maps and aerial photographs are plotted in **Figure 30**. All of the structures noted on historical maps and aerial photographs are located outside the footprint of the large swimming pool built in the 1960s. It is noteworthy that the legend on Edward Wight's 1757 map of Fort Edward indicates the "Soldiers Hutts should be nearer the Glacis." How much nearer cannot be known, but it is likely that at least some of the structures he drew were located in the study area.

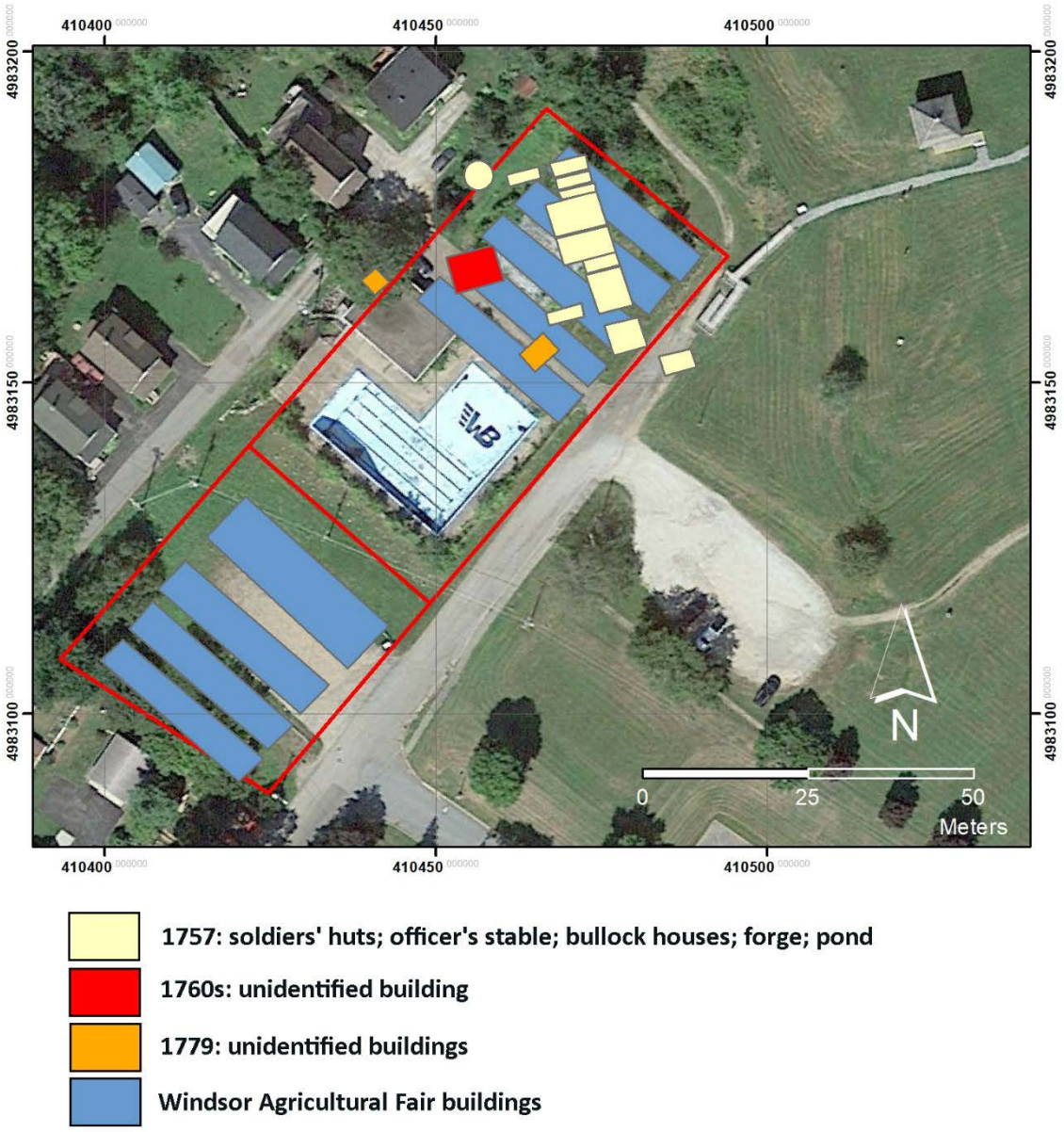


Figure 30: Archaeological potential map showing the locations of former structures identified using historical maps and aerial photographs. SOURCE: Google Earth 2015.

The integrity of these and related features is difficult to ascertain without geophysical prospection and archaeological test excavation. The study area has been significantly altered in recent decades by grading, the excavation of the pool, and the installation of associated infrastructure. In November 2019 the site was capped with imported fill.[33] LiDAR data offers some assistance in quantifying these

[33] M. Philipps to J. Fowler, 19 February 2022.

impacts (**Figure 31**).[34] It appears likely that material excavated from the pool in the 1960s was cast up to form berms on the west, south, and east sides of the pool. The upslope – or roughly north – side appears essentially flush with the (previously graded?) surface. ***Based on the evidence consulted to date, it appears the construction of the large swimming pool in the 1960s did not likely directly impact any of the anticipated archaeological features.***

In general, the northernmost of the two properties (PID 45059797), which is also the closer of the two to Fort Edward, appears to contain the most and earliest archaeological evidence associated with Fort Edward and perhaps the truckhouse. This area appears to have been graded, but we do not know when. It may have happened in the early colonial period, in which case early archaeological features are more likely to survive in primary context. If grading took place later, for example in the Victorian period, as part of renovations of the fairgrounds, then the earlier archaeological remains in the upslope part of the property are likely to have been negatively impacted. The more substantial buildings shown on the 1760s and 1770s maps, on the other hand, may well have received a protective blanket of sediment, enhancing their likelihood of survival to present times. If any of these buildings had cellars, wells, or privies, then these are even more likely to remain intact because of their greater depth. As loss traps, they may contain valuable archaeological deposits.

In conclusion, it should not be assumed that previous construction activities at the site, though appearing heavily disruptive, actually destroyed much of the archaeology. Contrary to appearances, significant archaeological deposits might actually survive relatively intact.

[34] Two sets of provincial LiDAR data are available. The first, flown in 2011 (months and days unknown) with a pulse spacing of 0.67, was collected with a REIGL Q680i. The second was collected in the summer of 2019 with a pulse spacing of 0.32 using a REIGL VQ1560i and Q780.

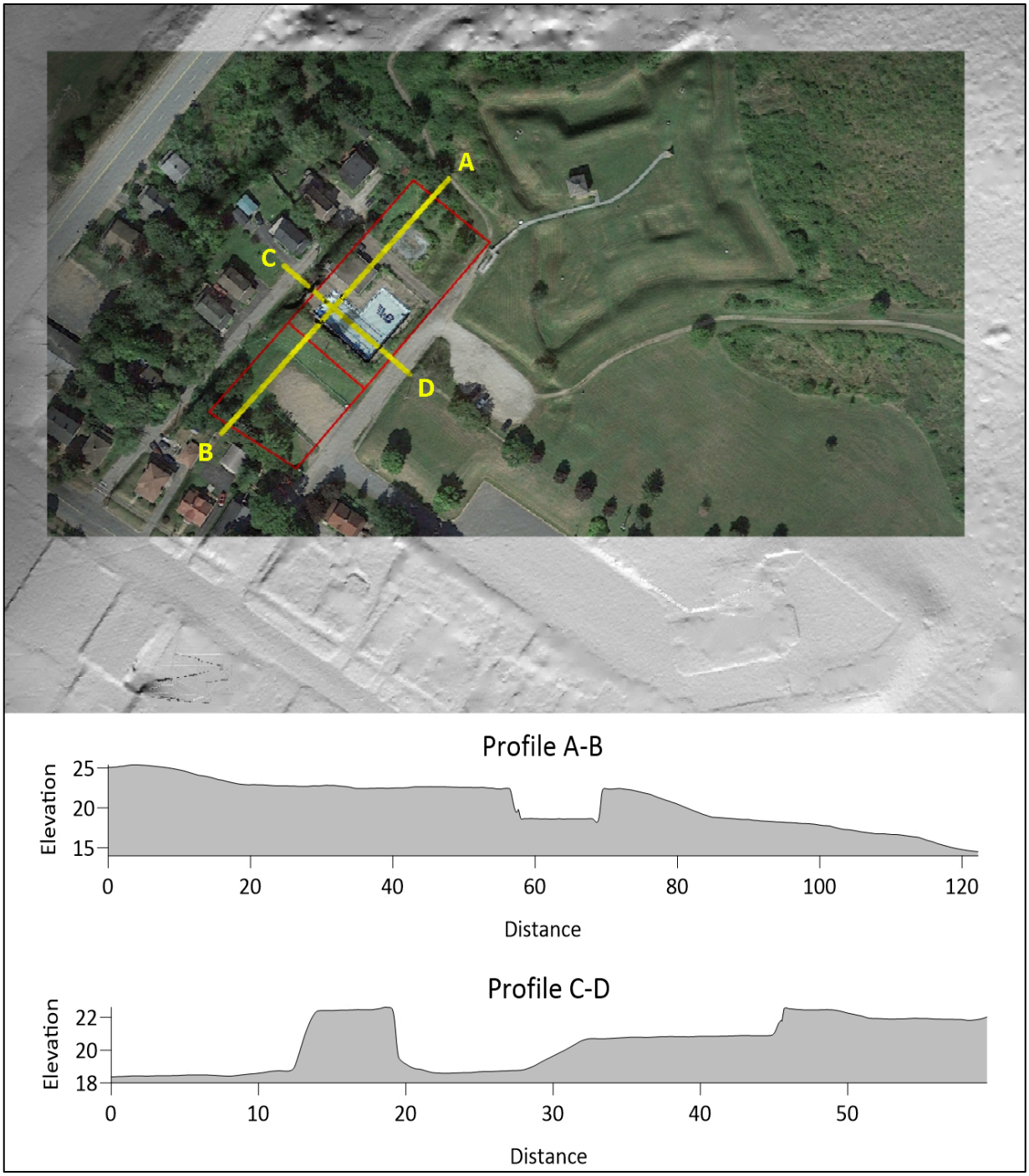


Figure 31: LiDAR data of the study area (outlined in red) and its surroundings with profiles indicating variations in relief arising from previous construction activities. Scale in metres; north at top. SOURCES: Province of Nova Scotia 2019 and Google Earth 2015.

8.0 INTERPRETATION

The primary purpose of this exercise is to assess the archaeological potential of the two properties comprising the study area. As detailed above, there is strong evidence of a range of historical activities in and adjacent to the study area, and compelling evidence that many of these activities left archaeological deposits. Despite past construction activities, there is good reason to expect that at least some of the archaeological resources inventoried here may be well preserved. Other objects and features are likely in secondary contexts. The conclusions and recommendations articulated in the next section reflect these facts and inferences, along with the considerable significance and untapped heritage resource development potential of Fort Edward National Historic Site.

Although visitation has declined in recent years, "[m]any people in the community of Windsor – area residents, members of the West Hants Historical Society, town councilors, and staff, among others – have a strong interest in the future of Fort Edward National Historic Site" and "see Fort Edward as a valuable community asset" (Parks Canada 2016, 35). Parks Canada's most recent management plan articulates two key strategies for increasing visitation at Fort Edward National Historic Site. The first aims to ***inspire the discovery of Fort Edward NHS*** by:

- improving the quality of pre-trip information;
- working with others to enhance connections with "a network of national historic sites in the region;" and
- enhance visitors' opportunities "to experience the Fort Edward view-plane and grounds."

The second strategy aims to cultivate ***shared stewardship*** over Fort Edward NHS and aims to transform the site into a ***community gathering place*** by:

- involving "area residents, the Mi'kmaq, partners, and stakeholders" in protecting Fort Edward's cultural resources and heritage values; and
- encouraging "area residents, the Mi'kmaq, partners, and stakeholders" to use Fort Edward NHS as a community gathering place (Parks Canada 2016, 35–36).

One is struck by the depth and richness of the heritage resources in and around Fort Edward, by their enormous potential for mobilization, and by their sadly neglected state at present.

9.0 Evaluation of Research

This ARIA relies on standard historical archaeological and empirical landscape archaeological methods and was informed by highly resolved and thorough cartographic, photographic, and ethnohistorical data. The MARI was consulted in order to characterize the study area's archaeological context, particularly in relation to Indigenous sites. To this end, feedback was also elicited from the Mi'kmaq Rights Initiative's Archaeology Research Division.[35]

An extensive corpus of archival mapping was consulted, and these sources were georeferenced and collated with modern LiDAR evidence to help model archaeological potential. The exercise revealed that, not surprisingly, historical maps frequently exhibit measurement errors in addition to other distortions and omissions. These have been controlled by comparing and collating maps, and by comparing map evidence to independent sources such as land records (deeds), written documents, art, and historical photography whenever possible.

Considerations of archaeological significance and heritage value accounted for varied traditions and sought input from Parks Canada, specialists in local history and heritage, and members of Acadian and Mi'kmaw communities.

Field reconnaissance on 12 February was hampered by the presence of snow, which obstructed vision, but the site has been capped with fill and is unlikely to reveal significant visual evidence in its present state.

10.0 Conclusions and Recommendations

Several conclusions and recommendations arise from this study. They range from general considerations pertaining to the value and potential communal benefit of the heritage resource, to specific steps that should be taken to safeguard archaeological resources in the event of future construction.

10.1 General Conclusions and Recommendations

As a cultural asset, the property at the centre of this ARIA – like Fort Edward more generally – represents a potentially very significant heritage resource for the West Hants Regional Municipality. This potential is perhaps not widely recognized because the site's enormously rich and multifaceted history is not very well known. Nor has this site found the kinds of champions who have advanced the cause of heritage development elsewhere along the floor of the Annapolis Valley.

[35] J. Fowler to T. Jacobson, 18 January, 2022; T. Jacobson to J. Fowler, 02 February 2022.

Fort Anne, which, as we have seen, is something of a sister site to Fort Edward, was the very first site designated in Canada's national historic sites system in 1917. But this development, which today anchors Annapolis Royal's heritage infrastructure and economy, was nearly doomed by local businessmen who wanted to level to fort's ramparts for commercial development. Heritage activists fought to rescue it from destruction through the late 19th and early 20th centuries, and again in the 1970s, when the town fell on hard times and a plan was again floated to level to fort to build housing (Moody 2014, 214, 303).

Across the Annapolis River, Port-Royal National Historic Site's prominence owes much to its association with the heroic career of Samuel de Champlain, the Father of New France. The Port-Royal Habitation reconstruction began with a small group of passionate heritage advocates lead by Harriet Taber Richardson and Loftus Morton Fortier, who attracted the support of local and international politicians and other leaders (including the governors of Massachusetts and Virginia, the American ambassador to Canada, and the President of Harvard University). They raised significant funds through private donations before the project was adopted and completed by the Canadian federal government in the 1930s (Schmeisser 2001, 4–12).

Grand-Pré National Historic Site, meanwhile, though stewarded by Parks Canada, is a cultural treasure of the Acadian people, who have played a significant part in its development and management for over a hundred years. An Acadian descendant, John Frederic Herbin, in 1907 bought the land that would become the heart of the national historic site and world heritage site, and the funds to build the iconic memorial church in 1924 were raised by donations from Acadians across Canada and the United States (Fowler and Noël 2017, 53; B. LeBlanc 2003, 121). Each of these sites has enjoyed, and continues to benefit from, an active constituency of promoters both outside and inside the official heritage system. *In each case, community members and local governments made the crucial investments of time and money to initiate heritage resource development projects that were subsequently adopted and reinforced by federal investment.*

Fort Edward, meanwhile, despite extraordinary and varied heritage resources, has been comparatively neglected, to the detriment of the local culture and economy.

A period of reflection and meaningful dialogue with partner organizations, especially Parks Canada, and local and descendant communities (e.g. Mi'kmaq, Acadian), seems warranted in determining the best future course of action with respect to these properties.

10.2 Archaeological Heritage Mitigation During Future Construction

Should further ground disturbance be planned for any part of the study area, **it is recommended that a thorough Phase 2 ARIA be undertaken in advance** to better assess the nature of, and mitigate potential impacts to, archaeological resources.

Despite these precautions, should mechanical excavation encounter archaeological evidence, it is recommended that contractors temporarily pause the work and contact John Cormier, Coordinator of Special Places at the Nova Scotia Department of Communities, Culture, Tourism and Heritage: (902) 424-6475 and/or john.cormier@novascotia.ca.

Finally, although Parks Canada's viewplane is not part of provincial jurisdiction or the Special Places Protection Act's regulatory framework, the West Hants Regional Municipality is advised of Parks Canada's concerns in relation to the viewplane, particularly regarding PID 45059797, which is also the property with the greater number of documented archaeological features.

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WEST HANTS REGIONAL MUNICIPALITY REPORT

Information ☐	Recommendation ☐	Decision Request ☑	Councillor Activity ☐

To: Committee of the Whole

Submitted by: J. Richard

Todd Richard, Director of Public Works

Date: September 13, 2022

Subject: Award of Contract WWHPW22-03 – Avondale Boat Launch

LEGISLATIVE AUTHORITY

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

RECOMMENDATION or DECISION REQUEST

Council approve the award of tender WWHPW22-03 for the construction contract for the Avondale Boat Launch to the low compliant bidder, Dexter Construction Company Ltd., for the tendered price of $347,260 plus 15% contingency and applicable taxes.

BACKGROUND

Property ☑	Public Opinion ☑	Environment ☑	Social ☑	Economic ☑	Councillor Activity ☐

As previously presented and approved in the 2022/23 capital budget, Public Works intends to contract the construction of a concrete community boat launch adjacent to the public wharf in the community of Avondale. The scope of this project was to upgrade the existing gravel boat ramp with a new replacement concrete ramp with armor stone retention for additional shoreline protection.

In August 2021, Public Works requested proposals from pre-qualified engineering design consultants to support this project from design through final construction. The successful engineering consultant DesignPoint was selected to design the new boat launch, along with provision of the following services:

1. Topographic survey of the site,
2. Geotechnical survey of the site,
3. Site analysis and design,
4. Grading and drainage design,
5. Structural design, and
6. Preparation of technical specifications and drawings.

Following engineering services by DesignPoint, Public Works issued a public construction tender using the *Standard Specifications for Municipal Services*, closing on Thursday, July 21, 2022.

DISCUSSION

Unit pricing was requested from contractors to include the following services:

- Site mobilization,
- Earthworks,
- Street construction,
- Additional items,
    - Precast concrete
    - Cast-in-place concrete
- Environmental protection, and
- All applicable permits, compaction testing and additional geotechnical works.

The public tender closed on Thursday, July 21 with a single contractor submitting a bid, as follows:

Dexter Construction Company Ltd. **$347,260. + applicable taxes**

As this project is quoted as a unit price contract, Public Works recommends the carry of at least 15% contingency to allow for actual materials that may be required to complete full project construction.

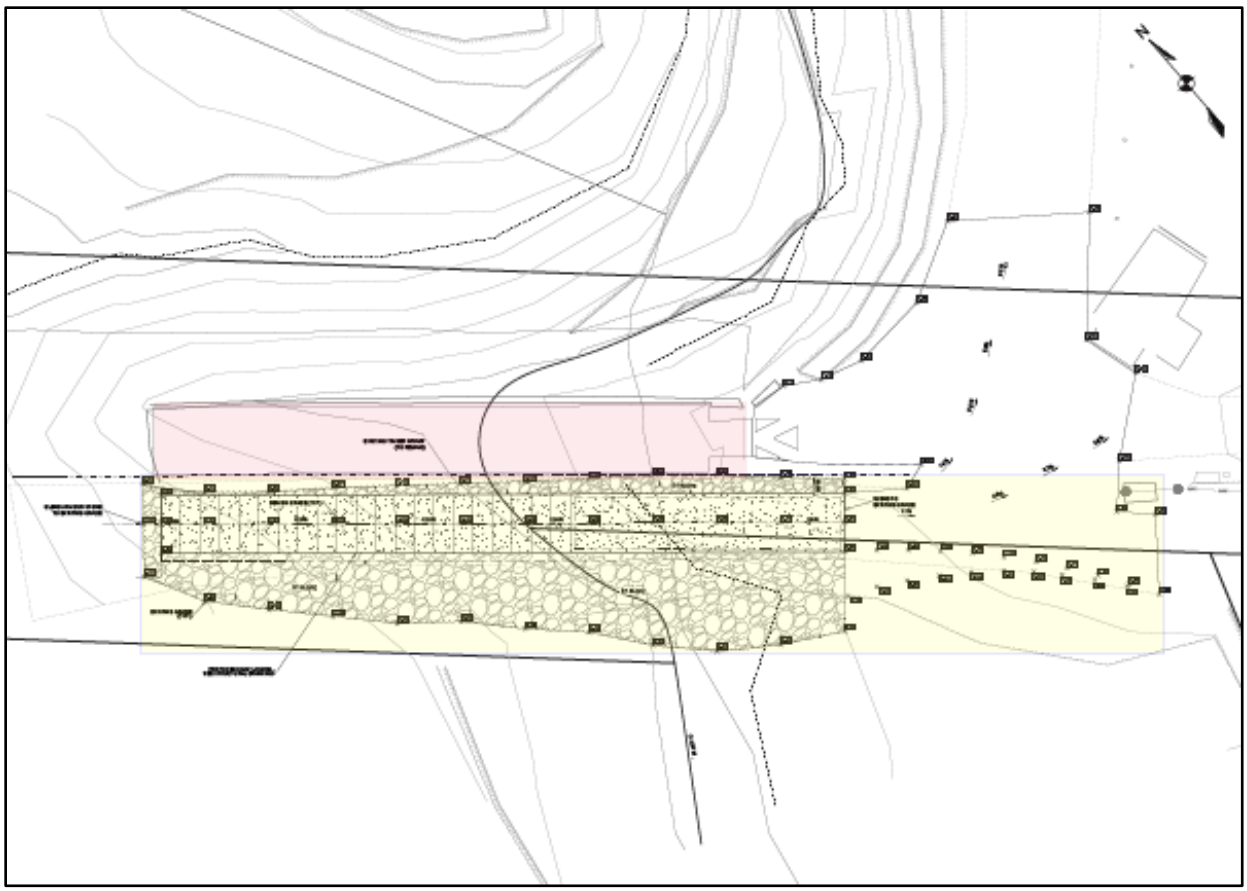


Figure 1.0 Avondale Boat Launch Project Plan

The project scope includes geotextile placement and geotechnical preloading of armor stone on the site for a minimum of 3-4 months prior to construction of the boat launch structures.

It is proposed that the project works be approved to start construction and preloading in the late summer or fall of 2022, and then to have the contractor return to site in the spring (following lifting of road weight restrictions) to install the steel rail systems, precast concrete pads, the cast-in-place concrete pad and fix/add additional armor stone and rip-rap to complete the project. Once all boat launch work is complete, the contractor would then add the type 1 gravels and grade the parking lot to match the new boat launch elevation.

NEXT STEPS

Pending approval of Council; staff will award formal contract to Dexter Construction to proceed with construction work in accordance with their proposal.

F**INANCIAL IMPLICATIONS**

2022/2023 Capital Budget Allocation	$390,000 (CCBF)
Recommendation	
Base Price	$347,260
Added Contingency of 15%	$52,089
Sub-total	$399,349
Taxes paid by WHRM (non-recoverable est. 4.29%)	$17,132.07
Total	**$416,481.07**

The contractor bid plus applicable taxes comes in $27,843 under budget, as this project is scheduled to be funded through the Canadian Community Building Fund, this will lower the transfer from the CCBF reserve. Should council award the 15% contingency to the project it will come in $26,481.07 over budget and require a larger draw from the CCBF reserve to cover costs.

ALTERNATIVES

Council may choose to either defer this project, or not proceed with this project.

ATTACHMENTS

No attachments.

CHIEF ADMINISTRATIVE OFFICER REVIEW

The report and noted project will provide value not only for the Avondale area but provide municipal access to the Avon River to boaters of the WHRM and visitors outside our region. It is noted as being a community boat launch supporting both commercial and recreational activities but with the engineered design and infrastructure components it is a significant improvement to what is currently on site.

It is noted that a site visit was undertaken on August 25th with local commercial fisherman to see if the project could be expanded to provide access further into the River providing extended access to allow for "more time on the water" and and improved access. This option is being investigated but will not alter the work recommended in this report. Both the Director of Public Works and I support this investigation into added work.

Pending Council's review of the recommendation added funding is required and the CCBF has capacity. In addition, to own sources of funding we have approached our federal MP to see if funding is available to support the project.

I support the recommendation.

Report Prepared by: _____
Brad Carrigan, Manager Engineering & Capital Projects

Report Reviewed by: _____
Todd Richard, Director of Public Works

Report Approved by: _____
Mark Phillips, CAO

WEST HANTS REGIONAL MUNICIPALITY REPORT

Information ☐	Recommendation ☑	Decision Request ☐	Councillor Activity ☐

To: Committee of the Whole

Submitted by: J. Richard

Todd Richard, Director of Public Works

Date: September 13, 2022

Subject: Bog Road, Hantsport Rehabilitation (Supplemental Report)

LEGISLATIVE AUTHORITY

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

RECOMMENDATION or DECISION REQUEST

Committee of the Whole recommends that

Council approve in accordance with the 2022-23 Capital Budget, the amount of $98,700 for the street renewal only of 200m of Municipality-owned Bog Road, to be performed by NSDPW.

Further

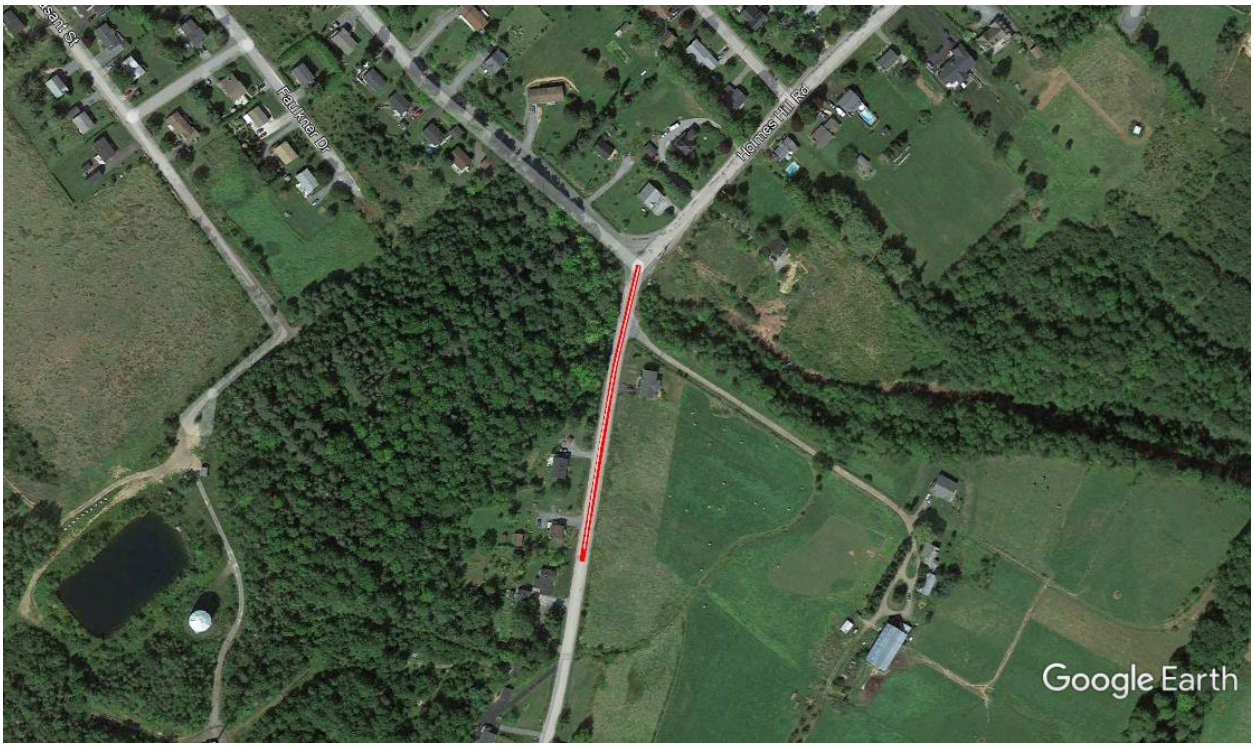
Council proceed with a cost-share agreement with the province for 200m of West Hants owned road rehabilitation on Bog Road in Hantsport.

BACKGROUND

Property ☑	Public Opinion ☐	Environment ☑	Social ☑	Economic ☑	Councillor Activity ☐

The province has tendered the remaining section of Bog Road for rehabilitation this upcoming fiscal (2022-23). NSDPW had originally estimated a cost of $60,000 to rehabilitate the approx. 200 metres of Bog Road owned by West Hants Regional Municipality, which includes:

- Ditching
- Driveway Pipe Culvert Replacements
- Road Surface Rehabilitation – Pulverize in place the existing surface, followed by 2 thin lifts of D-HF mix asphalt
- Gravel Shouldering
- Sign Replacement
- Brush Cutting



Bog Road - Services & Street Renewal				
	Engineering/Design		$	-
	Water		$	49,571
	Sanitary Sewer / Storm Sewer		$	42,241
	Road Renewal		$	96,354
	Curb / Sidewalk Renewal		$	-
	25% Contingency		$	47,042
	Bog Road		$	235,208

Original project cost estimate (February, 2022)

DISCUSSION

As per Section 6 of the NSDPW Construction Agreement 2022-002, the Province is required to notify the Municipality in writing of any cost overruns of more than 10% on approved projects for the current fiscal year. As the project was over 10% of estimated cost by the Province, this portion of the project has not yet been approved to proceed by the Municipality.

NSDPW is looking for a commitment by September 13th to confirm that the work.

The original 2022/23 capital budget had included the following infrastructure improvements:

- replacement of existing water service laterals to occupied and empty lots,
- replacement of existing sanitary laterals to occupied and empty lots,
- street reconstruction with new asphalt roadway (per above), and
- ditching, shoulders, brush cutting, signage (per above).

After investigation by public works staff, it has been determined that replacement of existing water service mains/laterals and sanitary sewer mains/laterals is not required at this time. Sewer mains were investigated using CCTV video; water mains have been deemed acceptable based on date of installation, material type, historical performance for same type/date pipe to determine estimated predicted failure.

It should also be noted by Council that there is currently interest for development near this section of roadway. With the potential for development, there may be requirement to cut and reinstate the asphalt roadway for water and sewer extension, with these costs borne by the potential developer.

NEXT STEPS

Pending endorsement of Council; West Hants would request to enter into a cost-share agreement with the province to tender and perform this work.

FINANCIAL IMPLICATIONS

Cost for the West Hants for the road renewal portion of the project would be $98,700. Original project budget for the road rehabilitation portion was approved at $96,354 plus 25% contingency of $24,089, for a total of $120,443.

Funding for road renewal will be budgeted from the Hantsport Infrastructure Reserve.

ALTERNATIVES

1. Council may choose not to participate with the province on this project and would be solely responsible for these road renewal costs at a later date.

ATTACHMENTS

None

CHIEF ADMINISTRATIVE OFFICER REVIEW

I support the recommendation.

Report Prepared by: _____

Brad Carrigan, Manager Capital Projects & Engineering

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 ☐

To: Committee of the Whole

Submitted by: 

Todd Richard, Director of Public Works

Date: September 13, 2022

Subject: Award of Contract WWHPW22-04 – Four-Post Vehicle Lift

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LEGISLATIVE AUTHORITY

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

RECOMMENDATION or DECISION REQUEST

Council approve the award of tender WWHPW22-04 for the supply and installation of a four-post vehicle lift to the low compliant bidder, Hunter Engineering Company, for the tendered price of $54,564.63 plus 10% contingency and applicable taxes, to come from the operating and equipment reserves.

BACKGROUND

Property ☑	Public Opinion ☐	Environment ☐	Social ☐	Economic ☐	Councillor Activity ☐

As previously presented and approved in the 2022/23 capital budget, Public Works intends to purchase a four-post vehicle lift to support the safety, ergonomics and efficiency of our fleet services operations for the Municipality.

DISCUSSION

Pricing was requested from qualified vendors to supply all labour, material, equipment, delivery, installation, and user training/certification of:

- 18,000 lb lift capacity,
- 26" ramps,
- 4 post construction,
- 227" general rated service length,
- Installation at West Hants Public Works shop, 54 Park Drive, Windsor, and
- Necessary training and user certification provided to staff.
- Options:
    - Extended approach ramps, and
    - Rack Lighting.

The public tender closed on Thursday, July 21 with a single contractor submitting a bid, as follows:

Hunter Engineering Company	**Four Post Vehicle Lift**	**$53,135.52**
	Installation	*$ included*
	Training	*$ included*
	Extended Approach Ramps	**$1,429.11**
	Rack Lighting	*$1,786.61*
	Total:	**$56,351.24**

Staff has reviewed the bid and confirms compliance with the technical specifications requested. It has been determined that the Extended Approach Ramps option is required. The rack lighting would be preferred for staff safety; however, is not a requirement for equipment use. Reducing this option from the total price would be a pre-tax price of $54,564.63.

Public Works recommends the carry of at least 10% contingency to allow for potential materials cost increases during production, that may be required to complete full project supply and installation.



Figure 1.0 Hunter Four Post Alignment Lift

NEXT STEPS

Pending approval of Council; staff will award formal contract to Hunter Engineering Company to proceed with supply and installation in accordance with their proposal.

FINANCIAL IMPLICATIONS

2022/2023 Capital Budget Allocation	$50,000.00 (Vehicle Lift Op / Cap Reserves)
Recommendation	
Base Price	$56,351.24
Added Contingency of 10%	$5,635.12
Sub-total	$61,986.36
Taxes paid by WHRM (non-recoverable est. 4.29%)	$2,659.21
Total	**$64,645.57**

With the received bid price, requested 10% contingency, and applicable taxes the vehicle lift will be $14,645.57 over budget. The original $50,000 approved in the 2022-23 capital budget is scheduled to come from the operating and equipment reserves, equally. With this over budget amount, both reserves have the capacity to handle the extra $7,323 each, required to cover the full costs of the vehicle lift.

ALTERNATIVES

Council may choose to either defer this project, or not proceed with this project. This is not the recommendation to Council.

ATTACHMENTS

No attachments.

CHIEF ADMINISTRATIVE OFFICER REVIEW

The rationale for the vehicle lift is noted in the report and reviewed during the 2022/23 budget deliberation process.

The added funding required to support the purchase is noted in the report and the capacity of both capital and operating reserves.

I support the recommendation.

Report Prepared by: _____
Brad Carrigan, Manager Engineering & Capital Projects

Report Reviewed by: _____
Todd Richard, Director of Public Works

Report Approved by: _____
Mark Phillips, CAO

WEST HANTS REGIONAL MUNICIPALITY REPORT

Information ☐	Recommendation √	Decision Request ☐	Councillor Activity ☐

To: Committee of the Whole

Submitted by: Diana Gibson

Diana Gibson, Acting Director, Financial Services

Date: September 13, 2022

Subject: Hantsport Memorial Community Centre 2021-22 Financial Statements

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LEGISLATIVE AUTHORITY

MGA Section 75 – Area Rates and Uniform Charges

75 (1) Council may spend money in an area, or for the benefit of an area, for any purpose for which a municipality may expend funds or borrow.

(5) Charges pursuant to subsection (4) are first liens on the real property and may be collected in the same manner as taxes.

RECOMMENDATION or DECISION REQUEST

Committee of the Whole recommends that:

Council accepts the financial statements provided by Hantsport Memorial Community Centre (HMCC) and that any 2021-22 holdbacks and eligible 2022-23 area rate payments be released to HMCC for the purposes of providing services defined in the 2022-23 budget.

BACKGROUND

Property ☐	Public Opinion ☐	Environment ☐	Social ☐	Economic √	Councillor Activity ☐

In April 2016 a request for an area rate was made by the Hantsport Memorial Community Centre (HMCC). The CAO responded to the request indicating that an Area Rate Policy was recently passed by Council, allowing the Municipality to collect and transfer revenue for

services provided by HMCC. A copy of the Area Rate Policy was included in the response to HMCC.

Since then, citizens of Hantsport voted in favour of having an area rate for HMCC. The former Municipality of West Hants Council approved a total area rate expense for HMCC for $54,230 in 2016-17, $53,780 in 2017-18, and $54,560 in 2018-19. In 2019-20 the area rate was increased to $84,560 to allow for a Recreation Director to be hired. In 2020-21 and 2021-22 this amount was adjusted according to the consumer price index.

DISCUSSION

The results of the 2021-22 review engagement for HMCC show a consolidated net surplus of $125,361. The Municipality, through a Community of Hantsport area rate, contributed $85,234 for various operational expenses. $10,744.43 of this total amount has been held back until the attached financial statements are accepted by West Hants Regional Municipality.

As per section 8.2 of the Area Rate Policy, organizations that benefit from area rate funding must conduct their business on a breakeven basis. Any deficit within a fiscal year must be the first charge in the next fiscal year and any reserves or surpluses are not to occur without Council approval of a reserve business case. Although HMCC showed a new surplus of $125,361, section 8.2 of the Area Rate Policy only applies to the specific expenses that are associated with the area rate. Actual expenses relating to the area rate funding are shown in ***Note 11*** on ***Page 11*** of the financial statements, including amounts still pending to be paid.

Although HMCC has met the requirements of the Area Rate Policy, there is a minor deficit for the overall operations of the organization shown for fiscal 2021-22. This concern has been monitored over the last three years by West Hants Regional Municipality staff. During 2021-22 there has been an import of $21,986. Staff will continue to monitor for the deficit of operating revenue versus expenses and will discuss this with HMCC if the financial condition does not continue to improve.

NEXT STEPS

FINANCIAL IMPLICATIONS

There are no financial implications to the Municipality. The amount to be paid to HMCC for 2021-22 has been collected through the Hantsport area rate.

ALTERNATIVES

- Council could choose to now allow further funds to be distributed to HMCC. If this were to occur, it would be recommended that Council direct staff to place the remaining area rate funds collected into a reserve for HMCC until such a time that Council wishes to redistribute the funds.

ATTACHMENTS

- Hantsport Memorial Community Centre, Financial Statements, Year Ended March 31, 2022

CHIEF ADMINISTRATIVE OFFICER REVIEW

The report and recommendation are in keeping with the existing policy.

I support the recommendation.

Report Prepared by: 

Diana Gibson, Acting Director, Financial Services

Report Approved by: 

Mark Phillips, Chief Administrative Officer

HANTSPORT MEMORIAL COMMUNITY CENTRE

Financial Statements

Year Ended March 31, 2022

HANTSPORT MEMORIAL COMMUNITY CENTRE
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Year Ended March 31, 2022

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INDEPENDENT PRACTITIONERS' REVIEW ENGAGEMENT REPORT

To the Members of Hantsport Memorial Community Centre

We have reviewed the accompanying financial statements of Hantsport Memorial Community Centre (the Centre) that comprise the statement of financial position as at March 31, 2022, and the statements of revenues and expenditures, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO), and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Practitioners' Responsibility

Our responsibility is to express a conclusion on the accompanying financial statements based on our review. We conducted our review in accordance with Canadian generally accepted standards for review engagements, which require us to comply with relevant ethical requirements.

A review of financial statements in accordance with Canadian generally accepted standards for review engagements is a limited assurance engagement. The practitioner performs procedures, primarily consisting of making inquiries of management and others within the entity, as appropriate, and applying analytical procedures, and evaluates the evidence obtained.

The procedures performed in a review are substantially less in extent than, and vary in nature from, those performed in an audit conducted in accordance with Canadian generally accepted auditing standards. Accordingly, we do not express an audit opinion on these financial statements.

Basis for Qualified Conclusion

In common with many charitable organizations, the Centre derives revenue from the general public in the form of donations and also engages in fundraising activities, the completeness of which is not susceptible to us obtaining evidence we considered necessary for the purpose of the review. Accordingly, our review of these revenues was limited to the amounts recorded in the records of the Centre and we were not able to determine whether any adjustments might be necessary to revenue, excess of revenues over expenses, and cash flows from operations for the year ended March 31, 2022, current assets and net assets as at March 31, 2022. Our review conclusion on the financial statements for the year ended March 31, 2021 was modified accordingly because of the possible effects of this limitation of scope.

Qualified Conclusion

Based on our review, except for the possible effects of the matter described in the *Basis for Qualified Conclusion* paragraph, nothing has come to our attention that causes us to believe that the financial statements do not present fairly, in all material respects, the financial position of Hantsport Memorial Community Centre as at March 31, 2022, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO).

Bishop & Company

Wolfville, NS
July 26, 2022

CHARTERED PROFESSIONAL ACCOUNTANTS

HANTSPORT MEMORIAL COMMUNITY CENTRE
Statement of Financial Position
March 31, 2022

	2022	2021
ASSETS		
CURRENT		
Cash	**$ 66,708**	$ 66,860
Accounts receivable *(Note 4)*	**13,337**	7,903
Inventory	**725**	302
Harmonized sales tax recoverable	**3,901**	6,373
	84,671	81,438
PROPERTY AND EQUIPMENT *(Note 5)*	**746,910**	761,745
LONG TERM INVESTMENTS *(Note 6)*	**243,092**	190,378
RESTRICTED CASH AND INVESTMENTS *(Note 7)*	**630,020**	541,659
	$ 1,704,693	$ 1,575,220
LIABILITIES AND NET ASSETS		
CURRENT		
Accounts payable and accrued liabilities	**$ 10,552**	$ 7,054
Employee deductions payable	**1,004**	1,710
Deferred income	**465**	-
Current portion of long term debt *(Note 10)*	**-**	611
	12,021	9,375
DEFERRED CONTRIBUTIONS *(Note 9)*	**37,007**	35,540
	49,028	44,915
NET ASSETS		
General Fund - unrestricted	**852,280**	815,281
Endowment Funds - restricted	**124,500**	124,500
R. A. Jodrey Income Fund - restricted	**505,520**	417,159
Contributed surplus	**173,365**	173,365
	1,655,665	1,530,305
	$ 1,704,693	$ 1,575,220

ON BEHALF OF THE BOARD

_____ *Director*

_____ *Director*

See accompanying notes to financial statements

HANTSPORT MEMORIAL COMMUNITY CENTRE
Statement of Revenues and Expenditures
Year Ended March 31, 2022

	2022	2021
REVENUE		
Area Rate Funding *(Note 11)*	**$ 85,234**	$ 84,872
Government grants *(Note 12)*	**45,460**	21,529
Events and fundraising	**53,119**	12,617
Donations and bequests	**14,117**	5,282
Capital grant amortization	**1,534**	1,102
	199,464	125,402
EXPENSES		
Amortization	**16,737**	17,312
Events and programs	**19,068**	8,600
Insurance	**18,282**	16,499
Interest and bank charges	**143**	132
Office and administration	**8,082**	8,255
Professional fees	**5,214**	6,343
Repairs and maintenance	**19,410**	17,474
Salaries and wages	**112,016**	75,438
Utilities	**19,509**	16,332
	218,461	166,385
DEFICIENCY OF REVENUE OVER EXPENSES FROM OPERATIONS	**(18,997)**	(40,983)
INVESTMENT INCOME		
Change in balance of unrealized gains	**109,116**	125,676
Interest and dividends	**35,242**	33,521
	144,358	159,197
EXCESS OF REVENUE OVER EXPENSES	**$ 125,361**	$ 118,214

See accompanying notes to financial statements

HANTSPORT MEMORIAL COMMUNITY CENTRE

Statement of Changes in Net Assets

Year Ended March 31, 2022

	General Fund	Endowment Funds	R. A. Jodrey Income Fund	**2022**	2021
NET ASSETS - BEGINNING OF YEAR	$ 815,281	$ 124,500	$ 417,158	**$ 1,356,939**	$ 1,238,725
Excess of revenue over expenses	18,374	-	106,987	**125,361**	118,214
Transfers	18,625	-	(18,625)	**-**	-
NET ASSETS - END OF YEAR	$ 852,280	$ 124,500	$ 505,520	**$ 1,482,300**	$ 1,356,939

See accompanying notes to financial statements

HANTSPORT MEMORIAL COMMUNITY CENTRE
Statement of Cash Flows
Year Ended March 31, 2022

	2022	2021
OPERATING ACTIVITIES		
Cash receipts from operations	**$ 195,961**	$ 162,690
Cash paid to suppliers and employees	**(199,212)**	(148,482)
Investment income	**35,242**	33,521
Interest paid	**(145)**	(134)
Harmonized sales tax	**2,472**	86
Cash flow from operating activities	**34,318**	47,681
INVESTING ACTIVITIES		
Purchase of property and equipment	**(1,901)**	(48,433)
Purchase of long term investments	**(32,660)**	(30,965)
Proceeds on disposal of investments	**-**	-
Restricted cash accounts	**702**	-
Cash flow used by investing activities	**(33,859)**	(79,398)
FINANCING ACTIVITY		
Repayment of long term debt	**(611)**	(3,667)
DECREASE IN CASH FLOW	**(152)**	(35,384)
Cash - beginning of year	**66,860**	102,244
CASH - END OF YEAR	**$ 66,708**	$ 66,860

See accompanying notes to financial statements

1. PURPOSE OF THE CENTRE

Hantsport Memorial Community Centre (the "Centre") was incorporated by an Act of the Provincial Legislature in 1948. As a registered charity the Centre is exempt from the payment of income tax under Subsection 149(1) of the Income Tax Act (Canada)

The objectives of the Centre are:

- to perpetuate the memory of those citizens of Hantsport who in the two Great World Wars died in the service of their country while serving in the armed forces of Canada;
- to own, maintain and make available to the community of Hantsport, recreational, athletic, social and education facilities; and
- to own, establish, maintain and manage a community centre and such other properties and equipment as may be generally desirable, without profit to the members, and to make such changes as shall be determined by the by-laws.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of presentation

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO).

Measurement uncertainty

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. Such estimates are periodically reviewed and any adjustments necessary are reported in earnings in the period in which they become known. Actual results could differ from these estimates.

Cash and cash equivalents

Cash and cash equivalents include cash on hand, balances with banks and marketable securities.

(continues)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

Financial instruments policy

Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, investments in equity instruments that are quoted in an active market are reported at fair value, with any unrealized gains and losses reported in income. All other financial instruments are subsequently reported at amortized cost, and tested for impairment when there are indicators of impairment.

Transaction costs on the acquisition, sale, or issue of financial instruments which are subsequently reported at fair value are expensed when incurred. Transaction costs on the acquisition, sale, or issue of financial instruments which are subsequently reported at amortized cost are amortized over the expected life of the instrument.

Financial assets measured at amortized cost include cash and cash equivalents, accounts receivable, and investments in bonds.

Financial liabilities measured at amortized cost include accounts payable, accrued liabilities, and long term debt.

Financial assets measured at fair value include equity investments which are quoted in an active market.

Inventory

Inventory consists of bar supplies and is measured at the lower of cost and net realizable value, with cost being determined using the first in first out method. Net realizable value is the estimated selling price in the ordinary course of business, less any applicable variable selling costs.

Property and equipment

Property and equipment are stated at cost or deemed cost less accumulated amortization. Amortization is provided annually on the straight-line basis at rates calculated to write off the assets over their estimated useful lives as follows:

Buildings	20 years
Equipment	5 years
Outdoor facilities	20 years
Chain link fence	20 years
Parking lots	25 years

The Churchill House historic property is not amortized.

Amortization in the year of purchase is recorded at one-half the normal rate.

The Centre regularly reviews its property and equipment to eliminate obsolete items. Property and equipment are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable.

(continues)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

Restricted funds

The Endowment Funds report the revenues, expenses and net assets related to contributions which are subject to externally imposed stipulations specifying that they be maintained permanently:

1. In 1995 Med Starratt bequeathed $94,500 to the Centre with the following conditions: "Only the interest shall be used for any HMCC purpose or other recreational purposes within the Town of Hantsport. The principal portion of the bequest is to be invested and not used to fund any aspect of the Corporation or Town of Hantsport."

2. The Roy A. Jodrey Hantsport Memorial Fund (R. A. Jodrey Fund) was established in 1974 with a $30,000 endowment for the purpose of maintaining the Churchill House. The Indenture stipulates that the income from this endowment shall be used annually to defray the costs of maintenance of the building, as well as taxes, utilities and insurance. Income which is not utilized in a given year shall be accumulated for the purpose of defraying such expenses in the future.

The R. A. Jodrey Income Fund represents the accumulated unused income generated from the initial $30,000 endowment. These funds shall be used annually to defray the costs of maintenance of the building, as well as taxes, utilities and insurance.

Revenue recognition

Hantsport Memorial Community Centre follows the deferral method of accounting for contributions.

a) Endowment contributions are recognized as direct increases in net assets in the year received.

b) Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

c) Investment income includes dividends and interest income, and realized and unrealized gains and losses. Unrealized gains and losses on equity investments are recognized as revenue in the statement of operations. Investment income is recognized in revenue in the period it is earned.

d) Grant revenue is recognized when there is a reasonable assurance that all conditions necessary to obtain the grant have been complied with.

e) Unrestricted donations and bequests are recognized in the year received.

f) Capital donations are deferred and amortized on the same basis as the property and equipment to which they relate.

g) All other sources of revenue are recognized as services are performed and ultimate collection is reasonably assured.

Contributed services and donated goods

Volunteers contribute a significant amount of their time each year. Because of the difficulty in determining their fair value, contributed services are not recognized in the financial statements.

Donated goods are not recorded in the financial statements because of the difficulty in determining their fair value.

3. FINANCIAL INSTRUMENTS

The Centre is exposed to various risks through its financial instruments and has a comprehensive risk management framework to monitor, evaluate and manage these risks. The following analysis provides information about the Centre's risk exposure and concentration as of March 31, 2022.

Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The Centre has a comprehensive plan in place to meet their obligations as they come due - primarily from cash flow from fundraising activities.

Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency rate risk, interest rate risk and other price risk. The Centre is mainly exposed to interest rate and other price risk.

Interest rate risk

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in the interest rates. The Centre is exposed to interest rate risk on its fixed and floating rate interest bearing financial instruments which includes long term debt and investments in bonds. Changes in the bank lending rates can cause fluctuations in cash flows and interest expense. The Centre does not use any derivatives to manage this risk.

Other price risk

Other price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market. The Centre is exposed to other price risk through its investment in quoted shares.

4. ACCOUNTS RECEIVABLE

	2022	2021
Accounts receivable	**$ 13,337**	$ 7,903
Allowance for doubtful accounts	**-**	-
	$ 13,337	$ 7,903

5. PROPERTY AND EQUIPMENT

	Cost	Accumulated amortization	**2022 Net book value**	2021 Net book value
Land	$ 206,900	$ -	**$ 206,900**	$ 206,900
Historic property: Churchill House	312,349	-	**312,349**	312,349
Buildings	40,694	11,032	**29,662**	31,697
Equipment	18,335	18,335	**-**	1,833
Outdoor facilities	120,308	30,786	**89,522**	93,586
Chain link fence	131,142	29,245	**101,897**	108,454
Parking lots	8,658	2,078	**6,580**	6,926
	$ 838,386	$ 91,476	**$ 746,910**	$ 761,745

6. LONG TERM INVESTMENTS

	2022	2021
Equities	**$ 315,082**	$ 262,368
Bonds	**22,504**	22,504
Credit Union shares	**5**	5
DaSilva paintings	**1**	1
Subtotal	**337,592**	284,878
Less: Med Starratt Endowment	**(94,500)**	(94,500)
	$ 243,092	$ 190,378

The DaSilva paintings and murals are on loan to the Art Gallery of Nova Scotia. The fair market value is not determinable.

7. RESTRICTED CASH AND INVESTMENTS

	2022	2021
Cash	**$ 22**	$ 724
Equities	**535,498**	446,435
Subtotal	**535,520**	447,159
Plus: Med Starratt Endowment	**94,500**	94,500
	$ 630,020	$ 541,659

8. CREDIT FACILITIES
The Collabria VISA card is limited to $2,000, bears interest at 19.9% and is secured by a term deposit held at Valley Credit Union.

9. DEFERRED CONTRIBUTIONS

	2022	2021
Valley Credit Union donation of $22,000 received in 2020 for improvements to the Med Starratt Baseball field.	$ **19,846**	$ 20,564
Private donation of $15,360 received in 2021 for the replacement of a fence.	**14,208**	14,976
Province of Nova Scotia grant of $3,000 received in 2022 for the construction of GaGa ball pits.	**2,953**	-
	$ **37,007**	$ 35,540

10. LONG TERM DEBT

	2022	2021
John Deere Canada ULCloan, fully repaid during the year.	$ **-**	$ 611
Amounts payable within one year	**-**	(611)
	$ **-**	$ -

11. AREA RATE FUNDING

The Area Rate is collected by the Municipality of the District of West Hants under the terms of its Area Rate Policy. Responsibility for certain operating costs have been assumed by HMCC and these costs have been assigned as follows:

	2022	2021
Area Rate Funding		
Municipality of the District of West Hants	$ **85,234**	$ 84,872
Area Rate Expenses		
Administration Fee	$ **7,749**	$ 7,716
Insurance	**17,083**	15,300
Repairs and maintenance	**9,043**	30,867
Salaries and wages	**50,224**	29,658
Utilities	**1,135**	1,331
	$ **85,234**	$ 84,872

12. GOVERNMENT GRANTS

Government grants were received or accrued during the year under the following programs:

1. Canada Summer Jobs Program - $7,907 (2021 - $3,928)
2. Federal Canada Day Grant - $3,200
3. Federal Participaction Community Better Challenge Grant - $750
4. Province of Nova Scotia Non-Profit Recreation Facilities COVID-19 Emergency Funding - $20,000
5. Province of Nova Scotia Student Summer Skills Program - $12,103 (2021 - $17,601)
6. Province of Nova Scotia Canada Day Grant - $1,500

These grants are reported in income and are not repayable.

13. IMPACT OF COVID-19

The outbreak of the novel strain of coronavirus, specifically identified as "COVID-19", has resulted in governments worldwide enacting emergency measures to combat the spread of the virus. These measures, which include the implementation of travel bans, self-imposed quarantine periods, and social and physical distancing, have caused material disruption to businesses globally resulting in an economic slowdown. Global equity markets have experienced significant volatility. Governments and central banks have reacted with significant monetary and fiscal interventions designed to stabilize economic conditions.

The duration and impact of the COVID-19 pandemic is unknown at this time, as is the efficacy of the government and central bank interventions. It is not possible to reliably estimate the length and severity of these developments and the impact on the financial results and condition of the Centre in future periods.

WEST HANTS REGIONAL MUNICIPALITY REPORT

Information ☐	Recommendation √	Decision Request ☐	Councillor Activity ☐

To: Committee of the Whole

Submitted by: Diana Gibson

Diana Gibson, Acting Director, Financial Services

Date: September 13, 2022

Subject: MFC Fall Debenture

LEGISLATIVE AUTHORITY

Municipal Government Act, Part VI, Power to Spend Money, Section 65 (A) and Power to Borrow Money, Section 66.

RECOMMENDATION or DECISION REQUEST

Committee of the Whole Recommends …

> Council approves the Mayor and Municipal Clerk to sign the Resolution for Pre-Approval of Debenture Issuance, subject to interest rate confirmation not to exceed 5.5% to enable West Hants Regional Municipality to issue a 15-year debenture of $463,952, for purchase of two two-wheel John Deere loaders.

BACKGROUND

Property ☐	Public Opinion ☐	Environment ☐	Social ☐	Economic √	Councillor Activity ☐

In the 2021-22 Capital Budget, Council approved two two-wheel John Deere loaders for the Public Works Department. The purchase of these loaders was approved by Council at the July 27, 2021, meeting and awarded to Brandt Tractor Limited. The temporary borrowing resolution for the purchase in the amount of $463,952 was also approved at this July meeting.

DISCUSSION

The Municipal Finance Corporation (MFC) offers favourable, fixed lending rate for municipal capital purchases. To meet the necessary lending requirements a Temporary Borrowing Resolution (TBR) is required, which needs Council and Minister approval.

To be able to participate in the upcoming MFC, semi-annual, debenture call, a 'Resolution for Pre-Approval of Debenture Issuance Subject to Interest Rate' must be approved by Council. Approving this now would qualify the Municipality to take part in the Fall debenture call.

It should be noted that the Minister approval date in the TBR in the solution document has been left blank. This resolution document is an MFC procedural step and should be left blank for MFC staff to complete.

NEXT STEPS

Should Council approve the Resolution for Pre-Approval of Debenture Issuance, a time will be schedule for the Mayor and Municipal Clerk to sign the documents. The package will be prepared for submission to the Municipal Finance Corporation by end-of-day on September 29, 2022.

FINANCIAL IMPLICATIONS

The full financing charges for the two-wheel loaders already make up a part of the current fiscal year's budget, and as such have no impact on the upcoming operating budget. This purchase was approved in the 2021-22 Capital and Operating Budgets.

ALTERNATIVES

- Council could reject moving forward with the MFC spring debenture and direct staff as to how the item is to be funded. This is not the recommended approach.

ATTACHMENTS

- Resolution for Pre-Approval of Debenture Issuance Subject to Interest Rate
- Temporary Borrowing Resolution – July 2021
- Fall Debenture Committee Letter

CHIEF ADMINISTRATIVE OFFICER REVIEW

I support the recommendation.

Report Prepared by: Diana Gibson
Diana Gibson, Acting Director, Financial Services

Report Approved by:
Mark Phillips, Chief Administrative Officer

Name of Unit: West Hants Regional Municipality

Resolution for Pre-Approval of Debenture Issuance Subject to Interest Rate

WHEREAS clause 66 (1) of the Municipal Government Act (the "Act") provides that a municipality may borrow to carry out an authority to expend funds for capital purposes conferred by the Act or another Act of the Legislature;

AND **WHEREAS** clause 91(1)(a) of the Act provides that where a municipality is authorized to borrow money, subject to the approval of the Minister of Municipal Affairs (the "Minister"), that the sum shall be borrowed by the issue and sale of debentures, in one sum or by installments, as determined by the council;

AND WHEREAS clause 91(1)(b) of the *Municipal Government Act* authorizes the council to determine the amount and term of, and the rate of interest, on each debenture, when the interest on a debenture is to be paid, and where the principal and interest on a debenture are to be paid;

AND WHEREAS clause 91(2) of the *Municipal Government Act* states, that in accordance with the *Municipal Finance Corporation Act*, the mayor or warden and clerk or the person designated by the council, by policy, shall sell and deliver the debentures on behalf of the municipality at the price, in the sums and in the manner deemed proper;

AND WHEREAS the resolution of council to borrow for was approved by the municipal council on July 27, 2021.
(council's TBR approval date)

BE IT THEREFORE RESOLVED

THAT under the authority of Section 91 of the *Municipal Government Act*, the

West Hants Regional Municipality
(Name of Unit)

borrow by the issue and sale of debentures a sum or sums not exceeding $ $463,952 , for a period not to exceed 15 years, subject to the approval of the Minister;

THAT the sum be borrowed by the issue and sale of debentures of the

West Hants Regional Municipality
(Name of Unit)

in the amount that the mayor or warden and clerk or the person designated by the council deems proper, provided the average interest rate of the debenture does not exceed the rate of 5.5%;

THAT the debenture be arranged with the Nova Scotia Municipal Finance Corporation with interest to be paid semi-annually and principal payments made annually;

THAT this resolution remains in force for a period not exceeding twelve months from the passing of this resolution.

For MFC use only:

TBR #: _____

Minister signed: _____

THIS IS TO CERTIFY that the foregoing is a true copy of a resolution duly passed at a meeting of the Council of the

West Hants Regional Municipality
(Name of Unit)

held on the day of 20

GIVEN under the hands of the Mayor/Warden and the Clerk of the

_____
(Name of Unit)

this day of 20

_____
Mayor/Warden

_____
Clerk

MUNICIPAL COUNCIL OF THE

West Hants Regional Municipality

TEMPORARY BORROWING RESOLUTION

Amount: $ 463,952 Purpose: Two Wheel Loaders

WHEREAS Section 66 of the Municipal Government Act provides that the Council of the West Hants Regional Municipality, subject to the approval of the Minister of Municipal Affairs, may borrow to expend funds for a capital purpose as authorized by statute;

WHEREAS the Council of the West Hants Regional Municipality has adopted a capital budget for this fiscal year as required by Section 65 of the Municipal Government Act and are so authorized to expend funds for a capital purpose as identified in their capital budget; and

WHERAS the Council of the West Hants Regional Municipality has determined to borrow for the purposes of Two Wheel Loaders;

BE IT THEREFORE RESOLVED

THAT under the authority of Section 66 of the Municipal Government Act, the Council of the West Hants Regional Municipality borrow a sum or sums not exceeding FOUR HUNDRED SIXTY THREE THOUSAND NINE HUNDRED FIFTY TWO Dollars ($ 463,952) for the purpose set out above, subject to the approval of the Minister of Municipal Affairs;

THAT the sum be borrowed by the issue and sale of debentures of the Council of the West Hants Regional Municipality to such an amount as the Council deems necessary;

THAT the issue of debentures be postponed pursuant to Section 92 of the Municipal Government Act and that the Council borrow from time to time a sum or sums not exceeding FOUR HUNDRED SIXTY THREE THOUSAND NINE HUNDRED FIFTY TWO Dollars ($ 463,952) in total from any chartered bank or trust company doing business in Nova Scotia;

THAT the sum be borrowed for a period not exceeding Twelve (12) Months from the date of the approval of the Minister of Municipal Affairs and Housing of this resolution;

THAT the interest payable on the borrowing be paid at a rate to be agreed upon; and

THAT the amount borrowed be repaid from the proceeds of the debentures when sold.

THIS IS TO CERTIFY that the foregoing is a true copy of a resolution read and duly passed at a meeting of the Council of the West Hants Regional Municipality held on the 27 day of July, 2021.

GIVEN under the hands of the Clerk and under the seal of the West Hants Regional Municipality this 28 day of July, 2021.

Clerk

September 6, 2022

Paul Wills, Chief Executive Officer/Treasurer,
Nova Scotia Municipal Finance Corporation,
8 North, Maritime Centre
1505 Barrington Street,
P.O. Box 850, Station "M",
Halifax, N.S. B3J 2V2

Re: 2022 Fall Debenture Funding

Please accept this letter as a firm commitment by the Council or Board of the West Hants Regional Municipality to participate in the NSMFC Fall 2022 Debenture Issue.

We request long-term funding for the following completed municipal capital project(s) for the following amount(s) and term(s):

Purpose:	**Loan Amount**	**Loan Term**	**Loan Amort ***	**TBR #**	**Project Completion Date dd/mm/yyyy**	**Federal and/or Provincial Funding?**
John Deere Loader (2)	$463,952	15 Years	15 Years	08-2021-0077	06/07/2022	[ ] Yes [X] No
Total Debenture Requirement	**$463,952**					

Also, please find enclosed the "Resolution for Pre-Approval of Debenture Issuance Subject to Interest Rate" which has been duly passed by Council.

Sincerely,

Diana Gibson

Diana Gibson
Acting Director, Financial Services

WEST HANTS REGIONAL MUNICIPALITY REPORT

Information ☐	Recommendation ✓	Decision Request ☐	Councillor Activity ☐

To: Committee of the Whole

Submitted by: _____

CAO Phillips

Date: September 13, 2022

Subject: Municipal Complex

LEGISLATIVE AUTHORITY

Municipal Government Act, Chapter 18 of the Acts of 1998

- A municipality may sell property at market value when the property is no longer required for the purpose of the municipality - MGA 50 (5)(b)
- A municipality may lease property owned by the municipality at market value - MGA 50 (5)(c)

RECOMMENDATION or DECISION REQUEST

…That Committee of the Whole recommend to Council that direction be provided to staff to continue with conceptual plans and design of 100 King Street, Windsor to consolidate municipal administrative operations.

BACKGROUND

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

The past two years have provided a base in which various discussions have occurred pertaining to which municipal office would best suit the needs of the Regional Municipality.

In 2019 the former Town of Windsor and the District of the Municipality of West Hants consolidated forming the West Hants Regional Municipality.

Staff and Council still wish to have existing staff in one building for the benefit of bringing everyone together as one unit, for efficiency purposes, as a cost savings measure as well as addressing community accessibility and needs.

In 2019, HATCH Conceptual Design Narrative was undertaken to provide an independent analysis of both the W.B. Stephens Building (100 King Street) and the West Hants Municipal Office (76 Morison Drive) with the objective to provide sufficient, detailed information that would support an informed decision of the Coordinating Committee as to what building was best suited for the needs of the new regional municipality. The report is attached for review.

The key areas analyzed by HATCH for both existing complexes included:
- Building Assessments (Mechanical and Electrical Systems)
- Energy Analysis
- Conceptual Floor Plans
- Construction ROM estimates; and
- Options Analysis (which included)
- Parking
- Access to amenities
- Accessibility
- New feel
- Available facilities
- Room to grow
- Adaptability of the structure
- Energy efficiency; and
- Marketability

In 2019 the Coordinating Committee concluded that the W.B. Stephens Building would better suit the staffing and community needs once recommended renovations were completed.

At the March 9, 2020 meeting, the Co-ordinating Committee made the following motion "*MOVED/SECONDED THAT THE CO-ORDINATING COMMITTEE SUPPPORT THE W.B. STEPHENS BUILDING, 100 KINGS STREET, WINDSOR, NS BEING THE MUNICIPAL COMPLEX TO HOUSE THE ADMINISTRATIVE BRANCHES FOR THE REGIONAL MUNICIPALITY.*
FURTHER,
IT IS NOTED THAT THE RENOVATIONS AS DESCRIBED IN THE REPORT "WINDSOR/WEST HANTS MUNICIPAL COMPLEX REVIEW", REQUIRE FURTHER COSTING DETAILS TO BE REVIEWED BY THE NEW REGIONAL COUNCIL DURING THE 2020/2021 CAPITAL BUDGET DELIBERATIONS. MOTION CARRIED"

The West Hants Regional Municipal Council was presented with a report at the October 27th, 2021 on the design and project management of the scheduled renovation of the W.B. Stephens Building (100 King Street) prompting further discussions surrounding various benefits and challenges associated with both the 100 King Street building (Windsor) as well as the 76 Morison

Drive building (West Hants). Concerns raised pertained to the structural integrity of the 100 King Street building as it related to the Windsor Fire Department. Within the engineering report completed by HATCH Engineering, no structural concerns were identified regarding this section of the building with repairs, maintenance, and changes completed over time addressing ongoing building related concerns.

A conceptual design within the HATCH Report allowed for open concept workspaces with some individual offices (input would be sought from staff and Council as well as comply with COVID restrictions) and other building retrofits. The design facilitated the consolidation of staff into one municipal building. This would then allow for the second building to be deemed as surplus and potentially sold, resulting in the generation of future property tax revenue while also saving on operational costs through the elimination of a second building .

As a result of these discussions, Council deferred further discussions until the November 2020 COTW meeting to allow for additional operating cost information related to the other municipal buildings and market values to be determined. Other points highlighted were renovation considerations, future pandemic compliance, parking, accessibility and other building and location characteristics.

During the November 10th Committee of the Whole meeting in 2020, Council was presented with an additional information report containing a table that reflected comparisons and fiscal considerations between the two buildings (100 King Street and 76 Morison). This report also identified areas that factored into modernization, the central location, walkability factors, appraisals on both buildings, and considerations identified in the Regional Fire Study that continued the promotion of the Windsor Fire Department. As noted, appraisals were completed on both 100 King Street and 76 Morison Drive buildings and were attached to this report for Councils consideration.

At the May 11, 2021, Committee of the Whole meeting an information report was presented to Council with hopes to re-engage a discussion surrounding the future municipal office home and create a plan to consolidate both municipal staff and operations. Following the direction given at this meeting, a small working group consisting of Councillors (Mayor Zebian, Councillors Murley and Hartt), municipal staff (CAO Phillips, Director Richard, and Jessie Drysdale) was formed and tasked with reviewing characteristics of both buildings again.

With the formation of this working group, three meetings were held (January 10th, February 7th and July 9th, 2022) to discuss and weigh options pertaining to each site. Each meeting addressed concerns raised at both the Council and the public level and invoked meaningful conversations addressing environmental, social, financial and service implications as well as addressing spatial awareness for staff/employment workspaces, customer service access and abilities. The majority of the working group wish to proceed with the 100 King Street building as the preferred site. The detailed decisions pertaining to the scope of work to be completed at 100 King Street and the budget requirement remains a decision of Council and would be determined once a location has been selected.

DISCUSSION

Through the discussions of the working group, several reoccurring themes were identified and discussed and summaried below:

Operating Costs (March 2022 information).

100 King Street	76 Morison
Area 30,560 sq ft	**Area** 15,947 sq ft
Revenue (2021/22) $98,260.00 (WFD $63,160, Cell tower lease $6,100, Scotian WEB lease $29,000)	**Revenue (2021/22)** $0
Expenses (2021/22) $180,906.51 (Operating Expense) $98,260.00 (Revenue) = $82,646.51 (Net Operating Costs)	**Expenses (2021/22)** $108,585.22 There are no sources of revenue

Potential Tax Revenue – Pending sale of a property

2021 Assessed Value	Rate	Taxes	2021 Assessed Value	Rate	Taxes
$1,230,400,	$3.85	$46,920,	$1,275,300	$1.78	$28,193,

- If 100 King Street was sold there would be additional costs to consider such as securing the current lease for the existing WFD space or securing land and financing a new building for the Windsor Fire Department (the Fire Study referenced 100 King Street as being the best location for the Department). Additionally, The Valley Community Fibre Network (VCFN) existing VCFN Infrastructure at 100 King Street would have to be relocated should the building be sold with an approximate cost of $250,000.00 forecasted.
- A new location would need to be identified for the Parks and Recreation garage/equipment regardless of which building is selected. If 76 Morison Drive was determined to be the new municipal location, the current recreation garage would need to be utilized for Public Works administration who are currently officed at 100 King Street. If the King Street building was identified as the new municipal location, 76 Morison could be sold, and an alternative site for recreation selected.
- The proceeds generated from the sale of one building could support the renovations required of the other building pending Council's approval of the level of renovations.
- Property taxes would be billed and collected on the building that was sold.

Parking/Walkability

Facility	Street Parking (nearby)	Dedicated Parking	Other Available Parking
100 King Street	18	12	77+ (Armouries and FD)
76 Morison Dr.	0	55 (2 are accessible and 3 are dedicated for municipal vehicles)	0

- Approximately fifty (50) dedicated parking spaces are required to accommodate staff.
- 76 Morison Drive provides 55 dedicated parking spaces that are shared between staff, customers and any individual who may be in attendance for training or a meeting. There are two (2) dedicated accessible parking spaces, three (3) reserved for municipal vehicles, leaving 50 spaces remaining to accommodate both staff and customer usage. There are no additional parking spaces identified unless available nearby land was purchased or leased (this would be an added operational cost for 76 Morison), nor does Morison have the ability to utilize street parking. An alternative option would be to utilize the green space used by staff on their breaks (where picnic tables are located) for additional parking. This space may be further impacted by solar options pending further review.
- 100 King Street does provide limited dedicated parking spaces (12 spaces out front and along the side of the building). This could be identified as customer or accessible parking. These spaces could adopt a time frame (15-30 minutes) to promote customer activity and flow. The Armouries has 65 spaces that could be utilized pending an agreement between the Municipality and Department of National Defense. There is additional parking available along King Street and potential to use parking currently utilized by the Fire Department. There are also additional parking areas within walking distance in the downtown core area that have yet to be identified.
- Most staff drive to work in a vehicle, very few staff drive a bicycle and there are no known staff that walk to work at the current time at Morison Drive. Most customers are known to (95-98%) travel to Morison Drive in a vehicle (either their own or a taxi) and there are no bus services available. There are no sidewalks in place should an individual choose to walk.
- Walking not only promotes a healthier lifestyle, it also positively impacts climate change. The 100 King Street building promotes active living through sidewalks, and accessible trails along the waterfront and Fort Edward Hill. There are many small businesses to explore on breaks and lunch hours in the downtown Windsor area, which has the potential to generate economical spinoffs for the local business sector. Residents/customers in the Windsor area would have the ability to walk to the municipal office to pay bills, make inquires or talk with staff. This promotes a more welcoming and friendly environment.

Accessibility

- An elevator is needed to meet accessibility requirements at the future Municipal Complex. The King Street Building has an elevator in place (in the clock tower). The Morison Drive Building would need to install an elevator to meet accessibility needs.

Capacity

Dedicated number of office and/or workstations (Preliminary)	Staff Component **(9am-5pm)**
Number of Offices – with identified workstations • CAO's Office – Three Offices, each with one workstation • Planning and Development Department – Nine Offices, six of those would have shared workstations within them. • Community Development Department – Eight Offices, two of those would have a shared workstation • Public Works Department – Seven Offices – One shared workstation • Finance Department – Twelve Offices, one of those is a shared workstation and Customer service would have dedicated workstations at the customer area. • Summer student workspaces – One office with shared workstations • Mayor's office **41 Offices identified** (Some of which are shared office spaces with dedicated workstations)	**3** **17 (2 work remotely at times)** **8** **8** **14** **1** **1** **51 staff, 49 require parking accommodations**
Number of Meeting rooms Requested (Five in total) • Council Chambers – multi-use when not used by Council (EMO, large group meetings or Training room) • Lunch/Break room – large room • Two smaller meeting rooms up to six people (One of which is solely dedicated to Planning) • One medium meeting room – up to twelve people • Fitness room – not necessary **6 Rooms identified**	
Other areas needed (more in the design phase) • **Printer Areas** • **Server Tech Room for storage of equipment** • **EMO equipment storage** **3 Rooms Identified**	

Energy Offset Comparison

Preliminary energy offset comparisons have been carried out at a high level to give an indication of how both buildings would perform if retrofits were carried out. These tables and calculations were created by our Municipal Climate Change Action Plan student and provide a

preliminary indication. For more accurate calculations and cost of retrofits additional consultants and resources may be required. Please refer to the attachment and tables.

Generally, the 76 Morrison Dr. building is more modern with respect to energy conservation components, however it would require some upgrades in order to achieve its designed performance due to ongoing renovations and to achieve a higher level of energy efficiency if desired by Council.

The 100 King St. building has not been upgraded to include the same energy conservation components and will require a more significant investment and upgrade in order to achieve the current level of 76 Morrison Dr. or to achieve a higher level as indicated above.

NEXT STEPS

To be determined by Council

FINANCIAL IMPLICATIONS

ALTERNATIVES

- Council could direct Staff to gather further information which will potentially delay the decision-making process.
- Council can provide staff with an alternate direction of their choosing.

ATTACHMENTS

- 2022 Municipal Complex Staff Survey
- Coordinating Committee, Recommendation Report- Municipal Complex Review Recommendation Report, March 9, 2020
- 2020-10-27 Council Minutes
- Windsor Township Corres (Nov. 18, 2020) - Municipal Complex Location
- 2019 Hatch Facility Report
- 2020-11-10 Committee of the Whole Minutes
- 2022-01-10 Municipal Complex Meeting Minutes
- 2022-02-07 Municipal Complex Meeting Minutes
- 2022-07-09 Municipal Complex Meeting Minutes
- 100 King Street Appraisal April 2021
- 76 Morrison Drive Appraisal April 2021
- Armoury Parking Photo
- 100 King St and 76 Morison Dr – Final
- May 2021 Municipal Complex Review cost comparison Table

- August 2022 Energy Offset Comparisons (Table A and B)

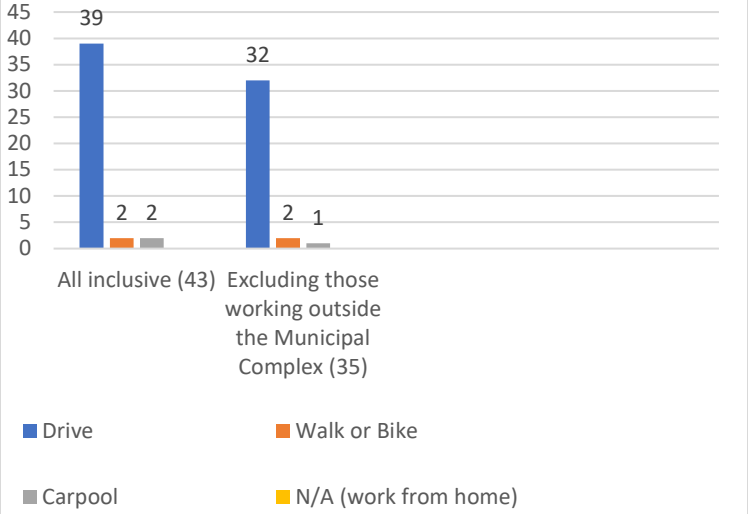
Municipal Complex Survey

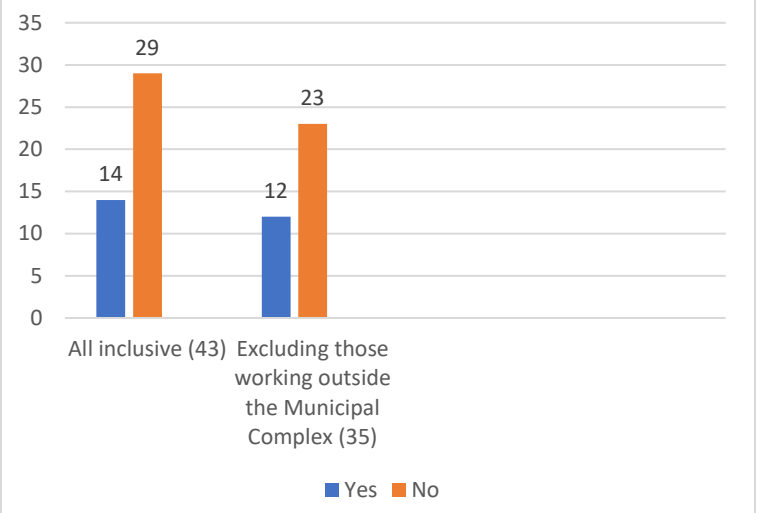
The municipal complex committee have been meeting to discuss, review information and compare the 100 King Street and 76 Morison Drive buildings. The mandate of the committee was to collaborative work together and present a recommendation to Council as to which building; 100 King Street or 76 Morison Drive would best suit the needs as a municipality and become the permanent homebase for the municipal building.

This survey was created and shared with municipal staff to gather information and provide staff perspectives on location, workspaces, outdoor spaces and concerns regarding privacy.

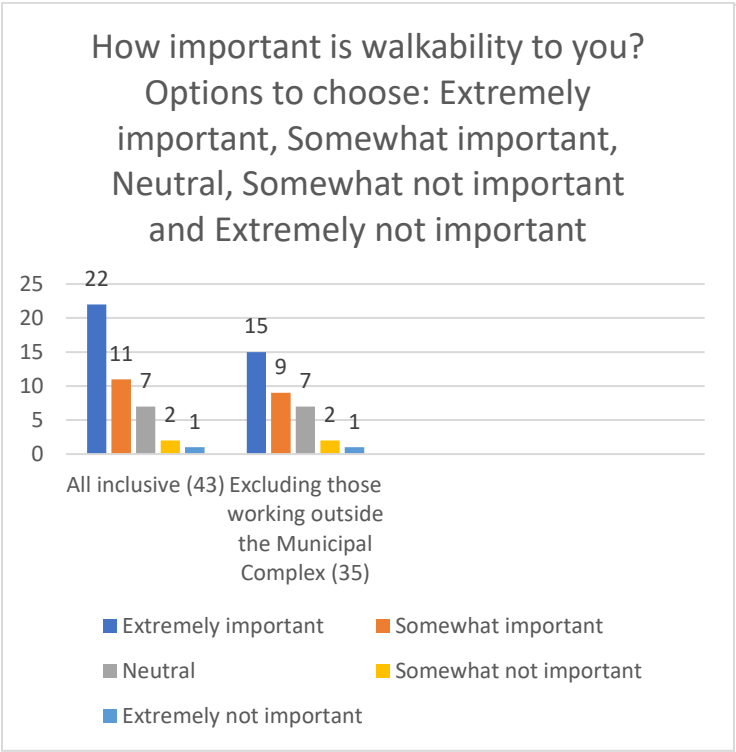
A total of forty-three (43) staff responses were received, representing the all-inclusive numbers within the charts below.
Of the 43 responses received; thirty-five (35) were used to determine the number of individuals working within the municipal complex (excluding eight (8) responses from those who work outside the Municipal Complex)

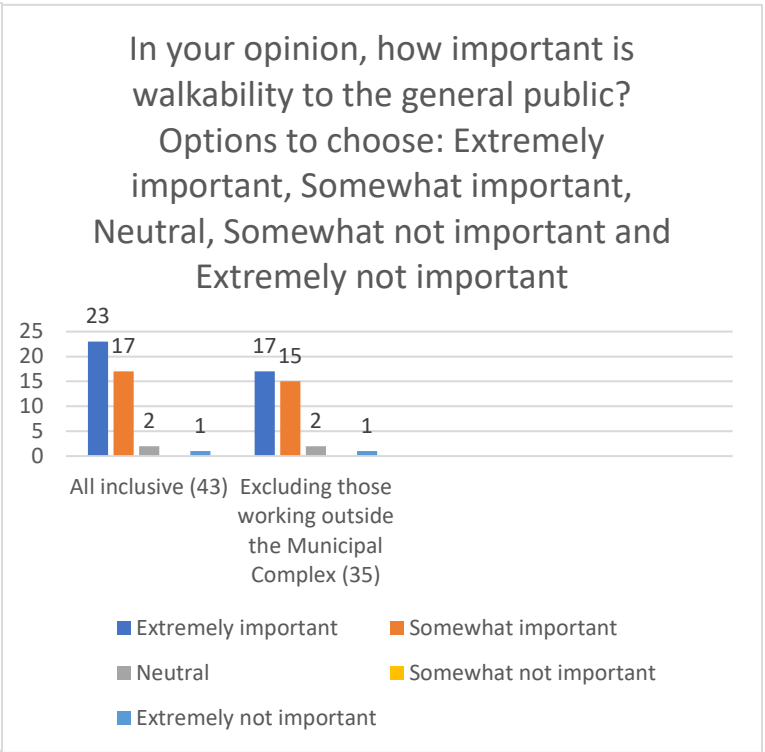
Below are comparison charts representing the responses received.

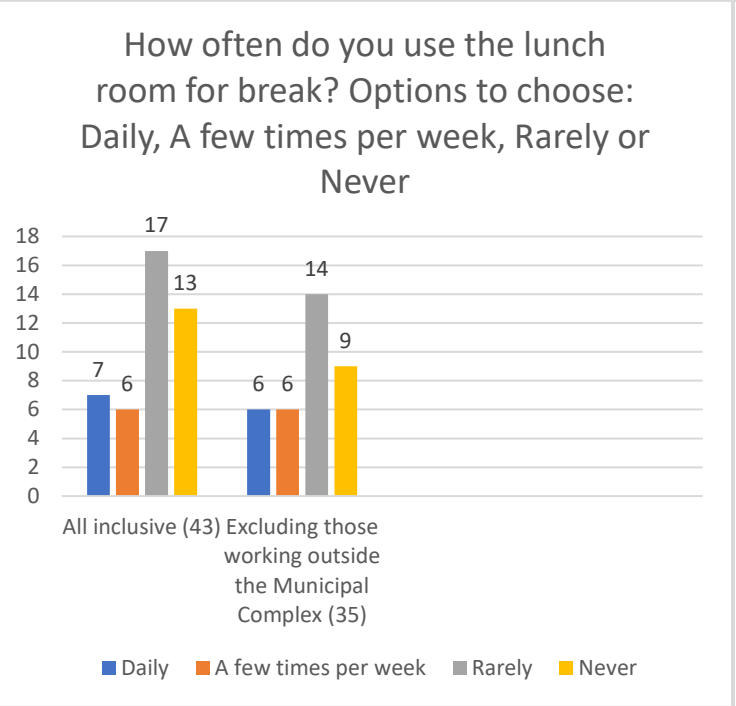


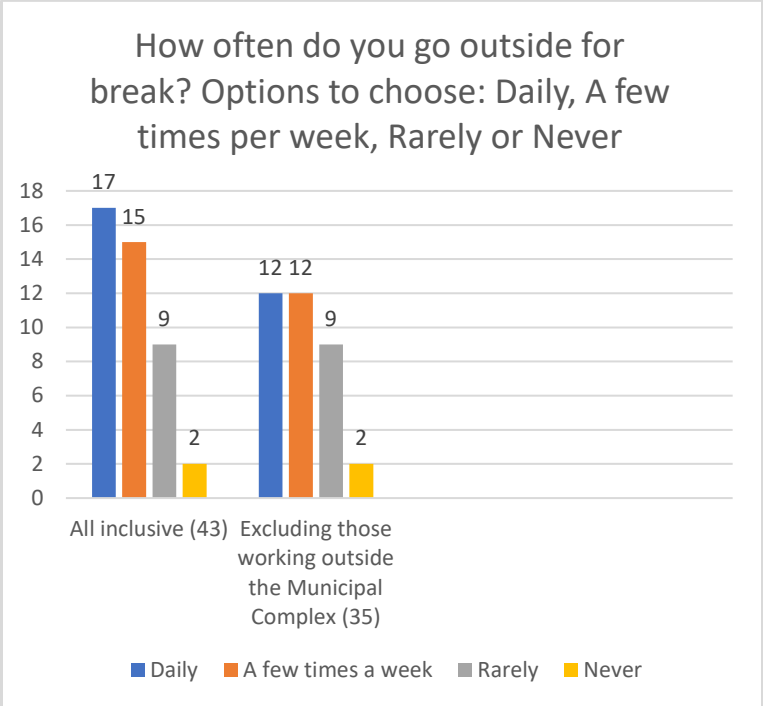


Walkability is a measure of how friendly an area is to pedestrians and walking. Several factors including the quality of paths, pavements or crossings, roads, lighting and accessibility of buildings, and perceptions of safety influence walkability measurements.

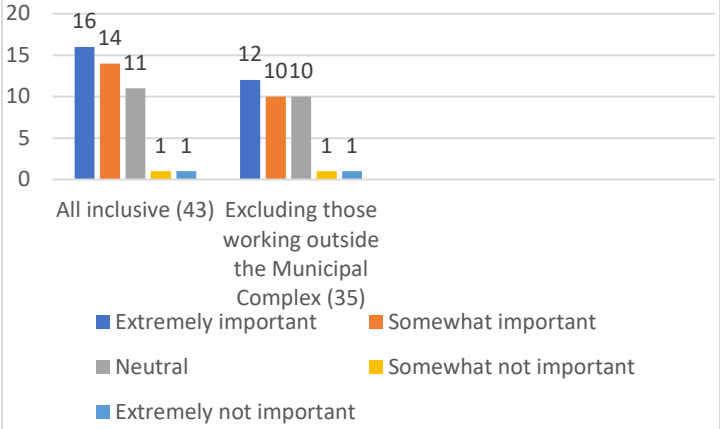




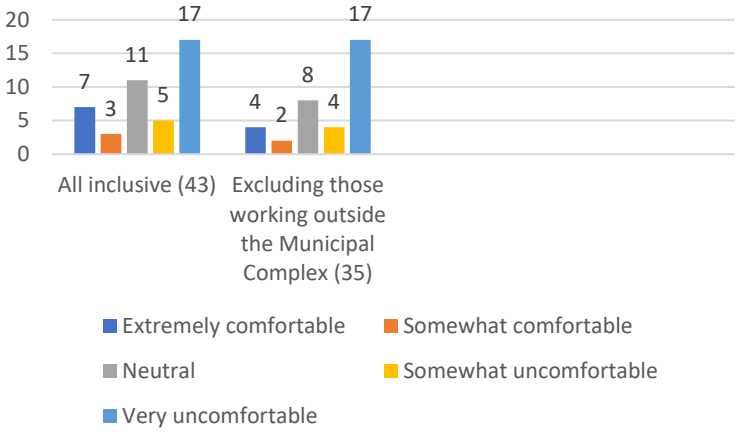




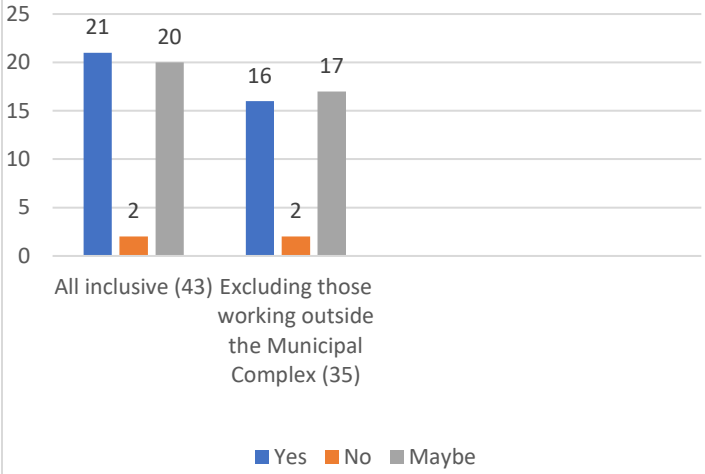
How important is having an outdoor space to utiize for breaks? Options to choose: Extremely important, Somewhat impoirtant, Neutral, Somewhat not important, Extremely not important



How flexible are you regarding having a dedicated personal space work station? Options to choose: Extremely comfortable, Somewhat comfortable, Neutral, Somewhat uncomfortable, Very uncomfortable



Would you use a gym if it was available? Options to choose: Yes, No, Maybe





Municipal Complex Review



Feb. 21, 2020	C	Revised	AB	AS	AB	
Jan. 13, 2020	B	Final	AB	AS, MB	AB	
Dec. 20, 2019	A	Draft	AB	AS, MB	AB	
Date	**Rev.**	**Status**	**Prepared By**	**Checked By**	**Approved By**	**Approved By**
HATCH						**Client**

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9. **Appendix** 4

Appendix A – Functional Building Program
Appendix B – Existing Building Assessments
Appendix C – Conceptual Floor Plans
Appendix D – Existing Environmental Risks Register

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1. Introduction

1.1 The Town of Windsor and the Municipality of West Hants have amalgamated into the Region of Windsor / West Hants. Currently, the administrative branches of both groups are housed in different buildings. Wanting to benefit from being together as a one unit working with and for the entire region, it was determined that the immediate solution was to review each of the buildings and decide which one was a better fit for the Region's needs.

2. Objective

2.1 The objective of this report is to provide the Region with an independent analysis of the W.B. Stephen's Building (Windsor) and the West Hants Municipal Office, to allow the stakeholders to make an informed decision as to what building is best suited for their needs for the next 5 to 10 years. The criteria developed for the region to review included:

- Meetings with stakeholders;
- Architectural reviews;
- Building's systems reviews;
- Conceptual floor plans;
- Order of magnitude construction estimates.

3. Functional Building Program

3.1 Prior to the architectural assessments and developing the new functional program, the Region solicited information from Officers and staff to determine the departmental and room requirements of the renovated spaces. The table was provided to Hatch to assist in the development of the conceptual floor plans and completion of the functional building program.

See Appendix A for the table.

4. Existing Buildings Assessments

4.1 The focus of the assessments was on all of the building's systems including architectural, structural, plumbing, HVAC, fire protection, electrical, communications, security and life safety. The inspections were of a high-level natural, as no destructive testing was done. Systems and building plans were reviewed and operational staff were consulted, to provide input for the assessment report that is valuable, shows costs of potential upgrades, code issues, and serves as a metric in determining which of the two buildings was more suited to house the Region for the next 5 to 10 years. See Appendix B for reports.

Mechanical and Electrical Systems

The following table provides a snapshot of the existing building systems and the code requirements that will require implementation during the renovation of the selected building:

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MECHANICAL & ELECTRICAL SUMMARY			
Description	***W.B. Stephen's***	***West Hants***	***Upgrade Required***
Radon Mitigation	No	No	Recommended
Asbestos Abatement	Yes	No	**Yes**
Elevator	Yes	No	**Yes**
Sprinkler System	No	No	**Yes**
Fire Alarm System	Yes, outdated	Yes	**Yes**
Fresh Air (HRV's)	2400 cfm	600 cfm	2850 cfm (ASHRAE)
HVAC Load	19.5 tons *	22.0 Tons	30 Tons (estimate)
Humidification System	No	No	Recommended
Bldg. Management System	Partial System	Partial System	**Yes**
Diesel Generator	Yes	Yes	No
Electrical Service Entrance	400A, 208/3/60	400A, 208/3/60	No
Peak Electrical Demand	198.93 Amps	217.43 Amps	No

5. Energy Analysis

5.1 Historical Consumption

The consumption data presented to us for each of the buildings, for the 2018 calendar year serves as the basis for the building consumption benchmark. Table 1 below provides the summary of consumption. The area noted for the Windsor (W.B. Stephens) building is the area that will be occupied for municipal operations, not including the fire department. This has been done such that the comparison between the two buildings is based on equal occupied area for each building. In addition, the consumption data for the Windsor (W.B. Stephens) building has been factored to suit the municipal operations occupiable area.

Table 1 - 2018 Consumption				
Facility	***Area (m²)***	***Electricity (kWh)***	***Fuel (ekwh)***	***Total (kWh)***
West Hants	1,482	211,380	3,553	214,933
Windsor (W.B.Stephens)	1,482	208,930	230,505	439,435

5.2 Building Energy Performance Index

Table 2 – BEPI Comparison			
Facility	***2018 BEPI***	***NRCan BEPI Avg.***	***Proposed BEPI****
West Hants	145.03 ekWh/m²	294 ekWh/m²	144.80 ekWh/m²
Windsor (W.B.Stephens)	296.51 ekWh/m²	294 ekWh/m²	270.50 ekWh/m²

Natural Resources Canada (NRCan) – Energy Intensity Database, tracks annual energy consumption for a variety of building types throughout Atlantic Canada and expresses the results as a "Building Energy Performance Index" (BEPI), expressed in ekWh/m². We have

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calculated the current BEPI for each of the two buildings (Table 2) and then provided a comparison to the regional average using the NRCan database. For the purpose of the BEPI calculation, we have converted the consumption of heating oil, measured in litres, to equivalent kWh of heating and added this total to the electrical consumption total as indicated in Table 1.

Expected BEPI after renovations are complete. There is no significant decrease in consumption due primarily to the addition of air conditioning to the lower level being offset by new LED lighting

It should be noted that the NRCan results are as they describe, an "average" of efficient and inefficient buildings. New buildings being designed and constructed to todays "Green" principles, generally operate at 50 percent of the NRCan BEPI noted.

Although both buildings operate below the NRCan average, with West Hants operating well below the average due primarily to its geo-thermal system, there is always room for energy efficiency improvements. Heating and cooling costs are typically the biggest energy costs in Canadian buildings. In many office buildings, this demand accounts for nearly half of the energy used, consider looking for opportunities in this area first.

6. Conceptual Floor Plans

A key factor in deciding which building is best suited for the Regions needs, is converting the existing floor plans into a Revit model, and determining how the proposed departmental and room requirements will fit into the existing spaces. The new spaces not only need to be functional from an operational standpoint, but also need to be pleasing aesthetically to staff and have a welcoming feel to the public. "Open" main entrances that the public will enjoy being in, while maintaining a level of security desired by front-line staff, is an example of a design challenge as well as a key requirement of the new renovated layouts and spaces.

See Appendix C for the floor plans.

7. Construction ROM Estimates

W.B. Stephens Building Upgrade:

Table 3 – Windsor (W.B. Stephens) Building

Item	***Cost***
Demo	$182,300
Architectural Interior	* $946,000 – $1,606,000
Mechanical Systems upgrades	$661,000
Electrical Systems upgrades	$201,000
Total	*** $1,990,300 – $2,650,300**

** This range depicts the reuse of existing furniture vs new replacement furniture of fair quality.*

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West Hants Office Upgrade:

Table 4 – West Hants Building	
Item	***Cost***
Demo	$167,000
Architectural Interior	* $1,209,000 – $1,809,000
Mechanical Systems upgrades	$458,000
Electrical Systems upgrades	$158,000
Total	*** $1,992,000 – $2,592,000**

** This range depicts the reuse of existing furniture vs new replacement furniture of fair quality.*

8. Options Analysis

8.1 The following table (Table 5) highlights some of the known "soft" criteria that could be used in the decision making for the renovated Regional building. Ranking is 1 to 5, 5 being better (+ or -):

Table 5 – Options Scorecard		
Factor	***Windsor***	***West Hants***
Parking (for staff and customers)	5	4
Access to amenities (rural vs urban)	5	3
Accessibility (elevators, ramps, bathrooms, etc.)	4	3
New feel	2	4
Available facilities (gym, showers, etc.)	3	0
Room to grow (no investment)	4	3
Adaptability of the structure	3	3
Energy Efficiency	2	4
Marketability (-)	-1	-5
Total	**27**	**19**

9. Appendix

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Appendix A

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Department	Position	Spatial Position	Nature and Style	Open Area Workstations	Furniture/Fixtures	Technology	Number of Occupants	Areas		Remarks
								m^2	sf	
CAO Office Six (6) Employees	CAO	Middle	Executive Office	N/A	Desk, Chair, Table, filling cabinets, etc	Desktop TV for Group Share or smart white board	1	18.9	203	
	Clerk	Middle	Administrative Office	N/A	Desk, Chair Cabinet	Desktop	1	12.2	131	
	Administrative Supervisor	Middle	Administrative Office	N/A	Desk, Chair Cabinet	Desktop	1	12.2	131	
	Protective Services Manager	Middle / Back	Administrative Office	N/A	Desk, Chair	Desktop	1	8.0	86	
	Communications	Middle	Isolated Area	Private POD	Desk, Chair	Desktop	1	8.0	86	
	Human Resource Manager	Back	Isolated Area	Private POD	Desk, Chair	Desktop	1	12.2	131	
Community Development Nine (9) Employees	Director	Middle	Executive Office	N/A	Desk, Chair, Table, filling cabinets, etc	Desktop	1	18.9	203	
	Administrative Assistant	Middle	Open Departmental Reception (independent POD)	Low POD	Desk, Chair	Desktop	1	4.2	45	
	Community Rec Coordinator	Middle	Inward Facing POD (circular)	Low POD	Desk, Chair	Desktop	1	4.2	45	
	Manager Economic Development	Middle	Inward Facing POD (circular)	Low POD	Desk, Chair	Desktop	1	4.2	45	
	Community Relations Coordinator	Middle	Inward Facing POD (circular)	Low POD	Desk, Chair	Desktop	1	4.2 4.2	45	
	Manager Recreation and Facilities	Back	Inward Facing POD (circular)	Low POD	Desk, Chair	Desktop	1	4.2	45	
	Active Living Coordinator	Middle	Inward Facing POD (circular)	Low POD	Desk, Chair	Desktop	1	4.2	45	
	Spare Workstation #1Manager Parks and Grounds	Back	Inward Facing POD (circular)	Low POD	Desk, Chair	Desktop	1	4.2	45	
	Spare Workstation #2	Back	Inward Facing POD (circular)	Low POD	Desk, Chair	Desktop	1	4.2	45	
Planning and Development	Director	Middle	Executive Office	N/A	Desk, Chair, Table, filling cabinets, etc	Desktop	1	18.9	203	

Department	Position	Spatial Position	Nature and Style	Open Area Workstations	Furniture/Fixtures	Technology	Number of Occupants	Areas		Remarks
								m^2	sf	
Fifteen (15) Employees	Administrative Assistant	Middle	Open Departmental Reception (independent POD) Common area for large table for drawings/plan review. Could be shared with Public works	Low POD	Desk, Chair	Desktop, Plotter, Scanner	1	14.7	158	
	Manager Inspection Services	Middle	Executive Office	N/A	Desk, Chair Cabinet	Desktop	1	12.2	131	
	Inspector #1	Middle / Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Inspector #2	Middle / Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Inspector #3	Middle / Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	By-Law Officer #1	Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	By-Law Officer #2	Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Development Officer #1	Middle	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Development Officer #2	Middle	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Planner #1	Middle / Back	Inward Facing POD (circular)	Low POD	Desk, Chair	Desktop	1	4.2	45	
	Planner #2	Middle / Back	Inward Facing POD (circular)	Low POD	Desk, Chair	Desktop	1	4.2	45	
	Planning Tech	Middle / Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	GIS Tech	Middle / Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Spare Workstation #1	Back	Inward Facing POD (circular)	Low POD	Desk, Chair	Desktop	1	4.2	45	

Department	Position	Spatial Position	Nature and Style	Open Area Workstations	Furniture/Fixtures	Technology	Number of Occupants	Areas		Remarks
								m^2	sf	
Public Works Nine (9) Employees	Director	Middle	Executive Office	N/A	Desk, Chair, Table, filling cabinets, etc	Desktop Large Flat Screen TV for SCADA Monitoring and Traffic Cameras	1	18.9	203	
	Administrative Assistant	Middle	Open Departmental Reception (independent POD) Common area for large table for drawings / plan review. Could be shared with Planning.	Low POD	Desk, Chair, Large Table for maps	Desktop, Plotter, Scanner	1	14.7	158	
	Manager Technical Engineering Services	Back	Isolated Area	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Manager Capital Works	Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Manager PWs Operations	Middle	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Engineering Tech	Back	Inward Facing POD (circular)	Low POD	Desk, Chair	Desktop	1	4.2	45	
	Waste Management Services	Back	Inward Facing POD (circular)	Low POD	Desk, Chair	Desktop	1	4.2	45	
	Manager Water Treatment	Back	Inward Facing POD (circular)	Low POD	Desk, Chair	Desktop	1	4.2	45	
	Manager Waste Treatment	Back	Inward Facing POD (circular)	Low POD	Desk, Chair	Desktop	1	4.2	45	
Finance Fifteen (15) Employees	Director	Middle	Executive Office	N/A	Desk, Chair, Table, filling cabinets, etc	Desktop	1	4.2	45	
	Administrative Assistant	Middle	Open Departmental Reception (independent POD)	Low POD	Desk, Chair	Desktop	1	4.2	45	
	IT Specialist	Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	IT Consultant	Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Manager Accounting and Financial Reporting	Back	Executive Office	N/A	Desk, Chair	Desktop	1	12.2	131	

Department	Position	Spatial Position	Nature and Style	Open Area Workstations	Furniture/Fixtures	Technology	Number of Occupants	Areas		Remarks
								m^2	sf	
	AP Coordinator	Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Payroll	Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Accounting & Financial Analyst	Back	Executive Office	N/A	Desk, Chair	Desktop	1	4.2	45	
	Manager Revenue and Cash	Back	Executive Office	N/A	Desk, Chair	Desktop	1	4.2	45	
	AR and Customer Service Coordinator	Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Tax Clerk	Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Utility Clerk	Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Customer Service Clerk #1	Front	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Customer Service Clerk #2	Front	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Customer Service Clerk #3	Front	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
Governance / Mayor	Mayor's Office	Front	Executive Office	N/A	Desk, Chair, Table, filling cabinets, etc	Desktop	1	20.1	216	
Governance / Council	Council x 11 individuals	Middle	Isolated Room with workstations	Private PODs x 5	Desk, Chair	N/A	5	21.0	226	
Common Summer Student Area	Student Workstations #1	Back	Inward Facing POD (circular)	Low PODs	Desk, Chair	Desktop	1	4.2	45	
	Student Workstations #2	Back	Inward Facing POD (circular)	Low PODs	Desk, Chair	Desktop	1	4.2	45	
	Student Workstations #3	Back	Inward Facing POD (circular)	Low PODs	Desk, Chair	Desktop	1	4.2	45	
	Student Workstations #4	Back	Inward Facing POD (circular)	Low PODs	Desk, Chair	Desktop	1	4.2	45	
Sub-totals Departments							64	416.3	4436	

Meeting Rooms and Other	Spatial Position	Nature and Style	# of Occupants	# of Rooms	Furniture / Fixtures	Technology	Number of Occupants	Areas		Remarks
								m²	sf	
Small (Breakout Rooms)	Front x2 Middle x 1 Back x 1	Staff to client(s) meeting Staff to staff meeting Private setting for staff	1 to 4 occupants	4	Table x 1 Chairs x 4	Video Conferencing in 1 of 4 rooms	4	11.2 11.2 11.2 11.2	120 120 120 120	
Medium (Conference Rooms)	Middle	Internal Staff Group Meeting	1 to 12 occupants	2	Table x 1 Chairs x 12	Video Conferencing Treadmill Workstation	12	32.6	351	
Training Room	Middle / Back	Staff or Community Training (theatre or classroom	50	1	Table x 2 Chairs x 50	Video Conferencing Projector and Screen	50	89.4	962	
Large (Council Chambers)	Front	Council Near entrance due to after-hours requirements	11 Councillors + 7 Staff + 100 attendees (additional capacity 100) Max 218 occupants	1 room plus spill over area	11 Council Stations plus two Staff Stations 5 Workstations for staff Chairs for 100 to 200 (audience)	Video Conferencing Audio Live Streaming Projector and Screen	118 100	195.0 137.5	2099 1480	
EMO (dedicated or Training Room adaptability)	Middle / Back	Individual working stations	12 occupants	1	Low open stations	Video Conferencing	12	52.3	562	

Meeting Rooms and Other	Spatial Position	Nature and Style	# of Occupants	# of Rooms	Furniture / Fixtures	Technology	Number of Occupants	Areas		Remarks
								m²	sf	
Staff Lunchroom (connected to Breakout Room)	Back	Full-service lunchroom	20 occupants	1	Tables, chairs, appliances (stove, dishwasher, microwave, fridge,	N/A	20	41.1	442	
Staff Breakout Room (connected to Staff Lunchroom)	Back	Lounge–like area	20 occupants	1	Couch, chairs	TV	20	31.1	335	
Staff Fitness Area	Back	Small to medium fitness area.	6 occupants	1	Treadmill, stepper, rower,	TV Sound System	6	18.0	194	
Reception Counter	Front	Counter Entrance area	3 employees Accommodation of 1 to 12 clients	1 Common area	Counter Chairs x 3	TV (message screen for public)	3	14.0	151	
Client Waiting Area	Front	Open space for clients to wait for appointment or consultation.	Accommodation of 1 to 12 clients	1 Common area	Couch Chairs Coffee Tables Community Art	IPAD	12	23.5	253	
Server / Tech Room	Back	IT office and technology storage	Workspace / counter for 1 tech	1 room	Shelving and cabinets		1	11.8	127	
Rack Room		Room for servers	Space for racks	1 room	Racks/cooling syst.	Servers	1	11.0	118	
Printer Area(s)	Front / Middle / Back	Photocopier / Scanner Common area for staff	2 to 3 areas top service printing and scanning needs	2 to 3 areas	Photocopiers, storage for stationary, paper, etc.	Printers, Scanner, plotters, laminator, etc.	1 1 1	12.4 12.4 12.4	133 133 133	
Sub-totals Common Areas							361	726.7	7822	

Meeting Rooms and Other	Spatial Position	Nature and Style	# of Occupants	# of Rooms	Furniture / Fixtures	Technology	Number of Occupants	Areas		Remarks
								m²	sf	

							Number of Occupants	Areas		Remarks
								m²	sf	
Sub-totals Departments		**Sub-totals Departments**					64	416.3	4,436	
Sub-totals Common Areas		**Sub-totals Common Areas**					361	726.7	7,822	
TOTAL		**TOTAL**					425	1,143.0	12,258	

EXISTING BUILDING AREAS

	Areas		Remarks
	m²	sf	
Town of Windsor Administrative Building			
Basement	0.0	0	Fire Dept. areas not incl.
Ground Floor	228.0	2,454	Fire Dept. areas not incl.
2nd Floor	865.0	9,311	
Total	**1,093.0**	**11,765**	

West Hants Municipal Complex			
Basement	725.0	7,804	
Ground Floor	725.0	7,804	
Total	**1,450.0**	**15,608**	

Appendix B

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Regional Municipality of Windsor and West Hants

Building Name: **Windsor Town Hall**	Bldg Address: **100 King Street, Windsor**	Building Function: **Municipal Operations**	Type of Construction: **Concrete foundation, steel/concrete structure, masonry exterior**
Construction Date: **1960**	No. of Stories: **2 + Basement**	Gross Area: 2839 sq.m. (30,560 sq.ft.) Approximate	
Functional Data	Occupant: Town hall, RCMP, Fire Hall, Council Chambers		Occupancy: 30 (approximately)

Capitalization/Renovation History (date/scope)

1) 1960: Original building construction housing Town Hall & Fire Station
2) 1995: addition/renovation to house elevator and clock tower.

Major Maintenance Renovation History:

1) Basement windows scheduled for replacement, summer of 2020.
2) VRF heat pump and HRV system installed for second floor, 2008.
3) VRF heat pump and HRV system schedules for install on first floor, winter 2019.
4) Windows replaced on first/second floors, several years ago.
5) IT room AC installed within last 8 years
6) Gas-fired instantaneous hot water heater installed.
7) Diesel generator installed in 1992
8) Electrical upgrade in 2009

General Condition:

1) Fair to good overall

Problems:

1) Significant floor deflection and structure deterioration in fire hall. Many jack posts installed in basement to stabilize floor structure. Area in basement that houses posts only used for storage now, was bingo hall.
2) Hazmat assessment/report completed in 2005 identifying asbestos types and locations
3) First floor offices still utilizing window AC units
4) Radon testing should be carried out to ensure that radon levels are within acceptable limits.



Architectural Systems	Type / Age	Condition	P	F	G	Recap Period 0-5	5-10	10-15	15-20	20-25	Recap $
Roof	Observed as bitumen built-up roofing on steel deck roof.	Appears to be in good condition. No leaks reported.			√		√				$98,000 to replace roofing and upgrade insulation to R20.
•											
Exterior Walls Original	Brick cladding. Exact system composition not known.	Appear to be in good condition.			√				√		$10,000 for possible repointing and repairs.
•											

Exterior Doors / Windows	Observed different types of doors and windows, curtain wall, continuous windows and punch windows	Mostly in good condition. Basement windows scheduled to be replaced in the Summer of 2020.		√		√					$12,000 estimated basement window replacement.
•											
Ceiling Finishes	Lay-in acoustical tiles in t-bar framing system	In fair condition but aged. Acoustical value of existing lay-in tiles is low.		√		√					$10,000 estimated cost of acoustical tile replacement.
•											
Walls	Mostly gypsum board on stud framing	Mostly in good condition.			√			√			$5,000 estimated repairs and painting.
•											
Life Safety	No sprinkler system. Generator installed. Fire Alarm with pull stations/smoke detectors installed per NFPA.	In fair to good condition. Revisions only if re-design work is undertaken.			√				√		$5,000 estimated cost of maintenance.
•											
Exiting	2 existing exit stairs, one stair is not compliant with current building code.	In good condition but upgrades will be required to exiting if re-design work is undertaken.			√			√			$25,000 estimated cost to upgrade exit stairs.
•											

Structural Systems	Type / Age	Condition	P	F	G	Recap Period					Recap $
						0-5	5-10	10-15	15-20	20-25	
Foundation	Reinforced concrete – original to various construction periods	Good condition, minimal leaks			√					√	
•											
Floor Structure (Basement)	Concrete slab on grade	Good condition			√					√	
•											
Floor Structure (1st)	Steel/Reinforced	Fair condition		√						√	

	concrete – original to various construction periods										
•											
Floor Structure (2nd)	Steel/concrete slab – original to various construction periods	Good condition			√					√	
•											
Roof Structure	Steel/metal deck – original to various construction periods	Good condition			√					√	
•											
Stairs	Steel original	Good condition			√					√	
•											
Support Structure	Steel – original to various construction periods	Good condition			√					√	
•											

Mechanical Systems

Plumbing	Type / Age	Condition	P	F	G	Recap Period					Recap $
						0-5	5-10	10-15	15-20	20-25	
Domestic Water	Copper - original to construction period with upgrades as necessary	Fair in original building		√			√				
•											
Sanitary Drains	Cast iron in original, ABS/PVC used during reno's	Fair in original building		√				√			
• No sign of oil interceptor serving the Fire Hall vehicle storage area.											
Storm Drains	Cast iron	Fair condition		√				√			
• Roof drain domes appear to have been replaced when roof was re-done											
Fixtures	Vitreous china/stainless steel – age unknown	Fair condition		√				√			

•											
Backflow Preventor	None										$4000.00 to meet code
• Required by code ASAP at domestic water entrance, boiler make-up and commercial washing machine											
Water Heaters	1-Gas-fired instantaneous heater. 1- tank	Good condition			√				√		$2000.00 to meet code
• Installations do not meet Plumbing Code: they require expansion tanks and vacuum relief valves											
Valves	Combination of bronze ball/gate/check valves – age unknown	Fair in original building		√			√				
• We suspect that the older gate valves will not re-open once they are closed to service equipment/fixtures											

HVAC	Type / Age	Condition	P	F	G	Recap Period					Recap $
						0-5	5-10	10-15	15-20	20-25	
Ductwork	Galvanized sheet metal - original to various construction periods	Fair in original building. Good where reno's have occurred on 2nd floor and where new reno's are happening now		√	√			√		√	
•											
Diffusers / Grilles	Steel – original, new on second floor	Good condition			√				√		
•											
Terminal Units	Hot water baseboard/unit heaters/cabinet heaters - original to various construction periods	Fair in original building		√				√			$100,000 to replace existing terminal heating units
•											
Piping	Schedule 40 steel with treaded and Victaulic -	Fair in original building		√				√			$90,000 to replace piping in building

	original to various construction periods										
•											
AHU / RTU	HRV installed in 2008	Good condition			√			√			
•											
Humidifiers	None										
• Measured RH: 17.7% in reception, 18.1% on second floor											
Insulation	Fibre - original to various construction periods.	poor in original building distribution piping, some replaced over the years	√		√	√			√		$10,000 for asbestos abatement and reinsulating
• Hazmat report identifies type and location of asbestos insulation											
Controls	Dedicated per system	VRF system has new DDC controls, boilers have manual lead/lag system, rad's have older dedicated t'stats		√	√		√		√		
• The building does have an outdated pneumatic control system but no DDC Building Management system that integrates all mechanical systems											
AC Units (VRF System)	VRF Heat Pumps	Good condition			√				√		
• The window AC units will no longer be used once the new VRF system is completed on first floor.											•
Condensing Units	VRF roof-top condensing units installed in 2008 for 2nd floor. Additional units being installed now for first floor VRF.	Good condition			√				√		
•											
Heat Exchangers	Not Applicable										
•											
Boilers	2 oil-fired Weil-McLain hot water cast iron sectional boilers	good condition			√				√		
•											
Pumps	centrifugal pumps – re-built	Good condition			√				√		
•											
Oil Storage Tank	Aboveground	Good condition		√				√			$20,000 tank replacement cost
•											

Fire Protection	Type / Age	Condition	P	F	G	Recap Period					Recap $
						0-5	5-10	10-15	15-20	20-25	
Sprinklers	No sprinkler system										New wet pipe sprinkler system would cost $150,000
• Sprinkler system may be required should major renovation of building take place											
Fire Pumps	Not Applicable										
•											
Piping	No sprinkler system										
•											
Valves	No sprinkler system										
•											
Fire Extinguishers	Type ABC throughout – age unknown	Good condition, tests up to date			√			√			
• Must be tested annually											
Electrical Systems	**Type / Age**	**Condition**	**P**	**F**	**G**	**Recap Period**					**Recap $**
						0-5	5-10	10-15	15-20	20-25	
Transformers	Pole mount 3 phase/NSPower	Good condition			√				√		
•											
Service Entrance											
• Upgraded in 2009											
Fire Alarm		Fair to Good			√			√			
• Pull stations/smoke detectors installed per NFPA											
Emergency Lights		Good condition			√				√		
• Genset											
APU – generator, 75 kW, 208/120	Generac diesel genset/1992	Good condition			√				√		
•											
UPS	N/A										
•											
Switches	Mix of newer and older	Good condition			√				√		

	as changes have been made over the years										
•											
Main Distribution Panels	Upgraded in 2009	Good condition			√				√		
• Checked with infrared camera, no overheated circuits											
Main Distribution System	Mix of newer and older as changes have been made over the years	Good condition			√				√		
• Mix of EMT and BX											
Branch Panels	Mix of newer and older as changes have been made over the years	Good condition			√				√		
• Checked with infrared camera, no overheated circuits											
Branch Distribution System	Mix of newer and older as changes have been made over the years	Good condition			√				√		
• Mix of EMT and BX											
Grounding	Unknown	Good condition			√				√		
• What could be seen appears to be in good condition											
Lightning Protection	N/A										
•											
Surge Protection	N/A										
•											
Interior Lighting	Mix of older T8 and new LED	Good condition			√				√		
• T8 fluorescent strips in office areas, new LED in fire hall											
Exterior Lighting	Wall packs, newer	Good condition			√				√		
•											

Communications and Security Systems	**Type / Age**	**Condition**	**P**	**F**	**G**	**Recap Period**					**Recap $**
						0-5	5-10	10-15	15-20	20-25	
Telephone	By service provider										
•											

Data	By service provider										
•											
Intrusion Alarm	By service provider										
•											
Public Address	N/A										
•											

Regional Municipality of Windsor and West Hants

Building Name: **West Hants Municipal Building**	Bldg Address: **76 Morrison Dr., Windsor**	Building Function: **Municipal Operations**	Type of Construction: **Concrete foundation, steel/concrete floor structure, wood roof trusses, masonry exterior**
Construction Date: **1988**	No. of Stories: **1 + Basement**	Gross Area: 1482 sq.m. (15,947sq.ft.) Approximate	
Functional Data	Occupant: Town hall, Council Chambers, Public Works & Parks/Recreation	Occupancy: 20 (approximately)	

Capitalization/Renovation History (date/scope)

1) 1988: Original building construction housing Town Hall & municipal operations

Major Maintenance Renovation History:

1) Basement windows/wells upgraded last year.
2) Carrier Geothermal to DX refrigerant heat pumps installed 10 years ago.
3) Carrier zone VRF heat pumps and HRV system installed 10 years ago.
4) Olympian diesel generator installed approximately 25 years ago.
5) IT room and basement office area mini-splits added within last 5 years
6) Public Works/Parks area to have mini-splits installed next summer.
7) Existing humidifiers removed during heat pump upgrade.

General Condition:

1) Good overall

Problems:

1) Radon testing should be carried out to ensure that radon levels are within acceptable limits.
2) No CO/NOx detection/exhaust in garage. There is a CO detector in basement office area.



Architectural Systems	Type / Age	Condition	P	F	G	Recap Period 0-5	5-10	10-15	15-20	20-25	Recap $
Roof	Pitched roof with asphalt tiles on plywood on wood trusses.	Appear to be in good condition.			√				√		$37,000 estimated cost to replace tiles.
•											
Exterior Walls Original	Brick exterior cladding	Appear to be in good condition.			√				√		$5,000 estimated cost for repointing and repairs
•											
Exterior Doors / Windows	Aluminum and steel doors and windows.	Appear to be in good condition.			√				√		$5,000 estimated cost for repairs and maintenance.

•											
Ceiling Finishes	Acoustical lay-in tiles	Good condition			√				√		$15,000 estimated cost to replace lay-in tiles.
•											
Walls	Gypsum board on stud framing.	Good condition			√				√		$5,000 estimated cost to repair and paint.
•											
Life Safety	No sprinkler system. Fire alarm and pull stations/smoke detectors installed. Diesel generator installed	Good condition			√				√		
•											
Exiting	Stairs and exit doors in compliance with NBC.	Good condition			√				√		
•											

Structural Systems	Type / Age	Condition	P	F	G	Recap Period					Recap $
						0-5	5-10	10-15	15-20	20-25	
Foundation	Reinforced concrete – original to various construction periods	Good condition, minimal leaks			√					√	
•											
Floor Structure (Basement)	Concrete slab on grade	Good condition			√					√	
•											
Floor Structure (1st)	Steel/concrete – original to construction period	Good condition			√					√	
•											
Floor Structure (2nd)	N/A										
•											
Roof Structure	Wood trusses – original to construction period	Good condition			√					√	

•											
Stairs	Steel original	Good condition			√					√	
•											
Support Structure	Steel – original to construction period	Good condition			√					√	
•											

Mechanical Systems

Plumbing	Type / Age	Condition	P	F	G	Recap Period					Recap $
						0-5	5-10	10-15	15-20	20-25	
Domestic Water	Copper - original to construction period	Good condition			√				√		
•											
Sanitary Drains	ABS/PVC original to construction period	Good condition			√				√		
• No sign of oil interceptor serving the Fire Hall vehicle storage area.											
Storm Drains	N/A										
• Pitched roof											
Fixtures	Vitreous china/stainless steel – original to construction	Good condition			√				√		
•											
Backflow Preventor	None										$4000.00 to meet code
• Required by code ASAP at domestic water entrance											
Water Heaters	60 gallon electric	Good condition			√				√		$2000.00 to meet code

• Installation does not meet Plumbing Code: requires expansion tanks and vacuum relief valves											
Valves	bronze ball/gate/check valves – original	Good condition			√				√		
•											

HVAC	Type / Age	Condition	P	F	G	Recap Period					Recap $
						0-5	5-10	10-15	15-20	20-25	
Ductwork	Galvanized sheet metal - original to construction periods	Good condition			√				√		
• Much of the ductwork was re-used/or modified during the geothermal system upgrade											
Diffusers / Grilles	Steel – original	Good condition			√				√		
•											
Terminal Units	Electric baseboard/unit and cabinet heaters - original to construction period	Good condition			√				√		
• With the geothermal system, many BB heaters likely never come on.											
Piping	Copper Refrigerant tubing – 10 years old	Good condition			√				√		
•											
AHU / RTU	HRV's – 10 years old on main floor. 2 HRV's in basement original and fair condition	Good condition			√			√			Basement HRV replacement: $8000
•											
Humidifiers	None										
• Humidifiers removed when geothermal system installed. Measured RH: 23.2% in reception area.											
Insulation	Armaflex foam on refrigerant tubing	Good condition			√				√		
•											
Controls	Dedicated heat pump controllers, dedicated electric heat controls	Good condition			√				√		

• The building does not have a DDC Building Management system that integrates all mechanical systems											
AC Units (heat pumps)	Carrier Heat Pumps/10 years old. Mini-split HP's in basement	Good condition			√			√			
• The window AC units will no longer be used once the new VRF system is completed on first floor.											
Condensing Units	Mini-split condensing units/approx. 5 years old	Good condition			√				√		
•											
Heat Exchangers	Not Applicable										
•											
Boilers	Not Applicable										
•											
Pumps	centrifugal inline pumps – new 10 years ago	Good condition			√				√		
•											
Oil Storage Tank	Not Applicable										
•											

Fire Protection	Type / Age	Condition	P	F	G	Recap Period					Recap $
						0-5	5-10	10-15	15-20	20-25	
Sprinklers	No sprinkler system										New wet pipe sprinkler system would cost $90,000
• Sprinkler system may be required should major renovation of building take place											
Fire Pumps	Not Applicable										
•											
Piping	No sprinkler system										
•											
Valves	No sprinkler system										
•											
Fire Extinguishers	Type ABC throughout – age unknown	Good condition, tests up to date			√			√			
• Must be tested annually											

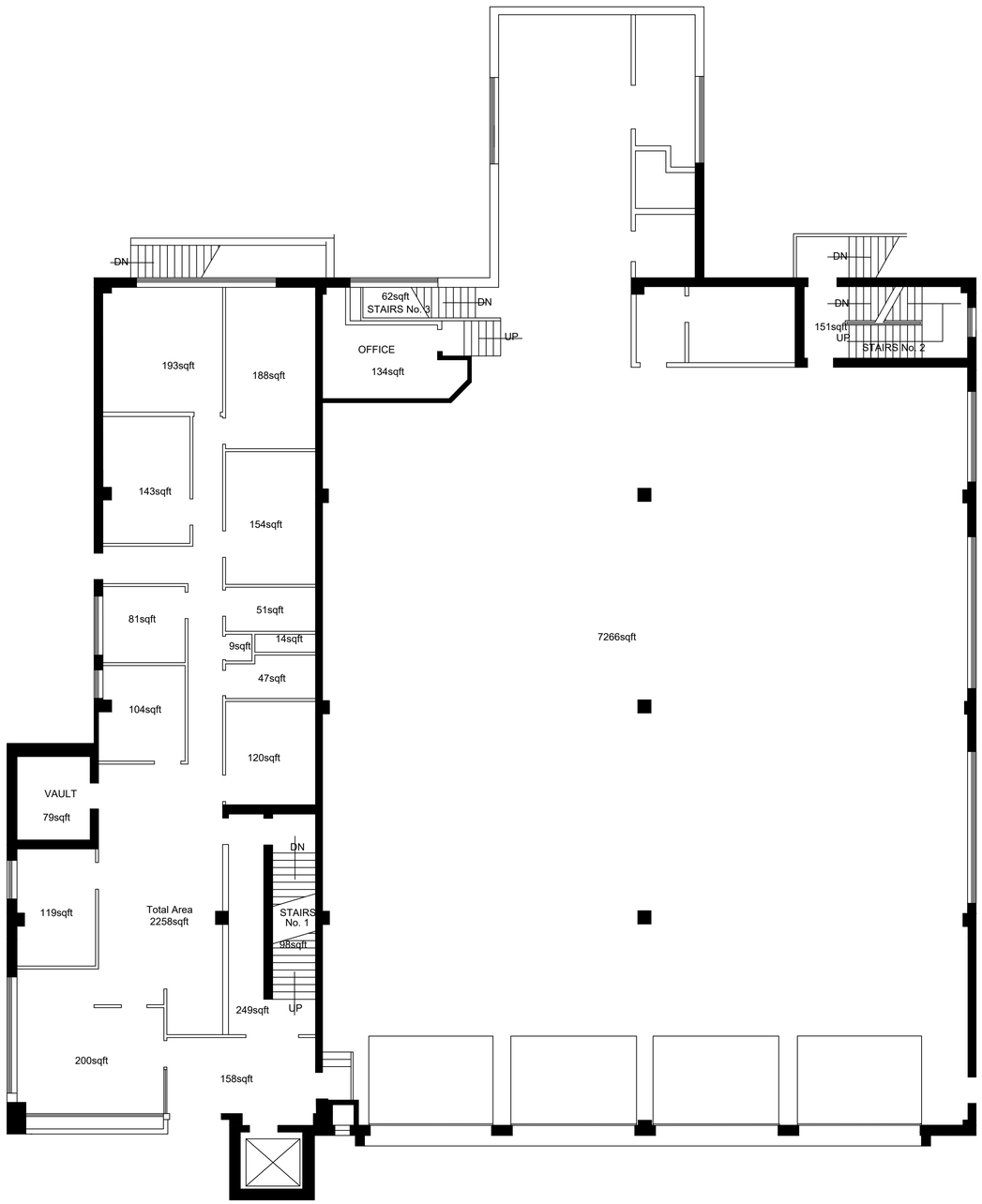
Electrical Systems	Type / Age	Condition	P	F	G	Recap Period					Recap $
						0-5	5-10	10-15	15-20	20-25	
Transformers	Pole mount 3 phase/NSPower	Good condition			√				√		
•											
Service Entrance	Westinghouse 400A, 120/208, 3ph, 60	Good condition			√				√		
•											
Fire Alarm		Good condition			√				√		
• Pull stations/smoke detectors installed per NFPA											
Emergency Lights		Good condition			√				√		
• Genset											
APU – diesel generator, 208/120	Olympian diesel genset/mid 1990's	Good condition			√				√		
•											
UPS	N/A										
•											
Switches	Mostly new for the Geothermal conversion (Cutler Hammer), Westinghouse original	Good condition			√				√		
•											
Main Distribution Panels	Westinghouse, original	Good condition			√				√		
• Checked with infrared camera, no overheated circuits											
Main Distribution System	Mix of newer and older as changes have been made	Good condition			√				√		
• Mix of EMT and BX											
Branch Panels	Mix of Westinghouse, original. Cutler hammer for geothermal upgrade	Good condition			√				√		
• Checked with infrared camera, no overheated circuits											
Branch Distribution System	Mix of newer and older as changes have been	Good condition			√				√		

	made										
• Mix of EMT and BX											
Grounding	Unknown	Good condition			√				√		
• What could be seen appears to be in good condition											
Lightning Protection	N/A										
•											
Surge Protection	N/A										
•											
Interior Lighting	T8 original	Good condition			√				√		
• Occupancy sensors installed in most areas.											
Exterior Lighting	Wall packs and light standrd	Good condition			√				√		
•											

Communications and Security Systems	Type / Age	Condition	P	F	G	Recap Period					Recap $
						0-5	5-10	10-15	15-20	20-25	
Telephone	By service provider										
•											
Data	By service provider										
•											
Intrusion Alarm	By service provider										
•											
Public Address	N/A										
•											

Appendix C

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1 / A-02 EXISTING FIRST FLOOR PLAN

SCALE: 1:100

ISSUED FOR INFORMATION

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HATCH ARCHITECTS LTD

ROLE	NAME	SIGNATURE	DATE
DRAFTSPERSON	A.L.	NR	10/12/2019
DESIGNER		NR	
CHECKER			
DESIGN COORD.			
RESP. ENG.			
LEAD DISC. ENG.			
ENG. MANAGER			
PROJ. MANAGER			

No.	DESCRIPTION	BY	CHK'D	DATE

REVISIONS

DRAWING APPROVAL STATUS:

DRAWING No.	DRAWING TITLE

REFERENCE DRAWINGS

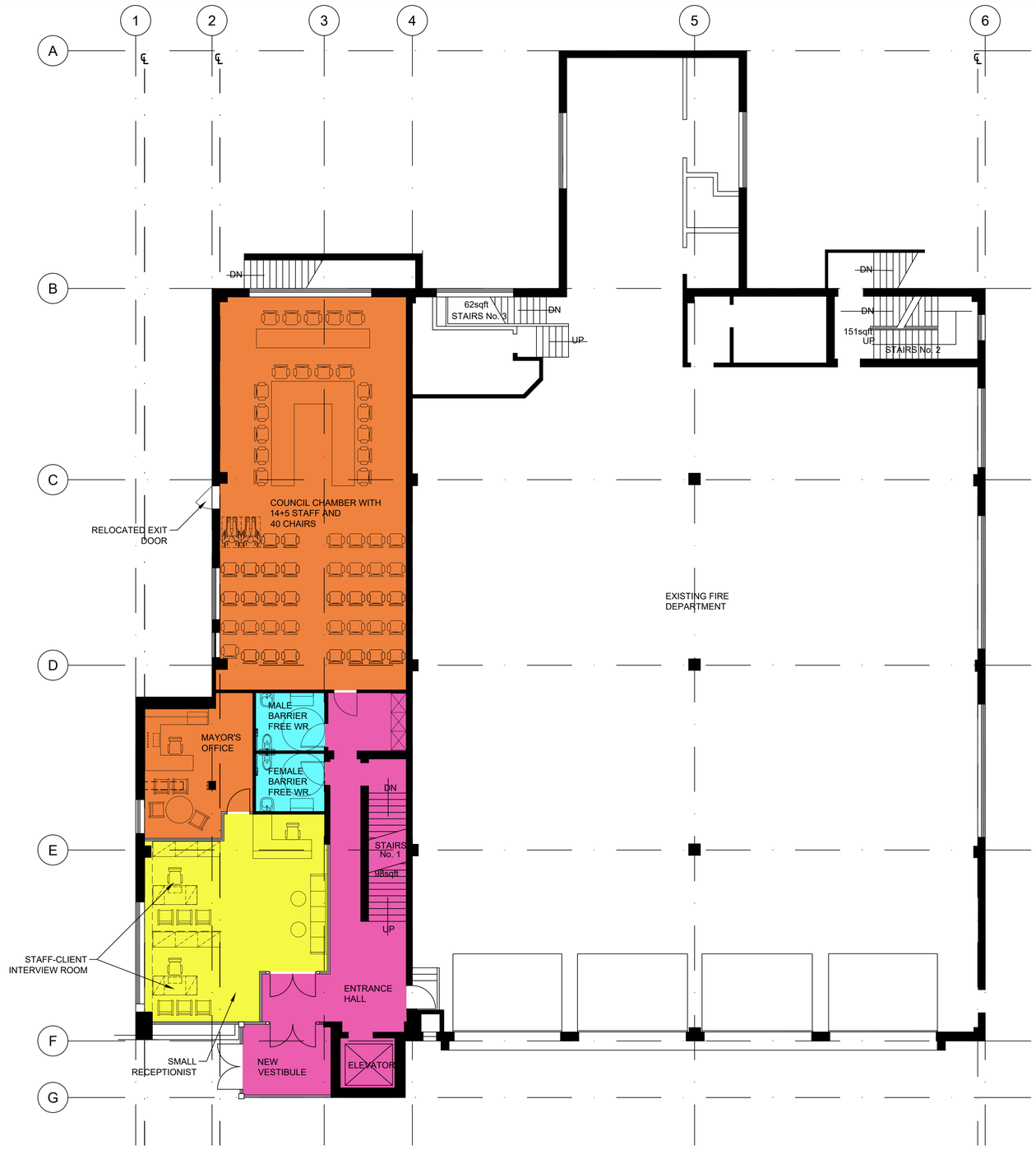
REGISTERED PROFESSIONAL

WINDSOR - WEST HANTS
MUNICIPAL COMPLEX RENOVATION

WINDSOR
EXISTING FIRST FLOOR PLAN

SCALE	DWG. No.	REV
1:100 OR AS NOTED	A-02	A

LORBERER, ANNA
12/12/2019 9:07 AM
C:\PWWORKING\HHATCHGLOBAL_LORB9661410D0634231W.B. STEPHENS - PROPOSED_GOOD.DWG



1 A-02 FIRST FLOOR PLAN - SPACE LAYOUT

SCALE: 1:100

ISSUED FOR INFORMATION

THIS DRAWING WAS PREPARED FOR THE EXCLUSIVE USE OF [NAME OF CLIENT] ("CLIENT"). AND IS ISSUED PURSUANT TO [THE RELEVANT AGREEMENT] BETWEEN CLIENT AND [HATCH LTD.] ("HATCH") . UNLESS OTHERWISE AGREED IN WRITING WITH CLIENT OR SPECIFIED ON THIS DRAWING, (A) HATCH DOES NOT ACCEPT AND DISCLAIMS ANY AND ALL LIABILITY OR RESPONSIBILITY ARISING FROM ANY USE OF OR RELIANCE ON THIS DRAWING BY ANY THIRD PARTY OR ANY MODIFICATION OR MISUSE OF THIS DRAWING BY CLIENT, AND (B) THIS DRAWING IS CONFIDENTIAL AND ALL INTELLECTUAL PROPERTY RIGHTS EMBODIED OR REFERENCED IN THIS DRAWING REMAIN THE PROPERTY OF HATCH.

HATCH ARCHITECTS LTD

DRAWING No.	DRAWING TITLE
REFERENCE DRAWINGS	

REGISTERED PROFESSIONAL

No.	DESCRIPTION	BY	CHK'D	DATE
REVISIONS				

ROLE	NAME	SIGNATURE	DATE
DRAFTSPERSON	A.L.	NR	2020/01/10
DESIGNER		NR	
CHECKER			
DESIGN COORD.			
RESP. ENG.			
LEAD DISC. ENG.			
ENG. MANAGER			
PROJ. MANAGER			
DRAWING APPROVAL STATUS:			

WINDSOR - WEST HANTS
MUNICIPAL COMPLEX RENOVATION

WINDSOR
PROPOSED FIRST FLOOR PLAN

SCALE: AS NOTED | DWG. No.: A-02 | REV: A

LORBERER, ANNA
8/26/2015 2:38 PM
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DWG. No.



EXISTING SECOND FLOOR

1 / A-03 EXISTING SECOND FLOOR PLAN

SCALE: 1:100

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THIS DRAWING WAS PREPARED FOR THE EXCLUSIVE USE OF [NAME OF CLIENT] ("CLIENT") AND IS ISSUED PURSUANT TO [THE RELEVANT AGREEMENT] BETWEEN CLIENT AND [HATCH LTD.] ("HATCH"), UNLESS OTHERWISE AGREED IN WRITING WITH CLIENT OR SPECIFIED ON THIS DRAWING, (A) HATCH DOES NOT ACCEPT AND DISCLAIMS ANY AND ALL LIABILITY OR RESPONSIBILITY ARISING FROM ANY USE OF OR RELIANCE ON THIS DRAWING BY ANY THIRD PARTY OR ANY MODIFICATION OR MISUSE OF THIS DRAWING BY CLIENT, AND (B) THIS DRAWING IS CONFIDENTIAL AND ALL INTELLECTUAL PROPERTY RIGHTS EMBODIED OR REFERENCED IN THIS DRAWING REMAIN THE PROPERTY OF HATCH.

HATCH ARCHITECTS LTD

DRAFTSPERSON	A.L.	NR	10/12/2019	
DESIGNER		NR		
CHECKER				
DESIGN COORD.				
RESP. ENG.				
LEAD DISC. ENG.				
ENG. MANAGER				
PROJ. MANAGER				

WINDSOR - WEST HANTS
MUNICIPAL COMPLEX RENOVATION

WINDSOR
EXISTING SECOND FLOOR PLAN

DRAWING No.	DRAWING TITLE
REFERENCE DRAWINGS	

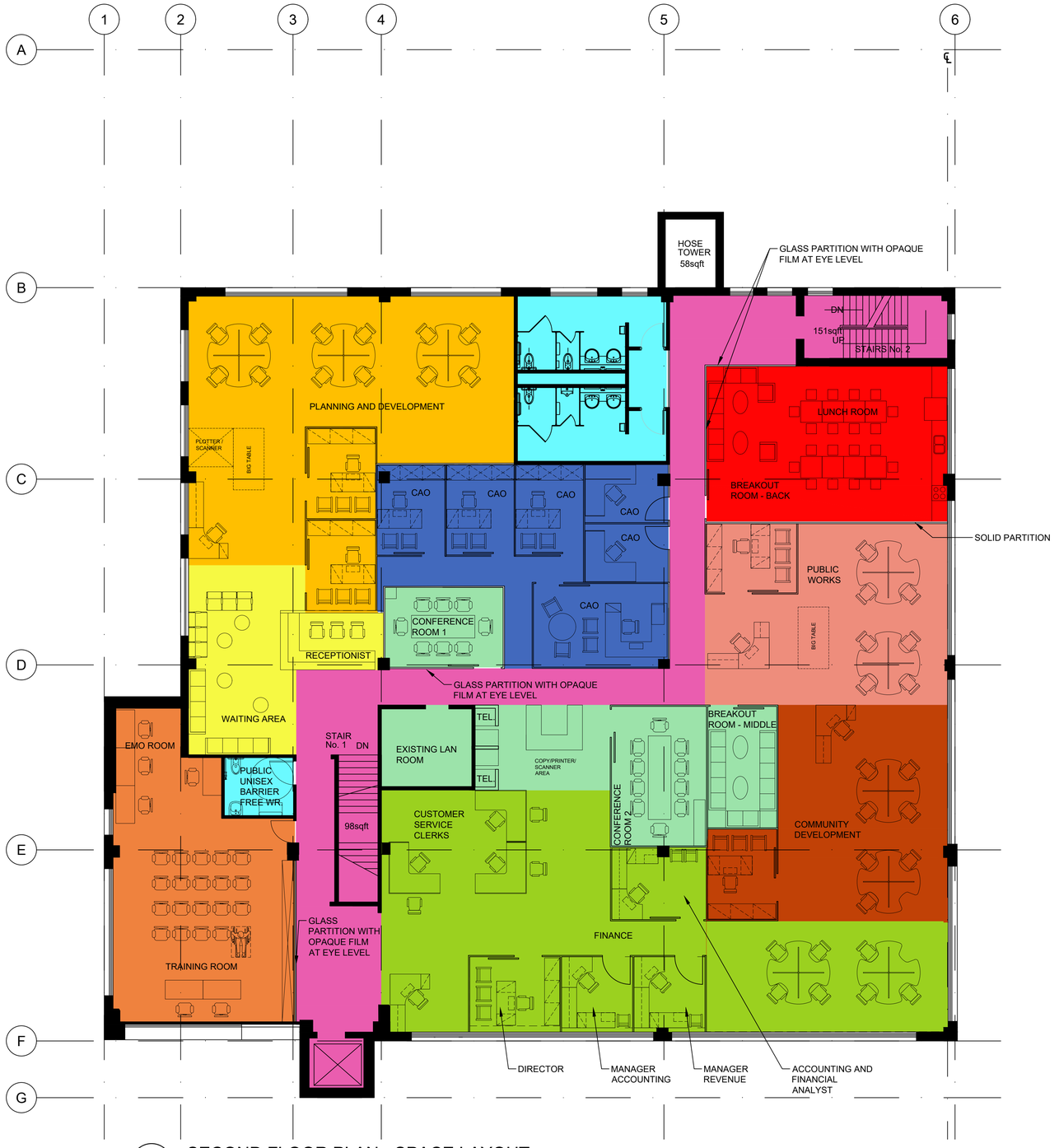
REGISTERED PROFESSIONAL

No.	DESCRIPTION	BY	CHK'D	DATE
REVISIONS				

ROLE	NAME	SIGNATURE	DATE
DRAWING APPROVAL STATUS:			

SCALE	DWG. No.	REV
AS NOTED	A-03	A

LORBERER, ANNA
12/12/2019
9:07 AM
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LEGEND

- TRAINING/EMO
- PLANNING & DEVELOPMENT
- STAFF BREAK OUT AREAS
- FINANCE
- CAO
- COMMUNITY DEVELOPMENT
- PUBLIC WORKS
- COMMON AREAS
- CIRCULATION
- RECEPTION & STAFF/CLIENT INTERVIEW ROOM
- WASHROOMS

1 / A-02 SECOND FLOOR PLAN - SPACE LAYOUT

SCALE: 1:100

ISSUED FOR INFORMATION

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HATCH ARCHITECTS LTD

ROLE	NAME	SIGNATURE	DATE
DRAFTSPERSON	A.L.	NR	2020/01/10
DESIGNER		NR	
CHECKER			
DESIGN COORD.			
RESP. ENG.			
LEAD DISC. ENG.			
ENG. MANAGER			
PROJ. MANAGER			

No.	DESCRIPTION	BY	CHK'D	DATE

DRAWING APPROVAL STATUS:

WINDSOR - WEST HANTS
MUNICIPAL COMPLEX RENOVATION

WINDSOR
PROPOSED FIRST FLOOR PLAN

DRAWING No.	DRAWING TITLE
REFERENCE DRAWINGS	REGISTERED PROFESSIONAL

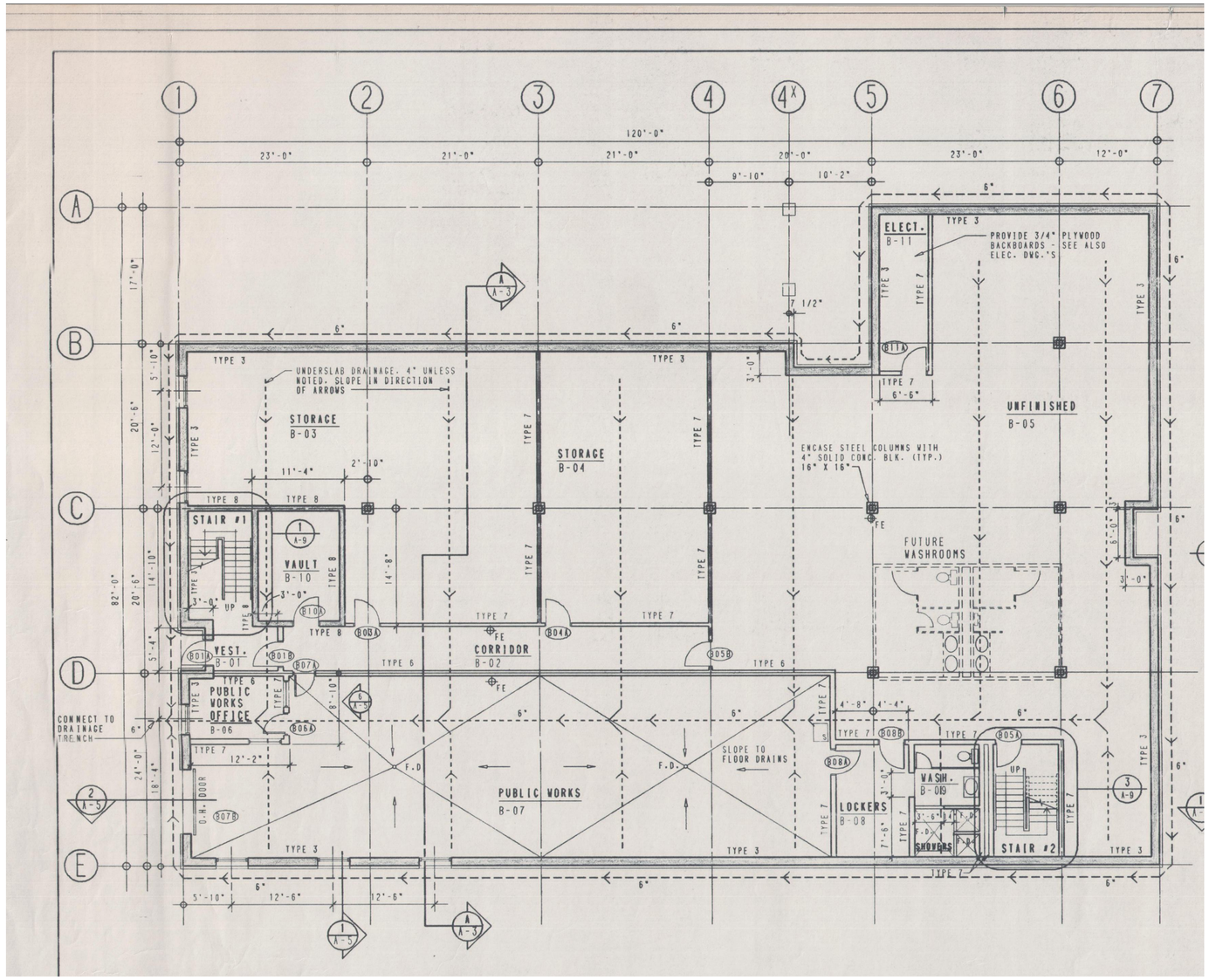
SCALE: AS NOTED

DWG. No.: A-02

REV: A

LORBERER, ANNA
8/26/2015 2:38 PM
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DWG. No.



1 / A-01 EXISTING BASEMENT FLOOR PLAN

SCALE: 1:100

THIS DRAWING WAS PREPARED FOR THE EXCLUSIVE USE OF [NAME OF CLIENT] ("CLIENT") AND IS ISSUED PURSUANT TO [THE RELEVANT AGREEMENT] BETWEEN CLIENT AND [HATCH LTD.] ("HATCH") . UNLESS OTHERWISE AGREED IN WRITING WITH CLIENT OR SPECIFIED ON THIS DRAWING, (A) HATCH DOES NOT ACCEPT AND DISCLAIMS ANY AND ALL LIABILITY OR RESPONSIBILITY ARISING FROM ANY USE OF OR RELIANCE ON THIS DRAWING BY ANY THIRD PARTY OR ANY MODIFICATION OR MISUSE OF THIS DRAWING BY CLIENT, AND (B) THIS DRAWING IS CONFIDENTIAL AND ALL INTELLECTUAL PROPERTY RIGHTS EMBODIED OR REFERENCED IN THIS DRAWING REMAIN THE PROPERTY OF HATCH.

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HATCH ARCHITECTS LTD

No.	DESCRIPTION	BY	CHK'D	DATE

ROLE	NAME	SIGNATURE	DATE
DRAFTSPERSON	A.L.	NR	10/12/2019
DESIGNER		NR	
CHECKER			
DESIGN COORD.			
RESP. ENG.			
LEAD DISC. ENG.			
ENG. MANAGER			
PROJ. MANAGER			

DRAWING APPROVAL STATUS:

WINDSOR - WEST HANTS
MUNICIPAL COMPLEX RENOVATION

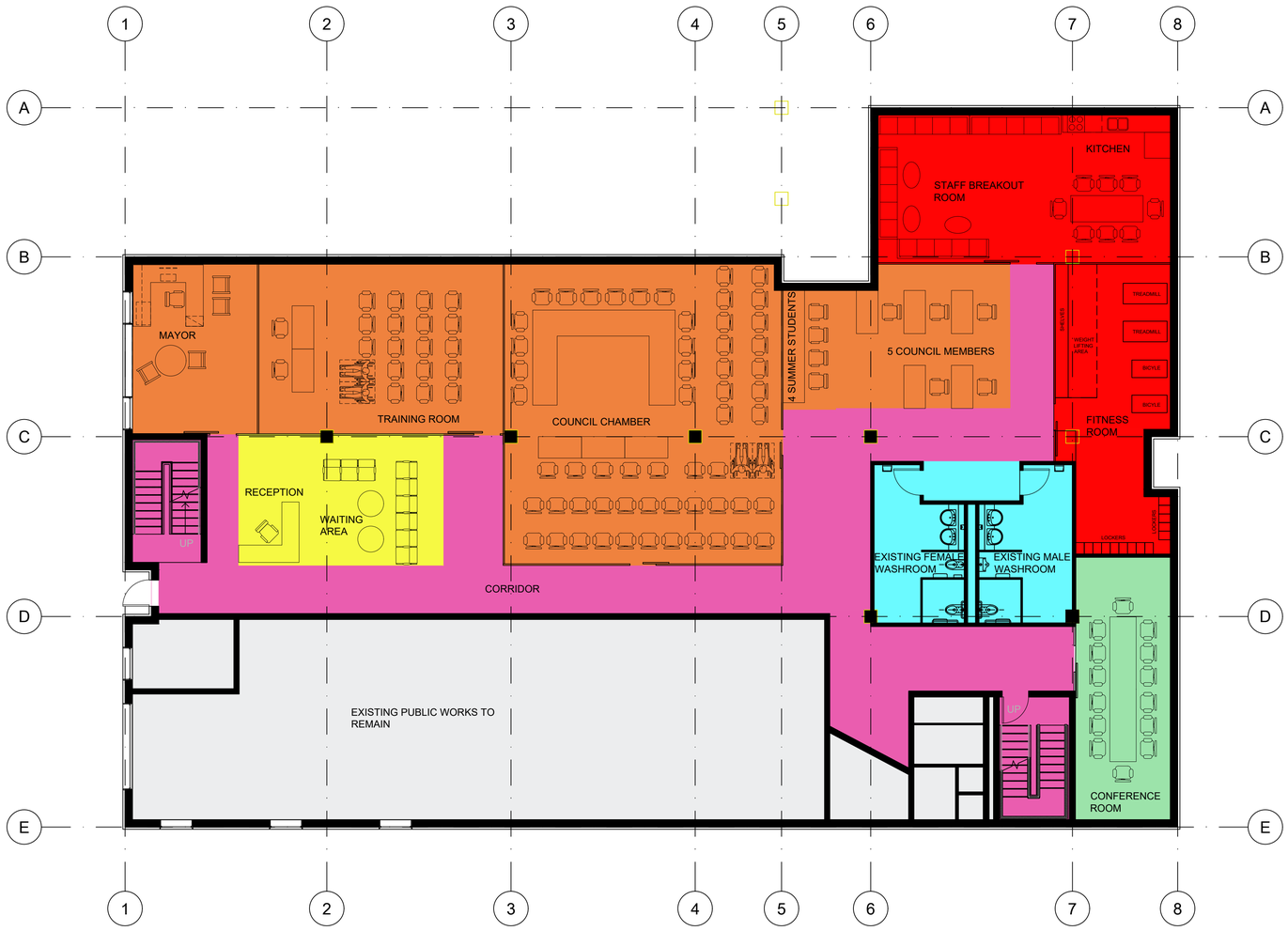
WEST HANTS
EXISTING BASEMENT PLAN

DRAWING No.	DRAWING TITLE
REFERENCE DRAWINGS	

REGISTERED PROFESSIONAL

SCALE	DWG. No.	REV
AS NOTED	A-01	A

LORBERER, ANNA
8/9/2019 2:38 PM
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LEGEND ALL

- MAYOR/COUNCIL/TRAINING/EMO
- STAFF BREAK OUT AREAS
- COMMON AREAS
- CIRCULATION
- RECEPTION / WAITING AREA
- WASHROOMS
- EXISTING TO REMAIN

1 / A-01 PROPOSED BASEMENT FLOOR PLAN

SCALE: 1:100

ISSUED FOR INFORMATION

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ROLE	NAME	SIGNATURE	DATE
DRAFTSPERSON	A.L.	NR	2020/01/10
DESIGNER		NR	
CHECKER			
DESIGN COORD.			
RESP. ENG.			
LEAD DISC. ENG.			
ENG. MANAGER			
PROJ. MANAGER			

WINDSOR - WEST HANTS
MUNICIPAL COMPLEX RENOVATION

WEST HANTS
PROPOSED BASEMENT FLOOR PLAN

DRAWING No.	DRAWING TITLE
REFERENCE DRAWINGS	

REGISTERED PROFESSIONAL

No.	DESCRIPTION	BY	CHK'D	DATE
REVISIONS				

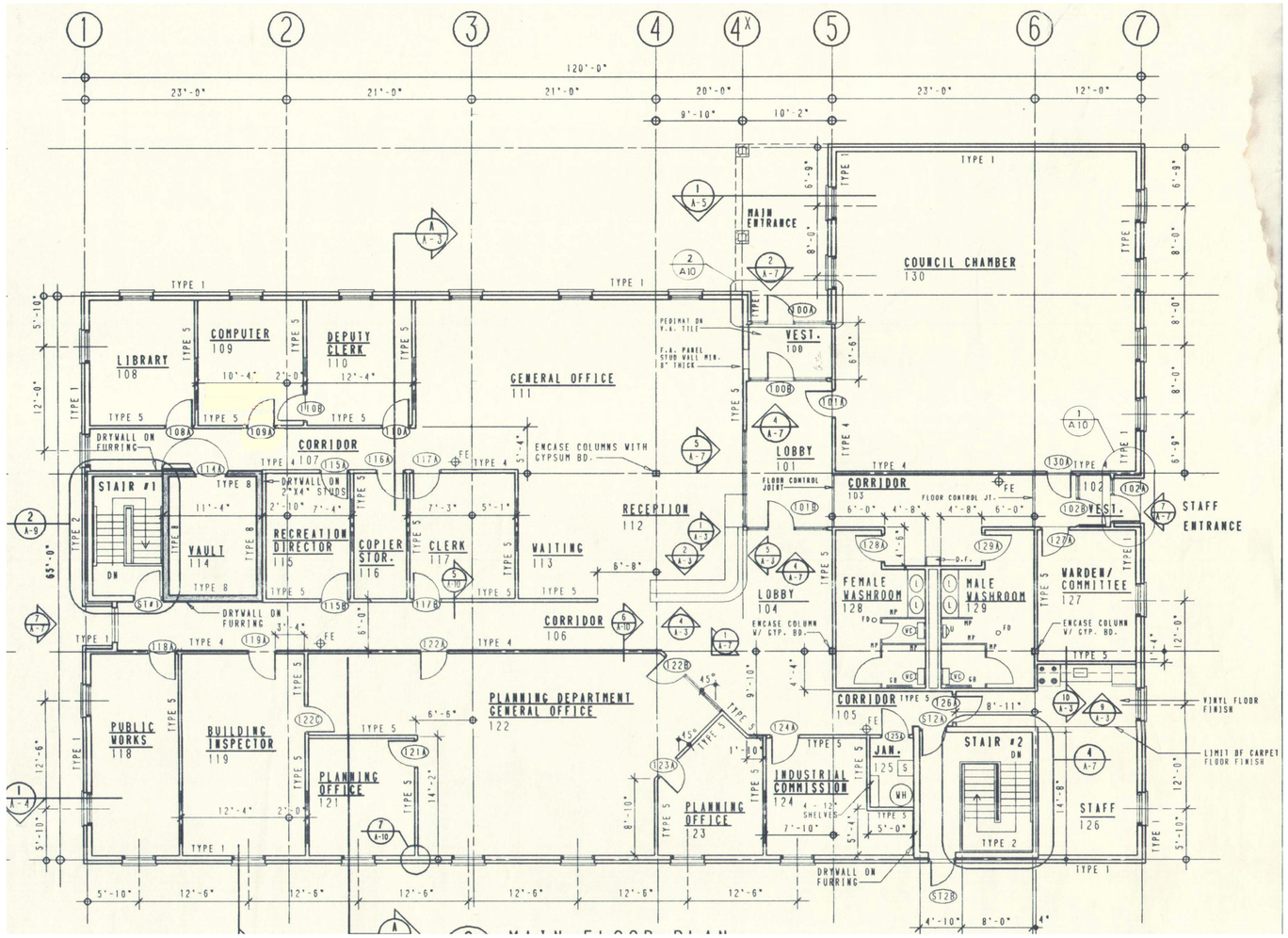
DRAWING APPROVAL STATUS:

SCALE: AS NOTED

DWG. No.: A-01

REV: A

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8/7/2020 2:38 PM
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1 / A-02 EXISTING FIRST FLOOR PLAN

SCALE: 1:100

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ROLE	NAME	SIGNATURE	DATE
DRAFTSPERSON	A.L.	NR	10/12/2019
DESIGNER		NR	
CHECKER			
DESIGN COORD.			
RESP. ENG.			
LEAD DISC. ENG.			
ENG. MANAGER			
PROJ. MANAGER			

No.	DESCRIPTION	BY	CHK'D	DATE

WINDSOR - WEST HANTS
MUNICIPAL COMPLEX RENOVATION

WEST HANTS
EXISTING FIRST FLOOR PLAN

DRAWING No.	DRAWING TITLE
REFERENCE DRAWINGS	REGISTERED PROFESSIONAL

REVISIONS

DRAWING APPROVAL STATUS:

SCALE: OR AS NOTED

DWG. No.: A-02

REV: A

LORBERER, ANNA
8/26/2015 2:38 PM
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DWG. No.



LEGEND

- PUBLIC WORKS
- COMMUNITY DEVELOPMENT
- FINANCE
- CAO
- PLANNING AND DEVELOPMENT
- COMMON AREAS
- CIRCULATION
- RECEPTION & STAFF/CLIENT INTERVIEW ROOM
- WASHROOMS

1 / A-02 PROPOSED FIRST FLOOR PLAN

SCALE: 1:100

ISSUED FOR INFORMATION

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HATCH ARCHITECTS LTD

ROLE	NAME	SIGNATURE	DATE
DRAFTSPERSON	A.L.	NR	2020/01/10
DESIGNER		NR	
CHECKER			
DESIGN COORD.			
RESP. ENG.			
LEAD DISC. ENG.			
ENG. MANAGER			
PROJ. MANAGER			

No.	DESCRIPTION	BY	CHK'D	DATE

DRAWING APPROVAL STATUS:

WINDSOR - WEST HANTS
MUNICIPAL COMPLEX RENOVATION

WEST HANTS
PROPOSED FIRST FLOOR PLAN

DRAWING No.	DRAWING TITLE
REFERENCE DRAWINGS	REGISTERED PROFESSIONAL

SCALE: AS NOTED

DWG. No.: A-02

REV: A

LORBERER, ANNA
8/26/2015 2:38 PM
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Appendix D

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W.B. STEPHENS BUILDING
ENVIRONMENTAL RISK REGISTER

ID	Incident	Cause	Consequence	Existing safeguards	Pre-mitigation Probability	Impact	Weighted Cost	Mitigation Measure	Post-mitigation Probability	Impact2	Weighted Cost2	Comments
1	**Hazmat**											
	asbestos insulation and fire proofing	damage/exposure	Health	None	H	M	$ 2,500.00	Abatement	N/A	N/A	$ -	2006 Hazmat report Identifies locations
	asbestos pipe insulation	damage/exposure	Health	None	H	M	$ 2,000.00	Abatement	N/A	N/A	$ -	2006 Hazmat report Identifies locations
	asbestos Drywall	damage/exposure	Health	None	H	M	$ 2,500.00	Abatement	N/A	N/A	$ -	2006 Hazmat report Identifies locations
	asbestos ceiling tile	damage/exposure	Health	None	L	L	$ 1,000.00	Abatement	N/A	N/A	$ -	1960's building, testing if renovations occur
	asbestos floor tile	damage/exposure	Health	None	H	M	$ 2,500.00	Abatement	N/A	N/A	$ -	2006 Hazmat report Identifies locations
	PCBs	damage/exposure	Health	None	L	L	$ 1,000.00	Removal	N/A	N/A	$ -	1960's building, testing if renovations occur
	lead paint	handling	Health	None	L	L	$ 1,000.00	Removal	N/A	N/A	$ -	1960's building, testing if renovations occur
	mercury thermostats	damage/exposure	Health	None	L	L	$ 1,000.00	Removal	N/A	N/A	$ -	1960's building, testing if renovations occur
	refrigerants	damage/leaks	Respiratory	Annual testing	L	L	$ 1,500.00	Repair/recharge	L	L	$ -	
	ammonia gas in arenas	exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	mould	exposure	Respiratory	None	L	L	$ 2,400.00	Abatement	L	L	$ -	
	corrosives, toxins, caustics	spills/exposure	Respiratory/Irritant	Air circulation	L	L	$ 200.00	Clean-up	L	L	$ 200.00	Proper handling/storage diminishes the potential
2	**Air quality**											
	CO	exposure	Respiratory/headache	Vehicle Exh. System	L	L	$ 200.00	Increase fresh air	L	L	$ -	Fire hall has vehicle exhaust capture system
	CO2	exposure	Respiratory/headache	HRV installed	L	L	$ 200.00	Increase fresh air	L	L	$ -	
	NOx	exposure	Respiratory/headache	Vehicle Exh. System	L	L	$ 200.00	Increase fresh air	L	L	$ -	Fire hall has vehicle exhaust capture system
	Radon	exposure	Respiratory	None	M	M	$ 1,000.00	Radon exhaust system	L	L	$ -	1960's building with basement
	VOCs	exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	humidity	exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	dirty filters	exposure	Respiratory/Irritant	Filter change	L	L	$ 200.00	Scheduled maintenance	L	L	$ -	Annual maintenance will prevent this
	legionella	exposure	Respiratory/Irritant	Clean AHU drain pans	L	M	$ 200.00	Scheduled maintenance	L	L	$ -	Annual maintenance will prevent this
	welding (Shop Areas)	exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	carpentry (Shop Areas)	exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	painting (Shop Areas)	exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	fiberglass insulation	exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	Chlorine	exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	Methane gas	exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
3	**Contaminated sites**											
	Fuel tanks	spills	Contamination	Visual inspectionn	L	L	$ 3,000.00	Clean-up	L	L	$ -	
	Propane tanks	leaks	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	

WEST HANTS MUNICIPAL OFFICE
ENVIRONMENTAL RISK REGISTER

ID	Incident	Cause	Consequence	Existing safeguards	Pre-mitigation Probability	Impact	Weighted Cost	Mitigation measure	Post-mitigation Probability	Impact2	Weighted Cost2	Comments
1	**Hazmat**											
	asbestos insulation and fire proofing	damage/exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	asbestos pipe insulation	damage/exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	asbestos Drywall	damage/exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	asbestos ceiling tile	damage/exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	asbestos floor tile	damage/exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	PCBs	damage/exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	lead paint	handling	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	mercury thermostats	damage/exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	refrigerants	damage/leaks	Respiratory	Annual Leak Tests	L	L	$ 1,500.00	Repair/recharge system	L	L	$ 1,500.00	Annual maintenance will prevent this
	ammonia gas in arenas	exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	mould	exposure	Respiratory	Cleaning/Air circulation	L	L	$ 2,400.00	Abatement	L	L	$ -	
	corrosives, toxins, caustics	spills/exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
2	**Air quality**											
	CO	exposure	Respiratory/Headache	Detector in office area	L	M	$ 5,000.00	Exhaust in garage	L	L	$ -	CO monitoring/exhaust system in garage will solve
	CO2	exposure	Respiratory/headache	HRV system	L	L	$ 200.00	Fresh-air ventilation	L	L	$ -	
	NOx	exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	Radon	exposure	Respiratory	None	L	M	$ 1,500.00	Radon exhaust system	L	L	$ -	
	VOCs	exposure	Respiratory/Irritant	Air circulation	L	L	$ 200.00	ventilation	L	L	$ -	
	humidity	exposure	Dryness	None	L	L	$ 4,000.00	Humidifier	N/A	N/A	N/A	Existing humidifiers were removed
	dirty filters	exposure	Respiratory/Irritant	Filter change	L	L	$ 200.00	Scheduled maintenance	L	L	$ -	Annual maintenance will prevent this
	legionella	exposure	Respiratory/Irritant	Clean AHU drain pans	L	H	$ 200.00	Scheduled maintenance	L	L	$ -	Annual maintenance will prevent this
	welding (Shop Areas)	exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	carpentry (Shop Areas)	exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	painting (Shop Areas)	exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	fiberglass insulation	exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	Chlorine	exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	Methane gas	exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
3	**Contaminated sites**											
	Fuel tanks	spills	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	Propane tanks	leaks	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	

CO-ORDINATING COMMITTEE OF THE REGION OF WINDSOR AND WEST HANTS MUNICIPALITY (WWH)
RECOMMENDATION REPORT

To: Members of the Co-ordinating Committee

Submitted by: _____
Mark Phillips, CAO Region of Windsor and West Hants Municipality

Date: March 09, 2020

Subject: Municipal Complex Review Recommendation Report

LEGISLATIVE AUTHORITY

General Authority

Bill 55 - Region of Windsor and West Hants Municipality Act

7 (1) The Co-ordinating Committee has all the powers of the Council of the Regional Municipality and of its police advisory board until the Council first takes office pursuant to this Act.

(3) All acts of the Co-ordinating Committee have, upon the incorporation of the Regional Municipality, full force and effect, and are deemed to have been exercised by the Regional Municipality.

RECOMMENDATION

… that the Co-ordinating Committee support the W.B. Stephens Building, 100 King Street, Windsor, NS being the Municipal Complex to house the administrative branches for the Regional Municipality.

Further

It is noted that the renovations as described in the report "Windsor / West Hants Municipal Complex Review", require further costing details to be reviewed by the New Regional Council during the 2020/2021 Capital Budget deliberations.

BACKGROUND

In March 2019, an RFP went out for an Asset Registry & Asset Management Roadmap and it was awarded to HATCH April 01, 2019. As part of the scope of work, it was they perform all activities associated with the identification, registration, analysis and recommendation of all infrastructure and assets owned or operated by the Regional Municipality, including preparing a complete inventory of all municipal infrastructure assets owned or operated by both municipalities, shall including (but not limited to) municipal buildings and other facilities. And that information be compiled from existing reports about the condition and future capital requirements of each component of the infrastructure; a condition index rating system(s) to be utilized for all current and future evaluation of passive, static and active assets; and to provide an assessment of the existing condition of all assets, including current condition index, and the identification of any key infrastructure condition issues requiring further analysis.

DISCUSSION

Up to March 6, 2020 Windsor and West Hants staff are working out of two independent municipal complexes. Windsor staff – out of the W.B. Stephens Building at 100 King Street, Windsor, NS and West Hants staff – the West Hants Building at 76 Morison Drive, Windsor, NS. As of March 9, 2020, all administrative services will be consolidated at the West Hants Municipal Complex with the exception of Public Works who will occupy space at the Windsor Complex. This will be the short-term positioning for municipal operations as it is desirable to consolidate as many staff as possible in a single location and to vacate the Windsor Complex to allow for a thorough records management purging where required and to remove surplus furniture, supplies and materials. Additionally, this will allow operations to more thoroughly plan for a return to the complex after pending renovations are approved and completed or under the current conditions after operations have adjusted to the initial consolidation process.

While technology provides the ability to work remotely and under less than ideal working conditions in the West Hants Complex it is not ideal for neither efficiency nor effectiveness for the long-term and does not provide an atmosphere of consistency nor comfort for residents, businesses or visitors needing their needs met.

It is essential that staff be working together within one facility (complex) for not only efficiencies but for community accessibility and needs. This is where the HATCH report and Municipal Complex Review has provided an independent analysis of both facilities to allow informed decision-making as to which building is best suited to address municipal needs.

Key areas analyzed by HATCH for both existing complexes included:

- Existing Building Assessments (Mechanical and Electrical Systems)
- Energy Analysis

- Conceptual Floor Plans
- Construction ROM estimates; and
- Options Analysis (which included)
  - Parking
  - Access to amenities
  - Accessibility
  - New feel
  - Available facilities
  - Room to grow
  - Adaptability of the structure
  - Energy efficiency; and
  - Marketability.

The soft criteria of the Options Analysis concluded that the W.B. Stephens Building would be a better suitability to house staff after renovations and better meet community needs.

Further, the W.B. Stephens Building is the home of the Windsor Fire Department (WFD). The Regional Fire Services Review (report) recently received by the Co-ordinating Committee, including adopted priorities, endorsed the fire department staying in its current location. (Priorities were adopted at the January 27, 2020 Co-ordinating Committee meeting).

NEXT STEPS

Before March 9, 2020 - All staff (except the Public Works Department), currently located in the W.B. Stephens Building will have moved their offices up to the West Hants Building.

A report and budget recommendation pertaining to the long-term municipal complex will be provided to the Regional Council.

2020/2021 Region of Windsor and West Hants Municipality Budget – deliberations to be held and if the budget for Municipal Complex upgrades/renovations is supported, a Tender will be put out for such.

FINANCIAL IMPLICATIONS

At this time there are no financial implications; however, a budget will be identified for the 2020/2021 fiscal year and taken to the Regional Council for approval (budget, yet to be determined).

ALTERNATIVES

- The Co-ordinating Committee could choose to not move forward with the recommendation and leave it to the Regional Council.

ATTACHMENTS

- HATCH – Municipal Complex Review Report of February 20, 2020

Report Prepared by: _____
Shelleena Thornton, Administrative Supervisor, Regional Municipality Windsor-West Hants

Report Approved by: _____
Mark Phillips, CAO Regional Municipality Windsor-West Hants



Municipal Complex Review



Feb. 21, 2020	C	Revised	AB	AS	AB	
Jan. 13, 2020	B	Final	AB	AS, MB	AB	
Dec. 20, 2019	A	Draft	AB	AS, MB	AB	
Date	**Rev.**	**Status**	**Prepared By**	**Checked By**	**Approved By**	**Approved By**
HATCH						**Client**

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8. **Options Analysis** 4
9. **Appendix** 4

Appendix A – Functional Building Program
Appendix B – Existing Building Assessments
Appendix C – Conceptual Floor Plans
Appendix D – Existing Environmental Risks Register

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1. Introduction

1.1 The Town of Windsor and the Municipality of West Hants have amalgamated into the Region of Windsor / West Hants. Currently, the administrative branches of both groups are housed in different buildings. Wanting to benefit from being together as a one unit working with and for the entire region, it was determined that the immediate solution was to review each of the buildings and decide which one was a better fit for the Region's needs.

2. Objective

2.1 The objective of this report is to provide the Region with an independent analysis of the W.B. Stephen's Building (Windsor) and the West Hants Municipal Office, to allow the stakeholders to make an informed decision as to what building is best suited for their needs for the next 5 to 10 years. The criteria developed for the region to review included:

- Meetings with stakeholders;
- Architectural reviews;
- Building's systems reviews;
- Conceptual floor plans;
- Order of magnitude construction estimates.

3. Functional Building Program

3.1 Prior to the architectural assessments and developing the new functional program, the Region solicited information from Officers and staff to determine the departmental and room requirements of the renovated spaces. The table was provided to Hatch to assist in the development of the conceptual floor plans and completion of the functional building program.

See Appendix A for the table.

4. Existing Buildings Assessments

4.1 The focus of the assessments was on all of the building's systems including architectural, structural, plumbing, HVAC, fire protection, electrical, communications, security and life safety. The inspections were of a high-level natural, as no destructive testing was done. Systems and building plans were reviewed and operational staff were consulted, to provide input for the assessment report that is valuable, shows costs of potential upgrades, code issues, and serves as a metric in determining which of the two buildings was more suited to house the Region for the next 5 to 10 years. See Appendix B for reports.

Mechanical and Electrical Systems

The following table provides a snapshot of the existing building systems and the code requirements that will require implementation during the renovation of the selected building:

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MECHANICAL & ELECTRICAL SUMMARY			
Description	***W.B. Stephen's***	***West Hants***	***Upgrade Required***
Radon Mitigation	No	No	Recommended
Asbestos Abatement	Yes	No	**Yes**
Elevator	Yes	No	**Yes**
Sprinkler System	No	No	**Yes**
Fire Alarm System	Yes, outdated	Yes	**Yes**
Fresh Air (HRV's)	2400 cfm	600 cfm	2850 cfm (ASHRAE)
HVAC Load	19.5 tons *	22.0 Tons	30 Tons (estimate)
Humidification System	No	No	Recommended
Bldg. Management System	Partial System	Partial System	**Yes**
Diesel Generator	Yes	Yes	No
Electrical Service Entrance	400A, 208/3/60	400A, 208/3/60	No
Peak Electrical Demand	198.93 Amps	217.43 Amps	No

5. Energy Analysis

5.1 Historical Consumption

The consumption data presented to us for each of the buildings, for the 2018 calendar year serves as the basis for the building consumption benchmark. Table 1 below provides the summary of consumption. The area noted for the Windsor (W.B. Stephens) building is the area that will be occupied for municipal operations, not including the fire department. This has been done such that the comparison between the two buildings is based on equal occupied area for each building. In addition, the consumption data for the Windsor (W.B. Stephens) building has been factored to suit the municipal operations occupiable area.

Table 1 - 2018 Consumption				
Facility	***Area (m²)***	***Electricity (kWh)***	***Fuel (ekwh)***	***Total (kWh)***
West Hants	1,482	211,380	3,553	214,933
Windsor (W.B.Stephens)	1,482	208,930	230,505	439,435

5.2 Building Energy Performance Index

Table 2 – BEPI Comparison			
Facility	***2018 BEPI***	***NRCan BEPI Avg.***	***Proposed BEPI****
West Hants	145.03 ekWh/m²	294 ekWh/m²	144.80 ekWh/m²
Windsor (W.B.Stephens)	296.51 ekWh/m²	294 ekWh/m²	270.50 ekWh/m²

Natural Resources Canada (NRCan) – Energy Intensity Database, tracks annual energy consumption for a variety of building types throughout Atlantic Canada and expresses the results as a "Building Energy Performance Index" (BEPI), expressed in ekWh/m². We have

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calculated the current BEPI for each of the two buildings (Table 2) and then provided a comparison to the regional average using the NRCan database. For the purpose of the BEPI calculation, we have converted the consumption of heating oil, measured in litres, to equivalent kWh of heating and added this total to the electrical consumption total as indicated in Table 1.

Expected BEPI after renovations are complete. There is no significant decrease in consumption due primarily to the addition of air conditioning to the lower level being offset by new LED lighting

It should be noted that the NRCan results are as they describe, an "average" of efficient and inefficient buildings. New buildings being designed and constructed to todays "Green" principles, generally operate at 50 percent of the NRCan BEPI noted.

Although both buildings operate below the NRCan average, with West Hants operating well below the average due primarily to its geo-thermal system, there is always room for energy efficiency improvements. Heating and cooling costs are typically the biggest energy costs in Canadian buildings. In many office buildings, this demand accounts for nearly half of the energy used, consider looking for opportunities in this area first.

6. Conceptual Floor Plans

A key factor in deciding which building is best suited for the Regions needs, is converting the existing floor plans into a Revit model, and determining how the proposed departmental and room requirements will fit into the existing spaces. The new spaces not only need to be functional from an operational standpoint, but also need to be pleasing aesthetically to staff and have a welcoming feel to the public. "Open" main entrances that the public will enjoy being in, while maintaining a level of security desired by front-line staff, is an example of a design challenge as well as a key requirement of the new renovated layouts and spaces.

See Appendix C for the floor plans.

7. Construction ROM Estimates

W.B. Stephens Building Upgrade:

Table 3 – Windsor (W.B. Stephens) Building

Item	***Cost***
Demo	$182,300
Architectural Interior	* $946,000 – $1,606,000
Mechanical Systems upgrades	$661,000
Electrical Systems upgrades	$201,000
Total	*** $1,990,300 – $2,650,300**

** This range depicts the reuse of existing furniture vs new replacement furniture of fair quality.*

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West Hants Office Upgrade:

Table 4 – West Hants Building	
Item	***Cost***
Demo	$167,000
Architectural Interior	* $1,209,000 – $1,809,000
Mechanical Systems upgrades	$458,000
Electrical Systems upgrades	$158,000
Total	*** $1,992,000 – $2,592,000**

** This range depicts the reuse of existing furniture vs new replacement furniture of fair quality.*

8. Options Analysis

8.1 The following table (Table 5) highlights some of the known "soft" criteria that could be used in the decision making for the renovated Regional building. Ranking is 1 to 5, 5 being better (+ or -):

Table 5 – Options Scorecard		
Factor	***Windsor***	***West Hants***
Parking (for staff and customers)	5	4
Access to amenities (rural vs urban)	5	3
Accessibility (elevators, ramps, bathrooms, etc.)	4	3
New feel	2	4
Available facilities (gym, showers, etc.)	3	0
Room to grow (no investment)	4	3
Adaptability of the structure	3	3
Energy Efficiency	2	4
Marketability (-)	-1	-5
Total	**27**	**19**

9. Appendix

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Appendix A

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Department	Position	Spatial Position	Nature and Style	Open Area Workstations	Furniture/Fixtures	Technology	Number of Occupants	Areas		Remarks
								m^2	sf	
CAO Office Six (6) Employees	CAO	Middle	Executive Office	N/A	Desk, Chair, Table, filling cabinets, etc	Desktop TV for Group Share or smart white board	1	18.9	203	
	Clerk	Middle	Administrative Office	N/A	Desk, Chair Cabinet	Desktop	1	12.2	131	
	Administrative Supervisor	Middle	Administrative Office	N/A	Desk, Chair Cabinet	Desktop	1	12.2	131	
	Protective Services Manager	Middle / Back	Administrative Office	N/A	Desk, Chair	Desktop	1	8.0	86	
	Communications	Middle	Isolated Area	Private POD	Desk, Chair	Desktop	1	8.0	86	
	Human Resource Manager	Back	Isolated Area	Private POD	Desk, Chair	Desktop	1	12.2	131	
Community Development Nine (9) Employees	Director	Middle	Executive Office	N/A	Desk, Chair, Table, filling cabinets, etc	Desktop	1	18.9	203	
	Administrative Assistant	Middle	Open Departmental Reception (independent POD)	Low POD	Desk, Chair	Desktop	1	4.2	45	
	Community Rec Coordinator	Middle	Inward Facing POD (circular)	Low POD	Desk, Chair	Desktop	1	4.2	45	
	Manager Economic Development	Middle	Inward Facing POD (circular)	Low POD	Desk, Chair	Desktop	1	4.2	45	
	Community Relations Coordinator	Middle	Inward Facing POD (circular)	Low POD	Desk, Chair	Desktop	1	4.2 4.2	45	
	Manager Recreation and Facilities	Back	Inward Facing POD (circular)	Low POD	Desk, Chair	Desktop	1	4.2	45	
	Active Living Coordinator	Middle	Inward Facing POD (circular)	Low POD	Desk, Chair	Desktop	1	4.2	45	
	Spare Workstation #1Manager Parks and Grounds	Back	Inward Facing POD (circular)	Low POD	Desk, Chair	Desktop	1	4.2	45	
	Spare Workstation #2	Back	Inward Facing POD (circular)	Low POD	Desk, Chair	Desktop	1	4.2	45	
Planning and Development	Director	Middle	Executive Office	N/A	Desk, Chair, Table, filling cabinets, etc	Desktop	1	18.9	203	

Department	Position	Spatial Position	Nature and Style	Open Area Workstations	Furniture/Fixtures	Technology	Number of Occupants	Areas		Remarks
								m^2	sf	
Fifteen (15) Employees	Administrative Assistant	Middle	Open Departmental Reception (independent POD) Common area for large table for drawings/plan review. Could be shared with Public works	Low POD	Desk, Chair	Desktop, Plotter, Scanner	1	14.7	158	
	Manager Inspection Services	Middle	Executive Office	N/A	Desk, Chair Cabinet	Desktop	1	12.2	131	
	Inspector #1	Middle / Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Inspector #2	Middle / Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Inspector #3	Middle / Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	By-Law Officer #1	Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	By-Law Officer #2	Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Development Officer #1	Middle	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Development Officer #2	Middle	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Planner #1	Middle / Back	Inward Facing POD (circular)	Low POD	Desk, Chair	Desktop	1	4.2	45	
	Planner #2	Middle / Back	Inward Facing POD (circular)	Low POD	Desk, Chair	Desktop	1	4.2	45	
	Planning Tech	Middle / Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	GIS Tech	Middle / Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Spare Workstation #1	Back	Inward Facing POD (circular)	Low POD	Desk, Chair	Desktop	1	4.2	45	

Department	Position	Spatial Position	Nature and Style	Open Area Workstations	Furniture/Fixtures	Technology	Number of Occupants	Areas		Remarks
								m^2	sf	
Public Works Nine (9) Employees	Director	Middle	Executive Office	N/A	Desk, Chair, Table, filling cabinets, etc	Desktop Large Flat Screen TV for SCADA Monitoring and Traffic Cameras	1	18.9	203	
	Administrative Assistant	Middle	Open Departmental Reception (independent POD) Common area for large table for drawings / plan review. Could be shared with Planning.	Low POD	Desk, Chair, Large Table for maps	Desktop, Plotter, Scanner	1	14.7	158	
	Manager Technical Engineering Services	Back	Isolated Area	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Manager Capital Works	Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Manager PWs Operations	Middle	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Engineering Tech	Back	Inward Facing POD (circular)	Low POD	Desk, Chair	Desktop	1	4.2	45	
	Waste Management Services	Back	Inward Facing POD (circular)	Low POD	Desk, Chair	Desktop	1	4.2	45	
	Manager Water Treatment	Back	Inward Facing POD (circular)	Low POD	Desk, Chair	Desktop	1	4.2	45	
	Manager Waste Treatment	Back	Inward Facing POD (circular)	Low POD	Desk, Chair	Desktop	1	4.2	45	
Finance Fifteen (15) Employees	Director	Middle	Executive Office	N/A	Desk, Chair, Table, filling cabinets, etc	Desktop	1	4.2	45	
	Administrative Assistant	Middle	Open Departmental Reception (independent POD)	Low POD	Desk, Chair	Desktop	1	4.2	45	
	IT Specialist	Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	IT Consultant	Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Manager Accounting and Financial Reporting	Back	Executive Office	N/A	Desk, Chair	Desktop	1	12.2	131	

Department	Position	Spatial Position	Nature and Style	Open Area Workstations	Furniture/Fixtures	Technology	Number of Occupants	Areas		Remarks
								m^2	sf	
	AP Coordinator	Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Payroll	Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Accounting & Financial Analyst	Back	Executive Office	N/A	Desk, Chair	Desktop	1	4.2	45	
	Manager Revenue and Cash	Back	Executive Office	N/A	Desk, Chair	Desktop	1	4.2	45	
	AR and Customer Service Coordinator	Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Tax Clerk	Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Utility Clerk	Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Customer Service Clerk #1	Front	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Customer Service Clerk #2	Front	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Customer Service Clerk #3	Front	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
Governance / Mayor	Mayor's Office	Front	Executive Office	N/A	Desk, Chair, Table, filling cabinets, etc	Desktop	1	20.1	216	
Governance / Council	Council x 11 individuals	Middle	Isolated Room with workstations	Private PODs x 5	Desk, Chair	N/A	5	21.0	226	
Common Summer Student Area	Student Workstations #1	Back	Inward Facing POD (circular)	Low PODs	Desk, Chair	Desktop	1	4.2	45	
	Student Workstations #2	Back	Inward Facing POD (circular)	Low PODs	Desk, Chair	Desktop	1	4.2	45	
	Student Workstations #3	Back	Inward Facing POD (circular)	Low PODs	Desk, Chair	Desktop	1	4.2	45	
	Student Workstations #4	Back	Inward Facing POD (circular)	Low PODs	Desk, Chair	Desktop	1	4.2	45	
Sub-totals Departments							64	416.3	4436	

Meeting Rooms and Other	Spatial Position	Nature and Style	# of Occupants	# of Rooms	Furniture / Fixtures	Technology	Number of Occupants	Areas		Remarks
								m²	sf	
Small (Breakout Rooms)	Front x2 Middle x 1 Back x 1	Staff to client(s) meeting Staff to staff meeting Private setting for staff	1 to 4 occupants	4	Table x 1 Chairs x 4	Video Conferencing in 1 of 4 rooms	4	11.2 11.2 11.2 11.2	120 120 120 120	
Medium (Conference Rooms)	Middle	Internal Staff Group Meeting	1 to 12 occupants	2	Table x 1 Chairs x 12	Video Conferencing Treadmill Workstation	12	32.6	351	
Training Room	Middle / Back	Staff or Community Training (theatre or classroom	50	1	Table x 2 Chairs x 50	Video Conferencing Projector and Screen	50	89.4	962	
Large (Council Chambers)	Front	Council Near entrance due to after-hours requirements	11 Councillors + 7 Staff + 100 attendees (additional capacity 100) Max 218 occupants	1 room plus spill over area	11 Council Stations plus two Staff Stations 5 Workstations for staff Chairs for 100 to 200 (audience)	Video Conferencing Audio Live Streaming Projector and Screen	118 100	195.0 137.5	2099 1480	
EMO (dedicated or Training Room adaptability)	Middle / Back	Individual working stations	12 occupants	1	Low open stations	Video Conferencing	12	52.3	562	

Meeting Rooms and Other	Spatial Position	Nature and Style	# of Occupants	# of Rooms	Furniture / Fixtures	Technology	Number of Occupants	Areas		Remarks
								m²	sf	
Staff Lunchroom (connected to Breakout Room)	Back	Full-service lunchroom	20 occupants	1	Tables, chairs, appliances (stove, dishwasher, microwave, fridge,	N/A	20	41.1	442	
Staff Breakout Room (connected to Staff Lunchroom)	Back	Lounge–like area	20 occupants	1	Couch, chairs	TV	20	31.1	335	
Staff Fitness Area	Back	Small to medium fitness area.	6 occupants	1	Treadmill, stepper, rower,	TV Sound System	6	18.0	194	
Reception Counter	Front	Counter Entrance area	3 employees Accommodation of 1 to 12 clients	1 Common area	Counter Chairs x 3	TV (message screen for public)	3	14.0	151	
Client Waiting Area	Front	Open space for clients to wait for appointment or consultation.	Accommodation of 1 to 12 clients	1 Common area	Couch Chairs Coffee Tables Community Art	IPAD	12	23.5	253	
Server / Tech Room	Back	IT office and technology storage	Workspace / counter for 1 tech	1 room	Shelving and cabinets		1	11.8	127	
Rack Room		Room for servers	Space for racks	1 room	Racks/cooling syst.	Servers	1	11.0	118	
Printer Area(s)	Front / Middle / Back	Photocopier / Scanner Common area for staff	2 to 3 areas top service printing and scanning needs	2 to 3 areas	Photocopiers, storage for stationary, paper, etc.	Printers, Scanner, plotters, laminator, etc.	1 1 1	12.4 12.4 12.4	133 133 133	
Sub-totals Common Areas							361	726.7	7822	

Meeting Rooms and Other	Spatial Position	Nature and Style	# of Occupants	# of Rooms	Furniture / Fixtures	Technology	Number of Occupants	Areas		Remarks
								m²	sf	

							Number of Occupants	Areas		Remarks
								m²	sf	
Sub-totals Departments		**Sub-totals Departments**					64	416.3	4,436	
Sub-totals Common Areas		**Sub-totals Common Areas**					361	726.7	7,822	
TOTAL		**TOTAL**					425	1,143.0	12,258	

EXISTING BUILDING AREAS

	Areas		Remarks
	m²	sf	
Town of Windsor Administrative Building			
Basement	0.0	0	Fire Dept. areas not incl.
Ground Floor	228.0	2,454	Fire Dept. areas not incl.
2nd Floor	865.0	9,311	
Total	**1,093.0**	**11,765**	

West Hants Municipal Complex			
Basement	725.0	7,804	
Ground Floor	725.0	7,804	
Total	**1,450.0**	**15,608**	

Appendix B

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Regional Municipality of Windsor and West Hants

Building Name: **Windsor Town Hall**	Bldg Address: **100 King Street, Windsor**	Building Function: **Municipal Operations**	Type of Construction: **Concrete foundation, steel/concrete structure, masonry exterior**
Construction Date: **1960**	No. of Stories: **2 + Basement**	Gross Area: 2839 sq.m. (30,560 sq.ft.) Approximate	
Functional Data	Occupant: Town hall, RCMP, Fire Hall, Council Chambers		Occupancy: 30 (approximately)

Capitalization/Renovation History (date/scope)

1) 1960: Original building construction housing Town Hall & Fire Station
2) 1995: addition/renovation to house elevator and clock tower.

Major Maintenance Renovation History:

1) Basement windows scheduled for replacement, summer of 2020.
2) VRF heat pump and HRV system installed for second floor, 2008.
3) VRF heat pump and HRV system schedules for install on first floor, winter 2019.
4) Windows replaced on first/second floors, several years ago.
5) IT room AC installed within last 8 years
6) Gas-fired instantaneous hot water heater installed.
7) Diesel generator installed in 1992
8) Electrical upgrade in 2009

General Condition:

1) Fair to good overall

Problems:

1) Significant floor deflection and structure deterioration in fire hall. Many jack posts installed in basement to stabilize floor structure. Area in basement that houses posts only used for storage now, was bingo hall.
2) Hazmat assessment/report completed in 2005 identifying asbestos types and locations
3) First floor offices still utilizing window AC units
4) Radon testing should be carried out to ensure that radon levels are within acceptable limits.



Architectural Systems	Type / Age	Condition	P	F	G	Recap Period 0-5	5-10	10-15	15-20	20-25	Recap $
Roof	Observed as bitumen built-up roofing on steel deck roof.	Appears to be in good condition. No leaks reported.			√		√				$98,000 to replace roofing and upgrade insulation to R20.
•											
Exterior Walls Original	Brick cladding. Exact system composition not known.	Appear to be in good condition.			√				√		$10,000 for possible repointing and repairs.
•											

Exterior Doors / Windows	Observed different types of doors and windows, curtain wall, continuous windows and punch windows	Mostly in good condition. Basement windows scheduled to be replaced in the Summer of 2020.		√		√					$12,000 estimated basement window replacement.
•											
Ceiling Finishes	Lay-in acoustical tiles in t-bar framing system	In fair condition but aged. Acoustical value of existing lay-in tiles is low.		√		√					$10,000 estimated cost of acoustical tile replacement.
•											
Walls	Mostly gypsum board on stud framing	Mostly in good condition.			√			√			$5,000 estimated repairs and painting.
•											
Life Safety	No sprinkler system. Generator installed. Fire Alarm with pull stations/smoke detectors installed per NFPA.	In fair to good condition. Revisions only if re-design work is undertaken.			√				√		$5,000 estimated cost of maintenance.
•											
Exiting	2 existing exit stairs, one stair is not compliant with current building code.	In good condition but upgrades will be required to exiting if re-design work is undertaken.			√			√			$25,000 estimated cost to upgrade exit stairs.
•											

Structural Systems	Type / Age	Condition	P	F	G	Recap Period					Recap $
						0-5	5-10	10-15	15-20	20-25	
Foundation	Reinforced concrete – original to various construction periods	Good condition, minimal leaks			√					√	
•											
Floor Structure (Basement)	Concrete slab on grade	Good condition			√					√	
•											
Floor Structure (1st)	Steel/Reinforced	Fair condition		√						√	

	concrete – original to various construction periods										
•											
Floor Structure (2nd)	Steel/concrete slab – original to various construction periods	Good condition			√					√	
•											
Roof Structure	Steel/metal deck – original to various construction periods	Good condition			√					√	
•											
Stairs	Steel original	Good condition			√					√	
•											
Support Structure	Steel – original to various construction periods	Good condition			√					√	
•											

Mechanical Systems

Plumbing	Type / Age	Condition	P	F	G	Recap Period					Recap $
						0-5	5-10	10-15	15-20	20-25	
Domestic Water	Copper - original to construction period with upgrades as necessary	Fair in original building		√			√				
•											
Sanitary Drains	Cast iron in original, ABS/PVC used during reno's	Fair in original building		√				√			
• No sign of oil interceptor serving the Fire Hall vehicle storage area.											
Storm Drains	Cast iron	Fair condition		√				√			
• Roof drain domes appear to have been replaced when roof was re-done											
Fixtures	Vitreous china/stainless steel – age unknown	Fair condition		√				√			

•											
Backflow Preventor	None										$4000.00 to meet code
• Required by code ASAP at domestic water entrance, boiler make-up and commercial washing machine											
Water Heaters	1-Gas-fired instantaneous heater. 1- tank	Good condition			√				√		$2000.00 to meet code
• Installations do not meet Plumbing Code: they require expansion tanks and vacuum relief valves											
Valves	Combination of bronze ball/gate/check valves – age unknown	Fair in original building		√			√				
• We suspect that the older gate valves will not re-open once they are closed to service equipment/fixtures											

HVAC	Type / Age	Condition	P	F	G	Recap Period					Recap $
						0-5	5-10	10-15	15-20	20-25	
Ductwork	Galvanized sheet metal - original to various construction periods	Fair in original building. Good where reno's have occurred on 2nd floor and where new reno's are happening now		√	√			√		√	
•											
Diffusers / Grilles	Steel – original, new on second floor	Good condition			√				√		
•											
Terminal Units	Hot water baseboard/unit heaters/cabinet heaters - original to various construction periods	Fair in original building		√				√			$100,000 to replace existing terminal heating units
•											
Piping	Schedule 40 steel with treaded and Victaulic -	Fair in original building		√				√			$90,000 to replace piping in building

	original to various construction periods										
•											
AHU / RTU	HRV installed in 2008	Good condition			√			√			
•											
Humidifiers	None										
• Measured RH: 17.7% in reception, 18.1% on second floor											
Insulation	Fibre - original to various construction periods.	poor in original building distribution piping, some replaced over the years	√		√	√			√		$10,000 for asbestos abatement and reinsulating
• Hazmat report identifies type and location of asbestos insulation											
Controls	Dedicated per system	VRF system has new DDC controls, boilers have manual lead/lag system, rad's have older dedicated t'stats		√	√		√		√		
• The building does have an outdated pneumatic control system but no DDC Building Management system that integrates all mechanical systems											
AC Units (VRF System)	VRF Heat Pumps	Good condition			√				√		
• The window AC units will no longer be used once the new VRF system is completed on first floor.											•
Condensing Units	VRF roof-top condensing units installed in 2008 for 2nd floor. Additional units being installed now for first floor VRF.	Good condition			√				√		
•											
Heat Exchangers	Not Applicable										
•											
Boilers	2 oil-fired Weil-McLain hot water cast iron sectional boilers	good condition			√				√		
•											
Pumps	centrifugal pumps – re-built	Good condition			√				√		
•											
Oil Storage Tank	Aboveground	Good condition		√				√			$20,000 tank replacement cost
•											

Fire Protection	Type / Age	Condition	P	F	G	Recap Period					Recap $
						0-5	5-10	10-15	15-20	20-25	
Sprinklers	No sprinkler system										New wet pipe sprinkler system would cost $150,000
• Sprinkler system may be required should major renovation of building take place											
Fire Pumps	Not Applicable										
•											
Piping	No sprinkler system										
•											
Valves	No sprinkler system										
•											
Fire Extinguishers	Type ABC throughout – age unknown	Good condition, tests up to date			√			√			
• Must be tested annually											
Electrical Systems	**Type / Age**	**Condition**	**P**	**F**	**G**	**Recap Period**					**Recap $**
						0-5	5-10	10-15	15-20	20-25	
Transformers	Pole mount 3 phase/NSPower	Good condition			√				√		
•											
Service Entrance											
• Upgraded in 2009											
Fire Alarm		Fair to Good			√			√			
• Pull stations/smoke detectors installed per NFPA											
Emergency Lights		Good condition			√				√		
• Genset											
APU – generator, 75 kW, 208/120	Generac diesel genset/1992	Good condition			√				√		
•											
UPS	N/A										
•											
Switches	Mix of newer and older	Good condition			√				√		

	as changes have been made over the years										
•											
Main Distribution Panels	Upgraded in 2009	Good condition			√				√		
• Checked with infrared camera, no overheated circuits											
Main Distribution System	Mix of newer and older as changes have been made over the years	Good condition			√				√		
• Mix of EMT and BX											
Branch Panels	Mix of newer and older as changes have been made over the years	Good condition			√				√		
• Checked with infrared camera, no overheated circuits											
Branch Distribution System	Mix of newer and older as changes have been made over the years	Good condition			√				√		
• Mix of EMT and BX											
Grounding	Unknown	Good condition			√				√		
• What could be seen appears to be in good condition											
Lightning Protection	N/A										
•											
Surge Protection	N/A										
•											
Interior Lighting	Mix of older T8 and new LED	Good condition			√				√		
• T8 fluorescent strips in office areas, new LED in fire hall											
Exterior Lighting	Wall packs, newer	Good condition			√				√		
•											

Communications and Security Systems	**Type / Age**	**Condition**	**P**	**F**	**G**	**Recap Period**					**Recap $**
						0-5	5-10	10-15	15-20	20-25	
Telephone	By service provider										
•											

Data	By service provider										
•											
Intrusion Alarm	By service provider										
•											
Public Address	N/A										
•											

Regional Municipality of Windsor and West Hants

Building Name: **West Hants Municipal Building**	Bldg Address: **76 Morrison Dr., Windsor**	Building Function: **Municipal Operations**	Type of Construction: **Concrete foundation, steel/concrete floor structure, wood roof trusses, masonry exterior**
Construction Date: **1988**	No. of Stories: **1 + Basement**	Gross Area: 1482 sq.m. (15,947sq.ft.) Approximate	
Functional Data	Occupant: Town hall, Council Chambers, Public Works & Parks/Recreation	Occupancy: 20 (approximately)	

Capitalization/Renovation History (date/scope)

1) 1988: Original building construction housing Town Hall & municipal operations

Major Maintenance Renovation History:

1) Basement windows/wells upgraded last year.
2) Carrier Geothermal to DX refrigerant heat pumps installed 10 years ago.
3) Carrier zone VRF heat pumps and HRV system installed 10 years ago.
4) Olympian diesel generator installed approximately 25 years ago.
5) IT room and basement office area mini-splits added within last 5 years
6) Public Works/Parks area to have mini-splits installed next summer.
7) Existing humidifiers removed during heat pump upgrade.

General Condition:

1) Good overall

Problems:

1) Radon testing should be carried out to ensure that radon levels are within acceptable limits.
2) No CO/NOx detection/exhaust in garage. There is a CO detector in basement office area.



Architectural Systems	Type / Age	Condition	P	F	G	Recap Period 0-5	5-10	10-15	15-20	20-25	Recap $
Roof	Pitched roof with asphalt tiles on plywood on wood trusses.	Appear to be in good condition.			√				√		$37,000 estimated cost to replace tiles.
•											
Exterior Walls Original	Brick exterior cladding	Appear to be in good condition.			√				√		$5,000 estimated cost for repointing and repairs
•											
Exterior Doors / Windows	Aluminum and steel doors and windows.	Appear to be in good condition.			√				√		$5,000 estimated cost for repairs and maintenance.

•											
Ceiling Finishes	Acoustical lay-in tiles	Good condition			√				√		$15,000 estimated cost to replace lay-in tiles.
•											
Walls	Gypsum board on stud framing.	Good condition			√				√		$5,000 estimated cost to repair and paint.
•											
Life Safety	No sprinkler system. Fire alarm and pull stations/smoke detectors installed. Diesel generator installed	Good condition			√				√		
•											
Exiting	Stairs and exit doors in compliance with NBC.	Good condition			√				√		
•											

Structural Systems	Type / Age	Condition	P	F	G	Recap Period					Recap $
						0-5	5-10	10-15	15-20	20-25	
Foundation	Reinforced concrete – original to various construction periods	Good condition, minimal leaks			√					√	
•											
Floor Structure (Basement)	Concrete slab on grade	Good condition			√					√	
•											
Floor Structure (1st)	Steel/concrete – original to construction period	Good condition			√					√	
•											
Floor Structure (2nd)	N/A										
•											
Roof Structure	Wood trusses – original to construction period	Good condition			√					√	

•											
Stairs	Steel original	Good condition			√					√	
•											
Support Structure	Steel – original to construction period	Good condition			√					√	
•											

Mechanical Systems

Plumbing	Type / Age	Condition	P	F	G	Recap Period					Recap $
						0-5	5-10	10-15	15-20	20-25	
Domestic Water	Copper - original to construction period	Good condition			√				√		
•											
Sanitary Drains	ABS/PVC original to construction period	Good condition			√				√		
• No sign of oil interceptor serving the Fire Hall vehicle storage area.											
Storm Drains	N/A										
• Pitched roof											
Fixtures	Vitreous china/stainless steel – original to construction	Good condition			√				√		
•											
Backflow Preventor	None										$4000.00 to meet code
• Required by code ASAP at domestic water entrance											
Water Heaters	60 gallon electric	Good condition			√				√		$2000.00 to meet code

• Installation does not meet Plumbing Code: requires expansion tanks and vacuum relief valves											
Valves	bronze ball/gate/check valves – original	Good condition			√				√		
•											

HVAC	Type / Age	Condition	P	F	G	Recap Period					Recap $
						0-5	5-10	10-15	15-20	20-25	
Ductwork	Galvanized sheet metal - original to construction periods	Good condition			√				√		
• Much of the ductwork was re-used/or modified during the geothermal system upgrade											
Diffusers / Grilles	Steel – original	Good condition			√				√		
•											
Terminal Units	Electric baseboard/unit and cabinet heaters - original to construction period	Good condition			√				√		
• With the geothermal system, many BB heaters likely never come on.											
Piping	Copper Refrigerant tubing – 10 years old	Good condition			√				√		
•											
AHU / RTU	HRV's – 10 years old on main floor. 2 HRV's in basement original and fair condition	Good condition			√			√			Basement HRV replacement: $8000
•											
Humidifiers	None										
• Humidifiers removed when geothermal system installed. Measured RH: 23.2% in reception area.											
Insulation	Armaflex foam on refrigerant tubing	Good condition			√				√		
•											
Controls	Dedicated heat pump controllers, dedicated electric heat controls	Good condition			√				√		

• The building does not have a DDC Building Management system that integrates all mechanical systems											
AC Units (heat pumps)	Carrier Heat Pumps/10 years old. Mini-split HP's in basement	Good condition			√			√			
• The window AC units will no longer be used once the new VRF system is completed on first floor.											
Condensing Units	Mini-split condensing units/approx. 5 years old	Good condition			√				√		
•											
Heat Exchangers	Not Applicable										
•											
Boilers	Not Applicable										
•											
Pumps	centrifugal inline pumps – new 10 years ago	Good condition			√				√		
•											
Oil Storage Tank	Not Applicable										
•											

Fire Protection	Type / Age	Condition	P	F	G	Recap Period					Recap $
						0-5	5-10	10-15	15-20	20-25	
Sprinklers	No sprinkler system										New wet pipe sprinkler system would cost $90,000
• Sprinkler system may be required should major renovation of building take place											
Fire Pumps	Not Applicable										
•											
Piping	No sprinkler system										
•											
Valves	No sprinkler system										
•											
Fire Extinguishers	Type ABC throughout – age unknown	Good condition, tests up to date			√			√			
• Must be tested annually											

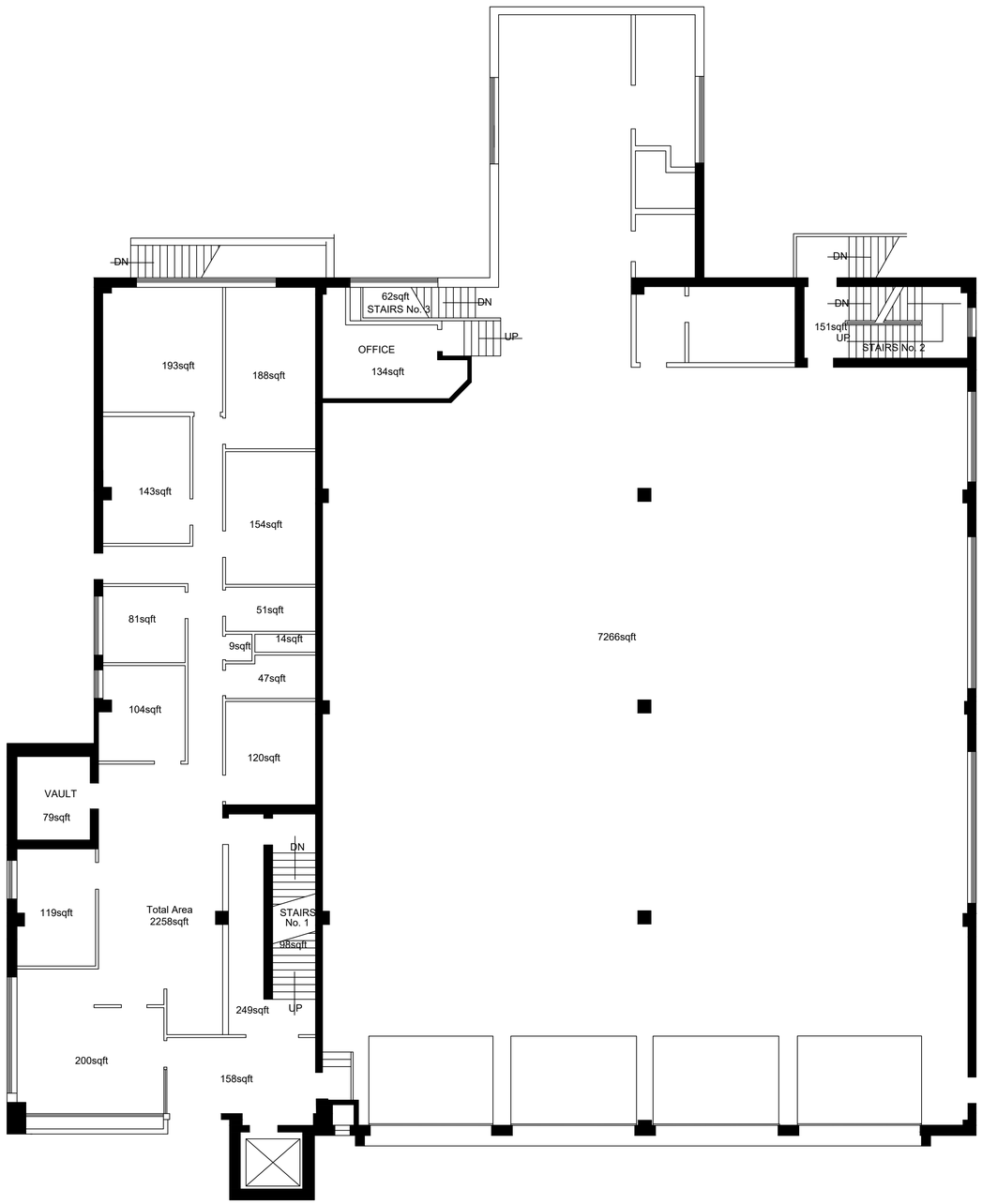
Electrical Systems	Type / Age	Condition	P	F	G	Recap Period					Recap $
						0-5	5-10	10-15	15-20	20-25	
Transformers	Pole mount 3 phase/NSPower	Good condition			√				√		
•											
Service Entrance	Westinghouse 400A, 120/208, 3ph, 60	Good condition			√				√		
•											
Fire Alarm		Good condition			√				√		
• Pull stations/smoke detectors installed per NFPA											
Emergency Lights		Good condition			√				√		
• Genset											
APU – diesel generator, 208/120	Olympian diesel genset/mid 1990's	Good condition			√				√		
•											
UPS	N/A										
•											
Switches	Mostly new for the Geothermal conversion (Cutler Hammer), Westinghouse original	Good condition			√				√		
•											
Main Distribution Panels	Westinghouse, original	Good condition			√				√		
• Checked with infrared camera, no overheated circuits											
Main Distribution System	Mix of newer and older as changes have been made	Good condition			√				√		
• Mix of EMT and BX											
Branch Panels	Mix of Westinghouse, original. Cutler hammer for geothermal upgrade	Good condition			√				√		
• Checked with infrared camera, no overheated circuits											
Branch Distribution System	Mix of newer and older as changes have been	Good condition			√				√		

	made										
• Mix of EMT and BX											
Grounding	Unknown	Good condition			√				√		
• What could be seen appears to be in good condition											
Lightning Protection	N/A										
•											
Surge Protection	N/A										
•											
Interior Lighting	T8 original	Good condition			√				√		
• Occupancy sensors installed in most areas.											
Exterior Lighting	Wall packs and light standrd	Good condition			√				√		
•											

Communications and Security Systems	Type / Age	Condition	P	F	G	Recap Period					Recap $
						0-5	5-10	10-15	15-20	20-25	
Telephone	By service provider										
•											
Data	By service provider										
•											
Intrusion Alarm	By service provider										
•											
Public Address	N/A										
•											

Appendix C

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1 / A-02 EXISTING FIRST FLOOR PLAN

SCALE: 1:100

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HATCH ARCHITECTS LTD

ROLE	NAME	SIGNATURE	DATE
DRAFTSPERSON	A.L.	NR	10/12/2019
DESIGNER		NR	
CHECKER			
DESIGN COORD.			
RESP. ENG.			
LEAD DISC. ENG.			
ENG. MANAGER			
PROJ. MANAGER			

No.	DESCRIPTION	BY	CHK'D	DATE

REVISIONS

DRAWING APPROVAL STATUS:

DRAWING No.	DRAWING TITLE

REFERENCE DRAWINGS

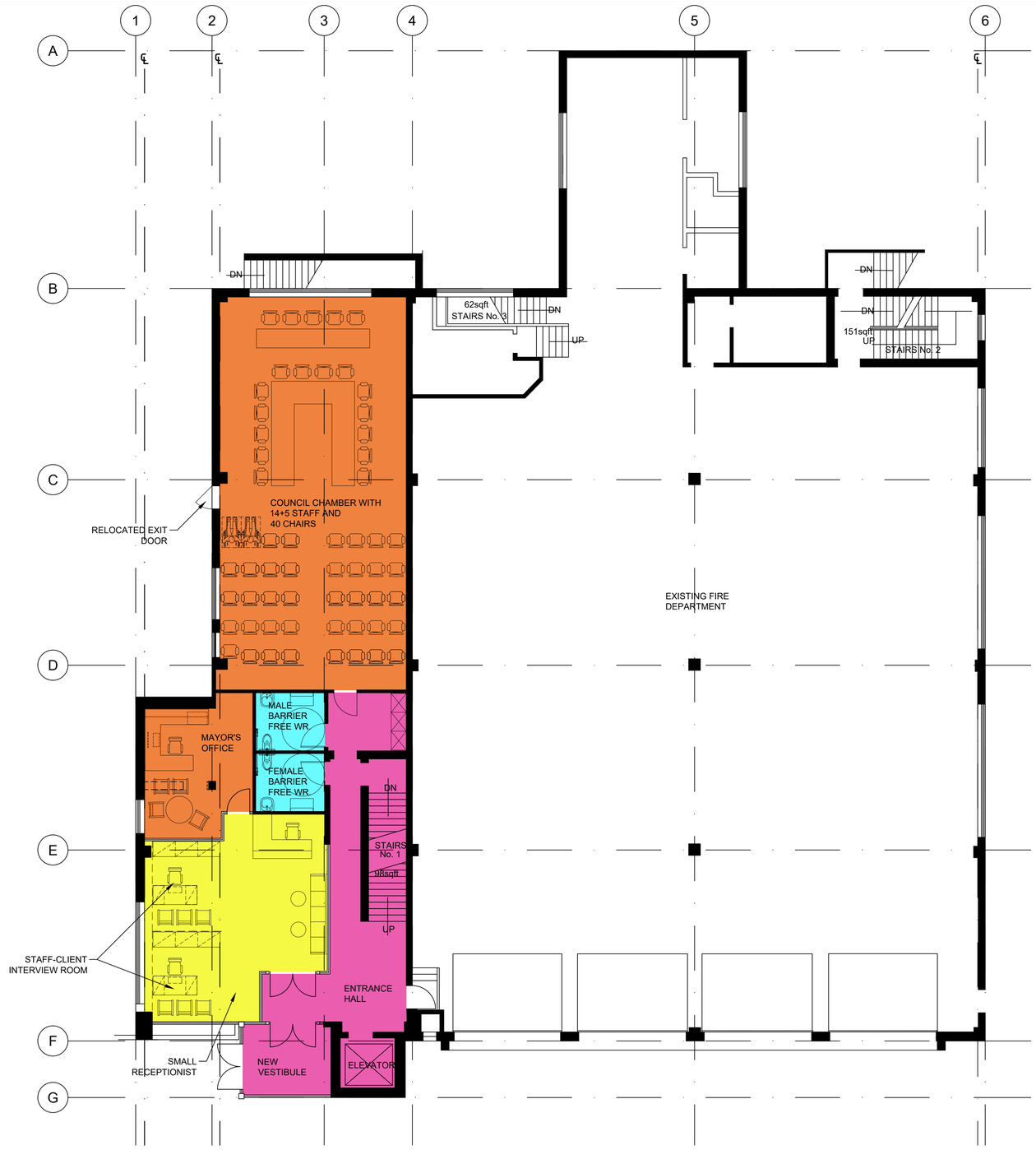
REGISTERED PROFESSIONAL

WINDSOR - WEST HANTS
MUNICIPAL COMPLEX RENOVATION

WINDSOR
EXISTING FIRST FLOOR PLAN

SCALE	DWG. No.	REV
1:100 OR AS NOTED	A-02	A

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1 A-02 FIRST FLOOR PLAN - SPACE LAYOUT

SCALE: 1:100

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REGISTERED PROFESSIONAL

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REVISIONS				

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DESIGNER		NR	
CHECKER			
DESIGN COORD.			
RESP. ENG.			
LEAD DISC. ENG.			
ENG. MANAGER			
PROJ. MANAGER			
DRAWING APPROVAL STATUS:			

WINDSOR - WEST HANTS
MUNICIPAL COMPLEX RENOVATION

WINDSOR
PROPOSED FIRST FLOOR PLAN

SCALE: AS NOTED | DWG. No.: A-02 | REV: A

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DWG. No.



EXISTING SECOND FLOOR

1 / A-03 EXISTING SECOND FLOOR PLAN

SCALE: 1:100

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DRAFTSPERSON	A.L.	NR	10/12/2019	
DESIGNER		NR		
CHECKER				
DESIGN COORD.				
RESP. ENG.				
LEAD DISC. ENG.				
ENG. MANAGER				
PROJ. MANAGER				

WINDSOR - WEST HANTS
MUNICIPAL COMPLEX RENOVATION

WINDSOR
EXISTING SECOND FLOOR PLAN

DRAWING No.	DRAWING TITLE
REFERENCE DRAWINGS	

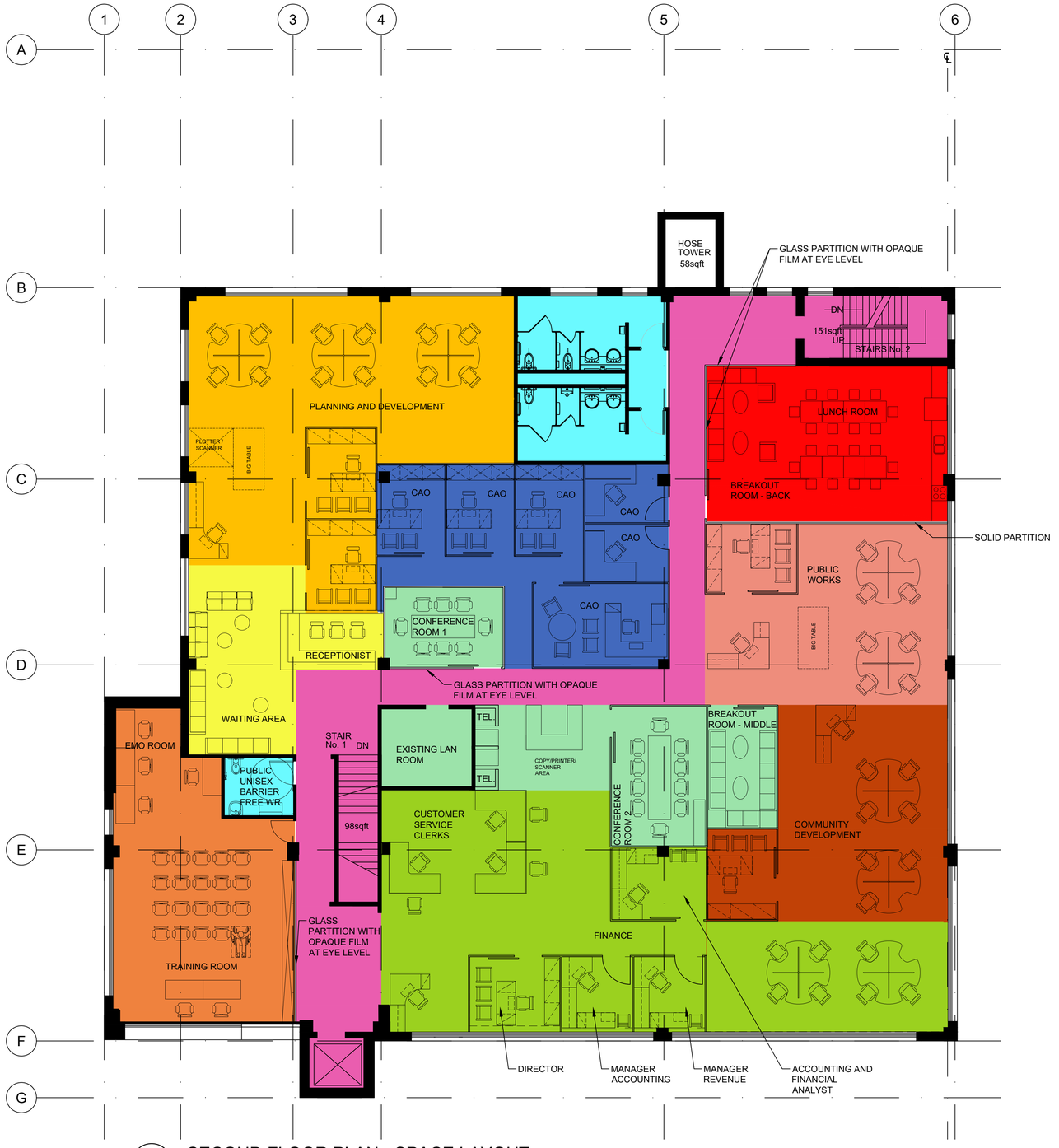
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No.	DESCRIPTION	BY	CHK'D	DATE
REVISIONS				

ROLE	NAME	SIGNATURE	DATE
DRAWING APPROVAL STATUS:			

SCALE	DWG. No.	REV
AS NOTED	A-03	A

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12/12/2019
9:07 AM
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LEGEND

- TRAINING/EMO
- PLANNING & DEVELOPMENT
- STAFF BREAK OUT AREAS
- FINANCE
- CAO
- COMMUNITY DEVELOPMENT
- PUBLIC WORKS
- COMMON AREAS
- CIRCULATION
- RECEPTION & STAFF/CLIENT INTERVIEW ROOM
- WASHROOMS

1 / A-02 SECOND FLOOR PLAN - SPACE LAYOUT

SCALE: 1:100

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DRAFTSPERSON	A.L.	NR	2020/01/10
DESIGNER		NR	
CHECKER			
DESIGN COORD.			
RESP. ENG.			
LEAD DISC. ENG.			
ENG. MANAGER			
PROJ. MANAGER			

No.	DESCRIPTION	BY	CHK'D	DATE

DRAWING APPROVAL STATUS:

WINDSOR - WEST HANTS
MUNICIPAL COMPLEX RENOVATION

WINDSOR
PROPOSED FIRST FLOOR PLAN

DRAWING No.	DRAWING TITLE
REFERENCE DRAWINGS	REGISTERED PROFESSIONAL

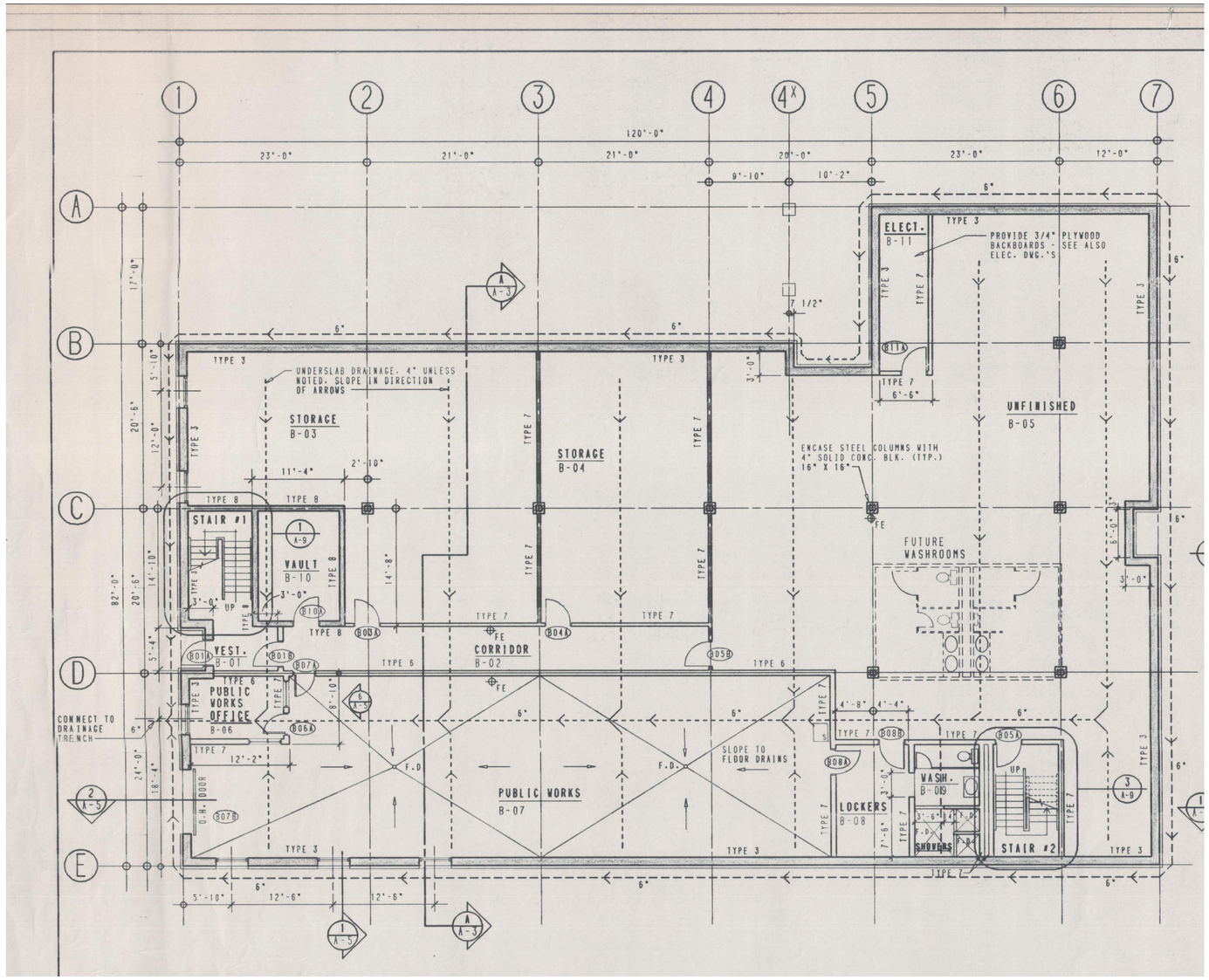
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DWG. No.: A-02

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DWG. No.



1 / A-01 EXISTING BASEMENT FLOOR PLAN

SCALE: 1:100

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HATCH ARCHITECTS LTD

No.	DESCRIPTION	BY	CHK'D	DATE

ROLE	NAME	SIGNATURE	DATE
DRAFTSPERSON	A.L.	NR	10/12/2019
DESIGNER		NR	
CHECKER			
DESIGN COORD.			
RESP. ENG.			
LEAD DISC. ENG.			
ENG. MANAGER			
PROJ. MANAGER			

DRAWING APPROVAL STATUS:

WINDSOR - WEST HANTS
MUNICIPAL COMPLEX RENOVATION

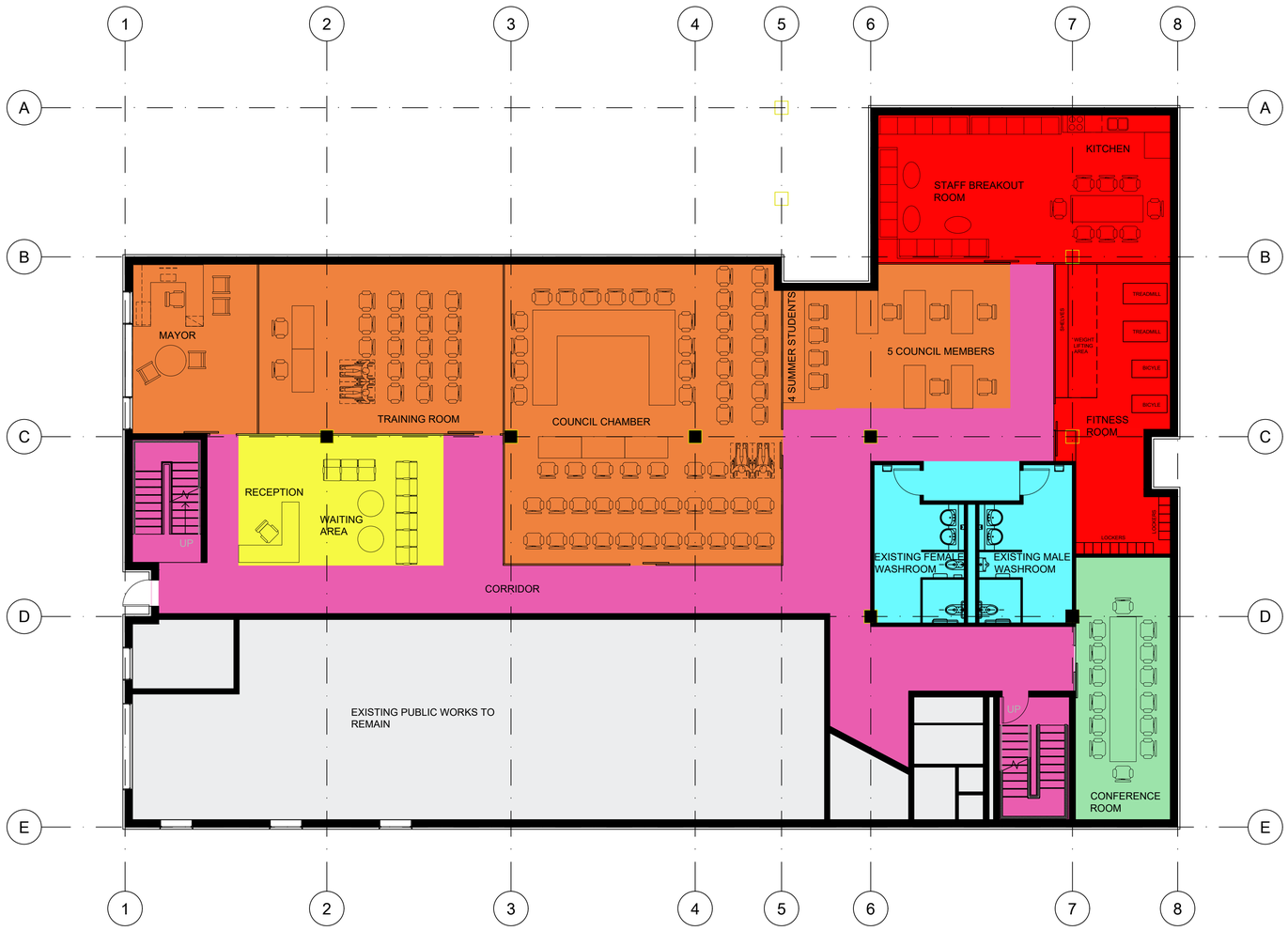
WEST HANTS
EXISTING BASEMENT PLAN

DRAWING No.	DRAWING TITLE
REFERENCE DRAWINGS	

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SCALE	DWG. No.	REV
AS NOTED	A-01	A

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LEGEND ALL

- MAYOR/COUNCIL/TRAINING/EMO
- STAFF BREAK OUT AREAS
- COMMON AREAS
- CIRCULATION
- RECEPTION / WAITING AREA
- WASHROOMS
- EXISTING TO REMAIN

1 / A-01 PROPOSED BASEMENT FLOOR PLAN

SCALE: 1:100

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ROLE	NAME	SIGNATURE	DATE
DRAFTSPERSON	A.L.	NR	2020/01/10
DESIGNER		NR	
CHECKER			
DESIGN COORD.			
RESP. ENG.			
LEAD DISC. ENG.			
ENG. MANAGER			
PROJ. MANAGER			

WINDSOR - WEST HANTS
MUNICIPAL COMPLEX RENOVATION

WEST HANTS
PROPOSED BASEMENT FLOOR PLAN

DRAWING No.	DRAWING TITLE
REFERENCE DRAWINGS	

REGISTERED PROFESSIONAL

No.	DESCRIPTION	BY	CHK'D	DATE
REVISIONS				

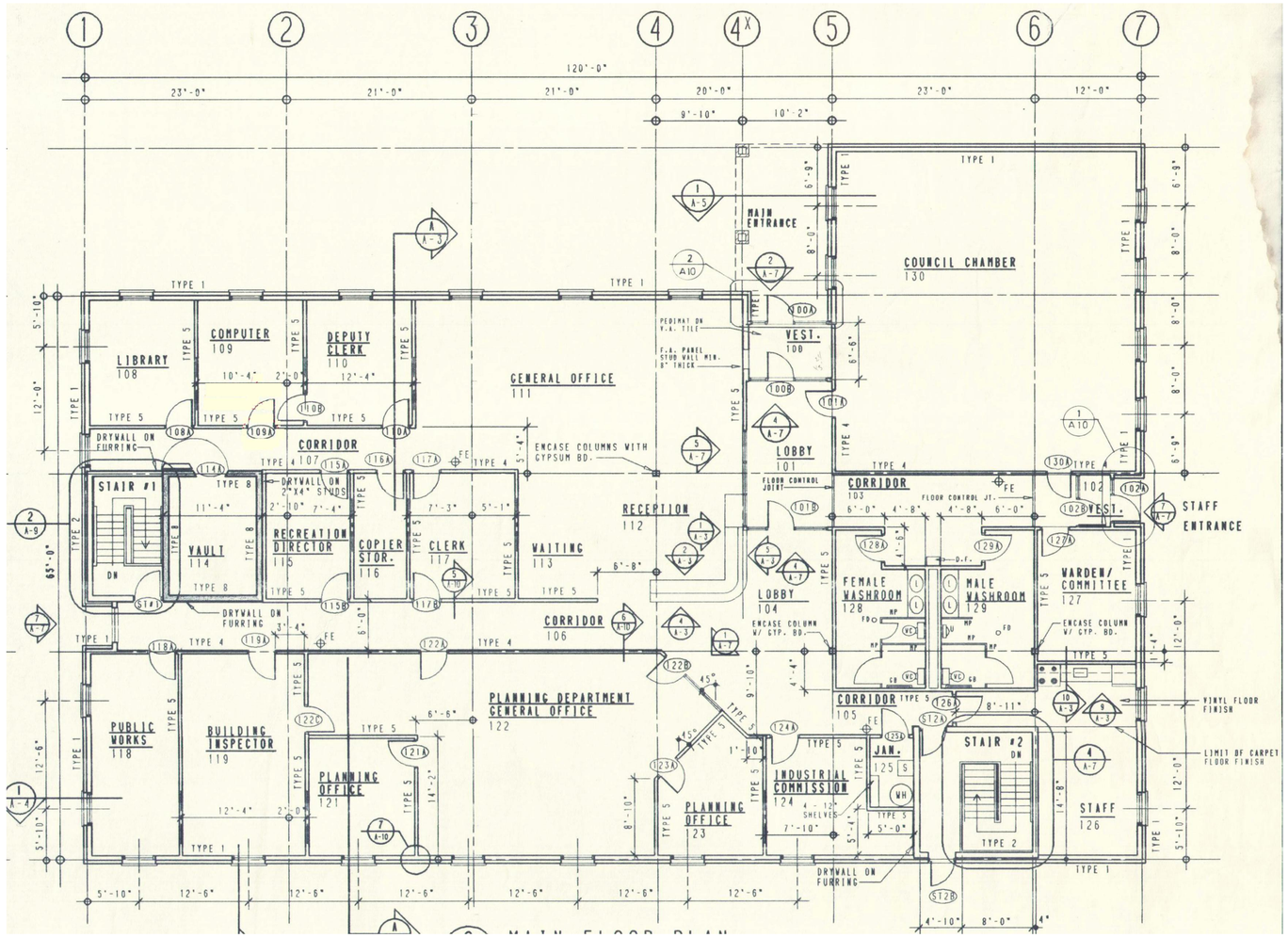
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SCALE: AS NOTED

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1 / A-02 EXISTING FIRST FLOOR PLAN

SCALE: 1:100

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HATCH ARCHITECTS LTD

ROLE	NAME	SIGNATURE	DATE
DRAFTSPERSON	A.L.	NR	10/12/2019
DESIGNER		NR	
CHECKER			
DESIGN COORD.			
RESP. ENG.			
LEAD DISC. ENG.			
ENG. MANAGER			
PROJ. MANAGER			

No.	DESCRIPTION	BY	CHK'D	DATE

WINDSOR - WEST HANTS
MUNICIPAL COMPLEX RENOVATION

WEST HANTS
EXISTING FIRST FLOOR PLAN

DRAWING No.	DRAWING TITLE
REFERENCE DRAWINGS	REGISTERED PROFESSIONAL

REVISIONS

DRAWING APPROVAL STATUS:

SCALE: OR AS NOTED

DWG. No.: A-02

REV: A

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DWG. No.



LEGEND

- PUBLIC WORKS
- COMMUNITY DEVELOPMENT
- FINANCE
- CAO
- PLANNING AND DEVELOPMENT
- COMMON AREAS
- CIRCULATION
- RECEPTION & STAFF/CLIENT INTERVIEW ROOM
- WASHROOMS

1 / A-02 PROPOSED FIRST FLOOR PLAN

SCALE: 1:100

ISSUED FOR INFORMATION

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HATCH ARCHITECTS LTD

ROLE	NAME	SIGNATURE	DATE
DRAFTSPERSON	A.L.	NR	2020/01/10
DESIGNER		NR	
CHECKER			
DESIGN COORD.			
RESP. ENG.			
LEAD DISC. ENG.			
ENG. MANAGER			
PROJ. MANAGER			

No.	DESCRIPTION	BY	CHK'D	DATE

DRAWING APPROVAL STATUS:

WINDSOR - WEST HANTS
MUNICIPAL COMPLEX RENOVATION

WEST HANTS
PROPOSED FIRST FLOOR PLAN

DRAWING No.	DRAWING TITLE
REFERENCE DRAWINGS	REGISTERED PROFESSIONAL

SCALE: AS NOTED

DWG. No.: A-02

REV: A

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Appendix D

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W.B. STEPHENS BUILDING
ENVIRONMENTAL RISK REGISTER

ID	Incident	Cause	Consequence	Existing safeguards	Pre-mitigation Probability	Impact	Weighted Cost	Mitigation Measure	Post-mitigation Probability	Impact2	Weighted Cost2	Comments
1	**Hazmat**											
	asbestos insulation and fire proofing	damage/exposure	Health	None	H	M	$ 2,500.00	Abatement	N/A	N/A	$ -	2006 Hazmat report Identifies locations
	asbestos pipe insulation	damage/exposure	Health	None	H	M	$ 2,000.00	Abatement	N/A	N/A	$ -	2006 Hazmat report Identifies locations
	asbestos Drywall	damage/exposure	Health	None	H	M	$ 2,500.00	Abatement	N/A	N/A	$ -	2006 Hazmat report Identifies locations
	asbestos ceiling tile	damage/exposure	Health	None	L	L	$ 1,000.00	Abatement	N/A	N/A	$ -	1960's building, testing if renovations occur
	asbestos floor tile	damage/exposure	Health	None	H	M	$ 2,500.00	Abatement	N/A	N/A	$ -	2006 Hazmat report Identifies locations
	PCBs	damage/exposure	Health	None	L	L	$ 1,000.00	Removal	N/A	N/A	$ -	1960's building, testing if renovations occur
	lead paint	handling	Health	None	L	L	$ 1,000.00	Removal	N/A	N/A	$ -	1960's building, testing if renovations occur
	mercury thermostats	damage/exposure	Health	None	L	L	$ 1,000.00	Removal	N/A	N/A	$ -	1960's building, testing if renovations occur
	refrigerants	damage/leaks	Respiratory	Annual testing	L	L	$ 1,500.00	Repair/recharge	L	L	$ -	
	ammonia gas in arenas	exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	mould	exposure	Respiratory	None	L	L	$ 2,400.00	Abatement	L	L	$ -	
	corrosives, toxins, caustics	spills/exposure	Respiratory/Irritant	Air circulation	L	L	$ 200.00	Clean-up	L	L	$ 200.00	Proper handling/storage diminishes the potential
2	**Air quality**											
	CO	exposure	Respiratory/headache	Vehicle Exh. System	L	L	$ 200.00	Increase fresh air	L	L	$ -	Fire hall has vehicle exhaust capture system
	CO2	exposure	Respiratory/headache	HRV installed	L	L	$ 200.00	Increase fresh air	L	L	$ -	
	NOx	exposure	Respiratory/headache	Vehicle Exh. System	L	L	$ 200.00	Increase fresh air	L	L	$ -	Fire hall has vehicle exhaust capture system
	Radon	exposure	Respiratory	None	M	M	$ 1,000.00	Radon exhaust system	L	L	$ -	1960's building with basement
	VOCs	exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	humidity	exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	dirty filters	exposure	Respiratory/Irritant	Filter change	L	L	$ 200.00	Scheduled maintenance	L	L	$ -	Annual maintenance will prevent this
	legionella	exposure	Respiratory/Irritant	Clean AHU drain pans	L	M	$ 200.00	Scheduled maintenance	L	L	$ -	Annual maintenance will prevent this
	welding (Shop Areas)	exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	carpentry (Shop Areas)	exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	painting (Shop Areas)	exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	fiberglass insulation	exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	Chlorine	exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	Methane gas	exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
3	**Contaminated sites**											
	Fuel tanks	spills	Contamination	Visual inspectionn	L	L	$ 3,000.00	Clean-up	L	L	$ -	
	Propane tanks	leaks	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	

WEST HANTS MUNICIPAL OFFICE
ENVIRONMENTAL RISK REGISTER

ID	Incident	Cause	Consequence	Existing safeguards	Pre-mitigation Probability	Impact	Weighted Cost	Mitigation measure	Post-mitigation Probability	Impact2	Weighted Cost2	Comments
1	**Hazmat**											
	asbestos insulation and fire proofing	damage/exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	asbestos pipe insulation	damage/exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	asbestos Drywall	damage/exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	asbestos ceiling tile	damage/exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	asbestos floor tile	damage/exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	PCBs	damage/exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	lead paint	handling	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	mercury thermostats	damage/exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	refrigerants	damage/leaks	Respiratory	Annual Leak Tests	L	L	$ 1,500.00	Repair/recharge system	L	L	$ 1,500.00	Annual maintenance will prevent this
	ammonia gas in arenas	exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	mould	exposure	Respiratory	Cleaning/Air circulation	L	L	$ 2,400.00	Abatement	L	L	$ -	
	corrosives, toxins, caustics	spills/exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
2	**Air quality**											
	CO	exposure	Respiratory/Headache	Detector in office area	L	M	$ 5,000.00	Exhaust in garage	L	L	$ -	CO monitoring/exhaust system in garage will solve
	CO2	exposure	Respiratory/headache	HRV system	L	L	$ 200.00	Fresh-air ventilation	L	L	$ -	
	NOx	exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	Radon	exposure	Respiratory	None	L	M	$ 1,500.00	Radon exhaust system	L	L	$ -	
	VOCs	exposure	Respiratory/Irritant	Air circulation	L	L	$ 200.00	ventilation	L	L	$ -	
	humidity	exposure	Dryness	None	L	L	$ 4,000.00	Humidifier	N/A	N/A	N/A	Existing humidifiers were removed
	dirty filters	exposure	Respiratory/Irritant	Filter change	L	L	$ 200.00	Scheduled maintenance	L	L	$ -	Annual maintenance will prevent this
	legionella	exposure	Respiratory/Irritant	Clean AHU drain pans	L	H	$ 200.00	Scheduled maintenance	L	L	$ -	Annual maintenance will prevent this
	welding (Shop Areas)	exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	carpentry (Shop Areas)	exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	painting (Shop Areas)	exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	fiberglass insulation	exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	Chlorine	exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	Methane gas	exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
3	**Contaminated sites**											
	Fuel tanks	spills	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	Propane tanks	leaks	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	

WEST HANTS REGIONAL MUNICIPALITY
Regular Meeting of Council Agenda AMENDED
October 27, 2020 - 6:00 p.m.
In-Person at Sanford Council Chambers, 76 Morison Drive, Windsor, NS
Also held Via Zoom and Facebook Livestreamed

1. Call to Order

2. Roll Call

3. Announcements
   a) Carnegie Medal Presentation to Mr. Mike Barkhouse

4. Approval of the Agenda, including additions or deletions
   a) Dashboard – Action Items

5. Declaration of Conflict of Interest

6. Approval of Previous Meeting Minutes
   a) 2020-09-22 Council Meeting minutes
   b) 2020-09-22 Public Hearing minutes – Building Code By-law RB-001
   c) 2020-09-22 Public Hearing minutes – Repeal of Minimum Standards By-law REPEAL-001
   d) 2020-09-22 Public Hearing minutes – Ski Martock Land Use By-law Amendment PID 45038510
   e) 2020-10-13 Special Council Meeting minutes

7. Presentations - None

8. Unfinished Business/Postponed Motions - None

9. Public Hearings
   a) 2020-10-27 File 20-02C Cannabis in Hantsport Second Reading Report – Public Hearing and Second Reading
   b) File # 20-08 Civic Addressing By-law - REMOVED

10. Mayor's Report

11. Committees of Council Recommendations
   a) Committee of the Whole Excerpts – October 13, 2020
      i. Debt Refinancing
      ii. Easement Lease with Rogers Wireless
      iii. Fire Rescue Truck (SWH) Tender Award
      iv. Meeting and Committee Procedural Policy Amendments
      v. MFC Fall Debenture

vi. Rezoning Application, 20 Main Street, Hantsport
vii. Temporary Borrowing Resolutions (Hantsport Fire Dept. Station and West Hants Sports Complex)
viii. Waste Collection Contract

b) Planning Advisory Committee
i. 2020-10-27 File 20-20B Development Agreement - 426 Ashdale Rd First Reading - Recommendation Report
ii. 2020-10-27 File 20-03B Development Agreement - 583 Hwy 236 First Reading - Recommendation Report
iii. 2020-10-27 File 20-17C – Land Use By-law Amendment - 543 O'Brien St First Reading – Recommendation Report

c) Audit Committee Excerpts – October 22, 2020
i. District of West Hants Consolidated Financial Statements on March 31, 2020
ii. Town of Windsor Consolidated Financial Statements on March 31, 2020
iii. Region of Windsor and West Hants Municipality Consolidated Financial Statements on March 31, 2020

12. Councillor Municipal Activity Reports – Verbal Updates

13. Correspondence
a) Avon River Aboiteau/Hwy 101 Twinning Correspondence Log
b) Dept Mun Affairs & Housing (Oct. 21, 2020) - Change of Name of Mun Approval
c) Carol Bradley (Oct. 22, 2020) - Glyphosohate Spraying

14. New Business
a) 2020 Cardlock Fuel Dispenser - Recommendation Report
b) W.B Stephens Building Design Project Management - Recommendation Report
c) Western Regional Housing Authority Appointment - Recommendation Report
d) J-Class Roads Update

15. In-Camera
a) MGA 22 (2)(c) – Personnel Matters
b) MGA 22 (2)(e) – Contract Negotiations

16. Next Meeting Date / Adjournment

WEST HANTS REGIONAL MUNICIPALITY

Regular Council Minutes
October 27, 2020 6:00 pm
In-Person at Sanford Council Chambers, 76 Morison Drive, Windsor, NS
Also held via Zoom and Facebook Livestreamed

1) Call to Order

Mayor Zebian called the meeting to order at 6:00 p.m.

2) Call of Roll

Council Present:

Abraham Zebian, Mayor
Rupert Jannasch, Councillor, District 1
Scott McLean, Councillor, District 2
Mark McLean, Councillor, District 3
Jeff Hartt, Councillor, District 4
Debbie Francis, District 5
Paul Morton, Deputy Mayor, District 8
Bob Morton, Councillor, District 6
Ed Sherman, Councillor, District 7
Richard Murphy, Councillor, District 9
Laurie Murley, Councillor, District 10
Jim Ivey, Councillor, District 11

Staff and Guests Present:

Mark Phillips, Chief Administrative Officer
Todd Richard, Dir. Public Works
Sara Poirier, Planner
Saira Shah, Planner
Carlee Rochon, Dir. Financial Services
Rhonda Brown, Municipal Clerk
Madelyn LeMay, Dir. Planning & Development
Michael Barkhouse

There was 1 member of the public in the Council Chambers, other members of the public watched the meeting using Facebook Live.

3) Announcements

a) Carnegie Medal Presentation to Mr. Mike Barkhouse

Mayor Zebian presented Mr. Michael Barkhouse with the Carnegie Medal awarded to him in 2019 for his act of heroism for rescuing a young lady in a cage with a dog who was attacking her while he was working in Northern Canada. The Mayor informed the Carnegie Medal was started in 1904 to recognize outstanding heroic acts that save lives of other. Mr. Barkhouse was one of 3 Canadians awarded the medal in 2019. Mayor Zebian state the Municipality and residents were proud to have Mr. Barkhouse in our community.

Michael Barkhouse left the meeting at 6:07 pm

b) Other Announcements

i) There will not be a Christmas Angels Telethon this year, however donation of $50 value gift card is being requested which can be dropped of at various businesses in the red Christmas Angels Stocking.
ii) There various free Safe Halloween events happening in the area including a scavenger hunt and pumpkin carving & lighting, some events needed to be pre-booked.
iii) There is a free Play Program being offered for children to develop basic and fine motor skills, registration is though the Community Development Department.
iv) The in-door walking is starting at the Windsor Community Center on November 2, 2020.
v) Birthdays of some residents were announced.
vi) MLA Chuck Porter was thanked for helping to get work done on Collier Rd and Dawson Rd in District 4.
vii) Pat Post who work with feral cats is looking for heating pads used to keep them warm, any donations can be dropped off at the office to Chrystal Remme or given to Councillor Francis.

4) Approval of Agenda, including additions or deletions

a) Dashboard – Action Items

MOVED by Councillor Murley and Deputy Mayor Morton that the agenda be approved as amended with the following changes:

- **Delete 7(b) File#20-08 Civic Addressing By-law – Public Hearing and Second Reading**
- **Add 14(d) – J-Class Road Update**
- **Add 15(a) – In-Camera MGA 22(2)(c) – Personnel Matter**
- **Add 15(b) – In-Camera MGA 22(2)(e) – Contract Negotiations**

Motion Carried.

5) Declarations of Conflict of Interest – There were no declarations

6) Approval of Previous Meeting Minutes

MOVED by Councillor Deputy Mayor Morton and Councillor Sherman to approve the

a. **2020-09-22 Council minutes**
b. **2020-09-22 Public Hearing minutes – Building Code Act By-law, RB-001**
c. **2020-09-22 Public Hearing minutes – Repeal of Minimum Standards By-law, REPEAL-001**
d. **2020-09-22 Public Hearing minutes – Ski Martock Land Use By-law Amendment, PID 45038510**
e. **2020-10-13 Special Council minutes**

Motion Carried.

7) Presentations – There were no presentations

8) Unfinished Business/Postponed Motions – There was no unfinished business.

9) Public Hearing

a) 2020-10-27 File 20-02C Cannabis in Hantsport - Public Hearing and Second Reading

MOVED by Deputy Mayor Morton and Councillor Sherman to go into Public Hearing.
Motion Carried.

The meeting moved into Public Hearing at 6:14 pm. Further information on the Public Hearing is available in the 2020-10-27 Public Hearing Minutes – Cannabis in Hantsport.

Mayor Zebian declared the Public Hearing closed.

Council Meeting reconvened at 6:21 pm.

10) Mayor's Report

Mayor Zebian read his report. He thanked Director Rochon and her team for the additional work put forth to complete the three financial audits. The Mayor added that roadside garbage is being seen more and everyone in the Municipality needed to do better to help keep our communities clean.

Discussion Points:

- The West Hants Sports Complex will have a soft opening in early November with some videos and a grand opening sometime in the future when more people can be accommodated which will include Provincial partners.
- The first Valley Maple Leaf game is scheduled for November 6th in the Sports Complex pending COVID protocols. Due to COVID tickets may be presold for the 200 seats allowed during games. Minor hockey is not playing games and viewing is not allowed for practices, except for 1 parent. Communication is being arranged.
- Residents using the walking track will need to make appointments.
- Although the front doors will be locked for COVID protocols, there are panic buttons on the inside of the doors to let people out.

11) Committees of Council Recommendations

a) Committee of the Whole Excerpts – October 13, 2020

i) Debt Refinancing

MOVED by Deputy Mayor Morton and Councillor Francis that Council approves a temporary borrowing resolution in the amount of $1,335,000 to refinance the loan for the Brooklyn Fire Department and Civic Centre.
Motion Carried.

MOVED by Deputy Mayor Morton and Councillor Murley that Council approves the Mayor and Municipal Clerk to sign the Resolution for Pre-Approval of Debenture Issuance, subject to interest rate confirmation not to exceed 5.5%, to enable the West Hants Regional Municipality to issue a 15-year debenture of $1,335,000.
Motion Carried.

ii) Easement Lease with Rogers Wireless

MOVED by Deputy Mayor Morton and Councillor M. McLean that Council approve the Roger's Wireless Telecommunication Site Lease Agreement Extension, for three 5-year terms starting April 1, 2021 as presented in their letter dated September 9, 2020.
Motion Carried.

iii) Fire Rescue Truck (SWH) Tender Award

MOVED by Deputy Mayor Morton and Councillor Sherman that Council the award of Tender WHRMAD20-04 for a Fire Rescue Truck to Rocky Mountain Phoenix at a cost of $252,299.68 plus applicable taxes.
Motion Carried.

MOVED by Deputy Mayor Morton and Councillor Sherman that Council approves a temporary borrowing resolution in the amount of $263,123, for Fire Rescue Truck for the Southwest Hants Fire Department.
Motion Carried.

iv) Meeting and Committee Procedural Policy Amendments

MOVED by Deputy Mayor Morton and Councillor Murphy that Council approve the First Amendment to the Meeting and Committee Procedural Policy, RCOGE-003.00 as presented to Committee of the Whole on October 13, 2020.
Motion Carried.

v) MFC Debenture

MOVED by Deputy Mayor Morton and Councillor M. McLean that Council approves a temporary borrowing resolution 20/21-01 in the amount of $24,455, for radios for the Brooklyn Fire Department Stations 1 and 2.
Motion Carried.

MOVED by Deputy Mayor Morton and Councillor Murphy that Council approves the Mayor and Municipal Clerk to sign the Resolution for Pre-Approval of Debenture Issuance, subject to interest rate confirmation not to exceed 5.5%,

to enable the West Hants Regional Municipality to issue a 10-year debenture of $24,455.
Motion Carried.

vi) Rezoning Application, 20 Main Street, Hantsport

MOVED by Deputy Mayor Morton and Councillor Jannasch that the Chief Administrative Officer be directed to submit an application to the Planning and Development Department for the rezoning of the property formerly known as the Hantsport Town Hall, 20 Main Street, Hantsport NS (PIDS # 45043312 and 45043304), from the current zoning of Institutional (I) to Mixed Commercial /Residential (C-2).
Motion Carried.

vii) Temporary Borrowing Resolutions (Hantsport Fire Dept. Station and West Hants Sports Complex

MOVED by Deputy Mayor Morton and Councillor Sherman that Council approves the renewal of temporary borrowing resolution 19/20-02 in the amount of $2,625,000, for the Hantsport Fire Department Station.
Motion Carried.
Councillors Hartt and S. McLean voted nay.
(Discussion was held before voting.)

Discussion Points:

- Costs should be known before borrowing money for the project.
- The temporary borrowing resolution is a renewal of one previously made which allows for working capital over time until the actual loan is secured after final costs are known, which could be lower.
- Work to be done at the Hantsport Public Works Compound can be done using staff. Some materials maybe reused and structural integrity will not be affected.

MOVED by Deputy Mayor Morton and Councillor Ivey that Council approves the renewal of temporary borrowing resolution 19/20-03 in the amount of $5,135,000, for the West Hants Sports Complex.
Motion Carried.
Councillors Hartt and S. McLean voted nay.
(Discussion was held before voting.)

Discussion Points:

- The Sports Complex has not run over budget, the budget has increased due to changes approved by Council.
- Only the Municipal cost of the project is being financed, the remainder of the cost is covered by grants.

viii) Waste Collection Contract

MOVED by Deputy Mayor Morton and Councillor Francis that Council direct staff to pursue a request for proposal for the waste collection services provided to the former Town of Windsor until 2023.
Motion Carried.

b) Planning Advisory Committee

i) 2020-10-27 File 20-20B Development Agreement – 426 Ashdale Rd First Reading – Recommendation Report

Planner Shah reviewed the report through a short presentation.

MOVED by Councillors Ivey and M. McLean that Council gives First Reading and hold a Public Hearing to consider entering into a development agreement to allow an automotive repair shop at 426 Ashdale Rd., Ashdale which is substantively the same as the draft set out in Appendix C of the report to the Planning Advisory Committee dated October 8, 2020.
Motion Carried.

ii) 2020-10-27 File 20-30B Development Agreement – 583 – Recommendation Report

Planner Shah reviewed the report through a short presentation.

MOVED by Councillor Ivey and Deputy Mayor Morton that Council gives First Reading and hold a Public Hearing to consider entering into a development agreement to allow a licensed day care at 583 Hwy#236, Scotch Village, which is substantively the same as the draft set out in Appendix C of the report to the Planning Advisory Committee dated October 8, 2020.
Motion Carried.

iii) 2020-10-27 File 20-17C Land Use By-law Amendment – 543 O'Brien St First Reading- Recommendation Report

Planner Poirier reviewed the report through a short presentation.

MOVED by Councillors Ivey and Murley that Council give First Reading and hold a Public Hearing to consider amending the zoning map of the Windsor Land Use By-law to enable the lot located at 543 O'Brien Street, Windsor, PID 45055928 to be rezoned from the General Commercial (GC) Zone to the Highway Commercial (HC) Zone, as shown on Figure 2 and amending the text of the Windsor Land Use By-law to ensure adequate separation and buffering is provided for residential uses abutting commercial uses in commercial zones, in a manner substantively the same as Attachment A, all as attached to the Windsor Area Advisory Committee report #20-17

dated October 1, 2020.
Motion Carried.

Planner Shah, Planner Poirier and Director LeMay left the meeting at 7:20 pm.

c) Audit Committee Excerpts – October 22, 2020

i) District of West Hants Consolidated Financial Statements on March 31, 2020

Mayor Zebian provided highlights of the former West Hants audit and explained the Provincial Financial Condition Indicators (FCIs) used to compare similar municipalities, noting the former West Hants had two yellow FCIs. The financial software used is very good and detailed for tracking the financial processes. The Audit Committee Members were thanked for their commitment to the needed training and review of the audit statements.

MOVED by Mayor Zebian and Deputy Mayor Morton that Council approve the audited Municipality of the District of West Hants Consolidated Financial Statement on March 31, 2020, as presented to the Audit Committee.
Motion Carried.
(Discussion was held before voting.)

Discussion Points:

- Under 10% for uncollectable taxes would provide a green FCI, the 13.8% currently seen as a yellow FCI is lower than previous years and is anticipated to get better due to procedures put in place.
- The uncollectable taxes also create revenue through interest, $300,000 was generated from interest. Due to processes in place the Municipality will always get paid.

ii) Town of Windsor Consolidated Financial Statements on March 31, 2020

Mayor Zebian provided highlights of the former Town of Windsor audit and informing the Town had three yellow and one red FCIs.

MOVED by Mayor Zebian and Deputy Mayor Morton that Council approve the audited Town of Windsor Consolidated Financial Statement on March 31, 2020, as presented to the Audit Committee.
Motion Carried.

iii) Region of Windsor and West Hants Municipality Consolidated Financial Statements on March 31, 2020

Mayor Zebian provided highlights of the Coordinating Committee audit noting this was a small budget of $2.5 Million.

MOVED by Mayor Zebian and Councillor Murley that Council approve the audited Region of Windsor and West Hants Municipality Consolidated Financial

Statement on March 31, 2020, as presented to the Audit Committee.
Motion Carried.

General Discussion:

- During the Audit Committee meeting, the Auditors noted the gold standards being set by the Municipality.
- There will be one more FCI Report for each of the former municipalities before being merged into one report for the Regional Municipal that will be compared to other regional municipalities.

12) Councillor Municipal Business Reports - Verbal Updates

Councillors informed of the Volunteer Awards that were hand delivered to 39 residents. Congratulations were given to all volunteers for all the hard work they do in our Communities regardless if they received an award or not.

Councillor Murphy informed the French Mill Brook Watershed Advisory Committee has had their first meeting. At the meeting concerns were raised about ditching within the watershed.

Deputy Mayor Morton informed he was checking on the ability to have the Hantsport Winter Carnival and reminded residents to check with the Legion regarding Remembrance Day Services which will be done differently this year.

13) Correspondence

a) Avon River Aboiteau/Hwy 101 Twinning Correspondence Log
b) Dept Municipal Affairs & Housing (Oct. 21, 2020) – Change of Name of Municipal Approval
c) Carol Bradley (Oct. 22, 2020) – Glyphosohate Spraying

14) New Business

a) 2020 Cardlock Fuel Dispenser – Recommendation Report

Director Richard reviewed the report.

MOVED by Councillors Francis and Sherman that Council approve the award of tender WWHPW20-17 for the supply, installation, and commissioning of a new twin-product (gasoline & diesel) pump c/w Cardlock Fuel Dispensing hardware to Redden Petroleum Enterprises Ltd., at a cost of $94,592.00 plus applicable taxes and a 15% contingency.
Motion Carried .
(Discussion was held before voting.)

Discussion Points:

- Better pricing for fuel is received from bulk purchases.
- This is the same project previously in the Windsor 5-year capital budget that when previously tendered was over budget. This purchase includes electronic hardware and work needed to bring the fuel system to standards.
- The gas and diesel fibreglass tanks built in 1989are below ground, some leak detection measures will be added. The pumps will be installed beside the tanks.

b) W. B Stephens Building Design Project Management – Recommendation Report

Director Richard review the report.

MOVED by Councillors Murphy and Murley that Council approve the award of tender WWHPW20-15 for the W.B. Stephens Building Design & Project Management contract to Harvey ARCHITECTURE Limited, for the tendered price of $198,500 plus 10% design contingency, plus applicable taxes.

MOVED by Councillors Ivey and Sherman that the motion be deferred until November Committee of the Whole to allow for additional operational costing information of the other municipal buildings.
Deferment Motion Carried.
(Discussion was held before voting.)

Discussion Points:

- An engineering report was completed by Hatch Engineering for both Municipal Offices during consolidation. There were no structural concerns regarding the Windsor Fire Department section of the building, the loads and apparatus house there have decreased over the years.
- The building would be an open office concept with some individual offices, design would have input from staff and Council as well as be COVID compliant to accommodate approximately 50 staff. Some staff may be able to work from home.
- Capacity for parking could be accommodated near Fort Edward, the Windsor Armoury, and the Windsor Fire Department (WFD); agreements may be needed.
- A capital budget of $2.8 Million was approved for the project, this award is only for just the design, other costs will be incurred in phases.
- Consolidating into one building allows for the other municipal office buildings to be surplus and sold, this would also generate future revenue of those sites as Municipally owned properties are not taxed. There are also capital and operational cost savings.
- The bulk water station at 76 Morison Dr. will be moved to Station Lane in Falmouth, this should not significantly increase water hauler costs. Moving the station has been a goal for a few years as there are safety concerns at the current location. Other potential relocation sites should be considered that would be closer to the districts requiring water hauling services.

- WFD is a co-tenant of the W.B. Stephen building, should the building not be renovated for use then space would be wasted or a new WFD building built so the current building could be deemed surplus and sold.
- Renovations can have cost overruns of 20-30%, but delaying may also cause increase costs.

c) Western Regional Housing Authority Appointment – Recommendation Report

Mayor Zebian informed that Cindy Shupe has been the representative for the last three years and excited at the chance to serve another term.

MOVED by Councillor Francis and Deputy Mayor Morton that Council recommend to the Minister of Municipal Affairs and Housing that Cindy Shupe's appointment as the West Hants Regional Municipality representative on the Western Regional Housing Authority be extended for a second term ending in 2023.
Motion Carried.

d) J-Class Roads Update

Mayor Zebian informed that work has begun on Underwood Road, Aylward Road and Dill Road.

15) In-Camera

MOVED by Deputy Mayor Morton and Councillor Murphy to move in-camera. Motion Carried.

The meeting moved in-camera at 8:33 pm.

MOVED by Councillors Sherman and Murphy that the meeting move out of in-camera. Motion Carried.

The meeting reconvened at 9:29 pm.

16) Next Meeting Date / Adjournment

MOVED by Councillors Ivey and Murphy that the meeting adjourn.
Motion Carried.

The meeting ended at 9:31 pm.

Abraham Zebian, Mayor

Rhonda Brown, Municipal Clerk

WEST HANTS REGIONAL MUNICIPALITY
Municipal Complex Support Document
November 10, 2020 COTW

To: Committee of the Whole

Submitted by: _____
Mark Phillips, Chief Administrative Officer

Date: November 10, 2020

Subject: W.B. Stephens Building Design & Project Management

LEGISLATIVE AUTHORITY

N/A

RECOMMENDATION

N/A

BACKGROUND

A report for the design and project management of the scheduled renovation of the W.B. Stephens Building, 100 King Street, Windsor was presented to Council at the October 27th WHRM Council meeting as part of the required procurement process. The location of the future municipal complex was determined through the consolidation process and the renovation costs associated with the 100 King Street building has been approved as part of the 2020/21 Capital budget.

During the discussions of Council at the October 27th meeting, Council reflected on broader points surrounding the various benefits and challenges associated with both the 100 King Street building as well as the 76 Morison Drive building. As a result, Council deferred the discussion to COTW and requested further information surrounding operating costs and market values. Other points highlighted were renovation considerations, future pandemic compliance, parking, accessibility and other building and location characteristics. Staff have gathered existing information and presented it in the table included in this report. In addition to this report, a recommendation report, " Coordinating Committee, Recommendation Report- Municipal Complex Review Recommendation Report, March 9, 2020" is attached for Council's review. The March 9th report also includes the building assessment report, "Windsor / West Hants: Municipal Complex Review H-361616" completed in February 2020. This report should be reviewed as it reflects greater details associated with each building including future concepts expressing the spatial capacity of each location based on administrative needs.

DISCUSSION

The following table was created to summarize key components factoring into the discussions. This report and all attachments should be reviewed to capture more in-depth details associated with the buildings.

Building: 100 Kings Street, Windsor		**Building: 76 Morison Drive, West Hants**	
Building Operational Budgets (2020/21)			
30,560 sq ft. (2 Storey Plus Basement)		15,947 sq ft. (1 Storey Plus Basement)	
Revenue*		**Revenue**	0
Rentals - Windsor Fire	63,160		
Lease - Cell Tower	8,000		
Lease - ScotianWEB	43,050		
Total Revenue	114,210		

Building: 100 Kings Street, Windsor		Building: 76 Morison Drive, West Hants	
Expenses (Entire Facility)	151,479	**Expenses**	99,087
Surplus/(Deficit)	(37,269)	**Surplus/(Deficit)**	(99,087)
Excluding WFD rent -63,160	(100,429)		
Gross expenses per sq ft (Total exp / Total sq ft)	$4.96	Gross expenses per sq ft (Total exp / Total sq ft)	$6.21
* It should be noted that $63,160 comes from Windsor Fire Department, to recovery maintenance costs. But has zero impact on operational budget. Further energy efficiencies will be achieved through renos.		Further energy efficiencies will be achieved through renos.	
Potential Commercial Tax Revenue – *Pending Sale of Property			
2019 Assessed Value $1,394,000	Rate 3.91 Taxes $54,505	2019 Assessed Value $1,275,300	Rate 1.79 Taxes $22,828
*Note: The sale of the building would require the construction of a new fire station or to secure a lease of the existing WFD space. Construction cost for a new fire department unknown at this time.		*Note: The sale of the building would require the relocation of the Parks garage and equipment or to secure a lease of the existing space.	
Potential Lease / Rent Revenue – *Pending Appraisal Outcomes*			
Market Value TBD – No Appraisal 30,560 sq ft. (2 Storey Plus Basement) Estimated Non-Fire Space available for rent: 15,947 sq ft		Market Value TBD – No Appraisal 15,947 sq ft. (1 Storey Plus Basement)	

<table>
<tr><th>Building: 100 Kings Street, Windsor</th><th>Building: 76 Morison Drive, West Hants</th></tr>
<tr><td>Estimated Market Values per year

$8.00 / sq ft x 15,947 sq ft = $127,576
$10.00 / sq ft x 15,947 sq ft = $150,947
$12,50 / sq ft x 15,947 sq ft = $199,338
$15.00 / sq ft x 15,947 sq ft = $239,205

- Leasehold costs for future tenants are unknown
- The positive or negative feedback from private commercial building owners regarding the WHRM leasing commercial space is unknown.
- Property management will require additional staffing or resources. Costs unknown.</td><td>Estimated Market Values per year

$8.00 / sq ft x 15,947 sq ft = $127,576
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-</td></tr>
<tr><td colspan="2">*Potential Sale Values – Pending Appraisal Outcomes</td></tr>
<tr><td>Market Value TBD – No Appraisal
*2019 Assessment $1,394,000
*Note: The sale of the building would require the construction of a new fire station or to secure a lease of the existing WFD space.</td><td>Market Value TBD – No Appraisal
*2019 Assessment $1,275,300
*Note: The sale of the building would require the relocation of the Parks garage and equipment or to secure a lease of the existing space.</td></tr>
<tr><td colspan="2">Valley Community Fibre Network (VCFN) Related Costs
Existing VCFN Infrastructure at 100 King Street would have to be relocated should the building be sold.</td></tr>
<tr><td>Assuming the relocation costs for VCFN related infrastructure is relocated to 76 Morison Drive if 100 King Street is sold. An alternative location will impact projected costs.
Cost to move the VCFN HUB Approx. $250,000</td><td></td></tr>
</table>

Building: 100 Kings Street, Windsor	Building: 76 Morison Drive, West Hants
Cost to run the lines to 76 Morison Drive Approx. $200,000 Estimated space requirement to house VCFN components Approx. $20,000 Other Costs / Miscellaneous Unknown	

In addition to the property and fiscal considerations associated with the two buildings the following items were also factored into the decision to locate at the 100 King Street Location.

- Modernizing 100 King Street for the next administrative generation of Municipal service delivery will highlight the benefits of coexisting with a second municipal service / Windsor Fire Department at the same location sharing current and future infrastructure needs and upgrades.
- Locating operations in a growth center promotes economic spin-offs for local business. The 100 King Street location is also integrated in the core business district along side other federal, provincial, and local business supports critical to start up and business retention initiatives.
- Improving the "walkability" of residents and staff as the building is utilized. Morison Drive does not have sidewalks and is very isolated.
- Higher promotion of health and physical activity opportunities for staff due to the nearby Active Transportation opportunities and recreational activities available throughout the day.
- The saleability of the 76 Morison Drive building is more likely due to its building adaptability and location in a business park which has very little vacancy and demand for space. We have currently received two inquiries about the future sale of the property from buyers.
- Pending an appraisal and surplus designation, the value of either property, if sold, would provide a funding source not currently accounted for in the Capital budget to partially pay for the renovations or other general capital related expenditures.
- The building was constructed in 1960 but still has "good bones". The HATCH report forecasts no short or medium-term concerns with the building and its structure. The reduction of fire trucks /apparatus required for WFD and their size helps to alleviate any perceived concerns about building load. There will be fewer trucks and smaller trucks compared to the WFD historic fleet.
- The Regional Fire Study of December 2019 promotes the current location and building for the WFD.

- Internal renovations will be required within the building to relocate WFD administrative offices and board room. These costs are accounted for within the current budget allocation.
- The presence of an elevator at the site accelerates the municipality's ability to comply with accessibility legislation.
- The proximity to the federal training facility, its parking lot and gymnasium on Fort Edward Street will provide mutual benefits for potential recreation programming as well as parking support if needed. The adjacent grounds of Fort Edward Historic Site will provided other added benefits for recreation and potential tourism affiliations.

FINANCIAL IMPLICATIONS

Noted in the above sections.

ALTERNATIVES

Noted in the above sections.

ATTACHMENTS

- Municipal Complex Review Recommendation Report, March 9, 2020.
- Windsor / West Hants: Municipal Complex Review H-361616 completed in February 2020.

West Hants Municipal Complex Review
10-Nov-20
Support Materials for " Agenda Item 8.b. W.B Stephens Building Design Project Management Information"
Prepared by : CAO, Mark Phillips

	Rate / sq ft	Square Area	Rent	Cell Tower	ScotianWEB	Total Rev	Total Exp	NET	SALE Taxes	SALE Total Exp	SALE Net
100 King Street	$ 7.00	15,479.00	$ 108,353.00	$ 8,000.00	$ -	$ 116,353.00	$ 151,479.00	$ (35,126.00)	$ 54,505.00	$ 151,479.00	$ 205,984.00
	$ 8.00	15,479.00	$ 123,832.00	$ 8,000.00	$ -	$ 131,832.00	$ 151,479.00	$ (19,647.00)			
	$ 9.00	15,479.00	$ 139,311.00	$ 8,000.00	$ -	$ 147,311.00	$ 151,479.00	$ (4,168.00)			
	$ 10.00	15,479.00	$ 154,790.00	$ 8,000.00	$ -	$ 162,790.00	$ 151,479.00	$ 11,311.00	New WFD required if property was sold.		
	$ 11.00	15,479.00	$ 170,269.00	$ 8,000.00	$ -	$ 178,269.00	$ 151,479.00	$ 26,790.00			
	$ 12.00	15,479.00	$ 185,748.00	$ 8,000.00	$ -	$ 193,748.00	$ 151,479.00	$ 42,269.00			
	$ 13.00	15,479.00	$ 201,227.00	$ 8,000.00	$ -	$ 209,227.00	$ 151,479.00	$ 57,748.00			
	$ 14.00	15,479.00	$ 216,706.00	$ 8,000.00	$ -	$ 224,706.00	$ 151,479.00	$ 73,227.00			
	$ 15.00	15,479.00	$ 232,185.00	$ 8,000.00	$ -	$ 240,185.00	$ 151,479.00	$ 88,706.00			

	Rate / sq ft	Square Area	Rent	Total Rev	Total Exp	NET	SALE Taxes	SALE Total Exp	SALE Net
76 Morison Drive	$ 7.00	15,479.00	$ 108,353.00	0	$ 99,087.00	$ 9,266.00	$ 22,828.00	$ 99,087.00	$ 121,915.00
	$ 8.00	15,479.00	$ 123,832.00	0	$ 99,087.00	$ 24,745.00			
	$ 9.00	15,479.00	$ 139,311.00	0	$ 99,087.00	$ 40,224.00			
	$ 10.00	15,479.00	$ 154,790.00	0	$ 99,087.00	$ 55,703.00			
	$ 11.00	15,479.00	$ 170,269.00	0	$ 99,087.00	$ 71,182.00			
	$ 12.00	15,479.00	$ 185,748.00	0	$ 99,087.00	$ 86,661.00			
	$ 13.00	15,479.00	$ 201,227.00	0	$ 99,087.00	$ 102,140.00			
	$ 14.00	15,479.00	$ 216,706.00	0	$ 99,087.00	$ 117,619.00			
	$ 15.00	15,479.00	$ 232,185.00	0	$ 99,087.00	$ 133,098.00			

CO-ORDINATING COMMITTEE OF THE REGION OF WINDSOR AND WEST HANTS MUNICIPALITY (WWH)
RECOMMENDATION REPORT

To: Members of the Co-ordinating Committee

Submitted by: _____
Mark Phillips, CAO Region of Windsor and West Hants Municipality

Date: March 09, 2020

Subject: Municipal Complex Review Recommendation Report

LEGISLATIVE AUTHORITY

General Authority

Bill 55 - Region of Windsor and West Hants Municipality Act

7 (1) The Co-ordinating Committee has all the powers of the Council of the Regional Municipality and of its police advisory board until the Council first takes office pursuant to this Act.

(3) All acts of the Co-ordinating Committee have, upon the incorporation of the Regional Municipality, full force and effect, and are deemed to have been exercised by the Regional Municipality.

RECOMMENDATION

… that the Co-ordinating Committee support the W.B. Stephens Building, 100 King Street, Windsor, NS being the Municipal Complex to house the administrative branches for the Regional Municipality.

Further

It is noted that the renovations as described in the report "Windsor / West Hants Municipal Complex Review", require further costing details to be reviewed by the New Regional Council during the 2020/2021 Capital Budget deliberations.

BACKGROUND

In March 2019, an RFP went out for an Asset Registry & Asset Management Roadmap and it was awarded to HATCH April 01, 2019. As part of the scope of work, it was they perform all activities associated with the identification, registration, analysis and recommendation of all infrastructure and assets owned or operated by the Regional Municipality, including preparing a complete inventory of all municipal infrastructure assets owned or operated by both municipalities, shall including (but not limited to) municipal buildings and other facilities. And that information be compiled from existing reports about the condition and future capital requirements of each component of the infrastructure; a condition index rating system(s) to be utilized for all current and future evaluation of passive, static and active assets; and to provide an assessment of the existing condition of all assets, including current condition index, and the identification of any key infrastructure condition issues requiring further analysis.

DISCUSSION

Up to March 6, 2020 Windsor and West Hants staff are working out of two independent municipal complexes. Windsor staff – out of the W.B. Stephens Building at 100 King Street, Windsor, NS and West Hants staff – the West Hants Building at 76 Morison Drive, Windsor, NS. As of March 9, 2020, all administrative services will be consolidated at the West Hants Municipal Complex with the exception of Public Works who will occupy space at the Windsor Complex. This will be the short-term positioning for municipal operations as it is desirable to consolidate as many staff as possible in a single location and to vacate the Windsor Complex to allow for a thorough records management purging where required and to remove surplus furniture, supplies and materials. Additionally, this will allow operations to more thoroughly plan for a return to the complex after pending renovations are approved and completed or under the current conditions after operations have adjusted to the initial consolidation process.

While technology provides the ability to work remotely and under less than ideal working conditions in the West Hants Complex it is not ideal for neither efficiency nor effectiveness for the long-term and does not provide an atmosphere of consistency nor comfort for residents, businesses or visitors needing their needs met.

It is essential that staff be working together within one facility (complex) for not only efficiencies but for community accessibility and needs. This is where the HATCH report and Municipal Complex Review has provided an independent analysis of both facilities to allow informed decision-making as to which building is best suited to address municipal needs.

Key areas analyzed by HATCH for both existing complexes included:

- Existing Building Assessments (Mechanical and Electrical Systems)
- Energy Analysis

- Conceptual Floor Plans
- Construction ROM estimates; and
- Options Analysis (which included)
  - Parking
  - Access to amenities
  - Accessibility
  - New feel
  - Available facilities
  - Room to grow
  - Adaptability of the structure
  - Energy efficiency; and
  - Marketability.

The soft criteria of the Options Analysis concluded that the W.B. Stephens Building would be a better suitability to house staff after renovations and better meet community needs.

Further, the W.B. Stephens Building is the home of the Windsor Fire Department (WFD). The Regional Fire Services Review (report) recently received by the Co-ordinating Committee, including adopted priorities, endorsed the fire department staying in its current location. (Priorities were adopted at the January 27, 2020 Co-ordinating Committee meeting).

NEXT STEPS

Before March 9, 2020 - All staff (except the Public Works Department), currently located in the W.B. Stephens Building will have moved their offices up to the West Hants Building.

A report and budget recommendation pertaining to the long-term municipal complex will be provided to the Regional Council.

2020/2021 Region of Windsor and West Hants Municipality Budget – deliberations to be held and if the budget for Municipal Complex upgrades/renovations is supported, a Tender will be put out for such.

FINANCIAL IMPLICATIONS

At this time there are no financial implications; however, a budget will be identified for the 2020/2021 fiscal year and taken to the Regional Council for approval (budget, yet to be determined).

ALTERNATIVES

- The Co-ordinating Committee could choose to not move forward with the recommendation and leave it to the Regional Council.

ATTACHMENTS

- HATCH – Municipal Complex Review Report of February 20, 2020

Report Prepared by: _____
Shelleena Thornton, Administrative Supervisor, Regional Municipality Windsor-West Hants

Report Approved by: _____
Mark Phillips, CAO Regional Municipality Windsor-West Hants



Municipal Complex Review



Feb. 21, 2020	C	Revised	AB	AS	AB	
Jan. 13, 2020	B	Final	AB	AS, MB	AB	
Dec. 20, 2019	A	Draft	AB	AS, MB	AB	
Date	**Rev.**	**Status**	**Prepared By**	**Checked By**	**Approved By**	**Approved By**
HATCH						**Client**

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8. **Options Analysis** 4
9. **Appendix** 4

Appendix A – Functional Building Program
Appendix B – Existing Building Assessments
Appendix C – Conceptual Floor Plans
Appendix D – Existing Environmental Risks Register

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1. Introduction

1.1 The Town of Windsor and the Municipality of West Hants have amalgamated into the Region of Windsor / West Hants. Currently, the administrative branches of both groups are housed in different buildings. Wanting to benefit from being together as a one unit working with and for the entire region, it was determined that the immediate solution was to review each of the buildings and decide which one was a better fit for the Region's needs.

2. Objective

2.1 The objective of this report is to provide the Region with an independent analysis of the W.B. Stephen's Building (Windsor) and the West Hants Municipal Office, to allow the stakeholders to make an informed decision as to what building is best suited for their needs for the next 5 to 10 years. The criteria developed for the region to review included:

- Meetings with stakeholders;
- Architectural reviews;
- Building's systems reviews;
- Conceptual floor plans;
- Order of magnitude construction estimates.

3. Functional Building Program

3.1 Prior to the architectural assessments and developing the new functional program, the Region solicited information from Officers and staff to determine the departmental and room requirements of the renovated spaces. The table was provided to Hatch to assist in the development of the conceptual floor plans and completion of the functional building program.

See Appendix A for the table.

4. Existing Buildings Assessments

4.1 The focus of the assessments was on all of the building's systems including architectural, structural, plumbing, HVAC, fire protection, electrical, communications, security and life safety. The inspections were of a high-level natural, as no destructive testing was done. Systems and building plans were reviewed and operational staff were consulted, to provide input for the assessment report that is valuable, shows costs of potential upgrades, code issues, and serves as a metric in determining which of the two buildings was more suited to house the Region for the next 5 to 10 years. See Appendix B for reports.

Mechanical and Electrical Systems

The following table provides a snapshot of the existing building systems and the code requirements that will require implementation during the renovation of the selected building:

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MECHANICAL & ELECTRICAL SUMMARY			
Description	***W.B. Stephen's***	***West Hants***	***Upgrade Required***
Radon Mitigation	No	No	Recommended
Asbestos Abatement	Yes	No	**Yes**
Elevator	Yes	No	**Yes**
Sprinkler System	No	No	**Yes**
Fire Alarm System	Yes, outdated	Yes	**Yes**
Fresh Air (HRV's)	2400 cfm	600 cfm	2850 cfm (ASHRAE)
HVAC Load	19.5 tons *	22.0 Tons	30 Tons (estimate)
Humidification System	No	No	Recommended
Bldg. Management System	Partial System	Partial System	**Yes**
Diesel Generator	Yes	Yes	No
Electrical Service Entrance	400A, 208/3/60	400A, 208/3/60	No
Peak Electrical Demand	198.93 Amps	217.43 Amps	No

5. Energy Analysis

5.1 Historical Consumption

The consumption data presented to us for each of the buildings, for the 2018 calendar year serves as the basis for the building consumption benchmark. Table 1 below provides the summary of consumption. The area noted for the Windsor (W.B. Stephens) building is the area that will be occupied for municipal operations, not including the fire department. This has been done such that the comparison between the two buildings is based on equal occupied area for each building. In addition, the consumption data for the Windsor (W.B. Stephens) building has been factored to suit the municipal operations occupiable area.

Table 1 - 2018 Consumption				
Facility	***Area (m²)***	***Electricity (kWh)***	***Fuel (ekwh)***	***Total (kWh)***
West Hants	1,482	211,380	3,553	214,933
Windsor (W.B.Stephens)	1,482	208,930	230,505	439,435

5.2 Building Energy Performance Index

Table 2 – BEPI Comparison			
Facility	***2018 BEPI***	***NRCan BEPI Avg.***	***Proposed BEPI****
West Hants	145.03 ekWh/m²	294 ekWh/m²	144.80 ekWh/m²
Windsor (W.B.Stephens)	296.51 ekWh/m²	294 ekWh/m²	270.50 ekWh/m²

Natural Resources Canada (NRCan) – Energy Intensity Database, tracks annual energy consumption for a variety of building types throughout Atlantic Canada and expresses the results as a "Building Energy Performance Index" (BEPI), expressed in ekWh/m². We have

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calculated the current BEPI for each of the two buildings (Table 2) and then provided a comparison to the regional average using the NRCan database. For the purpose of the BEPI calculation, we have converted the consumption of heating oil, measured in litres, to equivalent kWh of heating and added this total to the electrical consumption total as indicated in Table 1.

Expected BEPI after renovations are complete. There is no significant decrease in consumption due primarily to the addition of air conditioning to the lower level being offset by new LED lighting

It should be noted that the NRCan results are as they describe, an "average" of efficient and inefficient buildings. New buildings being designed and constructed to todays "Green" principles, generally operate at 50 percent of the NRCan BEPI noted.

Although both buildings operate below the NRCan average, with West Hants operating well below the average due primarily to its geo-thermal system, there is always room for energy efficiency improvements. Heating and cooling costs are typically the biggest energy costs in Canadian buildings. In many office buildings, this demand accounts for nearly half of the energy used, consider looking for opportunities in this area first.

6. Conceptual Floor Plans

A key factor in deciding which building is best suited for the Regions needs, is converting the existing floor plans into a Revit model, and determining how the proposed departmental and room requirements will fit into the existing spaces. The new spaces not only need to be functional from an operational standpoint, but also need to be pleasing aesthetically to staff and have a welcoming feel to the public. "Open" main entrances that the public will enjoy being in, while maintaining a level of security desired by front-line staff, is an example of a design challenge as well as a key requirement of the new renovated layouts and spaces.

See Appendix C for the floor plans.

7. Construction ROM Estimates

W.B. Stephens Building Upgrade:

Table 3 – Windsor (W.B. Stephens) Building

Item	***Cost***
Demo	$182,300
Architectural Interior	* $946,000 – $1,606,000
Mechanical Systems upgrades	$661,000
Electrical Systems upgrades	$201,000
Total	*** $1,990,300 – $2,650,300**

** This range depicts the reuse of existing furniture vs new replacement furniture of fair quality.*

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West Hants Office Upgrade:

Table 4 – West Hants Building	
Item	***Cost***
Demo	$167,000
Architectural Interior	* $1,209,000 – $1,809,000
Mechanical Systems upgrades	$458,000
Electrical Systems upgrades	$158,000
Total	*** $1,992,000 – $2,592,000**

** This range depicts the reuse of existing furniture vs new replacement furniture of fair quality.*

8. Options Analysis

8.1 The following table (Table 5) highlights some of the known "soft" criteria that could be used in the decision making for the renovated Regional building. Ranking is 1 to 5, 5 being better (+ or -):

Table 5 – Options Scorecard		
Factor	***Windsor***	***West Hants***
Parking (for staff and customers)	5	4
Access to amenities (rural vs urban)	5	3
Accessibility (elevators, ramps, bathrooms, etc.)	4	3
New feel	2	4
Available facilities (gym, showers, etc.)	3	0
Room to grow (no investment)	4	3
Adaptability of the structure	3	3
Energy Efficiency	2	4
Marketability (-)	-1	-5
Total	**27**	**19**

9. Appendix

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Appendix A

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Department	Position	Spatial Position	Nature and Style	Open Area Workstations	Furniture/Fixtures	Technology	Number of Occupants	Areas		Remarks
								m^2	sf	
CAO Office Six (6) Employees	CAO	Middle	Executive Office	N/A	Desk, Chair, Table, filling cabinets, etc	Desktop TV for Group Share or smart white board	1	18.9	203	
	Clerk	Middle	Administrative Office	N/A	Desk, Chair Cabinet	Desktop	1	12.2	131	
	Administrative Supervisor	Middle	Administrative Office	N/A	Desk, Chair Cabinet	Desktop	1	12.2	131	
	Protective Services Manager	Middle / Back	Administrative Office	N/A	Desk, Chair	Desktop	1	8.0	86	
	Communications	Middle	Isolated Area	Private POD	Desk, Chair	Desktop	1	8.0	86	
	Human Resource Manager	Back	Isolated Area	Private POD	Desk, Chair	Desktop	1	12.2	131	
Community Development Nine (9) Employees	Director	Middle	Executive Office	N/A	Desk, Chair, Table, filling cabinets, etc	Desktop	1	18.9	203	
	Administrative Assistant	Middle	Open Departmental Reception (independent POD)	Low POD	Desk, Chair	Desktop	1	4.2	45	
	Community Rec Coordinator	Middle	Inward Facing POD (circular)	Low POD	Desk, Chair	Desktop	1	4.2	45	
	Manager Economic Development	Middle	Inward Facing POD (circular)	Low POD	Desk, Chair	Desktop	1	4.2	45	
	Community Relations Coordinator	Middle	Inward Facing POD (circular)	Low POD	Desk, Chair	Desktop	1	4.2 4.2	45	
	Manager Recreation and Facilities	Back	Inward Facing POD (circular)	Low POD	Desk, Chair	Desktop	1	4.2	45	
	Active Living Coordinator	Middle	Inward Facing POD (circular)	Low POD	Desk, Chair	Desktop	1	4.2	45	
	Spare Workstation #1Manager Parks and Grounds	Back	Inward Facing POD (circular)	Low POD	Desk, Chair	Desktop	1	4.2	45	
	Spare Workstation #2	Back	Inward Facing POD (circular)	Low POD	Desk, Chair	Desktop	1	4.2	45	
Planning and Development	Director	Middle	Executive Office	N/A	Desk, Chair, Table, filling cabinets, etc	Desktop	1	18.9	203	

Department	Position	Spatial Position	Nature and Style	Open Area Workstations	Furniture/Fixtures	Technology	Number of Occupants	Areas		Remarks
								m^2	sf	
Fifteen (15) Employees	Administrative Assistant	Middle	Open Departmental Reception (independent POD) Common area for large table for drawings/plan review. Could be shared with Public works	Low POD	Desk, Chair	Desktop, Plotter, Scanner	1	14.7	158	
	Manager Inspection Services	Middle	Executive Office	N/A	Desk, Chair Cabinet	Desktop	1	12.2	131	
	Inspector #1	Middle / Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Inspector #2	Middle / Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Inspector #3	Middle / Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	By-Law Officer #1	Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	By-Law Officer #2	Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Development Officer #1	Middle	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Development Officer #2	Middle	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Planner #1	Middle / Back	Inward Facing POD (circular)	Low POD	Desk, Chair	Desktop	1	4.2	45	
	Planner #2	Middle / Back	Inward Facing POD (circular)	Low POD	Desk, Chair	Desktop	1	4.2	45	
	Planning Tech	Middle / Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	GIS Tech	Middle / Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Spare Workstation #1	Back	Inward Facing POD (circular)	Low POD	Desk, Chair	Desktop	1	4.2	45	

Department	Position	Spatial Position	Nature and Style	Open Area Workstations	Furniture/Fixtures	Technology	Number of Occupants	Areas		Remarks
								m^2	sf	
Public Works Nine (9) Employees	Director	Middle	Executive Office	N/A	Desk, Chair, Table, filling cabinets, etc	Desktop Large Flat Screen TV for SCADA Monitoring and Traffic Cameras	1	18.9	203	
	Administrative Assistant	Middle	Open Departmental Reception (independent POD) Common area for large table for drawings / plan review. Could be shared with Planning.	Low POD	Desk, Chair, Large Table for maps	Desktop, Plotter, Scanner	1	14.7	158	
	Manager Technical Engineering Services	Back	Isolated Area	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Manager Capital Works	Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Manager PWs Operations	Middle	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Engineering Tech	Back	Inward Facing POD (circular)	Low POD	Desk, Chair	Desktop	1	4.2	45	
	Waste Management Services	Back	Inward Facing POD (circular)	Low POD	Desk, Chair	Desktop	1	4.2	45	
	Manager Water Treatment	Back	Inward Facing POD (circular)	Low POD	Desk, Chair	Desktop	1	4.2	45	
	Manager Waste Treatment	Back	Inward Facing POD (circular)	Low POD	Desk, Chair	Desktop	1	4.2	45	
Finance Fifteen (15) Employees	Director	Middle	Executive Office	N/A	Desk, Chair, Table, filling cabinets, etc	Desktop	1	4.2	45	
	Administrative Assistant	Middle	Open Departmental Reception (independent POD)	Low POD	Desk, Chair	Desktop	1	4.2	45	
	IT Specialist	Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	IT Consultant	Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Manager Accounting and Financial Reporting	Back	Executive Office	N/A	Desk, Chair	Desktop	1	12.2	131	

Department	Position	Spatial Position	Nature and Style	Open Area Workstations	Furniture/Fixtures	Technology	Number of Occupants	Areas		Remarks
								m^2	sf	
	AP Coordinator	Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Payroll	Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Accounting & Financial Analyst	Back	Executive Office	N/A	Desk, Chair	Desktop	1	4.2	45	
	Manager Revenue and Cash	Back	Executive Office	N/A	Desk, Chair	Desktop	1	4.2	45	
	AR and Customer Service Coordinator	Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Tax Clerk	Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Utility Clerk	Back	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Customer Service Clerk #1	Front	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Customer Service Clerk #2	Front	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
	Customer Service Clerk #3	Front	Inward Facing POD (circular)	Private POD	Desk, Chair	Desktop	1	4.2	45	
Governance / Mayor	Mayor's Office	Front	Executive Office	N/A	Desk, Chair, Table, filling cabinets, etc	Desktop	1	20.1	216	
Governance / Council	Council x 11 individuals	Middle	Isolated Room with workstations	Private PODs x 5	Desk, Chair	N/A	5	21.0	226	
Common Summer Student Area	Student Workstations #1	Back	Inward Facing POD (circular)	Low PODs	Desk, Chair	Desktop	1	4.2	45	
	Student Workstations #2	Back	Inward Facing POD (circular)	Low PODs	Desk, Chair	Desktop	1	4.2	45	
	Student Workstations #3	Back	Inward Facing POD (circular)	Low PODs	Desk, Chair	Desktop	1	4.2	45	
	Student Workstations #4	Back	Inward Facing POD (circular)	Low PODs	Desk, Chair	Desktop	1	4.2	45	
Sub-totals Departments							64	416.3	4436	

Meeting Rooms and Other	Spatial Position	Nature and Style	# of Occupants	# of Rooms	Furniture / Fixtures	Technology	Number of Occupants	Areas		Remarks
								m²	sf	
Small (Breakout Rooms)	Front x2 Middle x 1 Back x 1	Staff to client(s) meeting Staff to staff meeting Private setting for staff	1 to 4 occupants	4	Table x 1 Chairs x 4	Video Conferencing in 1 of 4 rooms	4	11.2 11.2 11.2 11.2	120 120 120 120	
Medium (Conference Rooms)	Middle	Internal Staff Group Meeting	1 to 12 occupants	2	Table x 1 Chairs x 12	Video Conferencing Treadmill Workstation	12	32.6	351	
Training Room	Middle / Back	Staff or Community Training (theatre or classroom	50	1	Table x 2 Chairs x 50	Video Conferencing Projector and Screen	50	89.4	962	
Large (Council Chambers)	Front	Council Near entrance due to after-hours requirements	11 Councillors + 7 Staff + 100 attendees (additional capacity 100) Max 218 occupants	1 room plus spill over area	11 Council Stations plus two Staff Stations 5 Workstations for staff Chairs for 100 to 200 (audience)	Video Conferencing Audio Live Streaming Projector and Screen	118 100	195.0 137.5	2099 1480	
EMO (dedicated or Training Room adaptability)	Middle / Back	Individual working stations	12 occupants	1	Low open stations	Video Conferencing	12	52.3	562	

Meeting Rooms and Other	Spatial Position	Nature and Style	# of Occupants	# of Rooms	Furniture / Fixtures	Technology	Number of Occupants	Areas		Remarks
								m²	sf	
Staff Lunchroom (connected to Breakout Room)	Back	Full-service lunchroom	20 occupants	1	Tables, chairs, appliances (stove, dishwasher, microwave, fridge,	N/A	20	41.1	442	
Staff Breakout Room (connected to Staff Lunchroom)	Back	Lounge–like area	20 occupants	1	Couch, chairs	TV	20	31.1	335	
Staff Fitness Area	Back	Small to medium fitness area.	6 occupants	1	Treadmill, stepper, rower,	TV Sound System	6	18.0	194	
Reception Counter	Front	Counter Entrance area	3 employees Accommodation of 1 to 12 clients	1 Common area	Counter Chairs x 3	TV (message screen for public)	3	14.0	151	
Client Waiting Area	Front	Open space for clients to wait for appointment or consultation.	Accommodation of 1 to 12 clients	1 Common area	Couch Chairs Coffee Tables Community Art	IPAD	12	23.5	253	
Server / Tech Room	Back	IT office and technology storage	Workspace / counter for 1 tech	1 room	Shelving and cabinets		1	11.8	127	
Rack Room		Room for servers	Space for racks	1 room	Racks/cooling syst.	Servers	1	11.0	118	
Printer Area(s)	Front / Middle / Back	Photocopier / Scanner Common area for staff	2 to 3 areas top service printing and scanning needs	2 to 3 areas	Photocopiers, storage for stationary, paper, etc.	Printers, Scanner, plotters, laminator, etc.	1 1 1	12.4 12.4 12.4	133 133 133	
Sub-totals Common Areas							361	726.7	7822	

Meeting Rooms and Other	Spatial Position	Nature and Style	# of Occupants	# of Rooms	Furniture / Fixtures	Technology	Number of Occupants	Areas		Remarks
								m²	sf	

							Number of Occupants	Areas		Remarks
								m²	sf	
Sub-totals Departments		**Sub-totals Departments**					64	416.3	4,436	
Sub-totals Common Areas		**Sub-totals Common Areas**					361	726.7	7,822	
TOTAL		**TOTAL**					425	1,143.0	12,258	

EXISTING BUILDING AREAS

	Areas		Remarks
	m²	sf	
Town of Windsor Administrative Building			
Basement	0.0	0	Fire Dept. areas not incl.
Ground Floor	228.0	2,454	Fire Dept. areas not incl.
2nd Floor	865.0	9,311	
Total	**1,093.0**	**11,765**	

West Hants Municipal Complex			
Basement	725.0	7,804	
Ground Floor	725.0	7,804	
Total	**1,450.0**	**15,608**	

Appendix B

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Regional Municipality of Windsor and West Hants

Building Name: **Windsor Town Hall**	Bldg Address: **100 King Street, Windsor**	Building Function: **Municipal Operations**	Type of Construction: **Concrete foundation, steel/concrete structure, masonry exterior**
Construction Date: **1960**	No. of Stories: **2 + Basement**	Gross Area: 2839 sq.m. (30,560 sq.ft.) Approximate	
Functional Data	Occupant: Town hall, RCMP, Fire Hall, Council Chambers		Occupancy: 30 (approximately)

Capitalization/Renovation History (date/scope)

1) 1960: Original building construction housing Town Hall & Fire Station
2) 1995: addition/renovation to house elevator and clock tower.

Major Maintenance Renovation History:

1) Basement windows scheduled for replacement, summer of 2020.
2) VRF heat pump and HRV system installed for second floor, 2008.
3) VRF heat pump and HRV system schedules for install on first floor, winter 2019.
4) Windows replaced on first/second floors, several years ago.
5) IT room AC installed within last 8 years
6) Gas-fired instantaneous hot water heater installed.
7) Diesel generator installed in 1992
8) Electrical upgrade in 2009

General Condition:

1) Fair to good overall

Problems:

1) Significant floor deflection and structure deterioration in fire hall. Many jack posts installed in basement to stabilize floor structure. Area in basement that houses posts only used for storage now, was bingo hall.
2) Hazmat assessment/report completed in 2005 identifying asbestos types and locations
3) First floor offices still utilizing window AC units
4) Radon testing should be carried out to ensure that radon levels are within acceptable limits.



Architectural Systems	Type / Age	Condition	P	F	G	Recap Period 0-5	5-10	10-15	15-20	20-25	Recap $
Roof	Observed as bitumen built-up roofing on steel deck roof.	Appears to be in good condition. No leaks reported.			√		√				$98,000 to replace roofing and upgrade insulation to R20.
•											
Exterior Walls Original	Brick cladding. Exact system composition not known.	Appear to be in good condition.			√				√		$10,000 for possible repointing and repairs.
•											

Exterior Doors / Windows	Observed different types of doors and windows, curtain wall, continuous windows and punch windows	Mostly in good condition. Basement windows scheduled to be replaced in the Summer of 2020.		√		√					$12,000 estimated basement window replacement.
•											
Ceiling Finishes	Lay-in acoustical tiles in t-bar framing system	In fair condition but aged. Acoustical value of existing lay-in tiles is low.		√		√					$10,000 estimated cost of acoustical tile replacement.
•											
Walls	Mostly gypsum board on stud framing	Mostly in good condition.			√			√			$5,000 estimated repairs and painting.
•											
Life Safety	No sprinkler system. Generator installed. Fire Alarm with pull stations/smoke detectors installed per NFPA.	In fair to good condition. Revisions only if re-design work is undertaken.			√				√		$5,000 estimated cost of maintenance.
•											
Exiting	2 existing exit stairs, one stair is not compliant with current building code.	In good condition but upgrades will be required to exiting if re-design work is undertaken.			√			√			$25,000 estimated cost to upgrade exit stairs.
•											

Structural Systems	Type / Age	Condition	P	F	G	Recap Period					Recap $
						0-5	5-10	10-15	15-20	20-25	
Foundation	Reinforced concrete – original to various construction periods	Good condition, minimal leaks			√					√	
•											
Floor Structure (Basement)	Concrete slab on grade	Good condition			√					√	
•											
Floor Structure (1st)	Steel/Reinforced	Fair condition		√						√	

	concrete – original to various construction periods										
•											
Floor Structure (2nd)	Steel/concrete slab – original to various construction periods	Good condition			√					√	
•											
Roof Structure	Steel/metal deck – original to various construction periods	Good condition			√					√	
•											
Stairs	Steel original	Good condition			√					√	
•											
Support Structure	Steel – original to various construction periods	Good condition			√					√	
•											

Mechanical Systems

Plumbing	Type / Age	Condition	P	F	G	Recap Period					Recap $
						0-5	5-10	10-15	15-20	20-25	
Domestic Water	Copper - original to construction period with upgrades as necessary	Fair in original building		√			√				
•											
Sanitary Drains	Cast iron in original, ABS/PVC used during reno's	Fair in original building		√				√			
• No sign of oil interceptor serving the Fire Hall vehicle storage area.											
Storm Drains	Cast iron	Fair condition		√				√			
• Roof drain domes appear to have been replaced when roof was re-done											
Fixtures	Vitreous china/stainless steel – age unknown	Fair condition		√				√			

•											
Backflow Preventor	None										$4000.00 to meet code
• Required by code ASAP at domestic water entrance, boiler make-up and commercial washing machine											
Water Heaters	1-Gas-fired instantaneous heater. 1- tank	Good condition			√				√		$2000.00 to meet code
• Installations do not meet Plumbing Code: they require expansion tanks and vacuum relief valves											
Valves	Combination of bronze ball/gate/check valves – age unknown	Fair in original building		√			√				
• We suspect that the older gate valves will not re-open once they are closed to service equipment/fixtures											

HVAC	Type / Age	Condition	P	F	G	Recap Period					Recap $
						0-5	5-10	10-15	15-20	20-25	
Ductwork	Galvanized sheet metal - original to various construction periods	Fair in original building. Good where reno's have occurred on 2nd floor and where new reno's are happening now		√	√			√		√	
•											
Diffusers / Grilles	Steel – original, new on second floor	Good condition			√				√		
•											
Terminal Units	Hot water baseboard/unit heaters/cabinet heaters - original to various construction periods	Fair in original building		√				√			$100,000 to replace existing terminal heating units
•											
Piping	Schedule 40 steel with treaded and Victaulic -	Fair in original building		√				√			$90,000 to replace piping in building

	original to various construction periods										
•											
AHU / RTU	HRV installed in 2008	Good condition			√			√			
•											
Humidifiers	None										
• Measured RH: 17.7% in reception, 18.1% on second floor											
Insulation	Fibre - original to various construction periods.	poor in original building distribution piping, some replaced over the years	√		√	√			√		$10,000 for asbestos abatement and reinsulating
• Hazmat report identifies type and location of asbestos insulation											
Controls	Dedicated per system	VRF system has new DDC controls, boilers have manual lead/lag system, rad's have older dedicated t'stats		√	√		√		√		
• The building does have an outdated pneumatic control system but no DDC Building Management system that integrates all mechanical systems											
AC Units (VRF System)	VRF Heat Pumps	Good condition			√				√		
• The window AC units will no longer be used once the new VRF system is completed on first floor.											•
Condensing Units	VRF roof-top condensing units installed in 2008 for 2nd floor. Additional units being installed now for first floor VRF.	Good condition			√				√		
•											
Heat Exchangers	Not Applicable										
•											
Boilers	2 oil-fired Weil-McLain hot water cast iron sectional boilers	good condition			√				√		
•											
Pumps	centrifugal pumps – re-built	Good condition			√				√		
•											
Oil Storage Tank	Aboveground	Good condition		√				√			$20,000 tank replacement cost
•											

Fire Protection	Type / Age	Condition	P	F	G	Recap Period					Recap $
						0-5	5-10	10-15	15-20	20-25	
Sprinklers	No sprinkler system										New wet pipe sprinkler system would cost $150,000
• Sprinkler system may be required should major renovation of building take place											
Fire Pumps	Not Applicable										
•											
Piping	No sprinkler system										
•											
Valves	No sprinkler system										
•											
Fire Extinguishers	Type ABC throughout – age unknown	Good condition, tests up to date			√			√			
• Must be tested annually											
Electrical Systems	**Type / Age**	**Condition**	**P**	**F**	**G**	**Recap Period**					**Recap $**
						0-5	5-10	10-15	15-20	20-25	
Transformers	Pole mount 3 phase/NSPower	Good condition			√				√		
•											
Service Entrance											
• Upgraded in 2009											
Fire Alarm		Fair to Good			√			√			
• Pull stations/smoke detectors installed per NFPA											
Emergency Lights		Good condition			√				√		
• Genset											
APU – generator, 75 kW, 208/120	Generac diesel genset/1992	Good condition			√				√		
•											
UPS	N/A										
•											
Switches	Mix of newer and older	Good condition			√				√		

	as changes have been made over the years										
•											
Main Distribution Panels	Upgraded in 2009	Good condition			√				√		
• Checked with infrared camera, no overheated circuits											
Main Distribution System	Mix of newer and older as changes have been made over the years	Good condition			√				√		
• Mix of EMT and BX											
Branch Panels	Mix of newer and older as changes have been made over the years	Good condition			√				√		
• Checked with infrared camera, no overheated circuits											
Branch Distribution System	Mix of newer and older as changes have been made over the years	Good condition			√				√		
• Mix of EMT and BX											
Grounding	Unknown	Good condition			√				√		
• What could be seen appears to be in good condition											
Lightning Protection	N/A										
•											
Surge Protection	N/A										
•											
Interior Lighting	Mix of older T8 and new LED	Good condition			√				√		
• T8 fluorescent strips in office areas, new LED in fire hall											
Exterior Lighting	Wall packs, newer	Good condition			√				√		
•											

Communications and Security Systems	**Type / Age**	**Condition**	**P**	**F**	**G**	**Recap Period**					**Recap $**
						0-5	5-10	10-15	15-20	20-25	
Telephone	By service provider										
•											

Data	By service provider										
•											
Intrusion Alarm	By service provider										
•											
Public Address	N/A										
•											

Regional Municipality of Windsor and West Hants

Building Name: **West Hants Municipal Building**	Bldg Address: **76 Morrison Dr., Windsor**	Building Function: **Municipal Operations**	Type of Construction: **Concrete foundation, steel/concrete floor structure, wood roof trusses, masonry exterior**
Construction Date: **1988**	No. of Stories: **1 + Basement**	Gross Area: 1482 sq.m. (15,947sq.ft.) Approximate	
Functional Data	Occupant: Town hall, Council Chambers, Public Works & Parks/Recreation	Occupancy: 20 (approximately)	

Capitalization/Renovation History (date/scope)

1) 1988: Original building construction housing Town Hall & municipal operations

Major Maintenance Renovation History:

1) Basement windows/wells upgraded last year.
2) Carrier Geothermal to DX refrigerant heat pumps installed 10 years ago.
3) Carrier zone VRF heat pumps and HRV system installed 10 years ago.
4) Olympian diesel generator installed approximately 25 years ago.
5) IT room and basement office area mini-splits added within last 5 years
6) Public Works/Parks area to have mini-splits installed next summer.
7) Existing humidifiers removed during heat pump upgrade.

General Condition:

1) Good overall

Problems:

1) Radon testing should be carried out to ensure that radon levels are within acceptable limits.
2) No CO/NOx detection/exhaust in garage. There is a CO detector in basement office area.



Architectural Systems	Type / Age	Condition	P	F	G	Recap Period 0-5	5-10	10-15	15-20	20-25	Recap $
Roof	Pitched roof with asphalt tiles on plywood on wood trusses.	Appear to be in good condition.			√				√		$37,000 estimated cost to replace tiles.
•											
Exterior Walls Original	Brick exterior cladding	Appear to be in good condition.			√				√		$5,000 estimated cost for repointing and repairs
•											
Exterior Doors / Windows	Aluminum and steel doors and windows.	Appear to be in good condition.			√				√		$5,000 estimated cost for repairs and maintenance.

•											
Ceiling Finishes	Acoustical lay-in tiles	Good condition			√				√		$15,000 estimated cost to replace lay-in tiles.
•											
Walls	Gypsum board on stud framing.	Good condition			√				√		$5,000 estimated cost to repair and paint.
•											
Life Safety	No sprinkler system. Fire alarm and pull stations/smoke detectors installed. Diesel generator installed	Good condition			√				√		
•											
Exiting	Stairs and exit doors in compliance with NBC.	Good condition			√				√		
•											

Structural Systems	Type / Age	Condition	P	F	G	Recap Period					Recap $
						0-5	5-10	10-15	15-20	20-25	
Foundation	Reinforced concrete – original to various construction periods	Good condition, minimal leaks			√					√	
•											
Floor Structure (Basement)	Concrete slab on grade	Good condition			√					√	
•											
Floor Structure (1st)	Steel/concrete – original to construction period	Good condition			√					√	
•											
Floor Structure (2nd)	N/A										
•											
Roof Structure	Wood trusses – original to construction period	Good condition			√					√	

•											
Stairs	Steel original	Good condition			√					√	
•											
Support Structure	Steel – original to construction period	Good condition			√					√	
•											

Mechanical Systems

Plumbing	Type / Age	Condition	P	F	G	Recap Period					Recap $
						0-5	5-10	10-15	15-20	20-25	
Domestic Water	Copper - original to construction period	Good condition			√				√		
•											
Sanitary Drains	ABS/PVC original to construction period	Good condition			√				√		
• No sign of oil interceptor serving the Fire Hall vehicle storage area.											
Storm Drains	N/A										
• Pitched roof											
Fixtures	Vitreous china/stainless steel – original to construction	Good condition			√				√		
•											
Backflow Preventor	None										$4000.00 to meet code
• Required by code ASAP at domestic water entrance											
Water Heaters	60 gallon electric	Good condition			√				√		$2000.00 to meet code

• Installation does not meet Plumbing Code: requires expansion tanks and vacuum relief valves											
Valves	bronze ball/gate/check valves – original	Good condition			√				√		
•											

HVAC	Type / Age	Condition	P	F	G	Recap Period					Recap $
						0-5	5-10	10-15	15-20	20-25	
Ductwork	Galvanized sheet metal - original to construction periods	Good condition			√				√		
• Much of the ductwork was re-used/or modified during the geothermal system upgrade											
Diffusers / Grilles	Steel – original	Good condition			√				√		
•											
Terminal Units	Electric baseboard/unit and cabinet heaters - original to construction period	Good condition			√				√		
• With the geothermal system, many BB heaters likely never come on.											
Piping	Copper Refrigerant tubing – 10 years old	Good condition			√				√		
•											
AHU / RTU	HRV's – 10 years old on main floor. 2 HRV's in basement original and fair condition	Good condition			√			√			Basement HRV replacement: $8000
•											
Humidifiers	None										
• Humidifiers removed when geothermal system installed. Measured RH: 23.2% in reception area.											
Insulation	Armaflex foam on refrigerant tubing	Good condition			√				√		
•											
Controls	Dedicated heat pump controllers, dedicated electric heat controls	Good condition			√				√		

• The building does not have a DDC Building Management system that integrates all mechanical systems											
AC Units (heat pumps)	Carrier Heat Pumps/10 years old. Mini-split HP's in basement	Good condition			√			√			
• The window AC units will no longer be used once the new VRF system is completed on first floor.											
Condensing Units	Mini-split condensing units/approx. 5 years old	Good condition			√				√		
•											
Heat Exchangers	Not Applicable										
•											
Boilers	Not Applicable										
•											
Pumps	centrifugal inline pumps – new 10 years ago	Good condition			√				√		
•											
Oil Storage Tank	Not Applicable										
•											

Fire Protection	Type / Age	Condition	P	F	G	Recap Period					Recap $
						0-5	5-10	10-15	15-20	20-25	
Sprinklers	No sprinkler system										New wet pipe sprinkler system would cost $90,000
• Sprinkler system may be required should major renovation of building take place											
Fire Pumps	Not Applicable										
•											
Piping	No sprinkler system										
•											
Valves	No sprinkler system										
•											
Fire Extinguishers	Type ABC throughout – age unknown	Good condition, tests up to date			√			√			
• Must be tested annually											

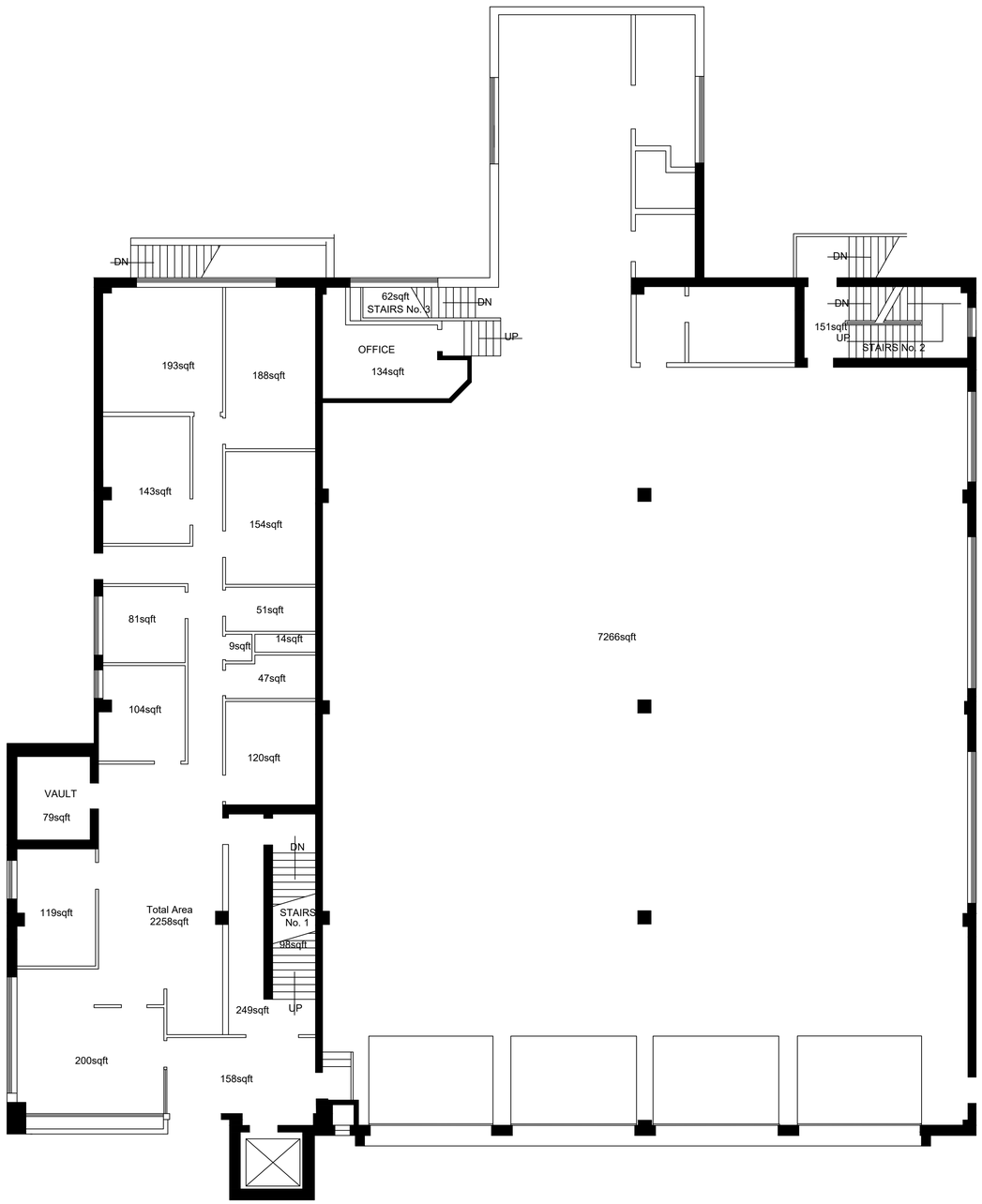
Electrical Systems	Type / Age	Condition	P	F	G	Recap Period					Recap $
						0-5	5-10	10-15	15-20	20-25	
Transformers	Pole mount 3 phase/NSPower	Good condition			√				√		
•											
Service Entrance	Westinghouse 400A, 120/208, 3ph, 60	Good condition			√				√		
•											
Fire Alarm		Good condition			√				√		
• Pull stations/smoke detectors installed per NFPA											
Emergency Lights		Good condition			√				√		
• Genset											
APU – diesel generator, 208/120	Olympian diesel genset/mid 1990's	Good condition			√				√		
•											
UPS	N/A										
•											
Switches	Mostly new for the Geothermal conversion (Cutler Hammer), Westinghouse original	Good condition			√				√		
•											
Main Distribution Panels	Westinghouse, original	Good condition			√				√		
• Checked with infrared camera, no overheated circuits											
Main Distribution System	Mix of newer and older as changes have been made	Good condition			√				√		
• Mix of EMT and BX											
Branch Panels	Mix of Westinghouse, original. Cutler hammer for geothermal upgrade	Good condition			√				√		
• Checked with infrared camera, no overheated circuits											
Branch Distribution System	Mix of newer and older as changes have been	Good condition			√				√		

	made										
• Mix of EMT and BX											
Grounding	Unknown	Good condition			√				√		
• What could be seen appears to be in good condition											
Lightning Protection	N/A										
•											
Surge Protection	N/A										
•											
Interior Lighting	T8 original	Good condition			√				√		
• Occupancy sensors installed in most areas.											
Exterior Lighting	Wall packs and light standrd	Good condition			√				√		
•											

Communications and Security Systems	Type / Age	Condition	P	F	G	Recap Period					Recap $
						0-5	5-10	10-15	15-20	20-25	
Telephone	By service provider										
•											
Data	By service provider										
•											
Intrusion Alarm	By service provider										
•											
Public Address	N/A										
•											

Appendix C

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1 / A-02 EXISTING FIRST FLOOR PLAN

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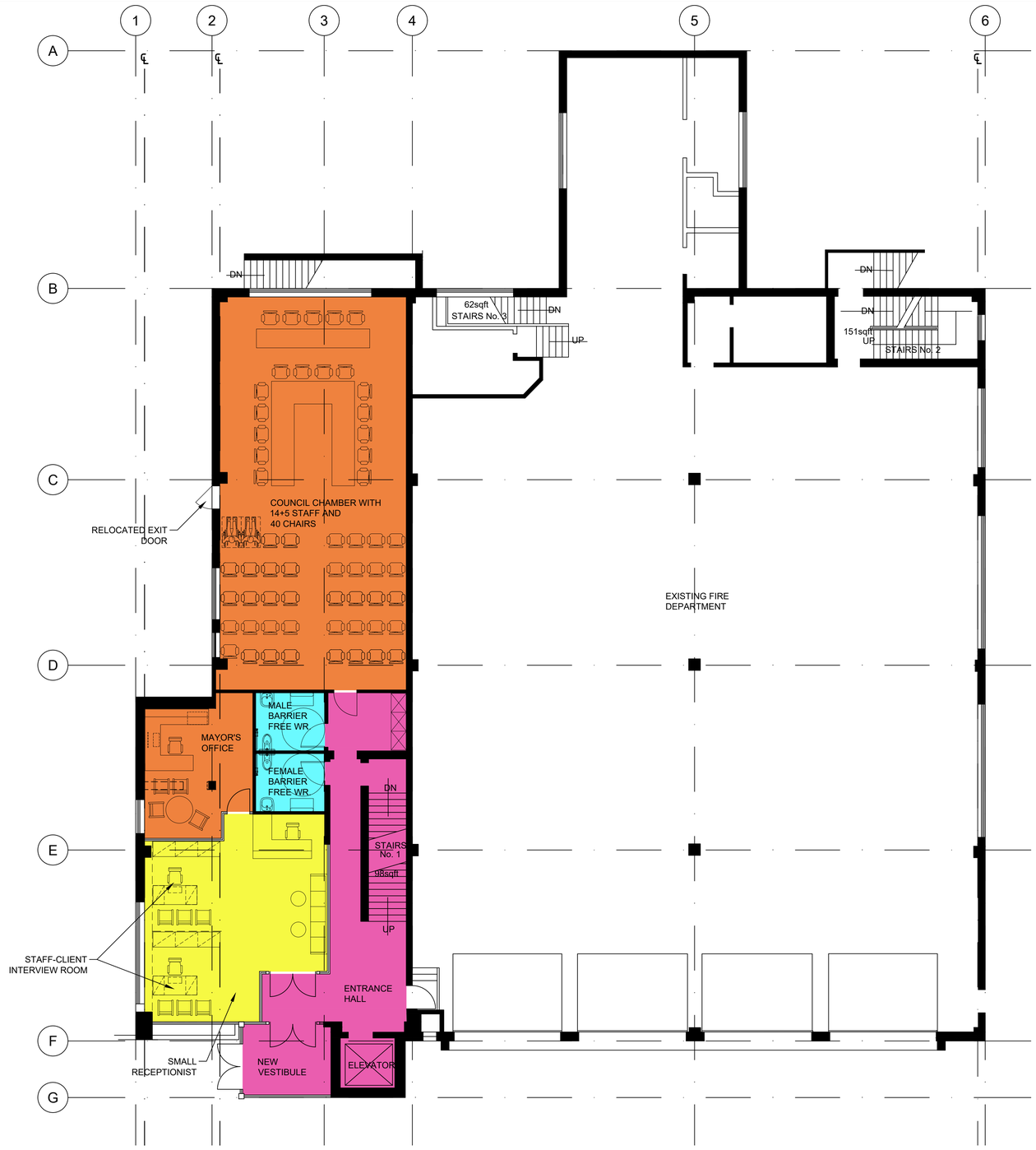
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WINDSOR - WEST HANTS
MUNICIPAL COMPLEX RENOVATION

WINDSOR
EXISTING FIRST FLOOR PLAN

SCALE	DWG. No.	REV
1:100 OR AS NOTED	A-02	A

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1 A-02 FIRST FLOOR PLAN - SPACE LAYOUT

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WINDSOR - WEST HANTS
MUNICIPAL COMPLEX RENOVATION

WINDSOR
PROPOSED FIRST FLOOR PLAN

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DWG. No.



EXISTING SECOND FLOOR

1 / A-03 EXISTING SECOND FLOOR PLAN

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WINDSOR - WEST HANTS
MUNICIPAL COMPLEX RENOVATION

WINDSOR
EXISTING SECOND FLOOR PLAN

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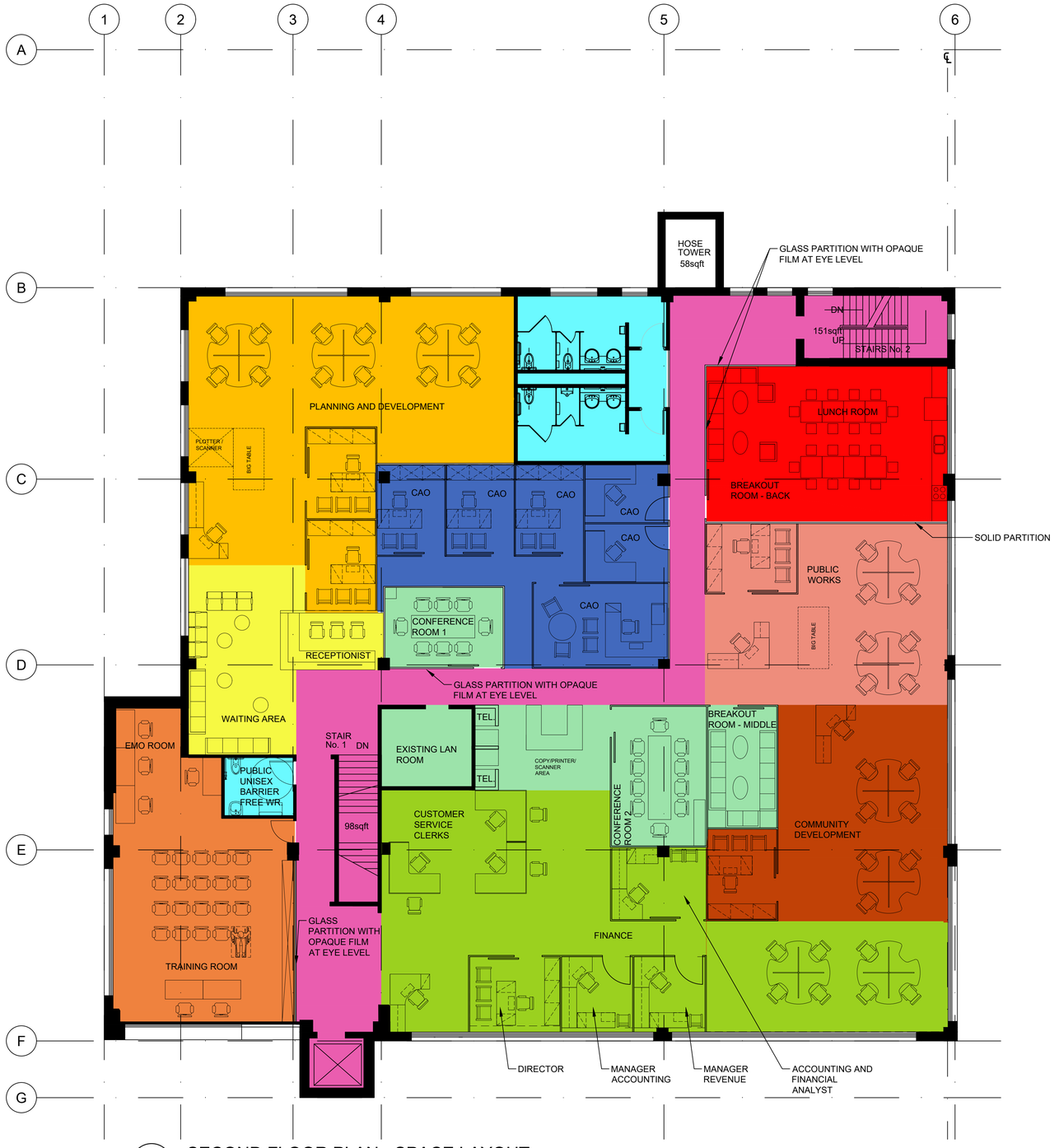
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LEGEND

- TRAINING/EMO
- PLANNING & DEVELOPMENT
- STAFF BREAK OUT AREAS
- FINANCE
- CAO
- COMMUNITY DEVELOPMENT
- PUBLIC WORKS
- COMMON AREAS
- CIRCULATION
- RECEPTION & STAFF/CLIENT INTERVIEW ROOM
- WASHROOMS

1 / A-02 SECOND FLOOR PLAN - SPACE LAYOUT

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WINDSOR - WEST HANTS
MUNICIPAL COMPLEX RENOVATION

WINDSOR
PROPOSED FIRST FLOOR PLAN

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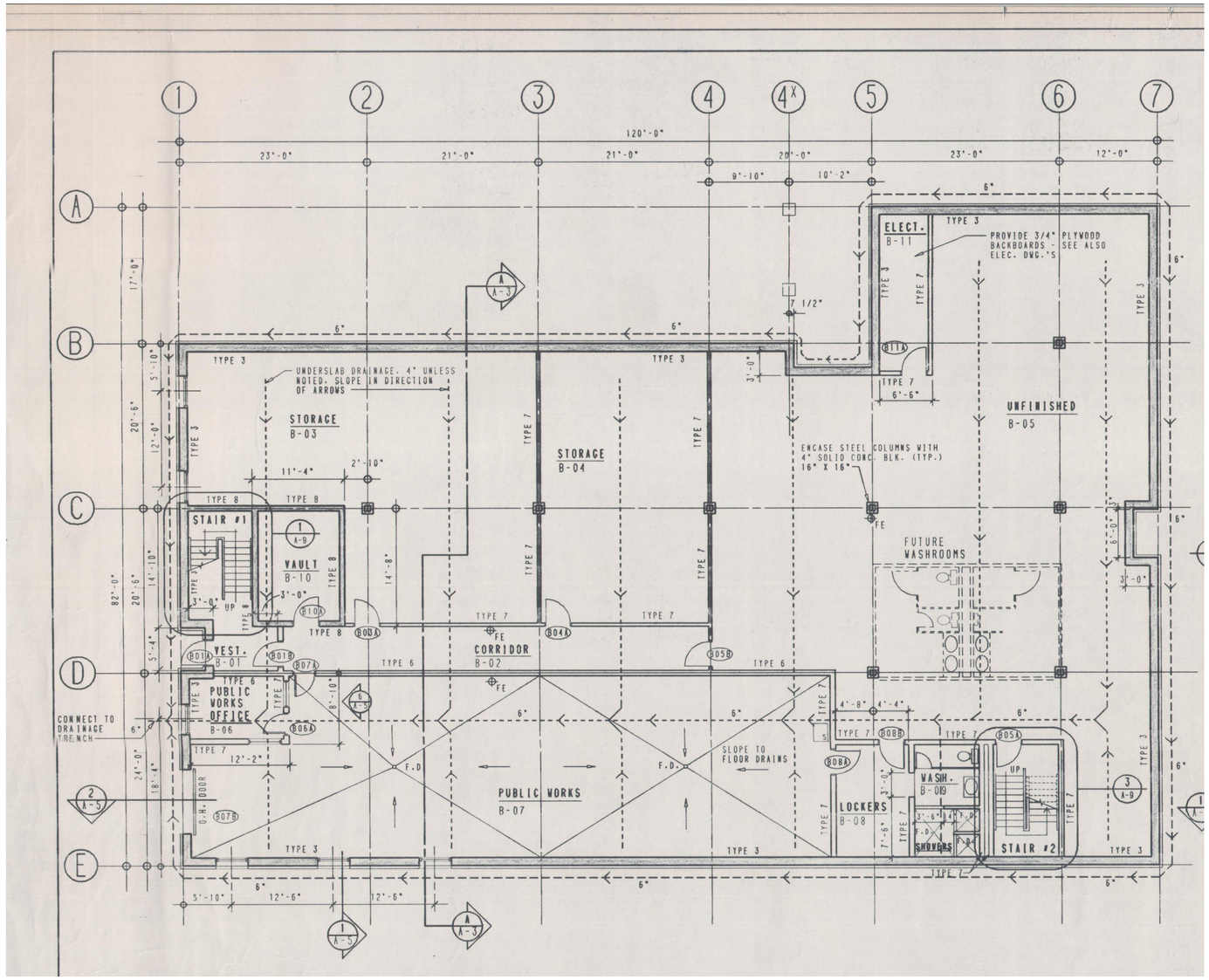
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DWG. No.



1 / A-01 EXISTING BASEMENT FLOOR PLAN

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MUNICIPAL COMPLEX RENOVATION

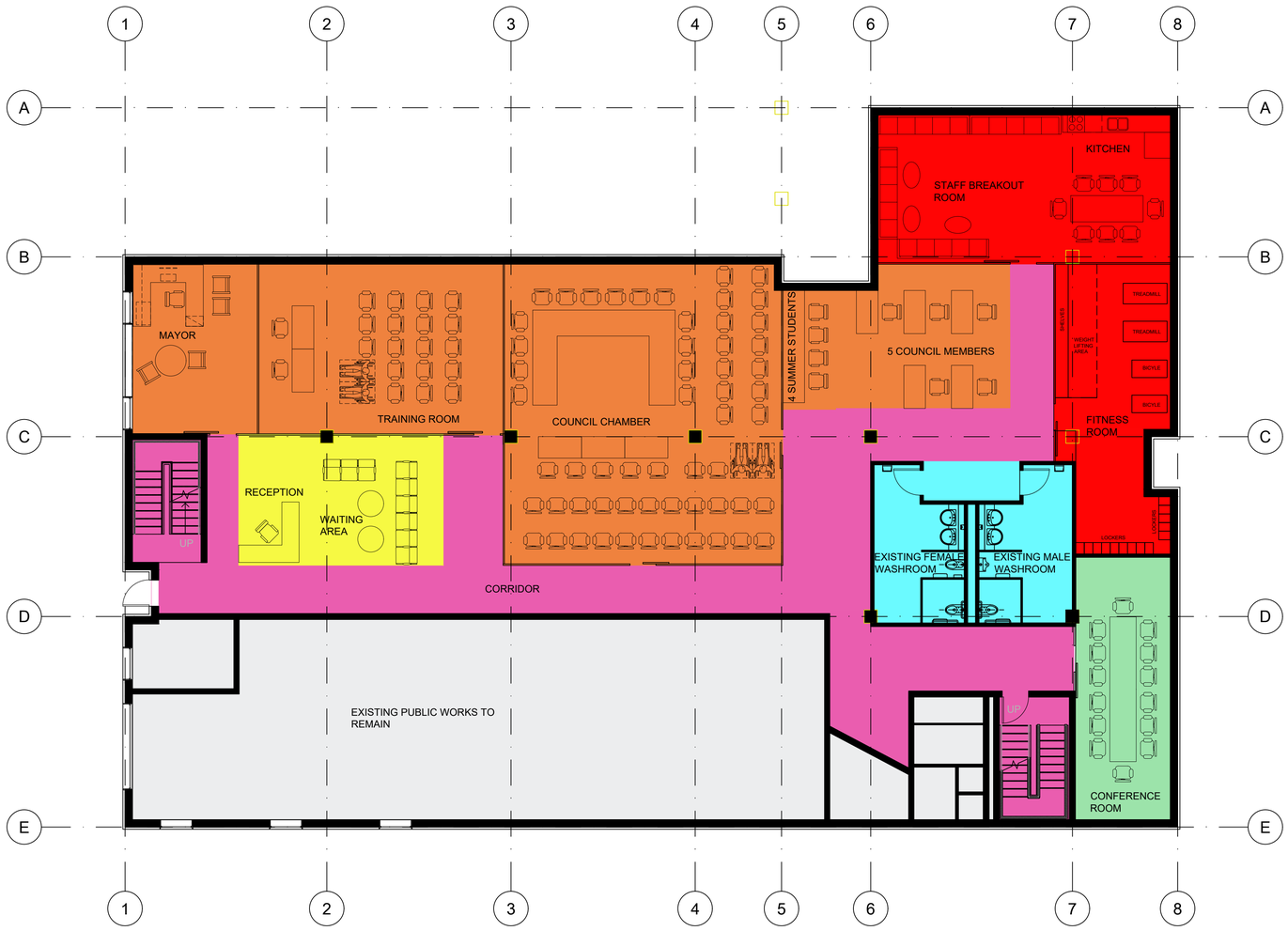
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EXISTING BASEMENT PLAN

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LEGEND ALL

- MAYOR/COUNCIL/TRAINING/EMO
- STAFF BREAK OUT AREAS
- COMMON AREAS
- CIRCULATION
- RECEPTION / WAITING AREA
- WASHROOMS
- EXISTING TO REMAIN

1 / A-01 PROPOSED BASEMENT FLOOR PLAN

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ENG. MANAGER			
PROJ. MANAGER			

WINDSOR - WEST HANTS
MUNICIPAL COMPLEX RENOVATION

WEST HANTS
PROPOSED BASEMENT FLOOR PLAN

DRAWING No.	DRAWING TITLE
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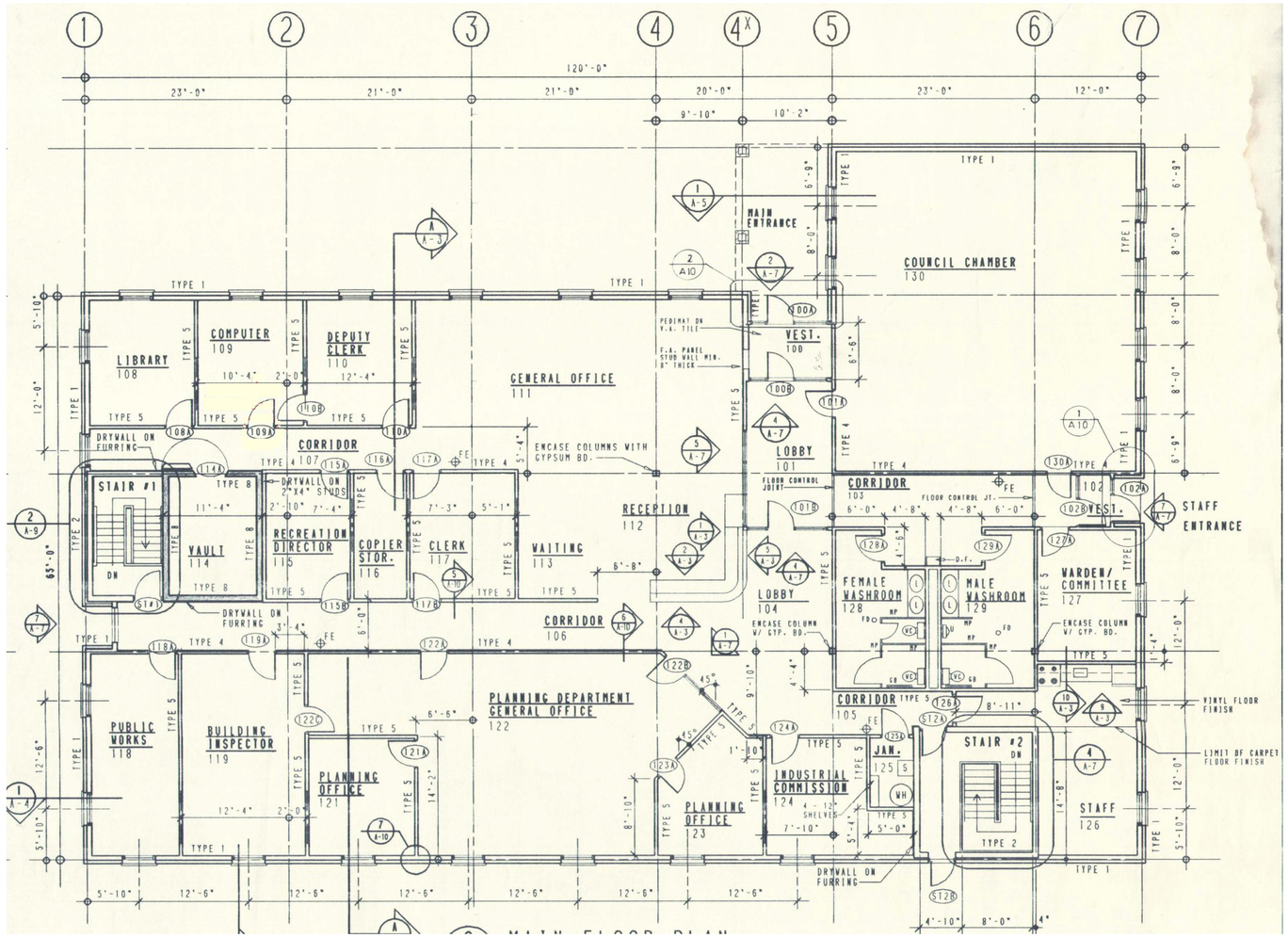
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SCALE: AS NOTED

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CHECKER			
DESIGN COORD.			
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LEAD DISC. ENG.			
ENG. MANAGER			
PROJ. MANAGER			

No.	DESCRIPTION	BY	CHK'D	DATE

WINDSOR - WEST HANTS
MUNICIPAL COMPLEX RENOVATION

WEST HANTS
EXISTING FIRST FLOOR PLAN

DRAWING No.	DRAWING TITLE
REFERENCE DRAWINGS	REGISTERED PROFESSIONAL

REVISIONS

DRAWING APPROVAL STATUS:

SCALE: OR AS NOTED

DWG. No.: A-02

REV: A

LORBERER, ANNA
8/26/2015 2:38 PM
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DWG. No.



LEGEND

- PUBLIC WORKS
- COMMUNITY DEVELOPMENT
- FINANCE
- CAO
- PLANNING AND DEVELOPMENT
- COMMON AREAS
- CIRCULATION
- RECEPTION & STAFF/CLIENT INTERVIEW ROOM
- WASHROOMS

1 / A-02 PROPOSED FIRST FLOOR PLAN

SCALE: 1:100

ISSUED FOR INFORMATION

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DESIGNER		NR	
CHECKER			
DESIGN COORD.			
RESP. ENG.			
LEAD DISC. ENG.			
ENG. MANAGER			
PROJ. MANAGER			

No.	DESCRIPTION	BY	CHK'D	DATE

DRAWING APPROVAL STATUS:

WINDSOR - WEST HANTS
MUNICIPAL COMPLEX RENOVATION

WEST HANTS
PROPOSED FIRST FLOOR PLAN

DRAWING No.	DRAWING TITLE
REFERENCE DRAWINGS	REGISTERED PROFESSIONAL

SCALE: AS NOTED

DWG. No.: A-02

REV: A

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Appendix D

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W.B. STEPHENS BUILDING
ENVIRONMENTAL RISK REGISTER

ID	Incident	Cause	Consequence	Existing safeguards	Pre-mitigation Probability	Impact	Weighted Cost	Mitigation Measure	Post-mitigation Probability	Impact2	Weighted Cost2	Comments
1	**Hazmat**											
	asbestos insulation and fire proofing	damage/exposure	Health	None	H	M	$ 2,500.00	Abatement	N/A	N/A	$ -	2006 Hazmat report Identifies locations
	asbestos pipe insulation	damage/exposure	Health	None	H	M	$ 2,000.00	Abatement	N/A	N/A	$ -	2006 Hazmat report Identifies locations
	asbestos Drywall	damage/exposure	Health	None	H	M	$ 2,500.00	Abatement	N/A	N/A	$ -	2006 Hazmat report Identifies locations
	asbestos ceiling tile	damage/exposure	Health	None	L	L	$ 1,000.00	Abatement	N/A	N/A	$ -	1960's building, testing if renovations occur
	asbestos floor tile	damage/exposure	Health	None	H	M	$ 2,500.00	Abatement	N/A	N/A	$ -	2006 Hazmat report Identifies locations
	PCBs	damage/exposure	Health	None	L	L	$ 1,000.00	Removal	N/A	N/A	$ -	1960's building, testing if renovations occur
	lead paint	handling	Health	None	L	L	$ 1,000.00	Removal	N/A	N/A	$ -	1960's building, testing if renovations occur
	mercury thermostats	damage/exposure	Health	None	L	L	$ 1,000.00	Removal	N/A	N/A	$ -	1960's building, testing if renovations occur
	refrigerants	damage/leaks	Respiratory	Annual testing	L	L	$ 1,500.00	Repair/recharge	L	L	$ -	
	ammonia gas in arenas	exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	mould	exposure	Respiratory	None	L	L	$ 2,400.00	Abatement	L	L	$ -	
	corrosives, toxins, caustics	spills/exposure	Respiratory/Irritant	Air circulation	L	L	$ 200.00	Clean-up	L	L	$ 200.00	Proper handling/storage diminishes the potential
2	**Air quality**											
	CO	exposure	Respiratory/headache	Vehicle Exh. System	L	L	$ 200.00	Increase fresh air	L	L	$ -	Fire hall has vehicle exhaust capture system
	CO2	exposure	Respiratory/headache	HRV installed	L	L	$ 200.00	Increase fresh air	L	L	$ -	
	NOx	exposure	Respiratory/headache	Vehicle Exh. System	L	L	$ 200.00	Increase fresh air	L	L	$ -	Fire hall has vehicle exhaust capture system
	Radon	exposure	Respiratory	None	M	M	$ 1,000.00	Radon exhaust system	L	L	$ -	1960's building with basement
	VOCs	exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	humidity	exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	dirty filters	exposure	Respiratory/Irritant	Filter change	L	L	$ 200.00	Scheduled maintenance	L	L	$ -	Annual maintenance will prevent this
	legionella	exposure	Respiratory/Irritant	Clean AHU drain pans	L	M	$ 200.00	Scheduled maintenance	L	L	$ -	Annual maintenance will prevent this
	welding (Shop Areas)	exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	carpentry (Shop Areas)	exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	painting (Shop Areas)	exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	fiberglass insulation	exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	Chlorine	exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	Methane gas	exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
3	**Contaminated sites**											
	Fuel tanks	spills	Contamination	Visual inspectionn	L	L	$ 3,000.00	Clean-up	L	L	$ -	
	Propane tanks	leaks	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	

WEST HANTS MUNICIPAL OFFICE
ENVIRONMENTAL RISK REGISTER

ID	Incident	Cause	Consequence	Existing safeguards	Pre-mitigation Probability	Impact	Weighted Cost	Mitigation measure	Post-mitigation Probability	Impact2	Weighted Cost2	Comments
1	**Hazmat**											
	asbestos insulation and fire proofing	damage/exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	asbestos pipe insulation	damage/exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	asbestos Drywall	damage/exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	asbestos ceiling tile	damage/exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	asbestos floor tile	damage/exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	PCBs	damage/exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	lead paint	handling	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	mercury thermostats	damage/exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	refrigerants	damage/leaks	Respiratory	Annual Leak Tests	L	L	$ 1,500.00	Repair/recharge system	L	L	$ 1,500.00	Annual maintenance will prevent this
	ammonia gas in arenas	exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	mould	exposure	Respiratory	Cleaning/Air circulation	L	L	$ 2,400.00	Abatement	L	L	$ -	
	corrosives, toxins, caustics	spills/exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
2	**Air quality**											
	CO	exposure	Respiratory/Headache	Detector in office area	L	M	$ 5,000.00	Exhaust in garage	L	L	$ -	CO monitoring/exhaust system in garage will solve
	CO2	exposure	Respiratory/headache	HRV system	L	L	$ 200.00	Fresh-air ventilation	L	L	$ -	
	NOx	exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	Radon	exposure	Respiratory	None	L	M	$ 1,500.00	Radon exhaust system	L	L	$ -	
	VOCs	exposure	Respiratory/Irritant	Air circulation	L	L	$ 200.00	ventilation	L	L	$ -	
	humidity	exposure	Dryness	None	L	L	$ 4,000.00	Humidifier	N/A	N/A	N/A	Existing humidifiers were removed
	dirty filters	exposure	Respiratory/Irritant	Filter change	L	L	$ 200.00	Scheduled maintenance	L	L	$ -	Annual maintenance will prevent this
	legionella	exposure	Respiratory/Irritant	Clean AHU drain pans	L	H	$ 200.00	Scheduled maintenance	L	L	$ -	Annual maintenance will prevent this
	welding (Shop Areas)	exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	carpentry (Shop Areas)	exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	painting (Shop Areas)	exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	fiberglass insulation	exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	Chlorine	exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	Methane gas	exposure	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
3	**Contaminated sites**											
	Fuel tanks	spills	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	Propane tanks	leaks	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	

WEST HANTS REGIONAL MUNICIPALITY
Committee of the Whole - Meeting Agenda AMENDED
November 10, 2020, 6:00 p.m.
In-Person Sanford Council Chambers, 76 Morison Drive, Windsor, NS
(also via Zoom & FB Livestream)

Agenda is subject to change due to additions that may not be able to be reflected until after the meeting.

---

1. Call to Order
2. Roll Call
3. Announcements
4. Approval of the Agenda, including additions or deletions
   a) Dashboard Action Items – Information Log
5. Declaration(s) of Conflict of Interest
6. Approval of Previous Meeting Minutes
   a) 2020-10-13 Committee of the Whole minutes
7. Presentations
   a) Hantsport Food Bank – Beth Caldwell
8. Unfinished Business/Postponed Motions
   a) Rural Internet
      I. Internet for NS Initiative Update – (Standing Item)
      II. West Hants Internet Access Business Plan (Standing Item)
   b) W.B Stephens Building Design Project Management Information
9. Reports
   a) CAO Activity Update – Information Report
10. Correspondence
    a) Avon River Causeway Related Log
    b) Hants County Exhibition (Oct. 6, 2020) – Thank you
    c) Greg Pace (Nov. 3, 2020) - Resignation from Hantsport Area Advisory Committee
11. New Business
    a) Hantsport Municipal Office Surplus Report – Recommendation Report
    b) Hantsport Food Request – Recommendation Report
    c) Grants and Contribution Policy - Recommendation Report
    d) Repeal of Police Advisory Board By-laws - Recommendation Report
    e) Sports Complex Sponsorship Program – Information Report
    f) Burning Permit - Recommendation Report
    g) Safe Restart Agreement Fund - Verbal Update
12. Public Participation Period
13. In-Camera
    a) Approval of In-Camera Minutes

I. 2020-06-03 Committee of the Whole In-Camera Minutes
II. 2020-06-09 Committee of the Whole In-Camera Minutes

b) MGA 22(2)(a) Acquisition, Sale, Lease and security of Municipal Property - Land Sale
c) MGA 22(2)(e) Contract Negotiations – Union Negotiations

14. Next Meeting Date / Adjournment

WEST HANTS REGIONAL MUNICIPALITY

Committee of the Whole Minutes
November 10, 2020 6:00 p.m.
In-Person, Sanford Council Chambers, 76 Morison Drive, Windsor, NS
and Virtual Meeting – via Zoom and Facebook Live

---

1. Call to Order

Mayor Zebian called the meeting to order at 6:00 p.m. and welcomed everyone to the meeting.

2. Call of Roll

Council Present:

Abraham Zebian, Mayor
Rupert Jannasch, Councillor, District 1
Scott McLean, Councillor, District 2
Mark McLean, Councillor, District 3
Jeff Hartt, Councillor, District 4
Debbie Francis, District 5
Paul Morton, Deputy Mayor, District 8
Bob Morton, Councillor, District 6
Ed Sherman, Councillor, District 7
Richard Murphy, Councillor, District 9
Laurie Murley, Councillor, District 10
Jim Ivey, Councillor, District 11

Staff and Guests Present:

Mark Phillips, Chief Administrative Officer (CAO)
Todd Richard, Dir. Public Works
Kathy Kehoe, Dir. Community Development
Jamie Juteau, Windsor Fire Department
Linda Shay, Hantsport Food Bank
Heather McInnes, Hantsport Food Bank
Carlee Rochon, Dir. Financial Services
Rhonda Brown, Municipal Clerk
Shelleena Thornton, Administrative Supervisor
Beth Caldwell, Hantsport Food Bank
Bill Preston, Hantsport Food Bank
Jo Hazel, Hantsport Food Bank

Members of the public watched the meeting using Facebook Live; there were no members of the public present in the Council Chambers.

3. Announcements

Mayor Zebian stated appreciation for the men and women, past, present and future that serve our country. Residents were reminded that Remembrance Day Services this year will be different due to COVID, and encourage all to participate virtually.

Residents were advised of the Provincial travel restriction change that states if a person is isolating in a house with other people, all members in that household must isolate for the 14-days.

Residents were encouraged to support local food banks and Christmas Angels.

In lieu of their Christmas Angel Walk, Hantsport Fire Department will have a donation box outside the fire department for gift donations and gift cards on December 6, 2020.

4. Approval of the Agenda, including additions or deletions

a. Dashboard Action Items Information Log

MOVED by Deputy Mayor Morton and Councillor Ivey that the agenda be approved.
Motion Carried.

5. Declarations of Conflict of Interest - There were no declarations.

6. Approval of Previous Meeting Minutes

a. 2020-10-13 Committee of the Whole Minutes

MOVED by Deputy Mayor Morton and Councillor Ivey that the 2020-10-13 Committee of the Whole Minutes be approved.
Motion Carried.

7. Presentations

a. Hantsport Food Bank – Beth Caldwell, Jo Hazel and Heather McInnes

Beth Caldwell reviewed the presentation noting the history and needs of the Hantsport Food Bank.

Discussion Points:

- The lease extension request is for 15 years in the new location.
- The Foundry Rd building will need renovations to accommodate the Hantsport Food Bank.

8. Unfinished Business/Postponed Motions

a. Rural Internet Update

I. Internet for NS Initiative Update - Standing Item

II. West Hants Internet Access Business Plan – Standing Item

Discussion Points:

- Until the location of the last 3-5% of areas not receiving internet is known, it is hard to develop a business plan.
- There has been some construction activity for internet in Districts 1 and 2 .
- The Federal Government has announced more funding for internet projects.

b. W.B. Stephens Building Design Project Management Information

CAO Phillips reviewed the information report displaying financials associated with current operations of both buildings as well as potential tax generation and leasing rates should the buildings be sold or leased. He noted that funding has been requested from the Province to cover the cost for renovations for a Municipal Complex through the Provincial Post-Consolidation Funding Request which is currently being reviewed by the Province. He further added that the cost for the renovations has been included in the 2020/21 Capital budget, which was approved by Council and debt serving already calculated and accounted for in the operating budget. An appraisal would be required if either the 100 King St. or 76 Morison Dr. Municipal offices were to be sold. If the King St. office were sold, a new location for the Windsor Fire Department (WFD) would be needed.

Discussion Points:

- Based on square footage, the staff complement can be accommodated in either location, with renovations. Other work environments could also be arranged for some staff.
- Perhaps the King St and Morison Dr offices could be sold to generate tax revenues and a new office built for the same amount of money as the cost for renovations. Need to be confident in the location chosen.
- The Hatch report estimated renovation costs for King St. range from $1.99M to $2.65M, renovations for Morison Dr. range from $1.99M to $2.59M. Costs may be lowered but would need a design to determine.
- Structural engineers did a preliminary review of the buildings for the Hatch Municipal Complex Review and found no concerns.
- Cost for a new fire dept and municipal office together or separate would have to be determined if the King Street Building were sold or leased in whole.
- One of the purposes of Consolidation is to achieve efficiencies.
- Council will have an opportunity to review and give input to help control costs.
- Past WFD floor concerns about salt seeping into floor crack and rusting beams was corrected by painting and sealing the floor; jacks were installed under the larger trucks for weight bearing. Ventilation concerns were corrected by adding a vehicle exhaust system and a ventilation system to the second floor of the building. Due to the regionalization of the fire service, the number and size of apparatus is changing.
- There are parking solutions for both locations.

MOVED by Councillors Murley and Murphy that Committee of the Whole recommends that Council approve the award of tender WWHPW20-15 for the W.B. Stephens Building Design & Project Management contract to HarveyARCHITECTURE Limited, for the tendered price of $198,500 plus 10% design contingency, plus applicable taxes.

Motion Defeated.
Councillors Francis, B. Morton, M. McLean, S. McLean, Hartt, and Ivey voted nay.

Linda Shay left the meeting at 7:31 p.m.

9. Reports

a. CAO Activity Update – Verbal Report

CAO Phillips provided a verbal update of activities over the last month including:

- CUPE negotiations are scheduled Nov. 16th and 17th.
- Proceeding with land purchase in Cogmagun, waiting on the Province.
- Working on Hantsport Food Bank and Hantsport Municipal Complex items.
- Will provide financial update at the next Committee of the Whole, as the report was just received from the Audit Committee.
- Opening of the Sports Complex has been time consuming under COVID restrictions; the first hockey game was played Nov 6th.
- Windsor Township Business Association continues their beautification plans around lighting.
- Falmouth stormwater management discussions have started; presentations of resident concerns may occur in the future.
- No additional information regarding the twinning of Highway 101 has been received.
- Fire District Boundary changes took place Oct. 31st which will see reduced cost efficiencies by using existing resources.
- Continue to meet with Fire Chiefs and various committees have been established to review apparatus, safety, honorariums and continuity.

Discussion Points:

- Delay in opening the walking track at the Sport Complex was primarily due to COVID and safety concerns for a higher duty of care and making sure surfaces can be wiped down. It is possible the turf side of the complex may also be used for walking.
- Facility is beautiful and staff have done a great job.

10. Correspondence

a. Avon River Causeway Related Log

b. Hants County Exhibition (Oct. 6, 2020) – Thank You

c. Greg Pace (Nov. 3, 2020) – Resignation from Hantsport Area Advisory Committee

Mayor Zebian thanked Mr. Pace for his service on the Hantsport Area Advisory Committee.

11. New Business

a. Hantsport Municipal Office Surplus Report – Recommendation Report

CAO Phillips reviewed the report, noting the recommendation would be to sell the property at market value rather than lease property.

MOVED by Councillors Murphy and M. McLean that Committee of the Whole recommend to Council that the property formerly known as the Hantsport Town Hall, 20 and 22 Main Street, Hantsport NS (PIDS # 45043312 and 45043304), be deemed as surplus property and that the property be listed for sale at market value.
Motion Carried.
(Vote was held after discussion.)

Discussion Points:

- It may be advantageous to sell the Hantsport municipal office, as there are other options that could satisfy the needs of the Hantsport Food Bank.

b. Hantsport Food Bank Request – Information Report

CAO Phillips reviewed the report. The Hantsport Food Bank is requesting a full accommodation and renovation to move to Foundry Rd. The cost estimates were based on the use of contractors, so costs could be lower if staff or volunteers were used.

MOVED by Deputy Mayor Morton and Councillor Morton that Committee of the Whole recommends that Council support Hantsport Food Bank for the entire amount up to $47,000 to make the Food Bank Operational by April 1, 2020.

MOVED by Councillor Ivey and Sherman to amend the motion by adding, "with funds to come from the Hantsport Infrastructure Capital Reserve."
Amendment Carried.

Motion as amended:
MOVED by Deputy Mayor Morton and Councillor Morton that Committee of the Whole recommends that Council support Hantsport Food Bank for the entire amount up to $47,000 to make the Food Bank Operational by April 1, 2020 with funds to come from the Hantsport Infrastructure Capital Reserve.
Motion Carried, as amended.
(Vote was held after discussion.)

Discussion Points:

- The proceeds from the sale of the Hantsport Office must remain for capital project in Hantsport.
- It is not the Hantsport Food Bank's fault that a move is needed to accommodate the new fire department.

- The Hantsport Food Bank generally serves residents within their stated jurisdiction but will work to support others if needed.
- Food banks are an essential service, possibly a policy for municipal support could be developed to ensure all residents have access.

Hantsport Food Bank members left the meeting at 8:28 pm.

c. Grants and Contributions Policy– Recommendation Report

Director Kehoe reviewed the report.

MOVED by Councillor Francis and Deputy Mayor Morton that Committee of the Whole recommends that Council adopt the West Hants Regional Municipality Grants and Contributions Policy for implementation for the fiscal year 2021/2022.
Motion Carried.
(Vote was held after discussion.)

Discussion Points:

- Bulk purchases of item requests such as heat pumps normally funded by Gas Tax is not possible due to the Gas Tax Agreement requirements.

d. Repeal of Police Advisory Board By-laws – Recommendation Report

Clerk Brown reviewed the report.

MOVED by Councillors Francis and Sherman that Council give First Reading and proceed to a Public Hearing for the Repeal of Police Advisory Board By-laws, REPEAL-002 as recommended in the report entitled Repeal of Police Advisory Board By-laws to the Committee of the Whole dated November 10, 2020.
Motion Carried.
(Vote was held after discussion.)

Discussion Points:

- If the Police Advisory Board wanted additional roles or responsibilities other than that stated in the *Police Act*, another by-law would be required and be approved by the Department of Justice.
- The current Police Advisory Board established by Council will not be affected and will operate under the provisions of the *Police Act*.
- There should be discussion about the role the Police Advisory Board Committee will play in the new Regional Municipality.

e. Sport Complex Sponsorship Program- Information Report

CAO Phillips reviewed the report. In consultation with the design team, some controls being set for sponsorship placement are to preserve intended feel; this may change overtime. There have already been sponsorship inquiries.

Discussion Points:

- Advertisements for sponsorships will be done through the Community Development Department staff, Councillors, social media, corporate community.
- There is an application process to ensure fairness for sponsorship opportunities if there are multiple requests for the same item. Everyone will be encouraged to look at other opportunities if not successful.
- Council members that have received inquires can contact Kathy Kehoe, VanEssa Roberts or Chrystal Remme.
- Those who have already sponsored the facility will be acknowledged, possibly on a donor wall in the facility entrance.

f. Burning Permit– Recommendation Report

Mayor Zebian reviewed the report. There is a peak season for burning and this has been complicated by three different fire related by-laws (of the three former municipal units), and Provincial regulations for burning.

Discussion Points:

- The three municipal fire by-laws of the former municipal units should be reviewed and replaced by a single Regional by-law.
- A new by-law could consider a permit system and various burning zones
- Residents need to be educated on when to burn, who and when to call, and what can be done for prevention.
- If a permitting system is established, it should include a communication system/plan to fire departments.
- Rural areas also have pockets of residents close together.
- Many complaints are regarding smoke and burning of waste.
- Department of Lands and Forestry used to issue burn permits, but it was not found to be an efficient system.

g. Safe Restart Agreement Fund – Verbal Update

Director Rochon informed that the Municipality received a Safe Restart grant as part of the work done by the NS Federation of Municipalities and NS Association of Municipal Administrators during the early part of the COVID-19 Pandemic. The Municipality will receive $634,521 from the total the Province will receive. Details of the Funding Agreement are to come, but funds could be used to support Municipal and community COVID costs for distancing provision, protective equipment and transportation.

12. Public Participation Period

Supervisor Thornton noted there was an average of 48 residents watching Facebook Live. Most comments on Facebook were regarding the renovations for a municipal complex and support for the Hantsport Food Bank.

13. In-Camera

a. Approval of In-Camera Minutes
  I. 2020-06-03 Committee of the Whole Minutes
  II. 2020-06-03 Committee of the Whole Minutes

b. MGA 22(2)(a) Acquisition, Sale, Lease and Security of Municipal Property – Land Sale

c. MGA22(2)(e) Contract Negotiations – Union Negotiations

MOVED by Deputy Mayor Morton and Councillor M. McLean to move in-camera.
Motion Carried.

The meeting moved in-camera at 9:13 pm. Just Council and Staff attended the in-camera meeting.

MOVED by Deputy Mayor Morton and Councillor Sherman that the meeting move out of in-camera.
Motion Carried.

The regular meeting reconvened at 9:55 pm.

14. Next Meeting Date / Adjournment

The next meeting will be Regular Council on November 24, 2020.

MOVED by Deputy Mayor Morton and Councillor Sherman that the meeting adjourn.
Motion Carried.

The meeting ended at 9:56 pm.

_____ _____

Abraham Zebian, Mayor Rhonda Brown, Municipal Clerk

Windsor Township Business Association
Box 2499
Windsor NS
B0N 2T0

November 18 2020,

To the Councillors and Mayor of the Regional Municipality of West Hants,

I am writing as the Chair of the Windsor Township Business Association on behalf of the downtown businesses.

Many studies have outlined that a thriving downtown is imperative to the success of a larger region. A healthy core draws visitors and residents together and is the beating heart of a community.

The Business Association was very pleased to see that the Coordinating Committee voted to move forward with 100 King Street as the location for the new municipal complex in the spring. Not only did the decision make sense based on the expert's conclusions in the Hatch report and was supported by our Fire Chief, but a municipal complex, a "Town Hall", in our opinion, belongs in a downtown.

Downtown Windsor is blossoming and becoming brighter and more vibrant with each day. The location of the municipal complex within the downtown is extremely beneficial to our businesses and therefore our region by means of mutual support, cross promotion, and attracting visitors.

The possibility of 50+ employees within walking distance to the downtown businesses means that a large number of these people will support our businesses regularly. Residents coming to town to pay their water bill will stop for a bite to eat or to check out the window displays at our shops. Prospective new members of our community may stop into Town Hall to ask questions about the area and get excited about our bustling downtown. This is appealing. It's not just people spending money. It's the fact that positive traffic, foot or otherwise, is attractive. It's busy. It's fun. Upbeat. Enticing. Good for the region as a whole.

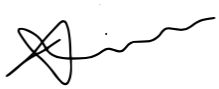
We were extremely disappointed to see that half of the Committee of the Whole voted against the motion to award a tender to the architecture firm in order to move forward with this plan. This location was voted on months ago because the experts told them this is the best choice.

We ask: Why do you not trust the experts that were hired for that purpose? What information are you basing your concerns and vote on? As we understand, there are many good reasons that it should be at 100 King Street. To highlight a few: it is accessible, walk-able, centrally located, it is the desired location for our fire department, it benefits our local economy, and it makes financial sense according to the reports.

Can our Council step up to the plate and work together to make positive progress?

We look forward to your answers and request that this letter be added to the correspondence at the next meeting on November 24 2020.

Respectfully,



Dr. Adrienne Wood
Naturopathic Doctor
Chair of the Windsor Township Business Association

Valuation Report
100 King Street, Windsor, NS

TURNER DRAKE & PARTNERS LTD.

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VALUATION REPORT
(Summary Report)

VALUATION OF

PID #'S 45057742, 45057734 & 45057759
WINDSOR TOWN HALL
100 KING STREET
WINDSOR
NOVA SCOTIA

OWNED BY

TOWN OF WINDSOR

PREPARED FOR

WINDSOR/WEST HANTS REGIONAL MUNICIPALITY

AS OF

8TH MARCH 2021

BY

RICHARD J. ESCOTT

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HALIFAX - NOVA SCOTIA

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Regulated by RICS

Our Ref: 2114913:NB/RE

30 April 2021

Mr. Mark Phillips
Chief Administration Officer
Windsor/West Hants Regional Municipality
PO Box 3000
76 Morrison Street
Windsor NS B0N 1T0

Dear Mr. Phillips:

Re: PID #'s 45057742, 45057734 & 40557759 Windsor Town Hall, 100 King Street, Windsor, Nova Scotia

In accordance with your request of the 6th January 2021, we have completed a valuation of the above property on the basis of its **Market Value** (Highest & Best Use) and **Market Rent**. (Net Absolute).

This report is intended only to be used for Lease and Sale purposes and for no other purpose; and only by Windsor/West Hants Regional Municipality our client for this assignment. Use of the report for other purposes or by other parties may invalidate the conclusions. The RICS Valuation Standards require that we prepare a new report if the client, intended user, date, or purpose of the assignment, is changed.

Type of Property

The property comprises the town hall and fire station for the former Town of Windsor and is held as an operational asset.

Scope of Work

(i) Property identification – we took as our source the legal description from the deed conveying the property to the present owner together with a survey plan as well as the the Provincial on-line mapping service. We utilised the foregoing, aerial satellite imagery to identify the property boundaries during our on-site inspection.

(ii) Property inspection – we undertook a detailed inspection of the property including the interior and exterior of the building that had a material impact on the property value. Our findings are described in the body of this report.

...2

(iii) Data research – we obtained the assessment, zoning, planning and other pertinent data from the appropriate sources. Some sales information is available from government sources and was utilised for this assignment. However it was incomplete and rudimentary and required processing by our CompuVal® Information Platform to render it usable. Further sales information was compiled from vendors, purchasers, brokers, appraisers, Multiple Listing Services® and other sources we deemed reliable. It was analysed and utilised to compute the Land and Building Value using the Direct Comparison Approach, and the rents and capitalisation rates for the Income Approach. Building costs were derived from commercial costing services and were validated, whenever possible, with actual costs. Income and expense data was obtained comparable properties and industry benchmarks

(iv) Analyses applied – there are three methods traditionally used to arrive at the value of real estate: the Direct Comparison, Cost and Income Approaches. We utilised the Direct Comparison, Cost and Income Approaches since this was necessary to properly value the property.

The following **Executive Summary** provides an overview of our findings and describes the extent of our investigations and document research.

Quality Standards

Turner Drake's quality assurance system, which covers the conduct of all of our operations, is registered to the ISO 9001:2015 standard. This assignment has been conducted in accordance with our quality assurance system, the Code of Professional Ethics and the Royal Institution of Chartered Surveyors' Valuation Standards [2017 Edition] (RICS Red Book), the International Valuation Standards (IVS), the Uniform Standards of Professional Appraisal Practice (USPAP), [1][Appraisal Report] and the Canadian Uniform Standards of Professional Appraisal Practice.

Observed Condition of Building

Whilst our inspection of the property should not be construed as a structural survey, and we did not undertake any tests of the heating, plumbing, electrical, airconditioning or other systems we found no major defects other than normal wear and tear consistent with the property's age and use. However some of the interior finishes are dated and some areas are vacant.

Building Measurement

We did measure the Gross Floor Areas of the building.

Environmental

(a) **Hazardous materials or environmental concerns** - none were observed or brought to our attention during our inspection of the property. However buildings of this age and occupancy often contain potential hazardous materials or have been exposed to environmental contamination. We have identified possible contaminants in the Environmental Contamination section of this report.

We noted the presence of storage tanks on the property. We have not been able to confirm that they meet Provincial Government environmental regulations.

The property has been valued on the assumption that it is environmentally "clean".

1 Contains all of the information significant to the solution of the appraisal problem.

(b) **Climate change concerns** – climate change resulting from global warming exposes property to the increased risk of flooding from pluvial (rain), fluvial (watercourses) and coastal (storm surge) sources. Most municipal infrastructure for water dispersal was not designed to accommodate the heavier rainfalls that are a consequence of a warming climate. Former and current National Building Codes do not contemplate the present regime of climate change which is resulting in higher winds, temperatures and rainfall. Excessive rainfall has a concomitant, adverse, impact on the ability of watercourses to function without overflowing their banks. Excess precipitation, coupled with a storm surge, conspire to elevate the danger of flooding for coastal property since both are the outcome of a hurricane. Where they exist, flood plain maps are often outdated or inaccurate.

Since no Climate Risk and Vulnerability Assessment Report was available to us for the property, we restricted our investigation to our on-site inspection, enquires of the present owner or occupier, flood plain maps, and our general knowledge of the property and the neighbourhood. We did not observe any immediate risks from flooding, nor were any brought to our attention.

Zoning

We have reviewed the uses permitted under the current Zoning By-Law. The current use of the property is permitted. More complete details are included in the Zoning section of this report.

Since it is outside the mandate of this assignment we have not verified that the building meets all of the site specific requirements of the current Zoning By-Law such as set back and building envelope constraints.

Income Data and Expense Data

We relied upon on the operating history of the subject, data on file on comparable properties, and industry benchmarks.

Investment Assumptions

We have utilised a 10 year investment horizon Overall Capitalisation model employing the Ellwood Mortgage Equity Technique. Our investment assumptions are described in the Income Approach section of this report. The Overall Capitalisation Rate has been validated by reference to a sales analysis of investment type properties.

Sales & Marketing History

To the best of our knowledge the property has not been actively marketed for sale during the past three years and no offers to purchase have been received.

Most Probable Purchaser

In our experience the most probable purchaser for this property would be a partial owner-occupier, a local investor or developer.

Covid-19 Considerations

As of the date of this report Canada and the Global Community is experiencing unprecedented measures undertaken by various levels of government to curtail health related impacts of the Covid-19 Pandemic. The duration of this event is not known. While there is potential for negative impact with respect to micro and macro-economic sectors, as well as upon various real estate markets, it is not possible to predict such impact at present, or the impact of current and future government countermeasures. There is some risk that the Covid-19 Pandemic increases the likelihood of a global recession, however without knowledge of further anticipated government countermeasures at the national and global levels it is not possible to predict any impact at this point in time. Accordingly, this point-in-time valuation assumes the continuation of current market conditions, and that current longer-term market conditions remain unchanged

.

Market Value

In our opinion, the Market Value of the Fee Simple Interest in the subject property, premised on the basis that it will be utilised for its Highest and Best Use with vacant possession as of the 8th March 2021, subject to the Limiting Conditions and Assumptions contained herein and a Reasonable Exposure Time of 6 to 18 months, is the sum of $1,200,000.

ONE MILLION TWO HUNDRED THOUSAND DOLLARS

Market Rent

As requested, we have also considered the Market Rent for the Subject Property. Our analysis and conclusion are detailed in the Income Approach section of our report. In our opinion the Market Rent of the subject property, on a **net absolute to landlord basis** (i.e. assuming that the lessee pays for the property taxes and all operating expenses other than structural repairs and management) and includes the use of the basement space, for a typical term of 5 years. The subject property comprises dated office and ancillary space on the ground and second floors as a fire hall on the ground floor. The basement comprises unfinished storage and semi-finished space. At best the ground and second floors represent fair quality office space. The fire hall comprises open space which currently functions as garage space for the fire trucks and equipment. However, it is somewhat limited for modern fire equipment as a result of its relative low ceiling clearance. Nevertheless it is adaptable to general commercial/storage uses. The basement space is used by the fire department for storage, staff support services, and meeting space. However, it is considered low value space in the general market. Having regard to the attributes of the subject property and the foregoing, we have estimated the market rent for the office space on the ground and second floors at $5.00/ft.^{2} and the market rent for the fire hall space at $4.00/ft.^{2}. We have estimated the Market Rent for basement space at $2.00/ft.^{2} reflecting its condition and limited utility for alternative uses.

In our opinion the Market Rent of the subject property of the 8th March 2021, subject to the Limiting Conditions and Assumptions contained herein and a Reasonable Exposure Time of 6-18 months, is the sum of **$129,595 per annum.** (i.e. $6.05/ft.^{2} of GFA)

Yours truly,

TURNER DRAKE & PARTNERS LTD.

RICHARD J. ESCOTT
Senior Manager
Valuation Division

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SUBJECT PROPERTY



FRONT ELEVATION



SIDE ELEVATION

SUBJECT PROPERTY



BASEMENT – MEETING ROOM



BASEMENT - STORAGE

SUBJECT PROPERTY



GROUND FLOOR - FIRE HALL



GENERAL OFFICES

LIMITING CONDITIONS AND ASSUMPTIONS

(1) No responsibility is assumed for matters of a legal nature, nor do we render any opinion as to the title which is assumed to be good. Unless otherwise noted in this report, existing mortgages, liens, encumbrances and special assessments, if any, have been disregarded and the property has been valued as though free and clear.

(2) We have not undertaken a survey of the property, and no responsibility can be accepted for the accuracy of the Site Plan and sketches. They are only included to assist the reader in better visualising the property.

(3) Market conditions can, and do, change rapidly because of economic, social and political reasons. The market value expressed in this report pertains only to the date of the valuation. It must not be relied on to estimate the market value as of any other date. HST, GST and other tax or expenses due on acquisition or disposition, have not been deducted from, or added to the market value. If the market value is based upon the prospect of future growth in rental and/or capital values, the reader is cautioned that these projections may not occur and values can fall as well as rise.

(4) It is assumed that there are no hidden or non-apparent conditions of the property, subsoil or structures that would render it more or less valuable. No responsibility is assumed for such conditions or for engineering studies that might be required to discover these factors.

(5) The distribution of value between the land and buildings applies only to the property as utilised at the date of valuation and is invalid if the valuation is used for any other purpose.

(6) This report must be used in its entirety since parts taken out of context may be misleading. The report, or any parts thereof, may not be used for any purpose other than that for which it was undertaken and is furnished for the exclusive use of the client. **All liability to any party other than the client is hereby denied.**

(7) Information in this report furnished by others is believed to be reliable, although no responsibility is assumed for its accuracy.

(8) Turner Drake & Partners Ltd. retain the copyright to this report. Reproduction in whole or in part, or any reference thereto, or to the valuation figures contained therein, or to the name and professional affiliation of the author of the report, is prohibited without their written permission and is a contravention of the Copyright Act. The report may be subject to Extraordinary Assumptions and/or Hypothetical Conditions: reference to the report in any published document without an adequate contemporaneous reference to these Extraordinary Assumptions or Hypothetical Conditions would be misleading and is prohibited.

(9) Unless otherwise noted in this report, the existence of hazardous substances, including without limitation asbestos, polychlorinated biphenyls, petroleum leakage, agricultural chemicals, radon gas, urea-formaldehyde foam insulation, or other potentially hazardous substances, which may or may not be present on the property, or molds, mildews and other environmental conditions, were not called to our attention nor did we become aware of them during our inspection. We are not qualified to detect such substances or conditions and the client is urged to retain an expert in this field, if desired. The presence of such hazardous substances or environmental conditions on, or in the proximity to the property, may affect the value of the property. Whilst we have valued the property on the assumption that it does not, and never has, contained such hazardous substances or environmental conditions, and is not in such proximity to another contaminated property as to cause a loss in value to the property the subject of this report, we do not warrant that this is the case and accept no liability in this regard.

(10) Unless otherwise expressly stated in this report, it has been assumed that all oil or other storage tanks, whether above or below ground, are in good condition, free of leaks and other defects, have been registered with the Department of the Environment, are legally permissible and meet all environmental standards. We have not undertaken any investigation, do not warrant that this is the case and accept no liability in this regard.

(11) Climate change, particularly global warming, is a continuous process which increasingly impacts real estate, often in an adverse manner. It can significantly increase the risk of flooding from pluvial (rainfall), fluvial (watercourses) and coastal (storm surge) sources. If a Climate Risk and Vulnerability Assessment was not made available to us for the property we have undertaken a very preliminary investigation of the flooding risk for the purpose of this report. However such investigation is not tendered as a substitute for a detailed Climate Risk and Vulnerability Assessment Report and any party relying on this report is encouraged to undertake their own investigations. Climate change risk is not yet fully "priced" into sales transactions and our estimate of Market Value reflects it only to the degree that it is recognised by the market.

(12) We have not inspected woodwork or other parts of the structure which are covered, unexposed or inaccessible and we are therefore unable to report that such parts of the property are free of rot, beetle or other defects.

(13) This valuation is based on the assumption that there is an adequate supply of potable water to the property at all times. We have not undertaken any tests ourselves and make no warranty therewith.

(14) This valuation is based on the assumption that there is a fully functioning sewage disposal system. We have not undertaken any tests ourselves and make no warranty therewith.

(15) As of the date of this report Canada and the Global Community is experiencing unprecedented measures undertaken by various levels of government to curtail health related impacts of the Covid-19 Pandemic. The duration of this event is not known. While there is potential for negative impact with respect to micro and macro-economic sectors, as well as upon various real estate markets, it is not possible to predict such impact at present, or the impact of current and future government countermeasures. There is some risk that the Covid-19 Pandemic increases the likelihood of a global recession, however without knowledge of further anticipated government countermeasures at the national and global levels it is not possible to predict any impact at this point in time. Accordingly, this point-in-time valuation assumes the continuation of current market conditions, and that current longer-term market conditions remain unchanged.

PURPOSE OF VALUATION

The purpose of this valuation is to estimate the **Market Value** (Highest & Best Use Use) and **Market Rent** of the subject property.

INTENDED USE

This report is intended only to be used for Lease and Sale purposes. The report is not intended to be utilised for any other purpose.

In view of the purpose and intended use of the valuation, this report conforms to the Royal Institution of Chartered Surveyors' Valuation Standards [2017 Edition] (RICS Red Book), the International Valuation Standards (IVS), the Uniform Standards of Professional Appraisal Practice (USPAP) [2][Appraisal Report], and the Canadian Uniform Standards of Professional Appraisal Practice (CUSPAP).

INTENDED USERS

This report is intended for use only by Windsor/West Hants Regional Municipality our client for this assignment. This report is not intended to be utilised by any other party.

PROPERTY RIGHTS VALUED

Fee Simple

DEFINITION OF VALUE

Market Value is defined in CUSPAP as:

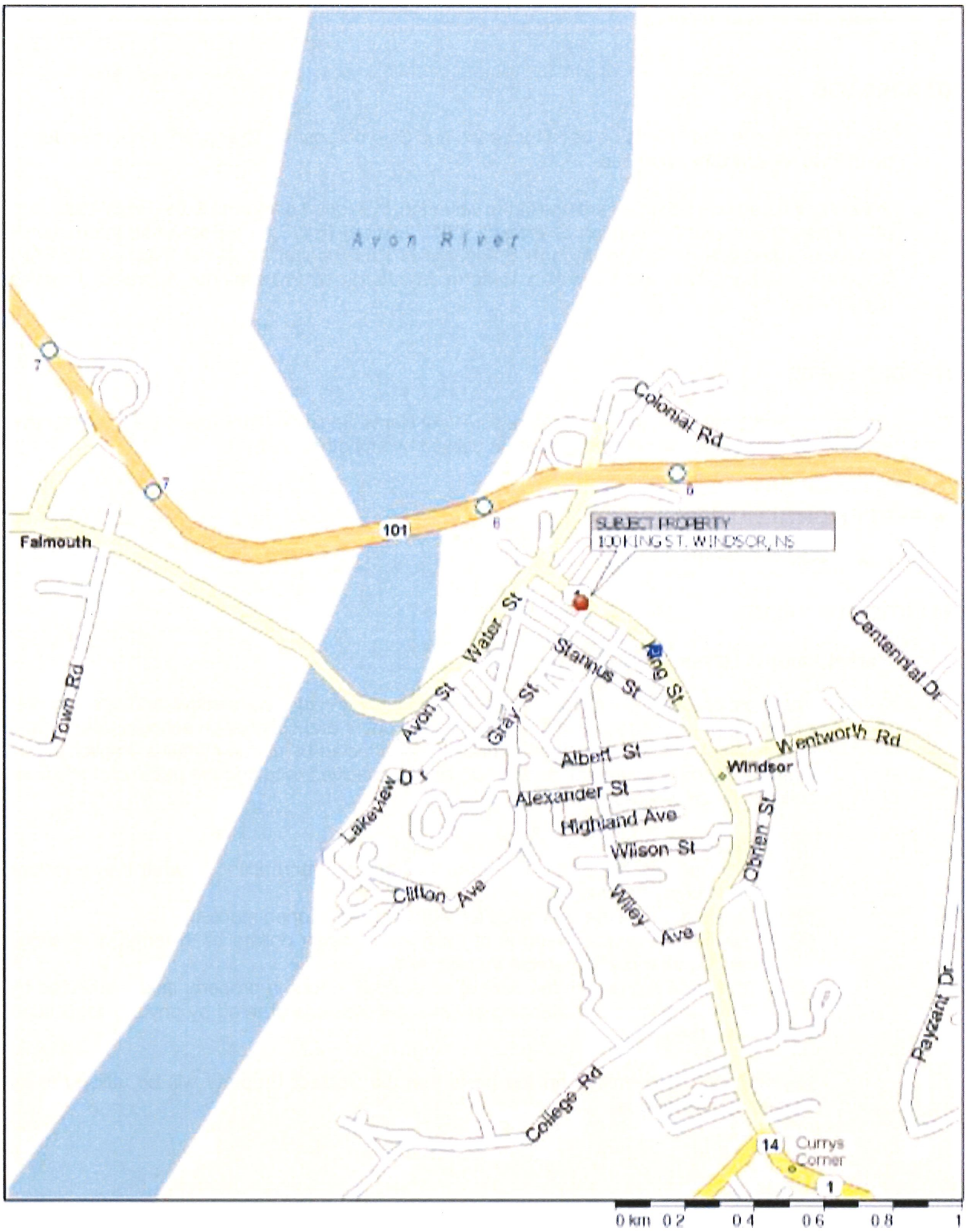
> "the most probable price which a property should bring in a competitive and open market under all conditions requisite to a fair sale, the buyer and seller each acting prudently and knowledgeably, and assuming the price is not affected by undue stimulus. Implicit in this definition is the consummation of a sale as of a specified date and the passing of title from seller to buyer whereby:
>
> (1) buyer and seller are typically motivated;
> (2) both parties are well informed or well advised, and acting in what they consider their best interests;
> (3) a reasonable time is allowed for exposure in the open market;
> (4) payment is made in terms of cash in Canadian dollars or in terms of financial arrangements comparable thereto; and
> (5) the price represents the normal consideration for the property sold unaffected by special or creative financing or sales concessions granted by anyone associated with the sale."

Market Value is premised on the basis that the Subject Property will be utilised to its Highest and Best Use.

---

[2] Contains all of the information significant to the solution of the appraisal problem.

LOCATION MAP



Market Rent is defined as:

> "the estimated amount for which a property, or space within a property, should lease on the date of valuation between a willing lessor and a willing lessee on a net absolute to landlord basis (i.e. assuming that the lessee pays for the property taxes and all operating expenses other than structural repairs. for a typical term of 5 years in an arm's-length transaction, after proper marketing wherein the parties had each acted knowledgeably, prudently and without compulsion."

EXPOSURE TIME

A Reasonable Exposure Time is defined as:

> "the estimated length of time the property would have been exposed on the open market prior to the effective date of the valuation in order to achieve a sale or lease at Market Value or Rent. Implicit in this definition are the following characteristics:
>
> (1) The property would have been actively exposed and aggressively marketed to potential purchasers and tenants through marketing channels commonly used by buyers and sellers or tenants and landlords of similar type properties.
> (2) The property would have been offered at a price reflecting the most probable mark-up over market value or rent used by sellers and landlords of similar type properties.
> (3) A sale or lease would have consummated under terms and conditions of the definition of market value or rent as outlined in this report."

EFFECTIVE DATE OF VALUATION

The effective date of valuation is the 8th March 2021.

DATE OF INSPECTION

The property was inspected on the 8th March 2021.

TIMEFRAME

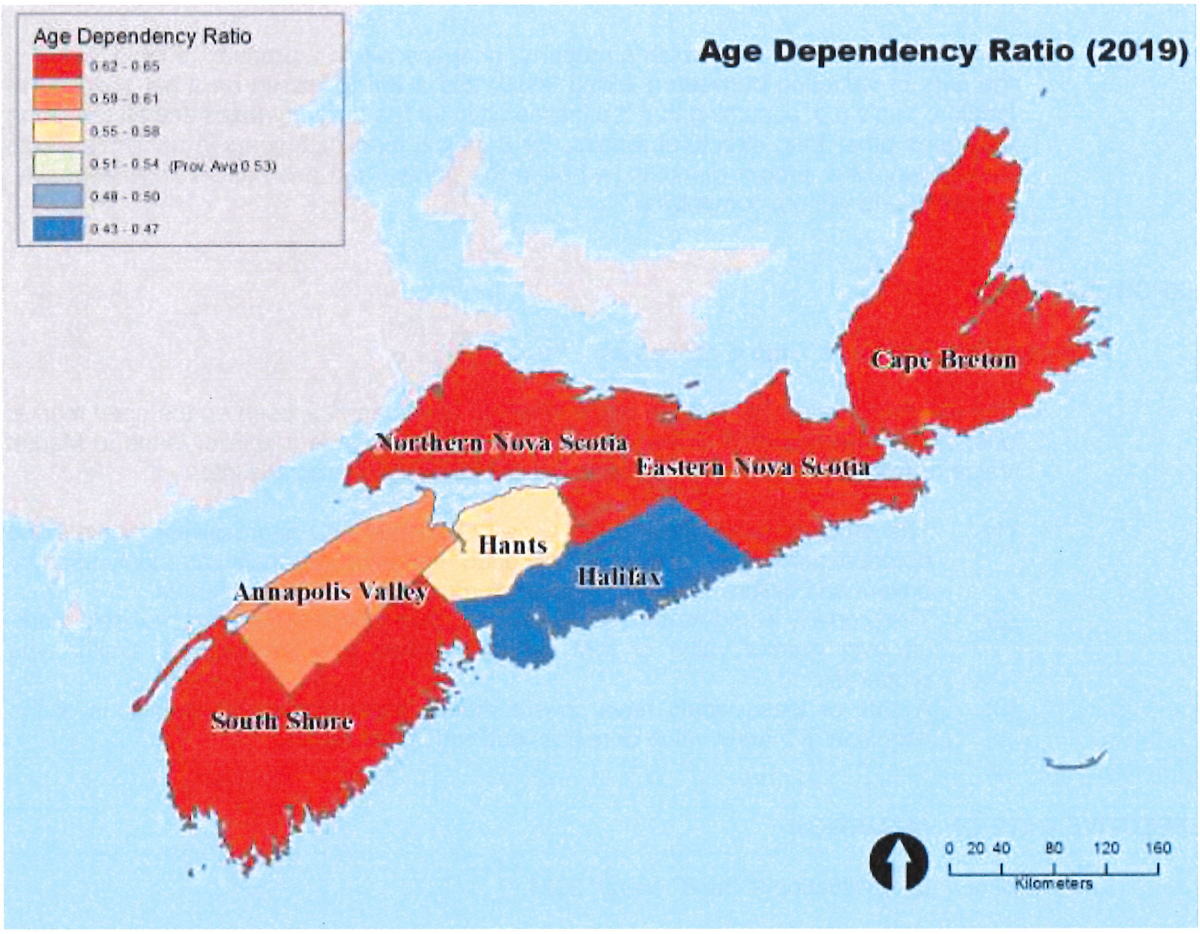
This is a Current Value Opinion.

IDENTIFICATION OF PROPERTY

The property is located on the west side of King Street and is identified on the Location Map on the opposite page.

AREA DATA

The Subject Property is located in the Town of Windsor in Hants County, Nova Scotia.



The population of Nova Scotia is 960,593 (2019 estimate), while the Hants County region supports an estimated population of 42,564. This represents a population decrease of 0.59 % over the five year period 2014-2019, in contrast to the trend of overall 1.89% provincial population increase during the same period.

The population in the Hants County region is aging: the median age in 2019 is 45.7, up from 43.8 in 2014, above the median provincial age of 44.8 years. The dominant age group in the region, defined as the five-year age bracket with the largest percentage of the population, is 55-59 years, also in line with the dominant provincial age group. The Age Dependency ratio, which measures the ratio of dependents (people younger than 15 or older than 64) to the working age population (15 to 64), in the Hants County region is 0.55, above the provincial ratio of 0.53. The average household income (2019) in the Hants County region is $85,594: slightly above that of Nova Scotia as a whole ($84,593).

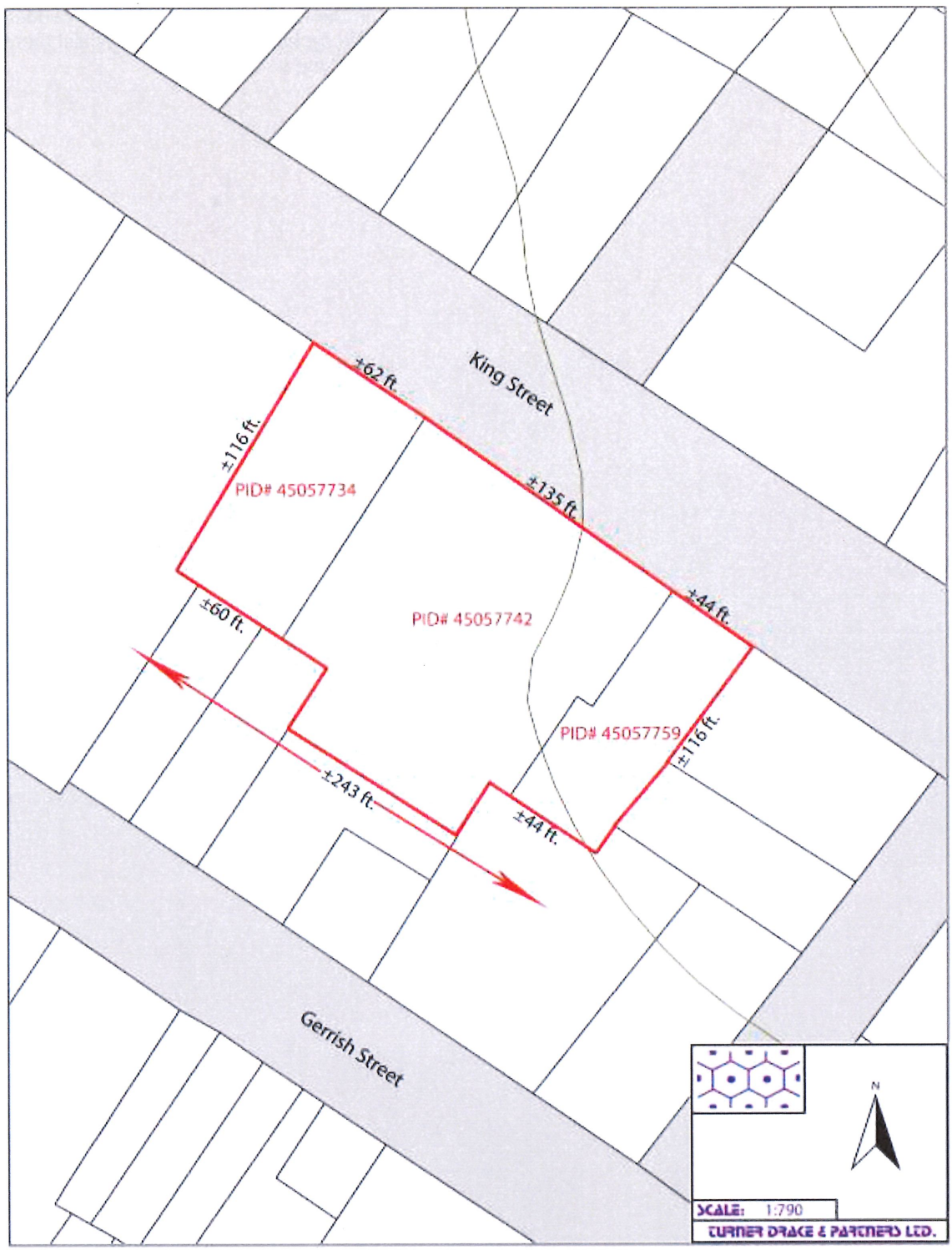
The county's economic base is primarily supported by the agricultural, forestry, light manufacturing, tourism and hospitality sectors. The county is also home to commuters working in HRM. Economic activity as evidenced by new construction appears to be steady, particularly in East Hants. The principal town in West Hants is Windsor which represents the local commercial centre for the area. The town has lost some of its commercial importance to metropolitan HRM over the years. However, the current Hwy 101 twinning represents a major construction project in the locality which will should attract more development to the area

In general, the area can best be described as gradually improving in terms of its economic outlook.

NEIGHBOURHOOD DATA

The neighbourhood represents the downtown centre of Windsor bordered on the north by Highway 101, the south by Victoria Street, the east by King Street and the west by the Avon River. Water and Gerrish Streets are the primary commercial streets in the neighbourhood. The remainder of the neighbourhood is mixed use in nature. In terms of its life cycle, it is fairly static. Whilst there is little vacant land available, there is low medium pressure on land values

SITE PLAN


King Street
Gerrish Street
±62 ft.
±116 ft.
±135 ft.
±44 ft.
±60 ft.
±243 ft.
±44 ft.
±116 ft.
PID# 45057734
PID# 45057742
PID# 45057759
N
SCALE: 1:790
TURNER DRAKE & PARTNERS LTD.

SITE DATA

The subject property comprises three adjoining parcels. PID 45057742 comprises the site of the building. PIDs 450557734 and 45057759 comprise adjoining parking lots. The land is shown edged red on the Site Plan (opposite page). It is irregular in shape and has the following overall dimensions:

King Street Frontage	241	ft.
Southern Boundary	116	ft.
Western Boundary	243	ft.
Northern Boundary	116	ft.
Area		
PID 45057742	7,320	ft.²
PID 45057734	6,500	ft.²
PID 45057759	15,765	ft.²
Total	29,585	ft.²

Reference

We have taken as our source, the legal description from the deed conveying the property to the present owner as well as a survey plan and property data from the Nova Scotia online property database. The dimensions have been plotted onto a Provincial Map, Scale 1:790, prepared from aerial photographs.

Site Improvements

The site is improved with an asphalt paving and a concrete retaining wall. There is also a steel communication transmission tower and chain link fence enclosure on the subject. The site is leased to Bell Aliant on an annual basis at $8,000 per year.

Services Available to the Site

Main sewer, water, and electrical services are available to the site.

Building Description

Fire Hall Building

Architectural Style - Traditional.

 # Storeys - Two.

Basement Area - 11,110 ft.².

Above Grade Area - 21,399 ft.².

Year Built - 1960. Addition/renovation to house elevator and clock tower. The basement space was renovated in 2018 - ± $200,000 by Fire Department.

Brief Specifications

Exterior:

Foundation - Poured concrete.

Walls	-	Brick veneer and parging over concrete block.
Frame	-	Reinforced concrete. Some steel.
Roof	-	Flat. Tar and gravel finish over steel deck.
Insulation - Walls	-	Assume fibreglass.
- Roof	-	Rigid.
Loading Docks	-	None.

Observed Condition:

Exterior Structure	-	Average.
Window System	-	Fair to average.
Roof	-	Average.
Fuel Storage	-	Oil.
Age	-	4,700 litres.
Type & Containment	-	Steel above ground.
Paintwork	-	Average.
Interior Condition	-	Average. Some dated finishes.
Electrical	-	Average.
Service Entrance	-	Updated 2009.
HVAC	-	Fair to average.
Paintwork	-	Fair to average.

Interior:

Basement (Unfinished storage)

Floor	-	Poured concrete.
Walls (finish)	-	Painted gyproc.
Ceilings (finish)	-	Open to ceiling structure.
Clear Height	-	9 ft.

Basement (Finished Area – Renovated 2018)

Floor	-	Painted concrete. Laminate flooring, sheet vinyl, cushion floor.
Walls (finish)	-	Painted gyproc. Hardboard panelling to former museum.

Ceilings (finish)	- Painted open ceiling. Stipple.
Clear Height	- 9 ft.-10 ft.
Ground Floor (Fire Hall)	
Floor	- Painted concrete.
Walls (finish)	- Painted concrete block.
Ceilings (finish)	- Painted open ceiling.
Clear Height	- 14 ft.
Ground Floor (Former Offices)	
Floor	- Ceramic tile to entry. Carpet. Vinyl tile.
Walls (finish)	- Painted gyproc.
Ceilings (finish)	- Suspended T-bar with acoustic tile.
Clear Height	- 9 ft.
Second Floor (Offices)	
Floor	- Vinyl sheet and tiles, carpet.
Walls (finish)	- Painted gyproc.
Ceilings (finish)	- Suspended T-bar with acoustic tile.
Clear Height	- 9 ft.
Ground Floor (Former RCMP Offices)	
Floor	- Sheet vinyl.
Walls (finish)	- Painted gyproc.
Ceilings (finish)	- Suspended T-bar with acoustic tile.
Clear Height	- 9 ft.
Plumbing	-

Fixtures and Location	- Basement:
	  - 2 x 3 piece washrooms.
	  - Stainless steel kitchen sink.
	- Ground floor:
	  - 1 x 2 piece washroom.
	  - 1 x 3 piece washroom.
	  - 1 x 5 piece washroom.
	  - 1 x janitor sink.
	- Second floor:
	  - 2 x 2 piece washroom.
	  - 1 x 3 piece washroom.
	  - Stainless steel kitchen sink.

Equipment	- Aero electric water heater. - Rinnai in line propane water heater.
Heating	
Type of Furnace	- 2 x Weil-Mclain oil fired hot water boilers.
Type of Radiation	- Perimeter hot water baseboards. Some unit/cabinet heaters.
Supplementary Heating	- None.
Airconditioning	
Type of Airconditioner	- Roof top air handling unit. Heat pump units for second floor sever room and basement fire department space.
Type of Radiation	- Forced air ceiling diffusers.
Supplementary Ventilation	- None.
Energy Management System	
Central Control	- No.
Type of Equipment Controlled	- None.
Electrical	
Service Entrance	- 400 amp, 3 phase 208 volts.
Fixtures	- Mainly fluorescent.
Sprinkler System	
Type	- None.
Fire Protection	
Sensors	- Yes.
Central Station Monitor	- Yes.
Elevators	- Dover hydraulic (2 stops).
Type (Freight or Passenger)	- 900 kg; 12 persons.
Computer	
Network Cable	- Yes.
Security System	
Internal	- Yes.
External	- No.

Fixed Equipment

Type - Generac 75kw diesel emergency generator (1992).

Size (Capacity) - Serves entire building.

AGE/LIFE ANALYSIS - The building has an actual age of 61 years. It is noted that there was some reported structural deterioration to the concrete floor in the fire hall several years ago. There are jack posts set on timbers under the floor in the basement storage space as a precaution. It was also noted that a hazmat report in 2005 identified some asbestos types in the building. The basement space was renovated by the Fire Department in 2018. Overall the building appears to be in fair to average condition: this is above par with its actual age. Accordingly, its effective age is less than its actual age.

ASSESSED VALUE AND ANNUAL TAXES (2021)

Assessment

PID	Commercial	Commercial Exempt	Total
45057742	$12,000	$1,278,600	$1,290,600
45057734	$ -	$ 45,300	$ 45,300
45057759	$ -	$ 35,800	$ 35,800
Total	$12,000	$1,359,700	$1,371,100

Taxes (2021):

- $ 474 Commercial
- $ 0 Tax Exempt

ZONING

The subject is zoned Town Centre (TC) zone. The following uses are permitted in the TC zone:

- Arts and crafts studios including photography;
- Banks and financial institutions;
- Clubs and community organizations;
- Commercial schools;
- Day care centres, licensed and non-licensed;
- Emergency service facilities (i.e., police, ambulance and fire stations);
- Entertainment, recreation and assembly uses within a wholly enclosed building;
- Farm markets;
- Funeral homes;
- Garden and nursery sales and supplies;
- Hotels, motels and other tourist accommodations;
- Licensed liquor establishments;
- Local shopping centres
- Microbrewery, Microdistillery and Winery (Amended WLUB 18-01 Effective January 29, 2019);

- Museums, art galleries and libraries;
- Offices;
- Parking structures;
- Repair and rental establishments;
    - Residential uses (not on the ground floor except for the area bounded by King Street, Stannus Street, Gray Street and Victoria Street (Amended WLUB 15-02 Effective August 8, 2016);
- Restaurants;
- Retail stores;
- Service and personal service shops;
- Taxi, train and bus stations;
- Veterinary clinics and animal hospitals;
- Existing dry cleaning and laundry establishments;
- Existing residential uses.

ENVIRONMENTAL CONTAMINATION

No hazardous materials or environmental concerns were observed or brought to our attention during our inspection of the property. However, the property was constructed in 1960 and buildings of this age and occupancy often contain hazardous materials and further investigation may be warranted. It was also noted that a hazmat report in 2005 identified some asbestos types in the building.

We noted the presence of storage tanks on the property. We have not been able to confirm that they meet Provincial Government environmental regulations.

The property has been valued on the assumption that it is environmentally "clean".

CLIMATE CHANGE CONCERNS

Climate change resulting from global warming exposes property to the increased risk of flooding from pluvial (rain), fluvial (watercourses) and coastal (storm surge) sources. Most municipal infrastructure for water dispersal was not designed to accommodate the heavier rainfalls that are a consequence of a warming climate. Former and current National Building Codes do not contemplate the present regime of climate change which is resulting in higher winds, temperatures and rainfall. Excessive rainfall has a concomitant, adverse, impact on the ability of watercourses to function without overflowing their banks. Excess precipitation coupled with a storm surge, conspire to elevate the danger of flooding for coastal property since both are the outcome of a hurricane. Where they exist, flood plain maps are often outdated or inaccurate.

Since no Climate Risk and Vulnerability Assessment Report was available to us for the property we restricted our investigation to our on-site inspection, enquires of the present owner or occupier, an Internet search, and our general knowledge of the property and the neighbourhood. We did not observe any immediate risks from flooding, nor were any brought to our attention.

VALUATION METHODOLOGY

Scope

The objective of this assignment is to render an opinion as to the **Market Value** (Highest and Best Use) and **Market Rent**) of the fee simple interest in the property for Lease and Sale purposes.

We inspected the site and the interior and exterior of the improvements located thereon. We also interviewed the property owner and others knowledgeable of the property. We analysed the available financial data and validated it by comparing the information with that for comparable properties and industry benchmarks. We obtained and reviewed the assessment, zoning information and other pertinent municipal data. We undertook a full background analysis and valuation of the property. Our findings, analysis and conclusions are set out in this narrative report.

Methodology

It was necessary to proceed through a number of steps in order to achieve the foregoing objective. Valuation is by nature often experiential, in which the output of one stage results in re-computing the input to a prior stage so that the final figure is arrived at by an iterative process: rather than by rigidly proceeding in a mechanical fashion through a series of steps in fixed order. Thus, whilst we have described the steps below in ordinal sequence, the reader should bear in mind that this has been done purely for administrative convenience and readability.

(i) **Highest and Best Use -** this is the use for the property which will produce the greatest net return for the foreseeable future. The use must be (1) physically possible, (2) legally permissible, (3) financially feasible, and (4) maximally productive. It is determined by considering the various alternate purposes for which the property can legally be used, having regard not only to existing zoning and other legal constraints, but also to any probable modification of them. The use which generates the highest value is, ipso facto the Highest and Best Use. Unless the property comprises vacant (i.e. unimproved) land we have to consider two different scenarios of Highest and Best Use: the vacant site, and the property improved with the present buildings. This can result in two different Highest and Best Uses:

(a) **Cleared Site –** as at the effective date of the valuation, the Highest and Best Use of the property as a cleared site was for commercial purposes as permitted under the zoning law designation. We have computed the land value on this basis.

(b) **As Presently Improved –** as at the effective date of the valuation, the property was utilised as a municipal town hall and offices and a fire station. Based on our analysis, we are of the opinion that the Highest and Best Use of the property is a retention of the building and use for institutional/community use or potentially commercial use and it has been valued on that basis.

(ii) **Land Value -** this is the value of the site, cleared of all buildings and site improvements, available for development for its Highest and Best Use. The land value was calculated using a Direct Comparison Approach. Essentially this Approach is a systematic procedure for comparing the Subject Property with other land sales transactions.

(iii) **Property Value -** this is the value of the property (land, buildings and site improvements) under its Highest and Best Use.

Potentially, three alternate approaches are available for measuring the value of an improved property:

(a) **Cost Approach -** the justification for this approach as a method of valuation rests on two, classical theory underpinnings. First there is the argument that market values in the long run should equal the costs of production. Second, there is the position that reproduction costs represent a ceiling for market values since investors should not be willing to pay more for an improvement than the cost of obtaining a substitute in the marketplace.

Under this approach, value is measured by adding to the land value (found by Direct Comparison) the cost, in current prices, of reproducing the structure and site improvements, and then subtracting any loss in value due to physical depreciation, functional and external obsolescence.

(b) **Income Approach -** this approach is based on the assumption from neoclassical theory that the market value of an interest in real property is equal to the present value of future benefit flows. This approach first estimates the expected future benefit flows from a property. These benefit flows are then converted into a market value through a variety of alternative mathematical techniques for capitalisation.

(c) **Direct Comparison Approach -** this approach relies on marginal demand theory and derives the market value of a particular interest in real property through the analysis of the sale prices of **similar** properties. The underlying idea is that the marginal demand should be the same for two similar properties in a real estate market. Therefore, the fact that one sold for a certain price should indicate that the other property, if offered for sale, would sell for approximately the same amount (provided that market conditions have not changed). The approach utilises market information on the prices and characteristics of recently sold properties to determine the value of the subject property.

(iv) Reconciliation and Final Estimate of Value

This is a reconciliation of the values indicated by the various Approaches, in which the alternate value indications are considered, the relative significance of each is carefully weighed, and a final estimate of value is then computed. Although reconciliation necessarily involves judgement, the latter results from a careful logical analysis of the procedures leading to each indication of value. The analysis is based on several criteria, (appropriateness, accuracy and quantity of evidence) which result in the formation of a meaningful and defensible conclusion about the final value estimate.

HIGHEST AND BEST USE

The "Highest and Best Use" can be defined as "that use which will produce the greatest net return for the foreseeable future".

Site

We have considered the Highest and Best Use of the site as if vacant, i.e. cleared of all buildings and site improvements and available for development.

The subject property is located in the commercial centre of town on one of the main streets. The surrounding properties comprise a mix of commercial and community uses as well as residential uses. The subject is zoned Town Centre (TC) zone which permits a wide variety of uses. The subject comprises a large parcel of land with a total of 241 ft. of road frontage. It is generally level

In our opinion, the Highest and Best Use of the site as if vacant, is for commercial, or possibly mixed use development as permitted by the zoning by-law.

Property

At present the site is improved with a two storey concrete frame building used for municipal offices and a fire station. It was built in 1960. Although the overall structure is in average condition for its age, the interior office finishes are generally worn and somewhat dated. Some of the office space has been vacated in recent years as several municipal departments and the RCMP have relocated to other facilities. The fire hall still functions for its intended use to accommodate the vehicles and equipment for the fire department. However, the relatively low clear ceiling height in the hall is a limiting factor as modern fire equipment vehicles have gotten larger over the years. Whilst the property offers some potential for the continuation of its current use as offices and a fire hall, it would likely require upgrades to the interior and building systems to meet modern standards. Nevertheless, the density of development and trends in the neighbourhood do not indicate that there is no pressure to demolish the building and redevelop the site in the alternative.

In our opinion, the Highest and Best Use of the property is a retention of the building and use for institutional/community use or potentially commercial use

MARKET ANALYSIS AND EXPOSURE TIME

Exposure time is the estimated length of time the property interest being valued would have been offered on the market prior to the hypothetical consummation of a sale at market value on the effective date of the valuation. Since it is a retrospective opinion based upon an analysis of past events, assuming a competitive and open market, it can only be estimated after an analysis of the market.

Market Analysis

Prior to, and at the effective date of the valuation, the supply and demand for the subject and competing properties can be summarised as follows:

(a) Supply: Prior to, and at the effective date of the valuation the supply of this category of property in the area was fair.

(b) Demand: Prior to, and at the effective date of the valuation demand for this category of property in the area was weak.

Exposure Time

Our estimate of Exposure Time is 6 to 18 months. This is based on the foregoing Market Analysis and the data summarised below:

(1) Properties similar to the subject property have been listed for sale for between 3 months and 24 months.

(2) Based on our research when we were gathering information on comparable sales it became apparent that there was a fair demand for commercial properties in the area.

(3) As part of our research we interviewed brokers, buyers and sellers. They indicated that the marketability of this type of property, prior to the effective date of valuation was fair.

LAND VALUE

Methodology

The land has been valued by the Direct Comparison Approach. Essentially this Approach is a systematic procedure for carrying out comparative shopping in which the Subject Property site is "priced" by comparing it with other, similar parcels of land (Indices) that have sold, been subject to offer or are listed for sale. Based on our experience working with land sales data, we have determined that the four most significant independent variables influencing value are **Time** (Date of Sale), **Location**, **Motivation** and **Size**. The unit price (ft.²) of each Index (comparable transaction) has first been adjusted when applicable, for the **Time** variable. These time adjusted unit prices have then been utilised to value the Subject Property. **Zoning** is often a significant variable depending on the breadth of uses allowed within the zoning band, and the flexibility of the planning authority with respect to variances and rezoning. It is therefore best accommodated by choosing Indices with similar zoning restrictions and on the weight to be placed on each Index after the Time adjustment has been applied. The weight placed on each Index as a predictor for the Subject Property value, is a function of its comparability in terms of **Location**, **Motivation, Size** and **Zoning**.

Discussion of Land Sales

We have researched the sales, offers and listings (Indices) of comparable parcels of land in the locality. The data was collected from vendors, purchasers, brokers, appraisers, MLS®, public and other sources deemed to be reliable. The most relevant data has been detailed on the Land Sales Schedule on the following pages. It was not necessary to adjust the prices in this Land Sales Schedule to the date of valuation because our research found that prices were static.

The Indices are described in greater detail below:

Index #1

This property was sold in May 2015, approximately 5 years 10 months before the effective date of valuation. Sales data indicates that prices were stable **[time]**. The property is situated on the periphery of downtown town commercial area on a corner lot. The location is considered to be comparable to the Subject Property **[location]**. The property was formerly improved with old dwelling which was demolished. The purchaser owned the contiguous parcel and acquired the property for additional parking. However the price reflects market levels **[motivation]**. The parcel was smaller in size to the Subject Property: smaller parcels typically command higher prices per ft.² because they attract a larger pool of purchasers **[size]**. The property is zoned commercial. This zoning is similar to the Subject Property **[zoning]**.

We consider this Index to be an average indicator of value on a **time** adjusted unit basis for the Subject Property.

Index #2

This property was sold in July 2018, approximately 2 years 8 months before the effective date of valuation. Sales data indicates that prices were stable **[time]**. The property is located on Water Street. The location is considered to be somewhat comparable to the Subject Property **[location]**. The property was improved with an old masonry building which was formerly an auto dealership. However the building has been vacant and derelict for many years. The building added no value. Nevertheless the property was purchased for redevelopment for a tap room using the existing structure. We are not aware of any factors that would give rise to an adjustment for motivation **[motivation]**. The parcel was smaller in size to the Subject Property: smaller parcels typically command higher prices per ft.² because they attract a larger pool of purchasers **[size]**. The property is zoned commercial. This zoning is the similar to the Subject Property **[zoning]**.

We consider this Index to be a fair indicator of value on a **time** adjusted unit basis for the Subject Property.

Index #3

The property was sold in March 2018, approximately 3 years before the effective date of valuation. Sales data indicates that prices were stable **[time]**. The property is situated on King Street in a downtown commercial area on an interior lot. The location is considered to be comparable to the Subject Property **[location]**. The property comprises mainly a fenced commercial lot with an old masonry warehouse building in poor condition on the rear portion of the land. However the price reflects essentially land value. We are not aware of any factors that would give rise to an adjustment for motivation **[motivation]**. The parcel was smaller in size to the Subject Property: smaller parcels typically command higher prices per ft.^{2} because they attract a larger pool of purchasers **[size]**. The property is zoned commercial. This zoning is the similar to the Subject Property **[zoning]**.

We consider this Index to be a good indicator of value on a **time** adjusted unit basis for the Subject Property.

Index #4

This property was sold in February 2011, approximately 10 years before the effective date of valuation. Sales data indicates that prices were stable **[time]**. The property is located in the general commercial area near Exit 5 and in close proximity to the Hants Community Hospital and at the entrance to the developing Fairfield Park residential subdivision. The location is considered to be superior to the Subject Property **[location]**. The property was subsequently developed with a commercial building. We are not aware of any factors that would give rise to an adjustment for motivation **[motivation]**. The parcel was smaller in size to the Subject Property: smaller parcels typically command higher prices per ft.^{2} because they attract a larger pool of purchasers **[size]**. The property is zoned commercial. This zoning is the similar to the Subject Property **[zoning]**.

We consider this Index to be a fair indicator of value on a **time** adjusted unit basis for the Subject Property.

Conclusion

The time adjusted unit prices for the Indices range from $2.62 to $7.91 with a median of $5.45 per ft.^{2}. Having regard to all of the variables (**time**, **location**, **motivation**, **size, zoning**) we are of the opinion that Index #'s 1 and 3 are the most reliable indicators of value for the Subject Property. Their time adjusted unit prices range between $4.00 and $7.91 and have an arithmetic mean of $5.96/ft.^{2}. In our opinion the unit value of the Subject Property lies near the average of this range.

Having regard to the foregoing we are of the opinion that the value of the land, as a cleared site, is as follows:

	29,585 ft.^{2} @ $6.00/ft.^{2}	$ 177,510
Rounded to		**$ 178,000**

LAND SALES SCHEDULE

No.	Location Vendor/Purchaser	Date of Sale	Sale Price	Area	Sale Price/Unit At Date of Sale	Sale Price/Unit Adjusted to Date of Valuation @ 0.0% p.a.	Comments
1.	377 Albert St. Windsor Hants County, NS PID #45058971 Dana Corbin to Lohnes-Demont Funeral Service Ltd.	May. 2015	$ 60,000	15,000 ft.²	$4.00	$4.00	Vacant corner lot. Purchased by adjoining owner. Zoned Town Centre (commercial)
2.	Water St. Windsor Hants County, NS PID #'s 45056959, 45227824 Derek Littlejohn to James Roue Beverage Company Limited	Jul. 2018	$ 32,000	12,230 ft.²	$2.62	$2.62	Old masonry buildings on site of no value. Purchased for redevelopment. Zoned Town Centre (commercial)
3.	22 King St. Windsor Hants County, NS PID #'s 45057718, 45363561 3225823 Nova Scotia Limited to R & D Dunham Holdings Limited	Mar. 2018	$100,000	12,644 ft.²	$7.91	$7.91	Two adjoining parcels. Fully fenced cleared parcel. Rear parcel improved with old warehouse in poor condition. Zoned Town Centre (commercial)
4.	Lot C-2, Payzant Rd. Windsor, NS PID #45383775 Gateway Investments. to CPT Harvie Property Management Inc.	Feb. 2011	$115,000	16,708 ft.²	$6.89	$6.89	Serviced commercial lot. Zoned General Commercial.

COST APPROACH

Methodology

The Cost Approach has as its underlying foundation, the assumption that market participants will not pay more for a property than the cost of creating a substitute property. In order to undertake this exercise the cost of a new "substitute" building was calculated as of the effective valuation date, using reliable sources of cost data. The accrued depreciation in the structure, characterised by physical deterioration, functional and external obsolescence, was then calculated and deducted from the reproduction cost new. The resultant depreciated reproduction cost was then added to the land value to derive the market value.

Physical deterioration is caused by wear and tear on the structure and is a function of age, maintenance and use. It was calculated by comparing its "effective" age with its total physical life. (Effective age is the actual age modified by factors such as abnormal wear and tear, maintenance, modernisation, etc. Remaining physical life is calculated having regard to the physical condition of the building itself, and empiric evidence of the actual physical lives of former, similar buildings. Total physical life is the sum of the two).

Functional obsolescence is caused by internal property characteristics, such as poor floor plan, inadequate mechanical equipment, or functional inadequacy or overadequacy due to size or other characteristics.

External obsolescence is caused by conditions external to the property, such as lack of economic demand, changing property uses in the area, or national economic conditions.

Analysis and Conclusion

(1)	**Building Reproduction Cost New**			
	Gross Floor Area	21,399 ft.² @ $191/ft.²		$ 4,087,209
	Less Obsolescence:			
(2)	**Physical:**			
	Effective Age	45 years		
	Remaining Physical Life	20 years		
	Total Physical Life	65 years		
	Depreciation	45 years / 65 years = 69%		$ 2,820,174
(3)	**Functional:**			$ Nil
(4)	**External:**			$ Nil
	Depreciated Reproduction Cost of Building			$ 1,267,035
(5)	**Plus Site Improvements (Depreciated Cost)**			
	Asphalt paving	13,820 ft.² @ $ 1.75/ft.²		$ 24,185
(6)	**Plus Land Value**			
	Total Land Value			$ 178,000
	Total Indicated Value			$ 1,469,220
	Rounded to			**$ 1,469,000**

Notes:

(1) The estimated Reproduction Cost New was derived using the Boeckh/Marshall & Swift/Computerised Costing Service. It excludes HST

(2) The effective age is based on the actual age of the building and the observed condition of the structure. The building has an actual age of 61 years. It has had regular maintenance over the years and some upgrades. The basement space was renovated in 2018. The building is considered to be in generally average condition overall. We have estimated the effective age at 45 years and the remaining physical life at 20 years. The total physical life is 65 years which typical for buildings of this type.

(3) Functional obsolescence due to items such as poor floor plan, outdated design, excessive size, etc. The subject building comprises an older 2 storey structure designed as a municipal town hall and fire station with a full basement. The floor plan and interior finishes and dated and worn. The utility of the fire hall is limited given its low ceiling height to accommodate modern fire vehicles. Accordingly the building likely exhibits elements of functional obsolescence reflective in the market. However, we not calculated a specific adjustment for functional obsolescence in this instance. Moreover it is considered in the effective age of the building.

(4) We are not aware of any specific external factors that would create measurable External Obsolescence.

(5) The Reproduction Cost New was derived from Boeckh/Marshall & Swift. The Depreciated Cost was computed by deducting observed obsolescence from the Reproduction Cost New.

(6) See Land Value section of this report.

INCOME APPROACH

Methodology

The Income Approach is based on the premise that the value of the property to an investor is the present worth of the income stream it is capable of generating.

The income stream (net operating income) has been calculated by estimating the potential rental income on a net absolute to landlord basis, as if fully leased, and then deducting therefrom an allowance for vacancy and credit loss, structural allowance and cost of vacancy.

The income stream has been expressed on a "stabilised" basis i.e. the projected income has been adjusted to reflect a normal or average year reflective of the remaining economic life of the property.

The income stream has been converted into a market value by using an Overall Capitalisation Rate. The latter is an income rate which represents the ratio of a single year's income amount to capital value.

Analysis and Conclusion

(1)	**Estimated Net Rental Income**				
	Basement:	Unfinished Space	11,110 ft.² @ $2.00/ft.²		$ 22,200
	Ground Floor:	Fire Hall	7,600 ft.² @ $4.00/ft.²		$ 30,400
		Finished Space	3,510 ft.² @ $5.00/ft.²		$ 17,550
	Second Floor:	Finished Space	10,289 ft.² @ $5.00/ft.²		$ 51,445
					$ 121,595
(2)	Other Income				$ 8,000
	Total Potential Net Rental Income				$ 129,595
(3)	Less Vacancy & Credit Loss @10%				$ 12,959
	Estimated Effective Gross Income (EGI)				$ 116,636
	Less Outgoings				
(3)	Structural Allowance @ $0.50/ft.² of GFA			$ 10,700	
(4)	Cost of Vacancy			$ 13,215	
	Total Outgoings			$ 23,915	$ 23,915
	Net Operating Income				$ 92,721
(5)	Overall Capitalisation Rate @ 9%				÷ 0.09
	Capital Value				$ 1,030,233
	Rounded to				**$ 1,030,000**

Notes:

(1) Estimated Net Rental Income

The subject property comprises dated office and ancillary space on the ground and second floors and a fire hall on the ground floor. The basement comprises unfinished storage and semi- finished space. At best the ground and second floors represent fair quality office space. The fire hall comprises open space which currently functions as garage space for the fire trucks and equipment. However, it is somewhat limited for modern fire equipment as a result of its relatively low ceiling clearance. Nevertheless it is adaptable to general commercial/storage uses. The basement space is used by the fire department for storage, staff support services, and meeting space. However, it is considered low value space in the general market. The rental rates are based on an analysis of comparable commercial properties, details of which are included on the Space Rental Schedule on the following pages. We have analysed the rents on a "net" basis, i.e. the tenant pays all outgoings, including real estate taxes. We note that there is little interest in commercial office spaces, particularly on upper floors in the locality. Accordingly, the estimated market rent for the subject space is at the low end of the range.

The indicated rental rates range from $6.13/ft.^{2} for upper storey office space in Windsor to $12.10/ft.^{2} for good quality office space in Kentville. The remaining rents range from $8.00 to $10.00. We would expect that the market rent for the subject would fall toward the low end of the range. Having regard to the attributes of the subject property and the foregoing we have estimated the market rent for the office space on the ground and second floors at $5.00/ft.^{2} and the market rent for the fire hall space at $4.00/ft.^{2}. We have estimated the Market Rent for the basement space at $2.00/ft.^{2} reflecting its limited utility for alternative uses.

Total estimated Market Rent equates to $116,590 per annum (i.e. $5.45/ft.^{2} of GFA).

(2) Other Income

There is also a steel communication transmission tower and chain link fence enclosure on subject. The site is leased to Bell Aliant on an annual basis at $8,000 per year.

(3) Vacancy and Credit Loss

We have stabilized the overall vacancy and credit loss allowance for the building at 10% of total potential gross income for valuation purposes based on the general market vacancy for rental space in the locality.

(3) Structural Allowance

The Structural Allowance is utilised to finance a sinking fund to cover major capital repairs, and is based on our experience with similar properties. We have stabilized this expense at $0.25/ft.^{2} of the total gross floor area.

(4) Cost of Vacancy

Real Estate Taxes	-	Based on 2021 Assessment	$ 54,158
Insurance	-	Market allowance.	$ 5,000
Water & Sewer	-	Market allowance	$ 2,000
Management	-	5% x EGI $116,636	$ 5,832
Heating	-	21,399 ft.^{2} @ $1.50/ft.^{2}	$ 32,098
Repairs & Maintenance at	-	10% x EGI $116,636	$ 11,664
Electricity	-	21,399 ft.^{2} @ $1.00/ft.^{2}	$ 21,399
Total Operating Expenses			$132,151
Vacancy @ 10 %			x 0.10
Cost of Vacancy			$ 13,215

Our CompuVal® Knowledge Base contains information on the Operating Expenses of office, industrial, retail and commercial buildings in Atlantic Canada, disaggregated into the main categories detailed in the Outgoings Table. For each building it allows us to compare each expense category (1) as a percentage of Total Operating Expenses, (2) as a percentage of Effective Gross Income and (3) show increases/decreases over time. In addition CompuVal® allows us to conduct longitudinal (time series) analysis on each expense category, for a selected group of buildings, to determine the increase/decrease over time using linear regression and exponential smoothing. We have used the foregoing information and tools to establish each Stabilised Annual Expense.

(7) Overall Capitalisation Rate

The Overall Capitalisation Rate has been computed using the Ellwood Mortgage Equity Technique and the following assumptions:

(a) Mortgage Financing:

Type of Loan	- Conventional Loan Canadian Funds
Loan to Value Ratio	- 70%
Interest Rate (Stated Annual Rate)	- 5%
Amortisation Period	- 20 years

(b) Equity Data:

Equity Investment	- 30% of Market Value
Equity Yield Rate	- 15%
Time Horizon	- 10 years

(c) Capital Growth:

Annual Compound Appreciation/Depreciation	- 0%

(d) *Overall Capitalisation Rate:

Rounded to	**- 9 %**

**The Overall Capitalisation Rate has been verified by comparison with the sales of other income producing properties, a selection of which are detailed on the Capitalisation Rate Analysis Schedule on the following pages. The Indices have the most comparable risk profile to the Subject Property since they comprise single and multiple tenant commercial properties and are similar in size to the Subject Property. Their small market locations are similar to the Subject Property: the quality of their tenant covenant is similar. The average indicated capitalization rate is 9.07%. Having regard to all of the foregoing we are of the opinion that their Overall Capitalisation Rates reflect a similar level of risk than the Subject Property. We are therefore satisfied that our computed Overall Capitalisation Rate is supported by the market

SPACE RENTAL SCHEDULE

Space No.	Tenant & Location	*Tenant Class	Rentable Area (ft.²)	Rent Starts	Rent Ends	Current Income Per ft.²				Estimated Market Rent (Net Absolute)		Comments
						Base Rent	Landlord's Operating Costs	Overage Rent	Net Absolute Rent	Per ft.²	Total	
1.	73 Morison Dr. Windsor, NS	F	2,432	19 June 17	19 May 22	$10.27	--	---	$10.27	----	----	Single storey flex building comprised of finished retail space and unfinished warehouse/shop space. Currently an operating Speedy Glass centre.
2.	40 Gray St. Windsor, NS	O	2,318	Current	-	$11.13	$5.00 (est)	---	$ 6.13	----	----	Asking rent. Finished 2nd floor office space. Rent quoted on gross basis. Tenant pays own heat.
3.	Gerrish St. Windsor, NS	R	4,000	Current	-	$18.00	$8.00	---	$10.00	----	----	Asking rent. Rent quoted on gross basis. Ground floor turnkey restaurant space.
4.	9198 Commercial St. New Minas	O	1,968	1 Apr. 11	31 Mar. 21	$12.50	$4.00	---	± $ 8.50	---	---	Office space currently on gross basis. Landlord operating costs uncertain.
5.	4 Cornwallis St. Kentville	O	6,533	Current	Current	$15.00	$6.00	---	$ 9.00	---	--	Class B office space.
6.	12-16 Cornwallis St. Kentville	O	4,170	Current	Current	$10.00	± $2.00	---	$ 8.00	---	---	Renovated office space.
7.	11 Crescent Dr. New Minas	S	1,600	Current	Current	$11.00	± $3.00	--	$ 8.00	--	--	Retail and office space. Landlord pays for taxes and operating except electricity.
8.	28 Aberdeen St. Kentville	O	1,150	1 Jan. 19	31 Dec. 24	$18.10	± $6.00	--	$12.10	--	--	Landlord pays for CAM, utilities and taxes. The tenant pays HST.

SPACE RENTAL SCHEDULE

Space No.	Tenant & Location	*Tenant Class	Rentable Area (ft.²)	Rent Starts	Rent Ends	Current Income Per ft.²				Estimated Market Rent (Net Absolute)		Comments
						Base Rent	Landlord's Operating Costs	Overage Rent	Net Absolute Rent	Per ft.²	Total	
9.	Crescent Dr. New Minas	S	6,631	Current	Current	$11.00	$3.00	---	$ 8.00	---	---	Semi gross rent. Modern retail space. Tenant pays heat and power.

***Tenant Class**

A = Additional Revenue.
I = Industrial.
F = Flex Space (Industrial – Retail – Office).
L = Locker Storage.
M = Mixed Office/Warehouse.
O = Office Space.
R = Restaurant.
S = Retail Store.
W = Warehouse (Storage Space).

CAPITALISATION RATE ANALYSIS SCHEDULE

No.	Location Vendor/Purchaser	Bldg GFA ($ft.^2$)	Date of Sale	Sale Price	Sale Price/$ft.^2$	Overall Cap. Rate (Year 1)	Comments
1.	8927 Commercial Street New Minas Kings County, NS PID #55214852 Dorian Properties Ltd. to RTS Consultants Inc.	28,710	Sept. 2016	$4,000,000	$139.32	9.01%	Multi-tenant strip mall located in New Minas. Located along a major commercial thoroughfare.
2.	84-94 Main Street Yarmouth Yarmouth County, NS PID #'s 90196718, 90196726, 90196734, 90196742, 90194119, 90194127 Freshco Retail Maintenance Inc. to Rennduprat Design & Fabrication Inc.	7,317	Feb. 2018	$ 630,000	$ 86.10	9.00%	Three separate commercial buildings converted into one. Older commercial buildings.
3.	11 Crescent Drive New Minas Kings County, NS PID #55204341 Carline Strong to Wanda Lynn Balsor	3,488	Sept. 2019	$ 200,000	$ 57.33	8.14%	Ground floor retail with two apartments above.
4.	16 Church Street Amherst Cumberland County, NS PID #25369489 3105152 NS Ltd. to Avison Young, Michael Brown	39,336	Aug. 2017	$2,299,000	$ 58.45	8.00%	Maritime Block Professional Centre. Three-storey building built in 1907 and refurbished in 1989. In good condition. Has HVAC heat pump systems for each unit.
5.	360-370 Main Street Wolfville Kings County, NS PID #'s 55278758 and 55278766 Landmark Developments 2006 Limited to 3255781 Nova Scotia Limited	24,655	June 2015	$2,200,000	$ 89.23	12.45%	Warehouse Mall in Wolfville. Sale also includes Tim Horton's. Mixed-use plaza including free-standing pad, retail strip and second floor residential units.

CAPITALISATION RATE ANALYSIS SCHEDULE

No.	Location Vendor/Purchaser	Bldg GFA ($ft.^2$)	Date of Sale	Sale Price	Sale Price/$ft.^2$	Overall Cap. Rate (Year 1)	Comments
6.	5110 St. Margarets Bay Road Upper Tantallon St. Margaret's Square Ltd. to Pro Reit Acquisition (1) Inc.	25,523	Apr. 2016	$4,300,000	$168.48	7.79%	Single-tenant industrial building, pre-engineered steel frame with metal panel exterior walls and roof. Grade level loading doors and 22 ft. clear heights.
7.	188 Robie Street Truro Colchester County, NS PID #'s 20148144, 20461034, 20298212 3246491 Nova Scotia Limited to 3240402 Nova Scotia Limited	8,781	Apr. 2013	$1,200,000	$136.66	7.86%	The site is improved with a single storey commercial building.
8.	336 Kings Road Sydney Healthcare Properties Holdings Ltd. to Membertou Properties Inc.	34,271	Dec. 2015	$4,130,000	$120.51	7.50%	Modern two storey medical office building. Major Tenants: Island Physiotherapy, Victorian Order of Nurses, CBDHA.
9.	300 Horseshoe Lake Drive Halifax 3103146 Nova Scotia Limited (Banc) to Investors Real Property Fund	22,646	Jan. 2015	$6,800,000	$300.27	6.95%	Total Sales Price. Major Tenants: Access Nova Scotia.

DIRECT COMPARISON APPROACH

Methodology

The Direct Comparison Approach is based on the premise that properties with the same characteristics will transact at the same selling price since knowledgeable purchasers "comparison shop" when buying property.

Essentially this Approach is a systematic procedure for carrying out comparative shopping in which the Subject Property is "priced" by comparing it with other, similar properties (Indices) that have sold, been subject to offer or are listed for sale. With most "improved" property, building size is taken as the unit of comparison because most of the property's value usually resides in the structure, rather than the land. Based on our experience working with property sales data, we have determined that the five most significant independent variables influencing value are **Time** (Date of Sale), **Location**, **Quality** (Fit for Purpose), **Motivation** and building **Size**. The unit price (ft.² Gross Floor Area of each Index (comparable transaction) has first been adjusted, when applicable, for the **Time** variable. These time adjusted unit prices have then been utilised to value the Subject Property. The weight placed on each Index as a predictor for the Subject Property value, is a function of its comparability in terms of **Location**, **Quality**, **Motivation** and **Size**.

Discussion of Building Sales

We have researched the sales, offers, and listings of comparable commercial properties in the region. The data was collected from vendors, purchasers, brokers, appraisers, MLS®, public and other sources deemed to be reliable. The most relevant data has been detailed on the Building Sales Schedule on the following pages. We have adjusted the prices in the Building Sales Schedule to the date of valuation to reflect an annual compound increase of 2%. This is based on a study of prices in the area.

In analysing this data, we have divided the total selling, offer or asking price by the building gross floor area in the building to provide an indication of the sale, offer or asking price on a building unitised basis.

These unitised figures vary considerably depending on the size, type, location, physical condition and revenue of the building, in addition to the circumstances of the particular transaction. None of them prove conclusively the value of the Subject Property. However, they do paint the background against which the Subject Property can be viewed. Valuation in this instance is by way of interpolation and synthesis.

We have also investigated whether there have been any prior offers, sales, options, Agreements of Sale or listings of the Subject Property within the past three years. We understand that there has been no such activity.

Our analysis is included in the Building Sales Schedule on the following pages. The Indices are discussed in greater detail below:

Index #1

This property was sold in April 2018, approximately 2 years 11 months before the effective date of valuation. Sales data indicates that prices were rising **[time]**. The property is situated on the periphery of Windsor near Highway #101 on Cole Drive. The location is considered to be superior to that of the Subject Property **[location]**. The building is a steel frame ICF wall two storey structure built in 2015 which was originally intended for use as a craft brewery and restaurant. The exterior shell was completed, but the interior finishes were not. The building is of superior quality to the Subject Property **[quality]**. The vendor had stopped construction of the building before completing the interior and the building sat vacant for several years **[motivation]**. The property was subsequently finished by the purchaser to function as light industrial space. The building was approximately ⅔ size of the Subject Property: smaller buildings typically command higher prices per ft.² because they attract a lager pool of purchasers **[size]**. However, it is noted the that sale price represents the sale of the building as an unfinished shell.

We consider this Index to be a fair indicator of value on a time adjusted unit basis for the Subject Property.

Index #2

This property was sold in January 2021, approximately two months before the effective date of valuation. Sales data indicates that prices were rising **[time]**. The property is situated in the heart of a commercial area in Kentville on a corner lot. The location is considered to be superior to that of the Subject Property **[location]**. The building is an older two storey structure which has been renovated and updated over the years and functions as a modern office space. The building has a masonry exterior. The building is of superior quality to the Subject Property **[quality]**. We are not aware of any factors that would give rise to an adjustment for motivation **[motivation]**. The building was approximately ½ the size of the Subject Property: smaller buildings typically command higher prices per ft.² because they attract a wider pool of purchasers **[size]**.

We consider this Index to be a fair indicator of value on a time adjusted unit basis for the Subject Property.

Index #3

This property was sold in January 2021, approximately two months before the effective date of valuation. Sales data indicates that prices were rising **[time]**. The property is situated in the heart of a commercial area in Kentville on an interior lot adjacent to Index #2. The location is considered to be superior to that of the Subject Property **[location]**. The building is an older two storey structure which has also been renovated and updated over the years and functions as a modern office space. The building has a masonry exterior. The building is of superior quality to the Subject Property **[quality]**. The property was purchased by the same party as Index #2 for a similar price **[motivation]**. The building was approximately ½ the size of the Subject Property: smaller buildings typically command higher prices per ft.² because they attract a wider pool of purchasers **[size]**.

We consider this Index to be a fair indicator of value on a time adjusted unit basis for the Subject Property.

Index #4

This property was sold in July 2019 approximately 1 year and 9 months before the effective date of valuation. Sales data indicates that prices were rising **[time]**. The property is situated in a commercial area in the town of Truro on a corner lot. The location is considered to be somewhat similar to that of the Subject Property **[location]**. The building is a one storey structure used for office purposes. The building has a masonry exterior finish. The building was constructed in 1973 and appears to be in average condition. The building is of similar quality to the Subject Property **[quality]**. We are not aware of any factors that would give rise to an adjustment for motivation **[motivation]**. The building was approximately ½ the size of the Subject Property: smaller buildings typically command higher prices per ft.² because they attract a wider pool of purchasers **[size]**.

We consider this Index to be a good indicator of value on a time adjusted unit basis for the Subject Property.

Index #5

This property was sold in March 2021 at the effective date of valuation. Sales data indicates that prices were rising **[time]**. The property is situated in the heart of a commercial area in Wolfville on a corner lot and included a free standing Tim Horton's on a pad lease. The location is considered to be superior to that of the Subject Property **[location]**. The building is an older 2 storey wood frame structure which was renovated over the years to mixed commercial and several small apartment units. The building has a masonry and wood siding exterior. It is in average condition. The building is of similar quality as the Subject Property **[quality]**. The vendor purchased the property in 2015 and partially occupied the building as a food market. It subsequently fell into receivership. However the sale price is considered close to market value **[motivation]**. The building is similar in size to the Subject Property: similar buildings typically command similar prices per ft.² because they attract a similar pool of purchasers **[size]**.

We consider this Index to be a good indicator of value on a time adjusted unit basis for the Subject Property.

Index #6

This property was sold in April 2020, approximately 1 year before the effective date of valuation. Sales data indicates that prices were rising **[time]**. The property is situated in the heart of a commercial are in Kentville on an interior lot. The location is considered to be superior to that of the Subject Property **[location]**. The building is a two storey steel frame structure built in 1973. It functions as a showroom and offices. The building has a masonry exterior. The building is of similar quality to the Subject Property **[quality]**. We are not aware of any factors that would give rise to an adjustment for motivation **[motivation]**. The building was approximately 2/3 the size of the Subject Property: smaller buildings typically command higher prices per ft.² because they attract a wider pool of purchasers **[size]**.

We consider this Index to be a good indicator of value on a time adjusted unit basis for the Subject Property.

Index #7

This property was sold in May 2016, approximately 4 years 10 months before the effective date of valuation. Sales data indicates that prices were rising **[time]**. The property is situated on the periphery of the Kentville commercial area. The location is considered to be somewhat similar to that of the Subject Property **[location]**. The building is a two storey structure functioning as a post office and government offices. The building has a masonry exterior. The building is of similar quality to the Subject Property **[quality]**. We are not aware of any factors that would give rise to an adjustment for motivation **[motivation]**. The building was approximately the same size as the Subject Property: similar buildings typically command similar prices per ft.² because they attract a similar pool of purchasers **[size]**.

We consider this Index to be an average indicator of value on a time adjusted unit basis for the Subject Property.

Index #8

This property was sold in April 2021, at the effective date of valuation. Sales data indicates that prices were rising **[time]**. The property is situated on the periphery of the New Minas commercial area. The location is considered to be somewhat similar to that of the Subject Property **[location]**. The building is a partial two storey structure formerly an auto dealership. The building was built in 1945 and was renovated to multiple commercial tenant use and two apartments in 2004. The building has a masonry exterior. The building is of similar quality to the Subject Property **[quality]**. We are not aware of any factors that would give rise to an adjustment for motivation **[motivation]**. The building was approximately the same size as the Subject Property: similar buildings typically command similar prices per ft.² because they attract a similar pool of purchasers **[size]**.

We consider this Index to be a good indicator of value on a time adjusted unit basis for the Subject Property.

Conclusion

The time adjusted unit prices for all of the Indices range from $34 to $93 with a median of $70 per ft.². Having regard to all of the variables (**time**, **location**, **quality**, **motivation**, **size**) we are of the opinion that Index #'s 4, 5, 6 and 8 are the most reliable indicators of value for the Subject Property. Their time adjusted unit prices range between $57 and $82 and have an arithmetic mean of $70/ft.². In our opinion the unit value of area of the Subject Property lies near the low end of this range. We have adopted $60/ft.² of gross floor area.

Based on our analysis it is our opinion that the indicated value of the Subject Property is as follows:

Building Value (incl basement)

Gross Floor Area	21,399 ft.² @ $60/ft.²	$ 1,283,940
Rounded to		**$ 1,284,000**

Note: Site Improvements are included in the building value.

BUILDING SALES SCHEDULE

No.	Location Vendor/Purchaser	Date of Sale	Sale Price	Land Area ($ft.^2$)	Bldg. GFA ($ft.^2$)	Bldg. Value/$ft.^2$ GFA At Date of Sale	Bldg. Value/$ft.^2$ GFA Adjusted to Date of Valuation @ 2.0% p.a.	Comments
1.	49 Cole Drive Garlands Crossing Hants County, NS PID #45394913 3288476 NS Ltd. To 49 Cole Drive Ltd.	Apr. 2018	$ 830,000	102,906	14,902	$ 56	$ 59	Two storey commercial building. Steel frame ICF walls. Built 2015. Partially complete at time of sale. Subsequently finished to commercial office space.
2.	50 Cornwallis St. Kentville Kings County, NS PID #55268114 DPP General Partner Limited to 3323061 NS Ltd.	Jan. 2021	$1,050,000	8,475	11,834	$ 89	$ 89	Masonry office building located on a corner lot. Occupied by law firm and investment firms. Previously sold Jan. 2019 for $1,120,000 ($94.64/ft2)
3.	19 Webster St. Kentville Kings County, NS PID #55255905 Marivest Capital to 3323061 NS Ltd.	Jan. 2021	$1,050,000	6,680	11,250	$ 93	$ 93	Two storey masonry office building. Built 1940. Renovated and updated to modern professional office space. Occupied by accounting firm.
4.	6 Louise St. Truro Colchester County, NS PID #20183158 Saltwire Network Inc. to Futureworx Society	Jul. 2019	$ 732,800	39,640	10,498	$ 70	$ 72	One storey masonry office. Built 1973. Newspaper publishing office.

BUILDING SALES SCHEDULE

No.	Location Vendor/Purchaser	Date of Sale	Sale Price	Land Area ($ft.^2$)	Bldg. GFA ($ft.^2$)	Bldg. Value/$ft.^2$ GFA At Date of Sale	Bldg. Value/$ft.^2$ GFA Adjusted to Date of Valuation @ 2.0% p.a.	Comments
5.	360-370 Main St. Wolfville Kings County, NS PID #'s 55278758, 55278766 Landmark Developments (2006) to 3255781 NS Limited	Mar. 2021	$2,345,000 $2,045,000 $ 300,000	44,213	- 25,084 -	- $ 82 -	- $ 82 -	Total Sale Price Wolfville Fruit Bldg (mixed use) Tim Hortons Partial two storey mixed use building. Renovated to ground floor commercial/retail units with 7 apartments over. Former retail space and basement vacant at time of sale. Receivership Sale. Sale also includes corner parcel of land (3,000 $ft.^2$) occupied by Tim Horton's restaurant on a ground lease. Previously sold in 2015 for $2,200,000.
6.	59 Webster St. Kentville Kings County, NS PID #55255996 Ken Mor Realties Ltd. to Kentville Property Ltd.	Apr.2020	$1,000,000	11,653	14,802	$ 68	$ 69	Two storey steel frame and masonry building. Built 1973. Ground floor showroom and offices. Second floor offices. Full basement.
7.	491 Main St. Kentville Kings County, NS PID# 55247076 GOC. to Parsons Investments Ltd	May. 2016	$ 725,000	39,913	23,422	$ 31	$ 34	Two storey steel frame masonry clad Federal Govt building. Built 1964. Occupied by Post Office and some government departments. Semi-finished basement vacant.
8.	8759 Commercial St. New Minas Kings County, NS PID #55209886 BFB Buildings to ?	Apr.2021	$1,145,000	54,450	19,764	$57	$57	Partial two storey commercial building. Built 1945. Former auto dealership. Renovated in 2004 to multiple tenant spaces. Dated condition.

RECONCILIATION AND FINAL ESTIMATE OF VALUE

Summary

The market value indicated by the various approaches is as follows:

Cost Approach	$1,469,000
Income Approach	$1,030,000
Direct Comparison Approach	$1,284,000

Reliability of the Various Approaches as an Indicator of Value

The strengths and weaknesses of the valuation approaches utilised in this assignment are as follows:

Cost Approach - The Cost Approach can provide a reliable indicator of value for properties where the buildings are fairly generic and relatively new and have very little depreciation.

This approach is less reliable when the building is older and begins to suffer from depreciation. It is also less reliable if the building is not of a typical design or style.

Income Approach - The Income Approach can provide a reliable indicator of value for properties which are acquired as investment vehicles. The value of the property is determined by its ability to generate revenue.

This approach is less reliable when applied to properties which are not likely to be rented to a tenant. When the property is to be utilised by an owner/occupier the Income Approach may not produce the most reliable indicator of value.

Direct Comparison Approach - The Direct Comparison Approach can provide a reliable indicator of value when there is comparable sales data available.

This approach is less reliable when sales data is sparse or when the various sales are not truly comparable to the subject thereby requiring extensive adjustments.

Reconciliation and Final Estimate of Value

We place the greatest faith in the Direct Comparison Approach in this instance because of the good quality of recent sales data available for comparable properties. The Cost Approach is the most unreliable because age and design of the building. It is unlikely that the existing building would be reconstructed in the current market. The Income Approach falls somewhere between the other two in terms of reliability because although the property has potential as an investment type property, it is not considered a prime property.

We have rated the relative strength of each Approach to Value on a 5 point scale, i.e. Poor = 1, Fair = 2, Fairly Good = 3, Good = 4, Excellent = 5. The final estimate of value is computed as follows:

$\frac{(1x\ \$1,469,000) + (3 x\ \$1,030,000) + (4 x\ \$1,284,000)}{8}$ =	$1,211,875
Rounded to	$1,200,000
Final Estimate of Value	**$1,200,000**

CERTIFICATION

Re: PID #'s 45057742, 45057734 & 40557759 Windsor Town Hall, 100 King Street, Windsor, Nova Scotia

I certify that, to the best of my knowledge and belief:

the statements of fact contained in this report are true and correct;

the reported analyses, opinions, and conclusions are limited only by the reported assumptions and limiting conditions, and are my personal, impartial, and unbiased professional analyses, opinions, and conclusions;

neither I, nor Turner Drake & Partners Ltd., have any past, present or prospective material involvement with the property that is the subject of this report, other than this assignment;

neither I, nor Turner Drake & Partners Ltd., have received any fees, in connection with the purchase of the property the subject of this report, within twelve months preceding the date of valuation. Turner Drake & Partners Ltd. have not received, nor will they receive, an introductory, mortgage financing or any other fees in connection with such a purchase. They have not negotiated the purchase on behalf of the client;

neither I, nor Turner Drake & Partners Ltd., have any past, present or prospective material involvement with the customer, client, or any parties contemplated to be involved in any transaction resulting from this assignment other than previous valuation assignments on other properties for the client;

neither I, nor Turner Drake & Partners Ltd., share any fiduciary interest with the client. Turner Drake & Partners Ltd. has a prior relationship with the client.

during the twelve months preceding the date of valuation the total fees paid by the client to Turner Drake & Partners Ltd. represented a minimal (< 5%) proportion of Turner Drake & Partners Ltd.'s gross income;

my compensation for completing this assignment is not contingent upon the development or reporting of a predetermined value or direction in value that favours the cause of the client, the amount of the value opinion, the attainment of a stipulated result, or the occurrence of a subsequent event directly related to the intended use of this report;

my analyses, opinions, and conclusions were developed, and this report has been prepared, in conformity with the Royal Institution of Chartered Surveyors' Valuation Standards [2017 Edition] (RICS Red Book), the International Valuation Standards (IVS), the Uniform Standards of Professional Appraisal Practice (USPAP), and the Canadian Uniform Standards of Professional Appraisal Practice;

I have made a personal inspection of the property that is the subject of this report;

no one provided significant professional assistance to the person signing this report;

I have sufficient current local, national and international knowledge of the market, and the skills and understanding, to undertake this valuation in a competent manner;

all Extraordinary Assumptions and/or Hypothetical Conditions detailed in this report were agreed with the party to whom this report is addressed;

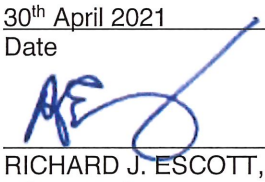
I certify that the use of this report is subject to the requirements of the professional institutes of which I am a member, relating to review by their duly authorised representatives;

as of the date of this report, I have completed the requirements of the continuing education programs of the professional institutes of which I am a member;

that the **Market Value** of the Fee Simple Interest in the subject property, premised on the basis that it will be utilised for its Highest and Best Use with vacant possession as of the 8th March 2021, subject to the Limiting Conditions and Assumptions contained herein and a Reasonable Exposure Time of 6-18 months, is the sum of $1,200,000.

that the **Market Rent** of the subject property, on a net absolute to landlord basis (i.e. assuming that the lessee pays for the property taxes and all operating expenses other than structural repairs) for a typical term of 5 years as of the 8th March 2021, subject to the Limiting Conditions and Assumptions contained herein and a Reasonable Exposure Time of 6-18 months, is the sum of $129,595 per annum.

30th April 2021
Date



RICHARD J. ESCOTT, BES, MRICS, AACI
NSREAA #213480

TERMS OF ENGAGEMENT

Our Ref: 2114912/13/14:HQ/RE

TURNER DRAKE & PARTNERS LIMITED
TERMS OF ENGAGEMENT

THIS AGREEMENT made the 8th day of January, A.D. 2021.

BETWEEN Turner Drake & Partners Ltd.
hereinafter referred to as "TURNER DRAKE" OF THE FIRST PART

and

Windsor/West Hants Regional Municipality
hereinafter referred to as the "CUSTOMER" OF THE SECOND PART

WITNESSETH THAT for consideration, TURNER DRAKE agrees to provide, subject to the terms and conditions set forth in this Agreement, the services described below and any additional services as may be requested by the CUSTOMER and accepted by TURNER DRAKE in the course of this Agreement.

1.01 The CLIENT for this assignment is Windsor/West Hants Regional Municipality.

1.02 TURNER DRAKE shall prepare and provide to the CUSTOMER 1 electronic copy in pdf format, of a summary valuation report on the Fee Simple interest in:

Windsor Municipal Complex, PID 45057742, 100 King Street, Windsor, Nova Scotia
West Hants Municipal Complex, PID 45148731, 76 Morrison Drive, Windsor, Nova Scotia
Hants County Court House, PID 45059987, 226 King Street, Windsor, Nova Scotia

(hereinafter referred to as the "PROPERTIES") for the purpose of establishing its value for Lease and Sale purposes with vacant possession. Use of the valuation report for other purposes or by other parties may invalidate the conclusions. The RICS Valuation Standards require that we prepare a new report if the CLIENT, intended user, date, or purpose of the assignment, is changed.

1.03 Since the purpose of a draft valuation report is frequently misinterpreted by the CLIENT (the party relying upon the final valuation report referred to in Paragraph 1.02), the valuation report will not be prepared initially in "draft" format.

1.04 The effective date of the valuation of the PROPERTIES is to be date of inspection 2021. The value will be expressed in Canadian currency.

1.05 The PROPERTIES comprise municipal office buildings.

1.06 The basis of the valuation is **Market Value** (Highest and Best Use) and **Market Rental Value**.

1.07 The reported analyses, opinions and conclusions will be developed in accordance with the Royal Institution of Chartered Surveyors' Valuation Standards [2017 Edition] (RICS Red Book), and the International Valuation Standards (IVS). The valuation report will conform with the Uniform Standards of Professional Appraisal Practice (USPAP). The conduct of the assignment and the preparation of the report will also comply with the Canadian Uniform Standards of Professional Appraisal Practice. The report and assignment will be subject to the requirements of the Code of Professional Ethics of the professional institutes of which the author of the report is a member, which include provision for peer review.

1.08 The Valuer responsible for the assignment will have sufficient current local, national and international knowledge of the market, and the skills and understanding, to undertake the valuation in a competent manner, and will act as an External Valuer.

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TURNER DRAKE & PARTNERS LTD.

1.09 TURNER DRAKE will undertake a detailed on-site inspection of the PROPERTIES and the neighbourhood including the exterior and interior of the building situated thereon that impact the value of the PROPERTIES

1.10 TURNER DRAKE will undertake such fiscal, physical and legal investigations as are necessary and prudent to arrive at the value of the PROPERTIES. This research will not include an investigation of title, a property survey, engineering or environmental studies of the land and structures, or tests to determine whether there is a supply of potable water or that the property has, or will support, a fully functioning sewage disposal system. The PROPERTIES will be valued on the assumption that they are not, and never have been, subject to environmental contamination, and that it is not in such proximity to another contaminated property as to adversely impact the value of the subject PROPERTIES.

TURNER DRAKE anticipates utilising the Cost, Direct Sales Comparison and Income Approaches to value, on this assignment.

1.11 TURNER DRAKE, in order to value the PROPERTIES, will undertake such investigations as are necessary and prudent to verify that information supplied by the CUSTOMER, the CLIENT and other parties, is reliable and accurate. However, these investigations may be limited by privacy legislation and the absence of publicly available, verified, sales and rental data. It will be necessary, in part, to rely upon hearsay data.

1.12 TURNER DRAKE has no material involvement (past, current, or future) with the PROPERTIES other than the assignment contemplated by these TERMS OF ENGAGEMENT.

1.13 TURNER DRAKE has no material involvement (past, current, or future) with the CLIENT, the CUSTOMER, or any parties contemplated to be involved in any transaction resulting from these TERMS OF ENGAGEMENT other than previous valuation assignments for the client.

2.01 The valuation report will contain such confidential information as is necessary to support the analyses, opinions and conclusions contained therein. It may also be subject to Extraordinary Assumptions and/or Hypothetical Conditions: reference to the report in any published document without an adequate contemporaneous reference to these Extraordinary Assumptions or Hypothetical Conditions would be misleading and is prohibited. For these reasons, and to protect the integrity of the report, TURNER DRAKE will retain copyright to the report; reproduction in whole or part will be prohibited without their written permission.

2.02 The valuation report has to be used in its entirety since parts taken out of context may be misleading. Use of the report will be subject to the statements, limited conditions, assumptions and other terms set forth in the report. The report, or any parts thereof, may not be used for any purpose other than that for which it is undertaken and will be furnished for the exclusive use of the CLIENT. **All liability to any party other than the CLIENT will be denied.**

2.03 Turner Drake & Partners Ltd. (TURNER DRAKE) is regulated by RICS (Royal Institution of Chartered Surveyors) for the provision of surveying i.e. property consulting, services. This means we agree to uphold the RICS Rules of Conduct for Firms and all other applicable mandatory professional practice requirements of RICS, which can be found at www.rics.org. As an RICS regulated firm we have committed to cooperating with RICS in ensuring compliance with its standards. The firm's nominated RICS Responsible Principal is Mark Blair Turner, President, Email: markturner@turnerdrake.com. TURNER DRAKE's complaints handling procedure, available upon request, is governed by a quality system registered to the International ISO 9001:2015 standard. In addition, TURNER DRAKE is subject to provincial licencing with respect to its appraisal and brokerage services.

2.04 These TERMS OF ENGAGEMENT will be included in and form part of the valuation report.

3.01 The CUSTOMER, for the performance of the services referred to in Article 1 shall pay to TURNER DRAKE:

(a) A fee of:

Windsor Municipal Complex, 100 King Street, Windsor:	$ 5,000
West Hants Municipal Complex, 76 Morison Drive, Windsor:	$ 4,200
Total	$ 9,200
Hants County Court House, 226 King Street, Windsor:	$4,500

These fees do not include H.S.T.

(b) Disbursements, to be invoiced at actual cost, are included in the above fee.
(c) A retainer in the amount of $NIL.
(d) All accounts are payable on receipt and interest is charged at 2% per month (24% per annum) on outstanding invoices.

Accepted by:
TURNER DRAKE & PARTNERS LTD.
Per: _____
Title: Senior Manager
Date: 8 Jan 2024

The above is agreed to by the CUSTOMER
Per: _____
Authorised Signing Officer
Title: _____
Date: _____
PO #: _____

TURNER DRAKE & PARTNERS LTD.

WEST HANTS REGIONAL MUNICIPALITY
Committee of the Whole - Meeting Agenda
September 13, 2022 - 6:00 p.m.
(also held via virtual via Zoom and Facebook livestreamed)

West Hants
something inspiring awaits

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) 2022-04-13 Committee of the Whole Budget Minutes
   b) 2022-04-19 Committee of the Whole Budget Minutes
   c) 2022-04-20 Committee of the Whole Budget Minutes
   d) 2022-04-28 Committee of the Whole Budget Minutes
   e) 2022-05-11 Committee of the Whole Budget Minutes
   f) 2022-05-26 Committee of the Whole Budget Minutes
   g) 2022-07-12 Committee of the Whole minutes

7. Presentations
   a) Annapolis Valley Regional Library Annual Report: April 1, 2021 – March 31, 2022 – Angela Reynolds
   b) Windsor Youth Centre – Lisa Redden and Emilie Smith

8. Unfinished Business/Postponed Motions
   a) Municipal Boundary Decision Request – CAO Phillips
   b) 74 Bowman Road Demolition Information Report – CAO Phillips

9. Reports
   a) CAO Activity Update – Information Report
   b) Financial Update – Information Report

10. Correspondence
    a) Information
       1. Avon Causeway Activity Log
          i. Current correspondence received as of September 8 , 2022

       2. Correspondence Received Ledger as of September 8, 2022
          i. 2022-07-27 Darren Porter re Avondale Boat Launch

ii. 2022-08-02 PVSC re Municipal Consultation
iii. 2022-08-04 DMA re FCM Green Municipal Fund
iv. 2022-08-17 Breaking Barriers Together Association
v. 2022-08-18 Bill Preston- Holmes Hill Sidewalk Request
vi. 2022-09-01 Alix Munro (POSSE) request for support

3. Fort Edward Activity Log
i. 2022-07-24 Colleen Rogers re Fort Edward Site
ii. 2022-08-09 Shirley Pineo re Fort Edward letter
iii. 2022-08-19 Pamela Spence re Fort Edward Rezoning
iv. 2022-08-22 Councillor Gail Tupper on behalf of Chief Peters re 65 Fort Edward
v. 2022-09-03 Camilla Noiles re 65 Fort Edward Lands

4. Storm Wastewater Activity Log
i. Current Correspondence received as of September 8, 2022

b. Requests - None

c. Out-going Correspondence Ledger
1. 2022-08-22 Honourable Kim Masland re: Potential Mi'kmaq Burial site near Exit 6, Windsor, N.S. (sent August 23, 2022)

11. New Business
a) Avondale Boat Launch - Award of Contract WWHPW22-03 - Director Richard
b) Bog Road Renewal Agreement - Director Richard
c) Four-Post Vehicle Lift - Award of Contract WWHPW22-04 Recommendation Report - Director Richard
d) (HMCC) Hantsport Memorial Community Centre Recommendation Report - Acting Director Gibson
e) MFC Fall Debenture Recommendation Report – Acting Director Gibson
f) Municipal Complex Recommendation Report – CAO Phillips
g) Municipal Spec Manual Recommendation Report – Dir. Richard
h) Old Parish Cemetery Wall Upgrade, Award of tender WWCD22-04 – Director Kehoe
i) Property Assessed Clean Energy PACE By-Law Information Report – Coordinator Ogilivie
j) Supply Generator for BFD #2 – Award of Contract WWHPW22-02 – Director Richard
k) Future of the Closed Cogmagun Landfill – Councillor Jannasch
l) Snow and Ice Control Council Report Council Follow Up (West Hants Roads) – Councillor Ivey
m) Invasive Plant Species Management Plan - Councillor Ivey

12. Public Participation Period

13. In-Camera
    a) 2022-04-12 In-Camera Meeting Minutes
    b) 2022-07-12 In-Camera Meeting Minutes
    c) Land Matter MGA 22(2)a)(Water Tower Land)
    d) Legal Matter MGA 22(2)(a)(Morash)

14. Next Meeting Date / Adjournment

Valuation Report

76 Morrison Drive, Wentworth Creek, Nova Scotia

TURNER DRAKE & PARTNERS LTD.

Real Estate Counsellors, Brokers and Valuers
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Fax: 1-902-429-1891
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E-Mail: tdp@turnerdrake.com

VALUATION REPORT
(Summary Report)

VALUATION OF

PID #45148731
WEST HANTS MUNICIPAL COMPLEX
76 MORRISON DRIVE
WENTWORTH CREEK
NOVA SCOTIA

OWNED BY

MUNICIPALITY OF THE COUNTY OF WEST HANTS

PREPARED FOR

WINDSOR/WEST HANTS REGIONAL MUNICIPALITY

AS OF

8TH MARCH 2021

BY

RICHARD J. ESCOTT

TURNER DRAKE & PARTNERS LTD.
HALIFAX - NOVA SCOTIA

TURNER DRAKE
& PARTNERS

Real Estate Counsellors, Brokers & Valuers

Registration to ISO 9001:2015

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Trade Area Analysis
Supply & Demand Analysis
Demographic Studies

Property Tax Consulting
PAMS® Tax Manager
Assessment Audits
Negotiation
Appeal Board

Planning (Urban & Rural)
Regulatory Review
Development Analysis
Development Approval
Cost Benefit Analysis
Municipal Background Studies

Brokerage (Sales & Leasing)
Tenant Representation
Landlord Representation
Purchaser Representation
Vendor Representation

Lasercad® Space Measurement
Space Certification
"As Built" Plans

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Internet: www.turnerdrake.com

Regulated by RICS

Our Ref: 2114912:NB/RE

13 April 2021

Mr. Mark Phillips
Chief Administration Officer
Windsor/West Hants Regional Municipality
PO Box 3000
76 Morison Drive
Windsor NS B0N 2T0

Dear Mr. Phillips:

Re: PID #45148731, West Hants Municipal Complex, 76 Morrison Drive, Wentworth Creek, Nova Scotia

In accordance with your request of the 6th January 2021, we have completed a valuation of the above property on the basis of its **Market Value** (Highest & Best Use) and **Market Rent** (Net Absolute).

This report is intended only to be used for Lease and Sale purposes and for no other purpose; and only by Windsor/West Hants Regional Municipality our client for this assignment. Use of the report for other purposes or by other parties may invalidate the conclusions. The RICS Valuation Standards require that we prepare a new report if the client, intended user, date, or purpose of the assignment, is changed.

Type of Property

The property comprises the West Hants municipal offices and is held as an operational asset

Scope of Work

(i) Property identification – we took as our source the legal description from the deed conveying the property to the present owner together with a survey plan as well as the Provincial on-line mapping service. We utilised the foregoing and aerial satellite imagery to identify the property boundaries during our on-site inspection.

(ii) Property inspection – we undertook a detailed inspection of the property including the interior and exterior of all buildings that had a material impact on the property value. Our findings are described in the body of this report.

...2

(iii) Data research – we obtained the assessment, zoning, planning and other pertinent data from the appropriate sources. Some sales information is now available from government sources and was utilised for this assignment. However it was incomplete and rudimentary and required processing by our CompuVal® Information Platform to render it usable. Further sales information was compiled from vendors, purchasers, brokers, appraisers, Multiple Listing Services® and other sources we deemed reliable. It was analysed and utilised to compute the Land and Building Value using the Direct Comparison Approach, and the rents and capitalisation rates for the Income Approach. Building costs were derived from commercial costing services and were validated, whenever possible, with actual costs. Income and expense data was obtained comparable properties and industry benchmarks.

(iv) Analyses applied – there are three methods traditionally used to arrive at the value of real estate: the Direct Comparison, Cost and Income Approaches. We utilised the Direct Comparison, Cost and Income Approaches since this was necessary to properly value the property.

The following **Executive Summary** provides an overview of our findings and describes the extent of our investigations and document research.

Quality Standards

Turner Drake's quality assurance system, which covers the conduct of all of our operations, is registered to the ISO 9001:2015 standard. This assignment has been conducted in accordance with our quality assurance system, the Code of Professional Ethics and the Royal Institution of Chartered Surveyors' Valuation Standards [2017 Edition] (RICS Red Book), the International Valuation Standards (IVS), the Uniform Standards of Professional Appraisal Practice (USPAP), [1][Appraisal Report] and the Canadian Uniform Standards of Professional Appraisal Practice.

Observed Condition of Building

Whilst our inspection of the property should not be construed as a structural survey, and we did not undertake any tests of the heating, plumbing, electrical, air conditioning or other systems we found no major defects other than normal wear and tear consistent with the property's age and use. defects or items of deferred maintenance over and above the normal wear and tear one would expect with a property of this age and type.

Building Measurement

We did measure the Gross Floor Areas of the building.

Environmental

(a) **Hazardous materials or environmental concerns** - none were observed or brought to our attention during our inspection of the property. However, buildings of this age and occupancy often contain potential hazardous materials or have been exposed to environmental contamination. We have identified possible contaminants in the Environmental Contamination section of this report.

We noted the presence of storage tanks on the property. We have not been able to confirm that they meet Provincial Government environmental regulations.

The property has been valued on the assumption that it is environmentally "clean".

1 Contains all of the information significant to the solution of the appraisal problem.

(b) **Climate change concerns** – climate change resulting from global warming exposes property to the increased risk of flooding from pluvial (rain), fluvial (watercourses) and coastal (storm surge) sources. Most municipal infrastructure for water dispersal was not designed to accommodate the heavier rainfalls that are a consequence of a warming climate. Former and current National Building Codes do not contemplate the present regime of climate change which is resulting in higher winds, temperatures and rainfall. Excessive rainfall has a concomitant, adverse, impact on the ability of watercourses to function without overflowing their banks. Excess precipitation, coupled with a storm surge, conspire to elevate the danger of flooding for coastal property since both are the outcome of a hurricane. Where they exist, flood plain maps are often outdated or inaccurate.

Since no Climate Risk and Vulnerability Assessment Report was available to us for the property we restricted our investigation to our on-site inspection, enquires of the present owner or occupier, flood plain maps, and our general knowledge of the property and the neighbourhood. We did not observe any immediate risks from flooding, nor were any brought to our attention.

Zoning

We have reviewed the uses permitted under the current Zoning By-Law. The current use of the property is permitted. More complete details are included in the Zoning section of this report.

Since it is outside the mandate of this assignment we have not verified that the building meets all of the site specific requirements of the current Zoning By-Law such as set back and building envelope constraints.

Income Data and Expense Data

We relied upon on the operating history of the subject, data on file on comparable properties, and industry benchmarks.

Investment Assumptions

We have utilised a 10 year investment horizon Overall Capitalisation model employing the Ellwood Mortgage Equity Technique. Our investment assumptions are described in the Income Approach section of this report. The Overall Capitalisation Rate has been validated by reference to a sales analysis of investment type properties.

Sales & Marketing History

To the best of our knowledge the property has not been actively marketed for sale during the past three years and no offers to purchase have been received.

Most Probable Purchaser

In our experience the most probable purchaser for this property would be a partial owner-occupier or local investor or developer.

Covid-19 Considerations

As of the date of this report Canada and the Global Community is experiencing unprecedented measures undertaken by various levels of government to curtail health related impacts of the Covid-19 Pandemic. The duration of this event is not known. While there is potential for negative impact with respect to micro and macro-economic sectors, as well as upon various real estate markets, it is not possible to predict such impact at present, or the impact of current and future government countermeasures. There is some risk that the Covid-19 Pandemic increases the likelihood of a global recession, however without knowledge of further anticipated government countermeasures at the national and global levels it is not possible to predict any impact at this point in time. Accordingly, this point-in-time valuation assumes the continuation of current market conditions, and that current longer-term market conditions remain unchanged.

Market Value

In our opinion, the Market Value of the Fee Simple Interest in the subject property, premised on the basis that it will be utilised for its Highest and Best Use with vacant possession as of the 12th March 2021, subject to the Limiting Conditions and Assumptions contained herein and a Reasonable Exposure Time of 6-18 months, is the sum of $1,575,000.

ONE MILLION FIVE HUNDRED SEVENTY FIVE THOUSAND DOLLARS

Market Rent

As requested, we have also considered the Market Rent for the Subject Property. Our analysis and conclusion is detailed in the Income Approach section of our report. In our opinion the Market Rent of the subject property, on a **net absolute to landlord basis** (i.e. assuming that the lessee pays for the property taxes and all operating expenses other than structural repairs) a typical term of 5 years. Having regard to the attributes of the subject property and the foregoing we have adopted a rental rate of $11.00/ft.² for the ground floor space. We have adopted $9.00/ft.² for the finished space in the basement and $6.00/ft.² for the unfinished basement space. The overall total market rent equates to $9.64/ft.² of total GFA.

In our opinion the Market Rent of the subject property of the 8th March 2021, subject to the Limiting Conditions and Assumptions contained herein and a Reasonable Exposure Time of 6-18 months, is the sum of **$161,780 per annum** (i.e. $9.64/ft.² of total gross floor area).

Yours truly,

TURNER DRAKE & PARTNERS LTD.

RICHARD J. ESCOTT
Senior Manager
Valuation Division

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SUBJECT PROPERTY



FRONT ELEVATION



REAR ELEVATION

SUBJECT PROPERTY



GROUND FLOOR-COUNCIL CHAMBERS



GROUND FLOOR-GENERAL OFFICE AREA

SUBJECT PROPERTY



BASEMENT–OFFICE AREA



BASEMENT–MAINENANCE SHOP

LIMITING CONDITIONS AND ASSUMPTIONS

(1) No responsibility is assumed for matters of a legal nature, nor do we render any opinion as to the title which is assumed to be good. Unless otherwise noted in this report, existing mortgages, liens, encumbrances and special assessments, if any, have been disregarded and the property has been valued as though free and clear.

(2) We have not undertaken a survey of the property, and no responsibility can be accepted for the accuracy of the Site Plan and sketches. They are only included to assist the reader in better visualising the property.

(3) Market conditions can, and do, change rapidly because of economic, social and political reasons. The market value expressed in this report pertains only to the date of the valuation. It must not be relied on to estimate the market value as of any other date. HST, GST and other tax or expenses due on acquisition or disposition, have not been deducted from, or added to the market value. If the market value is based upon the prospect of future growth in rental and/or capital values, the reader is cautioned that these projections may not occur and values can fall as well as rise.

(4) It is assumed that there are no hidden or non-apparent conditions of the property, subsoil or structures that would render it more or less valuable. No responsibility is assumed for such conditions or for engineering studies that might be required to discover these factors.

(5) The distribution of value between the land and buildings applies only to the property as utilised at the date of valuation and is invalid if the valuation is used for any other purpose.

(6) This report must be used in its entirety since parts taken out of context may be misleading. The report, or any parts thereof, may not be used for any purpose other than that for which it was undertaken and is furnished for the exclusive use of the client. **All liability to any party other than the client is hereby denied.**

(7) Information in this report furnished by others is believed to be reliable, although no responsibility is assumed for its accuracy.

(8) Turner Drake & Partners Ltd. retain the copyright to this report. Reproduction in whole or in part, or any reference thereto, or to the valuation figures contained therein, or to the name and professional affiliation of the author of the report, is prohibited without their written permission and is a contravention of the Copyright Act. The report may be subject to Extraordinary Assumptions and/or Hypothetical Conditions: reference to the report in any published document without an adequate contemporaneous reference to these Extraordinary Assumptions or Hypothetical Conditions would be misleading and is prohibited.

(9) Unless otherwise noted in this report, the existence of hazardous substances, including without limitation asbestos, polychlorinated biphenyls, petroleum leakage, agricultural chemicals, radon gas, urea-formaldehyde foam insulation, or other potentially hazardous substances, which may or may not be present on the property, or molds, mildews and other environmental conditions, were not called to our attention nor did we become aware of them during our inspection. We are not qualified to detect such substances or conditions and the client is urged to retain an expert in this field, if desired. The presence of such hazardous substances or environmental conditions on, or in the proximity to the property, may affect the value of the property. Whilst we have valued the property on the assumption that it does not, and never has, contained such hazardous substances or environmental conditions, and is not in such proximity to another contaminated property as to cause a loss in value to the property the subject of this report, we do not warrant that this is the case and accept no liability in this regard.

(10) Unless otherwise expressly stated in this report, it has been assumed that all oil or other storage tanks, whether above or below ground, are in good condition, free of leaks and other defects, have been registered with the Department of the Environment, are legally permissible and meet all environmental standards. We have not undertaken any investigation, do not warrant that this is the case and accept no liability in this regard.

(11) Climate change, particularly global warming, is a continuous process which increasingly impacts real estate, often in an adverse manner. It can significantly increase the risk of flooding from pluvial (rainfall), fluvial (watercourses) and coastal (storm surge) sources. If a Climate Risk and Vulnerability Assessment was not made available to us for the property we have undertaken a very preliminary investigation of the flooding risk for the purpose of this report. However such investigation is not tendered as a substitute for a detailed Climate Risk and Vulnerability Assessment Report and any party relying on this report is encouraged to undertake their own investigations. Climate change risk is not yet fully "priced" into sales transactions and our estimate of Market Value reflects it only to the degree that it is recognised by the market.

(12) We have not inspected woodwork or other parts of the structure which are covered, unexposed or inaccessible and we are therefore unable to report that such parts of the property are free of rot, beetle or other defects.

(13) This valuation is based on the assumption that there is an adequate supply of potable water to the property at all times. We have not undertaken any tests ourselves and make no warranty therewith.

(14) This valuation is based on the assumption that there is a fully functioning sewage disposal system. We have not undertaken any tests ourselves and make no warranty therewith.

(15) As of the date of this report Canada and the Global Community is experiencing unprecedented measures undertaken by various levels of government to curtail health related impacts of the Covid-19 Pandemic. The duration of this event is not known. While there is potential for negative impact with respect to micro and macro-economic sectors, as well as upon various real estate markets, it is not possible to predict such impact at present, or the impact of current and future government countermeasures. There is some risk that the Covid-19 Pandemic increases the likelihood of a global recession, however without knowledge of further anticipated government countermeasures at the national and global levels it is not possible to predict any impact at this point in time. Accordingly, this point-in-time valuation assumes the continuation of current market conditions, and that current longer-term market conditions remain unchanged.

PURPOSE OF VALUATION

The purpose of this valuation is to estimate the **Market Value** (Highest & Best Use Use) and **Market Rent** of the subject property.

INTENDED USE

This report is intended only to be used for Lease and Sale purposes. The report is not intended to be utilised for any other purpose.

In view of the purpose and intended use of the valuation, this report conforms to the Royal Institution of Chartered Surveyors' Valuation Standards [2017 Edition] (RICS Red Book), the International Valuation Standards (IVS), the Uniform Standards of Professional Appraisal Practice (USPAP) [2][Appraisal Report], and the Canadian Uniform Standards of Professional Appraisal Practice (CUSPAP).

INTENDED USERS

This report is intended for use only by the Windsor/West Hants Regional Municipality our client for this assignment. This report is not intended to be utilised by any other party.

PROPERTY RIGHTS VALUED

Fee Simple

DEFINITION OF VALUE

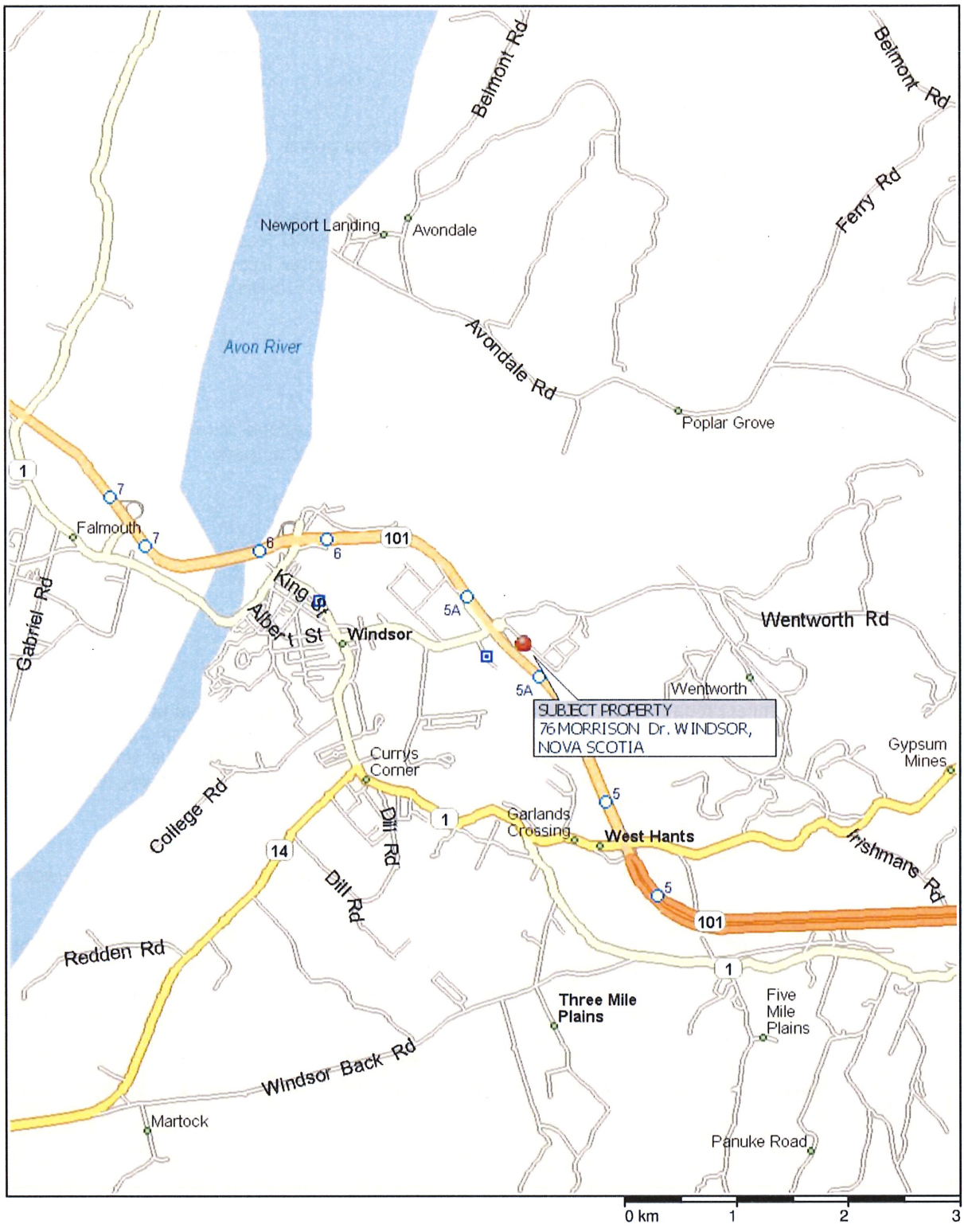
Market Value is defined in CUSPAP as:

> "the most probable price which a property should bring in a competitive and open market under all conditions requisite to a fair sale, the buyer and seller each acting prudently and knowledgeably, and assuming the price is not affected by undue stimulus. Implicit in this definition is the consummation of a sale as of a specified date and the passing of title from seller to buyer whereby:
>
> (1) buyer and seller are typically motivated;
> (2) both parties are well informed or well advised, and acting in what they consider their best interests;
> (3) a reasonable time is allowed for exposure in the open market;
> (4) payment is made in terms of cash in Canadian dollars or in terms of financial arrangements comparable thereto; and
> (5) the price represents the normal consideration for the property sold unaffected by special or creative financing or sales concessions granted by anyone associated with the sale."

Market Value is premised on the basis that the Subject Property will be utilised to its Highest and Best Use

[2] Contains all of the information significant to the solution of the appraisal problem.

LOCATION MAP



Market Rent is defined as:

> "the estimated amount for which a property, or space within a property, should lease on the date of valuation between a willing lessor and a willing lessee on a net absolute to landlord basis (i.e. assuming that the lessee pays for the property taxes and all operating expenses other than structural repairs. for a typical term of 5 years in an arm's-length transaction, after proper marketing wherein the parties had each acted knowledgeably, prudently and without compulsion."

EXPOSURE TIME

A Reasonable Exposure Time is defined as:

> "the estimated length of time the property would have been exposed on the open market prior to the effective date of the valuation in order to achieve a sale or lease at Market Value or Rent. Implicit in this definition are the following characteristics:
>
> (1) The property would have been actively exposed and aggressively marketed to potential purchasers and tenants through marketing channels commonly used by buyers and sellers or tenants and landlords of similar type properties.
> (2) The property would have been offered at a price reflecting the most probable mark-up over market value or rent used by sellers and landlords of similar type properties.
> (3) A sale or lease would have consummated under terms and conditions of the definition of market value or rent as outlined in this report."

EFFECTIVE DATE OF VALUATION

The effective date of valuation is the 8th March 2021.

DATE OF INSPECTION

The property was inspected on the 8th March 2021.

TIMEFRAME

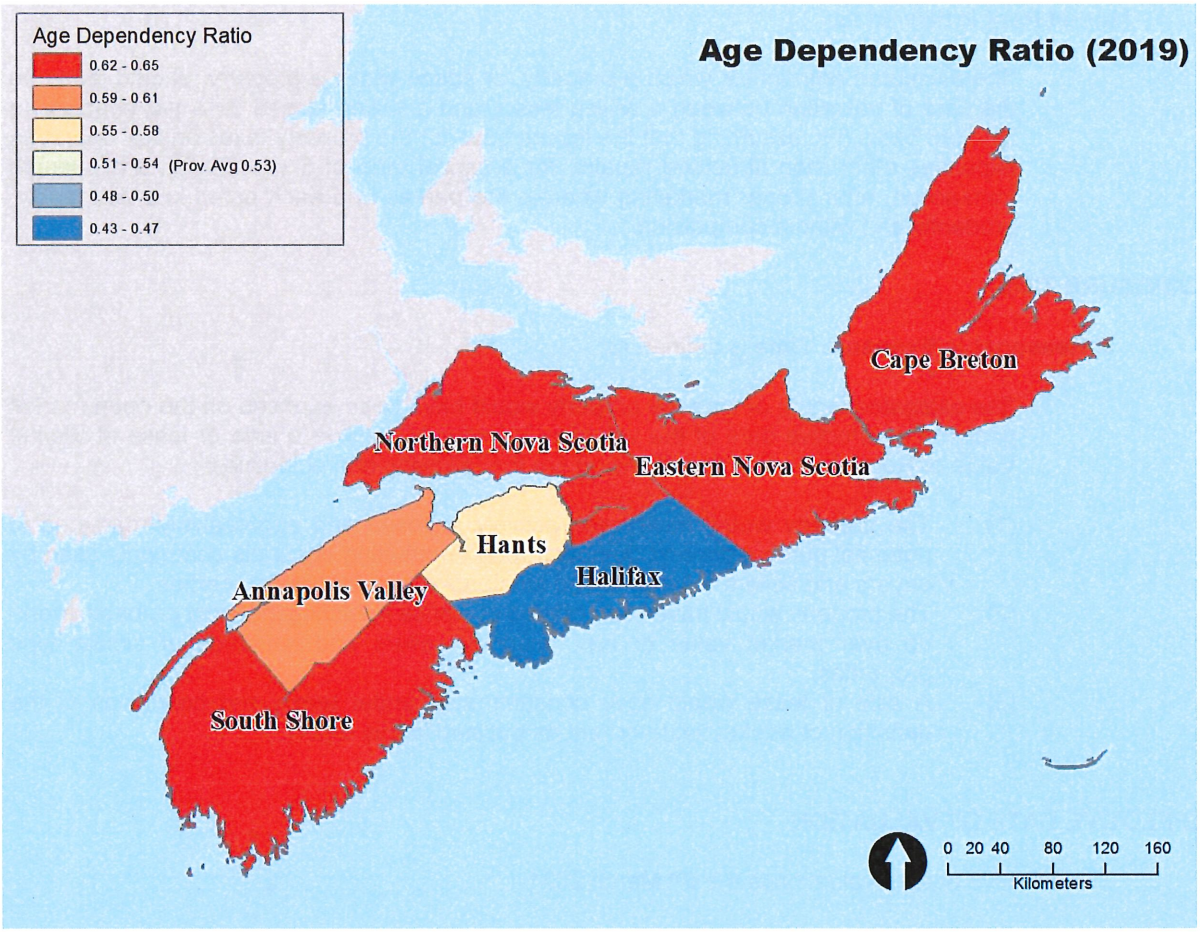
This is a Current Value Opinion.

IDENTIFICATION OF PROPERTY

The property is located on the west side of Morrison Drive in the West Hants Industrial Park and is identified on the Location Map on the opposite page.

AREA DATA

The Subject Property is located on the periphery of the Town of Windsor in Hants County, Nova Scotia.



The population of Nova Scotia is 960,593 (2019 estimate), while the Hants County region supports an estimated population of 42,564. This represents a population decrease of 0.59 % over the five year period 2014-2019, in contrast to the trend of overall 1.89% provincial population increase during the same period.

The population in the Hants County region is aging: the median age in 2019 is 45.7, up from 43.8 in 2014, above the median provincial age of 44.8 years. The dominant age group in the region, defined as the five-year age bracket with the largest percentage of the population, is 55-59 years, also in line with the dominant provincial age group. The Age Dependency ratio, which measures the ratio of dependents (people younger than 15 or older than 64) to the working age population (15 to 64), in the Hants County region is 0.55, above the provincial ratio of 0.53. The average household income (2019) in the Hants County region is $85,594: slightly above that of Nova Scotia as a whole ($84,593).

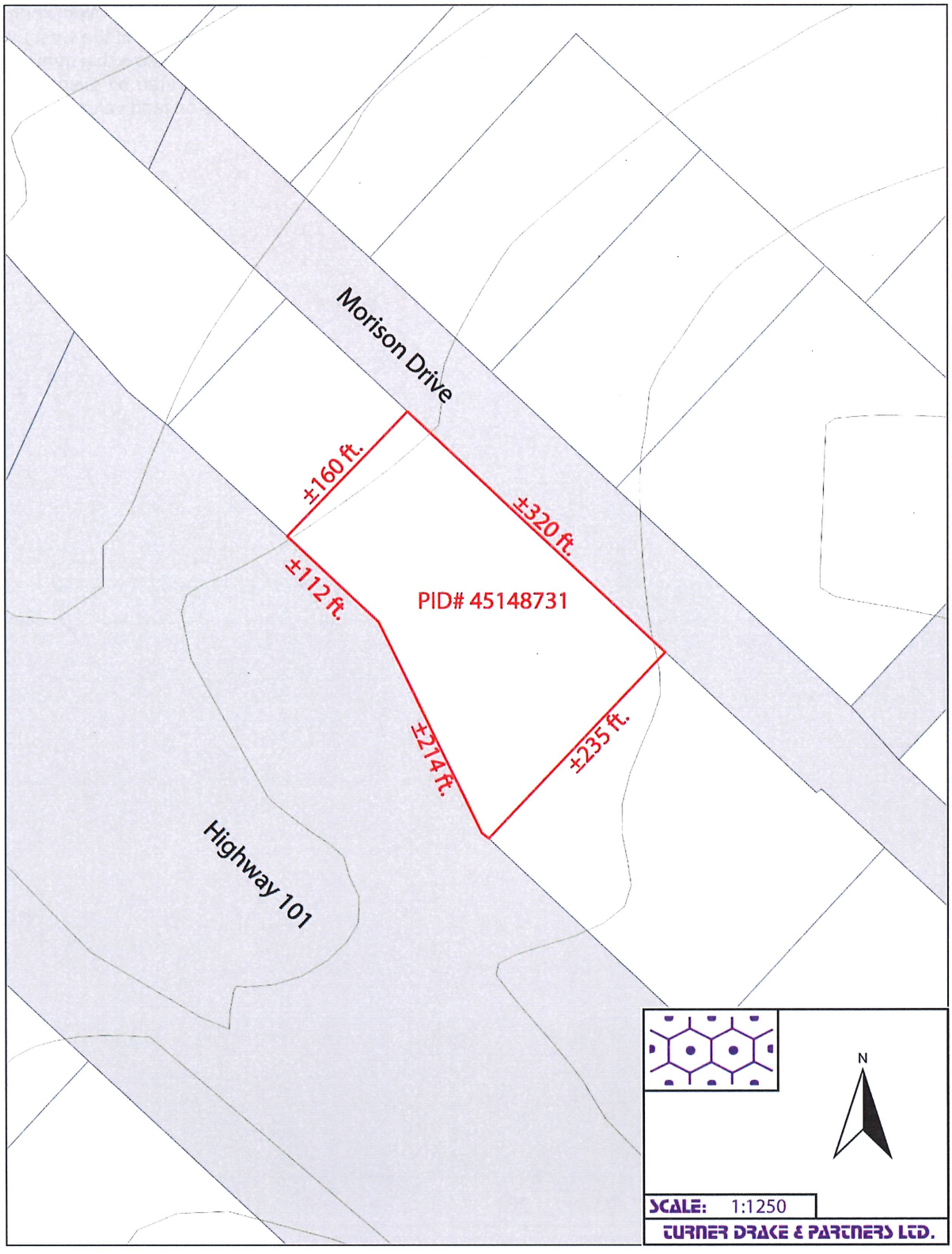
The county's economic base is primarily supported by the agricultural, forestry, light manufacturing, tourism and hospitality sectors. The county is also home to commuters working in HRM. Economic activity as evidenced by new construction appears to be steady, particularly in East Hants. The principal town in West Hants is Windsor which represents the local commercial centre for the area. The town has lost some of its commercial importance to metropolitan HRM over the years. However, the current Hwy 101 twinning represents a major construction project in the locality which will should attract more development to the area

In general, the area can best be described as gradually improving in terms of its economic outlook.

NEIGHBOURHOOD DATA

The neighbourhood represents the West Hants Industrial Park bordered on the north by Wentworth Road, the south by the former Fundy Gypsum mine, the east by wooded acreage and the west by Highway 101. It is mainly industrial in nature. In terms of its life cycle, it is fairly static with a number of established light industrial and quasi-industrial uses. It has not been infiltrated by alien uses There is some vacant land available and consequently there is low pressure on land values

SITE PLAN


Morison Drive
±160 ft.
±320 ft.
±112 ft.
PID# 45148731
±214 ft.
±235 ft.
Highway 101
N
SCALE: 1:1250
TURNER DRAKE & PARTNERS LTD.

SITE DATA

The subject property is located on the west side of Morrison Dr and backs onto Highway 101. The land is shown edged red on the Site Plan (opposite page). It is irregular in shape and has the following dimensions:

Morrison Drive Frontage	320	ft.
Eastern Boundary	235	ft.
Southern Boundary	326	ft.
Western Boundary	160	ft.
Area	59,241	ft.² (1.36 acres)

Reference

We have taken as our source, the legal description from the deed conveying the property to the present owner as well a survey plan and property data from the Nova Scotia online property database. The dimensions have been plotted onto a Provincial Map, Scale 1:1250, prepared from aerial photographs.

Site Improvements

We noted the following site improvements:

Parking:	45	spaces
Asphalt paving	24,300	ft.²
Sod and landscaping	12,270	ft.²
Concrete walkways	300	ft.²
Chain link fenced compound	1,600	ft.²
Water service dispensing shed.		
"Olympian" self contained diesel generator		

Services Available to the Site

Main sewer, water, and electrical services are available to the site.

Building Description

Municipal Office Building

Architectural Style - Modern.

 # Storeys - One.

Basement Area - 8,395 ft.².

Above Grade Area - 8,395 ft.².

Year Built - 1988. Renovation 2000 (basement finished to offices).

Brief Specifications

Exterior:

Foundation - Poured concrete.

Walls	-	Brick veneer over concrete block and wood framing.
Frame	-	Wood and steel.
Roof	-	Gable. Asphalt shingles.
Insulation - Walls	-	Fibreglass.
- Roof	-	Fibreglass.

Observed Condition:

Exterior Structure	-	Average.
Window System	-	Average.
Roof	-	Average.
Paintwork	-	Average.
Interior Condition	-	Average to good.
Electrical	-	Good.
Service Entrance	-	Good.
HVAC	-	Good.
Paintwork	-	Average.

Interior:

Basement (Storage/Maint. Shop)

Floor	-	Poured concrete.
Walls (finish)	-	Painted concrete block and gyproc.
Ceilings (finish)	-	Painted gyproc.
Clear Height	-	9.5 ft.

Basement (Finished Area)

Floor	-	Vinyl tiles.
Walls (finish)	-	Painted gyproc.
Ceilings (finish)	-	Suspended T-bar with acoustic tiles.
Clear Height	-	8 ft.

Ground Floor (Council Chambers)

Floor	- Hardwood.
Walls (finish)	- Painted gyproc.
Ceilings (finish)	- Suspended T-bar with acoustic tiles.
Clear Height	- 8.5 ft.

Ground Floor (Offices)

Floor	- Carpet. Sheet vinyl.
Walls (finish)	- Painted gyproc.
Ceilings (finish)	- Suspended T-bar with acoustic tile.
Clear Height	- 9 ft.

Ground Floor (Washrooms)

Floor	- Ceramic tiles.
Walls (finish)	- Ceramic tiles.
Ceilings (finish)	- Suspended T-bar with acoustic tile.
Clear Height	- 9 ft.

Plumbing -

Fixtures and Location	- Basement:
	  - 3 x 4 piece washrooms.
	- Ground floor:
	  - 2 x 4 piece washroom.
	  - Kitchen sink to staff room.
	  - 1 x janitor sink.

Equipment	- 60 gal electric water heater.

Heating

Type of Furnace	- Geothermal system with HRV units.
Type of Radiation	- Forced air.
Supplementary Heating	- Electric baseboards. Heat pump.

Airconditioning

Type of Airconditioner	- Carrier heat pumps. Mini -split heat pumps to basement.
Type of Radiation	- Forced air ceiling diffusers.

Supplementary Ventilation	-	None.
Energy Management System		
Central Control	-	Yes.
Type of Equipment Controlled	-	HVAC.
Electrical		
Service Entrance	-	400 amp 3 phase 208 volts.
Fixtures	-	Mainly fluorescent.
Sprinkler System		
Type	-	None
Fire Protection		
Sensors	-	Yes.
Central Station Monitor	-	Yes.
Computer		
Network Cable	-	Yes.
Security System		
Internal	-	Yes.
External	-	No.
Fixed Equipment		
Type	-	Record storage vault.
Size (Capacity)	-	156 ft.^{2}.

AGE/LIFE ANALYSIS - The building has an actual age of 33 years with renovations to the basement and ground floor in 2000. Overall the building appears to be in average to good condition: this is at par with its actual age. Accordingly its effective age is less than its actual age.

ASSESSED VALUE AND ANNUAL TAXES (2021)

Assessment:

Commercial	-	$ 83,300
Commercial Exempt	-	$1,192,000
Total	-	$1,275,300

Taxes (2021): - Tax Exempt

ZONING

The property is zoned "Joint Industrial Type Two (LI-2) Zone". The types of uses allowed under this zoning can be summarised as follows:

- Animal hospitals and veterinarian establishments;
- Any manufacturing, industrial, assembly, or warehousing operation conducted and wholly contained within an enclosed building and which is not considered obnoxious by reason of sound, odour, dust, fumes, smoke, or other emission;
- Any activity connected with the automotive trade other than an automotive scrap yard or automobile-related commercial recreational establishment;
- Breweries, distilleries, wineries;
- Building supply and equipment depots;
- Business and professional offices excluding doctor, dentist and lawyer officers, financial institutions, real estate offices, and personal service office uses such as beauty consultants;
- Chemical and chemical products;
- Commercial uses accessory to a permitted main use which is conducted in the main building;
- Courier services;
- Display courts;
- Existing donut shop;
- Farm implement sales, service and repair;
- Fencing and fence erectors;
- Fuel storage depots;
- Garden and nursery sales and supplies;
- Government establishments except retail outlets;
- Indoor recreation establishments;
- Industrial training facilities;
- Laundry and dry cleaning establishments;
- Manufacturing and processing machinery or equipment, sales and service;
- Marine sales, service & repair;
- Manufactured homes sales and service;
- Moving and storage depots;
- Railway uses;
- Research facilities;
- Recreation vehicles sales and service;
- Recycling depots;
- Service industries;
- Support services;
- Taxi and bus depots;
- Transportation depots;
- Utility facilities;
- Wholesaling and wholesale sales;
- Ambulance service; and
  Animal shelters.

ENVIRONMENTAL CONTAMINATION

No hazardous materials or environmental concerns were observed or brought to our attention during our inspection of the property.

The property has been valued on the assumption that it is environmentally "clean".

CLIMATE CHANGE CONCERNS

Climate change resulting from global warming exposes property to the increased risk of flooding from pluvial (rain), fluvial (watercourses) and coastal (storm surge) sources. Most municipal infrastructure for water dispersal was not designed to accommodate the heavier rainfalls that are a consequence of a warming climate. Former and current National Building Codes do not contemplate the present regime of climate change which is resulting in higher winds, temperatures and rainfall. Excessive rainfall has a concomitant, adverse, impact on the ability of watercourses to function without overflowing their banks. Excess precipitation coupled with a storm surge, conspire to elevate the danger of flooding for coastal property since both are the outcome of a hurricane. Where they exist, flood plain maps are often outdated or inaccurate.

Since no Climate Risk and Vulnerability Assessment Report was available to us for the property we restricted our investigation to our on-site inspection, enquires of the present owner or occupier, an Internet search, and our general knowledge of the property and the neighbourhood. We did not observe any immediate risks from flooding, nor were any brought to our attention.

VALUATION METHODOLOGY

Scope

The objective of this assignment is to render an opinion as to the **Market Value** (Highest and Best Use) and **Market Rent**) of the fee simple interest in the property for Lease and Sale purposes.

We inspected the site and the interior and exterior of the improvements located thereon. We also interviewed the property owner and others knowledgeable of the property. We analysed the available financial data and validated it by comparing the information with that for comparable properties and industry benchmarks. We obtained and reviewed the assessment, zoning information and other pertinent municipal data. We undertook a full background analysis and valuation of the property. Our findings, analysis and conclusions are set out in this narrative report.

Methodology

It was necessary to proceed through a number of steps in order to achieve the foregoing objective. Valuation is by nature often experiential, in which the output of one stage results in re-computing the input to a prior stage so that the final figure is arrived at by an iterative process: rather than by rigidly proceeding in a mechanical fashion through a series of steps in fixed order. Thus, whilst we have described the steps below in ordinal sequence, the reader should bear in mind that this has been done purely for administrative convenience and readability.

(i) **Highest and Best Use -** this is the use for the property which will produce the greatest net return for the foreseeable future. The use must be (1) physically possible, (2) legally permissible, (3) financially feasible, and (4) maximally productive. It is determined by considering the various alternate purposes for which the property can legally be used, having regard not only to existing zoning and other legal constraints, but also to any probable modification of them. The use which generates the highest value is, ipso facto the Highest and Best Use. Unless the property comprises vacant (i.e. unimproved) land we have to consider two different scenarios of Highest and Best Use: the vacant site, and the property improved with the present buildings. This can result in two different Highest and Best Uses:

(a) **Cleared Site –** as at the effective date of the valuation, the Highest and Best Use of the property as a cleared site was for commercia/industrial purposes as permitted under the zoning law designation. We have computed the land value on this basis.

(b) **As Presently Improved –** as at the effective date of the valuation, the property was utilised as an office building. Based on our analysis, we are of the opinion that the Highest and Best Use of the property is a continuation of that use and it has been valued on that basis.

(ii) **Land Value -** this is the value of the site, cleared of all buildings and site improvements, available for development for its Highest and Best Use. The land value was calculated using a Direct Comparison Approach. Essentially this Approach is a systematic procedure for comparing the Subject Property with other land sales transactions.

(iii) **Property Value -** this is the value of the property (land, buildings and site improvements) under its Highest and Best Use.

Potentially, three alternate approaches are available for measuring the value of an improved property:

(a) **Cost Approach -** the justification for this approach as a method of valuation rests on two, classical theory underpinnings. First there is the argument that market values in the long run should equal the costs of production. Second, there is the position that reproduction costs represent a ceiling for market values since investors should not be willing to pay more for an improvement than the cost of obtaining a substitute in the marketplace.

Under this approach, value is measured by adding to the land value (found by Direct Comparison) the cost, in current prices, of reproducing the structure and site improvements, and then subtracting any loss in value due to physical depreciation, functional and external obsolescence.

(b) **Income Approach -** this approach is based on the assumption from neoclassical theory that the market value of an interest in real property is equal to the present value of future benefit flows. This approach first estimates the expected future benefit flows from a property. These benefit flows are then converted into a market value through a variety of alternative mathematical techniques for capitalisation.

(c) **Direct Comparison Approach -** this approach relies on marginal demand theory and derives the market value of a particular interest in real property through the analysis of the sale prices of **similar** properties. The underlying idea is that the marginal demand should be the same for two similar properties in a real estate market. Therefore, the fact that one sold for a certain price should indicate that the other property, if offered for sale, would sell for approximately the same amount (provided that market conditions have not changed). The approach utilises market information on the prices and characteristics of recently sold properties to determine the value of the subject property.

(iv) Reconciliation and Final Estimate of Value

This is a reconciliation of the values indicated by the various Approaches, in which the alternate value indications are considered, the relative significance of each is carefully weighed, and a final estimate of value is then computed. Although reconciliation necessarily involves judgement, the latter results from a careful logical analysis of the procedures leading to each indication of value. The analysis is based on several criteria, (appropriateness, accuracy and quantity of evidence) which result in the formation of a meaningful and defensible conclusion about the final value estimate.

HIGHEST AND BEST USE

The "Highest and Best Use" can be defined as "that use which will produce the greatest net return for the foreseeable future".

Site

The subject comprises a parcel of serviced land located within the West Hants Industrial Park. The site has frontage and access from Morrison Drive. The property is zoned Joint Industrial Type Two (LI-2) Zone which permits a wide variety of commercial, industrial and quasi-industrial uses.

In our opinion, the Highest and Best Use of the property is for development to a light industrial or commercial use.

Property

At present the site is improved with modern one storey office building, with a full finished basement with at-grade access, currently used by the municipality for an office and service complex. The layout of the building is generally typical for modern office accommodation. The building is in average to good condition overall. The site also offers adequate on- site parking.

In our opinion, the Highest and Best Use of the property is a continuation of an office type use.

MARKET ANALYSIS AND EXPOSURE TIME

Exposure time is the estimated length of time the property interest being valued would have been offered on the market prior to the hypothetical consummation of a sale or lease at market value or market rent on the effective date of the valuation. Since it is a retrospective opinion based upon an analysis of past events, assuming a competitive and open market, it can only be estimated after an analysis of the market.

Exposure time is the estimated length of time the property interest being valued would have been offered on the market prior to the hypothetical consummation of a sale at market value on the effective date of the valuation. Since it is a retrospective opinion based upon an analysis of past events, assuming a competitive and open market, it can only be estimated after an analysis of the market.

Market Analysis

Prior to, and at the effective date of the valuation, the supply and demand for the subject and competing properties can be summarised as follows:

(a) Supply: Prior to, and at the effective date of the valuation the supply of this category of property in the area was fair.

(b) Demand: Prior to, and at the effective date of the valuation demand for this category of property in the area was fair.

Exposure Time

Our estimate of Exposure Time is 6 to 18 months. This is based on the foregoing Market Analysis and the data summarised below:

(1) Properties similar to the subject property have been listed for sale for between 3 months and 24 months.

(2) Based on our research when we were gathering information on comparable sales it became apparent that there was a fair demand for commercial/industrial properties in the area.

(3) As part of our research we interviewed brokers, buyers and sellers. They indicated that the marketability of this type of property, prior to the effective date of valuation was fair.

LAND VALUE

Methodology

The land has been valued by the Direct Comparison Approach. Essentially this Approach is a systematic procedure for carrying out comparative shopping in which the Subject Property site is "priced" by comparing it with other, similar parcels of land (Indices) that have sold, been subject to offer or are listed for sale. Based on our experience working with land sales data, we have determined that the four most significant independent variables influencing value are **Time** (Date of Sale), **Location**, **Motivation** and **Size**. The unit price ($ft.^2$) of each Index (comparable transaction) has first been adjusted when applicable, for the **Time** variable. These time adjusted unit prices have then been utilised to value the Subject Property. **Zoning** is often a significant variable depending on the breadth of uses allowed within the zoning band, and the flexibility of the planning authority with respect to variances and rezoning. It is therefore best accommodated by choosing Indices with similar zoning restrictions and on the weight to be placed on each Index after the Time adjustment has been applied. The weight placed on each Index as a predictor for the Subject Property value, is a function of its comparability in terms of **Location**, **Motivation, Size** and **Zoning**.

Discussion of Land Sales

We have researched the sales, offers and listings (Indices) of comparable parcels of land in the locality. The data was collected from vendors, purchasers, brokers, appraisers, MLS®, public and other sources deemed to be reliable. The most relevant data has been detailed on the Land Sales Schedule on the following pages. We have adjusted the prices in this Land Sales Schedule to the date of valuation to reflect an annual compound increase of 2%. This is based on an analysis study of prices in the area.

The Indices are described in greater detail below:

Index #1

This property was sold in October 2017, approximately 3 years 5 months before the effective date of valuation. Sales data indicates that prices were increasing **[time]**. The property is situated within the West Hants Industrial Park. The location is considered to be slightly inferior to the Subject Property since it has no exposure to Highway #101 **[location]**. The property comprises a fully service cleared parcel of land purchased for light industrial development. We are not aware of any factors that would give rise to an adjustment for motivation **[motivation]**. The parcel was similar in size to the Subject Property: similar parcels typically command similar prices per acre because they attract a similar pool of purchasers **[size]**. The property is zoned LI-2 (Industrial). This zoning is the same as the Subject Property **[zoning]**.

We consider this Index to be a good indicator of value on a **time** adjusted unit basis for the Subject Property.

Index #2

This property was sold in May 2014, approximately 6 ¾ years before the effective date of valuation. Sales data indicates that prices were increasing **[time]**. The property is situated within the West Hants Industrial Park in a low visibility location. The location is considered to be inferior to the Subject Property **[location]**. The property comprises a small parcel of serviced land acquired by the adjoining owner for additional yard space. However, it does not appear a premium was paid over market **[motivation]**. The parcel was much smaller than the Subject Property. Smaller parcels typically command higher prices per acre because they attract a wider pool of purchasers **[size]**. The property is zoned LI-2 (Industrial). This zoning is the same as the Subject Property **[zoning]**.

We consider this Index to be a poor indicator of value on a **time** adjusted unit basis for the Subject Property.

Index #3

This property was sold as two parcels in October 2020, 5 months before the effective date of valuation. Sales data indicates that prices were rising **[time]**. The property is situated in the West Hants Industrial Park. It comprises a portion of a block of land with frontage to 3 streets. The location is considered to be slightly inferior to the Subject Property **[location]**. The property was subdivided from a larger parcel by the vendor and sold as part of a fish farming operation. The purchase price was significantly above normal market levels for the Park **[motivation]**. The total parcel was approximately the same size as the Subject Property: similar parcels typically command similar prices per acre because they attract a similar pool of purchasers **[size]**. The property is zoned LI-2 (Industrial). This zoning is the same as the Subject Property **[zoning]**.

We consider this Index to be a fair indicator of value on a **time** adjusted unit basis for the Subject Property.

Index #4

This property was sold in October 2016, approximately 4 ½ years before the effective date of valuation. Sales data indicates that prices were rising **[time]**. The property is situated in a highway commercial area with exposure to Highway #101. The location is considered to be comparable to the Subject Property **[location]**. The property was acquired for future commercial development which did not procced. It is still vacant and currently listed for sale at $625,000 ($92,867/acre). We are not aware of any factors that would give rise to an adjustment for motivation **[motivation]**. The parcel was approximately 5 times the size of the Subject Property: larger parcels typically command lower prices per acre because they attract a smaller pool of purchasers **[size]**. The property is zoned LI-3. This zoning is more permissive than the Subject Property **[zoning]**.

We consider this Index to be an average indicator of value on a **time** adjusted unit basis for the Subject Property.

Index #5

This property was sold in January 2012, approximately 9 ¼ years before the effective date of valuation. Sales data indicates that prices were rising **[time]**. The property is in a highway commercial area with exposure to Highway #101. The location is considered to be comparable to the Subject Property **[location]**. The property was purchased for commercial development. However, it is still vacant. We are not aware of any factors that would give rise to an adjustment for motivation **[motivation]**. The parcel was approximately 10 times the size of the Subject Property: larger parcels typically command lower prices per acre because they attract a smaller pool of purchasers **[size]**. The property is zoned General Commercial Zone with some environmental constraints as it located at the edge of marshland. This zoning is more restrictive than the Subject Property **[zoning]**.

We consider this Index to be a fair indicator of value on a **time** adjusted unit basis for the Subject Property.

Conclusion

The time adjusted unit prices for all of the Indices range from $35,923 to $226,879 with a median of $63,193 per acre. Having regard to all of the variables (**time**, **location**, **motivation**, **size, zoning**) we are of the opinion that Index #'s 1, 4 and 5 are the most reliable indicators of value for the Subject Property. Their time adjusted unit prices range between $60,288 and $89,198 and have an arithmetic mean of $70,893/acre. In our opinion the unit value of the Subject Property lies near the top end of the range.

Having regard to the foregoing, we are of the opinion that the value of the land is as follows:

1.36 acres @ $80,000/acre	$ 108,800
Rounded to	**$ 110,000**

LAND SALES SCHEDULE

No.	Location Vendor/Purchaser	Date of Sale	Sale Price	Area	Sale Price/Unit At Date of Sale	Sale Price/Unit Adjusted to Date of Valuation @ 2.0% p.a.	Comments
1.	Lot H, Sandford Dr. Wentworth Creek Hants County, NS PID #45347150 E. Caldwell Holdings to K. Kingston	Oct. 2017	$ 75,000	1.27 acres	$ 59,055	$ 63,193	Fully serviced lot n West Hants Industrial Park. Unimproved cleared site. Zoned LI2.
2.	Lot 28A, Ivey Ln. Wentworth Creek Hants County, NS PID #45395514 NSBI to Mernova Medicinal Inc.	May 2014	$ 9,100	0.29 acres	$ 31,379	$ 35,923	Vacant cleared fully serviced site. Purchased by adjoining owner.
3.	Lot L45A2, Ivey Ln. Wentworth Creek Hants County, NS PID #45391869 Nu-Aire Ventilation Systems Inc.to Sustainable Fish Farming (Canada) Inc.	Oct. 2020	$315,000	1.40 acres	$225,000	$226,879	Cleared vacant serviced industrial site. Frontage to 3 streets. Subdivided off adjoining parcel by vendor. Zoned LI-2.
4.	Cole Dr. Garlands Crossing Hants County, NS PID #45366440 3102673 NS Ltd. to J.D. Irving, Limited	Oct. 2016	$550,000	6.73 acres	$ 81,723	$ 89,198	Cleared serviced commercial land. Exposure to Highway #101. Zoned LI-3. Purchased for site of building supplies store which did not proceed. Currently listed for sale at $625,000 ($92,867/acre).

LAND SALES SCHEDULE

No.	Location Vendor/Purchaser	Date of Sale	Sale Price	Area	Sale Price/Unit At Date of Sale	Sale Price/Unit Adjusted to Date of Valuation @ 2.0% p.a.	Comments
5.	Wentworth Rd. Windsor Hants County, NS PID #45055456 Somerled Property No. 1 Inc. to Sobeys Capital Incorporated	Jan. 2012	$700,000	13.92 acres	$ 50,287	$ 60,288	Cleared serviced land located at Exit 5. Exposure to Highway #101. Zoned Commercial with environmental constraints.

COST APPROACH

Methodology

The Cost Approach has as its underlying foundation, the assumption that market participants will not pay more for a property than the cost of creating a substitute property. In order to undertake this exercise, the cost of a new "substitute" building was calculated as of the effective valuation date, using reliable sources of cost data. The accrued depreciation in the structure, characterised by physical deterioration, functional and external obsolescence, was then calculated and deducted from the reproduction cost new. The resultant depreciated reproduction cost was then added to the land value to derive the market value.

Physical deterioration is caused by wear and tear on the structure and is a function of age, maintenance and use. It was calculated by comparing its "effective" age with its total physical life. (Effective age is the actual age modified by factors such as abnormal wear and tear, maintenance, modernisation, etc. Remaining physical life is calculated having regard to the physical condition of the building itself, and empiric evidence of the actual physical lives of former, similar buildings. Total physical life is the sum of the two).

Functional obsolescence is caused by internal property characteristics, such as poor floor plan, inadequate mechanical equipment, or functional inadequacy or overadequacy due to size or other characteristics.

External obsolescence is caused by conditions external to the property, such as lack of economic demand, changing property uses in the area, or national economic conditions.

Analysis and Conclusion

(1)	**Building Reproduction Cost New**				
	Gross Floor Area (incl.basement)	16,790 ft.² @ $131/ft.²			$ 2,199,490
	Less Obsolescence:				
(2)	**Physical:**				
	Effective Age	24 years			
	Remaining Physical Life	36 years			
	Total Physical Life	60 years			
	Depreciation	24years / 60years = 40%			$ 879,796
(3)	**Functional:**				$ Nil
(4)	**External:**				$ Nil
	Depreciated Reproduction Cost of Building				$ 1,319,694
(5)	**Plus Site Improvements (Depreciated Cost)**				
	Asphalt paving	24,300 ft.² @ $ 1.75/ft.²	$ 36,450		
	Sod and landscaping	12,270 ft.² @ $ 1.25/ft.²	$ 15,338		
	Concrete walkways	300 ft.² @ $ 10.00/ft.²	$ 3,000		
	Chain link fenced compound	180 ft. @ $ 10.00/ft.	$ 1,800		
	Water service dispensing shed.		$ 2,500		
	Self contained diesel generator		$ 10,000		
	Total		$ 69,088	$	69,088

(6) Plus Land Value

Total Land Value	$	110,000
Total Indicated Value	$	1,498,782
Rounded to	**$**	**1,500,000**

Notes:

(1) The estimated Reproduction Cost New was derived using the Boeckh/Marshall & Swift/Computerised Costing Service. It excludes HST.

(2) The effective age is based on the actual age of the building and the observed condition of the structure. The building has an actual age of 33 years. It has had regular maintenance over the years and some upgrades. The basement and some of the ground floor was renovated in 2000. The building is considered to be in generally average condition overall. We have estimated the effective age at 24 years and the remaining physical life at 36 years. The total physical life is 60 years which typical for buildings of this type.

(3) We are not aware of any building inadequacies that would create measurable Functional Obsolescence.

(4) We are not aware of any external factors that would create measurable External Obsolescence.

(5) The Reproduction Cost New was derived from "Yardsticks for Costing" published by RS Means Engineering Department, supplemented with information from Boeckh/Marshall & Swift. The Depreciated Cost was computed by deducting observed obsolescence from the Reproduction Cost New.

(6) See Land Value section of this report.

INCOME APPROACH

Methodology

The Income Approach is based on the premise that the value of the property to an investor is the present worth of the income stream it is capable of generating.

The income stream (net operating income) has been calculated by estimating the potential rental income on a net absolute to landlord basis, as if fully leased, and then deducting therefrom an allowance for vacancy and credit loss, structural allowance and cost of vacancy.

The income stream has been expressed on a "stabilised" basis i.e. the projected income has been adjusted to reflect a normal or average year reflective of the remaining economic life of the property.

The income stream has been converted into a market value by using an Overall Capitalisation Rate. The latter is an income rate which represents the ratio of a single year's income amount to capital value.

Analysis and Conclusion

(1)	**Estimated Net Rental Income**				
	Basement:	Unfinished Space	2,040 ft.² @ $ 6.00/ft.²	$	12,240
		Finished Space	6,355 ft.² @ $ 9.00/ft.²	$	57,195
	Ground Floor:	Finished Space	8,395 ft.² @ $11.00/ft.²	$	92,345
	Total Potential Net Rental Income			$	161,780
(2)	Less Vacancy & Credit Loss @ 5%			$	8,089
	Estimated Effective Gross Income (EGI)			$	153,691
	Less Outgoings				
(3)	Structural Allowance @ $0.30/ft.²		$ 5,037		
(4)	Cost of Vacancy		$ 6,359		
	Total Outgoings		$ 11,396	$	11,396
	Net Operating Income			$	142,295
(5)	Overall Capitalisation Rate @ 8.5%			÷	0.085
	Capital Value			$	1,674,059
	Rounded to			**$**	**1,670,000**

Notes:

(1) Estimated Net Rental Income

The rental rates are based on an analysis of comparable properties, details of which are included on the Space Rental Schedule on the following pages. We have analysed the rents on a "net absolute to landlord" basis, i.e. the tenant pays all outgoings, including real estate taxes.

The rental rates range from $6.13/ft.² - $15.00/ft.². The median is $10.27/ft.². Index #'s 1, 5, 6, and 9 provide the most reliable indication of the ground floor finished space in the building and indicate a range of $8.00/ft.² to $12.91/ft.² and an average of $10.03/ft.². The lower end of the range represents renovated office space located in an older renovated building: the high end of the range represents modern professional office space located in a modern three storey office building. The ground floor space in the subject represents average quality office space. We have adopted a rental rate of $11.00/ft.² for the ground floor space. We have adopted $9.00/ft.² for the finished space in the basement and $6.00/ft.² for the unfinished basement space. The overall total market rent equates to $9.64/ft.² of total GFA.

(2) Vacancy and Credit Loss

Since this is an owner occupied property we have based our estimated vacancy rate at 5% based on observations of similar type properties.

(3) Structural Allowance

The Structural Allowance is utilised to finance a sinking fund to cover major capital repairs, and is based on our experience with similar properties. We have stabilized the structural allowance at $0.30/ft.². GFA.

(4) Cost of Vacancy

Real Estate Taxes	-	2021 Estimate	$ 22,955
Insurance	-	$2,202,112 @ $2.50/$1,000 R.C.N.	$ 5,505
Water & Sewer	-	7 Washrooms @ $500 each	$ 3,500
Management	-	5% x EGI $153,691	$ 7,685
Heating & Electricity	-	16,790 ft.² @ $4.00/ft.²	$ 67,160
Repairs & Maintenance	-	10% x EGI $153,691	$ 15,369
Miscellaneous	-	Market allowance	$ 5,000
Total Operating Expenses		($7.57/ft.²)	$127,174
Vacancy @ 5%			x 0.05
Cost of Vacancy			$ 6,359

(5) Overall Capitalisation Rate

The Overall Capitalisation Rate has been computed using the Ellwood Mortgage Equity Technique and the following assumptions:

(a) Mortgage Financing:

Type of Loan	- Conventional Loan Canadian Funds
Loan to Value Ratio	- 70%
Interest Rate (Stated Annual Rate)	- 5%
Amortisation Period	- 25 years

(b) Equity Data:

Equity Investment	- 30% of Market Value
Equity Yield Rate	- 15%
Time Horizon	- 10 years

(c) Capital Growth:

Annual Compound Appreciation/Depreciation	- 0%

(d) *Overall Capitalisation Rate:

Rounded to	**- 8.5%**

The Overall Capitalisation Rate has been verified by comparison with the sales of other income producing properties, a selection of which are detailed on the Capitalisation Rate Analysis Schedule on the following pages. The Indices have the most comparable risk profile to the Subject Property since they comprise single and multiple tenant commercial properties and are similar in size to the Subject Property. Their small market locations are similar to the Subject Property: the quality of their tenant covenant is similar. The average indicated capitalization rate is 8.49%. Having regard to all of the foregoing we are of the opinion that their Overall Capitalisation Rates reflect a similar level of risk than the Subject Property. We are therefore satisfied that our computed Overall Capitalisation Rate is supported by the market.

SPACE RENTAL SCHEDULE

Space No.	Tenant & Location	*Tenant Class	Rentable Area (ft.²)	Rent Starts	Rent Ends	Current Income Per ft.²				Estimated Market Rent (Net Absolute)		Comments
						Base Rent	Landlord's Operating Costs	Overage Rent	Net Absolute Rent	Per ft.²	Total	
1.	10-14 Water St. Windsor, NS	F	799	1 Feb. 18	31 Jan. 23	$12.23	$2.02	---	$10.21	---	---	Two storey retail/office building.
2.	73 Morison Dr. Windsor, NS	F	2,432	19 June 17	19 May 22	$10.27	---	---	$10.27	---	---	Single storey flex building comprised of finished retail space and unfinished warehouse/shop space. Currently an operating Speedy Glass centre.
3.	40 Gray St. Windsor, NS	O	2,318	Current	---	$11.13	$5.00 (est)	---	$ 6.13	---	---	Asking rent. Finished 2nd floor office space. Rent quoted on gross basis. Tenant pays own heat.
4.	Gerrish St. Windsor, NS	R	4,000	Current	---	$18.00	$8.00	---	$10.00	---	---	Asking rent. Rent quoted on gross basis. Ground floor turnkey restaurant space.
5.	4 Cornwallis St. Kentville, NS	O	6,533	Current	Current	$15.00	$6.00	---	$ 9.00	---	--	Class B office space. Corner location.
6.	12-16 Cornwallis St. Kentville, NS	O	4,170	Current	Current	$10.00	± $2.00	---	$ 8.00	---	---	Renovated office space.
7.	9198 Commercial St. New Minas, NS	O	1,968	1 Apr. 11	31 Mar. 21	$12.50	U/K	---	± $12.50	---	---	Office space currently on gross basis. Landlord operating costs uncertain.
8.	28 Aberdeen Street Kentville, NS	O	1,150	1 Jan. 19	31 Dec. 24	$18.10	± $6.00	---	$12.10	---	---	Landlord pays for CAM, utilities and taxes. The tenant pays HST.

SPACE RENTAL SCHEDULE

Space No.	Tenant & Location	*Tenant Class	Rentable Area (ft.²)	Rent Starts	Rent Ends	Current Income Per ft.²				Estimated Market Rent (Net Absolute)		Comments
						Base Rent	Landlord's Operating Costs	Overage Rent	Net Absolute Rent	Per ft.²	Total	
9.	100 Station Ln. Kentville, NS	O	14,488	Current	Current	$12.91	± $7.00	---	$12.91	---	---	Modern office space. Three storey concrete commercial office building. Elevator. Pharmacy and medical and general offices.
10.	15 Webster St. Kentville, NS	O	29,148	Current	Current	±$13.19	U/K	---	± $13.19	---	---	Class B office building.
11	360 Main St. Wolfville, NS	O	1,000	Current	Current	$15.00	$ 5.45	---	$15.00	---	----	Storefront office space. Landlord provided tenant allowance of $4,000. ($4.00/ft.²) for 1 year term.

***Tenant Class**

A = Additional Revenue.
I = Industrial.
F = Flex Space (Industrial – Retail – Office).
L = Locker Storage.
M = Mixed Office/Warehouse.
O = Office Space.
R = Restaurant.
S = Retail Store.
W = Warehouse (Storage Space).

CAPITALISATION RATE ANALYSIS SCHEDULE

No.	Location Vendor/Purchaser	Bldg. GFA (ft.²)	Date of Sale	Sale Price	Sale Price/ft.²	Overall Cap. Rate (Year 1)	Comments
1.	8927 Commercial Street New Minas Kings County, NS PID #55214852 Dorian Properties Ltd. to RTS Consultants Inc.	28,710	Sept. 2016	$4,000,000	$139.32	9.01%	Multi-tenant strip mall located in New Minas. Located along a major commercial thoroughfare.
2.	84-94 Main Street Yarmouth Yarmouth County, NS PID #'s 90196718, 90196726, 90196734, 90196742, 90194119, 90194127 Freshco Retail Maintenance Inc. to Rennduprat Design & Fabrication Inc.	7,317	Feb. 2018	$ 630,000	$ 86.10	9.00%	Three separate commercial buildings converted into one. Older commercial buildings.
3.	11 Crescent Drive New Minas Kings County NS PID #55204341 Carline Strong to Wanda Lynn Balsor	3,488	Sept. 2019	$ 200,000	$ 57.33	8.14%	Ground floor retail with two apartments above.
4.	16 Church Street Amherst Cumberland County, NS PID #25369489 3105152 NS Ltd. to Avison Young, Michael Brown	39,336	Aug. 2017	$2,299,000	$ 58.45	8.00%	Maritime Block Professional Centre. Three-storey building built in 1907 and refurbished in 1989. In good condition. Has HVAC heat pump systems for each unit.

CAPITALISATION RATE ANALYSIS SCHEDULE

No.	Location Vendor/Purchaser	Bldg. GFA (ft.^{2})	Date of Sale	Sale Price	Sale Price/ft.^{2}	Overall Cap. Rate (Year 1)	Comments
5.	360-370 Main Street Wolfville Kings County, N.S. PID #'s 55278758 and 55278766 3255781 Nova Scotia Limited to 3344206 Nova Scotia Limited	25,084	Mar. 2021	$2,325,000	$ 92.69	9.00%	Warehouse Mall in Wolfville. Sale also includes Tim Horton's. Mixed-use plaza including free-standing pad, retail strip and second floor residential units.
6.	5110 St. Margarets Bay Road Upper Tantallon St. Margaret's Square Ltd. to Pro Reit Acquisition (1) Inc.	25,523	Apr. 2016	$4,300,000	$168.48	7.79%	Single-tenant industrial building, pre-engineered steel frame with metal panel exterior walls and roof. Grade level loading doors and 22 ft. clear heights.

DIRECT COMPARISON APPROACH

Methodology

The Direct Comparison Approach is based on the premise that properties with the same characteristics will transact at the same selling price since knowledgeable purchasers "comparison shop" when buying property.

Essentially this Approach is a systematic procedure for carrying out comparative shopping in which the Subject Property is "priced" by comparing it with other, similar properties (Indices) that have sold, been subject to offer or are listed for sale. With most "improved" property, building size is taken as the unit of comparison because most of the property's value usually resides in the structure, rather than the land. Based on our experience working with property sales data, we have determined that the five most significant independent variables influencing value are **Time** (Date of Sale), **Location**, **Quality** (Fit for Purpose), **Motivation** and building **Size**. The unit price ft.² Gross Floor Area of each Index has first been adjusted, when applicable, for the **Time** variable. These time adjusted unit prices have then been utilised to value the Subject Property. The weight placed on each Index as a predictor for the Subject Property value, is a function of its comparability in terms of **Location**, **Quality**, **Motivation** and **Size**.

Discussion of Building Sales

We have researched the sales, offers, and listings of comparable commercial properties in the region. The data was collected from vendors, purchasers, brokers, appraisers, MLS®, public and other sources deemed to be reliable. The most relevant data has been detailed on the Building Sales Schedule on the following pages. We have adjusted the prices in the Building Sales Schedule to the date of valuation to reflect an annual compound increase of 2 %. This is based on a study of prices

In analysing this data, we have divided the total selling, offer or asking price by the building gross floor area in the building to provide an indication of the sale, offer or asking price on a building unitised basis.

These unitised figures vary considerably depending on the size, type, location, physical condition and revenue of the building, in addition to the circumstances of the particular transaction. None of them prove conclusively the value of the Subject Property. However, they do paint the background against which the Subject Property can be viewed. Valuation in this instance is by way of interpolation and synthesis.

We have also investigated whether there have been any prior offers, sales, options, Agreements of Sale or listings of the Subject Property within the past three years. We understand that there has been no such activity.

Our analysis is included in the Building Sales Schedule on the following pages. The Indices are discussed in greater detail below:

Index #1

This property was sold in April 2018, approximately 2 years 11 months before the effective date of valuation. Sales data indicates that prices were rising **[time]**. The property is situated opposite the subject across Highway #101 on Cole Drive. The location is considered to be comparable to that of the Subject Property **[location]**. The building is a steel frame ICF wall two storey structure built in 2015 which was originally intended for use a craft brewery and restaurant. The exterior shell was completed, but the interior finishes were not. The building is of similar quality to the Subject Property **[quality]**. The vendor had stopped construction of the building before completing the interior and the building sat vacant for several years **[motivation]**. The property was subsequently finished by the purchaser to function as light industrial space. The building was approximately the same size as the Subject Property: similar buildings typically command similar prices per ft.² because they attract a similar pool of purchasers **[size]**. However, it is moted the that sale price represents the sale of the building as an unfinished shell.

We consider this Index to be a fair indicator of value on a time adjusted unit basis for the Subject Property.

Index #2

This property was sold in January 2021, approximately two months before the effective date of valuation. Sales data indicates that prices were rising **[time]**. The property is situated in the heart of a commercial are in Kentville on a corner lot. The location is considered to be superior to that of the Subject Property **[location]**. The building is an older two storey structure which has been renovated and updated over the years and functions as a modern office space. The building has a masonry exterior. The building is of similar quality to the Subject Property **[quality]**. We are not aware of any factors that would give rise to an adjustment for motivation **[motivation]**. The building was approximately ¾ the size of the Subject Property: smaller buildings typically command higher prices per ft.² because they attract a wider pool of purchasers **[size]**.

We consider this Index to be a good indicator of value on a time adjusted unit basis for the Subject Property.

Index #3

This property was sold in January 2021, approximately two months before the effective date of valuation. Sales data indicates that prices were rising **[time]**. The property is situated in the heart of a commercial are in Kentville on an interior lot adjacent to Index #2. The location is considered to be superior to that of the Subject Property **[location]**. The building is an older two storey structure which has also been renovated and updated over the years and functions as a modern office space. The building has a masonry exterior. The building is of similar quality to the Subject Property **[quality]**. The property was purchaser by the same party as Index#2 for a similar price **[motivation]**. The building was approximately ¾ the size of the Subject Property: smaller buildings typically command higher prices per ft.² because they attract a wider pool of purchasers **[size]**.

We consider this Index to be a good indicator of value on a time adjusted unit basis for the Subject Property.

Index #4

This property was sold in July 2019 approximately 1 year and 9 months before the effective date of valuation. Sales data indicates that prices were rising **[time]**. The property is situated in a commercial area in the town of Truro on a corner lot. The location is considered to be comparable to that of the Subject Property **[location]**. The building is a one storey structure used for office purposes. The building has a masonry exterior finish. The building was constructed in 1973 and appears to be in average condition. The building is of similar quality to the Subject Property **[quality]**. We are not aware of any factors that would give rise to an adjustment for motivation **[motivation]**. The building was approximately ⅔ the size of the Subject Property: smaller buildings typically command higher prices per ft.² because they attract a wider pool of purchasers **[size]**.

We consider this Index to be an average indicator of value on a time adjusted unit basis for the Subject Property.

Index #5

This property was sold in September 2017, approximately 3 years and 6 months before the effective date of valuation. Sales data indicates that prices were rising **[time]**. The property is situated in the heart of a commercial area in Sydney on a corner lot. The location is considered to be superior to that of the Subject Property **[location]**. The building is a 2 storey structure used for office purposes. The building has a masonry exterior. It was recently renovated and is in average condition. The building is of similar quality as the Subject Property **[quality]**. We are not aware of any factors that would give rise to an adjustment for motivation **[motivation]**. The building is similar in size to the Subject Property: similar buildings typically command similar prices per ft.² because they attract a similar pool of purchasers **[size]**.

We consider this Index to be a good indicator of value on a time adjusted unit basis for the Subject Property.

Index #6

This property was sold in April 2020, approximately 1 year before the effective date of valuation. Sales data indicates that prices were rising **[time]**. The property is situated in the heart of a commercial are in Kentville on an interior lot. The location is considered to be superior to that of the Subject Property **[location]**. The building is a two storey steel frame structure built in 1973. It functions as a showroom and offices. The building has a masonry exterior. The building is of slightly inferior quality to the Subject Property **[quality]**. We are not aware of any factors that would give rise to an adjustment for motivation **[motivation]**. The building was approximately the same size of the Subject Property: similar buildings typically command similar prices per ft.² because they attract a wider pool of purchasers **[size]**.

We consider this Index to be an average indicator of value on a time adjusted unit basis for the Subject Property.

Index #7

This property was sold in April 2017, approximately 4 years before the effective date of valuation. Sales data indicates that prices were rising **[time]**. The property is situated in semi-rural commercial area. The location is considered to be similar to that of the Subject Property **[location]**. The building is a one storey structure functioning as modern commercial space. The building has a masonry exterior. The building is of similar quality to the Subject Property **[quality]**. We are not aware of any factors that would give rise to an adjustment for motivation **[motivation]**. The building was approximately ¾ the size of the Subject Property: smaller buildings typically command higher prices per ft.² because they attract a wider pool of purchasers **[size]**.

We consider this Index to be a good indicator of value on a time adjusted unit basis for the Subject Property.

Conclusion

The time adjusted unit prices for all of the Indices range from $59 to $115 with a median of $89 per ft.². Having regard to all of the variables (**time**, **location**, **quality**, **motivation**, **size**) we are of the opinion that Index #'s 2, 3, 5 and 7 are the most reliable indicators of value for the Subject Property. Their time adjusted unit prices range between $89 and $115 and have an arithmetic mean of $99/ft.². In our opinion the unit value of the ground floor finished area of the Subject Property lies near the average of this range: $100/ft.². We have adopted a unit value of $85/ft.² for the finished basement space and $70/ft.² for the unfinished basement space.

Based on our analysis it is our opinion that the indicated value of the Subject Property is as follows:

Building Value

Basement			
Unfinished Space	GFA	2,040 ft.² @ $ 70/ft.²	$ 142,800
Finished Space	GFA	6,355 ft.² @ $ 85/ft.²	$ 540,175
Ground Floor			
Finished Space	GFA	8,395 ft.² @ $100/ft.²	$ 839,500
Total Indicated Value		16,790 ft.² @ $90.17/ft.²	$ 1,522,475
Rounded to			**$ 1,520,000**

Note: Site Improvements are included in the building value.

BUILDING SALES SCHEDULE

No.	Location Vendor/Purchaser	Date of Sale	Sale Price	Land Area ($ft.^2$)	Bldg. GFA ($ft.^2$)	Bldg. Value/$ft.^2$ GFA At Date of Sale	 Adjusted to Date of Valuation @ 2.0% p.a.	Comments
1.	49 Cole Drive Garlands Crossing Hants County, NS PID #45394913 3288476 NS Ltd. To `49 Cole Drive Ltd.	Apr.2018	$ 830,000	102,906	14,902	$ 56	$ 59	Two storey commercial building. Steel frame ICF walls. Built 2015. Partially complete at time of sale. Subsequently finished to commercial office space.
2.	50 Cornwallis St. Kentville Kings County, NS PID #55268114 DPP General Partner Limited to 3323061 NS Ltd.	Jan. 2021	$1,050,000	8,475	11,834	$ 89	$ 89	Masonry office building located on a corner lot. Occupied by law firm and investment firms. Previously sold Jan. 2019 for $1,120,000 ($94.64/ft2) Job# 2014754
3.	19 Webster St. Kentville Kings County, NS PID #55255905 Marivest Capital to 3323061 NS Ltd.	Jan. 2021	$1,050,000	6,680	11,250	$ 93	$ 93	Two storey masonry office building. Built 1940. Renovated and updated to modern professional office space. Occupied by accounting firm.
4.	6 Louise St. Truro Colchester County, NS PID #20183158 Saltwire Network Inc. to Futureworx Society	Jul. 2019	$ 732,800	39,640	10,498	$ 70	$ 72	One storey masonry office. Built 1973. Newspaper publishing office.

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BUILDING SALES SCHEDULE

No.	Location Vendor/Purchaser	Date of Sale	Sale Price	Land Area (ft.²)	Bldg. GFA (ft.²)	Bldg. Value/ft.² GFA At Date of Sale	 Adjusted to Date of Valuation @ 2.0% p.a.	Comments
5.	283 Charlotte St. Sydney Cape Breton County, NS PID #15688500 Carol Rizzetto to J. Francis Investments Ltd.	Sept. 2017	$1,500,000	20,473	16,200	$ 93	$ 98	Masonry office building with commercial tenants to the ground floor, located on a corner lot. Built 1988 Job# 2014754
6.	59 Webster St. Kentville Kings County, NS PID# 55255996 Ken Mor Realties Ltd. to Kentville Property Ltd.	Apr.2020	$1,000,000	11,653	14,802	$ 68	$ 69	Two storey steel frame and masonry building. Built 1973. Ground floor showroom and offices. Second floor offices. Full basement.
7.	49 Riverside Ave. Stewiacke Hants County, NS PID# 20410486 Associated Maritime Pharmacies Ltd. to Atypia Holdings Ltd.	Apr. 2017	$1,210,000	26,392	11,422	$106	$115	One story wood frame steel and masonry clad commercial building. Built 1988. Occupied by Post Office, pharmacy and RBC ATM.

RECONCILIATION AND FINAL ESTIMATE OF VALUE

Summary
The market value indicated by the various approaches is as follows:

Cost Approach	$1,500,000
Income Approach	$1,670,000
Direct Comparison Approach	$1,520,000

Reliability of the Various Approaches as an Indicator of Value

The strengths and weaknesses of the valuation approaches utilised in this assignment are as follows:

Cost Approach - The Cost Approach can provide a reliable indicator of value for properties where the buildings are fairly generic and relatively new and have very little depreciation.

This approach is less reliable when the building is older and begins to suffer from depreciation. It is also less reliable if the building is not of a typical design or style.

Income Approach - The Income Approach can provide a reliable indicator of value for properties which are acquired as investment vehicles. The value of the property is determined by its ability to generate revenue.

This approach is less reliable when applied to properties which are not likely to be rented to a tenant. When the property is to be utilised by an owner/occupier the Income Approach may not produce the most reliable indicator of value.

Direct Comparison Approach - The Direct Comparison Approach can provide a reliable indicator of value when there is comparable sales data available.

This approach is less reliable when sales data is sparse or when the various sales are not truly comparable to the subject thereby requiring extensive adjustments.

Reconciliation and Final Estimate of Value

We place the equal weight in the Income and Direct Comparison Approaches in this instance. The Income Approach reflects the value to a potential purchaser as an investment type property. The Direct Comparison approach is based on good quantity of recent market data for similar type office buildings in small market locations. The Cost Approach is somewhat less reliable in this instance since a typical potential purchaser would put minimal weight on this approach in a purchase decision,

We have rated the relative strength of each Approach to Value on a 5 point scale, i.e. Poor = 1, Fair = 2, Fairly Good = 3, Good = 4, Excellent = 5. The final estimate of value is computed as follows:

$\frac{(2 \times \$1,500,000) + (4 \times \$1,670,000) + (4 \times \$1,520,000)}{10} =$	$1,576,000
Rounded to	$1,575,000
Final Estimate of Value	**$1,575,000**

CERTIFICATION

Re: PID #45148731, West Hants Municipal Complex, 76 Morrison Drive, Wentworth Creek, Nova Scotia

I certify that, to the best of my knowledge and belief:

the statements of fact contained in this report are true and correct;

the reported analyses, opinions, and conclusions are limited only by the reported assumptions and limiting conditions, and are my personal, impartial, and unbiased professional analyses, opinions, and conclusions;

neither I, nor Turner Drake & Partners Ltd., have any past, present or prospective material involvement with the property that is the subject of this report, other than this assignment;

neither I, nor Turner Drake & Partners Ltd., have received any fees, in connection with the purchase of the property the subject of this report, within twelve months preceding the date of valuation. Turner Drake & Partners Ltd. have not received, nor will they receive, an introductory, mortgage financing or any other fees in connection with such a purchase. They have not negotiated the purchase on behalf of the client;

neither I, nor Turner Drake & Partners Ltd., have any past, present or prospective material involvement with the customer, client, or any parties contemplated to be involved in any transaction resulting from this assignment other than previous valuation assignments on other properties for the client;

neither I, nor Turner Drake & Partners Ltd., share any fiduciary interest with the client. Turner Drake & Partners Ltd. has a prior relationship with the client.

during the twelve months preceding the date of valuation the total fees paid by the client to Turner Drake & Partners Ltd. represented a minimal (< 5%) proportion of Turner Drake & Partners Ltd.'s gross income;

my compensation for completing this assignment is not contingent upon the development or reporting of a predetermined value or direction in value that favours the cause of the client, the amount of the value opinion, the attainment of a stipulated result, or the occurrence of a subsequent event directly related to the intended use of this report;

my analyses, opinions, and conclusions were developed, and this report has been prepared, in conformity with the Royal Institution of Chartered Surveyors' Valuation Standards [2017 Edition] (RICS Red Book), the International Valuation Standards (IVS), the Uniform Standards of Professional Appraisal Practice (USPAP), and the Canadian Uniform Standards of Professional Appraisal Practice;

I have made a personal inspection of the property that is the subject of this report;

no one provided significant professional assistance to the person signing this report;

I have sufficient current local, national and international knowledge of the market, and the skills and understanding, to undertake this valuation in a competent manner;

all Extraordinary Assumptions and/or Hypothetical Conditions detailed in this report were agreed with the party to whom this report is addressed;

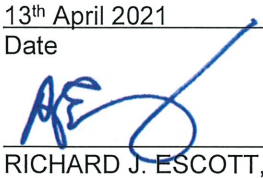
I certify that the use of this report is subject to the requirements of the professional institutes of which I am a member, relating to review by their duly authorised representatives;

as of the date of this report, I have completed the requirements of the continuing education programs of the professional institutes of which I am a member;

that the **Market Value** of the Fee Simple Interest in the subject property, premised on the basis that it will be utilised for its Highest and Best Use with vacant possession as of the 8th March 2021, subject to the Limiting Conditions and Assumptions contained herein and a Reasonable Exposure Time of 6-18 months, is the sum of $1,575,000;

that the **Market Rent** of the subject property, on a net absolute to landlord basis (i.e. assuming that the lessee pays for the property taxes and all operating expenses other than structural repairs) for a typical term of 5 years as of the 8th March 2021 subject to the Limiting Conditions and Assumptions contained herein and a Reasonable Exposure Time of 6-18 months, is the sum of $161,780 ($9.64/ft.^{2}) per annum.

13th April 2021
Date



RICHARD J. ESCOTT, BES, MRICS, AACI
NSREAA #213480

TERMS OF ENGAGEMENT

Our Ref: 2114912/13/14:HQ/RE

TURNER DRAKE & PARTNERS LIMITED
TERMS OF ENGAGEMENT

THIS AGREEMENT made the 8th day of January, A.D. 2021.

BETWEEN Turner Drake & Partners Ltd.
hereinafter referred to as "TURNER DRAKE" OF THE FIRST PART

and

Windsor/West Hants Regional Municipality
hereinafter referred to as the "CUSTOMER" OF THE SECOND PART

WITNESSETH THAT for consideration, TURNER DRAKE agrees to provide, subject to the terms and conditions set forth in this Agreement, the services described below and any additional services as may be requested by the CUSTOMER and accepted by TURNER DRAKE in the course of this Agreement.

1.01 The CLIENT for this assignment is Windsor/West Hants Regional Municipality.

1.02 TURNER DRAKE shall prepare and provide to the CUSTOMER 1 electronic copy in pdf format, of a summary valuation report on the Fee Simple interest in:

Windsor Municipal Complex, PID 45057742, 100 King Street, Windsor, Nova Scotia
West Hants Municipal Complex, PID 45148731, 76 Morrison Drive, Windsor, Nova Scotia
Hants County Court House, PID 45059987, 226 King Street, Windsor, Nova Scotia

(hereinafter referred to as the "PROPERTIES") for the purpose of establishing its value for Lease and Sale purposes with vacant possession. Use of the valuation report for other purposes or by other parties may invalidate the conclusions. The RICS Valuation Standards require that we prepare a new report if the CLIENT, intended user, date, or purpose of the assignment, is changed.

1.03 Since the purpose of a draft valuation report is frequently misinterpreted by the CLIENT (the party relying upon the final valuation report referred to in Paragraph 1.02), the valuation report will not be prepared initially in "draft" format.

1.04 The effective date of the valuation of the PROPERTIES is to be date of inspection 2021. The value will be expressed in Canadian currency.

1.05 The PROPERTIES comprise municipal office buildings.

1.06 The basis of the valuation is **Market Value** (Highest and Best Use) and **Market Rental Value**.

1.07 The reported analyses, opinions and conclusions will be developed in accordance with the Royal Institution of Chartered Surveyors' Valuation Standards [2017 Edition] (RICS Red Book), and the International Valuation Standards (IVS). The valuation report will conform with the Uniform Standards of Professional Appraisal Practice (USPAP). The conduct of the assignment and the preparation of the report will also comply with the Canadian Uniform Standards of Professional Appraisal Practice. The report and assignment will be subject to the requirements of the Code of Professional Ethics of the professional institutes of which the author of the report is a member, which include provision for peer review.

1.08 The Valuer responsible for the assignment will have sufficient current local, national and international knowledge of the market, and the skills and understanding, to undertake the valuation in a competent manner, and will act as an External Valuer.

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TURNER DRAKE & PARTNERS LTD.

1.09 TURNER DRAKE will undertake a detailed on-site inspection of the PROPERTIES and the neighbourhood including the exterior and interior of the building situated thereon that impact the value of the PROPERTIES.

1.10 TURNER DRAKE will undertake such fiscal, physical and legal investigations as are necessary and prudent to arrive at the value of the PROPERTIES. This research will not include an investigation of title, a property survey, engineering or environmental studies of the land and structures, or tests to determine whether there is a supply of potable water or that the property has, or will support, a fully functioning sewage disposal system. The PROPERTIES will be valued on the assumption that they are not, and never have been, subject to environmental contamination, and that it is not in such proximity to another contaminated property as to adversely impact the value of the subject PROPERTIES.

TURNER DRAKE anticipates utilising the Cost, Direct Sales Comparison and Income Approaches to value, on this assignment.

1.11 TURNER DRAKE, in order to value the PROPERTIES, will undertake such investigations as are necessary and prudent to verify that information supplied by the CUSTOMER, the CLIENT and other parties, is reliable and accurate. However, these investigations may be limited by privacy legislation and the absence of publicly available, verified, sales and rental data. It will be necessary, in part, to rely upon hearsay data.

1.12 TURNER DRAKE has no material involvement (past, current, or future) with the PROPERTIES other than the assignment contemplated by these TERMS OF ENGAGEMENT.

1.13 TURNER DRAKE has no material involvement (past, current, or future) with the CLIENT, the CUSTOMER, or any parties contemplated to be involved in any transaction resulting from these TERMS OF ENGAGEMENT other than previous valuation assignments for the client.

2.01 The valuation report will contain such confidential information as is necessary to support the analyses, opinions and conclusions contained therein. It may also be subject to Extraordinary Assumptions and/or Hypothetical Conditions: reference to the report in any published document without an adequate contemporaneous reference to these Extraordinary Assumptions or Hypothetical Conditions would be misleading and is prohibited. For these reasons, and to protect the integrity of the report, TURNER DRAKE will retain copyright to the report; reproduction in whole or part will be prohibited without their written permission.

2.02 The valuation report has to be used in its entirety since parts taken out of context may be misleading. Use of the report will be subject to the statements, limited conditions, assumptions and other terms set forth in the report. The report, or any parts thereof, may not be used for any purpose other than that for which it is undertaken and will be furnished for the exclusive use of the CLIENT. **All liability to any party other than the CLIENT will be denied.**

2.03 Turner Drake & Partners Ltd. (TURNER DRAKE) is regulated by RICS (Royal Institution of Chartered Surveyors) for the provision of surveying i.e. property consulting, services. This means we agree to uphold the RICS Rules of Conduct for Firms and all other applicable mandatory professional practice requirements of RICS, which can be found at www.rics.org As an RICS regulated firm we have committed to cooperating with RICS in ensuring compliance with its standards. The firm's nominated RICS Responsible Principal is Mark Blair Turner, President, Email: markturner@turnerdrake.com TURNER DRAKE's complaints handling procedure, available upon request, is governed by a quality system registered to the international ISO 9001:2015 standard. In addition, TURNER DRAKE is subject to provincial licencing with respect to its appraisal and brokerage services.

2.04 These TERMS OF ENGAGEMENT will be included in and form part of the valuation report.

TURNER DRAKE & PARTNERS LTD.

3.01 The CUSTOMER, for the performance of the services referred to in Article 1 shall pay to TURNER DRAKE:

(a) A fee of:

Windsor Municipal Complex, 100 King Street, Windsor:	$ 5,000
West Hants Municipal Complex, 76 Morison Drive, Windsor:	$ 4,200
Total	$ 9,200

Hants County Court House, 226 King Street, Windsor: $4,500

These fees do not include H.S.T.

(b) Disbursements, to be invoiced at actual cost, are included in the above fee.
(c) A retainer in the amount of $NIL.
(d) All accounts are payable on receipt and interest is charged at 2% per month (24% per annum) on outstanding invoices.

Accepted by:
TURNER DRAKE & PARTNERS LTD.
Per: _____
Title: Senior Manager
Date: 11 JAN /2024

The above is agreed to by the CUSTOMER.
Per: _____
Authorised Signing Officer
Title: _____
Date: _____
PO #: _____

TURNER DRAKE & PARTNERS LTD.

West Hants Municipal Complex Review
9-May-21

100 King Street

Lease of Property	Sale of Property
Lease based on market rent value of $6.05 per SqFt.	Sale and Taxation based on : $1,200,000

	Rate / sq ft	*Square Area	Rent	WFD Rent	Cell Tower	Scotian WEB	Total Rev	Total Exp	NET
*Appraisal Value / Rate	$ 6.05	15,479.00	$ 93,647.95	$ 63,160.00	$ 6,100.00	$29,000.00	$ 191,907.95	$ 180,906.51	$ 11,001.44
100 King Street	$ 7.00	15,479.00	$ 108,353.00	$ 63,160.00	$ 6,100.00	$29,000.00	$ 206,613.00	$ 180,906.51	$ 25,706.49
	$ 8.00	15,479.00	$ 123,832.00	$ 63,160.00	$ 6,100.00	$29,000.00	$ 222,092.00	$ 180,906.51	$ 41,185.49
	$ 9.00	15,479.00	$ 139,311.00	$ 63,160.00	$ 6,100.00	$29,000.00	$ 237,571.00	$ 180,906.51	$ 56,664.49
	$ 10.00	15,479.00	$ 154,790.00	$ 63,160.00	$ 6,100.00	$29,000.00	$ 253,050.00	$ 180,906.51	$ 72,143.49
	$ 11.00	15,479.00	$ 170,269.00	$ 63,160.00	$ 6,100.00	$29,000.00	$ 268,529.00	$ 180,906.51	$ 87,622.49

Taxes	Total Exp	Net
$ 46,920.00	$ 180,906.51	$ 227,826.51
annual taxation	annual savings	net impact

New WFD required if property was sold.

Notes
*Appraisal values taken from Turner & Drake Appraisal - March 8, 2021.
* Square Area fixed for calculation comparisons.

76 Morison Drive

Lease of Property	Sale of Property
Lease based on market rent value of $9.64 per SqFt.	Sale and Taxation based on : $1,575,000

	Rate / sq ft	*Square Area	Rent	Total Rev	Total Exp	NET
*Appraisal Value / Rate	$ 9.64	15,479.00	$ 149,217.56	$ 149,217.56	$ 108,585.22	$ 40,632.34
76 Morison Drive	$ 7.00	15,479.00	$ 108,353.00	$ 108,353.00	$ 108,585.22	$ (232.22)
	$ 8.00	15,479.00	$ 123,832.00	$ 123,832.00	$ 108,585.22	$ 15,246.78
	$ 9.00	15,479.00	$ 139,311.00	$ 139,311.00	$ 108,585.22	$ 30,725.78
	$ 10.00	15,479.00	$ 154,790.00	$ 154,790.00	$ 108,585.22	$ 46,204.78
	$ 11.00	15,479.00	$ 170,269.00	$ 170,269.00	$ 108,585.22	$ 61,683.78

Taxes	Total Exp	Net
$ 28,193.00	$ 108,585.22	$ 136,778.22
annual taxation	annual savings	net impact

Notes
*Appraisal values taken from Turner & Drake Appraisal - March 8, 2021.
* Square Area fixed for calculation comparisons.

WEST HANTS REGIONAL MUNICIPALITY
Municipal Complex Meeting Minutes
July 9, 2022 – 6pm – 7:15 p.m.

1. Meeting began at 6:00 p.m.

2. Attendance

Mark Phillips	Jeff Hartt
Laurie Murley	Jessie Drysdale
Abraham Zebian	Deanna Snair

Regrets: Todd Richard

Goal: Remains unchanged: to review information and return to Council with a recommendation regarding a Municipal complex (home base) decision that is based on information gathered. Council has indicated they are eager to move forward and begin the process and dive deeper into discussions on a permanent municipal complex.

CAO Phillips provided two high level reports from Roxanne Tate from Tate Engineering and Adam Boland from Hatch reflecting a class D estimate associated with the scope and approach to be used to complete an energy savings calculation for building upgrade options to 100 King Street.

Discussion Points:

- The estimate received from HATCH was for $8,292.90 + HST. Tate provided two(2) estimates. A class D estimate to consider the full scope of energy retrofits plus information provided in the building comparison report as it related to architectural changes and mechanical/electrical upgrades at a cost of $10, 000.00 with a one-month turnaround. The second scope was an optional appraisal to evaluate 3 or 4 design options for a revitalized facility would cost approximately $50,000.00 and take about six (6) months to complete. The committee were not at a point to determine or know what the building would look like.
- Council will determine the level/scope of the assessment they are comfortable with or want to see. Can choose to direct more in-depth analysis or assessment on energy efficiencies if they chose. This committee only determines a recommendation, Council makes the final decision.
- The municipality has two (2) MCCAP student/staff employed for a period, they could be utilized to complete an energy assessment/audit. They are currently completing assessments/audits on the other municipal facilities and will be reviewing 100 King Street tomorrow. There are two models to consider, the first wis a hypothetical approach that will give a percentage indication but not a lot of detail. The second approach is utilizing a modernization grant application (Brad is working with John to

complete this application) that contains formulas that take into consideration the retro fits and will provide a more accurate reflection on energy savings compared to the upgrades done.

- There is concern with asbestos and the comfort level would be to do a full remediation to give a level of comfort and security to all. 76 Morison is noted to be a more modern building, King Street location houses the Fire Station. Staff could move into King Street as it is, with only a fresh coat of paint if need be.
- King St. presently is more accessible and user friendly. Morison would require an elevator.
- Ideally customer service would be on the main floor to be easily accessed and then direct residents/customers from there.
- There is potential to use the parking lot currently occupied by the Fire Department for staff. Accessible parking would be located where current King Street staff park. This would be for customer usage.
- The Rick Hanson standard would be used at either facility to determine potential upgrades.
- Not all staff are at work at the same time due to scope of the job requirements. Approximately 25% of staff are off site or work from home.
- Operating Morrison is $50,000.00 less than the operational costs of 100 King. Fire Department is the financial concern. Financing a new station or substation would cost more than $50,000.00/year and land would also need to be purchased.
- Council will determine the renovation level and the financial investment to the project.
- What to do with the Court House? Is it possible that they will want King and then the Court house could be sold? There has been no indication that they are looking to relocate to comply with accessibility regulations. They will need to determine their needs. Currently they appear content with using the Kentville Courts when an accessible venue is needed. They only pay operational costs; it may be a hard sell to get them to pay rent as well.
- Renting is not a viable option; the costs would exceed any financial commitment to any renovation at either location.

Action Items for this committee:

General consensus was that the opinion has remain unchanged and that a recommendation report would be presented to Council at the September Committee of the Whole meeting to consider. There was thought that a Special Committee of the Whole Meeting could be called to allow the report to be discussed in greater detail without lengthening the regularly scheduled September 13th, 2022 Committee of the Whole meeting.

*****The recommendation report would be circulated to this committee prior to being presented to Council to ensure the report captured the views and opinions accurately.*

WEST HANTS REGIONAL MUNICIPALITY
Municipal Complex Meeting Minutes
January 10, 2022 – 5:30 – 7:00 p.m.

1. Meeting began at 5:30 p.m.

2. Attendance

Council:

Mark Phillips	Laurie Murley
Todd Richard	Jeff Hartt
Abraham Zebian	Deanna Snair

Regrets: Jessie Drysdale

Introductions were done. A round table discussion began. Representatives each voiced individual opinions, concerns and questions related to either complex (100 King vs 76 Morison), as well as any comments received from public or other Councillors.

Goal: to review information and return to Council with a recommendation regarding a Municipal complex (home base) decision that is based on information gathered.

Costs and appraisals are comparable with both complexes. The biggest influence appears to be housing the Fire Department.

a)Location/Size

Discussion Points: (King Street vs Morison)

- The King Street property offers "good bones." A lot of investment has occurred in this property. An additional floor can be added to accommodate staffing component if required. The clock tower was constructed in case there was a need to add an additional floor.
- King street location offers convenient accessibility for the downtown core of Windsor residents and businesses. Has an elevator and is more accessible in comparison to Morison. Both properties require further upgrades to meet all the accessibility criteria.
- Easy for staff to access and visit local businesses from both a personal and professional aspect, ease of convenience. King St. allows for increased visibility to the community and business owners compared to Morison.
- King St. offers more storage capacity in comparison to Morison. It is double the size of Morison.
- Morison has not had everyone working within the complex (Covid). Renovations would need to be completed here as well. Morison is confined by the existing footprint (land owned). There is no adjacent land, no parking on the street. Land available within the Industrial Park is not ideal.

- Both properties have generator for back supports.

The Hatch report identifies sixty-four (64) employees. Morison has not had all staff working with the building presently.

b) Parking

Discussion Points:

- King St. location can accommodate the additional parking required with upgrades. Street can be widened as there is green space to utilize, parking spots can be on an angle and customer parking (out front and along the side) can adopt a time frame (15–30-minute parking allotted). The Armories (68 spaces) may be an option to support additional parking. There is currently correspondence between them and the Municipality re: usage and maintenance (snow removal/lawn maintenance). Nothing formal or in writing but a conversation. Mark will follow up further.
- King St. has parking for 10-12 spots plus the 2 spaces dedicated out front for customers.
- Morison has developed parking for 10-15 spaces. Would need to look at land investment for additional parking if remaining at Morison. There is no option for street parking at Morison.

c) Fire Department

Discussion Points:

- 100 King St. was built by the Fire Dept. and then turned over to the Municipality for $1.00.
- The Fire study spoke to the fact that King St. being the best location for the station, centrally located and the proximity to the highway.
- Fire Dept. has invested significantly in their department over the last few years.
- If King St. is sold, it is highly likely that a new Fire station would need to be constructed as renters would likely not want a Fire station below them. Concerns with costs of relocation, either leasing a location or a new construction. Consensus was there was no interest in undergoing a new construction. Financially it may not make the most sense.

d) Sell ability

Discussion Points:

- Consensus was that Morison may be the easier property to sell (no Fire Department below) and there has been expressions of interest in the past (TIR and David Floyd) Mr. Floyd remains interested, need to confirm TIR's interest. Market value is 1.57 million. Mr. Floyd will be discussing the need for a new space within the next few months as the Dept. of Education will be looking at their budget. Mark will inquire further.

- Consensus is that Morison will be an easier sell vs King St. This makes the most economic sense for the Municipality.

e) Accessibility

Discussion Points:

- King St. presently is more accessible and user friendly.
- Both properties would require modifications (some more than others) to meet current accessibility standards.
- King St. location has an elevator.

f) Energy conservation/Carbon footprint

Discussion Points:

- Concern with both properties and the Carbon footprint left.
- Which property offers the most cost effective/energy efficiency option and leaves the least Carbon footprint? Unconfirmed at this time.
- Whatever decision is made, it needs to align with MCCAP.
- Windows are a key investment, look at R and U values. This is a priority investment to ensure energy efficiency and will have the most impact.
- Look into available grants available and apply for them. Net Zero options.
- Concerns re: Fire Departments energy efficiency impacts. Need an energy audit. The HATCH report may contain this information, if not it an audit can be performed.
- Any renovations can be completed while staff continue to work at King St. location. Window replacement/upgrade can be done within a season.

g) Historic preservation

Discussion Points:

- Important to maintain the historical characteristics of King St. location and preserve if it is renovated.

h) Financial concerns

Discussion Points:

- The proceeds from the sale will fund the renovation budget.

If 76 Morison is selected, what would happen with the Fire Department? Thoughts were that a renter would not want a Fire Dept. below. Would need to relocate the Fire Dept. consensus was that no one wants to build another Fire station or Municipal complex. Financial costs would be enormous. If King St. were selected, the Fire station could remain status quo.

- Concerns re; financing a new station build and what that cost would look like.

Action Items for this committee:

- Review and have ready the general Fire Department numbers.
- Cost comparison to renovation vs rental prices vs a lease prices vs a new build for a Municipal complex. Ask Vanessa to further explore and get financial amounts for lease/rental.
- Look at the documents to see if the appraisals and cost analysis continue to accurately reflect current financial numbers. Rental component may have changed.
- Gather information re: R value of glass for pricing and environmental impacts. HATCH report may contain this information and even proceed and explore further.
- Energy audit re: concerns re: Fire department impacts on energy efficiency and carbon footprint impacts. Info may already be in the HATCH report.

Whatever decision Council proceeds with, it needs to be communicated accurately with the public.

WEST HANTS REGIONAL MUNICIPALITY
Municipal Complex Meeting Minutes
February 7, 2022 – 5:30 – 7:00 p.m.

1. Meeting began at 5:30 p.m.

2. Attendance

Council:

Mark Phillips
Todd Richard
Abraham Zebian
Jessie Drysdale
Laurie Murley
Jeff Hartt
Deanna Snair

Previous meeting minutes were reviewed.

Goal: Remains unchanged: to review information and return to Council with a recommendation regarding a Municipal complex (home base) decision that is based on information gathered. Consensus was that for due diligence to be done. Renovations on either building need to be done right the first time, it is cheaper and easier to do this at the beginning.

Parking

Discussion Points: (King Street vs Morison)

- Two maps were reviewed. Wanting to gauge the comfort level re: parking in respects to 100 King Street. First map allocates 12 spots to the East of the building (where staff currently park), there are approximately 7 spots along where Cobbet and Fort Edward, approximately 7 along King and For Edward St and 10 along upper Water St. to the Fire Department.
- Consensus was that the parking to the east of the building would be reserved for customer parking along with the spots out front. Could look at imposing restrictions on these spots relating to a time frame, restricting parking to 15-30 minutes.
- The challenge would be in finding the balance between the reserved parking and staff parking.
- Thoughts that the Fire Department parking could be utilized for By-Law, this is only a thought.
- Second map reflects parking at the Armouries. There are 65 spots. Possibility for staff to park there.
- Draft agreement indicates that the Municipality would take on all the liability. It is proposed 5-year agreement. Insurance liability indicates at least 2 million but may

need to be increased to 5 or even 10 million. There is a clause that speaks to DND giving 24-hour notice in case of an emergency (911), which does leave a level of vulnerability.

- Snow removal, salt and sanding, Mon- Fri during working hours the Municipality will look after, Sat and Sun DND will look after, this will need to be written into the agreement.
- Concerns with ice build up and slips and falls. Municipality would need to address this concern. This is an operational concern; possibility of a catch basin being put in place to address the concern. Fort Edward St is in the CAPITAL Budget Plan.
- Employee parking (Armouries), would this be clearly marked and identified?

Accessibility

Discussion Points:

- King St. location can accommodate the additional parking required with upgrades. Street can be widened as there is green space to utilize, parking spots can be on an angle and customer parking (out front and along the side) can adopt a time frame (15–30-minute parking allotted). Most people drive to Morison. There will be some residents who will walk to King.
- May be potential to access the Fire Departments parking lot or utilize parking downtown area as well as the Armories.

Structural

Discussion Points:

- The HATCH report is dated but indicated that the structural integrity has a life span of 15-20 years on the components. No reason to doubt the life span but looking for piece of confidence to speak to this effect.
- The Cowey report dated 2006 speaks to the apparatus floor. There were concerns questioning the structural integrity of the floor. This concern was addressed, the floors were sanded, resealed and jack post were put in place. There is no issue with the load on the floor. Trucks were heavier then and there was a larger number of them in the facility. This has decreased with the new regional fire development.
- Consensus was to have a review and report be done. Look at if the posts/jacks can be removed. Have a site visit and obtain a quote on what work would be required to be done to ensure structural integrity is there and what that price would look like.
- Consensus from the group is that the building appears solid. Will want to ensure the structure is sound before a lot of money is put into the building only to find that it is not as appears. Concerned about the windows and insulation.
- The Fire study spoke to the fact that King St. being the best location for the station, centrally located and the proximity to the highway.

Energy Audit

Discussion Points:

- Cost comparison between the two complexes. 76 Morison costs $99,000/year and 100 King costs $150,00/year (this also includes the Fire Department)
- Thoughts that anything done to King location would be an improvement on the energy efficiency. Would like to see some kind of a study done (Hatch Report) does speak to this but a full-blown energy audit would be expensive and not necessary to that extent. Can estimate costs that speak to increasing the R value, what that would look like and its effect in comparison to leaving as is.
- 76 Morison is noted to be a more modern building.
- Could look at exploring solar panels or a green space on the roof at 100 King. There may be grants for this. Solar panel life span are approximately 25 years and the rate of return for this project was projected at 20 years. Would need to explore further as the costs for replacement panels would not be as expensive as replacing an entire system.
- Look at other sources of heating and energy efficiency. Grants may impact this. Last year, the size of the municipal building did not meet the criteria for available grants.

Accessibility

Discussion Points:

- Needs to be accessible. There is a large senior population. Accessibility (need to look at all mobility aids at both sites) King Street would allow increase foot traffic, which the Windsor Area residents identified as a want. They like to walk to pay bills and do errands.
- King Street (The side parking lot (12 spots identified) would be identified for customers. and individuals including staff with mobility concerns. There are 12 spots identified here and 2 more out front.) The elevator is already in place at King Street.
- King Street (There are parking areas identified near the Armouries and in the former downtown area). staff could [park and walk, it is not far and would promote healthier lifestyles, AT and reduce emissions.
- The Capital plan does identify improvements to King Street and Traffic Calming can be looked at further for King Street.
- There is no opportunity to expand on parking at Morison.

Market Value

Discussion Points:

- Need to test the market value for lease or rental/lease spaces. We do have the appraisals for both King Street and Morison.

- If either site was leased , the municipality would be responsible for any lease holder improvements.
- How much time, energy, money do we invest in pursuing leasing as an alternate option. There is little to no inventory that can accommodate the needs of the municipality and the real estate market is not favourable (affordable) to lease.
- Only makes sense to put money into something we own vs renting or leasing.

Energy conservation/Carbon footprint

Discussion Points:

- Concerned with Carbon footprint of both sites. Look at the energy consumption from MCCAP perspective. Potential for a report through MCCAP.
- Explore potential for solar usage. Benefits, cost comparisons, impacts to both sites, pros vs cons.
- Are there any grants that could be leveraged for upgrades?
- HATCH report references a green roof at 100 King. Look at potential, structural integrity, efficiency and the cultural shift. Staff had previously identified a desire for a roof top green space.
- Look at Windows, insulation, heating and net zero options.
- Concerns re: Fire Department on energy efficiency impacts. Need an energy audit. The HATCH report may contain this information.
- Todd to reach out for updated information from HATCH and obtain a high-level estimate on what a Class B estimate would include and cost to perform.

g) Historic preservation

Discussion Points:

- Important to maintain historical presence of King St. location and preserve if renovated.

h) Financial concerns

Discussion Points:

- The financial costs including the fire Department are only $50,000.00 more compared to Morison. No way to finance/or run a Fire Department for only $50,000.00 per year.
- Concerns re: financing a new station build and what that cost would look like.
- There was concern re having an assessment done and the costs associated with this. That money could be used towards the renovations. No desire to spend money on an audit.

Action Items for this committee:

- Review and have ready the general Fire Department numbers.
- Cost comparison to renovation vs rental prices vs a lease prices vs a new build for a Municipal complex. Ask Vanessa to further explore and get financial amounts for lease/rental.
- Look at the documents to see if the appraisals and cost analysis continue to accurately reflect current financial numbers. Rental component may have changed.
- Gather information re: R value of glass for pricing and environmental impacts. HATCH report may contain this information and even proceed and explore further.
- Energy audit re: concerns re: Fire department impacts on energy efficiency and carbon footprint impacts. Info may already be in the HATCH report.
- Gather information on The Fire Department re: floors, structural integrity and what upgrades were completed. Have general numbers available. This information would be in past records.

Consensus was that committee was looking forward to seeing the estimates. The overall feel/support for 100 King Street remains unchanged. There is a motion from the Co-ordinating committee that supports 100 King Street.

*****Whatever decision Council proceeds with, it needs to be communicated accurately. Council will determine what items will be addressed or cut during any renovation.*

WEST HANTS REGIONAL MUNICIPALITY
Municipal Complex Meeting Minutes
July 9, 2022 – 6pm – 7:15 p.m.

1. Meeting began at 6:00 p.m.

2. Attendance

Mark Phillips	Jeff Hartt
Laurie Murley	Jessie Drysdale
Abraham Zebian	Deanna Snair

Regrets: Todd Richard

Goal: Remains unchanged: to review information and return to Council with a recommendation regarding a Municipal complex (home base) decision that is based on information gathered. Council has indicated they are eager to move forward and begin the process and dive deeper into discussions on a permanent municipal complex.

CAO Phillips provided two high level reports from Roxanne Tate from Tate Engineering and Adam Boland from Hatch reflecting a class D estimate associated with the scope and approach to be used to complete an energy savings calculation for building upgrade options to 100 King Street.

Discussion Points:

- The estimate received from HATCH was for $8,292.90 + HST. Tate provided two(2) estimates. A class D estimate to consider the full scope of energy retrofits plus information provided in the building comparison report as it related to architectural changes and mechanical/electrical upgrades at a cost of $10, 000.00 with a one-month turnaround. The second scope was an optional appraisal to evaluate 3 or 4 design options for a revitalized facility would cost approximately $50,000.00 and take about six (6) months to complete. The committee were not at a point to determine or know what the building would look like.
- Council will determine the level/scope of the assessment they are comfortable with or want to see. Can choose to direct more in-depth analysis or assessment on energy efficiencies if they chose. This committee only determines a recommendation, Council makes the final decision.
- The municipality has two (2) MCCAP student/staff employed for a period, they could be utilized to complete an energy assessment/audit. They are currently completing assessments/audits on the other municipal facilities and will be reviewing 100 King Street tomorrow. There are two models to consider, the first wis a hypothetical approach that will give a percentage indication but not a lot of detail. The second approach is utilizing a modernization grant application (Brad is working with John to

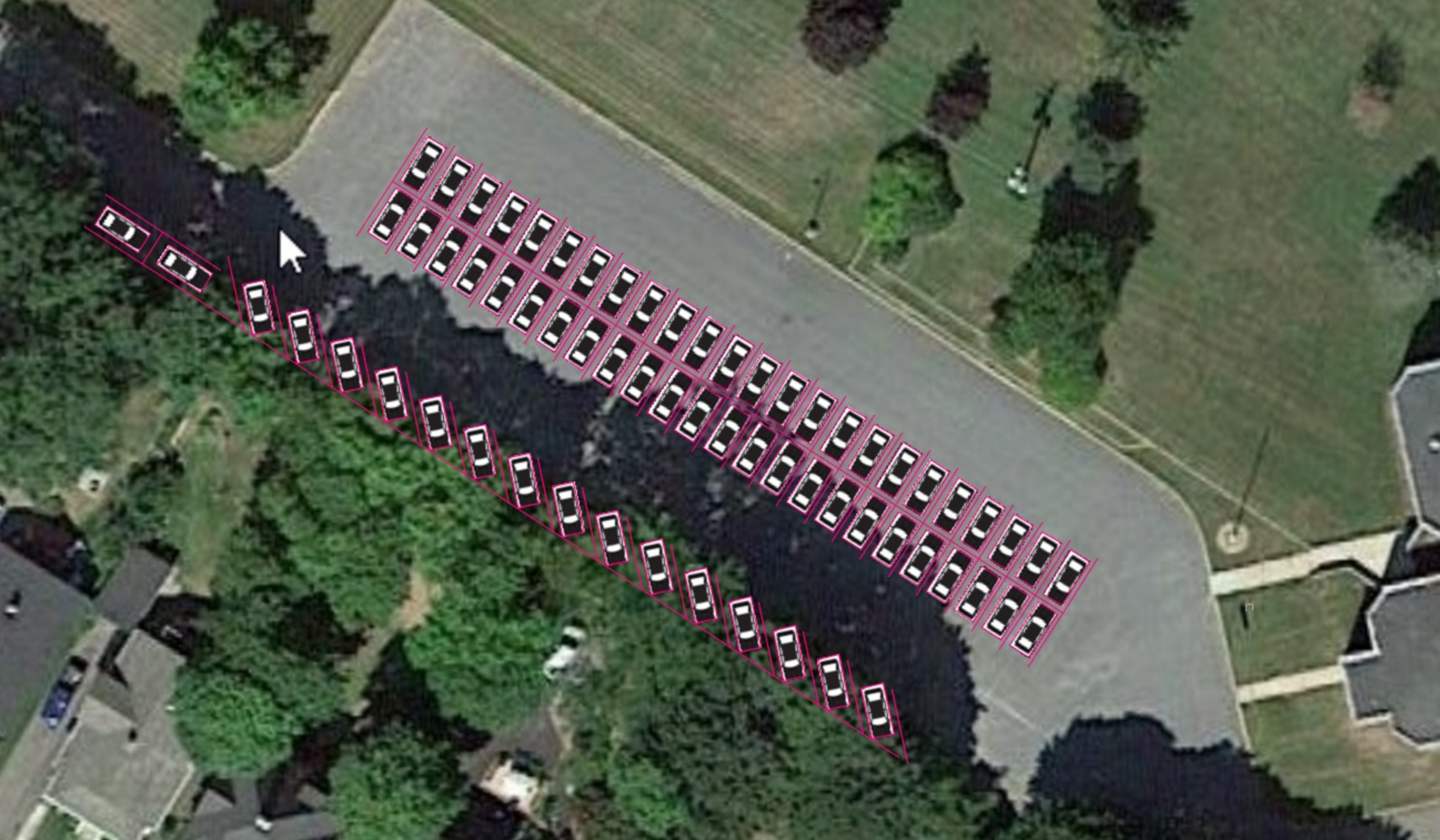
complete this application) that contains formulas that take into consideration the retro fits and will provide a more accurate reflection on energy savings compared to the upgrades done.

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- There is potential to use the parking lot currently occupied by the Fire Department for staff. Accessible parking would be located where current King Street staff park. This would be for customer usage.
- The Rick Hanson standard would be used at either facility to determine potential upgrades.
- Not all staff are at work at the same time due to scope of the job requirements. Approximately 25% of staff are off site or work from home.
- Operating Morrison is $50,000.00 less than the operational costs of 100 King. Fire Department is the financial concern. Financing a new station or substation would cost more than $50,000.00/year and land would also need to be purchased.
- Council will determine the renovation level and the financial investment to the project.
- What to do with the Court House? Is it possible that they will want King and then the Court house could be sold? There has been no indication that they are looking to relocate to comply with accessibility regulations. They will need to determine their needs. Currently they appear content with using the Kentville Courts when an accessible venue is needed. They only pay operational costs; it may be a hard sell to get them to pay rent as well.
- Renting is not a viable option; the costs would exceed any financial commitment to any renovation at either location.

Action Items for this committee:

General consensus was that the opinion has remain unchanged and that a recommendation report would be presented to Council at the September Committee of the Whole meeting to consider. There was thought that a Special Committee of the Whole Meeting could be called to allow the report to be discussed in greater detail without lengthening the regularly scheduled September 13th, 2022 Committee of the Whole meeting.

*****The recommendation report would be circulated to this committee prior to being presented to Council to ensure the report captured the views and opinions accurately.*



Energy Efficiency Conditions and Opportunities:

76 Morison Dr. and 100 King St., Windsor

Introduction

This report aims to quantify greenhouse gas (GHG) emissions reductions realized from potential energy efficiency upgrades at 76 Morison Drive and 100 King Street in the community of Windsor. Energy management opportunities were identified through the Natural Resources Canada (NRCan) building conditions survey checklist and existing quotes or project plans where applicable. Most upgrades identified by the conditions survey checklist focus on upgrading efficiency to existing structures or systems. While some recommended upgrades may seem inherent, such as lighting or window replacement, quantifiable emissions reduction can assist with prioritizing impactful items.

This report also includes implications and costs for solar photovoltaic (PV) installations to offset power consumption at the two buildings. Solar was considered over other renewable energy sources at the direction of the Municipal Climate Change Action Plan committee (MCCAP). It is the most visible method for the public to see the Municipality's commitment to sustainable advancements and emissions reduction.

The publicly available Environment and Climate Change Canada (ECCC) GHG Workbook was used to analyze the long-term implications of implementing these upgrades. The Workbook facilitated a comparison between GHG emissions in the project scenario – where efficiency and green energy measures are implemented by WHRM – and a baseline scenario where no efficiency upgrades are implemented (Figure 1 and Figure 2). Projected GHG emission reductions were compared with the 2018 GHG inventory to estimate progress towards the Municipality's target of a 45% reduction in the annual corporate GHG profile by 2030.

Current projections show that approximately 44% of the corporate GHG profile will be reduced in the business-as-usual scenario due to NSPI's efforts to green the grid. This leaves WHRM with the task of reducing around 1% of the corporate profile, or more to exceed the target. Municipal buildings account for 39.3% of the 2018 corporate profile.

The impacts of several upgrades were challenging to quantify without specialized equipment or an experienced energy auditor. In these cases, the emissions reduction resulting from the upgrade cannot be accurately reported. A qualitative analysis will be provided for incalculable measures instead.

76 Morison Drive

Project Overview

The current municipal office at 76 Morison Dr. is relatively energy efficient because temperature control is generated by an electrically powered direct-exchange (DX) geothermal heat pump system. According to NRCan, this type of system uses underground piping to transfer ground-source heat to a refrigerant in the piping which boils and vaporizes to produce heat. To cool the building, the direction of the refrigerant flow valve is reversed to pump hot air in the building back through the underground piping, dispersing the collected heat. A portion of excess thermal energy is used to heat domestic hot water (DHW), further reducing energy consumption and waste across multiple systems. The Municipality paid approximately $220,000 for this upgrade in 2008, so visualizing this completed item as part of the total efficiency investments at this location is beneficial when comparing the two buildings. As Nova Scotia Power Incorporated (NSPI) continues efforts to green the grid, the emissions resulting from electricity consumption will gradually decrease further over time.

The project scenario for this building involved upgrading existing items and looking into a large-scale renewable energy system to offset electricity consumption (Table 1). Decreasing or offsetting electricity demand at this location is the major practical method of quantifiable emissions reduction, as the building has already switched away from fossil fuels for heating.

Calculable Measures

Table 1 below indicates the GHG emissions reduction to the annual corporate profile in 2030 derived from potential upgrades. The Municipality's goal is 45% fewer corporate emissions per annum compared to the 2018 values. Although the total corporate profile reduction seems very low, at 0.99%, this does not account for reductions derived from power grid advancements implemented by NSPI. As mentioned, these advancements should account for 44% reduction to the corporate profile by 2030.

Table 1: Quantified emissions reduction and cost estimate, where feasible, for energy management at 76 Morison Dr.

76 Morison Dr - GHG Reduction Upgrades				
Upgrade Type	**GHG Reduction in 2030 (tCO2e)**	**2018 Corporate Profile Mitigated in 2030**	**2018 Total Profile Mitigated in 2030**	**Cost Estimate**
Lighting upgrades	1	0.03%	0.000%	$ 7,500.00
Window replacement	3	0.08%	0.001%	$ 28,000.00
Suspended Ceiling	negligible	0.00%	0.000%	Quote Required
Solar PV	31	0.88%	0.011%	$ 435,416.00
Total	**35**	**0.99%**	**0.01%**	**$ 470,916.00**

The estimate for a solar installation to partially offset energy consumption was derived from a basic solar feasibility analysis. NSPI power bills for one year (2021-2022) were used to determine demand, and TownSuite was used to determine available space on the building or lot using orthophotos and measurement tools. The measurements using TownSuite were supported with site visits to visually confirm available space. The analysis indicated the property has approximately 9500 ft^2 available in yard and roof space for solar. This would hold a system of up to 158 kW without accounting for slope, extra equipment, or spacing of panels. If it is confirmed this space is available, this project could potentially offset up to 97% of the building's annual energy consumption. A certified solar company should be contacted to provide a quote for an exact analysis, but it is useful to note this building does have the capacity for such a project. Natural Forces Solar would be a sound choice as they completed the quote for 100 King St., so the quotes would be directly comparable. All calculations and constants to quantify costs and emissions reduction were obtained from research-grade sources, and further information regarding calculations for these items can be provided upon request. Cumulatively, the project scenario will result in a GHG reduction of 1180 tCO_2e by 2050. A detailed lifetime analysis of the suggested projects can also be provided upon request.

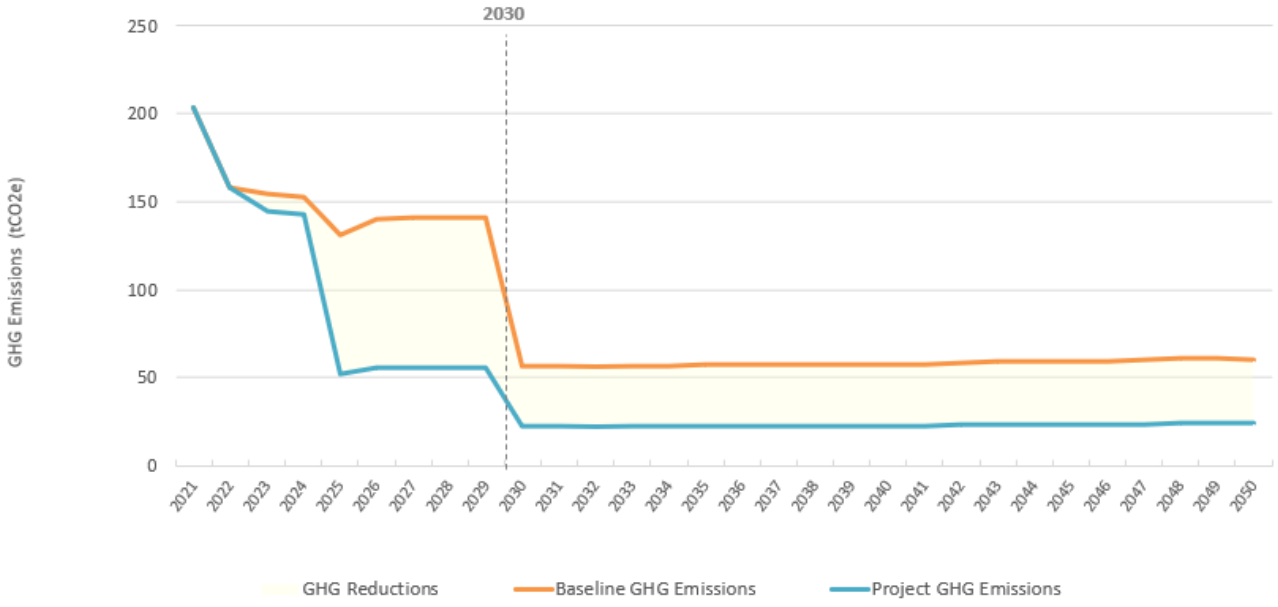


Figure 1: GHG Emissions (tCO2e) for baseline versus project scenarios at 76 Morison Dr.

Figure 1 above presents the two future scenarios for GHG emissions at 76 Morison Dr. This graph was produced using the ECCC GHG Workbook and allows for direct comparison of the baseline and project scenarios. The orange line represents emissions under the baseline scenario, where major decreases are due to greening of the NSPI grid. In 2030, emissions are modelled to be 57 tonnes of carbon dioxide equivalent (tCO_2e). This represents a 72% reduction of annual emissions from 2021. The major reduction in the baseline scenario occurs near 2029, when ECCC expects emissions from the grid to drastically decrease.

The blue line represents emissions under the project scenario with all efficiency activities considered. Emissions under this scenario are modelled at 22 tCO_2e in 2030, which is an 89% reduction of annual emissions from 2021. This reflects a 35 tonne (17%) difference in emissions when comparing the baseline and project scenarios, meaning that WHRM achieves an actual reduction in annual emissions of 17%. Notably, emissions reductions begin much sooner under the project scenario – starting near 2025 when most upgrades are complete. This is an imperative factor in achieving climate goals because emission cuts are more impactful when implemented sooner rather than later. It also provides a safety cushion; in case the projects do not decrease emissions as expected, more time exists to implement additional strategies.

Incalculable Measures

- *Bathroom faucet replacement*: When faucets in the bathrooms are replaced as they wear out, they should be replaced with automatic sensor faucets such as those at most restaurants and stores. This will reduce water consumption onsite as well as any required energy to pump, treat, and heat the water. Using automatic mixing valves for a pre-programmed water temperature will also reduce the risk of scalding.
- *Ensuring waste is sorted:* Making sure waste is disposed of properly in the office buildings reduces waste sent to landfill and encourages a more circular economy.
- *Compost disposal or air dryers*: These items should be implemented in the washrooms and break rooms. This will indirectly reduce emissions because the carbon sequestration lost from harvesting the paper material will be recycled back to the earth, or demand for these materials will be reduced in the case of air dryers.
- *Rain barrels*: Installing rain barrels for collection from roof gutters reduces reliance on treated water from hoses for watering gardens. It also improves stormwater management and storage, reducing strain placed on the public treatment and collection system during weather events.
- *Rehabilitate gardens and mulch*: Cleaning up the gardens and planting native species will encourage biodiversity and beautify the yard surrounding buildings. Gardens also act to soak up extra rainwater, acting like rain barrels in improving water retention and management. Having more garden area and less lawn area also reduces the required mowing, which reduces GHG emissions and expenses on fuel.
- *Draft mitigation*: Efficiency NS can provide a draft and infiltration analysis to identify areas of energy loss due to poor insulation, weatherstripping, or other points of contact with the outside. Drafts were identified as a high source of energy waste in most homes and buildings during the Efficiency NS informational session.

100 King St

Project Overview

Efficiency upgrades at 100 King St have been considered both through the NRCan Building Conditions Survey and WHRM's Project Management Engineer Brad Carrigan, who has developed a project plan to apply to ECCC for funding in July 2022 for these proposed upgrades. Therefore, two options have been provided for 100 King St. for further consideration. The two projects identified similar upgrades in many cases, and Mr. Carrigan has obtained quotes for potential upgrades that are used to estimate the overall cost of these items in both options. Many incalculable measures were identified through the NRCan building conditions survey, but the most notable quantifiable difference is between fuel switching to propane in Option 1 and fuel switching to geothermal in Option 2.

Black & McDonald provided a quote for building envelope upgrades and fuel switching, and Natural Forces Solar provided a quote for a solar installation on the roof. Therefore, compared to 76 Morison Dr, the costs and emissions mitigation will be more accurate and practical because the planned upgrades have largely been defined by external companies.

The project plan at 100 King St developed by Mr. Carrigan (Option 1) includes switching from an oil-fired boiler system to propane. While propane systems emit much lower volumes of GHGs than oil-fired boilers, it is highly recommended to consider switching away from fossil fuels entirely. It is recommended that a quote be obtained for either an air or geothermal DX temperature control system before finalizing the project at 100 King St (Option 2). The initial capital investment will be high; as aforementioned the DX system at the current municipal office cost approximately $220,000 in 2008. However, in the interest of reaching reduction targets and meeting action items in the GHG Emission Reduction Local Action Plan, the entire life cycle emissions of a new system must be considered. Reaching net-zero by 2050 as required by the provincial and federal governments will require intentional, aggressive actions, so any opportunity for compound emissions reduction (i.e., electrically powered DX system emitting increasingly less as the grid switches to renewable) should be carefully considered.

Calculable Measures

Option 1: Fuel Switching to Propane

Table 2: Quantified emissions reduction and cost estimate for Option 1 for energy management at 100 King St.

100 King Street - GHG Reduction Upgrades				
Upgrade Type	**Emissions Reduction in 2030 (tCO2e)**	**% 2018 Corporate Profile Mitigated**	**% 2018 Total Profile Mitigated**	**Cost Estimate**
Building envelope/window upgrade	43	1.22%	0.015%	$ 2,012,062.50
Stationary equipment upgrades	2	0.06%	0.001%	
Fuel switching - Propane	15	0.42%	0.005%	
Lighting upgrades	1	0.03%	0.000%	
Solar PV	15	0.42%	0.005%	$ 212,000.00
Total	**76**	**2.15%**	**0.03%**	**$ 2,224,062.50**

The Black & McDonald quote totaled the building envelope, stationary equipment (i.e., HVAC systems), fuel switching to propane, and lighting upgrades to an estimate of $1,737,500. The specific breakdown of costs derived from each upgrade was not provided, however the total quote accounts for a complete renovation of the building, including structural and equipment upgrades. An additional cost and emissions factor is not reported above but should be considered from procuring and transporting replacement propane tanks to the building. Please consult the Black & McDonald report for further information. Additionally, Lahey Glass provided a quote for an entire window system retrofit for the building, at a cost of $274,562.50.

Natural Forces Solar's preliminary project plan describes a solar array of 178 x 440 W panels – for a system size of 78.3 kW – to be installed atop the roof at 100 King St. The estimated cost is $212,000 for a 25-year emissions reduction of 914 tCO_2e. When entering this data into the GHG workbook, the 25-year reduction calculation came to 479 tCO_2e. While it is not clear exactly where the discrepancy lies, it is expected the Natural Forces quote included emissions reduction realized from NSPI's efforts to switch the grid to renewable energy sources. The GHG workbook value is used in this report for consistency, and because it automatically removes GHG reductions attributed to greening of the NSPI grid. The lifetime emissions reduction for the project scenario in Option 1 is 1979 tCO_2e by 2050 for an initial capital investment of approximately $2,224,062.50.

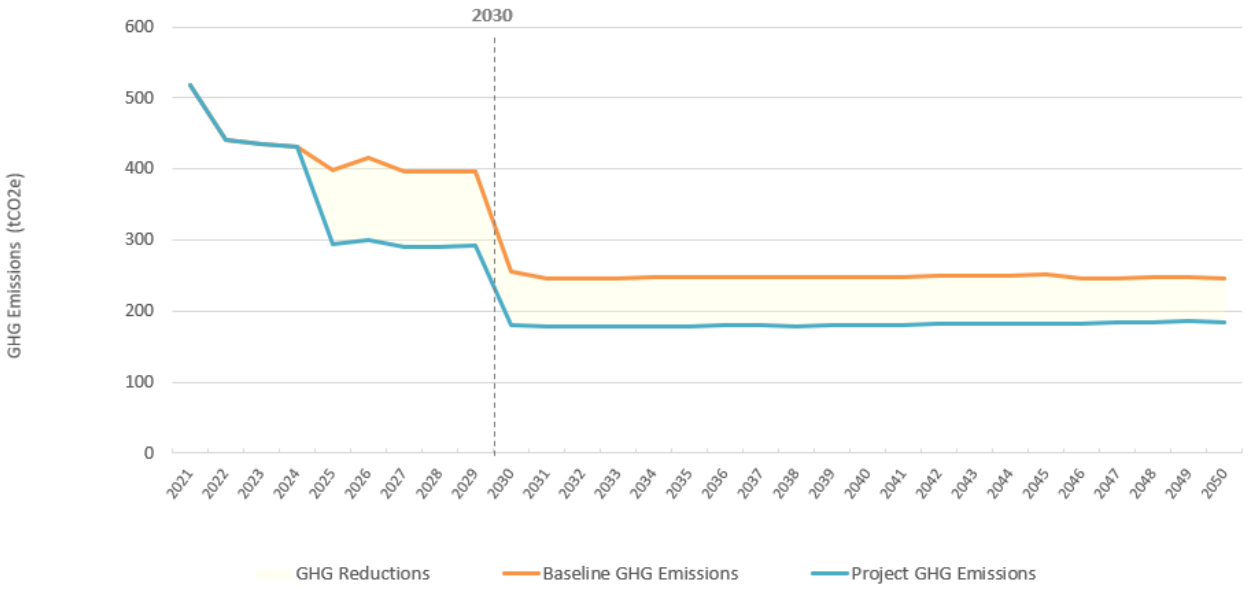


Figure 2: GHG Emissions (tCO2e) for baseline versus project scenarios using Option 1 at 100 King St.

Figure 2 above displays two future scenarios for GHG emissions at 100 King St. The orange line represents emissions under the baseline scenario, where annual emissions in 2030 are modelled to be 255 tCO_2e. This is a 51% reduction from annual emissions in 2021. Like 76 Morison Dr, the major reduction in the baseline scenario occurs near 2029, when ECCC expects emissions from the grid to drastically decrease.

The blue line represents emissions under the project scenario with all efficiency activities considered. Annual emissions under this scenario are modelled at 180 tCO_2e in 2030, which is a 65% reduction from 2021. The difference between the baseline and project scenarios reflects a 75 tonne (14%) reduction in GHG emissions, solely through the actions of WHRM.

Option 2: Fuel switching to geothermal

Option 2 is provided for comparison to the above project scenario. This scenario involves fuel switching to a DX geothermal heat pump system rather than propane, to eliminate fossil fuel consumption at this location (Table 3). The initial capital investment is higher; however, the system emits a far lower volume of GHG emissions than Option 1. There will continue to be some emissions associated with a geothermal system, because the heat pumps require electricity to run, but this will continuously decrease as the grid is improved. A geothermal system is

proposed instead of an air-source DX heat pump because in colder climates, a geothermal system can save 10-20% more on energy costs than the alternative.

Table 3: Quantified emissions reduction for Option 2 for energy management at 100 King St.

100 King Street - GHG Reduction Upgrades			
Upgrade Type	**GHG Reduction in 2030 (tCO2e)**	**2018 Corporate Profile Mitigated in 2030**	**2018 Total Profile Mitigated in 2030**
Building envelope upgrade	43	1.22%	0.015%
Stationary equipment upgrades	2	0.06%	0.001%
Fuel switching - Geothermal	67	1.90%	0.023%
Lighting upgrades	1	0.03%	0.000%
Solar PV	15	0.42%	0.005%
Total	**128**	**3.63%**	**0.04%**

The project cost for this option is difficult to accurately calculate because the Black & McDonald quote did not include a specific cost breakdown for each measure. Therefore, it would be inaccurate to alter the $1,737,500 quote for Option 2. As mentioned, a similar geothermal system at 76 Morison Drive cost approximately $220,000 in 2008. When considering potential prices for this option, the Black & McDonald quote will be less than the full cost of Option 2 because propane temperature control systems are inherently less expensive than the proposed geothermal system in this Option. A rough and conservative estimate of the project cost in this case is approximately $2,500,000 with the addition of the geothermal system. The total lifetime emissions reduction for Option 2 is 3,246 tCO_2e by 2050. Option 2 mitigates 1,267 tCO_2e more by 2050 than Option 1.

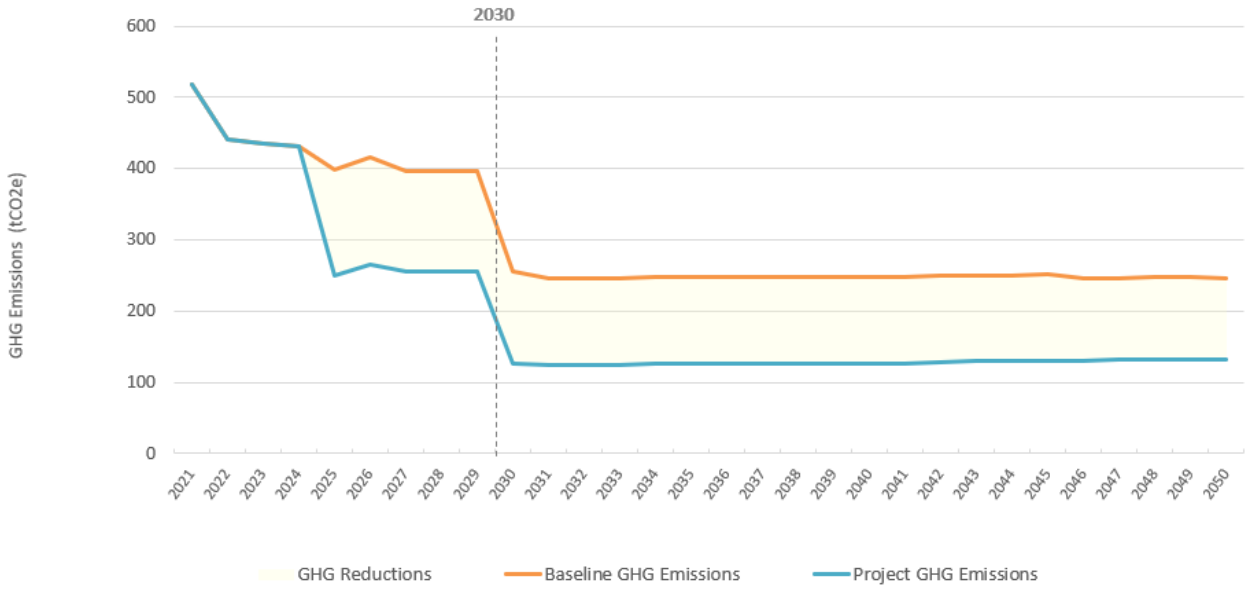


Figure 3: GHG Emissions (tCO2e) for baseline versus project scenarios using Option 2 at 100 King St.

Figure 3 shows two future scenarios for GHG emissions at 100 King St. The orange line represents emissions under the baseline scenario, where annual emissions in 2030 are modelled to be 255 tCO_2e. This is a 51% reduction from annual emissions in 2021. As referenced above, the major reduction in the baseline scenario occurs near 2029, when ECCC expects emissions from the grid to drastically decrease.

The blue line represents emissions under the project scenario with all efficiency activities considered. Annual emissions under this scenario are modelled at 127 tCO_2e in 2030, which is a 76% reduction from 2021. The difference between the baseline and project scenarios reflects a 25% reduction in GHG emissions in this building, solely through the actions of WHRM.

Incalculable Measures

- *Hot water distribution insulation*: The Natural Resources Canada checklist identified thermal energy loss from lack of insulation on copper distribution lines. The exact energy loss is incalculable, however ¾-inch polyethylene pipe insulation is available at $2.00/6 ft at hardware stores to mitigate this potential energy waste.
- *Faucet upgrades*: Leaky faucets were identified in the building conditions survey, which is especially concerning because the area was not occupied when these were detected.

These should be replaced as soon as possible with automatic sensor models described above.

- *Standard Operating Procedure for HVAC*: This simple item will define use and maintenance and detect long-term, chronic energy loss from minor malfunctions.
- *Compost disposal or air dryers*: These items should be implemented in the washrooms and break rooms. This will indirectly reduce emissions because the carbon sequestration lost from harvesting the paper material will be recycled back to the earth, or demand for these materials will reduce in the case of air dryers.
- *Permeable parking lots:* The parking lots could be altered during building upgrades to permeable material such as gravel, permeable pavers, etc. This boosts water retention and flood mitigation during heavy precipitation. Coastal flooding related to climate change has become an immediate concern in coastal communities in NS.
- *Draft mitigation*: Efficiency NS can provide a draft and infiltration analysis to identify areas of energy loss due to poor insulation, weatherstripping, or other points of contact with the outside. Drafts were identified as a high source of energy waste in most homes and buildings during the Efficiency NS informational session.

Additional Considerations

- The baseline scenario considers likely equipment/facility maintenance and replacement as well as the continual greening of the NSPI grid. This creates a dynamic baseline that is conservative, so we do not overestimate our emission reductions; therefore, the baseline scenario also shows a considerable decrease in emissions over time. Because greening of the grid is not within the Municipality's control, we do not consider it within our emission reductions achieved, we only consider emission reductions that are in addition to it.
- GHG emission reductions are estimates for both facilities, based on utility bills and values researched in literature. There will be inaccuracy associated with these values, but by being conservative in assessing emission reduction potential, any variability is likely to be positive.

- Cost estimates are based on contractor quotes for 100 King St. and are based on researched manufacturers' costs for 76 Morison Dr. Cost estimates are not exact and may change over time due to market fluctuations.
- The potential for emissions reduction at 100 King St. is much higher than that of 76 Morison Dr. because it is an older building with major retrofits required. Due to major retrofits, renovating 100 King St. for near net zero will be more expensive. Additionally, after renovations are completed, 100 King St. will still see higher emissions than 76 Morison Dr, because it is a larger building with a more complicated HVAC system, more lighting, and greater heating requirements.

Energy Offset Comparison

Table A: A direct comparison of GHG reduction if **ALL** proposed upgrades are implemented at each location.

Option 1 (propane) and Option 2 (geothermal) for 100 King St.

The maximum estimated solar array size is 158 kW for 76 Morison and will offset up to **97%** of electricity consumption.

The maximum solar array size at 100 King St was quoted as 78.3kW, offsetting **33.9%** of electricity consumption

	GHG Reduction derived from upgrade by 2030 (tCO2e)				
	Lighting	*Envelope/Windows*	*Fuel Switching*	*Full-capacity solar*	**TOTAL**
76 Morison Drive	1	3	N/A	31	35
100 King St (Propane)	1	43	15	15	74
100 King St (Geothermal)	1	43	67	15	126

This is for the full capacity solar using all available space at 76 Morison Dr. If 76 Morison utilized 9500 sq ft of available yard and green space, there is potential to offset up to 97% of the current building's annual energy consumptions. For this to be successful current yard and green space would be consumed with solar panels. Parking and Green space would be drastically impacted in the scenario

Table B: A direct comparison of GHG reduction if all upgrades are implemented at each location, and 100 King St switches to a comparable geothermal HVAC system. This is for the quoted **78.3kW** solar array size at each location.

This solar array system size will offset **48%** of electricity consumption at 76 Morison Dr.

The same solar array system size will offset **26.4%** electricity consumption at 100 King St. The offset potential is lower than Table A because the geothermal system adds to electrical demand (but eliminates fossil fuels)

	GHG Reduction derived from upgrade by 2030 (tCO2e)				
	Lighting	*Envelope/Windows*	*Fuel Switching*	*78.3kW solar*	**TOTAL**
76 Morison Drive	1	3	N/A	15	19
100 King St (Geothermal)	1	43	67	15	126

Notes:

- All emissions reduction values are by 2030 while accounting for greening of the grid.
- Emissions reduction from envelope and window upgrades for 100 King St (43 tCO2e) were calculated through professional quote. This upgrade at 76 Morison (3tCO2e) does not include considerations for building layout redesign, while 100 King St does.
- Fuel switching is already completed at 76 Morison Drive, leading to lower apparent reduction values. This building already has a head start, so reduction is inherently lower.

Table C: a direct comparison of the same sized system at both 100 King Street and 76 Morison Drive (78.3 kW system covering a 4698 sq ft area)

	100 King Street	76 Morison
Costs	$212,000.00	$212,000.00
Energy consumption offset	**33.9%**	**48%**

- Upgrades would need to be considered for both buildings for improved Green House Gas Reductions and moving towards a net-zero carbon footprint.
- 76 Morison had a Geo-thermal system installed in 2018 at a cost of $220,000. Upgrades would be required to this system. The current building layout does not promote optimal efficiencies in this area.
- King Street would require a Geo-thermal unit or alternative system to replace existing fossil fuel used at this building.

WEST HANTS REGIONAL MUNICIPALITY REPORT

Information ☐	Recommendation ☑	Decision Request ☐	Councillor Activity ☐

To: Committee of the Whole

Submitted by: _____
Todd Richard, Director of Public Works

Date: September 13, 2022

Subject: Municipal Specifications Manual Recommendation Report

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LEGISLATIVE AUTHORITY

Nova Scotia Municipal Government Act, Section 49 authorizes Council to make policies for municipal purposes.

RECOMMENDATION or DECISION REQUEST

Committee of the Whole recommends that

Council approve the attached proposed revision of the "Municipal Specifications Manual" used to provide detailed engineering specifications by developers within the West Hants Regional Municipality.

BACKGROUND

Property ☑	Public Opinion ☐	Environment ☐	Social ☐	Economic ☐	Councillor Activity ☐

The Municipal Specifications Manual was previously implemented in 1999 by the former Municipality of the District of West Hants, and in 2008/09 within the Town of Windsor to provide uniformity of engineering, development and construction practice. Changes in industry practices, including new improved materials and techniques requires these specifications to be

updated regularly to reflect current practice and requirements to provide more sustainable infrastructure within the West Hants Regional Municipality.

DISCUSSION

These proposed text revisions and detail drawings have undergone extensive re-draft and review by external design and engineering consultant DesignPoint, along with a detailed review and comparison with standards in place within the Municipality of East Hants by internal Public Works and Engineering staff, followed by review by WHRM Planning & Development department staff, prior to being presented to Council.

As there is revised text regarding the implementation of sidewalks or trails within these proposed revisions, it is recommended that Council review and discuss these needs, with the understanding that requiring sidewalks in Growth Centers will increase operational and maintenance costs for Public Works.

In staff's view, these new proposed standards and specifications will result in higher quality subdivision infrastructure by developers, creating streets and roadways that are more attractive to the public, improve longevity of our infrastructure and will be less costly for the Municipality to maintain.

NEXT STEPS

Following adoption of the revised specifications, all future development activities would be required to follow the proposed revisions.

FINANCIAL IMPLICATIONS

There is no financial impact associated with these recommended updates. The standards apply to new developments.

ALTERNATIVES

1. Council may choose not to approve the proposed revisions.

ATTACHMENTS

- Summary of Revisions
- Municipal Specifications Manual *(draft copy)*

CHIEF ADMINISTRATIVE OFFICER REVIEW

This document was created to update the Municipal Specs and will provide added benefits as we move forward within the Development world. I recognize the extensive work done to create the document. There is value in taking the necessary time to review the document in its entirety and further understand the changes made. I encourage Council to take the time needed to review the document in full. Should Council find additional time is required to review the information, you may choose to defer the recommendation to the October 25th Council meeting to provide the time required and proceed at the October 25th Council meeting.

Report Prepared by: _____
Brad Carrigan, Manager Capital Projects & Engineering

Report Reviewed by: _____
Todd Richard, Director of Public Works

Report Approved by: _____
(Name and Title)

Document was recreated based on the previous specification manuals from the following jurisdictions:

- *Municipality of East Hants (East Hants)*
- *Municipality of the District of West Hants (West Hants)*
- *Town of Windsor (Windsor)*

Summary of Significant Revisions

Complete document

1. Revised in format and appearance in alignment with East Hants specifications manual
2. Minor wording and grammatical revisions throughout
3. Addition of document Table of Contents
4. Removal of most detail specifications from text portion of the document and inclusion of these details to each of the revised detail drawings
5. Standardization of all dimensions to metric (followed by nearest imperial equivalent in brackets)

Section 1.0 Introduction / General Requirements

6. Addition of introduction / general requirements, not previously included

Section 2.0 Definitions:

7. Combined definitions from previous East Hants, West Hants and Windsor documents

Section 3.0 Submission Requirements

8. Added minimum requirements for submission of concept plan
9. Expanded detail of Sewer Systems, Water Systems, Storm Drainage Systems and Municipal Streets in Permits requirements from previous East Hants, West Hants and Windsor documents
10. Expanded detail of Close-Out Report requirements from previous East Hants, West Hants and Windsor documents

Section 4.0 Municipal Street Design

11. Expanded detail of Right-of-Way requirements from previous East Hants, West Hants and Windsor documents
12. Expanded detail of General Road Layout requirements from previous East Hants, West Hants and Windsor documents
13. Expanded detail of Vertical and Horizontal Alignment requirements from previous East Hants, West Hants and Windsor documents
14. Addition of requirements for Walkways and Sidewalks from previous East Hants and Windsor documents
15. Expanded detail of Road Construction requirements from previous East Hants, West Hants and Windsor documents
16. Clarification of Municipal inspection requirements

Section 5.0 Storm Water Drainage Design

17. Addition of requirements for Foundation Drains, Roof Drains from previous East Hants and Windsor documents
18. Addition of requirements for Institutional, Commercial, and Industrial Connections from previous East Hants and Windsor documents
19. Addition of requirements for Connections to Public Property from previous East Hants and Windsor documents
20. Removal of Recommended Coefficient or Runoff Values tables from Design Methodology
21. Addition of Pipe Material requirements for Buried Storm Drainage Systems (mains and laterals) from previous East Hants and Windsor documents
22. Addition of concrete materials and standardized equipment requirements for Manholes and Catch Basins and from previous East Hants and Windsor documents
23. Removal of Suggested Maximum Permissible Channel Velocities tables from Ditches and Open Channel Drainage Systems
24. Addition of requirements for Detention Structures from previous East Hants and Windsor documents

Section 6.0 Sanitary Sewage System Design

25. Expanded detail and consolidation of requirements from previous East Hants, West Hants and Windsor documents

Section 7.0 Water Distribution System Design

26. Expanded detail and consolidation of requirements from previous East Hants, West Hants and Windsor documents
27. Addition of detail for PVC, PVCO and DI type pipe requirements from previous East Hants, West Hants and Windsor documents
28. Addition of detail for Looping requirements from previous East Hants and Windsor documents
29. Addition of detail for Air Relief and Vacuum Valve requirements from previous East Hants and Windsor documents
30. Revision of pipe material requirement to PEX or PEXa
31. Addition of detail for Water Meter Chamber requirements from previous East Hants and Windsor documents
32. Removal of detail for testing and disinfection to Section 3

Section 8.0 Standard Drawings

33. Addition of Rainfall Data tables, not previously included in manual
34. Revision of all drawings with municipal branding and template revision data
35. Addition of road cross section detail requirements (urban & rural) from previous East Hants, West Hants and Windsor documents
36. Addition of tactile plate indicators in detail requirements
37. Addition of walkways in detail requirements
38. Addition of concrete precast headwalls in detail requirements
39. Addition of fire hydrant installations in detail requirements
40. Addition of air release / vacuum valve installations in detail requirements
41. Addition of water meter installations in detail requirements

42. Addition of storm to water/sewer service lateral installations in detail requirements (single family, duplex and townhouse) in detail requirements
43. Addition of under drain installations in detail requirements
44. Addition of private road installations in detail requirements
45. Addition of service area maps in detail requirements

MUNICIPAL SERVICES
SPECIFICATIONS MANUAL



West Hants

something inspiring awaits

REVISION DATE: August 27, 2022

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1.0 INTRODUCTION / GENERAL REQUIREMENTS

This document has been prepared for use with and shall be read in conjunction with the "Standard Specification for Municipal Services" as published by the Nova Scotia Road Builders Association (NSRBA), the Nova Scotia Consulting Engineers Association (CENS), and the Joint Committee on Contract Documents (JCCD). In case of discrepancy, the more stringent requirement shall apply.

These design standards and guidelines have been prepared for setting minimum design and construction standards for Municipal Services Systems within the West Hants Regional Municipality (Municipality); to list and suggest limiting values for infrastructure to be conveyed to the Municipality; and to establish uniformity of practice in the Municipality. A complete documentation of all parameters relating to the design and construction of municipal services is beyond the scope of this document, however, an attempt has been made to touch upon the parameters of greatest importance and to present the policies and accepted procedures of the Municipality.

This Municipal Services Systems Specifications Manual (Specifications) shall apply to all proposed developments and infrastructure renewal projects proposing municipal sanitary sewer, water, storm drainage systems, and municipal streets.

The purpose of this document is to provide guidance for Design Engineers in the provision of Municipal Services Systems which meet these criteria, and are also consistent with cost effective installation, operation, and maintenance. The design of these services, when submitted to the Municipality must be under the seal of a Professional Engineer in accordance with the Engineering Profession Act. R.S., c. 148, s. 1.

This document is not intended to eliminate the necessity for detailed design, rather it is intended to provide minimum standards for the materials, design criteria, and method of construction to be utilized in the installation of municipal services systems. Further, it is not the intention of the Municipality to stifle innovation. Where, in the judgment of the Design Engineer, variations from this document are justified or required and where the Design Engineer can show that alternate approaches can produce the desired results, such approaches will be considered for approval. In considering requests for variations from these design criteria, the Municipal Engineer, or designate, shall take into consideration such factors as safety, nuisance, system maintenance, capital costs, operational costs, life cycle costs, environmental issues, and natural topography. All approved variances to these design criteria shall be provided in writing to the Development Officer.

Notwithstanding the consideration for approval from the Municipal Engineer, all Municipal Services Systems designed shall comply with the latest editions of the Atlantic Canada Guidelines for the Supply, Treatment, Storage, Distribution, and Operation of Drinking Water Supply Systems, the Atlantic Canada Guidelines Manual for the Collection, Treatment, and Disposal of Sanitary Sewage and they shall have all approvals to construct necessary from the Nova Scotia Department of the Environment and Climate Change (NSECC). All road connections to provincial roads or highways shall comply with the Nova Scotia Department of Public Works (NSDPW - previously Nova Scotia Department of Transportation & Infrastructure Renewal) “Specifications for Subdivision Roads in Urban and Rural Areas". The most stringent requirements shall prevail.

Each submission shall be accompanied by a statement from a Professional Engineer that the submission is in accordance with these Specifications except, if there are requested variations, the Design Engineer shall indicate clearly, in all appropriate documents and plans included with the submission, the specific variances from the design standards identified in these Specifications. Also, where the Design Engineer uses standards other than those outlined in this document, all appropriate documents and plans shall clearly indicate those areas of difference.

Acceptance by the Municipality of the design of proposed Municipal Services Systems does not relieve the Design Engineer of the responsibility for proper design, nor does it imply that the Municipality has checked the design exhaustively for compliance with this document. The Design Engineer retains full responsibility and liability for their work as a Professional Engineer. Where the Municipality has accepted a design which does not comply with these standards and where the Design Engineer has not brought variations from this document to the attention of the Municipal Engineer, the provisions of this document still stand.

All service systems shall conform to this document as well as any more stringent requirements established by other authorities having jurisdiction within the Municipality. In addition to these design criteria, and in any case where this document requires expansion or clarification, the latest revisions of all applicable and relevant codes and standards shall be used for reference by the Design Engineer. These documents include, but are not limited to, the latest editions of:

"Standard Specification for Municipal Services", prepared by the Nova Scotia Road Builders Association and the Nova Scotia Consulting Engineers Association.

“Standard Specifications”, prepared by the Nova Scotia Department of Public Works.

"Atlantic Canada Standards and Guidelines Manual for the Collection, Treatment and Disposal of Sanitary Sewage", prepared by the Nova Scotia Department of the Environment and Climate Change.

“Atlantic Canada Guidelines for the Supply, Treatment, Storage, Distribution and Operation of Drinking Water Supply Systems”, prepared by the Nova Scotia Department of the Environment and Climate Change.

Nova Scotia Department of Public Works (previously Nova Scotia Department of Transportation & Infrastructure Renewal) Specifications for Subdivision Roads in Urban and Rural Areas

Subdivision By-laws for the Municipality of the District of West Hants, Town of Windsor, Town of Hantsport (now West Hants Regional Municipality) and successor documents.

Transportation Association of Canada (TAC) Geometric Design Guide for Canadian Roads, Latest Edition

American Water Works Association Standards

"Water Supply for Public Fire Protection", prepared by the Fire Underwriters Survey- Insurers Advisory Organization (IAO)

National Fire Protection Association (NFPA) Hydraulic Institute Standards

Canadian Standards Association (CSA) National Building Code (NBC) of Canada

National Plumbing Code (NPC) of Canada National Fire Code (NFC) of Canada Canadian Electrical Code (CEC) Underwriters Laboratories of Canada (ULC)

National Electrical Manufacturing Association (NEMA)

All contract documents prepared for municipal services systems within the Municipality shall contain a clause requiring the Applicant and the Applicant's contractors and sub-contractors to carry out all work in compliance with all applicable Municipal, Provincial, and Federal Regulations, including, but not limited to, the Nova Scotia Occupational Health and Safety Act. 1996, c. 7, s. 1.

Any available recorded engineering drawings of municipal services systems will be provided to the Design Engineer for information only. Design Engineers are responsible for verifying the information in the field prior to any detailed design.

No municipal services or streets shall be constructed until the design has been submitted to the Development Officer and approved by the Municipal Engineer as part of the municipal approval process. The Municipal Engineer's decision shall be final and binding in matters of design and construction. No alternatives to the construction of the design are permitted unless approved in writing by both the Design Engineer and the Municipal Engineer.

All permits and approvals from the NSECC and NSDPW (where necessary) and other applicable regulatory authorities shall be obtained by the Applicant or their agent. Copies of the approved permits and approvals shall be submitted for consideration by the Municipal Engineer prior to Tentative Approval as part of the municipal approval process. Further information on submission requirements is included in Section 3.0 of this document.

Upon Tentative Approval, a meeting between the Municipality and the Applicant's contractor and Design Engineer (or other Professional Engineer who will be inspecting the construction) is required prior to commencing construction of all services being turned over to the Municipality. Construction documents must be submitted to the Development Officer in accordance with Section 3.0 below and must include all pertinent requirements stipulated in the Municipality's approval documents or required by other agencies.

Prior to receiving Final Approval, one (1) digital copy, one (1) reproducible copy of the original record drawing (reviewed and revised as per the Municipality's comments), and one (1) paper copy must be delivered to the Municipal Office.

The Municipality will periodically revise the design criteria, guidelines, and specifications contained in this document to conform with advances and improvements in engineering practices. The changes will be noted in a revision record and will be available to users of this document. It is the responsibility of the Design Engineer to remain current with revisions to this document.

2.0 DEFINITIONS

"Approval" means an approval of the Municipal Engineer. The decision of the Municipal Engineer will be final and binding in all matters of design and construction. However, the Municipal Engineer does not certify any installations, procedures, equipment, or materials nor do they approve or evaluate testing laboratories. Approvals will be based on compliance with these Specifications and/or other appropriate standards as indicated throughout this document. Tentative Approval and Final Approval requirements are as set out in the Municipality of the District of West Hants; Town of Windsor, and Town of Hantsport (now West Hants Regional Municipality) Subdivision By-Laws – for the applicable area until such time as a West Hants Regional Municipality Subdivision By-law is in place.

"Act" means the Municipal Government Act. 1998, c. 18, s. 1 and amendments thereto.

"Agreement" means a contract between the Subdivider and the Municipality which describes the responsibilities of each party with respect to the subdivision and servicing of land.

"Area of land" means any existing lot or parcel as described by its boundaries.

"Arterial road" means a road intended to move a relatively large volume of traffic at medium to high speeds, used where traffic movement is the primary consideration and land access secondary.

"Base course" means the crushed rock or aggregate which is placed immediately upon the sub-base course.

"Collector road" means a road intended to collect traffic from local streets and move it to the arterial, used where traffic movement and land access are of equal importance.

"Combined sewer" means a sewer that was designed to receive both wastewater and storm water. "Council" means Council of the West Hants Regional Municipality.

"Department of Environment and Climate Change" means the Nova Scotia Department of the Environment or its successors.

"Design Engineer or Designer or Engineer" means the Professional Engineer representing the Applicant, who has affixed their professional seal to the Engineering drawings, plans, and specifications for the proposed development and/or is the Professional Engineer who is responsible for ensuring the services are constructed to meet and satisfy the approved design. This person must be registered and/or licensed to practice engineering and must be in good standing in the Province of Nova Scotia.

"Developer or Applicant" means the owner of the area of land proposed and includes anyone acting on their behalf with their written consent.

"Development Officer" means that person appointed by Council pursuant to the Municipal Government Act who has the authority to administer the subdivision By-laws.

"Diameter" means the nominal internal diameter of the pipe unless noted otherwise.

"Director of Planning and Development" means the professional planner appointed by or acting on behalf of the West Hants Regional Municipality, to perform planning functions, and includes a person acting under the supervision and direction of the planner as defined herein.

"Drainage plan" means a detailed Management plan, including, but not limited to drawings and calculations of storm water runoff and the courses and channels of it, including floodplains, for one or more parts of an area of drainage for all lands tributary to, or carrying drainage from, land that is proposed to be subdivided.

"Feeder main" means a water main which typically receives flow from transmission mains or from pressure control facilities (i.e. booster pumping stations or pressure reducing valves) and which supplies water to several branch mains (distribution mains). The feeder main provides a significant carrying capacity or flow capability to a large area.

"Floodplain" means the low-lying area adjoining a watercourse that is subject to flooding, as defined in the Municipal Government Act and includes:

- "Floodway" means the inner portion of a flood risk area where the risk of flooding is greatest, on average once in twenty years and where flood depths and velocities aregreatest.
- "Floodway Fringe" means the outer portion of a flood risk area, between the floodway and the outer boundary of the flood risk area, where the risk of flooding is lower, on average once in one hundred years, and floodwaters are shallower and slower flowing.

"Frontage" means the lot frontage measured as required by the Land Use By-law in effect for the area of land proposed to be subdivided.

"Inspection" means a field inspection by the Applicant's or Owner's Engineer at various stages of construction.

"Island" means an area of land completely surrounded by water at low tide.

"Land Registry Office" means the office of the Registrar of Deeds for the West Hants Regional Municipality.

"Local Road" means a road which has the main function of providing land access.

"Lot" means any parcel created by the filing of a plan of subdivision or an existing parcel.

"Manual" means the Municipal Service Systems Specifications Manual for the West Hants Regional Municipality.

"Municipality" means the West Hants Regional Municipality.

"Municipal Engineer" means the Director of Public Works as that person appointed pursuant to the Municipal Government Act who has the power and duty to administer provisions of the Act. The Municipal Engineer or designate reports to the Chief Administrative Officer for the Municipality acting on behalf of the West Hants Regional Municipality, to perform engineering functions, and includes a person acting under the supervision and direction of the engineer as defined herein.

"Municipal services systems" include sanitary sewer collection and treatment systems, water treatment and distribution systems, storm sewers, stormwater management areas, sidewalks, walkways, and roads which are, or are to be, owned, operated, and maintained by the Municipality.

"Private road" means any road which is not public shown on a plan of subdivision which extends to and has access to a public street. Where not totally located within the area of land being subdivided, the private road shall have an easement for right-of-way and access which is assignable and perpetual and which has been granted clearly by deed, will, Crown grant or other registerable instrument, registered in the Land Registry Office for this Municipality.

"Professional Engineer" means a Professional Engineer who is a member in good standing of Engineers Nova Scotia.

"Province" means Her Majesty the Queen in right of the Province of Nova Scotia.

"Provincial Regulation" means the requirements and provisions of the Province of Nova Scotia contained in any Provincial Statute or in any Regulation or Order made pursuant to the authority of any Statute of Nova Scotia.

"Public sewer system" means any sewer system which is owned by the Municipality.

"Public street" includes any street or road owned and maintained by the Municipality or the province; and

- "Municipal public street" means any street or road owned and maintained by the Municipality, including road structure and all slopes, ditches, channels, waterways, and appertaining structures necessary for proper drainage and protection as well as water and wastewater infrastructure (where available); and
- "Provincial public street" means any street or road owned and maintained by the Nova Scotia Department of Public Works excluding designated controlled access highways pursuant to Section 20 of the Public Highways Act R.S., c. 371, s. 1.

"Public water system" means any water system which is owned by the Municipality.

"Public Water Utility or Water Utility" means a water utility controlled by West Hants Regional Municipality. "Public Works" means the Public Works Department of West Hants Regional Municipality.

"Right-of-way easement" means an easement for right- of-way and access unrestricted in use extending to and having access to a public street. Where not totally located within the area of land proposed to be subdivided, the right-of-way easement shall be assignable and perpetual and clearly granted by deed or easement registered in the Registry of Deeds for the Municipality or declared to exist for the benefit of the land proposed to be subdivided by order of a court of competent jurisdiction. In either case the easement shall:

- if created or declared to have been created prior to August 6, 1984, have a minimum width of 3.0m (10ft), or
- if created or declared to have been created on or after August 6, 1984, have a minimum width of 6.1m (20ft).

"Roadbed" means the portion of the roadway extending from shoulder line to shoulder line.

"Roadway" means the portion of road included between the outside lines of gutters, or side ditches including all the appertaining structures, and all slopes, ditches channels, waterways, etc. necessary for proper drainage and protection.

"Sanitary sewer" means a sewer system receiving and carrying liquid and water-carried wastes and to which storm, surface or ground waters are not intentionally admitted.

"Sanitary sewage" means wastewater from residential, industrial, institutional, and commercial buildings but excluding storm water or surface run-off and groundwater. It does not include contaminated liquid wastes or sewage at concentrations greater than those commonly found in domestic sewage.

"Sanitary sewage collection system" means the system consisting of all pipes, mains, equipment, buildings, and structures for collecting and pumping of sanitary sewage (including trunk sewers and pumping stations) operated by West Hants Regional Municipality. It is designed to collect and convey sanitary sewage from its point of origin to a disposal or treatment location.

"Service easement" means an allotment of land required to maintain and repair municipal services. In the event that sewer and/or water services are installed outside of public rights- of-way (ROW), the Applicant shall provide a service easement in favor of the Municipality. The service easement shall be constructed to provide access by maintenance vehicles including service trucks and heavy equipment.

"Sewer lateral or service lateral" means the Building Service Connection as defined by the Municipality. Sanitary sewer lateral means the pipe which conveys sanitary sewage from the property line to the main sanitary sewer. Storm sewer lateral means the pipe which conveys stormwater from the property line to the main storm sewer.

"Sewer" means system to convey sanitary sewage, groundwater, storm water or surface run-off and includes all sewer drains, storm sewer, storm drains, and combined sewers.

"Storm water" means water from precipitation of all kinds and includes water from the melting of snow and ice, groundwater, and surface water.

"Storm water system" means a method or means of carrying storm water, including ditches, swales, sewers, drains, canals, ravines, gullies, stormwater management ponds, streams, watercourses, floodplains, springs, creeks, streets or private roads, roadways, or driveways.

"Storm sewer or storm sewer system" means the system consisting of all pipes, mains, ditches, equipment, and structures for collecting and conveying storm water and surface runoff water, excluding sewage, operated by the Municipality. It is designed to collect and convey storm runoff from its point of origin to its point of discharge into a natural drainage system. The system includes the collection of storm water from foundation drainage systems.

"Street" means the entire width between the boundary lines of a street, road, or highway. "Street line" means the limit of the public road right of way (ROW).

"Sub-base course" means the crushed rock aggregate which is placed immediately upon the Subgrade.

"Subdivider" means the owner of the area of land proposed to be subdivided or consolidated and includes anyone acting with the owner's written consent.

"Subdivision" means the division of any area of land into two or more parcels and includes a re-subdivision and a consolidation of two or more parcels.

"Subgrade" means the undisturbed portion of the roadbed upon which the sub-base course is to be placed.

"Surveyor" means a registered member in good standing of the Association of Nova Scotia Land Surveyors.

"Watercourse" means a lake, river, stream, ocean, or other body of water, per the Municipal Government Act.

"Water system or distribution system" means the system consisting of water mains, water service laterals from the water mains to street property lines and appurtenances carrying and distributing potable water for domestic and/or fire protection purposes and includes any pumping stations, pressure control facilities and reservoirs, treatment facilities, vested in or under the control of, the Municipality.

"Water service lateral" means the pipe that conveys water from a water main to the building requiring service.

"Wearing surface" means the exposed material placed directly upon the base course which comprises the traveling surfaces.

3.0 SUBMISSION REQUIREMENTS

This section is intended to assist the Design Engineer, acting on behalf of the Applicant for subdivision approval, prepare a submission for the approval of municipal services. This section must be read in conjunction with the Subdivision By-law applicable to the area under consideration.

There are three stages of approval: Concept Plan Approval, Tentative Plan Approval, and Final Plan Approval. Subdivisions may be approved without a Concept Plan and/or a Tentative Plan at the discretion of the Development Officer.

3.1 CONCEPT PLAN APPROVAL

Where land is to be subdivided in phases or new public streets or private roads are proposed, the Applicant must submit one (1) paper copy and one (1) digital copy of a concept plan to the Development Officer for approval. The purpose of the concept plan is to provide a preliminary layout, for a full review, of the proposed development before any advanced design work is done. To save time and expense, it is suggested the applicant contact the Development Officer to discuss the proposal prior to submitting a concept plan.

A concept plan does not have to be surveyed; however, it must be drawn to scale. It must show contours at 5m intervals, the estimated number of lots, the proposed street layout with connections to existing streets, and the proposed location of future parkland. The concept plan must be approved before the Development Officer can approve a tentative or final plan of subdivision.

A Concept Plan must include at the minimum:

- Approximate property boundary of parcel or parcels to be subdivided;
- Owner of the property to be subdivided;
- Natural features such as watercourses, wetlands, and contours;
- Existing public roads and services near the property;
- The proposed streets;
- Current zoning;
- Estimated number of lots/units;
- Proposed parkland; and
- A statement of how the lots will be serviced (i.e. municipal sewer/water or well and septic).

3.2 TENTATIVE PLAN APPROVAL

Once a concept plan has been approved, the Applicant shall apply for a tentative plan approval before proceeding with construction of services. The following material shall be submitted for tentative approval:

3.2.1 Survey Plan and Application

Application for plan approval, one (1) paper copy, and one digital (1) copy of a Tentative Plan of Subdivision.

3.2.2 General Service Plan

One (1) paper and an electronic copy of a plan showing the width and location of proposed streets and/or private roads and their intersection with existing public streets, tributary service areas, and proposed services, including pipe sizes, valves, hydrants, manholes, lift stations, directions of flow, and points of connection to existing systems.

3.2.3 N.S. Department of Environment and Climate Change Permit to Construct

A copy of the permit to construct from NSECC for services under their jurisdiction required prior to tentative approval.

3.2.4 Other Permits

Other permits, such as Work within Right-of-Way from NSDPW and Watercourse Approvals from NSECC may be required and it is the responsibility of the Developer to obtain these permits.

An application for tentative approval of municipal services shall provide the following material conform to the specified requirements, in addition to the minimum requirements of the Subdivision By-law:

3.2.4.1 Sanitary Sewer Systems

a) General

Plan indicating tributary service areas, existing sanitary sewer system, and proposed sanitary sewer system. The proposed sewer system shall include manhole locations, size of mains, flow direction, and connection point(s) to the existing system. The plan shall also include calculations showing tributary area to each pipe, peak flow to each pipe, and capacity of each pipe. Calculations to be as per Section 6.0.

Technical Specifications are required, and contract documents are required if applicable.

b) Gravity Systems

- Plan and profile drawings. Scale to be at least 1:500 Horizontal, 1:50 Vertical;
- Cross sections and detail drawings; and
- Design summary in tabular form with the following design information:
  - Population density
  - Peak flow
  - Design flow
  - Pipe size
  - Slope
  - Minimum and maximum flow velocity
  - Depth of flow

c) Pump Station and Force Main

Detail drawing for each lift station giving pump data, invert elevations for gravity inlet, overflow, and force main, float elevations, base elevation, top elevation, wet well size, bypass piping arrangement, and other relevant details, such as system and pump curves.

Design information in tabular form with the following design information:

- Minimum, average, and peak flow rates;
- Pipe size and velocity in force main; and
- Pump cycle time.

3.2.4.2 Water Systems

Plan indicating existing and proposed water system, including pipe diameter and material, valve location, hydrant location, location of bends, tees, wyes, and connections to the existing system.

Technical Specifications are required, and contract documents are required if applicable. Plan and profile drawings. Scale to be at least 1:500 Horizontal, 1:50 Vertical.

Design information in tabular form with the following design information:

- Population density;
- Domestic demand;
- Fire flow requirements;
- Maximum and minimum static pressures under normal operating conditions;
- Residual pressures under fire flow conditions; and
- Easements or right of way necessary to carry out the proposed work.

3.2.4.3 Storm Drainage Systems

Plan indicating the contributing area, the area tributary to each inlet, and the existing and proposed storm drainage system. A report showing the calculation of flows and required storage for retention and detention ponds.

Design information in tabular form with the following design information:

- Runoff rates tributary to each inlet from minor and major rainfall event;
- Design flow from minor and major rainfall events;
- Pipe, culvert, or channel size;
- Minimum and maximum flow velocity from minor and major rainfall events;
- Depth of flow in channels from minor and major rainfall events; and
- Easement or rights-of-way necessary to carry out the proposed work.

Assessments of impact on services from upstream development and downstream storm water capacity.

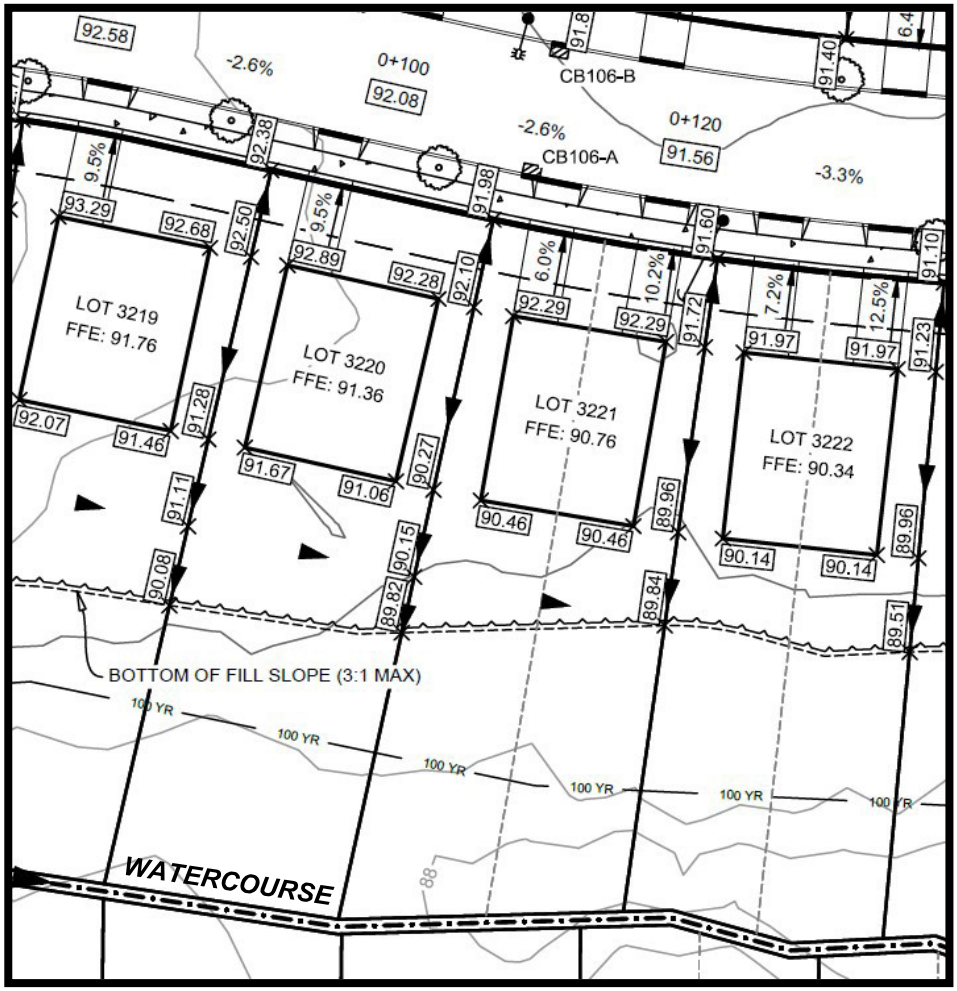
Technical Specifications are required, and contract documents are required if applicable. Plan and profile drawings to be at 1:500 Horizontal, 1:50 Vertical. Cross sections and detail drawings as well as a subdivision grading plan for the full development are required.

Subdivision grading plans including:

- Contours;
- Minimum basement floor or slab elevation;

- Elevations at exterior of house corners;
- Elevations at corners of each proposed lot;
- Arrows on each lot showing surface runoff flow direction;
- Drainage features on or near each lot such as ditches, catch basins, swales, and/or watercourses; and
- 1:100-year flood elevation on any watercourses near, on, or adjacent to any proposed lot.

Sample Subdivision Lot Grading Plan:



Details of erosion and sedimentation control measures, and other relevant details as required or as requested by the Municipal Engineer.

3.2.4.4 Municipal Streets

Plan and profile drawings indicating the following:

- Existing and proposed profiles of road centerline;

- Proposed grades (%);
- Horizontal and vertical curve data sufficient to ensure compliance with these specifications;
- Detail showing proposed road cross section elements complete with all elements of the roads including right-of-way width to accommodate cut and fill operations;
- Spot elevations of any watercourse, prominent rock formation, areas subject to flooding and other natural features within or immediately adjacent to the proposed street right-of-way; and
- Sizes of roadway and driveway culverts (see Section 5.5.4.3).

3.3 FINAL PLAN APPROVAL SUBMISSION REQUIREMENTS

This section specifies the submission to be made for review at the final approval stage. All services are to be approved by the Municipal Engineer. The Development Officer shall not approve a Final Plan of Subdivision with proposed sanitary sewer, water, and storm drainage system(s) and municipal street(s) until the services have been approved by the Municipal Engineer.

For final plan approval, all requirements for tentative plan approval must be met, along with the additional requirements listed below:

3.3.1 Close Out Report

3.3.1.1 General

All requirements for final plan approval shall be presented in a single bound copy and a digital copy of the "Close Out Report" (.pdf). Any copies of plans required for tentative and final approval shall have one (1) additional copy in the Close Out Report. The hard copy Close Out Report is to be provided in a binder.

The Close Out Report shall be complete in all respects prior to the Municipality granting final approval and shall follow the specific sequence set out in the requirements listed in Clause 3.3.1.2.

The Developer shall complete all revisions of the Close Out Report to meet the requirements of the Municipality.

3.3.1.2 Survey Plan and Application (Section A of the Close Out Report)

- Application for plan approval, one (1) paper copy, and one (1) electronic copy of a Final Plan of Subdivision; and
- Required processing fees.

3.3.1.3 Certification of Compliance (Section B of the Close Out Report)

- A certificate of compliance is required from a Professional Engineer stating that the streets and services have been constructed in accordance with the approved drawings and requirements of the Subdivision By-law and the Municipal Services Specification

Manual, including a Professional Engineer's certification of inspection and certification of compliance as per the NSECC permit to construct.

3.3.1.4 Maintenance Bond (Section C of the Close Out Report)

- Statement of construction costs;
- Statutory declaration indicating that all labour and materials used in the construction of the subdivision have been paid in full (see Appendix A – Sample Statutory Declaration); and
- Maintenance deposit in the amount of 10% of the cost of municipal infrastructure, to be held for a period of one (1) year from the date of final approval. The Municipality may, at their discretion, extended the term beyond one year.

3.3.1.5 Plan of Streets, ROW's, and Easements (Section D of the Close Out Report)

- One (1) paper copy and one (1) electronic copy of Final Plan of Subdivision showing the municipal public streets and all drainage rights-of-way outlined in red, road reserves outlined in yellow, and easements outlined in green.

3.3.1.6 Deeds and Easement Documentation (Section E of the Close Out Report)

- Warranty deeds for all property to be transferred to the Municipality, including property descriptions and plans;
- Easement documentation including property description and plan;
- Title certificate by Developer's solicitor for land and easements being transferred; and
- Document registration fees.

3.3.1.7 Operation and Maintenance Manuals (Section F of the Close Out Report)

Operation and maintenance manuals are required for pumps and other similar equipment. The contractor is to provide this information for both private development projects and municipal projects unless agreed to otherwise with the Municipality. See Section 6.2.2 for details.

3.3.1.8 Inspection and Testing Reports (Section G of the Close Out Report)

The following inspection and testing results, as applicable, must be provided. Municipal Staff are to be on site for all tests and inspections with the option to choose test locations. The contractor is to provide this information for both private development projects and municipal projects unless agreed to otherwise with the Municipality.

a) Water, Sanitary, and Storm Systems

- Video inspection and report for sanitary sewers in a format approved, in advance, by the Municipal Engineer;
- Vacuum test report for all manholes, certified by CET or P. Eng.;
- Pump station start-up report. Startup to be carried out in the presence of the Municipal Engineer or their designate. Draw down test confirming pump system capacity to be included;
- Air test results for all sanitary sewers, certified by CET or P. Eng.;

- Hydrostatic leakage test results for water system, stamped by a CET or P. Eng.;
- Bacterial test results (presence / absence) for water lines provided by accredited lab;
- Chlorination / dechlorination test results;
- Compaction test results on pipe bedding and trench backfill; and
- Engineer approved shop drawings.

b) Road Systems

Before the constructed roads are approved and accepted, the Municipality must receive confirmation from NSDPW that all their requirements have been met in addition to municipal requirements. In addition, a certification shall be required from a Professional Engineer confirming the roads and drainage systems within the subdivision have been constructed in accordance with the approved specifications and plans. Submissions must include:

- Particle size analyses, fractured faces, absorption, LA abrasion, plasticity index, and micro-deval for base and sub-base gravels;
- Compaction test results on subgrade, sub-base, and base courses at a minimum of every 150m for each lift of material placed;
- Test results for asphaltic concrete paving, mix design, and compaction results;
- Test results for curb and gutter construction including tests on subgrade, subbase, and base course; and
- Concrete test results for concrete curb and concrete sidewalks.

3.3.1.9 Record Drawings (Section H of the Close Out Report)

Electronic record drawings in an AutoCAD (*.dwg) file format and a GIS Shape File format (*.shp or *.gdb) and coordinate data (for all constructed infrastructure) in spreadsheet form (*.xls or *.csv) and reproducible record drawings stamped by a Professional Engineer with one (1) paper copy and one (1) digital copy (.pdf).

When the preceding specifications have been satisfactorily adhered to, as determined by the Municipal Engineer, the Municipal Engineer then will recommend to the Development Officer that the proposed municipal street(s) be approved. The Development Officer will shallnot approve a Final Plan of Subdivision with proposed municipal street(s) until the street(s) have been approved by the Municipal Engineer. It is the approval of the Final Plan of Subdivision that officially lists the street(s) in the subdivision.

3.3.2 Alternative to Complete Construction and Acceptance Prior to Final Approval

Where a Developer wishes to obtain approval prior to completing construction of the street and services, the following is required:

3.3.2.1 Street Completion Agreement

A street completion agreement satisfactory to the Municipality shall be signed, sealed, and delivered for final approval. See Appendix B – Sample Street and Servicing Agreement for a template of this agreement.

3.3.2.2 Performance Surety

A Performance Bond, certified cheque, or irrevocable letter of credit in the form and with the content satisfactory to the Municipality, in the amount of 150% of the estimated cost of completing the streets and services, to be held for a minimum period of one (1) year from the date of final approval of the subdivision as granted by the Development Officer. Should the Developer not meet all requirements of the Municipality's Terms of Final Approval within the performance period, the Municipality will have the right to use the surety to complete the work by a third party. See Appendix C – Sample Letter of Credit for a template of the irrevocable letter of credit. Within thirty (30) days following the completion of the streets and services, the Developer shall provide all the items required under Section 3.4. The Municipality may, at their discretion, extended the term beyond one year.

4.0 MUNICIPAL STREET DESIGN

4.1 SCOPE

This section specifies the requirements for design of all Municipal public streets within the Municipality shall meet all the specifications within this section.

A municipal Public Street consists of the road structure and all slopes, ditches, channels, waterways, and appertaining structures necessary for proper drainage and protection as well as water and wastewater infrastructure (where available).

4.2 GEOMETRIC DESIGN SPECIFICATIONS

Design: The Function of locating roads and building lots relative to topographical features constitutes the practice of engineering as defined by the Engineering Profession Act of Nova Scotia. Therefore, the design of subdivisions and their services when submitted to the Municipality must be over the Seal of a Professional Engineer.

4.2.1 General

4.2.1.1 Design Standards

These specifications cover the more common aspects of design encountered in subdivision development. In cases where these specifications need to be expanded or additional specifications are required, the "Geometric Design Standards for Canadian Roads and Streets" as published by Transportation Association of Canada (TAC) shall be used as a guide. In general, a design speed of 60 kilometres/hour will be used for all subdivision roads unless a higher design speed is required by the Municipality. A design speed of 30km/hr is acceptable for cul de sac, P-loops, or crescents with a length of 400m or less.

Street designs should recognize and/or incorporate natural features such as watercourses, wet areas, habitats, and rock outcrops.

See Appendix E – Standard Details for Typical Road Cross Sections (local urban, rural, and private).

All street names, street signs, and posts shall be approved by the Municipality. Street signs and posts shall be installed by the developer in accordance with the Civic Addressing By-Law, and using the material, size, and color stipulated by the Municipality. Locations to be approved by the Municipality.

4.2.2 Right-of-Way

4.2.2.1 Minimum Widths

The minimum right-of-way width will normally be 20m. In most cases this right of way will be sufficient. However, in certain instances, the Municipality may require a greater right-of-way width to facilitate traffic, construction, and/or maintenance requirements.

A 16m right-of-way may be accepted by the Municipality where the municipal street is fully serviced with curb, gutter, asphalt, water, sanitary sewer, and stormwater systems.

4.2.2.2 Cut and Fill Slopes

Any property susceptible to damage because of construction must be within the right-of-way. All slopes (either in cuts or fills), required for road and infrastructure construction, must be included within the right-of-way.

All back slopes steeper than 3:1 sloping to the bottom of the ditch shall be included in the right of way. A minimum 3 m bench shall be provided on cut slopes that would not otherwise end at the edge of the right of way.

Side slopes in cuts shall be no steeper than 2:1 (horizontal to vertical) and 1:4 in rock cuts (where confirmed by a geotechnical engineer) or as otherwise required. All embankment slopes will be 2:1 or flatter at the discretion of a geotechnical engineer.

Retaining walls are not permitted within the road right of way unless approved by the Municipality.

4.2.2.3 Acceptable Access for Adjacent Properties / Road Reserves

Acceptable road reserves to adjacent properties must be identified and deeded to the Municipality. These reserves must be not more than 400 m apart. Road reserves and their spacing are subject to acceptance by the Municipal Engineer. The road reserves will be located along the subdivision boundary in such a manner as to not prejudice development of the adjacent land.

Road reserves must be constructed to the property boundary with the base course and municipal services installed. A guard rail barricade with WA-8 warning sign shall be installed across the roadbed at the beginning of the road reserve.

The Developer shall be responsible for connecting to and upgrading existing road reserves to the final design regardless of the level of construction.

4.2.3 Road Layout

4.2.3.1 General

Where practical, proposed roads shall be laid out as extensions to existing roads, either in the same subdivision or in adjacent subdivisions. Where temporary cul-de-sacs or turning areas exist in previous developments, the Developer shall be responsible for removing the temporary works and reinstating the road to its final design.

In cases where the proposed road ends within a property and there are plans to extend the road at a future date, the Municipal Engineer may accept a temporary turning area in lieu of a temporary cul-de-sac. Temporary cul-de-sacs and turning areas shall be constructed to the same standard as the road. In un-serviced areas, the turning area shall be surfaced with gravel. In serviced areas, the normal curb along the front of the turning area shall be deleted and the turning area shall be surfaced with asphalt.

The minimum length of road eligible for takeover is 150 m (not including permanent cul-de-sacs); shorter road lengths may be considered for takeover at the discretion of the Municipal Engineer.

4.2.3.2 Cul-de-Sacs

All cul-de-sacs must end in a permanent or temporary turn around area as approved by the Municipality. Cul- de-sacs are not permitted where the land can be effectively serviced by other road layouts.

The grade of the bulb of a permanent cul-de-sac shall not exceed 4%. The maximum length of a cul-de-sac shall be as established in the Subdivision By-Law but shall not exceed 400m unless otherwise approved by the Municipal Engineer.

In areas lacking any existing or planned streets with which to connect, the cul-de-sac shall include prolongations (see Appendix E – Standard Details), extending to adjoining parcels in locations where future street connections appear to be feasible. Where no future vehicular traffic connection is feasible, wherever possible, the end of cul-de-sacs shall include a 6m access to abutting properties to provide potential access for emergency vehicles, municipal sewer, and water services, as well as pedestrian traffic.

4.2.3.3 Grassed Boulevards

Grassed boulevards are to be provided between the sidewalk and curb. See standard details.

4.2.3.4 Guard Rail

Guard Rails are required on fills of 3m or greater (unless a slope of 6:1 can be provided) and in other hazardous areas.

4.2.4 Intersections

4.2.4.1 Intersections with Provincial Highways

Where any new roads meet existing Provincial highways, the minimum distance between these intersections shall be in accordance with Provincial requirements. The Province shall review and approve connections with Provincial roads or highways.

4.2.4.2 Intersections with Local Roads

The minimum distance between intersections of local roads will be 75m measured centre line to centre line.

All intersecting roads must intersect at an angle of 70 to 90 degrees for a minimum distance of 30m from the intersection measured from the respective centre lines.

4.2.4.3 Offset Intersections

Minimum distance between offset intersections shall be 50m.

4.2.5 Vertical Alignment

4.2.5.1 Grades

Straight or gently rolling grades with proper vertical curves are required to provide adequate stopping sight distance. In all cases a profile will be required, showing existing and proposed grades. In general, a grade of 8 percent will be considered the maximum allowable, however, grades more than 8 percent may be approved in exceptional circumstances and with prior approval by the Municipality. The minimum grade shall be 0.5 percent. Grades at intersections shall not exceed 4 percent for at least 15m measured from the shoulder or face of curb of the intersecting road.

Ditch grades less than 1 % require approval of the Municipal Engineer. Ditch grades more than 4 % require erosion protection acceptable to the Municipal Engineer. Minimum curb grade shall be 0.5%.

4.2.5.2 Vertical Curves

The vertical curve length for both sag and crest curves shall not be less than the minimum values specified below:

Minimum K Factors to Provide Stopping Sight Distances on Vertical Curves			
Road Classification	Crest Vertical Curves	Sag Vertical Curves	
	Rate of Vertical Curvature (K)	Rate of Vertical Curvature (K)	
		Headlight Control	Comfort Control
Cul-de-sac, Crescent, or P Loop less than 400 m	4	7	4
Local Road	13	18	9

Streets without streetlights shall be designed using headlight control. For other road classifications (such as collector roads), refer to TAC.

4.2.6 Horizontal Alignment

Horizontal curves shall have a minimum horizontal curve radius of 90m. The horizontal alignment centreline shall be a straight line for a minimum of 10 m measured from and along the intersection of the centreline of the approach street and the edge of the shoulder / curb of the street to which it is connecting.

For local cul-de-sacs and P-loops or crescents with a length less than 400m a minimum radius of 30m may be used.

4.3 WALKWAYS AND SIDEWALKS

4.3.1 Walkways

Selection of locations for walkways shall consider the requirements for pedestrian circulation for the neighbourhood. Where possible, walkways shall be designed to suit the natural topography.

Walkways shall have a minimum right of way width of 6m (20ft.). At the discretion of the Municipality, additional easement or right of way width may be required to facilitate construction and maintenance of municipal infrastructure (i.e. to accommodate wastewater and stormwater mains).

The walkway travelled portion shall be centered within the right of way unless approved by the Municipal Engineer and shall have a minimum width of 1.8m (6ft.). See standard detail.

Walkways shall be located and designed whenever possible so that the grade of the walkway shall not exceed 8%. Steeper grades may be permitted only where the topography makes it impractical for grades to be less than 8%, or to avoid the installation of stairs.

Pedestrian ramps shall be constructed at the ends of walkways where curb and gutter are present. Pedestrian ramps shall be placed at all street crossing locations.

The right of way shall be graded to control surface water and major drainage within the right of way. Landscaped and sodded swales, catch basins, pipe, and drains shall be provided to control erosion and maintain a safe surface. Swales, where required, shall not be located closer than 600 mm from the edge of the travelled portion.

Walkways shall be lighted and shall be oriented as to benefit from street lighting where possible. Lighting for walkways shall be shielded and directed downward to ensure there is no light spilling, glare, or light cast over neighbouring properties. The maximum distance between lights on a walkway shall be 75m.

4.3.2 Sidewalks

Concrete sidewalks (one side) are required on any new local road in the communities of Windsor and Hantsport, within Growth Centres, and as otherwise required by policy in a Municipal Planning Strategy.

The minimum width of the sidewalk shall be 1.8m (6ft.). All sidewalks and driveway ramps adjacent to sidewalks shall be designed and constructed using concrete.

Pedestrian ramps shall be installed at all intersections where a sidewalk exists, and at walkway and trail locations. All pedestrian ramps shall have Tactile Walking Surface Indicators (TWSI) as recommended by the Design Engineer and accepted by the Municipal Engineer.

Outside edges and expansion joints shall have tooled edges.

The minimum grade across a sidewalk shall be 2%, but not more than 3%, unless otherwise approved by the Municipal Engineer.

Construction joints of mastic fibrous material extending through the entire thickness of the concrete slab shall be placed as follows:

- Where concrete is to be placed against existing concrete;
- Where the sidewalk abuts the curb;
- Around all structures abutting the sidewalks including utility poles, catch basins, etc.; and
- At maximum 18m (59ft.) intervals of sidewalk continuous placement.

In locations with sidewalks, curbs, and pedestrian ramps, Tactile Walking Surface Indicators (TWSI) shall be installed on both sides of each road at all roadway intersections with sidewalk or a walkway.

4.4 ROAD CONSTRUCTION

4.4.1 Construction Season

The normal completion date for streets and related works constructed within a subdivision is to be November 30 of each year in order to allow for inspection and approval by the Municipality.

4.4.2 Municipal Inspections

The Municipality must be notified in advance before construction work begins on any subdivision road. Inspections by the Municipality shall not relieve the Design Engineer of responsibility for inspection of the work. Witness inspections by the Municipality are required at the following stages before construction proceeds to the next stage:

- After clearing;
- After grubbing;
- After completion of subgrade (roll test);
- After completion of base course;
- After completion of surface course; and
- Upon project completion.

4.4.3 Construction Requirements

The subgrade must be well drained and compaction tests shall be taken by a third-party testing firm, approved by the Municipality. Any unsuitable material including soft or yielding material shall be removed, replaced with suitable material, and compacted.

In addition to the specific requirements identified in this section, all Municipal streets must be constructed in accordance with the following:

- Roots, stumps, limbs, moss, sod, and other organic or deleterious material shall not be placed in roadway fills or allowed to remain under the roadway;
- The road surface top width and travel surface width shall be in accordance with Typical Road Cross Sections;
- The travel surface shall have a sub-base and a base course of crushed, screened gravel;

- The sub-base course shall conform to Gravel Type 2, Division 3, Section 2 of the Nova Scotia Department of Public Works Standard Specifications. The sub-base course must be applied to a compacted depth as noted in the Typical Road Cross Sections;
- The Base Course shall conform to Gravel Type 1, Division 3, Section 2, of the Nova Scotia Department of Public Works Standard Specifications. Base course shall be applied to a compacted depth as noted in the Typical Road Cross Sections;
- New streets constructed must be coated with an Asphalt Concrete in accordance with Nova Scotia Department of Public Works Standard Specifications Division 4, Section 4 for Asphalt Concrete; and
- The developer shall be responsible for the following:
  - Arranging for complete inspection and testing of the installation of a street at various stages as approved by the Municipality.
  - Giving reasonable notice to the Municipality of the proposed test date, site, and time.
  - Allowing the Municipality to inspect the installation at any stage or to verify or confirm any required test.

4.5 INSTALLATION OF A DRIVEWAY ENTRANCE ON A MUNICIPAL ROAD

The applicant is responsible for all aspects of construction, including but not limited to the supply of culvert pipe and backfill materials, rip rap, labour, and traffic control. Work may be done by the applicant, or a contractor engaged by the applicant, however, ultimate responsibility for installation rests with the applicant.

The applicant must notify the Public Works Department for the Municipality when work is to commence. Once the driveway is completely installed, the applicant must notify the Public Works Department (Municipality), to arrange for an inspection. If the Department is not satisfied with the installation, the applicant will be notified of the deficiencies and asked to correct them. A reinspection then will be required.

Driveways shall drain away from buildings toward the road. The minimum driveway grade shall be 2% and the maximum grade shall be 8%. Reverse grades or steeper grades are not permitted unless accepted otherwise by the Municipal Engineer.

In addition, the applicant shall:

- Save and hold harmless the Municipality against all claims for personal injury and/or property damage of whatsoever nature, both during and after the execution of work covered by this section, where, in the opinion of the Municipality, any such claim arises from the execution of the work;
- Bear the cost of all damage occurring during the laying of the pipe or other work undertaken to the road shoulders, curbs, ditches, culverts, pavements, and other installations and all subsequent damage costs to the road/street that are, in the opinion of the Municipality, attributable to the work under this section;
- Provide that on completion of the work, the road shoulder shall be left in a neat condition and dressed with gravel containing no stones larger than 20mm (3/4”) in dimension; and
- Carry out the work in every respect satisfactory to the Municipality.

All driveway entrances outside the jurisdiction of WHRM shall be installed in accordance with Nova Scotia Department of Public Works.

5.0 STORM WATER DRAINAGE DESIGN

5.1 SCOPE

This section specifies the requirements for a storm drainage system. A storm drainage system is a system which receives, carries, and regulates flows in response to precipitation which include overland flow, sub-surface flow, groundwater flow, and snow melt.

The following design objectives are to be followed for the design of storm drainage systems in the Municipality:

- Prevent loss of life and protect structures and property from damage due to a major storm event;
- Provide for safe and convenient use of streets, lots, and other improvements during and following storm events;
- Preserve natural watercourses and minimize the long-term effect of development on receiving watercourses and groundwater; and
- Convey stormwater from upstream and on-site sources and mitigate the adverse effects of such flow on downstream properties.

In addition to the following specifications, all storm drainage systems shall meet the requirements of NSECC. No system shall be constructed until the design has been approved by both the Municipal Engineer and NSECC.

5.2 DESIGN APPROACH

5.2.1 Storm Drainage Systems

A Minor Drainage System consists of ditches, swales, driveway and roadway culverts, subsurface interceptor drains, curb & gutter, catch basins, pipes, ponds, manholes and laterals.

A Major Drainage System consists of ditches, curbs, roadways, roadway culverts, open channels, retention and detention ponds, floodplains, and natural water courses.

The developer must provide a lot grading design stamped by a Professional Engineer indicating overall drainage and identifying that a major storm condition will not affect building construction on the lot. Grade of the top of the building foundation shall be a minimum of 450mm above the centre line of the road (unless approved otherwise by the Municipality).

5.2.2 Downstream Drainage Systems

All downstream drainage systems must have adequate capacity to receive and carry discharge from the proposed storm drainage system in addition to existing tributary discharge. An investigation of the downstream system shall be carried out by the design engineer from the outfall location of the proposed storm drainage system to a point sufficiently downstream that will demonstrate no adverse impacts on downstream lands, such as erosion or flooding.

The effect on downstream development will be assessed by the Design Engineer based on this investigation. Mitigative measures may be required to alleviate any adverse downstream impacts.

5.2.3 Design Storm Frequencies

5.2.3.1 Minor Systems

Driveway culverts, storm sewers, and other minor drainage systems shall be designed based on a design storm frequency of 1 in 5 years, except in areas designated for commercial and industrial development in the Municipal Planning Strategy.

Areas designated for commercial and industrial development in the Municipal Planning Strategy shall be designed based on a design storm frequency of 1 in 10 years.

5.2.3.2 Major Systems

Roadways, road cross culverts, and other major drainage systems shall have a capacity to convey stormwater from a design storm frequency of 1 in 100 years.

For design purposes, the capacity of any watercourse crossings, shall be based on a design storm frequency of 1 in 100 years.

5.2.4 Foundation Drains

Foundation drains shall normally be connected by gravity to the piped stormwater system. Relative elevations of the storm main and foundation drains shall be such that foundation drains are above the hydraulic grade line of the major storm. Where the stormwater system discharges into a watercourse, ditch, or drainage corridor, foundation drains connected to the system shall be above the major storm flood elevation at the point of discharge. Discharging a foundation drain to a Municipal roadside ditch is not recommended. The Municipality shall be held harmless from any liability for any personal injury or property damage should a foundation drain be constructed to discharge into a ditch.

5.2.5 Roof Drains

Roof drains are not permitted to be connected to the stormwater system and must not discharge to a driveway or other impervious surface draining to the road.

5.2.6 Institutional, Commercial, and Industrial Connections

Commercial, institutional, and industrial developments shall employ flow control devices upstream of the stormwater system connection which will limit the peak flow to less than 40% of the uncontrolled fully developed flow.

5.2.7 Connections to Public Property

The Municipal Engineer may require an extension of an appropriately sized pipe from the stormwater system to an appropriate location on the boundary of existing or future public property, such as parkland.

5.3 METEOROLOGICAL DATA

Intensity Duration Frequency Curves and Time – Depth Tables are included in Appendix D – Rainfall Data and are to be used for storm drainage design calculations.

5.4 DESIGN METHODOLOGY

The designer shall indicate the design methodology used. Techniques generally accepted are listed below:

5.4.1 Rational Method

The Rational Method may be used for the calculation of peak runoff rates for drainage basins up to and including 40 hectares (100 acres) in area. It may be used for preliminary design of systems serving larger areas.

This method shall not be used for the design of storage facilities.

Where run-off from an area that includes a significant proportion of undeveloped land is to be determined, winter run-off conditions must be determined, and the worst case used in design. For winter conditions, rainfall data for winter conditions must be used.

5.4.2 SCS Methods

The methods described in the US Soil Conservation Service Technical Report 55, 1975 (SCS TR 55) may also be used.

5.4.3 Storage Facilities

Stormwater storage facilities shall be designed using the Storage-Indication method. The design storm and inflow hydrograph must be developed using accepted methods.

Stormwater facilities to include an emergency spillway capable of discharging the 1 in 100-year flow.

The overflow spillway shall discharge into a watercourse or major storm drainage system capable of receiving and carrying the 1 in 100-year discharge from the structure, in addition to its rate of discharge upstream to the spillway.

Information must be supplied regarding maintenance and safety issues of a stormwater storage facility complete with long term maintenance and replacement costs.

5.5 DESIGN REQUIREMENTS

5.5.1 Location

All storm drainage shall be carried by either an unconfined natural watercourse, excavated ditch, or piped storm drainage system. No storm drainage is to be carried on, through, or over private property within a subdivision without appropriate easements.

Where storm drainage flows are directed onto abutting land, other than through a natural watercourse, a right- of-way or easement in favor of the Municipality must be provided. The minimum width of an easement is 6m (20ft.).

Where a need is identified by the Design Engineer to accommodate future upstream development, and where no future road reserve is available, a drainage right-of-way or an easement in favor of the Municipality must be provided.

Natural watercourses shall not be carried in roadside ditches or piped roadside storm drainage systems.

5.5.2 Discharge to Adjacent Properties

All concentrated storm drainage shall be self-contained within the subdivision boundaries, except natural run- off from undeveloped areas.

All concentrated run-off from the developed limits of a subdivision must be directed to either a natural watercourse or storm drainage system owned by NSDPW or the Municipality.

Discharge of run-off to adjacent properties other than in a natural watercourse requires:

- Approval from NSECC;
- That the developer obtains written consent from the adjacent property owner(s). The written consent must be filed with the Municipality and filed in the Land Registration Office along with the appropriate easements; and
- Drainage easements, with a minimum width of 6m, shall be provided in favor of the Municipality.

5.5.3 Buried Storm Drainage Systems

5.5.3.1 General

Storm sewer pipes shall be designed to carry, without surcharging, the peak rate of storm flow. Design must be approved by NSECC and the Municipal Engineer and have a Permit to Construct issued by NSECC.

5.5.3.2 Velocities

The minimum design velocity for storm sewers shall be 0.6 metres per second. Consideration shall be given to initial minimum cleansing velocity for phased development. This requirement shall be waived for the end of pipe systems where the minimum pipe size is used.

The maximum design velocity for a storm sewer shall be 4.6 metres per second for pipes up to and including 750mm in diameter. The maximum design velocity for storm sewer pipes greater than 750mm in diameter shall be 6.1 metres per second.

5.5.3.3 Pipe Size

The minimum diameter for a storm sewer main shall be 300mm.

Pipe sizes shall not decrease in the downstream direction unless approved by the Municipal Engineer. The exception is if the main to which the inlet is connected is 600mm diameter or larger, and if pipe storage is permitted or if oversized inlet piping required to overcome the effects of inlet control.

5.5.3.4 Pipe Material

- Stormwater mains shall be green PVC DR35 pipe, reinforced CSA A257.2 concrete pipe, or green PVC PS320 profile pipe; and
- All stormwater mains and catch basin leads shall be installed with gaskets.

5.5.3.5 Depths

The minimum depth for a storm sewer main located within the road right of way is 1.5m. The minimum depth for storm laterals at the property line is 1.0m.

5.5.3.6 Manholes

Manholes shall be installed at any change in pipe size, material, grade, or horizontal alignment, and at all stormwater main intersections and end points. The spacing of manholes shall not exceed 120m.

Manholes shall be pre-cast concrete with an iron frame and cover. Frames are to be adjustable. Covers are to have 2 vent holes and be labelled “STORM”. Off street manholes are to have bolt down frame and cover.

Manholes shall be CSA A257 concrete, and all joints and connections shall have gaskets. Connections to existing manholes shall be made by core drilling and with approved connectors and installed in accordance with the manufacturer’s instructions. Connections other than core drilling are subject to approval by the Municipal Engineer.

The minimum internal diameter of a manhole shall be 1050mm (42”).

5.5.3.7 Service Laterals

All laterals from the main to 1.5m past the property line shall be provided by the developer or owner and shall have a minimum grade of 2 percent. Laterals must be green DR35, minimum 100mm in diameter and installed between the potable water and sanitary sewer laterals.

Laterals for future development shall be brought to the property line, capped, and a marker stake 50 x 100mm placed. Depth to lateral should be indicated and be marked “STORM”.

Where a buried storm drainage system exists, foundation drains will normally be connected to the main by laterals. The invert of the lateral at the property line must be at least 610mm above the top of the main at the point of connection.

Where a buried storm drainage system does not exist, Section 9.14 of the National Building Code of Canada, latest revision, shall apply.

Under no circumstance shall foundation drains direct stormwater to the street surface, sidewalk, or adjacent property.

5.5.3.8 Catch Basins

Catch basins shall be installed at the curb of the street and shall be adequately spaced to prevent ponding on the street and to prevent water from entering on or flowing in the travel lanes during storm events corresponding to the design of the minor system. In no case shall the spacing of the catch basins exceed 120m.

Catch basin leads shall be connected to a storm drainage manhole or a catch basin. No more than 2 catch basins shall be connected in series before connecting to a storm manhole.

- Catch basin leads shall be gasketed CSA A257.A concrete pipe or green PVC DR35 pipe and shall be a minimum of 200 mm in diameter;
- Catch basin leads not connected to a manhole may be connected to a stormwater main with a fabricated fitting provided that the main is larger than the lead. Connections to existing mains shall be made with approved connectors, installed in accordance with the manufacturer's instructions;
- Catch basin leads shall have a minimum cover of 1.2 m below finished grade;
- Catch basin leads shall have a minimum slope of 1%;
- Catch basin leads shall be included in the CCTV report;
- Catch basin leads shall be connected to a manhole such that the lead invert is no higher than the obvert of the outgoing main or 1 m above the invert of the outgoing main whichever is higher, unless approved otherwise by the Municipality;
- Catch basin leads shall not protrude into catch basins or manholes by more than 50 mm; and
- Catch basin leads shall incorporate a flexible joint within 450 mm of the outside face of a manhole or main.

5.5.3.9 Inlets

Vertical grates shall be installed at inlets.

5.5.3.10 Outfalls

The design of outfalls shall take into consideration such factors as public safety, erosion control, and appearance.

5.5.4 Ditches / Open Channel Drainage System

5.5.4.1 Ditches

Roadway ditches shall conform to the standard cross section for local roads and shall have adequate capacity for the 1 in 100-year storm.

5.5.4.2 Velocities

The maximum velocity during a 1 in 100-year storm event in ditches or open channels shall not exceed the values which will cause erosion for the specified surface treatment (such as rock lining or grass).

5.5.4.3 Culverts

All culvert sizes shall be indicated on design drawings. The minimum size for any culvert shall be 450mm. The minimum depth of bury for any culvert shall be 500mm.

Culverts on a watercourse shall be designed for the 1 in 100-year peak flow with a headwater depth not greater than the diameter of the pipe.

Driveway culverts (where applicable) shall be CSA A257.2 concrete, HDPE PS320 dual wall corrugated pipe. or PVC PS320 profile pipe or an approved equivalent. Driveway culverts shall be designed for the 1 in 5-year peak flow with a headwater depth not greater than the diameter

of the pipe (except in areas designated for commercial and industrial development in the Municipal Planning Strategy, where the 1 in 10-year flow is to be used).

All road cross culverts shall be reinforced concrete pipe to CSA A257.2 unless alternate types are approved by the Municipal Engineer. Road cross culverts shall be designed for the 1 in 10-year peak flow with a headwater depth not greater than the diameter of the pipe.

5.5.5 Headwalls & Grates

All culverts and stormwater systems require headwalls for inlets and outlets. Culverts longer than 30 m and all stormwater systems require inlet grates with vertical bars; outlet grates are not permitted. The following standards shall be met:

- Headwalls shall be precast concrete;
- Grates shall be hot-dip galvanized steel;
- Headwalls over 1050 mm high require hot-dip galvanized handrails;
- Type 304 stainless steel anchors shall be used to fasten grates and handrails to headwalls;
- Bedding material for inlet and outlet structures shall be minimum 150 mm Type 1 gravel or as recommended in the geotechnical report;
- All steel components shall be completely fabricated prior to hot dip galvanizing;
- Streambed protection shall be installed upstream of the inlet structure and downstream of the outlet structure as per NSECC requirements; and
- Bell ends of inlet pipes shall be grouted flush with the headwall to provide a smooth transition to the pipe; outlet pipes shall be similarly grouted. Non-ferrous, non-shrink grout shall be used.

5.5.6 Detention Structures

5.5.6.1 Design Volume

Stormwater management ponds are to be sized to provide adequate storage volume necessary to limit post- development peak discharge rates to pre-development peak discharge rates for the 2-, 5-, 10-, and 100-year design storm events.

An additional volume allowance must be made so that a 300 mm freeboard is available for the 100-year design storm event.

5.5.6.2 Inlet & Outlet

Energy dissipation measures should be employed to reduce velocities through the pond and reduce the likelihood of re-suspending settled solids.

5.5.6.3 Flow Control Structures

Flow control structures typically include large diameter manholes with a concrete bulkhead separating the inlet and outlet sides of the structure. A series of orifices and weirs are arranged in the bulkhead to restrict peak discharge rates to pre-development levels.

An access manhole frame and cover shall be provided on both the inlet and the outlet sides of the flow control structure to facilitate inspection and maintenance.

5.5.6.4 Low Flow Channel

Stormwater management ponds shall provide a low flow channel from the inlet structure to the flow control structure, or the outlet structure. Low flow channels may consist of a concrete channel, half-pipe, rock lined channel, or perforated pipe within a granular drain.

5.5.6.5 Emergency Overflow

Stormwater management ponds shall have an emergency overflow to manage excess flows that may exceed the 1:100 design storm event or manage overflows if the outlet structure fails or becomes blocked.

The emergency overflow elevation should be set at 300 mm above the 1:100 flood elevation in order to meet minimum freeboard requirements and shall be integrated into the major drain system to limit property damage from an overflow event.

5.5.6.6 Maximum Side Slopes

Stormwater management ponds shall be constructed with maximum internal side slope of 4:1 (H: V). Side slopes of 5:1 (H: V) are preferred where conditions permit.

5.5.6.7 Minimum Bottom Slope

Stormwater management ponds shall be constructed with a minimum bottom slope of 1.0% to provide positive drainage to the low flow channel/outlet.

5.5.6.8 Fencing

In general, stormwater management ponds do not require fencing. Construction using specified maximum side slope should allow for safe egress from the stormwater management pond. However, fencing may be required at inlet structures and outlet control structures in some instances.

Select planting and other landscaping features are a preferred access deterrent and a means of providing natural visual screening of the stormwater management pond.

Contingent upon location and proximity to private properties or lands for public purposes, fencing may be required as a matter of public safety and as determined by the Municipality.

In instances where fencing is required, fencing shall be 2.44m (8ft.) high chain link wire mesh.

5.5.6.9 Access Road

Maintenance access roads shall be provided to access the stormwater management pond including all inlet structures, outlet control structures, and emergency overflow structures.

The base gravels are to be a minimum of 150mm of Type 2 gravel and 150mm of Type 1 gravel to a minimum width of 4.0m. Where grades exceed 6%, the surface shall be paved with 75mm Type D-HF asphalt.

If a full loop road is not proposed, a turning circle, or a turning-tee must be provided so that maintenance vehicles may exit the facility without requiring reverse maneuvers.

5.5.6.10 Stormwater Inline Storage

The Municipality may approve the use of oversized in-line pipe storage for stormwater management. If this approach is taken a rider stormwater system may be required to be installed for stormwater service connections for adjacent lots. Street drainage would be directed to the oversized inline pipe storage. Hydraulic grade lines (100 year) are to be shown on the design profiles.

Considerations for design of a constructed wetland or wet ponds for stormwater management may be allowed if it meets the pre / post development flows.

5.6 LOT PLANS FOR BUILDING PERMIT

The builder shall submit with the building permit application; individual lot plans for each lot, indicating the following:

- Elevations at front and rear lot corners (minimum four corners) and road elevation;
- Existing contours (based on topographic survey);
- Location of storm system and elevations of pipe or ditch invert;
- Location of proposed driveway;
- Location of proposed buildings;
- Finished elevations of buildings on lot (minimum four corners);
- Routing of minor and major storm systems;
- Foundation drain elevations at building and street;
- Driveway culvert size (based on inlet control); and
- Directional arrows showing flow pattern (must be away from building and adjacent buildings)

5.7 EROSION AND SEDIMENTATION CONTROL

An Erosion and Sediment control plan shall be provided in compliance with Provincial regulations and a copy submitted to the Municipal Engineer. The plan shall address measures during construction of roads, services, and houses, as well as long term measures which will be in effect following the completion of development.

During construction, surface water flows across the construction site must be minimized.

The Erosion and Sediment Control Plan, as well as control measures taken, shall comply with the Erosion and Sedimentation Control Handbook for Construction Sites as prepared by the Nova Scotia Department of the Environment and Climate Change (NSECC).

Long term environmental protection measures to be addressed in the subdivision design may include but are not limited to:

- Protection of wetlands and waterways in accordance with NSECC Guidelines;
- Minimization of erosion and sediment transport;
- Protection of outfall areas;
- Utilization of wetland areas for filtration of stormwater run-off; and
- Minimization of disruption to natural watercourses

6.0 SANITARY SEWAGE SYSTEM DESIGN

6.1 SCOPE

The sanitary sewage collection system must meet the requirements of the Municipality before the system will be considered for takeover. The following are minimum requirements to consider in the system design and are intended to provide a directive to the Design Engineer responsible for the design and construction of Municipal Services Systems in the Municipality.

Industrial, institutional, and commercial wastewater must meet the requirements of the Municipalities Sewer By-law. If the strength of the wastewater is greater than domestic wastewater, pre-treatment prior to discharge may be required at the discretion of the Municipal Engineer.

This section specifies the requirements for a central sanitary sewer collection system. A sanitary sewer consists of main lines, laterals, pressure sewers, and appurtenances (including manholes and lift stations) owned and maintained by the Municipality.

In addition to these design criteria, all sanitary sewage systems shall conform to the Atlantic Canada Standards and Guidelines for the Collection, Treatment and Disposal of Sanitary Sewage. No systems shall be constructed until the design has been approved by the Municipal Engineer and by NSECC.

6.2 DESIGN REQUIREMENTS

6.2.1 Gravity Systems

6.2.1.1 General

The sanitary sewage system shall be designed for flows generated from all lands within the Serviceable Area which are naturally tributary to the drainage area as determined from topographic plans. Any lands within the Serviceable Area which are tributary by pumping or regrading, which are at present or anticipated to flow through the design area are to be included in the calculated flows for the system being designed.

With respect to depth of cover and grade of sewer mains, the design of the system shall take into consideration possible future extensions so that, wherever practical, those mains shall be installed at sufficient depth to service adjoining lands.

The sanitary sewage system shall be designed utilizing the standard criteria outlined below unless actual flow measurement has been conducted:

- Design shall be based on an appropriate population density according to intended land use;
- Average Dry Weather Flow shall be calculated on-the-basis-of an allowance of 380 liters per person per day; and

- Design Peak Flow shall be calculated on the basis of an allowance of 1,665 liters per person per day plus an inflow and infiltration allowance of 0.25 litres per second per hectare of area. Subject to approval by the Municipality, the Design Peak Flow allowance can be based on the Harmon Peaking Factor plus an allowance for inflow and infiltration.

6.2.1.2 Pipe

Polyvinyl Chloride (PVC), DR35 shall be used for sanitary sewer main installations in the Municipality, unless otherwise approved by the Municipal Engineer.

6.2.1.3 Hydraulic Design

Sanitary sewer mains shall be designed to convey the calculated Design Peak Flows. The designer shall ensure that surcharging of the system does not occur during such peak flow conditions by taking into consideration such factors as energy loss at manholes. The capacity of the sanitary sewer mains is to be calculated using the "Manning Formula" or an appropriate nomograph. A Manning Roughness coefficient (n) equal to 0.010 shall be used for PVC pipe.

Under Design Peak Flow conditions from the tributary area when fully developed, sanitary sewage flow velocities shall be a minimum of 0.6 metres per second and a maximum of 4.5 metres per second. This requirement shall be waived for the end of pipe systems where the minimum pipe size is used.

Pipes to be sized such that pipe is not more than 80 percent full at peak design flow.

6.2.1.4 Minimum Pipe Size

No sanitary sewer main shall be less than 200mm in diameter.

6.2.1.5 Minimum Slope

Sanitary sewer mains shall have a minimum slope of 1 percent. Under special conditions slopes less than 1 percent may be permitted. Slopes less than 1 percent will be considered only where the depth of flow will be at least 30 percent of the diameter of the pipe for Design Peak Flow. In no case shall the slope be reduced to less than 0.5 percent. Sewer laterals shall have minimum slopes of 2 percent.

6.2.1.6 High Velocity Protection

Where velocities greater than 4.5 metres per second are attained, special provision shall be made to protect against displacement by erosion and shock.

6.2.1.7 Depth

In general, the sanitary sewer shall be installed at a sufficient depth to provide service by gravity flow to all proposed lots within the proposed subdivision and provide service to adjoining lands.

The depth of sanitary sewer mains shall not normally exceed a maximum of 4.5m. However, under special conditions, if full and justifiable reasons are given (such as elimination of a pumping station), the maximum depth of sanitary sewer mains may be increased to 5.5m with approval of the Municipal Engineer. To minimize future maintenance costs, all services laterals shall be eliminated from the deep section of the sewer main either by installation of a rider sewer for lateral connections or by the installation of all laterals at manholes.

The minimum depth of sanitary sewer mains shall not be less than 1.5m without approval of the Municipal Engineer. The depth of the sanitary sewer laterals shall not be less than 1m. In general, sewer mains shall be sufficiently deep so to receive sewage from basements and to prevent freezing.

6.2.1.8 Location

Where possible, all sanitary sewer pipe and appurtenances shall be located within a street right of way owned by the Municipality or the NSDPW. If approved by the Municipal Engineer, sanitary sewer mains may be installed within an easement granted in favor of the Municipality. The actual width of the easement shall depend upon the depth of any pipelines contained within the easement. The minimum width of any such easement shall be 6m.

All sanitary sewer pipes shall be located as close as possible to the center line of the street or easement. Depending upon the length and location of the easement, the Municipal Engineer may require a travel way to be provided within the easement for access and maintenance purposes.

Where a need is identified by the Municipal Engineer to accommodate future upstream lands naturally tributary to the drainage area, an easement shall be provided from the edge of the street right of way to the upstream limit of the subdivision.

6.2.1.9 Alignment

All sanitary sewer mains shall be laid with a straight alignment between manholes.

6.2.1.10 Manholes

A manhole is to be provided on a sanitary sewer at any change in pipe size, slope, or alignment and at all pipe intersections. The interval between manholes is not to exceed 120m. All manholes shall pass air testing and be wrapped (sides and bottom) with “Blue skin” or equivalent, to seal against infiltration. Manholes to be precast concrete with an adjustable iron frame and cover, frame, and cover to be adjustable. Cover to have one (1) 25mm vent hole. Off street manholes to have bolt down frame and covers.

The following criteria shall be used for pipe elevation and alignment in sanitary sewer manholes to account for hydraulic losses through the manhole:

- Minimum drop across manholes for pipes of similar diameters shall be:
  - Straight run – 30mm
  - Deflections up to 45 degrees – 30mm
  - Deflections 45 to 90 degrees – 60mm
- The crown of a downstream pipe shall not be higher than the crown of an upstream pipe;
- A drop manhole shall be constructed when the vertical drop between pipe inverts in the manhole exceeds 1m; and
- Drop Manholes shall have an:
  - exterior drop when the manhole is 1050mm diameter or
  - interior drop for manholes larger than 1050mm.
  - The minimum internal diameter of a manhole shall be 1050mm.

All sanitary sewer manholes are to be positioned to minimize the infiltration of surface water or ground water. Manholes shall not be located at or near the following locations:

- Drainage ditch or swale invert; or
- Roadway gutters or low points

In some situations where manholes cannot be easily relocated from the areas noted above, the use of berms and/or water-tight frames and covers may be permitted by the Municipal Engineer.

6.2.1.11 Service Laterals

Minimum size for lateral piping shall be 125mm in diameter (white in color). For laterals greater than 125mm, connection to the sewer main shall be made by installing a manhole on the sanitary sewer main (Doghouse Manholes are permitted). All 125mm laterals shall be constructed with white PVC DR28 pipe conforming to CSA standards.

All service laterals shall be installed according to the following provisions:

- In any new subdivision a single sanitary sewer lateral shall be provided by the developer to each existing or potential lot at the time of installation of services. The lateral shall extend from the main to 1.5m past the property line or as directed by the Municipality;
- The lateral connections to the main shall be made using an inline tee, for connections to existing sewers, a saddle may be permitted;
- The lateral shall be laid at a minimum slope of 2 percent;
- Service laterals with total length greater than 30m shall be installed complete with a wye type clean-out in locations approved by the Municipal Engineer. Clean outs to be provided every30m;
- The depth of sanitary sewer laterals shall not be less than 1m within the street right of way;

- Lot owners must obtain a sewer connection permit from the Municipality before connecting into the system;
- All sewer laterals shall be capped at the lot line and have a 50x100mm wooden marker indicating depth of bury and painted “Green”;
- All structures require a “Protection from Backflow” as required the National Plumbing Code (1995);
- A minimum clearance of 450mm shall be provided between wastewater laterals and existing water mains with the wastewater lateral being below the water main;
- All wastewater laterals must be inspected and accepted by the Municipality before backfilling; and
- The invert elevations of wastewater laterals at the property line shall be shown on Tentative Approval Drawings and confirmed on the Record Drawings.

6.2.2 Pumped Systems

6.2.2.1 General

Pumping stations shall be provided when, in the opinion of the Designer and/or Municipal Engineer, a gravity system is neither possible nor economically feasible.

Sewage pumping station structures and electrical and mechanical equipment shall be protected from physical damage from the 1 in 100-year flood. Sewage pumping stations should remain fully operational and accessible during the 1 in 25-year flood.

All enclosures to meet the requirements of NEMA 4. Electrical systems to be in accordance with the Canadian Electrical Code.

6.2.2.2 Private Pumps

Where private or on-site pumps are required, such installations must be designed by a Professional Engineer. The Design Engineer shall indicate on the drawings those locations requiring private pumping installations. Private pumps shall be owned and operated by the property owner. Each property must be independently serviced to the Municipal wastewater main.

6.2.2.3 Joints

Sewer joints shall be designed to minimize infiltration and to prevent the entrance of roots and shall be made in accordance with the manufacture's recommendations.

6.2.2.4 Groundwater Movement

The designer shall assess the possible change in groundwater movement caused by the use of pervious bedding material and shall be responsible for the design of corrective measures to prevent flooding as a result of this groundwater movement.

Clay plugs at services lateral trenches may be required for low lying lots. Trench relief drains shall be incorporated in the design at valleys.

Unless otherwise approved by the Municipal Engineer, all pumping stations, pumps, and force mains shall be designed for the ultimate sanitary sewer flows from the tributary drainage area. In the selection of pumps, both present and future conditions shall be considered, and pump overloading situations avoided.

Design parameters such as the roughness coefficient of pipe and flow volumes can vary over time, and such variances shall be considered in the selection of the pumps.

6.2.2.5 Pumping Stations

a) Wet Well Size

Wet wells are to be designed in accordance with the pump manufacturer's recommendations. For any pumping station, the wet well shall be of sufficient size to allow for a minimum of a fifteen-minute cycle time for each pump. For a duplex station, the volume in cubic meters between pump start and pump stop shall be 0.225 times the pumping rate of one pump expressed in Liters per second. The wet well size and control settings shall be appropriate to avoid heat build-up in the pump motor due to frequent starting and to avoid septic conditions due to excessive detention time. The Municipality may consider alternatives on a case-by-case basis.

b) Pump Manufacturers

The following pump manufacturers are approved for use in sewage pumping stations in the Municipality. Other pump manufacturers may be considered, by the Municipal Engineer, as approved equals.

- Submersible pumps shall be manufactured by "ITT Flygt”; and
- Self priming pumps shall be manufactured by "Gorman Rupp”.

Submersible Pumps shall be designed to minimize the deposition of solids in the wet well using flush valves manufactured by ITT Flygt or approved equal (one hydraulically operated flush valve per pumping station).

Pumps shall be designed specifically for pumping raw, unscreened, domestic sanitary sewage (non-clog, solids handling type). All pumps shall be solids handling type complete with electric motors.

c) Emergency Overflows

To prevent or minimize overflows, each pumping station shall be designed with a retention capacity calculated on the basis of peak design flow for a duration related to frequency and length of power outages for the area established by NS Power. In the absence of reliable data regarding the frequency and length of power outages, a minimum retention capacity of 4.5 hours at peak design flow shall be used. An auxiliary power supply may be used as a substitute for retention capacity at the pumping station.

Subject to NSECC approval, an emergency overflow pipe may be provided under the following conditions:

The invert of the emergency overflow of the pumping station must be lower than the lowest wastewater lateral at the property line and high enough to prevent backup into the pumping station from the high-water mark of the receiving watercourse. The emergency overflow pipe must be provided with a normally- open backwater valve conforming to National Plumbing Code of Canada and readily accessible for maintenance. Where public water supplies, shellfish production, or water used for culinary or food processing purposes exist, overflows are not permitted.

Provisions for chlorination and de-chlorination of overflows must be in accordance with NSECC requirements.

d) Safety Precautions

The pumping station and appurtenances shall be designed in such a manner to ensure the safety of operations, in accordance with all applicable Municipal, Provincial and Federal regulations including the Occupational Health and Safety Act. All moving equipment shall be covered with suitable guards to prevent accidental contact.

Equipment that starts automatically shall be suitably designed to ensure that the operators are aware of this condition. Lockout devices shall be supplied on all equipment to ensure that the equipment is completely out of service when maintenance or servicing is being carried out.

e) Phased Development

In situations of phased development, the effects of minimum flow conditions shall be investigated to ensure that the retention time in the wet well will not create an odor or septic problem and that pumping equipment will not operate too infrequently based on the manufacture's recommendations.

f) Pump Selection

Pumping equipment is to be selected to perform at maximum efficiencies under normal operating conditions.

Pumping stations, wet wells, and dry wells are to be designed such that all pumps will operate under a continuous positive prime condition during the entire pump cycle. System head calculations and curves shall be provided for the extreme operating conditions of high and low water levels in the wet well, as well as the normal operating range in the wet well (medium water level). The curve representing the normal operating conditions shall be used to select the pump and motor, however, the pump and motor shall be proven to be capable of operating satisfactorily over the full range of operating conditions.

g) Surcharge

Pumping stations are to be designed such that the incoming sewers will not surcharge under the peak flow conditions.

h) Flow Velocities

Suction and discharge piping shall be sized to carry the anticipated peak flows. Flow velocities shall be:

- Minimum cleansing velocity of 0.8 metres per second; and
- Maximum velocity of 2.0 metres per second.

Regardless of the above conditions, piping less than 100mm in diameter is not acceptable, unless approved by the Municipal Engineer.

i) Piping

Pumping station internal piping shall be either PVC piping, Schedule 80, HDPE or stainless steel, Type 316 or 316L, 11 Gauge. Regular steel pipe spool pieces are not permitted.

Pressed or rolled Vanstone neck flanges shall be used for all stainless-steel pipe joints, fittings, and connections. All piping within the pumping station shall be properly supported and shall be designed with appropriate fittings to allow for expansion and contraction, thrust restraint, etc.

j) Inlet Arrangements

Only one inlet shall be permitted. If more than one inlet pipe flows into the wet well, a manhole shall be provided outside of the lift station to collect the flow from contributing mains.

k) Hydraulic Analyses

A hydraulic transit analysis shall be undertaken to ensure that transients (water hammer) resulting from pumps starting, stopping, full load rejection during power failure; etc. do not adversely affect the pipe or valves in the system.

l) Valves

Hand operated gate or plug valves must be provided on discharge and suction piping to allow for proper maintenance. A check valve shall be provided on the discharge lines between the isolation gate valve and the pump. Check valves shall be accessible for maintenance.

m) Wet Well Ventilation

A ventilation system capable of delivering a complete air change to the wet well in 10 minutes or delivering fresh air to the wet well at a minimum rate of 110 L/s at 2.0 kPa static pressure, whichever is greater, shall be provided. A separate circuit with a ground fault interrupter shall be provided for the fan. The ventilation fan shall be controlled by a switch at the pumping station control panel set to operate when the control panel door is opened. The ventilation fan control shall also provide for automatic operation of the fan at least 4 times during a 24-hour period. The operation duration of each time shall be adjustable and shall be 10 minutes minimum. The ventilation fan shall be mounted on the pumping station control panel mounting structure adjacent to the control panel. Above ground ventilation

piping must be stainless steel and must be goose- necked with a bird screen on the open end.

Continuous ventilation shall provide a complete change of air in not more than 5 minutes and intermittent ventilation shall provide a complete change in not more than 2 minutes as per NSECC requirements.

n) Access and Removal

Adequate access hatchways and doorways shall be provided. All pumping stations shall be provided with an acceptable device for the removal of pumps and motors for repair and maintenance. Submersible pumps shall be readily removable and replaceable without dewatering the wet well or disconnecting any piping in the wet well.

Lift hatches must be able to be "locked-in" in the upright position.

A non-corroding working platform shall be constructed in the wet well of each submersible station to provide access to check valves and gate valves. The platform shall be set on a concrete lintel cast integrally with the station walls. Alternatively, a separate valve chamber shall be provided.

All locks shall be keyed alike to the Municipality standard system.

o) Pumping Arrangements

All pumping stations shall have a minimum of two pumping assemblies. If only two pumps are provided, they each shall have the same capacity, with each pump capable of handling the expected Design Peak Flow. Where three or more units are provided, they shall be designed to fit actual flow conditions and must be of such capacity that, with any one unit out of service, the remaining units will have capacity to handle maximum sewage flows, taking into account head losses with parallel operation.

The pump control circuitry shall be designed to automatically alternate pumps for each pump cycle. Run time meters shall be provided to record run time for two pumps operating simultaneously.

p) Electrical

Electric motors less than 7.5 kilowatts (10 horsepower) shall be 208-volt, 3 phase; electric motors, 7.5 kilowatts (10 horsepower) and larger shall be 600 volt, 3 phase.

Single phase pumps will be permitted only if in the opinion of the Municipal Engineer three phase power is not feasible.

All pumping station control equipment is to be mounted in a CSA approved NEMA 4X stainless steel enclosure that is watertight, and heated. Alternatively, control equipment may be mounted in an aboveground, packaged valve enclosure as manufactured by Gorman Rupp. The Municipality currently operates a Supervisory Control and Data Acquisition (SCADA) system for its pumping stations; therefore, each installation shall be

equipped with a pump controller complete with communications hardware, including but not limited to telephone sim card, power supply, antenna and interface cable. Communication software shall be provided and must be fully compatible with the current central monitoring system presently in use in the Municipality.

Electrical service between the control panel and the wet well shall be by way of buried conduit a minimum size of 50mm, shall be sealed gas tight using EYS Conduit Sealing fittings (Explosion-proof) or approved equal and an approved junction box. Each pump cable shall be installed in a separate conduit and a spare conduit shall be provided for future use. All conduits entering or leaving must be adequately sealed to protect against corrosion from harmful gases.

The SCADA unit shall have two extra digital points and two extra analog points and shall be capable of transmitting the following signals and alarms to the monitoring system for that location:

- Hand-off-automatic selector switch status;.
- Output control through SCADA system;
- Low level alarm;
- High level alarm;
- Panic alarm on panel support structure;
- Power failure alarm;
- Illegal entry alarm;
- Pump information (overload, motor current, pump status and phase monitoring); and
- Any other information at the request of the Municipal Engineer.

Specifications shall be provided complete with SCADA requirements.

q) Site Considerations

All pumping stations and control panels must be located off the street ROW in an appropriate area specifically designated for that purpose. The panel back shall face the road to minimize damage due to road salt. The property on which these facilities are located shall be sized to accommodate proper access, maintenance and all features associated with the station. The pumping station shall not be sited in a floodplain. The ownership of this property shall be deeded to the Municipality. All pumping station land shall be graded such that ponding of water does not occur. All exposed areas shall be sodded. The station shall blend into the anticipated surrounding development. An access driveway accepted by the Municipal Engineer shall be provided for access to the pumping station. The driveway shall be constructed of 100mm of Type 1 gravel over 200 mm of Type 2 gravel (at a minimum) to a minimum width of 3.7 m and a minimum length of 7.6 m; an adequate turning area for service vehicles shall be provided.

r) Operations and Maintenance Manual

Pumping station operations and maintenance manual must be prepared in a form acceptable to the Municipal Engineer and provided to the Municipal Engineer prior to acceptance of the pumping station. This manual must contain at least the following:

- System description;
- Design parameters, system hydraulics and design calculations (including curves);
- As constructed civil, mechanical, and electrical drawings;
- Pump literature, pump curves and operating instructions;
- Manufacturer's operation and maintenance instructions of all equipment;
- Name, address, and telephone number of all equipment suppliers and installers; and
- Information on guarantees/warranties for all equipment. All special tools and standard spare parts for all pumping station equipment are to be provided by the contractor prior to acceptance of the system by the Municipal Engineer.

6.2.2.6 Force Main

a) Pipe

PVC DR21 and High-Density Polyethylene (HDPE) DR11 are approved for use for sanitary sewer force mains in the Municipality. Pipe shall be designed and installed as per the recommendations of the manufacturer including thrust blocks and mechanical restraints. The Design Engineer is to confirm pipe pressure ratings for specific application.

Force main shall be clearly marked with trench tape as “Force main” or “Sewer” if installed near a water main of the same material.

b) Valves

To prevent air locks in the pipe, automatic air relief and vacuum valves shall be located in a chamber at all high points of the force main system or in such other locations as directed by the Municipal Engineer. The hydraulic losses in the force main shall be calculated using the Hazen-Williams Formula or an appropriate nomograph assuming a roughness coefficient of C = 120 for any type of pipe material.

c) Limiting Velocities

The force main shall be designed such that a minimum cleansing velocity of 0.6 metres per second is maintained. The maximum velocity in any force main shall not exceed 2.4 metre per second. Regardless of the above conditions, piping less than 100mm in diameter is not acceptable, unless approved by the Municipal Engineer.

d) Minimum/Maximum Depths

Force mains shall have a minimum cover of 1.5m and a maximum cover of 2.4m. The depth of cover shall be measured from the design grade at finished surface to the crown of the pipeline.

e) Slope

Force main slope does not significantly affect the hydraulic design or capacity of the pipeline itself. Under no circumstance, however, shall any force main be installed at zero slope. Zero slope installation makes line filling and pressure testing difficult and promotes accumulation of air and wastewater gases.

f) Location

Force mains shall not be located in a common trench with a water main. The soil between the mains shall be undisturbed. Force mains crossing water mains shall be laid to provide a minimum vertical distance of 450mm between the outside of the force main and the outside of the water main. The water main shall be above the force main. At crossings, one full length of water pipe shall be located so both joints will be as far from the force main as possible. Special structural support for the water main and force main may be required.

g) Termination

Force mains should enter the gravity sewer system at a point not more than 0.6m above the flow line of the receiving manhole. A 45-degree bend may be considered to direct the flow downward.

h) Changes in Direction

Any change in direction which is in excess of the pipe joint deflection tolerance shall require a suitable fitting as approved by the Municipal Engineer. Thrust blocks shall be provided at any change of direction and shall be designed considering the operating pressure, surge pressure, peak flow velocity, and in-situ material which the thrust block bears against.

Thrust blocks shall be constructed of "ready mix" concrete and shall have a minimum 28-day compressive strength of 25MPa. In the case of vertical bends, the thrust block shall be located below the fitting and shall be connected to the force main using stainless-steel tie rods securely embedded in concrete. The use of restrained joints is not permitted unless used in conjunction with a thrust block and of a design acceptable to the Municipal Engineer.

7.0 WATER DISTRIBUTION SYSTEM DESIGN

7.1 SCOPE

This section specifies the requirements for a central water distribution system. A water distribution system consists of water mains, laterals, and appurtenances, including pumping / booster stations, pressure control facilities, and reservoirs, which is designed to carry and distribute an adequate supply of potable water for domestic, institutional, commercial, industrial, and fire protection purposes.

Reference standards and organizations supported by these specifications include:

- Atlantic Canada Water Supply Guidelines prepared by ACWWA;
- “Water Supply for Public Fire Protection" prepared by the Fire Underwriters Survey;
- National Fire Protection Association (NFPA);
- American Water Works Association (AWWA);
- Canadian Standards Association (CSA);
- National Building Code (NBC);
- National Plumbing Code (CPC); and
- Underwriters Laboratories of Canada (ULC).

In addition, all water distribution systems shall conform to any requirements established by NSECC. No system shall be constructed until the design has been approved by the Municipal Engineer and by NSECC.

Water quality is monitored and maintained by the Municipality, and the system must be designed such that the quality is maintained and distributed to the customers at an adequate pressure to supply their needs.

7.2 DESIGN REQUIREMENTS

7.2.1 System Requirements

Water distribution systems shall be designed to accommodate fire flow plus maximum daily demand unless otherwise approved by the Municipal Engineer. Hydraulic analysis of any system shall be carried out by the Design Engineer using the Hydraulic Grade Line for that particular Serviceable Area.

Fire flow demand shall be established in accordance with the latest requirements contained in “Water Supply for Public Fire Protection”.

Residential water distribution systems shall be designed to accommodate the following water demands:

- Average daily demand: 410 1iters per capita per day;
- Maximum daily demand: 680 liters per capita per day; and
- Maximum hourly demand: 1025 liters per capita per day.

Water distribution systems shall be designed for a gross population density of 45 persons per hectare. In developments where the anticipated population exceeds or is anticipated to exceed the population density of 45 persons per hectare or in areas of commercial or industrial development, the domestic demand shall be adjusted accordingly. The design population or assumed domestic demand must be clearly specified in the calculations submitted for review and approval.

7.2.2 Minimum / Maximum Pressure

Water distribution systems shall be designed and sized such that during a fire flow condition a residual positive pressure of 150 kPa (22psi) is maintained at all points in the water system.

For any water system extension, minimum residual water pressure of 275 kPa (40psi) at all points along the distribution mains in the water system during maximum hourly demand conditions shall be maintained unless approved otherwise by the Municipality. Maximum water pressure during minimum demand periods shall not exceed 620 kPa (90psi) unless approved otherwise by the Municipal Engineer. Where pressures exceed 620 kPa (90psi), private pressure reducing valves (PRVs) may be required.

Calculations to determine residual water pressure shall be based on the Hydraulic Grade Line of the water distribution system.

7.2.3 Pipe

The following types of pipe are approved for use as water mains when installed in accordance with the manufacturer's recommendations and these Municipal standards:

- Polyvinyl Chloride (PVC) Pipe
    - PVC pipe to AWWA C900, PC 235, DR18.
    - PVC pipe is approved for installation in all available diameters.
    - Valves, hydrants, and metallic fittings shall be installed with an attached zinc anode Z- 12-24 to ASTM B418 Type II.
    - Fittings for PVC pipe to AWWA C104, C111 and C153.
    - Tapping sleeves for branch lines over 50 mm diameter to AWWA C223, Type 304 and 304L stainless steel.
    - PVC pipe installation shall include the installation of an approved trace wire system for location purposes.
    - Water lateral taps up to 50 mm diameter must be completed using an approved saddle; direct tapping is not permitted. Wet tapping of PVC pipe is not permitted when the pipe or ambient trench temperature is below 4°C. Adjacent taps in the same pipe length must be staggered circumferentially and separated by a minimum of 450 mm longitudinally. No taps are permitted within 600 mm of the pipe bell or spigot insertion line.

- Molecularly Oriented Polyvinyl Chloride (PVCO) Pipe
  - PVCO pipe to AWWA C909, PC 235.
  - PVCO pipe is approved for installation in all available diameters.
  - Valves, hydrants, and metallic fittings shall be installed with an attached zinc anode Z-12-24 to ASTM B418 Type II.
  - Fittings for PVCO pipe to AWWA C104, C111 and C153.
  - Tapping sleeves for branch lines over 50 mm diameter to AWWA C223, Type 304 and 304L stainless steel.
  - PVCO pipe installation shall include the installation of an approved trace wire system for location purposes.
  - Water lateral taps up to 50 mm diameter must be completed using an approved saddle; direct tapping is not permitted. Wet tapping of PVCO pipe is not permitted when the pipe or ambient trench temperature is below 4°C. Adjacent taps in the same pipe length must be staggered circumferentially and separated by a minimum of 450 mm longitudinally. No taps are permitted within 600 mm of the pipe bell or spigot insertion line.

- Ductile Iron (DI) Pipe
  - DI pipe to AWWA C151, Class 52, cement mortar lined.
  - DI will be considered for installation over 300 mm diameter subject to acceptance by the Municipal Engineer.
  - DI pipe and fittings must be installed with polyethylene encasement.
  - Valves, hydrants, and fittings shall be installed with an attached zinc anode Z-12-24 to ASTM B418 Type II.
  - DI pipe is not approved for installation below the salt water tidal zone.

The Hazen-Williams Formula or an appropriate nomograph using a pipe friction factor of C = 120 for PVC and C = 100 for ductile iron shall be used in the design calculations of the water distribution system.

7.2.4 Limiting Velocities

The water main shall be sized such that the maximum velocity in the pipe shall not exceed 1.5 metres per second during maximum hourly domestic flow conditions or 3 metres per second during fire flow conditions.

7.2.5 Looping

Water distribution systems shall be designed to provide looping of water mains and interconnection with adjacent developments as frequently as road and service easement layout permit. Additional looping may be required to increase the reliability of the system where a need is identified by the Municipal Engineer. Dead- end pipes shall be avoided where possible.

7.2.6 Minimum Sizes

The water distribution system shall be sized as outlined in the above clauses. However, in no instance shall the main be:

- Smaller than 150mm in diameter for looped lines.
- Smaller than 200mm in diameter for dead-end lines in excess of 90m in length.

7.2.7 Over Sizing

Over sizing of water mains to accommodate the water supply requirements of future off-site development may be required as instructed by the Municipal Engineer.

7.2.8 Minimum / Maximum Cover

All water mains shall be designed with a minimum cover of 1.5m in common material or at suitable depth to prevent freezing of either the water main or the services. In no situation is the depth of cover over the water main to exceed 2.4m unless approved by the Municipal Engineer.

The depth of cover shall be measured from the design grade at finished surface to the crown of the pipeline.

7.2.9 Location

- Water mains shall be installed at a uniform grade of not less than 0.4 % to avoid localized high points unless accepted otherwise by the Municipal Engineer. Water mains shall be installed in the same trench as gravity wastewater and stormwater pipes and must maintain a minimum 300 mm horizontal and vertical clearance from wastewater and stormwater mains with the water main at the higher elevation. If this clearance cannot be achieved, water mains must be installed in a separate trench with a minimum of 3.0 m undisturbed soil between the trenches.
- Water mains must maintain a minimum clearance of 300 mm from manholes. Manholes shall be insulated adjacent to the water main where the clearance is less than 1.2 m.
- Whenever wastewater and stormwater mains must cross under water mains, a clearance of at least 450 mm must be maintained between the wastewater/stormwater main and the water main. When the elevation of the wastewater/stormwater main cannot be varied to meet this requirement, the water main shall be relocated to provide this clearance and reconstructed with restrained fittings for a distance of 3.0 m on each side of the wastewater/stormwater main. One full length of water main shall be centered over the wastewater/stormwater main. Concrete thrust blocks shall be used at all bends.

- When it is not possible to obtain proper horizontal and vertical clearance as stipulated above, the wastewater and stormwater mains shall be designed and constructed to water main standards. This requirement shall apply to catch basin leads as well.
- Water mains must be located within the public street right of way or within a service easement. Service easements must be a minimum width of 6.0 m in favor of the Municipality. Depending on the length and location of the service easement, an appropriate access road may be required for maintenance and operation purposes. Where service easements contain multiple services, the easement must be a minimum width of 6.0 m plus the distance between pipes.
- Water mains shall be installed in a straight line within the traveled way portion of the street right- of- way. On existing streets without curb and gutter, the water main may be installed within the gravel shoulder area at the discretion of the Municipal Engineer.
- Changes in alignment shall be accomplished by the use of manufactured bends. Minor curvature of pipe at joints may be permitted under certain site conditions at the discretion of the Municipal Engineer. Deflection must be within tolerances recommended by the pipe manufacturer.
- Where there is a need to facilitate future development on adjacent lands, water mains shall be extended to the limit of the property boundary.

7.2.10 Valves

All connections to an existing water system shall be valved so that the system can be isolated by the valve at the start of the extension. The connection to the existing water system must be coordinated through the Municipality.

All water system valves shall be mechanical joint, double disc, or resilient seal gate valves and shall conform to AWWA standards. All valves must be accessible through valve boxes or chambers.

Valves shall be provided on the water mains at the following locations:

- Where required to adequately isolate sections of the water system as determined by the Municipal Engineer;
- Four valves per cross, one on each leg;
- Three valves per tee intersection, one on each leg; and
- One valve per 400m of water main where there are no intersections.

7.2.11 Trench Drainage Relief Systems

The designer shall assess the possible change in groundwater movement caused by the use of pervious bedding material and shall be responsible for the design of corrective measures to prevent flooding as a result of this groundwater movement. Water mains installed in a single trench or in areas where sanitary sewer and/or storm sewer mains are not installed shall require a "Trench Drainage Relief System" to lower the hydraulic grade line of the groundwater in the trench below the invert of the water main.

7.2.12 Changes in Direction

Any change in direction which is in excess of the pipe joint deflection tolerance shall require a suitable fitting as approved by the Municipal Engineer. Thrust blocks shall be provided at any change in direction and shall be designed considering the operating pressure, surge pressure, peak flow velocity and in-situ material which the thrust block bears against. Thrust blocks shall be constructed of “ready mix” concrete and shall have a minimum 28-day compressive strength of 25MPa.

In the case of vertical bends, the thrust block or anchor shall be located below the fitting. Anchors shall be connected to the water main using stainless-steel tie rods securely embedded in the concrete. The use of restrained joints is not permitted unless used in conjunction with a thrust block and of a design acceptable to the Municipal Engineer.

Gradient restraint anchor blocks shall be provided for pipes installed at grades steeper than 16%. Approved thrust restraint shall be provided for valves on PVC pipe over 150mm diameter.

Thrust blocks shall be provided for service lateral connections over 100mm diameter.

7.2.13 Fire Hydrants

Fire hydrants shall be provided at spacing in accordance with the requirements contained in the latest revision of the publication "Water Supply for Public Fire Protection". In no case shall the maximum spacing exceed 150m. The following are desirable hydrant locations:

- At high points of the water main profile unless an automatic air release valve is required at that location;
- At low points of the water main profile;
- At intersections of roads; and
- Near middle of long blocks.

At the end of dead-end streets or cul-de-sacs greater than 90m in length. All fire hydrants shall be Clow/McAvity M67 or approved equal.

Fire hydrant laterals shall have a minimum diameter of 150mm, shall be provided with a gate valve and the hydrant drain is to be plugged. Hydrants to be painted red.

Where a hydrant is to be installed on a street with ditches, a 4m wide driveway with a culvert must be installed to provide access to the hydrant.

Private hydrants shall be installed after the water meter unless approved otherwise by the Municipality.

7.2.14 Air Relief and Vacuum Valves

Air relief valves and vacuum valves shall be installed in a chamber at all significant high points in the distribution system and at such other locations as required by good engineering design practice and as approved by the Municipal Engineer.

7.2.15 Service Lateral

All services shall be installed with a minimum cover of 1.5m in common material or a suitable depth to prevent freezing of the service. Where that depth is not achievable, a method of insulating approved by the Municipal Engineer may be used to achieve the equivalent depth of burial. In no case will the depth of burial be less than 1m.

All water distribution system laterals from the main line to the property line shall be provided by the developer or the property owner. A single service lateral is to be supplied to each existing lot or potential future lot which could be created under the zoning in effect at the time of installation of services. Whenever possible, service laterals shall not be installed in private driveways or other traveled areas.

To avoid high friction losses in service piping, the maximum length of any 19mm diameter service lateral shall be limited to 50m from the curb stop to the house. Services longer than 50m shall require at least 25mm diameter piping.

For services which are longer than 20m, the number of compression couplings used is to be kept to a minimum. Compression couplings shall not be used within 1.5m of the foundation of any serviced building.

All water service connections between the corporation stop and curb stop shall be a minimum of 19mm in diameter, blue PEX or PEXa, or approved equal. The outside diameter of the pipe shall be copper tube size (CTS) and must have a standard dimension ratio (SDR) of 9.

Services for future development are to be brought to the property line as directed by the Municipality, capped, and marked with a 50mm x 100mm member painted “Blue”. Where the lateral is being installed adjacent to a sidewalk the service is to be installed 2m beyond the street line.

7.2.16 Water Meter Chamber

A Water Service Connection that is set back 50m or greater from the public right of way or public easement boundary requires the water meter and backflow prevention device be installed in a private meter chamber, on private property, adjacent to the right of way or easement boundary. Meter chamber to be designed by a licensed Professional Engineer. See Appendix E – Standard Details for standard water meter chamber details (residential and commercial applications).

7.2.17 Backflow Prevention Devices

Backflow prevention devices are required on all new services as per the National Plumbing code (2015). Backflow devices shall also be installed in accordance with the applicable standard specifications on the following types of services:

- Industrial and commercial buildings;
- Apartment buildings larger than four units; and
- Sprinkler services lines.

8.0 STANDARD DETAILS

Details are included in Appendix E – Standard Details:

- Urban Local Road Cross Section
- Rural Local Road Cross Section
- Curb
- Cul de Sac
- Turning Tee
- Sidewalk
- Driveway Ramp
- Pedestrian Ramp
- Walkway
- Guardrail
- Pipe Trench
- Precast Manhole
- Cast in Place Manhole Base
- Precast Headwall
- Fire Hydrant Details
- Air Release/Vacuum Release Valve
- Water Meter Chambers
- Service Laterals
- Clay Plug
- Underdrain
- Private Road Cross Section
- Service Areas

APPENDIX A – SAMPLE STATUTORY DECLARATION

CANADA
PROVINCE OF NOVA SCOTIA
COUNTY O F HANTS S.S.

To: Municipality of the District of West Hants

IN THE MATTER OF: the ***Canada Evidence Act***

-and-

IN THE MATTER OF: Construction Contract entered into by _____ (Incorporated or Limited), "the Contractor", for the Construction of:

- ☐ Highway
- ☐ Water Line
- ☐ Sanitary Sewer
- ☐ Storm Sewer
- ☐ Other: _____

in the_____subdivision at_____, Hants County.

I, *(Name of Declarant)* of *(Address)*, Province of Nova Scotia, do solemnly declare:

1. **THAT** I am ☐ President and/or the ☐ Secretary or ☐ Treasurer of ☐ _____(Incorporated or Limited) named in the contract abovementioned, and as such have personal knowledge of the facts herein deposed to except where otherwise stated.

2. **THAT** all accounts payable by the Contractor on or before the date hereof with respect to subcontractors, labour and materials with respect to the above Contract have been paid in full.

3. **THAT** all wages have been paid in full.

4. **THAT** all amounts owing by the Contractor for Workers' Compensation, employee's income tax deducted at source, employment insurance and Canada Pension Plan deducted from wages and salaries, and including the employer's portion, vacation pay allowances and all other charges of whatsoever nature due or payable by reason of the performance of that work covered by the said Contract have been duly deducted and paid according to law.

5. **THAT** I am authorized by the Contractor to make this declaration on its behalf.

AND I make this solemn declaration conscientiously believing it to be true and knowing that it is of the same force and effect as if made under oath and by virtue of the ***Canada Evidence Act.***

DECLARED BEFORE ME at _____, in the County of_____, Province of Nova Scotia, this_____ day of_____, A.D., 20____.

_____
A BARRISTER/COMMISSIONER OF THE SUPREME COURT OF NOVA SCOTIA

_____
President and/or Secretary or Treasurer of

_____
(Incorporated or Limited)

A Barrister (Commissioner) of the Supreme Court of Nova Scotia

President or responsible Official

APPENDIX B – SAMPLE STREET COMPLETION AGREEMENT

This Agreement made this_____day of_____, 20___.

Between :

_____, a body corporate with head office at_____, in the County of_____and Province of Nova Scotia.

"the Developer"

OR

_____(and_____both) of_____in the County of_____and Province of Nova Scotia.

"the Developer"

and

The Municipality of the District of West Hants, a body corporate pursuant to the Municipal Act, having its chief place of business at 76 Morison Drive, Wentworth Creek, in the County of Hants and the Province of Nova Scotia.

"the Municipality"

Whereas the Developer has applied to the Development Officer of the Municipality for final subdivision approval of lots within the Subdivision ("the Subdivision") located at_____in the District of West Hants;

And Whereas the Municipality has agreed to authorize the Development Officer to give final approval to such lots within the Subdivision upon the terms herein provided upon the Developer entering into and carrying out this Agreement.

And Whereas the Municipal Government Act S. 271(5) authorizes a sub-divider to enter into a bond or other security satisfactory to Council to install and provide the streets and other services to the standards set out in the Subdivision By-law.

Witnesses that in consideration of the premises and of the promises and undertakings herein contained the parties agree to and with one another as follows:

Street Dedication

1. The Developer will forthwith convey to the Municipality any roads, streets or highway within the Subdivision required to be so conveyed together with any required easements or right-of-ways and will simultaneously cause its solicitor to provide a certificate of title to the

Municipality that the Developer has good title to such roads, street or highways, easements and right-of-ways free and clear of encumbrances, and this certificate shall be satisfactory to the Municipality, and that the Developer (has corporate capacity and) has taken all required actions to authorize the execution and delivery to the Municipality of the deed of the said roads, streets or highways, easements and right-of-ways.

Security

2. The Developer will provide to the Municipality cash, certified cheque, bond or irrevocable letter of credit for street completion and for deficiencies in accordance with the requirements of the Subdivision By- law of the Municipality, which security shall be satisfactory to Counsel acting on behalf of the Municipality.

Amount of Security

3. The amount of the security referred to in paragraph 3 shall be 110% of the cost of construction, as estimated by the Engineer, and in any event shall be not less than $

Completion Date and Requirements

4. The Developer will within 30 days of completion of construction of the roads, streets or highways referred to herein, which completion of construction will be completed by no later than_____20___ "the Completion Date" , provide to the Development Officer a certificate of a licensed Professional Engineer (Civil) that the roads, streets or highways meet all standards of the Subdivision By-law and the Municipal Services Specification Manual of the Municipality.

Approval by Development Officer

5. The Municipality will authorize the Development Officer, subject to compliance by the Developer with all relevant matters specified in the Subdivision By-law other than as dealt with herein, to grant final approval to the lots within the Subdivision qualifying for approval under this Agreement.

Acceptance of Dedication

6. The Municipality will accept dedication of the roads, streets or highway together with required easements and right-of-ways.

Steps on Default

7. If the Developer fails to complete the said work by the Completion Date, all security deposited by the Developer is forfeited. The Municipality may serve notice on the Developer by registered mail posted at Windsor, Nova Scotia and addressed to the Developer at Nova Scotia _____, requiring the Developer to proceed with said work immediately.

Right to Cure

8. If the Developer fails to complete said work forthwith or within thirty days after the service of such notice, the Municipality may complete the work pursuant to the direction of the Engineer at the expense of the Developer. The cost of such work completed by the Municipality shall be certified by the Engineer and shall be due and payable by the Developer immediately upon the completion of work.

Rights on Default in Performance

9. If said sum so due and payable is not paid by the Developer to the Municipality immediately, the same may be realized out of the security held by the Municipality hereunder and any balance may be sued for in any court of competent jurisdiction and the Developer shall be responsible for the payment of the same together with costs on a solicitor and client basis.

Release of Security

10. Upon the completion of the said work by the Developer and the approval of the same by the Engineer appointed by the Municipality, and upon compliance with all other terms of this agreement by the Developer and payment of all sums of money owing to the Municipality under the terms of this agreement, any security delivered to the Municipality under Section 3 of this agreement or any agreement collateral hereto shall be released.

Maintenance Agreement

11. The Developer agrees to maintain and keep in good repair the streets and services to a level prescribed by the Subdivision By-law (which streets were constructed by the Developer and conveyed to the Municipality) for a period of one year from the date all of the said streets and all work contemplated by this agreement is finally completed and the Subdivider agrees to abide by any direction reasonably made by the Engineer regarding such maintenance and repair. This maintenance and repair obligation does not include removal of snow and ice which is the responsibility of the Municipality. Any wear and tear of the street caused by use or maintenance activities (i.e., ice and snow removal) shall be repaired by the Developer prior laying of asphalt.

Maintenance Bond

12. The Developer will also upon request by the Development Officer post a maintenance bond or bonds in favour of the Municipality as contemplated by s. 44 (a) of the Subdivision By-law. Such security shall be in the form of cash, certified cheques, bond or irrevocable letter of credit satisfactory to Council acting on behalf of the Municipality, and shall be provided to the Municipality as follows:

    (a) a maintenance bond in the amount of 10% of the actual cost of construction and installation of the water and sanitary sewer

services, to be held by the Municipality for a period of one year from the date of this Agreement; and

(b) a maintenance bond in the amount of 10% of the actual cost of construction of the roads, streets or highways referred to herein, to be held by the Municipality for a period of one year fromthe Completion Date referred to in this Agreement.

Steps on Default of Maintenance Agreement

13. If the Developer fails to maintain the streets and services as provided in Section 11 of this Agreement, all security deposited by the Developer is forfeited. The Municipality may serve notice on the Developer by registered mail addressed to the Developer, requiring the Developer to proceed with the said work immediately. If the Developer fails to complete said work within thirty days after the service of such notice, the Municipality may complete the work under the direction of the Engineer at the expense of the Developer. The cost of such work completed by the Municipality shall be certified by the Engineer and shall be due and payable by the Developer immediately upon the completion of the work.

If said sum so due and payable is not paid by the Developer to the Municipality immediately, the same may be realized out of the security held by the Municipality hereunder and any balance may be sued for in any court of competent jurisdiction and the Developer shall be responsible for the payment of the same together with costs on a solicitor and client basis.

Settlement of Disagreement

14. Should the parties hereto disagree as to whether the said work or maintenance is being done or has been done in accordance with the said regulations or with due diligence, the matters in dispute shall be referred to the Engineer whose decision shall be final and binding upon the parties hereto.

A certificate signed by the Engineer disclosing the Developer's failure to complete the work or maintenance contemplated by this agreement shall be conclusive evidence that the Developer has breached this agreement and the Municipality therefore is entitled to realize on its security as provided herein.

Ownership

15. The Developer covenants with the Municipality that it is the owner in fee simple of the lands referred to herein, that they are free from all encumbrances, that the Developer has the right to convey the same and the Developer shall procure such further assurances as may be reasonably required.

Remedies 16. The Municipality may, in its sole discretion, grant extensions of time for completion of work by the Developer without in any way releasing the Developer from its obligations pursuant to the terms of this Agreement, and nothing but the actual completion of the work set forth in this Agreement shall release the Developer from its liability. All rights of the Municipality are cumulative and the taking of one action by the Municipality shall not act as a merger of the other rights of the Municipality pursuant to the terms of this Agreement.

Time 17. Time shall be the essence of this Agreement.

Benefit and Binding 18. This Agreement shall enure for the benefit of and be binding upon not only the parties hereto but also their respective heirs, representatives, successors and assigns.

IN WITNESS WHEREOF the Developer and the Municipality have executed this Agreement the day and year first above written.

SIGNED, SEALED AND DELIVERED

)_____(Developer)
)
)
) Per:
)
) Per:
)
)
) MUNICIPALITY OF THE DISTRICT OF WEST HANTS
)
) Per:
)
) Per:
)

_____
Witness

_____
Witness

APPENDIX C – SAMPLE LETTER OF CREDIT

LETTER OF CREDIT

NAME OF BANK:_____ Date Issued: _____
Branch: _____

Letter of Credit No._____ Amount: _____

Issued subject to the Uniform Customs and Practices for Documentary Credits being ICC Publication UCP 500.

TO: The Municipality of the District of West Hants

ADDRESS: 76 Morison Drive (P.O. Box 3000) Windsor, Nova Scotia B0N 2T0

WE HEREBY AUTHORIZE YOU TO DRAW ON THE

_____
(Name of Bank), being a Schedule 1 or Schedule 2 chartered bank
for the account of_____
(Name of Customer)

UP TO AN AGGREGATE AMOUNT OF _____
Dollars ($_____) available on demand.

PURSUANT TO THE REQUEST OF our Customer: _____
we the _____
(Name of Bank)

hereby establish and give you an irrevocable Letter of Credit in your favour in the above amount which may be drawn on by you at any time and from time-to-time, upon written demand for payment made upon us by you which demand we shall honour without enquiring whether you have the right as between yourself and the said Customer to make such demand, and without recognizing any claim of our said Customer, or objection by it to payment by us.

DEMAND shall be by way of a Letter signed by the Clerk of the Municipality under the corporate seal attached to which shall be the original Letter of Credit. Presentation shall be made to the Bank at: _____
(Address)

THE LETTER OF CREDIT we understand relates to those Municipal services and financial obligations set out in an Agreement between the Customer and the Municipality and referred to as:

_____

_____(Name of Project or Agreement)

THE AMOUNT of this Letter of Credit may be reduced from time-to-time as advised by notice in writing to the undersigned by the Clerk of the Municipality.

THIS LETTER OF CREDIT will continue in force for a period of one year, but shall be subject to the condition hereinafter set forth.

IT IS A CONDITION of this Letter of Credit that is shall be deemed to be automatically extended without amendment from year-to-year from the present or any future expiration date hereof, unless at least 30 days prior to the present or any future expiration date, we notify you in writing by registered mail that we elect not to consider this Letter of Credit to be renewable for any additional period.

DATED at_____, Nova Scotia this_____day of _____, A.D., 20_____.

COUNTERSIGNED BY: (NAME OF BANK)

_____

_____ Per _____

Authorized Signing Officer

APPENDIX D – RAINFALL DATA

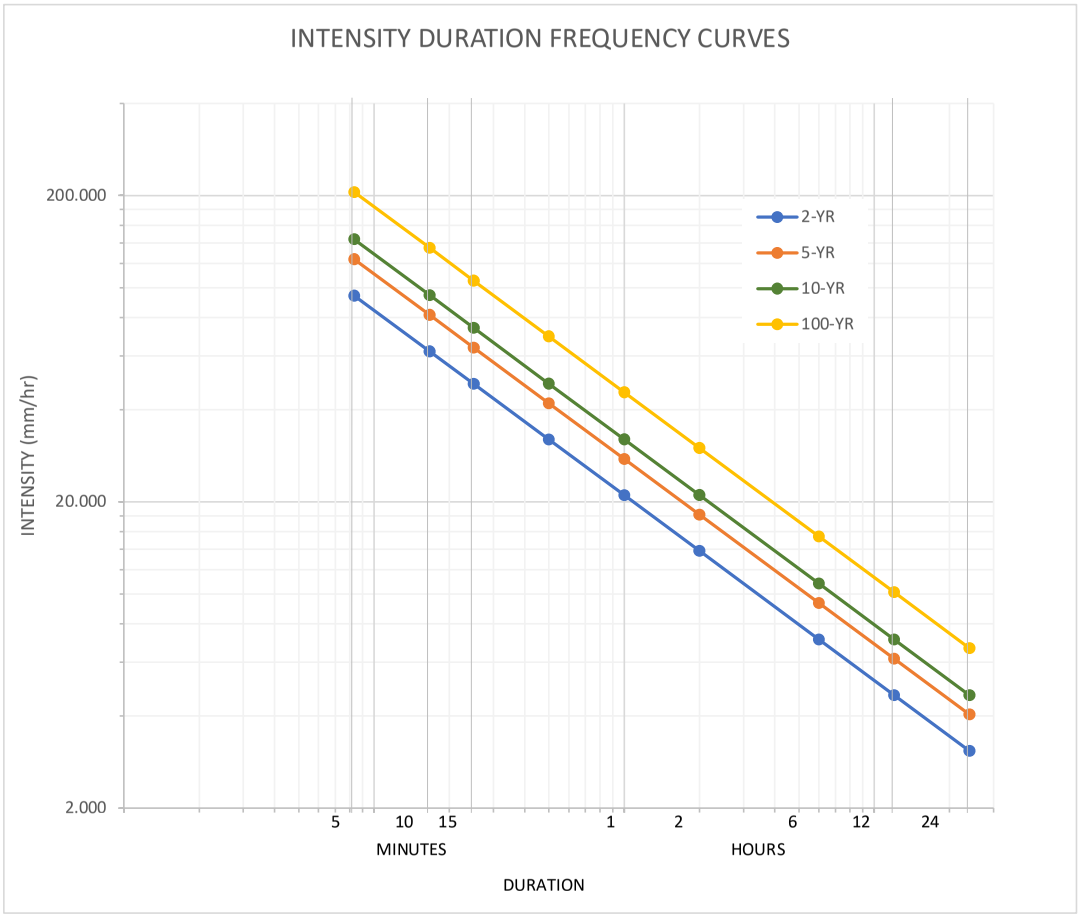
Intensity Duration Frequency Tables and Curves

$$R = A*T^{B}$$

R interpolated rainfall fate (mm/hr)
T rainfall duartion (hr)
A coefficient
B exponential coefficient

STORM	A	B
2-YR	21	-0.604
5-YR	27.6	-0.604
10-YR	32	-0.605
100-YR	45.6	-0.605

INTENSITY (mm/hr)				
Duration (hr)	**2-YR**	**5-YR**	**10-YR**	**100-YR**
0.083	94.199	123.804	143.898	205.055
0.167	61.976	81.454	94.609	134.818
0.3	48.514	63.761	74.028	105.490
0.5	31.918	41.950	48.671	69.357
1.0	21.000	27.600	32.000	45.600
2.0	13.816	18.159	21.039	29.981
6.0	7.116	9.352	10.824	15.424
12.0	4.682	6.153	7.116	10.141
24.0	3.080	4.048	4.679	6.667



1:2-Year Design Storm: Cumulative Depth Table

West Hants
something inspiring awaits

1:2-YEAR DESIGN STORM							
Time (hours)	Cumulative Depth (mm)	Time (hours)	Cumulative Depth (mm)	Time (hours)	Cumulative Depth (mm)	Time (hours)	Cumulative Depth (mm)
0.1	0.13	6.1	9.43	12.1	40.39	18.1	61.98
0.2	0.26	6.2	9.62	12.2	41.80	18.2	62.17
0.3	0.39	6.3	9.82	12.3	42.89	18.3	62.35
0.4	0.52	6.4	10.02	12.4	43.80	18.4	62.54
0.5	0.65	6.5	10.21	12.5	44.60	18.5	62.72
0.6	0.78	6.6	10.42	12.6	45.32	18.6	62.90
0.7	0.92	6.7	10.62	12.7	45.97	18.7	63.08
0.8	1.05	6.8	10.82	12.8	46.58	18.8	63.26
0.9	1.18	6.9	11.03	12.9	47.14	18.9	63.43
1.0	1.32	7.0	11.24	13.0	47.67	19.0	63.61
1.1	1.45	7.1	11.45	13.1	48.18	19.1	63.78
1.2	1.59	7.2	11.67	13.2	48.65	19.2	63.95
1.3	1.73	7.3	11.89	13.3	49.11	19.3	64.12
1.4	1.86	7.4	12.11	13.4	49.55	19.4	64.29
1.5	2.00	7.5	12.33	13.5	49.97	19.5	64.46
1.6	2.14	7.6	12.56	13.6	50.37	19.6	64.63
1.7	2.28	7.7	12.79	13.7	50.77	19.7	64.79
1.8	2.42	7.8	13.02	13.8	51.14	19.8	64.96
1.9	2.56	7.9	13.25	13.9	51.51	19.9	65.12
2.0	2.70	8.0	13.49	14.0	51.87	20.0	65.28
2.1	2.85	8.1	13.73	14.1	52.22	20.1	65.44
2.2	2.99	8.2	13.98	14.2	52.55	20.2	65.60
2.3	3.14	8.3	14.23	14.3	52.88	20.3	65.76
2.4	3.28	8.4	14.48	14.4	53.20	20.4	65.92
2.5	3.43	8.5	14.74	14.5	53.52	20.5	66.07
2.6	3.57	8.6	15.00	14.6	53.82	20.6	66.23
2.7	3.72	8.7	15.26	14.7	54.12	20.7	66.38
2.8	3.87	8.8	15.53	14.8	54.42	20.8	66.54
2.9	4.02	8.9	15.81	14.9	54.71	20.9	66.69
3.0	4.17	9.0	16.09	15.0	54.99	21.0	66.84
3.1	4.32	9.1	16.37	15.1	55.27	21.1	66.99
3.2	4.48	9.2	16.66	15.2	55.54	21.2	67.14
3.3	4.63	9.3	16.96	15.3	55.81	21.3	67.29
3.4	4.79	9.4	17.26	15.4	56.07	21.4	67.43
3.5	4.94	9.5	17.57	15.5	56.33	21.5	67.58
3.6	5.10	9.6	17.89	15.6	56.58	21.6	67.73
3.7	5.26	9.7	18.22	15.7	56.83	21.7	67.87
3.8	5.42	9.8	18.55	15.8	57.08	21.8	68.02
3.9	5.58	9.9	18.89	15.9	57.32	21.9	68.16
4.0	5.74	10.0	19.24	16.0	57.56	22.0	68.30
4.1	5.90	10.1	19.61	16.1	57.80	22.1	68.44
4.2	6.06	10.2	19.98	16.2	58.03	22.2	68.59
4.3	6.23	10.3	20.36	16.3	58.27	22.3	68.73
4.4	6.39	10.4	20.76	16.4	58.49	22.4	68.87
4.5	6.56	10.5	21.17	16.5	58.72	22.5	69.00
4.6	6.73	10.6	21.60	16.6	58.94	22.6	69.14
4.7	6.90	10.7	22.05	16.7	59.16	22.7	69.28
4.8	7.07	10.8	22.52	16.8	59.37	22.8	69.42
4.9	7.24	10.9	23.01	16.9	59.59	22.9	69.55
5.0	7.42	11.0	23.52	17.0	59.80	23.0	69.69
5.1	7.59	11.1	24.07	17.1	60.01	23.1	69.82
5.2	7.77	11.2	24.66	17.2	60.21	23.2	69.95
5.3	7.95	11.3	25.29	17.3	60.42	23.3	70.09
5.4	8.13	11.4	25.97	17.4	60.62	23.4	70.22
5.5	8.31	11.5	26.72	17.5	60.82	23.5	70.35
5.6	8.49	11.6	27.58	17.6	61.02	23.6	70.48
5.7	8.67	11.7	28.57	17.7	61.22	23.7	70.61
5.8	8.86	11.8	29.79	17.8	61.41	23.8	70.74
5.9	9.05	11.9	31.50	17.9	61.60	23.9	70.87
6.0	9.24	12.0	38.08	18.0	61.79	24.0	71.00

Rainfall data from Environment Canada and Climate Change. Rainfall Frequency Atlas Of Canada for Windsor, N.S. amounts include a 15% increase for climate change.

1:5-Year Design Storm: Cumulative Depth Table

West Hants
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1:5-YEAR DESIGN STORM							
Time (hours)	Cumulative Depth (mm)	Time (hours)	Cumulative Depth (mm)	Time (hours)	Cumulative Depth (mm)	Time (hours)	Cumulative Depth (mm)
0.1	0.16	6.1	12.09	12.1	55.45	18.1	84.44
0.2	0.33	6.2	12.34	12.2	57.45	18.2	84.68
0.3	0.49	6.3	12.60	12.3	58.98	18.3	84.92
0.4	0.66	6.4	12.85	12.4	60.25	18.4	85.16
0.5	0.83	6.5	13.11	12.5	61.35	18.5	85.39
0.6	1.00	6.6	13.37	12.6	62.34	18.6	85.63
0.7	1.16	6.7	13.63	12.7	63.24	18.7	85.86
0.8	1.33	6.8	13.90	12.8	64.06	18.8	86.09
0.9	1.50	6.9	14.17	12.9	64.83	18.9	86.31
1.0	1.68	7.0	14.45	13.0	65.55	19.0	86.54
1.1	1.85	7.1	14.72	13.1	66.23	19.1	86.76
1.2	2.02	7.2	15.00	13.2	66.88	19.2	86.98
1.3	2.20	7.3	15.28	13.3	67.49	19.3	87.20
1.4	2.37	7.4	15.57	13.4	68.08	19.4	87.42
1.5	2.55	7.5	15.86	13.5	68.65	19.5	87.64
1.6	2.73	7.6	16.16	13.6	69.19	19.6	87.85
1.7	2.90	7.7	16.46	13.7	69.71	19.7	88.06
1.8	3.08	7.8	16.76	13.8	70.22	19.8	88.28
1.9	3.26	7.9	17.07	13.9	70.71	19.9	88.48
2.0	3.45	8.0	17.38	14.0	71.18	20.0	88.69
2.1	3.63	8.1	17.69	14.1	71.65	20.1	88.90
2.2	3.81	8.2	18.01	14.2	72.09	20.2	89.10
2.3	4.00	8.3	18.34	14.3	72.53	20.3	89.31
2.4	4.18	8.4	18.67	14.4	72.96	20.4	89.51
2.5	4.37	8.5	19.01	14.5	73.37	20.5	89.71
2.6	4.56	8.6	19.35	14.6	73.78	20.6	89.91
2.7	4.75	8.7	19.70	14.7	74.18	20.7	90.11
2.8	4.94	8.8	20.06	14.8	74.56	20.8	90.30
2.9	5.13	8.9	20.42	14.9	74.94	20.9	90.50
3.0	5.32	9.0	20.79	15.0	75.32	21.0	90.69
3.1	5.52	9.1	21.16	15.1	75.68	21.1	90.88
3.2	5.71	9.2	21.55	15.2	76.04	21.2	91.08
3.3	5.91	9.3	21.94	15.3	76.39	21.3	91.27
3.4	6.11	9.4	22.34	15.4	76.74	21.4	91.45
3.5	6.31	9.5	22.75	15.5	77.08	21.5	91.64
3.6	6.51	9.6	23.17	15.6	77.41	21.6	91.83
3.7	6.71	9.7	23.60	15.7	77.74	21.7	92.01
3.8	6.92	9.8	24.05	15.8	78.07	21.8	92.20
3.9	7.12	9.9	24.50	15.9	78.38	21.9	92.38
4.0	7.33	10.0	24.97	16.0	78.70	22.0	92.56
4.1	7.54	10.1	25.45	16.1	79.01	22.1	92.74
4.2	7.75	10.2	25.95	16.2	79.31	22.2	92.92
4.3	7.96	10.3	26.46	16.3	79.61	22.3	93.10
4.4	8.17	10.4	27.00	16.4	79.91	22.4	93.28
4.5	8.39	10.5	27.55	16.5	80.20	22.5	93.46
4.6	8.61	10.6	28.13	16.6	80.49	22.6	93.63
4.7	8.82	10.7	28.73	16.7	80.78	22.7	93.81
4.8	9.04	10.8	29.36	16.8	81.06	22.8	93.98
4.9	9.27	10.9	30.02	16.9	81.34	22.9	94.16
5.0	9.49	11.0	30.72	17.0	81.61	23.0	94.33
5.1	9.72	11.1	31.47	17.1	81.88	23.1	94.50
5.2	9.94	11.2	32.26	17.2	82.15	23.2	94.67
5.3	10.17	11.3	33.12	17.3	82.42	23.3	94.84
5.4	10.41	11.4	34.06	17.4	82.68	23.4	95.01
5.5	10.64	11.5	35.10	17.5	82.94	23.5	95.17
5.6	10.88	11.6	36.28	17.6	83.20	23.6	95.34
5.7	11.12	11.7	37.66	17.7	83.45	23.7	95.51
5.8	11.36	11.8	39.39	17.8	83.70	23.8	95.67
5.9	11.60	11.9	41.84	17.9	83.95	23.9	95.84
6.0	11.84	12.0	52.10	18.0	84.20	24.0	96.00

Rainfall data from Environment Canada and Climate Change. Rainfall Frequency Atlas Of Canada for Windsor, N.S. amounts include a 15% increase for climate change.

1:10-Year Design Storm: Cumulative Depth Table

West Hants
something inspiring awaits

1:10-YEAR DESIGN STORM							
Time (hours)	Cumulative Depth (mm)	Time (hours)	Cumulative Depth (mm)	Time (hours)	Cumulative Depth (mm)	Time (hours)	Cumulative Depth (mm)
0.1	0.19	6.1	13.90	12.1	65.72	18.1	99.71
0.2	0.38	6.2	14.19	12.2	68.12	18.2	99.99
0.3	0.57	6.3	14.48	12.3	69.95	18.3	100.27
0.4	0.76	6.4	14.78	12.4	71.46	18.4	100.54
0.5	0.95	6.5	15.08	12.5	72.77	18.5	100.81
0.6	1.14	6.6	15.38	12.6	73.94	18.6	101.08
0.7	1.33	6.7	15.68	12.7	75.00	18.7	101.35
0.8	1.53	6.8	15.99	12.8	75.97	18.8	101.61
0.9	1.72	6.9	16.30	12.9	76.88	18.9	101.87
1.0	1.92	7.0	16.62	13.0	77.73	19.0	102.13
1.1	2.12	7.1	16.94	13.1	78.53	19.1	102.39
1.2	2.32	7.2	17.26	13.2	79.29	19.2	102.65
1.3	2.52	7.3	17.59	13.3	80.01	19.3	102.90
1.4	2.72	7.4	17.92	13.4	80.70	19.4	103.15
1.5	2.92	7.5	18.26	13.5	81.36	19.5	103.40
1.6	3.12	7.6	18.60	13.6	82.00	19.6	103.64
1.7	3.33	7.7	18.95	13.7	82.61	19.7	103.89
1.8	3.54	7.8	19.30	13.8	83.20	19.8	104.13
1.9	3.74	7.9	19.65	13.9	83.78	19.9	104.37
2.0	3.95	8.0	20.02	14.0	84.33	20.0	104.61
2.1	4.16	8.1	20.38	14.1	84.87	20.1	104.85
2.2	4.37	8.2	20.75	14.2	85.39	20.2	105.09
2.3	4.58	8.3	21.13	14.3	85.90	20.3	105.32
2.4	4.80	8.4	21.52	14.4	86.40	20.4	105.55
2.5	5.01	8.5	21.91	14.5	86.88	20.5	105.78
2.6	5.23	8.6	22.31	14.6	87.36	20.6	106.01
2.7	5.45	8.7	22.71	14.7	87.82	20.7	106.24
2.8	5.66	8.8	23.13	14.8	88.27	20.8	106.46
2.9	5.88	8.9	23.55	14.9	88.71	20.9	106.69
3.0	6.11	9.0	23.98	15.0	89.15	21.0	106.91
3.1	6.33	9.1	24.41	15.1	89.57	21.1	107.13
3.2	6.56	9.2	24.86	15.2	89.99	21.2	107.35
3.3	6.78	9.3	25.32	15.3	90.40	21.3	107.57
3.4	7.01	9.4	25.78	15.4	90.80	21.4	107.79
3.5	7.24	9.5	26.26	15.5	91.19	21.5	108.00
3.6	7.47	9.6	26.75	15.6	91.58	21.6	108.22
3.7	7.70	9.7	27.26	15.7	91.96	21.7	108.43
3.8	7.94	9.8	27.77	15.8	92.34	21.8	108.64
3.9	8.18	9.9	28.30	15.9	92.71	21.9	108.85
4.0	8.41	10.0	28.85	16.0	93.07	22.0	109.06
4.1	8.65	10.1	29.41	16.1	93.43	22.1	109.27
4.2	8.90	10.2	30.00	16.2	93.78	22.2	109.47
4.3	9.14	10.3	30.60	16.3	94.13	22.3	109.68
4.4	9.38	10.4	31.22	16.4	94.48	22.4	109.88
4.5	9.63	10.5	31.87	16.5	94.81	22.5	110.09
4.6	9.88	10.6	32.55	16.6	95.15	22.6	110.29
4.7	10.13	10.7	33.25	16.7	95.48	22.7	110.49
4.8	10.39	10.8	33.99	16.8	95.80	22.8	110.69
4.9	10.64	10.9	34.77	16.9	96.13	22.9	110.89
5.0	10.90	11.0	35.59	17.0	96.44	23.0	111.08
5.1	11.16	11.1	36.47	17.1	96.76	23.1	111.28
5.2	11.42	11.2	37.41	17.2	97.07	23.2	111.48
5.3	11.69	11.3	38.43	17.3	97.38	23.3	111.67
5.4	11.96	11.4	39.54	17.4	97.68	23.4	111.86
5.5	12.23	11.5	40.77	17.5	97.98	23.5	112.05
5.6	12.50	11.6	42.17	17.6	98.28	23.6	112.25
5.7	12.77	11.7	43.82	17.7	98.57	23.7	112.44
5.8	13.05	11.8	45.88	17.8	98.86	23.8	112.62
5.9	13.33	11.9	48.83	17.9	99.15	23.9	112.81
6.0	13.62	12.0	61.66	18.0	99.43	24.0	113.00

Rainfall data from Environment Canada and Climate Change. Rainfall Frequency Atlas Of Canada for Windsor, N.S. amounts include a 15% increase for climate change.

1:100-Year Design Storm: Cumulative Depth Table

West Hants
something inspiring awaits

1:100-YEAR DESIGN STORM							
Time (hours)	Cumulative Depth (mm)	Time (hours)	Cumulative Depth (mm)	Time (hours)	Cumulative Depth (mm)	Time (hours)	Cumulative Depth (mm)
0.1	0.26	6.1	19.48	12.1	97.92	18.1	147.39
0.2	0.52	6.2	19.89	12.2	101.57	18.2	147.78
0.3	0.79	6.3	20.30	12.3	104.32	18.3	148.17
0.4	1.05	6.4	20.72	12.4	106.58	18.4	148.56
0.5	1.32	6.5	21.14	12.5	108.53	18.5	148.94
0.6	1.59	6.6	21.57	12.6	110.26	18.6	149.32
0.7	1.86	6.7	22.00	12.7	111.83	18.7	149.70
0.8	2.13	6.8	22.44	12.8	113.27	18.8	150.07
0.9	2.40	6.9	22.88	12.9	114.60	18.9	150.44
1.0	2.68	7.0	23.33	13.0	115.85	19.0	150.80
1.1	2.95	7.1	23.78	13.1	117.02	19.1	151.16
1.2	3.23	7.2	24.24	13.2	118.13	19.2	151.52
1.3	3.51	7.3	24.71	13.3	119.18	19.3	151.88
1.4	3.79	7.4	25.18	13.4	120.19	19.4	152.23
1.5	4.07	7.5	25.65	13.5	121.15	19.5	152.58
1.6	4.35	7.6	26.14	13.6	122.07	19.6	152.92
1.7	4.64	7.7	26.63	13.7	122.96	19.7	153.27
1.8	4.93	7.8	27.13	13.8	123.82	19.8	153.61
1.9	5.22	7.9	27.64	13.9	124.65	19.9	153.95
2.0	5.51	8.0	28.15	14.0	125.45	20.0	154.28
2.1	5.80	8.1	28.67	14.1	126.23	20.1	154.62
2.2	6.09	8.2	29.20	14.2	126.98	20.2	154.95
2.3	6.39	8.3	29.74	14.3	127.72	20.3	155.27
2.4	6.69	8.4	30.29	14.4	128.43	20.4	155.60
2.5	6.99	8.5	30.85	14.5	129.13	20.5	155.92
2.6	7.29	8.6	31.42	14.6	129.81	20.6	156.24
2.7	7.60	8.7	32.00	14.7	130.47	20.7	156.56
2.8	7.90	8.8	32.59	14.8	131.12	20.8	156.88
2.9	8.21	8.9	33.19	14.9	131.75	20.9	157.19
3.0	8.52	9.0	33.81	15.0	132.37	21.0	157.50
3.1	8.84	9.1	34.43	15.1	132.98	21.1	157.81
3.2	9.15	9.2	35.07	15.2	133.58	21.2	158.12
3.3	9.47	9.3	35.73	15.3	134.16	21.3	158.43
3.4	9.79	9.4	36.40	15.4	134.74	21.4	158.73
3.5	10.11	9.5	37.09	15.5	135.30	21.5	159.03
3.6	10.43	9.6	37.80	15.6	135.85	21.6	159.33
3.7	10.76	9.7	38.52	15.7	136.40	21.7	159.63
3.8	11.09	9.8	39.26	15.8	136.93	21.8	159.92
3.9	11.42	9.9	40.03	15.9	137.46	21.9	160.22
4.0	11.76	10.0	40.82	16.0	137.98	22.0	160.51
4.1	12.09	10.1	41.63	16.1	138.49	22.1	160.80
4.2	12.43	10.2	42.48	16.2	138.99	22.2	161.09
4.3	12.77	10.3	43.35	16.3	139.49	22.3	161.37
4.4	13.12	10.4	44.25	16.4	139.97	22.4	161.66
4.5	13.47	10.5	45.20	16.5	140.46	22.5	161.94
4.6	13.82	10.6	46.18	16.6	140.93	22.6	162.22
4.7	14.17	10.7	47.21	16.7	141.40	22.7	162.50
4.8	14.53	10.8	48.29	16.8	141.86	22.8	162.78
4.9	14.89	10.9	49.43	16.9	142.32	22.9	163.06
5.0	15.25	11.0	50.63	17.0	142.77	23.0	163.33
5.1	15.62	11.1	51.92	17.1	143.21	23.1	163.61
5.2	15.99	11.2	53.30	17.2	143.65	23.2	163.88
5.3	16.36	11.3	54.80	17.3	144.09	23.3	164.15
5.4	16.74	11.4	56.45	17.4	144.52	23.4	164.42
5.5	17.12	11.5	58.28	17.5	144.94	23.5	164.68
5.6	17.50	11.6	60.37	17.6	145.36	23.6	164.95
5.7	17.89	11.7	62.85	17.7	145.77	23.7	165.21
5.8	18.28	11.8	65.96	17.8	146.18	23.8	165.48
5.9	18.68	11.9	70.48	17.9	146.59	23.9	165.74
6.0	19.08	12.0	91.63	18.0	146.99	24.0	166.00

Rainfall data from Environment Canada and Climate Change. Rainfall Frequency Atlas Of Canada for Windsor, N.S. amounts include a 15% increase for climate change.

1:2-Year Winter Design Storm: Cumulative Depth Table

West Hants
something inspiring awaits

WINTER STORM

1:2-YEAR WINTER DESIGN STORM							
Time (hours)	Cumulative Depth (mm)	Time (hours)	Cumulative Depth (mm)	Time (hours)	Cumulative Depth (mm)	Time (hours)	Cumulative Depth (mm)
0.1	0.17	6.1	12.75	12.1	54.61	18.1	83.81
0.2	0.35	6.2	13.01	12.2	56.51	18.2	84.06
0.3	0.53	6.3	13.28	12.3	57.99	18.3	84.31
0.4	0.70	6.4	13.54	12.4	59.22	18.4	84.56
0.5	0.88	6.5	13.81	12.5	60.30	18.5	84.80
0.6	1.06	6.6	14.08	12.6	61.27	18.6	85.05
0.7	1.24	6.7	14.36	12.7	62.16	18.7	85.29
0.8	1.42	6.8	14.64	12.8	62.98	18.8	85.53
0.9	1.60	6.9	14.92	12.9	63.74	18.9	85.77
1.0	1.78	7.0	15.20	13.0	64.46	19.0	86.00
1.1	1.96	7.1	15.49	13.1	65.14	19.1	86.24
1.2	2.15	7.2	15.78	13.2	65.79	19.2	86.47
1.3	2.33	7.3	16.07	13.3	66.40	19.3	86.70
1.4	2.52	7.4	16.37	13.4	67.00	19.4	86.93
1.5	2.71	7.5	16.67	13.5	67.56	19.5	87.16
1.6	2.89	7.6	16.98	13.6	68.11	19.6	87.38
1.7	3.08	7.7	17.29	13.7	68.64	19.7	87.60
1.8	3.27	7.8	17.60	13.8	69.15	19.8	87.83
1.9	3.46	7.9	17.92	13.9	69.65	19.9	88.05
2.0	3.66	8.0	18.24	14.0	70.13	20.0	88.27
2.1	3.85	8.1	18.57	14.1	70.60	20.1	88.48
2.2	4.04	8.2	18.90	14.2	71.06	20.2	88.70
2.3	4.24	8.3	19.24	14.3	71.50	20.3	88.91
2.4	4.44	8.4	19.58	14.4	71.94	20.4	89.13
2.5	4.63	8.5	19.92	14.5	72.36	20.5	89.34
2.6	4.83	8.6	20.28	14.6	72.78	20.6	89.55
2.7	5.03	8.7	20.64	14.7	73.18	20.7	89.76
2.8	5.23	8.8	21.00	14.8	73.58	20.8	89.96
2.9	5.44	8.9	21.37	14.9	73.97	20.9	90.17
3.0	5.64	9.0	21.75	15.0	74.35	21.0	90.37
3.1	5.85	9.1	22.14	15.1	74.73	21.1	90.58
3.2	6.05	9.2	22.53	15.2	75.09	21.2	90.78
3.3	6.26	9.3	22.93	15.3	75.46	21.3	90.98
3.4	6.47	9.4	23.34	15.4	75.81	21.4	91.18
3.5	6.68	9.5	23.76	15.5	76.16	21.5	91.38
3.6	6.89	9.6	24.19	15.6	76.51	21.6	91.58
3.7	7.11	9.7	24.63	15.7	76.85	21.7	91.77
3.8	7.32	9.8	25.08	15.8	77.18	21.8	91.97
3.9	7.54	9.9	25.55	15.9	77.51	21.9	92.16
4.0	7.76	10.0	26.02	16.0	77.83	22.0	92.35
4.1	7.98	10.1	26.51	16.1	78.15	22.1	92.54
4.2	8.20	10.2	27.01	16.2	78.47	22.2	92.74
4.3	8.42	10.3	27.53	16.3	78.78	22.3	92.92
4.4	8.64	10.4	28.07	16.4	79.09	22.4	93.11
4.5	8.87	10.5	28.63	16.5	79.39	22.5	93.30
4.6	9.10	10.6	29.21	16.6	79.69	22.6	93.49
4.7	9.33	10.7	29.81	16.7	79.99	22.7	93.67
4.8	9.56	10.8	30.45	16.8	80.28	22.8	93.86
4.9	9.79	10.9	31.11	16.9	80.57	22.9	94.04
5.0	10.03	11.0	31.81	17.0	80.85	23.0	94.22
5.1	10.26	11.1	32.55	17.1	81.14	23.1	94.41
5.2	10.50	11.2	33.34	17.2	81.42	23.2	94.59
5.3	10.74	11.3	34.19	17.3	81.69	23.3	94.77
5.4	10.99	11.4	35.11	17.4	81.97	23.4	94.94
5.5	11.23	11.5	36.13	17.5	82.24	23.5	95.12
5.6	11.48	11.6	37.28	17.6	82.51	23.6	95.30
5.7	11.73	11.7	38.62	17.7	82.77	23.7	95.48
5.8	11.98	11.8	40.28	17.8	83.03	23.8	95.65
5.9	12.23	11.9	42.59	17.9	83.29	23.9	95.83
6.0	12.49	12.0	51.49	18.0	83.55	24.0	96.00

Rainfall data from Environment Canada and Climate Change. Rainfall Frequency Atlas Of Canada for Windsor, N.S. amounts include an additional 1.5mm/hr of snow melt and a 15% increase for climate change.

1:5-Year Winter Design Storm: Cumulative Depth Table

West Hants
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WINTER STORM

1:5-YEAR WINTER DESIGN STORM							
Time (hours)	Cumulative Depth (mm)	Time (hours)	Cumulative Depth (mm)	Time (hours)	Cumulative Depth (mm)	Time (hours)	Cumulative Depth (mm)
0.1	0.18	6.1	13.23	12.1	60.65	18.1	92.36
0.2	0.36	6.2	13.50	12.2	62.83	18.2	92.62
0.3	0.54	6.3	13.78	12.3	64.51	18.3	92.88
0.4	0.72	6.4	14.06	12.4	65.90	18.4	93.14
0.5	0.90	6.5	14.34	12.5	67.10	18.5	93.40
0.6	1.09	6.6	14.62	12.6	68.18	18.6	93.66
0.7	1.27	6.7	14.91	12.7	69.16	18.7	93.91
0.8	1.46	6.8	15.21	12.8	70.07	18.8	94.16
0.9	1.65	6.9	15.50	12.9	70.91	18.9	94.41
1.0	1.83	7.0	15.80	13.0	71.70	19.0	94.65
1.1	2.02	7.1	16.10	13.1	72.44	19.1	94.90
1.2	2.21	7.2	16.41	13.2	73.15	19.2	95.14
1.3	2.40	7.3	16.72	13.3	73.82	19.3	95.38
1.4	2.59	7.4	17.03	13.4	74.47	19.4	95.62
1.5	2.79	7.5	17.35	13.5	75.08	19.5	95.85
1.6	2.98	7.6	17.67	13.6	75.68	19.6	96.09
1.7	3.18	7.7	18.00	13.7	76.25	19.7	96.32
1.8	3.37	7.8	18.33	13.8	76.80	19.8	96.55
1.9	3.57	7.9	18.67	13.9	77.34	19.9	96.78
2.0	3.77	8.0	19.01	14.0	77.86	20.0	97.01
2.1	3.97	8.1	19.35	14.1	78.36	20.1	97.23
2.2	4.17	8.2	19.70	14.2	78.85	20.2	97.46
2.3	4.37	8.3	20.06	14.3	79.33	20.3	97.68
2.4	4.57	8.4	20.42	14.4	79.80	20.4	97.90
2.5	4.78	8.5	20.79	14.5	80.25	20.5	98.12
2.6	4.99	8.6	21.17	14.6	80.70	20.6	98.34
2.7	5.19	8.7	21.55	14.7	81.13	20.7	98.55
2.8	5.40	8.8	21.94	14.8	81.55	20.8	98.77
2.9	5.61	8.9	22.33	14.9	81.97	20.9	98.98
3.0	5.82	9.0	22.74	15.0	82.38	21.0	99.19
3.1	6.04	9.1	23.15	15.1	82.78	21.1	99.40
3.2	6.25	9.2	23.57	15.2	83.17	21.2	99.61
3.3	6.46	9.3	24.00	15.3	83.55	21.3	99.82
3.4	6.68	9.4	24.44	15.4	83.93	21.4	100.03
3.5	6.90	9.5	24.89	15.5	84.30	21.5	100.23
3.6	7.12	9.6	25.35	15.6	84.67	21.6	100.44
3.7	7.34	9.7	25.82	15.7	85.03	21.7	100.64
3.8	7.57	9.8	26.30	15.8	85.38	21.8	100.84
3.9	7.79	9.9	26.80	15.9	85.73	21.9	101.04
4.0	8.02	10.0	27.31	16.0	86.08	22.0	101.24
4.1	8.25	10.1	27.84	16.1	86.41	22.1	101.44
4.2	8.47	10.2	28.38	16.2	86.75	22.2	101.64
4.3	8.71	10.3	28.94	16.3	87.08	22.3	101.83
4.4	8.94	10.4	29.53	16.4	87.40	22.4	102.03
4.5	9.18	10.5	30.13	16.5	87.72	22.5	102.22
4.6	9.41	10.6	30.76	16.6	88.04	22.6	102.41
4.7	9.65	10.7	31.42	16.7	88.35	22.7	102.60
4.8	9.89	10.8	32.11	16.8	88.66	22.8	102.79
4.9	10.14	10.9	32.84	16.9	88.96	22.9	102.98
5.0	10.38	11.0	33.60	17.0	89.26	23.0	103.17
5.1	10.63	11.1	34.42	17.1	89.56	23.1	103.36
5.2	10.88	11.2	35.29	17.2	89.85	23.2	103.54
5.3	11.13	11.3	36.23	17.3	90.14	23.3	103.73
5.4	11.38	11.4	37.25	17.4	90.43	23.4	103.91
5.5	11.64	11.5	38.39	17.5	90.71	23.5	104.10
5.6	11.90	11.6	39.68	17.6	90.99	23.6	104.28
5.7	12.16	11.7	41.20	17.7	91.27	23.7	104.46
5.8	12.42	11.8	43.08	17.8	91.55	23.8	104.64
5.9	12.69	11.9	45.76	17.9	91.82	23.9	104.82
6.0	12.96	12.0	56.98	18.0	92.09	24.0	105.00

Rainfall data from Environment Canada and Climate Change. Rainfall Frequency Atlas Of Canada for Windsor, N.S. amounts include an additional 1.5mm/hr of snow melt and a 15% increase for climate change.

1:10-Year Winter Design Storm: Cumulative Depth Table

West Hants
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WINTER STORM

1:10-YEAR WINTER DESIGN STORM							
Time (hours)	Cumulative Depth (mm)	Time (hours)	Cumulative Depth (mm)	Time (hours)	Cumulative Depth (mm)	Time (hours)	Cumulative Depth (mm)
0.1	0.19	6.1	13.78	12.1	65.14	18.1	98.83
0.2	0.37	6.2	14.07	12.2	67.52	18.2	99.11
0.3	0.56	6.3	14.36	12.3	69.33	18.3	99.38
0.4	0.75	6.4	14.65	12.4	70.83	18.4	99.65
0.5	0.94	6.5	14.94	12.5	72.13	18.5	99.92
0.6	1.13	6.6	15.24	12.6	73.28	18.6	100.19
0.7	1.32	6.7	15.54	12.7	74.33	18.7	100.45
0.8	1.52	6.8	15.85	12.8	75.30	18.8	100.71
0.9	1.71	6.9	16.16	12.9	76.20	18.9	100.97
1.0	1.90	7.0	16.47	13.0	77.04	19.0	101.23
1.1	2.10	7.1	16.79	13.1	77.84	19.1	101.48
1.2	2.30	7.2	17.11	13.2	78.59	19.2	101.74
1.3	2.50	7.3	17.44	13.3	79.30	19.3	101.99
1.4	2.69	7.4	17.77	13.4	79.99	19.4	102.24
1.5	2.90	7.5	18.10	13.5	80.64	19.5	102.48
1.6	3.10	7.6	18.44	13.6	81.27	19.6	102.73
1.7	3.30	7.7	18.78	13.7	81.88	19.7	102.97
1.8	3.50	7.8	19.13	13.8	82.47	19.8	103.21
1.9	3.71	7.9	19.48	13.9	83.04	19.9	103.45
2.0	3.92	8.0	19.84	14.0	83.59	20.0	103.69
2.1	4.12	8.1	20.20	14.1	84.12	20.1	103.92
2.2	4.33	8.2	20.57	14.2	84.64	20.2	104.16
2.3	4.54	8.3	20.95	14.3	85.14	20.3	104.39
2.4	4.75	8.4	21.33	14.4	85.64	20.4	104.62
2.5	4.97	8.5	21.72	14.5	86.12	20.5	104.85
2.6	5.18	8.6	22.11	14.6	86.58	20.6	105.07
2.7	5.40	8.7	22.51	14.7	87.04	20.7	105.30
2.8	5.61	8.8	22.92	14.8	87.49	20.8	105.52
2.9	5.83	8.9	23.34	14.9	87.93	20.9	105.74
3.0	6.05	9.0	23.76	15.0	88.36	21.0	105.96
3.1	6.27	9.1	24.20	15.1	88.78	21.1	106.18
3.2	6.50	9.2	24.64	15.2	89.19	21.2	106.40
3.3	6.72	9.3	25.09	15.3	89.60	21.3	106.62
3.4	6.95	9.4	25.56	15.4	90.00	21.4	106.83
3.5	7.18	9.5	26.03	15.5	90.39	21.5	107.05
3.6	7.40	9.6	26.52	15.6	90.77	21.6	107.26
3.7	7.64	9.7	27.01	15.7	91.15	21.7	107.47
3.8	7.87	9.8	27.53	15.8	91.52	21.8	107.68
3.9	8.10	9.9	28.05	15.9	91.89	21.9	107.89
4.0	8.34	10.0	28.59	16.0	92.25	22.0	108.10
4.1	8.58	10.1	29.15	16.1	92.60	22.1	108.30
4.2	8.82	10.2	29.73	16.2	92.95	22.2	108.51
4.3	9.06	10.3	30.33	16.3	93.30	22.3	108.71
4.4	9.30	10.4	30.95	16.4	93.64	22.4	108.91
4.5	9.55	10.5	31.59	16.5	93.98	22.5	109.11
4.6	9.79	10.6	32.26	16.6	94.31	22.6	109.31
4.7	10.04	10.7	32.96	16.7	94.63	22.7	109.51
4.8	10.30	10.8	33.69	16.8	94.96	22.8	109.71
4.9	10.55	10.9	34.46	16.9	95.28	22.9	109.91
5.0	10.81	11.0	35.28	17.0	95.59	23.0	110.10
5.1	11.06	11.1	36.15	17.1	95.90	23.1	110.30
5.2	11.32	11.2	37.08	17.2	96.21	23.2	110.49
5.3	11.59	11.3	38.09	17.3	96.51	23.3	110.68
5.4	11.85	11.4	39.19	17.4	96.81	23.4	110.87
5.5	12.12	11.5	40.41	17.5	97.11	23.5	111.06
5.6	12.39	11.6	41.80	17.6	97.41	23.6	111.25
5.7	12.66	11.7	43.43	17.7	97.70	23.7	111.44
5.8	12.94	11.8	45.48	17.8	97.99	23.8	111.63
5.9	13.21	11.9	48.40	17.9	98.27	23.9	111.81
6.0	13.50	12.0	61.11	18.0	98.55	24.0	112.00

Rainfall data from Environment Canada and Climate Change. Rainfall Frequency Atlas Of Canada for Windsor, N.S. amounts include an additional 1.5mm/hr of snow melt and a 15% increase for climate change.

1:100-Year Winter Design Storm: Cumulative Depth Table

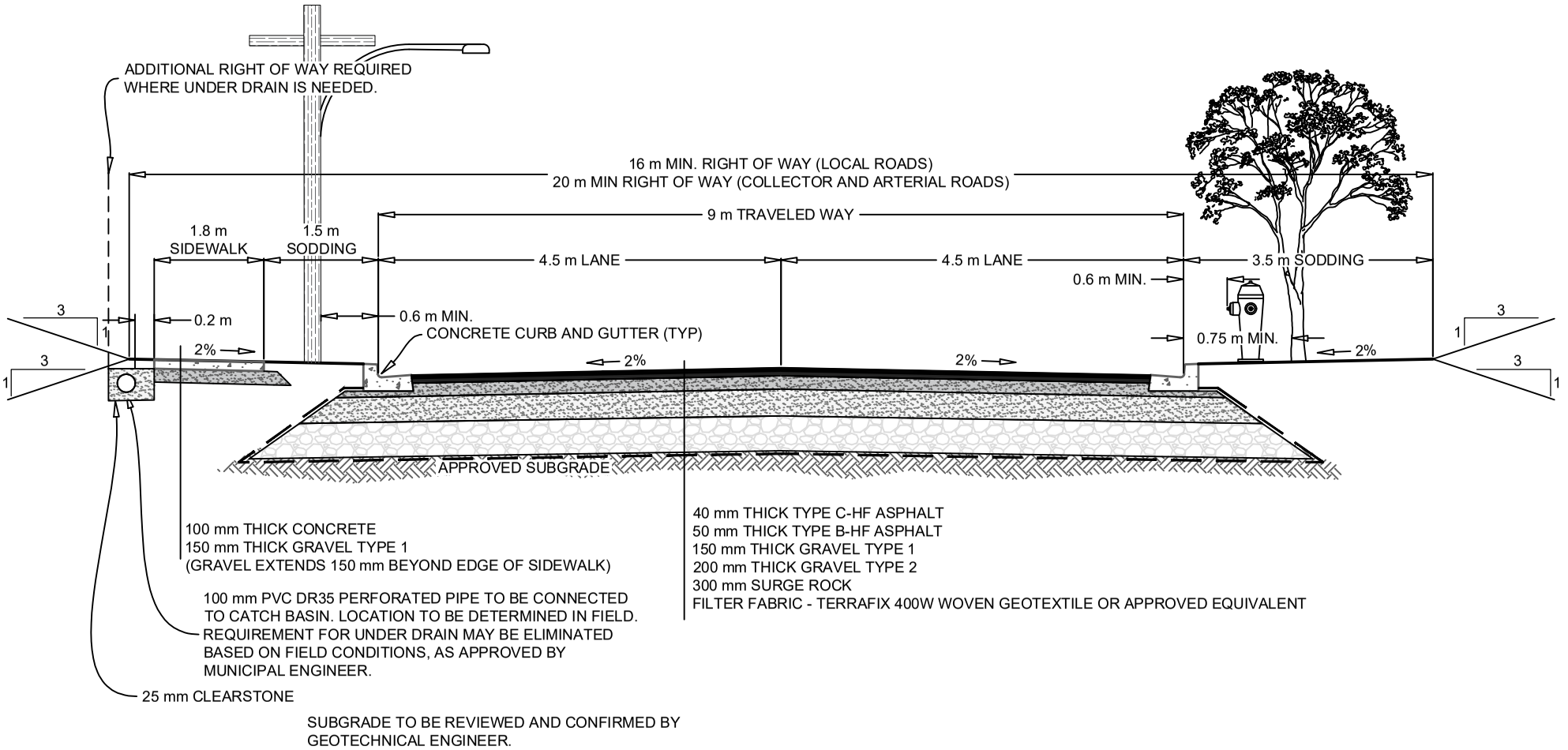
West Hants
something inspiring awaits

WINTER STORM

1:100-YEAR WINTER DESIGN STORM							
Time (hours)	Cumulative Depth (mm)	Time (hours)	Cumulative Depth (mm)	Time (hours)	Cumulative Depth (mm)	Time (hours)	Cumulative Depth (mm)
0.1	0.21	6.1	15.84	12.1	79.63	18.1	119.87
0.2	0.43	6.2	16.18	12.2	82.60	18.2	120.19
0.3	0.64	6.3	16.51	12.3	84.84	18.3	120.50
0.4	0.86	6.4	16.85	12.4	86.68	18.4	120.82
0.5	1.07	6.5	17.19	12.5	88.26	18.5	121.13
0.6	1.29	6.6	17.54	12.6	89.67	18.6	121.44
0.7	1.51	6.7	17.89	12.7	90.95	18.7	121.74
0.8	1.73	6.8	18.25	12.8	92.12	18.8	122.04
0.9	1.95	6.9	18.61	12.9	93.20	18.9	122.34
1.0	2.18	7.0	18.97	13.0	94.21	19.0	122.64
1.1	2.40	7.1	19.34	13.1	95.17	19.1	122.93
1.2	2.63	7.2	19.71	13.2	96.07	19.2	123.22
1.3	2.85	7.3	20.09	13.3	96.93	19.3	123.51
1.4	3.08	7.4	20.48	13.4	97.74	19.4	123.80
1.5	3.31	7.5	20.86	13.5	98.53	19.5	124.08
1.6	3.54	7.6	21.26	13.6	99.28	19.6	124.37
1.7	3.77	7.7	21.66	13.7	100.00	19.7	124.65
1.8	4.01	7.8	22.06	13.8	100.70	19.8	124.92
1.9	4.24	7.9	22.48	13.9	101.37	19.9	125.20
2.0	4.48	8.0	22.89	14.0	102.02	20.0	125.47
2.1	4.72	8.1	23.32	14.1	102.65	20.1	125.74
2.2	4.96	8.2	23.75	14.2	103.27	20.2	126.01
2.3	5.20	8.3	24.19	14.3	103.86	20.3	126.28
2.4	5.44	8.4	24.64	14.4	104.45	20.4	126.54
2.5	5.68	8.5	25.09	14.5	105.01	20.5	126.80
2.6	5.93	8.6	25.55	14.6	105.57	20.6	127.07
2.7	6.18	8.7	26.02	14.7	106.10	20.7	127.32
2.8	6.43	8.8	26.50	14.8	106.63	20.8	127.58
2.9	6.68	8.9	26.99	14.9	107.15	20.9	127.84
3.0	6.93	9.0	27.49	15.0	107.65	21.0	128.09
3.1	7.19	9.1	28.00	15.1	108.15	21.1	128.34
3.2	7.44	9.2	28.52	15.2	108.63	21.2	128.59
3.3	7.70	9.3	29.06	15.3	109.11	21.3	128.84
3.4	7.96	9.4	29.60	15.4	109.57	21.4	129.09
3.5	8.22	9.5	30.16	15.5	110.03	21.5	129.33
3.6	8.48	9.6	30.74	15.6	110.48	21.6	129.58
3.7	8.75	9.7	31.33	15.7	110.93	21.7	129.82
3.8	9.02	9.8	31.93	15.8	111.36	21.8	130.06
3.9	9.29	9.9	32.55	15.9	111.79	21.9	130.30
4.0	9.56	10.0	33.20	16.0	112.21	22.0	130.53
4.1	9.83	10.1	33.86	16.1	112.63	22.1	130.77
4.2	10.11	10.2	34.54	16.2	113.03	22.2	131.00
4.3	10.39	10.3	35.25	16.3	113.44	22.3	131.24
4.4	10.67	10.4	35.99	16.4	113.83	22.4	131.47
4.5	10.95	10.5	36.76	16.5	114.23	22.5	131.70
4.6	11.24	10.6	37.56	16.6	114.61	22.6	131.93
4.7	11.53	10.7	38.39	16.7	114.99	22.7	132.16
4.8	11.82	10.8	39.27	16.8	115.37	22.8	132.38
4.9	12.11	10.9	40.20	16.9	115.74	22.9	132.61
5.0	12.40	11.0	41.18	17.0	116.11	23.0	132.83
5.1	12.70	11.1	42.23	17.1	116.47	23.1	133.05
5.2	13.00	11.2	43.35	17.2	116.83	23.2	133.27
5.3	13.31	11.3	44.57	17.3	117.18	23.3	133.49
5.4	13.61	11.4	45.91	17.4	117.53	23.4	133.71
5.5	13.92	11.5	47.40	17.5	117.87	23.5	133.93
5.6	14.23	11.6	49.10	17.6	118.21	23.6	134.15
5.7	14.55	11.7	51.11	17.7	118.55	23.7	134.36
5.8	14.87	11.8	53.65	17.8	118.89	23.8	134.58
5.9	15.19	11.9	57.32	17.9	119.22	23.9	134.79
6.0	15.52	12.0	74.51	18.0	119.54	24.0	135.00

Rainfall data from Environment Canada and Climate Change. Rainfall Frequency Atlas Of Canada for Windsor, N.S. amounts include an additional 1.5mm/hr of snow melt and a 15% increase for climate change.

APPENDIX E – STANDARD DETAILS



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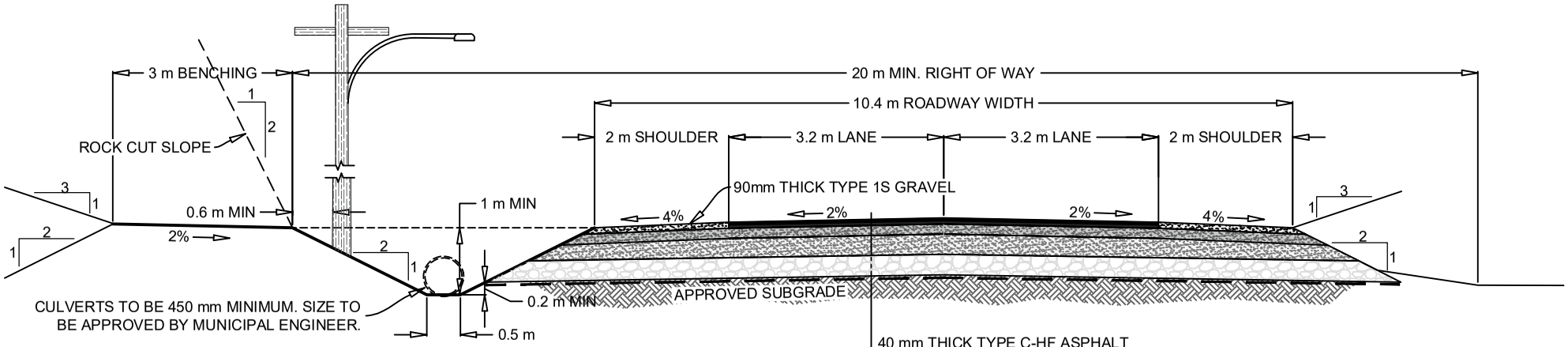
WEST HANTS REGIONAL MUNICIPALITY

STANDARD DETAIL

URBAN LOCAL ROAD CROSS SECTION - FULLY SERVICED

DATE	July 8, 2022	SCALE	N.T.S.
DRAWING NO.	WH-01	APPROVED	

Plot Date: 2022-Jul-8, Plot Size: ANSI FULL BLEED A (11.00 X 8.50 INCHES)



SUBGRADE TO BE REVIEWED AND CONFIRMED BY GEOTECHNICAL ENGINEER.

40 mm THICK TYPE C-HF ASPHALT
50 mm THICK TYPE B-HF ASPHALT
150 mm THICK GRAVEL TYPE 1
200 mm THICK GRAVEL TYPE 2
300 mm SURGE ROCK
FILTER FABRIC - TERRAFIX 400W WOVEN GEOTEXTILE OR APPROVED EQUIVALENT

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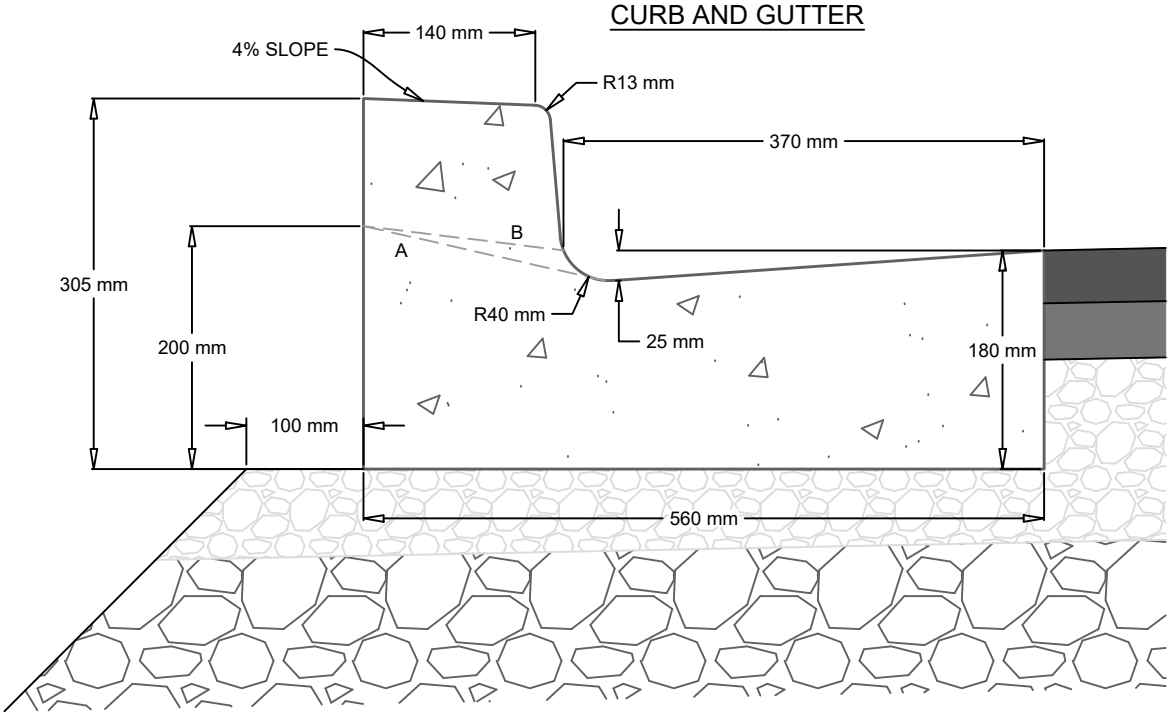
WEST HANTS REGIONAL MUNICIPALITY

STANDARD DETAIL

RURAL LOCAL ROAD CROSS SECTION - WITHOUT STORM SEWER

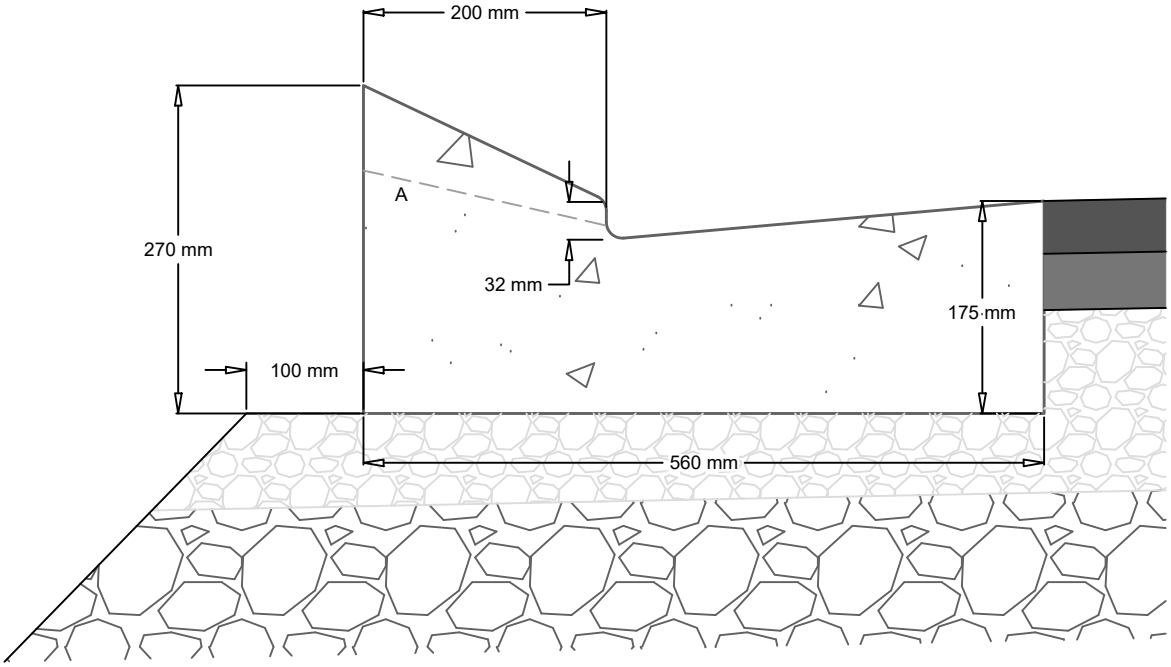
DATE	July 8, 2022	SCALE	N.T.S.
DRAWING NO.	WH-02	APPROVED	

CURB AND GUTTER



NOTES:
LINE A INDICATES CURB AT PEDESTRIAN RAMPS.
LINE B INDICATES CURB AT DRIVEWAYS

MOUNTABLE CURB AND GUTTER

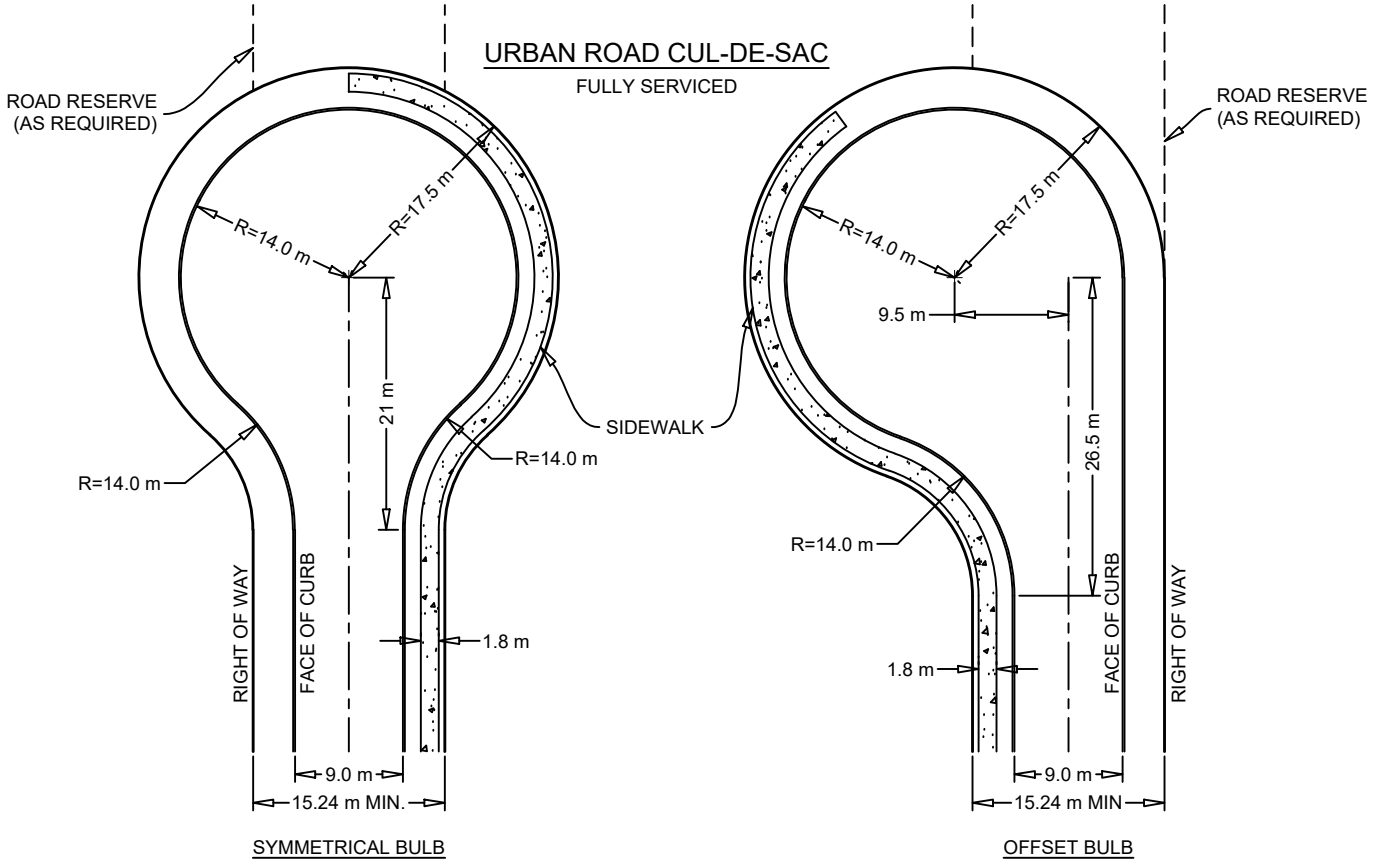


WEST HANTS REGIONAL MUNICIPALITY			
STANDARD DETAIL			
CONCRETE CURB			
DATE	July 8, 2022	SCALE	N.T.S.
DRAWING NO.	WH-03	APPROVED	

Plot Date: 2022-Jul-8, Plot Size: ANSI FULL BLEED A (11.00 X 8.50 INCHES)

URBAN ROAD CUL-DE-SAC

FULLY SERVICED

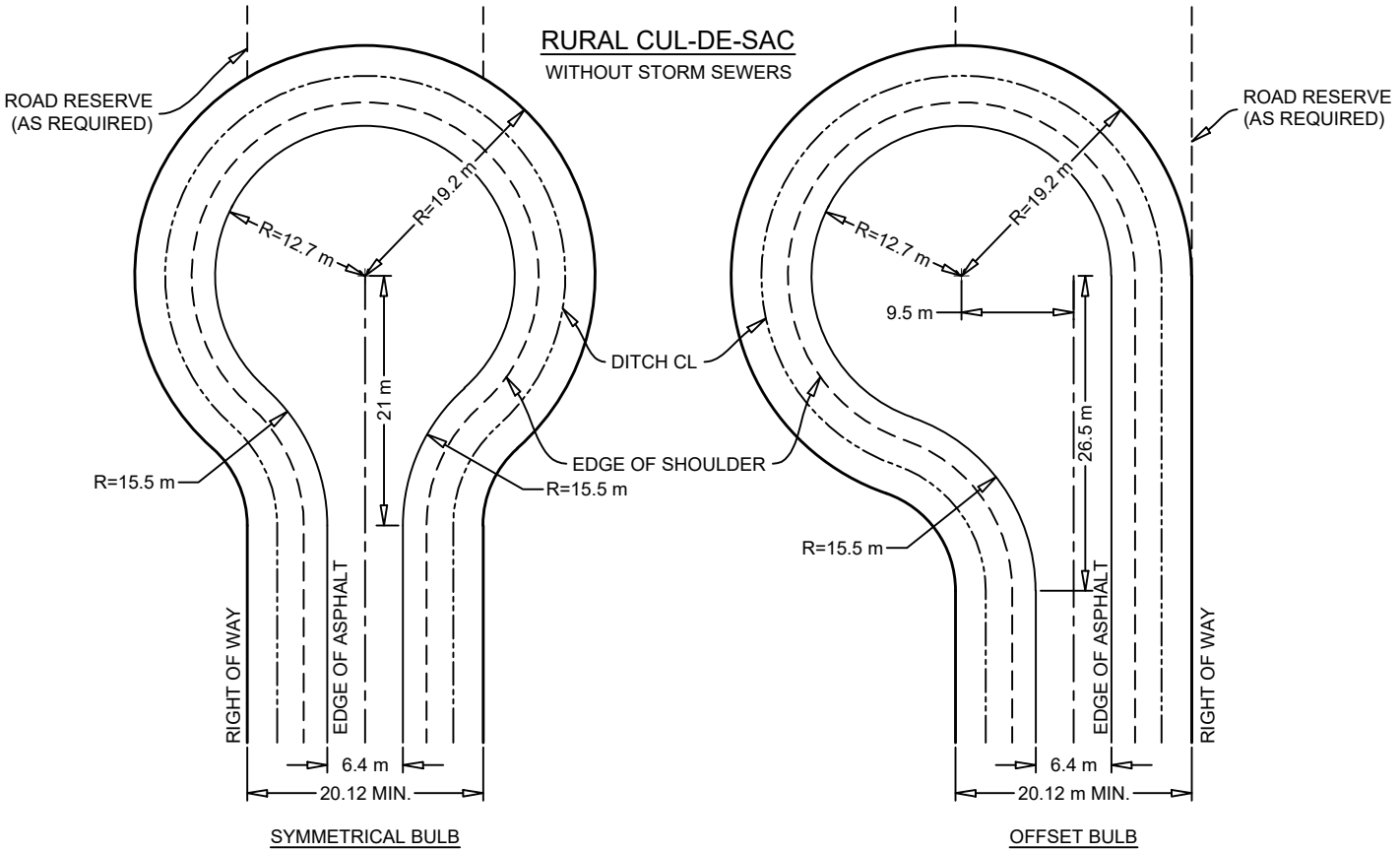


SYMMETRICAL BULB

OFFSET BULB

RURAL CUL-DE-SAC

WITHOUT STORM SEWERS



SYMMETRICAL BULB

OFFSET BULB

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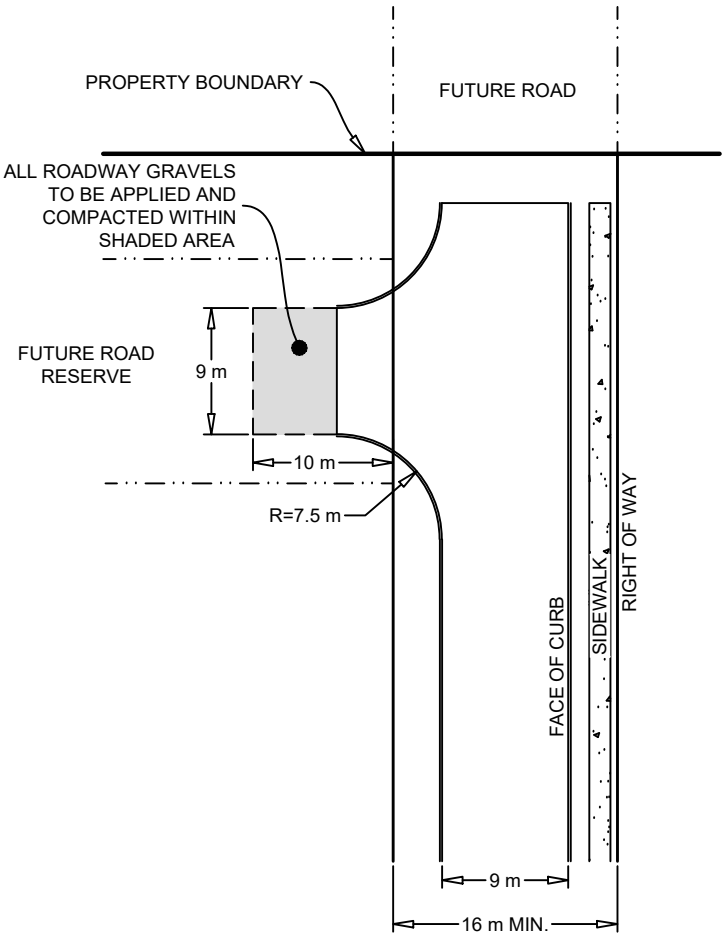
WEST HANTS REGIONAL MUNICIPALITY

STANDARD DETAIL

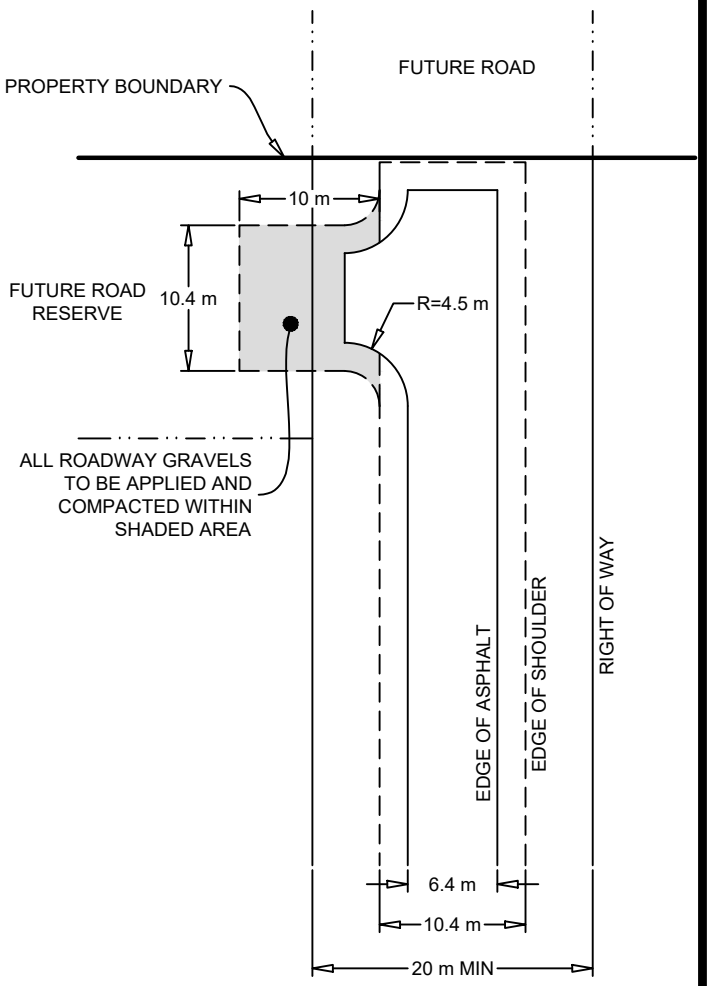
TYPICAL CUL-DE-SAC BULB

DATE	July 8, 2022	SCALE	N.T.S.
DRAWING NO.	WH-04	APPROVED	

Plot Date: 2022-Jul-8, Plot Size: ANSI FULL BLEED A (11.00 X 8.50 INCHES)



URBAN ROAD
FULLY SERVICED



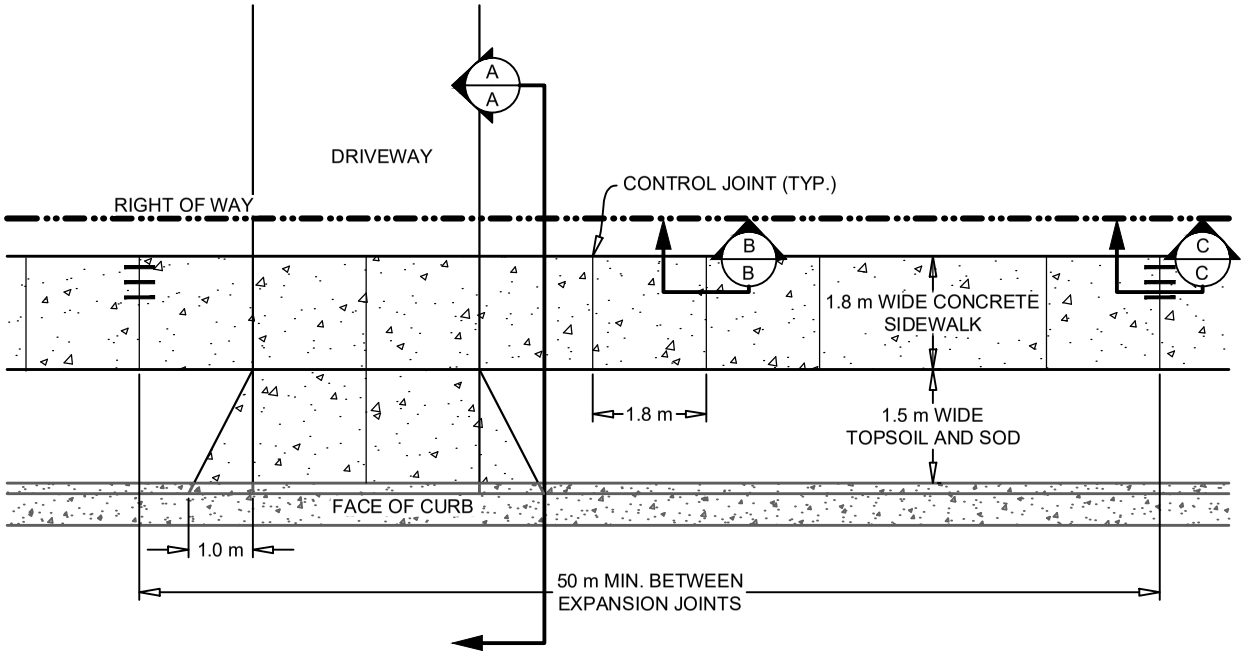
RURAL ROAD
WITHOUT STORM SEWER

NOTES:

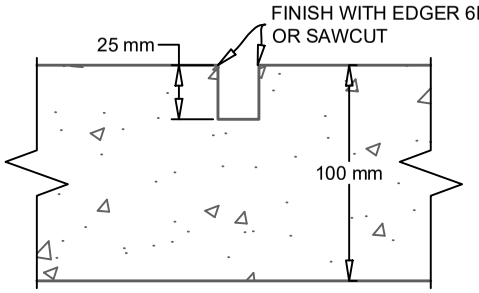
1. ALL DIMENSIONS ARE METRIC
2. IF THE DEVELOPER DOES NOT OWN THE PROPERTY BEYOND THE PROPERTY BOUNDARY, A PERMANENT CUL-DE-SAC MUST BE BUILT.

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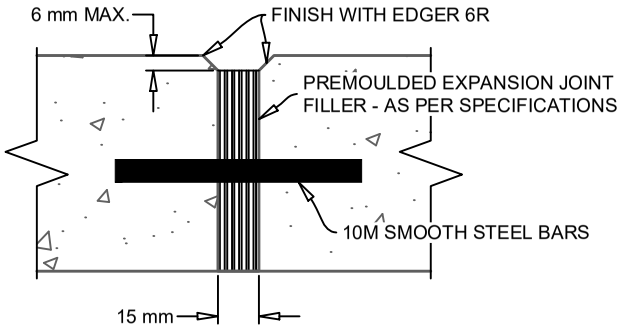
WEST HANTS REGIONAL MUNICIPALITY			
STANDARD DETAIL			
TEMPORARY TURNING AREA			
DATE	July 8, 2022	SCALE	N.T.S.
DRAWING NO.	WH-05	APPROVED	



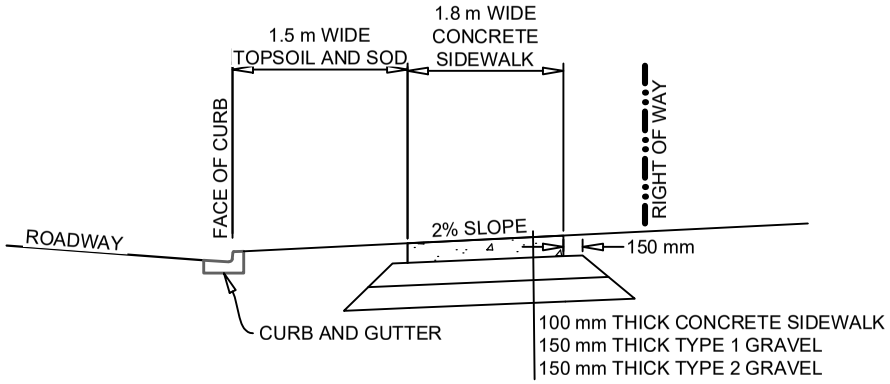
SECTION B-B
CONTROL JOINT



SECTION C-C
EXPANSION JOINT



SECTION A-A



NOTES:

1. CONCRETE SIDEWALK TO BE 100 mm THICK.
2. CONCRETE TO BE 32 MPa AT 28 DAYS
3. CONTROL JOINTS TO AT 1.8 m INTERVALS MAY BE SAW CUT OR HAND TOOLED.
4. EXPANSION JOINTS TO BE PLACED EVERY 50 m.
5. GREASE PORTION OF BARS ON ONE SIDE OF EXPANSION JOINT.
6. DRIVEWAY RAMPS TO BE 150 mm THICK CONCCRETE c/w WWM. SEE STANDARD DETAIL WH-07.
7. SIDEWALK BASE COURSE SHALL EXTEND 150 mm OUTSIDE OF EACH EDGE OF THE SIDEWALK.

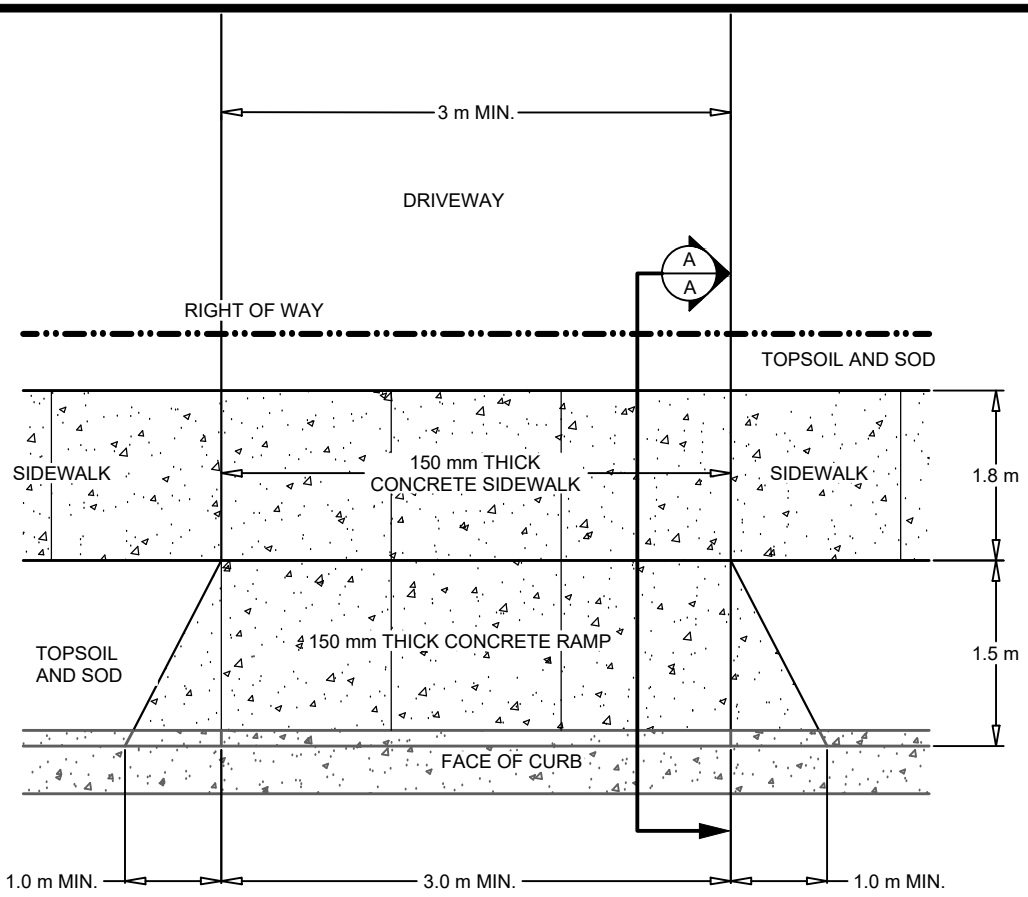
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WEST HANTS REGIONAL MUNICIPALITY

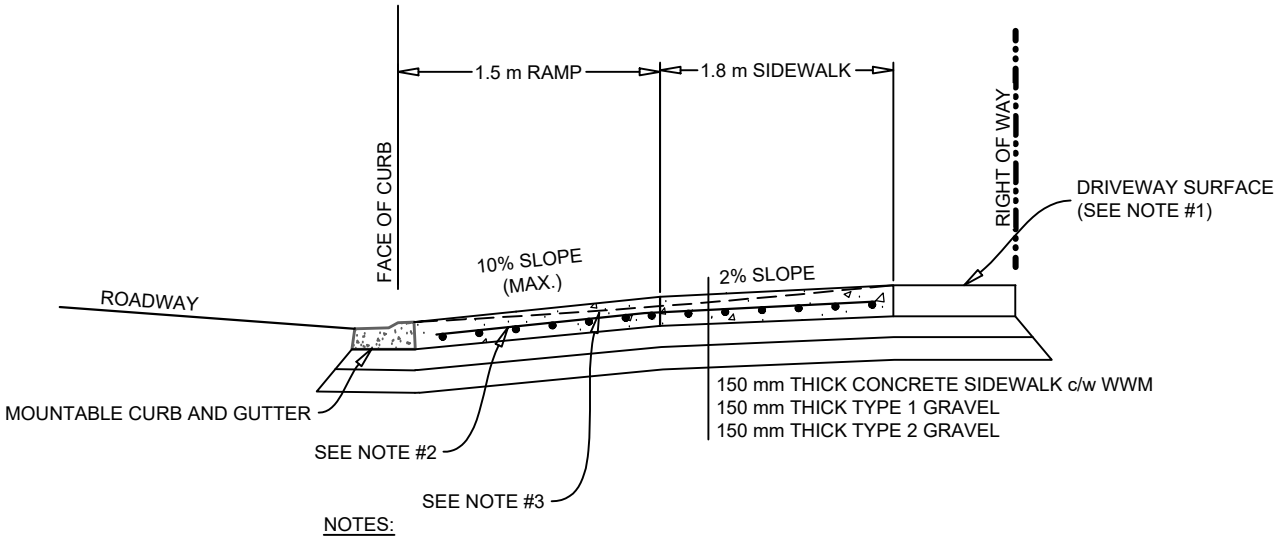
STANDARD DETAIL

TYPICAL SIDEWALK

DATE	July 11, 2022	SCALE	N.T.S.
DRAWING NO.	WH-06	APPROVED	



SECTION A-A



NOTES:

1. FOR DRIVEWAYS PLACE 150x150 mm WELDED WIRE MESH 4 GAUGE PLACED 50 mm FROM BOTTOM OF CONCRETE RAMP AND SIDEWALK.
2. WHEN BOULEVARD IS LESS THAN 1.8 m OR WHEN THE SIDEWALK ABUTS THE CURB & GUTTER, SLOPE SIDEWALK IN A STRAIGHT LINE GRADE FROM BACK OF SIDEWALK TO LIP ON CURB OPENING.
3. MINIMUM DISTANCE BETWEEN CONTROL JOINTS IS 1200 mm. PROVIDE CONTROL JOINTS WITHIN 150 OF CHANGE IN CROSS SECTION CURB

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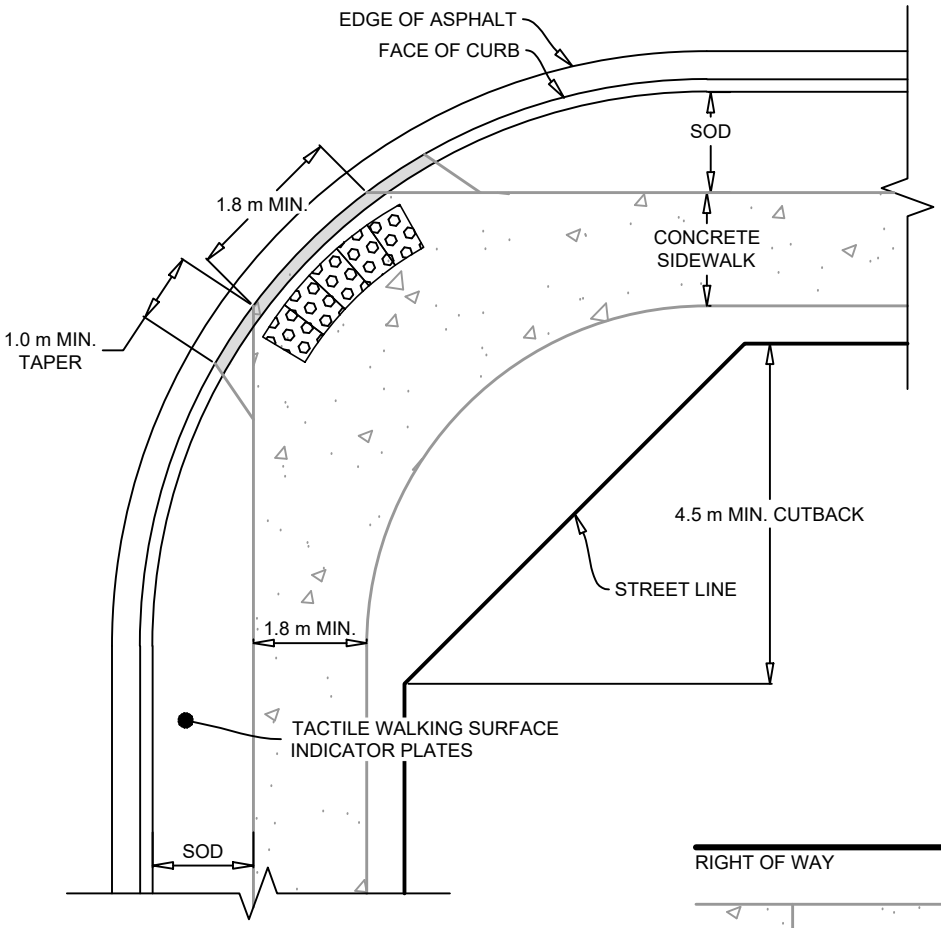
WEST HANTS REGIONAL MUNICIPALITY

STANDARD DETAIL

DRIVEWAY RAMP DETAILS

DATE	July 8, 2022	SCALE	N.T.S.
DRAWING NO.	WH-07	APPROVED	

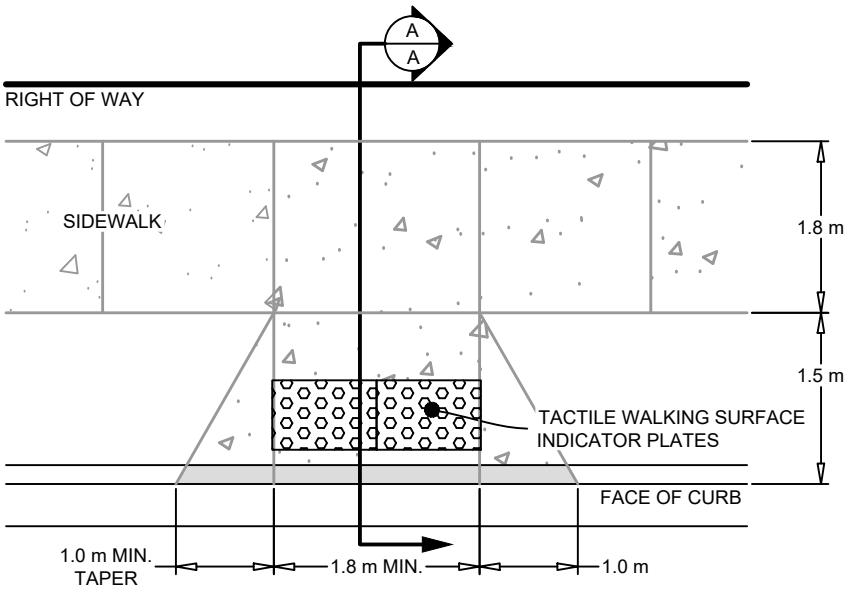
INTERSECTION RAMP



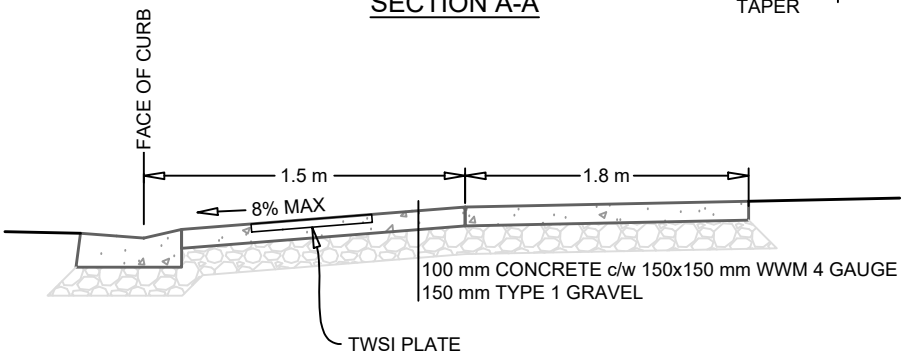
TACTILE WALKING SURFACE INDICATOR PLATE NOTES:

1. NATURAL CAST IRON ATTENTION TWSI (TACTILE WALKING SURFACE INDICATOR) PLATES TO CSA B651, AND AS INDICATED IN THE PROJECT DOCUMENTS.
2. DESIGN AND INSTALLATION MUST MEET ALL ACCESSIBILITY STANDARDS.
3. AT LEAST ONE CORNER OF EACH PLATE TO TOUCH ANOTHER. MAXIMUM GAP BETWEEN EACH PLATE TO BE 150 mm.
4. MAXIMUM GAP BETWEEN PLATES AND START OF TAPER TO BE 100 mm.
5. FOR STREETS OF LESS THAN 8%, TRANSITION CURB AND SIDEWALK TO MAXIMUM GRADE OF 8%, OR TIE IN AT 3 m FOR SIDEWALK, 1.3 m FOR CURB.
6. IF THE DISTANCE FROM BACK OF THE CURB TO BACK OF THE SIDEWALK IS LESS THAN 2.0 m, SLOPE AT 2% FROM BACK OF CURB TO BACK OF SIDEWALK.
7. PLATES SHALL BE PLACED WITH THE TOP OF THE BASE PLATE (BOTTOM OF DOMES) LEVEL WITH CONCRETE SURFACE.
8. ALL PLATES TO BE 610 mm DEEP
9. PEDESTRIAN RAMP OPENING TO BE 1.8 m MINIMUM

MID-BLOCK RAMP



SECTION A-A



NOTES:

1. CONCRETE TO BE 32 MPa AT 28 DAYS.
2. MINIMUM RAMP WIDTH IS 1.8 m
3. WHERE SIDEWALK ABUTS THE CURB, A 1.0 m TRANITION TAPER IS REQUIRED IN THE CURB AND SIDEWALK ALONG ITS LENGTH.

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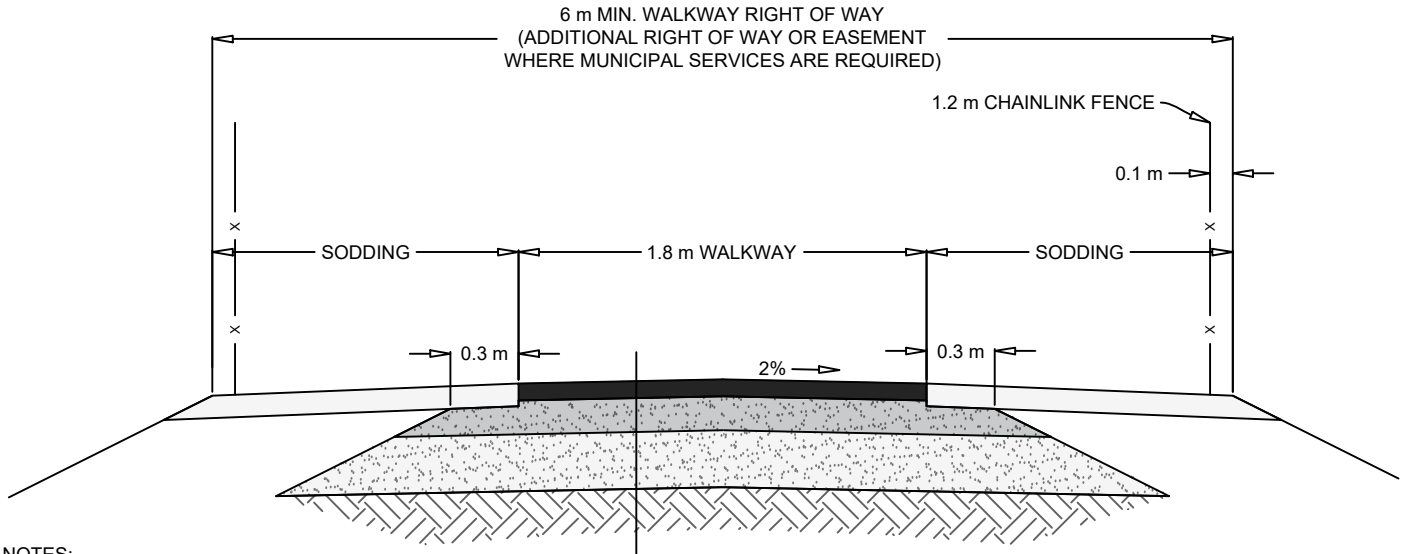
WEST HANTS REGIONAL MUNICIPALITY

STANDARD DETAIL

PEDESTRIAN RAMP DETAILS

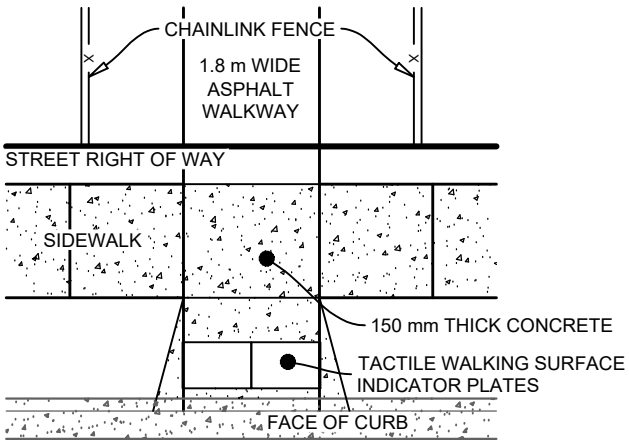
DATE	July 8, 2022	SCALE	N.T.S.
DRAWING NO.	WH-08	APPROVED	

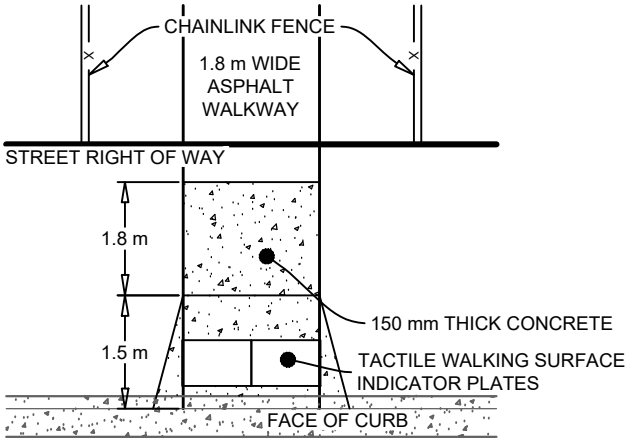
Plot Date: 2022-Jul-8, Plot Size: ANSI FULL BLEED A (11.00 X 8.50 INCHES)



NOTES:

1. WALKWAY SHOULD HAVE MINIMUM LONGITUDINAL SLOPE OF 2% WHERE POSSIBLE.
2. ADDITIONAL R.O.W MAY BE REQUIRED TO ACCOMODATE CUT/FILL SLOPES OR SWALES.
3. TOPSOIL AND SOD TO BE 150 mm THICK.
4. IN LOCATIONS WHERE MAINTENANCE OF SOD IS DIFFICULT, MULCH OR OTHER GROUND COVER MAY BE USED.

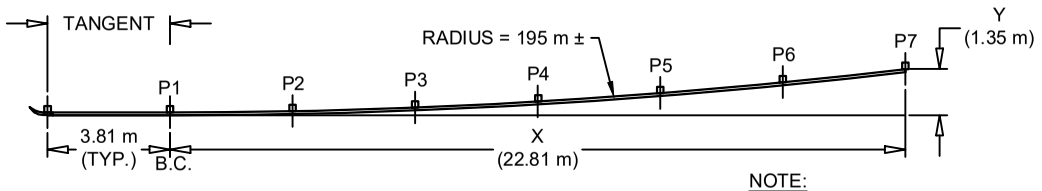




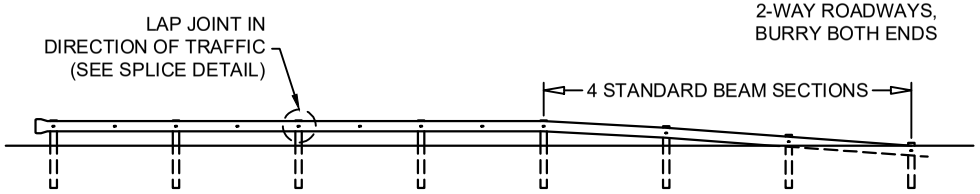
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WEST HANTS REGIONAL MUNICIPALITY			
STANDARD DETAIL			
TYPICAL WALKWAY DETAIL			
DATE	July 11, 2022	SCALE	N.T.S.
DRAWING NO.	WH-09	APPROVED	

PLAN - FILL OR CUT



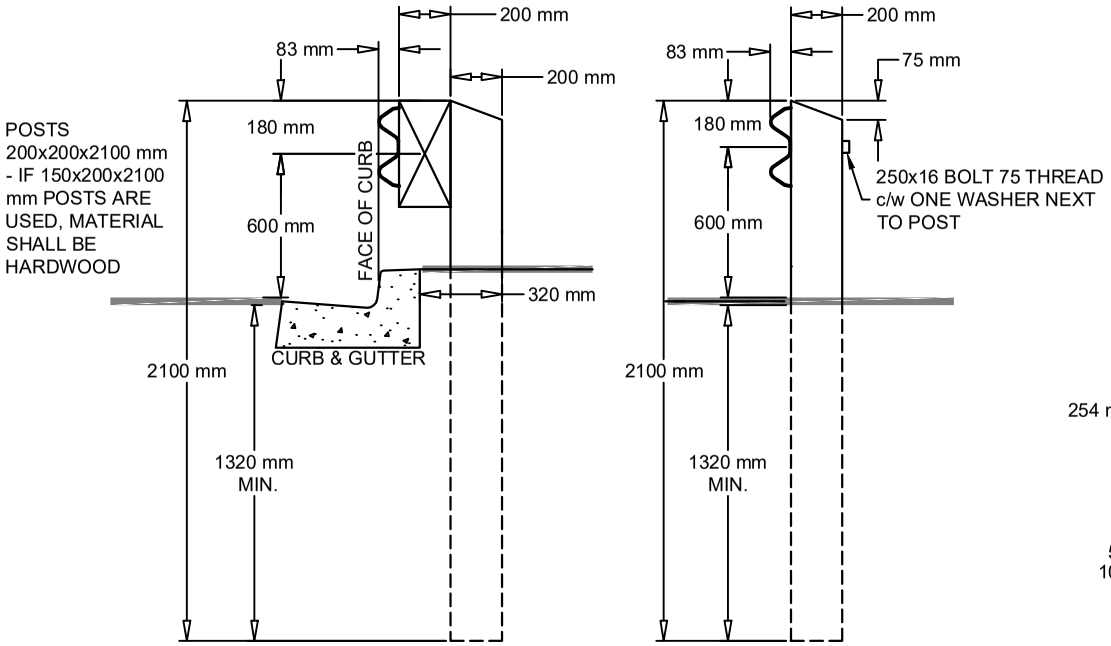
NOTE:
FOR 2-LANE /
2-WAY ROADWAYS,
BURRY BOTH ENDS



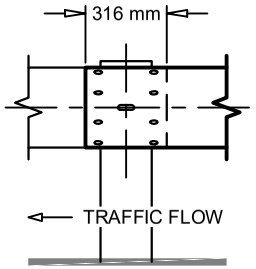
POST OFFSET TABLE		
POST #	X (m)	Y (m)
P1-P2	3.81	0.04
P2-P3	7.62	0.15
P3-P4	11.42	0.34
P4-P5	15.22	0.60
P5-P6	19.02	0.94
P6-P7	22.81	1.35

NOTES:
1. TWO 50x75 DELINEATORS ARE REQUIRED FOR EACH POST.
2. A WHITE DELINEATOR SHALL BE PLACED ON THE SIDE OF THE POST FACING TRAFFIC
3. A YELLOW DELINEATOR SHALL BE PLACED ON THE OPPOSITE SIDE
4. THE DELINEATOR SHALL BE LOCATED AT THE EDGE OF THE POST NEAREST THE ROAD, VERTICAL, WITH THE TOP 75 BELOW THE LOWEST POINT OF THE GUARDRAIL PANEL.
5. THE DELINEATOR SHALL BE ATTACHED WITH GALVANIZED NAILS.

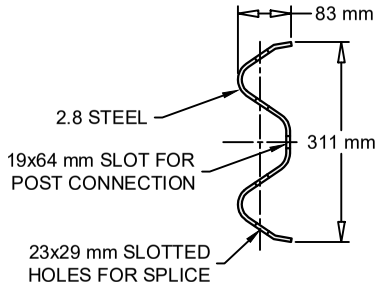
ELEVATION



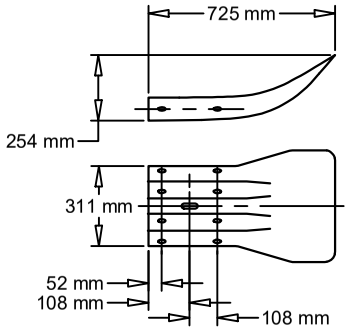
SPLICE DETAIL



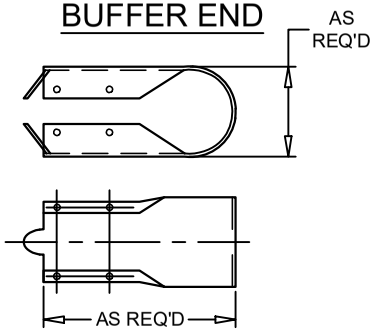
BEAM SECTION (TYP.)



TERMINAL END

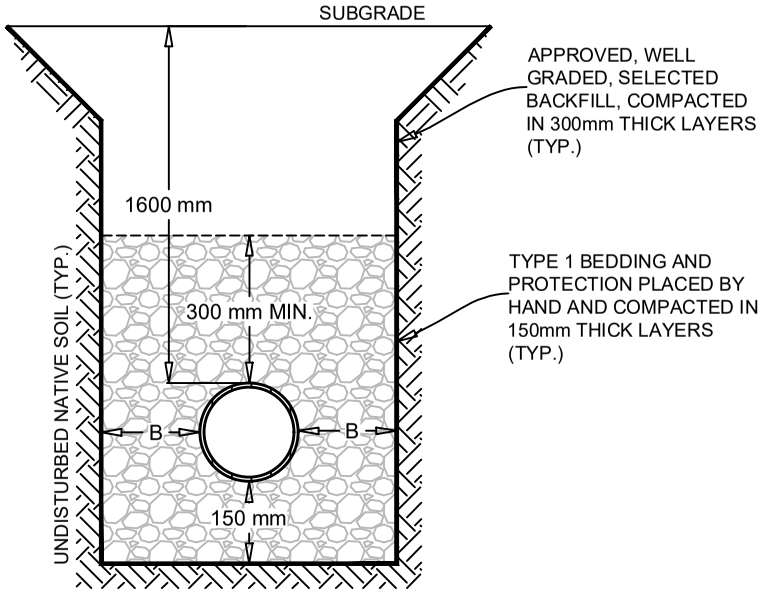


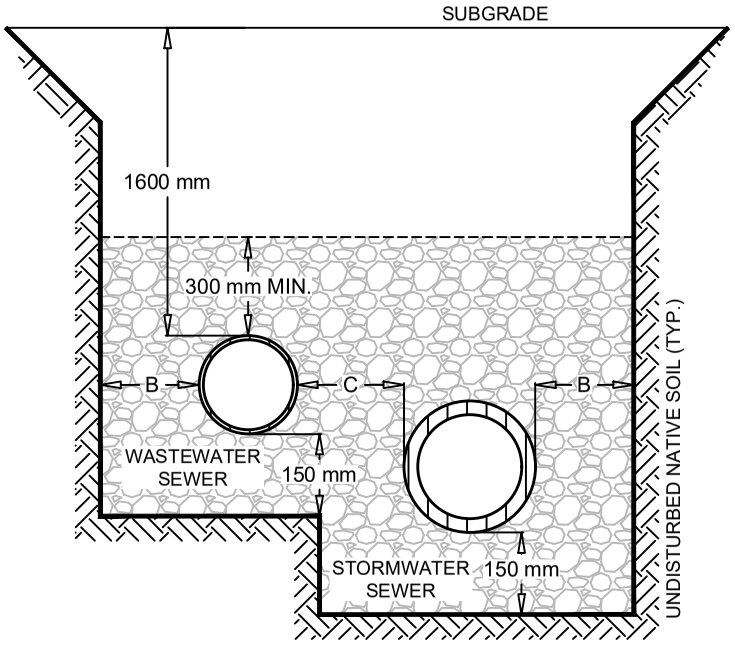
BUFFER END



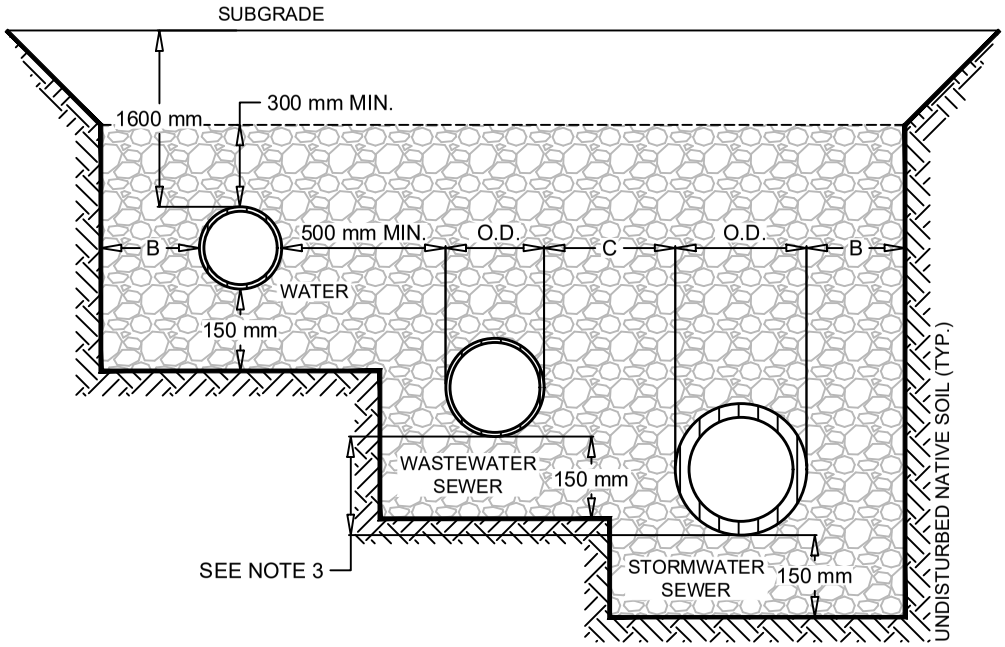
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WEST HANTS REGIONAL MUNICIPALITY			
STANDARD DETAIL			
GUARD RAIL INSTALLATION			
DATE	July 8, 2022	SCALE	N.T.S.
DRAWING NO.	WH-10	APPROVED	





PIPE SIZE NOM. DIA.	DIMENSIONS (mm)	
	B	C
UP TO 375 mm	300	250
376 TO 500 mm	300	300
501 TO 750 mm	400	300
751 TO 1200 mm	400	400



NOTES

1. DIMENSION "C" IS GOVERNED BY THE LARGER PIPE DIAMETER.
2. SIDES OF TRENCHES TO REQUIREMENTS OF NOVA SCOTIA OCCUPATIONAL HEALTH AND SAFETY ACT.
3. IF CROWNS OF STORMWATER AND WASTEWATER SEWER ARE NOT MATCHED, THE INVERT OF THE STORMWATER SEWER MUST BE AT LEAST 100 mm BELOW THE INVERT OF THE WASTEWATER SEWER.
4. MINIMUM GRAVEL COVER OVER WASTEWATER AND STORMWATER SEWERS IS TO BE 300 mm.

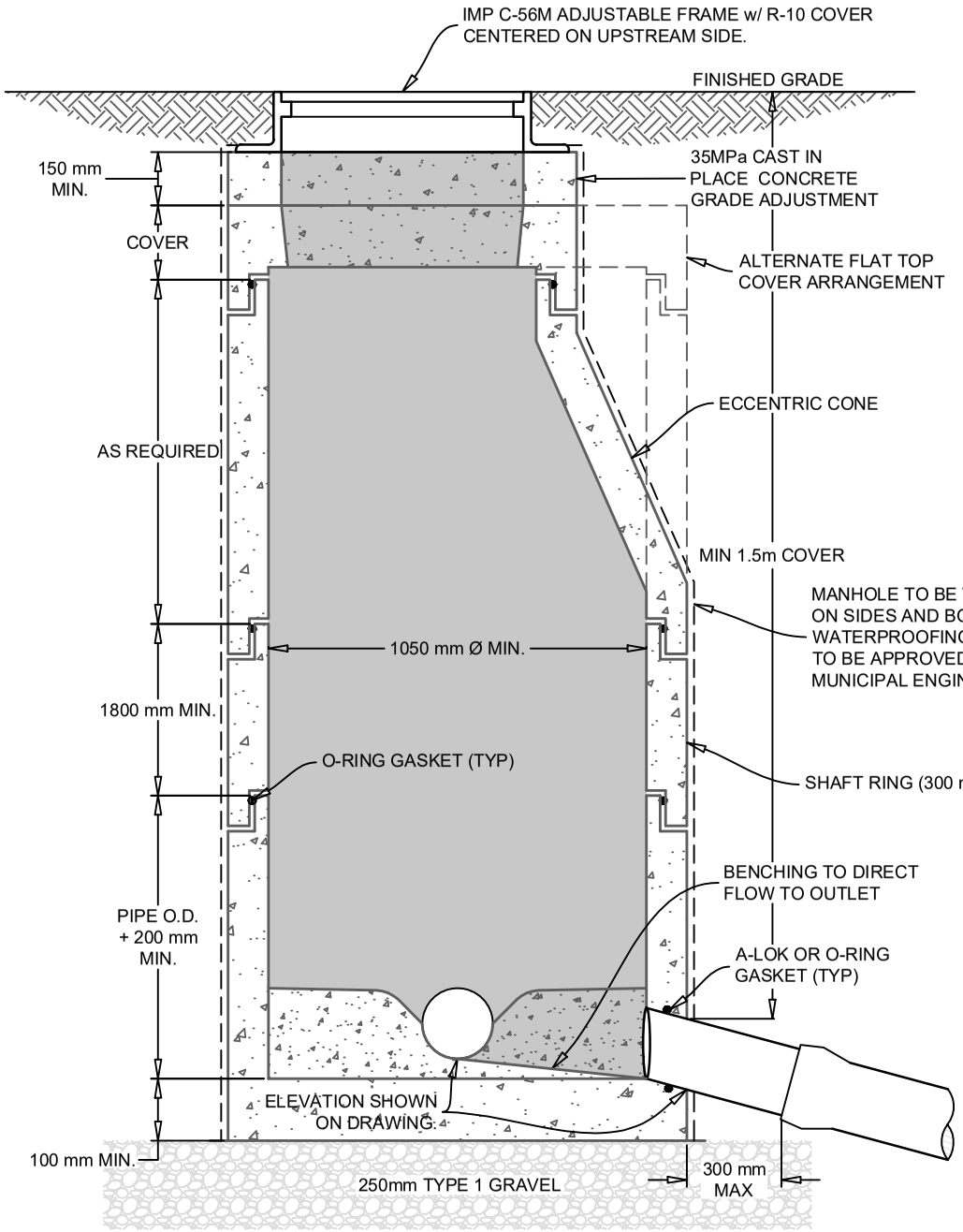
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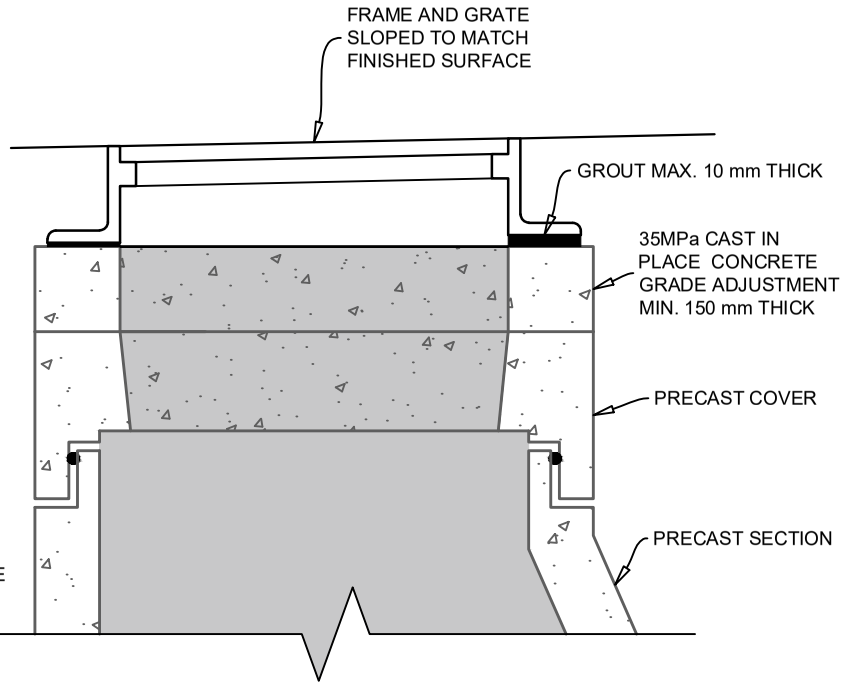
WEST HANTS REGIONAL MUNICIPALITY

STANDARD DETAIL

TRENCH AND BACKFILL CROSS SECTIONS

DATE	July 8, 2022	SCALE	N.T.S.
DRAWING NO.	WH-11	APPROVED	





NOTES:

1. SHOP DRAWINGS TO BE PROVIDED TO ENGINEER FOR REVIEW AND APPROVAL PRIOR TO CONSTRUCTION.
2. MANHOLE ANTI-FLOATATION TO BE CONSIDERED AS PART OF DESIGN.

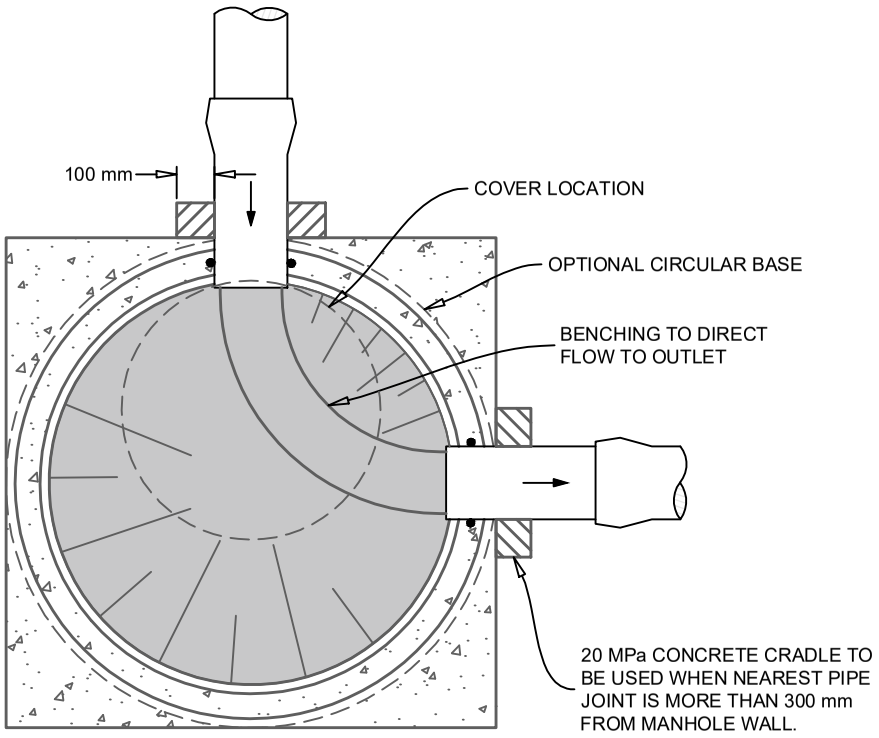
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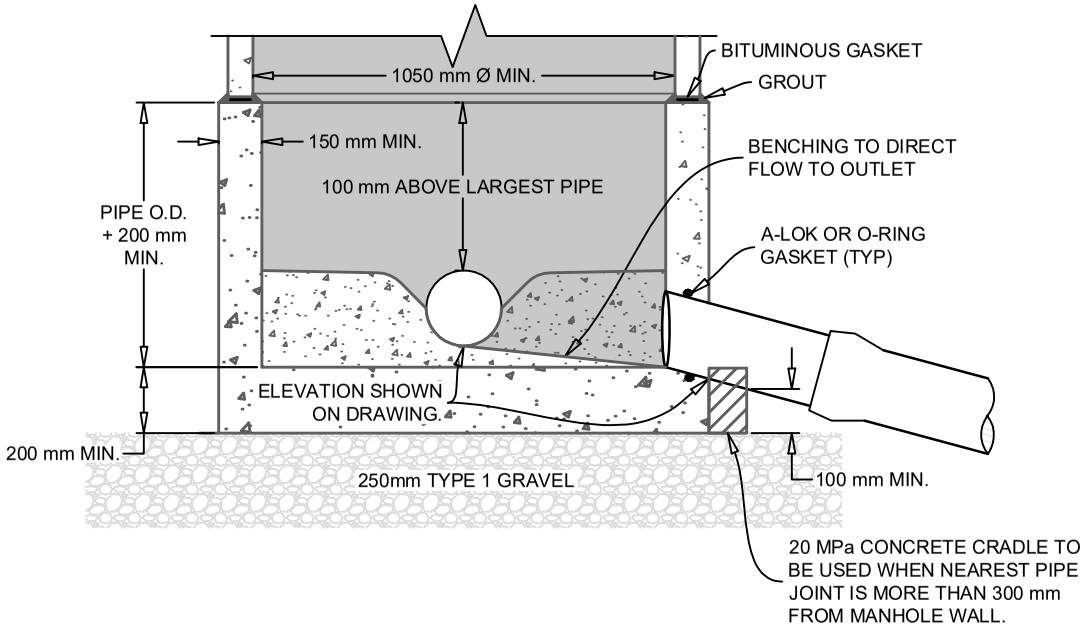
WEST HANTS REGIONAL MUNICIPALITY

STANDARD DETAIL

PRECAST MANHOLE

DATE	July 8, 2022	SCALE	N.T.S.
DRAWING NO.	WH-12	APPROVED	





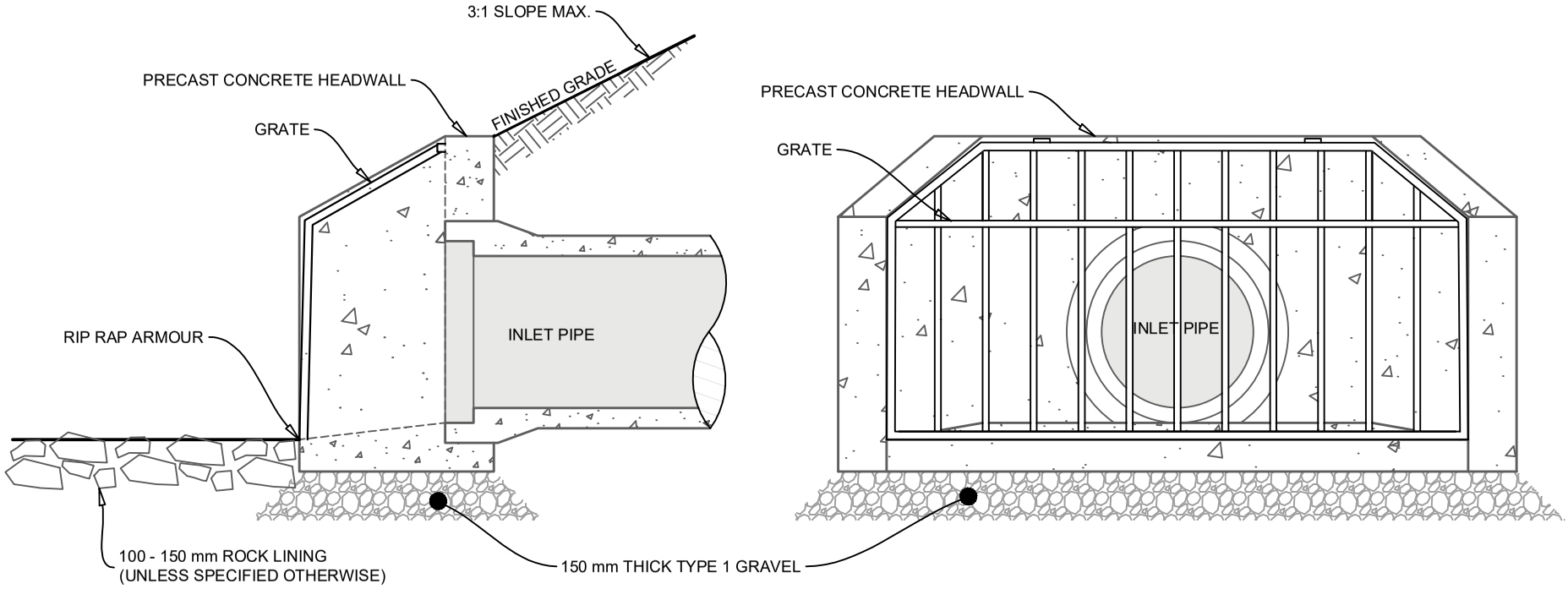
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WEST HANTS REGIONAL MUNICIPALITY

STANDARD DETAIL

CAST-IN-PLACE BASE FOR PRECAST MANHOLE

DATE	July 8, 2022	SCALE	N.T.S.
DRAWING NO.	WH-13	APPROVED	



NOTES:

1. ANY PIPE SYSTEMS OR CULVERTS LONGER THAN 30 m TO HAVE HEADWALL GRATES ON INLETS.
2. BARS TO BE VERTICAL ON INLET GRATES. GRATES ARE NOT PERMITTED ON OUTLETS.
3. AREA OF HEADWALL GRATE (WHERE REQUIRED) TO BE MINIMUM 6 TIME LARGER THAN PIPE CROSS SECTIONAL AREA.
4. GRATES TO BE GALVANIZED STEEL.
5. HEADWALL TO BE SIZED BASED ON PIPE SIZE AS PER PRECAST MANUFACTURER'S RECOMMENDATION.
6. FENCING/HANDRAIL ON TOP OF HEADWALL AS DIRECTED BY MUNICIPALITY.

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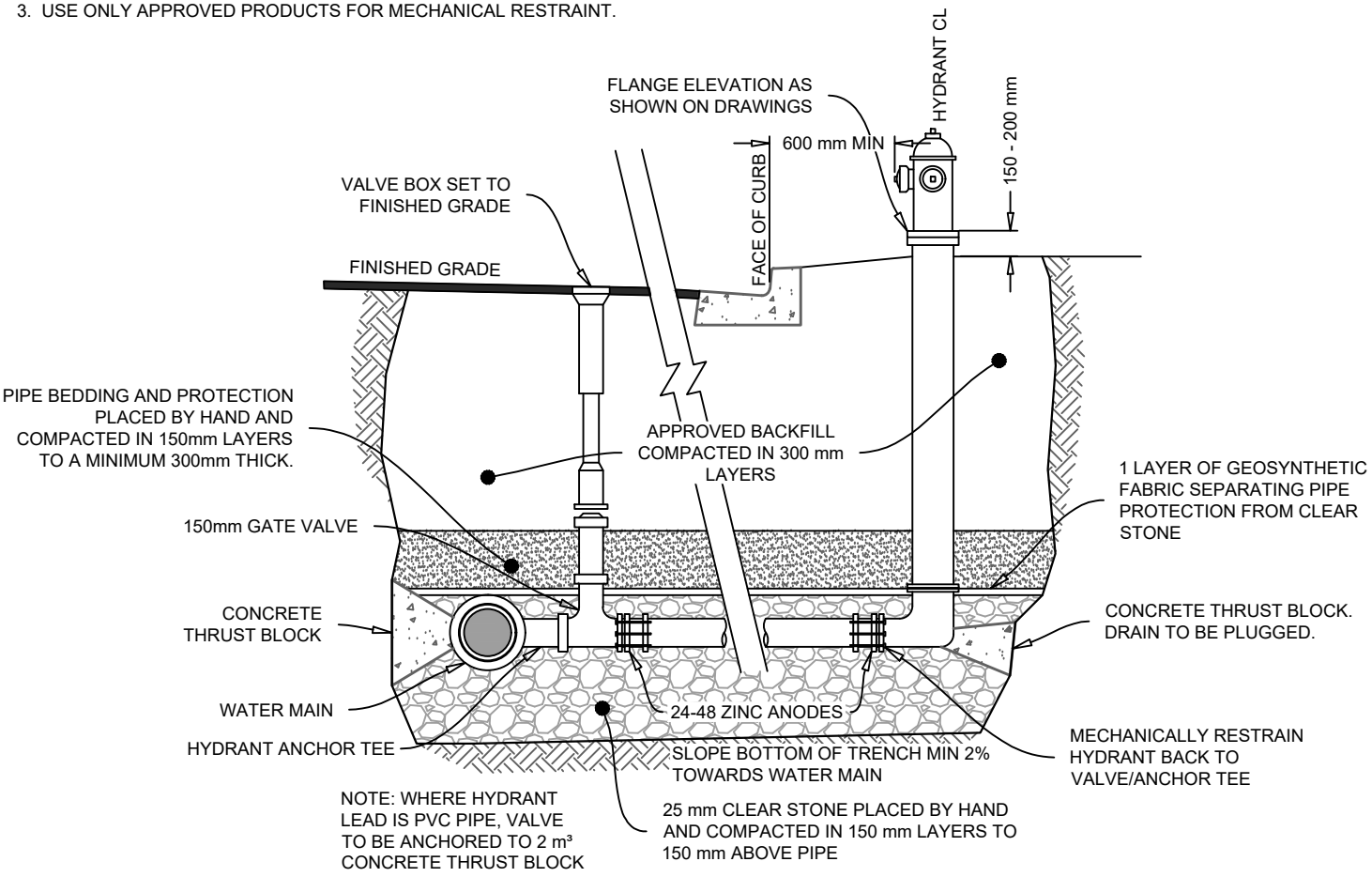
WEST HANTS REGIONAL MUNICIPALITY

STANDARD DETAIL

PRECAST CONCRETE HEADWALL

DATE	July 8, 2022	SCALE	N.T.S.
DRAWING NO.	WH-14	APPROVED	

NOTES:
1. ANODE TO BE ZINC 24-48 TYPE INSTALLED BY USE OF DOUBLE NUT.
2. HYRDANT TO BE CLOW/McAVITY M67 BRIGADIER OR APPROVED EQUIVALENT.
   - HYDRANT INLET: 150 mm MECHANICAL JOINT OR APPROVED EQUIVALENT
   - HOSE NOZZLES: 2x65 mm THREADED OR APPROVED EQUIVALENT
   - PUMPER NOZZLE: 114 mm THREADED OR APPROVED EQUIVALENT
3. USE ONLY APPROVED PRODUCTS FOR MECHANICAL RESTRAINT.



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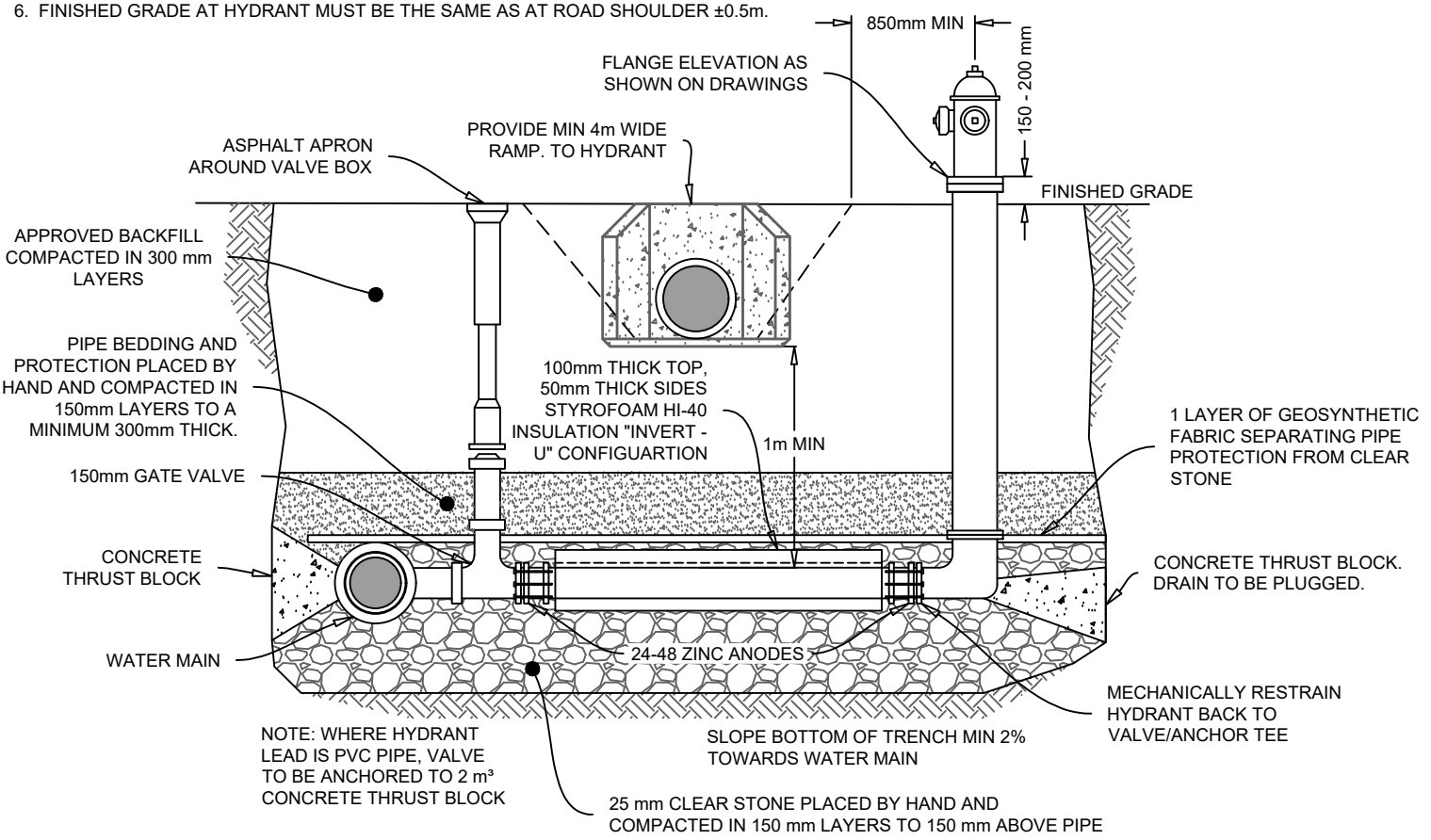
STANDARD DETAIL

FIRE HYDRANT INSTALLATION - FULLY SERVICED

DATE	July 8, 2022	SCALE	N.T.S.
DRAWING NO.	WH-15	APPROVED	

NOTES:

1. ANODE TO BE ZINC 24-48 TYPE INSTALLED BY USE OF DOUBLE NUT.
2. HYRDANT TO BE CLOW/McAVITY M67 BRIGADIER OR APPROVED EQUIVALENT.
   - HYDRANT INLET: 150 MM MECHANICAL JOINT OR APPROVED EQUIVALENT
   - HOSE NOZZLES: 2X65 MM THREADED OR APPROVED EQUIVALENT
   - PUMPER NOZZLE: 114 MM THREADED OR APPROVED EQUIVALENT
3. USE ONLY APPROVED PRODUCTS FOR MECHANICAL RESTRAINT.
4. ALL SURFACES 2m FROM HYDRANT MUST BE STABILIZED.
5. BOTH ENDS OF CULVERT REQUIRE PRECAST HEADWALL.
6. FINISHED GRADE AT HYDRANT MUST BE THE SAME AS AT ROAD SHOULDER ±0.5m.



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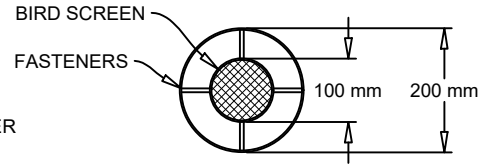
WEST HANTS REGIONAL MUNICIPALITY

STANDARD DETAIL

FIRE HYDRANT INSTALLATION - WITHOUT STORM SEWER

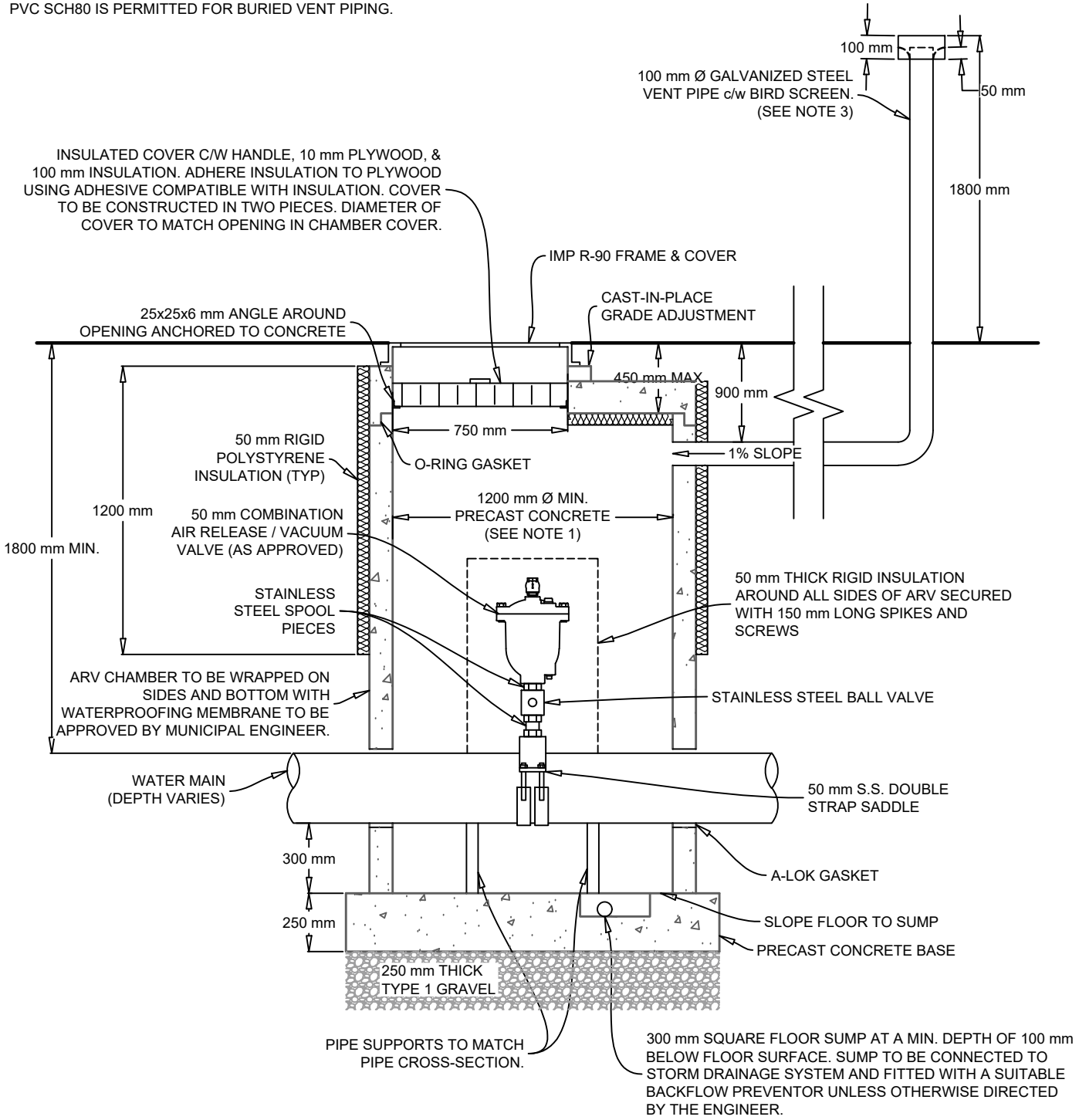
DATE	July 8, 2022	SCALE	N.T.S.
DRAWING NO.	WH-16	APPROVED	

Plot Date: 2022-Jul-8, Plot Size: ANSI FULL BLEED A (11.00 X 8.50 INCHES)



NOTES:

1. FOR WATER MAIN SIZES LARGER THAN 300 mm, CHAMBER DIAMETER SHALL BE 1500 mm. FOR WATER MAIN SIZES LARGER THAN 600 mm, THE CHAMBER WILL BE DESIGNED SPECIFICALLY FOR THE INSTALLATION.
2. WHERE DITCHING IS APPLICABLE, VENT PIPE IS TO BE LOCATED ON PRIVATE SIDE OF DITCH. INSTALL CULVERT IF NECESSARY.
3. PVC SCH80 IS PERMITTED FOR BURIED VENT PIPING.



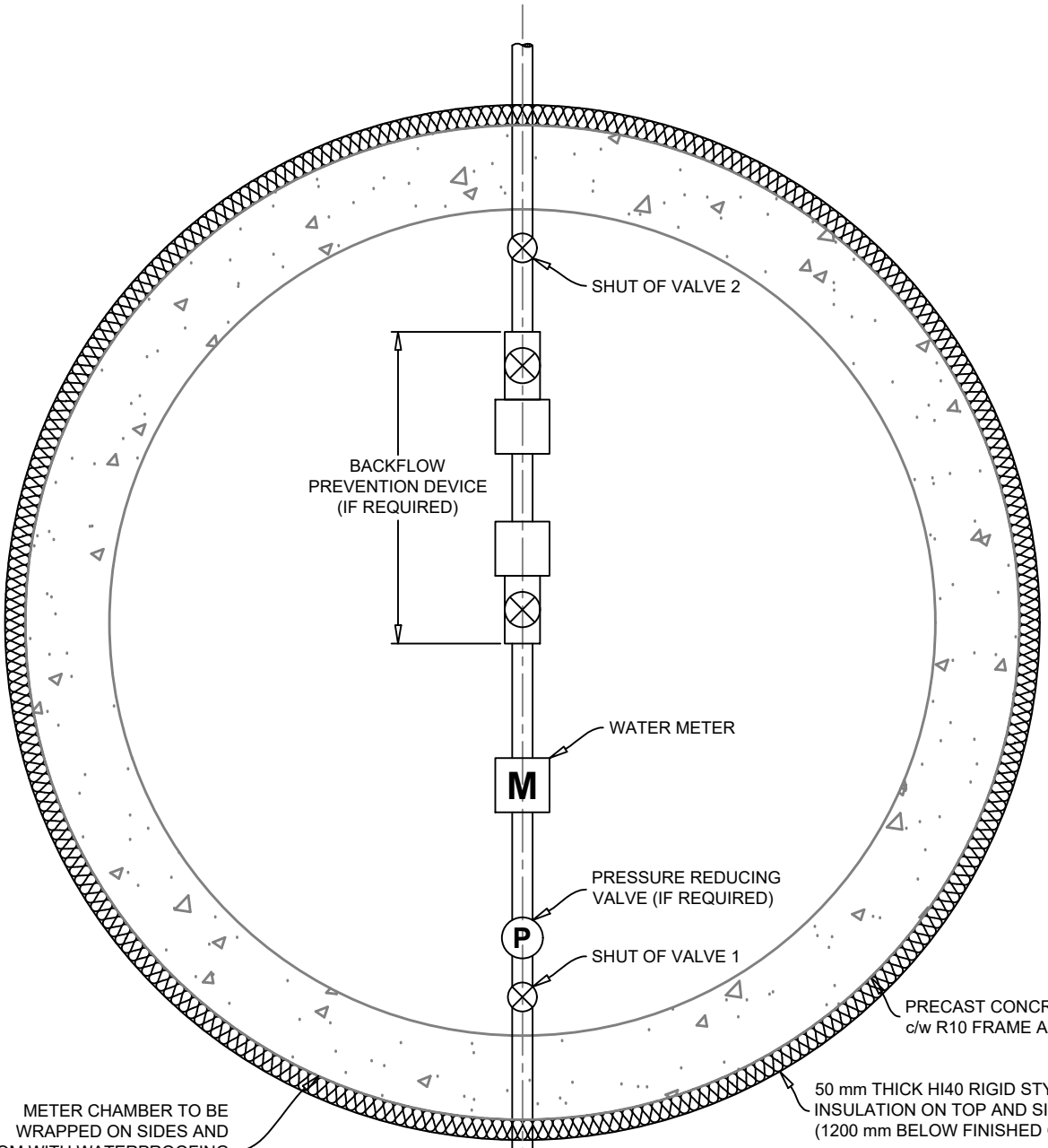
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WEST HANTS REGIONAL MUNICIPALITY

STANDARD DETAIL

RESIDENTIAL AIR RELEASE/AIR VACUUM VALVE CHAMBER (50 mm)

DATE	July 8, 2022	SCALE	N.T.S.
DRAWING NO.	WH-17	APPROVED	



NOTES:

1. ALL PIPE, MANHOLE, FRAME AND COVER, VALVES, AND FITTINGS TO BE SUPPLIED BY CONTRACTOR. WATER METER TO BE SUPPLIED BY WEST HANTS
2. MANHOLE DIAMETER TO BE 2400 mm WITH B.F.P, 1800 mm WITHOUT B.F.P.
3. CONTRACTOR TO INSTALL CONDUIT AND SUPPORT/PROTECTION FOR REMOTE REGISTER, SUBJECT TO APPROVAL BY MUNICIPALITY OF WEST HANTS.
4. MINIMUM DEPTH OF METER FROM FINISHED GRADE 1600 mm.
5. INSULATION IS REQUIRED. SEE WH-16 FOR DETAILS.

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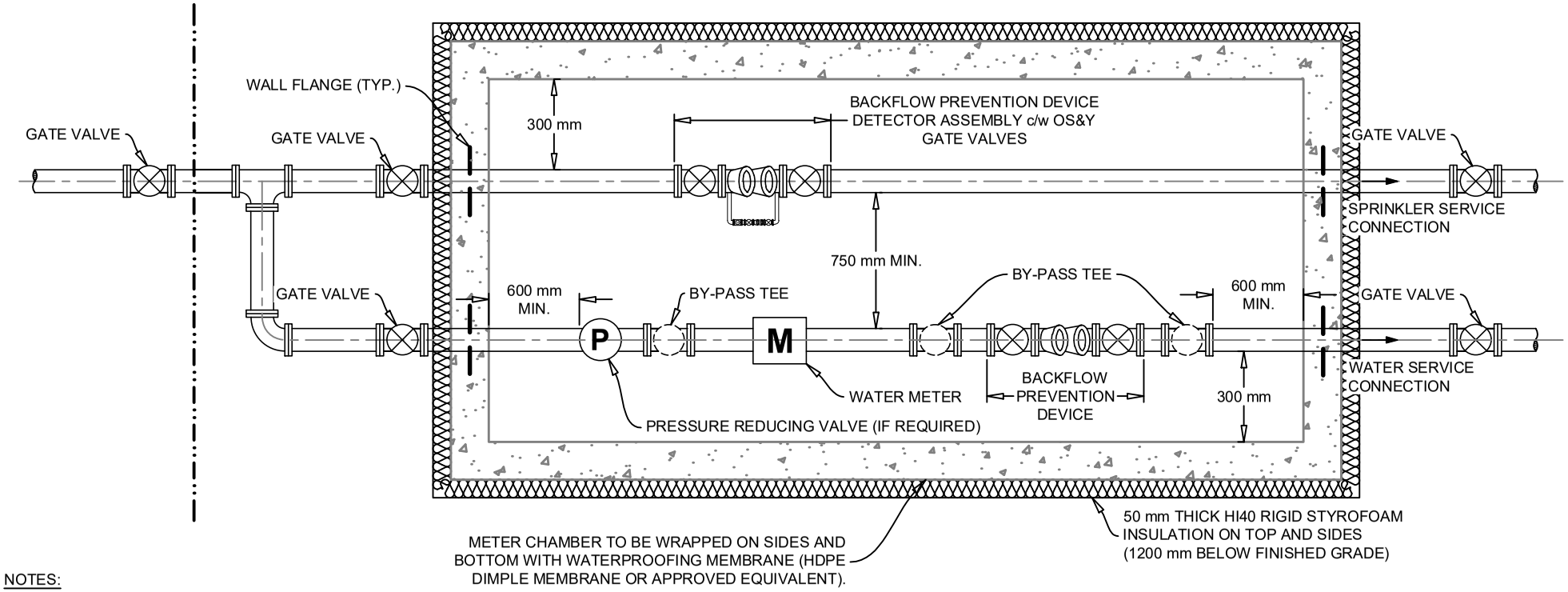
WEST HANTS REGIONAL MUNICIPALITY

STANDARD DETAIL

PLAN OF 19 mm TO 50 mm WATER METER CHAMBER

DATE	July 8, 2022	SCALE	N.T.S.
DRAWING NO.	WH-18	APPROVED	

Plot Date: 2022-Jul-8, Plot Size: ANSI FULL BLEED A (11.00 X 8.50 INCHES)

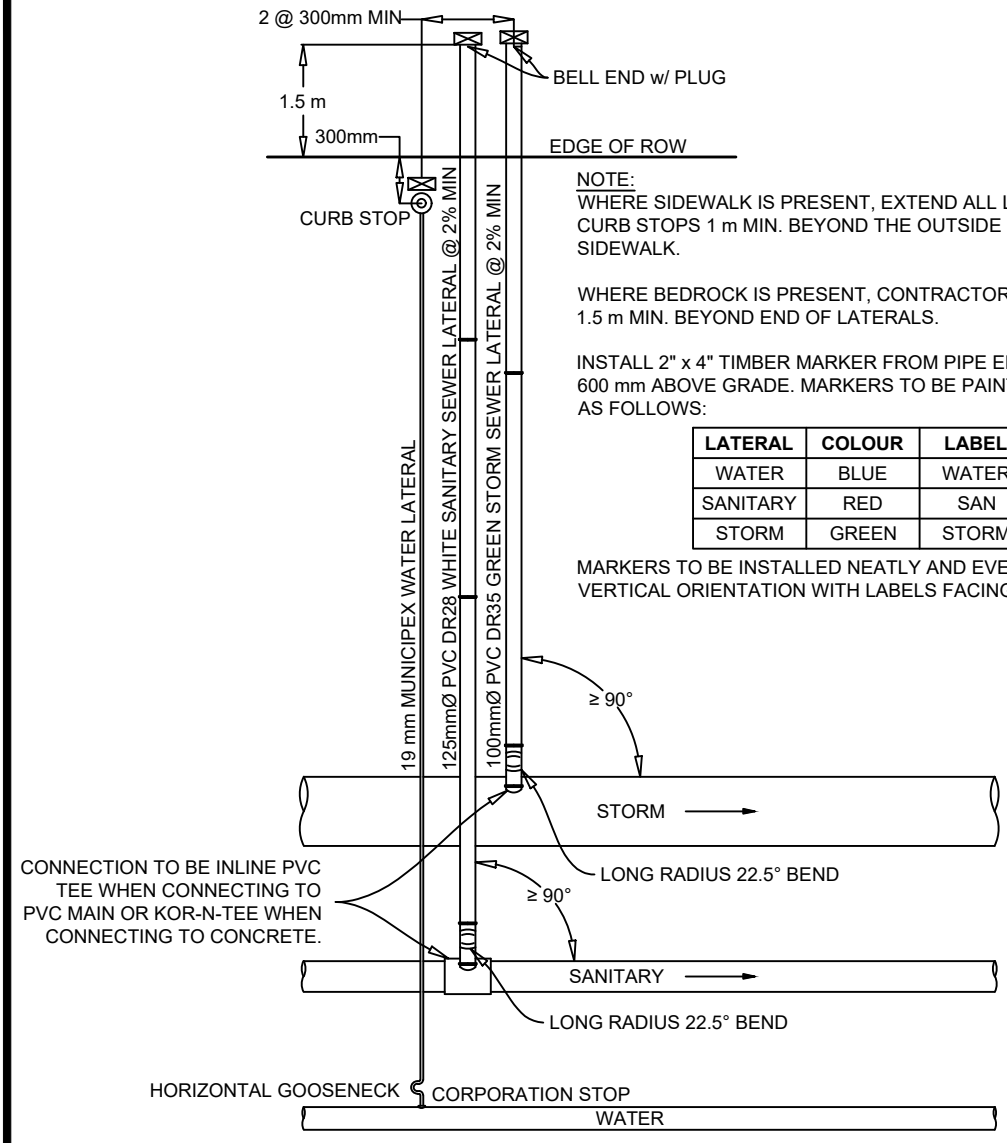


NOTES:

1. ALL NOTED DIMENSIONS/SPACING REQUIREMENTS WITH REGARDS TO CHAMBER WALLS.
2. REDUCED PRESSURE PRINCIPLE BACKFLOW PREVENTION DEVICES ARE NOT PERMITTED IN BELOW GRADE CHAMBERS.
3. ALL GATE VALVES TO BE ACCESSIBLE FROM SURFACE.

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WEST HANTS REGIONAL MUNICIPALITY			
STANDARD DETAIL			
75 mm & GREATER WATER METER AND BACKFLOW PREVENTION DEVICES			
DATE	July 8, 2022	SCALE	N.T.S.
DRAWING NO.	WH-19	APPROVED	



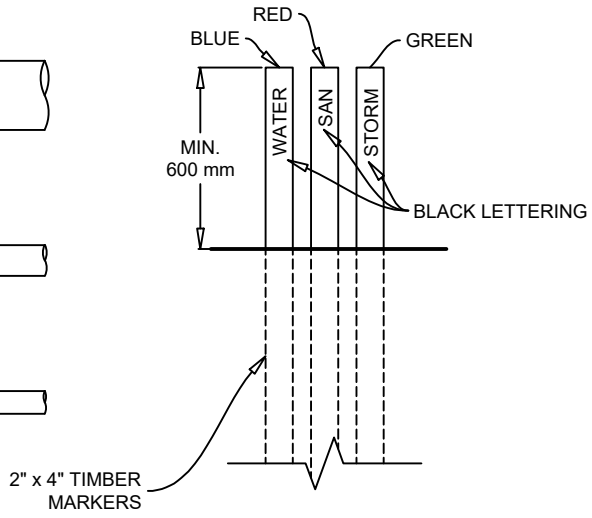
NOTE:
WHERE SIDEWALK IS PRESENT, EXTEND ALL LATERALS AND CURB STOPS 1 m MIN. BEYOND THE OUTSIDE EDGE OF THE SIDEWALK.

WHERE BEDROCK IS PRESENT, CONTRACTOR TO BREAK ROCK 1.5 m MIN. BEYOND END OF LATERALS.

INSTALL 2" x 4" TIMBER MARKER FROM PIPE ENDS TO MINIMUM 600 mm ABOVE GRADE. MARKERS TO BE PAINTED AND LABELED AS FOLLOWS:

LATERAL	COLOUR	LABEL
WATER	BLUE	WATER
SANITARY	RED	SAN
STORM	GREEN	STORM

MARKERS TO BE INSTALLED NEATLY AND EVENLY SPACED IN A VERTICAL ORIENTATION WITH LABELS FACING THE STREET.



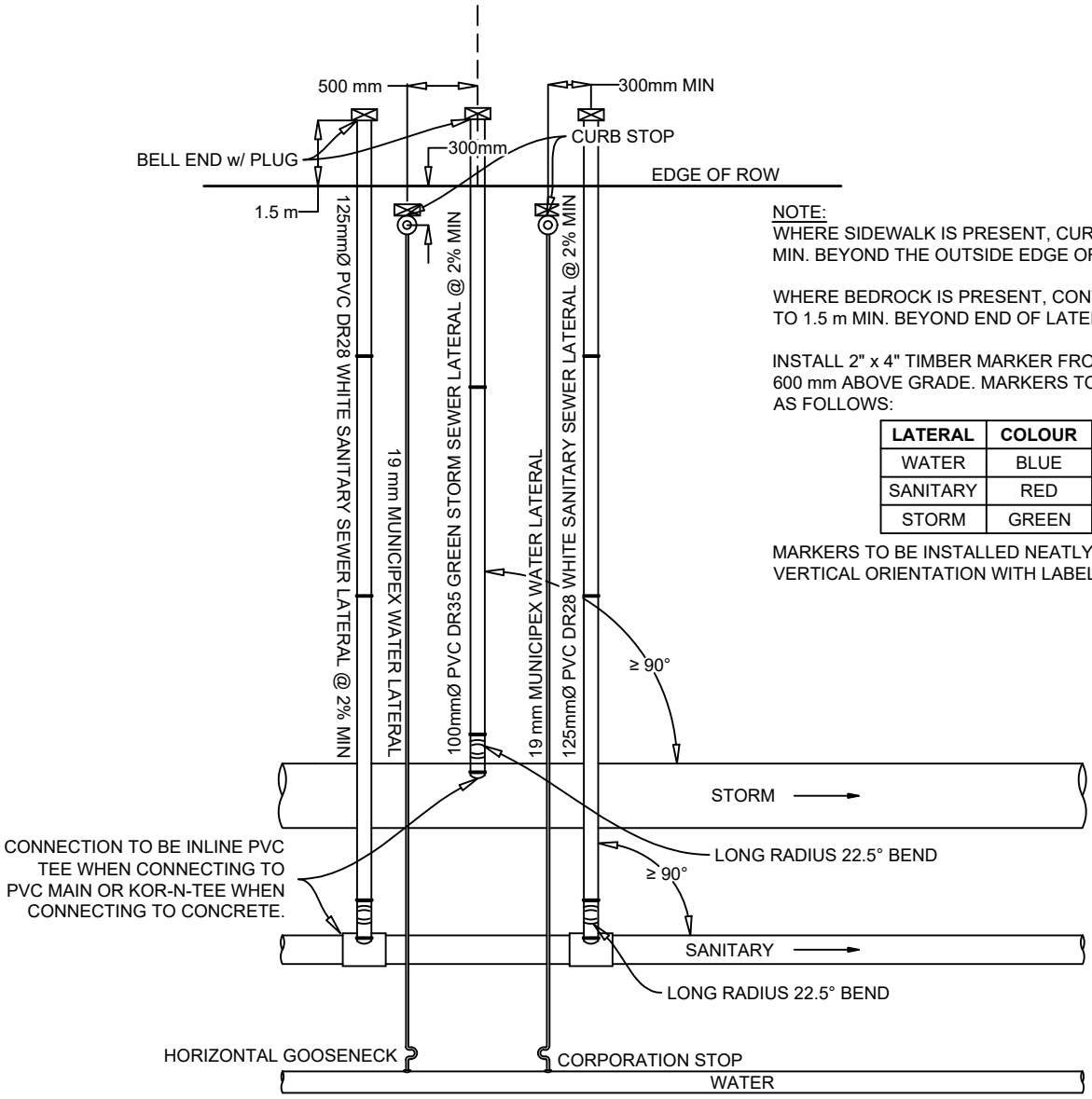
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WEST HANTS REGIONAL MUNICIPALITY

STANDARD DETAIL

SINGLE FAMILY UNIT SERVICE LATERALS

DATE	July 8, 2022	SCALE	N.T.S.
DRAWING NO.	WH-20	APPROVED	



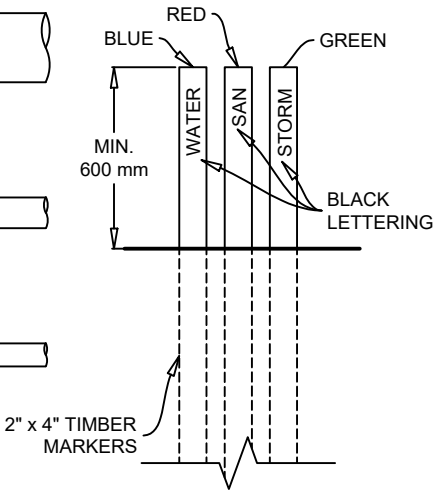
NOTE:
WHERE SIDEWALK IS PRESENT, CURB STOP TO BE LOCATED 1 m MIN. BEYOND THE OUTSIDE EDGE OF THE SIDEWALK.

WHERE BEDROCK IS PRESENT, CONTRACTOR TO BREAK ROCK TO 1.5 m MIN. BEYOND END OF LATERALS.

INSTALL 2" x 4" TIMBER MARKER FROM PIPE ENDS TO MINIMUM 600 mm ABOVE GRADE. MARKERS TO BE PAINTED AND LABELED AS FOLLOWS:

LATERAL	COLOUR	LABEL
WATER	BLUE	WATER
SANITARY	RED	SAN
STORM	GREEN	STORM

MARKERS TO BE INSTALLED NEATLY AND EVENLY SPACED IN A VERTICAL ORIENTATION WITH LABELS FACING THE STREET.



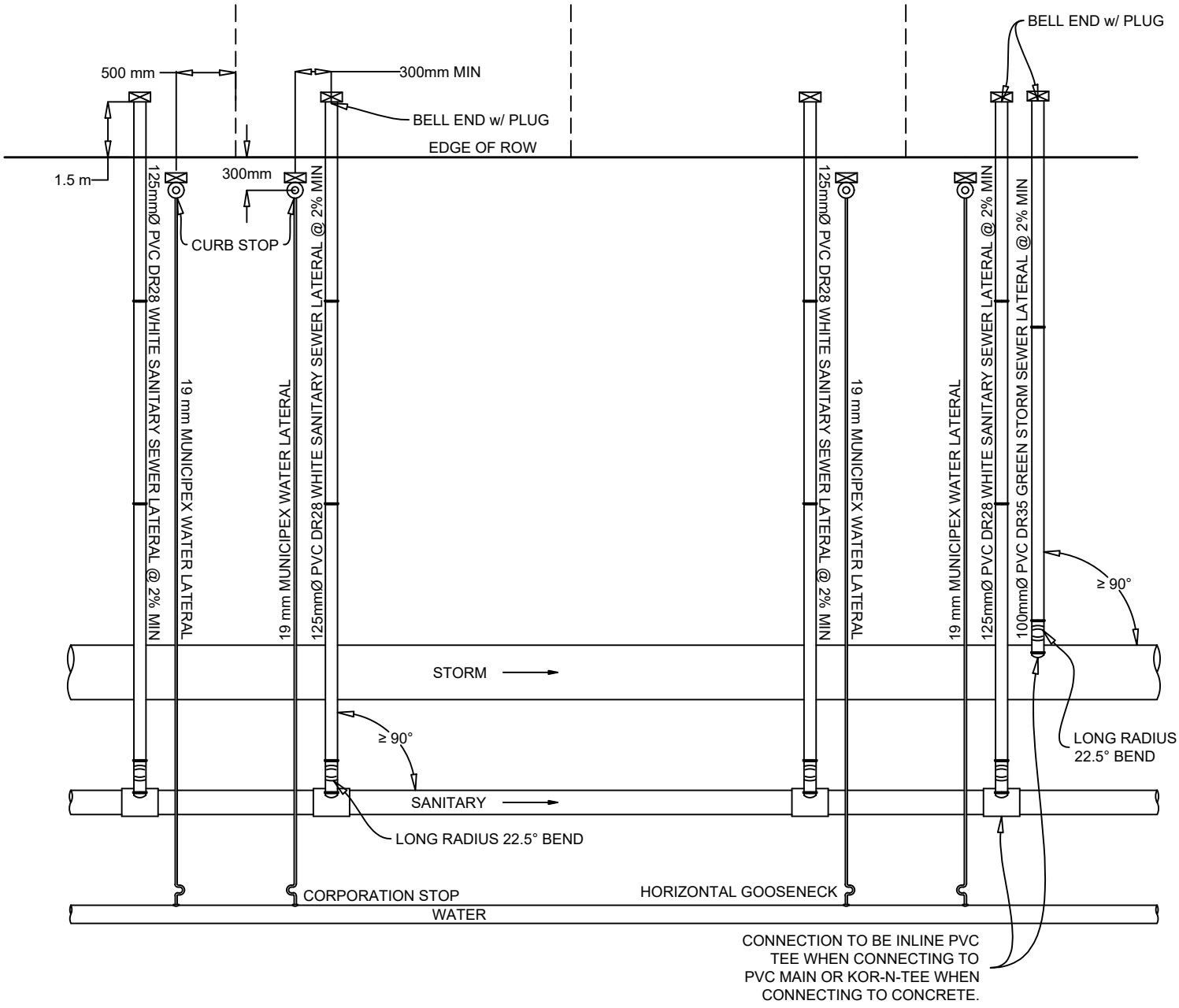
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WEST HANTS REGIONAL MUNICIPALITY

STANDARD DETAIL

SEMI-DETACHED UNIT SERVICE LATERALS

DATE	July 8, 2022	SCALE	N.T.S.
DRAWING NO.	WH-21	APPROVED	



NOTE:
WHERE SIDEWALK IS PRESENT, CURB STOP TO BE LOCATED 1 m MIN. BEYOND THE OUTSIDE EDGE OF THE SIDEWALK.

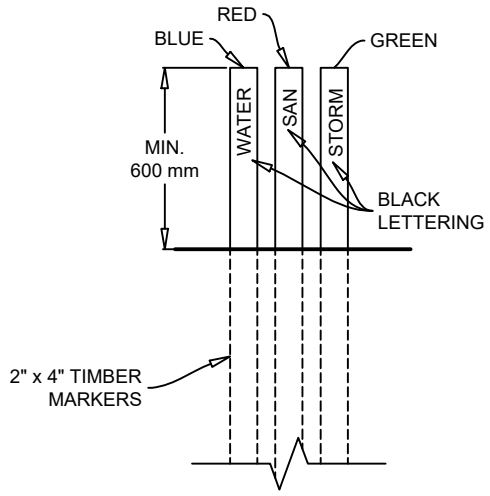
INSTALL ONE STORM LATERAL FOR EACH TOWNHOUSE BLOCK AT THE DOWNSTREAM END OF BLOCK.

WHERE BEDROCK IS PRESENT, CONTRACTOR TO BREAK ROCK 1.5 m MIN. BEYOND END OF LATERALS.

INSTALL 2" x 4" TIMBER MARKER FROM PIPE ENDS TO MINIMUM 600 mm ABOVE GRADE. MARKERS TO BE PAINTED AND LABELED AS FOLLOWS:

LATERAL	COLOUR	LABEL
WATER	BLUE	WATER
SANITARY	RED	SAN
STORM	GREEN	STORM

MARKERS TO BE INSTALLED NEATLY AND EVENLY SPACED IN A VERTICAL ORIENTATION WITH LABELS FACING THE STREET.



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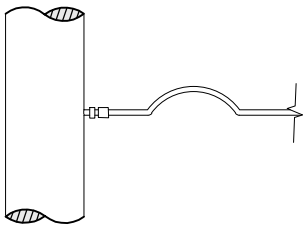
WEST HANTS REGIONAL MUNICIPALITY

STANDARD DETAIL

TOWNHOUSE UNIT SERVICE LATERALS

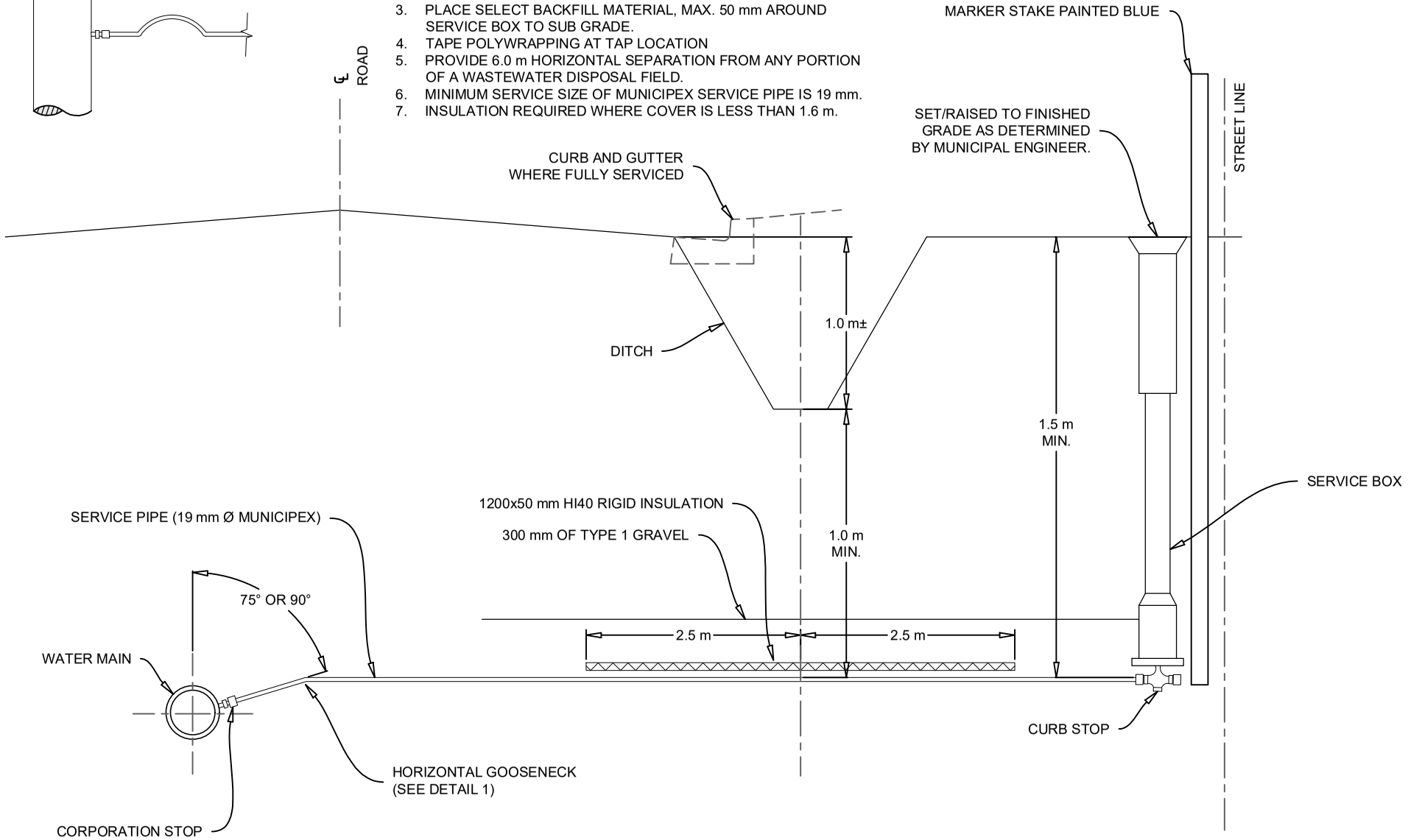
DATE	July 8, 2022	SCALE	N.T.S.
DRAWING NO.	WH-22	APPROVED	

DETAIL 1
HORIZONTAL GOOSENECK



NOTES:

1. MINIMUM 300 mm VERTICAL AND HORIZONTAL SEPARATION TO BE MAINTAINED BETWEEN WATER AND WASTEWATER / STORMWATER PIPES.
2. SERVICES BOXES TO HAVE S.S. OPERATING RODS AND COTTER PINS.
3. PLACE SELECT BACKFILL MATERIAL, MAX. 50 mm AROUND SERVICE BOX TO SUB GRADE.
4. TAPE POLYWRAPPING AT TAP LOCATION
5. PROVIDE 6.0 m HORIZONTAL SEPARATION FROM ANY PORTION OF A WASTEWATER DISPOSAL FIELD.
6. MINIMUM SERVICE SIZE OF MUNICIPEX SERVICE PIPE IS 19 mm.
7. INSULATION REQUIRED WHERE COVER IS LESS THAN 1.6 m.



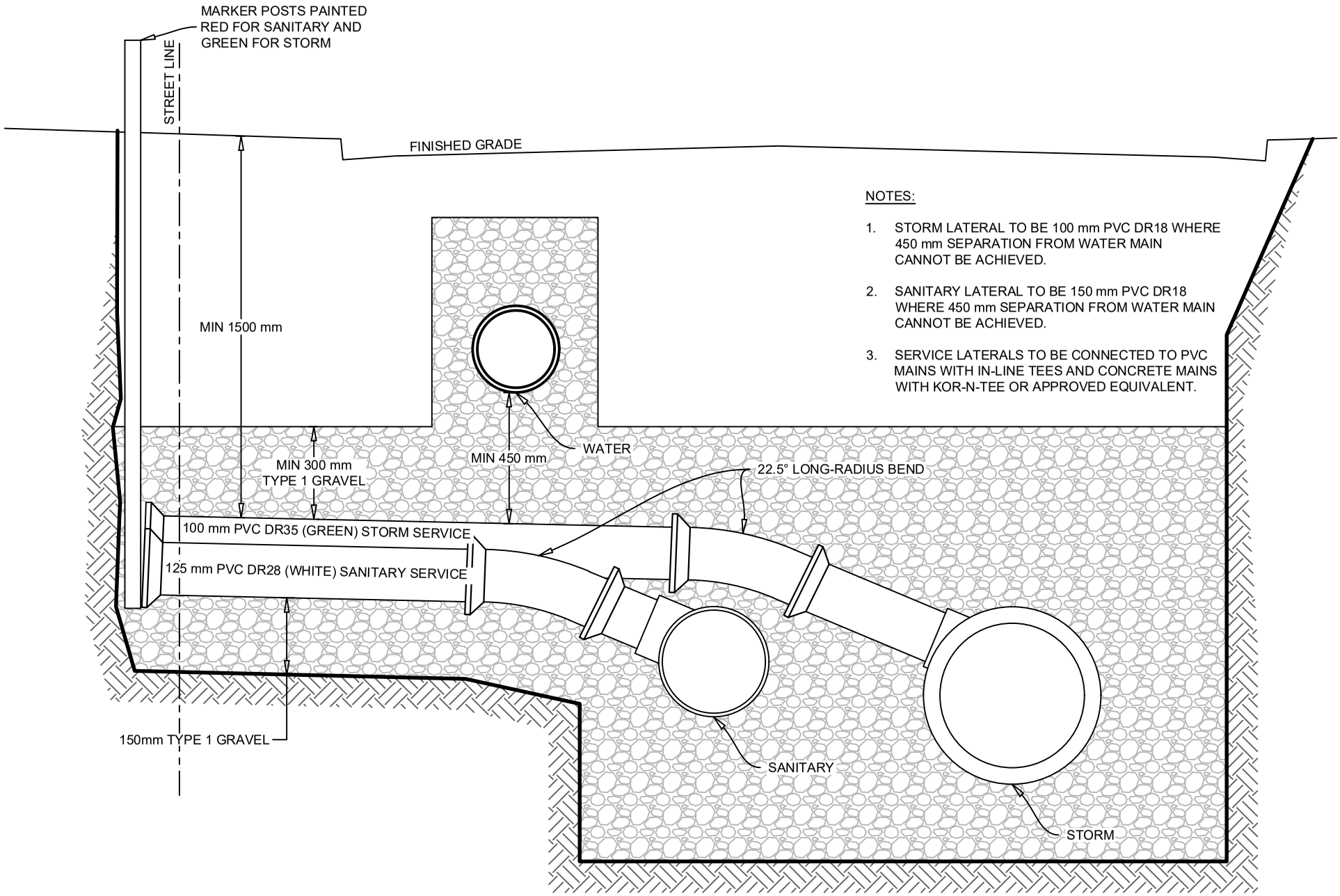
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WEST HANTS REGIONAL MUNICIPALITY

STANDARD DETAIL

TYPICAL WATER SERVICE CONNECTION

DATE	July 8, 2022	SCALE	N.T.S.
DRAWING NO.	WH-23	APPROVED	



NOTES:

1. STORM LATERAL TO BE 100 mm PVC DR18 WHERE 450 mm SEPARATION FROM WATER MAIN CANNOT BE ACHIEVED.
2. SANITARY LATERAL TO BE 150 mm PVC DR18 WHERE 450 mm SEPARATION FROM WATER MAIN CANNOT BE ACHIEVED.
3. SERVICE LATERALS TO BE CONNECTED TO PVC MAINS WITH IN-LINE TEES AND CONCRETE MAINS WITH KOR-N-TEE OR APPROVED EQUIVALENT.

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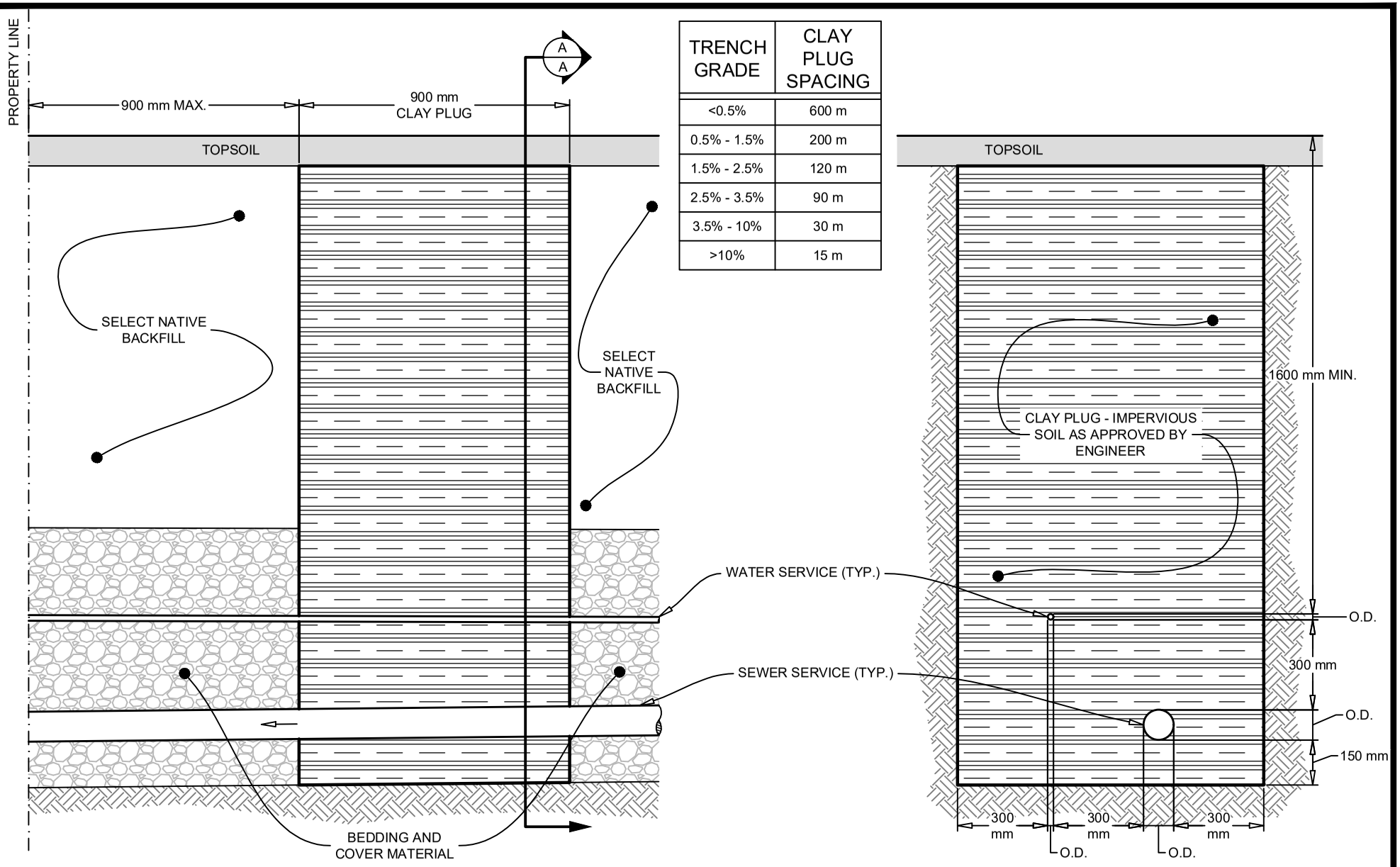
WEST HANTS REGIONAL MUNICIPALITY

STANDARD DETAIL

TYPICAL STORM AND SANITARY SERVICE LATERAL CROSS SECTION

DATE	July 8, 2022	SCALE	N.T.S.
DRAWING NO.	WH-24	APPROVED	

Plot Date: 2022-Jul-8, Plot Size: ANSI FULL BLEED A (11.00 X 8.50 INCHES)



TRENCH GRADE	CLAY PLUG SPACING
<0.5%	600 m
0.5% - 1.5%	200 m
1.5% - 2.5%	120 m
2.5% - 3.5%	90 m
3.5% - 10%	30 m
>10%	15 m

ELEVATION - CLAY PLUG

SECTION A-A

NOTES:

1. ALL DIMENSIONS ARE IN METRIC
2. WHERE NO WATER SERVICE IS TO BE INSTALLED, INSTALL SEWER LATERAL A MINIMUM OF 1200 mm BELOW DRIVEWAY OR STREET AND NOT LESS THAN 900 mm BELOW BOTTOM OF DITCH.
3. CLAY PLUGS TO BE INSTALLED IN TRENCHES AS REQUIRED BY THE MUNICIPALITY.

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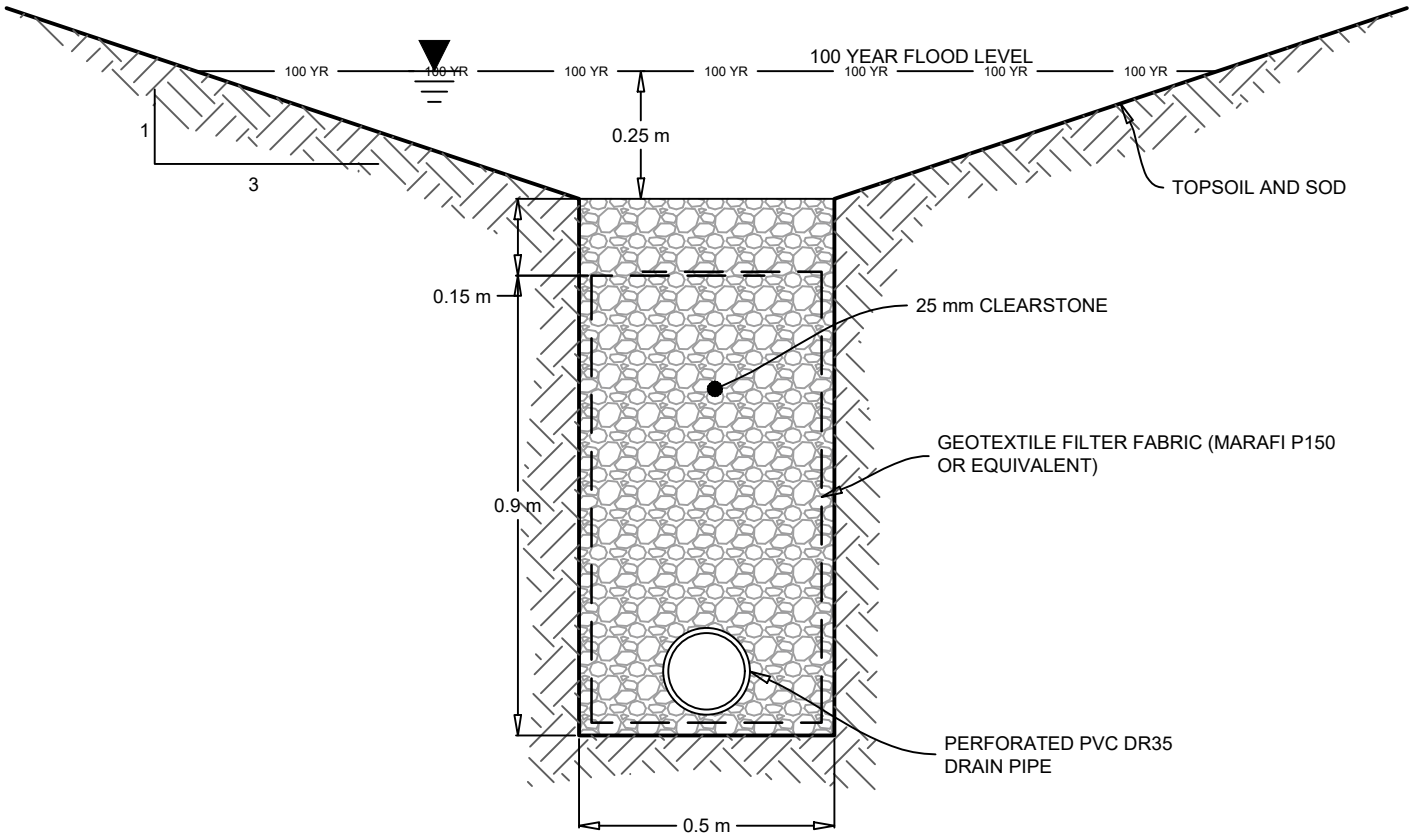
WEST HANTS REGIONAL MUNICIPALITY

STANDARD DETAIL

CLAY PLUG

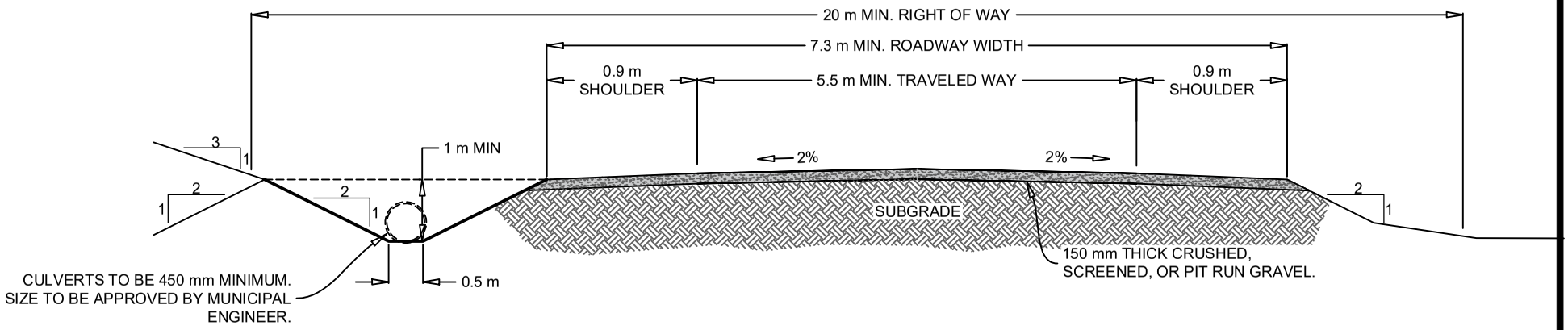
DATE	July 8, 2022	SCALE	N.T.S.
DRAWING NO.	WH-25	APPROVED	

Plot Date: 2022-Jul-8, Plot Size: ANSI FULL BLEED A (11.00 X 8.50 INCHES)



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WEST HANTS REGIONAL MUNICIPALITY			
STANDARD DETAIL			
UNDER DRAIN			
DATE	July 8, 2022	SCALE	N.T.S.
DRAWING NO.	WH-25	APPROVED	



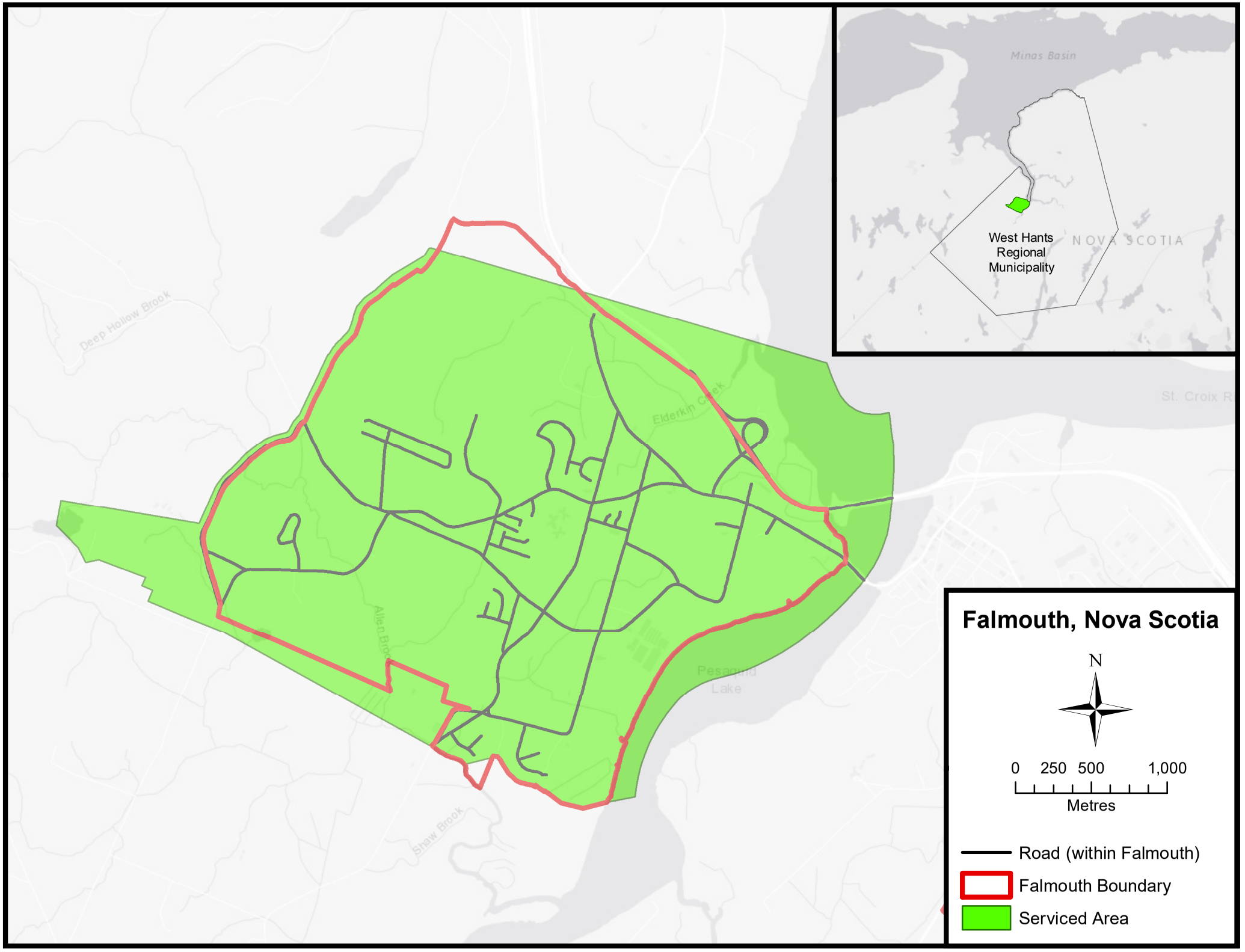
NOTES:

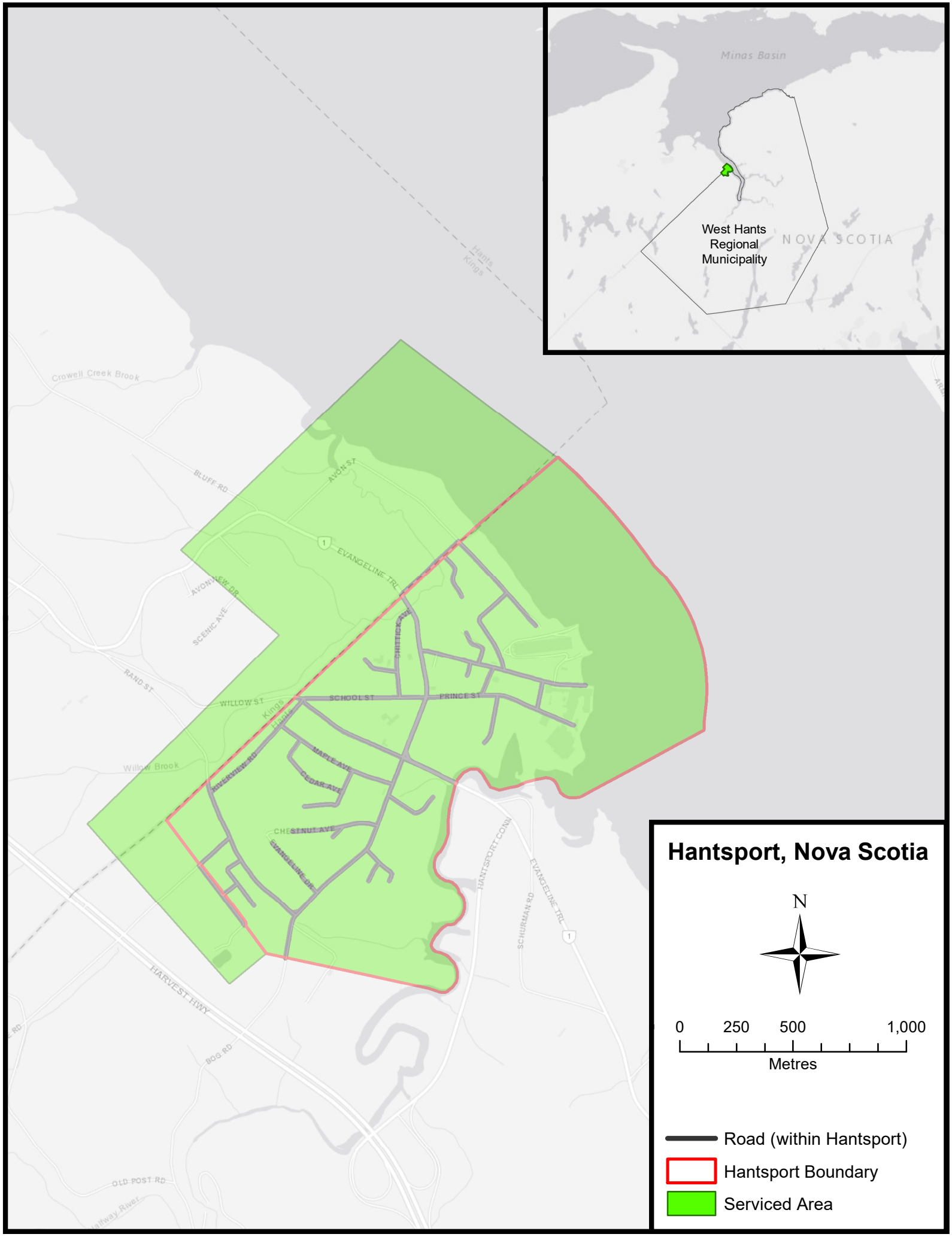
1. SUBGRADE TO BE CLEAR OF ORGANIC MATERIAL TO A DEPTH OF 1.5 m
2. RIGHT OF WAY MAY BE REDUCED TO 15 m WIDE IF ALL ROAD BED, SLOPES, AND DITCHES CAN BE CONSTRUCTED WITHIN THE RIGHT OF WAY.
3. CULVERTS TO BE CONCRETE OR HDPE AND PLACED 90° TO THE ROAD CENTERLINE AT 500 mm BELOW THE ROAD SURFACE.

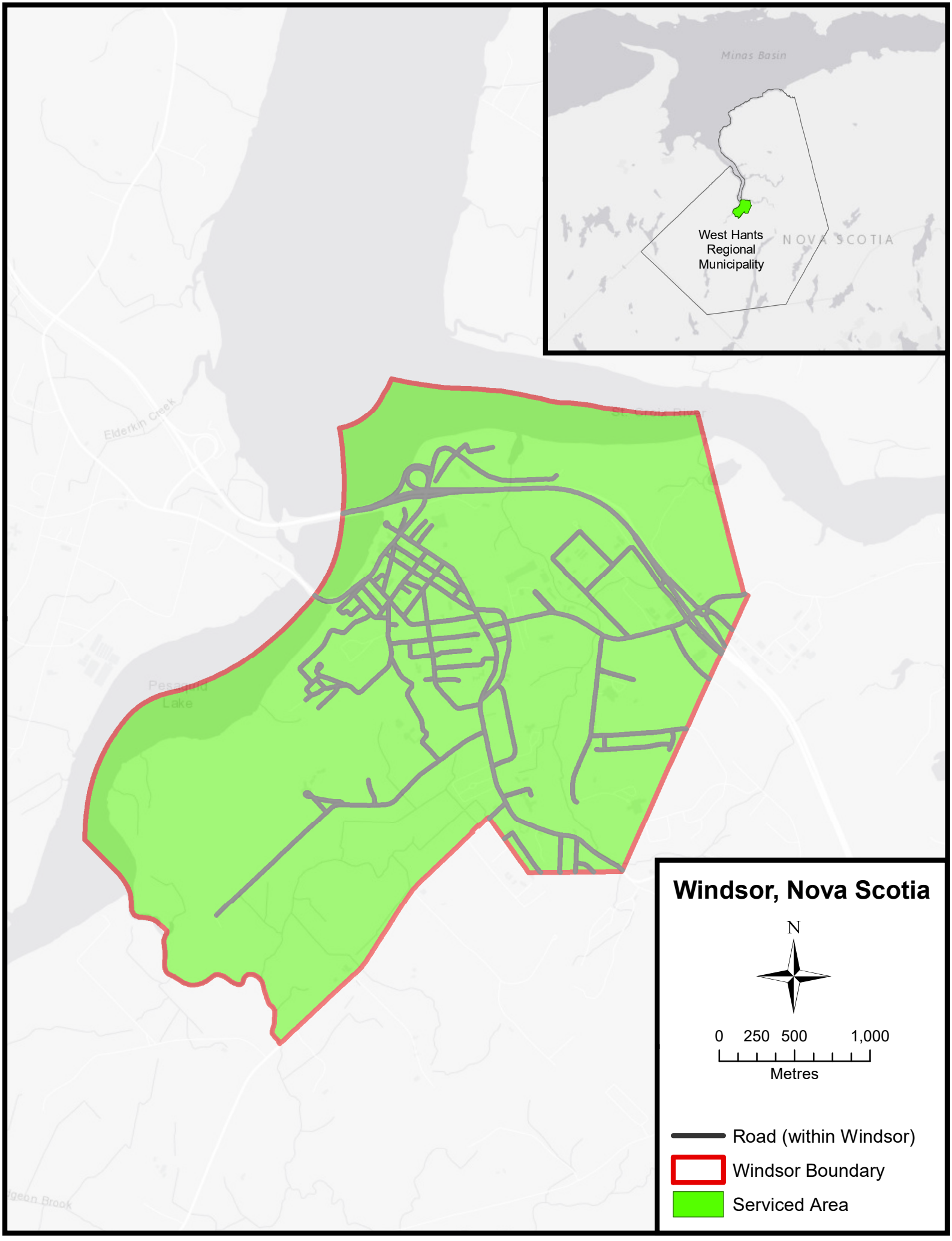
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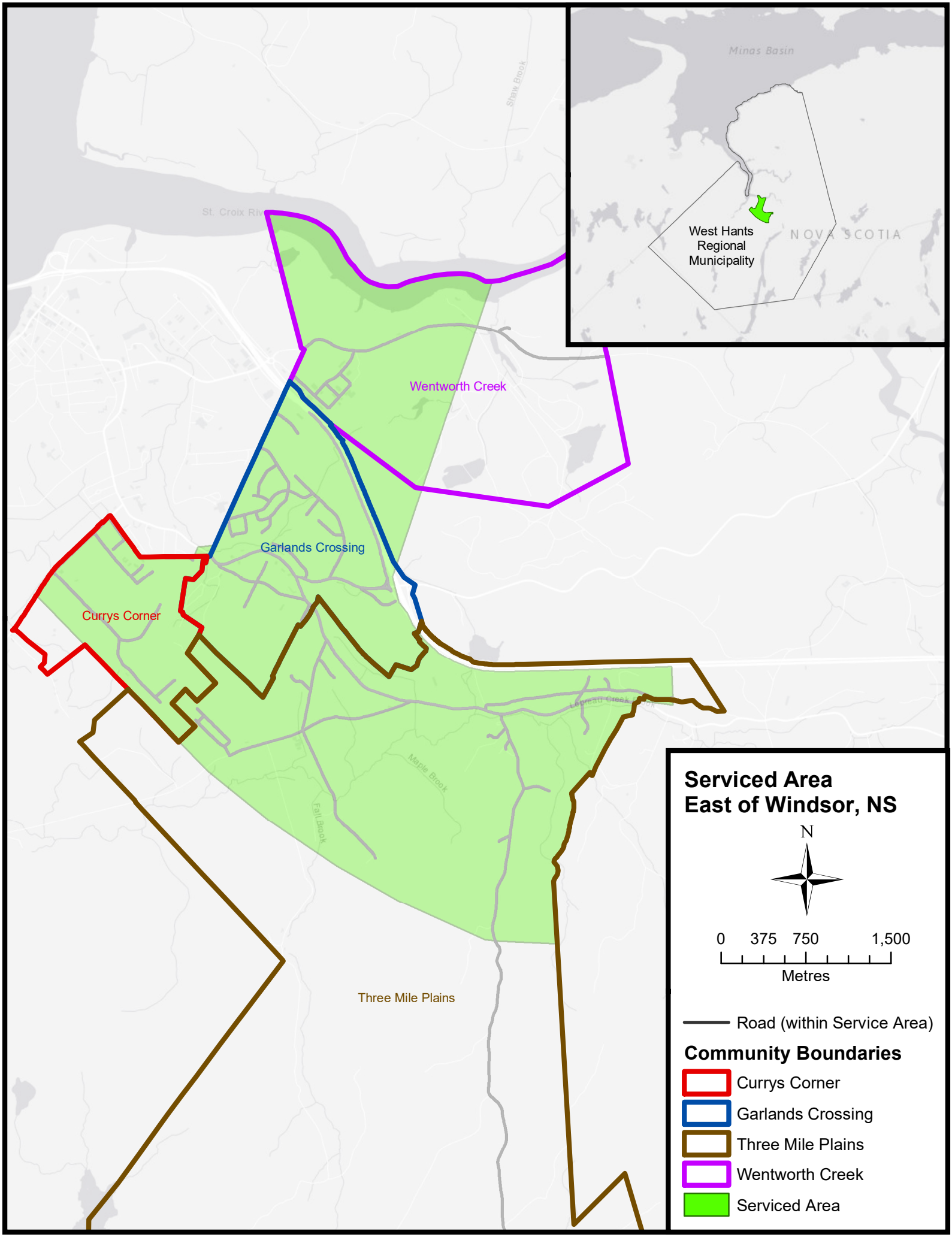
WEST HANTS REGIONAL MUNICIPALITY			
STANDARD DETAIL			
PRIVATE ROAD CROSS SECTION			
DATE	July 8, 2022	SCALE	N.T.S.
DRAWING NO.	WH-27	APPROVED	

Plot Date: 2022-Jul-8, Plot Size: ANSI FULL BLEED A (11.00 X 8.50 INCHES)


Minas Basin
West Hants
Regional
Municipality
NOVA SCOTIA
Deep Hollow Brook
Elderkin Creek
St. Croix R.
Allen Brook
Pesaquid
Lake
Shaw Brook
Falmouth, Nova Scotia
N
0 250 500 1,000
Metres
Road (within Falmouth)
Falmouth Boundary
Serviced Area


Minas Basin
West Hants
Regional
Municipality
NOVA SCOTIA
Hants
Kings
Crowell Creek Brook
BLUFF RD
AVON ST
EVANGELINE TRL
AVONVIEW DR
SCENIC AVE
RAND ST
WILLOW ST
SCHOOL ST
PRINCE ST
CHURCH ST
Kings
Hants
RIVERVIEW RD
MAPLE AVE
CEDAR AVE
CHESTNUT AVE
EVANGELINE DR
Willow Brook
HANTSPORT CONN
SCHURMAN RD
EVANGELINE TRL
HARVEST HWY
BOG RD
OLD POST RD
Hantsport, Nova Scotia
N
0
250
500
1,000
Metres
Road (within Hantsport)
Hantsport Boundary
Serviced Area


Minas Basin
West Hants
Regional
Municipality
NOVA SCOTIA
Elderkin Creek
Pesaquid
Lake
Windsor, Nova Scotia
N
0 250 500 1,000
Metres
Road (within Windsor)
Windsor Boundary
Serviced Area


Minas Basin
West Hants
Regional
Municipality
NOVA SCOTIA
Wentworth Creek
Garlands Crossing
Currys Corner
Three Mile Plains
Shaw Brook
Maple Brook
Fail Brook
Serviced Area
East of Windsor, NS
N
0 375 750 1,500
Metres
Road (within Service Area)
Community Boundaries
Currys Corner
Garlands Crossing
Three Mile Plains
Wentworth Creek
Serviced Area

WEST HANTS REGIONAL MUNICIPALITY REPORT

Information ☐	Recommendation☒	Decision Request ☐	Councillor Activity ☐

To: Committee of the Whole

Submitted by: Kathy Kehoe, Director Community Development

Date: August 16, 2022

Subject: **Old Parish Cemetery Wall Upgrade**

LEGISLATIVE AUTHORITY

Municipal Government Act Section 65

RECOMMENDATION or DECISION REQUEST

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

Council approves the award of tender WWCD22-04 for the Upgrade to the Existing Cemetery Stone Retaining Wall, Old Parish Cemetery to Ridgemark Construction & Design Limited Proposal 2 at a cost of $215,000 plus 10% contingency, plus applicable taxes to be funded through the Canadian Community Building Fund.

BACKGROUND

Property ☒	Public Opinion ☐	Environment ☐	Social ☐	Economic ☐	Councillor Activity ☐

The Old Parish Burying Ground is one of the oldest protestant cemeteries in Canada and was the main burial ground for the former Town of Windsor until 1887.

The former Town of Windsor identified necessary upgrades required to the failing stairs and the North and South stone walls and in 2018 contracted Stantec Consulting to advise on the recommended repair and procedure. In 2019 the former Town of Windsor completed the necessary upgrades to the stairs. In 2020 West Hants Regional Municipality issued a call for tender for the rehabilitation of the south end stone wall which resulted in a bid that exceeded the capital budget amount.

Included in the 2022/23 West Hants Regional Municipality Capital Budget Council approved $637.991 to be taken from the Canada Community Building Fund for the restoration of the North and South walls.

DISCUSSION

The Old Parish Burying Ground is a municipally-registered heritage property. Community Development Department staff requested a Heritage Permit from the Planning and Development Department and were advised that no heritage permit is required as there is no intent to change the appearance of the wall. Although the retaining wal and steps separating the burial ground rom King Street are listed as "character defining elements" in the Statement of Significance for the property, the exact placement of each stone is not required since, as noted, there is no intent of change in the appearance of the wall after construction. Following receiving this information, staff proceeded with issuing a Request for Proposals for the Upgrade to the Existing Cemetery Stone Retaining Wall. The overall intention of the project was that the original appearance of the wall is to be maintained as closely as possible and re-install original stones and conform to standard of "no intended change in appearance". The tender call was posted on the Provincial Procurement website and at closing on July 28, 2022, two bid submissions were received as follows:

1. Ridgemark Construction
   Proposal 1 - $159,000 plus hst – South wall complete rebuild and North wall hydro excavation then repoint joints on front and back side of wall; contractor notes that the integrity of the wall may be compromised during the excavation and can not guarantee the hydro excavating would be successful in that location.
   Proposal 2 – South and North end retaining wall complete rebuild - $215,000 plus hst

2. Masontech – Inc.

   Proposal 1 - $610,000 plus hst – complete rebuild of both South and North retaining walls would be extant recorded, stones numbered and photographed in sequence then dismantled and stored on pallets; excavation, repairs and rebuilt to match the original dimensions as close as possible.

Staff are recommending Proposal 2 from Ridgemark Construction & Design Inc. which includes a complete rebuild of both the North and South walls. After additional discussions internally staff recommend this as the preferable solution.

NEXT STEPS

With approval from Council staff will proceed with the tender award.

FINANCIAL IMPLICATIONS

The total cost with the 10% contingency and non-refundable tax portion is $246,645.85. The Municipality budgeted a total of $637,991 through the Canadian Community Building Fund,

meaning the Municipality will be drawing $391,345 less from the CCBF reserve than budgeted for.

ALTERNATIVES

1. Council may choose not to fund or award this contract. This would only delay the repair of the cemetery wall and any safety issues arising out of its condition.
2. Council may choose to award this contract based on proposal 1 acknowledging that the contractor has noted it may not work and may be required to consider proposal 2 as the alternative.
3. Council may choose to award this contract to an alternative proponent.

   These alternatives are not being recommended by staff.

ATTACHMENTS

None

CHIEF ADMINISTRATIVE OFFICER REVIEW

The report highlights the lack of requirement for an identical historic reconstruction of the walls. With this consideration the procurement process and eventual bid process provides for a reduced cost in comparison to our capital budget allocation due to a rebuild vs restoration while satisfying the municiaplitiy's scope of work.

I support the recommendation.

Report Prepared by: _____
Kathy Kehoe, Director Community Development

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

Report Reviewed by: _____
Diana Gibson, Acting Director of Financial Services

Report Approved by: _____
Mark Phillips, Chief Administrative Officer

WEST HANTS REGIONAL MUNICIPALITY REPORT

Information ☐	Recommendation ☐	Decision Request ☑	Councillor Activity ☐

To: Committee of the Whole

Submitted by: J. Richard

Todd Richard, Director of Public Works

Date: September 13, 2022

Subject: Award of Contract WWHPW22-02 – Supply Generator for BFD #2

LEGISLATIVE AUTHORITY

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

RECOMMENDATION or DECISION REQUEST

Council approve the award of tender WWHPW22-02 for the supply and installation of a Generator for Brooklyn Fire Station #2 to the low compliant bidder, Thompson's Electric Ltd, for the tendered price of $83,650.00 plus 15% contingency and applicable taxes.

BACKGROUND

Property ☑	Public Opinion ☐	Environment ☐	Social ☐	Economic ☐	Councillor Activity ☐

As previously presented and approved in the 2022/23 capital budget, Public Works intends to purchase a diesel generator to support the operations for the Brooklyn Fire Station #2.

DISCUSSION

Pricing was requested from qualified vendors to supply all labour, material, equipment, delivery, and installation of one (1) generator at the Brooklyn Fire Station #2, Garlands Crossing:

- New 100 kW, 120/240V, single phase generator, c/w weather housing and sub-base fuel tank,
- Installation of the new generator on a concrete pad located at the end of the building outside the electrical room,
- Installation of all civil work of a 6" reinforced concrete pad (6'x14'x6") and protective bollards, in accordance with applicable building codes for protection of tanks and equipment,
- Supply and installation of a 400A automatic transfer switch in the place of the existing manual switch,
- Installation of all controls on the exhaust and intake air to keep them from bringing in exhaust from the generator,
- Power for battery charger and block heater,
- All applicable building and electrical permits required for execution of the work scope,
- All documentation, including installation, parts, and service manuals, including complete wiring diagrams must be forwarded to the Municipality's Public Works Department at the time of delivery,
- All equipment and parts supplied are to be new only (no remanufactured equipment), never used and of the latest manufacture, and
- Engines must operate to specifications and be equipped with pollution emissions as required by law in the Province of Nova Scotia.

The public tender closed on Thursday, July 21 with five (5) contractors submitting bids, as follows:

Thompson's Electric Ltd.	**Score 95.0%**	**$83,650.00**
Headway Electric Ltd.	Score 92.2%	$92,600.00
Able Electric 2016 Limited	Score 89.6%	$94,900.00
Geddes & Murphy Electric Ltd.	Score 89.3%	$93,350.00
Gilson Construction Limited	Score 82.7%	$105,333.00

Staff has reviewed the bids, evaluated, and scored the technical and financial components of each proponent, to ensure compliance to the technical specifications requested in the tender.

Public Works recommends the carry of at least 15% contingency to allow for unforeseen costs during installation, that may be required to complete the project.

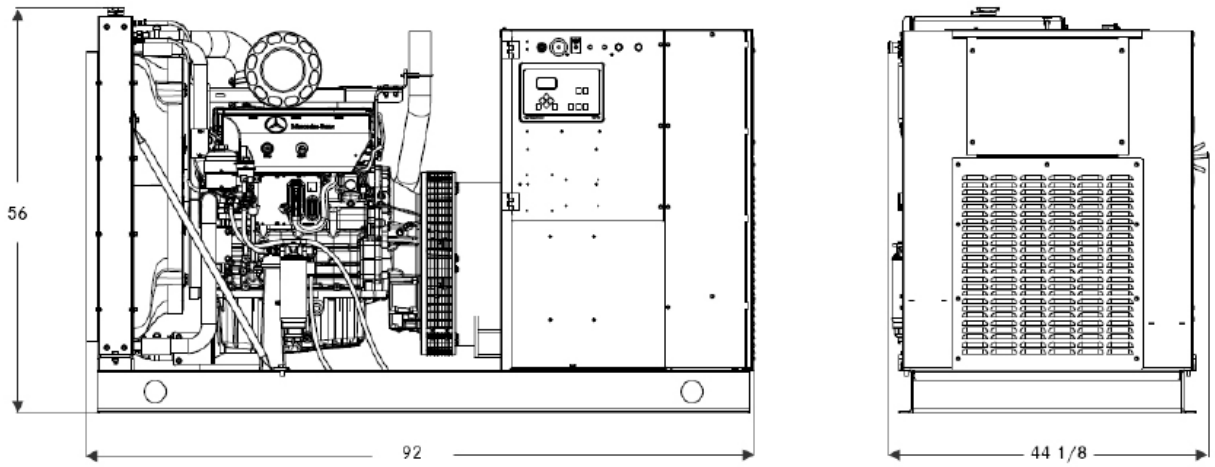


Figure 1.0 MTU Diesel Generator Set (dimensions per specification sheet)

NEXT STEPS

Pending approval of Council; staff will award formal contract to Thompson's Electric to proceed with supply and installation in accordance with their proposal.

FINANCIAL IMPLICATIONS

2022/2023 Capital Budget Allocation	$76,000.00
Recommendation	
Base Price	$83,650.00
Added Contingency of 15%	$12,547.50
Sub-total	$96,197.50
Net Taxes at 4.29%	$4,126.87
Total	**$100,324.37**

Should Council approve the contract price of the generator plus the 15% contingency requested and it is utilized, the project will be $24,324 over budget. The generator is being funded through long-term debt and this overage will increase the debt servicing costs by $5,198 annually.

Should Council approve the contract price of the generator, without the 15% contingency, the project will be $11,239 over budget. This overage will increase the debt servicing costs by $2,402.

ALTERNATIVES

Council may choose to either defer this project, or not proceed with this project. This is not the recommendation to Council.

ATTACHMENTS

No attachments.

CHIEF ADMINISTRATIVE OFFICER REVIEW

BFD Station #2 has been without a generator to support the building's needs since it was constructed. Moving forward with this improvement will ensure the building is fully operational during a power outage which is often the time the fire services are called for emergency response.

Please note the added funding requested noted in the report.

The building has been operational without a generator and could continue to do so if Council chooses. This is not the recommendation of staff.

I support the recommendation.

Report Prepared by: _____

Brad Carrigan, Manager Engineering & Capital Projects

Report Reviewed by: _____

Todd Richard, Director of Public Works

Report Approved by: _____

Mark Phillips, CAO

WEST HANTS REGIONAL MUNICIPALITY REPORT

Information ☐	Recommendation x☐	Decision Request ☐	Councillor Activity ☐

To: Committee of the Whole

Submitted by: Councillor Rupert Jannasch

Date: August 30, 2022

Subject: Future of the Closed Cogmagun Landfill

LEGISLATIVE AUTHORITY

Municipal Government Act

RECOMMENDATION

A motion to request a staff report on the future of the closed Cogmagun Landfill in the former Municipality of West Hants including (a) a summary of annual expenses incurred since the consolidation, (b) estimates of financial and legal liabilities pertaining to the closed landfill once the Landfill Closure Reserve is exhausted and (c) a financial plan, including the source of funds, should expenditures be necessary beyond the life of the current reserve.

BACKGROUND

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

The annual expenditures and budget for the closed Cogmagun Landfill were discussed as part of the 2022-23 budget deliberations. A breakdown of work completed and actual annual expenditures was not available.

DISCUSSION

Committee of the Whole (COTW) is unfamiliar with landfill closures and extended management and potential liabilities. It is important to determine what expenditures, if any, will be required

after the exhaustion of the Landfill Closure Reserve. The WHRM Reserve Budget 2022-23 accounts for a proposed spend of $68,408 for maintenance whereas the WHRM Operating Budget 2022-23 accounts for a proposed spend of $54,100. Without disclosure of the annual maintenance costs since consolidation, it is difficult to make sense of these figures. The Closure Reserve may be exhausted in 2 years depending on which annual cost is used for the calculation. Are there other liabilities Council should be aware of? If additional fund are required for landfill maintenance, it is important to recognize the scale of these expenditures before they are incurred and determine out of which portion of the WHRM budget they will be funded from (General Rate, Area Rate or other).

NEXT STEPS

Await the staff report.

FINANCIAL IMPLICATIONS

Budget implications.

ALTERNATIVES

COTW may not request a staff report.

ATTACHMENTS

(List any attachment to the report, if anything.)

CHIEF ADMINISTRATIVE OFFICER REVIEW

Revisiting the noted items listed by Councillor Jannasch, in relation to the closed section of the landfill in Cogmagun, would help to provide greater operational awareness as well as what resources are required to support the Municipality's ongoing obligations in relation to closure.

I support the recommendation.

Report Prepared by: Rupert Jannasch, Councillor

Report Reviewed by: _____

Mark Phillips, Chief Administrative Officer

WEST HANTS REGIONAL MUNICIPALITY REPORT

Information ☐	Recommendation ☐	Decision Request ✓	Councillor Activity ✓

To: West Hants Regional Municipality

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

Date: Sept 13, 2022

Subject: Snow and Ice Control Council Service Delivery Model - West Hants Roads

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LEGISLATIVE AUTHORITY

MGA Power to Expend Money:

RECOMMENDATION or DECISION REQUEST

Council direct staff to undertake an open tender process and issue an RFP for the West Hants Road's Snow and Ice Control services for 2022-23 to determine the potential for service level impacts and costs that might be incurred through a change in the service delivery model for the rural road service areas in West Hants.

BACKGROUND

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

Over the course of the last two years Council has had several discussions on the cost of snow and ice control services within the West Hants Region.

A report delivered to Council in June identified a cost comparison based on a contract for service that West Hants had in place between 2017 thru 2019 in contrast to actual costs and service delivery realized over the 2020 – 2022 period of time.

As noted in the report and through discussion, the total road distance managed for this service (+35%), along with changes in market dynamics and costs have changed significantly over the last 4 years and even more dramatically over the past 12 months. These changes make it difficult to accurately and confidently compare service levels that might be experienced as well as any associated changes in cost of service.

DISCUSSION

Council has reviewed this matter informally and more formally with the recent report presentation in June (attached).

In the discussions on costs Council has typically been cautioned that we are realizing significant savings today and that there would be little to gain in considering a review of service delivery methods for the select West Hants Roads to be considered outside of the Windsor and Hantsport core areas.

Since contract services for this segment of snow and ice control have not been reviewed for the last number of years, it is recommended that council direct staff to proceed with a tender issuance to be able to determine the potential impacts on service delivery and related costs associated such an initiative.

NEXT STEPS

TBD subject to Council discussion

FINANCIAL IMPLICATIONS

TBD based on Tender Responses

Staff time to issue the tender and review the results

ALTERNATIVES

None are recommended at this time.

ATTACHMENTS

WHRM Snow and Ice Control Report (June 28. 2022)

CHIEF ADMINISTRATIVE OFFICER REVIEW

Budget allocation and oversite is a primary responsibility of Council. It is my interpretation that Councillor Ivey wishes to ensure that the isolated practice of snow and ice control within Public Works is as cost effective as possible while in alignment with the policy and standard of service set by the Municipality.

The question I pose is what is the proper manner to analyze the current and / or potential cost of snow and ice control if Council is not satisfied with the current staff report.

As of the time of my response I have not received confirmation from our solicitor if the issuance of an RFP is misleading or exposes the municipality to legal litigation if it's intent was not to actually engage a private service provider for these services in 2022. If the intent is to act on a potential RFP I will have to speak against the recommendation as written due to the potential legal concerns (to be confirmed) as it will create a significant deviation within the current fiscal

year and current PWs programming including equipment ,staff and other resource allocation. Staff and equipment would have to be reallocated to other cost centers creating added expenses to other operational areas not budgeting for these costs. Secondly, if the intent is to reduce resource allocation in 2022, including the workforce mid-year, it will create other spin - off impacts that will be negative to the organization and potentially having unintended cost consequences due to the existing collective agreement and other policies. Again, more rationale resulting in my inability to support the recommendation.

As an alternative to the issuance of a RFP, if the current staff report does not satisfy the majority of Council, an analysis of the efficiencies of snow and ice control by a third-party consultant, comparing public and private service delivery, may be considered to assist with 2023/24 Operating Budget deliberations.

A few categories and items for consideration in such a review:

Staffing / Workforce / Equipment Costs

Regular time and Overtime

Standby costs

Mobilization

Union – Collective Agreement Compliance (WHRM *staffing only*)

Operating Procedures Service Standards / Quality of Service

Added service requests
Service consistency / familiarity of routes, landmarks, curbs, private properties, etc..

Communications

Situational Response

Complaint processing

Multi-use of Municipal Resources

Spring Lawn and Landscaping Repair Costs

In conclusion, I cannot support the recommendation as noted for the reason noted. Further, I am satisfied with the staff report on this matter but will follow the direction of Council should the alternative of a third-party review be requested.

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

Report Reviewed by: 

Mark Phillips, Chief Administrative Officer

WEST HANTS REGIONAL MUNICIPALITY REPORT

Information ☑	Recommendation ☐	Decision Request ☐	Councillor Activity ☐

To: Members of Council

Submitted by: J. Richard

Todd Richard, Director of Public Works

Date: June 28, 2022

Subject: Snow & Ice Control Cost Comparison – Contracted / In-House

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LEGISLATIVE AUTHORITY

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

RECOMMENDATION or DECISION REQUEST

Councillor Hartt requested information on the contracted snow removal costs for the 2019/20 winter season. The information being provided is information only and not a recommendation.

BACKGROUND

Property ☑	Public Opinion ☑	Environment ☐	Social	Economic ☑	Councillor Activity ☐

Recent discussions and questions on contracted snow removal costs and services compared to providing this service in-house.

DISCUSSION

The following chart shows the breakdown between the cost to provide snow removal services on the previously contracted West Hants owned street before consolidation. The breakdown shows the previously contracted prices for the years 2018 to 2020, the cost and cost per kilometer. The chart also shows the comparison for the following two years 2020 to 2022 and

the costs for snow removal services done in-house. Note the linear amount (km) of streets has increased as development continues, and roads are taken over by the municipality.

It is important to note that comparison of service between contracted and in-house is not a full detailed analysis. Scope of service may vary between contracted snow removal and in-house services, with the scope and responsibilities being higher with the in-house service.

Providing the service in-house provides excellent value and public service to the residents of West Hants at a lower overall cost than a private contracted service.

Snow Removal Cost Comparison - Contracted / In-House				
Item Description	**Year**	**Cost**	**Distance km**	**Cost per Km**
Contracted Prices for WH Roads before Consolidation	2018/19	$93,845	6.21	$15,112
	2019/20	$60,892	6.21	$9,805
In-House - West Hants Roads Snow / Ice Control Costs	2021/22	$49,920	8.41	$5,936
	2020/21	$41,555	7.21	$5,764
In-House Windsor Streets (Including Sidewalks)	2021/22	$142,000	31	$4,581
	2020/21	$114,000	31	$3,677
	2019/20	$150,474	31	$4,854
	2018/19	$163,355	31	$5,270

Key Points:

- Since 2019 there has been an additional 2.2km of streets added - 35% increase since contracted services
- No additional equipment has been added to the fleet for snow / ice control - only replacements
- Cost to perform snow removal services are much lower than contracted services
- Forecasting the multi-year savings with in-house services is a substantial savings compared to contracted services
- Winter maintenance agreement with NSPW allows for increased efficiencies and cost savings
- Consolidation of Municipal resources has shown great benefits, increased efficiencies, and cost savings
- Contracting out snow removal services that the municipality has the resources and capacity to do would not be recommended
- If services were contracted out, the fixed costs would remain and therefore would need to be reallocated to other sub-departments
- Staff are always looking for ways to reduce costs and streamline operations – (more efficient equipment, reduced salt use, and pooling of resources)
- In-house services include the cost for snow removal / trucking (after storm cleanup - intersections, crosswalks, street widening / benching etc.)

WEST HANTS REGIONAL MUNICIPALITY REPORT

Information ✓	Recommendation ✓	Decision Request ☐	Councillor Activity ☐

To: Committee of the Whole

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

Date: Sept 13, 2022

Subject: Invasive Species Information Request

LEGISLATIVE AUTHORITY

N/A

RECOMMENDATION or DECISION REQUEST

Council direct staff to prepare a report for future discussion regarding invasive species within the West Hants Region with a view to establishing a policy and plan for addressing invasive species within the Municipality.

BACKGROUND

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

Discussion and identification of existing and new invasive species appears to be increasing within our region.

The guest speaker at last year's Annual General Meeting for the Mount Denson Garden Club was from the Nova Scotia Invasive Species Council.

Nova Scotia's Biodiversity Act speaks to the threat posed by invasive species.

A provincial biodiversity presentation online identifies…
" Invasive species are one of the top three threats to biodiversity worldwide, along with habitat loss and climate change. Invasive species reduce biodiversity by displacing or otherwise harming native species, and, as a consequence, transform native ecosystems. A large number of native species and ecosystems in Nova Scotia are threatened by invasive organisms"
(Source: https://novascotia.ca/natr/biodiversity/pdf/Biodiversity_AlienSpecies_Apr25.pdf)

DISCUSSION

Multiflora Rose and knotweed have been spoken about and established a presence throughout the region over many years in our area.

This summer several local residents and visitors identified the presence and risk of wild parsnip occupying nearly the whole of the old high school property along Wentworth Road.

As part of the survey conducted by the NSFM relating to Service Exchange Renegotiations between the Province of Nova Scotia and local municipal governments; it was asked if we believed control of invasive weed species should continue to be a municipal responsibility.

Given the risk, harm to public health and the potential damage of invasive (alien) species to our local biodiversity it is believed we would be better served to establish a policy for addressing the matter. In the short term as a first step, we will require information from staff.

NEXT STEPS

To be determined subject to information received from staff.

FINANCIAL IMPLICATIONS

To be determined

ALTERNATIVES

N/A at this time.

ATTACHMENTS

Additional information from Halifax Regional Municipality can be found here:
https://cdn.halifax.ca/sites/default/files/documents/about-the-city/energy-environment/InvasiveSpeciesinHalifax.pdf

CHIEF ADMINISTRATIVE OFFICER REVIEW

The Municipality has traditionally addressed invasive plant species as a property owner vs a jurisdiction overseeing other publicly owned lands or private lands. As traditional resources permit or through various construction process the municipality would address the removal of

such species. Pending the discussion and direction from Council staff would have to review some of the following items to determine if in-house staff would have the ability to create a strategy or through external expertise.

- Current resource allocation vs. additional budget resources
- Subject matter expertise
- Jurisdictional responsibility
    - Enforcement
    - Education
    - Remediation / Removal
    - Monitoring
    - Advocacy

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

Report Reviewed by: 

Mark Phillips, Chief Administrative Officer