

WEST HANTS REGIONAL MUNICIPALITY
Council Meeting Agenda
December 13, 2022 - 6:00 p.m.
Virtual via Zoom (also FB Livestream)



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 or Unsightly Premises
5. Declaration(s) of Conflict of Interest
6. Approval of Previous Meeting Minutes
 - a) 2022-11-22 Council Meeting Minutes
 - b) 2022-11-23 Special Council Meeting Minutes
 - c) 2022-11-22 Public Hearing Meeting Minutes, Secondary Suites – Hantsport, West Hants and Windsor
 - d) 2022-11-22 Public Hearing Meeting Minutes, Wentworth Road PID 45190386 and Cole Drive PID 45366457 WHLUB Amendments
 - e) 2022-11-22 Public Hearing Meeting Minutes, 697 Greenhill Road, Greenhill, PID 45026010, WHLUB Map Amendments
 - f) 2022-11-22 Public Hearing Meeting Minutes, 4245 Hwy 14, PID 45038361, WHLUB Amendment
 - g) 2022-11-22 Public Hearing Meeting Minutes, 4701 Hwy 1, Three Mile Plains, Development Agreement
 - h) 2022-11-22 Public Hearing Meeting Minutes, Small Options Housing - Hantsport, West Hants, Windsor MPS and LUB Amendments
7. Presentations
 - a) Resident Graham Sanford Regarding Violations/Inconsistencies at Bog Road, Hants Border
 - b) 2022 West Hants Electoral Boundary Review Boundaries Report - John Heseltine, Stantec Consulting Ltd
8. Public Hearings – There are no Public Hearings
9. Second Readings – There are no Second Readings

10. Unfinished Business/Postponed Motions
 - a) Valley Regional Network (VREN) Request for Decision
11. Mayor's Report
12. Committee(s) of Council Excerpts/Recommendations
 - a) Committee of the Whole Excerpts (December 6, 2022)
 - i. 2022 MCCAP Requests
 - ii. Correspondence regarding the lack of action by the province related to the H. Morash File
 - iii. J Class Roads Request
 - iv. Nova Scotia Sustainable Communities Challenge Fund Application
 - v. Property Assessed Clean Energy Funding Request
 - vi. Updating the 2022-23 Tax Resolution
 - vii. Request to meet with Federal MP and MLA regarding an update with the highway 101 twinning project
 - c) Audit Committee Excerpts (December 9, 2022)
13. Councillor Municipal Business/Activity Reports
 - a) Councillor Ivey, District 11 Activity Report
14. Correspondence
 - a) Information
 1. Avon Causeway Activity Log as of December 9, 2022- No new correspondence
 2. Correspondence Received Activity Log as of December 9, 2022
 - i. 2022-12-06 Lawrencetown Education Centre re Big Chill Donation request
 - ii. 2022-12-06 Kate Sircom, Secretary, St. Andrew's Church Council re: Community Comfort Centre Designation
 3. Fort Edward Activity Log as of December 9, 2022 – No new correspondence
 4. Storm Wastewater Activity Log as of December 9, 2022 - No new correspondence
 - b) Requests – None
 - c) Outgoing Correspondence Log as of December 9, 2022
15. New Business
 - a) Planning and Heritage Advisory Committee Member Appointment

16. In-Camera
17. Next Meeting Date / Adjournment – January 10, 2022 Committee of the Whole 6 p.m.

<u>Matter</u>	<u>Start Date</u>	<u>Deadline / Update</u>	<u>Status/Progress Updates</u>	<u>Resp.</u>
Sewer Billing Review - Staff explore what the sewer rates would be if sewer util. fees were put back on the taxes. (Tabled until after budget) (Also at 2020-04-14 COTW mtg)	2020-05-12		In progress	CAO/Fin
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. PRIME has been engaged to create how the signs will look and are working on gathering suitable photos for Hantsport, Windsor and West Hants.	PW/Comm. Dev
W. B Stephens Building Design Project Management Tender Award (Municipal Office) - Draft an RFP that will look at A) the 100 King Street Building B) The 76 Morison Building and C) or an alternative new location is required to facilitate the needs of the Municipality.	2020-10-27	2022-on going	Staff are meeting to create the RFP	CAO
Panuke Rd Event - Event to be arranged by Mayor	2021-03-09	Spring/Summer 2023	Unknown	Mayor
Noise By-law - Staff revise by-law (Peace and Good Order)	2021-03-23	Jan. 2023	Staff are reviewing the existing By-Laws, gathering information on By-Laws created by other Municipalities.	Planning/ CAO
WHRM Land Dispute Policy - CAO Office to establish a practice to keep council informed.	2021-04-27	2023-01	Policy review in January 2023	CAO
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
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
Hantsport Fire Station - Provide ongoing progress updates to Council	2022-02-22	ongoing	Planning for substantial completion and handover next week.	PW

<u>Matter</u>	<u>Start Date</u>	<u>Deadline / Update</u>	<u>Status/Progress Updates</u>	<u>Resp.</u>
High School Bursaries - staff to bring back a report advising on policy changes with respects to bursaries to reflect an equal opportunity for all students within West Hants regardless of the high school students attend.	2022-06-14	February 2023	Information presented at the December COTW meeting. Will return with an additional report in January.	CAO
CAO'S Review - Annual review to be completed by Council.	2022-06-28	October 2022	On-going	Council
65 Fort Edward Street (Municipal Lands) - the Public Hearing and Second Reading be adjourned until October 2023	2022-06-28	2023-10	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, 2023	CAO/Planning
Invasive Plant Species - Prepare a report for a future discussion re: Invasive plant species with a view to establish a policy/plan to address within the municipality.	2022-09-13	2022	Staff are gathering information. A report will be presented to Council.	Plan/CD
Property Assessed Clean Energy (PACE) Funding Request - allocate up to \$300,000 from the Operating Reserves to fund a municipal PACE program, and use this funding to leverage other sources of non-municipal funding.	2022-12-06	2022-12-13	Pending Council Approval	Plan/CAO
2022 MCCAP Workplan - Place the MCCAP 2023 Work plan on file.	2022-12-06	2022-12-13	Pending Council Approval	Planning
2022 MCCAP Request (Hiring a dedicated Climate Action Coordinator position is Action 4.3 of the greenhouse gas (GHG) emissions local action plan and was added to the 2022 and 2023 MCCAP workplan) - pre-approve \$7,000 of funding in the 2023-24 budget to complete the 1 yr term for the Climate Action Coordinator.	2022-12-06	2022-12-13	Pending Council Approval	Planning/Fin

<u>Matter</u>	<u>Start Date</u>	<u>Deadline / Update</u>	<u>Status/Progress Updates</u>	<u>Resp.</u>
2022 MCCAP Request - approve funding for a permanent F/T Climate Action Coordinator position beginning in July 2023 in the 2023/24 budget deliberations.	2022-12-06	2022-12-13	Pending Council Approval	Planning/Fin
NS Sustainable Communities Challenge Fund Applications - approve in principal funding 30% as the municipal contribution of the application to the sustainable communities challenge fund in the 2023/24 budget to support a solar project, up to a maximum contribution of \$150,000.	2022-12-06	2022-12-13	Pending Council Approval	Planning
J Class Roads - The J Class Road topic be referred to the 2023 budget deliberations and staff provide a report highlighting what a J Class funding program could look like within the 2023 budget & subsequent years moving forward with the intent to address J- Class Roads for residents within WHRM.	2022-12-06	2022-12-13	Pending Council Approval	PW/Fin
Updating the 2022-23 Tax Resolution - approve the updated 2022-2023 Taxing Resolution as presented at the December 6, 2022 meeting.	2022-12-06	2022-12-13	Pending Council Approval	Fin/CAO
Request to meet with the Federal MP and MLA re: an update with the Highway 101 twinning project - correspondence be sent to the Federal MP and the Provincial MLA to meet with Council in order to receive an update regarding where each of their respective governments are on the project and further to assist in trying to bridge the gap and help our region move forward as a community.	2022-12-06	2022-12-13	Pending Council Approval	CAO

<u>Matter</u>	<u>Start Date</u>	<u>Deadline / Update</u>	<u>Status/Progress Updates</u>	<u>Resp.</u>
Correspondence regarding the lack of action by the province related to the H. Morash File - staff draft a letter to all the proper individuals within the provincial jurisdictions expressing Councils' disappointment in their lack of action on their order causing the Municipality to incur substantial costs which we would expect to be reimbursed for.	2022-12-06	2022-12-13	Pending Council Approval	CAO

**West Hants Regional Municipality Dangerous
and Unsightly Premises Dashboard (Action List)
December 9, 2022**

Matter

Textile Building - the owner was contacted to inform them that part of the security fence was down and a section of roofing had come off and was hanging over the edge of the back wall. Arrangements for repairs are being made. **November 8, 2022 COTW**

74 Bowman Road - the file remains open as staff and CAO are not satisfied with the response provided by the vendor. Review continues on a monthly basis. This has been communicated to the property owner. **November 8, 2022 COTW update**



Presentation to Municipal Council

Tuesday December 13/22

Graham Sanford

Don't Be The Dirt Advocacy

53 Bog Road, Hants Border

wedigdignity@dontbethedirt.ca

Regarding: Open Issues at Bog Road Hants Border, Escalation to Council

Dear Municipal Council.

Thank you for the opportunity to present here this evening.

Who am I?

Graham Wade Sanford, my father was Graham, born in Upper Burlington 1925, my mother is June, born in Hantsport in 1930.

I formed this sole proprietorship mid 2022.

I work full time for a Fortune 500 company.

Why am I here tonight?

Your process of dealing with public complaints outside of a “file” is problematic at best.

I am not here to directly speak of “The File” regarding the rezone request for the lots along the Hantsport end of the Bog Road.

Contrary to the email chain you were copied on, that brought me here, I do not want special treatment outside of your process.

I am not here to embarrass people by name, title, or department.

I am here, following an escalation path. Municipal Council is the next step in that escalation path.

I am here as I have been granted, several opportunities to communicate with all levels in the Mun, but, my complaint has not come to resolution, the request for supporting documentation has not happened, and yet, a related process for rezoning continues.

I am here, because not addressing valid issues brought forward in good faith, only adds to liability for the municipality, which is ALL of us, and takes the developer further down a path where they can hold leverage over the municipality “to get them where they need to be”.

Details you should know:

August 5th-Met with landowner rep at my request at my property. As we looked over the field towards Mount Denson, in the field was an Agrologist from PEI. The LO Rep made comment “he (the Agrologist) could tell just by looking at the land, it was not suitable for Agriculture”. 1st red flag. LO Rep said they just wanted to be on the same playing field as other developers in West Hants? What does that mean? 2nd Red Flag

Since that date:

LO Rep was advised don't waist your money on an Out of Province Agrologist, not permitted.

Mun contacts Nova Scotia Institute of Agrologists to have PEI agrologist registered as a member in Nova Scotia. 3rd red flag.

LO was going to start excavation without locating underground water pipeline to CKF. 4th reg flag.

Topsoil removal from Agricultural protected land, trucked to 49 Cole Drive.

Video evidence. 5th red flag.

(Note here on several occasions when the workers saw me outside on my property, they would raise their voices and mention my name as to harass, intimidate me.)

Complaint to Mun.

Site visit by Mun.

No violation. 6th red flag.**This is a Material Misrepresentation of Fact. Elected municipal officials have a code of conduct, what is the code of conduct for employees of the municipality that interface with the public, and act on valid complaints?

Contamination of water course, no sediment damn. 7th red flag. Not municipal scope (although it can be according to the Municipal Government Act, and NS Dept of Environment and Climate Change would find it favorable for municipalities to include some of their more basic requirements.)

Bogus sediment damn erected comments made “Just make it look pretty” 8th red flag.

Now four differing answers as to how PID 45046315 became R2. 9th red flag.

Requested for documentation that supported this, unanswered. 10th red flag.

PIM meeting Nov 10, 22

LO Rep, disputing town line with MUN during meeting. 11th red flag.

After PIM meeting Mun states “Our role is to get the developer to where they need to be, if that can fit within the LUB, or, with modifications to the LUB....” 12th red flag

Whose role is it to get the public a straight answer? Who is ensuring the integrity of the municipal process?

LO contacts unknown to public, no website, no management hierarchy, no examples of successful development projects in Nova Scotia provided? 13th red flag.

LO office in Windsor is the listed address for eighteen federal corporations. If so big, why so under the radar? 14th red flag.

I only ask you follow the rules, guidelines in place and treat public concerns accordingly. Deal with facts. It seems you have the PAC locked down to only receive input in a limited fashion from the public, with the MUN able to exert the greatest amount of influence on the PAC. This reminds me of a sequestered jury. No input from the outside.

In summary:

Open requiring your attention and response>

1. Please investigate the Material Misrepresentation of Fact by the municipal employee regarding the complaint of topsoil removal from Agricultural protected land.
2. Please further advise the outcome of this violation with respect to the landowner.

3. Please provide the requested documentation that indicates appropriate process was followed supporting the current zone of R2 for PID 45046315.

To think about for 2023 and beyond, we need to do better>

4. Please explore a policy/by law that would block any application from such an entity with formal complaints against it, whether they be within the current scope of Mun Gov or with that of any other Gov department. Developer Code of Conduct maybe?
5. Please explore the basics of “vetting a developer”. Do we want to do business with just any developer that comes along?
6. Please explore a policy/by law as to what cannot be done on property outside of a development agreement. Altering a water course, absence of appropriate sediment damn etc. as examples.
7. Please consider oversight of those investigating any potential violation.

In closing, I wish all of you a good holiday season in the ways that are most meaningful to you and yours, and ask, let's do things differently in 2023. We

live in a special place. Let's not allow to become just another spot on the map and treat each other as neighbors with mutual interest in our successful, sustainable growth.

Thank you,

Graham Sanford

Don't Be The Dirt Advocacy

"We believe the health of where we live is key to all possible outcomes."



Electoral Boundary Review 2022

Boundaries Report
December 6, 2022





**WEST HANTS ELECTORAL BOUNDARY
REVIEW**

Electoral Boundaries Report

October 20, 2022

Prepared for:
West Hants Regional Municipality

Prepared by:
Stantec Consulting Ltd.

Project Number:
160410458

The conclusions in the Report titled West Hants Electoral Boundary Review are Stantec's professional opinion, as of the time of the Report, and concerning the scope described in the Report. The opinions in the document are based on conditions and information existing at the time the scope of work was conducted and do not take into account any subsequent changes. The Report relates solely to the specific project for which Stantec was retained and the stated purpose for which the Report was prepared. The Report is not to be used or relied on for any variation or extension of the project, or for any other project or purpose, and any unauthorized use or reliance is at the recipient's own risk.

Stantec has assumed all information received from West Hants Regional Municipality (the "Client") and third parties in the preparation of the Report to be correct. While Stantec has exercised a customary level of judgment or due diligence in the use of such information, Stantec assumes no responsibility for the consequences of any error or omission contained therein.

This Report is intended solely for use by the Client in accordance with Stantec's contract with the Client. While the Report may be provided to applicable authorities having jurisdiction and others for whom the Client is responsible, Stantec does not warrant the services to any third party. The report may not be relied upon by any other party without the express written consent of Stantec, which may be withheld at Stantec's discretion.

Prepared by:


Signature

Printed Name

Reviewed by:

Signature

Printed Name

Approved by:

Signature

Printed Name



Table of Contents

EXECUTIVE SUMMARY	III
1 INTRODUCTION	1
1.1 Project Mandate	1
1.2 Study Process	2
1.3 Study Conduct	3
2 CURRENT AND ALTERNATIVE BOUNDARY OPTIONS	4
2.1 Past Study	4
2.2 Boundary Criteria.....	8
2.2.1 Number of Electors.....	8
2.2.2 Relative Parity of Voting Power.....	8
2.2.3 Population Density.....	9
2.2.4 Community of Interest	9
2.2.5 Geographic Size	9
2.3 Boundary Options.....	10
2.3.1 Current Districts.....	10
2.3.2 Adjusted Districts	12
3 BOUNDARY OPTIONS ASSESSMENT	15
3.1.1 Council Interviews	15
3.1.2 Boundaries Public Meetings.....	16
3.1.3 Boundary Options Survey	17
3.1.4 Boundary Adjustments	20
4 SUMMARY AND RECOMMENDATION	24
4.1 Governance	24
4.2 Council Size.....	24
4.3 Boundaries	24
4.4 Recommendation	25

LIST OF FIGURES

Figure 2-1 Preferred Council Size, Windsor-West Hants Council Size Survey, 2019.....	5
Figure 2-2 District Boundary Scenario Preference, Windsor-West Hants Boundaries Survey, 2019.....	6
Figure 2-3 Approved (i.e., Current) District Boundaries, 2020	7
Figure 2-4 Current Electoral District Boundaries, West Hants Regional Municipality, 2022.....	11
Figure 2-5 Adjusted Electoral District Boundaries, West Hants Regional Municipality, 2022.....	14
Figure 3-1 Preferred Electoral Boundaries Options, Windsor-West Hants Boundary Options Survey, 2022	18
Figure 3-2 Preferred Electoral Boundaries Options, Windsor-West Hants Boundary Options Survey, 2022	19
Figure 3-3 Alternative Council Size Preferences, Windsor-West Hants Boundary Options Survey, 2022	19
Figure 3-4 Revised Adjusted Electoral District Boundaries, West Hants Regional Municipality, 2022...	22

APPENDIX A – BOUNDARY OPTIONS SURVEY RESULTS



EXECUTIVE SUMMARY

1 INTRODUCTION

Stantec developed the current electoral boundaries for West Hants Regional Municipality (WHRM) in 2019 as part of the process that consolidated the Town of Windsor and the Municipality of the District of West Hants. The boundaries were employed for the WHRM's 2020 election but must now be reviewed pursuant to the requirement of Nova Scotia's *Municipal Government Act*, which requires all municipalities to review governance and boundary arrangements in 2022.

Given the short duration since the creation of the Municipality and its current districts, Regional Council has determined to focus on boundary changes. The Municipality recognizes population has shifted even over this short period and has agreed the number of electors in each district should be assessed and adjustments should be considered to satisfy the Nova Scotia Utility and Review Board (NSUARB) criterion that the number of electors (i.e., eligible voters) in each district should be within $\pm 10\%$ of the average number of electors in all districts, which we refer to as the "parity criterion."

2. CURRENT AND ALTERNATIVE BOUNDARY OPTIONS

Stantec assessed WHRM's current electoral boundaries against the NSUARB parity criterion, which calls for the number of electors (i.e., eligible voters) in each electoral district to be within $\pm 10\%$ of the average of all electoral districts within the municipality. We found Districts 1, 2, 6, and 7 do not meet the criterion, with Districts 1 and 6 substantially outside the standard.

Stantec developed an alternative boundary arrangement using a computerized tool to address parity concerns. The scenario moved nine communities between the current districts to bring all but District 7 within $\pm 10\%$ of the average number of electors in all districts.

3. BOUNDARY OPTIONS ASSESSMENT

Stantec in consultation with WHRM staff arranged a series of public meetings and developed a questionnaire to obtain public views on the adjusted electoral boundary arrangement in comparison to the current boundaries. The meetings attracted modest attendance but generated good discussion. The survey, which was mailed out and posted online generated 275 responses.

Respondents were split on key survey questions. When asked if they preferred the current boundaries or the adjusted option 27.8% chose the existing arrangement and 27.4% selected the adjusted option. The largest group (32.2%), however, said they did not like either option. Many of the group who rejected both choices indicated they would like to have a smaller Council, although some noted specific boundary issues that concerned them.



A second important survey question asked if respondents were happy with the current Council of eleven or if they would prefer a larger or smaller council size. preference. Responses favoured a smaller Council by a narrow margin over the current eleven members (46.2% v. 43.3%). Only 4.0% would like to increase Council size, but if that small group is added to those who prefer the current Council number, slightly more prefer a Council of eleven or more (47.3%) to a smaller Council.

Interviews with Council members, conversations with public meeting participants, and survey responses identified boundary issues. The leading concerns were the inclusion of Mosherville in District 1 and Mill Section in District 4, as well as the shift of the area of Falmouth north and east of Highway 101 from District 8 to District 9.

Stantec undertook a series of changes to address the expressed concerns. Key adjustments were the addition of Upper Burlington to District 1 to balance the move of Mosherville to District 2; shifting areas of Newport Station, St. Croix, and Ellershouse to District 3 to make up losses of electors to District 2; transfer of Newport Station south of the 101 from District 5 to District 4 and Mill Section from District 4 to District 5. In the western area of the Municipality, we moved the Valleyview Subdivision in Falmouth from District 7 to District 9 and then shifted not only the area of Falmouth north and east of the 101 but also the portion of Falmouth along the southern and eastern side of the Highway from District 9 to District 8 to balance the population in Valleyview added to District 9 as well as the preference to keep the area of Falmouth north and east of the Highway in District 8.

4. SUMMARY AND RECOMMENDATION

Input from Council members and the public suggests WHRM is working to address an urban-rural divide. Councillors and residents are also split concerning Council size with a bare majority favouring a Council of eleven or more. The division of opinions suggests that WHRM should consider reviewing its governance arrangements within four years if Council chooses to continue with eleven Councillors and the Mayor.

Given the input received, Stantec recommends that WHRM maintain its current Council of eleven and reconfigure its boundaries consistent with our revision of the adjusted boundaries presented to the public. The revised adjusted districts presented in **Figure 3-4** of this report account for nearly every comment we received concerning boundary arrangements, while respecting community integrity and satisfying the NSUARB's $\pm 10\%$ parity criterion for all districts.



1 INTRODUCTION

1.1 Project Mandate

Pursuant to Section 369(1) of the *Municipal Government Act* (MGA), all Nova Scotia municipalities must “conduct a study of the number and boundaries of polling districts in the municipality, their fairness and reasonableness and the number of councillors” ... “in the years 2006 and every eighth year thereafter.” The current year, 2022, starts the fourth cycle since the adoption of the Act.

Stantec conducted the first and only boundary review for West Hants Regional Municipality (WHRM) as part of the process through which the Municipality was created in 2018. The study was an important component of the consolidation of the Town of Windsor and the Municipality of the District of West Hants. It was the first study undertaken in the municipal consolidation process. It drew more attention than is typical for governance and boundary review projects because it provided the first forum in which community members could inquire about consolidation and voice their opinions on the subject.

Based on input from the public through public meetings and two well-supported questionnaire surveys, as well as consultation with municipal council members for both municipalities, Stantec recommended in the event the two municipalities consolidated as planned the Council should be formed of nine or eleven Councillors and a Mayor. Stantec also developed electoral district boundaries for the proposed nine or eleven Council positions. The Councils of the two municipalities separately considered the choices and approved eleven Councillors and districts. Following consolidation of the two municipalities, residents in 2020 elected the current Council of eleven from districts configured as Stantec proposed.

The requirement for the current boundary review has arisen relatively soon after the initial governance review. West Hants Regional Council feels it is too early to change the size of Council considering it has only been in operation for two years. The Municipality does however recognize population has shifted even over this short period and has agreed the number of electors in each district should be assessed and adjustments should be considered to satisfy the Nova Scotia Utility and Review Board (NSUARB) criterion that the number of electors (i.e., eligible voters) in each district should be within $\pm 10\%$ of the average number of electors in all districts, which we refer to as the “parity criterion.”

The Regional Municipality has contracted Stantec to undertake a limited study of governance in West Hants. The mandate for our work is focused on assessing the current boundaries for eleven electoral districts against the parity criterion, determining the best alternative arrangement to address variations from the parity standard, and consult with the public in West Hants concerning their views on the current and adjusted electoral district boundaries.



1.2 Study Process

Having completed many boundary review studies, Stantec staff are very familiar with the specifications of the MGA as well as NSUARB 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 (number of electors, relative parity of voting power, population density, community of interest and geographic size). Just as with determining the desired number of polling districts, public consultation is essential to a successful process of setting boundaries.¹

We are collapsing the review process for West Hants into a single phase corresponding to the second phase defined by the NSUARB. We are accepting a Council of eleven plus the Mayor and concentrating on the boundaries of the districts from which Councillors should be elected. Our work has involved assessing the current electoral districts for their compliance with the parity criterion, creating an alternative boundary arrangement that better meets the parity criterion, presenting the current and alternative boundary frameworks to the public through a mail-out questionnaire and six public meetings distributed across the municipality, and determining the preferred approach based on public input and NSUARB specifications.

Within this context, we have accepted community input concerning Council size. In addition to comments through public meetings and in response to open-ended questions in our community survey, the survey included a direct question concerning respondents' preferred Council size.

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



1.3 Study Conduct

WHRM notified Stantec of our selection to conduct an electoral boundary review via email on September 28, 2022. Stantec formally began work on the project shortly thereafter. Among other matters, Stantec immediately arranged to receive the 2020 enumeration list from West Hants staff. With the location of electors determined through the enumeration list, Stantec assessed the distribution of potential voters relative to the existing electoral district framework and the parity criterion. Noting that electors in several districts were more than $\pm 10\%$ from the average of all districts, Stantec then developed an alternative arrangement that brought all districts within $\pm 10\%$.

After interviews with WHRM Council members concerning Council operations and issues, and reviewing the boundary arrangements, Stantec prepared a survey questionnaire to investigate public response to the current and alternative arrangements. The Municipality mailed the questionnaire to all households in the Regional Municipality. The key question in the questionnaire asked respondents to choose between the two options. Additional questions asked respondents to identify any concerns with the boundaries as proposed so that Stantec could consider possible adjustments.

Because Stantec included an incorrect map of current WHRM districts in the first mail-out survey, Stantec and WHRM Council issued a second survey with the correct map. At the same time, Stantec posted the same survey online. Surveys were processed together to determine public opinion concerning the preferred boundaries for the WHRM's electoral districts. In the same time period as the survey was mailed out, Stantec hosted public consultation meetings at six locations within the Municipality. The meetings like the survey explored support for the current and adjusted boundary arrangements.

Consultation input identified several concerns with the adjusted boundaries arrangement. Stantec considered this input and revised the adjusted boundaries scenario accordingly. We were able to create a second alternative boundaries arrangement that meets the parity criterion for all districts and addresses the major concerns raised by the public, which consider an improvement over our original proposal. This report was prepared after completion of the round of public sessions, processing of mail-out and online survey responses, and finalization of the revised adjusted boundary scenario, and recommends the preferred boundary arrangement that we believe WHRM should take to the NSUARB.



2 CURRENT AND ALTERNATIVE BOUNDARY OPTIONS

West Hants Regional Municipality came into existence through the consolidation of the Town of Windsor and the Municipality of the District of West Hants. on April 1, 2020. The new Municipality's governance and electoral boundary framework were determined beforehand through a study conducted by Stantec that as approved by separate votes of the Councils of Windsor and West Hants. The study was the first of several steps through which the Town and Municipal District collaborated towards assessing the consequences of consolidation.

2.1 Past Study

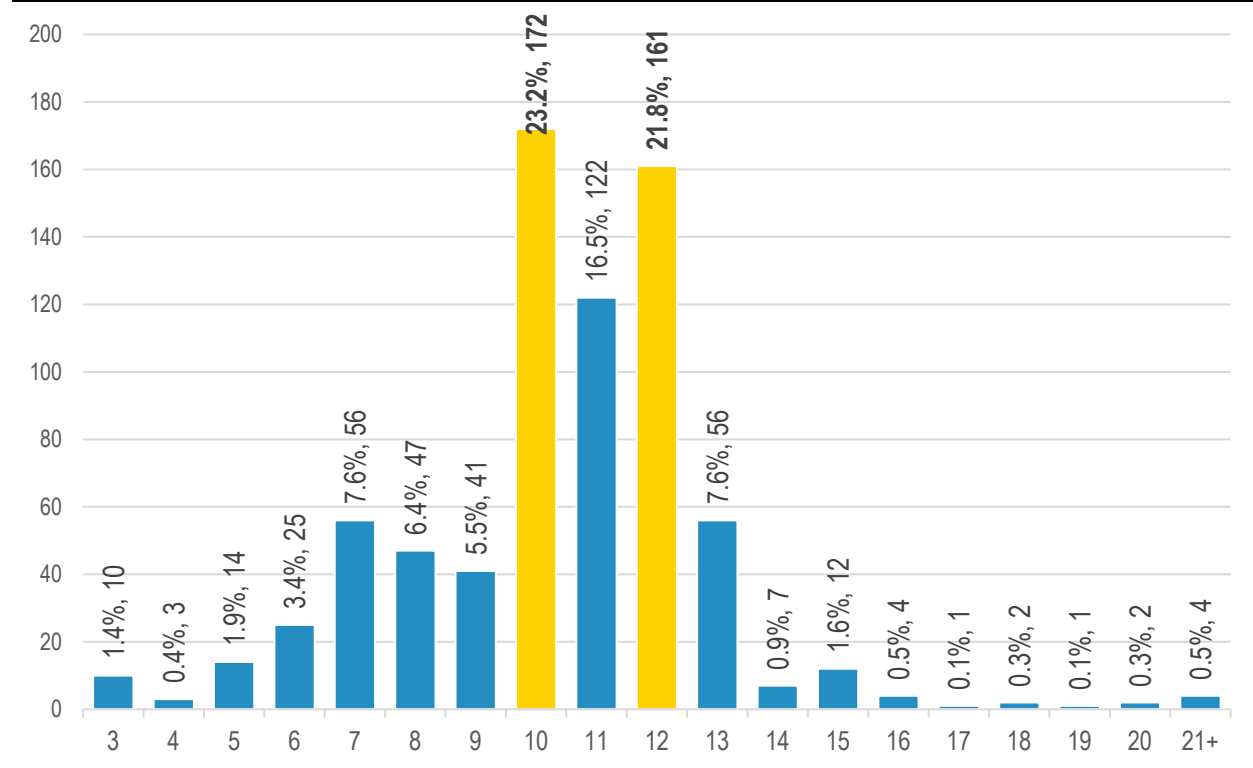
Stantec was engaged to assess governance and boundary arrangements with based on our proposal submitted to the Municipality of the District of West Hants on November 29, 2018. In our proposal, we committed to adhere to the NSUARB guideline that governance and boundary reviews should be conducted in two phases as described in **Section 1.2** above. On February 21, 2019, to conclude Phase 1, Stantec submitted a Council Size Report summarizing the results of research and consultation concerning the most appropriate council size for the new Regional Municipality and recommending consideration of nine or eleven districts in the second phase of the project.

Rural and regional municipalities are required to elect a single council member from each electoral district defined within the municipality. Regional municipalities like West Hants are also required to have a mayor elected at large. The determination of Council size, therefore, also determines the number of districts required to elect Council members.

In the first phase of the study to determine the appropriate Council sized for the then proposed regional municipality, Stantec hosted five public meetings distributed through the two municipalities (Avondale, Brooklyn, Vaughan, Windsor, and Falmouth). The sessions, according to Stantec's report, attracted 86 people, although we acknowledged some individuals attended more than one meeting. A survey conducted in parallel with the public meetings drew 748 responses. Respondents to the core question of the survey concerning the preferred number of Council members, including the Mayor, favoured ten (23.2%) or twelve (21.8%), respectively, implying nine or eleven districts for the election of Councillors (**Figure 2-1**).



Figure 2-1 Preferred Council Size, Windsor-West Hants Council Size Survey, 2019



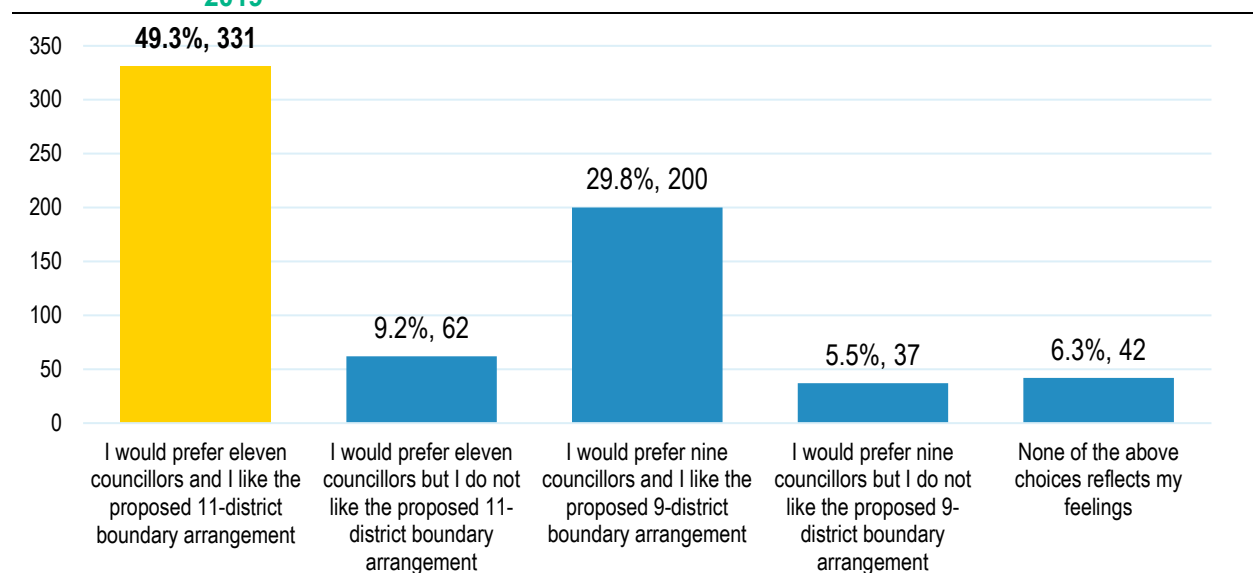
Source Stantec Consulting Limited

At the close of the first phase of the project, Stantec prepared a Council Size Report that was submitted for the consideration of the Councils of the Town of Windsor and the District of West Hants. Based on the survey results, which generally aligned with input from the consultation sessions, Stantec recommended the next phase of the study should focus on boundary arrangements for nine and eleven districts. Both Councils approved the recommendation and Stantec conducted a second round of consultation to obtain feedback on boundary options that we developed for each Council size.

The consultation approach for second phase of the project was similar to the first. The scenarios were presented through an additional round of five public meetings in Three Mile Plains, Hantsport, Summerville, Ardoise, and Windsor. We also posted a second online survey that drew a substantial response like the Council Size Survey. The Boundary Options Survey obtained 883 responses online and through paper copies distributed through the meetings and Council members.

The core question in the second survey asked if respondents preferred the nine- or the eleven-district arrangement. We also gave respondents the option of stating they liked one size or the other but had reservations about the boundaries we had developed. Survey results indicated support for eleven councillors and districts over nine. As **Figure 2-2** shows, the proposed eleven-district arrangement was supported by 49.3% of respondents to the survey or 58.5% if 9.2% who preferred eleven districts but were not completely satisfied with the boundaries are taken into account. The result was a shift from the result of the first survey, in which respondents slightly favoured ten council members (i.e., nine districts).

Figure 2-2 District Boundary Scenario Preference, Windsor-West Hants Boundaries Survey, 2019

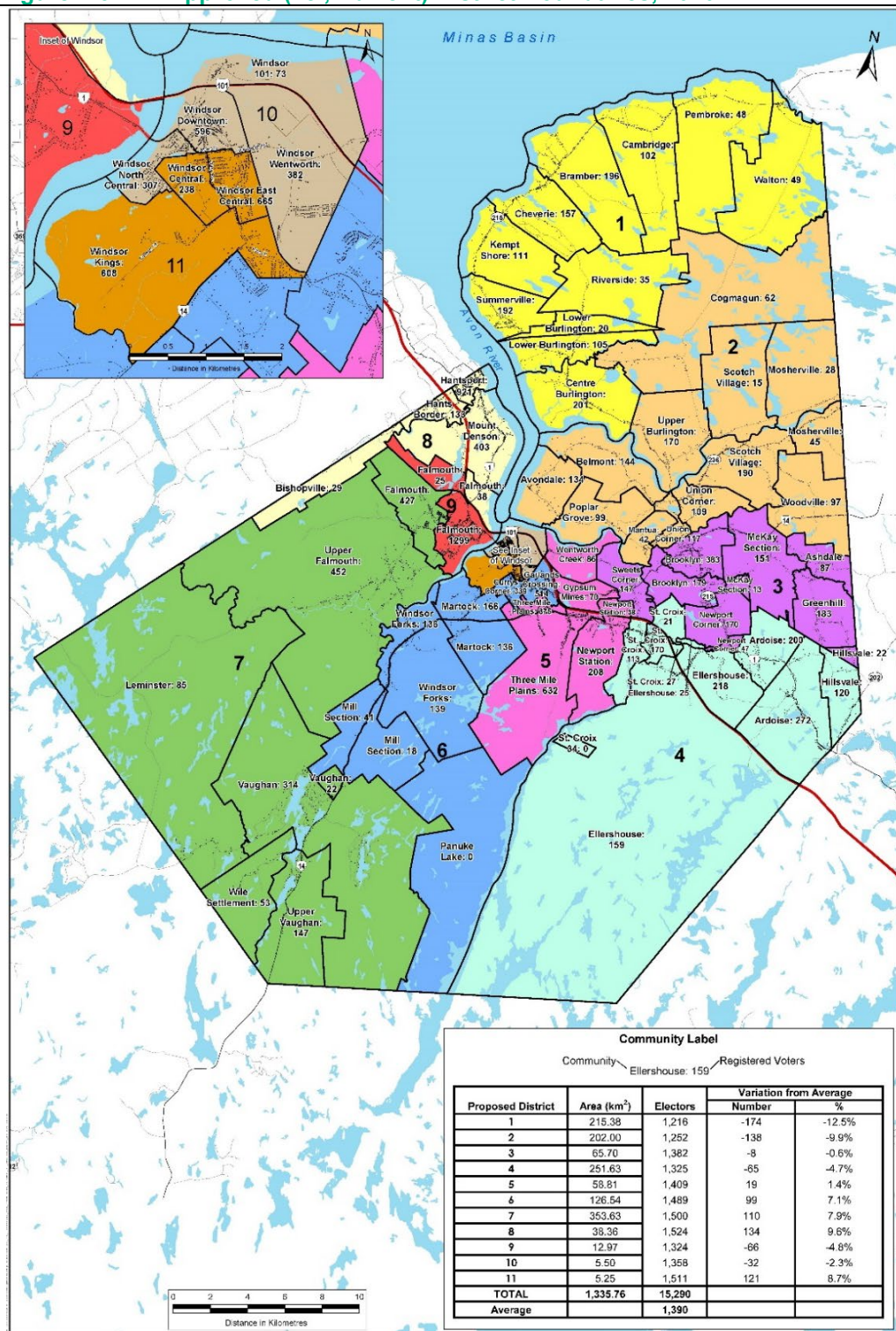


Source Stantec Consulting Limited

Through consultation with the public and Council members, we also heard useful suggestions to adjust the boundaries. The input led us to revise the boundaries of six districts in each of the proposed arrangements. We, then, presented the two revised boundary scenarios with a recommendation in favour of eleven districts. The two Councils approved a proposed Regional Council of eleven members plus a Mayor and the revised boundaries for eleven districts, which were employed for the election of the Regional Municipality's first Council in 2020 (**Figure 2-3**).

West Hants Electoral Boundary Review 2 Current and Alternative Boundary Options

Figure 2-3 Approved (i.e., Current) District Boundaries, 2020



Source Stantec Consulting Limited



2.2 Boundary Criteria

Section 368 (4) of the MGA sets criteria that the NSUARB must consider in establishing the boundaries of polling or electoral districts within municipalities:

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.

Following is a summary of Stantec's interpretation of each criterion and the relative importance we have observed that the Board places on each. Our interpretation is based on our review of past Board decisions and our direct experiences before the Board.

2.2.1 NUMBER OF ELECTORS

The number of electors or eligible voters in individual districts is intertwined with following criteria, particularly voter parity. Certainly, the number of constituents needs to be sufficient to justify the creation of a district and should not be so large that it would be beyond the capacity of a councillor to deal with constituent concerns. The latter issue is however highly debatable given the wide disparity in the number of constituents served by councillors in Nova Scotia. Councillors in Kings County, for example, currently serve an average of 4,951 constituents and Halifax Regional Municipality councillors serve 28,746. Two Kings Councillors, in other words, serve more population than currently resides in Richmond, while one HRM Councillor serves three times the County's population.

2.2.2 RELATIVE PARITY OF VOTING POWER

Past NSUARB decisions have typically emphasized "voter parity," which is easily quantified and assessed with enumeration data plotted in a Geographic Information System (GIS) such as Stantec maintains. The standard is applied to reflect the basic democratic principle that representation should be in proportion to population, commonly referred to as "rep by pop." The Board currently requires the number of voters in each polling district to be within $\pm 10\%$ of the average for all polling districts.

Since the early 1990s, the Board has gradually tightened this standard to the present level. At one time, it was only necessary for districts to be within $\pm 33\%$ of the average and, until the turn of the current century, $\pm 25\%$ was considered sufficient. The $\pm 10\%$ criterion has been applied in boundary reviews since 2006. Nearly all boundary applications to the NSUARB that we have reviewed contain a table documenting the number of electors in each district within the municipality in question with the variance of each from the average. The Board is usually sympathetic to small variations above or below its criterion but requires a written justification to consider any significant discrepancy, with a larger proposed variance being viewed as a greater burden on the municipal unit to justify.



2.2.3 POPULATION DENSITY

The NSUARB is also mindful of population density and geographic area of each polling district. In sparsely populated areas, the Board recognizes that it may be difficult to achieve relative voter parity (i.e., to keep the number of electors in each district within $\pm 10\%$ of the average of districts) without creating an extensive area in which disparate interests may be combined and which may be unreasonable for a councillor to serve. In many rural municipalities, for example, it is necessary to have at least one larger district to encompass lightly populated areas and the Board has tended to accept lower populations in such districts recognizing that meeting the parity standard would require coverage of an excessive land area.

2.2.4 COMMUNITY OF INTEREST

The second most cited reason, in our experience, for having districts that vary beyond the Board standard is community of interest, as it is usually desirable to represent communities of interest within a single district. Communities of interest may be racial, ethnic, linguistic, religious, economic, or geographic groups. Districts do not, however, normally represent a specific community of interest. They usually contain several. It is nevertheless considered desirable to keep identifiable, geographically defined interests together in a single district and not divide them among two or more districts where their influence may be diluted or distorted. Larger communities that have significantly more electors than the average district may have to be divided to maintain voter parity. Smaller communities may also have to be divided to achieve parity or address other criteria, but it is a necessary trade-off rather than a desirable outcome.

2.2.5 GEOGRAPHIC SIZE

The main issue in considering the geographic size or land area of a district is ensuring a cohesive territory and a manageable area for the serving councillor. As noted, in relation to population density, above, the NSUARB has been willing to approve electoral districts that fall short of the $\pm 10\%$ voter parity standard where sparse populations require the excessive area to capture the necessary number of electors. The situation is common in many rural municipalities where population is concentrated on a coastline or along a highway corridor and only small numbers are found in residual inland or interior areas. In West Hants the most heavily populated areas are associated with the Highway 101 corridor, particularly around Windsor, which abuts the highway and is on the coast. Lightly populated areas of the county are on the coast to the east of the Avon River and in inland areas in the southern area of the region. With a relatively large Council, however, WHRM district are not particularly large. The average area served by Region Councillors ranks 21st among 25 regional and rural municipalities in the province.



2.3 Boundary Options

Because the electoral boundaries employed in West Hants were recently adopted and have only been employed for one municipal election, WHRM Council determined to maintain its current membership. The Municipality corresponded with the NSUARB on the matter and received a response stating the following:

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.²

Based on discussions between Stantec and WHRM staff, it was determined that the Municipality should review its current boundaries to assess their compliance with the NSUARB's parity criterion and, if necessary, develop an alternative boundary framework compliant with the $\pm 10\%$ parity standard. Recognizing the Board's statement that Council should satisfy itself "through public consultation that there is general public acceptance of the current Council size," Stantec ensured avenues were available for residents to express their opinions on Council membership.

2.3.1 CURRENT DISTRICTS

The current electoral district boundaries for WHRM were developed based on voter enumeration lists compiled by the Municipality of the District of West Hants and the Town of Windsor for their 2016 municipal elections. Based on calculations by Stantec at the time, only District 1 among the eleven districts failed to meet the NSUARB parity criterion, falling short of the average number of voters among all the districts by 12.5% (see **Figure 2-3**, above).

WHRM prepared a new enumeration list for the Municipality's 2020 election that Stantec used to assess the current districts and develop the adjusted option. Based on plotting of the location of 2020 WHRM electors in Stantec's GIS and associated calculations, four electoral districts in the Municipality now lie outside the $\pm 10\%$ parity standard applied by the NSUARB (**Figure 2-4**):

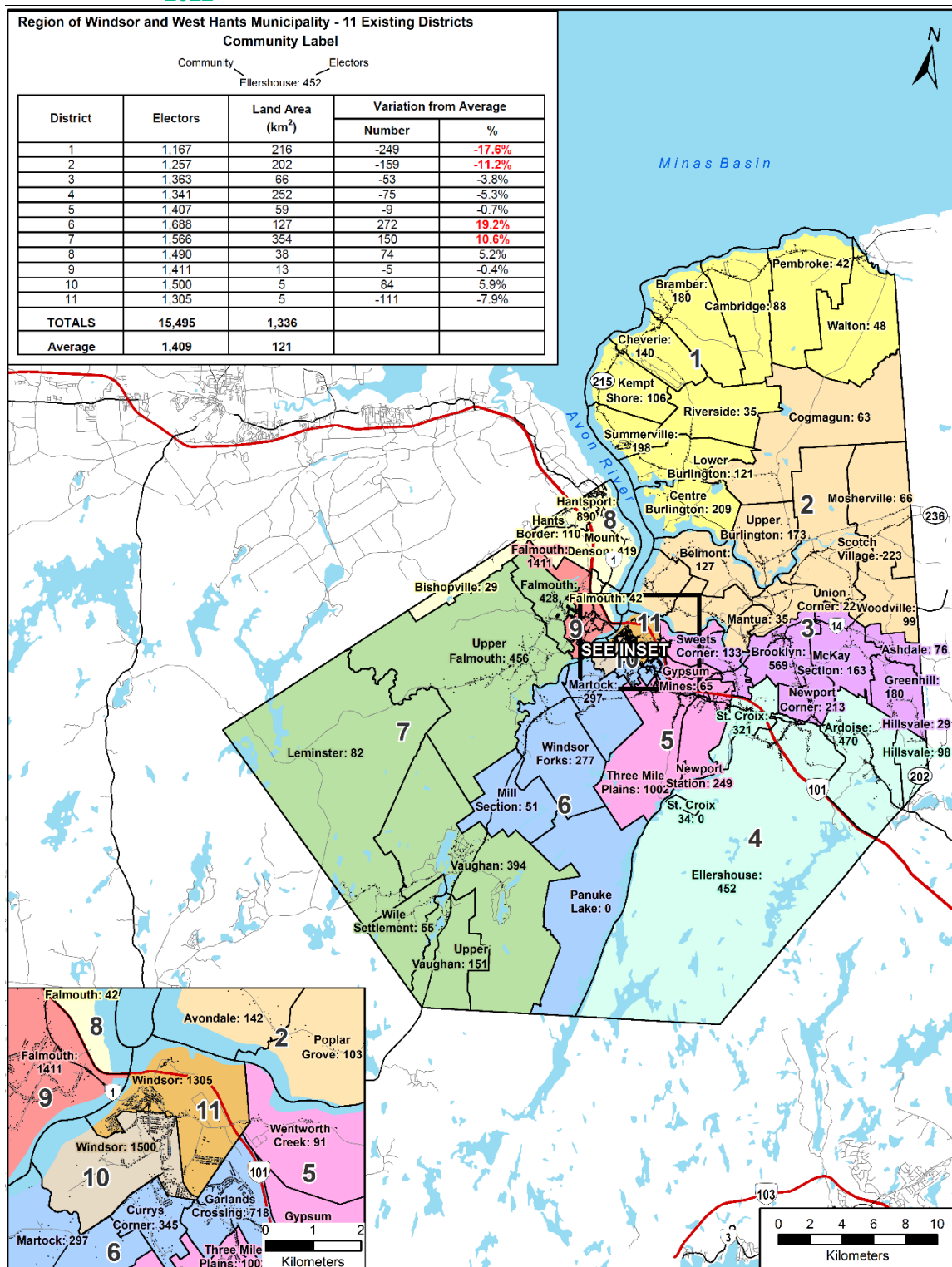
² Letter from Bruce Kiley, Chief Clerk of the Board, to mphilips@westhants.ca, CAO, West Hants Regional Municipality, "S. 369 of the Municipal Government Act – 2022 Municipal Boundary Review," December 10, 2021.



West Hants Electoral Boundary Review

2 Current and Alternative Boundary Options

Figure 2-4 Current Electoral District Boundaries, West Hants Regional Municipality, 2022



Source Stantec Consulting Limited



- The variance in District 1 (the coastal area on the east side of the mouth of the Avon River) has grown from -12.5% to -17.6%
- Despite a small increase in its number of electors District 2 (the area south of District 1 stretching from the Avon River to the eastern edge of the Regional Municipality) has also fallen slightly below the minimum parity criterion at -11.6% from -9.9% in 2016
- Growth in District 6 (Garlands Crossing through to Panuke Lake) has pushed it from slightly below average (-1.1%) to 19.6% more than the average
- Increases in District 7 (the northwestern are of Falmouth to Wile Settlement and Vaughan) have increased its number of electors to just over the parity criterion at 10.6%.

While the deviations of Districts 2 and 7 are modest, Districts 1 and 6 significantly exceed the parity criterion and having four of eleven districts outside the standard is also concerning.

In the four years between the two enumerations West Hants grew moderately. The number of enumerated electors increased by 205 or 1.3%, which lags the 2.6% increase in the population of West Hants between the 2016 and 2021 national censuses, perhaps because of the additional year in the Census period. In addition to new residents moving to the area, changes between districts are attributable to the evolving population age profile in each district and differing rates of growth between districts resulting from a combination of their relative attraction to immigrants to the area and the movements of existing residents within the municipality

The current districts are however familiar to residents and have been workable for the Municipality to date. Certainly, it is likely that boundaries in place for the next eight years will experience a similar drift in population such that growth or decline in some districts relative to others may result in one or several exceeding the parity standard.

2.3.2 ADJUSTED DISTRICTS

To address the deviations beyond the parity standard identified through our analysis of current WHRM electoral district boundaries, Stantec adjusted the boundaries using the ArcGIS Build Balanced Zones Tool. The computerized method reallocated communities to create eleven districts meeting the parity standard as closely as possible.

The adjusted boundaries presented in **Figure 2-5** involve shifting nine communities between the current districts as follows:

- **District 1** – Move Cogmagun (63 electors) and Mosherville (66) from District 2
- **District 2** – Move Ashdale (76) and Greenhill (180) from District 3
- **District 3** – Move Gypsum Mines (65) and Wentworth Creek (91) from District 5



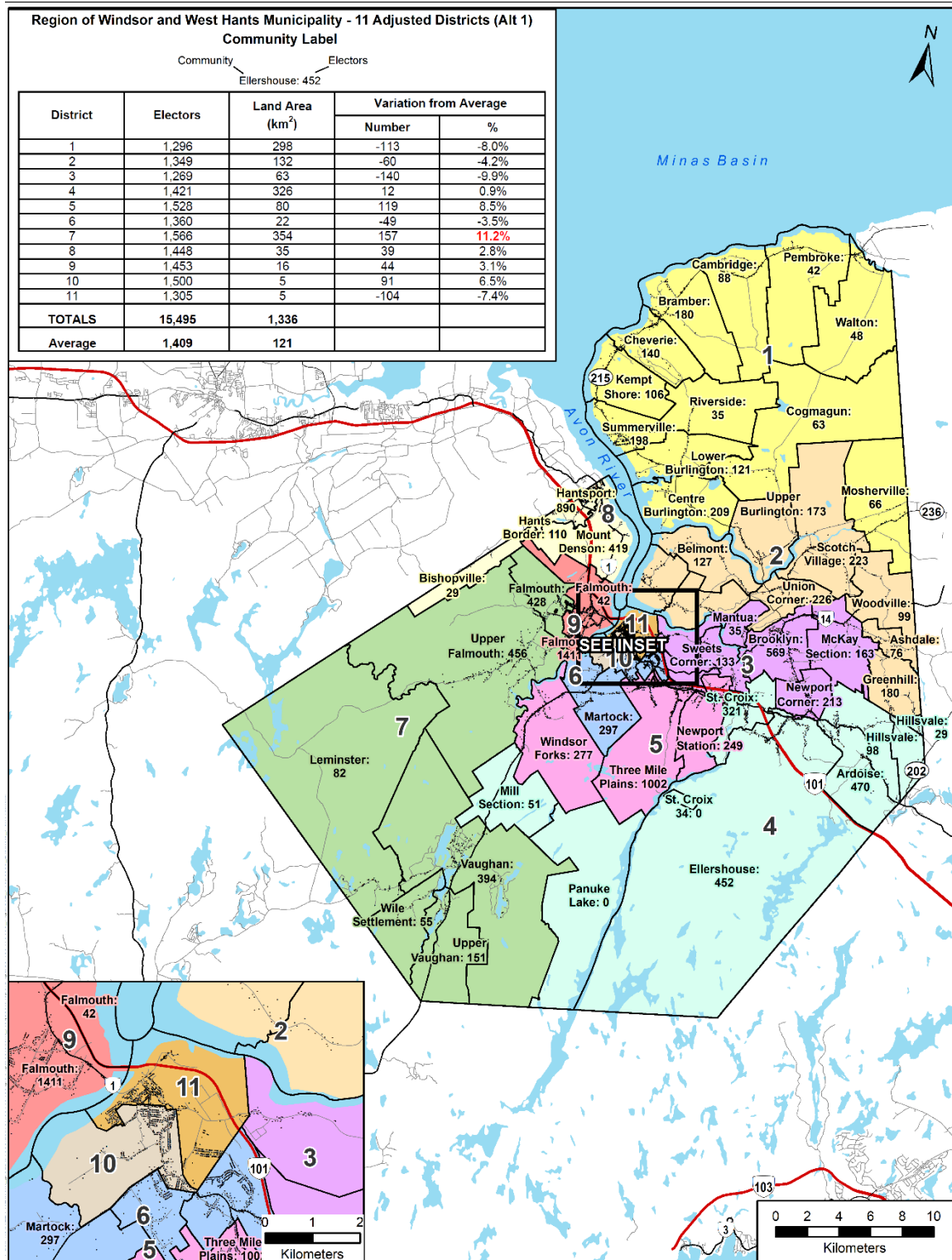
- **District 4** – Move Mill Section (51) and Panuke Lake (0) from District 6
- **District 9** – Move the area of Falmouth northeast of Highway 101 (42) from District 8.

With the revised configuration, only District 7 exceeds the parity criterion with 11.2% more electors than the average for all districts. We are confident the Board will accept one district modestly beyond the parity criterion. The variance is less than the 12.6% deviation for District 1 that the NSUARB approved in 2019.

West Hants Electoral Boundary Review

2 Current and Alternative Boundary Options

Figure 2-5 Adjusted Electoral District Boundaries, West Hants Regional Municipality, 2022



Source Stantec Consulting Limited



3 BOUNDARY OPTIONS ASSESSMENT

Following review with municipal staff of Stantec's assessment of current WHRM electoral district boundaries and the adjusted boundary arrangement we developed, Stantec undertook to present the options to Regional Council and the public. Initiatives included interviewing the Mayor and Council members, a public survey offered by mail-out and online, and a series of public consultation sessions distributed across the municipality.

3.1.1 COUNCIL INTERVIEWS

Early in the project Stantec interviewed the Mayor and ten of the Municipality's eleven Councillors. The interviews were conducted via telephone and Microsoft Teams. The interviews explored the performance of the current Council, opinions concerning council size, and issues, if any, with current and adjusted boundary arrangements.

Most Councillors agreed that the atmosphere at the new Regional Council is different from the Councils of the two predecessor municipalities. Outside the direct interview process with Councillors, we have heard many comments from both Councillors and the public on the divide between urban and rural interests within Council. Some Councillors feel that urban areas receive more funding and services, while the rural areas are often neglected. The urban-rural divide is not an unusual challenge in the early evolution of governance in West Hants, but it is a concerning issue that many stakeholders would like to overcome.

Most Councillors agreed that the strength of the current Council is in the diversity of skills and experience among members, which allows for good debates. Many Councillors noted their fellow members include skilled individuals who bring new and varied perspectives. A Council member also noted changes resulting from the COVID-19 pandemic have opened Council processes to the public while making them more time efficient for Council members. One issue some noted, however, was the lack of female members (there are two among twelve including the Mayor) and use of aggressive language during Council meetings, which creates an uncomfortable atmosphere for some participants.

A few Councillors said many current Council members tend to focus on their district with minimal consideration the region as a whole. Five councillors expressed concerns with the boundaries of their own districts but only one identified a concern with the boundaries of other districts. Four identified issues with the adjusted boundaries. Key issues identified were the inclusion of Mosherville in District 1 and Mill Section in District 4, as well as the proposed transfer of the area northeast of Highway 101 from District 8 to District 9. With respect to the latter issue, the local Councillor for District 8 stated the current boundary formed by Highway 101 was clear to residents even though the NSCAF identifies the area as a part of the Falmouth community, which is largely in District 9.



Some Councillors favoured reducing Council size, but others contend that changing boundaries and Council arrangements at this point will be confusing for the public. Councillors who would prefer a smaller Council, feel that current Council processes are inefficient and drawn out. Some Councillors said longer meetings, inability to share information, and irrelevant discussions are inefficient. Those who want to maintain the status quo felt that Council needs more time to evolve within the context of the new Municipality. However, a Councillor also wanted to acknowledge that even with a larger size, the Council sees good debate and participation.

Councillors also expressed concern that the land area of some rural districts would grow significantly, and that the electoral boundary review should be mindful of the rapid growth the region will experience in the next few years. Some Councillors also questioned the relevance of some of Stantec's questions concern Council performance, lack of consultation with the Council prior to starting the boundary review study, low public interest, and the sources of data used for the Boundary Review study.

3.1.2 BOUNDARIES PUBLIC MEETINGS

To consult directly with the public, Stantec with assistance from municipal staff held six public meetings across WHRM in early November 2023 as follows:

- **Southwest Hants Fire Hall** – Tuesday, November 1, 6:00 to 9:00 pm
- **Hantsport Memorial Community Centre** – Wednesday, November 2, 6:00 to 9:00 pm
- **Brooklyn Civic Centre** – Thursday, November 3, 6:00 to 9:00 pm
- **Summerville Fire Hall** – Wednesday, November 9, 6:00 to 9:00 pm
- **Windsor Community Centre** (Downstairs Room) – Thursday, November 10, 6:00 to 9:00 pm
- **Falmouth Community Centre** – Monday, November 14, 6:00 to 9:00 pm

Weather and other conditions were generally positive during the period the meetings were conducted; however, attendance was generally disappointing. The first meeting in Vaughan drew three citizens and a Councillor as did the meeting in Hantsport. The Brooklyn session attracted nine and our best turnout was in Summerville where eleven members of the public turned out. The final two meetings in Windsor and Falmouth respectively attracted five citizens and a Councillor, and three citizens and a Councillor

Notwithstanding modest attendance, the meetings generated interesting discussion and very helpful comments concerning boundaries. Former Town of Windsor Mayor Paul Beazley attended the sessions in Hantsport, Windsor, and Falmouth and spoke in detail about the current size of WHRM Council, providing a variety of benchmarking measures comparing West Hants Council representation to municipalities in the province he considered similar and which he contended indicated Council representation in WHRM is excessive. He also suggested districts should be organized to include urban, suburban, and rural communities, an approach that a fellow attendee at the meeting in Windsor also advocated. Mr. Beazley further pointed out that if current Council arrangements are confirmed they will be



in place until 2030 without change to the original Council membership or, possibly, to the configuration of districts. He feels that, at the minimum, WHRM should conduct a boundary review again in four years.

Over the course of all the meetings, participants discussed features of districts with Stantec's consultant. Many pointed out that Mosherville, which has 66 electors, should be switched from District 1 to District 2 in which it is currently located. Most suggested that Upper Burlington (173 electors) would be more appropriately placed in District 1. The net loss of 107 electors from District 2, however, required additional changes to proposed Districts 3 and 4 that were discussed with participants and are reflected in the revised boundary scenario presented in **Subsection 3.1.4**, below. Additional adjustments put forward in meeting discussions included moving Mill Section from proposed District 4 and the retention of the portion of Falmouth north of Highway 101 in District 8 (42 electors).

3.1.3 BOUNDARY OPTIONS SURVEY

The Boundary Options Survey was conducted online and by mail-out. An initial mailing was done on October 21, 2022. Unfortunately, soon after the mail-out was issued, Stantec realized that an incorrect map had been included to present the Municipality's current electoral district boundaries. Stantec notified municipal staff on realizing the error and, after some discussion, it was agreed to re-issue the survey with the correct map and post an online survey as well.

The second survey was mailed in two stages. The bulk of the surveys were sent on November 16. The bulk surveys were sent on November 16. The remainder, which went to the B0N 2T0 postal code and Districts 1 and 2 were mailed on November 22. The online survey was posted on November 11. Both surveys were closed on November 30 at which time 71 had been entered online and 204 print were received either through the mail-out or from a small number of participants in the public meetings who were encouraged to fill out the same hard copy questionnaire as the Municipality mailed out.

Survey responses were received from 42 of the region's 49 populated communities and from every district, although there were some significant variations among districts. Somewhat surprisingly, the highest level of response came from Districts 1, 2, and 3, which are predominantly rural and received the second mail-out a week after other residents. Based on the communities identified in the survey, all three districts contributed 50% more responses than we would have expected based on their shares of electors in 2020. All three were as prominent responding to the online survey as the mailout version. Residents in District 6, which includes suburban areas in Garlands Crossing and Curry's Corner as well as rural communities extending from Martock to the Municipality's southern edge also responded beyond expectations.

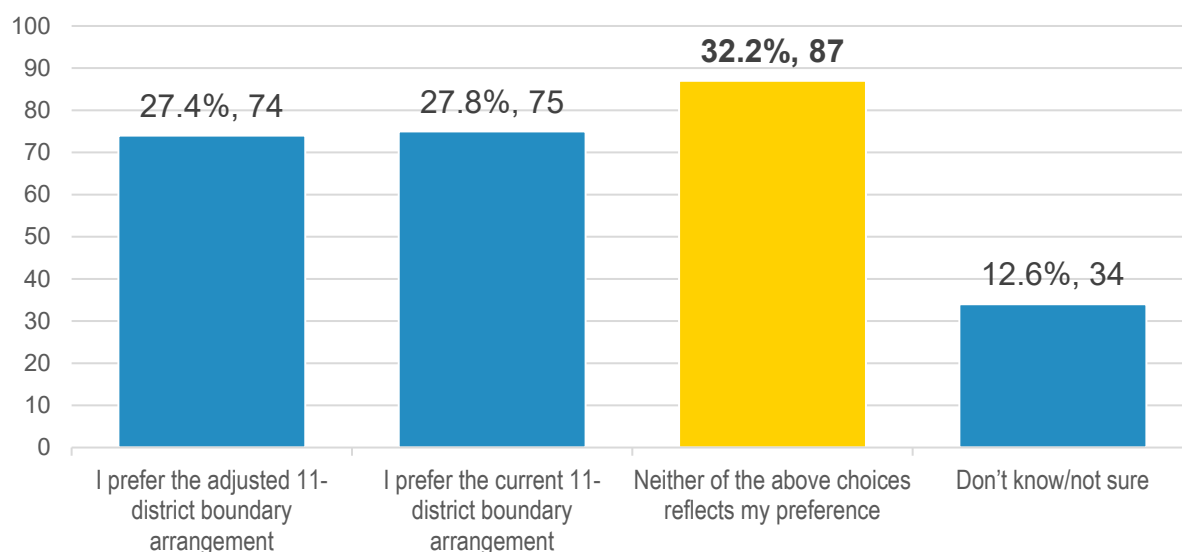
The majority of respondents were male (50.6%). Of the remaining respondents, 42.6% stated they were female and 6.8% preferred not to disclose their gender. The bulk of respondents were between 45 and 84 years of age (72.2%), which is older than we normally obtain for boundary surveys likely because it was mailed out. Only 6 of 56 respondents over 75 (10.7%) chose the online option.

The survey was brief in order fit on a folded tabloid page with the maps inserted on a single letter size sheet. After a preamble explaining the boundary review process including the importance of voter parity as well as the purpose of the survey, it led off with its most important question asking respondents to



choose between the current electoral district boundaries and the adjusted boundaries prepared by Stantec or to indicate that they did not like either choice. Responses to the question were evenly divided between the current and the adjusted boundaries (27.4% and 27.8%, respectively), but the most frequent answer was rejection of both options (32.2%) (**Figure 3-1**).

Figure 3-1 Preferred Electoral Boundaries Options, Windsor-West Hants Boundary Options Survey, 2022



Source Stantec Consulting Limited

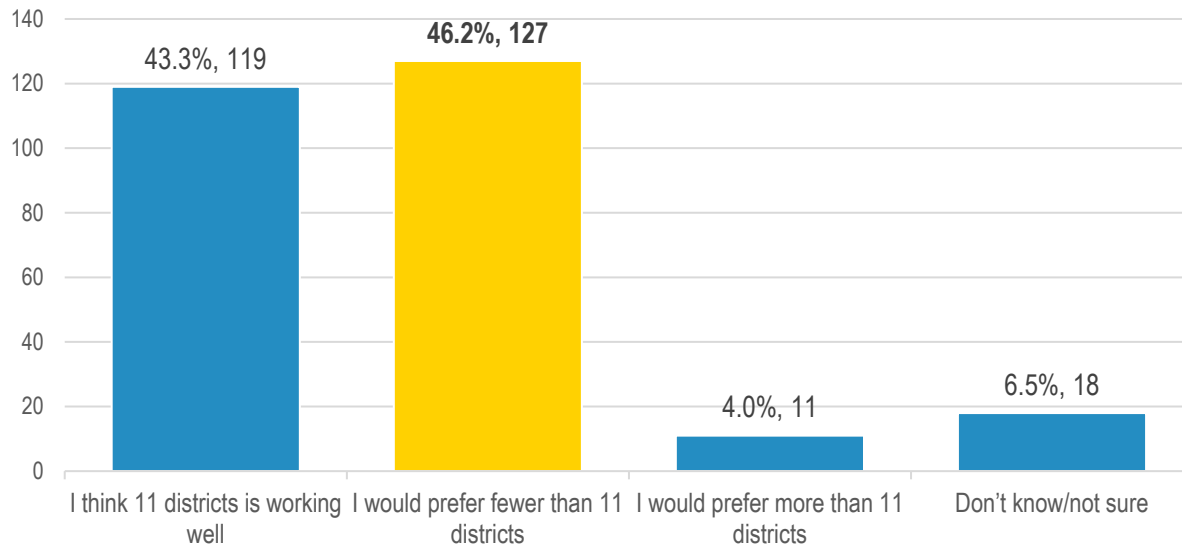
Following Question 2 asked respondents to provide the rationale for their choice. Those who said they preferred the adjusted boundaries generally cited equity considerations reflected in better adherence to the $\pm 10\%$ parity criterion. Respondents who preferred the current boundaries indicated they were happy with the current operation of the Municipality and saw no need for change. The group that rejected both boundary options cited Council size issues much more frequently than boundary specifics. Most of the respondents felt Council should have fewer members than the eleven provided in each boundary option.

Although Question 3 was designed to get respondents who chose neither option to identify boundary issues that concerned them, most restated their interest in reducing the size of Council. A few did, however, noting concerns with the positioning of Greenhill, Hillsvale, Mosherville, and Mill Section, as well as the Valleyview subdivision in Falmouth as their reasons for rejecting the adjusted boundaries option.

Question 4 inquired directly about council size, asking respondents whether they were happy with the current eleven-member Council or if they would prefer a larger or smaller Council. Responses favoured a smaller Council by a narrow margin over the current eleven members (46.2% v. 43.3%). Only 4.0% would like to see Council increase in size, but if that small group is added to those who prefer the current Council number, slightly more prefer a Council of eleven or more (47.3%) to a smaller Council (**Figure 3-2**).



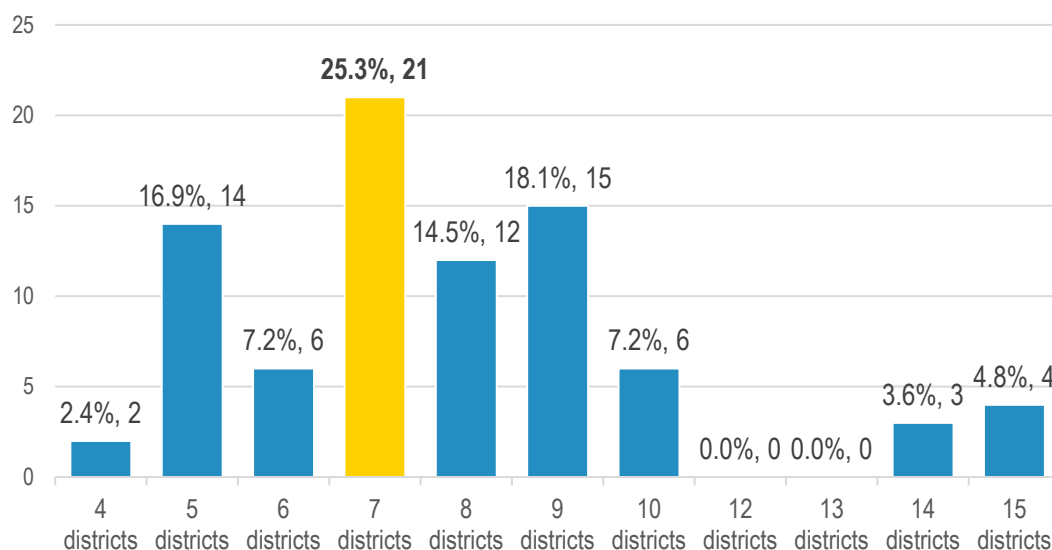
Figure 3-2 Preferred Electoral Boundaries Options, Windsor-West Hants Boundary Options Survey, 2022



Source Stantec Consulting Limited

Question 5 explored the number of districts respondents would prefer if they were not happy with eleven. Among 83 respondents who answered the question with a number, the most popular choice was seven (25.3%) followed by nine (18.1%). Seven respondents who wanted a larger Council favoured either 14 (3.6%) or 15 (4.8%) (**Figure 3-3**).

Figure 3-3 Alternative Council Size Preferences, Windsor-West Hants Boundary Options Survey, 2022



Source Stantec Consulting Limited



3.1.4 BOUNDARY ADJUSTMENTS

Several Councillors and public meeting attendees, as well as respondents to the survey expressed concerns with the inclusion of Mosherville (66 electors) in District 2 and Mill Section (51) in District 4 in the adjusted boundary scenario. In both cases, the communities do not have good road connections to other communities within the respective proposed districts. Many individuals with whom we had the opportunity to discuss Mosherville's situation suggested that Upper Burlington (173) is better connected to other communities in District 1.

The exchange of Mosherville's 66 electors for Upper Burlington's 173 will add 107 to proposed District 1 and bring the District within the $\pm 10\%$ parity standard at -0.4%. The trade, however, will drop proposed District 2 below the -10% parity minimum at -11.9%. The shortfall in District 2 can be resolved by restoring Mantua (35), which is part of the current District 2, from proposed District 3 and adding the area of Hillsville north of Ardoise School Road (29) to proposed District 2 to bring the district to 7.3% less than the average number of electors. The subtraction of Mantua from proposed District 3, however, will drop District 3 to 12.4% below the average. Stantec resolved the shortfall by adding portions of Newport Station, St. Croix and Ellershouse north of Highway 101 and west of Highway 14 to proposed District 3. The change established Highway 101 as a strong boundary between proposed Districts 3 and 4. The transfer will take 122 electors from proposed District 4, which we have balanced by switching the area of Newport Station south of the 101 (211) to District 4 from proposed District 5.

While the loss of electors from District 5 is substantial, it will be mitigated by the addition of 51 electors in Mill Section from District 4, which addresses the second frequent criticism of our initial proposal to adjust boundaries. Proposed District 4 will be 5.6% below average and proposed District 5 will be 5.6% short. We also switched Panuke Lake from District 4 to District 7 because several contacts said the unpopulated area is more closely associated to Vaughan in District 7 and, if any development occurs in the area, it will be from the direction of Vaughan. The lake on the eastern edge of the community, furthermore, is a strong boundary between proposed Districts 4 and 7.

In the western part of the region, the main criticism of the adjusted boundary proposal was the addition of the area of Falmouth north and west of the 101 that is now in District 8 and has 42 electors to proposed District 9. While the area is defined as part of Falmouth, several contacts including District 8's Councillor, said the highway is a good, easily understood boundary between the two districts.

We were agreeable to the proposed change but were also interested in addressing the excess of electors in proposed District 7 (11.2%) and a suggestion that the Valleyview subdivision in Falmouth would be more appropriately included in District 9 than District 7. Moving 155 electors in the Valleyview area from proposed District 7 to proposed District 9 will bring District 7 inside the parity criterion but will push District 9 above the 10% more than the average. To bring District 9 in line, we looked at rural areas of District 9 abutting District 8 where we heard minor criticisms of the boundary created by the extension of Bishopville along Bishopville Road at the edge of the municipality. Areas immediately south and west of the 101 are home to 49 electors on unserviced lands located along Bog Road in a pattern more like Bishopville than developed areas of Falmouth. While the strong boundary created by the 101 is lost



through the change, the whole of Bog Road, which connects to Bishopville Road is added to proposed District 8.

The revised scenario (**Figure 3-4**) reflects extensive changes. The only districts that are not altered from the adjusted boundary arrangement are proposed District 6 covering Garlands Crossing, Curry's Corner, and Martock, and proposed Districts 10 and 11, which comprise Windsor. The changes address all the comments we received concerning boundaries except for concerns with the inclusion of Ashdale and Greenhill in District 2, which we cannot resolve without taking District 2 substantially below the parity criterion.

In summary the changes from the previous adjusted boundaries are as follows:

- **District 1** – Added Upper Burlington (173 electors) from proposed District 2 – Upper Burlington is closely related to Lower Burlington and Centre Burlington in proposed District 1.
- **District 2** – Added Mosherville from proposed District 1 (66) – Mosherville is currently within District 2 and has better road connections to proposed District 2 than proposed District 1.

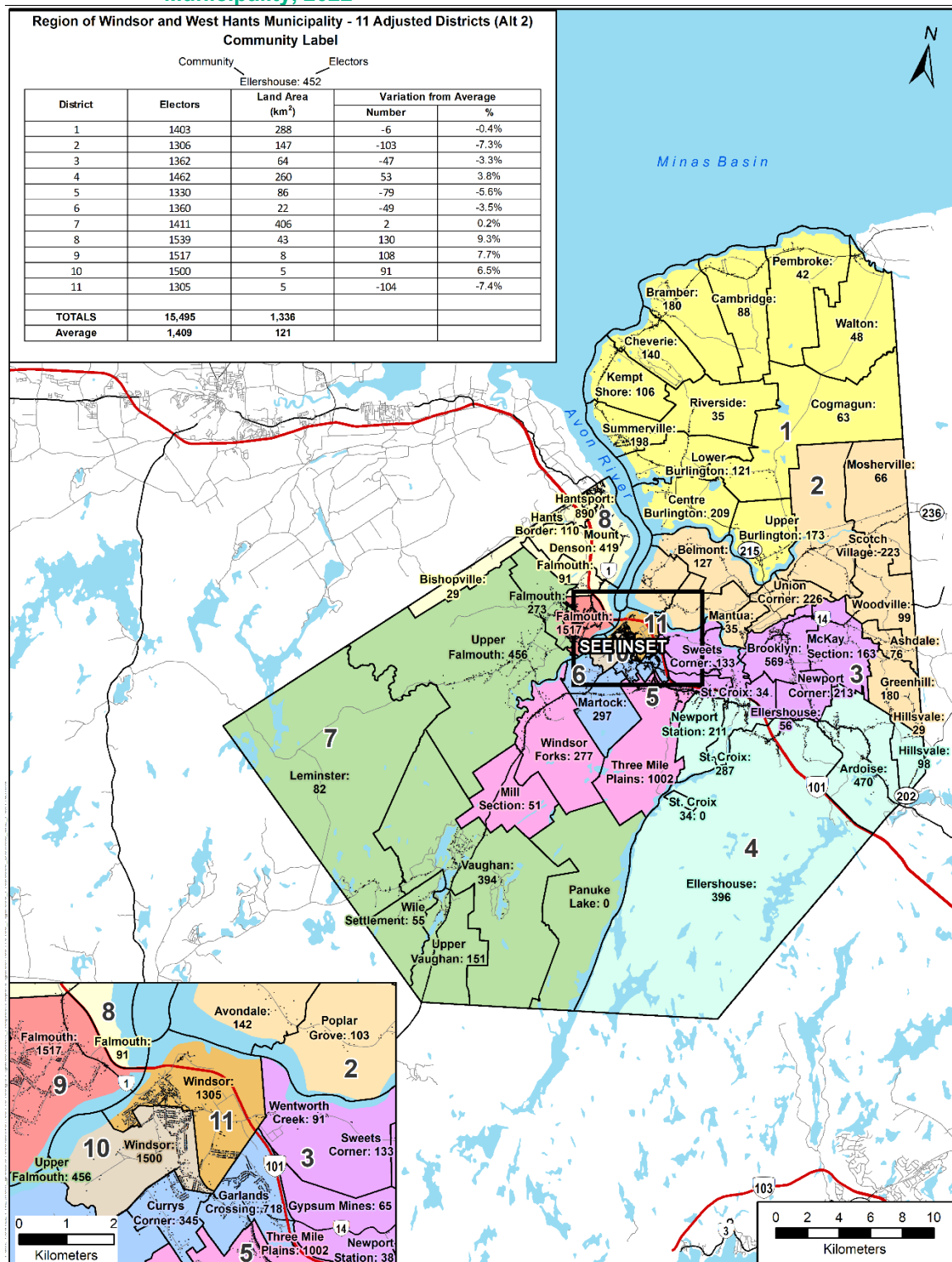
Added Mantua (35) from proposed District 3 – Mantua is currently within District 2 and public input suggests it is more compatible with communities in proposed District 2.

Added the portion of Hillsvale north of Ardoise School Road (29) from District 4 – The area is currently within District 3. The electors added to proposed District 2 bring it closer to the average, although the proposed District will meet the parity criterion without the area.

- **District 3** – Added portions of St. Croix and Ellershouse north of Highway 101 (34 and 56, respectively) from proposed District 4 and portion of Newport Station north of Highway 101 (38) from proposed District 5 – The electors added to proposed District 3 are needed to bring the District within the parity criterion. The Highway also creates a clear boundary between District 3 and Districts 4 and 5.
- **District 4** – Added the portion of Newport Station south of Highway 101 (211) from proposed District 5 – Balances the loss of lands north of the 101 to proposed District 3 and create room for District 5 to add Mill Section.
- **District 5** – Added Mill Section (51) from proposed District 4 – Mill Section has more direct road connections to proposed District 5.
- **District 7** – Added Panuke Lake (0) from proposed District 4 – Although Panuke Lake has no electors and does not affect the parity criterion, it is better connected to Vaughan in proposed District 7. The lake on the eastern edge of the Panuke Lake community creates a clear boundary between proposed Districts 4 and 7.
- **District 8** – Added areas of Falmouth flanking Highway 101 (91) from District 9 – The area north and east of the 101 is currently part of District 8. Areas to the south and west of the Highway are rural and connect to Bishopville, which is part of proposed District 8.



Figure 3-4 Revised Adjusted Electoral District Boundaries, West Hants Regional Municipality, 2022



Source Stantec Consulting Limited



- **District 9** – Added Valleyview Subdivision in western Falmouth (155) from proposed District 7 – The densely developed serviced subdivision is more similar and more directly connected to developed areas of Falmouth in proposed District 9 than rural communities in proposed District 7. The exchange also brings District 7 within the parity criterion.

In total, revisions involved ten moves. In addition to reflecting most of the comments we heard concerning boundaries, we believe the revised arrangement creates better connected districts with stronger more easily discerned boundaries. All districts, furthermore, satisfy the parity criterion.

We considered the interest of some stakeholders in creating a boundary arrangement that would combine urban, suburban, and rural areas but saw a variety of impediments to achieving the objective. Geographic barriers, adherence to the parity criterion, and contrary opinions of many residents stand in the way. The mouth of the Avon River isolates Districts 1 and 2 from Windsor and other more densely developed areas. To some degree, the parity standard encourages the combination of suburban communities with rural areas in order to put together enough electors to meet the standard (e.g., Districts 5, 6, and 7). Incorporating portions of Windsor would however be difficult if the resulting districts were to have the internal road connections we would expect. In addition, Windsor would be divided into multiple segments as would communities like Three Mile Plains through which boundaries would necessarily run. While such divisions would be welcomed by proponents of the approach, we would expect them to be resisted by many others who criticized the combination of communities they consider incompatible.

4 SUMMARY AND RECOMMENDATION

Based on our experience through multiple reviews of municipal governance and electoral boundaries, the most important consideration for decision-making is the style of governance desired by the community. We have investigated community views through interviews with Council representatives, public consultation meetings, and a questionnaire survey. While we would like to see more public interest in consultation processes, we have received input from roughly 300 WHRM residents, who have shared their opinions and, notably, provided sound suggestions to improve district boundaries. We have relied on that input to develop our recommendation below.

4.1 Governance

WHRM is only two years old, and its Regional Council is getting established, which is the key reason Council determined to focus the current study on boundaries. Governance issues clearly exist, however, and should not be ignored. Councillors, public meeting participants, and survey respondents all stated that the Municipality has yet to “come together” as a unified entity. Many contacts stated there is an urban-rural divide that needs to be overcome.

4.2 Council Size

Survey responses indicate a substantial constituency would prefer Council size to be reduced. Only a bare majority of survey respondents would prefer to maintain or increase Council membership. The narrow margin in favour of maintaining the status quo or increasing the number of Council members is sufficient to justify Council’s position that the current review should concentrate on boundaries rather than governance. It is also, however, a strong indication that Council size is an issue or, perhaps, a concern for many residents.

Former Town of Windsor Mayor Paul Beazley suggested that the Municipality should commit to an interim review of its Council Size and boundaries in four years. It may well have merit to assess Council through two elections and determine public satisfaction with the number of Councillors and their performance.

4.3 Boundaries

Four of WHRM’s current electoral districts boundaries are outside the $\pm 10\%$ parity standard. Over the next eight years it is likely the distribution of electors will be further distorted. While the Boundary Options Survey found approximately equal support for the current and adjusted boundaries, comments from survey respondents as well as input through other consultation initiatives provided ample direction for improvement.



Stantec revised the electoral boundary arrangement in accordance with the input received. All districts in the revised arrangement satisfy the parity criterion. The current review is an opportunity to reset boundaries for current conditions and ensure equitable representation for the coming eight years to 2030.

There is room for further discussion of the revisions presented in **Figure 3-4**, above. We will be open to Council comments recognizing that several revisions are not essential to meet the parity standard or directly address expressed stakeholder concerns. These include the incorporation of the northern portion of Hillsvale in District 2 and inclusion of the Bog Road area in District 8.

4.4 Recommendation

WHRM must submit an application for governance and boundary arrangements to the NSUARB by January 31, 2023, as the Board granted the Municipality a one-month extension beyond the date required pursuant to the MGA. WHRM Council may wish to consider three options for this application:

1. Confirmation of its current eleven-member Council with the current electoral districts illustrated in **Figure 2-4**, above.
2. Confirmation of its current eleven-member Council with the revised adjusted electoral districts illustrated in **Figure 3-4**, above.
3. Confirmation of its current eleven-member Council with alternative adjusted electoral districts including the arrangement illustrated in **Figure 2-5**, above, or an alternative arrangement such as a modified version of the boundaries illustrated in **Figure 3-4**, above.

Council may also wish to consider an alternative Council size if members are persuaded that public input through this process justifies reduced Council membership. In our opinion, while many members of the public support reducing Council numbers, demand is not unequivocal. Evidence from this review suggests that residents for and against Council reduction are equivalent.

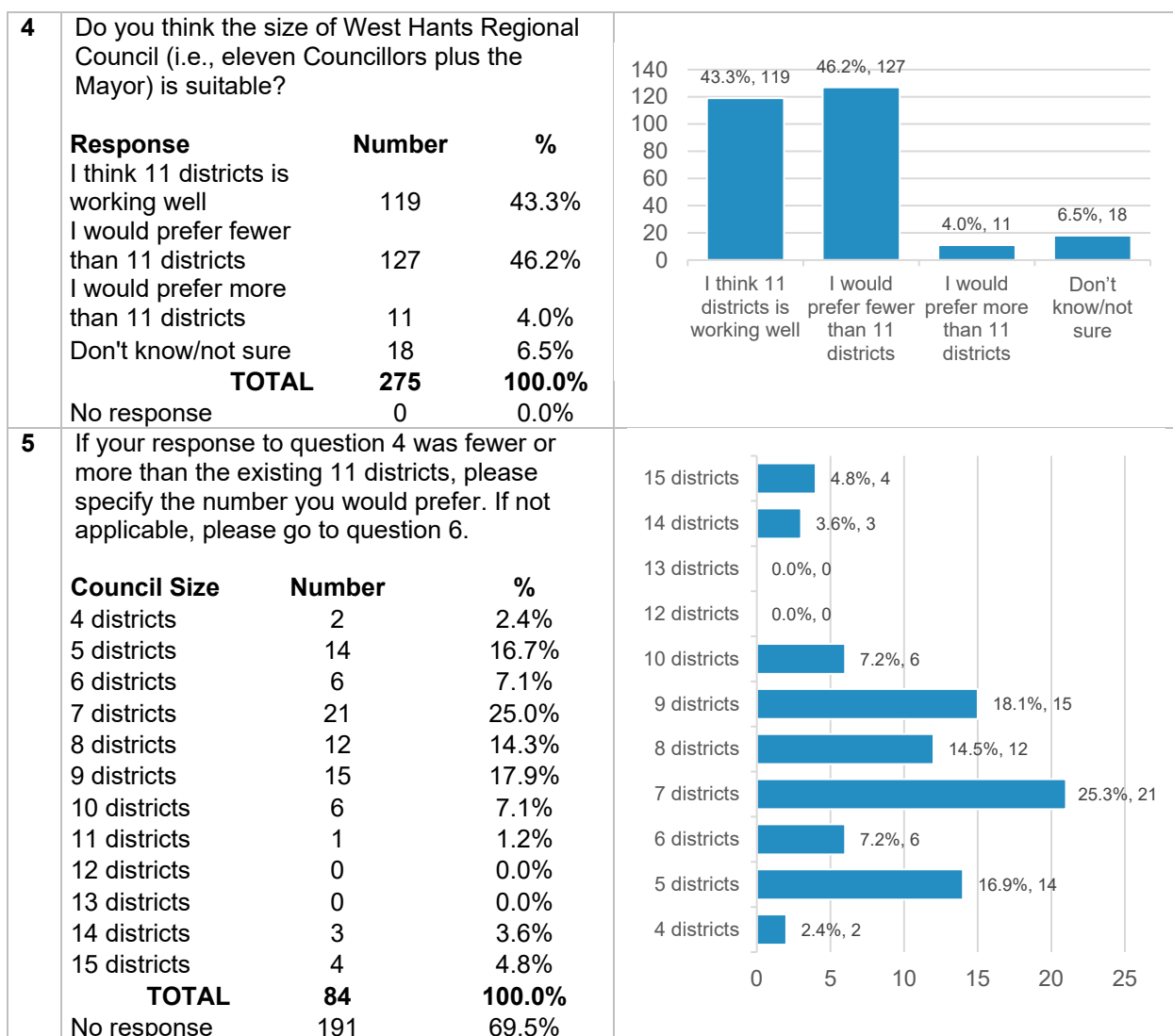
In our opinion, based on foregoing research and analysis, we recommend the second listed option. We believe the boundary arrangement presented in **Figure 3-4**, above, is balanced and takes as full an account as possible of stakeholder views concerning electoral boundaries. As all districts meet the $\pm 10\%$ parity criterion and, in our opinion, community integrity has been respected to the degree possible, we do not anticipate any serious difficulty obtaining NSUARB approval.



APPENDIX A BOUNDARY OPTIONS SURVEY RESULTS

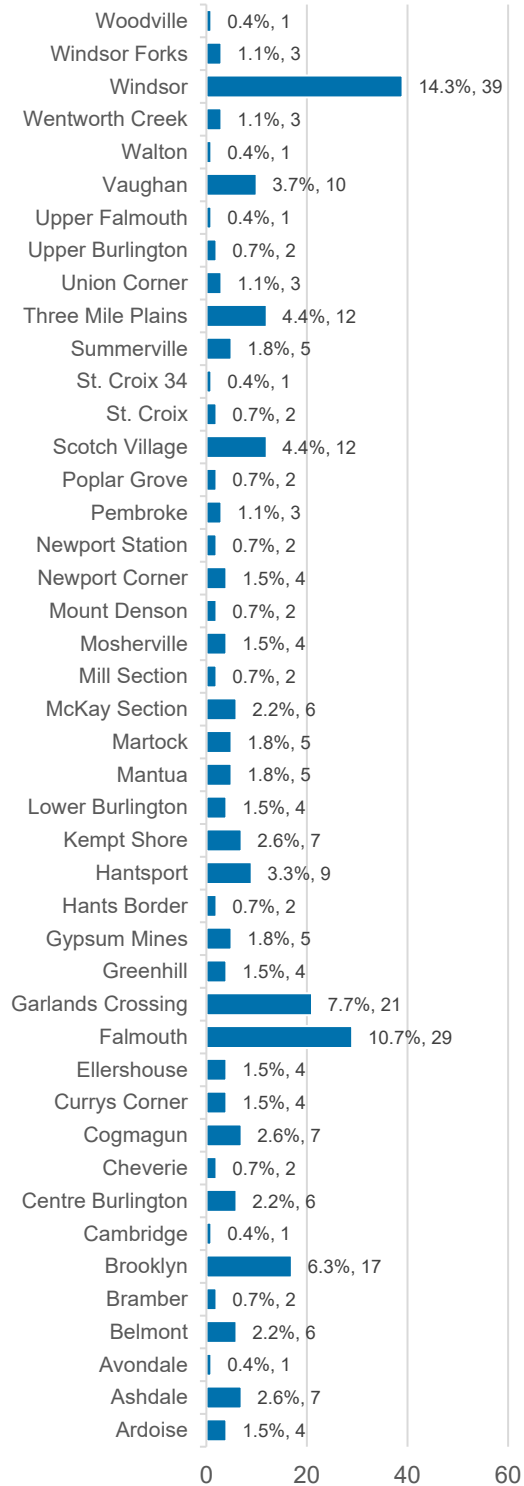
1	Please indicate which of the boundary arrangements you prefer. You can express your reasons and any reservations concerning your choice in response to Question 2 and you may suggest potential improvements to proposed boundaries in either scenario in response to Question 3. <table border="1"> <thead> <tr> <th>Response</th><th>Number</th><th>%</th></tr> </thead> <tbody> <tr> <td>I prefer the adjusted 11-district boundary arrangement</td><td>74</td><td>27.4%</td></tr> <tr> <td>I prefer the current 11-district boundary arrangement</td><td>75</td><td>27.8%</td></tr> <tr> <td>Neither of the above choices reflects my preference</td><td>87</td><td>32.2%</td></tr> <tr> <td>Don't know/not sure</td><td>34</td><td>12.6%</td></tr> <tr> <td>TOTAL</td><td>270</td><td>100.0%</td></tr> <tr> <td>No response</td><td>5</td><td>1.8%</td></tr> </tbody> </table>	Response	Number	%	I prefer the adjusted 11-district boundary arrangement	74	27.4%	I prefer the current 11-district boundary arrangement	75	27.8%	Neither of the above choices reflects my preference	87	32.2%	Don't know/not sure	34	12.6%	TOTAL	270	100.0%	No response	5	1.8%	<table border="1"> <thead> <tr> <th>Response</th><th>Number</th><th>%</th></tr> </thead> <tbody> <tr> <td>Don't know/not sure</td><td>34</td><td>12.6%</td></tr> <tr> <td>Neither of the above choices reflects my preference</td><td>87</td><td>32.2%</td></tr> <tr> <td>I prefer the current 11-district boundary arrangement</td><td>75</td><td>27.8%</td></tr> <tr> <td>I prefer the adjusted 11-district boundary arrangement</td><td>74</td><td>27.4%</td></tr> </tbody> </table>	Response	Number	%	Don't know/not sure	34	12.6%	Neither of the above choices reflects my preference	87	32.2%	I prefer the current 11-district boundary arrangement	75	27.8%	I prefer the adjusted 11-district boundary arrangement	74	27.4%
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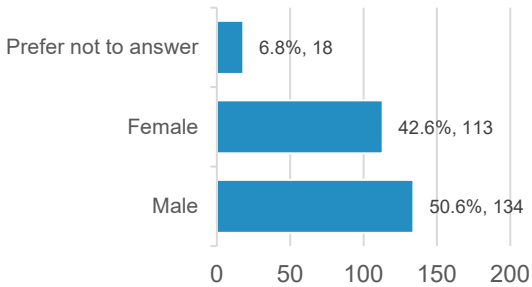
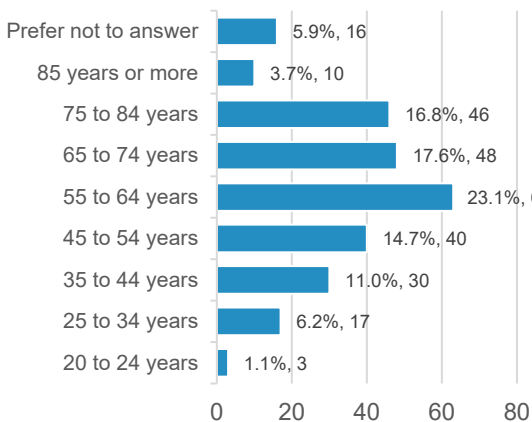
		knowledge or ability to understand the implications of the options. Some, on the other hand, were indifferent to the differences between the two options or did not see the changes affecting them or their district. Seven responses suggested the respondent would prefer a smaller Council (two of which were very clear in that regard), but three could be interpreted as supporting continuation of current arrangements. Four respondents did not answer Question 1 but gave comments in response to Question 2. Two of those indicated the size of Council is their priority and they would like to see a smaller council/fewer districts.												
3	Would you like to suggest any modifications to either the current or the adjusted district boundary arrangement? <table> <tr> <th>Answer</th><th>Number</th><th>%</th></tr> <tr> <td>Survey response</td><td>275</td><td>100.0%</td></tr> <tr> <td>Response</td><td>126</td><td>45.8%</td></tr> <tr> <td>No response</td><td>149</td><td>54.2%</td></tr> </table>	Answer	Number	%	Survey response	275	100.0%	Response	126	45.8%	No response	149	54.2%	Less than half of respondents to the survey provided comments in response to Question 3. Most took the opportunity to comment on Council membership again, with the majority reinforcing their desire for a smaller Council. Some did address specific boundary issues, which was the objective of the question including suggestions to move Greenhill, Hillsvale, Mosherville, and Mill Section. One comment from a respondent who favoured the current district boundaries suggested adding the Valleyview subdivision to District 9 from District 7.
Answer	Number	%												
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No response	149	54.2%												



6. What community do you live in (see preceding maps for community locations)?

Response	Number	%
Ardoise	4	1.5%
Ashdale	7	2.6%
Avondale	1	0.4%
Belmont	6	2.2%
Bramber	2	0.7%
Brooklyn	17	6.3%
Cambridge	1	0.4%
Centre Burlington	6	2.2%
Cheverie	2	0.7%
Cogmagun	7	2.6%
Currys Corner	4	1.5%
Ellershouse	4	1.5%
Falmouth	29	10.7%
Garlands Crossing	21	7.7%
Greenhill	4	1.5%
Gypsum Mines	5	1.8%
Hants Border	2	0.7%
Hantsport	9	3.3%
Kempt Shore	7	2.6%
Lower Burlington	4	1.5%
Mantua	5	1.8%
Martock	5	1.8%
McKay Section	6	2.2%
Mill Section	2	0.7%
Mosherville	4	1.5%
Mount Denson	2	0.7%
Newport Corner	4	1.5%
Newport Station	2	0.7%
Pembroke	3	1.1%
Poplar Grove	2	0.7%
Scotch Village	12	4.4%
St. Croix	2	0.7%
St. Croix 34	1	0.4%
Summerville	5	1.8%
Three Mile Plains	12	4.4%
Union Corner	3	1.1%
Upper Burlington	2	0.7%
Upper Falmouth	1	0.4%
Vaughan	10	3.7%
Walton	1	0.4%
Wentworth Creek	3	1.1%
Windsor	39	14.3%
Windsor Forks	3	1.1%
Woodville	1	0.4%
TOTAL	272	100.0%
No response	3	1.1%



7	What is your gender? <table border="1"> <thead> <tr> <th>Gender</th><th>Number</th><th>%</th></tr> </thead> <tbody> <tr> <td>Male</td><td>134</td><td>50.6%</td></tr> <tr> <td>Female</td><td>113</td><td>42.6%</td></tr> <tr> <td>Prefer not to answer</td><td>18</td><td>6.8%</td></tr> <tr> <td>TOTAL</td><td>265</td><td>100.0%</td></tr> <tr> <td>No response</td><td>10</td><td>3.6%</td></tr> </tbody> </table>	Gender	Number	%	Male	134	50.6%	Female	113	42.6%	Prefer not to answer	18	6.8%	TOTAL	265	100.0%	No response	10	3.6%	 <table border="1"> <thead> <tr> <th>Gender</th> <th>Number</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Male</td> <td>134</td> <td>50.6%</td> </tr> <tr> <td>Female</td> <td>113</td> <td>42.6%</td> </tr> <tr> <td>Prefer not to answer</td> <td>18</td> <td>6.8%</td> </tr> </tbody> </table>	Gender	Number	%	Male	134	50.6%	Female	113	42.6%	Prefer not to answer	18	6.8%																																				
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9	If you have any further thoughts about the size of the council for West Hants Regional Municipality, the districts from which councillors will be elected, or any related issue, please share them with us here. <table border="1"> <thead> <tr> <th>Answer</th><th>Number</th><th>%</th></tr> </thead> <tbody> <tr> <td>Survey response</td><td>275</td><td>100.0%</td></tr> <tr> <td>Response</td><td>105</td><td>38.2%</td></tr> <tr> <td>No response</td><td>170</td><td>61.8%</td></tr> </tbody> </table>	Answer	Number	%	Survey response	275	100.0%	Response	105	38.2%	No response	170	61.8%	Commenters addressed a variety of subjects including perceived Council performance, the boundary review process, and the questionnaire. With respect to the questionnaire respondents noted the lack of options for the gender response to Question 7 and printing of the maps on opposite sides of the same page, which made comparison difficult, The most frequent comments, however, returned to the topic of Council size with many stating for the second or third time that they would prefer reduced Council membership.																																																						
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Stantec Consulting Limited
40 Highfield Park Drive Suite 102
Dartmouth, NS B3A 0A3



WEST HANTS REGIONAL MUNICIPALITY REPORT

Information ☐	Recommendation ☐	Decision Request ☒	Councillor Activity ☐
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To: December 6, 2022, Committee of the Whole

Submitted by: _____
Mark Phillips, Chief Administrative Officer

Date: December 13, 2022

Subject: Valley Regional Enterprise Network (VREN)

LEGISLATIVE AUTHORITY

Nova Scotia Municipal Government Act, Authorized Municipal Expenditures 65A (1) Subject to subsections (2) to (4), the municipality may only spend money for municipal purposes if (a) the expenditure is included in the municipality's operating budget or capital budget or is otherwise authorized by the municipality.

RECOMMENDATION or DECISION REQUEST

As directed by Council at the December 6, 2022 Committee of the Whole Meeting, the following recommendations have been prepared for Council's consideration in relation to the ongoing participation of the WHRM in the Valley Regional Enterprise Network (VREN) and the proposed amendment to the Intermunicipal Service Agreement (IMSA) for the VREN:

Motion #1

That the West Hants Regional Municipality provide written notice to the Valley Regional Enterprise Network that it withdraws the March 8, 2022 "Notice of Withdrawal and Termination".

Motion #2

That the West Hants Regional Municipality accept and approve all proposed changes substantively the same as proposed by the Intermunicipal Service Agreement (IMSA) Working Group to the Valley Regional Enterprise Network (VREN) IMSA, except for the proposed changes to Article 38 in the draft requiring a minimum of thirty-six (36) months' notice to the VREN and other parties should a participating party wish to withdraw

And Further;

The West Hants Regional Municipality wishes that the current notice of withdraw period of twelve (12) months remain in effect and be recognized in the new draft IMSA.

BACKGROUND

Property ☐	Public Opinion ☐	Environment ☐	Social ☒	Economic ☒	Councillor Activity ☐
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On March 10, 2022, correspondence was sent to the Valley REN (VREN) advising that the West Hants Regional Municipality wished to continue its partnership for the period of April 1, 2022, to March 31, 2023, in order to continue to see the increased benefits the VREN offered for West Hants and also formally advised the Valley REN that it would cease to be a partner after March 31, 2023.

DISCUSSION

At the December 6th, 2022, Committee of the Whole meeting, Council reviewed the correspondence received from Jennifer Boyd, CAO for the Town of Berwick on October 31, 2022, pertaining to the memo and “final draft” of the proposed Valley REN’s Intermunicipal Service Agreement (IMSA) as recommended by the IMSA Working Group.

CAO Phillips reviewed the Valley REN’s Intermunicipal Service Agreement (IMSA) version 1 and 2 of the documents and noted the proposed changes for Council to consider.

Following the report presentation, Council had an engaging discussion pertaining to the value associated with remaining as a member of the VREN and concerns related to the proposed changes to the Intermunicipal Service Agreement (IMSA), specifically related to the changes withing the Term, Termination and Withdrawal clause (include a three-year term, renew year-over-year and require 36 months’ notice to withdraw).

During the COTW discussions, the majority of Council indicated they would like to withdraw the March 8, 2022 “Notice of Withdrawal and Termination” and remain as an active member of the VREN.

Secondly, the proposed amendments were reviewed, and the majority of Council expressed concerns with the proposed three (3) year notice to withdraw clause proposed and expressed the desire to maintain the one (1) year notice currently in the existing agreement. All other amendments were accepted.

Staff were directed to draft motions for the December Council meeting to align with this direction.

NEXT STEPS

To be determined by Council.

Should Council approve the above motions staff will draft a letter to the Valley Regional Network (VREN) alerting them of Council's decision and current position with respects to the Intermunicipal Service Agreement (IMSA) changes related to the Term, Termination and Withdrawal clause.

FINANCIAL IMPLICATIONS

- The current annual membership fee for the WHRM to participate in the VREN is approximately \$68,000. Pending the ongoing participation by other units / parties, the funding formula and cost to the WHRM is not anticipated to change. If there were a change it would have to be approved by all units / parties.

ALTERNATIVES

ATTACHMENTS

- 2022-12-06 VREN Information Report and attachments

CHIEF ADMINISTRATIVE OFFICER REVIEW

Report Prepared by: _____
Deanna Snair, Municipal Clerk

Report Approved by:  _____
Mark Phillips, Chief Administrative Officer



WEST HANTS REGIONAL MUNICIPALITY REPORT

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

Submitted by: _____

Date: December 6, 2022

Subject: Valley Regional Enterprise Network

LEGISLATIVE AUTHORITY

Nova Scotia Municipal Government Act, Authorized Municipal Expenditures 65A (1) Subject to subsections (2) to (4), the municipality may only spend money for municipal purposes if (a) the expenditure is included in the municipality's operating budget or capital budget or is otherwise authorized by the municipality;

RECOMMENDATION or DECISION REQUEST

Council to determine the next steps.

BACKGROUND

Property ☐	Public Opinion ☐	Environment ☐	Social ☒	Economic ☒	Councillor Activity ☐
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The Valley Regional Enterprise Network (VREN) was incorporated in 2014 to help develop regional economic development strategies, co-ordinate economic development efforts within regions, and focus on helping local businesses grow.

Both the former councils for Windsor and West Hants have been involved with the VREN since 2014. With the consolidation in 2020 of the former Town and Windsor and the former District of West Hants to form the West Hants Regional Municipality the relationship with the VREN continued.

At the February 22, 2022, meeting Council made two motions to be forwarded to the Valley Regional Enterprise Network (VREN).

THAT COUNCIL SEND A LETTER TO THE VALLEY REN ADVISING THAT THE WEST HANTS REGIONAL MUNICIPALITY WILL REMAIN A PARTNER OF THE VALLEY REN FOR THE PERIOD OF APRIL 1ST, 2022 TO MARCH 31ST, 2023 IN ORDER TO CONTINUE TO SEE THE INCREASED BENEFITS THE VALLEY REN OFFERS FOR THE REGION OF WEST HANTS. ALSO, THAT WEST HANTS REGIONAL MUNICIPALITY FORMALLY ADVISES THE VALLEY REN THAT IT WILL CEASE TO BE A PARTNER AFTER MARCH 31ST, 2023.

On March 8, 2022, The VREN was advised that the Municipality intended to continue its participation and fulfill its responsibilities over the coming year but was formally advising that it will cease to be a partner after March 31st, 2023.

DISCUSSION

In May of 2022 CAO Phillips advised Council that the Intermunicipal Service Agreement (IMSA) working group had met to discuss progress on agreements; specifically, the VREN agreement. It is expected that the working group and Liaison and Oversight (LOC) of the VREN are going to suggest amendments to the VREN partners agreement requiring 2 to 3 years notice of termination by a participating partner vs the 1- year notice currently within the agreement. At that time Council was advised that this matter would appear before them for consideration once the amendments were drafted.

On October 31, 2022, correspondence was received from Jennifer Boyd to share with Councils pertaining to the memo and “final draft” of the proposed Valley REN’s IMSA as recommended by the IMSA Working Group. Included in this correspondence and attached for reference are the previous two memos to the IMSA working group.

In addition to this change the draft Memorandum also notes a change to the Term, Termination and Withdrawal clause. The VREN is proposing that the IMSA include a three-year term, renew year-over-year and require 36 months’ notice to withdraw.

In advance of the discussions and approvals or non-approvals of the participating Councils the VREN is asking for an advanced notice of intent whether each partner intends to continue with the VREN.

“While preparing the memo and next steps, it was noted that the funding formula was not approve/included in the IMSA. Therefore, at this time, we are asking that current and potential parties make their intentions known by December 31, 2022 whether they wish to remain, join or withdrawal from the Valley REN. After December 31, 2022, we will finalize the

funding formula and add it as a schedule to the IMSA and have the parties approve the new IMSA before April 1, 2022” Jen Boyd, CAO Berwick

NEXT STEPS

Council discusses the next steps and advise staff on the direction they wish to proceed.

FINANCIAL IMPLICATIONS

There will be financial impacts, although they are unclear at this point as the IMSA working group has yet to approve the funding formula.

Presently the municipality’s contributions to the VREN equates to \$34,000 **bi-annually**.

ALTERNATIVES

- Council may choose to ignore the request that current and potential parties make their intentions known by December 31, 2022. Council has previously provided formal notice that it would cease to be a partner after March 31st, 2023.
- Council may choose to provide notice to the VREN by the December 31, 2022, deadline.
- Council may choose to renew its intentions for a three-year term, renew year-over-year and require 36 months’ notice to withdraw.

ATTACHMENTS

- Memo VREN IMSA 2022-05-24
- Memo VREN IMSA 2022-09-21
- Proposed VREN IMSA 2022-10-24
- 2022-03-10 Sandra Snow, VREN Continued Partnership, notice to formally withdrawal and correspondence including the 2021-03-02 Letter to VREN -Notice of withdrawal.

CHIEF ADMINISTRATIVE OFFICER REVIEW

Report Approved by: _____



Mark Phillips, Chief Administrative Officer

MEMORANDIUM

TO: Valley REN Board of Directors, Liaison and Oversight Committee and CEO

FROM: Jen Boyd on behalf of the IMSA Working Group

DATE: May 24, 2022

SUBJECT: Draft Valley REN IMSA v1

The Intermunicipal Service Agreement (IMSA) Working Group was established in April 2020 and comprises the Mayors of Annapolis Royal, Berwick, Kentville, Kings, Middleton, and Wolfville, the Warden of Annapolis County and a senior staff member of Glooscap First Nations. The intention of the Working Group is to review the IMSAs which serve as the incorporation documents of several jointly owned entities, the Valley REN being one.

The Working Group has engaged a solicitor to provide legal advice on key provisions of current IMSAs, as well as the development, and subsequent Parties approval, of the Interim IMSA for Valley Waste and Kings Transit Pilot Project and the Kings Regional Emergency Management Organization (REMO) IMSA. Therefore, the CAOs used the common provisions and format of the Interim and Kings REMO IMSAs as a foundation for the first draft of a new Valley Regional Enterprise Network (Valley REN) IMSA.

The review of the Valley REN IMSA started with several facilitated discussions regarding the key areas of an IMSA: mandate, Party and Stakeholder relationships, governance, and funding. Feedback from the IMSA Working Group included:

- The Liaison and Oversight Committee needs to have a more defined, involved role (more than just reviewing applications for Board positions).
- The Board of Directors should comprise members of the business community, but also others with different skill sets.
- The Board of Directors should be a Policy Board as opposed to an Operational Board; Board training should be required.
- Opportunities should be created for other (non-business) organizations in the Valley to be involved (e.g., Acadia, CFB Greenwood).
- There should be tangible benefits for areas within the region.
- Communication with Councils needs to be improved.
- Valley REN staff need to work more closely with Municipal staff.
- A focused approach is important one that resources a core program and introduces special projects through an agreed to process.

The Draft Valley REN IMSA v1 was shared with the IMSA Working Group on May 13, 2022. Except for direction from the Working Group regarding the approval of the annual budget, n substantive feedback has not been reflected in v1. This is to ensure that feedback received from

the Board, LOC, and CEO on the original provisions can be comparable. A summary of the feedback will be provided with version two of the IMSA. The Working Group agreed that the Board should be the body responsible for approving the annual Budget.

Highlights and key changes to the Valley REN IMSA have been noted below and a summary of the Roles and Responsibilities of the different bodies (e.g., Board, LOC, Parties, CEO) has been provided in Table 1.

Draft Valley REN IMSA v1 Highlights and Key Changes

Regional Strategy

The Board and CEO are responsible for establishing and implementing a Regional Economic Development Strategy (Regional Strategy) to guide the Valley REN's annual business planning and to allow the Funders to measure the REN's progress. Funders are the Parties and the provincial government.

The Working Group provided direction that the Regional Strategy should be approved by the Parties to ensure alignment with Party priorities.

Board of Directors (Board)

The roles and responsibilities of the Board remain unchanged except for their role in recruitment and approval of potential Board members. Through discussion with the Working Group, several Mayors noted the Board is in a better position to identify potential Board members and should be involved in the recruitment process. Therefore, it is recommended that the Board be responsible for recruitment.

Further, it is recommended the Liaison and Oversight Committee approve Board members nominated by the Board. This change better aligns with the LOC's oversight role.

The Board shall operate on the CAO model and provide direction on the objectives, policies, and programs of the Valley REN. The intention is that the Board is policy focused and not an operational board.

Liaison and Oversight Committee (LOC)

As mentioned above, the LOC will approve the appointment of Board members. Therefore, the establishment of a Recruitment and Nominating Committee is not included in the IMSA or LOC's role or responsibilities. If a committee is deemed necessary, it can be established through policy and approved by the Board and include members of the LOC. Key work of the LOC will be:

- Ensuring that the LOC and Board have written Terms of Reference and a Code of Conduct Policy; and
- Establishing a communication process for providing and receiving information to/from the Parties.

Administration

As mentioned previously, the Board and CEO shall operate on the CAO model of administration per Part II of the Municipal Government Act.

Communication has been an ongoing concern between the Valley REN and the Parties. In an endeavour to improve communication and reduce duplication of effort, the CEO should provide an update report to the LOC and CAOs/Senior Staff Member of Glooscap or their designates for circulation to respective Councils.

Core Program

One of the challenges identified by the Working Group was that the Valley REN special projects should not detract from core program offerings. This does not mean that when an opportunity presents itself that it is not considered; however, how the opportunity affects current projects and initiatives needs to be considered.

The Regional Strategy sets the direction for the Valley REN. In addition to the programs approved in the Regional Strategy, the Valley REN shall offer the following core activities:

- Development and Implementation of a formal Business Retention and Expansion (BRE) Program per Provincial Guidelines.
- Implement the Strategic Tourism for Areas and Regions (STAR) recommendations.
- Develop, maintain, and publish a land and asset database.

Any changes to the Core Program would require an amendment to the IMSA. Changes to the Core Program may be introduced by the Board or the LOC.

Special Projects

Special Projects are separate from Core Program and allow the flexibility for the Valley REN to react to trends or pressures from industry to address issues that were not identified in the Regional Strategy. However, it is important to make sure that the addition of a Special Project does not detract or reduce resources dedicated to the Core Programs. If the Special Project will impact the Core Program, then it should be clearly defined so an informed decision can be made.

When a Special Project is identified, a brief proposal that outlines the project need, objective, proposed costs and related funding and human resources requirements will be necessary for approval to move forward. The CEO should consult with the Parties through the CAOs and Senior Staff Member of Glooscap to ensure there is no duplication of efforts. This will also ensure the Parties understand any impact the Special Project may have on the Core Program.

Special Projects will be approved and incorporated into the Annual Business Plan and related budget.

Term, Termination and Withdrawal

The uncertainty provided by annual notices to withdraw affects the stability and success of the Valley REN. To ensure continuity, it is proposed that the IMSA include a three-year term, renew year-over-year and require 36 months' notice to withdraw.

Budget

The budget provided to the LOC and Parties is currently limited in information. To assist with improving transparency and accountability, the budget shall be approved by the Board by March 1st of every year. The budget should be balanced and include anticipated operating and

capital costs, the use of the Valley REN operating surplus, contributions from Funders and the recovery of any deficit from a preceding fiscal year.

In addition, the CEO shall meet with the CAOs/Senior Staff Member of Glooscap for the purpose of reviewing and seeking input on a draft of the Annual Business Plan and Budget. This is the practice of other IMSAs and assists with communication to the Parties' Councils.

Party Contributions

The **Parties** may consider an inflationary increase as part of the annual budget approval. This would only apply to the municipal contribution.

Audit Committee

The audit committee details in the provincial template/current IMSA are no longer required because they now exist in the Financial Reporting and Accounting Manual (FRAM). The committee terms of reference would be part of an approved Audit Committee Policy that will be developed by the Board of Directors.

Next steps in the review process have been outlined in Table 2, attached.

Table 1 – Valley REN Roles and Responsibilities

Item	Board of Directors	Valley REN CEO	Liaison and Oversight Committee	Parties
Contribution Agreement	Review Approve Chair Executes	Execute	Approve	
Regional Strategy	Develop Implement	Develop Implement	Monitor	Approve
Annual Business Plan	Approve	Develop Implement	Receive	
Annual Budget	Approve	Develop Implement		
Board Members	Recruit and nominate		Approve	
Core Program	Monitor Introduce changes	Implement	Monitor Introduce changes	Approve amendment(s) to IMSA
Special Projects	Introduce Approve	Introduce Consult with Party staff Develop brief	Introduce Approve	
Audit Report/Financial Statements	Approve	Oversee preparations	Receive	

Table 2 – Valley REN IMSA Review Process

Task	Date	Status	Comments
Discussion and Feedback from IMSA Working Group	October 2021 – May 2022	Completed	
Review of draft Valley REN IMSA V1 by IMSA Working Group	May 13, 2022	Completed	
Review of draft Valley REN IMSA V1* by Board of Directors/CEO	June meeting		Separate meeting with CEO, if required.
Review of draft Valley REN IMSA V1* by Liaison and Oversight Committee	June meeting		
Present Feedback Report and V2 of draft Valley REN IMSA to IMSA Working Group	Early July		Recommend to Parties for approval
Incorporate feedback from IMSA Working Group and share V2 with Board, LOC, and CEO	Late July		
<i>Consult Parties on any outstanding items that cannot be settled at the IMSA Working Group</i>	<i>September 2022</i>		May be required if a significant provision(s) cannot be agreed to by the Working Group.
<i>Receive decisions from Parties and provide direction to recommend draft Valley REN IMSA V3 by Parties.</i>	<i>Late September</i>		
Approval of Valley REN IMSA by participating Parties	October 2022		Initial Parties to new agreement must decide by November 1, 2022.
Execute updated Valley REN IMSA			

*Version 1 of the draft Valley REN IMSA will not include changes proposed by the Working Group unless they appeared to receive consensus from all Parties or were minor edits – i.e., change to the uniform assessment definition.

All comments will be summarized in a Feedback Report accompanying V2 and outstanding items may be addressed at that time or forwarded to each Party for decision as part of the approval process.

MEMORANDIUM

TO: IMSA Working Group

FROM: Jen Boyd, CAO Town of Berwick

DATE: September 2022

SUBJECT: Draft Valley REN IMSA v2

Version 1 (v1) of the draft Valley Regional Enterprise Network (Valley REN) Intermunicipal Services Agreement (IMSA), "Agreement" has been presented to the IMSA Working Group, the Valley REN Board of the Directors, the Valley REN Liaison and Oversight Committee and the Valley REN Chief Executive Officer (CEO).

The following is a summary of the feedback and proposed changes that have been incorporated into v2 of the Agreement.

The CAOs and Senior Staff member of Glooscap are seeking consensus from the IMSA Working Group on the proposed changes for each section.

Regional Strategy

V1 of the Agreement required the LOC and the Parties to approve the Regional Strategy.

Comments:

- Approval by individual Parties would take away control from the Board of Directors. Individual Councils and LOC should have more oversight than control and that the LOC could advocate for changes on behalf of Councils.
- Approval by individual Parties has the potential to take months and what happens if one Party does not approve it or requests a change?
- Parties are/should be part of the Regional Strategy development and this is where alignment should occur.
- The Board should feel supported by the LOC and Parties and not have two or three levels of approvals for all items.

The definition of the Regional Strategy in the Agreement proposes a four-year time period, instead of three. The intention would be for the Regional Strategy development to occur and be approved by the LOC during the second year of a council term. This would allow Council's to complete their own strategic plans and bring new council members up to date.

Considering that Parties have a longer notice period to withdraw, it seems fitting that the strategy align with the strategic direction of the Parties. If the Parties are part of the development of the strategy, which they have been in the past, then the final document should not be a surprise.

No proposed changes to the Regional Strategy.

Board of Directors (Board)

V1 of the Agreement stated that Board would be responsible for recruitment because they are in a better position to identify potential Board members. They will recruit and nominate members to the LOC for approval.

Comments:

- Generally, everyone was in favour of this change in practice.
- There was a cautionary comment that by putting this responsibility on the Board, there is hope that it does not reduce engagement from the LOC and the Parties.

No proposed changes under Board of Directors.

Liaison and Oversight Committee (LOC)

V1 of the Agreement identified key areas of work for the LOC:

- Ensuring that the LOC and Board have written Terms of Reference and a Code of Conduct Policy; and
- Establishing a communication process for providing and receiving information to/from the Parties.

Comments:

- The LOC's role should be more than developing a process for providing and receiving information to/from the Parties. They should also be responsible for ensuring that it works through annual reviews and adjustments as required.

Proposed change to 22.f): add "and review regularly" after establish.

Administration

No proposed changes under Administration.

Core Program

V2 of the Agreement has been amended to provide clarity, as well as flexibility.

Comments:

- Change the wording to match the intention of where the core program is developed – i.e., it is developed within the Regional Strategy.
- Specific reference to BRE should be removed since the Province no longer has provincial guidelines. As well, the BusinessNOW program has been evolving to provide the support the Parties are looking for.
- Change wording specific to the STAR program to not lock the Valley REN into the organization that must implement the plan.
- There was concern that the Agreement would need to be amended regularly to update the core program.

Proposed changes to 33:

Implement the programs approved in the Regional Strategy, the Valley REN shall offer the following core activities:

- a) business support service that provides one-on-one support to business of any size and at any stage of operation by navigating and referring to appropriate and relevant supports.**
- b) support tourism based on the recommendations from the Strategic Tourism for Areas and Regions Project.**
- c) develop, maintain, and publish a land and asset database.**

Special Projects

No proposed changes under Special Projects

Term, Termination and Withdrawal

Comments:

- For the most part, the 36-month (3 year) notice was accepted; however, it was unclear whether it would be accepted by the individual Parties.

No proposed changes under Term, Termination and Withdrawal.

Budget

No proposed changes under Budget.

Party Contributions

No proposed changes under Party Contributions.

Audit Committee

No proposed changes under Audit Committee.

Dispute Resolution

There was a suggestion that the cost of any such arbitration related to the budget shall be borne solely by the Party who disputes the budget. At this time no changes have been made to the Agreement related to this suggestion.

Table 1 – Valley REN Roles and Responsibilities

Item	Board of Directors	Valley REN CEO	Liaison and Oversight Committee	Parties
Contribution Agreement	Review Approve Chair Executes	Execute	Approve	
Regional Strategy	Develop Implement	Develop Implement	Monitor And Approve	Approve Receive
Annual Business Plan	Approve	Develop Implement	Receive	
Annual Budget	Approve	Develop Implement		
Board Members	Recruit and nominate		Recruit and nominate Approve	
Core Program	Monitor Introduce changes	Implement	Monitor Introduce changes	Approve amendment(s) to IMSA
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All comments will be summarized in a Feedback Report accompanying V2 and outstanding items may be addressed at that time or forwarded to each Party for decision as part of the approval process.



March 08, 2022

Sandra Snow
Chair Liaison Oversight Committee
Valley Regional Enterprise Network
448 Main Street
Kentville, Nova Scotia, B4N 1K8

Delivered electronically to ssnow@kentville.ca

RE: Continued Partnership and Notice of Withdrawal and Termination

Dear Ms. Snow,

The West Hants Regional Municipality would like to thank the Valley Regional Enterprise Network for their attendance and presentation at the February 22, 2022, Committee of the Whole meeting. Council was appreciative of the information presented.

At the February 22, 2022 Council meeting of the West Hants Regional Municipality, Council made the following motion to be forwarded to the Valley Regional Enterprise Network (VREN) in accordance with Section 14 of the Valley Regional Network Inter-Municipal Agreement:

COUNCIL SEND A LETTER TO THE VALLEY REN ADVISING THAT WEST HANTS REGIONAL MUNICIPALITY WILL REMAIN A PARTNER OF THE VALLEY REN FOR THE PERIOD OF APRIL 1ST, 2022 TO MARCH 31ST, 2023 IN ORDER TO CONTINUE TO SEE THE INCREASING BENEFITS THE VALLEY REN OFFERS FOR THE REGION OF WEST HANTS. ALSO, THAT THE WEST HANTS REGIONAL MUNICIPALITY FORMALLY ADVISES THE VALLEY REN THAT IT WILL CEASE TO BE A PARTNER AFTER MARCH 31ST, 2023.

The West Hants Regional Municipality would like to continue its partnership to the VREN for the period of April 1, 2022, to March 31, 2023. Please consider our previous letter sent on March 2, 2021, withdrawn (enclosed for reference); however, we put you on formal notice (enclosed) that the West Hants Regional Municipality will cease to be a partner after March 31st, 2023.

Please refer to the attached letter as formal notice. We trust that this will meet the terms of agreement outlined in Section 14 of the Valley Regional Enterprise Network Inter-Municipal Agreement.

Respectfully,



Abraham Zebian

Mayor

mp/ds

CC: WHRM Council

Mark Philips, Chief Administrative Officer

Shelleena Thornton, Municipal Operations Supervisor

Jennifer Tufts, Valley REN Chief Executive Officer, jt tufts@valleyren.ca

Paul Dixon, Valley REN, Chair, paul@safeguardservices.ca

WEST HANTS REGIONAL MUNICIPALITY

76 Morison Drive, PO Box 3000
Windsor, NS B0N 2T0

Phone # 902-798-8391 Ext. 133

Email Address: mphillips@westhants.ca

www.westhants.ca



March 2, 2021

Sandra Snow, Chair Liaison Oversight Committee
Valley Regional Enterprise Network
354 Main St.
Kentville, NS B4N 1K6
Email: ssnow@kentville.ca

RE: Notice of Withdrawal and Termination

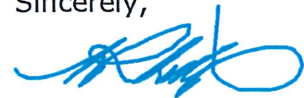

Dear Mayor Snow,

At the February 23, 2021 Council Meeting of the West Hants Regional Municipality, Council made the following motion to be forwarded to the Valley Regional Enterprise Network (VREN) in accordance with Section 14 of the Valley Regional Enterprise Network Inter-Municipal Agreement:

That Council provide direction to the Chief Administrative Officer to provide notice to the Valley Regional Enterprise Network (VREN) of the intention of the West Hants Regional Municipality to leave the VREN effective March 31, 2022.

Please be advised that the Municipality intends to continue its participation and fulfill its responsibilities to the VREN over the coming year. The Municipality also wishes to thank the Valley Regional Enterprise Network, including members of the Liaison and Oversight Committee, Board Members and staff, for their efforts and contributions to the economic landscape in the Annapolis Valley.

Sincerely,



Mark Phillips
Chief Administrative Officer

/rb

Cc: Mayor Zebian and West Hants Regional Municipal Council
Gerard d'Entremont, Valley REN Board of Directors Chair, gerard.dentremont@nsc.ca
Jennifer Tufts, Valley REN Chief Executive Officer, jtufts@valleyren.ca



March 08, 2022

Sandra Snow, Chair Liaison Oversight Committee
Valley Regional Enterprise Network
448 Main St.
Kentville, NS
B4N 1K8

Delivered electronically to ssnow@kentville.ca

RE: Notice of Withdrawal and Termination

Dear Ms. Snow,

At the February 22, 2022 Council Meeting of the West Hants Regional Municipality, Council made the following motion to be forwarded to the Valley Regional Enterprise Network (VREN) in accordance with Section 14 of the Valley Regional Enterprise Network Inter-Municipal Agreement:

That Council send a letter to the Valley REN advising that the West Hants Regional Municipality formally advises the Valley REN that it will cease to be a partner after March 31st, 2023.

Please be advised that the Municipality intends to continue its participation and fulfill its responsibilities to the VREN over the coming year. The Municipality also wishes to thank the Valley Regional Enterprise Network, including members of the Liaison and Oversight Committee, Board Members and staff, for their efforts and contributions to the economic landscape in the Annapolis Valley.

Sincerely,

Abraham Zebian
Mayor

mp/ds

Respectfully,

CC: Mayor Zebian and WHRM Council
Mark Phillips, CAO

Shelleena Thornton, Municipal Operations Supervisor

Gerard d'Entremont, Valley REN Board of Directors Chair, gerard.dentremont@nsc.ca

Jennifer Tufts, Valley REN Chief Executive Officer, jtufts@valleyren.ca

West Hants Regional Municipality

PO Box 3000, 76 Morison Drive, Windsor, NS, B0N 2T0

902-798-8391 • www.westhants.ca

THIS INTERMUNICIPAL SERVICE AGREEMENT is made this ____ day of _____, 2022.

BETWEEN:

GLOOSCAP FIRST NATION, a body corporate, pursuant to section 2(1) of the Indian Act;

(hereafter, “**Glooscap**”)

TOWN OF BERWICK, a municipal body corporate pursuant to Section 8 *Municipal Government Act*, S.N.S., 1998 c.18;

(hereafter, “**Berwick**”)

-and-

TOWN OF KENTVILLE, a municipal body corporate pursuant to Section 8 *Municipal Government Act*, S.N.S., 1998 c.18;

(hereafter, “**Kentville**”)

-and-

MUNICIPALITY OF THE COUNTY OF KINGS, a municipal body corporate pursuant to Section 7 *Municipal Government Act*, S.N.S., 1998 c.18:

(hereafter, “**Kings**”)

-and-

TOWN OF MIDDLETON, a municipal body corporate pursuant to Section 8 *Municipal Government Act*, S.N.S., 1998 c.18;

(hereafter, “**Middleton**”)

-and-

TOWN OF WOLFVILLE, a municipal body corporate pursuant to Section 8 *Municipal Government Act*, S.N.S., 1998 c.18;

(hereafter, “**Wolfville**”)

-and-

WEST HANTS REGIONAL MUNICIPALITY, a municipal body corporate pursuant to *West Hants Regional Municipality Act*, S.N.S., 2018 c.26;

(hereafter, “**West Hants**”)

(collectively, the parties)

WHEREAS the parties, together with various agencies and departments of the Provincial and Federal Governments, are partners in regional economic development; and

WHEREAS the parties wish to develop regional economic development strategies that consider assets, the business community, sector strengths, regional opportunities, and the priorities of the Province and the parties; and

WHEREAS the parties agree that Regional Enterprise Networks (RENs) are best positioned to navigate and guide regional economic development in Nova Scotia, while supporting business growth and retention in communities; and

WHEREAS section 60 of the *Municipal Government Act* (MGA) provides authority for municipalities to enter into agreements with other municipalities, band councils pursuant to the *Indian Act* (Canada), villages, service commissions, the Government of the Province of Nova Scotia or of Canada, to provide or administer municipal services on such terms and conditions as the parties may agree, and to delegate responsibility for the same to a body corporate; and

WHEREAS economic development is a service which municipalities in Nova Scotia are authorized to provide under the MGA; and

WHEREAS the parties established a REN, Valley Regional Enterprise Network (Valley REN) as a body corporate on 17 June 2014 and assigned it with guiding economic development in their region; and

WHEREAS the parties wish to update the terms and conditions for the continuation of the Valley REN, and for certain matters related thereto;

NOW THEREFOR THIS AGREEMENT WITNESSETH that, in consideration of the mutual covenants herein contained and for other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the parties agree as follows:

DEFINITIONS

1. In this Agreement:

- a) Annual Business Plan means the annual operational plan for a forthcoming Fiscal Year that has been developed by the Valley REN Chief Executive Officer (CEO) with input from and being approved by the Board of Directors, with said plan containing Core Program activities and Special Projects that align with the priorities of the parties, the Regional Strategy, and those included within the Provincial Annual Outcome Agreement;
- b) Audit Committee means the audit committee for the Valley REN, as appointed pursuant to provision 51 of this Agreement;
- c) Auditor means a registered municipal auditor pursuant to section 457 MGA who is appointed by the Board of Directors of the Valley REN;
- d) Board of Directors means the governing body charged with the performance and fiduciary responsibilities of the Valley REN;
- e) Capital Costs means the amount expended by the Valley REN for equipping and fixturing of offices, which by general practice would form part of Capital Assets as defined by the Canadian Institute of

Chartered Accountants or the Public Sector Accounting Board, or any successor institutes. For greater certainty, the Valley REN, in the absence of the written agreement of the parties hereto, is not permitted to acquire either Tangible or Intangible Capital Assets which individually have a value in excess of \$25,000;

- f) Contribution Agreement means the funding agreement executed between the Province and the Valley REN with said Agreement containing the Provincial Outcome Agreement as a related Schedule;
- g) Fiscal Year means the 12-month period commencing on April 1 of every year and ending on March 31 of every subsequent year;
- h) FRAM means the Financial Reporting and Accounting Manual as prescribed by the MGA;
- i) Funders means the parties and the Provincial departments contributing to the annual operating requirements of the Valley REN;
- j) GAAP means Canadian Generally Accepted Accounting Principles, as established from time to time by the Canadian Institute of Chartered Accountants or the Public Sector Accounting Board, or any successor institutes, applicable as at the relevant date, and applied consistently;
- k) Liaison and Oversight Committee (herein referred to as the LOC) means a committee established to represent the Funders;
- l) Operating Costs means the costs associated with operating and administering the Valley REN;
- m) Province means His Majesty the King in right of the Province of Nova Scotia;
- n) PSAS means the Public Sector Accounting Standards developed and maintained by the Public Sector Accounting Board of Canada;
- o) Regional Strategy means the Regional Economic Development Strategy formulated by the Valley REN that has been received by the parties to guide the Valley REN annual business planning and to allow the Funders to measure REN progress over a four-year period; and
- p) Uniform Assessment means the same as in the *Municipal Grants Act*, R.S.N.S. 1989, c. 302, for the coming fiscal year.

EFFECT

2. The parties hereto agree that this Agreement is effective as at the date first above written and replaces the 17 June 2014 Valley REN Intermunicipal Service Agreement. This Agreement shall be filed with the Registrar of Joint Stock Companies to confirm the terms upon which the body corporate has been established and governed pursuant to section 60 MGA.
3. The parties agree that the body corporate shall continue to be known as the Valley Regional Enterprise Network (Valley REN).
4. The parties, LOC, and Board of Directors acknowledge that disclosure of documentation, records and information in the possession of the Valley REN shall be subject to the *Freedom of Information and Protection of Privacy Act*, 1993, c.5.

5. Pursuant to section 3(ar) MGA, the Valley REN shall operate as a municipal government as defined, subject to the same legislative rights and obligations, including, without limitation, the *Public Procurement Act*, 2011, c. 12, *Municipal Conflict of Interest Act*, R.S. c. 299, the *Conflict of Interest Act*, 2010, c. 35, and the *Labour Standards Code*, R.S. c. 246.

GOVERNANCE

Parties

6. Any amendments to this Intermunicipal Service Agreement (IMSA) shall be attended in writing and executed by all parties. The parties further agree to conduct a review of this IMSA at minimum every four years from the date of execution.
7. A municipality, village, or band council pursuant to the *Indian Act* (Canada) that is not party to this Agreement may, with the unanimous consent of the parties, join the Valley REN.

Board of Directors

8. The Board of Directors shall be responsible to:
 - a. Oversee the development and implementation of the Regional Strategy;
 - b. Establish and approve an Annual Business Plan and Budget that meets the objectives of the Regional Strategy and Core Program activities and any approved Special Project(s) by March 1 of every year;
 - c. Deliver an annual report and annual audited financial statements to the LOC by June 30 each year;
 - d. Conduct an Annual General Meeting of the Valley REN on or before June 30 of each year;
 - e. Steward the financial health of the Valley REN by ensuring strong financial management skills and appropriate internal controls;
 - f. Conduct an annual organizational evaluation to appraise its performance and efficiency;
 - g. Develop and follow a recruitment and nomination process for the Board of Directors composition for consideration by the LOC;
 - h. Meet with the LOC at least twice annually to report on all activities of the Valley REN;
 - i. Create and publish the CEO position description;
 - j. Develop and execute a CEO employment contract that establishes the terms of appointment with said contract including, without limitation, the terms of the CEO performance evaluation;
 - k. Request, review, and approve policies for the Valley REN; and
 - l. Review and approve Contribution Agreements, and direct the Chair of the Board of Directors and the CEO to execute same on behalf of the Valley REN, subject to the approval of the LOC.

9. The Board of Directors shall set the salary range of the CEO that is industry comparable, compliant with the Provincial Contribution Agreement, and is in the long-term interest of the Valley REN.
10. The Board of Directors has the power to remove the CEO subject to employment contract provisions.
11. The Board of Directors shall comprise a minimum of eight and a maximum of 12 business and community leaders.
12. Members of the Board of Directors serving, as at the date of this Agreement, shall remain in office in accordance with their appointment terms.
13. New members of the Board of Directors shall be approved by the LOC in accordance with the Board's Terms of Reference, except when a new member is completing the term of a member who has resigned or whose position is vacated mid-term.
14. The Board of Directors has authority to establish committees, one of which shall be the Audit Committee.
15. The Board of Directors shall, as part of the Valley REN Annual General Meeting, appoint a Chair and Vice-Chair from amongst their members.
16. The Board of Directors shall establish written position descriptions for the Chair and Vice-Chair.
17. The Board of Directors shall convene meetings and conduct itself in accordance with rules of order set out in the MGA and, where the former is silent, then Robert's Rules of Order 12th ed. Each member shall have one vote, including the Chair and Vice-Chair.

Liaison and Oversight Committee (LOC)

18. The LOC shall comprise:
 - I. the Chief or Mayor of each of the parties, or a designate approved by their Councils, and may include a staff member of Glooscap; and
 - II. a staff member(s) appointed as a representative of the Provincial department(s) pursuant to the Contribution Agreement between the Province and the Valley REN.
19. Notwithstanding 19 (I), the Chief Administrative Officer (CAO), or Senior Staff member of Glooscap or their designate, can participate in LOC meetings as a non-voting member.
20. The CEO shall participate in LOC meetings as a non-voting member.
21. The LOC shall be responsible to:
 - a) approve all appointments to the Board of Directors;
 - b) prepare and adopt position descriptions for the LOC Chair and Vice-Chair;
 - c) approve and monitor the implementation of the Regional Strategy;
 - d) ensure that the LOC and the Board of Directors have written terms of reference and code of conduct policy that sets out their roles and responsibilities, with said terms and codes being in accordance with the provisions of this Agreement;

- e) Each member of the LOC shall serve at the pleasure of their Council and, unless otherwise disqualified or removed, shall hold office until a successor is named by the appointing party.
 - f) Notwithstanding provision 21(e), in the event of any vacancy that occurs with respect to a member, the Council appointing such member shall appoint a replacement within eight weeks.
 - g) establish and review regularly a communication process for the parties on the activities of the Valley REN and issues affecting the Valley REN and its stakeholders;
 - h) nominate a CAO or Senior Staff Member of Glooscap to the Audit Committee;
 - i) on an annual basis appoint a Chair and Vice-Chair; and
 - j) meet at minimum twice a year.
22. The LOC shall convene meetings and conduct itself in accordance with rules of order set out in the MGA and, where the former is silent, then Robert's Rules of Order 12th ed. Each member shall have one vote, including the Chair and Vice-Chair.
23. Reasonable expenses of the LOC, as approved within the Valley REN budget, shall be reimbursed by the Valley REN in a timely manner.

ADMINISTRATION

24. The parties acknowledge and agree that the Board of Directors shall operate according to the CAO model of administration per Part II MGA. The CEO shall be the sole employee reporting to the Board of Directors and be responsible for the effective administration of the Valley REN.
25. The CEO shall be responsible to the Board of Directors for the proper administration and management of the Valley REN in accordance with this Agreement, and the directives and policies of the Valley REN as approved from time to time by the Board of Directors, and statutory requirements per provision 5 herein.
26. Neither the LOC nor the Board of Directors shall direct or instruct the employees of the Valley REN. However, the LOC and Board of Directors may communicate directly with the employees of the Valley REN solely to obtain or provide reasonably required information.
27. The Board of Directors shall provide direction on the objectives, policies, and programs of the Valley REN to the CEO.
28. On a quarterly basis, the CEO shall provide an update report to the LOC and the CAOs/Senior Staff Member of Glooscap or their designates for circulation to the respective Councils.
29. Subject to section 22 MGA, all agendas, meeting packages, and minutes of the Board of Directors and of the LOC shall be publicly available on the Valley REN website.

CORE PROGRAM

30. In addition to implementing the programs approved in the Regional Strategy, the Valley REN shall offer the following core activities:

- a) business support service that provides one-on-one support to business of any size and at any stage of operation by navigating and referring to appropriate and relevant supports;
- b) support tourism based on the recommendations from the Strategic Tourism for Areas and Regions Project; and
- c) develop, maintain, and publish a land and asset database.

31. Any changes to the Core Program:

- a) may be introduced by the Board of Directors or the LOC; and
- b) will require an amendment to this Agreement.

SPECIAL PROJECTS

32. Special Projects shall be reported on and accounted for separately from the Core Program activities but shall not, except in exceptional circumstances approved by the Board of Directors and the LOC, deplete resources dedicated to the Core Program.
33. Special Projects shall be part of the Annual Business Plan and related budget and be included within a brief proposal developed by the CEO that outlines the project need, objective, proposed costs and related funding, and human resource requirements.
34. Special Projects shall be subject to:
- a) the CEO consulting with the CAOs and Senior Staff Member of Glooscap to ensure there is no duplication of efforts; and
 - b) approval by the Board of Directors.

TERM AND TERMINATION

35. The term shall commence on 1 April 2023, and continue year-over-year for each Fiscal Year (the "Term") subject to annual reviews and adjustments related to provision 6 and Schedule A of this Agreement.
36. The parties hereto may elect to terminate this Agreement for any reason at any time on agreement of all parties in writing with sixty (60) days' written notice.
37. Upon termination, and subject to contractual obligations, the parties will examine the assets, liabilities, and surplus of the Valley REN and return any net amount remaining pro-rata in accordance with the party's contribution since the effective date of this Agreement.

WITHDRAWAL

38. A party may withdraw from this Agreement at the beginning of any Fiscal Year by providing written notice to the other parties a minimum of thirty-six (36) months in advance of the commencement of the Fiscal Year in which they intend to withdraw.

39. A withdrawing party may make a cash payment in lieu of notice required by provision 38. The payment in lieu of notice shall be based on the amount of funding providing by the withdrawing party in the preceding Fiscal Year multiplied by three.
40. Any party withdrawing from this Agreement remains responsible for its share of any liabilities of the Valley REN incurred to the date of the withdrawal and any severance, penalty or other costs incurred by the Valley REN as a result of the withdrawal.

FINANCE AND AUDIT

Budget

41. In January of every year, the LOC shall review and adjust as necessary the proportionate shares of municipal funding to account for changes in population and Uniform Assessment for the coming Fiscal Year.
42. On or before January 31 each year, the CEO shall meet with the Senior Staff Manager of Glooscap and CAOs or their designates for the purposes of reviewing and seeking input on a draft of the Annual Business Plan and budget.
43. The budget shall be prepared in accordance with GAAP and FRAM, funding contracts, and the Valley REN's own financial policies. For greater certainty, the Valley REN is not permitted to purchase capital assets beyond those defined in this Agreement, and is not permitted to incur long term debt.
44. The budget shall be balanced with revenues matching expenditures, and include the anticipated Operating Costs, Capital Costs, the use of Valley REN operating surplus, contributions from the Funders, and the recovery of any deficit from a preceding Fiscal Year.
45. By March 1 of every year, the Board of Directors shall present to the LOC an approved budget and Annual Business Plan for the Valley REN's coming Fiscal Year for information.

Financial Reporting

46. The Valley REN shall maintain working capital of not less than \$100,000 from its operating surplus
47. By June 30 of each year, the CEO shall deliver the Board of Director's approved audit report and year-end audited financial statements to the LOC and any party required to consolidate the Valley REN financial statements under PSAS.

PARTY CONTRIBUTIONS

48. Annual contributions made by the parties shall be in accordance with Schedule A, which shall form part of this Agreement.
49. Subject to any increases in funding provided through the Provincial Contribution Agreement, the parties may consider an inflationary increase as part of the annual budget approval.

50. Valley REN shall invoice the parties at the start of each quarter of the Fiscal Year. Interest on any outstanding balance shall accrue at an annual rate of 12%.

AUDIT COMMITTEE

51. Pursuant to FRAM, the Board of Directors shall develop and approve an Audit Committee Policy.

DISPUTE RESOLUTION

52. In the event of a budget dispute, it shall be incumbent upon the party disputing the budget to present an alternative budget. In the event the budget is not approved, and notwithstanding any other provision in this Agreement, any dispute that cannot be resolved shall be referred to mediation. Where a dispute remains unresolved by mediation, then any party may refer such dispute to arbitration by provision of written notice to all parties hereto. In the event of arbitration, the arbitrator appointed shall be agreed by the parties within 30 days of submission to arbitration; in default of agreement, the parties will refer the choice of arbitrator to the Supreme Court in accordance with section 12 of the *Commercial Arbitration Act* (Nova Scotia) (CAA). The arbitrator shall agree to conduct the arbitration in accordance with the terms of this Agreement. The appointed arbitrator shall have all the powers given by the CAA. The award and determination of the arbitrator shall be final and binding and each party hereto agrees not to appeal from such award or determination. The costs of any such arbitration shall be borne by the party disputing the budget unless otherwise ordered by the arbitrator.

WAIVER

53. No action by any party to this Agreement shall be construed as a waiver saving express written provision of such waiver, and this Agreement shall not be amended saving express written provision of such amendment by all parties hereto.

NOTICE

54. Any notice under this Agreement, unless otherwise provided, may be given if delivered or mailed, postage prepaid, or by facsimile transmission or electronic transmission to:

Director of Administration
Glooscap First Nation
159 Smith Road
Hantsport, NS B0P 1P0

CAO
Town of Middleton
131 Commercial St
Middleton, NS B0S 1P0

CAO
Town of Berwick
236 Commercial Street
Berwick, NS B0P 1E0

CAO
Town of Wolfville
359 Main Street
Wolfville, NS B4P 1A1

CAO
Town of Kentville
354 Main Street
Kentville, NS B4N 1K6

CAO
West Hants Regional Municipality
76 Morison Dr. PO BOX 3000
Windsor, NS B0N 2T0

CAO
Municipality of the County of Kings
181 Coldbrook Village Drive
Coldbrook, NS B4R 1B9

APPLICABLE LAW

55. The law governing this Agreement and any action, matter or proceeding based upon or relating to this Agreement shall be the law of the Province of Nova Scotia, which shall have exclusive jurisdiction over any action or proceeding based upon or relating to this.

SEVERABILITY

56. The parties covenant and agree that the invalidity or unenforceability of any provision of this Agreement will not affect the validity or enforceability of any other provision, and any invalid provision will be severable, or will be deemed to be severable.

RELATIONSHIP OF PARTIES

57. The parties hereto shall not be treated as partners or members of a joint venture for any purpose.

FURTHER ASSURANCES

58. The parties hereto agree to execute and deliver any further documents or assurances or to furnish any further information or perform any other act reasonably necessary to give full effect to the terms herein.

EXECUTION

59. This Agreement may be executed electronically and in counterpart and such execution is effective and binding.

TIME

60. Time shall in all respects be of the essence in this Agreement.

THIS AGREEMENT shall enure to the benefit of and be binding upon the parties hereto, their administrators and assigns.

IN WITNESS WHEREOF the parties have executed this Agreement by their respective officials, duly authorized.

SIGNED and SEALED)
in the presence of:)

GLOOSCAP FIRST NATION

_____))
Witness)

Per: _____

_____))
Witness)

Per: _____

SIGNED and SEALED)
in the presence of:)

TOWN OF BERWICK

_____))
Witness)

Per: _____

_____))
Witness)

Per: _____

SIGNED and SEALED

in the presence of:

TOWN OF KENTVILLE

Per: _____

Witness

Per: _____

Witness

SIGNED and SEALED

in the presence of:

**MUNICIPALITY OF THE COUNTY OF
KINGS**

Per: _____

Witness

Per: _____

Witness

SIGNED and SEALED

in the presence of:

TOWN OF MIDDLETON

Per: _____

Witness

Per: _____

Witness

SIGNED and SEALED

in the presence of:

TOWN OF WOLFVILLE

Per: _____

Witness

Per: _____

Witness

SIGNED and SEALED

in the presence of:

WEST HANTS REGIONAL MUNICIPALITY

Per: _____

Witness

Per: _____

Witness

2021-2024

STRATEGIC PLAN

Prepared by Leading Edge Community
Development Consultants Cooperative

**the
valley**
REGIONAL ENTERPRISE NETWORK





INTRODUCTION

The Valley Regional Enterprise Network (Valley REN) engaged the services of Leading Edge Community Development Consultants Cooperative to prepare a revised and updated strategic plan, beginning in 2021.

This strategic plan includes the following components:

- The strategic foundation includes the vision statement, mission statement and values and beliefs.
- The strategic priorities are a link between the strategic foundation of the organization and the daily work and activities of the REN.
- The operational plan is organized by the strategic priorities. Each priority is supported by a goal and subsequent key progress indicators and measurables. Objectives and actions outline how the daily activities of the REN work to support the strategic foundation. The operational plan is a living document that will be modified and changes as activities are completed or changed.

ENGAGEMENT PROCESS

The plan seen on the following pages was developed through the involvement and engagement of the Valley REN board and staff. Additional input was gathered from partners and the overall community through the following means:

- The Liaison and Oversight Committee participated in a live, online, discussion
- 11 key informant interviews were conducted with those considered to be well-aware of the work of the REN and the needs of the community
- 40+ community, organizational and business representatives and partners participated in live discussions (held online because of COVID-19 restrictions).

STRATEGIC FOUNDATION

VISION STATEMENT

A thriving, regional economy, delivering the highest quality of life in Canada.

Elaboration

We support a thriving regional economy that when combined with our geographic location, natural environment, and diverse population, makes the Annapolis Valley one of the best places to live in rural Canada.

MISSION STATEMENT

The Valley REN is the catalyst for a thriving, sustainable and inclusive regional economy in the Annapolis Valley.

Elaboration

Being the catalyst means we are proactive in evidence-based research, action planning, and being the coordinator of local and provincial resources to maximize our collective impact.

VALUES AND BELIEFS

At the Valley REN, we **value**:

Innovation We value and encourage new ideas that challenge the status quo.

Professionalism We apply the best practices in our work and relationships.

Diversity In people, cultures, strengths, sectors, industries and capitals (human, financial, social, organizational, natural and cultural).

Adaptability We are prepared to adjust our strategies as circumstances require.

This place We are proud to call the Annapolis Valley our home and are committed to seeing it grow and flourish.

At the Valley REN, we **believe in**:

Collaboration Economic Development is a team effort.

Evidence-based Decision Making We make decisions based on data and evidence, as well as business and community input.

Fiscal Stewardship Our trusting relationships with our partners and funders are founded on fiscal responsibility, transparency, and accountability.

Economic Development and Community well-being should be mutually supporting.

STRATEGIC PRIORITIES



Business Development

Provide support for new, emerging and existing businesses, and the enhancement of an entrepreneurial culture



Workforce Development

Attract and retain employees/workers while identifying and helping to fill current and future needs/gaps for local employers



Sector Development

Support the strengthening, diversification and interconnectedness of the economic sectors



Regional Development

Enhance our collective and collaborative environment for greater efficiency and effectiveness, strengthen relationships and leverage opportunities

Operational Plan



Business Development

Rationale

Business development is a key focus of the NS REN network, and includes:

- 1) Support for new, emerging, and existing businesses to improve productivity, competitiveness, and investment readiness, and
- 2) The development of an entrepreneurial culture to stimulate new venture creation.

Business Development Goal

Provide support, tools, and programs for new, emerging, and existing businesses, while working with partners to enhance the region's entrepreneurial culture.

Business Development Objectives At-a-Glance (details in the table below):

- **Supports for Business:** Connect businesses to the resources, tools, supports, and programs they need.
- **Investment Readiness:** Facilitate a regional and business approach to investment readiness by identifying and promoting investment opportunities and leveraging the region's investment efforts with the federal and provincial governments and other organizations.
- **Culture of Entrepreneurship:** Foster a culture of entrepreneurship in the Annapolis Valley.

Key Performance Indicators	Measurables
Business clients supported	- Number of business clients directly supported/served - Number of start-up businesses - Number of existing businesses
Increase in support resources	- Number of and quality of supports (define quality based on strategy) - Number of connections to funding and application assistance - Monetary value of programming
REN programming	- Number of workshops and events for businesses held - Number of investment readiness tools produced
Participation in REN programming	Number of workshop and event attendees
Business start ups	Number of business start ups

SUPPORTS FOR BUSINESS Objective: Connect businesses to the resources, tools, supports, and programs they need.			
Actions	Project Lead	Timeline	Partners/Resources
Deliver the BusinessNOW Service	BusinessNOW Officer	Year 1, 2 and 3	Business Supports Response Team
Conduct a series of business outreach efforts within the region • Open houses • Presentations to community groups • Panel presentations on multiple themes, • Workshops and business expos, • Quarterly municipal EDO meetings • Business to business connections	BusinessNOW and Investment Readiness Officer	Year 1, 2 and 3	Business Supports Response Team
Promote the Virtual Advisor Program to ensure Annapolis Valley businesses access the program	BusinessNOW Officer	Year 1	Business Supports Response Team and NS RENs
Organize and partner to host a second round of Succession Planning Workshops	BusinessNOW Officer	Year 1	AEC, NS RENs, BDC, Business Supports Response Team
Reevaluate the entrepreneurial toolkit to ensure it outlines all business supports available	BusinessNOW Officer	Year 2	Business Supports Response Team
Develop a full catalogue of all business resources to be used as a tool and foundation for BusinessNOW service (in house)	BusinessNOW Officer	Year 1, 2 and 3	Business Supports Response Team
Promote and communicate export-related supports	BusinessNOW Officer	Year 2	NSBI, Business Supports Response Team
Implement a BRE program to collect regional business climate intelligence	BusinessNOW Officer	Year 2	Business Supports Response Team
Work with the Department of Economic Development to inform them of business-related issues	CEO, BusinessNOW Officer	Year 2	All local stakeholders
Promote local procurement opportunities	BusinessNOW Officer and Communications Officer	Year 3	Business Supports Response Team, NSBI, PSPC (Public Services and Procurement Canada)

INVESTMENT READINESS Objective: Facilitate a regional and business approach to investment readiness by identifying and promoting investment opportunities and leveraging the region's investment efforts with the federal and provincial governments and other organizations.

Actions	Project Lead	Timeline	Partners/Resources
Create an improved commercial land database and a functioning tool to assist business and industry in securing the appropriate space within the catchment area	Investment Readiness EDO	Year 1 and 2	Business Supports Response Team, Developers, Realtors
Create one-page documents outlining investment opportunities in the region (high-level overview and statistics)	Investment Readiness EDO	Year 2 and 3	Business Supports Response Team, NSBI
Enhance Valley REN website with information relating to investment readiness	Investment Readiness EDO	Year 1, 2 and 3	Business Supports Response Team, NSBI
Develop lead-handling protocols and processes for the region	Investment Readiness EDO	Year 2	Municipalities, Business Supports Response Team
Conduct investment readiness analysis to assess the current state of investment readiness in the region	Investment Readiness EDO	Year 3	Municipalities, Business Supports Response Team
Work with businesses to ensure they are investment ready and prepared to thrive in the region	Investment Readiness EDO, BusinessNOW Officer	Year 3	Business Supports Response Team

CULTURE OF ENTREPRENEURSHIP Objective: Foster a culture of entrepreneurship in the Annapolis Valley.

Actions	Project Lead	Timeline	Partners/Resources
Provide project facilitation for NS MIT REAP Valley Team	Strategic Initiatives EDO	Year 1	Valley Team Members, ONSIDE, MIT, local stakeholders
Define the entrepreneurial ecosystem – gaps, needs, programs, offerings	BusinessNOW Officer/Strategic Initiatives EDO	Year 1	Business Supports Response Team
Create a map of entrepreneurial programming and training opportunities in the region	BusinessNOW Officer/Strategic Initiatives EDO	Year 2	Business Supports Response Team
Provide programming for young entrepreneurs	BusinessNOW Officer	Year 2 and 3	Business Supports Response Team, Non-profit and social impact entrepreneurial support organizations

Promote programming for marginalized entrepreneurs, including, older adults, Indigenous people, and African Nova Scotians)	Communications Officer	Year 1	
Provide programming for marginalized entrepreneurs, including, older adults, Indigenous people, and African Nova Scotians)	BusinessNOW Officer	Year 2 and 3	Business Supports Response Team, Mentoring Plus, VANSDA, BBI, APTEC, UInooweg
Promote venture creation programming	BusinessNOW Officer/Strategic Initiatives EDO	Year 3	Business Supports Response Team, NS Sandboxes, ONSIDE, Innovacorp, and existing / emerging incubators and accelerators



Workforce Development

Rationale

Business success is built on a strong labour force. The Valley REN will support regional efforts related to the attraction and retention of employees/workers while identifying and helping to fill current and future needs/gaps for local employers. This will include training of current residents while attracting new ones and will also include a focus on our Indigenous and African Nova Scotian communities.

Workforce Development Goal

Attract and retain employees/workers while identifying and helping to fill current and future needs/gaps for local employers.

Workforce Development Objectives At-a-Glance (details in the table below):

- **Workforce Study:** Work with partners to address the challenges related to the Annapolis Valley workforce, to meet the current and future talent, professional, skilled trades and labour needs.
- **Population Readiness:** The availability and quality of healthcare, childcare, recreation, transportation, housing and other foundational community components will influence how attractive the Valley is to potential residents and employees.
- **Promote Annapolis Valley:** Raise the profile of the Annapolis Valley as a place to live, work and start a business. Increase the awareness of the region's value proposition.
- **Welcoming Region:** Work with partners to ensure that the Annapolis Valley is a welcoming region for newcomers with the appropriate settlement services to support a smooth transition.
- **Workforce Diversification:** Target those from Indigenous, African Nova Scotian and other under-represented communities with specific and culturally appropriate programs and supports.

Key Performance Indicators		Measurable	
Decrease in employment vacancies		Workforce participation (employment rates)	
Increase in workforce diversification, including those from Indigenous and African Nova Scotian communities		Number of employs from diverse backgrounds.	
REN programming		Number of workshops and events for businesses held	
Participation in REN programming		Number of workshop and event attendees	
Business participation in REN programming		Number of businesses participating in programming	
Connector Program participation		- Number of Connectees - Number of Connectors - Number of matches made - Number of jobs secured	
Regional Marketing participation		- Number of regional marketing inquiries - Number of people moving here - Number of people moving here within working age - Number of website hits per page	
WORKFORCE STUDY Objective: Work with partners to address the challenges related to the Annapolis Valley workforce, to meet the current and future talent, professional, skilled trades and labour needs.			
Actions	Project Lead	Timeline	Partners/Resources
Complete Regional Workforce Development Strategy and work with partners to implement strategy (insert recommendations from strategy – September 2021)	Strategic Initiatives EDO	Year 1 completion, Year 2 and 3 implementation	Workforce Supports and Business Supports Response Team, Education and training supports
Work with Department of Education and Early Childhood Development and the Annapolis Valley Regional Centre for Education (AVRCE) to showcase opportunities available locally to students.	Strategic Initiatives EDO	Year 2	Workforce Supports Response Team, Department of Education and Early Childhood Development, AVRCE
Work with post-secondary institutions to showcase the opportunities available locally to international and domestic students	Strategic Initiatives EDO	Year 2	Workforce Supports Response Team, NSCC, Acadia
Work with employers to bridge the gap between employer and employee expectations and motivations	Strategic Initiatives EDO	Year 2	Workforce Supports Response Team, LAE, NS Works, Sector Councils and Business Support Organizations

POPULATION READINESS Objective: The availability and quality of healthcare, childcare, recreation, transportation, housing and other foundational community components will influence how attractive the Valley is to potential residents and employees.

Actions	Project Lead	Timeline	Partners/Resources
Conduct a Housing Assessment for the region and develop a strategy for all housing types	Strategic Initiatives EDO, CEO	Year 1, 2 and 3	All local stakeholders
Conduct a Child Care Needs Assessment and develop a strategy with partners and support the implementation of activities	Strategic Initiatives EDO, CEO	Year 2 and 3	All local stakeholders Province of NS
Inform stakeholders of local business requirements regarding broadband internet	Strategic Initiatives EDO, BusinessNOW Officer	Year 2 and 3	All local stakeholders Develop NS
Promote local placemaking initiatives and share partner resources	Investment Readiness EDO	Year 2 and 3	All local stakeholders Develop NS
Work with businesses and organizations to define the transportation needs of employees and clients	Strategic Initiatives EDO, BusinessNOW Officer	Year 3	All local stakeholders Kings Transit

PROMOTE ANNAPOLIS VALLEY Objective: Raise the profile of the Annapolis Valley as a place to live, work and start a business. Increase the awareness of the region's value proposition.

Actions	Project Lead	Timeline	Partners/Resources
Implement the regional marketing initiative including the development of a website, video and targeted marketing for skilled labour (contractors, doctors, etc.)	Communications Officer and CEO	Year 1, 2 and 3	All local stakeholders

WELCOMING REGION Objective: Work with partners to ensure that the Annapolis Valley is a welcoming region for newcomers, with the appropriate settlement services to support a smooth transition.

Actions	Project Lead	Timeline	Partners/Resources
Implement the Connector Program - Launch engagement campaign - Host "Welcome to the Annapolis Valley Expo" - Host #HiremeAnnapolisValley pitch competition	Connector Program Coordinator	Year 1, 2 and 3	Workforce Supports Response Team, Employment NS
Catalogue, and promote, assets available to newcomers.	Connector Program Coordinator	Year 2	Workforce Supports Response Team, NSOI

Secure a Local Immigration Partnership (LIP) for Annapolis Valley and create a Welcome Network: - Connect and support cultural events that celebrate immigrants and newcomers - Connect with realtors to access newcomers and create welcome packages for them	Strategic Initiatives EDO and Connector Program Coordinator	Year 2 and 3	Workforce Supports Response Team, NSOI, IRCC, ISANS, Y-REACH
WORKFORCE DIVERSIFICATION Objective: Target those from Indigenous, African Nova Scotian and other under-represented communities with specific and culturally appropriate programs and supports.			
Actions	Project Lead	Timeline	Partners/Resources
Work with partner organizations to develop a regional Welcoming Workplaces Toolkit	Strategic Initiatives EDO, BusinessNOW Officer	Year 2	Workforce Supports and Business Supports Response Team, LAE, ISANS
Secure an Atlantic Immigration Program Coordinator to work with employers in the region	Strategic Initiatives EDO, BusinessNOW Officer	Year 2	Workforce Supports and Business Supports Response Team, AIP, NSOI
Promote existing programming to retain youth and those from under-represented communities	Strategic Initiatives EDO, BusinessNOW Officer Connector Program Coordinator	Year 2 and 3	Workforce Supports and Business Supports Response Team, Mentoring Plus, VANSDA, BBI, APTEC, UInooweg
Promote programming for employees to raise awareness of the need and value of Diversity, Equity, and Inclusion in the workplace	Strategic Initiatives EDO, BusinessNOW Officer	Year 2 and 3	Workforce Supports and Business Supports Response Team



Sector Development

Rationale

The Annapolis Valley is an integrated community of communities. Our economy is a collection of interdependent sectors that share a common goal of prosperity. The Valley REN will support the strengthening, diversification, and interconnectedness of these economic sectors. There is potential to support sector development by understanding the relative importance of each sector and increasing inter-sectorial economic activity. The REN board must represent the diversity of sectors present in the region.

Sector Development Goal

Support the strengthening, diversification, and interconnectedness of the economic sectors.

Sector Development Objectives At-a-Glance (details in the table below):

- **Traditional and Emerging Sectors:** Identify, prioritize, and strengthen traditional and emerging sectors by addressing barriers and capitalizing on opportunities.
- **Inter-sectoral Collaboration:** Facilitate industry and post-secondary collaboration to enable businesses to generate or adopt new products, services or processes. Promote inter-sectoral trade and joint initiatives.
- **Innovation and Cluster Development:** Lead initiatives to support innovative solutions and develop clusters based on comparative advantages in the region.

Key Performance Indicators	
Increase/Decrease in:	Measurable:
• Clarity in sector identification	• Updated map of sectors
• Articulation of economic contribution of sectors	• Number of firms in each sector • Retention of firms • Sector profiles created and updated
• Inter-sector collaboration	• Number of connections between sectors
• Businesses participating in CI initiative	• Number of businesses participating in CI initiative • Increase in productivity • Business savings
• Increased digital adoption for businesses	• Number of businesses in digital directory with online shopping

TRADITIONAL AND EMERGING SECTORS Objective: Identify, prioritize, and strengthen traditional and emerging sectors by addressing barriers and capitalizing on opportunities.

Actions	Project Lead	Timeline	Partners/Resources
Complete the STAR Program and implement the strategic plan's recommendations - Recovery component - Identify an organization to take on tourism development - Four season tourism opportunities – winter tourism study	CEO, Strategic Initiatives EDO	Year 1, 2 and 3	Tourism Industry, Tourism support organizations, ACOA
Manufacturing Taskforce Initiatives: - Conduct a Supply Chain Analysis (promoting shared resources and attraction of new businesses to strengthen the supply chain) - Complete 2-year Continuous Improvement Initiative - Conduct Contemporary Leadership in Manufacturing Training	Strategic Initiatives EDO	Year 1, 2 and 3	Manufacturing Taskforce, Manufacturing industry, EMC, CME, NSCC, ACOA
Develop a map of the sectors represented in the Valley, and identify connections between sectors.	Investment Readiness EDO, Strategic Initiatives EDO	Year 2	All local stakeholders
Develop an asset map of the region's physical infrastructure assets	Investment Readiness EDO, Strategic Initiatives EDO	Year 2	All local stakeholders
Ensure that board composition represents the diversity of sectors seen within the region	CEO	Year 2 and 3	LOC, Board
Promotion of the sustainable/green economy, including opportunities in agri-tech and clean tech	Investment Readiness EDO, Strategic Initiatives EDO	Year 3	All local stakeholders

INTER-SECTORAL COLLABORATION Objective: Facilitate industry and post-secondary collaboration to enable businesses to generate or adopt new products, services or processes. Promote intersectoral trade and joint initiatives.

Actions	Project Lead	Timeline	Partners/Resources
Benchmark current level of intersectoral collaboration	Investment Readiness EDO, Strategic Initiatives EDO	Year 3	All local stakeholders and Sector Councils

Identify inter-sectoral business opportunities	Investment Readiness EDO, Strategic Initiatives EDO	Year 3	All local stakeholders and Sector Councils
Strengthen and develop partnerships with Sector Councils	Investment Readiness EDO, Strategic Initiatives EDO	Year 3	All local stakeholders and Sector Councils
INNOVATION AND CLUSTER DEVELOPMENT Objective: Lead initiatives to support innovative solutions and develop clusters based on comparative advantages in the region.			
Actions	Project Lead	Timeline	Partners/Resources
Foster digital adoption (business digitization) and create digital directory	Strategic Initiatives EDO, BusinessNOW Officer	Year 1 and 2	Business Supports Response Team
Support implementation of NS MIT REAP Valley Team's must-win battle (innovation driven entrepreneurship focus)	Strategic Initiatives EDO	Year 1, 2 and 3	Valley Team Members, ONSIDE, MIT, local stakeholders
Promote industry and post-secondary collaboration to enable businesses to generate or adopt new products	Strategic Initiatives EDO, BusinessNOW Officer	Year 1, 2 and 3	Business Supports Response Team
Promote energy and resource conservation in local businesses	BusinessNOW Officer	Year 3	Business Supports Response Team



Regional Development

Rationale

Our communities, partners, and businesses do not operate in isolation. The Valley REN will enhance our collective and collaborative environment for greater efficiency and effectiveness, maintain and strengthen relationships, lead the recovery taskforce, and leverage funding while maximizing opportunities. Key to this effort is the strengthening of our own internal capacity to connect with, and support, the plethora of communities, governments, and institutions dedicated to a common cause. It is incumbent on the REN to demonstrate the value of regional collaboration.

Regional Development Goal

Enhance our collective and collaborative environment for greater efficiency and effectiveness, strengthen relationships and leverage regional opportunities.

Regional Development Objectives At-a-Glance (details in the table below):

- **Awareness:** Increase the awareness of the Valley REN by showcasing our values as a resource to local businesses and organizations.
- **Regional Collaboration:** Lead and enable regional collaboration to advance economic development opportunities and assist in addressing environmental, economic and equity challenges to sustainable and inclusive growth.
- **COVID-19 Recovery:** Lead the Regional Economic Recovery Taskforce and implement the recovery plan.
- **Board Governance:** Provide the board with the tools, training and support to ensure efficiency and effectiveness.

Key Performance Indicators	
Increase/Decrease in:	Measurable:
• New Municipal Partnerships	Number of municipal funding partners Number of municipal EDO meetings Number of communications meetings
• Collaborative work with Economic Development Officers (referrals, meetings, joint projects, etc.)	Number of, and results of, collaborative efforts
• Brand Awareness	Number and impact of brand activities
• Increased communications	Number of communications activities
• Inter-agency collaboration	Number and results of collaborative efforts
• Implement Regional Economic Recovery Plan	Number of activities completed
• Articulation of economic contribution of sectors	Annual State of the Region event held
• Increased regional collaboration	Number of regional projects completed Number of partners involved

AWARENESS Objective: Increase the awareness of the Valley REN by showcasing our value as a resource to local businesses and organizations.

Actions	Project Lead	Timeline	Partners/Resources
Develop and implement an annual communications plan: - Establish reliable and multiple communication touch points - Printed newsletter in tax bills highlighting work of the REN + partners	Communications Officer, CEO	Year 1, 2 and 3	All local stakeholders
Provide Council presentations and meet with CAOs quarterly	CEO	Year 1, 2 and 3	Municipalities
Develop and distribute an Annual State of the Region document	Investment Readiness EDO, CEO	Year 2 and 3	All local stakeholders

REGIONAL COLLABORATION Objective: Lead and enable regional collaboration to advance economic development opportunities and assist in addressing environmental, economic and equity challenges to sustainable and inclusive growth.

Actions	Project Lead	Timeline	Partners/Resources
Increase work with, and connect with, municipal economic development staff and planning staff, meet quarterly	All Staff	Year 1, 2 and 3	Municipal Staff and Valley REN Staff
Work with municipal communications staff on joint initiatives, meet quarterly	Communications Officer	Year 2 and 3	Municipal Staff and Valley REN Staff
Find a way to gain access to economic development data gathered by municipalities	CEO	Year 2 and 3	Municipal Staff and Valley REN Staff
Engage with all First Nations in the Annapolis Valley	CEO	Year 2 and 3	First Nations communities
Secure involvement of all Annapolis Valley municipalities and First Nation communities	CEO	Year 2 and 3	Municipalities and First Nations
Demonstrate the value of working together collectively as a region	CEO	Year 3	All local stakeholders
Create and implement a succinct plan for interagency collaboration	CEO	Year 3	All local stakeholders

COVID-19 RECOVERY Objective: Lead the Regional Economic Recovery Taskforce and implement the recovery plan.			
Actions	Project Lead	Timeline	Partners/Resources
Develop and implement regional recovery plan	CEO	Year 1, 2 and 3	Regional Economic Recovery Taskforce, Business Supports and Workforce Supports Response Teams
Continue the Regional Economic Recovery Taskforce model into the future as a tool for regional collaboration	CEO	Year 3	Regional Economic Recovery Taskforce, Business Supports and Workforce Supports Response Teams
BOARD GOVERNANCE Objective: Provide the board with the tools, training, and support to ensure efficiency and effectiveness.			
Actions	Project Lead	Timeline	Partners/Resources
Host annual board governance training workshop	CEO, Board	Year 1, 2 and 3	Board, Province of NS
Review and update board recruitment policy and strategy with LOC recruitment committee	CEO, Board, LOC	Year 2 and 3	LOC

Appendix 1: Acronyms and Definitions

Acronyms and Programs	Description
ACOA	Atlantic Canada Opportunities Agency
AEC	Acadia Entrepreneurship Centre
AIPP	Atlantic Immigration Pilot Program
APTEC	Aboriginal Peoples Training & Employment Commission
AVRCE	Annapolis Valley Regional Centre for Education
BBI	Black Business Initiative
BDC	Business Development Bank of Canada
BRE Program	Business Retention and Expansion Program
BusinessNOW Service	One-on-one supports to business
Business Supports Response Team	Part of the Regional Economic Recovery Taskforce consisting of all business support organizations in the region
CME	Canadian Manufacturers & Exporters
Connector Program	National program designed to match newcomers and recent graduates with business and community leaders based on skill sets and career aspirations to build their professional networks
EMC	Excellence in Manufacturing Consortium
IRCC	Immigration, Refugees and Citizenship Canada
ISANS	Immigrant Services Association of Nova Scotia
LAE	Department of Labour and Advanced Education
LOC	Liaison and Oversight Committee
MIT REAP	Massachusetts Institute for Technology's Regional Entrepreneurship Acceleration Program
Municipal EDO	Municipal Economic Development Officer
NS REN Network	Nova Scotia Regional Enterprise Network (REN) Network
NS Sandboxes	Joint project hosted by universities and Nova Scotia Community Colleges to bring together students, mentors and advisers to develop an entrepreneurial mindset to bring into any work environment
NSBI	Nova Scotia Business Inc.

NSCC	Nova Scotia Community College
NSOI	Nova Scotia Office of Immigration
ONSIDE	Organization for Nova Scotia Innovation-Driven Entrepreneurship
PSPC	Public Services and Procurement Canada
Regional Economic Recovery Taskforce	Created as a result of the COVID-19 pandemic to ensure a collaborative approach to recovery for the region
STAR Program	Strategic Tourism for Areas and Regions Program
Valley REN	Valley Regional Enterprise Network
VANSDA	Valley African Nova Scotian Development Association
Workforce Supports Response Team	Part of the Regional Economic Recovery Taskforce consisting of all workforce support organizations in the region
Y-REACH	YMCA Recognizing Enhancing Aligning Community Horizons, an expanded YMCA program that provides information, orientation and settlement support to Immigrants and Temporary Foreign Workers and their families



VALLEY REGIONAL ENTERPRISE NETWORK

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Valley REN Leveraged Funding for Projects in the Annapolis Valley Region - 2019 - Present

Project	Leveraged \$	In Kind	Valley REN
1. Contemporary Leadership in Manufacturing Training To develop and deliver a leadership program focused on the manufacturing environment with NSCC	ACOA - \$18,000	NSCC - \$5,400	\$5,000
2. Continuous Improvement Initiative (2 years) Designed to help companies become more efficient, sustainable and improve their competitiveness by reducing costs and improving the allocation of labour. Consists of five tiers of support designed to drive continuous improvement in processes that will positively impact the business' bottom line.	ACOA - \$52,225 WIPSI - \$79,895	SMEs - \$20,000	\$20,000
3. Connector Program Helps newcomers, international/local graduates gain professional networking experience. A simple process that matches Connectors with job ready Connectees to connect to the local labour market.	LSI - \$90,651		
4. STAR Program – Strategic Tourism for Areas and Regions A regional tourism development program built to support economic growth in large tourism regions by encouraging strategic and collaborative destinations and creating a strategic plan for tourism development.	ACOA - \$117,250		\$50,250
5. Winter Tourism Opportunities Study To support our winter and shoulder season tourism operators, this study will provide supporting data for future infrastructure and development opportunities.	ACOA - \$25,000		\$4,500
6. Supply Chain Analysis To conduct a supply chain analysis and help the region attract businesses that would be mutually beneficial for all manufacturers in our area.	ACOA - \$95,000	Manu - \$7,850	\$18,150
7. MIT REAP – Development of an Agricultural Technology Accelerator This program provides opportunities for communities worldwide to engage with MIT in an evidence-based, practical approach to strengthening innovation-driven entrepreneurial (IDE) ecosystems.	ONside – \$125,000		\$30,000
8. Virtual Advisor Program (All REN initiative) The Valley REN offered this free program that matched qualified Annapolis Valley companies with a seasoned Virtual Advisor to help their business manage and recover from COVID-19.	ACOA - \$45,000		
9. Regional Economic Recovery Taskforce To support the Taskforce's ongoing efforts. It is a coordinated approach to the region's recovery efforts supported by close to 50 organizations that provide various business and workforce supports	ACOA - \$69,250		
10. Immigration Workforce Settlement To conduct outreach and promote all provincial immigration programs to Annapolis Valley employers	ACOA - \$42,500 LSI - \$42,500		\$8,000
11. Immigration Fair – Destination Canada in France and Morocco REN Staff travelled with the Province of NS to attend Destination Canada Immigration Fairs in France and Morocco to promote and attract skilled workers to the region.	LSI - \$8,000		
TOTAL	\$810,271	\$33,250	\$135,900
12. Additional Project: Taking Care of the Valley (Pier Labs) To facilitate a women-led participatory research and design project that brings together stakeholders and caregivers to learn, generate ideas and test small scale prototypes that address systemic barriers for women by integrating caregiving responsibilities and work primarily shouldered by women.	WAGE - \$350,000		
TOTAL	\$1,160,271		

Preliminary Tourism Strategy Update Summary of Presentation Municipal & Partners Session

November 25, 2022

Via Zoom



Atlantic Canada
Opportunities
Agency

Agence de
promotion économique
du Canada atlantique

Canada

- 
- A coastal landscape featuring a wide, dark grey rocky beach that stretches from the foreground into the distance. To the left, a steep, forested cliff rises from the shore. In the foreground, several tall purple lupine flowers are in bloom, standing out against the green grass. The ocean is visible on the right side of the frame, meeting a cloudy sky at the horizon.
- 1. Process Update**
 - 2. Preliminary Observations**
 - 3. Implications**

The **STAR** Process

(Strategic Tourism for Areas and Regions)

- Strategic, collaborative, community-based regional tourism development
- Success comes when everyone* collaborates to identify regional strategies to responsibly enhance the travel economy

* Tourism industry, municipalities, community organizations, residents





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The **STAR** Project

- A partnership:
 - Tourism Atlantic (ACOA)
 - The Valley REN
 - First Nations
 - Municipalities
 - Tourism Nova Scotia
 - Destination Canada
- STAR Working Committee
 - Geographic, biz sectors, public, private, diverse

Poll Question # 1

Currently, how important is tourism to your county, community, First Nation; it is:



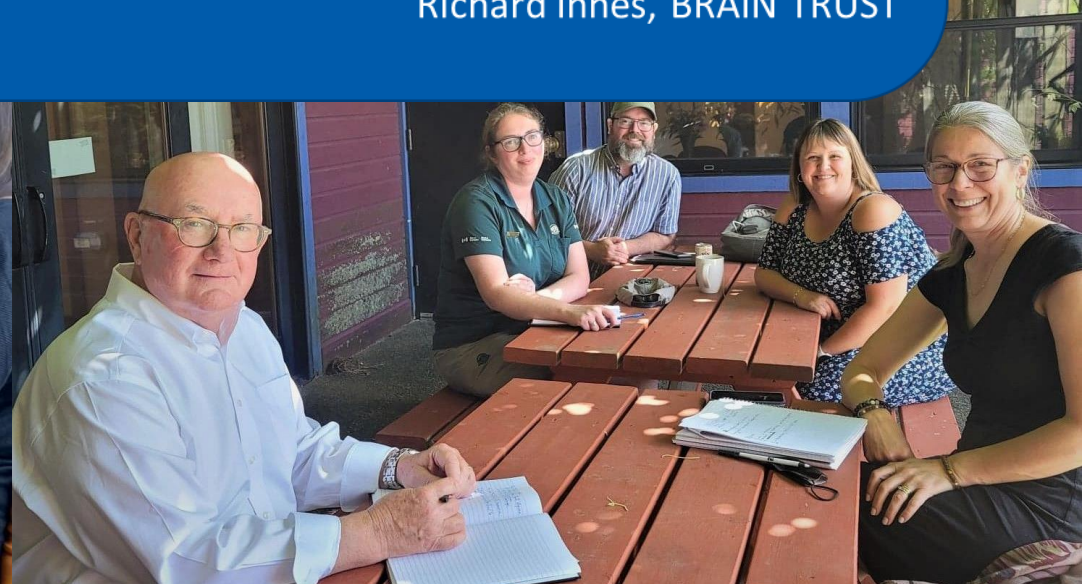
The Planning Context

- Current Tourism Landscape
- Four Imperatives



“From a tourism development perspective, the Annapolis Valley holds the most potential of any region I have ever worked in.”

Richard Innes, BRAIN TRUST





- **Non-Resident Visitors** YTD Aug 2022
 - 1.2M
 - +169% vs 2021
 - 23% vs 2019

Source: Tourism Nova Scotia. YTD May 2022..



- **Roofed Accommodations** YTD July 2022
 - Province, Rm Nights Sold – 1.5M, +110% 2021, +3% 2019
 - No HRM, 661,000, +82% 2021, +9% 2019
- **Sharing Economy**
 - Rm Nights Booked – 292,000, +62% vs 2021, +25% 2019

Source: Tourism Nova Scotia. YTD May 2022..



- **Roofed Occupancy** YTD July 2022
 - Province 52% +22% vs 2021, +2% vs 2019
 - No Halifax, 43%, +13% vs 2021, +5% vs 2019
- **Avg Daily Room Rate (ADR)**
 - Provincial ADR \$152, +49% vs 2021, +1% vs 2019
 - ADR (no HRM,) \$131, +23% vs 2021, +5% vs 2019

Source: Tourism Nova Scotia. YTD May 2022..



Accommodations – West Hants, Kings, Annapolis

YTD July 2022

- 50,015 Room Nights Sold, +54% vs. 2021
- 49.6% Occupancy, 29% in 2021
- **@ ADR of \$131 = \$6.5M revenue through July**

Note – There are fewer reporting properties 2022 to 2021, does not include Sharing Economy Rooms

Source: Tourism Nova Scotia. YTD July 2022..

1. Destination Alignment

- Industry, community and government alignment drives destination brand, responsible visitation, and revenues

2.Connection to Communities

- **Destinations belong to the people who call them home**
- A locals-first approach is destination development with sustainable goals, filtered through a lens of resident quality of life, economic prosperity, sociocultural vibrancy, inclusiveness, and environmental thriving

3.Connection to the Visitor

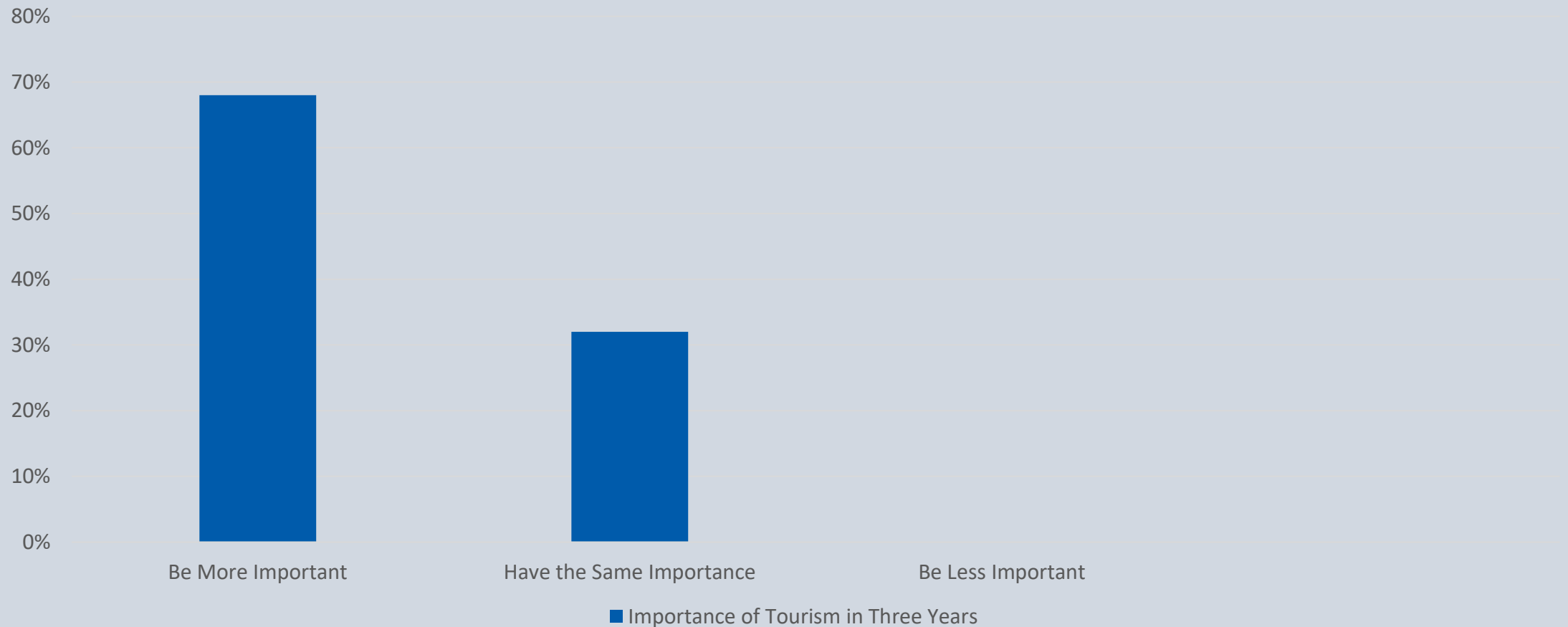
- Being *Visitor Friendly* through the visitor's journey ensures visitors feel welcome and can access information and services that make their visit a positive experience

4. A Bias For Action

- Don't Just Plan, Plan To Do

Poll Question # 2

In the three years will tourism:



Preliminary Findings, Observations

- Overview
- New Realities
- Emerging Themes
- Opportunities

Preliminary Findings, Observations - **OVERVIEW**

- Industry Sessions – Launch: 6 + Virtual, Vision: 12, 130+ people
- One-On-One interviews – 25+
- Site Visit – July 11-15
 - Met elected officials, operators, volunteers
 - Glooscap First Nation, Parks Canada, Landscape of Grand Pres, AR Heritage+++
- Stakeholder Survey – 150 responses
 - Good Resident and Business response, Kings 60%, Annapolis 21%, WH 15%
- Digital Footprint Analysis 
- Ongoing Interaction with Valley REN, ACOA, TNS, Destination Canada

Preliminary Findings, Observations - **OVERVIEW**

Proud and Passionate People
Residents, Operators, Community Leaders, Elected Officials



High Interest in Regional
Community-Driven
Tourism Development

Preliminary Findings, Observations - **OVERVIEW**

A Long List of Developed,
Underdeveloped,
Underperforming
Assets



Bay of Fundy,
Heritage, Culture, Outdoor Recreation, Wine, Culinary
Rural Landscapes, Small Towns and Villages



Preliminary Findings, Observations - **OVERVIEW**

Stakeholder Survey – 150 responses

- Contributing to making the Valley a great place to visit ranking
 1. Bay of Fundy, its tides, geology, and coastal heritage, beauty
 2. History and Cultural Heritage
 3. Wineries, cideries, craft breweries, agri-tourism and culinary experiences
 4. Towns, villages, and rural landscapes
 5. Bikeways and trails

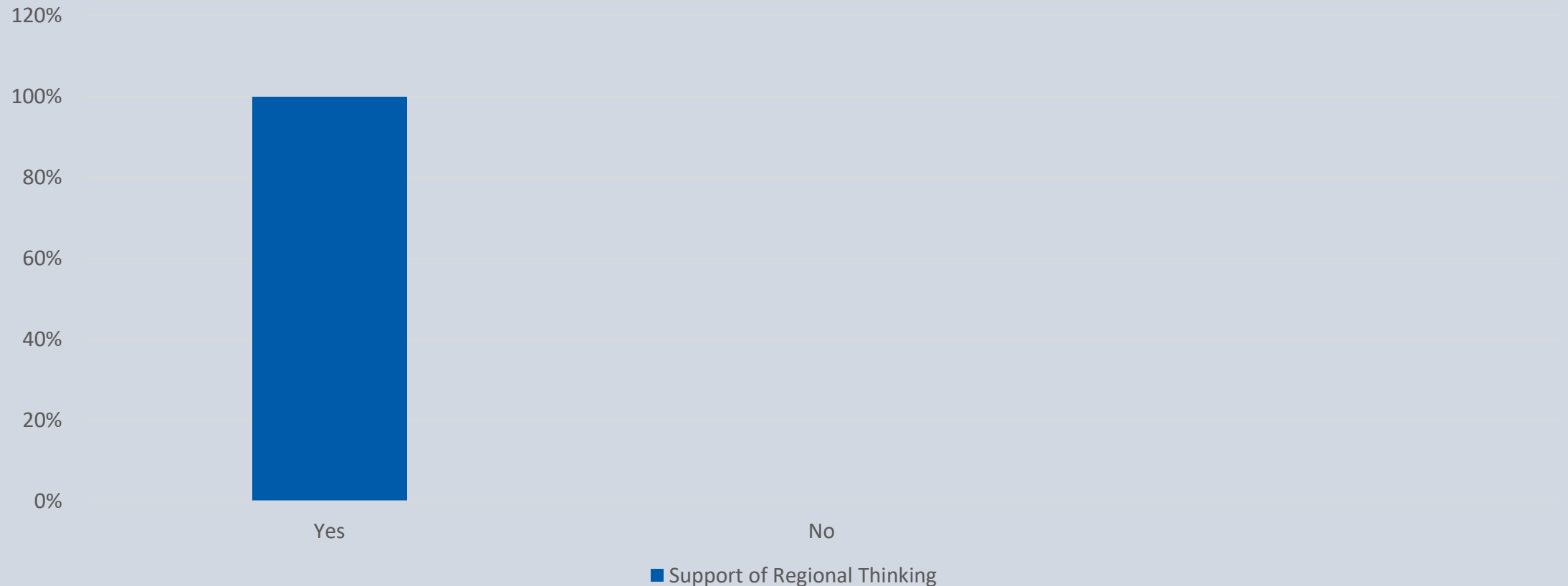
Preliminary Findings, Observations - **OVERVIEW**

Stakeholder Survey

- The one thing most needed to make tourism the best it can be:
 1. Long-term collaborative, unified regional strategy - spread visitors around the region
 2. Leadership; a strong tourism organization
 3. More quality accommodations
 4. Improved infrastructure – washrooms, cycle-friendly roads, EV charging stations, visitor signage and wayfinding
 5. More community-based visitor friendly experiences

Poll Question # 3

The new strategy takes a regional approach to tourism development (municipalities in West Hants, Kings, Annapolis Counties, 3 First Nations), do you support this thinking?



Preliminary Findings, Observations

New Realities

Preliminary Findings, Observations - **NEW REALITIES**

- The hiatus from travel forced **new conversations**
- Supporting the **wellbeing of communities and residents** vs. visitation growth and profits
- Destinations are adopting **regenerative tourism practices**

Preliminary Findings, Observations - **NEW REALITIES**

- **Regenerative tourism** is about guiding and supporting tourism development with an **equal focus on economics** and **the well-being of people and places**
- Energizes strong economic growth, thriving operations, sociocultural vibrancy, healthy people and natural environment for generations to come

Preliminary Findings, Observations - **NEW REALITIES**

“The hosting economy is finally being seen for its power as a **community-builder, a job generator, a path to reconciliation, a protector of natural assets,** and as an enabler of Canada's identity and broader global ambitions.”

Destination Canada. Canada's Tourism Renaissance, Our Strategy for Recovery (Spring 2022)

destinationcanada.com

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Preliminary Findings, Observations - **EMERGING THEMES**



Preliminary Findings, Observations - **EMERGING THEMES**

Bay of Fundy

Visitor Touch Points:

Highest Tides, Provincial Parks, Coastal
Communities, Landscapes, Geology,
Heritage, Lighthouses, Paddling,
Beaches, Angling, Hiking, Wildlife
Undeveloped Experiences

Preliminary Findings, Observations - **EMERGING THEMES**

Heritage, Culture, Arts



Visitor Touch Points
UNESCO, National, Provincial Sites,
First Nations, Acadian, French,
British, Black History
Museums, Theatres, Galleries,
Artisans Studios/Shops, Events

Preliminary Findings, Observations - **EMERGING THEMES**

Outdoor Recreation

The background of the slide features a collage of three photographs. The top-left photo shows a person riding a bicycle on a gravel trail through a wooded area. The top-right photo shows a brick church with a steeple. The bottom photo shows railroad tracks running through a grassy field. A large blue triangle is superimposed over the center of these images, containing the text.

Visitor Touch Points
Hiking/Biking/ATV Trails,
Skiing, Paddling, Angling,
Spectator Sports Venues

Preliminary Findings, Observations - **EMERGING THEMES**

Culinary



Visitor Touch Points
Wineries *Tidal Bay*, Breweries,
Cideries, Distilleries, Farmers
Markets, Eateries, Seafood
Taste of NS
Chowder & Lobster Trail, Good Cheer Trail

Preliminary Findings, Observations - **EMERGING THEMES**

Rural Landscapes, Small Towns and Villages

The background of the slide features a collage of three photographs. The top-left photo shows a rustic wooden building with a gabled roof. The bottom-left photo depicts a coastal scene with a green boat and a rocky shore. The right-side photo shows a wooden bench in front of a wooden wall. A large blue triangle is superimposed over the center of the collage, containing the text.

Visitor Touch Points
Coastal / Farm Communities,
Events, Retailers, Restaurants,
Scenic Routes, Lookouts,
On-Farm Experiences

Preliminary Findings, Observations - **EMERGING THEMES**

High Value Guests (HVGs)

- Appreciate Slow Travel
- Learners
- Adventurers
- **Authentic Experiencers**
- **Cultural Explorers**
- **Free Spirits**
- Align with Destination Canada, TNS market segments



Preliminary Findings, Observations - **OPPORTUNITIES**

- To leverage the power of our themes, let's follow Destination Canada's advice:
- Develop and present **Legendary Experiences**

Preliminary Findings, Observations - **OPPORTUNITIES**

Legendary Experiences:

- Exceptional travel experiences which present the essence of the Annapolis Valley through its themes
- Preserve and celebrate our heritage, local cultures and traditions, natural surroundings, and our rural and coastal communities
- Create unforgettable memories for our guests

Preliminary Findings, Observations - **OPPORTUNITIES**

- **Inventory/map** existing theme-aligned products and experiences
- Prioritize those that are **tourism market-ready**
- Implement more experiential tourism and market-ready **training** and **capacity building**
- Build a new tourism **experience providers network** aligned with themes

Preliminary Findings, Observations - **OPPORTUNITIES**

- Replicate Wolfville Market/Earth Rhythms/Naturalists experience development model
- Secure **product/experience development** support from Tourism Nova Scotia and Destination Canada
- **Once products and experiences are identified and market-ready, work with TNS and DC to take them to market**

Preliminary Findings, Observations - **Projects In The Pipeline**

- Identify and **quantify all potential projects**
- **Prioritize** those that engage communities and support regenerative principles
- In many cases, early work has been completed

Preliminary Findings, Observations - **Projects In The Pipeline**

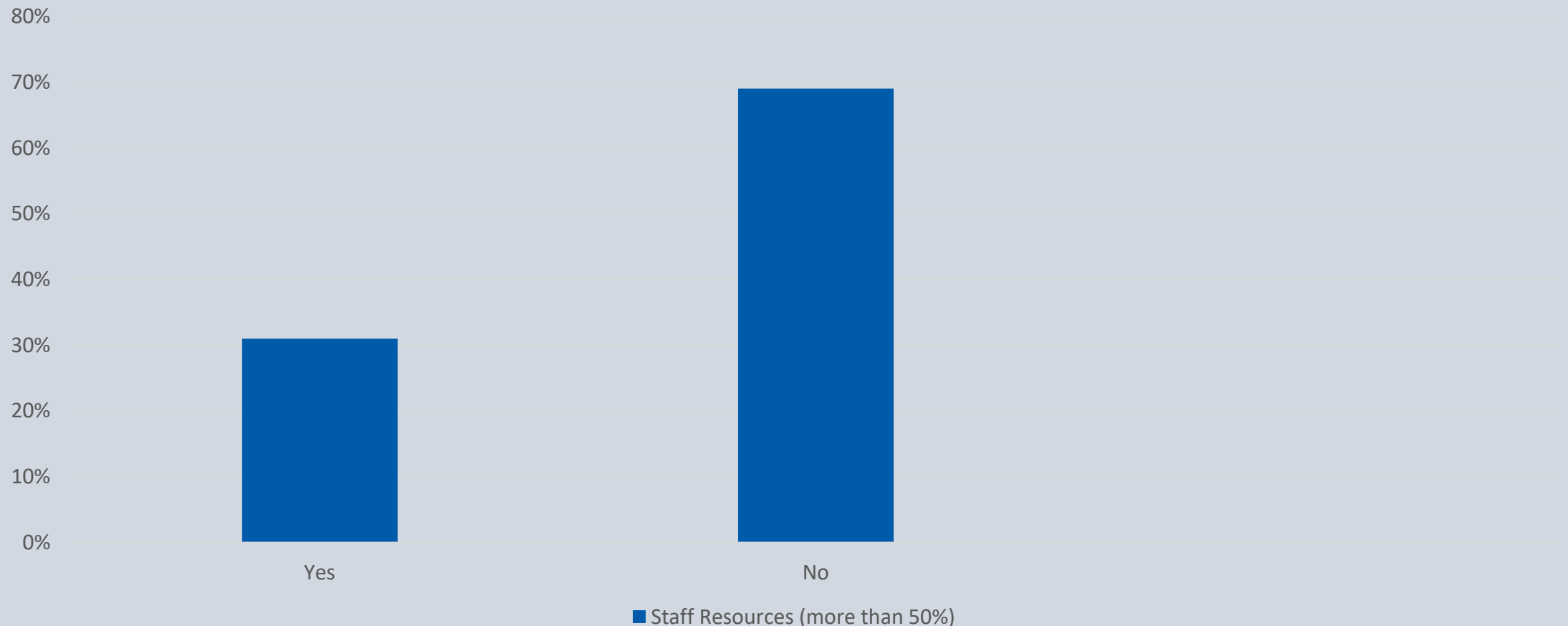
Examples of known initiatives that present **potential** opportunities* that align with underdeveloped assets:

*Not the only initiatives and projects

- UNESCO visitor experience development
- National historical site strategic plan and community heritage plan
- Bay of Fundy waterfront protection and development plans
- Food, Art, Nature Experience Development Project
- River restoration and recreational development (including tidal rivers)
- Glooscap First Nation Culture Centre and Pow Wow Site
- Municipal recreation - new site development and joint initiative planning

Poll Question # 4

In your municipality or First Nation do you have year-round dedicated staff resources (more than 50%) for tourism related activities?



Preliminary Findings, Observations - **IMPLICATIONS**

- Strategy Implementation
- Strategy Funding

Strategy Implementation

Facilitation – 2023

- Activate a **Transitional Strategy Implementation Plan** that:
 - Is overseen by an expanded working group with municipal, First Nation, ACOA, TNS representation
 - Has shared funding to start; municipalities, ACOA, others
 - Gives priority to regenerative tourism development

(cont.)

Strategy Implementation

Facilitation – 2023 (cont.)

- Activate a **Transitional Strategy Implementation Plan** that:
 - Creates and pilots a new regional tourism development enabler/organization model
 - Empowers the Valley REN to serve as facilitator for transition period

Strategy Implementation

Long-Term Funding - 2024 and Beyond

- **Explore** introducing a form of an **Accommodations Levy**
 - **Valley Regenerating Fund** – a holistic approach based on giving back
 - Visitor paid - collected by most businesses a visitor touches
 - Supports regional destination development, community projects, not-for-profits
- **Engage partners and operators** in discovery discussions
- If viable, formalize a **Valley Tourism Development Enabler Model**
- **2023 priority**

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A Meeting of Minds

www.braintrustmarketing.ca





MAYORS REPORT
December 12, 2022

The past 2 months have been incredibly busy with official duties and day to day business for the Municipality. I attended the NSFM Conference and Regional Caucus meetings in Halifax.

Topics discussed at NSFM included:

- the CAP
- 1995 Service Exchange Agreement
- Poor relations between the Province and Municipalities
- Fire department funding
- Treatment of employees, among many other topics.

I attended the boundary review meetings in Brooklyn and Summerville. Due to conflicts with other committees that I sit on, I was unable to attend the boundary review meetings held at the South West Hants Fire Hall, Hantsport, or Windsor. The sessions were lightly attended, but the level of conversation was exceptional. The survey results are interesting and warrant much more thought in the future. I have had many conversations with residents throughout the entire Municipality on the topic of boundaries and council size. I won't comment on the conversations here but will discuss in more detail during the presentation by Stantec.

I had the pleasure of attending the Windsor Fire Department annual banquet for the first time. It was an exceptionally fun filled evening with many laughs and good company. So many deserving volunteer members received service awards. It was quite humbling to see multiple generations from the same family cheer each other as they received awards. To mention the pride shown that evening would not do it justice.

I had the pleasure to accompany our Regions Provincial Volunteer of the Year, Wheet Wilcox. At 95 years young, Wheet was called upon to receive her award to a standing ovation of approximately 300 individuals. It was a moment in time to never forget. I was amazed with the conversation Wheet and I had on many files the Region has been working on. The vast majority of viewers of all council business are very silently watching Council and taking notes. It was a very *INSPIRING* full day with Wheet.

I had the opportunity to represent the Municipality at the rededication ceremony for the William Hall Cairn in Hantsport. Wow! What a turnout of many individuals, students, service personnel, and Mr. Halls family. The history, honour, and pride within the community was second to none. Definitely a memory that will never be forgotten.



Along with CAO Phillips and clerk Snair, we officially signed off on all documents to finalize the GFL Land file. It was definitely a day for me to always remember as I began that journey in November of 2016 to begin the conversation. It just shows you to how slow the process can be for all levels of government to gather, assess, and complete all the required documents and information but determination and patience always pays off.

I had the opportunity to attend the Remembrance Day ceremony at Avon View High School. I was blown away with the students and their want to discuss issues with me after the ceremony. I will definitely be going back for further discussions.

The Remembrance Day ceremony at Victoria Park was the most well attended ever, as commented on by many of our Veteran Heroes. It was a beautiful day of remembrance and celebration for all those who paid the ultimate price to allow the rest of us to live in peace and freedom. We shall not forget them!

The Birthplace of Hockey Tournament was another successful event for the Boys Avon View Hockey Team. The team did not win this years tournament but represented the Region Inspiringly well and competed hard. The Avon View Girls hosted their tournament recently as well at the Newport/ GFL arena. The girls fought to the end of every game and represented the Region incredibly well. I am very inspired by these kids.

I had the opportunity to meet with representatives of the Windsor Township group to discuss their organization, funding requests, their goals, the future of the downtown core, and many other topics. I look forward to seeing more great things from them in the future.

I had the pleasure of mentoring the Virtual Campus Team for the NS One Challenge at NSCC. The question posed to them was regarding homelessness. I'm proud to say the Virtual Campus Team placed FIRST. It was very *INSPIRING*.

Along with Deputy Mayor, I had the pleasure of attending the Hantsport Refugee Sponsorship event in Hantsport. It was very well attended with the evening raising over \$2000 towards their goal for sponsoring a Syrian Family of 4 to the community. This will be the second family the group sponsors to our Province, and I couldn't be prouder to have them as part of our community.



Once again, I represented the Municipality at the Santa Parade of Lights. I would say approximately 2000 residents were in attendance along the entire parade route culminating with hot chocolate, games, pictures with Santa, and the official tree lighting at Victoria Park. The Victoria Park Gazebo was lit up and decorated so wonderfully. A huge thank you to West Hants Parks and Rec, West Hants Community Development, and Mattea Tracey for making it magical and *INSPIRING* for our kids and families that evening.

I attended the West Hants Housing Engagement session with Councillor Ivey, CAO Phillips, Director Lemay, Planner Dunphy, Clerk Snair, and Development Officer Burns. A very well attended event, incredible conversations, and a good start to a housing strategy for the region. A special thank you to CAO Phillips and staff for championing the search for solutions for those in our community.

Councillor Jannasch, CAO Phillips and Climate Action Coordinator Ogilvie attended the EV Chargers event at the West Hants Sports Complex. We had an opportunity to once again test drive an EV vehicle, bike, look over user stats for the Regions EV Charging stations, and discuss other green alternatives. It was quite interesting, and I am humbled with the successes the MCCAP committee has achieved under the leadership of Councillor Jannasch, Councillor Francis, Councillor Hart, staff members, and citizen members. I can't wait to see the next "green" project.

I attended Festoon in Hantsport once again. It was a fun evening with many great conversations. Well done to all the volunteers and organizers.

Once again, I was humbled to take part in the Christmas Angels Webathon. The volunteer group reached a total of over \$68,800 in pledges with more coming in daily. A huge thank you to all the volunteers, donors, and pledgers for your support. It will definitely bring a happy and very Merry Christmas to many deserving family and children this year.

Staff and I had the pleasure of gifting Glooscap First Nation with a Christmas Tree and decorations on behalf of Council, staff, and our residents. In return, Glooscap gifted the Municipality with keepsakes. I saved the opening of the gift to this point to do it live before Council and our residents.

The Regional Economic Task Force met again to discuss updates for each partner within the VREN. Good discussion and it's always interesting to hear what other municipal partners are doing.



The audit committee met and were presented the Auditors report for the Region. Overall, the Regional Municipality is in great health with a strong outlook for the future.

I've had daily discussions with multiple residents on varying topics. Our residents are very engaged whether vocally or silently. It's always great to get varying perspective on multiple topics. It helps inform my decision making and leadership style. I will continue listening to all residents to help lead us to beneficial projects that add to the quality of life for our residents.

Overall, 2022 has been a year of change, progress, development, and INSPIRATION for West a Hants Regional. I couldn't be more pleased with the positioning of the Region and the growth it is experiencing. I look forward to an even better 2023 with surprises to come. **HAVE A MERRY CHRISTMAS EVERYONE AND A BLESSED, SAFE, AND HAPPY NEW YEAR!**



Committee of the Whole Excerpts
December 6, 2022

2022 MCCAP WORKPLAN EXCERPT

Based on the MCCAP Committee Terms of Reference, a work plan needs to be submitted to Committee of the Whole for review on an annual basis. Hiring a dedicated Climate Action Coordinator position is Action 4.3 of the greenhouse gas (GHG) emissions local action plan and was added to the 2022 and 2023 MCCAP workplan. There is also a request for Council's consideration to enable the Climate Action Coordinator position to become a permanent position on staff.

The recommended motion was that Committee of the Whole recommend that ...

COUNCIL PLACE ON FILE THE MCCAP 2023 WORK PLAN IN A MANNER SUBSTANTIVELY THE SAME AS APPENDIX A ATTACHED TO THE PLANNING STAFF REPORT ENTITLED "MCCAP 2023 WORK PLAN" DATED NOVEMBER 9, 2022.

The recommended motion was that Committee of the Whole recommend that ...

COUNCIL PREAPPROVE \$7,000 OF FUNDING IN THE 2023-24 BUDGET TO COMPLETE THE ONE-YEAR TERM FOR THE CLIMATE ACTION COORDINATOR.

The recommended motion was that Committee of the Whole recommend that ...

COUNCIL APPROVE FUNDING FOR A PERMANENT FULL-TIME CLIMATE ACTION COORDINATOR POSITION BEGINNING IN JULY 2023 IN THE 2023-24 BUDGET DELIBERATIONS.



WEST HANTS REGIONAL MUNICIPALITY REPORT

Information ☐	Recommendation ☒	Decision Request ☐	Councillor Activity ☐
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To: Mayor Zebian and Members of West Hants Regional Municipality Council

Submitted by: _____
Sara Poirier, Senior Planner

Date: 2022-12-06

Subject: MCCAP 2023 Work Plan

LEGISLATIVE AUTHORITY

Municipal Climate Change Action Plan (MCCAP) Committee Terms of Reference, Section 4.

RECOMMENDATION

Should Committee of the Whole wish to accept the MCCAP 2023 Work Plan and place it on file, the following motion would be in order:

...that Committee of the Whole place on file the MCCAP 2023 Work Plan in a manner substantively the same as Appendix A attached to the planning staff report entitled "MCCAP 2023 Work Plan" dated November 9, 2022.

In order to honour the 1-year term Climate Action Coordinator position to the end of June 2023, the following motion would be in order:

...that Committee of the Whole recommends that Council preapprove \$7,000 of funding in the 2023-24 budget to complete the one-year term for the Climate Action Coordinator.

Should Committee of the Whole wish to recommend that Council approve funding for a permanent full-time Climate Action Coordinator position, the following motion would be in order:

...that Committee of the Whole recommends that Council approve funding for a permanent full-time Climate Action Coordinator position beginning in July 2023 in the

2023-24 budget deliberations.

BACKGROUND

Property ☐	Public Opinion ☐	Environment ☒	Social ☐	Economic ☐	Councillor Activity ☐
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Based on the MCCAP Committee Terms of Reference, a work plan needs to be submitted to Committee of the Whole for review on an annual basis.

Hiring a dedicated Climate Action Coordinator position is Action 4.3 of the greenhouse gas (GHG) emissions local action plan. It was also added to the 2022 and 2023 MCCAP workplan. A Climate Action Coordinator was hired on a 1-year term which began on June 27, 2022 with funding partially provided through the ECO Canada Science Horizons Youth Internship program. Following the position being filled, staff were notified that ECO Canada is only providing 80% of the funding for 8.5 months of the position, rather than the 80% for 12-months originally advertised. Therefore, there is a request for Council to preapprove the additional funding for the position to honour the 1-year term. There is also a request for Council's consideration to enable the Climate Action Coordinator position to become a permanent position on staff.

DISCUSSION

Workplan

The work plan was discussed with the MCCAP Committee on September 14, 2022 and presented to the Committee on November 8, 2022 for approval. The Committee approved the work plan at that meeting.

Climate Action Coordinator

The Committee approved the motion to honour the 1-year term Climate Action Coordinator position to the end of June 2023.

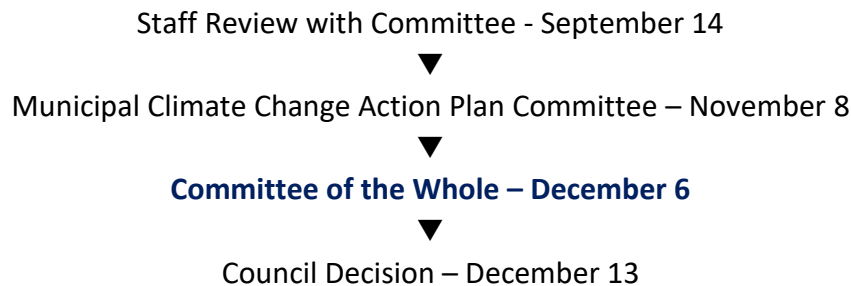
The Committee discussed the full-time permanent position in detail. There was significant discussion on the potential job description and qualifications that were expected of the individual based on the estimated cost of the position. Staff have not prepared a detail job description for this position at this time however it is expected that the full-time permanent Climate Action Coordinator would build on the work that has been accomplished in the past few years. The individual would dedicate their time to work on the Committee's workplan items, action items within the local action plan, and provide support to staff for funding applications which require emissions calculations.

Milestone 4 and 5 of the PCP program are to implement the local action plan and monitor the impact of that plan. These are undoubtedly the largest milestones to accomplish in the PCP program. Creating a full-time permanent Climate Action Coordinator would help reduce burden

on the current staff capacity, ensure the action plan items are implemented in a timely manner and provide the best opportunity for the Municipality to meet its climate action goals.

NEXT STEPS

The process to accept the MCCAP 2023 workplan is as follows:



FINANCIAL IMPLICATIONS

There are future budget implications associated with the 2023 Work Plan, which will be presented during the 2023-24 budget deliberations. External funding, through grants and contributions, will be sought to recover costs for many of these projects.

A request for \$7,000 from the 2022-2023 budget is provided to support the 1-year term Climate Action Coordinator position.

The cost of a full-time permanent Climate Action Coordinator would be fully evaluated including salary and the municipal share of CPP, EI, WCB, Pension, and Medical/Dental benefits to assist with budget deliberations should this direction be provided by Council.

ALTERNATIVES

In response to the report, COTW may:

- request staff revise the MCCAP 2022 Work Plan based on direction from the COTW;
- provide alternative direction such as requesting further information on a specific topic.

APPENDICIES

Appendix A 2022-11-09 Staff Report - MCCAP 2023 Work Plan

CHIEF ADMINISTRATIVE OFFICER REVIEW

The report and recommendation is aimed to address a short-fall in funding for the current position through to the end of the One year term which carries over into the new fiscal year of

2023/24. With Council's pre-approval of this amount the term will be honored and the work of the MCCAP committee can continue as currently supported.

I support this recommendation as the progress in carry-out the MCCAP Plan is very noticeable with the dedicated staff report.

The second recommendation asking Council to consider a full-time dedication of a coordinator through the 2023/24 budget deliberation process I support as well. Should Council support this, staff will carry-out the proper evaluation of the position , determine the appropriate remuneration and overall cost for Councils discussion.

Report Prepared by: _____
Sara Poirier, Senior Planner

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

Report Approved by:  _____
Mark Phillips, Chief Administrative Officer



WEST HANTS REGIONAL MUNICIPALITY REPORT

Information ☒	Recommendation ☐	Decision Request ☐	Councillor Activity ☐
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To: Members of Municipal Climate Change Action Plan (MCCAP) Committee

Submitted by: _____
Sara Poirier, Senior Planner

Date: 2022-11-09

Subject: MCCAP 2023 Work Plan

LEGISLATIVE AUTHORITY

Municipal Climate Change Action Plan (MCCAP) Committee Terms of Reference, Section 4.

RECOMMENDATIONS

Should the MCCAP Committee wish to forward the 2023 Work Plan to Committee of the Whole, the following motion would be in order:

...that the MCCAP 2023 Work Plan be submitted to the Committee of the Whole to be placed on file in a manner substantively the same as Appendix A attached to the planning staff report dated November 9, 2022.

In order to honour the 1-year term Climate Action Coordinator position to the end of June 2023, the following motion would be in order:

...that the MCCAP Committee recommends Committee of the Whole recommend that Council preapprove \$7,000 of funding in the 2023-24 budget to complete the one-year term for which the Climate Action Coordinator, John Ogilvie, was hired.

Should the MCCAP Committee wish to recommend that Council approve funding for a permanent full-time Climate Action Coordinator position, the following motion would be in order:

...that the MCCAP Committee recommends Committee of the Whole recommend that Council approve funding for a permanent full-time Climate Action Coordinator position

beginning in July 2023 in the 2023-24 budget deliberations.

BACKGROUND

Property ☐	Public Opinion ☐	Environment ☒	Social ☐	Economic ☐	Councillor Activity ☐
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Based on the MCCAP Committee Terms of Reference, a work plan needs to be submitted to Committee of the Whole for review on an annual basis.

Hiring a dedicated Climate Action Coordinator position is Action 4.3 of the greenhouse gas (GHG) emissions local action plan. It was also added to the 2022 and 2023 MCCAP workplan. A Climate Action Coordinator was hired on a 1-year term which began on June 27, 2022 with funding partially provided through the ECO Canada Science Horizons Youth Internship program. Following the position being filled, staff were notified that ECO Canada is only providing 80% of the funding for 8.5 months of John's position, rather than the 80% for 12-months originally advertised. Therefore, there is a request for Council to preapprove the additional funding for John's position to honour the 1-year term he was hired for. There is also a request to Council to enable the Climate Action Coordinator position to become a permanent position on staff.

DISCUSSION

Workplan

Staff provided the MCCAP Workplan for discussion at the September 14, 2022 MCCAP Committee meeting. The Committee agreed to keep "working on Milestone 4 of the PCP program" and "hiring a dedicated GHG emissions reduction employee" on the "tasks to complete" portion of the workplan as these are two necessary components required to ensure the Municipality can continue to work towards the Municipality's greenhouse gas emissions reduction goals.

Many of the tasks that were added for 2022 have been moved to the "on-going" section. These include:

- explore the potential for a small to medium scale solar energy project;
- implement an electric vehicle charging station; and
- participate in a feasibility study for electric vehicle fleet conversion.

The Committee had no additional items to add to the workplan.

Climate Action Coordinator

Since 2020 the Planning and Development Department has been able to hire summer students on a 15-week term with financial assistance through the Clean Foundation Internship program. These students were Casey Parker, Jessica Pitman and Will Chapple. They have all helped

immensely in being able to accomplish the first three (3) milestones of the Partners for Climate Projection (PCP) program.

On September 8, 2021 the MCCAP Committee recommended approval of a local action plan to meet Milestone 3 of the PCP program and reduce the Municipalities greenhouse gas (GHG) emissions. As part of the local action plan's overall implementation goal to reduce community and corporate emissions by 45% by 2030, Action 4.3 proposes hiring a dedicated GHG reduction employee. Additionally, one of the goals of the 2022 and 2023 MCCAP workplan is to hire a dedicated GHG emissions reduction employee.

In November 2021 the MCCAP Committee recommended, and Council approved, staff to apply for funding to ECO Canada to hire a greenhouse gas emissions reduction coordinator utilizing the remaining MCCAP budget for 2021-22. At the time of application ECO Canada was offering funding opportunities which would cover up to 80% of wages for a 12-month internship. Staff made an application on February 8th, 2022 to the ECO Canada Science Horizons Youth Internship for a 12-month position and were waitlisted pending future funding.

Staff were notified on May 2, 2022 that the ECO Canada application had pre-qualified for funding. At that time, staff requested \$4,500 of additional funding be provided by Council as the MCCAP budget for 2021-2022 had been utilized to hire a summer student on a 15-week term through the Clean Foundation. This request was approved.

A 1-year term Climate Action Coordinator, John Ogilvie, started on June 27, 2022 with financial support from ECO Canada. Following John's hiring staff were notified by ECO Canada that the position was only provided 80% funding for the first 8.5 months. Therefore, there is now a request before the MCCAP Committee to honour the 1-year term that John was hired for and provide the additional \$7,000 of funding towards this position in the 2023-24 budget to carry the term Climate Action Coordinator position to the end of June 2023.

John has been able to dedicate his time to work on the Committee's workplan items, action items within the local action plan, and provide support to staff for funding applications which require emissions calculations. Specifically, he has assisted in gathering information on the condition of Municipal buildings to determine potential energy retrofits including the use of solar power to offset the remaining building demand, has been pivotal in developing completing the steps for Council to consider creating a Property Assessed Clean Energy (PACE) program and has been able to dedicate time to determine external funding sources for action item implementation.

Milestone 4 and 5 of the PCP program are to implement the local action plan and monitor the impact of that plan. These are undoubtedly the largest milestones to accomplish in the PCP program. Creating a full-time permanent Climate Action Coordinator would help reduce burden on the current staff capacity and ensure the action plan items are implemented in a timely manner.

NEXT STEPS

Approval Process

Staff Review and MCCAP Committee Discussion – September 14



MCCAP Committee Recommendation – November 9



Committee of the Whole – December*



Council Decision – December*

*anticipated dates; final dates set by Council

FINANCIAL IMPLICATIONS

There are future budget implications associated with the 2023 Work Plan, which will be presented during the 2023-24 budget deliberations. External funding, through grants and contributions, will be sought to recover costs for many of these projects.

A request for \$7,000 from the 2022-2023 is provided to support the 1-year term Climate Action Coordinator position.

The full-time permanent Climate Action Coordinator would cost West Hants Regional Municipality approximately \$54,000 per year, which includes salary and the municipal share of CPP, EI, WCB, Pension, and Medical/Dental benefits.

ALTERNATIVES

In response to the report, the MCCAP Committee may:

- request staff revise the MCCAP 2023 Work Plan based on direction from the MCCAP Committee;
- provide alternative direction such as requesting further information on a specific topic.

ATTACHMENTS

Appendix A MCCAP 2023 Work Plan

Report Prepared by: _____
Sara Poirier, Senior Planner

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

Report Reviewed by: _____
Diana Gibson, Acting Director of Financial Services

Appendix A
MCCAP 2023 Work Plan

Tasks to Complete		Cost of Action	Funding	Partners	Timing
Goal: Reduce Greenhouse Gas Emissions	Work on Milestone 4 of the PCP program by implementing actions from the local action plan developed in Milestone 3	Staff time and project costs	Staff time; Municipal budget will be requested to help leverage external funding; Applications for external funding will be submitted for most action items	Planning / Public Works / Community Development / Office of the CAO	Annual
	Hire a dedicated GHG emissions reduction employee	Approx. \$54,000	Municipal budget	Planning	2023
Ongoing Tasks		Cost of Action	Funding	Partners	Timing
Goal: Reduce Greenhouse Gas Emissions	Hire a dedicated GHG emissions reduction employee	Approx. \$30,000	Municipal budget; Eco Canada funding to cover 50% of the position for the first 12 months	Planning / Eco Canada	1-year term began on June 27, 2022

	Explore the potential for a small to medium scale solar energy project	Staff time and project costs (dependent on location, site conditions, number of solar panels, how much electricity the Municipality wants to offset, etc.)	Staff time; Applications for funding will be submitted when required	Planning / Public Works / Community Development / Office of the CAO	Solar installation by 2023
	Implement an electric vehicle charging station	Staff time and project costs (approx. \$6,000 for a level 2 charger; approx. \$50,000 for a level 3 charger)	Staff time; Applications for funding will be submitted when required	Planning / Public Works / Community Development / Office of the CAO	Anticipated completion by October 2022
	Participate in a feasibility study for electric vehicle fleet conversion	Staff time and project costs (approx. \$1,500 in-kind for study)	Staff time; Applications for funding will be submitted when required	Planning / Clean Foundation	Anticipated completion by December 2022
Goal: Increase awareness of local best practices	Continue the recognition program for businesses and community groups	Staff Time	Staff Time	Planning / Community Development	Began Summer 2021; Annual
Goal: Update Windsor's storm drainage infrastructure to ensure it meets the	Windsor Flood Risk Assessment	Staff Time and Consultant Costs	FRIP 50% Funding (up to \$39,109)	Public Works	Currently reviewing RFP's and recommendation to Council to proceed

future needs of the Town					
Goal: Reduce the impact of anticipated climate change on infrastructure and development	Consider options to restrict zoning in flood-prone areas	Staff Time	Staff Time	Planning	Plan Review
Goal: Develop sustainable solutions to address sea-level risk in Avondale	Work collaboratively with community groups, government organizations, and non-profits to assess sustainable solutions.	Staff Time	Staff Time	Public Works, Planning, Department of Agriculture	Fall 2021
Goal: Implement MCCAP	Annual action items review and update	Staff Time	Staff Time	Planning	Annual
	Annual review and update Terms of Reference	Staff Time	Staff Time	Planning	Annual
Goal: Heighten resident's awareness of flood risk and emergency preparedness	Public education	Staff Time	Staff Time	EMO	On-going
	Develop planning processes, policy and ordinances	Staff Time	Staff Time	EMO	On-going
Goal: Build mapping (GIS) capabilities	Update software as needed	Staff Time	Staff Time	Planning	On-going
Goal: Climate-informed	Annual review and update of All-Hazards Plan	Staff Time	Staff Time	EMO	On-going

Emergency Preparedness Plans					
Goal: Record storm surge impacts	Record storm surge impact details as means of improving emergency preparedness and response planning	Staff Time	Staff Time	EMO	On-going
Goal: Secure local source of aggregate	Identify possible sources of local aggregate in inventory of municipal land	Staff Time	Staff Time	EMO	On-going
Goal: Stormwater management planning	Implement findings from the Hantsport Storm Water Management Study	Staff Time	Staff Time	Public Works and Planning	On-going
	Implement findings from the Three Mile Plains Storm Water Management Study	Staff Time	Staff Time	Public Works, Planning, Department of Infrastructure and Renewal	On-going
Completed		Cost of Action	Funding	Partners	Completed
Goal: Reduce Greenhouse Gas Emissions	Complete Milestone 2 in the PCP program by providing the necessary information for Council to set an emissions reduction	Staff Time	Staff Time	Planning/ Public Works	August 2021

	target for corporate and community emissions				
	Complete Milestone 3 in the PCP program by developing a local action plan	\$5,222.64 for summer student	MCCAP budget (Clean Foundation grant paid 50% of the position)	Planning/ Public Works, Clean Foundation	Submitted September 2021
Goal: Reduce Greenhouse Gas Emissions	Complete an updated GHG emissions inventory for corporate emissions	\$9,000	MCCAP Budget, Co-op Education Incentive	Clean Foundation	Fall 2019
	Complete a GHG emissions inventory for community emissions	\$25,000	MCCAP Budget, Co-op Education Incentive	Clean Foundation	Fall 2019
	Complete a GHG emissions forecasting model	\$36,000	MCCAP Budget	Clean Foundation	Winter 2020
Goal: Reduce the impact of anticipated climate change on municipal infrastructure along the Minas Shore	Complete the National Disaster Mitigation Program Risk Assessment Study	\$80,000	MCCAP Budget and National Disaster Mitigation funding	CBCL Limited Consulting and Government of Canada	Spring 2019
Goal: Stormwater management planning	Complete plan for Falmouth	\$50,000	PW Budget	Public Works	2016
	Complete plan for Hantsport	\$50,000	PW Budget	Public Works	2018

	Complete plan for Three Mile Plains	\$50,000	PW Budget	Public Works	2019
Goal: Build mapping (GIS) capabilities	Hire a GIS Technician	N/A	Planning	Planning	2015



Committee of the Whole Excerpts
December 6, 2022

CORRESPONDENCE REGARDING THE LACK OF ACTION BY THE PROVINCE RELATED TO THE H. MORASH FILE EXCERPT

Due to the lack of action by the province to enforce the prohibition order that they put in place, the municipality has incurred costs (related to the Moarsh file). Costs (in-house labour, materials and equipment) are being tracked and will be invoiced back to the property owner. Consensus was that it was unfair that the province put the municipality in the current position of spending money due to the lack of action on their part as every dollar spent on this matter takes away from other matters that were more beneficial to multiple residents in the community.

The recommended motion was that Committee of the Whole recommend that ...

COUNCIL DIRECT STAFF TO DRAFT A LETTER TO ALL THE PROPER INDIVIDUALS WITHIN THE PROVINCIAL JURISDICTION EXPRESSING COUNCILS' DISAPPOINTMENT IN THEIR LACK OF ACTION ON THEIR ORDER CAUSING THE MUNICIPALITY TO INCUR SUBSTANTIAL COSTS WHICH WE WOULD EXPECT TO BE REIMBURSED FOR.



Committee of the Whole Excerpts
December 6, 2022

J CLASS ROADS EXCERPT

Concerns have been raised related to the condition of the roads, specifically secondary roads in Brooklyn. J Class Roads are provincial roads that also serve to benefit the residents within WHRM. With continued correspondence received regarding concerns over the deteriorating conditions of the J Class Roads, there is value in having staff provide information on J Class Roads.

The recommended motion was that Committee of the Whole recommend that ...

COUNCIL REFER THE J CLASS ROADS TOPIC TO BUDGET DELIBERATIONS IN SPRING 2023 WITH STAFF HIGHLIGHTING WHAT A J- CLASS FUNDING PROGRAM COULD LOOK LIKE WITHIN THE 2023 BUDGET AND SUBSEQUENT YEARS GOING FORWARD WITH THE INTENT TO ADDRESS J- CLASS ROADS FOR A LARGE NUMBER OF RESIDENTS WITHIN WEST HANTS REGIONAL MUNICIPALITY.



WEST HANTS REGIONAL MUNICIPALITY REPORT

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

Submitted by: _____
Mark McLean, Councillor, District 3

Date: December 6, 2022

Subject: J Class Roads

LEGISLATIVE AUTHORITY

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

RECOMMENDATION or DECISION REQUEST

... that Committee of the Whole recommends that Council refer the J Class Roads topic to budget deliberations in spring 2023 with staff highlighting what a J- Class funding program could look like within the 2023 budget and subsequent years going forward with the intent to address J- Class roads for a large number of residents within West Hants Regional Municipality.

BACKGROUND

Property ☐	Public Opinion ☒	Environment ☐	Social ☒	Economic ☐	Councillor Activity ☐
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In February of 2022 Council entered into discussions pertaining to J Class Roads within the West Hants Regional Municipality. Residents have reached out expressing their concerns related to the condition of the roads, specifically secondary roads in Brooklyn. J Class Roads are provincial roads that also serve to benefit the residents within WHRM. During this meeting, a motion was made to “RECOMMEND THAT COUNCIL DIRECT STAFF TO EXPLORE THE OPTIONS FOR J CLASS

ROAD INITIATIVES FOR THE 2022-2023 BUDGET AND TO COME BACK TO COUNCIL IN TWO WEEKS”.

An information report was presented to Council at the February 22, 2022 meeting on the 2022/23 Cooperative Funding of Provincial J Class Roads. Following this meeting Council defeated three motions made related to J Class Roads resulting in Council not exploring J Class Road cost share agreements with the province.

DISCUSSION

With continued correspondence received from residents’ expressing concerns over the deteriorating conditions of the J Class Roads, there is value in having staff provide information on J Class Roads that would allow Council to make an informed decision related to participating in the cost share agreement with the province. Further information will enable residents and Council to be aware of all the costs associated with a cost share agreement, the financial commitments, including overages.

NEXT STEPS

To be determined by Council.

FINANCIAL IMPLICATIONS

There will be financial implications that will be determined based on the direction of Council.

ALTERNATIVES

Council may choose not to support the recommendation.
Council may choose to provide a different direction.

ATTACHMENTS

2022/23 Cooperative Funding of Provincial J Class Roads
2022-03-29 Correspondence from Andrea Parker
2022-11-06 Correspondence from Andrea Parker Re Road repair work needed

CHIEF ADMINISTRATIVE OFFICER REVIEW

Staff will take direction from Council on this matter. I concur that the matter continues to arise frequently by residents directly through operations as well as through Council members.

Report Reviewed by:



Mark Phillips, Chief Administrative Office



WEST HANTS REGIONAL MUNICIPALITY REPORT

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

Submitted by: 
Todd Richard, Director of Public Works

Date: February 22, 2022

Subject: 2022/23 Cooperative Funding of Provincial J Class Roads

LEGISLATIVE AUTHORITY

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

RECOMMENDATION or DECISION REQUEST

Council to determine interest in participating with the Province of Nova Scotia, towards cooperative funding to repave existing paved Provincially owned J-Class roads on an annual basis. This is not currently being presented as a recommendation to Council; it only being presented for preliminary budget discussion purposes.

BACKGROUND

Property ☐	Public Opinion ☒	Environment ☐	Social ☒	Economic ☐	Councillor Activity ☐
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Staff has received notification from Nova Scotia Department of Public Works (NSDPW) of available funding to repave existing paved Provincially owned J-Class roads throughout the province. The department will be dividing funding proportionately based on km of paved J-Class roads per Municipality; and is asking the Municipality if they are interested to cost share 50% towards this repaving program.

NSDPW requires Municipalities to submit a list of paved J-Class roads for the 2022/23 fiscal year and confirm the Municipality has funding approval to participate.

DISCUSSION

Staff has included in this report, a list of the Provincial J-Class Subdivision Roads within West Hants Regional Municipality. The following items have been noted for Council for consideration of this proposed program:

- this cost-share program is offered to the Municipality on an annual basis; this is not a one-time offer
- this repaving program is applicable to J-Class subdivision roads that are owned by the Province, previous to a 1995 Provincial agreement
- all subdivision roads constructed following this 1995 agreement are 100% owned and maintained by each Municipality (where applicable)
- Of roads that are listed; some are sealed (paved) and some are unsealed (gravel); only the paved roads are applicable to this proposed program
- the Municipality currently contributes approximately \$189,000 annually towards the maintenance of these J-Class roads, primarily for snow and ice control activities, this is a general rated expense not an area rated expense that is the current funding model for streets in Windsor and Hantsport.

It should be noted that NSDPW has not performed any roads condition or criticality assessment of these roads; leaving the Municipality the responsibility to determine which roads should be prioritized for this program.

Staff has considered this proposed program using an evidence-based Asset Management criteria model. This has included the following activities:

- staff last performed a condition assessment of the J-Class roads in 2021, rating each road with a condition value of 1 to 5 (1 = good, 5 = poor); this condition assessment is included in the attached list of roads
- staff previously (2019/20) performed an Asset Management evaluation of the Asset Lifecycle Forecast for all of the NSDPW J-Class Subdivision Roads
 - based on a \$200,000 annual contribution moving forward for the next 10 years, 97% of the required road renewal could be performed in a 10-year period using this 50% cost-share program
 - note that this does not mean that every road is renewed over the 10-year period

NEXT STEPS

If Council was to decide to proceed with any proposed Provincial J-Class roads funding, the following items should be considered, with the further understanding that Municipal funding is

also required to be directed towards 100% of Municipal-owned infrastructure (roads, sidewalks, water/sewer, facilities and properties):

- where is the funding to come from?
- what funding model is to be considered?
 - 50% NSDPW, 50% Municipal
 - 50% NSDPW, 25% Municipal, 25% area-based (25% charged back to road residents)
 - 50% NSDPW, 50% area-based (50% charged back to road residents)
- what roads are deemed priority?
 - this should be evidence-based; based on condition, capacity, function, criticality, economic-impact
- is Council committed for long-term funding of this program (10+ years)?

Staff requires the direction of Council, if this program is to be pursued with the Province for this 2022/23 fiscal year.

FINANCIAL IMPLICATIONS

Asset Management modelling indicate that \$200,000 should be directed to a Provincial J-Class road improvement reserve on an annual basis for the next 10 years, to participate in this program.

If Council decided to participate in the J-Class Road funding program direction should be given to staff the expense should be area rated or general rated.

ALTERNATIVES

Council may choose not to participate in this program.

ATTACHMENTS

List of Provincial J-Class Subdivision Roads in West Hants

CHIEF ADMINISTRATIVE OFFICER REVIEW

As noted in the report and through previous discussions by this Council, Council should consider first if they wish to financially participate in maintaining provincial roads. If the answer is yes, then the next consideration for Council is to determine the level of financial support.

I would encourage Council to review the attached J-Class Roads inventory and condition assessment.

Staff looks forward to this discussion at Council and will react to Council's direction.

Report Prepared by: 
Brad Carrigan, Manager Engineering & Capital Projects

Report Reviewed by: 
(Name and Title)

Report Approved by: 
Mark Phillips, Chief Administrative Officer

Section	Road Full Name	From Description	To Description	2020 Rating	2021 Rating	Jurisdiction	Community	Road Surface Type	CL Length	Surface	Approx. Cost/ft	Approx. Cost
37818	Alexander Drive	DENISE (0901)	MEARNS DRIVE (0900)	5	1	Provincial	THREE MILE PLAINS	J Paved asphalt	0.377	6	\$ 280,000	\$ 105,560
37851	Ardoise Lane	TK 1 (0001)	END OF LISTING	N/A	N/A	Provincial	ARDOISE	J Gravel	0.581	1.1	\$	-
37852	Avonview Court	VALLEY VIEW (0927)	END OF LISTING	2	2	Provincial	FALMOUTH	J Paved asphalt	0.165	6	\$ 280,000	\$ 46,200
37827	Beech Brook Road	ROCKWELL (0870)	END OF LISTING			Provincial	ARDOISE	J Chip seal on cold rap	0.871	6.4	\$ 290,000	\$ 252,590
37832	Bent Road	LYNCH (0763)	TURNING CIRCLE			Provincial	NEWPORT CORNER	J Chip seal on cold rap	0.2	6	\$ 280,000	\$ 56,000
39541	Bobbitt Drive West	Sylvia Dr (0882)	west to end of listing			Provincial	ST CROIX	J Chip seal on cold rap	0.215	6.7	\$ 290,000	\$ 62,350
39542	Bobbitt Drive East	Sylvia Dr (0882)	east to end of listing			Provincial	ST CROIX	J Chip seal on cold rap	0.124	6.7	\$ 290,000	\$ 35,960
37823	Burgess Road	TONGE HILL (0727)	END OF LISTING	1	1	Provincial	GRALAND'S CROSSIN	J Chip seal on paved	0.236	6	\$ 280,000	\$ 66,080
37803	Chalet Crescent	RTE 215 (0215)	ELM (0894)	5	5	Provincial	BROOKLYN	J Cold rap	0.601	6	\$ 280,000	\$ 168,280
37858	Chelsea Court	MACDERMID (0925)	END OF LISTING	1	2	Provincial	FALMOUTH	J Paved asphalt	0.09	6	\$ 280,000	\$ 25,200
37811	Chesley Lane	DOUGLAS (0893)	END OF LISTING	1	1	Provincial	BROOKLYN	J Chip seal on cold rap	0.07	6	\$ 280,000	\$ 19,600
37837	Christopher Hartt Road	TK 1 (0001)	END OF LISTING	N/A	N/A	Provincial	ARDOISE	J Gravel	0.411	8.1	\$	-
37795	Church Hill Drive	TK 14 (0014)	ETTER (0764)	3	4	Provincial	BROOKLYN	J Paved asphalt	0.103	6	\$ 280,000	\$ 28,840
37816	Country Club Lane	FALMOUTH BACK (0715)	COUNTRY CLUB (0897)	3	3	Provincial	FALMOUTH	J Paved asphalt	0.716	6	\$ 280,000	\$ 200,480
37805	Davis Road	TK 1 (0001)	END OF LISTING			Provincial	ST CROIX	J Chip seal on cold rap	0.442	6	\$ 280,000	\$ 123,760
37820	Denise Drive	WINDSOR BACK (0718)	MEARNS DRIVE (0900)	1	2	Provincial	THREE MILE PLAINS	J Paved asphalt	0.411	6	\$ 280,000	\$ 115,080
37812	Douglas Avenue	CHALET (0884)	END OF LISTING	2	2	Provincial	BROOKLYN	J Chip seal on cold rap	0.297	6	\$ 280,000	\$ 83,160
37726	Duncanson Road	TOWN (0795)	END OF COLD RAP	1	1	Provincial	FALMOUTH	J Cold rap	0.259	6	\$ 280,000	\$ 72,520
37813	Elm Drive	FLETCHER (0895)	END OF LISTING	3	3	Provincial	BROOKLYN	J Paved asphalt	0.398	6.6	\$ 290,000	\$ 115,420
37971	Elm Court	FLETCHER (0895)	END OF LISTING			Provincial	BROOKLYN	J Chip seal on cold rap	0.083	6.6	\$ 290,000	\$ 24,070
37815	Elpine Drive	RTE 236 (0236)	END OF LISTING @ TURNIN	N/A	N/A	Provincial	SCOTCH VILLAGE	J Gravel	0.501	6	\$	-
37696	Etter Road	TK 14 (0014) W	RTE 215 (0215) E	3	5	Provincial	BROOKLYN	J Cold rap	0.25	6	\$ 280,000	\$ 70,000
37974	Etter Road Extension	ETTER (0764)	END OF LISTING	3	3	Provincial	BROOKLYN	J Cold rap	0.963	7	\$ 320,000	\$ 308,160
37814	Fletcher Lane	ELM (0894)	CHALET (0884)	3	3	Provincial	BROOKLYN	J Chip seal on cold rap	0.24	0.241	\$ 280,000	\$ 67,200
37838	Fletcher Road	TK 1 (0001)	END OF LISTING			Provincial	ARDOISE	J Chip seal on cold rap	0.261	6.1	\$ 280,000	\$ 73,080
37967	Halewood Drive	VALLEY VIEW (0927)	END OF PROVINCIAL JURISDICTION			Provincial	FALMOUTH	J Paved asphalt	0.127	6	\$ 280,000	\$ 35,560
37968	Halewood Drive	BEGINNING OF PROVINCIAL	VALLEY VIEW (0927) AND WILEWOOD (0934)			Provincial	FALMOUTH	J Paved asphalt	0.132	7	\$ 320,000	\$ 42,240
37831	Harvey Road	ROCKWELL (0870)	END OF LISTING			Provincial	ARDOISE	J Chip seal on cold rap	0.201	5.8	\$ 280,000	\$ 56,280
37848	Hazelwood Drive	ETTER (0764)	END OF LISTING	N/A	N/A	Provincial	BROOKLYN	J Gravel	0.4	7	\$	-
37787	Hillcrest Drive	TK 14 (0014)	END OF LISTING	4	4	Provincial	CURRYS CORNER	J Paved asphalt	0.354	6	\$ 280,000	\$ 99,120
37835	Hilltop Avenue	ETTER (0916)	END OF LISTING	3	3	Provincial	BROOKLYN	J Gravel	0.05	6	\$ 280,000	\$ 14,000
37960	Ivey Lane	MORISON (3011)	SANFORD (0938)	3	3	Provincial	WINDSOR	J Paved asphalt	0.422	6	\$ 280,000	\$ 118,160
37855	Juniper Drive	TK 14 (0014)	END OF LISTING	N/A	N/A	Provincial	MARTOCK	J Gravel	0.32	6	\$	-
37793	Kendall Lane	TK 14 (0014)	Katie Ct (P)	3	4	Provincial	CURRYS CORNER	J Chip seal on paved	0.505	7	\$ 320,000	\$ 161,600
39544	Kendall Lane	Katie Crt (P)	end of Cul de Sac	3	4	Provincial	CURRYS CORNER	J Chip seal on paved	0.155	7	\$ 320,000	\$ 49,600
37850	Kimball Drive	DILL (0720)	END OF LISTING	1	2	Provincial	CURRYS CORNER	J Paved asphalt	0.3	6	\$ 280,000	\$ 84,000
37807	Lakewood Drive	RTE 215 (0215)	LAKEWOOD ROAD EXTEN (0891)	4	5	Provincial	BROOKLYN	J Chip seal on cold rap	0.412	6	\$ 280,000	\$ 115,360
37808	Lakewood Drive	LAKEWOOD EXTEN (0891)	END OF LISTING	4	5	Provincial	BROOKLYN	J Chip seal on cold rap	0.41	6	\$ 280,000	\$ 114,800
37810	Lakewood Road Extension	LAKEWOOD (0889)	END OF LISTING	4	5	Provincial	BROOKLYN	J Chip seal on cold rap	0.22	6	\$ 280,000	\$ 61,600
37804	Leighton Drive	RTE 215 (0215)	END OF LISTING	5	5	Provincial	BROOKLYN	J Chip seal on cold rap	0.201	6	\$ 280,000	\$ 56,280
37854	MacLeod Court	PANUKE (0747)	END OF LISTING	N/A	N/A	Provincial	THREE MILE PLAINS	J Gravel	0.235	6	\$	-
37817	Maple Avenue	HARTVILLE (0736)	END OF LISTING			Provincial	ELLERSHOUSE	J Chip seal on cold rap	0.24	6	\$ 280,000	\$ 67,200
37844	McDermid Drive	DUNCANSON (0806)	70 METRES EAST OF CHELS	2	2	Provincial	FALMOUTH	J Paved asphalt	0.107	6	\$ 280,000	\$ 29,960
37845	McDermid Drive	70 METRES EAST OF CHELS	END OF LISTING	2	2	Provincial	FALMOUTH	J Paved asphalt	0.111	6	\$ 280,000	\$ 31,080
37819	Mearns Drive	DENISE (0901)	ALEXANDER (0899)	2	2	Provincial	THREE MILE PLAINS	J Cold rap	0.079	6.2	\$ 280,000	\$ 22,120
37856	Millard Court	QUARRY (0853)	END OF LISTING	N/A	N/A	Provincial	UNION CORNER	J Gravel	0.5	6	\$	-
37959	Morison Drive	Ivey (3012)	Windsor Town Line	3	3	Provincial	WINDSOR	J Paved asphalt	0.427	6	\$ 280,000	\$ 119,560
37961	Nelson Street	IVEY (3012)	SANFORD (0938)	3	3	Provincial	WINDSOR	J Paved asphalt	0.165	7	\$ 320,000	\$ 52,800
37840	Palmer Drive	ALYWARD (0798)	END OF PAVEMENT	1	2	Provincial	FALMOUTH	J Paved asphalt	0.086	6	\$ 280,000	\$ 24,080
37841	Palmer Drive	PATTERSON (0923)	END OF LISTING	1	2	Provincial	FALMOUTH	J Paved asphalt	0.192	6	\$ 280,000	\$ 53,760
37842	Patterson Lane	PALMETER (0922)	END OF LISTING	1	1	Provincial	FALMOUTH	J Cold rap	0.101	6	\$ 280,000	\$ 28,280

37800	Pemberton Avenue	TONGE HILL (0727)	END OF LISTING	N/A	N/A	Provincial	GARLAND'S CROSSIN J	Gravel	0.201	6			\$	-
37836	River Road	SHORE (0704)	END OF LISTING			Provincial	WALTON	J Cold rap	0.301	5.1	\$	280,000	\$	84,280
37849	Riverview Drive	HAZELWOOD (0928)	END OF LISTING	N/A	N/A	Provincial	BROOKLYN	J Gravel	0.32	6			\$	-
37822	Robert Drive	TK 1 (0001)	END OF LISTING			Provincial	ARDOISE	J Cold rap	0.321	5.9	\$	280,000	\$	89,880
37833	Robinson Road	COLLIER (0754)	END OF LISTING			Provincial	ARDOISE	J Chip seal on cold rap	0.24	5.3	\$	280,000	\$	67,200
37834	Salmon Hole Dam Road	TK 1 (0001)	END OF LISTING			Provincial	ST CROIX	J Paved asphalt	0.843	6	\$	280,000	\$	236,040
37857	Sanford Drive	MORISON (3011)	WENTWORTH (0742)	3	3	Provincial	WINDSOR	J Paved asphalt	0.538	6	\$	280,000	\$	150,640
37843	Sexton Court	PATTERSON (0923)	END OF LISTING	1	1	Provincial	FALMOUTH	J Cold rap	0.169	6	\$	280,000	\$	47,320
37786	Soldier Road	TK 1 (0001)	END OF LISTING	N/A	N/A	Provincial	FALMOUTH	J Gravel	0.209	6			\$	-
37828	Stillwater Road	COLLIER (0754)	END OF COLD RAP	N/A	N/A	Provincial	ARDOISE	J Chip seal on cold rap	0.241	4.2			\$	-
37829	Stillwater Road	END OF COLD RAP	END OF MAINTAINED SECT	N/A	N/A	Provincial	ARDOISE	J Gravel	0.17	6			\$	-
37802	Sylvia Drive	BOBBITT (0883)	HARTVILLE (0736)			Provincial	STE CROIX	J Chip seal on cold rap	0.114	6	\$	280,000	\$	31,920
37655	Underwood Road	JARED CRT (MUNICIPAL)	END OF LISTING AT CIVIC #	3	1	Provincial	GARLAND'S CROSSIN J	Paved asphalt	0.32	6	\$	280,000	\$	89,600
37846	Valley View Drive	TOWN (0795)	80 METRES SOUTH OF AVO	2	3	Provincial	FALMOUTH	J Paved asphalt	0.369	6.2	\$	280,000	\$	103,320
37847	Valley View Drive	80 METRES SOUTH OF AVOI	WILEWOOD (0934)	2	3	Provincial	FALMOUTH	J Paved asphalt	0.175	1	\$	280,000	\$	49,000
37853	Wilewood Drive	VALLEY VIEW (0927) AND H/	E AND W TO END OF LISTIN	2	3	Provincial	FALMOUTH	J Paved asphalt	0.176	6	\$	280,000	\$	49,280
										Total Kilometers Hants		20.024	\$	586,320

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

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

Caution

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

Good morning,

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

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

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

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

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

Thanks,
Andrea Parker

From: The Parker's Epic Family Adventure 2019

Date: November 6, 2022 at 12:24:58 PM AST

To: Abraham Zebian <AZebian@westhants.ca>, Mark McLean <mmclean@westhants.ca>, MLA Office <melissa.mlaoffice@gmail.com>

Subject: Letter for correspondence

Caution [External Email]

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

Appreciating you bringing this forward at council in the near future.

Hi everyone,

I called transportation today and spoke with a lovely person and expressed the need for repair work on our road. Jeremy lost a spring off his dump trailer this past week and the potholes are near impossible not to hit no matter what side of the road you drive on. Hopefully we see some repairs this week. It is the whole span of the road from Bellaroma straight to the end of the cul-du-sac.

I had every intention of presenting to council in November but I cannot commit to that in the near future. In the meantime how can we move this forward? Surely with the amount of reporting we have already done to transportation, repair work people have taken upon themselves, email conversations and the reports already obtained by the municipality do I really need to present to council on this? It's hard not to see all the repair works that have been done in the past few years in hantsport, falmouth etc and wonder why our road is not "next on a list" for budget 2023-24.

This road is a community of mostly small business owners retired or actively still working that are used to problem solving, and getting things done. We employ and contribute hugely to the economy and betterment of our community. Can the council get behind our community needs and present a cost share to the province that does not involve the residents of our community having to pay extra. Each of the communities in West Hants need equitable use of resources - now is the time for our road.

I hope you take this email in the spirit it is being sent - problem solving and getting ahead with the needed work without a burden to the residents of our road.

Kind Regards,
Andrea Parker



Committee of the Whole Excerpts
December 6, 2022

NOVA SCOTIA SUSTAINABLE COMMUNITIES CHALLENGE FUND APPLICATION EXCERPT

The Nova Scotia Sustainable Communities Challenge Fund is funded by the Province and administered by the Nova Scotia Federation of Municipalities (NSFM). The fund provides grants between \$75,000 and \$1 million for projects that support communities in mitigating and adapting to climate change.

The recommended motion was that Committee of the Whole recommend that ...

COUNCIL APPROVE IN PRINCIPLE FUNDING 30% AS THE MUNICIPAL CONTRIBUTION OF THE APPLICATION TO THE SUSTAINABLE COMMUNITIES CHALLENGE FUND IN THE 2023/24 BUDGET TO SUPPORT A SOLAR PROJECT, UP TO A MAXIMUM COUNCIL CONTRIBUTION OF \$150,000.



WEST HANTS REGIONAL MUNICIPALITY REPORT

Information ☐	Recommendation ☒	Decision Request ☐	Councilor Activity ☐
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To: Mayor Zebian and Members of West Hants Regional Municipality Council

Submitted by: _____
John Ogilvie, Climate Action Coordinator

Date: December 6, 2022

Subject: Nova Scotia Sustainable Communities Challenge Fund Application

LEGISLATIVE AUTHORITY

N/A

RECOMMENDATION or DECISION REQUEST

...that Committee of the Whole recommends that Council approve in principle funding 30% as the Municipal contribution of the application to the Sustainable Communities Challenge Fund in the 2023/24 budget to support a solar project, up to a maximum Council contribution of \$150,000.

BACKGROUND

Property ☐	Public Opinion ☐	Environment ☒	Social ☐	Economic ☐	Councilor Activity ☐
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The Nova Scotia Sustainable Communities Challenge Fund is funded by the Province and administered by the Nova Scotia Federation of Municipalities (NSFM). The fund provides grants between \$75,000 and \$1 million for projects that support communities in mitigating and adapting to climate change. The Municipal contribution to a project depends on the total project budget, with the Municipality required to contribute;

- a minimum of 20% of project costs for projects under \$250,000,
- a minimum of 30% for projects valued between \$250,000 to \$500,000, and

- a minimum of 40% for projects over \$500,000.

*In-kind contributions such as staff time can contribute up to 10% of the project costs, and other funding sources – such as Federal money – can be stacked.

The pre-screening application had a submission deadline of December 2, 2022. Following pre-approval of a proposed project, the final application is due December 16, 2022. Following approval of projects, funding agreements are signed in February 2023, and final project expenditures are to be completed by December 31, 2024. Staff are expecting another round of submissions to the fund around Spring of 2023, so an unsuccessful submission could be resubmitted, or an entirely different project could be chosen.

Following discussion at the MCCAP Committee meeting on November 9, 2022, the Committee requested I gather more information regarding the fund, and a list of potential projects. I focussed on a solar panel installation to generate clean energy for Municipal operations, as a medium-scale solar installation is in the MCCAP Committee Work Plan, and a solar project may have a quicker completion period than many other projects. A meeting of the MCCAP Committee was held on November 24, 2022, where I presented the Committee with options regarding the funding and requested direction. The Committee voted to recommend to Committee of the Whole to recommend to Council the conditional funding of the Municipal contribution for a solar installation, up to a maximum of \$150,000.

Following review of the motion made by the MCCAP Committee, staff determined a small change was required to preserve the original intent of the motion and the Committee. The word “of” was replaced with the word “as”; the original motion is below, followed by the revised motion which is recommended for the Committee of the Whole:

Original: “...that the MCCAP Committee recommends that Council approve in principle funding 30% of the Municipal contribution of the application to the Sustainable Communities Challenge Fund in the 2023-24 budget to support a solar project, up to a maximum Council contribution of \$150,000.”

Revised to: “...that the MCCAP Committee recommends that Council approve in principle funding 30% as the Municipal contribution of the application to the Sustainable Communities Challenge Fund in the 2023-24 budget to support a solar project, up to a maximum Council contribution of \$150,000.”

DISCUSSION

Municipal operations in the 2018/19 fiscal year produced 3530 tonnes of greenhouse gas (GHG) emissions; Council has a goal to reduce annual corporate emissions by 45% by 2030. Greening of the Nova Scotia Power grid will result in a 44% reduction by 2030, leaving the Municipality to reduce corporate emissions by a further 1% at least. This translates to a reduction of 35.3

tonnes of GHG emissions. The graph displayed in Figure 1 below shows 2018 emissions and the projected emissions in 2030. The red bar shows the emissions for 2018, the yellow bar shows emissions in 2030 based on greening of the Nova Scotia Power grid, and the green bar shows the Municipal goal for emissions in 2030.

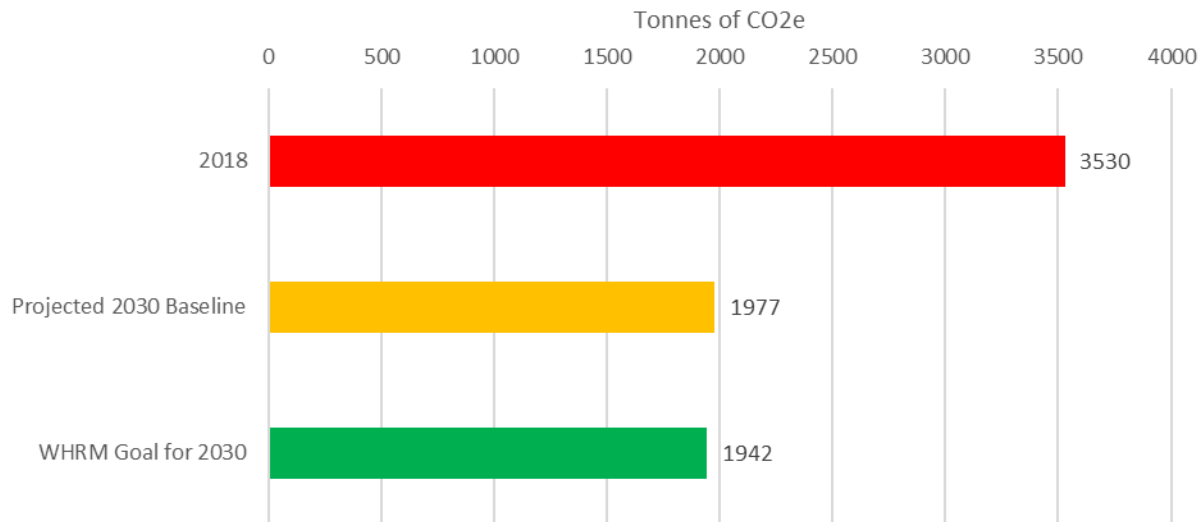


Figure 1: WHRM Corporate Emissions

A solar panel installation could be sized to meet the Municipal goal, which would cost approximately \$440,000. Under this grant program, if WHRM were to receive the maximum amount for a project this size, the Municipal contribution would cost approximately \$130,000. This system could be ground-mounted or roof-mounted with appropriate space; solar installers would be able to help review potential locations for feasibility. A solar system this size would generate enough clean electricity for Municipal operations to reduce emissions by slightly over 1%, and approximately \$17,000 per year in electricity savings. The installation would pay for the Municipal investment within less than 8 years and would continue paying for itself over the 20-25 year lifespan of the solar panels.

Some buildings within the corporate portfolio were selected for analysis of solar feasibility to offset emissions, based on available roof space. This work was completed during the Summer of 2022 by the summer intern Will Chapple and me. These buildings serve as examples of the potential to offset corporate emissions onsite, while additional open spaces can serve to further reduce emissions. Figures 2 and 3 below show the examples of the Windsor Community Center (78 Thomas Street) and the Brooklyn Fire Station and Civic Center (995 Highway 215). As shown, solar panels have the potential to significantly reduce emissions for Municipal facilities.

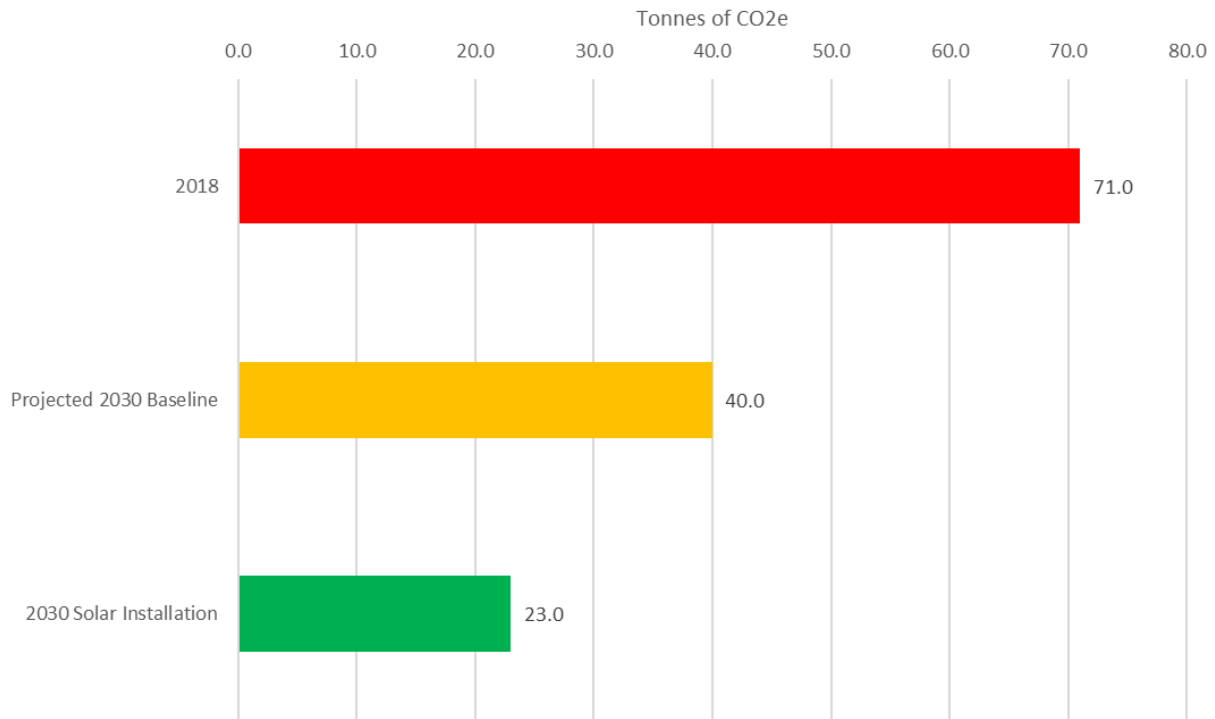


Figure 2: Windsor Community Center

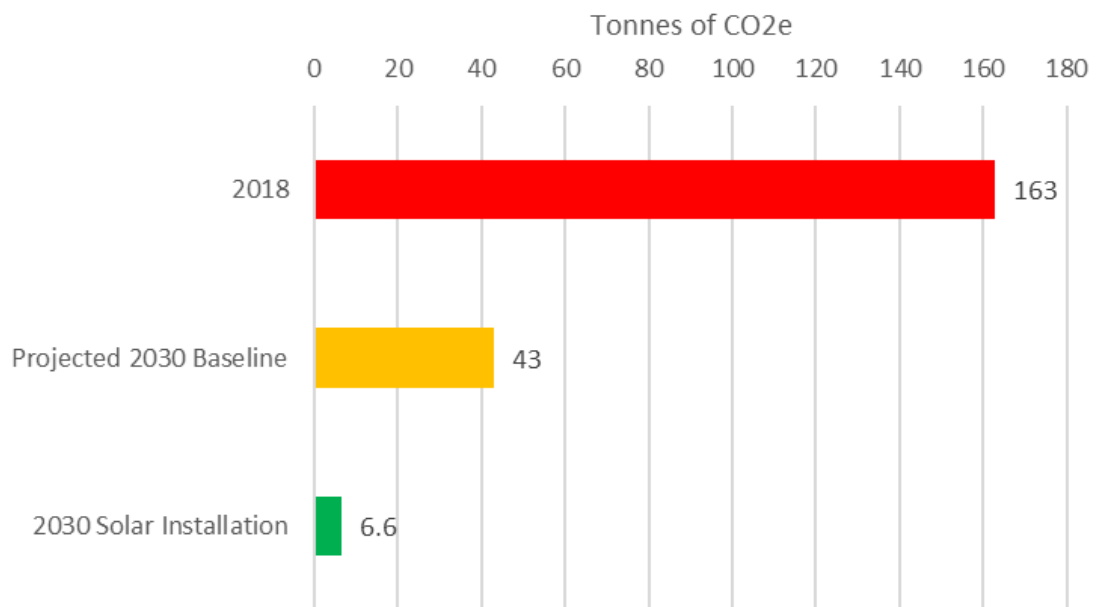


Figure 3: Brooklyn Fire Station and Civic Center

Both Figures 2 and 3 represent scenarios using rooftop solar panels, however a ground-mount system may be more expedient to construct. Rooftop systems also present challenges regarding

structural stability and would likely need engineering assessments of any roof suggested for an installation, which may further delay the process. To achieve a quick turnaround such as is required with the Sustainable Communities Challenge Fund, a ground-mount solar system would be the quickest to implement. Constructing a project such as medium scale solar installation will contribute to the Municipality's emission reductions goals, while showing leadership within the community. The application process for this specific fund places emphasis on community benefits and replication. By constructing a solar panel installation in a visible location, the Municipality can show leadership and encourage residents to install solar panels of their own, which may achieve further emissions cuts in the Region.

NEXT STEPS

1. Council resolution and full application to the fund
2. February 2023 – notification of funding decisions

FINANCIAL IMPLICATIONS

If approved as recommended, and the Municipality is successful in applying for Provincial funding, this capital project may cost WHRM up to \$150,000. Over time, this project would generate significant electricity cost savings for the Municipality of approximately \$17,000 per year for an estimated 25 years.

ALTERNATIVES

Committee of the Whole may:

- a. Proceed with the motion as recommended from the MCCAP Committee or as specifically revised; or
- b. Request further information on a specific topic

ATTACHMENTS

There are no attachments to this report.

CHIEF ADMINISTRATIVE OFFICER REVIEW

The successful completion of a project, such as described in the report, would be a very positive step forward for the Municipality. The level of potential funding to off-set capital costs is very favorable.

There are advantages of both ground and facility mounted systems. However, a ground mounted system located in the right location can provide the benefits noted above plus allow for expansion should that option be explored in the future.

Finally, should Council support the recommendation the project's overall cost savings or net gain could be considered as a general savings or addition revenue stream applied to general operations vs a specific facility or department.

I support the recommendation.

Report Prepared by: _____

John Ogilvie, Climate Action Coordinator

Report Reviewed by: _____

Madelyn LeMay, Director of Planning and Development

Report Approved by: _____


Mark Philips, Chief Administrative Officer



Committee of the Whole Excerpts
December 6, 2022

PROPERTY ASSESSED CLEAN ENERGY (PACE) FUNDING REQUEST EXCERPT

West Hants Regional Municipality (WHRM) has a goal of reducing both corporate and community annual emissions by 45% by 2030. Investigating PACE programming is Action 5.6 of the GHG emissions Local Action Plan for the Region and could be used to encourage emissions reductions and enhance energy efficiency in the community sector.

The recommended motion was that Committee of the Whole recommend that ...

COUNCIL ALLOCATE UP TO \$300,000 FROM MUNICIPAL OPERATING RESERVES TO FUND A MUNICIPAL PACE PROGRAM, AND TO USE THIS FUNDING TO LEVERAGE OTHER SOURCES OF NON-MUNICIPAL FUNDING INCLUDING EITHER PRIVATE CAPITAL, THE CANADA GREENER HOMES INITIATIVE, OR THE FEDERATION OF CANADIAN MUNICIPALITIES' COMMUNITY EFFICIENCY FINANCING PROGRAM.



WEST HANTS REGIONAL MUNICIPALITY REPORT

Information ☐	Recommendation ☒	Decision Request ☐	Councilor Activity ☐
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To: Mayor Zebian and Members of West Hants Regional Municipality Council

Submitted by: _____
John Ogilvie, Climate Action Coordinator

Date: December 6, 2022

Subject: Property Assessed Clean Energy (PACE) Funding

LEGISLATIVE AUTHORITY

Nova Scotia Municipal Government Act (MGA), Section 81A

Greenhouse Gas (GHG) Emission Local Action Plan, Action 5.6

Municipal Climate Change Action Plan (MCCAP) Committee 2022 Work Plan

RECOMMENDATION or DECISION REQUEST

...that Committee of the Whole recommends that Council allocate up to \$300,000 from Municipal Operating Reserves to fund a Municipal PACE program, and to use this funding to leverage other sources of non-Municipal funding including either private capital, the Canada Greener Homes Initiative, or the Federation of Canadian Municipalities' Community Efficiency Financing program.

BACKGROUND

Property ☒	Public Opinion ☐	Environment ☒	Social ☐	Economic ☒	Councilor Activity ☐
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West Hants Regional Municipality (WHRM) has a goal of reducing both corporate and community annual emissions by 45% by 2030. Investigating PACE programming is Action 5.6 of the GHG emissions Local Action Plan for the Region and could be used to encourage emissions reductions and enhance energy efficiency in the community sector.

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 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 creating a PACE program. PACE Atlantic has prepared and submitted the application on behalf of WHRM and the Town of Kentville for a detailed program study.

On October 25, 2022, Council approved the WHRM PACE By-law, giving the Municipality the ability to create a PACE program.

At the November 9th, 2022, meeting of the MCCAP Committee the Committee approved a motion to Committee of the Whole, to fund a PACE program using \$300,000 from Municipal Operating Reserves. To operate a PACE program, it must be adequately funded to provide loans to applicant homeowners. Council initially funding the program can improve the ability of the Municipality to leverage other sources of funding, while getting the program started.

DISCUSSION

The Municipal goal of a 45% reduction in annual community emissions in 2030 is divided into two parts: the portion that is anticipated to occur due to the greening of the Nova Scotia Power electrical grid (41%), and the portion that the Municipality must compel or encourage within the community (4%). The 4% of community emissions is separate from the Municipality's corporate emissions, which are a direct result of Municipal operations. The Municipal portion of community emissions equates to 11,460 tonnes of GHG emissions; that is the amount the Municipality must attempt to reduce to meet the goal set by Council. A PACE program could help the Municipality get closer to reaching these community emissions reduction targets. High-level calculations related to the emissions reductions are provided in the report titled "Property Assessed Clean Energy (PACE) Funding Options" to the MCCAP Committee, dated November 9, 2022 (Attachment A).

The PACE program for the Region will require an injection of funding to operate. This pool of money will be used to provide loans to applicant homeowners, with Participation Agreements and a PACE Policy to specify project type and payback periods. A PACE program is intended to be revenue neutral, with participants paying back what they borrowed plus the administration fee to PACE Atlantic. This ensures the program does not cost the Municipality or residents who do not participate.

Additionally, the FCM's CEF program offers funding in the form of low-interest loans and grants for PACE programs. Obtaining funding from the FCM's CEF will require WHRM to provide funding of its own, as the CEF program will only provide up to 80% of the project costs. Applying for the project funding from the FCM will require Council to provide the remaining 20%, which will decide total program size and available loans to applicants. Applying for the

funding from the CEF program is a continuation of the process of applying for feasibility studies, which PACE Atlantic has already applied for on behalf of WHRM.

The MCCAP Committee discussed a PACE program for the Region on November 9, 2022. The Committee viewed the program as complementary to the available Federal Greener Homes Initiative, and as an asset to assist the Municipality in working toward a reduction in community GHG emissions. Based on that, and the available money at low interest rates, the Committee recommends that Council allocate money toward a PACE program and use the funding provided by Council as leverage to apply for funding from the FCM's CEF program. If the FCM does not approve WHRM for funding, then a PACE program could be started by PACE Atlantic leveraging private capital or at a reduced scale using only the Municipal funding provided.

Table 1 below outlines the available Operating Reserve funds for WHRM as provided by Acting Director of Financial Services Diana Gibson.

Table 1: Available Operating Reserve Funds for WHRM

Source	WHRM Operating Reserve
Available Funds	\$2,363,035

NEXT STEPS

1. PACE funding allocation
2. Application to FCM's CEF program
3. PACE Policy development

FINANCIAL IMPLICATIONS

If approved by Council, this motion may have significant implications for Municipal finances. If approved as suggested, starting the Municipal PACE program could cost WHRM \$300,000, which will be paid back over time by participant homeowners. This funding allocation may enable the Municipality to leverage significant additional funding for the program.

ALTERNATIVES

The Committee of the Whole may:

- a. Make the recommendation to Council from the MCCAP Committee as written or as specifically revised; or
- b. Request further information on a specific topic.

ATTACHMENTS

Attachment A MCCAP Committee Report – November 9, 2022 “Property Assessed Clean Energy (PACE) Funding Options”

CHIEF ADMINISTRATIVE OFFICER REVIEW

I support the recommendation.

Report Prepared by: _____
John Ogilvie, Climate Action Coordinator

Report Reviewed by: _____
Sara Poirier, Senior Planner

Report Reviewed by: _____
Diana Gibson, Acting Director of Financial Services

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

Report Approved by:  _____
Mark Philips, Chief Administrative Officer



Attachment A

WEST HANTS REGIONAL MUNICIPALITY REPORT

Information ☐	Recommendation ☐	Decision Request ☒	Councilor Activity ☐
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To: Municipal Climate Change Action Plan (MCCAP) Committee

Submitted by: _____
John Ogilvie, Climate Action Coordinator

Date: November 9, 2022

Subject: Property Assessed Clean Energy (PACE) Funding Options

LEGISLATIVE AUTHORITY

Nova Scotia Municipal Government Act (MGA), Section 81A.

West Hants Regional Municipality (WHRM) MCCAP Committee 2022 Work Plan, Appendix A.

DECISION REQUEST

...that the MCCAP Committee recommend to Committee of the Whole to recommend to Council to proceed with [insert recommended option] to fund a Municipal PACE program, and to use this funding to apply for additional funding through the Federation of Canadian Municipalities' Community Efficiency Financing program.

BACKGROUND

Property ☒	Public Opinion ☐	Environment ☒	Social ☐	Economic ☒	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 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 creating 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. Investigating PACE programming is part of the local action plan for the Region, to encourage emissions reductions in the community sector and enhance energy efficiency.

On October 25, 2022, Council approved the WHRM PACE By-law, giving the Municipality the ability to create a PACE program. To operate a PACE program, it must be adequately funded to provide loans to applicant homeowners, in an amount that is acceptable to the MCCAP Committee and Council. Council can initially fund the program up to a set amount, which can improve the ability of the Municipality to leverage other sources of funding, while getting the program started.

DISCUSSION

The PACE program for the Region will require an injection of funding to operate. This pool of money will be used to provide loans to applicant homeowners, with Participation Agreements and a PACE Policy to specify payback periods. With assistance from CAO Mark Philips, Acting Director of Financial Services Diana Gibson, and Senior Planner Sara Poirier, I investigated opportunities for funding the program. Two avenues of Municipal financing are being investigated for feasibility: funding from WHRM reserves and securing a line of credit from a private lender such as Royal Bank of Canada (RBC). Regardless of the funding source(s) selected, a PACE program is intended to be revenue neutral, with participants paying back what they loaned out and the administration fee to PACE Atlantic. This ensures the program does not cost the Municipality or residents who do not participate.

Additionally, the FCM's CEF program offers funding in the form of low-interest loans and grants for PACE programs. Obtaining funding from the FCM's CEF will require WHRM to provide funding of its own through one of the two – or both – previous options, as the FCM's CEF will only provide up to 80% of the project costs. Applying for the project funding from the FCM will require Council to provide the remaining 20%, which will decide total program size and available loans to applicants. Applying for the funding from the FCM's CEF is a continuation of the process of applying for feasibility studies, which PACE Atlantic has already applied for on behalf of WHRM. Based on that, and the available money at low interest rates, I recommend that the MCCAP Committee recommend that Council allocate money toward a PACE program and use the funding provided by Council as leverage with an application for funding from the FCM's CEF program. If the FCM does not approve WHRM for funding, then a PACE program is still able to be started, albeit at a reduced scale. Key notes regarding each funding source are below.

WHRM Reserves:

- Recommended \$300,000
- No interest rate charge for the Municipality or applicants
- Quick process to allocate funding from reserves to PACE programming
- Draws down available reserves
- WHRM has the option of using both former Windsor and West Hants' operating reserves, pulling from the reserve that individual applicants are part of. Because these reserves must be used for their respective historic communities, it would allow the Municipality to fund the PACE program equitably in communities that will benefit.
- Since PACE programming is designed to be repaid, reserve funds taken would be regenerated with time and continue to be used through the life of the program.

RBC Line of Credit:

- Recommended \$300,000
- Interest rate charge – currently around 6% and subject to change over time
- If using a line of credit, WHRM would need to decide on the value of interest rate charges to applicants for consistency, which may be exceedingly difficult in the current market.
- Interest would not be charged until money was used to provide loans to homeowners

FCM Capital Funding:

- Potentially large amount of money
- Goes through an application process in competition with other Municipalities across Canada
- Grant and low-interest loan components
- Some limitations on allowed PACE retrofits
- Requires WHRM to provide at least 20% of funding

Available financial resources are outlined below in Table 1, using projected balances for March 31, 2022:

Table 1: Available Financial Resources for WHRM PACE Programming

Source	Former West Hants Municipality Operating Reserve	Former Town of Windsor Operating Reserve	WHRM Operating Reserve	RBC Line of Credit
Available Funds	\$953,719	\$1,011,946	\$2,363,035	Desired amount to borrow – has been as high as ~\$2 million before
Extra Cost	N/A	N/A	N/A	~6% interest – variable over time

Using high-level preliminary calculations and estimates from PACE Atlantic, along with the baseline Regional emissions inventory, I calculated the required emissions reduction to meet WHRM's goals. This also involves determining the potential amount of money that will achieve these goals. For very conservative calculations, I based them on the assumption that PACE programming was the only tool used to reduce emissions in the Region. In reality, this will not be the case, but at this time it will be the most significant project to reduce emissions in the community sector, and the impacts of other projects are currently unknown. The calculations and results are shown below.

Baseline community emissions = 286,480 tonne;

\$4 million could achieve approximately 1000 tonnes in GHG reductions;

so \$4,000 = 1 tonne GHG reductions

$$4\% \text{ reduction of } 286,480 = 286,480 * 0.04 = 11,460 \text{ tonne}$$

$$\frac{\$4,000}{\text{tonne}} * 11,460 \text{ tonne} = \sim \$44 \text{ million}$$

These high-level calculations show that using PACE programming to achieve all WHRM emissions reductions goals would require a total program throughput of \$44 million. That does not necessarily mean WHRM must use \$44 million, as the money will be recycled into the program as homeowners pay off their loans; this does however represent the enormous scale needed to achieve sizeable emission reductions. Shouldering PACE programming with all emissions reductions in WHRM is unrealistic, but the program will need substantial and sustainable funding.

Program Funding Allocation and Amount of Projects

The MCCAP Committee must decide how large the PACE program should be, to recommend an amount of money for Council to allocate, and where the money should come from. This will help determine the amount of homeowner projects that can be completed in a year, and the potential for emissions reductions from those projects.

I am recommending that the MCCAP Committee recommends \$300,000 be allotted from Municipal reserves for PACE, for the first year. This funding could be used to offer a PACE program as a pilot for the first year to determine community interest. If the MCCAP Committee accepts the recommended individual maximum allotment of \$30,000 (to be finalized in a PACE Policy), this would allow for 10 projects to be completed in the first year of PACE. Taking the money from Municipal reserves will eliminate the need to charge an interest rate, which may spur more uptake in the program and encourage lower-income homeowners to apply.

FCM Funding

Applying for funding from the FCM's CEF program will require Council to allocate Municipal money toward a PACE program as the capital FCM CEF program will provide up to 80% of eligible costs. Once the limit of Municipal financing is decided, which will act as the Municipal 20% share of costs, the MCCAP Committee and Council can then move on to applying for the FCM funding. The MCCAP Committee can then wait to hear back regarding the FCM funding or move forward with a smaller PACE program right away while waiting. I recommend the latter to the MCCAP Committee.

There are 3 essential questions that must be answered to further progress with PACE programming for the Region:

1. How much money is the MCCAP Committee willing to suggest to Council to spend on the program?
2. How many projects does the MCCAP Committee and Council wish for PACE programming to achieve?
3. Do the MCCAP Committee and Council want to allocate money to help apply for PACE funding from the FCM without starting the program, or use the allotment to start the program while applying to the FCM?

Options for Funding

- A. Allocate \$300,000 (or the amount the Committee and Council deems appropriate) for PACE programming from Municipal Operating Reserves (recommended); or
- B. Allocate \$300,000 (or the amount the Committee and Council deems appropriate) for PACE programming by taking a line of credit from RBC

AND

- I. Proceed with creating a PACE program right away with Municipal money while applying for additional funding through the FCM's CEF program (recommended); or
- II. Set aside the Municipal portion of program funding while waiting to hear from the FCM

NEXT STEPS

1. PACE funding allotment
2. PACE Policy development

FINANCIAL IMPLICATIONS

This motion will be recommended to Committee of the Whole, and if approved may have significant implications for Municipal finances. If approved as suggested, the program could cost WHRM \$300,000 to start a PACE program, which will be paid back over time by participant homeowners. This funding allocation may enable the Municipality to leverage significant additional funding for the program.

ALTERNATIVES

The MCCAP Committee may:

- a. Make a recommendation to Committee of the Whole based on the contents of this report and MCCAP Committee discussion; or
- b. Request further information on a specific topic.

ATTACHMENTS

There are no attachments to this report.

Report Prepared by: _____
John Ogilvie, Climate Action Coordinator

Report Reviewed by: _____
Sara Poirier, Senior Planner

Report Reviewed by: _____
Diana Gibson, Acting Director of Financial Services

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



Committee of the Whole Excerpts
December 6, 2022

UPDATING THE 2022-23 TAX RESOLUTION EXCERPT

Upon additional review of the resolution, it has been determined that an error occurred in the entry of the West Hants area rated residential tax rate. In the current approved resolution, the 2021-2022 West Hants tax rate by area was included in this section, when it should have shown the 2022-2023 rate.

The recommended motion was that Committee of the Whole recommend that ...

COUNCIL APPROVE THE UPDATED 2022-2023 TAXING RESOLUTION AS PRESENTED TO COMMITTEE OF THE WHOLE ON DECEMBER 6, 2022.



WEST HANTS REGIONAL MUNICIPALITY REPORT

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

Submitted by: Diana Gibson
Diana Gibson, Acting Director, Financial Services

Date: December 6, 2022

Subject: Updated 2022-2023 Taxing Resolution

LEGISLATIVE AUTHORITY

Municipal Government Act, Part VI – Tax Collection

RECOMMENDATION or DECISION REQUEST

Committee of the Whole recommends that Council approve the updated 2022-2023 Taxing Resolution as presented to Committee of the Whole on November 9, 2022.

BACKGROUND

Property ☐	Public Opinion ☐	Environment ☐	Social ☐	Economic ☒	Councillor Activity ☐
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On November 22, 2022 Council approved the updated RR-212 2022-2023 Taxing Resolution, with a correction to the area rated tax rate.

DISCUSSION

Upon additional review of the resolution, it has been determined that an error occurred in the entry of the West Hants area rated residential tax rate. In the current approved resolution, the 2021-2022 West Hants tax rate by area was included in this section, when it should have shown the 2022-2023 rate. The following update has occurred in the attached:

Community	Approved Resolution Residential Area Rate	Updated Resolution Residential Area Rate
West Hants	0.5525	0.5553

NEXT STEPS

Should Council approve the updated resolution, it will go to the Municipal Clerk for signing and filing. And will be used to secure grants-in-lieu of taxes from the province.

FINANCIAL IMPLICATIONS

There are no financial implications related to this change, as the overall tax figures remain the same.

ALTERNATIVES

Council could choose not to approve the updating of this resolution, but this is not recommended by staff as grant-in-lieu of taxes will not be secured without a corrected tax resolution.

ATTACHMENTS

- Updated RR-212 2022-2023 Taxing Resolution

CHIEF ADMINISTRATIVE OFFICER REVIEW

Report Prepared by: 
Diana Gibson, Acting Director, Financial Services

Report Approved by: 
Mark Phillips, Chief Administrative Officer

BE IT RESOLVED that the sums that are required for the lawful purposes of the West Hants Regional Municipality for the year 2022-2023 after crediting the probable revenue from all sources other than the general rates for the year and making the allowance for the abatement and losses that may occur in the collection of taxes and taxes for the current year that may not be collected or collectable is \$16,188,296 and this Council hereby authorizes the levying and collection of a general tax rate of ninety-eighth cents (\$0.98) per one hundred dollars (\$100) of the assessed value of commercial property and the assessed value of residential property and general resource property that will equal four six seven cents (\$0.4670) per one hundred dollars (\$100) of the assessment on residential and general resource property.

BE IT FURTHER RESOLVED that the sums that are required for the lawful purposes of the Community of West Hants for the year 2022-2023 after crediting the probable revenue from all sources other than the area rates for the year and making the allowance for the abatement and losses that may occur in the collection of taxes and taxes for the current year that may not be collected or collectable is \$7,578,413 and this Council hereby authorizes the levying and collection of an area rate tax of eighty cents (\$0.80) per one hundred dollars (\$100) of the assessed value of commercial property and the assessed value of residential property and general resource property that will equal five five five three cents (\$0.5553) per one hundred dollars (\$100) of the assessment on residential and general resource property.

BE IT FURTHER RESOLVED that the sums that are required for the lawful purposes of the Community of Hantsport for the year 2022-2023 after crediting the probable revenue from all sources other than the area rates for the year and making the allowance for the abatement and losses that may occur in the collection of taxes and taxes for the current year that may not be collected or collectable is \$696,429 and this Council hereby authorizes the levying and collection of an area rate tax of two dollars and seventy-seven cents (\$2.77) per one hundred dollars (\$100) of the assessed value of commercial property and the assessed value of residential property and general resource property that will equal one dollar and one eight three zero cents (\$1.1830) per one hundred dollars (\$100) of the assessment on residential and general resource property.

BE IF FURTHER RESOLVED that the sums that are required for the lawful purposes of the Community of Windsor for the year 2022-2023 after crediting the probable revenue from all sources other than the area rates for the year and making the allowance for the abatement and losses that may occur in the collection of taxes and taxes for the current year that may not be collected or collectable is \$4,307,288 and this Council hereby authorizes the levying and collection of an area rates tax of two dollars and eighty-seven cents (\$2.87) per one hundred dollars (\$100) of the assessed value of commercial property and the assessed value of residential property and general resource property that will equal one dollar and four zero three zero cents (\$1.4030) per one hundred dollars (\$100) of the assessment on residential and general resource property.

BE IT FURTHER RESOLVED that the taxpayers in the said Municipality are required to pay the whole of their taxes on or before the 1st day of September, A.D., 2022 provided that if the total amount of taxes owing is not paid in full on or before the 1st day of September, A.D., 2022 the balance of current and prior years' taxes then owing will bear interest at a rate of 15% per annum, such rate to be calculated monthly at the end of each month at a rate of 1.25% until the sums are paid.

TAX DUE DATE – SEPTEMBER 1, 2022

I, Deanna Snair, Municipal Clerk of West Hants Regional Municipality, the Province of Nova Scotia, do hereby certify that this is a true copy of the policy as adopted by the Council of the Region of the Windsor and West Hants Municipality at a meeting duly called and held on the ____ day of ____ (month), ____ (year).

Deanna Snair, Executive Assistant



Committee of the Whole Excerpts
December 6, 2022

**REQUEST TO MEET WITH FEDERAL MP AND MLA REGARDING AN UPDATE WITH THE HIGHWAY
101 TWINNING PROJECT EXCERPT**

Two levels of government play a role in the decision making regarding the aboiteau, with varying opinions on what the best approach is moving forward which only adds confusion for residents and creating division amongst many. With the understanding that Council is not part of the decision-making process and has no voice at the table, there was value in having MP Blois and MLA Sheehy-Richard in the same room with council to have a frank discussion to determine where all parties sit with respects to the aboiteau.

The recommended motion was that Committee of the Whole recommend that ...

**COUNCIL REQUESTS A REQUEST BE SENT TO OUR FEDERAL MEMBER OF PARLIAMENT AND OUR
PROVINCIAL MLA TO MEET WITH THEM BOTH TO RECEIVE AN UPDATE WHERE EACH OF THEIR
RESPECTIVE GOVERNMENTS ARE ON THIS PROJECT AND FURTHER TO TRY TO BRIDGE THE GAP
AND HELP US MOVE FORWARD AS A COMMUNITY.**

December 9, 2022

Mayor Abraham Zebian & Members of Council
West Hants Regional Municipality
PO Box 3000, 76 Morrison Drive
Windsor NS B0N 2T0

Dear Mayor Zebian and Members of Council:

Management letter for the year ended March 31, 2022

We have recently completed our audit of West Hants Regional Municipality. As part of an audit, we plan and perform the audit to obtain reasonable assurance that the annual financial statements are free of material misstatements but not for the purpose of expressing an opinion on the effectiveness of the entity's internal controls. An audit is conducted to enable us to form and express an opinion on the financial statements that have been prepared by management with the oversight of council. The audit of the financial statements does not relieve management or council of their responsibilities.

However, in accordance with our normal practice, we write to draw your attention to one new issue which we identified during our audit of the financial statements of West Hants Regional Municipality for the year ended March 31, 2022. That issue is detailed in the attached report.

We would like to thank the management and staff of West Hants Regional Municipality for their assistance and co-operation during the audit.

We would be pleased to provide any clarification that you may require on the issues raised in this report.

Yours truly,

KENT & DUFFETT

Per 
Andrew Forse, CPA, CA
/tl

Errors in the Financial Results

Issue

During the audit process we identified a high volume of unintentional misstatements in the recorded financial results for the period under audit that were not initially identified by the entity's internal control or financial reporting process. This includes misstatements involving estimation, judgment and account balances.

We performed additional testing over these areas and conclude the nature of the misstatements to be unintentional, meaning no fraud or misappropriation of assets were detected. We also acknowledge the circumstances around the current audit period with key financial staff missing and difficulties finding suitable replacements short-term.

Implication

It is not unusual for there to be a trivial amount of misstatements both in volume or magnitude but the volume of misstatements this year was significant and would have resulted in a material misstatement had they not been corrected.

Recommendation

Based on our audit, we conclude the Municipality should invest resources in additional temporary staff when key financial personnel are away from their duties for extended periods of time. We recommend additional training and mentoring to key financial staff, especially for new staff or when staff are elevated in their role within the Municipality or take on new duties.

We also recommend an improved internal review process to perform ongoing review of the accuracy of financial information on a regular basis. Performing monthly reviews, reconciliations and other month end accounting processes will ensure misstatements are identified and corrected in a timely manner, prior to the audit process.



Audit Committee Excerpt December 9, 2022

Audited Financial Statements

The Audit Committee met with the auditors on June 6, 2022, to discuss audit planning. Members receive the following training to ensure they are prepared to review and engage with the auditors when Financial Statements are received.

- Department of Municipal Affairs and Housing provides materials on the purpose of an audit committee, the role of an external auditor, financial reporting, risk and internal controls, and the alleged wrongdoing function.
- Staff provides West Hants Regional Municipality's policies, procedures, and by-laws that have impacts on the financial statements or practices.

Auditor Keynotes:

- Evidence testing included manual, automated AI analysis, and high-level budget to actual review.
- Internal Control testing indicates that West Hants Regional Municipality's internal controls are working properly to catch intentional and unintentional errors.
- Current year results show that the Municipality is in a healthy position, with increased cash, increased tangible assets and decreased overall debt. This shows the Municipality is managing costs for service and well-funded.
- The management letter indicated a non-traditional historic number of corrections. The consolidated financial statements were prepared in accordance with Canadian Public Sector Accounting Standards and with no material misstatements.
 - Direction has been provided by the Auditor and mentoring and training planning is underway for the Financial Services team.

Financial Results Keynotes:

- Consolidated statements show an operating surplus of \$3,605,133, due to a number of factors; the most prominent items are:
 - Taxes have come in over the budgeted amount due to the large surplus of Deed Transfer Tax that West Hants Regional Municipality received due to the activity in the real estate market.
 - Capital Grants, which were unbudgeted, for coming in at just over \$900,000.
 - Unconditional transfers included a double equalization payment this year.
 - Proceeds from the sale of two properties.



Audit Committee Excerpt
December 9, 2022

- Windsor Water Utility's fiscal year results show a surplus of \$1,187,213 which is \$860,309 higher than the budgeted surplus of \$326,904.
- West Hants Water Utility's fiscal year results shows a surplus of \$272,356, which is \$297,543 higher than the budgeted deficit of \$25,187.

The recommended motion from the Audit Committee was...

That Council approve the West Hants Regional Municipality's Audited Consolidated Financial Statements ending March 31, 2022, as presented to the Audit Committee.

Information Report – Budget v. Actual Ending October 31, 2022

Budget to actuals ending October 31, 2022, were reviewed with the Audit Committee and are included for Council's reference.

Chief Administrative Officer Review

I recognize the comments and contents of the Acting Director's report. The Audit process has provided for a clean audit and review of the municipality's financial statements. As noted by the Auditor and recognized by the Acting Director there were an abnormal amount of corrections carried out by the audit firm through this audit process in order to provide the financial statements recommended for Council's approval. I and the department will work with the auditor to accurately identify areas of improvements required and the level of mentorship, resources and support required to ensure improvement is achieved. The improvement plan will be shared with the Audit Committee at the next meeting.

Excerpt Prepared by: 
Diana Gibson, Acting Director, Financial Services

Excerpt Approved by: 
Mark Phillips, Chief Administrative Officer

DRAFT

WEST HANTS REGIONAL MUNICIPALITY

CONSOLIDATED FINANCIAL STATEMENTS

MARCH 31, 2022

 **KENT & DUFFETT**
Chartered Professional Accountants

WEST HANTS REGIONAL MUNICIPALITY



CONSOLIDATED FINANCIAL STATEMENTS

MARCH 31, 2022

	<u>Page</u>
Management's Responsibility for the Consolidated Financial Statements	1
Independent Auditor's Report	2(a)-2(b)
Consolidated Statement of Financial Activities	3
Consolidated Statement of Financial Position	4
Consolidated Statement of Change in Net Assets	5
Consolidated Statement of Cash Flows	6
Notes to Consolidated Financial Statements	7-20
Consolidated Schedule of Operations by Function	21
General Operating Fund	
Non-Consolidated Statement of Financial Position	22
Non-Consolidated Statement of Financial Activities	23
Non-Consolidated Schedule of General Operating Fund Revenues	24-26
Non-Consolidated Schedule of General Operating Fund Expenditures	27-29
Non-Consolidated Schedule of Financing and Transfers	30
General Capital Fund	
Non-Consolidated Statement of Financial Position	31
Non-Consolidated Statement of Investment in Capital Assets	32
Water Utility Operating Funds	
Non-Consolidated Statement of the Windsor Water Utility Financial Position	33
Non-Consolidated Statement of the Windsor Water Utility Financial Activities	34
Non-Consolidated Statement of the West Hants Water Utility Financial Position	35
Non-Consolidated Statement of the West Hants Water Utility Financial Activities	36
Water Utility Capital Funds	
Non-Consolidated Statement of the Windsor Water Utility Financial Position	37
Non-Consolidated Statement of the West Hants Water Utility Financial Position	38
Non-Consolidated Statement of Investment in Capital Assets	39
Non-Consolidated Statement of Financial Position of the Operating Reserve Funds	40
Non-Consolidated Statement of Financial Activities of the Operating Reserve Funds	41-43
Non-Consolidated Statement of Financial Position of the Special Reserve Funds	44
Non-Consolidated Statement of Financial Activities of the Special Reserve Funds	45-48
Non-Consolidated Statement of Financial Position of the Capital Reserve Funds	49
Non-Consolidated Statement of Financial Activities of the Capital Reserve Funds	50-51
Non-Consolidated Statement of Financial Position of the School Funds	52
Non-Consolidated Statement of Financial Position of the Cemetery Fund	53
Non-Consolidated Statement of Financial Activities of the Cemetery Fund	54
Non-Consolidated Statement of Financial Position of the Trust Funds	55

WEST HANTS REGIONAL MUNICIPALITY



CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2022

WEST HANTS REGIONAL MUNICIPALITY

The accompanying consolidated financial statements of the West Hants Regional Municipality are the responsibility of the Municipality's management and have been prepared in compliance with legislation, and in accordance with Canadian public sector accounting standards established by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada ("CPA"). A summary of the significant accounting policies are described in Note 1 to the consolidated financial statements. The preparation of financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

The Municipality's management maintains a system of internal controls designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for preparation of the consolidated financial statements. These systems are monitored and evaluated by management.

The audit committee meets with management and the external auditors to review the consolidated financial statements and discuss any significant financial reporting or internal control matters prior to their approval of the consolidated financial statements.

The consolidated financial statements have been audited by Kent & Duffett, independent external auditors appointed by the Municipality. The accompanying Auditor's Report outlines their responsibilities, the scope of their examination and their opinion on the Municipality's consolidated financial statements.

A. Zebian

Mayor

December 9, 2022

M. Phillips

Chief Administrative Officer

December 9, 2022

INDEPENDENT AUDITOR'S REPORT

His Worship the Mayor and Members of Council of the West Hants Regional Municipality

Opinion

We have audited the consolidated financial statements of the West Hants Regional Municipality which comprise the consolidated statement of financial position as at March 31, 2022, consolidated statement of financial activities, consolidated change in net assets and consolidated cash flow for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements of the Municipality are prepared, in all material respects, in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Municipality in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation of the financial statements in accordance with Canadian public sector accounting standards, 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.

In preparing the financial statements, management is responsible for assessing the Municipality's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Municipality, or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Municipality's financial reporting process.

INDEPENDENT AUDITOR'S REPORT (continued)

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Municipality's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Municipality's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Municipality to cease to continue as a going concern.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Kentville, Nova Scotia
December 9, 2022

Kent & Duffett
Chartered Professional Accountants
Registered Municipal Auditor

WEST HANTS REGIONAL MUNICIPALITY**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES****YEAR ENDED MARCH 31, 2022**

	<u>Budget</u> (unaudited)	<u>2022</u> <u>Actual</u>	<u>2021</u> <u>Actual</u>
REVENUES			
Taxes	\$ 23,196,291	\$ 24,512,860	\$ 23,161,433
Payments in lieu of taxes	85,521	249,464	248,610
Services provided to other governments	811,240	694,578	745,921
Sales of services	771,117	879,436	446,124
Other revenue from own sources	767,369	1,493,780	1,159,352
Unconditional transfers from other governments	558,915	1,331,135	766,969
Conditional transfers from Federal and Provincial governments and agencies	156,502	202,495	15,873,147
Gas tax transfers	-	886,761	970,936
Water rates	3,745,329	3,712,132	3,638,254
Proceeds from disposal of assets	-	413,499	-
Cemetary	97,091	101,309	94,978
Other	-	912,811	62,600
	<u>30,189,375</u>	<u>35,390,260</u>	<u>47,168,324</u>
EXPENSES			
General government services	2,812,919	2,870,088	2,810,898
Protective services	7,957,604	7,813,778	8,673,199
Public works and transportation services	1,883,962	2,043,759	1,904,190
Environmental health services	3,254,355	2,995,169	3,160,997
Public health services	148,912	128,139	90,605
Environmental development services	727,474	705,845	728,877
Recreation and cultural services	2,376,311	2,429,187	1,816,327
Other transfers	1,720,148	1,150,518	1,228,498
Cemetary	97,092	60,509	76,164
Appropriation to school boards	4,855,570	4,623,048	4,360,800
Write off of tangible capital assets	-	452,272	481,797
Amortization	677,953	4,404,792	4,194,681
Water treatment and distribution	2,081,195	2,108,023	2,408,279
	<u>28,593,495</u>	<u>31,785,127</u>	<u>31,935,312</u>
ANNUAL SURPLUS	<u>1,595,880</u>	<u>3,605,133</u>	<u>15,233,012</u>
ACCUMULATED SURPLUS AT BEGINNING OF YEAR		83,353,272	68,139,074
Adjustment to surplus for change in cemetary treatment		<u>(222,317)</u>	<u>(18,814)</u>
ACCUMULATED SURPLUS AT END OF YEAR		<u>\$ 86,736,088</u>	<u>\$ 83,353,272</u>

note 11

WEST HANTS REGIONAL MUNICIPALITY



CONSOLIDATED STATEMENT OF FINANCIAL POSITION

AS AT MARCH 31, 2022

	<u>2022</u>	<u>2021</u>
FINANCIAL ASSETS		
Cash (note 1(e))	\$ 22,195,973	\$ 19,033,998
Accounts receivable (net of valuation allowance) (note 3)	5,325,145	5,796,936
Equity in Valley Waste Resource Management	152,558	152,558
	<u>27,673,676</u>	<u>24,983,492</u>
LIABILITIES		
Bank indebtedness	33,511	33,511
Accounts payable	4,411,629	2,503,313
Deferred revenue (note 8)	8,953,585	7,930,239
Tax sales surplus	504,264	280,765
Long-term debt (note 4)	14,554,808	16,499,935
	<u>28,457,797</u>	<u>27,247,763</u>
NET ASSETS (DEBT) (page 5)	<u>(784,121)</u>	<u>(2,264,271)</u>
NON-FINANCIAL ASSETS		
Tangible capital assets (note 5)	87,321,481	85,414,198
Prepaid expenses	160,066	158,842
Inventory	38,662	44,503
	<u>87,520,209</u>	<u>85,617,543</u>
ACCUMULATED SURPLUS	<u>\$ 86,736,088</u>	<u>\$ 83,353,272</u>

On behalf of the West Hants Regional Municipality

Mayor

Chief Administrative Officer

WEST HANTS REGIONAL MUNICIPALITY



CONSOLIDATED STATEMENT OF CHANGE IN NET ASSETS

AS AT MARCH 31, 2022

	<u>Budget</u> (unaudited)	<u>2022</u>	<u>2021</u>
ANNUAL SURPLUS (page 3)	\$ 1,595,880	\$ 3,605,133	\$ 15,233,012
Acquisition of tangible capital assets	-	(6,803,593)	(12,674,807)
Amortization of tangible capital assets	677,953	4,404,792	4,194,681
Other items affecting tangible capital assets	-	39,246	1,165,668
NBV of assets disposed	-	452,272	-
Other items affecting accumulated surplus	-	(222,317)	(18,814)
	<u>2,273,833</u>	<u>1,475,533</u>	<u>7,899,740</u>
Change in inventory and prepaid expenses		<u>4,617</u>	<u>(10,203)</u>
CHANGE IN NET ASSETS	<u>\$ 2,273,833</u>	<u>1,480,150</u>	<u>7,889,537</u>
Net assets (debt) beginning of year		<u>(2,264,271)</u>	<u>(10,153,808)</u>
NET ASSETS (DEBT) AT END OF YEAR		<u>\$ (784,121)</u>	<u>\$ (2,264,271)</u>

WEST HANTS REGIONAL MUNICIPALITY**DRAFT****CONSOLIDATED STATEMENT OF CASH FLOWS****AS AT MARCH 31, 2022**

	<u>2022</u>	<u>2021</u>
OPERATING TRANSACTIONS		
Annual surplus	\$ 3,605,133	\$ 15,214,198
Amortization of tangible capital assets	4,404,792	4,194,681
NBV of assets disposed	452,272	-
Other items affecting accumulated surplus	(222,317)	-
Other items affecting tangible capital assets	39,246	1,165,668
	<u>8,279,126</u>	<u>20,574,547</u>
 (Increase) decrease in accounts receivables	 471,791	 574,132
(Increase) decrease in equity in other assets	-	189,350
Increase (decrease) in bank indebtedness	-	33,511
Increase (decrease) in accounts payable	1,908,316	(1,203,487)
Increase (decrease) in deferred revenue	1,023,346	(3,137,497)
Increase (decrease) in tax sale surplus	223,499	(9,912)
Increase (decrease) in other liabilities	-	(602,506)
(Increase) decrease in non-financial assets	4,617	(10,203)
	<u>11,910,695</u>	<u>16,407,935</u>
CAPITAL TRANSACTIONS		
Acquisition of tangible capital assets	<u>(6,803,593)</u>	<u>(12,674,807)</u>
 FINANCING ACTIVITIES		
Net change in bank debt	(2,753,000)	(402,884)
Proceeds from issuance of new debt	2,183,394	3,978,655
Repayment of long term debt	(1,375,521)	(3,069,227)
	<u>(1,945,127)</u>	<u>506,544</u>
 INCREASE IN CASH AND CASH EQUIVALENTS	 3,161,975	 4,239,672
 Opening balance	 <u>19,033,998</u>	 <u>14,794,326</u>
 CASH AND CASH EQUIVALENTS AT END OF YEAR	 <u>\$ 22,195,973</u>	 <u>\$ 19,033,998</u>

WEST HANTS REGIONAL MUNICIPALITY



NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

AS AT MARCH 31, 2022

1. SIGNIFICANT ACCOUNTING POLICIES

The consolidated financial statements of the West Hants Regional Municipality are prepared by management in accordance with Canadian generally accepted accounting standards for local governments as recommended by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada. Significant aspects of the accounting policies adopted by the Municipality are as follows:

(a) Reporting entity

The consolidated financial statements reflect the assets, liabilities, revenues, expenditures and changes in fund balances and in financial position of the reporting entity. The reporting entity is comprised of all organizations and enterprises accountable to the Municipality for the administration of their financial affairs and resources and which are owned or controlled by the Municipality.

Trust funds administered by the Municipality amounting to \$509,276 have not been included in the Consolidated Statement of Financial Position nor have these operations been included in the Consolidated Statement of Financial Activities.

Interdepartmental and organizational transactions and balances have been eliminated.

(b) Basis of accounting

The basis of accounting followed in the consolidated financial statement presentation includes revenues in the period in which the transactions or events occurred that gave rise to the revenues and expenditures in the period in which the goods and services are acquired and a liability is incurred or transfers are due.

(c) Fund accounting

Funds within the consolidated financial statements consist of the operating, capital and reserve funds. Transfers between funds are recorded as adjustments to the appropriate fund balance.

(d) Use of estimates

In preparing the Municipality's financial statements, management is required to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities and reported amounts of revenue and expenses. Actual amounts could differ from these estimates.

(e) Cash and cash equivalents

Cash and cash equivalents include cash on hand and balances with banks, bank overdrafts, and highly liquid temporary money instruments with original maturities of three months or less. Bank borrowings are considered to be financing activities.

(f) Accounts receivable

Uncollected taxes and rates

Accounts receivable are shown net of allowance for doubtful accounts. The Municipality provides a valuation allowance for estimated losses that will be incurred on collecting receivables outstanding.



AS AT MARCH 31, 2022

1. SIGNIFICANT ACCOUNTING POLICIES (continued)

(g) Revenue and expenditure

The accrual basis of accounting is used for all funds. The accrual basis of accounting recognizes revenues as they are earned and measurable; expenses are recognized as they are incurred and measurable as a result of a legal obligation to pay.

Tax and related revenue

Property tax billings are prepared by the Municipality based on assessment rolls issued by the Property Valuation Services Corporation. Tax rates are established annually by Council during the budget approval process. Tax adjustments as a result of appeals and re-assessment are recorded when the result of the appeals process is known.

Government transfers

Federal and/or provincial transfers for operating and capital purposes are recognized in the period in which all eligibility criteria and/or stipulations have been met and the amounts are authorized. Any funding received prior to satisfying these conditions is deferred until conditions have been met. When revenue is received without any eligibility criteria or stipulations, it is recognized when the transfer(s) from the Federal government and/or the Province of Nova Scotia are authorized.

Interest revenue

Interest earned on investments in the depreciation fund or on any other fund is recorded within the respective funds, unless otherwise approved by the Nova Scotia Utility and Review Board.

Other revenues

Other revenues are recognized as services or goods are provided, the exchange amount is measurable and collectability of the amount is reasonably assured.

(h) Tangible capital assets

Capital assets are recorded at cost which includes all amounts that are directly attributed to acquisition, construction, development or betterment of the asset.

Amortization is recorded in the financial statements on a straight line basis over an asset's estimated useful life as noted below.

Tangible capital assets are written down when conditions indicate that they no longer contribute to the Municipality's ability to provide goods and services, or when the value of future economic benefits associated with the tangible capital assets are less than their net book value. The net write downs are accounted for as expenses in the consolidated statement of financial activities.

Tangible capital assets received as contributions are recorded at their fair value at the date of receipt and are also recorded as revenue.

WEST HANTS REGIONAL MUNICIPALITY



NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

AS AT MARCH 31, 2022

1. SIGNIFICANT ACCOUNTING POLICIES (continued)

(h) Tangible capital assets (continued)

<u>Capital</u>	<u>Years</u>	<u>Water Utility</u>	<u>Years</u>
Land improvements		Structures, improvements,	
Buildings	40	and wells	50-77
Small equipment	5	Equipment	5-20
Vehicles	5	Transmission	77
Roads and streets	30-50	Distribution	77
Sidewalk	20	Meters	20
Sewer system	25-50	Hydrants	50-77
Fire department vehicles		Services	50
and equipment	10		
Parks	25		
Schools	40		

(i) Depreciation - water utility

In accordance with the Nova Scotia Utility and Review Board regulations, the depreciation expense in the Water Operating Fund are transferred to a special bank account in the Water Capital Fund which is used to help fund replacement of existing plant and equipment or, subject to approval by the Utility and Review Board, to repay the principal of capital debt.

(j) Financial instruments

The Municipality's financial instruments include cash and cash equivalents, temporary investments, receivables, payables and accruals and long-term debt. Unless otherwise noted, it is management's opinion that the Municipality is not exposed to significant interest, currency or credit risks arising from financial instruments. The fair market value of these instruments approximate their carrying value.

(k) Allocation of municipal costs to water utility funds

Where identifiable, costs incurred by the Municipality on behalf of the Water Utility are charged to the Utility funds. Salary and wage related costs are allocated in proportion to time spent performing functions on behalf of the Water Utility. Administration and general expenses incurred for the benefit of both the Municipality and Water Utility are partially allocated to the Water Utility.

(l) Deferred revenue

Deferred revenue includes government transfers received with eligibility criteria that have not been met. When criteria have been met, deferred revenue is recognized as revenue in the fiscal year in a manner consistent with the circumstances and evidence used to support the initial recognition of the contributions received as a liability as detailed in Note 1(g).

WEST HANTS REGIONAL MUNICIPALITY



NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

AS AT MARCH 31, 2022

1. SIGNIFICANT ACCOUNTING POLICIES (continued)

(m) Asset retirement obligation

Liabilities are recognized for statutory, contractual or legal obligations, associated with the retirement of property, plant, and equipment when those obligations result from the acquisition, construction, development or normal operations of the assets. The obligations are measured initially at fair value, determined using the present value methodology and the resulting costs capitalized into the carrying amount of the related asset. In subsequent periods, the liability is adjusted for the accretion of discount and any changes in the amount or timing of the underlying cash flows. The capitalized asset retirement cost is amortized on the same basis as the related asset and the discount accretion is included in determining the results of the operations.

(n) Equity in Valley Waste Resource Management

The Valley Region Solid Waste-Resource Management Authority is a corporate body formed under an Inter-Municipal Services Agreement encompassing the Municipality of Annapolis County, the Municipality of the County of Kings, and the Towns of Annapolis Royal, Berwick, Kentville, Middleton, Wolfville and in prior years the former town of Hantsport, for the purpose of collaborative resource management in the region. The Municipality records the investment in Valley Regional Solid Waste-Resource Management under the modified equity method.

2. CONTRIBUTIONS TO BOARDS, REGIONAL AUTHORITIES, AND OTHER ENTITIES

The West Hants Regional Municipality is required to finance the operations of various Boards and Regional Authorities, along with other municipalities in the Annapolis Valley, to the extent of its participation based upon assessment and/or population formula.

In addition to any budgeted contributions, the Municipality shares in the deficits or surpluses of some of these organizations based upon the relevant cost-sharing percentage. The Municipality's share of any deficit is to be paid in the next fiscal year and any surplus is to be taken into operations in the estimates of the organization in the next fiscal year.

Nova Scotia Housing Development Corporation

An amount of \$128,139 (2021 - \$90,605) was provided for as at March 31, 2022 as the Municipality's share of the deficit of the Nova Scotia Housing Development Corporation for the period April 1, 2021 to March 31, 2022.

Annapolis Valley Regional Library Board

During 2021-22, the Municipality paid \$119,543 (2021 - \$119,543) as its share of the operations of the Annapolis Valley Regional Library Board, which serves Annapolis, Kings, and West Hants.

Annapolis Valley Regional School Board

During 2021-22, the Municipality paid \$4,623,048 (2021 - \$4,360,800) as its share of the operations of the Annapolis Valley Regional School Board, which serves Annapolis, Kings, and West Hants.

WEST HANTS REGIONAL MUNICIPALITY**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS****AS AT MARCH 31, 2022**

3. ACCOUNTS RECEIVABLE			<u>2022</u>	<u>2021</u>
Taxes receivable	Current year	Prior years	Total	Total
Balance, net of prepaid taxes, beginning of year	\$ -	\$ 1,429,307	\$ 1,429,307	\$ 1,460,457
Current year tax levy	<u>24,512,046</u>	<u>-</u>	<u>24,512,046</u>	23,146,882
	<u>24,512,046</u>	<u>1,429,307</u>	<u>25,941,353</u>	<u>24,607,339</u>
Deduct:				
Current year collections	23,680,820	557,692	24,238,512	22,268,254
Reduced taxes	-	-	-	-
	<u>23,680,820</u>	<u>557,692</u>	<u>24,238,512</u>	<u>22,268,254</u>
Total taxes receivable	<u>\$ 831,226</u>	<u>\$ 871,615</u>	<u>\$ 1,702,841</u>	<u>\$ 2,339,085</u>
Valuation allowance			<u>(14,028)</u>	<u>(14,028)</u>
Net taxes receivable			1,688,813	2,325,057
Water rates and Sewer charges			1,551,201	1,296,257
Due from federal government and its agencies			736,018	1,557,697
Due from province of Nova Scotia			6,716	6,716
Other receivables			<u>1,342,397</u>	611,209
			<u>\$ 5,325,145</u>	<u>\$ 5,796,936</u>

Opening prior year balance represents amounts from former Town of Windsor and Municipality of the District of West Hants

4. LONG-TERM DEBT	<u>2022</u>	<u>2021</u>
Royal Bank of Canada, Demand loan, interest at prime plus 0.6%. Repaid during the year.	\$ -	\$ 2,753,000
Municipal Finance Corporation debenture, bearing interest at a variable rate from 4.579% to 4.939%, with annual principal repayments of \$54,000 plus interest; maturing in 2024.	162,000	216,000
Municipal Finance Corporation debenture, bearing interest at a variable rate from 3.645% to 4.026%, with annual principal repayments of \$37,667 plus interest; maturing in 2026.	188,330	225,997
Municipal Finance Corporation debenture, bearing interest at a variable rate from 2.004% to 2.925%, with annual principal repayments of \$218,603 plus interest; maturing in 2026.	<u>1,093,017</u>	<u>1,311,620</u>
Carried forward	1,443,347	4,506,617

WEST HANTS REGIONAL MUNICIPALITY



NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

AS AT MARCH 31, 2022

4. LONG TERM DEBT (continued)	<u>2022</u>	<u>2021</u>
Brought forward	1,443,347	4,506,617
Municipal Finance Corporation debenture, bearing interest at a variable rate from 1.660% to 3.108%, repayable in annual instalments of \$154,000 plus interest; maturing in 2031.	1,170,000	1,324,000
Municipal Finance Corporation debenture, bearing interest at a variable rate from 2.297% to 3.073%, repayable in annual instalments of \$59,700 plus interest; maturing in 2027.	358,200	417,900
Municipal Finance Corporation debenture, bearing interest at a variable rate from 2.582% to 3.501%, with annual principal repayments of \$49,944 plus interest; maturing in 2033.	1,098,771	1,148,715
Municipal Finance Corporation debenture, bearing interest at a variable rate from 2.830% to 3.048%, with annual principal repayments of \$16,500 plus interest; maturing in 2023.	33,002	49,502
Municipal Finance Corporation debenture, bearing interest at a variable rate from 2.048% to 2.265%, with annual principal repayments of \$18,754 plus interest; maturing in 2024.	56,264	75,018
Municipal Finance Corporation debenture, bearing interest at a variable rate from 0.678% to 2.378%, with annual principal repayments of \$43,333 plus interest; maturing in 2035.	606,671	650,005
Municipal Finance Corporation debenture, bearing interest at a variable rate from 4.580% to 4.875%, with annual principal repayments of \$35,400 plus interest; maturing in 2025.	148,000	174,000
Municipal Finance Corporation debenture, bearing interest at a variable rate from 3.340% to 3.856%, with annual principal repayments of \$20,500 plus interest; maturing in 2027.	100,500	121,000
Municipal Finance Corporation debenture, bearing interest at a variable rate from 2.769% to 3.347%, with annual principal repayments of \$4,500 plus interest; maturing in 2024.	13,500	18,000
Municipal Finance Corporation debenture, bearing interest at a variable rate from 4.760% to 4.770%, with annual principal repayments of \$63,187 plus interest; maturing in 2022.	379,122	442,309
Municipal Finance Corporation debenture, bearing interest at a variable rate from 4.760% to 4.770%, with annual principal repayments of \$45,050 plus interest; maturing in 2022.	332,750	379,895
Carried forward	5,740,127	9,306,961

WEST HANTS REGIONAL MUNICIPALITY



NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

AS AT MARCH 31, 2022

4. LONG TERM DEBT (continued)	<u>2022</u>	<u>2021</u>
Brought forward	5,740,127	9,306,961
Municipal Finance Corporation debenture, bearing interest at a variable rate from 5.190% to 5.210%, with annual principal repayments of \$4,745 plus interest; maturing in 2022.	33,745	38,490
Municipal Finance Corporation debenture, bearing interest at a variable rate from 5.004% to 5.088%, with annual principal repayments of \$9,507 plus interest; maturing in 2023.	19,009	28,516
Municipal Finance Corporation debenture, bearing interest at a variable rate from 5.209% to 5.644%, with annual principal repayments of \$58,933 plus interest; maturing in 2024.	176,804	235,737
Municipal Finance Corporation debenture, bearing interest at a variable rate from 4.580% to 4.875%, with annual principal repayments of \$160,885 plus interest; maturing in 2025.	1,447,955	1,608,840
Municipal Finance Corporation debenture, bearing interest at a variable rate from 4.580% to 4.875%, with annual principal repayments of \$20,513 plus interest; maturing in 2025.	184,632	205,145
Municipal Finance Corporation debenture, bearing interest at a variable rate from 3.251% to 4.114%, with annual principal repayments of \$4,307 plus interest; maturing in 2028.	30,144	34,451
Municipal Finance Corporation debenture, bearing interest at a variable rate from 2.134% to 3.449%, with annual principal repayments of \$11,740 plus interest; maturing in 2030.	105,660	117,400
Municipal Finance Corporation debenture, bearing interest at a variable rate from 2.297% to 3.382%, with annual principal repayments of \$181,574 plus interest; maturing in 2032.	2,905,174	3,086,748
Municipal Finance Corporation debenture, bearing interest at a variable rate from 2.582% to 2.884%, with annual principal repayments of \$98,595 plus interest; maturing in 2023.	197,190	295,785
Municipal Finance Corporation debenture, bearing interest at a variable rate from 1.948% to 3.048%, with annual principal repayments of \$10,888 plus interest; maturing in 2034.	195,974	206,862
Municipal Finance Corporation debenture, bearing interest at a variable rate from 0.400% to 2.809%, with annual principal repayments of \$91,446 plus interest; maturing in 2036.	1,359,455	1,335,000
Carried forward	12,395,869	16,499,935

WEST HANTS REGIONAL MUNICIPALITY



NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

AS AT MARCH 31, 2022

4. LONG TERM DEBT (continued)	<u>2022</u>	<u>2021</u>
Brought forward	12,395,869	16,499,935
Municipal Finance Corporation debenture, bearing interest at a variable rate from 0.400% to 2.809%, with annual principal repayments of \$7,446 plus interest; maturing in 2036.	67,043	-
Municipal Finance Corporation debenture, bearing interest at a variable rate from 0.500% to 2.677%, with annual principal repayments of \$83,676 plus interest; maturing in 2036.	2,091,896	-
	<u>\$ 14,554,808</u>	<u>\$ 16,499,935</u>

All long-term debt outstanding has been authorized by Nova Scotia Department of Municipal Affairs.

Principal repayments required during the next five years are as follows:

2023	\$ 2,188,529
2024	1,427,742
2025	1,303,150
2026	2,070,951
2027	957,554

WEST HANTS REGIONAL MUNICIPALITY
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS



AS AT MARCH 31, 2022

5. TANGIBLE CAPITAL ASSETS

General Capital Fund

	Cost 2021	Additions	Disposals	Cost 2022	Accumulated Amortization 2021	Adjustments	Amortization Expense	Accumulated Amortization 2022	Net Book Value 2022
Land	\$ 4,122,329	\$ 27,909	\$ (433,795)	\$ 3,716,443	\$ -	\$ -	\$ -	\$ -	\$ 3,716,443
Parks	1,180,318	798,994	-	1,979,312	368,383	-	32,209	400,592	1,578,720
Buildings	36,144,162	2,670,738	(18,477)	38,796,423	6,655,359	-	899,825	7,555,184	31,241,239
Motor vehicles	2,112,569	-	-	2,112,569	1,399,625	-	306,399	1,706,024	406,545
Sewer lagoon	3,525,186	10,500	-	3,535,686	912,028	-	70,713	982,741	2,552,945
Sewers	21,056,496	580,773	-	21,637,269	8,155,507	-	526,551	8,682,058	12,955,211
Roads	18,059,945	1,111,290	-	19,171,235	6,712,097	-	853,831	7,565,928	11,605,307
Equipment	10,109,254	697,265	-	10,806,519	6,184,218	-	1,018,554	7,202,772	3,603,747
Donated assets	1,364,094	-	-	1,364,094	161,923	-	27,282	189,205	1,174,889
	\$ 97,674,353	\$ 5,897,469	\$ (452,272)	\$ 103,119,550	\$ 30,549,140	\$ -	\$ 3,735,364	\$ 34,284,504	\$ 68,835,046

	Cost 2020	Additions	Disposals	Cost 2021	Accumulated Amortization 2020	Adjustments	Amortization Expense	Accumulated Amortization 2021	Net Book Value 2021
Land	\$ 4,122,329	\$ -	\$ -	\$ 4,122,329	\$ -	\$ -	\$ -	\$ -	\$ 4,122,329
Parks	1,100,837	79,481	-	1,180,318	338,994	-	29,389	368,383	811,935
Buildings	27,660,081	8,529,000	(44,919)	36,144,162	5,754,696	3,472	897,191	6,655,359	29,488,803
Motor vehicles	2,030,469	87,100	(5,000)	2,112,569	1,077,003	-	322,622	1,399,625	712,944
Sewer lagoon	3,519,241	5,945	-	3,525,186	841,524	-	70,504	912,028	2,613,158
Sewers	20,537,880	945,747	(427,131)	21,056,496	7,645,716	-	509,791	8,155,507	12,900,989
Roads	16,743,473	1,751,932	(435,460)	18,059,945	5,906,801	-	805,296	6,712,097	11,347,848
Equipment	9,548,670	624,031	(63,447)	10,109,254	5,263,508	-	920,710	6,184,218	3,925,036
Donated assets	1,364,094	-	-	1,364,094	134,641	-	27,282	161,923	1,202,171
	\$ 86,627,074	\$ 12,023,236	\$ (975,957)	\$ 97,674,353	\$ 26,962,883	\$ 3,472	\$ 3,582,785	\$ 30,549,140	\$ 67,125,213

WEST HANTS REGIONAL MUNICIPALITY
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
AS AT MARCH 31, 2022



5. TANGIBLE CAPITAL ASSETS (continued)

	Cost 2021	Additions	Disposals	Cost 2022	Accumulated Amortization 2021	Adjustments	Amortization Expense	Accumulated Amortization 2022	Net Book Value 2022
West Hants Water Capital									
Intangible assets	\$ 1,293	\$ -	\$ -	\$ 1,293	\$ -	\$ -	\$ -	\$ -	\$ 1,293
Land and land rights	261,692	5,000	-	266,692	-	-	-	-	266,692
Structures and improvements	4,966,784	281,255	-	5,248,039	1,772,270	39,246	164,492	1,976,008	3,272,031
Plants and equipment	1,083,511	6,485	-	1,089,996	395,573	-	41,970	437,543	652,453
Mains	3,584,850	143,201	-	3,728,051	763,657	-	55,579	819,236	2,908,815
Meters	1,029,566	39,018	-	1,068,584	601,536	-	53,429	654,965	413,619
Hydrants	417,595	13,431	-	431,026	178,744	-	6,540	185,284	245,742
Services	875,538	10,794	-	886,332	139,709	-	17,727	157,436	728,896
Other assets	153,959	72,202	-	226,161	130,844	-	35,451	166,295	59,866
Donated assets	2,122,315	-	-	2,122,315	251,347	-	31,692	283,039	1,839,276
	\$ 14,497,103	\$ 571,386	\$ -	\$ 15,068,489	\$ 4,233,680	\$ 39,246	\$ 406,880	\$ 4,679,806	\$ 10,388,683
	Cost 2021	Additions	Disposals	Cost 2022	Accumulated Amortization 2021	Adjustments	Amortization Expense	Accumulated Amortization 2022	Net Book Value 2022
Windsor Water Capital									
Land and land rights	\$ 291,680	\$ -	\$ -	\$ 291,680	\$ -	\$ -	\$ -	\$ -	\$ 291,680
Structures and improvements	1,032,007	98,793	-	1,130,800	281,800	-	28,397	310,197	820,603
Plants and equipment	3,805,682	21,013	-	3,826,695	1,793,622	-	145,917	1,939,539	1,887,156
Mains	6,406,647	175,430	-	6,582,077	1,585,676	-	77,965	1,663,641	4,918,436
Meters	143,189	26,820	-	170,009	80,742	-	8,500	89,242	80,767
Hydrants	66,739	12,682	-	79,421	24,994	-	1,588	26,582	52,839
Services	9,028	-	-	9,028	5,167	-	181	5,348	3,680
	\$ 11,754,972	\$ 334,738	\$ -	\$ 12,089,710	\$ 3,772,001	\$ -	\$ 262,548	\$ 4,034,549	\$ 8,055,161
Total Water Capital	\$ 26,252,075	\$ 906,124	\$ -	\$ 27,158,199	\$ 8,005,681	\$ 39,246	\$ 669,428	\$ 8,714,355	\$ 18,443,844

WEST HANTS REGIONAL MUNICIPALITY
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
AS AT MARCH 31, 2022



5. TANGIBLE CAPITAL ASSETS (continued)

	Cost 2020	Additions	Disposals	Cost 2021	Accumulated Amortization 2020	Adjustments	Amortization Expense	Accumulated Amortization 2021	Net Book Value 2021
West Hants Water Capital									
Intangible assets	\$ 1,293	\$ -	\$ -	\$ 1,293	\$ -	\$ -		\$ -	\$ 1,293
Land and land rights	261,692	-	-	261,692	-	-		-	261,692
Structures and improvements	4,867,677	121,744	(22,637)	4,966,784	1,609,337	-	162,933	1,772,270	3,194,514
Plants and equipment	1,014,102	69,409	-	1,083,511	358,239	-	37,334	395,573	687,938
Mains	3,744,490	185,563	(345,203)	3,584,850	719,944	-	43,713	763,657	2,821,193
Meters	1,019,225	10,586	(245)	1,029,566	550,058	-	51,478	601,536	428,030
Hydrants	410,095	7,500	-	417,595	172,473	-	6,271	178,744	238,851
Services	869,925	5,959	(346)	875,538	122,198	-	17,511	139,709	735,829
Other assets	147,334	6,625	-	153,959	119,348	-	11,496	130,844	23,115
Donated assets	2,122,315	-	-	2,122,315	219,656	-	31,691	251,347	1,870,968
	<u>\$ 14,458,148</u>	<u>\$ 407,386</u>	<u>-\$ 368,431</u>	<u>\$ 14,497,103</u>	<u>\$ 3,871,253</u>	<u>\$ -</u>	<u>\$ 362,427</u>	<u>\$ 4,233,680</u>	<u>\$ 10,263,423</u>
	Cost 2020	Additions	Disposals	Cost 2021	Accumulated Amortization 2020	Adjustments	Amortization Expense	Accumulated Amortization 2021	Net Book Value 2021
Windsor Water Capital									
Land and land rights	\$ 291,680	\$ -	\$ -	\$ 291,680	\$ -	\$ -	\$ -	\$ -	\$ 291,680
Structures and improvements	1,032,007	-	-	1,032,007	262,936	-	18,864	281,800	750,207
Plants and equipment	3,755,283	50,399	-	3,805,682	1,647,225	-	146,397	1,793,622	2,012,060
Mains	6,222,216	184,431	-	6,406,647	1,510,143	-	75,533	1,585,676	4,820,971
Meters	140,175	3,014	-	143,189	73,582	-	7,160	80,742	62,447
Hydrants	60,398	6,341	-	66,739	23,659	-	1,335	24,994	41,745
Services	9,028	-	-	9,028	4,987	-	180	5,167	3,861
	<u>\$ 11,510,787</u>	<u>\$ 244,185</u>	<u>\$ -</u>	<u>\$ 11,754,972</u>	<u>\$ 3,522,532</u>	<u>\$ -</u>	<u>\$ 249,469</u>	<u>\$ 3,772,001</u>	<u>\$ 7,982,971</u>
Total Water Capital	<u>\$ 25,968,935</u>	<u>\$ 651,571</u>	<u>-\$ 368,431</u>	<u>\$ 26,252,075</u>	<u>\$ 7,393,785</u>	<u>\$ -</u>	<u>\$ 611,896</u>	<u>\$ 8,005,681</u>	<u>\$ 18,246,394</u>

WEST HANTS REGIONAL MUNICIPALITY



NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

AS AT MARCH 31, 2022

6. RATE OF RETURN ON RATE BASE

For the year ended March 31, 2022 the Water Utility had a rate of return on rate base of 6.31% . The rate of return is calculated using the amortization approved by the Nova Scotia Utility and Review Board.

7. DISCLOSURE OF REMUNERATION

The total remuneration paid to each member of Municipal Council and to the Chief Administrative Officer is as follows:

<u>Council</u>	<u>Elected Officials</u>	
	Salary	Allowance
Abraham Zebian Mayor	54,127	702
Councillor District #1	27,064	1,395
Councillor District #2	27,064	783
Councillor District #3	27,064	232
Councillor District #4	27,064	232
Councillor District #5	27,064	232
Councillor District #6	27,064	1,014
Councillor District #7	27,064	-
Councillor District #8	28,544	323
Councillor District #9	21,789	597
Councillor District #10	27,064	649
Councillor District #11	27,064	232
	<u>\$ 348,036</u>	<u>\$ 6,391</u>
<u>Chief Administrative Officer</u>	<u>\$ 166,426</u>	<u>\$ 2,219</u>

8. DEFERRED REVENUE

	<u>2022</u>	<u>2021</u>
Tax and user charges	\$ 91,977	\$ 514,692
Gas tax	7,049,735	5,634,772
Other	1,811,873	1,780,775
	<u>\$ 8,953,585</u>	<u>\$ 7,930,239</u>

Tax and user charges represent funds collected for which the related services have yet to be performed.

Gas tax represents funds received from the Federal Government that have not yet been used to fund eligible projects under the terms of the Gas Tax Agreement. These funds remain in deferred revenue until the stipulations for their use have been met.

Tax Sale Surplus - the Municipal Government Act requires a twenty year holding period for maintaining these funds.

WEST HANTS REGIONAL MUNICIPALITY



NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

AS AT MARCH 31, 2022

9. PENSION PLANS

Defined contribution plan

The Municipality provides its employees with a defined contribution pension plan. The Municipality will match the employees contribution up to a maximum of 6%. During the year the Municipality contributed \$251,591

Defined benefit plan

The Municipality provides a pension to the surviving spouse of a retired former Town of Hantsport clerk and uses the accrual method of accounting. The Municipality estimates its obligation based on the present value of the remaining term of the agreement.

Pension cost	\$	17,392
Accrued benefit obligation	\$	89,219

The Municipality provides a pension to a retired Municipal clerk and uses the accrual method of accounting. The Municipality estimates its obligation to the retired clerk based on estimated life expectancy and future inflation rate of 2%.

Pension cost	\$	41,713
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10. SEGMENTED INFORMATION

The West Hants Regional Municipality is a municipal unit that provides a wide range of services to its residents. The Municipality's operations and activities are organized and reported by fund for the purpose of recording specific activities to meet objectives as outlined by legislation, special regulation, or other limitations and restrictions.

Services are provided by department and their activity is reported in these funds.

General government services

Legislative - The council serves as elected representatives of the West Hants Regional Municipality. It facilitates the decision-making process. In this role it formulates policy and provides strategic direction to guide the Chief Administrative Officer.

Administrative - This department is responsible for financial and local government administration. Functions include budget and financial statement preparation, tax collection, the Municipal Government Act administration, and accounts payable and receivable.

Protection services

The Municipality contracts with the Royal Canadian Mounted Police for police services. Fire protection is provided by grants to fire departments throughout the Municipality.

The Municipality supplies animal control services through this department.

Transportation services

Transportation services provides the administration and provision of engineering and works, and street lighting.

WEST HANTS REGIONAL MUNICIPALITY



NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

AS AT MARCH 31, 2022

10. SEGMENTED INFORMATION (continued)

Environmental health services

This department provides for sewage collection and treatment, solid waste collection and recycling.

Public health services

Public health services provides a transfer to the Regional Housing Authority.

Environmental development services

Environmental planning and zoning administers policy and enforces codes, by-laws, and regulations pertaining to the Municipal Planning Strategy.

Recreation and cultural services

This department is responsible for promoting and offering opportunities and activities to residents.

Water treatment and distribution

The water utilities provide the delivery of drinking water through supply, pumping, treatment, and distribution to its users.

11. COMPARATIVE FIGURES

In some instances, the comparative prior year figures have been shown where possible. These figures would be the combination of the former Municipality of the District of West Hants and Town of Windsor. In other instances it may not be possible or useful to show these figures.

12. SAFE RESTART FUND

The safe restart fund is a federal funding program designed to assist municipalities recover from the effects of the COVID-19 virus. The program provides funding for revenue shortfalls and certain additional expenditures specifically related to dealing with COVID-19 .

Safe Restart funding, beginning balance	<u>\$ 602,307</u>
Less safe restart expenses	
Personal protective equipment	-
Control protocols	(10,540)
Lost revenues	(366,148)
	<u>(376,688)</u>
Safe Restart funding, ending balance (page 48)	<u><u>\$ 225,619</u></u>

MUNICIPALITY OF THE DISTRICT OF WEST HANTS



NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2022

13. CONSOLIDATED SCHEDULE OF OPERATIONS BY FUNCTION

	General Gov't	Protective Services	Transportation Services	Env. Health Services	Public Health Services	Env. Development Services	Recreation and Cultural Services	Water Utility	2022
REVENUE									
TAXES	\$ 22,241,642	\$ -	\$ -	\$ 2,151,184	\$ -	\$ 17,250	\$ 85,839	\$ -	\$ 24,495,915
PAYMENTS IN LIEU OF TAXES	217,406	29,678	-	-	-	-	-	-	247,084
SERVICES PROVIDED TO OTHER LOCAL GOVERNMENTS	35,359	-	-	651,471	-	-	-	-	686,830
SALE OF SERVICES	248,802	-	-	-	-	11,793	100,237	-	360,832
OTHER REVENUE FROM OWN SOURCES	1,316,539	-	814	-	16,131	104,301	-	-	1,437,785
UNCONDITIONAL TRANSFERS FROM OTHER GOV'TS	1,324,766	6,369	-	-	-	-	-	-	1,331,135
CONDITIONAL TRANSFERS FROM FEDERAL OR PROVINCIAL GOVERNMENTS AND AGENCIES	51,176	-	-	-	-	-	151,319	-	202,495
CONDITIONAL TRANSFERS FROM OTHER LOCAL GOVERNMENTS	-	-	-	-	-	-	-	-	-
GAS TAX FUNDING	61,008	-	182,322	105,445	-	-	240,012	91,625	680,412
WATER RATES	-	-	-	-	-	-	-	4,202,779	4,202,779
OTHER	146,184	-	-	-	-	-	-	-	146,184
TOTAL REVENUE	25,642,882	36,047	183,136	2,908,100	16,131	133,344	577,407	4,294,404	33,791,451
EXPENDITURES									
SALARIES, WAGES AND BENEFITS	1,844,674	525,697	552,185	713,712	46,099	601,894	1,298,352	893,919	6,476,532
OPERATING COSTS	1,486,464	6,445,314	1,192,475	2,405,697	14,324	103,951	874,741	2,793,680	15,316,646
AMORTIZATION	1,067,861	-	1,217,247	634,347	-	-	819,381	661,179	4,400,015
OTHER	-	-	-	-	-	-	-	106,002	106,002
INTEREST ON LONG-TERM DEBT	819,616	628,861	-	-	-	-	20,376	321,207	1,790,060
TOTAL EXPENDITURES	5,218,615	7,599,872	2,961,907	3,753,756	60,423	705,845	3,012,850	4,775,987	28,089,255
SURPLUS (DEFICIT)	\$ 20,424,267	\$ (7,563,825)	\$ (2,778,771)	\$ (845,656)	\$ (44,292)	\$ (572,501)	\$ (2,435,443)	\$ (481,583)	\$ 5,702,196

WEST HANTS REGIONAL MUNICIPALITY
NON-CONSOLIDATED STATEMENT OF FINANCIAL POSITION
OF THE GENERAL OPERATING FUND
AS AT MARCH 31, 2022



	<u>2022</u>	<u>2021</u>
ASSETS		
Cash	\$ 7,619,704	\$ 3,920,068
Taxes receivable (net of valuation allowance \$6,592 in the current year)	1,696,249	2,332,493
Sewer rates receivable	585,862	511,497
Due from other local governments	36,895	36,895
Due from Province of Nova Scotia	6,716	6,716
Due from Regional 6 Waste Management	98,305	72,108
Other accounts receivable	434,217	629,127
Harmonized sales tax	736,018	904,853
Due from		
General capital	17,716,471	13,805,093
Water operating	-	21,984
Water capital	91,017	
Due from special reserves	2,571	2,571
Inventory	11,421	5,701
Prepaid expenses	136,864	117,018
	<u>\$ 29,172,310</u>	<u>\$ 22,366,124</u>
LIABILITIES		
Accounts payable and accrued liabilities	\$ 3,991,244	\$ 1,884,114
Bank indebtedness	33,511	33,511
Pension liability	89,219	106,611
Due to trust funds	4,037	4,568
Due to		
Capital reserve	13,759,375	11,762,463
Water operating	697,799	-
Hantsport cemetery	108,981	48,765
Operating reserve	6,840,155	5,563,181
Water capital	-	826,021
	<u>25,524,321</u>	<u>20,229,234</u>
OTHER LIABILITIES		
Prepayment of taxes and sewer charges	91,977	514,692
Deferred revenue	635,992	631,993
Tax sale surplus	504,264	280,765
	<u>1,232,233</u>	<u>1,427,450</u>
	<u>26,756,554</u>	<u>21,656,684</u>
ACCUMULATED SURPLUS (DEFICIT)	<u>2,415,756</u>	<u>709,440</u>
	<u>\$ 29,172,310</u>	<u>\$ 22,366,124</u>

On behalf of the West Hants Regional Municipality

Mayor

CAO

WEST HANTS REGIONAL MUNICIPALITY
**NON-CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
OF THE GENERAL OPERATING FUND**
YEAR ENDED MARCH 31, 2022

	<u>Budget</u> (unaudited)	<u>2022</u> <u>Actual</u>	<u>2021</u> <u>Actual</u>
REVENUE			
Taxes (page 24)	\$ 23,287,231	\$ 24,512,046	\$ 23,171,965
Grants in lieu of taxes (page 25)	85,521	249,463	248,610
Services provided to other governments (page 25)	1,466,848	1,348,186	1,134,127
Sales of services (page 25)	773,117	879,436	419,704
Other revenue from own sources (page 25)	797,419	857,705	736,830
Unconditional transfers from other governments (page 26)	671,275	1,331,135	766,969
Conditional transfers from federal and provincial governments and agencies (page 26)	156,502	202,495	123,167
Other	-	-	-
	<u>27,237,913</u>	<u>29,380,466</u>	<u>26,601,372</u>
EXPENDITURES			
General government services (page 27)	2,833,318	2,870,087	2,810,898
Protective services (page 27)	8,116,524	7,817,158	8,673,198
Public works and transportation services (page 28)	2,104,413	2,197,856	1,904,190
Environmental health services (page 28)	3,388,968	3,116,461	3,160,998
Public health services (page 29)	148,912	128,139	90,605
Environmental development services (page 29)	759,834	705,844	728,877
Recreation and cultural services (page 29)	2,656,247	2,429,187	1,816,330
Other transfers (page 29)	774,713	771,256	759,453
Interest on long-term debt (page 29)	945,435	379,262	469,044
Appropriation to regional school boards (page 29)	4,855,570	4,623,048	4,360,800
	<u>26,583,934</u>	<u>25,038,298</u>	<u>24,774,393</u>
NET REVENUE	<u>653,979</u>	<u>4,342,168</u>	<u>1,826,979</u>
FINANCING AND TRANSFERS			
Debenture principal instalments	(1,218,797)	(1,126,254)	(1,503,707)
Net transfer from (to) own reserves, funds and agencies	596,352	(800,158)	386,577
	<u>(622,445)</u>	<u>(1,926,412)</u>	<u>(1,117,130)</u>
Change in fund balance	<u>31,534</u>	<u>2,415,756</u>	<u>709,849</u>
Opening fund balance		<u>709,440</u>	-
Opening surplus transferred to operating reserve		(709,440)	(409)
Closing fund balance		<u>\$ 2,415,756</u>	<u>\$ 709,440</u>

WEST HANTS REGIONAL MUNICIPALITY

NON-CONSOLIDATED SCHEDULE OF GENERAL OPERATING FUND REVENUES



YEAR ENDED MARCH 31, 2022

	<u>Budget</u> (unaudited)	<u>2022</u> <u>Actual</u>	<u>2021</u> <u>Actual</u>
Taxes			
Assessable property			
Residential	\$ 6,178,409	\$ 6,173,743	\$ 5,375,885
Commercial	1,195,625	1,249,984	1,217,424
Resource			
Taxable assessments	201,468	200,947	173,160
Resource non-profit	5,655	5,653	5,653
Forest property tax (less than 50,000 acres)	23,984	22,628	22,752
Forest property tax (50,000 acres or more)	20,704	14,050	14,050
Area rates			
Fire Protection			-
Residential	9,238,375	8,996,237	9,568,632
Commercial	2,443,951	2,321,553	2,297,284
Resource	-	239,212	255,377
Other	86,340	85,839	124,090
Business property			
Aliant	79,380	79,380	77,498
Nova Scotia Power - Grant in lieu	207,445	204,319	207,455
Special assessments			
Sewer rates	2,177,323	2,238,404	2,057,988
Deed transfer tax	1,415,972	2,662,847	1,773,147
Subdivision by-law	12,600	17,250	1,570
Total taxes	<u>\$ 23,287,231</u>	<u>\$ 24,512,046</u>	<u>\$ 23,171,965</u>

WEST HANTS REGIONAL MUNICIPALITY**DRAFT****NON-CONSOLIDATED SCHEDULE OF GENERAL
OPERATING FUND REVENUES (CONTINUED)****YEAR ENDED MARCH 31, 2022**

	<u>Budget</u> (unaudited)	<u>2022</u> <u>Actual</u>	<u>2021</u> <u>Actual</u>
Grants in lieu of taxes			
Federal government	\$ 47,760	\$ 131,377	\$ 133,006
Provincial property	20,111	56,350	53,698
Crown land	17,650	32,058	32,238
Fire protection	-	29,678	29,668
Total grants in lieu of taxes	<u>\$ 85,521</u>	<u>\$ 249,463</u>	<u>\$ 248,610</u>
Services provided to other governments			
Local general government services	\$ 658,669	\$ 661,357	\$ 396,302
Protective services - REMO	152,036	35,359	122,712
Environmental Health Services - recycling	548,309	411,254	233,768
Environmental Development Services - host fees	-	119,450	280,530
Fiscal services courthouse	77,834	71,998	72,748
Other	30,000	48,768	28,067
Total services provided to other governments	<u>\$ 1,466,848</u>	<u>\$ 1,348,186</u>	<u>\$ 1,134,127</u>
Sales of services			
General government services	\$ 187,668	\$ 186,531	\$ 187,962
Community development and recreation rentals	585,449	618,840	188,836
Other programs	-	74,065	42,906
Total sales of services	<u>\$ 773,117</u>	<u>\$ 879,436</u>	<u>\$ 419,704</u>
Other revenue from own sources			
Licenses and permits	\$ 51,949	\$ 82,567	\$ 68,936
Fines and fees	47,497	33,446	67,213
Rentals	131,910	105,173	70,935
Return on investment	67,310	49,212	43,572
Penalties and interest on taxes and receivables	307,153	369,624	361,934
Camps and recreation programs	136,000	141,794	26,420
Other	55,600	75,889	97,820
Total other revenue from own sources	<u>\$ 797,419</u>	<u>\$ 857,705</u>	<u>\$ 736,830</u>

WEST HANTS REGIONAL MUNICIPALITY

DRAFT

NON-CONSOLIDATED SCHEDULE OF GENERAL OPERATING FUND REVENUES (CONTINUED)

YEAR ENDED MARCH 31, 2022

	<u>Budget</u> (unaudited)	<u>2022</u> <u>Actual</u>	<u>2021</u> <u>Actual</u>
Unconditional transfers from other governments			
Provincial governments			
Equalization grant	\$ 463,476	\$ 1,125,416	\$ 595,785
Farm property acreage grant	89,139	89,139	88,918
911 cost recovery	6,300	6,369	6,356
Other	112,360	110,211	75,910
Total unconditional transfers from other governments	<u>\$ 671,275</u>	<u>\$ 1,331,135</u>	<u>\$ 766,969</u>
Conditional transfers from federal and provincial governments and agencies			
Federal government	\$ 54,102	\$ 52,042	\$ 30,534
Provincial government	102,400	150,453	92,633
Total conditional transfers from federal and provincial governments and agencies	<u>\$ 156,502</u>	<u>\$ 202,495</u>	<u>\$ 123,167</u>
Total Revenues	<u>\$ 27,237,913</u>	<u>\$ 29,380,466</u>	<u>\$ 26,601,372</u>

WEST HANTS REGIONAL MUNICIPALITY**NON-CONSOLIDATED SCHEDULE OF GENERAL
OPERATING FUND EXPENDITURES
YEAR ENDED MARCH 31, 2022**

	<u>Budget</u> <u>(unaudited)</u>	<u>2022</u> <u>Actual</u>	<u>2021</u> <u>Actual</u>
General government services			
Legislative	\$ 417,070	\$ 454,624	\$ 548,752
General administrative			
Administrative	456,628	437,932	540,275
Financial management	947,883	946,632	964,995
Taxation	130,565	111,545	62,991
Common services	3,250	1,549	99
Information technology	481,859	382,624	315,486
Other general services			
Other general administrative services	199,081	359,967	182,493
General and public liability insurance	196,982	173,714	164,807
Grants to organizations	-	1,500	31,000
Total general government services	<u>\$ 2,833,318</u>	<u>\$ 2,870,087</u>	<u>\$ 2,810,898</u>
Protective services			
Police protection	\$ 4,972,398	\$ 4,946,645	\$ 5,369,962
By-law enforcement	184,162	144,902	136,445
Fire protection			
Brooklyn fire department	335,412	365,819	383,108
Garlands Crossing fire department	154,375	164,408	133,000
Summerville fire department	210,579	223,212	227,289
Walton fire department	38,850	38,850	38,850
Southwest Hants fire department	78,182	87,600	76,276
Mount Uniacke fire department	-	-	19,502
Hantsport fire department	203,100	188,254	227,773
Windsor fire department	295,016	288,346	252,359
Municipal fire services	159,156	103,474	56,068
West Hants water utility	595,789	541,074	1,095,148
Windsor water utility	403,054	319,208	271,255
Emergency measures	91,599	54,592	49,727
Building and fire inspection	394,852	357,150	335,653
Other protective services	-	(6,376)	783
Total protective services	<u>\$ 8,116,524</u>	<u>\$ 7,817,158</u>	<u>\$ 8,673,198</u>

WEST HANTS REGIONAL MUNICIPALITY



NON-CONSOLIDATED SCHEDULE OF GENERAL OPERATING FUND EXPENDITURES (CONTINUED)

YEAR ENDED MARCH 31, 2022

	<u>Budget</u> <u>(unaudited)</u>	<u>2022</u> <u>Actual</u>	<u>2021</u> <u>Actual</u>
Public works and transportation services			
Common services	\$ -	\$ 38,476	\$ 31,794
Roads	1,053,582	1,382,671	1,130,397
Buildings	330,578	453,195	411,554
Snow and ice removal	720,253	323,514	330,445
Total public works and transportation services	<u>\$ 2,104,413</u>	<u>\$ 2,197,856</u>	<u>\$ 1,904,190</u>
 Environmental health services			
Administration	\$ 1,369,215	\$ 1,192,756	\$ 1,140,298
Sewage collection	72,000	20,744	57,726
Sewage lift stations	131,500	154,198	137,747
Sewage treatment - lagoons	86,000	100,516	106,264
Sewage treatment - Wentworth	71,650	61,229	55,521
Sewage treatment - West Hants	135,000	156,451	220,219
Garbage and waste collection	1,348,294	1,307,344	1,317,245
Waste diversion	99,730	73,188	75,091
Landfill	75,579	50,035	50,887
Total environmental health services	<u>\$ 3,388,968</u>	<u>\$ 3,116,461</u>	<u>\$ 3,160,998</u>

WEST HANTS REGIONAL MUNICIPALITY**DRAFT****NON-CONSOLIDATED SCHEDULE OF GENERAL
OPERATING FUND EXPENDITURES (CONTINUED)****YEAR ENDED MARCH 31, 2022**

	<u>Budget</u> (unaudited)	<u>2022</u> <u>Actual</u>	<u>2021</u> <u>Actual</u>
Public health services			
Regional Housing Authority	\$ 148,912	\$ 128,139	\$ 90,605
Total public health services	<u>\$ 148,912</u>	<u>\$ 128,139</u>	<u>\$ 90,605</u>
Environmental development services			
Economic development	\$ 92,500	\$ 67,501	\$ 75,309
Industrial parks	8,000	3,707	3,639
Planning	659,334	634,636	649,929
Total environmental development services	<u>\$ 759,834</u>	<u>\$ 705,844</u>	<u>\$ 728,877</u>
Recreation and cultural services			
Administration	\$ 305,705	\$ 344,169	\$ 311,392
Active living coordinator	192,903	131,515	138,551
Recreation sites	971,311	740,653	510,038
Maintenance	-	262	5,666
Building and facilities	212,166	210,047	164,543
Community development	280,410	248,517	250,136
After school programs	-	-	7,638
Tourist bureau	39,541	22,103	19,916
Parks	230,670	214,663	185,452
Hantsport memorial community centre	86,340	85,627	85,342
Summer programs	227,201	217,883	84,950
Other	110,000	213,748	52,706
Total recreation and cultural services	<u>\$ 2,656,247</u>	<u>\$ 2,429,187</u>	<u>\$ 1,816,330</u>
Other transfers			
Assessment recovery costs	\$ 333,473	\$ 333,473	\$ 332,405
Correctional services	252,159	252,159	248,531
Library	123,000	119,543	120,173
Cemetery	66,081	66,081	58,344
Total other transfers	<u>\$ 774,713</u>	<u>\$ 771,256</u>	<u>\$ 759,453</u>
Interest on long-term debt			
Interest	\$ 945,435	\$ 379,262	\$ 469,044
Total interest on long-term debt	<u>\$ 945,435</u>	<u>\$ 379,262</u>	<u>\$ 469,044</u>
Appropriation to regional school authority			
Annapolis Valley Regional School Board	\$ 4,855,570	\$ 4,623,048	\$ 4,360,800
Total appropriation to regional school authority	<u>\$ 4,855,570</u>	<u>\$ 4,623,048</u>	<u>\$ 4,360,800</u>
Total Expenditures	<u>\$ 26,583,934</u>	<u>\$ 25,038,298</u>	<u>\$ 24,774,393</u>

WEST HANTS REGIONAL MUNICIPALITY



NON-CONSOLIDATED SCHEDULE OF FINANCING AND TRANSFERS OF THE GENERAL OPERATING FUND

YEAR ENDED MARCH 31, 2022

	<u>Budget</u> <u>(unaudited)</u>	<u>2022</u> <u>Actual</u>	<u>2021</u> <u>Actual</u>
Financing and transfers			
Principal instalments			
Debenture principal	\$ 347,645	\$ 333,396	\$ 482,961
Debenture principal - West Hants (former)	585,884	517,501	680,601
Debenture principal - Windsor	218,108	232,357	275,045
Debenture principal - Hantsport	67,160	43,000	65,100
	<u>\$ 1,218,797</u>	<u>\$ 1,126,254</u>	<u>\$ 1,503,707</u>
Transfer to (from) own reserves funds and agencies	<u>\$ (596,352)</u>	<u>\$ 800,158</u>	<u>\$ (386,577)</u>
Total Financing and Transfers	<u><u>\$ 622,445</u></u>	<u><u>\$ 1,926,412</u></u>	<u><u>\$ 1,117,130</u></u>

WEST HANTS REGIONAL MUNICIPALITY**NON-CONSOLIDATED STATEMENT OF FINANCIAL
POSITION OF THE GENERAL CAPITAL FUND****AS AT MARCH 31, 2022**

	<u>2022</u>	<u>2021</u>
ASSETS		
Cash	\$ 1,258,900	\$ 498,261
Receivables		
Third party gas tax	760,379	520,630
Due from		
Capital reserves	5,371,127	9,749,062
Operating reserves	247,020	1,703,183
Water capital	-	105,107
Special reserves	5,659,800	-
	<u>13,297,226</u>	<u>12,576,243</u>
Property and equipment, at cost	103,119,550	97,674,353
Accumulated amortization	(34,284,504)	(30,549,140)
Investment in Valley Waste Resource Management	152,558	152,558
	<u>68,987,604</u>	<u>67,277,771</u>
	<u>\$ 82,284,830</u>	<u>\$ 79,854,014</u>
LIABILITIES		
Payables and accruals	\$ 78,891	\$ 50,211
Due to		
Municipal operating	17,716,471	13,805,093
Water operating	4,007	1,780
Water capital	121,767	-
Deferred revenue	760,379	520,630
Long-term debt	12,700,842	14,412,352
	<u>31,382,357</u>	<u>28,790,066</u>
INVESTMENT IN CAPITAL ASSETS	<u>50,902,473</u>	<u>51,063,948</u>
	<u>\$ 82,284,830</u>	<u>\$ 79,854,014</u>
On behalf of the West Hants Regional Municipality		

Mayor_____
CAO

WEST HANTS REGIONAL MUNICIPALITY

NON-CONSOLIDATED STATEMENT OF INVESTMENT IN CAPITAL ASSETS OF THE GENERAL CAPITAL FUND

YEAR ENDED MARCH 31, 2022

	<u>2022</u>	<u>2021</u>
BALANCE, BEGINNING OF YEAR	\$ 51,063,948	\$ 44,791,204
Add:		
Capital additions	5,897,469	12,023,234
Repayment of debt	3,870,449	2,786,906
Operating grants and other income	912,811	-
Proceeds from disposal of assets	413,499	-
Transfers and other	(4,927,605)	-
Less:		
Proceeds of long-term debt	(2,158,939)	(1,985,005)
Proceeds of bank debt (net)	-	(1,993,650)
Net book value of assets disposed	(433,795)	(975,957)
Amortization	<u>(3,735,364)</u>	<u>(3,582,784)</u>
BALANCE, END OF YEAR	<u>\$ 50,902,473</u>	<u>\$ 51,063,948</u>

WEST HANTS REGIONAL MUNICIPALITY

NON-CONSOLIDATED STATEMENT OF FINANCIAL POSITION OF THE WINDSOR WATER UTILITY OPERATING FUND

AS AT MARCH 31, 2022

	<u>2022</u>	<u>2021</u>
ASSETS		
Cash	\$ 199,204	\$ 428,988
Receivables		
Water rates (net of valuation allowance \$21,600)	442,968	337,112
Inventory	27,241	38,802
Prepays		-
Due from		
General capital	2,294	-
West Hants water utility	-	10,200
General operating	1,161,816	395,437
	<u>\$ 1,833,523</u>	<u>\$ 1,210,539</u>
LIABILITIES		
Payables and accruals	\$ 74,757	\$ 85,214
Deferred revenue	3,021	4,100
Due to		
West Hants water utility	287,412	-
Water capital	281,120	200,027
	<u>646,310</u>	<u>289,341</u>
ACCUMULATED SURPLUS	<u>1,187,213</u>	<u>921,198</u>
	<u>\$ 1,833,523</u>	<u>\$ 1,210,539</u>

On behalf of the West Hants Regional Municipality

Mayor

CAO

WEST HANTS REGIONAL MUNICIPALITY**NON-CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
OF THE WINDSOR WATER UTILITY OPERATING FUND****YEAR ENDED MARCH 31, 2022**

	<u>Budget</u> <u>(unaudited)</u>	<u>2022</u> <u>Actual</u>	<u>2021</u> <u>Actual</u>
OPERATING REVENUE			
Revenue from water rates	\$ 477,400	\$ 933,136	\$ 804,019
Flat rate sales	450,000	457,455	577,310
Water supply for fire protection	408,303	474,303	403,054
Sprinkler service	7,400	10,504	5,818
Interest	7,200	3,645	7,278
Other	5,381	8,900	4,650
	<u>1,355,684</u>	<u>1,887,943</u>	<u>1,802,129</u>
OPERATING EXPENDITURES			
Source of supply	49,650	12,487	48,462
Water treatment	467,050	422,094	459,796
Transmission and distribution	468,008	458,432	465,944
Administration and general	235,953	199,478	73,355
Depreciation	247,244	262,550	241,220
	<u>1,467,905</u>	<u>1,355,041</u>	<u>1,288,777</u>
NET OPERATING REVENUE (EXPENDITURES)	<u>(112,221)</u>	<u>532,902</u>	<u>513,352</u>
NON-OPERATING REVENUE			
Other	7,698	3,204	1,440
	<u>7,698</u>	<u>3,204</u>	<u>1,440</u>
NON-OPERATING EXPENDITURES			
Capital expenditures out of revenue	-	26,820	3,014
Transfer to reserves	-	-	-
Debenture principal	182,520	197,933	195,618
Interest repayment	61,650	45,338	51,700
	<u>244,170</u>	<u>270,091</u>	<u>250,332</u>
Change in fund balance	<u>\$ (348,693)</u>	<u>266,015</u>	<u>264,460</u>
Opening fund balance		<u>921,198</u>	<u>656,738</u>
Closing fund balance		<u>\$ 1,187,213</u>	<u>\$ 921,198</u>

WEST HANTS REGIONAL MUNICIPALITY



NON-CONSOLIDATED STATEMENT OF FINANCIAL POSITION OF THE WEST HANTS WATER UTILITY OPERATING FUND

AS AT MARCH 31, 2022

	<u>2022</u>	<u>2021</u>
ASSETS		
Cash	\$ 178,400	\$ 177,156
Receivables		
Water rates (net of valuation allowance \$350)	522,372	443,445
Prepays	29,061	45,530
Due from		
Windsor water utility	287,412	-
Water capital	-	287,729
General capital	1,713	1,780
	<u>\$ 1,018,958</u>	<u>\$ 955,640</u>
LIABILITIES		
Payables and accruals	\$ 116,996	\$ 244,043
Deferred revenue	55,000	58,503
Due to		
Municipal operating	464,018	417,421
Windsor water utility	-	10,200
Water capital	28,226	-
Reserve for future expenditures	82,362	72,362
	<u>746,602</u>	<u>802,529</u>
ACCUMULATED SURPLUS	<u>272,356</u>	<u>153,111</u>
	<u><u>\$ 1,018,958</u></u>	<u><u>\$ 955,640</u></u>

On behalf of the West Hants Regional Municipality

Mayor

CAO

WEST HANTS REGIONAL MUNICIPALITY



NON-CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES OF THE WEST HANTS WATER UTILITY OPERATING FUND

YEAR ENDED MARCH 31, 2022

	<u>Budget</u> <u>(unaudited)</u>	<u>2022</u> <u>Actual</u>	<u>2021</u> <u>Actual</u>
OPERATING REVENUE			
Revenue from water rates	\$ 1,205,000	\$ 995,985	\$ 1,003,742
Flat rate sales	480,950	680,644	554,418
Water supply for fire protection	601,250	597,039	601,250
Sprinkler service	900	900	900
Interest	4,000	10,116	3,490
Other	20,150	27,195	20,506
	<u>2,312,250</u>	<u>2,311,879</u>	<u>2,184,306</u>
OPERATING EXPENDITURES			
Source of supply	461,220	539,286	534,147
Power and pumping	49,650	48,370	53,653
Water treatment	327,600	301,404	300,155
Transmission and distribution	636,410	478,436	546,748
Administration and general	318,893	296,342	194,998
Depreciation	430,709	406,880	370,678
	<u>2,224,482</u>	<u>2,070,718</u>	<u>2,000,379</u>
NET OPERATING REVENUE (EXPENDITURES)	<u>87,768</u>	<u>241,161</u>	<u>183,927</u>
NON-OPERATING REVENUE			
Other	3,500	(223)	1,343
	<u>3,500</u>	<u>(223)</u>	<u>1,343</u>
NON-OPERATING EXPENDITURES			
Capital expenditures out of revenue	-	44,668	2,769
Transfer to reserves	10,000	10,000	10,000
Debenture principal	60,133	51,334	65,020
Interest repayment	46,322	15,691	30,283
	<u>116,455</u>	<u>121,693</u>	<u>108,072</u>
Change in fund balance	(25,187)	119,245	77,198
Opening fund balance		<u>153,111</u>	<u>75,913</u>
Closing fund balance		<u>\$ 272,356</u>	<u>\$ 153,111</u>

WEST HANTS REGIONAL MUNICIPALITY

NON-CONSOLIDATED STATEMENT OF FINANCIAL POSITION OF THE WINDSOR WATER UTILITY CAPITAL FUND



AS AT MARCH 31, 2022

	<u>2022</u>	<u>2021</u>
ASSETS		
Cash - depreciation	\$ 399,687	\$ 616,235
Receivables	-	-
Due from		
General operating	-	334
Water operating	281,120	200,028
	<u>680,807</u>	<u>816,597</u>
Capital assets at cost	12,089,710	11,754,972
Accumulated amortization	(4,034,549)	(3,772,001)
	<u>8,055,161</u>	<u>7,982,971</u>
	<u>\$ 8,735,968</u>	<u>\$ 8,799,568</u>
LIABILITIES		
Nova Scotia Municipal Finance Corporation	1,080,095	\$ 1,384,270
Due to		
General operating	2,893	-
General capital	63,581	185,704
	<u>1,146,569</u>	<u>1,569,974</u>
INVESTMENT IN CAPITAL ASSETS	<u>7,589,399</u>	<u>7,229,594</u>
	<u>\$ 8,735,968</u>	<u>\$ 8,799,568</u>

On behalf of the West Hants Regional Municipality

Mayor

CAO

WEST HANTS REGIONAL MUNICIPALITY

NON-CONSOLIDATED STATEMENT OF FINANCIAL POSITION OF THE WEST HANTS UTILITY CAPITAL FUND



AS AT MARCH 31, 2022

	<u>2022</u>	<u>2021</u>
ASSETS		
Cash	\$ 742,399	\$ 213,482
Cash - depreciation	400,665	397,871
Receivables	4,204	4,204
Due from		
General operating	-	825,686
General capital	185,348	80,597
Water operating	28,226	-
Special reserves	271,319	179,693
	<u>1,632,161</u>	<u>1,701,533</u>
Capital assets at cost	15,068,490	14,497,103
Accumulated amortization	<u>(4,679,807)</u>	<u>(4,233,680)</u>
	<u>10,388,683</u>	<u>10,263,423</u>
	<u>\$ 12,020,844</u>	<u>\$ 11,964,956</u>
LIABILITIES		
Payables and accruals	\$ 15,699	\$ 15,699
Deferred government assistance	1,085,179	1,085,179
Nova Scotia Municipal Finance Corporation	773,871	703,313
Due to		
General operating	88,124	-
General capital	-	-
Water operating	-	287,729
	<u>1,962,873</u>	<u>2,091,920</u>
INVESTMENT IN CAPITAL ASSETS	<u>10,057,971</u>	<u>9,873,036</u>
	<u>\$ 12,020,844</u>	<u>\$ 11,964,956</u>

On behalf of the West Hants Regional Municipality

Mayor

CAO

WEST HANTS REGIONAL MUNICIPALITY



NON-CONSOLIDATED STATEMENT OF INVESTMENT IN CAPITAL ASSETS OF THE WATER UTILITY CAPITAL FUNDS

YEAR ENDED MARCH 31, 2022

<u>2022</u>	<u>Windsor</u>	<u>West Hants</u>
BALANCE, BEGINNING OF YEAR	\$ 7,229,594	\$ 9,873,036
Add:		
Capital additions	334,738	571,387
Repayment of debt	304,175	75,198
Net transfers and other	(16,558)	(54,770)
Less:		
Net book value of assets disposed	-	-
Amortization	<u>(262,550)</u>	<u>(406,880)</u>
BALANCE, END OF YEAR	<u>\$ 7,589,399</u>	<u>\$ 10,057,971</u>
 <u>2021</u>	 <u>Windsor</u>	 <u>West Hants</u>
BALANCE, BEGINNING OF YEAR	\$ 7,163,585	\$ 9,232,477
Add:		
Capital additions	244,185	407,386
Repayment of debt	195,618	65,019
Net transfers and other	(124,325)	899,012
Less:		
Net book value of assets disposed	-	(368,431)
Amortization	<u>(249,469)</u>	<u>(362,427)</u>
BALANCE, END OF YEAR	<u>\$ 7,229,594</u>	<u>\$ 9,873,036</u>

WEST HANTS REGIONAL MUNICIPALITY



NON-CONSOLIDATED STATEMENT OF FINANCIAL POSITION OF THE OPERATING RESERVE FUNDS

AS AT MARCH 31, 2022

	<u>2022</u>	<u>2021</u>
ASSETS		
Cash	\$ 836,754	\$ 2,283,853
Due from		
Municipal operating	6,840,155	5,563,181
Special reserves	178,850	178,850
	<u>\$ 7,855,759</u>	<u>\$ 8,025,884</u>
 Due to		
General capital	\$ 247,020	\$ 1,703,183
Capital reserves	884,328	884,278
	<u>1,131,348</u>	<u>2,587,461</u>
 RESERVE	 6,724,411	 5,438,423
	<u>\$ 7,855,759</u>	<u>\$ 8,025,884</u>

WEST HANTS REGIONAL MUNICIPALITY

DRAFT

NON-CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES OF THE OPERATING RESERVE FUNDS

YEAR ENDED MARCH 31, 2022

									Balance forward
	Sewer Reserve	Carryover Reserve	Region Operating Reserve	West Hants Operating Reserve	Windsor Operating Reserve	Equipment Reserve	Landfill Reserve	2022	
REVENUE									
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Conditional transfers	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	
EXPENDITURES									
Contributions to other organizations	-	-	53,500	-	-	-	-	53,500	
NET REVENUE	-	-	(53,500)	-	-	-	-	(53,500)	
FINANCING AND TRANSFERS									
Transfers (to) from other funds, net	-	(6,341)	627,379	12,112	(9,928)	-	-	623,222	
Change in fund balance	-	(6,341)	573,879	12,112	(9,928)	-	-	569,722	
Opening fund balance	242	434,692	-	2,689,894	1,324,108	25,444	692	4,475,072	
Closing fund balance	\$ 242	\$ 428,351	\$ 573,879	\$ 2,702,006	\$ 1,314,180	\$ 25,444	\$ 692	\$ 5,044,794	

WEST HANTS REGIONAL MUNICIPALITY



NON-CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES OF THE OPERATING RESERVE FUNDS (CONTINUED)

YEAR ENDED MARCH 31, 2022

							Balance forward
	General Fund Snow Removal Reserve	Swimming Pool Reserve	Hantsport Snow Removal Reserve	RCMP Operating Reserve	Acquisition of Land	5% Res Land and Improvement Reserve	2022
REVENUE							
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Conditional transfers	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
EXPENDITURES							
Contributions to other organizations	-	-	-	-	-	-	-
NET REVENUE	-	-	-	-	-	-	-
FINANCING AND TRANSFERS							
Transfers (to) from other funds, net	-	12,480	-	711,697	1,000	-	725,177
Change in fund balance	-	12,480	-	711,697	1,000	-	725,177
Opening fund balance	17,851	37,558	27,105	582,688	154,024	30,916	850,142
Closing fund balance	\$ 17,851	\$ 50,038	\$ 27,105	\$ 1,294,385	\$ 155,024	\$ 30,916	\$ 1,575,319

WEST HANTS REGIONAL MUNICIPALITY



NON-CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES OF THE OPERATING RESERVE FUNDS (CONTINUED)

YEAR ENDED MARCH 31, 2022

	Open Space (Brison) Reserve	Sports Complex Donation Reserve	Fire Equipment Reserve	Interest Earned	Balance brought forward	2022	2021
REVENUE							
Interest	\$ -	\$ -	\$ -	\$ 8,780	\$ -	\$ 8,780	\$ 22,104
Conditional transfers	-	-	-	-	-	-	-
	-	-	-	8,780	-	8,780	22,104
EXPENDITURES							
Contributions to other organizations	-	-	13,260	-	53,500	66,760	-
NET REVENUE	-	-	(13,260)	8,780	(53,500)	(57,980)	22,104
FINANCING AND TRANSFERS							
Transfer (to) from other funds	-	-	(4,431)	-	1,348,399	1,343,968	879,772
Change in fund balance	-	-	(17,691)	8,780	1,294,899	1,285,988	901,876
Opening fund balance	22,235	2,000	25,000	63,974	5,325,214	5,438,423	4,536,547
Closing fund balance	\$ 22,235	\$ 2,000	\$ 7,309	\$ 72,754	\$ 6,620,113	\$ 6,724,411	\$ 5,438,423

WEST HANTS REGIONAL MUNICIPALITY



NON-CONSOLIDATED STATEMENT OF FINANCIAL POSITION OF THE SPECIAL RESERVE FUNDS

AS AT MARCH 31, 2022

	<u>2022</u>	<u>2021</u>
ASSETS		
Cash	\$ 7,639,853	\$ 7,059,224
Accounts Receivable	2,425	2,425
Due from		
Municipal operating	2,635,239	1,638,518
Capital reserves	4,939,692	4,939,692
Cemetery	167,927	167,927
	<u>\$ 15,385,136</u>	<u>\$ 13,807,786</u>
 Due to		
General capital	\$ 5,659,800	\$ 4,992,475
Water capital	271,319	179,693
Operating reserves	178,849	178,849
	<u>6,109,968</u>	<u>5,351,017</u>
RESERVE	<u>9,275,168</u>	<u>8,456,769</u>
	<u>\$ 15,385,136</u>	<u>\$ 13,807,786</u>

WEST HANTS REGIONAL MUNICIPALITY



NON-CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES OF THE SPECIAL RESERVE FUNDS

YEAR ENDED MARCH 31, 2022

									Balance forward
	Consolidation Reserve	Capital Grant Reserve	Hantsport Capital Grant Reserve	Sale of Land Reserve	Hantsport Sale of Land Reserve	Tax Sale Surplus Reserve	Sinking Fund Reserve	2022	
REVENUE									
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Conditional transfers	-	-	-	-	-	-	-	-	
Proceeds from sale of school	-	-	-	-	-	-	-	-	
Gain on disposal of asset	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	
EXPENDITURES									
Contributions to other organizations	-	-	-	-	-	-	-	-	
NET REVENUE	-	-	-	-	-	-	-	-	
FINANCING AND TRANSFERS									
Transfers (to) from other funds, net	(105,603)	-	-	-	-	-	-	(105,603)	
Change in fund balance	(105,603)	-	-	-	-	-	-	(105,603)	
Opening fund balance	815,150	2,327	56,801	4,583	1,479	22,499	765	903,604	
Closing fund balance	\$ 709,547	\$ 2,327	\$ 56,801	\$ 4,583	\$ 1,479	\$ 22,499	\$ 765	\$ 798,001	

WEST HANTS REGIONAL MUNICIPALITY

DRAFT

NON-CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES OF THE SPECIAL RESERVE FUNDS (CONTINUED)

YEAR ENDED MARCH 31, 2022

						Balance forward	
	Dissolution sale of asset Reserve	Landfill Closure Reserve	Landfill Current Closure Reserve	West Hants Gas Tax Reserve	Windsor Gas Tax Reserve	Balance brought forward	2022
REVENUE							
Interest	\$ -	\$ -	\$ -	\$ 51,053	\$ -	\$ -	\$ 51,053
Conditional transfers	-	-	-	1,043,953	-	-	1,043,953
Proceeds from sale of assets	191,808	-	-	-	-	-	191,808
Gain on disposal of asset	-	-	-	-	-	-	-
	191,808	-	-	1,095,006	-	-	1,286,814
EXPENDITURES							
Contributions to other organizations	-	-	-	42,169	-	-	42,169
NET REVENUE	191,808	-	-	1,052,837	-	-	1,244,645
FINANCING AND TRANSFERS							
Transfers (to) from other funds, net	-	(50,088)	-	(1,454,642)	(101,124)	(105,603)	(1,711,457)
Change in fund balance	191,808	(50,088)	-	(401,805)	(101,124)	(105,603)	(466,812)
Opening fund balance	29,759	282,042	1,662	4,304,118	254,170	903,604	5,775,355
Closing fund balance	\$ 221,567	\$ 231,954	\$ 1,662	\$ 3,902,313	\$ 153,046	\$ 798,001	\$ 5,308,543

WEST HANTS REGIONAL MUNICIPALITY

DRAFT

NON-CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES OF THE SPECIAL RESERVE FUNDS (CONTINUED)

YEAR ENDED MARCH 31, 2022

							Balance forward
	Gas Tax Reserve	Hantsport Smoothing Reserve	Interest earned	Hantsport Dissolution Roads Reserve	Dissolution Transition Reserve	Balance brought forward	2022
REVENUE							
Interest	\$ -	\$ -	\$ 3,737	\$ -	\$ -	\$ 51,053	\$ 54,790
Conditional transfers	2,014,889	-	-	-	-	1,043,953	3,058,842
Proceeds from sale of school	-	-	-	-	-	191,808	191,808
Gain on disposal of asset	-	-	-	-	-	-	-
	2,014,889	-	3,737	-	-	1,286,814	3,305,440
EXPENDITURES							
Contributions to other organizations	164,178	-	-	-	-	42,169	206,347
NET REVENUE	1,850,711	-	3,737	-	-	1,244,645	3,099,093
FINANCING AND TRANSFERS							
Transfers (to) from other funds, net	(172,735)	-	-	(344,597)	(22,077)	(1,711,457)	(2,250,866)
Change in fund balance	1,677,976	-	3,737	(344,597)	(22,077)	(466,812)	848,227
Opening fund balance	594,767	300,150	11,730	344,597	63,527	5,775,355	7,090,126
Closing fund balance	\$ 2,272,743	\$ 300,150	\$ 15,467	\$ -	\$ 41,450	\$ 5,308,543	\$ 7,938,353

WEST HANTS REGIONAL MUNICIPALITY

DRAFT

NON-CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES OF THE SPECIAL RESERVE FUNDS (CONTINUED)

YEAR ENDED MARCH 31, 2022

	Infrastructure - Hantsport Dissolution Reserve	Hantsport Infrastructure Reserve	Windsor Infrastructure Reserve	Hantsport Tax Sale Surplus Reserve	Safe Restart Reserve	Investment in Capital Assets Reserve	Balance brought forward	2022	2021
REVENUE									
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 54,790	\$ 54,790	\$ 59,611
Conditional transfers	-	-	-	-	-	-	3,058,842	3,058,842	5,633,219
Proceeds from sale of school	-	-	-	-	-	-	191,808	191,808	-
Gain on disposal of asset	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	3,305,440	3,305,440	5,692,830
EXPENDITURES									
Contributions to other organizations	-	-	-	-	-	-	206,347	206,347	-
NET REVENUE	-	-	-	-	-	-	3,099,093	3,099,093	5,692,830
FINANCING AND TRANSFERS									
Transfers (to) from other funds, net	(2,337)	146,397	202,800	-	(376,688)		(2,250,866)	(2,280,694)	(4,377,154)
Change in fund balance	(2,337)	146,397	202,800	-	(376,688)	-	848,227	818,399	1,315,676
Opening fund balance	20,000	683,171	-	4,690	602,307	56,475	7,090,126	8,456,769	7,141,093
Closing fund balance	\$ 17,663	\$ 829,568	\$ 202,800	\$ 4,690	\$ 225,619	\$ 56,475	\$ 7,938,353	\$ 9,275,168	\$ 8,456,769

WEST HANTS REGIONAL MUNICIPALITY



NON-CONSOLIDATED STATEMENT OF FINANCIAL POSITION OF THE CAPITAL RESERVE FUNDS

AS AT MARCH 31, 2022

	<u>2022</u>	<u>2021</u>
ASSETS		
Cash	\$ 2,802,856	\$ 3,067,127
Due from		
Municipal operating	11,124,136	10,123,945
Operating reserves	<u>884,327</u>	<u>884,277</u>
	<u><u>\$ 14,811,319</u></u>	<u><u>\$ 14,075,349</u></u>
 Due to		
General capital	\$ 5,371,127	\$ 4,756,587
Cemetery	167,927	167,927
Special reserves	<u>4,939,692</u>	<u>4,939,692</u>
	<u>10,478,746</u>	<u>9,864,206</u>
 RESERVE	 <u>4,332,573</u>	 <u>4,211,143</u>
	<u><u>\$ 14,811,319</u></u>	<u><u>\$ 14,075,349</u></u>

WEST HANTS REGIONAL MUNICIPALITY



NON-CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES OF THE CAPITAL RESERVE FUNDS

YEAR ENDED MARCH 31, 2022

	Building Reserve	Transportation Reserve	Vehicle Reserve	West Hants Sewer Reserve	Windsor Sewer Reserve	Windsor Fire Reserve	Road Infrastructure Reserve	Balance Forward
REVENUE								
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
Conditional transfers	-	-	-	-	-	-		-
	-	-	-	-	-	-		-
EXPENDITURES								
Contributions to other organizations	-	-	-	-	-	-		-
NET REVENUE	-	-	-	-	-	-		-
FINANCING AND TRANSFERS								
Transfers (to) from other funds, net	-	-	-	(159,538)	(83,704)	-	173,965	(69,277)
Change in fund balance	-	-	-	(159,538)	(83,704)	-	173,965	(69,277)
Opening fund balance	684,396	218,848	7,305	1,387,557	1,004,721	351,907	-	3,654,734
Closing fund balance	<u>\$ 684,396</u>	<u>\$ 218,848</u>	<u>\$ 7,305</u>	<u>\$ 1,228,019</u>	<u>\$ 921,017</u>	<u>\$ 351,907</u>	<u>\$ 173,965</u>	<u>\$ 3,585,457</u>

WEST HANTS REGIONAL MUNICIPALITY



NON-CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES OF THE CAPITAL RESERVE FUNDS

YEAR ENDED MARCH 31, 2022

	Windsor Equipment Reserve	Recreation Reserve	Vehicle Reserve	Building Reserve	Sports Complex Reserve	Hantsport Fire Reserve	Interest Earned Reserve	Balance forward	2022	2021
REVENUE										
Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 21,584	\$ -	\$ 21,584	\$ 19,441
Conditional transfers	-	-	-	-	-	-	-	-	-	-
	-	-	-			-	21,584	-	21,584	19,441
EXPENDITURES										
Contributions to other organizations	-	-	-			-	-	-	-	-
NET REVENUE	-	-	-			-	21,584	-	21,584	19,441
FINANCING AND TRANSFERS										
Transfers (to) from other funds, net	(371)	-	100,000	50,000	50	19,444	-	(69,277)	99,846	(50,368)
Change in fund balance	(371)	-	100,000	50,000	50	19,444	21,584	(69,277)	121,430	(30,927)
Opening fund balance	321,285	215,633	-	-	(50)	100	19,441	3,654,734	4,211,143	4,242,070
Closing fund balance	\$ 320,914	\$ 215,633	\$ 100,000	\$ 50,000	\$ -	\$ 19,544	\$ 41,025	\$ 3,585,457	\$ 4,332,573	\$ 4,211,143

WEST HANTS REGIONAL MUNICIPALITY



NON-CONSOLIDATED STATEMENT OF FINANCIAL POSITION OF THE SCHOOL FUNDS

AS AT MARCH 31, 2022

	<u>2022</u>	<u>2021</u>
ASSETS		
Falmouth District School	\$ 277,199	\$ 277,199
School Bus garage	<u>407,273</u>	<u>407,273</u>
	684,472	684,472
Accumulated amortization	<u>(684,472)</u>	<u>(684,472)</u>
	<u>\$ -</u>	<u>\$ -</u>
SURPLUS	<u>\$ -</u>	<u>\$ -</u>

On behalf of the West Hants Regional Municipality

Mayor

CAO

WEST HANTS REGIONAL MUNICIPALITY



NON-CONSOLIDATED STATEMENT OF FINANCIAL POSITION OF THE CEMETERY FUND

AS AT MARCH 31, 2022

	<u>2022</u>	<u>2021</u>
ASSETS		
Cash	\$ 117,550	\$ 136,968
Land	42,591	42,591
Due from (to) other funds	108,983	48,765
	<u>\$ 269,124</u>	<u>\$ 228,324</u>
 Deferred revenue	 1,000	 1,000
 ACCUMULATED SURPLUS	 <u>268,124</u>	 <u>227,324</u>
	<u>\$ 269,124</u>	<u>\$ 228,324</u>

WEST HANTS REGIONAL MUNICIPALITY



NON-CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES OF THE CEMETERY FUND

YEAR ENDED MARCH 31, 2022

	<u>2022</u>	<u>2021</u>
REVENUE		
Operating grant	\$ 66,081	\$ 61,084
Interest income	5,223	1,048
Sale of lots	9,015	7,394
Care of lots	6,992	5,487
Burial fees	13,998	19,965
	<u>101,309</u>	<u>94,978</u>
EXPENDITURES		
Wages	46,099	56,494
Ground maintenance	6,762	10,952
Equipment maintenance	1,150	922
General projects	2,778	4,252
Tree planting	-	157
Miscellaneous	3,720	3,387
	<u>60,509</u>	<u>76,164</u>
Change in fund balance	40,800	18,814
Opening fund balance	<u>227,324</u>	<u>208,510</u>
Closing fund balance	<u><u>\$ 268,124</u></u>	<u><u>\$ 227,324</u></u>

WEST HANTS REGIONAL MUNICIPALITY**NON-CONSOLIDATED STATEMENT OF FINANCIAL
POSITION OF THE TRUST FUNDS****AS AT MARCH 31, 2022**

	Perpetual Care Cemetery	Grace Oulton	Ellen Beazley Scholarship	Windsor Trust Fund	Windsor Youth Recreation	<u>2022</u>	<u>2021</u>
ASSETS							
Cash	\$ 80,654	\$ -	\$ (15)	\$ 81,086	\$ 30,709	\$ 192,434	\$ 191,127
Investment	62,966	19,307	-	260,682	-	342,955	342,382
Due from							
Municipal operating	-	-	8,358	-	-	8,358	8,358
Land	-	1	-	-	-	1	1
	<u>\$ 143,620</u>	<u>\$ 19,308</u>	<u>\$ 8,343</u>	<u>\$ 341,768</u>	<u>\$ 30,709</u>	<u>\$ 543,748</u>	<u>\$ 541,868</u>
Due to							
Municipal operating	\$ 5,650	\$ 1,427	\$ -	\$ 26,963	\$ 432	\$ 34,472	\$ 34,406
TRUST BALANCE	<u>137,970</u>	<u>17,881</u>	<u>8,343</u>	<u>314,805</u>	<u>30,277</u>	<u>509,276</u>	<u>507,462</u>
	<u>\$ 143,620</u>	<u>\$ 19,308</u>	<u>\$ 8,343</u>	<u>\$ 341,768</u>	<u>\$ 30,709</u>	<u>\$ 543,748</u>	<u>\$ 541,868</u>

WEST HANTS REGIONAL MUNICIPALITY**NON-CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
OF THE TRUST FUNDS****YEAR ENDED MARCH 31, 2022**

	Perpetual Care Cemetery	Grace Oulton	Ellen Beazley Scholarship	Windsor Trust Fund	Windsor Youth Recreation	<u>2022</u>	<u>2021</u>
REVENUE							
Interest earned	\$ 1,858	\$ -	\$ -	\$ -	\$ -	\$ 1,858	\$ -
Investment income (expens	-	(67)	-	23	-	(44)	1,850
Donations	-	-	-	-	-	-	-
	<u>1,858</u>	<u>(67)</u>	<u>-</u>	<u>23</u>	<u>-</u>	<u>1,814</u>	<u>1,850</u>
NET REVENUE	<u>1,858</u>	<u>(67)</u>	<u>-</u>	<u>23</u>	<u>-</u>	<u>1,814</u>	<u>1,850</u>
Change in fund balance	<u>1,858</u>	<u>(67)</u>	<u>-</u>	<u>23</u>	<u>-</u>	<u>1,814</u>	<u>1,850</u>
Opening fund balance	<u>136,112</u>	<u>17,948</u>	<u>8,343</u>	<u>314,782</u>	<u>30,277</u>	<u>507,462</u>	<u>505,612</u>
Closing fund balance	<u>\$ 137,970</u>	<u>\$ 17,881</u>	<u>\$ 8,343</u>	<u>\$ 314,805</u>	<u>\$ 30,277</u>	<u>\$ 509,276</u>	<u>\$ 507,462</u>

On behalf of the West Hants Regional Municipality

Mayor



WEST HANTS REGIONAL MUNICIPALITY REPORT

Information ☒	Recommendation ☐	Decision Request ☐	Councillor Activity ☐
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To: Audit Committee

Submitted by: Diana Gibson
Diana Gibson, Acting Director, Financial Services

Date: December 9, 2022

Subject: Financial Update – Month Ending October 31, 2022

LEGISLATIVE AUTHORITY

Municipal Government Act, Part II, Administration, Section 31 (c)

RECOMMENDATION or DECISION REQUEST

Not Applicable

BACKGROUND

Property ☐	Public Opinion ☐	Environment ☐	Social ☐	Economic ☒	Councillor Activity ☐
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The 2022-23 Municipal Budgets were passed on June 2, 2022.

- 2022-23 Operating Budget totals \$28,770,426
- 2022-23 Capital Budget totals \$17,614,640

Council provides overall governance of Municipal funds, while the Chief Administrative Officer is responsible for the administration of the budget after adoption.

The intent of this report is to provide a summary view of what is currently recorded on the Municipal Operating Fund. Municipal Departments are responsible for overseeing the day-to-day activities of their budget areas.

DISCUSSION

Please refer to the attached Actual to Budget Variance Report for the period ending October 31, 2022.

Please note that if revenue and expenditures were incurred evenly over the year, approximately 58% of the budget would be used. This percentage provides a guideline when reviewing the attached. However, it is important to keep in mind that account variances (up and down) will occur throughout the fiscal year.

Revenues recorded to date are 89.1% of budget. Expenditures are 48.9% of budget; however, as we move toward the fiscal year end, this percentage will continue to evolve upward.

Projections are based on the current information and historical trends. The possibility of fluctuation within these projections should be presumed. The overall projected surplus based on the variance analysis for the general fund is \$28,925. These remaining funds will be moved to the Operating Reserve as per the Reserves Policy.

Revenue Highlights

Municipal revenues are projected to be slightly higher, with a projected variance of 0.6% from what was budgeted. Some revenue sources are projecting to be higher, such as Deed Transfer Tax, Host Community Fees, Licenses and Permits, Fines and Leases. Some revenue sources are projected to be lower, such as HST Offset Grant and Community Development.

The largest variances come from West Hants Regional Municipality's budgets being conservative in projecting revenue. Given the continued real estate market activity, our Deed Transfer Tax was budgeted at a higher level than previous years, though still set at a conservative level. However, we are currently projecting \$300,000 higher than budget.

Revenue projections for Community Development are currently lower than budgeted, however with the Sports Complex recently opening for the season, we expect to see an increase in this area as well.

Expenditure Highlights

Municipal expenditures are projected to be lower, with a projected variance of 0.33% from what was budgeted. Some expenditure sources are projecting to be higher, such as Office Administration, Facilities, Recreation and Cultural Services. Some expenditure sources are projecting to be lower, such as Environmental Development Services, Transportation, and Environmental Health Services.

The largest variance is attributed to staff expenses. During this fiscal year, several departments have struggled filling their full staff compliment, resulted in decreased salary and benefits expenses. Community Development were unable to staff a full summer compliment, as budgeted for. Financial Services was unable to secure a full 10-month term position as

budgeted for. Planning and Development continue to search for candidates to fill vacant positions.

NEXT STEPS

Not Applicable

FINANCIAL IMPLICATIONS

The projections provided are limited as we are currently at the end of the seventh month, projecting for the twelfth. The overall projected surplus, based on the variance analysis for the general fund is \$28,925.

ALTERNATIVES

Not Applicable

ATTACHMENTS

- Actual vs Budget 2022-23 – Ending October 31, 2022

CHIEF ADMINISTRATIVE OFFICER REVIEW

Report Prepared by: 
Diana Gibson, Acting Director, Financial Services

Report Reviewed by: 
Mark Phillips, Chief Administrative Officer

West Hants Regional Municipality
Income Statement - Actual vs. Budget
For the Seventh Month Ending October 31, 2022

	2022-23 Budget	YTD Actual	Remaining Funds	Act./Bud. Percentage	Forecast March 31, 2022	
TOTAL REVENUES						
ASSESSABLE PROPERTIES						
RESIDENTIAL	6,545,252	6,544,406	846	100.0%	6,544,406	
COMMERCIAL	1,191,303	1,186,802	4,501	99.6%	1,186,802	
SPECIAL TAX AGREEMENT	53,346	37,140	16,206	69.6%	37,140	
RESOURCE	275,846	268,333	7,513	97.3%	268,333	
WEST HANTS AREA RATES	7,578,413	7,256,824	321,589	95.8%	7,256,824	
HANTSPORT AREA RATES	696,429	689,718	6,711	99.0%	689,718	
WINDSOR AREA RATES	4,307,288	4,220,387	86,901	98.0%	4,220,387	
TOTAL	20,647,877	20,203,610	444,267	97.8%	20,203,610	-2.2%
SEWER UTILITY REVENUE						
WEST HANT SEWER	1,186,564	631,983	554,581	53.3%	1,186,564	
WINDSOR SEWER	1,019,968	506,668	513,300	49.7%	1,019,968	
TOTAL	2,206,532	1,138,651	1,067,881	51.6%	2,206,532	0.0%
BUSINESS PROPERTY						
MT&T	75,450	75,450	-	100.0%	75,450	
NS POWER	218,730	218,730	-	100.0%	218,730	
TOTAL	294,180	294,180	-	100.0%	294,180	0.0%
OTHER						
DEED TRANSFER TAX	1,800,000	1,701,980	98,020	94.6%	2,100,000	
5% SUBDIVISION	8,000	30,020	(22,020)	375.3%	51,463	
TOTAL	1,808,000	1,732,000	76,000	95.8%	2,151,463	19.0%
GRANTS-IN-LIEU						
FEDERAL	50,321	-	50,321	0.0%	50,321	
PROVINCIAL	39,764	(6,318)	46,082	(15.9%)	39,764	
TOTAL	90,085	(6,318)	96,403	(7.0%)	90,085	0.0%
LOCAL GOVERNMENT						
GENERAL GOV SERVICES	6,006	1,608	4,398	26.8%	2,757	
RECYCLING/ENFORCEMENT	76,430	86,000	(9,570)	112.5%	86,000	
HOST COMMUNITY FEES	373,000	431,438	(58,438)	115.7%	431,438	
COURTHOUSE	83,753	47,999	35,754	57.3%	83,753	
RESERVE TFR - TIPPING FEES	54,100	-	54,100	0.0%	54,100	
ADMINISTRATION FEES	500,424	15,532	484,892	3.1%	500,424	
KINGS COUNTY FIRE GRANT	60,787	30,394	30,393	50.0%	60,787	
GLOOSCAP FIRE GRANT	7,065	7,065	-	100.0%	7,065	
CAPITAL FIRE GRANT - KINGS	66,404	66,404	-	100.0%	66,404	
MISC GLOOSCAP	30,000	6,485	23,515	21.6%	30,000	
TOTAL	1,257,969	692,925	565,044	55.1%	1,322,728	5.1%
LICENSES & PERMITS						
LICENCES	62,988	80,057	(17,069)	127.1%	137,241	117.9%
FINES	30,861	28,050	2,811	90.9%	48,086	55.8%
RENTALS						
RENTALS	70,311	2,100	68,211	3.0%	70,311	
LEASES	30,500	54,626	(24,126)	179.1%	54,626	
TOTAL	100,811	56,726	44,085	56.3%	124,937	23.9%
RETURN ON INVESTMENT	68,656	72,943	(4,287)	106.2%	125,045	82.1%
INTEREST & PENALTIES						
INTEREST & PENALTIES	313,296	187,422	125,874	59.8%	321,295	
TOTAL	313,296	187,422	125,874	59.8%	321,295	2.6%
OTHER						
TAX CERTIFICATES	14,000	7,800	6,200	55.7%	13,371	

West Hants Regional Municipality
Income Statement - Actual vs. Budget
For the Seventh Month Ending October 31, 2022

	2022-23 Budget	YTD Actual	Remaining Funds	Act./Bud. Percentage	Forecast March 31, 2022	
SUBDIVISION FEE	2,000	-	2,000	0.0%	2,000	
WIND FARMS	174,158	174,158	-	100.0%	174,158	
MISC	31,635	128,639	(97,004)	406.6%	128,639	
TOTAL	221,793	310,597	(88,804)	140.0%	318,168	43.5%
COMMUNITY DEVELOPMENT						
RECREATION	212,125	99,906	112,219	47.1%	171,267	
RECREATION - FACILITIES	533,775	165,164	368,611	30.9%	533,775	
	745,900	265,070	480,830	35.5%	705,042	-5.5%
SERVICES & MUN RELATIONS						
EQUALIZATION GRANTS	562,708	281,354	281,354	50.0%	562,708	
FARM PROPERTY ACREAGE	93,143	93,143	-	100.0%	93,143	
HST OFFSET GRANT	112,360	85,028	27,332	75.7%	85,028	
911 COST RECOVERY	6,300	6,373	(73)	101.2%	6,373	
TOTAL	774,511	465,898	308,613	60.2%	747,252	-3.5%
FEDERAL GOVERNMENT GRANTS	147,008	112,315	34,693	76.4%	147,008	0.0%
OWN VALUATION ALLOW & EQUITY						
OTHER FUNDS GENERAL	-	627	627	#DIV/0!	627	
TOTAL REVENUE	28,770,467	25,634,753	3,136,968	#DIV/0!	28,943,299	0.6%

West Hants Regional Municipality
Income Statement - Actual vs. Budget
For the Seventh Month Ending October 31, 2022

	2022-23 Budget	YTD Actual	Remaining Funds	Act./Bud. Percentage	Forecast March 31, 2022	
LEGISLATIVE						
WARDEN	60,029	32,029	28,000	53.4%	54,907	
COUNCIL	350,135	197,727	152,408	56.5%	338,961	
CONSOLIDATION & TRANSITION	-	1,303	(1,303)		1,303	
OTHER LEGISLATIVE	28,000	15,207	12,793	54.3%	26,069	
TOTAL	438,164	246,266	43,486	56.2%	421,240	-3.9%
GENERAL ADMINISTRATION						
ADMINISTRATIVE MANAGEMENT	447,827	229,137	218,690	51.2%	392,806	-12.3%
FINANCIAL MANAGEMENT	984,032	476,969	507,063	48.5%	817,661	-16.9%
LEGAL/AUDITOR	70,257	28,647	41,610	40.8%	70,257	0.0%
TAXATION	130,398	163,929	(33,531)	125.7%	163,929	25.7%
COMMON SERVICES	3,000	1,133	1,867	37.8%	1,942	-35.3%
OTHER GENERAL ADMIN						
OFFICE ADMIN	117,891	76,950	40,941	65.3%	131,914	11.9%
FACILITIES	224,070	144,435	79,635	64.5%	247,603	10.5%
LIBRARIES	47,316	30,005	17,311	63.4%	51,437	8.7%
DATA SERVICES	476,790	238,099	238,691	49.9%	408,170	-14.4%
INSURANCE	207,588	202,350	5,238	97.5%	202,350	-2.5%
PUBLIC SAFETY GRANTS	16,000	8,500	7,500	53.1%	16,000	0.0%
OTHER	62,000	224,318	(162,318)	361.8%	224,318	261.8%
TOTAL	2,787,169	1,824,472	522,013	65.5%	2,728,388	-2.1%
PROTECTIVE SERVICES						
POLICE	5,220,972	1,057,105	4,163,867	20.2%	5,220,972	
LAW ENFORCEMENT	180,601	90,906	89,695	50.3%	155,839	
FIRE FIGHTING	2,066,097	1,490,661	575,436	72.1%	2,066,097	
EMERGENCY	43,329	10,469	32,860	24.2%	32,947	
BUILDING INSPECTION	400,659	185,344	215,315	46.3%	367,733	
FOOD BANK	14,040	3,789	10,251	27.0%	14,040	
TOTAL	7,925,698	2,838,274	4,377,188	35.8%	7,857,627	-0.9%
TRANSPORTATION						
ROADS & STREETS - ADMIN	718,816	424,906	293,910	59.1%	728,410	
ROADS & STREETS - WEST HANTS	188,300	113,762	74,538	60.4%	195,021	
ROADS & STREETS - WINDSOR	482,300	253,730	228,570	52.6%	434,966	
ROADS & STREETS - HANTSPORT	192,300	92,634	99,666	48.2%	158,801	
TOTAL	1,581,716	885,032	851,891	56.0%	1,517,198	-4.1%
ENVIRONMENTAL HEALTH SERVICES						
<i>WEST HANTS SEWER</i>						
ADMINISTRATION	943,308	244,413	698,895	25.9%	928,819	
OPERATING COSTS	206,821	112,223	94,598	54.3%	192,382	
LONG TERM DEBT	117,957	26,426	91,531	22.4%	117,957	
<i>WINDSOR SEWER</i>						
ADMINISTRATION	574,520	231,743	342,777	40.3%	619,744	
OPERATING COSTS	245,094	134,279	110,815	54.8%	230,193	
LONG TERM DEBT	358,068	144,583	213,485	40.4%	358,068	
SUB-TOTAL	2,445,768	893,667	1,390,889	36.5%	2,447,162	0.1%
<i>GARBAGE & RECYCLING</i>						
GARBAGE & WASTE - WEST HANTS	1,091,860	678,679	413,181	62.2%	1,163,450	
GARBAGE & WASTE - WINDSOR	308,190	165,649	142,541	53.7%	333,970	
CLOSED LANDFILL	54,100	25,613	28,487	47.3%	43,908	
RECYCLING/ENFORCEMENT	76,430	33,166	43,264	43.4%	71,856	
SUB-TOTAL	1,530,580	903,107	640,851	59.0%	1,613,183	
TOTAL ENVIRO HEALTH SERVICES	3,976,348	1,796,774	2,031,741	45.2%	4,060,346	2.1%
ENVIRONMENTAL DEVELOPMENT SERVICES						
PLANNING	856,086	412,295	443,791	48.2%	706,791	
MCAPP/VCFN/REN/TOURISM	137,408	58,209	79,199	42.4%	137,408	
INDUSTRIAL PARK	8,600	1,870	6,730	21.7%	8,600	

West Hants Regional Municipality
Income Statement - Actual vs. Budget
For the Seventh Month Ending October 31, 2022

	2022-23 Budget	YTD Actual	Remaining Funds	Act./Bud. Percentage	Forecast March 31, 2022	
TOTAL	1,002,094	472,374	310,584	47.1%	852,799	-14.9%
RECREATION & CULTURAL SERVICES						
ADMINISTRATION	360,035	255,210	104,825	70.9%	437,503	
RECREATION SITES & MAINTENANCE	440,502	296,595	143,907	67.3%	508,449	
PROGRAMS	523,368	308,288	215,080	58.9%	528,494	
POOL	160,778	163,507	(2,729)	101.7%	163,507	
COMMUNITY CENTRE	193,120	91,795	101,325	47.5%	193,120	
SPORTS COMPLEX	590,106	253,382	336,724	42.9%	590,106	
COMMUNITY ECONOMIC DEVELOPMENT	273,671	168,410	105,261	61.5%	288,703	
HMCC	125,424	78,791	46,633	62.8%	125,424	
MAPLEWOOD CEMETERY	52,493	-	52,493	0.0%	52,493	
RIVERBANK CEMETERY	29,332	-	29,332	0.0%	29,332	
TOTAL	2,748,829	1,615,978	972,338	58.8%	2,917,130	6.1%
FISCAL SERVICES						
VALUATION ALLOWANCE & BAD DEBTS	15,000	-	15,000	0.0%	15,000	
HOUSING AUTHORITY	195,000	212,062	(17,062)	108.7%	212,062	
ASSESSMENT	330,544	247,908	82,636	75.0%	330,544	
CORRECTIONAL	251,281	128,455	122,826	51.1%	251,281	
REGIONAL LIBRARY	123,000	100,800	22,200	82.0%	123,000	
EDUCATION	4,680,803	2,731,484	1,949,319	58.4%	4,680,803	
TOTAL	5,595,628	3,420,709	1,750,986	61.1%	5,612,690	0.3%
COURTHOUSE	83,753	44,714	39,039	53.4%	76,653	-8.5%
LONG TERM DEBT	2,666,411	1,032,447	1,633,964	38.7%	2,666,411	
TRANSFER TO RESERVES	203,893	-	203,893	0.0%	203,893	
TOTAL EXPENDITURES	29,009,703	14,177,040	12,737,123	48.9%	28,914,374	-0.3%
SURPLUS/(DEFICIT)*	(239,236)	11,457,713	11,696,949		28,925	0.1%
SURPLUS / DEFICIT					28,925	



WEST HANTS REGIONAL MUNICIPALITY REPORT

Information ☐	Recommendation ☐	Decision Request ☐	Councillor Activity ☒
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To: West Hants Regional Municipality

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

Date: December 3, 2022

Subject: Councillor Activity Report

From the end of November through December to date, involvement as councillor has continued in numerous local community and Municipal events, as well as resident interests and contributions to municipal files of the West Hants Municipality, the NSFM, the Valley REN Municipal sessions as an alternate and the local strategy sessions in November and December.

The following reflect a few of the highlights during this reporting period.

November 25, Valley Regional Enterprise Network - Municipal / Partner Update Session for the Annapolis Valley STAR Project via Zoom.

On November 25, the Valley Regional Enterprise Network (VREN) hosted an update to the STAR program undertaken over the course of the last year.

Attended by elected officials and staff, the session marked the beginning of phase 6 of the STAR process. During the session consultant Richard Innes discussed active partnerships during the role out of the completed strategy and for implementation of the 5-year plan.

Mr. Innes will also present the strategy through a series of presentations in the region in late January 2023.

November 25 November Annual Parade of Light and Tree Lighting Ceremony

I was fortunate to be able to attend the annual Parade of Light and Tree Lighting Ceremony. The parade, the Victoria Park bandstand, participants and Santa all looked fantastic. Photos might have been taken along the way, but time has not been found as of yet to share them.

December 9 – Valley REN Welcome Meeting

Councillor Ed Sherman and I met with members of the Valley REN including Board Chair Paul Dixon, CEO Jennifer Tufts and Councillor Jim Winsor, LOC Chair. Discussion was focussed on the updates coming forward as part of the IMSA review as well as concerns with regards to annual

notices of member termination from WHRM along with future plans to increase the notice periods to three years. It was good to meet and discuss the issues, all subject to future discussions and decision of WHRM Council.

November 30 CLC Highway 101 Twinning – Summary of Points (Speaking Notes)

As reported at the December CoTW I was able to attend the CLC update session on November 30th. Concerned with the accuracy of my typing in my general speaking notes from the slide presentations, I took the time to review my notes before including them in a formal report.

With hopes that I caught any typos or misstatements, they are presented below for ease of reference.

The Highway 101 Twinning Community Liaison Committee ("CLC) met on November 30 to review updates regarding the 101 Highway construction between exits 5, 5 A, 6 and 7.

The Attendees included CLC Members, the project team and consultants. meeting ran for just under 2 hours. The following is intended to provide a brief summary of discussion topics and points raised relating to the project. Complete details can be found by viewing the video recording of the meeting which is located at this address:

<https://www.youtube.com/watch?v=RoGxL-MPvE>

Meeting was called to order at approximately 6 PM by Chair Ken Donnelly

An outline of the agenda to be reviewed was provided by Mark Brace:
The outline included the following:

Overview of presentation reviewed by Mark Brace (Video Clock Timing: 00:05:27 – 00:06:30)

- Highway 101 Twinning Update (NSDPW)
 - Project Update
- Burying Island Update
- Avon River Aboiteau and Causeway Upgrade (NSDPW / CBCL)
 - Project Recap
 - Status Update
 - Design Update
 - Post Construction Monitoring Plan
 - Next Steps
- Questions / Discussion

(From the Presentation Slides)

Highway 101 Twinning Project Update (NSDPW) (Lyle Russell)

(Video Clock Timing: 00:06:40 – 00:16:45)

- *Section 2 A: Windsor Railway Crossing to Exit 6*
 - Upgrading to eastbound lanes scheduled for spring 2023
 - Some remedial work / restripe it to make it more driver friendly until next spring
- *Section 2B: Exit 6 to Exit 7 (excluding the causeway)*
 - Final stage of preload fill along the causeway completed August 18th.
 - Exit 6 Interchange / Nesbitt Connector started & expected completion fall of 2023
 - Completed new sanitary sewer for the Municipality
 - Completed pile installation for rail structure, south abutment of highway overpass
 - Completed south abutment of rail structure
 - Working on MSE wall installation, subgrade construction of Upper Water Street and WB on-ramp
- **Section 3: Exit 7 to Existing Twinning (Falmouth)**
 - Connection and tie-in of new eastbound lanes including upgrading westbound lanes started, expect to complete eastbound lanes before end of year, upgrading to westbound lanes to be completed in spring 2023.
 - Exit 7 interchange construction underway, expected completion spring 2023
 - Installation of abutments, center pier, girders and deck complete
 - Working on structure barrier walls, Falmouth connector subgrades and westbound ramps.

Burying Island Update (Bob Pett)

Video Clock Timing (00:16:55 – 00:44:35)

- Burying Island was identified as possibly being in or near the construction site at the last CLC meeting in July 2022 resulting from a report generated on Fort Edward. (That report was generated by Dr Jonathan Fowler).
- The Province subsequently commissioned Dr Fowler to inform their process.
- The province also had discussions with their Archeology consultants Davis MacIntyre and Associates. As the information on Burying Island was new to the Province they undertook further review.
- The recommendation from Dr Fowler was to review a variety of available maps, images and artwork over time to get a sense of the area over history.
- The department undertook to do with initial artwork from a 1753, British Admiralty charts 1858 and other variety of works in detail to date as identified in the video presentation.

- The conclusion was that with past developments in the area (250 years of ground disturbance); there was a limited chance of anything being found.
- The preceding being said the following were the final points of note:
 - More archeological monitoring going forward
 - Exit 6 Construction is continuing including tie-in of an updated NSDA dyke system to the new road system
 - Nova Scotia Community Culture Tourism and Heritage (“NSCCTH”) has reviewed the information and asked for continued monitoring during construction
 - Davis MacIntyre and Associates will conduct work under a new NSCCTH Research Permit
 - Monitoring results will be shared at future CLC meetings.

Avon River Aboiteau and Causeway Upgrade (CBCL Consultants)
(Video Clock Timing: (00:44:40 – 01:03:50) (Excluding Questions))

- **Primary Objectives:**
 - Enhanced Flood Protection
 - Improved Highway Safety

The project must also meet several regulatory requirements including:

- **Fish Passage** in compliance with the Fisheries Act (DFO) and Environmental Assessment of conditions (NSE), including consideration of potential impacts to asserted or established Mi’kmaq Aboriginal or treaty rights
- **Minimize environmental and societal impacts** through obtaining applicable permits, authorization and satisfying several EA Terms and Conditions

Status Update (NSECC)

NSECC – Environmental Assessment Project Description Update: (Video Clock: 00:59:15 – 01:00:00)

- Highway 101 Twinning Three Mile Plains to Falmouth Project received approval (with conditions) in June 2017 (EA Approval).
- NSECC requested additional information on the changes to the Project, specifically the Avon River Aboiteau
- NSDPW provided an update to the Environmental Assessment in April 2022 to describe the advanced engineering design and operational abilities of the aboiteau structure, their context and rationale and a directed assessment of the environmental effects related to the design changes that have evolved since the initial evaluation of the 2017 Environmental Assessment.
- NSECC is still reviewing the document
- Continuing Consultation with the Mi’kmaq (Ongoing).

Status Update - Transport Canada

Transport Canada – CNWA Approval Update (Video Clock: 01:00:14)

- Original application submitted in December 2020
- NSDPW provided updated design drawing in April 2022
- Transport Canada is still reviewing the document waiting on DFO Approval and Consultations
- Continuing Consultation with the Mi'kmaq (Ongoing).

Status Update – DFO

DFO Fisheries Act Authorization (FAA) Application (Video Clock: 01:00:50 – 1:02:35)

- Original application submitted in November 2020 focused on freshwater lake operating scenario
- DFO Responded in March 2021 that the application was incomplete / inadequate and requested additional information focused on other operating scenarios that including tidal exchange
- A supplemental information package was submitted to DFO in August 2021
- Several meetings have taken place since August to review / discuss the information and subsequent analysis to address DFO's comments
- Further modelling and assessments were submitted in June 2022 to address DFO's latest comments and to provide confidence that the new aboiteau will function and accommodate fish appropriately
- DFO responded in October 2022 requesting additional information focused on other operating scenarios, sediment and fish options

Next Steps (Video Clock: 01:02:35 – 01:04:00)

- Respond to DFO Comments
- Continue a Pre-Construction Monitoring Program (**Spring 2023 through 2024**)
- Tender Ready for Construction Start (**Likely Spring 2023**)
- DFO / Regulatory approvals (**TBD**)
- Construction (**TBD – 2 to 3 years**)
- Initiate Post Construction Monitoring Program (**TBD – 5+years**)
- Continuing Consultation with Mi'kmaq (**Ongoing**)
- Engagement with Community Liaison Committee (**Ongoing**)

Questions from the Presentations: (Video Clock: 01:04:00 to 1:59:00)

55 minutes of questions and answers ensued. It is best to watch / listen for assured accuracy. Please note the bulleted points above have been manually transcribed from the slide presentations. While care has been taken to ensure the accuracy of the notes it cannot be guaranteed. For a view of the actual slides and presentation please visit:

<https://www.youtube.com/watch?v=RoGxL-MPvE>

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

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

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

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

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

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

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

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

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

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

Avon River Causeway Correspondence

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

[illegible]

Correspondence Received

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

Correspondence Received

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
County of Annapolis	Letter to Premier Tim Houston and Hon. Tim Halman re Moratorium on Aerial Herbicide Spraying	2022-09-14	2022-09-27 Council
Darren	Porter	2022-09-14	2022-09-27 Council
Darren	Porter	2022-09-16	2022-09-27 Council

Correspondence Received

Philip	Hyam	2022-09-17	2022-09-27 Council
Mash Up Lab re: Opportunity for Aspiring Entrepreneurs in West Hants		2022-10-17	2022-10-25 Council
Minister Masland	Re: Potential Mi'kmaq Burial site	2022-10-19	2022-10-25 Council
Heather Hughes,	Executive Director Re: Proposed changes to Weed Control Act	2022-09-13	2022-11-08 COTW
Minister of Finance and Treasury Board	Re: Provincial Non-Resident Deed Transfer Tax	2022-10-21	2022-11-08 COTW
Home Hardware	Re: Security Cameras	2022-10-21	2022-11-08 COTW
Windsor Township	Re: Security Cameras	2022-10-24	2022-11-08 COTW
Dawna MacIvor	Re: November is Crohn's and Colitis Awareness Month	2022-10-28	2022-11-08 COTW
Waye Mason	re Concerns and Information regarding Bill 225 and HRM Noise By-Law	2022-11-02	2022-11-08 COTW
Peter Gregg	Re Information on Bill 212, An Act to Amend Public Utility Act	2022-11-02	2022-11-08 COTW
Andrea Parker	Re Road repair work needed	2022-11-06	2022-11-22 Council
WAEFA Recipient Confirmation - 2022	(Awards sponsored by the West Hants Regional Municipality)	2022-11-07	2022-11-22 Council
CAO Letter	Comfort Centre Designation - Garden of Eden Community Centre	2022-11-10	2022-11-22 Council
David Old,	President Hantsport Seniors and Elders Club re Community Generator Program	2022-11-10	2022-11-22 Council
Juanita Wilcox	re Expression of Thanks	2022-11-12	2022-11-22 Council
Emily McNeil	re Renewal of the Operating Approval for the Avon Hydro System	2022-11-14	2022-11-22 Council
Paul Beazley	re Boundary Review Questions	2022-11-16	2022-11-22 Council
West Hants Historical Society	Re Old Parish Burying Ground Letter	2022-11-16	2022-12-06 COTW
Graham Sanford	Re Road Concerns	2022-11-16	2022-12-06 COTW
Fidelis House	Re financial assistance request	2022-11-30	2022-12-06 COTW
Lawerentown Education Centre	Re Big Chill Donation request	2022-12-06	2022-12-13 Council
Kate Sircom, Secretary, St. Andrew's Church Council	Re Community Comfort Centre proposal	2022-12-06	2022-12-13 Council



Lawrencetown Education Centre

10 Middle Road RR # 1
Lawrencetown NS B0S 1M0
Phone: (902) 584-4524 Fax: (902) 584-4528

Website: <http://www.lec.ednet.ns.ca>
email: lec@avrce.ca or jamie.peppard@avrce.ca

To whom it may concern,

Hello, my name is Danny Frame. I am a teacher at Lawrencetown Education Centre, in Lawrencetown, Nova Scotia. I also help volunteer for a fundraising campaign known as the BIG Chill. The BIG Chill (in partnership with the Rotary Club of Middleton), Nova Scotia, is a snowshoe challenge that raises money for youth at risk in Nova Scotia. The BIG Chill falls under the umbrella of Give to Live, a fundraising organization located in Halifax, Nova Scotia. This year (year seven) part of our fundraising plan is to have an online auction. The auction will take place near the middle to end of January, 2023. Last year, the auction raised over \$5,000 dollars for the BIG Chill and this year we hope to surpass this amount. Anything you could donate for this would be greatly appreciated. Please feel free to contact me at any of the information given. Thank you for reading this and I hope to hear back from you soon.

Danny Frame

Donation Request:

Name: The BIG Chill. The Big Chill is a fundraising event that is linked to the organization, Give to Live. The BIG Chill works with the Rotary Club of Middleton, Nova Scotia.

Date of the event: The event will be taking place in February 25th, 2023. The auction (which would be where your donation will greatly help) will be in January and February of 2023.

Organizations mandate/mission:

The mission of Give to Live is: "Inspire people to live happy and healthy lives through generosity, fitness, and achievement of the extraordinary."

Beneficiary of the Proceeds: Youth at risk in Nova Scotia. The money raised by the event will go directly into programming for youth at risk in terms of many avenues (experiential learning opportunities, adventure based programming, pro-social outings, to name a few) and the BIG Chill works who work cooperatively with the Rotary Club of Middleton, Nova Scotia.

Charitable Registration Number: 81994 7029 RR0001. (Linked with Middleton Rotary Club)

Contact:

Name: Danny Frame

Address:

Lawrencetown Education Centre

10 Middle Road, Lawrencetown, NS

B0S 1M0

Phone Number: 902-584-4524 (w), 902-309-1323 (cell)

dframe@gnspe.ca

<https://www.givetolive.ca/thebigchill/about-the-big-chill/>

From: Katharine Sircom
To: David Old; Mark Phillips
Cc: Paul Morton; Abraham Zebian; Deanna Snair; Shelleena Thornton
Subject: Re: Community Comfort Centre proposal....
Date: Wednesday, December 7, 2022 9:19:03 PM
Attachments: [image003.png](#)
[image004.png](#)

Caution [External Email]

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

Hello all,

Just adding a note from St. Andrew's Church: we have not yet given our support for a grant application for a Comfort Station in our building for three reasons:

1. We have not been asked to participate in any grant application or queries about a Comfort Station in the church
2. We are concerned about potential liability / other responsibilities in running a Comfort Station
3. We do not have volunteers to run a Comfort Station.

We agree that there is a very good case for a comfort station to be set up in Hantsport and recommend that the details of this grant be shared with other community organizations.

Thanks,

Kate Sircom
Secretary, St. Andrew's Church Council

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
Sandra Barss	Heritage Trust of Nova Scotia	10/18/2022	2022-10-25 Council

Combined Overflow System Correspondence

First Name	Last Name	Date Received	Meeting/Logged
Katherine	MacLeod	10/27/2021	2022-01-11 COTW
Katherine	MacLeod	10/28/2021	2022-01-11 COTW
Carrilee	Eddy	3/13/2022	2022-03-22 Council
Anna	DeNicola	3/12/2022	2022-03-22 Council
Darren	Porter	3/13/2022	2022-03-22 Council
Ellen	Hart	3/13/2022	2022-03-22 Council
Jennifer	Davidson	3/13/2022	2022-03-22 Council
Felicia	McNeil	3/14/2022	2022-03-22 Council
Darren	Porter	3/15/2022	2022-03-22 Council
Susie	Smith	3/15/2022	2022-03-22 Council
Carol	Bradley	3/17/2022	2022-03-22 Council
Felicia	McNeil	3/21/2022	2022-04-12 COTW
Felicia	McNeil	4/11/2022	2022-04-26 Council

Correspondence Sent

[illegible]



WEST HANTS REGIONAL MUNICIPALITY REPORT

Information ☐	Recommendation ☒	Decision Request ☐	Councillor Activity ☐
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To: Mayor Zebian and Members of West Hants Regional Municipality Council

Submitted by:

Deanna Snair, Clerk

Date: December 13, 2022

Subject: 2022 Resident Appointment to Planning and Heritage Advisory Committee

LEGISLATIVE AUTHORITY

Municipal Government Act – Section 24 Standing, Special and Advisory Committees

RECOMMENDATION

... that Council appoints Greg Pace to the Planning and Heritage Advisory Committee for the 2022-2024 term which will fulfil the Hantsport Area Committee member vacancy.

BACKGROUND

Property ☐	Public Opinion ☐	Environment ☐	Social ☒	Economic ☐	Councillor Activity ☐
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At the October 25th Council meeting six (6) residents were appointed to continue as resident members of the Planning and Heritage Advisory Committee for the 2022-2024 term. During this meeting Council voted via ballots resulting in a seventh member being appointed to the committee and fulfilling the citizen compliment for the 2022-24 term.

Regrettably, Director LeMay received a resignation from one member of the PAC/HAC committee on October 31, 2022, resulting in the need to fill this new vacancy.

During the November 8th Committee of the Whole meeting direction was provided to readvertise for the PAC/HAC vacancy and seek a resident from Hantsport to represent the Hantsport Area perspective and voice.

DISCUSSION

Public advertisement for a citizen member to represent Hantsport was placed in the Valley Journal Advertiser on November 14, 2022, and on the Municipal website and Facebook pages starting November 10, 2022. Applicants were invited to apply until December 9, 2022 at which

time two (2) submissions were received. One application did not meet the criteria due to residing outside the Hantsport area resulting in the recommendation before Council this evening.

NEXT STEPS

If approved by Council, Mr. Pace will be notified of the appointment. Any additional information required will be sent, and the Planning and Development Department will host an information session for new members.

FINANCIAL IMPLICATIONS

Resident members appointed to a Committee of Council will receive remuneration in accordance with the Council Remuneration Policy, which is identified in the annual Operating Budget.

ALTERNATIVES

Council can choose to direct staff to readvertise for the vacant position.

ATTACHMENTS

None

CHIEF ADMINISTRATIVE OFFICER REVIEW

The application process is in keeping with the existing policy.

I support the recommendation.

Report Prepared by: _____
Deanna Snair, Clerk

Report Reviewed by: _____
Madelyn LeMay, Director, Planning and Development

Report Approved by:  _____
Mark Phillips, Chief Administrative Officer