



REGION OF WINDSOR AND WEST HANTS MUNICIPALITY
Committee of the Whole - Meeting Agenda **AMENDED**
May 12, 2020, 6:00 p.m.
Virtual Meeting via ZOOM

1. Call to Order
2. Roll Call
3. Declaration(s) of Conflict of Interest
4. Announcements
5. Approval of the Agenda, including additions or deletions
6. Approval of Previous Meeting Minutes – April 14, 2020 Committee of the Whole minutes and April 21, 2020 Special Committee of the Whole minutes
7. Presentations
 - (a) Dr. Adrienne Wood, Windsor Township Business Association (formerly WBES) Branding Presentation
8. Unfinished Business/Postponed Motions
 - (a) Sewer Billing Review – History and Information Report
9. Reports – Other Committees - None
10. Correspondence
 - (a) 2020-05-08 Letter from Municipal Affairs and Housing – Consolidation Thank You
11. New Business
 - (a) Windsor Township Business Association (formerly WBES) - Branding
 - (b) Branding for the Region – Recommendation Report
 - (c) Asset Management Policy – Recommendation Report
 - (d) Financial Services Policies (Area Rate Policy RCOFN-008.00; Expense Policy RCOFN-006.00; and Hospitality Policy RCOFN-001.00) - Recommendation Report
 - (e) Dangerous or Unsightly Premises Policy – Recommendation Report
 - (f) Deed Transfer Tax By-law First Reading – Recommendation Report
 - (g) Highland Ave. & Churchill Street Rehabilitation Project Tender Award – Recommendation Report
 - (h) Avon River Causeway – Aboiteau – Agenda Request Form
 - (i) Sidewalk Cafés – Agenda Request Form
12. Public Participation Period
13. In-Camera - None
14. Next Meeting Date / Adjournment



REGION OF WINDSOR AND WEST HANTS MUNICIPALITY

Committee of the Whole Minutes

April 14, 2020 6:00 p.m.

Virtual Meeting – via Zoom

1. Call to Order

Mayor Zebian called the meeting to order at 6:00 p.m. and welcomed everyone to the meeting.

2. Call of Roll

Council Present:

Abraham Zebian, Mayor
Rupert Jannasch, Councillor, District 1
Scott McLean, Councillor, District 2
Mark McLean, Councillor, District 3
Jeff Hartt, Councillor, District 4
Debbie Francis, District 5

Paul Morton, Deputy Mayor, District 8
Bob Morton, Councillor, District 6
Ed Sherman, Councillor, District 7
Richard Murphy, Councillor, District 9
Laurie Murley, Councillor, District 10
Jim Ivey, Councillor, District 11

Staff and Guests Present:

Mark Phillips, Chief Administrative Officer
Todd Richard, Dir. Public Works
Kathy Kehoe, Dir. Community Development
Shelleena Thornton, Administrative Supervisor

Carlee Rochon, Dir. Finance
Rhonda Brown, Municipal Clerk
Diana Gibson, Manager of Accounting and Financial Reporting
Madelyn LeMay, Dir. Planning & Development

Members of the public watched the meeting using Facebook Live.

3. Declarations of Conflict of Interest

Councillor Murphy declared a conflict of interest for agenda item 10(d) WH Ground Search and Rescue (20200309) Surplus REMO Trailer – Request.

Councillor Murley declared a conflict of interest for agenda item 11(c) RBC Funding Resolution re Operating Line of Credit – Recommendation Report.

4. Announcements

An update on the COVID -19 situation for Nova Scotia was provided. People were reminded to keep washing their hands and abide with physical distancing as these measures were working.

Parks, beaches and trails were still closed. Brison Developments, Tony Quinn, Tim Horton's, and Sobeys were thanked for providing personal protective equipment and

food to seniors, fire departments and healthcare workers. A thank you was extended to essential workers and it was asked residents continue to support local businesses.

5. Approval of Agenda, including additions or deletions

MOVED by Councillors Murley and Murphy that the agenda be approved with the following addition:

a. 10(e) - Friends of the Hantsport Public Library Correspondence (20200409)

– Library Front Walk – Request

Motion Carried.

Mayor Zebian suggested for topics with multiple motions, if acceptable with the mover and seconder, it would be for all motions and the vote would correspond to all. However, the minutes would reflect each motion separately. All Councillors accepted this.

Mayor Zebian informed that during the Public Participation Period, comments left on the Facebook Live stream would be read by Shelleena Thornton.

6. Approval of Previous Meeting Minutes – There were no previous minutes.

7. Presentations - There were no presentations.

8. Unfinished Business/Postponed Motions – There was no unfinished business.

9. Reports – Other Committees – There were no other reports

10. Correspondence

a. NSFM Meeting Update of Apr. 8, 2020 – Info

Questions/Comments

- The Nova Scotia Federation of Municipalities (NSFM) is reviewing options for a tax deferral program as unified process across the Province. The program would be deferral of taxes to be paid later; not a waiver of taxes.
- There is time for review of the NSFM tax deferral program as well as other options to help residents and businesses being investigated by staff.
- The tax bills for the Regional Municipality will go out once a year in July and be due September 1. Previously the Town of Windsor issues tax billing twice a year, and West Hants once a year.
- there are plans to communicate the tax billing changes, payment methods and options, and how to read the bills to residents and businesses. Water bills will have a similar insert with information.
- Can people pay taxes by credit card and are there fees? Director Rochon stated the option for credit card payments on the municipal website is being

investigated, with the hope of having this enabled when tax bills go out. Until an agreement is reached, she did not want to quote a fee; however, in the past, such fees were recovered from the users through the portal.

- If taxes were deferred, would the Municipality need to obtain a loan? The Mayor stated details of the tax deferral program are still being worked out, but there is still time to obtain these answers.
- Even if taxes are deferred, residents and businesses are encouraged to make small payments when able as eventually the taxes would be due.

b. J-Class Roads – Additional Funding (fr. Minister NSTIR 20200319) – Info

There were no questions or comments.

c. Ride Sharing – Response to 20200219 letter (fr. Minister NSTIR2020317) –

Info

Questions/Comments

- Mayor Zebian stated the original letter sent from the former Municipality of West Hants was a request to amend legislation to enable ride sharing programs such as Uber to improve rural transportation.

Councillor Murphy left the meeting due to conflict of interest.

d. WH Ground Search and Rescue (20200309) – Surplus REMO Trailer –

Request

Questions/Comments

- CAO Phillips noted the trailer was piece of equipment under-used by REMO and designed as a command center. He would be recommending it for surplus and donation to WH Ground Search and Rescue. However, first the administrative policy that deals with surplus goods would need to be amended so items could be dealt with in a timely manner; currently surplus is done on an annual basis.

Councillor Murphy re-joined the meeting.

e. Friends of the Hantsport Public Library (20200409) – Library Front Walk –

Request

Mayor Zebian read the letter.

MOVED by Councillors Jannasch and Francis that the Friends of the Hantsport Library letter be received and placed on file.

Motion Carried.

Questions/Comments

- Director Richard stated the current work on the Main Street sidewalk in Hantsport will be replaced this year, it was a carry-over from the previous budget. The walk between the sidewalk and front steps of the library could be considered in the 2020/21 budget, especially as it was a safety issue.
- The additional work could be added to the current contract for a small cost.

11. New Business

a. Resident Member Committee Appointments (Recommendation Report)

Shelleena Thornton reviewed the recommendation report, noting that since the original report, there have been applications from residents for vacancies in various Committees of Council. There were some criteria for committees such as the French Mill Brook Watershed which requires the member to own land in the watershed. The applications were sent to the responsible Director for review. She stated any remaining vacancies would continue to be advertised on the Municipal Facebook page and website.

MOVED by Councillors Ivey and Murley that Committee of the Whole recommends that Council approves the following resident members be appointed to the Windsor Area Advisory Committee (WAAC) for the term April 01, 2020 to October 31, 2022: Melissa Richard and Debbie Cleveland-Foster. Motion Carried.

MOVED by Councillors Ivey and Murley that Committee of the Whole recommends that Council approves the following landowner representative be appointed to the French Mill Brook Watershed Advisory Committee for the term April 01, 2020 – October 31, 2022: Jamie Whidden. Motion Carried.

MOVED by Councillors Ivey and Murley that Committee of the Whole recommends that Council approves the following resident members be appointed to the Audit Committee for a two-year term April 01, 2020 – October 31, 2022: Glenn Robinson and Jane Davis. Motion Carried.

b. Financial Services Policies Notice to Consider (Recommendation Report)

Diana Gibson reviewed the purpose of each policy recommended in the report. She noted the draft Acceptance of Donation Policy had a typo in Section 6 (b), it points to an incorrect subsection of Section 4 which will be corrected before going to Council.

Ms. Gibson stated in paragraph 3 (g) of the Tax Collection Policy it says, “taxes owning” and will be changed to say “taxes owing.” This change will also be made before going to Council.

MOVED by Deputy Mayor Morton and Councillor Jannasch that Committee of the Whole recommends that Council approves the Acceptance of Donations Policy RCOFN-007.00 for the Region of Windsor and West Hants Municipality. Motion Carried.

MOVED by Deputy Mayor Morton and Councillor Jannasch that Committee of the Whole recommends that Council approves the Investment Policy RCOFN-005.00 for the Region of Windsor and West Hants Municipality. Motion Carried.

MOVED by Deputy Mayor Morton and Councillor Jannasch that Committee of the Whole recommends that Council approves the Tax Collection Policy RCOFN-004.00 for the Region of Windsor and West Hants Municipality. Motion Carried.

(vote was held after the "Question/Comments" portion)

Questions/Comments

- Is there ability to pay taxes by e-transfer? Diana Gibson stated not at this time. Director Rochon added that e-transfers could be explored.

Councillor Murley left the meeting due to conflict of interest.

- c. RBC Funding Resolution re Operating Line of Credit** (Recommendation Report)
Director Rochon reviewed the report noting this was a housekeeping item for the operating line of credit.

MOVED by Councillors Ivey and Sherman that Committee of the Whole recommends that Council approves the Borrowing Resolution to enter into an agreement with Royal Bank Canada (RBC) to allow for an ongoing operating line of credit in the amount of \$500,000. Motion Carried.

Councillor Murley rejoined the meeting.

- d. J-Class Roads** (Information Report)

Director Richard reviewed the report and noted this program does not include anything under the roads such as culverts and pipes which would be 100% the Municipality's responsibility.

He indicated that roads in the old town limits of Windsor and Hantsport are owned and funded 100% by the Municipality for everything such as paving, snow removal, sidewalks, stormwater, catch basins, curb and gutters.

Question/Comments

- Did the Province previously upgrade roads if the Municipality did not participate in the program? Director Richard stated that some maintenance has been done, however it may have simply been a skim coat on a road that needed more significant repairs.
- Would residents essentially be paying twice if the Municipality participated in the program? Director Richard stated that was one way of looking at it.
- Do other municipalities participate in the program? Director Richard was unsure.
- The date of April 17, 2020 in the letter was for a list of roads? Director Richard states that was the date set by the Province to have information back to them for the 2020/21 budget. There is nothing committing the Municipality to it, normal process would be to apply in October for the following year budget.
- Explain the coding used in the assessment. Director Richard noted consideration could be condition, population, zoning and services
- Did King Street in Windsor use to be a Provincial road? Director Richard noted that King Street used to be cost shared Provincially as it was a highway through the Town, but it was turned over to the former Town.
- Roads like Alexander Drive need a lot of work, who chooses the priority of the road, the Municipality or Province? Director Richard noted as Council has not yet seen a budget, it may be prudent to wait to obtain all information and create a full plan before committing to the program.
- If the Municipality participated using the \$200,000 currently funded, would it take away from other road work? And, is it being suggested to not participate this year? CAO Phillips encouraged Council to be patient as the Province has been contacted about a deadline extension. He noted the program could be seen as a downloading from the Province or as a method to accelerate needed road repairs. The CAO suggested there is also discussions with the Province for post consolidation funding of capital projects, so time is needed to explore options.
- The opportunity should not be given up as roads are a concern for residents.
- The implication of the funding models needs to be explored more.

Brief discussion was held about writing a letter to the Province before the April 17th deadline. CAO Phillips stated a letter could be written indicating interest and that we are exploring options. He noted it would not tie the municipality to a commitment. The Committee supported a letter be sent.

e. Highland/Churchill Street and Services Reconstruction (Information Report)

Director Richard reviewed the report.

Question/Comments

- Director Richard noted the project was identified in the capital budget and design was awarded, however anticipated infrastructure funding was not received, so the project is being carried forward. He noted this was a high priority project with significant funds and staff time invested and has been on the 5-year capital project list of 4 years.
- Residents will welcome this project.

f. Water and Sewer Rates Three Mile Plains (Agenda Request Form)

Councillor Francis provided an overview of her information report and Agenda Request Form. She requested a staff report for options for sewer rates to go back on the tax bills. Residents in the Three Mile Plains area have been significantly affected by increased bills two or three times the normal.

MOVED by Councillor Francis and B. Morton that Committee of the Whole recommends that Council direct staff to look at the Sewer By-law and to put the sewer rates back on the tax bills.

MOVED by Councillor Francis and B. Morton to amend the motion to state "direct staff for a report to look for options for the sewer rates to be put on the tax bill.

Amendment Carried.

Motion as amended reads:

MOVED by Councillor Francis and B. Morton that Committee of the Whole recommends that Council direct staff for a report to look for options for the sewer rates to be put on the tax bill.

Motion Carried as Amended.

(vote was held after the "Question/Comments" portion)

Question/Comments

- If the sewer was on the taxes, would it be an area rate for a particular area? A report would discuss the options noting the water utility is one but would exclude the Windsor Water Utility.
- The former Town of Windsor put sewer on the water bills about 10 years ago.

MOVED by Councillors Francis and B. Morton that the Sewer Billing Information Report be received and placed on file.

Motion Carried.

g. Internet Access Business Plan (Agenda Request Form)

Councillor Ivey reviewed the Information Report and Agenda Request Form.

MOVED by Councillor Ivey and Deputy Mayor Morton that Committee of the Whole recommends that Council provide direction to our CAO to initiate the process for the development of a business plan to be presented back to Council, which may require consultation with market / industry experts for the delivery of high-speed internet access for the benefit of the residents of Windsor West Hants.

Motion Carried.

MOVED by Councillors Francis and Sherman that the Internet Access Information Report be received and placed on file.

Motion Carried.

12. Public Participation Period

Shelleena Thornton stated the comments and questions on Facebook Live:

- Several hellos,
- What about the integrity of using the ZOOM platform regarding the security? This was responded to stating there is now better security.
- Are the Windsor water billings still quarterly and are the rates unchanged?
- Is the property tax bill for Windsor residents now once a year and due on September 1?
- Should water and sewer billings not be the same for everyone in the Region of Windsor and West Hants? Noting Windsor has had a separate rate for years.

13. In-Camera

a. Potential Land Sale (MGA S. 22(2)(a)) – Verbal

Before going in-camera, Mayor Zebian informed there would be a Special Committee of the Whole Meeting on April 21, 2020 at 6:00 pm. Items on the agenda would be the sports complex and naming of the Municipality.

MOVED by Councillors Francis and Jannasch to move in-camera.

Motion Carried.

The meeting moved in-camera at 7:23 pm.

MOVED by Councillors B. Morton and Francis that the meeting move out of in-camera.

Motion Carried.

The meeting reconvened at 7:58 pm.

14. Next Meeting Date / Adjournment – April 21, 2020 at 6:00 pm.

**MOVED by Councillors Ivey and Murley that the meeting adjourn.
Motion Carried.**

The meeting ended at 8:00 pm.

Abraham Zebian, Mayor

Rhonda Brown, Municipal Clerk

REGION OF WINDSOR AND WEST HANTS MUNICIPALITY

Special Committee of the Whole Minutes

April 21, 2020 6:00 p.m.

Virtual Meeting – via Zoom

1. Call to Order

Mayor Zebian called the meeting to order at 6:00 p.m. and welcomed everyone to the meeting.

2. Call of Roll

Council Present:

Abraham Zebian, Mayor
Rupert Jannasch, Councillor, District 1
Scott McLean, Councillor, District 2
Mark McLean, Councillor, District 3
Jeff Hartt, Councillor, District 4
Debbie Francis, District 5

Paul Morton, Deputy Mayor, District 8
Bob Morton, Councillor, District 6
Ed Sherman, Councillor, District 7
Richard Murphy, Councillor, District 9
Laurie Murley, Councillor, District 10
Jim Ivey, Councillor, District 11

Staff and Guests Present:

Mark Phillips, Chief Administrative Officer
Todd Richard, Dir. Public Works
Kathy Kehoe, Dir. Community
Development
Shelleena Thornton, Administrative
Supervisor
Brad Carrigan, Project Engineer

Carlee Rochon, Dir. Financial Services
Rhonda Brown, Municipal Clerk
Madelyn LeMay, Dir. Planning &
Development
Murray Tate, Tate Engineering

Members of the public watched the meeting using Facebook Live.

3. Declarations of Conflict of Interest - There were no declarations.

4. Announcements

A moment of silence was held for those that lost their lives this past weekend due to the mass shooting in Province. Condolences were extended to all those affected.

Comments left on the Facebook Live stream would be read by Shelleena Thornton during the Public Participation Period section of the meeting.

5. Approval of Agenda, including additions or deletions

MOVED by Councillors Murley and Francis that the agenda be approved as circulated.

Motion Carried.

6. Approval of Previous Meeting Minutes – There were no previous minutes.

7. Presentations

a. Sports Complex Update – Murray Tate, Tate Engineering

Mr. Tate presented an update on the West Hants Sports Complex reviewing the timeline, project budget, approved change orders and described in detail the proposed changes orders. He stated the purpose of the presentation was to obtain direction from Council on design change orders that could no longer wait. He stated progress had been made during the winter and that the project could be completed within the current budget, however the proposed change orders would enhance the safety and community pride of the facility but would cost more.

After the presentation Mayor Zebian reviewed each of the proposed seven change orders to determine which were preferred by Councillors. Mr. Tate stated each change order was a summary of small items and suggested that if a lump sum of additional funding was approved, he could negotiate within each change order to meet the amount approved.

CAO Phillips reviewed the original budget for the project and funding sources noting that through consolidation the Province provided an additional \$4 Million. He reviewed the additional capital budget request financials of the additional change orders and that it would be funded 82% from West Hants and 18% Windsor (derived from combination percentage of population and assessment).

MOVED by Mayor Zebian and Councillor Francis that Committee of the Whole Recommends that Council pre-approve the addition of \$1,280,642.00 for the Municipal Sports Complex in the 2020/21 Municipal Capital Budget, amending the total project cost to \$17,523,384.

Further, that the required funding for the municipal contribution for the project be from a combination of withdraws from existing Windsor and West Hants reserves and municipal debentures, recognizing it is the priority to withdrawn from reserves, pending budget deliberations.

Motion Carried.

Councillors Jannasch, S. McLean, M. McLean and Hartt voted nay.

(Vote was held after discussion.)

Discussion Points

- Any delays due to the COVID-19 pandemic would be outside the scope of the contract but this is not thought to be an issue.
- The 7% contingency cost was in addition to the contract price.

- Award delay Change Order #1 due to additional costs associated with working in the winter as the contract price was based on a summer construction period.
- Soft costs include studies, mailing, videos etc. which were outside the contract.
- The team of Mr. Tate, Brad Carrigan and CAO Phillips reviewed and approved all previous change orders which could not wait.
- There are no entrance doors on main washrooms but there are doors on dressing room washrooms.
- Touchless doors in areas help with accessibility requirements later, these may include using sensors or foot operated buttons.
- Regular cleaning of metal railing or glass railing around the walking track would be needed and glass may be easier to maintain and would be a better surface for sponsorship banners. Glass would be tempered but there is still possibility of it breaking if hit hard.
- There would be a metal railing behind the bleachers, not glass, but a railing is required to meet building codes.
- A temporary railing was required for construction due to the change order not being approved earlier, so any credit for changing from a metal to glass railing would have been used towards the temporary railing construction.
- Drywall infills could be used to house signage and hockey heritage memorabilia in addition to providing increased safety and reduced garbage collection point associated with the steel.
- No sound study had been done to consider echo-cancelling material, but it was a consideration for the architect.
- Painting the grey steel white will brighten the facility. The change order is still being negotiated, as it was not written in the contract as painted but was presented as painted in all images of the facility.
- Corrugated cladding inside could be damaged in the fieldhouse, but not in areas as there are nets at both ends of the area. The cladding may be difficult to clean, and dent resistant drywall may be a better possibility.
- Exterior signage change order is for the additional steel and electrical to support a sign only, the cost would be for all three proposed sign locations.
- All debt for the Sports Complex approved before consolidation would stay with the respective areas of West Hants or Windsor. The additional capital request and covering of fundraising would be a new Regional debt and so would be share proportionately from each area.
- Majority of the Municipal contribution would come from reserves which would not impact the tax rate. Use of reserves would lower cost due to reduced borrowing related fees.
- Fundraising is still occurring but has been slowed due to COVID -19 pandemic, such fundraising could lower cost or replace reserves that were used.

- Use of reserves may not significantly impact other longer capital projects as many of the project seek out grant funding or a reserve may be restricted for a particular use so would be affected.
- Project is unlikely to receive further Federal funding as most funding needs to be approved prior to construction. There will be one-time energy efficiency credit of \$161,490.00 after construction which is not included in the figures.
- There were concerns that the project was significantly more than originally proposed and given the current situation Council needed to be fiscally responsible so items that could wait should be done later.
- The project should be a showcase and point of pride for the community so should accept the improvements.

Murray Tate left the meeting at 8:22 pm.

8. Unfinished Business/Postponed Motions – There was no unfinished business.

9. Reports – Other Committees – There were no other reports.

10. Correspondence

a. Annapolis Valley Regional Library – Thank you letter.

11. New Business

a. Naming of Regional Municipality (Recommendation Report)

CAO Phillips reviewed the recommendation report. He informed branding would still need to be done with any new name chosen to ensure all areas of the Regional Municipality were incorporated.

MOVED by Councillor Francis and Deputy Mayor Morton that Committee of the Whole recommends that Council approves the Region of Windsor and West Hants Municipality change its name to The Regional Municipality of West Hants.

Discussion was held.

MOVED by Councillors Murley and Murphy to defer the motion until staff can provide an update on the other three studies being undertaken, but not to be deferred longer than two months.

Motion Defeated.

Councillors Jannasch, S. McLean, M. McLean, Hartt, Francis, B. Morton, Sherman, Ivey Murphy, Deputy Mayor Morton, and Mayor Zebian voted nay.

MOVED by Councillors Ivey and Hartt to amend the name in the motion to "West Hants Regional Municipality".

Amendment Carried.

Motion as amended reads:

MOVED by Councillor Francis and Deputy Mayor Morton that Committee of the Whole recommends that Council approves the Region of Windsor and West Hants Municipality change its name to West Hants Regional Municipality.
Motion Carried.

(votes were held after the discussion)

Discussion Points

- Only 3.71% of population responded to the survey, but for a survey it was a good response.
- 49.2 % voted for something other than "West Hants".
- A totally new name may bring region together better.
- There are three other studies and consultations being conducted in the community for business, tourism and consolidation which may influence the name and branding.
- A new name is not critical for operations so could be deferred if desired by Council.
- The name in the motion should reflect the legal name which could be different than that used for branding.
- The old West Hants branding would not automatically be used, there would be new branding done.

12. Public Participation Period

Shelleena Thornton read the comments and questions from Facebook Live. There were 165 comments, of a general nature they were:

- Concerns about proper meeting procedures.
- If questions could be answered at the next Committee of the Whole.
- Various suggestions and opinions on the sports complex (type of railings, painting inside so it would be brighter, safety (mesh nets, sharp edging, accessibility), ability to stand on the walking track; cost on taxes and assessments; and fundraising).
- Various suggestions and opinions both for and against a new name for the Municipality.

13. In-Camera - There was no in-camera.

14. Next Meeting Date / Adjournment – May 12, 2020 at 6:00 pm.

MOVED by Councillors Ivey and Sherman that the meeting adjourn.
Motion Carried.

The meeting ended at 9:00 pm.

Abraham Zebian, Mayor

Rhonda Brown, Municipal Clerk

Dear Mayor, Councilors, and Staff;

As the Chair of the Windsor Township Business Association (formerly the Windsor Business Enhancement Society), I will be sharing with you our new brand for the downtown business district.

Our Mission statement as a group is: To help make Historic Downtown Windsor an attractive place for businesses, customers, residents, and visitors by investing in beautification projects, special events, promotions, and business advocacy.

In this past year, the group has undergone strategic planning sessions and identified that a top priority was to create a new brand for the downtown. By doing this, we aimed to create a consistent look, feel, and message for this area and hoped to create excitement with a message that is vibrant and exciting.

I would like to share our new brand with Council and Staff and also have the opportunity to share more about our Association and what we do.

I also wanted to share an exciting possibility. We know that the new Region will be undergoing a branding strategy soon. It would be great for our brand in the downtown economic core to be consistent and complimentary to the brand of the Region, for the success of everyone.

The company we hired to create our brand, “Buoy Marketing & Production”, is a local company with incredible talents. They have done work for major corporations like Tim Horton’s, Edmonton Oilers, Toronto Maple Leafs. We are lucky to have such talent available to us (at a very reduced price!). Buoy Marketing has gone above and beyond and created a brand concept that **could** be extended to our new Region. This brand concept is exciting, vibrant, up-to-date, visually pleasing, and has a great message for all of the different communities within the Region. It could create unity while maintaining individuality for the communities. Work of this caliber can be quite an investment and this company has done this work pro bono to date (which could potentially save the taxpayers tens of thousands of dollars if you choose to consider this in the future). I will outline this concept for you during the meeting.

We understand that the proper channels must be followed when the Region embarks on its journey to create a new brand. We want to share our vision and what we are doing in the downtown of Windsor and hope that you would consider this branding offer when it comes time to develop a brand for the Region.

Sincerely,

Dr. Adrienne Wood
Naturopathic Doctor
Chair of the Windsor Township Business Association



WINDSOR
TOWNSHIP

COMMUNITY IMPROVEMENT & SIGNAGE PROJECT
MARCH 19TH, 2020



WELCOME TO THE VALLEY

Once known as *The Gateway to the Valley*, it's time to reconnect with one of Nova Scotia's most successful, thriving economic regions. While no longer a gateway, we're still the first stop in the beautiful Annapolis Valley.





INTRODUCTION

Life can seem like a continuous series of introductions. But what happens when we don't know how to introduce ourselves, because we're not sure who we are anymore? That's what this presentation is about—a town that's seen people come and go, through good times and bad...and has burned to the ground twice. We have history, and a story to tell, but we've struggled with how to tell it.

That's what the community improvement and signage project is about. It's the first step in reintroducing ourselves to locals and visitors alike. Now we're at the point where we shift from thinking about what to do, to doing what we think. We're ready now to reintroduce downtown Windsor as *The Windsor Township*. (Although Windsor is no longer a town, among Windsor residents it will always be referred to as “town.”)





WHAT IS A BRAND?

Successful brands are more than merely logos, nicely designed packaging, or an entertaining commercial campaign shared in social media. A brand is all of these things combined. It's the total—meaningful—impression you make on people.





BRAND PILLARS

ADVENTURE & RECREATION

Within the downtown core, Windsor offers adventure and recreation, both on land and on the water.

PROFESSIONAL SERVICES

For locals, the town offers valuable and much needed professional services, making Windsor a community hub.

CULINARY & CRAFT BEVERAGES

From farm-fresh fare to craft beer, downtown Windsor boasts a broad range of locally prepared food and drink.

COMMUNITY

As a whole, Windsor is an inviting rural community that's defined by traditional Nova Scotian culture. And every trip to the Annapolis Valley begins in Windsor.

HISTORY

Travelling from Halifax to the end of one of the oldest roads in the province, the first stop in the Annapolis Valley is Windsor. Windsor is home to some fascinating and unique examples of Canadiana.

RETAIL

As Windsor continues to redevelop, the downtown core provides the surrounding municipality with substantial local shopping for a wide variety of retail goods.



BRAND ATTRIBUTES

INVITING

The downtown Windsor core is a collection of friendly people, businesses, and services that greet visitors with a warm welcome to the Annapolis Valley.

HISTORIC

Dating back to 1685, downtown Windsor embodies Nova Scotia's history. It's evident in local traditions and culture, as well as the town's architecture, including North America's oldest remaining military blockhouse.

AUTHENTIC

Downtown Windsor provides residents and guests with an authentic small-town Nova Scotia experience, replete with hospitable charm, historic tradition and distinctive character.



OUR BRAND PROMISE

The current state of the downtown core does not uphold the Windsor Township brand promise:

“A warm welcome to everything the Annapolis Valley encompasses.”

Therefore, it's important that the community improvement and signage project is part of the 2020/21 budget.





NAME DEVELOPMENT

Founded in 1685, incorporated in 1878...rebranded in 2019. Windsor will always be known as a town, even after the pending consolidation is completed.

Some things are ingrained in our local culture. This is one of them, dating back to the New England Planters' formation of a township in 1764.





WHY TOWNSHIP?

It's essential that the downtown economic core retains its distinct identity.

“Township” embraces the region’s history, even as the municipality moves toward consolidation, in which—technically—Windsor will cease to be a town. This acknowledges the many ways in which Windsor will always be a town, and cherished as such.





WHAT IS A TOWNSHIP?

“In eastern Canada, a township is one form of the subdivision of a county.”

In this case, the downtown core is just that: a geographical and economic subdivision of the newly consolidated county.





LOGO DEVELOPMENT

Pulling inspiration from the town's architecture, the primary logo combination mark is made up of five arches, or arcs. These arches can be found naturally within the town's landscape, from the hill atop which Fort Edward sits, to the third-storey windows of the old Wilcox building.

The five arches are flipped upside-down to create a geometric 'w,' with three in the top row representing the three bounding streets, King, Water, and Albert, that define the downtown core. The two arches on the bottom row represent the two major arteries running through the centre of the downtown core, Garish and Stannus Streets.

Each of the five arches contains a different pattern to represent the unique character of each street and the businesses on it. These patterns are inspired by the region's heritage as an English* settlement. Historically, they appear on township crests and the shields of the British knights that protected them.

*Although the region is also rich in Mi'Kmaq and Acadian culture, we've selected a direction that fits with the regal nature of the Windsor name.





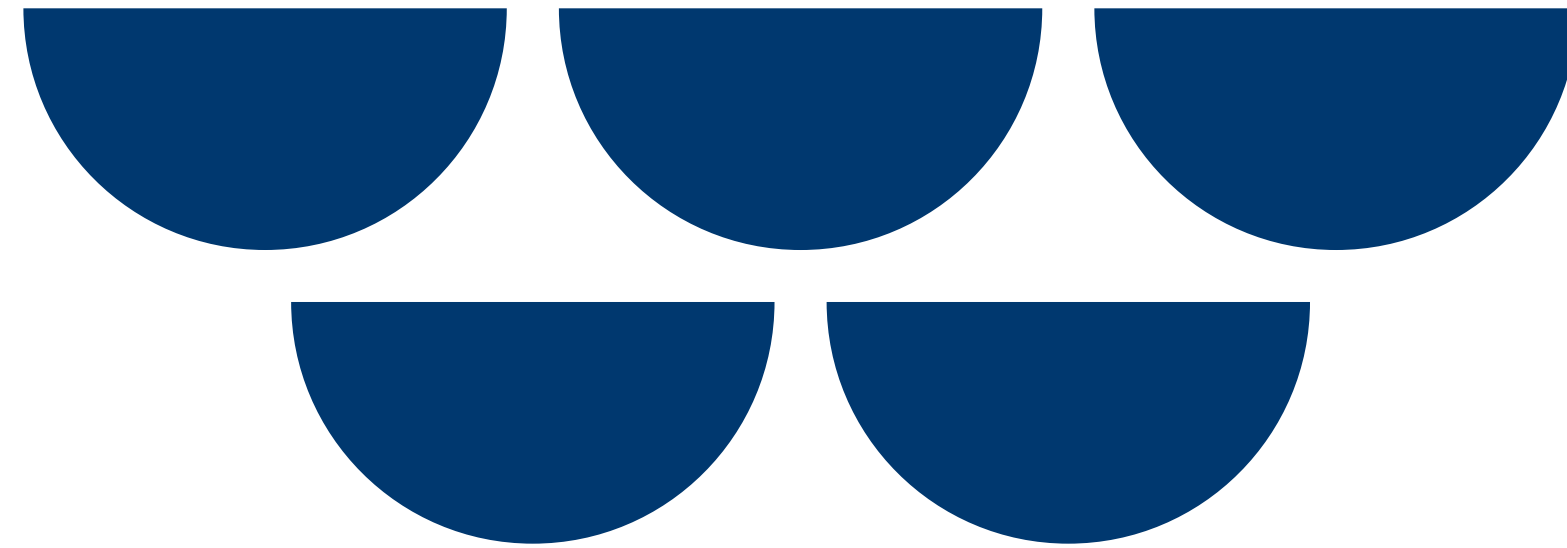
WINDSOR

T O W N S H I P



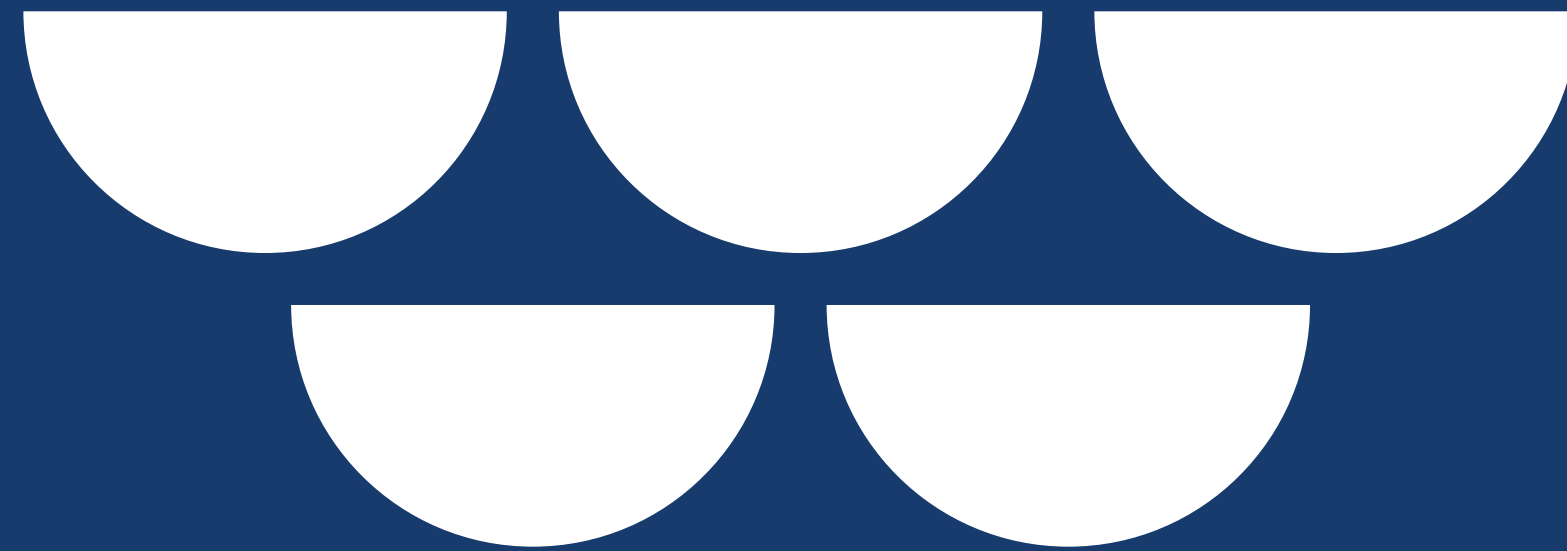
WINDSOR

TOWNSHIP



WINDSOR

T O W N S H I P

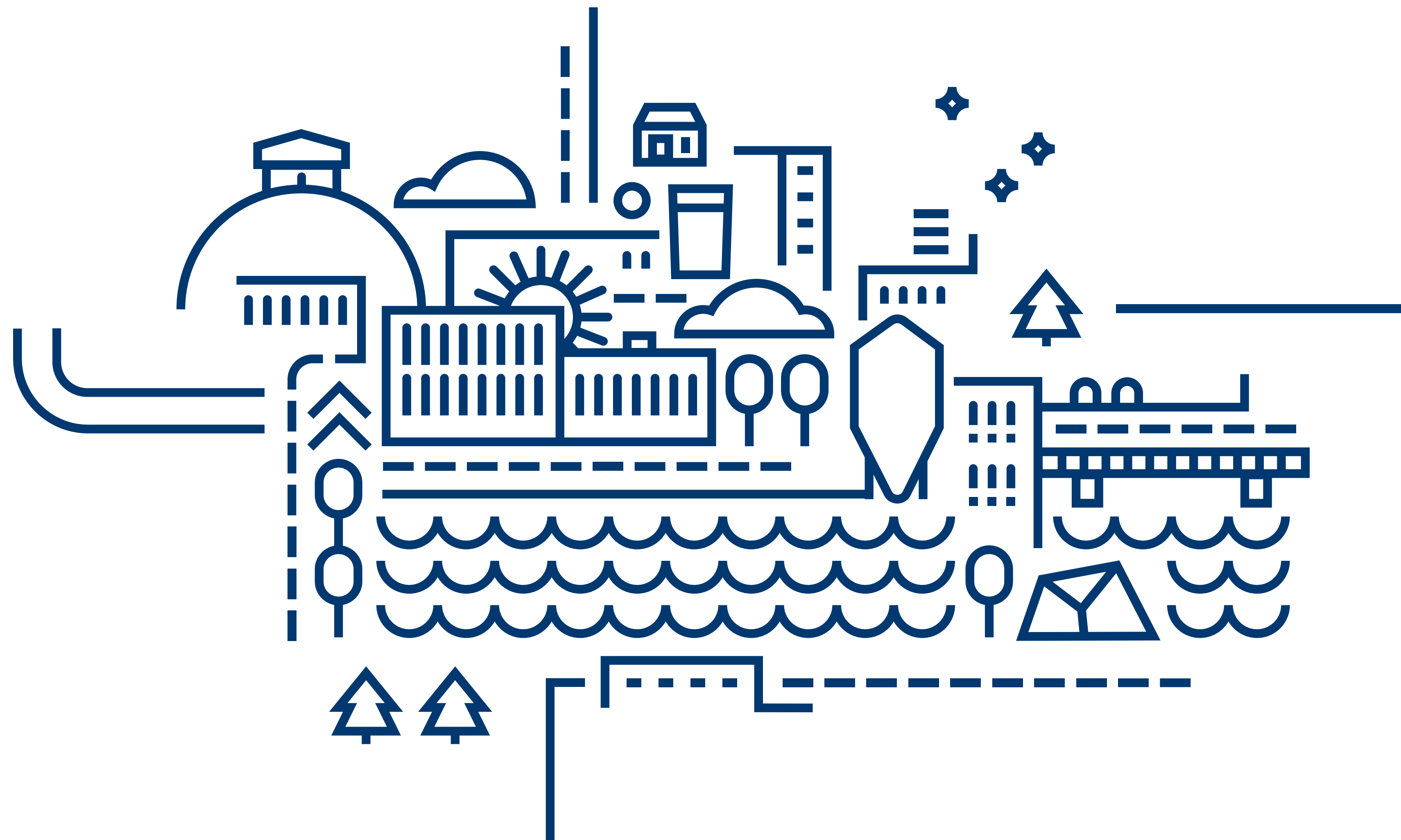


WINDSOR

TOWNSHIP



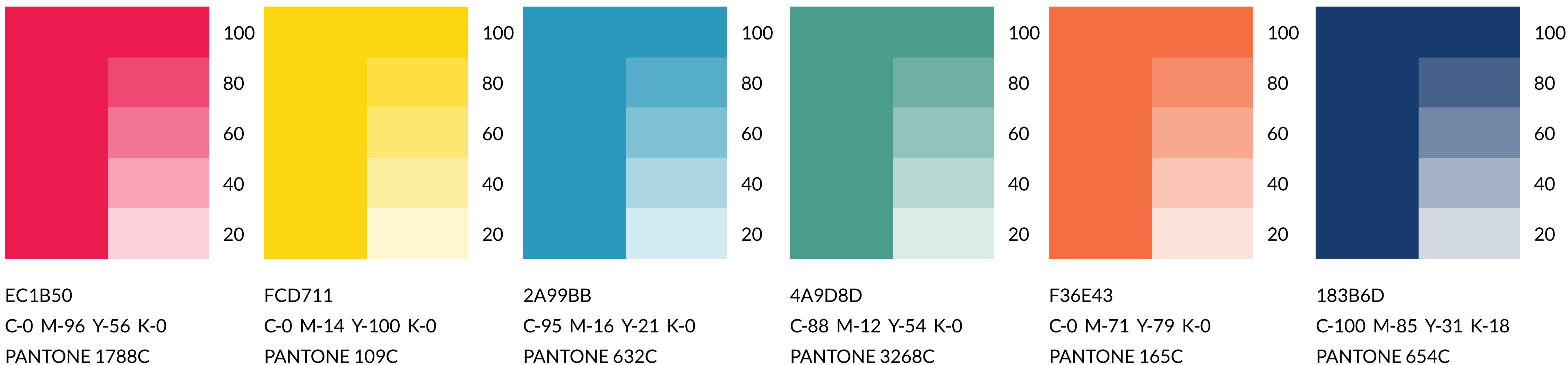
BRAND ELEMENTS







COLOURS





TYPEFACE

Montserrat is a geometric, sans-serif typeface, designed by Argentinian designer, Julieta Ulanovsky. The design was inspired by signage from her historical Buenos Aires neighborhood of the same name. Montserrat is often mentioned as the closest free alternative to Gotham and Proxima Nova, however, in our opinion it's a much more distinctive typeface compared to those two. The uppercase G and J really set it apart.

Lato is a humanist, sans-serif typeface designed by Łukasz Dziedzic. It was released in 2015. The name “Lato” is Polish for “summer.” As of August, 2018, Lato is used on more than 9.6 million websites, and is the third most served font on Google Fonts, with over one billion views per day.

Aa HEADLINES
Montserrat Bold

A B C D E F G H I J K L M N
O P Q R S T U V W X Y Z
a b c d e f g h i j k l m n
o p q r s t u v w x y z
0 1 2 3 4 5 6 7 8 9

Aa SUB-HEADLINES
Montserrat Medium

A B C D E F G H I J K L M N
O P Q R S T U V W X Y Z
a b c d e f g h i j k l m n
o p q r s t u v w x y z
0 1 2 3 4 5 6 7 8 9

Aa BODY COPY
Lato Regular

A B C D E F G H I J K L M N
O P Q R S T U V W X Y Z
a b c d e f g h i j k l m n
o p q r s t u v w x y z
0 1 2 3 4 5 6 7 8 9



STATIONERY KIT

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John Smith



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B0N 2T0
info@windsortownship.ca
@WindsorTownship



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WINDSOR'S TOWNSCAPE

For tourist destinations in rural Nova Scotia there's an expectation around appearance. You see this realized in the charm of other small Nova Scotian communities such as Wolfville, Lunenburg, Tatamagouche, etc. So an important component in rebranding Windsor's downtown core will be improvements to its visual characteristics and infrastructure.

While some aspects of this effort lie outside the authority of the Windsor Business Enhancement Society, none are beyond its influence. Influence can be a powerful tool. Change always starts somewhere, and that's what this project is about.

It's essential that the brand be incorporated into the physical townscape of Windsor, and we can accomplish that by using buildings and street-level murals, power pole banners, way-finding signage, art installations (including sculptures), painted park benches, picnic tables, and fire hydrants...and so on.

All of this will breathe new life into downtown Windsor. In turn, current and future landlords and tenants will be encouraged to join in on the initiative, adding value to their properties with improvements that benefit the whole area.





EXPANDING THE BRAND

This quality of branding, strategy, and implementation is also available for the overall brand of the consolidated municipal unit. An overall brand is needed for the encompassing region. It must create unity without displacing the identity of individual communities within West Hants.

This quality of branding and execution is available for all major villages, settlements, and regions in West Hants as well, while retaining their own identities entrenched in the area's culture and history.

For the sake of this presentation we've left the region's name as "West Hants." Below are examples of how each community can retain its own identity and be part of the region's branding strategy.



Windsor Township

A Community of West Hants

Brooklyn Village

A Community of West Hants

Kempt Shore

A Community of West Hants

Avondale Loop

A Community of West Hants





AN EXAMPLE

In 2014 the Halifax Regional Municipality rebranded, simply calling itself Halifax. Predictably, the public greeted the new brand with mixed reviews. We can expect our community to be similarly polarized in reaction to what we're proposing. Visuals are highly subjective, and everybody's a critic. There will be those who claim they could "do better," notwithstanding that as a group we know they can't.

Putting the design aspect aside, though, that being only one part of our community's or sub-communities' branding effort, the Halifax backlash is relevant to us in that it reveals a universal truth about community brands: citizens and whole communities are very protective of their sense of identity; they fear losing it and tend to see change as a threat.

Many individuals and business within the Halifax municipality felt a certain degree of identity loss—in Dartmouth, Bedford, Clayton Park, and Queensland, to name a few neighbourhoods. Hence this response to their rebrand:



*“Halifax is only one community out of dozens in HRM. My community is called Dartmouth,
not Halifax, until Canada Post says so!”*

@CaffeinatedMatt

What this tells us is that, while we need an overarching brand for the regional municipality of West Hant, each community has to retain its own sense of identity at the same time. If not, it won't work. So we should think of the municipality as the parent brand for the region, underneath which the individual communities reside as sub-brands, each with its own distinct identity.





CURRENT STATE

The town's infrastructure, signage, and branding is disconnected, dilapidated, and disappointing to residents and tourists. This is the result of indecision, lack of direction, poor planning and execution.







THE GOOD NEWS

Everything can be fixed, and helped with a new branding system. The consolidation process is a fresh start for every community in the municipality. Our starting point is the Windsor Township.

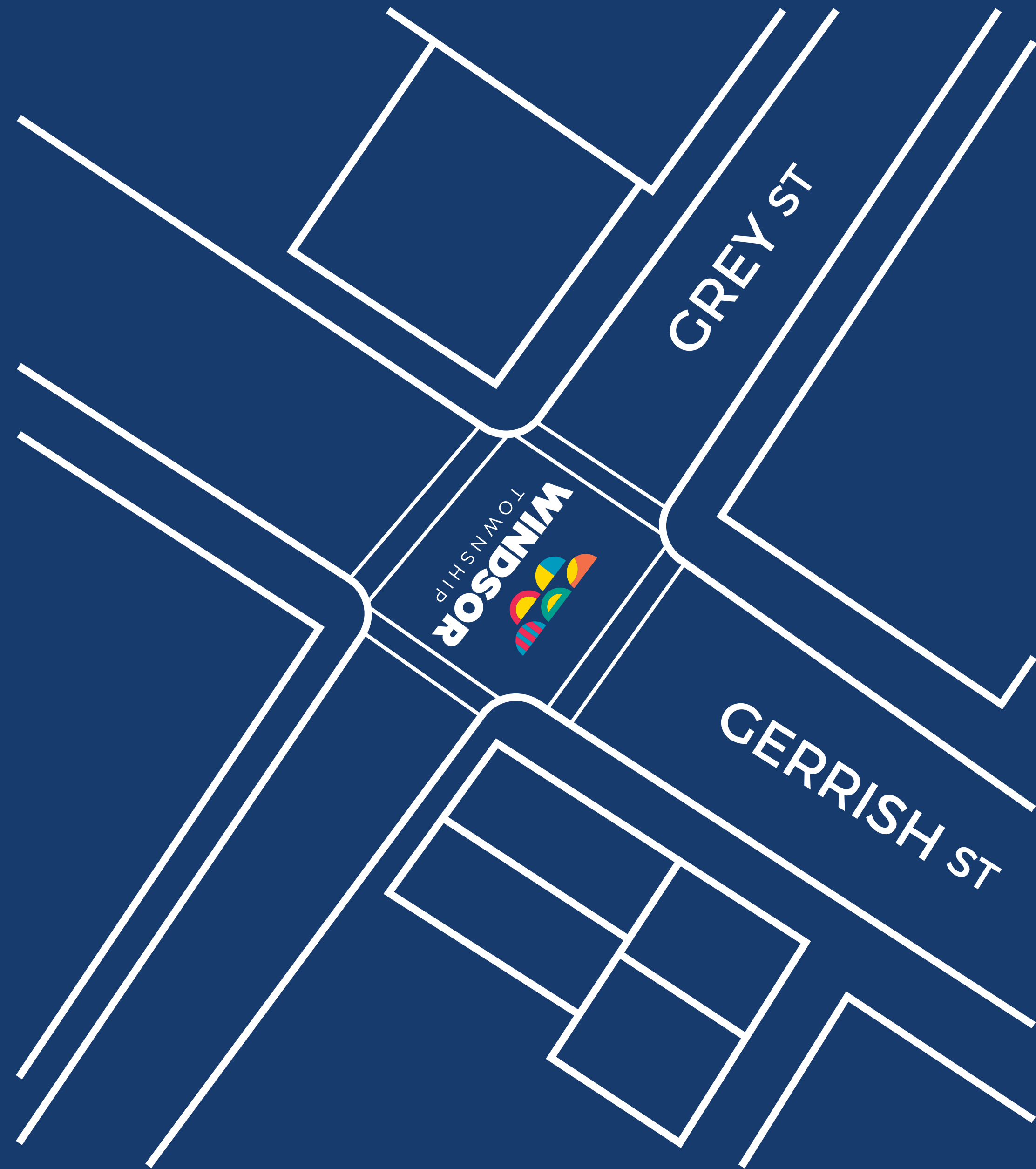




COMMUNITY IMPROVEMENTS

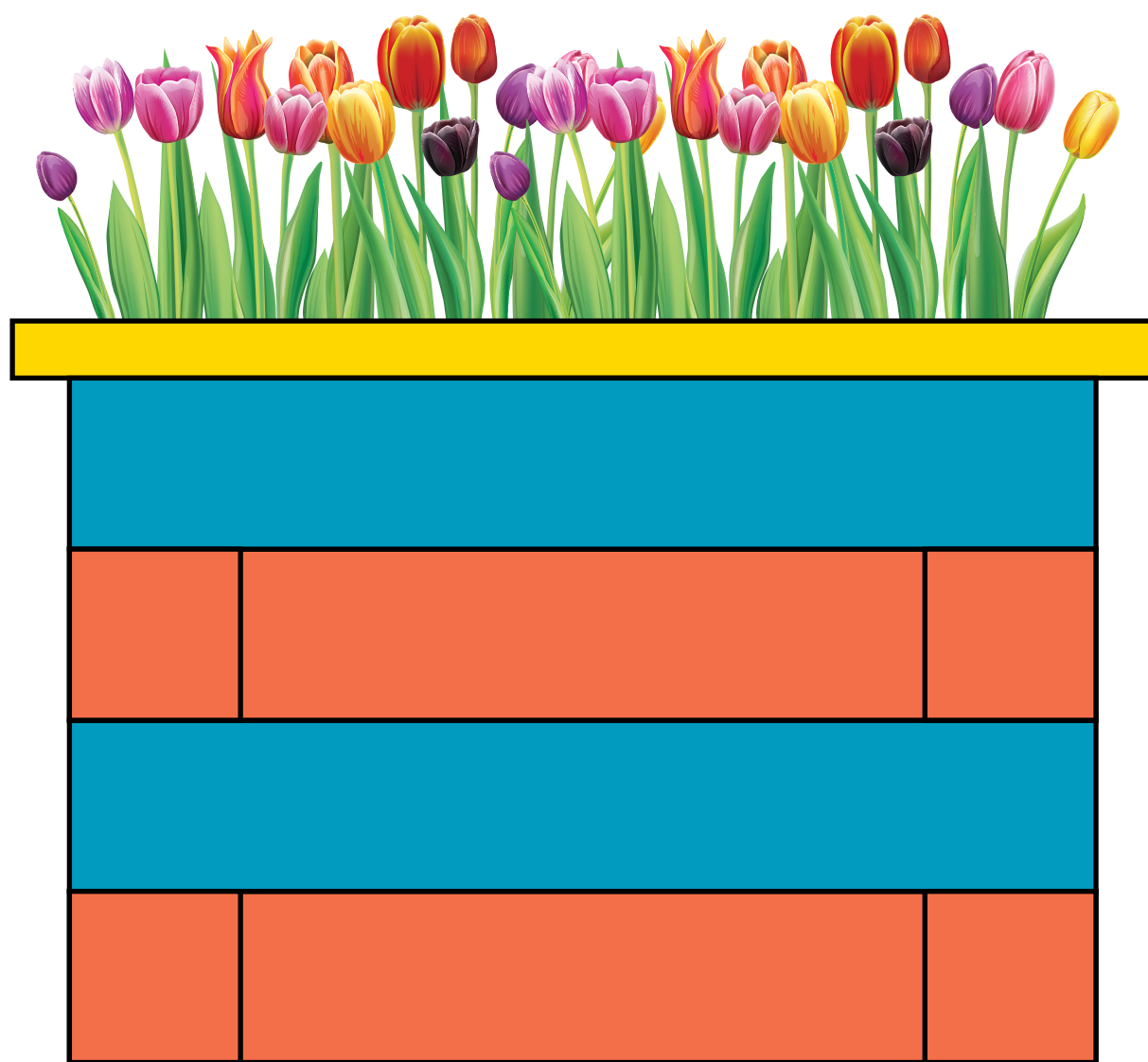
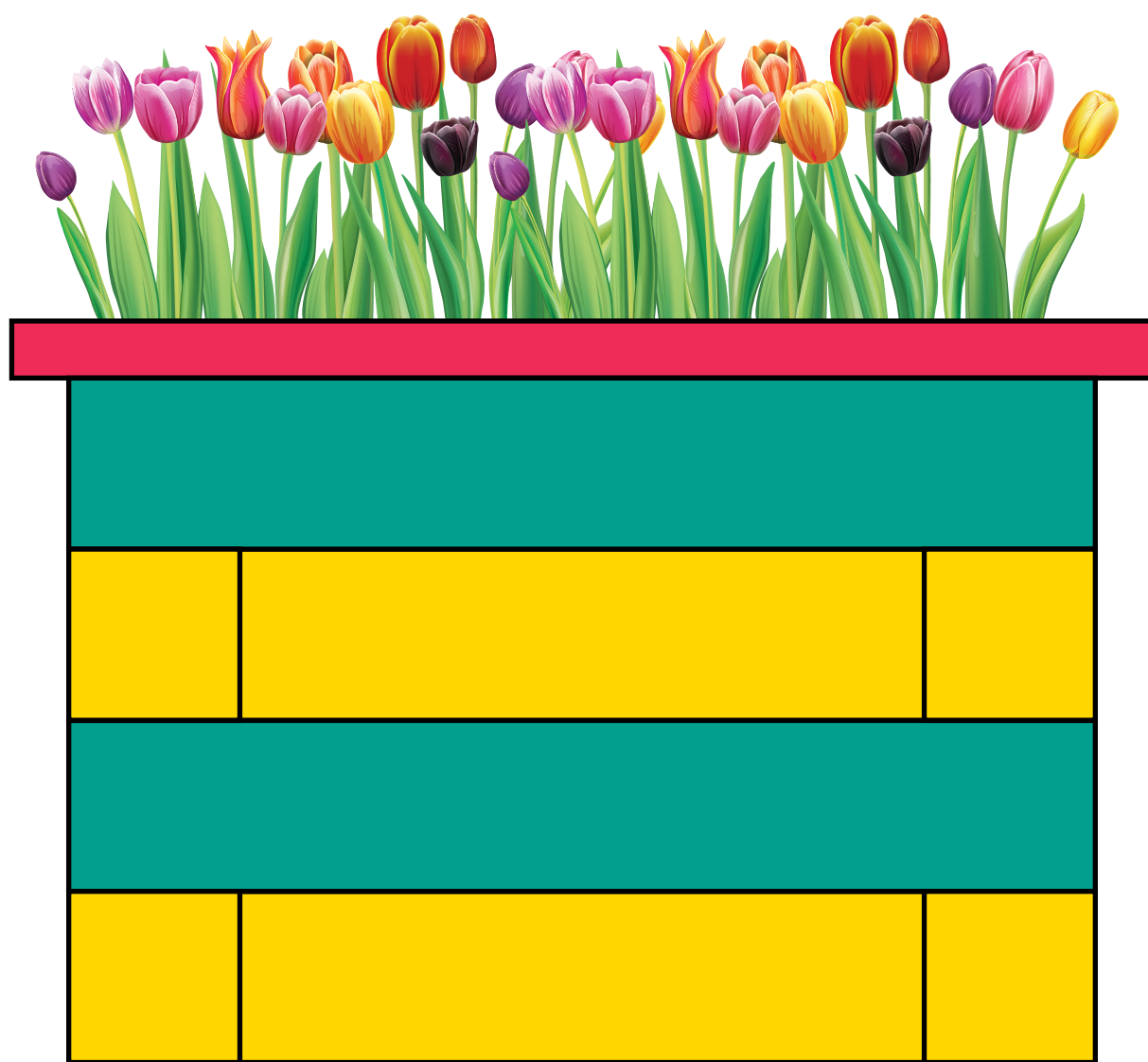
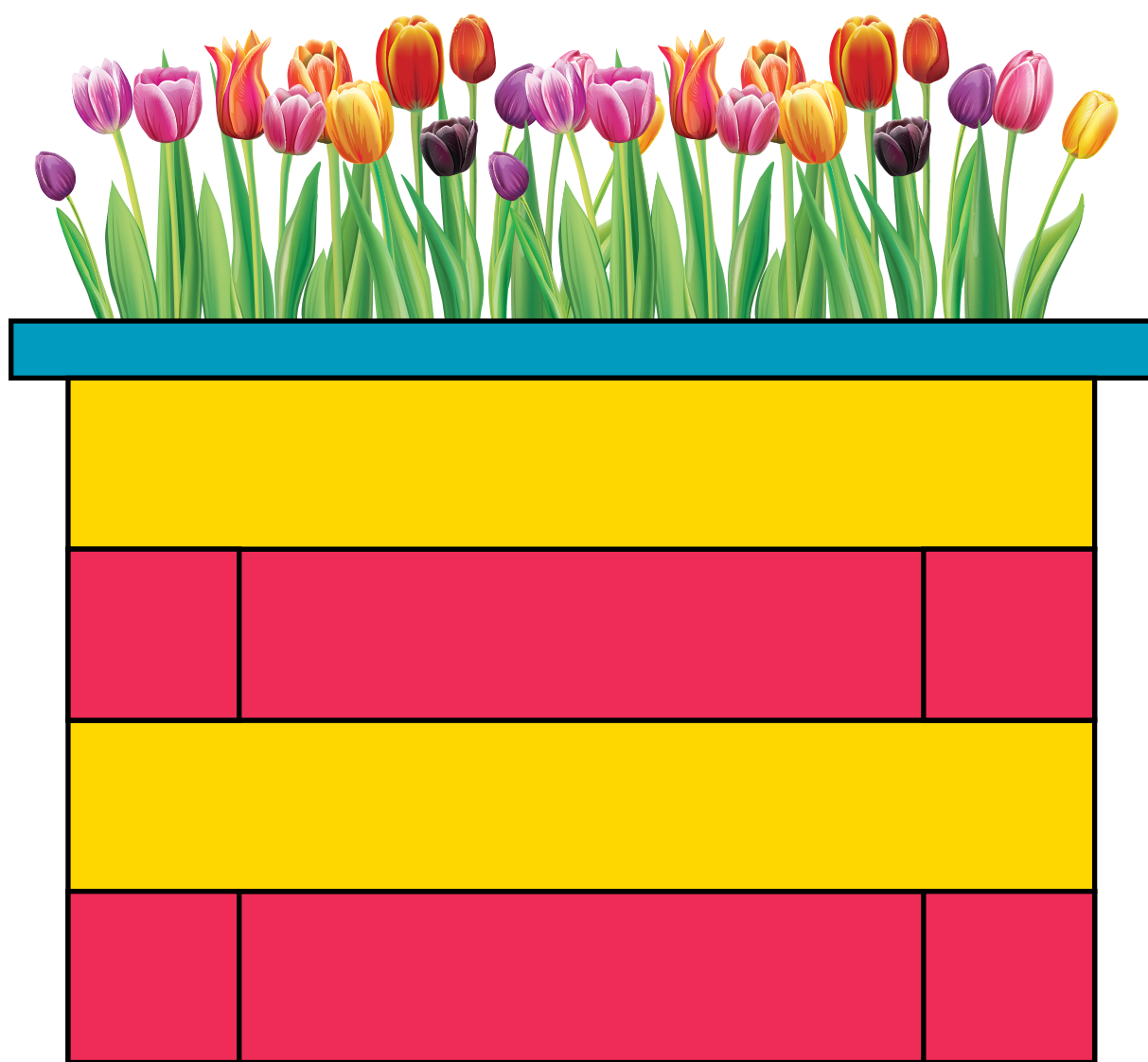
There are many improvements we can make throughout the downtown core, using new and repurposed components. This is an opportunity to make meaningful improvements through a consistent and focused brand.













SIGNAGE

Signage is key to the deployment of the Windsor Township brand. This aspect of the branding project makes it tangible and real to residents, guests, and tourists.



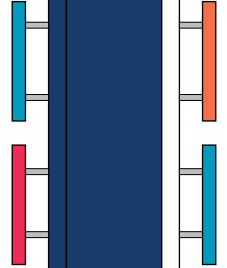


WINDSOR

TOWNSHIP

UNTIL NEXT TIME







WINDSOR

TOWNSHIP

WELCOME TO THE VALLEY



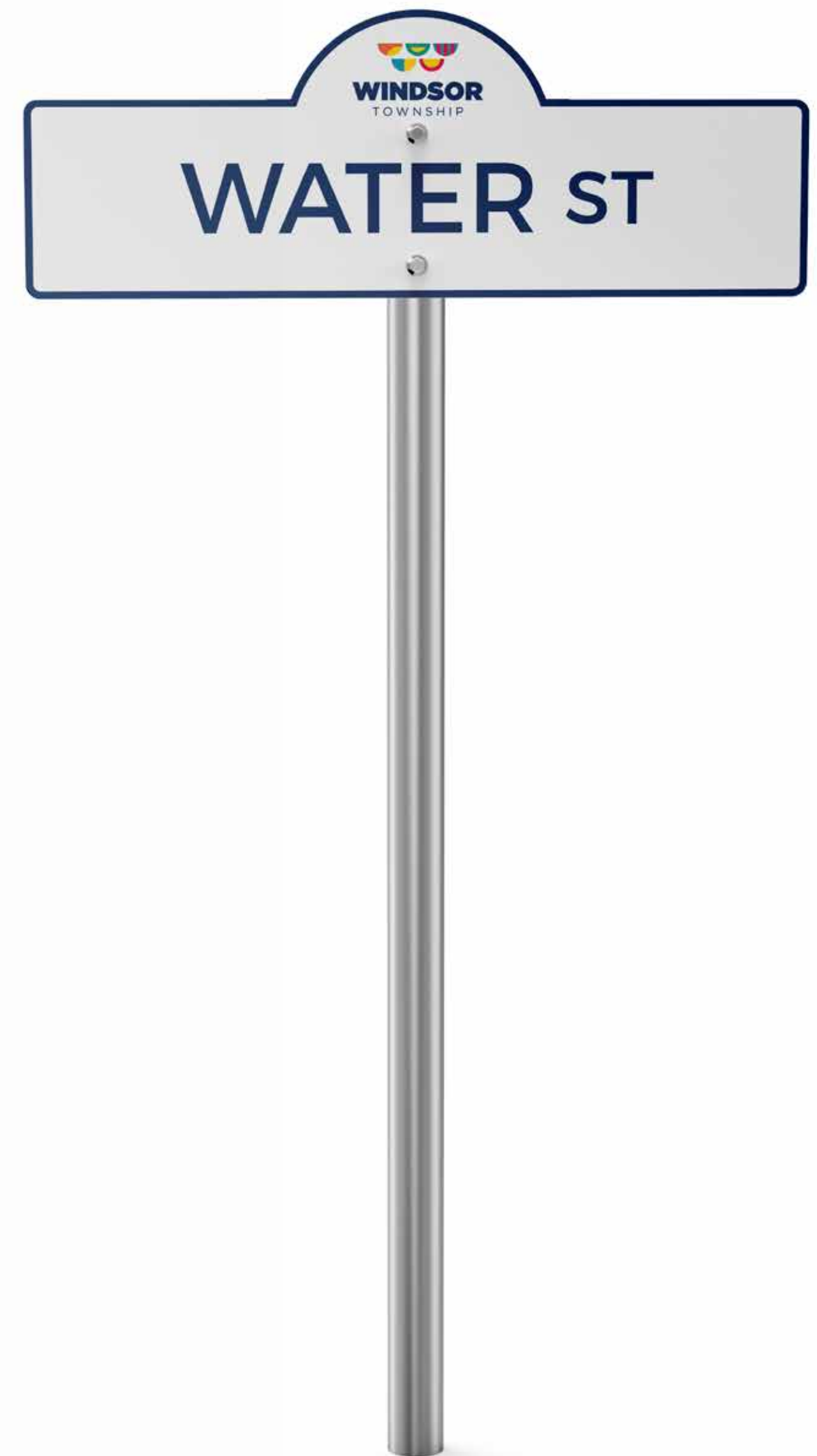
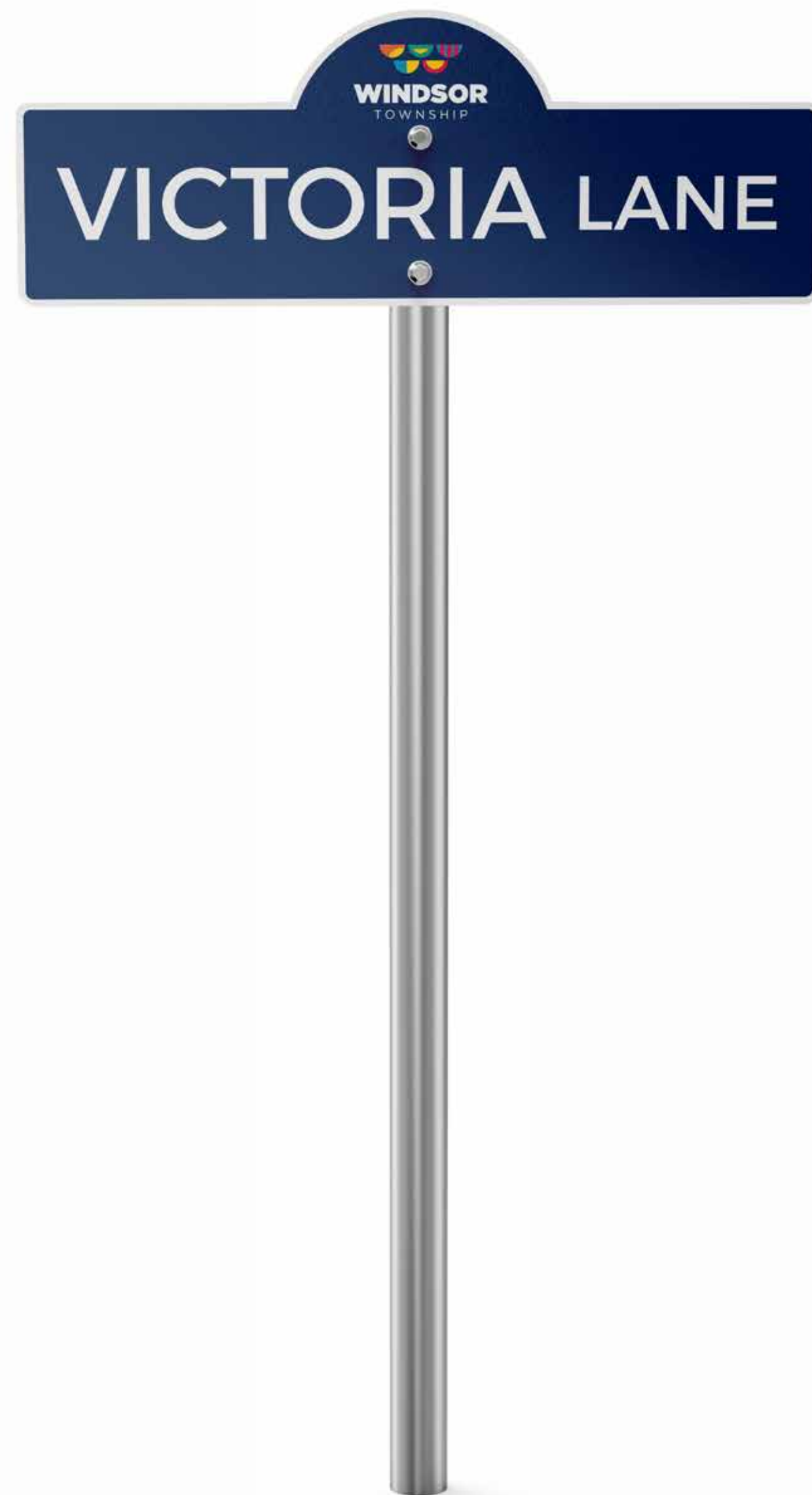
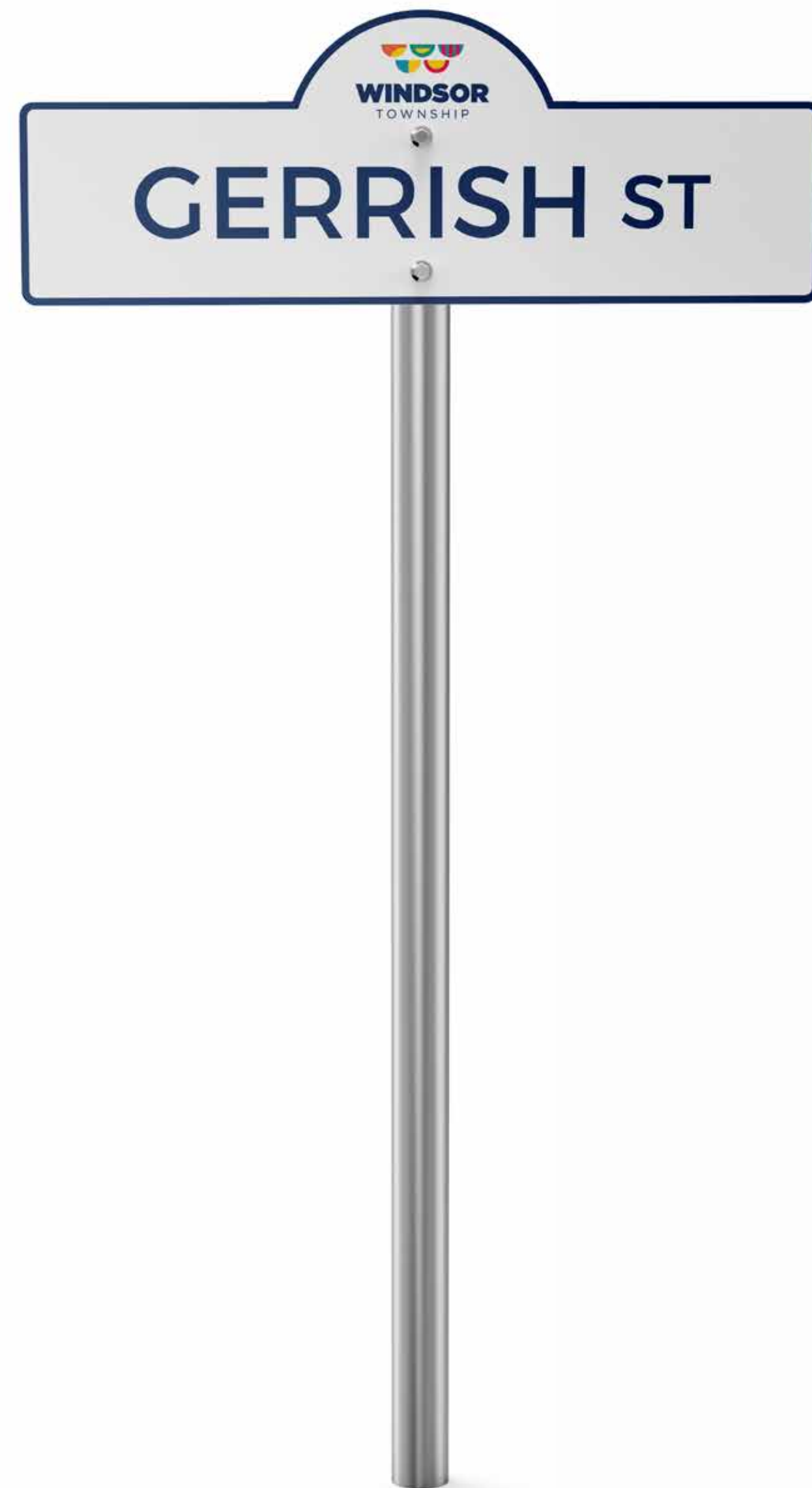


COMMUNITY EVENTS



**WOODEN ROSE AUCTIONS
AUCTION**

SUN MARCH 15	9:30 AM
PREVIEW AT	8:30 AM
LIONS BREAKFAST AT	7:30 AM





**HALIBURTON
HOUSE
MUSEUM**



**HISTORIC
FORT
EDWARD**



**DILL'S GIANT
PUMPKIN
FARM**



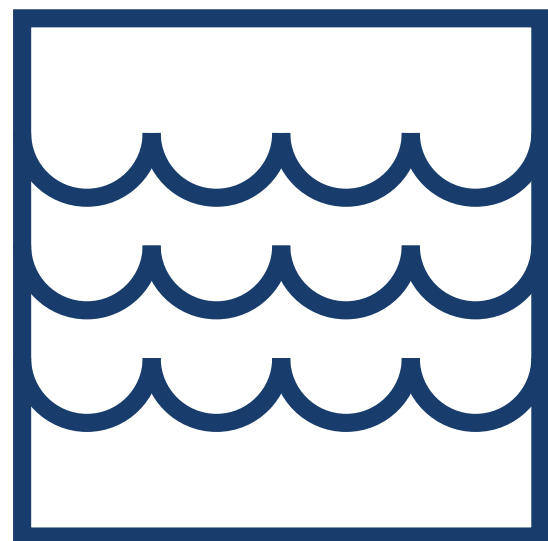
**SHAND
HOUSE
MUSEUM**



**WINDSOR
REGIONAL
LIBRARY**



**CLIFTON
ESTATE
DISC GOLF**



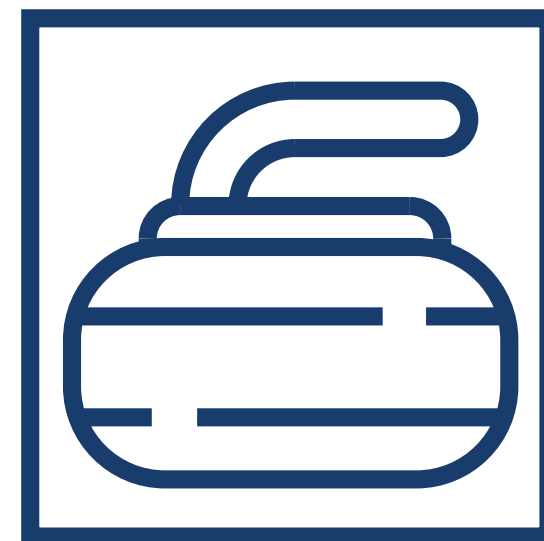
**PISIQUID
AQUATIC
CLUB**



**WINDSOR
COMMUNITY
CENTRE**



**MERMAID
THEATRE**



**WINDSOR
CURLING
CLUB**



**WINDSOR
AQUATIC
CENTRE**



**HOCKEY
HERITAGE
MUSEUM**











SWAG

The Windsor Township brand is bigger than physical structures in the downtown core. That's why it's important to get the brand in the hands of the people, including residents, guests, and tourists.























A THOUGHT

What if the answer is right in front of us?

It is.

On January 30th, Hubert Hu of Dalhousie University presented the findings of the regional name survey. With 705 respondents, the most popular names respectively were West Hants (358) and Avon (125).

We have developed a world-class, award-winning brand that can encompass the wants and needs of the municipality and its residents. The brand system that's been developed and the top two names according to the survey work perfectly together.

West Hants

Regional Municipality

Welcome to the Avon





WEST HANTS

REGIONAL MUNICIPALITY

WELCOME TO THE AVON

HANTSPORT

TOWNSHIP

A COMMUNITY OF WEST HANTS

HANTSPORT

TOWNSHIP

A COMMUNITY OF WEST HANTS

BROOKLYN

VILLAGE

A COMMUNITY OF WEST HANTS

BROOKLYN

VILLAGE

A COMMUNITY OF WEST HANTS

KEMPT

SHORE

A COMMUNITY OF WEST HANTS

KEMPT

SHORE

A COMMUNITY OF WEST HANTS

AVONDALE

LOOP

A COMMUNITY OF WEST HANTS

AVONDALE

LOOP

A COMMUNITY OF WEST HANTS



WEST HANTS

REGIONAL MUNICIPALITY



HANTSPORT
TOWNSHIP



BROOKLYN
VILLAGE



KEMPT
SHORE



AVONDALE
LOOP



This presentation was prepared by Buoy Marketing + Production from right here in Windsor, Nova Scotia—West Hants. Buoy Marketing + Production is one of Atlantic Canada’s most respected creative agencies. It’s also the only agency in Atlantic Canada to win an International Clio Award for branding in 2019...which was for work on behalf of the Halifax Thunderbirds and the Windsor Royals, based right here
at home.



Let's work together to build an amazing community.





THANK YOU



MUNICIPALITY OF THE DISTRICT OF WEST HANTS RECOMMENDATION REPORT

To: Members West Hants Council

Submitted by: _____
Martin Laycock, Chief Administrative Officer

Date: June 26, 2018

Subject: Water and sewer service consolidation

Origin:

At the May 2018 Committee of the Whole there was a presentation on consolidating the Three Mile Plains (TMP), Falmouth and Hantsport water and sewer services.

Legislative Authority:

Municipal Government Act, Part IV, Finance, 81 (1)[a] & [b]; Part XIV, Sewer, 333-343
Public Utilities Act, 64 (1) & (2)
Nova Scotia Utility and Review Board Orders M06071, M07649, & M06523

Recommendation:

Committee of the Whole recommends:

...that Council direct the CAO to begin the process of consolidating the Three Mile Plains, Falmouth, and Hantsport water utilities into one organization and have this work completed by April 1, 2019.

...that Council direct the CAO to begin the process of consolidating the Three Mile Plains, Falmouth, and Hantsport sewer services into one organization, make the necessary changes to the by-laws and sewer fees structure so that all sewer charges are a combination of water usage and base charge, and have this work completed by April 1, 2019.

Background:

Gerry Isenor and Blaine Rooney were engaged by the Municipality in 2017 to look at the impacts of a joint water utility. In early 2018, the scope of the study was expanded to include joint sewer services. The adjustment resulted in the following scope:

- Combining the three water utilities in Falmouth, Hantsport and TMP/Wentworth operated by the Municipality of West Hants and establishing a common rate structure for the provision of water service;
- Combining the three wastewater collection and treatment systems in Falmouth, Hantsport and TMP/Wentworth operated by the Municipality of West Hants and establishing a common rate for service based on water consumed and discharged into the sewer system for the combined system; and,
- Comparing the base and consumption rates for the combined water and wastewater systems (effluent) charge to the existing rates charged for these services.

At the May 22, 2018 Committee of the Whole, Gerry Isenor presented on the results of the study. It was identified that for the average water user the following quarterly changes would occur should both the water and sewer services be combined:

	Existing Water Plus Separate Wastewater Systems 2018/19	Estimated Rates as Combined West Hants Water Utility
Hantsport	\$234.89	\$235.90
Falmouth	\$287.51	\$257.79
TMP/Wentworth	\$203.44	\$246.66

Discussion:

Sewer:

Currently sewer charges for Hantsport are based on water usage, whereas in Three Mile Plains and Falmouth sewer charges are based on variations of single dwelling units. This method defines a cost per single dwelling unit. Sewer cost for such things as apartments, duplexes, hotels, etc. are based on equivalents of single dwelling units. Total budgeted revenue is determined by multiplying total single dwelling units plus equivalent single dwelling units by the sewer rate. This method has the advantage of easily determining how much revenue can be generated in a given year. However, the disadvantage of this method is that it penalizes those who use the sewers less often than others. For example, currently a single person living in a house pays the same sewer charge as a family of four, yet the single person would arguably use the sewer less. By basing the sewer rate on water usage, a fairer pay for use system is created.

Water:

All water utilities are governed by the Utility and Review Board. Currently, each of the three utilities have their own water rates and associated rules. Because they are three unique entities there are differences among the rules. For example, the interest rate on outstanding water accounts in Hantsport is 1.5%, where as it is 1.25% for Falmouth and TMP. In addition, water shut off rules are different in TMP than they are in Falmouth and Hantsport. These differences can create confusion for customers and staff. Should the utilities be joined, the different sets of rules would be eliminated. A combined water utility would also mean uniform water and base rates for all three utilities, which are currently all different.

Combined:

Based on the evidence provided by the study it suggests that water and sewer rates in Hantsport would remain roughly the same while Falmouth would see a \$30 per quarter decrease. It is further indicated that TMP would see a \$43/quarter increase in their water and sewer bill. This is a considerable increase for the users of TMP and is important for Council to recognize.

When considering the results of a joint service, there are three things to keep in mind:

1. The numbers provided by the study are estimates. There will be differences in many customers bills as a result of the proposed changes. The numbers presented at the May 2018 Committee of the Whole were based on averages of previous years water usage and used many assumptions.
2. As shown on the last slide of the presentation, it was proposed that gradual increases to TMP be made to avoid 'rate shock'. This would reduce the initial burden on TMP but would eliminate the cost savings for Falmouth in the first two or three years.
3. All water rates are subject to UARB approval. This means that should a combined water utility go forward, there still could be increases in rates due to UARB rulings.

Should Council decide to move forward with the combined services a number of tasks would be required. As was presented at the May Committee of the Whole meeting, the timeline below shows what would be required to meet the April 1, 2019 deadline. In addition, the sewer by-laws may need to be amended during the same time frame.

Time line for Implementation	2018								2019			
	May	June	July	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	
Council Discussion												
Motion to Proceed												
Customer Information Program												
Prepare Combined Water Application												
NSUARB Questions/Hearing/Decision												
Prepare Combined Sewer Rate Study												
Adoption of Sewer Rates by Council												
Alignment of Internal Accounting												
Start-up Combined Water and Sewer Rates												

Communication to the public affected by the change would be critical during the transition period. The Municipality would work to provide the necessary information to residents and what they can expect from the change. There would be no change in their services, however what residents can expect on their bill would be important to communicate, especially in Falmouth and TMP where sewer charges would move from the tax bill to the water bill. Time and funding requirements to meet these communication needs have been identified.

Financial Implications:

There are limited anticipated savings as a result of the combined services. Currently there is one Water Utility Clerk for all three water utilities and the Tax Clerk currently applies the sewer charges on the tax bill. The combined services would move the sewer tasks from the Tax Clerk over to the Water Utility Clerk. The added work as a result of this is minimal.

It is estimated that there would be roughly \$20,000 in new costs for the communications around the change and for a rate study to be done for the sewer services. In addition, there may be added costs to integrate the financial information of the water and sewer services. These costs would be absorbed by the water utilities and the sewer services. In total, it is estimated that each water utility and sewer service would have to pay roughly \$3,333 each.

Alternatives:

- Committee of the Whole could choose to reject the recommendations.
- Committee of the Whole could choose to accept one of the recommendations and not the other.

Attachments:

- Memo on combined water services
- May 24, 2018 Committee of the Whole presentation

Report Prepared by: _____
Martin Laycock, Chief Administrative Officer

Report Reviewed by: _____
Rhonda Brown, Municipal Clerk

West Hants Combined Water and Wastewater Systems
Hantsport/Falmouth/TMP Wentworth

Memo

Date: 22 May 2018

To: Brad Carrigan

From: Gerry Isenor
Blaine Rooney

Re: West Hants Combined Water and Wastewater System Review

The following details the results of both the water and wastewater rate studies based on:

- Combining the three water utilities in Falmouth, Hantsport and TMP/Wentworth operated by the Municipality of West Hants and establishing a common rate structure for the provision of water service;
- Combining the three wastewater collection and treatment systems in Falmouth, Hantsport and TMP/Wentworth operated by the Municipality of West Hants and establishing a common rate for service based on water consumed and discharged into the sewer system for the combined system; and,
- Comparing the base and consumption rates for the combined water and wastewater systems (effluent) charge to the existing rates charged for these services.

Water Background

The Municipality of West Hants owns and operates three water utilities within the Municipality.

The Falmouth Water Utility was developed by the Municipality and serves the community of Falmouth. It has a surface water source which is treated and has 792 metered customers with 782 having 5/8" meters. Their current approved rates were effective April 1, 2016 and for 5/8" metered customers consist of a quarterly base charge of \$36.29 and a consumption charge of \$1.39 per cubic meter (CM). Based on the operating and capital budgets provided for this assignment the Falmouth Water Utility will need an increase in rates in the upcoming fiscal year 2018/19 to avoid falling into deficit.

The Three Mile Plains/ Wentworth Water Utility was developed by the Municipality and serves the communities of Wentworth and Three Mile Plains. It purchases treated water from the Town of Windsor Water Utility and has 981 metered customers with 970 having 5/8" meters. The current rates were effective April 1, 2018 and for 5/8" rates for metered customers consist of a quarterly base charge of \$42.65 and a consumption charge of \$2,501 per CM. Based on the

West Hants Combined Water and Wastewater Systems
Hantsport/Falmouth/TMP Wentworth

operating and capital budgets provided for this assignment the Three Mile Plains/Wentworth Water Utility is currently in deficit and in need an increase in rates in the upcoming fiscal year 2018/19 to avoid falling into further into deficit.

The Hantsport Water Utility was acquired with the dissolution of the Town of Hantsport. It has a surface water source which is treated and has 616 metered customers with 594 having 5/8" meters. The current approved rates were effective April 1, 2017 and for 5/8" metered customers consist of a quarterly base charge of \$91.12 per quarter and a consumption charge of \$2.17 per CM. Based on the operating and capital budgets provided for this assignment the Hantsport Water Utility will need an increase in rates in fiscal year 2019/20 to avoid falling into deficit.

Based on the three Utility budgets two of the three will need separate rate studies and applications to the NSUARB in the 2018/19 fiscal year with the Hantsport utility in 2019/20. It is therefore an appropriate time to consider the merger of the three utilities into a single West Hants Water Utility. The merger, if approved by Council, could be included with a single rate application to the Nova Scotia Utility and Review Board (NSUARB) to be effective in 2018. If the three Utilities are merged, the resulting utility will have a rate structure that is a blend of the three existing rates adjusted for increases in operating and non-operating costs as detailed in the budgets. This new rate structure would be uniform to all customers regardless of where they reside. Municipal water utilities formed from the merger of individual separate utilities are common in Nova Scotia and include Halifax, Annapolis, Inverness, Richmond, and Victoria County's.

Wastewater Background

The Municipality of West Hants owns and operates three separate wastewater systems for the communities of Falmouth, Hantsport and Three Mile Plains.

The Falmouth Wastewater System was developed by the Municipality and serves the community of Falmouth. It has a dedicated wastewater collection and treatment system which provides service to 663 wastewater customers. The current approved wastewater rates were effective April 1, 2018 and for single family dwellings (residential customers) the rate consists of an operating cost of \$600.00 per year (\$150.00 per quarter) plus a Phase I Capital upgrade rate of \$103.34 (\$25.84 per quarter) plus as Phase II Capital upgrade rate of \$71.92 (\$17.98 per quarter) for a total annual rate of \$775.26 (\$193.82 per quarter).

The Three Mile Plains/ Wentworth Wastewater System was developed by the Municipality and serves the communities of Wentworth and Three Mile Plains. It has 855 wastewater customers. The wastewater collection system is owned and operated by the Municipality while wastewater treatment is provided by the Town of Windsor. The current approved wastewater rates were effective April 1, 2018 and for single family dwellings (residential customers) the rate consists of an annual rate of \$260.00 per year (\$65.00 per quarter).

West Hants Combined Water and Wastewater Systems Hantsport/Falmouth/TMP Wentworth

The Hantsport Wastewater System was acquired with the dissolution of the Town of Hantsport. It has a dedicated wastewater collection and treatment system and has 497 wastewater customers. The current approved annual sewage rates were effective April 1, 2018 and for residential customers (5/8" metered size) consist of an annual effluent charge of \$1.89129 per CM of water consumption based on water meter readings.

Water Methodology

The Municipality provided the study team with the most recent data (year ended March 31, 2017 March 31, 2018 for Falmouth water consumption)) available on customer counts, operating and non-operating revenue, consumption, operating and non-operating expenses including debt servicing for each of the existing Falmouth, Hantsport, and Three Mile Plains/Wentworth Water Utilities. The study team then prepared separate water rate studies for each of the existing Utilities as "stand-alone" entities. The team then combined the separate studies into a single "West Hants Water Utility" water rate study.

Wastewater Methodology

The Municipality provided the study team with the most recent capital and operating budgets including non-operating expenses together with the number of customers who are connected to the wastewater system but get their water from individual wells as well as water customers that have onsite wastewater services. The number of customers and the water consumption data for customers connected to the central water system (together with an estimated flow for those customers without water meters) were taken from the water rate study. The information from the three separate systems was then added together to arrive at a combined single wastewater collection and treatment system. Rates were prepared for the combined system based on each customer connected to the system being charged a common base charge plus a common effluent charge based on water usage regardless of where they were located.

Discussion

Based on the information provided at this time it does not appear that there will be any significant changes in staff or total expenses as a result of the Municipality combining its three water and wastewater systems. The three systems are not interconnected and are operated and administered by the Public Works and Administration departments. Based on the information provided and preliminary discussions with staff it appears that any operational savings have already been achieved with the acquisition on the Hantsport water and wastewater systems and including it in the Municipality's operation. There could be some administrative savings as relating to record keeping and billing but they are not anticipated to be significant but would involve less record keeping as each system has separate rates and the financial records must be kept separate. While the Municipality will be responsible for reviewing and setting wastewater rates, the NSUARB will continue to have responsibility for setting water rates and the rules and regulations for the West Hants Water Utility.

West Hants Combined Water and Wastewater Systems Hantsport/Falmouth/TMP Wentworth

The benefits of a combined water utility and sewer system, in addition to less administration as detailed above, would be that all customers would have a uniform rate. The combined water utility and wastewater system would have three separate operating and delivery systems within a single reporting entity. While the current water and wastewater systems are relatively similar in size, the cost of delivering the service varies between them. If the systems/utilities are combined the combined water utility would have approximately 2,400 customer connections while the combined wastewater system would have approximately 2,055 customers.

Outcomes

Based on the information provided it appears that the fire protection rates for the combined Water Utility verses separate Utilities for 2018/19 will decrease from a total of \$573,973 for the separate utilities to a total of \$473,792 for the combined West Hants Water Utility. This results in a larger increase in customer rates during the first years of the combined West Hants Water Utility. The rate study and the rates presented in this report have been prepared based on setting the total fire protection charge for the combined West Hants Water Utility constant at the current rate (\$573,974) for the first three years and then allowing it to be as calculated in the water rate model. The model indicates that the fire protection rate in the third year, without adjustment would be in the order of \$569,767.

As can be seen from the background section there is a difference in the existing rate structures. If the decision to combine the systems/utilities is made and approved by the Municipal Council and the NSUARB then it is our understanding that the rates will be adjusted to the blended rates on the effective date (1 April 2019) which will result in a one-time rate adjustment for all customers either up or down depending on where the customer is located. In any merger of water and wastewater services there are time rate adjustments with some increasing and some decreasing to establish a common rate that will generate the same revenue.

If a decision is made by Municipal Council to combine the water and wastewater systems into single systems for water and wastewater the projected rates for the new Utility would be as follows:

West Hants Combined Water and Wastewater Systems
Hantsport/Falmouth/TMP Wentworth

Hantsport Water			
Charge	Existing Rates in 2017/18	Estimated Rates as Stand Alone Water Utility in 2018/19	Estimated Rates for a Combined West Hants Water Utility in 2018/19
Base Charge per Quarter	\$91.12	\$91.12	\$48.32
Consumption Charge per Cubic Meter	\$2.17	\$2.17	\$2.25
consumption per 5/8 " Customer in CM	35.4	35.4	35.4
Average 5/8 " Customer quarterly Bills	\$167.94	\$167.94	\$127.97
Hantsport Wastewater			
Charge	Existing Wastewater Rates in 2018/19	Estimated Rates for Combined Wastewater System	
Base Charge per Quarter	\$0.00	\$56.25	
Consumption Charge per Cubic Meter	\$1.89129	\$1.46	
Average quarterly consumption per 5/8 " Customer in CM	35.4	35.4	
Average 5/8 " Customer quarterly Bills	\$66.95	\$107.93	
Hantsport Water and Wastewater Combined			
Charge	Existing Water PLUS Combined Wastewater Rates 2018/19	Estimated Rates as Combined West Hants Water and WW Utility	
Base Charge per Quarter	\$91.12	\$104.57	
Average quarterly water and wastewater rate per CM	\$4.06	\$3.71	
Average quarterly consumption per 5/8 " Customer in CM	35.4	35.4	
Average 5/8 " Customer quarterly Bills for water plus wastewater	\$234.89	\$235.90	

West Hants Combined Water and Wastewater Systems
Hantsport/Falmouth/TMP Wentworth

Falmouth Water			
Charge	Existing Rates in 2017/18	Estimated Rates as Stand Alone Water Utility in 2018/19	Estimated Rates for a Combined West Hants Water Utility in 2018/19
Base Charge per Quarter	\$36.29	\$49.43	\$48.32
Consumption Charge per Cubic Meter	\$1.39	\$1.69	\$2.25
Average quarterly consumption per 5/8 " Customer in CM	41.3	41.3	41.3
Average 5/8 " Customer quarterly Bills	\$93.70	\$119.23	\$141.25
Falmouth Wastewater			
Charge	Existing Wastewater Rates in 2018/19	Estimated Rates for Combined Wastewater System	
Base Charge per Quarter	\$193.82	\$56.25	
Consumption Charge per Cubic Meter		\$1.46	
Average quarterly consumption per 5/8 " Customer in CM		41.3	
Average 5/8 " Customer quarterly Bills	\$193.82	\$116.55	
Falmouth Water and Wastewater Combined			
Charge	Existing Water PLUS Combined Wastewater Rates 2018/19	Estimated Rates as Combined West Hants Water Utility	
Base Charge per Quarter	\$230.11	\$104.57	
Consumption Charge per Cubic Meter	\$1.39	\$3.71	
Average quarterly consumption per 5/8 " Customer in CM	41.3	41.3	
Average 5/8 " Customer quarterly Bills	\$287.51	\$257.79	

West Hants Combined Water and Wastewater Systems
Hantsport/Falmouth/TMP Wentworth

TMP/Wentworth Water			
Charge	Existing Rates in 2017/18	Estimated Rates as Stand Alone Water Utility in 2018/19	Estimated Rates for a Combined West Hants Water Utility in 2018/19
Base Charge per Quarter	\$42.65	\$42.65	\$48.32
Consumption Charge per Cubic Meter	\$2.501	\$2.50	\$2.25
Average quarterly consumption per 5/8 " Customer in CM	38.3	38.3	38.3
Average 5/8 " Customer quarterly Bills	\$138.44	\$138.44	\$134.50
TMP/Wentworth Wastewater			
Charge	Existing Wastewater Rates in 2018/19	Estimated Rates for Combined Wastewater System	
Base Charge per Quarter	\$65.00	\$56.25	
Consumption Charge per Cubic Meter		\$1.46	
Average quarterly consumption per 5/8 " Customer in CM		38.3	
Average 5/8 " Customer quarterly Bills	\$65.00	\$112.17	
TMP/Wentworth Water and Wastewater Combined			
Charge	Existing Water PLUS Combined Wastewater Rates 2018/19	Estimated Rates as Combined West Hants Water Utility	
Base Charge per Quarter	\$107.65	\$104.57	
Consumption Charge per Cubic Meter	\$2.501	\$3.71	
Average quarterly consumption per 5/8 " Customer in CM	38.3	38.3	
Average 5/8 " Customer quarterly Bills	\$203.44	\$246.66	

As can be seen by the above results if the three water utilities are combined into one together the three wastewater systems combined into one (as opposed to continuing as individual utilities/systems) the current residential customers of the Hantsport Water Utility will see their combined water and wastewater rates remain essentially the same per quarter for the average residential customer. The average residential customers in Falmouth would see their combined water and wastewater rates decrease in the range of 10% or \$29.72 per quarter. The average residential customers in TMP/Wentworth would see their combined water and wastewater rates increase in the range of 21% or \$43.22 per quarter.

West Hants Combined Water and Wastewater Systems
Hantsport/Falmouth/TMP Wentworth

Phased in Implementation

To moderate this one-time adjustment to a common rate structure for the combined water and wastewater service the Municipality could consider doing a rate normalization period of 2 to 3 years. During this time, the rates in TMP/Wentworth would be allowed to gradually increase while the rates in Hantsport and Falmouth would gradually decrease. After the normalization period rate changes would be uniform for all customers of the West Hants water and wastewater services. It is noted that customers with larger meter sizes will see different changes in their rates due to the nature of the existing wastewater rate structures. Approximately 90% of all the customers have 5/8" meters and are considered to be residential customers.

Timing

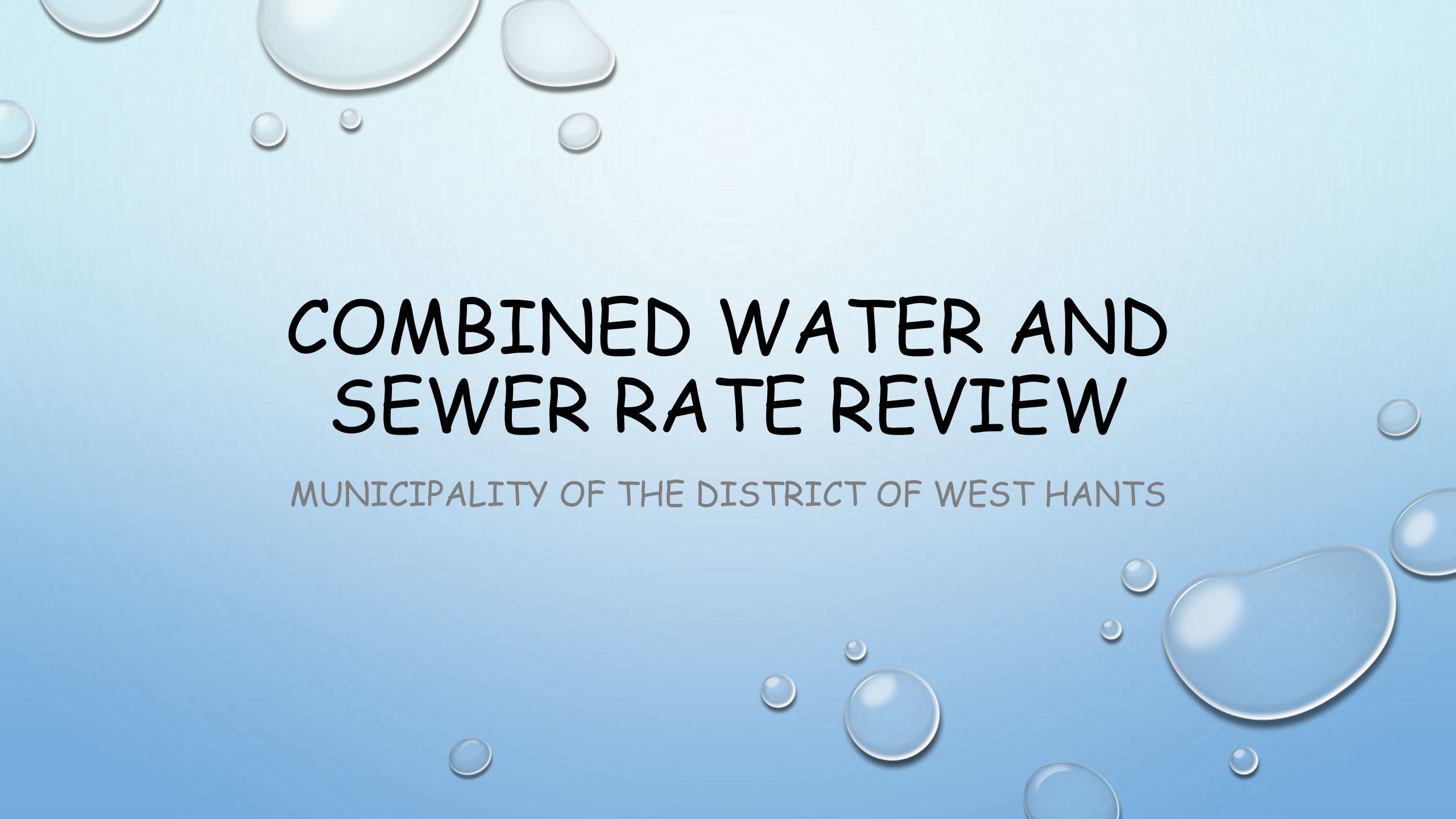
The following time line has been developed based on having both the water and the sewer systems combined for a startup date of 1 April 2019. The proposed timing allows for the time required for the UARB application for the water system and for staff to have the necessary sewer rates finalized for presentation to Council in early 2019. As well the timing allows time for any needed adjustments to the billing system to allow both water and sewer to be billed on water usage and a customer information program to inform customers of the changes which could include public information sessions, website changes, bill inserts as well as staff training.

Time line for Implementation	2018							2019			
	May	June	July	Sept	Oct	Nov	Dec	jan	Feb	Mar	Apr
Council Discussion											
Motion to Proceed											
Customer Information Program											
Prepare Combined Water Application											
NSUARB Questions/Hearing/Decision											
Prepare Combined Sewer Rate Study											
Adoption of Sewer Rates by Council											
Alignment of Internal Accounting											
Start-up Combined Water and Sewer Rates											

West Hants Combined Water and Wastewater Systems
Hantsport/Falmouth/TMP Wentworth

Background Studies

The separate background water and wastewater rate studies as well as the combined rate study will be provided separate from this memo report due their size (approximately 155 pages).

The background is a light blue gradient with several realistic water droplets of various sizes scattered across the surface. The droplets have highlights and shadows, giving them a three-dimensional appearance.

COMBINED WATER AND SEWER RATE REVIEW

MUNICIPALITY OF THE DISTRICT OF WEST HANTS

BACKGROUND

- THREE SEPARATE WATER UTILITIES (HANTSPORT, FALMOUTH, AND TMP/WENTWORTH)
 - THREE DIFFERENT RATES FOR THE DELIVERY OF WATER IN THE AREA
- THREE SEPARATE SEWER SEWER RATES IN HANTSPORT, FALMOUTH, AND TMP/WENTWORTH
 - THREE DIFFERENT RATES FOR THE DELIVERY OF SEWER SERVICES IN THE AREA

CURRENT SYSTEM

- WATER RATES SET BY NS UTILITY AND REVIEW BOARD BASED ON THEIR HANDBOOK
 - RATES INCLUDE A "BASE CHARGE" AND A "CONSUMPTION CHARGE PER CUBIC METER"
- SEWER RATES SET BY THE MUNICIPALITY
 - RATES FOR HANTSPORT BASED ON "EFFLUENT CHARGE PER CUBIC METER"
 - RATES FOR FALMOUTH BASED ON "FLAT CHARGE PLUS CAPITAL UPGRADE CHARGES"
 - RATES FOR TMP/WENTWORTH BASED ON "FLAT CHARGE"

PROPOSED COMBINED WATER RATES

- ALL CUSTOMERS PAY THE SAME RATES REGARDLESS OF WHERE THEY ARE LOCATED
- WATER RATES SET BY NS UTILITY AND REVIEW BOARD BASED ON THEIR HANDBOOK
 - RATES INCLUDE A "BASE CHARGE" AND A "CONSUMPTION CHARGE PER CUBIC METER"

PROPOSED COMBINED SEWER RATES

- ALL CUSTOMERS PAY THE SAME RATES REGARDLESS OF WHERE THEY ARE LOCATED
- SEWER RATES SET BASED ON A RATE MODEL TO HAVE CUSTOMERS PAY FOR THE SERVICE RECEIVED
 - RATES INCLUDE A "BASE CHARGE" AND AN "EFFLUENT CHARGE PER CUBIC METER"

FIRE PROTECTION CHARGE

- CURRENTLY THE THREE UTILIZES PAY A COMBINED CHARGE OF \$573,973 PER YEAR TO THE MUNICIPALITY
- THIS RATE IS PROJECTED TO FALL IN THE FIRST YEAR IF THE THREE SEPARATE UTILITIES ARE COMBINED INTO A SINGLE UTILITY AND THEN INCREASE TO THIS LEVEL IN THREE YEARS
- RATES PROVIDED ARE BASED ON LEAVING THE FIRE PROTECTION CHARGE AT THE CURRENT LEVEL FOR THE NEXT THREE YEARS
- ALL WATER RATES SUBJECT TO NS UARB APPROVAL

HANTSPORT WATER

Charge	Existing Rates in 2017/18	Estimated Rates as Stand Alone Water Utility in 2018/19	Estimated Rates for a Combined West Hants Water Utility in 2018/19
Base Charge per Quarter	\$91.12	\$91.12	\$48.32
Consumption Charge per Cubic Meter	\$2.17	\$2.17	\$2.25
Average quarterly consumption per 5/8 " Customer in CM	35.4	35.4	35.4
Average 5/8 " Customer quarterly Bills	\$167.94	\$167.94	\$127.97

HANTSPORT SEWER

Charge	Existing Wastewater Rates in 2018/19	Estimated Rates for Combined Wastewater System
Base Charge per Quarter	\$0.00	\$56.25
Consumption Charge per Cubic Meter	\$1.89129	\$1.46
Average quarterly consumption per 5/8 " Customer in CM	35.4	35.4
Average 5/8 " Customer quarterly Bills	\$66.95	\$107.93

HANTSPORT WATER AND SEWER

Charge	Existing Water PLUS Combined Wastewater Rates 2018/19	Estimated Rates as Combined West Hants Water and WW Utility
Base Charge per Quarter	\$91.12	\$104.57
Average quarterly water and wastewater rate per CM	\$4.06	\$3.71
Average quarterly consumption per 5/8 " Customer in CM	35.4	35.4
Average 5/8 " Customer quarterly Bills for water plus wastewater	\$234.89	\$235.90

FALMOUTH WATER

Charge	Existing Rates in 2017/18	Estimated Rates as Stand Alone Water Utility in 2018/19	Estimated Rates for a Combined West Hants Water Utility in 2018/19
Base Charge per Quarter	\$36.29	\$49.43	\$48.32
Consumption Charge per Cubic Meter	\$1.39	\$1.69	\$2.25
Average quarterly consumption per 5/8 " Customer in CM	41.3	41.3	41.3
Average 5/8 " Customer quarterly Bills	\$93.70	\$119.23	\$141.25

FALMOUTH SEWER

Charge	Existing Wastewater Rates in 2018/19	Estimated Rates for Combined Wastewater System
Base Charge per Quarter	\$193.82	\$56.25
Consumption Charge per Cubic Meter		\$1.46
Average quarterly consumption per 5/8 " Customer in CM		41.3
Average 5/8 " Customer quarterly Bills	\$193.82	\$116.55

FALMOUTH WATER AND SEWER

Charge	Existing Water PLUS Combined Wastewater Rates 2018/19	Estimated Rates as Combined West Hants Water Utility
Base Charge per Quarter	\$230.11	\$104.57
Consumption Charge per Cubic Meter	\$1.39	\$3.71
Average quarterly consumption per 5/8 " Customer in CM	41.3	41.3
Average 5/8 " Customer quarterly Bills	\$287.51	\$257.79

TMP/WENTWORTH WATER

Charge	Existing Rates in 2017/18	Estimated Rates as Stand Alone Water Utility in 2018/19	Estimated Rates for a Combined West Hants Water Utility in 2018/19
Base Charge per Quarter	\$42.65	\$42.65	\$48.32
Consumption Charge per Cubic Meter	\$2.501	\$2.50	\$2.25
Average quarterly consumption per 5/8 " Customer in CM	38.3	38.3	38.3
Average 5/8 " Customer quarterly Bills	\$138.44	\$138.44	\$134.50

TMP/WENTWORTH SEWER

Charge	Existing Wastewater Rates in 2018/19	Estimated Rates for Combined Wastewater System
Base Charge per Quarter	\$65.00	\$56.25
Consumption Charge per Cubic Meter		\$1.46
Average quarterly consumption per 5/8 " Customer in CM		38.3
Average 5/8 " Customer quarterly Bills	\$65.00	\$112.17

TMP/WENTWORTH WATER AND SEWER

Charge	Existing Water PLUS Combined Wastewater Rates 2018/19	Estimated Rates as Combined West Hants Water Utility
Base Charge per Quarter	\$107.65	\$104.57
Consumption Charge per Cubic Meter	\$2.501	\$3.71
Average quarterly consumption per 5/8 " Customer in CM	38.3	38.3
Average 5/8 " Customer quarterly Bills	\$203.44	\$246.66

COMPARISON COMBINED WATER AND SEWER

	Existing Water PLUS Separate Wastewater Systems 2018/19	Estimated Rates as Combined West Hants Water Utility
Hantsport	\$234.89	\$235.90
Falmouth	\$287.51	\$257.79
TMP/Wentworth	\$203.44	\$246.66

PHASED IN IMPLEMENTATION

- SUGGEST PHASING IN IMPLEMENTATION TO AVOID RATE SHOCK
- 2 TO 3 YEARS SUGGESTED
- THIS WOULD ALLOW TMP/WENTWORTH TO GRADUALLY INCREASE

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**MUNICIPALITY OF THE DISTRICT OF WEST HANTS***Fees Policy***1. PURPOSE**

The purpose of this policy is to set out and amend the fees the Municipality of the District of West Hants charges for certain applications, licences and services that are applicable for residents and businesses when requesting permits, licences or other forms of service.

2. SCOPE

This Policy applies to fees set out in by-laws, policies and resolutions authorized by the Council of the Municipality of the District of West Hants. The fee amounts authorized in this Policy may amend those previously set, except those fees amount specifically authorized in a by-law.

3. FEES

The following schedules of fees shall be charged for permits, licences and services provided by the Municipality of the District of West Hants

a) Fees Associated with By-laws

BY-LAW	SECTION	FEE
Building Code Act By-law	5.1 Fees for permits:	
	New Construction of, and additions to, residential buildings, community centers, cottages and churches	\$25.00 + \$0.12 per square foot
	New construction of, and additions to commercial, industrial and other buildings not other wise specified	\$50.00 + \$0.15 per square foot
	New construction of, and additions to sheds, decks, storage buildings, garages, barns, and other farm, forestry or fishing buildings not designated for human occupancy	\$25.00 + \$0.06 per square foot
	Repairs, renovations or alterations to all existing buildings	\$25.00 + \$2.50 per \$1000.00 of value of construction; except that for non-structural repairs, renovation or alterations

		where the estimated value of construction is less than \$5000.00, the fee shall be \$25.00
	Relocation of mobile homes and mini-homes where there is no finished basement	\$50.00
	Additional fee where construction has been started prior to Issuance of building permit. This fee reflects the heightened municipal costs and risks where a builder requests a permit (and therefore the associated inspection services) after already having started construction. It does not preclude prosecution for non-compliance, and does not prevent the Building Official from requiring construction work to be undone in whole or in part to inspect conditions not otherwise observed.	\$50.00 + applicable building permit fees
	Tents or Air supported structures	\$50.00
	Pools	\$25.00
	Demolition of building/structure	\$25.00
	Renewal or amendment of an approved permit.	\$25.00
	Refund of fees processing charge for incomplete, denied and withdrawn permits	\$25.00
C-001 Cemetery By-law	Section 4.2 Fee for Full Burial Lot Hantsport Resident	\$292.50 + \$315.00 Perpetual Care = \$607.50
	Section 4.2 Fee for Full Burial Lot Non-Hantsport Resident	\$422.50 + \$455.00 Perpetual Care = \$877.50
	Section 4.2 Fee for Cremation Burial Lot Hantsport Resident	\$146.25 + \$315.00 Perpetual Care = \$461.25

	Section 4.2 Fee for Cremation Burial Lot Non Hantsport Resident	\$211.25 + \$455.00 Perpetual Care = \$666.25
	Section 4.4 Charge for burial and disinterment	\$50.00
	Section 4.6 Additional Fee for Winter Burials	Actual costs incurred.
Civic Addressing By-law	Section 5.3 (a) Costs of Private Road Signs	Actual cost charged by Transportation and Infrastructure Renewal for purchase and installation.
D-003 Dog By-law (West Hants residents, excluding Hantsport from effective date of policy, until March 31, 2018)	Section 2 (d) Annual Registration Fee	\$8.00 Spayed or Neutered \$15.00 Non -Spayed or Neutered
	Section 4 (b) Annual Kennel Registration fee	\$10.00
	Section 2 (h) Replacement Tag Fee	\$1.00
	Section 9 (b) Fees associated with impoundment, board, food, care and veterinary	Actual costs incurred
D-003 Dog By-law (Hantsport residents from effective date of policy, until March 31, 2018)	Section 2 (d) Annual Registration Fee	\$20.00
	Section 2 (h) Replacement Tag Fee	\$5.00
	Section 9 (b) Fees associated with impoundment, board, food, care and veterinary	Actual costs incurred
D-003 Dog By-law (effective April 1, 2018)	Section 2 (d) Annual Registration Fee	\$15.00 Spayed or Neutered \$30.00 Non-Spayed or Neutered
	Section 3 (a) (iii) Lifetime Registration Fee	\$75.00
	Section 4 (b) Annual Kennel Registration fee	\$45.00
	Section 2 (h) Replacement Tag Fee	\$7.50
	Section 9 (b) Fees associated with impoundment, board, food, care and veterinary	Actual costs incurred

False Alarm By-law	Section 8 (a) Fee for Second False Alarm	\$100.00
	Section 8 (b) Fee for Third or More False Alarms	\$200.00
Land-Use By-law (West Hants except the community of Hantsport)	Section 2.8 (a) Deposit for advertising and notifications cost for amendments to Land Use By-law and Development Agreements (Un-used portion is refundable)	\$600.00
Land Use By-law (Hantsport only)	Section 4.5 (c) Deposit for advertising and notifications cost for amendments to Land Use By-law and Development Agreements (Un-used portion is refundable)	\$400.00
	Section 4.5 (e) By-law Amendment Application Processing Fee (Refundable if application cancelled before processing begins)	\$200.00
Moving Buildings on Streets By-law (Hantsport only)	Section 72 of 1920 Hantsport By-laws, Bond for moving buildings over streets	\$200.00
	Section 73 of 1920 Hantsport By-laws, Fee for privilege of moving the building on streets Permit	\$3.00-\$5.00 per day (estimated amount due upon application)
Sewer By-law (West Hants except the community of Hantsport)	Section 10 Annual sewer rates	
	Apartments	Single family dwelling rate times the number of apartments.
	Industrial Application	Single family dwelling rate time three
	Long-term care facility	One-half the single-family dwelling rate times the number of residents' room
	Mobile Home Parks	Single family dwelling rate times the number of mobile occupied spaces
	Motels	Within a motel complex, where the motel has winterized motel units, the

		rate shall be one-half the single-family dwelling rate times the number of winterized motel units. In addition, where the same motel complex has seasonal units, the rate shall be in addition one-quarter of the single-family dwelling rate times the number of seasonal motel units.
	Offices	One-half the single-family dwelling rate times the number of occupied offices
	Restaurants	Twice the single-family dwelling rate
	Schools	One-half the single-family dwelling rate times the number of occupied classrooms
	Service Station/Car Wash	Twice the single-family dwelling rate
	All other Commercial Outlets	One-half the single-family dwelling rate
	Vacant Property	One-half the single-family dwelling rate
	TMP Sewer Single Family Dwelling Rate – Operational	\$215.00
	Falmouth Sewer Single Family Dwelling Rate - Operational	\$600.00
	Falmouth Sewer Single Family Dwelling Rate – Capital Phase 1	\$100.37
	Falmouth Sewer Single Family Dwelling Rate – Capital Phase 2	\$70.48
	Section 19 (1) (b) Sewer Service Installation Deposit. (Deposit includes Public Works inspection, contractor dig/closing and street remediation.)	\$1000.00
Sewer By-law (Hantsport only)	Section 5 Water consumption equal to or less than 170 m ³ per fiscal quarter	\$1.89129per m ³

	Section 5 Water consumption greater than 170 m ³ per fiscal quarter	\$1.00871 per m ³
Sewer Lagoon By-law	Section 4 (a) Sewage dump fee at 1379 Walton Woods Road location.	\$15.00 per metric tonne (this fee may be increased annually by CPI)
	Section 4 (b) Sewage dump fee from outside West Hants at 1379 Walton Woods Road location	Market rate
	Emergency Septage Disposal Fee pursuant to Sewer Lagoon Operating Agreement with GFL at 1379 Walton Woods Road location.	\$60.00 (this fee may be increased annually by CPI)
Special Events By-law	Section 5.1 (b) (iii) Special Events Application Fee	\$100.00
Street Improvement By-law	Section 12 (2) Driveway permit Fee (Non-refundable)	\$75.00
Subdivision By-law (Hantsport only)	Section 6.6.2 Fee for Registering Deeds	Actual registration costs.
	Section 6.13 (a) Fee for filing the approved Final Plan of Subdivision and registering a notice of approval of the plan	Actual cost for registration with Registry of Deeds (These fees are refundable if application not approved)
	Section 6.13 (b) Processing Fee for Final Plan of Subdivision	\$100.00
Subdivision By-law (West Hants except the community of Hantsport)	Section 11 (a) (i) Fee for filing the approved Final Plan of subdivision, certifying a copy of the plan, and registering a notice of approval of the plan	Actual cost for registration with Registry of Deeds (These fees are refundable if application not approved)
	Section 11 (a) (ii) Fee for review and approval of tentative plan of subdivision	\$25.00
	Section 11 (a) (iii) Fee for review and approval of final plan of subdivision	\$75.00 plus \$4.00 for each lot for which approval is requested.
	Section 11 (a) (iv) Additional fee for final plan of subdivision with public or private roads	\$200.00



POLICY

COFN-005.03

	Section 93 (a) (ii) Processing fee for final application for repeal of subdivision	\$50.00
Swimming Pool By-law (Hantsport Only)	Section 5.1.3 Pool Enclosure Permit Fee	\$50.00

b) Fees Associated with Other Policies

Piping of Ditch Frontage Policy	Section 6 Refundable security deposit	\$500.00
Policy to Establish the Fences Arbitration Committee	Section 4. a) Fee for hearing a fences dispute	\$20.00

c) Other Fees

Tax Certificate		\$50.00
Tax Account Statement		\$20.00
Bulk Water Station Token		\$7.50 (600 gallons of water per token)
NSF Cheque Fee		\$25.00
Water Service Installation Deposit	Deposit includes Public Works inspection, contractor dig/closing and street remediation.	\$2000.00
Mortgage Data Transfer Fee		\$10.00 per Assessment Account
Permit for Breaking Soil	Isolated Cross-cuts – Paved Roads	\$20.00 per linear foot
	Isolated Cross-cuts – Gravel Roads	\$10.00 per linear foot
	Major Projects – In roadway	\$9.00 per linear foot
	Major Projects – Back of ditch and Unpaved Roads	\$3.00 per linear foot
	Driveway Culvert Installation Deposit (Refundable if required)	\$300.00
Deposit for Amendments to Municipal Planning Strategy	Deposit includes application fee and advertising and notifications cost for the amendment (Un-used portion is refundable)	\$600.00



POLICY

COFN-005.03

Heritage Property Application		\$200.00 plus actual cost of notification and Registry of Deed fees.
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I, Rhonda Brown, Municipal Clerk of the Municipality of the District of West Hants, the Province of Nova Scotia, do hereby certify that this is a true copy of the policy as adopted by the Council of the Municipality of the District of West Hants at a meeting duly called and held on the 11th day of **July, 2017**.

R. N. Brown
Municipal Clerk

Adoption	
<i>Notice to Council:</i>	June 27, 2017
<i>Approval:</i>	July 11, 2017
<i>Description:</i> Initial approval of Fees Policy COFN-005.03.	
First Amendment	
<i>Notice to Council:</i>	April 17, 2018
<i>Approval:</i>	April 24, 2018
<i>Description:</i> Amended the fees under the Sewer By-law for Falmouth Sewer Single Family Dwelling Rate, Capital Phase 1 and Phase 2, and amended the fees under the Hantsport Sewer By-law.	
Second Amendment	
<i>Notice to Council:</i>	August 28, 2018
<i>Approval:</i>	September 11, 2018
<i>Description:</i> Additon to Section 3 b), a fee for hearing a fencing dispute.	

West Hants Combined Sewer System

Sewer Rate Model

Prepared By

G. A. Isenor Consulting Limited

in Association with

Blaine S. Rooney Consulting Limited

Date

01-Nov-18

INPUTS REQUIRED FOR RATE CALCULATION

The following Inputs are required - See Manual for details

Table S1-1

(a)	Assumed Inflation Rate	2%	Per Year																																	
(b)	Current Year	2018/19																																		
(c)	Test Years	2019/20 2020/21 2021/22 2022/23 2023/24																																		
(d)	Number of Customers by Meter Size for Current Year	<table><tr><td></td><td></td><td>Projected Average Growth per year</td></tr><tr><td>Unmetered</td><td>0</td><td>0</td></tr><tr><td>15mm - 5/8"</td><td>1950</td><td>5</td></tr><tr><td>19 mm - 3/4"</td><td>10</td><td>0</td></tr><tr><td>25 mm - 1"</td><td>19</td><td>0</td></tr><tr><td>37 mm - 1.5"</td><td>8</td><td>0</td></tr><tr><td>50 mm - 2"</td><td>7</td><td>0</td></tr><tr><td>75 mm - 3 "</td><td>3</td><td>0</td></tr><tr><td>100 mm - 4"</td><td>2</td><td>0</td></tr><tr><td>150 mm - 6"</td><td>0</td><td>0</td></tr><tr><td>200 mm - 8"</td><td>0</td><td>0</td></tr></table>				Projected Average Growth per year	Unmetered	0	0	15mm - 5/8"	1950	5	19 mm - 3/4"	10	0	25 mm - 1"	19	0	37 mm - 1.5"	8	0	50 mm - 2"	7	0	75 mm - 3 "	3	0	100 mm - 4"	2	0	150 mm - 6"	0	0	200 mm - 8"	0	0
		Projected Average Growth per year																																		
Unmetered	0	0																																		
15mm - 5/8"	1950	5																																		
19 mm - 3/4"	10	0																																		
25 mm - 1"	19	0																																		
37 mm - 1.5"	8	0																																		
50 mm - 2"	7	0																																		
75 mm - 3 "	3	0																																		
100 mm - 4"	2	0																																		
150 mm - 6"	0	0																																		
200 mm - 8"	0	0																																		
(e)	Effluent Flow by Customer Meter Size for Current Year	<table><tr><td></td><td></td><td>Estimated Change (Increase or Decrease) in Flow per Year (as a percentage) for each Meter Size</td></tr><tr><td>Unmetered</td><td>0</td><td>0.0%</td></tr><tr><td>15mm - 5/8"</td><td>293,495</td><td>-1.5%</td></tr><tr><td>19 mm - 3/4"</td><td>2,213</td><td>0.0%</td></tr><tr><td>25 mm - 1"</td><td>13,698</td><td>0.0%</td></tr><tr><td>37 mm - 1.5"</td><td>9,063</td><td>0.0%</td></tr><tr><td>50 mm - 2"</td><td>8,020</td><td>0.0%</td></tr><tr><td>75 mm - 3 "</td><td>17,313</td><td>0.0%</td></tr><tr><td>100 mm - 4"</td><td>2,229</td><td>0.0%</td></tr><tr><td>150 mm - 6"</td><td>0</td><td>0.0%</td></tr><tr><td>200 mm - 8"</td><td>0</td><td>0.0%</td></tr></table>				Estimated Change (Increase or Decrease) in Flow per Year (as a percentage) for each Meter Size	Unmetered	0	0.0%	15mm - 5/8"	293,495	-1.5%	19 mm - 3/4"	2,213	0.0%	25 mm - 1"	13,698	0.0%	37 mm - 1.5"	9,063	0.0%	50 mm - 2"	8,020	0.0%	75 mm - 3 "	17,313	0.0%	100 mm - 4"	2,229	0.0%	150 mm - 6"	0	0.0%	200 mm - 8"	0	0.0%
		Estimated Change (Increase or Decrease) in Flow per Year (as a percentage) for each Meter Size																																		
Unmetered	0	0.0%																																		
15mm - 5/8"	293,495	-1.5%																																		
19 mm - 3/4"	2,213	0.0%																																		
25 mm - 1"	13,698	0.0%																																		
37 mm - 1.5"	9,063	0.0%																																		
50 mm - 2"	8,020	0.0%																																		
75 mm - 3 "	17,313	0.0%																																		
100 mm - 4"	2,229	0.0%																																		
150 mm - 6"	0	0.0%																																		
200 mm - 8"	0	0.0%																																		
(f)	Long Term Borrowing Parameters	<table><tr><td></td><td>Projected Interest</td><td>Estimated Term in Years</td></tr><tr><td>Year</td><td>Rate</td><td></td></tr><tr><td>2019/20</td><td>6.00%</td><td>20</td></tr><tr><td>2020/21</td><td>6.00%</td><td>20</td></tr><tr><td>2021/22</td><td>6.00%</td><td>20</td></tr><tr><td>2022/23</td><td>6.00%</td><td>20</td></tr><tr><td>2023/24</td><td>6.00%</td><td>20</td></tr></table>			Projected Interest	Estimated Term in Years	Year	Rate		2019/20	6.00%	20	2020/21	6.00%	20	2021/22	6.00%	20	2022/23	6.00%	20	2023/24	6.00%	20												
	Projected Interest	Estimated Term in Years																																		
Year	Rate																																			
2019/20	6.00%	20																																		
2020/21	6.00%	20																																		
2021/22	6.00%	20																																		
2022/23	6.00%	20																																		
2023/24	6.00%	20																																		

Table S2-1

West Hants Combined Sewer System
Comparative Statement of Operations
 Fiscal Years ending March 31st

	2017/18 (Actual)	Current Year 2018/19 (Estimated)	Projection Using Current Rates				
			2019/20 Test	2020/21 Test	2021/22 Test	2022/23 Test	2023/24 Test
OPERATING REVENUES							
Sewer Rate	929,501	1,012,100	1,012,100	1,012,100	1,012,100	1,012,100	1,012,100
Other revenue		0	0	0	0	0	0
Total	929,501	1,012,100	1,012,100	1,012,100	1,012,100	1,012,100	1,012,100
OPERATING EXPENDITURES							
General Administration	154,534	174,605	164,638	167,931	171,290	174,715	178,210
Sewage Collection Systems	73,236	63,115	64,377	65,665	66,978	68,318	69,684
Lift Stations	131,221	139,160	141,943	144,782	147,678	150,631	153,644
Sewage Treatment and Disposal	281,279	310,525	316,736	323,070	329,532	336,122	342,845
Capital Reserve Contribution	207,531	239,253	255,626	269,984	283,242	296,200	307,172
Deferral of Capital Reserve Contribution	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
Total	847,801	926,658	943,320	971,432	998,719	1,025,987	1,051,555
OPERATING PROFIT (LOSS)	81,700	85,442	68,780	40,668	13,381	-13,887	-39,455
NON-OPERATING REVENUES							
Interest	0	2,605	3,700	3,700	3,700	3,700	3,700
Sewer Connection Permits	0	1,350	1,500	1,500	1,500	1,500	1,500
Bad Debts Collected	0	0	100	100	100	100	100
Transfer from Accumulated Surplus	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
Total	0	3,955	5,300	5,300	5,300	5,300	5,300
NON-OPERATING EXPENDITURES							
Principal on Existing Debt	108,867	108,867	108,867	108,867	108,867	108,867	108,867
Interest on Existing Debt	39,412	35,588	31,503	27,177	22,691	18,051	11,837
New Debt - Principal (Current Year)			0	0	0	0	0
New Debt - Interest (Current Year)			0	0	0	0	0
New Debt - Principal (Test Year 1)				0	0	0	0
New Debt - Interest (Test Year 1)				0	0	0	0
New Debt - Principal (Test Year 2)					0	0	0
New Debt - Interest (Test Year 2)					-	0	-
New Debt - Principal (Test Year 3)						-	-
New Debt - Interest (Test Year 3)						-	-
New Debt - Principal (Test Year 4)							-
New Debt - Interest (Test Year 4)							-
Capital out of Revenue - Sewer Equipment	0	0	0	0	0	0	0
Capital out of Revenue - Sewer Renewal	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
Total	148,279	144,455	140,370	136,044	131,558	126,918	120,704
TOTAL EXPENSES	996,080	1,071,113	1,083,690	1,107,476	1,130,277	1,152,905	1,172,259
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	-66,579	-55,058	-66,290	-90,076	-112,877	-135,505	-154,859
DEFICIT BEGINNING OF THE YEAR	0	-66,579	-121,637	-187,927	-278,002	-390,880	-526,385
ACCUMULATED SURPLUS (DEFICIT)	-66,579	-121,637	-187,927	-278,002	-390,880	-526,385	-681,244

Table S3-1

01-Nov-18

West Hants Combined Sewer System Statement of Operating Expenditures and Revenue Requirements					
	2018/19 (Estimated)	2019/20 Test	2020/21 Test	2021/22 Test	2022/23 Test
OPERATING EXPENDITURES					
General Administration	174,605	164,638	167,931	171,290	174,715
Sewage Collection Systems	63,115	64,377	65,665	66,978	68,318
Lift Stations	139,160	141,943	144,782	147,678	150,631
Sewage Treatment and Disposal	310,525	316,736	323,070	329,532	336,122
Capital Reserve Contribution	239,253	255,626	269,984	283,242	296,200
Deferral of Capital Reserve Contribution	0	0	0	0	0
Other	0	0	0	0	0
Total	926,658	943,320	971,432	998,719	1,025,987
ADD NON-OPERATING EXPENDITURES					
Debt Charges - Principal	108,867	108,867	108,867	108,867	108,867
Debt Charges - Interest	35,588	31,503	27,177	22,691	18,051
New Debt - Principal (Current Year)	0	0	0	0	0
New Debt - Interest (Current Year)	0	0	0	0	0
New Debt - Principal (Test Year 1)	0	0	0	0	0
New Debt - Interest (Test Year 1)	0	0	0	0	0
New Debt - Principal (Test Year 2)	0	0	0	0	0
New Debt - Interest (Test Year 2)	0	0	0	0	0
New Debt - Principal (Test Year 3)	0	0	0	0	0
New Debt - Interest (Test Year 3)	0	0	0	0	0
New Debt - Principal Test Year 4)	0	0	0	0	0
New Debt - Interest (Test Year 4)	0	0	0	0	0
Capital out of Revenue -Sewer Equipment	0	0	0	0	0
Capital out of Revenue - Sewer Renewal	0	0	0	0	0
Other	0	0	0	0	0
Total	144,455	140,370	136,044	131,558	126,918
LESS NON-OPERATING REVENUES					
Interest	2,605	3,700	3,700	3,700	3,700
Sewer Connection Permits	1,350	1,500	1,500	1,500	1,500
Bad Debts Collected	0	100	100	100	100
Transfer from Accumulated Surplus	0	0	0	0	0
Other	0	0	0	0	0
Total	3,955	5,300	5,300	5,300	5,300
REVENUE REQUIRED FROM CUSTOMERS	1,067,158	1,078,390	1,102,176	1,124,977	1,147,605

Table S4-1

West Hants Combined Sewer System Statement of Operating Expenditures						
	2017/18 (Actual)	2018/19 (Budget)	2019/20 (Budget)	2020/21 Test	2021/22 Test	2022/23 Test
GENERAL ADMINISTRATION						
Salaries and Benefits	44,952	46,750	47,685	48,639	49,611	50,604
Mileage & Expenses	600	1,800	1,836	1,873	1,910	1,948
Training & Development	1,025	1,800	1,836	1,873	1,910	1,948
Conventions & Conferences	1,070	600	612	624	637	649
Membership Fees	110	300	306	312	318	325
Telephone	2,250	4,500	4,590	4,682	4,775	4,871
Mandated Communications	0	600	612	624	637	649
Marketing/PR	0	0	0	0	0	0
Public Information	0	0	0	0	0	0
Administration Fee	50,198	61,960	63,199	64,463	65,752	67,067
Insurance	8,665	4,600	4,692	4,786	4,882	4,979
Equipment	0	3,000	3,060	3,121	3,184	3,247
Truck Maintenance	14,570	8,250	8,415	8,583	8,755	8,930
Truck Fuel	5,000	6,750	6,885	7,023	7,163	7,306
Truck Registration	661	1,500	1,530	1,561	1,592	1,624
PW Distribution	11,900	6,000	6,120	6,242	6,367	6,495
Other	33		0	0	0	0
Previous Years Deficit	500	13,195	0	0	0	0
Industrial Park - Town of Windsor	13,000	13,000	13,260	13,525	13,796	14,072
TOTAL GENERAL ADMINISTRATION	154,534	174,605	164,638	167,931	171,290	174,715
SEWAGE COLLECTION SYSTEMS						
Salaries	38,236	39,615	40,407	41,215	42,040	42,881
Pipe Maintenance	18,500	20,000	20,400	20,808	21,224	21,649
Operational Expense	1,500	3,500	3,570	3,641	3,714	3,789
Other - ORDC	15,000	0	0	0	0	0
TOTAL SEWAGE COLLECTION SYSTEMS	73,236	63,115	64,377	65,665	66,978	68,318
LIFT STATIONS						
Salaries	79,042	81,060	82,681	84,335	86,022	87,742
Insurance	4,329	4,600	4,692	4,786	4,882	4,979
Power	24,500	25,500	26,010	26,530	27,061	27,602
Maintenance	23,350	22,500	22,950	23,409	23,877	24,355
Stock Items	0	2,500	2,550	2,601	2,653	2,706
Freight Charges	0	1,500	1,530	1,561	1,592	1,624
Portable Generator	0	1,500	1,530	1,561	1,592	1,624
Other	0	0	0	0	0	0
TOTAL LIFT STATIONS	131,221	139,160	141,943	144,782	147,678	150,631
SEWAGE TREATMENT AND DISPOSAL						
Salaries	62,530	66,325	67,652	69,005	70,385	71,792
Power	50,000	50,000	51,000	52,020	53,060	54,122
Sewage Treatment Fee	142,749	166,200	169,524	172,914	176,373	179,900
Operational Expense	26,000	28,000	28,560	29,131	29,714	30,308
TOTAL SEWAGE TREATMENT & DISPOSAL	281,279	310,525	316,736	323,070	329,532	336,122

Table S5-1

West Hants Combined Sewer System Calculation of Depreciation of Tangible Plant at Total Cost 2018/19				
	Planned Capital Spending Program	Estimated Average Life in Years	Depreciation Rate	Annual Depreciation
		Capital Reserve Rate at the beginning of the Year		207,531
LAND AND LAND RIGHTS				
Land - General	0			0
STRUCTURES AND IMPROVEMENTS				0
Power and Pumping Structures	0	50	0.05	0
Treatment Equipment	15,000	75	0.05	750
Equipment				0
Electrical Pumping	90,000	20	0.05	4,500
Office Furniture and Equipment	0	10	0.10	0
Transportation Equipment	0	5	0.20	0
Tools and Work Equipment	0	5	0.20	0
Collection Mains & Manholes Equipment	0	5	0.20	0
Other SCADA	135,000	7	0.143	19,286
Other	0	5	0.20	0
Collection System				0
Forcemain	0	75	0.0133	0
Mains	150,000	75	0.0133	2,000
Manholes	0	75	0.0133	0
Meters	5,000	20	0.05	250
Services	14,000	75	0.0133	187
Other -Studies	75,000	20	0.05	3,750
Other - Inflow studies/Repairs	20,000	20	0.05	1,000
TOTAL	504,000			31,722
Source of Funding				
Gas Tax	470,000	Capital Reserve fund beginning of year		577,504
Sewer Renewal Capital Reserve	20,000	Capital Reserve Expenditure in Current Year		-20,000
Customers (Services)	14,000	Capital Reserve Contribution in Current Year		239,253
Long Term Debt	0			
Capital from Revenue	0			
TOTAL	504,000	Capital Reserve Balance at end of current Year		796,757

Table S5-2

West Hants Combined Sewer System Calculation of Depreciation of Tangible Plant at Total Cost 2019/20				
	Planned Capital Spending Program	Estimated Average Life in Years	Depreciation Rate	Annual Depreciation
		Capital Reserve Rate at the beginning of the Year		239,253
LAND AND LAND RIGHTS				
Land - General	0			0
STRUCTURES AND IMPROVEMENTS				0
Power and Pumping Structures	0	50	0.0200	0
Treatment Equipment	0	75	0.0500	0
Equipment				0
Electrical Pumping	40,000	20	0.05	2,000
Office Furniture and Equipment	0	20	0.05	0
Transportation Equipment	24,000	10	0.1	2,400
Tools and Work Equipment	0	5	0.2	0
Collection Mains & Manholes Equipment	0	10	0.1	0
Other SCADA	30,000	7	0.143	4,286
Other	0	5	0.2	0
Collection System				0
Forcemain	0	75	0.0133	0
Mains	300,000	75	0.0133	4,000
Manholes	0	75	0.0133	0
Meters	0	20	0.05	0
Services	14,000	75	0.0133	187
Other - Studies	50,000	20	0.05	2,500
Other - Inflow studies/Repairs	20,000	20	0.05	1,000
TOTAL	478,000			16,372
Source of Funding				
	Gas Tax	370,000	Capital Reserve fund beginning of year	796,757
	Sewer Renewal Capital Reserve	94,000	Capital Reserve Expenditure in Current Year	-94,000
	Customers (Services)	14,000	Capital Reserve Contribution in Current Year	255,626
	Long Term Debt	0		
	Capital from Revenue	0		
	TOTAL	478,000	Capital Reserve Balance at end of current Year	958,383

Table S5-3

West Hants Combined Sewer System Calculation of Depreciation of Tangible Plant at Total Cost 2020/21				
	Planned Capital Spending Program	Estimated Average Life in Years	Depreciation Rate	Annual Depreciation
		Depreciation Rate at the beginning of the Year		255,626
LAND AND LAND RIGHTS				
Land - General	0			0
STRUCTURES AND IMPROVEMENTS				0
Power and Pumping Structures	0	75	0.0133	0
Treatment Equipment	0	75	0.0500	0
Equipment				0
Electrical Pumping	82,000	20	0.05	4,100
Office Furniture and Equipment	0	10	0.1	0
Transportation Equipment	0	5	0.2	0
Tools and Work Equipment	0	5	0.2	0
Collection Mains & Manholes Equipment	0	20	0.05	0
Other SCADA	32,000	7	0.143	4,571
Other	0	5	0.2	0
Collection System				0
Forcemain	0	75	0.0133	0
Mains	300,000	75	0.0133	4,000
Manholes	0	75	0.0133	0
Meters	0	20	0.05	0
Services	14,000	75	0.0133	187
Other - Studies	0	50	0.02	0
Other - Inflow studies/Repairs	30,000	20	0.05	1,500
TOTAL	458,000			14,358
Source of Funding				
Gas Tax	144,000	Capital Reserve fund beginning of year		958,383
Sewer Renewal Capital Reserve	300,000	Capital Reserve Expenditure in Current Year		-300,000
Customers (Services)	14,000	Capital Reserve Contribution in Current Year		269,984
Long Term Debt	0			
Capital from Revenue	0			
TOTAL	458,000	Capital Reserve Balance at end of current Year		928,367

Table S5-4

West Hants Combined Sewer System Calculation of Depreciation of Tangible Plant at Total Cost 2021/22				
	Planned Capital Spending Program	Estimated Average Life in Years	Depreciation Rate	Annual Depreciation
		Depreciation Rate at the beginning of the Year		269,984
LAND AND LAND RIGHTS				
Land - General	0			0
STRUCTURES AND IMPROVEMENTS				0
Power and Pumping Structures	0	75	0.0133	0
Treatment Equipment	0	75	0.0500	0
Equipment				0
Electrical Pumping	42,000	20	0.05	2,100
Office Furniture and Equipment	0	20	0.05	0
Transportation Equipment	24,000	10	0.1	2,400
Tools and Work Equipment	0	5	0.2	0
Collection Mains & Manholes Equipment	0	5	0.2	0
Other SCADA	32,000	7	0.143	4,571
Other	0	5	0.2	0
Collection System				0
Forcemain	0	75	0.0133	0
Mains	300,000	75	0.0133	4,000
Manholes	0	75	0.0133	0
Meters	0	20	0.05	0
Services	14,000	75	0.0133	187
Other - Studies	0	50	0.02	0
Other - Inflow studies/Repairs	0	20	0.05	0
TOTAL	412,000			13,258
Source of Funding				
		Capital Reserve fund beginning of year		928,367
Gas Tax	37,500	Capital Reserve Expenditure in Current Year		-360,500
Sewer Renewal Capital Reserve	360,500	Capital Reserve Contribution in Current Year		283,242
Customers (Services)	14,000			
Long Term Debt	0			
Capital from Revenue	0			
TOTAL	412,000	Capital Reserve Balance at end of current Year		851,109

Table S5-5

West Hants Combined Sewer System Calculation of Depreciation of Tangible Plant at Total Cost 2022/23				
	Planned Capital Spending Program	Estimated Average Life in Years	Depreciation Rate	Annual Depreciation
			Depreciation Rate at the beginning of the Year	283,242
LAND AND LAND RIGHTS				
Land - General	0			0
STRUCTURES AND IMPROVEMENTS				0
Power and Pumping Structures	0	75	0.0133	0
Treatment Equipment	0	75	0.0500	0
Equipment				0
Electrical Pumping	84,000	20	0.05	4,200
Office Furniture and Equipment	0	20	0.05	0
Transportation Equipment	0	5	0.2	0
Tools and Work Equipment	0	5	0.2	0
Collection Mains & Manholes Equipment	0	5	0.2	0
Other SCADA	32,000	7	0.143	4,571
Other	0	5	0.2	0
Collection System				0
Forcemain	0	75	0.0133	0
Mains	300,000	75	0.0133	4,000
Manholes	0	75	0.0133	0
Meters	0	20	0.05	0
Services	14,000	75	0.0133	187
Other - Studies	0	50	0.02	0
Other - Inflow studies/Repairs	0	10	0.1	0
TOTAL	430,000			12,958
Source of Funding				
			Capital Reserve fund beginning of year	851,109
Gas Tax	0		Capital Reserve Expenditure in Current Year	-416,000
Sewer Renewal Capital Reserve	416,000		Capital Reserve Contribution in Current Year	296,200
Customers (Services)	14,000			
Long Term Debt	0			
Capital from Revenue	0			
TOTAL	430,000		Capital Reserve Balance at end of current Year	731,309

Table S6-1

01-Nov-18

West Hants Combined Sewer System Calculation of Revenue Required for Each Billing/Cost Category 2019/20					
	Total Revenue				
	Required	Base		Effluent	
General Administration	164,638	70%	115,247	30%	49,391
Sewage Collection Systems	64,377	30%	19,313	70%	45,064
Lift Stations	141,943	30%	42,583	70%	99,360
Sewage Treatment and Disposal	316,736	50%	158,368	50%	158,368
Capital Reserve Contribution	255,626	50%	127,813	50%	127,813
Deferral of Capital Reserve Contribution	0	50%	0	50%	0
Non Operating Expenditures less non Operating Revenue	135,070	50%	67,535	50%	67,535
SUBTOTAL	1,078,390		530,858		547,531
TOTAL	1,078,390		530,858		547,531

Table S6-2

West Hants Combined Sewer System Calculation of Revenue Required for Each Billing/Cost Category 2020/21					
	Total Revenue				
	Required	Base		Effluent	
General Administration	167,931	70%	117,552	30%	50,379
Sewage Collection Systems	65,665	30%	19,699	70%	45,965
Lift Stations	144,782	30%	43,435	70%	101,347
Sewage Treatment and Disposal	323,070	50%	161,535	50%	161,535
Capital Reserve Contribution	269,984	50%	134,992	50%	134,992
Deferral of Capital Reserve Contribution	0	50%	0	50%	0
Non Operating Expenditures less non Operating Revenue	130,744	50%	65,372	50%	65,372
SUBTOTAL	1,102,176		542,585		559,591
TOTAL	1,102,176		542,585		559,591

Table S6-3

West Hants Combined Sewer System Calculation of Revenue Required for Each Billing/Cost Category 2021/22					
	Total Revenue	Base		Effluent	
	Required				
General Administration	171,290	70%	119,903	30%	51,387
Sewage Collection Systems	66,978	30%	20,093	70%	46,885
Lift Stations	147,678	30%	44,303	70%	103,374
Sewage Treatment and Disposal	329,532	50%	164,766	50%	164,766
Capital Reserve Contribution	283,242	50%	141,621	50%	141,621
Deferral of Capital Reserve Contribution	0	50%	0	50%	0
Non Operating Expenditures less non Operating Revenue	126,258	50%	63,129	50%	63,129
SUBTOTAL	1,124,977		553,815		571,162
TOTAL	1,124,977		553,815		571,162

Table S6-4

West Hants Combined Sewer System Calculation of Revenue Required for Each Billing/Cost Category 2022/23					
	Total Revenue	Base		Effluent	
	Required				
General Administration	174,715	70%	122,301	30%	52,415
Sewage Collection Systems	68,318	30%	20,495	70%	47,822
Lift Stations	150,631	30%	45,189	70%	105,442
Sewage Treatment and Disposal	336,122	50%	168,061	50%	168,061
Capital Reserve Contribution	296,200	50%	148,100	50%	148,100
Deferral of Capital Reserve Contribution	0	50%	0	50%	0
Non Operating Expenditures less non Operating Revenue	121,618	50%	60,809	50%	60,809
SUBTOTAL	1,147,605		564,956		582,649
TOTAL	1,147,605		564,956		582,649

Table S7-1

West Hants Combined Sewer System Service Connections and Equivalents 2019/20			
Meter Size	Number of Services	Capacity Ratio	System Equivalents
Unmetered	0	1	0
15mm - 5/8"	1955	1	1,955
19 mm - 3/4"	10	1.5	15
25 mm - 1"	19	2.5	48
37 mm - 1.5"	8	5	40
50 mm - 2"	7	8	56
75 mm - 3 "	3	16	48
100 mm - 4"	2	25	50
150 mm - 6"	0	50	0
200 mm - 8"	0	90	0
TOTAL	2004		2,212

Table S7-2

West Hants Combined Sewer System Service Connections and Equivalents 2020/21			
Meter Size	Number of Services	Capacity Ratio	System Equivalents
Unmetered	0	1	0
15mm - 5/8"	1960	1	1,960
19 mm - 3/4"	10	1.5	15
25 mm - 1"	19	2.5	48
37 mm - 1.5"	8	5	40
50 mm - 2"	7	8	56
75 mm - 3 "	3	16	48
100 mm - 4"	2	25	50
150 mm - 6"	0	50	0
200 mm - 8"	0	90	0
TOTAL	2009		2,217

Table S7-3

West Hants Combined Sewer System Service Connections and Equivalents 2021/22			
Meter Size	Number of Services	Capacity Ratio	System Equivalents
Unmetered	0	1	0
15mm - 5/8"	1965	1	1,965
19 mm - 3/4"	10	1.5	15
25 mm - 1"	19	2.5	48
37 mm - 1.5"	8	5	40
50 mm - 2"	7	8	56
75 mm - 3 "	3	16	48
100 mm - 4"	2	25	50
150 mm - 6"	0	50	0
200 mm - 8"	0	90	0
TOTAL	2014		2,222

Table S7-4

West Hants Combined Sewer System Service Connections and Equivalents 2022/23			
Meter Size	Number of Services	Capacity Ratio	System Equivalents
Unmetered	0	1	0
15mm - 5/8"	1970	1	1,970
19 mm - 3/4"	10	1.5	15
25 mm - 1"	19	2.5	48
37 mm - 1.5"	8	5	40
50 mm - 2"	7	8	56
75 mm - 3 "	3	16	48
100 mm - 4"	2	25	50
150 mm - 6"	0	50	0
200 mm - 8"	0	90	0
TOTAL	2019		2,227

Table S8-1

01-Nov-18

West Hants Combined Sewer System Wastewater Base Charges 2019/20					
Meter Size	Capacity Ratio	Base Charge	Total Base Charge		
			Annual	Quarterly	Monthly
Unmetered	1.0	240.04	240.04	60.01	20.00
15mm - 5/8"	1.0	240.04	240.04	60.01	20.00
19 mm - 3/4"	1.5	360.07	360.07	90.02	30.01
25 mm - 1"	2.5	600.11	600.11	150.03	50.01
37 mm - 1.5"	5.0	1,200.22	1,200.22	300.06	100.02
50 mm - 2"	8.0	1,920.36	1,920.36	480.09	160.03
75 mm - 3 "	16.0	3,840.71	3,840.71	960.18	320.06
100 mm - 4"	25.0	6,001.11	6,001.11	1,500.28	500.09
150 mm - 6"	50.0	12,002.22	12,002.22	3,000.56	1,000.19
200 mm - 8"	90.0	21,604.00	21,604.00	5,401.00	1,800.33
TOTAL					

Table S8-2

West Hants Combined Sewer System Wastewater Base Charges 2020/21					
Meter Size	Capacity Ratio	Base Charge	Total Base Charge		
			Annual	Quarterly	Monthly
Unmetered	1.0	244.79	244.79	61.20	20.40
15mm - 5/8"	1.0	244.79	244.79	61.20	20.40
19 mm - 3/4"	1.5	367.19	367.19	91.80	30.60
25 mm - 1"	2.5	611.98	611.98	153.00	51.00
37 mm - 1.5"	5.0	1,223.97	1,223.97	305.99	102.00
50 mm - 2"	8.0	1,958.35	1,958.35	489.59	163.20
75 mm - 3 "	16.0	3,916.69	3,916.69	979.17	326.39
100 mm - 4"	25.0	6,119.83	6,119.83	1,529.96	509.99
150 mm - 6"	50.0	12,239.67	12,239.67	3,059.92	1,019.97
200 mm - 8"	90.0	22,031.41	22,031.41	5,507.85	1,835.95
TOTAL					

Table S8-3

West Hants Combined Sewer System Wastewater Base Charges 2021/22					
Meter Size	Capacity Ratio	Base Charge	Total Base Charge		
			Annual	Quarterly	Monthly
Unmetered	1.0	249.30	249.30	62.32	20.77
15mm - 5/8"	1.0	249.30	249.30	62.32	20.77
19 mm - 3/4"	1.5	373.95	373.95	93.49	31.16
25 mm - 1"	2.5	623.24	623.24	155.81	51.94
37 mm - 1.5"	5.0	1,246.49	1,246.49	311.62	103.87
50 mm - 2"	8.0	1,994.38	1,994.38	498.60	166.20
75 mm - 3 "	16.0	3,988.77	3,988.77	997.19	332.40
100 mm - 4"	25.0	6,232.45	6,232.45	1,558.11	519.37
150 mm - 6"	50.0	12,464.90	12,464.90	3,116.22	1,038.74
200 mm - 8"	90.0	22,436.81	22,436.81	5,609.20	1,869.73
TOTAL					

Table S8-4

West Hants Combined Sewer System Wastewater Base Charges 2022/23					
Meter Size	Capacity Ratio	Base Charge	Total Base Charge		
			Annual	Quarterly	Monthly
Unmetered	1.0	253.74	253.74	63.44	21.15
15mm - 5/8"	1.0	253.74	253.74	63.44	21.15
19 mm - 3/4"	1.5	380.61	380.61	95.15	31.72
25 mm - 1"	2.5	634.35	634.35	158.59	52.86
37 mm - 1.5"	5.0	1,268.71	1,268.71	317.18	105.73
50 mm - 2"	8.0	2,029.93	2,029.93	507.48	169.16
75 mm - 3 "	16.0	4,059.87	4,059.87	1,014.97	338.32
100 mm - 4"	25.0	6,343.54	6,343.54	1,585.89	528.63
150 mm - 6"	50.0	12,687.08	12,687.08	3,171.77	1,057.26
200 mm - 8"	90.0	22,836.75	22,836.75	5,709.19	1,903.06
TOTAL					

Table S9-1

01-Nov-18

West Hants Combined Sewer System Estimated Effluent Flow by Block		
Meter Size	Actual Current Consumption	2019/20 Estimated Consumption
	1st Block (Cubic Meters)	1st Block (Cubic Meters)
15mm - 5/8"	293,495	289,832
19 mm - 3/4"	2,213	2,213
25 mm - 1"	13,698	13,698
37 mm - 1.5"	9,063	9,063
50 mm - 2"	8,020	8,020
75 mm - 3 "	17,313	17,313
100 mm - 4"	2,229	2,229
150 mm - 6"	0	0
200 mm - 8"	0	0
TOTAL	346,031	342,368

Table S9-2

West Hants Combined Sewer System Estimated Effluent Flow by Block		
Meter Size	2020/21 Estimated Consumption	2021/22 Estimated Consumption
	1st Block (Cubic Meters)	1st Block (Cubic Meters)
15mm - 5/8"	286,213	282,637
19 mm - 3/4"	2,213	2,213
25 mm - 1"	13,698	13,698
37 mm - 1.5"	9,063	9,063
50 mm - 2"	8,020	8,020
75 mm - 3 "	17,313	17,313
100 mm - 4"	2,229	2,229
150 mm - 6"	0	0
200 mm - 8"	0	0
TOTAL	338,749	335,173

Table S9-3

West Hants Combined Sewer System Estimated Effluent Flow by Block		
Meter Size	2022/23 Current Consumption	
	1st Block (Cubic Meters)	
15mm - 5/8"	279,104	
19 mm - 3/4"	2,213	
25 mm - 1"	13,698	
37 mm - 1.5"	9,063	
50 mm - 2"	8,020	
75 mm - 3 "	17,313	
100 mm - 4"	2,229	
150 mm - 6"	0	
200 mm - 8"	0	
TOTAL	331,640	

Effluent Charge

Table S10-1

01-Nov-18

West Hants Combined Sewer System Calculation of Wastewater Effluent Charge 2019/20	
BLOCK 1	
<u>Total Charge Base and Commodity Worksheet (Table 9-1)</u> Quantity from Effluent Flow Worksheet (Table 12-1)	1.60
TOTAL EFFLUENT CHARGE PER cubic meter	1.60

Table S10-2

West Hants Combined Sewer System Calculation of Wastewater Effluent Charge 2020/21	
BLOCK 1	
- Quantity from Effluent Flow Worksheet (Table 12-2)	1.65
TOTAL EFFLUENT CHARGE PER cubic meter	1.65

Table S10-3

West Hants Combined Sewer System Calculation of Wastewater Effluent Charge 2021/22	
BLOCK 1	
<u>Total Charge Base and Commodity Worksheet (Table 9-3)</u> Quantity from Effluent Flow Worksheet (Table 12-3)	1.70
TOTAL EFFLUENT CHARGE PER cubic meter	1.70

Table S10-4

West Hants Combined Sewer System Calculation of Wastewater Effluent Charge 2022/23	
BLOCK 1	
<u>Total Charge Base and Commodity Worksheet (Table 9-4)</u> Quantity from Effluent Flow Worksheet (Table 12-4)	1.76
TOTAL EFFLUENT CHARGE PER cubic meter	1.76

Table S11-1

01-Nov-18

West Hants Combined Sewer System				
Wastewater Effluent Charge				
2019/20				
BASE CHARGE				
<u>Meter Size</u>	<u>Number</u>	<u>Base Rate</u>	<u>Dollar Revenue</u>	
Unmetered	0	240.04	0	
15mm - 5/8"	1,955	240.04	469,287	
19 mm - 3/4"	10	360.07	3,601	
25 mm - 1"	19	600.11	11,402	
37 mm - 1.5"	8	1,200.22	9,602	
50 mm - 2"	7	1,920.36	13,442	
75 mm - 3 "	3	3,840.71	11,522	
100 mm - 4"	2	6,001.11	12,002	
150 mm - 6"	0	12,002.22	0	
200 mm - 8"	0	21,604.00	0	
Hebron	0	0.00	0	
TOTAL BASE REVENUE			530,858	
EFFLUENT CHARGE				
	Quantity	\$/ cubic meter		
1st Block	342,368	1.60	547,531	
TOTAL EFFLUENT REVENUE			547,531	
TOTAL OPERATING REVENUES FOR YEAR (BASE + EFFLUENT)			1,078,390	

Table S11-2

West Hants Combined Sewer System				
Wastewater Effluent Charge				
2020/21				
BASE CHARGE				
<u>Meter Size</u>	<u>Number</u>	<u>Base Rate</u>	<u>Dollar Revenue</u>	
Unmetered	0	244.79	0	
15mm - 5/8"	1,960	244.79	479,795	
19 mm - 3/4"	10	367.19	3,672	
25 mm - 1"	19	611.98	11,628	
37 mm - 1.5"	8	1,223.97	9,792	
50 mm - 2"	7	1,958.35	13,708	
75 mm - 3 "	3	3,916.69	11,750	
100 mm - 4"	2	6,119.83	12,240	
150 mm - 6"	0	12,239.67	0	
200 mm - 8"	0	22,031.41	0	
Hebron	0	0.00	0	
TOTAL BASE REVENUE			542,585	
EFFLUENT CHARGE				
	Quantity	\$/ cubic meter		
1st Block	338,749	1.65	559,591	
TOTAL OPERATING REVENUES FOR YEAR (BASE + EFFLUENT)				1,102,176

Table S11-3

West Hants Combined Sewer System				
Wastewater Effluent Charge				
2021/22				
BASE CHARGE				
<u>Meter Size</u>	<u>Number</u>	<u>Base Rate</u>	<u>Dollar Revenue</u>	
Unmetered	0	249.30	0	
15mm - 5/8"	1,965	249.30	489,870	
19 mm - 3/4"	10	373.95	3,739	
25 mm - 1"	19	623.24	11,842	
37 mm - 1.5"	8	1,246.49	9,972	
50 mm - 2"	7	1,994.38	13,961	
75 mm - 3 "	3	3,988.77	11,966	
100 mm - 4"	2	6,232.45	12,465	
150 mm - 6"	0	12,464.90	0	
200 mm - 8"	0	22,436.81	0	
Hebron	0	0.00	0	
TOTAL BASE REVENUE			553,815	
EFFLUENT CHARGE				
	Quantity	\$/ cubic meter		
1st Block	335,173	1.70	571,162	
TOTAL OPERATING REVENUES FOR YEAR (BASE + EFFLUENT)			1,124,977	

Table S11-4

West Hants Combined Sewer System				
Wastewater Effluent Charge				
2022/23				
BASE CHARGE				
<u>Meter Size</u>	<u>Number</u>	<u>Base Rate</u>	<u>Dollar Revenue</u>	
Unmetered	0	253.74	0	
15mm - 5/8"	1,970	253.74	499,871	
19 mm - 3/4"	10	380.61	3,806	
25 mm - 1"	19	634.35	12,053	
37 mm - 1.5"	8	1,268.71	10,150	
50 mm - 2"	7	2,029.93	14,210	
75 mm - 3 "	3	4,059.87	12,180	
100 mm - 4"	2	6,343.54	12,687	
150 mm - 6"	0	12,687.08	0	
200 mm - 8"	0	22,836.75	0	
Hebron	0	0.00	0	
TOTAL BASE REVENUE			564,956	
EFFLUENT CHARGE				
	Quantity	\$/ cubic meter		
1st Block	331,640	1.76	582,649	
TOTAL OPERATING REVENUES FOR YEAR (BASE + EFFLUENT)			1,147,605	

Proposed Wastewater Rates

Table S12-1

01-Nov-18

West Hants Combined Sewer System Wastewater Rates 2019/20			
(a) Base Charges			
Size of Meter	Annual	Quarterly	Monthly
15mm - 5/8"	240.04	60.01	20.00
19 mm - 3/4"	360.07	90.02	30.01
25 mm - 1"	600.11	150.03	50.01
37 mm - 1.5"	1,200.22	300.06	100.02
50 mm - 2"	1,920.36	480.09	160.03
75 mm - 3 "	3,840.71	960.18	320.06
100 mm - 4"	6,001.11	1,500.28	500.09
150 mm - 6"	12,002.22	3,000.56	1,000.19
200 mm - 8"	21,604.00	5,401.00	1,800.33
(b) Consumption Rate			
	\$	1.60	per cubic meter
	\$	7.26	per 1,000 imperial gallons

Table S12-2

West Hants Combined Sewer System Wastewater Rates 2020/21			
(a) Base Charges			
Size of Meter	Annual	Quarterly	Monthly
15mm - 5/8"	244.79	61.20	20.40
19 mm - 3/4"	367.19	91.80	30.60
25 mm - 1"	611.98	153.00	51.00
37 mm - 1.5"	1,223.97	305.99	102.00
50 mm - 2"	1,958.35	489.59	163.20
75 mm - 3 "	3,916.69	979.17	326.39
100 mm - 4"	6,119.83	1,529.96	509.99
150 mm - 6"	12,239.67	3,059.92	1,019.97
200 mm - 8"	22,031.41	5,507.85	1,835.95
(b) Consumption Rate			
	\$	1.65	per cubic meter
	\$	7.50	per 1,000 imperial gallons

Proposed Wastewater Rates

Table S12-3

West Hants Combined Sewer System Wastewater Rates 2021/22			
(a) Base Charges			
Size of Meter	Annual	Quarterly	Monthly
Standard	249.30	62.32	20.77
19 mm	373.95	93.49	31.16
25 mm	623.24	155.81	51.94
37 mm	1,246.49	311.62	103.87
50 mm	1,994.38	498.60	166.20
75 mm	3,988.77	997.19	332.40
100 mm	6,232.45	1,558.11	519.37
150 mm	12,464.90	3,116.22	1,038.74
200 mm	22,436.81	5,609.20	1,869.73
(b) Consumption Rate (per cubic metre)			
	\$	1.70	per cubic meter
	\$	7.74	per 1,000 imperial gallons

Table S12-4

West Hants Combined Sewer System Wastewater Rates 2022/23			
(a) Base Charges			
Size of Meter	Annual	Quarterly	Monthly
15mm - 5/8"	253.74	63.44	21.15
19 mm - 3/4"	380.61	95.15	31.72
25 mm - 1"	634.35	158.59	52.86
37 mm - 1.5"	1,268.71	317.18	105.73
50 mm - 2"	2,029.93	507.48	169.16
75 mm - 3 "	4,059.87	1,014.97	338.32
100 mm - 4"	6,343.54	1,585.89	528.63
150 mm - 6"	12,687.08	3,171.77	1,057.26
200 mm - 8"	22,836.75	5,709.19	1,903.06
(b) Consumption Rate			
	\$	1.76	per cubic meter
	\$	7.98	per 1,000 imperial gallons

Summary of Rates

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West Hants Combined Sewer System Comparison of Average Rates 2019/20										
Meter Size	Average Flow	Quarterly Base Rate		Change	Effluent Rate		Change	Charge per Quarter		Change
	meters/quarter	Existing	Proposed	%	Existing	Proposed	%	Existing	Proposed	%
15mm - 5/8"	37		60.01			59.27		-	119.28	
19 mm - 3/4"	55		90.02			88.48		-	178.50	
25 mm - 1"	180		150.03			288.24		-	438.27	
37 mm - 1.5"	283		300.06			452.94		-	752.99	
50 mm - 2"	286		480.09			458.07		-	938.16	
75 mm - 3 "	1,443		960.18			2,307.32		-	3,267.49	
100 mm - 4"	279		1,500.28			445.59		-	1,945.87	
150 mm - 6"	-					-		-		
200 mm - 8"	-					-		-		

West Hants Combined Sewer System Comparison of Average Rates 2020/21										
Meter Size	Average Flow	Quarterly Base Rate		Change	Effluent Rate		Change	Charge per Quarter		Change
	meters/quarter	Existing	Proposed	%	Existing	Proposed	%	Existing	Proposed	%
15mm - 5/8"	37	60.01	61.20	2.0%	59.27	60.31	1.7%	119.28	121.51	1.9%
19 mm - 3/4"	55	90.02	91.80	2.0%	88.48	91.39	3.3%	178.50	183.19	2.6%
25 mm - 1"	180	150.03	153.00	2.0%	288.24	297.74	3.3%	438.27	450.74	2.8%
37 mm - 1.5"	283	300.06	305.99	2.0%	452.94	467.86	3.3%	752.99	773.85	2.8%
50 mm - 2"	286	480.09	489.59	2.0%	458.07	473.16	3.3%	938.16	962.75	2.6%
75 mm - 3 "	1,443	960.18	979.17	2.0%	2,307.32	2,383.33	3.3%	3,267.49	3,362.50	2.9%
100 mm - 4"	279	1,500.28	1,529.96	2.0%	445.59	460.27	3.3%	1,945.87	1,990.23	2.3%
150 mm - 6"	-					-				
200 mm - 8"	-					-				

Table S13-3

West Hants Combined Sewer System Comparison of Average Rates 2021/22										
Meter Size	Average Flow	Quarterly Base Rate		Change	Effluent Rate		Change	Charge per Quarter		Change
	cubic meters/quarter	Estimated Existing	Proposed	%	Existing	Proposed	%	Existing	Proposed	%
15mm - 5/8"	36	61.20	62.32	1.8%	60.31	61.28	1.6%	121.51	123.60	1.7%
19 mm - 3/4"	55	91.80	93.49	1.8%	91.39	94.28	3.2%	183.19	187.77	2.5%
25 mm - 1"	180	153.00	155.81	1.8%	297.74	307.14	3.2%	450.74	462.95	2.7%
37 mm - 1.5"	283	305.99	311.62	1.8%	467.86	482.63	3.2%	773.85	794.25	2.6%
50 mm - 2"	286	489.59	498.60	1.8%	473.16	488.10	3.2%	962.75	986.69	2.5%
75 mm - 3"	1,443	979.17	997.19	1.8%	2,383.33	2,458.56	3.2%	3,362.50	3,455.75	2.8%
100 mm - 4"	279	1,529.96	1,558.11	1.8%	460.27	474.80	3.2%	1,990.23	2,032.91	2.1%
150 mm - 6"	-									
200 mm - 8"	-									

Table S13-4

West Hants Combined Sewer System Comparison of Average Rates 2022/23										
Meter Size	Average Flow	Quarterly Base Rate		Change	Effluent Rate		Change	Charge per Quarter		Change
	cubic meters/quarter	Estimated Existing	Proposed	%	Existing	Proposed	%	Existing	Proposed	%
15mm - 5/8"	35	62.32	63.44	1.8%	61.28	62.23	1.6%	123.60	125.66	1.7%
19 mm - 3/4"	55	93.49	95.15	1.8%	94.28	97.20	3.1%	187.77	192.35	2.4%
25 mm - 1"	180	155.81	158.59	1.8%	307.14	316.65	3.1%	462.95	475.24	2.7%
37 mm - 1.5"	283	311.62	317.18	1.8%	482.63	497.58	3.1%	794.25	814.76	2.6%
50 mm - 2"	286	498.60	507.48	1.8%	488.10	503.22	3.1%	986.69	1,010.70	2.4%
75 mm - 3"	1,443	997.19	1,014.97	1.8%	2,458.56	2,534.73	3.1%	3,455.75	3,549.69	2.7%
100 mm - 4"	279	1,558.11	1,585.89	1.8%	474.80	489.51	3.1%	2,032.91	2,075.39	2.1%
150 mm - 6"	-									
200 mm - 8"	-									

Appendix

Table S14-1

Loan Calculator
Long Term Debt
2018/19

Interest Rate	6.00%
Term in years	20
Capital \$	-

Payment Schedule Based on Series Debt Payments

	Loan Balance	Principal	Interest	Total
Year				
1	-	-	-	-
2	-	-	-	-
3	-	-	-	-
4	-	-	-	-
5	-	-	-	-
6	-	-	-	-
7	-	-	-	-
8	-	-	-	-
9	-	-	-	-
10	-	-	-	-
11	-	-	-	-
12	-	-	-	-
13	-	-	-	-
14	-	-	-	-
15	-	-	-	-
16	-	-	-	-
17	-	-	-	-
18	-	-	-	-
19	-	-	-	-
20	-	-	-	-

Table S14-2

Loan Calculator
Long Term Debt
2019/20

Interest Rate	6.00%
Term in years	20
Capital \$	-

Payment Schedule Based on Series Debt Payments

	Loan Balance	Principal	Interest	Total
Year				
1	-	-	-	-
2	-	-	-	-
3	-	-	-	-
4	-	-	-	-
5	-	-	-	-
6	-	-	-	-
7	-	-	-	-
8	-	-	-	-
9	-	-	-	-
10	-	-	-	-
11	-	-	-	-
12	-	-	-	-
13	-	-	-	-
14	-	-	-	-
15	-	-	-	-
16	-	-	-	-
17	-	-	-	-
18	-	-	-	-
19	-	-	-	-
20	-	-	-	-

Table S14-3

Loan Calculator
Long Term Debt
2020/21

Interest Rate	6.00%
Term in years	20
Capital \$	-

Payment Schedule Based on Series Debt Payments

	Loan Balance	Principal	Interest	Total
Year				
1	-	-	-	-
2	-	-	-	-
3	-	-	-	-
4	-	-	-	-
5	-	-	-	-
6	-	-	-	-
7	-	-	-	-
8	-	-	-	-
9	-	-	-	-
10	-	-	-	-
11	-	-	-	-
12	-	-	-	-
13	-	-	-	-
14	-	-	-	-
15	-	-	-	-
16	-	-	-	-
17	-	-	-	-
18	-	-	-	-
19	-	-	-	-
20	-	-	-	-

Table S14-4

Loan Calculator
Long Term Debt
2021/22

Interest Rate	6.00%
Term in years	20
Capital \$	-

Payment Schedule Based on Series Debt Payments

	Loan Balance	Principal	Interest	Total
Year				
1	-	-	-	-
2	-	-	-	-
3	-	-	-	-
4	-	-	-	-
5	-	-	-	-
6	-	-	-	-
7	-	-	-	-
8	-	-	-	-
9	-	-	-	-
10	-	-	-	-
11	-	-	-	-
12	-	-	-	-
13	-	-	-	-
14	-	-	-	-
15	-	-	-	-
16	-	-	-	-
17	-	-	-	-
18	-	-	-	-
19	-	-	-	-
20	-	-	-	-

WEST HANTS WATER AND SEWER RATES

27 NOVEMBER 2018

CURRENT SYSTEM

- WATER RATES SET BY NS UTILITY AND REVIEW BOARD BASED ON THEIR HANDBOOK
 - RATES INCLUDE A "BASE CHARGE" AND A "CONSUMPTION CHARGE PER CUBIC METER"
 - THREE SEPARATE UTILITIES AND RATES FOR HANTSPOOT, FALMOUTH AND THREE MILE PLAINS/WENTWORTH
- SEWER RATES SET BY THE MUNICIPALITY
 - RATES FOR HANTSPOOT BASED ON "EFFLUENT CHARGE PER CUBIC METER"
 - RATES FOR FALMOUTH BASED ON "FLAT CHARGE PLUS CAPITAL UPGRADE CHARGES"
 - RATES FOR TMP/WENTWORTH BASED ON "FLAT CHARGE"

COMBINED WATER RATES

- ALL CUSTOMERS PAY THE SAME RATES REGARDLESS OF WHERE THEY ARE LOCATED
- WATER RATES SET BY NS UTILITY AND REVIEW BOARD BASED ON THEIR HANDBOOK
 - RATES INCLUDE A "BASE CHARGE" AND A "CONSUMPTION CHARGE PER CUBIC METER"

COMBINED SEWER RATES

- ALL CUSTOMERS PAY THE SAME RATES REGARDLESS OF WHERE THEY ARE LOCATED
- SEWER RATES SET BASED ON A RATE MODEL TO HAVE CUSTOMERS PAY FOR THE SERVICE RECEIVED
 - RATES INCLUDE A "BASE CHARGE" AND AN "EFFLUENT CHARGE PER CUBIC METER" BASED ON THE AMOUNT OF WATER COMSUMED.

WATER RATE INPUTS

- ALL CALCULATIONS BASED ON COMBINING THE THREE EXISTING UTILITIES INTO A SINGLE "WEST HANTS WATER UTILITY"
- CAPITAL AND OPERATING BUDGETS PROVIDED BY STAFF
- PROJECTED YEARLY INCREASES BASED ON 3% OPERATING COST INCREASE PER YEAR
- FIRE PROTECTION RATE CALCULATED BASED ON UARB HANDBOOK
- BASE RATE AND CONSUMPTION RATE BASED ON UARB HANDBOOK

WATER RATES

- PROPOSED RATES FOUND ON WORKSHEET D-1 OF RATE STUDY (PAGE 29 WATER RATE STUDY)
- CURRENT RATES VARY BY LOCATION (HANTSPORT/FALMOUTH/THREE MILE PLAINS)
- DECREASED WATER RATES IN HANTSPORT AND THREE MILE PLAINS AND INCREASED RATES IN FALMOUTH

SEWER RATE INPUTS

- ALL CALCULATIONS BASED ON COMBINING THE THREE EXISTING SEWER SYSTEMS INTO A SINGLE SYSTEM
- CAPITAL AND OPERATING BUDGETS PROVIDED BY STAFF
- PROJECTED YEARLY OPERATING COSTS INCREASES BASED ON 3% INCREASE PER YEAR
- BASE RATE AND EFFLUENT RATES BASED ON CALCULATION SIMILAR TO WATER RATES

SEWER RATES

- PROPOSED RATES FOUND ON SUMMARY OF RATES WORKSHEET OF RATE STUDY (PAGES 14.25 AND 14.26 OF SEWER RATE STUDY)
- CURRENT RATES VARY BY LOCATION (HANTSPORT/FALMOUTH/THREE MILE PLAINS)
- INCREASED SEWER RATES IN HANTSPORT AND THREE MILE PLAINS AND DECREASED RATES IN FALMOUTH

COMPARISON COMBINED WATER AND SEWER

	Existing Water PLUS Separate Wastewater Systems 2018/19	Estimated Rates as Combined West Hants Water & Sewer
Hantsport	\$241.39	\$251.70
Falmouth	\$293.78	\$251.70
TMP/Wentworth	\$200.19	\$251.70



MUNICIPALITY OF THE DISTRICT OF WEST HANTS INFORMATION REPORT

To: Members West Hants Council

Submitted by: _____
Martin Laycock, Chief Administrative Officer

Date: June 25, 2019

Subject: Water and sewer service consolidation - Update

Origin:

Consolidation of the water and sewer utilities was passed by Council on July 10, 2018.

Legislative Authority:

Municipal Government Act, Part IV, Finance, 81 (1)[a] & [b]; Part XIV, Sewer, 333-343

Public Utilities Act, 64 (1) & (2)

Nova Scotia Utility and Review Board Orders M09013

Background:

Gerry Isenor and Blaine Rooney were engaged by the Municipality in 2017 to look at the impacts of a joint water utility. In early 2018, the scope of the study was expanded to include joint sewer services. The adjustment resulted in the following scope:

- Combining the three water utilities in Falmouth, Hantsport and TMP/Wentworth operated by the Municipality of West Hants and establishing a common rate structure for the provision of water service;
- Combining the three wastewater collection and treatment systems in Falmouth, Hantsport and TMP/Wentworth operated by the Municipality of West Hants and establishing a common rate for service based on the water consumed and discharged into the sewer system for the combined system; and

- Comparing the base and consumption rates for the combined water and wastewater systems (effluent) charge to the existing rates charged for these services.

At the May 22, 2018 Committee of the Whole, Gerry Isenor presented on the results of the study that showed little to no change for Hantsport and Falmouth users and an increase for Three Mile Plains users. These were estimates based on average water consumption.

Council made a motion to consolidate the water utilities and sewer services in July 2018. As a result of this, G.A. Isenor Consulting and Blaine S. Rooney Consulting were hired by the three water utilities and sewer services to conduct a water rate study and a sewer rate study to determine their financial needs over the next three years.

At the November 27, 2018 Committee of the Whole meeting the results of the water and sewer rate studies were presented. At the December 9, 2018 Council meeting a motion was past accepting the water and sewer rates studies as presented.

Discussion:

Water rates were presented to the Utility and Review Board (UARB) at a hearing held on March 27, 2019. During the hearing, evidence was presented regarding the consolidation of the water utilities and the proposed rates. Concern was raised by the UARB about the proposed 50% increase to the water rates in Falmouth. Evidence was shown that this increase would be offset by a drop in the Falmouth sewer rate.

In their decision, the UARB indicated that they only have authority over the water rates. Although they recognized that there would be offsetting savings for Falmouth customers through a sewer rate reduction, they determined that a rate increase of 50% was too high. In addition, because roughly 20% of the impacted Falmouth residents do not have sewer, they would not benefit from the offsetting savings. As a result, in their May 27, 2019 decision the UARB approved the consolidation of the water utilities but ordered that the water rates be revised to allow for a phased-in approach to ease the burden of the proposed water rate increase. The phased-in approach was done over two years, reaching the original 2021-2022 proposed rate. The rates ordered by the UARB are effective July 1, 2019. As a result, the current water rates will be maintained for the first billing quarter of fiscal 2019.

Below outlines the Council approved proposed rates and the rates ordered by the UARB. For presentation purposes, it is assumed that there is an average consumption of 153m³/year.

Proposed Water Rate – All West Hants water users:

Year	Water Rate	5/8 base charge	Proposed Rate Total
2019- 2020	\$2.18/m ³	\$212.81/year	\$546.35/year
2020-2021	\$2.28/m ³	\$225.06/year	\$573.90/year
2021-2022	\$2.45/m ³	\$249.01/year	\$623.85/year

UARB Approved Adjusted Water Rates:

Hantsport

Year	Adjusted Water Rate	Adjusted 5/8 base charge	Adjusted Rate Total
2019-2020	\$2.17/m ³	\$291.60/year	\$623.61/year
2020-2021	\$2.36/m ³	\$250.76/year	\$611.84/year
2021-2022	\$2.45/m ³	\$249.00/year	\$623.85/year

TMP

Year	Adjusted Water Rate	Adjusted 5/8 base charge	Adjusted Rate Total
2019-2020	\$2.45/m ³	\$184.24/year	\$559.09/year
2020-2021	\$2.45/m ³	\$195.32/year	\$570.17/year
2021-2022	\$2.45/m ³	\$249.00/year	\$623.85/year

Falmouth

Year	Adjusted Water Rate	Adjusted 5/8 base charge	Adjusted Rate Total
2019-2020	\$1.80/m ³	\$171.28/year	\$446.68/year
2020-2021	\$2.15/m ³	\$203.84/year	\$532.79/year
2021-2022	\$2.45/m ³	\$249.00/year	\$623.85/year

Council should note that there is no change to the approved sewer rates which are shown below. Again, the totals are based on an average annual water consumption of 153m³/year.

Year	Sewer Rate	5/8 base charge	Sewer Rate Total
2019-2020	\$1.60/m ³	\$240.04/year	\$484.84/year
2020-2021	\$1.65/m ³	\$244.79/year	\$497.24/year
2021-2022	\$1.70/m ³	\$249.30/year	\$509.40/year

Financial Implications:

The changes to the water rates should not have a material impact on the approved 2019-2020 water budgets.

Attachments:

- UARB M09013 Decision – May 27, 2019

- UARB M09013 Order – June 4, 2019

Report Prepared by: _____
Martin Laycock, Chief Administrative Officer

Report Reviewed by: _____
Rhonda Brown, Municipal Clerk

NOVA SCOTIA UTILITY AND REVIEW BOARD

IN THE MATTER OF THE PUBLIC UTILITIES ACT

 - and -

IN THE MATTER OF AN APPLICATION by the **MUNICIPALITY OF THE DISTRICT OF WEST HANTS**, on behalf of the existing three water utilities (FALMOUTH, HANTSPORT, AND THREE MILE PLAINS/WENTWORTH) to amalgamate the three utilities into one utility named the **WEST HANTS WATER UTILITY** and to apply for approval of a Schedule of Rates and Charges for Water and Water Services and a Schedule of Rules and Regulations

BEFORE: Stephen T. McGrath, LL.B., Member

APPEARING: **MUNICIPALITY OF THE DISTRICT OF WEST HANTS**

Gerry Isenor, P.Eng.
G.A. Isenor Consulting Limited

Blaine Rooney, CPA, CA
Blaine S. Rooney Consulting Limited

Martin Laycock
Chief Administrative Officer

Brad Carrigan
Director of Public Works

Carlee Rochon, CPA, CGA
Director of Finance

HEARING DATE: March 27, 2019

DECISION DATE: May 27, 2019

DECISION: Application to consolidate the Falmouth Water Utility, the Hantsport Water Utility and the Three Mile Plains/Wentworth Water Utility into the West Hants Water Utility is approved, but the Municipality is directed to submit a plan for phasing-in rates for further approval.

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I INTRODUCTION

[1] The Municipality of the District of West Hants applied to the Nova Scotia Utility and Review Board on behalf of its three water utilities: Falmouth, Hantsport and Three Mile Plains/Wentworth. The Municipality applied to amalgamate the three utilities to form the West Hants Water Utility. The Municipality also applied for the approval of Schedules of Rates and Charges for Water and Water Services for 2019/20, 2020/21 and 2021/22 (Test Years), and a Schedule of Rules and Regulations for the new utility.

[2] The Municipality proposed common rates for all customers of the new utility starting July 1, 2019. Under this proposal, rates for customers of the former Falmouth Water Utility would increase significantly on July 1, 2019, while customers of the former Hantsport Water Utility would see a large decrease and customers of the former Three Mile Plains/Wentworth Water Utility would see a slight decrease. After this initial adjustment, all customers would see the same increases on April 1, 2020 and April 1, 2021.

[3] The Board approves the consolidation of the Municipality's three utilities into the West Hants Water Utility but finds that the transition to uniform rates should be phased-in to mitigate the impact that changing rates will have on customers of the Falmouth Water Utility. The Board directs the Municipality to phase-in the transition to common rates for the amalgamated water utility over the Test Years, rather than adopt common rates in the first Test Year. The Board accepts the Municipality's estimate of the revenue it requires for water services in the Test Years. The Schedule of Rules and Regulations is approved, as amended during the proceeding. Approval of the Schedules

of Rates and Charges for the amalgamated utility is subject to a compliance filing, once the phasing-in of rates during the Test Years has been approved.

II ISSUE

[4] The application is governed by the *Public Utilities Act*, R.S.N.S. 1989, c. 380 (*Act*).

[5] The Municipality supported its application with a rate study prepared by G.A. Isenor Consulting Limited, in association with Blaine S. Rooney Consulting Limited (Rate Study). The Rate Study projects the revenue required by the new West Hants Water Utility to fund its operations and support capital improvements and additions to the utility's water system (Revenue Requirement) for the Test Years. The Rate Study allocates a part of the Revenue Requirement to the Municipality, the Municipality of the County of Kings, and the Glooscap First Nation for fire protection services. The utility's water service customers share the balance of the Revenue Requirement. Rates for services provided to customers are determined in the Rate Study. The Municipality supported its application with more information supplied in responses to Information Requests (IRs) issued by Board staff. During this proceeding, the Municipality amended the Rate Study to include projected revenue from bulk water sales, correct errors in the allocation of utility plant in service to public fire protection and correct the calculated proposed rate increases.

[6] After due public notice, the Board held a public hearing at the Municipality's Council Chambers on March 27, 2019. The Municipality's consultants, Gerry A. Isenor, P.Eng., of G.A. Isenor Consulting Limited, and Blaine S. Rooney, CPA, CA, of Blaine S. Rooney Consulting Limited, gave evidence for the Municipality. The following municipal

staff also testified for the Municipality: Martin Laycock, Chief Administrative Officer; Brad Carrigan, Director of Public Works; and Carlee Rochon, Director of Finance.

[7] Before the hearing, the Board received letters of comment from Avon Valley Floral Inc. (Avon Valley) and Windsor Elms Village, both located in Falmouth. In addition, one member of the public, a resident of Falmouth, requested to speak. The focus of the comments was the proposed amalgamation of the Municipality's three water utilities and rate implications for customers in Falmouth.

[8] In this case, the Board must determine whether to allow the proposed amalgamation of the Municipality's three utilities and whether the projected Revenue Requirement and proposed rates in the Rate Study are just and reasonable for the Test Years.

III BACKGROUND INFORMATION ON THE MUNICIPALITY'S WATER UTILITIES

[9] The water systems of the Municipality's three existing utilities are not physically connected and there are no plans to connect them. The utilities currently serve 2,427 metered customers. Of these, 2,376 customers are served using 5/8" water meters, which is the meter size generally used to serve residential customers. The application projects annual growth of five residential customers, primarily in the Falmouth and Three Mile Plains/Wentworth service areas, with no change to the service area from that currently covered by the three existing utilities.

[10] The Falmouth Water Utility sources water from the French Mill Brook impoundment, a dam constructed approximately two kilometres west of Falmouth. The raw water is pumped to a water treatment plant. The treated water is stored in a standpipe and is distributed to customers by gravity.

[11] The source of water for the Hantsport Water Utility is Davison Lake, approximately 12 km southwest of Hantsport. The raw water flows by gravity through transmission mains to the utility's microfiltration water treatment plant. During the utility's last rate application, the Board noted that the water treatment processes did not produce water meeting Guidelines for Canadian Drinking Water Quality for trihalomethanes and haloacetic acids. In this hearing, the Municipality confirmed that plant upgrades necessary to produce water which now meets the Guidelines were completed in 2016. A 1,000,000 gallon capacity steel reservoir on Holmes Hill stores the treated water. The Utility's distribution pipes range in size from 4" to 12" in diameter.

[12] The Three Mile Plains/Wentworth Water Utility purchases water from the Town of Windsor through several metered connection points at wholesale rates approved by the Board. The distribution system for the utility consists of mains ranging in size from 6" to 12" in diameter, with one pressure boosting station on the Panuke Road.

[13] As is common for water systems like the ones operated by the Municipality's three utilities, some water escapes the water system. The calculated amount of this non-revenue water was presented by the Municipality for each of the Falmouth, Hantsport and Three Mile Plains/Wentworth water utilities as 17.51%, 13.53% and 56.7%, respectively. The high percentage of non-revenue water experienced by the Three Mile Plains/Wentworth Water Utility, which was noted in the last rate application for that utility, is due in part to a poor section of lateral piping along Highway Trunk #1. Work is currently underway to replace these service pipes. In addition, the proposed Revenue Requirement includes costs for leak detection services.

[14] The Board issued a letter dated April 24, 2019, to all regulated water utilities discussing water loss assessment and reliability issues associated with the percentage method calculation set out in the Board's *Water Utility Accounting and Reporting Handbook (Accounting Handbook)*. The intent of this letter is to raise awareness of the Standard Water Balance (SWB) process for assessing water loss so that water utilities could consider this method and discuss it as part of individual water utility rate applications. Although the public hearing in this case was held before this letter was issued, the Board had asked questions about this issue during the hearing. The Municipality's consultants acknowledged that while the SWB methodology may provide better results, many of the small utilities in the Province may not have the resources to acquire and maintain the water loss data required to use this approach.

IV SHOULD THE UTILITIES AMALGAMATE?

[15] The Municipality says that common rates for its customers would be fairer and that applying uniform regulations would be less confusing. The Municipality supplied information showing that combining the three utilities would result in modest cost savings, but cost effectiveness is not the primary justification for the proposed amalgamation.

[16] The three utilities are not distinct legal entities. The Municipality runs the utilities on behalf of residents in the areas served by those utilities. The Municipality incorporates financial information for each utility in its consolidated financial statements. The Municipality's financial statements include segregated financial information for each utility, but after amalgamation, the Municipality would combine the financial information for the three utilities into a single set of accounts.

[17] The transition from separate rates for each existing utility to a common rate for the new utility would result in significantly different rate changes for customers. Residential customers of the Hantsport Water Utility served using a 5/8" meters would see their water bills drop by an estimated 22% in the first year of operations of the new water utility. The Municipality estimates that Three Mile Plains/Wentworth Water Utility customers using this size meter would have a 1.1% reduction in water bills. In contrast to these reductions, customers using the same meter size in the Falmouth Water Utility would see a 52.4% increase in their bills. These estimates will vary for individual customers. The Board must decide whether to allow the three utilities to merge despite this disparity.

[18] The Municipality says that combining the water utilities will allow it to merge sewer rates for municipal residents as well. It explained that the methods used to charge sewer rates in different areas of the Municipality vary, resulting in an inequitable distribution of these costs. The Municipality wants to move to a common method to determine costs based on water consumption and a uniform rate. The Municipality said that the impact of changes in water rates from the consolidation of the three water utilities offsets the impacts arising from changing the way that sewer rates are determined. As such, the Municipality said that it will not go ahead with changes to its sewer rates without the amalgamation of the water utilities.

[19] The Board received a letter about the application from Kevin A. White, President and CEO of Avon Valley. Avon Valley is a current customer of the Falmouth Water Utility, receiving service through 3", 1" and 5/8" metered connections. Avon Valley acknowledged that a common administration of the three utilities makes sense but

expressed significant concern about the proposed water rate increases for Falmouth customers, and suggested that the offsetting sewer charge reductions in Falmouth proposed by the Municipality were “highly misleading”. Avon Valley said that the proposed average increases were also misleading, given a higher average consumption per customer for the Falmouth Water Utility noted in IR responses provided by the Municipality. Avon Valley questioned whether the Municipality could adopt a single average rate for the three separate utilities without considering each individual water system’s present and future capital and servicing needs and costs.

[20] The Board also received a letter supporting Avon Valley’s position from Donald van Nostrand, Director of Finance and Facilities, Windsor Elms Village. While Windsor Elms Village agreed that combining common services to gain efficiencies makes sense, it noted that this only works if the parties involved have comparable infrastructure and resources and said that it believes that this is not the current situation. Windsor Elms Village said that Falmouth has newer infrastructure and more adequate reserve funds in comparison to the other two utilities. It further noted that the rates proposed shift the deficiencies of the other two utilities onto customers of the Falmouth Water Utility resulting in significant rate increases for Falmouth customers. Windsor Elms Village said this was not fair and not reasonable.

[21] Kevin Matheson, a resident of Falmouth, spoke during the hearing. He noted that he is in favour of the proposed amalgamation and is pleased with the quality of water and service he receives. His main concerns with the application related to whether customers of each utility should repay debt relating to that utility’s existing infrastructure before moving to common rates. He also questioned whether customers

of each utility should receive the benefit of the depreciation reserves accumulated by another utility. In his opinion, the application lacked information about these issues; however, Mr. Matheson said he had fewer concerns after reviewing other sources of information, such as the Municipality's website which included the new sewer by-law and rates and a Committee of the Whole Report relating to the Municipality's proposal.

[22] The Board has no authority over the operation of the Municipality's sewer systems, or the rates charged by the Municipality for sewer services. The Board must assess the consolidation of the water utilities on its own merits. In essence, the Board must determine whether services received by the customers of the three existing water utilities are provided by the Municipality under substantially similar circumstances and conditions such that it is just and reasonable that rates for those services should be the same.

[23] Subsection 67(1) of the *Act* guides the Board when considering the justness of rates as between customers:

All tolls, rates and charges shall always, under substantially similar circumstances and conditions in respect of service of the same description, be charged equally to all persons and at the same rate, and the Board may by regulation declare what shall constitute substantially similar circumstances and conditions.

This is a mandatory provision that requires that customers who receive a regulated service under substantially similar circumstances be charged the same rate. What constitutes "substantially similar circumstances and conditions in respect of service of the same description" is not defined in the *Act*; however, the Board routinely approves rates that are different for different classes of customers of utilities.

[24] The Board described how rates are allocated to various customer classes of a utility in *Re Nova Scotia Power Inc.*, 2006 NSUARB 97. Although this discussion

was in the context of electricity rates, the same general principles apply to the establishment of water rates. In that case, the Board said:

[85] Electricity rates are set on the basis that the costs incurred by the utility to serve its customers, together with a reasonable rate of return, are recovered from its customers. Customers are divided into customer classes. These classes reflect variations in the services required by different customers (e.g., domestic customers and industrial customers) which are received from the utility. Since the services required by each customer class differ, the utility's cost to serve each customer class also differs. For example, in order to serve domestic customers, the utility must have an extensive distribution system. Large industrial customers do not require this infrastructure and, therefore, the costs to serve these two classes of customers are quite different. As a result, the total revenue requirements of the utility must be fairly divided by customer class and allocated accordingly. The requirement for fair allocation of costs ensures that all customers pay for the cost of the service they receive and their rates do not subsidize the rates of other customers.

[25] Despite the grouping of customers into rate classes on a cost of service basis, the cost to serve every member of a rate class is not the same. Rate classes may sometimes consist of a small number of customers, or even a single customer who uses a significant amount of the utility's services, but most customers of a utility are grouped into larger rate classes. It is not practical or cost effective for a utility to precisely determine the costs of serving every single customer. Even if the utility could do so, the calculation would not be precise given the need for subjective assumptions relating to the use of common infrastructure and services. The classification of customers into rate classes is necessary, and as a result, customers in a class pay the average cost of serving a customer in that class.

[26] Grouping customers into classes that receive service under substantially similar circumstances and conditions requires judgment. Many factors influence the exercise of such judgment. In L.R. Nash, *Public Utility Rate Structures* (New York and London: McGraw-Hill Book Company Inc., 1933), 273, the author states:

Discrimination is commonly understood to mean a difference in rates or service conditions relating thereto for service of substantially the same characteristics, taking into account

volume, load factor, load density, time of use, character of use, and any other significant factors. Because of the many factors involved in discrimination, its precise definition is necessarily left to the judgment of the regulatory commissions in each case.

[27] In the past, the Board has exercised its discretion to approve the amalgamation of water utilities for a variety of reasons. In at least a couple of cases, these amalgamations have resulted in rate increases exceeding 50% for some customers of at least one of the consolidated utilities (*Re Municipality of Annapolis County*, 2009 NSUARB 159 and *Re Municipality of the County of Victoria*, 2009 NSUARB 53). Factors that have influenced the Board's approvals have included:

- consolidation would improve administrative efficiency;
- consolidation would reduce the cost and effort of invoicing customers;
- consolidation would allow the utility to better predict and budget costs;
- consolidation would reduce the risk of operating deficits;
- consolidation would spread the revenue requirement of the utility over a larger customer base and promote predictability and stability of rates;
- the utilities were physically connected;
- the utilities were essentially one operation sharing the same staff and vehicles with the Municipality;
- one or more of the utilities to be amalgamated was so small as to not be viable;
- consolidation would minimize the risk of inappropriate expenditure decisions because of rate considerations in the territories served by small utilities in a municipality;
- consolidation would reduce friction between regions in a municipality served by a utility; and

- consolidation would improve economies of scale.

[28] The Board must consider similarities and differences in the circumstances and conditions of supplying service to the customers of the three utilities involved in the proposed amalgamation. As noted previously, the utilities are not separate legal entities. The Municipality owns the utilities and supplies water service to residents in various parts of the Municipality. Rate structures in all three utilities are similar. Customers of all the utilities are billed based on water meter sizes.

[29] The Municipality's existing three water utilities have similar, but not identical, water systems. Falmouth and Hantsport have surface water sources. Both utilities treat and store water before supplying it to customers. The Three Mile Plains/Wentworth system connects to the Town of Windsor water system and buys treated water from the Town of Windsor. The Three Mile Plains/Wentworth system has a pressure boosting station. All three of the Municipality's existing water utilities have distribution systems to deliver water to customers.

[30] The water received by the customers of all three utilities is comparable. The Municipality advised that water received by its customers in all areas meets or exceeds Guidelines for Canadian Drinking Water Quality. Service in some parts of Hantsport relies on four-inch piping that does not provide adequate fire protection. The Municipality advised that this affects 76 customers located on a certain stretch of a half dozen streets and roads within the Municipality.

[31] The utilities share resources amongst themselves and with the Municipality. The segregated funds for each utility show various transfers amongst themselves and with the Municipality for services and other accounts. The Municipality also assigns costs

for the use of municipal infrastructure and equipment. This includes related expenses such as maintenance costs, fuel, heat, lights, insurance, and other general administrative costs.

[32] There are four municipal employees specifically assigned by the Municipality to all three of its existing water utilities. Another eight employees in the Municipality's Public Works Department perform services for the utilities from time to time, in addition to their duties working with other municipal infrastructure such as sewer systems, roads and sidewalks. A clerk in the Municipality's General Administration Department does administrative tasks for the utilities.

[33] The Municipality estimates that, upon consolidation, approximately \$41,000 a year could be saved in reduced staff time, information technology support, and from savings on audits and consultant costs. This is modest compared to the Revenue Requirement for the combined utility in the Rate Study. The small amount of savings highlights how highly integrated the three utilities are already. The Board expects that any savings that can be realized at this point would be from a reduction in work required to track, allocate, and assign costs for a single water utility rather than the three separate water utilities. Savings would also likely result from the consolidation of billing processes, and from efficiencies gained from not having to manage separate sets of rates and regulations for customers in different regions.

[34] Although operationally connected, the water systems for the three utilities are not physically connected and there is no suggestion that they ever will be. Customers within the service territory of each utility do not use infrastructure found in the service territories of the other two utilities. Physical differences in the infrastructure used by each

existing utility, the size of its system, customer density, historical financing of the infrastructure and similar factors combine to create different cost profiles for each of the three existing utilities.

[35] A customer's use of physical infrastructure is a relevant factor to consider, but there are many examples in Nova Scotia where customers in the same rate class do not use the same infrastructure. This is particularly true where the use of different facilities relates to geographic differences, such as the location of a customer on the utility's system. For example, a residential electricity customer in Nova Scotia who lives close to a large generation facility in Cape Breton pays the same rate as a residential customer in Yarmouth who lives farther away from large generation facilities. Similarly, a residential customer of a water utility who lives close to the outlet of a water treatment plant pays the same rate for water as a residential customer who is at the most distant point on the water utility's distribution system. Utility rates under the *Act* in Nova Scotia are often called "postage stamp rates" because they have not traditionally reflected such geographic factors.

[36] Combining the utilities would create a single utility, which although still small, would have a larger customer base. This larger customer base would be a better economic foundation for the Municipality for the operation of a water utility. It would also increase the stability of rates for all customers so that the effects of larger capital projects needed to continue to safely operate the utility are less noticeable in rates. Similarly, changes to consumption patterns over time will have a more muted effect on overall rates.

[37] Overall, the Board finds that the Falmouth Water Utility, the Hantsport Water Utility and the Three Mile Plains/Wentworth Water Utility are run by the Municipality in a

highly integrated fashion. The Board finds that differences in the water systems operated by the Municipality are like the differences that exist in larger, physically integrated utilities where customers in the same rate class are often served by different parts of the system. Given the small size of these utilities in the same municipality, there is little justification for keeping them segregated; doing so results in some inefficiencies and somewhat increases costs for all customers. The quality of the water provided to customers of these utilities is good, and the Board is satisfied that the service is substantially the same for these customers. The Board finds that the Municipality's three existing water utilities should be consolidated as proposed in the Rate Study.

[38] The Board is mindful that rates for customers served by the Falmouth Water Utility will increase significantly upon transition to uniform rates for all utilities. However, the Municipality supplied the Board with information showing that Falmouth Water Utility rates would increase significantly even without the consolidation of the Municipality's utilities. In its response to undertaking U-8, the Municipality supplied the Board with tables showing rate increases that customers of the Falmouth Water Utility would have received in 2018/19, 2019/20, and 2020/21 without consolidation. In Exhibit W-8, the Municipality supplemented its response to show the rate impact from planned work on the dam on the French Mill River. The cost of this work was included in the third year of the Rate Study for the combined utility (2021/22) but not included in the original response to undertaking U-8. The Municipality estimates that including the cost of the work on the dam would increase average quarterly bills for customers using 5/8" meters in its Falmouth Water Utility to \$141.22 in a few years. The Municipality says that much of the increase in rates that would occur in its Falmouth Water Utility is from a significant drop in water

consumption (Exhibit W-8). The estimated average quarterly bill in the first year under the rates proposed in the Rate Study is \$133.65, but this increases to \$150.29 in the third year.

[39] The Board accepts the Municipality's evidence and finds that much of the increase in rates in Falmouth would occur even without consolidating the three water utilities; however, the Board finds that the consolidation of the utilities proposed in the Rate Study focuses the impact of consolidation on the proposed rates for the first year of the Rate Study, compounding the significant increase in rates that customers of the Municipality's Falmouth Water Utility would have seen because of declining consumption.

[40] The Board understands that the Municipality proposes to manage these increases through offsetting decreases from changes to its sewer charges. As discussed previously, the Municipality's sewer system is not within the Board's jurisdiction. The Board recognizes the holistic view that the Municipality has taken towards the merging of its water and sewer systems, and the unification of rates for these systems throughout the Municipality, but the Board must consider issues relating to the water systems on their own merits. Furthermore, the response that the Municipality supplied to Undertaking U-4 indicates that nearly 20% of the customers of the Falmouth Water Utility (152 out of 792 customers) do not receive sewer service. Similarly, of the two large Falmouth Water Utility customers who supplied the Board with letters of comment in this proceeding, the Municipality told the Board that it projected that one of those customers would fare better overall once sewer rates changed. The Municipality's evidence about whether the other customer would similarly benefit from changing sewer rates was much less positive.

[41] In the past, the Board has found that significant rate increases for a group of customers arising from the consolidation of utilities may warrant a phasing-in of rates:

The Board has considered the matter carefully. In addressing this issue, the Board is aware that there are several public utility principles to be balanced, for example, "rates should be just and reasonable" and "rate discrimination should be avoided". As well, "avoidance of rate shock" and "gradualism in the introduction of rates increases" are well recognized rate-making principles.

Section 67(1) of the Act mandates that customers in similar circumstances pay the same rates and charges for similar services. The Board is of the opinion that KEC's residential and small general customers would not be in substantially similar circumstances as would NSPI customers in the same rate classes at the time KEC is sold to NSPI. In view of the very real rate shock which would be experienced by KEC's residential and small general customers if no phase-in were permitted, the Board is of the opinion that it would be just and reasonable to approve the phase-in, in the form requested by NSPI. Given that the Board is of the opinion that the sale should be allowed to proceed, it believes that it should mitigate the impact of the significant rate increase which would otherwise be incurred immediately by the residential and small general customers. The Board is also of the view that existing NSPI customers will not be prejudiced by the proposed phase-in. Accordingly, the phase-in is approved.

[Re Nova Scotia Power Inc., 1998 CarswellNS 652, paragraphs 76-77]

Findings

[42] The Board approves the consolidation of the Municipality's three utilities into the West Hants Water Utility but finds that transition to uniform rates should be phased-in to mitigate the impact that changing rates will have on customers of the Falmouth Water Utility. While the Board is satisfied that those customers would have seen significant increases without consolidation, the merger proposed in the Rate Study exacerbates this by placing the primary burden of consolidation only in the first year of the proposed three-year rate period. As there may be alternatives to the way rates for the new utility are moved to common rates, the Board directs the Municipality to provide the Board with a proposed method for phasing-in rates over the Test Years. The Board will review the Municipality's proposed methodology and render a decision on the way rates will be phased-in after that.

V REVENUE REQUIREMENTS

a) Operating Expenditures

[43] The operating expenses of the new amalgamated utility contained in the Rate Study are the combined expenses of the Municipality's three existing utilities. The Rate Study includes actual (2017/18), estimated (2018/19), and projected (Test Years) expenses for the West Hants Water Utility. In 2017/18, the Falmouth Water Utility had an operating deficit of \$58,614; the Hantsport Water Utility had an operating surplus of \$3,252; and the Three Mile Plains/Wentworth Water Utility had an operating surplus of \$40,363. The Rate Study showed that for the 2017/18 fiscal year, the combined utility had an operating deficit of \$14,999, and an accumulated operating deficit of \$17,320. The Rate Study projects that at current rates, expenditures will increasingly exceed revenues, resulting in an accumulated operating deficit for the amalgamated utility of \$1,030,064 on March 31, 2022.

[44] The Test Years' operating expenses for the new amalgamated utility are based on the estimated 2018/19 operating budgets of the three current utilities and a projected annual increase of 3%, with some exceptions. The Municipality noted that although it estimated the 2018/19 financial information at the time of preparing the Rate Study, based upon the most up-to-date information then available, there are no material changes to the data presented.

[45] The Municipality supplied explanations for estimated operating expense line items in 2018/19 which deviated significantly from 2017/18. It noted that it had previously followed the Nova Scotia Environment requirement for a qualified person designated to be in "overall direct responsible charge" of a facility by subcontracting staff of the Town of Windsor, and the cost for this was included as an administration and general expense

item. In 2018/19, the Municipality assigned an internal employee to this role. This contributed in part to an estimated decrease in administration and general expenses (-27%). Added labour costs resulted in increases to the source of supply (5%), power and pumping (6%) and water treatment (10%) expenses.

[46] The Municipality clarified budgeted expense items. The source of supply expense includes the cost to buy water from the Town of Windsor Water Utility. Mr. Isenor explained that in 2018/19, the estimated quantity of purchased water was higher than usual to account for ongoing leakage issues in Three Mile Plains/Wentworth Water Utility system. The Municipality's budget for 2019/20 is based on its budget for the previous year and increases by 3% annually in the remaining Test Years.

[47] The budgeted transmission and distribution expenses include costs associated with leak detection services in each of the Test Years. The Applicant explained that this relates to leak detection efforts primarily in Three Mile Plains/Wentworth Water Utility system, due to the area's volume of non-revenue water.

[48] A tax expense is estimated in 2018/19 but was not included in the 2017/18 figures. The Municipality noted that its tax exemption policy was revised in 2017/18, making all water utility property taxable, whereas previously it was not. The estimated tax expense for the amalgamated utility is based upon the total of the taxes paid by the separate utilities. The Municipality's budget for the tax expense in the Test Years increases annually by 3%.

[49] The Municipality explained its budgeting process. Its Director of Public Works meets with staff to assess future needs and operating costs. From this a budget

is drafted and given to the Director of Finance and CAO for review, before being submitted to Council for review and final approval.

[50] The method used to allocate costs between the Municipality and the amalgamated utility is not proposed to change from what is currently used in the three existing utilities. The Municipality explained that identifiable costs incurred on behalf of the utility are charged to the utility. Salary and wages are allocated to the utility based upon the proportion of time spent on utility functions. Mr. Laycock explained that the administrative and general expenses, which includes the water utility clerk expenses and non-labour items, are assigned 15% to the utility.

[51] The annual depreciation expense for the utility is based upon its proposed capital additions over the Test Years. In general, the depreciation rates used in the Rate Study are as set out in the *Accounting Handbook*, with any deviations explained by the Applicant in terms of the asset's expected useful life.

[52] Based upon the assumptions in the Rate Study, with the proposed rates in place, the Municipality projects that the new utility will have an accumulated operating deficit in each of the Test Years of more than \$70,000. Mr. Isenor noted that the Rate Study did not build earnings into the application to reduce this deficit, as the focus was on merging the three utilities. He said situations such as construction delays may reduce the deficit. He added that the utility may address any deficit in a future rate application.

Findings

[53] The Board has considered the utility's projected operating expenses. For this application, the Board accepts the methodology used to determine the 2018/19 operating expenses using the estimated line item operating expenses of each of the three

utilities. The Board accepts the Municipality's explanations for variations in operating expenses between the 2017/18 actuals and the 2018/19 estimated amounts, including the inclusion of the tax expense item. The Board further accepts the estimated annual increase of 3% for the operating expenses and proposed deviations from that, and the depreciation rates used in the Rate Study.

[54] A major leakage issue exists in the Three Mile Plains/Wentworth water system and needs to be addressed. The utility has included expenses for leak detection in its budget, which the Board accepts. A reduction in water loss will result in a lower volume of water purchased from the Town of Windsor Water Utility and will have a positive impact on the West Hants Water Utility's financial position. The Board encourages the utility to continue leak detection and prompt repair efforts.

[55] The Municipality estimated cost savings from merging its three water utilities in response to Undertaking U-1. Given the projected operating deficit and no request for earnings in its Revenue Requirement, the Board encourages the utility to further explore any operating efficiencies which may be gained through amalgamation, as well as any other options to reduce operating expenses and thus the projected operating deficit.

[56] The Board accepts the allocation of costs between the Municipality and the utility. The Municipality should review these allocations periodically to ensure accuracy.

[57] Based upon the information provided, the Board finds the projected operating expenses for the Test Years to be reasonable. The Board further accepts the increases in annual depreciation expense, based upon the capital budgets for the Test Years, as set out in the application.

b) Capital Budget and Funding

[58] The 2018/19 capital budget in the Rate Study combines the capital budgets of each of the Municipality's three water utilities. The total amount of \$2,113,500 includes the following four projects with costs exceeding \$250,000: Distribution Reservoirs and Standpipes (\$420,000); Electrical Pumping (\$460,000); Distribution Mains (\$417,000); and Service Upgrades (\$614,000). Mr. Isenor noted that some of the projects are ongoing, and the Municipality will carry costs over to the next year. The Rate Study identifies funding for this work of \$1,460,000 from outside sources consisting of a combination of Gas Tax funds and Federal/Provincial funds, and \$653,500 from depreciation funds. The Municipality noted that the government funding is pending approval. The Municipality explained that the opening balance of the utility's depreciation fund, in the amount of \$1,222,097, consists of the addition of the 2017/18 fund balances from each of the Municipality's water utilities as follows: Falmouth (\$478,902), Hantsport (\$169,416) and Three Mile Plains/Wentworth (\$573,779).

[59] The Rate Study includes the utility's proposed capital budget for the Test Years of \$3,150,000 in 2019/20, \$592,500 in 2020/21, and \$1,784,500 in 2021/22. Mr. Isenor described the capital expenditures as extensive, noting that the water systems have reached a point where these types of capital improvements are necessary.

[60] The 2019/20 capital budget includes two projects estimated to be more than \$250,000: Transmission Mains (\$2,125,000); and Services, including replacements (\$514,000). The Applicant explained that the transmission main project, involving the replacement of the 10" main from the Hantsport water treatment plant to the reservoir, was identified in an infrastructure report filed in relation to the 2015 Town of Hantsport dissolution. The expenditure related to service replacements includes work to reduce the

water loss in Three Mile Plains/Wentworth Water Utility system. The capital budget also includes design costs of \$200,000 for the Falmouth Water Utility dam improvement project. The Municipality proposes to fund the 2019/20 capital budget from a combination of outside sources (\$830,000), depreciation funds (\$1,500,000) and long-term debt (\$820,000).

[61] The 2020/21 capital budget consists of a variety of projects with costs of \$250,000 or less, including the construction of a bulk fill station (\$60,000). The Municipality proposes to fund the 2020/21 capital budget from outside sources (\$250,000) and depreciation funds (\$342,500).

[62] The 2021/22 capital budget includes \$1,500,000 for the Falmouth Water Utility dam improvement project, and a variety of projects with costs less than \$250,000. The Municipality explained that because of supply forecasts, it is necessary to raise the dam to increase the available water yield from the French Mill Brook watershed. The proposed funding of the 2021/22 capital budget is from outside sources (\$500,000), depreciation funds (\$750,000) and long-term debt (\$534,500).

[63] The Applicant's description of the three existing utilities indicated that there are areas in Hantsport, serviced with 4" diameter mains, which do not receive adequate fire protection. In response to Undertaking U-7, the utility listed the areas affected, which includes 76 customers. Mr. Carrigan explained that the utility is planning to address the issue, with the associated costs included in the utility's capital budgets.

[64] The Municipality said that the outside funding sources for the Test Years' capital budgets have not yet been confirmed. The terms of the proposed long-term debt funding in each of 2019/20 and 2021/22 are 6% over 20 years, and 5% over 20 years,

respectively. The Municipality projects the depreciation fund balance to be \$82,724 at the end of the Test Years, which Mr. Isenor described as an adequate balance to deal with any ongoing issue which may arise.

Findings

[65] The application proposes significant capital expenditures in the Test Years, with major infrastructure replacement and rehabilitation projects including service lateral replacements for the Three Mile Plains/Wentworth Water Utility system, transmission main replacement for the Hantsport Water Utility system and a watershed dam project for the Falmouth Water Utility system. The Board has considered the utility's proposed funding and finds it to be a reasonable combination of depreciation, debt and outside sources. However, it is noted that the proposed outside funding sources have not yet been confirmed. The Board encourages the utility to continue to actively pursue any opportunities for outside funding.

[66] Based upon the information provided, the Board finds the proposed capital budget and funding for each of the Test Years to be reasonable. The proposed projects are necessary improvements in each of the three existing water utility service areas, as noted above. The Board encourages the utility to continue with its efforts to reduce water loss, especially in the Three Mile Plains area. It further expects that the Municipality will promptly address the issue of inadequate fire protection in areas of Hantsport.

[67] The Board reminds the utility that the inclusion of the proposed capital projects in the Rate Study does not constitute Board approval of these projects. The Municipality needs separate Board approval for projects costing more than \$250,000, as set out in s.35 of the *Act*.

c) Non-Operating Revenues and Expenditures

[68] The Revenue Requirement in the Rate Study included projections of other operating revenues, non-operating revenues and non-operating expenditures. The other operating revenue in each of the three Test Years consists of interest on overdue accounts of \$4,000, sprinklers/private hydrants fees of \$800, and other revenue of \$13,500 for special services work such as inspections, connections and disconnections. Bulk water sales of \$20,000 are projected in each of the final two Test Years. The only non-operating revenue budgeted is interest in amounts less than \$2,500 in each of the Test Years.

[69] The Rate Study includes several projected non-operating expenditure items. Debt charges associated with funding the utility's 2019/20 and 2021/22 capital budgets are included. In addition, debt charges associated with the utility's existing debt are included in each of the Test Years. The Applicant explained that the existing debt consists of three issues relating to the Hantsport water treatment plant, Prince Street watermain and distribution main replacements. The existing debt principal payment is budgeted to increase in 2020/21 due to an anticipated refinancing of the outstanding principal balance for the largest loan relating to the water treatment plant. In response to Undertaking U-6, the Applicant explained that in preparing the Rate Study, an error was made in that the two smaller loans were included in the principal balance being refinanced, overstating the budgeted principal amount by approximately \$6,000 in each of the final two Test Years. It further noted that this would likely be offset by the understatement of the estimated interest rate of 4% for the amount being refinanced, which it said appears to be low for a ten-year term.

[70] The non-operating expenditures in the Test Years also include an annual amount of \$10,000 associated with a transfer to a reserve for sludge handling at the Falmouth water treatment plant. The Applicant explained that this is a continuation of current practice, which was previously approved by the Board.

[71] The Rate Study calculates rates of return, using total non-operating expenses as the return, at 1.62%, 1.63% and 1.86%, respectively in each of 2019/20, 2020/21, and 2021/22.

Findings

[72] The Board finds the utility's other operating and non-operating revenues to be reasonable and accepts them as presented.

[73] The Board further accepts the non-operating expense related to the proposed debt to fund the Test Years' capital budget, and the transfer to the sludge handling reserve, which the Board previously approved for the Falmouth Water Utility. The Board has considered the utility's explanation for the existing debt amounts, and offsetting overstatement of principal balance being refinanced in 2020/21 and the understatement of the interest rate. The Board accepts the budgeted amounts for the existing debt as presented for each of the Test Years in the Rate Study.

[74] The calculated rates of return are within what the Board considers as reasonable. The Board accepts the return on rate base as calculated in the Rate Study for each of the Test Years.

VI ALLOCATION OF THE REVENUE REQUIREMENT

a) Public Fire Protection

[75] The Rate Study estimates the current combined fire protection charge for the Municipality's three utilities at \$604,438. The Rate Study calculates the percentage allocation of utility plant in service to fire protection as 38.0%, 38.3% and 36.4%, respectively in each of the Test Years, using the methodology in the *Accounting Handbook*. However, using these percentages and the methodology suggested in the *Accounting Handbook* would result in a large decrease in the calculated fire protection charge in 2019/20, followed by an increase in 2020/21, and a further increase to an amount of \$595,789 in 2021/22.

[76] As a decline in the public fire protection charge must be made up through an increase in metered customer rates, the Municipality proposes to retain the fire protection charge at its current level of \$604,438 in 2019/20, use the calculated amount of \$595,789 in 2021/22, and approximately average the two amounts, at \$600,000, in 2020/21. The assumed percentage allocation of utility plant in service used in the calculation of the proposed fire protection charges are 41.6%, 39.7% and 36.4%, respectively in each of the Test Years. Mr. Isenor explained that the proposed fire protection charges prevents the scenario of fire protection rates dropping, and then increasing because of the planned capital works, which impacts customer rates.

[77] The public fire protection charge is to be allocated among the Municipality, the Municipality of the County of Kings and the Glooscap First Nation, based upon the number of hydrants in each area. The Municipality supplied the current number of hydrants in each area and said there are plans to add up to five more hydrants, all within

the Municipality, within the next two years. The Municipality said that all fire hydrants are operational and inspected annually.

Findings

[78] The Board has considered the utility's explanation for the proposed fire protection charges, which have been set in 2019/20 and 2020/21 to moderate changes to customer rates. In 2021/22 the charge is based upon the methodology set out in the *Accounting Handbook*.

[79] Given the potential confusion caused with fluctuating fire protection rates and the resulting impact on customer rates, the Board finds the utility's proposed fire protection charges for each of the Test Years, as presented in the application, to be reasonable.

b) Utility Customers

[80] After the allocation to the fire protection charge, the amalgamated utility recovers the remaining Revenue Requirement from its customers. As discussed above, the Municipality proposed rates for the Test Years which are the same for all customers in the service areas of each of the existing three utilities. The proposed rate increases in the Rate Study are based upon the average consumption of each meter size determined from the data obtained from the three utilities. In the first Test Year, as each of the three utilities currently have dissimilar rates, the proposed standardization of rates results in differing impacts. For a 5/8" meter residential customer, the proposed amendments to an average quarterly water bill are: -22.0% for Hantsport; -1.1% for Three Mile Plains/Wentworth; and 52.4% for Falmouth. This trend continues for the other meter sizes, with proposed amendments ranging from: -31.5% to -14.6% for Hantsport: -6.0% to -1.2% for Three Mile Plains/Wentworth: and 52.4% to 54.3% for Falmouth. In 2020/21

and 2021/22, the proposed increases for a 5/8" meter residential customer for the amalgamated utility are 4.4% and 7.7%, respectively. For all other metered customers, the proposed increases range from 5.2% to 5.6% in 2021/21, and 8.1% to 9.8% in 2021/22.

[81] The Municipality noted that the factors used to allocate the Revenue Requirement to base, customer, delivery, and production charges are consistent with the guidelines set out in the *Accounting Handbook*, except for the allocation of transmission and distribution costs. The Rate Study distributes 25% of these costs to base charges and 75% to delivery charges, compared to the 100% allocation to delivery charges suggested in the *Accounting Handbook*. Mr. Isenor explained that the reason for the proposed allocation is to have approximately 38% to 40% of revenue coming from the base charge. The Municipality filed a calculation of average quarterly bills using the allocations suggested in the *Accounting Handbook* which the Board noted do not differ significantly from those proposed. Mr. Isenor stated that often when water rates increase, customers use less water, and recovering a higher percentage of revenue from base charges reduces the utility's risk of not recovering its Revenue Requirement.

[82] The Rate Study projects annual growth of five 5/8" meter (residential) customers in each of the Test Years. In response to the IRs, the Municipality noted that it has had an increase of 100 customers over the last five years. Given this historical context, the Board questioned if the projected annual growth is low. Mr. Isenor explained that the economy and new construction seems to have settled down, and the Municipality decided to use a conservative approach rather than over-projecting numbers and falling

short of the Revenue Requirement. He confirmed that he is confident in the growth estimate projected in the Rate Study.

[83] Mr. Isenor stated that in preparing the Rate Study, the annual consumption of the three utilities was added, totalling the 409,396 cubic metres shown in the Rate Study for 2018/19. In 2014, the total annual consumption of the three utilities was approximately 466,000 cubic metres. He explained that the reduction is due in part to major water loss issues in the Three Mile Plains/Wentworth area, as discussed above, and a large leak on a property in the Falmouth area, which has recently been fixed. The estimated total utility consumption in the first Test Year of 2019/20 is 435,835 cubic metres. The increase from 2018/19 is due to the consumption from two 6" water meters for the Glooscap First Nation and a new commercial development, Glooscap Landing. The Hantsport Water Utility did not previously include consumption by the Glooscap First Nation in its consumption records because water service was based on a lump sum payment under a separate agreement with the federal government.

[84] The Rate Study includes a 1.5% annual reduction in the water consumption of 5/8" meter customers in each of the Test Years. Mr. Isenor explained that the proposed reduction is based upon a general trend for lower consumption among utilities. In response to the Board's questions, Mr. Isenor reviewed the historical consumption figures and confirmed that, in his opinion, the 1.5% projected decline is representative of the utility's current situation.

[85] For the application, the Rate Study used a combined average consumption for customers using various meter sizes in all the Municipality's water utilities. For a 5/8" meter customer, an average quarterly consumption of 37 cubic meters was used. The

Municipality noted that currently, average quarterly 5/8" meter customer consumption in cubic metres for each of Falmouth, Hantsport and Three Mile Plains/Wentworth is 41, 36 and 36, respectively. In its letter to the Board, Avon Valley emphasized the discrepancy between the consumption volume of 37 cubic metres used to illustrate proposed average quarterly water bills and the Falmouth average of 41 cubic metres. Avon Valley said that the difference results in the average bills shown in the Rate Study being about 10% lower than what an 'average' Falmouth customer would see. Mr. Isenor said that the numbers in the Rate Study are a mathematical average for comparison purposes. He added that they should be looked at cautiously, because a large leak recently repaired in Falmouth significantly reduced average 5/8" meter customer consumption for that water utility.

Findings

[86] The Rate Study allocates costs to base, customer, delivery and production charges as set out in the *Accounting Handbook*, except for the allocation of transmission and distribution expense, as noted above, for rate design purposes. The Board accepts the allocations as proposed.

[87] Based upon the information provided, the Board accepts the projected annual growth of five 5/8" metered customers. The Board further accepts the projected 1.5% annual decrease in residential consumption volumes, which is consistent with the downward water consumption trend in most water utilities.

[88] The Board acknowledges that there may be concerns with the use of "average" consumption figures to illustrate proposed rates in an amalgamated utility, consisting of three distinct water systems and usage volumes. However, as is the case with any water utility, there will be a wide range of individual volumes of consumption.

The worksheet referred to in the Rate Study is intended to give a general idea of percentage increases and not actual water bills for each meter size.

[89] As noted above the Board directs the Municipality to phase-in the transition to common rates for the amalgamated water utility, rather than to adopt common rates in the first Test Year.

VII MISCELLANEOUS RATES AND CHARGES

[90] In addition to the rates for water supply to its customers, the application requested approval of several miscellaneous rates and charges. The rates and charges are currently different for each of the three existing utilities and the Municipality proposes to standardize them in the amalgamated utility.

[91] Mr. Isenor noted during the hearing that the approved rates and charges for the Three Mile Plains/Wentworth Water Utility, which had the most recent rate application, were used as the basis for the proposed, standardized rates and charges for the West Hants Water Utility. The Municipality's response to the IRs listed the changes proposed for each of the three utilities, with the only change for the existing Three Mile Plains/Wentworth Water Utility being the new bulk water rate. Mr. Isenor explained that the formula used to determine the proposed bulk water rate is the same as that used by other water utilities in the Province.

Findings

[92] The Board approves the proposed miscellaneous rates and charges, including the new bulk water rate, as set out in a revised filing dated February 15, 2019.

VIII SCHEDULE OF RULES AND REGULATIONS

[93] The application proposed an amalgamated Schedule of Rules and Regulations, using the most recently approved Three Mile Plains/Wentworth Water Utility Schedule of Rule and Regulations as a basis. Due to a number of typos found in the original Rate Study, the Municipality filed a revised Schedule of Rules and Regulations in response to the IRs. The Municipality's response to the IRs outlined the proposed additions and amendments to the rules and regulations of each of the three utilities. Mr. Isenor explained that the proposed changes will standardize the rules and regulations of the amalgamated utility.

[94] The Applicant confirmed that the amendments proposed to Regulation 25 'Service Pipes' will not impact the cost responsibility of customers in each of the current three utilities.

[95] The Applicant provided clarification of the statement in Regulation 8 'Meter Reading', that "the Utility may, at its option, estimate the readings in the alternate quarters based on the actual consumption from the previous quarter". It confirmed that the utilities currently take actual readings every quarter and only estimate when it is necessary, and that the proposed Regulation does not differ from current practice. The Applicant added that it does not anticipate any issues with maintaining this current practice.

Findings

[96] The Board finds that the proposed Schedule of Rules and Regulations for the West Hants Water Utility is reasonable and generally consistent with other utilities. The Board approves the Schedule of Rules and Regulations, as proposed, effective July 1, 2019.

IX CONTINGENCY PLANNING

[97] In response to the IRs, the Municipality provided general information on its efforts related to contingency planning and emergency preparedness. It noted that Emergency Response Plans are currently in place. The Falmouth and Three Mile Plains/Wentworth contingency plans address coordination with other service providers, while Hantsport is currently assessing alternative sources of supply as a contingency measure. The Applicant indicated that it annually reviews both its Emergency Response Plans and source water protection management plans. It added that the proposed amalgamation will not impact the current utilities' risk assessment and emergency preparedness planning as the utilities currently share a common Emergency Response Plan that addresses each separately in a single plan.

[98] The Board reminds the Municipality of the importance of maintaining and updating its contingency and emergency preparedness strategies and the associated communication plans.

X CONCLUSION

[99] The Board has considered the information presented and approves the consolidation of the Municipality's three utilities into the West Hants Water Utility; however, the Board finds that the transition to uniform rates should be phased-in to mitigate the impact that transitioning to common rates will have on customers of the Falmouth Water Utility. The Board directs the Municipality to phase-in the transition to common rates for the amalgamated water utility over the Test Years, rather than adopt common rates in the first Test Year. The Municipality is further directed to provide the

Board with a proposal for phasing-in rates for approval. The Board reserves jurisdiction to review and approve this proposal.

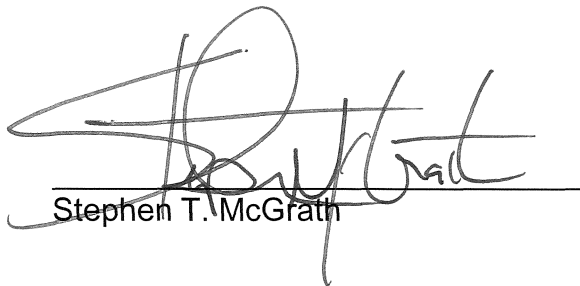
[100] Approval of the Schedules of Rates and Charges for the amalgamated utility is subject to a compliance filing, once the phasing-in of rates during the Test Years has been approved.

[101] The Board approves the Schedule of Rules and Regulations as proposed by the utility.

[102] The consolidation of the Municipality's three utilities and the Schedule of Rules and Regulations approved in this Decision will be effective on July 1, 2019 or such later date as may be set by the Board when the Schedules of Rates and Charges for the amalgamated utility are approved. If, as a result of this Decision and the requirement for subsequent approval of the phasing-in of rates, the Municipality requires additional time to implement new rates, the Board directs the Municipality to identify proposed effective dates for rate changes in its proposal for phasing-in rates.

[103] An Order will issue accordingly, following the approval of the phasing-in of rates and the Schedule of Rates and Charges for the amalgamated utility.

DATED at Halifax, Nova Scotia, this 27th day of May, 2019.



Stephen T. McGrath

NOVA SCOTIA UTILITY AND REVIEW BOARD**IN THE MATTER OF THE PUBLIC UTILITIES ACT**

- and -

IN THE MATTER OF AN APPLICATION by the **MUNICIPALITY OF THE DISTRICT OF WEST HANTS**, on behalf of the existing three water utilities (FALMOUTH, HANTSPORT, AND THREE MILE PLAINS/WENTWORTH) to amalgamate the three utilities into one utility named the **WEST HANTS WATER UTILITY** and to apply for approval of a Schedule of Rates and Charges for Water and Water Services and a Schedule of Rules and Regulations

BEFORE:  Stephen T. McGrath, LL.B., Member

ORDER

WHEREAS the Municipality of the District of West Hants, on behalf of the existing three water utilities (Falmouth, Hantsport, and Three Mile Plains/Wentworth) applied to the Board to amalgamate the three utilities into one utility named the West Hants Water Utility (Utility) and for approval of a Schedule of Rates and Charges for Water and Water Services and a Schedule of Rules and Regulations;

AND WHEREAS after due public notice, a hearing was held on March 27, 2019, and the Board issued its Decision on May 27, 2019;

AND WHEREAS the Board directed the Utility to file a Compliance Filing for the phasing-in of rates for the Test Years;

AND WHEREAS the Utility filed a Compliance Filing with the Board on May 31, 2019, and an updated Compliance Filing was filed on June 3, 2019;

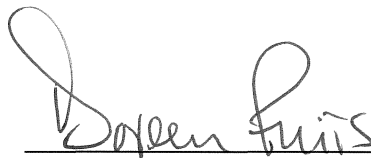
AND WHEREAS the Board approves the proposed phasing-in rates for the Test Years as set out in the Utility's updated Compliance Filing;

IT IS HEREBY ORDERED that the consolidation of Falmouth, Hantsport and Three Mile Plains/Wentworth Water Utilities into the West Hants Water Utility is approved;

IT IS FURTHER ORDERED that the Schedule of Rates and Charges, as revised in the updated Compliance Filing, and attached hereto as Schedules "A", "B" and "C" be approved, for Water and Water Services supplied on and after July 1, 2019, April 1, 2020, and April 1, 2021, respectively;

AND IT IS FURTHER ORDERED that the Schedule of Rules and Regulations, as amended and attached hereto as Schedule "D", be approved effective July 1, 2019;

DATED at Halifax, Nova Scotia, this 4th day of June, 2019.

A handwritten signature in cursive script, appearing to read "Dawn Smith", is written over a horizontal line.

Clerk of the Board



SCHEDULE "A"
WEST HANTS WATER UTILITY
SCHEDULE OF RATES AND CHARGES FOR WATER AND WATER SERVICES

(Effective for water supplied on and after 1 July 2019)

RATES

The rates set out below are the rates approved by the Board for water and water services when payment is made within 30 days from the date rendered as shown on the bill.

When payment is made after 30 days from the date rendered as shown on the bill, the rates will include interest charges of 1.25 % per month, or part thereof.

Each bill shall show the amount payable within 30 days from the date rendered as shown on the bill.

In this Schedule, the word "Utility" means the West Hants Water Utility of the Municipality of the District of West Hants.

1. **RATES:**

Hantsport Service Area

2019/20

(a) **Base Charges**

Quarterly

Size of Meter	
5/8"	72.90
3/4"	107.32
1"	176.15
1.5"	348.25
2"	554.76
3"	-
4"	1,725.01
6"	3,445.96
8"	-

(b) **Consumption Rate**

\$2.17 per cubic metre
\$9.85 per 1,000 imp. gallons

TMP/Wentworth Service Area**2019/20****(c) Base Charges****Quarterly**

Size of Meter

5/8"	46.06
3/4"	68.41
1"	113.12
1.5"	224.89
2"	359.00
3"	-
4"	-
6"	-
8"	-

(d) Consumption Rate

\$2.45 per cubic metre
\$11.12 per 1,000 imp. gallons

Falmouth Service Area**2019/20****(e) Base Charges****Quarterly**

Size of Meter

5/8"	42.82
3/4"	63.34
1"	104.39
1.5"	207.02
2"	330.18
3"	658.58
4"	-
6"	-
8"	-

(f) Consumption Rate

\$1.80 per cubic metre
\$8.17 per 1,000 imp. gallons

g) Minimum Bill

The minimum bill shall be the Base Charge.

2. PUBLIC FIRE PROTECTION RATE

The Municipality of the District of West Hants, the Municipality of the County of Kings, and the Glooscap First Nation shall pay annually to the Utility for fire protection on or before September 30, 2019 the sum of \$604,438.

The fire protection charge shall be apportioned among the Municipality of the District of West Hants, the Municipality of the County Kings, and the Glooscap First Nation based on the number of hydrants owned and operated by the Utility as the April 1, 2019 in each location.

3. RATES FOR SPRINKLER SERVICE

Each building having a sprinkler system installed shall pay annually for the service as follows:

Each building serviced by a sprinkler service pipe of 6" or less in diameter	\$250.00
Each building serviced by a sprinkler service pipe of 8" or more in diameter	\$300.00

4. WATER FOR BUILDINGS OR WORKS UNDER CONSTRUCTION

The Utility may furnish water to any person requiring a supply thereof for the construction of a building or other works. This person shall deposit with the Utility such sum as may be determined by the Utility as is sufficient to defray the cost of making the necessary connection to any water service or main together with the cost of the meter to be installed to measure the water consumed. Upon completion of the work and the return of the meter to the Utility, a refund will be made after deducting the cost, if any, of repairing the water service box, the meter and of testing the same and payment of the base and connection charges and the consumption rates in respect to such installation.

5. PRIVATE HYDRANT CONNECTION RATES

Per hydrant per year \$250.00.

6. RATES FOR WATER SUPPLIED FROM FIRE HYDRANTS

Whenever the use of any fire hydrant is desired for supplying water for any purpose, excepting those of the Fire Department for fire use, the Utility may grant a permit containing such terms and conditions as it may provide, including arrangements regarding supervision of the opening and closing of the hydrant, and a service charge for commercial consumers of \$60.00 for connection and disconnection and a consumption charge for the amount of water used, as estimated by the water Utility, at meter consumption rates.

7. CHARGE FOR RE-ESTABLISHING WATER SERVICE

When water service has been suspended for any violation of the Rules and Regulations of the Utility, such water service shall not be re-established until a reconnection charge of \$50.00 has been paid to the Utility. If reconnection is outside of regular working hours, the charge is \$150.00.

8. CUSTOMER ACCOUNT CREATION FEE

The Utility shall charge a \$50.00 fee for the creation of a water account, notwithstanding the fact that no physical disconnection of the system may have occurred. The Customer Account Creation Fee includes the initial turn-on of the water service to the customer's providing it happens during regular working hours. If the customer requests the initial turn-on be done outside of regular working hours the fee shall be \$150.00 including the Customer Account Creation Fee.

9. CONNECTION FEE

The Utility shall charge a \$50.00 connection fee for turning water on at a customer's premises. If connection is outside of regular working hours, the charge is \$150.00.

10. DISCONNECTION FEE

There is no charge for turning off water to a customer's premises. A connection charge, as noted in Item # 9 above, shall apply when the water is turned on. In the case where the shutting off is requested because there is no operable shut off valve serving the dwelling, an isolation valve must be installed at the customer's expense.

11. SPECIAL SERVICE CHARGE:

A minimum special service charge of \$50.00 (\$150.00 if such work is performed after regular working hours) shall be made to each customer receiving a requested service not provided for elsewhere in the schedules or the rules and regulations except for water service repairs requested by the Utility. The exact charge will be calculated based on the time and materials used by the Utility plus 30% for overhead and profit. The customer shall be informed if the charge will exceed the \$50.00 minimum prior to the service being provided.

12. CHARGE FOR NON-NEGOTIABLE CHEQUES

The Utility may charge a \$25.00 administration fee plus any additional bank charges for cheques that, due to non-negotiability, have been rejected by the Utility's bank.

13. CHARGE FOR MISSED APPOINTMENT BY CUSTOMERS

Where an appointment has been made by a customer to have a water service hooked up or a meter inspected, or water turned on to a property, or other visits to the property for the inception or maintenance of water service to the property, and the customer fails to keep the appointment or the plumbing is not completed to allow for installation of a water

meter and the Utility's staff have to return to the property, there may be a charge of \$50.00 for each visit if, in the judgment of the Utility, it is required.

14. CHARGE FOR REVIEW OF DRAWINGS AND SPECIFICATIONS

The Utility shall levy a charge with any person requesting a review of Design Drawings and specifications for additions and or extensions to the Utility's system. The charge shall be \$1.00 per lineal foot (\$3.28 per lineal metre) for reviews undertaken by Utility Staff. If the services of an external Consulting Engineer is deemed necessary by the Utility the charge shall be the total amount paid to the Consulting Engineer plus 25% for the Utility to coordinate the review. Payment is due when the Design Drawings are approved by the Utility.

The Utility will undertake audit inspections of the water system including the building service connections. The applicant shall pay 2% of the construction cost estimate for inspection fees.

15. BULK WATER

Bulk water will be provided to water haulers who have been approved by the Utility at the designated location at a cost of \$6.42 per cubic metre or part thereof with a minimum charge of \$40.00. Such charge shall be rendered for each loading.



SCHEDULE "B"
WEST HANTS WATER UTILITY
SCHEDULE OF RATES AND CHARGES FOR WATER AND WATER SERVICES

(Effective for water supplied on and after 1 April 2020)

RATES

The rates set out below are the rates approved by the Board for water and water services when payment is made within 30 days from the date rendered as shown on the bill.

When payment is made after 30 days from the date rendered as shown on the bill, the rates will include interest charges of 1.25 % per month, or part thereof.

Each bill shall show the amount payable within 30 days from the date rendered as shown on the bill.

In this Schedule, the word "Utility" means the West Hants Water Utility of the Municipality of the District of West Hants.

1. **RATES:**

Hantsport Service Area

2020/21

(a) **Base Charges**

Quarterly

Size of Meter

5/8"	62.69
3/4"	92.30
1"	151.49
1.5"	299.49
2"	477.09
3"	-
4"	1,483.51
6"	2,963.53
8"	-

(b) **Consumption Rate**

\$2.36 per cubic metre
\$10.71 per 1,000 imp. gallons

TMP/Wentworth Service Area

2020/21

(c) Base Charges

Quarterly

Size of Meter

5/8"	48.83
3/4"	72.51
1"	119.91
1.5"	238.38
2"	380.54
3"	-
4"	-
6"	-
8"	-

(d) Consumption Rate

\$2.45 per cubic metre
\$11.12 per 1,000 imp. gallons

Falmouth Service Area

2020/21

(e) Base Charges

Quarterly

Size of Meter

5/8"	50.96
3/4"	75.38
1"	124.23
1.5"	246.35
2"	392.91
3"	783.71
4"	-
6"	-
8"	-

(f) Consumption Rate

\$2.15 per cubic metre
\$9.76 per 1,000 imp. gallons

(g) Minimum Bill

The minimum bill shall be the Base Charge.

2. PUBLIC FIRE PROTECTION RATE

The Municipality of the District of West Hants, the Municipality of the County of Kings, and the Glooscap First Nation shall pay annually to the Utility for fire protection on or before September 30, 2020 the sum of \$600,000.

The fire protection charge shall be apportioned among the Municipality of the District of West Hants, the Municipality of the County Kings, and the Glooscap First Nation based on the number of hydrants owned and operated by the Utility as the April 1, 2020 in each location.

3. RATES FOR SPRINKLER SERVICE

Each building having a sprinkler system installed shall pay annually for the service as follows:

Each building serviced by a sprinkler service pipe of 6" or less in diameter	\$250.00
Each building serviced by a sprinkler service pipe of 8" or more in diameter	\$300.00

4. WATER FOR BUILDINGS OR WORKS UNDER CONSTRUCTION

The Utility may furnish water to any person requiring a supply thereof for the construction of a building or other works. This person shall deposit with the Utility such sum as may be determined by the Utility as is sufficient to defray the cost of making the necessary connection to any water service or main together with the cost of the meter to be installed to measure the water consumed. Upon completion of the work and the return of the meter to the Utility, a refund will be made after deducting the cost, if any, of repairing the water service box, the meter and of testing the same and payment of the base and connection charges and the consumption rates in respect to such installation.

5. PRIVATE CONNECTION HYDRANT RATES

Per hydrant per year \$250.00.

6. RATES FOR WATER SUPPLIED FROM FIRE HYDRANTS

Whenever the use of any fire hydrant is desired for supplying water for any purpose, excepting those of the Fire Department for fire use, the Utility may grant a permit containing such terms and conditions as it may provide, including arrangements regarding supervision of the opening and closing of the hydrant, and a service charge for commercial consumers of \$60.00 for connection and disconnection and a consumption charge for the amount of water used, as estimated by the water Utility, at meter consumption rates.

7. CHARGE FOR RE-ESTABLISHING WATER SERVICE

When water service has been suspended for any violation of the Rules and Regulations of the Utility, such water service shall not be re-established until a reconnection charge of \$50.00 has been paid to the Utility. If reconnection is outside of regular working hours, the charge is \$150.00.

8. CUSTOMER ACCOUNT CREATION FEE

The Utility shall charge a \$50.00 fee for the creation of a water account, notwithstanding the fact that no physical disconnection of the system may have occurred. The Customer Account Creation Fee includes the initial turn-on of the water service to the customer's providing it happens during regular working hours. If the customer requests the initial turn-on be done outside of regular working hours the fee shall be \$150.00 including the Customer Account Creation Fee.

9. CONNECTION FEE

The Utility shall charge a \$50.00 connection fee for turning water on at a customer's premises. If connection is outside of regular working hours, the charge is \$150.00.

10. DISCONNECTION FEE

There is no charge for turning off water to a customer's premises. A connection charge, as noted in Item # 9 above, shall apply when the water is turned on. In the case where the shutting off is requested because there is no operable shut off valve serving the dwelling, an isolation valve must be installed at the customer's expense.

11. SPECIAL SERVICE CHARGE:

A minimum special service charge of \$50.00 (\$150.00 if such work is performed after regular working hours) shall be made to each customer receiving a requested service not provided for elsewhere in the schedules or the rules and regulations except for water service repairs requested by the Utility. The exact charge will be calculated based on the time and materials used by the Utility plus 30% for overhead and profit. The customer shall be informed if the charge will exceed the \$50.00 minimum prior to the service being provided.

12. CHARGE FOR NON-NEGOTIABLE CHEQUES

The Utility may charge a \$25.00 administration fee plus any additional bank fees for cheques that, due to non-negotiability, have been rejected by the Utility's bank.

13. CHARGE FOR MISSED APPOINTMENT BY CUSTOMERS

Where an appointment has been made by a customer to have a water service hooked up or a meter inspected, or water turned on to a property, or other visits to the property for the inception or maintenance of water service to the property, and the customer fails to

keep the appointment or the plumbing is not completed to allow for installation of a water meter and the Utility's staff have to return to the property, there may be a charge of \$50.00 for each visit if, in the judgment of the Utility, it is required.

14. CHARGE FOR REVIEW OF DRAWINGS AND SPECIFICATIONS

The Utility shall levy a charge with any person requesting a review of Design Drawings and specifications for additions and or extensions to the Utility's system. The charge shall be \$1.00 per lineal foot (\$3.28 per lineal metre) for reviews undertaken by Utility Staff. If the services of an external Consulting Engineer is deemed necessary by the Utility the charge shall be the total amount paid to the Consulting Engineer plus 25% for the Utility to coordinate the review. Payment is due when the Design Drawings are approved by the Utility.

The Utility will undertake audit inspections of the water system including the building service connections. The applicant shall pay 2% of the construction cost estimate for inspection fees.

15. BULK WATER

Bulk water will be provided to water haulers who have been approved by the Utility at the designated location at a cost of \$6.75 per cubic metre or part thereof with a minimum charge of \$40.00. Such charge shall be rendered for each loading.



SCHEDULE "C"
WEST HANTS WATER UTILITY
SCHEDULE OF RATES AND CHARGES FOR WATER AND WATER SERVICES

(Effective for water supplied on and after 1 April 2021)

RATES

The rates set out below are the rates approved by the Board for water and water services when payment is made within 30 days from the date rendered as shown on the bill.

When payment is made after 30 days from the date rendered as shown on the bill, the rates will include interest charges of 1.25 % per month, or part thereof.

Each bill shall show the amount payable within 30 days from the date rendered as shown on the bill.

In this Schedule, the word "Utility" means the West Hants Water Utility of the Municipality of the District of West Hants.

1. **RATES:**

(a) **Base Charges**

Quarterly

Size of Meter

5/8"	62.25
3/4"	92.42
1"	152.74
1.5"	303.56
2"	484.53
3"	967.14
4"	1,510.07
6"	3,018.20
8"	5,431.22

(b) **Consumption Rate**

\$2.45 per cubic metre
\$11.14 per 1,000 imp. gallons

(c) **Minimum Bill**

The minimum bill shall be the Base Charge.

2. PUBLIC FIRE PROTECTION RATE

The Municipality of the District of West Hants, the Municipality of the County of Kings, and the Glooscap First Nation shall pay annually to the Utility for fire protection on or before September 30, 2021 the sum of \$595,789.

The fire protection charge shall be apportioned among the Municipality of the District of West Hants, the Municipality of the County Kings, and the Glooscap First Nation based on the number of hydrants owned and operated by the Utility as the April 1, 2021 in each location.

For subsequent years, the annual public fire protection rate shall be based on the above or:

- (a) the sum of 36.4% of transmission and distribution, taxes and depreciation expenses of the Utility and return on rate base of the immediately preceding year, plus
 - (b) 10 % of all other expenses,
- whichever is the greater.

3. RATES FOR SPRINKLER SERVICE

Each building having a sprinkler system installed shall pay annually for the service as follows:

Each building serviced by a sprinkler service pipe of 6" or less in diameter	\$250.00
Each building serviced by a sprinkler service pipe of 8" or more in diameter	\$300.00

4. WATER FOR BUILDINGS OR WORKS UNDER CONSTRUCTION

The Utility may furnish water to any person requiring a supply thereof for the construction of a building or other works. This person shall deposit with the Utility such sum as may be determined by the Utility as is sufficient to defray the cost of making the necessary connection to any water service or main together with the cost of the meter to be installed to measure the water consumed. Upon completion of the work and the return of the meter to the Utility, a refund will be made after deducting the cost, if any, of repairing the water service box, the meter and of testing the same and payment of the base and connection charges and the consumption rates in respect to such installation.

5. PRIVATE CONNECTION HYDRANT RATES

Per hydrant per year \$250.00

6. RATES FOR WATER SUPPLIED FROM FIRE HYDRANTS

Whenever the use of any fire hydrant is desired for supplying water for any purpose, excepting those of the Fire Department for fire use, the Utility may grant a permit containing such terms and conditions as it may provide, including arrangements regarding supervision of the opening and closing of the hydrant, and a service charge for commercial consumers of \$60.00 for connection and disconnection and a consumption charge for the amount of water used, as estimated by the water Utility, at meter consumption rates.

7. CHARGE FOR RE-ESTABLISHING WATER SERVICE

When water service has been suspended for any violation of the Rules and Regulations of the Utility, such water service shall not be re-established until a reconnection charge of \$50.00 has been paid to the Utility. If reconnection is outside of regular working hours, the charge is \$150.00.

8. CUSTOMER ACCOUNT CREATION FEE

The Utility shall charge a \$50.00 fee for the creation of a water account, notwithstanding the fact that no physical disconnection of the system may have occurred. The Customer Account Creation Fee includes the initial turn-on of the water service to the customer's providing it happens during regular working hours. If the customer requests the initial turn-on be done outside of regular working hours the fee shall be \$150.00 including the Customer Account Creation Fee.

9. CONNECTION FEE

The Utility shall charge a \$50.00 connection fee for turning water on at a customer's premises. If connection is outside of regular working hours, the charge is \$150.00.

10. DISCONNECTION FEE

There is no charge for turning off water to a customer's premises. A connection charge, as noted in Item # 9 above, shall apply when the water is turned on. In the case where the shutting off is requested because there is no operable shut off valve serving the dwelling, an isolation valve must be installed at the customer's expense.

11. SPECIAL SERVICE CHARGE:

A minimum special service charge of \$50.00 (\$150.00 if such work is performed after regular working hours) shall be made to each customer receiving a requested service not provided for elsewhere in the schedules or the rules and regulations except for water service repairs requested by the Utility. The exact charge will be calculated based on the time and materials used by the Utility plus 30% for overhead and profit. The customer shall be informed if the charge will exceed the \$50.00 minimum prior to the service being provided.

12. CHARGE FOR NON-NEGOTIABLE CHEQUES

The Utility may charge a \$25.00 administration fee plus any additional bank charges for cheques that, due to non-negotiability, have been rejected by the Utility's bank.

13. CHARGE FOR MISSED APPOINTMENT BY CUSTOMERS

Where an appointment has been made by a customer to have a water service hooked up or a meter inspected, or water turned on to a property, or other visits to the property for the inception or maintenance of water service to the property, and the customer fails to keep the appointment or the plumbing is not completed to allow for installation of a water meter and the Utility's staff have to return to the property, there may be a charge of \$50.00 for each visit if, in the judgment of the Utility, it is required.

14. CHARGE FOR REVIEW OF DRAWINGS AND SPECIFICATIONS

The Utility shall levy a charge with any person requesting a review of Design Drawings and specifications for additions and or extensions to the Utility's system. The charge shall be \$1.00 per lineal foot (\$3.28 per lineal metre) for reviews undertaken by Utility Staff. If the services of an external Consulting Engineer is deemed necessary by the Utility the charge shall be the total amount paid to the Consulting Engineer plus 25% for the Utility to coordinate the review. Payment is due when the Design Drawings are approved by the Utility.

The Utility will undertake audit inspections of the water system including the building service connections. The applicant shall pay 2% of the construction cost estimate for inspection fees.

15. BULK WATER

Bulk water will be provided to water haulers who have been approved by the Utility at the designated location at a cost of \$7.20 per cubic metre or part thereof with a minimum charge of \$40.00. Such charge shall be rendered for each loading.



SCHEDULE "D"
WEST HANTS WATER UTILITY
SCHEDULE OF RULES AND REGULATIONS
GOVERNING THE SUPPLY OF WATER AND WATER SERVICES

(Effective 1 July 2019)

1. In these Rules and regulations, unless the context otherwise requires, the expression:

"Municipality" means the Municipality of the District of West Hants

"Utility" means the West Hants Water Utility.

"Customer" means a person, a property owner, firm or corporation who, or which, contracts to be supplied with water at a specific location or locations.

"Domestic Service" means that type of service supplied to the owner or his authorized agent or to the occupant or tenant of any space or area occupied for the distinct purpose of a dwelling house, rooming house, apartment, flat, etc.

"Metered Rate Service" means that type of service charged for at metered rates. Metered rate service is required for all new services.

2. **LIABILITY FOR PAYMENT OF WATER BILL:** An agreement/contract is deemed to exist between a customer and the Utility for the supply of water service at such rates and in accordance with these Regulations by virtue of:

- a) the customer applying for and receiving approval for water service;
- b) the customer consuming or paying for water service from the date that the customer who is a party to an agreement pursuant to clause (a) (the customer of record) moves out of the premises, in which case the customer of record shall remain jointly and severally liable for the water service account up to the date the Utility is notified that the customer of record wishes to terminate the supply of water service.

A property owner who rents or leases a property or self-contained unit to a tenant or lessee shall be required to open an account for the provision of water at the property rented or leased.

- c) Any person, business or corporation that receives water service without the consent of the Utility, shall be liable for the cost of such water service which cost shall be determined in the sole discretion of the Utility based upon its reasonable estimate of the amount of water utilized.
- d) Where service is supplied to a condominium unit, the Condominium Corporation in which the unit is situated shall be deemed to be the customer of record and shall be liable for

payment of the service bill for the condominium unit.

3. **DEPOSITS:** An applicant for service shall deposit with the Utility a sum of \$100.00. This deposit shall be held by the Utility as collateral security for the payment of the customer's bills, but is not to be considered as a payment on account thereof. When the customer ceases to use the service and discharges all their liability to the Utility in respect of such service, the deposit shall be returned to him with interest based on the rate of interest obtained by the Municipality of the District of West Hants on its surplus cash balances on deposit with its banker as at March 31 of each fiscal year.
4. **REFUSAL OF SERVICE:** Service may be refused or suspended to any customer who has failed to discharge all of his liabilities to the Utility.
5. **BILLING:** If an agreement/contract is entered into or terminated at any time other than a regular billing date, the amount to be charged to the customer shall be the pro rata proportion to the next billing date, of the regular service charge for the billing period, plus the consumption charge, if any.

The Utility charges the base rate for the entire year for seasonal customers. The quarterly base rate charge will apply for each quarter regardless of water turn-offs.

6. **PAYMENT OF BILLS:** Bills shall be rendered to each customer at intervals of approximately three months (quarterly) and shall be payable within thirty days after the date rendered. Bills are due on the billing date and bills not paid within thirty days after the billing date shall be subject to the interest charge as set out in the Schedule of Rates and Charges.
7. **ADJUSTMENT OF BILLS:**
 - (a) Where meters exist - If the seal of a meter is broken or if a meter does not register correctly, the bill for that water service shall be estimated in accordance with the best data available. Any customer desiring to question a water bill must do so in writing within 30 days of the bill being rendered.
 - (b) Customers Under billed - Should it be necessary for the Utility to make a billing adjustment as a result of a customer being under billed for any reason, such adjustment shall be retroactive for a maximum of four billing periods or one year, whichever is the longest. Notwithstanding the above, in the event that a billing adjustment is the result of the customer's illegal connection to the water system or willful interference or damage of metering equipment (where they exist), the billing adjustment in such circumstances will not be limited to one year or four billing periods, but rather the customer shall be responsible for all payments of such accounts from the date such illegal connection or interference to meter equipment took place.
 - (c) Customer Over billed - In the event a customer has been billed in error for a

Service they did not receive, the Utility will reimburse such customer the amount billed to and paid by the customer, together with interest calculated as simple interest paid on savings accounts by the Utility's bank, respecting the period during which the customer was incorrectly billed by the Utility, such period not to exceed five years.

8. **METER READING:** In the case of Metered Service Customers who are billed quarterly, meters shall be read in at least two of the four quarters, normally, the second and fourth, and, subject to Regulation 9, each billing for these quarters shall be based upon the meter reading with adjustment for any earlier estimated reading. The Utility may, at its option, estimate the readings in the alternate quarters based on the actual consumption from the previous quarter. In the case of Metered Service Customers who are billed monthly, meters shall be read monthly.
9. **ESTIMATED READINGS FOR BILLING PURPOSES - METERED CUSTOMERS:** If the Utility is unable to obtain a meter reading for billing purposes, after exercising due diligence in the usual practice of meter reading, the bill for that service shall be estimated in accordance with the best data available, subject, however, to the provision that in no circumstance will an estimated reading be used for more than two (2) consecutive billing periods. If an estimated bill is rendered for two (2) consecutive billing periods, the Utility shall notify the customer by regular mail that arrangements must be made for the Utility to obtain a reading and failing such arrangements, the Utility may suspend service until such arrangements are made. When such meter reading has been obtained the previous estimated bill or bills shall be adjusted accordingly.
10. **SUSPENSION OF SERVICE FOR NON PAYMENT BILLS:** The Utility shall have the right to enter onto customers' premises within reasonable hours to suspend service to customers whose bills remain unpaid for more than forty calendar days after the date rendered. The customer shall pay the reconnection fee as set out in the Charges for Re-establishing Water Service in the Schedule of Rates and Charges when the suspension order is created. Service suspension can be delayed if approved payment arrangements have been made and the customer is in compliance with arrangements.
11. **WATER TO BE SUPPLIED BY METER:** Except where water is used for construction purposes from a hydrant under the supervision of the Utility and except as in these regulations otherwise provided, all services other than those used exclusively for fire protection shall be metered. The Utility shall determine the size and type of meter to be installed in each case. All meters shall be the property of the Utility.
12. **INSTALLATION AND REMOVAL OF METERS:** Meters shall be installed and removed only by employees or duly authorized representatives of the Utility and no other person shall install, alter, change or remove a meter without the written permission of the Utility. The plumbing and connections shall be properly prepared to receive the installation of such meters to the approval of and without expense to the Utility.

13. **METER READERS:** Each meter reader shall be provided with an official identification, which he/she shall exhibit on request.
14. **ACCESS TO CUSTOMER'S PREMISES:** Representatives of the Utility shall have right of access to all parts of a customer's property or premises at all reasonable hours for the purpose of inspecting any water pipes or fittings, or appliances, or discontinuing service, or for the purpose of installing, removing, repairing, reading or inspecting meters. The Utility shall have the right to suspend service to any customer who refuses such access.
15. **LOCATION OF METERS:** The Utility shall have the right to refuse service to, or suspend the service of, any customer who does not provide a place which, in the opinion of the Utility, is suitable for the meter. It should be in the building served, at or near the point of entry of the service pipe, in a place where it can be easily read and exchanged and where it will not be exposed to freezing temperatures.

Where the premises of a customer are of such a nature that a meter cannot be properly installed in a building or if the building is not sufficiently frost-proof as to guarantee the safety of the meter, the Utility may order the construction of a suitable frost-proof box in which the meter can be installed. Service to such premises may be refused or suspended until such a frost-proof box approved by the Utility is installed.

16. **DAMAGE TO WATER METERS:** Each customer shall be responsible for the meter installed on his service and shall protect it. He shall be liable for any damage to the meter resulting from carelessness, hot water or steam, or the action of frost or from any other cause not the fault of the Utility or its employees. The cost to the Utility occasioned by such damage to the meter shall be paid by the customer. If after the rendering of a bill by the Utility to the customer for such cost the same is not paid within 40 calendar days from the date rendered, the supply of water to the customer concerned may be suspended until all charges are paid.
17. **METER TESTING.** On the request to have their meter tested, the Utility may charge the sum of \$100.00 to defray, in part, the cost of making the test for meters up to 1 inch in size. In the case of meters 1-1/2 inches and larger, the actual cost of the test will be paid by the customer. If the test shows that the meter is over registering by more than one and one half percent (1 ½%) for positive displacement meters and three percent (3%) for turbine or compound meters, the sum so deposited will be refunded to the customer.
18. **PLUMBING TO BE SATISFACTORY:** All plumbing, pipes and fittings, fixtures, and other devices for conveying, distributing, controlling, or utilizing water which are used by a customer and are not the property of the Utility, shall be installed in the manner provided by the Regulations of and be approved by the proper official of the Municipality and/or the operators of the Utility. The water shall not be turned on (except for construction or testing purposes) until the applicant for service has satisfied the Utility that these requirements have been met. The supply of water may be discontinued to any customer at any time if, in the opinion of the proper official of the Municipality and/or the operator of the Utility, the plumbing, pipes, fittings, fixtures, or other devices as hereinbefore mentioned, or any of them, fail to comply with the above requirements, or if any part of the water system of such

customer or the meter is in any unsuitable, dirty, unsanitary or inaccessible place. Service shall not be re-established until such condition is corrected to the satisfaction of the Utility.

19. **REMOTE REGISTERING WATER METERS:** When a remote registering water meter is installed on a customer's premises under a general outside register installation program of the Utility, then the cost of the meter and its installation shall be paid by the Utility. The meter shall become the property of the Utility which shall become responsible for its operation, maintenance and replacement. Any damage to the meter caused by the negligence or wrongful acts or omissions by the customer, his agents or members of his family, shall be paid for by the customer, and the failure by the customer to make the payment shall entitle the Utility, after making a forty day written demand for the payment, to disconnect the water service to the customer.

20. **CROSS CONNECTION CONTROL & BACKFLOW PREVENTION:**

(a) No owner, consumer, customer or other person hereinafter collectively referred to in this rule and regulation as "person" shall connect, cause to be connected, or allow to remain connected to the water system, or plumbing installation, without the express written consent of the Utility, any piping fixtures, fittings container or appliance in a manner which, under any circumstances, may allow water, wastewater, or any other liquid, chemical or substance, to ingress or egress the water system.

(b) Where, in the opinion of the Utility, there may be a risk of contamination to the potable water system, notwithstanding the provisions of subparagraph (a), the Utility may require the customer, at the customers sole cost and expense, to install at any point on the customers water service connection or water service pipe, one or more backflow prevention (BFP) devices, which devices shall be of a quality and type approved by the Utility.

(c) All BFP devices shall be maintained in good working order. Such devices must be inspected and tested by a certified tester, approved by the Utility, at the expense of the customer. Such inspections shall take place upon installation, and thereafter annually, or more often if required by the Utility. The customer shall submit a report in a form approved by the Utility on any or all tests performed on a BFP device within 30 days of a test. A record card shall be displayed on or adjacent to the BFP device on which the tester shall record the name and address of the owner of the device; the location, type, manufacturer, serial number and size of the device; and the test date, the tester's initials, the tester's name, the name of his employer, and the tester's license number.

(d) Installation, maintenance, field-testing and selection of all BFP devices shall fully conform to the latest revision of CSA B64.10 and CSA B64 series.

(e) In the event of any breach, contravention or non-compliance by a person of any of the provision and regulations in a sub-paragraphs (a),(b),(c) or (d) the Utility may:

- (i) suspend water service to such person, or

(ii) give notice to the person to correct the breach, contravention or non-compliance within 96 hours, or a specified lesser period. If the person fails to comply with such notice, the Utility may immediately thereafter suspend water service to such person.

21. **ALTERNATE WATER SUPPLY PROHIBITED:** Connection of any customer's installation served by the Utility to any other source of water supply is prohibited. Failure to comply with this regulation shall entitle the Utility to suspend the service.
22. **DANGEROUS CONNECTIONS:** No connection shall be permitted to any installation; equipment or source in such a manner as may allow any contamination to pass from such installation, equipment or source into the Utility's water supply system. If any such connection exists the Utility may discontinue the supply of water to such customer.
23. **PROHIBITED DEVICES:** Service may be refused or suspended by the Utility to any customer who installs or uses any device or appurtenance, as, for example, booster pumps, quick-opening or quick-closing valves, flushometers, water operated pumps or siphons, standpipes, or large outlets for supplying ships, etc., which may occasion sudden large demands of short or long duration, thereby requiring oversize meters and pipe lines, or affect the stability or regulation of water pressure in the Utility's system. Permission to install or use any such device or appurtenance must be obtained from the Utility, which permission shall specify what special arrangements, such as elevated storage tanks, surge tanks or equalizing tanks, etc., must be provided by the customer.
24. **IMPROPER USE OR WASTE OF WATER:** No customer shall permit the improper use or waste of water, such as providing water to more than one single family dwelling and /or apartment building from a single service, nor shall he sell or give water to any person except upon such conditions and for such purposes as may be approved in writing by the Utility.
25. **SERVICE PIPES:** Upon receipt of an application for service to any premises located on any portion of a street through which portion a main water pipe is laid and which premises are not already provided with water service, the Utility shall install a service pipe which it considers to be of suitable size and capacity from the water main to the street line. No pipe smaller than 3/4" in (19 mm) diameter shall be laid for any service.

The necessary excavation for the laying of the service pipe, backfilling and replacement of the street and sidewalk surfaces including the supplying and laying of the ¾ inch service pipe (complete with a curb stop and corporation stop) from the water main in the street to the premises is the responsibility of the applicant for water service and all such work shall be performed at no cost to the Utility. All work from the pipe in the street to the street line shall be done by the Utility or shall be inspected and approved by the Utility.

In the case of a new sub-division, the sub-divider shall provide the service line from the main in the street to the street line at no cost to the Utility.

Should any person make application for more than one service to his premises, the decision as to the necessity of the additional service shall be made by the Utility, and if the additional

service is installed, the total cost thereof from the main to the customer's premises shall be paid by such applicant.

All services must be installed in accordance with the Municipal Services Specifications Manual of the Municipality of the District of West Hants.

When a service has been installed without objection from the customer as to the location of the same, no subsequent removal of or alteration to the position of the pipe shall be made except at the expense of the customer requesting such removal or alteration.

Each customer desiring the Utility to install a new service shall deposit with the Utility a sum equal to the estimated cost of the work.

26. **REPAIRS TO SERVICES:** If a leak or other trouble occurs it shall be repaired as soon as possible. If the leak or trouble occurs in a service line providing non-fire protection water between the main and the street line it shall be repaired by the Utility at its expense. If the leak or trouble occurs elsewhere in a service line providing non-fire protection water, it shall be repaired by the customer at their expense.

If the leak or trouble occurs in a service line which provides private fire protection services (sprinkler or hydrant) it shall be repaired by the customer at his expense.

The Utility may make such repairs for any customer provided the customer agrees to pay the cost of same. When required, each customer desiring the Utility to do such work shall deposit with the Utility a sum equal to the estimated cost of the work.

If a leak occurs on the customer's portion of their service pipe and, after being notified of same, they refuse or unduly delay to have repairs made, the Utility may discontinue the supply of water to such service pipe if, in its opinion, such action is necessary in order to prevent wastage of water. The Utility shall notify the customer affected of its intention to discontinue such supply.

27. **DEPOSITS IN ADVANCE:** Whenever a customer requests the Utility to do work for which he/she is required to pay and the Utility agrees to do the work, he/she shall deposit with the Utility, before the work is started, a sum of money equal to the Utility's estimate of the probable cost of said work or execute an agreement to pay the actual cost. When the actual cost is determined, an adjustment in the payment shall be made. Service shall not be established by the Utility until all charges are paid in full. Installations shall be made in accordance with the West Hants Water Utility specifications and be subject to inspection by the Utility's Engineer or Utility's Employees prior to water service being made available.
28. **UNAUTHORIZED EXTENSIONS, ADDITIONS OR CONNECTIONS:** No person shall, without the written consent of the Utility, make or cause to be made any connections to any pipe or main or any part of the water system or in any way obtain or use water therefrom in any manner other than as set out in these Regulations. Any unauthorized connection shall be subject to removal by the Utility. The cost of the removal including labour and materials and an estimate of the water used together with a \$200 service charge shall be

paid by those who made the unauthorized connection.

29. **SEASON FOR LAYING PIPES:** The Utility shall not be required to lay any pipe at any season of the year or at any time which, in its opinion, is not suitable.
30. **PRIVATE FIRE PROTECTION:** Fire protection lines within buildings shall be installed so that all pipes will be open and readily accessible for inspection at any time, and no connection for any purpose other than fire protection shall be made thereto. Unless approved by the Utility in writing, no fire protection line shall be connected in any way to a metered service.
31. **LIABILITY OF UTILITY:** The Utility shall not be deemed to guarantee an uninterrupted supply or a sufficient or uniform pressure and shall not be liable for any damage or injury caused or done by reason of the interruption of supply, variation of pressure or on account of the turning off or turning on of the water for any purpose.
32. **INTERFERENCE WITH UTILITY PROPERTY:** No person, unless authorized by the Utility in writing, shall draw water from, open, close, cut, break, or in any way injure or interfere with any fire hydrant, water main, water pipe, or any property of the Utility or obstruct the free access to any hydrant, stop cock, meter, building, etc., provided, however, that nothing in this paragraph contained shall be deemed to prevent an officer or member of the Fire Department engaged in the work of such Department, from using any hydrant or other source of water supply designated by the Utility for fire protection purposes.
33. **SUSPENDING SERVICE FOR VIOLATION:** Whenever, in the opinion of the Utility, violation of any of these Rules and Regulations is existing or has occurred, the Utility may cause the water service to be suspended from the premises where such violation has occurred or is existing and may keep the same so suspended until satisfied that the cause for such action has been corrected and all outstanding liabilities to the Utility have been discharged.
34. **RESUMPTION OF SERVICE:** In all cases where water service has been suspended for violation of any of these rules, service shall not be restored until the cause for violation has been removed.
35. **SPRINKLER SERVICE MAINS AND HYDRANT SYSTEM:** The customer shall be responsible for the cost of installing and maintaining a sprinkler service pipe from the main in the street to the building. It shall include a proper size control valve so that the service may be shut off if necessary. If requested by the applicant, a domestic service pipe may be connected to the sprinkler service pipe, but only if it is connected outside the building foundation wall and is provided with an approved shutoff valve located outside the building to permit control of the domestic service pipe without the necessity to enter the building. Before any domestic service pipe is connected to a sprinkler service pipe, the applicant must obtain approval from the appropriate authority and provide the Utility with a certified copy of such approval. The Utility shall supervise the installation of same. When the private fire protection system includes private hydrants, these hydrants must be flushed during the Utility's regular flushing periods, under the supervision of the Utility's personnel. These

hydrants shall be maintained by the owner. Fire protection lines within buildings shall be so installed that all pipes will be open and readily accessible for inspection at any time and no connection other than for fire protection shall be made thereto.

The location and spacing of hydrants in new construction shall be installed in accordance with the Municipal Services Specifications Manual of the Municipality of the District of West Hants.

36. **PRESSURE REDUCING VALVES:** Where, in the opinion of the Utility, it is necessary for proper water service, a customer shall install on the service pipe, between the meter and the shut off valve on the customer's side of the meter, a pressure reducing valve of a type satisfactory to the Utility. The customer shall be responsible for the cost of installing and maintaining the pressure reducing valve at all time.
37. **PRESSURE RELIEF VALVES:** Whenever a pressure reducing valve has been installed by a customer in accordance with Regulation 36, the customer shall, for his own safety and protection, install on his hot water boiler and any other hot water heating device connected to the building's plumbing system, a pressure relief valve of an approved type, as well as an approved temperature limiting device. It shall be the customer's responsibility to maintain and keep in service the pressure relief valve at all times.
38. **EXTENSIONS:** Any owner of property situated on a street or highway in which no water main has been laid (or where the main has been laid, but has not been extended to the point opposite the owner's property), may make application to the Utility requesting permission to have such a servicing extension carried out. The Utility would review the application and either give approval in principle for the extension, or advise the property owner that the extension is not feasible, and will provide the owner with the reason for refusing permission.

Any approval of the Utility shall be subject to approval of the Nova Scotia Utility and Review Board (the Board). The Utility will make application to the Board after agreement has been received with the proponent. No work shall be undertaken until approval is received from the Board.

After approval in principle has been granted, the owner may sign a contract with the Utility requesting that the Utility install the water extension at his expense, or the owner may have the water line extended by a private contractor approved by the Utility. Where the latter is done, the extension must be designed and the construction supervised by a registered professional engineer with the design being approved by the Utility.

In any event, the cost of the extension shall be paid fully by the owner and the ownership of the water line turned over to the Utility before any water services are connected to the extended line.

After the water line has been turned over to the Utility, it shall become a part of the West Hants Water Utility and all of these regulations affecting the operation of the Utility shall apply.

39. **CURB STOP/CONTROL VALVE SERVICE BOX:** The curb stop/control valve service box housing the customers control valve shall be exposed for access by the Utility at all times. The Utility requires all curb stop/control valve service boxes and/or valves to be fully exposed and adjusted to final landscape grade before the installation of a customer's water meter. Any adjustment of the service box or valve box is the responsibility of the customer.

The customer shall ensure the curb stop/control valve service box and/or the valve box is exposed at all times. In the event that the curb stop/control valve service box is buried, paved over, back-filled or damaged as a result of carelessness, willful obstruction or any other occurrence that, in the opinion of the Utility, results in the requirement for the Utility to expose, re-expose, adjust or repair the curb stop /control valve service box, it shall be at the customer's expense. The Utility may undertake such activities as it deems necessary to gain access to the premises curb stop/control valve service box without expense to the Utility. When such action is undertaken, the reinstatement of the road, right-of-way, driveway, sidewalk, curb or landscape will be charged back to the customer if such activity is undertaken by the Utility.

40. **WATER CONSERVATION DIRECTIVES:** The Utility may issue conservation of water directives to its customers if, in the opinion of the Utility, such directives are required to permit the Utility to provide reliable, continuous water supply to all customers served by the Utility.

During such times as these directives are in force, customers who do not comply with the directives may have their water supply suspended until such time as they agree to comply with the directive or upon suspension of the water conservation directive, whichever occurs first. Such customers shall be required to pay the Charge for Re-Establishing Water Service as set out in the Schedule of Rates and Charges.



REGION OF WINDSOR AND WEST HANTS MUNICIPALITY INFORMATION REPORT

To: Council

Submitted by: _____
Mark Phillips, Chief Administrative Officer

Date: May 12, 2020

Subject: Regional Sewer Changes

BACKGROUND

At the April 14, 2020 COTW meeting staff was asked to revisit the fee structure and model for sanitary sewer customers within the region. The current structure was changed by the previous West Hants Council and implemented in the 2019 fiscal year. It is important to note that Water Utility Operations and Sewer Operations are separate services but charged on a single bill with separate charges and fees noted.

Changes in the fee structure and policy has resulted in concerns from a percentage of residents and expressed to Council by Councilor Debbie Francis.

The following is a highlighted list of references and timelines associated with the review and discussion of the previous West Hants Council. It should be noted that the discussions of the previous Council and references in this review do not include the former Town of Windsor Water or Sewer Utility operations and its customers.

Reference Materials

- May 2018 - presentation to WH COTW on consolidating the TMP/WR, Falmouth and Hantsport water and sewer utilities.
- June 26, 2018 Report to WH Council regarding Water and Wastewater Consolidation (attached)
 - Memo May 22, 2018 from Consultants Gerry Isenor and Blaine Rooney
 - Power Point Presentation RE Consolidation of 3 Water Utilities and Wastewater Operations
- November 27, 2018 - West Hants Water and Sewer Rates Power Point Presentation.
- West Hants Fees Policy COFN-005.03 - section pertaining to WH wastewater / sewer charges (historical flat rate structure).
- November 1, 2018 West Hants Combined Sewer System "Sewer Rate Model" - G.A. Isenor Consulting Limited

- June 25, 2019 - Presentation / Report to West Hants Council RE Water and sewer service consolidation – update
 - May - 2019 NSUARB Decision RE WH Water Utilities Consolidation

Background Information / Pre-Existing Conditions

1. Separate Operations
 - Three water and waste water utilities F / H / TMP WR.
 - Confusion and operational differences.
 - Seeking a fairer system.
 - A change from a **tax application to a utility application**.
 - Consistency with other municipal units.

WATER

Falmouth Water

- 792 metered customers
- 2018/19 water rate increase needed to avoid deficit

TMP / WR

- 981 metered customers
- 2018/19 water rate increase needed to avoid further deficit

Hantsport Water

- 616 metered customers
- 2018/19 water rate increase needed to avoid deficit

Action: combine the three water utilities and submit a single application to the Nova Scotia utility review board determining a uniform base charge and rate for all operating and capital expenditures.

Action: The study team analyzed each water utility independently and provided stand alone water rates and combined water rates for the utilities.

WASTEWATER (Isenor Report)

Falmouth Wastewater

- Collection and treatment
- 663 customers
- Single fam residential \$600.00 per year

TMP / WR Wastewater

- Collection WH
- Treatment W
- 855 customers
- Single fam residential \$260.00 per year

Hantsport Wastewater

- Collection and treatment

- 497 customers
- Residential rate based on consumption

Action: Information from the three separate systems was collected and added together to arrive at a combined single wastewater collection and treatment system. Which rates were prepared for the combine system based on each customer connected to the system being charged a common base charge plus a common affluent charge based on water usage regardless of where they were located. In the case where sewer customers did not have municipal water, estimate flows were calculated.

Combined :

Water customers combined - approx 2,400

Wastewater customers combined - approx 2,055

DISCUSSION

I would suggest at the root of the discussion are two primary factors:

1. Affordability / Financial Condition – the cost to operate the utility / service. This includes not only annual operating and capital budgets but three (3) to five (5) year forecasting.
2. Fairness – the appropriate manner for which to charge the users of the utility / service.

FINANCIAL IMPLICATIONS

Financial implications to the municipality, if the fee structure is modified or maintained can be deemed as minimal or non-impactful if the modelling is adhered to and supported as outlined in the attached reports and study. “The cost to operate is the cost to operate, that will not change”. The financial implications have a greater impact on the individual user pending Council’s perspective on “fairness” and should Council further request a different fee structure. “Rate Shock” will inevitably occur again should an alternative be requested and implemented.

It should be noted that a return to a flat fee structure cannot be implemented within the current fiscal year. It would have to be implemented in 2021.

NEXT STEPS

I encourage Council to focus on the two factors highlighted above.

The issue of Affordability / Financial Condition is relatively non-discretionary and can be supported by internal staff reports, annual audits and “West Hants Sewer System Sewer Rate Model” provided by subject matters experts Gerry Isenor Consulting Limited. I would suggest this factor does not require through review and debate by Council unless the contents of the model are found to have errors. This factor was further supported by the Utility and Review Board when the application for a water rate increase was submitted. Sewer rates required an increased regardless of the model (flat fee or rate based).

The second factor of fairness I would suggest is the issue deserving a discussion among Council. The issue of fairness is arguably the catalyst that started the momentum of revising the fee structure as highlighted in the attached reports and one that I encourage you to explore individually and as a group.

What is evident is that a shift from a flat fee to a rate fee for service model is a change but a change that does reflect a structure that promotes greater fairness. A customer is paying only for the service they are using and not a portion of their neighbors or the greater community as a flat fee creates.

As the administrator for the municipality I have admittedly not provided alternatives as requested but ask that you explore these two factors as a group before asking staff to continue with the exploration of alternative fee structures. With the benefit of a broader history, technical background and an increased awareness of the full discussion of the previous Council, you may be better informed, and we look forward to your direction.



**Municipal Affairs and Housing
Office of the Minister**

PO Box 216, Halifax, Nova Scotia, Canada B3J 2M4 • Telephone 902-424-5550 Fax 902-424-0581 • novascotia.ca

May 8, 2020

Transition Committee Members and Support Staff
Region of Windsor and West Hants Municipality
VIA EMAIL

Dear Transition Committee Members and Support Staff:

With April 1, 2020, behind us, and as we complete the transition from the Town of Windsor and the Municipality of the District of West Hants into the Region of Windsor and West Hants Municipality, I would like to take this opportunity to thank all of you for your hard work and dedication to this endeavour. The amount of time and effort that goes into consolidating two municipalities is extraordinary, and I commend you for the enthusiasm and perseverance that you have demonstrated throughout the consolidation process.

It is not every day that two municipalities voluntarily agree to consolidate into a new municipal unit. In fact, it has happened only once in the history of this Province: the formation of the Region of Queens Municipality in 1996. The magnitude of your accomplishment in this regard cannot be overstated. Your efforts will have a lasting positive impact on, not only the residents of the new Regional Municipality, but on the Province of Nova Scotia as a whole.

The work that you have done in the past 14+ months is remarkable, and I am sure that you will look back on this work proudly when you have the opportunity to reflect on your accomplishments. Rest assured that we will continue to use your work as a shining example of what can be achieved when one truly believes in the importance of working together for the benefit of all.

Thank you, again, for all that you have done for the Region and the Province.

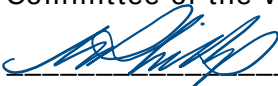
Sincerely,

Chuck Porter
Minister



**REGION OF WINDSOR AND WEST HANTS MUNICIPALITY
RECOMMENDATION REPORT**

To: Committee of the Whole

Submitted by:  
Mark Phillips, Chief Administrative Officer
Shelleena Thornton, Administrative Supervisor

Date: May 12, 2020

Subject: Municipal Seal and Process for Community Branding

LEGISLATION

Nova Scotia Municipal Government Act

Perpetual succession and seal

Section 13(1) A municipality has perpetual succession and shall have a common seal.

Business and industrial development

57 (1) A municipality may

(d) prepare and disseminate information about the municipality or any part of the municipality and the surrounding areas for the assistance of institutions, industries and businesses intending to locate or expand in the municipality or the surrounding area.

Flag, symbol or coat-of-arms

62 (1) The council may, by policy, adopt a flag, symbol or coat of arms for the municipality.

(2) A flag, symbol or coat of arms adopted pursuant to this Section may be registered pursuant to an Act of Parliament in order to prevent its unauthorized use.

(3) No person, other than the municipality, shall use a flag, symbol or coat of arms of the municipality unless specifically authorized by the council and upon payment of any fee charged by the municipality for the use

Power to expend money

65 The council shall adopt an operating budget and a capital budget for each fiscal year.

RECOMMENDATION

...that Committee of the Whole recommends to Council

that Council adopts and approves the process as outlined in the “Municipal Seal and Process for Community Branding” report, including the principles listed for Phase 1 of the West Hants Regional Municipality’s Community Branding Project.

BACKGROUND

The former Town of Windsor underwent a branding exercise approximately 24 years ago for the Birthplace of Hockey and Little Town of Big Firsts brands/slogans. In 2012 the former West Hants Chamber of Commerce (now Avon Chamber of Commerce) underwent a regional branding exercise that resulted in the tourism community and Town of Windsor also adopting the Avon Land of Plenty brand for regional tourism while also preserving its two former brands. The Town of Windsor had an official crest insignia adopted in 1953 that would be used on all official documentation (formal and legal). The former Town also used the Birthplace of Hockey logo for marketing and promotional (informal) materials.

In 2016, the former Municipality of the District of West Hants underwent a branding project which included the adoption of their logos and the West Hants branding story. The “Lady Slipper” symbol of West Hants was the official symbol of the Municipality to be used in an official capacity by the Municipal Clerk and Council but the marketing logo, the “Wave” was the marketing symbol of West Hants on the website, social media, advertising and signage.

DISCUSSION

April 28, 2020 Council meeting – Council approved the Region of Windsor and West Hants Municipality name be changed to West Hants Regional Municipality.

March 23, 2020 Co-ordinating Committee Meeting – the Co-ordinating Committee adopted the “Region of Windsor and West Hants Municipality” seal.

Seal – a device that leaves a detailed impression of either an image with entity name or just the entity name for authenticating official municipal documents (agreements, deeds, tax certificates, by-laws, etc). The present seal is that of the current legal name of the municipality, Region of Windsor and West Hants Municipality. This will require changing once the new name gets legalized and would require council approval. Should council opt to include the image in the seal following branding, it too would require council approval come that time.

Further, a process has been adopted including a 13-step process for community or place branding developed and promoted by Roger Brooks of Destination Development International which outlines very specific principles and practices for success.

Specific benefits/reasons to buy into this method:

1. This method maintains a balance between the use of in-house and external resources. Overall control of the project remains at a local level and professional; external support will provide stability and ensure objectivity throughout the process.
2. It allows for and requires engagement at a committee level and will gather input for evaluation from both local and outside perspectives.
3. The process and expertise of Roger Brooks and Destination Development International are recognized throughout Canada and the US as leaders in

community and place branding. Brooks has been used across Nova Scotia for secret shopping assessments and community evaluations. He is recognized by Tourism Industry Association Nova Scotia (TIANS) and Tourism Nova Scotia (TNS) as a valuable resource and consultant in the fields of Tourism and Economic Development.

Phase one, (developing the "Brand Direction") will take the Brand Development Team through steps 1-5 using Roger Brooks' recommended model. At the end of the first phase, the Brand Direction will have been identified; the steps have been outlined below.

Phase 1: Developing the Brand Direction (Brand Development Phase)

Step 1- Creating the Brand Development Committee (BDC)

The committee will be made up of no more than 13 people and will include representatives from the following groups/sectors:

Tourism (1)
Business Sector Representatives (4)
Elected Municipal Official (1)
Chief Administrative Officer (1)
Planning and Development Representative (1)
Community Development Representatives (2)
Cultural and Heritage Representatives (3)

A recruitment document will be created to provide guidelines for committee member selection and will be distributed to the groups/sectors requiring representation on the committee.

Step 2 – Education

The committee, along with facilitation support from an outside third party will educate local stakeholders on "what a brand is" and why the process as outlined is important to follow.

Step 3 - Identify the Markets

The Committee will identify the markets our community is hoping to attract. Markets will include tourism and business (jobs). This step will involve gathering input from the public, both local and outsiders through revisiting recent studies and perhaps open houses, workshops and surveys. This step will ensure widespread awareness that the Regional Municipality community is participating in a branding, and that as many people as possible know how and where there are opportunities to provide input.

Step 4 - Go through the Filtering Process

The committee will then filter the items collected by grouping like items, and then running all items through a ten-point feasibility test. After this step, niche and sub brands will have been identified and a clear Brand Direction will have emerged.

Step 5 - Create the Brand Leadership Team

Once the Brand direction has been identified by the BDC, the Brand Leadership Team (BLT) will be created. The BLT will lead Phase 2, steps 6-13 of the process. Some of the same members from the original committee may remain, some may not. The BLT will

be the group to push the Brand forward (they will champion it), and come up with ideas around how to reinforce the Brand Direction through product development, infrastructure support etc. This group will be made up of members from areas including not for profit and community organizations, the business sector, non-government agencies, and community members. This group will be the group that will "hit the streets" and deliver the brand. This will also be the team that will work on creating the look and feel of the brand (logo, tagline, etc).

It is important to recognize that at the end of Phase 1, the BDC will have identified the Brand Direction. Phase 2 will see the development of a logo and tagline. The goal of Phase 1 is to determine the direction West Hants Regional Municipality will go in terms of *feel*, *identity* and *vision*. The logo and tagline will be by-products of the "Brand Development Phase". Creative development of a logo and tagline will occur during Phase 2.

During Phase 1, specific principles will be adhered to ensure best practices are followed throughout the process of developing the Brand Direction.

Phase 1 Principles

1. The Brand Development Committee during Phase 1 will develop a Brand Direction for West Hants Regional Municipality.
2. The Branding Development Committee will be made up of representatives from the group outlined above; with the business sectors having the largest collective representation.
3. The project of Branding West Hants Regional Municipality will not be a government led process.
4. The process will be carried out using both in-house resources and third-party support.
5. We will confirm that consultations with the public were thorough and conducted with regional municipality residents, businesses, and visitors. If required, additional consultation will take place.
6. It is recognized that the business sector will play a significant role in "delivering" the brand during and after phase 2.

NEXT STEPS

Staff would issue a Public Tender and progress with the necessary steps in-compliance with the Municipality's Procurement and Tendering Policy to engage a consultant.

Seal – The tender process will include the creation of a Municipal seal for which options will be created for council's consideration and approval.

Policy Implications - Future policies will be influenced by the outcome of the Branding Project. Once the brand has been created, an action plan will be developed, which will include both in-house action items and items to be owned by other sectors including business and tourism. Action items may include recommended changes to policy around marketing etc. A "brand standards" guide will be created as part of phase 2.

FINANCIAL IMPLICATIONS

Estimated cost is \$60,000

This expense is offset by post-consolidated funding by the Province. This would be funded through the consolidation reserve.

ALTERNATIVES

- Council could choose to not adopt the process and ask staff to further research and report back.

OTHER SUPPORTING DOCUMENTS

- RAD Consulting - Community Engagement Report (current)
- Windsor Business Enhancement Society Branding Project (2020)
- West Hants Branding Project 2016
- West Hants Chamber of Commerce Branding Project 2012
- CBCL Municipal Boundary Review Consultations and Survey 2019
- Windsor-West Hants Consolidation Survey 2019
- Imagine West Hants Destination Assessment Report (Harvey Sawler) (current)

ATTACHMENTS

- The Art of Branding: The Power of Narrowing your Focus (Roger Brooks)
- The Step-by-Step Guide to Branding (Roger Brooks)

Report Prepared by:

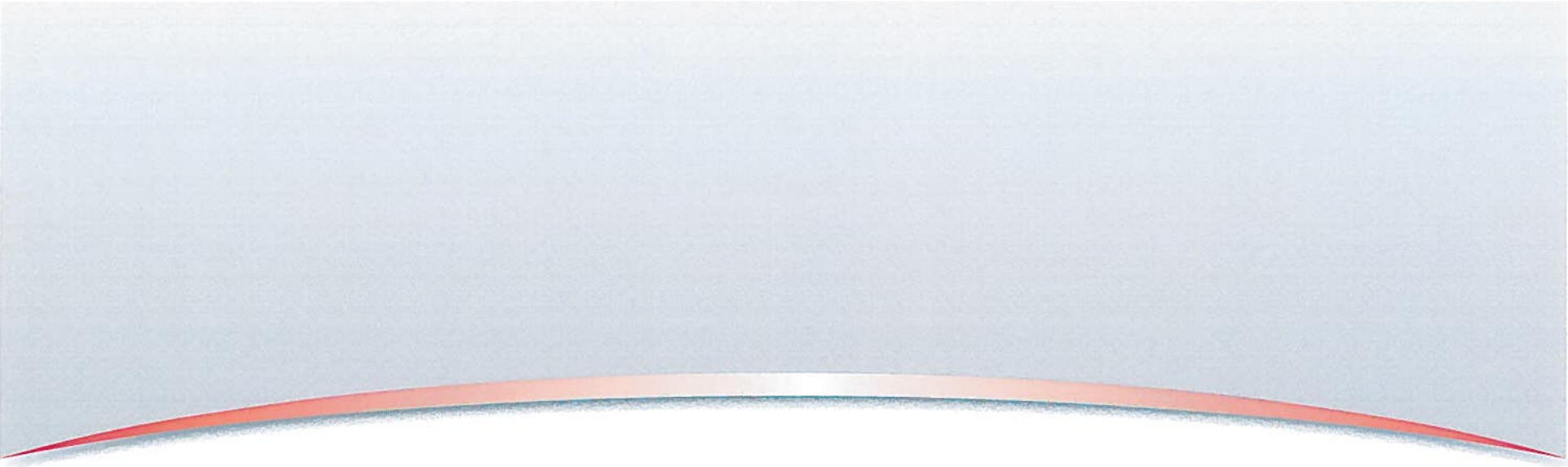


Shelleena Thornton, Administrative Supervisor

Report Reviewed
and Approved by:



Mark Phillips, Chief Administrative Officer



The Step-by-Step Guide to Branding

- HANDOUT -

1

Brand Development Committee

This is the group of stakeholders who will take the lead in developing the brand

direction. Typically keep it to 13 people, or fewer. As you know, the larger the committee the less likely you are to get things accomplished.

Typical members might include:

- Economic Development
- Chamber of Commerce
- Tourism
- City/county elected official
- City/county senior staff
- Downtown representative
- Planning director
- Six business sector representatives

These folks will help decide on the final brand direction. They need to be “heavy hitters” locally.

Get an outside facilitator

It’s extremely important to get an outside facilitator – someone with no political ties locally, and not in business locally. This way politics won’t get in the way. Someone who has nothing to gain or locally should help facilitate the process.

If you had a sports retailer as your local facilitator, and then sports ends up being the most feasible brand direction, the community will assume that he or she steered the brand that direction, thus eliminating the non-biased opinion.

The facilitator will also be charged with helping to “sell” the community on the brand once it’s been decided, so make sure you have a good speaker who can excite the community about the brand direction.

2

Educate locals on what a brand is

Now it’s time to educate local stakeholders, organizations,

businesses and business leaders, as well as the general population on what a brand is and why this is important to do. Otherwise, you’ll end up with a population sending you just slogans and logo concepts.

Prepare a 20-minute presentation and give it at local board meetings (Chamber, City Council, Auxiliary organizations such as Rotary and Kiwanis, school boards, hospital boards, etc.

Also include the press on the brand education so they understand it and will also educate local residents and business leaders.

Inventory your assets

What do you have that makes you a desirable community for establishing a new business? As a place to live? Or as a place to visit? Make it specific. Do NOT use “quality of life” on the list. Break it down. What, specifically, makes you special. This can be quite the list.

Then take the list and if some items can be found closer to the markets you are hoping to attract, move it to the “diversionary” or “secondary” list. You

13 Steps to Success | Handout

are hoping to find one or two things the markets can't get or do closer to home. This may take some time and you may need to really dig deep.

You are looking for possible building blocks or a foundation upon which you can build your brand.

Ask the community

This is where the community can weigh in and have their chance to provide input. Here are ways to ask:

- Hold an open house and provide places for people to provide input. Often this can be combined with educational workshops.
- Do an online survey using Constant Contact or another service like Survey Monkey.
- Interview local stakeholders asking for specific input.
- Through the press: radio, television, print media.

Yes, you'll get some sarcasm, and yes, you'll get some slogans. That's okay. Take it all in.

Find your "anchor tenants"

Take the "seven questions quiz" to local meetings such as Kiwanis, Rotary, Chamber and other organizations and ask them the questions. You'll find out, quickly, who your "anchor tenants" are in terms of restaurants, retail shops and activities.

Here's a sample list of questions you can start with:

1. Where can I get the best dessert? Name the restaurant and the dish.
2. Where will me and my partner have the best dining experience? It can be fancy, great food, great ambiance, or great characters. Breakfast, lunch, or dinner.
3. Where can I get gourmet items for a picnic?
4. Where, specifically, can I see a breathtaking sunrise or sunset?
5. Where is the best place to take a memorable photo that says I was really there?
6. Where can I check my e-mails?
7. Where can I get the perfect gift? Something locally or regionally made?

Then have your audience put these in order of an itinerary as if a guest was coming into town on a Friday evening, and spending the weekend in town.

This is what every visitor is looking for. Itineraries from the locals. You **MUST** promote your "anchor tenants." They make you worth a special trip and an extended stay. Everyone will benefit from them. Think Orlando and Disney World.



Identify the markets

The next step is to identify the markets you are hoping to attract. This is not just about tourism, but also the types of

markets you are looking for in terms of business (jobs).

Those markets should include:

- Geographic areas (primary and secondary)
- Demographics (Young people? Creative Class? Retirees? Families?)
- Lifestyle or psychographics: Identification of personality characteristics and attitudes that affect a person's lifestyle and purchasing behaviors.
- Primary and secondary markets.
- Industry: The type of industry best suited for the area based on your points of differentiation.

4

Go through the filtering process

Take the entire list from the community (over perhaps three or four weeks), combine similar concepts, and then remove the ones

that are too generic or can fit other communities within the markets you are hoping to attract.

This will typically shorten the list from perhaps 100 different items down to, in most cases, less than ten items.

Keep track of items you heard from multiple people. Perhaps these can be used as niche brands or as supporting activities to the final brand direction.

Run the ideas through the 10-point Feasibility Test

These are listed in the previous section. Run each item on the list through the feasibility test and see what's left. If you're lucky, you should have it narrowed down to just one or two items. The goal is to get down to one item.

In many cases there may be no items left on the list. Don't despair! This gives you a clean slate to build a fresh brand, still using the assets you listed earlier. Look for other ideas. Dig a little deeper. It's ok to duplicate another community's brand as long as it's different from what the markets you are hoping to attract can get or do closer to home.

Identify the niche and sub-brands

Sub or niche-brands are smaller well-defined brands where you can market to that group specifically. Typical niche brands include:

- Sports
- Bird watching
- Fishing and hunting
- RV'ing

Make sure there is good "cross-participation" between the primary brand and niche brands. For instance, art and food go well together. Sports and entertainment are a good fit. Birding and gardening are compatible brands/niche-brands.

By identifying these, you'll be able to provide your primary brand with "legs" - or offshoots.

Pick one and only one

The natural tendency will be to pick several and to head down the path of "we have something for everyone!" Don't even try it.

Pick one that the Brand Development Committee can buy into and that makes sense. If someone else has this brand in a different market, check it out. How's it working for them? Can you reasonably duplicate it or exceed it?

If you have to develop a new brand, don't panic about the time it will take to develop. We'll get to BridgeBrands in a minute.

5

Create the Brand Leadership Team

Your Brand Development Committee got you

to this point. They "developed" the brand. Now that you have the brand direction, you need to shift the focus to those who will "lead" the brand - The BLT.

The entire branding effort will hinge on the efforts of this group of people. Once again, keep it to 13 people. Seven of them should be from the private sector and should have a vested interest in the brand direction. They are most willing to champion the cause because their paycheck depends on it.

The other six people would include the supporting organizations. There might be a wholesale change from the BDC to the BLT.



Develop the “Brand Bank”

These are the ideas that will reinforce and support the brand. When Leavenworth, Washington decided to become a Bavarian

themed town, the ideas included:

- An amphitheater where they would produce The Sound of Music annually.
- Maypole dances, long-pipe festival, and other Bavarian-oriented events.
- Facade improvements.
- Bavarian eateries, retail sales of goods made in Bavaria.
- Bavarian artists in action, art shows.

And the list goes on. They did such a good job that 40% of Leavenworth’s population is now from Germany. Remember that brands are built on product, so this should be the focus.

Look for partnership opportunities.



Write the brand promise

This is the paragraph that describes what you will be ten, 15 years down the road. Not today, but what you aspire to become.

This is the goal that you are aiming for.

Make sure it’s not generic. Read it, rewrite it, and keep fine tuning it until it is very specific and would make you want to go there or move there when it’s in place.

Business prospects should read this and think “Gee, there’s a business opportunity for me here.” You can develop a long version (three paragraphs or so) and a short version, which would be just one paragraph of no more than five lines.

Short, to the point, very specific, and well defined.



Create the look and feel of the brand

We’re finally to the look and feel of the brand: the logo or brand identity, color

schemes, tag lines and all the marketing elements that will be used as you develop the brand and claim ownership of it. This is where communities go sideways, typically putting this first without going through the other 13 necessary steps.

Hire professional services to do this for you and remember that you are selling a feeling more than the physical attributes that support the brand.

Develop a Brand Style Guide and include all your local marketing organizations. Continuity is critical at this point.

Remember that the logo and tag line make up 2% of a brand, but will get virtually all of the attention. You cannot do this by public consent. Do NOT make this a public process. It can kill your entire effort.



Developing an Action Plan

All successful brands are built on product so develop a Branding, Development & Marketing Action

Plan. No more strategic plans. You need action steps - a to do list - as opposed to strategies, goals and objectives.

For each recommendation provide the following:

- A description of the recommendation
- Who would be charged with implementation. It takes a village to win.
- When it would be implemented.
- Cost of implementation
- Where the money would or could come from.
- The rationale for making the recommendation.

The marketing action plan

Telling the world is how you stake your claim - ownership - of your brand. Like the product development plan, the marketing plan should include the same elements and should incorporate all partnering organizations. Everyone has a role to play in a successful branding effort.

The plan should include graphics, advertising, public relations (a cornerstone of the branding

effort), photography, video, marketing materials, web and Internet marketing initiatives, brand-building posters and give-away items, etc.

Always promote the businesses, specifically, that reinforce and support the brand. Don't let politics get in the way of marketing your "anchor tenants."

Define the roles

As just noted, it takes a village to win. Every organization plays a role. For instance, Kiwanis or Rotary might take on the development of new entry points (fitting the brand), while the city may take on the development of a Wayfinding System (decorative directional signage that fit the brand). This can extend into downtown business recruitment, facade improvements, event development and a host of other brand-specific assignments.

When you get everyone on the same page, pulling in the same direction, this becomes fun. This is where you put it all together.



Make something happen

This can be a new wayfinding sign or entry sign. Or even something as simple as new business cards or

the redevelopment of an existing website. People are impatient, so having something physical they can see will help sell the brand, and will tell the community you're serious and this won't be another plan sitting on a shelf gathering dust.

The best way to develop a brand is to slide it in slowly. All of a sudden a new sign goes up with a new identity and tag line on it. Then another, and over time, it becomes pervasive throughout the community.

Sell it! Begin the outreach program

One of the big responsibilities of the Brand Leadership Champions are selling the brand to the community and creating buy-in opportunities for local organizations.

This will include your "BridgeBrand" as well as your long-term branding goals and implementation of the plan.

Every member of the BLC should be charged with speaking at three, four, five or six events a year. They need to be good speakers, enthusiastic and able to convince others to jump on board the band wagon.

This process doesn't end for years until the brand has taken on momentum of its own.

11

Keep the energy high.

The first year is ALWAYS the toughest year when implementing a branding program.

Because you are

narrowing your focus, you will undoubtedly run into opposition who want your community to be all things to all people – that you really do have “something for everyone.” Even though that marketing approach no longer works, the blogs will light up with dissent and so your brand champions must just let it go and MUST work to keep the energy high.

Once the branding effort starts taking hold, people will come on board – slowly at first – and as they “get used” to the new direction, and businesses begin to invest in it, it will garner strength over time. Nobody in Napa Valley complains about it being the world’s “wine capital.” Nor do they complain about Nashville owning the country music brand. Over time it became organic to the community – who they are. The same holds true with your community.

Just remember that there are only three killers of any branding effort. Period:

1. Local politics – and it’s far worse with membership organizations than it is with elected officials.

2. Lack of champions – No branding effort can succeed without tireless pioneers who champion the cause – especially in the face of criticism – but push the agenda forward and never take no for an answer.
3. Lack of money – both public and private. Almost every well-branded city, town, county, or destination in the world was founded on private sector investment and marketing. Consider these:
 - a. Orlando, Florida and Anaheim, California (Disney – kids & family)
 - b. Napa Valley, California (wine)
 - c. Nashville, Tennessee (country music)
 - d. Memphis, Tennessee (home of Graceland)
 - e. Hershey, Pennsylvania (chocolate)
 - f. Lancaster, Pennsylvania (Amish)
 - g. Hollywood, California (movies and stars)
 - h. Silicon Valley, California (high tech)

Finally, every community is full of CAVERS – people who don’t want change and will fight it. What’s a CAVER? Citizens Against Virtually Everything.

Keeping the energy high is the make or break it for any branding effort.

12

Tell the world

Once you have the product – and people – in place, it’s time to tell the world of who you are, what separates you from everyone else and

makes you THE destination of choice. Now it’s time to drive your stake in the ground that you “own” your brand. After all, brands are about owning your niche in the marketplace.

You build your brand through public relations. Advertising is used to maintain your ownership position. Remember that brands are a perception – what people think of you when your name is mentioned. And perceptions are created from first impressions, visual things we see once in your community, what we see on the news or read in print publications, and now what we “hear” in social media.

This is where you put together a detailed Marketing Action Plan – with all of your local organizations at the table (branding requires continuity) and craft a plan on how you are going to tell the world what you’re about – specifically.

When it comes to marketing budgets, here’s a guideline to use:

45% - Website | Pay Per Click | SEO | online advertising | social media | apps | anything that is Internet-related.

13 Steps to Success | Handout

20% - Public relations – getting articles written about you, creating video contents, professional photography reinforcing the brand, creating brand-specific itineraries – getting the word out there.

20% - Advertising. And this is to drive people to your website, which must be good enough to close the sale.

10% - Printed collateral materials. With the advent of the Internet, apps, and PDF docs available on smart phones, tablets and laptop computers, the need for printed materials is declining fast. They are still important, but should not be the priority.

5% - Trade shows, billboards, other forms of marketing.



Revisit the plan

And do it every year, if not every few months. Do NOT let your plan sit on a shelf gathering dust! Keep your focus narrow, go right down

the list and make sure your branding “partners” are keeping up with their assignments and the timelines outlined in the plan.

Branding is a fluid process that is crafted and molded over time. You may end up adding to-do items to the plan, moving some things around, but it is ALWAYS your to-do list and the plan that will lead to your success.

If you need to, bring back your facilitator every four months, six months, or once a year to pump up your champions, to cut through any red herrings, or to address challenges you’re having along the way. A good facilitator can help you update the plan, on the spot, or as a contracted service.

And finally, never, ever give up. Branding and stamina go hand in hand. The plan is your guide.

The Bridge Brand

It can take anywhere from three to 20 years to fully “own” your brand. Rarely is it a shorter or longer process. But what can you do between now and then? How do you “bridge” the gap while you’re developing your brand?

This is where the BridgeBrand comes to play. If you want to become a culinary destination, then start by promoting your best restaurants, a culinary school, and culinary events. Don’t tell the world you are a culinary destination, but start to market the small things that are the foundation or building blocks of your long-term brand direction.

BridgeBrands are often used as a “repositioning” or “rebranding” effort. Often communities have a negative perception that needs to be turned around before implementing the final brand. Look at the case histories in this kit where BridgeBrands for Stockton and Oxnard, California are displayed. Also look at the League City, Texas BridgeBrand.

Mottos to Live By

“If you think you’re too small to make a difference, try going to bed with a mosquito in the room.” - unknown

“Never doubt that a small group of thoughtful committed people can change the world. Indeed, it is the only thing that ever has.” – Margaret Mead

“A by-product of brands ‘for the people’ is the committee that compromises and kills a potential brand home run. This is why you never see statues of committees in public parks. You see brave leaders.”

“Nothing great was ever achieved without enthusiasm.” – Ralph Waldo Emerson

Roger Brooks International

For over 30 years, the award-winning Roger Brooks International team has had a singular mission – to improve people's lives by helping their communities become healthier, more attractive, and more economically vibrant. We believe that every community has the potential to become a thriving, desirable place for residents, businesses, and visitors.

Working primarily in the public sector with cities, counties, states, CVBs, destination marketing organizations, and provinces, RBI is renowned for its bottom-line, "make-something-happen" approach. This results in tremendously successful planning and implementation efforts.

Contact Us

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About Roger Brooks

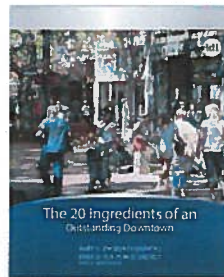
As CEO of Roger Brooks International, Roger's expertise comes from having assisted nearly a thousand communities in their efforts to become better places to live, invest, establish a business, or visit.

The information is not just entertaining – it is clear, concise and it sticks. Known for telling engaging stories, Roger uses real-life examples shown in photos and video clips, some of them hilarious, all of them poignant. His bottom-line rules, tips, and ingredients leave attendees with rock solid action items they can implement today to make a difference tomorrow.



The Incredible Roger Brooks Library

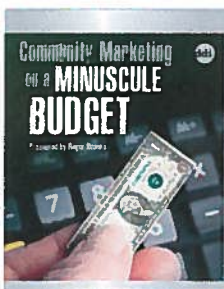
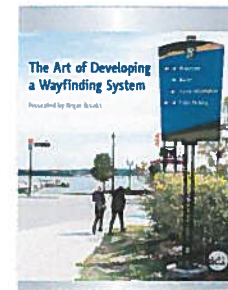
Introducing a new online program with access to a wealth of information available 24 hours a day. For a monthly fee of \$45 you will have instant access to the entire Roger Brooks video library (a few examples are shown here) plus PDF guides on a variety of branding, product development and marketing subjects. Learn more at www.RogerBrooksLibrary.com



The 20 Ingredients of an Outstanding Downtown

We surveyed 400 popular downtowns and downtown districts and found the 20 most common ingredients that led to their success. Learn how these ingredients can help your downtown achieve success too!

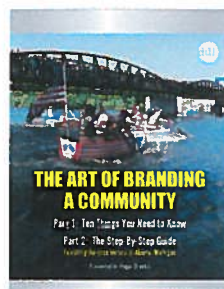
HD Video | 108 minutes



Community Marketing on a Minuscule Budget

Learn the seven marketing ideas you can implement today, for practically no money, that will dramatically increase local spending.

HD Video | 70 minutes



The Art of Branding a Community Part 1 & 2

Part 1: In this eye-opening, must-see presentation by Roger Brooks, you'll learn the ten things you need to do to successfully brand your community.

Part 2: In this fascinating presentation using Alpena, Michigan as a case history, you'll learn HOW to successfully develop your own brand using the 13-step process that took nearly 30 years to develop and perfect. Best of all: This process has a 100% success rate.

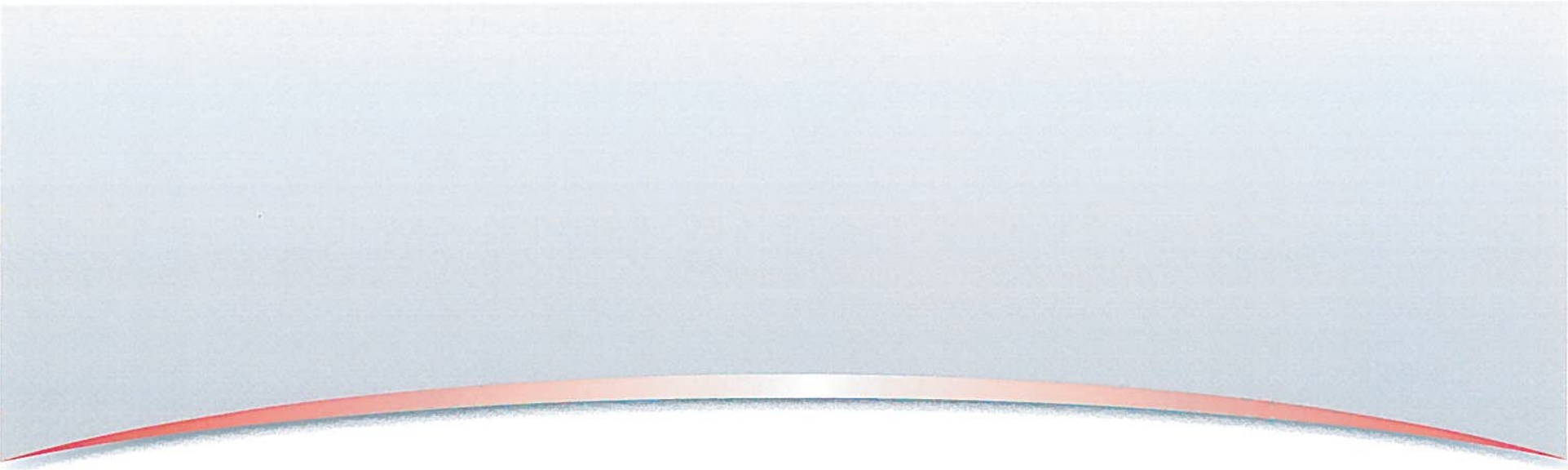
HD Video | Part I: 63 min. Part II: 60 min.



The Seven Deadly Sins of Destination Marketing

A full 97% of destination marketing is wasted. Learn the 7 deadly sins, how to avoid them, and how to make sure that 100% of your marketing is effective.

HD Video | 72 minutes



The Art of Branding:

The power of narrowing your focus

- HANDOUT -

The Art of Branding a Community | Handout

Introduction to Branding

Branding is the art of setting yourself apart from everyone else, and making you the destination of choice for investment, business opportunities, and as the place to live and visit.

The entire idea behind branding is to import more cash into the community than you export when locally earned money is spent elsewhere.

All of the rules in this handout apply to business as well as to the community.

The Four Ingredients of Change

1. We are slowly climbing out of the private-sector recession, but we are just entering the public-sector recession. As the federal government and just about every state or province struggles to balance budgets, cities, towns, and counties must now act and think like a business, finding ways to import fresh cash into the community - your tax base.
2. Just about every community in North America was founded on a natural resource: timber, fishing, mining, agriculture or were founded on transportation: close to major freeways, railways, or waterways. Manufacturing uses the combination of both natural resources and transportation. But now that we're in a global economy, core industries are dying as are the cities and towns that supported those industries. In a nutshell, communities are now looking for their "second act." Everyone wants a piece of the tourism or economic development pie.

Sad fact: there are more ghost towns in the making today than ever before in North American history.

Every year hundreds of communities are working to diversify their economies.

3. The Internet has changed everything. 90% of the population now has immediate access to the web, and of that group 94% use it to determine where they will live, work or play. Yet 70% of web users are frustrated because you're marketing communities and geographic locations, and they are looking for experiences - job opportunities, best restaurants, things to see and do that cater to them. Your location is second.

If you want new business, residents or visitors, it starts in front of a computer screen.

The web should be your number one marketing priority. BUT it MUST be good enough to close the sale. Period.

4. We are exposed to 5,000 marketing messages a day. We are drowning in advertising overload.

Billions of dollars are spent marketing communities every year and 97% of that is ineffective. That's right: 97%. This includes chambers of commerce, destination marketing organizations, economic development agencies, cities, downtowns, counties, districts, regions, states and provinces.

We simply block out anything that doesn't appeal to us directly. So ask yourself this one question: What do we have that the people we are hoping to attract can't get or do closer to home? Whatever it is, you need to hang your hat on that. We have the world at our fingertips in seconds. What sets you apart from everyone else?

Communities, like businesses, have been forced to specialize yet most are stuck in the membership-mentality of being all things to all people. Have you ever gone anywhere because they have "something for everyone"?

Welcome to the era of the brand.



1. You must Jettison the Generic

The narrower your focus the stronger your success will be. You simply cannot be all things to all people and win. Find your niche and promote it like crazy.

Look at your taglines and marketing text. If it can fit anyone, toss it and start over.

Don't just market what you have, but what will close the sale. You must separate your primary lure from your complementary or secondary activities.

Lure: What sets you apart from everyone else.

Complementary activities: Things we can do closer to home but will do while in your community. They include shopping, dining, entertainment, historical attractions, walking tours, etc.

Amenities: Local parks, parking, visitor info, lodging, dining, shopping, medical, etc.

Ambiance: Historic downtowns, beautification, landscaping, street trees, benches, etc.

The Art of Branding a Community | Handout

Icon: The photo opportunity that shows I was really there.

And avoid marketing lists. Have you ever gone anywhere because they had a great list of things to see and do?

Words and phrases to avoid:

- | | |
|--------------------------|-------------------------------|
| - Explore | - Discover |
| - Outdoor recreation | - Unlike anywhere else |
| - So much to see and do | - The four season destination |
| - Historic downtown | - Center of it all |
| - Best kept secret | - We have it all |
| - Experience... | - Visit (name of town) |
| - Beauty and heritage | - Naturally fun |
| - Gateway | - Close to it all |
| - Your playground | - So much history |
| - Purely natural | - The place for all ages |
| - ...and so much more! | - Home away from home |
| - A slice of heaven | - It's all right here! |
| - Recreation unlimited | - The perfect getaway |
| - The place for families | - Start your vacation here |
| - Recreational paradise | - Take a look! |
| - Unique | |

You MUST Jettison the Generic! Always promote your truly unique selling proposition. And remember that primary lures cannot succeed without the complementary activities.

FACT: The number one complementary activity of visitors, in the world, is shopping, dining and entertainment in a pedestrian-friendly intimate setting - your downtown. This is where 80% of all non-lodging visitor spending takes place. Why do you think Disney built Downtown Disney just outside each of its parks? To capture than 80%.



2. Logos and slogans are not brands

They are just marketing messages used to support and reinforce your brand. Its an exclamation point on your key marketing message.

The rules of slogans or tag lines:

- No more than seven words (three is best)
- It must be specific. If you have to explain it, toss it.
- It should convey a feeling or bring a picture to mind.
- It needs to be obvious what you're about.
- It must be unique in your market

Brand identities, or logos, make up 2% of a brand yet get 98% of the political attention locally. Have you ever gone anywhere because they had a great logo?

A word about logos:

- One simple graphic
- Easily recognizable
- Unique to the community
- Rarely do good logos contain a physical item (Think Nike, Toyota, Chevrolet, Reebok, Coca-Cola, Apple...)
- They need to convey a feeling



3. A brand is a perception

What people think of you when your name is mentioned. How perceptions create a brand:

- Visual cues as we pass through the community
- The people and local attitudes
- Word of mouth
- Publicity, the news, social media

This is why you build a brand using public relations. Advertising is used to maintain your ownership position. The goal is to "own" your brand in your market. Nashville "owns" the country-music brand. Napa Valley "owns" the wine brand.

Sometimes communities need a "repositioning" or "rebranding" effort. A brand is also a promise - that you will deliver on that perception when we arrive.

Check out Asheville, North Caroline, one of the best branded communities in the U.S. They do a good job conveying the feeling of a hip arts and "foodie" community and the "feeling" portrayed supports that.



4. Your name must be synonymous with your brand

Country music capital	- Nashville
Gambling/Adult fun	- Las Vegas
Kids & Family	- Anaheim, Orlando
Music theater	- Branson, MO
Graceland/Elvis	- Memphis
Winery capital	- Napa Valley, CA
Frozen tundra	- Green Bay, WI
Hershey, PA	- Chocolate
Gettysburg, PA	- Civil War
Lancaster, PA	- Amish
Washington, DC/Ottawa	- Government
Hollywood	- Movies and stars
Detroit	- Cars
Silicon valley	- High tech
Stratford, ON/Ashland, OR	- Shakespeare
Your town?	-??????

5. Successful brands are built on product

You must champion the cause for product development. Product sells itself. All successful brands are built on product, not just marketing.

Round Rock, Texas: The Sports Capital of Texas. The product: A 500-acre sports park, baseball team, sports-oriented community.

Jefferson, Texas: The Antique Capital. This town of 2,500 residents has an antique dealer for every 20 residents in the town! (125 antique dealers). Because so many people drive four hours from the Dallas area to visit Jefferson it's now become the official B&B capital of the state.

Jackson, Wyoming: The home of Western Living. This town of 12,000 residents boast 110 galleries and western living shops in its downtown. And the town hosts nearly four million visitors a year.

Product development never ends. You can never rest on your laurels. Avoid hiring any branding company that doesn't concentrate on product development.

6. You NEVER use focus groups

You heard that right: You NEVER use focus groups to build a brand. If it has to be explained toss it. The focus group mentality results in generic mediocre brands that are rarely successful.

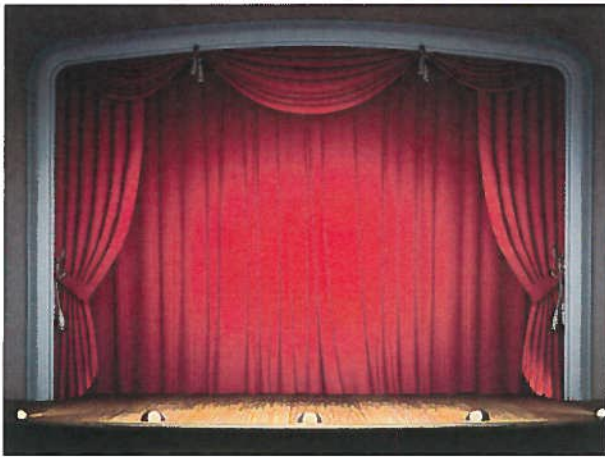
You CANNOT do branding by public consent. You build your brand on feasibility, not just local sentiment.

A brand is "earned" - good or bad. After all, it's a perception - what people think of you.

The Seven Phases of a Public Project

1. Enthusiasm
2. Planning
3. Disillusionment
4. Fear & Panic
5. Search for the guilty
6. Punishment of the innocent
7. Praise and honors for the non-participants

The Art of Branding a Community | Handout



7. You never “roll out” a brand

You never roll out a brand until you can deliver on the promise. It is earned, over time (good or bad).

Sometimes you have to create a “Bridge Brand” that will cover the gap of where you are today and where you hope to end up - your brand direction.

Remember that brands are what people think of you. Changing that perception can take time - sometimes years. And those perceptions change based on product and local attitudes. Brands always start within the community and then spread outwards.



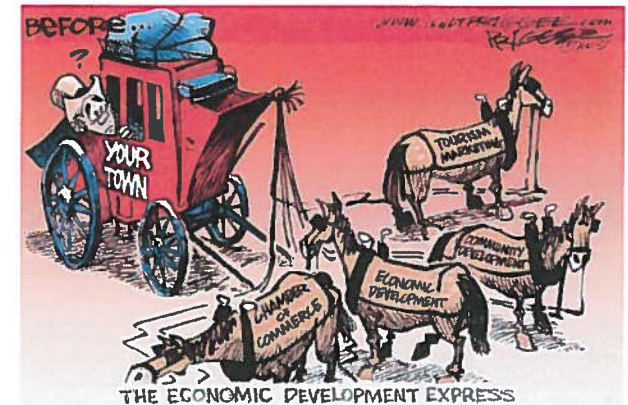
8. Great brands always start with a plan

Branding (what it is you want to be known for)
Development (the needs to be done so you “own” it)
& Marketing (how to tell the world)
Action Plan (the to do list)

No more strategic plans! An Action Plan includes:

- Each recommendation in chronological order of when it will be implemented
- A description of the recommendation
- Who would be charged with its implementation (it takes a village to win)
- The cost of implementation
- Where the money would come from
- When it would be started and completed
- The rationale for making the recommendation

The best plans are less than 100 pages in length. You want a plan that will NOT end up on a shelf gathering dust. The days of Strategic Plans are over.

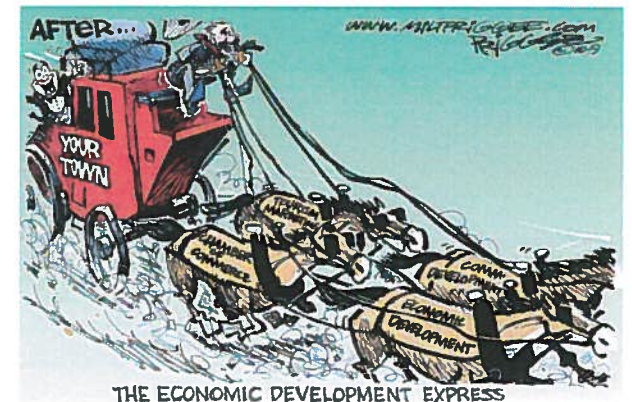


9. Branding is a team sport!

The biggest, most powerful effect of branding is getting everyone on the same page pulling in the same direction. Once again, it takes a village to win. You'll be far more powerful as a single unified voice than as a bunch of independent singular voices.

Have everyone on your team memorize this exercise, repeating after you. Say it at every meeting:

- “I promise to promote only what’s truly unique”
- “I promise to be different”
- “I promise not to repeat what other people say!”





10. Don't let politics kill your branding efforts

There are only three killers of any branding project. There is never a fourth. Ever.

1. Local politics - and this is worse with membership organizations than with elected officials.

2. Lack of champions - those who are willing to take some hits for narrowing the focus and who will push the brand forward.

3. Lack of money (both public and private) - the best brands are built on private investment, not public:

- Napa Valley
- Anaheim, Orlando
- Nashville
- Silicon Valley
- Hollywood
- Hershey, PA
- Lancaster, PA

The bottom line: If you have the right champions on board, they will get past the politics and will find the money to make something happen.



Branding is not a top-down exercise

"A by-product of brands 'for the people' is the committee that compromises and kills a potential brand home run.

This is why you never see statues of committees in public parks. You see brave leaders."

Cities, towns, counties, states & provinces can help fund & facilitate the process, but shouldn't lead the effort. The business community should always champion and pioneer the effort.

We surveyed 400 successfully branded cities and towns and only three were top-down efforts.



Umbrella brands

Multi-community organizations often need to create an "umbrella brand" that encompasses its various communities, each with their own unique brand.

Think of Chevrolet. Its umbrella brand is "Buy American." Its slogans are "Heartbeat of America" and "An American Revolution." But they don't run ads that say "buy a Chevy."

They market the Malibu to families looking for a mid-priced sedan. They market the Corvette to, primarily, baby boomer guys. The Aveo caters to those in their early 20s looking for a high-mileage inexpensive car. The Suburban is marketed to people looking for a large SUV. And then each add is tagged with the umbrella brand "An American Revolution."

BUT your umbrella brand still must differentiate the county or region from all others in the marketplace. It's not so easy. In fact, if this process was easy everyone would be doing it!

Roger Brooks International

For over 30 years, the award-winning Roger Brooks International team has had a singular mission – to improve people's lives by helping their communities become healthier, more attractive, and more economically vibrant. We believe that every community has the potential to become a thriving, desirable place for residents, businesses, and visitors.

Working primarily in the public sector with cities, counties, states, CVBs, destination marketing organizations, and provinces, RBI is renowned for its bottom-line, "make-something-happen" approach. This results in tremendously successful planning and implementation efforts.

Contact Us

Roger Brooks International
981 Powell Ave. SW, Suite 125
Renton, WA 98057
206-241-4770

About Roger Brooks

As CEO of Roger Brooks International, Roger's expertise comes from having assisted nearly a thousand communities in their efforts to become better places to live, invest, establish a business, or visit.

The information is not just entertaining – it is clear, concise and it sticks. Known for telling engaging stories, Roger uses real-life examples shown in photos and video clips, some of them hilarious, all of them poignant. His bottom-line rules, tips, and ingredients leave attendees with rock solid action items they can implement today to make a difference tomorrow.



The Incredible Roger Brooks Library

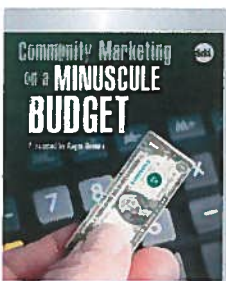
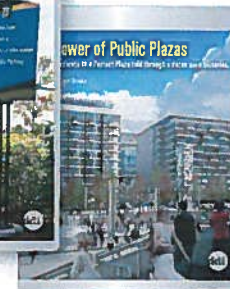
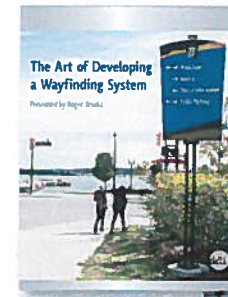
Introducing a new online program with access to a wealth of information available 24 hours a day. For a monthly fee of \$45 you will have instant access to the entire Roger Brooks video library (a few examples are shown here) plus PDF guides on a variety of branding, product development and marketing subjects. Learn more at www.RogerBrooksLibrary.com



The 20 Ingredients of an Outstanding Downtown

We surveyed 400 popular downtowns and downtown districts and found the 20 most common ingredients that led to their success. Learn how these ingredients can help your downtown achieve success too!

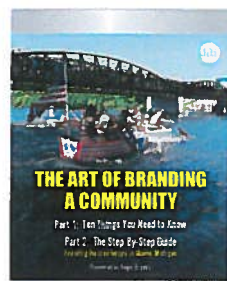
HD Video | 108 minutes



Community Marketing on a Minuscule Budget

Learn the seven marketing ideas you can implement today, for practically no money, that will dramatically increase local spending.

HD Video | 70 minutes

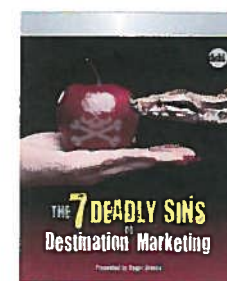


The Art of Branding a Community Part 1 & 2

Part 1: In this eye-opening, must-see presentation by Roger Brooks, you'll learn the ten things you need to do to successfully brand your community.

Part 2: In this fascinating presentation using Alpena, Michigan as a case history, you'll learn HOW to successfully develop your own brand using the 13-step process that took nearly 30 years to develop and perfect. Best of all: This process has a 100% success rate.

HD Video | Part I: 63 min. Part II: 60 min.



The Seven Deadly Sins of Destination Marketing

A full 97% of destination marketing is wasted. Learn the 7 deadly sins, how to avoid them, and how to make sure that 100% of your marketing is effective.

HD Video | 72 minutes



WEST HANTS REGIONAL MUNICIPALITY RECOMMENDATION REPORT

To: Committee of the Whole

Submitted by: 
Todd Richard, Director of Public Works

Date: May 12, 2020

Subject: Asset Management Policy

LEGISLATIVE AUTHORITY

Nova Scotia Municipal Government Act, Section 23 authorizes Council to make policies for municipal purposes.

RECOMMENDATION

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

Council adopt the proposed Asset Management Policy for the Regional Municipality.

BACKGROUND

Staff identified the need for a formal asset management program to effectively manage its' assets. In 2019, the Coordinating Committee for the Region of Windsor and West Hants released a Request for Proposal (RFP) to secure a consultant to undertake the project to develop an asset registry and an asset roadmap for the Regional Municipality.

DISCUSSION

Hatch was selected as the successful proponent to develop the Asset Management Program. As part of this contract, Hatch has worked with the Public Works Department to perform the following activities for the new Regional Municipality:

- Develop a complete Asset Registry
- Perform Gap Analysis of existing Asset Management Program
- Determine Current and Target Levels of Service
- Develop a Risk Analysis Matrix and Decision Matrix/Strategy
- Review and Recommendation of Asset Management Software Solutions
- Develop Asset Management Policy and Strategy

The proposed Asset Management Policy was developed by Hatch in a workshop session involving key staff from Public Works, Planning, Community Development, Finance, Administration, as well as members of previous Windsor and West Hants Council.

NEXT STEPS

If approved by Committee of the Whole and subsequently ratified by Council, staff will be able to utilize this Policy for evidence-based asset management decision making, prioritization of capital works, and establishing levels of service within the Regional Municipality.

FINANCIAL IMPLICATIONS

There are no direct financial implications for the adoption of this proposed Asset Management Policy.

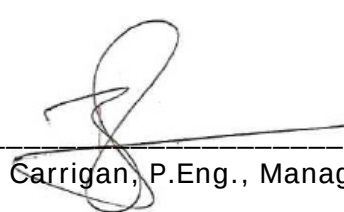
ALTERNATIVES

1. COTW may choose to revise and then adopt this Asset Management Policy with revisions.
2. COTW may choose not to adopt this Asset Management Policy.

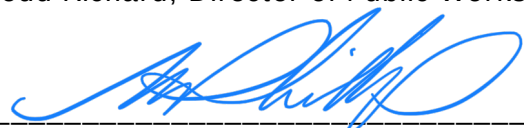
Neither of these alternatives are being recommended to Committee of the Whole.

ATTACHMENTS

Asset Management Policy

Report Prepared by: 
Brad Carrigan, P.Eng., Manager, Capital Projects

Report Reviewed by: 
Todd Richard, Director of Public Works

Report Approved by: 
Mark Phillips, Chief Administrative Officer

ASSET MANAGEMENT POLICY

1. PURPOSE:

This Asset Management Policy provides the Regional Municipality with a framework for consistent and transparent decision making which considers strategic plans, budgets, service levels and risks respecting asset management.

2. STRATEGIC ALIGNMENT:

The principles in this Asset Management Policy and our asset management planning will align with the vision and values our community has been built on and the strategic direction we have planned for our community's future as outlined in:

- Municipal Planning Strategies
- Integrated Community Sustainability Plans

3. SCOPE:

This Policy applies to all assets currently owned and managed and under sole jurisdiction of the Regional Municipality, but does not apply to solid waste, street lights, Valley Community Fibre Network infrastructure, or fire services assets.

4. PRINCIPLES:

This Policy is based on guiding principles that reflect the overall purpose, goals and benefits of asset management planning.

4.1 Service Delivery to Customers:

The Regional Municipality will clearly define levels of service and apply asset management practices to maintain the confidence of customers, and balance community expectations and regulatory requirements with risk, affordability and available resources.

4.2 Holistic Approach:

The Regional Municipality will take an integrated and coordinated approach to decisions on infrastructure, maximizing value to the community; and will ensure that input is received from other key departments and key stakeholders when making decisions about renewing and replacing existing assets or building new assets.

4.3 Long term Sustainability and Resilience:

The Regional Municipality's asset management decision-making will consider the potential impacts of climate change, the needs of both current and future generations and potential challenges associated with changing community demographics and expectations related to service delivery.

4.4 Fiscal Responsibility and Asset Management Decision-Making:

ASSET MANAGEMENT POLICY

The Regional Municipality will choose practices, interventions and operations that aim to reduce the cost of asset ownership, while satisfying defined levels of service. Considerations will be given to all life cycle costs including the cost to build, operate, and maintain infrastructure during financial planning. All decisions are based on balancing service levels, risks and affordability.

4.5 Continuous Improvement:

The Regional Municipality recognizes the value of asset management planning in improving information for decision-making. To ensure Council is supported in making well-informed decisions based on good information and advice, the Regional Municipality strives to commit to:

- Support asset management awareness and training for staff and Council in accordance with their respective roles and responsibilities,
- Progress in the asset management process,
- Integrate asset management systems.

5. ROLES AND RESPONSIBILITIES:

Council is responsible for:

- Approving the Asset Management Policy,
- Articulating community values and defining priorities,
- Approving funding and resources to implement this Policy and associated requirements,
- Approving asset funding through multi-year and long-range financial plans.

CAO is responsible for leading implementation of the Asset Management Policy across the Regional Municipality.

Staff involved in asset management are responsible for observing the requirements of the Asset Management Policy.

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

(Signature of Municipal Clerk)

(Typed name of Municipal Clerk)

Adoption	
Notice to Council:	Date
Approval:	Date
Description:	



WEST HANTS REGIONAL MUNICIPALITY RECOMMENDATION REPORT

To: Committee of the Whole

Submitted by: _____
Diana Gibson, Manager, Accounting & Financial Reporting

Date: May 12, 2020

Subject: Financial Services Department Policies

LEGISLATIVE AUTHORITY

Municipal Government Act Section 23

Area Rate Policy RCOFN-008.00 Legislative Authority

- Municipal Government Act, Chapter 18 of the Acts of 1998

Expense Policy RCOFN-006.00 Legislative Authority

- Municipal Government Act, Bill 10

Hospitality Policy RCOFN-001.00 Legislative Authority

- Municipal Government Act, Bill 10

RECOMMENDATION

Committee of the Whole recommends that . . .

. . . Council approves the Area Rate Policy RCOFN-008.00 for the West Hants Regional Municipality.

. . . Council approves the Expense Policy RCOFN-006.00 for the West Hants Regional Municipality.

. . . Council approves the Hospitality Policy RCOFN-001.00 for the West Hants Regional Municipality.

BACKGROUND

The Municipal Government Act, Section 23 gives council the power to adopt policies as specifically outlined in the Act, or for any matter that the council considers conducive of effective management of the municipality. The policies discussed below provide detailed guidelines on area rate practices and applications, and employee and council expenses, including hospitality expenses. Without these policies the West Hants

Regional Municipality will be responsible for following the two separate policies of the former Town of Windsor and Municipality of West Hants.

DISCUSSION

Area Rate Policy RCOFN-008.00

The purpose of the Area Rate Policy is to provide a framework and guideline for establishing and managing area rates approved by council. This policy details when area rates are required, who can apply for a special area rate, and considerations for council when reviewing area rate applications. Area Rates are used in place of general rates when equal services are not available or desirable throughout the Municipality due to:

- Growth and development occurring at different rates or with different levels of intensity of land use.
- Local or specific needs being met in different ways for practical or historical reasons, including historically separate governance.
- Use of infrastructure and services specific to local areas versus availability across the Municipality.

For a current example of an area rated service would be Hantsport Memorial Community Centre (HMCC).

Expense Policy RCOFN-006.00

The purpose of the Expense Policy is to provide a guideline on what classifies an acceptable, reimbursable expense for employees and councillors. The Policy includes specific information on airfare, hotels, meals, and mileage. This information includes best practices in terms of using the most economical and logical transportation and/or lodging and when per diems are to be used.

As part of Bill 10, Councillor and CAO expenses are posted on the Municipal website every quarter. To ensure timely posting, the Expense Policy includes a requirement to have expenses turn in to the Financial Services Department no later than 30 days after the expense had occurred.

Hospitality Policy RCOFN-008.00

Created in conjunction with the Expense Policy, the Hospitality Policy distinguishes between regular expenses and hospitality expenses. Hospitality expenses are those expenses incurred when hosting individuals from outside of the corporation of the West Hants Regional Municipality. Reasons for hosting outside individuals include, but are not limited to receptions, ceremonies, conferences, performances, and other group events.

Similar to regular expenses, Bill 10 also requires all hospitality expenses be posted publicly each quarter and submitted to Municipal Affairs yearly, to comply with this all hospitality expenses shall be submitted to the Financial Services Department within one month of the event.

FINANCIAL IMPLICATIONS

These policies do not create any immediate financial implications; however, they do provide staff and councillors with the guidelines needed to request reimbursement of expenses; and provide the framework for charging different tax rates as necessary.

ALTERNATIVES

The Committee of the Whole could choose to not move forward with the recommendation; however, this would leave the separate policies of the Former Town of Windsor and Municipality of West Hants in effect, which could cause a substantial difference in administering.

ATTACHMENTS

- Proposed Area Rate Policy RCOFN-008.00
- Proposed Expense Policy RCOFN-006.00
- Proposed Hospitality Policy RCOFN-001.00

Report Prepared by: _____
Diana Gibson, Manager, Accounting and Financial Reporting

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

Report Approved by:  _____
Mark Phillips, Chief Administrative Officer

AREA RATE POLICY

1. PURPOSE

The purpose of this Policy is to provide the framework and guidelines for establishing and managing area rates approved by Council, in accordance with the provisions of the Municipal Government Act, Chapter 18 of the Acts of 1998, and as amended from time to time.

2. DEFINITIONS

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

- a. "CAO" refers to the Chief Administrative Officer of the Municipality.
- b. "Council" refers to the Council of the Municipality.
- c. "General Rate" refers to the tax rate applied across the Municipality for the delivery of equal services.
- d. "MGA" refers to the Municipal Government Act
- e. "Municipality" refers to the West Hants Regional Municipality.
- f. "Owner" refers to the person(s) who owns a property and to whom taxes are assessed.

3. APPLICABILITY

This Policy does not apply to taxes levied under the following:

- a. User Fees and Charges, pursuant to Section 79 of the MGA and Local Improvement Charges under Section 81.

A service or local improvement used directly by a specific group or type of individuals where the Municipality can identify the users or properties receiving the benefit of the services or improvement. These charges currently include:

- Sewer charges,
 - Street improvements fees under the Street Improvement By-law.
- b. Private fees and taxes for a service which is privately owned and the public has no or limited access, in which case any fee or tax collected on their behalf will be fully levied on the users and/or owners, pursuant to Section 81(1)(da) of the MGA. These would include fees such as:
 - Private roads under the Private Roads By-law.

AREA RATE POLICY

- c. Fire Protection Fees, pursuant to Section 80 of the MGA.

4. PRINCIPLES

- a. The Municipality recognizes that the delivery of equal services is funded by sharing costs among taxpayers in proportion to property assessments as a general rate. However, in some instances equal services are unlikely to be available or desirable throughout the Municipality due to:
- Growth and development occurring at different rates and with different levels of intensity of land use.
 - Local or specific needs being met in different ways for practical or historic reasons, including historically separate governance.
 - Use of infrastructure and services specific to local areas versus availability across the Municipality.

It is to be expected that general rate funding would not be applicable in those instances, nor in those instances where former municipal units have different services.

Therefore, prior to levying a tax other than a general rate, Council should consider the following:

- A. Where is the service provided now and where will it be provided in the future, if not the entire Municipality?
 - B. Who will benefit, either directly or indirectly, from the service?
 - C. Who or what has caused the need for the service?
 - D. Is the service standard or level different from that offered in other communities within the Municipality and does this make sense?
 - E. Has there been a recent governance change which is relevant to the issue, and if so, what are the reasonable expectations of both those living in the former municipal unit and those outside the boundaries?
- b. Council will define each service broadly and not tax various parts of the service in ways that are so specific to result in an inconsistent application or undue administrative cost.

Subject to geographically defined services appropriately funded by the Local Improvement Charge under Section 81 of the MGA, Council will not make exceptions to service standards or levels based solely on willingness to pay additional taxes.

AREA RATE POLICY

Special taxes should not be created for amounts that are immaterial.

5. KEY TERMS

- a. Area Rates – for the purposes of this Policy area rates are taxes levied in addition to general rated taxes, at the request of an association, society, or local community group, for which the Municipality has the power to approve and expend for the purposes of:

- Providing a service for an area.
- Increasing the level of service on a significant minority of taxpayers.

These may include operating and/or capital costs.

Operating area rates established in one year may continue from year to year upon presentation and approval by Council of an annual budget. Any surplus or deficit from one year will be applied first to the following year's area rate calculation.

The approved budget, adjusted for surpluses or deficits, forms the basis on which the area rate is calculated.

- b. Area Rated Services – services not readily available to all taxpayers or which exceed service levels provided to the general population such as:

- Sidewalks, street lighting, or road maintenance.
- Recreation, cultural or social expenditures provided directly or indirectly (through a third party) on behalf of the Municipality.
- Cemetery Services.

- c. Affected Area – can be defined in one of the following ways:

- Geographically – the area located within the Municipality, which is situated within the circumference of a circle having as its centre the geographic centre of the section in which the service is located and having a radius appropriate to the service being delivered.

For example, the boundary of a former municipal unit may be designated as a geographic area for purposes of applying an area rate.

- Community of Interest (Facilities or Service) – the area the intended facility or service can reasonably serve.

For purposes of this Policy, Council should adopt the following definitions:

AREA RATE POLICY

- A. Neighbourhood – a facility or service which is usually used daily by citizens who are within a 1 km radius.
 - B. Community – a facility or service which typically attracts people within a 5 km radius or within a former municipal unit.
 - C. Regional – a facility or service which is intended to serve residents of an entire municipality and attract visitors from outside the Municipality.
 - D. Cultural – a facility or outdoor space which has an attached historical or cultural value and may attract people within a 30 km radius.
- d. Community Rate – a rate applied to a geographic area of a former municipal unit intended to offset prior commitments and liabilities entered into prior to any consolidation or dissolution such as debt financing, pension and other liabilities, and contracts continuing beyond one year, as examples.

A portion of the community rate may also be set aside to smooth the impact of future taxes upon the Municipality's taxpayers' entire community as a result of the ending of the dedicated external funding received to offset operational impacts such as equalization payments and streets and roads formerly maintained by a former municipal unit.

Some community rates end once the debts, contracts, or other liabilities are fully satisfied, although area rates may still be applied after that where there is an expanded menu or level of services provided to that community.

6. ROLES AND RESPONSIBILITIES

a. Association, Society, or Local Community Group

Associations, societies, or local community groups are responsible, with the help of Administration, for seeking approval of Council for the area rate fund's annual budget through the annual budgeting process.

Associations, societies, or local community groups are responsible to determine the appropriate funding model to be established for the area rate including:

- The proposed budget, following public input and recommendation.
- Length of funding period if capital in nature, in keeping with the Municipality's capital asset policy.

Associations, societies, or local community groups are responsible for determining if an expense is permissible and are expected to expend funds in

AREA RATE POLICY

accordance with the Municipality's policies and sound business practices, including being accountable to Council for the use of public funds.

b. Financial Services Department

Staff of the Financial Services Department are responsible for:

- Collecting the levy, once approved.
- Processing the payment of expenditures.
- Monitoring appropriateness of expenses.
- Maintaining financial records including all original receipts, invoices, and cheque requisitions.
- Providing advice on financial policies including purchasing and financial reporting.
- Oversight of auditing of accounts as required.

c. Office of the CAO

Staff of the CAO's Office are responsible for:

- Assisting the association, society, or local community group with setting up and recording the results of all votes held at information sessions with the affected taxpayers.
- Providing advice and direction in the preparation of information to be released including the reason for requesting an area rate, what services or level of service the rate will apply to, and the length of time the area rate is proposed to be in place.

7. APPROVAL PROCESS

Area rates must be approved by resolution of Council, ideally, during the annual budget approval process, following a recommendation from the CAO and/or the association, society, or community group having obtained public support.

Council may be guided by, but is not bound by, the results of the recommendation voting process (outlined in **Section 8**).

8. PUBLIC INFORMATION AND RECOMMENDATION PROCESS

Associations, societies, or local community groups are required to notify and seek recommendation of taxpayers for which an area rate is being proposed. Such notification and approval are not required for area rates applied by the Municipality for services provided by the Municipality.

AREA RATE POLICY

Public notification of meetings for associations, societies, or local community groups seeking to obtain, maintain, or increase area rates under **Section 6** of this Policy will be given at least 14 days' notice prior to the date of the meeting. Notifications should be made in the following manner:

- An information letter sent out to all households within the area to be affected, either by door-to-door delivery. Property owners living outside of the district should be contacted via Canada Post.

The information letter should contain detailed information on the operating costs or capital purchase being proposed, the need and the amount of the expenditure, the length of financing, and the estimated area rate anticipated at the time of the notification.

The information letter should also contain the date, time, and location for the public meeting.

- It is the responsibility of the association, society, or local community group to draft and distribute the letter to all properties within the specified area.
 - It is the responsibility of staff to provide the proposed tax rate and post notice of the hearing on the Municipal website.
 - Should the Municipality be required to take on any additional cost as part of the application process, there will be a fee to the association, society, or local community group.
- The public meeting will be open to the general public but only those taxpayers directly affected will be eligible to vote on a recommendation to be made to Council. The Councillor for the affected area will be deemed the Presiding Officer. Where an affected area extends beyond one district, the Presiding Officer will be chosen by the Municipal Clerk for purposes of the meeting.
 - Voting on recommendations to be made to Council will be done by those individuals deemed eligible as determined by the Municipal Clerk as they enter the meeting place. The Municipal Clerk will determine eligibility from the tax roll of the Municipality available at the time the information letter was sent out. The first real property taxpayer registered for each property will be deemed as the eligible voter.

Eligible taxpayers will have one vote per property. Taxpayers may vote by proxy by providing a signed letter indicating the property address and name of the person to be voting, provided no other taxpayer for the property is present. A person can only represent one taxpayer but for multiple properties.

AREA RATE POLICY

- Two eligible voters, appointed by the Presiding Officer will act as scrutineers during the counting of the votes, conducted by the Municipal Clerk. Not more than one of the scrutineers will be a member of the organization requesting the area rate.
- The results of the vote will be declared immediately.

9. APPROVED PURPOSES AND GUIDELINES

Each area rate is required to have an annual detailed budget which is to be submitted in accordance with the annual budgeting process. All expenditures are to be made in accordance with the approved budget.

Area rate funds are to be budgeted on a break-even basis. Any deficit which arises in any year must be the first charge on the area rate in the next fiscal year. Reserves or surplus carryforwards are not to occur without a Council approved reserve.

Area rate funds can only be used for the provision of services within the municipal mandate as defined in Section 65 of the MGA.

Expenditures must comply with the spirit and objectives of the *RCOFN-003.00 Procurement Tendering Policy* and practices as approved by Council.

Expenditures must be in accordance with all Provincial and Federal legislation.

10. RECORD KEEPING REQUIREMENTS

All expenditures must have original supporting documentation for payment, no advances will be issued.

All expenditures should be approved by the appropriate representatives confirming the expenditure is in accordance with the appropriate policies and the good or service has been satisfactorily received, prior to submission to the Municipality for payment.

11. REPORTING REQUIREMENTS

A financial report for each area rate will be prepared by the Financial Services Department on a quarterly basis and provided to the area rate society, association, or local community group and Council.

AREA RATE POLICY

12. REPEAL

The Area Rate Policy, COFN-001.00, dated April 21, 2016 of the former Municipality of the District of West Hants and the Fire Protection Rate Policy dated October 23, 2007 of the former Town of Windsor are hereby repealed.

I, Rhonda Brown, Municipal Clerk of the 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 Windsor and West Hants Municipality at a meeting duly called and held on the ____ day of _____, **2020**.

R.N. Brown
Municipal Clerk

<i>Adoption</i>	
<i>Notice to Council:</i>	
<i>Approval:</i>	
<i>Description: Initial Approval of Area Rate Policy.</i>	

EXPENSE POLICY

1. PURPOSE

The purpose of this Policy is to provide direction for reimbursement of necessary, actual, and reasonable expenses incurred in the conduct of West Hants Regional Municipality business.

2. DEFINITIONS

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

- a. "CAO" refers to the Chief Administrative Officer of the Municipality.
- b. "Resident Member" refers to committee members who are not members of Council or Municipal employees.
- c. "Collective Agreement" refers to the current written contract of employment, which contains provisions governing the terms and conditions of employment for certain employees.
- d. "Council" means the Council of the Municipality.
- e. "Councillor" refers to a Council member and includes the Mayor and Deputy Mayor, unless otherwise indicated.
- f. "Employee" refers to any person directly employed by the Municipality.
- g. "Municipality" refers to West Hants Regional Municipality.

3. APPLICATION

This Policy applies to all councillors, employees, and committee resident members of the Municipality.

Any breach of this Policy will be reviewed and may result in corrective or disciplinary action in accordance with applicable policies.

4. TRAVEL EXPENSES

Travel will be planned, with reservations made in advance, to take advantage of early booking discounts, when possible. Prior to booking travel, employees will ensure it is budgeted for and approved.

- Employees will ensure the appropriate approvals are obtained from their Director.
- Directors will ensure the appropriate approvals are obtained from the CAO.

EXPENSE POLICY

- Councillors will ensure the appropriate approvals are obtained from the CAO.

Employees, with consultation from Directors and Department Administration, are responsible to make all travel bookings, including those for hotels and transportation.

- Travel bookings for councillors will be the responsibility of the department in which the travel is related.

Airfare

- Employees, councillors, and resident members are required to use the lowest logical airfare.
 - Payments for airline tickets will be made using a Municipal credit card, for the additional travel insurance available for the cancellation of flights, lost baggage, and medical care.
 - Travel points associated with the purchase of tickets will be used by the Municipality to offset future travel costs.

Lodgings

- Employees, councillors, and resident members will use the hotel with the lowest reasonable cost, while balancing the proximity to the main conference or meeting location.
 - Personal charges, such as in-room movies or bar fridges, will not be expensed to the Municipality.

Automobile Use

- Employees, councillors, and resident members use of a personal automobile for business purposes will be reimbursed for actual vehicle use.
- The authorized mileage allowance rate will be set by the Municipality, yearly, based on the Province of Nova Scotia Mileage Rate.
- Mileage will be calculated based on the Google Map mileage from the starting point to the destination address, using the shortest, logical route. If the employee is not leaving from the Municipal Office, the employee must subtract the total kilometres they would have used going to and from home.
 - The Municipality may set specific mileage for frequently visited locations, such as the local bank branch or post office.
- For more than one employee, councillor, or resident member travelling to a common destination or for travel exceeding 300 kilometres, the most

EXPENSE POLICY

economical and safe means of transportation, as determined by the Director or Manager, will be used (for example, carpooling or car rental).

When travelling on Municipal business additional miscellaneous expenses may be incurred. Items such as ground transportation, laundry and dry cleaning (where the length of stay exceeds three (3) days), parking, tolls, etc., may be eligible for reimbursement.

5. MEAL ALLOWANCES

Meal allowances will be paid on a per diem basis, or if applicable, as per the Collective Agreement. The following per diem rates are inclusive of taxes and gratuities.

Per Diem	Canada (CDN \$)
Breakfast	\$ 17. ⁰⁰
Lunch	\$ 20. ⁰⁰
Dinner	\$ 30. ⁰⁰
Incidentals	\$ 5. ⁰⁰

Breakfast

- The cost of breakfast may be claimed only when the employee has been travelling on Municipal business for more than one (1) hour before the recognized start time for the day's work.

Lunch

- The cost of lunch may be claimed only when the employee has been travelling on Municipal business beginning before 12 pm.

Dinner

- The cost of the evening meal may be claimed when the employee is not expected to return to their residence before 6:30 pm.

Incidentals

- The cost of incidentals will only be claimed when the employee is staying overnight while on Municipal business.
 - Incidentals are for out of pocket expenses that the employee would not have incurred had they not been travelling. These may include using the copier in a business centre, sending mail, etc.

Meal allowance per diems will be reduced for each business conference meal provided, including meals provided by host organizations or other parties.

Specific high cost destinations will be addressed by the CAO on a case-by-case basis and authorized prior to travel.

EXPENSE POLICY

For Municipal business meetings held by Councillors with awareness of staff, the cost of meals provided must be reasonable and a receipt will be provided for reimbursement. **Alcoholic beverages will not be expensed.**

6. MEETING MEAL ALLOWANCE

On days where there are scheduled meetings of Council or Committees of Council, employees may choose to stay between closing hours and evening meeting times. Employees are entitled to a meeting meal allowance of \$12.⁵⁰ in lieu of mileage.

7. CONFERENCES/WORKSHOPS/EVENTS

Employees, councillors, and resident members may claim all registration fees and course enrolment fees as an expense with prior approval.

8. REIMBURSEMENT

The Expense Claim Form must be submitted for approval to the CAO or Director within thirty (30) business days.

- Travel expenses incurred in foreign currency, must be converted by the traveler to equivalent Canadian dollars on the rate charged on the credit card or Bank of Canada exchange rates on the day of the transactions.
- When out-of-pocket expenses are anticipated to exceed \$200, an advance amount to 75% of the costs may be paid to the individual if deemed necessary by the CAO or Director.

All expenses incurred by Council and the CAO will be posted on the Municipal website for public information, quarterly.

9. REVIEW

In accordance with *Municipal Government Act, Section 23(7)* by the January 31st immediately following a regular election held under the *Municipal Elections Act*, Council will review the Expense Policy and following a motion by Council, either re-adopt the Policy or amend the Policy and adopt as amended.

10. REPEAL

The Travel Expense Policy dated November 1, 2016 of the former Town of Windsor is hereby repealed.

EXPENSE POLICY

I, Rhonda Brown, Municipal Clerk of the Region of Windsor and West Hants Municipality, the Province of Nova Scotia, do hereby certify that this is a true copy of the policy as adopted by the Council of the Region of Windsor and West Hants Municipality at a meeting duly called and held on the ____ day of _____, **2020**.

R.N. Brown
Municipal Clerk

<i>Adoption</i>	
<i>Notice to Council:</i>	
<i>Approval:</i>	
<i>Description: Initial Approval of Hospitality Policy.</i>	

HOSPITALITY POLICY

1. PURPOSE

The West Hants Regional Municipality recognizes that hospitality-related activities are, at times, necessary and legitimate expenses supporting the effective conduct of Municipal business and necessary for diplomacy, protocol, business development, or promotional advocacy. The offering of hospitality will be done in such a manner as to reflect the prudent stewardship of public funds.

The purpose of this Policy is to:

- Provide direction and guidance to councillors and employees with respect to the appropriate expensing of necessary hospitality expenses that support the Municipality's objectives.
- Ensure hospitality is offered in an accountable, economic, and consistent manner in the facilitation of Municipal business and/or for diplomacy, protocol, business development, or promotional advocacy.
- Ensure taxpayers' dollars are used prudently and responsibly with a focus on accountability and transparency.

2. DEFINITIONS

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

- a. "Audit Committee" refers to a committee of Council, which is responsible for assisting Council in meeting its oversight responsibilities by ensuring the adequacy and effectiveness of financial reporting, risk management, and internal controls.
- b. "CAO" refers to the Chief Administrative Officer of the Municipality.
- c. "Council" refers to the Council of the Municipality.
- d. "Councillor" refers to a Council member and includes the Mayor and Deputy Mayor unless the context indicates otherwise.
- e. "Designate" refers to an individual acting in someone's stead.
- f. "Employee" refers to any person directly employed by the Municipality.
- g. "Hospitality" refers to expenses incurred with hosting individuals from outside of the corporation of the West Hants Regional Municipality, for reasons outlined above, including receptions, ceremonies, conferences, performances, or other group events. Allowable expense may include meals, beverages (non-alcoholic), or other approved items. Note: 'outside'

HOSPITALITY POLICY

of the corporation means the corporate entity and is not a reference to geographic boundaries.

- h. "MGA" refers to the Municipal Government Act.
- i. "Municipality" refers to the West Hants Regional Municipality.

3. APPLICATION

This Policy applies to all councillors and employees of the Municipality who incur hospitality expenses while conducting Municipal business.

Hospitality may be offered under the following circumstances:

- Hosting dignitaries,
- Engaging in official public matters with representatives from other governments; business, industry/labour leaders; or other community leaders,
- Sponsoring conferences,
- Hosting prestigious ceremonies/recognition events, or
- Other authorized official functions, as approved by Council or the CAO.

All hospitality events require the *Hospitality Request Form* be submitted to the CAO for prior authorization. The request form will include the following details:

- Rationale/purpose of the event,
- Estimated numbers of attendees and their respective affiliations, and
- Estimated itemized costs including gratuities and supplementary expenses.

In accordance with the MGA, hospitality expenditures include anything pertaining to a Hospitality Event, including:

- Meals
- Beverages
- Room Rental
- Professional Serving Staff
- Gifts

HOSPITALITY POLICY

The giving of token gifts to individuals outside of the Municipality (value not to exceed \$40.00) is sometimes appropriate. Any giving of gifts must have prior approval, using the *Hospitality Request Form*.

The MGA deems the provision of alcohol in the context of hospitality for reasons of diplomacy, protocol, business development or promotional advocacy acceptable in limited circumstances. The guidelines below will be followed for alcohol provision:

- Alcohol served at hospitality events **will not** be paid for or reimbursed by the Municipality but may be offered to individual attendees for purchase.
- Any request for approval to serve alcohol at a hospitality event must be approved in advance of the event.
- Hospitality events involving alcohol must:
 - Be appropriately licensed,
 - Be staffed with servers,
 - Have drink limits in place,
 - Serve food,
 - Have alternative transportation available (public transit, designated drivers, taxi, etc.).
- All employees and councillors will act responsibly in the care and well-being of themselves, other employees, and their respective guests with respect to service of alcohol.

In accordance with the MGA, the Municipality will prepare a hospitality expense report within 90 days of the end of each fiscal quarter. This report will be posted on the Municipal website for public viewing. A yearly report will be submitted to the Department of Municipal Affairs and Housing.

To ensure timely reporting:

- All *Hospitality Request Forms*, with final costs added and copies of invoices and/or receipts must be submitted to the CAO within one (1) month of the event.
- Original hospitality expense receipts must be submitted to the Accounts Payable Coordinator within one (1) month of the event for payment or reimbursement.

4. ACCOUNTABILITIES

Mayor is responsible for:

- Reviewing hospitality-related expenses for the CAO and approving these hospitality events.

HOSPITALITY POLICY

Audit Committee is responsible for:

- Ensuring compliance with the requirements established by this Policy with respect to hospitality expenses.

CAO is responsible for:

- Using discretion to make decisions and choices with some degree of flexibility, while maintaining compliance and consistent application of this Policy. When a situation arises, and discretion needs to be exercised, the CAO should consider whether the request is:
 - Able to stand up to scrutiny by auditors and members of the public,
 - Properly explained and documented,
 - Fair and equitable,
 - Reasonable, and
 - Appropriate.

Employees are responsible for:

- Acting in accordance with this Policy.
- Submitting completed hospitality request forms before and after the event to the CAO, as outlined in Section 3 of this Policy.
- Submitting original hospitality expense receipts to the Accounts Payable Coordinator for payment.

The **Financial Services Department** is responsible for:

- Providing advice and assistance to the CAO regarding the application of this Policy.
- Monitoring hospitality expenses for appropriate usage and consistency with Policy directives.
- Processing hospitality-related expenses.
- Monitoring the effectiveness and consistent application of this Policy including coordinating periodic reviews of hospitality expenses to ensure compliance with this policy.
- Preparing quarterly and yearly reporting requirements.

*HOSPITALITY POLICY***5. REVIEW**

In accordance with MGA, Section 23(7) by the January 31st immediately following a regular election held under the *Municipal Elections Act*, Council will review the Hospitality Policy and, following a motion by Council, either re-adopt the Policy or amend the Policy and adopt as amended.

6. REPEAL

The Hospitality Policy, COFN-008.00, dated December 11, 2018 of the former Municipality of the District of West Hants and the Hospitality Policy and Request Form dated June 25, 2019 of the former Town of Windsor are hereby repealed.

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

R.N. Brown
Municipal Clerk

<i>Adoption</i>	
<i>Notice to Council:</i>	
<i>Approval:</i>	
<i>Description: Initial Approval of Hospitality Policy.</i>	

WEST HANTS REGIONAL MUNICIPALITY
HOSPITALITY REQUEST FORM

Purpose for hospitality:

Estimated number of attendees: _____ **Actual number of attendees:** _____

Affiliations of attendees:

Itemized costs including gratuities and supplementary expenses:
Examples: Meals, Beverages (non-alcoholic), room rentals, serving staff, gifts

Item	Estimated Cost (pre-event)	Actual Cost (post event)
TOTAL		

WEST HANTS REGIONAL MUNICIPALITY
HOSPITALITY REQUEST FORM

Alcoholic Beverage Approval

* Please note, that even once approved, Alcoholic beverages are not reimbursed, however the expense of professional serving staff is reimbursed.

Purpose for needing Alcoholic Beverages:

Checklist for Approval:

- ☐ Appropriate License Obtained
- ☐ Professional Serving Staff
- ☐ Appropriate Drink Limits
- ☐ Event will include Food Service
- ☐ Alternative Transportation Provided

Claimant Name

Claimant Signature

Date:

**Hospitality Pre-
Authorization**

Date:

**Reimbursement
Approval**

Date:

*Attach receipt copies to this completed form for hospitality approval.



**REGION OF WINDSOR AND WEST HANTS MUNICIPALITY
RECOMMENDATION REPORT**

To: Committee of the Whole

Submitted by: 
Shelleena Thornton, Administrative Supervisor

Date: May 12, 2020

Subject: Dangerous or Unsightly Premises Policy RCOGE-005.00

LEGISLATIVE AUTHORITY

Municipal Government Act, Chapter 18 of the Acts of 1998, Part XV, Dangerous or Unsightly Premises.

RECOMMENDATION

...that Committee of the Whole recommends to Council

that Council approves the Dangerous or Unsightly Premises Policy, RCOGE-005.00, which includes rescinding of the Dangerous or Unsightly Premises Policy COGE-009.00 of the former Municipality of the District of West Hants dated July 10, 2018.

BACKGROUND

The Municipal Government Act states that, “every property in a municipality shall be maintained so as not to be dangerous or unsightly.” Under the current Dangerous or Unsightly Premises Policy of the former Municipality of the District of West Hants, the Chief Administrative Officer (also referred to as the “Administrator”) is the employee appointed by Council to be responsible for enforcement.

DISCUSSION

The Municipal Government Act permits the “Administrator” to delegate authority and responsibilities. With this proposed Policy, the Administrator could delegate this authority to another employee of the Municipality. Although such delegation is not required to be identified in the Policy, the intent here is that it would be delegated to the Manager, Building and Fire Inspection Services.

The proposed Policy delegates the power to order demolition to the Committee of the Whole and the power to hear appeals of orders issued by the Administrator or Committee of the Whole to Council, not the Administrator or designate.

The proposed Policy includes the requirement for complaints of dangerous or unsightly properties to be in a format approved by the Administrator which will require the complainants name and contact information. This will aid in any legal disputes that may arise. All complaints are confidential except where required by law.

NEXT STEPS

Enforcement of the Dangerous or Unsightly Premises Policy would be administered uniformly within the West Hants Regional Municipality.

FINANCIAL IMPLICATIONS

There are no significant financial implications.

ALTERNATIVES

- Not approve the proposed Policy, in which case the current policy of the former Municipality of the District of West Hants remains in effect for the geographic area of the former West Hants municipality only (would not include the community of Windsor)
- Suggest changes to the proposed Policy, staff would have to review the suggestions to determine compliance with legislation.

ATTACHMENTS

- Proposed Dangerous or Unsightly Premises Policy, RCOGE-005.00

Report Prepared by:



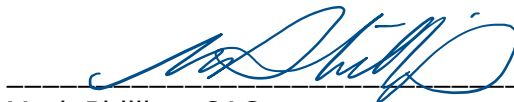
Shelleena Thornton, Administrative Supervisor

Report Reviewed by:



Rhonda Brown, Municipal Clerk

Report Approved by:



Mark Phillips, CAO

1. PURPOSE

In accordance with the Municipal Government Act, all properties in the Municipality will be maintained so they are not dangerous or unsightly. This Policy outlines the requirements for reporting a dangerous or unsightly property and the actions the Municipality will take where a property is alleged to be dangerous or unsightly.

2. DEFINITIONS

- a. “Administrator” means the employee of the Municipality or other persons designated by the Chief Administrative Officer to be responsible for the provisions of the Municipal Government Act, except where the context otherwise requires, and includes a person acting under the supervision and direction of the Administrator.
- b. “Council” means the Council of the West Hants Regional Municipality.
- c. “Dangerous or unsightly” as per Section 3(r) of the Municipal Government Act means partly demolished, decayed, deteriorated or in a state of disrepair so as to be dangerous, unsightly or unhealthy, and includes property containing

- i. ashes, junk, cleanings of yards or other rubbish or refuse or a derelict vehicle, vessel, item of equipment or machinery, or bodies of these or parts thereof;
- ii. an accumulation of wood shavings, paper, sawdust, dry or inflammable grass or weeds or other compostable material;
- ii.a. an accumulation or collection of material or refuse that is stockpiled, hidden or stored away and is dangerous, unsightly, unhealthy or offensive to a person; or
- iii. any other thing that is dangerous, unsightly, unhealthy or offensive to a person,

and includes property or a building or structure with or without structural deficiencies

- iv. that is in a ruinous or dilapidated condition,
- v. the condition of which seriously depreciates the value of land or buildings in the vicinity,
- vi. that is in such a state of non-repair as to be no longer suitable for human habitation or business purposes,
- vii. that is an allurements to children who may play there to their danger,
- viii. constituting a hazard to the health or safety of the public,
- ix. that is unsightly in relation to neighbouring properties because of the exterior finish of the building or structure or the landscaping is not maintained,
- x. that is a fire hazard to itself or to surrounding lands or buildings,

WEST HANTS REGIONAL MUNICIPALITY
DANGEROUS OR UNSIGHTLY PREMISES POLICY

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- xi. that has been excavated or had fill placed on it in a manner that results in a hazard, or
 - xii. that is in a poor state of hygiene or cleanliness.
 - d. “Municipality” means West Hants Regional Municipality.
 - e. “*Municipal Government Act*” refers to Part XV *Dangerous or Unsightly Premises* of the Municipal Government Act.
 - f. “Owner” includes
 - i. a part owner, joint owner, tenant in common or joint tenant of the whole or any part of the land or a building.
 - ii. in the case of the absence or incapacity of the person having title to the land or building, a trustee, an executor, a guardian, an agent, a mortgagee in possession or a person having the care or control of the land or building.
 - iii. a person who occupies shores, beaches or shoals, and
 - iv. in the absence of proof to the contrary, the person assessed for the property.

3. DELEGATION OF RESPONSIBILITIES

- a. Council delegates its authority under the *Municipal Government Act* to the Administrator, except the authority to order demolitions.
- b. Council delegates its authority to order demolitions under the *Municipal Government Act* to the Committee of the Whole.
- c. Council will hear appeals of orders issued by the Administrator or the Committee of the Whole.

4. REPORTING OF DANGEROUS OR UNSIGHTLY PREMISES

- a. All complaints of dangerous or unsightly premises by a resident must be on the complaint form approved by the Administrator, which includes the complainants name and contact information.
- b. Incomplete complaint forms will not be investigated unless there is an immediate public safety concern based on the information provided.
- c. Complaints of dangerous or unsightly premises are confidential but may be revealed in accordance with the Freedom of Information and Protection of Privacy Act of Nova Scotia, Part XX of the Municipal Government Act or a court order.
- d. The Administrator will, at least twice a year, provide a public report to Council describing the status of dangerous or unsightly property orders and the remedial progress made.

5. INVESTIGATIONS AND DETERMINATIONS

- a. Once a completed complaint form has been filed with the Administrator, an investigation will be conducted to determine if the property is dangerous or unsightly. The investigation may be delegated by the Administrator to appropriate Municipal staff and may include photographs and/or video recordings documenting the property's condition, obtaining further details from the complainant, and discussing the condition of the property with the owner.
- b. The Administrator will determine if the property is dangerous or unsightly and what action is necessary.
- c. If the property is dangerous or unsightly but immediate action is unnecessary, the Administrator may:
 - i. send a letter to the owner, by registered mail, notifying them of the complaint and what is required to remedy the conditions within 30 days or other reasonable time frame based on inclement weather or other restrictions.
 - ii. if the owner does not remedy the conditions within the determined time frame, then the Administrator will issue an Order to the owner to remedy the condition or refer the complaint to the Committee of the Whole for a Demolition Order.
- d. If the property is dangerous or unsightly and requires immediate action, the Administrator may take one or more of the following actions:
 - i. issue an Order to the owner to remedy the conditions;
 - ii. issue an Order to the owner to vacate the property;
 - iii. refer the complaint to the Committee of the Whole for a Demolition Order; or
 - iv. take immediate actions necessary to prevent the danger, including the removal of the dangerous structure or condition, for the purpose of public safety. (Also refer to Section 9 Costs and Penalty)

6. DEMOLITION

- a. If the complaint is referred to the Committee of the Whole for a Demolition Order, the owner will be notified, not less than seven (7) days before, of the time, date and place of the Committee of the Whole meeting which will consider the Demolition Order.
- b. The notice will be sent to the owner by registered mail at least fourteen (14) days before the meeting and will be posted in a noticeable place on the property at least seven (7) days before the meeting.

WEST HANTS REGIONAL MUNICIPALITY
DANGEROUS OR UNSIGHTLY PREMISES POLICY

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- c. At the Committee of the Whole meeting where the Demolition Order will be considered, the owner may appear and be heard before any order is made.
 - d. Where a building or other structure may be ordered for demolition, the Administrator will:
 - i. cause a subsearch through the Land Registry from the date of the deed of the owner up to the present date and cause a twenty (20) year judgement search on the owners of the property to determine the owners of the property and any encumbrances against the property, and if so, the addresses of the encumbrancers;
 - ii. determine if there are any ongoing investigations of the building or structure by the Royal Canadian Mounted Police, Fire Marshal's Office or other law enforcement agencies;
 - iii. determine if the building or structure was insured and if so, the name and address of the insurance company;
 - iv. send a copy of the notice to the owners by registered mail to all encumbrancers, the insurance company and if appropriate the Royal Canadian Mounted Police, Fire Marshal's Office or other law enforcement agencies.
 - e. Where a demolition Order has been made by the Committee of the Whole, the owner will obtain from the Municipality a demolition permit and the Municipality will waive the fee for such permit.
 - f. Where an Order requires the demolition or removal of a building or structure, the Administrator may cause the occupants to be removed, using force if required, to complete the demolition.

7. ORDERS

- a. All Orders issued by the Administrator or the Committee of the Whole will be sent to the owner by registered mail or served upon the owners and posted on the property in a noticeable place.
- b. An Order on a property which sold for non-payment of taxes will be sent to both the previous owner and the person who bought the property at tax sale, if the redemption period has not expired.
- c. All Orders should provide at least thirty (30) days for compliance by the owner. This time period may be extended or lessened depending on public safety, weather or other restrictions.
- d. Where the owner fails to comply with an Order of the Administrator or Committee of the Whole within the specified time frame or at the request of the owner, the Administrator may cause the work specified in the Order to be carried out without a warrant or other legal process.

WEST HANTS REGIONAL MUNICIPALITY
DANGEROUS OR UNSIGHTLY PREMISES POLICY

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- e. The Administrator will follow the Procurement and Tendering Policy of the Municipality when causing remedial work to be done on a property.

8. APPEALS

- a. The owner may appeal an Order of the Administrator or Committee of the Whole to Council within seven (7) days after the Order is made.
- b. Appeals will be received by the Administrator in written form from the owner, and will reference the property and Order being appealed and signed.
- c. The owner will be notified, not less than seven (7) days before, of the time, date and place of the Council meeting which will consider the appeal.
- d. The Order which is under appeal will be suspended until a decision by Council is made.

9. COSTS AND PENALTY

- a. If the owner fails to comply with an Order and the Administrator causes the remedial work to be done, the cost of the work and interest will be collected in the same manner as ordinary taxes. The cost will form a lien against the property.
- b. Where the owner fails to comply with an Order, the owner may be charged in accordance with the powers granted under the *Municipal Government Act*.

10. OTHER

- a. Powers, responsibilities, abilities and procedures not specifically stated in this Policy⁷ will be in accordance with the *Municipal Government Act*⁷ as amended from time to time.
- b. Where there is a conflict between this Policy and the *Municipal Government Act*, the *Municipal Government Act* will prevail.

11. REPEAL

The Dangerous or Unsightly Policy, COGE-009.00, of the former District of Municipality of West Hants dated July 10, 2018 is hereby repealed.

WEST HANTS REGIONAL MUNICIPALITY
DANGEROUS OR UNSIGHTLY PREMISES POLICY

I, Rhonda Brown, Municipal Clerk of the 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 West Hants Regional Municipality at a meeting duly called and held on the ____ day of _____ (month), _____ (year).

R. N. Brown
Municipal Clerk

<i>Adoption</i>	
<i>Notice to Council:</i>	<i>Date</i>
<i>Approval:</i>	<i>Date</i>
<i>Description:</i>	



**WEST HANTS REGIONAL MUNICIPALITY
RECOMMENDATION REPORT**

To: Members of the Committee of the Whole

Submitted by: 

Rhonda Brown, Municipal Clerk

Date: May 12, 2020

Subject: Deed Transfer Tax By-law, RD-001

LEGISLATIVE AUTHORITY

Municipal Government Act, Section 102

RECOMMENDATION

Committee of the Whole recommends that...

... Council gives First Reading and holds a Public Hearing to consider approving the Deed Transfer Tax By-law, RD-001, as presented to Committee of the Whole on May 12, 2020.

BACKGROUND

The former municipal units of West Hants and Windsor each have a Deed Transfer Tax By-law which allows for 1.5% of the sale price of all properties that is transferred by deed to be collected by the municipalities. The former Municipality of West Hants implemented a deed transfer tax in 2004 at a rate of 1%, this was increased to 1.5% in 2018. The former Town of Windsor implanted their deed transfer tax in 2005 and amended it in 2007 when the rate was set to 1.5%.

The tax generates revenue for services that support the annual tax rate. The Registry of Deeds collects the deed transfer tax and remits it back to the municipalities. The maximum deed transfer tax rate allowed under the Municipal Government Act is 1.5%.

DISCUSSION

In March 2020, the Registry of Deeds had been notified of the Windsor-West Hants consolidation, allowing them to prepare for the changes that would be required for the collection and remittance of the tax to the Regional Municipality. Since the deed transfer tax rate for both former municipal units was the same, the Registry of Deeds

provided notification to authorized lawyers of the name change, thus allowing them to properly prepare and submit information to the Registry of Deeds as of April 1, 2020.

The Deed Transfer Tax By-law, RD-001, consolidates and repeals the two current by-laws to ensure the same tax applies to all properties within the Regional Municipality and aligns with process at the Registry of Deeds. The deed transfer tax rate remains the same at 1.5% and states the Register of Deeds continues to collect the tax on behalf of the Regional Municipality.

NEXT STEPS

Should Council approve First Reading, a Public Hearing would be scheduled for the Council meeting on June 23, 2020. If meeting restrictions still apply the Public Hearing may be conducted in the same manner as those for Planning documents during COVID-19.

Notice of the Public Hearing will be placed in the newspaper, on the website and on social media. In addition, letters will be sent to Service Nova Scotia and the Nova Scotia Barristers Society informing them of the proposed By-law.

FINANCIAL IMPLICATIONS

In 2018-19 the combined revenue of both former units from deed transfer tax was \$872,696.73, in 2019-20 the revenue was \$1,230,587.72. As the proposed By-law provides for a deed transfer tax rate of 1.5%, which is the same as the current rates by the former municipal units, there are no financial implications and it is estimated the 2020-2021 revenues will be \$850,000.

ALTERNATIVES

Committee of the Whole could recommend:

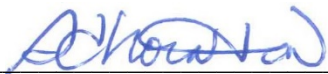
- That Council does not approve First Reading, but repeal both existing Deed Transfer Tax By-laws thereby removing the deed transfer tax from the Regional Municipality, this option would have budget and tax rate implications, as it would be a loss of approximately \$850,000.
- That Council choose to amend the By-law to lower the deed transfer tax rate, this option would have budget and tax rate implications which would depend on the rate set.

ATTACHMENTS

1. Proposed Deed Transfer Tax By-law, RD-001
2. Deed Transfer Tax By-law #30 of the former Town of Windsor
3. Deed Transfer Tax By-law, D-002 of the former Municipality of the District of West Hants

Report Reviewed by: _____

Carlee Rochon, Director of Financial Services

Report Reviewed by: 
Shelleena Thornton, Administrative Supervisor

Report Approved by: 
Mark Phillips, Chief Administrative Officer

DEED TRANSFER TAX BY-LAW

1. TITLE

This By-law shall be cited at the Deed Transfer Tax By-law.

2. DEFINITION

In this By-law "Region of Windsor and West Hants Municipality" means the Municipality incorporated by the *Region of Windsor and West Hants Municipality Act*, SNS 2018, c.26, irrespective of whether it has had its name changed by virtue of Section 11 of that Act or otherwise.

3. BY-LAW

- a. A deed transfer tax shall apply to properties in the Region of Windsor and West Hants Municipality, effective on and after April 1, 2020.
- b. The amount of the deed transfer tax shall be the sum of one and one half per cent (1.5%) of the sale price or value of the property.
- c. Section 3 Interpretations and Part V Deed Transfers of the *Municipal Government Act*, R.S.N.S. 1998, c. 18 shall apply to deed transfers.
- d. For the purposes of this By-law, "persons married to one another" shall include those who have entered into a domestic partnership declaration and have registered such declaration in accordance with Part II of the *Vital Statistics Act*, R.S.N.S. 1989, c. 494
- e. Pursuant to Section 110 of the *Municipal Government Act* R.S.N.S 1998, c. 18, the Registrar of Deeds is hereby appointed as the agent and collector of the deed transfer tax and has all the powers of the treasurer pursuant to Part V of the *Municipal Government Act*, R.S.N.S.1998, c. 18.

4. REPEAL

- a. By-law 30 Deed Transfer Tax By-law of the Town of Windsor dated August 28, 2007, and all previous such by-laws are hereby repealed on the effective date.
- b. D-002 Deed Transfer Tax By-law of the Municipality of the District of West Hants dated September 14, 2004 as amended on March 8, 2016 and July 10, 2018, and all previous by-laws are hereby repealed on the effective date.

5. EFFECTIVE DATE

- a. This By-law shall be effective on April 1, 2020.

DEED TRANSFER TAX BY-LAW

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

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

By-Law Adoption	
First Reading:	Date
Notice Published:	Date
Second Reading & Approval	Date
Final Publication	Date
Notice to Municipal Affairs	Date
Description:	



TOWN OF WINDSOR BYLAW # 30 DEED TRANSFER TAX BYLAW

- 30.1** This Bylaw is entitled the "Deed Transfer Tax By-law"
- 30.2** A deed transfer tax applies in the Town of Windsor.
- 30.3** Effective on September 1, 2007 the rate of the deed transfer tax in the Town is 1.5 percent (1.5%) of the value of the property transferred.
- 30.4** By-law Number 30 of the By-laws of the Town adopted by the Council on July 26, 2005 is repealed and this By-law is substituted in its place.

Deed Transfer Tax By-Law
Bylaw 30

Clerk's Annotation for Official By-Law Book

Date of first reading of by-law: July 24, 2007

Date of advertisement of Notice of Intent to Consider: July 12, 2007

Date of second reading of by-law: July 24, 2007, August 28, 2007

*Date of advertisement of Passage of By-Law: September 20, 2007

Date of mailing to Minister a certified copy of By-Law: September 21, 2007

I certify that this DEED TRANSFER TAX BY-LAW was adopted by Council
and published as indicated above.



Louis Coutinho
Chief Administrative Officer
Town of Windsor

21 September 07

Date



MUNICIPALITY OF THE DISTRICT OF WEST HANTS
Deed Transfer Tax By-Law (Consolidated)

1. The Municipal Deed Transfer Tax By-law passed by the Council of the Municipality of the District of West Hants on the 10th day of April, A.D., 2001 and published in the Hants Journal, a newspaper circulating in the Municipality of the District of West Hants, on the 18th day of April, A.D., 2001, be and is hereby repealed in its entirety, and the following is substituted therefor.
2. A deed transfer tax shall apply to the Municipality of the District of West Hants including effective April 1, 2016, properties located within the former Town of Hantsport.
3. The amount of the deed transfer tax shall be the sum of one and one half percent (1.5%) of the sale price or value of the property.
4. Part V, "Deed Transfers", and Section 3 (Interpretations) of the *Municipal Government Act*, Stats. N.S. 1998, Chapter 18, shall apply to deed transfers.
5. For the purposes of this By-law, "persons married to one another" shall include those persons who have entered into a domestic partnership declaration and have registered such declaration in accordance with Part II of the *Vital Statistics Act*, R.S.N.S., Chapter 494.

I, **Dwight M. Bennett**, C.A.O. and Municipal Clerk-Treasurer of the Municipality of the District of West Hants, do hereby certify that the foregoing is a true copy of the Deed Transfer Tax By-law duly passed at a duly called meeting of the Municipal Council of the Municipality of the District of West Hants duly convened and held on the **14 day of September, A.D., 2004** and published in the Hants Journal, a newspaper circulating in the Municipality on the **22 day of September, A.D., 2004**.

Given under the hand of the Municipal Clerk and under the corporate seal of the said Municipality this **22 day of September, A. D., 2004**.

Dwight M. Bennett, C.A.O.
Municipal Clerk-Treasurer

By-Law Adoption	
First Reading:	August 10, 2004
Notice Published:	Unknown
Second Reading & Approval	September 14, 2004
Final Publication	September 22, 2004
Notice to Municipal Affairs	September 22, 2004
Description: Passing of the original By-law.	
Amendment #1	
First Reading:	February 9, 2016
Notice Published:	February 18, 2016
Second Reading & Approval	March 8, 2016
Final Publication	March 31, 2016
Notice to Municipal Affairs	March 9, 2016
Description: Amend the Deed Transfer Tax By-law to include the community of Hantsport. Recorded as By-law D-001.	
Amendment #2	
First Reading:	May 8, 2018
Notice Published:	June 26, 2018
Second Reading & Approval	July 10, 2018
Final Publication	July 17, 2018
Notice to Municipal Affairs	July 17, 2018
Description: Amends the Deed Transfer Tax By-law by increasing the deed transfer tax to one and one half percent (1.5%). Recorded as By-law D-004.	



**REGION OF WINDSOR AND WEST HANTS MUNICIPALITY
RECOMMENDATION REPORT**

To: Committee of the Whole

Submitted by: 
Todd Richard, Director of Public Works

Date: May 12, 2020

Subject: Tender Award Recommendation – Highland Ave & Churchill St.

LEGISLATIVE AUTHORITY

Nova Scotia Municipal Government Act, Section 65 authorizes Council to expend funds for municipal purposes, and specifically 65(aa) streets, culverts, retaining walls, sidewalks, curbs and gutters.

RECOMMENDATION

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

...that a recommendation be made to Council to approve proceeding with the Highland Avenue and Churchill Street rehabilitation project identified in the 2020/21 capital budget at a cost of \$1,615,092, plus applicable taxes, including a 10% project contingency.

and

that Council approve the award of tender TOW2020-0306 for construction work to the low compliant bidder, Gary Parker Excavating, for the tendered price of \$1,407,783.99.

BACKGROUND

The region intends to replace road structure, water and combined sewer infrastructure on Highland Avenue (approximately 390m) and Churchill Street (approximately 85m), as well as install a new water main along an existing easement from Highland Avenue to Alexander Drive (approximately 95m) within the community of Windsor.

These streets currently have no sidewalks, and both street surfaces are narrow and in poor condition. Construction will involve installation of a curb and gutter

system on both streets to separate storm water from sanitary sewer; as well as the addition of a concrete sidewalk on the North side of Highland Avenue and the East side of Churchill Street. Highland Avenue will have a new cul-de-sac installed at the end of the roadway to improve traffic turning. The water easement will create a loop to improve water quality and create water service redundancy for residents on both streets.

DISCUSSION

Public Works staff released a Public Tender Call for Project TOW2020-0306 - Highland Avenue and Churchill Street with a closing date of March 26, 2020. The Tender was posted to the Provincial Procurement Site, with notification given on the Town of Windsor web site.

A public opening was held on March 26, 2020, with six (6) bids received. All bids were received with fixed unit pricing based on approximate quantities for the specified scope of work. The following table summarizes the project cost by each of the proponents; and was utilized as the basis for recommendation to Council.

Gary Parker Excavating Ltd.	\$ 1,407,783.99
Dexter Construction	\$ 1,600,351.50
Spicer Construction	\$ 1,663,553.20
Ocean Contractors	\$ 2,198,479.15
Mid Valley Construction	\$ 2,827,919.00
Brycon Construction	\$ 2,961,250.00

The Tender pricing received for the full scope of work was lower than the combined amounts proposed to Windsor Council in the 2019/20 Capital Budgets.

General Streets and Sidewalks	\$ 936,130.00
Sewer Utility	\$ 238,534.00
Water Utility	\$ 440,428.00
2019 / 20 Combined Capital Budget (Proposed):	\$ 1,615,092.00

Staff has conducted a review of the low bidder's submission and are satisfied with the documentation provided. Gary Parker Excavating has completed similar construction projects and is qualified and capable of executing this project scope for the Region. Most recently Gary Parker Excavating has completed the Alexander Street Renewal project for the Town of Windsor and is currently completing the Prince Street & Main Street Rehabilitation project in the community of Hantsport.

NEXT STEPS

If approved by Committee of the Whole and subsequently ratified by Council, along with approval of the proposed Capital Budgets; Public Works staff will award the contract to the proposed successful bidder and schedule a project kick-off meeting to coordinate details for construction to begin. This will include public communication to the community and with the residents immediately affected by this construction project.

FINANCIAL IMPLICATIONS

The proposed 2020/21 Capital Budget for this project is comprised of \$936,130 of general roads/sidewalks capital, \$238,534 of sewer utility capital and \$440,428 of water utility capital, for a combined total of \$1,615,092. Please note the project budget includes estimates not only for construction but also for design work and project contingencies.

Funding sources identified in the budgets include town debt \$600,000; 262,906 town capital reserve; \$73,224 town gas tax; \$238,534 sewer reserve; and the remaining \$440,428 from the water utility depreciation reserve.

Given the low tender result below budget amounts, these funding allocations will change to reflect the actual cost of project.

ALTERNATIVES

1. COTW/Council may choose not to fund or award this capital project;
2. COTW/Council may choose to direct staff to find alternative funding sources;
3. COTW/Council may choose to award this contract to an alternative contractor.

Neither of these alternatives are being recommended to Committee of the Whole/Council.

ATTACHMENTS

None - Proponent Tender Submissions are available upon request.

Report Prepared by: _____

Brad Carrigan, Manager, Capital Projects

Todd Richard, Director of Public Works

Report Reviewed by: _____

Todd Richard, Director of Public Works

Carlee Rochon, Director of Financial Services

Report Approved by:  _____

Mark Phillips, Chief Administrative Officer



**REGION OF WINDSOR AND WEST HANTS MUNICIPALITY
AGENDA REQUEST FORM**

Name:	Jim Ivey		
Date:	May 6 2020	Date Submitted to CAO:	May 6, 2020

Request– Initial – to be completed by Council Member

Detail	The purpose for adding the Avon River Causeway to our agenda is to initiate a discussion / review of the potential for economic development opportunities within the West Hants Regional Municipality that may result from the 101 Highway twinning of the Avon River Causeway. By way of brief background, as part of the early process three main options were initially being considered for the aboiteau / river passage design. They included: 1. Status Quo (maintain lake with improved fish passage) 2. Partial tidal flow via a new aboiteau structure for improved fish passage (referred to as Option C & D in NSTIR planning documents) or 3. Open tidal flow (bridge-like design) for improved / natural fish passage. The decision for a new causeway design requires DFO approval. While our mandate as municipal officials does not include authority or input over the waterways or fish passage - local tourism, economic and community development policy are part of our decision making scope. The Option / Opportunity Since the installation of the causeway 50 years ago we have not leveraged or taken advantage of the opportunity which sits on our doorstep. Windsor is geographically positioned on the 101 highway and the doorstep of Avon River at the head the Minas Basin which is at the head of the Bay of Fundy. <i>Home to the word's highest tides</i>, the Bay of Fundy was recognized in 2014 as one of the 7 Natural Wonders of North America. No other community is as well positioned as we are with direct 101 highway access to the Minas Basin and the Bay of Fundy. In a nutshell, the reason for highlighting these points is that we have not evaluated the economic opportunity for water transit in and out of the lake or river through the Minas Basin to the Bay of Fundy / Cape Split. Nor have we evaluated the potential for cultural or historic presentation along the shoreline that was instrumental in bringing together (and departure) of the
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	peoples who have lived here including the British, French Acadians, First Nations, Planters, Loyalists, including ship building, shipping companies and others. The opportunity may exist to create an environment that is conducive for boat tours, water taxis (Avondale, Kempt Shore, Hantsport music festivals) fishing charters, tidal river rowing, sailing and boating that could be evaluated to include tours to Horton Landing, Avondale, Hantsport, Shubenacadie, Grand Pre, Somerville, Pugwash and so many more. Its important to note with all the highway construction and the moving of earth that will be done along the shorelines and in the aboiteau-like structure (to be determined), we really should evaluate if a new economic development opportunity exists for our region at a lower cost than could be done at any other time. In order to be prepared for whatever decision and solution comes from the process that is unfolding, we may wish to determine and communicate in advance what each option presents like for our regional municipality. By way of examples: 1. If a decision is made to maintain the existing lake structure with an aboiteau similar to the current design we might consider if that should include the installation of wharfs on either side of the causeway; if the new structure might include a lock-style structure for passage of boats in and out of the lake. 2. If a decision is made to maintain a modified lake structure (lower water levels) with a new style aboiteau, we should consider defining what that might look like. As examples it might require modifications to the dykes; it might include the addition of wharfs and jetties; it might include a swing or draw bridge type structure or perhaps a raised bridge section that allows for boat passage of pre-defined sizes/heights. 3. If a decision is made for open tidal flow of the river, it might include all of the above with an engineered bridge that could withstand tidal flow that would allow open boat passage and the ability for timed passage of larger boats of up-to a particular size. To provide a sense of the policy which drives DFO decisions a few key segments relating to fish passage and preservation policy of DFO from the federal fisheries act are identified for ease of access here: Fisheries Act source : https://www.dfo-mpo.gc.ca/pnw-ppe/policy-politique-eng.html The complete act should be reviewed but these are some key segments and might give us insight into their policy-based direction. Segments of the Fisheries Act: 5.3 Conservation and protection of fish and fish habitat
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	<i>The Fisheries Act and the Species at Risk Act provide a legal basis for conserving and protecting fish and fish habitat. The fish and fish habitat protection provisions of the Fisheries Act provide a holistic approach to conserving and protecting fish and fish habitat, supported by policies and programs that provide for the long-term sustainability of freshwater and marine resources.</i> <i>The fish and fish habitat protection provisions of the Fisheries Act include:</i> <i>• a prohibition against causing the death of fish, by means other than fishing (section 34.4)</i> <i>• a prohibition against causing the harmful alteration, disruption or destruction of fish habitat (section 35)</i> <i>• a framework of considerations to guide the Minister's decision-making functions (section 34.1)</i> <i>• ministerial powers to ensure the free passage of fish or the protection of fish or fish habitat with respect to existing obstructions (section 34.3)</i> <i>When applying these provisions, the Department will employ a risk-based approach to determine the likelihood and severity of potential impacts to fish and fish habitat that could result from a given work, undertaking or activity.</i> 6.0 Roles and responsibilities: Protecting fish and fish habitat is a shared responsibility <i>Canada's fish and fish habitat are a shared resource that provides social, economic and ecological benefits - but they are also finite and vulnerable. They must therefore be conserved and protected to maintain these benefits for present and future generations. Many partners and stakeholders, including federal departments, provincial and territorial governments, Indigenous peoples, recreational fishing groups, conservation organizations and industry groups share a common interest in the conservation and protection of fish and fish habitat. The conservation and protection of fish and fish habitat may best be achieved when these partners and stakeholders work together to conserve and protect fish and fish habitat.</i> 6.1 Proponents <i>Works, undertakings, or activities taking place in or near water may harmfully impact fish or fish habitat. Proponents of these activities should:</i> <i>• understand the types of harmful impacts their works, undertakings, or activities are likely to cause</i> <i>• take measures to avoid harmful impacts, including following relevant standards, codes of practice, or regulations</i> <i>• request an exception to the section 34.4 and 35 prohibitions from the Minister when it is not possible to avoid harmful impacts to fish and</i>
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	<i>fish habitat, and abide by the conditions of any such exception. In most cases, this exception would be in the form of Ministerial authorizations granted to proponents under the Authorizations Concerning Fish and Fish Habitat Protection Regulations</i> <i>Furthermore, proponents are required to ensure that their actions conform to all other statutory requirements, such as federal, provincial, territorial or Indigenous legislation.</i> 6.2 Federal government <i>As articulated in section 2.1 of the Fisheries Act, the purpose of the Act is to provide a framework for the proper management and control of fisheries and the conservation and protection of fish and fish habitat, including by preventing pollution.</i> <i>The Department has obligations, among other matters, related to:</i> <i>• the fish and fish habitat protection provisions of the Fisheries Act</i> <i>• the Species at Risk Act with respect to listed aquatic species (except for those located in or on federal lands administered by the Parks Canada Agency)</i> <i>• the Aquatic Invasive Species Regulations</i> <i>• regulations respecting aquaculture</i> <i>• the Oceans Act</i> <i>• impact or environmental assessment processes specified under federal impact assessment legislation</i> <u>Footnote1</u> <i>The pollution prevention provisions of the Fisheries Act are a shared responsibility with the Minister of Environment and Climate Change. Through a 2014 <u>Designation Order</u>, the Minister of Environment and Climate Change was designated as responsible for the administration and enforcement of the pollution prevention provisions of the Act except in relation to aquaculture facilities, the control and eradication of aquatic invasive species, and aquatic species that constitute a pest to the fisheries.</i> 6.3 Provinces and Territories <i>While management of inland fisheries has largely been delegated to the provinces and the Yukon Territory, the administration of the fish and fish habitat protection provisions remains with the federal government across Canada. However, provincial and territorial authorities share a range of natural resource conservation responsibilities and initiatives under various provincial and territorial laws that complement those of the federal government. For example, land-use decisions made by these authorities may have a significant bearing on the quality, quantity and function of fish habitat in a given watershed.</i>
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	<i><u>Arrangements</u> between the Department and other federal, provincial and territorial authorities offer effective mechanisms to collaborate on the conservation and protection of fish and fish habitat.</i> 6.4 Indigenous peoples <i>The Government of Canada is committed to a renewed, nation-to-nation, Inuit-Crown and government-to-government relationship based upon the recognition of rights, respect, cooperation and partnership. To support this commitment, the Fisheries Act includes the:</i> <i>• requirement for the Minister to consider the adverse effects that decisions made under the Act may have on the rights of the Indigenous peoples of Canada recognized and affirmed by section 35 of the Constitution Act, 1982 (Section 2.4 of the Fisheries Act)</i> <i>• requirement for the Minister to consider, when making certain decisions related to the fish and fish habitat protection (and pollution prevention) provisions of the Act, the Indigenous knowledge of the Indigenous peoples of Canada that has been provided to the Minister (34.1(1) (g) of the Fisheries Act)</i> <i>• requirement to protect the confidentiality of Indigenous knowledge that is provided to the Minister in confidence, except under limited circumstances (subsection 61.2 (1) of the Fisheries Act)</i> <i>Furthermore, the Fisheries Act includes provisions for the Minister to delegate his or her authority to an Indigenous governing body and to enter into agreements with Indigenous governing bodies to further the purposes of the Fisheries Act (section 4.1).</i> End of Fisheries Act Segments As referenced above the entire Fisheries Act should be reviewed: Fisheries Act source : https://www.dfo-mpo.gc.ca/pnw-ppe/policy-politique-eng.html Also included are two attachments to provide a sense of the issues and work undertaken by some of the proponents for a more accessible river system (fish passage). They include (A) Analysis Denis Haché, P.Eng., retired DFO Habitat Manager who is a proponent of improved passage in the rivers of the Bay of Fundy / Minas Basin. He includes specific points relating to the Avon River and two presentations our joint council of in 2017/18 2. (B) A reply from Bernadette Jordan, Minister of Fisheries, Oceans and the Canadian Coast Guard in response to the letter received from the proponent noted above.
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	It is important to note the attachments are not intended to provide further arguments for improved fish passage. The proponents have done their work very well in that regard. The attachments are provided to inform our discussion on economic development opportunities. It is hope the points made in the documents will provide an indication of the issues being put forward and to hopefully guide us in determining the potential direction DFO may take. The ultimate goal of our discussion is to prepare us in advance of the DFO decision, so we are prepared for any of the options that may result from their decision.				
Decision Requested:	Council provide direction to our CAO to initiate the process for a financial evaluation which may include a feasibility study on the potential economic opportunities that exist with each of the causeway / aboiteau options that are being considered with the Highway 101 twinning project.				
Require	Property ☐	Public Opinion ☒	Environment ☒	Social ☒	Economic ☒
Strategic Implication: with Dashboard	Current ☒		Short Term ☒		Long Term ☒
Budget:	Yes ☒ No ☐ (Budget implications yes – available not sure)	Policy: MGA section		Yes ☒ No ☐	
Desired Outcome:	That council and staff have a clear understanding of the potential economic / financial benefits that could be generated within our region through an expanded waterfront / riverfront development that may occur as a result of the decisions being made on the 101 Highway causeway / aboiteau structure.				
Recommendation:	Report/Document: Attached ☐ Available ☐ Nil ☐				

Request for Decision – CAO Initial Review

Detail	Synopsis
Department: select all that apply	Governance/Legislative ☐ Protective Services ☐ Administration ☐ Planning ☐ Engineering Public Works ☐ Parks and Recreation ☐ Finance ☐ Economic Development ☐
Decision Requested:	Operational Matter ☐ Decision of Council Required ☐ Policy Change ☐ Other ☐
	“Council provide direction to our CAO to initiate the process for a financial evaluation which may include a feasibility study on the <u>potential economic opportunities</u> that exist with each of the causeway / aboiteau options that are being considered with the Highway 101 twinning project. “ – Councillor Ivey
Background:	Categorically there are the following stakeholders engaged in the 101 Twinning Project: Federal Government / Provincial Government / Municipal Government / Fisheries / First Nation Community / Economic Community / Agricultural Community / Recreation / Others It is recognized that the final decision maker is the Provincial Government regarding the Twinning Project including all associated infrastructure (including the aboiteau) It is important to recognize this is a very complex issue with many individual aspects. The report presented by Councillor Ivey does touch on Fish Conservation and Protection of Fish Passage, Cultural, Historical Recreational. It is important to highlight that his request is singularly focused on <u>economic impact</u> and not the broader issues noted. There is correspondence attached primarily

	focused on Fish Conservation and Passage. It is likely as individuals or as a council you will be asked to provide comments on these issues in the future but not at this time through this report.
Budget:	Unknown
Staff Workload:	Pending the direction of Council and pending the strategic priorities yet to be set by Council this request would require a level of support by staff that is not currently available or the allocation of funds to support a study or review not currently within the proposed 2020/21 budgets.
Policy:	N/A
Response Options:	1. That the request be supported and a study be conducted. 2. That the Regional Municipality advocate for transparent information and open communication from the province of Nova Scotia and that it be requested that the Highway 101 Twinning Community Liaison Committee (CLC) establish a regular meeting schedule. 3. That the Regional Municipality maintain a position that advocates to all parties that a compromising position / spirit be maintained in relation to the position of all stakeholders and the eventual final infrastructure design.
Preferred Strategy:	That senior staff as well as CLC representatives continue to stay informed by attending CLC meetings, remain engaged with community stakeholders and to direct concerns and enquiries to the appropriate provincial representatives. Further, that Council

	and Staff adhere to “Response Options” #2 and #3 noted above and not #1.
CAO Comments:	The request for a study is very broad (boat tours, water taxis, tidal river tours and sailing / boating) and not in direct response to a request from our marketplace, business community or broader community. There is a delicate balance between being “investment ready” and missing the boat. I do not believe the absence of a study at this time will negatively impact our ability to participate in CLC meetings or fail to respond to unknown emerging economic activity or demand from our community that should arise associated with water transportation or recreational activities. Further, historically it has been the responsibility of a municipal unit if they request a change or upgrades to provincial or federal infrastructure in response to a specific community need. I would caution incurring costs associated with large scale infrastructure associated with 101 twinning. Finally, my response should not be interpreted as lack of support for economic readiness but one that evaluates if it is critical for the municipality to carry-out such a study at this time. It may be required in the future if there is more evidence supporting its’ need.



05 2020

Mr. Daniel M. LeBlanc
Executive Director and Administrator
Sentinelle de la côte acadienne Project
Nation Prospère Acadie
PO Box 2121
Bouctouche NB E4S 2J2

Dear Mr. LeBlanc:

I am writing in response to your correspondence of January 24, 2020, regarding the provision of fish passage as part of the proposed Avon River Aboiteau Project in Windsor, Nova Scotia.

I would like to begin by thanking you, Mr. Denis Haché, and Nation Prospère for taking the time to share your concerns on the project and your perspective on fish passage. Fisheries and Oceans Canada (DFO) also appreciates the information you have provided regarding other projects that involved aboiteau refurbishments to accommodate for fish passage.

Like you, DFO is also concerned with the safe passage of fish into the Avon River. The review of any proposed structure at the outlet to the Avon River will consider the ability of the structure to provide fish passage for species known to frequent the Avon River watershed, currently and historically.

The proposed works associated with twinning Highway 101 are being conducted in two phases: Phase 1, infilling saltmarsh to create a new causeway adjacent to the existing structure; and Phase 2, construction of a new aboiteau and associated structures that will incorporate fish passage methodologies. For Phase 1 of the project, a paragraph 34.4(2)(b) and 35(2)(b) *Fisheries Act* authorization was issued to the Nova Scotia Department of Infrastructure and Renewal (NSTIR) on January 21, 2020.

DFO has yet to receive an application under the *Fisheries Act* for replacement of the aboiteau (Phase 2) with detailed designs and operations for fish passage structures. DFO continues to communicate the importance of providing adequate fish passage in the design of the new structure, and DFO will conduct a thorough review of the project under the *Fisheries Act* and *Species at Risk Act* once the application has been received.

.../2

This review will include the application of DFO science knowledge and expertise, external research and data, Indigenous knowledge, and community information that has been provided. The review will also involve consultation with First Nations of Nova Scotia to understand any potential impacts on Indigenous rights or title. If the proposed design is unable to meet the requirements under the *Fisheries Act* and *Species at Risk Act*, DFO will request additional mitigation and/or redesigns to ensure that adequate fish passage is provided.

I hope that this information is helpful in addressing your concerns.

Sincerely,



The Honourable Bernadette Jordan, P.C., M.P.
Minister of Fisheries, Oceans and the Canadian Coast Guard

c.c.: The Honourable Jonathan Wilkinson, P.C., M.P.
Minister of Environment and Climate Change
The Honourable Dominic LeBlanc, P.C., M.P.
President of the Queen's Privy Council
Mr. Gord Johns, M.P.
Courtenay-Alberni

24 January 2020

(By Email)

The Honourable Bernadette Jordan
Minister of Fisheries, Oceans and the Canadian Coast Guard
200 Kent Street
Ottawa, ON K1A 0E6

Subject: Fish passage concerns related to the Avon River Aboiteau Project (Windsor, Nova Scotia)

Dear Minister,

The purpose of this letter is to inform your Department of concerns we have recently discovered whilst reviewing the proposed Avon River Aboiteau Project in Windsor. These are detailed in the attached Statement, prepared by retired DFO Habitat Manager Denis Haché, a professional engineer with 30 years of work experience with DFO in Atlantic Canada. Mr. Haché worked on fish passage issues in the Inner Bay of Fundy, including over 10 years specifically on the Petitcodiac River Causeway Project.

The concerns raised in his statement lead us to believe that the final option selected for this project, unveiled in late November 2019, will not achieve acceptable fish passage at this structure. This opinion is in line with studies conducted on several estuaries in the Inner Bay of Fundy, including the ground-breaking research carried out by your staff in Atlantic Canada during many decades.

These concerns were first brought to our attention last month by Mrs. Sonja Wood, Chair of the Friends of the Avon River (FAR). Nation Prospère, the Canadian registered charity that I direct, has amongst its mandates the "protection of l'Acadie's natural environment". As the founding Petitcodiac Riverkeeper involved for several decades in the effort to resolve this complex fish passage issue in New Brunswick, I am very familiar with and sensitive to the concerns raised by the FAR.

Your Department has the administrative responsibility to require the proponent to achieve safe fish passage in the Avon River. You also have the authority and the opportunity to correct a mistake and a terrible injustice that was done to this River and to its nearby First Nations people and residents over 50 years ago. I therefore urge you to act on behalf of the Avon's best interests by offering it the same duty of care given by your predecessors to its sister rivers in the Inner Bay of Fundy.

Sincerely,



Daniel M. LeBlanc
Executive Director & Administrator of the *Sentinelle de la côte acadienne* Project

cc: The Hon. Jonathan Wilkinson, Minister of Environment; The Hon. Dominic LeBlanc, President of the Queen's Privy Council; Chief Sydney Peters, Glooscap First Nation; Gord Johns, NDP Critic for Fisheries and Oceans & Avon River Petition Sponsor; Sonja E. Wood, Chair, Friends of the Avon River

Minister / Ministre (DFO/MPO)

From: Assemblée nationale de l'Acadie <admin@anacadie.ca>
Sent: Friday, January 24, 2020 7:46 AM
To: Minister / Ministre (DFO/MPO); Bernadette.Jordan@parl.gc.ca
Cc: ec.ministre-minister.ec@canada.ca; Jonathan.Wilkinson@parl.gc.ca; dominic.leblanc@parl.gc.ca; speters@glooscapfirstnation.com; Gord.Johns@parl.gc.ca; 'Sonja E. Wood'
Subject: Fish passage concerns related to Avon River Aboiteau Project (Windsor, Nova Scotia)
Attachments: Letter from Nation Prospère to DFO (24 January 2020).pdf; Windsor Statement by Denis Haché on Avon River Aboiteau Project (January 2020).pdf

24 January 2020

The Honourable Bernadette Jordan
Minister of Fisheries, Oceans and the Canadian Coast Guard

Dear Minister,

The purpose of this letter is to inform your Department of concerns we have recently discovered whilst reviewing the proposed Avon River Aboiteau Project in Windsor. These are detailed in the attached Statement, prepared by retired DFO Habitat Manager Denis Haché, a professional engineer with 30 years of work experience with DFO in Atlantic Canada. The concerns raised in his statement lead us to believe that the final option selected for this project, unveiled in late November 2019, will not achieve acceptable fish passage at this structure.

We urge you to act on behalf of the Avon River's best interests in this matter.

Sincerely,

Daniel M. LeBlanc
Executive Director & Administrator of the *Sentinelle de la côte acadienne* Project

cc: The Hon. Jonathan Wilkinson, Minister of Environment
The Hon. Dominic LeBlanc, President of the Queen's Privy Council
Chief Sydney Peters, Glooscap First Nation
Gord Johns, NDP Critic for Fisheries and Oceans & Avon River Petition Sponsor
Sonja E. Wood, Chair, Friends of the Avon River

admin@anacadie.ca
<https://nationprospere.ca/>

NATION
PROSPÈRE

Statement on the Avon River Aboiteau Project

To: Daniel LeBlanc, Sentinelle de la côte acadienne

From: Denis Haché, P.Eng., retired DFO Habitat Manager

Date: 22 January 2020

Introduction

1. As a follow up to our recent conversations regarding the Windsor causeway and the Avon River aboiteau replacement, please find below my opinion on the matter.
2. This opinion is based on my 30 years of work with the Department of Fisheries and Oceans in Atlantic Canada, including over 10 years devoted specifically to the Petitcodiac River Causeway. As the DFO Habitat Manager responsible for this file, I was directly involved in initially developing and overseeing the gate management plan for the Petitcodiac Causeway from the mid-1990's to 2007. During those years I was also directly responsible for reviewing the proponent's (Province of New Brunswick) proposed options to achieve fish passage at this structure. I worked in this capacity on average 10 hours a week for over 10 years, leading to the permanent opening of the causeway gates in April 2010. Key findings include:
 - a. There was a fishway constructed in the Petitcodiac Causeway /gate structure. This fishway was designed by DFO engineers in Halifax. The engineers responsible had years of successful experiences on hundreds of fishway design in the Atlantic Provinces. The fishway did not work and salmon migration above the gate structures went from over 2000 before 1968 to less than 100 within a few years. Over the years, the fishway was modified to improve its efficiency without success.
 - b. During this review process and in the 1990's, the DFO (Fisheries and Oceans) provided over 2 million dollars in support of an environmentally and socially acceptable solution. This did not include in-kind services.
 - i. tidal gages were installed at numerous locations downstream of the causeway;
 - ii. permanent electronic headpond monitoring was also done on a continuous basis;
 - iii. water temperature was measured above the headpond, at the fishway and downstream in the tidal waters;
 - iv. silt and salinity were measured as required for modelling purposes;

- v. fish passage was monitored downstream , through the gates and through the headpond;
 - vi. fish passage through the fishway could not be improved.
 - c. A gate management plan for fish passage was approved and implemented up to the completed gate opening in 2010. This required a gate opening protocol to create the ideal downstream estuarine conditions (temperature/salinity) to achieve upstream fish passage for the species of concern, and the lowering of the impoundment to achieve downstream fish passage during juvenile and adult migrations. This was done for years with limited success.
3. The expertise that I gained during those years revolved around the operation of aboiteau and causeway gates to achieve optimal fish passage conditions at a number of sites in the Inner Bay of Fundy, including the Petitcodiac, Shepody, Memramcook and Tantramar Rivers. This required an in-depth understanding of the migration patterns of all anadromous fish species in the Inner Bay and the unique conditions related to these tidal estuaries, including its water salinity, temperature, sediment deposition and seasonal variances. During these year I was also responsible for developing or reviewing fishway and fish passage designs for hundreds of sites under fresh water conditions in the Gulf Region of the three Maritime Provinces.
 4. While several engineers and experts in Canada were qualified to develop or review fish passage and fishway designs in fresh water ecosystems, very few had the unique knowledge necessary to properly assess recommendations on fish passage impacting the types of estuaries that are found in the Inner Bay of Fundy. This was true not only in the academic and private sectors but within DFO. The opinion provided in this statement is therefore based on this direct hands on experience and knowledge gained over the years in the Inner Bay of Fundy.

Avon River and Petitcodiac River similarities

5. I would begin by stating that , in my professional opinion, there are essentially no major contextual or ecological differences between the two ecosystems of the Avon River in Nova Scotia and the Petitcodiac River in New Brunswick. Both rivers are Inner Bay of Fundy macro-tidal estuaries that share the same characteristics of tidal variations of over 6 meters occurring twice daily, sediment loads and an identical list of anadromous fish species historically present. The purpose of the Windsor Causeway, acting as a giant aboiteau to protect farmland while creating a headpond, produced similar conditions that were present in the Petitcodiac, Memramcook and Tantramar, resulting in similar impacts on fish migrations.

6. All rivers in the Inner Bay of Fundy that were impacted by these causeway-aboiteaux structures suffered similar fates in the months and years following their construction. The result was the obstruction to fish passage and the loss of native habitat for all fish species. The evidence to support these facts in the above rivers, including in the Avon River, have been well documented over the years. The main difference between the Avon River and the other mentioned rivers is that a number of remedial measures were developed and implemented in New Brunswick beginning in the 1990's with the aim to restore fish passage. These measures were partially or fully achieved by a combination of gate management plans and, in the case of the Petitcodiac, a solution to fish passage that required the replacement of the structure with a partial bridge.
7. Having familiarised myself with the final option proposed to restore fish passage in the Avon River and based on my years of experience with similar conditions in the Inner Bay of Fundy, I strongly believe that the criteria chosen for the design of this final option will result in unacceptable fish passage at this control structure. I will elaborate further on this in the next pages and explain why I believe this type of design is inappropriate and will not achieve the desired outcome.

The presentation of the available options to restore fish passage in the Avon River

8. I refer to the following document presented on the hwy101windsor.ca/library project website and entitled "Communication with the Public and the Mikmaq", comparing four design options and alternatives to the Highway 101 Avon River crossing and dated December 2017:

http://hwy101windsor.ca/wp-content/uploads/2017/12/EA-TC-4.1_Communication-with-the-Public-and-Mikmaq_6Dec2017_standard.pdf

9. The document presents in Table 1 the four options that were originally considered for the project, which include the following:
- Option 1 - An upgraded aboiteau and causeway with improved fish passage costed at \$20 million.
 - Option 2 - A 120 metre long bridge to replace the current gate structure, along with the construction of 15 kms of dikes and aboiteaux upstream, costed at \$85 million.
 - Option 3 - A 240 metre long bridge to replace the current gate structure, along with the construction of 15 kms of dikes and aboiteaux upstream, costed at \$150 million.

- Option 4 - A 16 km highway bypass option, along with the construction of 15 kms of dikes and aboiteaux upstream, costed at \$190 million.
10. Options 2, 3 and 4 have a note mentioning that they include "No cost estimate for loss of business & properties on Windsor waterfront and upstream of the Sangster Bridge. No cost estimate for upgrades to Trunk 1 bridge-causeway, likely removal of Sangster Bridge or protection/demolition of other at-risk infrastructure". These three options were subsequently eliminated from the review process, with variations of Option 1 moving forward to the next stage of the selection process.
 11. It is important to point out here that in this document, it is stated that the cost of the construction of 15 kms of dikes and aboiteaux to protect farmland (presented in Options 2, 3 and 4) is in the order of \$50 million. For a point of comparison (information from the New Brunswick engineer managing similar projects), the cost of the construction of dykes and aboiteaux above the Petitcodiac Causeway bridge were in the order of \$6 million for 23 km in 2008, or approximately 250 000 \$ per km. That included surveying, engineering, design, tender construction, supervision and follow up. It would be reasonable to assume that the cost of construction above the causeway at Windsor for the same purpose would be significantly lower than \$50 million (averaged at 3.33 million \$ per km). A more accurate estimate might be in the range of \$5 to \$6 million (between 350 000 and 400 000 \$ per km).
 12. Finally, the document also refers to the potential "loss of business and property in Windsor and upstream" without specifying what this loss entails should a protective dike system be in place. A comparison of the "before and after" conditions in the Petitcodiac might shed light on this perceived loss on businesses and properties.
 13. The above numbers and assumptions developed to justify the option chosen were questionable, in my opinion, but were still presented to the public and to the Mikmaq. This led to the selection of the "fishway option" to pursue the process of the environmental assessment even though, as I will explain, no fishway design exists to allow the safe passage of fish in the Avon River or Inner Bay of Fundy. It is my opinion that a very costly mistake will be made if this option is pursued.

The fishway option

14. To the best of my understanding, three options (A, B and C) were presented to the public and to the Mikmaq in September 2018 to achieve fish passage in the proposed new structure. No costing is available with that presentation. Option A and Option B had as their main objective the maintenance of the fresh water

headpond. Option C was presented as having fish passage as its priority and involved a controlled tidal exchange. The presentation concluded by stating that “we heard strong community interest in keeping the lake high in the summer, and we are now in the process of exploring a new Option D” (page 42). Here is a link to this presentation, with the design of the options presented on page 11:

<http://hwy101windsor.ca/wp-content/uploads/2018/09/AvonRiverAboiteauSept19-Presentation-CLC.pdf>

15. It is my understanding that the final design concept for this “Option D” was presented on 27 November 2019, the details of which can be found in the following document. This design is presented on page 23 and involves the construction of a large dike and gate control structure with a fishway located downstream of two highway bridges. No cost of this dike-aboiteau-gate structure is provided:

<http://hwy101windsor.ca/wp-content/uploads/2019/12/CLC-Meeting-Presentation-Nov2019.pdf>

Fishway design and commercial fisheries assumptions

16. I was also able to review a document on a public presentation about the fishway design and the criteria used for this design. Design criteria mainly included water velocity and water depths. What struck me was that there were no references to the critical factors in the Inner Bay of Fundy related to salinity, temperature differences between the tidal waters and the headpond or the issue of turbidity. No reference as well to the requirement of attracting fish through the fishway by means of gates/headpond level manipulations. There are also no references to the need to manipulate the gates/headpond levels in order to achieve downstream migration. Here is a link to this presentation:

<http://hwy101windsor.ca/wp-content/uploads/2018/10/Avon-River-Aboiteau-Open-House-Boards.pdf>

17. On page 10 of this presentation, a list of fish species is presented as having recovery potential should tidal conditions return to the Avon River if this project is completed in 2022. These include Gaspereau, American Shad and Sturgeon. Since a number of fish species such as Gaspereau have an established commercial value, a dollar value (direct to fishermen and indirect) on the increase in productivity from the restoration of fish passage should be presented.

18. It's important to mention here that there were tangible commercial fishery benefits as a result of the causeway gate management plan at the Tantramar Causeway and as a result of the opening of the gates at the Petitcodiac Causeway in 2010. There are records of Sturgeon reaching the headwaters at both sites. That was an unexpected benefit. Sturgeon have a very long lifespan and have been documented as being present in the Minas Basin. They only mature for spawning around the age of 25 years, meaning that juveniles born before the construction of the causeway in 1968 could still return to the Avon River if given a chance.
19. Also, at the Tantramar Causeway, there was a major rise in the American Shad population following the gate management plan for fish passage, increasing from a few hundred fish a year to over 50,000 (conversations with fishermen).
20. Finally, the value of Gaspereau has increased significantly in recent years. This is due to a significant increase in the demand for bait for the lobster fishery and a diminution of other fish populations such as mackerel and herring. I have been told that the cost of bait is in the order of 1 dollar per pound (personal conversation with the president of the fishermen association). I, however, do not have specific knowledge of the habitat and fish passage needs upstream of the causeway and cannot therefore comment on the specific potential of this fishery.

Conclusion

21. As I stated earlier, I am certain that the fishway design proposed will not result in acceptable and assumed fish passage. At the Petitcodiac Causeway, the fishway did not work because of the great differences in salinity, temperature and turbidity. There is also the critical factor of the difficulty in attracting fish if the priority is focused on keeping the headpond at a certain level. We worked with such a gate management plan on the Petitcodiac River for years with no tangible results. The same would occur in the Avon River. This is because the very large Fundy tides basically bury the freshwater flows. There are also many issues with downstream migration of adult and juvenile fish. As examples:
 - The lack of headpond fluctuation will not provide the trigger required for the downstream migration of fish from the headwaters to the gate structure (same issue happens at the Mactaquac Dam for downstream salmon, adult and smolt).
 - The very high temperature in the headpond from late June to early October (as much as 25 C) might be lethal to juveniles including salmonid.

- If the fish reach the structure, the downstream movement through the fishway and to the Bay might also be lethal due to high temperature difference (in the Petitcodiac in late May/early June, temperatures regularly used to reach 25 C in the headpond, while the tidal water temperatures registered as low as 7 C).

22. I therefore strongly believe that the criteria and assumptions chosen for the project design are incomplete, insufficiently thorough and will result in unacceptable fish passage at this control structure, the exception possibly being for smelt in the spring due to high freshwater flow (freshet). Their return migration to sea is however another matter.
23. The documents presented to the public and to the Mikmaq to describe the option of restoring free tidal flow to the Avon River also suggested expensive remediation items such as a \$50 million cost item to rebuild the dikes and aboiteau. This number is most likely incorrect and it would be more practical for stakeholders to be able to compare the full cost of "Option D" (the proposed new dike-control gates-fishway structure) with one that would achieve free tidal flow (an "Option E").
24. Cost comparisons aside, the matter before DFO and this project revolves around the requirement to achieve safe fish passage. The only way to achieve unobstructed fish passage in the Avon River, in my professional opinion, is to restore free tidal flow. A fishway added to the proposed tidal control structure will not accomplish this, as abundantly demonstrated in similar Inner Bay of Fundy estuaries.



**WEST HANTS REGIONAL MUNICIPALITY
AGENDA REQUEST FORM**

Name:	Abraham Zebian		
Date:	May 11, 2020	Date Submitted to CAO:	May 12, 2020

Request– Initial – to be completed by Council Member

Detail	Annually businesses in Windsor need to apply to have a sidewalk café. The businesses incur fees due to permits and sidewalk rental charges. Due to the current economic situation the Municipality should support businesses where possible, one way would be to waive all associated fees for sidewalk cafes but still require the permits. Sidewalk Cafes are traditional expansion of a business during the summer tourist season and during COVID19 can be used as means for physical distancing to meet the Provincial Health Orders				
Decision Requested:	That Committee of the Whole recommends that Council waive all permit fees and sidewalk rental fees associated with sidewalk cafés for the year 2020 due to the economic situation created by the COVID-19 pandemic; for clarification the permits are still required only permit fees are waived.				
Background: What? Who? How? When?	Property ☐	Public Opinion ☐	Environment ☐	Social ☐	Economic ☒
	The Sidewalk Café Policy approved in 2003 is applicable to the area of the former Town of Windsor, determines the requirements needed for a business to have a sidewalk café. The Policy requires a business to apply to the Municipality for approval of the café annually with a payment of a monthly sidewalk rental fee and may require other permits which also have fees. Such other permits would include an Encroachment Permit under the Streets and Sidewalk By-law of the former Town. Generally, there are 3-4 applications for Sidewalk cafes each year.				

Strategic Implication: with Dashboard	Current ✓	Short Term ✓	Long Term ☐
Budget:	Yes ☐ No ☐	Policy: 1. Sidewalk Café Policy 2. Street and Sidewalk By-law	Yes ☐ No ☐
Desired Outcome:	That the recommendation be supported.		
Recommendation:	Report/Document: Attached ☐ Available ☐ Nil ☐ See the decision requested.		

Request for Decision – CAO Initial Review

Detail	Synopsis
Department: select all that apply	Governance/Legislative ☐ Protective Services ☐ Administration ☐ Planning ☐ Engineering Public Works ☐ Parks and Recreation ☐ Finance ☐ Economic Development ☐

	Operational Matter ☐ Decision of Council Required ☐ Policy Change ☐ Other ☐
Decision Requested:	That Committee of the Whole recommends that Council waive all permit fees and sidewalk rental fees associated with sidewalk cafés for the year 2020 due to the economic situation created by the COVID-19 pandemic; for clarification the permits are still required only permit fees are waived.
Background:	See above
Budget:	The change will result in a reduction of revenue anticipated less than \$5,000.00 for all current
Staff Workload:	Not measurable.
Policy:	Former Town of Windsor "Sidewalk Café Policy"
Response Options:	Noted above
Preferred Strategy:	If the response from Council is to support the recommendation staff will facilitate the appropriate measures to carry out this direction. Further this recommendation should be effective April 1, 2020 an expire March 31, 2021 to ensure we capture all businesses past, present and future within the defined time period.
CAO Comments:	As a municipal unit we have few direct means to support the business community at this time. This is a very appropriate measure and easily managed.

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