

Municipality of the County of Inverness
Regular Council Meeting – Inverness Fire Hall
March 5th, 2018
1:30pm
Agenda

1. Call to Order
2. Approval of Minutes
 - a. Regular Council Minutes, February 5th, 2018
 - b. Planning Advisory Committee Minutes, February 5th, 2018
 - c. Policy Committee Minutes, February 28th, 2018
 - d. Audit Committee Minutes, February 28th, 2018
3. Business Arising from the Minutes
4. Presentations
 - a. Cape Breton Food Hub
 - b. Inverness County Home Support Society
5. Municipal Signing Authority
6. Motion to Adopt Dangerous & Unsightly Premises Policy
7. Second Reading Dog Control Bylaw
8. Second Reading – Rezoning Application by Raymond Deveau to Rezone a Portion of the Property with PID # 50098045 Cabot Trail, Cheticamp
9. Second Reading – Change of Zoning from 'Rural Development' to 'Commercial Mixed Use' by 3294708 NS Ltd for Municipal Lands to be Purchased
10. First Reading – Proposed Application to Rezone PID No. 50330844 from Institutional I-1 to Commercial Mixed Use C-2
11. Eastern District Planning Commission 2018-2019 Appointments
12. Inverness County Gateway Signage
13. Department of Community Services – Request for Funding
14. Nova Scotia Nunavut Command – Request for Funding
15. Micareme Centre – Request for Community Development Grant Funding
16. Port Hood Recreation District Commission – Request for Community Development Grant Funding
17. Department Reports
 - a. Interim CAO/Finance Report
 - b. Public Works Report
 - c. Recreation, Culture & Tourism Report
18. Correspondence
 - a. University of Waterloo
 - b. NSSBA Response to Glaze Report
19. In-Camera
20. Recommendations from In-Camera
21. Date of Next Regular Council Meeting
22. Adjournment

**Regular Council Meeting
Council Chambers
February 5th, 2018
1:30pm**

A meeting of Municipal Council was held on Monday, February 5th, 2018 at 1:30pm at the Municipal Building in Port Hood with the following in attendance:

Council: Warden Betty Ann MacQuarrie
Deputy Warden Alfred Poirier
Councillor Laurie Cranton
Councillor John MacLennan
Councillor John Dowling
Councillor Jim Mustard

Staff: Tanya Tibbo, Interim CAO/ Director of Finance
Donna MacDonald, Director Recreation/Tourism
Garett Beaton, Director Public Works
Harold MacIsaac, Solicitor
Ellen Murphy, Administrative Assistant

Media: Rankin MacDonald, Inverness Oran
Grant McDaniel, Port Hawkesbury Reporter
1015 The Hawk

CALL TO ORDER

Warden Betty Ann MacQuarrie called the meeting to order at 1:32pm.

APPROVAL OF REGULAR COUNCIL MINUTES – JANUARY 8TH, 2018

MOVED: Councillor Cranton
SECONDED: Councillor Dowling
MOTION: That the minutes of the municipal council meeting of January 8th, 2018, be approved.
MOTION CARRIED

BUSINESS ARISING FROM THE MINUTES

It was noted by Councillor Cranton that the meeting with Minister of Transportation and Infrastructure Renewal, Lloyd Hines, was scheduled for February 14th, 2018 in Halifax.

APPROVAL OF AUDIT COMMITTEE MINUTES – JANUARY 8TH, 2018

MOVED: Councillor Dowling
SECONDED: Councillor Cranton
MOTION: That the minutes of the Audit Meeting of January 8th, 2018 be approved.
MOTION CARRIED

APPROVAL OF POLICY COMMITTEE MINUTES – JANUARY 22ND, 2018

MOVED: Councillor Cranton

SECONDED: Councillor Mustard

MOTION: That the minutes of the Policy Meeting of January 22nd, 2018 be approved.

MOTION CARRIED

APPROVAL OF AUDIT COMMITTEE MINUTES – JANUARY 29TH, 2018

MOVED: Councillor Dowling

SECONDED: Councillor MacLennan

MOTION: That the minutes of the Audit Meeting of January 29th, 2018 be approved.

MOTION CARRIED

PRESENTATIONS

Joe Janega

Joe presented on subdivision review, in particular, the situation pertaining to crossing of railways for land development. The old railway lines are now trails and are owned by Department of Natural Resources. A license can be obtained for crossing from the Department of Natural Resources but this is still not rectifying the issue of subdivision for property owners on the coastal side of the Celtic Shores Trail. These landowners are prevented from subdividing by an outdated by-law. Joe is asking council to meet with the planning commission to review the subdivision by-law, for such property owners, so they can possibly subdivide their property for future development in the county. He wants a legitimate reason why this cannot be done. The municipal subdivision by-law cannot supersede provincial subdivision. The municipal government act is currently being reviewed and a letter was sent by previous council to look at this particular issue in that review.

PVSC- Carlos Resendes

Property Valuation Services Corporation is municipally funded, independent, not-for-profit organization that provides assessment services to 50 municipalities in NS. They are governed by a board of directors, have 135 employees, approximately 620,000 assessment accounts. They provide annual assessment rolls to municipalities and annual assessment notices to property owners. Assessments for 2018 are based on market value at January 2017. There is a 31 day appeal period. The appeal date is February 15, 2018. PVSC is working on bringing all air B&B's as some are currently only assessed residential and others are assessed commercial. PVSC is also working with the UNSM on the assessment of forestry and farming lands as the legislation is very vague at this time. The office located in the Port Hawkesbury Civic Centre will be closing and assessors will be working from home. Offices will be located in Truro and Sydney.

Protect West Mabou Beach – Nadine Hunt

The West Mabou Beach Provincial Park I is a large coastal property on the Northumberland Strait with beautiful sand beach and important conservation values. It contributes to the province's goal of protecting 12% of the land base by 2015; unique dune field, one species of bird found at the park is listed as critically imperilled and another two species vulnerable to extirpation or extinction. In addition, two species of vascular plants were listed as imperilled and one species as vulnerable to extirpation or extinction. The education values range from local to regional themes including landforms, dune ecology, coastal processes and wildlife. It is important in regional tourism infrastructure; just off Ceilidh Trail; one of the region's nicest beaches, significant tourist attraction, one of few high quality public beaches on west coast of Cape Breton. Preserving the existing land base in public ownership is essential in maintaining the long-term ecological integrity of the site while accommodating public access to recreation. Previous attempts at development on this site triggered wide spread erosion resulting from disturbing the very fine clay/silt soils on the site.

DANGEROUS & UNSIGHTLY PREMISES – RECOMMENDATION TO DEMOLISH 140 HIGH ROAD

The property owners were not able to attend council but had sent an email to John Bain, EDPC asking for an extension of the demolition order. They understand that the property must be demolished and they are willing to take it on themselves.

MOVED: Councillor Cranton

SECONDED: Councillor Dowling

MOTION: That council extend the property owners of 140 High Road in Port Hood a 60 day extension of the demolition order

MOTION CARRIED

NOTICE OF MOTION TO ADOPT DANGEROUS & UNSIGHTLY PREMISES POLICY

MOVED: Deputy Warden Poirier

SECONDED: Councillor Dowling

MOTION: That notice be given to adopt “Dangerous & Unsightly Premises Policy” at the March 5th, 2018 regular council meeting

MOTION CARRIED

ORGANIZATIONAL REVIEW RECOMMENDATIONS

MOVED: Councillor Mustard

SECONDED: Councillor Dowling

MOTION: That the Municipality accept the recommendations developed in the Organizational Review as presented by Davis Pier on December 12th, 2017.

MOTION CARRIED

FIRST READING OF DOG CONTROL BYLAW

MOVED: Councillor Dowling

SECONDED: Deputy Warden Poirier

MOTION: That first reading of the Dog Control By-law be approved.

MOTION CARRIED

INVERNESS VISITOR INFORMATION CENTRE

MOVED: Councillor Mustard

SECONDED: Councillor MacLennan

MOTION: That the funding in the amount of \$2,500.00 for the Inverness Visitor Information Centre be dispersed from District 3 community development fund discretionary funds.

MOTION CARRIED

NAMARA SENIORS CLUB

MOVED: Councillor Mustard

SECONDED: Councillor Cranton

MOTION: That the funding in the amount of \$600.00 for the Namara Seniors Club be dispersed from the District 3 community development fund discretionary funds.

MOTION CARRIED

MALAGAWATCH CEMETERY

MOVED: Councillor Dowling

SECONDED: Deputy Warden Poirier

MOTION: That the funding in the amount of \$4,000.00 for the Malagawatch Cemetery be dispersed from the District 4 community development fund discretionary funds.

MOTION CARRIED

DEPARTMENT REPORTS

Finance/Interim CAO

- An application for Innovative Spaces funding through the Cape Breton Partnership will be filled out when Keith MacDonald starts as CAO;
- Vacation property owners in the county are being contacted by PVSC to be assessed individually and if they are commercial properties they will be on the roll next year;
- Bell Aliant was contacted, Mark Duggan, all services are dependent on having power. Batteries were tested and are supposed to last for 15 hours. Batteries in Lake Ainslie and Marble Mountain areas were replaced in 2016. The issue was the length of the power being out.

Public Works

- H2O, Graham MacDonald and his brother, detected two major leaks in Mabou and those leaks were repaired. He will also go to Whycocomagh for leak the detection there hopefully before too long

Recreation/Tourism

- There has no more progress made on the gateway sign being erected at the rotary in Port Hastings. There was a meeting with Darren Blundon and Eugene Cameron, NSDOTIR, to review directional signage. Darren Blundon does not have authority for the signage on 100 series highways

CORRESPONDENCE

ORDER OF NOVA SCOTIA

Applications can be submitted by March 16TH, 2018 for people who have made an exceptional contribution to their community and the province. Applications can be submitted by mail or online.

UNSM

A response to the proposed name change was received and it will be revisited at the board meeting. Further developments will be passed on.

EPILEPSY ASSOCIATION OF NS

A letter was received recognizing March as Epilepsy month. Pins will be ordered for council on March 5th, 2018.

TOWN OF PORT HAWKESBURY

MOVED: Deputy Warden Poirier

SECONDED: Councillor Dowling

MOTION: That a letter be written to the Town of Port Hawkesbury to support their effort in having Unama'ki added to the Welcome to Cape Breton sign at the Canso Causeway.

MOTION CARRIED

MUNICIPALITY OF THE DISTRICT OF GUYSBOROUGH

They are asking for support for the following motion:

That the Council of the Municipality of the County of Inverness write the Premier of Nova Scotia, With copies to all members of the Legislature, indicating that, in light of the recent release of the Nova Scotia Onshore Petroleum Atlas Project confirming the economic potential for onshore hydrocarbon, that we strongly urge the Province to create regulations and legislation that remove the ban on fracking in NS and design a program that provides strict guidelines and parameters under which a

pilot project can be initiated to determine whether this resource can be safely developed for the benefit of all Nova Scotians.

This letter be referred to the next Policy Committee meeting.

MOVED: Councillor MacLennan

SECONDED: Councillor Dowling

MOTION: That the council be adjourned to “in camera” at 3:56pm.

MOTION CARRIED

“IN-CAMERA”

No recommendation

MOVED: Councillor Cranton

SECONDED: Councillor Dowling

MOTION: To return to regular council at 4:10pm.

MOTION CARRIED

The next Regular Council Meeting March 5th, 2018 at 1:30pm in the Inverness Fire Hall.

MOVED: Councillor Dowling

SECONDED: Councillor MacLennan

MOTION: To adjourn at 4:30pm.

MOTION CARRIED

CHIEF ADMINISTRATIVE OFFICER

WARDEN

Planning Advisory Committee
Municipal Council Chambers
Monday February 5th, 2018
12:00pm

Council: Warden Betty Ann MacQuarrie
Deputy Warden Alfred Poirier
Councillor John Dowling
Councillor Laurie Cranton
Councillor Jim Mustard (12:09pm)
Councillor John MacLennan (12:40pm)

Staff: Tanya Tibbo, Interim CAO/Director of Finance
Donna MacDonald, Director of Recreation/Tourism/Culture
Ellen Murphy, Administrative Assistant

Carol Morris, Committee Member
George Goodall, Committee Member

Andrew Jones, Development/Policy Planner, EDPC
Paul Dec, Development/Policy Planner, EDPC

Warden MacQuarrie called the meeting to order at 12:05pm.

R3 Rezoning in Cheticamp

Paul Dec gave an overview of the proposed rezoning application in Cheticamp for Raymond Deveau. This would be a portion of lands PID 50098045 be rezoned from C-1 Commercial Business to R-3 Residential Multiple Family. It was recommended that this rezoning move to council this afternoon for first reading.

Route 19 Brewery Parcel Rezoning

Andrew Jones gave an overview of the proposed rezoning application in Inverness. This would be rezoning from R-1 Rural Development to C-2 Commercial Mixed Use for PID 50180686. It was recommended that this rezoning move to council this afternoon for first reading.

Port Hood Secondary Plan- Ministerial Decision

The Minister of Municipal Affairs has approved the Port Hood Secondary Planning Strategy and Land Use By-Law with amendments pursuant to Section 208 (6) of the *Municipal Government Act*.

The Ministerial amendments to these planning documents are foremost to address compliance with the *Statement of Provincial Interest* (SPI) respecting Drinking Water. The amendments alter

the Well Head Protection Area to include the area referenced as Zone B in the Port Hood Source Water Protection Plan (2010). In addition, amendments have been made to the Land Use By-law to remedy erroneous section number references relating to properties in the Well Head Protection Area.

For purposes of clarity, the Minister has added wording to these planning documents indicating that they replace the planning documents and associated amendments from 1998, which have been in place up until this point in time.

Subsection 208(8) of the *Municipal Government Act* requires that Council cause a notice to be published in a local newspaper advising that the documents are in effect as of the date of the notice and stating where the documents may be inspected.

Area Advisory Committees

There are some committees throughout the county that are active but not all. There are Terms of Reference for these committees. These committees are made up of community members as well as a councillor. They may advise on the planning advisory committee on planning matters affecting a specific area. Deputy Warden Poirier and Councillor Dowling will contact community members in their districts to see if there is interest on being a part of a committee. EDPC can also assist with committees.

The public hearing for the rezoning applications is set for Inverness Fire Hall on Monday March 5th, 2018 at 1:00pm.

The next meeting of the Planning Advisory Committee will be on Monday March 5th, 2018 at 11:00am in the Inverness Fire Hall.

With no further business to discuss, there was a motion by Councillor Dowling, seconded by Deputy Warden Poirier to adjourn at 12:50pm, motion carried.

Policy Committee Meeting
Wednesday, February 28th, 2018
2:00pm
Council Chambers

Council: Warden Betty Ann MacQuarrie
Deputy Warden Alfred Poirier
Councillor John MacLennan
Councillor John Dowling
Councillor Jim Mustard
Absent: Councillor Laurie Cranton

Staff: Keith MacDonald, CAO
Tanya Tibbo, Director of Finance
Garett Beaton, Director of Public Works
Ellen Murphy, Administrative Assistant

Warden MacQuarrie called the meeting to order at 2:04pm.

OCCUPATIONAL HEALTH AND SAFETY – STANDARD OPERATING PROCEDURES

Council will review and submit any changes to Keith. A thirty day extension will be submitted by Garett so that approval can be done at April's regular council meeting.

LETTER FROM THE MUNICIPALITY OF THE DISTRICT OF GUYSBOROUGH – LETTER OF SUPPORT TO REMOVE BAN ON FRACKING

Consensus that a letter will be sent to MODG in response to fracking and it will be signed by Warden. Council will stand by current bylaw.

FOLLOW UP OF MEETING WITH MINISTER LLOYD HINES

Quarterly meetings will take place between council and Department of Transportation for discussions on issues in Inverness County. Gateway signage needs to come in the form of a formal request. A list of gravel roads will be submitted by council for review by Department of Transportation.

OTHER

Wayne Gillis is asking for permission to cut some more brush for installation of the poles by Nova Scotia Power. Councillor Mustard will review Wayne's request on site to see what needs to be done.

With no further business to discuss the meeting was adjourned at 3:49pm.

Audit Committee Meeting
Wednesday, February 28th, 2018
3:00pm
Council Chambers

Council: Warden Betty Ann MacQuarrie
Deputy Warden Alfred Poirier
Councillor John MacLennan
Councillor John Dowling
Councillor Jim Mustard
Absent: Councillor Laurie Cranton

Staff: Keith MacDonald, CAO
Tanya Tibbo, Director of Finance
Garett Beaton, Director Public Works
Donna MacDonald, Director Recreation Tourism
Ellen Murphy, Administrative Assistant

Warden MacQuarrie called the meeting to order at 2:49pm.

DEPARTMENT OF COMMUNITY SERVICES - REQUEST FOR FUNDING – Recommend to council that Vital Signs be given \$1000 for the children, youth and family program.

NOVA SCOTIA/NUNAVUT COMMAND – THE ROYAL CANADIAN LEGION - Recommend to council that we purchase a half page full color ad in the Veteran's Service Recognition Book.

COMMUNITY DEVELOPMENT COMMITTEE GRANT APPLICATIONS

- A) **MICAREME** – Recommend to council that \$5000 be given to the centre for the cost of consultant fees.
- B) **PORT HOOD DISTRICT RECREATION COMMISSION** - Recommend to council that \$6,500.00 be granted to the commission contingent on frontage being paid plus the \$5,000.00 operating grant.

Other Items

Councillor Mustard invited council to a presentation on accessibility at Mill Road Social Enterprises on Monday March 5th from 4-6pm.

Port Hood Island Wharf - Strait Engineering will be contacted to put together a study on both a smaller structure, as well as, replacement of the existing structure. The Port Hood Wharf has to be addressed as it is a liability to the municipality as it is right now. A response to the residents will be sent.

Garett informed council that \$50,000.00 in federal funding through Service Canada was received towards the cost of installing an elevator in the Public Works facility at 15109 Hwy 19 in Strathlorne. The total cost of the installation being \$100,000.00.

Tanya will adjust the current dog registration form so that it includes a check box for vaccinations.

The emphasis of the strategic plan done by Pivot Consulting needs reviewing before being implemented.

Garett will update Keith on council chamber renovations.

The old school board building in Port Hastings has had some windows broken. The well has been located and Fred Baechler, Exp Hydrogeologist, is looking at the condition of the well for possible municipal use.

With no further business to discuss the meeting was adjourned at 4:18pm.



Presentation to Inverness County Council – 2018

Jim Mustard and Alicia Lake

We Make it Easy to Get Products from Local Producers to the Hands of Local Consumers.

Video - [here](#)

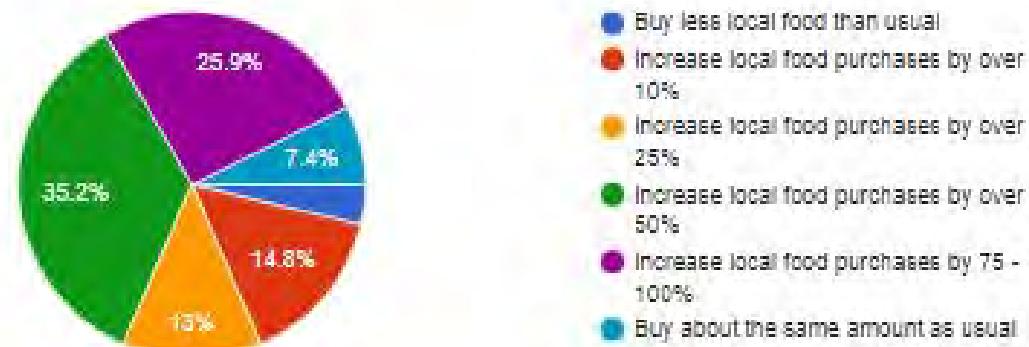


Increasing Local Food Consumption



In terms of your local food purchasing habits, during the Food Hub season, did you:

54 responses



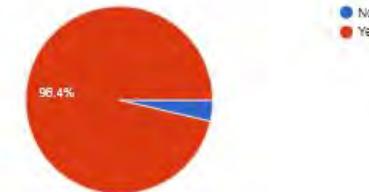
Consumer Education



- Newsletters – Bi-weekly
- Workshops X 13
- Social Media – Including Videos
- Health Education

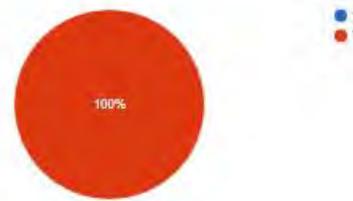
As a result of being in the Food Hub did you learn about more producers that you didn't know before?

55 responses



As a result of being in the Food Hub did you learn about more products available in Cape Breton?

55 responses



Producer Impressions

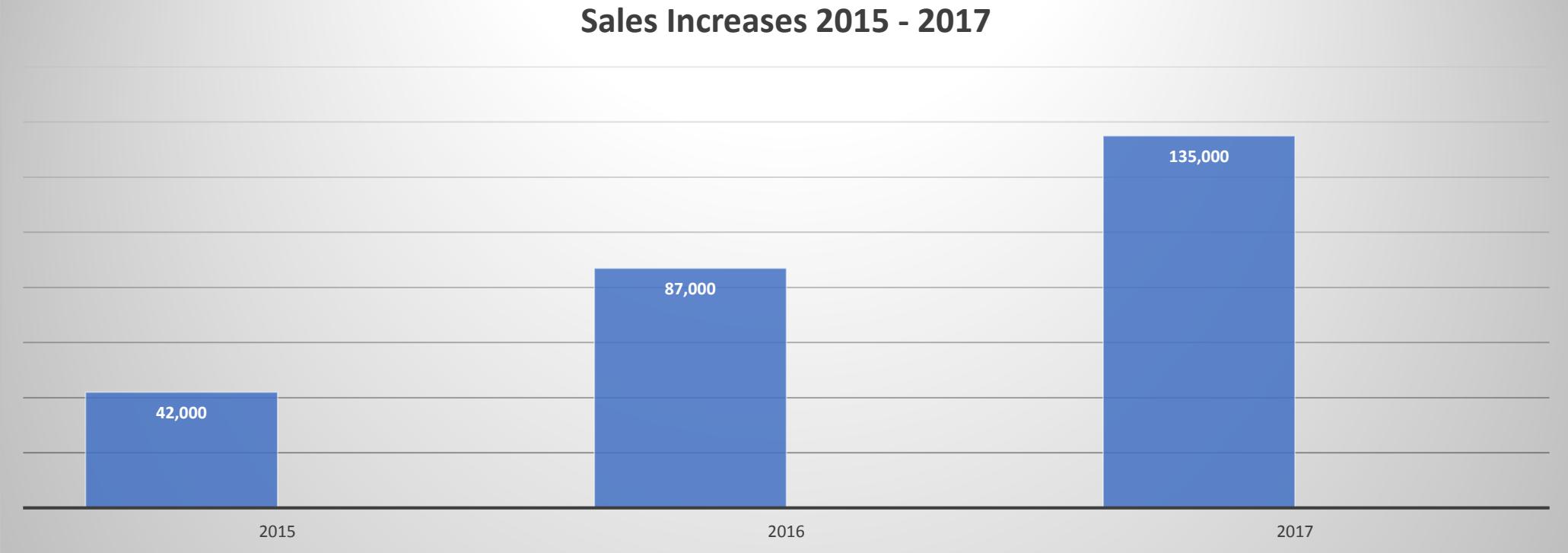


“Being from the west side of Cape Breton, we have good agricultural land but it is too rural. The Food Hub taps into the urban market in places my produce would not reach, like Sydney.”

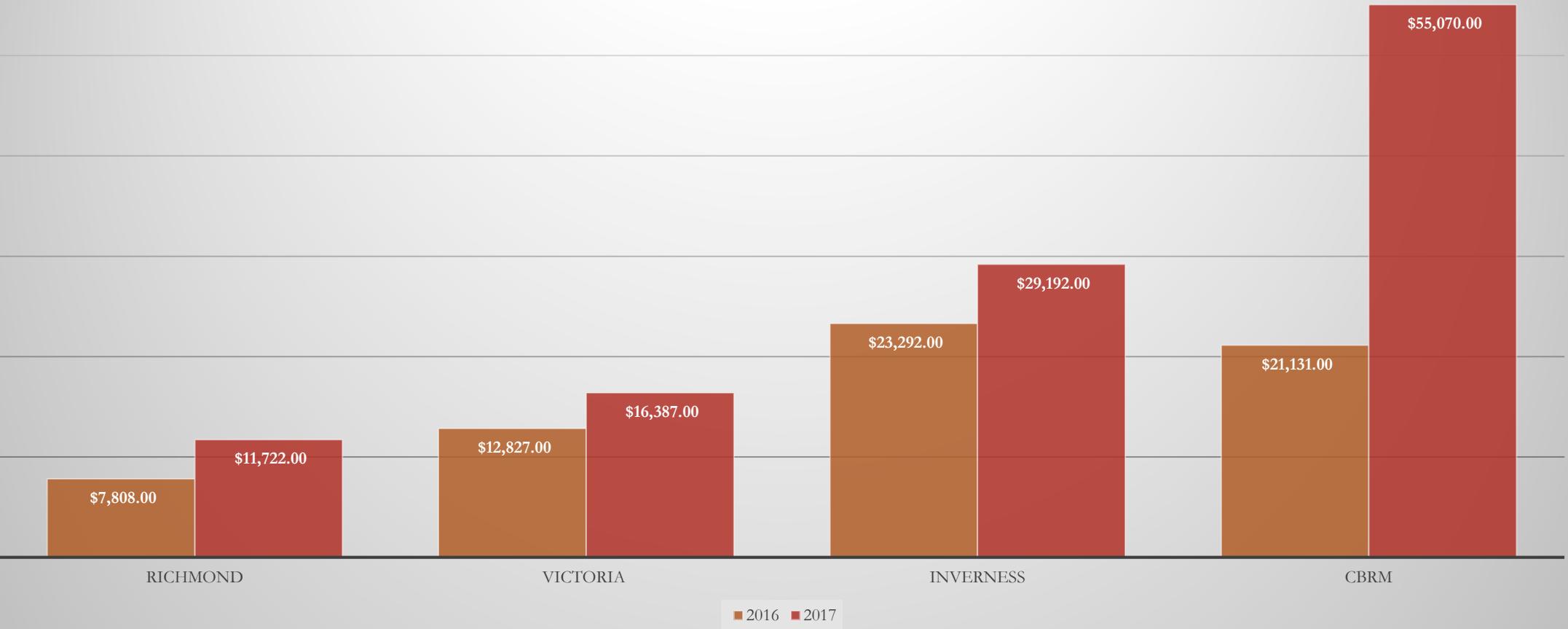
Peter LeBlanc
Front Porch Farm

Overall Sales Increases

Sales Increases 2015 - 2017

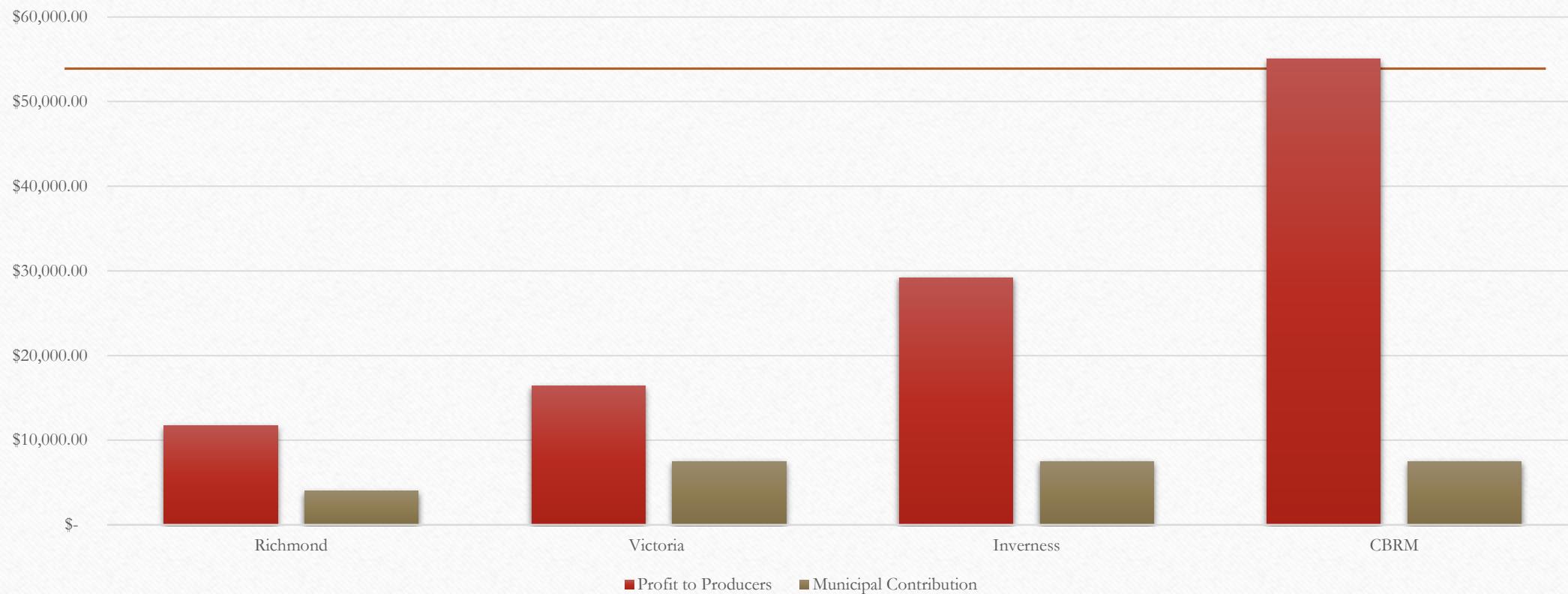


Producer Revenue 2016 to 2017



Municipal Contribution to Producer Revenue

2017



good markets within the county. Altogether, the outlook is good in Inverness for intelligent tillers of the soil.

We take the following facts and figures from the Nova Scotia Provincial Crop Report for 1918:

Inverness County Field Crops for 1918.

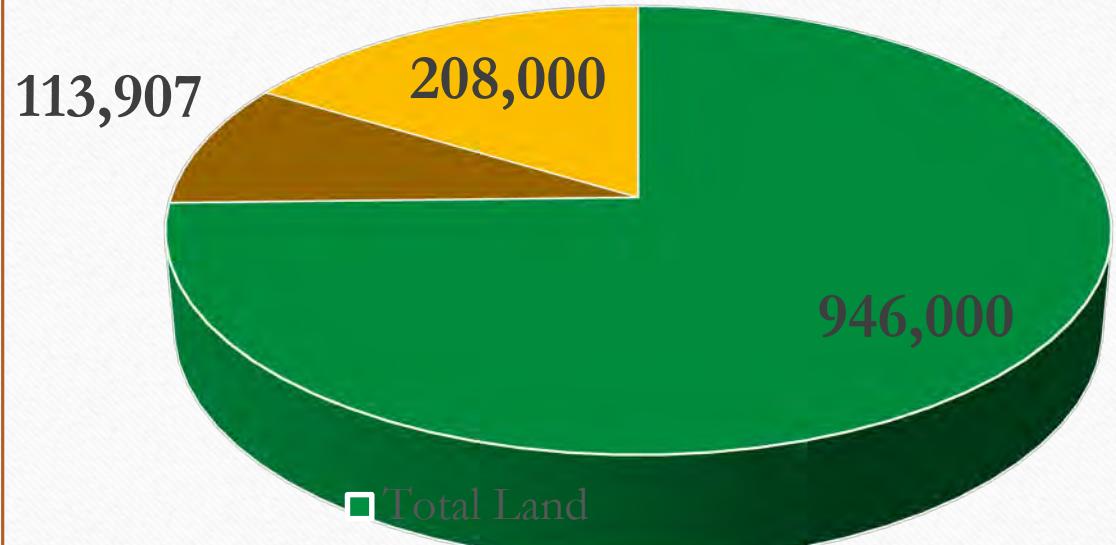
Field crops	Areas sown, Acres	Total Field
Wheat.....	2,125	44,625 Bushels
Oats.....	13,773	482,055 "
Barley.....	427	12,383 "
Rye.....	3	
Buckwheat.....	643	9,645 "
Peas.....	154	2,926 "
Beans.....	418	8,778 "
Mixed Grains.....	117	4,212 "
Potatoes.....	4,421	707,360 "
Turnips.....	1,425	926,360 "
Mangolds.....	31	15,500 "
Fodder Corn.....	48	480 Tons
Other Fodder.....	11	88 "
Crops.....	46,043	82,877 "
Hay.....	69,976	
Pasture.....	395	
Small Fruits.....		
Total Acres.....	140,000	

Inverness County, 1918, Estimate Number of Live Stock.

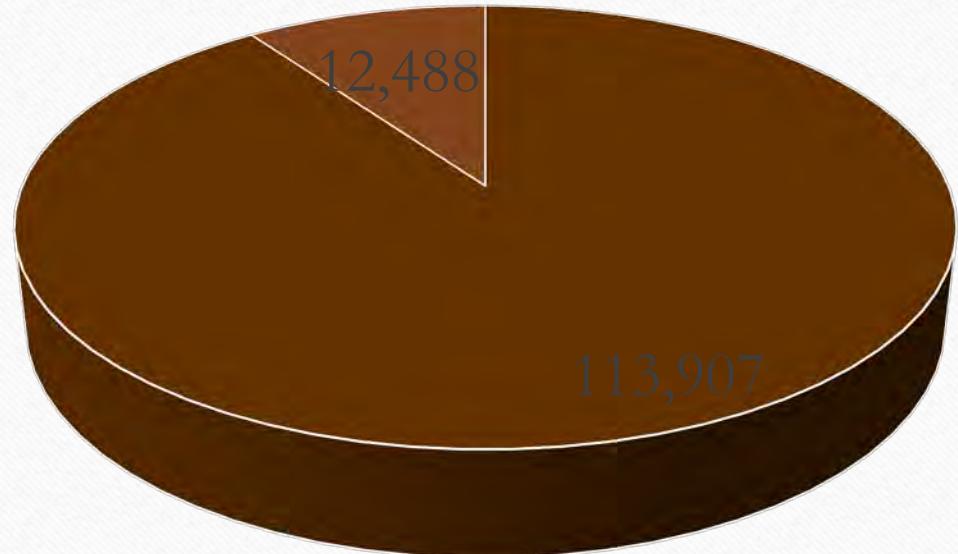
Class of Stock	Number
Horses.....	6,543
Milch Cows.....	13,167
Other cattle.....	20,248
Sheep.....	39,181
Swine.....	3,232
Hens.....	60,917
Turkeys.....	179
Geese.....	1,306
Ducks.....	447

Inverness County Land

Total Land



Agricultural Lands



■ Total Land

■ Agricultural Land

■ wilderness protected

■ Total Ag Lands

■ Total Ag Lands in Production



Growing the Future Sponsors:



Inverness County Home Support Society



MARCH 2018

INVERNESS COUNTY HOME SUPPORT SOCIETY



- ICHSS is a private not-for-profit incorporated Agency with a Mission to provide excellence in delivery of Home Support Services throughout the County of Inverness.
- ICHSS is a service delivery Agency for the Department of Health and Wellness, Continuing Care.

March 2018



INVERNESS COUNTY HOME SUPPORT SOCIETY



- delivers Home Support Services to Continuing Care clients in Inverness County.
- complies with the Continuing Care mission and philosophy, goals, objectives, and policies while promoting client goals and outcomes.
- meets and continuously strives to exceed the standards for delivery of Home Support services to its clients.

MISSION STATEMENT



- The mission of Inverness County Home Support Society is to provide essential Home Support Services enabling client independence, assisting with unmet needs, and maintaining quality of life in their home environment.

CONTINUING CARE SERVICES



- If you know someone who is in need of our services you can contact the Department of Health and Wellness, Continuing Care Branch
- 1-800-225-7225 for more information or to process an assessment
- www.gov.ns.ca/health

HOME SUPPORT SERVICES



- The services we deliver to the residents of this area enable citizens to remain in the homes and to continue with quality of life they have become accustomed to.
- With our services clients are able to manage at home longer, avoiding longer hospital stays and delay LTC admission.

HOME SUPPORT SERVICES



- Personal Care
- Meal Preparation
- Light Housekeeping
- Respite Services
- Other authorized tasks as requested by Care Coordination

ADMINISTRATION

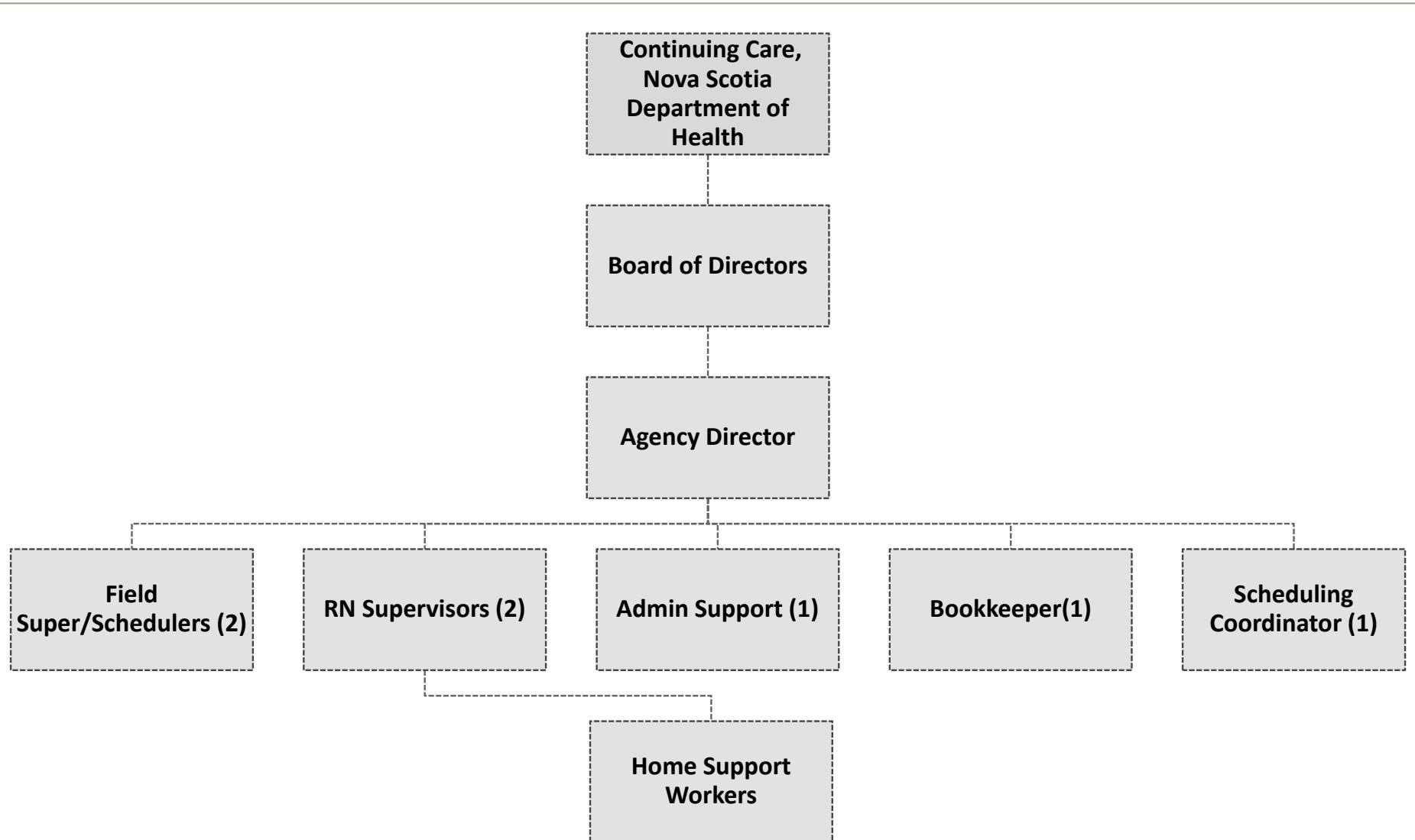


- **Agency Director ~ Angela MacEachern**
- **RN Supervisor ~ Carrie Cameron, RN**
- **RN Supervisor ~ Cathy Beaton, RN**
- **Bookkeeper ~ Marina MacIntyre**
- **Field Supervisor / Scheduler ~ Imelda Horne**
- **Field Supervisor / Scheduler ~ Paulette Chiasson**
- **Administrative Support ~ Denise Spears**
- **Scheduling Coordinator ~ Lynne Graham**

BOARD OF DIRECTORS



- **Clifford Maillet ~ Chairperson** (Cheticamp)
- **Claire MacNeil ~ Vice Chair Person** (Craigmore)
- **Councillor John Dowling** (West Bay Road)
- **Kate Beaton** (Judique)
- **Mary Ross** (River Denys-Whycocomagh)
- **Frank Gillis** (Inverness)
- **Ethel Chisholm** (Port Hood)
- **Councillor Hughie MacDougall** (Port Hawkesbury)



March 2018



STAFFING



- Currently 53 Home Support Workers
- Staff need to have their CCA Certificate (Continuing Care Assistant)
- Staffing is an on-going challenge for this Agency
- Shortage of trained CCAs
- On average we are wait listing 10-25 hours per week

STAFFING

CHETICAMP	10	19%
INVERNESS	8	15%
MABOU	4	7%
MARGAREE	7	13%
PORT HOOD	7	13%
PORT HAWKESBURY	12	23%
RIVER DENYS	3	6%
WHYCOCOMAGH	2	4%
	53	

ICHSS – Clients

- ICHSS provides services to approximately (300) clients within a large geographic region of Inverness County
- delivers approximately (4'500) direct service hours per month

CLIENTS

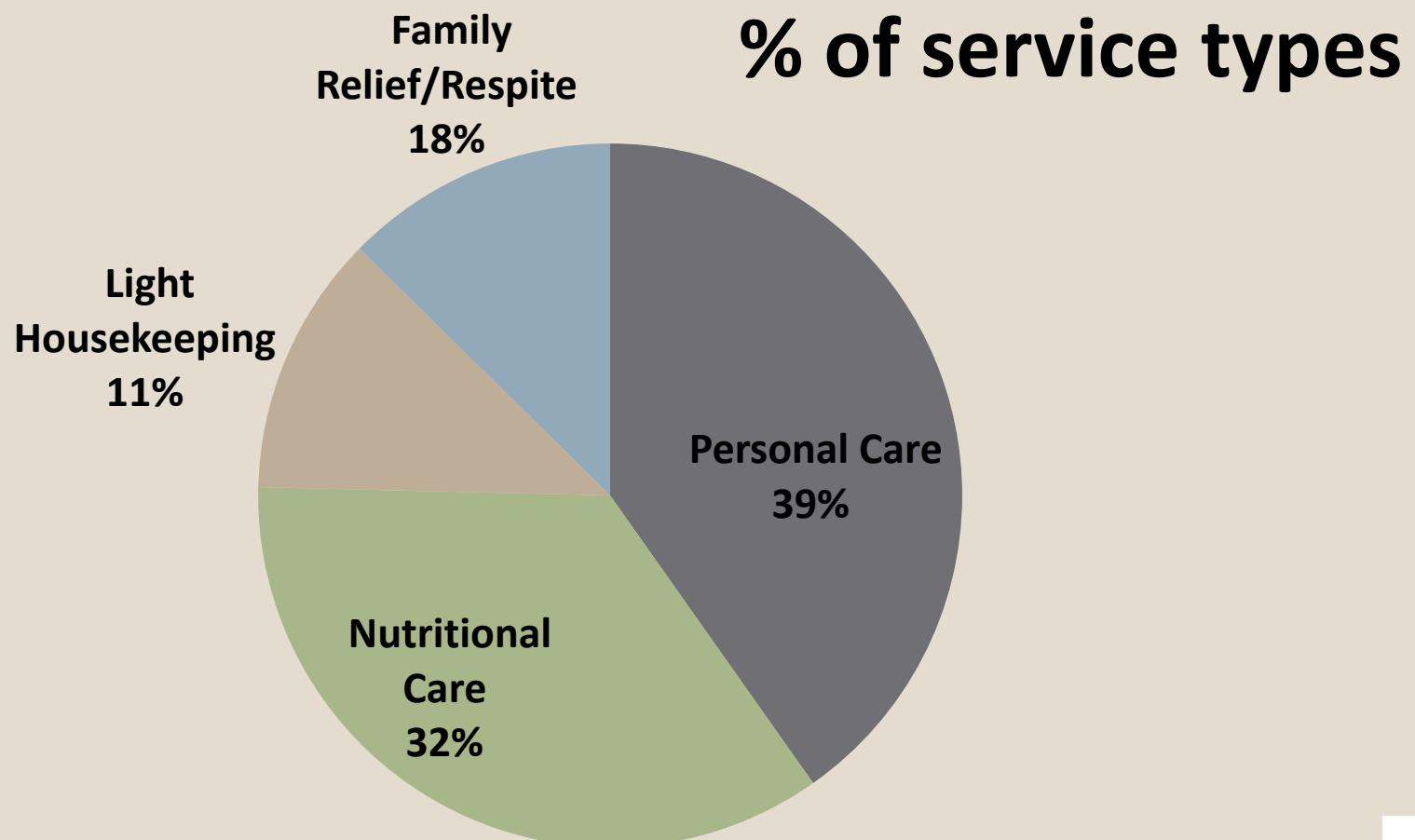


	# clients	% total clients	% total service
CHETICAMP	62	23%	16%
INVERNESS	41	15%	20%
MABOU	10	4%	4%
MARGAREE	32	12%	16%
PORT HOOD	22	8%	7%
PORT HAWKESBURY	77	29%	28%
RIVER DENYS	11	4%	2%
WHYCOCOMAGH	15	6%	7%
	270		

March 2018



Service Delivery by Service Type



March 2018



FUNDING

- ICHSS is fully funded by the DHW (Department of Health and Wellness)
- Funding changed for all funded Agencies in 2012.
- All funded Agencies are now budgeted based on a rate set by the DHW per Direct Service Hour.
- This Agency has not been able to meet the budgeted rate of service since that time.

BUDGET CONCERNS

- Best business practices and increasing efficiencies have been the focus of ICHSS
 - better use of technology
 - introduction of an attendance management policy
 - improved methods of scheduling staff
 - closer monitoring and evaluating of costs
- We have been working closely with DHW to resolve our budget and financial issues

CHALLENGES AHEAD



- Operational Review – recently completed
- Ongoing Financial challenges
 - Budget rates
 - Funding formulas
 - Direct vs Indirect costs
 - Lack of consideration for challenges facing delivery of services in our large, rural County

SUPPORT

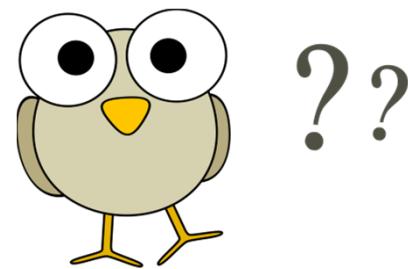


- From the Municipality of Inverness
- From The Town of Port Hawkesbury

March 2018



Questions?



DANGEROUS AND UNSIGHTLY PREMISES POLICY

1. This Policy is entitled the “*Dangerous and Unsightly Premises Policy*”.
2. Council hereby delegates its authority to issue dangerous or unsightly premises orders, but not including demolition orders, to the Administrator of Dangerous or Unsightly Premises, designated by the Chief Administrative Officer to be responsible for the dangerous or unsightly premises provisions of the *Municipal Government Act* for the Municipality.
3. All persons making complaints or reporting to Councillors or municipal staff allegations of dangerous or unsightly premises contrary to the *Municipal Government Act* shall be referred directly to the Administrator.
4. The Administrator shall request every complaint be provided in written form and shall provide complainants with a standardized complaint form for this purpose. A standardized complaint form is attached as “**Appendix A**” to this policy.
5. The Administrator may amend the standardized form from time to time subject to forwarding a copy of such amended form with cover letter to the Chief Administrative Officer for circulation to Council.
6. Complaint forms completed by a complainant shall be held on file by the Administrator together with a record of the Administrator’s response and reasons for same.
7. The Administrator shall have discretion to determine the appropriate time frame and manner of response to any complaint.
8. The Administrator shall have discretion whether to investigate complaints which are made anonymously or where the complainant refuses to put the complaint in writing.
9. In every case, the Administrator shall make reasonable efforts to identify the legal owner or occupant of the subject property for purposes of service of notices and orders.
10. The Administrator shall be responsible for giving notices and directions to property owners with respect to dangerous or unsightly premises and requirements for remedial action.
11. The Administrator shall develop standard form notices including letter form notices to property owners with respect to the requirements of Part XV of the *Municipal Government Act* and directions for remediation.
12. The Administrator shall copy such standard form notices to the Chief Administrative Officer

of the Municipality for review and comment.

13. The Administrator shall be responsible to develop standardized practices insofar as possible for posting notices at premises where service on an individual property owner is not feasible.
14. The Administrator shall have access to the Municipal Solicitor for advice and opinion and for purposes of drafting and delivery of notices and remedial orders.
15. The Administrator shall be responsible to maintain written records, including photographic evidence, where investigation finds dangerous and unsightly premises which are not remedied by the owner when directed by the Administrator.
16. The Director shall provide a true copy of any remedial order issued to the Chief Administrative Officer for the subject municipality by way of information.
17. Every written notice or order issued by the Administrator or Council shall refer specifically to Part XV of the *Municipal Government Act* and the definitions of dangerous or unsightly premises which are alleged to have been breached.
18. Every written notice or order issued by the Administrator or Council shall provide appropriate contact information including, as applicable, notice of rights to appeal.
19. The records of the Administrator shall be the property of the Municipality in which the subject premises are situate and shall be turned over by the Administrator to the municipal solicitor in any case where the Municipality directs or the matter proceeds to court.
20. The Administrator may ask to appear before Council whether in regular session or Committee of the Whole or other, special meeting, to present a submission and recommendation with respect to dangerous or unsightly premises.
21. Appeal of a remedial order shall be made to Council.
22. In the event of appeal of a remedial order, the Administrator shall be required to appear at the Council meeting hearing the appeal to present the case and grounds for remedial order.
23. In any case where a demolition order is being contemplated, the Council shall hear from the Administrator with respect to the subject premises and the actions and notices taken to encourage and require remediation.
24. In any case where a court application is taken by the Municipality or by the property owner, the Administrator shall cooperate with the Municipal Solicitor to support and present the

Municipality's case.

<p>Approval: Policy Committee Review: February 5th, 2018 Council – 7 Day Notice: February 5th, 2018 Council Approval: March 5th, 2018</p>	<p>This is to certify that the above policy was approved by Municipal Council on March 5th, 2018.</p> <hr/> <p>Chief Administrative Officer</p>
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Appendix A: Dangerous and Unsightly Premises Form

We the undersigned consider the property described below to be dangerous or unsightly as described in the Municipal Government Act.

Description of Dangerous or Unsightly Condition
(Please be specific and use additional pages if necessary. Include pictures if available)

Property Information		
Property Location: (Civic address or Property Identification Number)		
Property Owner:		
Complainant Information		
Complainant Name	Complainant Signature	Complainant Phone

Please Note:

1. Confidentiality – Names of complainants are kept confidential unless this information is required in a court of law.
2. The Municipal Government Act defines a Dangerous or Unsightly premises as “dangerous or unsightly” means partially 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 and inflammable grass or weeds or other combustible material, (iii) an accumulation or collection of materials or refuse that is stockpiled, hidden or stored away and is dangerous, unsightly or unhealthy or offensive to a person,
 - (iv) 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

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 - (v) that is in a ruinous or dilapidated condition,
 - (vi) the condition of which seriously depreciates the value of land or buildings in the vicinity,
 - (vii) that is in such a state of non-repair as to be no longer suitable for human habitation or business purposes,
 - (viii) that is an allurement to children who may play there to their danger,
 - (ix) constituting a hazard to the health or safety of the public,
 - (x) that is unsightly in relation to neighbouring properties because the exterior finish of the building or structure or the landscaping is not maintained,
 - (xi) that is a fire hazard to itself or to surrounding lands or buildings,
 - (xii) that has been excavated or had fill placed on it in a manner that results in a hazard, or
 - (xiii) that is in a poor state of hygiene or cleanliness;
3. *The Municipal Government Act states that “Every property in a municipality shall be maintained so as not to be dangerous or unsightly”. Orders to remedy are personally served upon the Owner of the Property or posted on the Property.*
4. *Contact Eastern District Planning Commission (EDPC) - 32 Paint Street, Unit 4, Port Hawkesbury, NS B9A 3J8*
 Phone: (902) 625-5361 Fax: (902) 625-1559 Email: idbain@edps.ca

Please send this completed form to the Eastern District Planning Commission (see address above).

Title

1. This By-Law shall be known and may be cited as the **“Dog Control By-Law”** and is enacted to provide for the orderly control of dogs in the County of Inverness.
2. This By-Law repeals and replaces the former Dogs, By-Law No. 13 as amended on August 21st, 1997.

Definitions

3. In this By-Law, unless the context otherwise indicates:
 - a) “dog” means any dog, male or female, or any animal that is the result of the breeding of a dog with any other animal.
 - b) “Dog Control Officer” means any person authorized by the Municipality of the County of Inverness to enforce this by-law and all its provisions, and approved to enforce the Dog Control By-Law under the *Police Act* and to issue Summary Offence Tickets pursuant to this by-law and the *Summary Proceedings Act*.
 - c) “domestic animal” includes pets and farm animals;
 - d) “fierce or dangerous dog” means
 - i. any dog with a known propensity, tendency or disposition to attack without provocation other domestic animals or persons;
 - ii. any dog which has bitten another domestic animal or person without provocation;
 - iii. any dog which attacks a person or other domestic animal;
 - iv. any dog which injures a person or other domestic animal;
 - v. any dog which terrorizes, including by approaching in an apparent attitude of attack, a person or other domestic animal on any public space, street, sidewalk, road, or on any private property other than the property of the owner;
 - vi. any dog owned or harboured for the purpose of dog fighting;
 - vii. any dog trained for dog fighting;

viii. any dog designated "fierce or dangerous" by the Dog Control Officer in notice to the owner;

provided that no professionally trained guard dog shall be deemed "fierce or dangerous" while lawfully engaged in law enforcement.

- e) "**impounded**" means seized or taken into possession or control by the Dog Control Officer;
- f) "**Municipality**" means the Municipality of the County of Inverness, its officers, agents or employees as the context requires;
- g) "**owner**" means any person who possesses, has care or control of, or shelters a dog and, where the person is a minor, includes a person responsible for the custody of the minor.

Registration

- 4. Every dog residing in the Municipality must be registered annually with the Municipality.
- 5. Dogs are to be registered in the month of April for the fiscal year commencing on April 1st.
- 6. To register a dog, the owner must provide the Municipality with the required registration information (Appendix A) and the applicable registration fee.

Required Registration Information

- 7. The following information is required for the registration of a dog in the Municipality:
 - a) owners' name, civic and mailing address, telephone number(s);
 - b) name of the dog;
 - c) breed(s) of the dog, including insofar as known where the dog is of mixed breed;
 - d) Description of the dog, including: gender, color, whether spayed or neutered or not, and tattoo / chip number if available.

Registration Fees

- 8. The following registration fees apply until and unless revised by Municipal Council by amendment, by schedule or by costs and fees by-law:
 - a) annual registration fee for a spayed / neutered dog = \$10;

- b) annual registration fee for an un-spayed / un-neutered = \$25.
- 9. Every dog registration must be renewed by payments of registration fee no later than April 30th for the fiscal year commencing April 1st.
- 10. Registration fees are due and payable notwithstanding the owner has received no notice of registration renewal from the Municipality.
- 11. The Municipality shall record fees paid for each registered dog.
- 12. Proof of payment of dog registration fees shall be by receipt received from the Municipality or by cancelled cheque.
- 13. Any person, who becomes a dog owner after the April 30th in any year, shall ensure the dog is registered with the Municipality for that fiscal year within one week of becoming owner.
- 14. Any dog for whom the registration fee has not been paid in full to the Municipality within the required time shall be an unregistered dog under this by-law.

Additional Information

- 15. At registration, a dog owner may provide additional information respecting the dog being registered, provided that by receiving such information, the Municipality does not agree nor is it required to give particular notices, make particular contacts, or use particular veterinary services in respect of the subject dog.

Updates

- 16. On renewing registration, an owner should provide in writing any new relevant information about the dog, such as neutering or spaying since last registered.
- 17. The Municipality may require certification of neutering or spaying for purposes of confirming the subject registration fee.
- 18. Where a registered dog has died or is sold or given to another owner, the registered owner shall, within ten days, notify the Municipality in writing of the same, providing the dog's registration number and new owners' name and contact information.
- 19. On receiving notice of death of a registered dog, the Municipality shall cancel its registration.
- 20. Dog registration fees are not refundable on the death of the registered dog.
- 21. Any person who becomes the owner of a registered dog shall, within one week of becoming

the owner, provide the Municipality with written confirmation of ownership, giving the dog's registration number and such other particulars as required, including the new owner's full contact information.

Required Statements

22. The Municipality may by written notice require an owner to provide particulars including number of dogs owned, harboured or kept on the owner's property and the owner shall provide the required information by written statement within ten days of receiving the notice.

Dog Registration Records

23. The Municipality may require dog registration information to be provided by owners on forms provided for that purpose by the Municipality.
24. In every case, whether on a Municipal form or by letter or written or typed statement, dog registration information provided by an owner shall be confirmed as accurate by the owner by signature and date.
25. Dog registration information shall be the property of the Municipality for the purposes of dog control and enforcement of this by-law in the Municipality.
26. Dog registration information may be tendered in evidence by the Municipality in any prosecution of the owner pursuant to this by-law.

Complaints and actions

27. In addition to registration and other information provided by the owner, the Municipality may maintain and compile records of complaints received and enforcement actions taken by the Dog Control Officer, including notices and warnings issued or given, in respect of any dog, and these records may be introduced and used in evidence by the Municipality in any prosecution of the owner pursuant to this by-law.

Dog Tags

28. On the registration of a dog, the Municipality shall provide the dog owner with a Municipal dog tag bearing a serial number and the year in which the registration is issued.
29. Every owner is required to ensure that his or her dog is wearing a collar fastened securely and with the proper dog tag securely affixed at all times when the dog is outside.
30. The dog tag is re-issued when registration is renewed and payment has been confirmed.

31. In the event a dog tag is lost, the owner is responsible to notify the Dog Control Officer and/or the Municipal Offices within 24 hours or as soon as reasonably possible and to provide the Municipality with a signed statement confirming the loss and to purchase a replacement dog tag.
32. Dog tags may not be transferred from one dog to another.

Exemptions

33. Notwithstanding any of the foregoing, the following exemptions may apply:
 - a) a dog trained for and providing assistance to a person with a disability must be registered but is exempt from registration fees;
 - b) dogs under the age of 3 months old are exempt from registration;
 - c) Persons with disabilities who are assisted by trained service dogs are exempt from the requirement to remove the dog's feces from properties;
 - d) working or hunting dogs, while working or hunting, are exempt from the requirement to wear collar and tag;
 - e) owners or operators of animal shelters or kennels which house dogs for temporary periods whether by rescue or under contract shall be exempt from the registration requirements in this by-law with respect to such dogs, provided that such owners or operators may be required to provide particulars to the Municipality or Dog Control Officer with respect to the dogs being housed.

Dogs Running At Large

34. Any dog which is off its owner's property without being under continuous restraint and control of some person, is deemed to be running at large for the purposes of this by-law and any prosecution hereunder.
35. A dog tethered on a tether of sufficient length to allow the dog to leave its owner's property is deemed to be running at large for the purposes of this by- law and any prosecution here under.

Fierce or Dangerous Designation

36. The Dog Control Officer may designate a dog as "fierce or dangerous" within meaning of this by-law by serving written notice of same on the owner, providing explanation for the designation, and requiring muzzling restraints on such dog when in public.

Owner Responsibilities

37. Every owner shall be responsible for the following:

- a) to provide appropriate, adequate care and conditions for his/her dog;
- b) to ensure the dog is under effective control;
- c) to ensure the dog does not and is not creating a disturbance or nuisance;
- d) to ensure the dog is registered;
- e) to ensure additional restraint including but not limited to muzzling is used in public where the dog is “fierce and dangerous” within the meaning of this by-law;
- f) to remove the dog’s feces from public or private property other than the owner’s own property;
- g) to ensure an unsprayed female dog is not accessible by any male dogs while the female dog is in heat, excepting in the case of arranged breeding of purebred dogs;
- h) to make immediate attempts to locate the dog if it goes missing and to notify the Dog Control Officer that the dog is missing, providing registration and other particulars to help identify the dog;
- i) to provide to the Municipality such information as may be required pursuant to this by-law;
- j) to comply with all of the provisions of this by-law respecting dog ownership.

Offences

38. Every owner:

- a) whose dog runs at large;
- b) whose dog is unregistered;
- c) whose dog is not wearing its dog tag as required by this by-law;
- d) whose dog persistently disturbs the quiet of the neighborhood by barking, howling or otherwise;
- e) who fails to remove the dog’s feces from public or private property other than the owner’s own property;

- f) who fails to confine an un-spayed female dog as required by this by- law;
- g) who neglects or refuses to provide a written statement or information required by this by-law;
- h) who interferes with the Dog Control Officer in the performance of his duties;
- i) who refuses to hand over dog to the Dog Control Officer when told to do so;
- j) who does anything prohibited by this by-law or neglects or fails to do anything required by this by-law to be done by him or her;

is guilty of an offence and subject to penalty on summary conviction to the penalties prescribed in the By-Law and under the *Municipal Government Act* and such other penalties as may lawfully apply.

Impounding and Other Remedies

- 39. The Dog Control Officer has the authority to seize, take control of, impound, sell, humanely euthanize, or otherwise dispose of any dog:
 - a) which is fierce or dangerous within the meaning of this by-law;
 - b) which is rabid or appears rabid or is exhibiting symptoms of canine madness;
 - c) which runs at large contrary to this by-law;
 - d) which persistently disturbs the quiet of the neighborhood by barking, howling or otherwise;
 - e) which is not registered as required by this by-law.
- 40. On impounding a dog wearing a Municipal dog tag, the Dog Control Officer will attempt to identify and contact the owner by reference to the registration records, provided that nothing in this section makes the Municipality or Dog Control Officer liable where the owner is not contacted.
- 41. If, in the opinion of the Dog Control Officer, the dog is fierce or dangerous or rabid or is exhibiting signs of canine madness, the Dog Control Officer may destroy the dog on sight or on capture without attempting to contact the owner first.
- 42. If the Dog Control Officer has destroyed a dog wearing a Municipal dog tag, the Dog Control Officer shall attempt to identify and contact the owner by reference to the registration records to inform the owner of the action taken.

43. The owner of a dog which has been seized or impounded or humanely euthanized by the Municipality shall be responsible to pay the costs in relation thereto, including but not limited to the costs or providing shelter, food and care for the dog.
44. In any case where the Dog Control Officer determines need, he or she may arrange for veterinarian services for a dog seized by the Dog Control Officer, in which case the owner of the dog shall be responsible to pay to the Municipality such costs as are incurred for veterinarian services.
45. All costs and expenses incurred by the Municipality in relation to a seized or impounded dog shall constitute a debt owed to the Municipality by the dog owner and may be recovered as a debt.
46. The Dog Control Officer may refuse to release the dog to the owner pending payment of costs owing, in which case, every day the dog remains in the Municipality's custody shall be costed to the owner for recovery as a debt to the Municipality.
47. In the exercise of his responsibilities under this By-Law, the Dog Control Officer may pass over the land of any person where reasonably necessary.
48. Notwithstanding any provision of this by-law, the Dog Control Officer and the Municipality are not owners within the meaning of this by-law with respect to any dogs seized, captured, taken into possession or control of the Dog Control Officer or Municipality pursuant to this by-law.

Evidence

49. In any prosecution for violation of this by-law, evidence that one person is disturbed or offended in *prima facie* evidence that the public or the peace of the neighborhood is disturbed or offended.

Penalty

50. (a) Any person who violates or fails to comply with any provision or provisions of this by-law shall be liable on conviction to a penalty of not less than \$100.00 and not more than \$5,000.00, and in default of payment to imprisonment not exceeding ninety (90) days, providing that where a person has been issued a Summary Offence Ticket by the Dog Control Officer in respect of such offence under this by-law, the person may settle out of Court by endorsing a guilty plea and paying the minimum fine, together with the administrative and victim surcharges payable thereon, to the Clerk of the Provincial Court at the Justice Centre in Port Hawkesbury, Nova Scotia.

(b) Every day in which an offence under this by-law continues may be considered a further offence and further Summary Offence Tickets may be issued.

General

51. All fees payable under this by-law are taxes within the meaning of the *Municipal Government Act* and where unpaid, may be collected as debt owing to the Municipality by the owner.
52. All fees and information required to be paid or provided by dog owners herein shall be paid at and provided to the Municipal Office in Port Hood.
53. That Bylaw No. 13 Dogs is hereby repealed upon this bylaw coming into effect.

Date of First Reading to Approve	
Date of Advertisement of Notice of Intention To Approve	
Date of Second Reading	
Date of Advertisement of Passage of By-Law	
Date of Mailing to Minister a Certified Copy of By-Law	

THIS IS TO CERTIFY that the foregoing By-Law is a true copy of a by-law duly passed at a duly called meeting of the Municipal Council of the Municipality of the County of Inverness duly held on the day of A.D., 2018.

Tanya Tibbo, Interim CAO



DOG REGISTRATION FORM

OFFICE USE ONLY	
Date:	
Processed By:	
Receipt No:	

OWNER INFORMATION		
First Name	Last Name	
Civic No.	Street	Community
Mailing Address (If Different than Above)		
Daytime Phone	Evening Phone	
Email Address		

DOG INFORMATION									
New Tag # (For Office Use Only)		Breed	Sex (M/F)	Check box if spayed or neutered	Check box if Received Rabies Vaccination	Color	Dog's Name	Tattoo/Chip Number	Fee:
	1			<input type="checkbox"/>	<input type="checkbox"/>				
	2			<input type="checkbox"/>	<input type="checkbox"/>				
	3			<input type="checkbox"/>	<input type="checkbox"/>				
	4			<input type="checkbox"/>	<input type="checkbox"/>				
	5			<input type="checkbox"/>	<input type="checkbox"/>				
	6			<input type="checkbox"/>	<input type="checkbox"/>				
	7			<input type="checkbox"/>	<input type="checkbox"/>				
	8			<input type="checkbox"/>	<input type="checkbox"/>				
								TOTAL	\$

ADDITIONAL INFORMATION	
1. Please return completed form and payment to Municipality of the County of Inverness, 375 Main Street, Port Hood, NS B0E 2W0.	
2. Fees: Neutered - \$10.00, Not neutered or spayed - \$25.00.	
3. For more information please call (902) 787-3502 / 3503 or visit our website at www.invernesscounty.ca	

STAFF REPORT

To: **Inverness Area Planning Advisory Committee
Inverness County Planning Advisory Committee
Inverness County Council**

From: **Planning Staff (EDPC)**

Date: **January 18, 2018**

Reference: **Request for a change of zoning from 'Institutional' to 'Commercial Mixed Use' by the Inverness Historical Society for a part of their lands on Lower Railway St**

Recommendation:

It is the recommendation of staff that Council **approve the rezoning** of the property identified by PID No. 50330844 (the lands immediately surrounding the annex building of the Inverness Miners' Museum) from 'Institutional (I-1)' to 'Commercial Mixed Use (C-2)'.

Description	
Designation:	Commercial
Current Zoning:	Institutional (I-1)
Zoning Request:	Commercial Mixed Use (C-2)
Identification:	PID # 50330844
Total Lot Area:	0.13 hectares; (0.32 acres)
Site Visit:	November 30, 2017

1. Background

The Inverness Historical Society has submitted an application for a rezoning from 'Institutional' to 'Commercial Mixed Use', which was received on August 31 in the planning office. Since this rezoning only pertains to an area around one of the buildings currently owned by the society, this staff report was preceded by a land subdivision and related variance procedure.

The photograph to the right traces the recent subdivision. The land subject to this rezoning application begins approximately behind the red dashes indicated on the picture. The historic station building in the foreground and its surrounding lands are not a part of the rezoning.

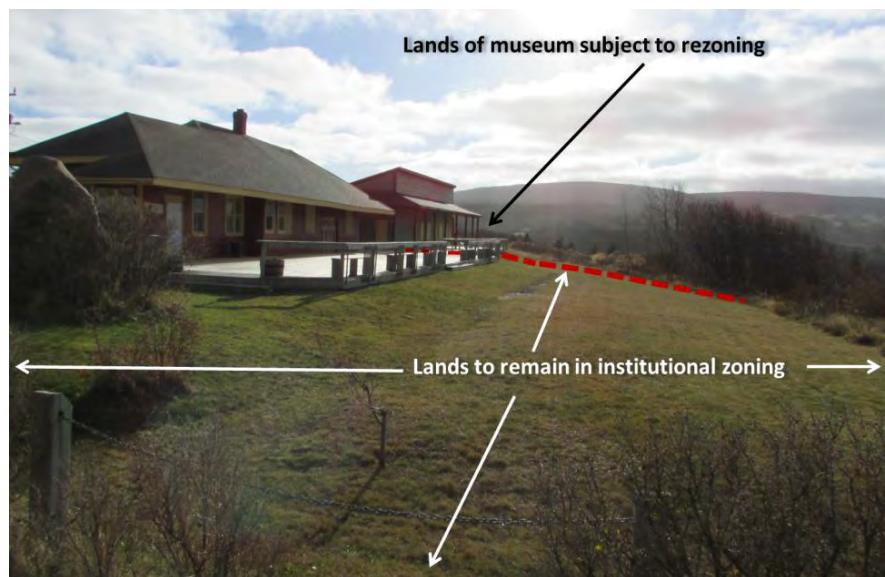


Figure 1: approximate line of recent land subdivision (red) between the buildings

Geographic Location

The lands of the Inverness Historical Society are located at the bottom end of Lower Railway St, on the edge between the populated area of Inverness and the coastal backdune flats occupied by the Cabot Links golf course and the wastewater treatment plant. The lands accommodate the Inverness Miners' Museum consisting of the northern old station building, which serves as the museum's main exhibition area, and a southern annex building.



Figure 2: The location of the property subject to rezoning (property lines over aerial photograph)

Since the land subdivision was approved in November 2017, each building is standing on a separate property. The southern annex property measuring 1275 sqm (13,724 sq ft) is the subject of this rezoning application. It is framed by commercial lands owned by Cabot Links Enterprises and provincial lands that form the northernmost part of the Celtic Shores Coastal Trail right-of-way.

Proposed development

The Inverness Historical Society does not need the annex building for the operation of the museum and found a prospective buyer for the property who is willing to establish a massage therapy business on that parcel.

Reasoning and consequences of proposed rezoning

The site is subject to the regulations of the Inverness Plan Area Land Use By-law. Permitted land uses in the institutional zoning do not include commercial businesses. In order to enable the prospective buyer to operate a massage practice, a rezoning to a commercial zone will be necessary. It should be noted that if the zoning proceeds, any other land use type permitted in the C-2 zone could be developed as-of-right on this property.

2. Analysis

An amendment of the Land Use By-law must not contradict the Municipal Planning Strategy (MPS) for the Inverness Plan area and has to be consistent with its *General Intent*. The analysis will therefore investigate whether there are any policies supporting or contradicting the proposed by-law amendment.

2.1 General Intent of Plan

The overall intent of the Municipal Planning Strategy for the Inverness Plan Area is reflected in the vision statement of the policy:

“The Inverness Plan Area is part of the municipality that is proud of its place and its people. Residents support responsible development that allows others to enjoy the scenic character and natural resources of the area while carefully protecting both for future generations. Developments and activities that foster improved community involvements, cooperation and pride are supported.”

The main goals of the plan are described by sustainable planning, balanced growth and public consultation. The aspect of balanced growth is further defined as follows:

“In order for the Plan Area to develop according to the public vision, the Municipality of Inverness needs to ensure that new development occurs in a way that respects the existing community character and the local natural environment. Development controls are necessary to preserve the natural heritage and social aspects of the area that are sources of community pride. Land use plans should give direction to help guide growth in a compatible manner within the Plan Area.”

Planning staff holds the opinion that the proposed change of use in the annex building of the Miners' Museum is a non-intrusive type of development that generates local employment opportunities while preserving the character of the area. The close proximity between the museum and the massage business may lead to synergies with regard to tourism. This would be a desirable outcome and in line with the intent of the plan.

2.2 Designation and Zoning

The subject property is situated in the Commercial Designation and therefore a rezoning is permitted under the Municipal Planning Strategy, subject to the criteria listed in Appendix A. These criteria will be discussed in the following sections.

2.3 Access to Road Network

The adequacy of access to the transportation network is a concern. The subject property is situated on an unpaved lane between Lower Railway St and Beach No 1 Rd. The travelled surface is neither in public ownership nor an approved private road. The lane is currently registered as a right-of-way easement to at least three of the properties which it crosses. It is unclear whether the right-of-way crosses the former Inverness Lodge property currently owned by Cabot Links Enterprises and if the right-of-way is registered to that property (see Appendix B). The road surface is in a poor condition and does not seem to be maintained by the property owners.



Figure 3: Road surface conditions during site visit on November 30, 2017

The Municipal Planning Strategy stipulates that the following is a condition for a rezoning to commercial:

“Primary vehicular access to the parcel is by means of a road identified as having a service level higher than “local road” in the hierarchy of transportation routes (...);”

Whether the application complies with this aspect is subject to interpretation. Technically, the property is a landlocked piece of land without any road frontage. However, there is a de facto access to Beach No. 1 Road, which is classified as a ‘Collector Road’ in the Inverness Land Use By-law. Even though the legal status of this access is not clear, it has been functioning as a connection to Beach No. 1 Road for many years. A public claim to the lane may be inferred due to the long-standing and continuous use of the road surface by the community. In the event that this property would lose its access to Beach No.1 Road through PID#50126374 (i.e. the former Inverness Lodge Lands), the property could still likely access Beach No. 1 Road through the former railway right-of-way held by the Crown.

Since the utilization of the museum’s annex building as a massage practice will not decisively change the traffic counts on the right-of-way easement, planning staff deems the above described connection to Beach No. 1 Road as sufficient to consider the access to a collector road as given.

Notwithstanding the above assessment, planning staff points out that if the property cannot access Beach No. 1 Road, the traffic it generates will flow through the residential ‘Lower Railway Street’.

2.4 Other issues related to proposed development

Due to the nature of the proposed repurposing of an existing building, many concerns such as the potential for contamination of water courses, the financial capability of the municipality to support the proposal or the scale and siting of the building do not apply. The building features a wooden design that respects the adjacent heritage protected old station building. The site is serviced by municipal water and sewer and since no major alterations are planned, impacts on the drainage or water run-off on the property are not to be expected.

Assuming that the new massage practice will operate in the existing annex building and not necessitate any additions to the structure, the current floor space of the building will induce a parking requirement of five parking spaces, which can easily be accommodated on the 1,274 sqm (13,713 sq ft) property.



Figure 4: The Annex Building is well adapted to the architectural style of the historic station building

2.5 Adequacy of controls for Commercial Mixed Use (C-2) Land Uses in Land Use By-law

Site Plan Approval Procedure

All developments in the Commercial Mixed Use zone, with the exception of residential dwellings, community gardens, home occupations in residential dwellings and daycares, are subject to the Site Plan Approval process. This gives planning staff sufficient controls to have regard to possible impacts on neighbouring properties.

With regard to the above mentioned issues related to access to the road network and condition of the road surface, the site plan approval process gives planning staff the opportunity to negotiate with applicants for a development permit, including the prospective new massage business, on improvements of the conditions of the lane crossing the land parcel. Staff may require applicants to apply screening around storage or parking areas, in order to mitigate negative visual impact on the museum or neighbouring residences.

Type of land use

The landlocked location of the property also puts additional controls into place: Since there is no formal road frontage around the property, the Inverness Plan Area Land Use By-law will not allow for the development of a new building on this parcel. Only change of use to the existing building, including alterations or additions, will be permissible. Any future owner who wishes to implement significant development on the property would need to negotiate a clarification on the road access first. In consequence, there is a balance between the lack of secured access to a collector road and the development prospects for this parcel of land.

Other matters of planning concern

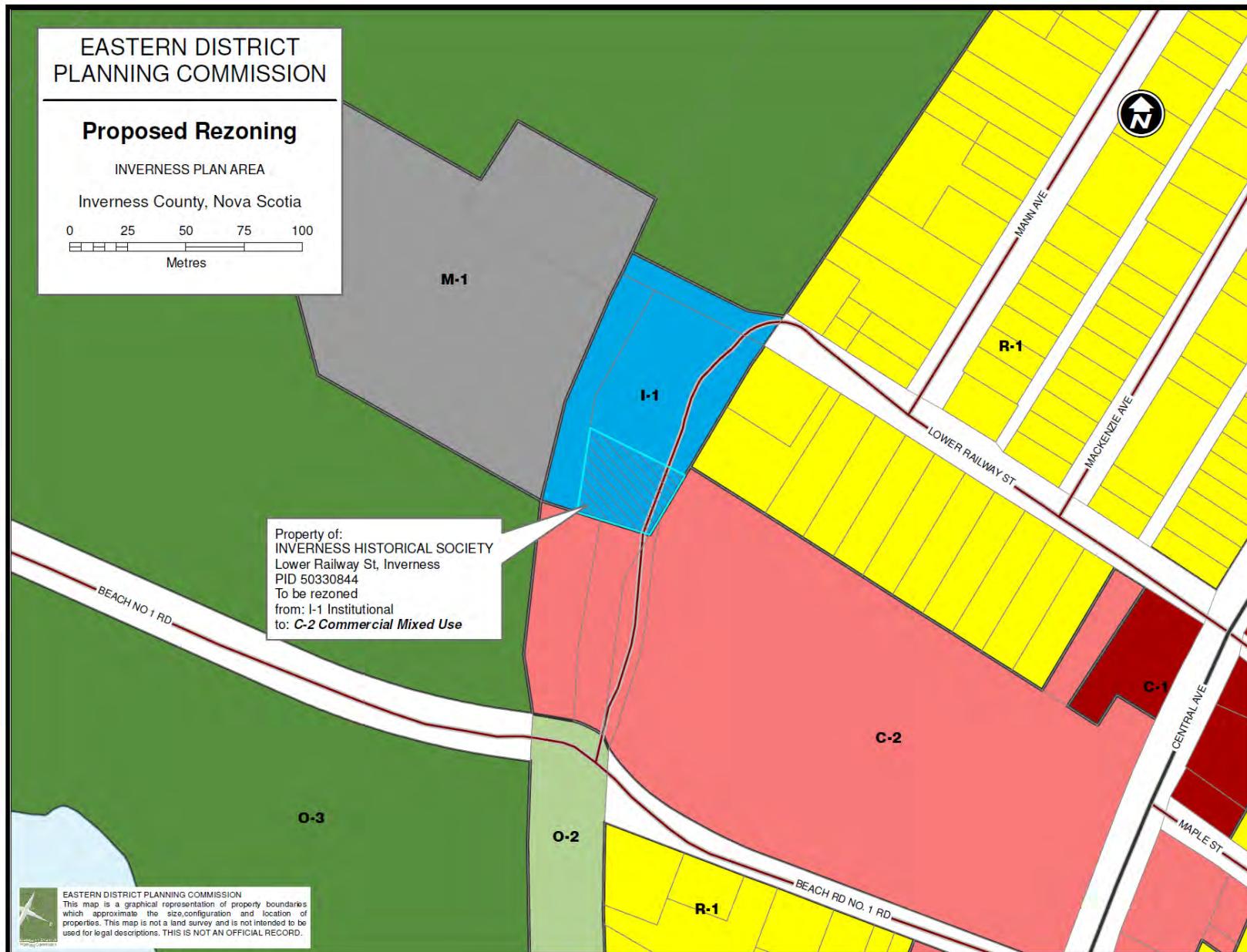
Planning staff deems the Land Use By-law to have sufficient control over future developments that could potentially take place on the site. The document provides for height, setback, parking and storage requirements as well as regulation on signage in conjunction with the Community Design Guidelines. Staff does not hold the opinion that any additional requirements regarding noise or emissions should be included in the requirements for development in the 'Commercial Mixed Use' (C-2) zone. The rezoning of this property to is not expected to cause any adverse effects.

3.0 Conclusion

In summary staff holds the opinion that the proposed rezoning corresponds to the objectives of the Secondary Planning Strategy for the Inverness Plan Area and hence recommends that Council approves the proposed rezoning of the subject property from 'Institutional (I-1)' to 'Commercial Mixed Use (C-2)'.

The proposed amendment seems to be a reasonable addition of economic opportunities to the community. It creates synergies between neighbouring land uses, will utilize an underused building and constitute infill development in the core of Inverness. The concerns around the transportation access of the site are remedied by the fact that the Land Use By-law will not permit the development of a new building before the conversion of the current right-of-way to an approved private or public road. Therefore the transportation concerns are outweighed by the wider benefits to the community.

Amending Page



Appendix A: Summary of Evaluation Criteria

Policy 5.13	
It shall be the intention of Council to permit an amendment to the Land Use By-law to rezone a parcel in the General Commercial designation to the Commercial Mixed-Use (C-2) zone in accordance with the following criteria:	
<ul style="list-style-type: none">a. Primary vehicular access to the parcel is by means of a road identified as having a service level higher than "local road" in the hierarchy of transportation routes found in Appendix B of this Plan; ORa1. The parcel is located at an intersection of two public roads;	In spite of concerns discussed in Section 2.3, planning staff believes that the proposal can be deemed to satisfy this requirement.
<ul style="list-style-type: none">b. The proposed development is compatible in terms of its scale and siting in relation to adjacent land uses, including the massing and external appearance of any buildings associated with the use;	Complies (see 2.4)
<ul style="list-style-type: none">c. The site of the proposed Commercial Mixed-Use (C-2) use shall be large enough to accommodate the required on-site parking, or an off-site parking agreement of sufficient term has been established;	Complies (see 2.4)
<ul style="list-style-type: none">d. The proposal is consistent with the criteria to amend the Land Use By-law (Policy 15.0).	See below

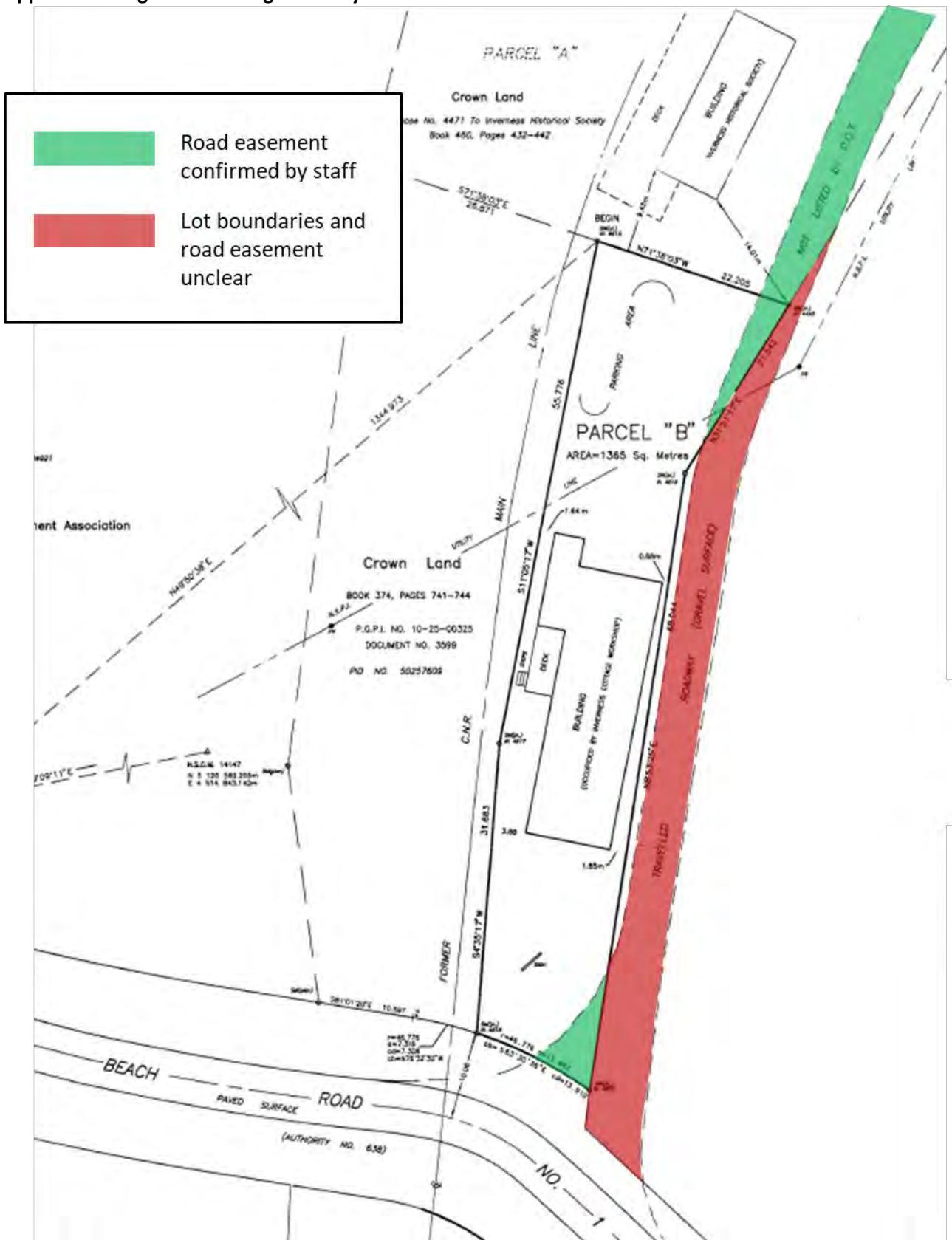
Policy 15.0

In considering amendments to the Land Use By-law, in addition to all other criteria as set out in various policies of this Plan, Council shall have regard to the following matters:

<ul style="list-style-type: none">a. That the proposal is in conformity with the intent of the Secondary Plan;	Complies (see 2.1)
b. That the proposal is not premature or inappropriate by reason of:	
<ul style="list-style-type: none">(i) financial capability of the Municipality to absorb any costs relating to the proposal;	Complies (see 2.4)
<ul style="list-style-type: none">(ii) The adequacy of sewer services and utilities or if services are not provided, the adequacy of physical site conditions for private on-site sewer and water services;	Complies (see 2.4)
<ul style="list-style-type: none">(iii) The adequacy and proximity of school, recreation, and any other community facilities;	Complies (see 2.4)

(iv) The adequacy of road networks in, adjacent to, or leading to the development	Acceptable, with concerns (see 2.3)
(v) The potential for the contamination of water courses or the creation of erosion or sedimentation.	Complies (see 2.4)
c. That adequate requirements are contained in the Land Use By-law to reduce conflict between the development and any other adjacent or nearby land use by reason of:	
(i) Type of use;	Confirmed (see 2.5)
(ii) Emissions including air and water pollutants and noises;	Confirmed (see 2.5)
(iii) Heights, setback and lot coverage of the proposed building;	Confirmed (see 2.5)
(iv) Access to and egress from the site and parking;	Confirmed (see 2.5)
(v) Open storage;	Confirmed (see 2.5)
(vi) Signs;	Confirmed (see 2.5)
(vii) Similar matters of planning concern;	Confirmed (see 2.5)
d. Suitability of the proposed site in terms of steepness of grades, and/or location of watercourses is based on appropriate technical advice.	Not applicable; existing building

Appendix B: Legal status of right-of-way easement to Beach No. 1 Rd





Eastern District Planning Commission

32 Paint St., Unit 4, Port Hawkesbury NS B9A 3J8
Tel : 902-625-5364
Fax : 902-625-1559
1-888-625-5361

John D. Bain
Director
jdbain@edpc.ca

February 20, 2018

Mr. Keith MacDonald, CAO
Municipality of the County of Inverness
P.O. Box 179, Court House
Port Hood, NS B0E 2W0

Reference: Revised Appointments (2018-2019)

Dear Mr. MacDonald,

As in years past we would ask that Council appoint District Planning staff to various Municipal positions. Annual appointments are useful in that they address staffing changes and allow us to be prepared in the event we need to prove appointments. We would ask therefore that the following appointments (effective April 1st) be made by Council:

- Administrator - Dangerous and Unsightly Premises: **Sean Donovan**
Alternate: John Bain.
- Building Inspector: **Cyril LeBlanc**.
Alternates: David MacKenzie; Leon Leblanc; Harry Martell; and Sean Donovan
Special Constable: **Sean Donovan**
- Development Officer: **Wanda Ryan**
Alternates: John Bain; Andrew Jones; and Paul Dec.
- Fire Inspector: **Leon LeBlanc**
Alternates: Sean Donovan; David MacKenzie; Harry Martell and Cyril Leblanc.

If you have any questions or concerns about these appointments please do not hesitate to contact me.

Yours truly,

John Bain
Director

/jb

Office of the Warden

March 6th, 2018

Honorable Lloyd Hines
Minister of Transportation & Infrastructure Renewal
2nd Floor, Johnston Building
1672 Granville Street, PO Box 186
Halifax, Nova Scotia B3J 2N2

Dear Minister Hines:

RE: Inverness County Gateway Signage at Canso Causeway

On behalf of the Council of the Municipality of the County of Inverness I would like to thank you for meeting with staff and Council on February 14th, 2018. We were very pleased to hear about the capital improvements scheduled to take place in Inverness County and look forward to strengthening the relationship between your department and our Municipality by introducing quarterly meetings on the transportation issues that are so very important to our constituents.

At the meeting, you recommended that the Municipality send in a formal request regarding the placement of our gateway sign at the Canso Causeway. In the tourism assessment report, *Destination Inverness County*, created for the Municipality of the County of Inverness, consultant Harvey Sawler provided recommendations that included a strong focus on music and dance in Inverness County. He also recommended place-based improvement and investment strategies for some of the key tourism assets in the municipality including signature sites such as: our beaches, waterfalls, harbours and wharves and trails.

The Municipality has adopted the brand *Canada's Musical Coast* which is used in all our marketing including website, social media and print. The Ekistics firm was hired and developed a spatial and signage plan for Inverness based on a network model that would link our signature sites throughout the County. The goal of this project is to encourage visitors and even locals to stay longer at these signature sites. To that end, it is important that people can find them; and once there, be left with an indelible impression that will encourage them to linger longer and explore the region.

In Phase 1, the plan is to install wayfinding/directional signage to our beaches, harbours and wharves, and waterfalls throughout the County as well as to install gateway signage at the entry points to Inverness County. The Municipality has met with local TIR area managers Steven MacDonald and Darren Blundon, as well as Highway Signage Officer Brian Storrie and we intend to have TIR Sign Shop in Truro manufacture the signs. Approximately 80 directional signs are proposed as well as two large 17 x 10 signs which are planned for main entryways to the County. One will be located in Bucklaw at the boundary of Inverness/Victoria on Hwy 105, while the other is to be located in Port Hastings near the Canso Causeway.

Plans for the Bucklaw location are in the works. In meeting with Mr. Storrie, we are faced with limitations of where the sign can be placed in Port Hastings. Our preference is a location between the canal and the visitor information centre. However, due to limited space and a steep embankment and railroad on the right-hand side (between Cape Breton welcome sign and visitor information centre; Mr. Storrie feels the

best option for placement of the gateway sign is near the museum heading down Route 19 and, if we chose, down Highway 105 after the controlled access near the Port Hawkesbury Airport.

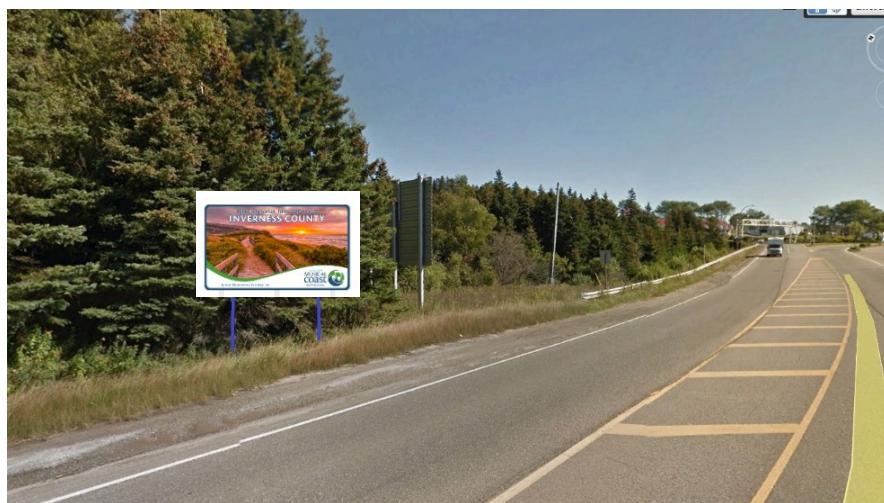
This sign is the welcome sign to Inverness County. Our brand “Canada’s Musical Coast” is highlighted, along with a scenic image and directions to our website. We have the advantage of being the first County travellers come to when arriving on Cape Breton Island. Council believes that it is imperative to the identity of Inverness to erect a gateway sign BEFORE reaching the rotary. Placing the sign at the Highway 19 or 105 location is not desired.

We have identified two sites that could offer a solution. They are as follows:

1. Place the sign on the left side of the road, a few metres after the (DCBA) Welcome to Cape Breton sign. There is a clearing, north of the chain link fence. See image below:



2. Our second option is near the Marine Drive sign, which is posted several metres on the right, travelling down from the rotary.



Signage has been placed on the left-hand side of the road in other areas. One example is the Auld's Cove sign just past the Canso Causeway scale house. See image below:



We sincerely hope that the Nova Scotia Department of Transportation and Infrastructure Renewal will accommodate our request to place the Gateway sign for Inverness County in either of the two locations identified. We hope we can work together to come to a solution that will benefit everyone.

If you have any questions or require further information, please do not hesitate to contact myself at (902) 258-5632 or Chief Administrative Officer, Keith MacDonald, at (902) 787-3500.

Respectfully,

Betty Ann MacQuarrie
Warden

Audit Committee
Council Chambers
June 12, 2017
10:30am

Present: Warden Betty Ann MacQuarrie, Deputy Warden Alfred Poirier, Councillor Laurie Cranton, Councillor John MacLennan, Councillor Jim Mustard, Councillor Dowling, Joe O'Connor CAO, Tanya Tibbo Director of Finance

Linda Beaton, Marion Graham, Doreen Beaton and Alfred LeBlanc presented on behalf of Strait Region Society for Children, Youth and Family.

They are a Community Board of the Department of Community Services, advocating for the children. In order to offer services more efficiently, we are planning to sponsor a Vital Signs project. It is done by the Community Foundation of Nova Scotia, and provides a detailed overview of resources and facts relevant to a particular county. It hopes to stimulate charitable giving, and supports local initiatives that would help the most vulnerable members of our communities. The budget for this year is \$30,000 with half of the money coming from Department of Community Services. We are presenting to other municipalities including, Richmond, Antigonish, Guysborough and the Town of Port Hawkesbury as well as community health boards and are asking for \$1000 from each.

Linda Beaton, Marion Graham, Doreen Beaton and Alfred LeBlanc left at 11:05am

Tanya reported that the budget is up slightly about 5.7% over last year. There is a possibility of sharing a by-law officer and a housing coordinator with Victoria County. The tax rate remains unchanged.

RESOLVED that pursuant to Section 72 of the Municipal Government Act, of the Province of Nova Scotia, the Municipal Council of the Municipality of the County of Inverness estimated that sums amounting to \$10,808,400 are required for the lawful purpose of the said municipality for the year ending March 31, 2018, after crediting the probable revenue from all sources other than the rates of the said year and making due allowances for the abatement and losses which may occur in the collection of taxes for the said year which may not be collected or collectible.

FURTHER RESOLVED that the Council hereby authorize the levying and collection of a commercial property rate of \$1.85 and a residential and resource rate of \$1.02 per one hundred dollars of the assessed value of property and on the assessment roll which the said Council deems sufficient to raise the sum required to defray the expenditures of the said Municipality of the said year.

AND BE IT FURTHER RESOLVED that the area rates be established as follows in the following areas:



Nova Scotia / Nunavut Command The Royal Canadian Legion

“Veteran’s Service Recognition Book”

Dear Sir/Madam:

Thank you for your interest in the **Nova Scotia / Nunavut Command, The Royal Canadian Legion**, representing **Nova Scotia and Nunavut’s Veterans**. Please consider this our written request for your support as per our recent telephone conversation.

Our **Provincial Command** is very pleased to be once again printing our annual **“Veteran’s Service Recognition Book”**, which is designed each year to recognize and honour many of Nova Scotia and Nunavut’s brave **Veterans** who have served our Country so well in the past three major world conflicts (WW1, WW2 and the Korean War) and recent conflicts such as Afghanistan. This annual publication is scheduled for release by **Remembrance Day 2018** and goes a long way to help our Legion in our role as the **“Keepers of Remembrance”**.

We would like to have your organization’s support, for this important project for the **NS/NU Command Legion, and Nova Scotia / Nunavut’s Veterans**, by sponsoring an advertisement space in our **“Veteran’s Service Recognition Book”**. Proceeds raised will allow us to make this unique publication available throughout the Province of Nova Scotia and the Territory of Nunavut, in addition to benefiting the many ongoing community activities of our Provincial Command Legion including supporting our Province’s **Hospitals, local Charities, Scholarships, Youth Programs** such as **Leadership Camps, Cadets, Track and Field**, and, of course, our ongoing, tireless support for **Nova Scotia and Nunavut’s Veterans** and their dependants.

Please find enclosed a rate sheet for your review. Whatever you are able to contribute to this worthwhile endeavor would be greatly appreciated. For further information please contact the **Provincial Command Book Office** toll free at **1-877-859-7790**.

Thank you for your consideration and/or support.

Sincerely,



Mel Crowe
President
Nova Scotia/Nunavut Command – The Royal Canadian Legion



Nova Scotia/Nunavut Command The Royal Canadian Legion

“Veteran’s Service Recognition Book”

Advertising Prices

<u>AD SIZE</u>	<u>PRICE</u>	<u>HST</u>	<u>TOTAL</u>
Full Colour Outside Back Cover [8"X10.75"]	\$1,391.30	+	\$208.70 = \$1,600.00
Inside Front/Back Cover (Full Colour) [8"X10.75"]	\$1,213.04	+	\$181.96 = \$1,395.00
Full Colour 2-Page Spread	\$1,669.57	+	\$250.43 = \$1,920.00
Full Page (Full Colour) [7"X9.735"]	\$834.78	+	\$125.22 = \$960.00
Full Page [7"X9.735"]	\$647.83	+	\$97.17 = \$745.00
½ Page (Full Colour) [7"X4.735"]	\$552.17	+	\$82.83 = \$635.00
½ Page [7"X4.735"]	\$460.87	+	\$69.13 = \$530.00
¼ Page (Full Colour) [3.375"X4.735"]	\$369.57	+	\$55.43 = \$425.00
¼ Page [3.375"X4.735"]	\$273.91	+	\$41.09 = \$315.00
¹/₁₀ Page (Full Colour Business Card) [3.375"X1.735"]	\$226.09	+	\$33.91 = \$260.00
¹/₁₀ Page (Business Card) [3.375"X1.735"]	\$182.61	+	\$27.39 = \$210.00

H.S.T. Registration # 107933665RT0001

All typesetting and layout charges are included in the above prices. Electronically submitted ads must be at least 200dpi. We can accept files in Mac or PC format. However we cannot accept Publisher files. If an advertisement is sent in Word, please also include the photos (images) as a separate attachment.

A complimentary copy of this year’s guide will be received by all advertisers purchasing space of 1/10 page and up, along with a Certificate of Appreciation.



PLEASE MAKE CHEQUE PAYABLE TO:

NS/NU Command
The Royal Canadian Legion
(NS/NU RCL)
(Campaign Office)
3045 Robie Street, Box 247
Halifax, NS B3K 4P6



**Municipality
Of the County of
Inverness**



**District/Regional
Community Development
Capital Grant Application**

To be submitted with written proposal

Name of Organization: Société Mi-Caramé

Contact Person: Joelleen Aradé Phone: 902 224 - 1876

Position with Organization: Project Coordinator Email address: direction@artschuticamp.org

Civic Address & postal code: 51, Old Cabot Trail Rd, Grand Etang NE B0E 1L0

Joint Stock Registration #: 3290738

Provide brief description here of proposed project;

To hire consultant to develop original marketable products for
the gift shop to make more revenues + creat jobs.

ESTIMATED/ PROJECTED BUDGET:

EXPENDITURES: (please itemize)

Consultant Contract \$ 23,431.25
\$ _____
\$ _____
\$ _____
\$ _____
\$ _____
TOTAL \$ 23431.25

REVENUE: (please itemize)

Heritage Canada. \$ 16667.00
CBC \$ 5000.00
\$ _____
\$ _____
\$ _____
\$ _____
TOTAL \$ 16667.00

AMOUNT REQUESTED OF THE MUNICIPALITY? \$ 5000.00

Projected start date: March 1st 2018

Proposed Completion date: May 30th 2018

05/2017 CDC

Have you contacted any other government department, agency or association for assistance?

Yes No (If yes, please answer A, B, and C)

A) Name of Government Department/Agency: Cape Breton Consultant Ass. Prog (Acfa)
(Attached a copy of funding request and letter of approval)

B) Date of Application: 9th Feb, 2018

C) Status of request: Approved: Pending Denied

Authorization:

This application must be signed by an authorized signing officer of the Board of Directors:

Application Prepared By:	<u>Monique Aucoin</u>	Signature	Print Name	Date
Board Authorization:		Signature	Print Name	Date

You are encouraged to inform your local Municipal Councillor about any large capital projects.

District 1 – Councillor Alfred Aucoin	- 902 224 0097
District 2 – Councillor Laurie Cranton	- 902 224 0506
District 3 – Councillor Jim Mustard	- 902 295 0974
District 4 – Councillor John MacLennan	- 902 295 8212
District 5 – Warden/Councillor Betty Ann MacQuarrie	- 902 227 8796
District 6 – Councillor John Dowling	- 902 631 5351

Please mail, drop off, or email your application form and any supporting materials to:

Municipality of the County of Inverness

Attn: Donna MacDonald

375 Main Street

PO Box 179, Port Hood, NS

Email: donna.macdonald@invernesscounty.ca

Municipality
Of the County of
Inverness



District/Regional
Community Development
Capital Grant Application

To be submitted with written proposal

Name of Organization: Port Hood and District Recreation Commission

Contact Person: Lloyd Mac Donald Phone: 902 787-3210

Position with Organization: President Email address: MANAGED@INVERNESSPORTSCENTRE.COM

Civic Address & postal code: 45 WHARF RI., PORT HOOD N.S. B0E 2W0

Joint Stock Registration #: 1283535

Provide brief description here of proposed project;

Replacement of Plant Compressor #2

ESTIMATED/ PROJECTED BUDGET:

EXPENDITURES: (please itemize)

REVENUE: (please itemize)

Purchase & Installation \$ 34,500.00

\$ _____

\$ _____

\$ _____

\$ _____

\$ _____

\$ _____

\$ _____

TOTAL

\$ 34,500.00

TOTAL

\$ _____

AMOUNT REQUESTED OF THE MUNICIPALITY? \$ 11,500.00

Projected start date: JUNE 25, 2018

Proposed Completion date: JUNE 28, 2018

Have you contacted any other government department, agency or association for assistance?

Yes No (If yes, please answer A, B, and C)

A) Name of Government Department/Agency: RFA - Cape Breton Region
(Attached a copy of funding request and letter of approval)

B) Date of Application: FEB 1, 2018

C) Status of request: Approved: Pending Denied

Authorization:

This application must be signed by an authorized signing officer of the Board of Directors:

Application Prepared By:	<u>Mayeau</u> (Contact)	<u>Lloyd MacDonald</u> Signature	<u>Lloyd MacDonald</u> Print Name	<u>FEB 20, 2018</u> Date
Board Authorization:	<u>Mayeau</u> Signature	<u>Lloyd MacDonald</u> Print Name	<u>FEB 20, 2018</u> Date	

You are encouraged to inform your local Municipal Councillor about any large capital projects.

District 1 – Councillor Alfred Aucoin	- 902 224 0097
District 2 – Councillor Laurie Cranton	- 902 224 0506
District 3 – Councillor Jim Mustard	- 902 295 0974
District 4 – Councillor John MacLennan	- 902 295 8212
District 5 – Warden/Councillor Betty Ann MacQuarrie	- 902 227 8796
District 6 – Councillor John Dowling	- 902 631 5351

Please mail, drop off, or email your application form and any supporting materials to:

Municipality of the County of Inverness
Attn: Donna MacDonald
375 Main Street
PO Box 179, Port Hood, NS

Email: donna.macdonald@invernesscounty.ca



ANNAPOLE VALLEY REGIONAL INDUSTRIAL PARK
P.O. BOX 745, KENTVILLE, NOVA SCOTIA B4N 3X9

Telephone: (902) 678-7868
Fax: (902) 679-3550

January 31, 2018

Al MacInnis Sports Centre
45 Wharf Road, Port Hood, NS
Tel No (902)787-3210
Email: Lloyd@almacinnissportscentre.com

Attn: Lloyd MacDonald
Donald MacDonald (On-site contact) 902-631-3740

ESTIMATE Q16094 - Revision 1

Regarding: Compressor inspection and overhaul versus new replacement compressor

This estimate has been updated from previous dated October 2016 to include revised pricing on rebuild and an option for a new compressor replacement

Option 1 Compressor inspection and overhaul of existing N6WA compressor

Based on Mycom's recommendation for 10,000 hours of operation for compressor model N6WA:

- Tear down compressor to inspect and measure tolerances of wear items.
- Mycom recommendations replacement parts as listed below:
 - Main Bearing
 - Thrust Bearing
 - Discharge Valves & Springs
 - Suction Valves & Springs
 - Piston Rings
 - Bearing halves
 - Shaft Seals
 - Gasket

Estimated price for the above scope of work - option 1

Includes labour, parts, travel and miscellaneous materials required..... \$15,000.00 (plus HST) for one compressor

Please Note: It is our experience that not all parts recommended at 10,000 hours will be required which will help in reducing the cost. If required or any additional issues are found, a firmer quote can be provided after the tear down and inspection.

Option 2 Compressor replacement with new Mycom N6WA compressor

- One (1) N6WA reciprocating compressor by Mycom

Estimated price for the above scope of work - option 2

Includes labour, parts, travel and miscellaneous materials required..... \$ 30,000.00 (plus HST)

FYI: It is recommended that your Alfa Laval brine chiller be re-gasketed at least every ten years. We can provide an estimate for this service work as well, if you wish. Can you confirm installation date or if and when plate heat exchanger was ever re-gasketed in the past.

Thank you for the opportunity to provide a budgetary price on this project. Do not hesitate to contact me should you have any questions or require additional information.

Yours truly,


Darren Best
Acadia Refrigeration & A/C (1997) Ltd.

Budget price - estimate only



RECREATION FACILITY DEVELOPMENT GRANT (RFD)
CAPE BRETON REGION

APPLICATION

Organization: The Port Hood and District Recreation Commission

Organization Address: 45 Wharf Road, Port Hood N.S.

Postal Code:B0E 2W0

Joint Stocks Registry ID# 1283535

Municipality: Inverness

Provincial Constituency:Cape Breton

Civic Address of Facility: 45 Wharf Road, Port Hood N.S.

Primary Contact for Project:Lloyd MacDonald

Contact Address: 45 Wharf Road, Port Hood N.S. B0E 2W0

Email:manager@almacinnissportscentre.com

Telephone (w) 902 787-3210 (h) 902 787-204 (c)902 631-5148 (fax)902 787-2057

One Line Project Description *(Add attachment with further details.)*

Replacement of the arena's plant compressor # 2

Application Check List

Did you attach:

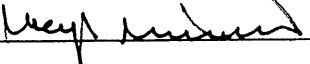
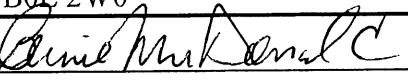
- Detailed Project Description
- Response to Review Factors
- Copy of Deed/Lease for Property
- Proof of Incorporation and Copy of Constitution and By-Law
- Specific information on Capital Costs for project
- Specific Information on Operating Budget *(projected revenues and expenditures)*
- Copies of permits and reports where required
- Municipality Letter

Budget Summary

Total Project Cost (Attach Cost Breakdown)		\$
Applicant Contribution	Source	Amount
		Approved (Y/N)
Fundraising		\$ <input type="checkbox"/> Y <input type="checkbox"/>
Cash on Hand)		\$ 11,500.00 <input checked="" type="checkbox"/> Y <input type="checkbox"/>
Bank Loans		\$ <input type="checkbox"/> Y
Donated Material		\$ <input type="checkbox"/> Y
Donated Labour		\$ <input type="checkbox"/> Y
Donated Equipment		\$ <input type="checkbox"/> Y
Other (Specify)		\$ <input type="checkbox"/> Y
Other (Specify)		\$ <input type="checkbox"/> Y
Other (Specify)		\$ <input type="checkbox"/> Y
Total Applicant Contribution		\$ 11,500.00
Other Funding		
Federal		\$ <input type="checkbox"/> Y <input type="checkbox"/>
Other Provincial		\$ <input type="checkbox"/> Y <input type="checkbox"/>
Municipal		\$ 11500.00 <input type="checkbox"/> Y <input checked="" type="checkbox"/>
Other (Specify)		\$ <input type="checkbox"/> Y <input type="checkbox"/>
Other (Specify)		\$ <input type="checkbox"/> Y <input type="checkbox"/>
Total Other Funding		\$ 11,500.00
Total = Applicant Contribution + Other Funding		\$ 23000.00
Amount Requested from Communities, Culture and Heritage (maximum one-third of total project cost)		\$ 11500.00

Statement by the Applicant:

We certify that the information given in this application represents the proposed budget and activities for this project and that the organization understands the Recreation Development Facility Program Guidelines.

Signed				Date	2018-02-01
Name (print)	Lloyd MacDonald	Position	President		
Mailing Address	89 Company Road. Port hood N.S.				
Postal Code	B0E 2W0	Bus Phone	902 787-3210	Home Phone	902 787-2041
Signed				Date	2018-02-01
Name (print)	Bernie MacDonald	Position	Vice President		
Mailing Address	P.O. Box 99, Port Hood N.S.				
Postal Code	B0E 2W0	Bus Phone	902 787-2666	Home Phone	902 787-2242

Please send to: 305 Esplanade, Sydney, NS B1P 1A8

Phone: 902-563-2380 Fax: 902-563-2565

MUNICIPALITY OF THE COUNTY OF INVERNESS



Music in Motion
**MUSICAL
COAST**

Inverness County

February 2, 2018

Larry Maxwell
Regional Manager - Cape Breton
Communities, Sport & Recreation Division
Department of Communities, Culture and Heritage
305 Esplanade, Suite 101
Sydney NS B1P 1A8

Re: Port Hood & District Recreation Commission

Dear Larry,

I am writing to you in support of the recent application submitted under the Port Hood and District Recreation Commission.

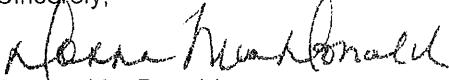
As you are aware the Al MacInnis Sports Centre is one of the main hubs in the community of Port Hood for winter sports and recreation programs. It serves the Port Hood/Judique minor hockey programs, ice time for senior and beginner skating, and of course home to the Cape Breton West Islanders Major Midget AAAs. The facility is also used in the summer as the main staging area for the annual Chestico Days summer festival as well as wedding receptions, dances and concerts.

The Commission continues to strive to keep their facility in top working order, keeping up with efficiencies, repairs and upgrades. The operation of this facility as an arena is jeopardized with aging compressors. In order for this facility to run efficiently and maintain it as an arena, the Commission needs to replace the #2 plant compressor. The Commission currently has a request into the Municipality which will be brought for review at the next community development meeting mid-February.

I hope you will consider their application as presented and provide the assistance needed for this valuable project.

If you have any questions or concerns, please do not hesitate to contact me.

Sincerely,


Donna MacDonald

To: Municipal Council
From: Tanya Tibbo, *Interim CAO / Director of Finance*
Date: February 28th, 2018
Re: Monthly Report

Monthly report for Finance/Tax Administrative Department are as follows:

Administrative Department

- Corresponded with Keith MacDonald in preparation of start date as CAO;
- Prepared file of necessary paperwork and memberships for CAO;
- Prepared Council Packages for the following meetings:
 - Policy meeting, Audit meeting and Regular Council meeting.
- Consulted with Harold MacIsaac on various issues, including:
 - Foyer Pere Fiset Mortgage;
 - Wayne Gillis lease and sale of municipal land;
 - Tax sale schedule;
- Met with Officer Stacey MacRae to file report on vandalism at the former SRSB building;
- Corresponded with Winmar regarding remediation and reconstruction of 186 High Road building;
- Contacted the province to explore funding opportunities for Port Hood Island Wharf;
- See updated Council Meeting Follow Up (**Appendix 1**);
- Meetings attended include:
 - Weekly Department Head meetings;
 - NSTIR Minister Hines, Councillors Cranton, Mustard, and Deputy Warden Poirier;
 - Upland, Draft Active Transportation Plan;
 - Darcy Campbell, Website Training;
 - Agriculture Planning Meeting;
 - Committee meetings; including Regular Council and Policy and Audit.

Finance / Taxation Department

- Entered and processed municipality's payroll;
- Balanced and processed T4's for 2017;
- Tax Collection
 - Finalized list of properties to be advertised for Tax Sale (**See Appendix 2**);
 - Prepared motions for Tax write-offs (**Appendix 3**);

- Provided EMM Law with deadline for title searches for June Tax Sale;
- Applied interest to accounts for month of February;
- Confirmed with PVSC action to be taken on vacation rental properties;
- Audit Preparation
 - Provided Grant Thornton with requested information;
 - Met with auditor to review audit plan;
 - Began process to prepare lead sheets for funds;
 - Completed required transfers and journal entries as required;
- Water Rate Study
 - Ensured public hearing scheduled for April 10th, 2018 is advertised;
 - Responded to NS Utility & Review Board's IR's in preparation for water rate hearing;
 - Corresponded with Blaine Rooney and Gerry Isenor regarding hearing;
- Balanced funds and completed necessary journal entries;
- All bank Reconciliation and accompanying journal entries are complete for February 2018;
- See attached Financial Condition Index for 2016-2017 (**Appendix 4**);
- Tax Receivable is as follows:

	District 1	District 2	District 3	District 4	District 5	District 6	Harbourview Capital
<u>Current Tax Receivable</u>							
2017-2018 Tax Levy	\$ 2,012,809	\$ 1,917,497	\$ 2,391,233	\$ 1,569,631	\$ 2,406,480	\$ 2,701,201	1,032,786
Total current taxes paid	(1,811,030)	(1,748,182)	(2,187,059)	(1,402,489)	(2,211,506)	(2,478,616)	(612,132)
Current tax receivable	201,779	169,314	204,174	167,142	194,974	222,585	420,654
<i>% of Current Taxes Collected</i>	90%	91%	91%	89%	92%	92%	59%
 <u>Arrears Tax Receivable</u>	 District 1	 District 2	 District 3	 District 4	 District 5	 District 6	
Tax Arrears Prior to Billing	322,929	273,036	466,471	248,544	263,512	361,945	
Total tax arrears paid	(130,110)	(117,642)	(107,827)	(118,258)	(125,918)	(204,128)	
Tax arrears receivable	192,819	155,395	358,644	130,286	137,594	157,817	
<i>% of Tax Arrears Collected</i>	40%	43%	23%	48%	48%	56%	
 Total	 \$ 394,598	 \$ 324,709	 \$ 562,818	 \$ 297,428	 \$ 332,568	 \$ 380,402	

Appendix 1: Council Meeting Follow-ups

Municipality of the County of Inverness

#	Council Meeting Date	Action Item	Responsible	Notes	Status
1	2017-10-02	Send Council an electronic list of J Roads in Inverness County.	Staff		Complete
2	2017-10-02	Request a crosswalk at Mabou Harbour Road intersection.	Staff	Contacted Bernie Murphy. Received policy on requesting crosswalks and confirmed that crosswalk will be placed at Mabou Harbour intersection. A nominal annual fee will be applied. Sent an email to B. Murphy on January 2. This will be done in the 2018 summer season.	Complete
3	2017-10-02	Draft and send letter to NS TIR regarding status of repairs at Cranton Bridge repair.	Staff	Letter drafted and sent. No response to date. Received confirmation that this will be included in the 2019-2020 Capital Budget.	Complete
4	2017-10-02	Request from NSTIR a reduction in speed limits at north end of Inverness.	Staff	Contacted Steve MacDonald who will have staff review the speed limits. Update from Steve: Sent the request to District Traffic Supervisor for review on Oct 16/17 and another reminder on Nov 7/16. He has acknowledged it is on his list of items to review. He sent him another reminder on Nov 29/17. He has a larger area to cover from Antigonish to Sydney, he will get to it but not sure when at this time, hopefully will get a commitment on the time frame soon. Sent an email to S. MacDonald on January 2. No update as of yet.	Ongoing
5	2017-10-02	Contact Keith MacDonald to request a meeting with Council on the status of the REN.	Staff	Keith MacDonald has been contacted. He has not confirmed attendance. Council since met with Keith MacDonald for an update and a Meet and Greet is scheduled for December 12, 2017.	Complete

#	Council Meeting Date	Action Item	Responsible	Notes	Status
6	2017-10-02	Organize and set dates for two tours of Inverness County. Districts 4, 5 and 6 will be one day, while Districts 1, 2 and 3 will be a second date. Strait Area Transit will provide transportation.	Staff	District 4, 5 and 6 tour is scheduled for October 23 rd . Council and staff will meet at 8:00am at Mabou Athletic Arena. Districts 1, 2 and 3 tour is scheduled for October 24 th . Council and staff will meet at public works building in Strathlorne.	Complete
7	2017-10-02	Request an update on road repairs in Margaree.	Staff		Complete
8	2017-10-02	Schedule a meeting with residents of Maple Grove, Eastern District Planning Commission and Council to discuss road.	Staff	Meeting is confirmed for October 19 th , 2017, commencing at 5:30pm.	Complete
9	2017-10-02	Draft and send letter to Margaree and Area Development Association confirming additional funding of \$2,500 for the 2016 year.	Staff	Letter has been sent and cheque has been issued.	Complete
10	2017-10-02	Draft and send letter of support to Glendale Community Cooperative regarding funding request to Nova Scotia Health Authority.	Staff	Letter has been mailed.	Complete
11	2017-10-02	Draft and send letter to CDENE approving contribution of \$2,500 for francophone initiative.	Staff	Letter has been sent and cheque has been issued.	Complete
12	2017-10-02	Confirm with Eastern District Planning Commission that visuals will be available for public viewing at public hearing to approve Port Hood Planning document.	Staff	Confirmed with John Bain.	Complete
13	2017-10-02	Confirm meeting with Gerald Walsh for CAO recruitment on October 17, 2017.	Staff	Meeting is scheduled for October 17 th , 2017.	Complete
14	2017-10-02	Draft and send letter to Strait Regional School Board regarding Black Diamond Lane.	Jim Mustard / Staff	Meeting scheduled October 31 at 10:00am at Inverness School.	Complete

#	Council Meeting Date	Action Item	Responsible	Notes	Status
15	2017-10-02	Remediation of old Wastewater Treatment Plant site.	Staff	Remediation was contracted.	Complete
16	2017-10-02	Removal of dilapidated buildings at Margaree Airport.	Staff	In progress. One building removed. Ralph MacPherson will be asked to provide quote to remove old administration building. Contacted Steven Christensen to request update.	
17	2017-10-02	Request a written response from Inverness Planning Advisory Committee that the land on River Street that was appraised at \$70,000 not be sold.	Jim Mustard	Not yet received.	
18	2017-10-02	Quote for demolition at Dindoff property.	Staff	G. Beaton Requested quotes. Demolished. Interim CAO to add cost to tax account.	Complete
19	2017-10-02	Paving on the cross cuts in Judique will be done before the end of paving season.	Staff		Complete
20	2017-11-06	Wayne Gillis - Does Timmons want the other triangle of MOCI land?		A letter was sent to Mr. Timmons. He contacted the Municipality to confirm he did not want the land.	Complete
21	2017-11-06	Council approved 10 composters to be donated to L'arche. Request that Cara contact to arrange pick up. Also to schedule education session.	Cara	L'arche has picked up composters and made arrangements for the education piece.	Complete
22	2017-11-06	Council requires Inverness Planning Advisory Committee to have names of members submitted for approval.	Jim Mustard	Names have been provided and will be approved at the December Meeting. Approved at December meeting.	Complete
23	2017-11-06	Contact George Muise to schedule EMO session with Council.	Staff	George Muise was contacted and will provide a session for Council in January when the new CAO is in place. Session is scheduled for January 16.	Complete

#	Council Meeting Date	Action Item	Responsible	Notes	Status
24	2017-11-06	Send letter to Bras dor Lakes Biosphere Reserve Association supporting their initiative.	Staff	Letter has been mailed.	Complete
25	2017-11-06	Donna MacDonald will meet with Biosphere Reserve Association to review signage plan.	Donna MacDonald	In progress.	
26	2017-11-06	Advertise Second Reading of Local Improvement Charge Bylaw.	Staff	Advertised in Oran twice.	Complete
27	2017-11-06	Betty Ann MacQuarrie to speak to Port Hood Development about the Port Hood Wharf.	Betty Ann MacQuarrie		Complete
28	2017-11-06	Send a letter to DNR regarding former CN rail properties that limit the ability to sub-divide.	Staff	Contacted the EDPC to get background on issue. EDPC confirmed that they sent a letter to the MGA Review Committee pertaining to this issue. A copy of the letter has been received. Next step is to contact the MGA Review committee to get status, then draft letter to be sent. Presentation at February Meeting.	Ongoing
29		Contact Port Hood Island about usage of floating docks.	Staff	Garett Beaton spoke with Dave Smith and floating docks have been taken to the island.	Complete
30	2017-11-06	Volunteer fire departments want input to EMO plan.	Staff	Meeting has been arranged between Interim CAO, Debbie Nicholson and George Muise to review first draft of plan and get input from Muise on how to proceed with including VFD's in planning process. Meeting was held December 11.	Complete
31	2017-11-06	Repair heating system in courthouse.	Staff	RM Landry and Sons have been contacted. They performed a site visit and currently are pricing zone values for repair/replacement. Landry Bros was in to repair.	Complete
32	2017-11-06	Letter to MLA/ Area manager, Timmons Bridge, Red River, Pleasant Bay	Staff	Letter emailed. Response from Steve MacDonald is as follows: I have heard back from our District Bridge Engineer concerning the (correct name) Hinkley Glen Bridge INV077 in Pleasant Bay. She had one of our bridge inspectors inspect the bridge on October 19, 2017. The bridge does have some minor conditions	Complete

#	Council Meeting Date	Action Item	Responsible	Notes	Status
				with the abutments which has caused some rough approaches in both directs as you enter onto the bridge. Structurally she has informed me the bridge is presently ok for the loading rating for that class of road. The riding surface is a little rough also. We will add the bridge to our planning list for next year's program for possible work.	
33	2017-11-06	Crosswalk in Cheticamp at Canada Post intersection. Contact Bernie Murphy to move it so it lines up with the steps.	Staff	<p>Letter emailed. Bernie Murphy Response is as follows: In terms of crosswalk safety, and NSTIR policy and practice the current location is the most appropriate. There are a couple of reasons for this:</p> <ul style="list-style-type: none"> • Department policy indicates that marked crosswalks should be located at intersections, where practicable, and that mid-block locations should be avoided. The existing crosswalk is at the Barren Road intersection whereas the stairs are located "mid-block". • Crosswalk locations should consider, and compliment, the overall connectivity of the walking network. The current crosswalk is located at the beginning of the sidewalk on the north side of the highway. This is where crosswalks are typically located to facilitate crossings to the side of the road with the continued sidewalk. • Although there is a ramp in the sidewalk adjacent to the stairs there doesn't appear to be a corresponding curb cut/ramp on the Post Office side of the street. <p>I recognize that there may be a pedestrian convenience factor to relocating the crosswalk to the stairs, however, based on the above the crosswalk should remain where it is.</p> <p>Although it's not really my end of things perhaps Council could consider somehow directing people away from the stairs and</p>	Complete

#	Council Meeting Date	Action Item	Responsible	Notes	Status
				toward the existing crosswalk location. In terms of consideration for individuals with mobility issues (wheelchairs, mobility impairments, seniors, etc.) the stairs are not an ideal way to access the street- a proper ramp could probably be constructed at the far end of the lot by the crosswalk.	
34	2017-11-06	Contact Canada Post about current hazard at the steps in Cheticamp.	Staff	Confirmed by A. Poirier Nov 16/17 by phone that this has been rectified.	Complete
35	2017-11-06	Council requests that the Municipality look into a remediation policy that states the Municipality take on logistical and financial responsibility for profit land.	Staff	Being researched. On the Policy agenda, December 4 th , 2017. Requested that MA provide contacts for remediation. DoE and province contacted Interim CAO on January 2 to request information. They will contact the Municipality when they gather the information.	Ongoing
36	2017-11-06	Request to have Inverness Crosswalks marked.	Staff	Requested G. Beaton to look into this. No update	
37	2017-11-06	Request that the EDPC review land use planning to include agricultural land.	Staff	Contacted J. Bain at EDPC to confirm this is being done.	Complete
38	2017-11-06	Send TIR Minister Hines a letter about the importance of repairs/replacement of Cranton Bridge. Include previous letters received and written	Staff	Letter emailed. Response from Steve MacDonald on November 29, 2017: the bridge is on the capital replacement program for 2019/20 year. The program is subject to revisions but where it stands now is replacement in 2019/20.	Complete
39	2017-11-06	Contact EDPC about the request from Raymond Deveau.			Complete
40	2017-11-29	Review fire hydrants currently in Judique to determine if there is a need for additional hydrants.	Staff	No update.	
41	2017-11-29	Contact Wayne Gillis to inform him that Council will work with him to provide the services he needs to open his business	Staff	J. Mustard has meeting scheduled with Shaun MacDonald (NSP) on December 14 th . Wayne Gillis was offered 66 feet for the easement. He will work with that.	Complete

#	Council Meeting Date	Action Item	Responsible	Notes	Status
		through an easement or lease for the power and service road.			
42	2017-11-29	Respond to the Mining Association of NS that the Municipality does not agree with the land swap and feel that protected lands should remain protected.	Staff		Complete
42	2017-12-04	Contact Luke Young to have people directed to new website.	Staff	Tanya emailed Luke on December 5 th to request.	Complete
43	2017-12-04	Contact Darcy Campbell to correct Councillor email addresses.	Staff	Contacted Darcy Campbell. Addresses updated.	Complete
44	2017-12-04	Amend Dog Bylaw.	Staff	Is scheduled to be reviewed at January 19 Policy meeting.	Complete
45	2017-12-04	Review bylaws to determine which ones should be a. repealed or b. amended.	Staff		Complete
46	2017-12-04	Follow up with United Way to determine where funding is with regard to Raising the Villages.	Staff		Complete
47	2017-12-04	Follow up to see if J. O'Connor returned keys.	Staff	Keys returned.	Complete
48	2017-12-04	Request that TIR repair hole at Cranton Bridge.	Staff	Sent an email to S. MacDonald. They are investigating.	
49	2017-12-04	Send letter expressing Council's concern that Cranton Bridge will not be completed.	Staff	Letter drafted and sent.	Complete
50	2017-12-04	Advertise LIC Bylaw in December 13 th Oran and on Facebook.	Staff		Complete
51	2017-12-04	Send amended bylaw to the province once it has been advertised.	Staff	Bylaw has been advertised. Bylaw was sent to Minister for approval.	Complete

#	Council Meeting Date	Action Item	Responsible	Notes	Status
52	2017-12-04	Jim Mustard requests administrative support for Planning and Advisory Committee meeting.	Staff		
53	2017-12-04	Contact TIR to see if East Margaree Road will be resurfaced with asphalt. There are many complaints about fill washing away.	Staff	Laurie Cranton informed us it has been paved.	Completed
54	2017-12-04	Set a date for Accessibility Advisory Committee meeting.	Staff		Completed
55	2017-12-04	Contact TIR to request signage for top of Wharf Road directing travelers to Route 19.	Staff	G. Beaton will look into this. G. Beaton will order signage (Jan 24). Municipality will erect small signs.	
56	2017-12-04	Sigs in District 4 are missing - Melford Rd, Mountain Rd and Village Rd.	Staff	John MacLellan contacted TIR. Staff should follow up.	
57	2017-12-04	Contact Wayne Gillis and EDPC to get plan.	Staff	On advice of Harold requested a survey to determine where Mr. Gillis wants easement.	Complete
58	2017-12-04	Contact Janice Langille to determine what exactly she is asking for.	Staff	Contacted Janice. Provided difference between public and private roads. Have Ms. Langille's request. Will require investigation.	Complete
59	2017-12-04	Review Park Street file to review agreement between land owners.	Staff	Corresponded with Harold. No answer as of yet. Under the current bylaw it looks like the charge will stand.	Ongoing
60	2017-12-04	Send a letter to Minister Mombourquette regarding hospital area rates.	Staff	Sent to both Municipal Affairs and Health and Wellness Ministers.	Complete
61	2017-12-04	Send request from LADA to next CDC Meeting. Draft letter of support for funding application.	Staff		Complete
62	2017-12-04	Draft letter of support for NIRCA's funding application for upgrades to the Cheticamp Arena.	Staff		Complete

#	Council Meeting Date	Action Item	Responsible	Notes	Status
63	2017-12-04	Send letter to the UNSM regarding name change.	Staff	Letter drafted and sent.	Complete
64	2018-01-08	Action Plan to determine if there is a leak in the water system in Mabou.	Staff	Contact an independent company to do so if necessary. Interim CAO contacted h20 leaks. Graham MacDonald was on site to perform testing. Report Received.	Complete
65	2018-01-08	Speak to Janice and Wayne Langille regarding the listing of Maple Grove Rd	Staff	Interim CAO will draft letter to J Langille responding to request. Letter was written answering letter submitted by J. Langille.	Complete
66	2018-01-08	Determine if fishermen in Cheticamp contributing since it is mostly fishing material that is being collected.	Staff	A Poirier was going to check into this.	
67	2018-01-08	Does Council want to have a vote in Region 1 when it comes to solid waste decisions?	Garett	Regional Chairs reach out to Amanda MacDougall, Councilor in CBRM.	
68	2018-01-08	Amendment for Foyer Pere Fiset mortgage	Staff	Send letter to the minister of Municipal Affairs.	Complete
69	2018-01-08	Support loan guarantee for Lake Ainslie Fire Department.	Staff	Get amount guarantee amount from Lake Ainslie VFD. Request made. No response.	In progress
70	2018-01-08	Find a contact at NSP for power issues related to water.	Garett	Lisa MacDonald.	Complete
71	2018-01-08	Contact Aliant regarding loss of landline service in prolonged power outages.	Tanya	Made contact. Mark Duggan is addressing issue. Last correspondence was received January 17.	Complete
72	2018-01-08	George Stoupakis sewer service. Address issue with his line backing up.	Garett	This will be addressed in spring.	Ongoing
73	2018-01-08	Speed reduction entering North end of Inverness. Get an update from NSDOTIR Bernie Murphy.	Tanya	Emailed.	

#	Council Meeting Date	Action Item	Responsible	Notes	Status
73	2018-01-08	Send a letter to Minister Hines copying MLA Allan MacMaster & Steve MacDonald would also like to meet with the minister. Cheticamp roads not being plowed.	Tanya	Will arrange quarterly meetings with NSTIR. Discuss at meeting with Minister on February 14 th .	Complete
74	2018-01-08	Review costs associated with an extension to Port Hastings sewer & water system north towards Troy.	Garett	Expects costs to be 1.5 million. Suggest J. Dowling get petition if residents are interested. G.B. to discuss with J. dowling.	
75	2018-01-08	Write a letter in support of parental leave.	Staff	Reply to NDP Caucus letter and write a letter to UNSM in support	Complete
76	2018-01-08	Prepare a lease for the municipal property off of the Arts Council Rd for new micro brewery.	Solicitor	Waiting on solicitor to change lease reflecting new name.	Complete
77	2018-01-22	Forward bylaws pertaining to planning to John Bain	Staff		
78	2018-01-22	Repeal Curfew Bylaw	Staff	Review MGA to determine process. Same process as passing a bylaw. Repeal in March 2018.	
79	2018-01-22	Repeal Destruction of Documents Bylaw	Staff	Review MGA to determine process. Records Management Policy adopted.	
80	2018-01-22	Repeal Committee of Whole and the Council bylaws.	Staff	Review MGA to determine process. Develop policy that incorporates both.	
81	2018-01-22	Council Code of Conduct Policy	Staff	Draft completed. Introduce at next Policy meeting.	
82	2018-01-22	Revisit Pension bylaw	Staff	Policy exists. Determine whether it is necessary.	
83	2018-01-22	Noise Control Bylaw	Staff	Investigate.	

#	Council Meeting Date	Action Item	Responsible	Notes	Status
84	2018-01-22	No Smoking Bylaw	Staff	Amend to include marijuana.	
85	2018-01-22	Marketing Levy Bylaw.	Staff	Review rooms. Currently 10, should it be reduced. Interim CAO to determine which accommodations are not paying levy.	
86	2018-01-22	Dangerous and Unsightly policy	Staff	Notice of motion to adopt at February meeting. Add 140 High Road to agenda for demolition. On February 5 th agenda.	Complete
87	2018-01-22	Dog Bylaw	Staff	Repeal Dogs Bylaw and place first reading on Regular February Meeting. On February 5 th agenda.	Complete
88	2018-01-22	Organizational Review	Staff	Motion to adopt at February meeting.	Complete
89	2018-01-22	Reschedule EMO Training with George Muise.	Staff	Email George Muise to reschedule for February 12.	Complete
90	2018-01-29	Request additional information from Earras Cooperative including business plan, budget and contingency.	Staff	Contacted Mr. Beaton. Will provide information as soon as it is received.	Complete
91	2018-01-29	Write letter to Coast Guard, Premier and Roger Cuzner regarding funding and affects of changes to Port Hood Wharf System.	Staff	Warden to contact Harvey Tobey to provide update.	
92	2018-02-05	Advertise Dog Bylaw. Put on website.	Staff		Complete
	2018-02-05	Advertise Public Hearing in Inverness. March 5, 2018.	Staff/EDPC		Complete

#	Council Meeting Date	Action Item	Responsible	Notes	Status
	2018-02-05	Contact Firehall in Inverness for availability March 5.	Staff		Complete
	2018-02-05	Contact Epilepsy NS to obtain ribbons.	Staff		Complete
	2018-02-05	Schedule meeting with Transportation & Prepare Presentation.	Staff	Met February 14.	Complete
	2018-02-05	Courtroom Renovation	Staff	Defer until K. MacDonald begins	
	2018-02-05	Add request for fracking support for MODG to next policy meeting.	Staff	Meeting scheduled February 28 at 2:00pm.	Ongoing
	2018-02-05	Send letter of support for Unimagi.	Staff		Complete

Appendix 2: March 23, 2018 Tax Sale

LIEN NO.	AAN	PID	Name	Location	Total	Deed
1	00553069	50111665	INLAND VENTURE LTD	91 MAIN ST, WHYCOCOMAGH	4,771.81	R
2	00731005	50097153	ROACH CLIFFORD JOSEPH & ROGER	CABOT TRAIL, LA PRAIRIE	936.93	R
3	00898694	50010198	SAYERS KENZIE	MACEACHERN RD, HILLSDALE	870.48	R
4	00947776	50319169	CORMIER YVONNE ESTATE	12693 CABOT TRAIL, GRAND ETANG	3,447.50	R
5	01004026	50108315	CROSE LISA A & DAVID	HWY 395, EAST LAKE AINSLIE	994.28	R
6	01561642	50128347	FRASER DEBORAH A & DAVID	109 CHURCH ST, INVERNESS	4,197.93	R
7	01628097	50089804	GALE SANDRA	CABOT TRAIL, POINT CROSS	882.03	R
8	01716018	50314012	MACKENZIE MARILYN	HWY 105, IRON MINES	1,395.51	R
9	01834657	50020221	CONNORS JAMES	MACINTOSH MTN RD	1,228.35	R
10	02825244	50021351	CONNORS JAMES & ESTELLE	CENTER RD, WEST BAY CENTER	2,777.79	R
11	03698343	50193564	MACLEAN VINCENT & MICHELLE	960 ORANGEDALE RD	1,365.10	R
12	03778908	50169903	POIRIER CHARLES J, ANDRE, PATRICE, EUGENE, ESTATES OF MICHEL & ALPHONSE POIRIER	CHETICAMP BACK RD, BELLE MARCHE	1,056.99	R
13	04058976	50083542	ROSS AUSTIN	850 EGYPT RD, MARGAREE VALLEY	901.70	R
14	04377036	50128024	MACLELLAN JOHN & PRISCILLA	90 FOREST ST, INVERNESS	4,335.17	R
15	04621492	50079458	TIMMONS SADIE M	1420 WEST BIG INTERVALE RD, MARGAREE CENTRE	1,858.83	R
16	04621778	50079557	TIMMONS WAYDE J	1351 WEST BIG INTERVALE RD MARGAREE CENTRE	1,927.03	R
17	05155924	50051051	MACKINNON LAUCHLIN & ARDATH	NORTH HIGHLANDS RD, FOOT CAPE	1,353.72	R
18	05160596	50106343	BOUDREAU WILFRED A	OLD LA PRAIRIE RD, LA PRAIRIE	788.47	R
19	05163676	50075308	NORMAN J CORMIER, PERSONAL REP FOR ESTATE OF YVONNE CORMIER	CABOT TRAIL, GRAND ETANG	3,471.27	R
20	05413311	50020379	ANDERSON GERALD B & MACKAY DONALD EDWARD	GLENORA RD, ASKILTON	905.03	R
21	06073026	50132265	GRUEBER WALTHER	LEWIS ISLAND, S/S RIVER DENYS BASIN	794.25	R
22	07951884	50122456	KLEFFMANN HORST	MACINNIS POINT RD, WHYCOCOMAGH	3,387.00	R
23	08034184	50189521	WALKER DANIEL LEWIS	FOOT CAPE RD, FOOT CAPE	673.82	R
24	08812950	50304831	MACDONALD DANIEL RONALD & ANITA MARIE	CHETICAMP BACK RD, BELLE-MARCHE	794.88	R
25	09009906	50216050	MACDONALD AVERY DALE	WHYCOCOMAGH MOUNTAIN RD, AINSLIE GLEN	1,325.76	R
26	09028919	50179639	DEVEAU RAYMOND	CHETICAMP BACK RD, PLATEAU	934.14	R
27	09142274	50139997	INLAND VENTURE LTD	HWY 105, REAR SALT MOUNTAIN	2,847.66	R
28	09334238	50095546	MARY K HERITAGE TRUST	BOURGEOIS RD, PETIT ETANG	2,164.25	R
29	09345884	50272582	STANLEY TAMARA ANN & HERBERT JAMES	LOWER SHORE RD, LITTLE JUDIQUE	5,880.31	R
30	09444122	50024116	SKINNER CATHERINE MARY EST	MACINTOSH MOUNTAIN RD, WEST BAY MARSHES	2,121.01	R
31	09546987	50278571	LEWASKIEWICZ HENRY & GEORGINA	BROAD COVE RD, BROAD COVE CHAPEL	3,102.11	R
32	09614656	50297886	SAHINTUERK NAZMI	LONG STRETCH RD, ASKILTON	1,068.96	R
33	09617116	50200344	DESVEAUX VINCENT & AGNES	30 DESVEAUX LANE, PETIT ETANG	745.32	R
34	09617124	50200351	DESVEAUX VINCENT & AGNES	40 DESVEAUX LANE, PETIT ETANG	745.32	R
35	09617132	50200369	DESVEAUX VINCENT & AGNES	44 DESVEAUX LANE, PETIT ETANG	745.32	R
36	09617140	50200377	DESVEAUX VINCENT & AGNES	43 DESVEAUX LANE, PETIT ETANG	745.32	R
37	09617159	50200385	DESVEAUX VINCENT & AGNES	39 DESVEAUX LANE, PETIT ETANG	745.32	R
38	09617167	50200393	DESVEAUX AGNES & VINCENT	29 DESVEAUX LANE, PETIT ETANG	745.32	R
39	09617175	50200401	DESVEAUX VINCENT & AGNES	19 DESVEAUX LANE, PETIT ETANG	745.32	R
40	09617183	50200419	DESVEAUX VINCENT & AGNES	11 DESVEAUX LANE, PETIT ETANG	745.32	R
41	09617191	50200435	DESVEAUX VINCENT & AGNES	DESVEAUX LANE, PETIT ETANG	637.86	R
42	09835466	50296235	GILLIS JOHN KENNETH, ANNE MARIE & PAUL FRASER	1698 SHORE RD, JUDIQUE NORTH	PAID	R
43	09849920	50298967	MCANDREW JAMES RONALD & NORMA JEAN	PIPER'S GLEN RD, PIPER'S GLEN	1,310.33	R
44	10017671	50301209	MOLLOY ANGELA JAYNE & DAVID JOHN	JUNIPER LANE, MACKENZIE POINT	PAID	R
45	10215420	50308196	POIRIER FRANCOIS L ESTATE	CHETICAMP BACK RD, BELLE-MARCHE	1,689.94	NR
46	10232414	50308915	BOOMGAARS STEPHEN & LEONARD	WHYCOCOMAGH-PORT HOO RD, ALPINE RIDGE	1,267.44	R
47	10232422	50308923	BOOMGAARS STEPHEN & LEONARD	WHYCOCOMAGH-PORT HOO RD, ALPINE RIDGE	1,072.29	R
48	10247268	50309509	MARSHALL JOHN ROBIN & JEFFREY LEE	MABOU MINES RD, MABOU HARBOUR	1,110.66	R
49	10247292	50309533	MARSHALL JOHN ROBIN & JEFFREY LEE	MABOU MINES RD, MABOU HARBOUR	2,357.55	R
50	10339804	50105022	TIMMONS GILBERT	23594 CABOT TRAIL, PLEASANT BAY	PAID	R
51	10364418	50136233	ROSS AUSTIN	EGYPT RD, MARGAREE VALLEY	1,079.91	R
52	10364426	50136241	ROSS AUSTIN	EGYPT RD, MARGAREE VALLEY	1,079.91	R
53	10368091	50314020	MACKENZIE MARILYN	HWY 105, IRON MINES	896.84	R
54	10368103	50314038	MACKENZIE MARILYN	HWY 105, IRON MINES	1,058.20	R
55	10368111	50314046	MACKENZIE MARILYN	HWY 105, IRON MINES	1,043.17	R
56	10479975	50159532	CHIASSON ARTHUR & LARADE LORRAINE	OLD LAPRAIRIE RD, PETIT ETANG	1,366.45	R
57	10479983	50159557	CHIASSON ARTHUR & LARADE LORRAINE	CABOT TRAIL, PETIT ETANG	1,366.45	R
58	10544671	50320795	DEVEAU RAYMOND	MIDDLE ISLAND RD, CHETICAMP ISLAND	1,259.03	R

Appendix 3: Tax Write-Offs

The Finance/Tax Department is requesting the following tax write-offs:

Motion 1 – AAN 10133262 Inverness Development Association:

In attempting to collect on this account, the Municipality was informed that the organization only owned one property. We verified with Property Valuation Services that the account is a duplicate account.

To write off taxes and interest in the amount of \$5,700.53 for Account Number 10133262 assessed to Inverness Development Association – Property Valuation Services Corporation has confirmed that the account is duplicate.

Motion 2 – AAN 09834567 Inverness Development Association:

In attempting to collect on this account, the Municipality was informed that the organization only owned one property. We verified with Property Valuation Services that the account is a duplicate account.

To write off taxes and interest in the amount of \$4,206.77 for Account Number 09834567 assessed to Inverness Development Association – Property Valuation Services Corporation has confirmed that the account is duplicate.

Motion 3 – AAN 09845658 Inverness Development Association:

This account should have received the tax exemption for their status as not-for-profit.

To write off taxes and interest in the amount of \$7,385.14 for account number 09845658 assessed to Inverness Development Association because it is eligible for the municipal tax exemption.

Motion 4 – AAN 10184061 Inverness Historical Society:

This account should have received the tax exemption for their status as not-for-profit.

To write off taxes and interest in the amount of \$8,931.62 for account number 10184061 assessed to Inverness Historical Society because it is eligible for the municipal tax exemption.

Tanya Tibbo
Interim CAO

Financial Condition Indicators 4 Year Trend

Updated: Monday, February 12, 2018

Mun Name	Reporting Year	Class	REVISED*			Uncollected Taxes	Three-Year Change in Tax Base	Reliance on Single Business/ Institution	Residential Tax Effort	Deficits in the Last 5 Years	# of Budget Accuracy not within + or - 5%	Liquidity	Operating Reserves**	Debt Service	Outstanding Operating Debt	Undepreciated Assets	Combined Op & Cap Reserves**
			Red	Yellow	Green												
Inverness	2014	Rural	1	0	10	6.3%	18.6%	16.6%	0.8%	1.7%	0	1.7	99.2%	2.6%	N/A	64.5%	N/A
Inverness	2015	Rural	1	0	10	6.0%	15.3%	17.0%	0.7%	1.7%	0	4.8	102.4%	2.4%	N/A	64.2%	N/A
Inverness	2016	Rural	0	1	10	6.2%	14.5%	11.6%	0.7%	1.8%	0	4.7	99.5%	2.2%	N/A	63.2%	N/A
Inverness	2017	Rural	0	1	12	6.1%	14.4%	7.2%	1.3%	1.6%	0	4.5	92.4%	2.4%	0.0%	61.5%	127.5%

NEW - Yellow Threshold - Same for all municipal units	15 to 20%	10% to 15%	Less than actual change in CPI	10 to 15%	4 to 6%	1 or more ①	1	1 to 1.5	10 to 20%	10 to 15%	25 to 50%	35 to 50%	30 to 40%
NEW - Red Threshold - Same for all municipal units	Greater than 20%	Greater than 15%	Negative Growth	Greater than 15%	Greater than 6%	1 or more ②	Greater than 1	Less than 1	Less than 10%	Greater than 15%	Greater than 50%	Less than 35%	Less than 30%

① Yellow if one or more deficits in the last 5 years.

② Red if one or more in the last 2 years with one material (0.5% of Total Operating Expenses) deficit.

* For comparative purposes, we have revised your 2014, 2015 and 2016 indicators to reflect the new risk thresholds.

** Please note the result may not reflect an impact of PSAB related liabilities*** that are recorded only in the consolidated financial statements.

*** The PSAB related liabilities may include but not limited to Pension Liabilities, Landfill Closure and Post Closure Liabilities, or Deferred Gas Tax Revenue.

Public Works Monthly Summary Report

February 2018

Meetings and Committees

February 4th – Mabou Sewer Treatment Plant Site Meeting.

February 6th – Region 1 Rural meeting. Kara updated the members from Inverness, Richmond, and the Town of Port Hawkesbury on the educations hours. Divert NS supplies education funding to the Municipalities to educate local businesses, schools, health care facilities, and many other targeted areas to recycle based on the Municipal sort sheet.

February 6th – Members of the JOHS committee met with Todd Sampson (Dept of Labour) to discuss the orders that were issued for the Whycocomagh Sewer Treatment Plant and his internal review of our JOHS program.

February 12th – ICS training by George Muise (Provincial EMO).

February 12th – Noel and I met with Daunette and Angelina (NSE Staff) to update them on the progress on the work done at the Judique STP. Turbidity meters still need to be calibrated and Lynk electric need to investigate why the readings from the inline analyzer and the SCADA system are not matching. NSE advised boil order could not be removed until this was competed.

February 13th – Attended the Inverness County Subdivision workshop hosted by the EDPC. EDPC is currently undertaking a review of the by-law. One item that could possibly be a recommendation to council would be a bona fide private road. The road ROW would be reserved on a plan of subdivision; however there would be no requirements to build the road unless the subdivision was greater than 6 lots.

February 15th – Noel and I met with Daunette and Angelina (NSE Staff) to update them on the progress on the work done as a result of the Feb 12th meeting. The inline analyzer had been fixed, however Noel's handheld analyzer readings were not matching the inline values. NSE advised boil order could not be removed until handheld values and inline values match, to confirm both readings were accurate.

February 16th – Al F and I met Chubb security at the old school board building to verify all the motion and temperature sensors were working properly. This meeting was as result of vandalism earlier in the month, where 7 windows were broken by rocks.

February 20th – Fred B (EXP Consulting) and a drill rig were on site, behind our PW building, to continue to carry out an investigation about a possible 3rd well water supply in Inverness. They have developed a monitoring well, approximately 100 ft in depth and hope to have chemical analyses completed in the next 2 weeks.

February 20th – Mabou Sewer Treatment Plant Site Meeting. The contractor has advised that they are still on schedule to have the plant completed by August 2018.

February 21th – Active Transportation Draft Strategy was presented to the AC committee.

February 22nd – JOHS committee meeting. The 6 orders that were issued by the DOL were discussed and staff has advised all concerns will be completed by the March 6th deadline.

February 22nd – Noel and I met with Daunette and Natalie (NSE Staff) to update them on the progress on the work done as a result of the Feb 15th meeting. Natalie had an issue with the intermittent internet signal. When the plant does not have internet, the call out alarm system will not work. She also requested the inline turbidity analyzer be calibrated. NSE advised boil order could not be removed until work was completed.

February 23rd – Met with Bell Aliant in Judique at the WTP. They advised there was an issue with our router. While on site, the tech support team made adjustments and advised we should not have issues with dropped signal anymore.

February 26th – Lynk Electric was on site at the Judique STP to calibrate the all inline analysers and provide training to staff for future calibrations. The turbidity meter NSE had concerns with is reading properly now.

Tuesdays or Wednesdays in February we had our regular CAO/Director's meeting.

Project Updates

- Clean water and Wastewater Fund. 1) **Maple Street/Old Deepdale Road water and sewer extension** - Work is complete. The residents can now tie into our main lines. 2) **Judique Community water storage reservoir** – Work is on-going. An extension to August 31, 2018 for completion has been requested. 3) **Mabou Sewerage Treatment Plant Replacement** – Work is on-going. Work is scheduled to be completed by August 31, 2018.
- **Cheticamp Sewer Treatment Plant Upgrades** – I am reviewing design criteria with Exp Consultants for the sewer outfall replacement project. Discussions with TIR to complete a joint restoration project.
- **Whyccomagh STP Pre-design** – CBCL has issued an RFP for process equipment.

Water Utility

- **MABOU WATER SYSTEM** - PW staff has repaired all major leaks detected in our main lines. The well is shutting down for 5 hours a day. On average it pumps 114 USGPM when it is running. We have two substantial leaks on the home owner's side of the standpipes and we have given them two weeks to have it completed. We have a report prepared by WG Shaw to pipe well # 2 into our plant for additional capacity
- An on-going effort is being carried out to receive payment for arrears or the water will be shut off at the street by the PW staff.
- **Judique Boil Order** – All Work has been completed as requested at multiple meetings with NSE staff.

Scheduled Jobs

- Replace a problematic section a waterline in Inverness prior to the Banks Rd paving project – **Complete the hook up in the spring**
- Decorative Streetlight repair in Port Hood (Completed), Inverness, Mabou.

Other

RECREATION:

- Received approval on application submitted to Prov. CCH – Sydney office re: equipment for programs in partnership with West Bay Road Ladies Fire Dept. Auxiliary. Equipment ordered and received (2 “kurling kits”)
- Feb 2nd Snowshoe walk was cancelled due to weather- contacted 30 plus people who had registered
- Contacted potential high school candidates for Bronze Cross & Bronze Medallion Certification to build our swim instructor and lifeguard capacity as was an identified need by NS Lifeguard Association/Paul Deon
- Responded to Facility Access requests: highlight- all 7 of the “New Canadian” children in Port Hood and Mabou have been outfitted with hockey gear and given free registration by Mabou Minor hockey for remaining 2018 season
- Worked with Cranton Crossroads Community Centre and West Mabou Sports Club members regarding Sport fund application process.(via email and phone). Both groups have meetings arranged with Community Sport & Recreation representatives.
- Entered Kidsport & Jumpstart online applications for children in Inverness County. On- going *After the Bell & Facility Access* work with community groups and school leaders.
- Winterfest
Received final reports some communities. Some were cancelled or postponed due to weather. Others had altered activities. Ideas and suggestions were shared.
- Preparations for Volunteer Ceremony; 27 nominations received so far; deadline is April 1. Please note the Municipal ceremony is Wednesday, April 18, 6pm.
- County-wide cribbage tournament scheduled for April 28 in Scotsville

Travel/Meetings:

Feb 6 - 1/2 day meeting - OHS Committee met with Todd Sampson, Dept of Labour
Feb. 7 - Met with literacy instructors – meeting scheduled with Dept Community Services on Feb 28 re program for essential skills training.
Feb 15 - Met with Fitness group in Mabou
Feb 16 - Facility Access Focus Group meeting – Baddeck- Cape Breton Wide Initiative
Feb 20 - Delivered Kurling Kits to West Bay Road Ladies Fire Dept. Auxiliary
Feb 21 - Active Transportation draft strategy was presented to committee
Feb 22 - OHS Committee meeting

Programming:

Registration ads to local papers- materials sent to all community supervisors for registration
Registration revenue beginning to come in and recorded
Responded to many emails/phone inquiries re: programming and upcoming funding programs

TOURISM/COMMUNITY DEVELOPMENT:

- Inputting/Updating 2018 Summer Festivals & Events listings via NS Tourism site; in contact with NS Tourism Digital Marketing and CBIsland Digital Marketing to ensure listings are updated on all sites.
- Contacting operators to obtain listing info for 2018 and meeting scheduled Feb 28 with Oran to discuss 2018 visitors guide for Inverness County;
- Social Media:
 - Creating and post weekly music schedule
 - Monday – Friday Campaign creation ...
(Music Monday, Tunes Tuesday, Water Wonders Wednesday, Trails Thursday; Festival Friday)
- Working with photographer and graphic design for new mockup of gateway sign for 100 series hwy
- Feb 2 – Dept heading meeting
- Feb 8 - met with Cabot Trail Façade Group (phone conference) to review quotes and design applications.
- Feb 9 – met with Margaree Lake Ainslie Heritage River Committee to get an overview of the interpretive signage project and discuss possible signage for Margaree under the municipal tourism signage project.
- Feb 13 – Dept Head meeting
- Feb 13 – Website training
- Feb 14 – staff attended Destination Cape Breton meeting re: potential for new island wide fall festival – after Celtic Colours
- Feb 15 & 16 – met with Peggy Thompson (Federal - Small Craft Harbours) and reps from local harbour authorities (Port Hood & Cheticamp) re; tourism signage plans; proper harbour name on signs, etc.
- Feb 16 – met with board members Monique Aucoin & Heather Davis of Mi-careme Society at the Centre in Grand Etang; overview of the plans for 2018 (winter project; gift shop); discuss possible design plan as part of the tourism strategy
- Feb 16 – attended Accessibility Committee in Inverness
- Feb 21 – met with consultants working on Active Transportation plan;

Dear Mayor MacQuarrie,

February, 2018

My name is Milos Posavljak, and I am currently conducting infrastructure asset management research for the fulfillment of my PhD degree at the University of Waterloo. The purpose of this letter is to propose a collaborative opportunity between the Municipality of the County of Inverness and the University of Waterloo.

As you may be aware, future provincial funding received by municipalities will rely more and more on their ability to put forth an effort, and develop asset management plans and processes. At the same time, the Federal government has made available \$ 50 M to municipalities over the next five (5) years for the purposes of building asset management capacities. An application process administered through the Federation of Canadian Municipalities is necessary in order to access this funding.

Through my 10 years of public service experience at the provincial, regional, and municipal levels, I have been able to develop an efficient and effective approach to creating comprehensive asset management plans for all assets owned. It has been successfully applied to municipalities and recently won the top national award at the 2017 Canadian Network of Asset Managers conference in Calgary. The approach focuses on minimizing impacts on existing organizational process and resources, while building on top of them, such that a municipality is able to develop a "live" asset management plan, which can readily be updated for its purposes.

As I am midway through my studies I am looking to help a couple of more small municipalities in their asset management efforts. Should you be interested in exploring this collaborative opportunity as an academic research case study, I can guarantee that irrelevant of the current level, your end resulting asset management capabilities will be industry leading. The effects of which will be sustainable public infrastructure and socio-economic community growth.

As time is of the essence, should you be interested in hearing more about this opportunity without any obligation, please feel free to contact me at your earliest convenience.

Kind regards,



Milos Posavljak, P.Eng. | PhD Candidate | University of Waterloo
posavljak.milos@hotmail.com | 647 885 6914



February 7, 2018

The Honourable Stephen McNeil
Premier of Nova Scotia
Office of the Premier
7th Floor, One Government Place
1700 Granville Street
Halifax, Nova Scotia
B3J 1X5

The Honourable Zach Churchill
Department of Education and Early Childhood Development
4th Floor, Brunswick Place
2021 Brunswick Street
PO Box 578
Halifax, Nova Scotia
B3J 2S9

Open letter to the Premier, Minister of Education and Early Childhood Development, and Nova Scotians

Dear Premier McNeil and Minister Churchill,

Please find the attached document from the Nova Scotia School Boards Association (NSSBA) in response to the report by Dr. Avis Glaze, *Raise the Bar: A Coherent and Responsive Education Administrative System for Nova Scotia*. This response is intended to highlight the alignment between the advocacy work carried out by school boards and the recommendations made by Dr. Glaze. Simply put, school boards have long been asking Ministers to implement many of the improvements recommended by Dr. Glaze.

The NSSBA reviewed a significant amount of pertinent information with Dr. Glaze, including research (literature reviews) on school board governance as well as school district size and the impact of changes to governing school boards. Dr. Glaze was also provided with detailed information on NSSBA governance work in response to the Auditor-General's recommendations for improving accountability. Astonishingly, though this governance work was supported by the Department of Education and Early Childhood Development, none of it is referenced in her report.

As democratically elected school board members, we believe that you should be made aware of the items in our response before the government of Nova Scotia continues to debate Dr. Glaze's recommendations and make implementation decisions.

The NSSBA response includes details of all resolutions adopted by school board members at Annual General Meetings relating directly to Dr. Glaze's recommendations. School boards have long been calling for the same improvements that appear in many of Dr. Glaze's recommendations. Nevertheless, governing school boards are being eliminated in an effort to solve these same concerns.

Dr. Glaze recommended (and Minister Churchill agreed verbally) to an objective monitoring process throughout the implementation of any accepted recommendations. This process would also allow for adjustments as needed. On behalf of students and all Nova Scotians, school boards are asking that this evaluation be ongoing, transparent, and public. The NSSBA is very concerned with the negative impact these decisions could have on students, families, staff, and communities that are currently served by local school board members.

Sincerely,



Hank Middleton
President, NSSBA

c. NSSBA Board of Directors
School Board Members
School Board Chairs



Nova Scotia School Boards Association

Local Democratically Elected School Board Members' Response

To

Raise the Bar: A Coherent and Responsive Education Administrative System for Nova Scotia

February 7, 2018

Correction on Page 16



395-3 Spectacle Lake Drive, Dartmouth, NS B3B 1W8 | Tel: 902.491.2888 | Fax: 902.429.7405 |

www.nssba.ca

EXECUTIVE SUMMARY

As the provincial association representing democratically elected school board members, the Nova Scotia School Boards Association (NSSBA) believes that it has an ethical and moral obligation to respond to the report authored by Dr. Avis Glaze.

This NSSBA response outlines concerns with the review process and aspects of the mandate that were not thoroughly addressed.

Important information was provided to Dr. Glaze, both verbally and in writing, but was either not read or consciously ignored in the report.

Examples include:

- Research reports and literature reviews
- Details of a new Nova Scotia School Board Governance Approach
- Specifics on improvements relating to public accountability and self-assessment

This written response reviews five years of resolutions through which the NSSBA called on the Minister of Education and Early Childhood Development to make improvements in a wide variety of areas, including:

- Collaborative analysis of root causes around student under-achievement
- Clarification of roles and responsibilities
- Development, recruitment, hiring and retention of Mi'kmaq, African Nova Scotian, and Acadian teachers
- Transparent and collaborative capital decision-making
- Multi-year funding
- Attention to deferred maintenance

School boards have long been calling for action on many of the recommendations that were made by Dr. Glaze and subsequently accepted by government. Criticizing governing school boards for lack of progress in areas under the control of government is a stark example of misplaced blame. Similarly, eliminating the democratically elected local voice as a solution to improvements that were championed by those very voices is inexplicable.

The NSSBA response highlights grave concerns relating to the elimination of voice for Mi'kmaq board members at the regional level. The response also highlights outrage surrounding the elimination of elected African Nova Scotian school board members throughout the province.

Through this response, the NSSBA calls on the Premier and the Minister of Education and Early Childhood Development to ensure that recommendations, if accepted and implemented, include thorough and transparent evaluation.

The NSSBA is gravely concerned that the elimination of public debate and local decision-making will move the province from educational democracy to educational bureaucracy.

INTRODUCTION:

After careful examination of the Glaze report, *Raise the Bar: A Coherent and Responsive Education System for Nova Scotia*, the Nova Scotia School Boards Association provides the following feedback to the Premier, the Minister of Education and Early Childhood Development, and Nova Scotians. The purpose of this response is to challenge assumptions underlying the report, highlight alignment between the work school boards have already done on behalf of students and the recommendations made by Dr. Glaze, advise government and Nova Scotians on important information that was provided to Dr. Glaze but ignored in her report, and advocate for integrated program evaluation of each recommendation that is implemented.

The first section of this document addresses concerns with the process that unfolded during the review. This is followed by comments on information that was provided to Dr. Glaze, but is absent from her report. The third section illustrates the alignment between NSSBA Annual General Meeting Resolutions – formal requests made of the Minister over the past five years - and the recommendations made by Dr. Glaze.

THE PROCESS:

Following the announcement by the Nova Scotia government that there would be a review of administrative structures, school board members adopted a resolution calling for the government to ensure that the review would be *“open, transparent, research-based, and conducted by an external accredited professional with NSSBA as a full partner throughout all stages of the review”* (*Resolution K, 2017*). When Dr. Avis Glaze was selected, school boards credited the government with choosing an individual who satisfied the criteria. Confidence in Dr. Glaze was further enhanced when she met with school board chairs and the provincial association. Those in attendance understood that she would carry out an objective review, the Department of Education and Early Childhood Development (EECD) would be reviewed, she would share an interim report with stakeholders in early December, and all stakeholders and members of the public would receive her report at the same time. As consultations took place across the province with the eight public school boards, trust increased even more. Dr. Glaze stated repeatedly that one of her guiding principles was the importance of elected trustees.

In December, Dr. Glaze surprised the NSSBA by indicating that she *“never committed to releasing a draft report”* and that *“the study was commissioned by the Minister... [and would be] presented to him as soon as it is completed, in a final format. It will be up to him to determine the next steps.”* Providing the government with several weeks to prepare a response while school boards were given less than an hour to process the recommendations feels deeply disrespectful.

School board members were further discouraged during the release of the report, when Dr. Glaze announced that she was consciously *“violating her principles by recommending the elimination of school trustees.”*

Simply put, school board members feel deceived by both Dr. Glaze and the government.

MISSING FROM THE REPORT:

During the review process, Dr. Glaze was briefed on the steps taken by the NSSBA to respond to the recommendations of the Auditor General. Dr. Glaze met with the chair of the NSSBA Governance Action Plan Steering Committee and was provided with literature completed by Dr. David MacKinnon, Professor of Education and former Dean of Research and Graduate Studies at Acadia University.

Dr. MacKinnon's paper, *School district governance: Theoretical and conceptual foundations*, establishes a foundation for the development of a new Nova Scotia School Board Governance Approach that was ready to be piloted in 2018-2019. This 'made in Nova Scotia' approach is based on a Coherent Governance model aimed at clarifying roles and responsibilities - something that the government has not been able to do, despite it being specifically proposed by the Nova Scotia Auditor General and identified as a concern by Dr. Glaze. In addition, this approach draws on the citizen engagement and consultation strengths of the generative approach to governance. The NSSBA Governance Action Plan Steering Committee's work was shared with Dr. Glaze in detail. She expressed that she was impressed with the governance work and that the NSSBA was *ahead of the curve*. Not only is the NSSBA's action plan research-based, it was also supported by the Department of Education and Early Childhood Development. The Minister and Deputy Minister were regularly briefed and school board members were very encouraged when the work of the NSSBA was referenced in the Department of Education and Early Childhood Development's response to the 2015 recommendations put forth by the Auditor General.

One of the recommendations from the Auditor General was for school boards to carry out self-assessment annually. The NSSBA developed a series of self-assessment tools, enabling all eight school boards to complete a self-assessment and follow-up professional development plan. In addition, the NSSBA Governance Action Plan Steering Committee developed accountability templates to ensure public accountability of superintendents, and School Board Governance Standards are the basis for on-going governance accountability.

Otherwise stated, school boards cannot comprehend why there is no reference to the work of the Governance Action Plan Steering Committee or the research carried out on behalf of the NSSBA in Dr. Glaze's report.

Also omitted from her report is any reference to a second paper completed by Dr. David MacKinnon entitled: *School District Size and the Impact of Changes to Governing School Boards: An Abbreviated Report*. This paper includes an overview of the enlightening experience in New Brunswick, which would presumably be very relevant to Dr. Glaze's recommendations. Dr. MacKinnon (2018) states:

By far the strongest impact of changes to board structure and operation comes from public response. The case of New Brunswick is instructive. The Province of New Brunswick eliminated all school boards in 1996, without public consultation, replacing them with parental advisory councils at the school, regional, and provincial levels. The Minister at the time cited, among other things, low voter turnout for school board elections as evidence of public apathy. The new parental advisory council structure turned out to be more expensive than the previous board system. As well, the parental advisory councils had little to no influence on administrative and

curriculum matters. Establishing the councils gave the impression of local voice, but they were not empowered with decision making authority. The public became increasingly aware of the loss of voice, and school governance became a central issue in the 1999 election campaign. Following the selection of a new government, New Brunswick (in 2001) established District Education Councils to work with each district's superintendent, and Parent School Support Councils for each school to advise principals. I found no research evidence to indicate how this is working. (MacKinnon, 2018)

Full reports can be found at www.nssba.ca.

MacKinnon, D, (2016). *School district governance: Theoretical and conceptual foundations*. Dartmouth, NS: Nova Scotia School Boards Association.

MacKinnon, D, (2016). *School District Governance: Theoretical and Conceptual Foundations: An Abridgment to the Full Report*. Dartmouth, NS: Nova Scotia School Boards Association.

MacKinnon, D, (2018). *School District Size and the Impact of Changes to Governing School Boards: An Abbreviated Report*. Dartmouth, NS: Nova Scotia School Boards Association.

MONITORING OF THE IMPLEMENTATION OF THE RECOMMENDATIONS:

The NSSBA supports research-based education and the integrated evaluation of innovations. This is evidenced in the 2016 NSSBA resolution calling for the measurement and monitoring of any and all Ministerial Policies.

NSSBA Resolution 4 (2016)

NOW THEREFORE BE IT RESOLVED that the Department of Education and Early Childhood Development establish deliverables (staff reporting requirements) for the Provincial School Code of Conduct Policy and the Provincial Homework Policy, and any future policies, which would then allow School Boards to measure and monitor the implementation of any and all Ministerial Policies.

Statements provided in Dr. Glaze's report are consistent with this NSSBA resolution. Specifically, Dr. Glaze calls for "*clear timelines and indicators of success, strategies based on research practices*". She states, "*it is vital to collect data to see if progress towards goals is being made and to share that information broadly so that everyone can assess the progress and make mid-course corrections, if necessary.*" (Glaze, 2017)

In speaking to his acceptance of the recommendations, Minister Churchill committed to ongoing and integrated program evaluation. We hope that Nova Scotians will hold the government accountable for this commitment, as it would have been the role of the governing school boards.

RESPONSE TO RECOMMENDATIONS IN THE REPORT:

There are many recommendations in the report that have previously been put forth by school boards through formal resolutions. The development of resolutions is a very serious process that starts in the fall of each year with public debate by each of the governing school boards and culminates in a thorough debate and vote at the NSSBA Annual General Meeting. To be considered, a resolution must be provincial in scope, reflect the goals of the NSSBA, and pertain to student achievement and the well-being of students.

Once approved, resolutions are submitted to the Minister for response. Through a formal Memorandum of Understanding, the NSSBA meets regularly with the Minister and senior staff. Resolutions and matters of importance relating to the education of students are discussed at length.

As evidenced below, many of Dr. Glaze's recommendations accepted by the Minister have been championed by the NSSBA. It certainly seems disingenuous that governing school boards are now being blamed as the cause of stagnation on items for which they have been fiercely advocating.

The following provides an overview of the correlation between recommendations from the Glaze report and advocacy by the NSSBA.

Glaze Report Recommendation 1:

Shift from a system of nine disconnected silos to one coherent, aligned model, focused on student learning and achievement.

- a) The seven governing (elected) regional school boards should be eliminated.*
- b) Enhance local voice with the creation of vibrant School Advisory Councils (SACs) for all schools (or families of schools) in the province with enhanced influence, including:*
 - Regular, quarterly progress updates and accountability sessions with regional executive directors of education (the new job title for superintendents)*
 - Annual meeting with Minister of EECD to discuss priorities, policies and issues*
 - Opportunity for parents, community, principals, students to have their say*
 - Selection and participation of the SACs, including specific mandate, term limits, membership, and other role expectations need to be reviewed and clarified further in the months ahead.*
- c) Ensure voice of Mi'kmaq and African Nova Scotians is heard at ministerial level. The Council on Mi'kmaq Education (CME) and Council on African Canadian Education (CACE) must have enhanced roles, providing policy counsel to the Minister.*
- d) The role of Superintendents, now referred to as Regional Executive Directors of Education, is enhanced as leaders of education in their regions, responsible and accountable for student achievement, reporting directly to the Deputy Minister of EECD, overseeing regional education offices, and key to the success of School Advisory Councils in their regions.*
- e) The existing seven regional administration offices continue under the leadership of regional executive directors of education with these areas of focus: implementing provincial policies and*

programs, day to day operations and, most importantly, focusing on student learning and achievement. – consolidate eight non-core systems to one.

- f) The Department should review the roles and responsibilities of Regional Education Officers (REOs) in light of these changes.*

NSSBA Response:

The NSSBA has provided a unified provincial voice for governing school boards and public education for over 60 years. During that time, school boards have worked hard to break down silos and increase interagency collaboration. We believe in and have always supported coherence and alignment while maintaining local autonomy for school boards to be responsive where it pertains to the uniqueness of their regions and the needs of their students.

Contrary to the claim that the eight democratically elected school boards have operated as silos, there is concrete evidence of coherent collaboration among the eight school boards. Innovative programs and services for students have, in fact, been the result of research and advocacy by the NSSBA on behalf of school boards. Decisions and actions were based on student needs. Skilled trades programs such as Options and Opportunities, the integrated student information system, and the delivery of interagency services in schools (a precursor to SchoolsPlus) were all proposed by the NSSBA. School boards also worked collaboratively with the Department of Education and Early Childhood Development to attempt to develop a provincial vision for education. Ironically, it was the government who stepped away from this initiative.

(A list of specific reports is included in the appendix).

The eight school boards recently developed a coherent approach to dealing with school bus red light violations. The NSSBA brought together Halifax Regional Police, the RCMP, Safety Services Nova Scotia, the IWK, the Nova Scotia Pupil Transportation Committee, the Department of Education and Early Childhood Development, Transportation and Infrastructure Renewal, and Justice, to develop a unified approach to this extremely serious threat to student safety. This is one of many examples of coherent and unified governing executed through school board leadership.

School boards have consistently asked for ongoing communication and a coherent approach to public education.

NSSBA Resolution 5 (2013)

NOW THEREFORE BE IT RESOLVED that the Nova Scotia School Boards Association advocate to the Nova Scotia Department of Education and Early Childhood Development to commit to timely, regularly scheduled collaboration with the Nova Scotia School Boards Association and school boards regarding the education of students in Nova Scotia through the Memorandum of Understanding.

The evidence would lead an objective person to see that there are, in fact, only **two** silos – the Department of Education and Early Childhood Development, and the eight school boards.

In terms of role clarity, school board members have repeatedly asked for changes to the *Education Act* to increase clarity of roles. This issue was highlighted by the Auditor General in the 2015 report, which called on the Department of Education and Early Childhood Development to “*clearly define and communicate responsibilities of board management, governing boards, and the Department (including regional education officers).*” (Nova Scotia Auditor General, 2015). The Department’s response is in agreement with the recommendation and states, “*The Department will continue to work with the NSSBA on these initiatives and is committed to clarifying roles and responsibilities...If necessary, amendments to the Education Act will be considered to provide further clarification.*” (EECD response to Auditor General’s recommendation, 2015)

The need for clarity is also highlighted in the work carried out for the NSSBA by Dr. David MacKinnon. Based on the evidence above, blaming school boards for lack of clarity in provincial legislation seems to defy logic.

The literature from Dr. MacKinnon is clear on the rationale and importance of democratic elected school boards.

The most fundamental question concerning school boards is why we have them. Why not, as some undoubtedly want, simply have one central governance authority that oversees the entire operation? The answer to this question is as relevant today as it was when North American public schools began two centuries ago: local participation and control...It is not difficult to locate legions of support for the historical and ongoing importance of local participation in schooling. (MacKinnon, 2016. p 17)

School governance theorists espousing non-democratic governance positions continue to ignore that the great equalizer or legitimate equity in a democracy is born by the liberty provided to the citizenry to affect change in their school board representation, rather than in an analysis of their willingness or success in exercising that liberty. (Alsbury in MacKinnon, 2016 p. 18)

The NSSBA fully supports the retention of the Council on African Nova Scotia Education (CACE), but is outraged with the loss of elected African Nova Scotian school board members throughout the province. We have grave concerns with the lack of details on how African Nova Scotian students from all areas of the province will be represented. The current approach ensures that every region of the province has a democratically elected African Nova Scotian voice at the table. We call on the Minister and the Premier to ensure African Nova Scotian representation from all areas of the province.

As stated by Rev. Michael Alden Fells, executive member of the Tri-County Regional School Board, at the launch of African Heritage month. “I exhort us to be on the right side of history, the Tri-County board has been on the right side of history with having the first African Nova Scotian as superintendent,’ Fells said. He went on to say that people gathered and worked hard to make sure the black voice was heard in education and he could still hear his mother’s voice who had told him years ago she thought it would never happen.

She said, 'I don't know if we'll ever sit at that table, but you know young Alden, when we do get a seat, they'll get rid of the table.' I want you to think on that. They'll get rid of the table.

So I need say to the honourable MLAs who are here, please speak to the honourable minister Zach Churchill... please tell him to fix the table, but not to remove the table because Black people haven't been at the table long enough.' " (The Yarmouth County Vanguard, January 31, 2018)

The NSSBA supports the retention of the Council on Mi'kmaq Education (CME) but is seriously concerned with the loss of opportunity for Mi'kmaq board members to influence decisions at the regional level. We call on the Minister and the Premier to ensure that CME continues to have representation from all areas of the province with direct input to the Minister.

In terms of consolidation of non-core systems, school boards have been part of NSSBA Central Purchasing for many years. Through this provincial sharing model, school boards have collaborated to ensure that schools and students are receiving the best services and products for the lowest cost. The NSSBA Central Purchasing approach has also guarded against making large-scale purchases when local purchasing is more economical. When the province of Nova Scotia became involved in strategic procurement, school boards ended up paying more for certain services than they would have if left on their own to purchase locally. This led to a resolution that was adopted at the 2014 annual general meeting.

NSSBA Resolution 8 (2014)

NOW THEREFORE BE IT RESOLVED that the NSSBA request that the Department of Education and Early Childhood Development advocate on behalf of school boards, to the Province of Nova Scotia, Provincial Procurement, to reconsider the mandatory participation of school boards in the strategic procurement initiatives and to have the option to purchase goods and services where they can obtain the best value following the guidelines of each individual school board's purchasing policy.

The NSSBA has concerns with how consolidation through attrition will be implemented and with the economic impact on rural areas as jobs are moved to other locations. The NSSBA calls on the government to ensure that details of planning and implementation are made public and transparent.

"So I need say to the honourable MLAs who are here, please speak to the honourable minister Zach Churchill... please tell him to fix the table, but not to remove the table because Black people haven't been at the table long enough."

- Rev. Michael Alden Fells,
Tri-County Regional
School Board

Glaze Report Recommendation 2:

Maintain the CSAP provincial board structure, with the following changes:

- *The Superintendent is responsible to both the Deputy Minister of EECD and the CSAP board.*
- *CSAP controls cultural and linguistic matters, follows provincial curriculum outcomes, while being able to add cultural/linguistic priorities. This approach recognizes the Charter rights of the CSAP, while also ensuring provincial curriculum goals are aligned for all Nova Scotian students.*

NSSBA Response:

The NSSBA completely supports the Charter Rights of Acadians and Francophones to govern and manage the education of their children. Limiting these Charter rights through provincial legislation, however, is worth questioning. The NSSBA takes exception to the elimination of this same right for other Nova Scotia citizens. Minority language rights were implemented to protect the rights of linguistic minorities, offer control over the education of their children, and ensure that these rights are protected in a democratic society where their rights are not necessarily protected by the majority. This calls into question whether the authors of the British North American Act and the subsequent Charter of Rights and Freedoms would condone the disappearance of those same rights for the majority and other minorities.

“Minority groups have the right to make decisions regarding their children’s education as established in the Canadian Constitution. Conversely, provincial governments are systematically attempting to eliminate that very right from the majorities. The right to democracy belongs to everyone.”

- Jennifer Maccarone
President, Quebec English
School Boards Association

As stated by Jennifer Maccarone, President of the Quebec English School Boards Association in a release by the Canadian School Boards Association, “Minority groups have the right to make decisions regarding their children’s education as established in the Canadian Constitution. Conversely, provincial governments are systematically attempting to eliminate that very right from the majorities. The right to democracy belongs to everyone.” (Maccarone, 2017)

The NSSBA is very concerned about the impact on CSAP as the sole democratic voice in Nova Scotia’s public education system. CSAP has been strengthened by the collaboration and partnership with the English school boards, for the benefit of all students.

Glaze Report Recommendation 3:

Move teaching support specialists (literacy leads, math mentors, etc.) out of regional education offices and into classrooms four days a week, with the fifth day dedicated to collaborative planning and preparation for the next week.

NSSBA Response:

The NSSBA fully supports increased supports in classrooms. This is evidenced by a resolution adopted in 2017.

NSSBA Resolution B (2017)

NOW THEREFORE BE IT RESOLVED that the NSSBA request, new year-long funding for extra human resources such as guidance counselors, speech language pathologists, and appropriate student services personnel to be placed in primary classrooms at the beginning of the school year to note obvious behaviours and challenges so that these children receive immediate and appropriate support, where needed.

School boards, administrators, and teachers have all voiced their concerns loudly to government that increased paperwork and technology-based requirements from the Department of Education and Early Childhood Development have reduced the amount of time that teachers and specialists spend serving students. Inputting information required by EECD is a prime example of why specialists spend as much or more time in front of a screen as they do serving students. This was brought to light by the Council to Improve Classroom Conditions and the Commission on Inclusive Education. The NSSBA supports this recommendation but takes exception to school boards being blamed for the delay in its implementation.

Glaze Report Recommendation 4:

Encourage cross-fertilization between the Department and schools, bringing in classroom teachers to fill 50 percent of EECD curriculum positions and deploying Department staff in the system.

I recommend two- to three-year secondments, term appointments, or exchanges, starting in 2018-19. This approach can build understanding of the current classroom experience, spur collaboration and innovation, and help build relationships of mutual trust and respect.

Accurate or not, there is a perception among some observers that the department is top-heavy, secretive and needs streamlining. Others point out they can't tell because they can't find out who's accountable or how the organization works. The Department should acknowledge this perception and attempt to address it with a more transparent, accessible culture. At a minimum, its website should have a clear description of its structure, leadership, staff and services, organizational charts, and contact information.

NSSBA Response:

The NSSBA initially viewed the inclusion of a mandated review of the Department of Education and Early Childhood Development by Dr. Glaze as evidence of a balanced and fair approach. However, it is very disappointing that there is little in the report that addresses the “*Roles, responsibilities, and administrative structure within ... the Department of Education and Early Childhood Development.*” (Glaze, 2017).

In fact, other than suggesting secondments, term appointments, or exchanges, there are no concrete recommendations to deal with the perception “*that the department is top-heavy, secretive and needs streamlining*” (Glaze, 2017). The report seems to say that the Department of Education and Early Childhood Development has no accountability for any of the concerns raised, even though there are indicators to the contrary. In the words of one employee, “I chose to leave the EECD ... because of the massive restructuring that put 4 times the number of directors in place, and 9 Executive Directors

(ED) where there had once been 3. My work was reduced to being a professional assistant to my new director, as most consultants became to their directors. Some directors have a mere 2 people working under them. The org chart here doesn't show the numbers of individual ED's or Directors, as it has grown since this chart was developed."

The NSSBA agrees with Dr. Glaze that Department of Education and Early Childhood Development staff needs to have recent experience in the public school system. This should apply to department staff responsible for programs and curriculum, as well as civil servants at the highest levels.

Glaze Report Recommendation 5:

Make all schools "wrap-around" facilities, where students and families can promptly access support from any government department, not just for education, but also support from mental health professionals, health care providers, justice, family services, and so on.

NSSBA Response:

It was at the insistence of school board members that Dr. Glaze added "*Strengthen interagency service delivery for children, youth, and their families*" (Glaze, 2017) as the fourth area of focus in the mandate of the administrative review.

This has been a very high priority for school boards for many years. In 2010, the NSSBA published a report entitled: "*A Call for Greater Interdepartmental Delivery of Services to Youth and Families in Nova Scotia*". This report recommends the elimination of silos and was presented to an all-party committee of the government with an impassioned plea for the government to listen to school boards and break down the silos.

Although only five years of resolutions are referenced below, the NSSBA has been advocating for "wrap around services" for decades.

NSSBA Resolution 1 (2013)

NOW THEREFORE BE IT RESOLVED THAT the NSSBA advocate to and encourage the NS Departments of EECB, Community Services, Justice, and Health and Wellness to provide sustainable funding and strengthen efforts to increase professional and financial supports for school boards to better deliver and periodically evaluate the mental health resource needs of educators and support staff and to maximize service and supports for students.

NSSBA Resolution 1 (2014)

WHEREAS the inter-agency model is still suffering from the "silo" effect due to lack of policy implications and protocols;

NOW THEREFORE BE IT RESOLVED that the NSSBA request that the Province and NSSBA establish a joint ad hoc committee of senior officials, Ministers, and Deputy Ministers to review the policy and protocol barriers of inter-agency service delivery and establish measures to effect collaborative approaches by all agencies to improve the effectiveness of the programs to youth and families.

NSSBA Resolution 2 (2014)

NOW THEREFORE BE IT RESOLVED that the NSSBA strongly encourage the Department to make it priority to ensure all students and their families are supported, through a family of schools model, by a SchoolsPlus site by the 2015-16 school year.

NSSBA Resolution F (2017)

NOW THEREFORE BE IT RESOLVED that the Nova Scotia School Boards Association request the Department of Education and Early Childhood Development ensure all schools, students and their families are supported by SchoolsPlus site by the 2018-19 school year.

Glaze Report Recommendation 6:

Give teachers and principals access to funding and responsibility for the selection of text books and learning materials to best support their teaching.

The Provincial Book Bureau system is outdated and not working as it should for schools of this era. All materials should be chosen using departmental bias evaluation guidelines. This should part of the planned review of the Hogg funding formula.

NSSBA Response:

The NSSBA supports the longstanding recommendations by superintendents, directors of programs and services, principals, and teachers for increased control over the selection of resources. The barrier to this has consistently been actions by the Department of Education and Early Childhood Development. The NSSBA fully supports this recommendation.

Glaze Report Recommendation 7:

Create a provincial College of Educators, an independent body to license, govern, discipline and regulate the teaching profession, helping to improve public confidence in the education system across the province.

NSSBA Response:

The NSSBA has advocated for a revised approach to teacher dismissal. The implementation of a provincial College of Educators should be complimented by a much-needed revised approach.

NSSBA Resolution 7 (2016)

NOW THEREFORE BE IT RESOLVED that the NSSBA advocate to EECD to review sections 33 and 34 of the Education Act to make the process more manageable for boards.

Glaze Report Recommendation 8:

Remove principals and vice-principals from the Nova Scotia Teachers Union (NSTU) and into a new professional association. Seniority, pension, benefits must not be impacted and there should be an option for those administrators who may wish to return to teaching and the NSTU.

NSSBA Response:

The NSSBA fully supports administrators and the protection of their job security and benefits.

Glaze Report Recommendation 9:

Create maintenance and operations positions such as a building manager for schools or families of schools, freeing principals from such non-educational tasks.

Principals need to be instructional leaders, accountable for student achievement, rather than spending precious hours checking fire alarms, defibrillators, building maintenance, and so on.

These important tasks can be carried out by others, specifically trained for such work.

NSSBA Response:

There have been several pilots through which support was provided to principals for operational requirements. These initiatives were piloted and evaluated at the management level and the NSSBA believes the pilots were successful in increasing the amount of time that administrators had available for pedagogical leadership. The NSSBA fully supports this recommendation.

Glaze Report Recommendation 10:

Provide support for accounting and financial functions in schools, rather than making them the responsibility of principals.

NSSBA Response:

There have been several pilots related to this recommendation. They were completed and evaluated at the management level and the NSSBA believes they were successful in increasing the amount of time that administrators had available for pedagogical leadership. The NSSBA fully supports this recommendation.

Glaze Report Recommendation 11:

Ensure teachers have the mobility and choice to work in any region in Nova Scotia by removing barriers in collective agreements while maintaining seniority rights.

NSSBA Response:

While there are benefits to a provincial approach to staffing, the NSSBA asks that particular consideration be given to areas of the province where retention of teachers is already a challenge and where provincial mobility could increase the problem. We are particularly concerned with specialists in isolated rural areas. The frequent turnover of teachers would have a very negative impact on students and student achievement. This is already a concern within some regions and provincial mobility will exacerbate the problem.

Glaze Report Recommendation 12:

Create a coordinated professional development system for teachers and principals, tied directly to teaching standards, student achievement, curriculum priorities, such as math, literacy and culturally responsive teaching, and learning strategies that can be readily implemented in their classrooms.

NSSBA Response:

The NSSBA is a member of the Nova Scotia Educational Leadership Consortium (NSELC), along with the Department of Education and Early Childhood Development, the NSTU, all Nova Scotia schools, the Black Educators Association, School Administrators Association, and Mi'kmaw Kina'matnewey. It is disappointing that Dr. Glaze did not review or make reference to the information that was provided by the NSELC, particularly in the areas of Leadership Development, the Instructional Leadership Academy, and the Aspiring Leaders Program. The Department is a sponsor of these programs and over 300 principals have successfully completed the Inspiring Leaders Program. The NSELC has been recognized internationally as an effective and efficient approach to leadership development. It is unfortunate that its work was not recognized by Dr. Glaze.

Glaze Report Recommendation 13:

Make clear the importance of extracurricular activities, sports, and community volunteer support by:

- *Creating a dedicated Physical Activity and Extracurricular Coordinator position.*
- *Streamlining transportation and volunteer policies.*
- *Providing additional support for the position of Athletic Director in schools or families of schools.*
- *Identifying Nova Scotia School Athletic Federation (NSSAF) in the organizational structure of the Department to show it as a priority for schools, students, and the EECD.*

NSSBA Response:

The NSSBA supports a public education system that develops the whole child and considers more than math and literacy scores as reported on external assessment. This was made clear by the input from the NSSBA Education Committee and Board of Directors during the recent review of the

public school program. The following resolutions support a broad pedagogical experience for all students.

NSSBA Resolution 3 (2013)

NOW THEREFORE BE IT RESOLVED that the NSSBA petition the Minister of EECD to provide requirement guidelines for the expansion of recognized activities, eligible for a personal development credit. Such activities will enable students to earn a personal development credit based on their respective service learning initiatives provided to the community outside the instructional day.

NSSBA Resolution 6 (2014)

NOW THEREFORE BE IT RESOLVED that the Nova Scotia School Boards Association petition the Minister of Education and Early Childhood Development to expand the list of recognized service providers and their course titles which are eligible for a personal development credit.

NSSBA Resolution 1 (2015)

NOW THEREFORE BE IT RESOLVED that the Nova Scotia School Boards Association strongly encourage the Department of Education and Early Childhood Development to provide adequate resources to allow for an expansion of Discovering Opportunities at the grade 9 level to all schools in the province. Catalyst 4: Increase trust, accountability, and transparency.

Glaze Report Recommendation 14:

Create an independent Student Progress Assessment Office (SPA0), taking responsibility away from the EECD, and establish an assessment division to develop high-quality student assessments, reporting directly to the public on province-wide results, and ensuring the assessments are aligned with the curriculum.

NSSBA Response:

In her report, Dr. Glaze focused on two recent assessments: the 2013 Pan-Canadian Assessment Program (PCAP) and the 2015 Programme for International Student Assessment (PISA), administered by the Organization for Economic Co-operation and Development (OECD). From these assessments, she concluded that Nova Scotia students need to perform at a higher level and that the '*system has simply not worked to help Nova Scotian students improve their performance*' (Glaze, 2017). The NSSBA sees This as a significant change from a few months ago when the Department of Education and Early Childhood Development praised the same PISA assessment for showing that Nova Scotia students are meeting the national average in reading.

To accurately measure student achievement, it must be gauged on data trends and comparison over time. It is possible to track reading assessment data in PCAP back to 2007, which shows that Nova Scotia students have remained statistically consistent. PCAP mathematics data can be tracked to 2010, during which time there have been significant positive changes in achievement for both girls and boys in Nova Scotia. Similarly, recent PISA data shows that Nova Scotia students were reaching the Canadian average in reading proficiency. PISA data over time shows that Nova Scotia student assessment in reading proficiency has remained stable since 2009. The mathematics score is the same in 2015 as in

2012, and student achievement in science has been constant since 2006.

Dr. Glaze has suggested that the Nova Scotia education system is in a '*state of conflict or dysfunction*', with educators feeling '*ignored and unappreciated*' in addition to a '*corrosive*' (Glaze, 2017) relationship between the Department and boards. She asserts that all things combined have created a negative effect on student performance. Nonetheless, a greater analysis of data trends and comparison over time shows that her assertion is not true. In fact, it seems that Nova Scotia students are consistent with most other provinces.

“...a greater analysis of data trends and comparison over time shows that her assertion is not true. In fact, it seems that Nova Scotia students are consistent with most other provinces.”

The NSSBA has called for a collaborative approach to the analysis of student learning and achievement data to identify underlying reasons for areas of underachievement and support effective strategies for improvement. The NSSBA has also expressed concern for the learning and achievement of Mi'kmaq students, African Nova Scotian students, students living in poverty, and immigrant students.

The following resolutions were established to aid in the success of this goal:

NSSBA Resolution 4.1 (2014)

NOW THEREFORE BE IT RESOLVED that the NSSBA will strongly encourage and support all school boards to review the IPP of every ANS student and make changes in programming where necessary.

NSSBA Resolution 4.2 (2014)

NOW THEREFORE BE IT RESOLVED that the NSSBA encourage and support educational partners in collecting quantitative data on the academic performance, and the opportunities to learn, that are provided to African Nova Scotian students.

NSSBA Resolution 3 (2016)

NOW THEREFORE BE IT RESOLVED that EECD fund and implement the reporting component of Learning Management and Reporting so school and board staff have the data they need to make effective data-based decisions.

NSSBA Resolution A (2017)

NOW THEREFORE BE IT RESOLVED that EECD engage directly or through the Nova Scotia School Boards Association, a person or persons with the appropriate academic qualifications and experience to analyze the educational, social, economic and demographic data possibly relevant to the performance of Nova Scotia's students, review the related professional literature on the determinants of student achievement, and submit a report to identify the most likely reasons to explain the decline in Nova Scotia's student achievement levels in literacy and numeracy.

Glaze Report Recommendation 15:

Establish an Education Ombudsperson — an independent officer to investigate and resolve concerns or complaints on administrative decisions and practices that affect the education of the children of Nova Scotia.

NSSBA Response:

The NSSBA fully supports the right of Nova Scotians to have an avenue to voice concerns and complaints. This is a significant role that is currently performed by governing school board members. The NSSBA is concerned with the number of full time equivalent employees that will be required to ensure that citizens have the same level of access as they did when nearly 100 English governing school board members were in place. These school board members are known by their community and readily accessible 24/7.

The NSSBA is concerned that the proposed School Advisory Council (SAC) model will lack the public accountability that was suggested by the Auditor General and provided by democratically elected school boards. The approach taken by the Provincial Health Authority has resulted in a complete lack of public meetings and public accountability.

In writing about access to the Royal Library in Sweden, Professor Dr. Jurgen Beyer (2014) wrote the following:

I know that Swedes are very proud of this kind of institution, but I suppose most historians will agree that ombudsmen are relics of absolutism, designed to iron out the worst excesses of administrative arbitrariness while keeping the power structures intact. What we need is not an ombudsman who after many months of deliberation declares that the library possibly rather should have allowed a reader to inspect an original but clear and binding rules making the running of the library transparent to the public (Beyer, 2014 p. 125).

As seen in other jurisdictions, ombudsmen tend to focus on processes and procedures, making sure that administrative practices are followed. They can be used as instruments to uphold existing governance structures. Ombudsmen often take far too long to return their decisions and there is often very little transparency to their work.

Glaze Report Recommendation 16:

The EECD must create new Executive Directors or similar level positions of influence and decision-making power for African Nova Scotian Achievement and Mi'kmaw Education.

NSSBA Response:

The NSSBA fully supports increases in the leadership and influence of Mi'kmaw educational leaders at the government level. The NSSBA is very concerned with the loss of voice for Mi'kmaw school board members at the local school board level.

The NSSBA fully supports increases in the leadership and influence of African Nova Scotian educational leaders at the government level. The NSSBA is outraged with the loss of elected African Nova Scotian school board members throughout the province.

Glaze Report Recommendation 17:

Establish a dedicated unit in the Department, in collaboration with the Office of Immigration, for emerging immigrant communities in schools, with supports for students, teachers and parents.

NSSBA Response:

The NSSBA supports increased support for immigrant students, teachers, and families. The NSSBA executive director is co-chair of the Internationally Educated Teachers Multi Stakeholder Work Group, which includes representatives from Immigration Services Association of Nova Scotia (ISANS), EECD, and NSTU.

NSSBA Resolution H (2017)

NOW THEREFORE BE IT RESOLVED that the NSSBA request that the Minister of Education and Early Childhood Development provide sufficient funding for enhanced English in an English school board, or enhanced French in the CSAP board, as an Additional Language services in our schools as a means of supporting our newcomers.

Glaze Report Recommendation 18:

Develop a coordinated workforce strategy to identify, recruit and retain teachers, specialists and educational support staff in the communities that need them. In addition, particular attention should be paid to:

- *Increasing diversity in teaching and educational leadership programs, particularly African Nova Scotian, Mi'kmaw and Acadian teachers.*
- *Hiring French language teachers and support workers for both CSAP and French Immersion programming, and English as an Additional Language (EAL) teachers.*

NSSBA Response:

The NSSBA had a discussion directly with the previous Minister of Education and Early Childhood Development regarding the need for collaboration among school boards, government, and the NSTU to address the need for the development, recruitment, hiring and retention of African Nova Scotian, Mi'kmaq and Acadian teachers. School board policies have been modified as much as possible within negotiated agreements to influence hiring protocols. The NSSBA fully supports this recommendation but takes exception to the implication that the elimination of democratic school boards will somehow lead to the desired solution.

NSSBA Resolution 4.3 (2014)

NOW THEREFORE BE IT RESOLVED that the EECD in partnership with NSSBA will encourage Boards and the NSTU to intensify efforts to recruit more African Nova Scotian teachers, while negotiating with unions where necessary to align the positions and salaries.

NSSBA Resolution 2 (2015)

NOW THEREFORE BE IT RESOLVED that the NSSBA advocate to the Department of Education and Early Childhood Development to collaborate with, support the efforts of and require through an accreditation process that University Schools of Education in Nova Scotia have effective recruitment strategies to attract and train sufficient numbers of quality male applicants for elementary education, African descent applicants, Mi'kmaq applicants, and Acadian applicants.

Glaze Report Recommendation 19:

Develop targeted education strategies for specific challenges in the system:

- 1. A French Language Education Strategy to better reflect the priority of both French First Language and French Immersion for the province.**
- 2. A Rural Education Strategy to better deal with the unique challenges facing schools in rural communities.**
- 3. A strategy for students living in poverty.**
- 4. A strategy for children in care in the province.**

NSSBA Response:

The NSSBA recognizes the need for improvement, increased interdepartmental collaboration, and action. The NSSBA fully supports this recommendation.

NSSBA Resolution 2 (2015)

NOW THEREFORE BE IT RESOLVED That the NSSBA advocate to the Department of Education and Early Childhood Development to collaborate with, support the efforts of and require through an accreditation process that University Schools of Education in Nova Scotia have effective recruitment strategies to attract and train sufficient numbers of quality male applicants for elementary education, African descent applicants, Mi'kmaq applicants, and Acadian applicants.

Glaze Report Recommendation 20:

The EECD, in concert with the Departments of Finance and Transportation & Infrastructure Renewal, should create a transparent, predictable and documented multi-year (five-to-ten) capital funding process for schools. The process should also include these related elements:

- *Develop a mechanism to invest in existing schools to ensure they are maintained appropriately while it develops a plan to address the growing challenge of deferred maintenance.*
- *Review excess space in schools by developing an objective set of space criteria and engage an independent reviewer to ensure the appropriate use of any adjacent, non-school activity.*
- *Improve the planning of school construction and renovation projects to avoid the problem of changes in size, scope and usage, ballooning costs, and protracted delays. Increase coordination between EECD and Transportation and Infrastructure Renewal (TIR) to ensure school projects are scoped, valued and timed accurately so projects can be completed in accordance with the government's capital plan. The strategy should also address a way to support building new schools in the CSAP system.*
- *As part of the multi-year funding initiative, synchronize the fiscal year with the school year for regional office budgeting.*

NSSBA Response:

The NSSBA has advocated strongly for multi-year capital linked to school review, adequate support for deferred maintenance, and a collaborative and transparent capital process for many years. Overall, responses from the Minister have rejected the request for an integrated approach to school review and capital decisions, and for increased public transparency. For example, the Minister's 2016 response states: *"Capital decisions are made at the discretion of Executive Council and a decision by a school board with respect to closure/capital cannot restrain the discretion of Cabinet."*

The importance of decisions pertaining to school review for board members is evidenced by the publication of a report published in 2014 entitled "Right-sizing the School Review Process."

"Overall, responses from the Minister have rejected the request for an integrated approach to school review and capital decisions, and for increased public transparency."

Resolutions related to improvements in the school review process, multi-year funding, and transparent capital decision-making are among the most common resolutions debated and approved at the annual general meeting of school board members.

NSSBA Resolution 4 (2013)

NOW THEREFORE BE IT RESOLVED that the Province, through the NS Department of EECD provide specific determining factors, which are qualitative and quantifiable to enable school boards to identify a school or schools to be considered as part of a school review process leading to possible closure.

NSSBA Resolution 3 (2015)

NOW THEREFORE BE IT RESOLVED that the NSSBA petition the Minister of Education and Early

Childhood Development to ensure that before any of the initiatives contained in the plan, “*The 3 R’s Review, Refocus, Rebuild*” be implemented, that the funding be in place to defray any and all cost associated with such implementation.

NSSBA Resolution 8 (2015)

NOW THEREFORE BE IT RESOLVED that the Nova Scotia School Boards Association request that the Department of Education, in addition to operational services funding, provide additional dedicated funding annually of 1% of a building’s replacement cost (\$1.50 per square foot) to begin to address deferred maintenance.

NSSBA Resolution 2 (2016)

NOW THEREFORE BE IT RESOLVED that the Department of Education and Early Childhood Development create a more transparent and predictable multi-year capital funding process that can be used in tandem with the school review process to allow Boards to make prudent decisions about facility management with more complete knowledge of the capital investments that will be available to them in the near future.

NSSBA Resolution C (2017)

NOW THEREFORE BE IT RESOLVED that the Department of Education and Early Childhood Development establish a non-partisan Capital Planning Committee with representation of School Boards to develop new processes for capital planning, prioritization, and selection for the benefit of all Nova Scotia taxpayers.

NSSBA Resolution J (2017)

NOW THEREFORE BE IT RESOLVED that the Nova Scotia School Boards Association request that the Nova Scotia Department of Education and Early Childhood Development begin working on a new funding model and approach towards sustaining Elementary schools in rural Nova Scotia.

FURTHER THEREFORE BE IT RESOLVED that the rules governing Hub Schools be amended so that School Boards across the Province have another tool to use that may lead to creative solutions to preventing the closure of rural schools.

Glaze Report Recommendation 21:

Ensure that a new funding formula for schools is in place to replace the Hogg Formula to better reflect the priorities of today and the decade ahead.

NSSBA Response:

School boards and the NSSBA have had concerns with the education funding formula for many years. It has long been considered inequitable and insufficient.

NSSBA Resolution J (2017)

NOW THEREFORE BE IT RESOLVED that the Nova Scotia School Boards Association request that the Nova Scotia Department of Education and Early Childhood Development begin working on a new funding model and approach towards sustaining Elementary schools in rural Nova Scotia.

FURTHER THEREFORE BE IT RESOLVED that the rules governing Hub Schools be amended so that School Boards across the Province have another tool to use that may lead to creative solutions to preventing the closure of rural schools.

NSSBA Resolution J (2014)

NOW THEREFORE BE IT RESOLVED that the NSSBA strongly encourage the Department of Education and Early Childhood Development to provide flexibility to allow School Boards to make decisions as to the best use of any additional funding that is made available to public education in Nova Scotia.

Glaze Report Recommendation 22:

Any financial savings realized in carrying out these recommendations must be documented and shared publicly, with all savings going directly into schools.

The point of this review is to improve the administration and governance of the system to help schools run as best they can; but if there is money saved, it must support that tangibly, not be taken away for another government priority.

NSSBA Response:

The NSSBA supports the recommendation that financial tracking be clear, easily understood, and public. The NSSBA is very concerned with the number of new non-teaching positions (full time equivalents or FTES) that will be required to implement the recommendations. There is also a concern with the lack of recommendation to reduce the administration and bureaucracy at the Department of Education and Early Childhood Development. FTE numbers should be reported in a very transparent manner for all Nova Scotians.

CLOSING COMMENTS:

Democratically elected school board members have worked diligently to serve Nova Scotians. They accepted the Auditor General's recommendations for improved accountability and improved governance. They developed and are using a variety of research-based materials including self-assessment tools, school board accountability templates, governance standards, a Nova Scotia School Boards Governance Approach, and a document entitled *The Key Work of School Boards*, that was produced by the NSSBA in partnership with the United States National School Boards Association.

Choosing to eliminate local democratic voice in education for English speaking citizens rather than continuing to work toward improvements should be of grave concern to all Nova Scotians.

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Nova Scotia School Boards Association Resolutions and Ministers' Responses 2013, 2014, 2015, 2016, 2017

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The Yarmouth County Vanguard, January 31, 2018

REPORTS AND RESOURCES OF INTEREST

A Call for Greater Interdepartmental Delivery of Services to Youth and Families in Nova Scotia – NSSBA, March 2010

Based on work by the NSSBA Education Committee, and after many years of resolutions and requests to government surrounding this issue, this report provided eight recommendations to strengthen interdepartmental delivery of integrated services to children, youth, and families. The report includes interviews with education partners, identifying barriers and opportunities in the system.

Student performance in Nova Scotia: A compilation of results from National and International Assessments - NSSBA, February 2012

In this paper commissioned by the Nova Scotia School Boards Association, assessments of students in Nova Scotia compared with students across Canada were presented for school board members as a reference. This paper includes PCAP and PISA results.

Learning needs of boys: A report to the NSSBA Education Committee - Dr. Jim Gunn, February 2012

The Learning Needs of Boys Subcommittee of the NSSBA Education Committee commissioned this report to summarize the work to date of the committee, and recommend next steps for a possible course of action. The mandate of the subcommittee was to investigate the perceived problems of the learning needs of boys, including specific attention to African Nova Scotian and Mi'kmaq students, to examine provincial assessment results and make recommendations to the NSSBA Education Committee.

School Boards Matter: Report of the Pan-Canadian Study of School District Governance - Drs. Bruce Sheppard, Gerald Galway, Jean Brown & John Wiens for the Canadian School Boards Association, 2013

This paper, written by researchers from two different universities, examines governing school boards in Canada. It identifies research that supports a direct link between school boards and financial and academic outcomes. "They conclude that school boards are successful because they manage the ambiguities that arise as a result of outside pressures such as government mandates, monitor district progress, and hold individual schools accountable for student learning." (p.1)

Right-sizing the School Review Process – NSSBA, January 2014

In response to the Minister's decision to halt the school review process in Nova Scotia, the Nova Scotia School Boards Association prepared a paper with recommendations for the process. This was delivered to the committee tasked with reviewing the school review process. The report includes multiple recommendations.

Voices from Across the Province: Conversations with youth about the future of public education in Nova Scotia - Leaders of Today and NSSBA, June 2014

This paper was prepared by Leaders of Today and the Nova Scotia School Boards Association. It was presented to the Minister's Panel on Education. The intent of this paper was to add voices of diverse youth from across Nova Scotia to the departmental review of education.

Shaping a new vision for public education in Nova Scotia: A focus paper presented by the NSSBA - Penny Milton, June 2014

This paper was prepared for the Nova Scotia School Boards Association for use by the Minister's Panel on Education. This discussion paper summarizes the findings presented in the three supporting papers: About Innovation, About Engagement, and About Learning. Over a two year period, the NSSBA worked with education partners to discuss shaping a new vision for education in Nova Scotia. We were pleased to provide this, and the supporting papers, to the Minister's Panel on Education.

About Engagement: A focus paper presented by the NSSBA - Penny Milton, June 2014

This paper was prepared for the Nova Scotia School Boards Association for use by the Minister's Panel on Education. It examines patterns of student engagement in Canada, suggestions on how to engage students in deeper learning, and what benefits we can expect for our students if they become more deeply engaged in learning both in and out of school.

About Learning: A focus paper presented by the NSSBA - Penny Milton, June 2014

This paper was prepared for the Nova Scotia School Boards Association for use by the Minister's Panel on Education. It discusses what changes are needed to create conditions for all students to succeed in schools.

About Innovation: A focus paper presented by the NSSBA - Penny Milton, June 2014

This paper was prepared for the Nova Scotia School Boards Association for use by the Minister's Panel on Education. The paper discusses education in the 21st century and offers a disciplined approach to radical transformation in public education. This paper is in favour of moving from traditional classrooms and schools to more innovative and collaborative models that support student success.

NSSBA Self-Assessment tools - NSSBA, October 2015 & March 2016

After receiving multiple recommendations from the Auditor General, the Nova Scotia School Boards Association struck a School Board Self-Assessment Committee. This committee was comprised of school board members from across the province and drew on professional self-assessment resources and research to develop tools for school boards in Nova Scotia. Since their publication, all eight school boards have participated in self-assessment exercises.

- Nova Scotia School Board Legislation Self-Assessment - NSSBA, October 2015
- Nova Scotia School Board Self-Assessment - NSSBA, March 2016
- Nova Scotia School Board Chair Assessment - NSSBA, March 2016
- Nova Scotia School Board Chair Self-Assessment - NSSBA, March 2016
- Individual School Board Member Self-Assessment - NSSBA, March 2016
- Assessment of Multiple School Board Meetings - NSSBA, March 2016
- Assessment of Multiple School Board Committee Meetings - NSSBA, March 2016
- Assessment of a Single School Board Meeting - NSSBA, March 2016
- Assessment of a Single School Board Committee Meeting - NSSBA, March 2016

School District Governance: Theoretical and Conceptual Foundations - Dr. David MacKinnon for NSSBA, May 2016

To inform the work of the NSSBA Governance Action Plan Steering Committee, Dr. David MacKinnon was asked to conduct a literature review of school system governance. His review looked at the most significant theories, underlying assumptions, and/or conceptual frameworks linked to school board governance. He also researched literature identifying the unique challenges facing school boards, and demonstrated potential ways in which the findings can be used to further clarify and support school board governance practices. This research is directly linked to the work of the Governance Action Plan Steering Committee as they developed a unique Nova Scotian school board governance approach.

Interim Nova Scotia School Boards Accountability Templates - NSSBA, March 2017

The NSSBA Governance Action Plan Steering Committee developed accountability templates for use by governing school boards. These templates are intended to support transparency by presenting information to the public and holding the public education system accountable.

School district size and the impact of changes to governing school boards: An abbreviated report - Dr. David MacKinnon for NSSBA, January 2018

Dr. David MacKinnon was asked to draw on scholarly research to answer questions about the correlation between the size of governing boards, the geographic area and population, and what impact change has on governing school boards. He found research to support the principle of local voice, and the opinion that this is a democratic right both nationally and internationally.

“...the fundamental tenet is this: regardless of over public interest in school board activities, or interest in running for school board elections, or attendance at public meetings, the elimination of school boards, and likely even a substantial reduction in boards or board member, invariably begets a negative and perhaps unexpected (to government) citizen backlash around perceived loss of local voice.” (p. 3)