



Naturally Yours

414 Woodlawn Drive, PO Box 280 Shelburne, NS BOT 1WO, Phone: (902) 875-3544 - Fax: (902) 875-1278

**REGULAR SESSION OF THE 53rd COUNCIL
OF THE
MUNICIPALITY OF THE DISTRICT OF SHELburne
MUNICIPAL COUNCIL CHAMBERS | 414 WOODLAWN DRIVE
NOVEMBER 26, 2025 | 6:00 PM
AGENDA**

	<u>TIME</u>	<u>PAGES</u>
1. <u>CALL TO ORDER</u>	6:00 pm	
2. <u>APPROVAL OF AGENDA</u>		
a. November 26, 2025		1
3. <u>ACCEPTANCE OF MINUTES</u>		
a. November 12, 2025		3-9
4. <u>BUSINESS ARISING</u>		
5. <u>PRESENTATION</u>		
a. Strategic Plan Version 2 – Ilse van Winssen & Grace Buckel, Davis Pier		10-76
6. <u>OPERATIONS & PROTECTIVE SERVICES</u>		
a. Exterior Sign Design Choice* – Marcia d’Eon, Director of Operations & Protective Services		77-80
7. <u>ADMINISTRATION</u>		
a. Heritage Properties By-Law Amendment – Second Reading*– Erin Hartley, Deputy CAO		81-86
b. Heritage Advisory Committee Terms of Reference and Council Appointments* – Erin Hartley, Deputy CAO		87-91
8. <u>CORRESPONDENCE</u>		
a. Leigh Thorburn Re: Letter of Support Request for Green Crab Mitigation Initiative		92-95
b. Councillor Anthony Gosbee Re: Letter of Resignation		96
9. <u>COMMITTEE REPORTS/WARDEN UPDATE</u>		
a. Committee Reports		
b. Warden’s Update		
10. <u>ADJOURNMENT</u>		

Municipality of the District of Shelburne
November 26th, 2025 - Council Meeting
RECOMMENDED MOTIONS

6(a) MOTION: EXTERIOR SIGN DESIGN

Be it resolved that the Council of the Municipality of the District of Shelburne approve Design # _____ from Autotrim Signs.

7(a) MOTION: HERITAGE PROPERTIES BYLAW

Be it resolved that the Council of the Municipality of the District of Shelburne of Shelburne give second and final reading to the attached Heritage Properties Bylaw as amended.

7(b) MOTION: HERITAGE ADVISORY COMMITTEE

Be it resolved that the Council of the Municipality of the District of Shelburne approve the attached Heritage Advisory Committee Terms of Reference, and

That the Council of the Municipality of the District of Shelburne appoint _____ and _____ as municipal representatives, and _____ as the alternate on the Heritage Advisory Committee.



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**REGULAR SESSION OF THE 53rd COUNCIL
OF THE
MUNICIPALITY OF THE DISTRICT OF SHELBURNE
Wednesday, November 12, 2025**

The Regular Session of the 53rd Council of the Municipality of the District of Shelburne was held on Wednesday, November 12, 2025, at 6:00 pm in the Municipal Council Chambers.

THOSE IN ATTENDANCE:

Warden Penny Smith
Deputy Warden Heidi Wagner
Councillor Paula Sutherland
Councillor Sherry Thorburn Irvine
Councillor Ron Coole
Councillor Dale Richardson

ALSO IN ATTENDANCE:

Warren MacLeod, CAO
Erin Hartley, Deputy CAO
Adam Dedrick, Director of Recreation & Parks
Marcia d'Eon, Director of Operations & Protective Services
Jill Webb, Economic Development Officer
Nicole Blades, Recording Secretary
Members of the Public

1. CALL TO ORDER:

The meeting was called to order at 6:00 pm by Warden Smith.

2. APPROVAL OF AGENDA:

a. November 12, 2025

2(a) MOTION: APPROVAL OF AGENDA – November 12, 2025

Being duly moved and seconded, be it resolved that the Agenda for November 12, 2025, be approved.

- MOTION CARRIED

3. ACCEPTANCE OF MINUTES:

- a. October 22, 2025
- b. October 29, 2025

3(a) The Minutes of October 22, 2025 were accepted as circulated.

3(b) The Minutes of October 29, 2025 were accepted as circulated.

4. BUSINESS ARISING:

There was no business arising.

5. PRESENTATION:

- a. Climate Action Plan Update – Molly Boley, Clean Foundation
- b. Subdivision Bylaw Overview – Jennifer Nicolls & Khyali Patel, Brighter Community Planning & Consulting

5(a) Warden Smith welcomed Molly Boley with Clean Foundation to the meeting.

Clean Foundation is assisting the Municipality of Shelburne, the Town of Shelburne, and the Town of Lockport develop a Joint Climate Action Plan (JCAP) that will provide framework to reduce greenhouse gas emissions, adopt climate adaptation, and resilience measures.

Ms. Boley presented Council with an overview of the five phases to implement a JCAP including establishing a foundation, collection of data, public engagement, preparing of the first draft, and launching the plan.

A discussion was held regarding the frequency of reporting updates. It was agreed that providing quarterly reports would be the best approach to keep Council informed and up to date on the progress of implementing a JCAP.

Council thanked Ms. Boley for presenting.

5(b) Warden Smith welcomed Jennifer Nicolls and Khyali Patel with Brighter Community Planning and Consulting to the meeting.

Ms. Patel presented Council with a briefing on implementing a subdivision bylaw and how it would link to the new Municipal Planning Strategy and Land Use Bylaw. An overview was given on the purpose, legislative framework, key policy areas, standards, a timeline for engagement and drafting of the bylaw.

A discussion was held regarding the importance of feedback from the public, professionals, staff and Council to have the subdivision bylaw tailored to the area. The project timeline and the need to incorporate adequate green space were noted.

Council thanked Ms. Nicolls & Ms. Patel for presenting.

6. RECREATION:

- a. Community Use Rental Write Off – Adam Dedrick, Director of Recreation & Parks
- b. Equity & Anti-Racism Plan – Adam Dedrick, Director of Recreation & Parks

6(a) Adam Dedrick, Director of Recreation and Parks, presented the Community Use Rental Write Off staff report.

Mr. Dedrick advised Council after extensive efforts to collect payment including mailing of invoices, exchange of emails, and telephone conversations, a community use gym rental at Shelburne Regional High School in 2024 has not been paid.

A discussion was held regarding the identification of the organization, deposit requirements for community use rentals, and the procedure for future rentals with the organization.

MOTION: COMMUNITY USE RENTAL WRITE OFF

Being duly moved and seconded, be it resolved that the Council of the Municipality of the District of Shelburne expense the Evolve Volleyball gym rental fee of \$280 plus HST through the Community Use Program Expenses GL 00-27170-300 to pay for the uncollected invoice.

- **MOTION CARRIED**

6(b) Adam Dedrick, Director of Recreation and Parks, presented the Equity and Anti-Racism Plan staff report.

As required by the Dismantling Racism and Hate Act (2022), The Municipality of Shelburne, Town of Shelburne, and Town of Lockeport have partnered to develop the three-year Eastern Shelburne County Equity and Anti-Racism Plan (2025-2028) to address systemic hate, inequity, and racism.

The plan has four priority areas including community engagement, inclusive policies, leadership commitment and accountability, as well as education and training. Mr. Dedrick reviewed the plan and the action items under the priorities with Council.

The five Shelburne County municipal units have agreed to partner to advertise a request for proposal for pricing on consultation to action both the Barrington and Shelburne plans. A future staff report will provide this information and compare expenditures on hiring a consultant or hiring a dedicated employee to implement the plans.

A discussion was held regarding the creation of an Equity and Anti-Racism Advisory Committee, the importance of accountability to the plan, and Council expressed appreciation to staff for their hard work.

MOTION: EASTERN SHELBURNE COUNTY EQUITY AND ANTI-RACISM PLAN

Being duly moved and seconded, be it resolved that the Council of the Municipality of the District of Shelburne approve the Eastern Shelburne County Equity & Anti-Racism Plan 2025-2028.

- **MOTION CARRIED**

7. OPERATIONS & PROTECTIVE SERVICES:

- a. RFP Award – Small Multi-Purpose Tractor – Marcia d’Eon, Director of Operations & Protective Services
- b. Monthly Building Report – October 2025

7(a) Marcia d’Eon, Director of Operations & Protective Services, presented the RFP Award – Small Multi-Purpose Tractor staff report.

Due to operational snow removal challenges at the new administration office, an RFP was advertised for a small multi-purpose tractor to improve efficiency, reduce manual workload, and enhance safety and maintenance outcomes by using various attachments throughout the year.

Eleven submissions were received, and staff recommendation was based on operational requirements, budget, scoring, product demonstrations, and research.

A discussion was held regarding warranty, availability of a municipal truck and trailer that can support transporting the tractor, multiple uses with different attachments, comparison of tractors with and without a cab, and the engine power.

MOTION: RFP AWARD – SMALL MULTI-PURPOSE TRACTOR

Being duly moved and seconded, be it resolved that the Council of the Municipality of the District of Shelburne award the Small Multi Purpose Tractor Request for Proposal to Tri County Tractor – 2025 Kioti CX2510 as per the RFP specifications at a cost of \$40,240.86 including HST and further that they authorize staff to purchase the snow blade and snow blower attachments at a cost of \$3,648 including HST and \$10,400 including HST. (Total \$54,288.86 including HST) Funds to come from capital or operating reserve.

- **MOTION CARRIED**

7(b) Warden Smith reviewed the Monthly Building Report for October 2025.

8. ADMINISTRATION:

- a. Associations, Boards, and Committee – Alternate Council Member Appointments – Erin Hartley, Deputy CAO

8(a) Erin Hartley, Deputy CAO, presented the Associations, Boards, and Committees – Alternate Council Member Appointments staff report.

Ms. Hartley advised Council to ensure appropriate representation on all associations, boards, and committees, alternates should be appointed.

A discussion was held and Council unanimously agreed that the CAO Performance Evaluation Committee and the Roseway Manor Board do not require alternates as three Councillors are appointed to each. It was noted that the Shelburne County Mental Health and Wellness Committee has dissolved.

MOTION: ASSOCIATIONS, BOARDS, & COMMITTEES – ALTERNATE COUNCIL MEMBER APPOINTMENTS

Being duly moved and seconded,

Be it resolved that the Council of the Municipality of the District of Shelburne appoint Deputy Warden Wagner as the Municipality's Council Representative and **Warden Penny Smith** as the alternate on the on the Events Committee.

Be it resolved that the Council of the Municipality of the District of Shelburne appoint Councillor Thorburn Irvine as the Municipality's Council Representative and **Councillor Dale Richardson** as the alternate on the Climate Resilient Coastal Community Committee.

Be it resolved that the Council of the Municipality of the District of Shelburne appoint Councillor Thorburn Irvine as the Municipality's Council Representative and **Councillor Dale Richardson** as the alternate on the Shelburne County Climate Action Committee.

Be it resolved that the Council of the Municipality of the District of Shelburne appoint Councillor Sutherland and Councillor Richardson as the Municipality's Council Representatives and **Deputy Warden Heidi Wagner** as the alternate on the Fire Advisory Committee.

Be it resolved that the Council of the Municipality of the District of Shelburne appoint Warden Smith and Deputy Warden Wagner as the Municipality's Council Representatives and **Councillor Paula Sutherland** as the alternate on the Regional Emergency Management Advisory Committee.

Be it resolved that the Council of the Municipality of the District of Shelburne appoint Councillor Sutherland and Deputy Warden Wagner as the Municipality's Council Representatives and **Councillor Ron Coole** as the alternate on the RCMP Advisory Board.

Be it resolved that the Council of the Municipality of the District of Shelburne appoint Councillor Thorburn Irvine as the Municipality's Council Representative and **Warden Penny Smith** as the alternate on the Regional Library Board.

Be it resolved that the Council of the Municipality of the District of Shelburne appoint Councillor Thorburn Irvine as the Municipality's Council Representative and **Deputy Warden Heidi Wagner** as the alternate on the Western Crown Land Stakeholder Interaction Committee.

Be it resolved that the Council of the Municipality of the District of Shelburne appoint Councillor Gosbee as the Municipality's Council Representative and **Councillor Sherry Thorburn Irvine** as the alternate on the Source Water Protection Committee.

- **MOTION CARRIED**

9. CORRESPONDENCE:

- a. Lorin Hesse Silversmithing/Studio 135 Re: Tourism NS Photo Shoot

9(a) Warden Smith reviewed the correspondence from Lorin Hesse regarding the Municipality's involvement in recognizing small businesses and promoting them with initiatives like the Tourism NS Photo Shoot.

10. COMMITTEE REPORTS/WARDEN'S UPDATE:

- a. Committee Reports
- b. Warden's Update

10(a) Council Thorburn Irvine provided updates on the following:

- Climate Resilient Coastal Community Committee Meeting
- Shelburne County Climate Action Committee Meeting
- NSFM Conference

Deputy Warden Wagner provided updates on the following:

- Shelburne County Arena Meeting
- Blessing of the Fleet in Sandy Point
- Remembrance Day Ceremony in Lockeport

10(b) Warden Smith provided updates on the following:

- October 29 – Special Council Meeting - First Draft of the Strategic Plan Presented
- November 4-6 – NSFM Conference
- November 10 – Remembrance Day Ceremony at SRHS
- November 11 – Remembrance Day Ceremony in Shelburne
- November 12 – Leadership Meeting with the Minister of Justice Re: Policing Review

11. IN-CAMERA:

- a. Personnel Matters as per MGA 22(2)(c)
- b. Personnel Matters as per MGA 22(2)(c)
- c. Contract Negotiations as per MGA 22(2)(e)

MOTION: ENTER "IN-CAMERA"

Being duly moved and seconded, be it resolved that the Council of the Municipality of the District of Shelburne enter "In-Camera" at 7:14 pm.

- **MOTION CARRIED**

MOTION: EXIT "IN-CAMERA"

Being duly moved and seconded, be it resolved that the Council of the Municipality of the District of Shelburne exit "In-Camera" at 8:00 pm.

- **MOTION CARRIED**

11(a) The Non-Union Staff Salary Administration Policy with amendments was presented and discussed in-camera.

MOTION: NON-UNION STAFF SALARY ADMINISTRATION POLICY AMENDMENT

Being duly moved and seconded, be it resolved that the Council of the Municipality of the District of Shelburne approve the Non-Union Staff Salary Administration Policy as amended.

- **MOTION CARRIED**

11(b) The item was discussed, and direction was given to staff in-camera.

11(c) The item was discussed, and direction was given to staff in-camera.

12. ADJOURNMENT:

There being no further business, the meeting was adjourned at 8:01 pm. The next Regular Council meeting will be held on Wednesday, November 26, 2025.

Nicole Blades
Recording Secretary

Date

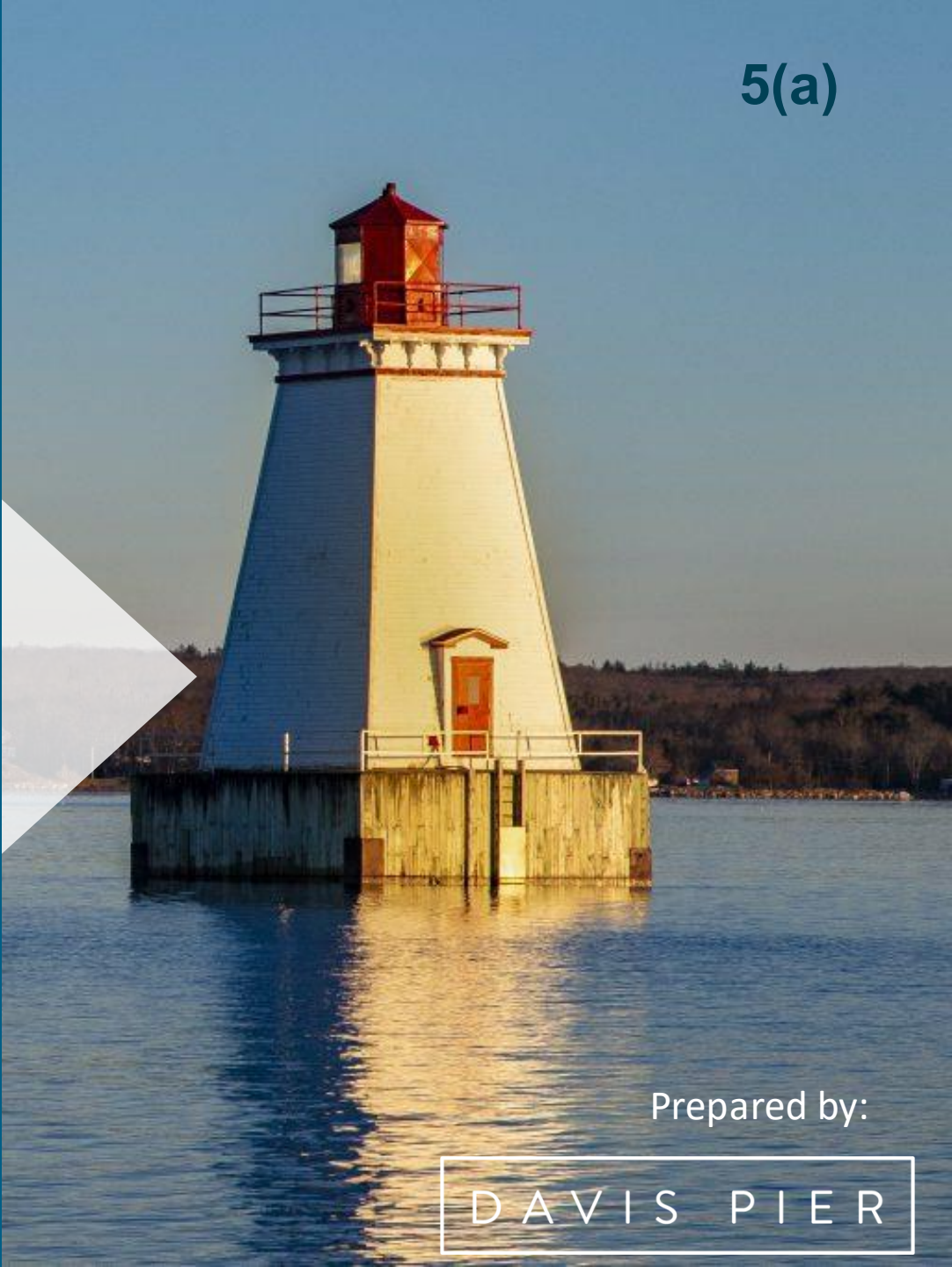
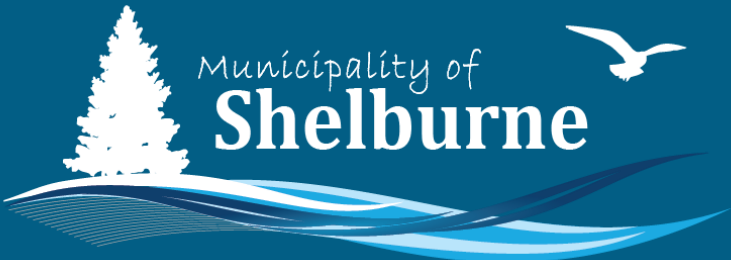
Penny Smith, Warden

Erin Hartley, Deputy Chief Administrative Officer

Strategic Planning

Draft #2: Presentation to Council

November 26th, 2025



Prepared by:



Agenda

3 Introduction & Session Objectives

5 What We Heard: Resident & Council Feedback

22 Changes Made

25 Strategic Plan Review

26 Council Discussion

28 Next Steps & Timelines

30 Appendix



Session Purpose

About Today's Session

Objectives:

1. Review the key themes from the feedback received to ensure a shared understanding of what we heard
2. Walk through how the project team incorporated this feedback, including what was changed, what remained the same, and the rationale behind those decisions
3. Present the updated final draft of the Strategic Plan
4. Engage council in a focused discussion to gather any final questions, clarifications, or input needed before finalization



Feedback Review

Resident & council feedback, and
changes made

Feedback | Overview

Following the presentation of the draft Strategic Plan to Council on October 29, residents and Council members were invited to provide feedback through an online survey, which remained open until November 10.

Feedback across both groups was highly aligned, demonstrating strong shared priorities and a common vision for the community's future. Both residents and Council emphasized the importance of a plan that is clear, actionable, and reflective of local needs.

Across all inputs, five consistent themes emerged:

- **Make the plan more actionable and measurable** through clearer steps, timelines, examples, and accountability.
- **Improve clarity and build public trust** by showing how input shaped the plan and committing to transparent progress reporting.
- **Strengthen and broaden engagement processes** to ensure all resident voices are captured and reflected.
- **Ground the plan in local realities** through tangible, community-level actions and locally relevant visuals and examples.
- **Emphasize collective implementation** supported by strong partnerships across municipalities, community organizations, and other levels of government.

Feedback by the Numbers:

- **25 complete resident responses** out of 97 total.
- **6 responses from Council** received

Feedback | Resident & Council Overview

The resident and council feedback was greatly aligned, calling for tangible steps, transparency, engagement, and collaboration at the local level.

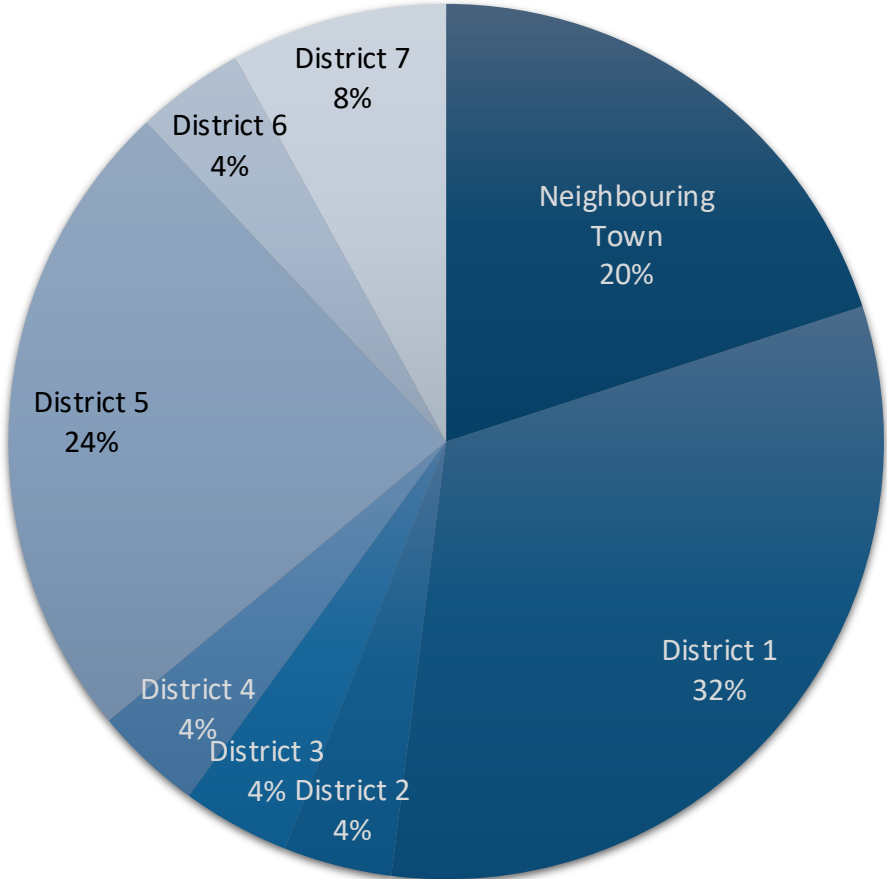
Shared Theme	Resident Perspective	Council Perspective
Make plan actionable and measurable	Asked for more concrete, measurable steps and accountability.	Requested inclusion of timelines, project examples, and operational detail to make the plan actionable.
Improve clarity and public trust	Sought more transparency and clarity on how public input shapes priorities.	Highlighted the importance of regularly informing residents about goals, outcomes, and progress across the five pillars.
Engagement process needs expansion	Felt underrepresented and excluded.	Requested more feedback from residents and noted the importance of capturing all input in the “What We Heard” report.
Keep plan grounded in local realities	Highlighted local infrastructure, housing, healthcare, and community wellbeing priorities.	Emphasized tangible, quality-of-life actions (streetlighting, dog park, sidewalks) and use of local visuals and examples.
Collective implementation focus	Wants joint work with Town/shared services.	Stressed partnerships across municipalities, community organizations, and higher levels of government.

Resident Feedback

Feedback | Resident Overview

Only 25 out of 97 respondents completed the survey (25%), this number has been adjusted to include participants who never hit submit but answered all questions. Without the adjustment, the completion rate is 22%.

“Where do you reside”



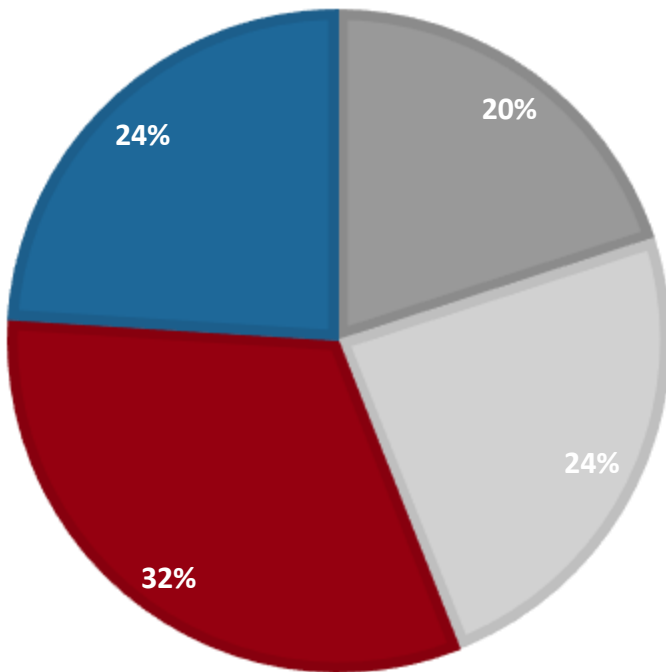
Neighbouring Town	5
District 1	8
District 2	1
District 3	1
District 4	1
District 5	6
District 6	1
District 7	2

Feedback | Resident Overview

So far, residents shared that the plan somewhat or slightly reflects their priorities for the community and shared strengths of the draft plan:

How well does the draft plan reflect what's important for our community?

■ Not at all ■ Slightly ■ Somewhat ■ Mostly



What do you like about the draft plan?

- Respondents shared that they appreciated the plan recognized and addressed the needs of all communities across the municipality. *(2 responses)*
- Participants noted that they valued the plan's focus on inclusion, transparency, and reducing racism. *(2 responses)*
- Residents said they liked the emphasis on strengthening and investing in healthcare. *(2 responses)*
- Respondents appreciated the plan's focus on economic growth, including more jobs, housing, and support for local economies. *(3 responses)*
- Participants mentioned that they liked seeing investment in experiences and community events, not just services. *(2 responses)*
- Residents commented positively on the layout, vision, and clarity of the plan, noting it reflected community consultation. *(2 responses)*
- Residents appreciated that the plan incorporated or aligned with existing plans. *(2 responses)*
- Some shared that they valued the focus on safe activities and quality of life for citizens, including environmental resilience. *(2 response)*
- One person shared that they appreciated the governance section and need for regaining trust in the future. *(1 response)*
- Several respondents expressed neutral or negative views, indicating that nothing stood out, that the plan felt wishful rather than practical, with no substantial information.

When asked “*What concerns do you have or is there anything you feel is missing?*” and “*Anything else you would like to add?*”, Residents shared:

- **Lack of implementation detail** – Several residents noted that while the plan has good intentions, it does not clearly explain *how* actions will be achieved, by *whom*, or *when*. They called for more concrete, measurable steps and stronger action language. *(5 respondents)*
- **Limited engagement and representation** – Some felt that too few residents were surveyed, describing the process as not reflective of the wider community and desiring more public engagement. The reliance on Facebook and website for engagement were also criticized. *(7 respondents)*
- **Financial feasibility and resource concerns** – Residents questioned how the plan could be funded without removing existing services or increasing costs, expressing skepticism about affordability. *(3 respondents)*
- **Transparency and accountability** – Several shared that the plan seems to reflect staff priorities rather than public input, and asked for clearer measures of success and greater collaboration with the Town and shared services. *(3 respondents)*
- **Simplification and communication** – Some suggested making the plan shorter and easier to understand, with less reliance on consultants and long documents. *(2 respondents)*
- **Environment and tourism priorities** – Residents wanted stronger emphasis on protecting forests, wildlife, and coastal areas, while expressing opposition to wind turbine projects. Others suggested tourism should be a higher priority. *(3 respondents)*

When asked “*What concerns do you have or is there anything you feel is missing?*” and “*Anything else you would like to add?*”, Residents shared:

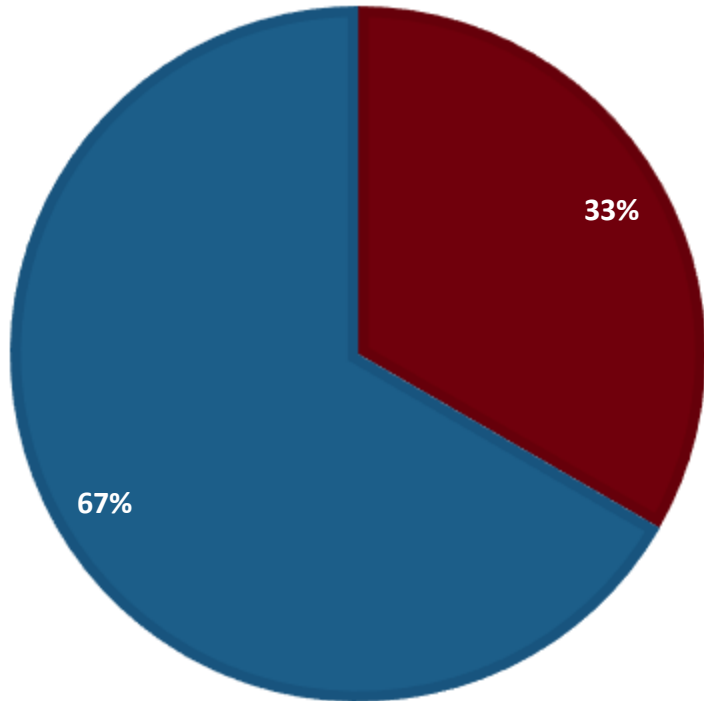
- **Healthcare, housing, and infrastructure** – Feedback highlighted the need for affordable housing, retaining healthcare personnel, realistic healthcare goals, and infrastructure improvements such as ATV trail connectivity. Some viewed the plan as short-sighted, calling for more inclusive, accessible models and learning from approaches beyond Nova Scotia. *(5 respondents)*
- **Taxes and spending** – Feedback expanded to highlight inequities in property taxation and concerns about affordability, with residents urging stronger fiscal discipline and fairer tax structures to support growth and community investment. This theme remains strong, with comments describing this process as “a waste of time and municipal money”. *(3 respondents)*
- **Focus and Prioritization**– Several respondents felt the plan’s focus is too narrow, prioritizing business attraction over community wellbeing. They encouraged a shift toward improving livability and diversifying the local economy through education and workforce development. *(3 respondents)*
- **Community safety, wellbeing, and heritage** – Residents called for stronger attention to community safety, crime, and wellbeing, alongside efforts to preserve local heritage and identity. *(2 respondents)*
- **Cynicism and mistrust** – Some believed the plan exists mainly to appease taxpayers or that community voices will not truly be heard. *(several respondents)*

Councillor Feedback

Feedback | Councillor Overview

How well does the draft strategic plan reflect the community's needs and Council's priorities?

■ Completely ■ Mostly ■ Somewhat ■ Not at all



What, if anything, feels missing or needs more emphasis?

- *“As discussed at the meeting, visuals of municipality of Shelburne are extremely important, not of other municipal units.”*
- *“It should be noted that this is a multi-faceted approach, which will include timelines.”*
- *“Need to ensure we have captured everything in the “what we heard” report.”*
- *“Would have liked to see projects named by the public e.g., hotel, plant, solar farm.”*
- *“To make the plan operational, we need to focus on effective ways to inform the public of goals and objectives achieved as well as informing incremental progress on all 5 pillars”*
- *“More feedback from residents.”*
- *Grammar and phrasing feedback.*

Overall, Councillors responded that the Pillars clearly align with community and Council priorities, apart from Pillar 5: Governance, where one Councillor selected “partially aligns”.

OVERALL THEMES ACROSS ALL PILLARS

General Support and Alignment

- Many responses said “No” or “Not at this time,” indicating overall satisfaction with the draft plan.
- Respondents often reinforced that the current actions reflect ongoing or planned work.
- A few responses indicated an appetite for ongoing community input and flexibility.

Desire for More Detail or Clarity

- Some comments requested more specifics (e.g., streetlighting, housing needs assessment, construction/demolition services).
- Several comments acknowledged progress or parallel initiatives already happening locally (e.g., climate committees, healthcare advocacy).
 - A few questioned whether some actions were already completed or underway (“I thought we already had this?”).
- Multiple respondents emphasized working with other municipalities, community organizations, and higher levels of government as essential to success.
- Feedback reflects a strong interest in tangible, quality-of-life improvements (dog park, sidewalks, streetlighting).

Pillar 1: Environment | Feedback

Environment

4 Councillors Responded that the priorities and objectives under Pillar 1 were very clear and achievable

2 Councillors responded that the priorities and objectives were mostly clear and achievable

When asked if there were any actions that should be added, removed, or revised – the following feedback was provided:

- “Include streetlighting review.”
- “Nothing should be removed. On the climate front there is ongoing work through the climate, resilient coastal communities committee work, supported by the aim network. In addition there is also the Shelburne county climate action committee funded by Clean Foundation a provincial resource. We are well on our way to modernize our Municipal fire services with a dedicated staffer. Nova Scotia Power will soon be presenting to council to provide information for our residents.”
- 4 said “No.” / “Not at this time.”

Pillar 2: Community | Feedback

Community

3 Councillors shared that the priorities and objectives were very clear and achievable

3 Councillors shared that the priorities and objectives were mostly clear and achievable

When asked if there were any actions that should be added, removed, or revised – the following feedback was provided:

- “Should a Noise By-law be researched and considered? Should discussions be held with Town of Shelburne regarding a sidewalk to Roseway Hospital? Consideration of a dog park?”
- “Always leaving room for suggestions.”
- “Healthcare is a priority but we have no control other than to advocate.”
- “There’s nothing to be removed from these key objectives, globally within the municipality and individually through our districts. We are advancing community pride initiatives with Accessibility and inclusion. We are mapping out a path for the equity and anti-racism plan. We have more work to do on healthcare. We are advancing and looking for resources within the food and water security fronts.”
- 2 responded “No.”

Pillar 3: Economy | Feedback

Economy

3 Councillors shared that the priorities and objectives were very clear and achievable

3 Councillors shared that the priorities and objectives were mostly clear and achievable

When asked if there were any actions that should be added, removed, or revised – the following feedback was provided:

- “3.2 B - I thought we already had this?”
- “Promote the MUNICIPALITY as being open for business.”
- “The way our strategic documents are formulated. It’s targeted and focused and pertinent to the pillars and objectives identified.”
- 3 said “No” / “Not at this time.”

3.2 B: Conduct a housing needs assessment to support decision making and guide land-use planning

Pillar 4: Infrastructure | Feedback

Infrastructure

3 Councillors shared that the priorities and objectives were very clear and achievable

3 Councillors shared that the priorities and objectives were mostly clear and achievable

When asked if there were any actions that should be added, removed, or revised – the following feedback was provided:

- “Doing much of it now.”
- “Jordan Park to be looked at by comments from community.”
- “In terms of services, the construction demolition sites remains a priority a finding for affordable solutions given the requirements of our residents for service and the fiscal challenges of the provincial regulatory framework.”
- 3 said “No” / “Not at this time.”

Pillar 5: Governance | Feedback

Governance

3 Councillors shared that the priorities and objectives were very clear and achievable

3 Councillors shared that the priorities and objectives were mostly clear and achievable

When asked if there were any actions that should be added, removed, or revised – the following feedback was provided:

- “Collaboration and strong partnerships with other municipal units, community groups/organizations and all levels of government is vital to our overall wellbeing.”
- “Partnership with neighbors could result in being beneficial to all.”
- “There are five clear parameters with identified objectives. It is our responsibility to find government deficiencies through either an amalgamation or shared services, and this has been identified by Council and this work will continue. The danger is the four-year cycle as it pertains to elected representatives. To find a common space of governance while maintaining each community's identity and unique needs is of prime importance to residents.”
- 2 said “No” / “Not at this time.”

Changes Made

Changes Made | Approach Overview

Improve clarity, build public trust, and strengthen engagement

What we heard:

The community wants to understand how their input shaped the plan and requested more transparency and inclusive engagement.

What we did:

- Built today's session to demonstrate how feedback directly informed revisions to the plan.
- Ensured that feedback summaries, plan updates, and appendices will be publicly accessible on the MODS website.
- Confirmed that residents will be engaged again during the budgeting process, creating an ongoing, transparent link between priorities, resources, and implementation.

Make the plan more actionable and measurable

What we heard:

Residents and Council asked for clearer steps, timelines, examples, and accountability to better understand how the plan will be delivered.

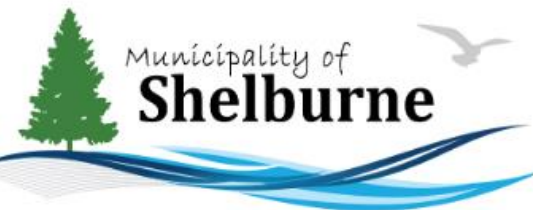
What we did:

- Clarified the phases of implementation to show when detailed actions, timelines, and resource decisions will be made.
- Highlighted core services provided by the municipality to describe what actions fall within the municipal responsibilities.
- Added *Appendix A*, summarizing potential action items identified through September's engagement sessions, Council feedback, and best-practice research.

Municipality of the
District of Shelburne

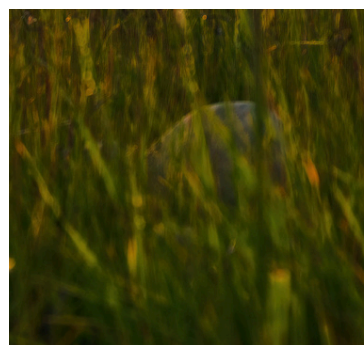
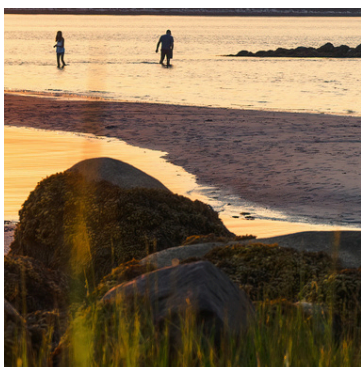
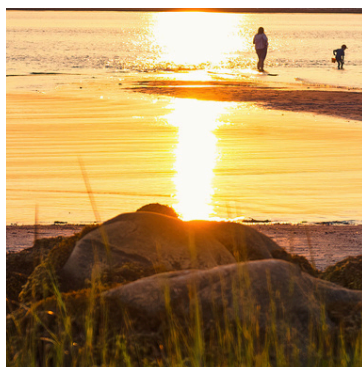
2025-2029 Strategic Plan

Strategic Plan Walk Through



Municipality of the
District of Shelburne

2025-2029 Strategic Plan



Core Services

The Strategic Pillars, Priorities, and Objectives outlined in this Strategic Plan are in addition to, and reliant on, the core services provided by the Municipality, as described below:



Corporate & Administrative Services: Overseeing municipal governance, strategic leadership, access to information, customer service forms and service-request management.



Financial Services: Responsible for taxation, revenue collection, financial reporting, budgeting, forecasting and long-term fiscal planning.



Economic & Community Development: Land-use planning, property & housing development facilitation, business support, and attraction of diversified, sustainable growth.



Operations: Including operation and maintenance of existing infrastructure, waste management, bylaw enforcement and building inspection.



Recreation Services: Programming, facility and trail maintenance, and community recreation services.



Protection Services: Occupational health & safety, fire protection, policing liaison, emergency management and disaster resilience.



Vision

A thriving community that preserves its coastal character and natural beauty while promoting sustainable growth, green energy, and local industries that create opportunities for all residents.

Mission

Deliver services guided by responsible stewardship to promote sustainable growth.



Approach

Developing a meaningful and actionable strategic plan requires a strong foundation of evidence, collaboration, and community insight. Over the past year, the Municipality has undertaken a series of deliberate steps to ensure this plan reflects both organizational realities and community priorities. Together, these efforts have created a comprehensive and informed roadmap that aligns municipal capacity, community vision, and long-term sustainability.



Work Completed:

- **Strategic Planning Project Mapping:** Collaborated with council and staff to define the scope, objectives, and requirements of the strategic planning initiative.
- **Pre-Engagements:** Held targeted sessions with council, municipal staff, and community groups to shape the Engagement Plan.
- **Community Engagements:** Gather insights and perspectives from community members through surveys, youth photos and drawings, and in-person community sessions. Residents can review findings in the [What We Heard report](#) available on the website.
- **Strategic Plan Workshops:** Presenting the draft strategic plan to staff, council members, and the public at various stages to gather feedback.

Data Points

The strategic plan is grounded in the organizational capacity (e.g., budget, human resources) and informed by:

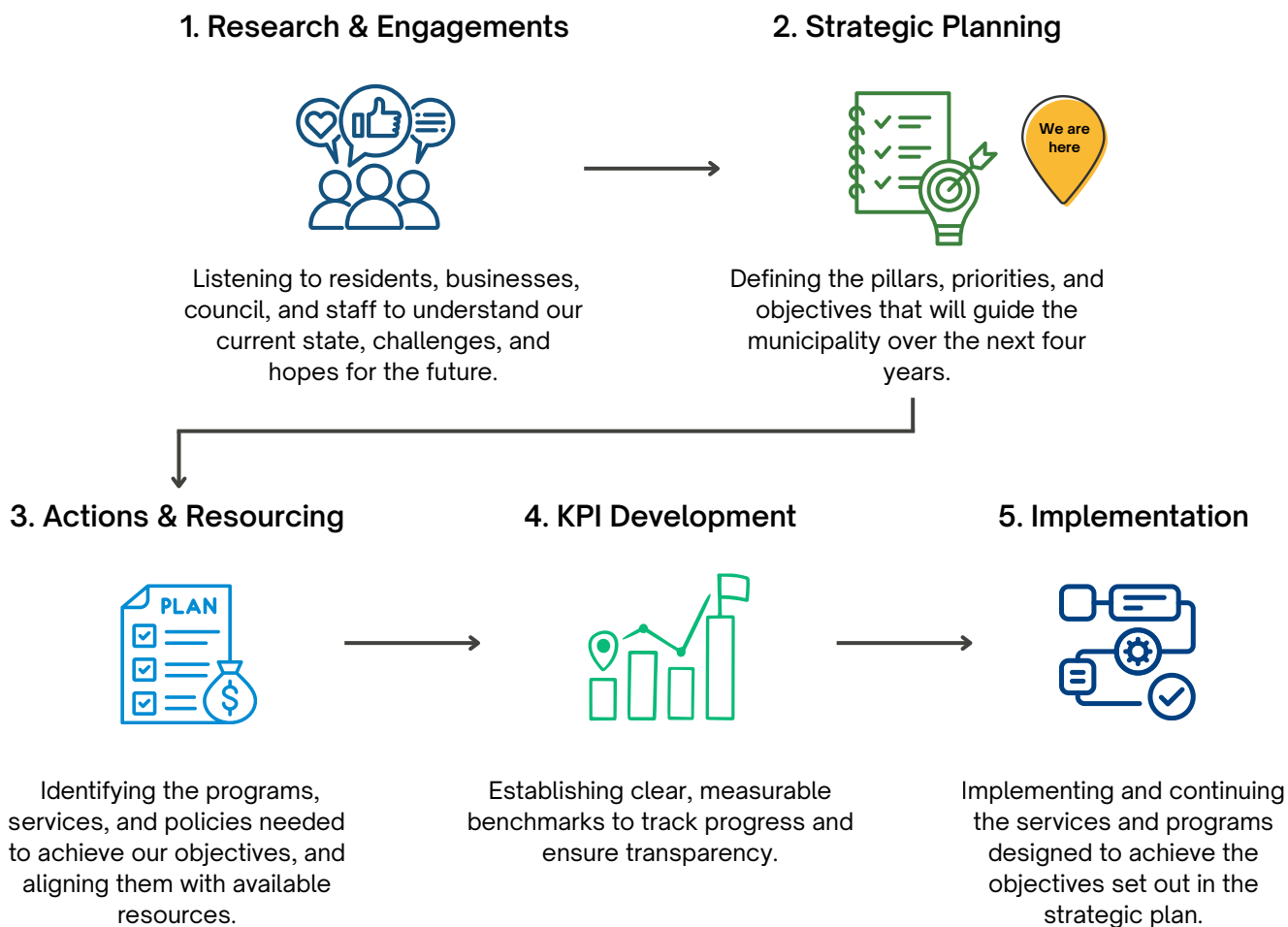
- Input from residents, council, and municipal staff;
- Influencing external factors and local context, relevant federal and provincial strategies;
- Leading practices.

Approach

This plan sets out the municipality’s strategic pillars, priorities, and objectives, shaped through engagement with residents, council, staff, and consideration of provincial, federal, and neighbouring municipal strategies. At this stage, it defines direction rather than detailing specific activities. The next phase, led by council and staff, will focus on implementation - developing actions, allocating resources, and establishing key performance indicators (KPIs). This work will be integrated into the municipal budgeting process annually to ensure transparency, alignment, and effective prioritization.

As actions are identified for the coming years, the community will be invited to provide feedback, keeping public input central as the plan moves from vision to execution. This document is therefore a strategic foundation, with detailed initiatives, timelines, and measures to follow in the implementation phase.

The municipality’s Strategic Plan was built through a step-by-step process designed to reflect community needs and ensure accountability:



Understanding the Strategic Plan

Key Features

- **Pillars:** Five core elements of community that organize our areas of focus.
- **Priorities:** Specific themes under each pillar (2–5 per pillar) identified through research and engagement to guide goal-setting.
- **Objectives:** Objectives are the specific results the municipality aims to achieve within each priority area. Objectives are set before actions to ensure clarity of purpose.
- **Actions:** Tangible programs, services, policies, and practices that move us toward our objectives.
- **Resourcing:** Ensuring the municipality has the financial and staff capacity to deliver on actions, while making thoughtful decisions about feasibility.
- **Key performance Indicator (KPI):** a measurable value that shows how well the municipality is progressing toward an objective.



Pillar 1: Environment

Priority 1.1. Climate Initiatives

Objective

- A. Update Climate Action Plan and map activities for implementation.

EXAMPLE ONLY

Action 1: Update the Coastal Management Strategy and identify priority education, planning, and policy measures to address coastal vulnerability.

- **Resourcing:** Assign staff time and \$X for drafting updated coastal policies .
- **KPI:** New coastal-related policy adopted by end of year two.

Strategic Pillars

The pillars outlined in this plan are deeply interconnected and many priorities could easily fit under two or more areas. This overlap reflects the reality that communities don't operate in silos, and neither should our strategic priorities. As such, these pillars are not listed in order of importance, as they are deeply connected and equally essential to the Municipality's success.



Pillar 1: Environment

- 1.1 Climate Initiatives
- 1.2 Renewable Energy
- 1.3 Emergency Management



Pillar 4: Infrastructure

- 4.1 Maintenance
- 4.2 Planning & Development



Pillar 2: Community

- 2.1 Community Pride
- 2.2 Accessibility & Inclusion
- 2.3 Community Resiliency



Pillar 5: Governance

- 5.1 Sustainable Fiscal Management
- 5.2 Relationship Building
- 5.3 Explore Municipal Restructuring
- 5.4 Operational Efficiencies



Pillar 3: Economy

- 3.1 Economic Diversity
- 3.2 Housing Development
- 3.3 Workforce Development





Pillar 1: Environment

1.1. Climate Initiatives

Objectives

- A. Update Climate Action Plan and map activities for implementation
- B. Explore energy efficient programs and incentives with direct benefits for both for the municipality and for residents

1.2. Renewable Energy

Objectives

- A. Engage with NS Power to identify opportunities and challenges with existing power grid
- B. Market our community to renewable energy companies for partnership and development

1.3. Emergency Management

Objectives

- A. Create a plan to modernize the Municipal Fire Services to increase efficiency and effectiveness
- B. Work with regional partners to create a robust Regional Emergency Management Organization (REMO), to become more responsive to environmental threats



Pillar 2: Community

2.1. Community Pride

Objectives

- A. Promote and support multi-generational social and recreational opportunities
- B. Host signature events that promote inclusivity and encourage shoulder season tourism
- C. Enhance visibility of community assets through targeted marketing to drive attraction and participation

2.2. Accessibility and Inclusion

Objectives

- A. Establish a plan to operationalize the Accessibility Plan
- B. Map key activities to implement the Equity and Anti-Racism Plan

2.3. Community Resiliency

Objectives

- A. Advocate for local healthcare services and promote workforce attraction
- B. Advocate for community safety by collaborating with local RCMP and reviewing by-laws for effectiveness
- C. Foster partnerships and build community capacity to address risks of homelessness
- D. Sustain and expand food and water security partnerships
- E. Identify strategic community partnerships to prioritize funding



Pillar 3: Economy

3.1. Economic Diversity

Objectives

- A. Identify and assess under-utilized or previously developed sites within the municipality that could be revitalized to support community growth and development
- B. Prepare and market municipal properties to attract investment through mapping, reviews, and targeted consulting
- C. Position the municipality as a business-friendly community through marketing and collaboration

3.2. Housing Development

Objectives

- A. Develop a Community Improvement Plan to support housing development through various planning tools and financial incentives
- B. Conduct a housing needs assessment to support decision making and guide land-use planning

3.3. Workforce Development

Objectives

- A. Work with local employers/organizations to establish educational partnerships and grants for emerging and high-need industries
- B. Conduct a workforce and community needs assessment to determine how to best support recruitment and retention of working professionals
- C. Work with strategic partners to expand cellphone/broadband and technology infrastructure that enables remote and hybrid work



Pillar 4: Infrastructure

4.1. Maintenance

Objectives

- A. Assess needs and develop a maintenance plan to ensure sustainability and longevity of essential amenities
- B. Determine capital, maintenance, and operational costs for recreational and essential infrastructure

4.2. Planning and Development

Objectives

- A. Conduct a needs assessment to identify gaps in recreation facilities (parks, trails, amenities)
- B. Perform a feasibility study to assess possibility of a new multi-purpose community recreation facility
- C. Undergo built-infrastructure upgrades, including new developments and retrofits



Pillar 5: Governance

5.1. Sustainable Fiscal Management

Objectives

- A. Employ sustainable fiscal management practices
- B. Maintain and update economic models to inform budget discussions

5.2. Relationship Building

Objectives

- A. Promote accountability and trust by publicly reporting on progress toward key goals established in this plan
- B. Increase opportunities for meaningful collaboration and partnerships with local organizations on shared initiatives
- C. Maintain a consistent municipal voice in advocating for community priorities that fall outside the municipality's direct jurisdiction, and educate residents on government roles

5.3. Municipal Restructuring

Objectives

- A. Undertake a feasibility review with neighbouring municipalities to evaluate potential benefits, costs, and governance implications of amalgamation
- B. Collaborate with nearby municipalities to identify shared service opportunities and assess the potential structure and function of a joint services board

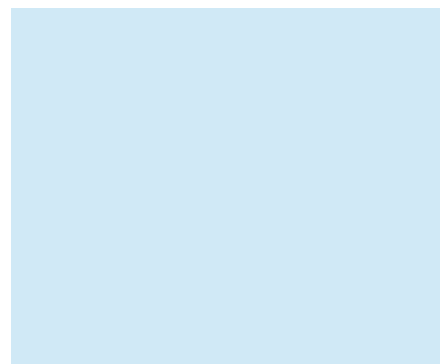
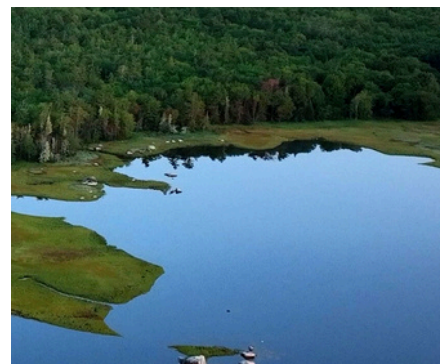
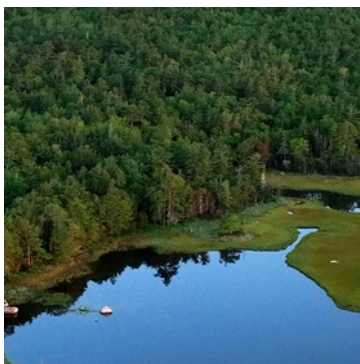


Pillar 5: Governance

5.4. Operational Efficiencies

Objectives

- A. Evaluate staffing needs to ensure capacity for managing the volume and complexity of new projects and programs.
- B. Continue to utilize contractors/consultants to fill gaps and ensure service efficiency
- C. Explore possibility to make operations more efficient for the benefit of residents



Thank You

Updates and next steps will be shared on our website and other platforms. Please feel free to contact the Municipality at:



(902) 875-3544



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Shelburne, NS, B0T 1W0



<https://www.municipalityofshelburne.ca>

Discussion

Guiding Questions:

- Do you feel the revisions in the second draft reflect the feedback and priorities shared by residents and council?
- Is there anything council would like the project team to adjust or clarify in the final version?

Next Steps

Next Steps

The strategic plan will be grounded on the organizational capacity (e.g., budget, human resources) and informed by:

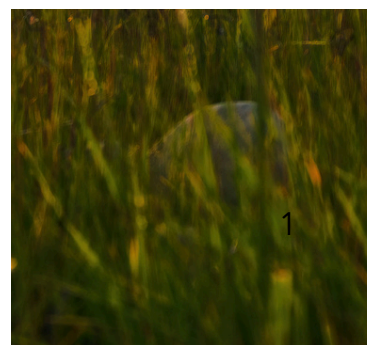
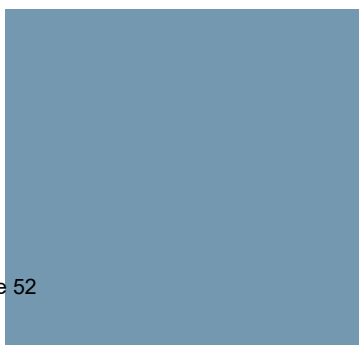
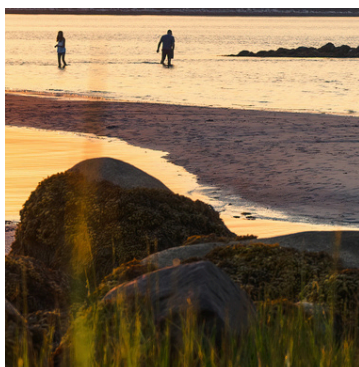
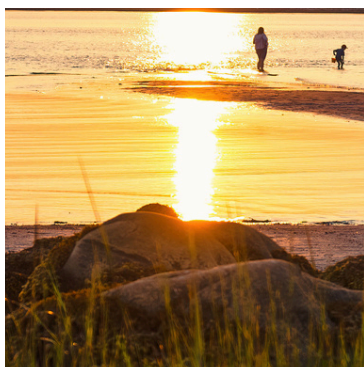
Date	Item	Status
Oct 8 th	Review <i>What We Heard</i> from residents	Complete
Oct 8 th – 21 st	DP to draft the strategic plan	Complete
Oct 21 st	Workshop with Directors to identify/further refine actions under each pillar	Complete
Oct 29 th	Strategy draft presentation and feedback with council	Complete
Oct 30 th	Feedback from public opens (closes on Nov 10 th)	Complete
Oct 30 th – Nov 26 th	DP incorporates feedback & shared a draft with council in November	Complete
Nov 26 th	<i>Draft #2 goes to council with the feedback from residents and councillors</i>	In Progress
Nov 26 th - Dec	DP incorporates final edits and shares final document with Warren and for final approval	Not Started

Appendix A

Municipality of the
District of Shelburne

Strategic Plan

Appendix A: Potential Actions



Appendix A:

Potential Actions for Each Strategic Pillar

The subsequent phase of work will focus on developing the implementation framework, with an emphasis on identifying and validating action items and the associated budget allocations required to advance each strategic objective. Once action items and required resources are established, the next step is to define key performance indicators (KPIs).

- **Action items** describe how an objective will be operationalized: defining the concrete steps, initiatives, or investments needed to move the work forward. Budget allocations outline the resources required to implement those actions and are determined through the municipal budgeting process.
- **KPIs** measure how effectively the action items are achieving their intended objectives. Establishing KPIs only after actions and resource requirements are identified aligns with best practices in municipal planning: ensuring that performance measurement reflects realistic implementation pathways, available capacity, and the strategic priorities of the municipality.

The potential action items presented in this appendix have been **identified through pre-engagement activities, community engagement insights, input from council, and feedback from municipal staff, along with a review of comparable municipal practices**. These examples are intended to illustrate the types of activities that could be considered during the budget process. They are **not prescriptive** but serve as a resource to support the development of formal action items and, subsequently, the KPIs that will measure their success. The final action items will be determined based off of municipal capacity and council decision.

This appendix is therefore intended to provide a foundation for future implementation planning, highlighting community priorities and best-practice approaches that will inform both action item development and performance measurement during the budgeting process.



Pillar 1: Environment

1.1. Climate Initiatives

Objective	Potential Actions
<p>A. Update Climate Action Plan and map activities for implementation</p>	<p>A. 1. Complete an updated Climate Action Plan, including a multi-year implementation roadmap.</p> <p>A. 2. Update the Coastal Management Strategy and identify priority education, planning, and policy measures to address coastal vulnerability.</p> <p>A. 3. Establish formal agreements or procurement pathways to enable the municipality to transition to 100% renewable energy by 2027, including the development of an annual reporting mechanism.</p>
<p>B. Explore energy efficient programs and incentives with direct benefits for both for the municipality and for residents</p>	<p>B. 1. Develop partnerships with external organizations (e.g., Clean Foundation) to access grants or programs that support local environmental and energy-efficiency initiatives.</p> <p>B. 2. Initiate a joint waste-related research or pilot project with Divert NS (Region 6) to assess opportunities for improved waste diversion.</p>



Pillar 1: Environment

1.2. Renewable Energy

Objective	Potential Actions
<p>A. Engage with NS Power to identify opportunities and challenges with existing power grid</p>	<p>A. 1. Conduct structured engagement with NS Power to document opportunities, challenges, and priority grid upgrades required to support renewable energy projects. A. 2. Implement energy usage tracking systems across major municipal facilities and identify opportunities for improved energy efficiency.</p>
<p>B. Market our community to renewable energy companies for partnership and development</p>	<p>B. 1. Identify priority locations and expand public EV charging infrastructure. B. 2. Develop a municipal program to support homeowners in adopting renewable or energy-efficient technologies (e.g., tax incentives, retrofits, solar programs). B. 3. Convert all municipal streetlights to LED and track resulting reductions in electricity use and greenhouse gas emissions.</p>



Pillar 1: Environment

1.3. Emergency Management

Objective	Potential Actions
<p>A. Create a plan to modernize Municipal Fire Services to increase efficiency and effectiveness.</p>	<p>A. 1. Conduct a comprehensive Fire Services needs assessment, including equipment condition, staffing models, response times, and training gaps.</p> <p>A. 2. Develop a multi-year Fire Services modernization plan outlining capital investments, training enhancements, and operational improvements.</p>
<p>B. Work with regional partners to create a robust Regional Emergency Management Organization (REMO) that is responsive to environmental threats.</p>	<p>B. 1. Develop a shared regional emergency response plan, with specific actions for environmental hazards such as floods, severe storms, and wildfires.</p> <p>B. 2. Create a regional resource inventory, identifying equipment, shelters, personnel, and communication tools available across municipal partners.</p> <p>B. 3. Pursue regional grants for emergency management equipment, climate resilience projects, or community preparedness initiatives.</p>



Pillar 2: Community

2.1. Community Pride

Objective	Potential Actions
<p>A. Promote and support multi-generational social and recreational opportunities</p>	<p>A.1. Develop an annual multi-generational recreation program series (e.g., community walks, arts workshops, intergenerational sports days) delivered through partnerships with local schools, libraries, and community centres.</p> <p>A.2. Create a Community Space Enhancement Program that offers small municipal grants or material support to improve gathering spaces such as playgrounds, halls, beaches, or trails.</p>
<p>B. Host signature events that promote inclusivity and encourage shoulder season tourism</p>	<p>B.1. Develop and host two municipally branded signature events (e.g., fall cultural festival, spring coastal arts celebration) featuring local creators, food producers, and underrepresented cultural groups.</p> <p>B.2. Offer logistical and promotional support packages for community-led events occurring in shoulder seasons, including access to municipal venues, equipment, and marketing channels.</p> <p>B.3. Partner with Indigenous, African Nova Scotian, and newcomer community groups to co-design culturally grounded event programming to be incorporated into annual municipal events.</p>



Pillar 2: Community

2.1. Community Pride

Objective	Potential Actions
<p>C. Enhance visibility of community assets through targeted marketing to drive attraction and participation</p>	<p>C.1. Launch a coordinated marketing campaign that highlights local heritage sites, trails, waterfront assets, and cultural destinations, using digital storytelling and visitor itineraries.</p> <p>C.2. Develop a unified wayfinding and interpretive signage program that promotes natural, cultural, and recreational assets throughout the municipality.</p> <p>C.3. Create a municipal digital hub (microsite or interactive map) showcasing community amenities, local businesses, and event listings to support both resident engagement and tourism promotion.</p>



Pillar 2: Community

2.2. Accessibility & Inclusion

Objective	Potential Actions
<p>A. Establish a plan to operationalize the Accessibility Plan</p>	<p>A.1. Develop an Accessibility Implementation Toolkit for municipal staff that includes design standards, checklists, procurement guidelines, and templates for inclusive public engagement.</p> <p>A.2. Create a community accessibility advisory committee to support ongoing co-design of facilities, programs, and communications with residents who face accessibility barriers.</p>
<p>B. Map key activities to implement the Equity and Anti-Racism Plan</p>	<p>B.1. Develop and deliver cultural competency and anti-racism training for municipal staff, council, and key community partners, using local facilitators wherever possible.</p> <p>B.2. A dedicated staff position or contracted role filled by a community member to lead initiatives focused on equity, inclusion, and anti-racism, with an annual workplan and progress report.</p> <p>B.3. Implement inclusive communications practices, including multilingual materials, alternative formats, and dedicated outreach strategies to better connect with underserved groups.</p>



Pillar 2: Community

2.3. Community Resiliency

Objective	Potential Actions
<p>A. Advocate for local healthcare services and promote workforce attraction</p>	<p>A.1. Partner with local health organizations and educational institutions to host recruitment events, residency placements, or visiting practitioner programs.</p> <p>A.2. Establish a Municipal Welcome Support Program for new healthcare professionals, offering relocation assistance, community orientation, and integration supports.</p> <p>A.3. Develop and implement a formal advocacy plan with provincial health authorities to support 24/7 ER access.</p>
<p>B. Advocate for community safety by collaborating with local RCMP and reviewing by-laws for effectiveness</p>	<p>B.1. Conduct a comprehensive review of municipal by-laws related to noise, property standards, and high-risk behaviours to ensure clarity and enforceability.</p>



Pillar 2: Community

2.3. Community Resiliency

Objective	Potential Actions
<p>C. Foster partnerships and build community capacity to address risks of homelessness</p>	<p>C.1. Support the creation of a community-based outreach program offering navigation, harm-reduction supplies, and case management for residents at risk of homelessness.</p> <p>C.2. Explore municipal support options, such as access to land, modular buildings, or facility use to enable community organizations to expand temporary housing or wraparound supports.</p>
<p>D. Sustain and expand food and water security partnerships</p>	<p>D.1. Pilot a collaborative water security program that includes well-testing clinics, water literacy workshops, and coordinated emergency water distribution planning.</p> <p>D.2. Support the expansion of local food access points by offering zoning flexibility, permitting assistance, or space for markets and mobile vendors.</p>



Pillar 2: Community

2.3. Community Resiliency

Objective	Potential Actions
<p>E. Identify strategic community partnerships to prioritize funding</p>	<p>E.1. Develop a partnership selection framework that prioritizes community initiatives aligned with resiliency, equity, and long-term community benefit.</p>



Pillar 3: Economy

3.1. Economic Diversity

Objective	Potential Actions
<p>A. Identify and assess under-utilized or previously developed sites within the municipality that could be revitalized to support community growth and development</p>	<p>A.1. Complete a comprehensive land and asset assessment to identify under-utilized, previously developed, or strategically located sites for potential revitalization, considering infrastructure needs, accessibility, environmental constraints, and mixed-use potential.</p> <p>A.2. Develop a revitalization framework to guide how identified sites can support community and economic development, including opportunities for housing, business expansion, and community amenities.</p>
<p>B. Prepare and market municipal properties to attract investment through mapping, reviews, and targeted consulting</p>	<p>B.1. Create a suite of business-friendly policy options, (such as property tax adjustments, incentives for revitalizing vacant properties, or reduced administrative barriers) to support investment and redevelopment.</p> <p>B.2. Establish a coordinated outreach program to promote available municipal lands to investors, developers, and regional partners through WREN, the Chamber of Commerce, and economic development committees.</p>



Pillar 3: Economy

3.1. Economic Diversity

Objective	Potential Actions
<p>C. Position the municipality as a business-friendly community through marketing and collaboration</p>	<p>C.1. Launch a community/business/municipality communication platform to support ongoing collaboration, share updates on economic initiatives, and highlight opportunities for investment or partnerships.</p>



Pillar 3: Economy

3.2. Housing Development

Objective	Potential Actions
<p>A. Develop a Community Improvement Plan to support housing development through various planning tools and financial incentives</p>	<p>A.1. Implement policies and supports to encourage development of affordable, mixed-income, and purpose-built rental housing.</p> <p>A.2. Launch a Surplus Lands Program to make suitable municipally owned properties available for housing development, prioritizing affordable and mixed-income project.</p> <p>A.3. Introduce e-permitting tools to streamline planning and building approvals, improving predictability and reducing administrative barriers for housing projects.</p>
<p>B. Conduct a housing needs assessment to support decision-making and guide land-use planning</p>	<p>B.1. Complete a Housing Needs Assessment to provide data and recommendations that inform land-use planning, policy updates, and partnership development.</p> <p>B.2. Integrate housing needs findings into updates to zoning, development standards, and growth management policies to better support attainable, diverse housing options.</p>



Pillar 3: Economy

3.3. Workforce Development

Objective	Potential Actions
<p>A. Work with local employers/organizations to establish educational partnerships and grants for emerging and high-need industries</p>	<p>A.1. Collaborate with employers and post-secondary partners to develop scholarships, bursaries, and incentive programs (such as the Student Sponsorship Program at Roseway Hospital) to support education and training in high-need sectors.</p> <p>A.2. Partner with local businesses to create co-op placements, apprenticeships, and mentorship opportunities that build pathways from training to employment.</p> <p>A.3. Support employers in developing sector-specific skill-building initiatives, including short-term credential programs and on-the-job training delivered through local or regional training providers.</p>



Pillar 3: Economy

3.3. Workforce Development

Objective	Potential Actions
<p>B. Conduct a workforce and community needs assessment to determine how to best support recruitment and retention of working professionals</p>	<p>B.1. Complete a workforce and community needs assessment that identifies barriers related to housing, childcare, transportation, and community services, along with opportunities to strengthen retention. B.2. Establish a municipal welcome and integration program for new workers and families, offering orientation resources, community connections, and relocation support in partnership with local employers.</p>
<p>C. Work with strategic partners to expand cellphone/broadband and technology infrastructure that enables remote and hybrid work</p>	<p>C.1. Collaborate with service providers and regional partners to expand reliable cellphone and broadband coverage in key residential and commercial areas. C.2. Develop municipal supports (such as workspace grants, technology subsidies, or incentives for young entrepreneurs) to strengthen remote/hybrid work opportunities and local business creation. C.3. Promote local workforce with shared digital workspaces that help residents access the tools needed for online work and learning.</p>



Pillar 4: Infrastructure

4.1. Maintenance

Objective	Potential Actions
<p>A. Assess needs and develop a maintenance plan to ensure sustainability and longevity of essential amenities</p>	<p>A.1. Complete a detailed inventory and condition assessment of essential municipal amenities (such as roads, sidewalks, parks, and recreation facilities). A.2. Develop a multi-year maintenance plan outlining prioritized projects, lifecycle schedules, and required capital and operational resources to ensure sustainable upkeep of essential community infrastructure. A.3. Establish an public education campaigns focused on infrastructure maintenance completed by the municipality (snow removal, waste, etc.).</p>
<p>B. Determine capital, maintenance, and operational costs for recreational and essential infrastructure</p>	<p>B.1. Conduct a full cost analysis for essential amenities (including roads, sidewalks, parks, and recreation infrastructure) to support budgeting and funding allocation. B.2. Create a financial planning tool or template to forecast long-term maintenance and replacement needs, ensuring consistent tracking of capital and operating requirements.</p>



Pillar 4: Infrastructure

4.2. Planning and Development

Objective	Potential Actions
<p>A. Conduct a needs assessment to identify gaps in recreation facilities (parks, trails, amenities)</p>	<p>A.1. Complete a comprehensive recreation needs assessment to identify gaps and opportunities across parks, trails, and amenities- including features such as ATV routes, dog parks, scenic lookouts, and selfie platforms.</p> <p>A.2. Develop an action plan based on assessment findings, outlining phased improvements, required partnerships, and potential locations for new or expanded recreational amenities.</p>
<p>B. Perform a feasibility study to assess the possibility of a new multi-purpose community recreation facility</p>	<p>B.1. Conduct a full feasibility assessment for a multi-purpose community recreation facility, including capital and maintenance cost estimates, functional requirements, potential partnerships, and funding sources.</p>



Pillar 4: Infrastructure

4.2. Planning and Development

Objective	Potential Actions
<p>C. Undergo built-infrastructure upgrades, including new developments and retrofits</p>	<p>C.1. Upgrade key public spaces, such as installing permanent accessible public washrooms, extending facility hours, and enhancing amenities like parking, signage, picnic tables, water taps, and waste/recycling stations.</p> <p>C.2. Complete a Rural Transit Feasibility Study to explore options for localized transit solutions (including integration with services like Sou'West Nova Transit and potential food delivery models) to support mobility and food independence.</p>



Pillar 5: Governance

5.1. Sustainable Fiscal Management

Objective	Potential Actions
<p>A. Employ sustainable fiscal management practices</p>	<p>A.1. Conduct an annual resident survey to understand perceptions of tax value and use results to guide communication, budgeting priorities, and service improvements.</p> <p>A.2. Host citizen assemblies on key municipal issues (such as tax levels, service expectations, or infrastructure priorities) and publish summaries to ensure transparency and public understanding.</p> <p>A.3. Maintain fiscal health by monitoring core indicators such as reserve levels, debt ratios, and long-term obligations, and linking them to decisions on grants, programs, and operational spending.</p>
<p>B. Maintain and update economic models to inform budget discussions</p>	<p>B.1. Update long-term financial and economic forecasting models prior to each budget cycle and incorporate these models directly into council’s budget deliberations.</p> <p>B.2. Develop an accessible financial briefing package for council and residents that explains model assumptions, projected scenarios, and budget implications.</p> <p>B.3. Integrate economic modelling into annual planning and reporting processes to ensure evidence-based decision-making across all municipal departments.</p>



Pillar 5: Governance

5.2. Relationship Building

Objective	Potential Actions
<p>A. Promote accountability and trust by publicly reporting on progress toward key goals established in this plan</p>	<p>A.1. Publish a yearly public progress report on the strategic plan, summarizing achievements, ongoing work, and challenges in accessible formats both online and in print.</p> <p>A.2. Host an annual community update session (virtual or in-person) to walk residents through progress, invite questions, and gather feedback on emerging priorities.</p>
<p>B. Increase opportunities for meaningful collaboration and partnerships with local organizations on shared initiatives</p>	<p>B.1. Establish the Equity and Racism Committee (or equivalent) as a standing committee of council with a formal terms of reference, and integrate its recommendations into municipal planning and reporting.</p> <p>B.2. Expand municipal partnership opportunities by developing a collaboration framework that identifies potential partners, shared goals, and methods for co-delivering community initiatives.</p> <p>B.3. Create an open call for partnership proposals from community organizations on issues such as equity, culture, environment, and community well-being.</p>



Pillar 5: Governance

5.2. Relationship Building

Objective	Potential Actions
<p>C. Maintain a consistent municipal voice in advocating for community priorities that fall outside the municipality’s direct jurisdiction, and educate residents on government roles</p>	<p>C.1. Deliver regular public education sessions or communication campaigns explaining the roles and responsibilities of municipal, provincial, and federal governments, and how the municipality advocates on residents’ behalf.</p> <p>C.2. Maintain a consistent advocacy presence with other levels of government, using position statements, briefing notes, and coordinated messaging to advance key community priorities.</p> <p>C.3. Develop accessible educational materials (videos, infographics, guides, etc.) to help residents understand advocacy efforts and how policy decisions at other levels affect local services.</p>



Pillar 5: Governance

5.3. Municipal Restructuring

Objective	Potential Actions
<p>A. Undertake a feasibility review with neighbouring municipalities to evaluate potential benefits, costs, and governance implications of amalgamation</p>	<p>A.1. Complete a full amalgamation feasibility review with neighbouring municipalities, evaluating financial, governance, and service delivery implications and presenting findings through joint public sessions. A.2. Establish a joint working group with partner municipalities to oversee the feasibility process, share data, and coordinate public communications. A.3. Develop clear public education materials explaining the amalgamation process, potential impacts, and next steps for community consideration.</p>
<p>B. Collaborate with nearby municipalities to identify shared service opportunities and assess the potential structure and function of a joint services board</p>	<p>B.1. Identify shared service opportunities (such as shared staffing, equipment, or joint service boards) and develop implementation plans with partner municipalities. B.2. Establish a regional shared services framework outlining governance structures, cost-sharing models, staffing implications, and service standards. B.3. Review advisory committee structures to create designated representation opportunities for diverse communities, including African Nova Scotian and other historically excluded groups.</p>



Pillar 5: Governance

5.4. Operational Efficiencies

Objective	Potential Actions
<p>A. Evaluate staffing needs to ensure capacity for managing the volume and complexity of new projects and programs</p>	<p>A.1. Introduce a centralized complaint and service request tracking system to streamline workflows, improve responsiveness, and support evidence-based service improvements.</p> <p>A.2. Establish a process for annually reviewing internal workload and staff capacity to align resources with emerging community needs.</p>
<p>B. Continue to utilize contractors/consultants to fill gaps and ensure service efficiency</p>	<p>B.1. Develop a contracting strategy that identifies municipal service areas where external expertise can increase efficiency or improve service quality.</p> <p>B.2. Maintain a roster of pre-qualified consultants for specialized work, expediting procurement when resources or capabilities are limited.</p> <p>B.3. Document and evaluate consultant-delivered services to inform future decisions on contracting vs. internal capacity-building.</p>



Pillar 5: Governance

5.4. Operational Efficiencies

Objective	Potential Actions
<p>C. Explore possibility to make operations more efficient for the benefit of residents</p>	<p>C.1. Expand communication channels beyond Facebook to include options such as a reinstated local newspaper column, a municipal email newsletter, and mailed bulletins to improve reach and accessibility.</p> <p>C.2. Carry out an internal process review to identify opportunities to streamline workflows, reduce duplication, and improve the resident experience across municipal services.</p>



STAFF REPORT

TO: Council
FROM: Marcia d'Eon, Director of Operations & Protective Services
APPROVED BY: Erin Hartley, Deputy CAO
DATE: November 26, 2025
SUBJECT: Update Report-Exterior Sign Design Choice

BACKGROUND

On September 24, 2025 council awarded an RFP for an exterior sign for the Municipal Administration Building to Autotrim signs, subject to provision of three designs.

DISCUSSION

Three proposed design options (Designs 1, 2, and 3) have been prepared by Autotrim and are attached for Council's review.

Staff request that Council review the attached designs and make a motion to approve either option 1,2 or 3 for fabrication and installation by Autotrim Signs, as previously awarded through the RFP process.

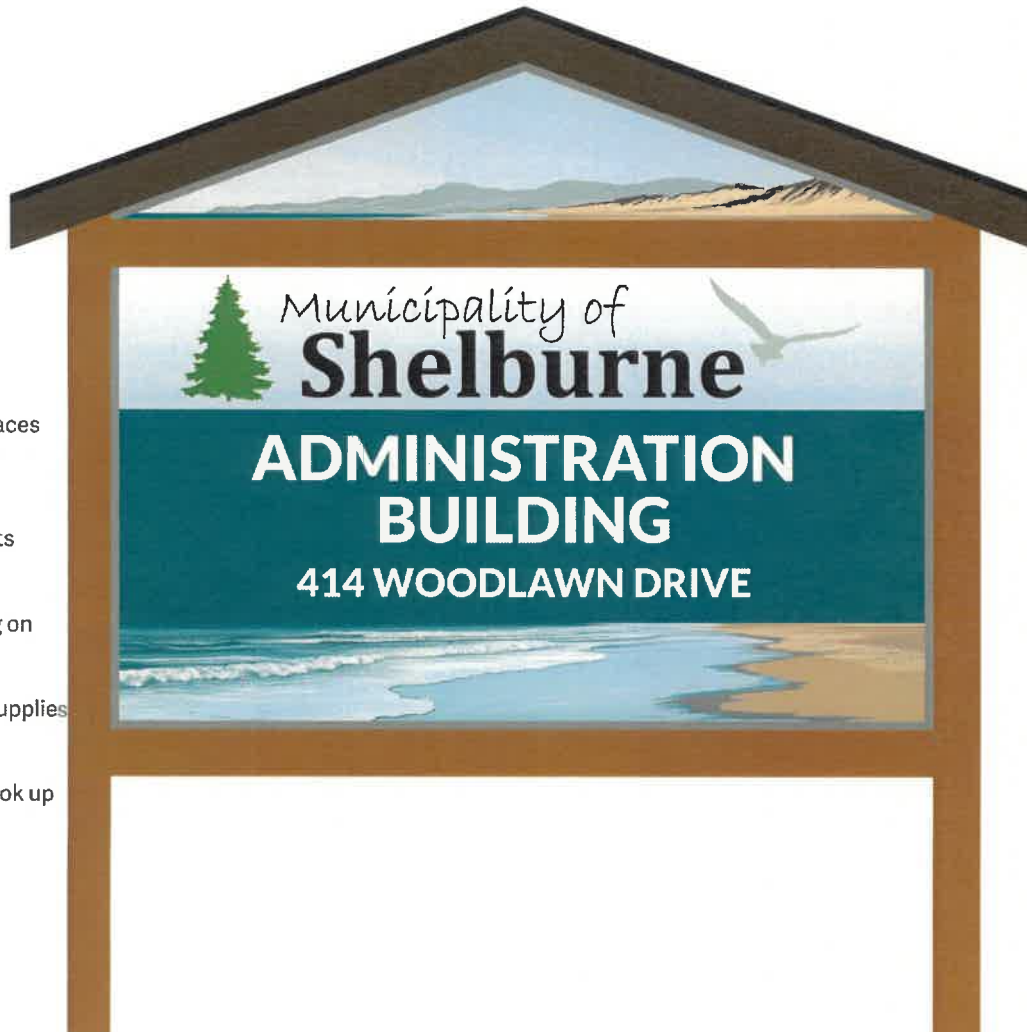
RECOMMENDATION

THAT Council of the Municipality of the District of Shelburne approve Design # _____ from Autotrim Signs.

ATTACHMENTS

Design option 1,2 and 3.

OPTION #1



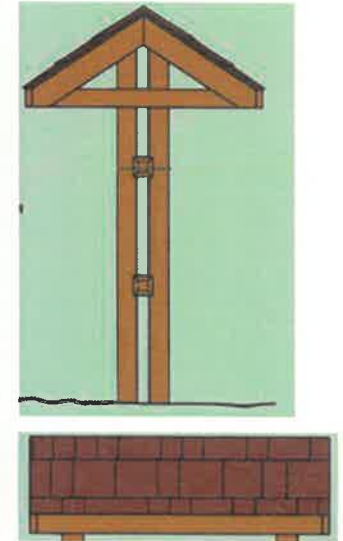
6ft x 8ft led box
double sided
poly carbonate faces
printed graphics
laminated

6x6 wooden posts
framing

Alum channeling on
sign boxes.

Led and power supplies
installed in box

ready for final hook up
by electrician.



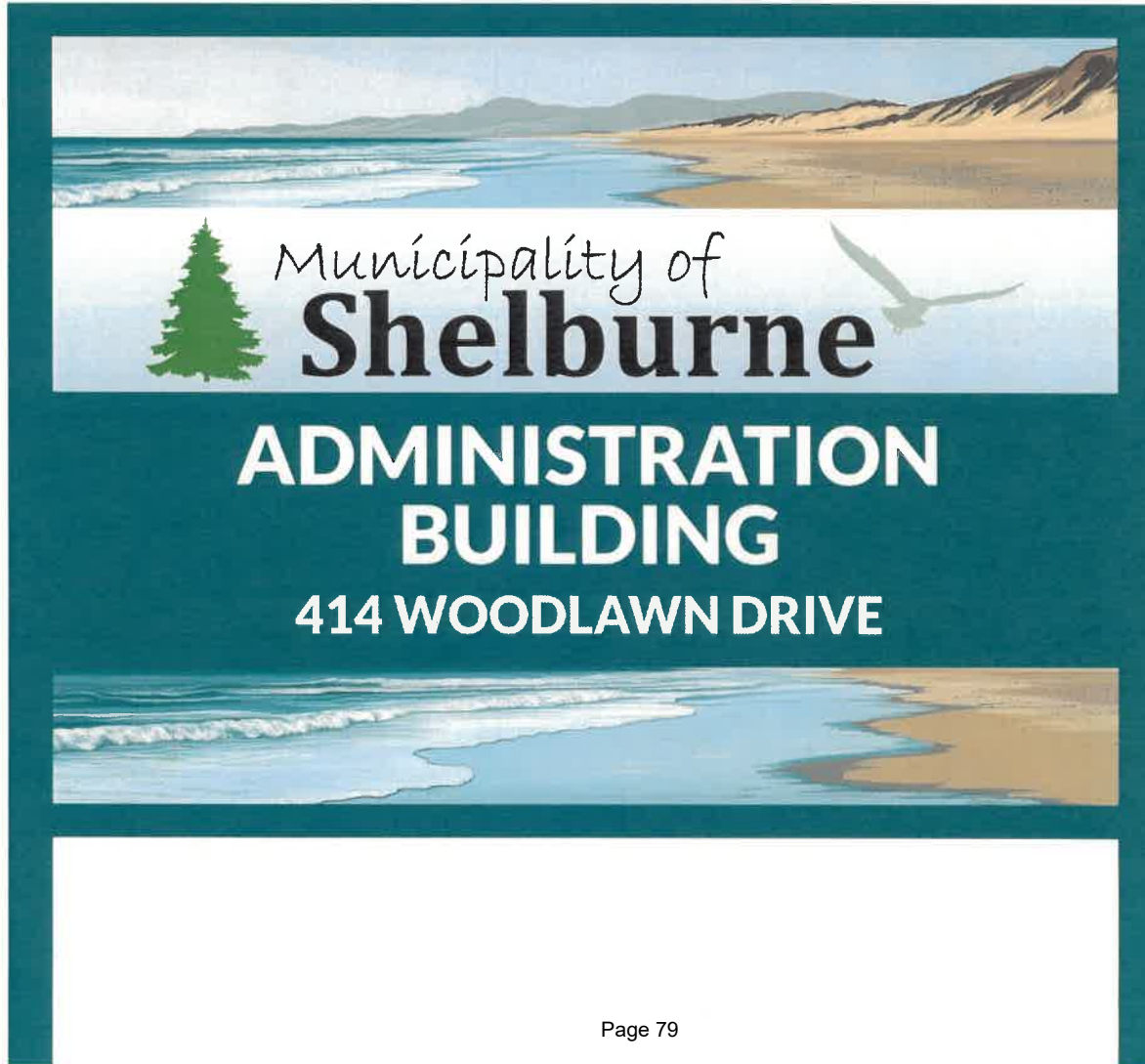
OPTION #2



6ft x 8ft box
double sided
acm sign panels with
alum interior framing
printed graphics
laminated

4x4 wooden posts
framing

Alum channeling
pockets on sign boxes



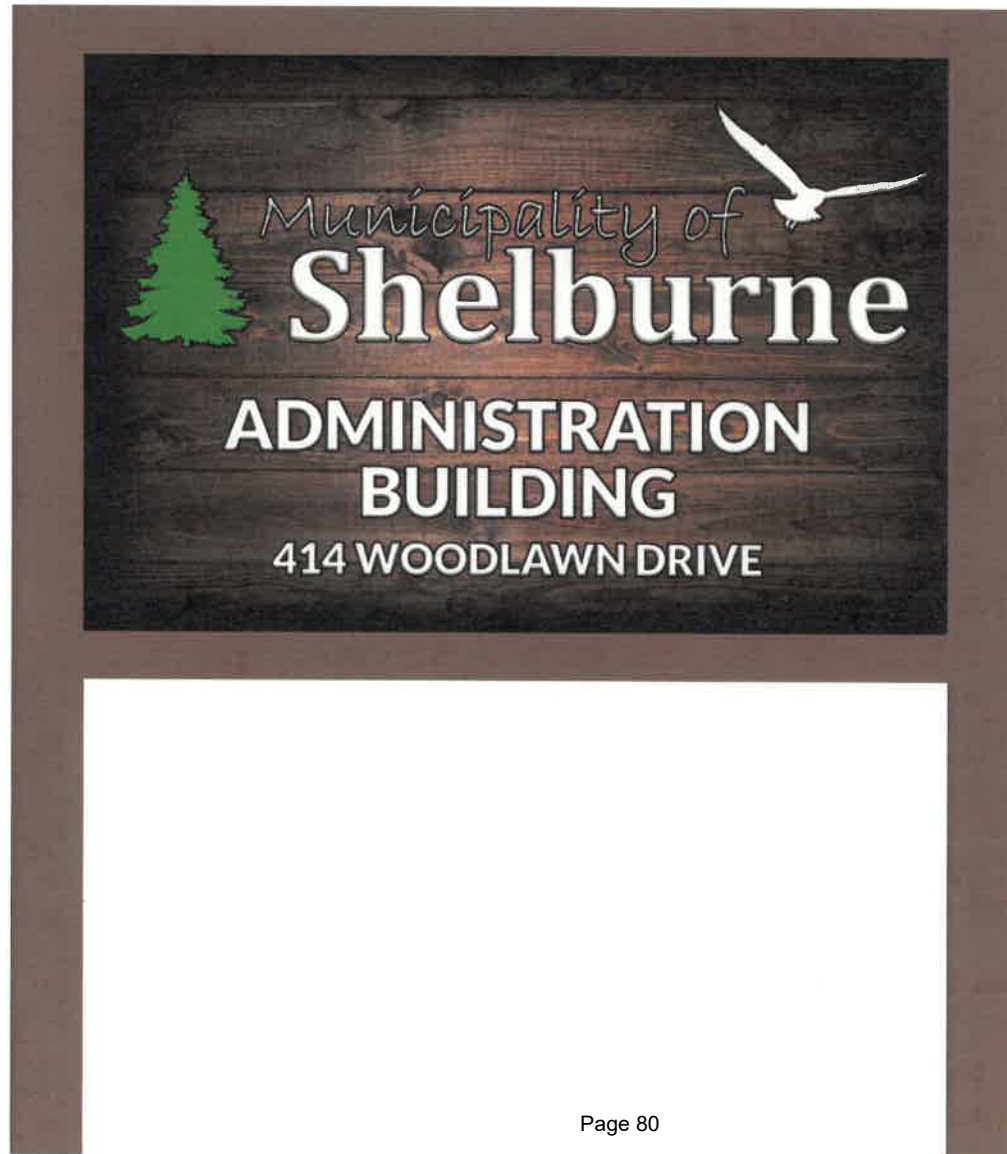
OPTION #3



4ft x 6ft led box
double sided
printed alum sign
laminated

6x6 wooden posts
4x4 cross beams

.5" white acrylic
raised cnc
white text.





STAFF REPORT

TO: Municipal Council

FROM: Erin Hartley, Deputy CAO

APPROVED BY: Warren MacLeod, Chief Administrative Officer

DATE: November 26, 2025

SUBJECT: **Heritage Properties Bylaw Amendment – Second Reading**

ORIGIN

With the elimination of the Municipality's Planning and Development Committee, the Heritage Properties Bylaw requires amendment to update the responsible Committee to a Heritage Advisory Committee.

BACKGROUND

In May, 2025, the Council of the Municipality of the District of Shelburne eliminated the Planning Development Committee as its mandate (other than Heritage Properties) were designated to other areas, specifically through the Economic Development Officer and associated Municipal Planning Strategy and Land-Use Bylaw.

The Municipality is mandated to have a Heritage Properties Bylaw and a Committee responsible for the matters outlined in the Province's Heritage Property Act related to Municipal Heritage Properties.

The amendments to this Bylaw shift the responsible committee from the Planning and Development Committee to a new Heritage Advisory Committee, which will be formed after final reading of this Bylaw.

This committee will consist of Councillors and members of the public.

First Reading was held on October 22, 2025. The Bylaw was advertised on our Facebook, website and in the newspaper as per MGA requirements. Written submissions were open until November 26th at 9 am.

All requirements have been met to hold the second and final reading.

RECOMMENDATION

That the Council of the Municipality of the District of Shelburne give second and final reading to the attached Heritage Properties Bylaw as amended.

ATTACHMENTS

Proposed Amended Bylaw



BYLAW 3 MUNICIPAL HERITAGE PROPERTIES

RESPECTING THE REGISTRATION, DEREGISTRATION AND ALTERATION OR DEMOLITION OF A MUNICIPAL HERITAGE PROPERTY

BE IT ENACTED by the Council of the Municipality of the District of Shelburne, under authority of the *Municipal Government Act*, Chapter 18 of the Statutes of Nova Scotia 1998, as follows:

1. SHORT TITLE

This bylaw shall be known as Bylaw #3, and may be cited as the "Municipal Heritage Properties Bylaw".

2. DEFINITIONS

- a. "Council" shall mean the Municipal Council of the District of Shelburne.
- b. "Heritage Advisory Committee" shall mean a Heritage Advisory Committee within the meaning of the Heritage Property Act, having all the power and duties prescribed by the Act or incidental thereto. ~~Municipality of the District of Shelburne's Planning and Development Committee is hereby designated as the Heritage Advisory Committee.~~
- c. "Municipal Clerk" shall mean the Municipal Clerk of the Municipality of the District of Shelburne.
- d. "Municipal Heritage Property" shall mean a Municipal Heritage Property within the meaning of the Heritage Property Act.
- e. "Municipal Registry of Heritage Property" shall mean a Municipal Registry of Heritage Property within the meaning of the Heritage Property Act, having all the powers and duties prescribed by the Act or incidental thereto.

3. MUNICIPAL REGISTRY OF HERITAGE PROPERTY

- a. There shall be a Municipal Registry of Heritage Property wherein all prescribed documents relating to the registration of heritage property pursuant to the provisions of the Heritage Property Act or this Bylaw shall be filed.

b. The maintenance of the Municipal Registry of Heritage Property shall be the responsibility of the Municipal Clerk.

4. ~~PLANNING AND DEVELOPMENT~~ HERITAGE ADVISORY COMMITTEE

a. There shall be a ~~Planning and Development~~ Heritage Advisory Committee, which may advise the Municipality respecting:

- i) The inclusion of buildings, public-building interiors, streetscapes, cultural landscapes and areas in the Municipal Registry of Heritage Property;
- ii) An application for permission to alter substantially or demolish a Municipal Heritage Property;
- iii) Building or other regulations that affect the attainment of the intent and purpose of the Heritage Property Act;
- iv) Any other matters conducive to the effect of carrying out the intent and purpose of the Heritage Property Act.

b. The ~~Planning and Development~~ Heritage Advisory Committee shall be composed of no less than two (2) members of Council and no less than three (3) community members, all of whom shall be residents of the Municipality, appointed by Council for a term of three years.

5. REGISTRATION OF MUNICIPAL HERITAGE PROPERTY

a. The ~~Planning and Development~~ Heritage Advisory Committee may recommend to Council that a building, public-building interior, streetscape, cultural landscape or area be registered as a Municipal Heritage Property in the Municipal Registry of Heritage Property and the prescribed notice of such recommendation shall be served and filed by the Municipal Clerk in accordance with the Act and, in addition to the requirements of the Act, a copy of the notice shall be filed in the Municipal Registry of Heritage Property.

b. Notice of recommendation by the ~~Planning and Development~~ Heritage Advisory Committee that a building, public- building interior, streetscape, cultural landscape or area be registered shall be in accordance with the Heritage Property Act.

c. Council may register a building, public-building interior, streetscape, cultural landscape or area as a Municipal Heritage Property in accordance with the Heritage Property Act.

- d. Notice of such registration shall be sent to the registered owner of the Municipal Heritage Property. One copy of the registration shall be filed in the Municipal Registry of Heritage Property.

6. DEREGISTRATION OF MUNICIPAL HERITAGE PROPERTY

- a. Council may deregister a building, public-building interior, streetscape, cultural landscape or area as a Municipal Heritage Property in accordance with the Heritage Property Act, after holding a public hearing to consider the proposed deregistration. Such a public hearing shall be held not less than thirty (30) days after a notice of the hearing is served on the registered owner of the Municipal Heritage Property and published in a newspaper circulating in the area.
- b. Notice of such deregistration shall be sent to the registered owner of the Municipal Heritage Property. One copy of the deregistration shall be filed in the Municipal Registry of Heritage Property.

7. ALTERATION OR DEMOLITION OF MUNICIPAL HERITAGE PROPERTY

- a. Municipal Heritage Property shall not be substantially altered in exterior or public-building interior appearance or demolished without the approval of Council.
- b. Upon receipt of an application to substantially alter or demolish a Municipal Heritage Property, the Council shall refer the application to the ~~Planning and Development~~ **Heritage Advisory** Committee for its recommendation.
- c. Council may approve an application for the substantial alteration or demolition of a Municipal Heritage Property in accordance with the Heritage Property Act., either with or without conditions, or may refuse it.
- d. Where Council does not approve the application, the registered property owner may make the alteration or carry out the demolition at any time after three years but not more than four years from the date of the application.

8. COUNCIL AUTHORITY

- a. Council may from time to time set out or amend the Terms of Reference within which the ~~Planning and Development~~ **Heritage Advisory** Committee shall operate. The Planning and Development Committee shall make recommendations on the document.

THIS IS TO CERTIFY that this Bylaw Respecting Municipal Heritage Properties has been duly approved by the Council of the Municipality of the District of Shelburne on the ~~23rd~~ day of ~~October, 2017~~.

Warden Penny Smith

Warren MacLeod, Chief Administrative Officer

First Reading: September 25, 2017

Notice of Intent: October 4, 2017

Second Reading: October 23, 2017

Filed 3 certified copies of by-law with Minister of Municipal Affairs: November 14, 2017

'Notice of Passing: February 21, 2018

Effective Date of by-law unless otherwise specified in the text of the by-law.

Amended Date: _____



STAFF REPORT

TO: Municipal Council

FROM: Erin Hartley, Deputy CAO

APPROVED BY: Warren MacLeod, Chief Administrative Officer

DATE: November 26, 2025

SUBJECT: **Heritage Advisory Committee Terms of Reference and Council Appointments**

ORIGIN

Creation of a Heritage Advisory Committee.

BACKGROUND

The Municipality is mandated to have a Heritage Properties Bylaw and a Committee responsible for the matters outlined in the Province’s Heritage Property Act related to Municipal Heritage Properties.

A draft Terms of Reference has been attached for Council review.

This committee will consist of two Councillors and three members of the public, and meetings will be held a minimum of twice per year.

RECOMMENDATION

That the Council of the Municipality of the District of Shelburne approve the attached Heritage Advisory Committee Terms of Reference, and

That the Council of the Municipality of the District of Shelburne appoint _____ and _____ as municipal representatives, and _____ as the alternate on the Heritage Advisory Committee.

ATTACHMENTS

- Draft HAC Terms of Reference
- List of Council Appointments

**MUNICIPALITY OF THE DISTRICT OF SHELBURNE
HERITAGE ADVISORY COMMITTEE**

~ TERMS OF REFERENCE ~

1. The Heritage Advisory Committee is an Advisory Committee of the Council of the Municipality of the District of Shelburne.

2. Definitions

- a) Advisory Committee means the Heritage Advisory Committee of the Municipality of the District of Shelburne.
- b) Council means the Council of the Municipality of the District of Shelburne;
- c) Councillor means a member of the Municipality of the District of Shelburne Council;
- d) Municipality means the Municipality of the District of Shelburne;
- e) Member means a member of the Advisory Committee;
- f) Chair means the person appointed by the members as Chair to conduct meetings of the Advisory Committee;
- g) Deputy Chair means the person appointed by the members as Deputy Chair to conduct meetings of the Advisory Committee in the absence of the Chair;
- h) Administration means the responsible staff person(s) of the Municipality.

3. Objectives

- a) To consult with, advise and make recommendations to Council through administration on matters affecting the development, preservation and maintenance of municipal heritage properties, programs and services.
- b) To make recommendations with respect to by-laws relating to municipal heritage properties.
- c) To annually review the short and long term goals and objectives of the Advisory Committee.

4. Membership

- a) The members of the Advisory Committee shall be as follows:
 - i) Two (2) members of Council and one (1) alternate; and

ii) Three (3) Community Members, duly appointed by Council pursuant to MGA S. 24. Members of the community will submit a resume for consideration, reviewed by Administration and recommended to Council.

b) All appointments shall be for a three-year term.

c) Each member will serve without remuneration but shall be reimbursed for such expenses as are necessarily incurred by such member in the discharge of the member's duties, with prior approval by Administration.

d) The Deputy CAO will act as the staff resource for the Advisory Committee.

e) The alternate Council member present at regular meetings, when all elected members are present, will be considered a member of the public for the purposes of the meeting and not able to participate in discussion or vote.

5. Meetings

a) A quorum will consist of a majority of the membership.

b) Regular meetings of the Advisory Committee shall be held bi-annually or as required. Meetings will be scheduled by administration in consultation with the Chair.

c) Except as otherwise provided under MGA S. 22 (2), Advisory Committee meetings are open to the public. The Municipality will make efforts to accommodate virtual attendance of public, when technology is available.

d) Advisory Committee members are permitted to join meetings virtually, if the member and the Municipality have videoconferencing equipment available that will:

i) Enable the public to see and hear each member participating in the meeting virtually;

ii) Enable each member to see and hear every other member participating in the meeting virtually.

6. Voting

a) Unless otherwise prescribed by statute, a question arising at an Advisory Committee meeting shall be decided by a majority of votes.

b) Unless otherwise specified in a policy, a member who fails to vote on a question before the Advisory Committee is deemed to have voted in the negative.

c) In the event of a tie in a vote on a question, the motion is defeated.

7. Role of the Chair/Vice-Chair

- a) Members will elect the Chair and Vice-Chair on an annual basis.
- b) The principal duties of the Chair/Vice-Chair are as follows:
 - i) To assist Administration with the scheduling of the meeting date and agenda items;
 - ii) To open the meeting at the appointed time by calling the meeting to order;
 - iii) To ascertain a quorum;
 - iv) To maintain an orderly meeting;
 - v) To announce proper sequence of the Agenda;
 - vi) To recognize members who are entitled to the floor;
 - vii) To state and put to vote all legitimate resolutions;
 - viii) To declare a meeting adjourned.

8. Administration

- a) No Advisory Committee member shall instruct or give direction to, either publicly or privately, any employee of the Municipality.
- b) No Advisory Committee member shall represent the Advisory Committee or the Municipality by making public comments or statements without prior approval from Administration.

9. Other

- a) The Advisory Committee shall perform its responsibilities according to the Heritage Property Act, by-laws and/or policies of the Municipality and these Terms of Reference.
- b) The Council Code of Conduct and other related municipal policies shall apply to the Advisory Committee members unless Council, by policy, decides otherwise.

Approved by Council: _____

Municipality of the District of Shelburne
Committee Appointments
(Updated: November 2025)

Council

All members of Council

Amalgamation Steering Committee

Warden Penny Smith
Deputy Warden Heidi Wagner
Alternate: Councillor Dale Richardson

Audit Committee

Warden Penny Smith
Councillor Dale Richardson
Alternate: Councillor Ron Coole

CAO Performance Evaluation Committee

Warden Penny Smith
Deputy Warden Heidi Wagner
Councillor Paula Sutherland

Climate-Resilient Coastal Community Committee

Councillor Sherry Thorburn Irvine
Alternate: Dale Richardson

Economic Growth Strategy Committee

Warden Penny Smith
Deputy Warden Heidi Wagner
Councillor Dale Richardson
Alternate: Councillor Sherry Thorburn Irvine

Events Committee

Deputy Warden Heidi Wagner
Alternate: Warden Penny Smith

Municipal Joint Services Board Steering Committee

Warden Penny Smith
Deputy Warden Heidi Wagner
Alternate: Councillor Dale Richardson

Shelburne County Climate Action Committee

Councillor Sherry Thorburn Irvine
Alternate: Dale Richardson

Eastern Shelburne County Accessibility Advisory Committee

Councillor Ron Coole
Alternate: Warden Penny Smith

Fire Advisory Committee

Councillor Paula Sutherland
Councillor Dale Richardson
Alternate: Deputy Warden Heidi Wagner

Region 6 Inter-Municipal Committee

Councillor Dale Richardson
Alternate: Warden Penny Smith

Regional Emergency Management Advisory Committee

Warden Penny Smith
Deputy Warden Heidi Wagner
Alternate: Councillor Paula Sutherland

Regional Library Board

Councillor Sherry Thorburn Irvine
Alternate: Warden Penny Smith

Roseway Hospital Charitable Foundation

Warden Penny Smith
Alternate: Councillor Ron Coole

Roseway Manor Board

Warden Penny Smith
Deputy Warden Heidi Wagner
Councillor Sherry Thorburn Irvine

Shelburne & Area Community Economic Development (CED) Society

Warden Penny Smith
Alternate: Councillor Ron Coole

Shelburne County Arena Association

Councillor Anthony Gosbee
Alternate: Deputy Warden Heidi Wagner

Shelburne County East RCMP Advisory Committee

Councillor Paula Sutherland
Deputy Warden Heidi Wagner
Alternate: Councillor Ron Coole

Shelburne County Health Care Professional Recruitment & Retention Committee

Councillor Paula Sutherland
Alternate: Councillor Dale Richardson

Shelburne Port Authority Committee

Councillor Anthony Gosbee
Alternate: Councillor Sherry Thorburn Irvine

Source Water Protection Committee

Councillor Anthony Gosbee
Alternate: Councillor Sherry Thorburn Irvine

Western Crown Land Stakeholder Interaction Committee (Deforestation)

Councillor Sherry Thorburn Irvine
Alternate: Deputy Warden Heidi Wagner

From: Leigh Thorburn <[REDACTED]>
Sent: Monday, November 17, 2025 2:08 AM
To: Warden Penny Smith <Warden@municipalityofshelburne.ca>
Cc: Sherry Thorburn Irvine <Sherry.ThorburnIrvine@municipalityofshelburne.ca>; Heidi Wagner <Heidi.Wagner@municipalityofshelburne.ca>; Anthony Gosbee <Anthony.Gosbee@municipalityofshelburne.ca>
Subject: Letter of Support

CAUTION: This email originated from an external sender.

Leigh Thorburn Habitat Stewardship Program Support (Invasive Green Crab / Species at Risk)

Good day Warden Smith,

My name is Leigh Thorburn, and I have spent my life on—and in—the waters of Southwest Nova Scotia, always working alongside others who share a commitment to the health of our marine environment. Over the past year, I have assembled a group of young fishers who have committed to harvesting and removing invasive green crab from the estuaries of Southwest Nova Scotia. Our goal is to reduce the damage caused by this species and help restore natural habitat for the return of aquatic species at risk throughout our river systems.

A federal initiative—the Stewardship Restoration Program—aims to support exactly this type of work, particularly projects undertaken in collaboration with First Nations. Our group is proud to be working in partnership with Glooscap First Nation, who have agreed to provide ten green crab licences for this conservation project.

Stage One of our test fishery began in December 2023 using First Nation licences and was highly successful at the mouth of the Roseway River.

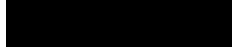
Stage Two is scheduled to begin this December, with six fishers expanding efforts to five additional river-mouth habitats.

I am writing to respectfully request a letter of support for this initiative. We will be submitting our Letter of Interest to DFO tomorrow, and we intend to

apply for funding under the Stewardship Restoration Program by December 15th. To date, all project work has been privately funded by me.

If you have any questions or would like to discuss our work further, I welcome you to contact me at any time:

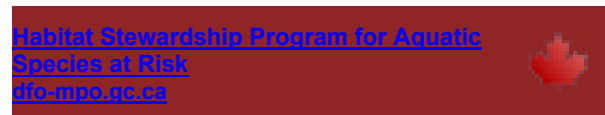
Leigh Thorburn



It would be my pleasure to share more about the direction and potential of this important project.

Sincerely,

Leigh Thorburn





Naturally Yours

136 Hammond Street, PO Box 280 Shelburne, NS BOT 1W0 Phone: (902) 875-3544 - Fax: (902) 875-1278

2025-11-17

Address

Attention:

Email:

Re: Green crab mitigation initiative

Dear

On behalf of the Municipality of the District of Shelburne, I am pleased to offer this letter of support for the green crab mitigation initiative being led by Mr. Leigh Thorburn in collaboration with Glooscap First Nation.

The Municipality recognizes the significant and growing threat posed by invasive European green crab within the estuarine and coastal ecosystems of Southwest Nova Scotia. This species has caused extensive habitat degradation, including the destruction of eelgrass beds and essential nursery grounds critical to the recovery of aquatic species at risk. Efforts to control and remove green crab are an urgent priority for restoring ecological balance in our region.

Mr. Thorburn's leadership in assembling a team of young local fishers committed to the targeted removal of invasive green crab represents exactly the type of community-driven, collaborative stewardship our region needs. His successful Stage One test fishery in December 2023, conducted at the mouth of the Roseway River using First Nation licences, demonstrated both the feasibility and ecological value of this work. The planned expansion of the project in Stage Two, involving six fishers working across five additional river-mouth ecosystems, is a meaningful and timely next step.

The Municipality is particularly encouraged by the project's partnership with Glooscap First Nation, which will provide ten green crab licences for conservation purposes. This collaboration aligns directly with the objectives of the Federal Stewardship Restoration Program, which seeks to support habitat restoration initiatives—especially those undertaken jointly with Indigenous partners.

We fully support this project and commend Mr. Thorburn for personally funding all activities to date. His commitment to marine conservation, community involvement, and restoring critical aquatic habitats reflects values that are central to our municipality's long-term environmental stewardship goals.

Warren MacLeod CAO

warren.macleod@municipalityofshelburne.ca

www.municipalityofshelburne.ca

Penny Smith, Warden

Warden@municipalityofshelburne.ca

If further information or discussion would be helpful, please feel free to contact our office at any time.

Sincerely,



Sincerely,
Warden Penny Smith

November 24th 2025

Dear Warden, CAO & fellow Councillors,

I am writing to formally submit my resignation as Councillor from the Municipality and District of Shelburne. I am grateful for the opportunity to serve on the board and contribute to the Municipalities vision and growth over the past 3 years. My decision to resign is strictly due to medical and health reasons. I feel I can no longer contribute to my full ability. It has been an honour to serve the community and I've learn a lot. I am truly sadden writing this letter. I wish the Municipality of Shelburne continued success in serving the our community.

Sincerely, Anthony Gosbee