



Amalgamation Steering Committee Meeting
February 4, 2026 | 6:00 pm
Municipality of Shelburne | 414 Woodlawn Drive | Room 114

Those in Attendance:

Mayor Derek Amalfa, Chair TOL
Warden Penny Smith, Vice Chair MDS
Mayor Stan Jacklin, TOS
Deputy Mayor Craig Hillen, TOL
Deputy Warden Heidi Wagner, MDS
Councillor Therese Cruz, TOS
June Harding, Clerk TOL
Warren MacLeod, CAO MDS
Sarah Mattatall, CAO TOS
Nicole Blades, Recording Secretary MDS
Members of the Public

1. Call to Order

Mayor Derek Amalfa, Chair, called the meeting to order at 6:02pm.

2. Approval of Agenda

2.1. February 4, 2026

*Being duly moved and seconded, the agenda for February 4, 2026 was approved.
Motion carried.*

3. Approval of Minutes

3.1. December 3, 2025

*Being duly moved and seconded, the minutes for December 3, 2025 were approved.
Motion carried.*

4. New Business

4.1. Cost Sharing Moving Forward

With budget deliberations approaching, all three units require estimated costs related to amalgamation to bring forward for consideration. For purposes of submitting a funding application to the Province, the administrators of all three units presented an estimated \$550,000 to be shared amongst the units.

Potential cost sharing percentages were presented to the committee. These percentages are based on the prior years assessment values for each unit with the

Municipality being 76.24%, the Town of Shelburne being 17.43%, and the Town of Lockeport being 6.33%.

A discussion was held regarding the importance of securing provincial funding to support the amalgamation process. Clarification was provided that amalgamation is not proceeding at this time; the current action is solely to apply for funding assistance, with any decision on amalgamation to be made at a later date.

Being duly moved and seconded, be it resolved that the Amalgamation Steering Committee write a letter to MLA Nolan Young requesting the Province to pay the total costs for the studies required in order to move forward with the amalgamation process. Motion carried.

Being duly moved and seconded, be it resolved that the Amalgamation Steering Committee approve the percentages as presented and take the recommendations to respective Councils to review to move forward in the Municipal reform process. Motion carried.

Being duly moved and seconded, be it resolved that the Amalgamation Steering Committee approve the budget amounts as presented and move forward with submitting the funding application. Motion carried.

4.2. Website FAQs

The Municipality is housing an Amalgamation page that shares all content for the Committee on their website.

A discussion was held and it was agreed that an FAQ document should be created and would be a great resource to the public.

It was noted that Windsor/West Hants and Queens County still have their FAQ page from their amalgamation process available online for viewing.

It was unanimously agreed that all FAQs be forwarded to Chair Amalfa and he will work with administration on creating and updating the content to be shared on the Amalgamation page on the Municipality's website.

4.3. Pros & Cons Discussion from Workshop

On February 3, 2026, the Councils of all three units had an amalgamation workshop with Kevin Latimer. Kevin is the former Managing Partner of Cox & Palmer, Halifax and was appointed by the Province of Nova Scotia to act as Transition Coordinator for the Windsor / West Hants municipal consolidation project (2018-2020).

A discussion was held and each committee member provided feedback on the workshop.

It was noted the workshop summary will be available for viewing on the Amalgamation webpage hosted on the Municipality's website.

4.4. Public Engagement Strategy

A discussion was held regarding the importance of public engagement and input during this process, and all residents are encouraged to contact members of the Committee to share any feedback they wish to have considered regarding amalgamation.

A discussion was held regarding future education sessions with municipalities that have had a successful amalgamation/consolidation application, such as Windsor and West Hants. It was noted that a presentation from their representatives would be informative and beneficial for both the Committee and the public.

A discussion was also held regarding a session with Chrystal Fuller and Brian Smith who led the public engagement with the Antigonish amalgamation process. CAO MacLeod will explore costs to have Ms. Fuller present to the Committee.

Being duly moved and seconded, be it resolved that the Amalgamation Steering Committee approve CAO Warren MacLeod to invite members of the Windsor/West Hants Consolidation to present on their experience and to explore costs for Chrystal Fuller and Brian Smith to present to the Committee. Motion carried.

5. Next Steps

5.1. Discussion on further need for additional education sessions

A discussion was held regarding the amalgamation of Queens County and its reported success. Administration was directed to explore whether individuals involved in the process, which occurred approximately 29 years ago, may still be available to provide insight.

It was noted that placing an ad in the local paper may be beneficial to getting more public input. Administration will explore costs.


6. Adjournment

There being no further business the meeting was adjourned at 6:57pm. The next Amalgamation Steering Committee meeting will be held on March 4, 2026.

Nicole Blades, Executive Assistant MDS
Recording Secretary



Mayor Derek Amalfa, Chair



Warden Penny Smith, Vice Chair

March 4, 2026
Date