



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
MARCH 11, 2026 | 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. March 11, 2026		1-2
3. <u>ACCEPTANCE OF MINUTES</u>		
a. February 25, 2026		4-8
4. <u>BUSINESS ARISING</u>		
5. <u>PRESENTATION</u>		
a. Shelburne County Community Pastures – Matthew Roy, President of the Yarmouth/Shelburne County Federation of Agriculture	6:00pm	9-21
b. Woodlands Multiuse Trail Association – Sherm Embree, Dana Dares, & Don Leggett	6:30pm	22-27
6. <u>FINANCE</u>		
a. Tax Sale by Tender 2026/2027* – Michelle Williams, Director of Finance		28-36
7. <u>ECONOMIC & COMMUNITY DEVELOPMENT</u>		
a. Shelburne & Area Chamber of Commerce Support – Val Kean, Director of Economic & Community Development		37-48
8. <u>ADMINISTRATION</u>		
a. Appointment of Municipal Engineer* – Erin Hartley, Deputy CAO		49
b. Reserves Policy #56* – Warren MacLeod, CAO		50-56
9. <u>CORRESPONDENCE</u>		
a. Helen Oxford Re: Low Income Tax Rebate		57



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TIME PAGES

10. COMMITTEE REPORTS/WARDEN UPDATE

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

11. IN-CAMERA

- a. Contract Negotiations as per MGA Section 22 (2)(e)
- b. Contract Negotiations as per MGA Section 22 (2)(e)
- c. Acquisition, Sale, Lease and Security of Municipal Property as per MGA Section 22 (2)(a)
- d. Personnel Matters as per MGA Section 22 (2)(c)

12. ADJOURNMENT

Municipality of the District of Shelburne
March 11th, 2026 - Council Meeting
RECOMMENDED MOTIONS

6(a) MOTION: TAX SALE BY TENDER 2026/2027

Be it resolved that the Council of the Municipality of the District of Shelburne proceed to the next Tax Sale that is scheduled to take place in February of 2027 using the Tax Sale by Tender process. The February 2027 Tax Sale by Tender will include any qualifying properties left from the February 9, 2026 tax sale, if they still meet the Tax Sale criteria.

8(a) MOTION: APPOINTMENT OF MUNICIPAL ENGINEER

Be it resolved that the Council of the Municipality of the District of Shelburne appoint the Director of Operations as the Municipal Engineer for the Municipality of the District of Shelburne.

8(b) MOTION: RESERVES POLICY

Be it resolved that the Council of the Municipality of the District of Shelburne approve the attached Reserves Policy #56 as presented, and

THAT Council of the Municipality of the District of Shelburne begin to adopt this policy in their 2026 2027 budget.



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**REGULAR SESSION OF THE 53rd COUNCIL
OF THE
MUNICIPALITY OF THE DISTRICT OF SHELBURNE
Wednesday, February 25, 2026**

The Regular Session of the 53rd Council of the Municipality of the District of Shelburne was held on Wednesday, February 25, 2026, at 6:00 pm.

THOSE IN ATTENDANCE:

Warden Penny Smith
Deputy Warden Heidi Wagner
Councillor Paula Sutherland
Councillor Sherry Thorburn Irvine
Councillor Ron Coole
Councillor Angie Shand

ALSO IN ATTENDANCE:

Warren MacLeod, CAO
Erin Hartley, Deputy CAO via Microsoft Teams
Marcia d'Eon, Director of Operations
Robin Smith, Community Development Coordinator
Jill Webb, Development Officer
Nicole Blades, Recording Secretary

REGRETS

Councillor Dale Richardson

1. CALL TO ORDER:

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

2. APPROVAL OF AGENDA:

a. February 25, 2026

MOTION: APPROVAL OF AGENDA – February 25, 2026

Being duly moved and seconded, be it resolved that the Agenda for February 25, 2026, be approved.

- **MOTION CARRIED**

3. ACCEPTANCE OF MINUTES:

a. February 11, 2026

The Minutes of February 11, 2026 were accepted as circulated.

4. BUSINESS ARISING:

There was no business arising.

5. PRESENTATION:

- a.** Shelburne & Area Chamber of Commerce Funding Request – Charlene Harris, Past President, & Anita Goodfellow, Director
- b.** Subdivision By-Law – Chrystal Fuller & Jennifer Nicholls, Brighter Community Planning & Consulting

5(a) Warden Smith welcomed Charlene Harris, Past President, and Anita Goodfellow Director of the Shelburne & Area Chamber of Commerce.

Ms. Harris & Ms. Goodfellow presented to Council an update on their Board of Directors, application for accreditation, merger with Barrington, and the plans to hire an Executive Director or Administrative Assistant.

Ms. Goodfellow requested Council to consider still contributing \$15, 000.00.

Councillors thanked Ms. Harris and Ms. Goodfellow for their presentation.

5(b) Warden Smith welcomed Jennifer Nicholls from Brighter Community Planning & Consulting.

Ms. Nicholls presented to Council a briefing on the upcoming first reading of the subdivision 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 open space and environmental integration.

Councillors thanked Ms. Nicholls for her presentation.

6. ECONOMIC & COMMUNITY DEVELOPMENT:

- a.** Shelburne Events Committee – Terms of Reference Revision - Robin Smith, Community Development Coordinator

6(a) Robin Smith Community Development Coordinator, presented the Shelburne Events Committee – Terms of Reference Revision staff report.

Ms. Smith advised Council that the Events committee has reviewed the terms of references and identified updates. She highlighted the key changes for Council’s consideration.

MOTION: SHELBURNE EVENTS COMMITTEE – TERMS OF REFERENCE

Being duly moved and seconded, be it resolved that the Council of the Municipality of the District of Shelburne approves the updated Terms of Reference for the Shelburne Events Committee.

- **MOTION CARRIED**

7. OPERATIONS & PROTECTIVE SERVICES

- a. Subdivision By-Law, First Reading – Marcia d’Eon, Director of Operations
- b. J Class Roads Cost Sharing Agreement with Province – Marcia d’Eon, Director of Operations
- c. Tipping Fee Review – Marcia d’Eon, Director of Operations

7(a) Marcia d’Eon, Director of Operations, presented the Subdivision By-Law, First Reading staff report.

Ms. d’Eon advised Council that her staff report goes along with the earlier presentation and is recommending going ahead with the first reading of the Subdivision By-Law and schedule the public hearing for March 25, 2026, with the potential second reading to follow.

MOTION: SUBDIVISION BY LAW

Being duly moved and seconded, be it resolved that the Council of the Municipality of the District of Shelburne give first reading and forward to the public hearing the attached Subdivision Bylaw, as presented.

- **MOTION CARRIED**

7(b) Marcia d’Eon, Director of Operations, presented the J Class Roads Cost Sharing Agreement with Province staff report.

Ms. d’Eon advised Council that the cost sharing agreement with the province is about to expire and advised that the agreement be renewed. Ms. d’Eon also explained that by signing this agreement it doesn’t put the Municipality under contract to do any road maintenance.

Discussion was held regarding the ownership of the J Class Roads once work is completed to the road.

MOTION: J CLASS ROADS COST SHARING AGREEMENT

Being duly moved and seconded, be it resolved that the Council of the Municipality of the District of Shelburne authorize the Warden and Chief Administrative Officer to sign Cost Share Agreement No. 2026-019 with NS Department of Public Works for J Class Roads.

- **MOTION CARRIED**

7(c) Marcia d’Eon, Director of Operations, presented the Tipping Fee Review staff report.

Ms. d’Eon advised Council of the of current tipping fees at facilities throughout the province, and indicated that the C&D site’s existing rates are below the provincial average. The C&D site operates as transfer station which means that we are paying to handle the waste, truck the waste and then to dispose of it. She also explained the tipping fees in detail.

A discussion was held regarding the tipping fee increase scenarios presented, what they would look like in terms of value, when the increases should start and the importance of communication with the public.

MOTION: TIPPING FEE

Being duly moved and seconded, be it resolved that the Council of the Municipality of the District of Shelburne approve option one moderate increase with flat rate model.

Material – Resident – Commercial – Non-Resident

Treated Wood - \$130/MT - \$145/MT - \$160/MT

Mixed C&D - \$121/MT - \$136/MT - \$151/MT

Leaf & Yard Waste - \$67/MT - \$82/MT - \$97/MT

Scrap Metal - Flat \$10 - Flat \$10 - Flat \$10

Rope - \$10 Flat - \$10 Flat - \$10 Flat

Items with Freon - \$20/unit - \$20/unit - \$20/unit

- **MOTION CARRIED**

8. ADMINISTRATION:

- a. Write off AAN:00889997 – Warren MacLeod, CAO

8(a) Warren MacLeod, CAO, presented Write off AAN00889997 staff report.

Mr. MacLeod advised Council that the owners of the property was The Clyde River Busy Bee Club and has sense dissolved and was struck off the Registry of Joint Stocks on May 21st, 2021, the parcel of land was subsequently given to the Province of Nova Scotia but was not updated at the Nova Scotia Land Registry. It was advised by the Solicitors to remove property from the tax sale as the province of Nova Scotia was in the process of assuming the property. As a result, the taxes on the property fell into arrears. The property is now listed as exempt from taxes as it is owned by the Province of Nova Scotia; the current arrears and interest need to be written off.

MOTION: WRITE OFF AAN: 00889997

Being duly moved and seconded, be it resolved that that the Municipality of the District of Shelburne write off the balance of \$557.76 on AAN 00889997 using GL 00-28211-000.

- **MOTION CARRIED**

9. COMMITTEE REPORTS/WARDEN'S UPDATE:

- a. Committee Reports
b. Warden's Update

9(a) Councillor Sutherland noted she attended and provided updates on the following:

- Ingomar Fire Department Award Ceremony

Councillor Thorburn Irvine noted she attended and provided updates on the following:

- Climate Change – Inter Municipal learning session
- Rick Hanson Lunch and Learn
- Council Orientation
- National Climate Caucus

Councillor Coole noted he attended and provided updates on the following:

- Council Orientation

9(b) Warden Smith noted she attended and provided updates on the following:

- February 17 – Fire Services Modernization virtual meeting
- February 18 – Shelburne County Leadership Meeting

Warden Smith noted the provincial budget cuts to museums and visitor center and suggested to Council that they write a letter to the Premier Tim Huston and copy MLA Nolan Young in conjunction with the other four Municipal units in Shelburne County.

10. IN-CAMERA:

- a. Legal Advice Eligible for Solicitor – Client Privilege as per MGA Section 22 (2)(g)

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 7:36 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 7:45 pm.

- **MOTION CARRIED**

10(a) Item was discussed in-camera.

11. ADJOURNMENT:

There being no further business, the meeting was adjourned at 7:46 pm. The next Regular Council meeting will be held on Wednesday, March 11, 2026.

**Nicole Blades
Recording Secretary**

Penny Smith, Warden

Date

**Erin Hartley, Deputy Chief Administrative
Officer**

Shelburne County Community Pastures

Supporting local beef production

Presented by

Yarmouth/Shelburne County Federation of Agriculture

Who we are

- Yarmouth/Shelburne County Federation of Agriculture
- Farms in Yarmouth and Shelburne counties.
- A county branch of the Nova Scotia Federation of Agriculture
- We are the families that raise and grow local foods.
- We are the backbone of local food security.
- We are businesses that keep local dollars in the community

Why are we presenting to you today

- Shelburne County is ideal for beef production
- The county is losing farms/agricultural land
- Potential to increase the viability of county farms
- The Province is promoting a “Beef Initiative”
- The Province just launched a “Land Initiative”
- Asking for your cooperation and endorsement

Why Shelburne County

- ▶ Moderated climate
- ▶ Long pasture growing season
- ▶ 27% of the county's registered farms' main commodity is beef
- ▶ Mild winter and summer temps give the county an advantage
- ▶ Abattoir located in Yarmouth County
- ▶ Province has a beef initiative to support beef growers
- ▶ Province has a land initiative to support community pastures
- ▶ End of supply chain! Need to increase food security

What is a community pasture?

Cooperatively owned/managed grazing land where multiple member farms send their livestock to graze during the summer. These lands are often managed by local associations promoting sustainable land use, which provides cost-effective grazing while preventing soil erosion by managing stocking rates.

- Land managed by a group of farmers
- Preserves agricultural land
- Allows new farmers to access pasture
- Increases county beef numbers
- Demonstrates pasture management best practices
- Increases food security for the area

Nova Scotia Community Pastures



Vision of the project

- Strengthen cattle production
- Provide opportunity for farms to grow
- Improve the image of agriculture
- Protect agricultural lands from development
- Multiple parcels of land in both counties
- Increase local food security

What will be developed

Southwest Pastures Cooperative Ltd.

- ▶ Co-operative not-for-profit legal structure
- ▶ Run by members
- ▶ Governed by an elected board of directors from membership
- ▶ By-laws for governance
- ▶ Employment opportunity to maintain fencing and herd oversight
- ▶ Yarmouth County Community Pastures
- ▶ Shelburne County Community Pastures

Management Practices

- ▶ April to November Grazing Season
- ▶ Soil testing to determine pH and fertility requirements
- ▶ Pre-season fence check and repair to permanent perimeter fencing
- ▶ Rotational Grazing
- ▶ Interior paddocks with temporary Solar electric fencing
- ▶ Weekly check and repair of permanent perimeter fencing
- ▶ Seasonal job creation

Rotational grazing will improve soil quality year after year

Requirements for use

- ▶ Member of Cooperative
- ▶ Provincially registered farm
- ▶ Release of liability signed
- ▶ Cattle owners have insurance
- ▶ Cattle have Vaccinations
- ▶ De-wormed
- ▶ Identification tags
- ▶ Entry and exit weights

Time frame

2026

- ▶ Form the cooperative
- ▶ Secure funding
- ▶ Identify properties
- ▶ Establish perimeter fencing
- ▶ pH testing and adjustments
- ▶ Fertility testing and seeding
- ▶ Obtain guarantees of use

2027

- ▶ First livestock on pasture
- ▶ Expand pasture properties
- ▶ Expand fencing of properties
- ▶ Improve fertility
- ▶ Hire seasonal pasture manager
- ▶ Acquire portable chute and scale

Moving forward

- ▶ MODS identifies properties of 5 acres or larger (End of March)
- ▶ MODS gives permission to walk properties (End of March)
- ▶ Yarmouth/Shelburne Federation of Agriculture evaluates properties
- ▶ Potential properties are identified (End of April)
- ▶ Enter into lease agreement (End of June)
- ▶ Cooperative assumes responsibility to maintain/improve properties

Suggested Motion:

To recommend that staff be directed to explore opportunities regarding community pastures with the Yarmouth/Shelburne Federation of Agriculture.

11 Mar 2026

Presentation to Municipality of Shelburne
State of Trails in Shelburne County by
the Woodlands Multiuse Trail Association (WMTA)
and the Shelburne County ATV Association (SCATVA)

1) Thank you for your invitation to present on the state of trails in Shelburne Country. I am Sherm Embree the Treasurer of the WMTA and a Director of the SCATVA.

With me to assist in today's presentation are: Dana Dares Secretary, and Don Leggett Project Manager Observation Platform.

Photo 1 - Map of trails www.atvans.wildapricot.org See Interactive map.

- 1) The SCATVA was established in 1996. **Since starting in June 2006 the WMTA, in close cooperation with the SCATVA have constructed eight shared multi use trails for a total of 78.3 kilometers.** We have replaced two bridges entirely and reconstructed 22 other bridges. It has been a busy 30 years. In each of the past several years we have had over 150 members. Our Facebook page has over 1900 followers and 4100 views in the past month. This is significantly greater participation in our trail association than any other bicycle, walker or hiker group membership in Shelburne County.

Photo 2 – Map of trails www.atvans.wildapricot.org Zoom in on Shelburne County.

- 2) **Our aim has been to complete, with others, a connected shared multi use trail around western Nova Scotia as parts of the Trans Canada Trail. We want to complete the trail across Shelburne County primarily on abandoned rail bed crown lands (125.8 kms).** 44.4km of that rail bed is in the Municipality of Barrington and is fully legally connected, developed, operational and maintained by us. This shared multiuse trail development to date would not have happened without the involvement of the OHV community. (Hand out “We Share Trails”)

- 3) In the Municipality of Shelburne , WMTA / SCATVA has completed 37.4 km of trail of the 81.4 km of rail bed. The Town (3.5 km), MDS (4.8km) and Black Loyalists (1.5 km) have developed some sections of the rail bed so 34.2 km have yet to be developed between Port Clyde and Islands Park.
- 4) **As of December 2024 we have achieved a legal connected OHV trail, by means of road trails, across Shelburne County with the exception of the Jordan River Trail bridge and the Roseway River Trail which are both under the jurisdiction of the MDS. A developed shared multiuse trail for walkers, cyclists, hikers, horse riders, etc has yet to be undertaken by an interested group.**
- 5) **We are also a part of the Trans Canada Trail with the Nova Scotia Trails Federation and other trail groups creating a continuous connected trail around the Western Loop of Nova Scotia.** The NS Trails Federation leads and coordinates trail organizations in trail development and the implementation of the Nova Scotia Provincial Trails Strategy.

Photo 3 – See Maintenance Plan Grant Distribution 2025 /26

- 6) **Funding for the trails has come by multiple grant applications, association memberships, fundraising and in kind labour.** Grants have come from:
 - NS CCTH RTEF (annual maintenance funds and up to 1/3 of eligible project costs),
 - NS OHV Trails Infrastructure Fund (annual maintenance funds and up to 50% of eligible project costs),
 - ATVANS Small Grant Fund,
 - Trans Canada Trail,
 - ACOA Innovative Communities Fund,
 - the Western Regional Economic Network for the “Get Sidetracked Project” connecting businesses and trail users,
 - from Municipalities, and
 - a large contribution of in kind volunteer work from users and Association members on all projects for construction and maintenance.

Our volunteers also organize recreational events, do litter pickup, and encourage proper trail use through our Etiquette program (hand out ATVANS Brochures). Our partners, the Shelburne County ATV Association, have taken on the role of setting the example for proper trail use, maintaining the trail, organizing recreation and fundraising. We are members of the Shelburne County Chamber of Commerce (and ex Tourism) Association and the NS Trails Federation.

- 7) In Shelburne Municipality we have completed the trail from east to west for 37.4 km including 13 bridges.

Photo 4 – Spa Rd finish

Photo 5 – Purney Brook Bridge

- 8) **Our main focus the past several years has been to contract our more trail maintenance** having spent the first fifteen years with trail users and volunteers doing trail maintenance and construction. In 2025/26 we spent \$40,785.03 on trail maintenance in MDS and \$135,964.72 in MoB. That includes \$84,847.60 in MoB for 18 km of capital work on trail recovery of damaged trail. In addition to those dollar expenditures we contributed over 800 hours of in-kind volunteer effort worth over \$23,000. That was a lot of grant and contract management. In the next year we hope to simplify our contract management having hired one contractor to do all the maintenance on all of our trails leaving repairs and capital work to other contractors and volunteers.

- 9) **In 2025, we connected fragmented rail bed across eastern Shelburne County. We now have a legal OHV route approved** from Clyde River to the Islands Park, from Roseway River to Jordan River and from Jordan River to the Queens County line. The Town of Shelburne approved an OHV road trail connecting trails at the north and south end of town in October 2024. NS DPW approved three OHV road Trails between Islands Park and Clyde River in December 2024. (4.17km at Port Clyde, 6.86 km at Churchover / Gunning Cove, and 400m at Brichtown Trestle Bridge.) We did not get NS DNRR approval to remove vehicle restrictions on three sections of rail bed that we applied for in April 2024. 1.32 km of rail bed at Port Clyde, 885meters at Brichtown and 853 meters at Roseway River Trail.)

10) Trail construction costs to build to provincial trail standards in 2021 were approximately \$10,000 to \$12,000 per kilometer plus bridge repairs. In 2024, trail redevelopment or resurfacing is between \$3,000 / km and \$12,000 / km depending upon the amount of resurfacing material required to be purchased. WMTA would like to thank MDS again for their contributions to past trail construction which included \$20,000 for Ogden Creek Bridge replacement, \$20,000 for East Jordan Trail construction, and \$20,000 annually for maintenance and capital costs.

PAUSE

Photos 6 and 7 – MDS maintenance activity

11) An example of resurfacing are our flood and fire damage repairs in 2024 at the Treasured Wetland Trail at Clements Pond and at the Barrington Bay Trailway costing \$68,425 for 4.7 km.

Photos 8 –resurfacing in MDS near Lockies Brook Bridge

PAUSE

12) With respect to maintenance, trail associations around the province have found it costs about \$500 per kilometer per year and some have standing contracts with contractors to do trail brush cutting, mowing and grading.

Photos 9 – Trail Maintenance - mowing

The MDS has their own trail maintenance experience with trail resurfacing and maintenance costs and contracting. In Shelburne County trail maintenance has been done until about six years ago primarily by users volunteering time, skills and equipment.

The trail and ATV Associations own a tractor, grader blades, two mowers, a brush cutting sickle bar and equipment storage container. Our volunteers are aging. **We are doing more and more maintenance by contract as funds are available.**

In the past several years we have used \$10,000 of MDS grant funds from your Gas Tax account for maintenance of the trail in MDS. If we get complementary grants approved we would like to use a further \$10,000 MDS Gas Tax Grant this year to enhance the trail facilities by building a rest stop wetland observation platform on the Jordan Branch Trail .

Photo 10 – Proposed Observation Platform

PAUSE

- 13) We have carried a heavy load for 25 years in trail development and maintenance and done it all with volunteers and grant approvals. We are stretched and losing capability. The community and municipality have been very supportive but we barely keep the trail to the standard we and the community wish. **We see the trails through MOB, MDS and the Town of Shelburne as community and municipal infrastructure resource just as are your other trails, the Welkum Park, Shelburne County Arena, and SRHS Community Use Facility. Trails are now part of the tourism infrastructure in western Nova Scotia. Trails are part of economic development in the Western REN (Regional Economic Network) among 11 municipalities as evidenced by their project to enhance trails called “Get Side Tracked”.**

Photos 11 and 12 - trail users

- 14) **We thank you for your past support and ask that you continue to support the trails just as you do other recreational and tourism infrastructure. Our community trails are a multimillion dollar asset investment managed by volunteers.** We need municipal support to fund ongoing maintenance and capital costs to keep this key recreation and tourism facility in good accessible condition for a wide variety of users. We would like municipal support to fund maintenance, trail improvements, enhancements, equipment and development.
- 15) **We are concerned about volunteer succession in our organization as are most volunteer organizations.** We need to find or support a trail manager as the responsibilities have grown to more than that

which a volunteer organization should have. We would appreciate discussing cooperative management responsibilities or partnerships as done in Digby County, Lunenburg Municipality and the Annapolis Valley.

13) **Specifically we have two requests of MDS (as for WMTA request to MoB):**

- a) **We would like MDS to continue their financial support for maintenance, development and capital improvements to the trail;**
- b) **The second request is that we would like MDS to help us manage and help complete the development of the remaining 34.2 km of shared multiuse trail across Shelburne County.**

PAUSE

Photo 13 –Sable Wetland scene of walkers during Emily Forrest provincial walk about.

14) **In conclusion, we are close to having a legal OHV trail across Shelburne County in cooperation with MDS. We have constructed nearly 78.3 kilometers of high quality, safe multi use trail on mostly public crown land. WMTA also maintains that 78.3 kms of safe, high quality shared multi use trail contributing to the recreational, economic and tourism future of SW Nova Scotia. We see this as partial fulfillment of a provincial vision to have a core, shared, multi use trail around Western Nova Scotia as part of the Trans Canada Trail. We hope that Municipality of Shelburne will consider this vision for the benefit of the community in their future discussions.**

15) Thank you for this opportunity to present and discuss MDS support to trails. You are welcome to come on a trail ride. We will offer to take you on the trails anytime.

16) Your questions would be welcome.



STAFF REPORT

To: Council

From: Michelle Williams, Director of Finance

Approved by: Warren Macleod, Chief Administrative Officer

Date: March 11, 2026

Subject: Tax Sale by Tender 2026 2027

ORIGIN

Per section 134 of the Municipal Government Act, if a property has outstanding taxes for the preceding three fiscal years, it shall be put up for tax sale. As per the Municipality of the District of Shelburne Tax Sale Policy when the tender tax sale list that will be produced in the 2026/2027 fiscal year, a “property shall be sold for tax sale if taxes are in arrears for the proceeding one fiscal year.”

RECOMMENDATION

THAT the Council of the Municipality of the District of Shelburne proceed to the next Tax Sale that is scheduled to take place in February of 2027 using the Tax Sale by Tender process. The February 2027 Tax Sale by Tender will include any qualifying properties left from the February 9, 2026 tax sale, if they still meet the Tax Sale criteria.

BACKGROUND

Tax Sale

Public auction

MGA Section 141 (1) Unless the arrears of taxes, interest and expenses are paid, the treasurer shall proceed to sell land liable to be sold for taxes at public auction.

(2) The treasurer may, with the consent of the council, call tenders for property rather than put the property up for sale at public auction.

(3) The council may direct the treasurer as to what constitutes an acceptable minimum tender or bid, if the treasurer is of the opinion

that the property might not realize sufficient to cover the outstanding taxes, interest and expenses.

Municipal purchase of tax sale property

MGA Section 143 (4) Where no bid is received for any land sufficient to satisfy the full amount of the taxes, interest and expenses due in respect of the land and the municipality does not purchase the land, the municipality may, without further notice to the owner and encumbrancers, again advertise the property and

- (a) sell it at auction for the best price that may be obtained; or
- (b) call tenders for the property and sell it for the highest tender, and the council may direct the treasurer as to what constitutes an acceptable minimum bid or tender price.

(5) Subsections 142(2) and (3) apply to the advertising referred to in subsection (4). 1998, c. 18, s. 143; 2003, c. 9, s. 55.

Tax sale advertisement

MGA Section 142 (2) Notice of the sale at public auction or the call for tenders shall be published

- (a) at least twice prior to the sale or when tenders close in a newspaper circulating in the municipality;
- (b) with the first advertisement appearing at least thirty days prior to the sale or when tenders close; and
- (c) setting out each lot of land to be sold and the date, time and place of the sale or when tenders close.

(3) It is sufficient to state in the advertisements the street and number of a property advertised or to include any other such short reference by which the property may be identified, together with a statement that a full description can be seen at the office of the treasurer. 1998, c. 18, s. 142.

DISCUSSION

On February 9, 2026, the Municipality of Shelburne had their 2025/2026 tax sale by tender. There were 17 properties available for sale, 11 sold and six did not sell (two properties were pulled from this tax sale per solicitor). A detailed list on the successful bids were posted on the Municipal website February 11, 2026.

Staff are recommending any unsold properties from the February 9, 2026 tax sale by tender to be advertised in the next tax sale by tender scheduled for February 2027 should the resident qualify for the terms set out in the Tax Sale and Collections Policies as:

1. Pre-warning letters will be sent May 2026.
2. Taxes are due June 30, 2026 after which staff will begin preparing February 2027 tax sale.
3. In July 2026, the preliminary notices would then be issued.

4. The accounts receivable is down to a lower level than in previous years.
5. April – July are busy months in the department where there is a high volume of transactions.

Attachments

Tax Sale Results for February 9, 2026

Collection Policy

Tax Sale Policy



TAX SALE RESULTS - FEBRUARY 9, 2026

The winning bid amounts for the February 9th, 2026 Tax Sale by Tender were as follows:

AAN	PID	Description	Assessed Owner	Winning Bid (Highest)
00017477	80093586	BIRCHTOWN RD BIRCHTOWN LAND	JAMESON PATRICIA	NO BIDS
01148249	80115876	4619 HIGHWAY 103 JORDAN FALLS LAND	STEWART FRANK LEROY	NO BIDS
01736078	80096910	13 HEMEON LANE LOWER SANDY POINT LAND DWELLING	GOODICK ERNEST J & BERNICE	NO BIDS
01756478	80113285	JORDAN BRANCH RD JORDAN BRANCH LAND	GOUGH FRANCES & JOHN W	\$13,500.00
01839497	80087240	SHORE RD ROUND BAY LAND	WISEMAN EILA R	\$2,169.24
02175959	80111743	PELLS RD SHELBURNE LAND	JACKLYN ROBERT CHARLES ET AL	\$7,000.00
02731274	80119704	EAST GREEN HARBOUR RD BRIGHTON LAND	ROSENTHAL JULIA	\$3,500.00
02986841	80092448	56 SHORE RD BIRCHTOWN LAND BUILDING	HOPKINS GARY	\$10,540.00
03640205	80096407	SANDY POINT RD SANDY POINT LAND	SUTHERLAND JAMES MOSES SUTHERLAND SALLYANN	NO BIDS



TAX SALE RESULTS - FEBRUARY 9, 2026

03832651	80101587	11 LUPIN ST SANDY POINT BLOCK R2AB SANDY POINT WAREHOUSE	3337285 NOVA SCOTIA LIMITED	\$61,370.50
04333187	80083710	5282 SHORE RD NORTH EAST HARBOUR LAND DWELLING	SMITH LEO C & PEGGY A ATT PUBLIC TRUSTEE	NO BIDS
04348052	80082563	SHORE RD PORT SAXON LAND	PERRY DILLON	\$1,215.39
08419876	80136039	HIGHWAY 3 WEST MIDDLE SABLE LOT 12 WEST MIDDLE SABLE	HALE SUZANNE	\$2,323.00
09871284	82554189	EAST SABLE RD SABLE RIVER LAND	GAO YUAN WEI HAI XIA	\$2,724.69
10390435	82549601	SHORE RD GUNNING COVE LOT 3 GUNNING COVE	GOULDEN DARRELL LOVITT	NO BIDS
10815398	82575135	SANDY POINT RD SANDY POINT LAND	BURRILL LYDIA EST PERLEY BURRILL	\$13,311.00
10815401	82575127	SANDY POINT RD SANDY POINT LAND	BURRILL LYDIA EST BURRILL PERLEY EST ATT VWNUTI SYLVIA & ANTHONY	\$50,000.00



Policy 43
Collections Policy

POLICY PURPOSE

43.1 To provide the Finance Department with clear requirements related to the notification process for its accounts receivable.

POLICY DETAILS

43.2 Collection Letters are sent out every September and January for any properties that are in arrears of \$50.00 or more.

43.3 Tax bills are sent out in April and due June 30 for all properties, regardless of the amount.

Amounts will include arrears.

43.4 Pre-warning letters are sent out in May for any properties that are going to be on the tax sale list generated in July. Effective June 23, 2021, letters will only be sent if the arrears are \$5.00 or more. If an interest charge applied after the pre-warning letters are

sent in May of each year increases a property tax balance above the \$5.00 exemption limit, the property in question will still be deemed as having a balance of less than \$5.00.

43.5 Monthly statements are sent for the Construction and Demolition Site (RMRF), Septage Receiving Station, Miscellaneous, RCMP and Sherriff for statement amounts that are \$2.00 or more.

43.6 Invoices created during the month are due the end of the following month before interest

is charged, i.e. Invoice charged Nov. 3, Statement sent Nov. 30, due Dec. 31.

43.7 Residents will receive a receipt:

- When the 'request receipt' box amount is checked on the Tax Bill, Statement or Collection Letter.
- When a resident pays with cash.
- If after a payment, there is any balance or credit on the account.

43.8 As of April 1, 2019, if a property is in arrears one year plus current, it will be on the tax sale list, regardless of the amount owed. Effective June 23, 2021, a property will only be on the tax sale list if the arrears are \$5.00 or more. If an interest charge applied after the

pre-warning letters are sent in May of each year increases a property tax balance above the \$5.00 exemption limit, the property in question will still be deemed as having a balance of less than \$5.00.

43.9 The Treasurer may approve administrative policies governing the write-off or adjustment of taxpayers accounts where oversight is provided by the CAO/DCAO through

documentation and co-signature. In general, staff have the authority to write off accounts

where notice is received from PVSC/Land Registry that an error has been made in the file roll which cannot be collected by any provision of the Assessment Legislation (ie Duplicate Assessments, Deleted Accounts, etc).

THIS IS TO CERTIFY that the Council of the Municipality of the District of Shelburne duly passed the policy respecting Collections on February 25, 2019.

SIGNED this 30th day of January, 2024



WARDEN



CHIEF ADMINISTRATION OFFICER

Approved by Council: February 25, 2019

Effective Date: February 25, 2019

Amended Date: February 24, 2020

Amended Date: June 23, 2021 (amend sections 43.4, 43.8)

Amended Date: March 23, 2022 (amend sections 43.4, 43.8)

Amended Date: January 24, 2024 (added section 43.9)



Policy 33 **TAX SALE**

POLICY PURPOSE

- 33.1 It is the Policy of the Municipality of the District of Shelburne that all property taxes be collected in a timely manner. Property tax accounts that fall into arrears will be subject to collection efforts that ultimately can result in tax sale.

POLICY DETAILS

- 33.2 Effective April 1, 2018 until March 31, 2019, property shall be sold for tax sale if taxes are in arrears for the preceding two fiscal years. Section 134(1) of the *Municipal Government Act* states “property *may* be sold for taxes if the taxes with respect to the property are not paid in full for the taxation year immediately preceding the year in which the tax sale proceedings are commenced, but the proceedings shall not commence before June 30th in the year immediately following that taxation year.” Section 134(2) of the *Municipal Government Act Section* states “property *shall* be put up for tax sale if taxes are in arrears for the preceding three fiscal years.”
- 33.3 Subject to the collection limit identified in s. 43.8 of the Collection Policy, effective April 1st, 2019, property shall be sold for tax sale if taxes are in arrears for the preceding one fiscal year. Section 134(1) of the *Municipal Government Act* states “property *may* be sold for taxes if the taxes with respect to the property are not paid in full for the taxation year immediately preceding the year in which the tax sale proceedings are commenced, but the proceedings shall not commence before June 30th in the year immediately following that taxation year.” Section 134(2) of the *Municipal Government Act Section* states “property *shall* be put up for tax sale if taxes are in arrears for the preceding three fiscal years.”
- 33.4 When Municipality of the District of Shelburne sends the Preliminary Tax Sale Notice, pursuant to Section 138 of the *Municipal Government Act*, it shall be policy of Municipality of the District of Shelburne that any person notified must provide payment in full to Municipality of the District of Shelburne within thirty days of the date of the preliminary notice.
- 33.5 HST on Redemption of Tax Sale Properties. Where a property has been sold for taxes at a tax sale, which is subject to HST, and such HST has been paid by the tax sale purchaser; it shall be the policy of the Municipality of the District of Shelburne that any party redeeming such tax sale property shall be provided with a redemption amount which includes the amount of HST paid by the tax sale purchaser and that the full redemption amount, including such amount of HST, must be to the Municipality in order to redeem the property.

REPEAL

33.6 Tax Sale Policy adopted by Council of the Municipality of the District of Shelburne on the 26 day of March, 2018, is hereby repealed.

THIS IS TO CERTIFY that the Council of the Municipality of the District of Shelburne duly passed the policy respecting Tax Sale on 26 day of March 2018.

SIGNED this 12 day of December, 2024



WARDEN



CHIEF ADMINISTRATION OFFICER

Approved by Council: March 26, 2018

Effective Date: March 26, 2018

Amended Date: November 26, 2019 (amend sections include 33.2, 33.3, 33.4)

Amended Date: June 23, 2021 (amend section 33.3)

Amended Date: December 11, 2024 (add a new section 33.5, amend old 33.5 to be 33.6)

STAFF REPORT

TO: Warden and Members of Shelburne Municipal Council

FROM: Val Kean, Director of Economic & Community Development

APPROVED BY: Warren MacLeod, Chief Administrative Officer

DATE: March 11, 2026

SUBJECT: **Shelburne & Area Chamber of Commerce Support**

PURPOSE:

To provide Council with information regarding a request from the Shelburne Area Chamber of Commerce (SACC) for continued municipal support.

BACKGROUND:

The Shelburne Area Chamber of Commerce (SACC) recently presented to Council requesting continued municipal support to assist with hiring staff to support Chamber operations.

Over the past two years the Chamber has experienced staffing changes, including the resignation of its Executive Director and administrative staff. The organization currently relies primarily on volunteers and has indicated that additional staff support is needed to continue its work.

Previous discussions between the Municipality and the Chamber included a potential \$15,000 contribution, with conditions related to exploring a unified county chamber and confirmation of support from other municipal units.

The Chamber has reported that discussions with the Barrington Area Chamber regarding amalgamation took place, but the Barrington Chamber chose not to proceed at this time. At this time, no direct financial support has been secured from other Shelburne County units.

DISCUSSION:

The Chamber provides services intended to support local businesses including networking, training opportunities, advocacy, tourism promotion, and collaboration with community partners.

The Chamber has been working toward accreditation through the Canadian Accreditation Council and has developed policies, procedures, and governance documents as part of this process. Their initial application was not accepted but the organization intends to revise and reapply.

The Municipality has provided \$15,000 in funding to the Chamber in each of the past two fiscal years to support the organization as it works toward strengthening its governance and pursuing accreditation. If Council approves funding for the current fiscal year, it will represent the final year of a three-year funding commitment previously discussed with the Chamber.

BUDGET IMPLICATIONS:

The 2025-2026 budget does include a project amount of \$15,000, for Chamber support.

ATTACHMENTS:

1. Presentation from Shelburne & Area Chamber of Commerce



Dear Warden & fellow Councilors

February 16, 2026

Thank you for this opportunity to discuss and update you on behalf of the Shelburne Area Chamber of Commerce. We have appreciated the Municipality's continued support for our organization. As you will read in our presentation we continue to work towards Accreditation with the Canadian Accreditation Council.

When we started this process we all knew it would take up to 3 years to organize, compile and apply for the designation. In discussions with staff of the MOS it was our understanding when we first started the process that financial support would be contributed for the 3 year period. The financial contribution was used towards staff to assist in preparation for the application and help the volunteer committee in their efforts of building a strong Chamber.

In an email from Val Kean on March 25th, 2025, she had included a \$15,000.00 contribution in the budget for the 3rd year and Council did attach some criteria for funding. Although Accreditation is not listed in this criteria it was a request from the Municipality for the Chamber to peruse Accreditation.

1. Unification of the 2 Chambers in the county
2. Support from other Municipal Units

In our presentation you will see that although we pursued unification, we have no control over the other Chambers decision not to proceed at this time. We will continue to work with the Barrington Chamber and maybe someday we will be one.

We have been meeting with the Town of Shelburne and have a good relationship with the Town of Lockeport so we feel support is there for the work the Chamber is doing and hope to continue and grow those relationships.

Our challenge now is to hire an Executive Director or an Administrative Assistant to assist the volunteers to continue the work of the Chamber. That is where the funding will be used that we are asking for. With your Economic Development Committee mandate and the GAP study being done we see the Chamber being a supporting partner in the future development. As a third party The Chamber can access possible funding from other sources that the Municipality may not have access to. Working together could prove to be beneficial for us all.

In closing, the Chamber does have a place in our community, I agree it may seem small but every voice counts and as volunteers our heart and soul supports our community's growth and prosperity. Thank you again for your support.

Sincerely on behalf of the Shelburne Chamber of Commerce Board of Directors



Warden and Council members:

Thank you for this opportunity to present to Council the Shelburne Area Chamber of Commerce (SACC)

The Chamber has been working towards sustainability and credibility. It has been a journey and at times a challenge. Our Chamber wants to thank the Municipality for supporting our journey. This presentation is to update you on our progress and some initiatives that the SACC has encountered and continue to pursue.

Accreditation – Last August (2025) we submitted our application to the Accreditation Council of Canada. The **Canadian Accreditation Council (CAC) has been operating for over 40 years, focusing on the accreditation of various health and human service organizations throughout Canada. It aims to enhance the quality of effectiveness of these organizations by providing a structured framework for evaluation and improvement.**

This application resulted in a 60+ page document being developed for the SACC that encompasses policy and procedures, Board structure and Chamber Board & members responsibilities, Financial responsibilities, strategic planning, just to highlight a few areas. We are aware that there are not that many chambers that are accredited. Only 8 of 91 in Atlantic Canada are accredited! Even Halifax with 1700 members are not. Many of the chambers who rely on funding are volunteer which makes them ineligible. Or just don't have the capacity which makes it unattainable.

We did not hear from our application until late December and were told that our application was not accepted but the Board would be willing to work with us to revise the areas that needed our attention. We would still like to become Accredited and will continue to pursue.

Forming one Shelburne County Chamber – We took the initiative to meet with the Barrington Area Chamber (BACC) Board to discuss joining forces to create a Shelburne County Chamber of Commerce. We had a discussion with Barrington Councilor Eddie Nickerson to discuss the many issues that face our county and the possibility of uniting the 2 Chambers. At the time of our discussions both Boards were having challenges with filling the directors seats, volunteers are continuity hard to secure in many organizations not just the Chambers. When we met with the Board to discuss the fear of one Chamber taking over the other was an issue. Our solution was a Board with interchanging Executive positions so that both areas would be represented common issues facing the Businesses would be the priority but events that were held in each area would still happen. We put the ask out to the BACC but their Board declined a union.

The SACC has had a few challenges over the last 2 years but our Board of Directors has increased in numbers and a sense of interest seems to be emerging. To date there is no President or Vice but we are working towards a full Board for our May 2026 AGM.

Staff - In 2024-2025 our Executive Director Sherry Doane resigned, Sherry was instrumental in preparing the document for the Accreditation process and assisted our Chamber with Administration procedures that were needed. Her decision to resign was from a quality of life, she could retire and enjoy her days....congrats to Her!!! In 2025- 2026 a new hire was done, Tracie Sands was hired. Tracie found the job to be much more than



anticipated, so her employment was short and ended in October 2025. We still had administrative staff, Angie Shand has held the position of Admin Assistant for at least 4 years, we will be losing her soon as well.... she will be joining the MOS. Congrats to her on her position as Councilor.

With the ups and down of Staffing and soon no administrative help it will put more pressure on the volunteers involved. Our volunteers are already at their max, we need a staff person.

Funding is always an issue and although we strive to be more self sufficient it is still a struggle. Membership is an on going initiative and will always be a priority for our funding. The Chamber Group plan is one of the best in Canada, by supporting this plan our Chamber becomes more financially stable.

Just as an example if the Municipality enlisted with the plan you would be supporting the Chamber as well. For each Chamber Group Plan we sign up 4% is earned by the Chamber. It is a win- win opportunity for all.

Recently, a Local representative works directly with us, Jen Goucher, who also lives in the Municipality. We would like to be able to have Jen give the council a comparative report based on your current plan and the Chamber plan to see if this could be a feasible alternative for your staff. Hopefully we can have a meeting with the person who handles your group plan to discuss this possibility.

The following are strong points to support a local Chamber of Commerce and initiatives we are working on:

- **Supports local businesses: Provides networking, training, and resources that help small rural businesses grow and stay competitive.**

The SACC are currently working on a series of specific training opportunities, regular speakers on topics that benefit members, and building the resource page on our web site.

Social Media – The Chamber is moving towards being a better voice for Business & members. We have redesigned our Web site to focus on Business and Opportunities and resources for business. Building networking links that are more directed to services and on going support for businesses so we can offer a one stop area that our businesses can tap into.

- * **Advocates for the community: Gives businesses a collective voice with municipal and provincial governments on issues like infrastructure and funding.**

The SACC have regular monthly meeting with the TOS, MOS and TOL municipal representatives to address concerns and gather information on issues of importance to keep our members informed. Our Coffee drop in sessions for anyone who wants to talk or ask questions have started back again in Lockeport and Shelburne. We also meet with our local MLA to discuss topics of concern that will affect Community Safety, such as the Coastal Protection Action Plan specific areas of concern - Coastal Hazard Map showing Shelburne County's vulnerability RE: rising sea level areas and bridges that could cut our area off. The completion of the 103 highway and Cell phone coverage were topics of concern.



- **Boosts the local economy: Encourages “shop local,” promotes tourism, and helps keep money circulating within the community.**

The SACC is currently working with Municipal government and business to develop a long term plan for the Opening our local Visitor Information Center, an issue that Business feel strongly about needing to be open to strengthen our Tourism industry. We always promote shop local and promote the Provincial Shop Local Program.

- **Builds partnerships: Connects businesses, nonprofits, and government to collaborate on local development projects.**

The SACC connects with local organizations & businesses such as the CBDC, the Economic Growth Development Committee, the Barrington Area Chamber and Nova Scotia Works and local businesses. Recently, on a plan for the VIC and the SC Business awards. Chambers have been recognized by the Province as a support to relay regular information from Provincial departments on Tariffs and CUSMA.

- **Improves visibility and credibility: Promotes member businesses through events, directories, and marketing.**

Our new website highlights a business of the month promoting our members and their contribution to our community. We had a winning float in the Mircle on Dock Street this year, plans for organizing the Local Street Dance in August, working on business tourism brochure for Shelburne and Lockeport, developed the local walking tour brochure for TOS. Also promoting the Beacon App, [Beacon to Shelburne - STQRY Apps Directory](#) that highlights our area. This App should be promoted on all tourism literature and used for tourism marketing. This was a project the Chamber started in 2023 and has many possibilities for development.

I could go on ...but our presentation has a time limit and we want to answer any questions the Council may have.

In closing the Shelburne Area Chamber of Commerce has a place for business in the community. We can work together with Councils & business to strengthen our economic future. We all want what is best for our community and it is not a game of who is in power, who has the most money or even who has the best ideas it is how we bring all those strengths together to form a collective group that empowers our community to be successful.

Present BOARD Members:

Charlene Harris – Past President Anita Telford- Director Andrew Locke – Director
Mary Scott – Director David Chute – Director Shara Mahaney- Director

Group Insurance Representative: Jen Goucher

What is a Chamber of Commerce?

A Chamber of Commerce is a federation of business, industrial and professional firms and interested individuals working together to enhance the economic health of their community. It is a non-profit mutual benefit corporation of voluntary membership that invests time and money to carry forward programs relevant to members' needs and that affect the orderly growth and development of the community.

It is the **catalytic agency** that brings together all of the forces, both public and private, through which common goals can be resolved.

The mission of the local chamber of commerce is to be an advocate on local affairs in the community. Issues such as taxation, regulation and red tape are prime examples. The chamber also promotes a favourable business climate for our membership and community: to work on issues of community interest and provide business leadership for improvement of the economic, political environment and quality of life. In order to achieve this mission, the chamber must develop the following:

- a sound organizational structure such as committees for each of the above
- a meaningful program to engage members for input and expertise
- responsible leadership from the Board and committees
- a sound financial basis —a must as any business organization must operate on a sound footing

The Chamber is not a social club but social activities are part of a successful organization. A Chamber is not a charity. Although it is not for profit, the chamber must be profitable or return a surplus each year.

The Chamber of Commerce Idea

The Chamber of Commerce idea is a concept found only where private initiative and free enterprise exist.

The Chamber of Commerce as a wholly volunteer organization except for paid professional staff to assist in carrying out the mission. Chambers have an active role in political affairs but in a clearly non-political way, realizing that problems facing them can best be dealt within the legislative arena and can leverage their power and influence through the factual information and considered opinion they provide. Internally, a chamber organization must keep chamber members motivated to communicate regularly with their legislators.

Cities and towns are what their citizens make them. The Chamber of Commerce is the vehicle through which the community understands that private enterprise is the basis for real growth and that growth benefits all. .

Your Chamber of Commerce

Your chamber is a voluntary group of business and professional people working together to raise business issues with the aim of helping policy makers build a healthy economy and to improve the quality of life in your community.

Chamber members are businesses, organizations and individuals concerned with the economic climate of your community. They have joined together because they know they stand a better chance of getting things done when they speak as one voice.

As it works to improve your community's economy and quality of life, your chamber keeps these broad objectives in mind:

- to help business prosper and grow
- to increase job opportunities
- to contribute to the overall economic stability of the community

- to encourage and promote the private enterprise system of competitive business
- Every year, successful Chambers of Commerce and business associations provide each board member with a notebook featuring most of the following information:

Board Member Agreement

The Board of Directors is the policy making body of the Chamber of Commerce and as such we are the major work force for the Chamber of Commerce.

Our Board Members represent a broad cross-section of the business and professional leadership of the community. Each Director is very important to the Board, so an understanding is in order about each Board Members responsibility upon election. These include:

- 1 . Attendance and participation at an annual Planning Conference to develop goals for the coming year.
2. Attendance at the Annual AGM Event.
3. Attendance at each regular or special Board meeting,
4. Attendance at fifty per cent of all Chamber sponsored events, such as Mixers, Lunch & Learn, General Membership meetings, new member breakfasts and ribbon-cuttings.
5. Attendance at special events to promote the Chamber or municipality.
6. Assisting in Chamber fund-raising activities to include the sale of tickets.
7. Commit yourself to bring into the Chamber a minimum of 2 new members per year.
8. Serve as Vice Chairperson on at least one committee of your choice, or as may be requested by the President. As Vice Chairperson, it will your responsibility to select a Chairperson for the committee. It will your responsibility to keep the Board informed of its progress and goals.
9. Perform such duties as may be requested from time to time by the President and/or Board of Directors.

Become familiar with the Chamber of Commerce policies, procedures and positions so that you can become an informed representative of the Chamber Board and support the organization, its programs and policies and to do all that you can to develop and maintain high standards set by previous Board of Directors.

Please review these items and let us know of your agreement to serve by signing below and returning this to the Chamber office,

2026 - 2027 Board of Directors

Signed: _____

Date: _____

From: Val Kean <Val.Kean@municipalityofshelburne.ca>
Sent: September 18, 2025 3:45 PM
To: Charlene Harris; Warren MacLeod
Subject: RE: Chamber Funding

Hi Char,

We have not yet established or signed an agreement for 2025 funding.

It was my understanding, after your last meeting from Warren, that the Chamber is working on providing information regarding amalgamation with Barrington status, funding partners from other Eastern Shelburne County units and accreditation status – I will then use this information in a staff report to Council for discussion on 2025 funding.

Thanks
Val

From: Charlene Harris <[REDACTED]>
Sent: September 18, 2025 1:18 PM
To: Val Kean <Val.Kean@municipalityofshelburne.ca>; Warren MacLeod <Warren.MacLeod@municipalityofshelburne.ca>
Subject: Chamber Funding

CAUTION: This email originated from an external sender.

Good dayI was going through my emails to find the agreement for the Chamber 2025.....but could not find it could you please send a copy to me.

Thank you
Charlene
Past President

Charlene Harris

From: Val Kean <Val.Kean@municipalityofshelburne.ca>
Sent: March 25, 2025 8:57 AM
To: Charlene Harris
Cc: Warren MacLeod
Subject: Chamber Support

Hi Charlene,

I wanted to keep you updated on the Municipality's support to the Chamber. I have included our \$15,000 contribution in the Municipality's draft budget however based on direction from Council, like previous years, we do have some criteria that we would like to assurance on:

1. Unification of the Shelburne and Area Chamber with the Barrington Chamber – we feel that this is the most sustainable path forward for our Chamber and are supportive of this amalgamation.
2. Support from other Municipal Units – Given that Municipal business represents only a small percentage of your membership, we would like to have confirmation that other units are supporting the work of the Chamber.

We have a meeting with SACC tomorrow morning, let's discuss then.

Thanks
Val

**Shelburne and Area Chamber of Commerce
Balance Sheet As at Feb 28, 2026**

ASSET

Current assets

CIBC Bank Account	6,599.62	
Accounts Receivable	910.00	
Total Current Assets	<u>7,509.62</u>	

Total Assets	<u>7,509.62</u>	
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TOTAL ASSET	<u><u>7,509.62</u></u>	
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LIABILITY

Current Liabilities

Deferred Revenue	150.00	
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Total Liabilities	<u>150.00</u>	
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TOTAL LIABILITY	<u>150.00</u>	
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EQUITY

Retained Earnings

Current Earnings	404.34	
Surplus	6,955.28	

Total Retained Earnings	<u>7,359.62</u>	
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TOTAL EQUITY	<u>7,359.62</u>	
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LIABILITIES AND EQUITY	<u><u>7,509.62</u></u>	
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Shelburne and Area Chamber of Commerce Income Statement May 01, 2025 to Feb 28, 2026

REVENUE

Revenue		
Walking Tour Brochure	3,500.00	
Community Events	500.00	
Membership Dues	11,790.00	
Group Insurance	3,391.92	
REGULAR CHAMBER FUNDS RECEIVED		19,181.92
Total Income		19,181.92
TOTAL REVENUE		19,181.92

EXPENSE

Expenses		
HST paid on expenses	118.74	
Project Expenses	670.00	
Bad debt	290.00	
Administration & bookkeeping fees	1,346.25	
Meeting Expenses	340.64	
Christmas Events	89.99	
Insurance	660.00	
Memberships	34.78	
Website	464.98	
Computer Services	218.48	
Office Expense	474.81	
Wages and Salaries	13,000.02	
El Expense	298.14	
CPP Expense	669.36	
WCB expense	101.39	
TOTAL EXPENSES		18,777.58
Total Expenses		18,777.58
TOTAL EXPENSE		18,777.58
NET INCOME		404.34



STAFF REPORT

TO: Council

FROM: Erin Hartley, Deputy CAO

APPROVED BY: Warren MacLeod, Chief Administrative Officer

DATE: March 11, 2026

SUBJECT: **Appointment of Municipal Engineer**

ORIGIN

New Planning Documents have brought this statutory requirement forward.

BACKGROUND

As per the Municipal Government Act, Section 39 (1) The chief administrative officer shall designate an employee of the municipality to be the engineer for the municipality.

DISCUSSION

Since the Municipality does not have an Engineering Department or Engineering staff, consultation was held with the Province and other smaller municipal units as to common practices for municipalities without a qualified engineer on staff.

In many cases a staff member who is not a qualified engineer is appointed to act as the designated person to contract the services to qualified individuals or companies and administer related contracts.

The Director of Operations is being recommended for this appointment. The duties would be incorporated into their job description and regular work hours.

RECOMMENDATION

That the Council of the Municipality of the District of Shelburne appoint the Director of Operations as the Municipal Engineer for the Municipality of the District of Shelburne.



STAFF REPORT

To: Council

From: Warren MacLeod, Chief Administrative Officer and Michelle Williams,
Director of Finance

Approved by: Warren MacLeod, Chief Administrative Officer

Date: March 11, 2026

Subject: Reserves Policy #56

ORIGIN

Auditors and the Province of Nova Scotia recommend having a Reserves Policy.

RECOMMENDATIONS

THAT Council of the Municipality of the District of Shelburne approve the attached Reserves Policy #56 as presented.

THAT Council of the Municipality of the District of Shelburne begin to adopt this policy in their 2026 2027 budget.

DISCUSSION

The proposed Reserves Policy #56 establishes a disciplined, formula-based framework for determining and maintaining appropriate reserve levels. Rather than relying on ad hoc decisions or year-to-year judgment, the policy introduces a predictable methodology grounded in the Municipality's own Financial Model and long-term forecasts.

The target balance for the Operating and Capital Reserves is calculated using a five-year rolling average of projected one-off and intermittent non-capital and capital expenditures, with an additional 20% contingency applied.

This approach is both prudent and defensible. It smooths volatility in projected expenditures, ensures reserves are aligned with known future obligations, and incorporates a reasonable risk buffer to account for cost escalation, scope changes, or unforeseen pressures.

Importantly, the policy does not simply establish a target — it embeds an automatic replenishment mechanism. Where the Financial Model identifies a reserve shortfall for the upcoming fiscal period, Council is required to implement a tax rate increase at a minimum of the December-to-December Consumer Price Index (CPI), rounded to the nearest whole penny.

This mechanism ensures that structural reserve gaps are addressed systematically and incrementally, rather than deferred and compounded.

This policy provides Council with clear fiscal guard rails. It reduces the need for recurring debate about “how much is enough” in reserves and replaces subjective discussions with a defined, transparent standard. By adopting a formula-based approach, Council collectively commits to an objective benchmark grounded in long-term financial planning principles. This reduces internal pressure during annual budget deliberations and supports more focused discussions on service levels and strategic priorities.

Equally important, the policy protects future Councils. Without a defined framework, reserve adequacy can fluctuate with changing priorities or short-term pressures. The proposed policy institutionalizes financial discipline, ensuring that reserve funding decisions are consistent, predictable, and aligned with the Municipality’s long-term financial sustainability strategy.

It strengthens intergenerational equity by ensuring that current taxpayers contribute appropriately to known future obligations, rather than transferring financial risk to future ratepayers.

The formula-based structure also improves transparency and accountability. Because the target is derived directly from Council-approved expenditure projections within the Financial Model, reserve requirements are visible, measurable, and defensible. This alignment enhances credibility with auditors, the Province, and the public, while reinforcing the Municipality’s commitment to responsible asset management and fiscal stewardship.

In practical terms, adoption of this policy takes pressure off individual members of Council. It shifts the discussion from discretionary decision-making to policy implementation. When reserve contributions are required, Council can point to an adopted, evidence-based framework rather than engaging in repeated debate. This promotes stability, reduces politicization of reserve funding, and supports long-term planning over short-term reaction.

The timing of implementation is critical. The Municipality is entering a period of increasing capital demands, infrastructure renewal pressures, and cost escalation. Deferring adoption of this policy would allow reserve balances to erode further relative to projected obligations. Without a structured replenishment mechanism in place, reserves could decline to levels that materially impair the Municipality’s ability to absorb sudden or unexpected expenditures — whether arising from infrastructure failure, emergency events, or revenue volatility.

If action is postponed, future Councils may face steeper and more abrupt tax increases to restore reserve adequacy, or alternatively, increased reliance on debt. Either outcome reduces fiscal flexibility and shifts financial burden forward. Implementing the policy now allows adjustments to occur gradually, predictably, and in alignment with CPI, rather than through reactive measures during a fiscal crisis.

In short, the cost of delay is compounding risk. The benefit of acting now is stability, predictability, and resilience. By approving and implementing Reserves Policy #56 in the 2026–2027 budget cycle, Council demonstrates prudent financial leadership and ensures that the Municipality maintains sufficient financial capacity to withstand shocks while meeting its long-term obligations.

Approval of this policy represents a proactive and necessary step toward safeguarding the Municipality’s financial sustainability — not only for the current term of Council, but for those that follow.

ATTACHMENTS

Reserves Policy #56



Policy 56 **Reserves Policy**

1. Purpose

The purpose of this policy is to establish a clear and transparent framework for the creation, maintenance, and use of financial reserves. Reserves are essential tools for supporting long-term financial sustainability, risk management, and responsible stewardship of municipal assets.

This policy ensures reserves are managed consistently and strategically to:

- a) Stabilize operations and mitigate financial risk;
- b) Support the renewal and replacement of municipal infrastructure;
- c) Strengthen fiscal resilience and flexibility; and
- d) Align with the Municipality's long-term financial plan and asset management strategy.

2. Objectives

The objectives of this policy are to:

- a) Formalize the establishment and use of reserves through Council-approved policy;
- b) Promote financial sustainability by linking reserves to risk mitigation, stabilization, and asset lifecycle management;
- c) Separate reserves by purpose and maintain transparency in their funding and use;
- d) Tie reserves directly to the Municipality's long-term financial planning, including the capital plan and asset management strategy;
- e) Establish measurable benchmarks and targets for reserve adequacy; and
- f) Ensure compliance with relevant sections of the Municipal Government Act (MGA) and Financial Reporting and Accounting Manual (FRAM).

3. Scope

This policy applies to reserves held by the Municipality of the District of Shelburne, specifically:

- a) Operating Reserve, and
- b) Capital Reserve.

4. Policy Statements

4.1 Formalization

All identified reserves must be established and managed under this policy. Ad hoc or informal reserve practices are discouraged to ensure transparency, accountability, and consistency.

4.2 Link to Financial Sustainability

Reserves are integral to the Municipality's financial sustainability strategy, supporting stability during economic fluctuations, enabling planned investment in infrastructure, and reducing reliance on debt or sudden tax increases.

4.3 Transparency and Accountability

All reserve transactions must be authorized by Council and reported publicly through the annual budget and financial statements.

5. Reserve Types

5.1 Operating Reserve

Purpose: To provide flexibility for unanticipated operating costs, revenue shortfalls, or one-time or intermittent initiatives that improve efficiency, service delivery, or resilience.

a) Funding Sources:

- i) Annual budget allocations approved by Council;
- ii) Year-end operating surpluses;
- iii) Interest earned on reserve balances.

b) Some Examples of Permitted Uses:

- i) Stabilizing tax rates during revenue shortfalls;
- ii) Funding emergency or unforeseen operating costs;
- iii) One-time or intermittent operational projects costs;
- iv) Cash flow smoothing between fiscal periods;
- v) Contains sub-reserves earmarked for specific projects.

5.2 Capital Reserve

Purpose: To provide funding for major capital projects, reducing dependence on external debt and ensuring infrastructure sustainability.

a) Funding Sources:

- i) Annual budget allocations approved by Council;
- ii) Sale of capital assets.

- b) Some Examples of Permitted Uses:
- i) New construction of municipal facilities;
 - ii) Equipment, and fleet replacement;
 - iii) Major capital investments.

6. Governance and Administration

- a) Council shall approve the establishment, use, and replenishment of reserves through the annual budget process or by separate resolution.
- b) Chief Administrative Officer (CAO) shall oversee reserve management, ensuring compliance with policy requirements.
- c) Finance Department shall maintain detailed accounting records for all reserves in accordance with the Nova Scotia Financial Reporting and Accounting Manual (FRAM) and report balances annually.
- d) A Reserve Summary Report shall be included in the presentation to Council during the regular financial updates provided by the Management Team .
- e) Interest income earned on reserve balances shall be credited to the respective reserve.

7. Replenishment Strategy

a) Target Balance: The Operating and Capital Reserve should maintain a minimum balance equal to a five-year rolling average of future projected one-off and intermittent project expenditures from the Municipality of Shelburne's Financial Model, plus 20% of this average added to the value for contingency costs.

b) Replenishment: Following withdrawals, annual contributions should be budgeted to restore the reserve to target levels over a period aligned with the Municipality's long-term noncapital and capital forecast. During annual Council budget deliberations, once Council have approved operating and project expenditures in the Financial Model, if the "Reserve Difference per policy" line on the Council Dashboard of the Financial Model becomes negative for the upcoming fiscal period, Council must increase tax rates to a minimum of the most recent Statistics Canada Consumer Price Index for the period December to December rate, rounded to the nearest whole penny.

8. References

- a) Nova Scotia Municipal Government Act (MGA)
- b) Nova Scotia Financial Reporting and Accounting Manual (FRAM)
- c) Government Finance Officers Association (GFOA) Best Practices:
 - Fund Balance Guidelines for the General Fund
 - Working Capital Targets for Enterprise Funds
 - Strategies for Establishing Capital Asset Renewal and Replacement Reserve
- d) Financial Model – Municipality of the District of Shelburne

- e) Strategic Plan – Municipality of the District of Shelburne
- f) Association of Municipal Administrators Nova Scotia (AMANS) Policy Library

9. Policy Review

This Policy shall be reviewed every two (2) years or as required to ensure its effectiveness and compliance with applicable laws and regulations.

THIS IS TO CERTIFY that the Council of the Municipality of the District of Shelburne duly passed the policy respecting Reserves on March 11, 2026.

SIGNED this ____ day of _____, 2026

WARDEN

CHIEF ADMINISTRATION OFFICER

Approved by Council: March 11, 2026
Effective Date: March 11, 2026

Feb 27th / 2026

9(a)

Dear Warden & counselors,

I live at [redacted] Lygate Rd
 Highway # 3. I talked with tax
 office and was told I'm too
 late putting in for the tax rebate.
 Are you able to give me the
 rebate. The lady told me she
 had to have it in her hands
 by the 28th / 2026 Feb. Thank you
 for taking the time to read my
 letter. I am yours truly
 Helen J. Siford

Telephone [redacted]
 P.O. Box [redacted]
 Lockport, N.S.
 BOT 140

P.S.
 I'm so glad
 you did and
 the winter
 of. This year.