



Amalgamation Steering Committee Meeting
March 4, 2026 | 5:00 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
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 5:00pm.

2. Approval of Agenda

2.1. March 4, 2026

Being duly moved and seconded, the agenda for March 4, 2026 was approved with the addition of 5.3. Correspondence from Residents. Motion carried.

3. Approval of Minutes

3.1. February 4, 2025

Being duly moved and seconded, the minutes for February 4, 2026 were approved. Motion carried.

4. Presentation

4.1. Windsor/West Hants Consolidation

Chair Amalfa welcomed Mayor Abraham Zebian and CAO Mark Phillips from West Hants Regional Municipality.

Mr. Zebian and Mr. Phillips shared the experience and process of the Windsor and West Hants consolidation including the importance of Bill No 55, having a Coordinating Committee, completing a boundary review, public engagement, communications, and eight guiding principles of consolidation they followed.

Operational changes and services were reviewed including administration, finance, IT, policing, fire services, REMO, planning and development, public works, and community development.

Discussions were held regarding provincial funding received, water/sewage utilities merged, changes in policing funding, unification of fire department training, commercial area rate affects on businesses, and benefits of general tax rates.

It was noted it could be beneficial to work with the Department of Municipal Affairs to project future tax rates and future expenses as separate units.

Further discussions were held regarding Winsor/West Hants decision to consolidate without public engagement or plebiscite, financial position of both units prior to consolidation, and the efficiency of operating as one unit.

Chair Amalfa thanked Mr. Zebian and Mr. Phillips for presenting to the Committee.

5. New Business

5.1. Discussion on Funding

When discussed with the Province, the Committee was directed towards applying to the Municipal Innovation Program (MIP) for provincial support for amalgamation costs. With recent provincial cuts announced, the MIP funding was affected.

A discussion was held regarding sending a letter to the Province and requesting a meeting with the Minister of Municipal Affairs to discuss the importance of receiving provincial funding to further explore amalgamation for the three units.

Being duly moved and seconded, be it resolved that the Amalgamation Steering Committee direct staff to contact the Minister and Deputy Minister of Municipal Affairs requesting a meeting with the Committee for further amalgamation and funding discussions. Motion carried.

5.2 Website FAQs Approval

A list of Frequently Asked Questions (FAQs) was compiled based on information available on the Windsor/West Hants consolidation, feedback from Councillors and resident inquiries. These will be posted to the Amalgamation Steering Committee's web page.

Being duly moved and seconded, be it resolved that the Amalgamation Steering Committee approve the FAQs as presented. Motion carried.

5.3 Correspondence from Residents

Correspondence was received from residents and included in the agenda package posted on the Amalgamation Steering Committee's webpage. The Committee members were given opportunity to make comment.

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It was noted that residents with inquiries are encouraged to review the meeting minutes, recordings, and FAQs and if a question is still unanswered to submit an email to the Chair. Staff will support the Chair on answering questions.

6. Comments/Questions

Chair Amalfa invited the public in attendance to the podium if they had any questions or comments for the Committee.

A discussion was held regarding the location of the amalgamation webpage, the need to update FAQs as new questions are received, the emotional nature of public engagement, and concerns related to negativity and misinformation shared on social media.


7. Adjournment

There being no further business the meeting was adjourned at 7:12pm. The next Amalgamation Steering Committee meeting will be held on April 1, 2026.

Nicole Blades, Executive Assistant MDS
Recording Secretary



Mayor Derek Amalfa, Chair



Warden Penny Smith, Vice Chair

Date