Municipality of Shelburne

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
JULY 22, 2026 | 5:30 PM
AGENDA

	TIME	PAGES
1. CALL TO ORDER	5:30 pm	
2. APPROVAL OF AGENDA		
a. July 22, 2026		1-2
3. ACCEPTANCE OF MINUTES		
a. July 8, 2026		4-8
4. BUSINESS ARISING		
5. PRESENTATIONS		
a. Proposed Sandy Point Wilderness Area – Craig Smith, Director, Protected Areas and Ecosystems, Province of NS	5:30 pm	
b. Market Gap Analysis on Municipal Highway 103 Properties – Mani Chakrabarty, ASBB Consulting	6:00 pm	9-56
6. ECONOMIC & COMMUNITY DEVELOPMENT		
a. Coastal Planning – Jill Webb, Economic Development Officer		57-58
7. PROTECTIVE SERVICES		
a. Community Water Program* – Jenn Bell, Administrator of Protector Services		59
8. OPERATIONS		
a. Monthly Building Report – June 2026		60
9. CORRESPONDENCE		
a. Kaitlyn Brown, Bursary Recipient Re: Thank You Letter		61
b. Shelburne Regional High School Re: Bursary Recipient		62

TIME **PAGES**

10. COMMITTEE REPORTS/WARDEN UPDATE

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

11. ADJOURNMENT

7(a) MOTION: COMMUNITY WATER PROGRAM

Be it resolved that the Council of the Municipality of the District of Shelburne, as recommended by the Administrator of Protective Services, move to approach Sobeys for participation to reinstate the water distribution program in preparation for potential declaration of water shortages.

Naturally Yours

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REGULAR SESSION OF THE 53rd COUNCIL
OF THE
MUNICIPALITY OF THE DISTRICT OF SHELBURNE
Wednesday, July 8, 2026

The Regular Session of the 53rd Council of the Municipality of the District of Shelburne was held on Wednesday, July 8, 2026, at 6:00 pm in the Municipal Council Chambers.

THOSE IN ATTENDANCE:
Warden Penny Smith
Deputy Warden Heidi Wagner
Councillor Paula Sutherland via Microsoft Teams
Councillor Sherry Thorburn Irvine
Councillor Ron Coole
Councillor Dale Richardson
Councillor Angie Shand

ALSO IN ATTENDANCE:
Warren MacLeod, CAO
Erin Hartley, Deputy CAO
Michelle Williams, Director of Finance
Marcia d'Eon, Director of Operations
Val Kean, Director of Economic & Community Development via Microsoft Teams
Adam Dedrick, Director of Recreation & Parks via Microsoft Teams
Jenn Bell, Administrator of Protective Services
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. July 8, 2026

2(a) **MOTION: APPROVAL OF AGENDA – July 8, 2026**

Being duly moved and seconded, be it resolved that the Agenda for July 8, 2026, be approved with the following addition:

7. ADMINISTRATION

c. New Horizons for Seniors Program Funding Application Letter of Support

- **MOTION CARRIED**

3. **ACCEPTANCE OF MINUTES:**
   a. June 23, 2026

3(a) The Minutes of June 23, 2026 were accepted as circulated.

4. **BUSINESS ARISING:**

There was no business arising.

5. **OPERATIONS:**
   a. Introduction – Staff Sergeant Jeff LeBlanc, RCMP

5(a) Warden Smith welcomed Staff Sergeant Jeff LeBlanc with the RCMP.

Staff Sergeant LeBlanc provided Council with a history of his policing background and how he became the Commander for the Shelburne area.

Council thanked Staff Sergeant LeBlanc for the introduction.

6. **FINANCE:**
   a. 2025/2026 Financial Statements – Gloria Banks, Municipal Auditor
   b. Financial Update – July 2026 – Management Team

6(a) Gloria Banks, Municipal Auditor, presented the Municipality's Financial Statements for March 31, 2026.

Ms. Banks reviewed the Audit Report regarding responsibilities of management, the Audit Committee, and Auditors. It was noted that a clean audit opinion was given as there were no issues or concerns encountered during the Audit.

Ms. Banks reviewed the Statement of Operations, Statement of Financial Position, Statement of Changes in Net Financials Assets, and Statement of Cash Flows. Explanations were provided regarding items with significant changes from prior year.

Councillors thanked the staff and auditors for their work.

MOTION: 2025/2026 FINANCIAL STATEMENTS

Being duly moved and seconded, based on the Audit Committee's recommendation:

1. Be it resolved that the Council of the Municipality of the District of Shelburne adopts the financial statements as presented for the 2025/2026 fiscal year.

2. Be it resolved that the Council of the Municipality of the District of Shelburne transfer the surplus of $987,516.99 for the 2025/2026 fiscal year to the Operating Reserve Fund.

- **MOTION CARRIED**

6(b) Michelle Williams, Director of Finance, presented the Financial Update for July 2026 to Council.

Ms. Williams provided a financial overview on the contributing factors resulting in the surplus for fiscal year end 2025/2026. The report also summarized key points for the first quarter of the current fiscal year departmental revenues and expenditures. As it is still early in the fiscal year, projections for year-end 2027 will be available next quarter in October.

7. **ADMINISTRATION:**
   - **a.** Strategic Plan Update – July 2026 – Warren MacLeod, CAO
   - **b.** Heritage Advisory Committee – Appointment of Community Members – Erin Hartley, Deputy CAO
   - **c.** New Horizons for Seniors Program Funding Application Letter of Support – Warden Smith

7(a) Warren MacLeod, CAO, presented the Strategic Plan Update for July 2026.

Following the completion of the Strategic Plan, the consultants prepared Appendix B, which outlined a list of action items. Council subsequently updated these action items during the budget process.

Mr. MacLeod presented the Strategic Plan Update, which provided the current status of each action item, identifying those that are completed, on target, in progress, on hold, or delayed. Items that have been completed, as well as those currently on hold or delayed were reviewed.

A discussion was held and it was noted that the Strategic Plan Update is available on the Municipal website. It was further noted that quarterly updates will continue to be provided to Council.

7(b)Erin Hartley, Deputy CAO, presented the Heritage Advisory Committee – Appointment of Community Members staff report.

Ms. Hartley advised Council that vacancies for community members were advertised for the Heritage Advisory Committee. Two expressions of interest from municipal residents were received.

MOTION: HERITAGE ADVISORY COMMITTEE – APPOINTMENT OF COMMUNITY MEMBERS

Being duly moved and seconded, be it resolved that the Council of the Municipality of the District of Shelburne appoint Lana Shupe and Pat Randal as the Municipality's community members on the Heritage Advisory Committee.

- **MOTION CARRIED**

7(c) Warden Smith advised that a request had been received from the Town of Lockeport for a letter of support to accompany its application for the New Horizons for Seniors Program. Due to time constraints, the draft letter was provided to Councillors at the beginning of the meeting to review.

Council unanimously agreed to provide a letter of support for the Town of Lockeport's application.

8. **CORRESPONDENCE:**
    - **a.** Woodland Multiuse Trail Association Re: Request for Change to Roseway River Trail Letter of Authority

8(a) Warren MacLeod, CAO, reviewed the letter received from Woodland Multiuse Trail Association regarding a request for change to the Roseway River Trail Letter of Authority.

A discussion was held and it was noted that a future staff report will be presented regarding the matter.

9. **COMMITTEE REPORTS/WARDEN'S UPDATE:**
    - **a.** Committee Reports
        - **i.** Audit Committee Update – Warden Penny Smith
    - **b.** Warden's Update

9(a)(i) Warden Smith provided an update on the recent Audit Committee Meeting.

9(a) Councillor Thorburn Irvine advised she attended and provided updates on the following:

- Town Hall Event

Deputy Warden Wagner advised she attended and provided updates on the following:

- Amalgamation Steering Committee Meeting

CAO MacLeod provided Council with an update on the progress of the Amalgamation Steering Committee. A discussion was held and the next steps in the process were outlined.

Councillor Shand advised she attended and provided updates on the following:

- Amalgamation Steering Committee Meeting
- Paint the Town Red Gala

7(b) Warden Smith advised she attended and provided updates on the following:

- June 24 – Town Hall Event at the Shelburne Community Centre
- June 26 – Paint the Town Red Gala at the Barrington Curling Club
- June 29 – Shelburne & Lockeport Highschool Graduation Ceremonies
- July 7 – Amalgamation Steering Committee Meeting

Warden Smith noted the next Council meeting held on July 22, 2026, will begin at 5:30 pm.

10. **IN-CAMERA**
    - **a.** Acquisition, Sale, Lease and Security of Municipal Property as per MGA Section 22 (2)(a)

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 7:24 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 7:40 pm.

- **MOTION CARRIED**

10(a) Item was discussed, and direction was given to staff in-camera.

11. ADJOURNMENT

There being no further business, the meeting was adjourned at 7:40 pm. The next Regular Council meeting will be held on Wednesday, July 22, 2026.

Nicole Blades
Recording Secretary

Penny Smith, Warden

Date

Erin Hartley, Deputy Chief Administrative Officer

ASBB

Council Presentation

Municipality of Shelburne

5(b)

Contents:

01
Background

Background

Background

The municipality of Shelburne purchased two parcels of land for development.

The 103 Property was acquired from the Wardens and Rectors of the United Parishes of St. George and St. Patrick, by the Municipality of Shelburne, and is one of two strategic land acquisitions by MODS, alongside the 282-acre property near Exit 25. They are both located in Shelburne, Nova Scotia.

These parcels of land are located strategically, they are adjacent to highways which receive a lot of traffic.

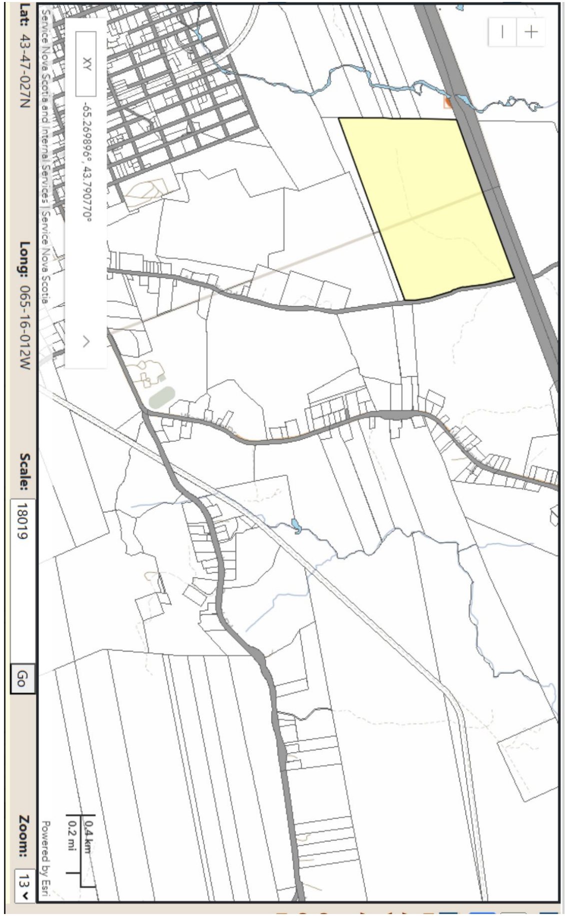
The property was acquired as a strategic economic development opportunity, intended to support long term growth, attract employment and investment opportunities.

Objectives and Study Approach

The objectives are to:

- Identify market gaps and opportunities
- Evaluate potential development opportunities and highest-and-best uses through evaluation.
- Assess investment readiness
- Evaluate economic and community benefits
- Develop an implementation roadmap

The study will use a phased approach that combines market analysis, community input, site readiness assessment, comparable case studies, and implementation planning to identify realistic development pathways for the properties.



02 Methodology

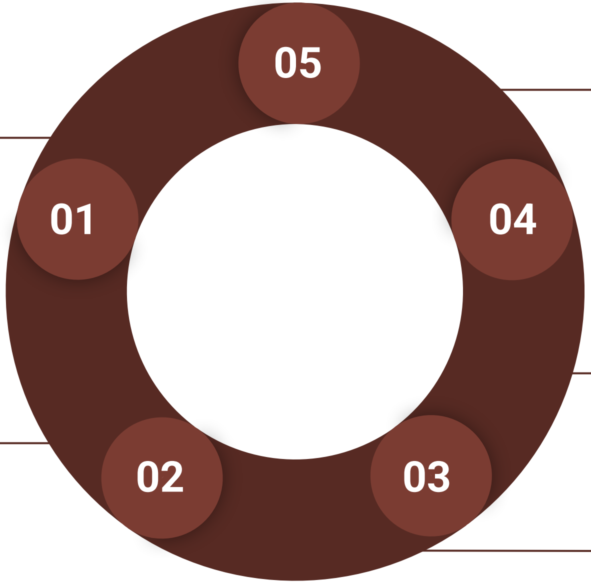
Methodology

Surveys

ASBB conducted two surveys (one with community and one with staff and council) to understand public perceptions of the region's market readiness, identify community needs and market gaps, and explore opportunities and priorities for future economic and community development.

Business Consultations (In-person)

ASBB conducted a series of in-person consultation sessions with local businesses and organizations to better understand the challenges, limitations, and gaps they are currently experiencing. A total of six businesses and organizations participated in the consultations.



Community Engagement Sessions (2 In person)

ASBB conducted two in-person community consultation sessions to understand community members' perspectives on market readiness, identify local needs and market gaps, and explore opportunities, investments, and priorities that can support long-term economic and community development.

Stakeholder (1-on-1s)

ASBB conducted 8–10 individual stakeholder consultations with key stakeholders, including representatives from the Province of Nova Scotia, Invest Nova Scotia, various levels of government, local businesses, community organizations, and industry leaders.

Jurisdictional Scan

A part of developing the implementation roadmap and investment readiness report was to evaluate feasibility and metrics across different jurisdictions which have undertaken similar development projects under similar conditions.

03

What We Heard

Key Insights From Stakeholder Consults (Business & Community)

Area	Description
1 **Quality of Life and Sense of Peace**	Residents and businesses consistently identified Shelburne's natural beauty, waterfront, heritage, safety, community trust, and small-town atmosphere as its strongest assets. These characteristics were viewed as the foundation for attracting new residents, visitors, entrepreneurs, and investment.
2 **Gaps in everyday services**	A major theme was that residents often have to leave the community to access basic goods and services, such as healthcare, food and grocery options, retail and shopping, and banking and financial services.
3 **Workforce shortages**	Businesses identified workforce capacity as one of the biggest constraints to future development, with barriers including, shortages of skilled labour; difficulty attracting and retaining workers; aging demographics; limited housing options for employees.
4 **Improved investment readiness**	Businesses identified that Shelburne's future growth depends on becoming more prepared for investment. Key needs included: clearer investment opportunities; infrastructure readiness; workforce availability; stronger destination branding; support for entrepreneurs and new businesses.
5 **Growth Sectors**	Participants identified several areas where Shelburne has potential for future investment: including tourism, marine industries, remote work and technology, housing and residential development, retail, recreation, arts, renewable energy, and light industry

SWOT (Community Survey)

A SWOT analysis is a strategic tool used to assess internal strengths and weaknesses, as well as external opportunities and threats, to support program planning and service improvement.

Strengths

- Shelburne's natural environment, slower pace of life, safety, and community character is important.
- There are strong connections to the area and local knowledge of community needs.
- Residents want to prioritize maintaining the small-town character and environmental assets.

Weaknesses

- Residents identified gaps in grocery options, retail, restaurants, healthcare access, recreation, and other services, with many travelling outside the area to meet their needs.
- Residents identified limited jobs as a concern and a barrier to economic growth.
- Limited transportation options create barriers for residents without access to private transportation.
- Housing constraints were also identified.

Page 17

Opportunities

- Opportunities for additional grocery stores, retail, restaurants, healthcare-related services, trades, childcare, and recreation options.
- Concerns around limited jobs can be supported by aiding businesses and sectors residents identify with growth potential.
- Quality of life can be improved through community-focused amenities

Threats

- Limited employment, housing, and service options affects the community's ability to retain younger residents and attract new households.
- Dependence on outside communities and spending leakage is a major threat.
- Limited confidence in future economic conditions by residents can lead to skewed investor perception

SWOT (Business Consultation Themes - Community Survey)

A SWOT analysis is a strategic tool used to assess internal strengths and weaknesses, as well as external opportunities and threats, to support program planning and service improvement.

Strengths

- Quality of life, natural scenery, community trust, and small-town character were consistently identified as core competitive advantages.
- Waterfront assets, heritage, beaches, safety, and a welcoming community underpin Shelburne's attraction story.

Weaknesses

- Youth retention, workforce development, destination branding, investment readiness, and protecting community identity were identified as weaknesses.
- The common thread is balanced growth that creates jobs while preserving place-based character.

Opportunities

- Tourism, healthcare and senior services, housing, remote work, recreation, renewable energy, local retail, arts, and light industry emerged as growth areas.
- These opportunities build on Shelburne's lifestyle appeal and underused market potential.

Threats

- Workforce and skilled labour shortages, housing affordability, childcare access, transportation, and funding were raised as growth constraints.
- Participants also noted taxation, limited amenities, aging demographics, and resistance to change.

04

Key Gaps & Market Opportunities

Gaps Identified by Community

To evaluate key gaps and market opportunities, we identified the key gaps raised through community engagement (business and public engagement), where we spoke to the community residents, and businesses. The following gaps were raised in the community engagements and give us a strong idea of what the community would like to see and is lacking in.

Limited local retail and commercial services

There are gaps in grocery options, specialty food retailers (delis, bakeries), and other shopping services, resulting in residents leaving the area for basic needs.

Limited employment opportunities and large employers

Residents identified a lack of availability of quality jobs and opportunities for youth and working-age residents, as well as large employers that hire many people and provide benefits.

Housing Availability

Residents identified a need for additional affordable residential units to support population growth and workforce needs. This will also help attract population, skills workers, investors and businesses that can create employment opportunities

Sustainable infrastructure and recreation facilities

Residents identified a need for more recreation facilities, social spaces, and community activities.

Improved infrastructure will also play a big role in retaining businesses and attracting infrastructure.

Gaps Identified by Community

This slide breaks down the key gaps identified by the community and delves into the long term impacts and importance of addressing the gaps.

01	28% of residents identified retail and amenities as missing from Shelburne, 56% travel outside of Shelburne to shop for goods.	• There is a lot of consumer spending leakage, especially when it comes to retail, with more than half of the residents leaving Shelburne to shop
02	16.2% want to see improved local employment, and 28% identify limited jobs as a key barrier to economic growth	• When asked what community outcomes future development should prioritize, local employment was a key point, as well as improved services, and housing.
03	21.5% identify housing costs as a barrier to economic growth.	• This is a barrier in terms of accommodating population and employment growth and also with retaining migrants and skilled workers.
04	85.3% regularly travel outside of Shelburne for recreation, and 13.2% would like to see recreation expanded	• 83% travel outside of Shelburne for shopping, health and recreation • This also has a long term impact of attracting and retaining people, businesses and investors to the community.

Retail Market Gaps

Shelburne county has meaningful household spending and steady growth, but four market conditions reduce the sales available to larger retailers: a small trade area, dispersed customers, gradual growth and spending that leaves the community.

Relatively small trade area size

Shelburne county's estimated trade area includes about 14,399 people. This provides fewer regular customers to support supermarkets and other large-format stores.

Low customer concentration

Shelburne county has only 12.5 residents and 6.1 households per inhabited km^2. Fewer nearby customers means lower and less predictable traffic around one retail location.

Opportunity to Strengthen Market Growth

Over ten years, population is projected to grow by 3.7%, households by 8.5%, and household income by 19.2%. Retail demand is increasing, but it will build gradually.

Smaller total spending market

Shelburne county households generate $374.1 million in annual consumption, compared with $665.1 million in Yarmouth. Spending per household is similar, but fewer households reduce the total market size and many rely on travelling outside the county.

What Retailers Look for Before Entering a Market

Retailers assess whether a market has enough nearby customers, easy access, future growth and enough spending to support a new location. The examples below show how these conditions have supported retail development in other communities.

Condition	Description and Examples
Trade-area size	• Retailers count all residents who are likely to shop at the location, not only people living within the municipality. • The number of customers needed depends on the store format. A specialty shop needs fewer customers than a supermarket or large chain. • **Example:** The Town of Bridgewater of Nova Scotia has 9,626 residents, but its wider trade area reaches 71,078 people. The study found demand for about 195,000 sq. ft. of new retail, including 30,173 sq. ft. of grocery space.
Customer concentration and access	• Retailers assess how many customers live or travel within a practical walk or drive time. • Concentrated housing, nearby workplaces and strong road traffic help one location receive regular customer visits. • **Example:** Downtown Bridgewater has more than 5,300 residents within a 20-minute walk. The study linked this concentration to opportunities for local shops, dining and mixed-use development.
Growth outlook	• Retailers prefer markets where population, households and income are expected to increase. • Growth in housing adds customers and gives retailers more confidence that sales can grow over time. • **Example**: Alberta's City of Fort Saskatchewan's retail trade area was expected to grow from 38,700 to 46,000 residents over ten years, an increase of about 19%. Its retail study found that this growth would increase support for new shops and services.
Spending and market capture	• Retailers measure how much trade-area spending is captured by local businesses and how much is spent elsewhere. • A market opportunity is identified when a realistic increase in local spending creates measurable demand for new store space. • **Example:** Alexandria, Ontario retained 52.7% of trade-area spending. A 5-percentage-point increase in local market share was projected to create demand for 152,613 sq. ft. of new retail by 2031, including 22,025 sq. ft. for grocery and specialty food retail.

Market Gap 1: Relatively Small Trade Area Size

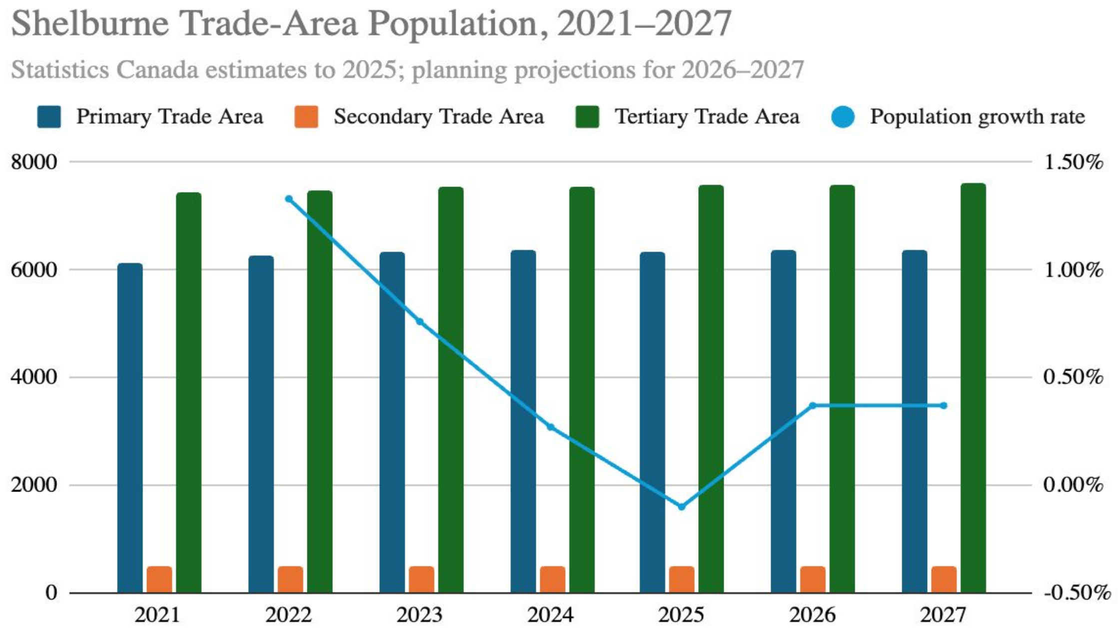
A retail trade area includes the people likely to shop at a location, not only municipal residents. Using road access, competing retail centres and expected shopping patterns, Shelburne County's total trade area is smaller than both Yarmouth's and Queens Counties.

- Retail analysis studies divide markets into primary, secondary and tertiary areas based on road access, distance, competing retail centres and shopping patterns. The total trade area includes the full population of every unique community assigned to the three levels. The same approach was applied here at a planning level.
- For each retail centre, every community was assigned to only one trade-area level. Town, municipal district, regional municipality and separate Indigenous census subdivision populations were added individually, while county totals were excluded to prevent double counting.
- Shelburne County's total trade area has 13,704 people, about one-quarter of Yarmouth's 55,713-person market and one-fifth of Bridgewater's 71,078-person trade area. This gives large retailers fewer regular customers to support sales in Shelburne County.

Key Takeaway: Shelburne County's total trade area is about four times smaller than Yarmouth's and one-fifth the size of Bridgewater's. This gives large retailers fewer regular customers and helps explain why smaller, locally focused retail formats are more realistic for Shelburne County.

Shelburne Trade-Area Population Trend, 2021-2027

Shelburne’s combined primary, secondary and tertiary trade-area population has remained stable and grown gradually. The chart uses Statistics Canada annual population estimates for 2021–2025 and planning projections for 2026-2027.



- The trade-area population grew from 14,064 in 2021 to 14,399 in 2024 and is projected to reach 14,491 by 2027.
- Most customers are in the primary and tertiary areas.
- Growth remains modest, limiting near-term demand for larger retailers.

Key Takeaway: Shelburne’s trade-area population is stable and slowly expanding. This supports existing businesses and smaller retail formats, while stronger population growth or greater local spending capture would be needed to support larger retail development.

Market Gap 2: Low Customer Concentration

Retailers need customers to live close enough to visit one location regularly. Shelburne county has 14,303 residents spread across 1,140 km^2 of inhabited area, while Yarmouth has 26,432 residents within 900 km^2. This gives Shelburne county fewer nearby customers around each potential store location.

	Shelburne	Yarmouth	Queens
Residents per inhabited km^2	**12.5**	**29.4**	**6.9**
Total land area	2,463 km^2	2,122 km^2	2,393 km^2
Inhabited area	1,140 km^2	900 km^2	1,586 km^2
Households per inhabited km^2	6.1	13.4	3.4

- A scan of retail analysis studies shows that retailers benefit from a dense, accessible customer base near one location. The Shelburne county market is much more spread out.
- Shelburne county has 12.5 residents per inhabited km^2, compared with 29.4 in Yarmouth. It also has 6.1 households per inhabited km^2, less than half of Yarmouth's 13.4.
- Shelburne county's inhabited area covers 1,140 km^2, compared with 900 km^2 in Yarmouth, despite having fewer residents. Retailers cannot rely as heavily on a wider catchment because longer travel distances reduce visit frequency, increase travel and delivery costs, and make customer traffic less predictable.

Key Takeaway: Shelburne county is more concentrated than Queens county but much less concentrated than Yarmouth. Its customers are spread across a larger area, reducing the number of regular shoppers available near one retail location.

Market Gap 3: Opportunity to Strengthen Market Growth

Retailers are attracted to markets where customers, households and spending power are increasing. Shelburne county is projected to grow across all three measures, but at a more gradual pace than the comparison markets, creating an opportunity to build retail demand over time.

	Shelburne	Yarmouth	Queens
10-year population growth	+3.7%	+7.2%	+5.7%
10-year household growth	+8.5%	+11.2%	+12.6%
10-year household income growth	+19.2%	+29.9%	+32.0%

- A scan of retail analysis studies showed that Bridgewater, Nova Scotia projected 7.1% population growth over ten years, while Fort Saskatchewan, Alberta projected about 19%. Both studies linked customer growth with stronger support for new shops and services.
- Shelburne county's population is projected to grow by 3.7%, compared with 7.2% in Yarmouth and 5.7% in Queens county. This means that the Shelburne county retail market is growing, but demand will build more gradually.
- Shelburne county's number of households are expected to grow by 8.5%, while average household income rises by 19.2%. These gains can support additional retail demand even when population growth is moderate.

Key Takeaway: The Shelburne county market is expanding at a measured [illegible] The strongest opportunity is for smaller and flexible retail formats that can serve current demand and grow as the number of households and household income increase.

Market Gap 4: Smaller Total Spending Market

Retailers look at both the total spending available and how much of it is captured locally. Shelburne county households spend almost as much per household as Yarmouth households, but the smaller market and frequent shopping trips outside the municipality reduce sales available to local businesses.

Shelburne

$374.1M
annual household consumption

Consumption per household	$53,873
Total annual expenditure	$468.5M
Share of Yarmouth market	56%

Yarmouth

$665.1M
annual household consumption

Consumption per household	$55,269
Total annual expenditure	$834.3M
Share of Yarmouth market	100%

Queens

$243.4M
annual household consumption

Consumption per household	$44,802
Total annual expenditure	$306.4M
Share of Yarmouth market	37%

- A scan of retail analysis studies showed that the town of Bridgewater of Nova has about $1.19 billion in trade-area spending potential. Shelburne county generates $374.1 million in annual household consumption, compared with $665.1 million in Yarmouth and $243.4 million in Queens county.
- Shelburne county households spend about $53,873 annually, close to Yarmouth's $55,269. The main difference is the number of households, which makes Shelburne county's total market only 56% of Yarmouth's.
- The community survey found that 85.3% regularly travel outside Shelburne county for services and amenities, while 55.9% identified shopping for goods as their main reason for travel. This shows an opportunity to capture more existing spending locally.

Key Takeaway: Shelburne county households have meaningful spending power, but the total spending market is smaller than Yarmouth's and much of the demand is not captured locally. With 85.3% of respondents regularly travelling outside Shelburne county for services and amenities, local businesses have fewer consumer dollars available to support additional retail.

Top Five Areas of Household Spending

Households in Shelburne county, Yarmouth and Queens county spend the most on the same five areas outlined below. Together, these categories account for about 78% of annual household consumption in each municipality.

Spending Area	Comparison Across Municipalities
Housing/Shelter	• Includes spending on rent, mortgage payments, utilities, property taxes, repairs and renovations. • **Shelburne County**: $115.3M, or $16,608 per household; **Yarmouth**: $207.7M, or $17,263 per household; **Queens County**: $75.4M, or $13,872 per household.
Transportation	• Includes expenditure on vehicle purchases, fuel, repairs, insurance and public transportation. • **Shelburne County**: $62.7M, or $9,027 per household; **Yarmouth**: $108.7M, or $9,032 per household; **Queens County**: $38.7M, or $7,132 per household.
Food	• Includes expenses on groceries, specialty food stores, convenience stores and restaurants. • **Shelburne County**: $61.4M, or $8,842 per household; **Yarmouth**: $109.8M per household, or $9,128; **Queens County**: $40.5M, or $7,463 per household.
Household Operations	• Includes expenses on internet and telephone services, childcare, pet expenses, cleaning supplies and garden services. • **Shelburne County**: $32.5M, or $4,685 per household; **Yarmouth**: $58.9M, or $4,893 per household; **Queens County**: $21.7M, or $3,986 per household.
Recreation	• Includes expenses on recreation equipment, entertainment, facility fees, travel packages and related services. • **Shelburne County**: $21.0M, or $3,018 per household; **Yarmouth**: $34.9M, or $2,903 per household; **Queens County**: $13.2M, or $2,433 per household.

Shelburne's Retail Market Readiness

This report card shows how Shelburne county performs across the four conditions that influence whether new retail can operate successfully. Green means the condition strongly supports new retail, yellow means it partly supports retail or is better suited to smaller/local businesses, and red means it creates a major challenge for attracting larger stores.

Condition	Description	Shelburne's Performance
Trade-area size	Shelburne county's estimated trade area includes about 14,399 people, compared with approximately 58,479 in Yarmouth and 71,078 in the Bridgewater example. This provides fewer regular customers to support supermarkets and other large stores.	Red
Customer concentration and access	Shelburne county has 12.5 residents and 6.1 households per inhabited km^2 across a 1,140 km^2 inhabited area. Customers are spread across longer distances, reducing the regular traffic available near one store location.	Yellow
Growth outlook	Shelburne county's population is projected to grow by 3.7%, while households grow by 8.5% and household income by 19.2% over ten years. Demand is increasing, but it will build gradually.	Yellow
Spending and market capture	Shelburne county households spend about $53,873 each year, close to Yarmouth's level. However, total household consumption is only $374.1 million, and 85.3% of survey respondents regularly travel outside Shelburne for services and amenities. Shopping for goods was the main travel reason for 55.9% of respondents.	Yellow

Key Takeaway: Shelburne county has solid household spending and gradual growth, but its small trade area, dispersed customers, smaller total spending base and spending leakage reduce sales available to large retailers. Together, these factors help explain the municipality's limited retail presence.

Building Stronger Retail Demand Over Time

Shelburne County's trade area size currently favours smaller and locally focused businesses. Retail demand can become stronger and more dependable by keeping more spending local, concentrating customer activity, growing the household base and reaching customers from outside the county.

Recommendation	Description
Capture More Local Spending	• Focus on goods and services that residents currently travel elsewhere to purchase, especially shopping goods and everyday services. • Help existing businesses expand product lines, coordinate operating hours and offer online ordering, delivery or pickup. • Track spending leakage regularly and recruit businesses only where clear demand exists.
Concentrate Retail Activity	• Direct new retail toward visible and accessible locations near existing businesses, community services and major travel routes. • Group stores, food services and public amenities together so one trip can meet several customer needs. • Improve signage, parking, storefront visibility and connections between commercial areas.
Grow the Local Customer Base	• Support housing development in serviced areas close to shops, employment and community facilities. • Align retail planning with projected growth in population, households and household income. • Encourage smaller and adaptable commercial spaces that can expand as demand increases.
Reach More Regional and Visitor Customers	• Promote Shelburne as a shopping, dining and service stop for Highway 103 users, visitors and nearby communities. • Connect retail promotions with tourism, events, the waterfront and locally made products. • Use regional marketing, seasonal programming and delivery services to extend the market beyond local residents.

05

Jurisdictional Scan

Case Study Selection Criteria

We selected case studies from communities with similar characteristics, including governance structure, leadership approach, site characteristics, and development context. However, finding examples that aligned across all criteria was challenging; therefore, some case studies differ in terms of population size while maintaining relevance in other key areas.

	Glooscap Landing	North Caledonia	Agerton Secondary Plan	Caledon, Ontario	Foothills County	Lacombe County
Population	62,914	56,059	158,022	93,100	26,238	11,171
Municipal ownership of lands	✓	✓	✓	Privately held	Privately held	Privately held
Site characteristics - strategic highway adjacent location	✓	✓	✓	✓	✓	✓
Financial feasibility and financial comparability	✓; requires infrastructural funding	✓; requires alternative financing	Coordinated investment is required	Financial feasibility was not evaluated	Financial feasibility was not evaluated	✓; development in some areas requires future infrastructure investment
Comparable scale for development	✓	✓	✓	✓	✓	✓
Canada	✓	✓	✓	✓	✓	✓

Glooscap Landing

Link

Situation

Glooscap Landing is a proposed commercial, tourism, and cultural development located at Exit 8A on Highway 101 in Kings County, Nova Scotia.

Kings County has 62,914 residents, and draws of nearby communities including: Hantsport Wolfville Kentville Windsor Glooscap First Nation

The proposed amenities on the land were: a commercial vehicle service area, a restaurant and retail space, a community gathering space, and a cultural centre showcasing Glooscap First Nation heritage, as well as aesthetic improvements.

How it was evaluated

The study assessed the market, site suitability, community needs, and financial viability of developing the lands.

To evaluate the feasibility, viability of the project, ability to attract investment, the land was evaluated across certain categories.

Partnerships: these included consulting firms, real estate advisors as well as community input.

Market Feasibility: identified market potential based on the site's strategic highway location and surrounding population base.

Financial Feasibility: The financial analysis evaluated multiple funding scenarios, development costs, revenue potential, and investment requirements.

Page 34

Lessons learnt

1. Strategic location isn't enough. Need to have a clear development plan
2. Market demand should be validated through service gap analysis - this showed there was unmet demand between Windsor and New Minas. This strengthens the case and reduces risk.
3. Infrastructure readiness is often the determining factor – even though market demand existed, it was only deemed feasible with funding for infrastructure.
4. Phased development reduces financial risk
5. Community support strengthens project viability
6. The mixed development plan diversified revenue sources, increased visitation, and created a stronger value proposition for investors and the community.

Agerton Secondary Plan - Ontario

Link

Situation

The Agerton Secondary Plan is located along Trafalgar Road, south of Highway 401 and north of Derry Road, in Milton Ontario

The Agerton Secondary Plan was considered feasible as a long-term mixed-use development area under a comprehensive planning and infrastructure framework, as long as it takes place incrementally.

Agerton was evaluated as a complete community consisting of residential, employment, commercial, institutional, and community uses

How it was evaluated

Partnerships: they partnered with consulting firms, provincial agencies and infrastructure stakeholders, landowners and the public participated

Infrastructure feasibility: The project is feasible because infrastructure planning was integrated into the Secondary Plan rather than being addressed after development pressures emerged. That being said, coordinated investment is required.

Economic feasibility: The analysis evaluated whether the lands could support employment creation; business attraction; commercial growth; expansion of Milton's economic base.

Financial feasibility: The large-scale greenfield development requires substantial upfront investment before financial benefits are realized.

Community Feasibility: Public consultation conducted also helped identify priorities related to community design, recreation, transportation and environmental protection

Page 35

Lessons learnt

1. One of the strongest aspects of the plan is that it clearly communicates what the area will become over the next 25 years rather than simply identifying land uses.
2. Plan Infrastructure Before Development → The plan recognizes that higher-order transit and transportation investments are essential to unlocking employment and population growth.
3. Integration of employment and housing → instead of separating employment and residential growth, the plan intentionally creates a mixed-use community where people can live close to employment centres → they plan for employment and population growth
4. Strong intergovernmental coordination increases investor confidence because it reduces implementation risk.

North Caledonia - Ontario

Link

Situation

The North Caledonia Employment Lands Feasibility and Servicing Study was undertaken by Haldimand County to assess whether approximately 184 hectares of land in North Caledonia could be developed into future employment lands.

The lands are primarily agricultural, with some existing light industrial and agriculture-related employment uses.

The overall vision was to establish a general employment area focused on industrial and job-generating uses.

How it was evaluated

The study examined potential development options through a phased approach, considering market demand, servicing requirements, development costs, and revenue potential.

It established development and **target sectors,** manufacturing and light industrial uses, logistics and distribution, agri-business and agricultural services, construction and trade services.

The **market analysis** identified North Caledonia as a competitive location due to its position within the Greater Golden Horseshoe, fast-growing economic regions.

Financial Feasibility: only feasible with alternative models of financing, different types of ownership of the infrastructure and buildings.

Page 36

Lessons learnt

1. The study demonstrates that investment-ready sites require a comprehensive assessment of market demand, infrastructure capacity, servicing requirements, financial feasibility
2. Regional competitive advantages should drive investment attraction
3. Market demand should guide target sectors
4. Financial feasibility should inform development strategy
5. Phased development reduces municipal and investor risk
6. Aligning land use planning with provincial policy increases investor confidence

Investment Tools and Readiness

The North Caledonia Employment lands feasibility study explores how the municipality can become investment ready and the tools they can use to attract investors

Becoming investment ready entails:

1. The ability to provide key data to business inquiries,
2. Having an inventory of available land and buildings including the current zoning and any limitations.
3. Knowing the strengths and weaknesses of the County and being able to communicate those effectively to investors.
4. Creating a unique community economic development identity: This involves developing a strong brand, a value proposition for business investment, and economic development identity, and marketing strategy.
5. Building stronger economic development partnerships: Creating business partnerships, with neighbouring communities, and aligning economic development efforts with regional partners.
6. Showcasing investment opportunities; through community events or website, this builds visibility and in this way the audience can be tracked
7. Recurring reporting can be done in the form of an annual "Employment Lands Readiness Report" which tracks land uptake, servicing capacity assessments, and developer commitments.

Page 37

Key Lessons

Glooscap Landing, Kings County, NS
North Caledonia – Haldimand County, Ontario
Agerton Secondary Plan – Milton Ontario
Foothills County – Alberta
Caledon, Ontario
Lacombe County, Alberta

The key lessons we learned across these case studies are:

1. **Strategic location** alone does not make a project investment-ready
- Successful projects combined market conditions for ultimate viability. Market conditions included market demand, surrounding population or employment growth, access to regional transportation networks, and provincial policies.
2. **Market development** should drive the type of development.
- Instead of starting off with a predetermined land use, evaluate consumer and business demand as well as regional economic trends.
3. For large developments, **phased implementation** often determines success, as it reduces financial risk.
4. **Infrastructure** is the biggest development of success and feasibility.
- It is important to integrate infrastructure planning into development plans rather than addressing it later.
- Infrastructure investment also heavily determines feasibility of projects.
5. **Investment decisions** should be based on integrated technical, economic, market, environmental, and community analyses, and these factors also increase investor confidence.
6. **Collaboration** is essential, this includes:
- Collaboration with the community to understand their priorities.
- Collaboration with planners, real estate developers, developers, municipalities

Page 38

05

Target Industries

Target Industries Selection Criteria

The table below outlines how the target industries were selected and prioritized. Given the large number of industries considered, sectors were assessed against a set of criteria, with priority given to those demonstrating strong growth potential and alignment with provincial economic priorities.

Criteria	**Tourism and Hospitality**	**Manufacturing/ Defence/ Logistics**	**Renewable Energy**
Community Priorities - What We Heard Report	✓	Residents are concerned about lack of jobs	Residents would like to see larger employers
Shelburne Strategic Plans	Shelburne Town Council Strategic Plan 2024–2028	Prioritises manufacturing and light industrial activity	Eastern Shelburne County Energy Strategy
Provincial priorities and policies	Provincial initiatives promote destination development, tourism product diversification, to enhance Nova Scotia's tourism economy.	Investment initiatives such as initiatives such as the Ocean Supercluster, the Nova Scotia Loyal Program.	Reinforce renewable energy and clean technology as strategic growth sectors for Nova Scotia. The Province's Clean Power Plan targets 80% clean electricity by 2030
Market Demand	✓	✓	✓
Competitive advantage of Shelburne	Port of Shelburne markets competitive marine terminal rates and cruise visits in an ice-free, deep-water harbour.	The Town and District have relatively low commercial tax rates and available land.	Deep water can support marine infrastructure, coastal location, available land for expansion
Economic Impact	Can create jobs, hotels would facilitate this sector whilst creating jobs	Attracts businesses and creates jobs	Attracts businesses

Forestry & Value-Added Wood Products, Ocean Industries (Fisheries & Marine), Renewable Energy & CleanTech, Tourism, Culture and the Creative Economy, Manufacturing and Value-Added Industry, Housing and Community Development

Key Target Industries

Tourism and Hospitality

Manufacturing/ Defence/ Logistics

Renewable Energy

Tourism and Hospitality Industry Shelburne

According to our market research, as well as the community engagements, tourism is a key industry in Shelburne, and it has the potential to grow even more.

Shelburne has a lot of economic assets which can drive tourism, these include the natural beauty, the beaches, the harbour, lighthouses, and seafood/fishing culture as unique cultural assets.

The recent strategic plan for the Municipality of Shelburne calls for using the existing tourism assets, such as the harbour to attract tourists and generate revenue.

The region is part of Nova Scotia's South Shore tourism area, with provincial initiatives like the Lighthouse Route.

The parcel of land can be used to complement the tourism industry and facilitate its growth

Using the case studies as a guide, specifically the Caledon, Ontario case study, a hotel would complement the tourism industry and help encourage its growth by giving tourists a place to stay in Shelburne overnight.

This will help increase spending related to tourism as longer stays generate more revenue.

As it is by the highway, it will also draw in travellers travelling across Nova Scotia, and therefore won't be dependent on those staying in Shelburne, or coming to Shelburne specifically for tourism. This reduces overall financial risk and makes it easier to draw in investors.

There is also a convenience store and a gas station located on this parcel of land, in the case study. This would complement the hotel even more. During the off-seasons of tourism, the gas station and convenience store would still generate revenue.

Manufacturing/Defence/Logistics Industry Shelburne

The Town and District have relatively low commercial tax rates and available land, which are marketed to prospective investors. This also creates a great breeding ground for business, specifically light industrial activities to set up.

In terms of defence, Shelburne Harbour is a naturally sheltered, ice-free deepwater port that operates year-round, with a Canadian Customs access point at the Shelburne Marine Terminal.

The Municipality's long coastline and deep harbours have been the primary driver of economic activity in the region for generations, located close to international shipping routes. CFS Shelburne included a deepwater pier and shore facilities, and served as a Cold War sore terminus.

Developments based on logistics should build upon the industries and key sectors in Shelburne and Nova Scotia as a whole, which include forestry, fisheries and marine industries. This would expand existing strengths rather than building new industries which is more risky.

Cold Chain Logistics, which involve

- refrigerated warehousing
- seafood export logistics
- cold storage
- food distribution
- container consolidation

For defence, → industrial/business parks, as in North Caledonia and the Lacombe County case studies, to attract employers and defence related companies, such as ship builders, and downstream suppliers or Tier 2/Tier 3 suppliers. These types of companies manufacture the components, and the final assembly and distribution (which can be done by the logistics development). This includes fabricated metal components, marine electronics, wiring harnesses, hydraulic systems, vessel outfitting, corrosion protection, and naval equipment servicing. The industries manufacturing, defense and logistics all complement each other and this can contribute to long term sustainability.

Renewable Energy

The community engagements revealed residents look for job opportunities in Shelburne, and this is a key barrier.

They would also specifically like to see more employment opportunities from large employers, which this industry can bring in.

→ If these conditions are not addressed, this can lead to out migration from Shelburne, and this is already occurring across Nova Scotia.

Integrated Community Sustainability Plan and website explicitly welcomes renewable energy and sustainable industries.

The region’s potential in wind, solar, tidal, and biomass energy was documented in the 2010 Energy Strategy, which has since led to efforts to court investors in these fields.

The municipal plan specifically notes that it would like to move away from more heavy industrial activity in Shelburne and promote growth and development in a way that benefits the community.

Clean energy equipment assembly could be a valuable option, rather than heavy manufacturing:

- electrical control panels
- switchgear assembly
- battery enclosure assembly
- renewable energy components
- prefabricated modular energy systems

These require less labour than full-scale manufacturing but create skilled jobs.

Developing the area into an industrial park, as done with North Caledonia, with marine related renewable energy developments, or battery and critical minerals recycling would be a valuable long term opportunity, as it isn’t revolved around one employer

06 Implementation Roadmap

Implementation Roadmap

This roadmap sets out a structured, ten-year pathway to move the 103 Property from its current state of market readiness to becoming an established, investment-ready location for employment, commercial, tourism, and mixed-use development. It translates a broad economic-development ambition into sequenced, accountable workstreams, each with a clear rationale, a designated lead, a comparable jurisdiction to draw lessons from, and a defined deliverable. Delivery is organized into 4 phases.

Phase 1 — Plan and Prepare

Purpose: Establish the strategic, planning, & technical foundation required to reduce development risk and position this land as an investment-ready opportunity.

Investors are more likely to commit to a site with:

- a clear vision,
- planning certainty,
- an understanding of development constraints.

Phase 2 — Enable Investment

Purpose: Identify and address infrastructure, funding, and partnership requirements to improve site readiness and competitiveness for future investment.

- Infrastructure is a key determinant of development feasibility.
- Servicing the site, securing funding, and strengthening partnerships make the 103 property more competitive.
- They improve its attractiveness to private investors.

Phase 3 — Attract Investment

Purpose: Develop an investment attraction approach that positions the 103 property as a competitive site for target industries through targeted marketing, investor engagement, and strategic partnerships.

Investment does not occur passively. Successful municipalities:

- actively market their sites,
- engage directly with investors,
- build strategic partnerships.

Phase 4 — Growth and Monitor

Purpose: Establish a phased implementation and monitoring approach to ensure long-term success, measure outcomes, and support evidence-based decision-making.

Long-term success depends on:

- Phased development,
- continuous monitoring, and
- adapting to changing market conditions.

Measuring performance ensures public investments deliver economic outcomes and that future decisions remain evidence-based.

Timeline

Workstream	Y1	Y2	Y3	Y4	Y5	Y6–10	Lead
VISION, PLANNING & STRATEGY							
Establish Development Vision & Governance							Council / CAO
Land Use Framework & Secondary Planning							Planning
Market Analysis & Target Sector Strategy							Economic Development
SITE READINESS & ENVIRONMENT							
Engineering & Geotechnical Studies							Engineering
Environmental Assessments & Permitting							Municipality / Province
INFRASTRUCTURE & SERVICING							
Infrastructure Master Plan							Municipality
Infrastructure Funding Applications							Municipality
Roads, Water & Wastewater Upgrades							Municipality
Broadband & Electrical Capacity							Municipality / Utilities
Housing Partnerships							Municipality / Housing NS
INVESTMENT ATTRACTION & MARKETING							
Investment Prospectus & Branding							Economic Development
Investment Website & GIS Portal							Municipality
Investment Missions & Conferences							Economic Development
Anchor Tenant Recruitment							Municipality / Invest Nova Scotia
DEVELOPMENT & GROWTH							
Employment Land Development							Developers
Commercial Gateway Development							Developers
Tourism & Hospitality Development							Municipality / Private Sector
Mixed-Use & Waterfront Development							Municipality / Developers
PERFORMANCE & GOVERNANCE							
Annual KPI Monitoring & Reporting							Council
Five-Year Strategy Review							Council

07 Appendix

SWOT (Municipal Staff and Council Survey)

A SWOT analysis for YLS is a strategic tool used to assess internal strengths and weaknesses, as well as external opportunities and threats, to support program planning and service improvement.

Strengths

- The strategic location and highway access provide visibility for commercial development and future growth opportunities.
- Municipal ownership means flexibility with planning and makes it easier for investors as well.
- There are many existing economic assets and community anchors such as natural beauty, waterfront assets, fishing/marine-related industries, and Roseway Hospital as existing anchors that attract activity to the community.

Weaknesses

- Limited servicing capacity and infrastructure uncertainty – Access to water/sewer services, power, and other infrastructure
- Respondents identified wanting to see upgraded infrastructure, serviced land inventory, improved site marketing, and faster approvals as areas requiring improvement.
- There is limited clarity on preferred development direction, as well as workforce and housing constraints

Opportunities

- Development of employment-generating uses such as light industrial, commercial services, tourism-related businesses, and other job-creating activities.
- Improving municipal investment readiness by preparing the lands through servicing analysis, clear approval processes, etc to improve the Municipality's ability to respond to investment opportunities.

Threats

- Without confirming investor demand, infrastructure requirements, and appropriate uses, there is a risk of investing in lands without sufficient uptake.
- Infrastructure costs and financial pressures, such as required upgrades to water, sewer, power, or transportation infrastructure could create significant upfront costs for the Municipality.

How the Retail Trade-Area Estimates Were Calculated

A retail trade area is the area from which a business is likely to draw regular customers. These planning-level estimates divide each market into primary, secondary and tertiary areas based on road access, competing retail centres and expected shopping patterns. The full population of every unique community in the three areas is then added. The same method was used for Shelburne, Yarmouth and Queens.

Step 1: Define the likely shopping area

Trade areas were based on:

- major roads and normal travel patterns;
- nearby competing retail centres;
- geographic and municipal boundaries; and
- how regularly residents are expected to use each retail centre.

Step 2: Set the catchment area for each market:

Step 3: Add the population

- Shelburne: 5,980 + 476 + 7,248 = 13,704
- Yarmouth: 24,947 + 14,926 + 15,840 = 55,713
- Queens: 10,501 + 476 + 5,980 = 16,957

Figures show primary + secondary + tertiary populations using 2021 Census data.

Step 4: Interpret the estimates

Trade areas can overlap because the same community may shop in more than one retail centre. Within each market, however, every census subdivision is counted only once. County totals are not added when their towns, districts or reserve communities are already included. The figures therefore show each centre's potential customer reach, not separate population areas.

Market	Catchment used	Reason
Shelburne	**Primary**: 5,980: Town and District of Shelburne; **Secondary**: 476: Town of Lockeport; **Tertiary**: 7,248: District of Barrington and Town of Clark's Harbour	Shelburne serves the Town and District most regularly. Lockeport has a moderate connection, while Barrington and Clark's Harbour are farther away and also use Yarmouth.
Yarmouth	**Primary**: 24,947: Town and District of Yarmouth, District of Argyle and Yarmouth 33; **Secondary**: 14,926: Districts of Clare and Barrington and Town of Clark's Harbour; **Tertiary**: 15,840: Town and District of Digby, Bear River (Part) 6, Town and District of Shelburne and Town of Lockeport	Yarmouth is the strongest regional retail and service centre. Nearby areas use it regularly, while more distant communities also have local or competing shopping options.
Queens	**Primary**: 10,501: Region of Queens Municipality, Medway River 11, Ponhook Lake 10 and Wildcat 12; **Secondary**: 476: Town of Lockeport; **Tertiary**: 5,980: Town and District of Shelburne	Queens mainly serves the Region of Queens and nearby Indigenous communities. Lockeport has a moderate connection, while Shelburne residents visit less often and have other retail options.

Foothills County - Alberta

Link

Situation

The proposed development is for a Highway side commercial centre located in High River Alberta. The parcel of land is strategically located on the intersection of highway 2 and 23, and it is located just 30 minutes from Calgary. It sees a lot of traffic, as it is designated a 'freeway' trade route under the North American Free Trade Agreement (NAFTA).

The area concept established a vision for a highway commercial centre, which includes a travel centre/truck stop, a gas station, restaurants, a retail outlet mall, a farmers' market and an RV Campground.

How it was evaluated

Partnerships: Development and planning consultants were engaged, as well as engineering consultants.

Market Demand: Tourism demand was a reason for development; the RV ground serves tourists, and the location being 30 minutes away from Calgary, helps capture tourists.

Site Feasibility: Location on two highway intersections and a freeway, which brings in much traffic and travellers. In terms of availability, there is a large, undeveloped land base which allows for careful, thought out development.

Infrastructural feasibility: It evaluated infrastructural availability, how much needed and serving requirements. It requires investment and further planning and service would be a key factor in planning. It also recommends phased development in 5 phases.

Page 51

Lessons learnt

1. Infrastructure is often the primary constraint to investment. – Servicing and infrastructure requirements represented the largest challenge. Roads, utilities, and site servicing required significant financing before commercial development could occur.
2. Phased development reduces investment risk – This allows infrastructure and commercial uses to expand in response to market demand while reducing upfront capital requirements.
3. Integrated and coordinated planning creates stronger investment opportunities. Integrating the facilities into one commercial node reduces risk.
4. Market demand should be tied to identifiable user groups, such as tourists and travellers. This reduces risk for investors.

Caledon, Ontario

Link

Situation

This project evaluates the proposed development of the property, located at 12476 Highway 50, Town of Caledon, Ontario, for a five storey hotel and associated parking area. There is a pre existing convenience store and gas station on the land.

The plan for the land proposed that land can be developed for a proposed five storey hotel, and existing Retail Fuel Outlet and associated convenience store.

How it was evaluated

Partnerships: BVD Bolton Hospitality Inc – landowner. Deanlee Management Inc – planning consultant. Toronto and Region Conservation Authority (TRCA) reviewed environmental constraints and natural heritage considerations.

Market Demand: The property is also located within Bolton's Highway Commercial and Prestige Industrial area, prone to receiving business travellers, contractors, industrial clients and visitors to nearby businesses. Being located in the rapidly growing GTA area is very beneficial as well.

Environmental Feasibility: The project addressed environmental requirements through supporting studies which evaluated environmental impacts, stormwater management, and natural heritage..

Infrastructural feasibility: Engineering infrastructure is available to serve the proposed development without a major upgrade.

Lessons learnt

1. Maximizing underutilized land can create strong investment opportunities. – The project capitalized on vacant land surrounding an existing gas station and convenience store, allowing additional commercial development without requiring new land acquisition.
2. Existing infrastructure significantly improves investment readiness.
3. Complementary land uses strengthen the business case. The hotel complements the existing fuel station and convenience store by serving overlapping customer groups, including business travellers, contractors, and highway users.
4. Completing technical due diligence reduces development risk – environmental, infrastructural, servicing, stormwater management.

Lacombe County, Alberta

Link

Situation

The Highway 2 Corridor Economic Development Study – Phase 2: Land Use Strategy was undertaken by Lacombe County, Alberta to evaluate the economic development potential of lands located along the Highway 2 corridor.

The primary focus was to encourage industrial businesses, trucking and logistics operations, warehousing and distribution, and manufacturing and industrial services.

How it was evaluated

Partnerships: This was a municipally led project, and the key partners include, Lacombe County, the project leads, the Town of Blackfalds, and external consultants. The lands were also not municipally owned, so the landowners were key partners.

Market Demand: The presence of existing trucking operations, industrial businesses, storage uses, suggested that there was demand for highway-oriented employment uses – only market evaluation done.

Site Feasibility: The project addressed environmental requirements through supporting studies which evaluated environmental impacts, stormwater management, and natural heritage.

Infrastructural feasibility: Some areas had limited servicing capacity, meaning development intensity would depend on future infrastructure investments.

Lessons learnt

1. Identifying the right development type strengthens the investment case.
2. Infrastructure capacity must be addressed before development can scale. Although the locations were strategically strong, some areas had limited servicing capacity. Future development intensity would depend on additional infrastructure investments.
3. Existing businesses can demonstrate market demand. – The existing trucking operations, industrial businesses, and storage uses in the corridor as evidence that there was demand for highway-oriented employment uses. This helps strengthen investor confidence.
4. The study evaluated large, undeveloped parcels, which allows for larger-scale business parks and industrial areas rather than fragmented individual developments.

Workstream

Workstream	Why It Matters	Lead	Comparable Jurisdiction	Key Deliverable
VISION, PLANNING & STRATEGY				
Establish Development Vision & Governance	Provides a clear long-term direction, builds investor confidence, aligns Council decisions, and ensures continuity across future Councils.	Council / CAO	Glooscap Landing; Milton	**Development Vision & Steering Committee**
Land Use Framework & Secondary Planning	Identifies where employment, commercial, tourism, recreation, and future development should occur while reducing planning uncertainty.	Planning	Milton	**Development Framework**
Market Analysis & Target Sector Strategy	Ensures development responds to market demand rather than speculation and focuses investment attraction on sectors with the greatest potential.	Economic Development	North Caledonia	**Investment Target Sector Strategy**
SITE READINESS & ENVIRONMENT				
Engineering & Geotechnical Studies	Confirms site suitability, identifies servicing constraints, reduces investor risk, and provides accurate infrastructure costs.	Engineering	North Caledonia	**Site Readiness Assessment**
Environmental Assessments & Permitting	Identifies environmental constraints early, reduces project delays, and improves investment certainty.	Municipality / Province	Glooscap Landing	**Environmental Clearance**
INFRASTRUCTURE & SERVICING				
Infrastructure Master Plan	Determines future road, water, wastewater, power, and broadband requirements before development begins.	Municipality	High River	**Infrastructure Master Plan**
Infrastructure Funding Applications	Reduces the municipal financial burden by leveraging provincial and federal funding for enabling infrastructure.	Municipality	Glooscap Landing	**Funding Agreements**
Roads, Water & Wastewater Upgrades	Provides the essential infrastructure required for private-sector investment and future business development.	Municipality	High River	**Serviced Employment Lands**
Broadband & Electrical Capacity	Modern businesses require reliable digital connectivity and sufficient power capacity to operate and expand.	Municipality / Utilities	High River	**Utility Upgrades**

Workstream

Workstream	Why It Matters	Lead	Comparable Jurisdiction	Key Deliverable
Housing Partnerships	Supports workforce attraction and retention by ensuring adequate housing for employees and their families.	Municipality / Housing NS	All Jurisdictions	**Workforce Housing Projects**
INVESTMENT ATTRACTION & MARKETING				
Investment Prospectus & Branding	Creates a professional investment identity that clearly communicates Hartz Point's competitive advantages to investors.	Economic Development	All Jurisdictions	**Investment Prospectus**
Investment Website & GIS Portal	Provides site selectors and investors with easy access to property information, infrastructure data, and development opportunities.	Municipality	All Jurisdictions	**Investment Portal**
Investment Missions & Conferences	Raises Hartz Point's profile nationally, builds relationships with developers, and generates investment leads.	Economic Development	All Jurisdictions	**Annual Investment Campaign**
Anchor Tenant Recruitment	Securing a major employer builds confidence, attracts complementary businesses, and accelerates development.	Municipality / Invest Nova Scotia	All Jurisdictions	**Anchor Tenant Secured**
DEVELOPMENT & GROWTH				
Employment Land Development	Creates shovel-ready industrial and commercial sites that generate employment and expand the tax base.	Developers	Milton	**Phase 1 Employment Lands**
Commercial Gateway Development	Supports employees, visitors, and residents through restaurants, retail, and local services while reducing consumer spending leakage.	Developers	Glooscap Landing	**Commercial District**
Tourism & Hospitality Development	Expands visitor spending, supports local businesses, and complements waterfront development.	Municipality / Private Sector	Caledon Hotel Study	**Hotel & Tourism Node**
Mixed-Use & Waterfront Development	Creates a vibrant waterfront that enhances quality of life, attracts residents, and supports tourism and investment.	Municipality / Developers	Milton	**Waterfront District**
PERFORMANCE & GOVERNANCE				
Annual KPI Monitoring & Reporting	Tracks progress, measures economic outcomes, and allows the Municipality to adjust the strategy as market conditions change.	Council	All Jurisdictions	**Annual Performance Report**
Five-Year Strategy Review	Ensures the strategy remains aligned with changing market conditions, infrastructure needs, and community priorities.	Council	Milton	**Updated Strategy**

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REPORT

TO: Warden and Members of Shelburne Municipal Council

FROM: Jill Webb, Economic Development Officer

APPROVED BY: Val Kean, Director of Economic & Community Development

SUBJECT: Coastal Planning

DATE: July 22, 2026

PURPOSE:
To inform Council that the Municipality of the District of Shelburne has been awarded $24,000, through the Nova Scotia Federation of Municipalities' Coastal Planning Support Program (CPSP) and to outline how the funding will be used to support implementation of the Municipality's coastal hazard planning policies.

BACKGROUND:
In the Fall of 2025, The Municipality adopted new Municipal Planning Strategy and Land Use By-law which incorporated the Province of Nova Scotia's Coastal Hazard Area mapping through the Coastal Protection Overlay Zone. The purpose of these regulations is to reduce risks associated with coastal flooding, storm surge and sea level rise.

In winter 2026, the province announced funding to help municipalities with coastal planning. The Municipality was successful in its application and has been awarded $24,000, through the Coastal Planning Support Program. The Coastal Planning Support Program funding will allow the Municipality to retain WE6 Planning Group to help develop practical tools and resources that will make the coastal hazard requirements easier to understand and administer.

DISCUSSION
When Council adopted the Coastal Protection Overlay Zone in 2025, development within the mapped hazard area became subject to additional requirements intended to reduce risks associated with coastal flooding, storm surge, and sea level rise. Under the current Land Use By-law, development may only proceed where a flood risk analysis and mitigation report is prepared and signed by a qualified professional demonstrating that the proposed development can be safely undertaken.

While these provisions provide direction for managing coastal development, staff have experienced challenges in administering the current requirements. The current planning documents do not clearly identify what professional qualifications are required to prepare and sign flood risk reports, nor do they establish standardized criteria for reviewing those reports. As a result, residents are often uncertain about who they need to hire, what information must be included in a report, and whether a proposed development can be approved. Also, staff do not currently have the technical expertise or guidance documents necessary to consistently evaluate flood risk assessments and mitigation measures.

The Coastal Planning Support Program funding will allow the Municipality to retain WE6 Planning Group to help develop practical tools and resources that will make the coastal hazard requirements easier to understand and administer.

The project will support staff by providing guidance for reviewing coastal hazard information and creating consistent procedures for administering the Coastal Protection Overlay Zone. It will also provide clear information and educational materials to help residents better understand the development requirements and how the coastal hazard regulations may affect their properties.

This project responds directly to challenges staff have identified since the Coastal Protection Overlay Zone was adopted, including uncertainty around reviewing technical reports and explaining the requirements to property owners. The completed resources will help improve consistency in development review, support informed decision-making by residents, and provide greater clarity for both staff and the public.

BUDGET IMPLICATIONS

The funding will be used to retain WE6 Planning Group and develop both internal implementation tools and public-facing educational resources. No additional municipal contribution is anticipated.

STAFF REPORT

TO: Municipal Council

FROM: Jennifer Bell, Administrator of Protective Services

APPROVED BY: Warren MacLeod, CAO

DATE: July 22, 2026

SUBJECT: **COMMUNITY WATER PROGRAM**

ORGIN:

In 2025, a water distribution program to support residents during a declared water shortage was implemented by the Municipality. The province reimbursed the municipality for the cost of the bottled water (that was available at Sobeys by coupon) for residents who experienced water shortages due to dry wells. Total cost of the water reimbursement was $4783.00.

BACKGROUND:

The province has since discontinued the funding for a water distribution program, but the Municipality is moving to proactively prepare options to support residents with this option in advance of a declared water shortage. This project implementation is contingent on the participation of Sobeys (Shelburne).

RECOMMENDED MOTION: REMO BY-LAW:

Being duly moved and seconded, be it resolved that the Council of the Municipality of the District of Shelburne, as recommended by the Administrator of Protective Services, move to approach Sobeys for participation to reinstate the water distribution program in preparation for potential declaration of water shortages.

BUDGET CONSIDERATIONS:

Cost for this project is anticipated to be similar to last year, approximately $4783.00, although it may be more or less depending on resident uptake. The cost would be funded/absorbed by the Municipality.

Municipality of Shelburne
Naturally Yours

8(a)

Inspection Department
414 Woodlawn Drive, PO Box 280 Shelburne, NS B0T 1W0, Phone: (902) 875-3494 - Fax: (902) 875-1278

MEMORANDUM

TO: Marcia d'Eon, Director of Operations

FROM: Andrew Goreham
Manager of Inspection Services

DATE: July 8, 2026

RE: June Monthly Building Report

Fiscal Year	2026/2027	2025/2026
Number of Permits Issued in June	9	16
Number of Permits Issued to Date	27	41
Construction Values for June	$ 510,000.00	$ 989,000.00
Total Construction to Date	$ 3,526,000.00	$ 2,344,900.00

Highlights:

- 3 New Dwelling - $ 365,000.00

Yours very truly,

Andrew Goreham, CRBO, CFI
Manager of Inspection Services
/aad

Andrew Goreham, Manager of Inspection Services
andrew.goreham@municipalityofshelburne.ca

9(a)

THANK YOU

Municipality of Shelburne

...SO, **SO** MUCH.

As the recipient of your bursary for Lockeport Regional High School, I'd like to say thank you! I am grateful to have received this and will use it for my studies at Saint Mary's University in September

-Kaitlyn Brown

Shelburne Regional High School

415 Woodlawn Drive
Box 10
Shelburne, NS
B0T 1W0
Phone: 902-875-4900
Fax: 902-875-4909

Principal:* *Jeff Rankin ***Vice-Principal:* *Cheryl Steeves***

July 6, 2026

Municipality of the District of Shelburne
PO Box 280
Shelburne, NS
B0T 1W0

On behalf of the students and staff of Shelburne Regional High School, I would like to sincerely thank you for providing the *Municipality of the District of Shelburne Bursary* for our graduates this year. The recipient for this 2025-26 year was *Rachel Jensen*.

These awards recognize and honour the achievements of the many outstanding students here at Shelburne High. Such honours would not be possible without your valued support.

If you can forward your payment to Shelburne Regional High School, we would be most grateful. If this has already been completed, please accept our sincere thanks for your continued support of the students at Shelburne Regional High School.

Again, please accept our gratitude.

Sincerely,

Jeff Rankin
Principal