



TOWN OF SHELburne

REGULAR MEETING OF COUNCIL

September 8th, 2026 • 6:00 p.m.
Council Chambers • 63 King Street

1 Call to Order

2 Approval of Agenda

3 Approval of Minutes

- a) Regular Town Council Meeting - July 20th, 2026

4 Proclamations and Announcements

- a) Fetal Alcohol Spectrum Awareness Month- September

5 Delegations/Presentation

- a) Guest Speaker- Jenn Bell, Administrator of Protective Services, Municipality of Shelburne

6 Correspondence

Action:

- | | |
|---|---------|
| a) Shelburne Volunteer Fire Department re: Training Facility | D26-144 |
| b) Deby MacAlpine re: Memorial Plaque | D26-145 |
| c) Shelburne Library Building Association re: Snow Removal Assistance | D26-146 |
| d) Shelburne Longboat Society re: Grants to Organizations | D26-147 |
| e) Chamber of Commerce re: Shelburne County Business Awards 2026 | D26-148 |
| f) Michelle Roy re: Sponsorship Opportunity | D26-149 |
| g) Middle Upper Ohio Fire Department re: Fall Fling | D26-150 |

Information:

- | | |
|--|---------|
| a) Minister of Municipal Affairs re: Bulk Fill Station Project | D26-151 |
|--|---------|

7 Council Items

- | | |
|--|---------|
| a) Shelburne County Museum/ Visitor Information Centre Statistics- July 2026 | D26-152 |
| b) Shelburne County Arena re: Front Parking Area Upgrade | D26-153 |

8 Committee Reports

9 Staff Reports

- | | |
|---|---------|
| a) 80 Hammond Street- Sightline and Fencing | D26-154 |
| b) Graham's Park Expansion Project | D26-155 |
| c) Policing Model | D26-156 |
| d) CAO Update | D26-157 |
| e) Bylaw Officer Report- May-July 2026 | D26-158 |

f) Water Utility Report	D26-159
g) Wastewater Report	D26-160
h) SVFD Report- July 2026	D26-161
i) Building Inspector's Report- July 2026	D26-162

10 In Camera Session

- a) MGA (22) (2) (g) legal advice for solicitor-client privilege
- b) MGA (22) (2) (c) personnel matters

11 New Business

12 Upcoming Meetings/Events

- a) Fall Town Wide Yard Sale, October 3rd, 2026, Rain or Shine!
- b) Next Council Meeting, September 21st, 2026, 6pm, Council Chambers, 63 King Street

13 Adjournment



Town of Shelburne
Minutes of the Regular Council Meeting
July 20th, 2026

Council Members Present

Mayor Stanley Jacklin
Deputy Mayor Elizabeth Acker
Councillor Donnie Acker
Councillor Therese Cruz
Councillor Sheldon Ringer

Staff Present

Chief Administrative Officer, Sarah Mattatall
Executive Coordinator, Jessie Dyer
Director of Planning & Development, Mike Kahn
Bylaw Officer, Dana Nash
Public Works Supervisor, Will Butler

Call to Order

Mayor Jacklin called the Council meeting to order at 6:00pm and thanked everyone for coming.

Approval of the Agenda

THAT Council approves the agenda for the July 20th, 2026, Council Meeting.

Ringer – E. Acker

MOTION CARRIED

Approval of the Minutes

THAT Council approves the minutes from the Regular Town Council Meeting held on July 6th, 2026.

Cruz – D. Acker

MOTION CARRIED

Proclamations and Announcements

- a) Emancipation Day, August 1st, 2026
- b) National Peacekeepers Day, August 9th, 2026
- c) National Acadian Day, August 15th, 2026

Delegations/Presentations

a) William Steinhardt- The Breakfast Outfitter

The owners of the property at 80 Hammond Street presented concerns regarding a fence constructed during redevelopment of the property and the subsequent enforcement notice issued by the Town. They outlined their position that the fence does not create a sightline obstruction based on independent measurements, requested that enforcement be paused while objective measurements are undertaken, and asked Council to consider traffic-calming measures to address speeding concerns on Hammond Street. The owners also expressed their willingness to modify the fence if provided with clear, measurable regulatory requirements

Correspondence

Action:

a) Warren Macleod re: Coordinated Traffic Calming Measures in School Zone Areas

THAT Council directs staff to review historic traffic complaints for King Street near Hillcrest Academy, consult with the Town's traffic authority on current conditions, and report back with finding.

E. Acker – Cruz

M26-82

MOTION CARRIED

THAT Council directs staff to write the Minister of Public Works, Fred Tilley and ask to include Shelburne County as its first rural municipality to purchase and install radar speed cameras.

Ringer – E. Acker

M26-083

MOTION CARRIED

Information

a) Letter to MLA Nolan Young re: New Roseway Manor Build

Council Items: NONE

Committee Reports

a) Western Counties Regional Library Minutes- March 19th, 2026

Staff Reports

a) Scrapyard at 62 Harriet Street

The above report is for information only.

b) General and SMT (Port) Write Offs

THAT Council approves the write offs contained in this staff report.

Cruz – E. Acker

M26-084

MOTION CARRIED

c) CAO Update

CAO Sarah Mattatall provided a verbal update on several ongoing projects. She advised that the Town is pursuing additional funding to support the Graham's Park Expansion Project alongside the Huskison family's donation. She also reported that the Build Community Strong Fund (BCSF) application for Phase 2 of the Landfill Decommissioning Project has been submitted and that staff continue to seek additional funding opportunities to complete the landfill capping project. An update was also provided on the Roger Grovestine Recreation Centre, noting strong community use of the pickleball/tennis courts and baseball field, with the court access lock system currently being finalized. The CAO concluded by thanking Town staff for their hard work and dedication during the busy summer season.

d) Wastewater Report

e) Water Utility Report

f) Building Inspector's Report- June

g) SVFD Report- June

The above reports are for information only.

In-Camera Session:

a) MGA 22 (2) (f) litigation or potential litigation

b) MGA 22 (2) (g) legal advice for solicitor-client privilege

THAT Council go in-camera at 7:01pm for matters under MGA 22 (2) (f) litigation or potential litigation and MGA 22 (2) (g) legal advice for solicitor-client privilege

E. Acker – D. Acker

MOTION CARRIED

Council came out of in-camera at 7:36pm.

Motion Coming out of In-Camera:

THAT Council directs staff to re-engage with the Traffic Authority to determine alternatives to altering the fence at 80 Hammond Street to ensure the sight lines at the intersection of Thomas and Hammond Streets and provide notice of any changes to the current enforcement as soon as possible, where enforcement is to continue, but no fines prior to September 8th.

E. Acker – D. Acker

M26-085

MOTION CARRIED

New Business:

Mayor Jacklin asked if there was any new business for Council to consider.

Councillor D. Acker

- Advised that the July RCMP Advisory Board meeting was cancelled, with the next meeting scheduled for October.
- Thanked the Events Committee for their hard work in organizing a successful Dock Street Days and Car Show.

Councillor Cruz

- Reported attending the State of the Province event with Premier Tim Houston on July 16 in Yarmouth.
- Advised that she spoke with Premier Houston regarding the Roseway Manor rebuild project, expressing concerns about the ongoing delays and requesting an update on the project timeline. The Premier indicated the project may be deferred to the next fiscal year.

Mayor Jacklin

- Thanked the volunteers, vendors, and everyone who attended Dock Street Days, noting the event was a great success with strong community participation. He also highlighted the Car Show as being very well attended.
- Reported attending the REMO meeting on July 16 and advised that the REMO office will be relocating to the Municipality of the District of Shelburne building.

Upcoming Meetings/Events

- a) Shelburne County Exhibition, August 11-15, 2026, Exhibition Grounds
- b) Journey Back to Birchtown, August 16th, 2026, Black Loyalist Heritage Centre
- c) Reminder- No Council Meetings in August
- d) Next Council Meeting, September 8th, 2026, Council Chambers, 63 King Street

Adjournment

THAT the Regular Town Council Meeting of July 20th, 2026, be adjourned at 7:46pm.

D. Acker

Jessie Dyer
Recording Secretary

Stanley Jacklin, Mayor

Sarah Mattatall, CAO



Shelburne Volunteer Fire Department
P.O. Box 880
Shelburne, Nova Scotia
B0T 1W0

Document # D26-144	
Rec'd by JD	
Date July 22/26	
COPIES TO:	
Council	☒
Agenda	☒
Committee	☐
	☐

14 July 2026

Town of Shelburne, PO Box 670
162 Mowatt Street
Shelburne, NS
B0T 1W0

RE: SHELburne VOLUNTEER FIRE DEPARTMENT (LACK OF) TRAINING FACILITY

Dear CAO Mattatall and Mayor Jacklin,

For several years, the Shelburne Volunteer Fire Department has engaged in ongoing verbal and written communication—beginning with the previous mayor and council—regarding the Town's commitment to provide a training location within Town limits. This site is essential for liability purposes and for ensuring that our volunteers can safely and effectively develop the skills required to protect the residents of Shelburne. It is equally vital for preparing new members, allowing them to gain experience through realistic training scenarios so they can respond with confidence when emergencies arise.

Our volunteers meet community members on some of the most difficult days of their lives. We leave our families and workplaces at all hours because we care deeply about the safety of our neighbours. We do this without compensation and accept risks that most people will never face. What we are asking for—a safe, designated training site—is not a luxury. It is a basic requirement for public safety and for the readiness of the people who protect this Town. It is now time for the Town's administration to demonstrate that it values this service by fulfilling the commitment made to these volunteers.

Over the years, we have asked respectfully, advocated firmly, and persisted with patience. We are now at the limits of that patience. I will not recount every step, question, repeated question, meeting, call, or the offer to complete the work ourselves without pay or assistance from Public Works. You have full access to that history. While we recognize that everyone is busy, continued delays and reversals on a matter of public safety—and on a commitment made by Council—are no longer acceptable.

Fighting fires is one challenge. Fighting for the Town to prioritize the training required to fight those fires should not be another. We now ask one thing of you: uphold the commitment made to this department and take the necessary action to make this training site a reality.

Respectfully requested,

Mike Shand President, Shelburne Volunteer Fire Department
On behalf of the Membership of SVFD



Outlook

Memorial plaque

From Deby MacAlpine <debym@icloud.com>

Date Mon 8/3/2026 4:08 PM

To Sarah Mattatall <Sarah.Mattatall@shelburnens.ca>; Jessie Dyer <Jessie.Dyer@shelburnens.ca>

CAUTION: This email originated from an external sender.

Dear Town Council Members

During the summer of 2025, we inquired about planting a memorial tree at Graham's Park in memory of our deceased school mates. At that time, we were advised that, because improvements and additions to the park were being planned, planting a tree would not be recommended.

We are writing to ask if it might now be possible to place our memorial plaque beneath one of the beautiful mature trees that are already in the park. Since we understand these trees are intended to remain, we feel this would be a meaningful and lasting tribute.

Rather than planting a new tree, we would also like to request permission to carefully prepare the soil within the rock border surrounding the tree and plant daffodils. We believe this would create a simple, attractive memorial while enhancing the beauty of the park for everyone to enjoy.

We hope you will consider our request and would be grateful for the opportunity to discuss it further.

Thank you for your time and consideration.

Deby MacAlpine
SRHS Class of 70/71 Reunion

Document # D26-145	
Rec'd by JP	
Date Aug 3/26	
COPIES TO:	
Council	✓
Agenda	✓
Committee	

Shelburne Library Building Association

8/27/2026

Town of Shelburne

162 Mowatt Street

Shelburne

Dear Members of Council,

On behalf of the Shelburne Library Building Association, we would like to extend our appreciation for the continued support the Town provides to the MacKay Memorial Library.

As a non-profit organization, we understand and respect our responsibility for the maintenance of the library property, including lawn care and snow removal.

However, as you are aware, this past winter presented significant challenges, with unusually high snowfall and severe weather conditions. As a result, our snow removal costs reached approximately \$9,000 this season, placing a considerable strain on our limited resources.

Considering these circumstances, we respectfully request that the Town of Shelburne consider assuming responsibility for snow removal of the library property. In return, the Shelburne Library Building Association would continue to ensure that all walkways are kept clear and safe, and we would remain responsible for salting and general upkeep.

For your reference, the library is open to the public from Tuesday through Saturday and maintaining safe and accessible conditions during these days is of utmost importance to us and the community we serve.

Any assistance you can provide in this regard would be greatly appreciated.

We appreciate your consideration of this request and would welcome the opportunity to discuss this matter further at your convenience.

Thank you for your ongoing support of our shared community spaces.

Sincerely,

Bernie Nickerson,

Chair of the Shelburne Library Building Association

Document #	
D26-146	
Rec'd by	
JD	
Date	
Aug. 27/26	
COPIES TO:	
Council	✓
Agenda	✓
Committee	



Shelburne Longboat Society
c/o Celia Melanson Barrister
P. O. 562
Shelburne, Nova Scotia
BoT 1Wo

Mayor and Council
Town of Shelburne
P. O. Box 670
Shelburne, Nova Scotia
BoT 1Wo

31 August 2026

Document #	
D26-147	
Rec'd by	
JD	
Date	
Aug 31/26	
COPIES TO:	
Council	✓
Agenda	✓
Committee	

**Re: Grants to Organizations
Shelburne Longboat Society**

Dear Mayor Jacklin and Councilors Acker, Acker, Cruz and Ringer:

Earlier this year, the Shelburne Longboat Society (SLS) applied for a grant from the Town for the longboat building insurance. Recently, since we had heard nothing, I contacted Jessie Dyer to see whether the response had been mailed to the wrong address like last year. She checked into it and found that no grant was given. As a consequence, I am writing this letter to request that the Town reconsider that decision.

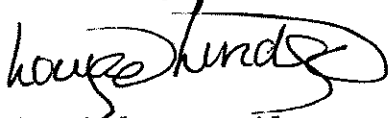
The building insurance costs \$1,529.00 annually. Our boat insurance boat insurance costs \$1,620.00 and until this year we also paid \$1,046.00 for Directors and Officers Liability insurance. Considering that we are a small not-for-profit organization, paying almost \$5,000.00 in insurance in addition to boat maintenance, power and oil costs is not feasible. Last year the Board agreed to cancel the Directors and Officers Liability insurance to reduce costs.

My understanding is that since the Longboat building is a permanent structure on Town property, it is the Town's building. It would make sense next year to insure this building through the Town's policy for their buildings. I expect that would be less costly. For

this year, since the policy is in place and we are half way through the year, it would be greatly appreciated if the Town would contribute towards the insurance.

The SLS serves Shelburne by encouraging any who are interested to participate in rowing. The longboats provide community members an opportunity to participate in an activity that improves fitness and to get out on the water at a minimal cost. The SLS offers 'Row and Rides' during Dock Street Days. Having the Longboats active in the harbour is a tourist attraction and shows off our wooden boat heritage.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Louise Lindsay". The signature is fluid and cursive, with the first name "Louise" and last name "Lindsay" clearly distinguishable.

Louise Lindsay, President
Shelburne Longboat Society



Document #	
D26-148	
Rec'd by JD	
Date Aug 24/26	
COPIES TO:	
Council	☒
Agenda	☒
Committee	☐
	☐

Dear Potential Sponsor,

The Barrington & Area Chamber of Commerce and the Shelburne Chamber of Commerce are once again partnering to celebrate the outstanding achievements of businesses throughout Shelburne County by hosting the **Shelburne County Business Awards 2026**.

This year's awards gala will be held on **Thursday, October 22, 2026**, at the **Barrington Municipal Recreation Centre (RecPlex) Barrington, Nova Scotia**.

Following the tremendous success of the 2024 event, we are excited to once again recognize the individuals and businesses that contribute to the strength and growth of our local economy.

Award categories include:

- Business of the Year
- Business Excellence Award
- Young Entrepreneur of the Year
- Employee of the Year
- Exporter of the Year
- Diversity in Business Excellence
- Community Dedication Award (Barrington & Shelburne)

These awards celebrate innovation, leadership, customer service, community involvement, and business excellence across Shelburne County.

Planning for this event is already underway, with support from our volunteer committee and community partners, including CBDC. We are inviting local businesses, organizations, and institutions to partner with us by becoming event sponsors.

Your sponsorship helps make this celebration possible while demonstrating your organization's commitment to supporting and recognizing the businesses that help drive our local economy. Together, we can celebrate the accomplishments of our business community and inspire continued growth and success.

Sponsorship Opportunities

Community Sponsor – \$500 to \$1,000

- Recognition on event marketing materials and social media.
- Company logo displayed during the awards event.
- Acknowledgement by the Master of Ceremonies during the evening.

Award Sponsor – \$1,500+

Includes all Community Sponsor benefits, plus:

- Opportunity for you or a representative of your organization to present an award during the ceremony.
- Premium recognition throughout the event and promotional campaign.

Award presentation opportunities will be assigned on a first-confirmed, first-selected basis.

We sincerely hope you will consider partnering with us to celebrate the achievements of Shelburne County's business community. Your support plays a vital role in making this event a memorable and meaningful evening for our nominees, award recipients, and guests.

We are hoping to finalize the event preparations by **August 2, 2026**

Thank you for your consideration. We look forward to working with you and would be pleased to discuss sponsorship opportunities in more detail.

Shelburne Chamber - admin@shelburnechamber.com

Barrington Chamber- barringtonchamberofcommerce@gmail.com or call Della at 902-637-7723

Sincerely,

The Shelburne County Business Awards Committee

Jennifer Newell Sears- President- Barrington & Area Chamber of Commerce

Anita Telford- Chair-Shelburne Chamber of Commerce

Cheque can be made to: **Barrington & Area Chamber of Commerce**

2447 Highway 3, Box 16, Comp 4

Barrington NS, B0W 1E0

Or E-Transfer- barringtonchamberofcommerce@gmail.com

Truth and Reconciliation Queens County

Michelleroy545@gmail.com / 902-521-7238

Liverpool, NS

July 26th, 2026

Subject: Sponsorship Opportunity: National Day for Truth and Reconciliation (September 30, 2026)

Document # D26-149	
Rec'd by JD	
Date August 12, 2026	
COPIES TO:	
Council	☒
Agenda	☒
Committee	☐
	☐

To our valued business,

As preparations get underway for the National Day for Truth and Reconciliation on September 30th, 2026, we are reaching out to local businesses to help us bring a vital community event to Liverpool, Queens County for the 6th year.

Our goal this year is to foster meaningful reflection while establishing deeper awareness of Mi'kmaw history and culture. The day's gathering will feature traditional stories, drumming, singing, and moments of shared reflection. A major highlight of the event will be a vibrant Ko'jua dance competition. A vendors market will be celebrating the artistry and resilience of Indigenous businesses.

To ensure this event is successful, respectful, and impactful, we are seeking financial or in-kind sponsorships from our local business community. Your generous support will directly fund:

- Honorariums for Mi'kmaw Elders, knowledge keepers, and performers.
- Prize money for the Kojua dance competitors.
- Event logistics, audio/visual needs, and community refreshments.

By partnering with us, you will show a visible commitment to Reconciliation in Queens County and the multiple counties along the beautiful South Shore of Nova Scotia. We would be proud to recognize your contribution through event signage, program mentions, and public acknowledgments throughout the day.

To help support this event, sponsorships are offered at three tiers this year:

- **Gold Tier:** Donations of \$5,000 or more
- **Silver Tier:** Donations of \$2,500 or more
- **Bronze Tier:** Donations of \$1,000 or more

As a special thank you, any business sponsoring in the **Gold or Silver** categories will receive a dedicated, special mention during the event, featuring their chosen logo or custom design beautifully displayed in the **drone light show sky**.

We would love to discuss how you can get involved. We will follow up with you soon, or you can reach us directly at **902-521-7238** or **michelleroy545@gmail.com**

Thank you for your time and your support in honoring this important day.

Wela'lin (Thank you),

Sincerely,

Michelle Roy

Owner/Designer/Coordinator

Two Feathers Mi'kmaq Designs & Truth and Reconciliation Queens County





Middle & Upper Ohio Fire Department
4002 Highway 203, Middle Ohio, NS BOT 1WO, Phone: (902) 774-1600

Dear Community Member or Business Owner,

The Middle & Upper Ohio Fire Department is pleased to announce our Annual Fall Fling & Live Auction, taking place on Saturday, October 3, 2026.

This annual event is one of our largest fundraisers of the year and plays an important role in helping us continue serving our community. Funds raised support the operation of our fire department, the upkeep of our community hall, and the many community programs and events we provide throughout the year.

To help make this event a success, we are seeking donations of items, gift certificates, services, handmade crafts, new or gently used goods, or other auction-worthy items for our live auction. Every donation, regardless of size, is greatly appreciated and helps us continue providing valuable services to our community.

This letter also authorizes the bearer, acting on behalf of the Middle & Upper Ohio Fire Department, to collect donated items for this event.

If you would like to make a donation, arrange for pickup, or have any questions, please contact:

Carolann Bower – 902-774-1600

or

Yvonne Gregory – 902-874-2927

Thank you for supporting the Middle & Upper Ohio Fire Department and for helping make our Annual Fall Fling a success. Your generosity and community spirit are sincerely appreciated, and we look forward to seeing you at this year's event.

With sincere appreciation,

Middle & Upper Ohio Fire Department

Document #	
D26-150	
Rec'd by	
JD	
Date	
Aug. 4/26	
COPIES TO:	
Council	✓
Agenda	✓
Committee	



**Municipal Affairs
Office of the Minister**

PO Box 216, Halifax, Nova Scotia, Canada B3J 2M4 • Telephone 902 424-5550 Fax 902 424-0581 • novascotia.ca

July 17, 2026

Your Worship Stanley Jacklin
Mayor, Town of Shelburne
Via Email: stan.jacklin@shelburnens.ca

Dear Mayor Stanley Jacklin:

Thank you for your letter of June 16, 2026, regarding the proposed bulk water fill station project for the Shelburne area.

I commend the Town of Shelburne and the Municipality of the District of Shelburne for their collaborative efforts to strengthen drought preparedness and support residents during periods of water scarcity. Ensuring communities have access to reliable water resources is an important priority, particularly as municipalities continue to adapt to the impacts of changing environmental conditions.

The Town's efforts to identify funding opportunities for this project are appreciated. While the Department cannot modify the eligibility criteria of the Sustainable Communities Challenge Fund, staff have identified the Build Communities Strong Fund – Community Stream as a potential program worth exploring.

Should the Town wish to discuss potential funding options further, the Chief Administrative Officer is encouraged to contact Eva Mooers, Director of Municipal Infrastructure, at Eva.Mooers@novascotia.ca or (902)471-4034 and Trevor Vandertuin, Funding Navigator, Department of Environment & Climate Change, at Trevor.Vandertuin@novascotia.ca or email ClimateFundingNavigator@novascotia.ca.

I also encourage the Town to continue utilizing resources such as the Nova Scotia Federation of Municipalities' Funding Portal to identify provincial and federal funding opportunities that may support local priorities.

Thank you again for your leadership on this important initiative and for your ongoing commitment to supporting residents in the Shelburne area. I wish you continued success as you advance this project.

Yours truly,

Honourable John A. MacDonald
Minister of Municipal Affairs

PNS-72081/em

Document # D26-151	
Rec'd by JD	
Date July 17/26	
COPIES TO:	
Council	☒
Agenda	☒
Committee	☐
	☐

STATISTICS – JULY 2026

SHELBURNE COUNTY MUSEUM / VISITOR INFORMATION CENTRE

1,660 = total visits
- 364 = within Shelburne County
1,296 = outside Shelburne County

Visitor breakdown:

364	Shelburne County
325	Other NS
37	NB/PEI/NF
150	QC
238	ON
101	Western Canada
1	NWT
312	USA
132	International

Demographic breakdown:

660	> 65
749	25 – 64
62	18 - 24
189	< 17

Document #	
D26-152	
Rec'd by JD	
Date Aug 12/26	
COPIES TO:	
Council	☒
Agenda	☒
Committee	☐
	☐

1. Our highest number of visitors in July was from Nova Scotia. People are staying close to home.
2. The majority of NS visitors from outside Shelburne County were families or groups day tripping from Halifax.
3. A large number of Ontario visitors were from Ottawa and were sightseeing around the Maritimes.
4. We estimate 90% of visitors to the Shelburne County Museum, whether local or not, use the VIC, either on the way in or on the way out.
5. Out-of-county visitors regularly ask questions about the Town's history and some of the buildings on the waterfront.
6. And visitors heading to Bridgewater, Lunenburg and Halifax are very pleased to be able to source information for those areas at the VIC.



info@harlowconstruction.ca

August 26, 2026

Shelburne County Arena
Attn: Wayne King
shelbarenamanager@gmail.com
902-874-1092

RE: Front parking area upgrade

We are pleased to provide you with the following quote for upgrading the front parking area. Our price includes the following:

Move of D3 & roller to the site	\$300.00
Cut tree limbs that are encroaching on the parking area	\$75.00
Excavate and remove the berm of material that is presently blocking drainage along the old rail D3 (2 hours)	\$310.00
Supply and install a layer of type 1 (4" in place, 5" uncompacted) of type 1 (11,700 ft ²) Type 1 (180 yd ³)	\$6,750.00
Placing and compacting type 1 D3 (7 hours) & Roller (2 hours)	\$1,395.00
	\$8,830.00 + HST

HARLOW CONSTRUCTION LIMITED

Rob Harlow

Document # D26-153	
Rec'd by JD	
Date Sept. 1/26	
COPIES TO:	
Council	✓
Agenda	✓
Committee	

108 King Street
PO Box 208
Shelburne, NS, BOT 1WO
Phone (902) 875-2758
Fax (902) 875-1654



COUNCIL REPORT - FOR DECISION

Document #	D26-154
Rec'd by	JD
Date	Sept. 4/26
COPIES TO:	
Council	✓
Authority	✓
Agenda	
Committee	

Subject: 80 Hammond Street – Sight Line and Fencing Enforcement Update; Traffic Authority Site Review and Recommended Resolution

Council Date: September 8, 2026

Prepared By: Sarah Mattatall, Chief Administrative Officer

Purpose

The purpose of this report is to update Council on the sight line concern at 80 Hammond Street and to present the resolution developed with the Town's Traffic Authority for Council's consideration.

Background

Council approved the rezoning of 80 Hammond Street (PID 80149032) at First Reading on November 3rd, 2025, and Second Reading on December 1st, 2025, permitting a small café and artist space within the existing barn structure, along with a small public park and off-street parking on the parcel opposite.

As part of that application, staff identified that a small retaining wall on Town land would help delineate the boundary between Hammond Street and the private property, and the property owners, Payne Anne Chassen and William Thomas Steinhardt, were subsequently authorized by letter to construct a rock retaining wall on Town land, subject to conditions including a maximum height of three feet and preservation of sight lines at the Hammond/Thomas Street intersection.

The property owners later raised, informally and on-site, the possibility of installing a fence along the top of the retaining wall. No written approval was issued for a fence, and the property owners' understanding was that verbal approval had been given. An approximately four-foot fence was subsequently installed on top of the retaining wall.

Following resident complaints, the Town's Development Officer inspected the site and identified sight line concerns at the Hammond/Thomas Street intersection. Staff engaged the Traffic Authority, who confirmed the concern, and an enforcement letter was issued to the property owners on July 9th, 2026, requiring the fence to be removed or modified by August 14th, 2026, with fines and potential court action under s. 266 of the MGA to follow if the fence remained.

The property owners appeared before Council as a delegation to express concern that the fence placement, in their view, improved rather than hindered sight lines. On July 20th, 2026, Council directed staff to re-engage the Traffic Authority to determine alternatives to altering the fence, to provide notice of any change in enforcement, and to withhold any fine prior to September 8th, 2026, should enforcement continue. Staff advised the property owners of this direction by letter dated July 21st, 2026, and confirmed that the matter does not affect the café development permit.

Traffic Authority Site Review – July 29th, 2026

To ensure the sight line concern was properly verified before any decision was made, the Town arranged a site review with the Traffic Authority and specifically requested that more than one officer attend, so that no single observation would determine the outcome. On July 29th, 2026, S/Sgt. Jeff LeBlanc and Cpl. Mike MacDonald of the RCMP, acting in their capacity supporting the Traffic Authority, attended an on-site meeting at 80 Hammond Street together with the CAO, the Public Works Supervisor, the By-Law Enforcement Officer, and the Director of Planning and Development. The property owners were also present.

Each officer independently drove a vehicle through the Thomas Street approach to the intersection to identify the point from which safe sight lines along Hammond Street were achieved. Both reached the same conclusion. Because this finding was reached separately by two officers rather than a single observation, it provides a reliable technical basis for the resolution recommended below.

Based on that finding, the group identified relocating the stop line on Thomas Street ahead (closer to Hammond Street) by approximately 2.5 feet as the appropriate remedy. This adjustment allows the stop sign and stop line to move forward without encroaching unsafely onto Hammond Street, while giving drivers stopped at Thomas Street a clear view of Hammond Street in both directions. It resolves the concern raised by residents without requiring removal or modification of the fence, which the Traffic Authority's review determined was not necessary to achieve a safe outcome.

On this basis, staff intend to rescind the July 9th, 2026 enforcement letter (see attached draft letter).

Sight Line Rules – Regulatory Context

Sight line, or sight distance, requirements at intersections exist to ensure a driver stopped on a minor street has an unobstructed view of approaching traffic on the major street, sufficient to enter or cross safely. Section 2.1 of the Town's Land Use Bylaw restricts fences, walls, hedges, signs, and other obstructions within the sight triangle at a street intersection, regardless of whether the structure otherwise requires a development permit; the July 9th, 2026 letter noted

that fences under six feet do not require a building permit but remain subject to this sight line requirement.

Responsibility for traffic control devices, including the location of stop signs and stop lines, rests with a "traffic authority" as defined under the Motor Vehicle Act, a role that may be filled by a municipality under s. 311 of the MGA or fulfilled on the Town's behalf by the RCMP. Moving a stop line is a traffic-control measure within that authority's jurisdiction, distinct from a Land Use Bylaw sight-line violation involving a private structure; both considerations applied at this intersection, which is why staff engaged the Traffic Authority directly rather than relying on the Land Use Bylaw analysis alone.

Because the retaining wall and any future structure on it sit on Town land, the Town's ability to manage the site is also grounded in its property interest, exercised through the encroachment permission process, separate from and in addition to its regulatory authority under the Land Use Bylaw and MGA.

Discussion

Moving the Thomas Street stop line ahead by 2.5 feet, as independently confirmed on-site by both attending officers, resolves the sight line concern without requiring the property owners to remove or modify the fence. This reflects a cooperative outcome consistent with Council's July 20th, 2026 direction, and directly addresses the residential complaints received: the obstruction identified by the Traffic Authority is at the current stop line and stop sign location, and relocating the stop line ahead by 2.5 feet eliminates that obstruction and restores an unobstructed sight line for drivers.

The fence nonetheless remains a structure on Town land, built without written authorization, in an area already covered by the existing retaining wall encroachment letter. Staff recommend that this be formalized through a revised encroachment agreement, prepared with the Town's legal counsel, that addresses the fence explicitly alongside the retaining wall it sits on. This protects the Town's interests with respect to future changes at the site and reflects the concern raised when the retaining wall was first authorized: that a future owner could add or alter a structure on top of the wall without the Town's knowledge or consent.

Financial Implications

The cost to relocate the stop sign and repaint the stop line is minor and can be accommodated within the Town's operating budget. Legal costs associated with preparing a revised encroachment agreement are expected to be nominal.

Recommendation

THAT Council direct staff to rescind the enforcement letter dated July 9th, 2026 regarding the fence at 80 Hammond Street (PID 80149032);

AND THAT Council direct staff to relocate the stop sign and stop line on Thomas Street at its intersection with Hammond Street ahead by approximately 2.5 feet, to ensure adequate sight lines, in accordance with the Traffic Authority's on-site review of July 29th, 2026;

AND FURTHER THAT Council direct staff to consult with the Town's legal counsel to prepare a revised encroachment agreement for 80 Hammond Street (PID 80149032), addressing the existing fence on Town land.

Attachment:

Attachment 1 – Draft Recission Letter, 80 Hammond Street



TOWN OF
SHELburne
NOVA SCOTIA

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PO Box 670
Shelburne, NS B0T 1W0
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Date: [To be issued following Council direction, September 2026]

PAYNE ANNE CHASSEN and WILLIAM THOMAS STEINHARDT

80 HAMMOND STREET
SHELburne NS CA
B0T 1W0

RE: Rescission of Enforcement Letter – Sightlines and Fencing at 80 Hammond, PID 80149032

Further to our letters of July 9, 2026 and July 21, 2026, and Council's direction of September 8, 2026, this letter confirms that the Town is rescinding the enforcement letter issued July 9, 2026 regarding the fence installed on the retaining wall at the above property.

Following a site review conducted July 29, 2026 with S/Sgt. Jeff LeBlanc and Constable Mike MacDonald of the RCMP, acting in support of the Traffic Authority, the Town has determined that relocating the stop sign and stop line on Thomas Street ahead by approximately 2.5 feet will provide adequate sight lines for drivers at the Hammond/Thomas Street intersection, without requiring modification of the fence. The Town will proceed with this relocation.

The fence remains a structure on Town land. As the existing encroachment letter authorizing the retaining wall did not contemplate a fence, the Town's legal counsel will be preparing a revised encroachment agreement addressing the fence together with the retaining wall. Staff will be in touch separately to arrange this.

We appreciate your patience and cooperation throughout this process.

Sincerely,

Sarah Mattatall
Chief Administrative Officer
Town of Shelburne
Sarah.mattatall@shelburnens.ca



COUNCIL REPORT - FOR DECISION

Document #	
Dale-155	
Rec'd by	
JD	
Date	
Sept. 4/24	
COPIES TO:	
Council	✓
Agenda	✓
Committee	

Subject: Graham's Park Expansion Project – What We Heard Report and Phase 1 Implementation

Council Date: September 8, 2026

Prepared By: Sarah Mattatall, Chief Administrative Officer

Purpose

The purpose of this report is to update Council on the Graham's Park Expansion Project, present the 'What We Heard Report' and proposed next steps.

Background

In March 2025, Council agreed to accept the donation of 36 John Street from Chris and Kim Huskilson to expand Graham's Park and directed staff to work with the Huskilson's to see the park expansion project through, including retaining a landscape architect to prepare park plans, incorporating public engagement and cost estimates.

Staff retained Fathom Studio to lead this work. Fathom held a project kick-off meeting with staff in July 2025, undertook site visits and stakeholder meetings over the summer, and carried out public engagement in September and October 2025, consisting of an online survey and an in-person open house at the Shelburne Community Centre. The results of this engagement are summarized in Fathom's "What We Heard Report," which is provided as Attachment 1 to this report.

What We Heard – Key Findings

The What We Heard Report confirms strong community support for the Graham's Park expansion and identifies several consistent priorities from both the online survey (36 responses) and the in-person engagement session (approximately 30 participants). Key findings relevant to the Phase 1 approach include:

- **Parking and drop-off:** Participants preferred the parking design shown in Concept Option 2, which includes a dedicated drop-off area and parking spaces along the Harriet Street side of the site. Residents noted that improved parking and a formal drop-off would make the park easier and safer to access.
- **Promoting greater, year-round park use:** Feedback described the park as well-loved for its splash pad but otherwise underused outside of summer. Residents want additional features – shade, seating, and flexible gathering space – that make the park usable throughout the day and across all seasons, not just as a summer splash pad destination.
- **A multi-generational space:** A consistent theme across the survey and engagement was the desire for an inclusive, "third space" that supports children, youth, adults and seniors alike. Residents

specifically asked for spaces where teenagers feel welcome, and for amenities – such as basketball, picnic and seating areas – that promote social connection and community life rather than recreation alone.

- Safety: 71% of Graham's Park survey respondents identified safety concerns, focused on the open boundary along King Street and aging skatepark equipment. Improved lighting, sightlines and secured edges were consistently requested.
- History and heritage: Participants want the park's history – the former school buildings and the Anglican church – reflected in the new design, including reuse of the church's Rose Window, bell, and foundation stones.

The Report recommends that the final concept design blend the strongest elements of both options presented to the public – the parking, drop-off and basketball court locations from Option 2, together with the linear pathways and historical framing of Option 1.

Design Plan and Donor Discussions

Following the public engagement process, staff continued to meet with donors Kim and Chris Huskison to review the community's feedback and confirm the direction of the project. Through these discussions and the engagement findings, a design plan for the expanded Graham's Park has been developed, incorporating an L-shaped road and pathway network, dedicated parking and drop-off, a new basketball court, theatre area for performance arts, expansion on the King Street Centre Playground area and expanded picnic and gathering space, alongside preservation of the park's existing splash pad, playground, and mature trees.

Given the scale of the expansion and the desire to make the best use of the Huskison's' donation, staff are proposing to deliver the project in a phased approach rather than all at once. This allows the Town to prioritize the improvements, manage costs and disruption to the park, and pursue grant funding to help complete the remaining phases.

Proposed Phase 1

Following discussions with the Huskison's, staff are proposing that Phase 1 of the expansion project focus on the following elements:

- Digby Street extension: Develop the Digby Street road allowance and carry it through to Harriet Street, creating an L-shaped road that connects the two streets. This also creates the additional parking spaces and dedicated drop-off area that residents identified as a priority during community engagement.
- New basketball court: Develop the vacant land parallel to the splash pad and install a fenced basketball court. The court is proposed to include 8 basketball hoops to accommodate multiple players at once, along with lighting to support evening play.
- Picnic and gathering space: Clean up the area between the donated land on Hammond Street and the existing park and install covered picnic areas and benches to give residents a shaded, year-round gathering space.

Together, these Phase 1 elements directly respond to what staff heard from the community: improved parking and drop-off access, features that encourage use of the park beyond the splash pad season, and multi-generational, social gathering spaces for all ages.

Implementation

Staff intend to manage the Graham's Park expansion in phases in order to make the best use of the Huskilson donation and to allow the Town to sequence work around available funding. Phase 1, as described above, is proposed to proceed first, with subsequent phases – including the expanded waterplay plaza, the accessible playground on the former school footprint and the performance theatre on the old church land – to follow as funding allows.

Staff are also preparing a grant application to help fund the full scope of the concept plan and accelerate delivery of later phases. Should the application be successful, staff will return to Council with an updated project schedule and cost estimate.

Recommendation

THAT Council direct staff to proceed with Phase 1 of the Graham's Park expansion project, comprising the Digby Street to Harriet Street road connection and associated parking and drop-off, a fenced basketball court, and covered picnic and gathering areas, in consultation with Kim and Chris Huskilson.

Attachments:

1. Graham's Park and Roger Grovestine Recreation Complex – What We Heard Report
2. Graham's Park Concept Site Plan – Option 1 and Option 2
3. Graham's Park Concept Site Plan – Revised Plan with Phased Approach

Town of Shelburne

Graham's Park and Roger Grovestine

Recreation Complex

What We Heard Report

October 2025



Fathom

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1.0 — Project Background

Graham's Park is a 2.3-acre urban park slated to expand by up to 0.8 acres through a generous land donation. Popular with nearby residents and the adjacent King Street Centre daycare the park will retain its existing splash pad and playground. The project will add a new accessible playground, address drainage issues, and consider other new features such as:

- a basketball court;
- electrical hookup for a food truck/events and lighting;
- additional seating and garbage receptacles; and
- additional trees and other plantings/garden areas, in particular between the park and the cemetery.

The expansion will incorporate heritage elements from the former church at 36 John Street, such as granite foundation stones and stained-glass windows. The project will require design around a new water main being installed along Digby Street, and efforts will be made to preserve existing trees and other natural features.

The **Grovestine Recreation Complex** is a partially developed 13-acre site with recreation infrastructure and significant woodland. While currently underused, planned improvements in 2025 include accessibility upgrades to the washrooms, resurfacing of the courts, repaving the entrance road, and improved parking. Existing facilities—including the ballfield, tennis/pickleball courts, playground, and washrooms—will be maintained and enhanced. The site offers future potential for trail

connections (e.g., to Roseway Hospital), landscape enhancements, lighting, event infrastructure, and the restoration of the horseshoe pit.

Fathom Studio is leading the development of a comprehensive concept plan for both parks, establishing a vision to guide future improvements.

Community engagement is a cornerstone of the park planning and design process. This report provides an overview of the engagement activities undertaken to date and summarizes the input received from community members and stakeholders. The project is currently in 'Phase 3: Framework Plans' of the design process.



Image Credit: Town of Shelburne

2.0 — Project Timeline

Phase 1: Project Planning & Background Review

Phase 2: Site Visits and Engagement

Phase 3: Framework Plans

Phase 4: Concept Development

Phase 5: Detailed Design and Construction Drawings

3.0 — Methods

Online Survey

The online survey was launched on Friday, September 5, 2025. The survey was designed to gather specific insights from park users about how they use the spaces, and what improvements or new features they would like to see. It was available online for about a month, while paper copies were available at the Town of Shelburne Planning Department office.

The survey included a total of 27 questions: one demographic question, 13 focused on Graham's Park, and 13 on Roger Grovestine Complex. It featured a mix of multiple-choice, matrix, open-ended, and closed-ended questions. Respondents could choose to provide feedback on both parks or only one, depending on their familiarity or interest. To see the full survey results, see Appendix.

In-person Engagement and Presentation

The in-person engagement and presentation was conducted on an afternoon in late September 2025. The event was shared with 2 other groups at the Shelburne Community Centre. This event was advertised through the Town of Shelburne's social media platforms. The advertisement featured a link to the online survey for those unable to attend.

The in-person engagement offered the public an opportunity to review and comment on design options, learn about the projects, and contribute their own ideas in an open setting supported by precedent examples.

Prior to the engagement session, two design options for Graham's Park and one for Roger Grovestine were developed. These options were guided by the project goals and objectives established through site visits and stakeholder meetings. See Appendix for the meeting minutes.

During the engagement session, participants were provided with Post-it notes, stickers, and markers to share their comments, visions, and feedback directly on the presentation boards. In addition, copies of the park design maps were available and participants were encouraged to review them closely, use them as reference, or add drawings/written comments directly on them. To see the full engagement results, see Appendix.

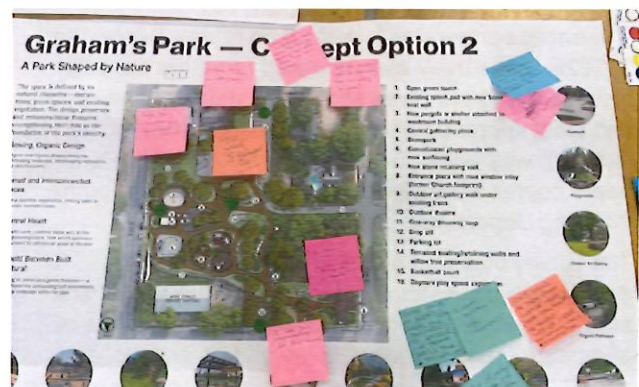


In-person engagement session at the Shelburne Community Centre

4.0 — Summary of Results



Concept 1 with comments



Concept 2 with comments

Graham's Park

Access and Use

Graham's Park is a family-oriented destination for occasional visits rather than a daily community hub. Peak use occurs in the afternoons, reflecting family and children's play patterns, and most visitors arrive by car, highlighting its role as a neighbourhood attraction. Short recreational outings dominate, rather than regular exercise. This could change if input were received from key user groups, such as children from the nearby daycare or skatepark users. Enhancing walkability, connectivity, and comfort could encourage more frequent and diverse use. Providing parking and bike racks could encourage more users into the space. The parking design, where there is a drop off and dedicated parking spaces in Option 2 was preferred by participants.

Design

Both survey and engagement feedback describes the park as functional but fragmented. While individual features like the playground and splash pad are well-loved, the overall layout lacks cohesion and clarity. The design improvements should:

- **Improve accessibility and inclusivity**
- **Promote park use**
- **Increase safety**
- **Preserve natural features and cultural heritage**

Participants expressed support for both concept options, each bringing unique elements. Option 1 was particularly favoured for its linear pathways and historical context. The design's clear sightlines enhance safety, while its references to the site's history connected with visitors. In contrast, Option 2 received positive feedback for the location of the basketball court and dedicated parking, which would improve accessibility and encourage longer visits. Additionally, the emphasis on preserving green

spaces was well-received. The final design will blend elements from both options, creating a cohesive and functional park that meets the community's needs.

Programming

A consistent theme across all feedback is the need for inclusive, multi-generational spaces. Residents want areas that support children, youth, adults, and seniors, where teenagers feel welcome and engaged. People are looking for a park that promotes social connection, relaxation, and community life, not just recreation. Preferences for nature and heritage-inspired themes suggest an interest in experiences that are authentic, local, and reflective of community identity.

Amenities

Overall, park users are satisfied with the existing amenities. As previously mentioned, the splashpad and playground are valued as key community features. People want more seating, shade, and flexible gathering spaces to make the park usable throughout the day and across seasons. There is also strong interest in a greater diversity of amenities, from sport and play opportunities to social and leisure. These include features like picnic areas, dog spaces, and spaces for informal games. This indicates a shift toward creating a multi-use, comfortable public space that invites people to stay longer and visit more often.

Safety

Safety concerns were among the strongest themes, focusing on edges, visibility, and aging infrastructure. The open boundary along King Street is viewed as unsafe for children, and older park equipment is seen as a hazard. Feedback emphasized the importance of lighting, sightlines, and secure edges to create a sense of comfort and confidence for all users, particularly families.

Maintenance

Maintenance was a recurring issue in both perception and trust. The condition of infrastructure and cleanliness directly affects how people view the park's quality and safety. Engagement participants expressed skepticism about whether the park will be adequately maintained in the future, calling for durable materials and low-maintenance design solutions. Long term upkeep is seen as essential to ensure the park's success and longevity.

Nature

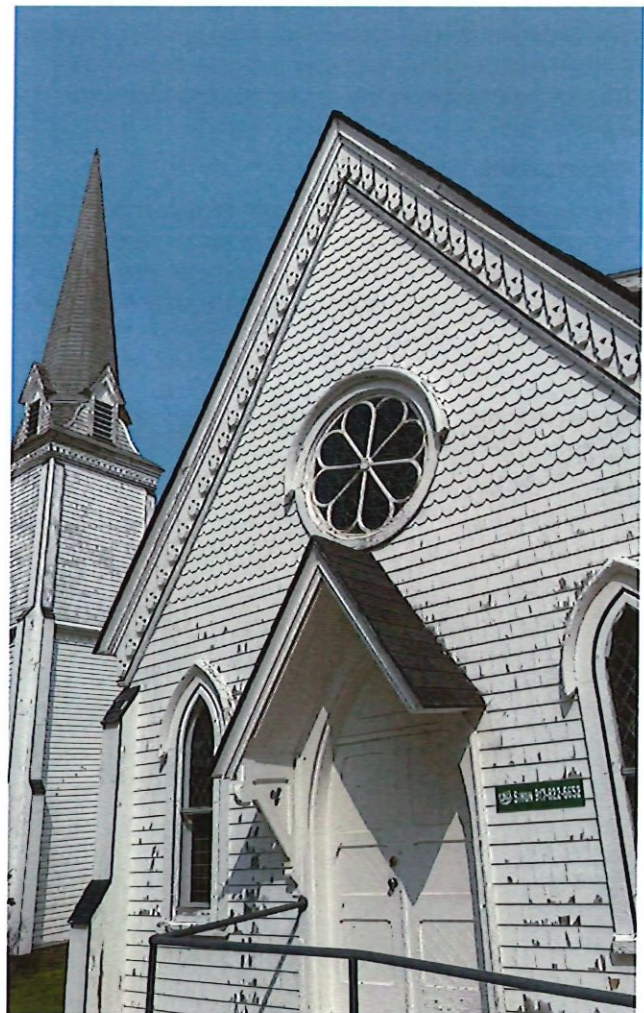
The community feels strongly about preserving the park's natural character, particularly its mature trees and green spaces. During the engagement, there were many stories about the benefits the willow trees have provided over the years. Nature not only provides aesthetic benefits but also evokes emotional significance, connecting to memory and personal identity.

History and Heritage

The site holds significant cultural and personal history for many residents. Engagement participants spoke fondly of the old schools and church that once occupied the site and supported subtle gestures that preserve this legacy. Reusing materials, referencing familiar forms, or integrating commemorative features could help anchor the new park in its shared history, blending memory with renewal.



Existing Willow trees and Splashpad



Existing church and architecture

Roger Grovestine Complex

Access and Use

Roger Grovestine Complex is used infrequently, with the majority of residents visiting only a few times a year or less. Usage peaks in the evening, reflecting recreational and sport-related activities rather than casual daytime visits. Almost all visitors arrive by car, indicating the park primarily serves those willing to travel rather than neighbourhood walk-ins. Survey and engagement feedback show that the park is valued for specific activities, but its distant location and limited on-site amenities restrict spontaneous or frequent use. Enhancing access to and around the site would make it easier to reach and encourage more regular use.

Design

Perceptions of the park's design are mostly moderate, with appreciation for the size and layout. There are concerns around aging infrastructure, lack of maintenance, and accessibility. While engagement feedback was largely supportive of the proposed design, it emphasized that the complex could be improved by addressing circulation, access points, and functional organization.

Programming

The park is strongly associated with fitness and sports, reflecting its primary use as a venue for ballfields, tennis/pickleball, and active recreation. Residents also value the natural environment, though history and heritage are

less prominent themes here. The community expressed a need for better accessibility throughout the site, making the park more welcoming for all ages and abilities

Amenities

There is strong demand for paths, trails, and walking routes, as well as additional seating, sports facilities, and drinking fountains. Engagement comments expressed support for the proposed playground, improved trails, and accessibility upgrades. Other amenities suggested included nature-focused areas, a dog run, and security measures. This shows a desire to expand the park's function beyond traditional sports and create a more versatile community space.

Safety

Safety concerns exist, though less prominently than at Graham's Park. The main issues stem from aging infrastructure, outdated amenities, and limited supervision due to the park's remote location. Survey respondents expressed a need for upgraded facilities and oversight, particularly in evening hours when the park is most used.

Maintenance

Maintenance was a recurring concern. Survey and engagement feedback highlighted aging infrastructure, including lights, washrooms, and seating, which requires ongoing repair. Ensuring durable materials and sustainable upkeep strategies is crucial for maintaining park quality and user satisfaction.



Accessibility concerns



Aging infrastructure and amenities

5.0 — Conclusion

Graham's Park and Roger Grovestine complex are highly valued community hubs within the town of Shelburne. Graham's Park functions as a neighbourhood gathering space for families and young children. While Roger Grovestine operates mainly as a sports and recreation hub. The proposed improvements of these locations have been met with strong support from the community. The information gathered from the surveys and engagement have reinforced the initial established goals and objectives.

Across both parks, residents have expressed consistent priorities:

- **Improve accessibility and inclusivity:** Ensure the parks support diverse users, from youth to seniors, through inclusive design features and comfort amenities such as shade and seating that promote year-round use.
- **Promote park use:** Improve on-site parking and add new features, so residents use the park more and stay longer.
- **Increase safety:** Address concerns about aging equipment, unsecured street edges, and limited visibility through regular maintenance, improved fencing, enhanced lighting, and well-planned sightlines.
- **Preserve natural features and cultural heritage:** Retain the sites' natural character as much as possible, while incorporating elements that reflect their past and heritage.

For Graham's Park, the next step is to merge both design options, incorporating features that reflect the community's key priorities, including the parking and basketball court locations from Option 2 and the linear pathways from Option 1. For Roger Grovestine, the focus will be on enhancing the current design based on the feedback received. An outline of the next steps is provided below.

6.0 — Next Steps

OCT	Review and incorporate feedback
OCT/NOV	Concept design refinement
NOV	Presentation of final concept to council with cost estimate
DEC	Detailed design, refined cost estimate, and phasing plan
DEC/JAN	Construction drawings for phase 1 work

7.0 — Appendix

Survey Results

The survey had 36 responses, 1 was in paper. 21 respondents completed all sections, while 11 provided feedback specific to Graham's Park and 4 to the Roger Grovestine Complex. Respondents were primarily older adults, with 43% aged 60 and above, 29% aged 45–59, and 29% aged 30–44. It is worth noting that no responses were received from participants under the age of 30. See below for age breakdown.

Age Group:

● Under 18	0
● 18-29	0
● 30-44	10
● 45-59	10
● 60+	15



Graham's Park Key Findings

Access and Use

Most residents visit the park only occasionally. Approximately 3% of respondents reported visiting daily, 14% visit weekly, and 20% visit monthly. The largest share, 31%, visit a few times a year, while 20% said they visit rarely or never. This suggests that most respondents use the park occasionally rather than as a regular destination. Visitation is highest in the afternoon (47%), followed by the evening (30%) and morning (23%). Most visitors access the park by car (49%) or on foot (44%), with a small portion arriving by bicycle (7%).

When asked about how they use the park and which features they visit most, respondents mentioned playground equipment (46%) and open lawn areas (40%) most frequently, followed by picnic tables and shelters (31%), and the splash pad (29%). Public art or sculptures were used by 17% of respondents, while only one person reported using the skatepark. In terms of activities, the most common were playground use (23%), splash pad use (17%), relaxing or reading (17%), and walking (11%). Fewer respondents participated in community events (6%), dog walking (3%), or skatepark use (3%).

Design

About 45% of respondents rated the park's design as good, while 32% described it as fair, 16% as excellent, and 6% as poor. Many respondents shared positive feedback about the splash pad and playground areas, noting that they are well-used and appreciated by families. The negative comments described how the park is fragmented and unorganized.

Programming

Respondents desire inclusive, accessible spaces for all ages, with a particular emphasis on providing areas for teenagers. Preferred themes include: 41% nature/wildlife, 27% history/heritage, 16% fitness/health, 12% art/culture, and others suggested diversity and community focus

Amenities

There is a clear demand for shade and comfort within the park, with 57% of respondents indicating these features to be added. Suggestions included planting new trees and installing pergolas or other shade structures. Respondents noted that the current lack of shaded areas limits the park's usability during the summer months. Additional seating was also requested by 46% of respondents, while 34% expressed a desire for bike racks to improve accessibility and convenience. Other amenities mentioned include: improved parking, soccer field, and a dog run.

Safety

71% of respondents indicated safety concerns at the park. The primary issues cited were the fence along King Street, which many felt should be more secure to prevent children from running into the street, and the aging skatepark equipment, which was noted as outdated and potentially unsafe.

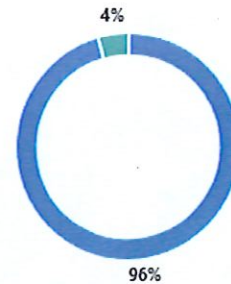
Maintenance

Maintenance issues are a key concern that affects the perception of the park's overall quality. Common concerns include cleanliness and garbage management, as well as deteriorating equipment and buildings that require repair and ongoing care.

Roger Grovestine Complex Key Findings

How do you get there? (Select all that apply)

● Car	22
● Bike	0
● Walk	1
● Other	0



Access and Use

Most residents visit the park infrequently. Approximately 13% visit weekly, and 17% visit monthly. The largest share, 38%, visit a rarely or never, while 33% said they visit a few times a year. Visitation is highest in the evening (64%), followed by the afternoon (23%) and morning (14%). Most visitors access the park by car (96%), with a small portion arriving on foot (4%). See above for breakdown.

When asked about how they use the park and which features they visit most, respondents most frequently mentioned the ballfield (50%), followed by tennis/pickleball courts (21%) and open lawn (21%). One person reported using the trails. In terms of activities, the most common were ballfield use (39%), walking (19%), tennis/pickleball (16%), and walking (11%). Other responses included dog walking and collecting greens.

Several respondents highlighted the limited access to amenities within the complex, noting that many facilities require memberships or are frequently locked.

Design

About 45% of respondents rated the park's design as fair, while 41% described it as good, 9% as poor, and 5% as excellent. Negative feedback focused on the lack of maintenance and aging infrastructure throughout the park. Many respondents also noted that the site is inaccessible and located far from town. On a positive note, several participants highlighted that the size and layout of the complex are well-designed.

Programming

Respondents emphasized the need to improve accessibility both to and within the site as a top priority. Preferred park themes include: 59% on fitness, health, and sports, followed by 23% for nature and wildlife, and 4% for history and heritage.

Amenities

There is a strong demand for paths, trails, and walking routes within the park, with 65% of respondents indicating these features should be added. Suggested improvements included a bike path and upgraded stairs. Respondents also expressed interest in more sports facilities (47%), drinking fountains (47%), and new play structures (44%). Additional seating was requested by 44%, while 39% wanted dedicated nature and wildlife areas. Other amenities mentioned included security cameras, a soccer field, and a dog run.

Safety

Most respondents (59%) indicated safety concerns at the park. The main issues cited were the aging infrastructure and amenities, which many described as outdated and unsafe to use. Additional concerns related to the park's location, outside town with limited supervision during evening hours.

Maintenance

Respondents also identified maintenance issues as a major concern within the complex. The aging infrastructure and amenities require ongoing care, with frequent comments calling for repairs to lights, washrooms, and seating.

Engagement Results



Boards at the engagement session

About 30 people stopped to talk about the park designs at the in person engagement session. The participants mainly included councillors and people who live near the park.

Engagement discussions focused more on improvements for Graham's Park, while feedback for Roger Grovestine was generally positive. Comments for Grovestine were supportive of the proposed playground, trails, and improved accessibility, but highlighted the need for storage space.

The following summarizes the results of the notes of the engagement:

Multi-generational spaces

There is a strong desire to provide a multi-generational space designed for all ages, specifically for teenagers. "Third spaces" was written down on several sticky notes, showing a desire for public spaces that are not work, school, or home.

Variety of amenities

There is wide support for a variety of amenities, with a strong emphasis on seating and shade. Participants shared positive feedback on proposed concepts and suggested new features like a dog park, BBQ area, and ping pong tables.

Most participants prefer the basketball court (adjacent splash pad) and parking locations (adjacent Harriet St) in Option 2.

Safety

Participants consistently emphasized safety, with lighting, visibility, and sightlines noted on 8 separate comments. King Street was identified as a particular concern, with advocacy for fencing to prevent children from entering the roadway.

History and Heritage

Conversations during the roundtable workshop heavily revolved around nostalgia and history of the site. Participants attended or worked at the old schools on site, others were part of the church. Preserving history and culture was mentioned 7 times. The participants valued symbolic references such as the bell tower (Option 1), and re-using the church window (Option 2).

Maintenance

The only skepticism during the engagement was regarding maintenance and care of the new park. There are limited staff available for ongoing maintenance. There were multiple comments for the use of more robust, low-maintenance, durable materials.

Nature

Participants emphasized preserving mature trees and green spaces, including the willow trees. Nature was mentioned 6 times. Several notes on the Ideas Board supported adding nature-based features such as rock gardens, natural play areas, and rainwater systems.

Stakeholder and Interest Group Engagement Notes

Site walk with Town Staff

Graham's Park

Utilities

- Sanitary and storm sewers already separated in King Street
 - 6" storm pipe goes from splash pad to manhole and out to the street
 - Sewer line from Daycare goes through part of the park
- ##### Buildings and features

- Washroom building has 2 full gender-neutral washrooms, one with change table
- Splash pad built in 2016. There were problems with the underground mech after the first year so washroom building was built to house equipment.
- Cemetery dates back to the 1780s
- Requested program and features from the public recently:
 - o basketball
 - o dog park
 - o water station
- Skatepark can be moved

Maintenance:

- Garbage is emptied 2x per week – Mon and Fri
- Mowing is done as needed, whole town is done once per week
- Play equipment is checked annually

Issues

- Water ponds in the corner of the lot by the daycare
- Deer are a problem – consider deer-resistant planting

Grovestine

Buildings and features

- Canteen is used to store water during games and tournaments, but no operator
- Washrooms are operable, may meet accessibility code for interior dimensions, but doors may be too small
- Used to be playground on the top of the hill by the weather station
- Field lighting being replaced soon
- Pickleball/tennis courts recently resurfaced, waiting for new nets
- Playground should be close to the ballfield so parents can watch – careful for errant balls

Accessibility and emergency access

- Currently provided by gravel driveway, no direct access from the main parking lot because of grades
- Trail comes out in the parking lot of thrift store before the helipad

Donor Meeting

Graham's Park after his father who has passed.

Add Barb's place .

3 fundamental things:

1. Serve the daycare better
2. Provide some (covered) space for picnics
3. Parking

Children in the daycare

- Climbing
- More swings
- Soccer
- Basketball Court

Recognize things from the church –

Rose Window

Bell

Time capsule and stonework

Site walk at King Street Centre Daycare

- Licensed for 88 – currently at capacity
- 2 pre-school classes – 15 children each
- 28 pre-primary
- 30 school-aged children – after school only, full-time in the summer
- Pre-primary also use the school-age space
- No infants at this location
- 75 sqft per child required outside
- All ages need separation (by fences)

Issues:

- Side is often flooded
- Drainage work on x side will require removal of large maple

Wants:

- More greenspace, more planting, more trees
- Different kinds of surfaced areas
- Gazebo, shade, gathering space
- Bike circuit

Meeting with Shelburne County Arts Council

- Melissa did the mural on the side of the washroom building
- Existing “Animal Sightings” installation – Alex Balcom – done through RFP
- Last project was Yacht club marina – small-scale, low impact, <\$10K. It would be great to have something bigger here
- Potential themes:
 - Black Loyalist History
 - o Nature
 - o History of Shelburne
 - o Multi-generational concept
- Art is usually mural or sculpture, would be nice to push the boundaries of art eg:
 - o live sessions
 - o performance art
 - o film screenings, movie night in the park
 - o eg. Guild Hall Summer Music Series
- Would like to see art projects on a variety of scales
 - o Mural painting can be done by local artists
 - o Larger-scale may need to be outsourced - NSCAD, Lunenburg
 - o Sable River artist – large-scale stone/bronze
- Farmer’s market art – RFP, no submissions, so went to commission
- A \$40-80K budget is appropriate for public art
- Felled maple tree from the daycare could be turned into an art piece – eg. Ed Benham (Mi’kmaq artist) piece at Secret Park
- Candy Venning has come to the Arts Council in the past to talk about the opportunity for a living willow project.

Fathom

Graham's Park - Option 1

LEGEND

1. Upper Lawn (Former School Footprint)
2. Terraced Seating/Retaining walls and Willow Tree Preservation
3. Existing Splashpad with New Plaza
4. New Pergola or Shelter attached to Washroom Building
5. Two-Level Skatepark with Bowl
6. Seating Decks
7. School Themed Playground with Bell Tower Slide (Former School Footprint)
8. Retaining Wall Removal
9. Daycare Playspace Expansion
10. Park Entrance and Meditation Garden (Former Church Footprint)
11. Bell Tower Sculpture
12. Outdoor Art Gallery
13. One-Way Driveway Loop
14. Bus Drop Off and Accessible Parking
15. Basketball Court
16. Sloped Lawn



Graham's Park - Option 2

LEGEND

- 1. Open Green Space
- 2. Existing Splash Pad with New Stone Seat Wall
- 3. New Pergola or Shelter attached to Washroom Building
- 4. Central Gathering Plaza
- 5. Skatepark
- 6. Consolidated Playgrounds
- 7. New Stone Retaining Wall
- 8. Entrance Plaza (Former Church Footprint)
- 9. Outdoor Art Gallery
- 10. Outdoor Theatre
- 11. One-Way Driveway Loop
- 12. Drop Off
- 13. Parking Lot
- 14. Terraced Seating/Retaining Walls and Willow Tree Preservation
- 15. Basketball Court
- 16. Daycare Playspace Expansion







COUNCIL REPORT - FOR INFORMATION

Subject: Update on Provincial Policing Review and Municipal Billing Model

Council Date: September 8, 2026

Prepared By: Sarah Mattatall, CAO

Document #	
D26-156	
Rec'd by	
JD	
Date	
Sept. 4/26	
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Purpose

This report is provided to Council to give a full and current picture of the Province of Nova Scotia's Comprehensive Policing Review: what the Province has done to date, where the Town of Shelburne currently stands as a result of it (particularly under the new municipal RCMP billing model), and what the next steps are expected to look like.

Background

The Province of Nova Scotia completed a Provincial Policing Review, initiated in 2023, that drew on input from over 7,000 residents, police leaders, and municipalities. The resulting report, Shaping the Future: Policing in Nova Scotia – Comprehensive Policing Review 2025 (Attachment 3), was made public in June 2025 and identified six key foundational changes:

- Unified Records Management System: a single, shared records system for all police agencies.
- Enhanced Police Resourcing: increased staffing and better resource distribution.
- Layered Policing Model: use of special constables or bylaw officers for non-crisis situations, to free up sworn officers for core policing duties.
- Community Safety Boards: new boards to improve oversight and address broader public safety concerns.
- New Provincial Policing Standards: stricter, province-wide standards for all police agencies.
- New Billing Framework: a revised, standardized billing model for municipal RCMP services.

On July 29, 2026, the Town received a letter (Attachment 1) from the Honourable Scott Armstrong, Attorney General and Minister of Justice, advising that the Province has developed a new billing model governing how municipalities policed by the RCMP under the Provincial Police Service Agreement (PPSA) are charged for policing services. The new model comes into effect October 1, 2026, but applies retroactively to April 1, 2026 for the purpose of calculating each municipality's 2026/27 contribution.

The Department of Justice subsequently provided a supporting resource document (Attachment 2) outlining the rationale, methodology, and implementation timeline for the new model. Staff have since met with Department of Justice representatives, including a follow-up meeting and written confirmation from Matthew Ritchie, Manager, Policing Strategies, Public Safety and Security Division, to review the Town of Shelburne's specific figures in detail.

Under the existing PPSA (effective April 1, 2012), Canada funds 30% of eligible provincial policing costs and the Province funds 70%; municipalities policed by the RCMP contribute to the Province's share through a provincially administered framework. The new billing model changes how that municipal share is calculated and allocated, it does not amend the underlying Canada–Nova Scotia PPSA or the cost-sharing ratio between those two parties.

Discussion

What the Province Has Been Doing

Since the release of the Comprehensive Policing Review, the Department of Justice has been hosting a series of presentations to municipalities and the Nova Scotia Association of Police Governance (NSAPG) covering four of the six key foundational changes. To date, sessions have been delivered on:

- Layered Policing
- Resourcing & Provincial Police Service Agreement (PPSA) Billing
- Single Records Management System (RMS)

Further sessions are planned to cover the remaining foundational changes (Community Safety Boards and New Provincial Policing Standards). These presentations reference the Mass Casualty Commission's Final Report, Turning the Tide Together, and are informed by jurisdictional scans of other provinces and feedback gathered from police leaders.

Layered Policing

Layered policing is intended to shift toward a collaborative model that integrates Community Safety Officers (CSOs) and other Public Safety Professionals (PSPs), holding Special Constable designations under Section 88 of the Police Act, alongside sworn police officers. The goal is to manage designated duties and non-emergency calls (such as traffic control/enforcement, nuisance calls, hospital IPTA holds, and community engagement) so that police resources are freed up for higher-priority calls, including coordinated multi-agency responses to mental health calls.

Key points the Province has shared with municipalities on this initiative include:

- There is currently no standardized or legislated training requirement for Special Constables in Nova Scotia, and oversight practices vary across jurisdictions. Manitoba and Alberta were identified as jurisdictions with more established peace-officer/safety-officer programs that Nova Scotia's model will draw on.
- Potential amendments to the Police Act are being explored to define roles, authorities, and governance for layered policing.
- The Special Constable Program would be housed with the Department of Justice, which would oversee employers authorized to employ or engage CSOs. Municipalities that become authorized employers would manage recruitment, day-to-day operations, and HR for their CSOs, and would be responsible for required documentation, recordkeeping, and reporting to the Department.
- A mandatory, standardized training course is required before this can proceed, and the Province intends to work with a professional training provider such as the Nova Scotia Community College (NSCC) to develop and deliver it.

- Cost implications are not yet determined. The Province has indicated options may include reallocating existing policing resources or adding new resources, and that municipalities will be consulted on cost-sharing models. Any expansion of enforcement authority requiring specialized or advanced training may add further cost.
- Timelines depend on legislative change and the development of standardized training. Even on an accelerated, phased path, the Province advised that legislative change, training, and hiring authorization under this regime is expected to take no less than 36 months.
- Police services the Province consulted are generally supportive, but want clear boundaries on the role to prevent it from growing beyond its original scope, and want a working group established to work out how it would function alongside police day-to-day.

New Billing Framework — Where Shelburne Currently Stands

Unlike layered policing, the new provincial Billing Model has already moved from discussion to implementation and is directly affecting the Town's budget.

Under the previous billing model, municipal policing costs for PPSA municipalities were calculated using a flat per-officer rate. The total PPSA cost was divided by the total number of police officers covered under the PPSA province-wide to produce a single per-officer rate, which was then applied to the number of RCMP officers allocated to each municipality. Shared policing services costs were also allocated among municipalities based on officer count. The Town of Shelburne's previous-year bill of \$884,210 was calculated on this basis, the flat per-officer rate applied to the Town's officer complement, plus a proportional share of shared services costs.

The new model separates municipal policing costs from costs associated with centralized or shared policing services, and changes how each is allocated:

- Municipal policing costs are allocated among PPSA municipalities using a weighted formula based on: Population (35%, from 2021 Census data), Uniform Assessment / property value (35%, from provincial Uniform Assessment data as of February 24, 2026), and assigned number of police officers (30%, based on approved RCMP resources for 2026/27).
- Shared policing services costs continue to be allocated based on the number of assigned officers, as under the previous model.
- A separate Crime Severity Index (CSI) subsidy, approximately \$1.3 million province-wide (roughly 1% of total municipal policing costs), is allocated based on a combination of CSI and population weighting, to provide additional support to municipalities with above-average crime severity relative to the province.

The Province has also confirmed that, ahead of allocation, it is providing approximately \$16.3 million in additional financial support province-wide in FY 2026-27 to reduce the overall municipal policing cost base before the weighted formula is applied.

To manage the transition to the new model and avoid sudden swings in municipal bills, a phased cap applies to year-over-year cost changes for the first five years of implementation, after which annual increases are capped at 5%. The cap is always applied against the previous year's billed amount, not the uncapped formula result:

Implementation Year	Minimum Annual Adjustment	Maximum Annual Adjustment
Year 1	-25%	0%
Year 2	-20%	5%
Year 3	-15%	5%
Year 4	-10%	5%
Year 5	-5%	5%

Key details for the Town of Shelburne under the new billing model include:

- The new billing model takes effect October 1, 2026, and is retroactive to April 1, 2026.
- The Town of Shelburne's actual billed 2026/27 policing contribution is \$663,158, a decrease of approximately 25% from the \$884,210 the Town paid under the previous model.
- The Department of Justice has confirmed in writing that the Town of Shelburne's true calculated cost under the new formula is approximately 54% lower than its 2025/26 bill, substantially more than the 25% decrease the Town is actually being billed for 2026/27. This is because the Town's calculated reduction exceeds the maximum decrease permitted under the Year 1 cap (-25% to 0%), so the Year 1 cap has been applied instead of the full formula result.
- The Province has confirmed the Town of Shelburne's Crime Severity Index (CSI) factor is 171, compared to a provincial average of 73.4, approximately 2.3 times the provincial average.
- The Town of Shelburne continues to operate under a district policing model shared with the Municipality of Shelburne, Municipality of Barrington, the Town of Clarks Harbour and the Town of Lockport, with 3.875 officers assigned to the Town, monitored jointly by the partner municipalities.
- The Province has indicated it expects municipalities to reinvest resulting savings into public safety initiatives such as layered policing, community safety programs, and alternative response models, though the July 29, 2026 letter does not frame this as a binding requirement.
- The Province intends to enter into a dedicated agreement with each municipality setting out the roles and responsibilities of both parties, and the costs associated with RCMP service provision and public safety investments, to be provided over the coming months.

This has an important implication for multi-year financial planning: because the Town's true formula-based cost sits well below what it is currently being billed, Shelburne should expect further year-over-year decreases in its billed amount through Years 2 to 5 of the phased cap (permitted decreases of up to 20%, 15%, 10%, and 5% respectively in those years), as the billed amount gradually moves toward the lower uncapped figure.

It is important to understand what this declining bill does, and does not, represent. The reduced billing amount is not new operating budget capacity or a general revenue saving available for other Town priorities. As noted above, the Province has been explicit that these reductions are intended to be reinvested in public safety, through initiatives such as layered policing, community safety programs, or alternative response models, rather than retained by municipalities as unallocated savings. While the

July 29, 2026 letter does not frame this reinvestment expectation as a binding legal requirement, the Province's own materials describe the entire billing model as a mechanism to "create fiscal space" for these purposes, not as a cost-cutting exercise for municipal budgets. Staff are therefore treating the difference between the Town's previous policing costs and its billed amount in each of the next five years as funding that should be earmarked for community safety planning, not as a reduction to the Town's overall policing-related budget envelope. Council will be asked to consider how these funds are allocated as further direction is received from the Province on layered policing and related programs.

What This Means for Shelburne, and Next Steps

In short: of the six foundational changes identified in the Comprehensive Policing Review, the new Billing Framework is already in effect and directly reduces Shelburne's 2026/27 policing costs. Layered Policing, Community Safety Boards, the Unified Records Management System, Enhanced Police Resourcing, and the New Provincial Policing Standards remain at earlier stages, with legislative and training work still to be completed provincially before Layered Policing in particular could be implemented locally.

Staff intend to:

- Seek confirmation that Shelburne's approved service level and assigned officer complement are not changing as a result of this billing model.
- Review the draft cost-recovery agreement once received and bring it forward to Council prior to execution.
- Monitor further Department of Justice presentations on Community Safety Boards and New Provincial Policing Standards as they become available, and report back to Council.
- Assess, in consultation with the Municipality of Shelburne, Municipality of Barrington, Town of Clarks Harbour and Town of Lockport, whether and how reinvestment of billing savings into public safety initiatives (including any future layered policing model) makes sense for our district.

Financial Implications

Item	Figure
Town of Shelburne's 2025/26 bill (previous model)	\$884,210
Town of Shelburne's actual billed 2026/27 contribution (Year 1, capped)	\$663,158 (-25.0%)
Savings reflected in 2026/27 billed amount	approx. \$221,000
Town of Shelburne's true calculated cost under the new formula (uncapped)	approx. 54% lower than \$884,210
Town of Shelburne's assigned officer complement	3.875 officers
Town of Shelburne's Crime Severity Index (CSI) factor	171 (provincial average: 73.4)

The new Billing Model results in a confirmed 2026/27 policing contribution of \$663,158 for the Town of Shelburne, down from \$884,210, a savings of approximately \$221,000. This report is for information; no financial commitment beyond the confirmed billing amount is being requested at this time.

Attachments

Attachment 1: Letter from the Honourable Scott Armstrong, Attorney General and Minister of Justice, re: Provincial Municipal Billing Model, dated July 29, 2026.

Attachment 2: Resource Document – New Billing Model for Municipalities Policed by the RCMP under the PPSA

Attachment 3: Report - Shaping the Future: Policing in Nova Scotia – Comprehensive Policing Review 2025



**Attorney General
Justice
Office of the Minister**

PO Box 7, Halifax, Nova Scotia, Canada B3J 1T0 • Telephone 902 424-4044 • JustMin@novascotia.ca

July 29, 2026

Ms. Sarah Mattatall
Town of Shelburne
162 Mowatt Street
Shelburne, NS, B0T 1W0

Dear Ms. Sarah Mattatall,

Re: Municipal Billing Model

The Province has determined your municipality's estimated annual contribution for policing services provided under the Provincial Police Services Agreement for the period April 1, 2026 to March 31, 2027. This allocation has been determined in accordance with the Province's New Billing Model, which comes into effect on October 1, 2026, with application retroactive to April 1, 2026 for the purpose of determining municipal policing cost allocations for the 2026/27 fiscal year.

For the 2026/27 fiscal year, the estimated contribution is \$663,158 subject to final calculations. This allocation reflects the approved policing service level as of April 1, 2026 and includes all approved service level changes implemented on or before that date for your municipality. Any further service level changes approved after April 1, 2026 will be reflected through future billing adjustments, where applicable.

This estimated annual contribution represents a 25.0% decrease in policing cost for your municipality compared to the amount \$884,210 that would have been calculated under the previous Billing Model. As discussed throughout the consultation process, municipalities will reinvest these savings into complementary public safety initiatives, such as layered policing, community safety programs, alternative response models, and other measures aligned with the recommendations of the Comprehensive Nova Scotia Policing Review. The Province will also continue working closely with the RCMP to help ensure adequate and effective police resourcing in communities across Nova Scotia.

Please note that the amount identified in this letter represents an estimated annual contribution based on the approved budget for the Provincial Police Services Agreement for the 2026/27 fiscal year. Following the completion of the 2026/27 fiscal year, the Province will receive the

RCMP's annual report of actual eligible policing costs incurred under the Provincial Police Services Agreement. A year-end reconciliation will then be completed to compare the estimated amounts billed during the fiscal year with the actual eligible costs. Any resulting difference identified through the reconciliation process will be reflected as an adjustment to the municipality's final billing, including additional amounts payable or credits, where applicable.

The new billing model is data-driven and is designed to better reflect the unique circumstances of municipalities across the province. Municipal costs are determined using a range of factors, including population, property values, the number of officers assigned, and the Crime Severity Index. To ensure the model continues to reflect local public safety demands and municipal capacity, costs will be reviewed and recalculated annually. Agreements formalizing this process will also be sent to each individual municipality for signature in the coming months.

The Department of Justice's Public Safety and Security Division will be sending invitations to meet with each municipality policed by the RCMP under the Provincial Police Service Agreement to discuss these changes. While the Department would always prefer an in-person meeting to discuss such a significant change, we want to get this. Appreciating summer schedules, virtual meetings will be scheduled during August 2026.

Thank you for your continued engagement and partnership throughout this process. The new billing model represents an important step toward a more sustainable and equitable approach to policing that better reflects the needs of municipalities while supporting local public safety priorities.

Sincerely,

A handwritten signature in black ink, reading "Scott Armstrong". The signature is fluid and cursive, with the first name "Scott" and last name "Armstrong" clearly distinguishable.

The Honourable Scott Armstrong, M.L.A.
Attorney General and Minister of Justice

C. Juanita Spencer, Chief Executive Officer, Nova Scotia Federation of Municipalities

NEW BILLING MODEL FOR MUNICIPALITIES POLICED BY THE RCMP UNDER THE PPSA

NOVA SCOTIA DEPARTMENT OF JUSTICE | JULY 2026 | *Credible. Clear. Inclusive. Helpful.*



This is not simply a billing change. It is a foundational public safety investment.

HOW THE NEW BILLING MODEL WORKS

A more balanced, service-based funding mechanism.

A Cost base and context

Under the PPSA, Canada contributes 30% of eligible costs and the Province is responsible for 70%. Municipalities contribute through a provincially administered framework.

B Allocation factors

Municipalities will no longer pay strictly by officer count. The model considers population, uniform assessment/property value, officer assignment, shared services, and a Crime Severity Index-related subsidy.

C Stability protections

The model includes protections against sudden cost instability: a phased cap over the first five years, and after five years annual increase capped at 5%.

D Administration and local input

The Department of Justice will administer, monitor and annually recalibrate the model. Municipalities will continue to identify local priorities and operational realities.

WHAT INFORMED THIS WORK?

The Comprehensive Nova Scotia Police Review has assisted the Province to better understand the state of police resourcing across the province. This includes workload pressures, geographic coverage, response demands, proactive capacity, and the operational sustainability of local detachments.

OVERALL IMPACTS

The new model is intended to make policing funding more transparent, equitable, and connected to actual service demand.



Predictability

Clearer, more stable municipal planning for policing costs.



Adequacy

Supports the Province in meeting responsibilities for adequate and effective policing.



Rural equity

Stronger support for rural, remote, and high-need communities.



Officer wellness

Reduced operational strain, overtime pressure, and burnout risk over time.



Demand alignment

Funding better reflects population, assessment, staffing, and public safety pressures.



Flexibility

Reduces rigid municipal ownership of assigned resources and supports deployment where needed.



Visibility

Improved proactive capacity, community presence, and response sustainability.



Layered policing

Creates fiscal space to reinvest in complementary community service initiatives.

TIMELINE

1 Letter

On July 29, 2026, a letter was provided to municipalities notifying them of their estimated cost

2 One-on-ones

DoJ staff are meeting with every municipality to discuss their billing model through August and September

3 Agreement

An agreement to guide cost recovery will be provided, and the DoJ will work with municipalities through that process.

4 Implementation

The billing model will be implemented by October 1, 2026, retroactive to April 1, 2026.

COST BREAKDOWN

\$ Step 1 - Cost Base Identification

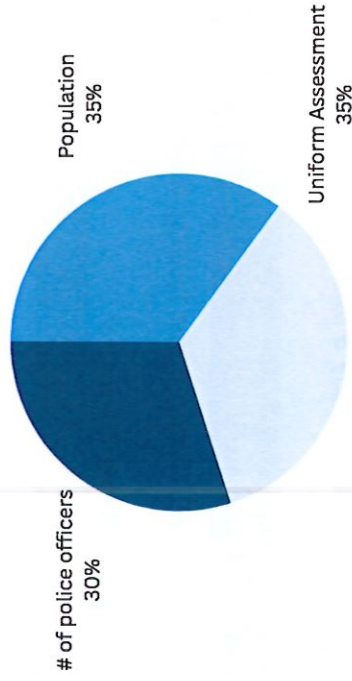
Based on the RCMP's report, municipal policing costs are distinguished from costs associated with centralized or shared policing services. The province is providing additional financial support to reduce the cost base which will be recovered from municipalities.

In FY 2026-27, this additional provincial support includes approximately \$16.3 million.

🔗 Step 2 - Cost Allocation

The remaining municipal costs are allocated among all participating municipalities using a weighted formula.

Allocation Formula



Sources for 2026/27:

- Population was derived from the 2021 Census Data
- Uniform Assessment was derived from the Provincial Uniform Assessment data as of February 24, 2026
- Resources are approved RCMP resources for the 2026/27 fiscal year



Step 3 - Shared Services & CSI Subsidies



Shared service costs will continue to be allocated between the province and municipalities under both PPSA and MPSA. The allocation is generally based on the number of RCMP resources within each municipality.



The Province will set aside approximately 1% of total municipal policing costs as a subsidy, which is approx. 1.3 million for FY26-27. The purpose is to recognize that some municipalities have higher crime severity and potentially greater policing demand. Each municipality receives a CSI factor by comparing its 3-year CSI with the provincial three-year average.



Step 4 - CAP Adjustment

To support a gradual and predictable transition to the new municipal policing billing mechanism, a phased cap adjustment will apply during the first five years of implementation.

The cap adjustment is always based on the previous year's amount.

Implementation Year	Minimum Annual Adjustment	Maximum Annual Adjustment
Year 1	-25%	0%
Year 2	-20%	5%
Year 3	-15%	5%
Year 4	-10%	5%
Year 5	-5%	5%



Step 5 - Agreements & Reinvestment of Savings



The objective is not just to reduce costs, it's to **create flexibility** for municipalities to **invest in public safety** in ways that make sense for their communities using alternative approaches to traditional policing.

The Province will be entering into dedicated agreements with each municipality in order to lay out the **roles and responsibilities of both parties** (municipality and province) and the costs associated with RCMP service provision and investments in public safety initiatives.

Shaping the Future: Policing in Nova Scotia

Comprehensive Policing Review 2025



Message from the Attorney General and Minister of Justice

The events of April 18th and 19th 2020 forever changed our province, our country, and the lives of impacted family members and communities. The Mass Casualty Commission called on all of us to reflect deeply and take action. One of its clear recommendations was that Nova Scotia undertake a comprehensive review of the structure of policing, with a mandate to chart a better path forward.

In September 2023, government responded by launching a province-wide review. From the outset, we made it clear that we are committed to meaningful change. We know that policing and the people who do this critical work are essential to the safety and wellbeing of our communities. We also know there are gaps and challenges that must be addressed. In 2024 we retained Deloitte Canada to undertake an in depth analysis of the current state of policing in Nova Scotia, review best practices in Canada and across the world, consider options, and make recommendations for change.

Shaping the Future: Policing in Nova Scotia reflects the voices of thousands of Nova Scotians, including community members, police officers and leaders, municipalities, academics, and justice system partners. I want to thank everyone who shared their experiences, ideas, and hopes for the future. Your input is invaluable.

This work matters and it is only just beginning. These are complex issues with lasting impacts. Getting this right requires thoughtful, inclusive, evidence-based decision-making. I am confident that by listening to one another, and working together, our new policing framework will reflect the values of our province and provide police services that support public safety and works for all Nova Scotians today, and for generations to come.

Thank you for being part of this important journey.

A handwritten signature in white ink, appearing to read 'Becky Druhan', with a long, sweeping horizontal line extending to the right.

The Honourable Becky Druhan

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Government’s public reporting on the review of policing in Nova Scotia is presented through two complementary documents, each offering distinct but essential insight. Shaping the Future captures what we heard from Nova Scotians, their concerns, expectations, and aspirations for the future of policing. The methodology of public engagement was developed by the Independent Police Review Engagement Advisory Committee, and was facilitated by trusted community partners. Deloitte has used the insights from the public engagement, a detailed analysis of the province’s current policing model and a jurisdictional scan, to develop recommendations for change. That analysis is set out in the separate Deloitte Report, which is also being released publicly. Together, these two documents provide a clear and accountable record of both public input and technical advice, reflecting government’s commitment to transparency and to making informed, evidence-based decisions on the vital issue of public safety.

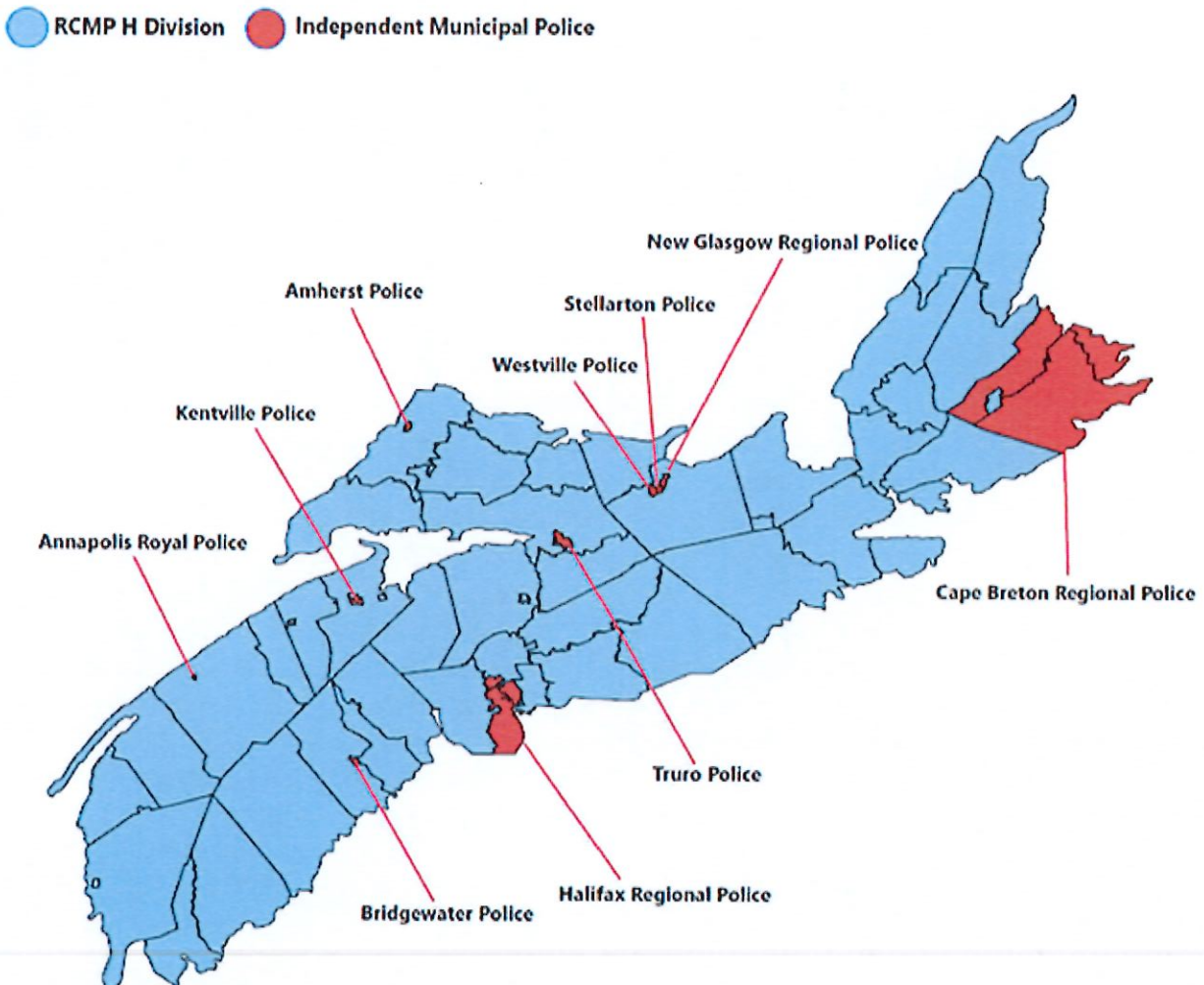
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Policing in Nova Scotia - The Current Context

Nova Scotians care deeply about policing. They expect and deserve to feel safe, respected, and supported in their communities no matter where they live. Policing in Nova Scotia involves many partners and levels of government with various responsibilities, and different channels of governance and engagement.

In Nova Scotia, communities are served by ten distinct municipal police services and the Royal Canadian Mounted Police (RCMP). The RCMP, as the Provincial Police, provide direct policing services across the province. They also regularly assist the ten municipal police agencies by providing specialized police services.

Nova Scotia Police Agencies Boundaries



Policing Arrangements

In Nova Scotia, the *Police Act* enables delivery of police services to all the province's communities through several arrangements.

Provincial Police Service Agreement

Nova Scotia has an agreement with Public Safety Canada called the Provincial Police Service Agreement (PPSA). Under the PPSA, the RCMP functions as the Nova Scotia Provincial Police and provides policing services to 34 municipalities, districts, counties and towns. In addition, five municipalities contract directly with the Government of Canada for RCMP policing services through Municipal Police Service Agreements (MPSA).

Municipal Police Agencies

Ten municipalities have chosen to establish municipal police departments to provide crime prevention, law enforcement, assistance to victims of crime, emergency and enhanced services, and public order maintenance.

These ten distinct agencies are: Amherst, Annapolis Royal, Bridgewater, Cape Breton Regional Municipality, Halifax Regional Municipality, Kentville, New Glasgow, Stellarton, Truro and Westville.

First Nations and Inuit Policing Program (FNIPP)

Nova Scotia is a participant in the federal First Nations and Inuit Policing Program (FNIPP) which was designed by Public Safety Canada and provides First Nations communities across Canada access to policing services that are professional, dedicated and culturally appropriate. Policing services for Nova Scotia's thirteen First Nation communities are provided through the PPSA, Community Tripartite Agreements or Community Quadripartite Agreements.

Federal Policing Program (FPP)

In addition to policing under the PPSA, MPSA, and FNIPP, the RCMP delivers the Federal Policing Program (FPP), which protects Canadians against serious domestic and international criminal threats. This includes national security risks, international organized crime, cybercrime, and border integrity. The FPP also addresses large-scale economic and financial crimes, international policing, and sensitive investigations.

Comparison of personnel and sworn officers, population served, and geographic coverage by policing services in Nova Scotia.

(Collected as part of the Nova Scotia Policing Review and validated by law enforcement and justice partners.)

Policing Services	Number of Personnel*	Number of sworn officers (full-time Equivalent)	Number of sworn officers per thousand citizens	Population Served**	Geographic Area (square km)
Amherst Police Department	47	27	2.78	9,700	12
Annapolis Royal Police Service	11	4.5	8.49	530	2
Bridgewater Police Service	41	24	2.73	8,800	14
Cape Breton Regional Police Service	268	200	1.90	105,000	2,500
Halifax Regional Police Service	779	565	2.73	206,753	274
Kentville Police Service	22	19	2.87	6,630	17
New Glasgow Regional Police Service	46	33	2.64	12,500	10
Stellarton Police Service	16	15	3.75	4,000	9
Truro Police Service	51	35	2.69	13,000	38
Westville Police Service	9	6	1.69	3,540	14
RCMP "H" Division	1,447	960	1.44	665,253	52,394
Total	2,737	1,888.5	----	----***	----

*Note: Personnel numbers include sworn officers, civilian staff, and administrative staff.

**Note: All population Statistics were sourced from data from the 2021 Census of Canada and validated with law enforcement agencies.

***Note: Due to some overlapping jurisdictions, the sum of the population served would exceed the population of Nova Scotia in 2021.

Review Timeline

For several decades, municipal, provincial and federal justice stakeholders have called for change to policing in Nova Scotia. Beginning in the late 1990s, following municipal amalgamation in several regions of the province, Nova Scotia saw numerous major reports and reviews conducted, and key decisions made regarding policing models and public safety in the province. Following the 2020 mass casualty in Nova Scotia, the Mass Casualty Commission provided recommendations to help keep communities safer. Turning the Tide Together: Final Report of the Mass Casualty Commission was released and included 130 recommendations, 75 of which related directly to policing in Nova Scotia and Canada. Recommendation P67 called for a review of the structure of policing in Nova Scotia.

MARCH 2023

Mass Casualty Commission Final Report: Turning the Tide Together is released – Recommendation P.67 calls for a review of policing in Nova Scotia.

SEPTEMBER 2023

Department of Justice announces that it will conduct the Nova Scotia Policing Review. A Request for Proposals is issued for an external consultant.

MARCH 2024

Deloitte Canada is named as the successful external consultant to conduct the Nova Scotia Policing Review. Engagement Advisory Committee is announced for the engagement portion of the Review.

APRIL 2024

Nova Scotia Policing Review begins.

MAY TO JULY 2024

Engagement with justice partners is conducted, site visits and data and document review is completed.



JULY 2024

Public survey is released to the public and is open for three weeks.

SEPTEMBER 2024

Community conversations are conducted across Nova Scotia.

Directive issued to all police agencies to comply with 39 updated standards.

MARCH 2025

Data collection phase of the Nova Scotia Policing Review is completed.

JUNE 2025

Deloitte's Comprehensive Nova Scotia Policing Review Report, that includes recommendations for change, is shared with Nova Scotians.

NEXT STEPS

- Implementation of foundational improvements to make policing more effective.
- Meetings with municipalities.
- Provincial audits of the Nova Scotia Provincial Policing Standards begin.

Review Methodology

Engagement

The Review methodology allowed for engagement in meaningful discussions and encouraged a broad range of feedback. The Review Engagement Advisory Committee was instrumental in developing an engagement strategy that supported meaningful dialogue with Nova Scotians. Engagement channels included a public survey, community sessions with equity groups, including African Nova Scotians, Indigenous people, 2SLGBTQIA+, newcomers, people with disabilities, religious organizations, conversations with justice partners including other government departments, and workshops with police leaders and front-line officers.



Jurisdictional Scan

The Review included an extensive jurisdictional scan that engaged police and justice officials in other provinces and internationally, to identify current best practices and emerging trends. This included analysis of policing arrangements in other Canadian cities, as well as in the United Kingdom, Finland, Ireland, and Australia. A review of technical police data and documentation was also completed.

The jurisdictional scan showed that across Canada and the world, policing is shifting to include more robust information sharing and management, better community integration into police response through layered approaches, and a more equitable approach to service delivery.

Policing Across Canada: Different Models in Every Province

While policing in Canada is governed by national laws and standards, each province or territory has developed its own model to meet local needs. These differences reflect geography, population size, crime trends, and community priorities. Here's what that looks like across the country:

Province/Territory	Model
British Columbia, Alberta, Saskatchewan, Manitoba, New Brunswick, Prince Edward Island	RCMP as provincial police; First Nations policing services; municipal police services
Ontario	OPP is a standalone provincial service; cities like Toronto and Ottawa have fully independent municipal forces.
Quebec	Sûreté du Québec serves rural/small municipalities; larger cities like Montreal and Quebec City maintain their own forces.
Newfoundland and Labrador	RCMP as provincial police; The Royal Newfoundland Constabulary as provincial police.
Territories (YT, NT, NU)	RCMP is the sole service provider, working with communities to address unique social and geographic challenges.

What We Heard: Engagement Method and Themes

Public Survey

The Police Review survey was available in English and French, and technical support was made available for those with accessibility needs. The survey was promoted through a public announcement by the Government of Nova Scotia and through social media.

Over 6,700 Nova Scotians completed the survey in full and shared their unique perspectives and ideas. Respondents included:

Age	
Youth (Ages under 18)	7
Ages 18-24	345
Ages 25-34	1,083
Ages 35-44	1,355
Ages 45-54	1,268
Ages 55-64	1,323
Seniors (Ages 65 and above)	1,363
No Answer	42

Ancestry	
European Descent / White / White European Descent	1,873
Mi'kmaw/Indigenous/ Aboriginal/First Nations/Inuit	77
Identified as a member of multiple racial groups	65
Black/African Descent	62
Asian	41
Middle Eastern	16
Latin/Latina/Latino	9
Identified as a member of another racial group	9
Prefer not to disclose	4,634

Gender	
Female	3,388
Male	2,768
Prefer Not to Answer/Other	366
Transgender/Non-Binary	264

Region	
Central Zone	3,339
Northern Zone	1,447
Western Zone	1,312
Eastern Zone	599
Prefer not to disclose	89

Conversations with Justice System Partners

From May to July 2024, more than 150 individuals from justice organizations in Nova Scotia participated in engagement activities. These individuals represented:

- *Police leadership and frontline officers*
- *Police officers who identify as racialized people*
- *Police dispatch and other first responders*
- *Staff from Government of Nova Scotia departments*
- *Chief Administrative Officers from municipalities and towns*
- *Members of police advisory boards and boards of police commissioners*

Engagements included one-on-one interviews, focus groups, surveys, and in-person site visits. These conversations offered insights into the varied challenges, opportunities, and priorities for policing in Nova Scotia from the perspective of those working within or alongside the system.

Community Engagement Sessions

In August and September of 2024, 35 community engagement sessions were held across Nova Scotia. These sessions were led by trusted community organizations and were held virtually and in person. Over 240 Nova Scotians shared their experiences and perspectives on policing. These conversations were conducted in environments that prioritized cultural safety, accessibility, and trust.

Participants reflected the diversity of Nova Scotia and included:

- *African Nova Scotian communities*
- *Indigenous communities*
- *Faith-based communities*
- *2SLGBTQIA+ and gender diverse communities*
- *Newcomer and immigrant communities*
- *Persons with disabilities*
- *Women and families*
- *Individuals connected to transition houses and related services*

The engagements offered critical insight into how policing is experienced across the province, and what meaningful change would look like from the perspective of those most impacted.

Feedback Themes

1. Visibility and Trust

What We Heard:

Participants consistently emphasized the need for more visible policing in their communities, as well as the importance of building stronger relationships between police and the communities they serve.

We also heard from participants who described experiences of discrimination or stereotyping in their interactions with police, often based on race, age, mental health, or socioeconomic status. These experiences contribute to distrust of law enforcement.

Overall, participants supported community policing approaches focused on proactive engagement and relationship-building, particularly in rural and First Nations communities. Justice partners echoed the need for relationship-based policing and a stronger community presence beyond enforcement roles.

There was also widespread support for shifting responsibility or including trained community-based professionals in responses related to mental health and substance use.

Key Feedback:

- More officers are needed from diverse backgrounds, including women, visible minorities, and 2SLGBTQIA+ individuals.
- Through increased staffing, police visibility should include more regular community presence and participation in local events.
- Bias, stereotyping, and assumptions of criminality should be confronted and addressed.
- There should be a focus on proactive engagement outside of crisis situations to build trust and familiarity.
- Two-way communication between police and the public should be strengthened.
- Increased public awareness about the role and responsibilities of police services is required.
- Police must prioritize sustained, respectful relationship-building with communities including First Nations and rural communities.
- Response times for serious crimes should be improved.

2. Service Delivery

What We Heard:

Concerns were raised about unequal access to police services across the province, particularly between rural and urban areas. Participants highlighted inconsistent response times and service levels, often dependent on, or perceived to be dependent on, agency capacity or officer discretion. Justice system partners also identified growing strain on municipal budgets and the need for modern tools to support effective service delivery.

Key Feedback:

- More equitable police service delivery across all regions, especially in rural communities is needed.
- Inconsistent service and response standards across agencies needs to be addressed.
- Ensure adequate resources are allocated to priority issues like traffic enforcement, drug-related crime, and theft.
- The financial pressures on municipalities when planning and funding public safety services needs to be considered.
- More investment in modern policing tools, such as body-worn cameras and real-time officer tracking is needed.

3. Oversight and Accountability

What We Heard:

Many participants called for greater transparency, stronger civilian oversight, and improved governance of police services. There was a particular desire for independent mechanisms to oversee police conduct, budget decisions, and internal investigations. Actual and perceived barriers to reporting negative experiences (such as fear of retaliation) were also noted.

Justice system partners emphasized the importance of governance structures, like police advisory boards, in supporting accountability and building public trust.

Key Feedback:

- Transparency around use of force and internal investigations should be improved.
- Civilian oversight to ensure public involvement in budget decisions should be expanded.

- Police complaints processes need to be stronger and barriers to reporting misconduct should be reduced or removed.
- Police boards and commissioners must be empowered to play a meaningful role in oversight.

4. Recruitment and Training

What We Heard:

Ongoing, relevant training was identified as a priority, particularly in areas such as mental health, intimate partner violence, trauma-informed practices, cultural competency, and de-escalation. Participants and partners emphasized the need for culturally competent services and stronger internal supports for a more inclusive workforce.

Challenges with recruitment and retention were also raised, especially in rural and remote areas, along with the need for more diverse representation within police forces.

Justice partners noted that many smaller agencies face barriers in accessing high-quality training due to cost or staffing limitations.

Key Feedback:

- Standardized, province-wide training on topics like de-escalation, cultural sensitivity, and trauma-informed practices should be provided.
- More training is needed in mental health response, intimate partner violence, and homelessness.
- Recruitment of officers from underrepresented and underserved communities should be strengthened.
- Provide support for long-term officer placements in communities to foster trust and local knowledge.
- Access to training for small or rural services should be expanded.

5. Police Collaboration

What We Heard:

Justice and public safety partners expressed concerns about fragmented systems, limited communication, and unclear roles across agencies. Participants also highlighted confusion during crisis responses, particularly at the intersection of health, policing, and social services. There was broad support for improved information-sharing and more formal collaboration mechanisms.

Key Feedback:

- Collaboration between agencies at all levels, from front-line coordination to strategic agreements should be improved.
- The reluctance to share information across organizations must be addressed.
- A single, provincial records management system should be developed.
- Roles and responsibilities between police, health, and social services during crisis responses should be clarified.
- Enforcement gaps related to mid-level organized crime should be filled.



Deloitte's Report

Deloitte's Report reflects the voices of Nova Scotians and their expectations for a more responsive, community-focused approach. The Report offers an in-depth analysis of the current policing landscape, including structure, resourcing, governance and service delivery. It presents detailed findings, options and puts forward clear recommendations for change that aim to improve accountability, enhance public safety and ensure police services are better aligned with the needs and values of communities across the province.

Significant research has informed Deloitte's Report. In addition to the community and police stakeholder outreach conducted by the Engagement Advisory Committee, Deloitte completed a data and document review to examine detailed information related to calls for service, operating expenses, police board reports, organizational structure, personnel and sworn officers, and matters of professional conduct and complaints. They also conducted an in depth jurisdictional scan that included best practices from across Canada and around the world.

Analysis of these materials provided important insights into policing operations across the province. Notably, the findings from the data and document review closely mirrored the feedback themes and key insights gathered through the community and stakeholder engagements. The feedback reinforced the consistency and validity of the perspectives shared throughout the process.

Key Insights

➤ **Service levels are different depending on where you live**

Nova Scotia has a mix of urban and rural populations, with 58.9% of Nova Scotians living in cities and towns and 41.1% of the population living in rural areas. The review undertaken by Deloitte found that many Nova Scotians who live in rural communities do not receive the same level of service and face barriers such as longer response times and extended travel to access policing services due, in part, to understaffing.

➤ **The cost of policing is increasing**

The cost of policing services is increasing. In Nova Scotia, municipalities policed by the RCMP share the cost between the province, the municipality and the federal government. In municipalities with their own police agencies, the cost is primarily the responsibility of the municipality. The current framework through which policing is paid for in Nova Scotia requires modernization so that all communities can afford to have access to effective policing services.

➤ **Systems don't enable information sharing between police agencies**

There are currently three different records management systems in use by police services in Nova Scotia. These systems create barriers to information sharing. Other variations in technology and data capabilities among police services across the Province (such as dispatch systems, radios, and specialized services including forensics) pose additional barriers.

➤ **The nature of crime is evolving**

Street-level crime is having a significant impact on communities. Community members are also being affected by other types of crime such as fraud and cyber-crime.

➤ **Police are often called for non-police matters**

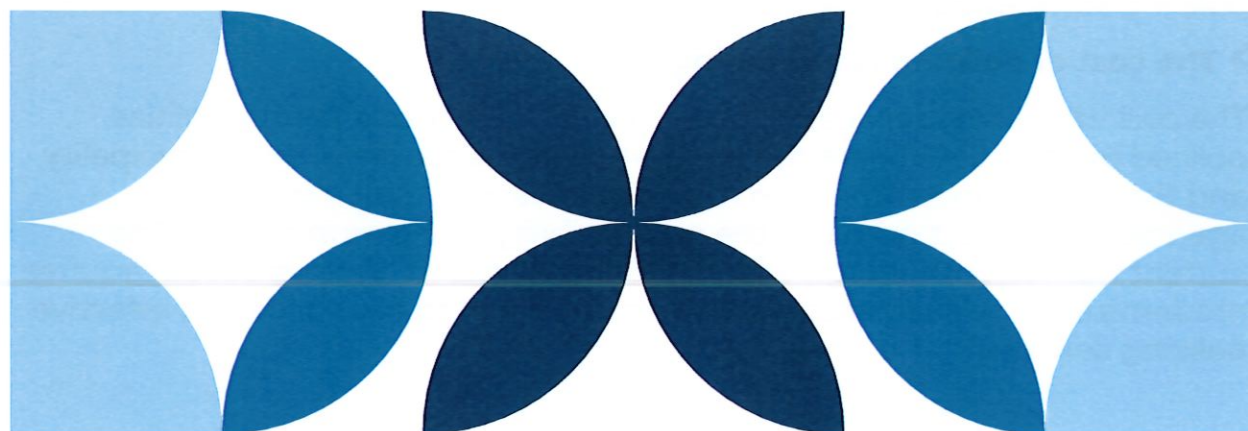
There has been an increase in the volume of non-criminal calls for service, such as those related to wellness checks, mental health, addictions, homelessness, and hospital transfers. This creates an additional strain on a system that is already taxed. In response, several police services in Nova Scotia have created new dedicated community-based units and positions.

➤ **High turnover presents a challenge for police governance bodies**

Police boards and commissions identified challenges, such as long-term member vacancies and high turnover rates. Deloitte's Report also identified opportunities to improve clarity about the role of police boards and commissions and training for new members.

➤ **The police complaints process lacks clarity**

The reporting process for police complaints and the process for resolving them lacks clarity. Data analysis found that public complaints processes are complex and may involve submitting complaints to multiple agencies and departments.



Government's Response

Nova Scotians have been clear. They want policing that is consistent, responsive, community-focused and equipped to meet the evolving needs of their communities. Deloitte's Report, informed by broad engagement and careful analysis by Deloitte, confirms that significant change is needed to meet those expectations and deliver safer communities.

We thank the more than 6,900 Nova Scotians who participated directly, as well as the hundreds of police officers, municipal leaders, and system partners who generously contributed their time, insights, and lived experiences.

The result of the Deloitte's comprehensive policing review is clear and compelling: the status quo is not an option. For too long the provincial structure and municipal decisions have resulted in under resourcing and inconsistent policing levels across the Province. Deloitte has recommended foundational changes and the expansion of the provincial police service.

We are adopting six foundational changes that will serve as the cornerstone of a renewed policing model in Nova Scotia. These changes include a new records management system, enhanced police resources, layered policing, community safety boards for civilian oversight, augmented policing standards, and a new billing system. These actions will help improve services and build a more effective and responsive approach to policing in Nova Scotia.

While Deloitte has recommended a provincial police service model, we recognize and deeply respect the proud history and contributions of municipal police services across Nova Scotia. These agencies have long played a vital role in safeguarding our communities. In recognition of this, we are offering municipalities choices that will ensure public safety is paramount as we implement this new model together. Municipalities with their own agencies may continue with those agencies if they can meet existing and augmented standards, contract with the provincial police at their own cost to receive services their agency cannot provide, or transition to the provincial police.

This vision of policing in Nova Scotia requires both provincial and municipal action. We are committed to working collaboratively with municipalities to build a stronger system of public safety where every Nova Scotian—regardless of where they live—has access to high-quality, modern policing services.

Foundational Changes

1. **Unified Records Management System:** A single, province-wide records management system for all police agencies to improve data sharing, coordination, and oversight, and support evidence-based decision-making.
2. **Enhanced Police Resourcing:** Ensuring that police services across the province are adequately resourced to increase visibility, responsiveness, and meaningful engagement with the communities they serve.
3. **Layered Policing Model:** Introducing the deployment of Community Safety Officers and Special Constables allowing for more effective responses to a range of public safety needs, while enabling sworn officers to focus on core policing duties.
4. **Establishment of Community Safety Boards:** Providing civilian oversight and governance across the full spectrum of public safety services, including law enforcement, Community Safety Officers, and Special Constables, enhancing transparency, accountability, and community trust.
5. **New Provincial Policing Standards:** Augmenting existing standards to be more prescriptive, and introducing new ones to ensure consistent, high-quality service delivery across Nova Scotia. New standards will also include training requirements for all officers in cultural sensitivity, community-specific information, and the experiences of vulnerable populations
6. **A New Billing Framework:** We will implement a revised billing framework for municipalities served by the RCMP. The new framework will promote financial sustainability, transparency, and enable reinvestment into local, community-driven safety initiatives.

These foundational actions mark the beginning of a transformation in how policing is delivered in Nova Scotia. The work ahead will take time, thoughtful planning, and strong partnerships, but the direction is clear. Our goal is a modern, accountable, community-focused policing system that reflects the values and needs of all Nova Scotians.

Acknowledgements

We extend our deepest thanks to the officers and policing staff who work to keep our Province safe every single day. Their dedication, professionalism, and courage are the foundation of public safety in Nova Scotia. We value their efforts, their commitment to service, and the personal sacrifices they make in the line of duty. A key outcome of this Review will be ensuring that they have the resources, supports, and systems they need to carry out these challenging roles successfully and safely.

We are also sincerely grateful to the thousands of Nova Scotians who took the time to share their perspectives through the online survey and community engagement sessions. Their voices have helped shape this important conversation and will continue to guide the work ahead.

Thanks are also extended to the members of the Engagement Advisory Committee, which helped to shape the breadth, scope and areas of focus for the Review:

Lindell Smith, Halifax	Rob Morris, Halifax
Hayley Crichton, North Grand Pre	Shelly Martin, Millbrook First Nation
Anise McKay, Halifax	Juanita Spencer, Halifax
Roz Penfound, Halifax	Colleen Belle, Halifax
Wayn Hamilton, Halifax	Chief Dave MacNeil, Town of Truro
Mapfumo Chidzonga, Halifax	Wayne Talbott, Town of Truro
Thierno Diallo, Halifax	RCMP Superintendent Dan Morrow, Southwest Nova Scotia
Dawn Ferris, Amherst	Sheri Taylor, Port Hawkesbury

Finally, we thank the policing leaders and justice system partners whose input, ideas, and insights have been instrumental throughout this process. Their experience and knowledge added depth and value to the Review, and their ongoing engagement will be vital as we chart our path forward.



COUNCIL REPORT - FOR INFORMATION

Subject: Chief Administrative Officer - Update to Council

Date: September 8, 2026

Prepared For: Council

Prepared By: Sarah Mattatall, CAO

Document #	
D26-157	
Rec'd by JD	
Date Sept. 4/26	
COPIES TO:	
Council	✓
Agenda	✓
Committee	
Schedule	

1. Summer Update

Staff worked hard throughout the summer to manage priorities despite a full vacation schedule.

The Town's Water Plant was well maintained, and lake levels remained sufficient throughout the dry periods. The Wastewater Utility continued to operate well despite warm, dry conditions and a few lift station issues; operators responded quickly to keep odours under control. The season was made more challenging by extended periods of little rainfall.

The Public Works team continued to maintain the community through the dry, hot weather, including ground maintenance, line painting, and addressing clogged sewers. The Planning and Administration team continued to manage a full workload while balancing summer vacations and position vacancies.

2. Capital Projects

Staff are heading into a busy fall with several capital projects underway.

The Utilities and Public Works team continues to advance our wastewater infrastructure priorities, with the Hardy's Lane and Arthur Street lift station upgrades progressing and the aeration system project now in its initial design stage. Regular coordination with our engineering partners at CBCL is keeping these projects on track.

Planning staff are awaiting confirmation of grant funding for the Bulk Fill Station. Once approval is received, staff will move quickly to advance the project, with the goal of having the station operational by next summer ahead of the drought season.

Staff are also preparing to launch the King Street Centre playground repair project, which will involve coordination with daycare staff and contractors to upgrade the playground fronting King Street and running along Hammond Street, including addressing existing drainage issues.

Finally, staff remain optimistic that Phase 1 of the Graham's Park Expansion Project will move forward this year.



COUNCIL REPORT - FOR INFORMATION

3. Collective Agreement

The Town's Collective Agreement with IBEW Local 1928 expires March 31, 2027. Management will begin the full negotiation process in November, timed so that any resulting changes can be reflected in the upcoming budget process.

This builds on work already underway with the union: the Town and IBEW Local 1928 have been negotiating a Memorandum of Understanding to establish a new Finance & Tax Coordinator - Level 3 classification, which will amend Schedule A (wages) and Schedule B (job descriptions) of the Agreement. Staff anticipate this MOU will be finalized ahead of the broader negotiations and will inform the classification structure carried into the full agreement renewal.

Staff will provide further updates to Council as the negotiation process progresses, and will bring forward any items requiring Council direction or approval at the appropriate time.

4. Staffing

There are ongoing staffing constraints across the organization.

Management is working to fill the Finance Department vacancy and to prepare for the transition associated with the Manager of Finance's upcoming retirement. There is also a new vacancy in the Public Works Department following a staff member's departure to pursue an opportunity elsewhere. Staff aim to fill this position in the new year.

Given the volume of change occurring within the organization, including the cumulative impact of provincial downsizing over the past several years, management is taking this opportunity to undertake some minor restructuring to create efficiencies across departments. This work will continue to be managed through the fall.



COUNCIL REPORT - FOR INFORMATION

Subject: Bylaw Officer Report- May-July 2026
Date: September 1st, 2026
Council Dates: September 8th, 2026
Prepared by: Dana Nash, Bylaw Enforcement Officer

Document #	Dale-158
Rec'd by	JD
Date	Sept 21/26
COPIES TO:	
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Agenda	✓
Committee	

File #: 26-017 - Service Request

Location: Digby Street
Issue: Waste Collection
Action Taken: Spoke with the resident, provided a copy of the Solid Waste Bylaw, and asked the resident not to put out solid waste before 12:00pm on the day immediately preceding the day scheduled for municipal collection.
Status: *Resolved*

File #: 26-018 - Service Request

Location: Digby Street
Issue: Report of dog running loose.
Action Taken: Provided the property owner with a copy of the Dog Bylaw and reminded the dog owner to ensure the dog is always on a leash while on Town property.
Status: *Resolved*

File #: 26-020 - Service Request

Location: Water Street
Issue: Inquiry from a non-profit group setting up a free BBQ.
Action Taken: Explained to the non-profit group that, as long as the sidewalk is not impeded for accessibility, they can proceed with the event.
Status: *Resolved*

File #: 26-021 - Service Request

Location: Harriet Street
Issue: Loose dog

Action Taken: Provided the property owner with a copy of the Dog Bylaw and reminded the dog owner to ensure the dog is always on a leash while on Town property.

Status: *Resolved*

File #: 26-022 - Service Request

Location: Bulkley Street

Issue: Dangerous and Unsightly request for an extension.

Action Taken: Paperwork was filed for an extension, but it was not needed. Owners met the original deadline.

Status: *Monitoring*

File #: 26-023 - Service Request

Location: McGill Point

Issue: Noise complaint

Action Taken: Spoke with the complainant, advised of the Noise Control Bylaw, and advised not to start work before 7:00am.

Status: *Resolved*

File #: 26-024 - Service Request

Location: Water Street

Issue: Garbage complaint; waste being left curbside after the allowed time in the Solid Waste Bylaw.

Action Taken: Spoke with the property owners; the waste was removed.

Status: *Resolved*

File #: 26-025 - Service Request

Location: Falls Lane

Issue: Noise complaint - persistent dog barking

Action Taken: Spoke with the dog owner and delivered the Noise Bylaw.

Status: *Resolved*

File #: 26-026 - Service Request

Location: Second Street
Issue: Solid waste not properly sorted
Action Taken: Provided the property owner with education on solid waste sorting and a copy of the Solid Waste Bylaw.
Status: *Monitoring*

File #: 26-027 - Service Request

Location: Harriett Street
Issue: Dump site
Action Taken: Inspected the complaint site and spoke with the property owner. Additional information is required before further action can be taken.
Status: *Monitoring*

File #: 26-028 - Service Request

Location: Rodney Street
Issue: Solid waste not sorted properly; improper items left for collection
Action Taken: Provided the property owner with education on proper sorting and a copy of the Solid Waste Bylaw.
Status: *Monitoring*

File #: 26-029 - Service Request

Location: Jackson Lane
Issue: Illegal burn
Action Taken: Called 911; the fire department was dispatched. The resident was burning outside of the allotted hours. Spoke with the Fire Chief, and the fire was extinguished. Provided education to the resident regarding burn bans and advised them to check the Government of Nova Scotia website for Fire Restrictions.
Status: *Resolved*

File #: 26-030 - Service Request

Location: Carleton Street
Issue: Vandalism of Town property - broken glass
Action Taken: Installed a camera on Town-owned property and will continue to monitor the camera.
Status: *Monitoring*

File #: 26-031 - Service Request

Location: Anne Street
Issue: Loose dogs
Action Taken: Provided the property owner with a copy of the Dog Bylaw and reminded the dog owner to keep the dog on a leash while on Town property. The owner was also advised to monitor the dog closely while it is in the yard to support public and pet safety.
Status: *Resolved*

File #: 26-032 - Service Request

Location: Maiden Lane
Issue: Potential firearm
Action Taken: Spoke with the RCMP and asked them to investigate. The RCMP informed me that the firearm is a BB gun and not a threat to public safety. They asked the resident to keep the BB gun in storage until use and not to use it within Town limits.
Status: *Resolved*

File #: 26-033 - Service Request

Location: Parr Street
Issue: Unsorted solid waste
Action Taken: The property is owned by Nova Scotia Housing. Spoke with the local representative; the garbage was cleaned up and removed.
Status: *Resolved*

File #: 26-034 - Service Request

Location: Thomas Street
Issue: Derelict vehicle on shoulder impeding Public Works
Action Taken: Mailed a letter to the owner; the vehicle was removed.
Status: *Resolved*

File #: 26-035 - Service Request

Location: Clements Street
Issue: Feral cats
Action Taken: Spoke with the SPCA, awaiting follow-up and an inspection with the SPCA.
Status: *Monitoring*

File #: 26-036 - Service Request

Location: Mowatt Street
Issue: Parking on sidewalk, behind business
Action Taken: Spoke with the business owner and asked that vehicles not be parked on the sidewalk.
Status: *Resolved*

File #: 26-037 - Service Request

Location: Rodney Street.
Issue: Solid waste not sorted properly; improper items left for collection
Action Taken: Provided the property owner with education on proper sorting and a copy of the Solid Waste Bylaw.
Status: *Monitoring*

File #: 26-038 - Service Request

Location: Second Street
Issue: Unsorted solid waste
Action Taken: Mailed a letter to the property owner and provided education.
Status: *Resolved*

File #: 26-039 - Service Request

Location: Water Street
Issue: Unsorted solid waste
Action Taken: Spoke with the property owner and provided education.
Status: *Resolved*

File #: 26-40 - Service Request

Location: Dock Street
Issue: Dumpster on sidewalk
Action Taken: Spoke with the contractor; the dumpster was removed from the sidewalk.
Status: *Resolved*

CALLS FOR SERVICE SUMMARY

Total Calls for Service:	23
Resolved:	16
Monitoring/Ongoing:	7



COUNCIL REPORT – FOR INFORMATION

Subject: Water Utility Report

Date: 2026-09-03

Prepared For: Council

Prepared By: Jeremy Renaud, *Water & Wastewater Assistant Operator*

Document #

D26-159

Rec'd by

JD

Date

Sept. 3/26

COPIES TO:

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Committee

Purpose

This report is to provide insight into the Town of Shelburne's Water Utility.

Treatment System

Chlorine and pH Meter Replacement - Complete

- On 2026-08-05, a new chlorine and pH meter was installed to replace the aging meter that was not holding set values correctly which would impact treatment processes.

Backwash/Wastewater Pump Station Repair – Complete

- On 2026-08-20, the pump station alarmed to high levels. Staff found both pump #1 and #2 to not be seated correctly. Pump #1 would not reseal; pump #2 was reseated and operational. On 2026-08-28, pump #1 was repaired, seated, and operational.

Distribution System

No breaks, water quality concerns, or other issues to report.

Utility Projects

Watershed Signage Replacement – Complete

- The new signs were installed on 2026-07-21.

Woodlawn Drive Auto Flusher – In Progress

- Planning and scheduling still underway.



COUNCIL REPORT – FOR INFORMATION

Subject: Wastewater Utility Report

Date: 2026-09-03

Prepared For: Council

Prepared By: Jeremy Renaud, *Water & Wastewater Assistant Operator*

Document # D26-160	
Rec'd by JD	
Date Sept. 3/26	
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Council	✓
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Committee	

Purpose

This report is to provide insight into the Town of Shelburne's Wastewater Utility.

Treatment System

Blower #2 VFD Failure – Repair Complete

- On 2026-08-31 staff found holding tank aeration blower #2 offline. Inspection found a blown VFD to be the cause with a new unit installed on 2026-09-02.

Collection System

Lift Station #10 Pump Overloads

- On 2026-07-19 staff received an alarm for an overload on pump #2. On 2026-07-20 staff received an alarm for an overload on pump #1. Both overloads were addressed and fixed on their respected dates. The By-Law Officer was informed that the cause for both overloads was wipes/cloth within the wet well. Public Sewer By-Law reminders were handed out to residents in the service area of the lift station.

Wrights Road Sanitary Sewer Overflow

- On 2026-08-04 Public Works (PW) reported to staff about a blocked sewer on Wrights Road. The blockage resulted in a sanitary sewer overflow (SSO) for approximately 14 hours. PW brought in a vacuum truck and stopped the SSO around 09:00 on 2026-08-04, PW then began the process of cleaning the spillage from the drainage ditch along the Shelburne County Trail System. Wastewater staff reported the SSO to NS Environment and NS Department of Natural Resources. PW reported the blockage was suspected to be due to root growth within the pipeline, the blockage removal was completed on 2026-08-05.

Lift Station #8 Pump 2 Replacement – In Progress

- Pump is on order with an expected delivery date of late October.

Lift Station #9 Pump Control Panel Fault – Monitoring

- On 2026-08-21 during an inspection staff found the panel in another “System Error 20” state. Another reset was performed and cleared the error. On 2026-08-31 staff replaced the control panel out of caution to avoid any further issues.

Lift Station #8 Pump 2 Replacement – In Progress

- Pump is on order with an expected delivery date of late October.

Remainder of Collection System

- No line breaks, other line blockages, or issues reported.

Utility Projects

Oxidation Ditch Aeration Upgrades – Progress Update

- No further progress or timelines to report.

Clarifier #1 Weir Box Repair – Complete

- Shelburne Diesel installed the new weir box on 2026-07-29 with the clarifier being operational the following day.

Lift Station #6 and #7 Upgrades – In Progress

- Work has started on station #7 on 2026-08-07. These upgrades are being overseen by Public Works.

Treatment Plant Standby Generator - In Progress

- Request for tenders for a standby generator was issued on 2026-07-22 with 1st Electrical Inc. being awarded the tender on 2026-08-21.



SHELburne VOLUNTEER FIRE DEPARTMENT
63 KING STREET, PO BOX 880
SHELburne, NS

BOT TWO	
Document # D26-161	
Rec'd by JD	
Date Aug 12 2026	
COPIES TO:	
Council	☒
Agenda	☒
Committee	☐
	☐

Mayor, Councilor's and CAO

This is the monthly activity report for your Fire Department for the month of July 2026

Total number of calls for service: 12

Calls for service within the Town: 5

Calls for service in the Municipality of Shelburne protection area: 7

<u>CALLS FOR SERVICE BREAKDOWN</u>	<u>TOWN</u>	<u>MUNICIPALITY</u>
ALARM SOUNDING		2
MEDICAL	2	1
MOTOR VEHICLE ACCIDENT	2	1
STRUCTURE		
CHIMNEY/FLUE		
VEHICLE FIRE		1
GRASS, BRUSH, FOREST	1	
POWER LINES		
FLOOD CONDITIONS		
BOATS/WATER RESCUE		2
SMOKE CONDITIONS		
PROPANE FIRE		

DEREK MACKENZIE, FIRE CHIEF

ALLEN ALLISON, DEPUTY CHIEF

MIKE SHAND, PRESIDENT

shelburnefire@gmail.com



Naturally Yours

Inspection Department

414 Woodlawn Drive, PO Box 280 Shelburne, NS BOT 1W0, Phone: (902) 875-3494 -

Document #
Fax: (902) 875-1278

August 5, 2026

Town of Shelburne
ATTN: Sarah Whiteway Mattatall
PO Box 670
Shelburne, NS
BOT 1W0

Dear Ms., Mattatall:

Re: Monthly Building Report

Document #	
B26-162	
Rec'd by JD	
Date Aug 12/26	
COPIES TO:	
Council	☒
Agenda	☒
Committee	☐
	☐

The following is the Building Inspection Report for the month of July, 2026.

Fiscal Year	2026/2027	2025/2026
Number of Permits Issued this Month	2	0
Number of Permits Issued to Date	4	2
Construction Value	\$ 41,000.00	\$ 1,000.00
Total Construction to Date	\$ 106,000.00	\$ 371,000.00

Yours very truly,

Andrew Goreham, CRBO, CFI
Manager of Inspection Services

/aad

Andrew Goreham, Manager of Inspection Services

andrew.goreham@municipalityofshelburne.ca