

## **Region of Queens Municipality Regular Council**

**Tuesday, February 13, 2024**

**9:00 a.m.**

### **Agenda**

#### **1.0 Call to Order**

#### **2.0 Changes / Approval of Agenda**

#### **3.0 Presentation**

- 3.1 Property Valuation Services Corporation (PVSC)
- 3.2 North Queens Active Living

#### **4.0 Tabling of Petitions**

#### **5.0 Public Question / Comment Session**

#### **6.0 Approval of Minutes**

- 6.1 Regular Council – January 23, 2024

#### **7.0 Recommendations**

- 7.1 Diversity and Inclusion Action Team – New Member
- 7.2 Preapproval for Debenture Issuance – Main Street
- 7.3 Policy 82 Fire Department Capital Purchases and Operating Grants Adoption
- 7.4 Solid Waste Management Facility – Tipping Fees
- 7.5 90 Common Street, Liverpool
- 7.6 Plaques in Old Burial Ground, Liverpool

- 7.7 Development Agreement Amendment – Queens Enviro Centre
- 7.8 Large Scale Wind Farm Development by Development Agreement
- 7.9 Memorial Bench Placement

## **8.0 Discussions**

- 8.1 CCTV System Queens Place Emera Center
- 8.2 Financial Review Quarter Three
- 8.3 Council Implementation Report
- 8.4 North Queens Active Living Request
- 8.5 Brooklyn Recreation – Notice to Reader Reimbursement
- 8.6 Traffic Authority

## **9.0 In-Camera Items**

- 9.1 Contract Negotiations
- 9.2 Contract Negotiations

## **10.0 Adjournment**



REGION OF QUEENS  
MUNICIPALITY

FEBRUARY 13, 2024



2024

# ASSESSMENT ROLL

PROPERTY VALUATION SERVICES CORPORATION

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# AGENDA

- 
- About PVSC
  - Market Value and Mass Appraisal
  - 2024 Assessment Roll
  - Inquiry and Appeal Period

# ABOUT PVSC



Created under the *Property Valuation Service Corporation Act* and responsible for assessing all property in Nova Scotia as per the *Nova Scotia Assessment Act*.



Independent, not-for-profit. Municipally funded.



Governed by a Board of Directors.



Approximately 130 employees working remotely across 50 communities around Nova Scotia.

# WHAT WE DO & DON'T DO

## PVSC does:

- Deliver an assessment roll to all 49 municipalities by December 31 each year.
- Deliver ~647,000 assessment notices to property owners each January.
- Administer the Capped Assessment Program (CAP) and Seasonal Tourist Business Designation program on behalf of the NS government.

## PVSC does **NOT**:

- Have the authority to:
  - Set tax rates
  - Collect taxes
  - Create tax policy
  - Provide tax relief

# MARKET VALUE

The *Nova Scotia Assessment Act (NSAA)* requires that we assess property at **market value**:

*“... the amount which in the opinion of the assessor would be paid if it were sold on a date prescribed by the Director in the open market by a willing seller to a willing buyer”*

**AND**

*“The assessment shown on the roll shall be the assessment that reflects the state of the property as it existed on the first day of December immediately preceding the filing of the roll”*

## Assessment Act

CHAPTER 23 OF THE REVISED STATUTES, 1989

*as amended by*

1990, c. 19, ss. 7-34; 1990, c. 24; 1992, c. 11, s. 35;  
1993, c. 11, s. 53; 1996, c. 5, ss. 2, 3; 1998, c. 4; 1998, c. 13, s. 2;  
1998, c. 18, s. 547; 2000, c. 4, s. 4; 2000, c. 9, ss. 2(b), (d) &(e),  
3-5 & 8-19; 2000, c. 28, s. 2; 2001, c. 3, ss. 2, 3; 2001, c. 6, s. 98;  
2001, c. 14, s. 1; 2002, c. 15, ss. 1-3; 2004, c. 10; 2004, c. 24, s. 15;  
2004, c. 27, s. 12; 2005, c. 9, ss. 2-5; 2006, c. 15, ss. 2-6; 2006, c. 19, s. 53;  
2006, c. 24; 2007, c. 9, ss. 2, 3; 2008, c. 11; 2008, c. 36, ss. 2, 3;  
2008, c. 48; 2009, c. 8, s. 1; 2012, c. 16; 2019, c. 9, s. 7; 2019, c. 10



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Published by Authority of the Speaker of the House of Assembly  
Halifax

# MASS APPRAISAL

- PVSC uses mass appraisal to determine the value of all ~647,000 property accounts in NS.
- Property assessments based on market evidence.
- PVSC measures market value assessment accuracy, uniformity, and fairness against the *NS Assessment Act* and the internationally accepted standards of the International Association of Assessing Officers (IAAO).

Mass Appraisal:  
*The process of valuing a group of properties as of a given date using common data, standardized methods and statistical testing.*

# THREE APPROACHES TO DETERMINING VALUE

PVSC uses one of three internationally accepted valuation methods, depending on property type and how frequently similar properties transact on the open market

## Sales Comparison

Analyze recent sales of comparable properties to determine value and adjust for local market conditions

## Income

Determine the income a property can earn (after expenses) and convert net operating income to market value

## Cost

Calculate land value and current cost to replace buildings, then deduct for depreciation

# IMPORTANT DATES

## BASE DATE

Value on **January 1, 2023**, based on market sales and financial data.

*\*NSAA section 42 (2)*

## STATE DATE

The characteristics and physical state of properties on **December 1, 2023**.

*\*NSAA section 52 (2)*

## ASSESSMENT ROLL

Delivery of Notices  
**January 8, 2024.**

## APPEAL PERIOD

Appeals must be received by  
**February 8, 2024.**

# THE CAPPED ASSESSMENT PROGRAM

- PVSC administers the Capped Assessment Program (CAP) on behalf of the Nova Scotia Government
- The program places a 'cap' on the amount that the taxable assessment for eligible residential property can increase year over year based on the Nova Scotia Consumer Price Index (CPI) in November
- The CAP rate for 2024 assessments is 3.2%

2024 PROPERTY ASSESSMENT				
Classification	Assessed Value	*Capped Assessment	Acres	Taxable Assessed Value
RESIDENTIAL TAXABLE	\$442,500	\$347,500		\$347,500
<b>2024 TOTAL</b>	<b>\$442,500</b>			<b>\$347,500</b>

\*The provincial government's Capped Assessment Program (CAP) places a 'cap' on the amount the *Taxable Assessed Value* for eligible residential property can increase year over year. The *Taxable Assessed Value* reflects the *Assessed Value* or the *Capped Assessment*, whichever is lower. If your property's *Assessed Value* is less than the *Capped Assessment*, the *Capped Assessment* field appears blank.

# ASSESSMENT ROLL ACTIVITY



**Permits**

231



**Property Transactions**

884



**Appeals (2023)**

389

	2024	2023
Total Residential	\$1,978,632,200	\$1,581,904,600
Total Residential with CAP	\$1,485,949,000	\$1,336,498,000
Total Commercial	\$226,882,200	\$207,481,700
Total Assessment Roll	\$2,205,514,400	\$1,789,386,300

## 2024 ASSESSMENT ROLL

*Includes market and new growth and taxable and exempt accounts. Residential includes property classified as Resource.*

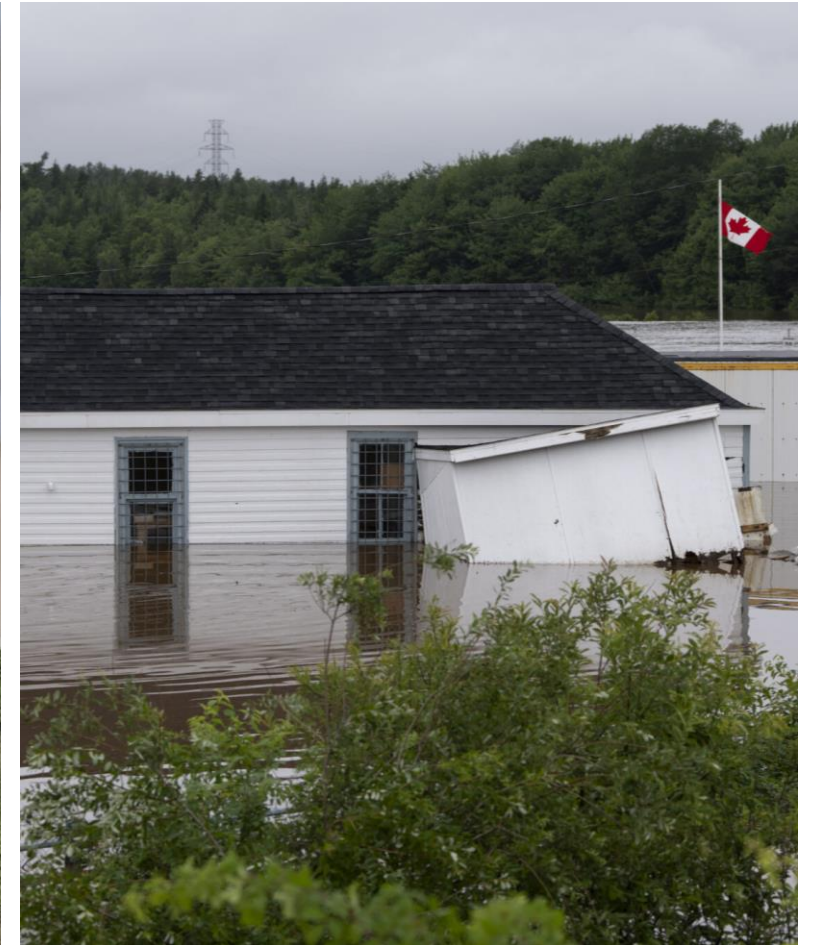
# SECTOR HIGHLIGHTS

- Despite rising costs of building materials and labour, commercial development did continue.
- Business and industrial parks continued to see significant market growth.
- Apartments continue to be a strong investment – both the buying and re-modelling of existing buildings and the construction of new ones.
- The retail sector saw steady tenancy and increased leases.
- Office buildings remain flat, which reflects the sector's response to shifts in workplace requirements.



# 2023 NATURAL DISASTERS

- 2024 assessments consider the impacts of the 2023 wildfires and flash floods.
- PVSC worked directly with impacted municipalities to share information and communicate with affected property owners.
- PVSC will monitor the impacted areas closely for market trends and rebuilding efforts.



# INQUIRY AND APPEAL PERIOD

- Assessment Notices were mailed out January 8, 2024
- Appeal period is January 8, 2024 – February 8, 2024
  - Assessors are available to answer questions or discuss property details.
- Appeals can be emailed, mailed or faxed
  - The appeal form must be signed to be accepted.

# PVSC CONTACT INFORMATION

## PROPERTY OWNERS

1-800-380-7775

INQUIRY@PVSC.CA

## MUNICIPAL STAFF

1-800-380-7775

SERVICEDESK@PVSC.CA



QUESTIONS?



# **Community Engagement Proposal**

**Presented to Region of Queens Municipality**

**February 13, 2024**

# **NQ** NORTH QUEENS ACTIVE LIVING

- ★ **The North Queens Active Living Steering Committee was established in 2018.**
  - **Membership includes community members, NQCS Principal, Representation RQM, the Province of NS and SSRCE.**
- ★ **Funded by the Region of Queens since 2021**
  - **Part-time Active Living Coordinator**
  - **The coordinator stays engaged with the local fire department, community school, Wildcat First Nations, seniors, youth and families.**
- ★ **Success with grant applications**
- ★ **Detailed theory of change and workplan**

## **Programming in 2023**

**15+ activities, partnerships and programs took place in North Queens with the assistance or coordination by NQAL in 2023.**

### **Program focuses**

- ★ **Inclusion of a broad range of North Queens community members**
- ★ **Community Led/Sustainable programs**
- ★ **Community engagement to bring best suited programs and partnerships to North Queens**
- ★ **Development of an active living culture**

## **Programming Highlights 2023**

- ★ **Community Beach Volleyball**
- ★ **Toddler Multisport**
- ★ **Try Pickleball Sessions**
- ★ **Youth Softball**
- ★ **Adolescent Softball**
- ★ **Community Skating Rink**
- ★ **Gentle Yoga for Seniors**
- ★ **Seniors Out'n'About Collaborations**
- ★ **Community Ball Hockey**
- ★ **Open Gym**
- ★ **Community Volleyball**
- ★ **Storybook Trail**



# Testimonials

***“Jade enjoyed herself this summer and everyone helped her with her confidence in learning to play a sport she loves. Can’t wait for next year!”***

***-Tracy Conrad***

***“ I absolutely love the yoga for seniors class. Attendance is up every week”***

***-Judi Wamboldt***

***“Attending toddler multisport was a great way for my toddlers to be active and an opportunity for the adults to connect a bit too. Thank you!”***

***-Dollie Campbell***

# 2023 Photos



Open Gym

# Storybook Trail





# Youth Softball

# NQ



## Toddler Multisport



## Parents vs. Adolescents Softball

# Beach Volleyball



## **What's up next in 2024/25?**

- ★ **The intention is that NQAL project will become permanent in North Queens centering on the coordinator role**
- ★ **Continue to work towards a diversification of funding sources**
- ★ **Supporting current programming and working with community members to create opportunities for North Queens**

## Funding 2024/25

### Annual budget \$27,100

- ★ \$21,400 for Leadership (Coordinator)
- ★ \$1700 for Administration and Insurance
- ★ \$4000.00 for equipment and materials

### Project Funding Sources 2024/2025

- ★ \$16,500 from RQM
- ★ \$5,600 from SSRCE (pending)

### In-kind Support

- ★ Local businesses
- ★ Community members
- ★ NQCS, NQFA, NQBoT
- ★ SSRCE, CCH

### Small Grants

- ★ Transportation
- ★ Local businesses
- ★ Program based (D&I)
- ★ CHB

## **Diversified Funding**

### **Income**

- ★ **User Fees - \$595**

### **Project-Specific Grants**

- ★ **Gentle Yoga for Seniors**
- ★ **Transportation**
- ★ **Skating Rink**
- ★ **CCTH**

### **Community Contributors**

- ★ **Local businesses for donations**
- ★ **Mary Lake Home Hardware for storage of our equipment**
- ★ **NQCS for use of facilities**

**Over the past year NQAL has worked with 12+ local community volunteers**



# **Thank you!**

**We are grateful for the support that the Region of Queens has provided to date, and we look forward to a continued partnership.**

**Contact:**  
**Candice Flemming, NQ Active Living Coordinator**  
**[northqueensactiveliving@gmail.com](mailto:northqueensactiveliving@gmail.com)**  
**Facebook: [@northqueensactiveliving](#)**

## **Region of Queens Municipality Regular Council**

**Tuesday, January 23, 2024 6:00 p.m.**

**Milton Community Hall, 168 Tupper Street, Milton**

### **Minutes**

Present: Mayor Darlene Norman, Chair  
Deputy Mayor Jack Fancy  
Councillor David Brown  
Councillor Vicki Amirault  
Councillor Kevin Muise  
Councillor Ralph Gidney  
Councillor Maddie Charlton  
Councillor Carl Hawkes  
Cody Joudry, CAO  
Christine Watson, Admin. Assistant – Planning & Development

#### **1.0 Call to Order**

Mayor Norman called the meeting to order at 6:00 p.m.

#### **2.0 Changes / Approval of Agenda**

**Add 8.5 – 3-Way Intersection, Liverpool**

**Add 8.6 – RQM Owned Streets – Safety Request**

**It was moved by Councillor Gidney and seconded by Councillor Amirault that the Agenda be approved as amended.**

**MOTION CARRIED unanimously.**

#### **3.0 Presentation**

There were no presentations to come before this meeting.

#### **4.0 Tabling of Petitions**

There were no Tabling of Petitions to come before this meeting.

## **5.0 Public Question / Comment Session**

Mary White, 1022 Brooklyn Shore Road, Beach Meadows – Mrs. White offered comments on Item 7.1 Community Area Rate. She stated she is not in favour of having area rates for non-essential services. These rates cause a burden to lower income people.

She expressed that with an increase to taxes is included with your total debt ratio and may affect your borrowing power at the bank, i.e. a mortgage.

Through discussions within the community, many residents have voiced their concerns about not wishing to donate to the committees seeking area rates, but would rather donate to other charities of their choice. With an area rate there are no donation receipts.

Mrs. White asked Council to take her comments into consideration when discussing this issue.

## **6.0 Approval of Minutes**

6.1 Regular Council – January 9, 2024

**It was moved by Councillor Amirault and seconded by Councillor Gidney:**

**THAT the minutes of the Regular Council meeting held January 9, 2024 be approved as circulated.**

**MOTION CARRIED unanimously.**

## **7.0 Recommendations**

7.1 Policy 23 – Community Area Rate

**It was moved by Councillor Amirault and seconded by Councillor Gidney:**

**THAT the Council of Region of Queens Municipality adopt revised Policy 23 – Community Area Rate as presented.**

**MOTION CARRIED unanimously.**

## 7.2 Letter of Support – LIP/ZIP Application

**It was moved by Councillor Charlton and seconded by Councillor Brown:**

**THAT the Council of Region of Queens Municipality approve the letter of support for the South Shore Multi-Cultural Association to include in their application for funding for the establishment of a Zonal Immigration Partnership for the South Shore.**

Richard Lane, Director of Economic Development, stated in Canada there is a mechanism for immigration partnership which brings multi-sectoral agencies together to attract, integrate and support newcomer populations. In Nova Scotia there are four existing Local/Zonal Immigration Partnerships LIP's, but the South Shore does not have one.

The funding is through the Federal government and the application is due January 31, 2024 and funding will be announced April 1, 2025. The South Shore Multi-Cultural Association has expressed interest in being the lead applicant. They are canvassing support from a wide range of agencies, including all the South Shore municipal units. The application will be submitted this week and are looking for a letter of support from the Region of Queens for the Zonal partnership.

Councillor Gidney stated in the report is says there are no budget impacts at this time and asked what the cost would be to the Region. Director Lane stated it would depend on the mechanism that is set up, but Cody Joudry, CAO, stated LIPs are funded 100% from the government and so the cost may be zero.

**MOTION CARRIED unanimously.**

## 8.0 Discussions

### 8.1 Policy 82 – Fire Department Capital Purchases & Operating Grants

Joanne Veinotte, Director of Corporate Services, at the Emergency Services meeting held January 9, 2024, staff presented a revised truck purchase schedule for review by the Fire Chiefs, all were present.

The difference to the Policy that was adopted by Council in the fall is the addition of an updated Schedule A and funding principles. There is an increase in funding starting in 2026-27; pumpers/tankers maximum is \$425,000, aerial trucks maximum is \$425,000 and rescue vehicles maximum is \$200,000.

The increases are supported by the funding model that is in place. Currently it is 2 cents on the tax rate.

In addition, Schedule A has been updated and a commitment was added that it will be reviewed every two years.

**It was moved by Councillor Gidney and seconded by Councillor Charlton:**

**THAT this issue be referred to the next Council meeting for a recommendation.**

**MOTION CARRIED unanimously.**

## 8.2 Tourist Accommodations Levy

Director Lane stated in October 2022, the Nova Scotia provincial government made changes to the Municipal Government Act (MGA) for municipalities to apply to impose a levy on the purchase price of all tourism accommodations.

At the same time to these MGA changes, legislative amendments and regulations to Tourist Accommodation Registration Act came into effect April 1, 2023 and required all accommodations in Nova Scotia to register.

For RQM to be able to administer a system for the collection and disbursement for accommodation levy monies, several elements would need to be developed. The amount charged for the levy is up to a maximum of 3%.

The Tourist Accommodation Act will become known as the Short Term Rental Registration Act. There are changes to that legislation which are being currently discussed and is a moving situation, so what is there now may change to things such as compliance to zoning regulations, etc.

A rough guesstimate of what the levy could produce from the number of beds available in Queens County is \$240,000 per year which would come to the municipality. The legislation only stipulates so far as that money has to be used to further tourism. The Municipalities that were in place before the legislation changed used that money either for direct marketing by themselves or indirectly somehow through a regional marketing destination group or it could be used to further promote tourism by creating festivals to the region.

A system would need to be set up that would allow accommodation providers to make payment to RQM and we would need to track it. It would take a significant amount of staff effort.

Mayor Norman stated in the report it states "In order for Council to make an informed decision whether to proceed, staff could develop a survey to be distributed to all accommodation providers to gauge the level of support or opposition to a levy." She asked if Council wished Staff to proceed on investigating further.

Councillor Charlton stated it should be open to everyone and not just accommodation providers, i.e. Privateer Days could benefit. On a survey they could identify if they were an accommodation provider, a business, or a not-for-profit organization, etc.

**It was moved by Councillor Charlton and seconded by Councillor Brown:**

**THAT the Council of Region of Queens Municipality direct staff to develop a survey related to an accommodation levy and provide further information regarding implementation and staff costs.**

**MOTION CARRIED unanimously.**

### 8.3 Memorial Bench Request

Mayor Norman stated a request to place a memorial bench was presented to Council on April 11, 2023 and staff were directed to return with a draft policy about requests for memorials. With the departure of our Municipal Clerk the process came to a halt. Other municipalities handle these type of requests as they are received.

The requestor has again asked permission to have the bench placed and suggested Tupper Park. Council agreed to proceed with this request.

**It was moved by Councillor Brown and seconded by Councillor Amirault:**

**THAT this issue be referred to the next Council meeting for a recommendation to allow the placement of the memorial bench in Tupper Park.**

**MOTION CARRIED unanimously.**

### 8.4 Apitamkiejít Wind Energy Project – Community Liaison Committee

Councillor Brown stated he has received an invitation from SWEB Development, Wind Energy developers, looking for community advocates that would like to become members of their Community Liaison Committee (CLC).

Mayor Norman stated councillors sit on not-for-profit organizations such as the Library and Housing committees. SWEB is a business and a private organization. She stated she has concerns to start placing Council members on private businesses and organizations on behalf of the RQM, as we would be seen as supporting their organization.

Councillors agreed with Mayor Norman. Councillor Brown was advised that he can sit on the committee as a resident if he wishes.

Councillor Muise suggested having the information put on the RQM's website to assist them in seeking members to join their committee.

#### 8.5 3-Way Intersection – Councillor Gidney

Councillor Gidney provided information on the recent incident of a resident being struck in the 3-Way intersection. This intersection has been problematic over the years.

An Intersection Review was completed in 2015 and some of the recommendations have been addressed.

The Traffic Authority is currently working with a consulting firm to address crosswalk safety concerns. Mayor Norman asked about this. Adam Grant, Director of Engineering & Public Works, stated last September complaints were received concerning another crosswalk in Liverpool which triggered consultation with a consulting firm to investigate the areas in Liverpool which seem to be problematic. The work is currently underway and we expect a report within the next couple of months.

Deputy Mayor Fancy suggested ways for consideration for pedestrians to be noticed at crosswalks, for them to pause before proceeding; i.e. flags, flashing lights or some kind of noise to alert them that it is safe to cross.

**It was moved by Councillor Gidney and seconded by Councillor Charlton:**

**THAT the Council of Region of Queens Municipality refer this matter to Staff to review the previous Intersection Review 2015, the pending review with the Traffic Authority and the consulting firm, the RCMP and any other sources deemed necessary to prepare a report for Council with options to address the safety concerns surrounding the crosswalks at Main and Market Streets with a cost estimate for each option.**

**MOTION CARRIED unanimously.**

Councillor Charlton stated a local Constable noted other municipalities have engaged in the Crosswalk Safety Society and has recommended this is something RQM could act on quickly. The use of the flags would cause pedestrians to pause before entering the crosswalk. The Society provides buckets and flags. The use of flags has proven to be effective in pedestrian safety. We could participate in this before we have a long term solution.

**It was moved by Councillor Charlton and seconded by Councillor Amirault:**

**THAT the Council of Region of Queens Municipality direct Staff to explore a partnership with Crosswalk Safety Society respecting buckets and flags specific to the 3-way intersection in Liverpool.**

**MOTION CARRIED unanimously.**

#### 8.6 Traffic Safety on RQM Streets – Councillor Charlton

Councillor Charlton stated it was brought to her attention that formal direction for Staff to provide a report on the petitions received on speeding and safety around Main and School Streets was not given.

She also asked for Councillors to consider other streets that could be decreased in speed limits from 50 to 40 if criteria was met. She has been advised that there are other streets in her district that are of concern.

**It was moved by Councillor Charlton and seconded by Councillor Gidney:**

**THAT the Council of the Region of Queens Municipality direct Staff to provide a report outlining Council's powers and authority under traffic management;**

**AND THAT Staff be directed to provide a list of options and a recommendation regarding resident's concerns outlined in the petition received for areas surrounding Main and School Streets.**

**AND THAT Staff be directed to provide a list of Municipal roads that meet the criteria to apply for speed limit decreased to the province.**

**MOTION CARRIED unanimously.**

## 9.0 In-Camera Items

**It was moved by Councillor Brown and seconded by Councillor Hawkes that the proceedings go In-Camera at 7:15 p.m. to discuss the following:**

- 9.1 Contract Negotiations
- 9.2 Contract Negotiations
- 9.3 Contract Negotiations
- 9.4 Personnel Matters

**MOTION CARRIED unanimously.**

**It was moved by Councillor Amirault and seconded by Councillor Gidney that the proceedings exit In-Camera at 9:48 p.m.**

**MOTION CARRIED unanimously.**

## **10.0 Adjournment**

The meeting adjourned at 9:48 p.m.

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Mayor Darlene Norman, Chair

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Cody Joudry, CAO

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Christine Watson, Administrative Assistant – Planning & Development

Date Approved: \_\_\_\_\_

## **Region of Queens Municipality Staff Report**

**To: Council**

**From: Elise Johnston, Accessibility and Inclusion Coordinator**

**Date: February 13, 2024**

**Re: Diversity and Inclusion Action Team: recommending a new member.**

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### **Background**

The Diversity and Inclusion Action Team consists of up to ten community members that can advocate for marginalized or under-represented residents in Queens County. A range of voices bring broad diversity & inclusion perspective to municipal policies, programs and supports. A few passionate members have been volunteering their time since 2019 and accept being reinstated as of October 2023, whereas a few seats opened as members stepped down.

### **Details**

The Diversity and Action Inclusion Team (DIAT) had been calling for participation through the end of last year. An application was received, reviewed and accepted by the existing team for recommendation as a member.

### **Applicable Legislation**

Section 24 of the *Municipal Government Act* states that:

- (1) The council may establish standing, special and advisory committees.
- (2) Each committee shall perform the duties conferred on it by this Act, any other Act of the Legislature or the by-laws or policies of the municipality.
- (3) The council may appoint persons who are not members of the council to a committee and may establish a procedure for doing so.



## **Budget Impacts**

All members of Committees, including public members, are reimbursed for reasonable out of pocket expenses related to their participation on committees and mileage to attend meetings. Typically members are not claiming this expense as they live nearby or remain as online participants.

## **Recommendation**

**THAT** Council of the Region of Queens Municipality appoint Jaime Whynot to the Diversity and Inclusion Action Team.

## **Communications**

Upon approval of this recommendation, a letter informing the applicant of their appointment will be sent out.

**Region of Queens Municipality**  
**DIVERSITY AND INCLUSIVE ACTION TEAM APPLICATION**

Applicants Name: \_\_\_\_\_

Mailing Address: \_\_\_\_\_ Civic Address: \_\_\_\_\_

\_\_\_\_\_ Phone: \_\_\_\_\_

\_\_\_\_\_ Cell: \_\_\_\_\_

E-mail address: \_\_\_\_\_

Applicants are encouraged to note if they identify with any of the following diverse groups:

Indigenous

African Nova Scotian

LGBTQ2S+

Youth

Person with a Disability

Religious Affiliation

Racially Visible Person

Other (Please specify) \_\_\_\_\_

Please explain your reasons for applying to be a member of the Queens County Diversity and Inclusion Action Team?

Have you participated in any diversity training in the past five years? (If so, please explain)

Are you a member of a group that identifies with diversity and inclusion issues now? (If so, please explain)

What do you hope will be achieved by the Action Team and Municipality after volunteering on this Action Team for three years?

I confirm that this application is true to the best of my knowledge and is being submitted in accordance with the application criteria and no information that may lead to my application being deemed ineligible or inappropriate has been withheld.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**Submit Applications to the Accessibility & Inclusion Coordinator**  
**[diversity@regionofqueens.com](mailto:diversity@regionofqueens.com)**

**OFFICE USE ONLY**

Date Application Received: \_\_\_\_\_ Initials: \_\_\_\_\_

Approved: YES    NO

Conditions / Reasons (if any): \_\_\_\_\_

\_\_\_\_\_

Membership Start Date: \_\_\_\_\_ End Date: \_\_\_\_\_

## **Region of Queens Municipality Staff Report**

**To:** Council

**From:** Joanne Veinotte, Director of Corporate Services

**Date:** February 13, 2024

**Re:** Preapproval for Debenture Issuance – Main Street

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### **Background**

This project was completed in fiscal 2022-2023 and was included in that capital budget. Region of Queens Municipality financed the project from the Sewer Reserve on a temporary basis until financing is secured. Total cost of the project was \$780,000.

### **Details**

This project was to be funded by a debenture. The Temporary Borrowing Resolution (required for the debenture) was approved by Council and was approved by the Minister of Municipal Affairs and Housing on September 12, 2023. Attached to this report is a *Resolution for Pre-approval of Debenture Issuance Subject to Interest Rate* that must be passed by resolution at a meeting of Council for the process to proceed.

### **Applicable Legislation**

Section 66 of the Municipal Government Act provides that a municipality may borrow to expend funds for a capital purpose as authorized by statute, subject to the approval of the Minister. Section 65 of the Municipal Government Act provides that a municipality must approve a capital budget and expend funds



for a capital purpose identified in said budget. Section 91 of the Municipal Government Act provides that a municipality is authorized to borrow money, subject to the approval of the Minister.

### **Budget Impacts**

The debenture amount requested will be \$780,000 to be retired over ten years. Principal and interest expenditures will be included in future budgets. The original budget for this project was \$600,000.

### **Recommendation**

**THAT** Council of Region of Queens Municipality passes the Resolution for Pre-Approval of Debenture Issuance Subject to Interest Rate as attached to this staff report.

### **Communications**

A signed and sealed copy of the resolution will be forwarded to the Nova Scotia Municipal Finance Corporation.

**Resolution for Pre-Approval of Debenture Issuance Subject to Interest Rate**

**WHEREAS** clause 66 (1) of the Municipal Government Act (the “Act”) provides that a municipality may borrow to carry out an authority to expend funds for capital purposes conferred by the Act or another Act of the Legislature;

**AND WHEREAS** clause 91(1)(a) of the Act provides that where a municipality is authorized to borrow money, subject to the approval of the Minister of Municipal Affairs and Housing (the “Minister”), that the sum shall be borrowed by the issue and sale of debentures, in one sum or by installments, as determined by the council;

**AND WHEREAS** clause 91(1)(b) of the *Municipal Government Act* authorizes the council to determine the amount and term of, and the rate of interest, on each debenture, when the interest on a debenture is to be paid, and where the principal and interest on a debenture are to be paid;

**AND WHEREAS** clause 91(2) of the *Municipal Government Act* states, that in accordance with the *Finance Act*, the mayor or warden and clerk or the person designated by the council, by policy, shall sell and deliver the debentures on behalf of the municipality at the price, in the sums and in the manner deemed proper;

**AND WHEREAS** the resolution of council to borrow for was approved by the municipal council on June 13, 2023\_.  
(council’s TBR approval date)

**BE IT THEREFORE RESOLVED**

**THAT** under the authority of Section 91 of the *Municipal Government Act*, the

Region of Queens Municipality  
(Name of Unit)

borrow by the issue and sale of debentures a sum or sums not exceeding \$ 780,000\_ , for a period not to exceed 10 years, subject to the approval of the Minister;

**THAT** the sum be borrowed by the issue and sale of debentures of the

Region of Queens Municipality  
(Name of Unit)

in the amount that the mayor or warden and clerk or the person designated by the council deems proper, provided the average interest rate of the debenture does not exceed the rate of 6.0%;

**THAT** the debenture be arranged with the Province of Nova Scotia with interest to be paid semi-annually and principal payments made annually;

**THAT** this resolution remains in force for a period not exceeding twelve months from the passing of this resolution.

**For Province use only:**  
  
TBR #: \_\_\_\_\_  
  
Minister  
signed: \_\_\_\_\_

**THIS IS TO CERTIFY** that the foregoing is a true copy of a resolution duly passed at a meeting of the Council of the  
Region of Queens Municipality

\_\_\_\_\_  
(Name of Unit)

held on the 13<sup>th</sup> day of February 2024

**GIVEN** under the hands of the Mayor/Warden and the Clerk of the  
Region of Queens Municipality

\_\_\_\_\_  
(Name of Unit)

this                      day of                      20

\_\_\_\_\_  
Mayor/Warden

\_\_\_\_\_  
Clerk

## Region of Queens Municipality Staff Report

**To:** Council

**From:** Joanne Veinotte

**Date:** February 13, 2024

**Re:** Policy 82 – Fire Department Capital Purchases and Operating Grants

---

**Background:** At the January 23, 2024 Council meeting, Council was presented with a revised Policy 82

**Details:** The revised policy was recommended to come back to Council for adoption.

**Applicable Legislation:** The *Municipal Government Act* Section 48 reads: "48 (1) Before a policy is passed, amended or repealed the council shall give at least seven days' notice to all council members. (2) The council may adopt different policies for different areas of the municipality. (3) In addition to matters specified in this Act or another Act of the Legislature, the council may adopt policies on any matter that the council considers conducive to the effective management of the municipality. 1998, c. 18, s. 48."

**Budget Impacts:** Budgetary implications were outlined in the previous staff report.

**Recommendation:** THAT the Council of Region of Queens Municipality adopt revised Policy 82 – Fire Department Capital Purchases and Operating Grants as presented.



## **POLICY NO. 82**

### **Fire Department Capital Purchases and Operating Grants**

**BE IT ENACTED** by the Council of Region of Queens Municipality, under the authority of the Municipal Government Act, S.N.S. 1998, Chapter 18, as follows: This policy shall be known as Policy Number 82 and may be cited as "Fire Department Capital Purchases and Operating Grants".

#### **POLICY PURPOSE**

It shall be the policy of the Region of Queens Municipality (RQM) to establish protocols for the replacement and purchasing of capital vehicles for Fire Services within the Region and to ensure the financial viability and affordability for both Fire Departments and the Region of Queens.

#### **DETERMINATION OF NEEDS**

The determination of capital vehicle needs as shown on Schedule A for purchasing will be mutually agreed upon and reviewed every five (5) years by the Fire Chiefs. The scope and affordability of the reserve will be at the sole discretion of Region of Queens Municipality.

The criteria used to determine the schedule will be at the discretion of the Fire Chiefs, though, consideration should be reflective of but not limited to:

- a) the age of the vehicle;
- b) the usage;
- c) the condition; and
- d) the community needs.

Fire departments are encouraged to source used vehicles that meet their required needs in an attempt to minimize costs.

If for any reason the schedule for vehicle replacement needs to be reconsidered, due to unforeseen circumstances not in the control of either party, it will be done through consultation with all Fire Chiefs and notice of consensus will be forwarded to the Region.

## **FUNDING PRINCIPLES**

Any capital vehicle purchase balance owing over the fixed amounts listed below will be the responsibility of the Fire Department. The Region's funding will not exceed the following for vehicle purchases:

24/25 to 25/26

- a) Pumpers/Tankers - maximum \$275,000.00
- b) Aerial Trucks - maximum \$275,000.00
- c) Rescue/Utility Vehicles - maximum \$100,000.00

26/27 – 34/35

- a) Pumpers/Tankers - maximum \$425,000
- b) Aerial Trucks - maximum \$425,000.00
- c) Rescue/Utility Vehicles - maximum \$200,000.00.

<b>Schedule A</b>		
Department	Vehicle Type	Replacement Year
Liverpool Fire Department	Ladder	25/26
Mill Village Fire Department	Pumper	24/25
North Queens Fire Department	Tanker	24/25
Port Medway Fire Department	Pumper	26/27
Liverpool Fire Department	Pumper	26/27
North Queens Fire Department	Pumper	27/28
Liverpool Fire Department	Tanker	30/31
Mill Village Fire Department	Tanker	30/31
Port Medway Fire Department	Tanker	30/31
Greenfield Fire Department	Tanker	31/32
Greenfield Fire Department	Rescue	34/35
Port Medway Fire Department	Rescue	34/35

Schedule Amended January 9/2024.

If the Region or Fire Department's financial viability changes, the financial funding will be re-examined and adjusted accordingly to ensure the Region's financial security. Every two years the funding schedule will be updated by staff and reviewed with the Fire Chiefs. Any changes requested by the Chiefs will be brought to Council for consideration.

### **CAPITAL VEHICLE FLEET RESERVE**

The Region shall establish a "fire department fleet reserve" that shall be utilized to repay the debt incurred by individual fire departments for the purchase of a capital vehicle.

Pumpers, pumper tankers, one aerial vehicle, rescue and utility vehicles will constitute a capital vehicle purchase; all other vehicle purchases remain the full responsibility of each individual fire department.

Upon purchase of a new capital vehicle, one capital vehicle shall be taken out of service and notification provided to the Region, subject to the retention of one surplus vehicle which will be held for the use of any fire department who may have an unexpected need.

Capital vehicle loans that existed prior to this policy for Liverpool Fire Department will

have the yearly payment allocation paid through this new fire department fleet reserve until the debt has been eliminated.

All borrowing of monies and ownership of capital vehicles remain the direct responsibility of fire departments.

Should a financial institution require the Region of Queens to guarantee the fire Department's maximum contribution of \$275,000/\$425,000, each guarantee shall be subject to Ministerial approval through Municipal Affairs as per Section 88(3) of the Municipal Government Act and this approval shall be known prior to any borrowing taking effect.

## **GRANTS**

All monies offered by the Region are provided to all Fire Departments upon completion and submission of the Annual Registration form and supporting financial documentation which shall be submitted by the scheduled deadlines in order to receive funding in a timely manner.

For greater clarity budget estimates shall be submitted prior to May's installment payment being issued, and the financial statement signed by an independent reviewer, who is not a fire department member, spouse or relative of a member, shall be submitted prior to the July payment being issued each year.

The Region of Queens will provide an operating general grant to departments to assist in operating costs.

The Region also provides additional funding to Fire Departments through the general tax rate, for general operating costs which are as follows:

- a) Medical Insurance;
- b) Liability Insurance;
- c) Workers Compensation;
- d) Operating Equipment;
- e) Mutual Aid;
- f) Dispatching Services; and

g) Dry Hydrant Installation/Maintenance.

All operational grant funding will be based on the equivalent of 5 cents on the tax rate each year fiscal year, as calculated by the Finance Department and distributed between departments based on a formula agreed upon by all Chiefs.

Grant funding will be subject to a review at any time by the Region to ensure viability and shall be reviewed at least every ten (10) years.

Monies provided for the purchase of operating equipment or the operating general grant may be used for capital or operating equipment needs and should be reflected in the annual financial statement. Any building maintenance or capital repairs shall be the responsibility of the Fire Department to fund.

**EFFECTIVE DATE**

This policy shall take effect from the date of approval by Council.

**OFFICIAL CERTIFICATION**

**THIS IS TO CERTIFY THAT** this policy was passed by the Council of Region of Queens Municipality at a duly constituted meeting of said Council held on the XXth day of February, 2024

**SIGNED** by the Mayor and Acting Municipal Clerk this 14th day of November 2023.

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Mayor

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Municipal Clerk

## **Region of Queens Municipality**

### **Staff Report**

**To:** Council

**From:** Joanne Veinotte, Director of Corporate Services  
Adam Grant, Director of Engineering & Public Works

**Date:** February 13, 2024

**Re:** **Solid Waste Management Facility- Tipping Fees**

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### **Background**

Region of Queens Municipality holds multiple contracts for the disposal of various solid waste streams at Queens Solid Waste Management Facility. Contained in these agreements are mechanisms for annual fee increases. Each year the rolling ten-year average of CPI is used to revise the tipping fee schedule.

### **Details**

The proposed increase of 2.3% is reflected in the revised 2024/25 tipping fee schedule (attached) and is calculated based on a rolling ten-year average for all solid waste streams. Commercial customers, inside or outside of Queens, will pay an increased closure cost for Residual Waste of \$37.38 per tonne, which is an increase of 25%. The actual cost per tonne for closure and post closure costs based on the study completed in 2023 is \$65.65 so only 57% of the closure and post closure cost per tonne is being charged to users.



### Consumer Price Index – 10 years

2014	1.7
2015	0.4
2016	1.3
2017	1.4
2018	2.1
2019	2.2
2020	0.3
2021	3.4
2022	6.8
2023	3.4
<b>Average</b>	<b>2.30</b>

### Budget Impact

Applicable solid waste budget items have been projected using the revised tipping fees schedule, which is estimated to increase by \$52,000 for the year.

### Recommendation

That Council of the Region of Queens Municipality approve the proposed tipping fee schedule for Residual Municipal Solid Waste, Sorted Construction and Demolition Material, Mixed Construction & Demolition Material, Blue Bag Recyclables, Organics, Metal and Contaminated Soil

### Communications

Letters will be sent informing contract holders and regular commercial users of the Solid Waste Management Facility rate changes effective April 1, 2024.

**QUEENS SOLID WASTE MANAGEMENT FACILITY**

**TIPPING FEE SCHEDULE  
EFFECTIVE APRIL 1, 2024**

MATERIAL	GENERATED WITHIN REGION OF QUEENS per tonne		GENERATED OUTSIDE REGION OF QUEENS per tonne
	Residential	Commercial	
Residual Municipal Solid Waste	No Charge	\$121.52	\$121.52
Sorted Construction & Demolition Material	No Charge	\$43.01	\$66.50
Mixed Construction & Demolition Material	\$68.05	\$69.58	\$69.58
Blue Bag Recyclables	No Charge	\$201.03	\$201.03
Compostable Organic Material	No Charge	Actual	Actual + \$9.00 / tonne
Metal	No Charge	\$43.05	\$43.05
Contaminated Soil	\$54.73	\$55.95	\$55.95

## **Region of Queens Municipality Staff Report**

**To:** Council

**From:** Jason Hartung, S.Cst, Bylaw Enforcement Officer  
Kelley-Anne Hurley, S.Cst, Bylaw Enforcement Officer

**Date:** Tuesday, February 13, 2024

**Re:** 90 Common Street, Liverpool, Queens County, NS  
PID# 70016431  
AAN# 00760544

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### **Background**

The structure at 90 Common Street was once a community Church known as Wesleyan Church. After its closure the property was sold, and the new owner had many plans to renovate it to a multi-unit apartment building. May of 2015 the property owner received a Demolition Permit #048-15 to demolish the church for his project. However, demolition did not take place. In 2017 a fire heavily damaged the interior of the building, opening parts of it, especially along the roof to the elements. Since that time, the property fell into further deterioration with an entire exterior wall collapsing away from the building, rendering the building insecure. As it stands, there are no ways to fully secure the building. The property is unsafe, is a possible threat to public safety.

### **Details**

The building requires demolition, and its remnant materials must be cleaned up and transported to the Region of Queens Municipal Landfill Facility and the property leveled accordingly. In addition, various miscellaneous items strewn around the property must be cleaned up, properly sorted, and disposed of.



Recommendations for a full clean-up are as follows:

1. Demolition of existing building located at 90 Common Street, Liverpool NS.'
2. Demolition of one out building.;
3. Full clean-up of construction and demolition materials and transport to the Region of Queens Landfill Facility and leveling of the property accordingly; And
4. Clean-up of miscellaneous items strewn about the property including plastics, metals, shingles, glass, etc.;

These items must be actioned and resolved immediately.

### **Applicable Legislation**

Section 346(1) of the *Municipal Government Act* states that where a property is dangerous or unsightly, the council may order the owner to remedy the condition by removal, demolition, or repair, specifying in the order what is required to be done.


Section 348(3) further specifies that where the owner fails to comply with the requirements of an order within the time specified in the order, the administrator may enter upon the property without warrant or other legal process and carry out the work specified in the order.

### **Budget Impacts**

Any costs incurred by Region of Queens Municipality will become the responsibility of the parties of interest, and a lien will be placed against the property to ensure the collection of these costs.

### **Recommendation**

**THAT** Region of Queens Municipal Council declares the property located at 90 Common Street, Liverpool, Queens County, Nova Scotia and identified as PID #70016431 as dangerous or unsightly as defined in the *Municipal Government Act of Nova Scotia*.



**AND THAT** an Order to be served upon the owner of the property requiring that, within (30) days of the date of the service of the Order, the following work be carried out:

1. Demolition of existing building located at 90 Common Street, Liverpool NS.;
2. Demolition of one out building.;
3. Full clean-up of construction and demolition materials and transport to the Region of Queens Landfill Facility and leveling of the property accordingly; And
4. Clean-up of miscellaneous items strewn about the property including plastics, metals, shingles, glass, etc.;

**AND THAT** if the owner fails to comply with the Order, the Administrator may cause the requirements of the Order to be carried out and all expenses incurred by Region of Queens Municipality become the responsibility of the property owner.

## **Region of Queens Municipality Staff Report**

**To:** Council

**From:** Mike MacLeod, Director of Planning and Development

**Date:** February 13, 2024

**Re:** Plaques in Old Burial Ground, Liverpool

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### **Background**

The Municipality received an expression of concern from a member of the public respecting the wording on one of the plaques located in the Old Burial Ground in Liverpool. In particular, the wording pertaining to 'Violet', African Princess. Concern was expressed where Violet was referenced as a slave and was gifted to a local family. The wording utilized in the plaque was quite upsetting and it was felt that it should be removed and / or replaced. Photos of the plaques are attached as Appendix A.

### **Details**

The Old Burial Ground is owned by Region of Queens Municipality and is a registered Municipal Heritage Property. The current plaques were created and installed under the direction of the Municipality in 2004, with the assistance of the Queens County Museum and Queens County Historical Society.

Municipal Staff had a discussion with a local historian who was involved in the plaque creation project. It was indicated that the wording was taken from a



1941 book titled “Some Liverpool Chronicles”, and that the inscription was meant as a sign of deep respect for Violet.

The concern was forwarded to the Municipality's Diversity and Inclusion Action Team (DIAT) for review and comment. (DIAT was formed several years ago to provide Region of Queens Council with strong and impactful advice, education, and recommendations for programs and services.) In their review, DIAT used an equity, diversity, inclusion lens to evaluate the current content; and potential future content; of the heritage plaques in the Old Burial Ground. From this, DIAT made a number of observations and suggestions for potential changes to the wording of the plaques.

The Municipality's Heritage Advisory Committee (HAC) met to discuss this concern and invited DIAT Chair Lynda Earle to attend and participate in discussions. The Committee spent some time reviewing the wording on the plaque. HAC members understood the concern that was being expressed and were open to investigating alternative text for a potential revision to the plaque. With this, it was the consensus of the group that the historical accuracy of the content and the ways in which these stories are told were very critical considerations.

The HAC felt that it would be important to consult with other groups such as Acadia First Nations, Native Council of Nova Scotia and the Black Cultural Centre of Nova Scotia for input.

The Committee suggested that as a first step, this matter should be brought to Council for discussion and direction. It was felt that prior to conducting a whole lot of research or engaging in discussions with other groups, the support of Council in moving forward was necessary.

**Recommendation:**

THAT Council of Region of Queens Municipality request that Staff conduct further research into the potential rewording of heritage plaque(s) in the Old Burial Ground in Liverpool.

# Appendix A

## 'Violet', African Princess

Buried in the family plot of William Freeman Esq. and his wife Mary Cobb, it had been reputed that she was an African princess captured and enslaved while picking flowers in a field.

She had been a slave of Mary's father Silvanus, and was gifted to Mary on her marriage. Violet had a son Cato who was born free in 1786. She was so well loved by her owners that she was buried as a family member. Most of the other blacks buried in this place are in unmarked graves towards the back.

round  
?

**Sacred to the memory of  
MARY  
widow of the late  
WILLIAM FREEMAN ESQ.  
Who died  
27th March 1826  
In the 82nd year of her age.**



# Stories from the Grave

## Ruth Godfrey

Ruth Godfrey was born on October 13th, 1791. Her father Alexander Godfrey was later to gain fame as captain, pilot, and another right were being slow to get underway. Her father's dress setting her on fire. Peter's edition that "I was married 4 days later on December 11th, 1798. She was only 7 years old."



Here she buried the remains of her father  
 Daur of  
 Alex Godfrey and Phoebe his wife  
 Dec. 7th, 1798

Remember me as you pass by  
 As I am now so you must be  
 Therefore prepare to follow me

## 'Violet', African Princess

Featured in the family photo of William Freeman Esq. and his wife Mary Cobb, it had been reported she was an African princess captured and enslaved while picking flowers in a field. She had been a slave of Mary's father Silvanus, and was gifted to Mary on her marriage. Violet had sent to a woman born free in 1786. She was so well loved by her owners that she was buried as a family member. Most of the other people buried in this place are in unmarked graves towards the back.

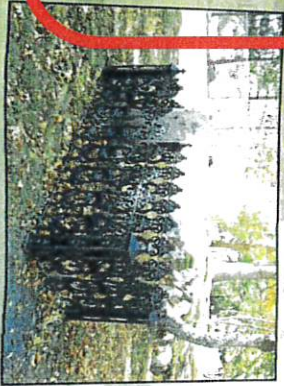
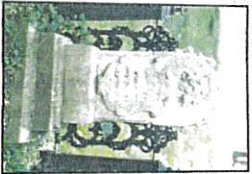
Served to the memory of  
 MARY  
 widow of the late  
 WILLIAM FREEMAN ESQ.

27th March 1826  
 In the 82nd year of her age.



## Capt. William M. Cobb Dean

William Cobb Dean was a son of William Cobb Dean (Sr.) and Mary Collins. William was born in 1791, on his last voyage, came into Liverpool Harbour with small pox, but he died. Although the mother & house on Bristol Avenue, post office 11, Liverpool. The widow he told her not to open the door because he was supposed to be quarantined on board. Stricken with small pox, they took him to a local black man who had the disease. William Cobb Dean (Jr.) died in 1874.



In Memory of  
 CAPT. W. M. COBB DEAN  
 Who died  
 July 13, 1874  
 Aged 30 years

## Hallet Collins

Hallet Collins was born in 1749 in Massachusetts. He came to Nova Scotia in his early age and was among the first settlers at Liverpool in 1759. His house stood on the site of 254 Main Street. Hallet was very prosperous as a merchant and a prolific father. He had three wives and between them twenty-six children. One of his sons, the Honourable Elias Collins whose bank helped form one of the Imperial Bank of Canada in North America.

## Served to the memory of HALLET COLLINS ESQ.

Born in Massachusetts in 1749  
 He came to Nova Scotia at an early age  
 and was among the first settlers at  
 Liverpool in 1759. He was a merchant  
 and a prolific father. He had three wives  
 and between them twenty-six children. One  
 of his sons, the Honourable Elias Collins  
 whose bank helped form one of the  
 Imperial Bank of Canada in North America.



Mark the perfect man and behold the upright, for the end of that man is peace.

## Samuel DeLisser

Originally a native of Jamaica, Samuel DeLisser came to Liverpool from the West Indies. He was a very intelligent man and had a large amount of land in Jamaica. He also owned a restaurant and liquor saloon on the corner of Market and Water Streets. In 1864, the Mercury Company, a company consisting of black men, was under the leadership of Capt. Samuel DeLisser. His master was that was a Mission, one of the few organizations at this time that welcomed black men as members. In July 1902, several years after Samuel's death, his nephew Albert, lived in Liverpool on the vessel that came to this port for repairs. Albert strolled through the old burial ground and by accident found the grave of his uncle Samuel. Albert had known that his uncle had lived in Nova Scotia but did not know he had lived and died in Liverpool.

Eccs. XII 1 Verse  
 Remember now thy creator in the days of thy youth.



In Memory of  
 SAMUEL DELISSER  
 A native of Jamaica  
 Died  
 Dec. 13, 1873  
 Aged 39 years

## Small Pox Epidemic

Inoculation came to Liverpool (Liverpool) on January 1, 1801. A committee of 18 appointed the names of all residents and the responsible hospitals. Dr. Woodberry offered to inoculate citizens (more than from infection) after much debate the committee agreed requiring that a white flag be shown both at houses that were infected and those inoculated.

Samuel DeLisser described how his family was inoculated on Tuesday, February 10th, 1801:

"My Family, my wife Lucy, Ellen, Patrick, Mary, Simon, and Charlotte, are inoculated. The house first that loose skin, but on between the neck and the chest, and leaving an infected thread on the neck 1/8 of an inch in length. He then put a small square rag, double, and over that a kerchief to keep it in place."

The last case of small pox during this epidemic, which was only one of many, may have been a girl 20th, 1801, who the death of a small child described by testifies "A female countryman with many The entire community was in turmoil during inoculation in a Post House near that town on the road from Liverpool to The Falls (Millton).

## Missing Markers

As you visit the various sections take some time to note that for every grave that is marked, on any part of the. Their markers may have been made of wood or poor quality stones that have long since disappeared. The lack part of the grave yard was reserved as the last resting place for the poor whose families could ill afford a marker.



William Godfrey  
 Dec 13, 1874  
 Aged 39 years

# Remembering the Deceased

The tradition of marking a burial grew out of people's inability to accept the finality of death. Since stones, by the human timescale, is not subject to decay, it represented something eternal.

The old burying grounds is one of Nova Scotia's more important sites as it is a microcosm of the provinces burial history.

## Slate

This slate usage, behaviour or Elizabethan period is the first type of material used for markers in the cemetery. In the form of rectangular slabs, many are decorated with a variety of designs. In the early 18th century, many are heavily engraved with ornate designs. The slabs were set on a bed of earth or a low wall. It is interesting to note that some of the slabs have a head and feet in the shape of a cross. Some of the slabs were still important in Nova Scotia through the old cemetery.



Sacred to the memory of  
**MR. ELKANAH FREEMAN** who died  
March 16, 1801  
In the 30th year of his age

## Sandstone

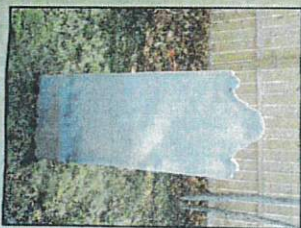
Sandstone markers were in use mainly during the first half of the 19th century. Many were decorated with urns and laurel wreaths as was the custom of the times. This stone belonging to Elizabeth Riggs (the stone is inscribed with her name and number) shows a remaining figure, and upon rising on the last day, just her feet. Perhaps such a loving tribute was a daughter of the present, and did not until her 38th year. She was a wife for only one year before she died in childbirth and is buried here with her son in her arms.



**ELIZABETH**  
Wife of  
**WILLIAM RIGGS**  
(Rev. J. Payzant's only daughter)  
died in childbirth with her infant son  
11 Nov. 1815  
Aet XI.

## White Marble

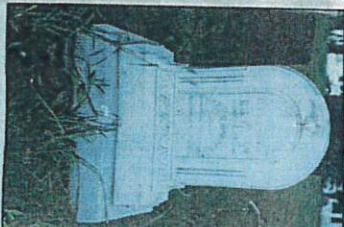
The white marble you see in this burial ground is the first period of the burial ground, mostly in Vermont and used for a period of almost 100 years. (Late 18th century to last quarter of 19th century). Perhaps they used it in favor of a long material because it shows both her body and feet rising on the last day, just her feet. Perhaps such a loving tribute was a daughter of the present, and did not until her 38th year. She was a wife for only one year before she died in childbirth and is buried here with her son in her arms.



In Memory of  
**WILLIAM FREEMAN**, ESQ.  
Colonel of Militia and Justice of the Court  
Whodid  
March 3, 1816  
Aged 75 years

## Zinc

Zinc is indestructible it was used for the first time in the period of the 19th century. The zinc markers will find only two examples of this type of marker in the burial grounds. It is ironic that the indestructible stone of the late Mary Jane Brown has a large piece broken off the back.



Abscop in Tears  
**MARY JANE IRVIN**  
Beloved wife of  
**HICGHE HOUTSON**  
Died August 13, 1887  
Aged 77 years

## Granite

The use of this material became popular in the late 1800s and early 1900s. The first granite marker in this cemetery was the stone of the late Charles S. Cole who passed away on Sept. 17, 1898. The last granite marker in the cemetery was the headstone of the late Mrs. Mary Jane Brown who died on Sept. 13, 1901. Granite was the most widely used material for manufacturing tombstones.



**MOTHER CHARITY S.**  
Wife of  
**JOHN MC COLE**  
Died  
Sept. 17, 1898  
Age 52 years  
At rest  
Their four sons  
Robt. M.  
Wm. R.  
Benjamin &  
Joseph.

## Jutland Memorial

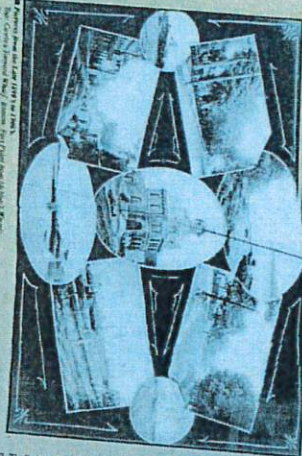


In Memory of the crew of the  
**Beam Trawler "Jutland"**  
foundered at sea March 11, 1920  
These crossed anchors recovered from  
fishing boats on Jutland's previous trip  
are placed as a symbol of our hope that  
their souls are resting in eternal peace.

Memorial  
Jutland Memorial  
1920  
1234 Main Street  
Halifax, N.S.

Visions of Earth, exemplified is given  
That in good health you needs way to Heaven  
To have her soul flying was he heart's delight  
And dwell with Christ, who character is this  
Her better husband, in heaven of bliss

# Step Back in Time



Historical photographs from the early 19th century, showing the bustling harbor and the early development of the town.



The Crown Public House, built in 1795, was a prominent landmark in the town.



A street scene in Liverpool, showing the daily life of the town in the early 19th century.



The Church of St. Andrew, built in 1816, is a fine example of Gothic Revival architecture.



The Crown Public House, built in 1795, was a prominent landmark in the town.

Step back in time to the beginning of the 19th century. The Mersey River was a bustling harbor, and the town was a center of trade and industry. The early development of the town is shown in these historical photographs.

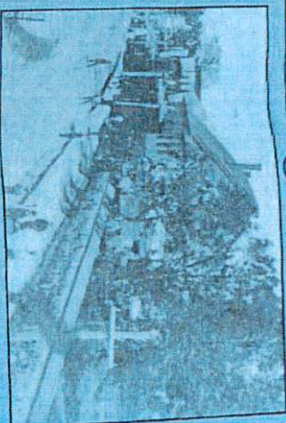
The first Liverpool newspaper was published in 1760. The original form was a list of names of the residents of the town, and by 1764 the population consisted of over 200 people.

There were the first banks to open in Liverpool, the first was named Fort and the second was the Liverpool Bank on Lawrence Street. The first newspaper was published in 1760, and the first public house was established in 1795.

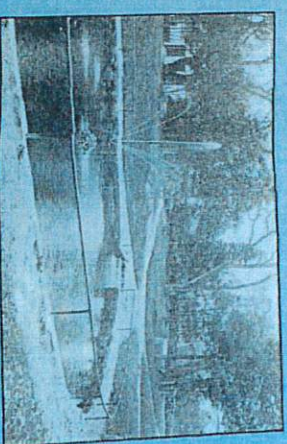
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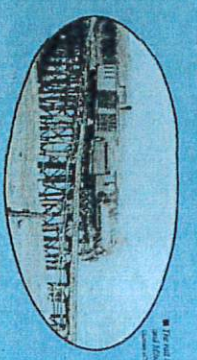
# The Final Resting Place



The Church of St. Andrew, built in 1816, is a fine example of Gothic Revival architecture.



The Church of St. Andrew, built in 1816, is a fine example of Gothic Revival architecture.



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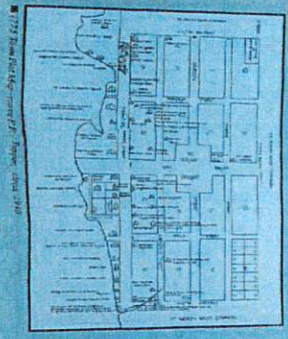
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Portrait of a historical figure, likely a prominent merchant or politician from Liverpool.



Architectural drawing of a building, showing the layout and structure of the interior.



The Church of St. Andrew, built in 1816, is a fine example of Gothic Revival architecture.

## Region of Queens Municipality Staff Report

**To: Council**

**From: Mike MacLeod**

**Date: February 13, 2024**

**Re: Development Agreement Amendment – Queens Enviro Centre**

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### Background:

On December 8, 2020, Council passed Administrative Policy 53, respecting entering into a development agreement to allow for a recycling depot and processing operation on property located at 3965 Highway 3 in Brooklyn and is identified as PID# 70083902. The owners of the property; New Germany Enviro Centre Inc.; have applied for an amendment to the agreement.

### Details:

The property owners are seeking an amendment to the agreement which would see the replacement of section of vegetative buffer with an opaque fence. Refer to application and associated information attached as Appendix A.

The development agreement contains a number of clauses to mitigate potential conflicts abutting residential properties. See copy of agreement attached as Appendix B. One such clause sets out that:

8. **THAT** a vegetative buffer be maintained at all times between the Lands and the adjacent properties to the west (70083829) and to the east (70083928);

\*Refer to Schedule "A" of Agreement.

The development agreement also contains clauses pertaining to potential amendments:

12. **THAT** notwithstanding the provisions of the Region of Queens Municipality Municipal Planning Strategy and Land Use Bylaw, the Developer shall be permitted to seek substantial or non-substantial amendments to this Development Agreement, subject to the procedure as set forth in Section 230 of the Municipal Government Act of Nova Scotia;

13. **THAT** amendments which shall be considered substantial are any affecting the following:
- (a) A change in the uses permitted;
  - (b) Any increase in the size of the building utilized for commercial purposes

An amendment such as the one proposed would be considered non-substantive.

**Considerations:**

- PID # 70083902 is located on Highway 3 in Brooklyn.
- The property is approximately 2.36 acres in size, with approximately 158 feet of road frontage.
- Area is a mix of commercial and low density residential development.
- Property is zoned as General Commercial (CG).
- There is an existing development agreement in place allowing for this recycling depot use.
- There is existing vegetative buffer between subject property and residential property to the west and a partial vegetative buffer between the subject property and the residential property to the east.
- Property owners are seeking development agreement amendment to allow for the replacement of section of vegetative buffer on the eastern side of PID# 70083902 with an opaque fence.
- Property owners intend to erect additional opaque fencing along the eastern boundary.

**Options:**

- Maintain status quo (deny development agreement amendment request); or
- Adopt and administrative policy respecting a development agreement amendment to allow for the replacement of section of vegetative buffer on the eastern side of PID# 70083902 with an opaque fence.

**Tentative Timeframe** (should Option 2 be considered):

<u>DATE</u>	<u>PROCEEDURE</u>
January 31, 2024	Planning Advisory Committee
February 13, 2024	Council
February 21, 2024	Notice of Passing
March 7, 2024	Appeal Period Ends

Staff have reviewed the application and are of the opinion that replacement of section of vegetative buffer on the eastern side of PID# 70083902 with an opaque fence meets the desired result of providing a buffer between recycling depot operation and adjacent residential property to the east and are supportive of the amendment application. The Municipality's Planning Advisory Committee (PAC) met On January 31, 2024 to review and discuss the application. Following discussion on the implications of the proposal, PAC recommended in favor of a development agreement amendment to allow for the replacement of section of vegetative buffer on the eastern side of PID# 70083902 with an opaque fence.

A draft copy of an administrative policy is attached as Appendix C.

### **Applicable Legislation:**

The Municipal Government Act establishes the process for adoption or amendment of a development agreement. Section 230 sets out that:

*Adoption or amendment of development agreement*

- 230 (1) A council shall adopt or amend a development agreement by policy.
- (2) A council shall hold a public hearing before approving a development agreement or an amendment to a development agreement.
- (3) Only those members of the council present at the public hearing may vote on the development agreement or the amendment.
- (4) Upon approving a development agreement or an amendment to a development agreement, the clerk shall place a notice in a newspaper circulating in the municipality stating that the development agreement is approved and setting out the right of appeal.
- (5) The clerk shall file a certified copy of a development agreement or amendment with the Minister when notice of the development agreement or an amendment to it is published.
- (6) Within seven days after a decision refusing to approve a development agreement or an amendment to a development agreement, the clerk shall notify the applicant in writing, giving reasons for the refusal and setting out the right of appeal.
- (7) Amendments to those items in a development agreement that the parties have identified as not substantive, if the substantive items were identified in the agreement, or that were not identified as being substantive, do not require a public hearing. 1998, c. 18, s. 230; 2003, c. 9, s. 60.**

### **Budget Impacts:**

No budget implications. Applicant is responsible for costs associated with development agreement amendment process.

**Recommendation:**

THAT Council of Region of Queens Municipality adopt and administrative policy respecting a development agreement amendment to allow for the replacement of section of vegetative buffer on the eastern side of PID# 70083902 with an opaque fence.

# Appendix A

October 30, 2023

**Re: Bylaw Amendment**

Queens Enviro Center

3965 Hwy 3

Brooklyn, NS

902

To whom it may concern,

Attached you will find the application to have the bylaw amended to grant permission to remove the vegetation between my property and the [redacted] s property and have a fence erected.

The aerial photos show very clearing that on both survey lines with the F [redacted] family that they have intruded on my line by several meters in some areas. I feel a fence will deter this from happening in the future. A permanent fence will leave no possible question as to where the line is.

I have contracted Maritime Fence to place the fence. The fence will be placed 12" on my side of the line so we can maintain both sides of the fence.

I look forward to hearing from you.

Sincerely,

Shelley Zinck



For Internal Use Only  
Acceptance Date: \_\_\_\_\_  
Processing Date: \_\_\_\_\_

## Region of Queens Municipality

### Planning Amendment and Development Agreement Application



#### 1. Application Type:

- Land Use Bylaw Amendment
- Development Agreement

#### 2. Property Information:

Civic address of subject property - 3965 Hwy 3 Brooklyn

Property Identification Number (PID) - 70083902

Present use of subject property - Bottle Depot

Proposed Use of subject property - NA.

Existing Lot Size - 6103 Sq m

Existing Lot Frontage - 48m.

#### 3. Property Owner Information:

Name - Shelley Zinck

Applicant is :

- Owner
- Agent of Owner

Civic Address - \_\_\_\_\_

Mailing Address (If different from Civic Address) - \_\_\_\_\_

Telephone Number - 902 \_\_\_\_\_

Email Address - \_\_\_\_\_

I / We Shelley Zinck authorize myself  
To act as agent and sign this application on my / our behalf for property located  
at  
(Civic Address) 3965 Hwy 3 Brooklyn and identified as PID# 70083902.

Notes:

1. The requirements of a Land Use Bylaw amendment or development agreement application are established by the Planning Department of the Region of Queens Municipality. An application approval process will not commence until a completed application and advertising deposit are received.
2. Please make cheques payable to the Region of Queens Municipality. Following completion of the amendment process, the unused balance will be returned to the applicant. However, should the deposit be insufficient to cover the cost of advertising, the applicant will be responsible for the difference.
3. It is recommended that an applicant have a pre-consultation meeting with staff of the Planning Department prior to submitting this application.





*Images of what Queens Enviro looks like after renovations.*

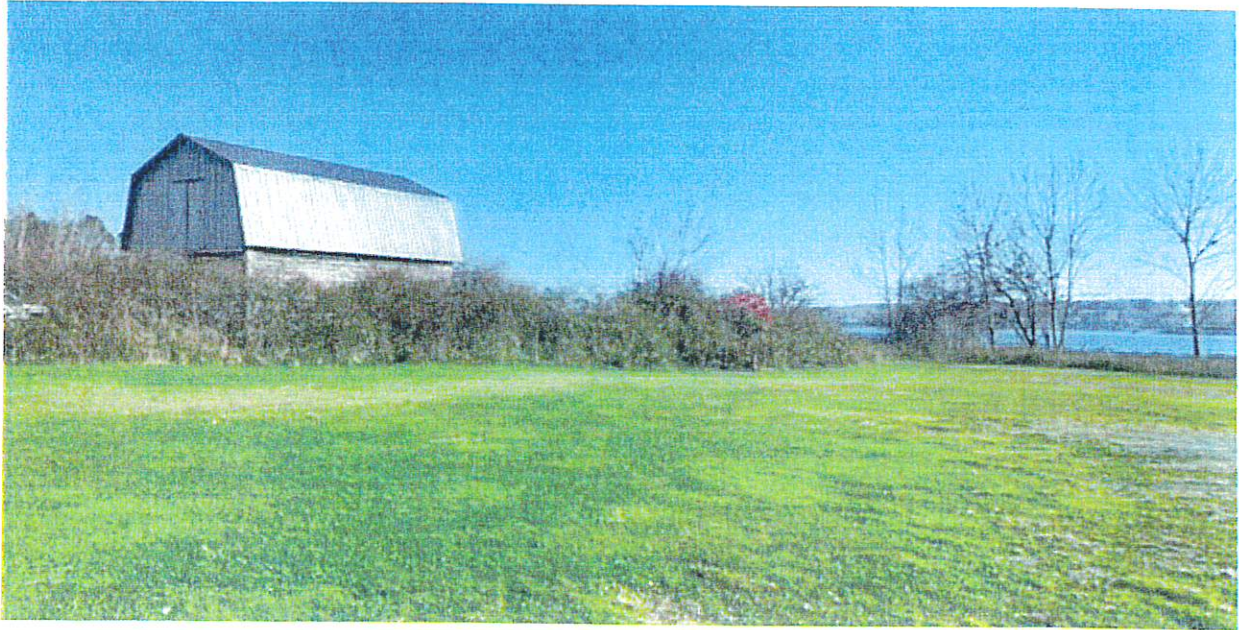




Ground view of buildings over the survey line



Ground view of sea can and debris over the survey line



Purposed bushes to be removed and replaced with a fence



Aerial view of property lines for Queens Enviro Center shows the intrusion of the property line with debris.



Aerial view of property lines for Queens Enviro Center shows the intrusion of the property lines.



Aerial view of subdivided lots and view to the waterfront. Neighbors buildings and fence or over the survey line.

# Appendix B

THIS AGREEMENT made this 7<sup>th</sup> day of January, A.D., 2021.

**BETWEEN:**

**NEW GERMANY ENVIRO CENTRE INC.** of New Germany, in the County of Lunenburg and Province of Nova Scotia, hereinafter referred to as the "Developer"

**OF THE ONE PART**

-and-

**REGION OF QUEENS MUNICIPALITY**, a municipal corporation, duly incorporated under the laws of the Province of Nova Scotia and having its office in Liverpool in the County of Queens and Province of Nova Scotia, hereinafter referred to as the "Region"

**OF THE SECOND PART**

**WHEREAS** the Developer has requested that the Region enter into a Development Agreement, pursuant to Sections 225 and 230 of the Municipal Government Act of Nova Scotia, and Policy 4.4.15 of the Region of Queens Municipality Municipal Planning Strategy, so that the Developer may use the subject property in a manner which is not presently provided for under the Region's Land Use Bylaw;

**AND WHEREAS** the Region is prepared to enter into such an agreement on the terms and conditions hereinafter set forth;

**NOW THEREFORE**, in consideration of the benefits, which flow to both parties as a result of the covenants contained herein, the parties hereto agree by and between themselves as follows:

1. **THAT** the Developer is the registered owner of the Lands identified as PID# 70083902 and shown on Schedule "A" attached hereto, and more accurately described in Schedule "B" attached hereto (hereinafter referred to as "the Lands");
2. **THAT** the Developer shall not develop or use the Lands, including buildings located on the lands, for purposes other than those described in this Agreement;
3. **THAT** the proposed uses permitted under this Development Agreement are the following:
  - a) Recycling depot and processing; and
  - b) Highway Commercial (C2) Zone Uses
4. **THAT** any outdoor storage of materials shall be screened from view by an opaque fence;

5. **THAT** the Developer shall provide a minimum of eight (8) off-street parking space for the business;
6. **THAT** the proposed parking area shall be maintained with a stable surface, that is treated to prevent the raising of dust or loose particles;
7. **THAT** any lighting for proposed parking area shall be directed away from abutting properties;
8. **THAT** a vegetative buffer be maintained at all times between the Lands and the adjacent properties to the west (70083829) and to the east (70083928);
9. **THAT** the hours of operation for the recycling depot and processing shall be from 7:00 am to 7:00 pm;
10. **THAT** notwithstanding any other provisions of this Development Agreement, the Developer shall not undertake or carry out any development on the Lands which does not comply with:
  - (a) this Development Agreement;
  - (b) any statutes and regulations of the Province of Nova Scotia to the extent that the same are properly the subject of a development agreement; and
  - (c) appropriate Municipal Bylaws, including without restricting the generality of the foregoing, the Bylaw Respecting the Building Code Act.
11. **THAT** in the event of a dispute, the decision of the Development Officer of the Region as to whether the development is in conformance with the terms of this Agreement shall be conclusive;
12. **THAT** notwithstanding the provisions of the Region of Queens Municipality Municipal Planning Strategy and Land Use Bylaw, the Developer shall be permitted to seek substantial or non-substantial amendments to this Development Agreement, subject to the procedure as set forth in Section 230 of the Municipal Government Act of Nova Scotia;
13. **THAT** amendments which shall be considered substantial are any affecting the following:
  - (a) A change in the uses permitted;
  - (b) Any increase in the size of the building utilized for commercial purposes

14. **THAT** any amendment whether substantial or otherwise must be approved by both parties in writing;
15. **THAT** the Developer agrees to pay for all legal costs, advertising and expenses incurred by the Region that have originated from its application for this Development Agreement;
16. **THAT** this Agreement shall be binding upon the parties hereto, their heirs, successors and assigns and shall run with the land which is subject to this Agreement;
17. **THAT** this Agreement is not assignable without the written consent of the Region;
18. **THAT** enforcement and rights and remedies on default of this Agreement shall be as follows:
  - (a) The Developer agrees that the Development Officer appointed by the Region to enforce this Agreement shall be granted access onto the lands during all reasonable hours without obtaining consent of the Developer. The Developer further agrees that, upon receiving written notification from the Development Officer to inspect the interior of any building located on the lands, the Developer agrees to allow for such inspection during any reasonable hour within two (2) days of receiving such notice.
  - (b) If the Developer fails to observe or perform any condition of this Agreement, after the Region has given the Developer thirty (30) days written notice of the failure or default, then in each such case:
    - (1) the Region shall be entitled to apply to any court of competent jurisdiction for injunctive relief including an order prohibiting the Developer from continuing such default, and the Developer hereby submits to the jurisdiction of such Court and waive any such defense based upon the allegation that damages would be an adequate remedy;
    - (2) The Region may enter upon the lands and perform any of the covenants contained in this Agreement, whereupon all reasonable expenses whether arising out of the entry on the lands or from the performance of the covenants may be recovered from the Developer; if unpaid within 30 days of billing by the Region; by direct suit and such amount shall, until paid, form a lien upon the lands and be shown on any tax certificate issued under the Municipal Government Act;
    - (3) The Region may by resolution discharge this Agreement, upon providing the Developer sixty days (60) written notice, whereupon this agreement shall have no further force or effect and henceforth the development of the lands shall conform

with the provisions of the Region of Queens Municipality Land Use Bylaw;

- (4) In addition to the above-mentioned remedies, the Region reserves the right to pursue any other remediation under the Municipal Government Act or common law to ensure compliance with this Agreement.

19. **THAT** the entering into of this Agreement was approved by the Council of the Region of Queens Municipality at a duly held meeting of Council convened on the 8<sup>th</sup> day of December, 2020.


- (a) This Agreement shall not be entered into, or signed by the parties, until the time for Appeal under Section 228 of the Municipal Government Act of Nova Scotia has elapsed, any appeals which have been lodged have been disposed of and the required resolution of Council has been affirmed by the Nova Scotia Utility and Review Board;
- (b) This Agreement does not come into effect until it is filed, by the Region of Queens Municipality, in the Registry of Deeds as set out in Section 228 of the Municipal Government Act of Nova Scotia.


IN WITNESS WHEREOF the parties have hereto set their hands and affixed their Corporate seals the day and year first above written.

SIGNED, SEALED AND DELIVERED  
in the presence of

Stephen R. Whyte  
Witness

) NEW GERMANY ENVIRO CENTRE INC.

) Per: [Signature]   
David Zinck

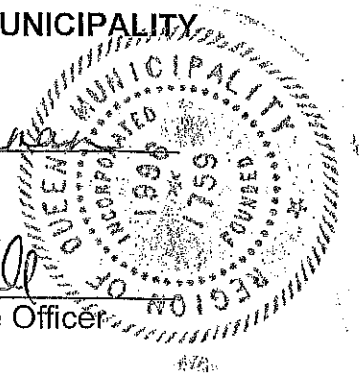
) Per: [Signature]   
Shelley Zinck

) REGION OF QUEENS MUNICIPALITY

) Per: [Signature]  
Mayor

) Per: [Signature]  
Chief Administrative Officer

Shelley Connolly  
Witness



PROVINCE OF NOVA SCOTIA  
COUNTY OF QUEENS

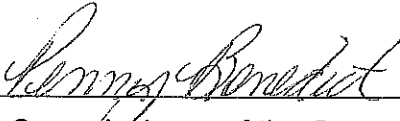
ON this 7 day of January, 2021, before me, the subscriber personally came and appeared Stephen Whyte a subscribing witness to the foregoing Inderture, who having been by me duly sworn, made oath and said that David Zinck and Shelley Zinck signed, sealed and delivered the same in his/h~~er~~ presence.

[Signature]

A Commissioner of the Supreme Court of Nova Scotia  
**Christine Watson**  
A Commissioner of the  
Supreme Court of Nova Scotia

PROVINCE OF NOVA SCOTIA  
COUNTY OF QUEENS

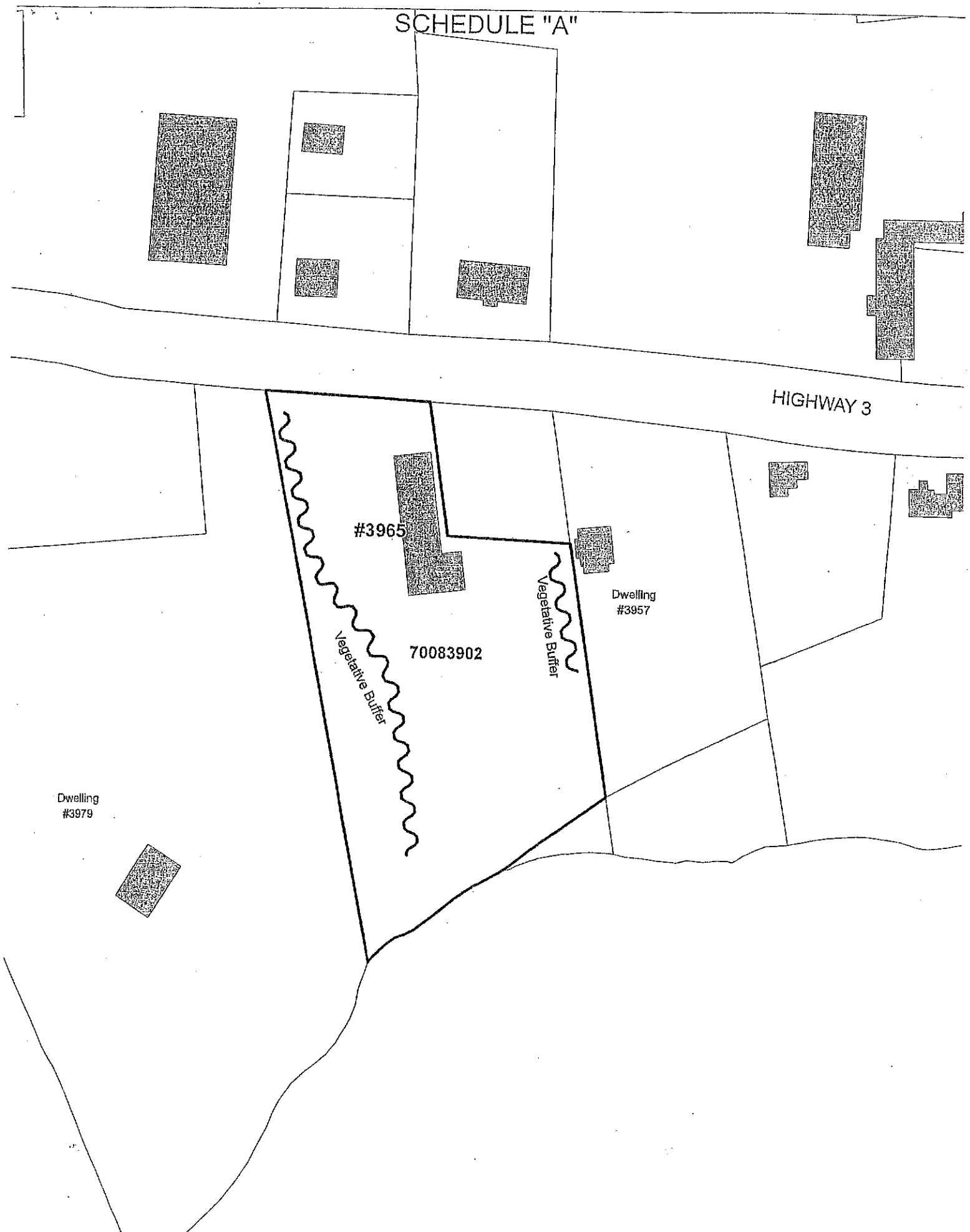
ON this 5<sup>th</sup> day of January, 2021, before me, the subscriber personally came and appeared Shelley Connolly a subscribing witness to the foregoing Indenture, who having been by me duly sworn, made oath and said that the Region of Queens Municipality, per its authorized officers, Darlene Norman and Chris McNeill, signed, sealed and delivered the same in ~~his~~ her presence.

  
\_\_\_\_\_

A Commissioner of the Supreme Court of Nova Scotia

**Penny Benedict**  
A Commissioner of the  
Supreme Court of Nova Scotia

SCHEDULE "A"



HIGHWAY 3

#3965

Dwelling #3957

70083902

Vegetative Buffer

Vegetative Buffer

Dwelling #3979

SCHEDULE B

ALL that certain lot, piece or parcel of land, situate, lying and being at Sandy Cove in the Village of Brooklyn in the County of Queens and in the Province of Nova Scotia and more particularly bounded and described as follows:

Beginning at an iron bolt with an aluminum cap marking the southern sideline of Highway #3 and the western boundary of Lands of Seaboard Diesel Limited;

Thence S 12-53-00 W a distance of 119.85 feet along lands of Seaboard Diesel Limited to an iron bolt with an aluminum cap;

Thence S 63-42-00 E a distance of 120.02 feet along the southern boundary of lands of Seaboard Diesel Limited to an iron bolt with an aluminum cap marking lands of Norman Rogers;

Thence S 12-53-00 W a distance of 139.67 feet along lands of Norman Rogers to an iron bolt with an aluminum cap marking the Northern boundary of the Canadian National Railways Right-of-Way;

Thence S 78-13-00 W a distance of 277.16 feet along the Canadian National Railways right of way to the Eastern boundary of lands now or formerly of Fred Henderson;

Thence N 10-26-00 E a distance of 439.34 feet along lands now or formerly of Fred Henderson to an iron bolt with an aluminum cap marking the southern sideline of Highway #3;

Thence S 64-01-00 E a distance of 158.31 feet along the southern sideline of Highway #3 to the place of beginning;

The above described lot contains in all 2 acres more or less.

Bearings are magnetic for the year 1979.

Together with a small parcel of land between the CNR right of way and Liverpool Harbour measuring 47.78 feet adjoining lands of Norman Rogers, 85 feet more or less along Liverpool Harbour and 80 feet more or less along the CNR right of way;

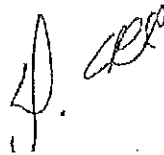
The above two lots being and intended to be the parcel of land as shown on a plan of survey, Plan #4025 showing lands of Goldie Long by Mervin Hartlen, NSLS # 365 dated the 5th day of February, 1979.

## SCHEDULE "A" CONTINUED

Page 2

Being the same lands conveyed to Goldie Long by Joseph and Stella Henderson and recorded in the Registry of Deeds at Liverpool, Nova Scotia in Book Number 75 at Page 681. The said Goldie Long having died in June 1983 and having devised the above described lands to Kathleen Whynot.

BEING AND INTENDED TO BE the same lands as described in a deed from Kathleen Whynot to South Shore Dodge Chrysler Limited dated June 28, 1984, and recorded at the Registry of Deeds at Liverpool, Nova Scotia, on June 28, 1984, in Book 219 at Page 290.



# Appendix C

## Region of Queens Municipality Administrative Policy - Respecting a DEVELOPMENT AGREEMENT AMENDMENT for Recycling Depot and Processing At 3965 Highway 3 in Brooklyn

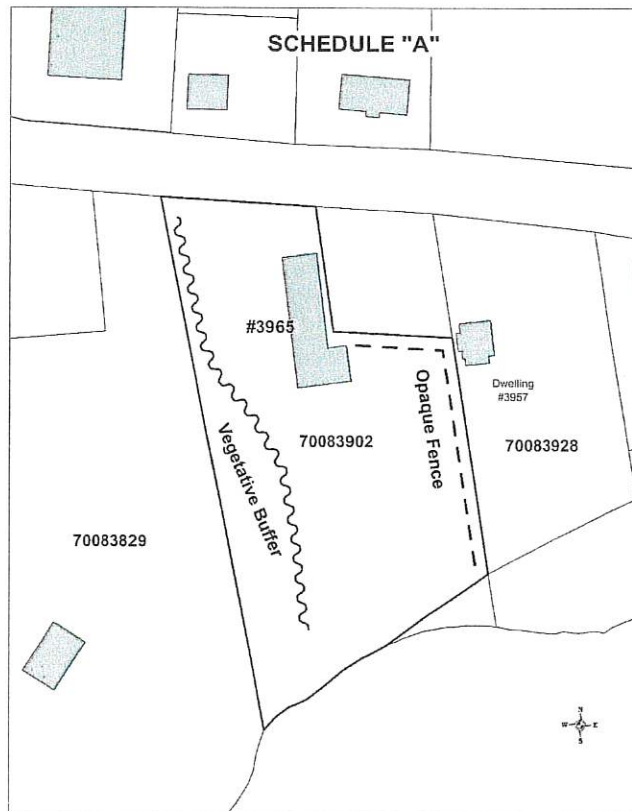
**WHEREAS** Section 230(1) of the Municipal Government Act provides that Council shall adopt or amend a development agreement by policy;

**AND WHEREAS** New Germany Enviro Centre Inc. has applied for an amendment to an existing development agreement between Region of Queens Municipality and New Germany Enviro Centre Inc., dated January 7, 2021, which would see:

1. Amending Clause 8. to reflect:

“**THAT** a vegetative buffer be maintained at all times between the Lands and the adjacent property to the west (70083829) and an opaque fence be erected and maintained between the Lands and the adjacent property to the east (70083928);” and

2. Amending Schedule “A” to reflect:



**THEREFORE, BE IT RESOLVED THAT** Council of Region of Queens Municipality adopt an administrative policy respecting a development agreement amendment to allow for the replacement of section of vegetative buffer on the eastern side of PID# 70083902 with an opaque fence.

**THIS IS TO CERTIFY THAT** this Administrative Policy was passed by Council of Region of Queens Municipality at a duly constituted meeting of said Council held on the day of \_\_\_\_\_, 2024.

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MAYOR

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CHIEF ADMINISTRATIVE OFFICER