



Region of Queens Municipality Regular Council

Tuesday, April 28, 2026

4:00 p.m. (Closed Session)

5:30 p.m. (Public Session Begins)

Agenda

1.0 Call to Order and Land Acknowledgement

2.0 Approval of Agenda

3.0 In Camera

- 3.1 Labour Relations
- 3.2 Personnel
- 3.3 Personnel

4.0 Adoption of Minutes

- 4.1 Regular Council Meeting – April 14, 2026

5.0 Unfinished Business

- 5.1 Municipal Heritage Designation Hearing - Bethany United Church
- 5.2 Site Plan Appeal Hearing - 307 Main Street

6.0 Public Comment

7.0 Delegations and Presentations

- 7.1 Friends of Hank Snow Society

8.0 Staff Reports

- 8.1 Private Lot Owners Engagement Feedback and Survey Results
- 8.2 Future Use of Market Stalls on Henry Hensey Drive
- 8.3 Road Naming in Hunts Point
- 8.4 Creating a Culture of Inclusion - Equity, Anti-Racism and Diversity Plan
- 8.5 Terms of Reference – Inclusion Queens Committee
- 8.6 2026-2027 Operational Budget Adoption

9.0 Bylaws and Policies

- 9.1 First Reading – Bylaw No. 29 – Accommodations Levy

10.0 Correspondence for Action

11.0 Correspondence for Information

12.0 Report from In Camera

13.0 Mayor's Report

14.0 Council Business

- 14.1 Committee Reports – Councillor Wentzell

15.0 New Business

16.0 Adjournment



Region of Queens Municipality Regular Council

Tuesday, April 14, 2026

9:00 a.m.

Minutes

Present: Mayor Scott Christian, Chair
 Deputy Mayor Maddie Charlton
 Councillor Roberta Roy
 Councillor Courtney Wentzell
 Councillor Vicki Amirault
 Councillor Jack Fancy
 Councillor Stewart Jenkins
 Councillor Wanda Carver

Staff: Willa Thorpe, Chief Administrative Officer
 Angela Green, Municipal Clerk

1.0 Call to Order and Land Acknowledgement

Mayor Christian called the meeting to order at 9:00 a.m. and acknowledged that we have the privilege to live and work in Mi'kma'ki, the traditional and unceded territory of the Mi'kmaq people. We are all treaty people.

2.0 Approval of Agenda

It was moved by Councillor Jenkins and seconded by Councillor Carver:

THAT the Council of Region of Queens Municipality approve the April 14, 2026 agenda as presented.

MOTION CARRIED unanimously.

3.0 Adoption of Minutes

It was moved by Councillor Wentzell and seconded by Councillor Roy:

THAT Council for Region of Queens Municipality approve the March 24, 2026 Regular Council Meeting minutes as presented.

MOTION CARRIED unanimously.

It was moved by Councillor Jenkins and seconded by Councillor Amirault:

THAT Council for Region of Queens Municipality approve the March 3, 2026 Special Council Meeting minutes as amended.

MOTION CARRIED unanimously.

4.0 Public Comment

1. Debbie J. Wamboldt, Milton

Ms. Wamboldt submitted a written letter raising concerns related to labour and workforce matters at the Region. Her comments touched on the recent Council remuneration increases, which she contrasted with ongoing operational pressures she attributed to the IBEW collective agreement. She also raised questions regarding the use of contractors for work she believes could be performed by existing Region employees, citing specific examples including custodial services and seasonal work previously carried out by unionized staff. Ms. Wamboldt requested that cost comparisons between in-house and contracted work be made available to the public and expressed concerns about what she described as project management deficiencies.

2. Keith McDonnell, Liverpool

Mr. McDonnell appeared before Council to provide an update on what he described as ongoing bylaw violations at the neighbouring property of 307 Main Street, which is the subject of the upcoming site plan appeal hearing. He noted that four bylaw complaints were filed approximately six and a half months prior, three of which he stated remain unresolved. Mr. McDonnell outlined a deteriorating relationship with the owners of the adjacent properties and described a number of incidents he characterized as concerning. He requested that Council seek answers to several procedural questions regarding the site plan approval prior to the hearing, including questions about bylaw compliance, the timeline of the approval, and the approval authority exercised.

3. Kelly Young, Moose Harbour

Ms. Young addressed Council on the topics of community engagement, transparency, and the recent Council remuneration increases. She drew on her personal experience as a lifelong resident and senior to speak to what she described as a decline in accessible civic participation and communication from elected officials. She referenced her difficulty in locating publicly available information about the Region and expressed the view that Council members should be more visible and accountable

in their communities. She also raised concerns about the Mount Pleasant Water and Sewer Extension project in relation to its potential cost impact on residents and questioned the Region's land use planning priorities in light of existing municipally owned land.

4. Darryl Arnburg, Brooklyn

Mr. Arnburg spoke specifically about the Mount Pleasant Service Extension project. He raised concerns about what he characterized as a perceived conflict of interest related to the project's advancement and questioned the adequacy of technical planning around water supply capacity and sewer system capacity to support the proposed development. He requested access to feasibility studies addressing these questions and noted that he had not yet received satisfactory responses. Mr. Arnburg expressed that the project represented a significant financial commitment at a time when residents are facing increased costs and indicated that public confidence in the project's justification remains low in his assessment of community sentiment.

5.0 Delegations and Presentations

5.1 Mersey Critical Minerals

Mersey Critical Materials Ltd. is proposing to establish a battery recycling and critical minerals refining facility at the former Bowater Mersey paper mill site in Liverpool, Nova Scotia, with an estimated capital expenditure of approximately \$55 million CAD. The facility would operate through three development phases, beginning with Battery-In-Device Shredding (BIDS) operations serving Atlantic Canada, progressing through thermal processing using a Multi-Hearth Furnace, and culminating in full hydrometallurgical refining capacity. At full operation, the facility is projected to process e-waste and embedded battery devices to produce purified battery-grade metals including cobalt, nickel, lithium, and copper, as well as precious metals such as gold, silver, and palladium. The company projects a 12-year cumulative revenue of

approximately \$2.56 billion CAD and a Phase 3 workforce of 87 employees with an average annual salary of approximately \$112,000.

The proponent identifies several anticipated benefits associated with the project, including the diversion of hazardous batteries from landfills, reduction of battery-related fire risks across the waste management system, and the creation of a domestic North American supply chain for critical minerals currently refined offshore. The facility's thermal processing technology is modelled on a Multi-Hearth Furnace that has been in continuous commercial operation in northern France since 2012. Mersey Critical Minerals has indicated that next steps include securing regulatory approvals and environmental compliance certifications, completing front-end engineering design, finalizing commercial agreements, and conducting ongoing engagement with local communities, First Nations, and other stakeholders.

6.0 Unfinished Business

There was no Unfinished Business today.

7.0 Staff Reports

7.1 Easement Agreement – Queens Home for Special Care Society

Staff presented a report seeking Council direction respecting a request from Queens Home for Special Care Society to obtain an easement over a portion of Dogwood Lane (formally Queens Place Drive) for the purpose of installing and maintaining private infrastructure to connect to the Municipality's storm sewer system. Staff explained that a misalignment was discovered between the Society's on-site storm sewer infrastructure and the Municipality's completed works, as the Society had proceeded with construction prior to the municipal installation, accepting the associated risk. Three options were presented; Staff recommended entering into an easement agreement with the Society, noting this as the most expedient

approach that protects the Municipality from liability, with all costs to be borne by the Society.

It was moved by Deputy Mayor Charlton and seconded by Councillor Amirault:

THAT Council for Region of Queens Municipality enter into an easement agreement with the Queens Home for Special Care Society for the purpose of installing and maintaining infrastructure to connect to the Municipality's storm sewer system;

AND THAT any costs incurred in this transaction be borne by the Queens Home for Special Care Society.

MOTION CARRIED unanimously.

7.2 Road Naming in Hunts Point

Staff presented a report seeking Council approval for the naming of a new private road off Beech Hill Road in Hunts Point. The applicants have submitted the required petition in accordance with Operational Policy No. 6 – Naming and Renaming of Roads, with a first name choice of Patricias Way. Staff confirmed that the proposed name does not exist elsewhere in Queens County and that the application meets all policy requirements. Staff noted that a one-time cost of approximately \$350 to purchase and install a road name sign would be incurred by the Municipality in accordance with Operational Policy No. 69, after which maintenance of the signage becomes the responsibility of the road owner.

It was moved by Councillor Roy and seconded by Councillor Jenkins:

THAT Council for Region of Queens Municipality approve the naming of a new private road in Hunts Point as Patricias Way.

MOTION CARRIED unanimously.

The meeting recessed at 10:06 a.m. and resumed at 10:16 a.m.

7.3 Equipment Reserves

Staff presented a report providing an overview of the purpose and history of equipment reserve funding at Region of Queens Municipality, in response to Council direction at the March 31, 2026 Special meeting. Staff outlined that two equipment reserves, a general equipment reserve and a landfill equipment reserve, have been funded from the operating budget since 1999, with current combined annual contributions totalling \$450,000. Staff noted that current funding levels are insufficient to cover the full cost of equipment purchases approved in the Capital Investment Plan, with a \$130,000 shortfall budgeted for 2026-2027. Four options were presented, including maintaining current funding levels, borrowing, leasing, or deferring purchases. Staff confirmed the potential to defer the replacement of the Waste Handler this year, and the ability to utilize existing equipment to backfill that need. Staff recommended maintaining current funding levels and returning to Council with a Reserve Policy linked to a completed Fleet Asset Management Plan prior to 2027-2028 budget deliberations.

Mayor Christian requested that Deputy Mayor Charlton take the Chair at 10:29 a.m.

It was moved by Mayor Christian and seconded by Councillor Carver:

THAT Council for Region of Queens Municipality direct staff to remove Item #303 (Waste Handler - Landfill) from the 2026-2027 replacement schedule and remove the \$200,000.00 allocation to the Landfill Reserve from the Draft 2026-2027 Operational Budget.

MOTION CARRIED with seven (7) in favour and one (1) against.

Mayor Christian resumed the Chair at 10:39 a.m.

7.4 Active Transportation Trail

Staff presented a report providing an update on the proposed active transportation trail connecting Dr. John C. Wickwire Academy to the Thomas H. Raddall Library and The Lot and seeking Council direction following the discontinuation of the Connect2 grant program. Staff advised that the Connect2 grant, to which the Municipality had applied with Council's approval at the February 10, 2026 Regular meeting, was cancelled in the Province of Nova Scotia's 2026-2027 budget, and the corresponding \$25,000 matching funds contribution was subsequently removed from the operating budget. Three options were presented: continuing to seek alternate grant funding, proceeding with trail design without grant funding, or extending the existing land use agreement with the South Shore Regional Centre for Education to enable community-led trail development. Staff recommended that Council direct staff to continue actively seeking grants aligned with the project, with any identified opportunity to be brought back to Council for consideration.

It was moved by Councillor Amirault and seconded by Councillor Fancy:

THAT Council for Region of Queens Municipality direct staff to continue actively seeking grants that would align with the trail project connecting Dr. John C. Wickwire Academy to "the Lot"/ Liverpool Library, and that any identified grant opportunity be brought back to Council for consideration.

MOTION CARRIED unanimously.

7.5 Council Implementation Report

It was moved by Deputy Mayor Charlton and seconded by Councillor Carver:

THAT Council for Region of Queens Municipality receive the report titled 'Council Implementation Report' for information.

MOTION CARRIED unanimously.

The meeting recessed at 11:02 a.m. and resumed at 11:08 a.m.

7.6 Operational Budget Fiscal 2026-2027

Staff presented the sixth draft (V6) of the 2026-2027 Operating Budget for Council review and discussion. Staff provided an overview of the budget's development through six successive drafts since the initial presentation at the March 3, 2026 Special meeting, which had reflected a proposed tax rate increase of 21.2 cents per \$100 of assessment. Through a series of Council-directed revisions and staff adjustments at subsequent Regular and Special meetings, the proposed increase was reduced incrementally to the current draft figure of 3.0 cents per \$100 of assessment, representing a deficit of \$446,922. Changes from V5 to V6 include two *In Camera* HR adjustments and a reallocation of cleaning supplies and training costs resulting in a saving of \$11,800, for a net reduction in the deficit of \$3,360. The accompanying Reserve Activity Report and Reconciliation of Changes Report were also presented for information.

It was moved by Councillor Carver and seconded by Councillor Jenkins:

THAT Council for Region of Queens Municipality directs staff to fund up to \$40,000.00 from the Accumulated Surplus for the North Queens Board of Trade to create a parking lot at PID #70156120.

MOTION CARRIED unanimously.

It was moved by Councillor Amirault and seconded by Councillor Carver:

THAT Council for Region of Queens Municipality add \$25,000.00 to the QPEC Full Facility Rental revenue line and increase the QPEC Sponsorships/Advertising revenue line to \$55,000.00.

MOTION CARRIED with seven (7) in favour and one (1) against.

It was moved by Councillor Amirault and seconded by Councillor Wentzell:

THAT Council for Region of Queens Municipality direct staff to fund the remaining operational deficit from the Accumulated Surplus, to ensure there is no impact to the tax rate.

MOTION CARRIED with seven (7) in favour and one (1) against.

Mayor Christian requested that Deputy Mayor Charlton take the Chair at 11:47 a.m.

It was moved by Mayor Christian and seconded by Councillor Jenkins:

THAT Council for Region of Queens Municipality direct the Audit & Internal Control Committee to consider and provide Council with a recommended approach to maintenance of the Reserve funds.

MOTION CARRIED unanimously.

Mayor Christian resumed the Chair at 11:51 a.m.

8.0 Bylaws and Policies

There were no Bylaws or Policies to discuss today.

9.0 Correspondence for Action

There was no Correspondence for Action today.

10.0 Correspondence for Information

10.1 Correspondence from South Shore ATV Club

Council received a letter from Nancy Wentzell, President of the Shore Riders ATV Club, expressing appreciation to the Mayor and Council for opening Liverpool to the off-highway vehicle community. Ms. Wentzell advised that 25 club members riding 14 OHVs travelled from Bridgewater to Liverpool to participate in the inaugural Lobster Crawl Rally, noting it was the Club's first sanctioned experience with fully endorsed road travel. The letter expressed enthusiasm for future visits to the area, pending approval of the Brooklyn to Liverpool road travel connection, and commended the hospitality of the community.

11.0 Report from In Camera

There was no report from In Camera today.

12.0 Mayor's Report

The Mayor provided the following updates:

Queens Community Connections Network – Spring Meeting (April 1)

The Mayor attended the Spring Connection meeting hosted by representatives of Public Health and the Queens Community Health

Board. Presentations were received from Nova Scotia Health's Early Years Program regarding supports for young families, and from the Social Hospice and Palliative Care Society regarding end-of-life care capacity in Queens County. The Mayor noted the network as a valuable opportunity for community collaboration. The following community updates were shared from the meeting:

- The South Shore Chronic Pain Group will be hosting *The Art of Resilience* art show at the Astor Theatre from May 5 to 29.
- The South Queens Chamber of Commerce Annual General Meeting will be held on April 28 at 8:00 a.m. at the Quarterdeck Resort, featuring a presentation on food sovereignty, food security, and opportunities for rural communities.
- The Employment Solutions Society will be hosting a job fair on May 7 from 10:00 a.m. to 1:00 p.m. at the Liverpool Best Western.
- South Shore Sexual Health advised that take-home sexually transmitted infection test kits are now available through library locations.
- Emotional First Aid training, offered free of charge through St. John's Ambulance, was recommended as a professional development opportunity.

NSFM Session – FOIPOP Regulation Modernization (April 8)

The Mayor, along with Councillor Wentzell, attended a Nova Scotia Federation of Municipalities session on incoming changes to the Freedom of Information and Protection of Privacy regulations. The Mayor noted the importance of this modernization effort in the context of evolving practices around cloud-based digital storage, data sharing, and information management.

REMO Workshop (April 9)

The Director of Protective Services provided Council with an overview of the Municipality's emergency management functions and responsibilities, and of emerging provincial requirements for all municipal units to participate in a Regional Emergency Management Organization (REMO). Potential partnership options with neighbouring municipalities were discussed. A staff report will be brought forward to a future meeting of Council outlining options and a recommendation for RQM's participation.

Substance Availability Mapping Working Group (April 13)

The Mayor participated in a working group session on substance availability mapping, an initiative led by Public Health. The exercise is intended to inform advocacy and decision-making regarding proximity of points of sale for substances such as alcohol, cannabis, tobacco, and vaping products to schools, social service agencies, and youth support networks.

Wastewater Drug Surveillance Program – Update

The Mayor advised that following a review of the technical requirements for participation in Health Canada's wastewater drug surveillance program, it has been determined that participation is not feasible at this time. The program would require an automated sampler device not currently available at the Municipality's wastewater treatment facility, and participation would otherwise place a significant demand on staff resources.

Closing Remarks

The Mayor expressed appreciation to members of the community who have engaged with Council in respectful and constructive ways and encouraged continued participation in the democratic process.

13.0 Council Business

There was no Council Business to discuss today.

14.0 New Business

There was no New Business to discuss today.

15.0 In Camera

It was moved by Councillor Carver and seconded by Deputy Mayor Charlton that the proceedings move to Closed Session at 12:01 p.m. to discuss the following two (2) items:

15.1 Personnel

15.2 Personnel

The meeting recessed at 12:01 p.m. and resumed at 12:08 p.m.

It was moved by Deputy Mayor Charlton and seconded by Councillor Carver that the proceedings exit Closed Session at 12:29 p.m.

16.0 Adjournment

The Meeting was adjourned at 12:29 p.m.

Mayor Scott Christian, Chair

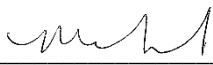

Angela Green, Municipal Clerk

Date Approved:



Region of Queens Municipality Staff Report For the Regular Meeting of April 28, 2026

Date: April 15, 2026
File No: 10350-50-2604-007
To: Mayor and Council
From: Willa Thorpe, CAO
Subject: Municipal Heritage Designation – Bethany United Church

<p>Prepared by:</p>  <p><i>M. MacLeod</i> Director of Land Use</p>	<p>CAO Concurrence:</p>  <p><i>W. Thorpe</i> Chief Administrative Officer</p>
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RECOMMENDATION

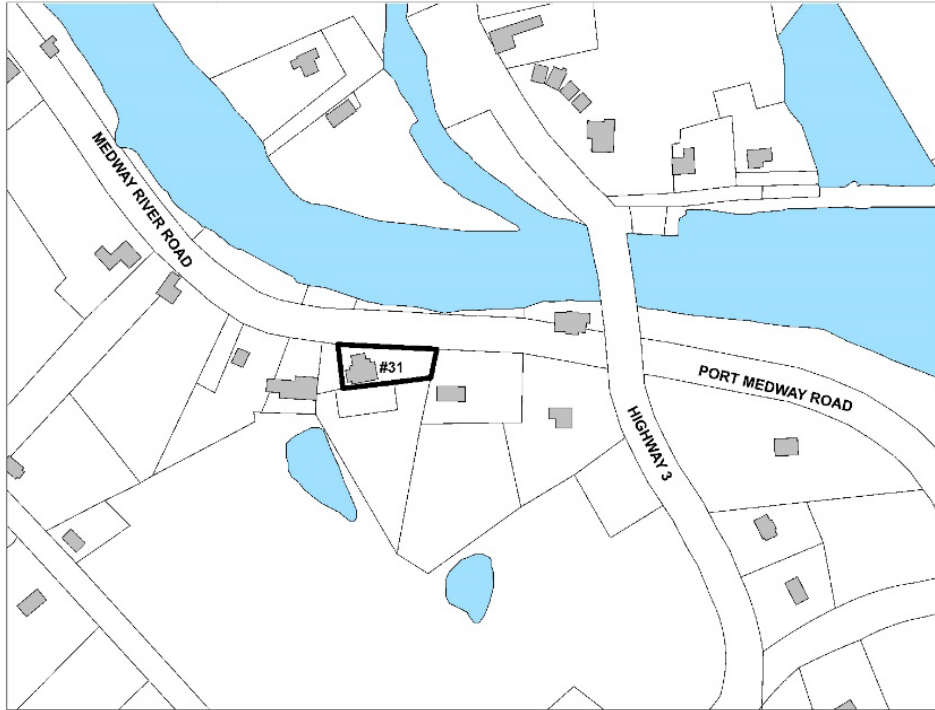
THAT Council of the Region of Queens Municipality serve Notice of Registration upon the owners of property identified as PID# 70105515 and located at 31 Medway River Road, regarding the registration of the property (known as Bethany United Church) in the Municipal Registry of Heritage Property.

PURPOSE

To seek direction from Council respecting the proposed designation of Bethany United Church in Mill Village as a municipal heritage property.

BACKGROUND

The congregation of the Bethany United Church, located at 31 Medway River Road in Mill Village, have made application to have the property designated under the Municipal Registry of Heritage Property. Refer to Appendix A.



Bethany United Church was constructed circa 1816 by the local community and was the first place of worship constructed in Mill Village. The church continues to be used on a regular basis by the United Church congregation.

Several articles have been published respecting the church and are attached as Appendix B.

The property is under the ownership of the United Church of Canada. The applicants have been in communication with representatives of the United Church, who have indicated that they are not opposed to the congregation pursuing municipal heritage designation for this property.





The Heritage Advisory Committee met on January 8, 2026 to review the application. The Committee recognized the important role that this place of worship has played in the community for over 200 years and were fully supportive of recommending the property for municipal heritage designation.

On February 10, 2026, Council approved serving Notice of Recommendation on the property owners to have the property registered as a Municipal Heritage Property. A hearing was held on April 28, 2026, providing opportunity for the property owners to make comment to Council on the proposed designation. See correspondence from the United Church of Canada respecting the proposed heritage designation attached as Appendix C.

ALTERNATIVES/OPTIONS

Option 1 - Council approve the registration of Bethany United Church in the Municipal Registry of Heritage Property.

Option 2 - Council maintain status quo and deny the application to register Bethany United Church property in the Municipal Registry of Heritage Property.

ANALYSIS

Under Option 1, Notice of Registration would be served on the owners of the property. The Notice would also be recorded at the Land Registration Office as required under the NS Heritage Property Act.

The effect of the registration is that no demolition or substantial alteration in the exterior appearance may be undertaken from the date of registration unless an application is granted with or without conditions by the Council of Region of Queens Municipality.

Under Option 2 - Council maintains status quo and denies the application for heritage designation.

IMPLICATIONS

Registration of the property would involve purchase and installation of a brass heritage plaque. The approximate cost to produce the plaque is \$550.00.

COMMUNICATIONS

The applicant and the United Church of Canada will be advised of Council's decision.

BYLAWS/PLANS/POLICIES

Bylaw No. 17 – A Bylaw Respecting Heritage Property sets out the establishment of a Municipal Registry of Heritage Properties and the duties of the Heritage Advisory Committee respecting registration of heritage properties.

The Nova Scotia Heritage Property Act establishes municipal authority respecting heritage property designation. Reference can be made to Sections 12 – 18 of the Act.

SUMMARY

Application has been made by the congregation of the Bethany United Church in Mill Village to have the property designated under the Municipal Registry of Heritage Property. The church was constructed circa 1816 by the local

community and was the first place of worship constructed in Mill Village. It continues to be used on a regular basis by the United Church congregation. The Heritage Advisory Committee met on January 8, 2026 to review the application and were fully supportive of recommending the property for municipal heritage designation.

On February 10, 2026, Council approved serving Notice of Recommendation on the property owners to have the property registered as a Municipal Heritage Property. A hearing was held on April 28, 2026, providing opportunity for the property owners to make comment to Council on the proposed designation.

The property owners are supportive of the municipal heritage designation.

ATTACHMENTS/REFERENCE MATERIALS

- [Bylaw No. 17 - Heritage Property Bylaw](#)
- [Heritage Property Act](#)
- Appendix A – Application for Municipal Heritage Designation
- Appendix B – Articles published respecting Bethany United Church
- Appendix C – Correspondence from United Church of Canada



Region of Queens Municipal

APPLICATION TO REGISTER A MUNICIPAL HERITAGE PROPERTY

A. Property Information -

Name of Property: Bethany United Church

Mill Village

Location of Property: Mill Village

PID # 70105515

Civic Address: 31 ~~Mill Village~~ Medway River Road

Mill Village, NS

Present Owner(s): Bethany United Church

Owner(s) Mailing Address: Po Box 185, Mill Village, NS

Box 2 HO

Is the Property a Provincial Heritage Property? No

(Please attach photographs showing exterior elevations of the property.)

B. Evaluation Information -

When was the property erected? Estimated or based upon what reference? 1816

Based on United Church Records

What is the physical condition of the property? Excellent

Is the property associated with individuals of local historical note? yes

People of Mill Village who built the church

Is the property associated with events or themes of local historical note? Yes

Regular services held and anniversary service

Do you believe the architectural style or construction technique of this property to be rare or unique within your community? Please describe it. Stained glass

windows, Communion Railing

Please note any sources of historical information regarding this property (eg. Books, articles, or local individuals). Allen Gibson, Albert Knock

Is there any other information which you believe should be considered when evaluating the heritage significance of this property? (Provide attachments if necessary.)

A land mark built on "the hill"

C. Submissions -

Application submitted by: Albert Knock/Bonnie Wentzell
(If an organization, please also note a contact person.)

Mailing Address: P O Box 43, Mill Village

Telephone Number (daytime): 902 677-2032

Fax: ☐ E-mail: ☐

Signature of Owner: Bethany United Church Date: June 10, 2024

Or, has owner been advised of application: Yes

C/o Albert Knock/
Bonnie Wentzell

Please return application to : Region of Queens Municipality, 249 White Point Road, Liverpool, Nova Scotia, B0T 1K0 – C/O Planning Department. Phone: 354-3455 Fax: 354-7473

Mill Village described as 'colony of Wesleyans'

BECAUSE THE tree-shaded community on the Medway River is only 10 miles or so from Liverpool, Mill Village early was included in the itineraries of Methodist preachers resident in the South Shore town. Some of the leading Methodist figures of that time served in the area and it was under the leadership of one of them, Rev. James Knowlan, that work was commenced on the building of a church in Mill Village.

That was in 1816 when Knowlan was in the midst of his second pastorate at Liverpool. He had been there in 1808 and returned in 1815 for a two-year ministry. Credit for the building of that first place of worship at Mill Village also belongs in part to Knowlan's successor, Rev. William Croscombe, who preached in the area in 1817 and 1818. Like Knowlan, he had served an earlier ministry there.

However, the greater credit for the establishment of Methodism at Mill Village and the building of the church there undoubtedly belongs to a lady who, at one time, was the only Methodist in the village. Her name is forgotten but not her "deep piety and much energy."

Her husband was a Roman Catholic who graciously consented when his wife used their home for public services and who shared with her in the gift of land that was the site of the church. One historian has suggested her zeal and initiative in the observation, "She set about to build the church." The structure was completed externally in 1818.

Revival frequently visited the Mill Village congregation in those days of beginning. One afternoon, apparently in 1840, Rev. Richard Smith rode into the community and invited all to attend his meetings. Forty years later, the first convert of those services still was living and all seven of her children were "walking in righteousness."

A massive revival in 1842 and 1843 is said to have had an effect on every member of the congregation along from Halifax to Yarmouth



Churches by the sea

By M. Allen Gibson

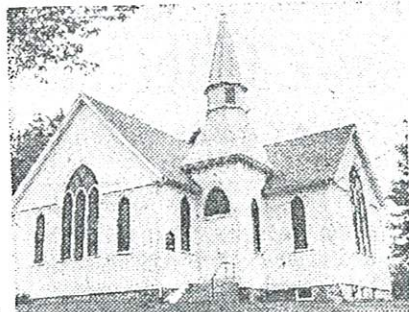
Another revival in 1854 won for Mill Village the descriptive, "colony of Wesleyans."

A parsonage was built in the village in 1854 while Rev. Roland Morton was pastor at Liverpool. The following year, Mill Village was separated from Liverpool and Rev. Frederick W. Moore became its first minister. He was succeeded in 1857 by Rev. A. B. Black.

The present church, which stands on the same site as its predecessor, was dedicated on Nov. 14, 1897, during the pastorate of Rev. James Lumsden. The church was opened free of debt, an accomplishment made possible, in part at least, by the fact that a Bridgewater lumber company, E. D. Davison and Sons, agreed to donate half as much as could be raised by subscription. Rev. J. S. Coffin was the guest preacher on the day of the church's opening.

The congregation, since 1925 within the family of the United Church of Canada, adopted the name, Bethany, on June 1, 1958. It is a fitting name for a church because it recalls the little community where, in His day, Jesus found the friendship and peace of a lovely home.

M. Allen Gibson, a Baptist Church minister, is an editorial writer for The Chronicle-Herald and The Mail-Star.



Bethany United Church, Mill Village

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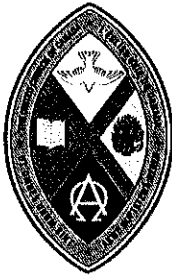
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inhabitants. Haliburton, in his history published in 1829, says: "A short distance up the river (via Port Medway) is Mills Village, situated about six miles to the eastward of Liverpool. Several respectable and wealthy families reside at this place, which contains a number of well built houses, a spacious methodist chapel, and a school-house. The land in this vicinity is better and more suitable for agriculture than any other part of the township of Liverpool. There are several mills here built on the most approved construction, at which a great quantity of lumber is prepared for exportation. In addition to the other natural resources of this place there is an abundant supply of Alewives of which the inhabitants sometimes take three thousand barrels in one season." In 1830 I took about seven hundred barrels from thence to Barbados where I met other vessels from this and other parts of the county with over two thousand barrels. The fisheries by being neglected, and the Fishery Regulations not strictly attended to, had very much declined until the new regulations by order of the Dominion Government were put in force, since which time they have very much improved. Edward Doran

James F. More - "The History of Queens County"



The United Church of Canada
L'Eglise Unie du Canada

Bermuda, Nova Scotia Regional Council
W.A.(Wally) Chivers, Chair, Property Committee
21 Wright Street, Sackville, NB E4L 4P8
Tel: 902-434-7789 • Email: wallychivers@ns.sympatico.ca

April 9, 2026

Mike MacLeod
Director of Land Use
Region of Municipality of Queens
249 White Point Road
Liverpool, NS B0T 1K0
mmacleod@regionofqueens.com

Re: Bethany United Church Municipal Heritage Designation

Dear Mr. MacLeod,

My name is Wally Chivers, I am the Chair of the Property Committee for all United Church properties in Bermuda and Nova Scotia.

I have met with the congregation and Minister of Bethany United Church, Mill Village, NS with respect to their application for Heritage Designation of their church. Meeting was helpful for me to get an understanding from their point of view as to why this designation was applied for.

This meeting changed my view of Heritage Designations for church properties, and I have the consent of our Regional Executive Committee to allow me to support Bethany United Church in this endeavor.

The United Church of Canada, the property owners of Bethany United Church in Mill Village, NS fully support the application submitted to the Council of the Region of Queens Municipality in their application to place this church into a Municipal heritage Designated site.

Thank you for giving us the time we needed to come to a decision that will satisfy all parties involved.

Blessings,

W.A.(Wally) Chivers,
Chair, Property Committee

cc: Fay Smith, Secretary, Property Committee
Faith March-MacCuish, Executive Minister
Jennifer Whittemore, Office Manager



Region of Queens Municipality Staff Report For the Regular Meeting of April 28, 2026

Date: April 14, 2026
File No: 10350-50-2604-008
To: Mayor and Council
From: Mike MacLeod, Director of Land Use
Subject: Site Plan Appeal Hearing – 307 Main Street, Liverpool

Prepared by:

M. MacLeod
Director of Land Use

CAO Concurrence:

W. Thorpe
Chief Administrative Officer

RECOMMENDATION

That Council of Region of Queens Municipality uphold the decision of the Development Officer to issue site plan approval that will allow for the creation of one (1) dwelling unit in the rear of existing building located on property identified as PID# 70025002.

BACKGROUND

The Region of Queens Municipality has received an appeal respecting the approval of a site plan that will allow the owners of property located at 307 Main Street in Liverpool, to renovate the building, to create one (1) dwelling unit in the rear of existing building. A copy of the appeal notice is attached as Appendix A.



The property, identified as PID #70025002, is zoned as *Downtown Commercial (CD)* under the Municipality's Land Use Bylaw, which allows for this use through a site plan approval process. This is a development approval process in which applicants must meet an additional set of criteria as identified in the Land Use Bylaw. Unlike standard development permitting, these criteria are not necessarily numerical in nature and can involve a negotiation between the applicant and the Development Officer to determine compliance with these criteria. This tool is useful for approvals that might require an additional level of oversight or flexibility to reduce impacts on the neighbourhood. The site plan criteria for this use are attached as Appendix B.

The Development Officer for Region of Queens Municipality reviewed the application and was satisfied that the proposal met the requirements of the Land Use Bylaw, and the site plan was approved. A copy of the site plan is attached as Appendix C.

ALTERNATIVES/OPTIONS

Option 1 – Council of Region of Queens Municipality uphold the decision of the Development Officer to issue site plan approval that will allow for the creation of one (1) dwelling unit in the rear of existing building located on property identified as PID# 70025002.

Option 2 - Council of Region of Queens Municipality overturn the decision of the Development Officer to issue site plan approval that will allow for the creation of one (1) dwelling unit in the rear of existing building located on property identified as PID# 70025002.

ANALYSIS

Option 1 - Should Council be satisfied that the site plan criteria for dwellings in commercial buildings have been met as set out in Section 17.2 of the Land Use Bylaw, Council would uphold the Development Officer's decision to grant the approval. Staff can then proceed to issue a development permit for this change of use of a portion of the building.

Option 2 - Should Council not be satisfied that the site plan criteria for dwellings in commercial buildings have been met as set out in Section 17.2 of the Land Use Bylaw, Council can overturn the Development Officer's decision to grant the approval. Staff would then be unable to issue a development permit for this change of use of a portion of the building, until such a time as all site plan criteria have been satisfied.

COMMUNICATIONS

The appellant and the owner of PID# 70025002 will be advised of Council's decision.

BYLAWS/PLANS/POLICIES

The Municipality's ability to regulate specific types of development through a site plan approval process is enabled under section 6.5 of the Municipal Planning Strategy. The criteria for considering dwellings in commercial buildings is set out in section 17.2 of the Land Use Bylaw.

The *Municipal Government Act (MGA)* establishes the process for site plan approval (Sections 232 and 236), part of which is notification of surrounding property owners and setting out the right to appeal the approval to Council. Notification was sent out to all property owners within 30 meters of PID 70025002. Within the 14-day appeal period, the municipality received one formal appeal of the proposed development.

As set out in 232 (3) of the Act, upon hearing an appeal, Council can make any decision that the Development Officer could have made respecting the site plan application.

SUMMARY

An application for site plan approval was received by the Municipality seeking to allow the owners of property located at 307 Main Street in Liverpool, to renovate the building, to create one (1) dwelling unit in the rear of existing building. Municipal staff reviewed the application and were satisfied that the proposal met the requirements of the Land Use Bylaw, and the site plan was approved.

As per the MGA, notification of the site plan approval was sent to surrounding property owners and setting out the right to appeal the approval to Council. The municipality received one formal appeal of the proposed development.

Upon hearing an appeal, Council can make any decision that the Development Officer could have made respecting the site plan application.

ATTACHMENTS/REFERENCE MATERIALS

- Appendix A – Appeal Notice
- Appendix B – Site Plan criteria for *Dwellings in Commercial Buildings*
- Appendix C – Site Plan documentation
- [Municipal Planning Strategy](#)
- [Land Use Bylaw](#)
- [Municipal Government Act](#)

March 9, 2026

Re: Appeal of 307 Main Site Plan Approval

Good morning Mayor and Council.

I'm Denaige McDonnell, and my husband and I own 311 Main Street in Liverpool.

Over the past few weeks, Nova Scotians have been having difficult conversations. With the release of the provincial budget, many people have been reflecting on the pressures facing our communities—particularly the cuts affecting arts, culture, and heritage.

Moments like this remind us how important it is to protect the history we still have.

In 1959, citizens in Halifax learned that a historic home called Gorsebrook was going to be demolished. It was the home of Enos Collins, owner of the famed Liverpool Packet and an important figure in Nova Scotia's history.

When the house was demolished, the land became part of what is now Saint Mary's University. Today the stone pillars from Collins's driveway still stand there as a reminder of what was lost.

Public outrage over that loss sparked a movement across the province. It led to the creation of the Heritage Trust of Nova Scotia and eventually the Heritage Property Act.

The lesson from that moment was simple:

Once a piece of history is lost through development, it is gone forever.

I share that story because the home I live in at 311 Main Street is connected to that same history.

The house was built in 1820 by Dr. Webster and Hannah Collins Webster, the younger sister of Enos Collins. It was financed by Collins and built within a few years of Gorsebrook, which is why 311 Main is often considered a sister house, sharing many of the same architectural features.

My property and the neighbouring property at 307 Main Street were once part of the same parcel, forming the Anglican Rectory and Parish Hall beside the old burial ground and across from the Anglican Church.

Together, the church, rectory, and parish hall form one of the most historically significant landscapes in our region. The parish hall—visible from Privateer Park—is also a prominent commercial building that contributes to Liverpool's tourism and Main Street economy.

Council itself has recognized that importance through investments in the graveyard rehabilitation, interpretive signage, and the upcoming restoration of the stone wall.

Places like this survive because people choose to care for them and pass them on intentionally to the next steward.

When I purchased my home, the previous owner wrote to me:

“It is very important to me that I sell this special place to the right people... I am confident that you will carry on the legacy of this great property.”

My husband and I promised we would do our best to protect this home and the history it represents.

That responsibility extends to 307 Main Street, because our two properties are physically and legally connected through the easement over our driveway.

So I asked myself: why is Staff eager to approve this development?

Is it to build commercial property value in the Region?

Well, The Property Valuation Report shows commercial values in our region have been flatlining for the past two years. Converting this property to residential does not solve that problem — it makes it worse.

Is it to increase tax revenue in District 13?

The numbers do not support that either. This property sits in the highest-earning tax category in the Region’s portfolio and represents valuable long-term revenue potential. Converting commercial space like this to residential weakens the tax base instead of strengthening it.

Is it to create safe, affordable housing?

I think not. The approved residence is not accessible, either inside or outside the unit. It sits in the highest residential tax district, and it has restricted egress due to its undersized lot.

And so before us today is a situation where bylaw infractions have persisted for six months, and the outcome now before Council asks the community to absorb the consequences — the loss of long-term tax revenue and future earning potential from a key commercial asset, degradation of our commercial main street, and the erosion of a historic area that Council has already invested in protecting.

It is not unreasonable to expect Council to uphold its own laws and policies, and to protect our community through fiscal responsibility and strategic investment.

What is unreasonable is advancing a development that legitimizes a violation of our Land Use Bylaw, fails to meet the requirements of Policy 5-21 of the Municipal Planning Strategy, diminishes the long-term revenue potential of a valuable commercial property in an already strained district, and introduces new traffic and emergency response risks at a sensitive Main Street location.

That outcome does not reflect the intent of Council's planning framework.

Please do not allow this corner of Liverpool to become part two of the Gorsebrook story. Do not let our future be sold out from under our feet.

I ask Council to uphold the Municipal Planning Strategy and reject residential development at this site. Any development here should proceed only with the care, foresight, and respect that this historic and economically important location deserves.

Respectfully,

Denaige & Keith McDonnell

311 Main Street

17.2 Dwellings in Commercial Buildings

17.2.1 Dwellings in commercial buildings may be permitted by site plan approval, subject to the site plan criteria in subsection 17.2.2 and all other applicable requirements of this Land Use Bylaw being met, provided:

(i) Dwellings located on the ground floor of commercial buildings shall be located to the rear of permitted commercial use(s).

(ii) Ground floor commercial use(s) shall extend across the full width of the building facade from which the building gains its principal access, excluding entrance(s) for residential uses. In the case of through lots that have frontage on Main Street, a building's principal access shall be deemed to be off Main Street.

(iii) On corner lots, ground floor commercial use(s) shall wrap around the corner from the front lot line along the flankage lot line to a minimum distance of 5 metres or 50 percent of the building depth, whichever is less.

(iv) Ground floor commercial use(s) shall maintain a minimum horizontal depth of 3.66 meters (12 feet) from the front facade which the building gains its principal access and is measured perpendicularly from the outside wall of that facade.

(v) Ground floor commercial use(s) shall maintain a minimum floor area of 27.88 square metres (300 square feet) per unit.

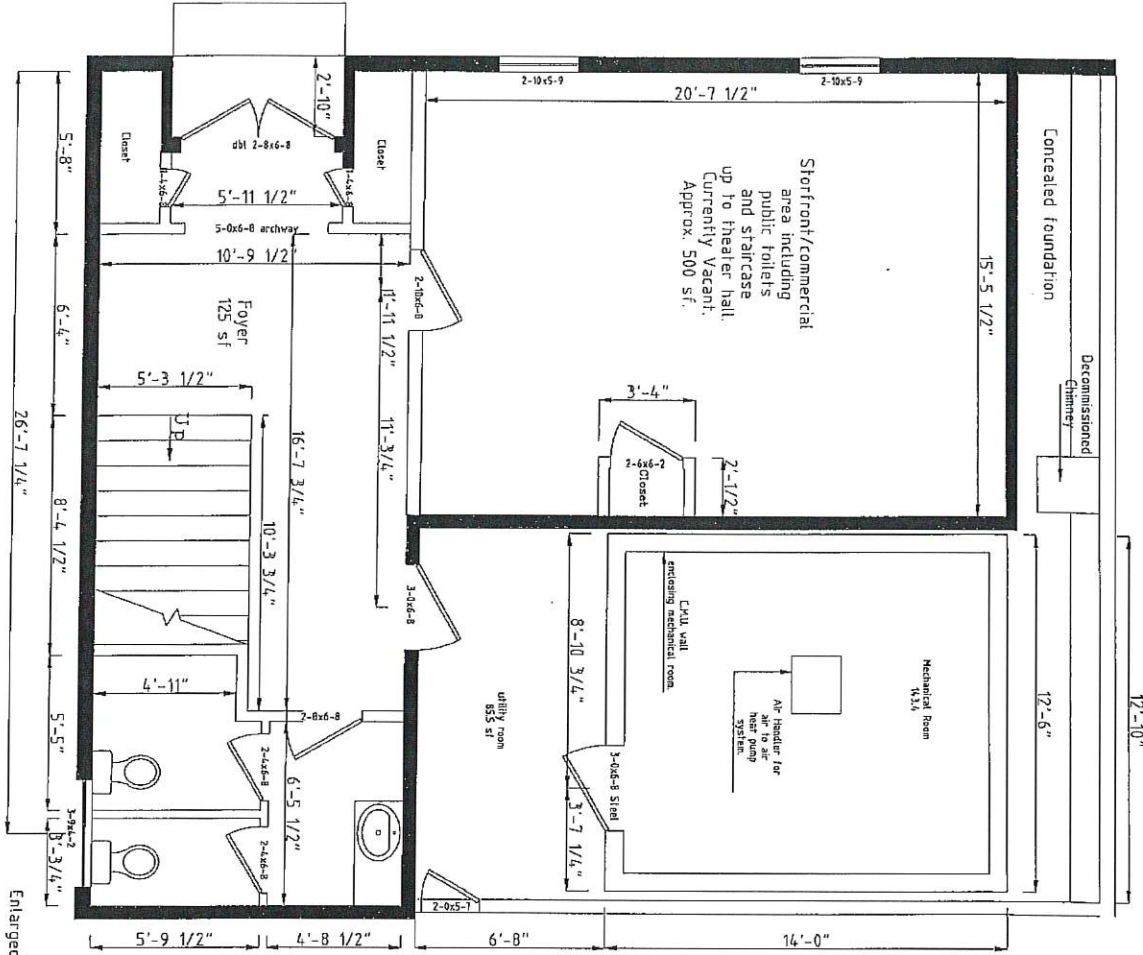
(vi) In buildings constructed after May 24, 2022, ground-floor residential uses shall have a floor-to-floor height of no less than 4 metres.

17.2.2 The following site plan criteria apply to dwellings in commercial buildings permitted through the site plan approval process. No development permit shall be issued for development that is inconsistent with these criteria, in addition to all other requirements of this Land Use Bylaw:

(a) Access

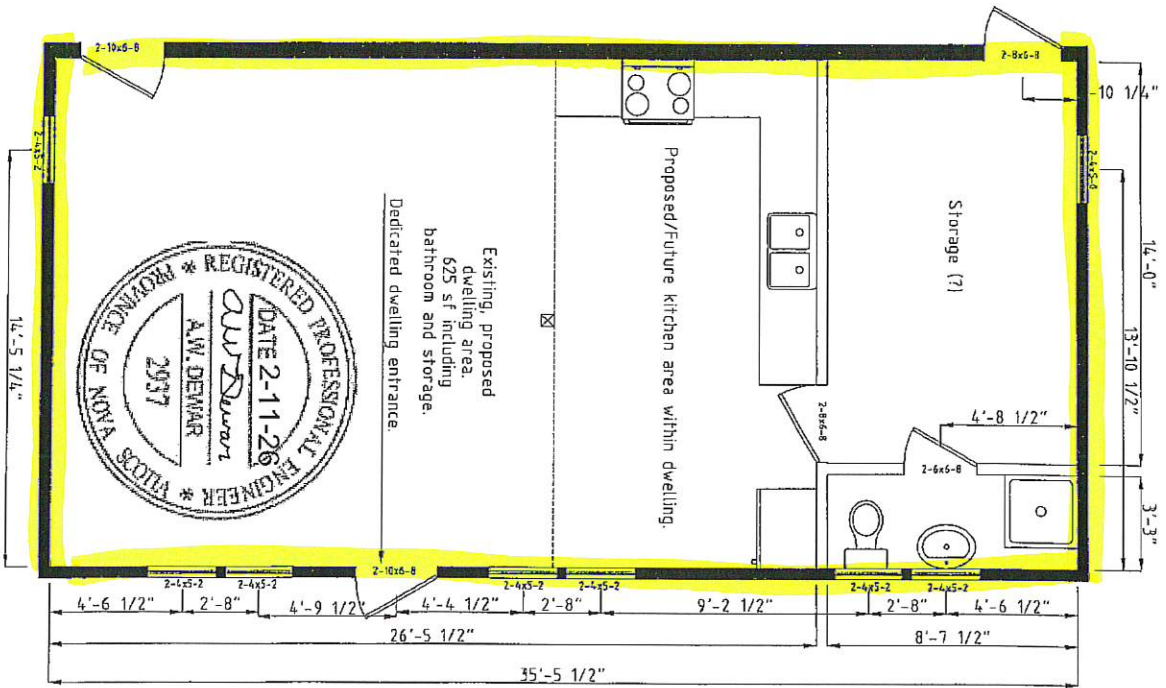
(i) Entrance(s) to residential uses shall be separate from the entrances for other uses.

(ii) Residential entrances shall not exceed a width of 2 metres on the front façade.



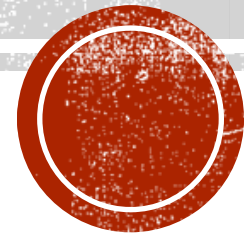
Enlarged view of Commercial and proposed dwelling areas.

Owners: Tyler Green and Holly Rorke. 307 Main Street, Lot 1-1



PRESENTATION TO THE REGION OF QUEENS

Request for funding for Administrator Position



WHO WE ARE

- We are a museum dedicated to preserving and promoting the memory of Hank Snow and his contribution to Country Music in Nova Scotia and the world as well as other Nova Scotia Country Music Performers.
- We house clothing, awards and plaques and other memorabilia of the Nova Scotia Country Music Hall of Fame Inductees.
- We also hold a space for memorabilia of the train station which was the original inhabitants of the building.
- We first hosted a Tribute Music Event in the Summer of 1991 at which time we were the occupants of an office on Main Street, Liverpool.
- We have grown since then, eventually opening the doors of the Hank Snow Hometown Museum in 1997. Six years and a lot of hard work after the first tribute was held . 3000 people attended the grand opening.





WHO WE ARE CONTINUED . . .

- The Museum is run by volunteers and governed by a board of directors
- Please note the 2026 board of Directors
 - Dale Sewers
 - Vina Moses
 - Charlotte White
 - Michelle Colp
 - Cathy Truelove
 - Alex Herman
 - Wanda Long
 - Ron Muise
 - Peter Colp
 - Claudine Bulley
 - Annetta Moses-Gorman
 - Lorriane Dalby
 - Mervin Hartlen
 - Bernedette Hartlen



PEOPLE WHO VISIT US

- Not only do we have people visit us from Queens County and Nova Scotia, we are known to country music fans globally.
- In a normal season, when we are able to be open full time we see anywhere from 2000 to 3500 visitors.
- Our 2025 year in which we were only able to be opened from May to September we had approximately 1500 to 2000 visitors from the following places.
- Nova Scotia
- British Columbia
- Yukon
- Ontario
- New Mexico
- Alberta
- New Brunswick
- Saskatchewan
- Georgia
- Montreal
- PEI
- Newfoundland
- California



WHAT WE DO FOR FUNDRAISING

- We host weekly Wednesday barbqs at Hanks Chuck Wagon concession stand featuring local performers in the Hank Snow Community Park.
- We host Mother and Father's day music shows.
- We host a Summerfest Music Festival and an annual Country Music Tribute Festival both held in the Hank Snow Community Park.
- In March we hosted the ATV Lobster Crawl in the Hank Snow Community Park and served over 200 ATVers lobster rolls and barbq.
- In April we hosted the first ever Raymond Fiske Memorial Country Music Gospel Show.
- In September we host the annual Gavin Whynot Memorial Show.
- We sell 50/50 and raffle tickets as well as other events throughout the year.
- All of these events bring people to Queens County and revenue to the community.

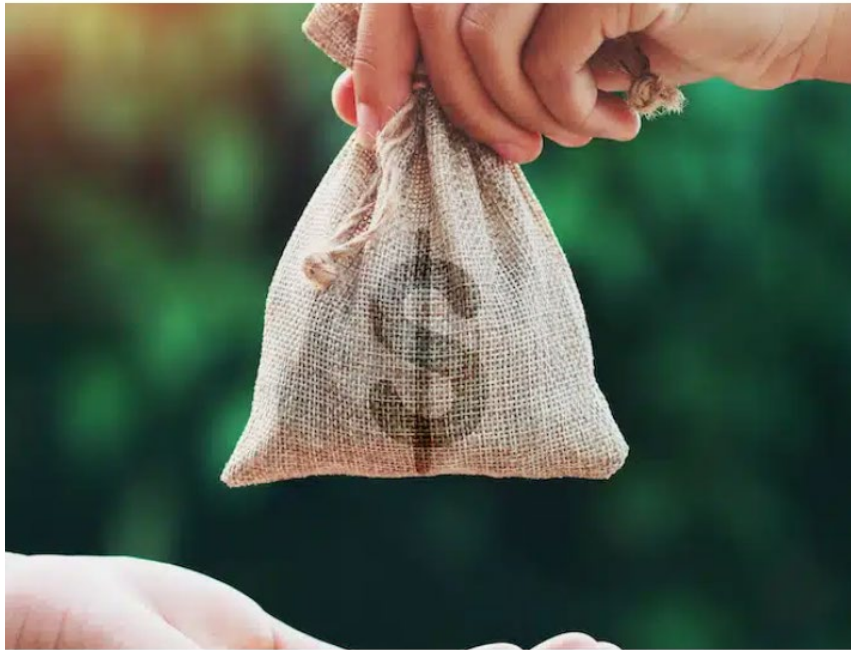


MUSEUM PHOTOS

- We would like to formally invite the Region of Queens Council to a tour of the Hank Snow Hometown Museum and Hank Snow Community Park.
- Also, we would like to extend an invitation to the Region of Queens Council to our first of the season barbq and music show at the Hank Snow Community Park – June 3rd 2026



WHAT WE ARE ASKING FOR



- We are asking for 50 thousand dollars to procure a full time Administrator for the Hank Snow Hometown Museum
- As an Administrator they will be responsible for the day to day running of the Museum, tours of visitors, inventory control, updating memberships, long range planning as well as other duties outlined in the package presented to the region Of Queens Counsel.
- The Administrator will showcase the Museum with pride and help raise the profile of not only the Museum but the historical and current talent in Queens as well as Nova Scotia and beyond. This person will be dedicated to helping this happen.
- We fear without the funds to hire a full time Administrator the Museum will not be able to be open in the Summer months and might completely close.
- We hope the Region of Queens Council will be able to help us with the securing of funds for the Administrator position.



**THANK YOU FOR YOUR TIME, WE LOOK
FORWARD TO HEARING FROM YOU**





The Worshipful Mayor Scott Christian
 of The Region of Queens Municipality
 249 White Point Road
 PO Box 1264
 Liverpool, NS B0T 1K0

Dear Mayor Christian:

We are writing in followup to our recent inquiries on behalf of the Board of Directors, The Friends of Hank Snow Society (hereafter known as FHSS).

Attached is information pertinent to the creation and operation of the organization and the Museum.

The first "Tribute" festival was held on Summerville Beach in August 1991. That same year in October, "The Friends of Hank Snow Society" became a registered, non-profit Society.

Founding Directors were: Frank Babin, Graham (Buzz) Baker, Linda Baker, Atwood Dexter, Ivan Dorey, Murray Farr, Tom Feindel, Anne Gray, Gary Hartlen, Shermon Hirtle, Al Hollingsworth, Lloyd Langille, Kevin McDonell, Darlene Norman, Roger Rafuse, Porter Scobey, Dirk VanLoon and Wolfgang Ziemer.

In the Spring of 1994, Michael Anthony who was hired by the Society to serve as co-ordinator took on the assignment of "Project Manager" for the Project Management Team overseeing the building of the "Hank Snow Home Town Museum and Country Music Centre". At that time, the Society Office was at 190 Main Street.

On August 17, 1997 six years after the first "Hank Snow Tribute" and with lots of sweat and tears having gone into the effort, "The Hank Snow Country Music Centre" opened officially in the old train station in Liverpool, NS. Three thousand or more people gathered for the event, filling the train station parking lot and spilling into neighbouring yards.

Since the resignation of Kelly Inglis as Manager from November 16, 2009 to June 21, 2019 and with COVID and the Pandemic, we have been struggling to keep afloat. Kelly had been looking after "the books" as part of her position.



When Vina Moses took on the role of Manager/Administrator as a Volunteer, she stated that she was not interested or felt capable of looking after "the books" so someone had to be hired to do that.

Vina resigned her position of Volunteer Administrator on August 31, 2025 although she still helps as much as possible.

Without a full time, paid position of Manager/Administrator, the "Hank Snow Country Music Centre" is facing the possibility of closing!!!

With the tourism projection of an increase in visitors to our province in 2026, it would be very heartbreaking to have the Museum closed and a very sad day for the Region of Queens businesses. Having had between two and three thousand visitors to the Museum in the past years, that is a significant loss for the businesses in the area.

I am sure all the volunteers who have put a lot of hours, of sweat and tears, into the past thirty-four years would be very heartbroken and dismayed!!!

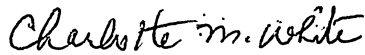
We are seeking funds of fifty thousand dollars, from the Region of Queens Municipality, to fund a Manager/Administrator for the Hank Snow Home Town Museum who would allow the Museum to be open full time year round.

We would like to thank you, Mayor Christian, and Councillors of the Municipality for considering and giving careful thought to our concerns.

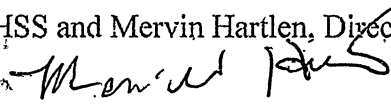
We would also like to thank those in the community who share our concerns and have voiced their opinions and suggestions for our situation.

On Behalf of the "Friends of Hank Snow Society" Thank You.

Sincerely,



Charlotte M. White, Honourary Member, FHSS and Mervin Hartlen, Director, FHSS



Attachments:

- Position Description, Administrator
- Copy of the Objects of the Society
- Annual Museum Check List by Month
- Copy of Annual Meeting Financial Statement 2025
- Report of the Administrator/FHSS Chair (2025 Hank Snow Home Town Museum Newsletter)

HANK SNOW HOME TOWN MUSEUM



17 Hank Snow Drive
Box 1419, Liverpool, NS B0T 1K0
www.hanksnow.com
888.450.5525 or 902.354.4675
info@hanksnow.com
Fax-902.354.5199

Canada's King of Classic Country Music

MUSEUM ADMINISTRATOR

Position Summary: The Museum Administrator is responsible for the overall operations of the Hank Snow Home Town Museum; including the direct supervision of employees and volunteers, planning and preparing for fundraisers including the annual Tribute Country Music Festival and Summer Festival, and all administrative functions including grant proposals, bookkeeping, and overseeing displays and collections management.

Responsibilities:

- Bookkeeping, payroll, and general office administration including telephone inquiries
- Creating budgets and financial reports
- Organizing several fundraisers annually, including the two major Summer Festivals in tandem with the Entertainment and Fundraising Committee Chairs.
- Writing funding proposals, requests & grants and providing follow-up reports
- With Personnel Committee recruiting and hiring Summer Students, and training and supervising Summer Students and volunteers
- Ordering inventory, tracking sales from gift shop
- Marketing & social media in cooperation with Publicity Committee Chair
- Maintaining good relations with sponsors, website, and digital designer
- Maintaining and updating Membership; create bi-annual newsletters
- Greet visitors, organize tours and update Museum artifacts and displays
- Work in tandem with the Long Range Planning Committee regarding future planning for the organization and Museum
- Reports To: Board of Directors, Personnel Committee

Qualifications:

Applicant must be a graduate of an Office Administration (or similar) program, and/or have equivalent experience as an Administrator. References are required.

Must have excellent computer skills and experience in Microsoft Office with Excel; bookkeeping experience an asset.

Starting Salary: \$37,300 to \$40,940, depending on experience. (Based on 40 hours per week.)

Apply with cover letter and resume to info@hanksnow.com
or send to Friends of Hank Snow Society, Box 1419, Liverpool, NS B0T 1K0
by Friday, April 30.

THE FRIENDS OF HANK SNOW SOCIETY MUSEUM ANNUAL CHECK LIST:

JANUARY:

- If you're planning a Tribute, Book Headliner for Tribute (if you are able to have a Tribute) and usually you look right after the last Tribute for ideas & do final booking this month if necessary as some headliners need this confirmation before January.
- Young Canada Works and SKILLS for summer students are due. Be sure you start them early in the month. Find previous grants in the Grant Filing Cabinet.
- Region of Queens Community Investment Fund Final Report is due mid month. Hopefully this will be started in December. This is for the grant from the previous year. Make sure the Bookkeeper has copies of invoices which are needed for this final report.
- Region of Queens Community Investment Fund Grant application is due later this month.
- On Website put in new updated Tribute Application form also put on Facebook and on line.
- Have a logo for new Tribute designed.
- Apply for Atlantic Lotto sponsorship online. (on the ALC website). They should donate to the Tribute.
- Check for various grants for operating costs for year or with Festival. Most are due end February.

FEBRUARY:

- NS Festival Marketing Grant due this month and should be set up and ready to go at the beginning of February..
- Send out major sponsor letters. Have them ready to go by mid month. Check for new sponsors and send to previous sponsors who may be found in previous Tribute Binders.
- Update Festival info on NovaScotia.com and with Tourism groups
- Check with Bookkeeper that HST Return due this month are sent - every six months they are prepared
- T4 slips and Summary done (Summer Students from previous year) (Check with Bookkeeper)

MARCH:

- For major headliners, a deposit is due this month. Others do not require deposit usually.
- Send out contracts for folks who will be working at the Tribute ie Sound, Headliners etc.
- Followup on letter sent to major sponsors – update list
- Send letters to smaller sponsors – ask local businesses. Keep a spreadsheet list for easy reference when the busy season comes during Festival time in the summer.
- Go through the Gift Shop and order anything that may be low.
- Check the bracelet inventory for needed colours for each of the Festivals during the summer. Make sure the colours for previous Festivals are not used for the same category for this year. These are ordered from MedTech (website online)
- Check for camping license for Tribute as a special event. During the year we are licensed in perpetuity.
- Contact anyone who has previously registered up for an RV spot last year and ask if they would like to pre-register for this year.

APRIL:

- Entertainment Committee puts together Tribute musician lineup – Go through musician applications for Tribute.
- Entertainment Committee decides on musicians to play at Summer Festival if one is held.
- Letters to smaller sponsors for the Tribute if they have not been done previously. They have been approached personally for the past few years but need a letter for raffle items, smaller donations for musician sponsors and these can be kept on regular spread sheet from year to year.
- Place order for Tribute T-shirts with logo. Board has to decide on a colour. We can order them through new folks with the best price.
- Start advertising through social media, job bank, call Student Advisor Dave White at Liverpool High School who has helped with suggestions for us for summer students each year. Based on the grants we receive, we can hire in high school or university. Previous students should be considered if they have a great understanding of duties.
- Check for a volunteer for mowing the field on a weekly basis – South Shore Community Justice Society has given us a volunteer in the past and we have also used our summer students previously to do this. Check for grants that might help provide monies to have this done regularly in the summer.
- Do up a Spring/Summer Newsletter to be sent out to all members. Email lists and mailing lists are available and need to be updated.

MAY:

- Begin the design for the Poster with a Designer. The previous couple of years we used Samantha Gorman to design the Summer Festival and the Tribute posters. This then is put on social media, to media outlets, newspapers and radio stations in NS and surrounding areas.
- Interview and hire summer students for NS grant SKILLS if we obtain that one as it would be for a University student or YCW or Canada Summer Jobs grants.
- Check for the Special Event Camping license for the Summer Festival and the Tribute and whether it is needed this year. We have a letter already on file from the Region of Queens for continuous licensing approval from Region.
- Send a letter to RCMP, EHS and Fire Department to let them know of the Summer Festival and Tribute dates.
- Apply to Martin Guitar Charitable Foundation this month.
- Look for electrician to set up the RV Park for the summer events. We have used Darrin Everett for set up and another electrician for take down in previous years.
- Check on ads for our Programs. (We have not done this in recent years due to time restrictions but we have in previous years before COVID)
- Have summer student followup on RV pre-registration and set up lists if Volunteer Leader asks for this to be done.
- Have the Entertainment Committee organize performers for the Summer Wednesday BBQ & Shows. Get the Poster made by the Designer and send to media, nursing homes etc.

MAY CONTINUED:

- House Band members have to be contacted for both Summer Festival and Tribute. They are paid performers as they spend a great deal of time on stage and there is preparation beforehand for them as well to know each performer's music so that there is a professional sound coming from the stage.
- Concession Leader to get Hanks Chuckwagon set up for food & volunteers needs to be organized for Wednesday BBQ & Shows beginning once weather is favourable.

JUNE:

- Do up programs for the summer Wednesday BBQ & Shows to be held at Gazebo Park area.
- Need sound for each Wednesday BBQ & Shows each week.
- Follow up on Donors/Sponsors in all categories for the Festival and Tribute. Make lists. Categories of Bronze, Silver and Gold should be distributed to as many possible donors/sponsors as possible.
- Interview and hire students for YCW &/or Canada Summer Jobs who can be high school students
- Get sponsorship packages out to major sponsors – show them advertising info and each gets a number of complimentary passes
- Get ads for Program...MLA and MP usually do an ad. Try for other companies who may want to put in an ad. We charged \$150 for ads previously for MLA and MP but may want to consider \$100 for smaller ads for businesses.
- Speak to Irving about gas cards; check on a gift certificate from them to assist with gas
- Garbage stations etc for the Festivals. We previously got them from the Region before COVID.
- Previously before COVID we ordered dumpsters from GE Trucking.
- Take Tribute totes and sort out what is needed for each one. Have students fill the totes and check them to make sure they are complete.
- Complete and finish the Summer Festival Program early in the month. Check with the performers and with the Concession Team Leader regarding what will be available.
- Have Volunteer spreadsheets updated. Contact all previous volunteers to see if they are interested before obtaining new ones. Previous years lists show where we need volunteers and should be adjusted as necessary.
- Check with Festival performers both July and August and confirm their participation and if they need RV spots. Camping for musicians is free for the weekend.
- Obtain lunch donations for volunteers for the Tribute and previously McDonalds, Subway, Dixie-Lee, Superstore donated and Tim Hortons. Letters of request should be brought to these folks re donations and the fact we will add them to our sponsor lists.
- Apply for lottery license for 50/50 and raffles for Summer Festival and Tribute. This is done online and licenses are needed separately for each day of the events in which there is a 50/50 or raffle.
- Summer Festival set up needs to be organized and instituted including Day Gate, Volunteers etc.
- Concession Booth for Summer Festival has to be organized with food & volunteers
- Book for tents from Municipality for both Summer Festival in July and Tribute in August.
- Book for Exit Realty tents.. Need to be picked up in Bridgewater usually. We check with Tim White each year for these.

JULY:

- Run off the programs for the Summer Festival early in the month. Make final plans regarding Concession Stand needs and 50/50 and Raffles.
- Check on volunteers and make lists to be distributed.
- Order chairs from Fire Department for use during July Summer Festival and Tribute in August.
- Complete and finish the Tribute Program early in the month so that it is ready to go for the beginning of August which gives us time for addition of ballots etc. Since COVID and our limited funds, we have printed in house the Program. Previously we had it done by an outside source at a cost to us. This is a massive undertaking and we were blessed to have Debbi Ward to look after this in the past few years.
- Decide on the number of PortaPotties for the Summer Festival and Tribute. Previously we had 2 PortaPotties. Since Winchester does give us a discount or a donation as they had previously as a Bronze sponsor, we use them for all our events.
- Check to make sure the lawns are mowed and whippersnipped for each event.

AUGUST:

- Recheck the totes . Make sure supplies are in place as well as written instructions (These need to be updated before insertion in each tote). There will be totes for Membership/Retail/RV Gate/Front Gate/Musicians Table/Volunteers/Finance/Stage Manager
- RV Booth needs to be set up for Festival. Make sure the tote is complete.
- Work out inventory and finish packing totes. Retail tote has to be counted and a spreadsheet created for how much you send over.
- Prepare Musician appreciation certificates.
- Prepare Master Musician List and Guest pass lists
- Prepare Master Volunteer List
- Prepare name tags in alphabetical order for volunteers.
- Make sure the field is mowed for the Tribute RVers. RV spots should be marked off.
- Before the Tribute make sure the Floats are ready for Canteen, RV booth, retail etc.

SEPTEMBER:

- Student reports need to be completed and filed (YCW and SKILL need a payroll report. YCW has questions on their website that need to be done by you and the student. These need to be done in a timely manner. Also a record of employment is needed for both of them. Canada Summer Jobs need a final report as well.
- Have a weekend worker in place for the weekends in September and preferably the first weekend in October
- Canadian Heritage Grant (our largest grant) is due by the end of the month. Get a confirmation of the support of the Regions of Queens. Make sure a current income statement is uploaded to the profile. Steve Burns used to send us this.

Prepared January 2025

SEPTEMBER CONTINUED:

- Year End is September 30th. Keep anything done after September separate for the Bookkeeper.
- Start working on Headliner ideas and a theme for the next Year's Tribute and have dates available on the third weekend of August. These should be finalized for the next steps with marketing.
- Have all Certificates ready for those who volunteered for the Tribute.
- Make sure all Donors/Sponsors have been thanked by letter and Certificate or Certificate depending on the amount they volunteer.
- Gift Shop inventory needs to be completed. Save a copy. Do up inventory report for year (Before Summer then Post Summer) Save as Year Inventory Report

OCTOBER:

- We have an Annual Meeting this month usually...Members as well as social media/website need to be updated at least two weeks in advance. This meeting is open to the public and is a little different than normal meetings.
- Check with Bookkeeper to make sure all is in order and ready to go to Auditor.
- Year end can technically be sent in the first week of November including the last VISA statement for September and any other invoices are sent to the Bookkeeper.
- Start working with Entertainment Committee smaller fundraisers to be held throughout the year.
- Renew Registry of Joint Stocks before October 31st. This can be done by taking paperwork down to the Service Nova Scotia office in Bridgewater with a cheque for dues. The new Board members need to be included.

NOVEMBER:

- Book dates with venue or tent folks.
- Begin a marketing and PR campaign for the upcoming Tribute in the next August.
- Complete a Newsletter for Fall and Winter to send out to members. The President should do a "Message from the President" and all dates for upcoming events should be included.
- Phone, email and mail invitations to Tribute volunteers, musicians and members about the Christmas Volunteer Appreciation Tea in December. Arrange food, beverages etc. This should be done by the middle of the month. Check on need for extra chairs etc. Ask Musicians if they want to come up to do a few tunes at the event.
- Check with Fire Department for loan of chairs for Appreciation Tea.
- Begin negotiations for sound and lighting with Mike Manning for the Tribute. Check with Joyce Seamone and Arthur Brown about stage management for the Tribute next year.
- Update Tribute pricing structure and check previous prices.
- Get Furnace serviced. Call MacLeods

DECEMBER:

- YCW applications need to be completed this month. Also Canada Summer Jobs grant.
- SKILLS grant is next month so should be started.
- Final report for the Region of Queens Community Investment fund is due. This needs to be completed to get the remaining 20% of payment.
- Complete application for next year's Region of Queens Community Investment fund which is due in January.
- Brainstorm with the Board on fundraisers and shows for the next year. The Legion has been wonderful in the past allowing us to do many of our events.
- Update visitor stats and set up stat sheets for next year.

The Friends of Hank Snow Society

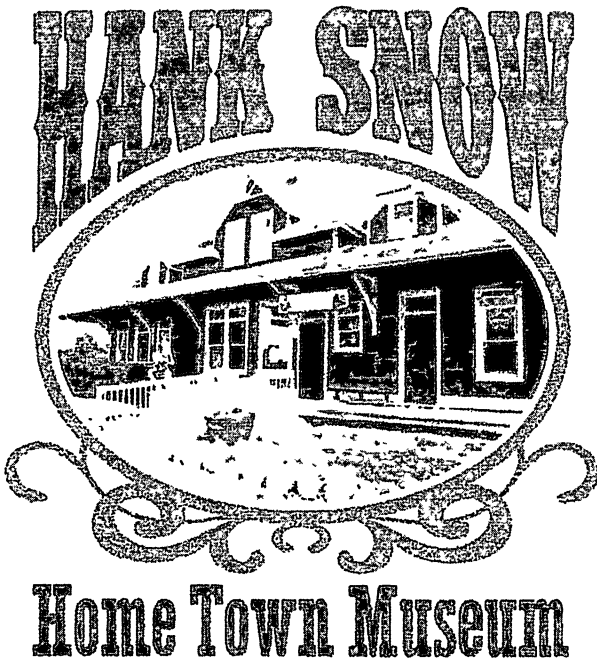
Income Statement 10/01/24 to 09/30/25

7.1C

RV Park Expenses	169.20
Painting of Hank Snow (receipted)	0.00
Telephone	2,262.05
Travel & Entertainment	122.56
Tribute Expenses	21,390.96
Utilities	5,638.48
Late Charges	0.00
New event building	0.00
Security System	1,032.46
Suspense	0.00
Misc Adjustment/Unknown	4,568.97
Total General & Admin. Expen...	52,225.98
TOTAL EXPENSE	70,892.40
T INCOME	23,610.53

“FRIENDS OF HANK SNOW SOCIETY”

“OBJECTS OF THE SOCIETY” are adherence to the ability of the Society to the general public through love and presentation of country music and in particular continuing to espouse Hank Snow and his legacy. The sole interest of Members of the Board of Directors should be to have a legal obligation to make decisions based on the best interests of the Society and not for what could be perceived to be personal reasons or gains. No Board Director or Member of the Society can take advantage of their position for financial or personal gain. No Board Director or Member of the Society should cause imbalance by serving the needs of some stakeholders while neglecting the needs of others or neglecting the organization altogether. No Member of the Board of Directors will have privileged discussions outside the Boardroom. Adherence of the Code of Conduct is absolute. All Board Members and Members of the Society have a Fiduciary Duty of care, Duty of loyalty and Duty of obedience.



Newsletter

What's been
Happening at the
Museum & with The
Friends of Hank
Snow Society 2025

A note from the Chair, Board of Directors
The Friends of Hank Snow Society

What a year !! Your Board of Directors included Chair & Administrator – Vina Moses; Vice Chair – Dale Sewers (also Entertainment, Maintenance & Sound Committees); Secretary – Lorraine Dalby (Secretary At Large & Personnel Committee member) Wanda Long (Recording Secretary); Treasurer – Cathy Truelove (also Personnel & Entertainment Committee member); Past President – Vernon Oickle. Members at Large: Claudine Bulley (Chair, Publicity), Michelle Colp (Chair, Food Service Chair, Fundraising also Entertainment Committee member), Peter Colp (First Responder, Chair, Maintenance), Louise Crowell (Concession lead), Amanda Dalby – (Grant application assistant), Bernadette Hartlen (Donation lead), Mervin Hartlen (50/50 Manager), Annetta Moses-Gormanon (Volunteer Co-ordinator), Ron Muise (Member Entertainment & Maintenance Team). Also included are two Honourary Board Members – Charlotte White and Carl Davis.

Above are some of the duties the Board members took on but all members have lent their hand in whatever capacity they were needed at any time during the year.

From the Chair:

After a turbulent year October 2025 meant my term of the past five years as Volunteer Administrator finally came to an end with the last two Grants I just submitted. With the two final reports sent in for grants from last year and the two large new grants, my tenure ended. I am happy to continue as Chair of the Board but the Administrator duties will be reassigned to others. It has been an interesting five years when the Chair of the Festivals also came under my pervue. When I took this position temporarily, it was done with the caveat that I would not look after the finances which I do not know much about. This was agreed. Since then, we had a change of Bookkeepers and so I ended up looking after many parts of the position that I had to learn. The one bright spot about those years was all the wonderful folks I worked closely with on the Board of Directors along with their spouses, so many talented musicians, the fantastic Volunteers, tradespersons, Municipality staff, and the many folks & visitors I came in contact with on a daily basis. It was my pleasure to give thousands of tours to visitors to the Museum and to speak to folks from all over the world about Hank Snow, NS Country Music Hall of Famers, Canadian musicians and what we are all about as the Friends of Hank Snow Society. Thank you to everyone. I look forward to continue seeing and speaking to folks in my role on the Board.

Region of Queens Municipality Regular Council

2025 began with planning, committee work and helping to keep the Museum up to date. The Entertainment Committee began their work for the upcoming Festivals and shows. The Personnel Committee made sure there were Students recruited to keep the Museum open in the summer. The busy Concession Committee were on board every Wednesday at noon for the BBQ & Shows, the dinner shows, two summer festivals, the Treaty Day event, Gavan Whynot Tribute Day, Birthday events for Vina & Charlotte, Appreciation Day, and the Lobster Crawl event. The Maintenance Committee looked after making sure the grounds were in shape, minor repairs done to the Museum and outbuildings, updates to our electrical needs, Festival set ups and take downs, Yellow Striped Tent erection and take down, storage for many objects, and with a myriad of problems that arose. Publicity Committee is new and are working in tandem to make sure Facebook inquiries are met and successfully looked after. Fundraising Committee has been active with 50/50 and raffles set up for all events, two successful Pick a Square or Number fundraisers. They are looking into two major fundraisers at present. Medical Team has been active all year at our many events. The Entertainment Committee debated, collaborated and decided upon the music for all the year's events. They brought forward ideas to the Board and each member took part in organizing and running all the events including the Festivals in July and Tribute Festival in August as well as entertainment for all other events. Sound Committee provided all the sound at every event we held. They augmented their sound with a Sound Man hired for the Tribute sound in August. All the other sound for events was provided by the Chair of the Sound Committee.

The Museum would not run without visitors and we had an influx of them this year. Due to the fact we are not open in the winter except By Chance or By Appointment, we had many missed visitors. Other years with an Administrator in the Museum daily, this was covered. This year we were open several days in May as one of the students was a University student so was able to work those days. Many Board members have done tours from time to time since the Museum was officially closed for the Season. We are hoping for a University student again in 2026 so we can open in May.

● Summer Students

This year we had super students who helped at the Museum and at our many fundraisers.

- Jackson Carver returned again this year and hopes to get a position to augment his plans for the future next summer. This means this was his last year with us. Jackson also helped keep the grounds mowed and whippersnipped on his days off and helping the Maintenance crew. He was famous for outselling everyone in the Gift Shop and he will be missed for his great sense of humour as well.
- Sydney Hohlweg came from Brooklyn via Kings University via British Columbia. She loved historical information and became an expert at Hank Snow trivia and information. Sydney worked with Halifax Citadel after leaving us and going back to University. We hope they do not claim her for the upcoming year. She sang and won the Open Mic at the Tribute so will be back for an encore next summer. We are looking forward to having her as part of our Museum family in 2026.
- Hope Stanton became part of the administration part of the Museum as a summer student. She was such a help and gave her all to so many different aspects of what was needed administratively getting the Festivals underway. Hope is very creative and we are hoping to capture that creativity next summer when we hope she will again be part of our Museum family.

- **BBQ & SHOWS:**

Each Wednesday from May to October, the Concession Group, the Medical Group and the Entertainment and Sound Committees brought entertainers at the Gazebo to folks under the Yellow Striped Tent. We saw many visitors, local folks, nursing home and extended care folks come to enjoy music and food. Michelle Colp and her Mom, Louise Crowell put on great BBQ's for folks. Dale Sewers provided the sound, setting up the equipment and making sure the musicians sounded good for the audiences. Cathy Truelove and Michelle contacted musicians and each week there were no less than 2 acts on stage. We cannot thank those musicians who came on board each week to the delight of the audiences. There was even dancing in front of the Gazebo on occasion. Almost every week we regularly had the same great folks in the audience as well as additional guests which we appreciated as they took time to come and support our organization.

- **Vina's 80th Charlottes 86th**

Two of our Board folks held their birthday celebrations at the Museum and they actually turned out to be fundraisers especially Charlotte's donors. Both were feted with folks visiting and enjoying lots of music and food. Charlotte has been part of the Friends of Hank Snow Society forever. Vina came later. They both have given their time, expertise and financial support to keep the Museum open over the years. The turnout for both events was wonderful and the music provided by Dale Sewers, Ron Muise and others was so appreciated by the audiences.

- **Lobster Crawl**

For the first time ever last February The Friends of Hank Snow Society became part of the annual Lobster Crawl hosted by Southshore Tourism with origins in 2017. This event kicks off in Barrington then comes up the entire South Shore to Peggy's Cove with events during the entire month of February. The Friends of Hank Snow Society were able to acquire large donations of lobster from the Sou'Wester Restaurant and owner, John Campbell. We send our thanks sincerely to John who came through with cooked lobster all ready to serve which was very much appreciated. We hope to continue the tradition of an event at the Museum this year in February as well and more details will follow. This event gets marketing and online attention from millions of folks from around the world even appearing in major publications and on CNN drawing visitors to the province from everywhere.

- **Christmas Thank You to Volunteers/Musicians**

We plan to host again our thank you event for volunteers and musicians in December of this year. These folks come to all our events and give their time freely whenever they are asked. We have many musicians who come and sing for our wonderful volunteers and we hope to have *the information on dates and plans on our Web page or Facebook sent out shortly to folks.* Look for information and we hope to see as many of you as possible ready to enjoy the music and fellowship. Thank you sincerely to all our Volunteers and Musicians.



- **Tours**

This year we had a great number of folks tour our Museum. Folks came from every province and territory in Canada with a large number from USA and Europe. All who came on the tours were so impressed with what we had on display and on the information they gleaned from the Tours. We had a couple of tours filmed which are now on Youtube and on line. One was an online influencer and featured a tour by Ashley Saulnier. There is also a tour on line by a You Tube filmmaker featuring a tour by Vina. The Summer Students also do tours when they can leave the Gift Shop area. If we had more students, we could double up the shifts and there would be a student specifically for tour duty. It was suggested we change the time for the opening of the Museum and if we had that extra help, we could accommodate that request. We had many requests during our Closed Season. This is predicated by the fact we no longer can afford a full time Administrator who would be in the Museum daily.

- **Gaven Whynot Memorial Day**

Every year Michelle Colp and family put on a memorable event in memory of her Dad, our late Board member and Hank Snow fan, Gaven Whynot. The Gazebo was built in memory of him and it is so fitting that it is used for this special event. Musicians and friends all come together that day with laughter, music and lots of food at Hank's Chuckwagon in the Charlotte White Concession Building, Sunday, Sept 14th at the Gaven Whynot Memorial Gazebo folks gathered to celebrate with an afternoon of great music, food, and fun!! Our musical guests included; Low Key, Alicia Gidney, Truelove Ways, Ron Muise, It's All Relative, Hanks Hotties, The Country Jammers, and of course, our "Special Guest" Charlotte White! Again we were able to celebrate Gaven who gave so much to our organization during his lifetime. Hanks Chuckwagon was his specialty and he left us a legacy with his daughter Michelle Colp who followed in his footsteps and now manages the Concession Building for all our events.

- **Treaty Day**

It is our honour to host at the Gazebo Park Area annually the Treaty Day events. We are so privileged to have the Treaty Day event which is a significant celebration of the Mi'kmaq heritage and Treaty Day. The event is organized by the Union of Nova Scotia Mi'kmaq and features a variety of activities and cultural demonstrations. This event was well attended and it is wonderful to see our Park area with wonderful dancing and fellowship with cultural and honoured customs so well received.

- **Weddings**

Our Gazebo has been the venue for weddings and we hope to encourage more weddings to be held in this wonderful setting. We do have a Justice of Peace on hand as Vina has been marrying folks for many years. If you know of any couples having a summer wedding who are looking for a special place, the Gazebo is available.

- **Hip Hop Dance**

We have often loaned out our area for a group of young folks who hold Hip Hop events. They are very respectful of our area and have been coming here for several years. We have been encouraging youth and it is wonderful that they become aware of the Friends of Hank Snow Society even though they may not be country fans, they are an integral part of our community.

- **Mersey Band**

During the year we have been approached by the Mersey Band and we welcome having them use our area for practice or full events. Our aim is to partner with many organizations in our area so that there is a Community feeling of togetherness and cooperation.

- **Supper & Entertainment with Local Legion**

We have been blessed with a wonderful partner in our Local Legion Branch # 38 and over the years we have held many events there in a cooperative spirit. We want to publicly thank them for their help and encouragement over the years. We hope to have more events in the coming year and stay tuned for dates for some of these events. We have plans to begin letting folks know on our media pages about upcoming Legion events as well.

- **New Furnace from Municipality**

Our old and decrepit furnace kicked the bucket literally and had to be completely replaced. It was an original to the building when we began the Museum. The Municipality graciously opted to replace the furnace and we are now happy to say we no longer have leaking pipes and a furnace that did not work. Thanks to MacLeods Fuels who had the best bid and have installed this new furnace after a difficult removal of our heavy antique.

- **Museum Upgrades**

Since our last Newsletter, we have had the Museum painted inside to make it brighter for visitors and staff. Our Hot Water Heater was leaking all over the basement floor and had to be replaced and thank you to our Plumber, Steve Plummer, for helping with this and also for replacing the Sump Pump which had kicked the bucket as well. We have begun the Archive Room clean up and also have the Conference Room organized. The kitchen space is now better utilized as it also is part storage room for supplies. Our Train Room now can host folks who want to watch a documentary video on Hank Snow hosted by our member and renowned artist who is a life long fan of Hank Snow, Mr. Graham "Buz" Baker. We finally have a Hank Snow guitar on site. On display now is the original Hank Snow Guitar which was once owned by the late Arthur Irving of the Irving family of Saint John who was a friend of Hank Snow. Hank had given Arthur this guitar and he had it hanging in his den for many years. It has graciously been brought to the Museum by our friend Bernie LeBlanc, a long time fan and friend of Hank Snow. Folks are really interested in this acquisition and we are very pleased to let folks know during tours of the wonderful relationship with Mr. KC Irving and sons with Hank Snow over the years. Originally Irving were a sponsor of Hank's shows and we display show memorabilia in the Museum.

- **Spring Into Spring Fundraiser**

Board member Claudine Bulley was instrumental in our Spring fundraiser which raised considerable monies for the Museum. Tickets were sold and half of the proceeds were given to the person drawn at the end of the fundraiser. We thank everyone who supported this great fundraiser and we will do one again soon for sure.

- **Buy a Square Fundraiser**

Besides the 50/50 raffles which Merv & Bernadette look after at our events, we had a Buy a Square fundraiser which netted \$500.00 for Roger Bleasdale when it was drawn in September. We will hold another Buy a Square at some of our upcoming events.

- **Opportunity to stay at Hank Snow Rainbow Ranch - upcoming Fundraiser**

Many will not realize that the Rainbow Ranch was bought by Hank & Minnie from the first royalties from *I'm Movin On & I've Been Everywhere*. Hank would not move as this was his first real home and he was there till he died. Many upgrades were made to the home during his lifetime. Many will know his Great Nephew and his wife who come to the Tributes regularly who sent us the following note. We plan to do a raffle or some other fundraising effort for this generous offer this upcoming year.

This letter is to officially notify the Society that Cal & Sandy Blakney of Hank Snow's Ranch

Are donating a 7-night stay at Hank Snow's Ranch for up to 8 people which can be consecutive

or split into a 4-night and a 3-night stay. With the following conditions: Subject to availability,

Airfare not included, no cash value, must be used within 12 months of being awarded, Transferable

Subject to approval.

Cal & Sandy Blakney

*Hank Snow's Ranch
312 E Marthona Road
Madison, TN
37115
780-886-1495*

- **Amanda Dalby**

Our Board member and previous Summer Student Amanda Dalby is fighting a battle with breast cancer and we are supporting her in whatever way we can. Recently there was a breakfast at Milton Hall as a benefit for Amanda. Many will remember that Amanda was our Summer Student when she was in High School & during her University years. She is a highschool teacher in Halifax. Amanda would appreciate your prayers and whatever help you can offer her during this stressful time. Her mother Lorraine is also a well known Taxi Company owner here in Liverpool and is also a member of our Board of Directors and Executive member. Thank you to both of them for their years of service to our organization.

- **Thank You's Received**

We often have folks over in our Gazebo Park area as outlined by the Department of Tourism. Our organization does not advertise this space but folks can do short stays in our area. This is advertised by the Nova Scotia Government Department of Tourism so that folks travelling through have a place to park overnight and it benefits us as they visit the Museum often and though we do not charge, they often leave donations. We have kept some of the notes that they leave us and I thought you might like to read a few:

*Thank you for the lovely spot to park for the night! The highlight was meeting and chatting with Charlotte upon arrival, what a beautiful spot. Best of luck with your birthday fundraiser! (Kayleigh, Terrace, British Columbia)

*We really enjoyed the park for our overnight stay. Electricity was a bonus. Thank you!! We added a comment online as well. (Alain & Ginette from Quebec, Cantley Municipality)

*Thank you for this place! Until next year!!! (Loc & Marie from Montreal travelling in a white Ford Transit) ps: The live music show was great !!!

*Great place here ...Thank you!!!! (Scott Ballantyne from Kitimat, British Columbia)

Several folks send us thank you notes after the Summer Festival and the Tribute. These are always appreciated.

● Grants applications & Donors

Our organization could not survive without the support of grants and donors. We have some very wonderful donors and they continue to support our organization as we go forth bringing Festivals and shows showcasing young and old musicians. Here are some of the larger donors of our organization over the past years but not limited to:

Heritage Canada*Belliveau Veinotte Chartered Accountants*Nova Scotia

Tourism*Sobeys*Marion Warren*Reg Coolen*Morton House*Fairway Insurance*Mersey Seafoods*Armour Transportation*Brooklyn Power* Charles P Ingram Construction*Cynthia

Truelove*Cathy Truelove*Winchesters Disposal*Joe Wood (Roseway Records)* Lauren Tutty*David Hatt Jr & David Hatt Sr*Chandlers Funeral Home*Safeguard Chimney

Sweep*Route 3 Cellar* Pharmasave Liverpool(Mark Reynolds)*Seaside Seafoods*Louise Crowell* Hells Bay Brewery*N&M Tattoo & Piercing*Sou'Wester Restaurant (John.Campbell) *McDonalds Restaurant*Ingrams Machinery & Welding. Both QCCR & 100.7 and Staycations helped with free advertising. Many more folks were sponsors of Musicians and their names were printed in a Tribute Musicians Booklet distributed at events during the year. We thank them all. We could not do what we do without these generous donators.

Major donor Heritage Canada has been granting us monies for many years. We have been fortunate in past years to have a grant from NS Tourism – Festival grant. For our Summer Students this year YCW (Young Canada Works, Government of Canada) granted us monies for two students. Other years we have had monies from SKILLS Nova Scotia as well. Canada Summer Jobs helped us two years ago and we appreciated the extra help for the administration part of the Museum. This year we were blessed to have a student from the Nova Scotia Co-operative Council (Career Rising) to help with administration upstairs at the Museum. We received a thank you from these folks for “providing excellent role modelling and an authentic work experience” for their participant. Hopefully we will have Summer Students grants awarded in 2026. Each grant means that not only does it require an extensive application process but at the end of the grant, is a final report due which often is time consuming but worth it for the benefit the grant gave the Museum. We have been blessed with our applications to the Queens County Community Investment Fund and they help so much with keeping the Museum open to the public for thousands of visitors yearly. This year we have applied to Atlantic Lotto Corporation Festival Division. We have several other grants that we are hoping to qualify for.

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● Additional News

Thanks to the initiative of Tanya MacLeod of Seaside Sourdough & Queens Crown, we now have the ability to have Sourdough bread and desserts available for our patrons. Tanya has a kiosk over at the Gazebo Park area and folks have been very appreciative of her lovely country style bread barn which is self serve.

● Upcoming Museum Needs

*With a need for new windows and doors at the Museum not just upgrades to the present ones but we have basic needs for broken windows etc. We are looking into funding for same and have been waiting for estimates before we can proceed with applications which often require 2/3rd our copay.

*Also we need to upgrade our wiring and electrical outlets for our park area.

*We do have the ways and means to have the Hank Snow Drive In Theatre up and running for the summer as we have the screen area and certainly the area for parking available as well as the Concession Stand. We are looking for some folks who might want to run the Theatre for the Society and with any luck to have something in place this summer. This is a big undertaking for our Board so we feel it is necessary to sublet the Theatre area itself but keep the Concession fully for the Society.

● Tribute 2026

Plans are underway for the next Tribute. Tribute 2025 was held under the Big Tent thanks to Maritime Tent Company from the Valley. Music was provided by young and more experienced musicians and two House Bands. The Prospectors were the House Band on Friday night. All other days and nights were provided by the House Band of Jim MacRae (Steel Guitar), Mike Surette (Bass Guitar), Paul Fitzpatrick (Drums) and Kevin Roach (Lead Guitar). Dale Sewers often stepped in to help out with Bass Guitar backup as well. Sound was provided by Mike Manning from the Valley who did a stellar job. Stage Management was provided by a wonderful crew headed by Joyce Seamone aided by Arthur Brown & Carol Penney. There were so many fantastic volunteers of all ages helping so the event went smoothly and would not have been possible but for their diligence. Musicians from all over Nova Scotia, Ontario and the Maritimes provided the best country music applauded by enthusiastic audiences from the Thursday night to the end of Saturday night. Food was so delicious and provided at our Hank's Chuckwagon Concession Building and led by Michelle Colp, Louise Crowell & Crew. Peter Colp provided Medical aid if necessary and if not, he could be found helping at the Concession Building. Annetta Moses and her crew of volunteers were busy everywhere all weekend. Debbie & Gary Ward came up from the Valley to help out as usual overseeing the nitty gritty back behind the scene needs. Merv & Bernadette manned the 50/50 booth and Ron & Wanda lent their hand to the Gift Shop Booth. Other Board members were behind the scene doing too many important tasks to mention and included Cathy Truelove, Wanda Long, Charlotte White, Lorraine Dalby, Claudine Bulley and Vina Moses.

ALL IN ALL, 2025 WAS A BUSY YEAR AND THANK YOU TO THE BOARD OF DIRECTORS FOR KEEPING THE MUSEUM OPEN WITH A CADRE OF FRIENDS WHETHER THEY WERE DONORS, MUSICIANS, VOLUNTEERS OR VISITORS MAKING IT POSSIBLE.

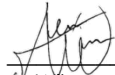
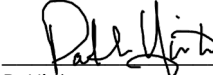

Respectfully Submitted

Vina Moses
Region of Queens Municipality Regular Council
Page 64 of 170



Region of Queens Municipality Staff Report For the Regular Meeting of April 28, 2026

Date: April 17, 2026
File No: 10350-50-2604-009
To: Mayor and Council
From: Willa Thorpe, CAO
Subject: Private Lot Owners Engagement Feedback and Survey Results

<p>Prepared by:</p>  <p>A. Wilson Policy Analyst & Strategic Initiatives Coordinator</p>	<p>Supervisor:</p>  <p>P. Hirle Deputy Chief Administrative Officer</p>	<p>CAO Concurrence:</p>  <p>W. Thorpe Chief Administrative Officer</p>
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RECOMMENDATIONS

1. That Council for Region of Queens Municipality directs staff to include a low-income provision in Bylaw 27, including that residents eligible under Administrative Policy No. 9 - Tax Exemptions be eligible for a decreased rate.
2. That Council for Region of Queens Municipality directs staff to set the approval process to be by resolution of Council, aligning with neighbouring jurisdictions within the Southwest Region of Nova Scotia.
3. That Council for Region of Queens Municipality provide direction to staff regarding conflicts of interest for board members of Lot Owners' Associations.

PURPOSE

Staff are seeking Council direction on key policy and administrative components of draft Bylaw 27 - Private Road Maintenance Charges, prior to finalizing the bylaw for consideration:

1. If Council wishes to proceed with the low-income provisions as included in the February 2026 draft of the bylaw.
2. If Council wishes to maintain the provision for the CAO (or designate) to approve applications, as included in the previous draft of the bylaw.
3. If Council wishes to include conflict of interest provisions, such as restricting Board members and their immediate family members from participating in tax sales within the boundaries of their Lot Owners' Association, in order to mitigate potential conflicts of interest.

BACKGROUND

On February 10, 2026, staff presented Council with a draft version of a proposed Private Road Maintenance Charges Bylaw (Bylaw 27). At that time, Council directed staff to undertake engagement with Lot Owners' Associations (LOAs) and return with an updated draft.

In March 2026, staff met with six Lot Owners' Associations from across the Municipality to discuss the proposed bylaw. A summary of notes from these discussions is attached for Council's review.

In April 2026, staff conducted additional engagement through a public survey containing questions similar to those posed during the in-person sessions. Residents who had previously participated in engagement sessions were contacted directly, and LOAs were asked to circulate the survey to their membership. The survey received responses from 182 residents.

ALTERNATIVES/OPTIONS

1. Council provides direction to staff regarding low-income provisions, approving applications, and conflicts of interest, stemming from previous drafts of Bylaw 27 and subsequent public engagement.
2. Council directs staff to discontinue work on Bylaw 27.

3. Council directs staff to present Bylaw 27 to Council with no changes from the previous draft.

ANALYSIS

Engagement undertaken to date has provided useful input from Lot Owners' Associations and residents. While the survey results offer insight into participant perspectives, they should not be interpreted as a statistically representative measure of public opinion due to limitations in sample size and distribution.

Staff are of the opinion that the engagement process, while low-cost, has been an effective and efficient means of gathering feedback to inform Council's decision-making.

1a – Low-Income Provisions

The draft bylaw includes a reduced rate option for low-income property owners to ensure that road maintenance charges do not create undue financial hardship. Staff recommend that property owners currently enrolled in the Municipality's Tax Exemption Program (Administrative Policy No. 9) be automatically eligible for the reduced rate.

Staff recognize that some residents who may qualify for relief are not enrolled in the tax exemption program or may be unwilling to participate for personal reasons. Limiting eligibility exclusively to those enrolled in the program may unintentionally exclude residents who would otherwise benefit from the reduced rate; however, this mechanism is the best method to ensure the privacy of prospective low-income property owners.

If Council decides to proceed with this motion, Council may want to consider whether it wishes to set specific parameters around this low-income rate. For example, the low-income rate could be specified to be 50% less than the charge rate set for property owners in a charge area.

1b – Approval Authority

The draft bylaw provides for applications and related matters to be approved by the CAO or designate. Feedback received during engagement was mixed, with a slight preference for administrative (CAO/staff-level) approval.

However, survey results suggest that the preference is for Council to approve agreements by way of resolution. Furthermore, a review of comparable

jurisdictions indicates that Council approval is more commonly used for similar programs. Council direction is required to determine the preferred governance model.

1c – Conflict of Interest Provisions

Staff are seeking direction on whether to include provisions addressing potential conflicts of interest involving LOA Board members participating in tax sales or tenders within their association boundaries.

While it is expected that most individuals would appropriately manage such conflicts, survey feedback indicates some concern regarding perceived or potential conflicts. Including a formal provision would establish a clear and enforceable standard to protect both residents and Board members.

Staff note that this matter could alternatively be addressed in a future bylaw review once the program is established, to avoid adding complexity during initial implementation.

2 – Termination Clause

Some respondents expressed concern regarding the Municipality's ability to terminate agreements at its discretion. One group indicated this provision would prevent their participation.

Staff and legal counsel are of the opinion that retaining this clause is necessary to protect both participating property owners and the broader tax base and therefore recommend that the bylaw continue to be pursued with this wording.

3 – Returning Without Changes

While the overall structure of the draft bylaw is sound, staff have identified several administrative refinements required to ensure operational effectiveness. Further consultation with the Finance Department is necessary to align the bylaw with current administrative processes.

IMPLICATIONS

1a - Should Council wish to have low-income provisions included it or included with changes this will be reflected in the bylaw. This could lead to increased applications for our low-income tax program, as residents may not have been

aware of this, that could have some impact to the general tax revenue.

1b - Should Council wish to remain with CAO approval for agreements, then applications would by nature be faster than if approved by council, the administration burden for either option would be similar as staff would still need to prepare a report to Council.

1c - Should Council wish to include a conflict of interest for tax sales this will increase administrative burden as the tax clerk will need to confirm ineligible bidders in any future tax sale for properties located within an approved levy area.

COMMUNICATIONS

If Council selects Option 3, staff will notify participating Lot Owners' Associations that the bylaw will not proceed and will provide meeting minutes once they are available.

BYLAWS/PLANS/POLICIES

[Administrative Policy No. 9](#)

SUMMARY

In February 2026, staff presented Council with a draft version of a proposed Private Road Maintenance Charges Bylaw (Bylaw 27). In March 2026, staff met with six Lot Owners' Associations to discuss the proposed bylaw. In April 2026, staff conducted additional engagement through a public survey, which received responses from 182 residents. Staff are seeking direction from Council on several key policy and administrative matters required to finalize Bylaw 27.

ATTACHMENTS/REFERENCE MATERIALS

- [Staff Report Bylaw 27 February 10th, 2026](#)
- [Administrative Policy No.9 – Tax exemptions](#)

- Engagement with Lot Owners feedback March 2026
- Survey Results April 2026
- Additional Feedback Survey Responses
- GMLLOA Response

	Group #1	Group #2	Group #3	Group #4	Group #5	Group #6
Are you in favour of the general concept of the by-law, allowing the Municipality to collect road maintenance fees on behalf of private road lot owners' associations? Why or why not?	Representatives expressed strong support for the general concept of the by-law. They noted that the association has been pursuing this type of by-law since approximately 2014 and has been actively working toward it since 2018. They also indicated that many property owners have expressed a preference for having the road charge included on one annual bill.	Representatives indicated that their association supports the general concept of the Municipality collecting road maintenance fees on behalf of private road associations. They noted that the concept had previously been discussed at their Annual General Meeting approximately two years earlier and had received support at that time. Representatives stated that implementing such a system would help address the current issue of non-payment by some property owners and would provide a more consistent mechanism to ensure that all property owners contribute toward road maintenance costs. They noted that improving participation in fee payment would significantly strengthen the financial stability of their association.	Representatives indicated that, for their association, the by-law is not especially necessary at this time because they are a small group and already receive fees from approximately 95-98% of lot owners. However, they noted that it could become beneficial in the future, particularly if there is no cost to the association, as it would reduce the administrative burden on volunteers responsible for fee collection.	Representatives indicated that their association is not currently inclined to participate in the proposed model. They noted that Harry Freeman Road is a small, self-contained association with a high compliance rate for fee collection. Given their size and effective internal processes, they feel the existing system is working well and would likely opt out at this time.	Representatives indicated that committee members are generally interested in the concept. However, no formal feedback has yet been gathered from all lot owners, as they would like to better understand the proposed by-law first. Overall, the by-law was viewed as a positive step, particularly for larger groups, and representatives were pleased to see the inclusion of a "small community applicant" option.	Representatives indicated that, at present, they are not in favour of participating in the proposed by-law. They noted that this view reflects the individuals present rather than a formal decision of the full association, and that the matter will be discussed at a future meeting. They explained that their hesitation is based on incomplete information, uncertainty around the proposed municipal holdback, and concern that their current system does not impose any direct administrative cost on the association. Representatives also questioned whether this type of program would create significant administrative and legal burdens for the Municipality.
What are your current road fees, and how are they calculated or charged (e.g., flat rate, per lot, frontage, etc.)?	Representatives advised that they currently use two fee categories: one rate for lots with a structure and one rate for lots without a structure. A structure is defined broadly and may include a shed or trailer, not only a dwelling. The current rates, including HST, are approximately \$450 for a lot with a structure and \$175 for a lot without a structure.	Representatives explained that the association currently operates under a four-category flat-rate fee structure established in 2017 to reflect different types of property use, with annual fees of \$700 for full-time residences, \$365 for seasonal residences, \$210 for RV properties, and \$60 for vacant lots. They noted that owners with multiple lots typically pay a single fee, with one exception where multiple dwellings are involved. Representatives indicated that, under a municipal collection system, they would prefer to simplify the structure to two categories-likely distinguishing between vacant and developed properties-to improve clarity and ease of administration.	Representatives advised that they currently use three fee categories: \$400 for full-time/year-round access, \$300 for seasonal access, and \$100 for vacant lots. These fees cover snow removal as well as general road maintenance.	Representatives described a tiered fee structure. Seasonal properties with a dwelling pay \$300. Properties used year-round pay an additional \$200 for winter maintenance. A further \$50 per property is currently collected toward tree removal. This results in a total of \$550 for full-time properties and \$350 for seasonal properties. Vacant lots pay \$110. They also noted that occasional winter users may pay a reduced portion of the winter fee. Side lots used as an extension of an existing property are not charged separately. These arrangements are formalized in the association's own bylaws.	Peters Point Road includes approximately 40 PIDs, with fees currently collected from 27-28 property owners. A flat rate of \$250 per year is charged per property for general road maintenance. Some owners voluntarily contribute more. Snow clearing is handled separately due to lack of consensus. There has been discussion about potentially introducing multiple fee categories in the future.	Representatives advised that the current road fee is \$500 per lot every two years. They noted that this has remained unchanged since 2020. Fees are collected in advance and most owners pay promptly, which provides the association with working funds early in the cycle.
Approximately how many lot owners currently do not pay their road fees? If known, have they provided reasons for non-payment?	Representatives estimated that approximately 20% of lot owners do not pay their road fees in a given year. They noted that this figure is reflected in their allowance for doubtful accounts and that non-payment is somewhat more common among undeveloped lots than developed ones.	Representatives advised that the association currently has approximately 72 known property addresses, although they believe the total number of properties may be closer to 83. They estimated that approximately 30 property owners do not currently pay road maintenance fees. Representatives noted that this represents a significant portion of the membership and that the association does not currently have a mechanism to compel payment. Representatives explained that if all property owners paid their fees, the association would collect approximately \$27,000 per year. Currently, collections are significantly lower, estimated between \$17,000 and \$22,000 annually, depending on participation. Representatives indicated that the proposed by-law could significantly improve participation rates and provide a fairer system for those property owners who currently pay their fees.	Representatives indicated that non-payment is very limited, estimated at approximately 5% or less. They noted one lot owner in particular who has not paid for multiple years, but because the amount involved is relatively small, they have not pursued legal or collection action due to the likely time and cost involved.	Representatives advised that non-payment is very low, estimated at approximately 3-5%, indicating a high level of compliance within the association.	Approximately 12-13 property owners do not currently contribute. Some are undeveloped lots owned by individuals living outside Canada. Efforts are underway to contact these owners. In one case, a property owner who owns part of the road does not contribute financially, but this is accepted as they allow access over that section.	Representatives indicated that approximately four property owners are currently in arrears, out of roughly 42 owners and 86 lots. They described this as manageable overall. In at least one case, non-payment appears to be related to financial hardship.
In your view, who should be responsible for handling appeals or disputes related to the road charge: the lot owners' association or the Municipality (RQM)? Why?	Representatives noted that this is not a major issue for their association, as there are very few properties that might qualify for an exemption based on alternate access. They indicated that most bylaws in other jurisdictions already include exemption clauses for such circumstances and would not object to a similar provision being included.	Representatives advised that their association currently does not have a formal appeals process, largely because the organization operates on a voluntary basis and lacks enforcement authority. If a property owner chooses not to pay, the association has limited options beyond requesting payment. As a result, disputes or appeals have not historically been formally addressed. Representatives indicated that if an appeals process were included as part of the municipal by-law, it would be more appropriate for the Municipality to administer such appeals, potentially through a process similar to existing municipal tax appeals. Representatives noted that it would be difficult and potentially inappropriate for a volunteer association to be responsible for determining the validity of disputes between neighbours.	Representatives felt that disputes of this nature should be handled by the Municipality rather than the association, particularly in cases involving access or fairness issues connected to public roads. They noted that association boards are made up of volunteers and may not have the background or authority to fairly resolve more complex disputes.	Representatives indicated that they have not encountered significant disputes to date, largely due to strong internal governance and good community relationships. They stated that any disputes would likely be handled internally through the association and could be addressed within their own bylaws if they were to participate in the program. Flexibility would be important to accommodate existing practices, such as exemptions for side lots.	Representatives indicated that flexibility is important, particularly in unique situations such as shared ownership or access arrangements. They supported a case-by-case approach rather than a rigid process. They also noted that introducing categories such as seasonal versus year-round users could create disputes that may be difficult to manage.	Representatives indicated that they are not currently interested in pursuing this issue because they are not considering joining the program at this time. They noted that, within their subdivision, all lots are subject to the same restrictive covenants and all landowners are part of the same controlled development area, which reduces the likelihood of complex disputes. They acknowledged that appeals could arise in cases where a property owner claims they should not be charged because they access their property through another route, but noted that this is not currently viewed as a major issue for their association.

<p>In some jurisdictions Council approves the charge, while in others the decision is delegated to staff once support thresholds are met. Which approach do you believe is more fair or appropriate, and why?</p>	<p>Representatives preferred that approval be handled by staff, specifically the CAO, provided the criteria are clear and specific. In their view, Council should set priorities and staff should administer the process. They felt this would avoid the matter becoming political. However, they raised significant concerns about the termination provisions in the draft by-law. They explained that, because the association currently maintains its own ownership and contact records, termination of an agreement could leave the association without the information needed to resume billing on its own. Given the scale of the association, they indicated that rebuilding those records could take years and could threaten the association's ability to function. Representatives stated that they would not consider applying under the by-law unless the termination provisions are revised to provide greater certainty. They suggested longer-term agreements, clearly defined performance expectations, and a minimum notice period of at least two years if the Municipality wished to terminate an agreement.</p>	<p>Representatives indicated that they do not have concerns with the proposed 67% support threshold included in the draft by-law and believe their association would likely meet that requirement. They noted that if the required level of support has already been demonstrated through association processes, such as voting at an Annual General Meeting or through written confirmation from members, additional appeals or public hearings may not be necessary. However, representatives acknowledged that Council involvement may provide additional transparency in the process.</p>	<p>Representatives suggested a two-tier approach. They felt that staff could make the initial decision, but there should also be an avenue for concerns to be elevated if multiple complaints are raised or if people are not satisfied with the outcome. In their view, there should be some opportunity for further review beyond a single staff-level decision.</p>	<p>Representatives expressed a preference for Council approval, citing the importance of transparency, public accountability, and having a formal public record. While they acknowledged the administrative efficiency of staff-level approval, they felt Council involvement provides a clearer avenue for public input and dissenting views.</p>	<p>Representatives emphasized the importance of allowing smaller, informal road groups to participate without requiring formal incorporation. They noted that the cost and administrative burden of forming an association may be significant for smaller groups. Legal uncertainty regarding authority to enforce fees was also raised. Representatives supported retaining the "small community applicant" option and ensuring flexibility in the approval process.</p>	<p>Representatives expressed skepticism about the Municipality becoming involved in private road fee collection at all. They described the process as potentially contentious and suggested that it could create political, administrative, and legal difficulty for the Municipality. They did not clearly endorse either Council or staff approval, but the discussion reflected concern about the broader implications of municipal involvement and a view that this may create more problems than it solves.</p>
<p>Should the Municipality consider a low-income exemption or relief mechanism as part of this by-law? Why or why not?</p>	<p>Representatives did not support including a low-income exemption within the by-law itself. They felt private road charges are based on road use, access, and shared benefit, rather than ability to pay. They also raised concerns about privacy, perceived unfairness, and the risk of disclosing who may be receiving an exemption, particularly in smaller associations. They noted that if the Municipality wishes to provide low-income relief, it should do so through its own tax relief mechanisms rather than through the road association process. They also commented that introducing low-income categories would add complexity to the system and conflict with efforts to keep the number of rate codes limited and manageable.</p>	<p>Representatives indicated that determining eligibility for low-income relief should not be the responsibility of the road association. They expressed concern that it would be inappropriate for volunteer association members to review personal financial information or determine which neighbours qualify for financial relief. Representatives suggested that if low-income relief is to be offered, it should be administered directly by the Municipality through its existing property tax relief programs. They also noted that administrative complexity could arise if different road associations charge different fees, making it difficult to determine appropriate exemption levels. Representatives further commented that if all property owners paid their road fees consistently, the cost per property could potentially be lower overall. However, they also noted that maintenance costs - particularly gravel and other materials - have increased significantly since their current fee structure was established in 2017.</p>	<p>Representatives understood the reason for considering a low-income provision, but strongly felt that any determination of low income should be handled by the Municipality, not by the road association. They expressed concern that it would be inappropriate and uncomfortable for volunteer boards to assess neighbours' financial circumstances or ask property owners to disclose personal income information.</p>	<p>Representatives were generally supportive of a low-income relief mechanism, recognizing that some long-term community members or seniors may now struggle with affordability despite owning increasingly valuable properties. They felt there is value in supporting genuine low-income property owners. At the same time, they noted that any such program should be administered by the Municipality rather than the association, both to protect confidentiality and to avoid placing volunteer board members in the position of assessing their neighbours' financial circumstances. They agreed that aligning the process with the Municipality's existing low-income tax relief system would be the simplest and most appropriate approach.</p>	<p>Representatives were not opposed to a low-income exemption but emphasized the need for clear eligibility criteria, thresholds, and an established process. They noted the importance of avoiding situations where neighbours are required to disclose financial hardship to one another.</p>	<p>Representatives did not support a low-income exemption within this type of private road fee structure. They noted that ownership within their subdivision generally reflects a certain standard and expectation of upkeep, and that owners are expected to pay both lot fees and taxes. They suggested that if income-based relief is to be offered, it would be more appropriate through the Municipality's general tax relief programs rather than through a private road association model.</p>
<p>Should the funds collected be restricted strictly to road-related costs, or should associations be permitted to use the funds for other community-related projects?</p>	<p>Representatives indicated that funds should be restricted to road and transportation-related purposes, consistent with the Municipal Government Act. They noted that this should include not only direct maintenance costs, but also related administrative and operational expenses necessary to run the association, such as insurance, bookkeeping, annual financial review work, legal costs, communication expenses, and reserve funds for predictable fluctuations in costs such as snow removal. They distinguished this from unrelated community amenities, which they felt would not be appropriate uses of road maintenance charges.</p>	<p>Representatives indicated that funds should be restricted strictly to road-related expenses. They explained that their association's bylaws already limit expenditures to road maintenance activities, including winter plowing, summer grading and maintenance, gravel and other road materials, culvert replacement, and minimal administrative expenses. Representatives also advised that their association does not use funds for broader community projects and does not provide honorariums to volunteers.</p>	<p>Representatives felt there should be flexibility in how funds are used, provided spending is approved by the membership. While most of their fees are used for road maintenance, they noted that associations may also face legitimate administrative expenses, such as accounting, legal advice, signage, and other costs related to managing the road and association. They also felt some broader use should be permitted where it supports the association and has member approval.</p>	<p>Representatives felt that the use of funds should remain closely tied to the core purpose of road maintenance. They supported spending on road-related items such as grading, plowing, tree removal, ditching, brush cutting, signage, and emergency repairs, but did not support allowing broad or loosely defined community spending. They noted that if any broader uses were permitted, they should be clearly defined and limited. Overall, they emphasized that the purpose of the by-law is to maintain access and transportation infrastructure, and that this focus should be preserved.</p>	<p>Funds would likely be used primarily for road-related purposes. However, representatives supported allowing flexibility, provided spending decisions are guided by member approval processes such as budgets, surveys, or votes. They also supported reasonable municipal guardrails to prevent misuse.</p>	<p>Representatives indicated that the association's fees already support a wide range of road-related and operational costs, not just snow removal. They referenced grading, gravel, brush cutting, tree removal, power outage response, postage, banking fees, and beaver management as examples of legitimate expenditures. They felt that the association should continue to decide how those funds are used, subject to oversight from the membership, and did not support an overly narrow interpretation of eligible costs.</p>
<p>Should lot owners' associations be permitted to place a portion of collected funds into a capital reserve for future major road repairs or infrastructure projects?</p>	<p>Representatives strongly supported the ability to maintain a capital reserve. They noted that the association is responsible for significant infrastructure, including three bridges, and that major repair costs arise periodically rather than annually. They referenced past experience where failure to build adequate reserves resulted in several years of reduced road maintenance in order to fund bridge repairs. They felt reserve levels should be determined by the association based on its own circumstances, rather than being subject to a fixed cap. They also noted the importance of retaining funds for variations in annual snow removal costs and emergency work.</p>	<p>Representatives indicated that they support the ability to maintain a capital reserve for future road-related infrastructure needs. They advised that their association already maintains a reserve of approximately \$10,000, which is intended to cover larger infrastructure costs such as culvert replacement or significant road improvements.</p>	<p>Representatives supported the ability to maintain a capital or contingency reserve. They noted that their association currently caps this at 10% per year and has used those funds in the past for culvert work and other necessary projects. They felt decisions about reserve levels and surplus funds should remain with the association, based on its own needs and membership approval.</p>	<p>Representatives supported the ability to maintain a capital reserve and indicated that their association already uses this type of approach, particularly in relation to winter maintenance fluctuations. They noted that, for a small association like theirs, the question of a cap would likely have limited impact, but they generally favored allowing associations flexibility to manage their own reserves based on local need and member approval. They also explained that what little surplus they may have is typically rolled forward within the same category of use, particularly for snow removal, where annual costs can vary significantly.</p>	<p>Representatives supported the ability to establish capital reserves. They noted the impacts of past underinvestment and emphasized that reserve contributions should be determined locally based on need, rather than capped. Surplus funds should be allowed to carry forward for future or unexpected expenses.</p>	<p>Representatives indicated that they do not currently maintain a significant reserve and generally operate within the funds available for each two-year cycle. They noted that rising costs and unexpected events, such as bridge damage or severe storms, could quickly create pressure on the association's finances. They felt that associations should be allowed to carry funds forward and potentially build reserves for emergencies or major repairs, and one representative suggested that reserve funds could be invested conservatively if permitted.</p>

<p>Given the Municipality's parameters for road charges, what type of charge methodology would you prefer for your road association?</p>	<p>Representatives indicated that their current two-rate system - one rate for lots with a structure and one rate for lots without a structure - remains appropriate. They explained that the association had previously considered and rejected more detailed categories, such as seasonal versus full-time use, because those distinctions are difficult to monitor and enforce. They emphasized that all property owners benefit from the roads through access and increased property value, regardless of how frequently they use their property, and felt that the simpler two-rate system is more manageable and fair.</p>	<p>Representatives indicated that they would prefer a simple flat-rate system with two categories, likely distinguishing between vacant properties and developed properties. They emphasized the importance of keeping the fee structure straightforward in order to minimize administrative complexity for both the association and the Municipality.</p>	<p>Representatives indicated that, if deciding today, they would remain with their current three-category system of full-time, seasonal, and vacant lot rates. However, they noted that they have been discussing changes because the distinction between seasonal and full-time use can be difficult to interpret and enforce. In future, they may prefer a simpler structure based on vacant lots versus lots with structures, as this would reduce ambiguity and avoid the need to monitor how often properties are being used. They also noted that their current bylaws treat multiple lots differently than some other associations, with some owners paying only one fee for multiple lots depending on how those lots are used. They explained that changing this structure would require amendments to their own bylaws and involve additional legal and administrative work.</p>	<p>Representatives indicated that their current system already uses four different categories or variations, and that if the by-law retained a low-income rate within the four available codes, they would likely need to simplify their current structure. They suggested that the most likely adjustment would be eliminating the partial winter-use category. They also noted that a full low-income exemption, rather than a separate low-income rate code, may better accommodate their current system.</p>	<p>Up to four categories was viewed as reasonable. Potential categories discussed included developed versus undeveloped lots, or seasonal versus year-round users. Representatives indicated they would likely use up to three categories and noted that seasonal distinctions may be difficult to enforce.</p>	<p>Representatives indicated a clear preference for a flat rate, rather than a charge based on property assessment. They felt that assessed-value charging would create unnecessary inequities and disputes, as all owners use the same roads regardless of their property value. They noted that their current flat-fee system is workable and generally well understood by owners.</p>
<p>Do you have any additional feedback or questions regarding the proposed by-law?</p>	<p>Please see corresponding paper. Answer is particularly long</p>	<p>Representatives raised several additional points, noting that the \$325 application fee was understood to be a one-time charge and considered acceptable. The proposed 2.5% administrative fee was viewed as manageable for their association, although they acknowledged it may have a greater financial impact on larger groups. They emphasized the importance of timely remittance of collected funds, particularly given that winter maintenance costs occur early in the fiscal cycle, and suggested that staged payments throughout the year-such as an initial portion prior to winter followed by additional payments-could help maintain cash flow. Representatives also expressed support for moving forward with a by-law that promotes fair participation among property owners, recognizing that while no system will satisfy everyone, the proposed framework represents a positive step forward.</p>	<p>Representatives noted that one of the main long-term benefits of the by-law for their association would be reducing reliance on volunteers for fee collection. They also emphasized that any by-law should allow for some flexibility, recognizing that associations differ in size, structure, and needs. They raised questions about the timing of fee collection under a municipal system, noting that their association currently collects fees in October in order to pay winter contractors. They expressed concern that shifting collection to the municipal tax cycle could create cash flow and transition challenges, even if the long-term timing may eventually balance out. Representatives also sought clarification that the Municipality would act only as the collection agency and would not become involved in disputes between road associations, road maintenance standards, or decisions about how the association carries out the work. They asked about the application fee, annual holdback percentage, and whether associations would receive the full requested amount even if some property owners do not pay. They also noted that a municipal collection model could help address challenges related to property sales, ownership transitions, and inconsistent communication from lawyers or real estate professionals regarding association fees.</p>	<p>Representatives asked about lessons learned from similar bylaws and were advised the current draft reflects significant revisions aligned with best practices. They sought clarification on legal authority under the Municipal Government Act and raised concerns about road ownership, noting their road is privately owned and maintained informally. They acknowledged a formal agreement may be required if participating. They also asked about reporting bylaw changes, with staff noting only material changes would be relevant. Concerns regarding enforcement and legal challenges were raised, and staff advised the charge would be treated and enforced like other tax-based charges.</p>	<p>Representatives emphasized the need for flexibility to accommodate informal road groups and varying ownership structures, noting that legal clarity around enforcement authority will be important. They also raised questions regarding whether municipally owned properties would be subject to charges (noting they are currently exempt), the anticipated timeline (with direction to Council expected in April and a potential first reading in May), and petition requirements, particularly for absentee owners outside the province or country.</p>	<p>Representatives raised several broader concerns, including the potential administrative and legal burden on the Municipality, and that the proposal appears to be driven more by larger associations with collection challenges than by smaller, well-functioning groups. They also noted privacy limitations that restrict access to updated owner information, concerns about the timing of municipal collection compared to their current advance-payment model, and acknowledged that the program may still be useful for associations experiencing compliance issues. Representatives further noted that their subdivision is governed by restrictive covenants with no commercial use permitted, and that maintaining community standards is a priority for lot owners.</p>

Grey Box Questions

<p>How many grey box waste sites does your community currently have access to?</p>	<p>Representatives advised that the association area has four major grey box sites: Narrows East, Narrows West, LaBelle Road, and Baker Point Road. Based on the discussion, these locations contain approximately 19 bins in total.</p>	<p>During the discussion, representatives referenced the grey box locations commonly used by residents in the area, including the sites located near LaBelle Road / Hadley's Point and Narrows Road. These sites serve residents and seasonal property owners in the surrounding communities. Municipal staff advised that the Region currently operates 44 grey box sites across the municipality, and that service levels at each site will vary based on usage and volume. Staff further noted that some of the sites serving the area would likely be designated as Level 2 or Level 3 service locations under the new waste collection contract.</p>	<p>Representatives confirmed that their community has access to grey box waste collection. Based on the discussion, it appears they primarily use the LaBelle Road area sites, though the exact number of sites was not specified.</p>	<p>Representatives indicated that their association primarily has access to two grey box sites, though one is used more heavily than the other.</p>	<p>Representatives confirmed access to grey box waste collection, though the number of sites was not specified.</p>	<p>Representatives indicated that their association has access to one primary grey box site, which currently serves a small number of homes, including one permanent resident and approximately ten houses overall.</p>
<p>What is the biggest issue or challenge you see with the current grey box system?</p>	<p>Representatives identified lack of capacity as the main issue. They noted that developed properties and year-round use have increased significantly, but the number of bins has not increased accordingly. They indicated that this has resulted in overflow, particularly where recyclables occupy substantial bin space between collection cycles. They also identified illegal dumping as a major concern, including dumping by non-residents and disposal of large items and inappropriate materials. Additional issues raised included scavenging through bins, blowing garbage, inadequate winter access due to snow clearing practices, and a general lack of practical enforcement. Representatives also stated that the current system has effectively been outgrown and no longer meets the needs of the area.</p>	<p>Representatives identified several ongoing challenges with the current grey box system. One of the primary concerns raised was improper disposal of waste, including large items such as mattresses, furniture, electronics, and other materials that are not intended for disposal at grey box sites. Representatives noted that such items are sometimes left beside the bins rather than placed inside them. Participants also noted that animals and bottle collectors occasionally disturb garbage bags, resulting in waste being scattered around the sites. In addition, representatives indicated that some individuals who are not local residents may also dispose of waste at the sites. Representatives noted that different collection days for various waste streams can create confusion for seasonal residents who may not be familiar with the system.</p>	<p>Representatives identified several concerns with the current system, including illegal dumping of large items such as appliances, furniture, tires, and renovation materials; inconsistent collection frequency, particularly during winter months; and overflowing bins due to increased year-round population in the area. They also noted that snow clearing creates additional problems, as snow is sometimes plowed into the bin areas, making access difficult and resulting in garbage being left on top of snowbanks. Another concern raised was that the bin sites are treated as an easy drop-off point for all types of waste, with little accountability around sorting garbage, recyclables, and refundables.</p>	<p>Representatives indicated that overcapacity and chronic overflow have been the main issues at the grey box sites they use. They noted that the problem appears to be driven in part by increased full-time use of area properties and by the growing number of residents in the surrounding area. They also commented that composting and source separation practices do not appear to be widely followed in the community, which adds to the garbage volume.</p>	<p>No major concerns were raised. However, one grey box in the area was noted to be broken, and clarification was requested regarding maintenance responsibility.</p>	<p>Representatives indicated that their current grey box site is generally functioning well and does not experience the same level of overflow or misuse reported in other areas. They noted that the location of the site on private land, away from the main road, helps discourage outside dumping. The main issue raised was that the physical bin itself is becoming worn and has been damaged repeatedly by bears, requiring repair or replacement.</p>

<p>Do you have suggestions on how these issues could be addressed or improved?</p>	<p>Representatives suggested that capacity must be increased, either through more bins or larger container systems better suited to the volume being generated. They also raised the possibility of technology-based solutions such as cameras, controlled access, fencing, and other measures to discourage illegal dumping and misuse. They emphasized the need for better coordination and consultation, particularly where bin locations affect private property or local associations. They also noted that any future solution would need to recognize that volunteer associations cannot reasonably be expected to police grey box sites. Representatives indicated that they would be open to working collaboratively with the Municipality to find a more effective long-term solution.</p>	<p>Staff advised that Council recently approved a five-year garbage collection contract that includes several improvements to grey box sites. These include four annual thorough cleanings (April, May, September, and December), cleanup of the immediate area during each collection, and three service levels based on usage, ranging from once weekly to three times per week, with higher-use sites such as Narrows expected to receive increased service. Representatives indicated these changes appear reasonable and would likely improve site conditions. They also suggested that adding dedicated bins for cardboard or recyclables could help reduce overflow and improve waste separation. While acknowledging that improper dumping does occur, representatives noted that prompt collection and removal of waste is preferable to allowing it to accumulate or be discarded in nearby wooded areas.</p>	<p>Representatives welcomed the reported service improvements under the new contract, particularly if collection frequency increases year-round. They indicated that this would be a significant improvement for areas with growing full-time populations. They suggested that the Municipality consider whether larger or different types of containers might better serve higher-volume locations. They also noted that better coordination may be needed between garbage collection and winter road maintenance to ensure bin sites remain accessible. In addition, representatives suggested that the Municipality explore possible incentives for residents who are able to transport bulky waste to the landfill themselves. They also raised questions about how clear bag requirements apply at grey box sites and whether there is any practical enforcement mechanism in a communal drop-off setting.</p>	<p>Representatives responded positively to the reported increase in collection frequency under the new contract and felt this may address some of the overflow concerns they have been seeing. They also asked whether there is any movement toward stronger use of clear bags, blue bags, and improved separation practices in the area, particularly given the ongoing pressures on the grey box system.</p>	<p>Staff provided an update on the new five-year contract, including enhanced cleaning schedules and service levels. It was confirmed that grey box maintenance remains the responsibility of the Municipality. Contact information was provided for reporting issues.</p>	<p>Representatives were generally satisfied with the current arrangement and felt that more frequent collection may further improve the system. They did not raise significant concerns about illegal dumping at their site, although they noted occasional misuse by non-residents. They also indicated that the site's location on private land is a major reason it functions relatively well, and suggested that this separation from the main road helps reduce abuse. One representative noted that the association may need to rebuild or repair the current grey box structure in future due to wear and wildlife damage.</p>
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Additional Feedback Survey Responses.

Question 13 of the Survey was an open-ended feedback question asking for additional feedback. A total of 90 of 182 respondents opted to give additional feedback. Staff have reviewed the comments and provide the following summary by category:

Role of Municipality: 16 respondents

Roughly 70–75% oppose municipal involvement, arguing private roads should remain private, with concerns about government overreach, bureaucracy, and added costs.

About 25–30% support limited involvement, mainly for fee collection or enforcement, not full control - especially where current systems aren't working.

Fairness and Equal Contribution: 8 Respondents

Around 70% emphasize fairness through universal contribution, highlighting frustration that a number of users don't pay, leaving others to subsidize costs.

About 30% push back on "equal" models, arguing fees should reflect usage (seasonal vs. year-round), property type, or road access, not a flat rate.

Affordability and Financial Impact: 10 Respondents

Approximately 60–70% express concern about affordability, fearing new fees will price out lower-income or long-time residents or act as "another tax."

The remaining 30–40% are conditionally supportive, as long as costs don't increase and are clearly tied to necessary maintenance.

Governance, Transparency, and Accountability: 16 Respondents

About 50–60% raise concerns about lack of trust, citing poor oversight, misuse of funds, or conflicts of interest within associations.

The other 40–50% support stronger governance, including municipal oversight, clearer rules, and accountability measures to ensure funds are used properly.

Fee Structure and Implementation Approach: 20 Respondents

About 60% want flexibility and local control, including:

- opt-in participation,
- association-led fee setting,
- and broader use of funds (not just roads).

Around 40% emphasize structure and limits, such as clear rules on what fees can fund, transparency in billing, and safeguards against fee increases or misuse.

Flexibility for Different Situations: 14 Respondents

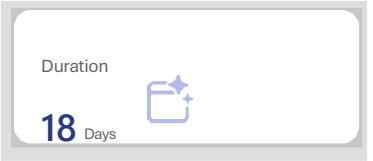
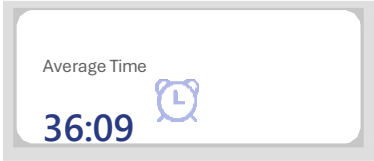
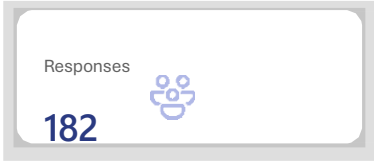
Roughly 70% stress the need for flexibility, noting that “one-size-fits-all” won’t work due to differences in road length, usage, association presence, and community size.

About 30% highlight specific gaps, such as lack of associations, unclear ownership, or unique access situations, and want tailored solutions or exemptions.

Neutral: 6 respondents

These responses are largely non-substantive. They include general feedback on the survey, neutral observations, or comments without a clear position.

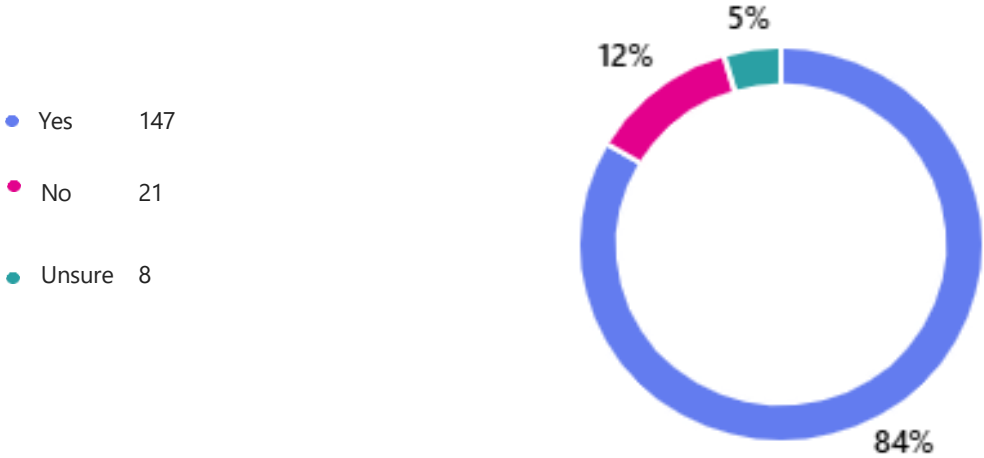
2026 Survey Results Summary



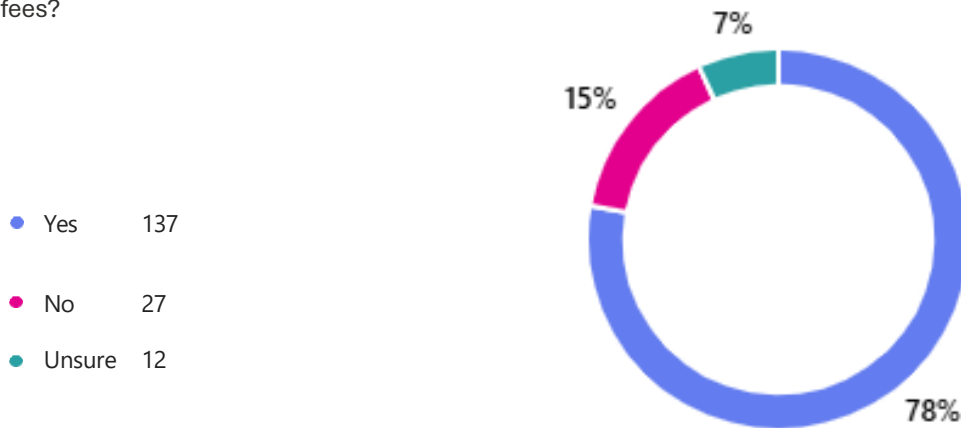
1. Do you live / own property on a Private road in the Region of Queens ?



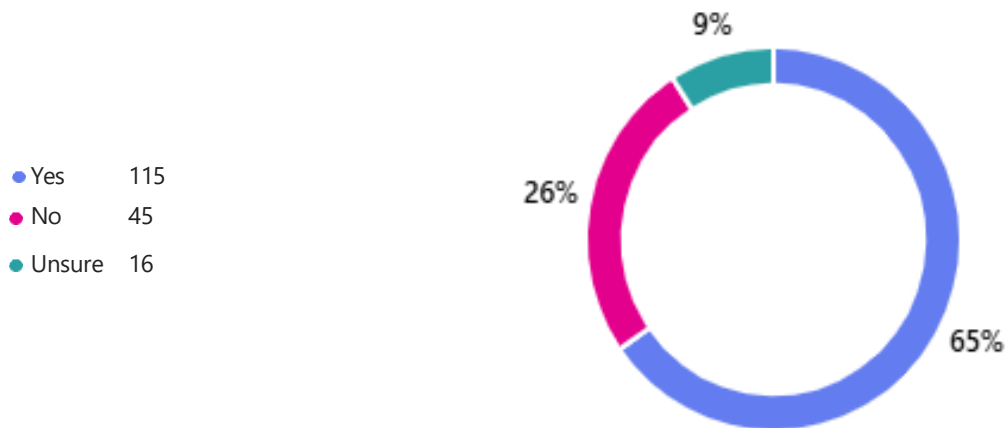
2. Do you believe that property owners whose properties are accessible only by a private road should be required to contribute to the cost of maintaining that road?



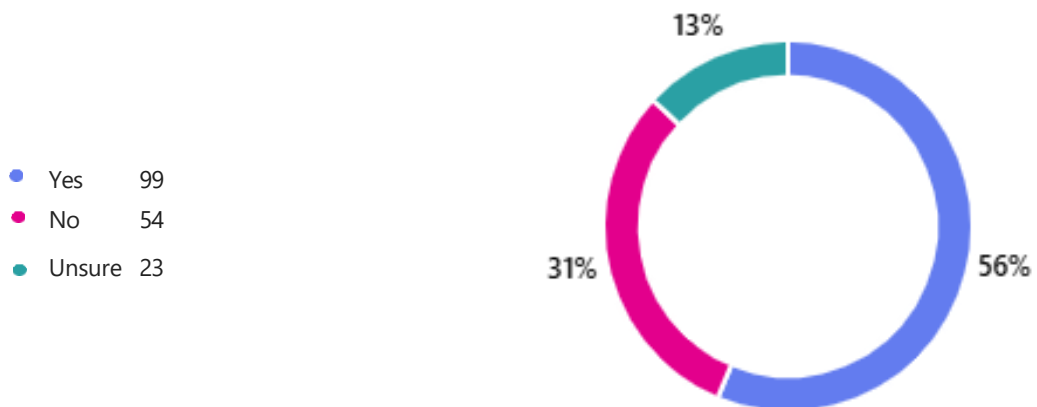
3. Do you believe there should be consequences for property owners who do not pay required private road maintenance fees?



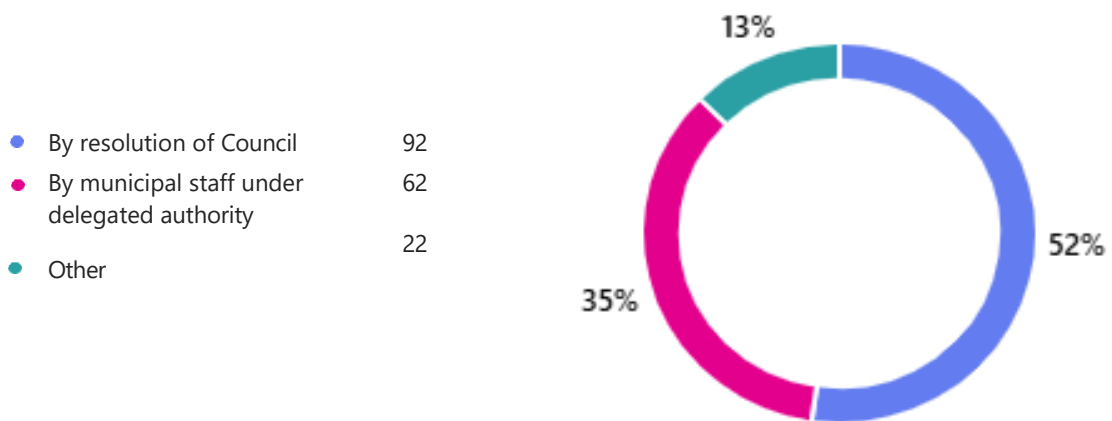
4. If private road fees are collected through the municipal tax bill, should non-payment of those fees be treated the same as unpaid property taxes, including potential tax sale proceedings for amounts owing for two years or more



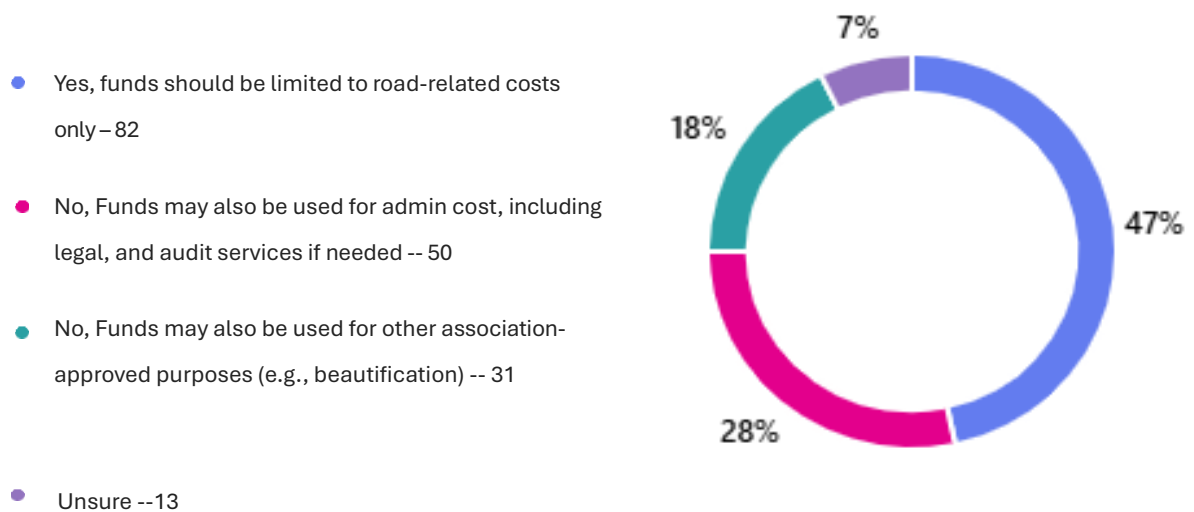
5. Should the Region of Queens Municipality enter into formal agreements with eligible lot owners' associations to collect approved private road maintenance fees through the municipal tax billing system? *Note: Under such agreements, the Region would **not** be responsible for road maintenance, procurement, budgeting, or service quality, these would remain the responsibility of the association*



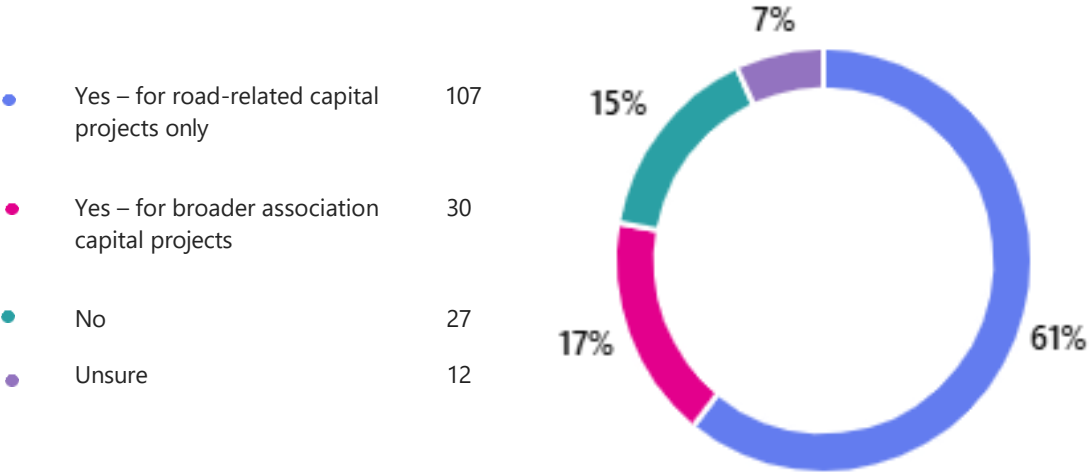
6. How should applications from lot owners' associations seeking to participate in this program be approved?



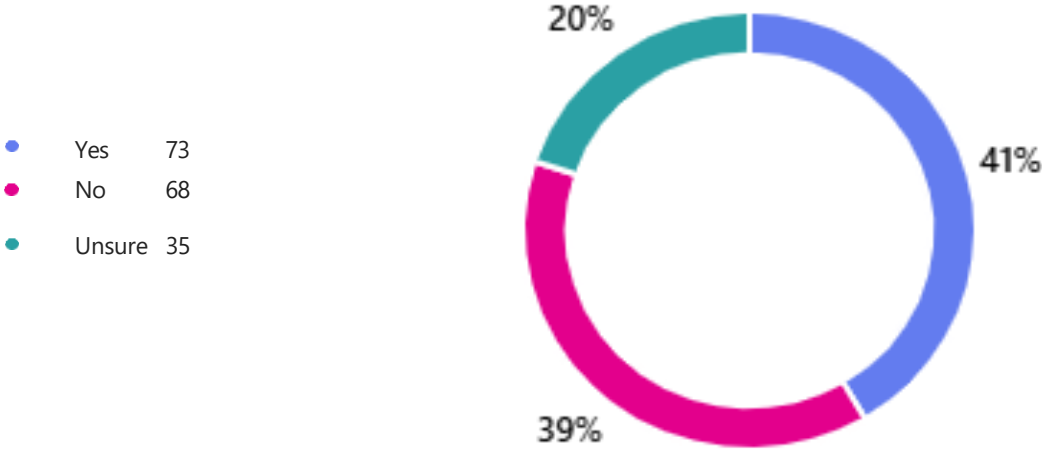
7. Should funds collected through the municipal tax bill be limited strictly to road maintenance and repair?



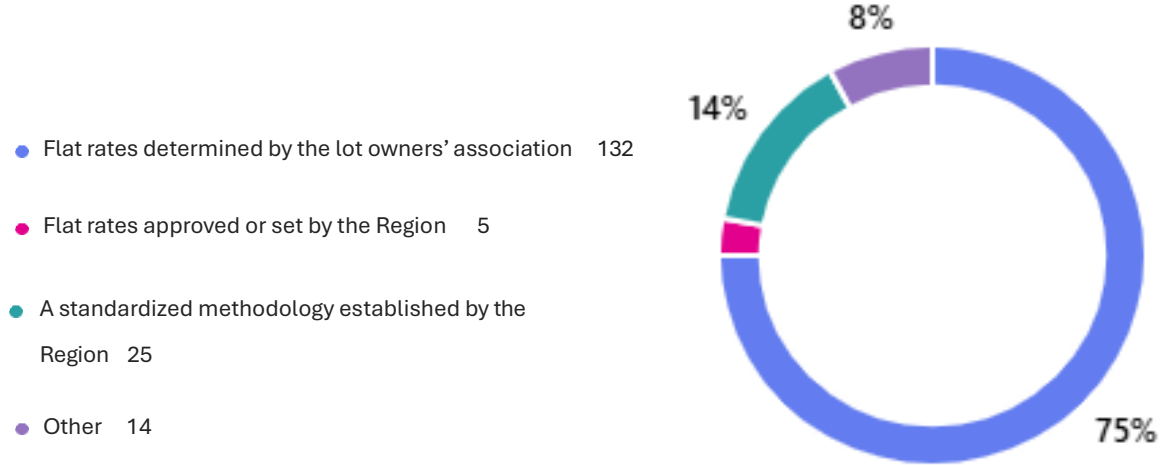
8. Should lot owners’ associations be permitted to allocate a portion of collected funds to a capital reserve for future road-related capital projects?



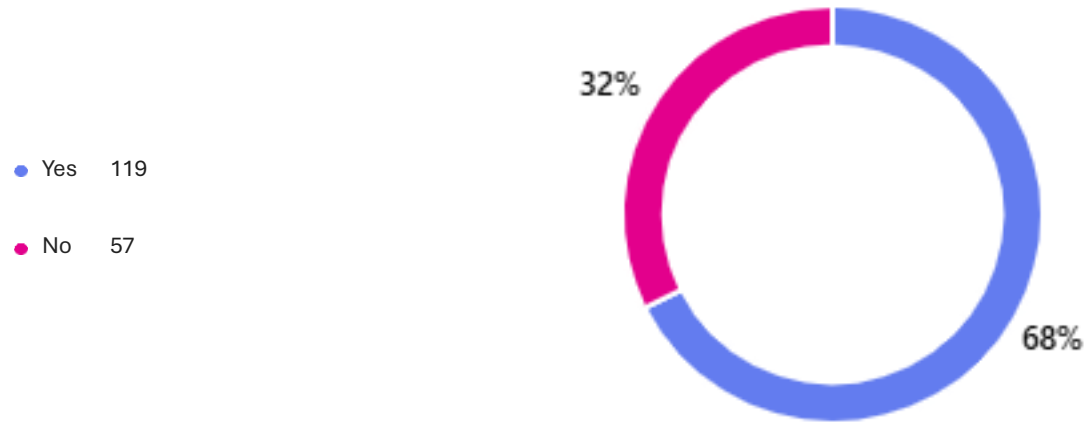
9. Should the bylaw include provisions for low-income property owners, aligned with the Region’s existing Low-Income Property Tax Exemption Program?



10. How should the fee structure (charge methodology) be determined? *Note: The Region may limit the number of fee categories permitted (e.g., seasonal vs. year-round, vacant lot, low-income rate).*



11. Do you currently own property on a road with a road association?



**Response to the Region Of Queens Municipality
On the Proposed Bylaw 27
March 11, 2026**

About the Greater Molega Lake Lot Owners' Association

Our area has become the largest tax base in the Region of Queens, growing three times faster than any other area in the region.

- Incorporated as a not-for-profit organization in Nova Scotia under the Societies Act in 1977.
- Largest recreational land development in the Atlantic Provinces at 3,000 acres, including properties on: Ponhook, Molega, Beavertail, Annis, Hidden, Beavertail, and Black Rattle Lakes.
- GMLLOA represents 1233 lot owners.
- Maintain ~ 52km's of roadway, 3 bridges (replacement cost exceeding \$2MM), and 13 boat launches.
- We maintain several "K" class roads which are main roads to access the roads owned directly by GMLLOA through an agreement with the Provincial Highways Department dating back to the mid-1970s.
- We also own many green spaces and beaches open to open to the public.
- Many recreational property owners who are not within the GMLLOA and other users of the lakes, including the annual fishing derbies, use the GMLLOA boat launches to access the lakes.

Members of the GMLLOA support all the infrastructure, maintenance, and upkeep of roads, bridges, boat launches, and dry hydrants through their fees, including annual maintenance, capital improvements, and winter plowing and sanding as well as a sinking fund for major repairs on bridges or other catastrophic events.

The GMLLOA maintains liability insurance to protect Association and the users of our roads which are open to the public year-round.

**Response to the Region Of Queens Municipality
On the Proposed Bylaw 27
March 11, 2026**

**Concerns raised with the Region of Queens Municipality in
a Presentation March 25, 2025**

Critical Issues

Termination – The ability of the Municipality to cancel the agreement without recourse.

As noted above, the GMLLOA has over 1,200 members. We maintain contact information based on the records at Property Online and information provided to the Association by its members, including email addresses.

The GMLLOA invoices its members every year on November 30th, most by email and about 20% by mail as these members are not comfortable receiving and paying invoices electronically.

Once the GMLLOA enters into an agreement with the Municipality to collect Private Road Maintenance fees, instead of the Association, the GMLLOA will lose contact with the members who will now have become conditioned to pay the Road Maintenance fees directly to the Municipality.

The contact information, which is constantly degrading and being corrected as part of the invoicing process and feedback, will within a year or two become so degraded that it will take considerable effort to recreate the member lists and attempt to collect fees from the members.

Accordingly, it is a leap of faith for the GMLLOA to enter into an agreement with the Municipality and to have the GMLLOA lose its ability to function separately from the Municipality. Without considerable time and effort, and even despite the time and effort, it may not be possible to regain the revenue streams required to maintain the GMLLOA roads in the condition which currently is expected by not only its members, but also by the general public who visit and take advantage of the recreational use the roads enable.

The proposed bylaw needs to ensure that there is an extremely minimal risk of having the agreement terminated, whether through a change of mind of a new council, or an inadvertent error, without sufficient notice and safeguards. Without this, the GMLLOA cannot make an application to have the Municipality take over the collection of road maintenance fees.

Response to the Region Of Queens Municipality On the Proposed Bylaw 27 March 11, 2026

Previous Bylaw Proposal

The proposed bylaw from 2025 included an expanded ability to terminate the agreement with no clear criteria or ability to contest the termination of the agreement. In addition, the term of any agreement was one year without an automatic right to renewal.

Current Proposed Bylaw

Under 13(1) grounds for termination of the agreement are

(c), "...breaches of any of the clauses in the agreement".

(f) "by motion of council."

Breaches

Road groups, both associations and small community applicants are managed by volunteers, many who are not experienced or qualified in administration. Additionally, the volunteers change over time, and it is a common issue that organization memory is frequently lost as these changes in the volunteers occurs. As a result, an applicant may breach the terms of the agreement and have no idea that there are in breach, with the potential that the entire road association loses their funding with short notice and serious harm may result, because someone made a mistake and breached a term of the agreement.

Council

13(1)(f) puts the risk back to the situation in the original 2025 proposed bylaw, where council has the right to terminate the agreement. There is no mechanism to contest the termination, nor and rational for the termination to be based on.

Councils change and the priorities change over time. Accordingly, if this remains in the bylaw, as it currently written, the GMLLOA would not be able to enter into an agreement with the Municipality. The presentation from March 25, 2025, included a proposed remedy for this issue:

1. Longer term agreements – 5+ year agreements, with automatic renewals contingent upon meeting agreed-upon performance criteria (Note that Kings County agreements are for 5 years).
2. Clearly defined performance expectations from the Municipality to the Association.
3. A specified two-year notice period from the Municipality if the agreement is to be terminated for any reason to enable the Association to rebuild its systems.

**Response to the Region Of Queens Municipality
On the Proposed Bylaw 27
March 11, 2026**

4. (New) Notice of a breach by the Municipality with a one-month grace period to rectify the breach.
5. In the case of the application being terminated, the Municipality will provide a current list of all landowners within the Charge area with current addresses and charges being assessed.

Ongoing Administration fee

Original proposal is 5% - Resulted in an annual fee of \$15,000.

Current proposal is 2.5%, without a cap.

A review of the other similar bylaws in Nova Scotia show that of Yarmouth, East Hants and Shelbourne charge annual fees, while HRM, Kings, Cumberland and Lunenburg have either no annual fee or a one-time setup fee.

Council indicated that any fees should be revenue neutral to the Municipality and not be a source of revenue as the GMLLOA currently pays large tax levy to the Municipality and receives minimal services, garbage collection, and minimal policing.

It is difficult to see how there will be ongoing costs to the Municipality for administering the agreement. Any changes in ownership or other change, such as development of the property, will already be managed by the Municipality. The only changes that would be required because of the agreement under this bylaw will be changes in the billing rates, which I understand should take no more than a few minutes. The other changes would only occur if there were a change in the category of the property, and there are very few changes each year. The record keeping time in our current system for these changes is less than one hour each year.

The only other costs that we can see relate to a change in the charge area, which would be rare and could include the same setup fee as an initial application.

Accordingly, we do not see even the 2.5% fee as being revenue neutral, but a reasonable cap could be set on the fee, such as the annual fee being the lessor of 2.5% and some reasonable amount such as \$500.00.

Response to the Region Of Queens Municipality On the Proposed Bylaw 27 March 11, 2026

Other

In the presentation made to council in March 2025, we did not include all the issues we identified with the currently proposed bylaw due to time and focus required on the critical issues. Accordingly, we have included the other issues that we have noted.

Other Issues with the current Proposed Bylaw 27

Clarity Issues

Approval of Application by Members – clarity issue

The GMLLOA has over 1,100 unique members. Many of these owners are non-residents who reside in provinces across Canada, the United States and Europe. It will be impossible to obtain approval from any significant number of members directly. Accordingly, it will be necessary that the 67% approval will be required through a General Meeting, with proper appropriate notice as set out in the proposed bylaw.

The issue is the inclusion in 3 Authorization (2) the phase, “and that the level of support or lack of opposition has been adequately demonstrated”. This term, “lack of opposition” is undefined and could be interpreted as one member opposing meets the definition. If there is 67% approval, any opposition is not relevant as a super majority has agreed to the application. Accordingly, this phrase should be removed as it is given that if the 67% threshold cannot be obtained, there is significant opposition and the applications will fail.

Approved Charge Revenues

Section 12(3) “approved charge revenues” is not a defined term. We understand that this section will be revised.

Notice by Mail

The current acceptable method of contacting the landowners under section 7, does not include the use of email. The use of email is expected by most of our members, and this is the principal means of contact that the GMLLOA uses, as well as posting on our website and Facebook page.

With modern email services, there is a record of whether the recipient has read the email and the date it was read.

The bylaw should include the use of email in addition to regular post so long as there is a tracking capability to ensure that the notice is received and read.

Response to the Region Of Queens Municipality On the Proposed Bylaw 27 March 11, 2026

This could be included in a new provision something like:

7(2)(a) be provided by ordinary mail to the mailing address shown in the latest assessment roll, or by tracked email to the emailing address in the Association's or Small Community Applicant's records;

7(4)(c) *If notice is provided by email, the date the recipient has opened the email.*

Definitions of Road Maintenance Costs

The GMLLOA is a large road association, and we have costs that are not directly attributable to road maintenance, but the road maintenance cannot occur without incurring these costs. These include but are not limited to:

- *Administration fees/costs*
 - Insurance
 - Bookkeeping
 - Legal
 - Communications
- *Sinking Funds for Bridges and other catastrophic event*
- *Standard costing for snow and maintenance where low-cost years have the saving set aside to be available for high-cost years, such as the current year.*

The current definition agrees with the Municipal Government Act, and it is our understanding from dealing with the Region's staff in previous meetings that these costs will be considered to be road maintenance costs even though they are not direct so long as they are not clearly for other purposes.

Roads not owned by the Association

Situation

Currently, the GMLLOA collects fees from lot owners that are on the "K" Class roads within the proposed Charge Area by virtue of the covenants attached to the properties. It is likely that other Road Associations will have similar situations where the association is not the owner of the roads they maintain.

The current wording of the proposed bylaw would exclude these roads from the charge area and make it impossible for those associations to utilize the bylaw to have road fees collected.

Response to the Region Of Queens Municipality On the Proposed Bylaw 27 March 11, 2026

Other Bylaws

HRM's bylaw includes a clause allowing the Municipality to obtain approval from the owners of private roads where the Association is not the current owner and include these roads in the charge area.

HRM – Administrative Order 2018-003-ADM

“The Association must provide written consent from the owner(s) of the private road(s), in the form of a Private Road Maintenance Agreement, if the private road(s) are not owned by the Association.”

“Where... one or more owners cannot be identified... Council may waive the requirement...”

Expansion of Charge Area

Situation

The GMLLOA maintains roads that are used by developments that were approved by the Municipality after the GMLLOA was incorporated. The owners in the new developments do not have any other access to their properties except by using roads maintained by the GMLLOA. They use our boat launches and otherwise use our roads incurring additional wear and tear thus increasing the costs born by the GMLLOA members.

These developments are not part of the GMLLOA and there is currently no legal mechanism to ensure that they belong to the GMLLOA or pay any road maintenance fees. They have a right of way to their properties and accordingly are not obligated under existing civil law to pay for the use of the roads the GMLLOA members pay to maintain. Although we refer only to the GMLLOA, it is likely that this is not isolated to the GMLLOA and other road associations could be affected.

There needs to be a mechanism to have these owners brought into the Charge Area of the road associations so that they are obligated to pay their fair share of the road maintenance to the roads that results from their usage and the maintenance of the value of their properties from having well maintained roads to access their properties that accrues to these owners.

This may require a vote of the owners on the road(s), but ultimately it should be up to the municipality to enforce the addition to an existing Road Association based on the concept that the use of a Road Association's road to access another private road should require the connecting road to pay a reasonable amount for the road maintenance on which they rely. If the Municipality does not have this ability, it would be in the interests of the owners on

Response to the Region Of Queens Municipality On the Proposed Bylaw 27 March 11, 2026

the reliant road to take advantage of the existing road maintenance performed by the existing Road Association and not pay for their fair share of the road maintenance costs.

Possible wording to add to the Proposed Bylaw

The CAO may, upon application by the Association, approve the addition of one or more private roads to an existing Charge Area.

An application to expand a Charge Area shall include:

(a) a revised plan clearly identifying the proposed additional road(s), all affected parcels, and the updated Charge Area boundary;

(b) a revised budget reflecting the cost of maintaining the additional road(s);

(c) a resolution of the Association approving the expansion and the revised budget;

(d) a description of the method of calculating the revised Charge; and

(e) any additional information required by the Municipality to administer the Charge.

Before the CAO considers the application, the Association shall hold a meeting of Owners within the existing Charge Area and the proposed expansion area. Approval requires support from two-thirds (66.7%) of Owners in the combined area, with one vote per parcel.

Upon approval by the CAO, the expanded Charge Area shall be deemed to replace the previous Charge Area for all purposes under this By-law.

Upon application, where a road association determines that it is disadvantaged by land owners on a private road that uses the roads in the Charge Area to access their properties, but are not included in the Charge Area, council may add these roads to the charge area and they will be have all the same rights as other owners in the Charge Area and by subject to the same fees and benefits.

Low-income Class Charge

A low-income class charge is not appropriate for the purposes of this bylaw and no other municipality's current bylaw includes this separate charge.

Although laudable to subsidize the accommodations costs for low-income residents, it is a social cost that should be born by all the residents of the municipality, not just a separate small segment of the municipality.

Response to the Region Of Queens Municipality On the Proposed Bylaw 27 March 11, 2026

Issues with Low Income Rate Categories

1. Not aligned with the benefit principle

Private road charges reflect road use and benefit.

Ability to pay is not typically relevant to:

- wear on the road
- access rights
- shared infrastructure benefit
- equity among landowners

I could not find any evidence of any Canadian and U.S. jurisdictions adjusting road fees based on income.

2. *Perceived unfairness*

Other owners could view income-based discounts as:

- unequal treatment
- subsidization by neighbours
- unrelated to actual road use

This can increase division in communities.

3. *Privacy and eligibility concerns*

Associations or Small Community Applicants would be required to evaluate or confirm eligibility, leading to:

- privacy concerns
- inconsistent decisions
- appeals and complaints
- potential for discrimination claims

4. *Administrative complexity*

The Municipality would need to:

- set or validate criteria
- respond to disputes

Response to the Region Of Queens Municipality On the Proposed Bylaw 27 March 11, 2026

- adjust tax account charges
- manage confidentiality considerations

This adds municipal workload and exposure.

5. No legislative requirement for income-based charges

The MGA does not require or encourage income-based road charges.

All other NS municipalities reviewed do not use low-income classes for road maintenance charges.

Benefits of Removing the Low-Income Class

- simplified administration
- fair and consistent treatment of all landowners
- clearer governance rules for Associations
- avoids privacy and eligibility disputes
- aligns with common practice and best practice
- improves legal defensibility of the charge structure

Conclusion

Removing the low-income fee classification strengthens the Bylaw by ensuring fairness, simplicity, and alignment with established municipal practices. Road maintenance charges now apply uniformly within designated property classes, consistent with general taxation fairness principles.

Information Sharing

The municipality needs to annually provide the associations with:

- a current list of the properties in the charge area,
- the amount of the charge for each property,
- the owner and address of the owner for each property

None of this information is private in this situation and is required for the Association to properly notify members in the Charge Area of Annual General Meetings, changes in rates, budgets, and financial statements.

**Response to the Region Of Queens Municipality
On the Proposed Bylaw 27
March 11, 2026**

Other – not affecting GMLLOA

Some items staff should consider including in the bylaw:

Exemptions from road levy

If parcel does not use the private road AND has access to a private or public road not in the Charge Area

Requirement for Insurance

Every applicant should carry insurance, but you could restrict it to a size threshold.

Application fee is too High for very small groups.

Perhaps a sliding fee scale should be used, although I would move the fee to a regulation as it is hard to change bylaws.


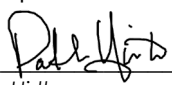
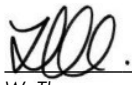
Financial Statements

There should be a requirement to provide financial statements to the municipality in the bylaw. A Compilation report should be required above a certain revenue threshold and a review above the next threshold. Audits are too expensive for associations now and should not be required. Our last audit 4 years ago cost \$18,000.



**Region of Queens Municipality
Staff Report
For the Regular Meeting of
April 28, 2026**

Date: April 16, 2026
File No: 10350-50-2604-010
To: Mayor and Council
From: Willa Thorpe, CAO
Subject: Future Use of Market Stalls on Henry Hensey Drive

<p>Prepared by:</p>  <p>S. Sereda Community Economic Development Officer</p>	<p>Supervisor:</p>  <p>P. Hirtle Deputy Chief Administrative Officer</p>	<p>CAO Concurrence:</p>  <p>W. Thorpe Chief Administrative Officer</p>
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RECOMMENDATION

That Council of Region of Queens Municipality direct staff to develop and issue a Request for Proposal (RFP) for the seasonal use of the market stalls located on Henry Hensey Drive in Liverpool, with preference given to vendors who can commit to providing consistently available, affordable, regionally sourced farm produce.

PURPOSE

To outline options for facilitating the continuation of affordable access to produce within the community.

BACKGROUND

Correspondence received by Council from a community resident on February 24, 2026, highlighted the retirement of a long-standing produce vendor who has

provided affordable fruits and vegetables to the community for approximately 30 years. The correspondence identifies both a loss to the community and an opportunity for the Municipality to support continued access to affordable produce.

The vendor (Valarie Jollimore, VJ's Farm) operated a consistent seasonal market presence and contributed to both food access and downtown activity. The correspondence suggests that the Region could play a facilitating role in enabling a new operator to occupy the stall through mechanisms such as reduced rent, a formal agreement, and an RFP process.

This transition aligns with broader concerns related to food security, support for local producers, and the importance of maintaining vibrancy in commercial areas.

ALTERNATIVES/OPTIONS

1. **RFP PROCESS:** That Council direct staff to facilitate the selection of a new produce vendor through an RFP process. This approach aligns with community objectives and enables a transparent, competitive process, while allowing staff to define expectations regarding affordability, frequency of operation, and local sourcing. This could lead to a long-term agreement with options for multi-year lease renewals, if the relationship proves mutually beneficial.
2. **TARGETED VENDOR SOURCING:** That Council direct staff to undertake targeted recruitment of a suitable vendor. Staff would identify and negotiate directly with a preferred vendor (i.e., a local producer, cooperative, or non-profit partner). This could lead to a long-term agreement with options for multi-year lease renewals, if the relationship proves mutually beneficial.
3. **STATUS QUO- NO MUNICIPAL INVOLVEMENT:** That Council recommends no municipal involvement and allow the market stall to be filled organically by individuals or organizations without municipal facilitation. This option requires no direct resources but carries the risk of prolonged vacancy or a shift away from affordable produce offerings.

ANALYSIS

The retirement of VJ's Farm creates a gap in both food access and downtown economic activity. The long-standing vendor model demonstrated consistent demand for affordable produce and contributed to overall community well-being.

An RFP process provides an open and equitable opportunity for individuals and organizations to come forward.

Whether Council proceeds with an RFP or a targeted approach, both options allow the Municipality to:

- Define service expectations (e.g., minimum days of operation per week)
- Prioritize locally or regionally sourced produce
- Encourage affordability and accessibility of fresh food options
- Attract innovative or emerging businesses and small-scale producers

The current rate for use of a market stall is \$7 per day or \$15 per week. These nominal fees are below the Municipality's standard vending rates, as the stalls do not have access to power. However, they provide a significant advantage by offering a fixed-roof structure, allowing vendors to operate consistently despite weather conditions.

The targeted approach is more strategic but requires additional staff time to research potential vendors, develop a shortlist, and prepare outreach materials outlining the opportunity and associated benefits.

IMPLICATIONS

There is a risk that no proponents will respond to an RFP. Given the limited timeline to capitalize on the seasonal operating period, this option may reduce the ability to pivot to an alternative approach within the current year. This approach requires a modest amount of staff time to develop, promote, and administer the RFP and any resulting agreement.

Targeted vendor sourcing requires more significant staff time but may result in stronger alignment with Council's Economic Development and Community Wellness priorities. There is also a possibility that no suitable vendor is secured, however the effort may still yield opportunities for the following fiscal year.

Both options support local economic activity and downtown vibrancy, with the potential to incubate a new small business or community-based organization.

Each option also positively impacts food accessibility and affordability, respond directly to community concerns, and support local and regional agriculture and food systems.

There may be a financial implication in the form of lost seasonal revenue if no vendor is secured for the current fiscal year.

COMMUNICATIONS

RFP Process: Public communication of the opportunity through the Provincial Procurement website and all municipal communication channels

Targeted Vendor Sourcing: Direct outreach to local producers, farmers, and entrepreneurs

Vendor Announcement: Any successful proponent will be promoted through the Municipality's website and social media channels

BYLAWS/PLANS/POLICIES

Region of Queens Municipality [Public Procurement Policy](#)

SUMMARY

The retirement of a long-standing produce vendor presents both a service gap and an opportunity. Community correspondence highlights the importance of maintaining access to affordable produce and recognizes the vendor's longstanding contribution.

Facilitating a replacement through a structured RFP process is the most transparent and effective approach, with the fastest turnaround time for staff to execute. It enables the Municipality to support food access, encourage local economic activity, and ensure continued use of the market stalls in a manner aligned with community values.


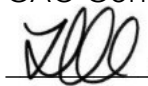
ATTACHMENTS/REFERENCE MATERIALS

- [Council's 2026-2029 Strategic Priorities Plan](#)
- [Correspondence](#) from resident regarding market stalls – February 24/26 Council meeting.



Region of Queens Municipality Staff Report For the Regular Meeting of April 28, 2026

Date: April 15, 2026
File No: 10350-50-2604-011
To: Mayor and Council
From: Mike MacLeod, Director of Land Use
Subject: Road Naming in Hunts Point

Prepared by:  M. MacLeod Director of Land Use	CAO Concurrence:  W. Thorpe Chief Administrative Officer
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RECOMMENDATION

THAT Council of the Region of Queens Municipality approve the naming of an existing driveway off Highway 3 in Hunts Point as Angus Cove Road.

PURPOSE

To seek direction from Council respecting an application for the naming of a private new road in Hunts Point.

BACKGROUND

A request for the naming of a private road has been submitted to the Land Use Department, which would see the naming of an existing driveway off Highway 3 in Hunts Point as Angus Cove Road. A corresponding map is attached as Appendix A.

The first name choice, Angus Cove Road, is acceptable to the Land Use Department, as this road name currently does not exist in Queens County.

Under the Region's Policy respecting Naming and Renaming of Roads, Section 6.05 sets out that:

At the request for a road (private or public) name change or the naming of an unnamed road, a petition (Schedule "A") must be submitted by the owner of the road. However, if no specific owner can be determined, a petition signed by seventy percent (70%) of the persons that own land abutting the road may be submitted. This includes owners of both developed and vacant land on the road.

Five of the seven property owners (71%) who own land abutting the proposed Angus Cove Road have signed a petition for road naming. The petitions are attached as Appendix B.

ALTERNATIVES/OPTIONS

Option 1 – Council approve the naming of a new private road off Highway 3 in Hunts Point as Angus Cove Road.

Option 2 – Council recommend that the applicant choose another name for a new private road off Highway 3 in Hunts Point.

ANALYSIS

Option 1 is the first name choice of the applicants and is acceptable to Staff, as no same or similar road name exists in Queens County. The application meets the requirements of the Municipality's Naming and Renaming of Roads Policy.

IMPLICATIONS

Region of Queens has an operational policy respecting road name signage for private roads (Policy 69), which sets out that the Municipality will purchase and install private road name signs in an effort to ensure that proper signage is in place for emergency service purposes. This is a one-time purchase and install,

after which, the responsibility for the signage becomes the responsibility of the road owner.

Costs to purchase and install the signage is approximately \$350.

COMMUNICATIONS

The Applicants will be advised of Council's decision.

BYLAWS/PLANS/POLICIES

The request for road naming falls under the Region of Queens Municipality Naming and Renaming of Roads Policy and the Private Road Name Signage Policy.

SUMMARY

An application has been received by the Land Use Department, which would see the naming of a new private road off Highway 3 in Hunts Point. Angus Cove Road is the first name choice of the applicants and is acceptable to Staff, as no same or similar road name exists in the Municipality. The application is in compliance with the Municipality's Naming and Renaming of Roads Policy and Staff support the above recommendation.

ATTACHMENTS/REFERENCE MATERIALS

[Operational Policy 6 - Naming and Renaming of Roads](#)

[Operational Policy 69 - Private Road Name Signage](#)

Appendix A



Appendix B

SCHEDULE "A"

PETITION

We, the undersigned property owners in the Region of Queens Municipality realizing the importance of the necessity of having a Civic Addressing System, request that the road along which our properties lie become officially recognized as:

First Choice Name: August Love Road.
 Second Choice Name: Ocean Breeze Lane
 Third Choice Name: Salt Spray Alley

Further contact may be made to:

Name: Brian Merrick
 Address: (Civic and Mailing) _____

 Telephone: _____

	ASSESSED OWNER	CIVIC NO.	MAILING ADDRESS
①	<u>Brian Merrick</u>	<u>LOT 6</u>	
②	<u>Brian Merrick</u>	<u>3403</u>	
		<u>6523</u>	(Lot 5)

SCHEDULE "A"

PETITION

We, the undersigned property owners in the Region of Queens Municipality realizing the importance of the necessity of having a Civic Addressing System, request that the road along which our properties lie become officially recognized as:

First Choice Name: Angus Love Road.
 Second Choice Name: Ocean Breeze Lane
 Third Choice Name: Salt Spray Alley

Further contact may be made to:

Name: Brian Merrick
 Address: (Civic and Mailing) _____

 Telephone: _____

ASSESSED OWNER	CIVIC NO.	MAILING ADDRESS
③ <u>M & B Black</u>	<u>LOT 2</u>	<u>11 11 11</u>
<u>Black</u>	<u>11</u>	<u>11 11 U</u>

SCHEDULE "A"

PETITION

We, the undersigned property owners in the Region of Queens Municipality realizing the importance of the necessity of having a Civic Addressing System, request that the road along which our properties lie become officially recognized as:

First Choice Name: Angus Cove Road.
 Second Choice Name: Ocean Breeze Lane
 Third Choice Name: Salt Spray Alley

Further contact may be made to:

Name: Brian Merrick
 Address: (Civic and Mailing) 11111
11111
11111
 Telephone: 1111111111

ASSESSED OWNER	CIVIC NO.	MAILING ADDRESS
<u>[Signature]</u>	6511	
<u>Aberko</u>	6511	

(Lot 1)

SCHEDULE "A"

PETITION

We, the undersigned property owners in the Region of Queens Municipality realizing the importance of the necessity of having a Civic Addressing System, request that the road along which our properties lie become officially recognized as:

First Choice Name: August Love Road.
 Second Choice Name: Ocean Breeze Lane
 Third Choice Name: Salt Spray Alley

Further contact may be made to:

Name: Brian Merrick
 Address: (Civic and Mailing) _____

 Telephone: _____

ASSESSSED OWNER	CIVIC NO.	MAILING ADDRESS
⑤ ERIC GREENE	Lor 4	



Region of Queens Municipality Staff Report For the Regular Meeting of April 28, 2026

Date: April 10, 2026
File No: 10350-50-2604-012
To: Mayor and Council
From: Willa Thorpe, CAO
Subject: Inclusion Queens Committee – Creating a Culture of Inclusion: Equity, Anti-Racism and Diversity Plan 2025 – 2030

Prepared by: <i>Holly M'Connell</i> H. McConnell Director of People and Culture	CAO Concurrence: <i>W. Thorpe</i> W. Thorpe Chief Administrative Officer
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RECOMMENDATION

That Council for Region of Queens Municipality adopts the revised Creating a Culture of Inclusion: Equity, Anti-Racism and Diversity Plan 2025 – 2030.

PURPOSE

The *Creating a Culture of Inclusion: Equity, Anti-Racism and Diversity Plan 2025 – 2030* has been modified to ensure it meets Provincial requirements and is up to date with Region of Queens Municipality's current practices.

BACKGROUND

Nova Scotia's Dismantling Discrimination and Hate Act, passed on April 1, 2022, mandates public sector bodies to create plans to address systemic hate, inequity

and racism to be in effect as of April 1, 2025. This Plan is to be reviewed and revised every three years with the first review deadline of April 1, 2028.

Due to a temporary stoppage of the previous Diversity and Inclusion Action Team (DIAT) Committee (who created the initial Plan), the IQ Committee's Plan was in hold status until now. The Inclusion Queens (IQ) Committee has modified the previous Plan bringing it up to today's current practices and goals within Region of Queens Municipality.

The Plan was recently submitted to the Municipal Accessibility, Equity and Anti-Racism Program Coordinator of the Association of Municipal Administrators Nova Scotia (AMANS) who has provided their recommendations and approval. It was then submitted to the Senior Engagement Strategist of the Nova Scotia Office of Equity and Anti-Racism who has also provided their recommendations and approval on the Plan. The combined recommendations were implemented and approved by the IQ Committee who has Motioned recommending Staff submit the Plan to Council recommending approval and adoption of the Plan as written.

ALTERNATIVES/OPTIONS

Option 1 - Council adopts the updated *Creating a Culture of Inclusion: Equity, Anti-Racism and Diversity Plan 2025 – 2030* as written.

Option 2 - Council requests additional information from staff before approving the Plan.

ANALYSIS

Option 1 - Ensures Region of Queens Municipality is in good standing with the Province and provides the IQ Committee the approval to begin administering the Small Grant Program aimed at assisting non-profit organizations to help further the goals of this Plan.

Option 2 – Adds additional time for Region of Queens Municipality to remain in the 'Plan Pending' status for submission of the Council-approved Plan.

IMPLICATIONS

Legislative – All municipalities were required to have their Plan in effect as of April 1, 2025 and Region of Queens Municipality has been in 'Plan Pending' status since then. (refer to the link in the Attachments / Reference Materials section of this report)

COMMUNICATIONS

N/A

BYLAWS/PLANS/POLICIES

Updating the Equity, Anti-Racism and Diversity Plan 2025 – 2030 aligns with the guiding principle of Inclusion in Council's 2026-2029 Strategic Priorities Plan.

SUMMARY

The IQ Committee is endeavoring to have a Council-approved *Creating a Culture of Inclusion: Equity, Anti-Racism and Diversity Plan 2025 – 2030* for submission to the Province putting Region of Queens Municipality in good standing from a legislative perspective and allowing the Committee to begin its work in helping to dismantle discrimination, and advance initiatives pertaining to anti-racism, equity and diversity in Region of Queens Municipality with an end goal of fostering a welcoming, safe and diverse Region of Queens.

ATTACHMENTS/REFERENCE MATERIALS

Appendix A: *Creating a Culture of Inclusion: Equity, Anti-Racism and Diversity Plan 2025 – 2030*

[Municipal and Village Equity and Anti-Racism Plans | Office of Equity and Anti-Racism Engagement Page](#)

Creating a Culture of Inclusion: Dismantling Discrimination and Hate 2025 – 2030

Inclusion Queens Advisory Committee (IQ Committee) Recommendations

The following recommendations are formulated with the intention of making Region of Queens Municipality (RQM) a complete 'Culture of Inclusion'; these recommendations create a pathway of work needed to achieve the end goal.

Some of the recommendations have started at RQM, but are listed here to encourage their continuation as part of a broader plan and the identification and delegation of staff.

The recommendations are broken into four sections:

1. In Progress
2. Short Term (1 – 2 years)
3. Medium Term (2 – 5 years)
4. Long Term (5+ years)

As the goal is to create a culture of inclusion, these recommendations have no end. The timelines presented are meant to be a logical timeline for implementation of the recommendations while anticipating these recommendations will become part of the organizational culture.

In Progress

The following are a list of actions that are taking place at RQM that help support anti-racism, diversity, equity and inclusion.

1. Continue to develop annual budgets that reflect Council's and the organization's commitment to anti-racism, diversity, equity and inclusion by approving recruitment for an Accessibility and Inclusion Coordinator for allocation of resources, allocating funds for small grant programs, and providing adequate human and financial resources to support the work or by giving priority to departmental specific needs.
2. Continue to build awareness for staff and community on anti-racism, diversity, equity and inclusion including internal communications planning and awareness of special days. Current communication methods for external awareness are utilization of social media posts, Queens Crown website and RQM's Special Purpose Flagpole; internal awareness is company emails, posters and word of mouth.

3. Continue to create and build on community partnerships to gather feedback and education with the goal of developing on-going relationships.
4. Redeploy community survey which will be ongoing with data pulls happening quarterly to regularly gauge community education improvement and acceptance of anti-racism, diversity, equity and inclusion efforts.
5. Integrate anti-racism, diversity, equity and inclusion considerations in all aspects of RQM strategic planning documents. This includes a diversity and inclusion plan for each department which includes recommendations from this report as part of the implementation phase.
6. Continue to diversify the job advertisement process at RQM to include diverse methods of advertising such as partnering with NS Works, AMANS and engaging first voice organizations such as Wasoqopa'q First Nation as well as other means of advertising to allow for a more diverse reach.
7. Continue implementing programs that encourage the hiring and advancement of underrepresented groups through succession planning or career trajectory programs, which includes partnerships with NS Works, or other socially focused employment enterprises.
8. Continue to integrate anti-racism, diversity, equity and inclusion into all new hire and onboarding processes with the understanding this integration process needs to continue throughout the employee's employment journey.
9. Continue fostering a culture where all employees are familiar and comfortable reporting incidents of disrespect, discrimination, racism and harassment in the workplace using Region of Queens Municipality's reporting procedure.
10. Continue supporting community programming that celebrates diversity and multiculturalism in the community.

Short Term

It is recommended that the following take place over the next 12 – 24 months. These are foundational steps that focus on partnerships, education and data collection.

Many of these recommendations focus on internal processes:

1. Continue to offer staff and Council opportunities to build awareness on anti-racism, diversity, equity and inclusion issues through informal sessions such as lunch and learns as well as more formal training sessions where staff and Council attendance is encouraged.
2. Create a new set of Human Resources Hiring Policies and Practices for RQM to update practices to dismantle racism in the workplace and create a culture of inclusion and safety for all. Once complete, provide training sessions to hiring managers on the policies to remove any subjective interpretations.
3. Review and update existing RQM documentation to ensure the content is culturally responsive, gender-inclusive and meeting accessibility standards.
4. Management and Council determine collective motivations, goals and importance of this work to reach a consensus on the importance of the initiative for the organization, including adding budget.
5. Identify and steward relationships with relevant parties and potential partners within the community to help support and provide feedback on anti-racism, diversity, equity and inclusion initiatives. Some relationships have started to develop and it is recommended that Mayor and Council strengthen these relationships by having regular meetings with Wasoqopa'q First Nation and Native Council of Nova Scotia, and **develop and** adopt a Reconciliation Action Plan.
6. Assess existing resources in municipal departments to identify how they can be leveraged to provide support to this Plan and determine any gaps.
7. Management plays a key role in supporting anti-racism, diversity, equity and inclusion initiatives and highlighting their importance within their individual departments. To ensure their understanding, management participates in training for recruitment and hiring processes of under-represented individuals.
8. Include members of under-represented groups on committees and in attraction strategies so first-voice and lived experience is present.
9. Involve under-represented groups and social service organizations in conducting community infrastructure/assets review.

Medium Term

It is recommended that the following take place in two to five years. These recommendations are focused on internal processes that are contingent upon the completion of the short-term recommendations as well as community engagement.

1. Develop programs to encourage the election of under-represented candidates for municipal office.
2. Continue community engagement by:
 - Conducting a needs assessment in various communities to assess areas of exclusion and barriers of accessing municipal services.
 - Consult with community organizations and service providers. This can be done with applicable Directors, Councillors and the Accessibility and Inclusion Coordinator.
 - Inviting elders, key community representatives and leaders to public meetings of Council.
 - When needed, organizing focus groups, town hall meetings or Council meetings in various locations in Queens County to gather feedback from under-represented groups and residents in other parts of the county.
 - Examining municipal external communication methods to ensure that all groups have equitable access to municipal information as directed in the Accessibility Directorate Plan Language Guide.

Long Term

These recommendations are focused on the long term, over the next five years. These actions build on the community outreach and shift in Region of Queens Municipality's organizational culture. With that outreach and organizational shift established, the Anti-Racism, Diversity, Equity and Inclusion strategy begins to allow for a social and economic growth in the communities of Queens County, principally through resident attraction/retention and entrepreneurship/business growth. All of the recommendations below have areas for input from each department at RQM.

1. Work with community organizations, business organizations and other social services to determine areas where collaboration can be done to work in more welcome and inclusive community projects in Queens County.
2. Create and implement a Region of Queens Resident Attraction Strategy and a Welcoming Communities Plan, which could include collaboration

with Immigrant Services Association of Nova Scotia (ISANS), Nova Scotia Department of Immigration, YREACH.

3. Encourage the creation of a Local Immigration Partnership or a Welcoming and Inclusive Communities Committee.
4. Communicate opportunities for anti-racism, diversity, equity and inclusion training and initiatives to the business community, community groups and residents of Queens County.
5. Work with other levels of government and business community to focus on business attraction and retention to the area.

Conclusion

The Dismantling Racism and Hate Act outlines the provincial government's approach to addressing inequity, systemic hate and racism. It required municipalities to develop and adopt equity and anti-racism plans by April 1, 2025. This work requires municipalities to undergo a planning process to identify actions that will promote equity and antiracism by considering the needs of under-represented and underserved communities.

Anti-racism, diversity, equity and inclusion planning, consultations and training have been underway intermittently at Region of Queens Municipality since 2020.

Measuring the culture of diversity and inclusion at RQM serves as a starting point in a journey to a more inclusive Region as a place to live, work and play.

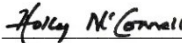

The recommendations in this Plan require many relevant parties to work together in order for them to be implemented, and it all starts with municipal leadership and adequately resourced staff.

Though the recommendations reference an 'end goal' in this work, work on inclusion is ongoing work that has no foreseeable end date or completion, but requires a commitment to lifelong learning and intentional action.



Region of Queens Municipality Staff Report For the Regular Meeting of April 28, 2026

Date: April 10, 2026
File No: 10350-50-2604-013
To: Mayor and Council
From: Willa Thorpe, CAO
Subject: Terms of Reference – Inclusion Queens Committee

Prepared by:  H. McConnell Director of People and Culture	CAO Concurrence:  W. Thorpe Chief Administrative Officer
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RECOMMENDATION

Council for Region of Queens Municipality adopts the revised Terms of Reference for the Inclusion Queens Committee as presented.

PURPOSE

The revised Terms of Reference document has been modified to align with the Inclusion Queens Committee's advisory-only capacity.

BACKGROUND

Nova Scotia's Dismantling Discrimination and Hate Act, passed on April 1, 2022, mandates public sector bodies to create plans to address systemic hate, inequity and racism to be in effect as of April 1, 2025. The original committee in place to oversee and action the Plan was the Diversity and Inclusion Action Team (DIAT) Committee, and the initial Terms of Reference spoke to that committee's ability

to action items within the Plan. When that committee dissolved, the new IQ Committee was formed and the members agree that this committee is advisory-only requiring the *Terms of Reference* document to be updated accordingly.

ALTERNATIVES/OPTIONS

Option 1 - Council approve and adopt the revised Terms of Reference as written.

Option 2 - Council requests additional information from Staff before approving the Terms of Reference.

ANALYSIS

Option 1 – The revised Terms of Reference will appropriately guide the IQ Committee in its work ensuring any actions not already laid out in the Terms of Reference will not proceed without Council’s approval.

Option 2 – Delaying approving and adopting the revised Terms of Reference will also delay the recommendations to Council on commencement of items the committee wishes to embark on that will also support Council’s priorities in the Economic Development and Community Wellness pillars.

IMPLICATIONS

No financial implications are expected from the adoption of the revised Terms of Reference.

COMMUNICATIONS

N/A

BYLAWS/PLANS/POLICIES

N/A

SUMMARY

The IQ Committee is endeavoring to begin it's work in helping to dismantle discrimination, and advance initiatives pertaining to anti-racism, equity and diversity in Region of Queens Municipality with an end goal of fostering a welcoming, safe and diverse Region of Queens. The Terms of Reference will guide this advisory committee in this work.

ATTACHMENTS/REFERENCE MATERIALS

Appendix A: Terms of Reference (Inclusion Queens Advisory Committee)



Terms of Reference

Inclusion Queens Advisory Committee

Region of Queens Municipality

1. Background and Legislative Context

Region of Queens Municipality (the "Municipality") is a prescribed public sector body under Nova Scotia's *Dismantling Racism and Hate Act*. As such, the Municipality is required to create, implement and regularly update a plan to address systemic hate, inequity, racism and discrimination.

The Inclusion Queens Advisory Committee ("the Committee") is established by Council as a Committee of Council to support this legislative mandate by providing sustained advice, community partnership, and accountability to advance equity, inclusion, anti-racism and anti-hate initiatives across the Municipality.

2. Name

The name of the committee is the Inclusion Queens Advisory Committee (IQ Committee).

3. Purpose

The purpose of the Committee is to advise Municipal Council on actions, policies and initiatives that advance equity, inclusion, anti-racism and anti-hate objectives. The Committee will support the development of inclusive programs and services, promote community learning and help foster a welcoming, safe and diverse Region of Queens.

4. Mandate and Responsibilities

1. Equity, Anti-Racism and Diversity Planning

- Provide strategic advice on the development, implementation and updating of the Municipality's Equity, Anti-Racism and Diversity Plan.
- Recommend focus areas, goals, priority actions and emerging needs.
- Support meaningful engagement with underrepresented, marginalized and underserved communities.

2. Policy, Programs, and Services

- Review and advise on the equity and diversity that impacts of municipal decisions.

- Identify systemic barriers and recommend changes to policies, practices, programs and service delivery.
- Encourage the application of equity impact assessments in municipal decision-making.

3. Education, Training, and Culture Change

- Recommend internal training and learning opportunities for staff and Council related to equity, anti-racism, accessibility, reconciliation and cultural safety.
- Support or initiate public education initiatives that promote inclusion and belonging.

4. Community Engagement and Voice

- Engage and amplify the voices of marginalized communities.
- Provide safe, accessible and culturally respectful forums for sharing lived experiences and perspectives.
- Support and host community events, campaigns and awareness activities.
- Administer a Small Grant Program and recommend funding and approval to Council in a timely manner.
- Deploy an Equity, Diversity, Anti-Racism, Inclusion community survey to remain active on a continual basis to regularly understand the diversity, anti-racism and inclusion strengths and challenges in the community.
- Identify relevant grants to assist in affecting culture change.

5. Monitoring, Data, and Reporting

- Review Equity, Diversity, Anti-Racism and Inclusion survey results quarterly.
- Review indicators and data related to equity, anti-racism, inclusion and belonging.
- Provide input into public reporting and evaluation of municipal progress.

6. Collaboration and Alignment

- Collaborate with other committees, community groups and government partners to align activities and strengthen collective impact.
- Monitor best practices, emerging provincial/national initiatives and legislative changes.

5. Authority

The Committee is advisory only and does not have decision-making or spending authority, except as may be specifically delegated by Council.

6. Composition and Membership

1. Voting Members

- One (1) member of Council (Mayor or Council designate)
- Up to ten (10) community members appointed by Council, with priority given to individuals:
 - from equity-deserving or marginalized communities
 - with lived or professional experience related to equity, inclusion, accessibility, anti-racism or anti-hate work

2. Non-Voting Members

- Accessibility and Inclusion Coordinator (Staff Lead)
- Director of People and Culture (Staff Lead Backup)
- Additional resource staff as identified by the CAO

3. Member Qualifications

Members should:

- Bring lived experience or strong connections to marginalized communities
- Demonstrate an open and collaborative mindset
- Support equity, inclusion and anti-racism principles
- Be willing to participate in respectful, trauma-informed dialogue
- Attend meetings regularly
- Participate actively in discussions and decision making
- Contribute to the development of annual priorities and initiatives

7. Appointments and Terms

Members are appointed by Council, normally for two-year terms. Members may be reappointed, typically for no more than two consecutive terms.

8. Chair and Vice-Chair

The Chair will be elected annually by the Committee from among the voting members. A Vice-Chair may also be elected to act in the Chair's absence.

9. Meetings

Regular meetings are held on the second Thursday of each month at 6:30 pm. Meetings can take place in Council Chambers as an online meeting or a hybrid meeting with attendees being in person and online.

10. Quorum and Voting

Quorum shall be a majority of the appointed voting members. Decisions will be made by consensus where possible, otherwise by majority vote. At the discretion of the Chair, a business item can be voted on via email.

11. Trauma-Informed and Culturally Safe Practice

The Committee will operate using trauma-informed, culturally safe, anti-oppressive and respectful practices. Members will strive to create accessible spaces, honour lived experience and engage in dialogue that supports psychological safety and community trust.

12. Staff Support

The Accessibility and Inclusion Coordinator will serve as primary staff liaison to the Committee.

13. Reporting Relationship

The Committee reports to Municipal Council, providing minutes and at least one annual summary report.

14. Code of Conduct and Conflict of Interest

Members will adhere to applicable municipal policies and codes of conduct and declare conflicts of interest when appropriate.

15. Evaluation and Review

These Terms of Reference will be reviewed at least once every three years, or sooner if required by legislative changes or updates to the Municipality's Equity, Anti-Racism and Diversity Plan. The review will be led by the Accessibility and Inclusion Coordinator in consultation with the Committee.



Region of Queens Municipality Staff Report For the Regular Council Meeting of April 28, 2026

Date: April 17, 2026
File No: 10350-50-2604-014
To: Mayor and Council
From: Willa Thorpe, CAO
Subject: Operational Budget Fiscal 2026-2027

Prepared by: <i>J. Veinotte</i> _____ J. Veinotte Director of Finance	CAO Concurrence: <i>W. Thorpe</i> _____ W. Thorpe Chief Administrative Officer
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RECOMMENDATIONS:

THAT the Council of the Region of Queens Municipality approve the 2026-2027 Operating Budget as presented.

THAT the Council of the Region of Queens Municipality approve the proposed 2026-2027 Water Utility Operating budget reflecting a surplus of \$66,384;

AND THAT the proposed three-year Water Utility Operating budget for the years 2026-2027, 2027-2028 and 2028-2029 be adopted and submitted to the Nova Scotia Regulatory and Appeals Board.

THAT the Council of the Region of Queens Municipality authorize the levying of a four (4) cent per \$100 of assessed value area rate in Assessment Districts 5 and 6, to be provided to Brooklyn Recreation Committee.

THAT the Council of the Region of Queens Municipality authorize the levying of a one point five (1.5) cent per \$100 of assessed value area rate in Assessment Districts 5 and 6, to be provided to Brooklyn Cemetery Committee.

THAT the Council of Region of the Queens Municipality authorize the levying of area rates for all assessment accounts according to the following rules:

Assessment Districts 1-12, excluding assessment account numbers 10148820, 10462223, 11029230 and 00132837, a road levy charge of 75% of the provincially mandated road charge, as well as those properties in Assessment Districts 1, 3, 5, and 6 that are connected to, or have the ability to connect to, Liverpool's Water Utility hydrant charges at 100%.

Assessment District 13, as well as assessment account numbers 11029230 10148820, 10462223, and 00132837, debt charges for Assessment District 13 at 100%, roads, streets, and sidewalk expenses at 75%, engineering and public works equipment expenses at 75%, Liverpool street paving expenses at 100%, and Liverpool Water Utility hydrant charges at 100%.

THAT the Council of the Region of Queens Municipality authorize the levying of the following tax rates for Assessment District 13, as well as assessment account numbers 11029230, 10148820, 10462223, and 00132837, effective April 1, 2026:

Residential and Resource base rates of \$1.04 per \$100 of assessment plus an area rate of 87.5 cents per \$100 of assessment for those properties connected to or have the ability to connect to Liverpool's Water Utility, or 76 cents per \$100 of assessment for those unable to connect to Liverpool's Water Utility.

Commercial base rate of \$2.14 per \$100 of assessment plus an area rate of 87.5 cents per \$100 of assessment for those properties connected to

or have the ability to connect to Liverpool's Water Utility, or 76 cents per \$100 of assessment for those unable to connect to Liverpool's Water Utility.

AND THAT authorization be given to levy the following tax rates for Assessment Districts 1-12, excluding assessment account numbers 11029230, 10148820, 10462223, and 00132837, effective April 1, 2026:

Residential and Resource base rate of \$1.04 per \$100 of assessment plus an area rate of 3 cents per \$100 of assessment for the provincially mandated road charge, and on all assessment accounts in Assessment Districts 1, 3, 5, and 6, for those properties connected to, or have the ability to connect to Liverpool's Water Utility, 11.5 cents per \$100 of assessment.

Commercial base rate of \$2.14 per \$100 of assessment plus an area rate of 3 cents per \$100 of assessment for the provincially mandated road charge, and on all assessment accounts in Assessment Districts 1, 3, 5, and 6, for those properties connected to, or have the ability to connect to Liverpool's Water Utility, 11.5 cents per \$100 of assessment.

Commercial Seasonal base rate of \$1.60 per \$100 of assessment plus an area rate of 3 cents per \$100 of assessment for the provincially mandated road charge.

THAT the Council of the Region of Queens Municipality establish June 1, 2026, as the due date for all property taxes, with no interest being charged for any taxes being paid on or before June 30, 2026.

THAT the Council of Region of Queens Municipality authorizes the continued allocation of funds to the Operating Capital Project reserve for the purposes of funding smaller capital projects; by transfer from the accumulated surplus of \$500,000.

AND THAT authorization be given for the creation of a District 12 reserve funded

by any overage of revenues from the J Class Road actual expenses during the fiscal year.

AND THAT authorization be given for the creation of a Water Access Improvement reserve funded from the accumulated surplus in anticipation of forthcoming Bylaw in the amount of \$250,000.

PURPOSE

This report introduces the final draft of the 2026-2027 operating budget for Region of Queens Municipality. The draft details revisions made by staff, and direction provided by Council at both Regular and Special Council meetings.

BACKGROUND

Municipalities in Nova Scotia are required under the Municipal Government Act to approve an operating and capital budget each year and submit the details of such to the Minister of Municipal Affairs and Housing prior to September 30. This budget covers the fiscal year from April 1, 2026, to March 31, 2027.

At the March 3, 2026, Special meeting, staff presented the initial budget draft, which reflected an increase in tax rate of 21.2 cents per \$100 of assessment. Of this increase, 4.3 cents was the result of higher mandatory costs such as education and policing.

At the March 10, 2026, Regular meeting, staff presented the second budget draft (V2), which reflected changes directed by Council at the March 3 meeting and included an increase in tax rate of 15.8 cents, down 5.4 cents from the initial draft. The addition of \$450,000 in policing costs as directed by Council increased number of cents attributed to mandatory costs to 7.3 from 4.3 on every \$100 of assessment.

At the March 17, 2026, Special Council meeting, two versions of the draft budget, V3 and V3.1, were introduced:

- V3 represented an increase in tax rate of 14 cents on every \$100 of assessment; a reduction of 1.8 cents from the previous draft. Mandatory costs had increased 0.1 cents with the inclusion of the provincial Road Levy change in that calculation
- V3.1 represented an increase in tax rate of 5.4 cents on every \$100 of assessment, a decrease of 8.6 cents from the V3 draft

Generally, cost reductions in V3.1 were made on an individual line basis, reducing any increases included in previous versions to 2.6%. If projected costs were lower than the 25/26 budget, they were not adjusted. Costs that Council had funded from reserves or surplus were not removed as they had no effect on the tax rate. The proposed positions of dedicated Custodians at Queens Place Emera Centre (QPEC) and Play Coordinator were removed.

V4 was presented to Council for review at the Regular Council meeting, March 24, 2026. Staff included V3, V3.1, and V4 for comparison purposes in the budget workbook. The proposed tax increase was 5.5 cents on every \$100 of assessment. Mandatory costs were reduced to 5.6 cents from 7.4 (V3.1) with the reduction in policing and REMO funding.

This version included the Utility Budget introduced at the March 17 Special meeting of Council. The 26/27 budget included in the compliance filing with the Nova Scotia Regulatory and Appeals Board for reference.

At the Special Council meeting March 31, 2026, V5 was presented to Council for review. The proposed tax increase was 3 cents on every \$100 of assessment. The increase was reduced to 3 cents by funding from the accumulated surplus of \$250,000. Other changes included an increase to Vacancy Allowance, and increase to Custodial Services, an adjustment to policing, and an adjustment to conference expenses.

Mandatory costs were reduced in RCMP costs in V5 with the adjustment of a partial year applied to the annual revised cost of \$236,000 for one additional officer and a reduction in the budgeted increase from 5% to 3.6%. These changes reduced mandatory costs in V5 to 5.1 cents from 5.6 cents (V4).

There was no change in mandatory costs from V5 to V6.

At the Regular Council meeting held April 14, 2026 V6 was presented to Council. There were minor adjustments to V5 costs, resulting in a deficit of \$446,922 and no change to the 3 cent increase in tax rate.

Council gave direction to staff to fund any deficit after adjustments, from the accumulated surplus, keeping base tax rates the same for 2026/2027.

ALTERNATIVES/OPTIONS

Option 1 – Council approves the 2026-2027 Operating Budget as presented.

Option 2 – Council requests additional information from staff prior to approving the budget.

ANALYSIS

Reconciliation of Changes from the April 14, 2026 Council meeting includes a schedule of draft budget presentations along with their resulting tax rate increase for all drafts on the top left-hand corner.

BUDGET VERSION	PROJECTED DEFICIT	INCREASE IN TAX RATE REQUIRED	NET CHANGE FROM PREVIOUS VERSION
V1 – March 3	\$3,153,415	21.2 cents / \$100	--
V2 – March 10	\$2,349,078	15.8 cents / \$100	- 5.4 cents / \$100
V3 – March 17	\$2,086,304	14.0 cents / \$100	- 1.8 cents / \$100
V3.1 – March 17	\$806,937	5.4 cents / \$100	- 8.6 cents / \$100
V4 – March 24	\$818,478	5.5 cents / \$100	+ 0.1 cents / \$100
V5 – March 31	\$450,282	3 cents/ \$100	-2.5 cents/\$100
V6 – April 14	\$446,922	3 cents/\$100	No change
V7 – April 28	\$0	No change	No change

The deficit of 0 equates to no change in the tax rate for V7.

The deficit after adjustment from the V6 version resulted in a deficit of \$173,514 which was funded from the accumulated surplus per Council direction.

Total deficit for 2025-2026 funded from the accumulated surplus is \$423,514.

Budgeted funding from reserves and surplus for 2025-2026 \$1.7M, 2026-2027 \$2.9M.

Budgeted funding to reserves 2025-2026 \$812,610, 2026-2027 \$467,000.

There is a \$6.8M budgeted reduction in the accumulated surplus for the 2026-2027 fiscal year.

Reconciliation Report changes from V6:

Contribution to Landfill Equipment Reserve has been removed (\$200,000)

Addition of Facility Rental and Advertising for Queens Place Emera Centre (\$35,000)

Additional revenue for Nova Scotia Power - Business Property Section 1 (\$38,408)

Additional funding from accumulated surplus to fund remaining deficit (\$173,514)

North Queens Board of Trade Grant has no effect on the tax rate as it is funded from accumulated surplus (\$40,000)

Net change is reduction of the deficit by \$446,922.

IMPLICATIONS

Financial: The operating budget dictates the tax rate that is applied to assessed values of properties in Region of Queens.

The revised budget V7 draft outcome reflects no change in base tax rate per \$100 of assessment.

COMMUNICATIONS

Residents are encouraged to engage in the budget process at <https://www.regionofqueens.com/budget-engagement/>.

BYLAWS/PLANS/POLICIES

N/A

SUMMARY

This report introduces the final draft of the 26/27 operational budget for adoption by Council.

ATTACHMENTS/REFERENCE MATERIALS

- [March 3 Special Council Meeting Minutes](#)
- [March 10 Regular Council Meeting Minutes](#)
- [March 17 Special Council Meeting Minutes](#)
- [March 24 Regular Council Meeting Minutes](#)

- [March 31 Special Council Meeting Minutes](#)
- Region of Queens Draft Operating Budget for fiscal year 2026/2027
- Reconciliation of Changes Report
- Three Year Utility Operating Budget

One cent on tax rate:	
\$	148,550



Cents on TXR	3.0	(0.0)
Deficit	(446,922)	0
MC increase inc above:	5.1	5.1

Region of Queen Municipality	2025-03-31	2026-03-31	2025-12-31			V6	V7
	Region	Region		%age	Projections to	Region	Region
	Actual	Budget	YTD	Budget	2026-03-31	Budget	Budget
1. Taxation							
ASSESSABLE PROPERTIES							
Residential	11,545,171	12,456,122	12,424,997	99.8%	12,424,897	13,506,000	13,506,000
Commercial	2,012,018	2,013,631	2,002,386	99.4%	2,002,297	2,035,100	2,035,100
Wind Turbine Act	25,218	25,218	25,684	101.8%	25,684	25,700	25,700
	2,037,236	2,038,849	2,028,070	99.5%	2,027,981	2,060,800	2,060,800
Resource							
Taxable Assessments	928,490	964,630	959,865	99.5%	959,865	952,400	952,400
Forest Property-Less than 50,000 Acres	29,271	28,876	28,926	100.2%	28,926	28,600	28,600
Forest Property -More than 50,000 Acres	111	111	111	100.0%	111	111	111
	957,872	993,617	988,902	99.5%	988,902	981,111	981,111
AREA RATES							
Hydrant Rate	209,187	201,424	200,691	99.6%	200,691	300,400	300,400
Transportation-Roads & Sidewalks							-
Transportation-Roads & Sidewalks	331,288	241,657	235,441	97.4%	235,441	421,613	421,613
District 13	1,380,282	1,492,989	1,487,522	99.6%	1,487,522	1,657,846	1,657,846
Debt-District 13	56,724	61,356	61,131	99.6%	61,131	68,131	68,131
	1,977,480	1,997,425	1,984,785	99.4%	1,984,785	2,447,990	2,447,990
Environmental Health-Caledonia	35,791	36,000	27,001	75.0%	36,000	36,000	36,000
Environmental Health- Milton	50,349	50,500	38,912	77.1%	51,987	52,100	52,100
Environmental Health- Liverpool	433,676	435,000	324,859	74.7%	432,398	431,800	431,800
Environmental Health- Brooklyn	42,111	42,100	31,221	74.2%	41,750	41,100	41,100
	561,927	563,600	421,993	74.9%	562,134	561,000	561,000
Business Property							
Bell	44,819	48,000	47,372	98.7%	47,372	48,000	48,000
Nova Scotia Power	1,212,718	1,329,946	1,329,946	100.0%	1,329,946	1,329,946	1,368,354
Nova Scotia Power HST Rebate	67,798	50,000	54,956	109.9%	54,956	54,956	54,956
	1,325,335	1,427,946	1,432,274	100.3%	1,432,274	1,432,902	1,471,310

Region of Queen Municipality	2025-03-31	2026-03-31	2025-12-31		V6	V7	
	Region	Region		%age	Projections to	2027-03-31	2027-03-31
	Actual	Budget	YTD	Budget	2026-03-31	Region	Region
						Budget	Budget
						-	-
Deed Transfer Tax	1,116,379	1,100,000	975,147	88.6%	1,192,641	1,200,000	1,200,000
Tax Recoveries	18,802	10,000	406	4.1%	8,000	10,000	10,000
	1,135,181	1,110,000	975,553	87.9%	1,200,641	1,210,000	1,210,000
Total Taxation	\$ 19,540,202	\$ 20,587,560	\$ 20,256,574	98.4%	\$ 20,621,615	\$ 22,199,803	\$ 22,238,211

DRAFT

2. Grants in Lieu of Taxes

Federal Government	63,010	60,892	65,073	106.9%	57,717	82,544	82,544
Provincial Government							
Provincial Property	111,095	85,400	-	0.0%	85,400	88,207	88,207
Conservation GIL	-	14,375	6,189	43.1%	14,375	14,375	14,375
Crown Timber Land	133,585	133,585	-	0.0%	133,585	133,585	133,585
Fire Protection	49,711	22,698	-	0.0%	22,698	24,384	24,384
	294,391	256,058	6,189	2.4%	256,058	260,551	260,551
Total Grants in Lieu of Taxes	\$ 357,401	\$ 316,950	\$ 71,262	22.5%	\$ 313,775	\$ 343,095	\$ 343,095

3. Services Provided to Other Governments

Closure Costs Joint Service Board	14,785	13,600	10,477	77.0%	13,928	14,300	14,300
Closure Costs Barrington	26,385	27,600	28,638	103.8%	28,121	28,800	28,800
Closure Costs Clarks Harbour	3,940	4,400	2,073	47.1%	8,792	4,500	4,500
Barrington Solid Waste	226,480	231,400	177,970	76.9%	241,386	247,400	247,400
Clarks Harbour Solid Waste	37,042	37,900	25,251	66.6%	37,476	38,400	38,400
Joint Service Board Organics	75,296	74,300	59,935	80.7%	69,223	73,500	73,500
Barrington Organics	45,074	46,600	27,992	60.1%	48,014	51,000	51,000
Clarks Harbour Organics	472	-	2,002	-	2,670	2,800	2,800
Joint Service Board Recycling	93,867	93,700	83,759	89.4%	83,759	-	-
Joint Service Board Solid Waste	126,343	122,800	89,931	73.2%	119,559	122,560	122,560
Barrington Recycling	25,559	26,700	17,907	67.1%	35,518	-	-
Clarks Harbour Recycling	828	800	1,641	205.1%	1,279	-	-

Region of Queen Municipality	2025-03-31	2026-03-31	2025-12-31		V6	V7	
	Region	Region		%age	Projections to	Region	Region
	Actual	Budget	YTD	Budget	2026-03-31	Budget	Budget
Waste Check Solid Waste	1,436,584	1,436,300	1,204,594	83.9%	1,588,073	1,627,900	1,627,900
Closure Costs Waste Check	182,946	184,300	144,747	78.5%	202,229	207,300	207,300
Waste Check Under tonnage	39,073	36,900	13,968	37.9%	43,465	43,500	43,500
	\$ 2,334,672	\$ 2,337,299	\$ 1,890,884	80.9%	\$ 2,523,492	\$ 2,461,960	\$ 2,461,960

4. Sales of Services

Protective Services

Parking Meters	8,870	12,000	5,652	47.1%	6,500	10,000	10,000
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Public Health and Welfare Services

Revenue from Residents	1,586,089	1,647,397	1,339,105	81.3%	1,560,000	1,725,077	1,725,077
Other Funding Sources	671,124	4,000	9,913	247.8%	130,000	-	-
	2,257,212	1,651,397	1,349,018	81.7%	1,690,000	1,725,077	1,725,077

Environmental Health Services

Septage	103,509	111,100	120,003	108.0%	132,200	145,400	145,400
Commercial Solid Waste	326,437	352,000	204,916	58.2%	247,200	248,400	248,400
Commercial Organics	70,650	78,100	52,305	67.0%	53,431	56,800	56,800
Mixed C&D and O/S Queens	135,539	136,400	127,052	93.1%	166,897	179,800	179,800
Commercial Recyclables	8,612	9,600	7,100	74.0%	8,962	-	-
Commercial Closure	202,946	206,800	191,785	92.7%	214,000	271,700	271,700
Metal Sales	49,042	53,600	946	1.8%	50,067	50,200	50,200
Sorted Commercial Queens	8,595	8,800	8,932	101.5%	12,135	12,800	12,800
Sorted O/S Queens	40,384	35,200	24,136	68.6%	41,833	45,000	45,000
Recycling Commodities	70,870	77,000	19,063	24.8%	19,000	-	-
Contaminated Soil	61,826	39,600	53,264	134.5%	65,685	65,700	65,700
	1,078,410	1,108,200	809,502	73.0%	1,011,410	1,075,800	1,075,800

Other

Tax Certificates	15,080	15,000	12,320	82.1%	14,480	15,000	15,000
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Total Sales of Services	\$ 3,359,572	\$ 2,786,597	\$ 2,176,492	78.1%	\$ 2,722,390	\$ 2,825,877	\$ 2,825,877
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5. Other Revenue from Own Sources

Licenses & Permits

Dog Registration Fees	9,780	11,000	8,610	78.3%	9,000	10,000	10,000
Planning Department Zoning, etc.	10,470	7,500	5,648	75.3%	7,500	7,500	7,500
Building Permits	27,260	30,000	31,861	106.2%	38,500	35,000	35,000

Region of Queen Municipality	2025-03-31	2026-03-31	2025-12-31		V6	V7	
	Region	Region	%age	Projections to	Region	Region	
	Actual	Budget	YTD	Budget	2027-03-31	2027-03-31	
					2026-03-31	Budget	Budget
Vendors License	2,502	2,500	1,888	75.5%	2,200	2,500	2,500
Taxi-License & Operator	500	600	50	8.3%	500	500	500
	50,512	51,600	48,057	93.1%	57,700	55,500	55,500
Fines							
Parking Fines	1,263	1,000	867	86.7%	1,000	1,000	1,000
Sheriff Fines	30,469	30,000	27,188	90.6%	30,000	30,000	30,000
	31,733	31,000	28,055	90.5%	31,000	31,000	31,000
Rentals							
Town Hall	6,000	6,000	-	0.0%	-	-	-
LBDC	111,709	108,883	34,706	31.9%	50,000	120,000	120,000
Registry of Deeds	16,450	16,470	12,338	74.9%	16,470	16,470	16,470
Hangar Rent-Airport	4,000	4,000	4,000	100.0%	4,000	4,000	4,000
	138,159	135,353	51,044	37.7%	70,470	140,470	140,470
Return on Investments							
Interest on Investments	320,489	250,000	150,124	60.0%	180,000	160,000	160,000
	320,489	250,000	150,124	60.0%	180,000	160,000	160,000
Other Revenue from Own Sources							
Penalties and Interest on Taxes	195,798	175,000	195,752	111.9%	215,000	170,000	170,000
Penalties and Interest on Misc.	10,095	10,000	10,856	108.6%	12,000	12,000	12,000
Marketing Levy Revenue					-	100,000	100,000
	205,893	185,000	206,608	111.7%	227,000	282,000	282,000
Recreation and Cultural Services							
Queens Place Recreation Facility							
Skate Sharpening	2,062	1,500	1,458	97.2%	1,600	1,750	1,750
Public Skating	2,877	2,400	2,379	99.1%	2,800	3,500	3,500
Concessions	5,541					-	-
Ice Rentals	219,958	210,000	161,900	77.1%	214,000	220,000	220,000
Fitness Revenue Memberships	162,293	165,000	141,111	85.5%	168,000	172,000	172,000
Indoor Track	5,194	5,000	-	0.0%	-	-	-
Sponsorships & Advertising	55,953	40,000	45,616	114.0%	46,000	45,000	55,000
Room Rentals (Fitness/Community)	28,909	25,000	15,275	61.1%	18,000	20,000	20,000
Fitness Classes	4,142	2,200	4,455	202.5%	4,800	5,000	5,000
Gate Revenue	6,127					-	-
Vending Machines Revenue	9,176	5,000	4,558	91.2%	5,500	6,000	6,000

Region of Queen Municipality	2025-03-31	2026-03-31	2025-12-31		V6	V7	
	Region	Region		%age	Projections to	Region	Region
	Actual	Budget	YTD	Budget	2026-03-31	Budget	Budget
Full Facility Rental	41,110	-	-	0.0%	-	-	25,000
Youth Centre	3,685						-
Personal Trainer	8,848	10,000	6,218	62.2%	8,500	10,000	10,000
	555,877	466,100	382,970	82.2%	469,200	483,250	518,250
	-						
Recreation Program Revenue	29,962	40,000	3,298	8.2%	7,000	46,750	46,750
	585,838	506,100	386,268	76.3%	476,200	530,000	565,000
Miscellaneous							
Race Track Revenue	9,000	9,600	9,210	95.9%	9,210	9,500	9,500
Visitor Information Center	5,800	4,500	2,160	48.0%	2,160	3,000	3,000
Sundry Revenue	203,735	45,000	41,213	91.6%	800,000	45,000	45,000
EPR Revenue		100,000	-	0.0%	-	-	-
RCMP Criminal Checks	3,990	3,600	2,461	68.4%	3,000	3,000	3,000
Vacancy Allowance	-	507,554	-	0.0%	-	230,922	230,922
Revenue collected for Other Government Agencies							
Brooklyn Community Rate	47,234	49,761	49,556	99.6%	49,556	52,350	52,350
	269,759	720,015	104,600	14.5%	863,926	343,772	343,772
Total Other Revenue from Own Sources	\$ 1,602,382	\$ 1,879,068	\$ 974,756	51.9%	\$ 1,906,296	\$ 1,542,742	\$ 1,577,742

6. Unconditional Transfer from Other

Governments

Provincial Government

Farm Property Acreage	14,010	14,101	14,140	100.3%	14,140	14,140	14,140
Municipal Financial Capacity Grant	1,343,225	1,343,225	1,007,418	75.0%	1,343,225	1,343,225	1,343,225
Total Unconditional Transfers from Other Gov.	\$ 1,357,235	\$ 1,357,326	\$ 1,021,558	75.3%	\$ 1,357,365	\$ 1,357,365	\$ 1,357,365

7. Conditional Transfers from Federal & Provincial

Governments or Agencies

RRF Funding	10,093	11,000	-	0.0%	10,000	10,000	10,000
Diversion Credits	116,652	60,000	10,346	17.2%	25,000	62,295	62,295
Provincial Funding	17,232	-	60,877	0.0%	50,000	55,500	55,500
911 Cost Recovery Fund	4,590	4,600	-	0.0%	5,000	5,000	5,000

Region of Queen Municipality	2025-03-31	2026-03-31	2025-12-31		V6	V7	
	Region	Region		%age	Projections to	Region	Region
	Actual	Budget	YTD	Budget	2026-03-31	Budget	Budget
Federal Funding	9,280	-	5,000	0.0%	5,000	-	-
Total Conditional Transfers	\$ 157,847	\$ 75,600	\$ 76,223	100.8%	\$ 95,000	\$ 132,795	\$ 132,795

8. Other Transfers, Collections for Other

Governments

Accumulated Surplus

Succession Planning		32,214	-	0.0%	32,214	-	-
Other 24/25 Surplus Items	431,147	-	-	0.0%	-	-	-
Grey Box new Site Set up		24,000	-	0.0%	-	-	-
Community Group Funding Support		450,000	-	0.0%	216,490	483,000	483,000
New Dry Hydrants		40,000	-	0.0%	-	-	-
Intervenor Status	7,953	67,189	22,010	32.8%	68,000	-	-
Paving rate funding		321,098	-	0.0%		-	-
Unbudgeted expenses	381,553	-			73,500	-	-
RQM 30th anniversary						15,000	15,000
Community Wellness Strategy						50,000	50,000
Recommissioning report - Queens Place						52,500	52,500
Queens Place Parking Lot and wall replacement						90,000	90,000
Trestle Trail Bridge Study						30,000	30,000
North Queens Board of Trade Grant						-	40,000
Transfer fr Surplus to balance rate change to zero		142,915	-	0.0%	-	250,000	423,514
	820,653	1,077,416	22,010	2.0%	390,204	970,500	1,184,014
Transfers from Special Operating Reserves							
Shares Services Initial Costs	-	110,000	-	0.0%	-	25,000	25,000
Paving rate balancing District 13	-				137,115	10,000	10,000
Septage Reserve Lagoon Dredging	-	-			-	55,000	55,000
Hillsview Acres Deficit Transfer fr Reserves	77,346	192,259	-	0.0%	130,407	246,162	246,162
Pine Grove	25,000	25,000	-	0.0%	25,000	25,000	25,000
Accessibility	-	55,000	-	0.0%	11,251	-	-
MPS update funding fr reserve	-				-	48,000	48,000
CIF Reserve	10,000	-	250,000	-	250,000	100,000	100,000
Organics reserve	-	-	-	-	-	400,000	400,000
Organics reserve	-	-	-	-	-	66,481	66,481

Region of Queen Municipality	2025-03-31	2026-03-31	2025-12-31		V6	V7	
	Region	Region		%age	Projections to	Region	Region
	Actual	Budget	YTD	Budget	2026-03-31	Budget	Budget
Parkland						7,000	7,000
Parkland						30,000	30,000
Parkland						49,000	49,000
Parkland						32,500	32,500
Parkland						12,000	12,000
Parkland						10,000	10,000
Shared Services Reserve						52,000	52,000
Fundraising						19,500	19,500
District 13 Reserve						90,000	90,000
District 13 Reserve						43,500	43,500
District 13 Reserve						37,000	37,000
Other 24/25 Special Operating Reserve items	898,508	-	-	-	-	-	-
Transfers from Special Equipment Reserve						-	-
Fire Department Truck Reserve	166,703	309,071	-	0.0%	309,071	361,571	361,571
	1,998,211	1,768,746	272,010	15.4%	1,253,048	2,690,214	2,903,728
TOTAL REVENUE:	\$ 30,707,523	\$ 31,109,145	\$ 26,739,760	86.0%	\$ 30,792,980	\$ 33,553,852	\$ 33,840,774

9. General Government Services

Legislative

Remuneration-Mayor	48,600	51,220	39,395	76.9%	51,220	79,557	79,557
Remuneration-Council	169,683	179,520	138,638	77.2%	179,520	327,633	327,633
Council Expenses (publicly reported)	12,513	14,000	11,454	81.8%	14,000	13,000	13,000
Other Expenses	19,156	10,000	7,407	74.1%	10,000	10,260	10,260
Council Discretionary Fund		-	-		-	-	-
Committee of Council Expenses		-	-		-	-	-
	249,952	254,740	196,894	77.3%	254,740	430,451	430,451

General Administrative

Administrative	919,096	1,589,820	929,955	58.5%	1,330,000	1,782,790	1,782,790
Administrative Benefits	184,059	10,512	5,624	53.5%	10,512	11,000	11,000
Allocated -Water Utility	(56,650)	(58,070)	(43,553)	75.0%	(58,070)	(61,537)	(61,537)

Region of Queen Municipality	2025-03-31	2026-03-31	2025-12-31		V6	V7	
	Region	Region		%age	2027-03-31	2027-03-31	
	Actual	Budget	YTD	Budget	Projections to	Region	Region
					2026-03-31	Budget	Budget
Office Expenses	63,132	75,600	58,699	77.6%	75,600	77,566	77,566
Computer Insurance	7,992	9,000	9,000	100.0%	9,000	9,000	9,000
Equipment Mtnc/Lease Costs	14,938	15,000	15,765	105.1%	15,000	22,044	22,044
Computer System	236,698	307,602	278,042	90.4%	307,602	382,081	382,081
Diversity Programs	14,061	25,000	1,000	4.0%	1,000	14,427	14,427
Staff Training	13,112	50,000	35,659	71.3%	45,000	25,000	25,000
	1,396,438	2,024,464	1,290,191	63.7%	1,735,644	2,262,370	2,262,370
Financial Management	48,057	45,000	15,282	34.0%	50,000	45,000	45,000
Bank Charges	2,503	2,200	517	23.5%	1,500	1,500	1,500
	50,560	47,200	15,799	33.5%	51,500	46,500	46,500
Taxation							
Administration	71,148	76,620	56,745	74.1%	76,620	80,604	80,604
Tax Billings	16,333	20,000	20,151	100.8%	20,151	20,600	20,600
Tax Exemptions	129,634	163,000	147,161	90.3%	160,000	167,238	167,238
Assessment Services	317,389	328,985	246,739	75.0%	328,985	355,304	355,304
Other Taxation-Tax Sale Costs/Appeals PY	2,996	28,560	10,624	37.2%	28,560	29,303	29,303
	537,500	617,165	481,420	78.0%	614,316	653,049	653,049
Common Services-Administration Building							
Insurance	5,955	6,700	6,700	100.0%	6,700	6,700	6,700
Electricity	34,300	36,400	18,381	50.5%	30,000	30,600	30,600
General Maintenance	37,976	55,000	39,565	71.9%	72,500	35,000	35,000
Utilities	1,610	1,720	871	50.6%	1,700	2,800	2,800
	79,841	99,820	65,517	65.6%	110,900	75,100	75,100
Other							
Legal Services	118,092	177,000	179,855	101.6%	170,000	120,000	120,000
Recruiting	55,571	50,000	42,162	84.3%	42,500	2,500	2,500
General Consulting	62,928	100,000	23,529	23.5%	17,600	100,000	100,000
Safety Strategy Implementation	305,444	50,000	123,362	246.7%	150,000	10,000	10,000
Other	303,496	-	8,252	0.0%	8,400	1,000	1,000
Contingency	-	100,000	30,039	30.0%	36,200	-	-
Homeowners Association Fees	-	450	-	0.0%	450	450	450
Utility Low Income Assistance	-	15,000	-	0.0%	5,000	15,000	15,000
Staff Relations Fund	22,237	25,000	16,876	67.5%	25,000	23,100	23,100

Region of Queen Municipality	2025-03-31	2026-03-31	2025-12-31		V6	V7	
	Region	Region		%age	Projections to	Region	Region
	Actual	Budget	YTD	Budget	2026-03-31	Budget	Budget
	867,768	517,450	424,075	82.0%	455,150	272,050	272,050
Other General Government Services							
Conventions & Delegations							
NSFM (Council + CAO)	19,736	25,600	17,926	70.0%	18,000	23,190	23,190
Elections	78,064					-	-
FCM/CAMA (Council + CAO)	2,949	12,200	10,469	85.8%	11,000	10,000	10,000
Other Councilors Conferences		1,000	-	0.0%	-	2,000	2,000
AMANS	4,416	8,818	11,500	130.4%	12,000	17,940	17,940
	105,165	47,618	39,895	83.8%	41,000	53,130	53,130
General Accident, Damage Claims &							
Public Liability Insurance	1,120	1,120	1,120	100.0%	1,220	1,220	1,220
Grants to Other Organizations & Individuals							
Community Investment Fund	179,420	175,000	352,330	201.3%	348,378	275,000	275,000
	179,420	175,000	352,330	201.3%	348,378	275,000	275,000
Other							
Scholarships	9,000	9,000	9,500	105.6%	9,000	9,000	9,000
Municipal Floats	1,565	1,600	728	45.5%	1,000	1,600	1,600
Pension/Administration Costs	5,544	5,450	4,158	76.3%	5,450	5,450	5,450
Advertising & Promotions	4,697	13,000	3,491	26.9%	10,000	13,000	13,000
Grants to Organizations	-	-	-	0.0%	-	-	-
- Queens County Food Bank	-	15,500	15,500	100.0%	15,500	15,500	15,500
- Queens Country Transit	-	70,000	70,000	100.0%	70,000	65,000	65,000
- Astor funding - surplus	-	250,000	17,197	6.9%	250,000	233,000	233,000
- Greenfield Fire	-	200,000	200,000	100.0%	200,000	-	-
- North Queens Track - surplus	-	-	-	0.0%	-	250,000	250,000
- North Queens Board of Trade	-	-	-	0.0%	-	-	40,000
Contingency	50,407	-	-	0.0%	-	-	-
Communications	9,464	15,000	2,470	16.5%	10,000	15,390	15,390
	80,676	579,550	323,044	55.7%	570,950	607,940	647,940
Valuation Allowance							
Uncollectible taxes	26,876	15,000	8,980	59.9%	12,000	15,000	15,000

Region of Queen Municipality	2025-03-31	2026-03-31	2025-12-31		V6	V7	
	Region	Region		%age	Projections to	Region	Region
	Actual	Budget	YTD	Budget	2026-03-31	Budget	Budget
Total General Government Services	\$ 3,575,315	\$ 4,379,128	\$ 3,199,265	73.1%	\$ 4,195,798	\$ 4,691,810	\$ 4,731,810

10. Protective Services

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Police Protection							
Administration-Prosecution Fees	12,512	12,400	7,800	62.9%	10,000	12,500	12,500
DNA Testing	10,374	10,700	13,133	122.7%	13,200	13,500	13,500
RCMP Satellite Office-Caledonia	962	600	239	39.8%	425	450	450
Seniors' Safety Coordinator		74,966	37,062	49.4%	54,000	82,987	82,987
Protective Services	2,780,840	2,864,265	2,224,788	77.7%	2,966,384	3,264,952	3,264,952
Total Police/Senior Protection	2,804,689	2,962,931	2,283,022	77.1%	3,044,009	3,374,389	3,374,389
		2,887,965				3,291,402	

Law Enforcement

Building/Fire Inspection							
Salary & Benefits	169,904	182,400	134,987	74.0%	182,400	196,379	196,379
Travel	3,615	5,000	1,308	26.2%	1,436	5,000	5,000
Insurance Liability/Vehicle	612	2,591	2,591	100.0%	2,591	2,600	2,600
Training/Memberships	4,873	5,000	7,221	144.4%	7,221	5,000	5,000
Shared Services		110,000	-	0.0%	-	25,000	25,000
Telephone	2,285	1,700	425	25.0%	600	-	-
Gasoline	12,000	12,600	9,450	75.0%	12,600	12,900	12,900
Maintenance Vehicle		3,600	3,201	88.9%	4,500	3,600	3,600
Supplies	63,748	500	415	83.0%	415	513	513
	257,036	323,391	159,598	49.4%	211,763	250,992	250,992

By Law Enforcement

Salary & Benefits	102,064	162,660	108,083	66.4%	131,900	177,425	177,425
Insurance Liability/Vehicle	1,428	1,904	1,904	100.0%	1,904	1,900	1,900
Training/Memberships	325	1,500	3,390	226.0%	1,515	3,500	3,500
Telephone	451	700	241	34.4%	350	718	718
Uniform	1,907	3,000	1,621	54.0%	1,621	3,000	3,000
Unsanitary Premises	3,903	1,000	52	5.2%	50	1,000	1,000
Gasoline	5,520	6,000	4,500	75.0%	6,000	6,200	6,200
Bylaw Vehicle Maintenance	472	1,800	796	44.2%	1,200	1,800	1,800
Dog Tags	705	850	667	78.5%	732	850	850
Dog Pound General Maintenance	1,139	750	582	77.6%	500	750	750
Supplies for Dog Control		500	93	18.6%	111	500	500

Region of Queen Municipality	2025-03-31	2026-03-31	2025-12-31		V6	V7	
	Region	Region		%age	Projections to	Region	Region
	Actual	Budget	YTD	Budget	2026-03-31	Budget	Budget
Parking Meter Repairs/Tickets	727	5,000	2,152	43.0%	2,152	5,000	5,000
	118,640	185,664	124,081	66.8%	148,035	202,644	202,644
Total Law Enforcement	375,676	509,055	283,679	55.7%	359,798	453,636	453,636
Fire Fighting Force							
Liability Insurance	13,561	13,925	14,425	103.6%	14,425	14,425	14,425
Safety Training	40,000	40,000	30,000	75.0%	40,000	40,000	40,000
Fire Department Equipment Purchases	166,703	309,071	309,071	100.0%	309,071	361,571	361,571
Grants Volunteer Fire Departments/First Resp.	633,860	692,450	609,280	88.0%	692,450	742,750	742,750
Interest on Loans	1,100	525	-	0.0%	525	-	-
Workers Compensation	12,342	18,400	13,926	75.7%	18,570	20,000	20,000
Medical Insurance	5,895	6,200	5,895	95.1%	5,895	6,200	6,200
1st Responders Insurance	1,623	1,185	1,685	142.2%	1,685	1,685	1,685
Dry Hydrant Maintenance	14,952	10,000	4,198	42.0%	15,000	10,260	10,260
Dry Hydrant Upgrades		40,000	-	0.0%	-	-	-
Dry Hydrant Labour		60,820	2,952	4.9%	-	-	-
Reserve Fund-Fire Department Capital	380,316	415,470	311,603	75.0%	415,470	445,650	445,650
	1,270,351	1,608,046	1,303,036	81.0%	1,513,091	1,642,541	1,642,541
Fire Alarm Systems							
Answering Contract	29,787	31,000	22,726	73.3%	31,000	31,800	31,800
Base Station/Antenna	536	600	386	64.3%	600	600	600
	30,323	31,600	23,112	73.1%	31,600	32,400	32,400
Water Supply and Hydrants	219,488	201,424	151,068	75.0%	200,691	300,400	300,400
Fire Station Building							
Insurance/Building/Boiler	6,122	5,139	5,139	100.0%	5,139	5,140	5,140
Building Repairs & Grounds	22,193	26,000	48,305	185.8%	35,000	22,000	22,000
Building Fuel	25,607	16,640	11,862	71.3%	20,000	20,500	20,500
Utilities	17,833	23,400	8,655	37.0%	17,000	17,400	17,400
	71,755	71,179	73,961	103.9%	77,139	65,040	65,040
Other Fire Protection							
Snow Removal Rural Fire Hydrants	945	5,000	3,180	63.6%	5,000	5,000	5,000

Region of Queen Municipality	2025-03-31	2026-03-31	2025-12-31		V6	V7	
	Region	Region	%age	Projections to	Region	Region	
	Actual	Budget	YTD	Budget	2026-03-31	Budget	Budget
Total Fire Protection	1,592,862	1,917,249	1,554,357	81.1%	1,827,521	2,045,381	2,045,381
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Emergency Measures							
Local EMO/GSAR	25,753	44,935	29,132	64.8%	40,000	85,546	85,546
Ground Search & Rescue- Building Fuel	4,955	5,000	3,468	69.4%	5,000	5,100	5,100
Vehicle/Building/Liability Insurance	16,862	9,808	10,802	110.1%	10,802	10,800	10,800
Electricity	1,801	1,660	1,097	66.1%	1,700	1,700	1,700
Building Maintenance	12,413	3,750	1,880	50.1%	2,750	3,000	3,000
Total Emergency Measures	61,784	65,153	46,379	71.2%	60,252	106,146	106,146
Total Protective Services	\$ 4,835,010	\$ 5,454,387	\$ 4,167,437	76.4%	\$ 5,291,580	\$ 5,979,551	\$ 5,979,551

11. Transportation Services

Common Services-Administration

EPW Wages (IBEW and non union)	1,259,160	570,790	899,831	157.6%	1,200,000	2,047,428	2,047,428
Wage reallocation						-	-
Sanitary Supplies	24,117	36,750	17,351	47.2%	25,000	18,906	18,906
Asset Management	15,074					-	-
Licencing/Memberships/ Professional Development	17,066	33,180	31,107	93.8%	40,000	34,043	34,043
Communication Services	21,292	40,000	23,368	58.4%	35,000	41,040	41,040
	1,336,708	680,720	971,657	142.7%	1,300,000	2,141,416	2,141,416

Common Services-Equipment Operations

Salary & Benefits Mechanic	113,301	83,040	129,996	156.5%	179,900	205,401	205,401
Equipment Oil & Fluids	19,742	25,000	16,866	67.5%	22,488	23,100	23,100
Equipment Gas	29,799	32,550	23,683	72.8%	31,577	32,400	32,400
Equipment Diesel	18,556	20,000	16,277	81.4%	21,703	22,300	22,300
EPW Vehicle Maintenance	145,888	173,750	140,376	80.8%	170,000	176,450	176,450
Trucks-Insurance	20,330	28,276	28,276	100.0%	28,275	28,300	28,300
Small Equipment Maintenance	22,433	44,250	15,110	34.1%	30,000	35,400	35,400
Plow Insurance	3,060	857	857	100.0%	857	850	850
Heavy Equipment Maintenance	105,235	184,000	132,586	72.1%	184,000	184,000	184,000
Loader-Insurance	3,056	3,428	4,695	137.0%	4,695	4,700	4,700
Backhoe - Insurance	382	429	429	100.0%	429	430	430
	481,781	595,580	509,151	85.5%	673,924	713,331	713,331

Region of Queen Municipality	2025-03-31	2026-03-31	2025-12-31		V6	V7	
	Region	Region		%age	2027-03-31	2027-03-31	
	Actual	Budget	YTD	Budget	Projections to	Region	Region
					2026-03-31	Budget	Budget
Debenture Principal & Interest							
Principal		-	-		-	22,000	22,000
Interest		-	-		-	6,919	6,919
		-	-		-	28,919	28,919
Small Tools and Equipment	43,962	34,000	24,440	71.9%	34,000	34,000	34,000
Public Works Safety Equipment and Training	30,342	45,000	85,708	190.5%	90,000	41,750	41,750
	74,304	79,000	110,148	139.4%	124,000	75,750	75,750
Storage							
Insurance	253	548	548	100.0%	548	550	550
Grounds Building Utilities	15,443	15,600	2,772	17.8%	14,000	14,400	14,400
Grounds Building General Maintenance	21,536	10,000	7,321	73.2%	7,500	10,000	10,000
	37,232	26,148	10,641	40.7%	22,048	24,950	24,950
Works Garage							
Works Garage Renovation	92,737	12,000	21,220	176.8%	12,000	-	-
Insurance	2,620					-	-
Works Utilities	28,938	29,640	17,870	60.3%	29,000	29,800	29,800
Works Department General Maintenance	37,887	81,000	21,364	26.4%	71,600	40,000	40,000
	162,183	122,640	60,454	49.3%	112,600	69,800	69,800
Insurance	-	2,934	2,934	100.0%	2,934	2,900	2,900
Total Common Services	2,092,209	1,507,022	1,664,985	110.5%	2,235,506	3,057,065	3,057,065
Road Transport							
Roads and Streets							
Road Levy	301,415	306,840	230,136	75.0%	306,848	314,800	314,800
Street and Road Maintenance	227,518	103,890	111,475	107.3%	145,000	106,591	106,591
Street and Road Maintenance - Labour		532,360	121,674	22.9%	162,233	-	-
J Class roads	150,000				-	250,000	250,000
Sidewalks Material	34,935	64,290	15,484	24.1%	80,000	109,462	109,462
Sidewalks Labour		60,820	16,642	27.4%	22,189	-	-
Storm Water Management	31,384	10,000	12,881	128.8%	30,000	10,260	10,260

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Region of Queen Municipality	2025-03-31	2026-03-31	2025-12-31		V6	V7	
	Region	Region	%age	Projections to	Region	Region	
	Actual	Budget	YTD	Budget	2026-03-31	Budget	Budget
Storm Water Management - Labour		50,180	16,447	32.8%	21,929	-	-
De-Icing Materials Supply	80,546	75,000	15,551	20.7%	70,000	68,737	68,737
Traffic Signals and Markings	73,240	99,392	149,645	150.6%	150,000	229,476	229,476
Traffic Calming		50,180	-	0.0%		-	-
Equipment Permitting	20,340	16,500	14,616	88.6%	21,000	25,355	25,355
Asphalt Paving	312,972	391,230	395,364	101.1%	400,000	410,400	410,400
	1,232,350	1,760,682	1,099,915	62.5%	1,409,198	1,525,081	1,525,081
Debenture Principal & Interest							
Principal	35,365	64,856	70,860	109.3%	64,856	70,456	70,456
Interest	17,993	18,994	12,209	64.3%	18,994	16,810	16,810
	53,358	83,850	83,069	99.1%	83,850	87,266	87,266
Road Transport							
Street lighting							
Rental	291,622	273,000	200,936	73.6%	275,000	280,500	280,500
Decorative Light Maintenance	9,761	19,000	11,618	61.1%	9,000	4,000	4,000
	301,383	292,000	212,554	72.8%	284,000	284,500	284,500
Airport							
Airport Insurance	4,464	4,628	4,572	98.8%	4,572	4,600	4,600
Building/Grounds	2,336	2,500	-	0.0%	2,500	2,500	2,500
Heat/Lights/Fuel	2,939	2,730	1,324	48.5%	2,500	2,600	2,600
	9,739	9,858	5,896	59.8%	9,572	9,700	9,700
Total Transportation Services	\$ 3,689,039	\$ 3,653,412	\$ 3,066,419	83.9%	\$ 4,022,126	\$ 4,963,612	\$ 4,963,612

12. Environmental Health Services

R.Q.M. Sewage Administration

Supervision	15,637	154,880	29,171	18.8%	38,894	243,333	153,187
Labour		-	-		-	492,235	492,235
Wage reallocation to Utility		-	-		-	(266,959)	(258,169)
Wage reallocation to operations		-	-		-	-	-
Insurance-Caledonia	2,851	3,194	3,194	100.0%	3,194	3,200	3,200
WW Continuing Education/Certification	1,240	17,910	2,537	14.2%	4,000	6,000	6,000
Consulting Services	33,734	30,000	10,569	35.2%	16,000	13,200	13,200

Region of Queen Municipality	2025-03-31	2026-03-31	2025-12-31		V6	V7	
	Region	Region	%age	Projections to	Region	Region	
	Actual	Budget	YTD	Budget	2026-03-31	Budget	Budget
Insurance- Brooklyn	1,747	1,948	1,948	100.0%	1,948	1,950	1,950
Insurance-STP Liverpool	13,777	15,518	15,518	100.0%	15,518	15,500	15,500
Insurance-Milton	3,460	3,880	3,880	100.0%	3,880	3,900	3,900
	72,446	227,330	66,818	29.4%	83,434	512,359	431,003
R.Q.M. Sewage Collection Systems							
NQ WW Collection and Treatment Maintenance	59,231	129,500	116,203	89.7%	155,000	99,400	99,400
NQ WW Collection and Treatment Wages and Benefits	24,167	46,350	25,524	55.1%	35,000	-	-
SQ WW Collection Wages and Benefits	33,296	132,270	78,994	59.7%	108,105	-	-
SQ WW Collection Maintenance	196,806	180,000	246,463	136.9%	265,000	184,680	184,680
	313,501	488,120	467,184	95.7%	563,105	284,080	284,080
R.Q.M. Sewage Treatment & Disposal							
SQ WW Treatment Operations	233,477	221,825	167,356	75.4%	220,000	227,592	227,592
SQ WW Treatment Wages and Benefits	12,242	46,350	14,949	32.3%	20,500	-	-
	245,719	268,175	182,305	68.0%	240,500	227,592	227,592
Debenture Principal & Interest							
Principal	130,486	162,731	169,294	104.0%	162,731	177,663	177,663
Interest	31,717	30,688	24,910	81.2%	30,688	28,737	28,737
	162,202	193,419	194,204	100.4%	193,419	206,400	206,400
R.Q.M. Total Sewage and Disposal	793,867	1,177,044	910,511	77.4%	1,080,458	1,230,431	1,149,076
Garbage Collection & Disposal							
Administration							
Salary and Benefits	68,385	208,030	53,670	25.8%	71,560	158,459	202,972
Wage reallocation						(79,858)	(43,015)
SW Administrative Travel	-	2,000	270	13.5%	650	750	750
SW Administrative Communications	705	1,500	-	0.0%	-	-	-
Public Engagement	7,024	17,500	6,483	37.0%	6,500	17,955	17,955
Uncollectible AR	354	-	-	0.0%	25,000	-	-
Curbside Inspection	21,190	25,000	630	2.5%	630	-	-
	97,658	254,030	61,053	24.0%	104,340	97,307	178,662
Garbage & Waste Collection							
Grey Box & Green Cart Maintenance	39,205	74,480	11,527	15.5%	4,750	38,480	38,480
Grey Box & Green Cart Maintenance - Labour		60,820	26,499	43.6%	35,332	-	-

Region of Queen Municipality	2025-03-31	2026-03-31	2025-12-31		V6	V7	
	Region	Region	%age	Projections to	Region	Region	
	Actual	Budget	YTD	Budget	2026-03-31	Budget	Budget
Solid Waste Collection Contracts	974,997	1,072,140	728,732	68.0%	1,100,000	1,311,777	1,311,777
Solid Waste Transportation Contract	520,677	557,820	410,872	73.7%	560,000	827,337	827,337
Derelict Vehicle Program	876	1,000	572	57.2%	1,000	1,000	1,000
	1,535,756	1,766,260	1,178,202	66.7%	1,701,082	2,178,594	2,178,594
Landfill							
SW Wages and Benefits	375,978	436,630	240,544	55.1%	349,000	459,695	459,695
Insurance	9,851	11,042	11,042	100.0%	11,042	11,000	11,000
SW Facility Operation and Maintenance	379,089	380,300	251,538	66.1%	360,000	390,188	390,188
Control Program and Testing	43,569	62,500	49,073	78.5%	65,000	64,125	64,125
HHW Operation and Maintenance	999	37,000	76,386	206.4%	85,000	37,962	37,962
Leachate Management	198,514	75,000	34,794	46.4%	40,000	76,950	76,950
Leachate Transportation wages		148,920	36,535	24.5%	98,000	193,524	193,524
Reserve Fund-Spec Cap-Post Closure Queens	450,000	450,000	412,500	91.7%	450,000	400,000	400,000
Reserve Fund-Spec Cap-Post Closure-Cont.	423,920	550,000	331,792	60.3%	550,000	530,900	530,900
	1,881,919	2,151,392	1,444,204	67.1%	2,008,042	2,164,344	2,164,344
Debenture Principal & Interest							
Principal	66,751	68,987	68,987	100.0%	68,987	-	-
Interest	2,317	2,311	2,311	100.0%	2,311	-	-
	69,068	71,298	71,298	100.0%	71,298	-	-
Recycling							
MRF Wages and Benefits	437,305	491,420	321,734	65.5%	354,000	-	-
Insurance	3,769	4,229	4,229	100.0%	4,229	4,200	4,200
MRF Operation and Maintenance	122,453	110,300	130,475	118.3%	135,000	-	-
Organics Transfer Operation and Maintenance	260,346	264,500	207,754	78.5%	277,005	271,377	271,377
Leaf and Yard Waste Operations - Labour	1,547	-	1,086	0.0%	1,448	-	-
Leaf and Yard Waste Operations		55,000	41,166	74.8%	45,000	47,500	47,500
	825,420	925,449	706,444	76.3%	816,682	323,077	323,077
Total Garbage & Waste Collection & Disposal	4,409,822	5,168,429	3,461,201	67.0%	4,701,444	4,763,321	4,844,676
Total Environmental Health Services	\$ 5,203,689	\$ 6,345,473	\$ 4,371,712	68.9%	\$ 5,781,903	\$ 5,993,752	\$ 5,993,752

13. Public Health & Welfare Services

Region of Queen Municipality	2025-03-31	2026-03-31	2025-12-31		V6	V7	
	Region	Region		%age	Projections to	Region	Region
	Actual	Budget	YTD	Budget	2026-03-31	Budget	Budget
Hillsview Acres	2,334,559	\$ 1,843,656	\$ 1,422,370	77.1%	\$ 1,820,407	\$ 1,971,239	\$ 1,971,239
	\$ 2,334,559	\$ 1,843,656	\$ 1,422,370	77.1%	\$ 1,820,407	\$ 1,971,239	\$ 1,971,239

14. Environment Development Services

Planning

Administration

Salaries & Benefits	293,641	455,290	271,243	59.6%	389,625	543,822	543,822
Supplies	3,020	3,000	428	14.3%	2,500	3,000	3,000
	296,661	458,290	271,671	59.3%	392,125	546,822	546,822

Planning Other

Travel	236	250	197	78.8%	197	250	250
Liability Insurance	745	977	977	100.0%	977	1,000	1,000
Training/Memberships	895	1,200	200	16.7%	200	500	500
Civic Number Private Road Signage	391	1,000	-	0.0%	250	750	750
Advertising		1,000	-	0.0%	-	1,000	1,000
Permit Tracking	40,000					-	-
Planning Projects Reserve	-	15,000	-	0.0%	15,000	100,000	100,000
GIS Project	8,207	5,750	-	0.0%	6,000	5,000	5,000
Heritage Property	489	1,200	-	0.0%	-	1,200	1,200
Meeting support		2,500	-	0.0%	-	2,500	2,500
Community Outreach	15,000	10,000	-	0.0%	-	5,000	5,000
Accessibility Planning/Implementation Misc.		12,500	-	0.0%	-	12,813	12,813
Surveying		5,000	-	0.0%	-	5,000	5,000
	65,964	56,377	1,374	2.4%	22,624	135,013	135,013

Total Environmental Planning & Zoning	362,625	514,667	273,045	53.1%	414,749	681,835	681,835
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Other Environment Development Services

Tourism & Economic Development

Salaries & Benefits	331,034	347,423	212,358	61.1%	275,445	350,934	350,934
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Supplies/Materials/Operations

Supplies	339	500	194	38.8%	600	513	513
Library/Resource	94	150	-	0.0%		-	-

Region of Queen Municipality	2025-03-31	2026-03-31	2025-12-31		V6	V7	
	Region	Region		%age	Projections to	Region	Region
	Actual	Budget	YTD	Budget	2026-03-31	Budget	Budget
	433	650	194	29.8%	600	513	513
Department Services/Projects							
Brochure Update & Productions	18,023	15,000	659	4.4%	2,000	15,390	15,390
	18,023	15,000	659	4.4%	2,000	15,390	15,390
Queens Waterfront Development							
Port Medway Maintenance	7,470	9,710	4,551	46.9%	6,500	56,500	56,500
	7,470	9,710	4,551	46.9%	6,500	56,500	56,500
Publicity & Advertising							
Website Development	7,728	12,000	5,285	44.0%	10,000	10,000	10,000
Signage Development & Mtnc.	5,058	12,500	7,762	62.1%	2,000	12,825	12,825
Promotions and Advertising	20,321	25,000	1,547	6.2%	8,000	55,650	55,650
	33,108	49,500	14,594	29.5%	20,000	78,475	78,475
Facilities							
Christmas Lighting/Wreaths	14,594	21,000	11,541	55.0%	20,000	21,546	21,546
VIC Maintenance	8,057	21,000	902	4.3%	1,000	2,500	2,500
	22,651	42,000	12,443	29.6%	21,000	24,046	24,046
Fort Point Lighthouse Park							
Insurance	862	950	950	100.0%	950	950	950
Utilities	3,631	3,220	1,599	49.7%	2,500	2,600	2,600
Fort Point Maintenance	2,790	6,000	2,910	48.5%	3,250	6,156	6,156
	7,282	10,170	5,459	53.7%	6,700	9,706	9,706
LBDC							
LBDC Maintenance and Operation	171,766	154,050	105,481	68.5%	155,000	158,055	158,055
Real Property Taxes	16,805	15,800	15,791	99.9%	15,790	17,300	17,300
Insurance	8,460	9,636	9,636	100.0%	9,636	9,636	9,636
Special Projects	1,245,837					-	-
	1,442,868	179,486	130,908	72.9%	180,426	184,991	184,991
Other							
VIC Operations	50,068	45,142	42,998	95.3%	38,000	42,087	42,087
Insurance	1,579	1,913	1,913	100.0%	1,913	1,900	1,900

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Region of Queen Municipality	2025-03-31	2026-03-31	2025-12-31		V6	V7	
	Region	Region		%age	Projections to	Region	Region
	Actual	Budget	YTD	Budget	2026-03-31	Budget	Budget
Training	960	3,000	950	31.7%	2,000	3,000	3,000
Travel	987	1,500	695	46.3%	1,500	1,000	1,000
Membership	4,171	4,400	3,589	81.6%	3,589	4,000	4,000
	57,765	55,955	50,145	89.6%	47,002	51,987	51,987

Economic Development

Regional Beautification / Façade program	46,988	40,000	19,742	49.4%	15,000	41,040	41,040
Events Strategy Implementation	50,501	50,000	36,818	73.6%	50,000	100,000	100,000
Economic Development Data and Profile		5,000	-	0.0%	-	5,000	5,000
Community Economic Diversification	13,740	35,000	8,632	24.7%	15,000	35,000	35,000
Regional Economic Development		10,000	-	0.0%	8,000	75,260	75,260
Branding/Wayfinding		50,000	-	0.0%	15,000	25,000	25,000
Miriam Hunt Park	30,000	30,000	-	0.0%	-	30,000	30,000
	141,230	220,000	65,192	29.6%	103,000	311,300	311,300
Total Tourism and Economic Development	2,061,864	929,894	496,503	53.4%	662,673	1,083,842	1,083,842

Total Environmental Development Services \$ 2,424,489 \$ 1,444,561 \$ 769,548 53.3% \$ 1,077,422 \$ 1,765,677 \$ 1,765,677

15. Recreation and Cultural Services

Recreation Facilities

Swimming Pool/Beach

Staff Wages/Benefits-NQAC	27,391	32,360	32,073	99.1%	32,100	42,029	42,029
Utilities-NQAC	2,518	1,810	2,661	147.0%	2,800	2,500	2,500
Supplies-NQAC	2,425	10,000	2,335	23.4%	2,335	6,050	6,050
NQAC Maintenance	16,700	8,000	8,925	111.6%	9,000	11,000	11,000
Staff Training/Travel-NQAC	7,330	7,500	6,101	81.3%	6,100	7,695	7,695
Insurance-NQAC	998	1,104	1,104	100.0%	1,104	1,104	1,104
Beach Meadows Beach Maintenance and Ops.	33,615	21,250	27,742	130.6%	30,000	21,803	21,803
Milton pool	8,203	-	-	0.0%	-	-	-
	99,180	82,024	80,940	98.7%	83,439	92,181	92,181
Staff Wages/Benefits - SQOP		-	-	0.0%	-	120,260	120,260
Utilities-SQOP		-	-	0.0%	-	13,000	13,000

Region of Queen Municipality	2025-03-31	2026-03-31	2025-12-31		V6		V7
	Region	Region		%age	Projections to	Region	Region
	Actual	Budget	YTD	Budget	2026-03-31	Budget	Budget
Supplies-SQOP		-	-	0.0%	-	35,000	35,000
SQOP Maintenance		-	-	0.0%	-	49,000	49,000
Staff Training/Travel - SQOP		-	-	0.0%	-	3,700	3,700
Insurance-SQOP		-	-	0.0%	-	5,000	5,000
	-	-	-	0.0%	-	225,960	225,960
Parks/Playgrounds							
Grounds Crew Wages	237,295	411,686	220,745	53.6%	280,770	237,643	237,643
Liability Insurance	2,121	2,429	2,429	100.0%	2,429	2,429	2,429
Grounds Crew Gas	27,000	13,500	10,125	75.0%	13,500	13,900	13,900
Park Facilities Maintenance and Operation	53,074	112,125	70,142	62.6%	90,000	113,000	113,000
Playground Maintenance and Operation	28,269	28,450	20,752	72.9%	31,000	56,400	56,400
	347,760	568,190	324,193	57.1%	417,699	423,372	423,372
Queens Place Community Facility							
Office Supplies/Postage	6,391	6,400	1,597	25.0%	6,400	9,770	9,770
Insurance	15,614	17,955	17,955	100.0%	17,955	18,000	18,000
General Equipment	15,845	20,000	3,543	17.7%	15,000	20,000	20,000
Staff Training / Memberships	7,930	12,000	4,505	37.5%	9,000	18,450	18,450
Advertising & Promotion	426	15,000	1,711	11.4%	7,000	12,500	12,500
License & Fees	24,903	20,000	24,144	120.7%	26,000	52,000	52,000
Facility Building Maintenance	413,065	140,000	120,246	85.9%	155,000	293,365	293,365
Fuel Cost	98,030	74,000	71,384	96.5%	92,000	20,000	20,000
Power	298,403	315,120	240,077	76.2%	315,000	356,000	356,000
Sewer & Water Fees	11,529	12,000	9,026	75.2%	15,000	12,000	12,000
Telephone / Cable	7,229	7,000	6,007	85.8%	7,000	9,600	9,600
Propane	1,407	2,200	11	0.5%	-	500	500
Concessions Equipment & Supplies	1,596	5,000	-	0.0%	-	5,130	5,130
Bar/Beverage Supplies	10,466	8,500	4,085	48.1%	5,000	5,500	5,500
Special Events (facility rental)	16,429	25,000	-	0.0%	-	-	-
Fitness Center	23,071	35,000	7,156	20.4%	15,000	35,910	35,910
General Operations	22,628	28,000	20,288	72.5%	25,000	35,728	35,728
Salary & Benefits	583,119	811,120	574,353	70.8%	773,370	1,035,384	1,035,384
	1,558,081	1,554,295	1,106,088	71.2%	1,483,725	1,939,837	1,939,837
Debenture Principal & Interest							

Region of Queen Municipality	2025-03-31	2026-03-31	2025-12-31		V6	V7	
	Region	Region	%age	Projections to	Region	Region	
	Actual	Budget	YTD	Budget	2026-03-31	Budget	Budget
Principal	158,369	158,369	158,369	100.0%	158,369	158,369	158,369
Interest	48,097	46,041	39,625	86.1%	46,041	41,696	41,696
	206,466	204,410	197,994	96.9%	204,410	200,065	200,065
Subtotal Recreation Facilities	2,211,487	2,408,919	1,709,215	71.0%	2,189,273	2,881,415	2,881,415
Cultural Buildings & Facilities							
Historical Burial Grounds	807	1,000	686	68.6%	900	1,000	1,000
Old Town Hall/ Astor	807	1,000	686	68.6%	900	1,000	1,000
Old Town Hall/Astor Insurance	3,897	4,374	4,374	100.0%	4,374	4,374	4,374
Old Town Hall/Astor General Maintenance	24,916	80,000	30,080	37.6%	45,000	34,500	34,500
Old Town Hall/Astor Electricity & Fuel	35,526	35,360	16,150	45.7%	30,000	30,780	30,780
Old Town Hall/Astor Operations	8,049	2,400	730	30.4%	730	750	750
	72,388	122,134	51,334	42.0%	80,104	70,404	70,404
Museums							
Blacksmith Museum	28,968	4,314	16,361	379.3%	1,650	3,875	3,875
Court House Insurance, Fire & Liability	1,079	1,195	1,195	100.0%	1,195	1,195	1,195
Court House General Maintenance	2,411	10,000	6,860	68.6%	15,520	5,000	5,000
Court House Heat	5,268	5,500	1,780	32.4%	5,000	5,130	5,130
Court House Power Water & Sewer	2,385	2,600	1,258	48.4%	2,500	2,570	2,570
	40,111	23,609	27,454	116.3%	25,865	17,770	17,770
Library							
Library Operations	43,076	-	466	0.0%	600	600	600
Regional Library	92,000	92,000	69,000	75.0%	92,000	92,000	92,000
	135,076	92,000	69,466	75.5%	92,600	92,600	92,600
Other Recreation and Cultural Services							
Travel	1,629	4,090	2,311	56.5%	2,500	4,196	4,196
Training/Workshops	1,263	3,070	1,329	43.3%	1,500	3,150	3,150
Community Grants & Programs	-	-	-	0.0%	-	-	-
- North Queens Active Living	16,500	16,500	16,500	100.0%	16,500	19,500	19,500
- Greenfield Recreation	5,000	25,000	25,000	100.0%	25,000	25,650	25,650
Aquatic Training	175	3,070	70	2.3%	100	7,000	7,000

Region of Queen Municipality	2025-03-31		2026-03-31		2025-12-31		V6	V7
	Region	Region		%age	Projections to	Region	Region	
	Actual	Budget	YTD	Budget	2026-03-31	Budget	Budget	
Memberships	526	1,530	497	32.5%	1,000	1,600	1,600	
Telephone	306	410	244	59.5%	500	421	421	
Equipment	4,771	4,090	-	0.0%	-	4,196	4,196	
Community Workshops	4,157	3,840	-	0.0%	-	3,940	3,940	
Health and Wellness Initiatives	518	1,530	-	0.0%	-	51,570	51,570	
Active Transportation		1,530	177	11.6%	200	1,570	1,570	
Volunteer Recognition	40	1,230	73	5.9%	-	-	-	
Promotion	197	820	-	0.0%	-	841	841	
Salaries & Benefits	153,440	201,780	106,682	52.9%	170,000	226,302	226,302	
Physical Activity Strategy Implementation	5,246	52,990	14,642	27.6%	16,000	54,368	54,368	
	193,768	321,480	167,525	52.1%	233,300	404,303	404,303	
Less: transmission of taxes collected for Other Governments								
Brooklyn Cemetery/Recreation	47,234	49,761	49,690	99.9%	49,690	52,350	52,350	
Total Recreation & Cultural Services	\$ 2,700,872	\$ 3,018,903	\$ 2,075,370	68.7%	\$ 2,671,732	\$ 3,519,842	\$ 3,519,842	
Unbudgeted Expenditures - NO BUDGET REQUIREMENT	-	-	5,083	-	73,500			
Heat Pump for Server Room	-	-	5,083	-				
AED's	-	-	16,487	-				
Wheel Loader Rental - 1 month	-	-	10,386	-				
	-	-	31,956	-	73,500			
Reserve Transfer-Special Operating Reserve								
Comfort Center funding		-	-		-	45,000	45,000	
Sidewalk Renewal	25,000	25,000	18,750	75.0%	25,000	25,000	25,000	
Reserve for well/septic loan program		-	-		-	-	-	
First Responders	5,000	5,000	3,750	75.0%	5,000	5,000	5,000	
2ND Generation Landfill	150,000	150,000	112,500	75.0%	150,000	-	-	
Cell Tower	50,000					-	-	
Surplus transfer	1,385,705					-	-	
	1,615,705	180,000	135,000	75.0%	180,000	75,000	75,000	

Region of Queen Municipality	2025-03-31		2026-03-31		2025-12-31		V6		V7		
	Region		Region		%age		Projections to		Region		
	Actual		Budget		YTD		Budget		2027-03-31		
							2026-03-31		Region		
		Budget		Budget				Budget		Budget	
Reserve Transfer - Equipment Reserve											
Airport Reserve- New 23/24	62,000	12,000	12,000	100.0%	12,000	12,000	12,000				
Landfill Equipment	200,000	200,000	150,000	75.0%	200,000	200,000	200,000				-
General Equipment Reserve	250,000	250,000	187,500	75.0%	250,000	250,000	250,000				250,000
Equipment Reserve shortfall CIP purchases	75,560	170,610	-	0.0%	94,000	130,000	130,000				130,000
											-
	587,560	632,610	349,500	55.2%	556,000	592,000	392,000				
Total Fiscal Transfers:	2,203,265	812,610	516,456	63.6%	809,500	667,000	467,000				
Conditional Transfers to other governments and agencies											
Appropriation to Regional School Board	3,741,286	4,157,016	3,117,762	75.0%	4,157,016	4,448,288	4,448,288				
Total Conditional Transfers to other governments and agencies	3,741,286	4,157,016	3,117,762	75.0%	4,157,016	4,448,288	4,448,288				
Total Fiscal Services	5,944,551	4,969,626	3,634,218	73.1%	4,966,516	5,115,288	4,915,288				
Total Expenditures	30,707,524	31,109,146	22,706,339	73.0%	29,827,484	34,000,773	33,840,772				
Operating Surplus	\$ (1)	\$ (1)	\$ 4,033,420		\$ 965,496	\$ (446,921)	\$ 1				

\$ 10,369,715

Hillsview Acres

EXPENDITURES

SALARIES & BENEFITS

Salaries & Wages	1,445,383	1,367,031	1,066,561	78.0%	1,389,907		
Benefits							
	1,445,383	1,367,031	1,066,561	78.0%	1,389,907		

BUILDING EXPENSES

Insurance	4,376	5,153	6,633	128.7%	6,700		
Fuel	23,294	37,800	12,108	32.0%	30,000		
Electricity	21,802	16,185	13,112	81.0%	20,000		
Propane	6,782	8,085	4,001	49.5%	7,000		

Region of Queen Municipality	2025-03-31	2026-03-31	2025-12-31		2027-03-31	2027-03-31
	Region	Region		%age	Projections to	Region
	Actual	Budget	YTD	Budget	2026-03-31	Budget
						Budget
Smoke Detectors & Fire Alarm	24,704	4,000	547	13.7%	1,000	
Sprinkler Repairs	2,563	4,000	19,320	483.0%	19,500	
General Maintenance	570,559	60,000	142,487	237.5%	145,000	
	654,080	135,223	198,208	146.6%	229,200	
EQUIPMENT & SUPPLIES						
Cleaning Supplies	10,298	11,200	9,475	84.6%	11,000	
Equipment & Material	40,574	4,000	7,130	178.3%	4,000	
Supplies & Utensils	1,368	3,000	1,115	37.2%	1,500	
Linen Supplies	1,140	3,000	686	22.9%	1,000	
Grounds Maintenance	4,817	2,000	1,198	59.9%	2,500	
Supplies	225	3,000	393	13.1%	1,000	
	58,423	26,200	19,997	76.3%	21,000	
RESIDENT'S EXPENSES						
Medication	-	250	-	0.0%	-	
Sanitary Supplies	4,446	3,000	3,950	131.7%	4,000	
Food	106,008	101,000	87,239	86.4%	116,000	
Medical Supplies	12,612	14,000	12,338	88.1%	16,000	
Activity Supplies	13,862	11,000	9,415	85.6%	12,000	
Kitchen- Non food	3,413	5,000	2,272	45.4%	3,200	
Chargeable Expenses			(213)	0.0%		
	140,340	134,250	115,001	85.7%	151,200	
Travel-Administration	1,938	1,500	1,750	116.7%	2,300	
Office Supplies	6,329	7,000	5,449	77.8%	7,300	
Agency Staffing	8,202	3,000	1,080	36.0%	4,000	
Training	15,712	15,000	11,676	77.8%	12,000	
Telephone	4,151	6,520	2,648	40.6%	3,500	
	36,332	33,020	22,603	68.5%	29,100	
HVA TOTAL	2,334,559	1,695,724	1,422,370	83.9%	1,820,407	

DRAFT

RECONCILIATION OF CHANGES REPORT V6 & V7

V1 Deficit		\$	3,153,415	
	Increase in tax rate	\$	0.212	
V2 Deficit		\$	2,349,078	REDUCTION
	Increase in tax rate	\$	0.158	\$ (0.054)
V3 Deficit		\$	2,086,304	
	Increase in tax rate	\$	0.140	\$ (0.018)
V3.1 Deficit		\$	806,937	
	Increase in tax rate	\$	0.054	\$ (0.086)
V4 Deficit		\$	818,478	
	Increase in tax rate	\$	0.055	\$ 0.001
V5 Deficit		\$	450,282	
	Increase in tax rate	\$	0.030	\$ (0.025)
V6 Deficit		\$	446,922	
	Increase in tax rate	\$	0.030	\$ (0.000)
V7 Deficit		\$	(0)	
	Increase in tax rate	\$	(0.000)	\$ (0.030)

\$148,550 One cent on the tax rate



Changes from V1 03/03/2026 to V2 03/10/2026

		ST - Proposed staff changes	
		CD - Council direction	
North Queens GSAR	\$ 8,500	ST	Added expense, missed in V1
Dry Hydrants Maintenance	\$ (22,000)	ST	Removed labour component per DOI
Community Investment Fund	\$ 100,000	CD	Added funding to compensate for oversubscription
Community Investment Fund	\$ (100,000)	CD	Reserve funding 52151
Vacancy Allowance 25%	\$ (109,302)	CD	Based on vacancies 03/04/2026
RCMP	\$ 450,000	CD	Addition of 2 officers
Conferences	\$ (1,650)	CD	Reduced attendees to 4 from 5 Spring Conference
Signage Development	\$ (18,000)	CD	Removes Outdoor Pool mural/artwork
Proposed Deputy Clerk	\$ (79,470)	CD	Removed position from budget
Proposed Community Navigator	\$ (79,470)	CD	Removed position from budget
Wellness Program	\$ (22,000)	CD	Staff Wellness program, suggested AMANS program
QPEC Marketing	\$ (8,000)	CD	Removed new Kiosk, using VIC's when available
QPEC Operations	\$ (13,500)	CD	Remove new lobby furniture
QPEC Operations	\$ (3,500)	CD	Remove new washer/dryer
North Queens Aquatic Center	\$ (5,000)	CD	Removed lifeguard chair
QPEC Facility and Program Manager	\$ (126,871)	CD	Removed position from budget
Transfer fr Organics Reserve 52158	\$ (400,000)	CD	Closure Costs - Queens
QPEC Staff Training	\$ (2,800)	ST	QPEC F&P Manager training
QPEC Building Maintenance	\$ (13,522)	CD	Removed replacement doors to dressing room hallway
Transfer fr Surplus	\$ (30,000)	ST	Promotions and Advertising. 30th anniversary
Transfer fr Reserve 52158 Organics	\$ (66,481)	ST	Infrastructure camera systems, IT
Transfer fr Reserve 52152 Parkland	\$ (7,000)	ST	Port Medway Interpretive panel
Transfer fr Reserve 52152 Parkland	\$ (30,000)	ST	Fund Miriam Hunt Park
Transfer fr Reserve 52157 Shared Services	\$ (52,000)	CD	Fund remainder of MUP Review

Transfer fr Reserve 52159 Fundraising	\$ (19,500)	ST
QPEC Office Supplies	\$ (10,486)	ST
QPEC Licencing and Fees	\$ 1,000	ST
Transfer fr Surplus	\$ (50,000)	ST
Active Transportation	\$ (25,000)	CD
Medical/LTD rate update	\$ (72,967)	ST
District 13 Area Rate funding adjustment	\$ 4,682	ST/CD
Net change	\$ (804,337)	

South Queens pool initial expenses
leased copier for QP, \$2800 extra over 5 years
Updated elevator costs
Community Wellness Strategy
Removed RQM costs for project no longer grant funded
Received initial rate changes, updated budget
Corrected sm rounding error - AR stay at 25/26, overage funded by D13 reserve

Changes from V2 03/10/2026 to V3 03/17/2026

Garbage Collection and Transfer	\$ 130,913	CD
Council Expenses	\$ (3,000)	ST
Council Compensation	\$ 1,450	CD
QPEC Operations	\$ 3,500	CD
North Queens Aquatic Center	\$ 5,000	CD
HR adjustments	\$ (19,787)	CD
Traffic Signals and Markings	\$ (52,000)	CD
Port Medway Park Maintenance	\$ (49,000)	CD
Playground Maintenance and Operation	\$ (32,500)	CD
Playground Maintenance and Operation	\$ (12,000)	CD
Park Facilities Maintenance and Operation	\$ (10,000)	CD
Park Facilities Maintenance and Operation	\$ (49,900)	CD
Park Facilities Maintenance and Operation	\$ (30,000)	ST
Queens Place Facility Maintenance	\$ (90,000)	ST
Queens Place Facility Maintenance	\$ (52,500)	ST
Area Rate District 13	\$ (4,950)	CD
Typo correction Liability Insurance Fire	\$ 2,000	ST
Net change	\$ (262,774)	

Added 2% fuel surcharge and agreed to tender, HST non rebate applied
Removed additional funding for Council meeting meals.
Council motion adjustment from contingency
Add back new washer/dryer
Add back lifeguard chair
Personnel
Removed Speed Display Signs
Replacement lights yr 1 of 2, Fund from Parkland Reserve
Beach Meadows Swings, Fund from Parkland Reserve
Playpark Gates, Fund from Parkland Reserve
Thorburne Park lights, Fund from Parkland Reserve
Remove Privateer Park Stage Replacement
Trestle Trail Study, Funded from Surplus
Parking lot and wall replacement, Funded from Surplus
Recommissioning Study, Funded from Surplus
M&M sidewalk, traffic study and RRFB District 13 Reserve adjust AR
Correction

Changes from V3 03/17/2026 to V3.1 03/17/2026

General Government Services:	\$ (260,308)	ST
Protective Services:	\$ (56,155)	ST
Transportation:	\$ (112,620)	ST
Environmental Services:	\$ (116,581)	ST
Accessibility:	\$ (67,188)	ST
Community Development:	\$ (134,215)	ST
Recreation (Includes QPEC):	\$ (382,301)	ST
2nd Generation Cell:	\$ (150,000)	ST
Net change	\$ (1,279,367)	

Detail in staff report.
Detail in staff report.
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Changes from V3.1 03/17/2026 to V4 03/24/2026

Reduced medical increase to 0%	\$ (4,521)	ST	across all wage accounts
EMO	\$ (35,000)	ST	Reduced REMO membership (partial yr)
Conference funding	\$ 22,444	CD	FCM removed, added 1 NSFM fall, restored lines to V3
Fire Grant and Truck Reserve Funding	\$ 51,674	CD	Restored cents on tax rate funding, removed CPI
Bylaw Training	\$ 1,961	CD	Restore Bylaw training to V3 funding
Staff Training	\$ 11,547	CD	Restore staff training to \$25,000
Grants to Organizations - QCT	\$ (5,000)	CD	Funding only operational ask, defer vehicle reserve contribution
Policing - RCMP	\$ (225,000)	CD	Remove funding for one RCMP officer
Queens Place Facility Maintenance	\$ 52,500	ST	Operational expense funded by surplus removed in error when 2.6% applied
Camera System Infrastructure	\$ 66,481	ST	Operational expense funded by reserve removed in error when 2.6% applied
Queens Place office supplies	\$ 3,204	ST	Updated cost to add copier lease removed when 2.6% was applied
Queens Place Staff Training	\$ 5,888	CD	Restore staff training to V3
Grants to Organizations - NQAL	\$ 2,571	CD	Restore North Queens Active Living to V3
Regional Economic Development	\$ 50,000	CD	Added project consultant support back to budget
Economic Development	\$ (5,000)	ST	Restore 30th anniversary operating expense and coding correction, net \$5000 savings
Reduce transfer fr Surplus	\$ 15,000	ST	Staff noted this should have been \$15,000 not \$30,000 for anniversary events
NQ pool Maintenance	\$ 2,792	ST	To ensure funds to support operations
Net change	\$ 11,541		

Changes from V4 03/24/2026 to V5 03/31/2026

Vacancy Allowance	\$ (121,620)	CD	Update list and increase to 50% of value fr 265%
QPEC Facility Maintenance	\$ 7,225	ST	Roof project will not be completed 25/26
Custodian Additions 1.5 FTE	\$ 89,119	CD	Move one custodial fr PW to QP, add 1.5 to QP
Policing	\$ (74,751)	ST	Increase 3.4% not 5%, additional officer 10 months
Conference adjustments	\$ (18,169)	CD	Reduced # nights and meal allocations
Balance fr Surplus	\$ (250,000)	ST	Balance TX rate to 3 cent increase
Net change	\$ (368,196)		

Changes from V5 03/31/2026 to V6 04/14/2026

HR adjustment 1	\$ 6,283	CD	In Camera
HR adjustment 2	\$ 2,157	ST	In Camera
Sanitary Supplies	\$ (11,800)	CD	Review and reallocation of revised QP cleaning supplies/training budget
Net change	\$ (3,360)		

Changes from V6 04/14/2026 to V7 04/28/2026

Landfill Equipment Reserve	\$	(200,000)	CD	Remove annual contribution
North Queens Board of Trade Grant	\$	40,000	CD	Grant up to \$40,000 to be provided once quotes/estimates provided.
North Queens Board of Trade Grant	\$	(40,000)	CD	Fund from accumulated surplus
Business Property	\$	(38,408)	ST	Updated with actual per notificaiton from province.
QPEC Revenue	\$	(35,000)	CD	\$10,000 increase in advertising and \$25,000 full facility rental
Balance fr Surplus	\$	(173,514)	CD	Balance TX rate to 3 cent increase
Net change	\$	<u>(446,922)</u>		

REGION OF QUEENS MUNICIPALITY WATER UTILITY

THREE YEAR OPERATING BUDGET



REGION OF QUEENS MUNICIPALITY

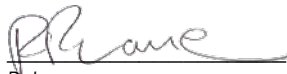
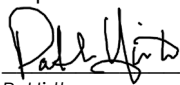

	2027-03-31	2027-03-31	2028-03-31	2029-03-31
	Region	NSRAB	Region	Region
	Budget	Budget	Budget	Budget
REVENUES				
Operating Revenues				
Metered Sales	1,027,847	1,027,847	1,230,343	1,267,253
Public Fire Protection	300,400	282,373	468,127	482,171
	1,328,247	1,310,220	1,698,470	1,749,424
Other Operating Revenues				
Sprinkler Service	5,454	5,454	5,509	5,674
Plate Fee & Shut off	4,400	4,400	4,400	4,532
Connections Fee	3,000	3,000	3,000	3,090
	12,854	12,854	12,909	13,296
NON OPERATING REVENUE				
Interest	15,000	15,000	15,000	15,000
Miscellaneous	312,000	312,000	-	-
	327,000	327,000	15,000	15,000
TOTAL REVENUE	1,668,101	1,650,074	1,726,379	1,777,720
EXPENDITURES				
SOURCE OF SUPPLY				
Lake Inspections	85,500	1,000	1,000	1,050
Labour Source of Supply	19,689	-	21,191	22,807
Screen Maintenance	2,500	2,500	2,500	2,625
Wildlife Management	1,545	1,500	1,500	1,575
Supervision Source of Supply	8,409	29,043	9,050	9,740
Insurance	2,000	1,976	2,060	2,122
TOTAL SOURCE OF SUPPLY	119,644	36,019	37,301	39,919
WATER TREATMENT (Purification)				
Labour - Water Treatment	43,269	106,887	46,568	50,119
Water Testing	33,000	31,500	33,075	34,729
Chemicals and Additives	231,970	218,400	229,320	240,786
Facility Repairs and Maintenance	72,500	47,500	47,500	49,875
Process Equipment	202,675	95,000	55,000	57,750
Electricity	102,000	107,505	111,805	115,159
Generator	5,400	5,460	5,733	6,020
Supervisory Water Treatment	33,637	65,436	36,201	38,962
Contracted Services	14,300	52,999	55,649	58,431
Phone/Internet	-	3,832	3,947	4,144
Allocated Services	11,040	14,101	14,754	15,196
TOTAL WATER TREATMENT	749,790	748,620	639,552	671,171
TRANSMISSION AND DISTRIBUTION				
Reading Meters Expense	-	-	-	-
Operation Labour - Mains	-	-	-	-
Leak Detection	10,000	31,500	33,075	34,729
Labour - Water Leaks	-	-	-	-
Labour - Meters	-	-	-	-
Labour - Flushing	-	-	-	-
Maintenance of Mains (Materials)	48,500	26,250	27,563	28,941
Use of Gravel	2,625	2,625	2,756	2,894

	2027-03-31	2027-03-31	2028-03-31	2029-03-31
	Region	NSRAB	Region	Region
	Budget	Budget	Budget	Budget
Maintenance of Hydrants/Valves	18,900	18,450	18,911	19,857
Maintenance of Meters	10,000	31,500	33,075	34,729
Labour - Maintenance Hydrant/Valves	-	-		
Street Patching	40,000	10,000	10,000	10,500
Labour Transmission and Distribution	133,936	273,066	144,149	155,140
Cowie Well - Public Tap	4,000	4,000	4,000	4,200
Supervisory Transmission and Distribution	33,637	23,483	36,339	39,110
Allocated Services	25,761	32,902	34,425	35,458
TOTAL TRANSMISSION AND DISTRIBUTION	327,358	453,776	344,293	365,557
Allocated Services - T/D 70% Treatment 30%				
Truck Repairs - Transportation	2,700	-	5,132	5,286
Insurance	1,116	-	1,230	1,267
Excavator Repairs	6,000	-	11,229	11,566
Excavator Insurance	-	-	-	-
Tools & Shop Expense	5,250	-	5,513	5,678
Safety Equipment	5,250	-	8,820	9,085
Computer Services	14,910	-	15,656	16,125
Meal Allowance	1,369	-	1,400	1,442
Travel	206	-	200	206
TOTAL ALLOCATED SERVICES	36,801	-	49,179	50,654
ADMINISTRATION AND GENERAL				
Rate Study	-	-	-	15,000
Supervision	8,409	-	8,619	8,835
Office/Admin Salaries	81,796	68,178	88,033	94,745
Office Supplies and Expenses	1,000	2,060	2,122	2,186
Contracting Services		2,472	2,546	2,622
Advertising Expense	8,963	4,378	4,509	4,644
Courses and Seminars	6,000	9,270	9,548	9,834
Auditors	7,300	7,107	7,320	8,418
Legal	500	500	500	515
UARB Utility Levy	2,050	1,850	1,906	1,963
Insurance	17,000	11,592	12,172	12,537
TOTAL ADMINISTRATION AND GENERAL	133,018	107,407	137,275	161,300
Depreciation	192,000	192,229	192,000	192,000
TOTAL OPERATING EXPENDITURES	1,521,810	1,538,051	1,350,421	1,429,947
NON OPERATING EXPENDITURES				
Principal	67,157	77,203	98,964	158,719
Interest/Discount	12,751	34,820	37,658	46,108
TOTAL NON OPERATING EXPENDITURES	79,908	112,023	136,622	204,827
TOTAL OPERATING AND NON OPERATING EXPENDITURES	1,601,717	1,650,074	1,487,043	1,634,774
SURPLUS/DEFICIT	66,384	-	239,336	142,947



**Region of Queens Municipality
Staff Report
For the Regular Meeting of
April 28, 2026**

Date: March 8, 2026
File No: 10350-50-2604-015
To: Mayor and Council
From: Willa Thorpe, CAO
Subject: First Reading - Bylaw No. 29 - Accommodation Levy

Prepared by:  R. Lane Project Officer	Supervisor:  P. Hirtle Deputy Chief Administrative Officer	CAO Concurrence:  W. Thorpe Chief Administrative Officer
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RECOMMENDATION

THAT Bylaw No. 29 Accommodation Levy be now introduced and read a first time.

PURPOSE

The purpose of this report is to present a draft Accommodation Levy bylaw to Council for first reading.

BACKGROUND

Background research and consultation findings regarding an accommodation levy, as defined in a 2022 amendment to the *Municipal Government Act*, was presented to Council at the regular meeting of January 13, 2026. Council passed the following motion at that meeting:

That the Council of Region of Queens Municipality direct staff to draft a bylaw to implement an accommodation levy on all short-term fixed-roof rental accommodation room nights in the county.

ALTERNATIVES/OPTIONS

1. Council introduces Bylaw No. 29 Accommodation Levy and reads it for the first time.
2. Council directs staff to gather additional information before introducing Bylaw No. 29 Accommodation Levy.

ANALYSIS

Based on an analysis of levy bylaws from several Nova Scotia municipalities, staff have prepared this draft to reflect current best practices and ensure consistency with peer jurisdictions. Key elements include:

Levy rate - 3% of the purchase price.

Equitable application – Levy would apply to all accommodations that are required to be registered under the *Short-term Rentals Registration Act*, this includes 'sharing economy' short-term rentals.

Exemptions - Stays over 30 consecutive days; nightly price under \$20; medical need; student accommodation; emergency management.

Effective date - October 1, 2026, is suggested, to give time to create the collection and remittance systems, and for education of operators outside of the main tourism season.

Not included in the bylaw:

No description or definition of any method of collection and remittance is included in the bylaw. This process will be developed, as far as possible, to limit the administrative burden on operators as this was highlighted as a main concern during the consultation process.

No reference is made in the bylaw to the disbursement of funds. Council may wish to consider, for example, the creation of an advisory committee consisting

of municipal representatives and representatives of tourism-related businesses, as transparency and accountability over use of levy funds was highlighted as a concern from survey respondents. Any levy collected should be deposited into a separate Reserve created for that purpose.

There is currently no dispensation in the bylaw for bookings already purchased for future dates later than the effective date of this bylaw. Bookings made but not paid until after the effective date of the proposed bylaw will incur the levy at the time of payment.

There are no specific clauses included to cover the situation where platform operators collect and remit the levy directly to the Municipality on behalf of accommodations listed with them. This happens in some municipalities and is subject to current research by the Province. Staff will continue to monitor development and will advise if this requires amendment to this bylaw in the future.

Currently, any prospective accommodation operator must obtain, from the Municipality, a letter confirming compliance with municipal land use bylaws, in order to apply for a registration number under the *Short-term Rentals Registration Act*. A weekly digest of registered accommodations is supplied to the Municipality, and this would form the 'master list' of who should be remitting levy amounts. Some municipalities maintain a separate municipal registration system to manage specific community impacts of tourism.

IMPLICATIONS

Financial / budget – the levy would start generating revenue estimated in the region of \$250,000 per annum. However, the suggested effective date would reduce this substantially in 2026-27.

Legal – any changes from this first reading will undergo legal review and for compliance with the MGA.

Strategic Priorities – a levy is consistent with Council's 2026-2029 Strategic Priorities Plan, aligning to the pillar of community economic development.

COMMUNICATIONS

Per the requirements to adopt new municipal bylaws, the draft bylaw will be made publicly available, and a date for Second Reading will be advertised. An information session will also be scheduled for Operators.

BYLAWS/PLANS/POLICIES

Bylaw No. 29 Accommodation Levy – Draft.

SUMMARY

In January 2026, background research and consultation findings regarding an accommodation levy were presented to Council. Council directed staff to draft an accommodation levy bylaw, which provides a meaningful opportunity to invest in our tourism sector without raising residential property taxes.

ATTACHMENTS/REFERENCE MATERIALS

- Bylaw No. 29 Accommodation Levy – Draft
- [Council's Strategic Priorities Plan 2026-2029](#)



REGION OF QUEENS MUNICIPALITY
BYLAW NO. 29
A BYLAW RESPECTING THE COLLECTION OF FEES UNDER AN
ACCOMODATION LEVY

BE IT ENACTED by the Council of Region of Queens Municipality, pursuant to the *Municipal Government Act*, S.N.S. 1998, c 18, s 75A, as amended:

1. SHORT TITLE

- (1) This bylaw shall be known as Bylaw Number 29 and may be cited as "**The Accommodation Levy Bylaw**".

2. DEFINITIONS

- (1) In this Bylaw:
- (a) "**Accommodation**" means the provision of one or more rental units or rooms as lodging in hotels, motels, any other facility required to be registered under the *Short-term Rentals Registration Act* or in a building owned or operated by a post-secondary educational institution.
 - (b) "**Accommodation Levy**" means a levy imposed pursuant to this Bylaw.
 - (c) "**Municipality**" means Region of Queens Municipality.
 - (d) "**Operator**" means a person who, in the normal course of the person's business, sells, offers to sell, provides or offers to provide Accommodation in the Municipality.
 - (e) "**Platform Operator**" means a person who facilitates or brokers reservations for the short-term rental of roofed accommodations via the Internet and who receives payment, compensation or any other financial benefit in connection with a person making or completing reservations of such short-term rentals.

- (f) **"Purchase Price"** means the total price for which Accommodation is purchased, inclusive of the price in money, optional fees, service fees, and other considerations accepted by the Operator in return for the Accommodation provided but does not include the goods and services tax.
- (g) **"Treasurer "** means the Director of Finance of the Municipality and includes a person acting under the supervision and direction of the Treasurer.

3. APPLICATION OF BYLAW

- (1) This Bylaw and the Accommodation Levy imposed hereby shall be applicable to all Accommodations in the Municipality.

4. APPLICATION OF THE ACCOMMODATION LEVY

- (1) An Accommodation Levy is hereby imposed upon the purchase of Accommodations in the Municipality, and the rate of the Accommodation Levy shall be three percent (3%) of the Purchase Price of the Accommodation.
- (2) The Accommodation Levy imposed under this Bylaw, whether the Purchase Price is stipulated to be payable in cash, on terms, by installments or otherwise, must be collected at the time of the sale on the total amount of the Purchase Price and must be remitted to the Municipality at the prescribed times and in the prescribed manner.
- (3) If a person collects an amount for an Accommodation Levy imposed under this Bylaw, the person must remit the amount collected to the Municipality at the same time and in the same manner as an Accommodation Levy collected under this Bylaw.
- (4) The Accommodation Levy shall be expended by the Municipality directly or indirectly for the purpose of promoting tourism.

5. EXEMPTION FROM THE ACCOMMODATION LEVY

- (1) The Accommodation Levy shall not apply to:

- (a) a person who pays for Accommodation for which the daily Purchase Price is no more than twenty dollars (\$20.00).
- (b) a student who is accommodated in a building owned or operated by a post-secondary educational institution while the student is registered at and attending that post-secondary educational institution.
- (c) a person who is accommodated in a room for more than thirty (30) consecutive days.
- (d) a person and the person's family, accommodated while the person or a member of the person's family is receiving medical treatment at a hospital or provincial health-care centre or seeking specialist medical advice, provided the person provides to the operator a statement from:
 - (i) a hospital or provincial health-care centre that the person or a member of the person's family is receiving medical treatment at the hospital or centre or
 - (ii) from a physician licensed to practice medicine in the Province of Nova Scotia that the person or a member of the person's family is seeking specialist medical advice

and as a result thereof the person or a member of the person's family is in need of accommodation and identifying in the statement the duration of the accommodation for that purpose.

- (e) a person and the person's family, accommodated while the person and the person's family have been temporarily displaced from their home due to a natural or climate disaster, including high wind events, flood events, wildfire, or other such occurring event.

6. REGISTRATION OF OPERATOR

- (1) Every operator and platform operator to which this bylaw applies shall register with the Province of Nova Scotia in accordance with applicable legislation, including the *Short-term Rentals Registration Act*, S.N.S. 2019, c. 9, as amended.

7. RETURN AND REMITTANCE OF ACCOMODATION LEVY

- (1) The Municipality may at any time require accounting of the sales and Accommodation Levy collected by any person selling Accommodation, such return to cover any period or periods.
- (2) Subject to the provisions of Section 7(3), unless otherwise provided, all Operators shall make separate monthly returns to the Municipality.
- (3) A separate return shall be made for each place of business unless a consolidated return has been approved by the Municipality.
- (4) The returns by Operators shall be made, and the Accommodation Levy shall be remitted to the Municipality by the fifteenth (15th) day of the month following the collection of the Accommodation Levy by the Operator.
- (5) If an Operator during the preceding period has collected no Accommodation Levy, they shall nevertheless make a report to that effect on the prescribed return form.
- (6) Where an Operator ceases to carry on or disposes of their business, they shall make the return and remit the Accommodation Levy collected within fifteen (15) days of the date of discontinuance or disposal.

8. RECORD

- (1) Every Operator shall keep books of account, records and documents sufficient to furnish the Municipality with the necessary particulars of:
 - (a) Sales of Accommodations,
 - (b) Amount of Accommodation Levy collected; and
 - (c) Disposal of Accommodation Levy.

- (2) All entries concerning the Accommodation Levy in such books of account, records and documents shall be separate and distinguishable from other entries made therein.
- (3) Every Operator shall retain any book of account, record or other document referred to in this section for a period of seven (7) years or until the Municipality authorizes its destruction.
- (4) Where a receipt, bill, invoice or other document is issued by a person selling Accommodation, the Accommodation Levy shall be shown as a separate item thereon.

9. CALCULATION OF ACCOMODATION LEVY

- (1) Where an Operator sells an Accommodation in combination with meals and other specialized services for an all-inclusive package price, the Purchase Price of the Accommodations shall be deemed to be the Purchase Price of the Accommodations when such Accommodations are offered for sale in the same facility without such specialized services.

10. REFUND OF ACCOMMODATION LEVY WRITTEN OFF

- (1) The Municipality may refund to an Operator who sells an Accommodation, a portion of the amount sent by the Operator to the Municipality in respect of Accommodation Levy payable on that sale under this Bylaw, in the event that:
 - (a) the Operator, in accordance with this Bylaw, remits the Accommodation Levy required under this Act to be levied and collected for the sale;
 - (b) the purchaser subsequently fails to pay to the Operator the full amount of the consideration and Accommodation Levy payable on that sale; and
 - (c) the Operator in good faith writes off as unrealizable or uncollectible the amount owing by the purchaser.
- (2) An Operator may deduct the amount of the refund payable to the Operator under this section from the amount of Accommodation Levy that the Operator is required to remit under this Bylaw.

- (3) If an Operator who has obtained a refund under Subsection 10(1) or made a deduction under Subsection 10(2) recovers some or all of the amount referred to in Section 10(1)(c) with respect to which the refund was paid or the deduction was made, the Operator must add an amount to the Accommodation Levy to be paid or remitted by the Operator under this Bylaw with respect to the reporting period in which the recovery was made.

11. REFUND OF ACCOMMODATION LEVY COLLECTED IN ERROR

- (1) If the Municipality is satisfied that an Accommodation Levy or a portion of an Accommodation Levy have been paid in error, such as when the Levy has been collected but the transaction ought to have been exempted by Section 5 hereof, the Municipality shall refund the amount of the overpayment to the person entitled.
- (2) If the Municipality is satisfied that an Operator has remitted to the Municipality an amount as collected Accommodation Levy that the Operator neither collected nor was required to collect under this Bylaw, the Municipality shall refund the amount to the Operator.

12. CLAIM FOR REFUND

- (1) In order to claim a refund under this Bylaw, a person must:
 - (a) submit to the Municipality an application in writing signed by the person who paid the amount claimed, and
 - (b) provide sufficient evidence to satisfy the Municipality that the person who paid the amount is entitled to the refund.
- (2) For the purposes of Subsection 12(1)(a), if the person who paid the amount claimed is a corporation, the application must be signed by a director or authorized employee of the corporation.

13. INTEREST

- (1) Interest payable under the Bylaw shall be payable at a rate equal to the rate charged by the Municipality for overdue property tax amounts.

14. INSPECTION, AUDIT, AND ASSESSMENT

- (1) A person appointed by the Municipality may enter at a reasonable time the business premises occupied by a person, or the premises where the person's records are kept:
 - (a) to determine whether or not:
 - (i) the person is an Operator, or the premises are Accommodations within the meaning of this Bylaw, or
 - (ii) this Bylaw is being and have been complied with, or
 - (b) to inspect, audit and examine books of account, records or documents.

15. OFFENCE

- (1) A person who contravenes any provision of the Bylaw is subject on summary conviction to a fine as follows:
 - (a) First Offence - Not less than \$500.00 and not more than \$1,000.00.
 - (b) Subsequent Offence - For a subsequent conviction for the same or another provision of this Bylaw, not less than \$1,500.00 and not more than \$5,000.00.

16. ADMINISTRATION OF BYLAW

- (1) This Bylaw shall be administered on behalf of the Municipality by the Chief Administrative Officer or any persons designated by the Chief Administrative Officer.

17. EFFECTIVE DATE

- (1) This Bylaw shall take effect from the 1st day of October 2026.

OFFICIAL CERTIFICATION

THIS IS TO CERTIFY THAT this Bylaw was passed by the Council of Region of Queens Municipality at a duly constituted meeting of said Council held on ___ day of _____ 2026.

SIGNED by the Mayor and Municipal Clerk this ___ day of _____ 2026

Mayor

Municipal Clerk

First Reading:

Public Notice:

Second Reading:

Notice of Passing:

Filed/Approved: Municipal Affairs: