



**Region of Queens Municipality Regular Council
Tuesday, January 13, 2026
9:00 a.m.**

Agenda

1.0 Call to Order and Land Acknowledgement

2.0 Approval of Agenda

3.0 Adoption of Minutes

- 3.1 Regular Council Meeting – December 9, 2025
- 3.2 Special Council Meeting – December 19, 2025

4.0 Public Comment

5.0 Delegations and Presentations

6.0 Unfinished Business

- 6.1 Asset Inventory
- 6.2 Upgrading Transmission Main
- 6.3 Watermain Age
- 6.4 Reserve Report
- 6.5 Capital Investment Plan 2026-2031

7.0 Staff Reports

- 7.1 Mastercard Increase
- 7.2 Accommodation Levy

- 7.3 Town Bridge Sidewalk Design
- 7.4 THAACC Architectural Review
- 7.5 Council Implementation Report

8.0 Bylaws and Policies

- 8.1 Second Reading of Bylaw 28 - Road Trails on Municipal Roadways

9.0 Correspondence for Action

- 9.1 Water Assistance Program – Queens Health Board
- 9.2 Minimum Residential Area Concern – Queens Health Board

10.0 Correspondence for Information

- 10.1 Update from Birds Canada on 2025 Piping Plover Season
- 10.2 Response to Recycling and Solid Waste Changes – T. Oickle

11.0 Report from In Camera

12.0 Mayor's Report

13.0 Council Business

- 13.1 Certificate of Recognition

14.0 New Business

15.0 In Camera

- 15.1 Property Matter
- 15.2 Personnel
- 15.3 Personnel
- 15.4 Personnel
- 15.5 Personnel
- 15.6 Property Matter
- 15.7 Property Matter

16.0 Adjournment



Region of Queens Municipality Regular Council

Tuesday, December 9, 2025

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

Mayor Christian called the meeting to order at 9:12 a.m. and opened the meeting by acknowledging that we have the privilege to live and work in Mi'kma'ki, the traditional and unceded territory of the Mi'kmaq people.

1.1 Years of Service Award Recipients

Mayor Christian recognized that 17 Region of Queens Municipality employees had been recognized for their years of service at a presentation before the meeting. They are as follows:

5 Years

- Tammy Weare – Hillsview
- Terra Whynot-Gibson – Hillsview
- Elise Johnston – Infrastructure
- Linda Karlsen – Infrastructure
- Michael Peach – Infrastructure
- Christine Whynot – Queens Place Emera Centre

10 Years

- Steve Kennedy – Infrastructure

15 Years

- KayLee Oickle – Finance
- Rachel Joudrey – Hillsview
- James Rhyno – Infrastructure
- Larry D. Whynot – Infrastructure

20 Years

- Tracy Baker – Hillsview
- Steven Parnell – Infrastructure
- Jeff Cunningham – Infrastructure

25 Years

- Paulette Smith – Finance
- David Henderson – Infrastructure

35 Years

- Jane Lawson – Hillsview

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 December 9, 2025 Agenda as presented.

MOTION CARRIED unanimously.

3.0 Adoption of Minutes

3.1 November 25, 2025 – Regular Council Minutes

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

THAT the Council of Region of Queens Municipality approve the minutes from the Regular Council Meeting held on November 25, 2025 as presented.

MOTION CARRIED unanimously.

3.2 November 27, 2025 – Special Council Minutes

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

THAT the Council of Region of Queens Municipality approve the minutes from the Special Council Meeting held on November 27, 2025 as presented.

MOTION CARRIED unanimously.

4.0 Public Comment

1. Albert Knock, Mill Village

Mr. Knock spoke to Council on behalf of the Bethany United Church in Mill Village regarding his request to have the church designated as a Municipal Heritage Property. He noted that the church is 209 years old, with a congregation dating back to the early 1800s, and expressed the importance of recognizing the building's historical significance. Mr. Knock also shared concerns about delays in the designation process, citing the infrequency of Heritage Advisory Committee meetings, and asked Council to look into the matter.

2. Paul Deveau, Milton

Mr. Deveau extended holiday greetings to Council and spoke about the recent success of the "Cram the Cruiser" event in support of the Queens Food Bank. He also highlighted that the "Turkey Match" initiative at MacPherson's is currently underway, with donations of frozen turkeys being accepted until December 24th. All donated turkeys will be matched by MacPherson's, and donors will be entered into a draw for \$250.00. Mr. Deveau noted that this program provides meaningful support to families in need and that demand for assistance is approximately 20% higher this year. He encouraged Council members to help promote the initiative by mentioning the turkey drop at events they attend or during meetings of the groups they belong to.

5.0 Delegations and Presentations

There were no Delegations or Presentations today.

6.0 Unfinished Business

There was no Unfinished Business today.

7.0 Staff Reports

7.1 South Shore Regional Airport – Asset Management Plan

The South Shore Regional Airport has been in service for over four (4) decades and has an estimated total replacement value of \$8,764,980. Due to its age, many of the individual assets comprising the Airport have reached or exceeded their useful life and no longer meet current industry standards for performance.

Council directed staff to complete an asset management plan to support informed decision-making related to the South Shore Regional Airport and to guide future asset management planning activities.

Staff recommend that Council receive the report titled “South Shore Regional Airport Asset Management Plan” for information.

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

THAT the Council of Region of Queens Municipality receives the report titled ‘South Shore Regional Airport – Asset Management Plan for information.

MOTION CARRIED unanimously.

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

THAT the Council of Region of Queens Municipality direct staff to conduct further analysis on requirements associated with and the process for establishing an airport authority, options for protecting existing user groups or operations in the case of a sale of the airport, and a high-level analysis and costing of what would be required to establish a new drag strip in Queens County, and exploring opportunities from an Emergency Management perspective.

MOTION CARRIED unanimously.

7.2 Financial Report for 2025-2026 Quarter 2

Director Veinotte presented a report on the Quarter Two financial results. The report noted challenges related to Infrastructure wage allocations, which will be reviewed as part of the 2026–2027 budget process.

Approximately \$15 million in expenses were incurred during the first two quarters of the fiscal year, resulting in a surplus of \$9 million. It was noted that this surplus does not reflect the anticipated year-end financial position, as most tax revenue is received in the first quarter rather than evenly throughout the year.

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

THAT Council for Region of Queens Municipality receive the report titled 'Financial Report 2025 – 2026 Quarter 2' for information.

MOTION CARRIED unanimously, with Councillor Wentzell absent.

7.3 South Shore Regional Library Board Resignation

Councillor Wentzell declared a conflict of interest and exited Chamber for this item.

Ms. Green, Municipal Clerk, presented a report advising that Councillor Wentzell has requested to step down from the South Shore Regional Library Board. Council must formally accept the resignation and determine how the vacancy will be addressed for the remainder of the current appointment term, which ends in October 2026.

Options outlined included appointing another Councillor, appointing a public member, or leaving the position vacant until the next round of committee appointments. Staff requested Council's direction on the preferred approach.

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

THAT the Council of Region of Queens Municipality accept Councillor Wentzell's request to step down from the South Shore Regional Library Board.

MOTION CARRIED unanimously.

Councillor Wentzell returned to the table at this time.

After discussion, Councillor Fancy volunteered to sit as Council's representative on the South Shore Library Board for the remainder of the term.

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

THAT the Council of Region of Queens Municipality appoint Councillor Fancy to serve as the Region of Queens representative on the South Shore Regional Library Board for the remainder of the term, ending October 31, 2026.

MOTION CARRIED unanimously.

7.4 Wastewater System Assessment Reports

Director Grant and Mr. Tibert, Manager of Environmental Services, presented a report advising that the Municipality has received System Assessment Reports (SARs) for the South Queens and Caledonia wastewater treatment systems, as required under new Approvals to Operate issued by Nova Scotia Environment and Climate Change. The reports include assessments of treatment performance, system capacity, regulatory compliance, and inflow and infiltration.

It was noted that the South Queens facility, constructed in 1999, is operating within its design capacity and achieved full regulatory compliance in 2024, although inflow and infiltration remain a concern. The Caledonia system, originally constructed in 1978, is not consistently meeting effluent objectives and also experiences significant inflow and infiltration.

Both reports contain six recommendations, which staff are currently reviewing. The information will be used to inform future budget discussions related to wastewater operations.

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

THAT the Council of Region of Queens Municipality direct staff to incorporate recommendations from the report titled 'Wastewater System Assessment Reports' into budget discussions for the 2026 – 2027 fiscal year.

MOTION CARRIED unanimously.

7.5 Dry Hydrant Construction

Director Grant presented a report advising that, at the September 23, 2025 Regular Meeting, Council approved the award of a contract for the construction of a new dry hydrant. Although staff issued notice to the successful contractor to proceed, the contractor did not meet the established completion deadline of October 31, 2025.

Staff recommended that Council rescind the motion approved at the September 23, 2025 meeting and direct staff to undertake a public procurement process for the purchase and installation of a dry hydrant at 9565 Highway 8, Caledonia, to be completed before November 1, 2026.

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

THAT the Council of Region of Queens Municipality rescind the motion adopted at the September 23, 2025 meeting, which stated:
“THAT the Council of Region of Queens Municipality approves the purchase of a dry hydrant from C. Eugene Ingram Construction and installation at 9565 Highway 8, Caledonia at a value of \$40,000 + HST”.

MOTION CARRIED unanimously.

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

THAT Council direct staff to undertake a public procurement process for the purchase and installation of priority dry hydrants, with installation to be completed prior to November 1, 2026.

MOTION CARRIED unanimously.

7.6 Council Remuneration

CAO Thorpe presented a report regarding Council remuneration and the need to revise Administrative Policy No. 27. It was noted that the Municipal Government Act enables municipalities to establish policies respecting the compensation of elected officials. Administrative Policy No. 27 has governed Council remuneration at the Region of Queens Municipality since 2018 and is now considered outdated.

Staff recommended that Council direct staff to establish a Citizen Advisory Committee on Council Remuneration and adopt the Citizen Advisory Committee on Council Remuneration Terms of Reference.

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

THAT the Council of Region of Queens Municipality directs staff to establish a Citizen Advisory Committee on Council remuneration.

MOTION CARRIED unanimously.

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

THAT the Council of Region of Queens Municipality adopts the Citizen Advisory Committee on Council Remuneration Terms of Reference.

MOTION CARRIED unanimously.

7.7 Interim Review of Municipal Planning Strategy and Land Use Bylaw

Director MacLeod presented a report outlining that the current Municipal Planning Strategy (MPS) and Land Use Bylaw (LUB) were adopted and came into effect in July 2022. It was noted that section 214(1)(c) of the

Municipal Government Act requires municipal planning strategies to include policies respecting periodic review of planning documents. Section 6.8 of the MPS establishes a review framework, including housekeeping reviews at least every two years, interim reviews at least every five years, and a comprehensive review within ten years.

Based on staff experience working with the current planning documents, several non-substantive housekeeping items requiring correction have been identified, along with additional issues and concerns that were not anticipated during the original review process.

Council was reminded that at the October 28, 2025 Regular Meeting, Council directed staff to commence a comprehensive review and revision process for the Municipal Planning Strategy and Land Use Bylaw.

Staff recommended that Council direct staff to engage external resources to initiate an interim review of the Municipal Planning Strategy and Land Use Bylaw to address housekeeping items and to consider matters including commercial uses in residential zones, regulations for short-term rentals, keeping of livestock in residential and rural zones, light pollution mitigation and dark sky considerations, additional coastal protection measures, climate-resilient land use regulations, and minimum property standards.

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

THAT the Council for Region of Queens Municipality directs staff to engage external resources to initiate an interim review of the Municipal Planning Strategy and Land Use Bylaw to address housekeeping items and include the following:

- Commercial uses in residential zones
- Comprehensive regulations for short-term rentals
- Keeping of livestock in residential and rural zones
- Light pollution mitigation and dark sky considerations
- Additional coastal protection measures and climate resilient land use regulations
- Minimum property standards

MOTION CARRIED unanimously.

The meeting recessed at 11:03 a.m. and resumed at 11:15: a.m.

8.0 Bylaws and Policies

8.1 Administrative Policy No. 59 – Sewer Fees

Director Grant presented a report advising that the Region of Queens Municipality operates two sewer systems in Queens County, being the Central Sewer System and the Queens Septage Facility. It was noted that, as a best practice, fees associated with municipal services are more appropriately set out in administrative policies rather than bylaws.

Staff recommended that Council direct staff to approve Administrative Policy No. 59 – Sewer Fees and to remove all fee provisions currently contained in Bylaw No. 11 – Regulation of Discharges to the Public Sewer Systems.

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

THAT the Council of Region of Queens Municipality approve Administrative Policy 59 – Sewer Fees.

MOTION CARRIED unanimously.

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

THAT the Council of Region of Queens Municipality direct staff to remove all fees included in Bylaw 11 – Regulation of Discharges to the Public Sewer Systems.

MOTION CARRIED unanimously.

8.2 Administrative Policy No. 60 – Solid Waste Fees

Director Grant presented Administrative Policy No. 60 – Solid Waste Fees, which establishes a policy for solid waste-related fees, aligns with applicable provincial legislation, and reflects the current state of municipal operations.

Councillor Amirault asked that the cost of the multi-stream event carts and receptacles for Public and Private Events be included in the fee structure.

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

THAT the Council of Region of Queens Municipality approve Administrative Policy 60 – Solid Waste Fees as amended.

MOTION CARRIED unanimously.

8.3 Operational Policy No. 99 – Winter Maintenance

Director Grant and Mr. Chetwynd, Manager of Public Works, presented Operational Policy No. 99 – Winter Maintenance. It was noted that the Region of Queens Municipality provides winter maintenance services throughout Queens County, with the majority of activity focused in the community of Liverpool. Currently, no formal policy exists for this service, and operations are managed on a reactive, seasonal basis.

The proposed policy would establish service priorities for winter maintenance and provide clarity to the public regarding the level of service they can expect. Staff recommended that Council approve Operational Policy No. 99 – Winter Maintenance.

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

THAT the Council of Region of Queens Municipality approve Operational Policy 99 – Winter Maintenance, with the discussed language regarding the dry hydrants treatment during an active storm added.

MOTION CARRIED unanimously

9.0 Correspondence for Action

9.1 Letter from Queens Home for Special Care

Council received correspondence from Queens Home for Special Care, dated November 21, 2025, requesting that the newly constructed extension of Queens Place Drive be named Dogwood Lane.

The request is made in anticipation of the opening of a new long-term care facility on this roadway, which will amalgamate Queens Manor and Hillview Acres into a single modern facility. It was noted that the dogwood tree is a recognizable local symbol within Queens County, and that the proposed name would provide a welcoming identity connected to the natural surroundings and history of the region.

It was further noted that, while the request does not follow the standard public process outlined in Operational Policy No. 6 – Naming and Renaming of Roads, the Municipal Government Act authorizes Council to name municipally owned roads by motion.

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

THAT Council for the Region of Queens Municipality waive the process requirements of Operational Policy 6 – Naming and Renaming of Roads and approve the request to name the newly constructed extension of Queens Place Drive as “Dogwood Lane,” as submitted by the Administrator of Queens Home for Special Care in correspondence dated November 21, 2025.

MOTION CARRIED unanimously.

10.0 Correspondence for Information

There was no Correspondence for information.

11.0 Report From In Camera

There was no report from In Camera.

12.0 Mayor’s Report

The Mayor reported on several community events and engagements. On November 28, 2025, the Mayor attended a celebration marking the naming of the new long-term care home as The Neighbourhoods of Dogwood Lane, and extended thanks to the Queens Manor Board, staff of Queens Manor and Hillview Acres, and Minister Masland for their support and hard work. That same day, the Mayor joined staff in decorating the Region of Queens Municipality tree for the Trees in the Park initiative, with appreciation expressed to Freeman’s Lumber for continuing the tradition. The Mayor also met with the new Staff Sergeant

and Commanding Officer of the local RCMP detachment, Staff Sergeant Pat Frenette, along with CAO Thorpe, and welcomed him to the community.

The Mayor further reported attending community events on November 29, 2025, including the downtown tree lighting in front of the Astor Theatre and the Multicultural Association's holiday concert, and extended thanks to the South Queens Chamber of Commerce, the Astor Theatre Society, and the Multicultural Association for organizing the events.

The Mayor also noted attendance at the North Queens and Liverpool holiday parades on November 30 and December 7, 2025, and thanked Scott Orme and his team for their work on the Region of Queens Municipality parade floats. The Mayor highlighted the really well-done floats and community participation at both parades.

13.0 Council Reports

Brooklyn Recreation Toy Drive – Councillor Amirault

Councillor Amirault advised that the Brooklyn Recreation Committee will be hosting a toy drive on Saturday, December 13, from 10:00 a.m. to 2:00 p.m. Unwrapped toy donations may be dropped off at the Brooklyn Hall.

Santa for Seniors – Deputy Mayor Charlton

Deputy Mayor Charlton highlighted that Kendra Shot is organizing the Santa for Seniors drive again this year. Members of the public may participate by adopting a senior for Christmas. Information is available on the initiative's Facebook page or by contacting Ms. Shot or a member of Council. The initiative was noted as a meaningful way to support seniors in the community who may be facing financial challenges.

Turkeys at MacPhersons – Mayor Christian

Mayor Christian reminded those present that, as noted earlier during Public Comment by Paul Deveau, MacPherson's is hosting a

turkey drive in support of the food bank and will match all donations.

14.0 New Business

There was no New Business to discuss.

15.0 In Camera

It was moved by Deputy Mayor Charlton and seconded by Councillor Jenkins that the proceedings move to Closed Session at 12:09 p.m. to discuss the following:

- 15.1 Property Matter
- 15.2 Personnel
- 15.3 Personnel
- 15.4 Personnel

It was moved by Deputy Mayor Charlton and seconded by Councillor Carver that the proceedings exit Closed Session at 1:25 p.m.

15.1 Culvert at 61 Birch Avenue

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

THAT Council for Region of Queens Municipality direct staff to engage a qualified third party to replace the culvert at 61 Birch Avenue, as follows:

- A minimum of four (4) weeks' notice will be provided to the property owner before work begins;
- The replacement culvert shall be approximately 6.100 metres in length and 900 millimetres in diameter, constructed of smooth interior HDPE pipe to Highway Grade CSA-B182.8 with a minimum stiffness of 320 kPa, and installed at a grade of no less than 1.00%;
- All surfaces will be reinstated to pre-replacement condition using Type I gravel, including a minimum of 150 mm base coverage, 300 mm above the culvert, and 600 mm in both transverse directions;
- All slopes exceeding 2:1 ratio will be stabilized with 200–400 mm rock;
- The estimated project cost of up to \$15,000 shall be funded from accumulated surplus.

MOTION CARRIED with 7 in favour and 1 against.

16.0 Adjournment

The Meeting was adjourned at 1:27 p.m.

Mayor Scott Christian, Chair

Angela Green, Municipal Clerk

Date Approved: _____



Region of Queens Municipality Special Council Friday, December 19, 2025 3:00 p.m.

Minutes

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

Regrets: Mayor Scott Christian

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

1.0 Call to Order

Deputy Mayor Charlton called the meeting to order at 3:00 p.m. and opened the meeting by acknowledging that we have the privilege to live

and work in Mi'kma'ki, the traditional and unceded territory of the Mi'kmaq people. She also extended regrets from Mayor Christian.

2.0 Approval of Agenda

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

THAT the Council of Region of Queens Municipality approve the December 19, 2025 Agenda as presented.

MOTION CARRIED unanimously.

3.0 Draft 2026-2031 Capital Investment Plan

Deputy Mayor Charlton began the meeting by announcing a new page on the Region of Queens Municipality website, that details information about the 2025-2026 Budget process and also includes a survey that the public can take to have their voices heard. The webpage can be found at www.regionofqueens.com/budget-engagement.

Directors Veinotte and Grant presented a report on the Draft 2026–2031 Capital Investment Plan, which provides an overview of current capital projects, projects in progress, and proposed capital investments over the next five years. The draft plan outlines anticipated project timelines by fiscal year and identifies proposed funding sources and is intended to support Council's strategic priorities and inform the annual budget process.

Council was advised that the Capital Investment Plan has been brought forward earlier than in previous years to allow for potential adoption in January 2026, enabling staff to proceed with tendering and project implementation at the start of the new fiscal year.

The report included an update on projects from the 2025–2026 Capital Investment Plan that have been completed, are in progress, or are

expected to be completed or carried forward into future fiscal years. Several major projects were highlighted, including infrastructure upgrades, wastewater and water system improvements, vehicle and equipment replacements, accessibility upgrades, and recreational facilities.

It was noted that some projects have experienced cost increases or funding challenges, including the Waterloo infrastructure project and the South Queens Outdoor Pool. Staff advised that completion reports will be brought forward to Council once projects are finalized, outlining final costs, funding impacts, and any required Council direction.

The draft 2026–2031 Capital Investment Plan includes both carryover and new projects across multiple service areas. Staff also outlined the long-term financial implications of the proposed plan, noting that adoption of the plan would result in an increase in long-term debt and a reduction in accumulated surplus over the planning period.

Staff recommended that Council receive the Draft 2026–2031 Capital Investment Plan for information, with the intent that Council will review the plan, request clarification as needed and provide direction in advance of adoption as part of the annual budget process.

4.0 Adjournment

The meeting was adjourned at 4:57 p.m.

Deputy Mayor Maddie Charlton, Chair

Angela Green, Municipal Clerk



Date Approved: _____

DRAFT



Region of Queens Municipality Staff Report For the Regular Meeting of January 13, 2026

Date: January 8, 2026
File No: 10350-50-2601-01
To: Mayor and Council
From: Willa Thorpe, CAO
Subject: Asset Inventory

Prepared by:  A. Grant Director of Infrastructure	CAO Concurrence:  W. Thorpe Chief Administrative Officer
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RECOMMENDATION[S]

That the Council of the Region of Queens Municipality receive the report titled 'Asset Inventory' for information.

PURPOSE

To provide Council with a list of Municipally owned equipment.

BACKGROUND

At the December 19, 2025, Special Meeting, Council requested an inventory of municipal equipment captured within the department of Infrastructure. The list of equipment is presented as summarized by the Municipality's asset management software.

ALTERNATIVES/OPTIONS

- 1) Council receives the report
- 2) Council requests additional information

ANALYSIS

Option 1: Provides Council with concise summary of municipal assets.

Option 2: Allows Council to request additional detail if desired.

IMPLICATIONS

n/a

COMMUNICATIONS

n/a

BYLAWS/PLANS/POLICIES

n/a

SUMMARY

This report provides Council with an overview of municipal equipment assets.

ATTACHMENTS/REFERENCE MATERIALS

2026-01-13-CC Asset Inventory Appendix A.pdf

Asset summary report

Date Printed: 12/22/2025

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Asset #	Name	Region	Site	Serial #	Make	Model	Barcode	Toolcrib
100	100 2023 Ford F250 Pickup Truck	Department of Infrastructure	Fleet	1FT7X2BN6PE C08198	Ford	F250	[N/A]	False
R101	RETIRED 101 2011 Ford F250 Pickup Truck	Department of Infrastructure	Fleet	1FTBF2B61BE A66065	Ford	F250	[N/A]	True
102	RETIRED - 102 2012 GMC 2500 Pickup Truck	Department of Infrastructure	Fleet	1GT020CG4CF 240169	GMC	2500	[N/A]	True
103	103 2013 Ford F250 Pickup Truck	Department of Infrastructure	Fleet	1FTBF2B66DE B66858	Ford	F250	[N/A]	True
104	RETIRED - 104 2015 Ford F250 Pickup Truck	Department of Infrastructure	Fleet	1FTBF2B68FE B65083	Ford	F250	[N/A]	True
105	105 2016 Ford F250 Pickup Truck	Department of Infrastructure	Fleet	1FT7X2B66GE B08580	Ford	F250	[N/A]	True
106	106 2017 Ford F250 Pickup Truck	Department of Infrastructure	Fleet	1FTBF2B65HE C35125	Ford	F250	[N/A]	True
107	107 2017 Ford F250 Pickup Truck	Department of Infrastructure	Fleet	1FT7X2B63HE C35126	Ford	F250	[N/A]	True
108	108 2018 Chevrolet 2500 Pickup Truck	Department of Infrastructure	Fleet	1GC0KUEG0JZ 297727	Chevrolet	2500	[N/A]	True
109	109 2018 Chevrolet 2500 Pickup Truck	Department of Infrastructure	Fleet	1GC0KVEG5JZ 297597	Chevrolet	2500	[N/A]	True
110	110 2018 Chevrolet Colorado Pickup Truck	Department of Infrastructure	Fleet	1GCHTDEN5J1 218677	Chevrolet	Colorado	[N/A]	True
111	111 2020 Chevrolet Colorado Pickup Truck	Department of Infrastructure	Fleet	1GCGTDEN5L 1109182	Chevrolet	Colorado	[N/A]	True
112	112 2020 Ford F250 Pickup Truck	Department of Infrastructure	Fleet	1FTBF2B60LE D81182	Ford	F250	[N/A]	True
113	113 2020 Ford F250 Pickup Truck	Department of Infrastructure	Fleet	1FT7X2B67LE E70315	Ford	F250	[N/A]	True
114	114 2022 Ford F250 Pickup Truck	Department of Infrastructure	Fleet	1FTX2B67NED 66166	Ford	F250	[N/A]	True
115	115 2010 Ford F150 Pickup Truck	Department of Infrastructure	Fleet	1FTMF1CW8A KC31661	Ford	F150	[N/A]	True
116	116 2017 Subaru Forester SUV	Department of Infrastructure	Fleet	JF2SJEJC4HH 464158	Subaru	Forester	[N/A]	True
117	117 2020 Subaru Crosstrek SUV	Department of Infrastructure	Fleet	JF2GTAPC3L8 205976	Subaru	Crosstrek	[N/A]	True
200	200 2005 John Deere 350D Heavy Vehicle	Department of Infrastructure	Fleet	ABE350DT201 031	John Deere	350D	[N/A]	True
201	201 2005 CAT 735 Heavy Vehicle	Department of Infrastructure	Fleet	CAT00735TB1 N00203	CAT	735	[N/A]	True
R202	RETIRED - 202 1995 Ford L9000 Heavy Vehicle	Department of Infrastructure	Fleet	1FDZY90S2SV A32679	Ford	L9000	[N/A]	True
R203	RETIRED - 203 1995 Ford Sweeper Heavy Vehicle	Department of Infrastructure	Fleet	1FDXH70C8SV A81440	Ford	CF7000	[N/A]	True
204	RETIRED 204 2002 Freightliner FL80 Heavy Vehicle	Department of Infrastructure	Fleet	1FVABXAK42H J84083	Freightliner	FL80	[N/A]	True
205	205 2004 Volvo Dayliner Heavy Vehicle	Department of Infrastructure	Fleet	4V4KC9GH14N 351626	Volvo	VHD	[N/A]	True
206	206 2004 GMC Cube Van Heavy Vehicle	Department of Infrastructure	Fleet	1GDE4C1E44F 500134	GMC	C4500	[N/A]	True
207	207 2005 Freightliner M2106 Tandem Heavy Vehicle	Department of Infrastructure	Fleet	1FVHCYDJ65H N91041	Freightliner	M2106	[N/A]	True
208	208 2022 Ford F350 Heavy Vehicle	Department of Infrastructure	Fleet	1FDRF3HT2NE D66165	Ford	F350	[N/A]	True
209	209 2012 Ford E350 Bus Heavy Vehicle	Department of Infrastructure	Fleet	1FDEE3FS9CD A55346	Ford	E350	[N/A]	True
210	210 2014 Ford F450 Dump Heavy Vehicle	Department of Infrastructure	Fleet	1FDUF4HT0EE A44835	Ford	F450	[N/A]	True
211	211 2016 International 5900 Tractor Heavy Vehicle	Department of Infrastructure	Fleet	3HSNUAP5GN M57669	International	5900	[N/A]	True

Asset summary report

Date Printed: 12/22/2025

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Asset #	Name	Region	Site	Serial #	Make	Model	Barcode	Toolcrib
212	212 2019 International HV607 Dump Heavy Vehicle	Department of Infrastructure	Fleet	3HAEJTAR0KL295510	International	HV607	[N/A]	True
213	213 2009 GMC C8500 Tandem Heavy Vehicle	Department of Infrastructure	Fleet	1GDT8C4BX9F407459	GMC	C8500	[N/A]	True
300	300 2022 Komatsu PC 238 Excavator	Department of Infrastructure	Fleet	PC238U5LC-11	Komatsu	PC 238	[N/A]	True
301	301 1995 CAT 330CL Excavator	Department of Infrastructure	Fleet	5YM01083	CAT	330CL	[N/A]	True
302	302 2002 John Deere 330CLC Excavator	Department of Infrastructure	Fleet	FF330CX082206	John Deere	330CLC	[N/A]	True
303	303 2002 CAT 345 BL Excavator	Department of Infrastructure	Fleet	AGS01197	CAT	345 BL	[N/A]	True
304	304 2005 CAT 325 CL Excavator	Department of Infrastructure	Fleet	CAT0325CCBMM00685	CAT	325 CL	[N/A]	True
305	305 2015 CAT 304E Excavator	Department of Infrastructure	Fleet	CAT0304EEME400818	CAT	304E	[N/A]	True
R400	RETIRED 400 1999 CAT D6R Dozer	Department of Infrastructure	Fleet	6NC15467	CAT	D6R	[N/A]	True
401	401 2005 CAT D5 Dozer	Department of Infrastructure	Fleet	CAT00D5GVWGB01799	CAT	D5G	[N/A]	True
402	402 2005 John Deere 650J Dozer	Department of Infrastructure	Fleet	TO650JX105605	John Deere	650J	[N/A]	True
500	500 2019 John Deere 2025R Tractor Loader/Plow	Department of Infrastructure	Fleet	ILV2025RJKK109376	John Deere	2025R	[N/A]	True
501	501 2002 CAT 236 Skidsteer Loader/Plow	Department of Infrastructure	Fleet	4YZ03126	CAT	236	[N/A]	True
502	RETIRED - 502 2002 Trackless MT5 Loader/Plow	Department of Infrastructure	Fleet	MT5T2051	Trackless	MT5	[N/A]	True
503	RETIRED - 503 2009 John Deere 624K Loader/Plow	Department of Infrastructure	Fleet	DW624KZ625318	John Deere	624K	[N/A]	True
504	504 2012 Trackless MT6 Loader/Plow	Department of Infrastructure	Fleet	MT61569	Trackless	MT6	[N/A]	True
505	RETIRED - 505 2013 John Deere 624K Loader/Plow	Department of Infrastructure	Fleet	1DW624KZCD D655719	John Deere	624K	[N/A]	True
506	506 2015 John Deere 320E Loader/Plow	Department of Infrastructure	Fleet	1TO320EEHFG286211	John Deere	320E	[N/A]	True
507	507 2018 CAT 938K Loader/Plow	Department of Infrastructure	Fleet	CAT0938KLRE P00833	CAT	938K	[N/A]	True
508	508 2020 CAT 938M Loader/Plow	Department of Infrastructure	Fleet	CAT0938MTP5 K01390	CAT	938M	[N/A]	True
509	509 2014 CAT 430FIT Loader/Plow	Department of Infrastructure	Fleet	CAT0430FVRG S00573	CAT	430FIT	[N/A]	True
600	600 1989 Ingersol Rand Compressor Trailer	Department of Infrastructure	Fleet	176426V89329	Ingersol Rand	[N/A]	[N/A]	True
601	601 1995 Karavan Boat Trailer	Department of Infrastructure	Fleet	186RAA1H5SH000262	Karavan	[N/A]	[N/A]	True
602	602 1997 Amida DBL25 Trailer	Department of Infrastructure	Fleet	970440660	Amida	DBL25	[N/A]	True
603	603 2004 Weber Grounds Trailer	Department of Infrastructure	Fleet	2W922001060085138	Weber WL1060	WL1060	[N/A]	True
604	604 2008 Value Hauler Concrete Trailer	Department of Infrastructure	Fleet	5NHUVH6208N057062	Value Hauler VH816TA2	VH816TA2	[N/A]	True
605	605 2009 Tremcar TRA/REM Trailer	Department of Infrastructure	Fleet	2TSL45339B003470	Tremcar	TRA/REM	[N/A]	True
606	606 R606 2010 JDL TILT17 Trailer	Department of Infrastructure	Fleet	2JDUTE62XA1001171	JDL	TILT17	[N/A]	True
607	607 2012 LWL Tri-axle Trailer	Department of Infrastructure	Fleet	2L9TS4392CB105175	LWL T22FB21D0	T22FB21D0	[N/A]	True
608	608 2013 Bear C Wood Chipper Trailer	Department of Infrastructure	Fleet	5VJAA0017DW003857	Bear	C	[N/A]	True
609	609 2016 Tremcar TRA/REM Trailer	Department of Infrastructure	Fleet	2TSL4949GB00045	Tremcar	TRA/REM	[N/A]	True

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Asset #	Name	Region	Site	Serial #	Make	Model	Barcode	Toolcrib
610	610 2005 Horizon SQ3TS Trailer	Department of Infrastructure	Fleet	1064	Horizon	SQ3TS	[N/A]	True
611	611 2005 Horizon Trailer	Department of Infrastructure	Fleet	1065	Horizon	[N/A]	[N/A]	True
612	612 2010 Wanco WTSP Trailer	Department of Infrastructure	Fleet	5F11S1010E1000223	Wanco	WTSP	[N/A]	True
613	613 2012 Wanco WTSP Trailer	Department of Infrastructure	Fleet	5F11S1016C1004435	Wanco	WTSP	[N/A]	True
614	614 2013 Wanco WTSP Trailer	Department of Infrastructure	Fleet	5F11S1010D1002164	Wanco	WTSP	[N/A]	True
615	615 2014 Wanco WTSP Trailer	Department of Infrastructure	Fleet	5F11S1010E1002750	Wanco	WTSP	[N/A]	True
616	616 2022 HMD Trailer	Department of Infrastructure	Fleet	T93648	HMD	[N/A]	[N/A]	True
617	617 2023 Gator GA83X16 Trailer	Department of Infrastructure	Fleet	5LEB1DF25P1237887	Gator	GA83X16	[N/A]	True
700	RETIRED - 700 1990 CAT CB214B Compaction	Department of Infrastructure	Fleet	6FL00480	CAT	CB214B	[N/A]	True
701	701 1995 Bomag BW-177D-3 Compaction	Department of Infrastructure	Fleet	576	Bomag	BW-177D-3	[N/A]	True
R702	RETIRED 702 1998 CAT CS563C Compaction	Department of Infrastructure	Fleet	4KN01172	CAT	CS563C	[N/A]	True
703	703 2004 NPK C10 Compaction	Department of Infrastructure	Fleet	IN3406	NPK	C10	[N/A]	True
704	704 2012 CAT 826H Compaction	Department of Infrastructure	Fleet	AWF00756	CAT	826H	[N/A]	True
705	705 Wacker Nauson DPU5545 Compaction	Department of Infrastructure	Fleet	1331111011236	Wacker Nauson	DPU5545	[N/A]	True
706	706 2012 Wacker Nauson DPU5545 Compaction	Department of Infrastructure	Fleet	1331112014966	Wacker Nauson	DPU5545	[N/A]	True
707	707 2012 Wacker Nauson DPU6555 Compaction	Department of Infrastructure	Fleet	0732611174590	Wacker Nauson	DPU6555	[N/A]	True
708	708 2018 Wacker-Neuson Compaction	Department of Infrastructure	Fleet	1.71272E+12	Wacker-Neuson	[N/A]	[N/A]	True
709	709 2018 Wacker-Neuson Compaction	Department of Infrastructure	Fleet	1.71272E+13	Wacker-Neuson	[N/A]	[N/A]	True
710	710 Mikasa MVC-F80H Compaction	Department of Infrastructure	Fleet	T2Z3798	Mikasa	MVC-F80H	[N/A]	True
711	711 Mikasa MTX70 Compaction	Department of Infrastructure	Fleet	A5711	Mikasa	MTX70	[N/A]	True
712	712 Mikasa MTX60 Compaction	Department of Infrastructure	Fleet	C6563	Mikasa	MTX60	[N/A]	True
713	713 2008 Mikasa MTX60 Compaction	Department of Infrastructure	Fleet	S1559	Mikasa	MTX60	[N/A]	True
714	714 2017 Mikasa MTX60 Compaction	Department of Infrastructure	Fleet	C6635	Mikasa	MTX60	[N/A]	True
800	800 John Deere Pump	Department of Infrastructure	Fleet	T04045D-79-274	John Deere	[N/A]	[N/A]	True
801	801 John Deere 4045DF150 Pump	Department of Infrastructure	Fleet	T04045D-78-7212	John Deere	4045DF150	[N/A]	True
802	802 2023 Honda WT30X8HP Pump	Department of Infrastructure	Fleet	GC04-1466754	Honda	WT30X8HP	[N/A]	True
803	803 Multiquip QP-3TH Pump	Department of Infrastructure	Fleet	3TH12618	Multiquip	QP-3TH	[N/A]	True
804	804 Honda WT30X8HP Pump	Department of Infrastructure	Fleet	GC04-1510533	Honda	WT30X8HP	[N/A]	True
805	805 Multiquip Qp-3TH Pump	Department of Infrastructure	Fleet	[N/A]	Multiquip	Qp-3TH	[N/A]	True
911	911 Kohler D2300X188 Generator- WTP	Department of Infrastructure	Fleet	[N/A]	Kohler	D2300X188	[N/A]	True
807	807 Amida AL4000 Generator	Department of Infrastructure	Fleet	9905-56568	Amida	AL4000	[N/A]	True
900	900 2006 Kohler 80RE0ZJB Generator	Department of Infrastructure	Fleet	2111823	Kohler	80RE0ZJB	[N/A]	True

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Asset #	Name	Region	Site	Serial #	Make	Model	Barcode	Toolcrib
901	901 2003 CAT 3456 Generator	Department of Infrastructure	Fleet	C180000LCC B00712	CAT	3456	[N/A]	True
902	902 2009 Kohler 180 Generator	Department of Infrastructure	Fleet	D74146	Kohler	180	[N/A]	True
903	903 2006 Honda EB3800X Generator	Department of Infrastructure	Fleet	GC04-4725511	Honda	EB3800X	[N/A]	True
904	904 Kipor IG2000P Generator	Department of Infrastructure	Fleet	[N/A]	Kipor	IG2000P	[N/A]	True
905	905 King 1500W Generator	Department of Infrastructure	Fleet	[N/A]	King	1500W	[N/A]	True
906	906 Wacker-Neuson G25-20KW Generator	Department of Infrastructure	Fleet	200000564	Wacker-Neuson	G25-20KW	[N/A]	True
907	907 Generatice 7500W Generator	Department of Infrastructure	Fleet	[N/A]	Generatice	7500W	[N/A]	True
908	908 Honda EU2000i Generator	Department of Infrastructure	Fleet	EAAJ2414752	Honda	EU2000i	[N/A]	True
1100	RETIRED - 1100 2005 Artic Cat 500	Department of Infrastructure	Fleet	4UF05ATV25T 241443	Artic Cat	500	[N/A]	True
R1101	Retired 1101 2010 Kubota RTV500-H	Department of Infrastructure	Fleet	21995	Kubota	RTV500-H	[N/A]	True
1102	1102 2005 Bolens	Department of Infrastructure	Fleet	1K155130001	Bolens	[N/A]	[N/A]	True
1103	1103 2005 Bolens	Department of Infrastructure	Fleet	1F305130036	Bolens	[N/A]	[N/A]	True
1104	1104 2002 Toro 924	Department of Infrastructure	Fleet	221412C	Toro	924	[N/A]	True
1105	1105 2020 Husqvarna ST-327	Department of Infrastructure	Fleet	102819D00222 2	Husqvarna	ST-327	[N/A]	True
1106	1106 2006 Komatsu FG25T-14	Department of Infrastructure	Fleet	592998A	Komatsu	FG25T-14	[N/A]	True
1107	1107 2005 Komatsu FG25T-14	Department of Infrastructure	Fleet	588958	Komatsu	FG25T-14	[N/A]	True
1108	1108 2005 JLG 2630ES	Department of Infrastructure	Fleet	200134203	JLG	2630ES	[N/A]	True
1109	1109 2005 JLG 600AJ	Department of Infrastructure	Fleet	300083166	JLG	600AJ	[N/A]	True
118	118 2023 Ford F250 Pickup Truck	Department of Infrastructure	Fleet	1FT7X2BN1PE D87430	Ford	F250	[N/A]	False
119	119 2023 Ford F250 Pickup Truck	Department of Infrastructure	Fleet	1FT7X2BN4PE D81606	Ford	F250	[N/A]	False
EQ001597	Milwaukee 14in Cut-Off Saw	Department of Infrastructure	Fleet	K26AD1942011 41	Milwaukee	MXF314	[N/A]	False
510	510 2023 Komatsu WA320-8 Loader/Plow	Department of Infrastructure	Fleet	A52094	Komatsu	WA320-8	[N/A]	False
511	511 2023 Trackless MT7 Loader/Plow	Department of Infrastructure	Fleet	MT72065	Trackless	MT7	[N/A]	False
618	618 2023 Fuel Trailer	Department of Infrastructure	Fleet	T-94970	Homemade	[N/A]	[N/A]	False
1110	1110 Honda Boat Motor BF2.3D	Department of Infrastructure	Fleet	BABC1070469	Honda	2.3DHSCHC	[N/A]	False
619	619 2024 Gator 21k Ardvark Tilt Trailer	Department of Infrastructure	Fleet	4Z1HD2136RS 005052	Gator	Ardvark	[N/A]	False
306	306 2024 Komatsu PC 45 Mini Excavator	Department of Infrastructure	Fleet	36171	Komatsu	PC45	[N/A]	False
EQ001623	Husqvarna Concrete Saw	Department of Infrastructure	Fleet	0715322 967 68 21-00	Hasqvarna	K 770	[N/A]	False
EQ001624	Hilti TE 6-CL	Department of Infrastructure	Fleet	026177	Hilti	TE 6-CL	[N/A]	False
120	120 2024 Ford F250 Pivkup Truck	Department of Infrastructure	Fleet	1FT7X2BA2RE F35049	Ford	F250	[N/A]	False
400	400 2024 Komatsu Waste Handler	Department of Infrastructure	Fleet	[N/A]	Komatsu	D61PX-24	[N/A]	False
909	909 2024 Kohler Generator - PWG	Department of Infrastructure	Fleet	PE6068N03085 9	Kohler	180REOZJF S/N# 337RGMMPP00 03 (AMP402 Controller)	[N/A]	False
910	910 Honda EB2200i Generator	Department of Infrastructure	Fleet	EAJT1027125	Honda	EB2200i	[N/A]	True

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Asset #	Name	Region	Site	Serial #	Make	Model	Barcode	Toolcrib
121	121 2024 F350 Service Truck	Department of Infrastructure	Fleet	1FD8X3HNXR EF32867	Ford	F350	[N/A]	False
203	203 2024 Freightliner/Bucher Sweeper Heavy Vehicle	Department of Infrastructure	Fleet	1FVACXFC1S HVF9406	Freightliner / Bucher	M2	[N/A]	True
EQ001626	Milwaukee 14in Cut-Off Saw	Department of Infrastructure	Fleet	N39AD2415000 06	Milwaukee	MXF315-9	[N/A]	False
EQ001627	Milwaukee 6-1/2" Circular Saw	Department of Infrastructure	Fleet	F31AD2253022 32	Milwaukee	2730-20	[N/A]	False
EQ001628	Milwaukee 1/2" Hammer Drill	Department of Infrastructure	Fleet	M64AD230202 232	Milwaukee	2904-20	[N/A]	False
EQ001629	Milwaukee 1/4" Impact Driver	Department of Infrastructure	Fleet	M67AF2249139 97	Milwaukee	2953-20	[N/A]	False
EQ001630	Milwaukee Sawzall	Department of Infrastructure	Fleet	L37AD2253022 32	Milwaukee	2821-20	[N/A]	False
EQ001631	Milwaukee Work Light	Department of Infrastructure	Fleet	C12BA2252046 09X	Milwaukee	2735-20	[N/A]	False
EQ001632	Milwaukee Blower	Department of Infrastructure	Fleet	J24AM2143124 68	Milwaukee	2724-20	[N/A]	False
EQ001633	Milwaukee Tower Light	Department of Infrastructure	Fleet	L60A92135394 14G	Milwaukee	2136-20	[N/A]	False
EQ001637	Pallet Truck	Department of Infrastructure	Fleet	[N/A]	ULINE	H-3045	[N/A]	False
EQ001638	Pallet Truck	Department of Infrastructure	Fleet	[N/A]	ULINE	H-5387	[N/A]	False
EQ001639	Pallet Truck	Department of Infrastructure	Fleet	[N/A]	ULINE	H-7504	[N/A]	False
EQ001640	4 Step Safety Angle Rolling Ladder	Department of Infrastructure	Fleet	[N/A]	ULINE	H-3835	[N/A]	False
EQ001641	4 Step Safety Angle Rolling Ladder	Department of Infrastructure	Fleet	[N/A]	ULINE	H-3835	[N/A]	False
EQ001642	Efficiency Trench Box #114818	Department of Infrastructure	Fleet	114818	Efficiency Production	[N/A]	[N/A]	False
EQ001643	Efficiency Trench Box #126653	Department of Infrastructure	Fleet	126653	Efficiency Production	[N/A]	[N/A]	False
EQ001644	Efficiency Trench Box #126652	Department of Infrastructure	Fleet	126652	Efficiency Production	[N/A]	[N/A]	False
EQ001645	Build a Box	Department of Infrastructure	Fleet	[N/A]	Build a Box	[N/A]	[N/A]	False
EQ001646	Omega Compressor	Department of Infrastructure	Fleet	2209-H4150045	Omega	PK-3011	[N/A]	False
202	202 2025 International HX620 Heavy Vehicle	Department of Infrastructure	Fleet	3HTPCSZT6SN 261760	International	HX 620	[N/A]	False
1101	1101 2022 Honda Pioneer	Department of Infrastructure	Fleet	1HFVE04S3N4 650210	Honda	SXS10M5LCN	[N/A]	False
702	702 2025 Dynapac Roller	Department of Infrastructure	Fleet	10000167JRA0 40765	Dynapac	CA2500	[N/A]	False
EQ001650	Wacker Neuson Roller	Department of Infrastructure	Fleet	[N/A]	[N/A]	RD7A	[N/A]	False
EQ001651	Tsurumi 3" Dewater Pump	Department of Infrastructure	Fleet	24T00745018	Tsurumi	HS3.75S	[N/A]	False
RQM_911	RQM_911	Department of Infrastructure	Fleet	[N/A]	Kohler	D2300X188	[N/A]	False
RQM_900	RQM_900	Department of Infrastructure	Fleet	[N/A]	Kohler	80RE0ZJB	[N/A]	False
RQM_901	RQM_901	Department of Infrastructure	Fleet	[N/A]	CAT	[N/A]	[N/A]	False
RQM_902	RQM_902	Department of Infrastructure	Fleet	[N/A]	Kohler	[N/A]	[N/A]	False
GEN_5	GEN_5	Department of Infrastructure	Fleet	[N/A]	Kohler	[N/A]	[N/A]	False
620	620 2025 Ver-Mac Arrow Board	Department of Infrastructure	Fleet	2SGUS2114SS 000812	Ver-Mac	ST-4815L-S	[N/A]	False
122	122 2026 Ford F 250 Pickup Truck	Department of Infrastructure	Fleet	1FT7X2BA9TE C26394	Ford	F250	[N/A]	False
123	123 2026 Ford F250 Pickup Truck	Department of Infrastructure	Fleet	1FT7X2BA2TE C29475	Ford	X2B	[N/A]	False
621	621 2025 Ver Mac Tempory Traffic Light	Department of Infrastructure	Fleet	OF1228645_1	Ver Mac	TLD-1312	[N/A]	False

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Asset #	Name	Region	Site	Serial #	Make	Model	Barcode	Toolcrib
622	622 2025 Temporary Traffic Light	Department of Infrastructure	Fleet	OF1228644_1	Ver-Mac	TLD-1312	[N/A]	False
204N	204 2026 Peterbilt 548 Single Axel Salt	Department of Infrastructure	Fleet	2NP8HJ8XXTM 805281	Peterbilt	548	[N/A]	False

Report Parameters

Filter:



Search:

Advanced Filters: [Site] Equals 'Fleet'



Region of Queens Municipality Staff Report For the Regular Meeting of January 13, 2026

Date: January 8, 2026
File No: 10350-50-2601-02
To: Mayor and Council
From: Willa Thorpe, CAO
Subject: Upgrading Transmission Main

Prepared by:  A. Grant Director of Infrastructure	CAO Concurrence:  W. Thorpe Chief Administrative Officer
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RECOMMENDATION[S]

That the Council of the Region of Queens Municipality receive the report titled 'Transmission Main Upgrading' for information.

PURPOSE

To provide Council with additional information to consider with the delivery of the water transmission main project.

BACKGROUND

At the December 19, 2025, Special Meeting, Council requested additional information respecting the installation of the replacement transmission main. Specifically, Council sought options to complete that project sooner than outlined in the current Capital Investment Plan.

Currently there is a gap of approximately 2035m of 400mm transmission main to be installed to connect the South Queens Water Treatment Facility to Union Street. 1100m of that line is required to be installed before it can be commissioned into service at the intersection of Main and Wolfe Streets.

On Main Street between Wolfe and Union there are currently:

- More than two transmission mains
- More than two gravity sewer mains and one sewer forcemain
- Minor areas of combined sewer systems
- Unimproved surface water management

In 2020, the first phase of upgrading to the transmission main was completed with subsequent phases in the three following years. In 2024, staff applied to the Regulatory Appeals Board (RAB) for authorization for spending over \$250,000. The RAB denied application as the Act requires approval for a project, and not elemental phases. Staff have since been working to provide an acceptable submission to the RAB which meets their requirements. To date approximately 1200m of 400mm transmission main are installed but are not in service as they do not reach the connection point.

The following table summarizes comparisons of the proposed projects along Main Street versus the project under contract in Mount Pleasant. While the project is similar in concept of providing municipal services, there are elemental factors which are very different and do not allow for a direct cost comparison.

Element	Mount Pleasant	Main Street	Cost Impact	Timeline Impact
Approach	Contractor	Own forces	Unknown	Shortens
Estimate	\$8.3M	\$12M		
Gross length	1300m	2000m		
Sanitary Sewer	300mm/ 200mm	300mm	Equal	No impact
Sewer Bypass	No	Required	Increases	Increases
Sanitary Lift station	Yes	No	Decreases	Decreases
Watermain	250mm	400mm	Triple	No impact
Temporary water	No	Yes	Increases	Increases
Traffic	High-volume	High-volume	Equal	Equal
Tidal Influence	No	Yes	Increases	Increases

Surface water mitigation	No	Yes	Increases	Increases
Design to Tender	8 months			
Tender Award	2 months			
Construction	30 weeks (non-winter)			

Based on the information available, staff are only able to speculate how the transmission main project could change under a contracted delivery mechanism. A project of this magnitude requires thorough consideration to ensure accurate estimates, timelines and social impacts are recognized before being presented. It is also important to recognize that the requirements for externally funded projects are changing. As such, the cost of using municipal labour may not necessarily be recovered.

ALTERNATIVES/OPTIONS

- 1) Council receives the report
- 2) Council directs staff to procure 3rd party services for a project analysis that considers cost, timeline and any other impact in the delivery of the transmission main project
- 3) Council provides alternate direction to staff.

ANALYSIS

Option 1: Provides Council with available information

Option 2: Would provide Council with additional information as a thorough analysis by independent consultant that considers benefits and risks to completing projects by contractor or municipal forces.

IMPLICATIONS

Should Council proceed with Option 2, staff would begin by accepting proposals from a relevant consultant for Council's decision.

COMMUNICATIONS

n/a

BYLAWS/PLANS/POLICIES

n/a

SUMMARY



This report provides Council with an overview of the Transmission Main project including factors that influence project expenses.

ATTACHMENTS/REFERENCE MATERIALS



Region of Queens Municipality Staff Report For the Regular Meeting of January 13, 2026

Date: January 8, 2026
File No: 10350-50-2601-03
To: Mayor and Council
From: Willa Thorpe, CAO
Subject: Watermain Age

Prepared by:  A. Grant Director of Infrastructure	CAO Concurrence:  W. Thorpe Chief Administrative Officer
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RECOMMENDATION[S]

That the Council of the Region of Queens Municipality receive the report titled 'Watermain Age' for information.

PURPOSE

To provide Council with additional information of municipal watermains.

BACKGROUND

At the December 19, 2025, Special Meeting of Council, it was requested that staff return with additional information for Council that details the age of the municipal watermain distribution system.

ALTERNATIVES/OPTIONS

- 1) Council receives the report
- 2) Council requests additional information

ANALYSIS

Option 1: Provides Council with a concise summary of municipal watermain.

Option 2: Allows Council to request additional detail if desired.

IMPLICATIONS

n/a

COMMUNICATIONS

n/a

BYLAWS/PLANS/POLICIES

n/a

SUMMARY

This report provides Council with an overview of municipal water utility equipment assets.

ATTACHMENTS/REFERENCE MATERIALS

- South Queens Water Utility Water Distribution System

Region of Queens Municipality
RESERVE ACTIVITY FORECAST

DRAFT

NOTE: This forecast only includes budget estimates and projections based on information current on the date of this report. It does not consider any future decisions made by Council on use of funds beyond what have already been approved for the 2025-2026 fiscal year. Projects funded from reserves and surplus do not include any future support from other governments or agencies, which may reduce the amount of internal funding required. This report is a tool that illustrates the implications on reserve and surplus balances based on the proposed 2026-2031 Capital Investment Plan.



PROJECTED RESERVE BALANCES F2025-2026 01/05/2026

SPECIAL CAPITAL RESERVE

42140 Post Closure Landfill

Projected 03/31/2026 Balance: **\$9,780,765**

This account represents the funds set aside to close the landfill and monitor the site for twenty years thereafter.

Balance April 1, 2025	\$	8,428,595.32	
Closure Costs Queens - annual contribution from Operating	\$	549,999.96	
Closure Costs Other Gov'n	\$	507,169.29	Estimate
Interest 25/26	\$	295,000.84	Estimate 3.5%
Projected 03/31/2026 Balance:	\$	9,780,765.40	
Closure Costs Queens - annual contribution from Operating	\$	550,000.00	BUDGET to be calculated for operating budget
Closure Costs Other Gov'n	\$	510,000.00	BUDGET to be calculated for operating budget
Interest 26/27	\$	342,326.79	Estimate 3.5%

Projected 03/31/2027 Balance:

\$ 11,183,092.19

42150 Accumulated Surplus

Projected 03/31/2026 Balance: **\$1,338,041**

Balance April 1, 2025

\$ 1,523,625.17

Interest 25/26

\$ 112,500.00 Estimate based on Q1 interest, slight drop in rates

QP Drive CIP 25/26

\$ (298,084.07) CIP 25/26

Projected 03/31/2026 Balance:

\$ 1,338,041.10

Interest 26/27

\$ 40,141.23 Estimate 3%

QP Drive CIP 26/27

\$ (249,260.00) CIP 26/27

Projected 03/31/2027 Balance:

\$ 1,128,922.33

SPECIAL OPERATING RESERVE

52150 West Queens First Responders

Projected 03/31/2026 Balance: **\$28,966**

Reserve was created in June 2021 once Fire Department loan and equipment schedules were reconciled. This balance was determined to be the funding remaining for WQFR equipment purchases.

Balance April 1, 2025

\$ 23,155.73

Interest 25/26

\$ 810.45 Estimate 3.5%

F2024/2025 - annual contribution from Operating

\$ 5,000.04

Projected 03/31/2026 Balance:

\$ 28,966.22

F2026/2027 - annual contribution from Operating

\$ 5,000.00 BUDGET

Interest 26/27

\$ 1,018.99 Estimate 3%

Projected 03/31/2027 Balance:

\$ 34,985.21

52151 Community Investment Fund

Projected 03/31/2026 Balance: **\$205,452**

This reserve was set up on April 1, 2021. Funding previously posted to the Special Operating Surplus were reallocated to this reserve as listed below.

Balance April 1, 2025

\$ 448,503.99

Interest 25/26

\$ 6,947.64 Estimate 3.5%

F2025/2026 - LRHS Track Project Commitment

\$ (250,000.00)

Projected 03/31/2026 Balance:

\$ 205,451.63

Interest 26/27

\$ 6,163.55 Estimate 3%

Projected 03/31/2027 Balance:

\$ 211,615.18

52152 Parkland Fee

Projected 03/31/2026 Balance: **\$131,757**

Developments that do not want to set aside green space can fund this reserve with 5% of the lot value of the proposed development.

Balance April 1, 2025	\$	124,513.67	
Interest 25/26	\$	4,357.98	Estimate 3.5%
F 2025/2026 - Addition	\$	2,885.00	
F 2025/2026 - Addition	\$	960.00	
F 2025/2026 - Addition	\$	14,345.00	
Projected 03/31/2026 Balance:	\$	147,061.65	
Interest 26/27	\$	4,411.85	
Projected 03/31/2027 Balance:	\$	151,473.50	

52153 Septage

Projected 03/31/2026 Balance: **\$285,423**

This reserve was set up March 31, 2021 to reallocate the balance from an accrued liability account. To be used to remove accumulated sediment from lagoons.

Balance April 1, 2025	\$	275,771.13	
Interest 25/26	\$	9,651.99	Estimate 3.5%
Projected 03/31/2026 Balance:	\$	285,423.12	
Interest 26/27	\$	8,562.69	
Projected 03/31/2027 Balance:	\$	293,985.81	

52155 Sewer Projects

Projected 03/31/2026 Balance: **\$324,694**

This reserve **was** funded by an annual contribution from operating. No allocation for this reserve has been budgeted since F2021. Sewage rates need to be revisited as all taxpayers may be funding treatment, not just users of the service. This reserve funds waste water upgrades.

Balance April 1, 2025	\$	622,892.64	
Interest 25/26	\$	21,801.24	Estimate 3.5%
F2025/2026 Debenture Weir Lane proceeds	\$	280,000.00	
F2025/2026 - Waterloo East Phase IIIB	\$	(600,000.00)	
Projected 03/31/2026 Balance:	\$	324,693.88	
Interest 26/27	\$	9,740.82	Estimate 3%
F2026/2027 Waterloo East Phase IIIB	\$	(334,434.70)	CIP 26/27
Projected 03/31/2027 Balance:	\$	(0.00)	

52156 MPS and LUB Reserve

Projected 03/31/2026 Balance: **\$47,722**

Funds future Land Use Planning consulting

Balance April 1, 2025	\$	31,615.10	
F2025/2026 - Annual contribution from Operating	\$	15,000.00	ENTRY TO DO

Interest 25/26	\$	1,106.53	Estimate 3.5%
Projected 03/31/2026 Balance:	\$	47,721.63	
F2026/2027 - Annual contribution from Operating	\$	15,000.00	BUDGET
Interest 26/27	\$	1,881.65	
Projected 03/31/2027 Balance:	\$	64,603.28	

52157 Permit Tracking Reserve Projected 03/31/2026 Balance: **\$53,914**
NO LONGER BEING FUNDED

New reserve per Council to fund purchase of new software system that would improve productivity and processing times for permits/shared services MODL.

Balance April 1, 2025	\$	129,385.83	
Interest 25/26	\$	4,528.50	Estimate 3.5%
F2025/2026 - Allocation to Operating	\$	(80,000.00)	to be done depending on costs
Projected 03/31/2026 Balance:	\$	53,914.33	
F2026/2027 - Allocation to Operating	\$	(54,000.00)	BUDGET
	\$	(2.57)	Estimate 3%
Projected 03/31/2027 Balance:	\$	(88.24)	

52158 Organic Project Projected 03/31/2026 Balance: **\$903,635**

Reserve for green bin replacement or replacement of organics building, Funded annually by a portion of Diversion Credits.

Stopped funding F2022. Should be repurposed as directed by Council.

Balance April 1, 2025	\$	873,077.52	
Interest 25/26	\$	30,557.71	Estimate 3.5%
Projected 03/31/2026 Balance:	\$	903,635.23	
Interest 26/17	\$	27,109.06	
Projected 03/31/2027 Balance:	\$	930,744.29	

52159 Fundraising Projected 03/31/2026 Balance: **\$18,579**

Queens Place and Skate Park were combined in F2020 into one reserve. SKP balance at 03/31/2021 was \$14,379 (92%) and QPEC \$1206 (8%).
 No regular funding for this reserve.

Balance April 1, 2025	\$	17,951.04	
Interest 25/26	\$	628.29	Estimate 3.5%
Projected 03/31/2026 Balance:	\$	18,579.33	
Interest 26/27	\$	557.38	Estimate 3%
Projected 03/31/2027 Balance:	\$	19,136.71	

52160 Pine Grove Park Projected 03/31/2026 Balance: **\$28,613**

This is the reserve that \$25,000 annually funds operations.
 No incoming funding for this reserve. 26/27 will be last full year for this.

Balance April 1, 2025	\$	52,645.57	
Interest 25/26	\$	967.59	Estimate 3.5%
F2025/2026 - Annual contribution to Operating	\$	(25,000.00)	
Projected 03/31/2026 Balance:	\$	28,613.16	
F2026/2027 - Annual contribution to Operating	\$	(25,000.00)	BUDGET
Interest 26/27	\$	108.39	
Projected 03/31/2027 Balance:	\$	3,721.56	

52161 Cell Tower

Projected 03/31/2026 Balance: **\$165,464**

To fund contribution to a cell phone tower in North Queens.
NO LONGER BEING FUNDED, PROVINCE IS FUNDING CELL TOWER

Balance April 1, 2025	\$	159,868.48	
Interest 25/26	\$	5,595.40	Estimate 3.5%
Projected 03/31/2026 Balance:	\$	165,463.88	
Interest 26/27	\$	4,963.92	Estimate 3%
Projected 03/31/2027 Balance:	\$	170,427.79	

52162 Recreation for All

Projected 03/31/2026 Balance: **\$10,879**

Funding to subsidize access for low income residents to participate
 in Recreational programing. Funded by Donations.
 Only for programing in our pools and QPEC.

Balance April 1, 2025	\$	11,957.77	
Interest 25/26	\$	418.52	Estimate 3.5%
F2025/2026 - Funding for participants	\$	(1,496.80)	
Projected 03/31/2026 Balance:	\$	10,879.49	
Interest 26/27	\$	326.38	
F2026/2027 - Funding for participants (new pool)	\$	(3,000.00)	
Projected 03/31/2027 Balance:	\$	8,205.88	

Staff would suggest moving the balance of reserve #52159 about \$18,000, to further fund community access to programming.

52163 Liv. Business Development Center

Projected 03/31/2026 Balance: **\$0**

This reserve has been used to partially fund the HVAC replacement
 project that is underway.

Balance April 1, 2025	\$ -
Reserve used to fund HVAC project	\$ -
Projected 03/31/2026 Balance:	\$ -

52165 Property Mitigation

Projected 03/31/2026 Balance: **\$729,125**

This reserve is funded by any surplus/deficit generated by the facility annually.
Facility anticipated to be closed in 2026.

Balance April 1, 2025	\$ 890,225.63	
Interest 25/26	\$ 31,157.90	Estimate 3.5%
F2025/2026 - Projected deficit	\$ (192,259.00)	PENDING 25/26 YE results
Projected 03/31/2026 Balance:	\$ 729,124.53	
Interest 26/27	\$ 21,873.74	Estimate 3%
F2026/2027 - Projected deficit	\$?	BUDGET
Projected 03/31/2027 Balance:	\$ 750,998.26	

52167 Canada Community Building Fund

Projected 03/31/2026 Balance: **\$1,793,765**

Previously known as Gas Tax.
This reserve is funded by the federal government. Expenditures are restricted to projects that meet annual guidelines. Eligible projects information provided in package.
Annual reports submitted to DMA for review and audit.

Balance April 1, 2025	\$ 1,326,426.43	
Interest 25/26	\$ 46,424.93	Estimate 3.5%
F2025/2026 - CCBF federal funding	\$ 745,914.00	
F2025/2026 - Beach Meadows Infrastructure	\$ (115,000.00)	Estimate
F2025/2026 - Sewer Treatment Plant UV upgrades	\$ (210,000.00)	CIP to be completed this year
Projected 03/31/2026 Balance:	\$ 1,793,765.36	
F2026/2027 - CCBF Federal funding	\$ 745,914.00	
F2026/2027 - Accessible Washrooms, Splash Pad	\$ (425,810.00)	CIP 26/27
F2026/2027 - Sidewalk Section 1	\$ (325,165.00)	CIP 26/27
F2026/2027 - MPSE Wastewater Lift Station	\$ (1,500,000.00)	CIP 26/27
Interest 26/27	\$ 8,661.13	
Projected 03/31/2027 Balance:	\$ 297,365.49	
F2027/2028 - CCBF Federal funding	\$ 745,914.00	
F2027/2028 - Parker Street	\$ (727,000.00)	CIP 27/28
Interest 27/28	\$ 9,488.38	
Projected 03/31/2028 Balance:	\$ 325,767.87	
F2028/2029 - CCBF Federal funding	\$ 745,914.00	
F2028/2029 - Zwicker Avenue (partial borrowing)	\$ (1,068,983.90)	CIP 28/29
Interest 27/28	\$ 80.94	

Projected 03/31/2029 Balance:

F2028/2029 - CCBF Federal funding
F2028/2029 - MPSE Main Street C608 to Wolfe
F2028/2029 - Keddy Lane
Interest 28/29

\$	2,778.91
\$	745,914.00
\$	(400,000.00) CIP 30/31
\$	(311,570.00) CIP 30/31
\$	1,113.69

Projected 03/31/2030 Balance:

F2029/2030 - CCBF Federal funding

\$	38,236.60
\$	745,914.00

Interest 29/30

\$	23,524.52
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Projected 03/31/2031 Balance:

\$	807,675.11
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52168 Sidewalk

Projected 03/31/2026 Balance: **\$169,159**

Reserve to fund future sidewalk replacement. Funded from operations annually \$25,000. Set up April 2020.

Balance April 1, 2025

\$	138,438.44
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F2025/2026 - Annual contribution from Operating
Interest 25/26

\$	24,999.96
\$	5,720.34 Estimate 3.5%

Projected 03/31/2026 Balance:

\$	169,158.74
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F2026/2027 - Annual contribution from Operating
Interest 26/27

\$	25,000.00 BUDGET
\$	5,824.76 Estimate 3%

Projected 03/31/2027 Balance:

\$	199,983.51
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52170 2ND Generation Landfill

Projected 03/31/2026 Balance: **\$6,257,393**

Funded from operations annually. Reserve to pay for creation of a new cell at current landfill facility. Capacity based on 2023 report denotes that if current usage rate continues, a new cell will required in 7-8 years.

Balance April 1, 2025

\$	5,895,790.46
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Annual funding from operations
Interest 25/26

\$	150,000.00
\$	211,602.67 Estimate 3.5%

Projected 03/31/2026 Balance:

\$	6,257,393.13
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Annual funding from operations
Interest 26/27

\$	150,000.00 BUDGET
\$	192,221.79 Estimate 3%

Projected 03/31/2027 Balance:

\$	6,599,614.92
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52171 Computer Equipment

Projected 03/31/2026 Balance: **\$0**

Purchasing IT equipment and supporting infrastructure. No longer funded.

Balance April 1, 2025

\$	-
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\$	-
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Projected 03/31/2026 Balance:

\$ -
\$ -

52172 Fire Department Safety Equipment

Balances were what remained from BA and Bunker Gear funding Account was reconciled and combined in F2021.

Projected 03/31/2026 Balance: **\$6,236**

Balance April 1, 2025

\$ 38,758.69

Interest 25/26

\$ 1,356.55

Greenfield SCADA

\$ (33,879.00)

Projected 03/31/2026 Balance:

\$ **6,236.24**

By Department - Greenfield

\$ 2,865.22 39.31%

By Department - North Queens

\$ 1,830.84 32.96%

By Department - Mill Village

\$ 1,540.17 27.73%

Interest 26/27

\$ 187.09

Projected 03/31/2027 Balance:

\$ **6,423.33**

52173 Comfort Center

Set up in F2022, this reserve funds comfort centers as necessary by reimbursing invoiced and approved requests.

Projected 03/31/2026 Balance: **\$48,277**

Balance April 1, 2025

\$ 46,644.51

Interest 25/26

\$ 1,632.56 Estimate 3.5%

Projected 03/31/2026 Balance:

\$ **48,277.07**

Interest 26/27

\$ 1,448.31

Projected 03/31/2027 Balance:

\$ **49,725.38**

52174 Library Renovation

Funded April 1, 2024 per Council instruction from CCBF

Projected 03/31/2026 Balance: **\$135,587**

Balance April 1, 2025

\$ 802,484.81

Interest 25/26

\$ 28,086.97 Estimate 3.5%

F2025/2026 WIP reallocate to reserve

\$ (654,984.81)

F2025/2026 CIP

\$ (40,000.00) CIP 25/26 to be confirmed by Elise

Projected 03/31/2026 Balance:

\$ **135,586.97**

F2026/2027

\$ (111,490.00) CIP 26/27

\$ **24,096.97**

52175 Accumulated Surplus Special Operating Reserve

Projected 03/31/2026 Balance: **\$8,108,255**

Balance April 1, 2025

\$ 10,221,258.68

Interest 25/26

\$ 357,744.05

F2025/2026 - Grey Box Overflow - no set amount

\$ (24,000.00) BUDGET 25/26

F2025-2026 - Paving rate funding

\$ (321,098.00) BUDGET 25/26

F2025-2026 - Intervenor Status	\$	(67,189.00)	BUDGET 25/26
F2025/2026 - Astor Grant	\$	(250,000.00)	BUDGET 25/26
F2025/2026 - Greenfield Fire	\$	(200,000.00)	BUDGET 25/26
F2025/2026 - Succession Planning	\$	(32,213.80)	BUDGET 25/26
F2025/2026 - Liverpool Bridge Sidewalk Redesign	\$	(181,749.00)	CIP \$61,000 spent to date
F2025/2026 - Balance TX Rate to zero	\$	(142,915.00)	BUDGET 25/26
F2025/2026 - North Queens Track	\$	(250,000.00)	Council motion 5/27/25
F2025/2026 - Heat Pumps for Server Room	\$	(5,083.00)	
F2025/2026 - Physio Fully auto Control	\$	(16,500.00)	
F2025/2026 - Heat Pumps for QPEC	\$	(100,000.00)	Council motion 5/27/25
F2025/2026 - Council approved Pool overage 24/25	\$	(880,000.00)	CIP Keep this - will need
Projected 03/31/2026 Balance:	\$	8,108,254.93	
F2026/2027 - Sidewalk Section 1	\$	(519,192.41)	CIP 26/27
F2026/2027 - C&D Site Improvements	\$	(456,970.00)	CIP 26/27
F2026/2027 - THACC Improvements Year 1	\$	(1,090,498.50)	CIP 26/27
F2026/2027 - CWWTF SAR Implementation	\$	(421,659.42)	CIP 26/27
F2026/2027 - Waterloo balance	\$	(70,665.00)	CIP 26/27
Interest 26/27	\$	168,598.04	
Projected 03/31/2027 Balance:	\$	5,717,867.64	
F2027/2028 - Replace Lift Station Controllers Y1 of 5	\$	(1,074,919.95)	CIP 27/28
F2027/2028 - CWWTF SAR Implementation Yr 2	\$	(417,505.14)	CIP 27/28
F2027/2028 - MPSE Court to Wolfe	\$	(1,478,878.56)	CIP 27/28
Interest 27/28	\$	82,396.92	
Projected 03/31/2028 Balance:	\$	2,828,960.91	
F2028/2029 - MPSE Union St to Brunswick	\$	(1,354,278.36)	CIP 28/29
Interest 28/29	\$	44,240.48	
Projected 03/31/2029 Balance:	\$	1,518,923.02	
Interest 29/30	\$	45,567.69	
Projected 03/31/2030 Balance:	\$	1,564,490.72	
Interest 2030/2031	\$	46,934.72	
Projected 03/31/2031 Balance:	\$	1,611,425.44	

52177 Operations Capital Fund

Projected 03/31/2026 Balance: \$ 462,225.00

Set up 25/26 for funding smaller capital jobs previously funded from tax rate

April 1, 2025	\$	1,000,000.00	
F2025/2026 - Accessible Washroom Astor	\$	(50,000.00)	CIP 4/22
F2025/2026 - Audio System QPEC	\$	(60,000.00)	CIP
F2025/2026 - Scale Refit - Solid Waste Facility	\$	(303,775.00)	CIP
F2025/2026 - Gorham Planter Rehabilitation	\$	-	CIP
F2025/2026 - Old Burial Ground Wall Rehabilitation	\$	-	CIP

F2025/2026 - Queens Place LED light refit	\$	(53,000.00)	CIP	
F2025/2026 - New Dry Hydrants	\$	-	OPS BUDGET	ok
F2025/2026 - Queens Place Compressor panel	\$	(71,000.00)	CIP	
Projected 03/31/2026 Balance:	\$	462,225.00		
Funding fr Operations	\$	500,000.00	OPS budget if no surplus	
F2026/2027 - Dry Hydrants	\$	(40,000.00)	OPS budget C/O???	Discussion
F2026/2027 - Gorham Planter Rehabilitation	\$	(97,630.00)	CIP 26/27	
F2026/2027 - Old Burial Ground Wall Rehabilitation	\$	(173,440.00)	CIP 26/27	
F2026/2027 - QP Roof Remediation	\$	(70,000.00)	CIP 26/27	
F2026/2027 - QP LED lights	\$	(78,000.00)	CIP 26/27	
F2026/2027 - SQWWTF Implementation	\$	(125,666.97)	CIP 26/27	
F2026/2027 - C&D Expansion Design	\$	(280,414.00)	CIP 26/27	
F2026/2027 - Mill Brook Flume Assessment	\$	(100,740.00)	CIP 26/27	
Projected 03/31/2027 Balance:	\$	(3,665.97)		
Funding from Operations	\$	300,000.00	OPS budget if no surplus	
F2028/2029 - Wastewater Masterplan	\$	(259,642.50)	CIP 27/28	
Projected 03/31/2028 Balance:	\$	36,691.53		

Projected 03/31/2029 Balance: **\$ 36,691.53**

52178 District 13 Reserve Projected 03/31/2026 Balance: \$ 229,221.00

Set up in F2025 for overage paid by residents in area rates when costs were not incurred

April 1, 2025

\$	-
\$	229,221.00
\$	229,221.00

Projected 03/31/2026 Balance: **\$ 229,221.00**

52179 Town Hall Astor Projected 03/31/2026 Balance: \$ 1,505.50

Set up in F2025 to receive money fr tickets sales paid annually

April 1, 2025

\$	-
\$	1,505.50
\$	1,505.50

Projected 03/31/2026 Balance: **\$ 1,505.50**

52180 Accessibility Reserve Projected 03/31/2026 Balance: \$ 55,000.00

Set up in F2025 per Council

April 1, 2025

\$	80,000.00
\$	(15,000.00) OPS BUD - ASK Elise if these will be done
\$	(10,000.00) OPS BUD - Entry to be made
\$	55,000.00

Projected 03/31/2026 Balance: **\$ 55,000.00**

SPECIAL EQUIPMENT RESERVE

72125 Equipment Reserve Projected 03/31/2026 Balance: \$0

Funded annually from operations, this reserve is used to purchase equipment other than landfill. It is sometimes also referred to as the Depreciation Reserve but no depreciation is actually posted there.

Balance April 1, 2025	\$	0.06	
Annual funding from Operations	\$	249,999.96	
Interest 25/26	\$	5,000.00	
F2025/2026 - Acquisition Truck 25-11	\$	(75,500.00)	CIP
F2025/2026 - Replacement Truck #102	\$	(75,500.00)	CIP
F2025/2026 - Compaction Works #702	\$	(197,328.00)	CIP
Funding shortfall from Operations	\$	93,328.00	Operations charge
Projected 03/31/2026 Balance:	\$	0.02	
Annual funding from Operations	\$	250,000.00	BUDGET
F2026/2027 - Replacement Van #206	\$	(98,660.00)	CIP 26/27
F2026/2027 - Replacement Loader #509 PW	\$	(280,410.00)	CIP 26/27
Funding shortfall from Operations	\$	150,000.00	BUDGET
Projected 03/31/2027 Balance:	\$	20,930.00	
Annual funding from Operations	\$	250,000.00	
F2027/2028 - Replacement Truck #104	\$	(98,660.00)	CIP 27/28
	\$	-	
Projected 03/31/2028 Balance:	\$	151,340.00	
Annual funding from Operations	\$	250,000.00	
F2028/2029 - Replacement Truck #210	\$	(158,880.00)	CIP 28/29
F2028/2029 - Replacement Truck #105	\$	(98,660.00)	CIP 28/29
Projected 03/31/2029 Balance:	\$	(7,540.00)	
Annual funding from Operations	\$	250,000.00	
F2029/2030 - Replacement Truck #106	\$	(98,660.00)	CIP 29/30
F2029/2030 - Replacement Truck #107	\$	(98,660.00)	CIP 29/30
F2029/2030 - Replacement Building Truck #110	\$	(62,310.00)	CIP 29/30
Funding shortfall from Operations	\$	18,000.00	
Projected 03/31/2030 Balance:	\$	830.00	
Annual funding from Operations	\$	250,000.00	
F2030/2031 - Replace Mini Excavator #305	\$	(114,243.00)	CIP 30/31
F2030/2031 - Replace Truck #115	\$	(98,664.00)	CIP 30/31
Projected 03/31/2031 Balance:	\$	37,093.00	

72130 Landfill Equipment Reserve

Funded annually from Operations. Equipment for the Landfill site.

Projected 03/31/2026 Balance:

\$784,375

Balance April 1, 2025 \$ 564,613.33

Annual funding from operations	\$	200,000.00
Interest 24/25	\$	19,761.47
Projected 03/31/2026 Balance:	\$	784,374.80

Annual funding from operations	\$	200,000.00
F2027/2028 - Replacement Truck #103 LF	\$	(98,660.00) CIP 26/27
F2027/2028 - Waste Handler #303 LF	\$	(517,740.00) CIP 26/27
Interest 25/26	\$	11,039.24
Projected 03/31/2027 Balance:	\$	379,014.04

Annual funding from operations	\$	250,000.00
F2027/2028 - Replacement Tractor #205 and Tanker #605	\$	(421,620.00) CIP 27/28
F2027/2028- Replacement Compaction #701	\$	(210,330.00) CIP 27/28
Interest 26/27	\$	
Projected 03/31/2028 Balance:	\$	(2,935.96)

Annual funding from operations	\$	200,000.00
F2028/2029 - Replacement Excavator #301	\$	(533,270.00) CIP 28/29
Funding from Operations	\$	337,000.00
Projected 03/31/2029 Balance:	\$	3,730.00

Annual funding from operations	\$	200,000.00
F2029/2030 - Replace #213 Tandem LF	\$	(310,220.00) CIP 29/30
Projected 03/31/2030 Balance:	\$	(106,490.00)

Annual funding from operations	\$	200,000.00
Funding from Operations	\$	49,260.00
Projected 03/31/2031 Balance:	\$	142,770.00

72135 Water Equipment

Projected 03/31/2026 Balance: **\$59,585**

F2021 Combined the small Water Computer Reserve with this one. \$2792.24.
No activity since 2002 (truck purchase) except for interest.

Balance April 1, 2025	\$	57,570.20
Interest 25/26	\$	2,014.96 Estimate 3.5%
Projected 03/31/2026 Balance:	\$	59,585.16

Investment in remote meter reading hardware to save labour resources in future?

72151 Fire Department Truck Reserve

Projected 03/31/2026 Balance: **\$463,165**

Loan payments for Truck loans are funded from this reserve.
This reserve is funded annually based on the value of three cents on the tax rate.

Balance April 1, 2025	\$	320,199.83
Annual funding from Operations	\$	415,470.00
F2025/2026 Loan payment assistance	\$	(309,071.00)
Interest 25/26	\$	36,565.93
Projected 03/31/2026 Balance:	\$	463,164.76
Annual funding from Operations		
 Projected 03/31/2027 Balance:	 \$	 463,164.76

72160 Airport

Added the runway funding to this reserve in F2023 (\$12,000) and fuel distribution in F2024 of \$50,000.

Projected 03/31/2026 Balance: **\$152,024**

Balance April 1, 2025	\$	135,288.44
Interest 25/26	\$	4,735.10
Annual funding from operations - Runway	\$	12,000.00
Allocation of unspent \$2500 F2025	\$	-
Projected 03/31/2026 Balance:	\$	152,023.54



Region of Queens Municipality Staff Report For the Regular Meeting of January 13, 2026

Date: January 5, 2026
File No: 10350-50-2601-04
To: Mayor and Council
From: Willa Thorpe, CAO
Subject: Capital Investment Plan 2026-2031

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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RECOMMENDATION[S]

That Council of the Region of Queens adopt the 2026-2031 Capital Investment Plan as presented on January 13, 2026.

PURPOSE

To review the five-year Capital Investment Plan and respective funding sources.

BACKGROUND

A special meeting of Council was held on December 19, 2025 where the draft capital investment plan was reviewed.

Subsequent to that meeting, the Nova Scotia Regulatory and Appeals Board issued their decision on Water Utility rates. In order to comply with the order, some adjustments to the Capital Investment Plan are required.

The Utility has ordered that payments from the Capital Depreciation fund be used to offset operational costs of the Utility and infrastructure projects for 2025-2026 and 2026-2027 be partially funded by long term debt.

ALTERNATIVES/OPTIONS

Option 1 – Council approved the 2026-2031 Capital Investment Plan as presented on January 13, 2026.

Option 2 – Council directs staff to adjust the 2026-2031 Capital Investment Plan.

ANALYSIS

The Capital Investment Plan has been adjusted to reflect the changes as outlined by the Regulatory and Appeals Board. 25-08 Roy Turner to Mersey is now proposed to be funded by long term debt, in the amount of \$595,659.

The draft version also included the C&D expansion design cost of \$280,414 to be funded by long term debt. Long term debt should be used when financing tangible assets. Although work to complete the expansion may be included in future years of this plan, the cost may be prohibitive, or Council may not approve the cost of the actual expansion in subsequent years. Staff have adjusted the funding source to the Operations Capital Reserve.

Costs associated with Year Two of THACC have also been updated to reflect recent estimates provided by Infrastructure which reduces borrowing and the corresponding Financial Condition Index (FCI) to under 14% for the coming years. FCI is still forecasted to increase over 10% (low risk benchmark) in the 2029/2030 fiscal year.

These changes reduce long-term borrowing for the five-year period to \$24.4 Million.

IMPLICATIONS

Financial: Increasing debt for the Utility will mean an increase in rates for users over the ten-year repayment period. An increase in overall debt has a minimal impact on the municipality's FCI as Utility debt is considered separately. The primary concern is the ability of the Utility to service this debt in the long term.

Increasing expenses for a Utility that is already operating at a deficit will prolong the period that the municipality will be financially supporting the Utility. The Board has mandated that no interest be paid on the significant debt that the Utility owes the municipality.

Legislative: Board decisions and orders are legally binding. Failure to comply can result in legal enforcement mechanisms, potentially through the Nova Scotia Supreme Court.

COMMUNICATIONS

N/A

BYLAWS/PLANS/POLICIES

Draft 2026-2031 5-Year Capital Investment Plan

SUMMARY

The draft capital investment plan was reviewed at the special meeting of Council on December 19, 2025. After that meeting, the Nova Scotia Regulatory and Appeals Board issued their decision on Water Utility rates. To comply with the order, some adjustments to the Capital Investment Plan are required, which have been reflected in the most recent draft 2026-2031 5-Year Capital Investment Plan. Staff recommend Council adopt the Capital Investment Plan as presented on January 13, 2026.

ATTACHMENTS/REFERENCE MATERIALS

- Draft 2026-2031 5-Year Capital Investment Plan

5 YEAR CAPITAL INVESTMENT PLAN - 2026-2031

Color of cell agrees with the Reserve Activity Report to assist Council in identifying each allocation.

Fiscal Year	INF REF #	Project	Municipal Reserves	Municipal Surplus	Provincial Funding	Federal Funding	Private Funding	Long Term Borrowing	TOTAL	
2026-2027	24-30	C/O Accessible Washrooms - Splash Pad			\$ -	\$ 425,810			\$ 425,810	CCBF (Gas Tax)
	25-17	C/O C&D Site Improvements		\$ 456,970					\$ 456,970	ACC SURP
	24-27	C/O Gorham Planter Rehabilitation	\$ 97,630						\$ 97,630	Operations Capital Reserve
	24-04	C/O LBDC Library Renovations				\$ 111,490			\$ 111,490	CCBF (Gas Tax)
	24-01	C/O Mount Pleasant Services Extension Design			\$ 133,080				\$ 133,080	DEF REV PNS
	25-16	C/O MPSE - Extension			\$ 9,705,141				\$ 9,705,141	DEF REV PNS
	24-26	C/O MPSE - Wastewater Lift Station upgrading				\$ 1,500,000		\$ 2,718,912	\$ 4,218,912	CCBF (Gas Tax) and LTD
	24-08	C/O MPSE - Water Transmission Extension Phase V	\$ 801,059						\$ 801,059	Water Depreciation Fund
	24-28	C/O Old Burial Ground Wall Rehabilitation	\$ 173,440						\$ 173,440	Operations Capital Reserve
	25-OP1	C/O PLC Computer for Water Utility	\$ 147,477						\$ 147,477	Water Depreciation Fund
	25-03	C/O Queens Place Drive services extension		\$ 249,260					\$ 249,260	Special Capital Reserve
	26-OP3	N Queens Place LED light refit - track and lobby	\$ 78,000						\$ 78,000	Operations Capital Reserve
	26-OP2	N Queens Place Roof Remediation	\$ 70,000						\$ 70,000	Operations Capital Reserve
	25-18	C/O Sidewalk Millard to Harley Umphrey Section 1		\$ 519,192		\$ 325,165			\$ 844,357	Acc Surplus/ CCBF
	24-07	C/O South Queens Outdoor Pool					\$ 1,890,985	\$ 2,000,000	\$ 3,890,985	
	25-04	C/O Waterloo East Phase IIIB	\$ 405,100		\$ 262,000	\$ 314,000			\$ 981,100	ICIP funding federal/provincial/sewer reserve
	26-15	N THACC Improvements Year 1		\$ 1,090,499					\$ 1,090,499	
	26-08	N CWWTF SAR Implementation Year 1		\$ 421,659					\$ 421,659	ACC SURP
	26-09	N SQWWTF SAR Implementation	\$ 125,667						\$ 125,667	ACC SURP
	26-10	N MSB Heat Pumps						\$ 1,111,270	\$ 1,111,270	LTD
UPDATED	26-12	N C&D Expansion Design	\$ 280,414						\$ -	Operations Capital Reserve
	27-08	N Replacement #206 Van	\$ 98,660						\$ 98,660	Equipment Reserve
	28-07	Replacement #505 Loader						\$ 441,390	\$ 441,390	LTD
	26-07	Mill Brook Flume Assessment	\$ 100,740						\$ 100,740	Operations Capital Reserve
UPDATED	25-08	MPSE Main Street - Roy Turner to Mersey (Water)						\$ 595,659	\$ 595,659	LTD Utility
	26-12	Replacement #103 Truck - Landfill	\$ 98,660						\$ 98,660	Landfill Equipment Reserve
	26-11	Replacement #303 Waste handler - Landfill	\$ 517,740						\$ 517,740	LTD
	26-06	Replacement #509 Loader - PW	\$ 280,410						\$ 280,410	Equipment Reserve
		TOTAL	\$ 3,274,997	\$ 2,737,580	\$ 10,100,221	\$ 2,676,465	\$ 1,890,985	\$ 6,867,231	\$ 27,267,065	

Fiscal Year	Project	Municipal Reserves	Municipal Surplus	Provincial Funding	Federal Funding	Private Funding	Long Term Borrowing	TOTAL		
2027-2028	27-09	N	Transmission Main Final Connection	\$ 145,400				\$ 145,400	Water Depreciation Fund	
	27-10	N	Wastewater Masterplan	\$ 259,643				\$ 259,643	Operations Capital Reserve	
	27-11	N	Replacement Liftstation Controllers Year 1 of 5		\$ 1,074,920			\$ 1,074,920	ACC SURPLUS	
	UPDATED	27-12	N	THACC Improvements Year 2				\$ 2,159,187	\$ 2,159,187	LTD
	27-13	N	CWWTF SAR Implementation Year 2		\$ 417,505			\$ 417,505	Operations Capital Reserve	
	27-14	N	C&D Expansion Construction				\$ 2,804,139	\$ 2,804,139	LTD	
	27-06		Carton Street - Infrastructure Upgrading				\$ 425,810	\$ 425,810	LTD	
	26-02		MPSE - Mersey Court to Wolfe		\$ 1,478,879			\$ 1,478,879	ACC SURPLUS	
	27-03		Parker Street - Infrastructure Upgrading			\$ 727,000		\$ 727,000	CGBF	
	27-04		Replacement #104 Truck	\$ 98,660				\$ 98,660	Equipment Reserve	
	27-05		Replacement #205 Tractor and #605 Tanker - Landfill	\$ 421,620				\$ 421,620	Landfill Equipment Reserve	
	27-07		Replacement #701 Compaction - Landfill	\$ 210,330				\$ 210,330	Landfill Equipment Reserve	
		TOTAL		\$ 1,135,652	\$ 2,971,304	\$ -	\$ 727,000	\$ -	\$ 5,389,136	\$ 10,223,092
2028-2029	26-03		MPSE - Main Street - Union St to Brunswick		\$ 1,354,278		\$ 500,000	\$ 1,854,278	LTD	
	28-08		Replacement #210 Truck	\$ 158,880				\$ 158,880	Equipment Reserve	
	28-06		Replacement #301 Excavator - Landfill	\$ 533,270				\$ 533,270	Landfill Equipment Reserve	
	28-08		Replacement #105 Truck	\$ 98,660				\$ 98,660	Equipment Reserve	
	28-03		Zwicker Avenue - Infrastructure Upgrading			\$ 1,068,984	\$ 250,000	\$ 1,318,984	CGBF/LTD	
	28-09	N	Replacement Liftstation Controllers Year 2 of 5				\$ 1,074,920	\$ 1,074,920	LTD	
		TOTAL		\$ 790,810	\$ 1,354,278	\$ -	\$ 1,068,984	\$ -	\$ 1,824,920	\$ 5,038,992

Fiscal Year	Project	Municipal Reserves	Municipal Surplus	Provincial Funding	Federal Funding	Private Funding	Long Term Borrowing	TOTAL	
2029-2030	26-04	Keddy Lane - Infrastructure Upgrading			\$ 311,570			\$ 311,570	CCBF
	28-05	MPSE - Henry Hensey to Union St PS - Infrastructure Upgrading					\$ 1,109,159	\$ 1,109,159	LTD
	28-02	MPSE - Main Street - C608 to Wolfe - Infrastructure Upgrading			\$ 400,000		\$ 1,910,748	\$ 2,310,748	CCBF/LTD
	29-06	Replacement #106 Truck	\$ 98,660					\$ 98,660	Equipment Reserve
	29-07	Replacement #107 Truck	\$ 98,660					\$ 98,660	Equipment Reserve
	29-11	Replacement #110 Building Truck	\$ 62,310					\$ 62,310	Equipment Reserve
	29-09	Replacement #213 Tandem Landfill	\$ 310,220					\$ 310,220	Landfill Equipment Reserve
	29-10	N Replacement Liftstation Controllers Year 3 of 5					\$ 1,074,920	\$ 1,074,920	LTD
	TOTAL	\$ 569,850	\$ -	\$ -	\$ 711,570	\$ -	\$ 4,094,827	\$ 5,376,247	
2030-2031	30-02	N Replacement Liftstation Controllers Year 4 of 5					\$ 1,074,920	\$ 1,074,920	LTD
	27-02	MPSE - Main Street - Brunswick to C608 - Infrastructure Upgrading					\$ 2,670,197	\$ 2,670,197	LTD
	30-04	N Replacement #200 & #201 Rock Trucks					\$ 726,999	\$ 726,999	LTD
	30-05	N Replacement #305 Mini Excavator	\$ 114,243					\$ 114,243	Equipment Reserve
	30-06	N Replacement #115 Truck	\$ 98,664					\$ 98,664	Equipment Reserve
	30-07	N Replacement #504 Trackless					\$ 197,328	\$ 197,328	LTD
	30-03	N MPSE - Wolfe Street - Infrastructure Upgrading					\$ 1,530,229	\$ 1,530,229	LTD
	TOTAL	\$ 212,907	\$ -	\$ -	\$ -	\$ -	\$ 6,199,673	\$ 6,412,580	
	5-YEAR TOTAL	\$ 5,984,216	\$ 7,063,162	\$ 10,100,221	\$ 5,184,019	\$ 1,890,985	\$ 24,375,787	\$ 54,317,976	
2031-2032	29-11	MPSE - Waterloo & College - Infrastructure Upgrading					\$ 1,910,218	\$ 1,910,218	

DRAFT



Region of Queens Municipality Staff Report For the Regular Meeting of January 13, 2026

Date: December 18, 2025
File No: 10350-50-2601-05
To: Mayor and Council
From: Willa Thorpe, CAO
Subject: Temporary Borrowing Resolution Mastercard Limit

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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RECOMMENDATION[S]

That Council of Region of Queens Municipality approves Temporary Borrowing Resolution for an increase to the Mastercard limit from \$60,000 to \$100,000.

PURPOSE

To request an increase in the Mastercard limit of \$40,000, from \$60,000 to \$100,000.

BACKGROUND

Region of Queens uses a corporate credit card to facilitate purchases from vendors that may not accept purchase orders or to expediate urgent orders. The credit card is administered by the Finance Department and reconciled monthly.

The credit card is managed through a separate platform than banking so if there is a significant charge on the card, finance staff are not aware unless they have been provided notice beforehand. Credit limit capacity can be utilized very quickly without payment being applied, causing potential delays in acquiring needed products.

The credit card balance is paid automatically at the end of each billing cycle. There is no current policy surrounding use, monitoring or limits of credit cards.

ALTERNATIVES/OPTIONS

Option 1: Council approves the request.

Option 2: Council does not approve the request.

ANALYSIS

Option 1: Approval of an increased limit will provide more flexibility for staff. Use of the card is controlled by Finance staff to mitigate risk of inappropriate use. Staff feel that this increase is sufficient to avoid full usage of the credit limit and avoid denied payments in future.

Option 2: The current credit limit remains and occasionally payment denial could take place.

IMPLICATIONS

Financial: Increasing the limit would increase flexibility for staff. There are no budget implications. Should payment denials increase, staff will be required to monitor the account more closely and apply payments. This involves additional staff time and affects cash flow. A financial process and policy on credit card usage and monitoring is on the Audit and Internal Control committee workplan for 2026.

The Financial Reporting and Accounting Manual does not specify credit cards limits. It does specify that a credit card policy be in place. Section 3(3)(b)iii K.

COMMUNICATIONS

N/A

BYLAWS/PLANS/POLICIES

Municipal Government Act - Financial Reporting and Accounting Manual

SUMMARY

Region of Queens Municipality uses a corporate credit card with a credit limit of \$40,000 to facilitate purchase for operations with vendors that do not accept purchase orders, online orders or for urgent payment requests needed to expedite product. The limit was set at \$40,000 initially when Region of Queens began banking with BMO in 2022, with an intention to review should that limit be insufficient. Should Council approve this request, the limit would increase to \$100,000.

Region of Queens Municipality does not have a Credit Card policy in place. This is being prioritized on the Audit and Internal Control Committee work plan.

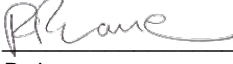
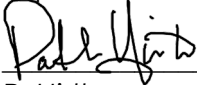

ATTACHMENTS/REFERENCE MATERIALS

[Municipal Government Act - Financial Reporting and Accounting Manual](#)



Region of Queens Municipality Staff Report For the Regular Meeting of January 13, 2025

Date: December 15, 2025
File No: 10350-50-2601-06
To: Mayor and Council
From: Willa Thorpe, CAO
Subject: 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[S]

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

PURPOSE

This report presents consultation findings, and an assessment of possible methods of implementation of an accommodation levy.

BACKGROUND

Background information about an accommodation levy, as it was defined in a 2022 amendment to the *Municipal Government Act*, was presented to Council at the regular meeting of January 23, 2024.

Council passed a motion at that meeting: *"That the Council of Region of Queens Municipality direct staff to develop a survey related to an accommodation levy and provide further information regarding implementation and staff costs."*

Since that time, the situation regarding accommodation registration and regulation has continued to change, as have possible levy collection systems. It has proven difficult to bring conclusive recommendations to Council around implementation and staff cost sooner.

ALTERNATIVES/OPTIONS

1. Council directs staff to develop a bylaw and supporting processes for implementation of an accommodation levy.
2. Council postpones a decision on implementation of an accommodation levy until third-party collection and remittance processes are in place.

ANALYSIS

Consultation

An online survey was conducted between April 16 and May 21, 2025, which resulted in 97 responses. An email invitation to the survey was sent to all registered accommodation providers in Queens which at the time was 128, and the survey was promoted through our social channels.

As well as accommodation providers, the survey also allowed responses from other interested members of the public, especially aimed at those involved in the tourism sector other than direct providers of tourist accommodation.

In addition to the online survey, in-person and telephone consultations were carried out with the General Managers of the larger accommodations, and with others where individual contact was requested.

Results of the survey

Some notable results are:

Respondents were evenly split between accommodation providers (54) and others (43).

Of the 54 accommodation provider responses:

- Geographically, all of the county was somewhat represented, though notably only one response was received from Caledonia and area.
- 85% of responses were from accommodations with less than six rooms.
- 65% operate seasonally, with 39% reporting that they already have as many bookings as they want.
- 46% felt that Queens was effectively marketed already.
- 55% reported that they were 'very familiar' with the purpose of a levy.
- 67% were 'strongly opposed' to the introduction, although 33% felt that it would either positively affect their business, or at least have no significant impact.
- The most common concern, reported by 65% of respondents, was any additional administrative burden that might be placed on operators.
- The most prevalent negative comments, from both accommodation providers and others, were general opposition to any additional "taxes".

Two additional common concerns were whether a levy would negatively impact booking numbers, and concern over how the funds would be used.

We are unaware of any formal research on whether introduction of an accommodation levy influences visitors' choice of destination or length of stay. Anecdotally, reports from areas with a levy in place indicate that it has had no negative effect, although both positive and negative opinions are subjective by nature. We are also not aware of any area that has reversed levy implementation because of a perceived negative effect on accommodation businesses.

From the survey, clear accountability on how the funds were used, perhaps with direct involvement of accommodation operators, would assist somewhat in acceptance of a levy.

Results of in-person consultation

Broadly, similar concerns were raised by those consulted in-person: administrative burden, and effective use of the funds.

IMPLICATIONS

Implementation

As of December 2025, only one municipal unit along the South Shore (the Town of Bridgewater) has implemented an operational levy system, with another having passed a bylaw for future implementation, and another at a similar point to RQM.

The one active levy was implemented on April 1, 2025, based on an entirely manual process. Accommodation providers are expected to self-report their room nights and remit the levy to the Town of Bridgewater monthly, with fines applicable if the data provided is proven to be inaccurate. The municipal Finance department operates the recording and collection of remitted levy funds. However, it is worth noting that Bridgewater has around 30 registered accommodations compared with our current count of 165.

An important factor for the municipal unit delaying implementation is the cooperation of a major booking platform. In some areas that had a levy which pre-existed the Provincial Act, an arrangement was made whereby the booking platform would add the levy amount at the point of sale and remit it directly to the municipality. Obviously, this only covers bookings made through that platform. Separate agreements would need to be made between every municipality implementing a levy, and each booking platform. Understandably, the booking platform in question does not want to commit to that, but they are willing to help by calculating and charging the levy amount at the point of sale – the responsibility would still be on the accommodation provider to carry out the manual process of remittance to the municipality. The municipal unit in question has delayed the implementation of their levy with the expectation that a third-party system for collection of levy from booking platforms will ultimately be developed.

Staff cost

In addition to current administration tasks, such as providing a letter of confirmation for the provincial registration process and maintaining a current list of registered accommodations, staff effort would be required to:

- Create and maintain administrative systems for tracking active businesses and recording payments
- Publicise and educate accommodation providers on the new requirements
- Process regular remittances
- Monitor and police remittances for compliance
- Organise and administer the process for disbursement

- Administer the resulting projects arising from having additional funds available

Quantifying the staff time required for these tasks is difficult to do with any accuracy, best estimate would be 0.3 FTE. If this cannot be incorporated into existing staff workload, the cost of additional administrative support should be considered against the projected revenue.

Third-party collection and remittance

Throughout the process of consultation between the Province and municipal units around the changing legislation regarding short-term rentals, there have been calls for a third-party to be a single point of contact with booking platforms instead of requiring individual service agreements with the 49 Nova Scotia municipalities. This discussion continues and some municipalities have decided to postpone the implementation of a levy until this issue is resolved.

Another possible scenario would be to outsource the collection and remittance to a regional body serving the South Shore, rather than province-wide, but this has not yet been fully explored either.

COMMUNICATIONS

To be determined based on direction from Council.

BYLAWS/PLANS/POLICIES

The drafting of legislation and a remittance process to enable an Accommodations Levy is consistent with Council's expressed intent to increase the frequency of events in the region and, in particular, events development at Queens Place Emera Centre.

The Municipal Government Act states that the levy collected "may only be used by the council to promote tourism" (NS MGA c. 18, s.75A (5)), but that "the council may pay such portion of the marketing levy collected by way of a grant, as determined by the council, to any organization formed to promote tourism, whether such organization is non-profit or otherwise" (NS MGA c. 18, s.75A (6)).

In jurisdictions where a levy has already been in place, the revenue has generally been used to either support a destination marketing organisation, directly support marketing efforts by the municipality, or indirectly by supporting the hosting of events.

The previous staff report from January 2024 estimated that a 3% per room night charge could generate up to \$240,000 per year in revenue – the significant majority of which would be collected from travellers/visitors to the Region of Queens Municipality.

SUMMARY

Many areas of Nova Scotia have an equivalent levy in place, so from a visitors' perspective, adding a levy up to 3% in Queens would not be remarkable. There has been much recent change in regulation for operators of short-term rentals, particularly in the sharing economy, and so it is understandable that some operators are not in favour of additional administrative overhead. Having a third-party collection and remittance process enabled by the Province would reduce administrative friction for all parties; beginning with a manual process at the municipal level may require rework and change later. However, if Council wishes to implement an accommodation levy, staff recommend this route as it will raise revenue and familiarity with a levy system in the meantime until the collection process can be streamlined.

ATTACHMENTS/REFERENCE MATERIALS

- [Region of Queens Municipality Regular Council –January 23, 2024 – Staff Report – Tourist Accommodations Levy](#)
- [Survey Results – Accommodation Levy - Region of Queens Municipality](#)



Region of Queens Municipality Staff Report For the Regular Meeting of January 13, 2026

Date: December 22, 2025
File No: 10350-50-2601-07
To: Mayor and Council
From: Willa Thorpe, CAO
Subject: Town Bridge Sidewalk Design

Prepared by:  E. Johnston Capital Projects Manager	Supervisor:  A. Grant Director of Infrastructure	CAO Concurrence:  W. Thorpe Chief Administrative Officer
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RECOMMENDATION[S]

1. That the Council of the Region of Queens receive the report titled Town Bridge Sidewalk Design.

PURPOSE

To provide Council with a progress update on the Town Bridge Sidewalk project.

BACKGROUND

Recognising the need for safer non-vehicular traffic on the Town Bridge, Council has been exploring solutions from a report completed by CBCL in 2023.

At the June 10, 2025, Regular Council meeting, the following motion was passed:

“Council of the Region of Queens Municipality direct staff to proceed with the design of Option 2: Exterior Corridor, and that staff converse with provincial and federal counterparts to discuss possible funding support.”

Staff worked with CBCL Ltd and returned to Council on November 12, 2025, with a report to Council which confirmed that the exterior corridor would not be a possible solution and a staff recommendation to proceed with a new independent three-span structure at an anticipated cost of \$3.85 million. Council subsequently passed the following motion:

“Council for the Region of Queens Municipality direct staff to provide alternate options, including reconsideration of the realignment of the Town Bridge.”

Staff have since worked with CBCL Ltd on the realignment approach. Unfortunately, at this stage, realignment is not recommended by CBCL due to the conditions analysis of the Town Bridge presented on November 12, 2025. It is understood that where the Town Bridge structure has been calculated to exist ‘at capacity’, the structure owner will not entertain any modifications to the structure.

ALTERNATIVES/OPTIONS

- 1) That the Council of the Region of Queens receive the report titled Town Bridge Sidewalk Design.
- 2) Council directs staff to proceed with realignment design for the Town Bridge
- 3) Council directs staff to proceed with design of a new three-span, prefabricated steel truss with concrete beam approaches independent bridge for active transportation across the Mersey River, Liverpool
- 4) Council direct staff to explore purchase of the existing structure and simultaneously proceed with the options analysis for realignment of the structure
- 5) Council provides alternate direction to staff

ANALYSIS

Option 1: Staff will not advance this file at this time.

Option 2: Staff will continue to work with CBCL on the realignment design for the Town Bridge despite CBCL’s advice to cease design work. It has been indicated to CBCL that the Province will not entertain any proposal to make modifications to the structure where it has been calculated ‘at-capacity’. Unfortunately, the only way to confirm this is to complete the design work and submit application to the province for formal decision. The cost of this design work is anticipated to be approximately \$100,000.

Option 3: Staff acknowledge that this option has been presented to Council in the past and not supported. However, considering recent information, this option remains a feasible option. Continuing with the design work acknowledges that the Municipality is interested in improving the connectivity and once completed would provide a 'shovel-ready' project which could be presented by staff to grant opportunities prior to decisions on large investment commitments.

Option 4: If the Region of Queens were the owners of the Town Bridge structure it would allow more opportunity in control of the structure at the expense of full responsibility of ownership, maintenance and eventual replacement. With available information it is not currently known if ownership of the structure improves the feasibility of the realignment approach.

IMPLICATIONS

Option 2: The remaining fees to complete design for realignment are anticipated to be approximately \$100,000.

Option 3:

- \$75,000 for geotechnical Investigation
- \$100,000 for detailed design fees
- Additional \$75,000 in design fees for the custom arch to match the existing Town Bridge

In the 2025-2030 CIP, Council approved funding of \$181,789. \$52,809.36 has been spent to date on the analysis and study completed by CBCL. \$129,000 remains unspent.

Option 4: Staff will return to Council with more information on what the purchase could look like (in addition to the costs presented in Option 2 above).

COMMUNICATIONS

n/a

BYLAWS/PLANS/POLICIES

n/a

SUMMARY

Following the structural analysis of the Town Bridge, the realignment of the active transportation network within the existing framework does not appear

feasible. Staff recommend Council receive the report titled Town Bridge Sidewalk Design.

ATTACHMENTS/REFERENCE MATERIALS

2025-10-29 Region of Queens Municipality Regular Council Agenda | Staff Report | Town Bridge Sidewalk Design



**Region of Queens Municipality
Staff Report
For the Regular Meeting of
January 13, 2026**

Date: January 2, 2026
File No: 10350-50-2601-08
To: Mayor and Council
From: Willa Thorpe, CAO
Subject: Architectural Review of Town Hall Arts and Cultural Centre

Prepared by:  E. Johnston Capital Projects Manager	Supervisor:  A. Grant Director of Infrastructure	CAO Concurrence:  W. Thorpe Chief Administrative Officer
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RECOMMENDATION

That the Council of the Region of Queens direct staff to include phased report recommendations from the DSRA Architecture Concept Design Report into the 2026 Capital Investment Plan.

PURPOSE

For Council to confirm a phased capital improvement plan for the Town Hall Arts and Cultural Centre (THACC) for inclusion in the 2026 Capital Investment Plan (CIP).

BACKGROUND

At the August 12, 2025, Regular Council meeting the following motion was passed:

“Council of Region of Queens Municipality approve \$17,500 + HST for Architectural Services at the Town Hall Arts and Cultural Centre, with funding coming from the Grants to Organizations line in the 2025 budget.”

Staff have since been working with DSRA Architecture to focus on four key modernization elements of the THACC:

- climate control
- physical accessibility
- electrical capacity & efficiency
- opportunities for performing environment enhancements

DSRA Architecture has since completed a review (Appendix A) of all current codes and submitted a Concept Design Report that presents design options and estimates considering heritage status and acoustics for theatrical productions.

Balcony

A national building code review examined requirements for occupancy loads in the facility, specifically with respect to the number of fire exits and washrooms. This has also been reviewed by the Building Official and their report (Appendix B) is also attached.

Currently the total upstairs occupancy is limited to 60 persons in total to remain compliant with fire codes. An additional fire exit from the balcony would allow the upstairs occupancy to not be limited and moreover gives a secondary means of egress were there to be a fire in the main entry and staircase area.

DSRA Architecture has proposed the preferred option of a fire exit leading off the balcony to a new exterior staircase against the side of the theatre, parallel to the ramp. The existing stairway that is condemned cannot be reinstated due to code compliance.

Accessibility

The vertical shaft of the condemned stairwell is appropriate for a platform lift from the main floor to the second, with an option to extend the lift to the balcony for more wheelchair accessible seats. This construction is slightly more complicated and would result in a few regular seats removed but increases the number of wheelchair viewing options in the auditorium. Note: a platform lift is intended for movement of one single device and occupant per cycle.

Mechanical Upgrades

The assessment by DSRA Architecture confirmed that the existing electrical service does not have capacity for expansion of the existing facility. Should Council approve the installation of equipment such as an elevator or HVAC system, it is recommended that the existing split service (200A, single phase to Town Hall and 400A, 3-phase to the Theatre) is upgraded to with a new single service of 800A, 3-phase which will also require a new pad-mounted transformer outside the facility. As well, to meet current electrical standards, a new electrical room will also need to be created at the facility.

The approach to climate control for the facility recommends demand-controlled and variable flow systems for the auditorium while ductless heat pumps are suggested for community spaces. The outdoor air intake and exhaust systems will include a heat exchanger. Humidity control is recommended to be integrated into new HVAC systems as it is critical to system operation and facility comfort. Other recommendations include improving wall cavity insulation which could enhance energy efficiency and protect the wood structure from humidity but has not included in the current costed proposals.

Universal Washrooms

A universal washroom on the main floor is a priority to achieve accessibility standards and has been proposed at the side lobby near the ramped entry and proposed lift. The current accessible washroom is near the stage, adjacent the auditorium and could be easily improved by updating equipment in the room to a more current fixtures and equipment.

Performance Improvements

Currently the theatre has a limited backstage area which impacts performances. Improvement to this area has been on the Astor Society's wish list for a long time. The dressing rooms are stacked behind the stage, and there is limited storage space which can be utilized during a performance for sets, props, piano, equipment, etc.

ALTERNATIVES/OPTIONS

- 1) Council directs staff to propose phased report recommendations into the 2026 Capital Investment Plan
- 1) Council direct staff to propose report recommendations into the 2026 Capital Investment Plan
- 2) Council provides alternate direction to staff

ANALYSIS

Option 1 was presented to Council at the Special Meeting on December 19, 2025, and included the following elements for 2026 (\$1,050,000):

- \$245k - second floor platform lift
- \$175k - emergency egress from balcony
- \$210k – electrical upgrades
- \$420k – Phase 1 heating and cooling upgrades

And the additional elements of Year 2 – 2027 (\$2,079,000):

- \$1400k – backstage addition
- \$315k – Phase 2 heating and cooling upgrades
- \$168k – second floor washroom accessibility upgrades
- \$196k – main floor washroom accessibility upgrades

Option 2 combines the phased approach into a single construction project with a total estimated price of \$3,129,000 for design and construction. Proceeding with 'Option 2' may reduce risks of cost escalation through a single contract and provide a completion sooner but may also be more disruptive to the facility.

Option 3 allows Council to direct staff on the deployment of any or all project elements at their discretion.

IMPLICATIONS

Financial implications reflective of Council decisions will be included in the CIP.

COMMUNICATIONS

n/a

BYLAWS/PLANS/POLICIES

n/a

SUMMARY

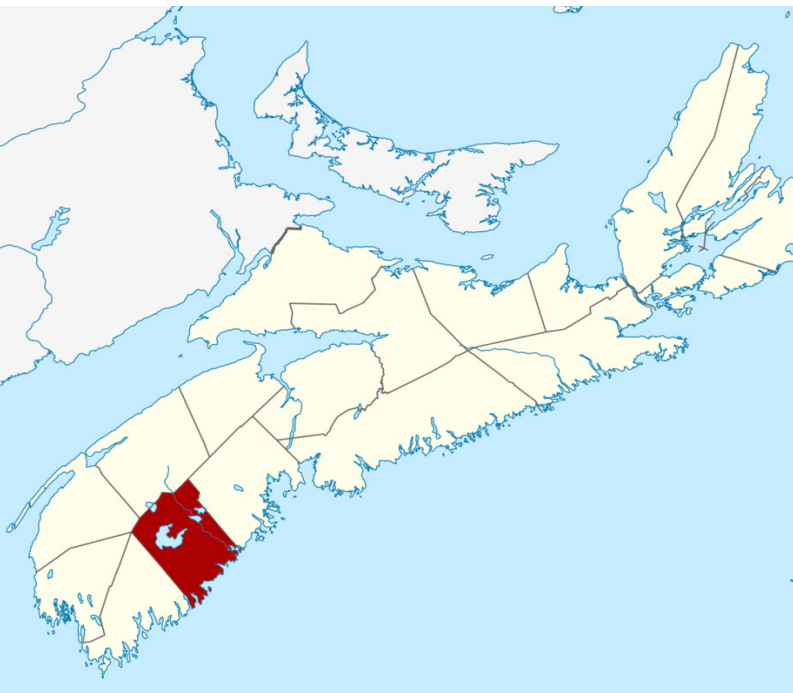
DSRA Architecture has completed their Concept Design Report at the Town Hall Arts and Cultural Center for Council, recommending multiple upgrades to the facility to improve operations and guests' comfort. Staff recommend Council direct staff to include phased report recommendations from the DSRA Architecture Concept Design Report into the 2026 Capital Investment Plan.

ATTACHMENTS/REFERENCE MATERIALS

- Appendix A - Concept Design Report – Town Hall Arts and Cultural Centre – DSRA Architecture
- Appendix B – Fire Inspection - Town Hall Arts & Cultural Centre/Astor Theatre, 219 Main Street, Liverpool - Referenced Codes: 2020 National Fire Code of Canada
- Appendix C - Letter from Astor Theatre Society



CONCEPT DESIGN REPORT



TOWN HALL ARTS AND CULTURAL CENTRE

Region of Queens Municipality
Liverpool, Nova Scotia

DSRA Project Number: 25120
November 17, 2025



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APPENDIX A – CONCEPT DRAWINGS

APPENDIX B – MECHANICAL EQUIPMENT

1 INTRODUCTION

1.1 HISTORY

1.1.1 The historic Town Hall Arts and Cultural Center in Liverpool, NS, is owned by the municipality and operated by the not-for-profit Astor Theatre Society. The Astor Theatre is a premier performing space in Nova Scotia and has been in operation since 1902. This two-part facility combines a 347-seat auditorium with the old Town Hall, which now serves as the theatre's grand entry and includes community rooms for various programming. Both parts of the building are formally recognized and registered as one of Canada's Historic Places on the national register.

1.2 EXISTING DRAWINGS

1.2.1 Refer to Appendix A -drawings A0.01, A0.02, and A0.03 for illustration of the existing Site Plan and Floor Plans for reference.

1.3 MODERNIZATION GOALS

1.3.1 The primary focus of the renovation project will be to make the facility more modern, safe, and comfortable for occupants. The following outcomes are envisioned over the next five years:

- a) Adding air conditioning to the auditorium and the front community spaces, including ventilation and humidity control.
- b) Reducing dependence on oil-fired boilers for heating. Improving accessibility to provide barrier-free access to the upstairs community rooms in the old Town Hall, as well as a universal washroom.
- c) Upgrading electrical service and distribution.
- d) Increasing backstage space with a built addition.

1.3.2 The renovation work will respect the heritage status of the facility while maintaining a high-quality live performance space. As such, any new design interventions will need to carefully consider the architectural character-defining elements of the building and minimize changes to acoustics and/or vibrations caused by new building systems.

2 BUILDING CODE REVIEW

2.1 OCCUPANCY CLASSIFICATION

2.1.1 The building occupancy is Group A, Division 1 (Assembly Occupancy) – per the 2020 National Building Code of Canada (NBCC) A 3.1.2.1.(1).

2.2 OCCUPANCY LOAD:

2.2.1 The maximum anticipated occupant load is estimated as 379 persons. The load was estimated accordingly:

- a) Main floor fixed seats: 284 persons
- b) Balcony fixed seats: 60 persons (maximum allowable for one exit).
- c) Staff members: 10 persons
- d) Performers / production crew: 25 persons

2.2.2 A critical assumption in the estimated maximum occupant load figure of 379 is that ancillary rooms in the building, such as meeting rooms and gallery spaces, are not loaded with additional occupants when the theatre is at maximum use. In other words, the maximum occupant load for the entire building is not more than 379 persons at any given time.

2.3 EXITING REQUIREMENTS

2.3.1 Main Floor

- a) Every floor area intended for assembly occupancy shall be served by at least two exits. There are multiple exits points on the ground floor to accommodate the maximum occupant load with a total exit width of 9147mm. This exceeds the required minimum exit width of 2312mm (6.1mm x 379 occupants) as per article 3.4.3.1.(1)(a) of the NBCC.

2.3.2 Second Floor

- a) A floor area in a building not more than two-storeys in building height, is permitted to be served by one exit provided the total occupant load served by the exit is i) not more than 60 persons, ii) the travel distance is not more than 25m and iii) the area is not more than 200 m² in a Group A, sprinklered floor area. One exit is permitted through the lobby and main entrance.
- b) The second-floor area is approximately 197m² (this does not include the balcony area), the maximum travel distance is not more than 25m and the occupant load in this area can not exceed 60 persons with only one exit. As such, a sign noting the maximum occupant load of 60 persons must be placed in a visible location on the second floor. The second floor exits down the main stair and through the lobby. The floor does not need to provide

a secondary exit. The balcony / mezzanine area would require its own separate exit as per NBCC articles 3.4.2.2.

2.3.3 Balcony

- a) The balcony / mezzanine area will require its own independent exit as the second-floor area is already at the maximum area permitted for one exit by code. The maximum area for a mezzanine to permit only one exit is 150 m². The balcony area is approximately 55 m². It will also require that the occupant load is not more than 60 persons. A sign noting the maximum occupant load of 60 persons shall be placed in a visible location on the balcony. Reference NBCC 3.4.2.2. Means of Egress from Mezzanines

2.4 WASHROOM FACILITIES

2.4.1 Standard Washrooms

- a) For a maximum occupant load of 379 the building is required to provide four male and eight female water closets. Urinals are permitted to be substituted for two thirds of the number of water closets for males. Per NBCC article 3.7.2.2.
- b) The building currently has three male washroom stalls and four urinals, six female washroom stalls and one “barrier-free” washroom. There is a sufficient number of male water closets. The “barrier-free” washroom can be added to the female water closet count, meaning that the building is short one female water-closet.

2.4.2 Universal Washrooms

- a) One universal washroom is required at each location and floor where washrooms are provided - to which a barrier-free path of travel is required. Per NBCC 3.8.2.8.(1).
- b) The building has no Universal Washrooms. The “barrier-free washroom” near the bar area does not meet code standards.

2.5 ACCESSIBILITY

2.5.1 Existing conditions

- a) An accessible ramp and entry / exit is provided on the North-East side of the building. Barrier-free seating is provided on the main floor seating area. The second floor and balcony seating is not accessible by wheelchair. There are no barrier-free seating areas provided on the balcony. There are also no barrier-free washrooms meeting NBCC standards.

2.5.2 Requirements

- a) Barrier-free travel is required on all public floors of an Assembly occupancy per NBCC article 3.8.2.3., therefore, providing an elevator is a code requirement. As noted above in section 2.4.2.(a), universal washrooms are required where barrier-free paths of travel are

required. It's possible the Authorities Having Jurisdiction may not require the addition of universal washrooms, but it is recommended to provide at least one.

- b) The code requires two barrier-free wheelchair spaces are provided for every two to ninety-nine standard fixed seats provided in a theatre per NBCC article 3.8.2.3. However, it is likely barrier-free access to the balcony would not be required by the Authorities Having Jurisdiction, given the theatre already provides one barrier-free view location on the main floor.

3 ARCHITECTURAL CONCEPT DESIGN

Note: The full scope of Option A and Option B concept design options are illustrated in Appendix A - drawings A1.01 thru A1.05. Cropped drawing views are shown in this section for ease of reference.

3.1 EXITING DESIGN

3.1.1 Exiting from the balcony / mezzanine area

- a) Goal
 - i) To provide the required number of exits needed to protect the life safety of the public.
- b) Approach
 - i) As discussed in section 2.3 Exiting Requirements, the main floor and second floor (not including the balcony area) meet exiting requirements. The balcony / mezzanine area will require its own independent exit.
- c) Concept – Refer to Appendix A for concept drawings
 - i) The concept designs explore two options.
 - ii) Option A.4 (see drawing A1.04): shows the addition of a new exterior exit stair to provide safe exiting for the balcony seating area. The exterior balcony of this new exit would also provide a covered area for the door below.

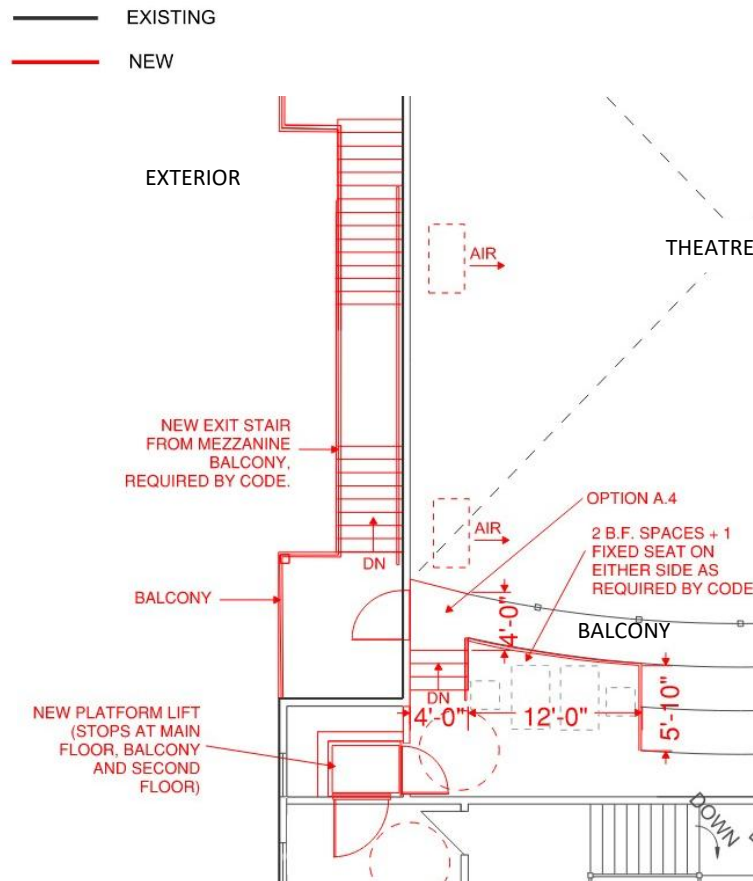


Figure 1 - Option A.4: New exit from balcony

iii) Option B.1 (see drawing A1.06): the existing abandoned exit stair is repaired to provide an exit for the balcony seating area. Though this stair would not meet the current exit stair code requirements, it would likely be an acceptable solution because it is an existing stair of a heritage building.

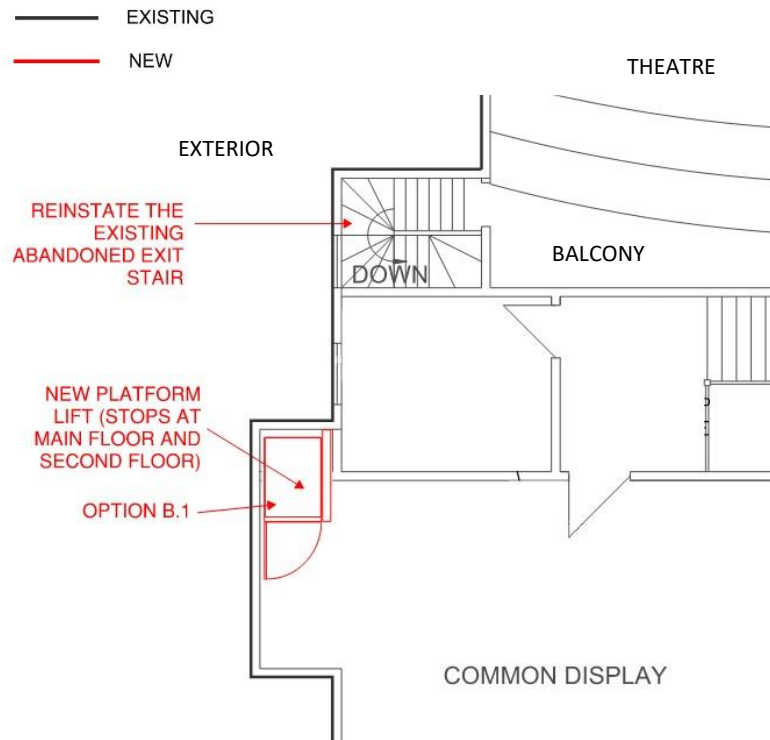


Figure 2 - Option B.1: Reinstating the existing abandoned exit stair

3.2 WASHROOM DESIGN

3.2.1 Goal

- a) To provide the required amount of male and female washrooms needed to meet code and at least one universal washroom for accessibility. The concept designs also explore upgrading the existing “barrier-free washroom” to meet universal washroom code requirements and adding additional washrooms on the second floor.

3.2.2 Approach

- a) It is possible that the Authorities Having Jurisdiction may not require a new Universal washroom, but it is recommended to include at least one on the main floor.
- b) Upgrading the existing “barrier-free washroom” to meet accessibility code requirements could also be considered.
- c) The code requires a universal washroom on the second floor, however, given the heritage nature of the building and the limited floor area available to accommodate a universal washroom, we anticipate concessions would be permitted by the Authorities Having

Jurisdiction, provided that at least a barrier-free toilet stall was made available on the second floor.

- d) As discussed in section 2.4 Washroom facilities, the code requires four male water-closets and eight female. There is a sufficient number of male water-closets in the existing conditions and in each new concept option. In the existing conditions, there are six female stalls. The existing “barrier-free” washroom would count as an additional gender-neutral washroom, and the addition of at least one universal washroom would count as another gender-neutral washroom. These two gender-neutral washrooms could provide the additional two female water-closets needed to meet code.
- e) In summary, if at least one new universal washroom was added on the main floor, the building would meet the required amount of male and female washrooms while providing at least one accessible washroom. This would be the minimum recommended approach. If the project allows, additional universal or gender-neutral washrooms could be added for increased accessibility and number of washrooms. Consultation with the Authorities Having Jurisdiction would determine the exact requirements.

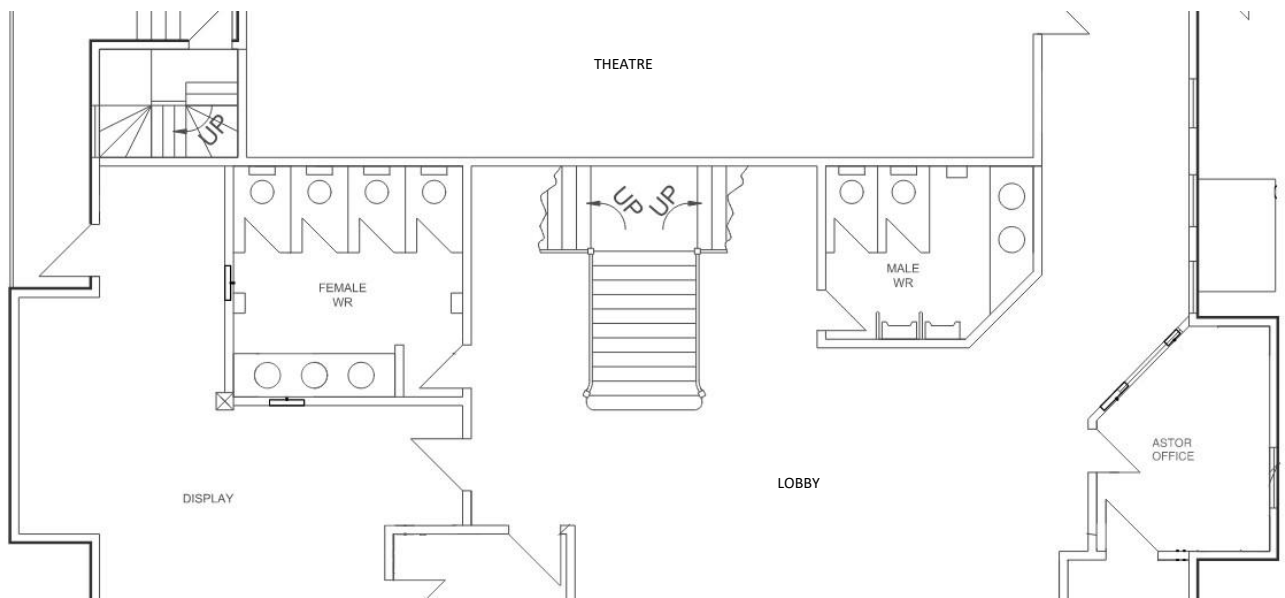


Figure 3 – Existing main floor washrooms near lobby

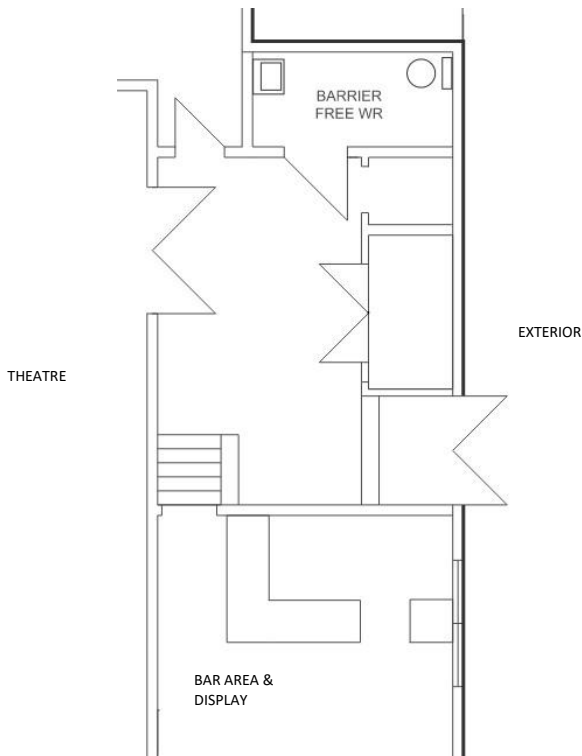


Figure 4 - Existing main floor "Barrier-free" washroom near bar area

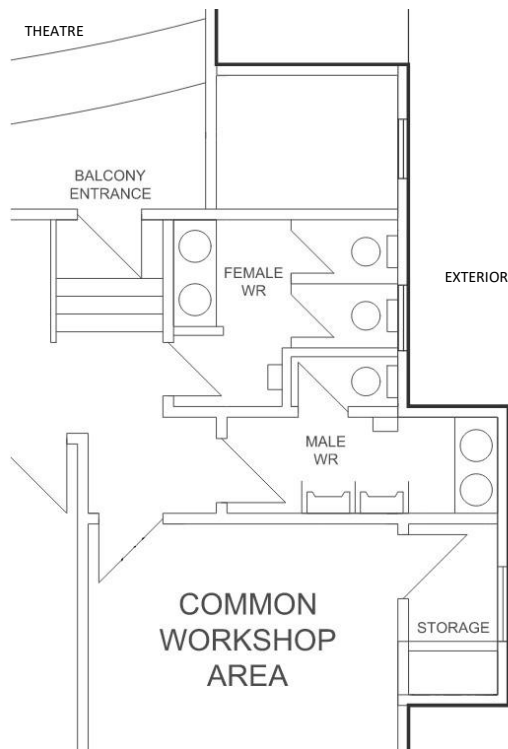


Figure 5 - Existing second floor washrooms near balcony entrance

3.2.3 Concept – Refer to Appendix A for concept drawings

- a) Option A.1, A.2 & A.5 (see drawing A1.04): The A.2 option plans for a new universal washroom on the main floor and shows how the existing “barrier-free” washroom could be upgraded to become a universal washroom by expanding into the existing adjacent closet (Option A.1). On the second floor, an additional universal washroom is shown near the new platform lift (Option A.5). While a universal washroom is technically required on the second floor, according to NBCC, it is possible for the AHJ to waive this less stringent requirement due to the challenges of renovating a heritage building to meet code.

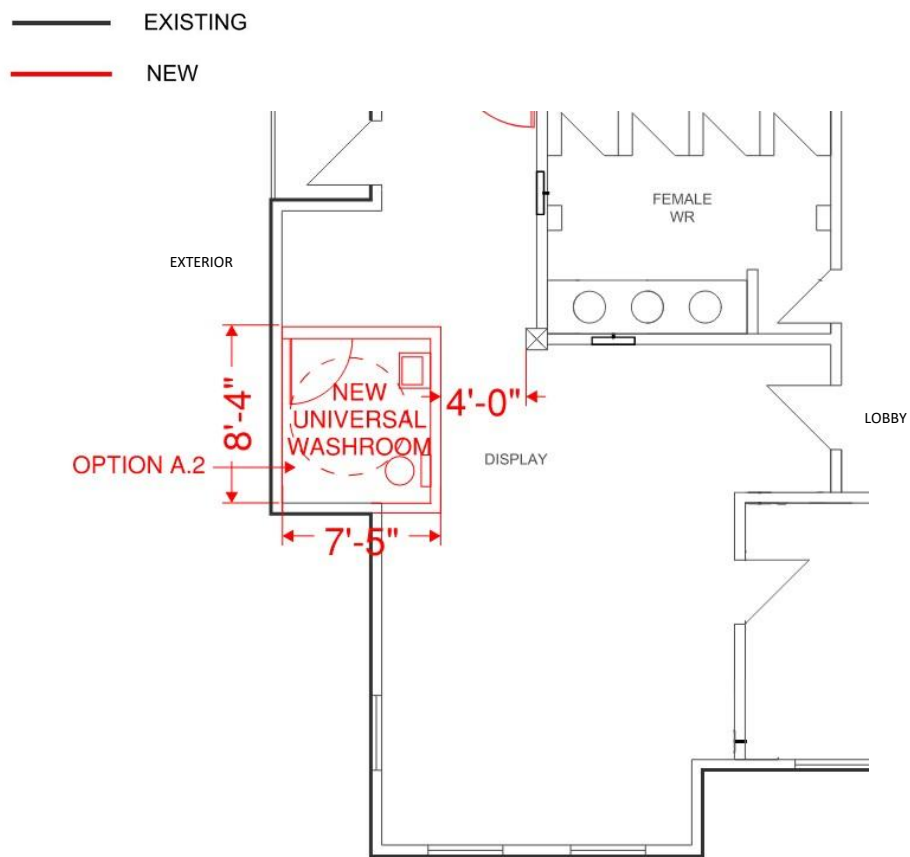


Figure 6 - Option A.2 New main floor Universal washroom

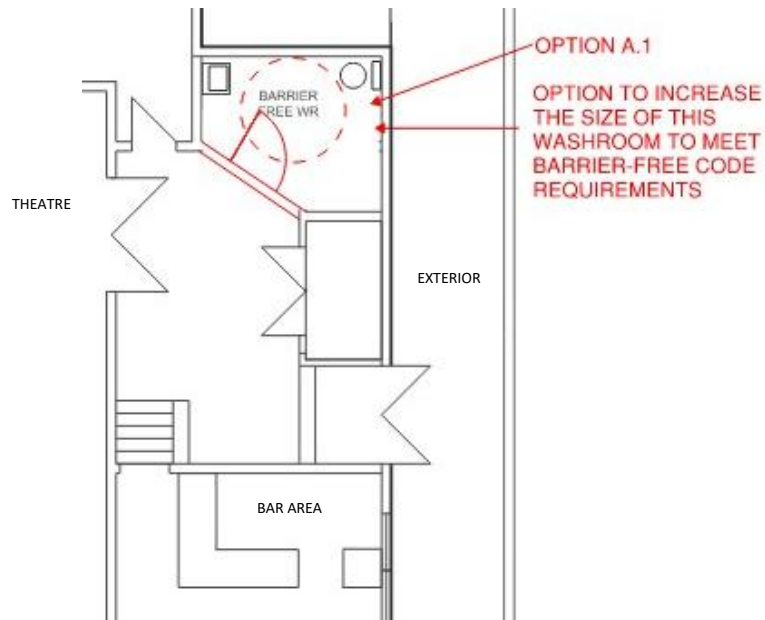


Figure 7 - Option A.1 demonstrates how the existing "Barrier-free" washroom can be enlarged to meet code

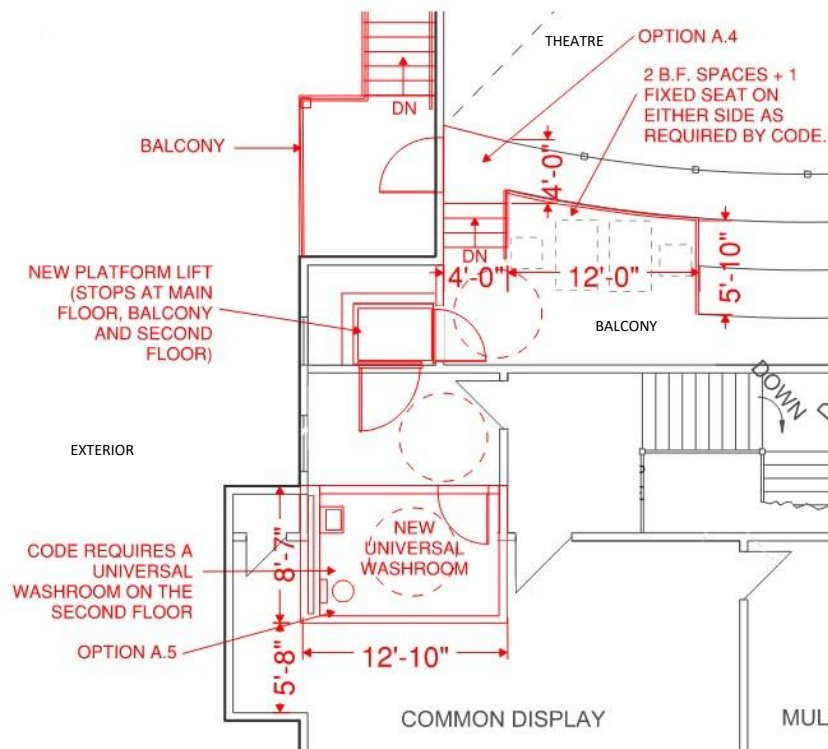


Figure 8 - Option A.5: option to add a single universal washroom to the second floor

- i) Option B.2 (see drawing A1.06): On the second floor, the existing male and female washrooms are combined to create one gender-neutral washroom with five standard stalls, and one accessible stall.

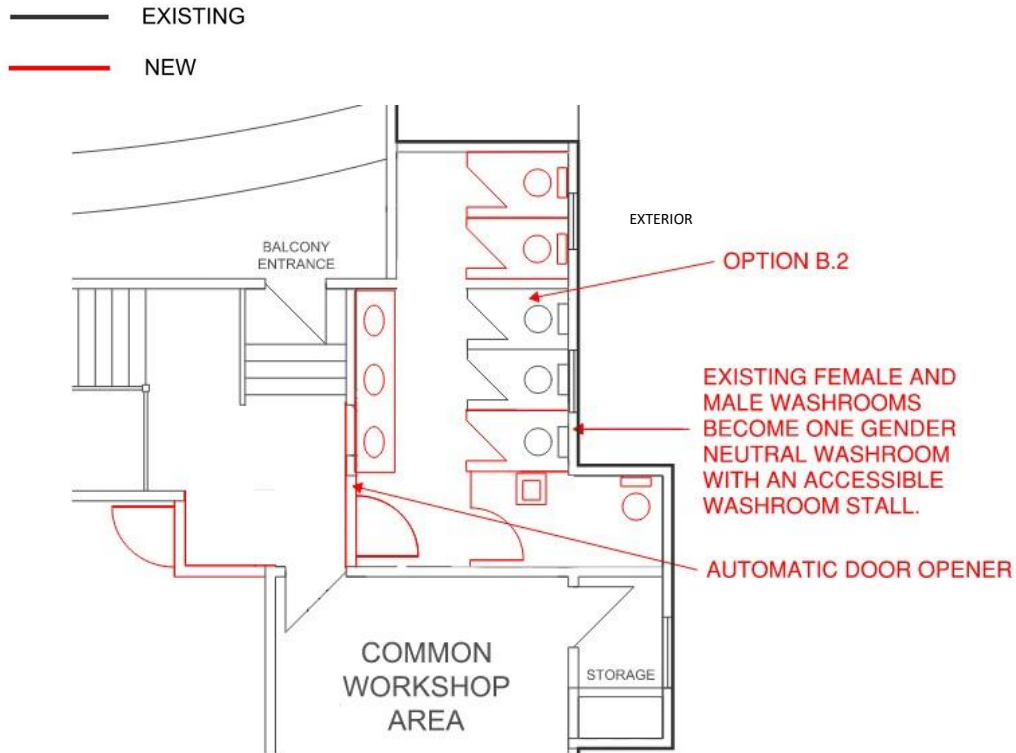


Figure 9 - Option B.2: Second floor gender-neutral washroom with an accessible stall

3.3 ACCESSIBLE DESIGN

3.3.1 Barrier-Free Path of Travel

a) Goal

- i) Adding a vertical platform lift will facilitate barrier-free wheelchair access to the second floor, and potentially the balcony area.

b) Approach

- i) When looking at the options for providing barrier-free access to the second floor, a platform lift or commercial elevator could be explored. The benefit of a commercial elevator would be that it would allow for stops at all levels, including the basement. The disadvantages of a commercial elevator are the high-cost and complex installation, requiring a robust elevator shaft and penthouse. The platform lift was the agreed upon solution for its less intrusive installation and substantial lower price. With consideration of the travel height restriction of approximately fourteen feet, it was

agreed that it would be acceptable to only provide stops at the main floor and second floor. Access to the lift from the balcony was not deemed critical to the client.

- ii) With respect to the lift location, each option looks at providing an independent exit for the balcony / mezzanine as required by code. As this is a critical life-safety issue, providing this exit will likely be deemed required by the AHJ. Providing barrier-free seating at the balcony may not be required by the AHJ as there is already barrier-free seating on the main floor.
- c) Concept – *Refer to Appendix A drawings*
 - i) Option A.4 (*see drawings A1.04 & A1.05*): Provides a new lift that stops at the main floor, second floor and the balcony mezzanine. In this option, the lift is positioned in the existing, abandoned balcony exit stair, with two additional stud walls built around it to create a shaft. With the added wheelchair access to the balcony area, a designated barrier-free seating platform is shown. As the existing abandoned exit stair is the location for the lift, an exterior exit and stair is shown to provide safe exiting for this area, see section 3.1 Exiting.

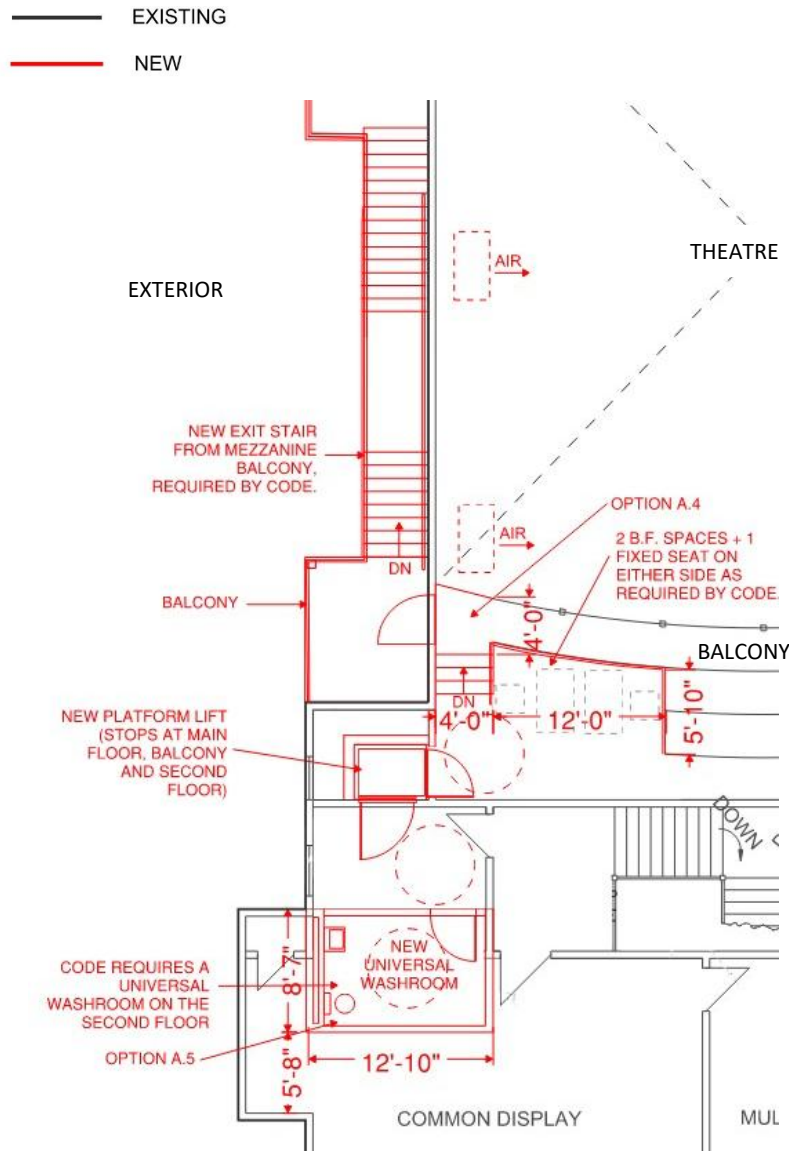


Figure 10 - Option A.4: Platform lift installed in existing stair shaft

- ii) Option B.1 (see drawing A1.06): Provides a lift that only stops at the main floor and second floor. In this option, the lift is positioned in an existing alcove, with additional stud walls for stability. In this option, the abandoned exit stair is repaired to provide an exit for the balcony / mezzanine area, see section 3.1 Exiting.

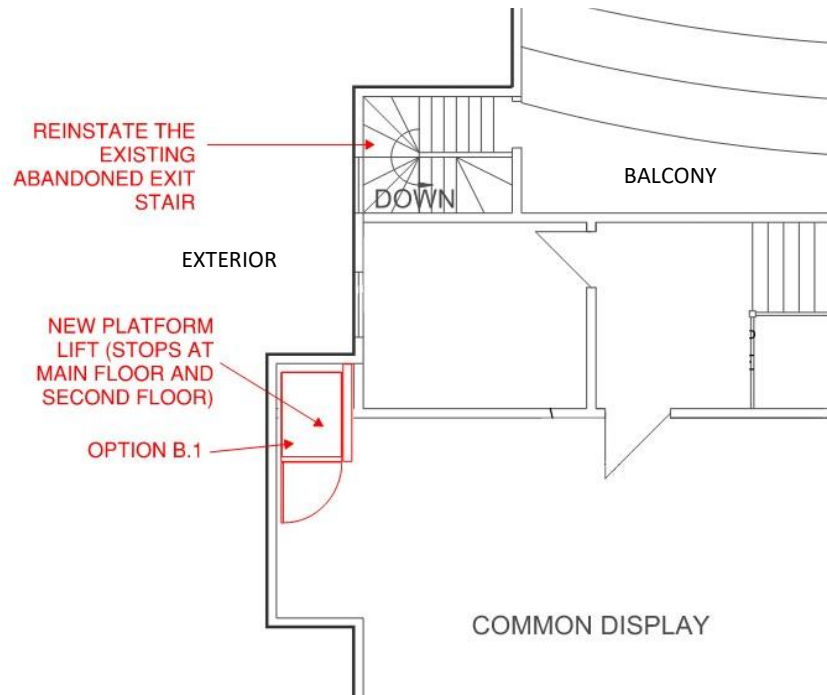


Figure 11 - Option B.1: New platform lift in existing alcove

3.3.2 Barrier Free Washrooms

- a) Refer to Section 3.2 Washroom Design.

3.4 BUILDING EXPANSION

3.4.1 Stage Addition

a) Goal

- i) This one storey addition to the back of the existing stage would provide additional storage and workshop space.

b) Approach

- i) Maintaining the existing drive aisle to minimize disruptions to the existing parking lot layout was considered as well as increasing pedestrian safety by providing a continuous sidewalk around the building.

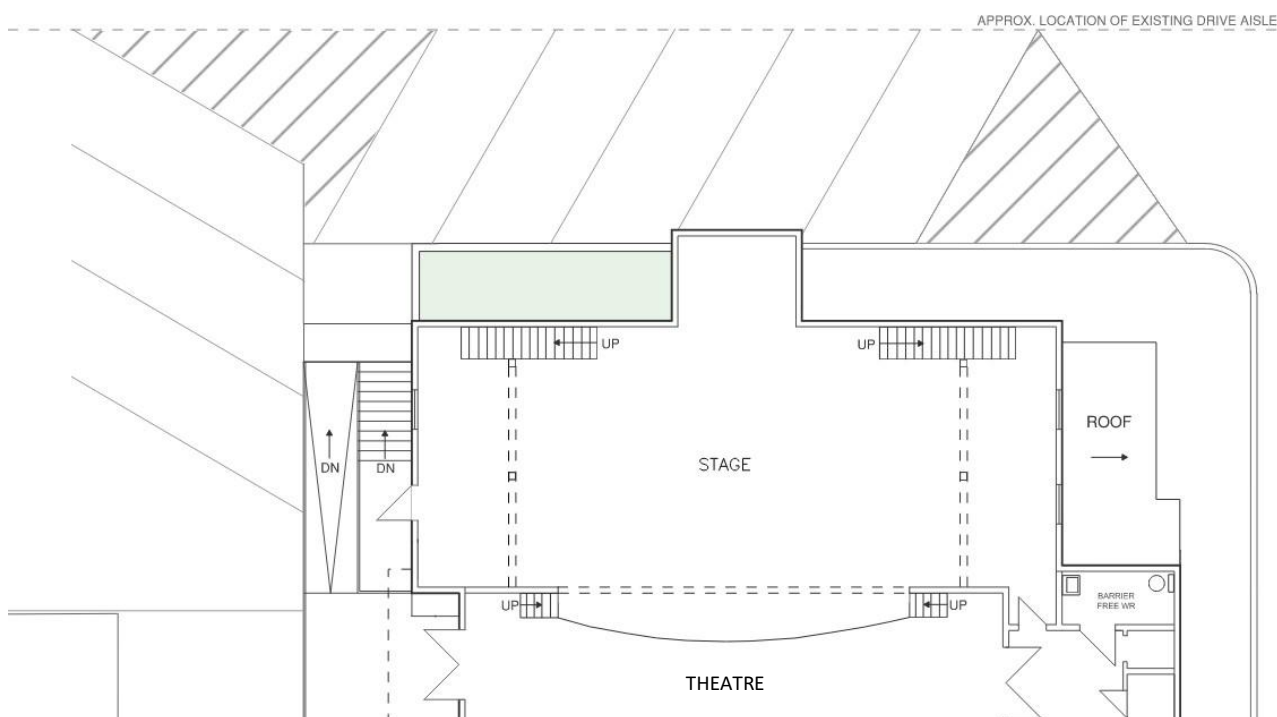


Figure 12 - Existing stage conditions

c) Concept – Refer to Appendix A for concept drawings

- i) The design (Option A.3 - see drawings A1.04 & A1.05) proposes a one storey, 765 square foot addition on to the existing stage area. The size of the addition is proposed to allow the existing drive aisle in the parking lot to be maintained and for the existing sidewalk to extend around the building, providing a pedestrian-friendly buffer in between the addition and the drive aisle. The addition is set in by two feet from the existing building width on either side to better integrate into the existing architectural character of this heritage building.

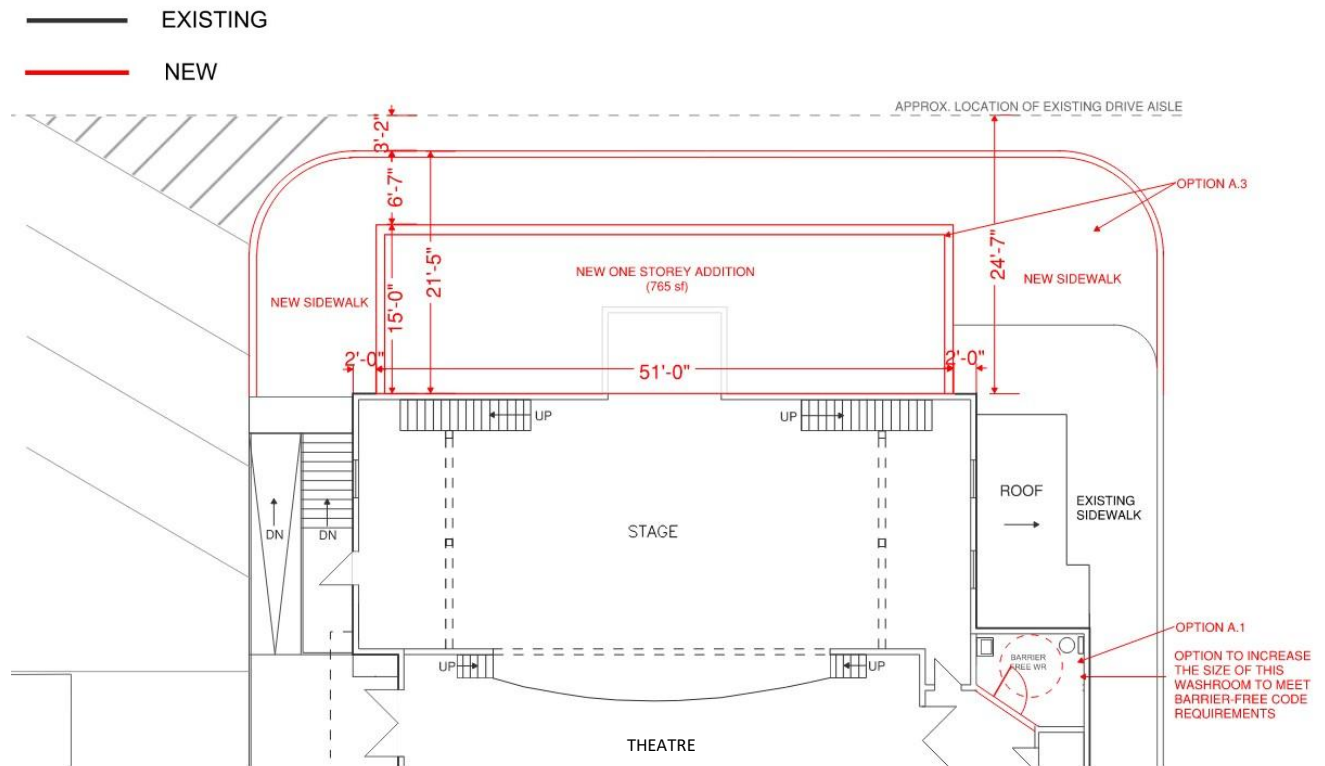


Figure 13 – Option A.3: Proposed stage addition

4 MECHANICAL CONCEPT DESIGN

4.1 DESIGN OBJECTIVES AND CONDITIONS

Note: refer to the Appendix A drawings A1.01 & A1.02 for proposed equipment locations on site and Appendix B for equipment data sheets.

- 4.1.1 The primary objective of the mechanical concept design is to define several integrated design options that provide improved comfort for building occupants through the addition of fresh air ventilation, cooling, heating and dehumidification. These options are designed to be energy efficient and align with municipal priorities and budget constraints.
- 4.1.2 A secondary objective of the mechanical concept design options is to reduce the building's heating oil use through the addition of air-side heating.
- 4.1.3 The mechanical concept design is split into two phases:
 - a) Phase 1 of the mechanical concept design incorporates air-side heating, cooling, and limited dehumidification to improve thermal comfort and mitigate mold growth with terminal heat pumps.
 - b) Phase 2 of the mechanical concept design incorporates fresh-air ventilation and dehumidification to the auditorium to improve indoor air quality and prevent mold

growth with the addition of a centralized ventilation unit. Phase 2 is dependent on a future backstage addition to the building to locate the required equipment.

- 4.1.4 The mechanical system design options will be integrated with other disciplines including architectural, electrical, and structural. Mechanical requirements will be coordinated with these disciplines to ensure constructability is achieved.
- 4.1.5 The architectural team notes that the existing insulation has been reported as being insufficient. Mechanical systems will operate at a higher efficiency if the existing insulation is remediated. Improved insulation will help control moisture levels and use less energy to maintain desired temperatures indoors. To properly insulate the building, a continuous insulation would need to be added to the exterior side of wall studs. This would require removing the existing cladding to reveal the studs and then recladding following the insulation install. Though this would be a complex project, it should be considered to not only improve the energy efficiency of the building and user comfort, but also to protect the existing wood structure from any moisture issues that can arise from a lack of temperature and humidity control.
- 4.1.6 The load calculations will be based on climate data from the National Building Code for Liverpool, Nova Scotia, with the following indoor design conditions:

Location	Winter (heating)	Summer (cooling)
Ambient	-18°C	26°C/20°C DB/WB
Indoors	21°C @ 30% RH	24°C @ 60% RH

4.2 PLUMBING SYSTEMS AND COMPONENTS

- 4.2.1 The plumbing systems for the new universal/barrier-free washroom additions will be designed to meet or exceed the requirements of the National Plumbing Code and local authorities.
- 4.2.2 Potable domestic water consisting of cold and hot water will be provided to all new fixtures as part of the new universal/barrier-free washroom additions. Domestic hot water for the new fixtures will be provided via existing water heaters, supplemented with a new electric storage-type water heater.
- 4.2.3 Plumbing fixtures will be of the water conserving type including low-flow toilets, urinals, and lavatories. Toilets, urinals, and lavatories will be vitreous china. Plumbing fixtures will meet barrier-free requirements where required.
- 4.2.4 If the platform lift for the accessible washrooms are hydraulically powered, a sump pit sized at 1.5x the hydraulic charge will be provided with an oil interceptor/detector tied into a sump pump. If the platform lift is electrically powered, this is not required.

4.3 HEATING AND COOLING (PHASE 1)

- 4.3.1 To provide year-round comfort and reduce reliance on heating oil, the building’s auditorium and community areas will be upgraded with air-side heating to supplement

the existing baseboards in the winter, and air-conditioning for summer use. Peak building loads for the areas considered (auditorium, stage, and front community spaces) are:

- Heating – 400 MBH
- Cooling – 25 tons

4.3.2 Heating and Cooling Plant Option 1: Central Variable Refrigerant Flow (VRF)

- a) Heating and cooling for the auditorium spaces will be provided through a VRF system consisting of six (6) ducted heat pump fan coil units located in the attic above the auditorium seating area.
- b) Heating and cooling for the community spaces will be provided through four (4) ductless, wall-mounted, mini-split heat pumps installed directly in the rooms they serve.
- c) The heat pumps will be able to operate in dry (dehumidification) mode, allowing them to remove excess moisture from the air without overcooling the space.
- d) The two (2) outdoor units serving the fan coils and wall-mounted heat pumps will be located outside the building. Potential locations include the parking lot behind the building, or in the gap space between the building and the existing wheelchair ramp.
- e) Careful consideration will be taken when locating equipment to ensure that clearances are maintained, maximum refrigerant piping lengths are not exceeded, and that the building's aesthetics are not negatively impacted.
- f) The heating and cooling systems will be capable of meeting peak heating and cooling demands with the ability to provide heating at low-ambient conditions.
- g) The six (6) ducted heat pump fan coil units will be tied into the fresh air ventilation system in Phase 2 of the design, described in Section 4.5.

4.3.3 Heating and Cooling Plant Option 2: Split Heat Pumps

- a) Heating and cooling for the auditorium will be provided through a split heat pump system consisting of six (6) ducted heat pump fan coil units located in the attic above the auditorium seating area.
- b) Heating and cooling for the community spaces will be provided through four (4) ductless, wall-mounted, mini-split heat pumps installed directly in the rooms they serve.
- c) The heat pumps will be able to operate in dry (dehumidification) mode, allowing them to remove excess moisture from the air without overcooling the space.
- d) The ten (10) outdoor units serving the fan coils and wall-mounted heat pumps will be located outside the building. Potential locations include the parking lot behind the building, or the gap space between the building and the existing wheelchair ramp.
- e) Careful consideration will be taken when locating equipment to ensure that clearances are maintained, maximum refrigerant piping lengths are not exceeded, and that the building's aesthetics are not negatively impacted.

-
- f) The heating and cooling systems will be capable of meeting peak heating and cooling demands with the ability to provide heating at low-ambient conditions.
 - g) The six (6) ducted heat pump fan coil units will be tied into the fresh air ventilation system in Phase 2 of the design, described in Section 4.5
 - h) This system is similar to Option 1, but instead of multiple indoor units sharing a single outdoor unit, each indoor unit is served by its own dedicated outdoor unit. Option 2 requires more outdoor space to locate equipment and requires ten (10) electrical connections versus the two (2) required for Option 2. For these reasons, Option 1 is recommended over Option 2.

4.4 HEATING AND COOLING (PHASE 2)

- 4.4.1 Pre-heating, pre-cooling, and dehumidification for ventilation air will be provided through a dedicated outdoor air system (DOAS) tied into the six (6) ducted heat pump fan coil units described in Sections 4.3.2 and 4.3.3.
- 4.4.2 The DOAS will include a VRF coil and a high-efficiency rotary heat exchanger capable of recovering sensible and latent heat from return air.
- 4.4.3 The outdoor unit serving the VRF coil within the DOAS will be located outside the building. Potential locations include the parking lot behind the building, or the gap space between the building and the existing wheelchair ramp.

4.5 VENTILATION SYSTEMS AND COMPONENTS (PHASE 2)

- 4.5.1 Fresh air ventilation will be provided to meet or exceed ASHRAE Std. 62 – “Ventilation for Acceptable Indoor air Quality”.
- 4.5.2 Fresh air ventilation for the auditorium seating areas will be provided by a dedicated outdoor air system (DOAS) located on the roof of a future backstage expansion, ducted into the six (6) ducted fan coil heat pump units described in 4.3.
- 4.5.3 Fresh air intake locations will be selected such that the building receives the cleanest air available. Intakes will be located far away from pollutant sources such as boiler vents and

sanitary exhaust outlets. Inlets will be located such that prevailing winds are not aligned to prevent snow or freezing rain accumulation, causing maintenance concerns.

4.5.4 Ductwork will be galvanized sheet metal, concealed within attic and/or ceiling spaces. Ducts will be classified as supply, return, washroom exhaust and insulated where required.

4.5.5 Spring hangers, vibration isolators, duct silencers, linings, wraps and/or other acoustic treatments will be utilized to reduce sound levels due to HVAC equipment operation.

4.6 EXHAUST SYSTEMS

4.6.1 Sanitary exhaust will be provided for all sanitary fixtures as part of the new washroom additions. Exhaust fans will be located in ceilings, on the roof, or in attic spaces and will discharge away from fresh air intakes.

4.6.2 Heat recovery from sanitary exhaust will be incorporated for all flows greater than 250 l/s (where applicable).

4.6.3 An exhaust system for heat rejection will be provided for the platform lift machine room, consisting of transfer air fans connected to reverse acting thermostats.

4.7 FIRE PROTECTION SYSTEMS

4.7.1 The washrooms, and other new spaces will be tied into the existing sprinkler system with new sprinkler heads and layout modifications in conformance with NFPA 13. The existing

deluge system separating the stage opening and seating area in the auditorium will remain.

- 4.7.2 In Phase 2, a new sprinkler zone will be provided for the backstage addition with a new sprinkler main and branch piping serving new sprinkler heads.
- 4.7.3 Sprinkler zoning will be determined by size of zone, fire separations, and hazard classification.
- 4.7.4 Fire extinguishers will be provided as required by NFPA 10. Wall-mounted fire extinguishers will be provided in the mechanical/electrical spaces and other high hazard areas.

4.8 SUSTAINABLE DESIGN OPTIONS

- 4.8.1 The following list of sustainable design features will be considered for this project
 - a) Sensible/latent heat recovery for ventilation systems (Phase 2).
 - b) High efficiency heat pump equipment
 - c) High-efficiency motors/ECM motors.
 - d) Variable speed drives for systems with varying loads (fans, pumps).
 - e) Occupancy controls for temperature setback.
 - f) Occupancy controls for ventilation setback (Phase 2)

5 ELECTRICAL CONCEPT DESIGN

5.1 DESIGN OBJECTIVES AND CONDITIONS

- 5.1.1 The primary objective of the electrical concept design is to provide a distribution system designed to support the proposed mechanical renovations and provide future capacity for additional electrical upgrades.
- 5.1.2 A secondary objective of the electrical concept design is to combine the two existing building service entrances into one central service entrance with a single NSPI meter.
- 5.1.3 The electrical load calculations will be based on the provided historical NSPI billing data where available using the peak demand to determine the peak electrical usage. Where the town hall does not have peak demand available as the service is only 200A, 80% of the

service size will be assumed for the purposes of this report in accordance with Canadian Electrical Code rule 8-104 6):

SERVICE	PEAK DEMAND	CAPACITY	VOLTAGE	SERVICE SIZE
TOWN HALL	NOT AVAILABLE	200A	240V (1P)	38.4KW
THEATRE	22.6KW	400A	208(V (3P)	115KW

5.2 ELECTRICAL SERVICE ENTRANCE

- 5.2.1 The electrical distribution system consists of two separate service for the town hall and theatre. The town hall service is a 200A, 240V single phase service, 80% rated. The theatre service is a 400A, 208V three phase, 80% rated service.
- 5.2.2 As the building has two separate service entrances, it is currently considered to be a complex building per code rule 6-102 1) in the Canadian Electrical Code. Combining both these services into one central service will greatly simplify the electrical system while also providing additional capacity to the system to allow for mechanical upgrades and future system capacity. It will also reduce the meter charge incurred every month as NSPI charges a flat rate per meter.
- 5.2.3 Based on the proposed elevator and mechanical loads suggested above, we propose increasing the new combined electrical service to 800A, 208V, 3P. As the town hall service is currently 240V, if combined with the theatre service it would be changed to 208V, 1P. It would need to be verified in advance that no 240V specific equipment would be impacted by this change. Increasing the electrical service size to 800A, 208V, 3P would be sufficient size to accommodate all proposed mechanical options (phase 1 and 2) and would also leave room for future additions to the electrical distribution system.
- 5.2.4 The building currently receives power from the overhead utility lines from a set of poletop transformers located off Gorham Street. Due to the increased size of the proposed service, a padmount transformer would need to be used to service the building. This would be located in the parking lot behind the building. The transformer pad would be approximately 10' x 10' (3m x 3m) and would require bollards around the pad to protect from vehicle damage. The transformer pad must be located at least 3m away from the building and 6m away from any operable window or door.
- 5.2.5 The proposed location of the pad mount transformer is indicated on the preliminary site plan. Locating the transformer in the parking lot is preferable to locating it adjacent to the building as locating it adjacent to the building will limit the amount of space available for the future expansion due to the clearances required.
- 5.2.6 Installing a padmount transformer would involve running underground cable ducts from the pole to the padmount transformer and additional underground cable ducts from the

padmount transformer to the service entrance. This would be completed while the building is still energized from the existing service and be switched over when ready.

5.3 MAIN POWER DISTRIBUTION SYSTEM

- 5.3.1 The equipment for both the town hall service and for the theatre service are both currently located in an electrical room in the basement of the building. There is not sufficient space in this room to add any more electrical equipment. This room also houses some communications equipment, which appears to be partially obsolete.
- a) The existing theatre distribution system is serviced by a 400A, 208V Three Phase service entrance rated disconnect switch which appears to be fused at 400A. This disconnects switch powers a main splitter trough which splits powers all the branch circuit distribution downstream. Fusible disconnects are used to provide overcurrent protection to the panels downstream. This is an outdated way to split the distribution. Consideration should be made to replace the fusible disconnects and splitter trough with a panelboard of the same rating in the future. This will also help reduce the footprint of the distribution system within the main electrical room.
 - b) The existing town hall distribution system is serviced by a 200A, 240V Single Phase panel C which feeds two smaller panels downstream within the same room, panels A and B. All panels on this service are full and considered to be at capacity.
- 5.3.2 The new proposed 800A, 208V, 3P service would feed both of the existing services, the town hall service and the theatre service. The two existing services could remain energized while the work is being carried out on the new service, allowing for a quick transition once the work is complete.
- 5.3.3 To allow for space to install the new 800A switchgear, we would recommend either extending the existing main electrical room further into the basement or adding a new electrical room adjacent to the existing one. This would allow room for the new 800A switching equipment. There will also need to be room for a new meter CT cabinet and potentially an additional electrical distribution panelboard depending on the mechanical system selection. The new equipment will require a roughly 8' by 8' area to account for necessary clearances and the equipment itself.
- 5.3.4 Both the proposed elevator and any new mechanical equipment would be fed directly from the new 800A switchgear. The two existing services would also be service from this switchgear.
- 5.3.5 The existing downstream distribution systems would remain the same and would not be changed. Panels could be modernized on an as needed basis. The theatre distribution system appears to be in okay condition, the town hall distribution system appears to be

much older and may require replacement sooner as part of a separate facilities upgrade project.

5.4 FIRE ALARM SYSTEM

- 5.4.1 The buildings fire alarm system is currently controlled by an Edwards EST4 fire alarm panel located at the main entrance of the building. The panel appears to be addressable and a recent addition to the building. The panel is in excellent condition.
- 5.4.2 New smoke detectors will be provided at the base and top of the proposed elevator in accordance with National Building Code requirements.
- 5.4.3 Additional supervisory modules will need to be added to support new sprinkler branches.

6 PROJECT PLANNING

6.1 PROJECT 1 - EXITING FROM BALCONY LEVEL

- 6.1.1 Scope: The project scope includes:
 - a) an exit door and exterior wooden stairs on the East façade from the Balcony level.
 - b) Some rework of the balcony seats will also be needed to incorporate egress steps to new exit door.
 - c) Exterior light and exit signage will be needed.
- 6.1.2 Budget: **\$125,000** + HST for an independent design and construction project.
- 6.1.3 Schedule: The construction project will take approximately **three months** to complete.
- 6.1.4 Phasing: A high priority project if Balcony seating is to be permitted.

6.2 PROJECT 2 – ELECTRICAL UPGRADES

- 6.2.1 Scope: The project scope includes:
 - a) New electrical room expansion in basement.
 - b) New 800A electrical switch gear
 - c) New exterior pad mounted transformer.
- 6.2.2 Budget: **\$150,000** + HST for an independent design and construction project.
- 6.2.3 Schedule: The construction project will take approximately **six months** to complete.
- 6.2.4 Phasing: A high priority project for basic building and heat and cooling needs.

6.3 PROJECT 3 - PLATFORM LIFT

- 6.3.1 Scope: The project scope includes:
 - a) Demolishing the existing (nonfunctioning) balcony exit stair on the East façade.
 - b) New structural wood floor platform to support the platform lift.

-
- c) New vertical platform lift system.
 - d) New vertical platform door entrances at Main Floor and Second Floor.
 - e) New power and lighting requirements.

6.3.2 Budget: **\$175,000** + HST for an independent design and construction project.

6.3.3 Schedule: The construction project will take approximately **six months** to complete.

6.3.4 Phasing: A high priority project for barrier free access is Second Floor.

6.4 PROJECT 4 - UNIVERSAL WASHROOM AT MAIN FLOOR

6.4.1 Scope: The project scope includes:

- a) New partitions and entry door to washroom.
- b) New washrooms accessories
- c) New plumbing fixtures and piping.
- d) New exhaust ventilation and ducting to exterior.
- e) New power and lighting requirements.

6.4.2 Budget: **\$120,000** + HST for an independent design and construction project.

6.4.3 Schedule: The construction project will take approximately **four months** to complete.

6.4.4 Phasing: A high priority project for universal washroom access on Main Floor.

6.5 PROJECT 5 - MODIFY EXISTING WASHROOM OFF STAGE FRONT

6.5.1 Scope: The project scope includes:

- a) New angled partition and door entry.
- b) New washrooms accessories
- c) New plumbing fixtures.
- d) New exhaust fan.
- e) New light fixtures.

6.5.2 Budget: **\$20,000** + HST for an independent design and construction project.

6.5.3 Schedule: The construction project will take approximately **three weeks** to complete.

6.5.4 Phasing: A high priority project for NBCC compliant Barrier free washroom access on Stage front.

6.6 PROJECT 6 – BUILDING HEATING AND COOLING UPGRADES – PHASE 1

6.6.1 Scope: The project scope includes:

- a) One 22-ton Central VRF outdoor equipment under new exit stairs – one concrete pad.
- b) Six interior ceiling units serving the theater space – located in attic space.

-
- c) Four interior wall units serving the main lobby and community rooms.
 - d) New power and refrigerant piping.

6.6.2 Budget: **\$300,000** + HST for an independent design and construction project.

6.6.3 Schedule: The construction project will take approximately **six months** to complete.

6.6.4 Phasing: A high priority project for **basic** building and heat and cooling systems.

6.7 PROJECT 7 - UNIVERSAL WASHROOM AT SECOND FLOOR

6.7.1 Scope: The project scope includes:

- a) New partitions and entry door to washroom.
- b) New washrooms accessories
- c) New plumbing fixtures and piping.
- d) New exhaust ventilation and ducting to exterior.
- e) New power and lighting requirements.

6.7.2 Budget: **\$120,000** + HST for an independent design and construction project.

6.7.3 Schedule: The construction project will take approximately **four months** to complete.

6.7.4 Phasing: A high priority project for universal washroom access on Second Floor.

6.8 PROJECT 8 – BACKSTAGE ADDITION

6.8.1 Scope: The project scope includes:

- a) Add a 765 SF addition with attic space to the back of stage. Wood shingle clad to compliment main building.
- b) Sidewalk, curb, and asphalt work to suit addition.
- c) Interior partitions to sub-divide the backstage space, as needed.
- d) Vented attic space for Phase 2 air handler and VRF system (costed per Project 9).
- e) New washroom for back of stage.
- f) New power and lighting to back of stage.

6.8.2 Budget: **\$1,000,000** + HST for an independent design and construction project.

6.8.3 Schedule: The construction project will take approximately **six months** to complete.

6.8.4 Phasing: A high priority project for **advanced** building and heat and cooling systems.

6.9 PROJECT 9 – BUILDING HEATING AND COOLING UPGRADES – PHASE 2

6.9.1 Scope: The project scope includes:

- a) One air handler with 10-ton VRF equipment location in new stage addition attic.
- b) Insulated ducted supply to six Phase 1 interior ceiling units serving the theater space.

c) New power and refrigerant piping.

6.9.2 Budget: **\$225,000** + HST for an independent design and construction project.

6.9.3 Schedule: The construction project will take approximately **six months** to complete.

6.9.4 Phasing: A high priority project for complete building HVAC needs.

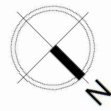
6.10 PROJECT SUMMARY

6.10.1 The project cost estimates are summarized below. The projects are list in order of recommended phasing, based on our understanding of client priority.

Project 1	Exiting from Balcony Level	\$125,000
Project 2	Electrical Upgrades	\$150,000
Project 3	Platform Lift	\$175,000
Project 4	Universal Washroom at Main Floor	\$120,000
Project 5	Modify Existing Washroom Off Stage Front	\$20,000
Project 6	Building Heating and Cooling Upgrades – Phase 1	\$300,000
Project 7	Universal Washroom at Second Floor	\$120,000
Project 8	Backstage Addition	\$1,000,000
Project 9	Building Heating and Cooling Upgrades – Phase 2	\$225,000
		\$2,235,000

APPENDIX A

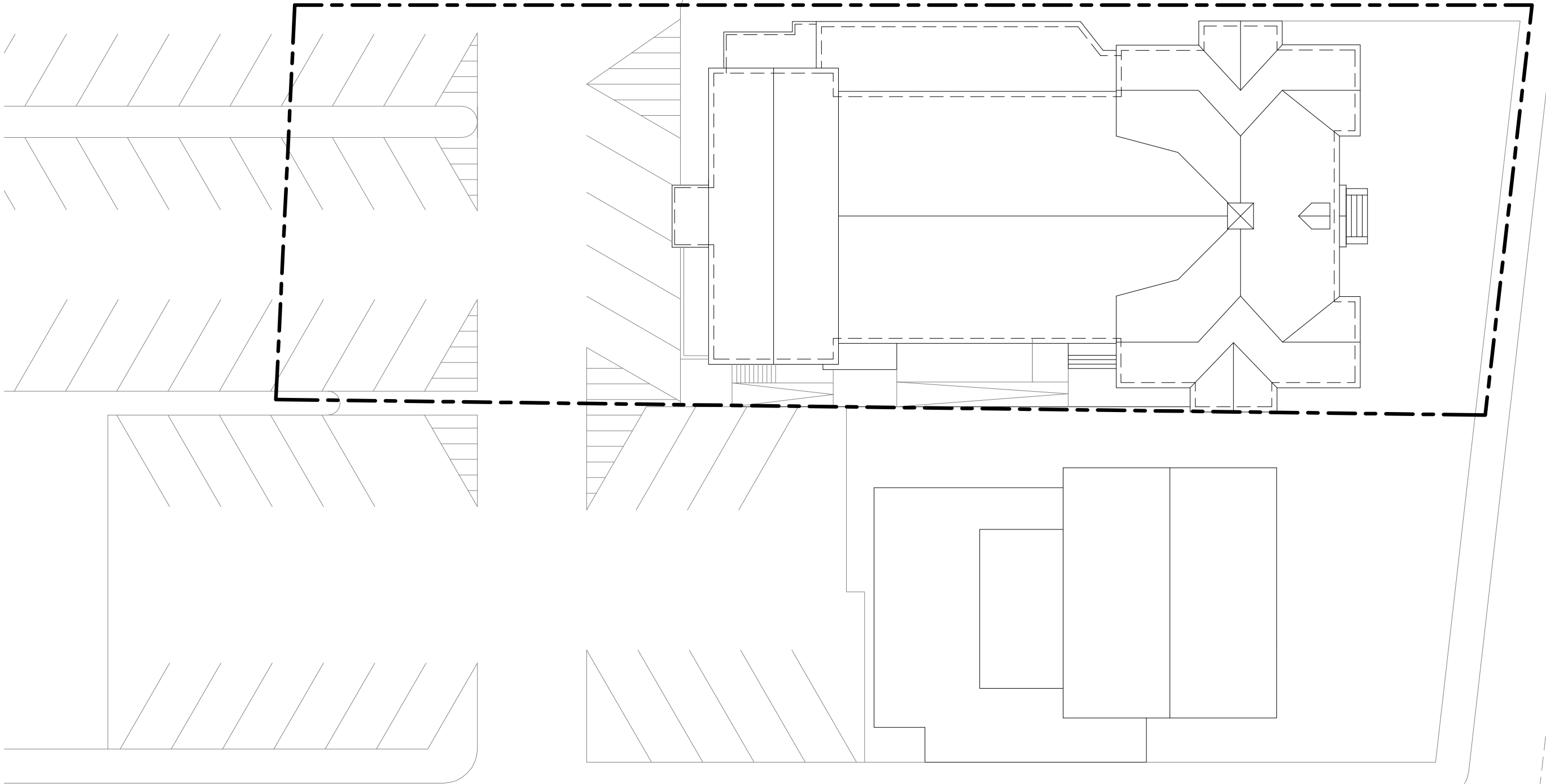
Concept Drawings

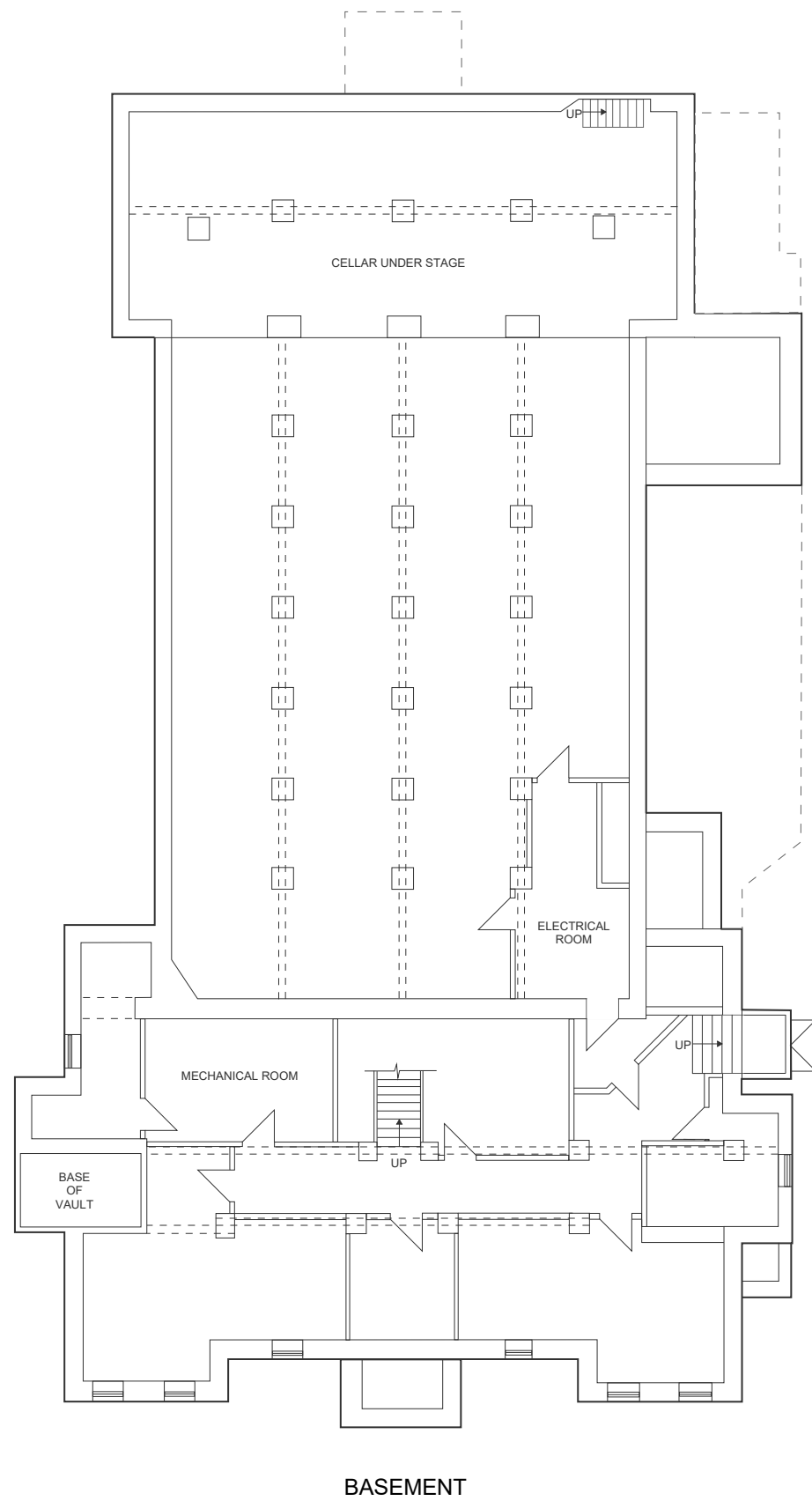
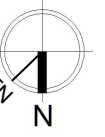


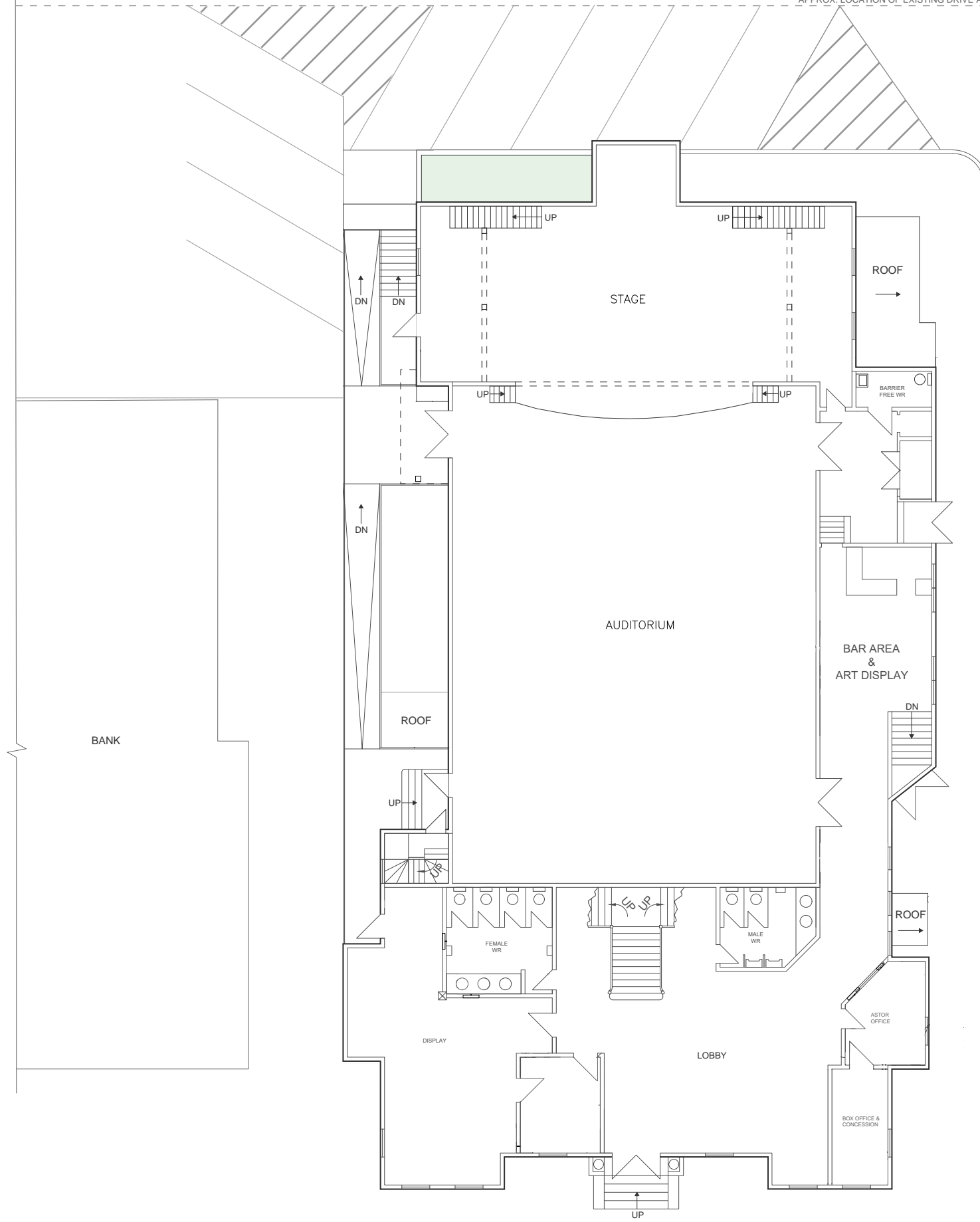
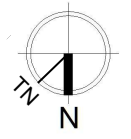
GORHAM ST.

MAIN ST.

JUBILEE ST.

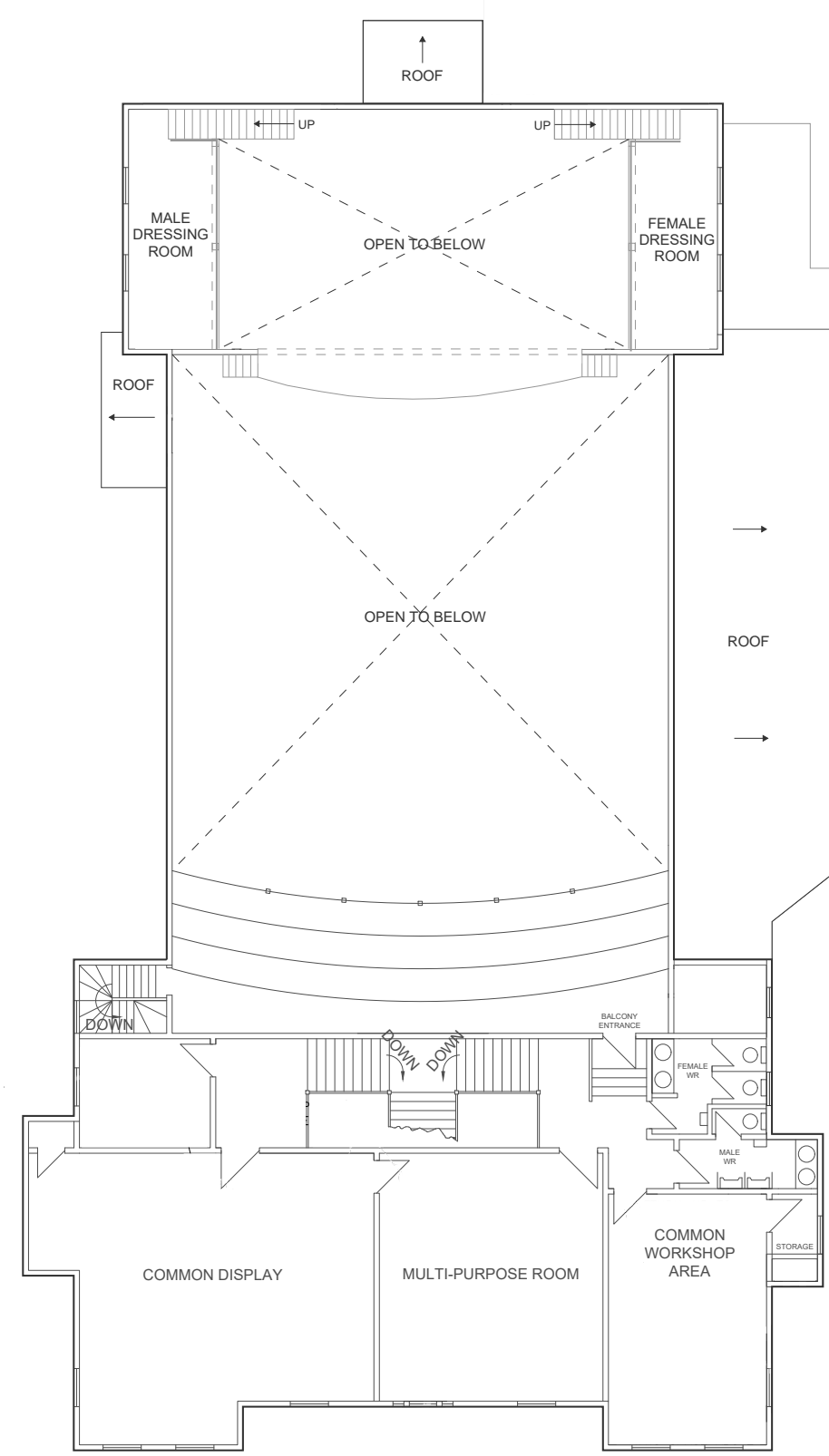




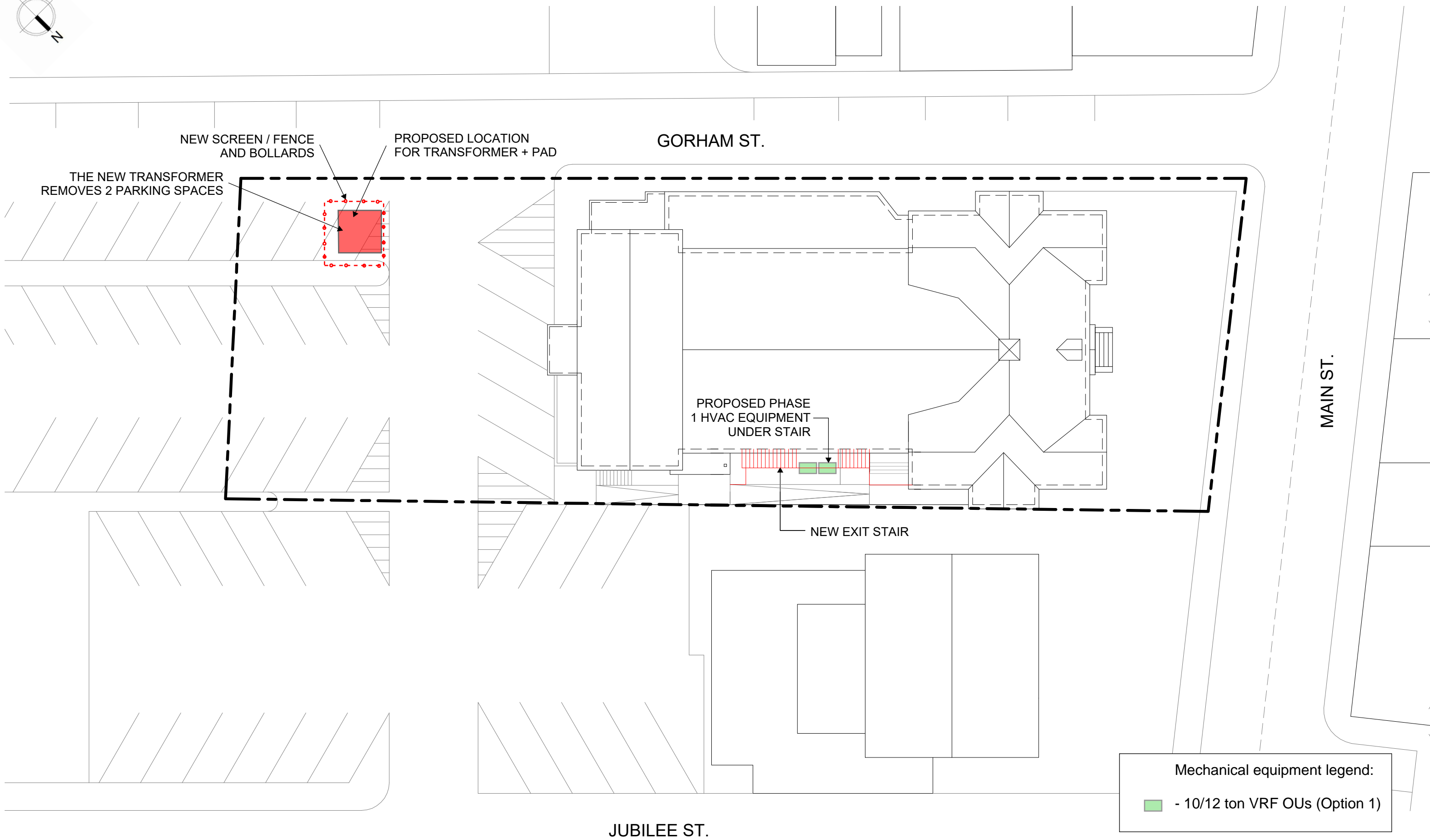


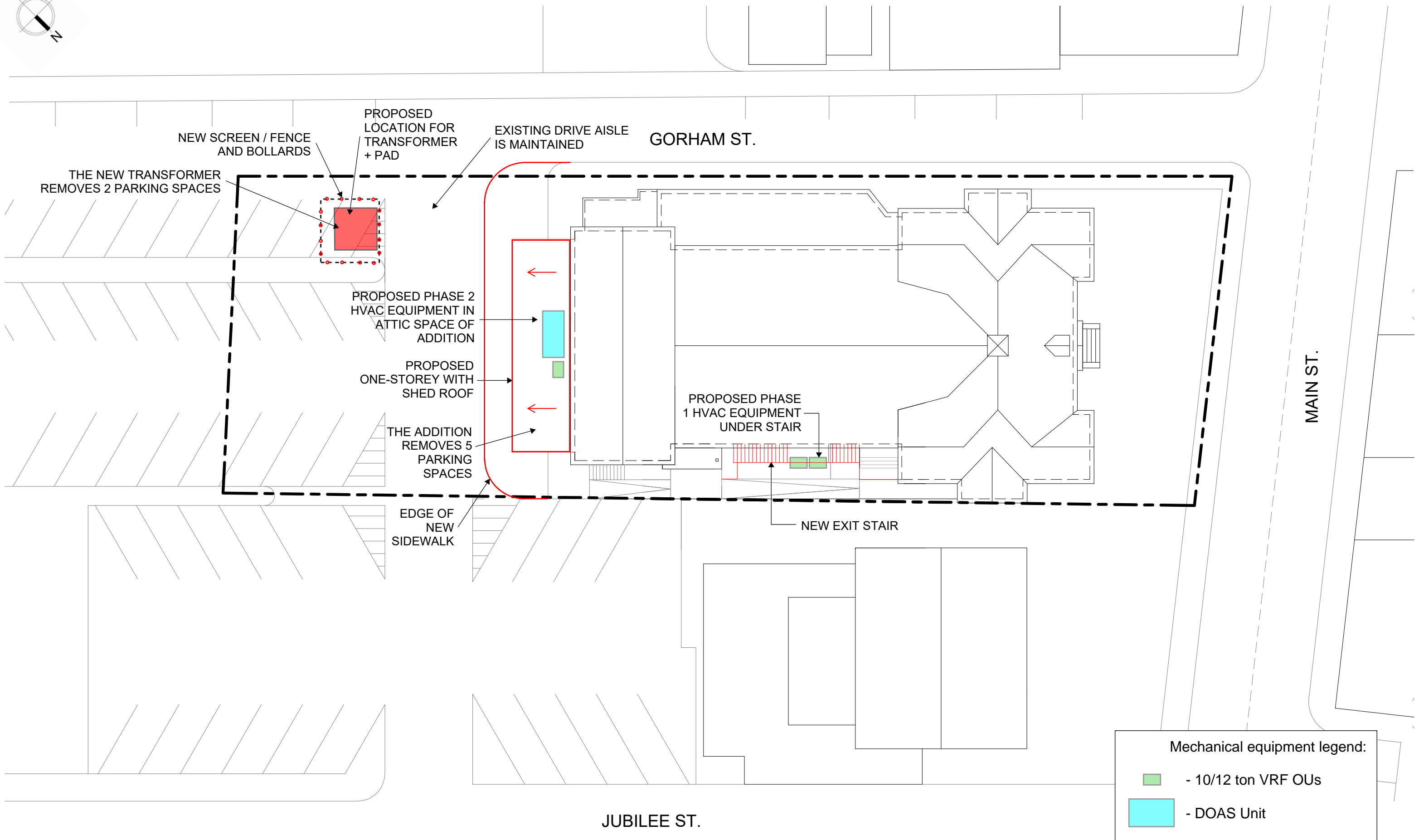
MAIN FLOOR

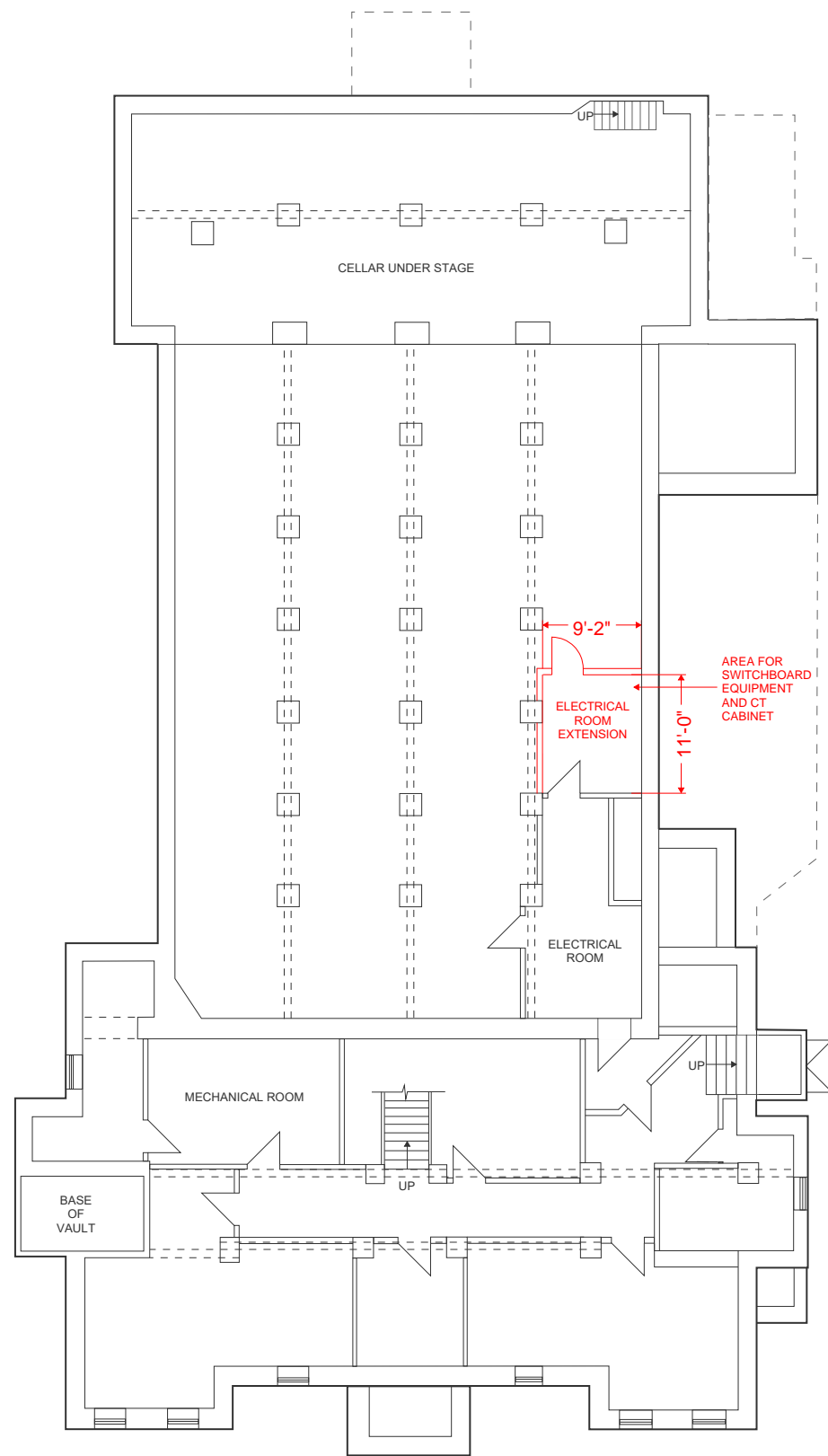
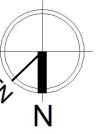
GORHAM ST.



SECOND FLOOR



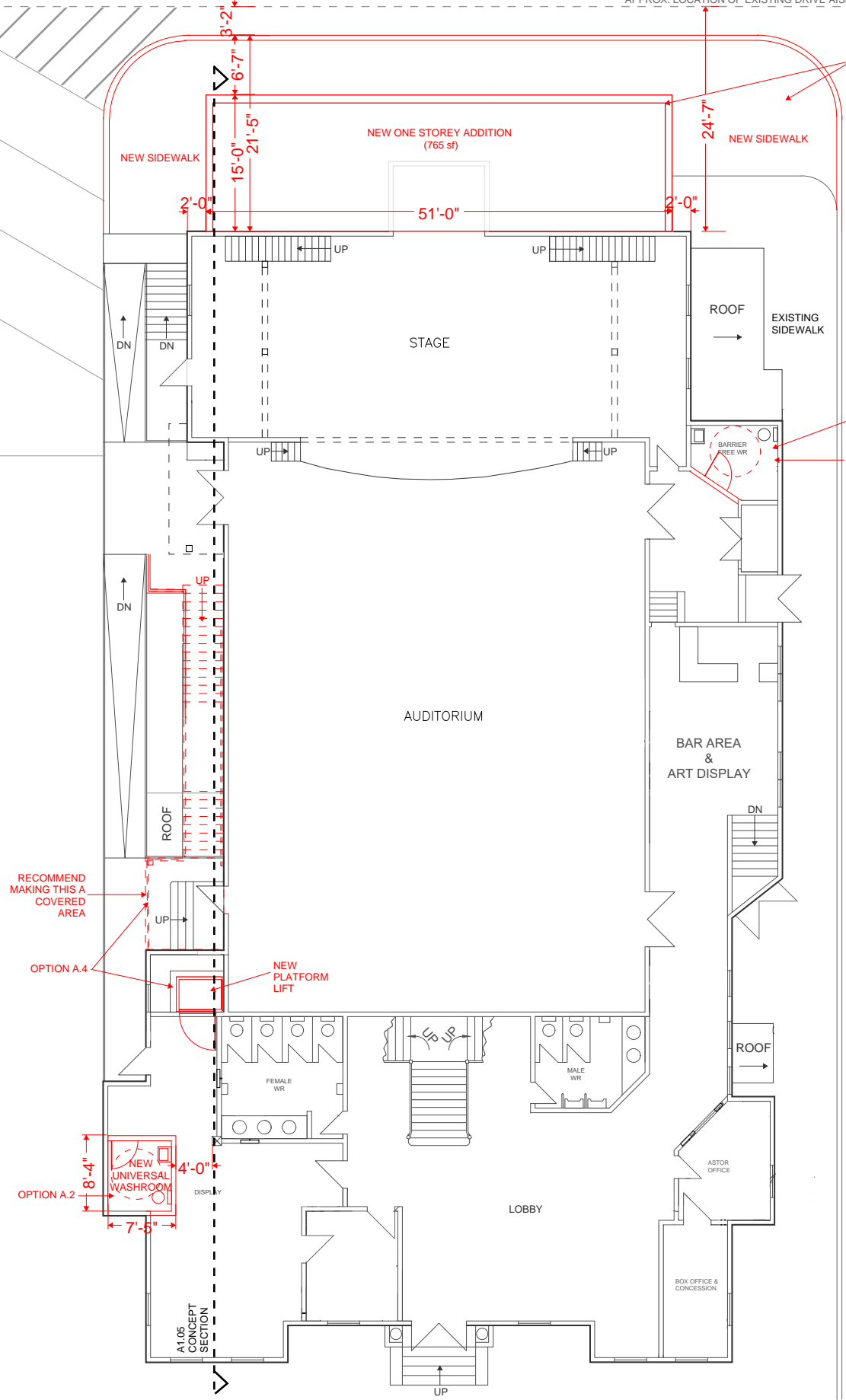
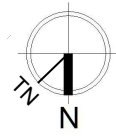




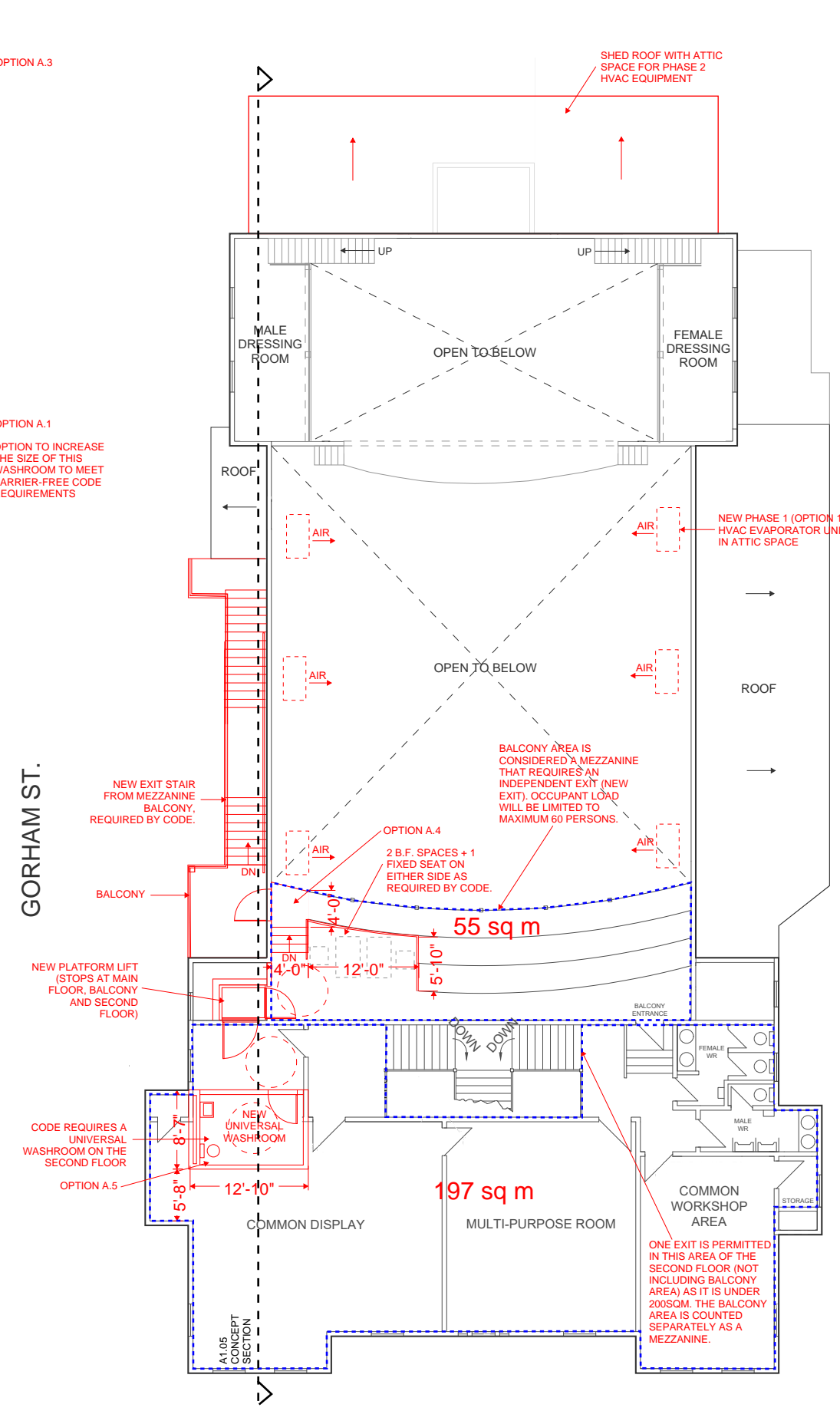
BASEMENT

— EXISTING
 — NEW

APPROX. LOCATION OF EXISTING DRIVE AISLE

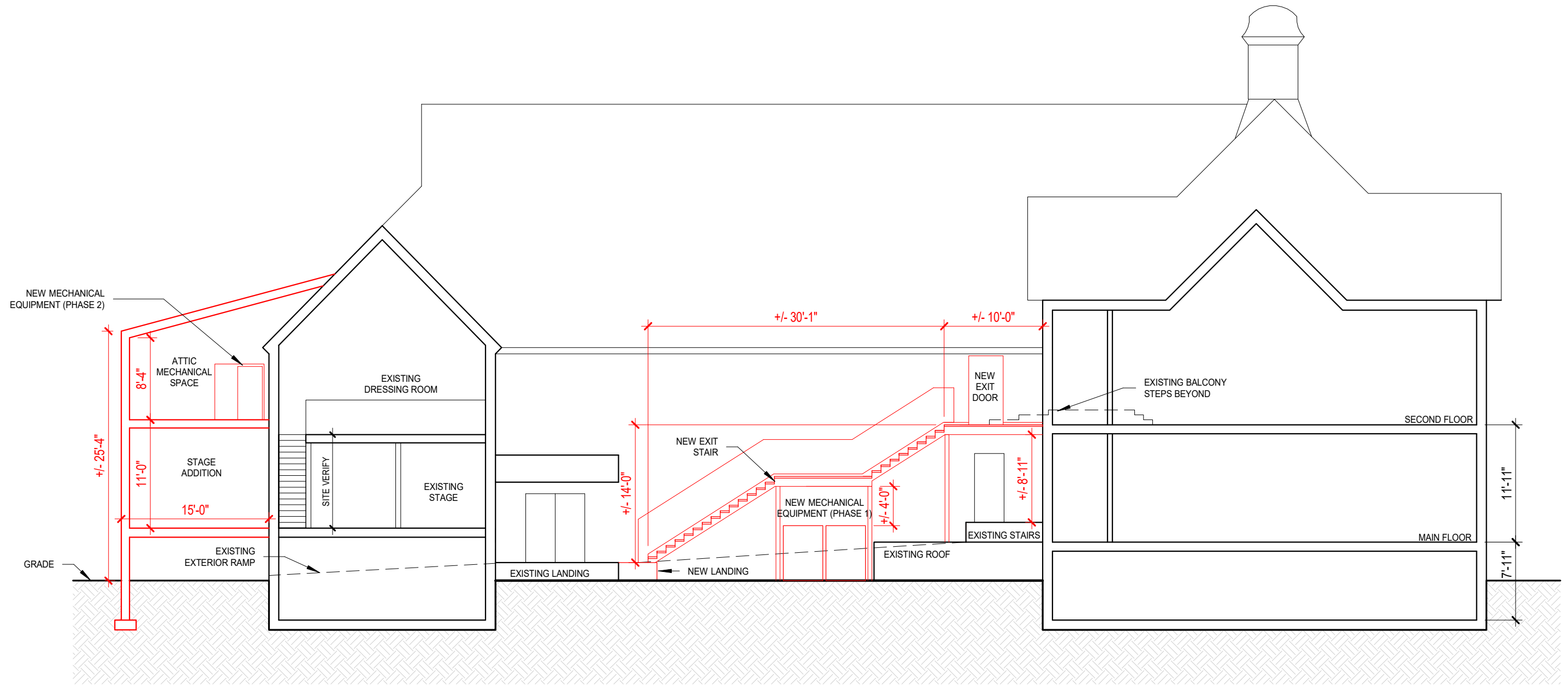


MAIN FLOOR

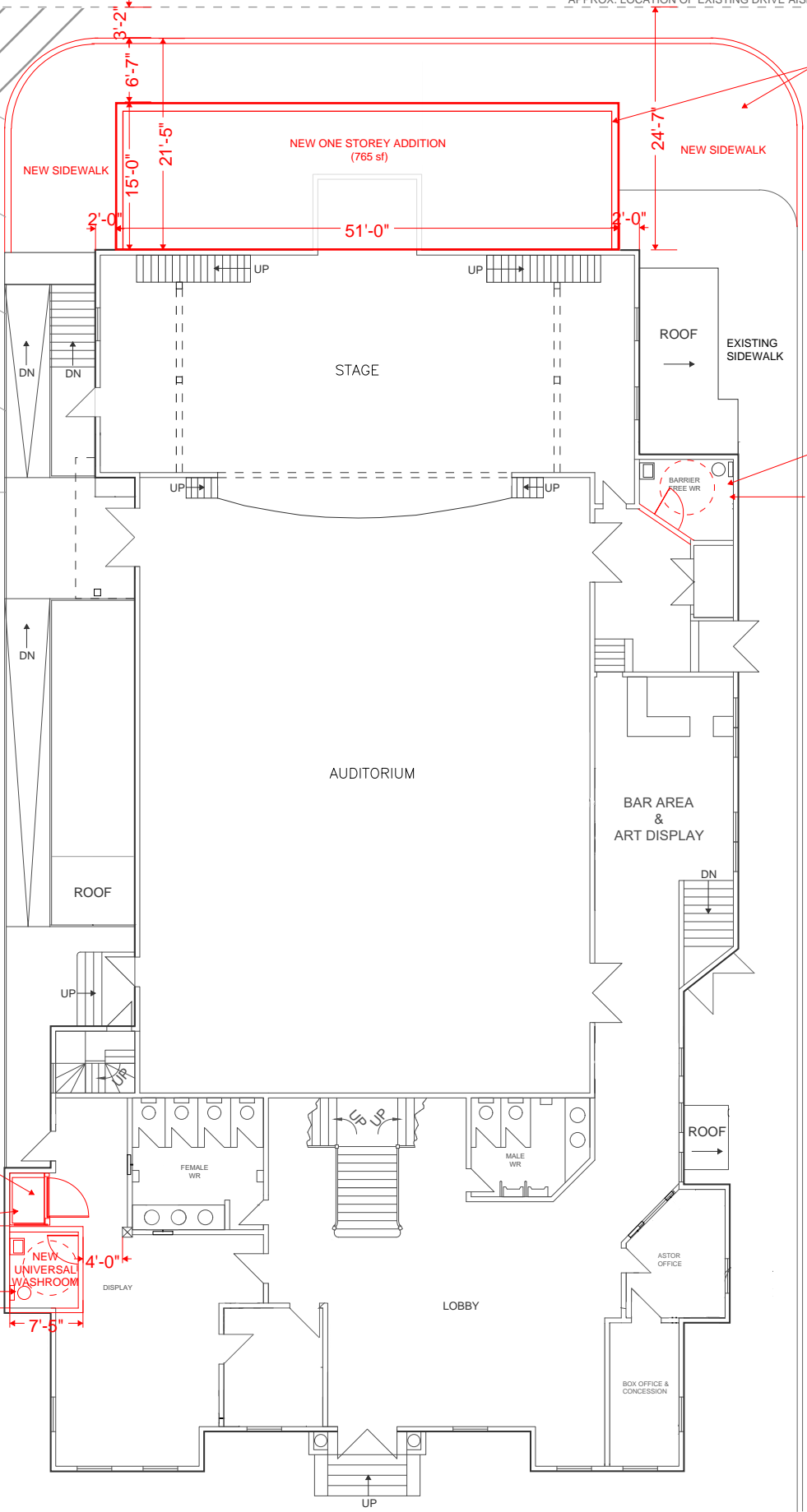
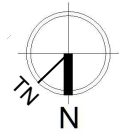


SECOND FLOOR

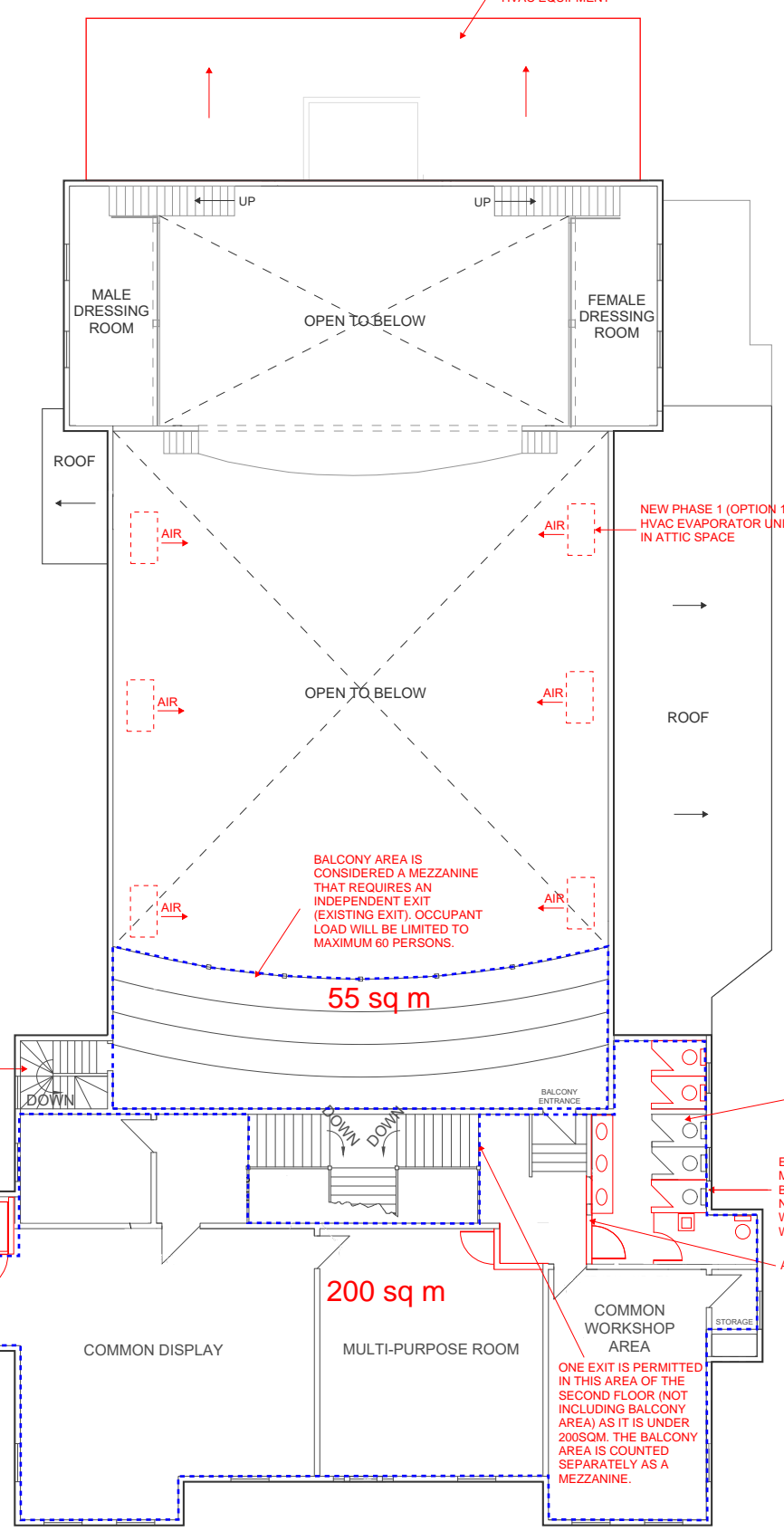
- EXISTING
- NEW
- - - AREA BOUNDARY



APPROX. LOCATION OF EXISTING DRIVE AISLE



MAIN FLOOR



SECOND FLOOR

- EXISTING
- NEW
- - - AREA BOUNDARY

APPENDIX B

Mechanical Equipment



PHASE 1 - HVAC

Submittal Data Sheet

22 Ton, 230V, VRV IV X HP
RXYQ264XATJA

EXTERIOR UNIT (ONE REQUIRED) LOCATED UNDER NEW BALCONY EXIT STAIRS

PHASE 1 Central VRF

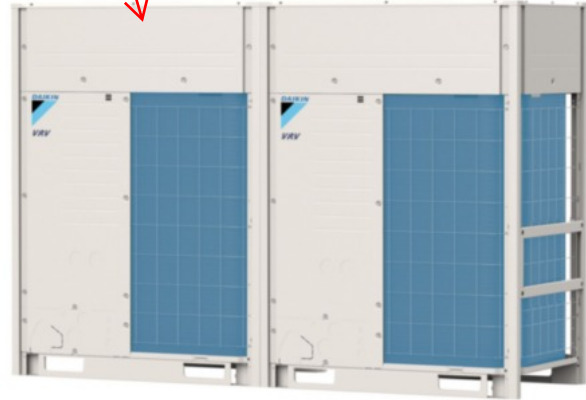
est. price (equipment + install):
\$220,000

FEATURES

- Industry's first 3 phase Heat Pump VRF system to integrate with communicating gas furnaces.
- Design flexibility to enlarge system from single to dual module or dual to triple module without changes to installed main pipe sizes.
- Variable Refrigerant Temperature (VRT) control allows the VRV IV to deliver up to 28% of improvement in seasonal cooling efficiency compared to previous Daikin VRV heat pump systems
- New service window provides quick access to multi-functional display and configuration buttons.
- Assembled in the US to increase flexibility and reduce lead times
- Multi-functional display provides refrigerant pressures and temperatures eliminating the need to connect gauges during regular maintenance check.
- Standard Limited Warranty: 10-year limited parts warranty
- Easy commissioning with ability to program settings off site using configurator tool.

BENEFITS

- Modular and lightweight - enables flexibility in system layout and installation
- Integrated inverter technology deliver maximum efficiency during part load conditions and provide precise individual zone control
- Corrosion resistance 1000hr salt spray tested Daikin PE blue fin heat exchanger
- Design flexibility with long piping lengths up to 3,280 ft. total and 100 ft. vertical separation between indoor units
- Choice of gas furnace or heat pump heating for optimizing operational costs based on utility cost.
- Engineered to optimize capital on phased & tenant fit out commercial buildings.
- Year round comfort and energy savings with Variable Refrigerant Temperature technology (VRT).
- Field performable Intermittent outdoor fan operation to help minimize snow accumulation on fan blades when the system is off.



**22-ton outdoor unit
(10+12 ton)
qty. 1**

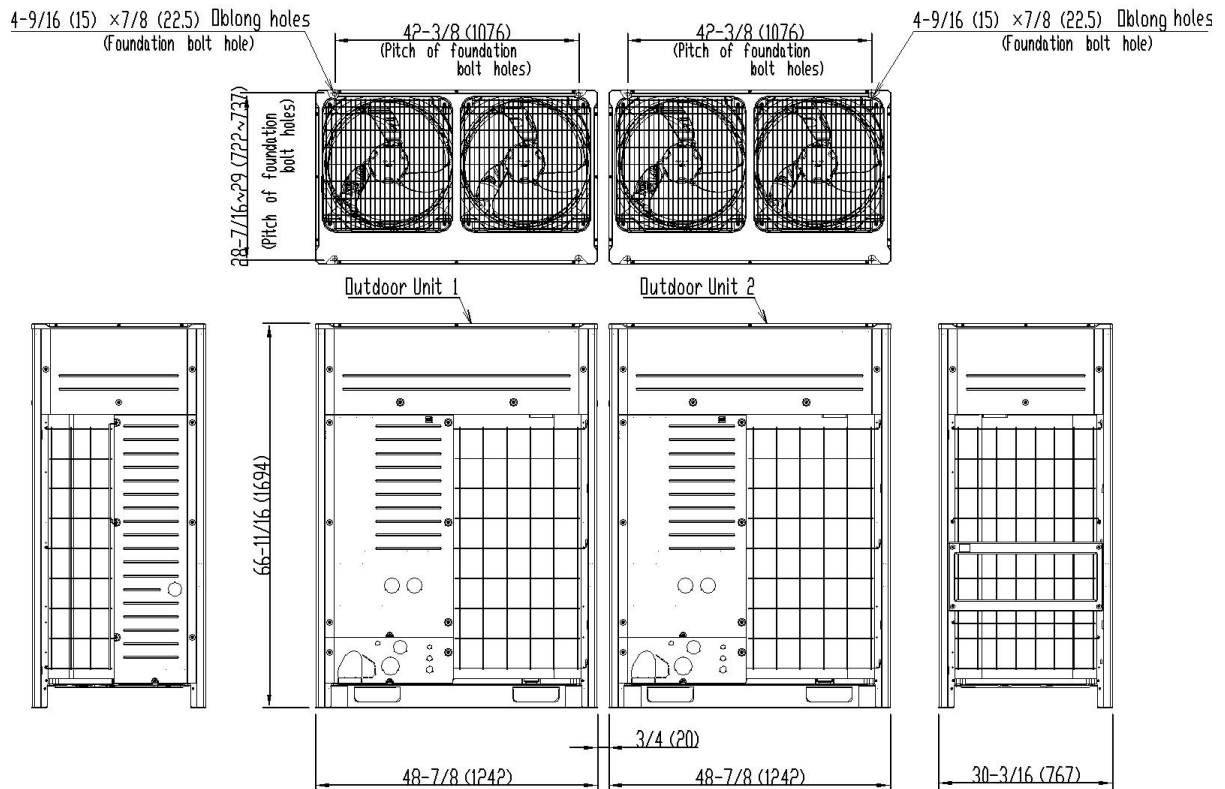
Submittal Data Sheet

22 Ton, 230V, VRV IV X HP
RXYQ264XATJA

SYSTEM DETAILS

Refrigerant Type:	R-410A	Cooling Operation Range (°F DB):	23 - 122
Holding Refrigerant Charge (lbs):	22.9+18.1	Heating Operation Range (°F WB):	-4 - 60
Additional Charge (oz/ft):		Max. Pipe Length (Vertical) (ft):	295
Pre-charge Piping (Length) (ft):		Cooling Range w/Baffle (°F DB):	-
Max. Pipe Length (Total) (ft):	540		
Max Height Separation (Ind to Ind ft):			
Fan/Compressor Drive Input:			

DIMENSIONAL DRAWING



Submittal Data Sheet

3-Ton MSP Concealed Ducted Unit

FXSQ36TBVJU

FEATURES

- Eleven capacity options from 5,800 Btu/h to 54,000 Btu/h External static pressure up to 0.6 in. w.g. (150 Pa).
- Low profile height of 9-5/8" (245 mm) for all models.
- 5-speed DC fan motor with selectable Auto fan speed.
- Ease of installation with auto adjusting airflow at commissioning based on external static pressure.
- Independently configurable auxiliary heat on/off temperature settings.
- Factory rear-return, field convertible to bottom-return.
- Integral condensate pump with up 25-5/16" (643 mm) of lift from the drain outlet.
- Drain pan inspection port.
- Standard Limited Warranty: 10-year limited parts warranty.

BENEFITS

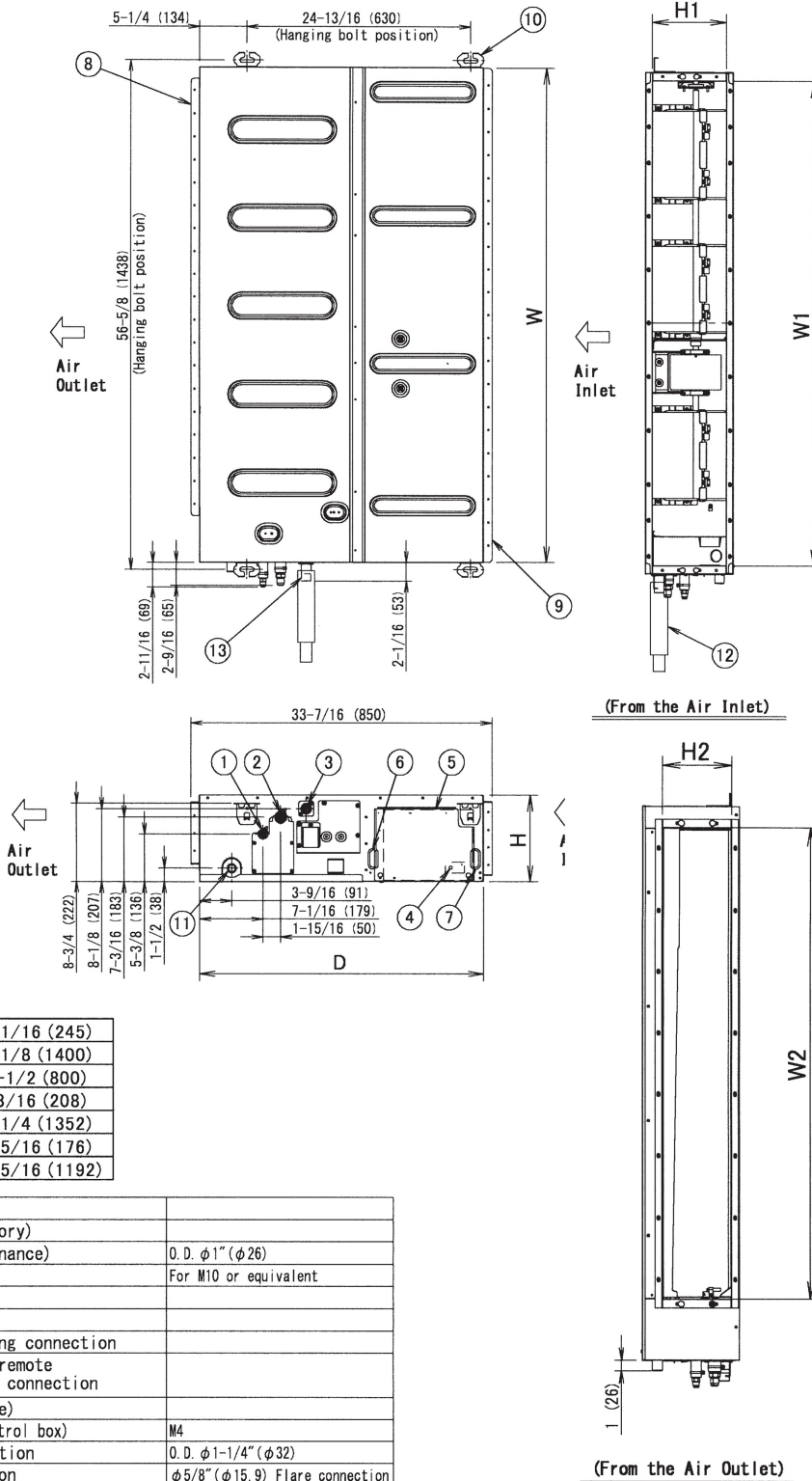
- Requires as little as 11-1/4" (285 mm) of clearance above the ceiling thanks to the low profile design.
- Auto fan speed control optimizes fan energy use by automatically adjusting the unit's fan speed as the room temperature approaches the set point.
- The drain pan inspection port simplifies maintenance by allowing for simple and easy inspection of the drain pan conditions.
- Designed for quiet operation, with sound levels as low as 28 dB(A).

INTERIOR UNITS (6 REQUIRED)
LOCATED IN ATTIC SPACE
ABOVE THEATRE SPACE.



Submittal Data Sheet
 3-Ton MSP Concealed Ducted Unit
 FXSQ36TBVJU

DIMENSIONAL DRAWING



H	9-11/16 (245)
W	55-1/8 (1400)
D	31-1/2 (800)
Air Inlet	H1 8-3/16 (208)
	W1 53-1/4 (1352)
Air Outlet	H2 6-15/16 (176)
	W2 46-15/16 (1192)

ITEM	PART NAME	REMARK
13	Drain socket	
12	Drain hose (Accessory)	
11	Socket (for maintenance)	O. D. $\phi 1"$ ($\phi 26$)
10	Hanger	For M10 or equivalent
9	Air Inlet flange	
8	Air Outlet flange	
7	Power supply wiring connection	
6	Transmission and remote controller wiring connection	
5	Control box (inside)	
4	Ground terminal (Control box)	M4
3	Drain pipe connection	O. D. $\phi 1-1/4"$ ($\phi 32$)
2	Gas pipe connection	$\phi 5/8"$ ($\phi 15.9$) Flare connection
1	Liquid pipe connection	$\phi 3/8"$ ($\phi 9.5$) Flare connection

Note: For additional dimensional data and clearance information, refer to Engineering Data



PHASE 1 - HVAC

Submittal Data Sheet
1.5-Ton Wall Mounted Unit
FXAQ18PVJU

1.5-ton ductless split
qty. 3

FEATURES

- Auto-swing mechanism ensures efficient air distribution via louvers that automatically close when the unit is turned off
- Easy to clean front panel with a flat smooth surface that can be removed for additional cleaning
- Five different airflow distribution angles programmable by the optional controller
- Condensate drain pipe can be installed on either the left or right side of the unit
- Wide air discharge outlet distributes a comfortable airflow throughout the entire space
- Standard Limited Warranty: 10-year warranty on compressor and all parts

INTERIOR UNITS (THREE REQUIRED) LOCATED ON WALLS OF LOBBY AND COMMUNITY ROOMS SPACES

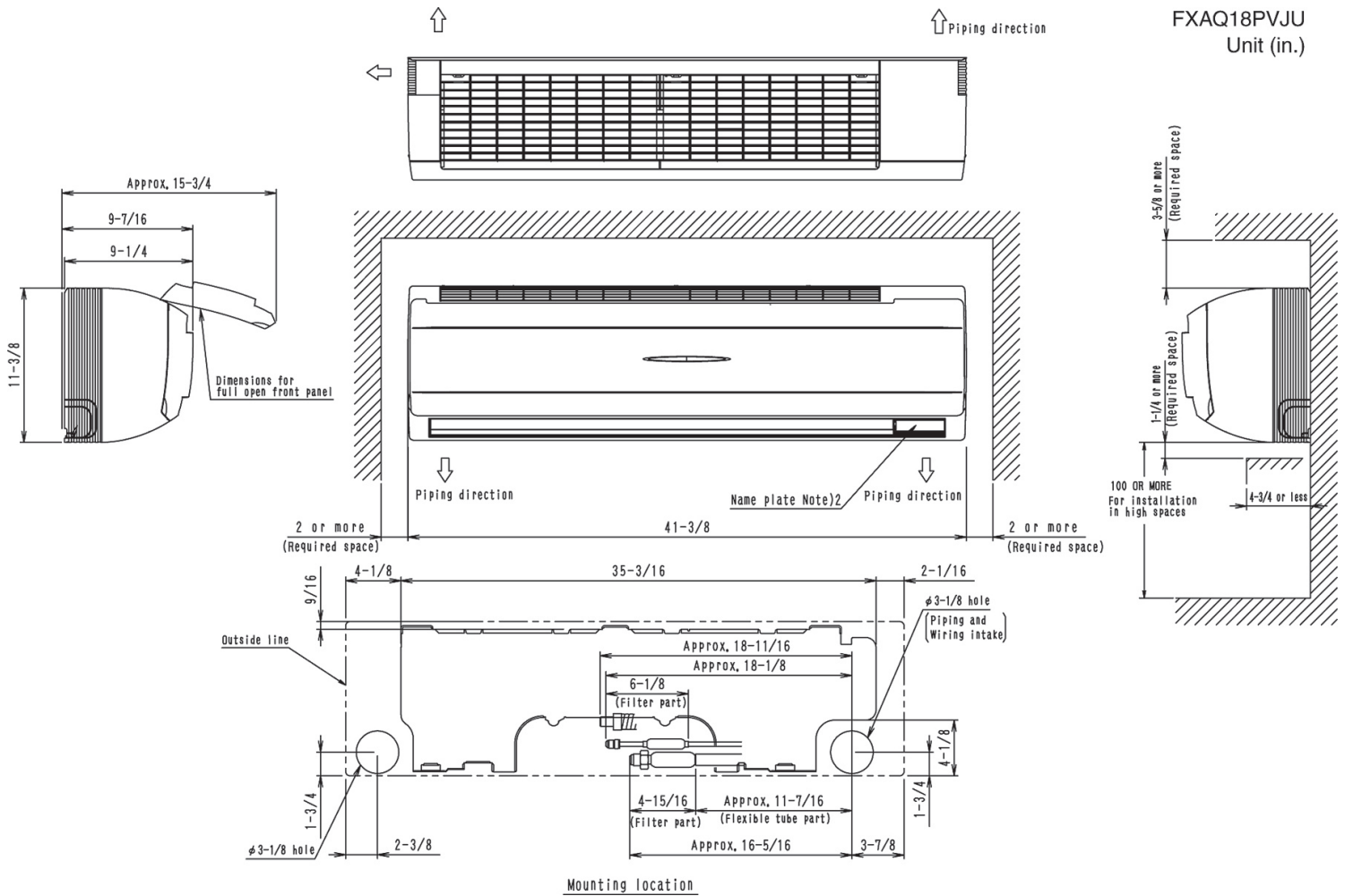


Submittal Data Sheet

1.5-Ton Wall Mounted Unit

FXAQ18PVJU

DIMENSIONAL DRAWING



Submittal Data Sheet
2.0-Ton Wall Mounted Unit
FXAQ24PVJU

2-ton ductless split
qty. 1

INTERIOR UNITS (TWO
REQUIRED) LOCATED ON
WALLS OF LOBBY AND
COMMUNITY ROOMS SPACES

FEATURES

- Auto-swing mechanism ensures efficient air distribution via louvers that automatically close when the unit is turned off
- Easy to clean front panel with a flat smooth surface that can be removed for additional cleaning
- Five different airflow distribution angles programmable by the optional controller
- Condensate drain pipe can be installed on either the left or right side of the unit
- Wide air discharge outlet distributes a comfortable airflow throughout the entire space
- Standard Limited Warranty: 10-year warranty on compressor and all parts

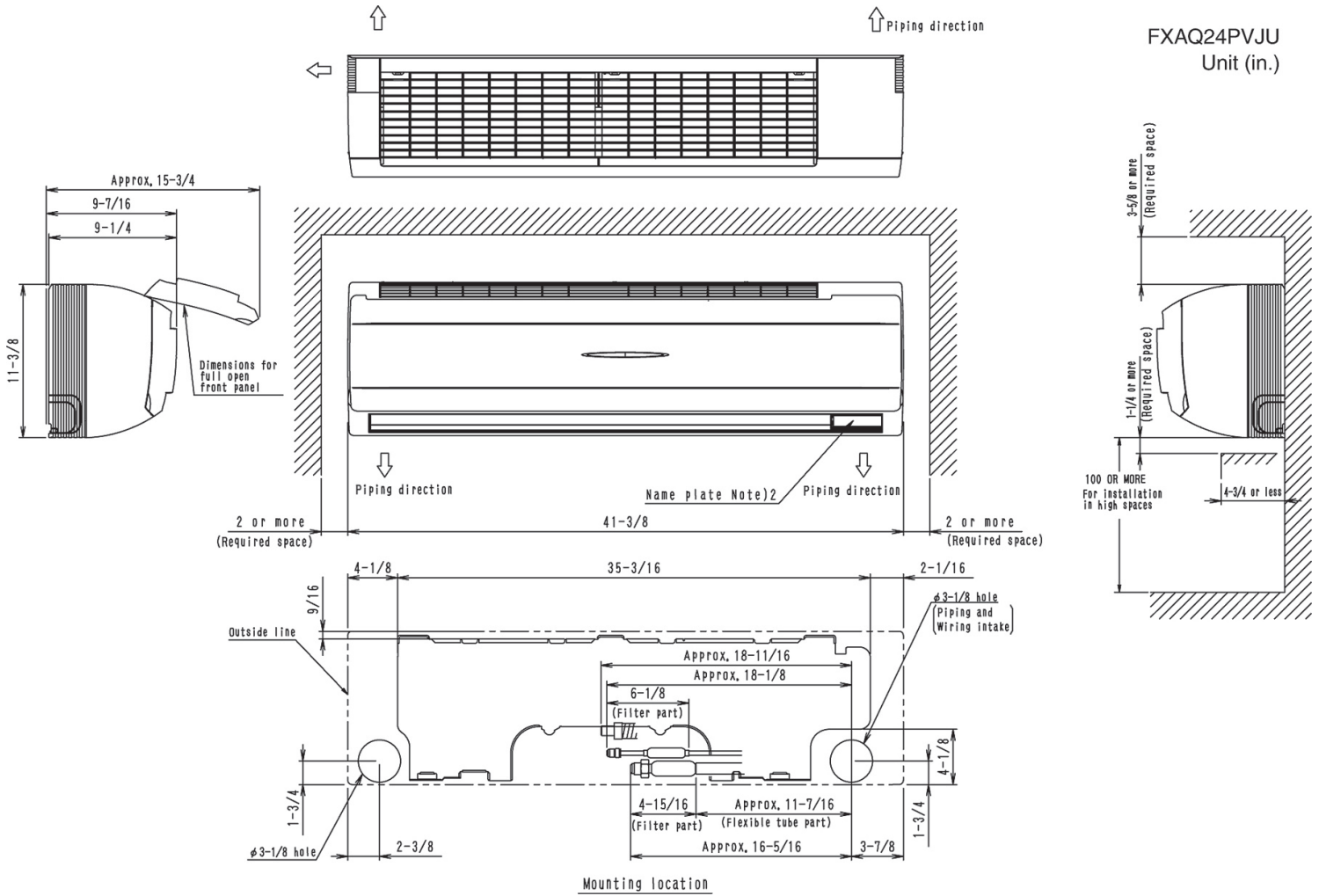


Submittal Data Sheet

2.0-Ton Wall Mounted Unit

FXAQ24PVJU

DIMENSIONAL DRAWING



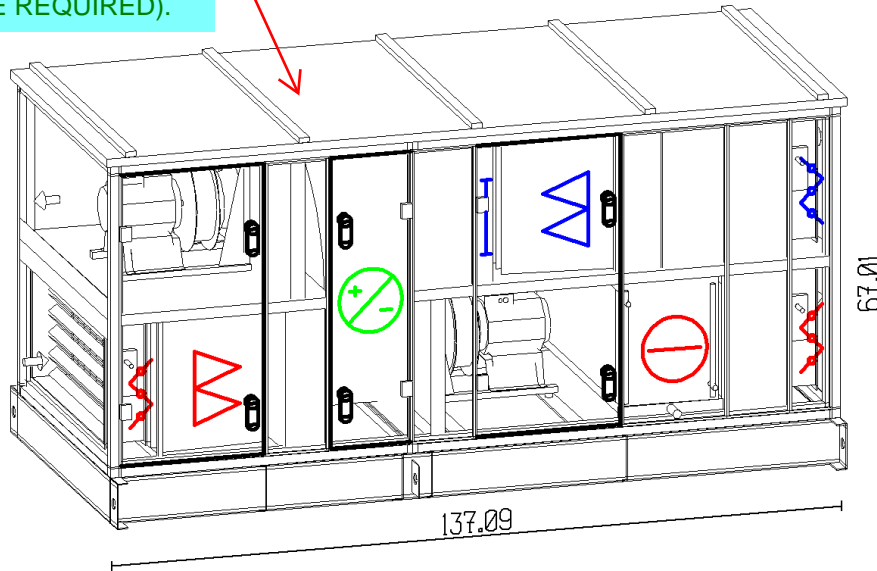
PHASE 2 - HVAC

Description: Geniox-F 14 - Roof (Gable roof plates - Steel)
 Unit width / Weight: 60.3in / 2646 lb
 Delivery: 1 sections; Mounted on 8.6in base frame

Phase 2 Equipment:
 -DOAS unit - qty.1
 -10 Ton VRF - qty. 1

est. price (equipment + install): \$180,000

INTERIOR/EXTERIOR UNIT LOCATED IN ATTIC SPACE ABOVE FUTURE BACK STAGE ADDITION. (ONE REQUIRED).



Unit	
Unit color Insulation Hygienic	ZincMagnesium Foam Insulation 35 kg/m3 (R-14) Standard
Control system	Without control system
Power supply Unit	L1 + L2 + L3 + PE (3x208V) 60 Hz
Unit	Please refer to the individual modules for current draw
Sound break out Supply air	77 dB(A) 88 dB(A)
Supply Air/fan data	Air density 0.075 lb/ft³
Airflow Face velocity Ext. Δp	4000 CFM 423 ft/min 2.40 in wc
Supply air, Winter Summer	56.2°F / RH 38% 81.9°F / RH 57%
Filter Stages	ePM1 60% (F7) - MERV 13 Equivalent
Fan Voltage Rated current RPM	4.02 hp 3x208 V 11.58 A 2107 RPM
Cooling, water Fluid	0 BTU/hr ; 81.9/81.9°F
Extract Air/fan data	Air density 0.075 lb/ft³
Airflow Face velocity Ext. Δp	4000 CFM 423 ft/min 2.40 in wc
Filter Stages	ePM10 60% (M5) - MERV 8 Equivalent
Fan Voltage Rated current RPM	4.02 hp 3x208 V 11.58 A 2081 RPM

Submittal Data Sheet

10 Ton, 230, VRV EMERION HP
RXYQ120AATJA

INTERIOR/EXTERIOR UNIT LOCATED
IN ATTIC SPACE ABOVE FUTURE BACK
STAGE ADDITION. (ONE REQUIRED).

PHASE 2 - HVAC

FEATURES

- New Simple and Stylish design with expanded line up with single-module units from 6-20T and dual-modules up to 40T
- Space-saving 16 - 20 T single module units provide up to 34% footprint and up to 500 lbs./unit weight reduction compared to previous series
- High energy efficiency with IEERs up to 28.5 delivers up to 30% efficiency increase
- Year-round comfort and energy saving with Daikin's Variable Refrigerant Temperature Technology (VRT)
- Heating down to -13°F as standard and high heating capacities at 17°F make it an ideal choice for all-electric heat pump solutions
- Hot gas defrost circuit allows for installation without base pan heater
- High dust moisture protection with an IP55 rated sealed E-box
- Dual-Fuel ready with connectivity to Daikin communicating gas furnace or all-electric heat pump heating for optimized operational cost based on utility rates
- Increased piping lengths of up to 361 ft. vertical separation between ODU and IDU provide additional application flexibility compared to previous VRV systems
- Design flexibility to enlarge system from single to a dual-module without changes to installed main pipe sizes for phased installation or tenant fit-out buildings
- Local code compliance-ready from factory via alignment with compliance needs, such as OSHPD Seismic, Miami Dade Wind, and Chicago Pressure relief code
- Reduced wiring costs with up to 34% reduction in MCA values compared to previous series
- Engineered for ease of installation and service with three-segment panel design
- Factory ships with increase space for easy field piping connection to service valves
- Built-in data recorder to store up to 40 minutes of operational data
- Integrates with new Daikin HERO ecosystem, an IoT -based remote monitoring and diagnostics platform



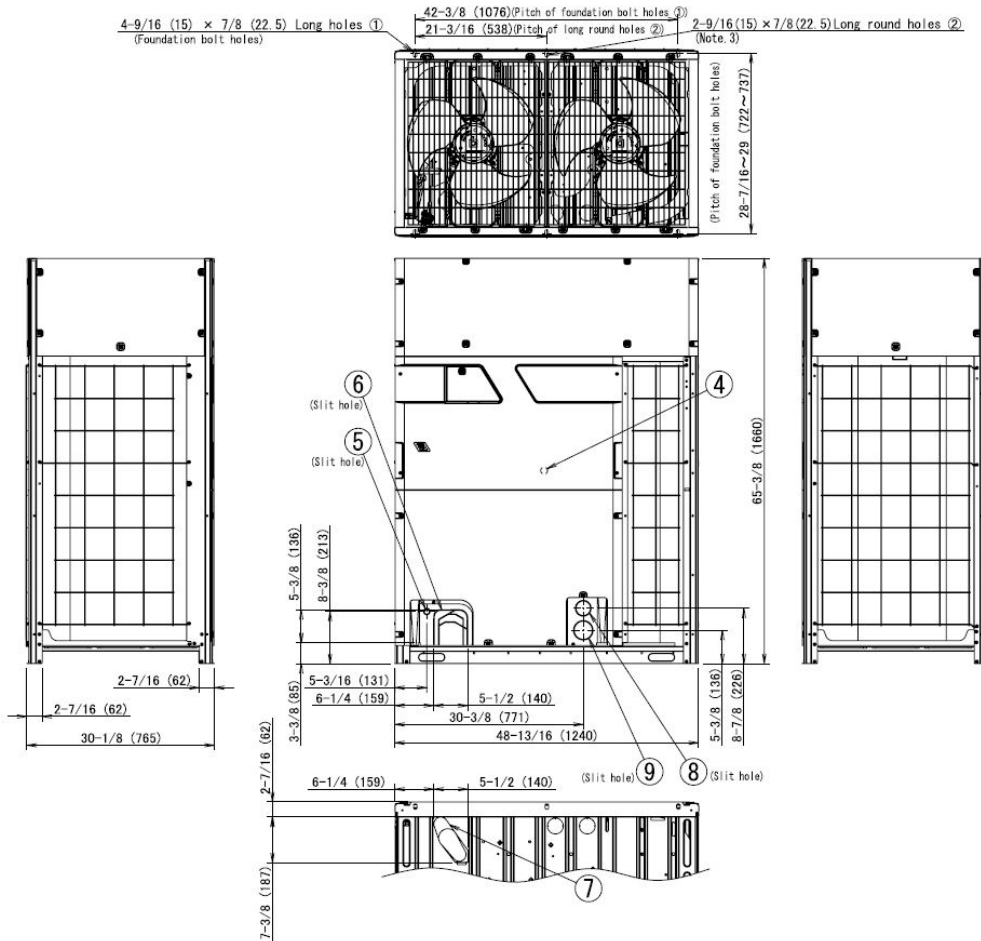
Submittal Data Sheet

10 Ton, 230, VRV EMERION HP
RXYQ120AATJA

SYSTEM DETAILS

Refrigerant Type:	R-410A	Cooling Operation Range (°F DB):	23 - 122
Holding Refrigerant Charge (lbs):	25.4	Heating Operation Range (°F WB):	-13 - 60
Additional Charge (lb/ft):		Max. Pipe Length (Vertical) (ft):	295
Pre-charge Piping (Length) (ft):		Cooling Range w/Baffle (°F DB):	-
Max. Pipe Length (Total) (ft):	540		
Max Height Separation (Ind to Ind ft):			

DIMENSIONAL DRAWING



12 November, 2025

Elise Johnston
Region of Queens Municipality

emailed: ejohnston@regionofqueens.com

RE: Fire Inspection - Town Hall Arts & Cultural Centre/Astor Theatre, 219 Main Street, Liverpool
Referenced Codes: 2020 National Fire Code of Canada

These premises were inspected under section 23 of the Fire Safety Act on 16 October 2025. Please note, the following deficiencies were noted during the fire and life safety inspection. Required Actions are included with each deficiency.

1. *Electrical installations shall be used and maintained so as not to constitute an undue fire hazard. (National Fire Code 2020, Division B, Article 2.4.7.1, Sentence 1)*

An extension cord in the balcony was altered to incorporate a switch. Extension cords are not to be used as permanent wiring.

Inside the Projector Room there is a gang plug which could be overloading the receptacle. This is not permitted.

The AC unit within the Projector Room is plugged into a power bar. Appliances with higher power draw such as an AC unit must be plugged directly into a receptacle.

A fridge backstage is plugged in via an extension cord. Extension cords are not to be used as permanent wiring.

2. *Fire alarm systems shall be inspected and tested in conformance with CAN/ULC-S536, "Inspection and Testing of Fire Alarm Systems." (National Fire Code 2020, Division B, Article, 6.3.1.2, Sentence 1)*

Documentation shall be provided to this office confirming that the fire alarm system has been properly inspected, serviced and maintained by a qualified agency within the past 12 months in accordance with the standard. Any noted deficiencies in the fire alarm inspection report shall be corrected.

There are two fire alarms installed in the building. One fire alarm panel is installed at the front entrance of the Town Hall and one backstage of the theatre. The two fire alarm systems must activate the alarm if one or the other is triggered. Confirm that the two alarms are connected.

3. *Water based fire protection systems shall be inspected, tested and maintained in conformance with NFPA 25, "Inspection, Testing, and Maintenance of Water-Based Fire Protection Systems". (National Fire Code 2020, Division B, Article 6.4.1.1, Sentence 1)*

Documentation shall be provided to this office confirming that the automatic sprinkler system has been properly serviced and maintained by a qualified agency within the past 12 months in accordance with the standard. Any noted deficiencies in the sprinkler inspection report shall be corrected.

4. *Defects that interfere with the operation of closures in fire separations shall be corrected, and such closures shall be maintained to ensure that they are operable at all times by c) making necessary adjustments and repairs to door hardware and accessories to ensure proper closing and latching. (National Fire Code 2020, Division B, Article 2.2.2.4 Sentence 1)*

The latching mechanisms on the doors in the electrical room are taped so they do not latch shut. Closures in fire separations are required to latch and shall be reinstated on these doors to maintain the fire separation.

5. *Drapes, curtains and other decorative materials, including textiles and films, used in buildings shall conform to CAN/ULC-S109, "Standard Method for Flame Tests of Flame Resistant Fabrics and Films," when such drapes, curtains and other decorative materials are used in a) any assembly occupancy or Group B, Division 1 detention occupancy. (National Fire Code 2020, Division B, Article 2.3.2.1 Sentence 1)*

Provide documentation confirming the stage curtains conform to the CAN/ULC-S109 "Standard Method for Flame Tests of Flame-Resistant Fabrics and Films".

6. *Rooms, corridors, shafts and other spaces shall be separated where practicable by fire separations conforming to the NBC. (National Fire Code 2020, Division B, Article 2.2.1.1, Sentence 3)*

The basement contains rooms with significant amounts of combustible storage. Storage items in the basement are to be reduced and kept to a minimum or storage rooms are to be constructed with fire separations.

7. *Means of egress shall be provided in buildings in conformance with the NBC. (National Fire Code 2020, Division B, Article 2.7.1.1 Sentence 1)*

The second-floor level will require a second exit as the floor area and occupant load exceeds the maximum allowable for a single exit. Approval from a Building Official will be required prior to commencement of work.

8. *For buildings, parts of buildings and areas described in Article 2.8.1.1., a fire safety plan conforming to this Section shall be prepared in cooperation with the fire department and other applicable regulatory authorities.*

The fire safety plan shall include, in addition to the information required in Articles 2.8.2.2 to 2.8.2.11., as applicable, information on

- a) *the emergency procedures to be used in case of fire, including
 - i) *sounding the fire alarm,*
 - ii) *notifying the fire department,*
 - iii) *instructing occupants on procedures to be followed when the fire alarm sounds,*
 - iv) *evacuating occupants, including special provisions for persons requiring assistance, and*
 - v) *confining, controlling and extinguishing the fire**
- b) *the appointment and organization of designated supervisory staff to carry out fire safety duties,*
- c) *the training of supervisory staff and other occupants in the responsibilities for fire safety,*
- d) *the type, location and operation of the building fire emergency systems, including diagrams,*
- e) *the holding of fire drills,*
- f) *the control of fire hazards in and around the building, and*
- g) *the inspection and maintenance of building facilities provided for the safety of occupants*

A fire safety plan was located on site. Ensure emergency contacts are up to date and add information regarding fire emergency systems. A Fire Safety Planning Guide has been attached for reference.

The fire safety plan shall be reviewed at intervals not greater than 12 months to ensure that it takes account of changes in the use and other characteristics of the building. (National Fire Code 2020, Division B, Article 2.8.2.1. Sentence 2)

The fire safety plan shall be kept in the building for reference by the fire department, supervisory staff and other personnel. (National Fire Code 2020, Division B, Article 2.8.2.5, Sentence 1)

9. *In assembly occupancies with occupant loads exceeding 60 persons, the occupant load shall be posted in conspicuous locations near the principal entrances to the room or floor area. (National Fire Code 2020, Division B, Article, 2.7.1.4, Sentence 1)*

Ensure the following maximum occupant load is posted near the principal entrance of the indicated floor area.

Theatre (Main Floor) – **319 persons**

Entire Second Floor, including Theatre Balcony and Community Rooms – **60 persons**

NOTE: Upon completion of construction of a new exit from the second floor, the maximum occupant load for the second floor will be reassessed.

If you have any questions, please do not hesitate to contact this office at 902-354-3455. I can be contacted directly at the information below.

Yours in fire safety,



Myles Harlow
Municipal Fire Inspector
902-354-3455 ext. 2238
mharlow@regionofqueens.com



27 May 2025

Office of the Mayor
Region of Queens Municipality
249 White Point Road
Liverpool, Nova Scotia
B0T 1K0 Canada

Dear Mr. Christian,

The Astor Theatre Society (ATS) requests the Region of Queens to prioritize upgrades to The Astor Theatre and Town Hall buildings. The upgrades requested below will help “green” the buildings and provide necessary improvements required for the health and welfare of our staff and patrons and allow the ATS to operate on a year-round basis further contributing to the downtown economy.

Requested Upgrades listed in priority are:

1. Architectural Assessment and Plan for Theatre and Town Hall HVAC requirements including a “backstage” expansion. Completed by Sept 2025.
2. Electrical upgrade of both buildings from a 200A 208V/3Ph to 400A 208V/3Ph. Timeline for the work completed by June 2026.
3. Determine best location for a lift and universal washroom for the Town Hall. Installed by Oct 2025.
4. Installation of Heat Pumps for the Town Hall. Timeline for work completed by June 2026.
5. Installation of an HVAC system for the Astor Theatre. Timeline for work completed by Dec 2026.
6. Installation of new R rated Windows and increased Insulation for the Town Hall and the Astor Theatre. Work completed by June 2027.

Special Considerations:

- It will be important to work around pre booked and future Astor Theatre performances and Town Hall activities.
- Special attention to protect the theatre acoustics and architecture is paramount.

Thank you for the opportunity to work with the Region of Queens to ensure the Astor Theatre and Town Hall will continue to serve the people of Queens as it’s paramount community “Gem”. This work when completed, will ensure it serves the community for generations to come.

Sincerely,
Lynn Cochrane
Vice Chair, Astor Theatre Society

CC: Elise Johnston
Adam Grant



Region of Queens Municipality Council Implementation Report

2025

Date	Resolution	Moved By	Responsibility	Action Taken To Date	Status
December 09, 2025	<p>THAT Council for Region of Queens Municipality direct staff to engage a qualified third party to replace the culvert at 61 Birch Avenue, as follows: A minimum of four (4) weeks' notice will be provided to the property owner before work begins; The replacement culvert shall be approximately 6.100 metres in length and 900 millimetres in diameter, constructed of smooth interior HDPE pipe to Highway Grade CSA-B182.8 with a minimum stiffness of 320 kPa, and installed at a grade of no less than 1.00%; All surfaces will be reinstated to pre-replacement condition using Type I gravel, including a minimum of 150 mm base coverage, 300 mm above the culvert, and 600 mm in both transverse directions; All slopes</p>	Carver	Infrastructure		

	<p>exceeding 2:1 ratio will be stabilized with 200–400 mm rock; and The estimated project cost of up to \$15,000 shall be funded from accumulated surplus.</p>				
<p>December 09, 2025</p>	<p>THAT Council for the Region of Queens Municipality waive the process requirements of Operational Policy 6 – Naming and Renaming of Roads and approve the request to name the newly constructed extension of Queens Place Drive as “Dogwood Lane,” as submitted by the Administrator of Queens Home for Special Care in correspondence dated November 21, 2025.</p>	<p>Roy</p>	<p>Land Use</p>	<p>Sign has been ordered. To be installed upon receipt. Queens Home for Special Care has been advised.</p>	<p>In Progress</p>
<p>December 09, 2025</p>	<p>THAT the Council for Region of Queens Municipality directs staff to engage external resources to initiate an interim review of the Municipal Planning Strategy and Land Use Bylaw to address housekeeping items and include the following: Commercial uses in residential zones, Comprehensive regulations for short-term rentals, Keeping of livestock in residential and rural zones, Light pollution mitigation and dark sky considerations, Additional coastal protection measures and climate resilient</p>	<p>Charlton</p>	<p>Land Use</p>	<p>Staff have begun work on preparation of request for proposals for consulting services.</p>	<p>In Progress</p>

	land use regulations, and Minimum property standards.				
December 09, 2025	THAT the Council of Region of Queens Municipality directs staff to establish a Citizen Advisory Committee on Council remuneration.	Carver	Administration	Committee member selection has taken place and the selected members will be appointed at the 2026-01-13 Council meeting, and will then be notified.	In Progress
December 09, 2025	THAT Council direct staff to undertake a public procurement process for the purchase and installation of priority dry hydrants, with installation to be completed prior to November 1, 2026.	Carver	Infrastructure		In Progress
December 09, 2025	THAT the Council of Region of Queens Municipality rescind the motion adopted at the September 23, 2025 meeting, which stated: <i>"THAT the Council of Region of Queens Municipality approves the purchase of a dry hydrant from C. Eugene Ingram Construction and installation at 9565 Highway 8, Caledonia at a value of \$40,000 + HST"</i> .	Carver	Infrastructure	2025-12-11 Contractor unresponsive, registered letter sent	Complete

December 09, 2025	<p>THAT the Council of Region of Queens Municipality direct staff to incorporate recommendations from the report titled 'Wastewater System Assessment Reports' into budget discussions for the 2026 – 2027 fiscal year.</p>	Charlton	Infrastructure	2025-12-19 Included in SC CIP	Complete
December 09, 2025	<p>THAT the Council of Region of Queens Municipality appoint Councillor Fancy to serve as the Region of Queens representative on the South Shore Regional Library Board for the remainder of the term, ending October 31, 2026.</p>	Charlton	Administration	SSRLB has been notified of appointment.	Complete
December 09, 2025	<p>That the Council of Region of Queens Municipality direct staff to conduct further analysis on requirements associated with and the process for establishing an airport authority, options for protecting existing user groups and operations in the case of the sale of the property, and a high level analysis and costing on what would be required to establish a new drag strip in Queens County in the case of a sale causing the Drag Racers to need an alternate location, and exploring opportunities from an emergency management</p>	Jenkins	Administration		

	perspective to understand the Province's plans around EMO and if this asset is an important part of that plan.				
November 27, 2025	THAT the Council of Region of Queens Municipality receive Bylaw 13 - Solid Waste Management for Second Reading and move for adoption.	Jenkins	Administration	Publication in local newspaper has been completed. Bylaw submitted to Municipal Affairs for their records.	Complete
November 25, 2025	THAT the Council of Region of Queens Municipality direct staff to investigate traffic calming options for Liverpool as recommended by the Police Advisory Board.	Amirault	Infrastructure	Added to 2026 Operating Budget	Complete
November 25, 2025	THAT the Council of Region of Queens Municipality direct staff to explore converting the three existing battery-powered speed display devices to solar power as recommended by the Police Advisory Board.	Amirault	Infrastructure	Added to 2026 Operating Budget	Complete
November 25, 2025	THAT the Council of Region of Queens Municipality direct staff to research and present options for updating Bylaw 12 – Prohibiting Certain Activities, including the removal of overly restrictive provisions related to skateboarding, and the	Amirault	Administration	Policy/Strategic Initiatives Coordinator to work with Land Use to draft bylaw revisions.	

	development of clear, enforceable provisions regarding operation of e-bikes and e-scooters as recommended by the Police Advisory Board; AND THAT the resulting options and proposed amendments be brought back to the Police Advisory Board for review prior to being forwarded to Council.				
November 25, 2025	THAT the Council of Region of Queens Municipality approve the reimbursement of eligible expenses incurred by Councillor Fancy in relation to his service on the Jane's Place Society Board of Directors, in accordance with the Municipality's established policies for Councillor expenses.	Charlton	Administration	Jane's Place Board expenses for Councillor Fancy will be approved going forward.	Complete
November 25, 2025	THAT the Council of Region of Queens Municipality gives notice of its intent to enter into a purchase and sale agreement with the Nature Conservancy of Canada to transfer Municipal lands identified as PID# 70067921, located at 242 East Port L'Hebert Road in the community of East Port L'Hebert, to the Nature Conservancy of Canada for \$1.00, AND THAT a Public Hearing be held of	Jenkins	Land Use	Staff have advised NCC of Council's decision. NCC is in the process of having an appraisal carried out on the property.	In Progress

	February 10, 2026, in the Council Chambers of the Municipal Building, 249 White Point Road in Liverpool, NS, at 9:00 a.m.				
November 25, 2025	<p>THAT Council for Region of Queens Municipality authorizes, approves and directs the expropriation for the Municipality of property identified as PID# 70025374, located at 89 Main Street in Liverpool. AND THAT the Municipality shall cause to be deposited with the Registrar of Deeds the required expropriation documents, including a certified copy of this resolution and attached schedules, and shall take such other actions as may be required to expropriate the lands.</p>	Wentzell	Land Use	Municipal solicitor requested to proceed with process to expropriate property.	In Progress
November 25, 2025	<p>THAT the Council of Region of Queens Municipality give second reading to a Bylaw Respecting Amendments to the Region of Queens Municipality Land Use Bylaw to change the site plan approval provisions for dwellings in commercial buildings to allow for greater ground floor area to be utilized for residential uses.</p>	Charlton	Administration	<p>Notice of Adoption posted on November 26, 2025. Bylaw submitted to Municipal Affairs for their records.</p>	Complete

November 25, 2025	THAT the Council of Region of Queens Municipality recommend that section 17.2.1(vi) of the draft Bylaw Respecting Amendments to the Region of Queens Municipality Land Use Bylaw be removed and section 17.2.1 be renumbered accordingly.	Charlton	Land Use	Section removed and renumbered.	Complete
November 25, 2025	THAT the Council of Region of Queens Municipality directs staff to bring back a report to address the fees in Policy 7 – Fees for Planning Services.	Charlton	Land Use		In Progress
November 25, 2025	THAT the Council of Region of Queens Municipality requests that staff include additional revisions to Administrative Policy No. 16 – Building Permit Fees.	Charlton	Land Use		In Progress
November 25, 2025	THAT the Council of Region of Queens Municipality give First Reading to Bylaw No. 28 – Designation of Road Trails on Municipal Roadways, a bylaw respecting the designation and regulation of road trails on municipal roadways within Region of Queens Municipality.	Wentzell	Administration	Bylaw 28 scheduled for Second Reading on January 13, 2026, notice posted November 26, 2025,	Complete

November 25, 2025	THAT the Council of Region of Queens Municipality appoint Rebecca Zolkower as a Development Officer to administer the Municipality's Land Use Bylaw and Subdivision Bylaw.	Jenkins	Land Use		Complete
November 25, 2025	THAT the Council of Region of Queens Municipality appoints Doane Grant Thornton as Municipal Auditors for the 2025-2026 fiscal year.	Jenkins	Finance	Notified all respondents.	Complete
November 12, 2025	THAT Council for Region of Queens Municipality appoint Natalie Covell to the Accessibility Advisory Committee, for a term to expire on October 31, 2027.	Roy	Administration	Appointment Letter sent to Ms. Covell	Complete
November 12, 2025	THAT the Council of Region of Queens Municipality direct staff to look for improvements to the safety of the intersection of College Street and Pleasant Avenue	Charlton	Infrastructure	2025-12-03 Letter to PNS 2025-12-23 Resent to PNS	
November 12, 2025	THAT Council for the Region of Queens Municipality direct staff to investigate signage and safety conditions at the intersection of Main Street, Riverside Drive, and Fort Point Road.	Wentzell	Infrastructure	Added to 2026 Operating Budget	Complete

November 12, 2025	THAT Council for Region of Queens Municipality receive the report on Administrative Policy Number 58, and direct staff to reconsider inclusion of individual in the language of the policy and to explore alternative options to the 20% withholding clause.	Charlton	Finance	Placed on hold until Policy Analyst position is filled.	Incomplete
November 12, 2025	THAT Bylaw No. 13 Solid Waste Management be now introduced and read a first time.	Jenkins	Administration	Special Council Meeting scheduled on November 27, 2025, for Second Reading and Adoption.	Complete
November 12, 2025	THAT Council for Region of Queens Municipality appoint Charles A. Thompson of Burchell MacDougall Lawyers LLP and Noella Martin of Burchell Wickwire Bryson LLP as the Municipality's standing investigators per the requirements of the Nova Scotia Code of Conduct for Municipal Elected Officials.	Charlton	Administration		Complete
November 12, 2025	THAT Council for the Region of Queens Municipality direct staff to provide alternate options, including reconsideration of the realignment of the Town Bridge.	Charlton	Infrastructure	Staff received feedback from CBCL. Report to come in Jan. (EJ)	In Progress

November 12, 2025	THAT Council for Region of Queens Municipality approve the unbudgeted expense of up to \$75,000 for the short-term rental of a wheeled loader, with funds coming from accumulated surplus.	Jenkins	Infrastructure		Complete
November 12, 2025	THAT Council for Region of Queens Municipality waive taxes and accumulated interest for Milton Community Association, assessment number 3257509, in the amount of \$3,656.11.	Fancy	Finance	notified owners	Complete
November 12, 2025	THAT Council for the Region of Queens Municipality direct staff to draft a bylaw respecting a water supply and septic upgrade program.	Wentzell	Finance	Placed on hold until Policy Analyst position is filled.	Incomplete
November 12, 2025	THAT the Council of Region of Queens Municipality provide 'in kind' support for the Queens County Affiliate of the Dolly Parton Imagination Library in Nova Scotia through the provision a credit of up to \$3,000 per year for Region of Queens Municipality to provide preaddressed and stamped envelopes for affiliate partners to distribute to local eligible families, with Municipal staff providing quarterly reports on	Charlton	Administration	letter sent to the Queens County Affiliate	Complete

	use; AND THAT a letter of support from Mayor Christian on behalf of the Council of Region of Queens Municipality be provided to the Queens County Affiliate to include in their funding request package distributed to local organizations and program partners.				
October 28, 2025	THAT Council for Region of Queens Municipality direct staff to draft a bylaw that designates five sections of road trails on public roads in Liverpool.	Jenkins	Community Economic Development		Complete
October 28, 2025	THAT Council direct staff to initiate a review and update of Bylaw No. 3 – Dogs, with particular emphasis on: Establishing clear provisions for the identification and mandatory muzzling of dangerous or reactive dogs; Examining the legality, safety, and potential restriction or prohibition of electronic or ultrasonic barking deterrent devices; and Developing more stringent guidelines, enforcement measures, and penalties related to persistent or excessive barking. Further, that staff prepare a report for Council's consideration outlining recommended amendments,	Fancy	Administration	Policy/Strategic Initiatives Coordinator to work with Land Use to draft bylaw revisions.	

	enforcement implications, and any necessary public consultation process arising from this review.				
October 28, 2025	<p>THAT Council direct staff to commence a comprehensive review and revision process for the Region of Queens Municipality Municipal Planning Strategy and Land Use Bylaw, with particular focus on:</p> <ul style="list-style-type: none"> Commercial uses and allowances within residential zones; Regulation and permitting of short-term rentals; The keeping of livestock within residential and rural zones; Light pollution mitigation and related dark-sky considerations; Coastal protection measures and climate-resilient land use provisions; and minimum property standards. <p>Further, that staff prepare a report outlining proposed consultation timelines, engagement methods, and anticipated resource requirements to support this review process, for Council's consideration at the Regular Council Meeting on December 9, 2025.</p>	Charlton	Land Use		Complete

October 28, 2025	<p>THAT Council direct staff to revise the draft of Bylaw No. 13 – Solid Waste Management to incorporate Council's suggested changes and bring the revised draft forward for First Reading at a future meeting.</p>	Charlton	Infrastructure	On the 2025-11-12 Agenda	Complete
October 14, 2025	<p>THAT the Council of Region of Queens Municipality give notice of its intention to amend the Land Use Bylaw to change the site plan approval provisions for dwellings in commercial buildings to allow for greater ground floor area to be utilized for residential uses, as identified in Appendix C of the Staff Report; AND THAT a Public Hearing be held on November 12, 2025, in Council Chamber of the Municipal Building, 249 White Point Road in Liverpool, NS, at 9:00 a.m.</p>	Jenkins	Land Use		Complete
October 14, 2025	<p>THAT Council of Region of Queens Municipality direct staff to draft an operational policy outlining the reporting requirements for grants funded outside the Community Investment Fund.</p>	Charlton	Finance	Placed on hold until Policy Analyst position is filled. Same policy referred to on November 12,	Incomplete

October 14, 2025	THAT the Council of Region of Queens Municipality submit an application to the Province of Nova Scotia for cost-sharing paving of the following J-class road segments: 334 metres of 0717 Forest Street, Milton; 553 metres of 0684 Emeneau Road, Brooklyn; 163 metres of 0655 French Street, South Brookfield.	Charlton	Infrastructure	Complete	Complete
October 14, 2025	THAT the Council of Region of Queens Municipality direct staff to develop a plan to implement the three recommendations of the CBCL Traffic Study final report, which meets present and future accessibility standards, of the intersection of Main Street at Market Street.	Charlton	Infrastructure	Added to 2026 Operating Budget	Complete
October 14, 2025	THAT the Council of Region of Queens Municipality direct staff to contract a third party to manage the sidewalk construction project on White Point Road at a cost of up to \$72,600 + HST.	Charlton	Infrastructure	RFP issued, closed 2025-10-31. Awarded to Bellerose PM for \$51,000 (see follow up on Sidewalk, line Sept 9, line 53 & May 6, line 69)	Complete
September 23, 2025	THAT the Council of Region of Queens Municipality approves the purchase of a dry hydrant from C. Eugene Ingram Construction and installation at 9565 Highway 8, Caledonia at a value of \$40,000 + HST.	Jenkins	Infrastructure	2025-09-24 Contacted successful proponent to advise of award. 2025-12-09 Rescinded	Rescinded

September 23, 2025	THAT the Council of Region of Queens Municipality endorse the application and contribute \$10,000 toward the 2025-26 Municipal Innovation Program (MIP) for the Regional Economic Partnership Study project.	Charlton	Community Economic Development	RFP issued with deadline October 16. We are part of the evaluation team. Contract awarded to Stiletto Consulting.	Complete
September 23, 2025	THAT the Council of Region of Queens Municipality provide grant funding of up to \$5,999.71 to Brooklyn Recreation for eligible Capital Investment Project expenses, to be funded from the 2025-2026 Community Investment Fund.	Carver	Community Economic Development	Waiting for work to be completed at the end of October and final report submitted, then we can close file.	In Progress
September 23, 2025	THAT the Council of Region of Queens Municipality direct staff to prepare a report for next steps for a Forestry Management Plan specifically in reference to municipally owned property, which includes potential framework for an RFP.	Jenkins	Administration	Staff report and draft RFP coming to Council in February 2026	In Progress
September 09, 2025	THAT the Council of Region of Queens Municipality direct staff to consult with the lot owners' associations, and Council to workshop ideas around potential amendments to address garbage collection respecting private roads.	Charlton	Administration	Communications to e-mail lot owners' associations by 2025-12-31	In Progress

September 09, 2025	THAT the Council of Region of Queens Municipality direct staff to come back with options to expedite the sidewalk construction from Millard to Harley Umphrey.	Charlton	Infrastructure	Report to Council 2025-10-14	Complete
August 12, 2025	THAT the Council of Region of Queens Municipality approve \$88,142.86 + HST for replacement of the fire alarm system at the Liverpool Business Development Centre, with funds coming from the Operations Capital Reserve.	Jenkins	Infrastructure	Expected completion by end Jan latest. Half paid. (EJ)	In Progress
August 12, 2025	THAT the Council of Region of Queens Municipality approve \$17,500 + HST for Architectural Services at the Town Hall Arts and Cultural Centre, with funding coming from the Grants to Organizations line in the 2025 budget.	Wentzell	Infrastructure	Architectural Review submitted and partially integrated into early CIP planning. Paid. Universal Washroom being designed. Staff Report to come in Jan. (EJ) 2026-01-13 Report to Council	In Progress
July 16, 2025	THAT the Council of Region of Queens Municipality spend up to \$10,000.00 of unbudgeted expense to come from the accumulated surplus for equipment for the rental space of Beach Meadows.	Roy	Community Economic Development	Commercial sink equipment purchased, cost approx. \$1500 to date. Requires fridge and freezer. Remaining work is scheduled for over winter. RFP to be issued in February 2026. Complete for now.	In Progress

<p>June 24, 2025</p>	<p>THAT the Council of the Region of Queens Municipality receives the report titled '2025 Bursary Recipients' for information; AND THAT the Council of the Region of Queens Municipality approve the awarding of the 2025 Bursary funds to the students recommended by the Bursary Selection Committee.</p>	<p>Carver</p>	<p>Administration</p>	<p>All Bursary cheques have been issued.</p>	<p>Complete</p>
<p>June 24, 2025</p>	<p>THAT Region of Queens Municipality apply to the Nova Scotia Regulatory and Appeals Board for changes in its rates for water and water service, fire protection to the Region of Queens Municipality and changes to its rules and regulations for customers served by the Region of Queens Water Utility, as set out in the Water Rate Study prepared by G.A. Isenor Consulting Limited in association with Blaine S. Rooney Consulting Limited dated June 16, 2025.</p>	<p>Charlton</p>	<p>Finance</p>	<p>2025-07-02 Application received by RAB - M12363</p>	<p>In Progress</p>

June 24, 2025	That the Council of Region of Queens Municipality provide grant funding to the Liverpool Tennis and Pickleball Club for eligible Capital project expenses in the amount up to \$5,800.00 from the 2025-2026 Community Investment Fund.	Fancy	Community Economic Development	Final report submitted and funding file complete.	Complete
June 24, 2025	THAT the Council of Region of Queens Municipality direct staff to work with staff of Nature Conservancy Canada to explore options with respect to the Path Lake property.	Charlton	Land Use	Staff to meet with NCC in early October	In Progress
June 10, 2025	ACTION ITEM: Create a policy or modify an existing one that will cover Hybrid and Virtual Meetings for Committees.		Administration	Policy/Strategic Initiatives Coordinator to work with Municipal Clerk to draft policy	

June 10, 2025	<p>THAT the Council of the Region of Queens Municipality direct staff to review the existing Policy 58 and come back with recommendations for an updated policy that could include removal of Council approval to waive the ban on consumption of alcohol on municipally owned properties.</p>	Charlton	Community Economic Development	Policy/Strategic Initiatives Coordinator to work with Community Economic Development to draft policy	
June 10, 2025	<p>THAT Council of the Region of Queens Municipality approves the unbudgeted expense of \$15,750 to be funded from accumulated surplus for a Heat Pump Viability Study at the Municipal Services Building.</p>	Fancy	Infrastructure	2025-06-10 Consultant Hired 2026-01-27 Report to Council	In Progress
June 10, 2025	<p>THAT Council of the Region of Queens Municipality direct staff to proceed with the design of Option 2: Exterior Corridor, and that staff converse with provincial and federal counterparts to discuss possible funding support.</p>	Charlton	Infrastructure	2025-07-09 Meeting with PNS Representatives 2025-11-12 Progress report to Council pending	Complete

June 10, 2025	<p>THAT the Council of Region of Queens Municipality approves the unbudgeted expense of up to \$100,000 to be funded from accumulated surplus for the integration of heat pumps into Queens Place Emera Center building heating system.</p>	Fancy	Infrastructure	2025-12-10 In progress as part of pool construction, with June 1 completion date	In Progress
May 27, 2025	<p>THAT the Council of Region of Queens Municipality provide grant funding to the North Queens Active Living Society per eligible capital project expenses as noted in the amount up to \$250,000.00 to be funded from the accumulated surplus.</p>	Charlton	Community Economic Development	disbursement pending	In Progress
May 13, 2025	<p>THAT Council of the Region of Queens Municipality receive the report titled Transition to Clear Bags and approve the proposed legislative, education, and enforcement approach. AND THAT Council direct staff to develop the appropriate amendments to by-law #13 for Council review and decision in the Fall 2025.</p>	Jenkins	Infrastructure	2025-05-14 In-progress	Complete

<p>May 13, 2025</p>	<p>THAT the Council of the Region of Queens Municipality direct staff to return with a report on the erection of a proper sign structure that could also be used by other community groups to post their signage, along with a proposed designated area.</p>	<p>Jenkins</p>	<p>Community Economic Development</p>	<p>Staff review has commenced. Date for report not yet determined. A clearer definition of 'community groups' as requested may be helpful; service clubs & NFP's etc? or is this exclusively a service club focused request.</p>	<p>In Progress</p>
<p>May 06, 2025</p>	<p>THAT the Council of Region of Queens Municipality include segment 1 White Point Road: Millard Avenue to Harley Umphrey Drive in the Capital Investment Plan for 2025/2026 at an estimated cost of \$726,000, utilizing the unspent funds from the library renovation, in the CCBF reserve.</p>	<p>Charlton</p>	<p>Infrastructure</p>	<p>Report to Council 2025-10-14 Project Managers & Civil Engineers retained. Design underway with tender process to be in February 2026</p>	<p>In Progress</p>
<p>May 06, 2025</p>	<p>THAT the Council of the Region of Queens Municipality accept the report titled Project Volunteer – Volunteer Summit. and THAT the Council of the Region of Queens Municipality approve up to \$2,600 to support the expenditures associated with hosting of the 2025 Volunteer Summit to be held on November 8, 2025, at the Lunenburg NSCC campus in Bridgewater.</p>	<p>Charlton</p>	<p>Recreation</p>	<p>Registration opened October 1/25. RQM to be invoiced following event. Invoice received Dec 18/25. Payment prepared for invoiced amount of \$2,057.00.</p>	<p>Complete</p>

<p>April 28, 2025</p>	<p>THAT the Region of Queens Municipality draft a letter to advocate for the assessment of the Broad River Bridge with other orders of government.</p>	<p>Charlton</p>	<p>Administration</p>	<p>Letter sent to Minister of natural Resources, with chair of QCRTTA copied.</p>	<p>Complete</p>
<p>April 22, 2025</p>	<p>THAT the Council of Region of Queens Municipality direct staff to review and provide recommendations to update Bylaw 17: A Bylaw Respecting Heritage Properties.</p>	<p>Amirault</p>	<p>Land Use</p>		<p>In Progress</p>
<p>March 11, 2025</p>	<p>THAT the motion be amended to read "THAT the Council of the Region of Queens direct staff to provide a report with a cost benefit analysis, and detailing costs and timeline to transition the Liverpool Fire Hall heating system to heat pumps."</p>	<p>Amirault</p>	<p>Infrastructure</p>		<p>Complete</p>

January 28, 2025	THAT the Council of the Region of Queens Municipality table the Private Road Maintenance Charges Bylaw to a future meeting.	Charlton	Administration	Policy/Strategic Initiatives Coordinator to bring Bylaw forward for Council's consideration	Tabled
January 14, 2025	THAT the Region of Queens Municipality Council directs the Acting Chief Administrative Officer to provide a staff report with recommendations to develop a Budget Management Policy, which will include considerations for Capital budget overruns, expenditures from Reserves policy, and Operations and Utility budget development processes.	Wentzell	Administration	Admin/Finance to draft in Summer 2026.	

2024

December 10, 2024	THAT Region of Queens Municipality Council refer the Cannons in Tupper Park report to the Heritage Advisory Committee for further considerations and recommendations.	Wentzell	Land Use		
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<p>December 10, 2024</p>	<p>THAT the Council of the Region of Queens Municipality directs staff to provide a report on the background and cost of options to install permanent electrical connections for the gazebo in Miriam Hunt Park, Caledonia.</p>	<p>Fancy</p>	<p>Community Economic Development</p>		
<p>November 25, 2024</p>	<p>THAT the Council of the Region of Queens Municipality direct staff to develop a communication system to enable rapid, efficient, and effective communication with all water and wastewater account holders; AND THAT the system should be designed to: facilitate timely dissemination of critical information, such as service interruptions, maintenance schedules, and emergencies; ensure accessibility and inclusivity for all account holders, utilizing multiple communication channels where appropriate; and provide a reliable platform for ongoing updates and engagement with account holders to enhance transparency and customer service.</p>	<p>Charlton</p>	<p>Administration</p>	<p>Staff from Administration and Finance met on October 22nd, and a process is being developed.</p>	<p>In Progress</p>

<p>November 25, 2024</p>	<p>THAT the Council of the Region of Queens Municipality direct staff to prepare a comprehensive report on the water and wastewater utility systems, including: an outline of existing and potential future challenges, both operational and strategic; and the status and any existing long-term plans related to addressing these challenges.</p>	<p>Wentzell</p>	<p>Infrastructure</p>	<p>South Queens Water SAR completed in 2023 South Queens and Caledonia WWW SAR completed in 2025</p>	<p>Complete</p>
<p>November 25, 2024</p>	<p>THAT the Council of the Region of Queens Municipality direct staff to provide draft amendments to Policy 74 to apply to committee members; AND THAT staff be directed to develop an updated Municipal Employee Code of Conduct that aligns with, is complimentary to, and supportive of, the new Municipal Council Code of Conduct and Municipal Conflict of Interest Act.</p>	<p>Wentzell</p>	<p>Administration</p>	<p>Policy/Strategic Initiatives Coordinator to work with Municipal Clerk to draft amendments</p>	

November 12, 2024	THAT the Council of the Region of Queens Municipality direct staff to provide a report regarding the background and history of the use of, and discontinuation of, the chain of office and mace.	Wentzell	Administration	Referred to Dismantling Racism and Hate Committee	In Progress
November 12, 2024	THAT the Council of the Region of Queens Municipality direct staff to provide updated policies and terms of reference as outlined in this report "Committees of Council Terms of References and Appointments".	Fancy	Administration	Policy/Strategic Initiatives Coordinator to work with Municipal Clerk to draft updated policies and terms of reference	
October 08, 2024	THAT the Council of the Region of Queens Municipality direct staff to prepare a draft private road levy bylaw, based on the principles outlined in the report titled 'Private Road Levy Consultation' dated October 8, 2024, for Council's review.	Brown	Administration	Policy/Strategic Initiatives Coordinator to work with Infrastructure to draft bylaw	In Progress
October 08, 2024	THAT the Council of the Region of Queens Municipality direct staff to enter into discussions with the Queens Home for Special Care Society and conduct further consultations with stakeholders to develop a transition plan for Hillview Acres and possible change in governance and operational oversight; AND THAT staff be directed to present a draft plan to Council at the earliest opportunity.	Brown	Administration	Joint Letter to NSDLTC in Dec 2024; discussion held with staff	In Progress

<p>September 24, 2024</p>	<p>"THAT the Council of Region of Queens Municipality obtain solicitor advice regarding the development agreement application for the property identified as PID # 70116660. AND THAT the Council of Region of Queens Municipality give notice of its intention to enter into a development agreement with 4557380 Nova Scotia Limited to allow for the establishment of a grouped dwelling development, consisting of forty-one units, on property identified as PID #70116660 and located off Laurie Wamboldt Road in Greenfield. AND THAT a Public Hearing be held on November 26, 2024, in the Council Chambers of the Municipal Building, 249 White Point Road in Liverpool, NS at 6:00 pm."</p>	<p>Brown</p>	<p>Administration</p>	<p>Tabled for Solicitor Advice</p>	<p>Tabled</p>
<p>August 13, 2024</p>	<p>THAT the Council of the Region of Queens Municipality grant approval for Queens Home for Special Care to remove up to 100 lineal meters of a stone wall on PID #70247887 and incorporate the stones as part of a landscape element for the new long term care facility on Queens Place Drive in Brooklyn; AND THAT Queens Home for Special Care submit a detailed work plan to the Director of Engineering and Public Works and the Administrator of Hillview Acres for review and approval, prior to commencement of any work; AND THAT a plaque be erected on the new</p>	<p>Brown</p>	<p>Community Economic Development</p>	<p>On Hold Due To Costs.</p>	<p>Incomplete</p>

	landscape feature by the owners of the new facility, recognizing the historic significance of the stones.				
August 13, 2024	THAT the Council of the Region of Queens Municipality give first reading to 'Bylaw 26 – A Bylaw Respecting Alternative Voting'.	Charlton	Administration	Will return to Council for First Reading 2026-01-27	In Progress
March 12, 2024	(Queens County ATV Association and Queens Rails and Trails Association presentation). Staff be instructed to prepare a comprehensive report encompassing timelines, next steps, and a plan for public engagement and consultation. This report should also include an assessment of all potential impacts to the municipality. It is requested that staff provide this report at their earliest convenience.		Community Economic Development	Economic Development working with Queens County ATV and Queens Rails and Trails to explore options. Intention to present paper October 28, 2025.	Complete
February 13, 2024	Request that the Heritage Advisory Committee conduct further research into the potential rewording of heritage plaque(s) in the Old Burial Ground in Liverpool.		Land Use		In Progress

January 23, 2024	Direct staff to develop a survey related to an accommodation levy and provide further information regarding implementation and staff costs.		Community Economic Development	Survey complete. Report to Council on January 13, 2026, agenda	In Progress
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2023

July 11, 2023	Enter into a Site Host Agreement with Nova Scotia Power for the location of an EV charging station on Municipal property.		Community Economic Development	Currently considering location options. Council will be advised of the final preferred location before the Agreement is signed. There is an agreement for their installation Legion Street and we are working collaboratively on site planning.	Complete
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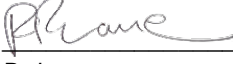
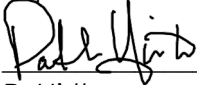

2019

October 22, 2019	Enter into negotiations with Mogan Holdings Limited for the Municipal acquisition of a portion of property identified as PID #70026547 and located adjacent to McLeod Street in Liverpool for the sale price of \$1.00; AND THAT the Region of Queens Municipality will assume the costs associated with subdividing the property.	Muise	Land Use	Survey complete. Awaiting preparation of deed for signatures and registration.	In Progress
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Region of Queens Municipality Staff Report For the Regular Meeting of January 13, 2026

Date: December 19, 2025
File No: 10350-50-2601-10
To: Mayor and Council
From: Willa Thorpe, CAO
Subject: Second Reading – Bylaw No. 28 Road Trails Designation

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. 28 Designation of road trails on municipal roadways be now read a second time.

PURPOSE

To propose a new bylaw which will permit five sections of municipal roadways to be designated as road trails.

BACKGROUND

At the Regular meeting of October 28, 2025, Council passed the following motion:

That Council for Region of Queens Municipality direct staff to draft a bylaw that designates five sections of road trails on public roads in Liverpool.

Subsequently, a staff report and first reading of the draft bylaw took place at the November 25, 2025, meeting of Council.

ALTERNATIVES/OPTIONS

1. Council introduces Bylaw No. 28 Designation of road trails on municipal roadways and gives the bylaw second reading.
2. Council opts not to proceed with second reading at this time and, instead, provides alternative direction to staff.

ANALYSIS

Staff have reviewed bylaws from five other municipal jurisdictions in Nova Scotia:

- Town of Oxford
- Town of Yarmouth
- Town of Shelburne
- Town of Digby
- Halifax Regional Municipality (HRM)

Of the five bylaws, only the HRM bylaw is of a longer form, whereas the other four are of a short form. The HRM bylaw is more prescriptive regarding:

- who can apply for a road trail designation,
- the assessment and evaluation of the proposed route,
- any rules and regulations of agreements that need to be in place stipulating which body is responsible for expensing development and ongoing maintenance.

The short form of the bylaw is intended to allow Council to determine these factors on a case-by-case basis and seems to be the preferred method elsewhere. A legal opinion on the pros and cons of the short form versus long form indicated:

- restating the legislation was not recommended or necessary
- leaving additional details of implementation to a case-by-case was appropriate.

As such, a short form of the bylaw has been drafted for Council's consideration. When assessing the safety and suitability of a road trail application on provincial

roads, The Province references an internal policy document which states the assessment criteria used. Council could refer to this policy when considering any future road trail designations.

Rules and regulations around Off-highway Vehicle (OHV) use on road trails are defined in three existing pieces of provincial law; Road Trails Act, Off-Highway Vehicles Act, and the Motor Vehicles Act. If Council is satisfied with the adequacy of existing rules, those rules do not need to be restated in this bylaw. Explicitly stating rules is appropriate when Council wishes to make further restriction to any existing rules. Council is reminded that a municipal bylaw cannot include more lenient rules than those found in Provincial Acts.

Following first reading of the proposed Road Trails Bylaw in November, no additional public feedback was communicated to staff beyond public support from local ATV associations, which indicated a willingness to collaborate on signage procurement and installation as well as trail bed upgrades required to facilitate enactment of the bylaw in a timely fashion pending successful conclusion of second reading.

IMPLICATIONS

This bylaw cannot take effect until all signage is installed, and any work required to any section of a route is completed. Therefore, staff recommend the bylaw be enacted on February 1, 2026.

COMMUNICATIONS

If Council accepts the draft bylaw as presented and gives second reading, the legislatively required process of public notice of second reading will be followed. If the bylaw is formally adopted, an education program will be developed with support of Communications staff and local ATV associations and made available for all road users in Liverpool to raise awareness and compliance.

BYLAWS/PLANS/POLICIES

Bylaw No. 28 – Designation of road trails on municipal roadways

SUMMARY

As outlined in the Road Trails Act s.5(2), The designation of road trails, proposed routes, and any future designation must be done through bylaw and bylaw amendment. Staff recommend that Council give second reading of bylaw No. 28 – Designation of road trails on municipal roadways.

ATTACHMENTS/REFERENCE MATERIALS

- Bylaw No. 28 – Designation of road trails on municipal roadways
- [Halifax Regional Municipality Bylaw R-500: The Designation of Road Trails on Municipal Highways](#)
- [Town of Digby bylaw 2024-03: Road Trails Designation](#)
- [Town of Oxford bylaw 05-2024-2: Road Trails Designation](#)
- [Town of Yarmouth bylaw 80: Road Trails Designation](#)
- [Road Trails Act for Off-highway Vehicles](#)



BYLAW NO. 28

A BYLAW RESPECTING THE DESIGNATION OF ROAD TRAILS ON MUNICIPAL ROADWAYS

BE IT ENACTED by the Council of Region of Queens Municipality, under the authority of the *Road Trails Act*, SNS 2023, c.4, which permits a municipality by Bylaw to designate a highway or part of a highway that is not a road owned by the Crown in right of the Province of Nova Scotia as a road trail.

SHORT TITLE

This bylaw shall be known as Bylaw Number 28 and may be cited as the "*Road Trails Designation Bylaw*".

DESIGNATION

The Region of Queens Municipality hereby designates the following parts of roadways as Road Trails pursuant to Section 5(2) of the *Road Trails Act*, effective February 1, 2026:

1. West Street from civic number 181 to the intersection with Harley Umphrey Drive thence to the intersection with White Point Road.
2. King Street from civic number 56 to the intersection with Lawrence Street thence to the intersection with Wolfe Street to civic number 16.
3. Main Street from the intersection with Central Boulevard to civic number 741.

4. Brunswick Street from civic number 63 to the intersection with Main Street thence to the intersection with Henry Hensey Drive to the pump station at civic number 4 Henry Hensey Drive.
5. Milton Road from civic number 31 to the intersection with Bristol Avenue, west to the intersection with Hank Snow Drive and east to the intersection with Queens Place Drive. Included is Hank Snow Drive to civic number 38 and the entirety of Queens Place Drive and Old Cobbs Barn Road.

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 the XX day of XXXX, 202X.

SIGNED by the Mayor and Municipal Clerk this XX day of XXXX, 202X.

Mayor

Municipal Clerk

READINGS:	First Reading:	November 25, 2025
	Notice of Intent:	November 26, 2025
	Second Reading:	January 13, 2026
	Publication:	January 21, 2026
	Effective Date:	February 1, 2026
	Filed/Approved:	January 21, 2026



January 2, 2026

Municipal Council
 c/o Angela Green - Municipal Clerk
 Region of Queens Municipality
clerk@regionofqueens.com

Re: Household-Size - Responsive Utility Assistance Rebate - (Administrative Policy No. 57)

Dear Mayor and Members of Council,

The Queens Community Health Board is writing to request Council's consideration of refinements to the Utility Assistance Rebate (Administrative Policy No. 57) to ensure that support for residents experiencing financial vulnerability is evidence-based, household responsive, and aligned with recognized cost-of-living measures. In light of the approved multi-year water rate increases, the Health Board believes it is important that utility assistance be structured in a way that reflects differences in household composition, responds to varying affordability pressures, and maintains its real value over time, so that those most affected by rising costs are appropriately protected.

Background and Context

As an intervenor in the recent water utility rate application (Matter M12363), the Queens Community Health Board raised concerns regarding affordability given the scale and duration of the proposed rate increases. In its Decision dated December 22, 2025, the Nova Scotia Regulatory and Appeals Board approved substantial, multi-step water rate increases beginning January 1, 2026, with further increases in 2026 and 2027, resulting in an overall increase of approximately 102% over the approved period.

Also in its Decision, the Board noted that "many households with incomes that exceed the Municipality's current low-income threshold would also benefit from an expansion of the program."

During the NSUARB hearing, the Queens Community Health Board raised concerns with senior municipal staff that the current Utility Assistance Rebate may not fully reflect differences in household income and composition, and senior staff expressed interest in exploring adjustments that could better align assistance with household needs. The Health Board views the recommendations outlined below as a constructive and timely follow-up to both the Board's observations and the discussions held during the hearing.

Current Policy Structure and Scope of Request

Administrative Policy No. 57 links eligibility for the Utility Assistance Rebate to the income threshold approved under Administrative Policy No. 9 (Tax Exemption), providing administrative efficiency and consistency.

The Health Board is not proposing changes to the income verification or income threshold structure under Policy No. 9. Rather, we are requesting that staff examine how assistance under Policy No. 57 could be structured once eligibility is established, to better reflect differences in household size, composition, and financial burden.

A single household income threshold may not adequately capture financial vulnerability across diverse household types. A senior living alone, a single parent, and a family with children may experience materially different affordability pressures at similar income levels.

Use of Recognized Benchmarks

Statistics Canada's Low Income Measure (After Tax) is a nationally recognized, annually updated benchmark that adjusts for household size and composition. Using a nationally recognized benchmark would also provide a transparent and objective basis for calibrating assistance, helping ensure that support reflects household composition and changing cost-of-living conditions over time. Without amending Policy No. 9, Council could consider whether assistance design under Policy No. 57, once eligibility is established, could be informed by such a benchmark while maintaining Policy No. 9 as the administrative reference point. This would improve equity, reduce the need for periodic threshold revisions, and ensure the program remains responsive over time.

Rebate Adequacy and Accessibility

The current rebate amount of \$200 annually is applied uniformly regardless of household size, despite larger households typically facing higher consumption and greater financial burden. As rates increase over multiple years, the real value of a fixed rebate will diminish. Council may therefore wish to consider household-responsive rebate structures and mechanisms to maintain the value of assistance over time.

Recommendations

The Queens Community Health Board respectfully recommends that Council direct staff to:

1. **Review how assistance under the Utility Assistance Rebate (Administrative Policy No. 57), once eligibility under Administrative Policy No. 9 is confirmed, could be structured** using household size adjusted measures of need such as Statistics Canada's Low Income Measure (After Tax). This review should include options for adjusting rebate amounts based on household size and typical household water use, so that households with different compositions, for example single adults, families with children, or multi adult households, do not receive identical assistance despite facing materially different affordability pressures at the same income level.

2. **Review whether the rebate amount remains sufficient over time**, including whether adjustments may be needed as water rates or the cost of living increase, to ensure the assistance continues to provide meaningful relief.
3. **Ensure that any recommended changes are accessible and effective in practice**, including clear application processes, appropriate communications and outreach, and implementation timing that aligns as closely as possible with approved rate increases (with retroactive application considered where timing makes this impractical).

Conclusion

With the approved rate increases taking effect January 1, 2026, timely action on this request is especially important. For households already experiencing financial vulnerability, clarity and certainty around available support are critical. Refining the Utility Assistance Rebate now would help ensure that residents who will rely on this program can plan with confidence and are not left navigating uncertainty during a period of rapidly rising costs. The Health Board appreciates Council's consideration and looks forward to continued collaboration.

Yours truly,

Tara Druzina
Chair, Queens Community Health Board



January 2, 2026

Municipal Council
 c/o Angela Green, Municipal Clerk
 Region of Queens Municipality
 clerk@regionofqueens.com

RE: Request for Council Consideration – Hotel-Style Suite Use & Long-Term Rental Suitability

Dear Mayor and Members of Council,

The Queens Community Health Board (CHB) is requesting that Council direct staff to prepare a report examining how very small residential units—specifically hotel-style suites—are being approved and used within the Municipality, and whether current planning policies adequately protect residents from unsuitable long-term living conditions.

Context and Purpose

Council has recently approved changes permitting additional residential units within Liverpool’s downtown. These changes represent an important and necessary response to housing pressure within the Municipality.

However, recent planning applications raise concerns about a specific unit format: hotel-style suites consisting of a single room with a bed, private bathroom, and minimal counter or sink space. These units are designed at the scale of a hotel room, yet may be approved and used for long-term residential occupancy, including by families or multi-person households living there for months or years.

To be clear, the CHB is not referring to purpose-built apartments or conventional studio units with full kitchens and adequate living space. Our concern relates specifically to units designed at a hotel-room scale that are being permitted for long-term residential use. While the Municipal Planning Strategy (MPS) and Land Use By-law (LUB) include definitions for accommodation and short-term rental uses, they do not clearly address minimum length of

stay, long-term residential tenancy, or monitoring and enforcement where hotel-style suites are used as permanent housing.

The Gap Between Approval and Use

The CHB's concern is not how hotel-style suites are defined at the time of approval, but whether the planning framework provides clear and enforceable direction regarding how these units may be used over time once approved.

The CHB recognizes that tourist accommodation is commonly associated with short-term stays, often described as fewer than 30 days. However, the issue raised in this request is whether cumulative or continuous occupancy is addressed. In the absence of clear limits on repeated short stays or proactive monitoring of actual use within the Municipality's planning framework, a unit approved for tourist accommodation may function as long-term housing in practice without triggering a change in classification, a review of suitability, or enforcement action.

This raises a fundamental policy question for Council: whether the Municipality's planning framework includes sufficient clarity and safeguards to ensure that units approved for short-term tourist use are not used as long-term residential housing for which they were never designed.

The Concern in Plain Terms

A unit designed at the scale of a hotel room may technically meet zoning and building code requirements, but may not provide adequate space for families with children to live, study, prepare meals, or store belongings in a healthy and dignified manner over the long term. When housing options are extremely limited, families do not choose inadequate housing—they accept what is available. The question is whether municipal planning policy should allow units designed for overnight stays to be used and counted as permanent family housing.

Canadian Context and Policy Relevance

This concern is not unique to Liverpool or Queens. Canada Mortgage and Housing Corporation (CMHC), through research prepared under the National Housing Strategy, has identified that very small unit formats are generally designed to serve single adults or couples without children and may not meet the spatial and functional needs of family households in constrained housing markets.

In response, several Canadian municipalities—including Vancouver and Toronto—have adopted specific planning policies for micro-dwellings that consider unit size, livability, household suitability, and enforcement beyond basic building code compliance.

Why This Matters for Queens

According to the Region of Queens Municipality Housing Needs Assessment, the Municipality is projected to require approximately 555 new housing units by the end of 2027. As Council works toward this target, it is important to understand not only how many units are added, but whether the types of units being approved actually serve the households in need.

If hotel-style suites are approved and counted toward this target without consideration of their functional suitability for families, the Municipality may appear to be making numerical progress while families continue to live in conditions that do not support healthy daily life. Housing that lacks adequate space can contribute to overcrowding, stress, poor sleep, and longer-term impacts on family stability and well-being.

What the Community Health Board Is Requesting

Although current planning documents define tourist accommodation and short-term rentals, they do not clearly establish whether hotel-style suites may be occupied as long-term residential housing, nor how such use is monitored, restricted, or enforced. The CHB is not requesting immediate regulatory changes or intervention in any specific development. We are seeking clarity and transparency regarding how existing planning policies apply in practice.

The CHB respectfully asks Council to direct staff to prepare a report addressing the following:

1. How are hotel-style suites defined, approved, and regulated for actual use over time?

- How are hotel-style suites or tourist accommodation classified under the MPS and LUB?
- What provisions exist to ensure units remain in their approved use category?
 - Are minimum stay requirements defined or enforced?
 - Can such units be leased on month-to-month or year-long tenancies?
- What triggers enforcement if use shifts from tourist accommodation to de facto residential housing?
- If enforcement is complaint-based, how does the Municipality monitor actual use?
- What prevents approval as tourist accommodation followed by immediate long-term residential leasing?

2. What are other municipalities doing, and what could work here?

- How do other Nova Scotia or Canadian municipalities address the long-term residential use of hotel-style suites and very small units?
- What approaches used elsewhere (e.g., minimum unit sizes, minimum stay requirements, occupancy limits, or use restrictions) could reasonably be adapted for Queens, and what implementation considerations would apply?

3. How are hotel-style suites counted toward housing targets?

- Are hotel-style suites—whether approved as tourist accommodation or residential use—counted toward the Municipality’s 555-unit housing target?
- If so, what is the rationale for treating a hotel-room-scale unit as equivalent to housing designed for families?

Conclusion

With a significant number of buildings in Liverpool’s downtown currently being sold or repositioned, there is a near-term likelihood that additional hotel-style suites may be proposed. This presents an opportunity for Council to ensure that housing growth supports healthy and dignified living conditions and reflects emerging best practices.

This request reflects the CHB’s responsibility to consider how municipal decisions affect the health, dignity, and well-being of residents, particularly those experiencing housing insecurity. The CHB’s intent is not to impede development, but to ensure that housing expansion aligns with the Municipality’s housing objectives and community health responsibilities.

We respectfully encourage Council to consider this request as a necessary safeguard to support long-term community well-being and to ensure that planning policy, enforcement, and housing outcomes remain aligned with the needs of Queens residents.

Yours truly,

Tara Druzina
Chair, Queens Community Health Board

cc: South Shore Housing Action Coalition

From: Rielle Hoeg <rhoeg@birdscanada.org>
Sent: December 17, 2025 11:20 AM
To: Heather Cook <hcook@regionofqueens.com>; info <info@regionofqueens.com>
Subject: Queens 2025 Piping Plover Summary

Dear Municipality of the Region of Queens,

As one of Nova Scotia's municipalities known for its beautiful sandy beaches, we are pleased to share an overview of Piping Plover monitoring and stewardship in your municipality in 2025. We also write to thank you for your support and recognize support from your community in Piping Plover conservation.

Birds Canada is celebrating another successful Piping Plover season in Nova Scotia with 70 pairs, and two fledglings per monitored pair across 31 beaches in 2025! This exceeds targets for provincial population recovery of 60 pairs and annual productivity of 1.65 fledglings per monitored pair. The Municipality of the Region of Queens is a vital partner in Piping Plover and coastal conservation, hosting 7 pairs, which represents 10% of the provincial total in 2025.

To share the news across the province, we have prepared a **graphic with a summary of Piping Plover monitoring and stewardship in your region** (both English and French attached). **We encourage you to share these graphics with your communities.**

Birds Canada is a national charitable organization dedicated to bird conservation. Our mission is to drive action to increase the understanding, appreciation, and conservation of birds in Canada. From May-August, we coordinate monitoring and stewardship efforts for Piping Plover and their habitat at beaches across Nova Scotia. **We welcome your questions or ideas about Piping Plovers and keeping beaches healthy for people and wildlife!**

Wela'liooq, merci, and thank you for supporting Piping Plovers!

Sue Abbott (Associate Director), Avery Nagy-MacArthur (Shorebird Programs Biologist) & Rielle Hoeg (Outreach Biologist)



Rielle Hoeg (she/her)
 Atlantic Outreach Biologist | Biologiste de sensibilisation de l'Atlantique
 Birds Canada | Oiseaux Canada
rhoeg@birdscanada.org
birdscanada.org | oiseauxcanada.org

I live and work on the unceded territory of the Wolastoqiyik, Mi'kmaq, Peskotomuhkati, Nitassinan Innu, and NunatuKavut Inuit.

2025 Piping Plover Conservation Update

Birds Canada is celebrating another successful Piping Plover season in Nova Scotia with 70 pairs, and two fledglings per monitored pair across 31 beaches in 2025!



Region of Queens Municipality



4 BEACHES



7 PLOVER PAIRS
10% of NS total



2 FLEDGLINGS PER MONITORED PAIR
Above goal of 1.65

Beach Stewardship Overview & Reminders

Although only four beaches in Queens supported nesting plovers this year, those nests did very well. Off-leash dogs, which threaten plovers and other wildlife, were noted at several beaches. No motorized vehicles were detected. We are grateful for strong volunteer support and hope to see plovers return to the beautiful beaches of Queens in future years!



Keep dogs on leash

Wela'lioq, merci, and thank you for supporting Piping Plovers!

This project is funded in part by the Government of Canada
Ce projet est financé en partie par le gouvernement du Canada



Correspondence received through the RQM Information email on January 4, 2026, with the request to include it in the Agenda for Regular Council on January 13th.

From: Region of Queens Municipality <info@regionofqueens.com>
Sent: January 4, 2026 1:06 PM
To: info <info@regionofqueens.com>
Subject: Website Inquiry

Your Name

Tracey

Your Email

[REDACTED]

Subject

Please re-review the new garbage and recycling program the service is not acceptable as is

Message

Hello Region of Queens Mayor and Council,

I am writing with concern for the recent new change to the garbage pick up and new recycling program.

Your website notes that this new program will now have a grace period until July but I do please urge this new program be re-reviewed quickly.

This new inability to add certain items during curbside pick up (Styrofoam, aerosol cans and certain plastic bags) now requiring to be delivered to recycling centers is an

extreme new undue hardship to many residents in this county.

Not all people living in our communities have the funds for gas or transit to take their items to Caledonia or New Germany recycling depots.

They do not have the space to store items either.

We have many many seniors and other county residents who do not even own vehicles or have limited funds to apply to transit.

What are we expecting them to do?

Should we seek that Queens County Transit a program already stretched start garbage recycling runs on behalf of those they help?

Many elderly in our county do not have local family to assist so they do rely on others to help them, there are lots of people who struggle with transportation so taking away their ability to put out trash and recyclables at curbside has solicited a very angry reaction among people I have spoken with.

One privacy bag for me is fine but that also needs review please because I know of seniors who use incontinent products that go through 4-8 adult diapers in a day but these people still live in their own homes or seniors apartments.

For their dignity they do not want that incontinent waste on display in a white bag clear bag so one privacy bag per garbage cycle is not sufficient for them!

Everywhere I go people are very unhappy and upset over this and as Mayor and Council you need to be aware that this decision has big impacts!

The new expectation to change the program falls on residents shoulders to make deliveries as individuals when this was a provided municipal service until now.

This new program removes components of our municipal service by no longer granting curbside pick up for all household waste which may lead to illegal dumping causing worse problems to the municipality or resident for clean ups.

People survive on very fixed incomes, they may own transportation to get themselves to the grocery store or back and forth to a job yet they cannot afford the gas to a far away recycling center in Caledonia or New Germany.

QCCR radio has indicated to contact our MLA and that this is a provincial issue to have a recycling drop off center available closer to the regions residents however this program was voted in by Mayor and Council and these things mentioned here do require considerations it is not just a provincial problem people see it as a municipal decision that caused the problem.

People I spoke to noted that the QCCR article has a "pass the buck" tone and the residents of the county do not deserve to be caught up in a political rhetoric exchange!

Residents need services that are achievable to all not just those that can afford to make recycling trips.

I expect you are vetting much frustration over this but it warrants more focus of effort and planning.

Please take the time to re-visit this decision and offer some compromise to your municipal taxpaying constituents.

Thank you,
Tracey Oickle