

**AGENDA**  
**POLICY & STRATEGY COMMITTEE MEETING**

Bridgewater, NS  
Tuesday, February 19, 2019 - 9:00 a.m.

Time & Page

1. CALL TO ORDER
2. ANNOUNCEMENTS, ACKNOWLEDGEMENTS, RECOGNITION
3. PUBLIC INPUT (15 Minutes)
4. APPROVAL OF AGENDA – Added Items
5. APPROVAL OF MINUTES – January 15, 2019 (as circulated)
6. BUSINESS ARISING FROM MINUTES – NIL
7. PRESENTATIONS - NIL
8. STAFF REPORTS
  - 8.1 Finance Department
    - 8.1.1 Request from Minister of Municipal Affairs re Recurring Water Issues ..... 1
  - 8.2 Administration Department
    - 8.2.1 Community Council Meetings ..... 2-3
    - 8.2.2 Libraries Proposed Formula Funding Model ..... 4-19
  - 8.3 Recreation Department
    - 8.3.1 NS Health Authority Strategic Plan Renewal ..... 20-25
  - 8.4 Economic Development
    - 8.4.1 Internet Update ..... 26-30
9. COMMITTEES OF COUNCIL
  - 9.1 Recommendation from Nominating Committee re Provincial Volunteer .....31
10. MAYOR'S/DEPUTY MAYOR'S/COUNCILLORS' MATTERS - NIL
11. ADDED ITEMS - NIL
12. IN CAMERA
  - 12.1 Personnel Matter under Section 22(2)(c) of the *MGA*
13. NEXT MEETING – March 19, 2019 – 9:00 A.M.
14. ADJOURNMENT



**Municipal Affairs  
Office of the Minister**

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JAN 30 2019

Municipality of Lunenburg

FEB 04 2019

RECEIVED

Carolyn Bolivar-Getson, Mayor  
Municipality of the District of Lunenburg  
210 Aberdeen Road  
Bridgewater, NS B4V 4G8

Dear Mayor Bolivar-Getson:

Thank you for taking the time to meet with me on November 6 to discuss possible actions to address recurring water shortage issues with homeowners in southwestern Nova Scotia.

I am asking each municipality to share their ideas or options on how to address recurring water shortages by March 31. I welcome all input as we explore a shared path forward on this important issue for the region and the Province.

Once we have considered all potential solutions, my staff and I will seek another opportunity to discuss ways to enhance the ability of your residents to access reliable sources of drinking water.

Sincerely,

Chuck Porter  
Minister

cc: Kevin Malloy, CAO



# Municipality of the District of Lunenburg

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**REPORT TO:** Council

**SUBMITTED BY:** Sarah Kucharski, Communications Officer

**DATE:** February 19, 2019

**RE:** Community Council Meetings

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## RECOMMENDED MOTION

That Municipal Council hold two Community Council meetings annually, and reduce the number of Your Government, Your Ideas meetings to four annually.

## BACKGROUND

In December 2018, the Municipality held a regular Council meeting at the New Germany Legion at 7pm. This meeting was attended by more than 25 members of the public, a significant increase over the typical attendance at our Council meetings, and at our Your Government, Your Ideas community meetings each fall. Typically, 6 to 8 people attend each Your Government, Your Ideas meetings, though the Big Tancook Island meetings typically see 20-25 attendees. Feedback from attendees was very positive, and has contributed to better understanding in the community about the issues discussed at that meeting. The portable Council sound system was not ideal, as it is not reliable, and only has two microphones.

Council may wish to consider holding two Community Council meetings each year, one held north of Highway 103 and one held south of Highway 103. The location and date would be selected based on ensuring the agenda could reflect issues of interest to the community in which the meeting is being held. The meetings would be advertised well in advance through local media, social media, Municipal Matters, and through contacting community and church groups. The area Councillor would be encouraged to speak to those community-minded residents to personally invite the residents to the meeting.

Holding these Community Council meetings would contribute to meeting Objective 2.1 in our **2017-2020 Communications Strategy**, which is to 'Increase awareness amongst stakeholders of opportunities to participate in municipal decision making.'

## BUDGET

Typically, we've held six of the Your Government, Your Ideas meetings each fall. By replacing two of these meetings with two Community Council meetings, the costs would be covered by the existing Public Participation budget. There is also room allocated in the existing budget to invest in a more reliable travel sound system should the decision be made to hold more Council meetings in the community.

Department: Administration

Report Prepared By: Sarah Kucharski Date: Feb 19, 2019

Report Approved By: \_\_\_\_\_ Date:

Reviewed By CAO: \_\_\_\_\_ Date:

**Sherry Conrad**

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**Subject:** FW: New Library Funding Model  
**Attachments:** Library Funding Formula Presentation\_.pdf; SSPL FF Summary.pdf

**Subject:** New Library Funding Model

Dear Mr. Malloy,

Historically, Nova Scotia's public libraries have been funded using a per capita model. In 2011, due to concerns about population changes in some library regions, the population figures that were utilized to determine funding were frozen based on the 2009 estimated population levels and have remained so until now. As you can appreciate, this has caused concern in all library regions as it has benefited some library regions and not others. The proposed model seeks to address this imbalance while also factoring in many of the concerns and opportunities raised by Chief Librarians and Boards.

Given the provincial scope of public libraries, there is no way to exclude population as a factor in the new model. As such, the population figures utilized have been updated to reflect 2017 estimated population levels. The difference in the amount of funding increase that each region would receive is, primarily, a reflection of each regions' population fluctuation.

We understand that a model that is purely population-based would likely lead to further issues in the future. To address this, we engaged with the library community to develop a new funding formula that would meet the needs of the public libraries while limiting the funding concerns that exist in the current per capita model. The formula that was developed was applied across all library regions. We did elect to maintain French Language grants for Eastern Counties Regional Library Board (ECRL) and Western Counties Regional Library Board (WCRL), and an equity grant (based on population density) for ECRL.

I am happy to say that, with the proposed model and provincial increase to the base funding, we have achieved a scenario that will benefit all library regions. No region will be losing money. Additionally, with the creation of a new, dedicated provincial grant funding program (\$500,000), libraries will have access to funds to support innovation and unique regional needs. We will be working with CORL and LBANS to design the fund. It is important to note that access to the Provincial Culture Innovation Fund will also remain intact.

We understand that the model will need to be adjusted over time. As such, a review of the formula will be conducted every five years. Additionally, we will be working collaboratively with library boards and others to develop common measures and accountability metrics to ensure we are reporting consistently on the great work of our libraries across the province. If there are significant concerns that need to be addressed, be assured that we will be working with the libraries to ensure that our libraries are vibrant now, and into the future.

We look forward to working with you to ensure that all Nova Scotians receive equitable access to public libraries and the benefits they provide our communities.

We are confident this model reflects the many discussions held over the past few years concerning the challenges faced by the library system. We further thank the members of LBANS—many of whom represent municipalities, and CORL for their diligence in the development of this model.

We welcome your comments.

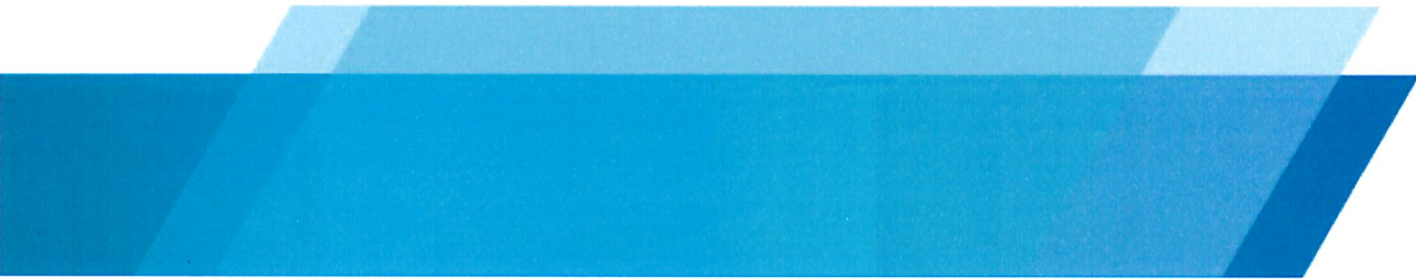
Sincerely,

Tracey Taweel  
Deputy Minister  
Communities, Culture and Heritage  
1741 Brunswick Street, 3<sup>rd</sup> Floor  
PO Box 456  
Halifax, NS B3J 2R5



# Library Funding Review

January, 2019



# Context

- The current model for funding libraries is not meeting the requirements and evolving needs of Nova Scotia libraries and users
- With the exception of Halifax, most regions are seeing population declines and it's challenging to offer equitable services
- Communities embrace libraries as cornerstones so services go beyond book lending to being hubs
- Since 2014-15 interim funding increases were made while CCH worked towards a new funding formula

# Seeking Solutions

- CCH engaged its stakeholders to develop a new funding model that moves away from sole per capita calculations to a blended formula
- The proposed model provides stability and predictability in funding and allows libraries to undertake strategic planning
- Will also help address funding challenges: rural population decline, rising operations costs, changing roles of libraries in communities

# Core Services

- Supporting and promoting reading and literacy
- Providing access to technology and supporting digital literacy
- Preserving and promoting culture and creativity
- Providing safe physical spaces that encourage community involvement

# Shared Funding

- Province invests \$14.4 million annually to support Nova Scotia's nine regional public library boards, allocated on a per capita basis, using population numbers from 2009

Regions outside of Halifax	Halifax public libraries
71% provincial	26% provincial
26% municipal	71% municipal
3% board	3% board

# Proposed Model

Component	Staffing	Operating	Collections	Technology	French Language Grant*	Equity Grant*
Per Capita	<ul style="list-style-type: none"> <li>Halifax: 1 staff per 1,269 of the region's population multiplied by average board salary range</li> <li>Non-metro: 1 staff per 2,200 of the region's population multiplied by average board salary range</li> </ul>	\$1.50 per capita	\$3.50 per capita	\$400 per staff (number of staff calculated under staffing – includes fixed and per capita component)	10% of total staffing (staffing uses both per capita and a fixed component)	5% of total staffing (staffing uses both per capita and a fixed component)
Fixed	\$380,000 per board (6 staff)	\$15,000 per board	\$7,800 per board	Refresh Public Access Computers (PAC) every three years: \$1,000 per current number of PAC computers divided by 3		

# Proposed Provincial Change

- \$2 million investment (bringing total provincial investment to \$16.4M annually)
- Additionally:
  - Creation of new application based program dedicated to library boards
  - \$500 thousand annual investment beginning in 2020-21
  - To foster innovation, creativity and partnership for programming tailored to community needs
  - To support and build capacity for libraries to implement local and innovative initiatives
- Culture Innovation Fund
  - Access to this fund remains intact

# Implications

- Changes need to be made through regulations and municipalities require one-year notice
- Potential impact of new formula on municipalities is \$1.65 million – discussion and input with municipalities in upcoming weeks
- Will be evaluated after 5 years

# Funding Comparison: Province

	CURRENT	PROPOSED	TOTAL CHANGE (\$)
Annapolis Valley	1,739,200	1,919,600	180,400
Cape Breton	1,930,400	2,053,100	122,700
Colchester-East Hants	1,279,600	1,490,100	210,500
Cumberland	550,000	775,400	225,400
Eastern Counties	727,000	911,400	184,400
Halifax	4,916,000	5,274,300	358,300
Pictou-Antigonish	1,124,900	1,383,800	258,900
South Shore	1,002,900	1,262,400	259,500
Western Counties	1,120,300	1,320,500	200,200
TOTAL	14,390,300	16,390,600	2,000,300



# Funding Comparison: Municipal

	CURRENT	PROPOSED	TOTAL CHANGE (\$)
Annapolis Valley	636,900	702,900	66,000
Cape Breton	706,900	751,800	44,900
Colchester-East Hants	468,600	545,700	77,100
Cumberland	201,400	283,900	82,500
Eastern Counties	231,900	333,800	101,900
Halifax	13,424,500	14,402,700	978,200
Pictou-Antigonish	412,000	506,700	94,700
South Shore	367,300	462,300	95,000
Western Counties	373,500	483,600	110,100
TOTAL	16,823,000	18,473,400	1,650,400

# Funding Comparison: Board

	CURRENT	PROPOSED	TOTAL CHANGE (\$)
Annapolis Valley	73,500	81,100	7,600
Cape Breton	81,600	86,800	5,200
Colchester-East Hants	54,100	63,000	8,900
Cumberland	23,200	32,800	9,600
Eastern Counties	26,800	38,500	11,700
Halifax	576,600	608,600	32,000
Pictou-Antigonish	47,500	58,500	11,000
South Shore	42,400	53,300	10,900
Western Counties	43,100	55,800	12,700
TOTAL	968,800	1,078,400	109,600

# Next Steps

- Meeting with Regions
- February 22 – Nova Scotia Federation of Municipalities (NSFM)
- Please provide written input to
  - [Rhonda.Walker@novascotia.ca](mailto:Rhonda.Walker@novascotia.ca)

Or

– Rhonda Walker  
1747 Summer Street  
Halifax, NS B3H 3A6



# Library Funding Review

Thank you!



### Comparison between current and proposed Municipal Unit Contributions

Municipal Unit	2015-16 % of Total	2015-16 Share of Total	Proposed % of Total	Proposed Share of Total	\$ Change	% Change
Queens Regional Municipality	0.1922	\$70,596	0.1817	\$84,000	\$13,404	19
Dist. of Chester	0.1852	\$68,035	0.1855	\$85,700	\$17,765	26
Dist. of Lunenburg	0.4305	\$158,134	0.4320	\$199,700	\$41,566	26
Bridgewater	0.1366	\$50,171	0.1438	\$66,500	\$16,329	33
Lunenburg	0.0399	\$14,650	0.0402	\$18,600	\$3,950	27
Mahone Bay	0.0156	\$5,712	0.0168	\$7,800	\$2,088	37
	1	\$367,300	1	\$462,300	\$95,000	26



## Healthier Together: Renewing Our Plan 2019-22

Community Consultation on the NS Health Authority's  
renewed strategic plan

THE NSHA is renewing its strategic plan, *Healthier Together*. The vision and mission of *Healthier Together* will remain the same.

However, the NSHA is seeking community input on its third strategic direction.

#### Vision:

- Healthy people, healthy community – for generations.

#### Mission:

- To achieve excellence in health, healing and learning through working together.

The third strategic direction in *Healthier Together 2016-2019* said the following:

“Engagement with Nova Scotians to create a healthier future: NSHA will engage Nova Scotians to promote and support our shared accountability for health and improvement in health status”.

The NSHA wants to shift the focus of this strategic direction to focus less on the means of engaging, and more on the end results, **healthier Nova Scotians.**

## Consultation Question:

What are some of the possible goals that could be achieved between 2019 and 2022 that would improve the health status of Nova Scotians?

Examples of MODL programmes, strategies and partnerships that contribute to achieving a healthier future for our residents:

Strategies:

Active Transportation Plan  
Open Space Strategic Plan  
MODL Healthy Eating Policy

Partnerships:

MODL and Department of CCH – MPAL Programme  
MODL and the Public Health Agency of Canada – Lyme Disease Awareness and Bait Station Project

Programmes:

Community Recreation Programming  
PROkids Funding  
Equipment Loan Programmes (MARC and LCLC)

## Consultation Question revisit:

What are some of the possible goals that could be achieved between 2019 and 2022 that would improve the health status of Nova Scotians?

MODL Input:

Highlight what we are already doing?

New goals/ideas?



## Municipality of the District of Lunenburg

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REPORT TO: Council  
SUBMITTED BY: Internet Working Group  
DATE: February 19, 2019  
RE: Internet Update

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Though Internet is not identified as a municipal responsibility in the Municipal Government Act, the Municipality has been one of the leaders in responding to community outcry. Access to high-speed Internet is of critical importance to the Municipality, and a key priority for our Council. The Municipality has taken a very active role in researching the issues with current Internet service and developing solutions. This work has been critical in learning about options available to the Municipality, and about leveraging funding and opportunities to attract partners.

The Municipality has worked with residents, Internet Service Providers, partner municipalities and provincial and federal government to conduct research on connection speeds, to erect a pilot tower project in Sweetland, provide financial support to two large Connect to Innovate projects beginning in 2019, and two smaller tower projects without provincial or federal funding. It also resulted in the development of a Municipal Internet Strategy.

This Internet Connectivity Strategy takes into consideration the provincial government's recently released Internet strategies, the I-Valley report financially supported by the Municipality, and builds on the knowledge and partnerships the Municipality has developed in pursuing the short and long-term funding opportunities. It is based on Council and Committee discussions, public engagement, research with various partners, Provincial and Federal funding opportunities and reports, and practical experience gained with the Sweetland pilot project.

We have expended significant effort in sharing the message that the Municipality is a leader in advocating for improved Internet for our residents, and leading and funding improvement projects.

In July 2018, the government of Nova Scotia made Develop Nova Scotia, a Crown Corporation, responsible for developing and implementing a strategy to improve Internet access for Nova Scotians without reliable high-speed Internet. The government also set aside \$192 Million to invest in better Internet. Their goal is high-speed Internet (minimum speeds of 25mbps wireless–50mbps for wired) reaching a minimum of 95% of Nova Scotians.

Over the past few months, we've met with representatives from Develop Nova Scotia on several occasions to better understand what role municipalities will play in solving Internet problems in Nova

Scotia. Through these conversations, it has been made clear to us that Develop Nova Scotia is responsible for solving the Internet problem in Nova Scotia. They hold the decision-making power for which projects will be pursued and funded.

The Municipality of the District of Lunenburg will continue to have a role in providing information and funding to projects selected by Develop Nova Scotia, acting as an information facilitator. We have three projects that the Municipality is currently involved in, and we will continue to move forward with these projects. However, staff recommend we are taking a pause on leading new projects until Develop Nova Scotia provides more direction on how they want to work with Municipalities.

Residents seeking information on the status of Internet improvements in the Municipality will be directed to contact Develop Nova Scotia with their concerns.

# Internet for Nova Scotia Initiative Update

In July 2018 the government of Nova Scotia made Develop Nova Scotia, a Crown Corporation, responsible for developing and implementing a strategy to improve Internet access for Nova Scotians without reliable high-speed Internet. The government also set aside significant funding to invest in better Internet. The goal: high-speed Internet (25mbps wireless–50mbps for wired) reaching a minimum of 95% of Nova Scotians. While we can't reach 100% of the province, we're committed to getting to as many homes and businesses as is feasible. It's a big goal, but we're working hard to make Nova Scotia more connected.

## WHAT NEEDS TO HAPPEN TO GET INTERNET TO MY HOME OR BUSINESS?

In many communities, a lot needs to happen before high-speed Internet is available at your doorstep. We are currently working on a strategy that will help Internet Service Providers (ISPs) and other organizations set up networks and equipment in underserved communities across Nova Scotia and then get that Internet to individual homes and businesses.

## WHEN WILL I SEE HIGH-SPEED INTERNET IN MY COMMUNITY?

Connecting at least 95% of Nova Scotians is a big project and these projects can typically take 2–5 years. The timing of your access depends on what already exists in your community and how quickly providers can upgrade existing technology or install new technology. Develop Nova Scotia is working to make sure this happens as quickly as possible.

## WHAT IS HAPPENING NOW?

We went out to ISPs and other organizations in mid-December 2018 to gauge their ability and interest in providing high-speed Internet services. Those that pass our rigorous requirements will be asked to propose solutions to deliver those services in Nova Scotia. From there, we will sign iron-clad contracts with these providers, holding them accountable to provide competitively-priced, quality high-speed Internet now and in the future.

## DO YOU KNOW ABOUT THE CHALLENGES IN MY COMMUNITY?

Yes. We have all of the data required to understand exactly where the gaps are that prevent each home or business from meeting our speed targets. As connections improve, no region will be overlooked.

**For more information, or if you have comments or questions, contact Develop Nova Scotia at:**  
902-422-6591 | [info@developns.ca](mailto:info@developns.ca) | [www.developns.ca](http://www.developns.ca)

**At Develop Nova Scotia, our job is to lead the sustainable development of high potential property and infrastructure across Nova Scotia to attract people and investment.**

- Develop Nova Scotia is a provincial Crown corporation with a mandate to drive economic growth across Nova Scotia through the development of strategic property and infrastructure.
- We work with municipalities, public and private organizations, industry, and the public to create authentic, sustainable places for people.
- We leverage our relationships, consultation experience, and expertise in development planning, program development, project management and complex financial assembly to meet our objectives.
- Great places are accessible and connected. Develop Nova Scotia has been tasked with developing and managing Rural High-Speed Internet implementation for the province. We understand the critically important role of reliable, high-speed, sustainable Internet service for quality of life and economic development.
- We will design and execute an implementation strategy for rural high-speed Internet that enables private sector ingenuity and creative problem solving, competitive bids, leverages investment and, ultimately, results in reliable, high-quality, sustainable service levels with maximum coverage for Nova Scotians that keeps pace with evolving technology.

**What has changed?**

Formerly Waterfront Development Corporation, our mandate has expanded from managing the development of strategic waterfront properties to high potential property and infrastructure throughout the province.

Broadened representation on our Board of Directors will reflect our new province-wide focus, as will enhanced staff presence throughout the province in coordination with economic development partners across Nova Scotia.

**What does Develop Nova Scotia do?**

Simply put, our goal is to create strong, vibrant communities that attract people and investment to Nova Scotia. Working with our partners and the public, we will develop a 5-year strategic plan and identify opportunities and projects that align with our goals.

Recent work includes: Queen's Marque in Halifax; Dartmouth's Centre for Ocean Ventures and Entrepreneurship (COVE); Tall Ships Multi-Port events; consultation and planning for a new Provincial Arts District on Halifax waterfront; and a new Master Plan for Lunenburg's working waterfront. Develop Nova Scotia will also lead the Master Plan for Peggy's Cove.

## Rural High-Speed Internet - Key Public Messages

1. It's a provincial plan – no region will be left behind in the planning,
2. There is confidence that more than 95% of rural NS households will be covered – 100% is not feasible.
3. The plan is focused on results, not technologies.
4. Develop NS will manage proponents to ensure reliable, high-quality service is delivered.
5. Develop NS knows where the gaps are in existing infrastructure – their plan is to cover as close to 100% of those gaps as possible.
6. If you are starting/planning an Internet-related project, please contact Develop Nova Scotia – a coordinated plan is key to achieving our goals.

### *Coverage:*

We expect high-speed Internet to reach more than 95% of rural households. We anticipate that we can connect a minimum of 95% of rural households to fibre, cable or fixed wireless service. Most, but not all, of the remaining rural households will be connected via satellite service. All of these services will be provided at minimum speeds of 50 mbps for wired and 25 mbps for wireless and satellite.

### *Timelines:*

We understand the critical importance of reliable, high-speed internet –and quick action to address the gaps in the system. We expect to be in market with a competitive process by the end of 2018.

### *How it works:*

Successful proponents to this competitive process will be recommended for funding by Develop Nova Scotia to the Nova Scotia Internet Funding Trust, which is an arms-length entity managing the \$193M provincial funding that was put aside for the rural Internet program. We will need to leverage additional funding support, including investment from the private sector, to meet our goals for system build.

For more information on the rural internet project: [www.developns.ca](http://www.developns.ca)

## **How can we work together?**

This is a partnership and we want to hear from you. We have conducted an initial round of stakeholder engagement sessions to communicate our mandate and discuss rural internet opportunities in communities across the province.

It's important to us that we stay connected so that we understand what's important to your communities in terms of economic success, strategic infrastructure projects, and rural Internet connections. We're interested in improving our communications with stakeholders in general, so we also appreciate feedback in this regard.

## **Contact us:**

For Constituents: [info@developns.ca](mailto:info@developns.ca) / 902.422.6591

For Office Staff: Deborah Page, Dir. Communications & Marketing,  
[deborah.page@developns.ca](mailto:deborah.page@developns.ca) / 902.499.0275



# Municipality of the District of Lunenburg

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## ***REQUEST FOR DECISION***

**REPORT TO:** Policy and Strategy Committee  
**SUBMITTED BY:** Nominating Committee  
**DATE:** February 14, 2019  
**RE:** Provincial Volunteer Representative

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The Nominating Committee met on February 12, 2019, to review the submissions for the 2019 Provincial Volunteer Representative nominees.

The Committee is recommending Greg Selig be selected for this award.

## **RECOMMENDATION**

**That the Policy and Strategy Committee approve the recommendation of the Nominating Committee to award the 2019 Provincial Volunteer Representative for the Municipality of the District of Lunenburg to Greg Selig of New Germany.**