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**Governance & District Boundary Review Committee**  
**April 1, 2010**

**TO:** Mayor Kelly and members of the Governance and District Boundary Review Committee

**SUBMITTED BY:**

  
Cathy Mellett, Acting Municipal Clerk/Manager

**DATE:** March 22, 2010

**SUBJECT:** Phase One Consultation on Municipal Governance

**INFORMATION REPORT**

**ORIGIN**

Commencing in January of this year, public input was sought regarding the Municipality's governance structure in accordance with the directives of this Committee and the guidelines of the Nova Scotia Utility & Review Board. This report presents the feedback received

## **EXECUTIVE SUMMARY**

Public consultations regarding the first phase of municipal governance and district boundary review were initiated in January and have recently been completed. The first phase focussed discussion on the role for councillors, Regional Council and Community Councils in representing constituent views on local community and regional issues, as well as the number of councillors needed to deal with these matters.

Input received through seven public meetings, a randomly conducted citizen survey, an on-line survey and written submissions is presented with this report. The main findings may be summarized as follows:

- Constituents feel that councillors are important in representing both local community and regional issues and want to be able to directly contact their councillor on local matters and service issues;
- Although constituents generally felt that the current number of councillors was appropriate, there were some who felt that a smaller Regional Council would be better;
- The need for more effective deliberations by Regional Council was more broadly supported;
- Community councils were perceived as having an important role in making decisions on local matters and in representing community issues at Regional Council, although few constituents avail themselves to the opportunities to participate at the community council level;
- There was little evidence that constituents have considered broadening the powers of community councils.

## **BACKGROUND**

*The Nova Scotia Utility and Review Board Guidelines:*

The Municipality's Charter requires Council to undertake a review of its governance structure, including the number and boundaries of polling districts, and submit an application to the N.S. Utility & Review Board (the Board) by December of this year.

Through past decisions, the Board has provided direction on how this review is to be conducted. It has stated that the first phase of review should focus on governance structure with consideration given to the role of councillors, Regional Council, and Community Councils in decisions regarding regional and community issues. The consultation process is to be led by Council but not directed, curtailed or stifled by it.

An informed debate of these issues should lead to a decision regarding the required number of councillors which would then lead to a second phase where polling district boundaries are decided in accordance with legislative requirements.

*Public Consultations:*

Public consultations regarding governance issues were conducted between January and March of this year through the following venues:

6. Seven public meetings were held in conjunction with community council meetings on the following dates:

February 22 Western Region Community Council (minutes presented in Attachment A)  
February 24 Marine Drive Valley & Canal Community Council, Sheet Harbour (Attachment B)  
February 25 North West Community Council (Attachment C)  
March 1 Chebucto Community Council (Attachment D)  
March 3 Peninsula Community Council (Attachment E)  
March 4 Harbour East Community Council (Attachment F)  
March 10 Marine Drive Valley & Canal Community Council, Lawrencetown (Attachment G)

7. A Comprehensive Citizen Survey was conducted on behalf of the Municipality by Thinkwell Research, an independent research company. In addition to other issues, questions were posed concerning governance, which are presented in Attachment H. The survey, which was conducted over a six (6) week period ending February 7, 2010, was provided to 23,400 households in HRM. With a completion rate of 10.3% (2,420 surveys) the responses are statistically verifiable within a margin of 2.4% 19 times out of 20.
8. An on-line survey was placed on the Municipality's web site. The survey closed March 26<sup>th</sup> and Fifty (50) surveys were submitted. Detailed results of the on-line survey will be available by April 7, 2010.
9. Written submissions were solicited over the Municipality's web site and were received at public meetings. Twenty-six (26) submissions were received which are presented in Attachment J.

Notification of meetings and other means of obtaining information and participating were made through:

- 16 notices published in two local and 13 community newspapers
- 44 -30 second advertisements on C100 and Q104 radio stations
- 168 advertisements on Eastlink TV (once per hour, 24 hours a day for 7 days)
- posters placed on four local community recreation center billboards
- 3 public service announcements
- columns placed by the Mayor and Councillors in community newspapers
- handouts at public meetings

- the home page of Municipality's web site
- the Municipality's web site also contained background information including previous decisions of the Board, reports to and minutes of Regional Council, as well as an audio-visual recording of the presentation given at the public meetings.

*Councillor Survey:*

To date fifteen (15) councillors have responded in a survey to questions posed by the committee.

**DISCUSSION**

Responses from the various sources are consolidated in the following topics.

*The role of a councillor:*

Most councillors perceived their role as multi-faceted with residents wanting their leadership on regional issues, representing community and district interests, and advocating for residents' services issues. These perceptions are consistent with the findings of the Thinkwell Citizen survey where:

- 86% percent of respondents agreed or strongly agreed it is important that their local councillor works to deal with issues important to the local community and almost as many (84%) agreed or strongly agreed that it is important that their councillor works to deal with issues of importance for the entire region;
- 80% percent agreed or strongly agreed that it is important that their local councillor resolve issues they have with HRM services;
- 43% had contacted their councillor at least once per year regarding an issue that affects their community and 34% had contacted their councillor at least once per year regarding a service issue.

Comments received at the public meetings generally reflected the survey results although more emphasis was placed in the importance of councillor engagement with citizens at the local level.

In their response, Councillors recognize that the role of service advocate could be addressed through better administrative (staff) response to issues or with additional constituency level support. Councillors recognize that residents expect to be able to contact them when service issues occur.

*The Effectiveness of Regional Council:*

The Thinkwell Citizen survey revealed that citizens were generally not satisfied with Council's performance.

- While 25% of respondents agreed or strongly agreed that Council as a whole has worked to successfully deal with issues important to HRM, 37% were neutral and 30% disagreed or strongly disagreed;
- 24% agreed or strongly agreed that Council has demonstrated effective leadership for the Municipality, 35% were neutral and 34% disagreed or strongly disagreed;
- Only 18% felt that their voice is valued/reflected in local decision making while 45% disagreed or strongly disagreed and 27% were neutral.

Criticism of Council effectiveness was also prevalent at the public meetings and in the submissions received. Criticisms focussed on:

- time wasted fighting over trivial matters and pandering to the cameras;
- one area of the region being favoured over another in decisions and resource allocations;
- the lack of transparency in decision making with too many in camera sessions.

However, others felt that, messy as it may appear at times, debate is a required for democratic decision making.

#### *The Role of Community Councils:*

Community Councils were widely supported in the representations made at public meetings and to a lesser extent in the written submissions received. Community Councils were perceived as an appropriate structure for deciding local matters, hearing community issues and bringing them forward to Regional Council.

With regard to the question of whether or how the powers of Community Councils should be expanded, there was not a lot of feedback at the public meetings or in the written submissions. Some representations were made that if more local matters were dealt with by Community Councils, the agenda of Regional Council could be reduced.

The Thinkwell Citizen survey found that only 17% of respondents attended a community council meeting at least once per year whereas 51% of respondents has attended or watched a regional council meeting at least once per year.

The on-line survey results may contain more detailed responses regarding the powers of Community Council as questions included a respondent's views on specific powers of Community Councils.

*The Size of Regional Council:*

In the Thinkwell Citizen survey, 52% of respondents felt adequately represented by Council under its current council and community council structure where 18% did not and 29% were not sure. Of the 18% who responded, they did not feel adequately represented, 40% identified “the size of council” as the reason for their response.

Other factors which made up the majority of the respondent’s reasons for not feeling adequately represented included Council’s effectiveness on issues such as the cooperation and decorum of council and focus on important issues; the transparency of Council and their decision making; and a small number of responses regarding the powers of community council and equity of urban and rural representation.

A much stronger majority of opinions received through written submissions favoured a reduction in the number of councillors - a considerable reduction in most instances. Responses received at public meetings were mixed with no clear consensus with one exception. At the meeting in Sheet Harbour, a much stronger position was put forward that a smaller council would result in less effective representation to the Eastern Shore due to their large geographic size.

The rationale given for a smaller council was generally related to more efficient decision making with less time spent on debate. In a number of written submissions and representations made at public meetings, a larger ratio of constituents per councillor found in other benchmarked municipalities relative to HRM was presented as justification for a smaller regional council.

Arguments made against a reduced council size included:

- debate is an important part of the democratic process and more councillors are more likely to provide better representation of the diversity of views in our communities;
- councillors become more remote from their constituents;
- individual councillors will feel more compelled to conform with the majority view;
- the cost of councillors salaries savings are questionable as more administrative staff will need to be hired and the cost of councillors salaries is a relatively small component of the Municipality’s budget in any event;
- the cost of financing an individual election campaign will increase making campaign contributions more important in affecting the election outcome.

Several non-conventional ideas regarding representation included a proportion of council being composed of councillors at large, youth and visible minorities.

## **BUDGET IMPLICATIONS**

Based on research conducted as to the models of constituent support based on size of district and population it can be anticipated that:

A larger Council would result in increased costs for salary, equipment, support staff, capital and district funds as well as renovations to accommodate a larger number of councillors in City Hall.

A smaller Council might result in some modest savings. However, there would be no significant cost savings accrued due to anticipated increases in support requirements. Responses from the Councillors survey, the Thinkwell Citizen Survey, as well as a number of presenters pointed out that residents expect to be able to have their issues addressed by their Councillor. With larger districts Councillors would require additional support to meet resident expectations.

Council retained at the current size would have no significant cost impact. Modest efficiencies may be achieved through alignment of Community Councils.

More detailed financial analysis will be provided for models recommended by the Governance and Boundary Review Committee to Regional Council.

## **FINANCIAL MANAGEMENT POLICIES / BUSINESS PLAN**

This report complies with the Municipality's Multi-Year Financial Strategy, the approved Operating, Capital and Reserve budgets, policies and procedures regarding withdrawals from the utilization of Capital and Operating reserves, as well as any relevant legislation.

## **ATTACHMENTS**

Attachment A: Public Consultations, February 22 Western Region Community Council

Attachment B: Public Consultations, February 24 Marine Drive Valley & Canal Community Council, Sheet Harbour

Attachment C: Public Consultations, February 25 North West Community Council

Attachment D: Public Consultations, March 1 Chebucto Community Council

Attachment E: Public Consultations, March 3 Peninsula Community Council

Attachment F: Public Consultations, March 4 Harbour East Community Council

Attachment G: Public Consultations, March 10 Marine Drive Valley & Canal Community Council, Lawrencetown

Attachment H: Governance Questions in Citizen Survey (Thinkwell Research, January, 2010)

Attachment I: On-line Survey Questions and Responses Received (to be circulated after April 7, 2010)

Attachment J: Written Submissions Received.

A copy of this report can be obtained online at <http://halifax.ca/boardscom/DistrictBoundaryReviewCommittee.html> or by contacting the Office of the Municipal Clerk at 490-4210, or Fax 490-4208.

Report Prepared by : Paul Morgan, Planner, Community & Regional Planning, 490-4482

Reviewed by: Sara Knight., Solicitor, Legal Services



## Extract - Western Region Community Council - February 22, 2010

### 2.1 Presentation - District Boundary Review Process

Mayor Peter Kelly, Chair, Governance and Boundary Review Committee, welcomed those in attendance and provided a brief background in regard to the Governance and Boundary Review initiative.

The following members of the Governance and Boundary Review Committee were also in attendance: Mr. Wayne Anstey, Deputy Chief Administrative Officer, Operations, Councillors Tim Outhit, Jerry Blumenthal, Reg Rankin and Barry Dalrymple. Regrets had been received from Councillors Linda Mosher and Gloria McCluskey. Members of staff supporting the Committee and also in attendance were: Ms. Cathy Mellett, Acting Municipal Clerk, Mr. Paul Morgan, Planner, Ms. Sara Knight, Solicitor and Ms. Linda Grant, Administrative Clerk Assistant.

Ms. Cathy Mellett, Acting Municipal Clerk, commenced the presentation outlining the following questions for consideration by residents of HRM as part of Phase 1 of the review process:

- the size of electoral districts
- the role of Councillor
- the powers and size of Community Council and Regional Council
- how Council can best work to serve the citizens of HRM

Phase 2 of the review, to commence in the Summer of 2010, will consist of the boundary review and adjustments with additional public input sought in the Fall of 2010. HRM will submit its decision on the boundaries to the Nova Scotia Utility and Review Board by December 2010.

Mayor Kelly then called for members of the public to come forward with comments / questions.

### 2.2 Question and Answer Session

**Ms. Heather Whitehead, Spryfield**, requested clarification on the current population range for districts and how that figure was calculated.

**Mr. Colin O'Neil, Fairview**, commented, in regard to streamlining Council to make it simpler, that democracy was not supposed to be simple. He noted that he wanted more representation from his government. Holding the number of districts to twenty-three (23) would result in less representation due to more population. It is extremely valuable to have many Councillors as Council is supposed to argue and debate. It would be too easy for things to pass through with fewer Councillors. Reducing the number of districts would be a bad idea. Keeping the average population per district at 10% (+-) would be best as one district should not have more representation than another.

**Ms. Wendy MacDonald, District 10**, noted that the Halifax Charter was not mentioned in the background material. She commented that there was no mention of youth representation in the districts and there was not much input from youth at Council or Community Council. The Halifax Charter also makes mention of an annual meeting of Community Council but there has been no annual meeting with an opportunity for open dialogue. Ms. MacDonald stressed the importance of having the community speak on what they want to see happen. She noted that she has not seen a job description for Councillors and that such a document could be the basis for measuring their performance. She expressed concern with Discretionary Funds being shared by Councillors to make the pot larger for a special project with no opportunity for the community to challenge that idea. Ms. MacDonald noted that the community was not invited to participate in the Chester Spur Line trail item, however, she made efforts to communicate with her local Councillor on the matter and questioned why the community was always chasing as she has yet to be approached by HRM concerning an idea she has put forward. Without more effective communication, the size of the district would make no difference. There is a need to make the districts larger; District 10 should be eliminated with Lacewood Drive used as the dividing line for Districts 15 and 16. Ms. MacDonald noted the loss of the community's weekly newspaper that included comments from the Mayor and local Councillor. She commented that her area was one of the fastest growth areas, with Bayers Lake thrown in, and that there was a lot of opportunity for building but no opportunity for community dialogue on issues such as what will happen with the external aspects of the Indoor Sports Facility currently under construction. She expressed concern that the Northcliffe facility would close and the community would lose its playgrounds and tennis courts. She thanked the Committee for coming to the public and wished them successful deliberations and that the outcome would be an effective Council. Ms. MacDonald suggested that the pace of the presentation be slowed as it was not easy to follow. She suggested that eighteen (18) districts with larger boundaries would be a good number. Consideration should be given to quality rather than quantity. Ms. MacDonald explained that it takes a lot of time to get a Councillor up to speed and familiar with each and every district. She also noted that with thirty (30) Councillors, there would be thirty (30) different views.

**Ms. Cathy Oakley, Prospect**, commented that, based on what she has heard and read, a small number (of Councillors) would be better. She inquired, if there were a reduction to fifteen (15) Councillors, whether 27,000 residents would be too unwieldy a number for the individual Councillor. She noted that if the districts were larger, the community could support the Councillor more through local community committees which would also involve the people at the community level. A larger district may encourage more participation from the community.

**Mr. Gordon Hamilton, Timberlea**, commented that he could not understand how a Committee of Councillors would vote themselves out of a job. He advised that he was in support of a Council of fifteen (15) and suggested that the TV cameras be taken out of the Council chamber so that they could get their work done instead of grandstanding for the cameras.

**Ms. Christina Parker, District 23**, addressing the issue of the power of the Community Councils/Council, expressed concern that Council had no control over the Traffic Authority, especially in relation to the parking ban. She noted that lack of control over this area was not acceptable as safety measures were not being implemented throughout the community.

**Ms. Paula Miettinen, District 13**, inquired whether a benchmark or best practices had been used when compiling the three examples presented in regard to a Council size of 23, 18 or 15 districts and whether a national/international review/comparison was done. She requested that more background information be placed on the web so that the public may be better informed.

**Ms. Heather Whitehead, District 18**, commented that the current number of districts appears to be appropriate and there was room for growth. Community Councils are important but should not be given powers as extensive as taxation, however, they should have input into the budget. The diversity in districts from city to farming areas means funding requirements would be different for each area. A smaller Council would not be desirable as there are a lot of different thoughts/skill sets brought in so that there is a large pool of people and ideas when debating issues such as tax reform. She noted that the vote was very close in regard to the tax reform matter and it may have passed with a smaller Council. She encouraged Council to stay large so as not to place a feeling of too much pressure on the Councillors.

Mayor Kelly gave the third call for any further speakers, hearing none, he closed the public portion of the meeting. He thanked all members of the public for their comments.

Mayor Kelly and members of the Governance and Boundary Review Committee retired from the meeting at this time.

## EXTRACT- Marine Drive Valley & Canal Community Council February 24, 2010 - Sheet Harbour

### 9.3.1 District Boundary Review

After introductions of the District Boundary Committee, Mayor Kelly assumed the Chair.

1. A handout entitled *HRM's Governance and District Boundary Review Process* was circulated to the residents.

Mayor Peter Kelly, Chair, Governance and Boundary Review Committee, welcomed those in attendance and provided a brief background in regard to the Governance and Boundary Review initiative.

The following members of the Governance and Boundary Review Committee were also in attendance: Councillors Tim Outhit, Jerry Blumenthal, Gloria McCluskey and Barry Dalrymple (MDVCCC). Regrets had been received from Councillors Linda Mosher, and Mr. Wayne Anstey, Deputy Chief Administrative Officer, Operations. Members of staff supporting the Committee and also in attendance were: Ms. Cathy Mellett, Acting Municipal Clerk, Mr. Paul Morgan, Planner, and Ms. Linda Grant, Administrative Clerk Assistant.

Ms. Cathy Mellett, Acting Municipal Clerk, commenced the PowerPoint presentation outlining the following questions for consideration by residents of HRM as part of Phase 1 of the review process:

- the size of electoral districts
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- the powers and size of Community Council and Regional Council
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Phase 2 of the review, to commence in the Fall of 2010, will consist of the boundary review and adjustments with additional public input sought in the Fall of 2010. HRM will submit its decision on the boundaries to the Nova Scotia Utility and Review Board by December 2010.

Mayor Kelly then called for members of the public to come forward with comments / questions.

**Mr. John Wood**, Silver Island, inquired whether or not, the boundaries were a bureaucratic convenience. This cookie cutter approach doesn't seem to work in the Eastern Shore. The photographs that were in the excellent presentation showed one lobster operation and the rest of the photographs were of urban areas. I submit that our people are a rural and have needs too.

Mayor Kelly advised that the Utility Review Board has requested us to do this in two phases, Phase I, which we are doing now hearing your views and comments. Phase II

is the actual work being done on the electoral boundaries and reviews and the decision made by Council will be brought to the public for their consultation.

**Ms. Sandy Mosher, Arts Society** spoke on the value that the residents of this district bring to HRM. She assisted in forming the Sea Coast Trails Artist Association which showcases approximately 60 people. This Association not only has painters, but has photographers, potters, people that work with stain glass and various other types of mediums. The Association devised a marketing plan and received a grant from HRM. In conjunction with Sea Coast Trail Arts Group they have held a festival every year for the past five years. Approximately 600-800 people from the metro area attend the festival each year. The group have constructed an Art Park which exhibits their artwork. She indicated that there is a art workshop for youth together along with a bursary for future studies. She advised that one of her goals is to promote the cottage industry in the area.

**Mr. George Child, Quality of Life**, Vice President, Chamber of Commerce and President of the Quality of Life Committee. He spoke of all the exciting things that are going on in his community, such as the Streetscape project. However, the main point of his comments was the two and one-half million dollars of Federal stimulus monies that were made available to his community for a Quality of Life facility. With the procurement of these monies, this multi purpose facility will become a reality. He noted that a considerable amount of hard work, time, and planning has gone into this facility. He indicated that a centralized centre of education, recreation, health professionals, etc., for our residents only makes sense when operational costs continue to rise. It is essential for our seniors, youth, and the our working people to have this type of facility and it lies at the heart of our growth. Another reason for this type of facility is to entice professionals and semi professionals to come to our area. He reiterated that a centralized centre will be the keystone of this community promoting prosperity and growth. It is his hope that his group will be able to work with HRM to promote the quality of life within this community specifically and HRM in general.

**Ms. Cathy Farris, Fire Department**, would like to express her gratitude to HRM for their fire services which include buildings, equipment, and the training that their members have received. However, she stated that our needs are not the same as the urban parts of HRM and we need to be mindful of that when boundaries are allotted. Before she closed, Ms. Farris thanked HRM for giving these services to this area so that the fire department can provide protection to our families. Ms. Farris reminded Council as to how valuable their volunteers are, especially when the fires of Terrance Bay were very close to the city. She again expressed her gratitude and hope on behalf of the community for continued support for the area.

**Mr. Ralph LeBlanc, Tourism**, wished to thank HRM for the training and equipment our local fire station has received. Only for their training and professionalism, he would have lost his business two years ago as the fires were only 12 feet away from his buildings. He spent 35 years in the navy living in Dartmouth. He had two properties in Dartmouth. He stated that he had enough of the city and decided to look in each of the

three provinces for a place to live. He eventually decided to move to Sheet Harbour. He noted that he is making money for HRM as his tax base for his property in Sheet Harbour is triple what the tax base was for the two properties in Dartmouth. Mr. LeBlanc noted that the average amount of tourism that Sheet Harbour is enjoying is not any different than anywhere else in this province or in Atlantic Canada. He stated that he keeps very accurate records and he can state that before 9/11, 85% of his tourists were Americans, the year after 9/11, it dropped to 40%. The year after it dropped to 10% and has remained at 10% ever since. The tourist trade is scrambling for tourist dollars. He noted that we can all help each other. When tourists, diving through the city of Halifax, ask "what is the best way to Cape Breton", the question should be put to them, do they want the fastest way or the best way. Highway 104 is the fastest way but they are not stopping anywhere, if they want the best way, send them down the Eastern Shore route and allow us to take care of them. He requested that frontline staff at the HRM tourist bureaus know their geography and what Eastern Shore is about.

**Mr. Wayne Malay, Mainstreet/Streetscape**, President, Sheet Harbour Development Corporation, stated that the corporation came into being approximately one year ago to facilitate development in the area. Our first and probably the most famous project is the Waterfront Sidewalk Plan. We are now in the first year of construction with the help of Council and the help of HRM in general we have facilitated the project. Without the help of HRM, we would not have been able to start this project. The citizens will be very happy once it is completed. The Sidewalk project is multi faceted but the two main issues were the safety for the citizens, we do have an enormous amount of truck traffic, and we needed to spruce the community up. It will attract new businesses to the area and with that, will bring new people to the area. It will help us but it will also help HRM. The second phase moves up behind the Tourist Bureau. Work will soon begin there to make this community more attractive. He indicated that the residents need to move forward and work together. He also stated that Sheet Harbour appreciates the assistance that HRM has given their community.

**Ms. Sheila Martin, Health Services Director, Eastern Shore** indicated that she has grown up both personally and professionally in this area, allowing her to know every service that is available in the area. She indicated that the residents of Eastern Shore are grateful for the extended medical care that their Urban partners in Health offer. She stated that the fact that they can not obtain or retain health professional people is the reality that her residents face on a daily basis for the last 15 years. We are leader in our area for staffing initiatives but we are grateful for the assistance that HRM has given us. During my meetings with my colleagues, she stated that when the question is raised, what would bring more health professionals to this area and retain the ones we do have, the answer is always the same. The community needs to be more family orientated with more activities for the family and the children with employment for our significant others. She indicated that she had grown up on the Eastern Shore and from the voices of her parents and through her own experiences both professionally and personally, she cautions that numbers is not the filter to use when talking about boundaries. Geography, diversity and real issues around the size of that diversity are the filters to use. She indicated that she serves three hospitals and three nursing

homes in her area and she finds this challenging. Should the numbers of Eastern Shore increase, the geographical area would be too much for one councillor to cover and meet the needs of the people. Musquodoboit Valley and Sheet Harbour are similar in needs but there is also diversity that needs to be considered as well.

**Mr. Warren Parsons, Friends of Taylor Head Beach** expressed his support for the words of Ms. Martin. He indicated that when he seen the presentation, he seen numbers. He indicated that he went to High School here in the '60's and then went away to work for some odd 30 years. His children are all over the world. His wife is formerly from this area and he convinced her to move back. He wanted the committee to realize that Sheet Harbour has much to offer HRM and HRM should be proud of this area. This area offers a chance to escape the city and obtain a sense of solitude. He requested that when HRM is looking at the boundaries, to look at more than the numbers, look at us.

**Ms. Judy Smiley, Heritage** noted how proud she is of the speakers that came before her. She recognized a former resident of the community, Councillor McCluskey. She noted that she had the pleasure of serving on Council with Councillors Hendsbee and Rankin. She noted that she is the president of the Sheet Harbour and Area Heritage Society. We celebrate our traditions and heritage of this area with pride. When visiting the city for doctor's appointments, etc, and receptionists see her address they remark that they are either from the Eastern Shore or they have family and friends here. Historically our residents always travel west into the urban core for education, medical appointments, and employment opportunities. This community has always been entwined with urban HRM. She thanked HRM for their support for the Streetscape project. She has travelled to several cities and noted that there is always a streetscape in each of these cities. She commented that HRM should be prepared for urban sprawl in this area. She noted that the Committee may have seen the project, Quoddy Head coming across their desk . We have million dollar homes located there with people coming from all over the world. They are impressed with the friendliness of the people, the beauty of the land and the easy access to HRM. People have come from Germany, Denmark and Sweden to settle here. We are the Crown Jewel of HRM. When Ms. Smiley campaigned in this area, she stated that she travelled many of the back roads of the Eastern Shore. She met many older people who had built their homes overlooking the ocean. She noted that there is a diverse economy here such as fishing plants, an excellent ice free port and many farming expeditions. When she was in Council, she noted that she had six fire stations under construction, either building from scratch or adding a piece on. She noted that most of the money for these constructions were raised from volunteers in the community. If a loan was secured for any projects, it was paid by monies made through volunteer efforts. The firemen were all volunteers. They put their lives on the line for the community. While I was in Council, I made myself familiar with every service whether it was health or for something else. What I can tell you from that experience is that Guysborough does not know who or what we are. HRM does. HRM knows what our needs are. Today there were two apologies made, one of which was by the Mayor of HRM. One of these apologies was made to the people of Africville. Decisions were made by people for other people that did not understand of

know the needs of the people, but were made for what they thought was the good of the people. Please remember this and don't let history repeat itself.

**Mr. Anthony Turner, Forestry** advised that he comes from a long line of forestry people. Forestry has always played a part of the economy in Eastern Shore with such things as pulp mills and saw mills providing a good tax base. The harvestery industry involves many trucks on the roads, building operations supervisors, cutters, all creating about 200 local jobs. Industrial hardwood chipping exports hardwood chips and ships through Great Northern Timber. When the ships are in port, there are more local jobs created, jobs such as stevedores. For every one job that is transparent, there is 1.9 jobs that is not. He stated that our residents look forward to remaining a part of HRM but we also hope that HRM realizes the benefit of having the Eastern Shore as part of HRM.

**Mr. Robert Moser, Search and Rescue** commented on behalf of the local association of the Ground Search and Rescue and its association with HRM. He stated that approximately 30 years ago, a local boy was lost in the woods near his home. Unfortunately he was not found alive, and for that reason our local search and rescue was formed and has been active ever since. Over the past thirty years they have been involved in many searches with positive outcomes due in the most part to the expertise, training and dedication of our local members. He stated that currently they have 53 active volunteer members from Ecum Secum to Spry Harbour. They have put many hours in training and mock searches to keep them prepare in the event that they are called out. To operate a ground search and rescue requires a considerable amount of equipment, such as vehicles, boats, different types of radios, generators, gps's, the list is too long to tell all. To acquire and maintain this equipment is very costly. He stated that they receive a grant of \$3000.00 from the province, an expense rebate from HRM (receipts must be submitted) in the amount of \$7750.00 and the remainder is raised through fundraising. Each year, for the last 14 years, Ground Search and Rescue has held a fishing derby the first weekend in June raising between \$6000.00 and \$8000.00. These funds combined is not always sufficient to cover the costs of the equipment, operating expenses and training that the team requires to carry out a search. There are 24 such organizations in the province, four of which are in HRM. They are Eastern Shore Ground Search and Rescue, Halifax Ground Search and Rescue, Sheet Harbour Ground Search and Rescue and Musquodoboit Valley Ground Search and Rescue. At any given time any one of the 24 units will lend assistance when it is needed. The four HRM Ground and Search Rescue Units meet regularly to share training and mock exercises, policies and strategies to give the best training possible. This is a benefit to all. We are blessed with many rivers lakes and forest and wilderness areas which attract many people such as fisherman, hunters from HRM. When they are lost, our units sends out a search unit to find them. He noted that volunteers have logged 285 hours in meetings 280 hours of fundraising, 617 hours of training which is 1082 hours of volunteer service. Mr. Moser stated that they receive funds from HRM but HRM also receives a very valuable service from us. He noted that if one did the math for all the training, etc., it would equate to less than minimum wage for each man hour. We believe that HRM and Sheet Harbour and Area benefits from the partnership and our residents would like to see stay the way that it is.



**Mr. Tom McInnis, President, Chamber of Commerce** welcomed the Mayor and Council to Sheet Harbour. He noted that when the Community is looking for funding or whatever from HRM one would normally see just a few of us but we thought it is important for the Committee to realize that it is not just the few but all of us here tonight that make up these beautiful communities. Governance and District Boundaries would normally be considered a mundane issue but in this political climate, there is less tolerance. I heard the other day that Council should be abolished and replaced with citizens. He noted that geography is extremely important. Speaking to District 1 alone, it runs from the Airport, down to Upper Musquodoboit, to Ecum Secum Bridge and then all the way back to Gates Brook with about 20 communities in between. Each Community has its own set of issues and the Councillor is expected to know and resolve each of those issues. For District 1, he indicated that he would argue that the district is too large, it should have more than one councillor. One would not find that analogy anywhere else in HRM. He stated that the Eastern Shore finds itself on the tail end of the Central Nova riding, on the tail end of the Sheet Harbour/Guysborough riding and on the tail end of the HRM's District 1. When staff were reviewing the boundaries for the Provincial ridings, they did not take into consideration that the our riding covers from Newcombe's Brook all the way to Canso. They did not take geography all that seriously. We have heard in the media that some people might have been upset that we received \$500,000.00 for the sidewalks. They were alluding that these funds should have gone to Spring Garden Road of Quinpool Rd for widening of their sidewalks. Inherent in these comments is that we might be the "poor cousins of HRM". He stated that he would like to draw an analogy to the 50's, 60's, 70's and indeed the 80's when Atlantic Canada was the poor cousin and going to Ottawa with cap in hand. The Federal Government of the time seen it as an investment to give Hibernia three billion dollars, making Newfoundland a have province and the investment of over a billion dollars in Confederation Bridge to aid the economy of Prince Edward Island. Mr. McInnis noted that Sheet harbour has an ice free harbour, one of three in the Province of Nova Scotia, a common user dock that is second to none. He noted that there are roads running north, south, east and all the way to Truro. They just need a little pavement. He agreed that the assessment that comes out of downtown Halifax probably is the equivalent of the assessment for the rest of HRM. The reason for this is that it contains all the head offices, universities, government offices, etc. however the people of the downtown area do not own the down town, it is a part of everyone in HRM. He concluded that we are proud of being a part of HRM but HRM should be proud of being a part of Sheet Harbour.

**Ms. Kate ??** currently lives in Upper Musquodoboit and looking forward to moving back to the area soon. She has been an employee of HRM for the past eight years. She indicated that she has applied to work at the Sheet Harbour Visitors Centre. After talking to her supervisor, Ms. Bonnie Murphy, she learned that she is the only one that applied and that they are still seeking two more people. The competition closed today but she indicated that the competition might be able to be extended, if there were sufficient interest.

**Mr. George Sparks** indicated that there are questions that must be asked of this

committee before a decision can be made as to what residents want. These questions would be, what are the pros and cons of the boundaries being made smaller or larger and the same goes for Community Council. We need to ask these questions of our Council members. He also questioned whether the boundary changes support the needs of its residents. He reiterated what other people were saying, don't look at us as numbers but as people.

**Mr. Charles Martin Jr.** indicated that it is awesome what HRM is doing for our community and what the community is doing for itself.

**Resident, Executive Director of the Family Resource Centre.** She indicated that she lived here for the last 26 years and worked in Musquodoboit Valley and Downtown Halifax. She indicated that the area has lost many provincial services over the last two to three years. She realizes that it is the municipal government that she is speaking with today, but it does set a precedent for numbers. The area has lost its child protection worker, our public health nurse, and 1.5 physicians. The area has recently regained its addictions services person, although it is not a full time position anymore. The area further lost its mental health services especially for its young people. Our youth, now, go to Musquodoboit Harbour or to the IWK. The area continue to lose these services because we use numbers. The biggest asset that Metro has is our young people. Our youth want to move to HRM because of the opportunities that are there. We would like to be able to provide our youth with opportunities to make a choice to stay here.

**Mr. Brian Knox** advised he can't tell the Committee about the numbers whether we should have one representative for our district or we should have twenty. I can't tell you whether it should be based on population, or square mileage. He voiced his concern that since he moved here in 2003 from out west, he hasn't noticed a very much change along the Eastern Shore. He noted that the differences that he is seeing is gas stations closing. Very little businesses such as restaurants are opening. He stated that they need leadership from our governments to aid in the startup of new businesses. Without business along these roads, tourists will not come. Tourists go from Truro to Cape Breton and Cape Breton back to Truro. Very few come along the Eastern Shore. He stated that we need to keep our people here and we need to start developing the Tourism Trade. Prince Edward Island, South Shore and the Western Shore are examples of a successful tourist communities and this is what we need to accomplish.

**Mr. Art MacKenzie** stated that in at the time of Amalgamation in 1996, the community was assured that it would remain as part of HRM as a whole and not railroaded out to another municipality. He stated that his concern tonight is that Sheet Harbour will not remain a part of HRM. He commented that he did not know why or if the Committee is being forced to reduce the number of Council members. That is something that your Council will need to deal with. As to how we are going to divide the capital seats up, he stated he could not say but he assured the Committee that the people here tonight are supportive of remaining part of Halifax County. It does not matter what the Municipality is named, just keep us part of the municipal unit. He states that he is not sure of the process but he does not want it taken from this meeting that Sheet Harbour does not

want to remain a part of HRM . He reiterated that the community does not want to be sent off to another municipality but to remain a part of Halifax County.

Mayor Kelly advised that Phase 1 is the Governance piece and what the Committee hears with your commentary is that it is critical that you remain part of this municipality.

Councillor Outhit advised that this Committee is not discussing de-amalgamation, I want to make that very clear. The Committee is here to talk about the size of boundaries within HRM, we are here to talk about empowering the Community Councils not de-amalgamation.

The Mayor called for three times for further speakers. Hearing none, the Mayor turned the meeting over to Councillor Hendsbee to continue the Community Council meeting.

Councillor Hendsbee expressed his gratitude for every one that came out to the Community Council/District Boundary Meeting especially those who took the time to speak. He acknowledged the MLA for Eastern Shore, the Honourable Sid Prest. If you have any questions or concerns for the provincial boundaries, you can speak to him.

## Extract - North West Community Council - February 25, 2010

### 6.3.1 Governance and District Boundary Review Committee - Phase 1 Consultation

- A handout entitled HRM's Governance & District Boundary Review Process was distributed to the members of the Community Council.

Mayor Peter Kelly, Chair, Governance and Boundary Review Committee, welcomed those in attendance and provided a brief background in regard to the Governance and Boundary Review initiative.

The following members of the Governance and Boundary Review Committee were also in attendance: Councillors, Tim Outhit, Barry Dalrymple, Jerry Blumenthal, Linda Mosher and Gloria McCluskey. Regrets had been received from Councillor Reg Rankin and Mr. Wayne Anstey, Deputy Chief Administrative Officer, Operations. Members of staff supporting the Committee and also in attendance were: Ms. Cathy Mellett, Acting Municipal Clerk, Mr. Paul Morgan, Planner, Ms. Sara Knight, Solicitor and Ms. Linda Grant, Administrative Clerk Assistant.

Ms. Cathy Mellett, Acting Municipal Clerk, commenced the presentation outlining the following questions for consideration by residents of HRM as part of Phase 1 of the review process:

- the size of electoral districts
- the role of Councillor
- the powers and size of Community Council and Regional Council
- how Council can best work to serve the citizens of HRM

Mayor Kelly then called for members of the public to come forward with comments/questions.

**Ross Evans, Hammonds Plains**, commented that the number of districts should stay as status quo. He expressed concern that should the size of Council decrease, there would be a need to hire further support staff, which would decrease the opportunity for additional savings.

**Doug Colmer, Bedford**, commented that HRM currently has one Councillor for every approximately 18,000 electors. He expressed concern with Council reducing to 15 Councillors, which would be one Councillor for every approximately 27,000 electors.

**Tom Mardison, Beaver Bank/Kinsac**, asked if Council were to be reduced, whether there would be a definite savings that could be registered and measured.

**Robert Wilde, Lower Sackville**, asked why de-amalgamation was not included as an

option.

**Nick Antoft, Lower Sackville**, commented that the Community Council is a reflection of how Municipal politics is supposed to work. Community Councils give residents an opportunity to discuss various issues within their district. He indicated that he does not have the ability to participate in Provincial meetings, nor would he want to. He expressed concern with decreasing the size of Council and whether residents would still have the ability to participate during Community Council meetings. He further expressed that the current system is working and other than doing renovations to the City Hall building, increasing the number of constituents a councillor represents marginally is not a big problem. Mr. Antoft noted that there are some Councillors that are currently sitting on multiple Community Councils, which seems to be a better arrangement because those Councillors would have an understanding of issues for other districts. He commented that the number of Councillors should stay as status quo. He suggested that Community Councils should be given more powers, to decrease time spent discussing matters that would apply to individual communities at the Regional Council level.

**Ross Evans, Hammonds Plains**, commented that the District Boundary Review Committee should keep in mind the areas that are growing the fastest and suggested that Council adjust the numbers to allow for those increases. He agreed that Community Councils could be given more powers. Mr. Evans noted that the number of constituents will increase even if Council keeps the status quo; however, that type of increase is reasonable. He expressed concern that residents have already lost a great amount of representation when HRM amalgamated.

**Walter Regan, Sackville**, thanked the Governance and District Boundary Review Committee for seeking the public's input. He requested a third Councillor for Sackville and noted that Sackville is currently the third largest community in the Province and should have more representation. He further agreed that the duties and responsibilities of the North West Community Council should be expanded. He suggested aligning the Halifax Regional School Board with HRM as a sub-committee to assist with containing costs. He expressed concern with information in the news suggesting that Council is discussing the option to cease funding for trails. He suggested that HRM increase the trails budget \$5 million per year and noted that building trails is a way to give back to the community. Mr. Regan advised that he is very impressed with the way HRM is paying down the debt and suggested increasing property taxes, which would assist with paying down HRM's debt faster and having more funds available to assist with needs within the community.

**Wayne Desmond, North Preston**, expressed concern that the visible minorities are decreasing and the communities of interest are currently divided. He expressed concern with the black community not receiving effective representation and noted that there are communication issues within his district. Mr. Desmond provided an example regarding the expansion of bridge on Lake Major Road, which will hinder the traffic one way coming into the community of Preston, and indicated that the Rate Payers

Association has not been advised of this problem from the local Councillor. He asked, in terms of a community of interest, whether or not an allowance would be made based on communities of interest and the demographics for each community. He commented that the resources are very limited in the Preston area and there is a fair amount of out migration. He noted that conformity is not going to work and indicated that Council needs to appreciate the diversity as it exists in HRM. Allowances have to be made in terms of looking at diversity in all of its aspects. He further expressed concern that if the current districts do not have the proper resources and are not being effectively represented, decreasing Council to 15 Councillors will not help with the black community. He suggested an increase to the wages of Councillors or the School Board and further indicated that residents have no opportunity to provide their input regarding the decisions being made for HRM.

**Anne Merritt, Middle Sackville**, asked whether the Committee gave any consideration to a different structure for Council. She provided an example for the Halton Region of Ontario and indicated that each area has their own councillor and Regional Council is made up of a different group of representatives. She commented that she is not advocating that this would be a good option but noted that residents want to feel that they are being represented. She expressed concern with giving councillors a larger group of constituents and residents feel as though that Councillors will only represent the area they live in. She suggested having system of Community Councils that would give residents the representation they are looking for and have a representative from each Community Council that would sit on the Regional Council. This would cut down on the numbers at the Regional level but every area would still be fully represented. She indicated that she would like to see this option worked out on paper.

**Valery Gillis, Middle Sackville**, noted that she agrees with Ms. Merritt. She indicated that her concept of Council is what she sees on television, which is not always favourable. She indicated that the Council is very parochial and Councillors are trying their best but whether that has an impact with the camera being on them and issues being brought forward that are pertinent to their district. She suggested that residents could speak to their elected representatives and have one representative from the Community Council that would take residents' concerns to Regional Council. She expressed concern with the way Council is functioning and noted that it is very dysfunctional.

**Wayne MacPhee, Sackville**, noted that Regional Council should be reduced to 12 Councillors with one Mayor, which would have approximately 35,000 constituents per district. He expressed concern with HRM being over governed compared to other jurisdictions of similar size. He noted that HRM does have support staff and asked how many personnel are currently assisting the Councillors. He indicated that by reducing the size of Council, HRM would be in line with most of the other provinces of similar size. Regional Council's 2004 report suggests that HRM is overstaffed. Mr. MacPhee requested clarification as to when Councillors' wages are increased and by what amount. He commented that reducing the size of Council would not save a tremendous amount of money. Mr. MacPhee requested information regarding Councillors' salaries.

He noted that Councillors make approximately \$71,000 per year and if this wage is increased yearly, it would be important for residents to know the Councillor's wages to ensure they are receiving the best value for the wages. He suggested having information regarding Councillors' wages available for future meetings. Mr. MacPhee raised concern regarding a potential conflict of interest and asked whether Council should be making the decision on the size of Council. Councillors should not be making decisions that affect their jobs. Information provided to residents is misleading and suggests that Council will be making the final decision regarding Council's size. The information should reflect that Council will be making the recommendation.

**Mavis Taylor, Middle Sackville**, noted that she does not feel HRM should de-amalgamate but HRM should finish the process of amalgamation. She expressed confusion that there are different rules for different areas of HRM based on preexisting 1996 boundaries. She agreed that there seems to be a conflict of interest and even though Regional Council does not make the final decision, Council is putting the recommendation based on information collected by the Committee. She expressed concern with the video presentation and indicated that the video does not provide enough detail for residents to respond to what size Council should be. The video has a fair amount of propaganda and potential scare tactics. She expressed concern with having to phone her Councillor to have the snow removed from her area. If the districts expand, residents will not be able to get in contact with their Councillor. The Committee is asking residents to assist with finding a solution to a problem that residents should not be responsible to solve. She commented that there is no elected official that is unbiased and the video was in the form of a commercial and commercials are propaganda.

**Paul Hyland, Chair of District Boundary Review Committee for 2003/2004**, commented that this is a difficult process for Council to go through. He noted that the process is not just for HRM, it is part of the Utility and Review Board's mandate, and is province wide. He recommended that Council determine the number of districts first and stay committed to that number. He noted that during the 2003/2004 boundary review, the Committee had a commitment from Council; however, once the decision was finalized, Council thought they had the mandate to proceed with the division of the boundaries. Mr. Hyland noted that discussions around boundaries is when Council will see more community interest and wished the Committee and Council well during this process.

**Wayne MacPhee, Lower Sackville**, recommended keeping the status quo. He expressed concerns with more powers being given to the Community Councils and indicated that certain Councillors can be intimidating. He thanked Councillors McCluskey and Outhit for their efforts during the Dartmouth Terminal and the Bedford Library discussions. He indicated that Council is overspending and that has to stop. Mr. MacPhee expressed concern with HRM's deficit and indicated that Council should not increase taxes but rather lower them.

Mayor Kelly gave the third call for any further speakers, hearing none, he closed the public portion of the meeting. He thanked all members of the public for their comments.



Extract of the Chebucto Community Council Minutes - March 1, 2010

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## 2. DISTRICT BOUNDARY REVIEW COMMITTEE PRESENTATION

- The District Boundary Review presentation was before Community Council.

Mayor Kelly introduced the District Boundary Review presentation and advised that a public question and answer session would follow.

An audio visual presentation was provided.

Mayor Kelly opened the floor to comments and questions from the public and advised that the session was being taped and that any comments would be brought to Regional Council.

**Ms. Pat Kidd**, Fairview, requested the typical amount of queries and comments that each Councillor receives from their residents per week as this would give her a better idea of how Councillors could handle a change in their District boundaries.

Mayor Kelly advised that the number would vary in each District, however, it was probably approximately 100 contacts per week, however, that number also depended on what situations and events were occurring the District.

Ms. Kidd indicated that, to her knowledge, Vancouver operated with only six Councillors and that, in HRM, nine would be her ideal amount, however, she could tolerate up to 11. She stated that HRM had good staff and noted that, since amalgamation in 1996, there had been a District versus District mentality in the municipality. She noted that if District boundaries were broken down, people would reach out to the needs and wants of urban, suburban and rural residents. Ms. Kidd indicated that she had moved to Nova Scotia, by choice, in 1974 and noticed the quality of the residents right away, however, if the HRM boundaries remained the same these residents would dig in their heels and continue the District rivalries. She stated that she could see someone with Councillor Hum or Councillor McCluskey's energy being capable of taking on a larger District.

Mayor Kelly stated that, in HRM, there were 21 MLAs who also represented all parts of the municipality and noted that if Regional Council decided to go below that amount it would be the only area with less municipal than provincial representation. He requested Ms. Kidd's opinion on this fact.

Ms. Kidd stated that there may be an over abundance of MLAs as well. She stated that while she liked the idea of having many different points of view, after a while people began repeating themselves.

**Ms. Mary Ann McGrath**, Kearney Lake, stated that to have the same boundaries as MLAs, HRM and the Province would have to conduct their boundary reviews at the

same time. She noted that, having been an MLA herself, it would be a goal to strive for, however, it was not going to happen. Ms. McGrath stated that it was premature at this stage of the Boundary Review to be asking questions regarding a potential change to the size of Council as there were so many variables to consider when considering an answer; such as what support would be given to Councillors to aid them with the additional work. She indicated that HRM was a community of communities and requested that Council preserve those communities; noting that many people did not realize that areas such as Kearney Lake, Rockingham and Birch Cove were their own communities and not part of Clayton Park or Bedford. Ms. McGrath urged Council to make this a principle concern. She stated that breaking down boundaries was important, however, the other aspect could sever communities, like hers, from its historic ties to the old City of Halifax. Ms. McGrath noted that severing boundaries could also serve to not give residents the best representation as if the size of Council was reduced staff would have to figure out how to provide more services to the remaining Councillors. In closing, Ms. McGrath suggested that Community Councils could be realigned to fit within similar community issues.

**Mr. Nick Pryce**, Dartmouth, stated that he had a real interest in governance and thought this was an exciting opportunity. He noted, however, that there was a lot of cynicism out there regarding the District Boundary Review as friends and colleagues had told him that Council had undertaken a similar review before and had not accepted the staff report in the end. Mr. Pryce stated that, with regards to understanding the process, there had been no real discussion on the fiscal part of the review and what the cost would be for each different scenario. In closing, he noted that governance was a complex issue and Council needed to fully explore this large subject.

Mayor Kelly advised that the District Boundary Review Committee was mandated to come forward with a report to Council which would then be forward to the Nova Scotia Utility and Review Board who have the ultimate decision making authority and who would also be hosting public information meetings and public hearings on the subject. He stated that cost was part of phase two of the process.

**Ms. Kelly Greenwood**, Clayton Park West, stated that boundaries were a big issue and that she supported fewer Districts in HRM. She noted that it was important to look at the role of Council and Councillors in order to come up with clear guidelines and expectations as some Councillors had different styles than others.

**Mr. Brennan Dryden**, Terrence Bay, expressed concern regarding the rationale of what criteria would be used to create these boundaries and requested to know how they had been established.

Mayor Kelly advised that the last boundary review, led by Commissioner Bill Hayward, had taken place in 1996 and that it was now time again for HRM to readdress this governance piece.

Mr. Dryden stated that it was premature to consider new numbers of Councillors if residents did not know what the criteria was for the boundaries. He noted that he would like to see Districts comprised of residents with similar incomes and service requirements as the lower income residents in his District of Terrence Bay were outnumbered by the wealthy. He requested that Council change the boundaries in a positive way.

**Ms. Joy Wolfry**, Purcell's Cove, requested to know if there had been or will be an evaluation of amalgamation.

Mayor Kelly indicated that this was not part of the Committee's mandate and that HRM was created by the Province in 1996 and the District Boundary Review was working under the aspect that the Municipality was one. He stated that the Province would have to decide if they believed amalgamation was an issue they would like to explore.

Ms. Wolfry stated that it seemed to her that amalgamation was an issue and that changing boundaries may not be the solution. She suggested a Council containing Councillors at Large who could represent HRM as a whole. She noted that Toronto had a Board of Controllers for 65 years who ensured that city wide issues were brought to the table. In closing, Ms. Wolfry stated that she would be interested in that kind of Council.

Mayor Kelly handed the meeting back to the Chair and the members of the District Boundary Review Committee left the meeting.

**HRM Governance & District Boundary Review Process - Presentation and Question and Answer Session**

Mayor Kelly welcomed all those in attendance and introduced the following Committee members: Councillors Blumenthal, Dalrymple, Outhit, and Rankin. He advised that Councillors Mosher and McCluskey sent their regrets for this meeting. Mayor Kelly provided an overview of the review process the Committee was undertaking, and added that, following a video presentation, the floor would be opened to members of public for comments and questions.

A video presentation of approximately 20 minutes was given, and Mayor Kelly opened the floor to anyone wishing to provide their remarks or ask questions.

The following people spoke:

Mr. Bruce Devenne, Lower Sackville, spoke about the need to reduce the size of Regional Council. He provided statistics on the ratio of population versus Councillor representation for the cities of Vancouver and Toronto in comparison with HRM, noting that Vancouver is represented by 10 councillors and Toronto is represented by 44. He advised that if HRM's ratio was used against the City of Vancouver, the City would have 35 Councillors instead of 10 and Toronto would have 153 Councillors instead of 44. Mr. Devenne suggested that HRM be divided into five wards—Halifax, Dartmouth, the area east and north of Dartmouth, Bedford /Hammonds Plains/Sackville/Beaver Bank, and the area west and south of Halifax, with two councillors per ward. He indicated that this would reduce the size of the Council and save millions of dollars per year. Mr. Devenne concluded by advising that the City was \$30 million in debt, it will be facing a \$40 million bill for the Canada Winter Games, and it is over governed, so now was the time to get control of spending and to make cutbacks.

Mayor Kelly clarified a point raised by Mr. Devenne concerning the cost of the Canada Winter Games. He explained that the Games are a program funded by the Federal Government, the Province, and the Municipality and there is no debt. With regard to the \$30 million debt, Mayor Kelly advised that this is a challenge and Council will be dealing with this during the budgetary process.

Ms. Valerie Payne, representing the Halifax Chamber of Commerce, addressed the issue of the governance structure and size of Council. She advised that the Chamber supports a smaller Council and noted that, although this is a means to an end, the ultimate goal is to make Council better. She noted that the Chamber has recently reduced the size of its Board of Directors and has resulted in huge improvements. Ms. Payne pointed out that a smaller Council will make it easier to work together, and to be more focussed and cohesive. She suggested that the perception is that Council does not seem to be operating toward the common goal of making Halifax a better place, but rather, each Councillor operates with their individual goal and agenda, with their own districts in mind. Ms. Payne emphasized the importance of getting the structure of Council right, adding that if the structure is not done correctly it won't matter what the size of Council is. Ms. Payne concluded with the following points:

- Council should be reduced to 15 members
- The Councillors role should be to act as a member of the board of directors for the City; and to use their leadership and time to think of the City as a whole and what is best for all citizens.
- To understand and know what the responsibilities are of management and the board.
- Council needs to work together and debate the right issues at the right time.

Councillor Outhit asked Ms. Payne on her views of the role of Community Councils. In response, She advised that the Chamber feels they provide a good role and that they could be better utilized.

Mayor Kelly asked Ms. Payne whether she supported a higher ratio of MLA/public representation or if she felt the ratio of Councillor/constituents should be higher.

Ms. Payne advised that the governance structure needed to be established first before that question is considered.

Mr. Hugh Pullen, Halifax, advised that his experience with HRM Council and the former City of Halifax Council, has shown him that the Councillors are leaders in their districts and whenever there has been an emergency in their area, it has always been the local Councillor that has taken charge. Mr. Pullen also pointed out that there is a very large segment of the City's population that do not know how government works, and their only real contact they have with the City is through their Councillor. Mr. Pullen advised that he was in favour of a smaller Regional Council, but that there is a place for a subordinate level of community councillors, in particular, they would be representatives that the public can easily reach to find out how to make contact with the administration of the City.

Mr. Sam Austin, Halifax, suggested that one of the negative aspects of municipal council is that it does not have a policy network of people to support and generate ideas, and staff often fill this void. He noted that part of the role of Council is to inject some humanity into the process, and suggested that a smaller Council would mean less ability for that to be done. This would result in a Council that would be more remote from residents and, in his view, it would be less democratic.

Ms. Catherine Kitching, Halifax, advised that she moved to Halifax from Ottawa approximately 10 months ago and part of her reason for wanting to settle here was the size of the City and the feeling of community and citizen engagement. She added that she has been very impressed in her dealings with Councillors, noting that she was surprised when she received a response back from a Councillor on the same day she sent it, and they have been very friendly to deal with. Ms. Kitching suggested that the population would not receive better representation if the Councillors were representing two to three times the constituents. She added that she was open to the idea of more efficient ways for Councillor representation, such as the suggestion by the previous speaker of a subordinate level of Councillors, but would recommend maintaining the current ratio of Councillor to constituents. Ms. Kitching noted that HRM was a very diverse community and expressed concern that a smaller Council may not represent

the concerns of all.

Ms. Beverly Miller, Halifax, advised that she had been on the citizens committee for the last district boundary review process, and that she was disappointed there was no citizen involvement this time. She added that this presentation was useful but there has not been much citizen debate and there was too much information presented tonight. Ms. Miller indicated that Community Council should be reviewed first and if it were made more efficient and provided more power, then perhaps the size of Regional Council could be reduced. Ms. Miller noted that the presentation did not address the citizen relationship to their Councillors, and information on the Councillors' workloads was also missing, as this was very important information to provide, e.g. the number of Committees a Councillor sits on, the number of e-mails and phone call, etc. Ms. Miller pointed out that this information would enable the public to consider the impact on a Councillor if their constituency was increased. Ms. Miller also pointed out that the Councillors' salaries account for a very minimal percentage of the overall budget and therefore, any concern over the costs associated with the number of Councillors should not be a consideration. She added that if the number of Councillors were reduced it simply means that the workload on the Councillors would increase substantially, and she advised that Councillors do not have the same staffing resources that the representatives have at the Provincial and Federal Levels.

Mr. John Blanchard, Halifax, advised that he felt the Councillors' salary load on the overall budget was minuscule and it would not be an advancement to reduce Council representation. He added that the only argument for a reduction in the number of councillors is that it would provide an efficiency, but the only efficiency would be less argument within the constituencies. Mr. Blanchard advised that if, for example, the Peninsula districts were amalgamated into one district, it would only reduce the number of views being put forward, and would not improve the debate. Mr. Blanchard also pointed out that if the number of Councillors are substantially reduced, then the Municipality will lose the information base and additional staff would have to be hired in order to provide the information to make a sound decision. If additional staff were not hired then Councillors would be making decisions without all the information needed to make an informed decision. Mr. Blanchard noted that he lived in Montreal during the time when their municipal amalgamation occurred. Since this time, however, they have essentially re-created the affected boroughs that were there before amalgamation. He noted that they were brought back by a community council type structure. In summary, Mr. Blanchard advised that he believed that the efficiencies people are looking for are not found in reducing the number of councillors, but rather could be found in the actual structure the City is operating within and the staff groups themselves.

Councillor Outhit requested Ms. Sara Knight, Solicitor for the District Boundary Review Committee to clarify the comment of citizen involvement referred to by Ms. Beverly Miller.

Ms. Knight advised that in approaching the public participation aspect of the District Boundary Review it was determined that this forum was the best way to get the broadest amount of participation rather than through a citizen committee.

Further to this, Mayor Kelly advised that this has been the fifth meeting to date and

close to 300 individuals have attended the meetings or have been part of the process.

Mr. Level Chan, Halifax, advised that he felt it was important to focus on the role of Council as the City's representative and, as a result, it is important to note that this role is not dependent on the number of constituents each Councillor is representing. Mr. Chan added that there should be greater empowerment of Community Councils to deal with the issues that are at a local level and that there should be better communication to the constituents about the powers of Community Council and this will lighten the load on the overall Regional Council.

Ms. Bobby Johawks, Halifax, advised that she was not well enough informed on the impact that Council's size and boundaries would have on the City to make a decision on this matter. She suggested that Councillors could best serve their citizens by choosing the right topic on their agendas and showing leadership through action.

Ms. Jennifer Barry, Halifax, spoke in support of maintaining the current number of Councillors. She added that it is important in this process to not only consider Council's decision on where its residents live, but also in where they work. She advised that the majority of HRM residents come into the downtown on a daily basis even if they don't live here; they either come in to work or use the services in the downtown. Ms. Barry indicated that focus should be more about where people are on a day to day basis.

Mr. Graham Hicks, Halifax advised that he did not believe Council should be reduced from its current size. He noted that prior to amalgamation there were 24 Councillors in the County of Halifax, and with the remaining areas there was approximately 60 Councillors in total. Mr. Hicks pointed out that from this number, the entire HRM is being served by 23 Councillors and that everything seems to be working fine and he felt that the Council size should be left as is.

Mayor Kelly called three times for anyone else wishing to speak. There were no further speakers. He thanked everyone for coming out this evening and noted that this was the first phase in the process.

The meeting recessed at 7:34 p.m.

The meeting reconvened at approximately 7:45 p.m.

**EXTRACT OF HARBOUR EAST COMMUNITY COUNCIL  
HRM District Boundary Review  
March 4, 2010**

### **10.3 Presentations**

#### **10.3.1 HRM's District Boundary Review**

Councillor Gloria McCluskey welcomed those in attendance to the presentation of HRM's District Boundary Review and introduced the members of the Governance and Boundary Review Committee.

Mayor Peter Kelly, Chair, Governance and Boundary Review Committee, welcomed those in attendance and provided a brief background in regard to the Governance and Boundary Review initiative.

The following members of the Governance and Boundary Review Committee were also in attendance: Councillors Gloria McCluskey, Barry Dalrymple, Linda Mosher, and Reg Rankin. Regrets had been received from Councillors Jerry Blumenthal and Tim Outhit. Members of staff supporting the Committee and also in attendance were: Ms. Cathy Mellett, Acting Municipal Clerk, Mr. Paul Morgan, Planner, Ms. Sara Knight, Solicitor and Ms. Linda Grant, Administrative Clerk Assistant.

Ms. Cathy Mellett, Acting Municipal Clerk, commenced the PowerPoint presentation outlining the following questions for consideration by residents of HRM as part of Phase 1 of the review process:

- the size of electoral districts
- the role of Councillor
- the powers and size of Community Council and Regional Council
- how Council can best work to serve the citizens of HRM

Phase 2 of the review, to commence in the Summer of 2010, will consist of the boundary review and adjustments with additional public input sought in the Fall of 2010. HRM will submit its decision on the boundaries to the Nova Scotia Utility and Review Board by December 2010.

Mayor Kelly then called for members of the public to come forward with comments or questions.

**Mr. Jay Guthord, Dartmouth**, questioned the current challenges of Council at its present size. He expressed concern that if the number of Councillors decreased, each Councillor would be responsible for more people per district. He advised he believes that the current system is manageable. Mayor Kelly responded by advising that Councillors work approximately eight to twelve hours a day weekdays and weekends, adding that the workload can sometimes increase or decrease depending on the



issues. The Mayor acknowledged that if there were a decrease in the number of Councillors, Council support may have to increase.

**Mr. Dave Carter, Dartmouth**, advised that he is inclined to believe that the current number of Councillors is fine. He suggested that it would be beneficial for the public to have the information from other Community Councils. Mayor Kelly advised that the presentations are now being provided at various Community Councils throughout HRM but information is not being released at this point as to not lead residents towards a choice one way or the other. Mr. Carter added that he does not want a smaller Council at this time.

**Mr. John Snow, Dartmouth**, compared the levels of government between Sweden and Canada noting that Sweden has two levels of government while Canada has three. He added that with the inclusion of the powers of the Community Council in HRM it could account for four levels of government. He suggested that the Community Council should be advisory in nature and it have no input to Regional Council. He stated that the Community Council should have an advisory role to Council. He stated that whatever structure is determined that the roles of the Community Councils and Council need to be understood. He added that many residents in the urban areas are not aware of Community Councils or their role.

Councillor Mosher acknowledged that many residents are not aware of Community Councils or their function. The Councillor suggested that a description of the role of the Community Council be added to the HRM website, including examples of what issues a Community Council addresses. She added that this information could be included for the next public meeting introducing the HRM District Boundary Review.

**Mr. Murray Elliot, Dartmouth**, noted the increased growth of HRM and expressed concern regarding a potential increase in workload for the Councillors if the number of districts were to decrease.

**Mr. Tony Lynch** expressed concern that if the number of Councillors were reduced the workload could become too much each Councillor.

**Mr. Colin May, Dartmouth**, noted that the deadline for written submissions on the District Boundary Review is March 23<sup>rd</sup>. He stated that it would be great to have more of the public involved in the Community Council function. He advised the Committee that last year he visited a village in Britain, approximately the size of Lunenburg, that was represented by a Parish Council of five to six councillors and one mayor. He stated that each councillor had approximately 2600 residents compared to HRM Councillors having 20,000 in average. He advised that the Districts should be left at twenty-three. He noted issues such as cats and taxis are not the best use of Council resources. He urged HRM to work with the Premier and the Nova Scotia Government to eliminate the legislated HRM District Boundary Review. He suggested that the District Boundary issue be added to the ballot at Municipal elections. He suggested that Community Councils be given an increased mandate noting that many districts are growing in HRM

and are requiring more services.

Mayor Kelly advised those in attendance that the District Boundary Review is mandated by law to seek the public's comments and direction and to report back to the Province.

Councillor Mosher suggested an extension to the deadline for public submissions. She added that many residents may be away on March break and unable to comment before the March 23<sup>rd</sup> deadline.

**Mr. Richard Swim, Cole Harbour**, advised the Committee that Council should be reduced to a maximum of fourteen to sixteen councillors including the Mayor. He stated that he watches Regional Council on Tuesday evenings and noted that at times there is argument instead of debate. He noted that discussion during Council meetings is very repetitious with Councillors making the same comments as were previously stated. He added that the current size of Council is unworkable and he noted that some areas in Canada have a population of 800,000 with only twelve councillors. He suggested that Community Councils become advisory to Regional Council while retaining some decisions on local issues, ie. neighbour disputes. He stated that it is unavoidable that some areas and populations may become larger with a decrease in the number of Councillors.

**Ms. Alma Johnston, Dartmouth**, advised she is in favour of keeping the status quo regarding district boundaries. She questioned the growth in HRM and was interested in receiving information regarding the growth areas of each district. Mayor Kelly advised that staff contact her directly to provide the requested information.

**Mr. Brian LeBlanc, Dartmouth**, advised that the role of the Councillor is a dual role including administrative and representation. He added that the Councillor is the one voice to represent the resident and he noted that the residents have to be represented as best as possible. He advised that the size of Council is fine adding that for every Councillor there are approximately 16,000 residents. He added that the decision making of Council is fine, although it could make better use of decisions, such as in the case of development agreements. He noted that Councillors are overworked compared to other elected representatives adding that Councillors do not have the staff support as is the case in other levels of government. He stated that less representation can cause a disconnect between residents and government. Mr. LeBlanc stated that when working with a large number of people there is more diversity of ideas and various viewpoints. He added that when democracy is working well decision making can take longer. He stated that Community Councils should become responsible for citizen advisory boards and committees in order to have more public involvement in its decisions. He stated that Council needs to address fiscal responsibility and work at engaging its residents.

The Mayor called three times for any further speakers, hearing none, the floor was closed for comment.

Mayor Kelly expressed his appreciation to those in attendance for their comments and participation in the HRM District Boundary Process.

EXTRACT - Marine Drive Valley & Canal Community Council March 10, 2010

**1. CALL TO ORDER**

The meeting was called to order at 6:30 p.m. at Lawrencetown Community Centre, 3657 Hwy 207, Lawrencetown, NS.

Councillor Hendsbee welcomed the members of the public to the Marine Valley Community Council explaining that the first part of the agenda would be the District Boundary Review. He introduced the members of the Committee.

After introductions of the District Boundary Committee, Mayor Kelly assumed the Chair.

- A handout entitled *HRM's Governance and District Boundary Review Process* was circulated to the residents.

Mayor Peter Kelly, Chair, Governance and Boundary Review Committee, welcomed those in attendance and provided a brief background in regard to the Governance and Boundary Review initiative.

The following members of the Governance and Boundary Review Committee were also in attendance: Councillors Linda Mosher, Jerry Blumenthal, Gloria McCluskey, Reg Rankin and Barry Dalrymple (MDVCCC). Regrets had been received from Councillors Tim Outhit, Mr. Wayne Anstey, Deputy Chief Administrative Officer, Operations and Ms. Linda Grant, Administrative Clerk Assistant. Members of staff supporting the Committee and also in attendance were: Ms. Cathy Mellett, Acting Municipal Clerk, and Mr. Paul Morgan, Planner.

Ms. Cathy Mellett, Acting Municipal Clerk, commenced the PowerPoint presentation outlining the following questions for consideration by residents of HRM as part of Phase 1 of the review process:

- the size of electoral districts
- the role of Councillor
- the powers and size of Community Council and Regional Council
- how Council can best work to serve the citizens of HRM

Phase 2 of the review, to commence in the Fall of 2010, will consist of the boundary review and adjustments with additional public input sought in the Fall of 2010. HRM will submit its decision on the boundaries to the Nova Scotia Utility and Review Board by December 2010.

Mayor Kelly then called for members of the public to come forward with comments / questions.

**Mr. Alan Robertson, Tower RD**, stated that he does not live in this district, but he had

just found out about the exercise a few days ago. This would be the last occasion that he would have in Phase 1 to advise the Committee. He indicated that he hoped that he would be received in that light. He is a retired management consultant. He stated that he usually approached a problem analytically. He would look at the numbers and he try to figure out what makes sense and what doesn't. He looked at the numbers with respect to HRM . He prepared a three-page analysis which he would submit for the Committee. Essentially, nobody can determine the ideal number of districts for any municipality because they are all different. They all have special needs and one could make an argument one way or another to the size of the districts. He advised that he looked at the rest of Canada. He reviewed 32 cities across the country, ranging in size from basically two and a half million, which is Toronto, down to about 68,000, which is Saint John, NB. He stated that he counted the number of Councillors in each district, excluded the mayors. Most cities elect their mayors at large as is done here. He noted that the numbers he is using are 2006 figures since that is the last time the census with respect to population was carried out. Calgary has almost a million people, they have fourteen districts, whereas, HRM has less than 400,000 and maybe about 400,000 now with 23 districts. Probably the most under represented municipality would be Mississauga, they only have nine districts but they have a population of 700,000, not quite double ours but they are certainly much more under representative than HRM is. On the other hand, there are a number of smaller municipalities where the number of residents per district is quite a bit lower. For instance, Saint John has a population of 68,000 and they have 10 districts. He stated that using a graph, HRM is severely over represented in terms of the districts if one compares it to the rest of the country. There are situations where a large city may only have nine or ten representatives but they are more heavily supported by executive assistants and staff. This may be a model that the Committee might want to look at rather than having a greater number of districts and expect each Councillor to field every phone call, every meeting, every day before they go to bed. He indicated that he knows it is a hard job. He knows that they have some really good Councillors that work hard to do it but there are other models. Maybe, one should take Toronto or Montreal, because they are the largest, out of the scenario. Then where would Halifax fit? How many electoral districts should Halifax have if it were fitted for the average for Canada. He indicated that the number he came up with was 14, not 23, but 14. Maybe one should take all the cities that are greater than half a million because HRM is getting close to half a million so let us forget the big cities and see how the smaller cities look after themselves. There the analysis suggests 12 to 13 districts instead of the 23 HRM has. He requested that the Committee seriously consider why HRM is so different to the rest of Canada and in the example that was the given the low number of districts was 15. He suggested seriously that the Committee look at maybe 12 to 14 and see if that would work.

A submission entitled *Too Many Districts* by Mr. Robertson was entered into the record.

**Mr. Gary , Colby Village Estates, Cole Harbour** stated that the question of boundaries is not really related to numbers of districts and population because that is an exercise in mathematics, average of numbers and that sort of thing but more of regional representation. In the briefing, it was mentioned the diversity of all HRM, all the

way from Hubbards out to Ecum Secum and as far as Enfield and with two cities in between, Halifax and Dartmouth. When he first moved here, he indicated that he was in the County. He felt well represented by the people that understood rural politics and issues. Since amalgamation, more than half of the representation of the 23 districts are in Halifax and Dartmouth. Halifax and Dartmouth is what one would call the city folk out here in the country. He questioned how well the county is represented when decisions are made by city folk. He stated that he is not being facetious, there are differences between city and country and probably indeed between Eastern Shore and Southern Shore issues. He inquired when something goes to Council how informed are Council members when they make a decision regarding any district particularly when most of the representation is from the city. The other aspect is governance, the presentation gave the numbers ranging 15 to 26 districts with 15,000 to 18,000 people in each district. What would happen in a district if one had a Councillor did not represent one's feelings or issues, how, from a governance point of view, how does one get represented if the Councillor of the district refuses to listen to you. With 18,000 people it is not likely that one person can adequately or equally represent all 18,000 people so what do you if you do not have a representation. At least in provincial or Federal politics if one doesn't like what his MP or MLA is doing, one can go across to the opposition and say can you help me out here. HRM or any other municipal politics do not have that capability.

**Mr. David Barrett, Beaverbank, NS** indicated that he was there because of scheduling conflicts, one just can not be everywhere. He stated that there is about 3000 people in Beaver Bank. It was not even mentioned on the Committee's presentation. Beaver Bank has new houses going up every day. He noted that he has been involved with community groups and planning all his life. He is 71 years old. What happens here does not really have much effect on his life. He stated that he always had tremendous respect for people that would serve but he is losing that respect. When one talks about the rural areas, there is a different people, different views, different everything and there is conflict. He indicated that he has lost a lot of respect with Council and it was just happen the other day over the RCMP decision. In 1997, Beaver Bank had a meeting on retaining the RCMP with over 200 people attending the meeting. Everyone stood up including Mayor Fitzgerald, who was the mayor at the time, and supported the Mounties for Beaver Bank. If Council is going to do things in secret and not have people involved then HRM might as well have a Councillor of one and consultants. There is a saying that Lies, Liars and Statistics because you can make statistics say anything. Well if HRM hire consultants, HRM can get anything. He suggested that the report that was brought forth was slanted. He stated that Council has to get their act together. He stated that he has seen Councillor Streach raked over the coals by the newspaper because he could not get to all the city meetings. Has the Committee ever thought of the hundreds and maybe the thousands of miles Councillor Streach has to put on every week just to go around to community meetings in that area. He has seen the map, one can not expect Councillor Streach to make every meeting. Something needs to be done that the Councillors that HRM has in the rural areas have the time and the effort to do their job. Personally, he stated that the Councillors do not have time to answer all their phone calls. He stated that a Councillor is responsible to the people.

They are basically on call 24 hours a day. Yet it seems that the trend is hire civil servants that only work eight hours a day. During the summer months, decisions can not be made because the civil servants are all away on five weeks vacation. Nothing is done. Councillors should have the power to carry out their duties not the civil servants making the decisions. He noted that he would submit the minutes of the RCMP meeting in Beaver Bank meeting and the Beaver Bank Community Council. He advised that one does not hear much about Beaver Bank in the news because basically Beaver Bank just gets things done. But he noted that if Council does not listen to us, you will hear from us.

Two documents were submitted by Mr. David Barrett, Beaverbank, NS for the record:

- A Beaver Bank Community Awareness Association Minutes Summary dated February 12, 1997, and
- a letter from Mr. David Barrett, Beaver Bank Community Awareness Association regarding a motion passed by the Association on February 12, 1997 supporting the retention of the RCMP in Beaver Bank.

Councillor McCluskey, as a member of the Police Commission, advised that a motion was passed in Council to look at the policing matter and its financial implications. It was held in camera because it dealt with contracts and safety issues. No negative comments regarding the RCMP came out of that exercise. She advised that HRM is fortunate to have two very good police forces, the HRP and the RCMP. The motion came forward simply because of financial implications. The current formula for 70/30, meaning the Federal government pays 30% with HRM paying the rest. In 2012 there is some danger that it could go 90/10 which would cost tax payers another \$23,000,000.

Mayor Kelly advised that the decision of Council has been made and both forces will be retained.

**Ms. Lynn McLellan, 19 Keltic Drive, Upper Lawrencetown,** requested that she be able to ask two Councillors one question each.

Mayor Kelly advised that it would be allowed, if it was pertaining to this issue.

Ms. McLellan asked Councillor Hendsbee the area mass in miles or kilometers that he covered.

Councillor Hendsbee responded that the District 3 area starts at the base of Cole Harbour Hill.

Ms. McLellan indicated that she understand where it is, but she didn't understand the area. How much is the mileage? Or do you know?

Councillor Hendsbee responded that he did not know but agreed with Ms. McLellan that it is large.

Councillor McCluskey responded that she did not know her square mileage, she travels it all the time, but acknowledged that she would not want to campaign in a rural area.

Ms. McLellan indicated that she understood. She noted that the point that she is trying to make is, what Councillor Hendsbee probably does in one day would be about the equivalent to what Councillor McCluskey could accomplish with the amount of people that she would see in an hour. She asked if that would be correct?

Councillor McCluskey advised that it might not be that great but it certainly take Councillor Hendsbee longer to see a number of people than it would take her.

Ms. McLellan noted that this was all she needed to know for her benefit.

Councillor Hendsbee clarified that District 3 has 19,000 residents or voters on the list, the largest of all the districts. It takes 45 minutes to drive from Lower East Chezzetcook to the tip of North Preston.

**Ms. Linda Barker, 45 Cole Ridge Court** advised that she is part of District 3 but as soon as their children reach the age of 5, they attend District 4 so our community is really District 4. The children start at the Colonel John Stewart's Elementary School, they go to Sir Robert Borden, and then go on to Cole Harbour High. Our essence, our community involvement is all in District 4 so she questioned why is it District 3, why is the boundary like it is?

Mayor Kelly called for speakers twice.

**Mr. Ivor Axeford, Brookside Av, Ross Road** advised that his area has been part of Dartmouth, Rural Route #1, Westphal, Lawrencetown and even Cole Harbour so the division of the districts make no difference to him anymore. The only question that Mr. Axeford had was the budget arrangement, be it fourteen Councillors or be it 23 Councillors, whatever HRM has, is the budget split equally between each one or is it prorated for the density areas and the rural areas.

Mayor Kelly advised that it is done in an *as need basis*. Staff come to Council with what they believe are the most important issues before Council, unless Council gave them further instructions to bring back. There is no prorated or no division of the capital assets according to districts.

Mr. Axeford continued that it is inevitable that the high density areas, Halifax central, Dartmouth central, East Dartmouth will receive more than the rural areas as far as expansion, sports, support and other things.

Mayor Kelly noted that in theory, that may be the case but when it comes to practical application, that is not necessarily the case. It depends upon the year and/or the situation. The budget moves where it needs to move to.

**Mr. Herman Pye, Upper Lawrencetown**, questioned if they changed the Council, could they make it so that there is a Councillor responsible inside and outside the core for each district. He noted that when votes come up in Council, it would make it fairer. The Councillors will be more knowledgeable as to what is going on inside and outside the Council. When HRM has four Councillors outside and nineteen of them sitting inside, it is very hard to go the way of the rural areas because the Councillors already made up that they want to spend their money inside the core. He thinks that the rural area is losing out because of it. It would be a good idea if there were a way to have a buddy system so that a Councillor outside the core and a Councillor inside the core are responsible for the districts. Both Councillors would be responsible for the districts they represent and when election time rolls around one would vote for both Councillors. It would make it fairer in the municipality because it is so big. It seems the Councillors inside the core want to keep everything on the peninsula including our money. He stated that he has lived in Lawrencetown every since amalgamation and he can not see one thing that Lawrencetown has ever received since then except for higher taxes. Outside the core needs to be looked at and given a break because right now, Mr. Pye noted that they are not getting it. Regarding Community Councils, he would like to see it mandatory that Community Councils have to be held in each district every 30 days whether the Councillor wants to hold them or not. He noted that the Councillors would be more accountable to the people in those districts. Right now if they do not want to hold a Community Council for a year and a half, residents can not express their concerns. They do not know that maybe their neighbour is concerned about the same issue. He indicated that if there is a meeting called and no one shows up in 15 minutes, he can go home. Right now, some Councillors show up at a meeting and some don't.

Mayor Kelly clarified that Community Councils meet every month but because these three districts share a Community Council, they have the largest geographical area to cover. Even though they meet every month, it may be in any one of the Districts.

**Ms. Cindy Murtha** questioned when a proposal is presented to Council by a specific Councillor for his area, what is the decision criteria that the other Councillors use in making a decision?

Mayor Kelly advised that depending what the proposal is, it may be a public hearing or a budgetary discussion. Mayor Kelly requested that Ms. Murtha be a bit more specific.

Ms. Murtha indicated that one of the items on the agenda currently is Case 01290 which is a proposal for a new subdivision within the Cole Harbour area. This proposal requires a redesignation in the zoning. When that proposal comes forward for discussion at a Council meeting, what were/are some of the considerations of the other Councillor members think about, when they were/are casting the vote for or against.

Mayor Kelly advised that the main Council would only be involved if it were a Municipal Planning Strategy amendment, if not, it would go back to Community Council. Council can not indicate favour one way or another until it goes through public process which



includes a public hearing. He further noted that there has been some public discussion that more power should be given to Community Councils; to have more of those local issues dealt by Community Council rather than the whole of Council. There is a feeling that, it is a good approach to take. He indicated that Council still not indicate pro or con until they hear all points of views from the public. They can not pre-empt or predispose their outcome or their decision until Council holds its public consultation.

**Mr. Jim Willis, 186 Dorothea Drive,** indicated that there was an article in the paper about Councillor's salary, discretionary funds, capital funds, and district funds. It totals up to \$69,000 per Councillor. At the end of the year, if the Councillor has not spent all his discretionary funds, does the funds go back into the main pot.

Mayor Kelly advised that each Councillor has capital funds to aid his district. He explained that If the school in a particular district wanted to fix up the basket ball courts, the Councillor of that district could allocate funds from their discretionary funds to complete those smaller projects. The larger projects usually come before Council. If at the end of the year, the funds are not spent, they would carry over to the following year. Councillors can hold funds from one year to the next to do larger projects. These funds are always used for the boundaries of that district. However it can happen that two or three Community Councils can cost share to complete projects within their districts.

**Mr. Donald Crowe** indicated that he has been a resident in the Maritimes for nine years. He is originally from Vancouver. He was born and raised in Vancouver but came to Nova Scotia on a visit and thought wow, what a great place to kick back. They call him the reverse migrator. He noted that he had a couple of concerns. As he stated, he is from Vancouver which is a state of the art city. He questioned whether there were any plans to upgrade the Metro Transit system in the Eastern Shore because there is one bus - he noted that he did not take the bus. He stated that he is thinking about all the kids and the youth and the social development that could be planned for kids plus all the parents that drive their children. He noted he grew up in a wonderful city and had such wonderful experiences that could be applied to this city to make it that much better. Again he noted, there is one community bus that does the area. Mr. Crowe expressed that he feels that it is imperative that the transit system be upgraded in this area.

Mayor Kelly advised that Council has been discussing for the last several years, \$155,000,000 transit investment fund to upgrade the overall transit. HRM has started down that road to do exactly that. Because of the cost implications of operations, for instance this year, HRM needs to come up with another \$10,000,000 to increase the operational portion of the budget. He noted that when HRM invests the capital then one must also deal with it operationally at the other end. This year HRM has a \$30,000,000 challenge in its budget. Council may need to alter their transit budget or move it up or down and that is a debate to occur. Having said that, Council fully recognizes there is a need for enhanced transit. HRM has the \$155,000,000 program. How it unfolds or how it rolls out fully is yet to be determined. That will come back to Council for the Capital and Operational budget discussions.

Councillor Hendsbee advised that the municipal staff at Metro Transit do have Lawrencetown on their planning radar with regards to transportation needs assessment to the 207 Corridor so that will be coming in the next little while.

Mayor Kelly called three and final time for speakers to speak to the issue of District Boundaries.

	GENDER		AGE		EDUCATION		LENGTH OF TIME IN HRM		HOME OWNER		PROPERTY TAX		HOUSEHOLD INCOME		COMMUNITY COUNCIL													
	TOTAL	Male	Female	18-34	35-54	55+ less	HS or Coll	Univ	<10	11-30	31-50	50+	Own	Rent	<2K	2K-4K	4K+	<50K	50K-100K	100K-150K	150K+	Chab	East	Hard	Marin	N West	West	Pen
BASE	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)	(N)	(O)	(P)	(Q)	(R)	(S)	(T)	(U)	(V)	(W)	(X)	(Y)	(Z)	(A2)	(B2)
	2420	1235	1179	267	921	1228	1169	485	762	332	637	834	602	2000	419	892	797	142	969	927	350	135	468	658	337	328	352	377
UNWEIGHTED TOTAL	2420	1245	1171	315	959	1143	843	457	1116	407	736	785	481	2048	370	784	895	200	759	968	455	207	446	606	307	297	359	488
1 - STRONGLY DISAGREE	2%	3%	1%	1%	2%	3%	3%	1%	1%	1%	1%	2%	4%	2%	2%	2%	3%	1%	3%	2%	1%	2%	2%	1%	2%	3%	3%	3%
2	2%	2%	2%	2%	3%	2%	2%	2%	2%	3%	2%	2%	2%	2%	3%	2%	2%	3%	2%	2%	3%	2%	2%	3%	2%	2%	1%	2%
3	9%	9%	8%	8%	10%	8%	9%	10%	8%	9%	8%	10%	8%	8%	11%	9%	7%	7%	9%	9%	7%	11%	8%	11%	13%	5%	6%	7%
4	23%	23%	24%	27%	24%	22%	22%	26%	24%	25%	26%	23%	20%	24%	20%	25%	22%	24%	22%	25%	27%	18%	23%	25%	25%	23%	24%	19%
5 - STRONGLY AGREE	61%	60%	61%	59%	60%	61%	60%	58%	63%	62%	60%	61%	61%	59%	59%	64%	65%	60%	61%	58%	65%	62%	57%	54%	66%	62%	66%	
UNDECIDED / NO OPINION	3%	2%	4%	3%	1%	4%	4%	3%	2%	4%	1%	3%	4%	3%	5%	3%	2%	1%	4%	3%	2%	4%	2%	5%	1%	3%	3%	
MEANS	4.4	4.4	4.5	4.5	4.4	4.4	4.4	4.4	4.5	4.4	4.5	4.4	4.4	4.4	4.4	4.4	4.5	4.5	4.4	4.4	4.5	4.5	4.4	4.3	4.5	4.4	4.5	4.4

Table 09A Page 35  
Council as a whole has worked to successfully deal with  
issues important to HRM

	GENDER		AGE		EDUCATION		LENGTH OF TIME IN HRM		HOME OWNER.		PROPERTY TAX		HOUSEHOLD INCOME		COMMUNITY COUNCIL													
	TOTAL	Male	Female	18-34	35-54	55+ less	Coll	Univ	<1-10	11-30	31-50	50+	Own	Rent	<2K	2K-4K	4K+	<50K	50K-100K	100K-150K	150K+	Ched	East	Marin	N	West	West	Pen
BASE	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)	(N)	(O)	(P)	(Q)	(R)	(S)	(T)	(U)	(V)	(W)	(X)	(Y)	(Z)	(A2)	(B2)
	2420	1235	1179	267	921	1228	1169	485	762	332	637	834	602	2000	419	892	797	142	969	927	350	135	468	658	337	328	352	377
UNWEIGHTED TOTAL	2420	1245	1171	315	959	1143	843	457	1116	407	736	785	481	2048	370	784	895	200	759	968	455	207	446	606	307	297	359	488
1 - STRONGLY DISAGREE	10%	12%	8%	6%	12%	10%	9%	7%	14%	9%	11%	10%	9%	11%	5%	9%	13%	17%	7%	11%	10%	21%	9%	11%	7%	11%	9%	12%
	C	D	D	D	D	D	G	GH	GH	IM	LM	LM	NO	O	P	P	P	P	S	S	S	STU	STU	Y	Y	Y	Y	Y
2	20%	25%	15%	23%	20%	20%	16%	20%	26%	21%	24%	18%	19%	20%	22%	18%	21%	30%	17%	18%	30%	30%	25%	15%	22%	14%	20%	24%
3	37%	36%	38%	31%	37%	38%	38%	37%	35%	34%	37%	37%	39%	38%	34%	38%	37%	27%	40%	36%	37%	24%	34%	38%	36%	40%	41%	34%
4	22%	21%	24%	21%	23%	22%	25%	25%	16%	19%	21%	25%	21%	22%	22%	24%	21%	16%	24%	23%	16%	22%	22%	24%	26%	27%	21%	16%
5 - STRONGLY AGREE	3%	3%	4%	1%	2%	5%	5%	3%	1%	2%	2%	3%	6%	4%	2%	4%	3%	6%	5%	3%	1%	1%	4%	4%	2%	2%	4%	3%
UNDECIDED / NO OPINION	7%	3%	12%	18%	7%	6%	8%	7%	7%	14%	6%	6%	6%	6%	15%	7%	4%	3%	14%	8%	5%	3%	5%	8%	6%	6%	6%	12%
MEANS	2.9	2.8	3.0	2.9	2.8	2.9	3.0	3.0	2.6	2.8	2.8	2.9	3.0	2.9	2.9	3.0	2.8	2.6	3.0	2.9	2.7	2.5	2.9	3.0	2.9	2.9	2.9	2.7
	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B	B

Table Q9B Page 36  
I feel that Council has demonstrated effective leadership  
for the Municipality

	GENDER		AGE		EDUCATION		LENGTH OF TIME IN HPM		HOME OWNER.		PROPERTY TAX		HOUSEHOLD INCOME		COMMUNITY COUNCIL													
	TOTAL	Male	Female	18-34	35-54	55+ less	HS or Coll Univ	<1-10	11-30	31-50	50+ Own	Rent	<2K	2K-4K	4K+ <50K	50K-100K	100K-150K	150K+ Chab	East	Marin N	West	West	Pen					
BASE	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)	(N)	(O)	(P)	(Q)	(R)	(S)	(T)	(U)	(V)	(W)	(X)	(Y)	(Z)	(A2)	(B2)
	2420	1235	1179	267	921	1228	1169	485	762	332	637	834	602	2000	419	892	797	142	969	927	350	135	468	658	337	328	352	377
UNWEIGHTED TOTAL	2420	1245	1171	315	959	1143	843	457	1116	407	736	785	481	2048	370	784	895	200	759	968	455	207	446	606	307	297	359	488
1 - STRONGLY DISAGREE	13%	17%	8%	10%	13%	13%	10%	11%	18%	12%	15%	11%	13%	14%	8%	12%	15%	24%	8%	13%	16%	26%	13%	12%	11%	12%	11%	17%
	C								GH					O				PQ	S	S	STU						xyA2	
2	21%	26%	17%	23%	20%	22%	18%	21%	27%	24%	23%	19%	21%	21%	21%	19%	24%	31%	18%	22%	27%	31%	26%	19%	18%	18%	21%	26%
	C								GH					P	P			P	g	St	ST	XYZ					XYZ	
3	35%	33%	36%	33%	36%	34%	36%	35%	32%	32%	36%	35%	36%	35%	35%	37%	33%	26%	38%	34%	36%	23%	32%	38%	39%	33%	38%	28%
														R	R				V	V	V			B2	B2	B2	B2	
4	20%	18%	22%	19%	21%	20%	22%	24%	15%	17%	20%	25%	16%	20%	21%	22%	19%	11%	23%	20%	16%	14%	18%	19%	23%	29%	20%	16%
								I				JKM		R	R				UV	uv				B2	WXA2B2		16%	
5 - STRONGLY AGREE	4%	3%	5%	3%	3%	6%	6%	4%	2%	2%	5%	8%	4%	5%	5%	3%	5%	6%	6%	4%	2%	3%	6%	6%	2%	2%	4%	5%
												JK	JKL						UV	U			YZ	YZ		YZ	YZ	
UNDECIDED / NO OPINION	7%	3%	11%	12%	6%	6%	8%	5%	6%	13%	5%	5%	7%	6%	10%	7%	5%	2%	8%	7%	4%	4%	4%	7%	7%	6%	5%	9%
			B	EF						KLM					N	QR	T		UV	UV							W	
MEANS	2.8	2.6	3.0	2.8	2.8	3.0	2.9	2.5	2.7	2.7	2.9	2.8	2.8	2.9	2.9	2.7	2.4	3.0	2.8	2.6	2.4	2.8	2.9	2.9	2.9	2.8	2.6	
		B	I			I	I				JK				QR	R	TUV	UV	V				B2	B2	B2	B2		



Table 09D Page 38  
It is important to me that my local councillor works to  
deal with issues important to my local community

	GENDER		AGE		EDUCATION		LENGTH OF TIME IN HRA		HOME OWNER.		PROPERTY TAX		HOUSEHOLD INCOME		COMMUNITY COUNCIL													
	TOTAL	Male	Female	18-34	35-54	55+ less	HS or Coll	Univ	<1-10	11-30	31-50	50+ Own	Rent	<2K	2K-4K	4K+ <50K	50K-100K	100K-150K	150K+ Cheb	East	Marin	N West	West	Pen				
BASE	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)	(N)	(O)	(P)	(Q)	(R)	(S)	(T)	(U)	(V)	(W)	(X)	(Y)	(Z)	(A2)	(B2)
	2420	1235	1179	267	921	1228	1169	485	762	332	637	834	602	2000	419	892	797	142	969	927	350	135	468	658	337	328	352	377
UNWEIGHTED TOTAL	2420	1245	1171	315	959	1143	843	457	1116	407	736	785	481	2048	370	784	895	200	759	968	455	207	446	606	307	297	359	488
1 - STRONGLY DISAGREE	2%	2%	1%	1%	2%	2%	2%	2%	2%	1%	2%	1%	3%	2%	2%	2%	2%	1%	2%	2%	1%	2%	2%	1%	3%	1%	1%	3%
2	2%	3%	1%	1%	2%	2%	2%	1%	3%	2%	2%	2%	2%	2%	2%	1%	2%	6%	2%	1%	2%	9%	2%	2%	2%	4%	1%	3%
	C							GH								P		PG			T	STU	Z			*	1%	3%
3	8%	9%	6%	7%	8%	7%	7%	8%	9%	10%	8%	7%	7%	8%	8%	7%	7%	11%	6%	8%	9%	14%	9%	9%	7%	6%	5%	7%
	C							S										S	St				a2					
4	19%	20%	18%	21%	19%	19%	17%	19%	22%	20%	20%	18%	19%	19%	19%	18%	18%	24%	17%	20%	23%	16%	21%	22%	18%	16%	16%	18%
								G												Sv			Z22					
5 - STRONGLY AGREE	67%	63%	71%	68%	67%	66%	68%	69%	62%	63%	68%	64%	67%	67%	69%	69%	67%	58%	69%	67%	63%	58%	63%	63%	67%	74%	73%	66%
			B				I	I								R	R		UV	V				WXB2	WXB2			
UNDECIDED / NO OPINION	3%	3%	3%	2%	2%	4%	4%	2%	2%	4%	1%	2%	6%	3%	6%	3%	2%	4%	2%	2%	2%	4%	2%	3%	2%	2%	4%	3%
						DE	I			X			KL		N	R	I		LU									
MEANS	4.5	4.4	4.6	4.6	4.5	4.5	4.5	4.6	4.4	4.5	4.5	4.5	4.5	4.5	4.6	4.5	4.3	4.5	4.5	4.5	4.5	4.2	4.5	4.5	4.5	4.6	4.7	4.5
			B			I	I							R	I		V	V							WXB2	WXYB2		

Table 09H Page 40  
 It is important to me that my local Councillor works to  
 resolve issues I have with HRM services

	GENDER		AGE		EDUCATION		LENGTH OF TIME IN HRM HOME OWNER.										PROPERTY TAX				HOUSEHOLD INCOME				COMMUNITY COUNCIL			
	<----->		<----->		<----->		<----->										<----->				<----->				<----->			
	TOTAL	Male	Female	18-34	35-54	55+ less	HS or Coll	Univ	<1-10	11-30	31-50	50+ Own	Rent	<2K	2K-4K	4K+ <50K	50K-100K	100K-150K	150K+ Ched	East	Marin	N West	West	Pen				
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)	(N)	(O)	(P)	(Q)	(R)	(S)	(T)	(U)	(V)	(W)	(X)	(Y)	(Z)	(A2)	(B2)
BASE	2420	1235	1179	267	921	1228	1169	485	762	332	637	834	602	2000	419	892	797	142	969	927	350	135	468	658	337	328	352	377
UNWEIGHTED TOTAL	2420	1245	1171	315	959	1143	843	457	1116	407	736	785	481	2048	370	784	895	200	759	968	455	207	446	606	307	297	359	488
1 - STRONGLY DISAGREE	2%	3%	2%	1%	3%	2%	3%	2%	2%	2%	2%	2%	3%	2%	3%	2%	3%	1%	2%	2%	1%	5%	3%	3%	2%	1%	1%	3%
2	3%	3%	2%	1%	3%	3%	2%	3%	4%	2%	3%	2%	2%	2%	3%	2%	3%	5%	2%	2%	4%	6%	3%	2%	3%	2%	2%	4%
3	11%	12%	10%	15%	11%	10%	8%	11%	14%	12%	14%	10%	8%	10%	14%	10%	9%	20%	10%	11%	12%	17%	11%	12%	9%	13%	4%	11%
4	23%	25%	21%	27%	25%	21%	22%	20%	26%	27%	23%	23%	21%	23%	24%	22%	24%	19%	22%	23%	29%	20%	24%	29%	19%	18%	22%	20%
5 - STRONGLY AGREE	57%	54%	60%	52%	56%	58%	59%	61%	51%	52%	56%	58%	59%	58%	50%	59%	58%	54%	57%	58%	52%	50%	54%	50%	61%	63%	66%	57%
UNDECIDED / NO OPINION	5%	3%	6%	3%	3%	6%	6%	4%	3%	4%	3%	5%	7%	4%	5%	6%	3%	2%	6%	4%	2%	2%	4%	4%	6%	3%	6%	5%
MEANS	4.4	4.3	4.4	4.3	4.3	4.4	4.4	4.4	4.2	4.3	4.3	4.4	4.4	4.4	4.2	4.4	4.4	4.2	4.4	4.4	4.3	4.1	4.3	4.3	4.4	4.4	4.6	4.3
		B				I	I					O		R		V	V	V		WX	X	XY	ZB2	W				



	GENDER			AGE			EDUCATION			LENGTH OF TIME IN HRM			HOME OWNER			PROPERTY TAX			HOUSEHOLD INCOME			COMMUNITY COUNCIL																																																								
	<----->			<----->			<----->			<----->			<----->			<----->			<----->			<----->																																																								
	TOTAL Male			Female			18-34			35-54			55+			HS OR			<1-10			11-30			31-50			50+			Own			Rent			<2K			2K-4K			4K+			<50K			50K-100K			100K-150K			150K+			Chab			Hard			East			Marin			N West			West			Pen		
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)	(N)	(O)	(P)	(Q)	(R)	(S)	(T)	(U)	(V)	(W)	(X)	(Y)	(Z)	(A2)	(B2)																																																		
BASE	2420	1235	1179	267	921	1227	1169	485	762	332	637	834	602	1999	419	892	797	142	969	927	350	135	468	658	337	328	352	377																																																		
UNWEIGHTED TOTAL	2419	1245	1170	315	959	1142	862	457	1116	407	736	784	481	2047	370	784	894	200	759	968	455	207	445	606	307	297	359	486																																																		
ONCE OR TWICE PER YEAR	25%	23%	24%	20%	29%	22%	23%	23%	23%	21%	27%	26%	22%	26%	18%	24%	28%	29%	22%	25%	27%	38%	25%	23%	25%	24%	27%	26%																																																		
					DF				GH		Um			O			P					STU																																																								
ONCE EVERY 2 TO 3 MONTHS	11%	13%	10%	10%	12%	11%	9%	12%	13%	7%	13%	14%	9%	11%	12%	10%	12%	16%	8%	13%	15%	13%	14%	11%	9%	9%	11%	12%																																																		
									G		J	Um					P		S	S		yz																																																								
AT LEAST ONCE PER MONTH	12%	14%	9%	4%	9%	15%	15%	9%	8%	5%	9%	12%	18%	12%	11%	13%	13%	11%	14%	11%	10%	9%	13%	13%	10%	12%	13%	10%																																																		
		C			D	DE	HI			J	J	JXL					u		v																																																											
AT LEAST ONCE PER WEEK	3%	3%	3%	1%	2%	4%	4%	3%	2%	1%	1%	4%	6%	3%	5%	3%	3%	1%	5%	2%	2%	1%	3%	3%	4%	3%	3%	3%																																																		
					d	De	I					JK	JK		R	r			TDV																																																											
DAILY	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-																																																		
NEVER	49%	45%	53%	64%	48%	47%	48%	53%	48%	66%	51%	44%	45%	48%	54%	50%	45%	43%	51%	49%	48%	39%	44%	50%	52%	53%	46%	49%																																																		
			B	EP						KLM	I				Q	q			V	V	V			w	w																																																					

Table Q10B Page 42  
 Attended a Community Council meeting

	GENDER		AGE		EDUCATION		LENGTH OF TIME IN HRM		HOME OWNER		PROPERTY TAX		HOUSEHOLD INCOME		COMMUNITY COUNCIL													
	<----->		<----->		<----->		<----->		<----->		<----->		<----->		<----->													
	TOTAL Male	Female	18-34	35-54	55+ less HS or Coll	Daily	<1-10	11-30	31-50	50+ Own Rent	<2K	2K-4K	4K+	<50K	50K-100K	100K-150K	150K+ Cheb	East Marin N West West Pen										
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)	(N)	(O)	(P)	(Q)	(R)	(S)	(T)	(U)	(V)	(W)	(X)	(Y)	(Z)	(A2)	(B2)
BASE	2413	1230	1177	267	921	1220	1163	485	761	332	637	834	594	1992	419	884	797	142	962	927	350	135	466	657	332	328	349	377
UNWEIGHTED TOTAL	2416	1242	1170	315	959	1139	840	457	1115	407	736	785	477	2044	370	780	895	200	755	968	455	207	445	605	305	297	358	488
ONCE OR TWICE PER YEAR	14%	16%	13%	10%	16%	14%	13%	12%	18%	8%	15%	17%	13%	15%	9%	16%	15%	21%	12%	16%	16%	20%	15%	12%	19%	12%	18%	11%
	C	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	D	
ONCE EVERY 2 TO 3 MONTHS	2%	2%	1%	2%	2%	2%	1%	2%	3%	2%	2%	2%	2%	2%	1%	1%	2%	5%	1%	2%	3%	3%	2%	1%	3%	2%	3%	2%
AT LEAST ONCE PER MONTH	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	2%	1%
ATLEAST ONCE PER WEEK	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%
DAILY	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%
NEVER	83%	81%	85%	87%	82%	82%	84%	85%	79%	90%	81%	80%	84%	81%	89%	82%	81%	74%	86%	81%	81%	75%	82%	87%	76%	85%	77%	85%
			B	ef			I	I		KLM					N	I	I		TUV					WYA2	YA2	YA2	YA2	





Table Q10E Page 45  
 Contacted any HRM Offices or staff to express concerns  
 about a decision made by the Municipality

	GENDER		AGE		EDUCATION		LENGTH OF TIME IN HRM		HOME OWNER		PROPERTY TAX		HOUSEHOLD INCOME		COMMUNITY COUNCIL														
	<----->		<----->		<----->		<----->		<----->		<----->		<----->		<----->														
	TOTAL	Male	Female	18-24	25-34	35-54	55+	HS or less	Coll	Univ	<1-10	11-30	31-50	50+	Own	Rent	<2K	2K-4K	4K+	<50K	50K-100K	100K-150K	150K+	Chap	East	Marlin	N West	West	Pen
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)	(N)	(O)	(P)	(Q)	(R)	(S)	(T)	(U)	(V)	(W)	(X)	(Y)	(Z)	(A2)	(B2)	
BASE	2420	1235	1179	267	921	1228	1169	485	762	332	637	834	602	2000	419	892	797	142	969	927	350	135	468	658	337	338	352	377	
UNWEIGHTED TOTAL	2420	1245	1171	315	959	1143	843	457	1116	407	736	785	481	2048	370	784	895	200	759	968	455	207	446	606	307	297	359	488	
ONCE OR TWICE PER YEAR	28%	30%	25%	20%	28%	29%	24%	28%	33%	23%	29%	28%	28%	30%	16%	30%	31%	35%	22%	30%	30%	43%	25%	25%	28%	32%	29%	30%	
	C			D	D	D	D		GH		J			O					S	S	S	STU				X			
ONCE EVERY 2 TO 3 MONTHS	5%	6%	4%	6%	4%	5%	5%	3%	5%	3%	3%	6%	6%	4%	6%	4%	5%	6%	5%	4%	4%	6%	6%	4%	3%	4%	4%	4%	
	C											K	K											Z					
AT LEAST ONCE PER MONTH	1%	2%	1%	1%	2%	2%	2%	1%	2%	2%	1%	1%	2%	1%	2%	2%	1%	4%	2%	2%	4%	2%	2%	1%	1%	3%	3%	1%	
	C															R	T		UV	UV				Z		XZ			
AT LEAST ONCE PER WEEK	1%	4%	1%	1%	1%	4%	1%	1%	4%	1%	4%	1%	1%	4%	1%	4%	1%	1%	1%	1%	1%	1%	1%	1%	1%	-	4%	1%	
																										a2			
DAILY	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
NEVER	66%	62%	70%	72%	65%	64%	69%	67%	60%	71%	66%	64%	64%	64%	75%	64%	63%	58%	70%	63%	65%	49%	66%	68%	67%	65%	63%	62%	
	B	EP					I	I		Im					N				TV	V	V								

Table Q10P Page 46  
 Contacted any HRM offices or staff to obtain information  
 about a decision made by the Municipality

	GENDER		AGE		EDUCATION		LENGTH OF TIME IN HRM		HOME OWNER.		PROPERTY TAX		HOUSEHOLD INCOME		COMMUNITY COUNCIL															
	<----->		<----->		<----->		<----->		<----->		<----->		<----->		<----->															
	TOTAL	Male	Female	18-34	35-54	55+	HS or less	Coll	Univ	<1-10	11-30	31-50	50+	Own	Rent	<2K	2K-4K	4K+	<50K	50K-100K	100K-150K	150K+	Cheb	Hard	East	Marin	N	West	West	Pen
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)	(N)	(O)	(P)	(Q)	(R)	(S)	(T)	(U)	(V)	(W)	(X)	(Y)	(Z)	(A2)	(B2)		
BASE	2420	1235	1179	267	921	1228	1169	485	762	332	637	834	602	2000	419	892	797	142	969	927	350	135	468	658	337	328	352	377		
UNWEIGHTED TOTAL	2420	1245	1171	315	959	1143	843	457	1116	407	736	785	481	2048	370	784	895	200	759	968	455	207	446	606	307	297	359	488		
ONCE OR TWICE PER YEAR	23%	26%	20%	13%	24%	24%	19%	21%	29%	19%	23%	25%	20%	25%	13%	24%	25%	40%	19%	24%	26%	33%	18%	21%	24%	28%	23%	28%		
		C		D		D		GH				J		O			PQ		S	S	ST				W	WX		WX		
ONCE EVERY 2 TO 3 MONTHS	3%	5%	2%	4%	3%	4%	3%	2%	5%	4%	3%	3%	3%	4%	1%	3%	4%	5%	3%	3%	5%	7%	4%	3%	5%	1%	4%	3%		
		C						H						O								ST		Z			Z			
AT LEAST ONCE PER MONTH	1%	1%	1%	1%	1%	1%	1%	2%	1%	1%	1%	1%	1%	1%	2%	1%	1%	1%	1%	1%	1%	-	1%	1%	1%	1%	1%	1%		
				I																										
AT LEAST ONCE PER WEEK	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%		
DAILY	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
NEVER	73%	68%	77%	82%	71%	72%	77%	75%	65%	75%	72%	71%	75%	71%	82%	72%	70%	55%	77%	72%	69%	59%	78%	75%	70%	71%	71%	67%		
			B	EF		I	I								N	R	R		TV	V	V	za2B2	B2							

Table Q10G Page 47  
 Contacted Your Councilor regarding an issue that affects  
 your community

	GENDER		AGE		EDUCATION		LENGTH OF TIME IN HRM		HOME OWNER		PROPERTY TAX		HOUSEHOLD INCOME		COMMUNITY COUNCIL													
	TOTAL	Male	Female	18-34	35-54	55+ less	HS or Coll	Daily	<1-10	11-30	31-50	50+ Own	Rent	<2K	2K-4K	4K+ <50K	50K-100K	100K-150K	150K+ Cheb	East Barb	Marin N	West West	Pen					
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)	(N)	(O)	(P)	(Q)	(R)	(S)	(T)	(U)	(V)	(W)	(X)	(Y)	(Z)	(A2)	(B2)
BASE	2420	1235	1179	267	921	1228	1169	485	762	332	637	834	602	2000	419	892	797	142	969	927	350	135	468	658	337	328	352	377
UNWEIGHTED TOTAL	2420	1245	1171	315	959	1143	843	457	1116	407	736	785	481	2048	370	784	895	200	759	968	455	207	446	606	307	297	359	488
ONCE OR TWICE PER YEAR	35%	38%	33%	19%	37%	38%	34%	33%	39%	28%	34%	35%	41%	38%	22%	38%	38%	44%	30%	38%	37%	42%	36%	32%	43%	35%	35%	34%
			C		D		D		GH		J	J	JK	O					S	S	S	S			za2B2	X		
ONCE EVERY 2 TO 3 MONTHS	6%	8%	5%	7%	6%	7%	7%	5%	7%	4%	5%	7%	8%	7%	5%	7%	7%	7%	6%	6%	7%	9%	6%	6%	8%	6%	7%	8%
			C						h				j															
AT LEAST ONCE PER MONTH	1%	1%	1%	*%	1%	1%	1%	1%	1%	2%	1%	*%	2%	1%	1%	1%	2%	*%	2%	1%	*%	-	*%	*%	1%	1%	2%	2%
													1				PR											
AT LEAST ONCE PER WEEK	1%	1%	1%	1%	1%	1%	1%	1%	*%	1%	1%	*%	1%	1%	1%	*%	1%	1%	1%	1%	1%	2%	1%	1%	*%	1%	1%	1%
							1		I							P												
DAILY	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
NEVER	57%	52%	61%	72%	56%	53%	58%	59%	53%	65%	59%	57%	48%	54%	71%	55%	51%	48%	61%	54%	55%	47%	56%	61%	47%	58%	55%	55%
			B	EF				I		KLM	M	M		N					TUV				Y	Y	Y	Y	Y	Y







	GENDER		AGE		EDUCATION		LENGTH OF TIME IN HEM		HOME OWNER.		PROPERTY TAX		HOUSEHOLD INCOME		COMMUNITY COUNCIL														
	TOTAL Male	Female	18-34	35-54	55+ less	HS or Coll	Univ	<1-10	11-30	31-50	50+ Own	Rent	<2K	2K-4K	4K+ <50K	50K-100K	100K-150K	150K+ Chab	East	Marin N	West	West	Pen						
BASE	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)	(N)	(O)	(P)	(Q)	(R)	(S)	(T)	(U)	(V)	(W)	(X)	(Y)	(Z)	(A2)	(B2)	
	2420	1235	1179	267	921	1228	1169	485	762	332	637	834	602	2000	419	892	797	142	969	927	350	135	468	658	337	328	352	377	
UNWEIGHTED TOTAL	2420	1245	1171	315	959	1143	843	457	1116	407	736	785	481	2048	370	784	895	200	759	968	455	207	446	606	307	297	359	488	
ONCE OR TWICE PER YEAR	7%	7%	6%	3%	6%	8% D	7%	7%	6%	3%	6%	6%	9% J	7%	6%	7%	6%	8%	6%	8% U	5%	5%	8%	5%	6%	9%	8%	7%	
ONCE EVERY 2 TO 3 MONTHS	*%	1%	*%	*%	1%	*%	*%	*%	1%	1%	1%	*%	*%	1%	*%	*%	1%	*%	*%	1%	*%	1%	*%	*%	1%	1%	1%	*%	
AT LEAST ONCE PER MONTH	*%	*%	*%	-	*%	1%	-	-	1%	*%	*%	-	*%	1%	*%	*%	*%	-	*%	-	-	-	-	-	-	-	2%	-	
ATLEAST ONCE PER WEEK	*%	*%	*%	*%	*%	*%	-	*%	-	1%	-	-	*%	*%	*%	*%	*%	-	*%	1%	-	1%	-	-	-	-	1%	-	
DAILY	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
NEVER	93%	91%	94%	96%	93%	92%	92%	93%	93%	95%	93%	93%	90%	92%	93%	92%	93%	92%	93%	91%	94%	94%	94%	91%	95%	93%	90%	89%	93%
			D	EP						M														WZA2					

Table 011 Page 51  
Regional Council currently consists of the Mayor (elected by all residents) and 23 Councilors each representing a District of HRM, who meet weekly as Regional Council. Councilors also meet monthly in six (6) Community Councils to consider local and community issues. Do you feel adequately represented by Council under its current Council and Community Council structure?

	GENDER		AGE		EDUCATION		LENGTH OF TIME IN HRM		HOME OWNER.		PROPERTY TAX		HOUSEHOLD INCOME		COMMUNITY COUNCIL													
	TOTAL	Male	Female	18-34	35-54	55+ less	HS or Coll	Univ	<1-10	11-30	31-50	50+	Own	Rent	<2K	2K-4K	4K+	<50K	50K-100K	100K-150K	150K+ Cheb	Hard East	Martin N West	West West	Pen			
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)	(N)	(O)	(P)	(Q)	(R)	(S)	(T)	(U)	(V)	(W)	(X)	(Y)	(Z)	(A2)	(B2)
BASE	2420	1235	1179	267	921	1228	1169	485	762	332	637	834	602	2000	419	892	797	142	969	927	350	135	468	658	337	328	352	377
UNWEIGHTED TOTAL	2420	1245	1171	315	959	1143	843	457	1116	407	736	785	481	2048	370	784	895	200	759	968	455	207	446	606	307	297	359	488
Yes	52%	51%	54%	45%	51%	55%	51%	54%	53%	45%	53%	53%	56%	52%	51%	52%	55%	49%	50%	55%	54%	47%	52%	55%	47%	56%	49%	51%
						D				J		J		J					SV				Y		Y			
No	18%	23%	14%	13%	15%	22%	18%	15%	21%	16%	17%	19%	21%	20%	12%	18%	21%	31%	15%	19%	19%	34%	20%	14%	23%	18%	18%	20%
		C				DE		H						O			FO				STU	X		X			X	
Don't Know	29%	26%	32%	43%	34%	23%	31%	31%	26%	39%	31%	29%	23%	28%	36%	30%	24%	20%	35%	26%	27%	19%	28%	31%	29%	26%	33%	28%
			B	EP	F	D	I	I	KLM	M	m		N	QR			PO	TUV	V	V								

Table Q12 Page 52  
What changes would you like to see in how Council is structured so that you would feel more represented?

	GENDER			AGE			EDUCATION			LENGTH OF TIME IN HRM										HOME OWNER.		PROPERTY TAX				HOUSEHOLD INCOME				COMMUNITY COUNCIL							
	TOTAL	Male	Female	18-34	35-54	55+	HS or less	Coll	Univ	<1-10	11-30	31-50	50+	Own	Rent	<2K	2K-4K	4K+	<50K	50K-100K	100K-150K	150K+	Chab	East	Marin	N West	West	Pen									
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)	(N)	(O)	(P)	(Q)	(R)	(S)	(T)	(U)	(V)	(W)	(X)	(Y)	(Z)	(A2)	(B2)									
BASE	447	286	160	33	143	271	210	75	161	54	107	156	125	395	52	156	168	44	150	176	65	46	92	95	78	60	65	77									
UNWEIGHTED TOTAL	472	301	170	36	174	262	154	70	247	65	132	166	107	424	48	138	196	64	116	190	91	66	95	88	71	51	72	113									
Reduce council size / too large to be effective	40%	46%	31%	32%	35%	44%	37%	37%	46%	32%	45%	39%	41%	42%	24%	40%	45%	59%	35%	44%	47%	40%	40%	58%	27%	44%	29%	35%									
Council/meetings/ information more accessible / transparent	8%	7%	9%	15%	8%	7%	6%	10%	10%	8%	11%	8%	5%	7%	12%	5%	7%	14%	6%	7%	7%	12%	6%	4%	7%	12%	15%	6%									
Fair / balanced representation between rural / urban areas	5%	5%	7%	3%	6%	5%	2%	8%	8%	4%	7%	6%	4%	6%	2%	3%	8%	4%	4%	5%	8%	8%	1%	-	11%	7%	5%	8%									
Improve attitude, work ethic, commitment in council	5%	6%	3%	10%	4%	4%	8%	-	2%	2%	3%	6%	6%	4%	7%	7%	3%	4%	7%	3%	2%	6%	4%	6%	5%	4%	7%	4%									
Focus on important issues / long-term / big picture	5%	4%	5%	-	2%	7%	6%	3%	3%	1%	5%	5%	5%	4%	7%	4%	5%	2%	4%	2%	9%	3%	6%	5%	3%	9%	2%	1%									
Divide council by rural and urban areas (budgets, revenues)	4%	5%	3%	4%	3%	5%	3%	4%	6%	4%	3%	7%	3%	5%	-	5%	5%	4%	-	8%	5%	2%	1%	2%	6%	3%	2%	12%									
Cooperation within council/ work better together for all HRM	3%	3%	3%	-	3%	3%	3%	3%	3%	2%	1%	4%	3%	3%	2%	2%	5%	2%	3%	2%	5%	3%	5%	1%	3%	3%	1%	4%									
More transparent / no secret meetings	3%	3%	3%	3%	5%	2%	2%	4%	4%	3%	4%	3%	2%	3%	4%	2%	2%	2%	4%	2%	6%	1%	3%	2%	1%	-	4%	5%									
Regular meetings/better meeting structure/more meetings	3%	2%	5%	4%	5%	1%	2%	3%	4%	5%	4%	2%	2%	3%	2%	4%	3%	2%	3%	4%	3%	-	3%	1%	5%	4%	1%	3%									
De-amalgamate	3%	2%	4%	-	4%	3%	2%	-	4%	3%	2%	3%	3%	3%	1%	5%	1%	2%	3%	1%	5%	5%	3%	2%	7%	-	2%	2%									
More community involvement / visibility in the community	3%	1%	7%	2%	4%	2%	3%	4%	2%	3%	3%	5%	-	3%	3%	5%	1%	-	6%	2%	1%	-	1%	2%	3%	8%	1%	3%									
More involvement / power for community councils	3%	3%	3%	9%	2%	2%	4%	5%	4%	6%	5%	1%	1%	2%	8%	1%	2%	6%	2%	3%	4%	3%	1%	1%	1%	2%	2%	9%									

WYA2

Table 012 Page 53  
(Continued)

What changes would you like to see in how Council is structured so that you would feel more represented?

	GENDER		AGE		EDUCATION		LENGTH OF TIME IN HM		HOME OWNER.		PROPERTY TAX		HOUSEHOLD INCOME		COMMUNITY COUNCIL													
	<----->		<----->		<----->		<----->		<----->		<----->		<----->		<----->													
	TOTAL	Male	Female	18-34	35-54	55+	HS or less	Coll	Univ	<1-10	11-30	31-50	50+	Own	Rent	<2K	2K-4K	4K+	<50K	50K-100K	100K-150K	150K+ Chab	Hard East	Marin N	West West	Pen		
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)	(N)	(O)	(P)	(Q)	(R)	(S)	(T)	(U)	(V)	(W)	(X)	(Y)	(Z)	(A2)	(B2)
Compulsory attendance at meetings / attend meetings	3%	2%	4%	4%	4%	2%	1%	6%	2%	-	1%	3%	4%	2%	4%	4%	1%	1%	3%	3%	-	-	4%	2%	5%	2%	3%	4%
Larger council and smaller districts / more councilors	2%	2%	2%	3%	2%	2%	2%	2%	2%	3%	2%	2%	2%	2%	5%	1%	1%	1%	3%	2%	1%	2%	1%	4%	-	4%	4%	
Give full-time status / more support staff / more assistants	2%	2%	2%	-	3%	2%	1%	2%	4%	4%	2%	2%	4%	2%	-	1%	2%	5%	-	3%	2%	1%	3%	2%	-	4%	2%	
Council need to recognize and understand rural / urban needs	2%	1%	3%	2%	2%	2%	4%	1%	4%	3%	2%	1%	2%	2%	4%	2%	1%	5%	1%	2%	3%	2%	1%	1%	2%	5%	1%	2%
Reduce pay / reduce perks (free gas, cars, etc.)	2%	3%	-	-	1%	2%	2%	2%	1%	2%	4%	2%	5%	2%	-	1%	3%	2%	4%	4%	1%	1%	-	1%	2%	-	8%	8%
Issues with individual councilors	2%	4%	5%	-	2%	2%	2%	3%	4%	-	-	5%	4%	2%	-	5%	-	-	2%	2%	2%	-	2%	-	-	8%	-	8%
Meaningful debates / make decisions / take action	2%	4%	4%	1%	-	2%	3%	-	1%	1%	1%	-	4%	2%	1%	3%	1%	1%	4%	1%	4%	1%	1%	5%	-	-	4%	1%
District is too large / HRM is too large	1%	1%	2%	-	3%	1%	1%	1%	1%	5%	1%	1%	1%	2%	4%	1%	3%	-	-	3%	1%	2%	1%	-	-	8%	4%	4%
Councilors should be more knowledgeable / qualified	1%	1%	1%	-	-	2%	1%	3%	1%	-	2%	1%	2%	1%	-	3%	1%	-	2%	1%	-	2%	-	4%	1%	-	1%	-
More power to Mayor	1%	4%	2%	-	4%	1%	1%	-	4%	1%	-	-	2%	4%	5%	-	-	1%	-	-	1%	-	3%	-	4%	-	-	-
Abolish / place limitations on community council groups	1%	1%	1%	1%	1%	4%	4%	-	1%	3%	1%	-	1%	1%	-	4%	1%	2%	4%	4%	2%	4%	4%	-	1%	-	2%	-
Be more efficient	4%	4%	4%	-	-	4%	-	-	1%	-	4%	-	1%	4%	-	4%	-	1%	4%	-	1%	1%	4%	-	-	-	1%	-
Restructure council / refocus responsibilities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	10%	10%	9%	25%	13%	6%	5%	9%	15%	24%	9%	7%	7%	9%	18%	5%	12%	10%	6%	8%	11%	27%	18%	6%	8%	6%	4%	14%
				F	F				G	KLM						P					STU	xzA2					a2	

	GENDER		AGE	EDUCATION		LENGTH OF TIME IN HLM		HOME OWNER.	PROPERTY TAX		HOUSEHOLD INCOME		COMMUNITY COUNCIL																
	<----->			<----->		<----->			<----->		<----->		<----->																
				HS OR																									
	TOTAL Male		Female	18-34	35-54	55+	less	Coll	Univ	<1-10	11-30	31-50	50+	Own	Rent	<2K	2K-4K	4K+	<50K	50K-100K	100K-150K	150K+ Chab	Harb	Martin	N West	West	Pan	(B2)	(A2)
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)	(N)	(O)	(P)	(Q)	(R)	(S)	(T)	(U)	(V)	(W)	(X)	(Y)	(Z)	(A2)	(B2)	(A2)
Nothing	1%	2%	-	-	1%	2%	1%	3%	*%	-	1%	1%	3%	2%	-	2%	2%	-	2%	1%	-	-	3%	1%	-	1%	1%	1%	1%
Don't know / no response	8%	9%	7%	10%	8%	6%	14%	6%	2%	3%	5%	7%	16%	8%	13%	7%	9%	-	16%	8%	2%	2%	14%	3%	12%	11%	7%	5%	5%

Since Amalgamation the residents of HRM have been represented by: A Mayor - elected "at large" by all the voters across the Region and 23 District Councillors who are elected by voters in the district of HRM they will represent. Together the Mayor and the 23 Councillors make up Regional Council.

Each district Councillor represents just over 17,200 residents in the current 23 districts. If HRM kept the same number of districts (23) by 2012 each Councillor would represent about 18,000 residents. If Councillors represented the same number of residents in 2012 as they did in 2004 there would need to be about 26 districts in HRM. If the number of districts and Councillors were reduced in 2012 to say 15 or 18 districts the number of residents represented by each Councillor would increase as would the actual geographic size of each district.

Examples:

23 districts and councillors: 18,000 residents  
 26 districts and councillors: 15,600 residents  
 18 districts and councillors: 22,700 residents  
 15 districts and councillors: 27,300 residents  
 12 districts and councillors: 34,159 residents  
 8 districts and councillors: 51,230 residents

Given those considerations what do you think should be the proper population and size for districts?

- 
- ☐ They should have the same population as they do now  
☐ There should be more people per district  
☐ There should be fewer people per district  
☐ Don't know/unsure

### Regional Council

A number of options and alternatives are put forward in the presentation made at the public meetings. We encourage you to view the presentation prior to providing your answer to the following question

Do you think Regional Council should be...?

- 
- ☐ The same size it is now - with 23 districts  
☐ Larger than it is now  
☐ Smaller than it is now  
☐ Don't know/unsure

In your opinion, how much larger should council be and why?

☐ Record response:

OR

In your opinion, how much smaller should council be and why?

☐ Record response:

### Community Councils

District Councillors also meet monthly in smaller Community Councils to deal with issues closer to their communities and districts.

Currently there are six (6) community councils - Peninsula Community Council, Chebucto Community Council, Harbour East Community Council, Western Region Community Council, North West Community Council and the Marine Drive, Valley and Canal Community Council.

Do you think that Community Councils are important to representing you or your district?

- 
- ☐ Yes  
☐ No  
☐ Don't know/unsure

Should Community Councils have.. ?

- ☐ The same powers as they do currently
- ☐ More powers than they have currently
- ☐ Fewer powers than they have currently
- ☐ Don't know/unsure

### If answered more powers..

What additional powers should community councils have?

CHECK ALL THAT APPLY

- ☐ Establish Community Advisory Committees
- ☐ Determine area rated expenditures in their communities
- ☐ Recommend improvements in services for their area & associated taxes
- ☐ Amend by-laws, regulations & policies related to their area
- ☐ Set budgets for their area
- ☐ Spending powers
- ☐ Other (please specify:)

- ☐ Don't know/unsure

### If answered fewer powers or same powers..

Do you have any further comments or suggestions about how Regional Council or Community Councils can work best to serve you as a resident of HRM?

- ☐ Yes - record response:

- ☐ No comments or suggestions

### Closing screen..

In order for your submission to be included in the public consultation document you must provide your name and contact information that verifies you are a resident of HRM. Please note that in accordance with Section 485 of the Municipal Government Act, the personal information collected in this survey will only be used for the purpose of clarifying the information submitted, providing updates or seeking further information on this same subject. HRM's full privacy statement can be found at <http://www.halifax.ca/privacy.html>

Name:

Address:

Email contact:



Ending screen..

Thank you for you time and feedback.

Please click Next to submit your survey.

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1/4

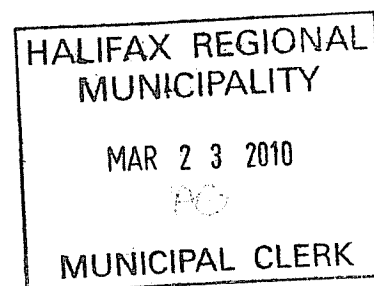
COPY OF THIS LETTER SENT TO  
NWCC MEETING OF MARCH 25/10

March 22, 2010

Mr. Robert Wilde

Lower Sackville;

Dear Mr. Wilde:

**Re: Your Correspondence of March 12, 2010 to the North West Community Council**

The Clerk's Office is in receipt of your letter of March 12, 2010 regarding the Boundary Review Process. Your letter has been forwarded to the members of the North West Community Council.

As Municipal Clerk and staff advisor to the Boundary Review Committee, I wanted to take this opportunity to respond to some of the concerns you raised.

**Public Consultation**

The role of public consultation on any matter is to provide the public with an opportunity to express their views and opinions. Often, as we have found in the process of consultation on governance and boundary review, the views of the public are wide ranging. Not all the public take the same position for the same reason and, in public consultation, a variety of views are often expressed. That has indeed been the case through Phase 1 of the Boundary Review process. The purpose of the February 25, 2010 Community Council meeting was to solicit public input in an open and welcoming environment. Councillors will have their opportunity to put forward their position and debate the matter at Regional Council.

**Boundary Review Committee and Role of Council**

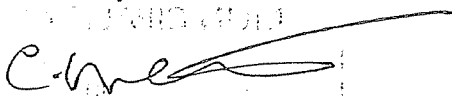
The process outlined by the Nova Scotia Utility and Review Board in regard to the boundary review process requires that Council consider the views of the public, consider the information available to them from staff and experts, and make a determination at Regional Council as to the best governance structure for the Municipality. This is their responsibility as Council under the HRM Charter and requires due consideration and debate before Council.

While Councillors certainly have their own views, observation and preferences, they are expected to keep an open mind until the Boundary Review Committee of Council bring forward their recommendation to Council as a whole. Until that time, members of Council generally will not have had an opportunity to review the information collected by the Boundary Review Committee from all of the public feedback it has received, or from its research on the matter. All of this information will allow Council as a whole to make an informed decision when the matter comes before Regional Council.

2/4

You have demonstrated great interest in this matter by not only taking the time to attend the Community Council meeting, but also to address your concerns to the Community Council in writing. We thank citizens such as yourself who participate in the public process and offer the feedback that Council is seeking, in an effort to improve HRM for all of its residents. Your letter will be added to the package of written correspondence received by Council on the district boundary reivew.

Sincerely,



Cathy J. Mellett  
A/Municipal Clerk

- c. Members of the North West Community Council - Councillors Harvey, Outhit,  
Dalrymple, Lund and Deputy Mayor Johns  
Sara Knight & Karen Brown, Solicitors, HRM Legal Services

3/4  
COPYRegistered Mail

March 12, 2010

Councillor Robert P. Harvey, Chair  
North West Community Council  
Halifax Regional Municipality  
P.O. 1749  
Halifax, N.S. B3J 3A5

Re: Role of HRM Council, Community Councils & Boundary Review, etc.

Dear Councillor Harvey,

I attended the Community Council meeting on February 25, 2010 with the Mayor and Boundary Review Committee and was surprised and disgusted the meeting started with the statement the Public could not discuss with their elected Councillors their positions on Boundary Review, etc.

I will be attending the next meeting on March 25, 2010 to discuss the Boundary Review, etc with all three Councillors and deliver my suggested list of changes to improve both Councils and role of Councillors. ( I gave Mayor Kelly my list on February 25 th )

I would like to know from each of the three Councillors on this Community Council their positions on both HRM & Community Councils, as follows ;

- a) Will you vote at Regional Council to maintain the same number or reduce the number ?
- b) What changes will you be implementing to improve the current Regional Council ( which has been dysfunctional since amalgamation) and the continuing incompetent decisions made by unelected bureaucrats and then approved by Council.

I believe Councillor Harvey that you still favour reducing the number which you expressed in the 2002 review. The last review recommended a reduction to 20 Councillors, however, the Councillors who voted on this matter ( only 16 bothered to represent their constituents ) recommended maintaining the status quo to the Public Utilities Board totally disregarding the citizens committee work and consultation with the public.

I favour a reduction to 18 councillors or preferably 16 full time councillors with or without de-amalgamation to improve this dysfunctional Council who continue to delay modern progress and are overly concerned with cats, dogs & chickens. The Community Councils should also have more power to approve changes such as transit , roads, etc within their Community Council area.

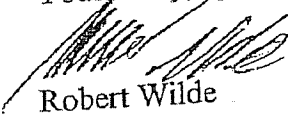
4/4

With respect to the role of all councillors, it would be much better to have them truly represent the taxpayers by making decisions ( instead of rubber stamping unelected bureaucrats ideas). It would also be very helpful if they would ( Council as a whole) request the Province to change the current backward Municipal legislation to remove the Traffic Authority to enable the Regional Council to make the final decisions regarding traffic regulation in HRM. They should also request the Province change the legislation to require an uneven number of representatives on Council including the Mayor to avoid undemocratic tie votes which are deemed to be in the negative. ( Please note the Province also has an undemocratic even 52 seats in the Legislature which I have written to the NDP government about ). When will Council stand up to do the right thing to change the continuing waste and incompetence of the bureaucrats.?

I look forward to meeting with you on March 25, 2010, so the Public may have a meaningful discussion with their elected representatives on this matter.

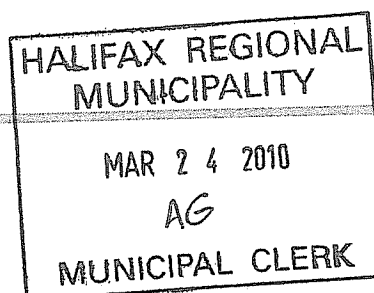
I would appreciate receiving a written reply with each of your answers to my two above questions after the meeting. I thank you for your anticipated co-operation.

Yours truly,



Robert Wilde

Lower Sackville

**Clerks Office - Re: Your Council Your Say**

**From:** Wendy McDonald  
**To:** Clerks Office  
**Date:** 24/03/2010 12:18 PM  
**Subject:** Re: Your Council Your Say

Yes, I am from Clayton Park West, a new and vibrant community of Mainland North!  
 Wendy

----- Original Message -----

**From:** Clerks Office  
**To:** Wendy McDonald  
**Sent:** Wednesday, March 24, 2010 12:01 PM  
**Subject:** Re: Your Council Your Say

Good Afternoon Ms. McDonald,

Thank you for your email regarding Governance & Boundary Review. In order to include your comments in the public participation report it is important that we confirm what part of HRM you reside in. Your exact address is not required but your district or community information is required. Please advise by return email and thank you again for taking the time to participate in the process.

April Guy  
 Administrative Clerk Assistant

Office of the Municipal Clerk  
 1841 Argyle Street  
 PO Box 1749, Halifax  
 Nova Scotia B3J 3A5  
 490-4210 (phone)  
 490-4208 (fax)  
 E-mail: clerks@halifax.ca

>>> Wendy McDonald ·

23/03/2010 3:39 pm >>>

Hello,  
 Please find some comments for the Committee reviewing the Size and role of Council and Community. If there is clarity required, I am free to respond. Council.

Thank you,  
 Wendy McDonald

No virus found in this incoming message.

Checked by AVG - [www.avg.com](http://www.avg.com)

Version: 8.5.435 / Virus Database: 271.1.1/2765 - Release Date: 03/23/10 07:33:00

## Your Council Your Say

Comments generated after attending 2 of the public HRM sessions and based on experience of the past 5 years in the new District 10 where there is a multicultural, transient population, a large proportion of apartment and condo dwellers and many homeowners who have chosen this area to reside. In addition, there is the Bayers Lake Business Park:

**Process:** Please consider hosting some workshops, such as held by Graham Steele, where small table groups can dialogue in a non-threatening way with no wrong answers. Tables could present back to the large collected public audience. University Students or Youth should be consulted - try the Halifax West model Parliament students or other youth. Try the recently prize winning debating team - get Josh Judah on board to debate the topics at hand - we could all learn from them.

Speaking before a group of 10-15 'suits' is not an easy task for some. The numbers present in addition to the very small numbers of people who chose to speak may indicate that the public are not comfortable in this arena. Keep promoting feedback, media coverage, etc. to continue to gather data. And provide a site where we can read the input to date.....

I am pleased to give input. Indeed, I am nervous that a 'Council only' committee will be making decisions - this decision must be made by a representative collective of community and others. Is it not obvious that the current committee would not recommend to eliminate jobs by choosing a smaller council?

Consider a **Council** that would represent the Halifax area as a whole - perhaps urban, rural and suburban areas represented. I suggest 11-12, 15 max. with **full time** membership only. This Council would be concerned with the entire region and not particular areas. The Community Councils would be area based. Thus Councillors would be elected from the area or zone of the CC - If 5 Community Councils, then 3 Councillors would be elected to represent that zone. Districts would be eliminated. This would prevent Councillors who are incompetent from succeeding at the poll as past performance would allow only excellence to return. Indeed, the Community Councils would share in expertise and so on. Technology is passing Council by - paperless council is held in many jurisdictions. And electronic voting must be reimplemented. So there is a lot of catch up, shake-up and clean-up needed. This will help with fiscal recovery. If planning matters arise, staff would share all necessary information with more than poorly copied paper plans - on site photos, graphics or 3D images, etc. would prevent the mistakes and misunderstandings that seem to go on now. Site visits are important to translate paper drawings to eventual implementation. This is not happening and is a gross oversight by current Council - the questions asked identify lack of skill to make these important decisions. As members of the public, the council members must be more familiar with the implications of their decisions on the future of the communities they represent. Groundtruthing trips for Councillors must be built in by staff.

We learned from the Mayor that each **Community Council** conducts business in a different manner - this must be standardized if CC are to continue effectively and within the democratic process, using some reference guide- Roberts Rules or other, with consistent behaviours. And CC business must be conducted, efficiently, transparent and on time, but in a positive and inclusive way. Agendas, and revisions, posted in a timely manner so individuals will know

3/5

content of interest or concern. Councillors should not be allowed to add items after 3 pm so that staff may post relevant revisions.

I have sat through CC meetings where jokes, texting and notes passed by Councillors was the norm. Also, at record speed so that the public cannot understand what is being said. (Check on some previous tapes.) If there is no business, cancel the meeting.

And I have spoken during **Public Participation at CC** with total frustration - my councillor, and others, do not understand that this is when we are asking for recognition of local problems, concerns, opportunities and celebration with appropriate next steps; as the 'one on one' queries lead to 'no action' or barriers to action - simple ideas like 'curb to curb' snowploughing create a major crisis for some councillors it seems, others delight in solving similar or more complex issues.

As well, following **Presentations at CC**, also ignored, EXAMPLE:- We have the frustrating experience to have presented cost saving suggestions for Trails planning, evaluation and development in Oct '06 and STILL await a staff report which was moved, at the time, by L Mosher - no staff or councillor has ever communicated back to the Trails group why the delay.....2 follow-up letters to Community Council for an explanation were never acknowledged, so my interpretation is the process does not work - FIND a solution!! Follow a system, if for no other reason than politeness and courtesy. In the meantime, we still await a response from Oct 06! And monies are still being wasted, my taxes and yours!

**Council job description** - today, who has the luxury of determining their own salary and having no obligation to serve the public in a meaningful way - HRM councillors!? No job description or expectation- these 'employees' need to have an evaluation or performance review, by peers or others! Perhaps when the next election comes along - the many challenges, skills, obligations should be carefully defined so that only those willing to follow through and support the community in an appropriate manner need apply.....The councillors should be answerable to their public.

Council is supported by many **Committees**, from A-Z- with Councillors and many volunteers as I see it. The staff support should be encouraged to post agendas and minutes in a timely and efficient manner and if there are action items, lets see some action. I can discuss examples where this is painfully lacking - perhaps all staff need to be trained in efficient and effective roles and the Chair given timelines for posting agendas, reporting back, etc. for accountability. If the public is watching progress on any issue, it is difficult if there is no posted suggestion of action, progress and next steps.

**Respect for volunteers** - I reviewed the last 3 Annual Reports released by HRM. No acknowledgement of the large amount of time, effort and personal financial cost that volunteers have given to this city, also as above. Personally, I was involved with HRTAT/HRTA for 5 or 6 years and was mandated by Trails staff to attend monthly meetings from one end of the county to the other - no opportunity to get costs reimbursed - this may be one reason why volunteers are reducing their time given to worthwhile projects. Even if there was a 'tax receipt' for out of pocket costs, it might lure back more volunteers. Time is one thing, costs are another when one is a volunteer on fixed or no income. Photocopying, faxes, computer time are all items of varying need for volunteer groups - bring it on in an accessible manner. A Volunteer Office in several regions would answer some of this gap - where groups



could meet, dialogue, enable progress and give back to their community in an effective, cost-effective way - no cost!

It has been suggested that a **HRM Volunteer Centre** where projects/volunteers can be 'matched up' - a worthwhile suggestion as our small group is always looking for new energetic volunteers. But HRM needs to take the first step. If not, groups will collapse without proper support. Another suggestion is a Volunteer fair where agencies and groups or NGO's could 'market' their needs to the volunteers who looking for fulfilling opportunities. At present, this is not seen as a need in the district, I suggest that it be taken on by Development staff, or other, on a regional basis to add value to our lives in HRM.

**Councillor Discretionary funding** - is this necessary? As we have no idea how or why the councillor is spending these funds, and if as residents we have an opportunity to be a part of the ask, set some public and transparent guidelines to make it accessible to all residents of the district. It should not be spent on a councillor's 'pet project or legacy' but on the projects with a demonstrated need by the community. There are basic needs that would benefit all residents, such as poop n scoop bag dispensers, Park Signage, Community signage, Garden plantings and community gardens, Community Billboard, and so on - all of general overall benefit to all.

Through the **Regional Plan**, several positive ideas came forward but we have been left dangling after so many ideas have run dry due to lack of interest by Council, Community Council or other. I mention AT and Walkability of community, Visioning and Regional Parks and Recreation.

As to **AT and Walkability** - why are not all new development initiatives put through a stringent walkability lens by planning staff with respect to the development and surrounding property and neighbourhoods. The WALK 21 team came, left us with great ideas and the councillors have perhaps filed them for another generation - we hear nothing about it from staff or AT Committee. The community awaits next steps, including the acceptance by the Mayor of the Walk 21 Charter.

**Visioning** - Clayton Park West was declared a Centre with urgent needs to plan for growth. The growth is happening in spite of a lack of plans. The reintroduction of a planning advisory Committee in the District might support the initiatives of local and community needs and wants. The new Transit Terminal is another example of lack of foresight - Last month a presentation was made to the community with no idea what the Terminal would look like in terms of 'asking the users' but we want to site it in one of 3 green spaces, 2 of which are a part of the Mainland Common passive green areas. Now where is the vision? What about all that pavement that already exists at Bayers Lake? Make use of existing parking, rather than creating more!! And ParknRide is also lacking vision - no suggestion of local use by positioning in a central area, but another green space be removed. Ask the locals, soon. This is another example where a local Planning Advisory Committee could help with local knowledge, use and practicalities.

**Regional Parks** - As I live in the region of HRM which will benefit from the proposed Blue Mountain Birch Cove Lakes Regional Park, I urge the talk start rolling towards that end. By respecting the staff report that suggests there is no need for development in the next 25 years,

lets get on with access to the parkland as preserved in the adjacent Wilderness Area.

**Recreation** - We are looking forward to the Canada Games Centre - however, there has been little or no dialogue on the external assets for this facility which will replace an existing playground and outdoor series of green spaces used by HRM Rec for Day Camps, tennis skills and many other programmes including youth leadership, at Northcliffe. So far, the public has no idea if any or all of these assets will be transferred with the opening of the CGC, its time to create a dialogue.

Recently we heard about **FOCUS Areas**, but little action in the districts- is it all talk? Bring a team, try District 10 as the trial run? But you may have trouble finding a meeting place as we have no available public meeting rooms.....for the ordinary public....

Enough of my rambling, we want more action and less talk from our Council, now and in the future, in a fiscally responsible manner that is open and transparent and receptive to ideas from residents. So its not all about the numbers. Its about being honest and forthright. Its about receiving ideas and suggestions that could help make a difference. Its about not bullying people who may have a better idea than you do. Its about sharing, paying attention and representation to the fullest. Its about admitting mistakes and moving on. Its about understanding ones shortcomings and asking for assistance to resolve disagreements and moving on. Its about being inclusive when decisions are made. Its about working with community and not against it. Its about understanding the communities needs. Its about being a part of 'my neighbourhood in HRM' talking the talk and then walking the walk. Its about choosing to participate instead of looking in from a distance. Its about making time to listen and consider. Its about staying close to the district instead of running off to greener pastures. Its about accepting defeat and turning a new leaf. Its about welcoming new opportunities. Its about recognizing new partnerships. Its about bringing youth on board. Its about new ideas. Its about representing the 15000 residents in the district and more coming every day. Its about asking for input and feedback and letting us know the good news and the bad! Its about responding to query. Its about writing an occasional news article. Its about meeting us on common ground. Its not about celebrations and parties beyond the district, lets celebrate in the district! Its about hard work and muddy boots and snow covered pathways. Its about garbage and building debris that has been here too long, after the builders move along to their next project. Its my city and yours too, wherever you live. Lets take more pride in local neighbourhoods and the first step is meeting the people.

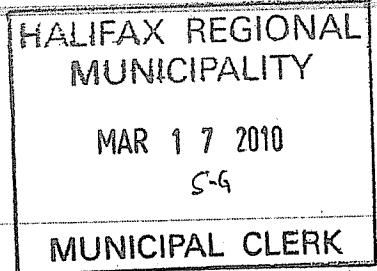
Recently, I read the book 'Three Cups of Tea' and the philosophy behind the success of implementing change. Lets start with some local tea parties so we can have the chance to dialogue....and don't forget to invite the younger residents for their opinions, some of them have great perception.

Wendy McDonald

March 22/10

**Clerks Office - Re: District Boundary Review comments**

**From:** Jay Guptill  
**To:** Clerks Office  
**Date:** 17/03/2010 8:08 AM  
**Subject:** Re: District Boundary Review comments



Hi April,

I live in Cole Harbour and we are very fortunate to have Lorelei as our Councilor.

I trust this is what you were looking for.

Jay

On 3/16/10 1:52 PM, "Clerks Office" <clerks@halifax.ca> wrote:

Good Afternoon,

Thank you for your email regarding Governance & Boundary Review. In order to include your comments in the public participation report it is important that we confirm what part of HRM you reside in. Your exact address is not required but your district or community information is required. Please advise by return email and thank you again for taking the time to participate in the process.

April Guy  
Administrative Clerk Assistant

Office of the Municipal Clerk  
1841 Argyle Street  
PO Box 1749, Halifax  
Nova Scotia B3J 3A5  
490-4210 (phone)  
490-4208 (fax)  
E-mail: clerks@halifax.ca

>>> Jay Guptill  
March 15, 2010

15/03/2010 11:25 am >>>

I am writing in response to the boundary review process and in particular the role of City Councilors. I attended the meeting on March 4 and spoke to the issue (although at the time I was not fully aware of the topic at hand and thus my comments were not clear to those in attendance and worse, not clear to myself - ha).

My thoughts focus on the role of the councilor and if there is a baseline understanding or expectation of that role. It would seem that in order to know if more districts are needed we would need to discover if the current councilors are proving to be effective in the roles they serve. Why create more districts to have it represented by a new councilor who may not even know how to serve that district.

My suggestion is to provide leadership development for our councilors as the role they serve is undefined. So how about a seminar such as Leadership Principles for Those Serving With Undefined Roles.

Re: District Boundary Review comments

Page 2 of 2

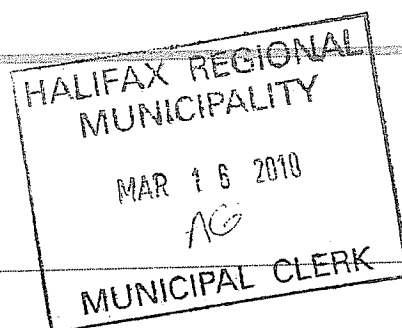
Thank you for allowing me to share my views.

Blessings,

Jay Guptill

2/2

**Clerks Office - RE: boundary review comments**



**From:** "Chris MacDonald"  
**To:** "Clerks Office"  
**Date:** 16/03/2010 4:20 PM  
**Subject:** RE: boundary review comments

Hammonds Plains

*Chris MacDonald*

This email and any attachments to it is privileged and confidential and intended solely for the use of the individual to whom it is addressed. If you are not the intended recipient of this email, you must neither take any action based upon its contents, nor copy or show it to anyone. Please contact the sender if you believe you have received this email in error.

**From:** Clerks Office [mailto:clerks@halifax.ca]  
**Sent:** March 16, 2010 9:54 AM  
**To:** Chris MacDonald  
**Subject:** Re: boundary review comments

Good Afternoon,

Thank you for your email regarding Governance & Boundary Review. In order to include your comments in the public participation report it is important that we confirm what part of HRM you reside in. Your exact address is not required but your district or community information is required. Please advise by return email and thank you again for taking the time to participate in the process.

April Guy  
Administrative Clerk Assistant

Office of the Municipal Clerk  
1841 Argyle Street  
PO Box 1749, Halifax  
Nova Scotia B3J 3A5  
490-4210 (phone)  
490-4208 (fax)  
E-mail: clerks@halifax.ca

>>> "Chris MacDonald"  
March 15, 2010

15/03/2010 6:27 pm >>>

Hi,

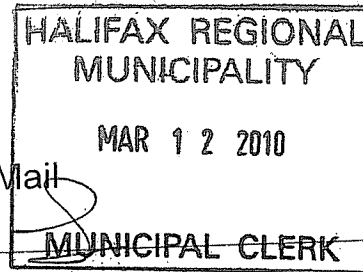
I would like to see Kingswood become part of Bedford again and not the current Hammonds Plains. Kingswood really doesn't have much in common with St. Margaret's and Upper Tantallon or Upper Hammonds Plains etc. Also, the boundary, in my opinion is much too big for one councillor.

Respectfully,

*Chris MacDonald*

## Clerks Office - Fwd: Tracking Number for Registered Mail

From: Peter Kelly  
 To: Debbie Chambers  
 Date: 12/03/2010 8:03 AM  
 Subject: Fwd: Tracking Number for Registered Mail  
 Attachments:



>>> On March 11, 2010 at 4:27 pm. in message

Cindy

MURTHA

wrote:

Dear Mayor Kelly,

First of all we would like to thank you and the other councillors and city staff present at the meeting last evening (Wednesday March 10<sup>th</sup>) for taking your valuable time to educate the citizens of HRM and seeking our input on the process of boundary designations. We appreciate that the task at hand is a difficult one, especially when you are dealing with different emotions and personalities when making such a presentation in an effort to find a proper solution for boundary zoning and council representation.

Secondly, my husband and I would like to also thank you for taking the time to acknowledge our concerns regarding a registered letter that we mailed to your office on February 21/2010. (Please see the attached tracking receipt). According to the Canada Post website, the letter was successfully delivered on February 24/2010 and signed for by Keith Little. You indicated you will try to trace this letter through your office. Once the letter and attachments have been located, we would appreciate if you would acknowledge you have received and reviewed the information. If you are unable to locate the letter, please let us know and we will resend another copy to you.

Additional comments;

A portion of the boundary presentation addressed the appropriate level of power and authority for city council and its members. In the last few months, we have been dealing with a proposal before the HRM (case #01290) to investigate the possible rezoning of a parcel of land adjacent to our subdivision of Coleridge Estates from its current designation of urban reserve to rural commuter.

As indicated in the information contained in the registered letter we sent to your office, this proposal also includes the development of an open space subdivision connected to Westmount Plains and Coleridge Estates. A number of our neighbours have formed a group as we are extremely opposed to the possible rezoning and the development of the subdivision as outlined in the proposal. In fact, our group has submitted a petition contained over 120 signatures to Councillor Hendsbee which was subsequently presented by him to city council. It is apparent to our group that currently, city councillors have a lot of decision making authority, possibly too much.

Despite the recommendations made by HRM staff to not initiate the process to redesignate the above noted parcel of land, Councillor Hendsbee is persistent in his advocacy for the re-designation.

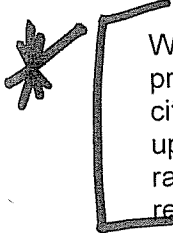
Per the November 10/2009 city council meeting minutes, it was "MOVED BY Councillor Hendsbee, seconded by Councillor Lund that Halifax Regional Council initiate the process to consider

→ See page 2

2/2

amending the Regional Municipal Planning Strategy to redesignate the subject property from Urban Reserve to Rural Commuter in order to enable consideration of a Water Service Area expansion and an open space design subdivision." The outcome of this motion was, "Those voting in favour were Councillors: Adams, Dalrymple, Fisher, Harvey, Hendsbee, Deputy Mayor Johns, Mayor Kelly, Lund, Mosher, Nicoll, Rankin, Smith, Walker and Wile. Those voting against were Councillors: Blumenthal, Hum, Karsten, McCluskey, Outhit, Sloane and Watts. Those absent for the vote were Councillors: Barkhouse, Streach and Uteck." This motion by councillor Hendsbee directly contravened the recommendation of the HRM staff as outlined in a report dated September 9, 2009 that was submitted by the Director of Community Development to the Regional Plan Advisory Committee advising council not to proceed with the re-designation of the above noted property.

We have also learned that when considering a motion that affects a specific district, some council members will support the motion presented by the presiding council member of the district involved as the underlying assumption is that the presiding council member should be cognizant of what is best for their district. This does not appear to be a very democratic or responsible practice for a governing authority. Given that city council is seeking input from the public with respect to best practices for the representation of the HRM and its residents, you should revisit how and why city council members can change or deviate from existing policies and plans (such as the Regional Municipal Planning Strategy) without clearly understanding the implications or impact of their actions and decisions. Clearly, the process appears to be tainted.

 We would like to suggest that as part of the boundary review, consideration should be given to the provision of some form of overlap in council representation in the HRM districts so that when citizens feel they are not being properly or fairly represented, or in our case, seemingly fighting an up-hill battle, there would be an alternate neutral council member to whom concerns could be raised. We truly do not understand how our concerns can be fairly brought forth when our representing council is, as documented in public minutes, advocating for one individual.

Finally, through a lot of investigative work, correspondence and a meeting with some HRM Planning Committee staff at Alderney Gate on Wednesday, February 24/2010, we have been told very clearly that despite the recommendations of HRM staff, city council has the final say. It was very disconcerting to also learn that proposals such as case #01290 are reviewed and assessed in isolation without consideration of the impact on the adjacent communities.

If possible, we would like to add the above noted comments and concerns to the minutes and/or record for last night's meeting in the Lawrencetown Community Center. If this is not appropriate, your consideration of our comments and concerns would be greatly appreciated.

Thank you again Mayor Kelly for your time and attention to our concerns.

Respectfully submitted,

Cindy and Mike Murtha

Cole Harbour, NS

Allan Robertson, Halifax, submitted the following at the Marine Drive Valley & Canal Community Council meeting of March 10, 2010

## Too Many Districts?

The Governance & Boundary Review Committee of HRM Council has asked for our views on the size of HRM electoral districts. In 2006 the Halifax Regional Municipality had a population of roughly 373,000. It is governed by a regional council consisting of 23 councillors plus a mayor. The table to the right shows the details.

Based on the 2006 Census population figures, each district contains about 16,000 residents on average - from a low of 13,382 residents in District 15 (Fairview - Clayton Park) to a high of 19,657 in District 3 (Preston - Lawrencetown - Chezzetcook).

To determine the 'best' number of districts for any city or town is probably impossible, as each municipality has

different characteristics and specific needs. Nevertheless, a comparison between HRM and other cities and towns across Canada will show how we measure up against the rest of the country. And the results will probably surprise you.

Some larger Canadian cities have very few districts compared to HRM. The table of the following page shows the 2006 Census populations for 32 Canadian cities ranging in size from 2.5 million (Toronto) down to 68,000 (Saint John). The five largest cities with relatively few districts include Mississauga, Calgary, Edmonton, Vancouver, and Toronto. Calgary, for example, has only 14 districts for 988,000 residents (an average of 71,000 residents for each district), and Edmonton has only 12 to serve a population of 730,000 (an average of 61,000). The most extreme example of 'under-representation' appears to be in Mississauga, with only nine districts for 669,000 residents, for an average of 74,000 residents per district.

**Population by Polling District, Halifax Regional Municipality  
Statistics Canada, 2006 Census of Population**

District	Name	Pop'n	Type of District
1	Eastern Shore - Musquodoboit Valley	13,655	Rural
2	Waverley - Fall River - Beaver Bank	18,547	Suburban
3	Preston - Lawrencetown - Chezzetcook	19,657	Suburban
4	Cole Harbour	19,096	Urban
5	Dartmouth Centre	14,764	Urban
6	East Dartmouth - The Lakes	16,642	Urban
7	Portland - East Woodlawn	17,448	Urban
8	Woodside - Eastern Passage	17,523	Suburban
9	Albro Lake - Harbourview	15,829	Urban
10	Clayton Park West	14,829	Urban
11	Halifax North End	14,893	Urban
12	Halifax Downtown	14,420	Urban
13	Northwest Arm - South End	14,867	Urban
14	Connaught - Quinpool	13,845	Urban
15	Fairview - Clayton Park	13,382	Urban
16	Rockingham - Wentworth	14,202	Urban
17	Purcell's Cove - Armdale	14,527	Urban
18	Spryfield - Herring Cove	15,165	Suburban
19	Middle & Upper Sackville - Lucasville	17,657	Suburban
20	Lower Sackville	16,126	Suburban
21	Bedford	16,780	Urban
22	Timberlea - Prospect	19,377	Suburban
23	Hammonds Plains - St. Margarets	19,627	Suburban
		<b>372,858</b>	
Average		<b>16,211</b>	

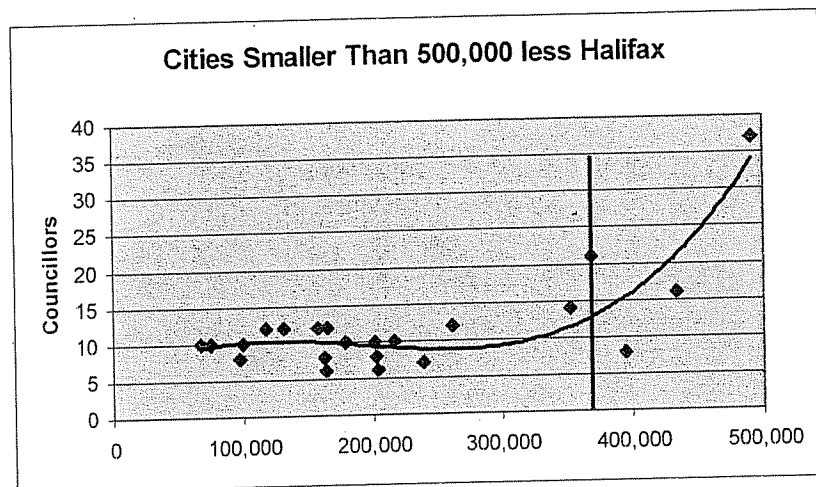
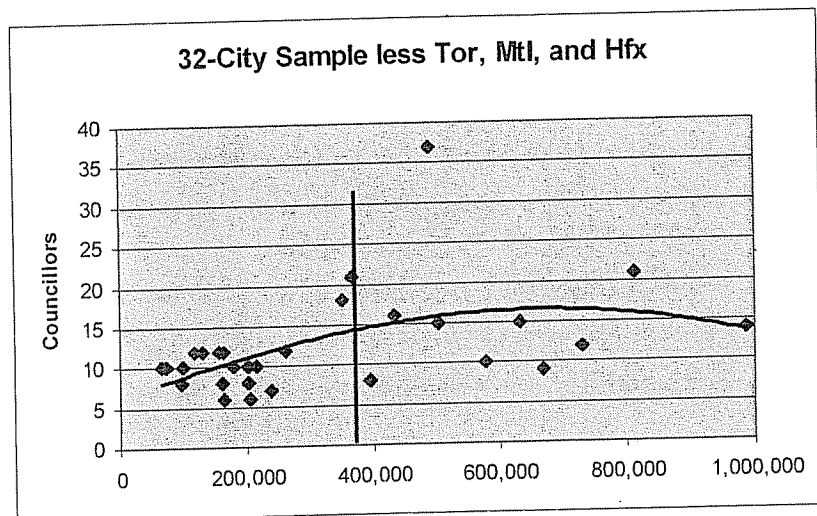
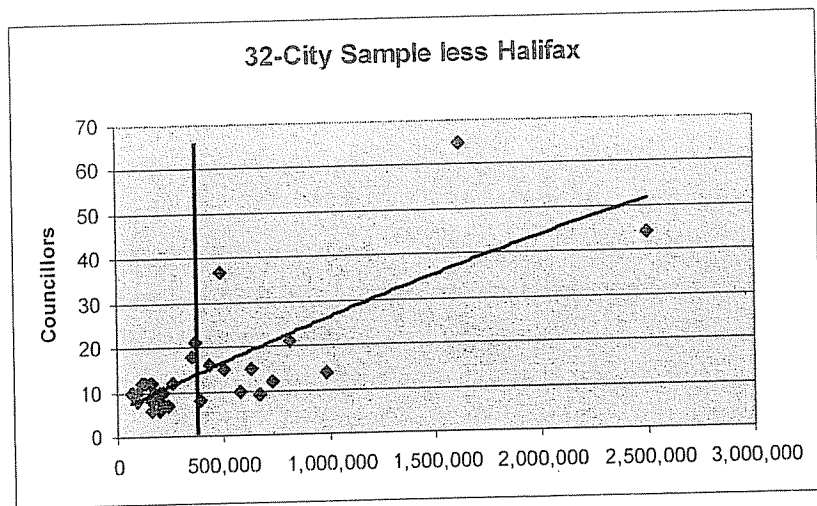


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The graph with HRM removed is shown to the right. The vertical line at roughly 373,000 suggests that HRM 'should' have around 14 districts (the point where the 'best fit' line and the 'population' line meet).

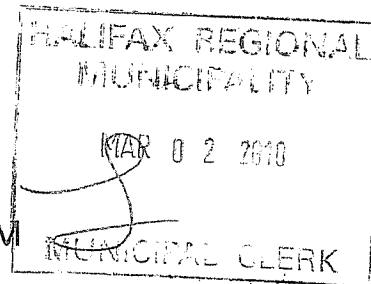
The two outlying cities of Toronto and Montreal, however, may be sufficiently different from HRM in terms of the number of councillors needed, so perhaps removing them from the sample might make sense. Removing them results in the second graph to the right. Here, the 'best fit' line showing the relationship between population and number of districts suggests again that HRM 'should' have about 14 councillors for its 373,000 residents.

Even with Toronto and Montreal removed from the analysis, though, it could be argued that HRM falls in the low end of the population band, and perhaps conditions are different for smaller cities of less than, say, 500,000 residents. To see if this changes things, the last graph shows cities larger than 500,000 removed from the sample. Here, the 'best fit' analysis suggests that HRM, with its 373,000 residents, 'should' have 12 or 13 districts.



**Conclusion:** Based on this sample of 32 Canadian cities, HRM should have less than its current 23 districts. The appropriate number is from 12 to 14.

From: paul sullivan  
To: Clerks Office <clerks@halifax.ca>  
Date: 01/03/2010 9:25 pm  
Subject: Re: Re:  
Attachments: City Letter.cwk



District Boundaries & size of City Council -- HRM

In response to your invitation for commentry on the above, I should state that I am opposed to the concept of one Municipal Council. There was insufficient rationale for its creation demanded by Premier Savage. The process of determining the the protocol which would employed by the new council was hurried, and seeming not well thought out. The promised Plebisite on the matter was never held. No one cannot identify even one advantage that has been achieved.


There has never been any demonstrable spirit of kinship among the metro communities of Halifax Dartmouth/Bedford/Sackville, and Halifax County who make up HRM, either prior, nor following, the amalgation; it is doubtful that that attitude will change. .

No one could say that the level of services or costs are reduced. It is worrisome to think that in order to meet budgeting costs that the serviices of the RCMP are to be considered superfluous.

In my judgement, no one in the entire HRM as we are now known, is being well served with this unified form of Municipal Government.

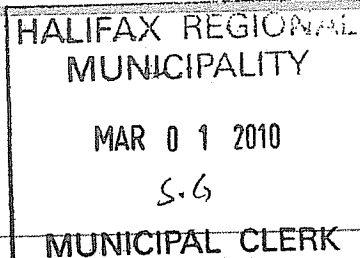
I think HRM Council should seriously consider making a recommendation to the tthe Provincial Government, requesting a review of the continuance of HRM as presently constituted.

If the foregoing is not feasible I think, adopting the system used by Saint John New Brunswick, where all the Councillors are elected as regional members might be an improvement. As you know-- the eight who secure the most votes are elected -- and each represents, not a specific area, but the entire City of Saint John. Eight Conciliators or Aldermen plis a Mayor with a tie-breaking vote should be sufficent .for Halifax. Such a system of governance would allow for a more reasoned and objective process than does the 'format utilized' in HRM. Perhaps had we had their system, there might not have been the 'stalemate votes' on issues such as the "Taxi" question' or the declination of the report on 'revision of the method of taxation'

  
Paul A. Sullivan

**Clerks Office - RE: regional council**

**From:** Ron Wilmot  
**To:**  
**Date:** 27/02/2010 11:51 AM  
**Subject:** RE: regional council



I live in South Dartmouth and am under-represented by G Macluskey.

Date: Fri, 26 Feb 2010 15:50:54 -0400  
 From: clerks@halifax.ca  
 To: ronewilm  
 Subject: Re: regional council

Good Afternoon Mr. Wilmot,

Thank you for your comments regarding Governance & Boundary Review. Your email was forwarded to us from the Mayor's Office.

In order to include your comments in the public participation report it is important that we confirm what part of HRM you reside in. Your exact address is not required but your district or community information is required. Please advise by return email and thank you again for taking the time to participate in the process.

April Guy  
 Administrative Clerk Assistant

Office of the Municipal Clerk  
 1841 Argyle Street  
 PO Box 1749, Halifax  
 Nova Scotia B3J 3A5  
 490-4210 (phone)  
 490-4208 (fax)  
 E-mail: clerks@halifax.ca

>>> Ron Wilmot:

1 >>>

Dear Sir,

Why do I get the distinct impression you are not really trying to help with this.

Leadership must be shown, especially by you, to pare the number down to 3/5.

I would bet money the best the citizens can hope for is 19 or more. When you are older and out of office it would be nice if you could look in the mirror and know you "did the right thing." This is just a time wasting smoke-screen to do nothing until your term is long over.

HRM has dragged us all down to the lowest level of Socialism. We all get the same so-called benefits now instead of taking pride in trying harder than the other local town. I am not from Bedford but I recall when this town had real pride instead of trying to get another garbage pick-up like Halifax might. It is so petty now it is pathetic.

Windows® phone-your Windows stuff, on the go. [See more.](#)

All your Hotmail contacts on your phone. [Try it now.](#)

Pg 1/1

## Clerks Office - Re: The Governance and District Boundary Committee of Council

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**From:** Clerks Office  
**To:** bob Burke  
**Date:** 26/02/2010 3:49 PM  
**Subject:** Re: The Governance and District Boundary Committee of Council

---

Good Afternoon,

Thank you for your email regarding Governance & Boundary Review. In order to include your comments in the public participation report it is important that we confirm what part of HRM you reside in. Your exact address is not required but your district or community information is required. Please advise by return email and thank you again for taking the time to participate in the process.

April Guy  
Administrative Clerk Assistant

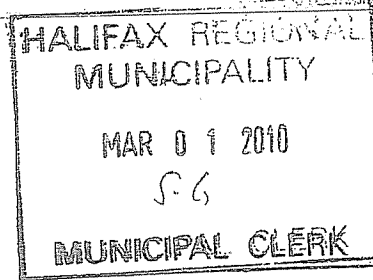
Office of the Municipal Clerk  
1841 Argyle Street  
PO Box 1749, Halifax  
Nova Scotia B3J 3A5  
490-4210 (phone)  
490-4208 (fax)  
E-mail: clerks@halifax.ca

>>> bob Burke  
Hello:

Here is my feedback re the above:

1. We do not need the number of Councillors we have. Council, I feel, could be cut by one-third.
2. Boundary Review - It is a tragedy that rural and urban areas have all been thrown in together to give us an unwieldy HRM. Even the name is confusing. Very little works within this monstrosity we call HRM; and urban taxpayers must certainly be fed up--paying for services they do not receive.
3. Secret meetings should be eliminated. The very idea of secrecy breeds contempt and suspicion, and begs the question: "What are you hiding?" Secret dealings with developers and others should have gone out with high-buttoned shoes. We need only take a good look at the latest scandal among all Parties in the N.S. Legislature. The Old Boys' Club, with a smattering of token females, has ruled politics for just too long with its inherent secrecy and corruption.

**From:** Cathy Mellett  
**To:** Clerks Office  
**Date:** 26/02/2010 3:17 pm  
**Subject:** Input for Boundary Review



Elizabeth Publicover - Millwood

Wanted her input into the Boundary Review process so called into the Clerk's office on Friday Feb 26th following the NWCommunity Council Public Meeting. She could not make it to the Community Council meeting last evening. She does not have access to the internet so could not access the survey or submit an email herself.

Ms. Publicover's concern is primarily around woodlot management and watershed protection as a landowner in both HRM and Chester County.

She wants to say, for the record, that Community Councils are important and must stay close to the local community and not include too large an area or too many districts.

She feels there are going to be major impacts to HRM coming in regard to climate change and the responses required and continued downloading from the province around many issues such as wetland management.

HRM will need a strong Council and Community Councils to respond to those demands. There is already too much going on that needs to be addressed and this is not the time to change the size of Council.

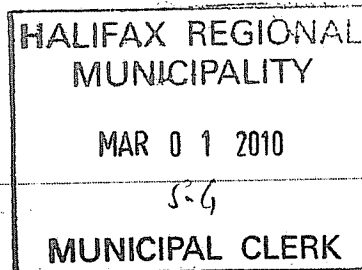
Submitted on behalf of Elizabeth Publicover from a phone call 3pm Friday February 26th.

Cathy Mellett  
A/Clerk Manager  
Office of the Municipal Clerk  
melletc@halifax.ca  
(902) 490-6456

1/2

**Clerks Office - HRM's District Boundary Review**

**From:** patricia kidd  
**To:**  
**Date:** 26/02/2010 12:22 PM  
**Subject:** HRM's District Boundary Review



City Clerk,

Good morning.

May I congratulate you and your staff on the excellent presentation (*HRM Governance and Boundary Review*) last Monday evening at the Keshen-Goodman library. It was very clear. Thank you. However, you must have been disappointed with very small turn out.

I was equally disappointed by the chilling effect of Mayor Kelly's attempts to keep this small gathering from responding to other citizen's comments. It certainly discouraged a few others and myself, from standing up to speak, or from indicating our support of a viewpoint without repeating the points another speaker had made. Although only one person pronounced this insulting and offensive, many of us felt the same, but simply accepted it as another way of repressing any 'open community input'.

It was a very effective way to cut the meeting short, which only confirmed and clearly justified, Wendy McDonald's plea for the need for genuine HRM communication inviting real community input and debate. Some of us also wondered if the decision had not already been decided on the size of districts, the size of Regional Council and the role and powers of Community Councils.

Re: the size of Districts and HRM Council:

If, as you stated, Vancouver, with a 6 member Council, can manage city business effectively, aren't we over-managed in maintaining or enlarging a 23 member Council?

I would like to state the case for a 9 member council but could tolerate an 11 District/ 11 member Regional Council. As one person pointed out, aiming for quality not quantity in Councillors should be the aim. Electing many Councillors does not guarantee genuine representation. It would be interesting to learn how many actual inquiries a Councillor attends to per week, per month.

If we are ever to make this unnatural creature, the amalgam of rural, suburban and urban that we call HRM, a true amalgamation or to enable it to work as a unit, rather than maintaining the district versus district model that currently exists, surely the condensation of Council will move us closer to this goal. Breaking down entrenched districts might even allow us all to learn about and reach out to meet the needs of our neighbours.

Re: Community Councils:

2/2

The idea is good in theory, but often the actual meetings are meaningless and dysfunctional in fact. In my own experience, citizens' well researched and prepared presentations were not even listened to by the Councillors present-- who sat chatting about personal topics and paid no attention at all.  
Very discouraging and ineffective.

Re: promotion and communication to the citizens of HRM:

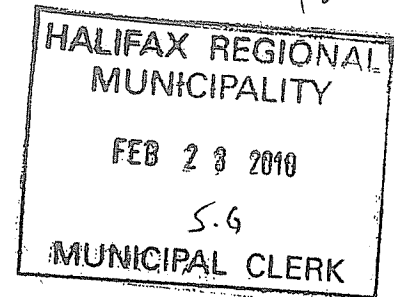
So important and crucial are these matters, that further advertisements and news coverage of the upcoming meetings is needed. Your PR department should be making a concerted and flamboyant effort to engage the whole of HRM encouraging everyone to get out, speak up and be heard.  
Please encourage people to get out, speak up and be heard.

Best regards,

p.a. kidd

Halifax NS

From: John Wesley Chisholm  
To: Cathy Mellett <melletc@halifax.ca>  
Date: 2/23/2010 10:57  
Subject: Re: Note regarding Council restricting



Thanks for the note.

i have two houses in HRMA nd split my time between them.

Musquodoboit Harbour

. Halifax.

John Wesley Chisholm

On 23-Feb-10, at 8:31 AM, Cathy Mellett wrote:

- > Thanks you for your comments and participation in the process.
- > In order to include your comments in the public participation report
- > it is important that we confirm what part of HIM you reside in. Your
- > exact address is not required but your district or community
- > information is required. Please advise by return email and thank you
- > again for taking the time to participate in the process.

>

>

>

- > Cathy Mellett
- > A/Clerk Manager
- > Office of the Municipal Clerk
- > melletc@halifax.ca
- > (902) 490-6456

>

>

>>>> John Wesley Chisholm <... 7:47 >>>

- > I am writing regarding a call for public input regarding HRM
- > boundaries and the size of council.

>

- > There has been a lot of talk in HRM of having less elected
- > representation. It's an astounding suggestion when you think of it and
- > even more so when you discover it apparently has support among the
- > elected officials themselves.

>

- > I think we need MORE accountable elected officials, particularly to
- > look after citizens interests in the face of Big Government, unionized
- > government, big party politics and faltering media watchdogs. To play
- > on the old saw, perhaps we have too many Indians and not enough
- > chiefs.

>

- > At the state level in New York there are several key elected
- > positions:

>

- > Governor, Lt. Governor, Comptroller, Attorney General

>

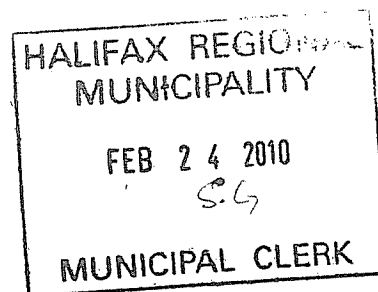


2/2

- > Even with just a general notion of what these positions entail it's
- > easy to see how they are the elected positions in a structure of
- > checks and balances constituted to protect the citizens.
- >
- > Here's an organizational chart for NYC, surely an example of a big,
- > complex, democratic city that works rather well.
- >
- > [http://www.nyc.gov/html/om/html/orgchart/org\\_chart.html](http://www.nyc.gov/html/om/html/orgchart/org_chart.html)
- >
- > It's interesting to note that no important office is more than two
- > degrees of separation away from the Mayor, but there are a significant
- > number of "check and balance" non party affiliated positions (Borough
- > presidents, comptroller, public advocate; district attorneys and
- > independent budget office) that report directly to and represent
- > exclusively, the interests of the people. These positions aren't
- > associated with geography. They are associated with the real
- > challenges faced by city government and they have been facing these
- > challenges in NYC since the 1600's. It's a system that works.
- >
- > Why couldn't we have something like that in Nova Scotia or in "HRM"?
- >
- > Sincerely,
- >
- > John Wesley Chisholm
- >
- >
- >
- >

**From:** <janet.carr  
**To:** "Cathy Mellett" <melletc@halifax.ca>  
**Date:** 2/23/2010 12:45  
**Subject:** RE: Comments on Boundary Review

Hi - Re your inquiry , I live in (old) Clayton Park.



-----Original Message-----

From: Cathy Mellett [mailto:melletc@halifax.ca]  
Sent: Tuesday, February 23, 2010 8:48 AM  
To: janet.carr  
Subject: Comments on Boundary Review

Ms. Carney, We are in receipt of your comments forwarded from Mayor Kelly's office.

In order to include your comments it would be most helpful if you could advise where you live in HRM.

Your exact address is not required but your District or Community would assist.

Thank you in advance.

Cathy Mellett  
A/Clerk Manager  
Office of the Municipal Clerk  
melletc@halifax.ca  
(902) 490-6456

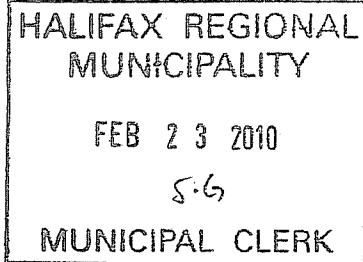
No virus found in this incoming message.

Checked by AVG - www.avg.com

Version: 8.5.435 / Virus Database: 271.1.1/2705 - Release Date: 02/23/10  
07:34:00

(23/02/2010) Clerks Office - Re: your questions in The Weekly News

**From:** Peter Kelly  
**To:** janet.carney  
**Date:** 22/02/2010 4:30 pm  
**Subject:** Re: your questions in The Weekly News



2/2

**CC:** Clerks Office  
 Thank you for your comments about the District Boundary Review. I have forwarded to them to the Clerk's office to form part of the public consultation process.

Again, thank you for contacting me and sharing your views; it is appreciated.

Respectfully, I remain

Peter Kelly  
 Mayor

>>> <janet.carney  
 How big should regional council be?

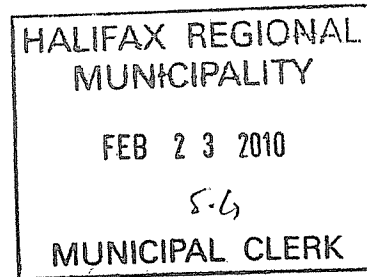
Not nearly as big as it is. Smaller committees and councils are more effective. Everyone is involved and has a say. Large groups breed a situation where there are "insiders" and "outsiders". The outsiders tend to be somewhat uninvolved and to become critical and negative with regard to the others. There is a perception that a only a few privileged members are in the know and have the power to effect change. The others feel "out of the loop" and react accordingly.

An overly large council is wasteful of time and money. It is less effective than a council of, let's say, eight people.

How can elected representatives best serve the citizens?

For starters, a focus on top priority matters would be helpful. It's hard not to think that the current council cares more about chickens and cats than about giving us effective and enlightened government. Effective use of the money we provide to the regional council would be reassuring. I'd like this to be a safe and secure community, with reasonable provision for a decent life for those who live in HRM (or whatever you decide to call it). Council needs to establish strong priorities and stick to them.

**From:** <rblackbu;  
**To:** clerks Entry <clerks@halifax.ca>  
**Date:** 22/02/2010 4:28 pm  
**Subject:** municipal re alignment



Afternoon

I gave you my opinion on lower and middle Sackville

the other two area that should be combined is Fall River and Bedford.

the community council have to be scuttled and replaced with the 4 geographic groups i mentioned in my other email

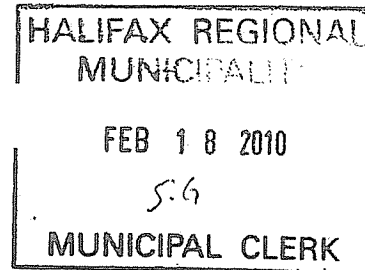
the reason for replacing the community council is that it is full of self interest groups condoned by council persons that seem to think they can get what they want by ganging up on people and in some cases trying to threaten and intimate people out side the meeting. This is common practice at the meeting in lower sackville

Oh I am pleased that the new tax reform did not g through so I do not have to move and intend to continue to help my council man and the mayor do a better job

regards

Ross Blackburn

**From:** <rblackbu  
**To:** clerks Entry <clerks@halifax.ca>  
**Date:** 2/16/2010 1:09 PM  
**Subject:** councilman reduction



1/2 ✓

Unfortunately many seniors are away at this time of the year so will have no say in this important matter. Fortunately several of my neighbors informed me of this by email and ask that I address this subject based on my past history of being a councilman

Lower and middle Sackville is an area that has to be combined as one riding. The history of these two ridings are intertwined and share the same amenities such as bus routes, shopping, schools and hospitals and many others similar aspects to numerous to put down here.

In the last election Johns had most of his sign-age actually in Harveys riding all along sackville drive which clearly shows that these riding should become one as they overlap each other in to many ways to remain as they are.

We have found that Harvey only supports those who support what he wants and litterly ignores everyone else. We found this to be the case when the new trail was put in and he refused to meet with the residents who were share holders.

When a councilman misses as many meetings and Johns has then it is clear that his interest is not what it should be

there are many many reasons that these two ridings have to be reevaluated and joined together

In reviewing the current ridings I have come to the conclusion that they can be reduced to 14 quite easily. The other thing which is totally wrong is that the council should be composed of 14 council persons and the mayor. The mayor should never vote on any issue before council. His vote is only required to break a tie vote and that is the way it should be not the way it is done now.

Each riding should have a minimum of 4 groups based on geographic area that meet with the councilman and give him direction on what way they want him to vote on all major issues concerning that riding these groups should contain 3 persons which would equal 12 with the councilman vote to be used to break a tie

Right now I find that the councilman are not representing their riding and are doing what special interest groups are telling them to do. This is a worse case scenario and I find it is running rampant especially in Harveys riding. I am sure it is the same case in many ridings and that is one of the reasons voter turn out is so low. People have given up because they feel they have no say. The decisions on which way a riding operates has to be given back to the residents and not allow the self interest groups to run these ridings.

We have to attract better people to run as councilman and one of the ways is to take, say 50% of the money saved by doing the above and spread it among the 14 council seats. This would attract better qualified people to run in an election. Right now I find that many council persons are not qualified several of them are drinking at a local bar before the council meeting which is totally unacceptable

The current council meetings are basically regarded as a joke and this has to change. The secrecy that surrounds this council is completely not called for and the unqualified council people sitting on the different boards is a disaster waiting to happen as we saw with the filtration plant. Harvey sat on that board and if he had the knowledge and had done his job properly that disaster would never of happened. There are many many qualified people in these ridings and their knowledge should be used. It is the responsibility of the councilman through the above groups to find these people in their riding and bring them on board when they need their expertise. I use Harvey as an example because what does

2/2

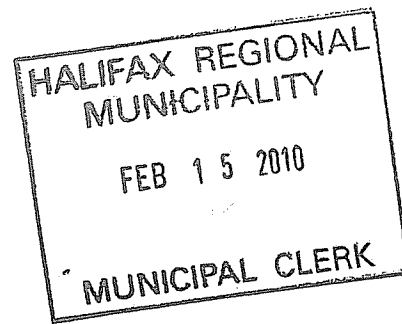
a teacher of history know about the operation of filtration plant. Yet their are several people in his riding that have that knowledge and if he knew who these people are in his riding then he would of been able to draw on that knowledge and none of this disaster would of happened. That is where these groups come into play because they know their neighbours, where as now as it stands these self interest groups are blocking information flow to get what they want and to profit from their control over council persons

any way You asked for my opinion and you now have it,,,,,Unfortunately the way things are currently run at city hall I doubt any thing will change no guts no glory as they say. Well you better do something because it just does not work right now and with the issues on the horizon the current group do not have a chance of solving the problems coming our way.

Ross Blackburn  
lower sackville

Monday, February 15, 2010

Municipal Clerks Office  
PO Box 1749  
Halifax, NS  
B3J 3A5



**Re: District Boundary Review**

Dear Sir or Madam,

Please accept the following as written submission of comments regarding Phase 1 of this review.

The main concern I have is with the boundary between Districts 19 and 23.

Upon viewing the district boundary map it is apparent that the bulk of district 19 encompasses much of middle and upper Sackville, yet there is a small outcropping of area that takes in Lucasville road and the newer area known as Kingswood North which lies in Hammonds Plains. The Kingswood North subdivision is made up of the following streets: Gatehouse Run, Tradewind Court, Magnate Court, Baroness Close, Viscount Run and Keep Crescent. As far as I know there are plans to eventually extend Viscount Run.

This Kingswood North subdivision is geographically isolated from the rest of district 19 in that upon exiting Gatehouse Run onto Hammonds Plains Rd. (the only road out) you are entering district 23.

As Kingswood North is supposed to be part of the Kingswood subdivision (children can go to Kingswood elementary on Vrege Court, location of restaurants /business services) it only makes sense to have them in the same district represented by the same councilor.

With the proposed new Bedford West development rapidly coming on-line, the area surrounding Kingswood/Kingswood North is only becoming busier, and there will be challenges with traffic control, pedestrian access and safety as well as common future site development.

In summary, I believe the residents of the Kingswood North subdivision which is currently in district 19, would be best served by being incorporated into district 23, where the rest of the Kingswood subdivision lies.

Please feel free to contact me if follow-up is required or if you need any further information.

Sincerely,

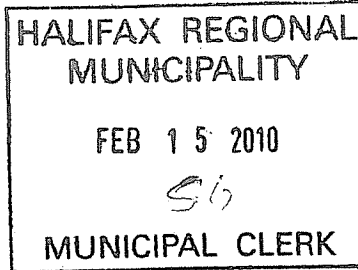
Stephen Rice.

February 11, 2010

Municipal Clerks Office  
Halifax Regional Municipality  
PO Box 1749  
Halifax, NS  
B3J 3A5

Email: [Clerks@halifax.ca](mailto:Clerks@halifax.ca)

1/2  
HALIFAX CHAMBER  
OF COMMERCE



**RE: HALIFAX REGIONAL MUNICIPALITY DISTRICT BOUNDARY REVIEW 2010 – PHASE I  
ESTABLISHMENT OF COUNCIL GOVERNANCE STRUCTURE**

The Halifax Chamber of Commerce represents the interests of 1,700 members and over 90,000 employees across Halifax. The Chamber is and will be taking an active interest in Halifax Regional Municipality's (Halifax) District Boundary Review. The governance structure that Council uses directly impacts not only our city, but our entire province. Halifax now accounts for fully one-half of Nova Scotia's gross domestic product; it is also home to forty percent of the entire provincial population, and growing. Halifax itself employs over 3,000 people and has an annual budget of three-quarter of a billion dollars.

Halifax undertook the last major District Boundary Review in 2003. A limited review process was undertaken in 2007 in advance of the 2008 elections. In 2007 the Nova Scotia Utility and Review Board (NSUARB) ordered that a full district boundary review be submitted to the NSUARB by December 31, 2010.

The NSUARB, through their previous decisions, have provided specific direction to the Council with regard to this review. The NSUARB's 2007 decision included the following:

*"Determining the size of Council involves the consideration of the desired style of Council, the governance structure of Council, and a determination of an effective and efficient number of councillors. The style of government is a question which should not be decided by Council until adequate public consultation has occurred respecting the expectation of constituents."*

In the Chamber's view, the style of government (governance) is of utmost importance. Council has demonstrated that it recognizes the need for better governance. In 2009, governance was selected as a Council Focus Area.

A better governance model will allow Council to be more effective. From tax decisions to setting infrastructure priorities, businesses in the city depend on an effective and efficient Council to make smart choices for them and the residents that they employ. The role of a councillor is a tall order for anyone. It is critical that individual councillors be able to work within the best governance structure possible that empowers them to focus on their leadership





role for entire municipality, rather than to be drawn into the day-to-day issues and operations of our city that are best managed by professional city staff.

According to George B. Cuff, a well known Canadian authority on municipal government, the role of the councillor includes the following key elements:

- Leadership – outline the future vision, set priorities, uphold laws governing council behavior and ensure a comprehensive budget process is established
- Representation – seek the input of the community and take issues forward on behalf of constituents
- Conflict resolution – resolve differences within the city
- Policy guidance
- Service delivery standards
- Monitor results

Phase 1 of the District Boundary Review addresses the governance structure of Council. The Chamber understands that to complete Phase 1, the Committee of Council will bring forward a recommendation to Regional Council with regard to the size of Regional Council based on the following options:

- 15 districts (and 15 councillors) and the community council based governance model
- 18 districts (and 18 councillors) and the community council based governance model
- 23 districts - status quo

While the size of Council may be one of the tools being considered to implement the best governance model, it is the efficacy of Council that is most important. A smaller council of 15 should be better able to work together, be more focused and cohesive under the appropriate governance model.

The structure that council ultimately embraces is critically important. The Chamber looks forward to following and participating in the district boundary review process, and monitoring the recommendations that come to Council as a result of the community consultation process.

If you have any questions, please do not hesitate to contact us.

Regards,

Valerie Payn  
President & CEO

From: Cathy Mellett  
To: Linda Grant  
Date: 2/8/2010 8:51 AM  
Subject: Fwd: Re: councils

For the Boundary Review file. Thanks

>>> "nwbis" >>>  
Cathy: I live in Clayton Park West. I hope something is accomplished by all of this. Norma  
----- Original Message -----  
From: "Cathy Mellett" <[melletc@halifax.ca](mailto:melletc@halifax.ca)>  
To: "nw"  
Sent: Friday, February 05, 2010 6:10 PM  
Subject: Re: councils

Thanks you for your submission on Municipal boundaries. Input from public consultation will be compiled into a public consultation document made available to the Governance & District Boundary Committee of Council and eventually to all of Council for their consideration.

We would like to include a summary of all comments received. In order to do so we need confirmation of where you live in HRM. An exact address is not required but your district or community or neighborhood is.  
Thanks you for your time and input. It is very much appreciated.

Sincerely

Cathy Mellett  
A/Clerk Manager  
Office of the Municipal Clerk  
[melletc@halifax.ca](mailto:melletc@halifax.ca)  
(902) 490-6456

>>> "nwbisho" >>  
Feedback on councils, boundaries:  
To many councillors. 12 councillors or less. We have too many. Something has to be done because decisions are not being made. HRM does not work. The areas are so different. Services are different. Council is unbelievable at times. We pay these people high money which should be a full time job or if not cut the salaries to half of what they make now. I couldn't believe what they made \$71,000. I watched them on TV and I just shook my head. We elected these people. What is wrong with us. The boundaries should be Halifax, Dartmouth, Bedford and Sackville because most of the services are similar. The suburbs and the rural areas are so different. We should never be as one. The role of council is to make decisions, they can't even do that. (cats and chickens maybe). Do we really need councillors? The city staff seem to end up making the decisions. You can call a councillor and they do not (sometimes) know what you are talking about and send you on to city staff, so what is the point of wasting the money on councillors. I know that the Mayor to me is just a figurehead, waste of money. Mr. Kelly can't and will not make decisions on his own. He should not be there. Sometimes hard decisions have to be made. HRM, Provincial and Federal governments are not helping this province. We are in such a mess. Everything is to high eg. taxes, property taxes etc. where do you think people are going to come up with the money for all this. Our population has got a lot of seniors and they just cannot afford it and you can believe it or not but someday you all will wake up and see it. This is my feedback. Norma Bishop

2/8/2010) Linda Grant - RE: Boundary review

1/2 ✓

**From:** "David Finlay"  
**To:** "Linda Grant" <grantl@halifax.ca>  
**Date:** 2/8/2010 2:00 PM  
**Subject:** RE: Boundary review

Paper Mill lake in bedford

-----Original Message-----

**From:** Linda Grant [mailto:grantl@halifax.ca]  
**Sent:** February 08, 2010 1:47 PM  
**To:** David Finlayson  
**Cc:** Cathy Mellett  
**Subject:** Re: Boundary review

Thank you for your submission on Municipal boundaries. Input from public consultation will be compiled into a public consultation document made available to the Governance & District Boundary Committee of Council and eventually to all of Council for their consideration.

We would like to include a summary of all comments received. In order to do so we need confirmation of where you live in HRM. An exact address is not required but your district or community or neighborhood is. Thanks you for your time and input. It is very much appreciated.

Linda Grant  
Admin. Clerk Assistant  
Office of the Municipal Clerk  
grantl@halifax.ca  
Tel: 490-6516  
Fax: 490-4208

>>> "David Finlay"  
Here is my feedback on the reviews:

I sincerely hope that the committee takes the time to strongly look at the boundaries and the number of councilors. For me, the districts are secondary to having a smaller council that can be quick and nimble and make decisions quickly and efficiently. Running any kind of meeting where 23 councillors need to speak is always going to be difficult. As a large geographic area, I understand the need to have representation across the whole municipality, but would suggest that other cities with more populations have less councilors and work together for the good of the whole city, not necessarily an area.

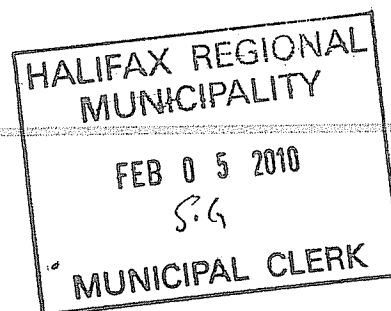
2/2

I am an elected school board member and we work with 8 districts plus the African NS rep. I am not thinking we can get that small that quickly, but a reduction to 17 would be a start. I truly feel that with 11-13 councillors, would adequately serve the people. I also think if there is a significant reduction to 15 or so that a bump in salary would be acceptable as they will be much busier. I don't know how it best lines up but would probably look at splitting the seats between urban/rural or even look at a system that elects councilors at large instead of by area. I know that is a big change, but sometimes we need large change for progress.

Thank you for your work on this.

Dave

David Finlayson

**Clerks Office - Municipal boundaries**

**From:** Blain Potvin  
**To:**  
**Date:** 05/02/2010 11:00 AM  
**Subject:** Municipal boundaries

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Good day

My name is Blain Potvin and I am a resident of Hammonds Plains. It is my opinion that HRM has far too many council seats. Much larger cities thrive with smaller councils than our own. Also, there are too many regional views that are forced upon other parts of the HRM.

If HRM were to reduce the number of seats to 6 plus a mayor, not only would the city save money, but likely more would be done for the residents beyond bickering over cat by-laws and ignoring tax-reform.

As to the division of ridings simply divide the HRM in 6 equal sized (in land mass) pieces. This is to further reduce the regionalization of council, from one of Sackville vs Dartmouth to that of 7 people working for HRM as an entity and not as what the former incarnation had been.

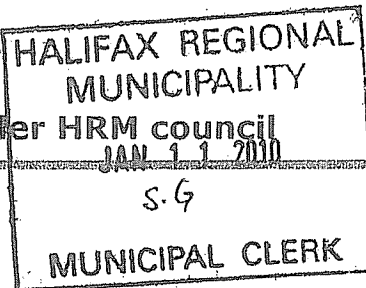
I thank you for your time in reading my email and welcome any response.

Blain VMJ Potvin CD

---

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Clerks Office - smaller HRM council



**From:** Blair Beed  
**To:**  
**Date:** 09/01/2010 1:54 AM  
**Subject:** smaller HRM council  
**CC:** city clerk HRM

# MUNICIPAL CLERKS OFFICE

Distributed to:

- ☒ Councillors Meeting *Regional Council*
- ☒ Mayor
- ☒ CAO Date: *Aug 04, 2009*
- ☒ DCAOs *W. Anstey, M. Labrecque,*
- ☒ Solicitor Item No. *13.3*
- ☒ Communications
- ☒ Other *J. Church*

January 9, 2010

Hello Rick Howe

Regarding you comments on radio and in the newspaper for a smaller city council.

I disagree with you. To compare Halifax with Calgary by just number of councillors and population (does Calgary still call them aldermen?) is not the full picture and no reason to make a change. Your argument has the same weight as those that are always saying Moncton is a better place because they have a rock concert.

A fuller picture is needed before making major changes in numbers and that is why I am CC. my comments to Council as I do not know if I would make time to go to a public meeting on the subject or if I would be in town.

Calgary does have fewer councillors with a larger population but I think the voter turnout is only 19%. So is that what you hope to achieve with your smaller council proposal; less participation?

Southampton England where the Titanic sailed from has a council chamber that sits over 40 and their population is similiar to Halifax. Is that what we need; a larger council?

So it is easy to grab a number out of the hat and say it is the right one but I believe a number of factors have to be presented before leading the charge for a smaller council.

To say it should be smaller based on the fact that many councillors want to speak on an issue is really not justification. With a smaller council there is no guarantee there will be no councillors who are long winded; talk on every issue because they like to hear themselves sound important; are playing to the camera; are positioning themselves to run for a different political level; etc.

At least with a large number of councillors, local residents may actually get to know their councillor. I believe this allows for local issues to get noticed.

By the way Prince Edward Island has as many MLA's as we have councillors and they are almost 1/3 the population of HRM.

Yours truly

Blair Beed

: Halifax

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