

Phase 1

Table of Contents	1
COUNCIL REPORT	2
PRESENTATION (to be circulated)	3
DISTRICT BOUNDARY REVIEW PROCESS	4
Legal overview of previous applications and decisions	4
HRM's Application - 2000	4
HRM's Application - 2004	4
HRM's Application - 2007	4
August 2009 Committee of the Whole Report & Presentation	5
Information Report Phase 1 Public Consultation Plan	6
Phase 1 Public Consultation Meetings	6
Ad and Schedule of Public Meetings	6
Handout with Draft Scenarios	6
Phase 1 Overview of Public Consultations	7
Information Report	7
Correspondence from Public	7
Thinkwell Report	7
Councillors Survey Results	7
Staff Report Re Extended Powers of Community Councils	7
Demographic & Growth Information	8
2006 to 2012 Charts from Environics	8
Presentations by Staff & Environics	8
Comparisons of Municipal Representation by Population	9
Minutes of Committee Meetings	10

MEMORANDUM

RE: District Boundary Review Process

BACKGROUND

This Memo reviews the decisions of the Utility and Review Board in the applications made by the Halifax Regional Municipality (HRM) in 2000, 2003, and 2007 for amendments to its municipal electoral district boundaries (2000 NSUARB 44, 2004 NSUARB 11, 2007 NSUARB 166). It also reviews the Board's decisions in the applications made by the Cape Breton Regional Municipality (CBRM) in 1999 and 2007. In 1999, the number of councillors in CBRM was reduced from 21 to 16 (1999 NSUARB 119, 2007 NSUARB 154). All decisions are available free of charge online at www.canlii.org.

The purpose of this Memo is to provide a summary of the Board's position with respect to applications to the Utility and Review Board for amendments to municipal electoral district boundaries, including its recommendations regarding the process municipalities should follow.

HRM'S APPLICATION - 2000

The decision gives some background as to why HRM has a 23-member Council. The current number of councillors was set by the Board in 1995 at the time of amalgamation and was to reflect the distribution of rural and urban voters within the newly created Regional Municipality. In 1995, the Board felt that Council size should not exceed 25 councillors. The 2000 application was to increase the number of polling districts and councillors to 24.

The Council appointed a District Boundaries Advisory Committee in September 1999, consisting of 9 citizens with HRM staff as support. There were regular committee meetings and 3 advertised Regional meetings seeking input from the public. The Committee also gathered information on the relative size of municipal governments in other Canadian cities. The Board acknowledged the difficulty faced by the Committee in finding comparable municipal governments: regional municipalities in Nova Scotia are a variation of the Nova Scotia rural municipalities, but with a larger urban component and a larger geographic size.

The Committee felt that to address the variance in 2 polling districts, which exceeded the +/- 25% permissible variance in the time it had, the only solution was to add 1 polling district: hence the recommendation to Council for 24 polling districts.

The decision discusses the role of a councillor as set out in the *Municipal Government Act*. The Board also refers to the handbooks and training provided to councillors by what is now Service Nova Scotia and Municipal Relations. The Board acknowledged that the role of the councillor varies with each Council and with each

individual councillor, depending on what is appropriate for their respective areas. The Board referred to two views on the role of a councillor: hands-on, or a Board of Directors management style. The Board also noted that it had never attempted to set a minimum number of voters per councillor.

The Board provided some guidance on how a committee might approach the task of reducing Council size, if such a reduction were to be considered. The Board stated:

The Board notes that there are many factors that should be considered in determining the extent of such a reduction. As noted by some witnesses at the hearing, including Councillor Ron Cooper, the first step is to move away from any preconceived notions of what the appropriate number of polling districts should be. In particular, the approach should not involve an examination of how the status quo is to be altered. Instead, the approach should determine how many councillors are required to conduct regional governments' matters. To do otherwise, places undue emphasis on the "status" of communities that existed prior to the amalgamation of HRM. To achieve a truly regional style of municipal government, there will have to be some compromise or accommodation by all concerned, in order to achieve a Council size which benefits the entire Regional Municipality (at paragraph 32).

The Board, when comparing the number of voters per district to other Canadian urban municipalities notes that special consideration must be given to the rural communities which comprise part of HRM when determining the appropriate number of polling districts. However, the Board expressed its view that "the ratio of the number of electors per councillor should now increase in HRM, particularly in the urban and suburban regions" (at paragraph 35).

The Board was reluctant to increase the number of polling districts as this increase was only a short-term solution which could not be sustained in each future application. The Board stated:

Based on all that it has heard, it is the opinion of the Board that HRM would be better served with a reduced number of councillors. The exact number of councillors, however, can only be determined after public consultation and appropriate study. A Council comprised of between 12 and 16 members would result in an average number of electors per councillor ranging from 17,159 (16) to 22,878 (12). The Board notes that this range still compares favourably with the average number of electors per councillor found in other Canadian urban municipalities as shown on page 13 (at paragraph 45).

The Board found that Council should adopt a "regional style" type of Council, similar to the approach taken by the Cape Breton Regional Municipality when it reduced the number of councillors from 21 to 16 (see summary of CBRM's 1999 application, below).

With respect to the process, the Board noted that HRM and its designated Review Committee should seek public consultation only after a wide range of options have been formulated for the public's consideration. The Committee, in this instance, had not been given sufficient time to seek informed public input on the issues. The Board did not order a reduction in the number of polling districts, even though it felt it was warranted, as there had been insufficient public consultation and study.

The Board directed HRM to file an application no later than June 30, 2003 for a reduction in the size of Council, to take effect for the October 2004 municipal election.

HRM'S APPLICATION - 2004

In 2004, the application made by Council was to confirm the number of polling districts and the number of councillors at 23 and to confirm the present boundaries of the existing polling districts.

The District Boundaries Advisory Committee was struck by Municipal Council on September 18, 2001 and provided with terms of reference. Its initial responsibility was to recommend the appropriate size of a Municipal Council and, following a public consultation process, the DBAC recommended to Regional Council that the number of councillors be reduced to 20. The report went to Council on September 4, 2002 and Council accepted the recommendation.

At that time, Council requested that the DBAC recommend boundaries for the 20 polling districts. Further public meetings were held by the DBAC and a proposed 20 polling district configuration was brought before Municipal Council on May 13, 2003. Rather than adopt a DBAC recommendation, the motion adopted by Council was:

That Council submit an application to the Utility and Review Board to maintain the status quo (23 districts) until the next scheduled review in 2006 as required by the *Municipal Government Act*, and, further, that Mayor Kelly forward a letter to Minister Peter Christie urging his support of this recommendation to the Utility and Review Board.

The application was filed with the Board in June 2003 and, in August 2003, the Board raised concerns with respect to the elector variance contained within the application, as some variances were greater than +/- 25% (including District 16 which was 47%). The Board requested that HRM file an alternative proposal that would adopt a maximum elector variance of +/- 25%.

Witnesses called at the hearing were HRM planning staff, Hillary Campbell and Angus Schafenburg, as well as Howard Epstein (MLA), Ron Cooper (Councillor), Russell Walker (Councillor) and Len Goucher (Councillor). Two interveners, Paul Highland and Beverly Miller, also gave testimony. Counsel appeared on behalf of the Utility and Review Board and called Robert Radchuck, FCA, P. Eng., who was qualified as an expert witness to give opinion evidence on factors the Board may take into account in discharging its obligations under the *Act*, the methodology to be followed in a boundary review process, and sources of information and analysis of that information.

The DBAC was made up of citizens and its role was to advise Council as to the appropriate size of Regional Council and then to determine the boundaries for recommended districts. The first meeting was held in January 2002 and the Committee gathered information respecting representation in other Canadian municipalities, surveyed members of Halifax Regional Council, requested input from citizen groups and individuals, and held 11 public sessions.

The consultation undertaken by the DBAC did not reveal an overwhelming desire for a smaller Council. The evidence before the Board included concerns that a reduced Council may lead to larger Community Councils that would not be able to respond as effectively to community concerns. It was also noted that Council had not specifically debated or addressed the issue of Council size, or the governance structure of Council. The Board acknowledged the Community Councils had become an essential feature of the governance structure of HRM.

In response to the evidence that Council had never discussed the appropriate size of Council, the Board stated:

Curiously, it would appear HRM Council never discussed the issue of the appropriate size of Council or the style of municipal government that is appropriate for the Municipality. Rather,

in this instance, they left it to a committee of 7 citizens to deal with the issue.

Robert Radchuck noted that, while public consultation is important, public input alone should not determine the size of Council or the style of municipal government. Mr. Radchuck's view is that Council itself, following consultation with the public, senior staff and perhaps experts in the field, is best able to recommend the size of Council and the style of government (at paragraphs 45, 46). [emphasis added]

The Board's position on the process used by HRM to make its application in 2003 was clear:

The path that HRM followed in coming before the Board on this issue is one that should never be followed again (at paragraph 49).

The Board noted that the DBAC did not give any significant reason or justification as to why it thought 20 was the appropriate number of councillors. The Board also noted that Council, without debate, abandoned the DBAC process and passed a motion for an application that supported the status quo. Based on the evidence, the Board was not willing to reduce the size of Council.

In respect of the lack of debate by Council on the appropriate number of councillors, the Board commented as follows:

Council appears to have adopted the view that it was somehow inappropriate for it to decide what size of Council or style of municipal government should exist in HRM. Indeed, Municipal Council appears to be of the view that it would be unseemly, or perhaps even somehow morally wrong, for Council to do this. They felt discussion, and resolution, of these issues should be left entirely to some other body, such as a citizen committee (the DBAC). **It is the Board's view that the Legislature's clear intent, as expressed in the Act, is otherwise: under the Act, it is not only entirely appropriate, but in fact necessary, for Municipal Councils to make this decision, subject to review by the Board.** In the Board's view, however, decisions of this type by Municipal Councils are especially important ones, and should be made by Council only after public consultation (either directly or indirectly) through such mechanisms as a special committee (like the DBAC) in consultation with senior staff and perhaps experts in municipal governance. **Council can then make an informed recommendation to the Board as to how many districts there should be, and why.** Such a recommendation would have been very helpful to the Board in this proceeding (at paragraph 63). [emphasis added]

Although the Board had recommended 12 to 16 councillors in its 2000 decision, the Board acknowledged in its 2004 decision the crucial role Community Councils play in HRM's governance structure and that to be effective, they must be a minimum size and not cover too large a geographic area. As such, the Board determined that this meant no fewer than 18 to 20 councillors are needed if the current Community Council structure is to be maintained.

In establishing the polling districts, the Board noted that the target variance is to be +/- 10%, provided community of interest issues are generally satisfied. Any variance in excess of +/- 10% must be justified in writing: the greater the excess, the more detailed the written explanation that would be required to justify it. Negative variances in areas that experience growth are acceptable as they help to ensure continued relative parity over a reasonable period of time. The Board laid out the following as the criteria for determining a community of interest:

1. history;
2. recreational issues;
3. tax rates, i.e., area rates;
4. services (water and sewer);
5. fire protection service areas;
6. traffic infrastructure and pattern;
7. planning boundaries;
8. language and ethnic origin;
9. school districts;
10. shopping patterns and business centers.

In conclusion, the Board provided guidance for future applications:

It is the Board's view that the logical starting point under the *Act* is for Council to determine the desired number of councillors. Questions related to the distribution of polling districts should be addressed in a second stage.

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.

However, the size of Council and its governance structure is a matter to be determined by Council in an informed debate after further consultation. On this issue, it would be helpful to consult senior staff and perhaps experts in the field.

Once the total number of councillors and polling districts is determined, the task becomes one of distributing the polling districts to satisfy the objectives listed in section 368 (4) of the *Act* (at paragraph 107-111). [emphasis added]

The Board gave further specific guidance with respect to public consultation, stating:

Just as with determining the desired number of districts, public consultation is essential to the successful process of setting boundaries. Ideally, municipalities should do this in two phases: a first set of public consultations and hearings prior to setting tentative district boundaries, and then another round of public consultations once tentative boundaries have been determined (at paragraph 115).

The Board approved 23 districts.

HRM'S APPLICATION - 2007

The application in 2007 only served to realign 3 districts, as well as move the Cherry Brook area into the Cole Harbour district. The Board did note that the public consultations undertaken regarding these minor changes were appropriate, stating:

The Board commends HRM on the extensive consultation and study process followed. Both staff and Council worked diligently to ensure the views of the public were properly solicited and that communities of interest and relative parity of voting power were canvassed in the application. It is to be noted that Mr. Garnett and Ms. Campbell proved to be very helpful in the Board's review of this matter.

Further, HRM will undertake a comprehensive review of the number and boundaries and polling districts in 2010, in advance of a municipal election in 2012. The Board is confident that HRM will continue its practice of ensuring that a thorough public consultation process occurs as part of that upcoming review (at paragraphs 49, 50).

CBRM'S APPLICATION - 1999

The Cape Breton Regional Municipality's application in 1999 was to reduce the number of polling districts from 21 to 16. The Board approved 21 districts when the Municipality was established in 1994 because it was concerned about the division of rural and urban voters and the large geographic size of one of the proposed districts.

CBRM held a plebiscite in conjunction with the 1997 municipal election. The question was "Should the CBRM Council be downsized?" Of the 62% of the eligible voters who voted, 70% voted in favour of downsizing. In May 1998, a Boundary Review Committee was established by the municipality, which was comprised of 9 councillors, the Mayor and 3 citizens. The Committee's mandate was to make a recommendation on downsizing Council.

There was some discussion by the Board of the nature of a regional municipality in Nova Scotia relative to other amalgamated entities in Canada, noting that the CBRM was a "community of communities" and that, when proposing polling districts, those communities should not be broken up. The Board heard evidence from David Muise, Mayor of CBRM, who stated:

...a smaller Council will focus its attention on a regional basis rather than continuing what he considers to be a parochial approach, where the interests of the residents' former municipal units are pitted against each other (at paragraph 18).

The Corporate Services Committee of the Cape Breton Regional Municipal Council had commissioned a report from KPMG entitled "Governance and Organizational Review of the Cape Breton Regional Municipality." Council downsizing was not part of the original mandate of the report and the report was issued a month after Council passed its motion to reduce the number of polling districts. The authors did, however, include a recommendation that Council be reduced to 8 to 10 members. Council considered the report and rejected that particular recommendation. Further, the evidence before the Board was that KPMG did not consult with the public before making its recommendations.

In approving the application to reduce the size of Council from 21 to 16 councillors, the Board noted that there was no reason for the Board not to approve the application. Council supported the application that was made and the Board noted that the reduction in the number of councillors was consistent with the results of the plebiscite held in the previous municipal election.

CBRM'S APPLICATION - 2007

This decision is similar to the 2004 decision regarding the Halifax Regional Municipality's application: the

Board found that the method used by the Cape Breton Regional Municipality to conduct the review was inappropriate and should not be used by other municipalities. CBRM struck a Boundary Review Committee consisting of 7 councillors to review the number of councillors and establish the polling districts, chaired by Councillor Vincent Hall. As part of their deliberations, they held 5 public sessions throughout CBRM, followed a media campaign to ensure relevant information was available to the public, and established a telephone hotline and utilized the Municipality's website.

The issue of the number of councillors was a topic of conversation in CBRM at the time and the CBC and the District Labour Council held forums on the topic as well. The Mayor also conducted a telephone poll and a mail-out poll which was enclosed with tax bills, in an attempt to gain an understanding of the views of the public as to the size of Council. The Mayor appeared at the hearing on behalf of a group called "Voices of the Electorate" (VOTE), and spoke against the application that had been submitted by CBRM Council.

The Board stated:

The Board finds that a municipality having the size and sophistication of CBRM should have conducted a more thorough and substantial study before any public consultation. The fact that the size of Council and governance models were being actively discussed by the residents at the time the BRC was struck, is evidence that such a study was required.

Rather than embrace the opportunity to canvass these issues fully, the BRC, under the helm of Councillor Hall, essentially ignored and, in some cases, actively derided those who offered alternative views about the role of Council...

This missed opportunity had resulted in an opposing application to the Board. This has also resulted in an application by CBRM which lacks full public support for any of its findings.

The Board agreed with Professor Urbaniak that the process was a debacle, and that it should not serve as a model to be followed by others (at paragraphs 101-104).

The Board concluded that the Municipality did not conduct a proper study in its review of the appropriate number of councillors and polling districts, nor did it adequately look at the potential impact of that decision on the style of governance. The Board maintained the status quo arising out of this application as there was insufficient time for a proper study to be done prior to the 2008 election.

The Board addressed the suggestion of holding a plebiscite to determine, in a definitive way, whether the public supported the downsizing of Municipal Council. Professor Urbaniak made the following comment on plebiscites in his testimony before the Court:

...government is a deliberative process as well. So simply going into a process and saying, okay, we're going to start the process by holding a plebiscite and whatever the plebiscite decides that's what we'll do and we'll very quickly conclude the process. Well, I'm not sure that such a process would subscribe to the noblest ideals of democracy which includes a deliberative and indeed representative process, the opportunity for people's views to evolve...

The Board determined that a plebiscite, or other statistically valid polling method, could be strong evidence to support an action of Council. However, following up on Professor Urbaniak's comments, the Board found that:

Such a plebiscite or polling is only valid if it has been preceded by an informed public debate.

Such a debate is needed to ensure that the voters are fully apprised as to the question and its consequences (at paragraph 149).

The Board found that the process followed by the CBRM was “deeply flawed” and did not help the community find common ground and reach a consensus. The Board noted that any proper study and public consultation process will be somewhat lengthy. In giving guidance to the CBRM for their future review, the Board stated:

The community must be properly consulted in an open dialogue as to the governance style and Council size. **The process of consultation must be led by Council, not directed, curtailed or stifled by it. By leading, Council should enter the discussion with an open mind. Council may want to consider the use of independent discussion leaders. Council may want to break the review process into smaller stages, involving discussion in topics such as the role of councillor, possible governance models, and the size of Council.** Council may want to consider, after an appropriate period of discussion, analysis, presentation and reflection, to consult the public on their views through a plebiscite.

This plebiscite, or other such polling device, should only occur after the public has been fully engaged and informed about the issues. If this consultation is conducted within the next year, Council could take the opportunity to conduct a plebiscite concurrently with the municipal election in October 2008. This would appear to be a less costly alternative to the telephone plebiscite suggested by VOTE, although any plebiscite will necessarily involve some costs. Regardless of which option is selected to consult the public, the question(s) should be sufficiently clear to provide meaningful guidance to the Council (at paragraphs 157, 158). [emphasis added]

The Board ordered that CBRM file a new application with the Board no later than December 31, 2010.

CONCLUSION

The Board has held that the *Municipal Government Act* places on Council the responsibility to determine the appropriate number of councillors in a municipality: it is not a determination that should be delegated entirely to members of the community. The Board expects that Council will engage in a discussion about the type of governance suited to the organization and the number of councillors required to adequately meet that model.

District boundary review process is a two-stage process: the first stage is evaluating the governance of the municipality and the associated number of councillors; the second stage is developing the district boundaries themselves. Both stages require a public consultation process.

The Board has also acknowledged the role of experts in helping Council determine what is best for its municipality. Robert Radchuck was called as an expert by Board Counsel in the 2004 HRM review. The CBRM review in 1999 also made use of a KPMG report. The Board recommends that Council rely on experts as well as senior staff to provide them with guidance, however, the ultimate decision is theirs to make. Council may retain experts in governance models and styles of Council and is not limited to experts on population numbers, distribution and communities of interest.

DECISION

NSUARB-MB-99-16
2000 NSUARB 44

NOVA SCOTIA UTILITY AND REVIEW BOARD

IN THE MATTER OF THE MUNICIPAL GOVERNMENT ACT

- and -

IN THE MATTER OF AN APPLICATION by HALIFAX REGIONAL MUNICIPALITY to
amend the number and boundaries of polling districts and the number of councillors.

BEFORE: Roland A. Deveau, Panel Chair
Linda D. Garber, Member
David J. Almon, Member

COUNSEL: HALIFAX REGIONAL MUNICIPALITY
Wayne Anstey, Q.C.

HEARING DATES: February 28, March 1 and March 2, 2000

DECISION DATE: April 5, 2000

DECISION: The number of polling districts and the number of councillors set
at 23. The boundaries of the polling districts to remain
unchanged. HRM directed to file an application by June 30,
2003.

2000 NSUARB 44 (CanLII)

¶ 1 The **Municipal Government Act**, S.N.S. 1998, c. 18, requires the council of every municipality to conduct a study and make an application to the Nova Scotia Utility and Review Board (Board) to confirm or alter the number of councillors and the boundaries of the polling districts. **Section 369** states:

369 (1) In the year 1999, and in the years 2006 and every eighth year thereafter the council shall conduct a study of the number and boundaries of polling districts in the municipality, their fairness and reasonableness and the number of councillors.

(2) After the study is completed, and before the end of the year in which the study was conducted, the council shall apply to the Board to confirm or to alter the number and boundaries of polling districts and the number of councillors.

¶ 2 Halifax Regional Municipality (HRM) has applied to the Board to amend the number and boundaries of the polling districts and the number of councillors. There are at present 23 polling districts each electing one councillor. The application is to increase the number of polling districts and councillors to 24.

¶ 3 The boundaries of the existing polling districts were set by the Board in 1995 when amalgamation occurred and the Regional Municipality was formed pursuant to the **Halifax Regional Municipality Act**, S.N.S. 1995, c.3. In that decision, the Board noted the distribution of rural and urban voters within the newly created Regional Municipality, stating that it was not appropriate to identify it as a “super city” because of its partly rural character. At the time, the Board felt that Council size should not exceed 25 councillors and a 23 member Council was approved. In its decision, the Board was concerned about the existence of various communities of interest and several amendments were made to boundaries of the polling districts which were

eventually approved.

¶ 4 With respect to the present application, the Board held one full day of hearings and three evening sessions for members of the public to present their views. The evening sessions were held in Cole Harbour, Bedford and in the Board offices. The Board also received some written submissions from members of the public, the Mayor and a number of Councillors.

¶ 5 HRM was represented by Wayne Antsey, Q.C. Tony O'Carroll, Planning Information Co-ordinator, and Hilary Campbell, Planning Technician presented the application on behalf of the Municipality. Both these witnesses are on HRM staff. Their evidence was based on the large GIS data base which has been developed by HRM. By using a computer and screen, witnesses at the hearing were able to call up information and display various options.

¶ 6 Several members of the District Boundaries Advisory Committee were called by HRM to testify in relation to the application. Robert Hayes, the Chair of the Committee, testified as to the process used by the Committee in their review and deliberations. Mr. Hayes believes that the size of Council should be reduced and dissented from the majority in their recommendation to Council.

¶ 7 As required by s. 369 of the Act, HRM Municipal Council initiated a study of the number and boundaries of the polling districts. The District Boundaries Advisory Committee was appointed in September, 1999 and consisted of nine citizens. HRM staff provided support to the Committee. In addition to their regular meetings, the Committee held three advertised regional meetings seeking input from the public.

¶ 8 Among other things, information was also gathered on the relative size of municipal governments in other Canadian cities. The Board observes that one of the difficulties the

Committee faced is that regional municipalities in Nova Scotia are different in character from other urban municipal units across Canada. While originally billed by some as a “super city”, HRM is, in fact, a variation of the rural municipalities that exist in Nova Scotia, but with a larger urban component and a larger geographic size.

¶ 9 Table 1 gives current statistical information for the existing districts, based on the December 2, 1995 municipal election. Concern was expressed at the hearing that the enumeration for the 1995 election may be incorrect. The total number of voters is less than the number obtained in the October, 1994 municipal election for the four municipal units prior to amalgamation.

¶ 10 Due to the problems with the 1995 enumeration noted above, HRM staff prepared data for each polling district based on the 1996 census. All persons aged 15 years and over were considered to be voters within their particular district. Persons in this age group were included as they will be eligible to vote in the 2000 municipal election. Using these numbers resulted in two polling districts exceeding the $\pm 25\%$ variation from the average number of electors per councillor, namely, District 16 (Princess Lodge - Clayton Park West) at 26% and District 19 (Upper Sackville - Beaverbank) at 30%. Another area, District 6 (Westphal - Waverley Road), reached the maximum variation of -25%. The Committee felt that the only way to address this problem within the time frame they had to work with was to add one polling district and make boundary changes to a number of districts.

¶ 11 Table 2 provides the statistical information for the 24 proposed polling districts. It uses the numbers generated by the 1996 census data of persons aged 15 years and over.

Table 1 - 1995 Municipal Election Results			
Polling District	Eligible Voters	Variance	
		+/-	%
1 Eastern Shore-Musquodoboit Valley	8,575	-1,118	-12
2 Waverley-Dutch Settlement	8,222	-1,471	-15
3 Preston-Porters Lake	9,765	72	1
4 Cole Harbour North-Cherry Brook	8,494	-1,199	-12
5 Eastern Passage-Cole Harbour South	11,355	1,662	17
6 Westphal-Waverley Road	7,620	-2,073	-21
7 Woodlawn	9,568	-125	-1
8 Woodside	7,807	-1,886	-19
9 Albro Lake-Harbourview	8,844	-849	-9
10 Dartmouth Centre	11,209	1,516	16
11 Halifax North End	10,506	813	8
12 Halifax Downtown	7,596	-2,097	-22
13 Northwest Arm-South End	9,954	261	3
14 Connaught-Quinpool	9,424	-269	-3
15 Fairview-Clayton Park	10,350	657	7
16 Prince's Lodge-Clayton Park West	11,273	1,580	16
17 Purcell's Cove-Armdale	9,928	235	2
18 Spryfield-Herring Cove	10,405	712	7
19 Upper Sackville-Beaverbank	12,609	2,916	30
20 Lower Sackville	11,641	1,948	20
21 Bedford	8,261	-1,432	-15
22 Hammonds Plains-Timberlea	9,401	-292	-3
23 St. Margaret's Bay-Prospect	10,141	448	5
Total Number of Electors	222,948		
Average Number of Electors Per Councillor	9693		

Table 2 - Proposed Polling Districts			
Polling District	Voting Age Population	Variance +/- %	
A Eastern Shore-Musquodoboit Valley	9655	-1784	-16
B Waverley-Dutch Settlement	8990	-2449	-21
C Preston-Porters Lake	11620	181	2
D Cole Harbour North-Cherry Brook	10425	-1014	-9
E Eastern Passage-Cole Harbour South	13470	2031	18
F Westphal-Waverley Road	9420	-2019	-18
G Woodlawn	10890	-549	-5
H Dartmouth South	11060	-379	-3
I Albro Lake-Harbourview	11470	31	0
J Dartmouth Centre	12655	1216	11
K Halifax North End	12820	1381	12
L Halifax Downtown	11875	436	4
M Northwest Arm-South End	12810	1371	12
N Halifax West End	13385	1946	17
O Fairview-Clayton Park	12175	736	6
P Prince's Lodge-Clayton Park West	11500	61	1
Q Armdale-Purcell's Cove	11585	146	1
R Spryfield-Herring Cove	11370	-69	-1
S Sackville-Beaverbank	10975	-464	-4
T Sackville	12320	881	8
U Bedford	10630	-809	-7
V Sackville-Hammonds Plains	10915	-524	-5
W Timberlea-Clayton Park	10380	-1059	-9
X St. Margaret's Bay-Prospect	12145	706	6
Total Number of Electors	274540		
Average Number Per Polling District	11439		

¶ 12 In drawing up the proposed 24 polling districts, the Committee made various changes to a number of polling district boundaries in order to bring them all within the recommended $\pm 25\%$ variation guideline. In addition, the Committee tried to keep the polling districts within $\pm 15\%$ to allow for future population growth. This resulted in changes to several boundaries affecting Woodside, Dartmouth Cove, Spider Lake, Birkdale Crescent, Dutch Village Road, and the area bounded by North, Windsor, Almon and Gladstone Streets.

¶ 13 The District Boundaries Advisory Committee made a recommendation to Council for 24 polling districts. Council considered the matter at their meeting on January 20, 2000. Council passed a motion to accept the report and to forward it to the Board. The vote was 18 to 5.

Role of councillor

¶ 14 A number of witnesses who testified focussed on what they considered to be the role of a councillor and asked the Board to consider this issue. In their opinion, the role may well determine the number of councillors which are required. The opposing views on the role of a councillor may be characterized as a “hands-on” approach as compared with a “board of directors” management style approach. Often, councillors in more rural districts are asked and agree to provide services, such as assistance in making applications for old age pensions and social assistance, which are not related to municipal responsibility. There are services performed by councillors which could be handled by a direct call to municipal staff, although some councillors argued that the matters would not be addressed by staff without the direct intervention by the councillor.

¶ 15 Proponents of a smaller council argued that the role of council should be equated with

that of a board of directors in a corporation. In particular, it was their view that councillors should assume the role of policy maker, leaving it to municipal staff to implement the policies.

¶ 16 While the Board does not believe that it is its function to determine the role of a councillor, the issue should be reviewed, at least to the extent that it is dealt with in the **Municipal Government Act**. The Board is aware that the Department of Housing and Municipal Affairs does provide handbooks and training on the role of councillors. The Board does not have this information and its comments will be limited to what is contained in the **Municipal Government Act**. While there is little guidance in the **Act** about the role of a councillor or council member, the following sections do provide some information about the role of council and, to a limited extent, its members.

¶ 17 **Section 2** sets out the purpose of the **Act** and gives broad powers to council to “govern municipalities in whatever ways [it] consider[s] appropriate”. It reads:

2 The purpose of this Act is to

(a) give broad authority to councils, including broad authority to pass by-laws, and to respect their right to govern municipalities in whatever ways the councils consider appropriate within the jurisdiction given to them;

(b) enhance the ability of councils to respond to present and future issues in their municipalities; and

(c) recognize that the functions of the municipality are to

(i) provide good government,

(ii) provide services, facilities and other things that, in the opinion of the council, are necessary or desirable for all or part of the municipality, and

(iii) develop and maintain safe and viable communities.

¶ 18 **Section 14** provides that municipal powers “are exercised by the council.” **Subsection (3)** goes on to provide that each council member “may administer oaths and take and receive affidavits, declarations and affirmations within the Province.” This may explain why the duties performed by councillors have evolved into assisting in the making of applications to various levels of government.

¶ 19 **Section 18** places a restriction on council members being employed by the municipality for six months after ceasing to be a councillor.

¶ 20 **Sections 19 through 27** set out various procedures and policies for council meetings and committees, including quorum and voting requirements. **Section 21(2)** states:

21(2) Subject to the **Municipal Conflict of Interest Act**, all council members present, including the person presiding, shall vote on a question.

¶ 21 **Section 30** sets out the relationship between council and the chief administrative officer (CAO). Council is to communicate to employees through the CAO, “except that council may communicate directly with employees . . . to obtain or provide information.” Of particular note is **subsection(4)** which states:

30(4) No council member, committee or member of a committee established by the council shall instruct or give direction to, either publicly or privately, an employee of the municipality.

¶ 22 Part III of the **Act** sets out the powers of council and the municipality. There is no section dealing with the powers or duties of a councillor.

¶ 23 **Section 120** permits a councillor to issue a warrant “to distrain the goods of person indebted to the municipality for taxes who is about to leave the municipality.”

¶ 24 **Section 144** deals with councillors and the **Municipal Conflict of Interest Act**.

¶ 25 None of these sections are particularly helpful to the issue which arose in this application. Aside from the prohibition against councillors instructing or giving direction to municipal employees, there is nothing in the **Act** prohibiting the provision of additional services by councillors to their constituents. **Section 14(3)** may, indeed, encourage such services. The Board recognizes that the role of a councillor, undoubtedly, varies with each council and with each individual councillor, based on what is appropriate for their respective areas.

¶ 26 **Section 369** refers to a study of the fairness and reasonableness of the number and boundaries of the polling districts. HRM Council appointed a committee to review the boundaries. The District Boundaries Advisory Committee spent a great deal of time reviewing the issues surrounding this matter. A report was made to Council. Council passed a motion to increase the number of polling districts to 24 and to set the boundaries in the manner agreed upon.

Factors in determining appropriate size of council

¶ 27 **Section 368(4)** of the **Municipal Government Act** sets out the criteria for the Board to consider:

368(4) In determining the number and boundaries of the polling districts the Board shall consider number of electors, relative parity of voting power, population density, community of interest and geographic size.

¶ 28 In previous municipal boundary decisions, the Board has determined that a maximum

variation of $\pm 25\%$ from the average number of voters per councillor is the appropriate guideline to use in reviewing the number and boundaries of polling districts.

¶ 29 The proposed polling districts are all within the $\pm 25\%$ guideline. It was mentioned, however, that even slight movements in boundaries could have negative impacts on variation percentages in adjacent polling districts through a domino effect.

¶ 30 While the Board has adopted $\pm 25\%$ as a guideline for all municipalities throughout the Province, it has never attempted to set a minimum number of voters per councillor. It is recognized that all other municipalities in Nova Scotia have fewer voters per councillor than HRM.

¶ 31 **Section 368(4)** sets out the criteria which the Board is to consider. Aside from some concerns about the geographic size of a few of the proposed polling districts, the application meets the criteria. None of the polling districts exceed $\pm 25\%$ of the average number of voters per councillor. However, a few voiced concerns with the application, including several citizens, the Mayor, a number of councillors, Chebucto Community Council, as well as the Metropolitan Halifax Chamber of Commerce. Most had concerns relating to the location of particular boundaries between certain polling districts, while some preferred to have a smaller council.

¶ 32 It is evident from the comments of various members of the District Boundaries Advisory Committee that there may be some uncertainty as to how to approach the task of reducing council's size, if such a reduction were to be considered. The Board notes that there are many factors that should be considered in determining the extent of such a reduction. As noted by some witnesses at the hearing, including Councillor Ron Cooper, the first step is to move away

from any preconceived notions of what the appropriate number of polling districts should be. In particular, the approach should not involve an examination of how the *status quo* is to be altered. Instead, the approach should determine how many councillors are required to conduct regional government's matters. To do otherwise, places undue emphasis on the "status" of communities that existed prior to the amalgamation of HRM. To achieve a truly regional style of municipal government, there will have to be some compromise or accommodation by all concerned, in order to achieve a council size which benefits the entire regional municipality.

¶ 33 The appropriate number of electors per councillor was an issue of discussion at the hearing. Under the current proposal of 24 councillors, the ratio of electors per councillor is less than 12,000 electors per councillor. Meanwhile, in other Canadian urban municipalities, it is not uncommon for the number of electors per councillor to range as high as 20,000 to 40,000 electors per councillor, as shown in Table 3. This table was contained in the report of the District Boundaries Advisory Committee (at pages 4 and 5):

Table 3 - Other Canadian Urban Municipalities			
City	# of Councillors	Population per District	Voters per District
Victoria	8 (at large)	75,000	60,000
Vancouver	10 (at large)	515,000	400,000
Edmonton	12 (2xWards)	105,660	79,920
Calgary	14	60,200	48,000
Regina	10	18,000	12,000
Saskatoon	10	19,400	15,500
Winnipeg	15	41,232	27,571
Toronto (for next election)	57	41,800	not provided
Hamilton	16 (2x8 Wards)	39,524	31,759
London	18	18,900	15,100
Ottawa	10	32,350	25,900
St. John's	9 (4 at large)	21,500	12,000
CBRM	16	7,366	5,267
HRM	24 (proposed)	14,174	11,439

2000 NSUARB 44 (CanLII)

¶ 34 Clearly, most, if not all, other large urban municipalities across Canada operate with far fewer councillors than HRM. However, special regard must be given to the fact that HRM is a municipality of a different character, in that it includes urban, suburban and rural components. In fact, HRM is characterized by the fact that it includes a large expanse of rural communities. These rural communities must be given special consideration in determining the appropriate number of polling districts.

¶ 35 Council, and the population of HRM, have had the opportunity to work with the existing model of regional government for almost five years. Given that experience, it is the Board's view that the ratio of the number of electors per councillor should now increase in HRM, particularly in the urban and suburban regions. A resulting effect of such a redistribution is that rural ridings may exhibit a percentage variation closer to or exceeding -25%, while urban ridings may be on the opposite end of the spectrum, that is, closer to +25% from the average number of electors per councillor.

¶ 36 This approach is consistent with the decision of the Supreme Court of Canada in **Reference re Electoral Boundaries Commission Act (1991), 81 D.L.R. (4th) 16** [also referred to as the **Carter** decision] which dealt with provincial electoral boundaries created by statute in the Province of Saskatchewan. The issue in the **Carter** case was "the constitutionality of 'the variance in the size of voter populations among [the] constituencies' and 'the distribution of those constituencies among urban, rural and northern areas.'" The Supreme Court of Canada accepted the variations which had been adopted by the Saskatchewan Legislature - a variation of $\pm 50\%$ for the northern ridings and $\pm 25\%$ for southern ridings.

¶ 37 As in its last decision respecting HRM, the Board does not wish to speculate on the effect of Council size on the future composition of Community Councils. However, this could be an issue HRM may want to address in their deliberations.

¶ 38 As in many other urban municipalities, the face of HRM is changing due to growth and development. While there is significant development in the urban core of HRM, the effect of this development in urban areas is not as dramatic as the effect of development in formerly "less

developed” areas within HRM. Growth of these areas has put increasing demands on municipal services and infrastructure. As HRM grows, these areas will require a voice in regional government. In addition, the rural areas of HRM must continue to be adequately represented on Council.

Conclusions

¶ 39 After having considered all the evidence, the Board is not persuaded that 24 polling districts is the appropriate number to be allotted in this matter. Nor is it convinced that 23 is the appropriate number. In the Board’s view, increasing the number of polling districts from 23 to 24 is simply a short term bandaid solution. The creation of a new polling district is only a cosmetic attempt to solve a far greater problem. If the creation of this new polling district were the only reasonable solution, then it would necessarily follow that other new districts would emerge in future applications, due to anticipated growth in various regions of HRM. This would, in turn, lead to an even larger Council size.

¶ 40 The addition of new polling districts cannot continue indefinitely, despite trends of increasing population in various parts of HRM. The preferred approach, in the Board’s view, is to determine the appropriate number of councillors and polling districts which are required to achieve the best governance of the Regional Municipality, regardless of population shifts in the foreseeable future. Of course, certain boundaries may have to be adjusted in future reviews, as population shifts occur within HRM. Such population shifts are inevitable.

¶ 41 In the Board’s opinion, the problems associated with the present HRM application are

not restricted to polling districts "V" and "W." In fact, as noted at the hearing, the moving of polling district boundaries can have a domino effect on adjacent districts, to the extent that changes can affect areas two or three districts removed from where the original changes were made. To further exacerbate the matter, the creation of an additional polling district resulted in a lower average number of electors per councillor. Accordingly, it becomes more difficult to remain within the $\pm 25\%$ variation guideline when a block of electors must be moved from one polling district to another, particularly in a high density urban or suburban setting. Thus, in this case, the addition of a polling district has hindered the Committee's task, rather than helping it.

¶ 42 The Board recognizes that proposed polling districts "V" and "W," which involve the creation of a new polling district, are an attempt to deal, not only with the $\pm 25\%$ variation issue, but also an attempt to address community of interest concerns caused by the existing configuration of 23 polling districts. Due to the number and configuration of other polling districts in HRM, the communities of interest may not have been fully addressed in Timberlea and Hammonds Plains following the last application, and further growth in these areas has placed additional emphasis on the need to address this situation. It may be that Timberlea possesses a stronger connection to the urban part of HRM than to adjacent Hammonds Plains. For its part, Hammonds Plains may possess a greater community of interest with Bedford.

¶ 43 However, in the Board's view, a solution to this problem is not achieved by adding another polling district. The addition of one more polling district at this time would simply create undue confusion to the electorate caused by a boundary change now, and a possible change again in the near future. Even if the Board were inclined to add an additional polling district, the Board

is not convinced that it is appropriate to configure districts “V” and “W” as they are proposed in the application.

¶ 44 The Board also has difficulty with several of the boundary changes which have been proposed. In particular, the changes in Dartmouth Cove, Woodside, and the Birkdale Crescent area do not adequately take into account existing communities of interest.

¶ 45 Based on all that it has heard, it is the opinion of the Board that HRM would be better served with a reduced number of councillors. The exact number of councillors, however, can only be determined after public consultation and appropriate study. A council comprised of between 12 and 16 members would result in an average number of electors per councillor ranging from 17,159 (16) to 22,878 (12). The Board notes that this range still compares favourably with the average number of electors per councillor found in other Canadian urban municipalities as shown on page 13.

¶ 46 A number of witnesses who testified at the hearing were not convinced that the “Board of Directors” style of council was the most appropriate. In the view of the Board, a smaller council should not be viewed as a “Board of Directors” style of government. Rather, it should instead adopt a “Regional Style” type of council. This has been the approach taken by Cape Breton Regional Municipality, which adopted a “Regional” approach in reducing the number of councillors from 21 to 16, while not dismissing further reductions in the future.

¶ 47 Councillor Graham Read stated that the true issue was one of representation rather than efficiency. However, in the Board’s view, effective municipal government is the ultimate goal, while maintaining representation, in terms of the number of voters per councillor, at an acceptable

level. The Board concurs with Councillor Sheila Fougere who testified at the hearing in favour of a reduced council. A reduced council, in her opinion, would improve the calibre of debate, resulting in a more effective decision making process. In terms of representation, it will be incumbent upon HRM to undertake an education process for its councillors, its staff, and the public to enable a smaller council to function more effectively.

¶ 48 There was discussion at the hearing as to whether a smaller council would result in a lower financial cost. The Board recognizes that a reduction of council may not necessarily result in any significant financial savings. Everything else being relatively equal, the real benefit of a smaller council should be a more effective regional municipal government.

¶ 49 The Board notes that during the next review process, HRM, and its designated review committee, should seek public consultation only after a wide range of options have been formulated for the public's consideration. The Board recognizes that the committee, in the present case, was restricted by the limited time assigned to it. However, in the future, HRM council would be better advised to ensure that this committee has sufficient time to seek thorough public consultation on the issue, before the benefits and disadvantages of any options are actually evaluated.

¶ 50 The Board is also concerned that the numbers used for determining voter variances for this application are, at best, a guess as to the current situation. There has been considerable growth in many parts of HRM since the 1996 census. Whole subdivisions exist now that did not exist then. There is, at present, a building surge in apartment units on the peninsula as well as continued growth in many surrounding areas. The Hammonds Plains area, as one example, has

experienced significant development in recent years. During his evidence, Mr. O'Carroll noted that HRM is working at improving its data base such that, in future, staff will have much better information on population and voter changes in the various polling districts. In the Board's opinion, it would be preferable to obtain more up to date numbers rather than make changes at this time.

¶ 51 These comments are not a reflection on the work of the District Boundaries Advisory Committee. In fact, the Board recognizes that some on the committee would have considered, or even preferred, a reduced council size. However, they felt, quite justifiably, that the committee was not given sufficient time to seek informed public input on the issue.

¶ 52 In the Board's view, a significant reduction in the number of polling districts and councillors is warranted. However, after having considered all the evidence given at the hearing, the Board does not feel that it is appropriate to order a reduction in the size of council at the present time. Such a step should only be taken after extensive public consultation and appropriate study of the benefits and disadvantages of various reduction scenarios.

¶ 53 The Board directs HRM to file, no later than June 30, 2003, an application for a reduction in the size of council, to take effect for the October, 2004 municipal election. This is consistent with the recommendation of the District Boundaries Advisory Committee. This period of time will permit thorough public consultation to take place, armed with population figures from the 2000 municipal election and the 2001 Census data.

¶ 54 The Board confirms the number of polling districts and the number of councillors at 23. The boundaries of the polling districts shall remain unchanged.

¶ 55 An Order will issue accordingly.

DATED at Halifax, Nova Scotia, this 5th day of April, 2000.

Roland A. Deveau, Panel Chair

Linda D. Garber, Member

David J. Almon, Member

Case Name
Halifax (Regional Municipality) (Re)

**IN THE MATTER OF the Municipal Government Act
AND IN THE MATTER OF an Application by Halifax Regional
Municipality to confirm the number of councillors and polling
districts, and to confirm the boundaries of the polling
districts**

[2004] N.S.U.R.B.D. No. 9

2004 NSUARB 11

No. NSUARB-MB-03-01

Nova Scotia Utility and Review Board

**P.W. Gurnham, Q.C., Panel Chair
R.A. Deveau, Member
W.D. Cochrane, Q.C., Member**

Heard: November 13-14, 17-18, 24-25, December 15-16,
18-19, 2003, and January 30-31, 2004.
Decision: February 13, 2004.

(128 paras.)

Decision: Application approved in part. The number of polling districts and councillors is set at 23. The boundaries of the polling districts are amended.

Counsel:

Wayne Anstey, Q.C., for Halifax Regional Municipality.

Intervenors

Paul Hyland, on his own behalf.

Beverly Miller, on her own behalf.

Board Counsel

Thomas M. Macdonald.

Jennifer Cleversey, Articled Clerk.

DECISION

TABLE OF CONTENTS

I BACKGROUND

II HISTORY OF PROCEEDINGS

III WITNESSES

IV LEGISLATION

V SIZE OF COUNCIL AND NUMBER OF POLLING DISTRICTS

- A. Consultation Process
- B. Evidence of Witnesses
- C. Community Councils
- D. Absence of Debate in Council Upon Council Size
- E. Analysis and Findings on the Size of Council and Number of Polling Districts

- (I) Style
- (ii) Debate by Council
- (iii) Community Councils
- (iv) Finding

VI CONFIGURATION AND DELINEATION OF POLLING DISTRICTS[66]

- A. Relative Parity
- B. Community of Interest
- C. Analysis and Findings on Relative Parity, Community of Interest and Delineation of Polling Districts

- (I) District D - Colby/Forest Hills (ii) District E - Woodside/Eastern Passage (iii) District T - Timberlea/Peggy's Cove and District U - Hammonds Plains/St. Margaret's (iv) District B - Beaverbank/Fall River (v) District M - Fairview/Clayton Park (vi) Finding

VII OTHER ISSUES

The DBAC

VIII GUIDANCE FOR FUTURE APPLICATIONS[106]

- A. Number of Councillors and Polling Districts
- B. Relative Parity
- C. Community of Interest
- D. Voter Data
- E. Public Consultation

IX SUMMARY OF THE DECISION

I BACKGROUND

1 This is an application by Halifax Regional Municipality ("HRM") to confirm the number of polling districts and the number of councillors at 23, and to confirm the present boundaries of the existing polling districts.

2 Halifax Regional Municipality was directed to file this application pursuant to a decision of the Nova Scotia Utility and Review Board ("Board") dated April 5, 2000 (the "2000 Board Decision"). In the 2000 Board Decision, the Board denied HRM's application to increase the number of councillors and polling districts from 23 to 24 (under the Municipal Government Act, "the Act", one councillor is elected for each polling district). Instead, the Board determined that the number of polling districts should remain at 23 for the October 2000 municipal election, and it directed HRM to file a further application by June 30, 2003, to establish the number of councillors and polling districts for the 2004 municipal election.

3 Wayne Anstey, Q.C., acted for HRM at the hearing. Prior to commencement of the hearing, Paul F. Hyland and Beverly W. Miller requested formal standing to cross-examine witnesses of HRM and call evidence of their own. Mr. Hyland was the Chair of the District Boundary Advisory Committee ("DBAC"), which was mandated by HRM Council to review the issue of the number of polling districts and councillors, and to recommend appropriate boundaries for the polling districts. Mr. Hyland was part of the majority of the DBAC that recommended a reduction of councillors and polling districts from 23 to 20. Ms. Miller was part of the minority of that Committee who opposed a reduction. Their requests to be granted formal standing were granted by the Board. In addition to the parties, Thomas M. Macdonald appeared as counsel for the Board.

4 The hearing was conducted at the Board offices on November 13, 14, 18, 25, December 15, 16, 18, 19, 2003, and January 30, 2004. In addition, four sessions were held to receive submissions from the public. These sessions were held at the Board hearing room on November 13, 2003 and January 31, 2004, at Cole Harbour High School on November 17, 2003, and at Bedford Junior High School on November 24, 2003. A list of those who made presentations at these sessions is attached as Schedule 1.

II HISTORY OF PROCEEDINGS

5 It is useful to briefly review the proceedings leading to this application.

6 In the 2000 Board Decision the Board directed HRM to file a further application no later than June 30, 2003, following extensive public consultation.

7 Municipal Council struck the DBAC on September 18, 2001, providing them with Terms of Reference to assist them in their task. Their initial responsibility was to recommend the appropriate size of Municipal Council. Following a public consultation process the DBAC, in a report dated September 4, 2002, recommended that the number of councillors be reduced to 20. Council accepted this recommendation.

8 The DBAC was then asked to recommend boundaries for the 20 polling districts.

9 The DBAC conducted another series of public meetings on the issue of boundaries. Table 1 sets out the 20 polling district proposal adopted by the DBAC:

Table 1

District Boundary Advisory Committee proposal
- 20 polling districts

Proposed Polling District

Eligible Voters

Variance

				+/- %
A	Eastern Shore	12,675	-948	-7.0%
B	Cole Harbour/Preston	13,995	372	2.7%
C	Colby/Upper Woodlawn	15,169	1,546	11.3%
D	Eastern Passage/Woodside	14,405	782	5.7%
E	Dartmouth Centre	13,057	-566	-4.2%
F	Dartmouth North	12,643	-980	-7.2%
G	Waverley Road/Woodlawn	13,096	-527	-3.9%
H	Fall River/Musquodoboit Valley	11,874	-1,749	-12.8%
I	Lower Sackville	14,925	1,302	9.6%
J	Sackville/Beaver Bank	13,016	-607	-4.5%
K	Bedford Basin	12,402	-1,221	-9.0%
L	Hammonds Plains/St. Margaret's	14,283	660	4.8%
M	Timberlea/Peggy's Cove	12,260	-1,363	-10.0%
N	Spryfield/Sambro	13,091	-532	-3.9%
O	Armdale	13,336	-287	-2.1%
P	Quinpool/South End	14,150	527	3.9%
Q	Halifax Downtown	14,460	837	6.1%
R	Peninsula North	14,520	897	6.6%
S	Fairview/Clayton Park	14,762	1,139	8.4%
T	Rockingham/Clayton Park West	14,166	543	4.0%

Total Number of Electors		272,450		
Average Number of Electors Per Councillor		13,623		

10 This proposed 20 polling district configuration came before Municipal Council on May 13, 2003. Rather than adopt the DBAC recommendation, the following motion was adopted by Council:

"That Council submit an application to the Utility and Review Board to maintain the status quo (23 Districts) until the next scheduled review in 2006 as required by the Municipal Government Act, and, further, that Mayor Kelly forward a letter to Minister Peter Christie urging his support of this recommendation to the Utility and Review Board."

11 Accordingly, the existing polling districts from the October 2000 municipal election were adopted by Council and forwarded to the Board as part of an application to confirm the number of councillors and polling districts at 23. Table 2 sets out the existing 23 polling district configuration approved by HRM Council on May 13, 2003, and filed with the Board on June 30, 2003. A few numerical errors in some districts were subsequently corrected by HRM on November 4, 2003, and the corrections are incorporated herein:

Table 2 HRM Original Status Quo proposal - 23 polling districts

Polling District	Eligible Voters		Variance +/- %
1 Eastern Shore-Musquodoboit Valley	9,070	-2,776	-23.4%
2 Waverley-Dutch Settlement	9,315	-2,531	-21.4%
3 Preston-Porters Lake	11,825	-21	-0.2%

4 Cole Harbour North-Cherry Brook	10,310	-1,536	-13.0%
5 Eastern Passage-Cole Harbour South	14,215	2,369	20.0%
6 Westphal-Waverley Road	8,855	-2,991	-25.2%
7 Woodlawn	9,905	-1,941	-16.4%
8 Woodside	9,285	-2,561	-21.6%
9 Albro Lake-Harbourview	11,240	-606	-5.1%
10 Dartmouth Centre	12,895	1,049	8.9%
11 Halifax North End	12,400	554	4.7%
12 Halifax Downtown	12,120	274	2.3%
13 Northwest Arm-South End	11,515	-331	-2.8%
14 Connaught-Quinpool	11,255	-591	-5.0%
15 Fairview-Clayton Park	12,110	264	2.2%
16 Prince's Lodge-Clayton Park West	17,415	5,569	47.0%
17 Purcell's Cove-Armdale	12,950	1,104	9.3%
18 Spryfield-Herring Cove	10,600	-1,246	-10.5%
19 Upper Sackville-Beaverbank	15,380	3,534	29.8%
20 Lower Sackville	12,560	714	6.0%
21 Bedford	11,635	-211	-1.8%
22 Hammonds Plains-Timberlea	14,580	2,734	23.1%
23 St. Margaret's Bay-Prospect	10,850	-996	-8.4%
<hr/>			
Total Number of Electors	272,450		

Average Number of Electors 11,846
Per Councillor

12 In a letter dated August 15, 2003 to HRM, the Board raised concerns with respect to the elector variance in the HRM application. The Board stated in part:

"With respect to issue 2 (imbalance), the Board notes in the application filed by Halifax Regional Municipality that the percentage variance from the average number of eligible voters in District 16 is 47%. In four other districts the variance is greater than 25%.

In applying the decision of the Supreme Court of Canada Reference re: Electoral Boundaries Commission Act (1991), 81 D.L.R. (4th) 16 (also referred to as the Carter Decision), the Board has determined that a maximum variation of + 25% is the appropriate guideline to apply. This variation has been applied by the Board in a number of municipal boundary applications throughout the Province since the Carter decision was released in 1991."

13 On September 10, 2003, the Board issued Information Requests to HRM requesting that HRM file an alternative districting proposal adopting a maximum elector variance of +25%.

14 Table 3 sets out the Modified Proposal filed by HRM on November 4, 2003, in response to the Board's Information Requests:

Table 3 HRM Modified Proposal - 23 polling districts

Polling District	Eligible Voters		Variance +/- %
1 Eastern Shore-Musquodoboit Valley	9,070	-2,776	-23.4%
2 Waverley-Dutch Settlement	9,605	-2,241	-18.9%
3 Preston-Porters Lake	11,825	-21	-0.2%
4 Cole Harbour North-Cherry Brook	10,005	-1,841	-15.5%
5 Eastern Passage-Cole Harbour South	14,215	2,369	20.0%

6 Westphal-Waverley Road	9,160	-2,686	-22.7%
7 Woodlawn	9,905	-1,941	-16.4%
8 Woodside	9,285	-2,561	-21.6%
9 Albro Lake-Harbourview	11,240	-606	-5.1%
10 Dartmouth Centre	12,895	1,049	8.9%
11 Halifax North End	12,400	554	4.7%
12 Halifax Downtown	12,120	274	2.3%
13 Northwest Arm-South End	11,515	-331	-2.8%
14 Connaught-Quinpool	11,255	-591	-5.0%
15 Fairview-Clayton Park	14,430	2,584	21.8%
16 Prince's Lodge-Clayton Park West	12,735	889	7.5%
17 Purcell's Cove-Armdale	12,950	1,104	9.3%
18 Spryfield-Herring Cove	10,600	-1,246	-10.5%
19 Upper Sackville-Beaverbank	13,015	1,169	9.9%
20 Lower Sackville	14,635	2,789	23.5%
21 Bedford	13,995	2,149	18.1%
22 Hammonds Plains-Timberlea	12,750	904	7.6%
23 St. Margaret's Bay-Prospect	12,680	834	7.0%

Total Number of Electors	272,450
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Average Number of Electors Per Councillor	11,846
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15 Much of the evidence at the hearing focussed on the relative strengths and weaknesses of the DBAC 20 polling district option (Table 1) versus HRM's Modified Proposal of 23 polling districts (Table 3). HRM's original proposal (Table 2) was not pursued at the hearing.

III WITNESSES

16 HRM called as witnesses, Hilary Campbell, a Planning Technician with Planning and Development Services; Angus Schaffenburg, a Senior Planner with Planning and Development Services; Howard Epstein, MLA for Halifax Chebucto; Ron Cooper, Councillor for District 4; Russell Walker, Councillor for District 15; and Len Goucher, Councillor for District 21.

17 Mr. Hyland and Ms. Miller gave evidence and Mr. Hyland also called Bob Harvey, Councillor for District 20.

18 Board Counsel called Robert Radchuck, FCA, P. Eng., who was qualified as an expert witness able to give opinion evidence on factors the Board may take into account in discharging its obligations under the Act; the methodology to be followed in a boundary review process; and sources of information and analysis of that information.

IV LEGISLATION

19 Section 368(4) of the Act sets out the criteria the Board is to consider:

368(4) In determining the number and boundaries of polling districts the Board shall consider number of electors, relative parity of voting power, population density, community of interest and geographic size.

V SIZE OF COUNCIL AND NUMBER OF POLLING DISTRICTS

A. Consultation Process

20 The Board expressed the view in its 2000 Board Decision - based on the evidence then before it - that a reduction in the number of polling districts was warranted. However, the Board in 2000 went on to say that it was not appropriate to order a reduction in that decision as:

"Such a step should only be taken after extensive public consultation and appropriate study of the benefits and disadvantages of various reduction scenarios."

21 HRM was directed to file not later than June 30, 2003 an application for a reduction in the size of Council to take effect for the October 2004 municipal election. As noted, HRM created the DBAC, made up of citizens of HRM, to advise Council with respect to the appropriate size of Regional Council and thereafter determine the delineation of the boundaries of the recommended districts.

22 The DBAC first met in January of 2002. The DBAC held a number of meetings, gathered information respecting representation in other Canadian municipalities, surveyed members of Halifax Regional Council, requested input from citizen groups and individuals and held 11 public sessions. In its first report it made a number of recommendations to Regional Council including:

- (a) a Regional Council comprised of 20 polling districts with an average population of 18,000 citizens be established for the next civic election;
- (b) the significant imbalance in voter parity per district be rectified by a redefinition of district boundaries.

23 A Minority Report of the DBAC recommending that 23 districts be retained was also submitted to Regional Council. Both the DBAC Report and the Minority Report appear in Exhibit H-1.

24 At paragraphs 11, 12 and 13 of the HRM application, HRM summarizes the consultation undertaken by the DBAC:

"11 Of the 24 members of Regional Council surveyed, 16 submitted completed surveys. On the question of the appropriate number of polling district(s), 9 supported the status quo, 2 supported an increase in the number of councillors, 2 suggested a decrease and 3 offered no opinion.

12 During the first round of public hearings held by the District Boundary Review (sic) Committee to recommend the number of polling districts, a total of 30 members of the public attended of which 24 made presentations with 17 being in favour of the status quo, 4 advocating a reduced Council and 3 with no position.

13 Sixty-one surveys or written submissions were received from organizations and individuals; of which 37 indicated that the number of districts should remain unchanged, 8 indicated the number should increase, 13 were in favour of a decrease, 1 was in favour of the status quo or a slight increase, 1 in favour of the status quo or a slight decrease and two offered no opinion."

25 On October 8, 2002, Halifax Regional Council accepted the majority recommendation of the DBAC by a vote of 13 to 11.

26 The DBAC then proceeded to deliberate in respect of the boundaries of the 20 districts. The Committee held seven public meetings and received 45 written submissions. The DBAC Final Report appears in Exhibit H-1. On May 13, 2003, Regional Council adopted by a vote of 12 to 9 the resolution noted in paragraph 12 thereby, impliedly at least, rejecting the DBAC recommendation.

B. Evidence of Witnesses

27 A number of witnesses addressed the issue of the size of Council, as did many of the speakers at the evening sessions, and written submissions received from the public.

28 HRM called Howard Epstein, a former Councillor for HRM and the City of Halifax, and now a member of the Legislature. He expressed the view that the status quo (23) works well. Indeed, he had introduced a Bill in the Nova Scotia Legislature (Bill No. 42) in April of 2003 to maintain the number of councillors at 23. While the Bill did not pass, he said it represented the views of the NDP caucus. He expressed the concern that if Council was significantly reduced in size it would create a problem with the Community Council structure within HRM. In his view the members of Community Councils would end up having to deal with a larger geographic area and it would be harder for members to know their area. He noted that 19 MLA's currently serve HRM in the Provincial Legislature and, if absolute parity were imposed provincially, that number might be as high as 21.

29 Councillor Ron Cooper, called by HRM, reviewed the role of a councillor, explaining three discrete functions:

- (a) district activities and interests;
- (b) Community Council activities and interests;
- (c) regional interests and activities.

30 He expressed the view that the 23 member Council was operating efficiently and supported the continuation of a Council of that size. In his view reducing the number of councillors from 23 to 20 would do nothing to enhance or improve the operation of the Municipality.

31 He indicated that the style of Municipal Council in HRM is not that of a board of directors which might suggest a smaller Council. Rather, the style was somewhere between a board of directors and a board of management. He noted that councillors, including himself, are directly accessible to their constituents and he believed that is what constituents have come to expect in HRM.

32 He noted in response to questions from the Board that Council had not specifically debated or addressed the issues of Council size or the governance structure.

33 Councillor Russell Walker likewise supported 23 districts. He indicated that while there were some growing pains following amalgamation, it is his view that those have been largely resolved and that the Council is now working well and efficiently. He noted Council rarely has to sit beyond its 10 p.m. deadline. Councillor Walker noted that the public input received by the DBAC did not support a reduction in the size of Council.

34 Like Councillor Cooper, he noted that he is directly accessible to his constituents and feels that this is the style of municipal government that works best.

35 Councillor Len Goucher also supports a Council of 23. He noted his accessibility to his constituents, stating that appears to be the style of government his constituents desire. He expressed the concern that a reduced Council may lead to larger Community Councils that would not be able to respond as effectively to community concerns.

36 Beverly Miller co-authored the Minority Report of the DBAC. She noted that the Minority Report favoured 23 councillors, which reflected the view of the public as canvassed by the DBAC. She felt that a smaller Council would mean less effective representation as each councillor would have more constituents. It was her strong sense, based on the DBAC consultation, that there was not a demand in the community for a reduced Council.

37 A majority of presenters at the public sessions spoke in favour of 23 polling districts including Hugh Pullen, Graham Reid, Alan Ruffman, Councillor Dawn Sloane, Marsha Parker, Paul Black and Councillor Bruce Hetherington.

38 Paul Hyland indicated that the recommendation of the DBAC for a Council of 20 was the consensus of the majority of the committee. He testified that the DBAC did not approach its task with any preconceived view of Council size.

39 He indicated that the DBAC reviewed:

- (a) the population/councillor ratio of other Canadian cities;
- (b) the Hayward Report prepared in conjunction with the 1995 amalgamation;
- (c) the Board Decision in respect of an application by the Cape Breton Regional Municipality dated November 5, 1999; and

(d) the 2000 Board Decision.

40 The committee also sought public input as noted earlier.

41 From its deliberations he indicated the committee felt that a Council size ranging from 18 to 20 councillors would allow for the effective operation of Community Councils, yet be a reasonable size. In his view, a Regional Council smaller than this would impair the effectiveness of Community Councils. The DBAC majority recommendation therefore was a Council comprised of 20 polling districts with an average population of 18,000 citizens per district. As noted earlier, on October 8, 2002, Regional Council approved the recommendation of 20 polling districts with an average population of 18,000 citizens.

42 Councillor Bob Harvey was the only councillor who appeared and spoke in favour of a significantly smaller Council. It was his view that changing from 23 to 20 would be largely unnoticeable. He felt there should be a more dramatic reduction, suggesting a Council ranging from 12 to 18.

43 The Board received and reviewed a number of written submissions from the public. There was support for maintaining 23, for increasing the size of the Council, and for reducing the size of Council. The majority of written submissions supported maintaining a Council of 23.

C. Community Councils

44 The Act (s. 521) permits HRM to establish Community Councils. There was little evidence presented on this issue during the 2000 hearing. The Community Council approach was first undertaken in the former Halifax County, but, according to the testimony, has become an essential feature of the governance structure of HRM. Community Councils undertake a number of duties related to planning, the provision of services, recommendation of by-laws and the implementation of municipal planning strategies. HRM currently has six Community Councils with as few as three or as many as seven councillors. Many witnesses, including those in favour and those opposed to reducing the size of Council, spoke favourably of the Community Council structure.

D. Absence of Debate in Council Upon Council Size

45 Curiously, it would appear HRM Council never discussed the issue of the appropriate size of Council or the style of municipal government that is appropriate for the Municipality. Rather, in this instance, they left it to a committee of seven citizens to deal with the issue.

46 Robert Radchuck noted that, while public consultation is important, public input alone should not determine the size of Council or the style of municipal government. Mr. Radchuck's view is that Council itself, following consultation with the public, senior staff and perhaps experts in the field, is best able to recommend the size of Council and the style of government.

47 All parties recognize that, under the Act, the ultimate decision on the size of Council rests with the Board.

48 Councillor Cooper and Councillor Goucher in response to questions from the Board noted that while Council had not undertaken such a discussion, it would be appropriate, in their view, for Council to do so.

E. Analysis and Findings on the Size of Council and Number of Polling Districts

49 The path that HRM followed in coming before the Board on this issue is one that should never be followed again.

50 HRM established the DBAC with a mandate to make recommendations on the appropriate number of polling districts. After public consultation and consideration the DBAC recommended 20. The DBAC report did not give any significant reasons or justification as to why it thought 20 was the appropriate number. Council accepted the recommendation.

51 Council then directed the DBAC to make a recommendation on the districting proposal. The DBAC, after consultation, did.

52 At that point Council, without debate, abandoned the DBAC process, and for reasons that are not clear to the Board, passed a motion that Council submit an application to maintain the existing polling districts.

53 Upon receiving that application the Board noted that the elector variance in the HRM proposal was grossly inconsistent with Board precedent and judicial precedent. It directed HRM to file an alternate proposal. Staff made an alter-

nate proposal to Council which was debated and amended at a regular Council meeting. The amended proposal then came forward to the Board. That proposal did not have the benefit of any public consultation.

54 The majority of witnesses called on behalf of HRM including Mr. Epstein, Councillor Cooper and Mr. Schaffenburg did not support the elector variances contained in the HRM Modified Proposal (see Table 3).

55 In the face of this confused background, the Board is called upon to decide the appropriate number of polling districts.

56 In discharging that task the Board, while mindful of the direction it gave in the 2000 Board Decision with respect to a reduction of Council, must base its decision on the evidence in this hearing. In the 2000 Board Decision the Board noted there was not sufficient evidence to order a reduction. In this proceeding as well, based on the evidence, the Board has determined that it should not reduce the size of Council.

(I) Style

57 Both the councillors and former councillors who appeared before the Board, as well as the majority of citizens who appeared before the Board who commented on the issue, appear to want a Council of 23 districts, or more, delivering a style of government in which councillors are directly accessible to their constituents. The concern was expressed that if Council becomes smaller that may reduce the amount of time that councillors spend in direct contact with citizens, responding to their concerns.

58 The Board accepts the evidence of a number of councillors that as time has passed after amalgamation, and since the 2000 Board Decision, the efficiency of Council meetings has improved.

59 The public appears to have no wish, according to the evidence, to reduce Council size, change its style, and move to a more executive style of government, which would involve councillors dealing with the public more through executive assistants than through (as at present) direct personal contact.

60 The weight of public opinion as expressed to the DBAC favoured maintaining a Council of 23. While the majority of the DBAC chose instead to recommend a Council of 20, it did not articulate any significant reasons as to why, in the face of this public opinion, it considered 20 to be appropriate. The public consultation process was ordered by the Board. The Board has taken the results of that consultation, and the weight of evidence in this hearing, on the appropriate number of councillors, into account in rendering its decision.

61 The Board's view is that a principal task for any Council is to determine (in some reasonable fashion) what the public's view is and to take account of that view in reaching whatever decision it does on the style of government.

62 Apart from the important question of governance style, which is intimately related to the number of councillors, the Board has on the evidence before it no reason to believe that a reduction in councillors will save money, as was suggested by some. Fewer councillors would almost assuredly mean an increase in the resources used to support councillors - for example, an increase in the number of support staff, and even (as in some municipalities elsewhere in Canada) the establishment of constituency offices.

(ii) Debate by Council

63 Council appears to have adopted the view that it was somehow inappropriate for it to decide what size of Council or style of municipal government should exist in HRM. Indeed, Municipal Council appeared to be of the view that it would be unseemly, or perhaps even somehow morally wrong, for Council to do this. They felt discussion, and resolution, of these issues should be left entirely to some other body, such as a citizen committee (the DBAC). It is the Board's view that the legislature's clear intent, as expressed in the Act, is otherwise: under the Act, it is not only entirely appropriate, but in fact necessary, for municipal councils to make this decision, subject to review by the Board. In the Board's view, however, decisions of this type by municipal councils are especially important ones, and should be made by council only after public consultation (either directly, or indirectly, through such mechanisms as a special committee, like the DBAC) and consultation with senior staff and perhaps experts in municipal governance. Council can then make an informed recommendation to the Board as to how many districts there should be, and why. Such a recommendation would have been very helpful to the Board in this proceeding.

(iii) Community Councils

64 The Board recognizes the crucial role of Community Councils in the governance structure of HRM and acknowledges that to be effective Community Councils must possess a minimum size and must not cover too large a geographic area. This means no fewer than 18 to 20 councillors are needed to maintain the current Community Council structure.

(iv) Finding

65 Based on the evidence before the Board, the Board determines that 23 is the appropriate number of councillors and polling districts.

VI CONFIGURATION AND DELINEATION OF POLLING DISTRICTS

66 The next issue is the configuration and delineation of the 23 polling districts having regard to the factors listed in s. 368(4) of the Act including relative parity of voting power, community of interest, number of electors, geographic size and population density.

A. Relative Parity

67 In June 1991 the Supreme Court of Canada issued its decision *Reference re Electoral Boundaries Commission Act* (1991), 81 D.L.R. (4th) 16 [also referred to as the Carter decision] which dealt with provincial electoral boundaries created by statute in the Province of Saskatchewan. McLachlin, J. (as she then was), speaking for the majority, found that the Canadian electoral system is rooted in the tradition of effective representation and not in the American tradition of absolute or near absolute voter parity, i.e., every vote must have exactly the same value. At pages 35-36 of the decision she made the following comments:

"What are the conditions of effective representation? The first is relative parity of voting power. A system which dilutes one citizen's vote unduly as compared with another citizen's vote runs the risk of providing inadequate representation to the citizen whose vote is diluted. The legislative power of the citizen whose vote is diluted will be reduced, as may be access to and assistance from his or her representative. The result will be uneven and unfair representation.

But parity of voting power, though of prime importance, is not the only factor to be taken into account in ensuring effective representation. ...

Factors like geography, community history, community interests and minority representation may need to be taken into account to ensure that our legislative assemblies effectively represent the diversity of our social mosaic."(emphasis added)

68 The issue in the Carter case was "the constitutionality of 'the variance in the size of voter populations among [the] constituencies' and 'the distribution of those constituencies among urban, rural and northern areas'." The variance refers to the percentage by which the voter population in any constituency or riding deviates from the average number of voters per elected official. The Supreme Court of Canada accepted the variations which had been adopted by the Saskatchewan Legislature - a variation of [plus or minus] 25% for southern ridings and [plus or minus] 50% for the northern ridings.

69 In 1991, the Nova Scotia Legislature established a Provincial Electoral Boundaries Commission. The terms of reference included the following:

"1. The primary factors to be considered by the Boundaries Commission to ensure "effective representation" are:

(I) of paramount importance, relative parity of voting power achieved through constituencies of equal population to the extent reasonably possible;

(ii) geography;

- (iii) community history;
- (iv) community interests;
- (v) minority representation, including in particular, representation of the Acadian, Black and Mi'kmaq peoples of Nova Scotia;
- (vi) population rate of growth projections.

The Commission is to be guided by the principle that deviations from parity of voting power are only justified on the ground that they contribute to better government of the populace as a whole, giving due weight to regional issues within the populace and geographic factors within the territory governed."

70 In its 1992 report, *Effective Political Representation in Nova Scotia*, the Commission emphasized the importance of the relative parity of voting power and stated at page 16:

"criteria such as geography or community interest may be used to temper the idea of the 'relative parity of voting power,' but they do not supplant or eliminate that concept. Factors[,] such as community interests or geography[,] condition but do not cancel the importance of the first criterion, 'relative parity of voting power.' At the same time, minority group representation might be encouraged by creating somewhat smaller constituencies in terms of voters or population in order to generate more 'effective representation' for these groups."

The Commission created five "protected" constituencies. Of the remaining 47 constituencies all but two varied no more than 15% from the average number of voters.

71 Mr. Radchuck provided to the Board a range of documentation dealing with variances in electoral population in various governments across Canada, including the August 2002 report of the Nova Scotia Provincial Electoral Boundaries Commission entitled *Just Boundaries, Recommendations for Effective Representation for the People of Nova Scotia*. +25% appears to be a standard which has been used for some years in a number of Canadian jurisdictions. Information obtained from Elections Canada, a body set up by the Federal Parliament, and from other sources, indicates the following governments use that figure in either legislation or guidelines: the federal government, Nova Scotia, Prince Edward Island, New Brunswick, Quebec, Ontario, Alberta and British Columbia. It is common to allow +25% to be exceeded in certain circumstances. Alberta appears to deal with this very specifically, allowing a variance from 25% to as much as 50%, but only where the variance is below the average, and only for no more than four seats. For Nova Scotia, the stated target is +25%, except in "extraordinary circumstances", which include promoting minority representation for Acadian and black communities. Thus, for example, the Argyle, Clare and Preston seats have fewer than 7,400 voters, with most HRM seats having more than 15,000 voters.

72 Some governments, however, have set significantly smaller target variances than 25%. According to documentation filed with the Board, the governing legislation in Manitoba sets the permissible variance at +10% for southern seats, and +25% for northern seats. Newfoundland and Labrador sets variance at not greater than +10%, with the possibility of one district only being up to +25%. Saskatchewan (where the Carter decision originated) now sets the maximum variance for all of its southern seats (where the vast majority of the population is located) at +5%, with northern constituencies being set by a separate mechanism. Almost all witnesses before the Board, including councillors and others, urged the Board to consider adopting a target much smaller than 25%.

73 HRM's Modified Proposal (Table 3) showed variances ranging from -23.4% to +23.5%. Three of the witnesses called by HRM in support of HRM's case (Cooper, Schaffenburg and Epstein) considered this range to be unacceptable. Mr. Epstein said that the degree of variance gave him concern "from a fundamental notion of fairness." He went so far as to suggest HRM's proposal violated the Charter of Rights and Freedoms. Councillor Cooper felt the variances should be narrower than those proposed by HRM. He suggested a target range of 10% to 15%. Mr. Schaffenburg suggested +10% as a reasonable voter variance.

74 Councillor Walker on the other hand was prepared to accept a greater variance.

75 Mr. Hyland noted that the DBAC report was able to achieve a much narrower variance (-12.8% to +11.3%) than either of the HRM proposals. Mr. Hyland advised that during its deliberations the DBAC used a target variance of +10%.

76 Mr. Radchuck described parity of voting as the prime factor in setting district boundaries. He suggested a methodology for the Board to consider in dealing with parity. He stated at page 10 of his report:

"The recognition and acceptance of parity of voting power as the prime factor in setting polling district boundaries implies the total variance of +25% is an accumulation of variances with different degrees of importance. This notion can be supported by the following:

- The best situation for parity of voting power is when the number of electors in the polling district equals the average number of electors per polling district. In this case, the variance is 0%;
- The worst situation (within the permitted limited of +25%) occurs when the number of electors in a polling district is 25% above or 25% below the average number of electors per polling district;
- The 'non prime factors' include geography, population trends, population density, minorities and community of interest; and
- The prime factor and the non-prime factors imply a prime variance segment and a non-prime variance segment with a combined maximum of +25%.

Parity of voting power would be the ideal average of electors per polling district adjusted for geography, population density and population trends. The boundaries set using these factors should be in the range of 0% to +15%. The other factors such as minorities and community of interests could increase in the range from +10% to +25% depending upon the circumstances within each polling district."

B. Community of Interest

77 Many witnesses spoke to community of interest issues. Mr. Schaffenburg who, in the Board's view, has a very good familiarity with community of interest issues within HRM, indicated that in his opinion both the HRM Modified Proposal (Table 3) and the DBAC 20 district proposal, generally speaking, satisfy community of interest concerns.

78 Mr. Anstey submitted in argument that community of interest factors should relate to services or issues within municipal jurisdiction.

79 Mr. Radchuck defined community of interest as

"The compact and contiguous geographic area in which the residents have common or shared social, cultural, ethnic, or economic interests."

80 He indicated that the shared interests may be a result of history or culture, economic profiles, recreational facilities or a variety of other common ties between individuals and groups. He suggested there is virtually an unlimited number of communities of interest and it is unlikely that any polling district plan can recognize the boundaries of all communities of interest.

81 Many witnesses spoke to community of interest issues. Among the comments made were:

- (a) District 12 - a strong preference to keep the downtown area of Halifax in one district;
- (b) District 16 - Prince's Lodge and Hemlock Ravine Park were areas identified in evidence as having a community of interest with areas along the southern end of the Bedford Highway;

- (c) District 19 and 20 - There were many residents from Stonemount Subdivision who spoke concerning their community of interest with Sackville;
- (d) District 21 - there was a great deal of representation before the DBAC with respect to concerns of the residents of the older and more established areas of Bedford that their district remain within one district;
- (e) District 6 - The areas of Lake Loon and Cherry Brook were said to have a closer community of interest with Cole Harbour than with the Preston area.

These are but examples and are not meant to be exhaustive.

C. Analysis and Findings on Relative Parity, Community of Interest and Delineation of Polling Districts

82 Based on the evidence in this hearing, including some of the background materials used by Mr. Radchuck in developing his report, and the witnesses of HRM, the Board has determined that the target variance for parity shall be +10%, provided community of interest issues are generally satisfied. Any variance in excess of +10% must be justified in writing, and the more a variance exceeds 10% the greater and more detailed the written explanation that will be required. The Board would be reluctant, however, to approve a variance greater than +25%, particularly given the urban character of most of HRM. In addition, the Board considers it appropriate that relatively rapid changes in population in particular districts be considered. In particular, a negative variance for areas experiencing rapid growth should help to ensure maintenance of reasonable relative parity over a reasonable period of time.

83 This left the Board with a dilemma. The weight of the evidence, as noted above, favours a Council of 23, yet the DBAC proposed Council of 20 is much more satisfactory in terms of parity.

84 In the circumstances, the Board determined that it should request that Mr. Schaffenburg, supported by Ms. Campbell, prepare an alternative scenario based on the following direction from the Board, together with a few community of interest directions:

- 1. 23 districts;
- 2. The target variance for parity shall be +10%. Any variance in excess of +10% must be justified in terms of criteria identified in s. 368(4) of the Municipal Government Act. A negative variance in growth areas would be appropriate. For greater certainty, if a variance does exceed 10%, a written justification referring to s. 368(4) criteria will be required. The more the variance exceeds 10%, the greater and more detailed the justification which will be required.

85 This request to HRM Staff was consistent with the suggestion made by Mr. Anstey in argument:

"... if the Board were to decide that because of the evidence that 23 was the appropriate number and then it at the same time indicated what its concerns were with the 23 that had been proposed and ... maybe gave some general direction as to what it might like to see, then I suppose you could commission staff of HRM to work within those parameters that you gave to come forward with a solution that was better ... that would take less time to do than trying to look at the whole thing because I'm sure, you know, there are major parts of it that aren't going to change very much anyway."

86 With respect to community of interest, the Board finds the criteria that should be taken into account include the following:

- 1. history;
- 2. recreational issues;
- 3. tax rates, i.e., area rates;
- 4. services (water and sewer);
- 5. fire protection service areas;
- 6. traffic infrastructure and pattern;
- 7. planning boundaries;
- 8. language and ethnic origin;

9. school districts;
10. shopping patterns and business centres

This list is not meant to be exhaustive.

87 The Board recognizes that several community of interest factors may overlap, meaning that the final delineation of a boundary must strike a compromise or accommodation among a number of factors. Further, communities of interest may change with the passage of time. Additionally, certain parts of HRM are experiencing faster growth rates compared to other parts of HRM, where neighbourhoods remain more stagnant. The Board accepts Mr. Schaffenburg's evidence that, generally speaking, the community of interest concerns were satisfied in both the Modified HRM application and the DBAC scenario. The Board indicated to Mr. Schaffenburg that where possible, similar attention to communities of interest should be taken into account in the alternative scenario. The Board specifically asked Mr. Schaffenburg to take into account certain of the submissions made by witnesses in connection with community of interest.

88 Table 4 sets out the 23 polling district configuration prepared by Mr. Schaffenburg and Ms. Campbell pursuant to the Board's direction at paragraph 84 above ("the 23 District Proposal"). This number of eligible voters is again taken from the 2001 Census figures.

Table 4 23 Polling District configuration prepared at the direction of the Board

Polling District	Eligible Voters		Variance +/- %
A Eastern Shore	10,475	-1,371	-11.6%
B Beaver Bank/Fall River	12,515	669	5.6%
C Preston/Porters Lake	13,180	1,334	11.3%
D Colby/Forest Hills	13,450	1,604	13.5%
E Woodside/Eastern Passage	11,995	149	1.3%
F Portland/East Woodlawn	12,060	214	1.8%
G Braemar/West Woodlawn	12,545	699	5.9%
H Dartmouth Centre	12,494	648	5.5%
I North Dartmouth	12,806	960	8.1%
J Bedford	11,635	-211	-1.8%
K Rockingham/Wentworth	10,208	-1,638	-13.8%
L Clayton Park West	8,935	-2,911	-24.6%
M Fairview/Clayton Park	11,955	109	0.9%
N Halifax North End	12,147	301	2.5%
O Halifax Downtown	12,120	274	2.3%
P Northwest Arm - South End	11,515	-331	-2.8%
Q Connaught - Quinpool	11,735	-111	-0.9%
R Purcell's Cove - Armdale	11,150	-696	-5.9%
S Spryfield - Herring Cove	10,600	-1,246	-10.5%
T Timberlea/Peggy's Cove	13,195	1,349	11.4%
U Hammonds Plains/Saint Margarets Bay	11,576	-270	-2.3%
V Lower Sackville	12,190	344	2.9%
W Upper Sackville	11,804	-42	-0.4%

Total Number of Electors	272,450		
Average Number of Electors Per Councillor	11846		

89 Mr. Schaffenburg also submitted an alternative scenario of 22 districts, which the Board did not adopt.

90 The Board, following public notice, reconvened the hearing on Friday, January 30th, and Saturday, January 31st, to hear views from the parties and the public with respect to the revised scenarios.

91 In his submission to the Board containing the revised scenarios, Mr. Schaffenburg provided a succinct analysis of his work.

"Overview

We reviewed the location of those districts that exceeded the target variance directed by the Board (see Table 1) as presented in the Halifax Regional Municipality application (MB-03-01) and also reviewed the revised Exhibit 1 (amended) prepared by Mr. Radchuck. The following areas were found to be of concern :

Eastern area: Four districts, which are adjacent to each other, namely District 4 (Cole Harbour North - Cherry Brook) at minus 15.5 percent; District 6 (Dartmouth Westphal - Waverley Road) at minus 22.7 percent; District 7 - Dartmouth Woodlawn at minus 16.4 percent and District 8 - Dartmouth Woodside at minus 21.6 percent were considerably below the target average. Districts 4, 6 and 7 also demonstrated low growth. On the Dartmouth side of the harbour District 9 was also below average with low growth. District 5 (Eastern Passage - Cole Harbour South) is above the target average at 20.0 percent. District 1 - Eastern Shore - Musquodoboit Valley is also considerably below the target average with minus 23.4 percent. Based on the foregoing, we concluded that the revised scenario should focus on a solution which had one fewer seat in the eastern area .

Central Area: District 20 (Lower Sackville) and District 21 (Bedford) were above the target average at 23.5 percent and 18.1 percent respectively. District 2 (Waverley - Dutch Settlement) was below the target average at minus 18.9 percent. District 19, while within the numerical variance on the positive side, demonstrated growth. We concluded that the scenario should focus on assigning electors to District 2.

Western Area: All of the districts except for District 15 (Fairview - Clayton Park) at plus 21.8 percent and District 18 (Spryfield - Herring Cove) at minus 10.5 percent were within the target average. We concluded that based on the building permits issued for new residential units by polling district from January 1, 2000 to December 31, 2003 for District 16 (Prince's Lodge - Clayton Park) and District 21 (Bedford) that the scenario should focus on assigning a new district to this area due to eligible voter increase suggested by the permits.

When revisions were made to the districts that exceeded the allowable variance, the domino effect also, in some cases, required a change in some districts that did meet the variance criteria.

Revised 23 District Scenario

The revised 23 District scenario is represented on Table 2 and Maps 2 to 9. In creating this scenario we considered those matters the Board raised in the memo. One principle we attempted to apply was that districts with higher than the average permits for residential building should have a minor variance within the target range. However, due to other factors that we must consider under Section 368(4) this was not always desirable or practical. As requested here is the commentary on those districts that do not meet the target variance of plus or minus 10 percent of the eligible voter average of 11,846.

District A (Eastern Shore): The Carroll's Corner area was added to this proposed District. At minus 11.6 this proposed District is slightly below the target variance and has had below average total building permits for residential dwellings. This proposed district has the largest area of any

district and is very rural in nature with a very low population density. Although an additional area has been added it may still remain a manageable geographical size. Section 368 (4) allows for this variation due to the size and large geographic area.

District C (Preston/Porters Lake): This area is slightly above the target variance at plus 11.3. The Cherry Brook and Lake Loon area has been included in this District. We are aware of the evidence before the Board that the Cherry Brook had more of a community of interest with areas to the south rather than to the adjacent predominately black communities in the Preston area. This area has eligible voters of 1355 and therefore could not be assigned to the District D (Colby/Forest Hills) without increasing the plus variance to 25.0 percent. The scenario presented does have the advantage of including all of the African Canadian communities in that area into one district. Further Alfreda Withrow in One City-Many Communities on page 43 indicated that historically Preston, East Preston, North Preston, Lake Loon, Cherry Brook, Lake Major and Montague Gold Mines were all considered to be part of the Preston Township.

District D (Colby/Forest Hills): This has a plus variance of 13.5 percent and has had some eligible voter growth as demonstrated by the permit activity. We tried a number of options, however, due to some of the infrastructure that surrounds these communities, we could not find an alternate boundary to suggest that would reasonably meet the test of community of interest.

District K (Rockingham/Wentworth): This proposed District, which is just below the minus maximum variance at 10.9 percent includes communities such as Clayton Park, Rockingham and Birch Cove and newer areas such as Royale Hemlocks. This proposed District has had above average permit activity and an approved development agreement for Royale Hemlocks with an ability for more than 900 additional dwelling units. An application for more than 1000 dwelling units is being processed for Neighbourhood "B" of the Wentworth secondary planning area, which lies to the north of Royale Hemlocks.

District L (Clayton Park West): The assigning a new district to this area to enable the growth indicated by the permits does create a District considerably below the target average. We believe that based on the more than 1900 issued permits from 2000 to 2003 that the voter population has increased significantly beyond that indicated by the 2001 Census such that the actual voter population is probably well within the acceptable variance today and will continue to do so by the time of the next review in 2006.

District S (Spryfield - Herring Cove): This District has the same boundaries as proposed District 18 (Spryfield - Herring Cove) with a variance of minus 0.5 less than the target variance. This is very close to the maximum target variance and may be reasonable given the more rural nature of part of this district. However, it does not meet the principle that districts with few permits should have a positive variation. Given the fact that the District is bounded on three sides by ocean and hinterland, it is a difficult area to adjust further.

District T (Timberlea/Peggy's Cove): This district does not meet the principle that districts with higher than the average permits for residential building should have minus variance within the target range. This has had a higher than average permit activity and has clear growth potential. However, the proposed District U (Hammonds Plains/St. Margarets Bay) which is adjacent to this area also has a very high level of permit activity and has also clear growth potential, as does the Clayton Park West area on the other side.

Considerations in Preparing the Alternative Scenario

The considerations that the Board suggested we should include in developing the 23 scenario are addressed below using the subsections in the memo.

Subsection A: The revised scenario takes community of interest into account where ever possible given that we were provided with a target parity.

Subsection B: Building permits issued for new residential units by proposed district from January 1, 2000 to December 31, 2003 were used as rough indicators of the change in the number of electors. Ideally a proposed district with greater than the average number of building permits issued for new residential units should have eligible voters less than the average and a proposed district with less than the average number of building permits should have eligible voters greater than the average. For the most part, this guideline was applied; however, this is not always practical as other factors such as geography, and community of interest also had to be taken into account.

Subsection C: We believe that proposed District A is justified to be slightly under the target variance as indicated. Carroll's Corner area was added to this district as a way of increasing the voter population and including an area that has a similar rural character to many of the other communities in this district.

Subsection D: District 12 was not changed in this scenario. We did consider assigning a portion of the Victoria Road area to proposed District O (Halifax Downtown) and removing a portion of proposed District P (Northwest Arm - South End). This would have enabled an increase in the eligible electors in proposed District Q (Connaught - Quinpool), which has a minus value and minimal growth. The various changes considered would have violated the test of keeping communities together by splitting the districts at Jubilee Road.

Subsection E: Proposed District K (Rockingham/Wentworth) maintains the areas of Hemlock Ravine Park and the communities along the Bedford Highway in one district.

Subsection F: The Stonemount area in this scenario was assigned to the Sackville District. The Armcrest subdivision and the Lucasville Road area was assigned to proposed District B (Beaver Bank/Fall River). The Lucasville Road area was included with the areas of Middle and Upper Sackville.

Subsection G: The boundaries of the former Town of Bedford are co-incident with the proposed District J (Bedford).

Subsection H: This scenario includes the proposal in the staff report of October 15, 2003 with respect to the Hammonds Plains, St. Margarets Bay, Beechville, Lakeside and Timberlea areas except that the Hubley area had to be placed in the District T (Timberlea/Peggy's Cove) to balance electors. That is the area generally encompassed by the present Districts 22 and 23. We were unable to move the boundary to Peggy's Cove as the proposed District U (Hammonds Plains/St. Margarets Bay) has had a very high number of permits issued for dwelling units."

92 The Board in its sessions on January 30th and 31st heard firstly from Mr. Schaffenburg, and then from a number of councillors and members of the public who raised concerns with respect to several of the proposed districts, details of which will be discussed in this section.

93 The Board has decided to adopt the 23 District Proposal as filed by Mr. Schaffenburg with certain adjustments to District D (Colby/Forest Hills) and District C (Preston/Porters Lake).

94 The Board notes that HRM is a dynamic and growing community. The population in some areas of HRM is growing rapidly. A consequence is that some communities in HRM which had been associated in one district in the past simply cannot remain together, if any reasonable voter parity is to be maintained. For example, residents of current District 4 noted that since the creation of an Area Service Commission in 1954, the residents of Cherry Brook, Lake Loon and Humber Park had an association with areas to the south comprising District D (Colby/Forest Hills). In Mr. Schaffenburg's 23 District Proposal these communities were included in District C, to the east, (Preston/Porters Lake). While the Board understands and accepts these important historic associations, population growth in the area over time means the Board is unable to include all of these areas in one district while still maintaining a reasonable elector variance. A similar situation exists with respect to Sackville/Beaverbank.

95 With respect to matters raised in the January 31st session the Board finds as follows.

(i) District D - Colby/Forest Hills

96 In addition to the submissions from residents noted above, the Board received a memo from Councillor Harry McInroy urging the Board to adopt Mr. Schaffenburg's 23 District Proposal. He preferred that proposal for a number of reasons including: that certain historical sites including Cole Harbour Long Hill View, the Bell House and the Cole Harbour Meeting House would be included with the balance of Cole Harbour; that the No. 7 Highway is a natural boundary; and that there is no practical negative impact if some parts of Westphal are in one district and other parts in another. Both the submissions of the residents and Councillor McInroy have merit. In the end, the Board has amended Mr. Schaffenburg's 23 District Proposal by adjusting the boundary of District C westward to the west of the Ross Road area and to the east of the Humber Park Subdivision. The Humber Park Subdivision and associated areas are transferred to District D. The change has the effect of moving the Home for Coloured Children and the Black Cultural Centre to District C. Cherry Brook remains in District C along with Preston and Porters Lake.

(ii) District E - Woodside/Eastern Passage

97 Councillor Bruce Hetherington generally supported the configuration of District E, but suggested that the north-east boundary should follow existing arterial streets. While the Board agrees with Councillor Hetherington that where possible clearly identifiable boundaries, such as Portland Street, should be followed, the Board finds that adjusting the boundary in this manner would have an unacceptable impact on elector parity. The Board for that reason has not adjusted the boundary as requested by Mr. Hetherington.

(iii) District T - Timberlea/Peggy's Cove and District U - Hammonds Plains/St. Margaret's

98 Councillor Reg Rankin objected to the configuration of proposed District T and District U. District T includes the communities of Beechville, Timberlea and Hubley in one district along with the coastal communities stretching from Glen Margaret to West Pennant. District U includes the communities of Hammonds Plains and Tantallon and the coastal communities stretching from Glen Margaret to Hubbards. In addition, several letters were received from residents raising similar concerns. They would prefer the existing configuration of District 22 and 23 whereby Timberlea and Hammonds Plains are in one district and the coastal areas are in another. Mr. Schaffenburg, in evidence, and Mr. Anstey in argument spoke to the desirability of having the two growth areas of Timberlea and Hammonds Plains in separate districts in order to better maintain voter parity into the future. The Board agrees.

99 The Board notes the adjacent communities of Beechville, Timberlea, Lakeside and Hubley along Highway 103, are all now in District T. Hammonds Plains and the Upper Tantallon area, both of which are served by an ever expanding recreational and commercial development surrounding Exit 5 on the 103 Highway, are in District U. The Board also notes that this configuration is the one recommended by the DBAC following public consultation. The Board confirms Districts T and U as suggested by Mr. Schaffenburg.

(iv) District B - Beaverbank/Fall River

100 The 23 District Proposal separates the communities of Beaverbank and Upper Sackville. This configuration gave the Board significant concern because of the historical community of interest between Beaverbank and Upper Sackville as noted by Councillor Brad Johns and other residents who testified. The Board recalled Mr. Schaffenburg and discussed with him a number of possible configurations in an attempt to resolve this issue, but all of them resulted in unacceptable positive voter parity in District V (Lower Sackville) and unacceptable negative voter parity in the balance of District B (Fall River and Grand Lake).

101 The Board notes that the proposed District B leaves all of the community of Beaverbank intact and in one district along a traditional boundary, the railway line. In addition, the line which separates District B (Beaverbank/Fall River) from District W (Upper Sackville) is generally the same dividing line used to separate provincial constituencies, i.e., Beaverbank and Upper Sackville are separate in the provincial legislature as well.

102 In order to maintain reasonable voter parity, the Board approves District B as outlined in the 23 District Proposal.

(v) District M - Fairview/Clayton Park

103 Concerns were expressed by Councillor Russell Walker that the area to the north of Lacewood Drive and Bayview Road was being separated from Fairview/Clayton Park and included in District K (Rockingham/Wentworth). Mr. Schaffenburg noted that District K already had a variance of -13.8%. To remove this area from District K would result in a variance which the Board finds unacceptable. Again, in order to maintain an acceptable voter parity, District M and K as contained in the 23 District Proposal are approved.

(vi) Finding

104 In the Board's view Mr. Schaffenburg's 23 District Proposal (as revised by the Board) provides a configuration which meets the requirements of s. 368(4) of the Act and is approved. The Board was impressed with Mr. Schaffenburg's knowledge of HRM, his thoughtful analysis, and his forthright answers to Board questions.

VII OTHER ISSUES

The DBAC

105 While the Board appreciates the submissions of all witnesses in the hearing and presenters in the public sessions, the Board wishes to specifically recognize the contribution of Mr. Hyland, Ms. Miller and the other members of the DBAC. For no reward, other than the discharge of their public duty, the DBAC members went through a lengthy public consultation and deliberation process in coming to their recommendations. In addition, Mr. Hyland and Ms. Miller have participated in 12 days of hearings before this Board. The Board feels that such public service is worthy of recognition in this decision.

VIII GUIDANCE FOR FUTURE APPLICATIONS

106 The Board feels that it would be useful to provide some guidance to HRM and other municipalities with respect to future applications pursuant to ss. 368 and 369 of the Act. Several witnesses indicated that such guidance from the Board would be welcome, including Mr. Hyland, Mr. Radchuck, Councillor Goucher and others.

A. Number of Councillors and Polling Districts

107 It is the Board's view that the logical starting point under the Act is for Council to determine the desired number of councillors. Questions related to the distribution of polling districts should be addressed in a second stage.

108 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.

109 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.

110 However, the size of Council and its governance structure is a matter to be determined by Council in an informed debate after further consultation. On this issue it would be helpful to consult senior staff and perhaps experts in the field.

111 Once the total number of councillors and polling districts is determined, the task becomes one of distributing the polling districts to satisfy the objectives listed in s. 368(4) of the Act.

B. Relative Parity

112 As noted in paragraph 82, the Board believes that the target variance for relative parity for all future applications should be +10%. A variance in excess of +10% must be justified in terms of the criteria identified in s. 368(4) of the Act. A negative variance in growth areas would be appropriate. An example of this is proposed District "L" (Clayton Park West) which is -24.6% according to the 2001 census data as shown in Table 4 (paragraph 88). However, as is explained in Mr. Schaffenburg's analysis (paragraph 91), growth has been so rapid in this district that the true variance today is probably less than -10%. If a variance does exceed 10% the Board would expect justification. The more the variance exceeds 10% the greater and more detailed the justification the Board will expect.

C. Community of Interest and Geography

113 Community of interest criteria to be taken into account include:

-- history

- recreational issues
- tax rates, ie. area rates
- services (water and sewer)
- fire protection service areas
- traffic infrastructure and patterns
- planning boundaries
- language
- ethnic origin
- school districts
- shopping patterns and business centres

There may have to be accommodation of competing community of interest factors. Geography may also be a factor: in the present context of this decision, this term includes problems arising from a polling district having a much larger than average land area, and a consequent much lower than average density of voters per square mile. Under the Revised 23 District Proposal, HRM District A (Eastern Shore) in Table 4 falls in this category. Some of the matters to be considered with such a proposed district are alluded to by Mr. Schaffenburg at paragraph 91, above. Among other things, the Board notes that a district of this type can also sometimes present challenges in terms of travel times for a councillor. The variance for District A is -11.6%, which the Board considers appropriate in these particular circumstances.

D. Voter Data

114 The Board encourages municipalities to use the best quality voter data available, including, but not restricted to, census data or elector enumeration. Such information is invaluable in municipalities experiencing areas of significant growth. Mr. Radchuck's report was of assistance in identifying sources and types of data. These would include:

- census data
- electoral lists
- building permit information to the extent it identifies growth areas
- property assessment information

Where there is a significant presence of factors relating to language and/or ethnic origin, suitable information should be obtained from the census or other reliable sources.

E. Public Consultation

115 Just as with determining the desired number of districts, public consultation is essential to a successful process of setting boundaries. Ideally, municipalities should do this in two phases: a first set of public consultations and hearings prior to setting tentative district boundaries, and then another round of public consultations once tentative boundaries have been determined. In the present case, because of the very limited time available (the polling district boundaries must be determined no later than March 15, 2004), there has been a less than ideal level of public consultation on the issue of the tentative boundaries. Nevertheless, the Board has endeavoured to ensure there was as much public consultation as time permitted and has taken that public input into account before issuing its Order.

IX SUMMARY OF THE DECISION

116 In this decision, the Board considered a proposal by HRM for a 23 seat Council, and a proposal by the majority of the DBAC (a non-elected committee of citizens) for a 20 seat Council.

117 The Board has chosen to reject both these proposals. It rejected the HRM proposal because it considers the deviations, or variances, from relative voter parity (i.e., the variation in the number of voters per polling district) were too great in HRM's proposal. Indeed, most of the persons who testified before the Board in this proceeding, including most of the HRM Councillors who testified, strongly urged the Board to adopt a much closer voter parity than is found in the HRM proposal.

118 The Board rejected the DBAC 20 district proposal because it concluded that reducing the number of Councillors from 23 (a possibility contemplated in the 2000 Board Decision) is contrary to the overwhelming weight of the evidence before the Board in the present hearing. That evidence includes the views of the public, most of whom, according to the evidence, want a Council of the same, or even greater, size.

119 At the request of the Board, HRM staff produced, while the hearing was underway, a new electoral plan with 23 polling districts (as in the HRM proposal), but with much better parity. It is that plan, with a few modifications, which the Board has adopted.

120 In this decision, the Board has made findings in three principal areas: first, the process which the Board considers should be followed in applications of this type; second, Council size; and third, parity.

121 With respect to the first finding, respecting the process as a whole, the Board considers that the process followed by HRM in pursuing this application was unacceptable, and one that should never be followed again by either HRM or any other municipality (see paragraph 49). In future applications, the Board considers that municipal councils should, prior to any consideration of setting boundaries or variances from voter parity, first determine the number of councillors which is appropriate. The decision as to the number of councillors is an especially important one, and should be made by a municipal council only after extensive public consultation, as well as consultation with others, such as senior staff or consultants. Council can then make an informed decision as to how many polling districts there should be, and why (paragraph 63; paragraphs 107-111). In the second step of the process, Council should determine the boundaries for polling districts - once again only after extensive consultations with the public and others. Both of these decisions by council (on the number of councillors, and on the boundaries of polling districts), are ultimately subject to the Board's approval.

122 With respect to the second finding, council size, the Board finds that 23 is, on the evidence before it, the appropriate number of councillors and polling districts (see, in particular, paragraph 49 and following).

123 The third finding respects relative parity. Relative parity relates, in essence, to the concept of "one person, one vote", with the ideal being a variance of 0% (where the number of voters for each polling district is exactly the same). The Supreme Court of Canada has made it clear that this concept does not apply in Canada with the same rigour that it does, for example, in elections to the House of Representatives in the United States, and that various factors can properly be taken into account in justifying voter parities which stray from 0%. Thus, in Canada, it is not uncommon to find variations of 25%, or even 50%, contemplated in the relevant legislation. Indeed, the Board considers that 25% has come to be regarded by some municipalities as the normal target variance. While the Board does consider that, in some exceptional instances, a variation of +25% can indeed be justified for municipal polling districts, it believes a strong case must be made before such a variance is accepted.

124 The Board considers that the legislation, the case law, and the evidence in this proceeding, make it clear that the concept of relative parity - of hewing as closely as possible to the concept of "one person, one vote" - is a key one in setting the boundaries of polling districts. The Board is, however, conscious that relative parity should not be applied blindly: those setting the boundaries of polling districts must always remain sensitive to the various other factors which may need to be taken into account, including, for example, such things as community of interest, race, language and geography. The Board has kept these factors in mind, while endeavouring in this decision to set a higher level of parity than perhaps has generally been achieved in the past in municipal polling districts. It will expect HRM, and other councils, to likewise address themselves to this goal in future applications of this type. Specifically, the Board determines in this decision that the proper target variance for parity in municipal polling districts in Nova Scotia, both for purposes of this proceeding and for future proceedings of this type, shall be +10%, provided such issues as community of interest are generally satisfied. Any variance in excess of +10% must be justified in writing, and the greater the variance, the greater and more detailed the written justification that will be required.

125 Table 5 sets out the 23 polling district configuration approved by the Board:

Table 5

23 Polling District configuration prepared at the direction of the Board

Polling District

Eligible

Variance

	Voters	+/- %
A Eastern Shore 10,475	-1,371	-11.6%
B Beaver Bank/Fall River 12,515	669	5.6%
C Preston/Porters Lake 13,118	1,272	10.7%
D Colby/Forest Hills 13,512	1,666	14.1%
E Woodside/Eastern Passage 11,995	149	1.3%
F Portland/East Woodlawn 12,060	214	1.8%
G Braemar/West Woodlawn 12,545	699	5.9%
H Dartmouth Centre 12,494	648	5.5%
I North Dartmouth 12,806	960	8.1%
J Bedford 11,635	-211	-1.8%
K Rockingham/Wentworth 10,208	-1,638	-13.8%
L Clayton Park West 8,935	-2,911	-24.6%
M Fairview/Clayton Park 11,955	109	0.9%
N Halifax North End 12,147	301	2.5%
O Halifax Downtown 12,120	274	2.3%
P Northwest Arm - South End 11,515	-331	-2.8%
Q Connaught - Quinpool 11,735	-111	-0.9%
R Purcell's Cove - Armdale 11,150	-696	-5.9%
S Spryfield - Herring Cove 10,600	-1,246	-10.5%
T Timberlea/Peggy's Cove 13,195	1,349	11.4%
U Hammonds Plains/Saint Margarets Bay 11,576	-270	-2.3%
V Lower Sackville 12,190	344	2.9%
W Upper Sackville 11,804	-42	-0.4%

Total Number of Electors	272,450	

Average Number of Electors Per Councillor	11846
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126 Maps of the 23 Districts are attached as Schedule 2. [Editor's note: Schedule 2 was not attached to the copy received from the Court and therefore is not included in the judgment.]

127 HRM is directed to file descriptions of each of the districts for approval by the Board. In this decision the final districts are identified by letter in order to distinguish them from existing districts. In the final order HRM may revert to numbering the districts 1 through 23 and, if it wishes, provide whatever name, for each of the districts, HRM considers to be appropriate.

128 An Order will issue following approval of the district descriptions.

* * * * *

SCHEDULE 1
PUBLIC SESSIONS

November 13, 2003
Board Offices

Hugh Pullen
Benard Smith
Graham Reid
Alan Ruffman
Dawn Sloane
Marsha Parker

November 17, 2003
Cole Harbour High School

Phil Elliott
Paul Black
Ian Bailey
Ron Cooper

November 24, 2003
Bedford Junior High School

Carolyn MacFarlane
Wade Marshall
James Duncan
Peter Smith
Bob Harvey
Brad Johns
Debbie Hum
Dan MacNamara
Rick Benwell
Ian Weir
Ron Wilson
Mike Gaudet
Wayne Ingalls
Paul Russell
Sandra Guthro
James Abbey

January 31, 2004
Board Offices

Brad Johns
Dorothy Selig
Ron Moakler
Brian Pitts
John Harlow
Ron Cooper
Shalom Mandaville
Bruce Hetherington
Robin Barrett
Peter Majeau
Leslie Walker
Reg Rankin
David Hendsbee

* * * * *

SCHEDULE 2

[Editor's note: Schedule 2 was not attached to the copy received from the Court and therefore is not included in the judgment]

cp/e/nc/qltlc

DECISION

NSUARB-MB-04-03
NSUARB-MB-07-14
2007 NSUARB 166

NOVA SCOTIA UTILITY AND REVIEW BOARD

IN THE MATTER OF THE MUNICIPAL GOVERNMENT ACT

- and -

IN THE MATTER OF AN APPLICATION by **HALIFAX REGIONAL MUNICIPALITY** to confirm the number of councillors and to alter the boundaries of polling districts

- and -

IN THE MATTER OF AN APPLICATION by the **BOUNDARY ACTION REVERSAL COMMITTEE** to amend the boundary between Polling Districts #3 and #4

BEFORE: Roland A. Deveau, Panel Chair
Wayne D. Cochrane, Q.C., Member
Murray E. Doehler, CA, P.Eng., Member

COUNSEL: **HALIFAX REGIONAL MUNICIPALITY**
Mary Ellen Donovan, LL.B.
Sara Knight, LL.B.

BOUNDARY ACTION REVERSAL COMMITTEE
Alma Johnston, Chair

HEARING DATE: June 13, 2007

FILED UNDERTAKINGS: July 4, 2007

DECISION DATE: November 22, 2007

DECISION: Application approved, with an amendment to the boundary between Polling Districts #3 and #4.

INTRODUCTION

[1] The *Municipal Government Act*, S.N.S. 1998, c. 18 (the "Act") requires the council of every municipality to conduct a study and make an application to the Nova Scotia Utility and Review Board (the "Board") to confirm or alter the number of councillors and the boundaries of the polling districts. Section 369 states:

369 (1) In the year 1999, and in the years 2006 and every eighth year thereafter the council shall conduct a study of the number and boundaries of polling districts in the municipality, their fairness and reasonableness and the number of councillors.

(2) After the study is completed, and before the end of the year in which the study was conducted, the council shall apply to the Board to confirm or to alter the number and boundaries of polling districts and the number of councillors.

[2] Halifax Regional Municipality ("HRM" or the "Municipality") applied to the Board to confirm the present number of councillors at 23, and further, to alter the boundaries of polling districts in three locations.

[3] Following 12 days of hearings, the Board's decision of February 13, 2004, *Re Halifax Regional Municipality*, [2004] NSUARB 11, set the number of polling districts for HRM at 23, and set standards for relative parity of voting power. It also established HRM's polling district boundaries. The Boundary Action Reversal Committee strongly disagrees with the boundary between Polling Districts #3 and #4, stating that both the Cherry Brook and Lake Loon areas should be transferred into Polling District #4 (Cole Harbour). In its decision, the Board transferred the Montague Road/Humber Park area and a portion of Lake Loon to the Cole Harbour district, but the Cherry Brook area was retained in Polling District #3.

[4] The background behind the involvement of the Boundary Action Reversal Committee in this proceeding is outlined in a further decision of the Board: *Boundary Action Reversal Committee v. Halifax Regional Municipality*, [2004] NSUARB 58, issued on June 21, 2004. In that decision, the Board ruled that the Committee's application be adjourned and that it be considered along with the present application which HRM was required to file in connection with the review scheduled to occur in 2006 pursuant to s. 369 of the *Municipal Government Act*. Among the reasons for its decision to adjourn the hearing of the Committee's application, the Board noted that all persons had full opportunity to make submissions during the 12 days of hearing in November 2003 - January 2004. Further, the Board concluded that proceeding to a hearing at that time would be unduly disruptive to the municipal election process outlined in the *Municipal Elections Act*, R.S.N.S. 1989, c. 300, respecting the regular municipal election scheduled for October 2004.

[5] In a letter dated July 19, 2006, the Board granted a request by HRM to follow a simplified process for the 2006 review under s. 369 of the *Municipal Government Act*. This approval was provided on the basis of the extensive review and hearing process which occurred in 2003 and 2004, together with an undertaking by HRM to conduct a comprehensive review of the number and boundaries of polling districts in 2010. Accordingly, HRM was not required to consider the number of councillors and polling districts in the 2006 review process. The present review was limited to minor boundary adjustments to address elector variance figures which exceeded, without adequate

justification, the $\pm 10\%$ standard applied by the Board, as well as instances where the community of interest would be better served by a minor adjustment.

[6] HRM's present application was filed on April 20, 2007. As noted in the preceding paragraph, it seeks to confirm the number of polling districts and councillors at 23, pending a comprehensive review in 2010. The application proposes only three changes to the existing polling district boundaries. The proposed changes, along with the reasons in support of the said changes, are described in the application as follows:

- a) **Bedford South area (Tab 5):** Adjust the boundary between District 16 (Rockingham-Wentworth) and District 21 (Bedford). The current boundary bisects several recently created and proposed lots at Rochdale Place and Worthington Place. The adjusted boundary would place all lots fronting on Rochdale Place and Worthington Place within District 21, as these two culs-de-sacs are only accessible from Vanier Way, which is already located in this District. The rest of the boundary would remain unchanged. This recommendation would have a negligible effect on the number of voters in each district. It is a housekeeping amendment designed to eliminate potential confusion.
- b) **Hubley Lake area (Tab 6):** Adjust the boundary between District 22 (Timberlea-Prospect) and District 23 (Hammonds Plains - St. Margarets) to follow nearby lot lines. The rest of the boundary would remain unchanged. This recommendation would have a negligible effect on the number of voters in each district. This can be characterized as a housekeeping amendment.
- c) **Middle & Upper Sackville - Lucasville (Tab 7):** Adjust the boundary between District 2 (Waverley - Fall River - Beaver Bank) and District 19 (Middle & Upper Sackville - Lucasville) so that the lands containing Barretts Lumber and homes owned by Mr. Barrett surrounding the business be placed in District 2. The rest of the boundary would remain unchanged. This recommendation would have a negligible effect on the number of voters in each district.

[7] With respect to the application from the Boundary Action Reversal Committee, HRM Council decided to retain the current location of the boundary between Polling Districts #3 and #4, leaving the area of Cherry Brook/Lake Loon in Polling District #3 (Preston-Lawrencetown-Chezzetcook) rather than transferring it into Polling District #4 (Cole Harbour).

[8] The Notice of Hearing was advertised in the **Chronicle Herald** and **Daily News** on May 22 and 29, 2007. The hearing was conducted at the Board offices on June 13, 2007. Mary Ellen Donovan and Sara Knight acted as solicitors for HRM. Alma Johnston, who serves as Chair of the Boundary Action Reversal Committee, acted as agent on its behalf at the hearing.

[9] Table 1 sets out the number of eligible electors contained in each polling district in the last municipal election held in October 2004:

Table 1 Polling Districts			
Polling District	Number of Electors	Variation from Avg. Number of Electors	
		#	%
1 Eastern Shore - Musquodoboit Valley	9,338	(1,897)	(16.9%)
2 Waverley - Fall River - Beaver Bank	12,699	1,464	13.0%
3 Preston - Lawrencetown - Chezzetcook	13,528	2,293	20.4%
4 Cole Harbour	13,855	2,620	23.3%
5 Dartmouth Centre	11,875	640	5.7%
6 East Dartmouth - The Lakes	12,244	1,009	9.0%
7 Portland - East Woodlawn	12,055	820	7.3%
8 Woodside - Eastern Passage	11,794	559	5.0%
9 Albro Lake - Harbourview	10,143	(1,092)	(9.7%)
10 Clayton Park West	9,723	(1,512)	(13.5%)
11 Halifax North End	11,094	(141)	(1.3%)
12 Halifax Downtown	8,828	(2,407)	(21.4%)
13 Northwest Arm - South End	10,841	(394)	(3.5%)
14 Connaught - Quinpool	10,515	(720)	(6.4%)
15 Fairview - Clayton Park	10,029	(1,206)	(10.7%)
16 Rockingham - Wentworth	9,404	(1,831)	(16.3%)
17 Purcell's Cove - Armdale	9,866	(1,369)	(12.2%)
18 Spryfield - Herring Cove	11,047	(188)	(1.7%)
19 Middle & Upper Sackville - Lucasville	11,760	525	4.7%
20 Lower Sackville	11,745	510	4.5%
21 Bedford	11,094	(141)	(1.3%)
22 Timberlea - Prospect	13,161	1,926	17.1%
23 Hammonds Plains - St. Margarets	11,758	523	4.7%

Total number of electors: 258,396
 Number of councillors: 23
 Average number of electors per councillor: 11,235

EVIDENCE

[10] Marcus Garnet, Senior Planner, and Hilary Campbell, Planning Technician, presented the application on behalf of the Municipality. There are presently 23 councillors elected from 23 polling districts. The population of HRM according to the 2006 Census is 372,858, up from 359,183 in 2001.

[11] Hilary Campbell is a Planning Technician with HRM's Community Development, Planning Services. She was qualified to testify as an expert to provide opinion evidence on the application of technology and information systems respecting the development and depiction of polling district boundaries. Her work primarily involves the collection of statistical information and its application to a digital mapping system.

[12] In her testimony, Ms. Campbell described her compilation of data respecting the number of electors and their distribution across HRM. She indicated that HRM relied on the 2006 Census data as a reliable source of information upon which to base the present application. She described how the Census data was broken down in order to allot the eligible electors into the proposed polling districts.

[13] Table 2 gives some of the statistical information which was included in the application. The data contained in Table 2 incorporates the proposed boundary changes for the Bedford South, Hubley Lake and Middle/Upper Sackville areas described above in paragraph 6. This Table sets out the estimated number of eligible electors contained in each polling district, based on the 2006 census, as proposed in the application:

Table 2 Proposed Polling Districts			
Polling District	Number of Electors	Variation from Avg. Number of Electors	
		#	%
1 Eastern Shore - Musquodoboit Valley	10,188	(2,382)	(18.9%)
2 Waverley - Fall River - Beaver Bank	13,517	947	7.5%
3 Preston - Lawrencetown - Chezzetcook	14,340	1,770	14.1%
4 Cole Harbour	13,691	1,121	8.9%
5 Dartmouth Centre	12,146	(424)	(3.4%)
6 East Dartmouth - The Lakes	12,730	160	1.3%
7 Portland - East Woodlawn	12,978	408	3.2%
8 Woodside - Eastern Passage	12,697	127	1.0%
9 Albro Lake - Harbourview	12,702	132	1.1%
10 Clayton Park West	12,339	(231)	(1.8%)
11 Halifax North End	12,390	(180)	(1.4%)
12 Halifax Downtown	13,246	676	5.4%
13 Northwest Arm - South End	12,490	(80)	(0.6%)
14 Connaught - Quinpool	11,680	(890)	(7.1%)
15 Fairview - Clayton Park	11,063	(1,507)	(12.0%)
16 Rockingham - Wentworth	11,741	(829)	(6.6%)
17 Purcell's Cove - Armdale	11,794	(776)	(6.2%)
18 Spryfield - Herring Cove	11,465	(1,105)	(8.8%)
19 Middle & Upper Sackville - Lucasville	12,664	94	0.7%
20 Lower Sackville	11,920	(650)	(5.2%)
21 Bedford	12,480	(90)	(0.7%)
22 Timberlea - Prospect	14,416	1,846	14.7%
23 Hammonds Plains - St. Margarets	14,428	1,858	14.8%

Total number of electors: 289,103
 Number of councillors: 23
 Average number of electors per councillor: 12,570

[14] In cross-examination by Ms. Johnston, Ms. Campbell confirmed that the existing Polling Districts #3 and #4 had experienced different rates of growth between 2004 and 2006. The percentage variance from the average number of electors per councillor had decreased from 14.1% (2004) to 8.9% (2006) in Polling District #4 (Cole Harbour). Polling District #3 (Preston-Lawrencetown-Chezzetcook) had increased during the same period from an average percentage variance of 10.7% to 14.1%. Ms. Campbell acknowledged that Polling District #3 experienced significant growth with over 1,200 additional electors, while Polling District #4 remained relatively stable with a modest increase of about 180 electors.

[15] Marcus Garnet is a Senior Planner with HRM's Regional/Community Planning. He was qualified to testify as an expert able to provide opinion evidence as a planner respecting communities of interest.

[16] He briefly described the process undertaken by HRM leading to the present application. Mr. Garnet was involved in the four public meetings held by HRM, before the matter went to Council. He also drafted the staff report, which outlined the results of the public consultation process, incorporated the data compiled by Ms. Campbell, and provided staff's recommendations.

[17] With respect to the Cherry Brook/Lake Loon area, Mr. Garnet testified that HRM staff recommended to Council that this area be transferred from Polling District #3 (Preston-Lawrencetown-Chezzetcook) to Polling District #4 (Cole Harbour). In the staff report to Council dated April 11, 2007, staff concluded:

Cherry Brook-Lake Loon Boundary Action Reversal Committee Application

Application to move Cherry Brook from District 3 (Preston-Lawrencetown-Chezzetcook) to District 4 (Cole Harbour) (Map 5): As a parallel process, staff were also instructed to consider the application to the Board from the Cherry Brook/Lake Loon Boundary Action Reversal Committee. The application was supported by an April 2004 petition to the Nova Scotia Legislature copied to HRM in January 2007 (see cover letter in Attachment D).

Reasons provided by the Boundary Action Reversal Committee and other attendees at the public meetings include a long history of association between Cherry Brook, Lake Loon, Humber Park, Westphal and Cole Harbour; and that the community is oriented in a north-south, and not an east-west direction.

During the last polling district review in 2004, staff recommended using Highway 7 as a boundary between Districts 3 and 4 because the variances would no longer allow District 4 to extend north of the highway to include Cherry Brook. The Board partly over-ruled this in its 2004 decision, by retaining Lake Loon/Humber Park in District 4, but was not able to include Cherry Brook due to the very high variance that would have resulted.

The latest data show that this situation no longer applies. Cherry Brook can be included in District 4 without unduly affecting voter variances, provided that Lake Major Road remain in District 3. This would reduce the variance for **District 3** from 14.1% to 9.1%, though the variance for **District 4** would rise from 8.9% to 13.9%. While this would be above the target, it would be no higher than the 14.1% variance as approved by the Board in 2004.

The decision regarding this boundary application requires a judgement regarding what the community of interest is. This requires weighing a number of factors that cannot necessarily be quantified. The staff recommendation however is consistent with the Board's decision in 2004 as well as the public submissions during that review. There may be other factors which Council may wish to consider.
[Emphasis added]

[18] Mr. Garnet testified that, in making their recommendation, staff considered the significant public input received on this issue, including the filing of a petition with the Nova Scotia Legislature in April 2004 containing over 300 signatures. He also noted that staff's recommendation was consistent with a community of interest described during HRM's public meetings. Representatives of the Boundary Action Reversal Committee and local residents made presentations at HRM's meetings on January 25 and March 22, 2007. While Mr. Garnet stated that "community of interest" is a difficult concept to apply in some instances, staff's recommendation to move the Cherry Brook area into Polling District #4 (Cole Harbour) was consistent with the public's input on this point.

[19] At its meeting of April 17, 2007, Council did not adopt staff's recommendation respecting the Cherry Brook area.

[20] At the request of the Board, Mr. Garnet and Ms. Campbell filed an undertaking following the hearing with respect to potential development in the respective polling districts (i.e., #3 and #4). The undertaking showed that 550 new units are anticipated in the next few years in Polling District #3 (Preston-Lawrencetown-Chezzetcook), while only 260 new units are expected in Polling District #4 (Cole Harbour).

[21] Councillor Harry McInroy testified in support of HRM's application, specifically with respect to retaining the status quo between Polling Districts #3 and #4. He has been a councillor in the area for 26 years.

[22] In his view, the status quo should be maintained until the comprehensive review in 2010. At that time, he hopes that the elector variances might be such so as to allow the inclusion into Polling District #4 (Cole Harbour) of areas currently outside that polling district, but historically considered part of the Cole Harbour. He noted as examples the area containing the historic view of the waters of Cole Harbour as seen from Long Hill (presently in Polling District #3), as well as the Flying Cloud Drive area currently in Polling District #7. He added that the latter area also contains such important historic landmarks as the Cole Harbour Heritage Farm Museum. He stated that the possibility of recapturing some of these areas during the 2010 review might be constrained by transferring the Cherry Brook area into Polling District #4.

[23] Councillor McInroy testified that maintaining the present boundary between Polling Districts #3 and #4 would not impact the delivery of municipal services to the Cherry Brook area.

[24] Laura Lee Nicoll and Jill Hogg reside in Cole Harbour and have volunteered in many community activities, including school advisory committees, the Board of Cole Harbour Place and the Cole Harbour Rural Heritage Society. They reiterated the comments of Councillor McInroy with respect to potentially recapturing, during the 2010 review, areas historically associated with Cole Harbour.

[25] Councillor David Hendsbee represents Polling District #3. While he presently resides in the Lake Major Road area, he has lived near Cherry Brook since his childhood. He urged the Board to maintain the status quo between Polling Districts #3 and #4 until HRM's review in 2010.

[26] He testified that Highway #7 should be used as the boundary between the two polling districts, stating that the orientation of the community of interest in Cole Harbour is East/West rather than North/South.

[27] Alma Johnston testified in support of the Boundary Action Reversal Committee. She described the historic connection between the predominantly Black community of Cherry Brook and Cole Harbour, along with the intervening communities of Lake Loon, Humber Park, Montague Road and Montague Estates.

[28] Ms. Johnston stated that the Cherry Brook/Lake Loon area has contributed significantly to the growth of Cole Harbour, such as when the men from Cherry Brook

worked as farmers in Cole Harbour in the early years. She pointed out that residents of Cherry Brook had given up, voluntarily or otherwise, some of their lands to accommodate watershed, highway and power infrastructure that all facilitated the growth of Cole Harbour. She noted that this resulted in many residents of Cherry Brook, including herself, being forced to move and build homes in the surrounding communities of Humber Park, Montague Road and Cole Harbour.

[29] She testified that members of the Cherry Brook/Lake Loon community had also contributed, through the payment of taxes and volunteering effort, to the development of Cole Harbour Place, a large recreational and community centre.

[30] Due to the above history of contribution to the development of Cole Harbour, the residents of Cherry Brook feel a strong affinity to Cole Harbour, which she described as being stronger now than at any time in the last 40 years.

[31] John Harlow also testified in support of the Boundary Action Reversal Committee. He has resided in Humber Park since 1968. He echoed the comments of Ms. Johnston that there is a strong community of interest between Humber Park, Montague Road, Lake Loon and Cherry Brook and that this sub-area also has a strong community of interest with Cole Harbour, noting that community leaders and volunteers in his area have expended countless hours on the growth of Cole Harbour and its infrastructure, including the fire station and Cole Harbour Place.

FINDINGS

[32] Section 368(4) of the *Act* sets out the criteria for the Board to consider as follows:

368(4) In determining the number and boundaries of polling districts the Board shall consider number of electors, relative parity of voting power, population density, community of interest and geographic size.

[33] In previous municipal boundary decisions prior to 2004, the Board had permitted a maximum variation of $\pm 25\%$ from the average number of electors per councillor as the appropriate guideline to use in reviewing the number and boundaries of polling districts. The $\pm 25\%$ variance had occasionally been exceeded by some municipalities. It had always been the Board's intention, however, that this variance should represent the *maximum* range, rather than the rule.

[34] In 2004, the Board determined that the target variance for relative parity of voting power shall be $\pm 10\%$ from the average number of electors per polling district: see *Re Halifax Regional Municipality*, [2004] NSUARB 11. Any variance in excess of $\pm 10\%$ must be justified in writing. The larger the proposed variance, the greater the burden on the municipal unit to justify the higher variance from the average number of electors.

[35] While the Board will permit variances up to $\pm 25\%$, the outer limits of this range should only apply in exceptional cases, where the affected municipality provides detailed written reasons showing that population density, community of interest or geographic size clearly justify the necessity of an increased variance within a polling district. In most cases, however, the Board expects municipalities to meet a target

variance of the number of electors in each polling district which is within a $\pm 10\%$ range of the average.

[36] Except for the proposed location of the boundary between Polling Districts #3 and #4, there has been no objection made to the application. The Board accepts the reasons advanced by HRM for changing the boundaries in the three locations described above at paragraph 6, respecting the Bedford South, Hubley Lake and the Middle/Upper Sackville areas. Any of the proposed polling districts that fall outside the $\pm 10\%$ guideline applied by the Board are justified in order to protect communities of interest or to accommodate expected growth. In other cases, any attempt to improve the relative parity of voting power in one polling district would initiate a domino effect and seriously compromise the percentage variation in other polling districts.

[37] The sole contentious issue raised during this proceeding relates to the boundary between Polling District #3 (Preston-Lawrencetown-Chezzetcook) and Polling District #4 (Cole Harbour). This issue attracted significant attention in the public consultation process conducted by HRM in advance of its application, as well as in evidence at the hearing before the Board.

[38] The Boundary Action Reversal Committee submits that the Cherry Brook/Lake Loon area should be transferred from Polling District #3 to #4. Alma Johnston, who testified on behalf of the Committee, indicated that there is a strong community of interest between Cherry Brook/Lake Loon and Cole Harbour. On the other hand, witnesses who testified in favour of maintaining the status quo, including Councillor Harry

McInroy (District #4), Councillor David Hendsbee (District #3), Laura Lee Nicoll and Jill Hogg (residents of Cole Harbour), asked the Board to leave the existing boundaries intact in order to potentially accommodate, in future reviews, an extension of the Cole Harbour polling district boundaries to include other areas historically associated with Cole Harbour (e.g., the region comprising the Flying Cloud Drive area near the western portion of Polling District #4, but located on the eastern edge of Polling District #7).

[39] Taking into account all of the evidence, the Board concludes that the Cherry Brook/Lake Loon area should be transferred from Polling District #3 to Polling District #4. The Board accepts the evidence of Ms. Johnston and Mr. Harlow, who testified that there is a strong community of interest between Cherry Brook/Lake Loon and Cole Harbour. It is clear that the community of interest which exists is more than an historical one, and is currently exhibited in various other means, including recreational issues, water and sewer services, fire protection service areas, traffic infrastructure and school districts. Many of these factors have been previously identified by the Board as criteria to be taken into account in determining communities of interest: see *Re Halifax Regional Municipality*, [2004] NSUARB 11, para. 113.

[40] At the hearing, some witnesses for HRM urged the Board to maintain the status quo in order to accommodate the future transfer of the area containing the historic view of the waters of Cole Harbour as seen from Long Hill (presently in Polling District #3), together with the area containing such historic landmarks as the Cole Harbour Heritage Farm Museum (presently in Polling District #7). While these locations undoubtedly

possess historical significance, the arguments for moving such areas into Polling District #4 (Cole Harbour) are less compelling than the evidence tendered by the Boundary Action Reversal Committee.

[41] Further, the Board notes that the transfer of the Cherry Brook/Lake Loon area to Polling District #4 (Cole Harbour) can be achieved without any significant impact on relative parity of voting power. According to an undertaking filed by HRM, this change would result in a transfer of 620 electors from District #3 to #4. The resulting variance for Polling District #3 would decrease from 14.1% to 9.1%, while the variance for Polling District #4 would only increase from 8.9% to 13.9%.

[42] As noted by Mr. Garnet during his testimony, the Board had observed merit in transferring Cherry Brook/Lake Loon to the Cole Harbour district in its decision dated June 21, 2004, respecting the application of the Boundary Action Reversal Committee. However, the Board concluded that such a transfer would have had a far greater impact on relative parity of voting power at that time:

[43] The applicant asks that the boundary between Colby/Forest Hills and Preston be moved so that Cherry Brook and Lake Loon will now be in Colby/Forest Hills. The applicant had little to say about the effects of such a move upon voter parity between the two districts, or the potential effects upon the remaining 21 polling districts. In effect, Ms. Johnston says that she and her committee are focused on moving the boundary between the two polling districts, and any collateral consequences for other districts are of little interest to them. The Board, however, must keep in mind not just these two polling districts, but the other districts as well, in the context of a variety of factors, including such important matters as community of interest and voter parity. The latter, the Board noted in its February decision (para. 67), has been described by the Supreme Court of Canada as being of "prime importance." The variance for Colby/Forest Hills is already +14.1%, the highest positive variance for all of the polling districts established by the Board in its February 2004 decision. Both HRM and the applicant now acknowledge that moving the boundary as requested by the committee will immediately increase the variance from +14.1% to about +20%. Moreover, the evidence before the Board indicates that Colby/Forest Hills is a growth area, meaning that the positive variance of +20% would likely increase still further. In the view of the Board, this would move the district from an undesirable, but workable, variance to one which is unacceptable in the present circumstances.

[43] From the Board's review of the evidence currently before it in this proceeding, it concludes that two factors contribute to significantly better percentage variances in the present hearing. First, HRM staff, in consultation with the Boundary Action Reversal Committee, have been able to identify the appropriate boundaries of the Cherry Brook/Lake Loon area under review. Once this area was identified, the analysis of the 2006 Census data provided a more accurate representation of the actual number of electors affected by the transfer.

[44] Second, the proposed transfer will potentially accommodate future growth in Polling District #3, which appears to be the location where more growth is expected to occur relative to Polling District #4. According to evidence filed by HRM at the request of the Board, greater growth is anticipated in the Preston-Lawrencetown-Chezzetcook district than in the existing district of Cole Harbour. In this regard, the Board is comforted by the data which confirmed that more development is projected for Polling District #3 than for Polling District #4. At the request of the Board, HRM filed an undertaking showing the number of new units anticipated for each polling district. A total of 550 new units are anticipated in the next few years in Preston-Lawrencetown-Chezzetcook, while only 260 new units are expected in next few years in Polling District #4 (Cole Harbour).

[45] Finally, it is the view of the Board that it is not appropriate to deny the application of the Boundary Action Reversal Committee in favour of maintaining the status quo in advance of the future municipal boundary review in 2010. As noted above, the transfer of the Cherry Brook/Lake Loon area into Polling District #4 is consistent with its

strong community of interest with Cole Harbour. In addition, the basis for maintaining the status quo, as advocated by some, would appear to be unnecessary, if their intention is to "recapture" other areas historically associated with Cole Harbour which have been "lost" to other polling districts. For instance, the area of Flying Cloud Drive, located in Polling District #7, was referred to at the hearing. However, the transfer of its 2,600 electors into the Cole Harbour district would increase the variance for Polling District #4, by the Board's estimation, to over 29%. Such a result would be clearly unacceptable.

[46] In the end, the transfer of the Cherry Brook/Lake Loon area into Polling District #4 is appropriate in the present circumstances. However, this boundary, and others, will all be subject to further examination in 2010 when HRM conducts a comprehensive review of the number and boundaries of polling districts. At that time, any change in the number of councillors, emerging communities of interest or different population growth trends, or other factors, may impact on the location of boundaries.

[47] The Board concludes that, for the purposes of the 2008 municipal election, the Cherry Brook/Lake Loon area should be incorporated into Polling District #4 (Cole Harbour). In this respect, the Board finds that the area depicted as the Cherry Brook/Lake Loon area on Map 5 attached to the staff report dated April 11, 2007 (including the area containing the Nova Scotia Home for Coloured Children) shall be transferred to Polling District #4. This proposed configuration for Polling District #4 (Cole Harbour) was developed by staff and the Boundary Action Reversal Committee at HRM's public meeting held on March 22, 2007. At the Board hearing, Ms. Johnston confirmed that Map 5 was supported by the Committee.

CONCLUSION

[48] The Board approves the application. The number of polling districts is set at 23, each electing one councillor. The Board also approves the proposed changes to the polling district boundaries as described in HRM's application (the Bedford South, Hubley Lake and Middle/Upper Sackville areas). Further, it directs that the boundary between Polling Districts #3 and #4 be changed as provided in this decision. In all other respects, the boundaries of the polling districts are confirmed.

[49] The Board commends HRM on the extensive consultation and study process followed. Both staff and Council worked diligently to ensure the views of the public were properly solicited and that communities of interest and relative parity of voting power were canvassed in the application. It is to be noted that Mr. Garnet and Ms. Campbell proved to be very helpful in the Board's review of this matter.

[50] Further, HRM will undertake a comprehensive review of the number and boundaries of polling districts in 2010, in advance of the municipal election in 2012. The Board is confident that HRM will continue its practice of ensuring that a thorough public consultation process occurs as part of that upcoming review. In order to allow sufficient time for the application to be considered in advance of the 2012 municipal election, the application must be filed no later than December 31, 2010, unless directed otherwise by the Board.

[51] An Order will issue after the descriptions are finalized for the revised polling district boundaries. The Clerk of the Board will communicate with HRM about the preparation of new descriptions for the affected polling districts.

DATED at Halifax, Nova Scotia, this 22nd day of November, 2007.

Roland A. Deveau

Wayne D. Cochrane

Murray E. Doehler

Extract of Regional Council Minutes - August 4, 2009

13.3 District Boundary

This item was addressed during an earlier Committee of the Whole meeting and was before Council for ratification.

MOVED BY Councillor Rankin, seconded by Councillor Outhit that Halifax Regional Council:

- 1. Recommend that HRM's major District Boundary Review, required to be submitted by December 31, 2010, be conducted in two (2) phases. The first phase to address HRM's Council governance structure and the second phase to set the specific district boundaries.**
- 2. For phase 1, the establishment of HRM's Council governance structure, a Committee of Council be struck to consider appropriate alternatives for HRM and bring forward a recommendation to Regional Council on or before February 24, 2010 with regard to:**
 - i) the size of Regional Council appropriate to decision making of a Regional nature; and**
 - ii) the size of Regional Council to support a Community Council structure appropriate to community decision making.**

And, that the Committee of Council be comprised of:

- i) the Mayor**
- ii) one (1) Councillor nominated from each of the Community Councils**
- iii) one (1) member of HRM's Executive Management Team**

And, that the Committee of Council undertake the public consultation deemed necessary to ensure appropriate public input and consultation on the matter.

- 3. For phase 2, the setting of specific district boundaries based on the direction approved by Regional Council, be undertaken by the same Committee of Council and supported by appropriate staff resources and expertise. The Committee will:**
 - i) ensure the boundaries are set in accordance with the Nova Scotia Utility and Review Board (NSUARB) and legislative requirements to be considered in the setting of district boundaries including but not exclusive to communities of interest, planning areas, and meeting the population/voter equity between districts "plus or minus 10%" - or defended otherwise;**
 - ii) undertake the public consultation deemed necessary to ensure appropriate public input and consultation on the boundaries including Councillors, stakeholders and the broader public; and**
 - iii) bring forward a recommendation for ratification (for or against) on the District Boundaries to Regional Council on or before September 28, 2010.**

MOTION PUT AND PASSED.

5. DISTRICT BOUNDARY REVIEW

- A report dated July 20, 2009 was before Council.
- A copy of the PowerPoint presentation was before Council.

Ms. Cathy Mellett, Acting Manager, Municipal Clerk's Office, presented the information assisted by Ms. Sara Knight, Solicitor, HRM Legal Services.

MOVED BY Councillor Rankin, seconded by Councillor Blumenthal that Halifax Regional Council:

1. **Recommend that HRM's major District Boundary Review, required to be submitted by December 31, 2010, be conducted in two (2) phases. The first phase to address HRM's Council governance structure and the second phase to set the specific district boundaries.**
2. **For phase 1, the establishment of HRM's Council governance structure, a Committee of Council be struck to consider appropriate alternatives for HRM and bring forward a recommendation to Regional Council on or before February 24, 2010 with regard to:**
 - i) **the size of Regional Council appropriate to decision making of a Regional nature; and**
 - ii) **the size of Regional Council to support a Community Council structure appropriate to community decision making.**

And, that the Committee of Council be comprised of:

- i) **the Mayor**
- ii) **one (1) Councillor nominated from each of the Community Councils**
- iii) **one (1) member of HRM's Executive Management Team**

And, that the Committee of Council undertake the public consultation deemed necessary to ensure appropriate public input and consultation on the matter.

3. **For phase 2, the setting of specific district boundaries based on the direction approved by Regional Council, Regional Council appoint an independent Advisory Committee. The committee to be comprised of residents and experts, supported by appropriate staff resources and expertise to determine the specific district boundaries for the number of districts determined by Council in Phase 1 of the District Boundary Review process. This Advisory Committee will:**
 - i) **ensure the boundaries are set in accordance with the Nova Scotia Utility and Review Board (NSUARB) and legislative requirements to be**

- considered in the setting of district boundaries including but not exclusive to communities of interest, planning areas, and meeting the population/voter equity between districts "plus or minus 10%" - or defended otherwise;
- ii) undertake the public consultation deemed necessary to ensure appropriate public input and consultation on the boundaries including Councillors, stakeholders and the broader public; and
 - iii) bring forward a recommendation for ratification (for or against) on the District Boundaries to Regional Council on or before September 28, 2010.

Councillor Rankin advised that he was in agreement with Phase 1 and suggested that the basic question be addressed as soon as possible in regard to maintaining the status quo, or; that the size of Council be reduced. He requested that the reasons for each option be provided.

Councillor Watts entered the meeting at 10:19 a.m.

Councillor Harvey noted that he was weary of process and that he was ready to move forward with the concept for a reduced Regional Council of twelve (12) to eighteen (18) districts that would have a more regional approach in decision making.

Councillor Uteck commented that the process should move forward. She requested that the previous press releases be reviewed in regard to the negative criticism received when Council decided to maintain the status quo contrary to the Committee's recommendation.

Councillor Outhit agreed that there could be a gain by streamlining Council and suggested the possibility of having Members at Large on Council and the empowerment of Community Councils although he was opposed to the idea of District Councils. He requested that all communications concerning this item be clear that the project was not a move toward de-amalgamation. He expressed interest in serving on the Committee.

Councillor Walker noted that the final decision for Phases 1 and 2 would be a decision of Council and suggested that there be one Committee with the composition as outlined for the Committee of Council for Phase 1. He also suggested that the two larger Community Councils, Chebucto and Harbour East, be permitted to have an additional representative on the Committee and that the composition of the Committee of Council be increased by two (2) to accommodate the addition of those two representatives.

Moved by Councillor Walker, seconded by Councillor Karsten that the composition of the Committee of Council for Phase 1 be amended to expand the composition by two (2) and that the expansion be to accommodate an additional representative from the Chebucto Community Council and Harbour East Community Council for a total

of two (2) representatives from the Chebucto and Harbour East Community Councils.

Councillor Hum noted that she was in support of the amendment as it would provide equity in the decision making process for the Harbour East and Chebucto areas.

Councillor Karsten advised that he was in support of the proposed amendment and asked that consideration be given to the issue of equity noting that there were six Councillors serving on the Harbour East Community Council.

Councillor Rankin explained that he was not in support of the proposed amendment as it would be a flawed approach with signs of sub-regionalism and parochialism. He inquired on what basis some Community Councils would be deemed more equitable than others.

Councillor Harvey advised that he was not in support of the amendment as Council was a body of equals among equals.

Councillor Johns noted that he was not in support of the amendment as the responsibility of the Community Council representative on the Committee would be to bring forward the views of the entire Community Council regardless of the number of Councillors serving on the Community Council they were representing.

Councillor Dalrymple advised that he was not in support of the proposed amendment as it may be considered an attempt by urban blocks to dominate another facet. He requested that information on the population per district be provided first in order to determine the merit of the proposed motion. Allowing more representation for particular Community Councils would not be fair or equitable. He expressed his support for the composition as originally presented, or; for a composition of two representatives from each of the following areas: rural, suburban and urban.

Councillor Walker commented that Community Councils were not fair in their representation. He noted that each Councillor represents approximately 15,000 voters and that it had nothing to do with being rural, suburban or urban. He explained that the proposed amendment was in regard to equity and was not intended as a means to dominate the process.

Councillor Outhit commented that having one representative per Community Council, as originally presented, was a good way to determine a manageable number on the Committee.

Councillor Karsten requested that the Community Council representative on the Committee be required to report back to their respective Community Councils on a consistent basis.

Councillor Johns suggested that each Councillor, and the Mayor, be interviewed separately as part of the process.

Councillor Nicoll advised that she was in agreement with equal representation and suggested that the Chair of each Community Council be the person appointed to the Committee of Council as that person had already been voted to represent the Community Council.

MOTION TO AMEND PUT AND DEFEATED.

Discussion ensued on the main motion as follows:

Councillor Smith noted that research had to be done on the current workload of each Councillor and a review of how they represent certain areas as some areas were challenging and needed a Councillor on the street every day to obtain the feedback. He suggested that the process be done in one step and that HRM should review what other areas are doing including: who is taking the phone calls; what types of complaints do they deal with in regard to how they do things; are the citizens happy; has there been a poll done to determine the satisfaction of the residents.

Deputy Mayor Hendsbee commented that the process could be streamlined by considering what the province will do with their boundary review. The municipal and provincial boundaries should be reflective to make it easier for the voters list. He noted that the province of Ontario has similar boundaries for federal and provincial areas which makes it easier for residents to understand who their representatives are and who is responsible for what service. The province of Nova Scotia has fifty-two (52) seats; 40% of the population was in HRM but HRM did not have 40% of the provincial seats. He suggested that each Councillor could speak to the Nova Scotia Utility and Review Board and provide their own opinion on how to address the issue. The issue of more administrative support and more resources for Municipal Councillors should be included as part of the process as Councillors will require support to allow them to do their jobs better in their own districts. Deputy Mayor Hendsbee agreed that it was time for an overhaul to simplify the process but did not want HRM to be compared to other municipalities. He suggested that the benchmark cities used for the Economic Scorecard be used for reference purposes.

Councillor Blumenthal noted that the federal and provincial levels of government do not do the hands on work that the municipal Councillors do and a decrease in the number of Councillors would mean an increase in staff support so there would be no monetary savings. He explained that he returns all phone calls himself and would not want an Executive Assistant.

Councillor Hum commented that the result of the review undertaken in 2000 was for a reduction in Council size to twenty (20) districts but the public requested the status quo as they did not want the Councillors' role to change. She agreed that each Councillor be interviewed separately with the information provided to a separate, unbiased committee. The governance model would depend upon the number of districts. Residents of HRM

expect, and are accustomed to, a hands on approach. Councillors cannot be all things to all people at all times and do require support staff/assistants. She concurred that Council does have to change the way it operates and become more efficient. She expressed concern with the Committee's decision not being endorsed when it comes to Council as happened in the past. She suggested an autonomous process with the decision going directly to the Nova Scotia Utility and Review Board from the Committee.

Ms. Mary Ellen Donovan, Municipal Solicitor, advised that the Municipal Government Act required that Council make the decision. She explained that HRM could request that the province revise the HRM Charter to restructure the process to have an independent review process and that a recommendation be made to the Nova Scotia Utility and Review Board that the recommendation would remain independent without Council's endorsement.

Councillor Rankin explained that all Councillors could participate during Phase 1 of the process although they would not all have a vote. He would support having one Committee do both Phase 1 and Phase 2 as the body of knowledge would already be there and it would be more expedient.

Councillor Harvey commented that one element was missing from the full public process; a review of the entire boundary of HRM.

In response to the strong position toward a smaller Council, Councillor Dalrymple suggested that Council be reduced in size to fourteen (14) to eighteen (18) districts, and; that expanded use/authority of the Community Councils be considered and the matter given to a non-partisan Committee.

Councillor Walker noted that the Nova Scotia Utility and Review Board had already provided the guidelines to Regional Council and that Council will make the decision following public consultation. He noted that the geographic size of HRM would make joining the districts challenging.

In response to Councillor Karsten, Mayor Kelly advised that the Committee Representative from the Executive Management Team has not yet been determined.

Councillor Karsten noted that a smaller Council would not necessarily be better noting that there were currently twenty-four (24) representatives who got along very well while representing almost 400,000 residents. He was in support of a reduced Council, however; certain things had to be in place and he was not certain that HRM was ready for the reduction as it was still a fairly new regional municipality. He cautioned Council not to make change for the sake of change.

Councillor Johns requested that Council respect the decision of the Committee when it came forward as the Committee would be spending a lot of time and effort on the project.

Councillor Nicoll advised that she wanted to hear what the public had to say in regard to the boundaries as change has to be driven by the people. She was in support of the boundary lines being similar to the provincial boundaries in order to reduce confusion.

Councillor Wile expressed concern with wasting the Committee's time if the resulting decision of Council were the same as last time, to maintain the status quo, after all the work the previous Committee had done in preparing and presenting their recommendation.

Councillor Smith expressed concern with the process when the direction from the Nova Scotia Utility and Review Board was to enter the process with an open mind yet so many had already made their decision. He noted that the Committee would have to find the facts and that the Community Councils should ensure that they have an open minded representative on the Committee.

MOVED BY Councillor Smith, seconded by Councillor Rankin that the motion be amended to have both Phase 1 and 2 undertaken by the same Committee of Council. MOTION TO AMEND PUT AND PASSED.

Councillor Barkhouse commented that there was a diversity of community issues and that two districts could not be merged based on geography alone. The workload per district would also have to be considered. She noted that she represented two districts that say they have nothing in common. Providing an opportunity for the communities to comment on how they were represented would be beneficial.

In response to Mayor Kelly, Ms. Cathy Mellett confirmed that the deadline for a decision to be before the Nova Scotia Utility and Review Board was December 31, 2010.

Councillor Karsten requested the most recent census in order to obtain the most accurate calculations.

A vote was then taken on the amended motion as follows:

MOVED BY Councillor Rankin, seconded by Councillor Blumenthal that Halifax Regional Council:

1. **Recommend that HRM's major District Boundary Review, required to be submitted by December 31, 2010, be conducted in two (2) phases. The first phase to address HRM's Council governance structure and the second phase to set the specific district boundaries.**
2. **For phase 1, the establishment of HRM's Council governance structure, a Committee of Council be struck to consider appropriate alternatives for HRM**

and bring forward a recommendation to Regional Council on or before February 24, 2010 with regard to:

- i) the size of Regional Council appropriate to decision making of a Regional nature; and
- ii) the size of Regional Council to support a Community Council structure appropriate to community decision making.

And, that the Committee of Council be comprised of:

- i) the Mayor
- ii) one (1) Councillor nominated from each of the Community Councils
- iii) one (1) member of HRM's Executive Management Team

And, that the Committee of Council undertake the public consultation deemed necessary to ensure appropriate public input and consultation on the matter.

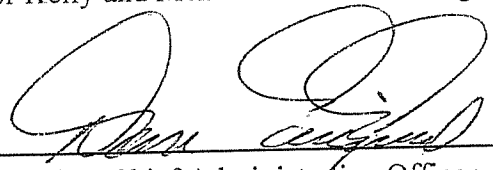
3. For phase 2, the setting of specific district boundaries based on the direction approved by Regional Council, be undertaken by the same Committee of Council and supported by appropriate staff resources and expertise. The Committee will:

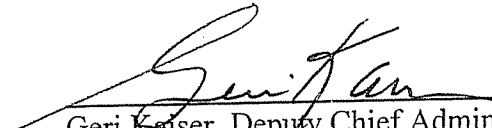
- i) ensure the boundaries are set in accordance with the Nova Scotia Utility and Review Board (NSUARB) and legislative requirements to be considered in the setting of district boundaries including but not exclusive to communities of interest, planning areas, and meeting the population/voter equity between districts "plus or minus 10%" - or defended otherwise;
- ii) undertake the public consultation deemed necessary to ensure appropriate public input and consultation on the boundaries including Councillors, stakeholders and the broader public; and
- iii) bring forward a recommendation for ratification (for or against) on the District Boundaries to Regional Council on or before September 28, 2010.

MOTION PUT AND PASSED.

TO: Mayor Kelly and Members of Halifax Regional Council

SUBMITTED BY:


Dan English, Chief Administrative Officer


Geri Kaiser, Deputy Chief Administrative Officer - Corporate Services
and Strategy

DATE: July 20, 2009

SUBJECT: District Boundary Review

ORIGIN

Section 364 of the HRM Charter, which references Part XVI Section 369 of the Municipal Government Act, requires that HRM undertake a full district boundary review every eight (8) years. The Nova Scotia Utility and Review Board (NSUARB) allowed HRM to undertake a modified review in 2006-2007, but ordered that a full district boundary review be submitted to the NSUARB by December 31, 2010.

RECOMMENDATION

It is recommended that:

1) HRM's major District Boundary Review required to be submitted by December 31, 2010 be conducted in two (2) phases. The first phase to address HRM's Council governance structure and the second phase to set the specific district boundaries.

(RECOMMENDATIONS CONT'D ON PAGE 2)

RECOMMENDATIONS CONT'D

2) For phase 1, the establishment of HRM's Council governance structure, a Committee of Council be struck to consider appropriate alternatives for HRM and bring forward a recommendation to Regional Council on or before February 24, 2010 with regard to:

- the size of Regional Council appropriate to decision making of a Regional nature; and
- the size of Regional Council to support a Community Council structure appropriate to community decision making.

And, that the Committee of Council be comprised of:

- The Mayor
- one (1) Councillor nominated from each of the Community Councils
- one (1) member of HRM's Executive Management Team

And, that the Committee of Council undertake the public consultation deemed necessary to ensure appropriate public input and consultation on the matter.

3. For phase 2, the setting of specific district boundaries based on the direction approved by Regional Council, Regional Council appoint an independent Advisory Committee. The committee to be comprised of residents and experts, supported by appropriate staff resources and expertise to determine the specific district boundaries for the number of districts determined by Council in Phase 1 of the District Boundary Review process. This Advisory Committee will:

- ensure the boundaries are set in accordance with the NSUARB and legislative requirements to be considered in the setting of district boundaries including but not exclusive to communities of interest, planning areas, and meeting the population/voter equity between districts "plus or minus 10%" - or defended otherwise;
- undertake the public consultation deemed necessary to ensure appropriate public input and consultation on the boundaries including Councillors, stakeholders and the broader public; and
- bring forward a recommendation for ratification (for or against) on the District Boundaries to Regional Council on or before September 28, 2010.

BACKGROUND

The Halifax Regional Municipality undertook the last major District Boundary Review in 2003 in advance of the 2004 municipal elections. A limited boundary review process was undertaken in 2007 in advance of the 2008 municipal elections. In 2007 the NSUARB ordered that a full district boundary review be submitted to the NSUARB by December 31, 2010.

In January 2009, under Council's focus area of *Governance & Communications*, Council adopted the following three (3) major governance priorities :

- Committees of Council Reform
- Council size and roles
- The role of Community Councils

Two (2) of these initiatives, Council size and role and the role of Community Councils, are an integral part of determining the governance model required to guide the District Boundary Review process.

DISCUSSION

In March 2009 a staff working group was formed to begin preparing for the District Boundary Review process.

The working group is chaired by the Municipal Clerk's Office, with senior representatives from Community Development- Planning & Development Services, Legal Services, and Business Planning and Information Management - Data Division and supported by a technical team of staff with the skill required to support the District Boundary review. The intent of the working group was to:

- Review previous NSUARB decisions in regard to District Boundary Review to be able to provide guidance on the NSUARB direction in undertaking the review.
- Review existing and required data (population, planning, etc) necessary to support the District Boundary Review process;
- Propose to Council a structure and approach to enable HRM to complete the review
- Provide staff and technical support to the Boundary Review Process adopted by Council

This report is intended to present an overview of the findings to date and propose, for Council's consideration, a go forward approach in undertaking the major District Boundary Review required of HRM.

Nova Scotia Utility and Review Board

A full summary of previous NSUARB decisions has been prepared by Legal Services and is attached as Appendix A of this report.

The NSUARB, through their previous decisions, have provided specific direction with regard to conducting a major District Boundary Review.

It is the Board's view that the logical starting point under the Act is for Council to determine the desired number of councillors. Questions related to the distribution of polling districts should be addressed in a second stage.

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.

However, the size of Council and its governance structure is a matter to be determined by Council in an informed debate after further consultation. On this issue, it would be helpful to consult senior staff and perhaps experts in the field.

Once the total number of councillors and polling districts is determined, the task becomes one of distributing the polling districts to satisfy the objectives listed in section 368 (4) of the Act (at paragraph 107-111).

A Phased Approach

The NSUARB anticipates the HRM's District Boundary Review will be a two (2) phased approach:

- The first phase is intended to establish the Council Governance structure that will provide the rationale and guidance for the final determination of the specific District Boundaries.
- That governance review should include the role of Community Councils, the role of Regional Council, the role of Councillors in regard to regional, community decision making and constituent support
- The second phase will involve setting the specific District Boundaries, guided by direction provided by Council, on the Council governance structure from Phase 1 .
- The establishment of specific district boundaries will be required to follow the direction on governance adopted by Council in Phase 1 and the specific NSUARB and legislative requirements in regard to retaining "communities of interest" and meeting population/voter equity between districts "plus or minus 10%".

Council as the Decision Making Body

The NSUARB anticipates that Council will take the lead as the decision making body, especially in regard to Phase 1 and provide the governance model that will determine the number of Districts and governance direction for HRM. The final submission, including location of specific boundaries must be based on a Motion of Regional Council but can involve staff, other experts, and community advisors.

Appropriate Public Consultation

The NSUARB anticipates that appropriate public consultation will be applied in each of the two phases. They also recognize that the type of public consultation will differ between Phase 1 and Phase 2.

Phase 1 will, by necessity, involve a more broad based approach to consultation on issues of governance and the implications regarding the size of Regional Council, the number of districts within this structure and the number of Community Councils which are appropriate.

Phase 2 will require consultation with specific communities regarding the setting of specific district boundaries and their impact on those communities.

Recommendations

In keeping with the direction provided by the Nova Scotia Utility and Review Board the following structure and process is proposed to allow HRM to meet the requirement to undertake and submit a recommendation on District Boundary Review to the NSUARB by December 2010.

Phase 1 - HRM's Governance Structure

Staff are recommending that a Committee of Council be struck :

- To consider alternatives and bring forward recommendations on the appropriate Council governance structures for HRM in regard to:
 - a Regional Council of a size appropriate to decision making of a Regional nature;
 - and
 - a Regional Council of a size that supports a Community Council structure appropriate to community decision making,
- To undertake the public consultation they deem necessary to ensure appropriate public input and consultation on the matter.
- To bring forward a recommendation to Regional Council for its consideration on or before February 28, 2010.

That the Committee of Council be comprised of the Mayor, one Councillor from each Community Council and a member of the Executive Management Team. The Committee of Council would be supported by appropriate staff resources.

Phase 2- Setting District Boundaries

That, *based on the direction given by Regional Council (as determined in Phase 1)*, an independent Advisory Committee comprised of residents and experts, be struck and supported by appropriate staff resources and expertise.

That the independent Advisory Committee determine the specific district boundaries for the number of districts determined by Council in Phase 1 of the District Boundary Review process:

- ensure the boundaries are set in accordance with the NSUARB and legislative requirements to be considered in the setting of district boundaries including but not exclusive to communities of interest, planning areas, and meeting the population/voter equity between districts "plus or minus 10%" - or defended otherwise.
- undertake the public consultation they deem necessary to ensure appropriate public input and consultation on the boundaries including council, stakeholders and the broader public.
- bring forward a recommendation on specific District Boundaries to Regional Council for consideration on or before September 30, 2010.

It is anticipated that the recommendation would be ratified by Council with a single vote that either accepts (in whole) or rejects (in whole) the recommendation of the Committee provided the direction provided by Council in Phase 1 is followed.

In Summary

Undertaking the District Boundary Review required by HRM within the time frames required by the Nova Scotia Utility and Review Board will be a major undertaking for Council, the Community and staff.

Conducted effectively, this review will determine the governance model and supporting Council structure of HRM and will provide the cornerstone for decision making that will build and strengthen the Region and its communities over the coming decades.

BUDGET IMPLICATIONS

Community Development (Planning & Development), BPIM (Data) and CAO's Office, DCAO's office (Municipal Clerk) and Finance have committed funds from their combined 2009/2010 Operating Budgets to support Phase 1 of the District Boundary Review process.

It is anticipated that a minimum of \$50,000 will be required in fiscal 2010-2011 to support the administrative, public consultation and technical support of the Phase 2 District Boundary Advisory Committee and for the preparation of the submission to the NSUARB. These funds would be submitted as part of the 2010/2011 Budget and Business planning process and would be required to be raised through the general tax rate.

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.

ALTERNATIVES

That Council determine an alternative approach to conducting the required District Boundary Review for submission to the Nova Scotia Utility and Review Board by December 31, 2010. This alternative is not recommended.

ATTACHMENTS

Appendix A: Summary of previous NSUARB decisions

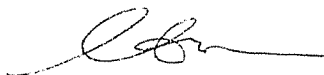
A copy of this report can be obtained online at <http://www.halifax.ca/council/agendasc/agenda.html> then choose the appropriate meeting date, or by contacting the Office of the Municipal Clerk at 490-4210, or Fax 490-4208.

Report Prepared and Approved by:



Cathy Mellett, Acting Manager, Municipal Clerks Office, 490-6456

Financial Approval by:



Catherine Sanderson, Senior Manager, Financial Services, 490-1562

MEMORANDUM

RE: District Boundary Review Process

BACKGROUND

This Memo reviews the decisions of the Utility and Review Board in the applications made by the Halifax Regional Municipality (HRM) in 2000, 2003, and 2007 for amendments to its municipal electoral district boundaries (2000 NSUARB 44, 2004 NSUARB 11, 2007 NSUARB 166). It also reviews the Board's decisions in the applications made by the Cape Breton Regional Municipality (CBRM) in 1999 and 2007. In 1999, the number of councillors in CBRM was reduced from 21 to 16 (1999 NSUARB 119, 2007 NSUARB 154). All decisions are available free of charge online at www.canlii.org.

The purpose of this Memo is to provide a summary of the Board's position with respect to applications to the Utility and Review Board for amendments to municipal electoral district boundaries, including its recommendations regarding the process municipalities should follow.

HRM'S APPLICATION - 2000

The decision gives some background as to why HRM has a 23-member Council. The current number of councillors was set by the Board in 1995 at the time of amalgamation and was to reflect the distribution of rural and urban voters within the newly created Regional Municipality. In 1995, the Board felt that Council size should not exceed 25 councillors. The 2000 application was to increase the number of polling districts and councillors to 24.

The Council appointed a District Boundaries Advisory Committee in September 1999, consisting of 9 citizens with HRM staff as support. There were regular committee meetings and 3 advertised Regional meetings seeking input from the public. The Committee also gathered information on the relative size of municipal governments in other Canadian cities. The Board acknowledged the difficulty faced by the Committee in finding comparable municipal governments: regional municipalities in Nova Scotia are a variation of the Nova Scotia rural municipalities, but with a larger urban component and a larger geographic size.

The Committee felt that to address the variance in 2 polling districts, which exceeded the +/- 25% permissible variance in the time it had, the only solution was to add 1 polling district: hence the recommendation to Council for 24 polling districts.

The decision discusses the role of a councillor as set out in the *Municipal Government Act*. The Board also refers to the handbooks and training provided to councillors by what is now Service Nova Scotia and Municipal Relations. The Board acknowledged that the role of the councillor varies with each Council and with each

individual councillor, depending on what is appropriate for their respective areas. The Board referred to two views on the role of a councillor: hands-on, or a Board of Directors management style. The Board also noted that it had never attempted to set a minimum number of voters per councillor.

The Board provided some guidance on how a committee might approach the task of reducing Council size, if such a reduction were to be considered. The Board stated:

The Board notes that there are many factors that should be considered in determining the extent of such a reduction. As noted by some witnesses at the hearing, including Councillor Ron Cooper, the first step is to move away from any preconceived notions of what the appropriate number of polling districts should be. In particular, the approach should not involve an examination of how the status quo is to be altered. Instead, the approach should determine how many councillors are required to conduct regional governments' matters. To do otherwise, places undue emphasis on the "status" of communities that existed prior to the amalgamation of HRM. To achieve a truly regional style of municipal government, there will have to be some compromise or accommodation by all concerned, in order to achieve a Council size which benefits the entire Regional Municipality (at paragraph 32).

The Board, when comparing the number of voters per district to other Canadian urban municipalities notes that special consideration must be given to the rural communities which comprise part of HRM when determining the appropriate number of polling districts. However, the Board expressed its view that "the ratio of the number of electors per councillor should now increase in HRM, particularly in the urban and suburban regions" (at paragraph 35).

The Board was reluctant to increase the number of polling districts as this increase was only a short-term solution which could not be sustained in each future application. The Board stated:

Based on all that it has heard, it is the opinion of the Board that HRM would be better served with a reduced number of councillors. The exact number of councillors, however, can only be determined after public consultation and appropriate study. A Council comprised of between 12 and 16 members would result in an average number of electors per councillor ranging from 17,159 (16) to 22,878 (12). The Board notes that this range still compares favourably with the average number of electors per councillor found in other Canadian urban municipalities as shown on page 13 (at paragraph 45).

The Board found that Council should adopt a "regional style" type of Council, similar to the approach taken by the Cape Breton Regional Municipality when it reduced the number of councillors from 21 to 16 (see summary of CBRM's 1999 application, below).

With respect to the process, the Board noted that HRM and its designated Review Committee should seek public consultation only after a wide range of options have been formulated for the public's consideration. The Committee, in this instance, had not been given sufficient time to seek informed public input on the issues. The Board did not order a reduction in the number of polling districts, even though it felt it was warranted, as there had been insufficient public consultation and study.

The Board directed HRM to file an application no later than June 30, 2003 for a reduction in the size of Council, to take effect for the October 2004 municipal election.

HRM'S APPLICATION - 2004

In 2004, the application made by Council was to confirm the number of polling districts and the number of councillors at 23 and to confirm the present boundaries of the existing polling districts.

The District Boundaries Advisory Committee was struck by Municipal Council on September 18, 2001 and provided with terms of reference. Its initial responsibility was to recommend the appropriate size of a Municipal Council and, following a public consultation process, the DBAC recommended to Regional Council that the number of councillors be reduced to 20. The report went to Council on September 4, 2002 and Council accepted the recommendation.

At that time, Council requested that the DBAC recommend boundaries for the 20 polling districts. Further public meetings were held by the DBAC and a proposed 20 polling district configuration was brought before Municipal Council on May 13, 2003. Rather than adopt a DBAC recommendation, the motion adopted by Council was:

That Council submit an application to the Utility and Review Board to maintain the status quo (23 districts) until the next scheduled review in 2006 as required by the *Municipal Government Act*, and, further, that Mayor Kelly forward a letter to Minister Peter Christie urging his support of this recommendation to the Utility and Review Board.

The application was filed with the Board in June 2003 and, in August 2003, the Board raised concerns with respect to the elector variance contained within the application, as some variances were greater than +/- 25% (including District 16 which was 47%). The Board requested that HRM file an alternative proposal that would adopt a maximum elector variance of +/- 25%.

Witnesses called at the hearing were HRM planning staff, Hillary Campbell and Angus Schafenburg, as well as Howard Epstein (MLA), Ron Cooper (Councillor), Russell Walker (Councillor) and Len Goucher (Councillor). Two interveners, Paul Highland and Beverly Miller, also gave testimony. Counsel appeared on behalf of the Utility and Review Board and called Robert Radchuck, FCA, P. Eng., who was qualified as an expert witness to give opinion evidence on factors the Board may take into account in discharging its obligations under the *Act*, the methodology to be followed in a boundary review process, and sources of information and analysis of that information.

The DBAC was made up of citizens and its role was to advise Council as to the appropriate size of Regional Council and then to determine the boundaries for recommended districts. The first meeting was held in January 2002 and the Committee gathered information respecting representation in other Canadian municipalities, surveyed members of Halifax Regional Council, requested input from citizen groups and individuals, and held 11 public sessions.

The consultation undertaken by the DBAC did not reveal an overwhelming desire for a smaller Council. The evidence before the Board included concerns that a reduced Council may lead to larger Community Councils that would not be able to respond as effectively to community concerns. It was also noted that Council had not specifically debated or addressed the issue of Council size, or the governance structure of Council. The Board acknowledged the Community Councils had become an essential feature of the governance structure of HRM.

In response to the evidence that Council had never discussed the appropriate size of Council, the Board stated:

Curiously, it would appear HRM Council never discussed the issue of the appropriate size of Council or the style of municipal government that is appropriate for the Municipality. Rather,

in this instance, they left it to a committee of 7 citizens to deal with the issue.

Robert Radchuck noted that, while public consultation is important, public input alone should not determine the size of Council or the style of municipal government. Mr. Radchuck's view is that Council itself, following consultation with the public, senior staff and perhaps experts in the field, is best able to recommend the size of Council and the style of government (at paragraphs 45, 46). [emphasis added]

The Board's position on the process used by HRM to make its application in 2003 was clear:

The path that HRM followed in coming before the Board on this issue is one that should never be followed again (at paragraph 49).

The Board noted that the DBAC did not give any significant reason or justification as to why it thought 20 was the appropriate number of councillors. The Board also noted that Council, without debate, abandoned the DBAC process and passed a motion for an application that supported the status quo. Based on the evidence, the Board was not willing to reduce the size of Council.

In respect of the lack of debate by Council on the appropriate number of councillors, the Board commented as follows:

Council appears to have adopted the view that it was somehow inappropriate for it to decide what size of Council or style of municipal government should exist in HRM. Indeed, Municipal Council appears to be of the view that it would be unseemly, or perhaps even somehow morally wrong, for Council to do this. They felt discussion, and resolution, of these issues should be left entirely to some other body, such as a citizen committee (the DBAC). **It is the Board's view that the Legislature's clear intent, as expressed in the Act, is otherwise: under the Act, it is not only entirely appropriate, but in fact necessary, for Municipal Councils to make this decision, subject to review by the Board.** In the Board's view, however, decisions of this type by Municipal Councils are especially important ones, and should be made by Council only after public consultation (either directly or indirectly) through such mechanisms as a special committee (like the DBAC) in consultation with senior staff and perhaps experts in municipal governance. **Council can then make an informed recommendation to the Board as to how many districts there should be, and why.** Such a recommendation would have been very helpful to the Board in this proceeding (at paragraph 63). [emphasis added]

Although the Board had recommended 12 to 16 councillors in its 2000 decision, the Board acknowledged in its 2004 decision the crucial role Community Councils play in HRM's governance structure and that to be effective, they must be a minimum size and not cover too large a geographic area. As such, the Board determined that this meant no fewer than 18 to 20 councillors are needed if the current Community Council structure is to be maintained.

In establishing the polling districts, the Board noted that the target variance is to be +/- 10%, provided community of interest issues are generally satisfied. Any variance in excess of +/- 10% must be justified in writing: the greater the excess, the more detailed the written explanation that would be required to justify it. Negative variances in areas that experience growth are acceptable as they help to ensure continued relative parity over a reasonable period of time. The Board laid out the following as the criteria for determining a community of interest:

1. history;
2. recreational issues;
3. tax rates, i.e., area rates;
4. services (water and sewer);
5. fire protection service areas;
6. traffic infrastructure and pattern;
7. planning boundaries;
8. language and ethnic origin;
9. school districts;
10. shopping patterns and business centers.

In conclusion, the Board provided guidance for future applications:

It is the Board's view that the logical starting point under the *Act* is for Council to determine the desired number of councillors. Questions related to the distribution of polling districts should be addressed in a second stage.

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.

However, the size of Council and its governance structure is a matter to be determined by Council in an informed debate after further consultation. On this issue, it would be helpful to consult senior staff and perhaps experts in the field.

Once the total number of councillors and polling districts is determined, the task becomes one of distributing the polling districts to satisfy the objectives listed in section 368 (4) of the *Act* (at paragraph 107-111). [emphasis added]

The Board gave further specific guidance with respect to public consultation, stating:

Just as with determining the desired number of districts, public consultation is essential to the successful process of setting boundaries. Ideally, municipalities should do this in two phases: a first set of public consultations and hearings prior to setting tentative district boundaries, and then another round of public consultations once tentative boundaries have been determined (at paragraph 115).

The Board approved 23 districts.

HRM'S APPLICATION - 2007

The application in 2007 only served to realign 3 districts, as well as move the Cherry Brook area into the Cole Harbour district. The Board did note that the public consultations undertaken regarding these minor changes were appropriate, stating:

The Board commends HRM on the extensive consultation and study process followed. Both staff and Council worked diligently to ensure the views of the public were properly solicited and that communities of interest and relative parity of voting power were canvassed in the application. It is to be noted that Mr. Garnett and Ms. Campbell proved to be very helpful in the Board's review of this matter.

Further, HRM will undertake a comprehensive review of the number and boundaries and polling districts in 2010, in advance of a municipal election in 2012. The Board is confident that HRM will continue its practice of ensuring that a thorough public consultation process occurs as part of that upcoming review (at paragraphs 49, 50).

CBRM'S APPLICATION - 1999

The Cape Breton Regional Municipality's application in 1999 was to reduce the number of polling districts from 21 to 16. The Board approved 21 districts when the Municipality was established in 1994 because it was concerned about the division of rural and urban voters and the large geographic size of one of the proposed districts.

CBRM held a plebiscite in conjunction with the 1997 municipal election. The question was "Should the CBRM Council be downsized?" Of the 62% of the eligible voters who voted, 70% voted in favour of downsizing. In May 1998, a Boundary Review Committee was established by the municipality, which was comprised of 9 councillors, the Mayor and 3 citizens. The Committee's mandate was to make a recommendation on downsizing Council.

There was some discussion by the Board of the nature of a regional municipality in Nova Scotia relative to other amalgamated entities in Canada, noting that the CBRM was a "community of communities" and that, when proposing polling districts, those communities should not be broken up. The Board heard evidence from David Muise, Mayor of CBRM, who stated:

...a smaller Council will focus its attention on a regional basis rather than continuing what he considers to be a parochial approach, where the interests of the residents' former municipal units are pitted against each other (at paragraph 18).

The Corporate Services Committee of the Cape Breton Regional Municipal Council had commissioned a report from KPMG entitled "Governance and Organizational Review of the Cape Breton Regional Municipality." Council downsizing was not part of the original mandate of the report and the report was issued a month after Council passed its motion to reduce the number of polling districts. The authors did, however, include a recommendation that Council be reduced to 8 to 10 members. Council considered the report and rejected that particular recommendation. Further, the evidence before the Board was that KPMG did not consult with the public before making its recommendations.

In approving the application to reduce the size of Council from 21 to 16 councillors, the Board noted that there was no reason for the Board not to approve the application. Council supported the application that was made and the Board noted that the reduction in the number of councillors was consistent with the results of the plebiscite held in the previous municipal election.

CBRM'S APPLICATION - 2007

This decision is similar to the 2004 decision regarding the Halifax Regional Municipality's application: the

Board found that the method used by the Cape Breton Regional Municipality to conduct the review was inappropriate and should not be used by other municipalities. CBRM struck a Boundary Review Committee consisting of 7 councillors to review the number of councillors and establish the polling districts, chaired by Councillor Vincent Hall. As part of their deliberations, they held 5 public sessions throughout CBRM, followed a media campaign to ensure relevant information was available to the public, and established a telephone hotline and utilized the Municipality's website.

The issue of the number of councillors was a topic of conversation in CBRM at the time and the CBC and the District Labour Council held forums on the topic as well. The Mayor also conducted a telephone poll and a mail-out poll which was enclosed with tax bills, in an attempt to gain an understanding of the views of the public as to the size of Council. The Mayor appeared at the hearing on behalf of a group called "Voices of the Electorate" (VOTE), and spoke against the application that had been submitted by CBRM Council.

The Board stated:

The Board finds that a municipality having the size and sophistication of CBRM should have conducted a more thorough and substantial study before any public consultation. The fact that the size of Council and governance models were being actively discussed by the residents at the time the BRC was struck, is evidence that such a study was required.

Rather than embrace the opportunity to canvass these issues fully, the BRC, under the helm of Councillor Hall, essentially ignored and, in some cases, actively derided those who offered alternative views about the role of Council...

This missed opportunity had resulted in an opposing application to the Board. This has also resulted in an application by CBRM which lacks full public support for any of its findings.

The Board agreed with Professor Urbaniak that the process was a debacle, and that it should not serve as a model to be followed by others (at paragraphs 101-104).

The Board concluded that the Municipality did not conduct a proper study in its review of the appropriate number of councillors and polling districts, nor did it adequately look at the potential impact of that decision on the style of governance. The Board maintained the status quo arising out of this application as there was insufficient time for a proper study to be done prior to the 2008 election.

The Board addressed the suggestion of holding a plebiscite to determine, in a definitive way, whether the public supported the downsizing of Municipal Council. Professor Urbaniak made the following comment on plebiscites in his testimony before the Court:

...government is a deliberative process as well. So simply going into a process and saying, okay, we're going to start the process by holding a plebiscite and whatever the plebiscite decides that's what we'll do and we'll very quickly conclude the process. Well, I'm not sure that such a process would subscribe to the noblest ideals of democracy which includes a deliberative and indeed representative process, the opportunity for people's views to evolve...

The Board determined that a plebiscite, or other statistically valid polling method, could be strong evidence to support an action of Council. However, following up on Professor Urbaniak's comments, the Board found that:

Such a plebiscite or polling is only valid if it has been preceded by an informed public debate.

Such a debate is needed to ensure that the voters are fully apprised as to the question and its consequences (at paragraph 149).

The Board found that the process followed by the CBRM was “deeply flawed” and did not help the community find common ground and reach a consensus. The Board noted that any proper study and public consultation process will be somewhat lengthy. In giving guidance to the CBRM for their future review, the Board stated:

The community must be properly consulted in an open dialogue as to the governance style and Council size. **The process of consultation must be led by Council, not directed, curtailed or stifled by it. By leading, Council should enter the discussion with an open mind. Council may want to consider the use of independent discussion leaders. Council may want to break the review process into smaller stages, involving discussion in topics such as the role of councillor, possible governance models, and the size of Council.** Council may want to consider, after an appropriate period of discussion, analysis, presentation and reflection, to consult the public on their views through a plebiscite.

This plebiscite, or other such polling device, should only occur after the public has been fully engaged and informed about the issues. If this consultation is conducted within the next year, Council could take the opportunity to conduct a plebiscite concurrently with the municipal election in October 2008. This would appear to be a less costly alternative to the telephone plebiscite suggested by VOTE, although any plebiscite will necessarily involve some costs. Regardless of which option is selected to consult the public, the question(s) should be sufficiently clear to provide meaningful guidance to the Council (at paragraphs 157, 158).
[emphasis added]

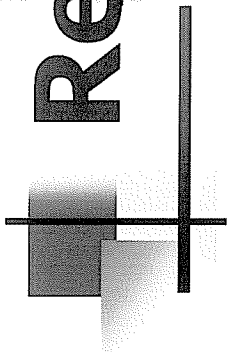
The Board ordered that CBRM file a new application with the Board no later than December 31, 2010.

CONCLUSION

The Board has held that the *Municipal Government Act* places on Council the responsibility to determine the appropriate number of councillors in a municipality: it is not a determination that should be delegated entirely to members of the community. The Board expects that Council will engage in a discussion about the type of governance suited to the organization and the number of councillors required to adequately meet that model.

District boundary review process is a two-stage process: the first stage is evaluating the governance of the municipality and the associated number of councillors; the second stage is developing the district boundaries themselves. Both stages require a public consultation process.

The Board has also acknowledged the role of experts in helping Council determine what is best for its municipality. Robert Radchuck was called as an expert by Board Counsel in the 2004 HRM review. The CBRM review in 1999 also made use of a KPMG report. The Board recommends that Council rely on experts as well as senior staff to provide them with guidance, however, the ultimate decision is theirs to make. Council may retain experts in governance models and styles of Council and is not limited to experts on population numbers, distribution and communities of interest.



HRM's District Boundary Review

August 4, 2009



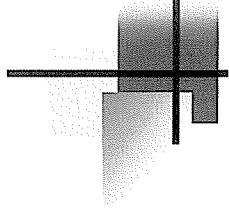


Background

- Required by the MGA/ HRM Charter
- HRM is required to submit a major district boundary review, including review of number of districts (governance) to UARB by December 2010

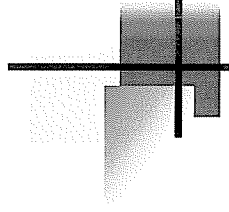
What the UARB has said...

- Review by HRM legal services from previous UARB decisions
 - The board has determined that Council has the responsibility to determine the appropriate governance model and therefore size of council in the municipality and it should not be delegated entirely to members of the public.
 - The board envisions a two-stage process: 1st stage evaluating the governance model for the municipality, 2nd stage to develop the specific district boundaries.
 - Both stages require public consultation and council direction.
 - It is advantageous to consult senior staff and perhaps experts in the field to advise Council on these determinations.
 - In terms of the development of specific districts (phase 2) the Board notes it does have a target variance of +/-10% provided communities of interest are generally satisfied.
 - The following criteria determine communities of interest : history, area rate boundaries, services, fire protection areas, traffic & infrastructure patterns, planning boundaries, language & ethnic origin, school districts, shopping & business patterns.



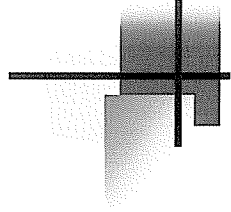
HRM best practice..

- Council focus area- Council driven
- Phased approach (concurs with UARB decision)
- Appropriate public consultation at each phase
 - Supported by staff expertise
- Project approach –time lines & deliverables



Proposed Approach

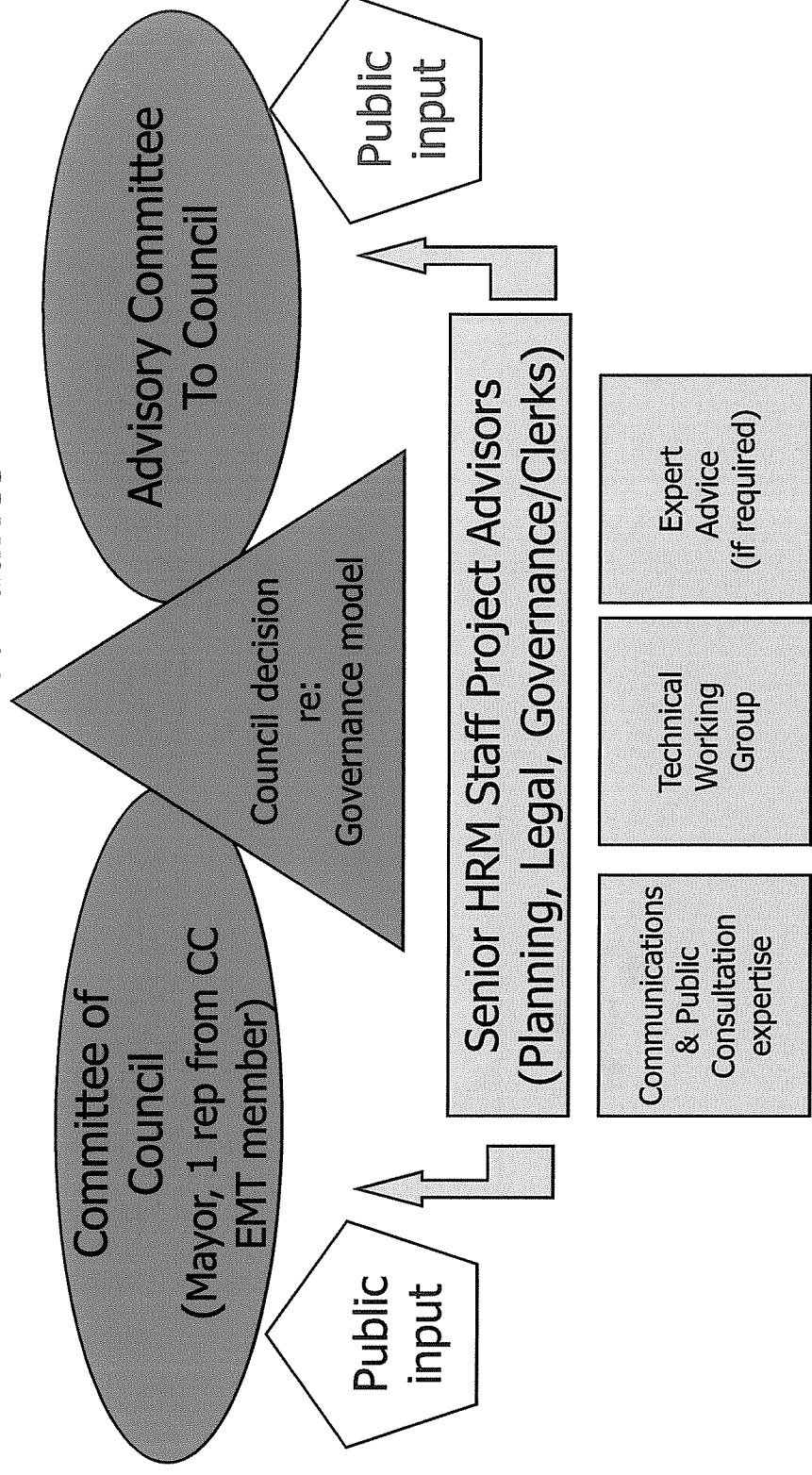
- Phase 1 – The Council Governance model (*fall 2009/early winter 2010*)
 - Options, consultation, Council decision
- Phase 2 – Defining specific district boundaries (*spring/summer 2010*)
 - Based on direction from Phase 1
 - Community Consultation
 - Council decision (*Fall 2010*)
- Phase 3 – Prepare and present HRM's submission to the UARB (*Nov/Dec 2010*)



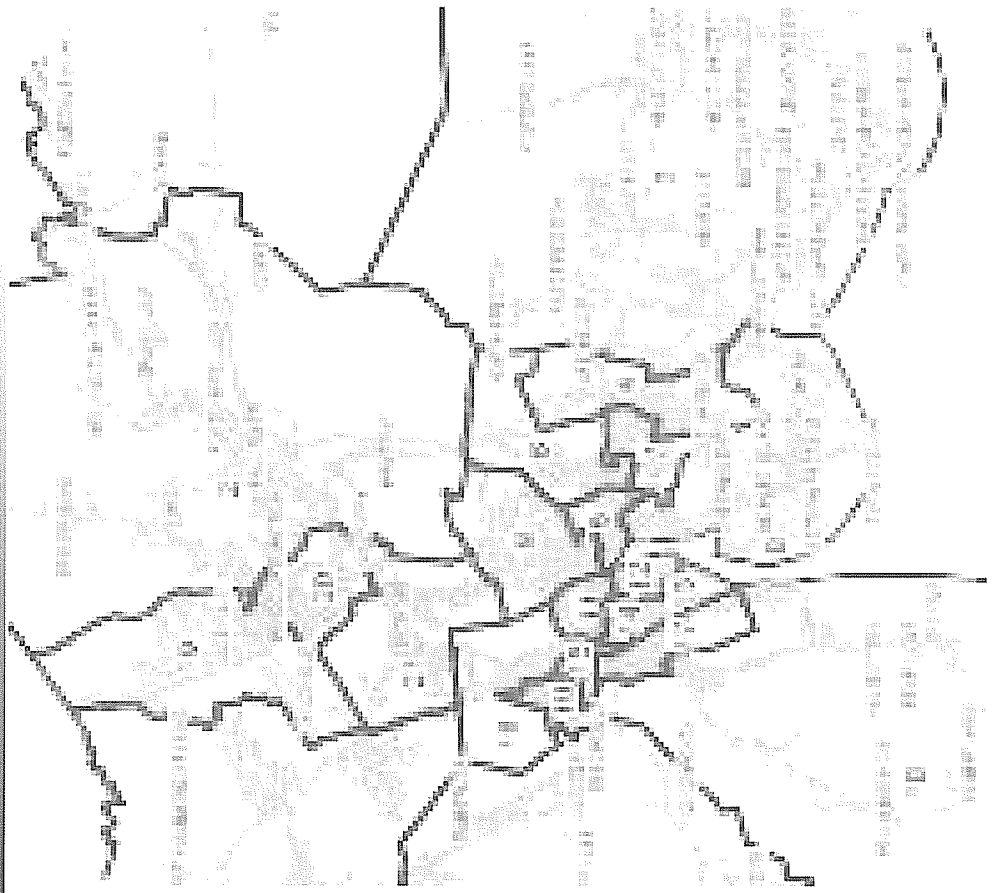
Proposed Approach

Phase 1 – Governance & Structure

Phase 2 – District Boundaries



Questions?





PO Box 1749
Halifax, Nova Scotia
B3J 3A5, Canada

Item No. 4
Halifax Regional Council
January 26, 2010

TO: Mayor Kelly and Members of Halifax Regional Council

SUBMITTED BY:


Mayor Peter Kelly, Chair, District Boundary Review Committee

DATE: January 18, 2010

SUBJECT: Phase 1 Public Consultation - District Boundary Review

INFORMATION REPORT

ORIGIN

The motion of Council of August 4, 2009 adopting a two phase approach to the District Boundary Review process and establishing the District Boundary Review Committee of Council.

BACKGROUND

As Council is aware, HRM is required under the HRM Charter to conduct a major review of polling districts, including the number of districts, every eight (8) years. Following the review, Regional Council will submit an application to the Nova Scotia Utility and Review Board (NSUARB) to confirm or alter the number and boundaries of polling districts and councillors. The NSUARB has directed that the review be conducted in two phases and that public participation be carried out in both of the phases of the review. HRM's submission to the NSUARB must be made by December 31, 2010.

In August 2009 Regional Council adopted a two phase Boundary Review process and struck a committee of Council to undertake the necessary review and consultations. The Committee is chaired by Mayor Kelly and is made up of one member appointed from each of the six (6) Community Council and a member of HRM's Executive Management Team.

Having reviewed a great deal of information, including previous boundary reviews and best practices, the committee has adopted the following approach to the Phase one of the Boundary Review on governance.

DISCUSSION

The first phase of the Boundary Review process is to consider the number of polling districts and size of Regional Council by studying matters of governance, such as the role of community councils and regional council, and the appropriate geographic size and population of districts.

Once Council has heard from the public and decided those issues, the committee will proceed with Phase 2, in which the boundaries will be adjusted or redrawn to reflect Council's decision in Phase 1. Phase 2 of the review process will proceed in the fall of 2010.

The committee has directed staff to prepare a presentation, to be made at each of seven (7) meetings held in conjunction with regularly scheduled Community Council meetings in late February and early March (ad & schedule attached). The presentation will also be posted on the HRM web site, along with background, minutes and other materials related to the boundary review process.

The committee agreed that the presentation needs to be independent, informative, and provide options. The presentation will ask for public feedback on a number of questions, including the geographic size and population of districts that will allow for appropriate representation, and the role and powers of community councils and how they best serve local and community concerns. The public will also be presented with a number of options for the size of regional council for their consideration in light of those issues.

The presentation will provide the public with an overview of the boundary review process, HRM's current governance structure (including the role of community councils), population growth patterns in HRM that might affect polling boundaries, and a number of high level options for increasing council, keeping council at its current size, or decreasing the size of council, along with possible impacts on the size and role of community councils and overall representation. Following the presentation, the floor will be open to the public to express their views. Advertisements for these public meetings on Boundary Review will begin to appear in community and regional publications in February.

The intent of the public meetings, along with answers to some of the questions from the HRM Citizen survey, is to enable the public to provide input to Council on this important matter. The public will be provided with additional ways to provide written submissions through the HRM web site.

It is expected that a report from the District Boundary Review Committee on Phase 1 - Governance will be before Council early in April. At that time, Council will be asked to make a decision on the appropriate number of councillors for HRM, based on considerations including the geographic size and population of districts that will allow for appropriate representation, and the roles and powers of community councils and how they best serve local concerns.

The NSUARB has commented that the Legislature's clear intent, as expressed in the legislation, is that it is the role of municipal council to make these decisions, subject to review by the NSUARB. These decisions will be informed by the responses received during the public consultation process.

Phase one of the public consultation on governance will be officially launched on February 16, 2010 at the regularly scheduled meeting of Regional Council with an invitation to the public to attend and participate.

BUDGET IMPLICATIONS

There are no budget implications to the this report.

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.

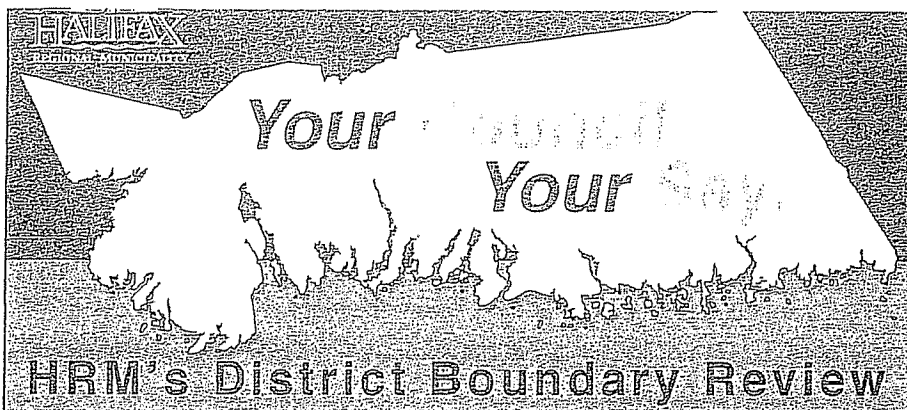
ATTACHMENTS

Ad & schedule of the Public Meetings for Phase 1 of HRM's Boundary Review process

A copy of this report can be obtained online at <http://www.halifax.ca/council/agendasc/agenda.html> then choose the appropriate meeting date, or by contacting the Office of the Municipal Clerk at 490-4210, or Fax 490-4208.

Report Prepared by:

Cathy J. Mellett, Acting Municipal Clerk/Manager, Office of the Municipal Clerk
Ph: 490-6456 or melleto@halifax.ca & Sara Knight, Legal Services Ph: 490-4226,
knights@halifax.ca



The District Boundary Review Committee of Council, chaired by Mayor Peter Kelly, is reviewing the polling districts and their boundaries in HRM prior to the 2012 Municipal Elections. The Committee wants to hear from you.

Public Meetings

Residents of HRM are invited and encouraged to attend any of the following scheduled public meetings. You will learn about the District Boundary Review process and the importance and value of your contribution.

Each meeting will begin with an overview presentation followed by public participation. Discussion points will include

- The role of Councillor as your representative
- The decision-making powers and the size of both Regional and Community Councils
- How Council can best work for you as citizens of HRM

When & Where

All meetings will start at 6-30 p.m. and will be held in conjunction with the regularly scheduled Community Council meetings. You can attend any meeting.

Date	Community Council	Location
February 22, 2010	Western Region Community Council	Keshen Goodman Library 330 Lacewood Drive, Halifax
February 24, 2010	Marine Drive Valley & Canal Community Council	Sheet Harbour Lions Club 183 Pool Road, Sheet Harbour
February 25, 2010	North West Community Council	Sackville Heights Community Centre 45 Connolly Road, Sackville
March 1, 2010	Chebucto Community Council	Halifax West High School 283 Thomas Raddall Drive, Halifax
March 3, 2010	Peninsula Community Council	City Hall 1841 Argyle Street, Halifax
March 4, 2010	Harbour East Community Council	Halifax Regional School Board Building (<i>back entrance</i>) 90 Alderney Drive, Dartmouth
March 10, 2010	Marine Drive Valley & Canal Community Council	Lawrencetown Community Centre 3657 Hwy 207, Lawrencetown

Unable to Attend a Meeting?

If you are unable to attend any of the scheduled meetings, you can still provide your feedback.

Please visit us at www.halifax.ca/boundary/review to view the presentation and then contact us by

@ Email:
clerks@halifax.ca

Fax:
490-4208

or
Writing to:
Municipal Clerk, City Hall,
PO Box 1749, Halifax, NS



HRM's District Boundary Review

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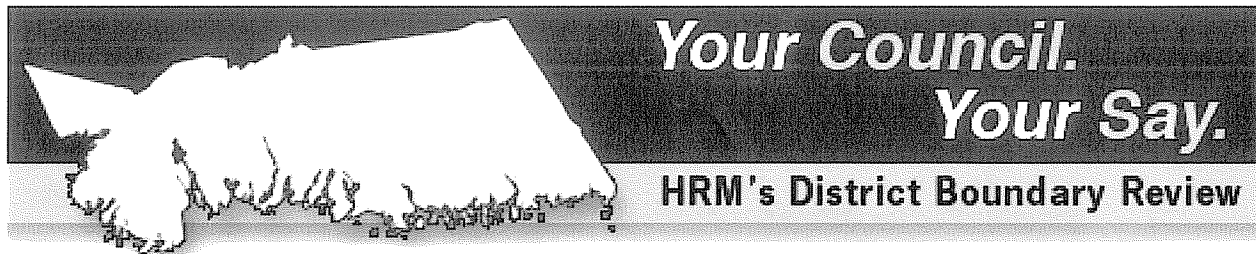
Email:
clerks@halifax.ca



Fax:
490-4208



or Writing to:
Municipal Clerk, City Hall,
PO Box 1749, Halifax, NS
B3J 3A5



HRM's Governance & District Boundary Review Process

Phase 1: Governance

- Questions like the size of electoral districts, role of councillor, powers and size of Community Council and Regional Council, and how Council can work best to serve the citizens of HRM.

Public Input - now through to end of March 2010

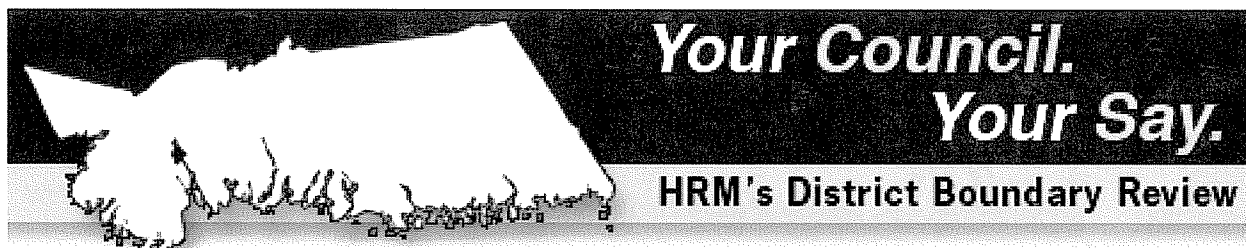
- Spring 2010 - Council decides on a Governance Model including size of Council.

Phase 2: Boundary Review and Adjustments

- Summer 2010 - Electoral district boundaries are readjusted or redrawn
- Fall 2010 - Public meetings on district boundaries.

Public Input - Fall 2010

- Late Fall 2010 - Council recommends adoption of new boundaries.
- December 2010 - HRM's submission is made to the Nova Scotia Utility and Review Board.



HRM's Governance & District Boundary Review Process - Phase 1

Questions:



Size of districts

What do you think should be the proper population/representation for districts?

Same as now, more or fewer people?



Are Community Councils important in representing you or your district?

Should they have the same, less or more power than they have currently?

If more powers, in what areas? - taxing power? setting budgets?



Should Regional Council be ...

The same size it is now?

Larger? If larger, how much larger and why?

Smaller? If smaller, how much smaller and why?



Additional comments you wish to provide ...

Please visit us at www.halifax.ca/boundaryreview to view the presentation and then contact us by:

Email: clerks@halifax.ca

Fax: 490-4208

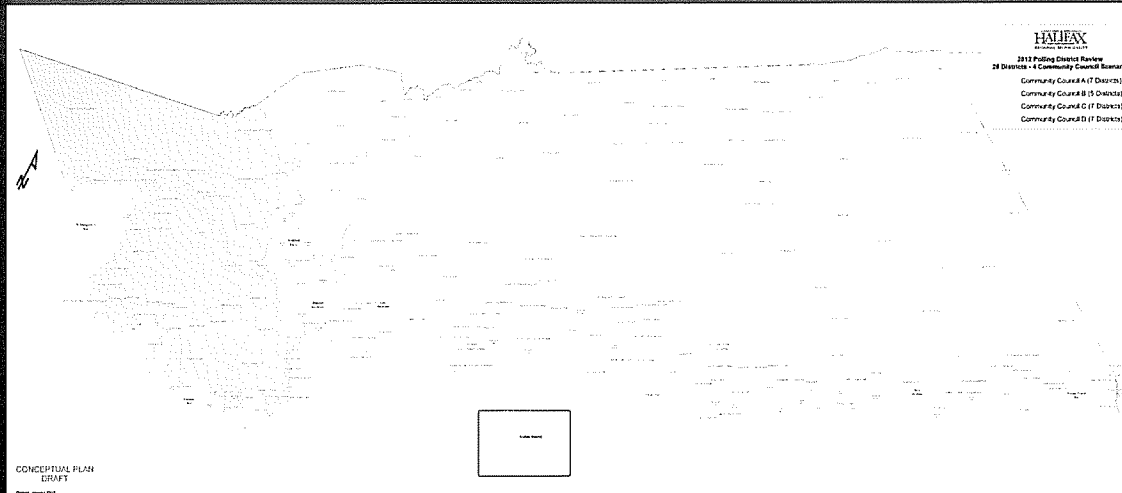
Writing to: Municipal Clerk
City Hall
PO Box 1749
Halifax NS B3J 3A5

Scenario – 26 Districts

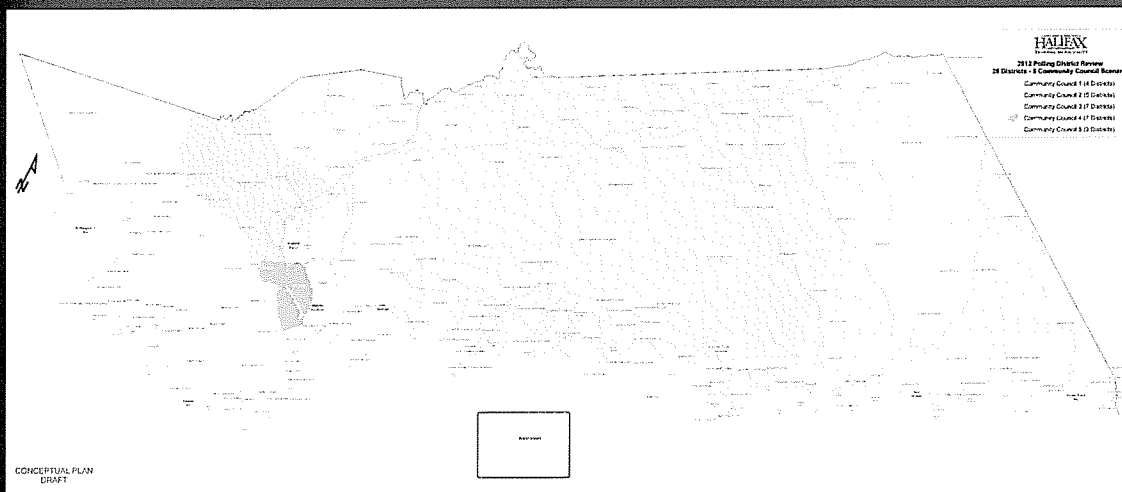
If Districts were configured to represent the same population that was represented in 2004 (which was approximately 15,600 residents) there would be 26 districts in HRM.

Those Districts could be divided into any number of Community Council areas.

26 Districts divided into four (4) Community Councils.



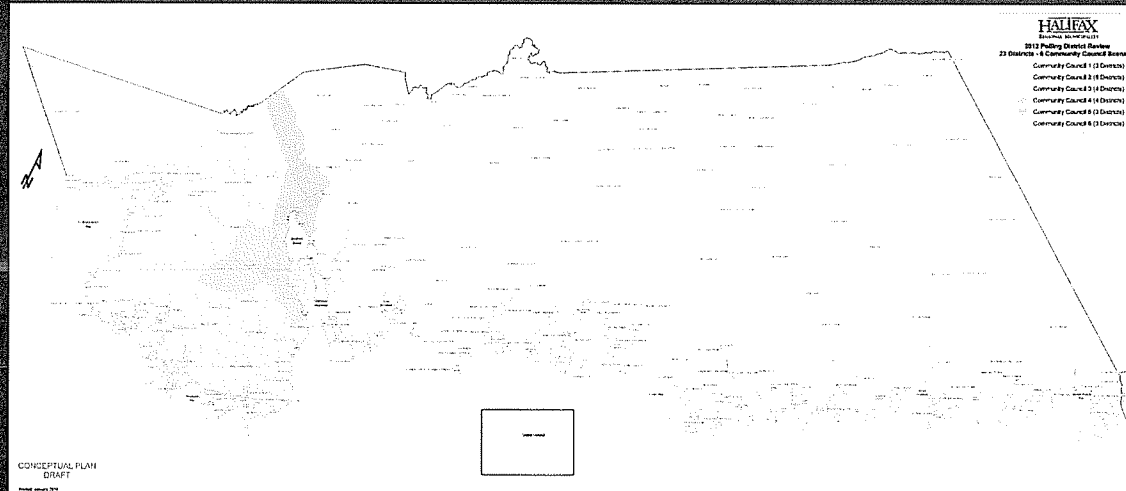
26 Districts divided into five (5) Community Councils.



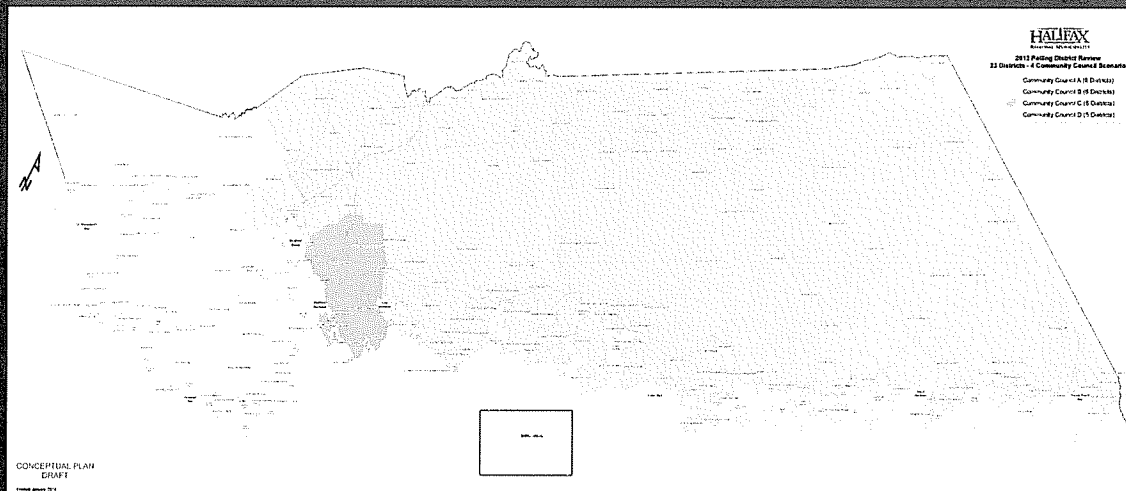
Scenario – 23 Districts

Retaining the current 23 Districts does not necessarily mean that there would not be a realignment of Community Councils or that district boundaries would not change because of increases in population and continuing growth in the Region.

23 Districts divided into six (6) Community Councils. Under this scenario Regional Council, Community Councils and District representation would stay the same.



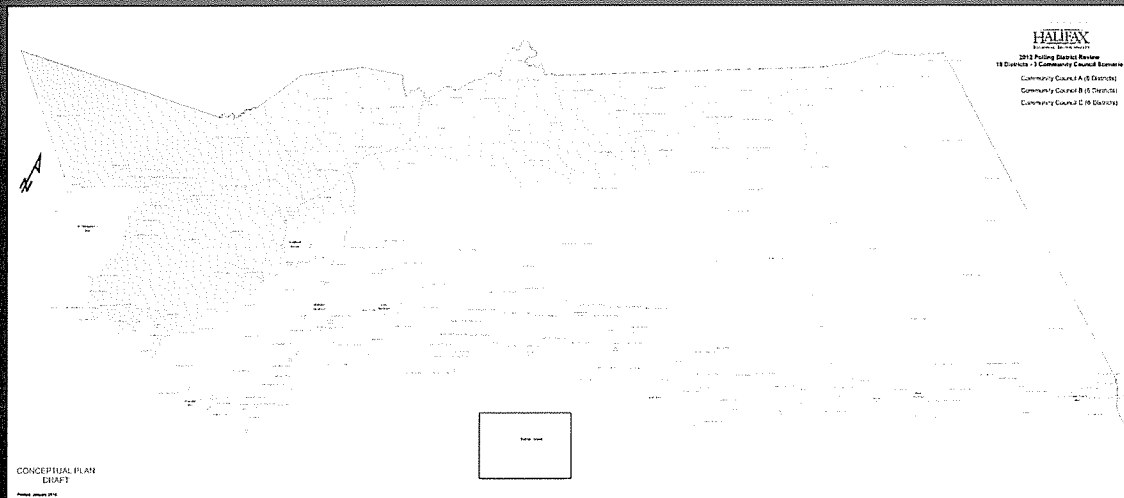
23 Districts divided into four (4) or five (5) Community Councils.



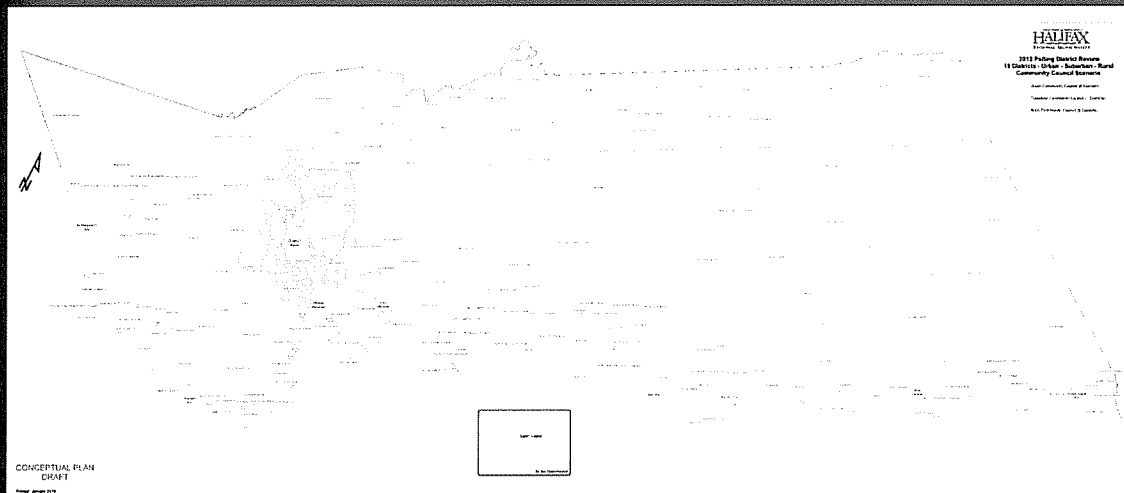
Scenario – 18 Districts

If the Region were divided into 18 Districts each Councillor would represent approximately 22,700 residents and each district would be moderately larger than it is now.

18 Districts divided into three (3) Community Councils of six (6) Districts each.



18 Districts divided into three (3) Community Councils representing the Urban, Suburban and Rural areas of HRM.



18 Districts divided into four (4) or five (5) Community Councils.



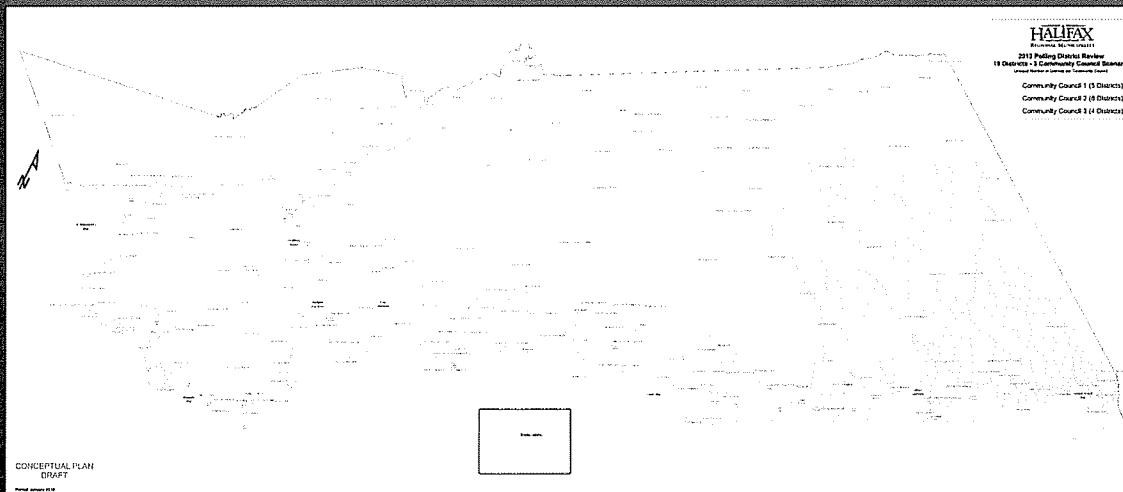
Scenario – 15 Districts

If the Region were divided into 15 Districts each Councillor would represent about 27,300 residents and each district would be half again as large as they are now.

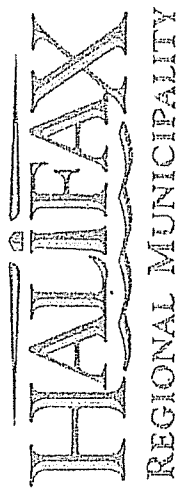
15 Districts divided into three (3) Community Councils with five (5) Districts in each.



15 Districts divided into three (3) Community Councils with six (6), five (5) and four (4) Districts.



7.3



Draft Scenarios District Boundary Review Committee November 19, 2009

Draft 2.0 November 9, 2009

Overview

- Background
- Assumptions
- Methodology
- Dissemination Areas- an overview
- Scenarios
 - Modified Status Quo- current governance model- 23 Districts
 - Board of Governors Model- 8 Districts
 - Modified Board of Governors- 13 Districts/ 2 Community Councils
 - Community Council (3) driven models- 15 Districts

Direction to Staff

- Prepare possible “straw” scenarios to begin discussion
- To represent various governance models as a starting point for committee’s discussions
- Not cast in stone – to start discussion

Assumptions

- Broad Brush Approach – not intended to represent the actual final district configuration
- Base on 2006 Census Information
- Numbers exercise only – influenced somewhat by geography & communities (at highest level)
- Guiding Principle
 - minimize our own biases as much as possible
 - must be “doable” as process moves on
 - Eliminated some options

Evaluation/impact categories

Staff adopted a number of evaluation or impact categories to be considered in the discussion of models

- Impact on number of constituent/residents per district councillor (and provide the committee with comparatives with other municipalities)
- Impact on role of Councillor and support requirements
- Impact on community council structure and decision making
- Impact on public participation
- Legislative impacts (complexity of change legislatively)
- Can it be implemented based on HRM geography & population distribution
- Are communities of interest (at the highest level) a determining factor in implementing a proposed scenario

Today's objective

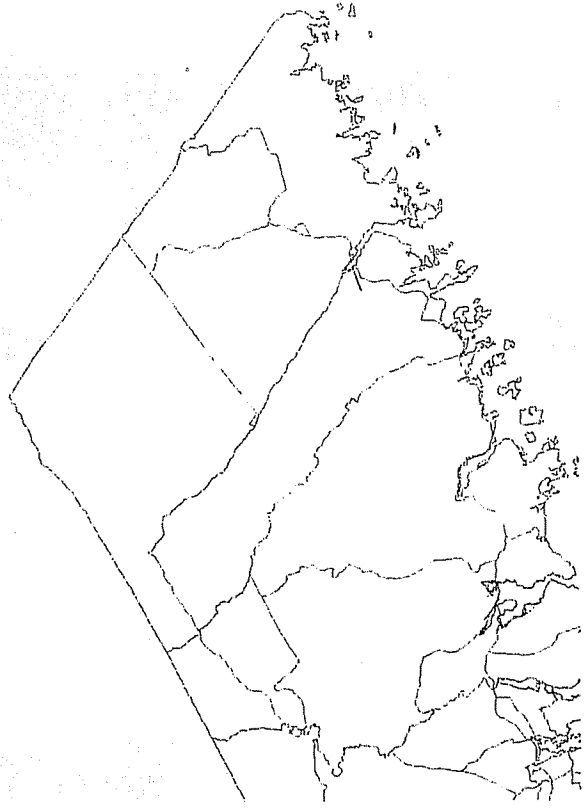
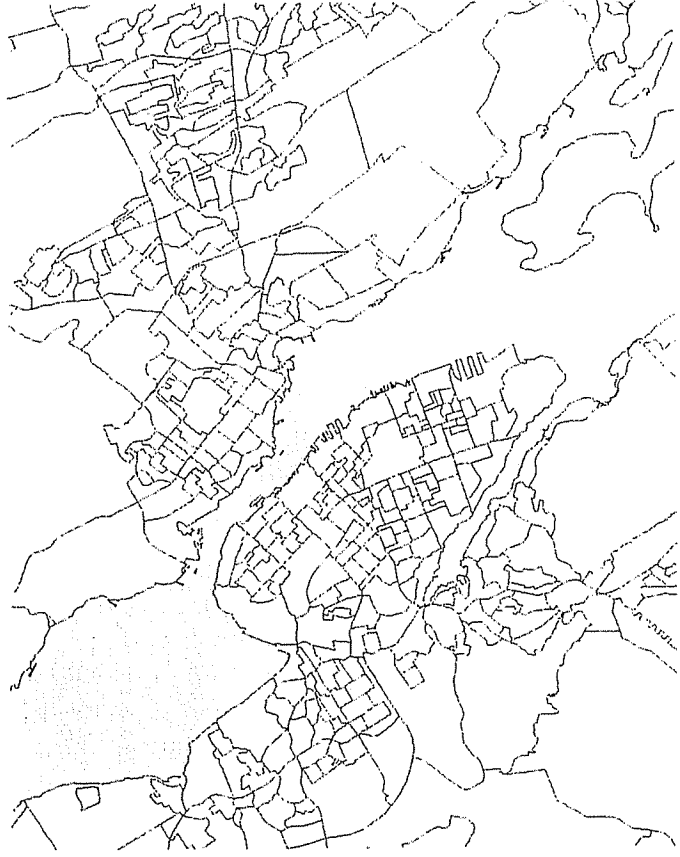
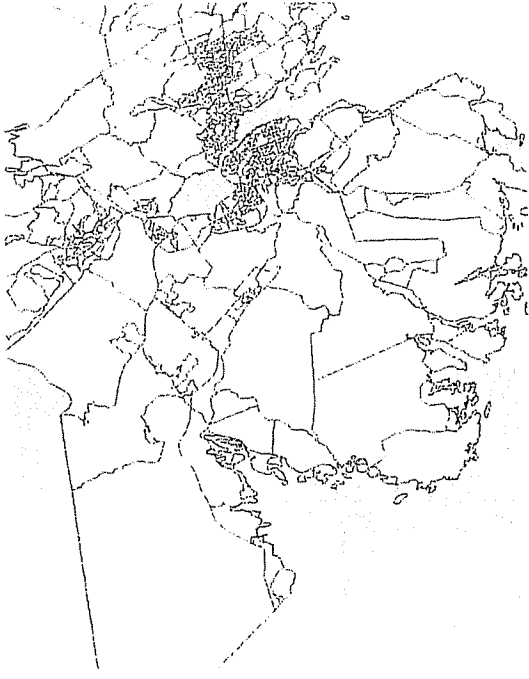
- Present the “straw” models including comments on the impacts based on the evaluation criteria
- Committee to provide further direction to staff on which governance models to pursue in more detail and take forward for consultation

Methodology for developing the Scenarios

- BPIM Data Group -Ken Lenihan & Alva Robinson
- Use Stats Canada Dissemination Areas as our building blocks
 - No allocation of population on either side of a boundary
- Take the total population for HRM for 06 and divide by the number of districts to get target averages
- Combine Dissemination Areas to get the population numbers for the number of districts

Dissemination Area as building blocks

- 575 DAs in HRM
- Population ranges from 0 – 2863 with a mean value of ~650
- Created by Statistics Canada
 - with the general rules bounded by streets and natural corridors
 - typically a couple of city blocks
 - rural and coastal areas more challenging



Constituent Target Averages by Scenario

	2006 Total Population (from Stats Canada)	2006 voting population (from Stats Canada)
HRM Total	372,858	285,340
Modified Status Quo Average / 23 districts	16,211	12,406
Board of Governors Average / 8 districts	46,607	35,668
Modified Board of Governors Average/13 Districts	28,681	21,949
Community Council Driven Average/15 districts	24,857	19,023

Scenario 1

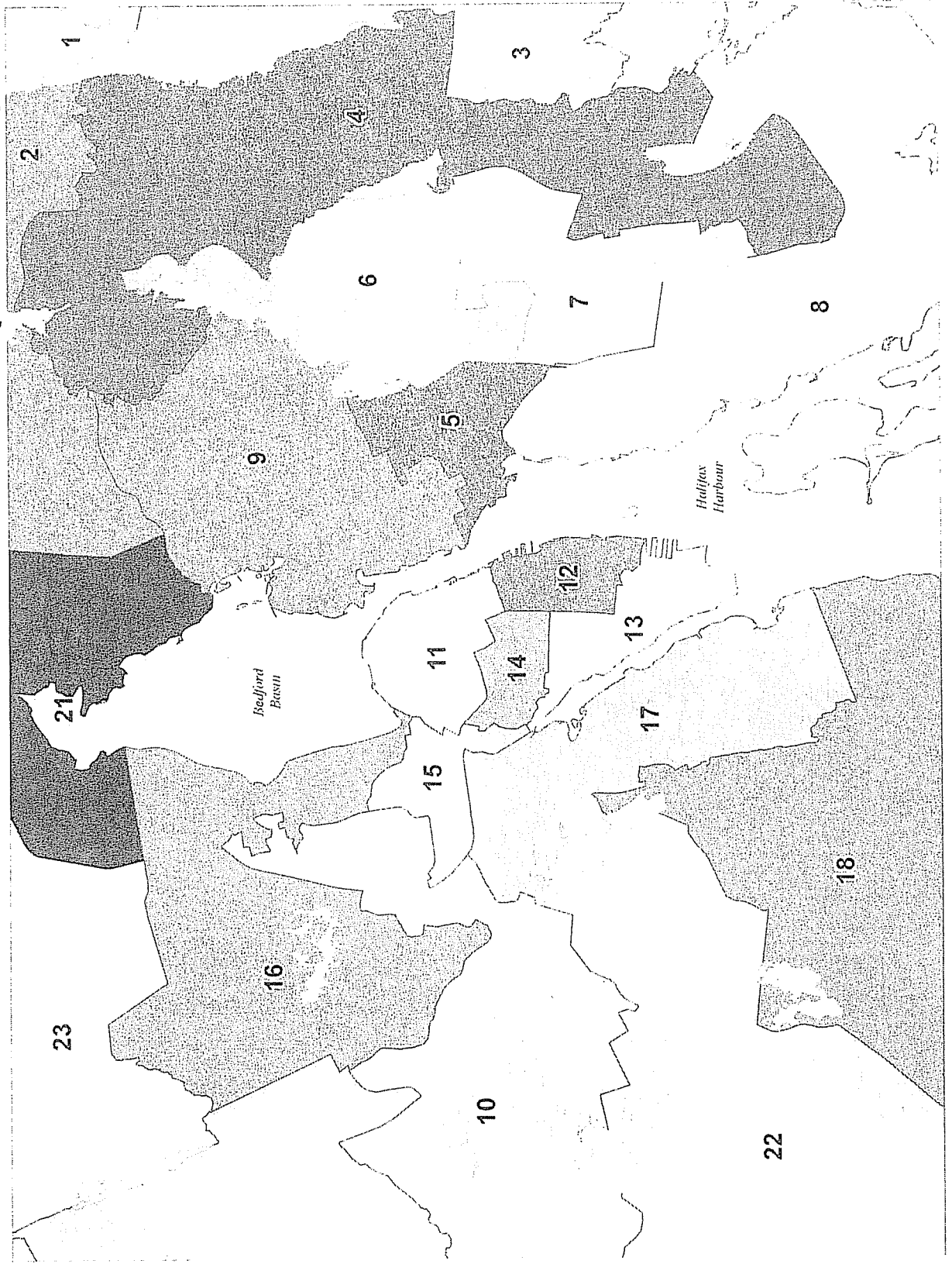
Modified Current Governance Model (23 District)

- Methodology
 - Overlay the existing boundaries
 - Assign the DAs to one of the 23 districts
 - Adjust for population disparity if required
 - Blend the DAs into 23 Districts
- Current governance approach has validity
- Changes in population/growth/movement between 2004 and 2009 will result in some boundary changes even with status quo
- Adjustments to Community Council configuration are an option within the current model – we have not overlaid a community council structure yet.

Modified Status Quo



Modified Status Quo -(insert)



Impact evaluation- Scenario 1

Impact on # of constituents & voters per district	No change except for population and household growth or decline Average 16,211 residents and 12,406 voters per district (see more detailed table provided)
Impact on role of Councillor & support requirements	None Council directed changes achieved through Charter amendments ex) more planning issues to Community Councils already proposed
Impact on Community Council and decision making	Supports a community council decision making process at the local level. Community Council configuration could be adjusted if desired
Impact on public consultation	Continues as is – Regional Council, Community Councils, Boards & Commissions
Legislative impact	None to limited
Implemented based on geography & population	yes
Community of interests taken into account	yes

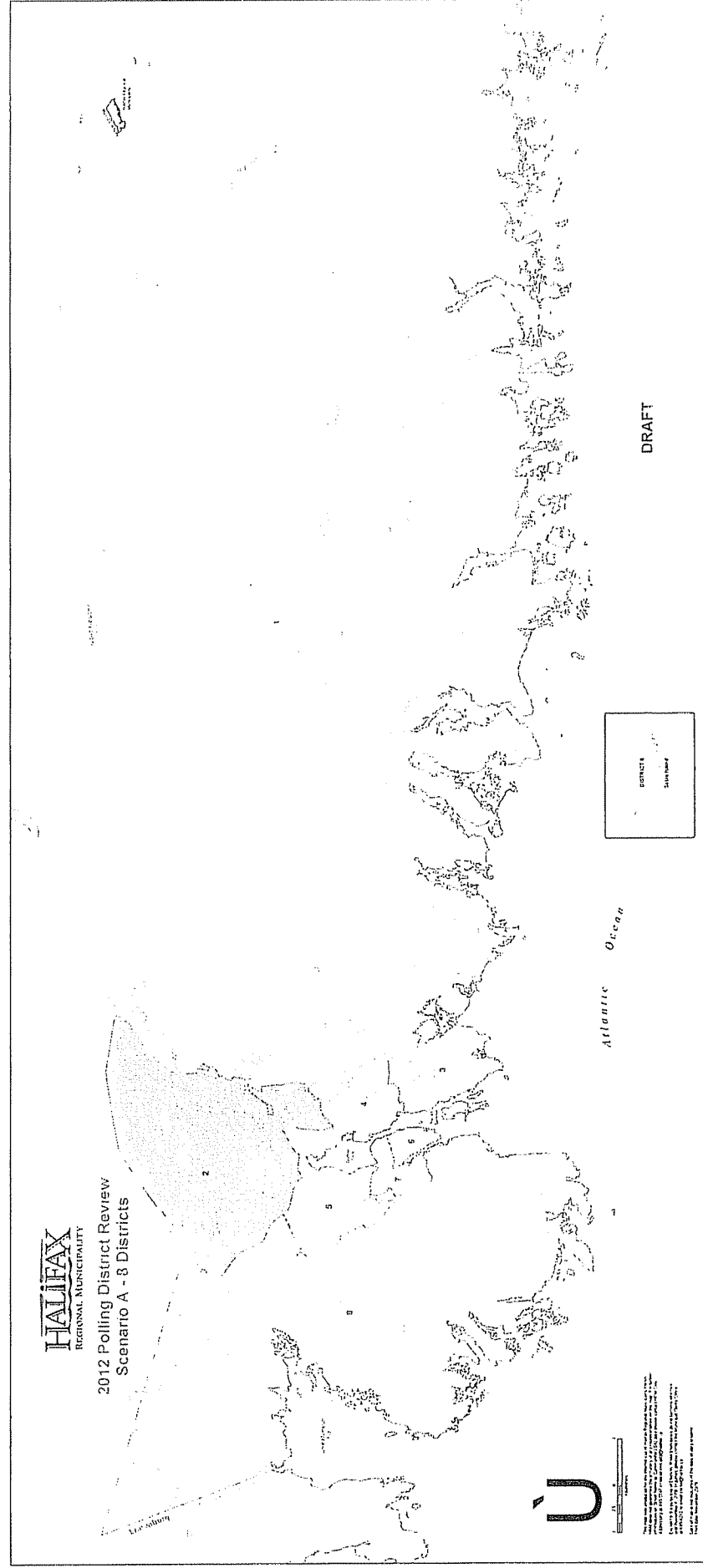
Scenario 2 – Board of Governors

Model (8 districts)

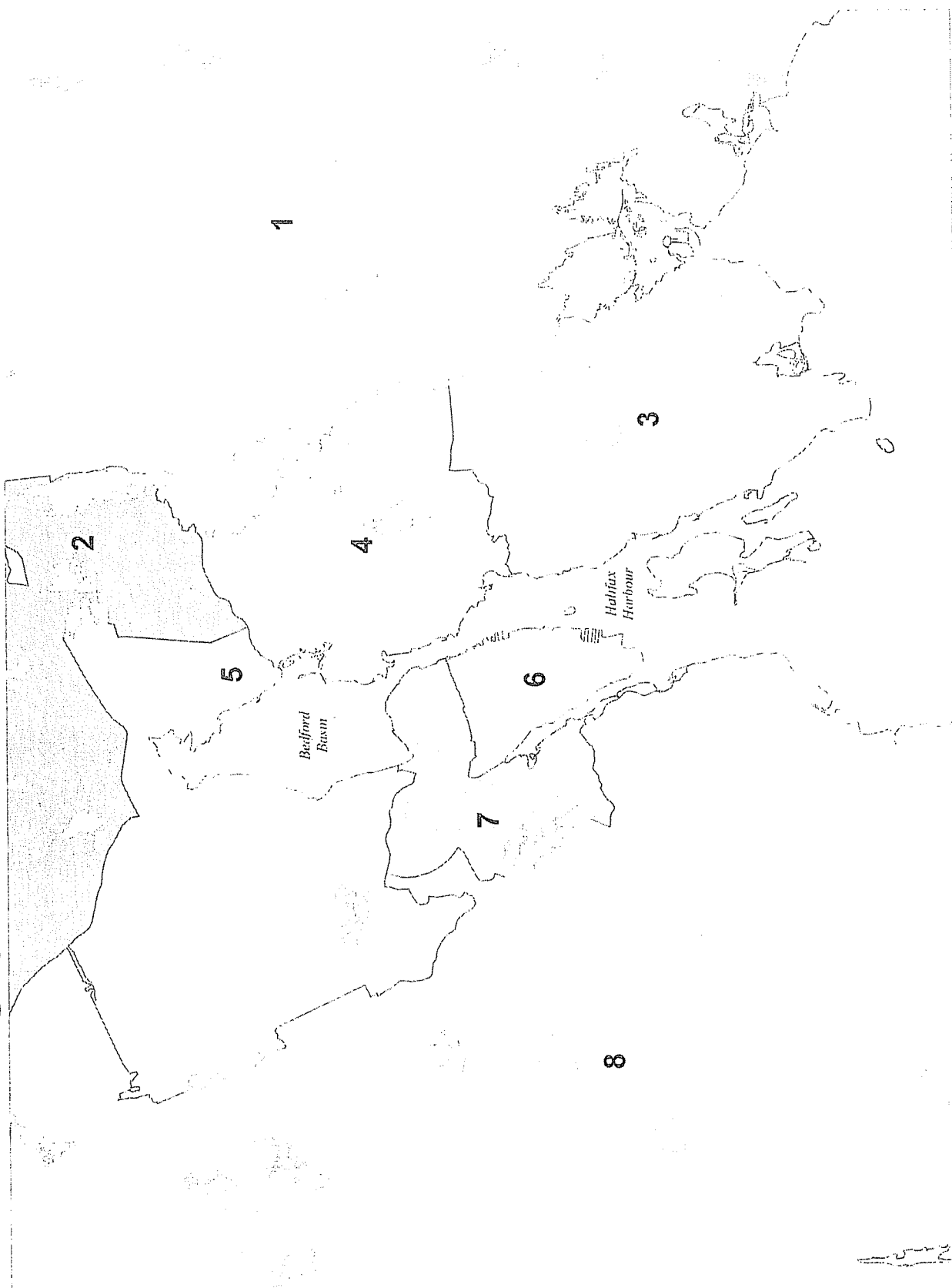
- Methodology
 - Using the 23 districts from the previous exercise
 - Combine districts to get the most equitable population numbers into 8 Districts
- Followed the approach taken with Halifax Regional School Board (although starts with new divisions rather than current districts)
- Represents the largest change in governance & role of Councillor
- Number could change but governance model proposes high level decision, policy and direction by Regional Council – and delegation of decision making in other areas (tbd)
- Proposes no community council structure

Scenario 2 - Board of Governors

8 Districts



Scenario 2 - insert



Impact evaluation- Scenario 2

Impact on # of constituents & voters per district	Largest change Average 46,607 residents/district and 35,668 voters per district (see more detailed table provided)
Impact on role of Councillor & support requirements	High impact on role of councillor- more policy decision/direction Constituency work would likely require substantially more support (one example might be a constituency office) for each District
Impact on Community Council and decision making	Does not propose a Community Council model Would require delegated decision making (i.e.. for planning using a planning board at local level) with regional council maintaining broad policy powers.
Impact on Public Consultation	Less statutory opportunity for citizen input directly to Council
Legislative impact	Primarily related to Council's ability to delegate powers to other bodies
Implemented based on geography & population	Yes
Community of interests taken into account	Yes but a major change in larger district areas

Scenario 3 –Modified Board of Governors (13 Districts)

- Methodology
 - Using the 23 districts from the first exercise
 - Combine districts to get the most equitable population numbers over 13 Districts to also create 2 Community Councils
- Represents a large change in governance & role of Councillor
- Regional Council would deal with high level decision, policy and direction by Regional Council – and delegation of decision making in some areas – but could retain more Regional Decision making
- Proposes two community councils (East & West)

HALIFAX
REGIONAL MUNICIPALITY

2012 Polling District Review
Scenario - 13 Districts

Atlantic Ocean

DRAFT

DISTRICT
Scale Meter

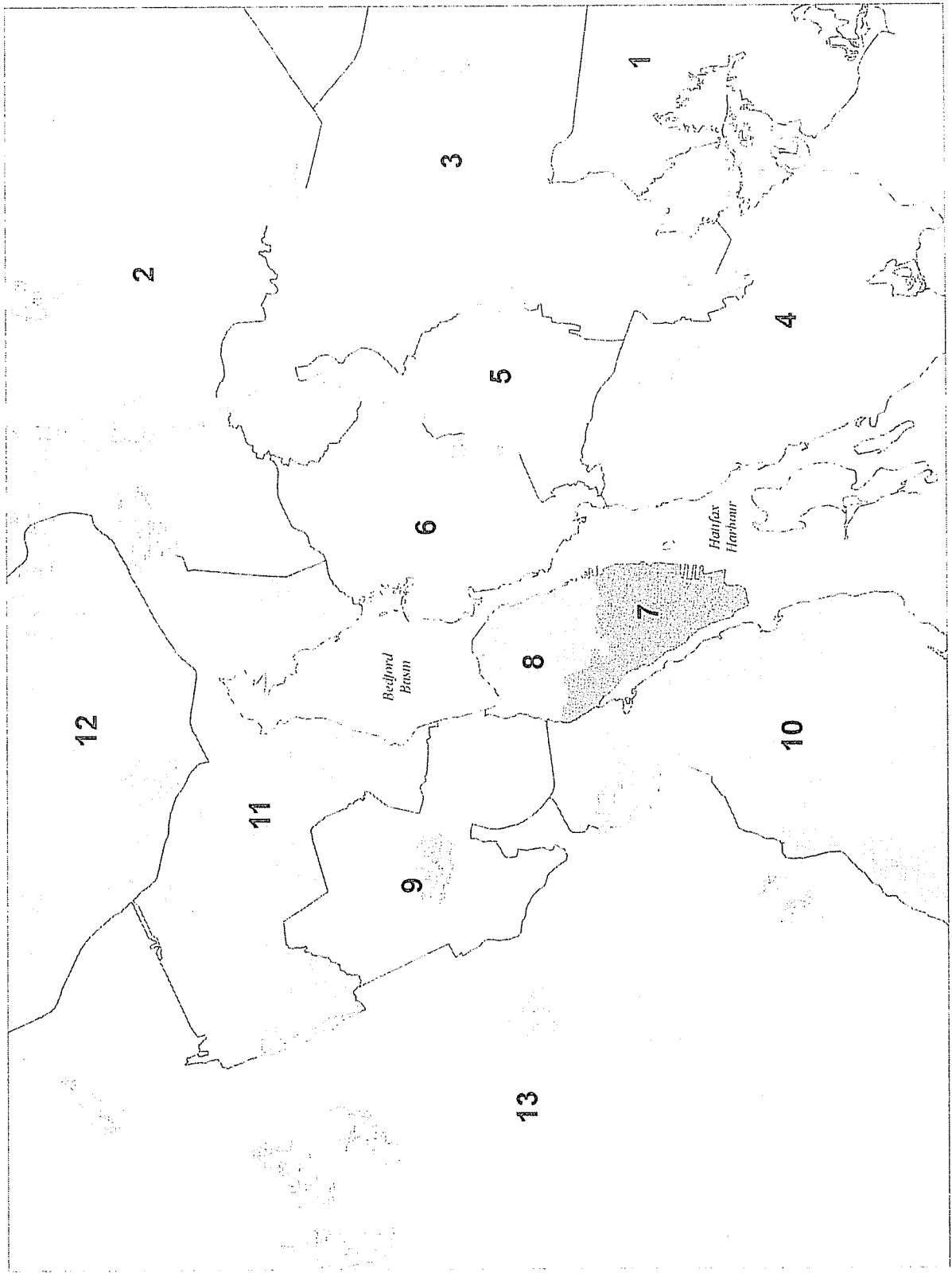
0 1 2 3 4 Kilometers

0 1 2 3 4 Miles

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SECRET

Scenario 3 - Inset



Impact evaluation- Scenario 3

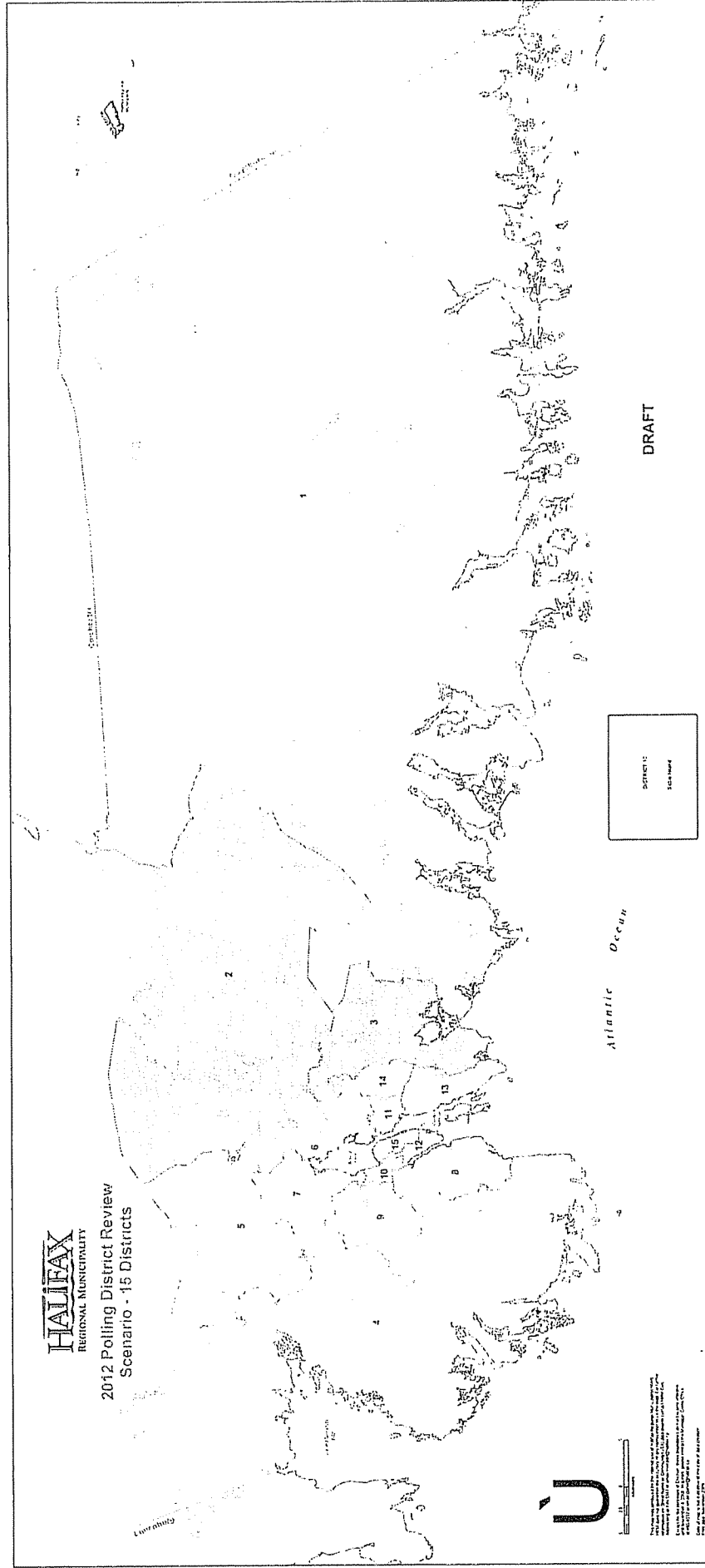
Impact on # of constituents & voters per district	A significant change Average 28,681 residents/district and 21,949 voters per district (see more detailed table provided)
Impact on role of Councillor & support requirements	High impact on role of councillor- more policy decision/direction As in scenario 2 although districts are smaller constituency work would likely require more support for each District.
Impact on Community Council and decision making	Proposed 2 large community council's for delegated decision making Could also include other delegated decision making to boards. Community councils would be making decisions over a large area.
Impact on public consultation	Concept of local input and decision making diminished
Legislative impact	Primarily related to Council's ability to delegate powers to other bodies
Implemented based on geography & population	Yes
Community of interests taken into account	Yes but a major change in larger district areas and large community council areas.

Scenario 4 -Community Council

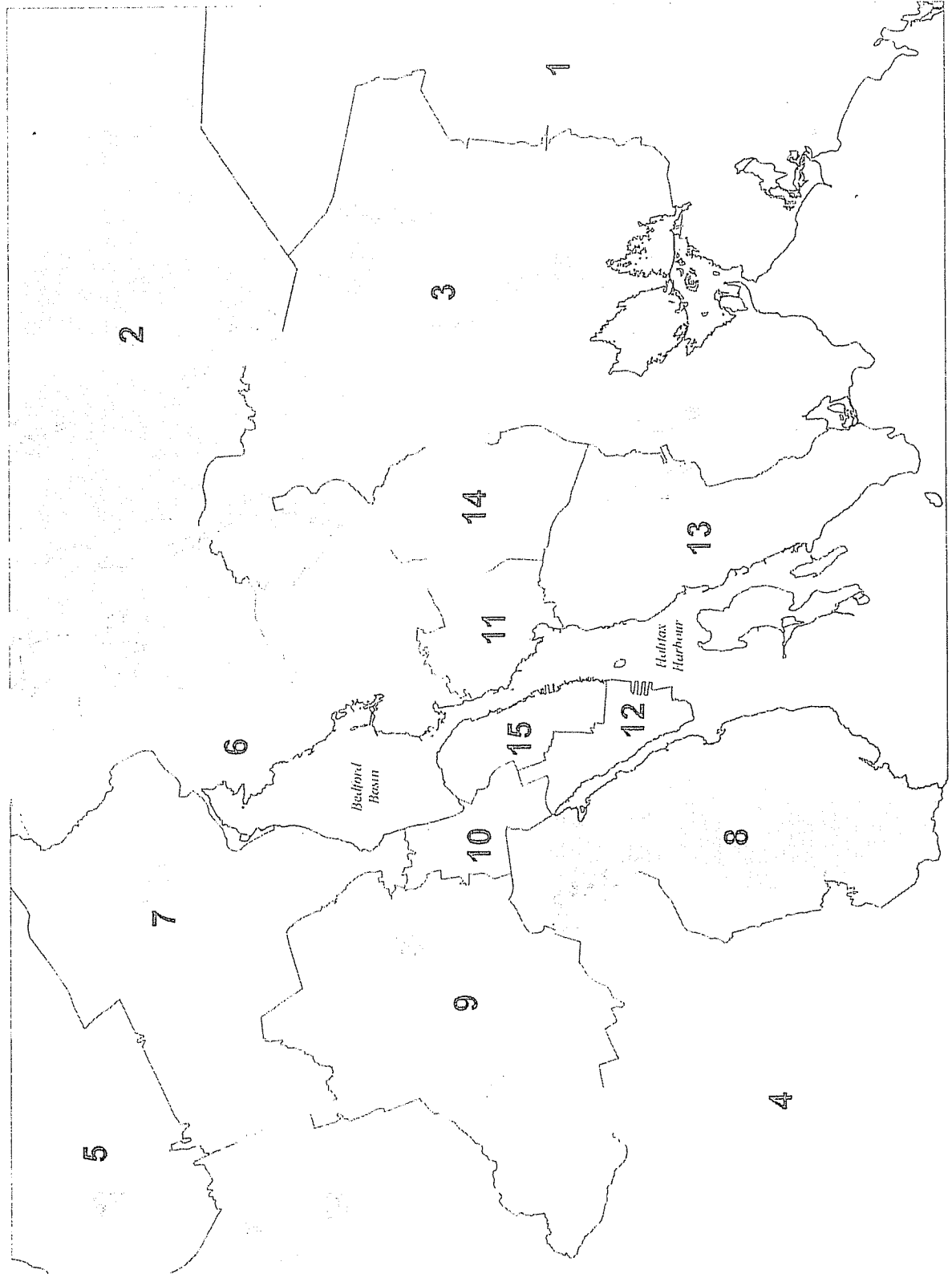
Model (1 regional & 3 community councils - 15 district)

- Methodology
 - Start with assumption of 3 community councils of 5 districts each
 - Take total population and divide by 15
 - Start with DA's in the outer reaches of HRM and work towards the centre
 - Combine DA's to get the most equitable population numbers
 - Organize districts into 3 community councils accordingly
- Anticipates larger decision making at the Community Council level.
- Regional Council would focus on high level policy, regional issues and direction to staff and Community Councils

Scenario 4 – District map (15 districts)



Scenario 4 - Inset

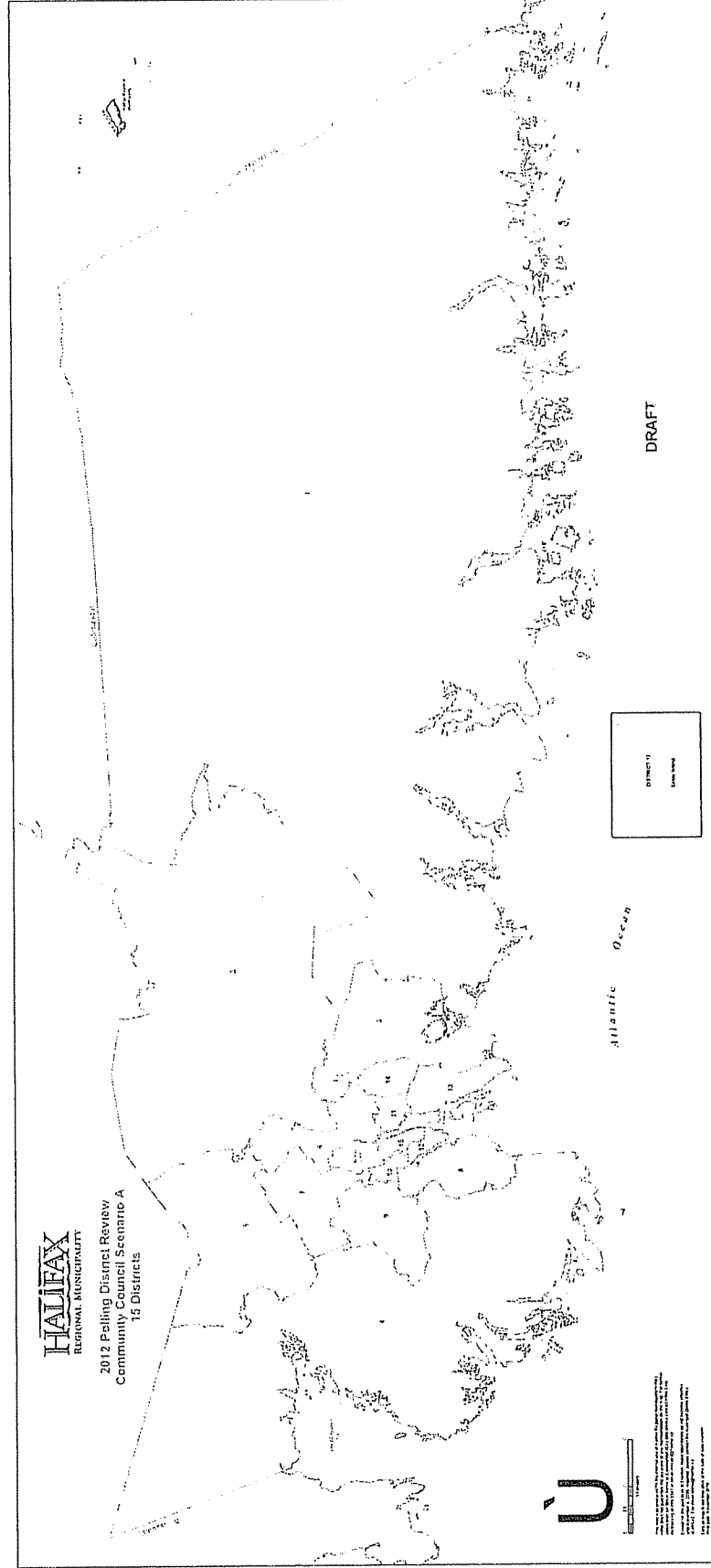


Scenario 4 a)

Community Council Scenario 1

- East, West and Halifax

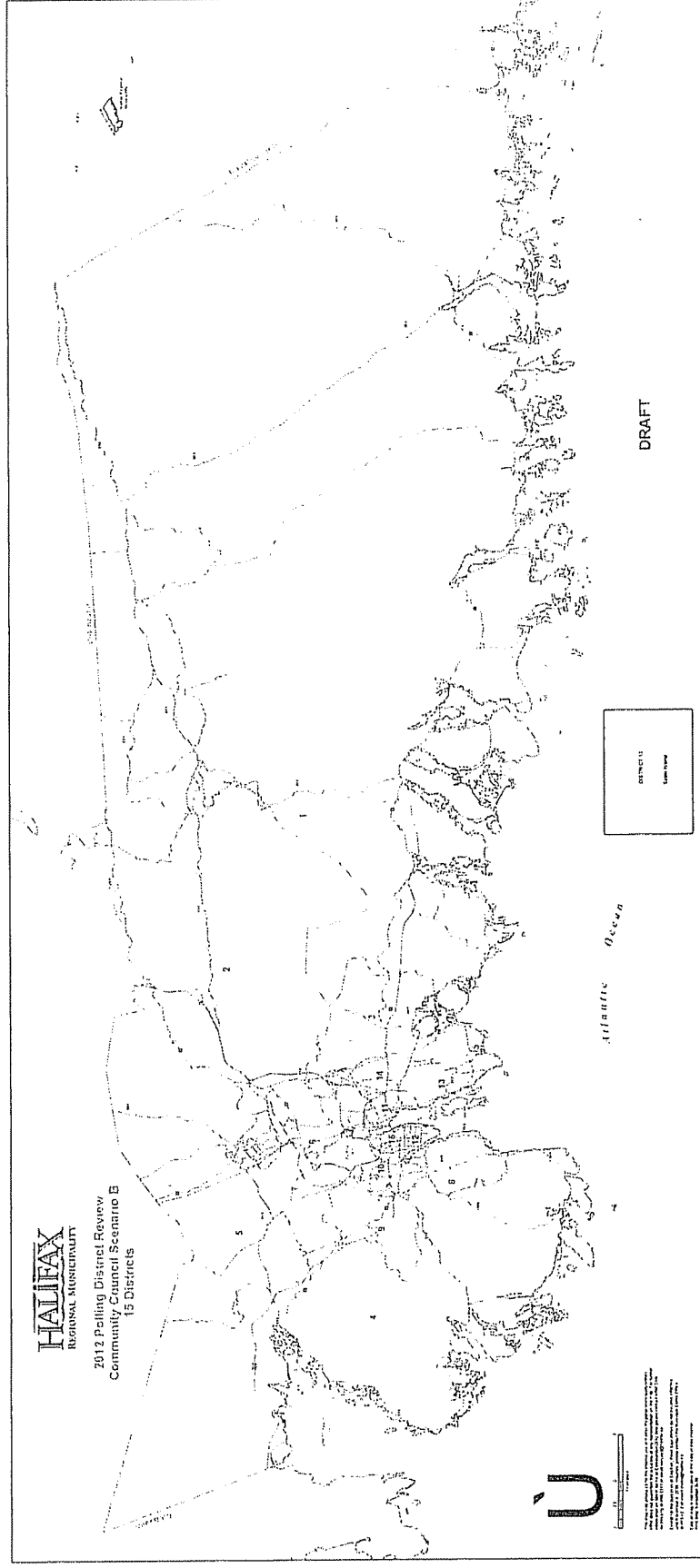
15 Districts → 3 Community Councils



Scenario 4 b) Community Council Scenario

Rural, Suburban and Urban

15 Districts → 3 Community Councils



Impact evaluation- Scenario 4

Impact on # of constituents & voters per district	Significant increase per district Average 24,857 residents/district and 19,023 voters per district (see more detailed table provided)
Impact on role of Councillor & support requirements	Significant impact on role of councillor- more policy decision/direction at the Regional level. More authority at the Community Council level. Constituency work may require a constituency office for each District or additional resources for councillor and support for Community Councils
Impact on Community Council and decision making	Community Councils larger than present but may be able to define reasonable communities of interest i.e.. Urban, rural, suburban or East, Central, West
Impact on public consultation	As per current – Regional, Community Council. Larger areas may require more travel or alternative ways to ensure broad community engagement
Legislative impact	Moderate – requires powers to delegate authority from Regional Council
Implemented based on geography & population	Yes – but depending on decision re: Community Council approach may high light divisions in the Region
Community of interests taken into account	Yes but a major change in larger district areas and large community council areas.

Next Steps

- Questions – Discussion
- Any of these models worth pursuing into further detailed work? Other alternatives?
- December meeting
 - Flesh out the preferred models and implications
 - Propose a “draft” consultation plan




PO Box 1749
Halifax, Nova Scotia
B3J 3A5 Canada

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 26th 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

April 1, 2010

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
- 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. 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 our 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 theirs 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 wayback 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

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 or 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 23rd. 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 23rd 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 has 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 basketball 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 migrant. 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.

Table Q9E Page 39
It is important to me that my local Councillor works to deal with issues of importance to the entire region (HR4)

	GENDER		AGE		EDUCATION		LENGTH OF TIME IN HR4		HOME OWNER		PROPERTY TAX		HOUSEHOLD INCOME		COMMUNITY COUNCIL	
	Male		Female		HS or Coll Univ		<1-10		Own Rent		<2K		50K-100K		Harp East	
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L)	(M)	(N)	(O)	(P)
BASE	2420	1235	1179	267	921	1228	1169	485	762	332	637	834	602	2000	419	892
UNWEIGHTED TOTAL	2420	1245	1171	315	959	1143	843	457	1116	407	736	785	481	2048	370	784
1 - STRONGLY DISAGREE	2%	3%	1%	1%	2%	3%	3%	1%	1%	1%	1%	2%	4%	2%	2%	3%
2	2%	2%	2%	2%	3%	2%	2%	2%	2%	3%	2%	2%	2%	2%	3%	2%
3	9%	9%	8%	8%	10%	8%	9%	10%	8%	9%	8%	10%	8%	8%	11%	9%
4	23%	23%	24%	27%	24%	22%	22%	26%	24%	25%	26%	23%	20%	24%	20%	25%
5 - STRONGLY AGREE	61%	60%	61%	59%	60%	61%	60%	58%	63%	57%	62%	60%	61%	61%	59%	64%
UNDECIDED / NO OPINION	3%	2%	4%	3%	1%	4%	4%	3%	2%	4%	1%	3%	4%	3%	5%	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	4.5
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Table 09A Page 35
Council as a whole has worked to successfully deal with
issues important to HM

	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 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	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	468
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			CH	CH				O				P	P	S	S	S	STU		y	y	y	y	
2	20%	25%	15%	23%	20%	20%	16%	20%	26%	21%	24%	18%	19%	20%	22%	16%	21%	30%	17%	18%	30%	30%	25%	15%	22%	14%	20%	24%
	C							G	CH	LM							PQ				ST	ST	XZ		XZ		XZ	
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%	35%	40%	41%	34%
				D												R	R		V	V	V					B2		
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%
							I	I				JK				R			U	U			B2	B2	B2	B2		
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%
						DE	I	I				X	JKL					UV	UV	UV				Z				
UNDECIDED / NO OPINION	7%	3%	12%	18%	7%	6%	8%	7%	7%	14%	6%	6%	6%	6%	15%	7%	4%	3%	8%	8%	5%	3%	5%	8%	6%	6%	6%	12%
			B	BP						KLM					N	OR			UV	V							XVYZ	
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				e	I	I				JK	JK			OR	I		UV	UV		B2	B2	B2	B2	B2	B2	

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																	
	Male	Female		HS or Coll	Univ			<1-10	11-30	31-50	50+	Own	Rent	<2K	2K-4K	4K+	<50K	50K-100K	100K-150K	150K+ Club	Barb	Martin	N West	West	Pen				
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	488
	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	
UNWEIGHTED TOTAL	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%	20%
1 - STRONGLY DISAGREE	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%	30%
2	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%	30%
3	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%	18%
4	4%	3%	5%	3%	3%	6%	6%	4%	2%	2%	2%	5%	8%	4%	5%	3%	5%	6%	6%	4%	2%	3%	6%	6%	2%	2%	4%	5%	9%
5 - STRONGLY AGREE	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%	12%
UNDECIDED / NO OPINION	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
MEANS	2.8	2.6	3.0	2.8	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	2.8

Table 09C Page 37
I feel my voice is valued / reflected in local government
decision making

	GENDER		AGE	EDUCATION		LENGTH OF TIME IN HRY HOME OWNER										PROPERTY TAX				HOUSEHOLD INCOME				COMMUNITY COUNCIL				
	Male	Female		10-34	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	Hard	Marin N	West	West	Pan
TOTAL	(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
BASE	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
UNWEIGHTED TOTAL	18%	21%	15%	15%	21%	17%	18%	16%	19%	14%	18%	19%	19%	19%	13%	20%	20%	15%	17%	18%	19%	21%	17%	18%	23%	20%	19%	14%
1 - STRONGLY DISAGREE	C																											
	27%	30%	24%	26%	28%	27%	26%	27%	29%	26%	30%	26%	26%	27%	26%	26%	26%	39%	25%	28%	29%	34%	29%	23%	28%	24%	28%	30%
2	C																											
	27%	27%	28%	33%	27%	26%	26%	28%	28%	29%	31%	27%	23%	26%	31%	26%	26%	25%	26%	29%	29%	25%	26%	31%	23%	30%	24%	26%
3																												
	13%	10%	16%	14%	13%	12%	13%	15%	11%	15%	11%	13%	13%	12%	16%	11%	14%	10%	14%	13%	13%	7%	13%	12%	11%	13%	14%	16%
4																												
	5%	4%	6%	2%	3%	7%	6%	6%	2%	2%	3%	5%	9%	5%	5%	6%	4%	2%	6%	5%	2%	3%	6%	5%	6%	3%	4%	5%
5 - STRONGLY AGREE																												
UNDECIDED / NO OPINION																												
	10%	8%	12%	10%	8%	11%	11%	8%	10%	14%	6%	11%	11%	10%	9%	11%	10%	10%	12%	8%	8%	10%	9%	11%	10%	9%	11%	9%
MEANS	2.5	2.4	2.7	2.6	2.4	2.6	2.6	2.6	2.4	2.6	2.5	2.6	2.6	2.5	2.7	2.5	2.5	2.4	2.6	2.5	2.5	2.3	2.6	2.6	2.4	2.5	2.5	2.6

Table Q9D 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 BRM HOME OWNER.		PROPERTY TAX		HOUSEHOLD INCOME		COMMUNITY COUNCIL																
					HS OR COL1						50K-100K		Hard																
	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	100K	150K+	Chub	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	312	637	834	602	2000	419	892	797	142	969	927	350	135	468	658	337	328	352	377	488
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		
1 - STRONGLY DISAGREE	2%	2%	1%	1%	2%	2%	2%	2%	2%	1%	2%	1%	3%	2%	2%	2%	1%	2%	1%	2%	1%	2%	2%	1%	3%	1%	1%	3%	1%
						D										I			U									A2	
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%	2%	2%	2%	1%
		C							GH							D		P				STU	Z					*E	1%
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												SC			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%	19%	16%	16%	18%	
									G													SV		za2					
5 - STRONGLY AGREE	67%	63%	71%	68%	67%	66%	68%	69%	62%	63%	68%	69%	64%	67%	63%	69%	67%	58%	69%	67%	63%	58%	63%	63%	67%	74%	73%	66%	
			B					I	I		X					R	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%	1%	4%	2%	2%	2%	4%	2%	3%	2%	4%	3%	
						DE	I						KL		N	R	R		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	4.5	4.6	4.5	4.3	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	V					WXB2	WXB2		

Table C9H Page 40
It is important to me that my local Council/lor 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+	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	Marina	N West	West	Pen	
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%	4%	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%	25%	20%	24%	29%	19%	18%	22%	20%
5 - STRONGLY AGREE	57%	54%	60%	52%	56%	58%	59%	61%	51%	52%	58%	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%	6%	3%	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		W		X	X	Y	Z

Table Q10A Page 41
 Attended or watched Halifax Regional Council meetings

	GENDER				AGE		EDUCATION				LENGTH OF TIME IN BRM				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 Marina 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	502	1899	419	892	797	142	969	927	350	135	468	658	337	328	352	377
UNWEIGHTED TOTAL	2419	1245	1170	315	959	1142	842	457	1116	407	736	784	481	2047	370	784	894	200	759	968	455	207	445	606	307	297	359	488
ONCE OR TWICE PER YEAR	25%	25%	24%	20%	29%	22%	23%	23%	29%	21%	27%	26%	22%	26%	18%	24%	28%	29%	22%	25%	27%	38%	25%	23%	25%	24%	27%	26%
					DP				CH		JM			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	JM						P		S	S		YZ					
AT LEAST ONCE PER MONTH	12%	14%	9%	4%	9%	15%	15%	8%	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	JHI						U									
ATLEAST 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		T		TUV									
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	L					Q			V	V	V			W	W			

Table Q10B Page 42
 Attended a Community Council meeting

	GENDER		AGE		EDUCATION		LENGTH OF TIME IN HRA HOME OWNER						PROPERTY TAX		HOUSEHOLD INCOME					COMMUNITY COUNCIL								
	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+ Club	East	Hard	Marin	N West	West	Pen		
TOTAL MALE	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%
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%	2%	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%	1%	1%
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	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	GE				I	I			KLM				N	I	I		TOV				WNA	YNA	YNA	YNA	YNA	YNA	YNA

Table Q10C Page 43
Attended a public

[illegible]

	GENDER										AGE										EDUCATION										LENGTH OF TIME IN BRM HOME OWNER.										PROPERTY TAX										HOUSEHOLD INCOME										COMMUNITY CREDIT																																							
	<->										<->										<->										<->										<->										<->										<->										<->																													
											ES OR																																																																																									
	TOTAL Male Female 18-34 35-54 55+																																																																																																			
	(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)	(AA)	(BB)																																																																								
BASE	2409	1229	1174	267	921	1216	1159	485	761	332	637	831	593	1988	419	880	797	142	966	922	350	135	468	651	334	328	349	3777																																																																								
UNWEIGHTED TOTAL	2416	1242	1170	315	959	1139	840	457	1115	407	736	784	478	2044	370	780	895	200	757	967	455	207	446	604	306	297	358	4888																																																																								
ONCE ON TWICE PER YEAR	30%	28%	31%	29%	34%	26%	26%	32%	33%	30%	32%	31%	25%	31%	25%	28%	34%	36%	23%	32%	40%	37%	27%	29%	34%	26%	35%	27%																																																																								
ONCE EVERY 2 TO 3 MONTHS	7%	7%	7%	9%	8%	6%	6%	10%	GE	8%	8%	7%	5%	8%	4%	8%	7%	12%	5%	8%	9%	8%	8%	6%	7%	7%	8%	8%																																																																								
AT LEAST ONCE PER MONTH	6%	6%	7%	10%	6%	5%	6%	9%	GH	8%	8%	6%	5%	6%	9%	5%	6%	10%	6%	6%	5%	15%	6%	7%	7%	6%	6%	7%																																																																								
ATLEAST ONCE PER WEEK	5%	4%	5%	6%	5%	4%	4%	5%	5%	5%	6%	4%	4%	5%	4%	5%	4%	2%	6%	4%	3%	5%	5%	4%	6%	5%	6%	4%																																																																								
DAILY	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-																																																																								
NEVER	52%	55%	49%	46%	47%	58%	59%	51%	43%	49%	46%	52%	61%	51%	58%	54%	49%	40%	60%	50%	43%	35%	54%	55%	46%	57%	45%	55%																																																																								
	C					DE	FI	I			K	JTL	D	R	R		TDV	UV	V		YA2	YA2	YA2	YA2	YA2	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 35-54 55+		HS or Coll Univ		<1-10 11-30 31-50 50+		Own Rent		<2K 2K-4K 4K+		50K- 100K- 150K- 150K+		Chesb Hard East Martin 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)	(AA)	(BB)
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	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%	28%	30%
	C		D		D		D		GH		J			O					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	K											Z				
AT LEAST ONCE PER MONTH	1%	2%	1%	1%	2%	2%	2%	1%	2%	2%	1%	1%	2%	1%	2%	2%	1%	1%	2%	2%	2%	1%	2%	1%	1%	1%	1%	1%
	C															R	X		UV	UV			Z					
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	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
about a decision m

	GENDER			AGE		EDUCATION		LENGTH OF TIME IN BRM HOME OWNER.		PROPERTY TAX			HOUSEHOLD INCOME			COMMUNITY COUNCIL													
	<->		<->		<->		<->		<->		<->		<->		<->		<->		<->										
	TOTAL	Male	Female	18-34	35-54	55+	HS OR	Coll	Univ	<1-10	11-30	31-50	50+	Own	Rent	<2K	2K-4K	4K+	<50K	50K	100K	150K	150K+	Ched	East	Marin	N West	West	Pan
	(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)	(A1)	(B1)	
BASE	2420	1335	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	488
UNWEIGHTED TOTAL	2420	1245	1171	315	959	1243	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			CR			J		O				PQ	S	S	S	ST		W	X	Y	Z		
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							E					O								ST		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%	
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	EP		I	I						N	R	R			TDV	V	V	RA2B2	B2						

Table Q106 Page 47
Contacted your community
your community

	GENDER		AGE		EDUCATION		LENGTH OF TIME IN HRM		HOME OWNER.		PROPERTY TAX		HOUSEHOLD INCOME		COMMUNITY COUNCIL													
	Male	Female	18-34	35-54	55+ less	Col1	Dist	<1-10	11-30	31-50	50+	Own	Realt	<2K	2K-4K	4K+	<50K	100K	150K	150K+	Chab	Haid	Barb	Martin	N West	West	Pen	
TOTAL	(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)	(AA)	(AB)
BASE	2420	1335	1179	267	921	1128	1169	485	762	332	637	834	602	2000	419	892	797	142	969	927	350	135	468	658	337	328	352	377
UNREPORTED TOTAL	2420	1345	1171	315	959	1143	863	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			O				S	S	S		zazB2	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%	1%	2%	1%	1%	2%	1%	1%	1%	2%	1%	2%	1%	1%	1%	1%	1%	1%	2%	2%	2%
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%	2%	1%	1%	1%	1%	1%	1%
								I																				
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%
	D		D	EF				I		KLM	N	N		N	N				TUV			X	I	I	X	Y	Y	Y

Table Q10H Page 48
Contacted your Councilor regarding a service issue

	GENDER		AGE		EDUCATION		LENGTH OF TIME IN HHM 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 East	Hard Maria N West	West West	Per									
	(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	28%	30%	27%	12%	30%	31%	28%	32%	26%	19%	26%	29%	35%	31%	16%	31%	30%	34%	27%	31%	25%	27%	28%	25%	32%	34%	30%	25%
ONCE EVERY 2 TO 3 MONTHS	4%	6%	3%	3%	5%	5%	5%	3%	4%	2%	3%	4%	7%	5%	2%	4%	6%	5%	4%	3%	5%	5%	5%	4%	7%	3%	5%	4%
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%	1%
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	66%	63%	69%	85%	65%	62%	65%	63%	69%	77%	70%	65%	56%	63%	80%	64%	63%	60%	66%	64%	68%	67%	66%	70%	60%	62%	61%	70%
	B	EF								KLM	M	M			N									YZA2				YZA2

Table Q101 Page 49
Contacted the Mayo
community

[illegible]

Table Q10f Page 50
Contacted the Mayor regarding a service issue

	GENDER		AGE		EDUCATION		LENGTH OF TIME IN BRM		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	Hard	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)
BASIS	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%	7%	7%	6%	3%	6%	6%	9%	7%	6%	7%	6%	8%	6%	8%	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%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%
AT LEAST ONCE PER MONTH	1%	1%	1%	-	1%	1%	1%	-	1%	1%	1%	1%	-	1%	1%	1%	1%	-	1%	1%	-	-	-	-	-	-	2%	-
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%	-
DAILY	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
NEVER	93%	91%	94%	96%	93%	92%	92%	93%	93%	95%	93%	93%	90%	92%	93%	92%	93%	92%	93%	91%	94%	94%	91%	95%	93%	90%	89%	93%
			D	EP						M													WZA2					

Table Q11 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													
	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+ Chob	Hard	Matin	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
Yes	52%	51%	54%	45%	51%	55%	51%	54%	53%	45%	51%	53%	56%	52%	51%	52%	55%	49%	50%	55%	54%	47%	52%	55%	47%	56%	49%	51%
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%
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		I	I	H	KLM	M	M		N	N	OR		PQ	TOV	V	V		X	X	Y	Y	Z	

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 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+ Ched	East	North	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)	(AA)	(BB)
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%
	C													D				P				YA2B2	W			Y		
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%
Pair / 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%
							G										P							W			W	
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%
							1																					
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%
											J	J									T					b2		
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%
																				Y							WXA2	
Cooperation within council/ work better together for all HM	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%
							F																					
De-analysate	3%	2%	4%	-	4%	3%	2%	-	4%	3%	2%	3%	3%	3%	1%	5%	1%	1%	2%	3%	1%	5%	3%	2%	7%	-	2%	2%
More community involvement / visibility in the community	3%	1%	7%	2%	4%	2%	3%	4%	2%	3%	5%	-	3%	3%	5%	1%	-	6%	2%	1%	-	1%	2%	3%	8%	1%	3%	
			B													G			U									
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%
												G															WYA2	

WXYA2

Table Q12 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 EDM		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	Pan	
	(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	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%	
Reduce pay / reduce parks (free gas, cars, etc.)	2%	3%	-	-	1%	2%	2%	2%	1%	2%	4%	4%	5%	2%	-	1%	3%	2%	4%	4%	1%	1%	-	1%	2%	-	8%	
Issues with individual councilors	2%	4%	5%	-	2%	2%	2%	3%	4%	-	-	5%	4%	2%	-	5%	-	-	2%	2%	2%	-	2%	2%	-	8%	-	
Meaningful debates / make decisions / take action	2%	4%	4%	1%	-	2%	3%	-	1%	1%	1%	-	4%	2%	1%	3%	1%	1%	4%	1%	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%	
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%	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%	4%	-	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%	
				P	F				G	KLM							P				STU	XZAD					AD	

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 BRM		HOME OWNER		PROPERTY TAX		HOUSEHOLD INCOME		COMMUNITY COUNCIL											
	<-	>-	<-	>-	<-	>-	<-	>-	<-	>-	<-	>-	<-	>-	<-	>-	<-	>-								
	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+ Club	Hard East	Marin N West	West	Pen	
TOTAL	18%	22%	1%	1%	2%	1%	3%	4%	-	1%	1%	3%	2%	-	2%	2%	-	2%	1%	-	-	3%	1%	-	1%	
(A)	1%	2%	-	1%	2%	1%	3%	4%	-	1%	1%	3%	2%	-	2%	2%	-	2%	1%	-	-	3%	1%	-	1%	
(B)	1%	2%	-	1%	2%	1%	3%	4%	-	1%	1%	3%	2%	-	2%	2%	-	2%	1%	-	-	3%	1%	-	1%	
(C)	1%	2%	-	1%	2%	1%	3%	4%	-	1%	1%	3%	2%	-	2%	2%	-	2%	1%	-	-	3%	1%	-	1%	
(D)	1%	2%	-	1%	2%	1%	3%	4%	-	1%	1%	3%	2%	-	2%	2%	-	2%	1%	-	-	3%	1%	-	1%	
(E)	1%	2%	-	1%	2%	1%	3%	4%	-	1%	1%	3%	2%	-	2%	2%	-	2%	1%	-	-	3%	1%	-	1%	
(F)	1%	2%	-	1%	2%	1%	3%	4%	-	1%	1%	3%	2%	-	2%	2%	-	2%	1%	-	-	3%	1%	-	1%	
(G)	1%	2%	-	1%	2%	1%	3%	4%	-	1%	1%	3%	2%	-	2%	2%	-	2%	1%	-	-	3%	1%	-	1%	
(H)	1%	2%	-	1%	2%	1%	3%	4%	-	1%	1%	3%	2%	-	2%	2%	-	2%	1%	-	-	3%	1%	-	1%	
(I)	1%	2%	-	1%	2%	1%	3%	4%	-	1%	1%	3%	2%	-	2%	2%	-	2%	1%	-	-	3%	1%	-	1%	
(J)	1%	2%	-	1%	2%	1%	3%	4%	-	1%	1%	3%	2%	-	2%	2%	-	2%	1%	-	-	3%	1%	-	1%	
(K)	1%	2%	-	1%	2%	1%	3%	4%	-	1%	1%	3%	2%	-	2%	2%	-	2%	1%	-	-	3%	1%	-	1%	
(L)	1%	2%	-	1%	2%	1%	3%	4%	-	1%	1%	3%	2%	-	2%	2%	-	2%	1%	-	-	3%	1%	-	1%	
(M)	1%	2%	-	1%	2%	1%	3%	4%	-	1%	1%	3%	2%	-	2%	2%	-	2%	1%	-	-	3%	1%	-	1%	
(N)	1%	2%	-	1%	2%	1%	3%	4%	-	1%	1%	3%	2%	-	2%	2%	-	2%	1%	-	-	3%	1%	-	1%	
(O)	1%	2%	-	1%	2%	1%	3%	4%	-	1%	1%	3%	2%	-	2%	2%	-	2%	1%	-	-	3%	1%	-	1%	
(P)	1%	2%	-	1%	2%	1%	3%	4%	-	1%	1%	3%	2%	-	2%	2%	-	2%	1%	-	-	3%	1%	-	1%	
(Q)	1%	2%	-	1%	2%	1%	3%	4%	-	1%	1%	3%	2%	-	2%	2%	-	2%	1%	-	-	3%	1%	-	1%	
(R)	1%	2%	-	1%	2%	1%	3%	4%	-	1%	1%	3%	2%	-	2%	2%	-	2%	1%	-	-	3%	1%	-	1%	
(S)	1%	2%	-	1%	2%	1%	3%	4%	-	1%	1%	3%	2%	-	2%	2%	-	2%	1%	-	-	3%	1%	-	1%	
(T)	1%	2%	-	1%	2%	1%	3%	4%	-	1%	1%	3%	2%	-	2%	2%	-	2%	1%	-	-	3%	1%	-	1%	
(U)	1%	2%	-	1%	2%	1%	3%	4%	-	1%	1%	3%	2%	-	2%	2%	-	2%	1%	-	-	3%	1%	-	1%	
(V)	1%	2%	-	1%	2%	1%	3%	4%	-	1%	1%	3%	2%	-	2%	2%	-	2%	1%	-	-	3%	1%	-	1%	
(W)	1%	2%	-	1%	2%	1%	3%	4%	-	1%	1%	3%	2%	-	2%	2%	-	2%	1%	-	-	3%	1%	-	1%	
(X)	1%	2%	-	1%	2%	1%	3%	4%	-	1%	1%	3%	2%	-	2%	2%	-	2%	1%	-	-	3%	1%	-	1%	
(Y)	1%	2%	-	1%	2%	1%	3%	4%	-	1%	1%	3%	2%	-	2%	2%	-	2%	1%	-	-	3%	1%	-	1%	
(Z)	1%	2%	-	1%	2%	1%	3%	4%	-	1%	1%	3%	2%	-	2%	2%	-	2%	1%	-	-	3%	1%	-	1%	
Don't know / no response	8%	9%	7%	10%	8%	8%	14%	1%	6%	2%	3%	5%	7%	16%	10%	8%	13%	7%	9%	-	14%	8%	2%	2%	14%	3%

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.

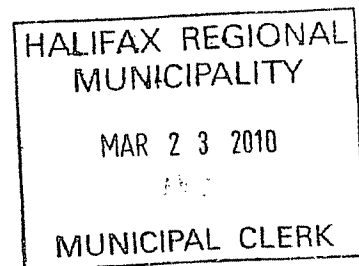
114
COPY OF THIS LETTER SENT TO
NWCC MEETING OF MARCH 25/10

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.

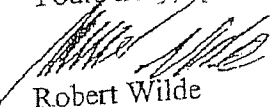
4/4

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.

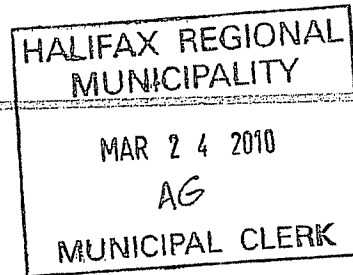
Yours truly,



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
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

4/5

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 though 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,

5/5
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.

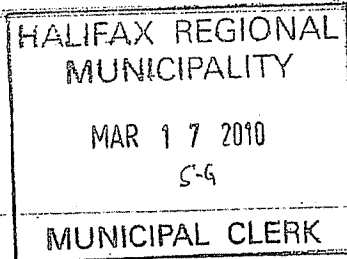
Wendy McDonald

March 22/10

1/2

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 Councillor.

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 Councillors. 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 councillor 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 councillors are proving to be effective in the roles they serve. Why create more districts to have it represented by a new councillor who may not even know how to serve that district.

My suggestion is to provide leadership development for our councillors 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

Thank you for allowing me to share my views.

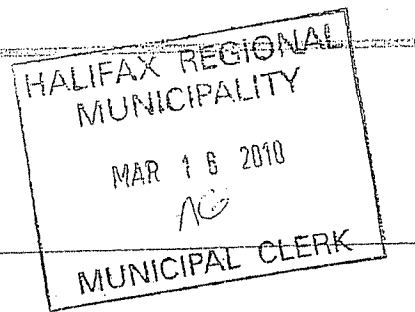
Blessings,

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,

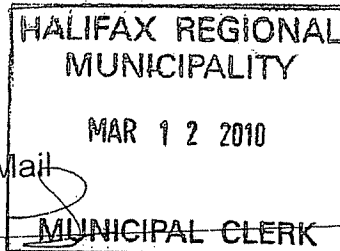
I would like to see Kingswood become part of Bedford again and not the current Hammonds Plains. Kingswood really doesn't have much in common with St. Margaret's and Upper Tantallon or Upper Hammonds Plains etc. Also, the boundary, in my opinion is much too big for one councillor.

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

Murna

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 10th) 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**

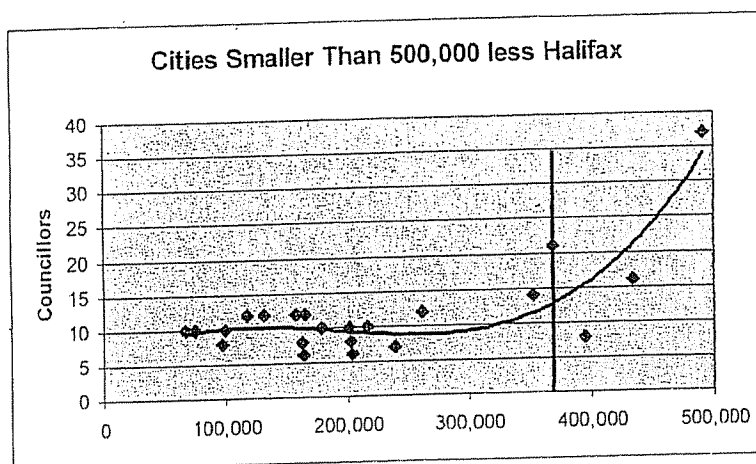
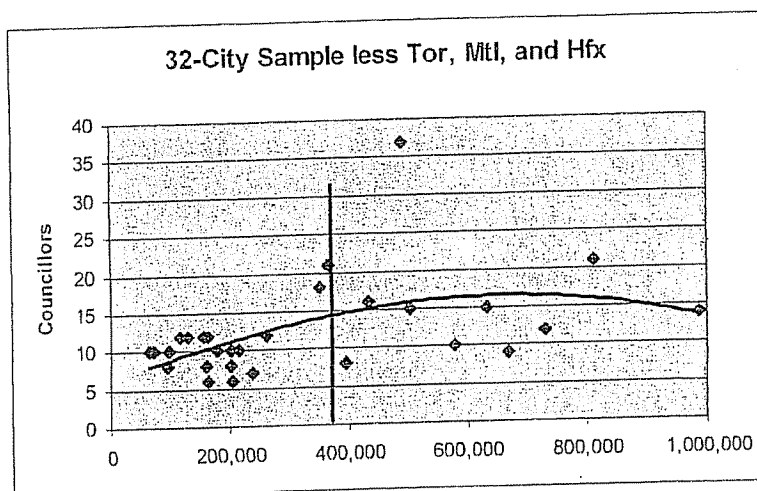
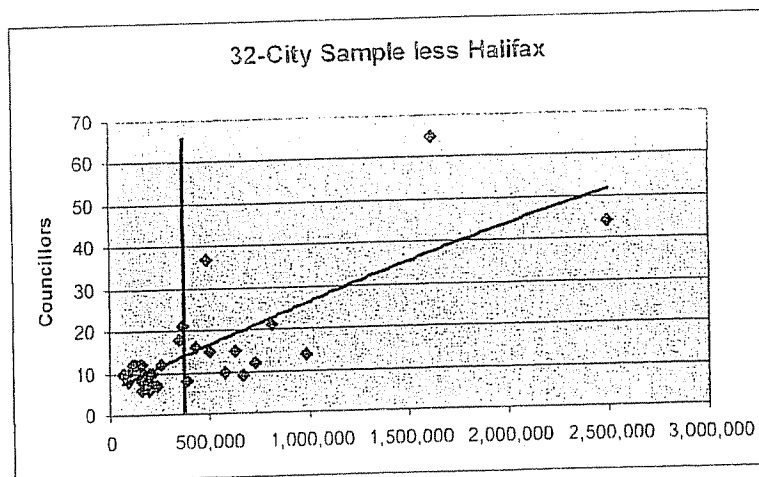
District	Name	Pop'n	Type of District
1	Eastern Shore - Musquodoboit Valley	13,655	Rural
2	Waverley - Fall River - Beaver Bank	18,547	Suburban
3	Preston - Lawrencetown - Chezzetcook	19,657	Suburban
4	Cole Harbour	19,096	Urban
5	Dartmouth Centre	14,764	Urban
6	East Dartmouth - The Lakes	16,642	Urban
7	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
		372,858	
Average		16,211	

2/2

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).

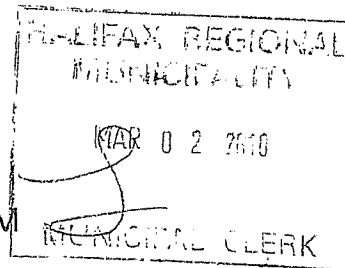
The two outlying cities of Toronto and Montreal, however, may be sufficiently different from HRM in terms of the number of councillors needed, so perhaps removing them from the sample might make sense. Removing them results in the second graph to the right. Here, the 'best fit' line showing the relationship 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.

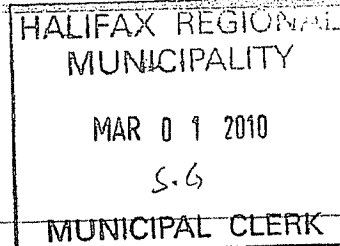
If the foregoing is not feasible I think, adopting the system used by Saint John New Brunswick, where all the Councillors are elected as regional members might be an improvement. As you know-- the eight who secure the most votes are elected -- and each represents, not a specific area, but the entire 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

1 | 1

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

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

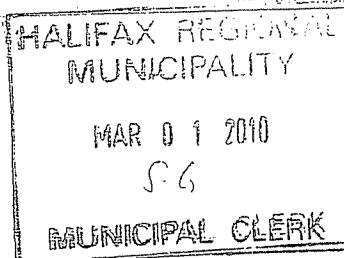
Office of the Municipal Clerk
1841 Argyle Street
PO Box 1749, Halifax
Nova Scotia B3J 3A5
490-4210 (phone)
490-4208 (fax)
E-mail: clerks@halifax.ca

>>> 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 wood lot 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.

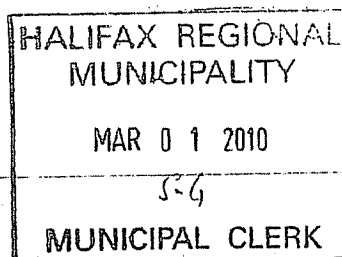
HRM will need a strong Council and Community Councils to respond to those demands. There is already too much going on that needs to be addressed and this is not the time to change the size of Council.

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

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 he 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

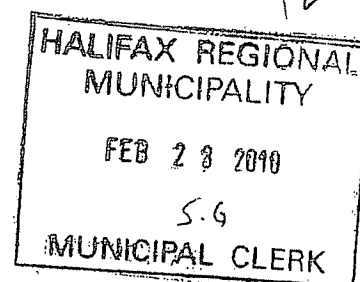
Thanks for the note.

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:

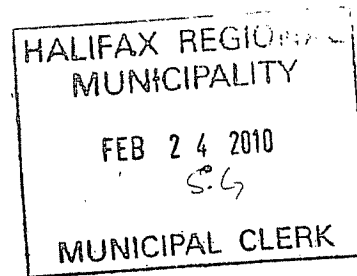
- > Thanks you for your comments and participation in the process.
- > In order to include your comments in the public participation report
- > it is important that we confirm what part of HIM you reside in. Your
- > exact address is not required but your district or community
- > information is required.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

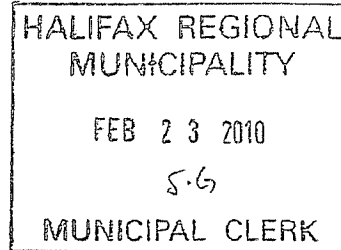
Cathy Mellett
A/Clerk Manager
Office of the Municipal Clerk
melletc@halifax.ca
(902) 490-6456

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

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? -

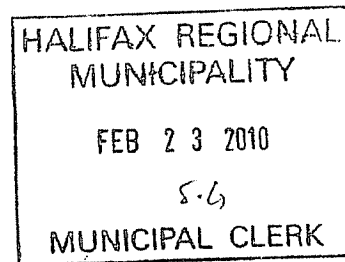
Not nearly as big as it is. Smaller committees and councils are more effective. Everyone is involved and has a say. Large groups breed a situation where there are "insiders" and "outsiders". The outsiders tend to be somewhat uninvolved and to become critical and negative with regard to the others. There 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

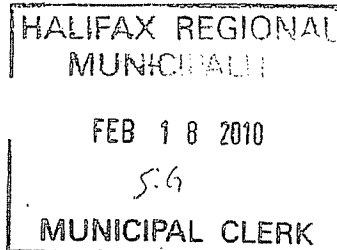
the reason for replacing the community council is that it is full of self interest groups condoned by council persons that seem to think they can get what they want by ganging up on people and in some cases trying to threaten and intimate people out side the meeting This is common practice at the meeting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



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 have 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

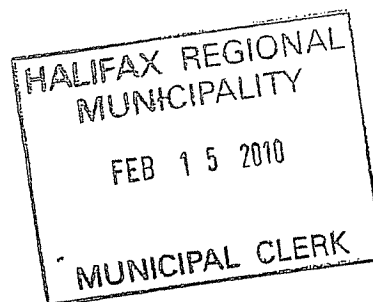
a teacher of history know about the operation of filtration plant. Yet their are several people in his riding that have that knowledge and if he knew who these people are in his riding then he would of been able to draw on that knowledge and none of this disaster would of happened That is where these 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,

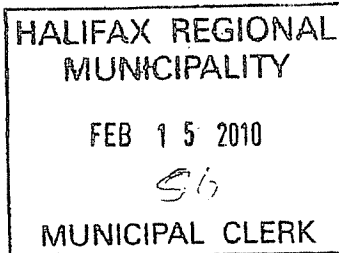
Stephen Rice.

February 11, 2010

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

Email: Clerks@halifax.ca

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

>>> "nwbi" >>>
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>
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
(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

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 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

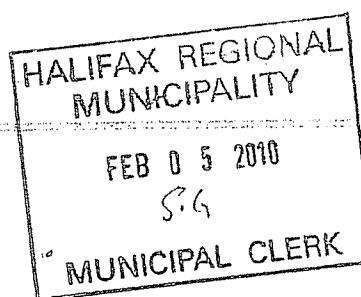
I am an elected school board member and we work with 8 districts plus the African NS rep. I am not thinking we can get that small that quickly, but a reduction to 17 would be a start. I truly feel that with 11-13 councillors, would adequately serve the people. I also think if there is a significant reduction 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

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.

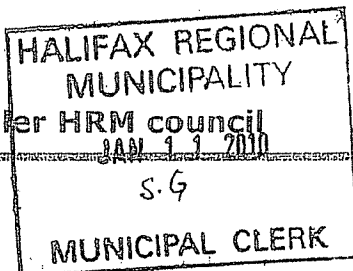
I thank you for your time in reading my email and welcome any response.

Blain VMJ Potvin CD

Live connected with Hotmail on your phone. [Learn more.](#)

✉

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*
☒ DCAO: *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 similar 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

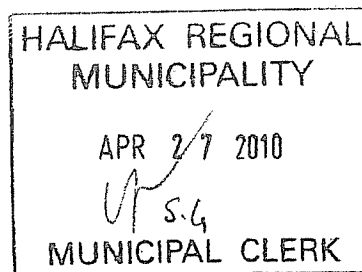
: Halifax

Tell the whole story with photos, right from your Messenger window. [Learn how!](#)

From: Peter Kelly
To: Danny O'Hearn
Date: 27/04/2010 9:31 am
Subject: Re: Budget

CC: Clerks Office

Dear Mr. O'Hearn,



Thank you for your email expressing your concerns about HRM's budget situation. HRM Council is currently involved in a process about the size of Council. We recently completed a series of public consultations and will do so again in the near future. I would encourage you to attend one of those sessions and voice your opinion about the reduction in the size of Council. In the meantime, I have forwarded your email to the Clerk's Office and ask that your comments form part of that file. Here is the link on our web page where you can obtain additional information with respect to HRM's Governance and Boundary review process <http://www.halifax.ca/boundaryreview/index.html>

HRM Council will make a recommendation to the UARB. They, in turn, will also hold public hearings about the size of Council. You are encouraged to voice your opinions during that process as well.

Again, thank you for sharing your views about the size of Halifax Regional Council.

Respectfully, I remain

Peter Kelly
Mayor

>>> "Danny O'Hearn" > April 26, 2010 6:22 pm >>>

Peter in the number of weeks I have listening to the shortfall in the budget, and I can say I don't want my taxes to go up again in this city. Every year my assessment continues to go up and we pay more in taxes. I am aware the province sets the assessments on property. But between the Province and the city this province and city is becoming an expensive place to call home. In saying this why have we not heard from the city on a way to save money is to cut the number of councilors in the city. If I am correct there has been a recommendation to do this in the past but nobody wants to talk about it. All I here is cut this, cut that, cut this service. Well cut the number of councilors and you can save you a lot of money to in the budget. So I take it you and council are not real interest in saving money just your jobs. I plan to survey each councilor to see where they stand on this issue and do an article in the paper. This way the people of HRM can see where each one stands on this matter. Lets see if you are really interested in saving money or your jobs. Lets let the people know where all the councilors stand and maybe we can decide who gets elected next time. I think this should be an election issue and those who support the status, then it's time for the people to remove them from their jobs. As our Mayor we need you to take leadership on this matter. Lets make Halifax the city people want to live in again.

Look forward in hearing from you on this matter and lets bring back Halifax. Please take leadership on this one Peter.

Sincerely

Danny O'Hearn

From: Tim Outhit
To: gwmurray
Date: 5/7/2010 5:55 PM
Subject: Re: A note of support

Mr. Murray,

Thank you for your note and kind words.

I will see that your suggestion for the size and structure for Council is added to the Clerk's file for the Committee.

Best regards,
Tim

Tim Outhit
HRM Councillor
District 21 - Bedford
(902) 229-6385
Outhitt@halifax.ca

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

From: <gwmurray>
To: Tim Outhit <outhitt@halifax.ca>

Sent: 5/7/2010 4:19:31 PM
Subject: A note of support

Good day Councillor Outhitt,
I am not in your district. I am in HRM. I read the Herald's article today on your resignation from the committee studying itself.

Good for you sir. There is no sense wasting your time just to be used as a validation stamp on something as obviously wrong as the size of council. Keep up the good work.

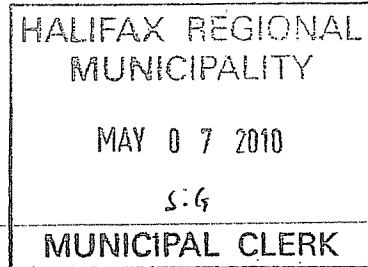
By the way, I think it should be 7 with a mayor for 8 in total, with 2 sub-councillors for each district. The subs handle the routine or stand in when the councillor is away. Only the councillor or stand in speaks at council or votes. Council to decide, subs to evaluate and suggest, plus answer emails from public nuisances like me.

Thanks for trying to do what you believe is correct,

G.W. (Gary) Murray

Sena Elizabeth Gbeve - Fwd: Fw: HRM reform

From: April Guy
To: Sena Elizabeth Gbeve
Date: 07/05/2010 11:35 AM
Subject: Fwd: Fw: HRM reform
Attachments:



Councillor Outhit,

I'm happy to hear that you've recognized that the HRM review process is flawed, not so happy about your resignation from the committee. I hope you will work outside the committee to improve the process.

There are many distractions when discussing reform but the core issue is leadership. When HRM was created three mayors were replaced by one. The current council lacks focused leadership.

The easiest way to make HRM work is to have three mayors and delete the useless deputy mayor position. Each mayor would have three councilors. That is a total of twelve representatives instead of twenty-three. Each mayor would rotate as chair of council meetings. They would be required to provide focus to their councilors so things like the cat by-law doesn't happen. For arguments sake lets say the mayors are interested in Halifax, Dartmouth and the County.

You can see that the urban population has six councilors to reflect their higher population. Rural issues would be voiced by three focused councilors undiluted by urban influence.

I'm not asking you to promote my suggestion. I do hope you will post on HRM's website the percentage of HRM residents that commented at the public meetings and online. I also hope you will bring forth a notice of motion to have the committee sit in public instead of hidden from public view.

Thanks for reading this,
Dave Grimshire

10350
TR# 32257
May 31, 2010

Nova Scotia Utility and Review Board
Third Floor
1601 Lower Water Street
Halifax
Nova Scotia
B3J 3S3

Dear Chairman:

As a 43 year resident of Halifax and World War II veteran, who has held senior positions in government and industry, I have been keenly aware of the shortcomings of the present Halifax Region Council. The council of 23 members and mayor is too big and unwieldy for effective decision making and does not provide good critical reviews of large expenditures.

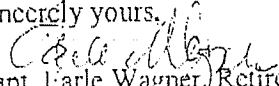
In 2004 at a Utility and Review Board hearing I presented a proposal to reduce council to 12 members including the mayor. This change would have saved \$750,000 and now with higher costs could save approximately one million. I also recommended constituency representatives be appointed, who would take care of small problems, allowing councilors more time to resolve large issues, rather than their parochial interests.

A number of noted people, journalists and citizens are on record for a reduced council. Some of these are: Mayor Kelly and former mayor Fitzgerald, Councilor Outhit; Marilla Stephenson, journalist, Chronicle Herald, "Talk about cutting back council serves several aims", "Halifax taxpayers over governed and underserved", "Poll says 83% think council too big, but did the mayor hear"; Paul Schneiderait, journalist, Chronicle Herald, "Can Halifax council actually shrink itself? Let's hope so."

Again, I strongly recommend council should consist of 12 members. They would have an opportunity to study and review HRM needs, assess, evaluate and make better decisions, because reduced numbers would expedite unnecessary discussion. Some of the priorities that come readily to mind are: Taxation review for urban and rural areas, a visionary short and long term plan, transportation review-does HRM need a high speed ferry? Environment plan and pollution control, etc.

Your attention to my proposal is requested. Thank you.

Sincerely yours,


Capt. Earle Wagner, Retired,
WW II Veteran and concerned citizen,

W. Mayor Kelly Tel: 490 4612

From: Peter Kelly
To: Clerks Office
Date: 5/27/2010 3:04 PM
Subject: Fwd: Constituent Request for A Smaller Council that Works

May, 27, 2010

The Honourable Peter Kelly, Mayor of Halifax Regional Municipality And Members of HRM City Council

CC.
Honourable Darrel Dexter,
Premier of Nova Scotia

Dear Mayor Kelly and Members of City Council,

As you will soon begin discussions about the size of HRM's city council, I would like to share my opinion with you as a resident of HRM and/or a constituent in your district.

I'm in support of a smaller council that can govern the municipality more efficiently and effectively. By 'efficiently', I'm referring to a council size that facilitates quick decision making while reducing the costs of arriving at those decisions. By 'effectively', I'm referring to the need for an adequate governance structure that recognizes the difference between rural and urban priorities and can equitably serve both.

I would like to see council discuss the recommendation for an alternate council size that can better serve the needs of HRM and its residents. In this discussion, I -as a constituent- request that you speak on my behalf and ask your fellow members of council to provide the public with the following:

- A clear explanation of how the recommended member size of 20 will help council make better decisions in a more timely and cost-effective fashion than the current council size of 23 councilors.
- A clear explanation of how the recommended size adjustment will improve the way council handles urban priorities when they conflict with rural priorities, or vice-versa.

I believe that a decision on a new size for council should not proceed if it does not address the points above. Therefore, I urge you to seek clarity on the rationale behind the current recommendation of reducing council size by 3 members. If you are not satisfied that the recommendation will result in a more effective and efficient council (as described in this letter), then I urge you to send the issue back to committee for a more thorough examination.

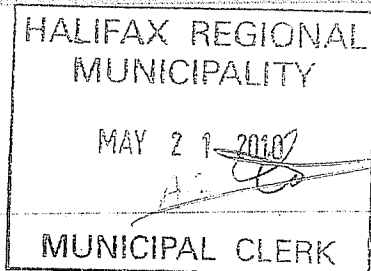
After all, if the recommended reduction does not result in a clear improvement to the status quo, then why are we doing it?

Yours sincerely,

Gary MacNeil

Clerks Office - Council size

From: jhk515 <
 To:
 Date: 21/05/2010 2:43 PM
 Subject: Council size



Hello,

Would you please advise Linda Mosher, Mayor Kelly, and the rest of council that my husband and I, at least 2 members of the public, support a SMALLER council. Cutting 3 is NOT enough. For a city of this size, we should have 10 or 12 member, maximum.

They should also start reading some of the comments people make online, at CBC's website, about stories referring to this kind of thing before making assumptions that there isn't a public push about it.

Thank you.

Judy

MUNICIPAL CLERKS OFFICE	
Distributed to:	
<input checked="" type="checkbox"/> Councillors	Meeting <u>Regional Council</u>
<input checked="" type="checkbox"/> Mayor	
<input checked="" type="checkbox"/> CAO	Date: <u>Jan 26 / 10</u>
<input checked="" type="checkbox"/> DCAO	
<input checked="" type="checkbox"/> Solicitor	Item No. <u>Info 4</u>
<input checked="" type="checkbox"/> Communications	
<input checked="" type="checkbox"/> Other	<u>J. Church, C. Mellett,</u>
	<u>L. Grant</u>

1/6

From: "Allan Robertson" <
To: <kellyp@halifax.ca>, <streets@halifax.ca>, <barry.dalrymple@halifax.ca>,...
Date: 5/21/2010 2:02 PM
Subject: HRM has commissioned a Governance and Boundary Review to consider the best
Attachments: Too Many Districts.pdf

CC: <ddexter@ns.sympatico.ca>, <hepstein@ns.aliantzinc.ca>, <billestabrooks@...
HRM has commissioned a Governance and Boundary Review to consider the best way our municipality should be organized and operated. Unfortunately it's being done for the wrong reason and it doesn't address the root cause of a real problem.

The wrong reason? It's being done because provincial legislation requires it, not because councillors feel any serious questions should be raised about how we're governed. The name of the exercise itself suggests that councillors feel a boundary review is at least as important as a governance review. This is like rearranging the deck chairs when your ship is headed for the rocks, because there's a real problem that's not being addressed - the dichotomy between urban and rural interests, and the best way to represent them fairly and equitably.

Everybody is familiar with complaints of rural residents who say they're not very happy with the way they're represented, with their apparent inability to access their representatives easily, with the lack of services in their districts, and with the increases in their taxes. Many hark back to 'Halifax County days' with a sense that they were somehow better served then. They seem to feel that all benefits accrue to peninsular Halifax. The public meetings held during the first phase of the Governance and Boundary Review process were peppered with comments like this. As well, a recent survey (Corporate Research Associates, March 17, 2010) indicates that a slim majority of HRM residents are 'mostly happy' with Council, but that 43% of rural residents aren't. The same survey found that about 60% of residents supported splitting HRM into urban and rural entities.

At the same time many urban residents are concerned that their interests are not properly considered either. They complain that they pay considerably more taxes than rural residents, that they frequently see urban interests not being represented at Regional Council because only four of 23 Councillors represent the peninsula, and that they have no control over important issues that affect them directly (gradual decay of downtown areas, widening of Chebucto Road, widening of Bayers Road, taxation reform, planning decisions like Halifax by Design that affect their neighbourhoods, etc.).

Incidentally, one element of the review does get it right when it asks resident for their views on the number of districts we need. We have far too many. Please take a look at the attached analysis comparing the number of HRM districts with those of 31 other Canadian cities. The results are clear - we should have from 12 to 14 districts - not the 23 districts we currently have.

2/6

But the number of districts is a side issue if municipal governance itself is not addressed properly. The governance review should include consideration of the type and size of municipal council that can best represent all residents - urban, suburban, and rural. What are the main arguments, pro and con, for a larger or a smaller number of districts? Is it the workload for councillors? The complexities of decision-making? Being true to a democratic ideal? How about the costs of salaries and support systems for councillors and their support staff? What other factors are important in the analysis?

There are many options to the way HRM could be governed:

- 1 At Large System - we could eliminate district representatives, making all councillors represent all residents.
- 2 Aldermanic system (senior and junior representatives) - we could have a two-tier system of councillors with perhaps ten district representatives along with additional 'senior' or 'executive' councillors who handle contracts, budgets, by-laws, and so on, but who ultimately report to council.
- 3 Board of Control - we could have much greater staff support for a smaller number of councillors to help with maintaining resident relations, answering queries, and handling issues.
- 4 Financial stakeholder system - we could have a system with different numbers of Councillors in each district, based on the tax revenue generated by that district. (Did you know that District 13 residents pay an average of \$1,466 in municipal taxes each year per person, while District 9 residents pay only \$400? Yet each district has one councillor.)
- 5 Dual geography system - we could have two smaller councils, one for urban districts and one for rural districts, effectively reporting to a small executive group of councillors.

There are no doubt other legitimate forms of HRM governance. But the Governance and Boundary Review Committee is only looking at the size of districts and possible changes to the Community Council concept. The committee isn't looking at any meaningful changes to the HRM governance model. This is not good enough for the leading municipality in Atlantic Canada. The committee should review its terms of reference and ask Council for a broader mandate to properly consider REAL governance issues.

Why not convene a seminar or small conference to explore various governance models - to ask independent experts in the field to consider the best system for HRM? It needn't be overly expensive or time-consuming. It would certainly address the concerns of residents, and it would send a strong

3/6

message that HRM is addressing the main issue - how to design a governance system to operate the largest municipality in the country so that all residents in our extremely diverse region are happy with the way they're represented at city hall.

We have the resources. There are any number of experienced folks willing to contribute to a conference or seminar on HRM governance. If it's not handled now, you can be sure it'll be handled as an election issue in 2012.

Or perhaps a petition to our provincial government would be in order. After all, don't our municipalities answer to the provincial government?

Allan Robertson

.....

Allan Robertson

4/6

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
		372,858	
		Average	16,211

5/6

But other Canadian cities have what might be called an overabundance of districts. Saint John, for example, has ten for its population of 68,000, an average of 6,800 residents for each district. Kingston has 12 districts for 117,000 residents (an average of 9,800), and Quebec City has 37 districts for its 491,000 residents, for an average of 13,300. Together, each district in these cities averages roughly 11,500 residents – a considerably lower figure than that in most cities, but not too far off HRM’s figure of 16,000.

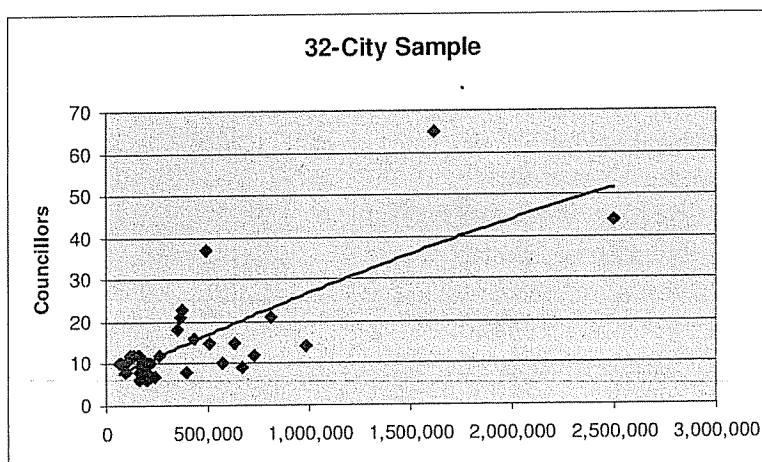
A comparison of the number of districts in the 32 Canadian cities and the populations they serve illustrates the differences between cities. To get a sense of the relationships inherent in the figures, it helps to plot the number of districts in each city against the relevant populations.

The graph below and to the right plots the number of districts and the populations in them for the 32 cities. The graph shows a cluster of cities (at the lower left), all of less than a million in population. These cities show a range of districts, from less than ten to a few more than 20. There are three outlying cities – Montreal (65 districts), Toronto (44), and Quebec (37). A line shows the ‘best fit’ relationship between the populations and the number of districts in each city.

To estimate the ‘appropriate’ number of districts to serve the population of HRM using this approach, though, the figures for HRM must be removed from the sample.

Prov	City	Population	Council Size
ON	Toronto	2,503,281	44
QC	Montreal	1,620,693	65
AB	Calgary	988,193	14
ON	Ottawa	812,129	21
AB	Edmonton	730,372	12
ON	Mississauga	668,549	9
MB	Winnipeg	633,451	15
BC	Vancouver	578,041	10
ON	Hamilton	504,559	15
QC	Quebec	491,142	37
ON	Brampton	433,806	16
BC	Surrey	394,976	8
NS	Halifax	372,679	23
QC	Laval	368,709	21
ON	London	352,395	18
ON	Markham	261,573	12
ON	Vaughan	238,866	7
ON	Windsor	216,473	10
ON	Kitchener	204,668	6
BC	Burnaby	202,799	8
SK	Saskatoon	202,340	10
SK	Regina	179,246	10
ON	Oakville	165,613	12
ON	Burlington	164,415	6
ON	Richmond Hill	162,704	8
ON	Sudbury	157,857	12
ON	St. Catharines	131,989	12
ON	Kingston	117,207	12
NL	St. John's	100,646	10
ON	Waterloo	97,475	8
ON	Peterborough	74,898	10
NB	Saint John	68,043	10

(Populations from Statistics Canada, 2006 Census)

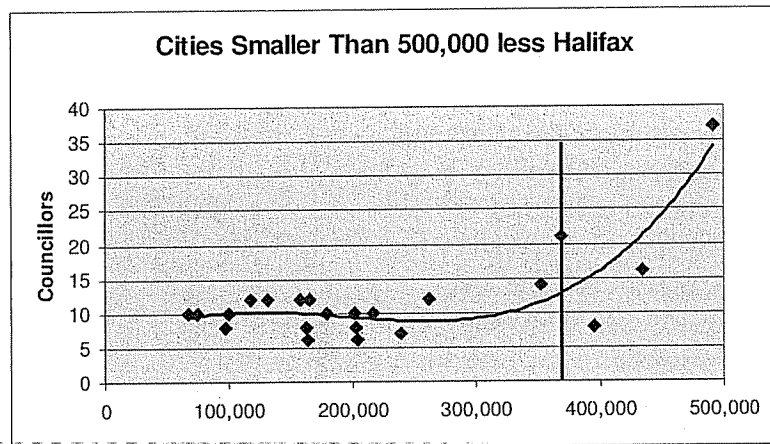
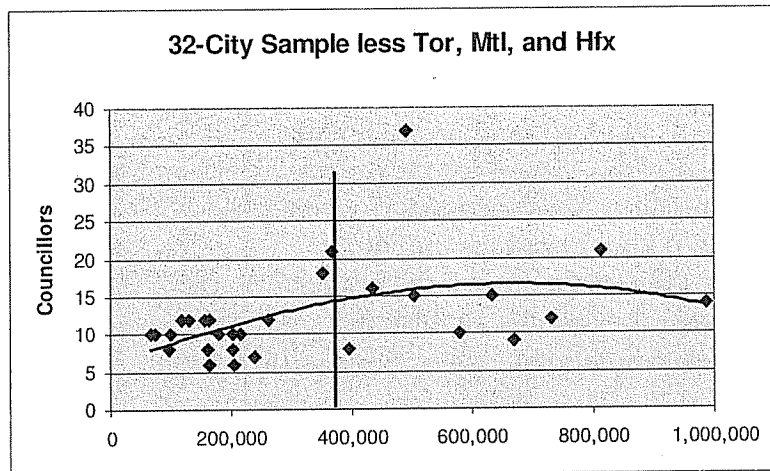
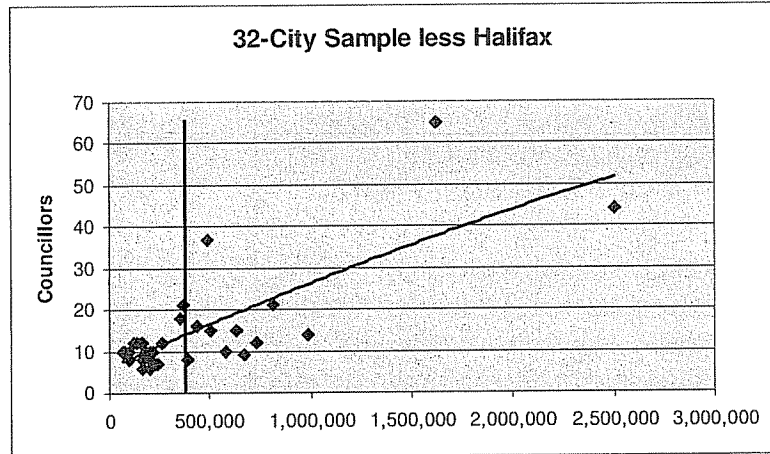


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The graph with HRM removed is shown to the right. The vertical line at roughly 373,000 suggests that HRM 'should' have around 14 districts (the point where the 'best fit' line and the 'population' line meet).

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: Trish McCourt
To: <streata@halifax.ca>, <barry.dalrymple@halifax.ca>, <david.hendsbee@hali...
Date: 6/14/2010 6:59 PM
Subject: Constituent Request for A Smaller Council that Works

CC: <kellyp@halifax.ca>, <ddexter@ns.sympatico.ca>

June, 14, 2010

The Honourable Peter Kelly, Mayor of Halifax Regional Municipality, And
Members of HRM City Council

CC
Honourable Darrel Dexter,
Premier of Nova Scotia

Dear Mayor Kelly and Members of City Council,

As you will soon begin discussions about the size of HRM's city council, I would like to share my opinion with you as a resident of HRM and/or a constituent in your district.

I'm in support of a smaller council (i.e. much smaller than a reduction of 3 councilors - with increased administrative support) that can govern the municipality more efficiently and effectively. By 'efficiently', I'm referring to a council size that facilitates quick decision making while reducing the costs of arriving at those decisions. By 'effectively', I'm referring to the need for an adequate governance structure that recognizes the difference between rural and urban priorities and can equitably serve both.

I would like to see council discuss the recommendation for an alternate council size that can better serve the needs of HRM and its residents. In this discussion, I -as a constituent- request that you speak on my behalf and ask your fellow members of council to provide the public with the following:

- A clear explanation of how the recommended member size of 20 will help council make better decisions in a more timely and cost-effective fashion than the current council size of 23 councilors.
- A clear explanation of how the recommended size adjustment will improve the way council handles urban priorities when they conflict with rural priorities, or vice-versa.

I believe that a decision on a new size for council should not proceed if it does not address the points above. Therefore, I urge you to seek clarity on the rationale behind the current recommendation of reducing council size by 3 members. If you are not satisfied that the recommendation will result in a more effective and efficient council (as described in this letter), then I urge you to send the issue back to committee for a more thorough examination.

After all, if the recommended reduction does not result in a clear improvement to the status quo, then why are we doing it?

Yours sincerely,

Trish McCourt



• PUBLIC OPINION

• MARKET RESEARCH

• ISSUES MANAGEMENT

• POLICY ANALYSIS

Halifax Regional Municipality (HRM)
District Boundary Review

April 9, 2010

Draft Report



Table of Contents

1.0 EXECUTIVE SUMMARY.....	3
1.1 BACKGROUND, PURPOSE, AND METHODOLOGY.....	3
1.2 KEY FINDINGS.....	4
2.0 DETAILED FINDINGS – HRM CITIZENS SURVEY.....	5
2.4.1 CURRENT COUNCIL STRUCTURE.....	5
2.4.1 <i>Opinions of Municipal Government</i>	6
3.0 DETAILED FINDINGS – HRM DISTRICT BOUNDARY REVIEW ONLINE SURVEY	9
3.1 REGIONAL COUNCIL AND DISTRICT POPULATIONS.....	9
3.1.1 <i>How many people per district?</i>	9
3.1.2 <i>Size of Regional Council</i>	10
3.2 COMMUNITY COUNCILS.....	12
3.2.1 <i>Importance of Community Councils</i>	12
3.2.2 <i>Community Council powers</i>	12
3.3 FINAL COMMENTS.....	14
4.0 METHODOLOGY	15
4.1 HRM CITIZENS SURVEY.....	15
4.1.1 <i>Survey design</i>	15
4.1.2 <i>Sample Design and Selection</i>	15
4.1.3 <i>Survey Administration</i>	16
4.1.4 <i>Completion results</i>	16
4.1.5 <i>Sampling Error</i>	16
4.2 HRM DISTRICT BOUNDARY REVIEW ONLINE SURVEY	17
4.2.1 <i>Survey design</i>	17
4.2.2 <i>Sample Design and Selection</i>	17
4.2.3 <i>Survey Administration</i>	17
4.2.4 <i>Completion results</i>	17
4.2.5 <i>Sampling Error</i>	17
5.0 ABOUT THINKWELL RESEARCH.....	18
6.0 ONLINE SURVEY QUESTIONNAIRE.....	20
7.0 RESULTS OF ONLINE SURVEY OPEN-ENDED QUESTIONS.....	24
8.0 HRM CITIZENS SURVEY TABULAR RESULTS.....	31

1.0 Executive Summary

1.1 Background, Purpose, and Methodology

This report includes findings from two separate research projects.

Section 2 of this report highlights the governance-related findings of the recent HRM Citizens Survey. Conducted over a 6-week period in January and February 2010, this study – which involved 2,420 adults, is one of the most comprehensive research projects of its kind to be conducted in the HRM.

Invitations to participate in the study were delivered to nearly 24,000 randomly selected households within the HRM. To ensure a random selection of respondents within each household, we asked that the adult who had the most recent birthday complete the survey. Participants could complete the survey online, or call a 1-800 number to arrange an appointment for a telephone interview or to request a paper version of the survey. In the end, the response rate of 10.3% slightly exceeded our expected response rate. A more detailed explanation of the survey methodology is outlined at the end of this report.

Section 3 of this report covers the findings of an online survey that was made available on the HRM website as part of the municipality's larger district boundary review process.

The HRM developed the questionnaire, which was designed to reflect the questions posed to attendees at public meetings across the municipality. Respondents were asked to review background materials in a PowerPoint presentation before responding to the survey. The questionnaire can be seen in Appendix A.

In order to have their responses included in the results, survey respondents had to provide their name and civic address. A total of 47 residents did so. Only these responses have been included in our analysis.

The survey was open between February 23 and March 25, 2010. It was hosted by our data collection partner - IMP Customer Care (Market Research Division) in Windsor, Nova Scotia.

The percentages cited in this report have been rounded to the nearest whole number. As a result, the numbers reported for some questions may not add up to 100%.

1.2 Key Findings

HRM Citizens Survey (n=2,420, randomly selected sample)

- A slight majority of HRM residents report that they feel adequately represented by the current regional and community council structure (52% Yes, 18% No).
- A plurality of residents expresses at least some degree of satisfaction with the overall direction of municipal government in the HRM (44% satisfied versus 33% dissatisfied).
- Residents feel strongly about the importance of Councillors dealing with issues related to both the region and their community, as well as resolving service issues (86%, 84% and 80% agree these are important roles, respectively).
- At the same time, nearly half of HRM residents do not feel their voices are valued or reflected in municipal decision-making (45%). In contrast, nearly two in ten residents either agree or strongly agree their voices are heard (18%).

HRM District Boundary Review Online Survey (n=47, self-selected sample)

- More than seven in ten respondents think there should be more people per district in the HRM (74%), and fewer Regional Councillors (72%).
- Those who prefer a smaller Regional Council are most likely to think it should consist of 15-18 members. A 12-member council is the next most popular choice.
- A clear majority (64%) of respondents believe that Community Councils are important to representing them or their district.
- However, there is no consensus among respondents regarding the authority of Community Councils: 34% believe that they should have the same powers as they have now, 28% believe they should have more, and 21% believe they should have less.
- Among those who believe Community Councils should have more powers, the most popular additions to their authority would be establishing Community Advisory Committees, recommending improvements in services for their area and associated taxes, and amending by-laws, regulations and policies related to their area.

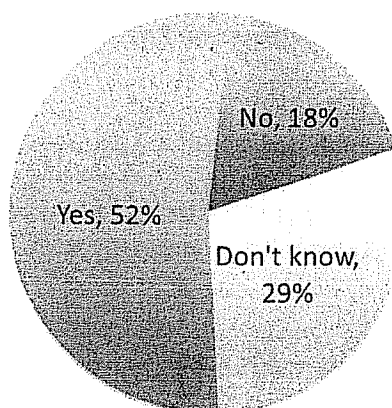
2.0 Detailed Findings – HRM Citizens Survey

This section of the report highlights the relevant findings of the recent HRM Citizens Survey. The survey was completed by a total of 2,420 randomly selected adult (18+) residents between December 30, 2009 and February 7, 2010, and included several questions related to governance issues.

2.4.1 Current Council Structure

Slightly more than half (52%) of HRM's citizens feel adequately represented by the Municipality's current Council and Community Council structure. Fewer than one in five (18%) say they are not, while 29% are not sure.¹

Figure 1 - Do you feel adequately represented by Council under its current Council and Community Council structure?



Of the 18% of citizens who do not feel adequately represented by the current structure, what changes would help them feel better represented? Two-fifths (40%) of this group said reducing the size of Council would enhance its representative effectiveness.

Other responses of note include: greater transparency (8%), a more balanced representation between urban and rural areas (5%), improved work ethic of Council (5%), and a focus on important issues (5%).

¹ The question was: *Regional Council currently consists of the Mayor (elected by all residents) and 23 Councillors each representing a District of HRM, who meet weekly as Regional Council. Councillors 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?*

2.4.1 Opinions of Municipal Government

HRM residents take a measured view on the overall direction of municipal government. Over two-fifths of HRM residents are at least somewhat satisfied with Council's overall direction (44%). Meanwhile, one-a third say they are somewhat dissatisfied (24%) or very dissatisfied (9%). A further 20% say they are neither satisfied nor dissatisfied.

When it comes to gauging attitudes about leadership, 35% say Council is doing a fair job ("3" on a 5-point scale) of leading HRM effectively. More than one in three (34%) disagree that Council is demonstrating effective leadership, while 24% agree.

Table 1 - Opinion of Council and Municipal government

	Strongly Disagree (1)	(2)	(3)	(4)	Strongly Agree (5)	Undecided /No opinion	Mean
It is important to me that my local Councillor works to deal with issues important to my community	2%	2%	8%	19%	67%	3%	4.5
It is important to me that my local Councillor works to deal with issues of importance to the entire region	2%	2%	9%	23%	61%	3%	4.4
It is important to me that my local Councillor works to resolve issues I have with HRM services	2%	3%	11%	23%	57%	5%	4.4
Council as a whole has worked to successfully deal with issues important to HRM	10%	20%	37%	22%	3%	7%	2.9
I feel that Council has demonstrated effective leadership for the Municipality	13%	21%	35%	20%	4%	7%	2.8
I feel my voice is valued/reflected in local government decision making	18%	27%	27%	13%	5%	10%	2.5

Nearly nine in ten express agreement on the importance of local government, with 86% of respondents agreeing that Councillors' role is to deal with local issues. A further 84% say local Councillors must also work to deal with important issues facing the entire region, while eight in ten say it's important for Councillors to help resolve issues with HRM services (80%)(see Table 1).

However, nearly half of HRM residents do not feel their voices are valued or reflected in municipal decision-making (45%). In contrast, nearly two in ten residents either agree or strongly agree their voices are heard (18%).

Table 2 - Opinion of Council and Municipal government

	Once or twice per year	Once every 2-3 months	Once per month	At least once per week	Daily	Never
Attended or watched Halifax Regional Council meetings	25%	11%	12%	3%	-	49%
Volunteered at a neighbourhood/ community organization or event (e.g. Heart & Stroke Foundation, Natal Day celebrations, etc.)	30%	7%	6%	5%	-	52%
Contacted your Councillor regarding an issue that affects your community	35%	6%	1%	1%	-	57%
Attended a public meeting about Municipal matters	34%	4%	1%	<1%	-	60%
Contacted your Councillor regarding a service issue	28%	4%	1%	1%	-	66%
Contacted any HRM offices or staff to express concerns about a decision made by the Municipality	28%	5%	1%	1%	-	66%
Contacted any HRM offices or staff to obtain information about a decision made by the Municipality	23%	3%	1%	<1%	-	73%
Attended a Community Council meeting	14%	2%	1%	<1%	-	83%
Contacted the Mayor regarding an issue that affects your community	9%	1%	<1%	<1%	-	90%
Contacted the Mayor regarding a service issue	7%	<1%	<1%	<1%	-	93%

In general, citizen engagement in HRM is not very high. Residents engage with the municipal government or a neighbourhood/community association in some fashion about once or twice a year - or not at all.

About one-half of respondents said they attend or watch Regional Council meetings *at least* once per year (51%), versus about one-sixth (17%) who say they attend Community Council meetings with the same frequency. Nearly four in ten say they

attend public meetings about municipal matters at least once a year (39%). A higher proportion volunteers with local community or neighbourhood associations at least once (48%).

More than one-third contact HRM offices or staff once or twice a year to either express a concern about a municipal decision (35%), while more than one-quarter do so to obtain more information about a decision made by the Municipality (27%). A further 43% of residents contact their Councillors at least once per year regarding an issue that affects their community.

Almost one-third of respondents contact their Councillor regarding a service issue at least once per year. Meanwhile the vast majority of residents have never contacted the mayor either regarding issues or services affecting their communities (93% and 90% respectively).

We created a simple additive scale of municipal “political” activity based on the responses to the questions in this section. Respondents are assigned a score of 5 for “daily” activity on any single measure, a score of 4 if they participate “at least once a week”, etc. The scores are added up for all of the political measures in this section (the question about volunteering with a local community or neighbourhood association was excluded from this analysis). The mean value is 3.6 out of a possible maximum score of 45. The median is 3. Nearly one-quarter (23%) of residents receive the lowest possible score of 0 on this scale meaning they do not participate in any of the listed activities.

3.0 Detailed Findings – HRM District Boundary Review Online Survey

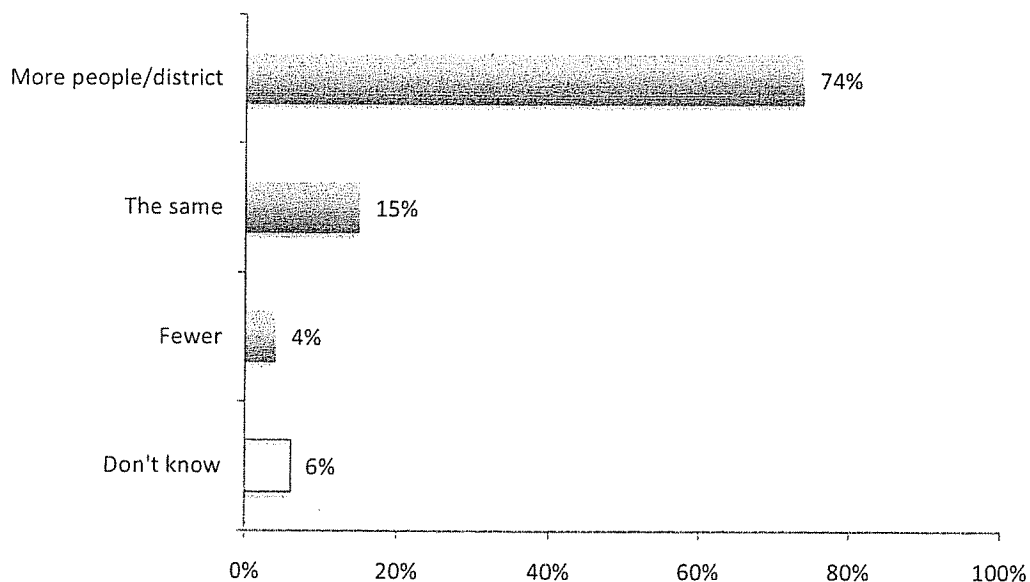
This section covers the findings of an online survey that was made available on the HRM website as part of the Municipality's larger district boundary review process. The results reflect the opinions of the 47 HRM residents who responded to the survey and provided their name and civic address to verify their residency (a condition of participation). The survey was open between February 23 and March 25, 2010. We caution the reader that self-selected surveys of this type may attract the participation of residents who feel passionately about the subject of the poll, rather than a representative sample of the population as a whole.

3.1 Regional Council and District Populations

3.1.1 How many people per district?

Nearly three-quarters (74%) of respondents believe there should be more people per district in the HRM. About one in six (15%) believe there should be the same number, and only 4% suggest there should be fewer people per district.

Figure 2 – Should there be more, the same, or fewer people per municipal district?



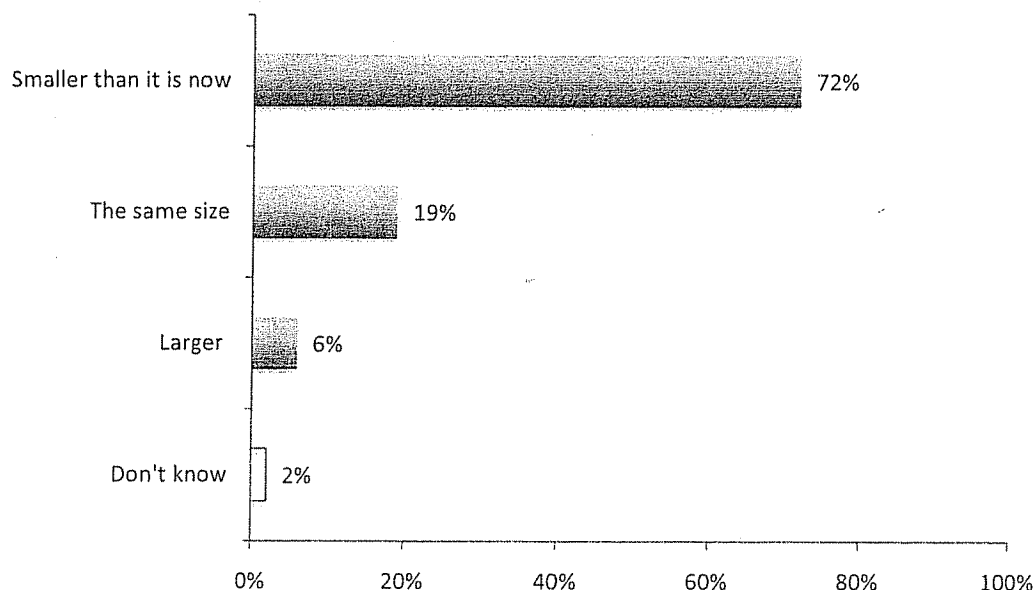
Another 6% of respondents did not provide an opinion.²

² Respondents were provided with the following preamble: *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*

3.1.2 Size of Regional Council

Consistent with the results of the preceding question, 72% of those who responded to the survey believe the HRM Regional Council should be smaller than it is now. Just under one in five (19%) believe it should remain the same size, and only 6% think it should be larger. Another 2% are unsure.³

Figure 3 – Do you think Regional Council should be...?



When asked to provide specifics, about half of those who prefer a *smaller* Regional Council suggested that it should consist of somewhere between 15 and 18 members (as

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?

³ The wording of the question was as follows: 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...?

opposed to the current 23), followed closely by the approximately one-third who believe it should consist of only 12 Councillors.⁴ A few respondents suggested an even smaller number (8-10 members, or as few as 6), or picked a number in between the two most popular categories, i.e. 12-15.

Many individuals took the time to explain their position in detail. Their responses are provided in their entirety in Section 7.0.

The small number of respondents (3) who say that Council should be larger did not provide a specific number. Instead, they indicated that there should be more Councillors representing the larger, rural districts (such as District 1), or simply that the geographic diversity of the HRM means that a greater number of Councillors are needed to provide effective representation for urban, suburban and rural areas.

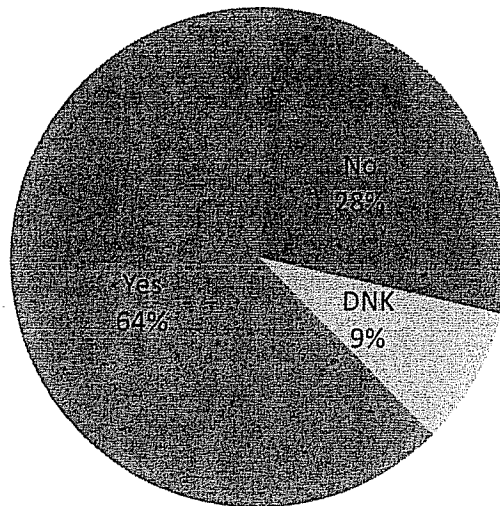
⁴ Some respondents provided a range, or suggested that it be reduced by a certain percentage (e.g. 25% of 50%). These answers were included with those who provided a single specific number when calculating the proportions cited in this section.

3.2 Community Councils

3.2.1 Importance of Community Councils

A strong majority - 64% - of those who responded to the survey say that Community Councils are important to representing them or their district, versus 28% who believe they are not. The remaining 9% have no opinion.⁵

Figure 4 - Are Community Councils important to representing you or your district?



3.2.2 Community Council powers

At the same time, respondents are fairly evenly divided in terms of their views of what changes should be made to the powers held by these Community Councils. Just over one-third (34%) believe that they should have the same powers as they have now, while 28% believe they should have more and 21% believe they should have less. A significant number (17%) of respondents are unsure.

When those who believe Community Councils should have more powers than they have now (13 respondents) were asked to identify these powers from a list, a wide range of opinions were provided (see Table 3).

⁵ The specific question was: *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?*

Table 3 - What additional powers should Community Councils have? (n=13)

	n=13
Establish Community Advisory Committees	77%
Recommend improvements in services for their area & associated taxes	77%
Amend by-laws, regulations & policies related to their area	77%
Determine area rated expenditures in their communities	62%
Set budgets for their area	46%
Spending powers	31%
Other	31%
Don't know/unsure	0%

Three options – establishing Community Advisory Committees, recommending improvements in services for their area and associated taxes, and amending by-laws, regulations and policies related to their area, were selected by 77% of respondents who believe Community Councils should have more powers, followed closely by 62% who think they should determine area rated expenditures in their communities (62%). Setting budgets for their areas (46%) and spending powers (31%) are less popular options.⁶

⁶ Those who indicated that Community Councils should have “other” powers (4 respondents) suggested that they should only be allowed to *recommend* changes to by-laws and area rates, that setting budgets should be related to local improvements and area rates, and that they should discuss topics that are not appropriate for Regional Council in and “open and transparent” dialogue with their residents.

3.3 Final Comments

Before exiting the survey, respondents were asked if they have any further comments or suggestions about how Regional Council or Community Councils can work best to serve them as a resident of HRM. A total of 29 residents took the opportunity to do so, and provided a wide range of parting thoughts.

Some respondents suggested that the urban and rural areas of the HRM should be split, or – in a related vein – that the HRM should be reduced in size or undergo “de-amalgamation”.

Others made general references to “respecting the will of the people”. Abolishing Community Councils, reducing the size of Regional Council, or giving councillors more power/authority - as opposed to HRM staff - were also mentioned by more than one respondent.

A complete list of responses can be found in Section 7.0.

4.0 Methodology

4.1 HRM Citizens Survey

4.1.1 Survey design

The questionnaire was designed by the Halifax Regional Municipality (HRM). Thinkwell Research assisted the HRM in refining the draft questionnaire.

4.1.2 Sample Design and Selection

In late December 2009, 26,601 randomly selected households from the Halifax Regional Municipality were mailed a letter from Mayor Peter Kelly asking for their participation in the HRM Citizen Survey. Approximately 3,200 letters were returned as undeliverable, meaning that about 23,400 households received the survey invitation.

These households were taken from a comprehensive list of households using HRM's civic addressing database. Multi-unit residential buildings were expanded, such that each unit within the building qualified as a household, thus ensuring that residents living in condominiums, apartment buildings, university residences, and other multi-unit homes and buildings would be represented in the sample.

The sample was further balanced by weighting the distribution of survey participants across HRM's 23 Districts. While exact population numbers within each household (and thus each District) was unknown, the number of households in each District as a proportion of the total number of households within the Municipality was used to determine how many households within each District would be invited to participate. This was done to ensure that each District received a fair and approximately proportionate representation in the survey sample.

Once the mailing list was determined, each selected household was mailed the invitation from Mayor Kelly inviting the person in the household over the age of 18 who had most recently celebrated a birthday to respond to the survey. This is the market research industry's standard method of ensuring a random selection of respondents *within* each household.

In light of the geographic diversity of the HRM, we wanted to ensure that the final sample reflected the estimated population share of each district. Also, because most surveys were completed online, and because education is a key predictor of online access, we wanted to ensure that the final sample reflected the education profile of the HRM. Using a polygon overlay in MapPoint, we were able to align Census dissemination areas with municipal districts and weight the final data set by both district population and education level. Separate weights for age and home ownership status have also been created and included in the data file provided to the HRM.

4.1.3 Survey Administration

The survey was conducted between December 30, 2009 and February 7, 2010. Respondents had the option of completing the survey online, calling a 1-800 to complete the survey by phone, or to request a paper version of the survey. The vast majority (85%) chose to complete the survey online. Another 13% returned paper versions of the survey, and 2% completed the survey by phone.

In return for their participation, those who completed the survey in its entirety were eligible to have their name entered into a draw for one of five \$200 *Superstore* gift certificates, or one of 50 *Empire Theatres* gift cards. IMP Customer Care - Market Research Division (Windsor, Nova Scotia) was responsible for collecting and coding the surveys for all three modes of interviewing.

4.1.4 Completion results

The response rate for the survey was 12.3 percent. The response rate is calculated as the number of completed (2,420) and partially completed (455) surveys divided by the total number of eligible respondents contacted (23,400).

The completion rate for the survey was 10.3 percent. The completion rate is calculated as the number of completed surveys (2,420) divided by the total number of eligible respondents contacted (23,400).

Only *completed* surveys have been included in our analysis for this report.

4.1.5 Sampling Error

As with any quantitative study, the data reported in this research are subject to **sampling error**, which can be defined as the likely range of difference between the reported results and the results that would have been obtained had we been able to interview *everyone* in the relevant population. Sampling error decreases as the size of the sample increases and as the percentage giving a particular answer moves toward unanimity.

At the 95% confidence level, "worst-case" potential *sampling error* for a sample of 2,420 is ± 2.0 percentage points.

4.2 HRM District Boundary Review Online Survey

4.2.1 Survey design

The questionnaire was designed by the Halifax Regional Municipality.

4.2.2 Sample Design and Selection

The survey was open to all residents of the HRM. In order for their submission to be included in the public consultation document, they were required to provide their name and contact information that to verify their residency. They were further advised 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.

4.2.3 Survey Administration

The survey was open to HRM residents between February 23 and March 25, 2010. IMP Customer Care - Market Research Division of Windsor, Nova Scotia hosted the survey on Thinkwell's behalf.

4.2.4 Completion results

A total of **47 HRM residents** completed the survey and provided their name and contact information to verify their residency. Their responses have been included in this report. Another 16 respondents provided invalid or no contact information. Their responses have *not* been included in this analysis.

4.2.5 Sampling Error

Because respondents were "self-selected" for this survey, we cannot report a margin of error for this survey.

5.0 About Thinkwell Research

Thinkwell Research is a Halifax, Nova Scotia based market and public opinion research firm.

Thinkwell has conducted a large number of research projects for clients in a wide range of sectors including government, post secondary education, personal finance, telecommunications, energy, retail, natural resources, agriculture, personal fitness, and information technology. In the process, Thinkwell has conducted customer and employee satisfaction surveys, market feasibility studies, public policy and political surveys, literature reviews (secondary research) and brand positioning research.

Thinkwell Research is proud to be the Atlantic Canadian member of the **Nanos Research Group**. Nanos Research (formerly SES) is one of North American's premier marketing and public opinion research firms. The Nanos Research Group is a national team of like-minded research professionals and organizations bound by a common commitment to quality research and services as well as superior research outcomes.

Thinkwell's membership in this group allows our clients to access a network of marketing research companies throughout Canada. In addition, Thinkwell has access to a broad network of research professionals who can serve in a consulting capacity on projects conducted by Thinkwell in Atlantic Canadian markets.

Thinkwell has successfully completed the Market Research Intelligence Association (MRIA) **Gold Seal** certification. MRIA's Gold Seal Certification involves a monitored self-assessment process – working with an independent, third party Reviewer – based on the certification process of the former Canadian Association of Market Research Organizations. Gold Seal Certification is one of MRIA's primary mechanisms for developing and delivering world-class professional standards and ensuring member compliance.

Confidentiality

As with any public opinion research project, confidentiality is of the utmost importance.

Thinkwell Research has established high standards for the safeguarding of personal information based on the ten principles set out in the Canadian Personal Information Protection and Electronic Documents Act (PIPEDA). For more information on our privacy policy, please visit <http://www.thinkwellresearch.ca/privacy.html>.

Len Preeper, President and Founder

Len Preeper is the owner and President of Thinkwell Research. He began working in the public opinion and market research industry in 1995 with Corporate Research Associates. In 1996 he joined the Nova Scotia government where he served in a variety of research and policy advisory roles before co-founding OpinionTrac Research in the fall of 2000. He founded Thinkwell Research in August of 2003.

During his research career Len has conducted a number of research projects for government departments and private sector clients, including Sobeys, Irving Oil, Aliant Telecom, Emera/Nova Scotia Power, National Sea, the Nova Scotia Department of Energy, the Nova Scotia Department of Justice, the Nova Scotia Department of Transportation & Public Works, the Nova Scotia Gaming Corporation, Nova Scotia Health Promotion, the Canadian Cancer Society, Smoke Free Nova Scotia, the Coady International Institute, the GrowthWorks Atlantic Venture Fund, the Canadian Petroleum Products Institute, Dalhousie University, Mount Saint Vincent University, Tourism PEI, ACOA and the CBC. He has managed three large scale syndicated research projects - the CRA Atlantic Omnibus Survey, the OpinionTrac Quarterly Review, and the Nextbus Survey.

Len is a Professional Member of the Marketing Research and Intelligence Association (MRIA), a Canadian not-for-profit association representing all aspects of the market intelligence and survey research industry. He has also been employed as a part-time professor of political science at Acadia University. He has taught an introductory level class in political science and a third-year undergraduate course in public opinion and polling.

Len has a Bachelor of Arts (Honours) degree in Political Science from Acadia University and a Master of Arts degree in Political Studies from Queen's University.

6.0 Online Survey Questionnaire

The following survey has been prepared to assist residents in responding to Council's request for public input into Phase 1 of the Governance and District Boundary Review process for HRM.

Background

Every eight (8) years all municipalities in Nova Scotia are required to conduct a review of Governance and District Boundaries which includes looking at the number of districts, the structure of Council and how Council should represent the residents of HRM.

Public consultation is an important part of this Governance and Boundary Review process. Consultation occurs in two phases:

Phase 1 - where we are now - is all about governance, which involves questions like the size of electoral districts, the role of district councillors, the power and size of community councils and Regional council, and how Council can work best to serve you as citizens of HRM.

Once Council has made a decision on governance, including the size of Council, then Phase 2 is when the specific electoral boundaries will be revised or redrawn. Proposed boundaries will be brought back to the public in the fall for final discussion.

Then a submission is made to the Nova Scotia Utility and Review Board on behalf of HRM. The submission must be made by December 31, 2010.

Presentation: (INSERT ICON AND LINK TO THE PRESENTATION)

We strongly encourage you to take about 15 minutes to view the presentation prepared for this first phase of public consultation. We believe it will serve to provide context for the questions asked in the survey.

Written submissions:

Written submissions may also be made to the Clerk's office – details below.

INTRO TO SURVEY

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

Q1. 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

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.

Q2. Do you think that Community Councils are important to representing you or your district?

Yes

No

Don't know/unsure

Q3. Should Community Councils have....?

The same powers as they do currently (**SKIP TO Q5**)

More powers than they have currently

Fewer powers than they have currently (**SKIP TO Q5**)

Don't know/unsure (**SKIP TO Q5**)

Q4. **[IF MORE POWERS in Q3]** What additional powers should community councils have?

CHECK ALL THAT APPLY

Establish Community Advisory Communities

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 or recommending area services for their area

Set budgets for their area

Spending powers

Other (please specify: _____)

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.

Q5. Do you think Regional Council should be...?

The same size it is now - with 23 districts **(SKIP TO Q7)**

Larger than it is now

Smaller than it is now

Don't know/unsure **(SKIP TO Q7)**

Q6a. **[IF LARGER IN Q5]** In your opinion, how much larger should council be and why?

Q6b. **[IF SMALLER IN Q5]** In your opinion, how much smaller should council be and why?

Q7. 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?

Q8. 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:

Thank you for your time and feedback.

7.0 Results of Online Survey Open-ended Questions

Q6a. [IF LARGER IN Q5] In your opinion, how much larger should council be and why?

- There should be more people on council for the larger geographical districts, such as district 1. There is just too large of an area, with too many small communities for one council member to effectively serve all of its residents.
- I feel that the region is truly separated in its identity ... with an urban area, a growing suburban area, and a very very large rural area. Additionally, I believe that fair representation of each of these areas requires more councillors who can share the work of representing each of the three "types" of constituents.
- yes

Q6b. [IF SMALLER IN Q5] In your opinion, how much smaller should council be and why?

- Council should be half the size it is now, allowing for better dialogue and discussion around important issues. With 23 councillors, too much time is spent on repeating what has already been said, bickering over insignificant details, etc.
- No so small as to water down the effectiveness of coverage - so 20-25% smaller is a good balance.
- there should be 15 to 18 councillors
- I believe council should be made up of 12 councillors. The current size is too large for effective decision making. There is an urban/rural divide that also needs to be addressed with the separation of the municipality into an urban city and a rural county.
- roughly 12 councillors should be able to represent a city of less than 400k people. Other places in Canada prove this point. With a big budget deficit, a reduction in government costs would be welcome.
- We should have no more than 12 councillors. There are too many cooks in the kitchen and decisions never get made. The number of residents per councillor is far too small compared with any other major city. It is a waste of tax dollars and causes significant delays (and ridicule).
- At least cut in half. WAY too many councillors for the size of our city

- Somewhere around 15 council members as currently it is far too large to accomplish anything - time on the floor for any issue is way too long. The council needs to be much more sleek and nimble.
- 16 to 18 Member Council + Mayor would be a much more workable council. 23 member doesn't work and hasn't worked well to date.
- 15 would provide a more efficient council. Must be a reasonable number as it represents most of cities HRM compares it self to for salaries.
- I feel that an ideal size would be 10 - 12 councillors. With this number, democratic processes might be maintained but we would mitigate some of the rural/urban divide among councillors (because councillors would have to represent a more diverse citizen base) as well as rogue councillors who only care about their own district to the detriment of the city as a whole.
- 15 councillors based on district elections plus one mayor elected at larger better decision making
- HRM is actually the old Halifax County Council. plus we have district councils. Three mayors and three smaller councils of six members would be good.
- 15 to 18 districts sounds appropriate, but that would substantially increase the work load for councillors, and they should have appropriate staff and resources to assist with that work load - similar to MLA's who have a constituency assistant for each MLA.
- Fewer councillors would/should make the work of council go more quickly - 18 councillors for a start
- 18 districts is a comparable no. for each councillor to respond to effectively - not all residents call a councillors on a continued basis
- 15 councillors in total is ample! More councillors does not mean more democracy, alas! No councillor at present is really representing "we the voters" anyway. The Regional as well as all the Community Councils have held a vast number of public meetings and hearings but in the end, they always literally 'rubber stamp' what bureaucrats recommend. This is in spite of the fact that there has NEVER been a bureaucrat who is/was a leading scientist, for example in the environmental domain. And further, both Council and staff continuously appoint/recommend citizens (without relevant credibility) to advisory boards, for example, to watershed boards. No present member of any of the three watershed advisory boards is eminently qualified in professional lake management. If I am incorrect, I would like those credentials to be published on the HRM's website (I possess all of the credible international 'credentials listings', hence I and others can verify very easily). How can these appointees 'represent' and/or 'advise' council on specialized issues? Although they are unpaid, it does not justify being appointed. Sincerity also means little if one is not accredited in the relevant sciences! For example, would you consult a 'butcher' to have a 'cardiac surgery' carried out on you? I am sorry for this comparison, but it essentially buttonholes the issue(s). It is extremely easy to establish one's scientific

credibility by investigating one's publications including one's international credibility and independent 'citations'!

- 15 councillors would be adequate, with 3 community councils of 5 councillors each. This would minimize administrative costs while maintaining the community council structure. It also means that a councillor would represent a bigger area, which would force him/her to consider issues with a broader perspective.
- Clearly you are not addressing the peoples problem at large, what we want is a SMALLER land area for HRM
- 12 councilors, all level of governments are too large and too expensive. With 23 you don't seem able to make decisions.
- The Council should be significantly smaller, in the neighbourhood of 10-12 Councillors.
- 16 councillors
- It should be 18. We are very over represented compared to other Canadian and North American cities. We need boundary changes to move to eliminate the thge vestages of the old municipal boundary territorial decision making and alliances that persist.
- Reducing the number of districts, and therefore councillors, slightly (to say 18 from 23) could provide the following benefits: - more efficient council meetings with less repetition, - reduced council budget by over \$300k, - greater competition in 2012 election and beyond, - provide opportunity for some councillors to retire honourably - encourage better attendance at regional council meetings
- Based on an analysis of 32 municipalities across Canada, HRM should have 12 to 14 districts. I will send my analysis to the Clerk's office.
- I think 23 takes too long to get anything done. A council of 8-10 would be much more efficient
- Council should be no more than 12 seats so that decisions can get made and stop focusing on unimportant issues. It also imperative that we start to get some business people on Council and reduce spending.
- Council should be 15 seats max. At present council is too large to be efficient.
- Council should be half the size to be able to come to consensus while representing the district, without bogging down over issues not relevant. I would give each councillor a 30% increase in pay to contribute to their workload.
- I think 18 Councillors and districts would be more conducive to getting on with the business of administering HRM. Community Councils might be better

positioned to deal with local procedural issues and not tie them up in a larger forum.

- Depends on whether there is a boundary review re HRM overall. But in any case, smaller.
- Present size of council is excessive for the projected population base. For example, the city of Winnipeg has 15 councillors representing a population of about 635 thousand, or roughly 42 thousand residents per councillor. Reducing size of council will offer tax savings to the electorate, improve the efficiency of council, and bring HRM more in line with the model of governance used by other major metropolitan areas in Canada. That said, it is recognized that geo-political context of the HRM is rather unique in the union which may necessitate a larger council per capita than other centres. In consideration of the presentation material, a council of 14 or 15 would represent 25 - 33% fewer residents per councillor than the previously mentioned Winnipeg model and would seem to be a reasoned progression to a more appropriately sized regional government.
- It should be twelve to fifteen members. A good way to show that councillors see the money crunch that is coming would be to cut the number of members on council. It takes so long to get anything done in council because everybody has to speak and it takes time. Members spent too much time on the insignificant agenda items. Too many councillors still think that they are still in the Halifax, Dartmouth and County. It is time to move on and forget the past. With fewer members maybe some of the councillors would have areas of people from other districts in their area so they would have a broader idea of the problems. I would hope that common sense prevails so that streamlining council makes it leaner and more efficient. Remember is our money you are spending not yours.
- 8-10 councillors for HRM. If Edmonton can have 12 councillors for 1.2 Million residents (750k city), then there is no reason to have more than they do. Also, having less councillors will justify the salary they are demanding and ensure that the job is a full time one when the status quo is ambiguous in the commitment.

Q7. 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?

- The areas of growth shown during the presentation should be considered for boundary re-alignment as they are not being fully represented.
- Regional Council should have more authority to direct HRM staff - currently city staff have too much say and influence - council are less of a problem than some agenda-driven staff
- stop wasting time at council meetings going over the same thing for hours on end. Say it once and move on. Make a decision and stick to it.

- Their decisions in public hearings should be subject to greater respect for community will. There must be a strong majority in favor of new development and especially in any exceptions to bylaws, etc.
- Break HRM into two sections - urban and rural. Have property taxes based on services delivered, not an arbitrary house value.
- De- amalgamate. Rural and urban should be seperated.
- Yes, please cut down the size and de-amalgamate!
- 1)Regional Council should address policy issues and not get down in the weeds as they do now. 16-18 member would work on overall policy and let the city staff carryout the policies. HRM is to big for council to be Micro managing the day to day activities of HRM. Smaller council would have to address bigger issue overall policy and not spend large amount of valuable time on cat & dog issues. 2) HRM should spend greater amount of time and energy developing the groupth of downtown Halifax for it is the economic engine of Atlantic Canada.
- There should be more community involvement when community councils are meeting and making decisions that will affect the district residents.
- We need to have several councillors elected at large who can represent the interests of HRM as a whole.
- There should be a consolidation of the many boards and committees
councillors are required to serve on
- Currently councillors have a scale of influence. Hlalifax councillors have more than Dartmouth which has more than Sackville. District 20 has more than district 2 or 19 because of it's income potential. Representation solely on population is unfair.
- It is vitally important that the boundaries respect communities of interest and history. This has a direct bearing on current by-laws and development regulations. If for instance, the Kearney Lake portion of District 16 were to be shifted to Bedford (which I oppose) you would have 2 different sets of planning rules and history within one district - a nightmare for future planning and juggling by the councillor. Do not assume that current major highways can automatically be used as boundary lines. Highways such as the Bi-Hi and Kearney Lake Road do not divide our communities - they have been constructed and/or widened over time, but do not serve to divide us from our neighbours and historic neighbourhood connections. This is very serious!
- Essentially, councillors are elected by "we the people". But in reality, they seem to be beholden to bureaucrats. Since councillors rarely have the guts to discard (unqualified) staff's recommendations, why have councillors at all, in the first place? Hence, a smaller Council makes sense in `rubber stamping' staff's recces. It is also lot cheaper to have less number of councillors assuming their pays/expenses do not inflate in the least.

- Probably would be best to chop off the eastern rural end and grab some of the suburban sprawl that is happening out toward the south shore ... then real regional government might be able to respond. There is no point in having Ecum Secum in the regional municipality ... this sort of amalgamation of convenience doesn't benefit the rural or the urban citizens ...
- Reduce the size of HRM and therefore provide adequate representation to a smaller more manageable population.
- Keep the general population more aware of the locations of the meetings and dates so we can attend
- Community Councils should be abolished because they are less accountable than Regional Council. Community Council meetings are often held in far off locations that are hard to get to. Also, Community Council meetings are not televised.
- We need more time spent on forward focused thinking. Where will we be in 2020? Consider nine districts with two members from each. This model seemed to serve the old Dartmouth council and citizens well. Helps curb the protectionist attitude; at one time the Dartmouth District School Board members ran at large and my recollection is those were productive years because no one had "a district" to represent, they all represented all the schools. I realize it is not practical for the size of area we are talking about in HRM. However I don't talk to anyone who thinks our Council acts with the good of the whole City in mind after 14 years of amalgamation. Time for structural change.
- Councillors should be more discerning when requesting reports from HRM staff. The amount of tax dollars spent on reporting to council for topics of questionable importance could be better spent. Related to that is the repeated debates in council of unimportant topics (cats, chickens, temporary signs), deferring discussion of more important topics. And finally, would be for council to be more progressive in its collective thinking to ensure that Halifax thrives rather than remains at status quo, a perspective that does not seem to be shared widely in council.
- The Governance and Boundary Review process does not address the substantial concerns of residents about the differences in needs and services for URBAN versus RURAL areas. Even the name of the process is limiting, implying that the process is really about boundary reviews rather than the much more serious (and difficult to address) issue of governing totally different types of districts with one somewhat limiting 23-councillor model. The approach shows either a lack of appreciation for the problem, or a lack of leadership in addressing it.
- Be smaller, limit speech times of councillors, be proactive instead of reactive (although trying to change policing in case the cost of RCMP goes up is just a bit to proactive!!)
- yes REDUCE SPENDING AND REDUCE PROPERTY TAXES!!!!!!!!!!!!!!!!!!!!!!!!!!!!

- This city is facing some huge challenges in the future. We could be so much more. We don't need politicians we need LEADERS !!
- Community Councils are redundant. Abolish them.
- Respond to issues and /or concerns expressed by public participants, even if it may not be their idea or the favourite activity of the councillor - the residents have a pulse on the day to day needs and concerns. Sometimes the councillors are living in an ivory tower and only see what they want to see.
- Greater use of community advisory committees and limited authority to vote against recommendations tabled by civic authorities (i.e. legal council and other professionals such as architects, engineers, and planners). Given the diverse geo-political fabric of HRM the status quo enables councillors to vote in accordance with that which is most palatable to their constituents, rather than for what may be in the best interest of the HMR as a whole. All councillors must recognize such self-servitude seriously compromises the HRM's long term viability and holds all of its residents back from the advance of progress.
- If there are going to be Community Council they have to be given the responsibility to do something to help you streamline the Regional Council. Time is money and it seems that council misses this point in their meetings. One small thing please improve the surveys you send out If anything people give up on these as they are poorly developed. First why do you have to have such a small square to write in. At least this should be across the page. Also have a question on how to improve your surveys. I have done several of these surveys and they seem to leave a lot to be desired
- They could start by representing the wishes of residents rather than municipal staff, especially in regards to the budget. I haven't talked to anyone who said that we should have higher taxes to not have a deficit. Everyone says to cut the budget/directors/managers/departments, you are too bloated to be supported by the small population base in HRM. We can't take it, moving away from this money pit is a definite option right now. And I emailed my councillor 3 weeks ago and have yet to receive a response, very classy.

8.0 HRM Citizens Survey Tabular Results

HRM Citizen Study – February 2010

Table Q8A Page 22
All things considered, how satisfied are you with the overall direction of the municipal government in 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+	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	Harb 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
UNWEIGHED TOTAL	2420	1245	1171	315	959	1143	843	457	1316	407	736	785	481	2048	370	784	895	200	759	968	455	207	446	606	307	297	359	488
Very satisfied	5%	4%	5%	2%	5%	5%	5%	5%	5%	3%	4%	4%	6%	5%	5%	5%	4%	2%	6%	4%	2%	4%	5%	7%	2%	6%	3%	2%
					D	D							J			R			U				Yb2	Ya2B2		YB2		
Somewhat satisfied	39%	35%	43%	37%	38%	40%	41%	41%	33%	34%	38%	40%	42%	39%	39%	42%	38%	28%	42%	39%	25%	28%	38%	40%	38%	43%	38%	36%
			B				I	I				J	J			R	R		UV	V								
Neither satisfied nor dissatisfied	20%	19%	20%	27%	20%	18%	21%	19%	18%	22%	20%	20%	16%	19%	21%	20%	20%	12%	20%	19%	19%	18%	21%	19%	24%	19%	21%	14%
				eP						n						R	R						B2	b2	B2		B2	
Somewhat dissatisfied	24%	28%	19%	22%	23%	25%	20%	23%	30%	26%	24%	23%	23%	24%	23%	23%	25%	39%	23%	25%	29%	29%	23%	22%	23%	21%	25%	29%
		C							GH								PQ			e	S	S						XZ
Very dissatisfied	9%	12%	6%	6%	11%	9%	8%	8%	11%	9%	11%	8%	9%	10%	6%	8%	12%	17%	5%	10%	12%	19%	10%	8%	9%	8%	9%	11%
		C			D				Ch					O			P	P		S	S	STu						
Don't know	4%	2%	7%	7%	4%	4%	5%	3%	4%	6%	4%	4%	4%	3%	6%	3%	2%	1%	6%	2%	3%	1%	4%	4%	3%	3%	3%	7%
			B	e										n		q			TUV									yzA2

Significant differences between segments at 95% indicated by upper case letters and 90% indicated by lower case

HRM Citizen Study – February 2010

Table Q88_1 Page 23

Why would you say you are very satisfied / somewhat satisfied with the overall direction of the municipal government in 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+	HS or less	Coll	Univ	<1-10	11-30	31-50	50+	Own	Rent	<2K	2K-4K	4K+	<50K	50K-100K	100K-150K	150K+	Chob	Harb 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	1050	484	566	105	397	549	538	223	289	122	268	368	290	866	184	419	334	43	461	400	131	44	199	307	134	162	148	145			
UNWEIGHTED TOTAL	1021	471	549	124	403	494	386	214	421	149	325	324	221	858	163	370	359	57	350	423	169	70	185	289	124	145	146	171			
They are getting things done / moving forward / improvements	11%	11%	11%	7%	15%	9%	10%	12%	10%	12%	9%	14%	8%	11%	8%	14%	8%	14%	10%	14%	6%	14%	10%	11%	6%	18%	9%	6%			
					DF							a				q			U							wYa2B2					
Decision making / progress is slow	9%	10%	9%	5%	9%	10%	10%	8%	10%	6%	10%	8%	11%	9%	8%	10%	9%	26%	7%	11%	12%	6%	9%	11%	10%	8%	5%	12%			
																		PQ													
Like some things they do, but concerned about others	8%	9%	7%	19%	7%	7%	8%	6%	11%	13%	11%	7%	5%	8%	10%	7%	10%	6%	7%	9%	10%	11%	5%	9%	8%	12%	4%	7%			
					EF				H	H	H												a2			A2					
They seem to do a good job / like what I see / no complaints	7%	7%	7%	9%	6%	8%	6%	11%	7%	8%	7%	6%	9%	8%	5%	9%	5%	12%	8%	7%	4%	6%	8%	6%	6%	11%	5%	9%			
									g																						
Always room for improvement / could do better	7%	6%	7%	12%	8%	5%	5%	12%	7%	8%	9%	7%	5%	7%	9%	6%	6%	2%	7%	7%	9%	5%	8%	7%	8%	7%	5%	6%			
					f			GI																							
Spend too much time on trivial items	6%	7%	6%	3%	5%	8%	5%	6%	9%	6%	8%	4%	8%	6%	7%	5%	8%	3%	5%	6%	9%	11%	8%	5%	5%	6%	7%	9%			
						D			g																						
They are doing the best they can	4%	5%	4%	1%	2%	7%	6%	4%	2%	1%	4%	3%	8%	4%	6%	5%	3%	6%	7%	2%	1%	2%	7%	5%	5%	3%	4%	4%			
						DE	I	I	I				J1						TUV												
Sewage problem/harbour cleanup	3%	4%	2%	4%	4%	2%	4%	2%	3%	4%	3%	4%	2%	4%	1%	3%	5%	4%	2%	3%	5%	9%	5%	2%	3%	1%	7%	4%			
														O								z					a2				
More attention needed for development/planning	3%	4%	3%	4%	4%	3%	2%	3%	5%	5%	5%	3%	2%	4%	2%	2%	5%	7%	3%	3%	3%	10%	3%	4%	1%	1%	5%	6%			
																	P										y2				
Disappointed with transportation issues	3%	3%	2%	4%	3%	2%	4%	1%	2%	5%	1%	4%	1%	2%	4%	2%	4%	1%	2%	4%	3%	-	4%	3%	-	1%	2%	6%			
							h			a		kM																x			
More attention to rural areas	3%	2%	3%	-	4%	2%	3%	2%	3%	4%	1%	5%	1%	3%	-	5%	4%	4%	2%	3%	5%	-	-	1%	16%	-	1%	-			
												IOH				Q															
No direction / focus / plan	2%	1%	3%	3%	2%	2%	1%	4%	3%	1%	5%	4%	2%	2%	2%	2%	3%	2%	2%	3%	2%	2%	2%	2%	2%	2%	3%	2%			
								G	g		JL																				
Too many councilors / number needs to be reduced/replaced	2%	3%	1%	1%	1%	3%	2%	2%	1%	1%	1%	3%	3%	2%	3%	2%	3%	3%	2%	3%	3%	4%	4%	a2	yA2b2	1%	1%	4%	1%		
						a																									

Significant differences between segments at 95% indicated by upper case letters and 90% indicated by lower case

HRM Citizen Study – February 2010

Table Q88_1 Page 24
(Continued)

Why would you say you are very satisfied / somewhat satisfied with the overall direction of the municipal government in 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+	HS or less	Coll	Univ	<1-10	11-30	31-50	50+	Own	Rent	<2K	2K-4K	4K+	<50K	50K-100K	100K-150K	150K+	Ches	Harb	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)					
Too much infighting	2%	3%	1%	-	2%	2%	2%	-	2%	1%	1%	1%	4%	1%	4%	2%	1%	2%	2%	2%	1%	-	6%	1%	-	2%	1%	1%					
		c											Jk												XA2B2								
Some areas neglected / not thinking about HRM as a whole	2%	2%	1%	1%	1%	2%	3%	1%	1%	1%	1%	1%	1%	1%	4%	1%	4%	1%	1%	1%	2%	1%	2%	4%	-	2%	1%	1%	1%	1%	1%	1%	
						d	I											Q							WA2B2								
Lack of transparency / too much secrecy	2%	2%	1%	1%	2%	1%	2%	1%	2%	2%	2%	1%	3%	1%	2%	1%	2%	2%	-	1%	2%	3%	5%	1%	2%	2%	3%	1%	1%	1%	1%	1%	
Higher taxes/taxes	2%	3%	1%	-	3%	1%	1%	2%	2%	1%	2%	2%	1%	2%	1%	1%	1%	4%	1%	-	1%	2%	2%	1%	1%	2%	1%	2%	3%	1%	-		
		C																P															
Like Mayor Kelly	2%	2%	1%	1%	2%	2%	2%	1%	2%	1%	1%	1%	2%	1%	2%	2%	1%	1%	-	1%	1%	2%	-	1%	3%	2%	-	3%	1%				
							i																										
Place to live / of life	2%	1%	2%	3%	2%	1%	2%	1%	1%	1%	1%	1%	2%	2%	2%	2%	2%	1%	-	2%	1%	1%	-	3%	1%	3%	1%	1%	5%	1%			
Issues need to be addressed (specific mentions)	1%	1%	2%	7%	1%	1%	2%	1%	1%	2%	1%	1%	3%	-	1%	4%	1%	1%	-	2%	2%	1%	-	-	2%	2%	2%	2%	1%	1%	1%	1%	
				EF																													
They pay attention to the constituents and their issues	1%	1%	1%	2%	2%	1%	1%	3%	1%	1%	4%	2%	1%	1%	2%	1%	1%	1%	1%	1%	2%	1%	1%	2%	1%	2%	2%	2%	2%	2%	1%	1%	
											1	L																					
By-laws (general)	1%	1%	1%	-	1%	2%	2%	-	1%	1%	1%	1%	2%	1%	1%	2%	1%	2%	1%	1%	1%	2%	1%	8%	1%	-	4%	1%	1%	1%	1%	1%	1%
																									st								
They are addressing critical issues/services	1%	1%	1%	2%	1%	1%	1%	2%	3%	2%	2%	1%	1%	1%	2%	1%	1%	1%	1%	1%	2%	2%	-	3%	1%	1%	1%	1%	1%	1%	1%	1%	1%
								g	G																								
No meaningful improvements being made	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	2%	1%	-	1%	1%	2%	1%	1%	2%	-	1%	1%	2%	1%	3%	1%	-				
Improvements needed in health care	1%	1%	2%	1%	2%	1%	2%	1%	1%	1%	-	1%	2%	-	1%	3%	1%	1%	-	2%	1%	-	-	-	2%	2%	1%	1%	1%	1%	-		
			b				i																										
Higher taxes with no improved services	1%	1%	1%	-	1%	1%	1%	1%	1%	1%	-	1%	1%	2%	1%	-	2%	1%	-	1%	1%	2%	1%	1%	-	3%	-	2%	1%				
Wasting taxpayers' money/ spending issues	1%	1%	1%	2%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	5%	1%	1%	1%	-	1%	1%	-	1%	1%	2%	1%	2%	1%	
Community/constituents' needs not being met	1%	1%	1%	2%	1%	1%	1%	1%	1%	1%	2%	1%	1%	1%	1%	-	1%	1%	-	1%	1%	1%	-	1%	2%	-	1%	2%	1%	1%	1%	1%	
											1																						

Significant differences between segments at 95% indicated by upper case letters and 90% indicated by lower case

HRM Citizen Study – February 2010

Table Q89_1 Page 25
(Continued)

Why would you say you are very satisfied / somewhat satisfied with the overall direction of the municipal government in 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+	HS or less	Coll	Univ	<1-10	11-30	31-50	50+	Own	Rent	<2K	2K-4K	4K+	<50K	50K-100K	100K-150K	150K+	Chob	Harb			Marin			N	West	West	Pen
																								East	East	East	Marin	Marin	Marin				
	(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)					
Deteriorating infrastructure/lack of infrastructure	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%	1%	1%	1%	1%	1%
Crime / Safety / Policing issues	1%	1%	1%	-	2%	1%	1%	1%	1%	2%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%
Improvements needed to public transportation	1%	1%	1%	1%	1%	1%	1%	1%	2%	1%	2%	1%	-	1%	1%	1%	1%	-	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%
Environmental issues/ recycling	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	6%	1%	1%	-	1%	1%	1%	1%	1%	1%	1%	1%
More services needed for "low income" families	1%	1%	1%	7%	-	1%	1%	-	1%	1%	1%	1%	-	1%	1%	1%	1%	-	2%	1%	-	-	-	2%	-	1%	-	1%	-	1%	-	1%	1%
Issues with education / schools	1%	1%	1%	-	2%	-	1%	1%	1%	-	1%	1%	-	1%	1%	-	1%	-	1%	1%	1%	1%	-	2%	1%	-	1%	1%	-	1%	-	1%	-
HRM is too large / Amalgamation not working	1%	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%	1%	1%	-
Good leadership / teamwork / effective	1%	1%	1%	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%	1%	1%	1%	1%
I don't follow the issues facing the municipal government	1%	-	1%	2%	1%	1%	1%	-	1%	1%	2%	-	-	1%	2%	1%	1%	-	1%	1%	2%	-	1%	1%	1%	-	1%	1%	1%	-	1%	2%	1%
They are improving services/controlling budget	1%	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%
Poor leadership	1%	1%	1%	2%	1%	1%	1%	-	1%	1%	1%	-	1%	1%	-	1%	1%	-	-	1%	1%	4%	1%	-	1%	1%	-	1%	1%	-	1%	1%	1%
Protection of "heritage" properties	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%	1%	1%
No significant progress nor damaging decisions	1%	-	1%	-	1%	1%	1%	-	1%	-	1%	-	1%	1%	1%	1%	-	-	-	1%	-	-	-	1%	-	-	-	1%	-	-	-	1%	1%
Tend to favor special interest groups	1%	1%	1%	-	-	1%	1%	-	1%	-	-	1%	1%	1%	-	1%	-	-	-	1%	-	-	-	-	-	-	-	-	-	-	-	1%	2%
No accountability	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	-	1%	-	1%	1%	-	-	1%	-	-	-	-	1%	-	-	1%	-	1%	1%	1%	-	-
Ineffective Council	1%	1%	-	-	-	1%	1%	-	-	-	-	-	1%	1%	-	1%	-	-	1%	-	1%	-	-	-	-	-	-	-	-	1%	1%	1%	-

Significant differences between segments at 95% indicated by upper case letters and 90% indicated by lower case

HRM Citizen Study – February 2010

Table Q88_1 Page 26
(Continued)

Why would you say you are very satisfied / somewhat satisfied with the overall direction of the municipal government in HRM?

	GENDER			AGE			EDUCATION				LENGTH OF TIME IN HRM					HOME OWNER		PROPERTY TAX			HOUSEHOLD INCOME					COMMUNITY COUNCIL							
	TOTAL	Male	Female	18-24	25-34	35-44	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+	Chob	Harb 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)						
Other	6%	5%	6%	3%	7%	5%	7%	4%	4%	2%	5%	8%	5%	6%	4%	5%	6%	4%	2%	5%	7%	4%	1%	4%	6%	8%	7%	5%	3%				
Nothing	1%	1%	1%	1%	1%	2%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	-	2%	1%	-	-	1%	1%	1%	-	1%	4%				
Don't know / no response	6%	4%	7%	1%	3%	8%	7%	3%	5%	2%	3%	4%	1%	6%	6%	5%	5%	-	9%	3%	4%	3%	7%	6%	5%	3%	8%	8%					
1																																	

Significant differences between segments at 95% indicated by upper case letters and 90% indicated by lower case

HRM Citizen Study – February 2010

Table Q8B_2 Page 27
Why would you say you are very dissatisfied / somewhat dissatisfied with the overall direction of the municipal government in 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+	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	Harb	East	Marin	N	West	West	Pan	
	(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	797	500	296	74	308	415	330	153	311	116	219	266	191	677	120	263	293	80	250	326	143	66	155	196	110	95	119	154			
UNWEIGHTED TOTAL	881	543	337	87	353	441	264	145	470	147	260	295	176	769	112	243	359	122	218	355	193	105	167	189	107	86	133	229			
Decision making / progress is slow	17%	18%	16%	16%	16%	18%	17%	15%	18%	14%	21%	17%	15%	18%	14%	17%	19%	19%	12%	16%	26%	21%	17%	19%	0%	17%	18%	20%			
											J									ST			Y	Y							
Spend too much time on trivial items	14%	17%	11%	16%	14%	14%	15%	12%	15%	12%	14%	16%	13%	14%	19%	11%	18%	11%	17%	16%	12%	6%	18%	18%	10%	11%	11%	14%			
			C														PR		V	V											
No direction / focus / plan	12%	13%	12%	10%	14%	11%	6%	12%	19%	12%	10%	8%	12%	13%	11%	8%	15%	20%	8%	10%	18%	22%	15%	9%	9%	11%	11%	17%			
									Gh		L						P	P		St	ST							NY			
Poor leadership	8%	9%	5%	4%	8%	8%	5%	6%	12%	8%	8%	8%	8%	7%	10%	3%	10%	11%	3%	8%	7%	24%	10%	4%	3%	14%	3%	12%			
			C						GH								P	P		S	STU	MYA2					XYA2	XYA2			
Too many councilors / number needs to be reduced/changed	6%	7%	4%	5%	4%	7%	4%	10%	6%	3%	7%	5%	7%	7%	2%	6%	4%	14%	3%	9%	4%	3%	6%	6%	3%	3%	9%	10%	5%		
								9						O			PQ		SUV									Y			
More attention needed for development/planning	4%	4%	4%	6%	5%	4%	3%	6%	5%	10%	3%	5%	2%	5%	4%	4%	6%	5%	3%	5%	4%	6%	5%	3%	2%	3%	8%	5%			
									KIH			m																Y			
Higher taxes with no improved services	4%	3%	5%	3%	7%	2%	4%	6%	3%	4%	4%	4%	4%	5%	-	6%	4%	6%	4%	4%	3%	6%	1%	2%	17%	2%	5%	1%			
						F																		ZA2B2							
																									HK						
Disappointed with transportation issues	4%	4%	5%	7%	7%	1%	3%	5%	4%	12%	3%	2%	3%	3%	9%	2%	3%	4%	4%	4%	5%	3%	6%	2%	4%	7%	3%	5%			
				F	F					KLM													Y					Y			
Sewage problem/harbour cleanup	4%	4%	4%	8%	4%	3%	3%	4%	5%	9%	2%	2%	5%	4%	3%	3%	6%	3%	3%	4%	5%	5%	4%	3%	3%	6%	4%	5%			
										KL							P														
Wasting taxpayers' money/ spending issues	4%	3%	4%	2%	3%	5%	6%	5%	1%	4%	3%	4%	7%	4%	1%	4%	4%	-	4%	4%	3%	1%	3%	6%	4%	5%	4%	2%			
							I	I		J	J	Jk	o						V	V											
Lack of transparency / too much secrecy	4%	5%	3%	9%	3%	3%	6%	2%	2%	6%	3%	3%	4%	3%	6%	4%	4%	-	2%	5%	5%	4%	3%	7%	4%	3%	1%	3%			
							I													V	V			A2							
Other issues need to be addressed (specific mentions)	4%	2%	7%	4%	3%	4%	5%	2%	3%	5%	2%	5%	3%	3%	5%	5%	3%	3%	7%	3%	1%	-	4%	3%	1%	8%	3%	5%			
			B																U	u			Y					Y			
Community/constituents' needs not being met	3%	3%	4%	6%	3%	3%	3%	2%	4%	4%	2%	4%	3%	3%	3%	4%	2%	3%	4%	3%	4%	1%	2%	3%	4%	1%	4%	4%			
Ineffective Council	3%	4%	1%	1%	2%	4%	4%	3%	3%	6%	2%	3%	3%	3%	2%	3%	3%	2%	2%	4%	3%	4%	3%	4%	7%	1%	1%	3%			
		C				de																			zA2						

Significant differences between segments at 95% indicated by upper case letters and 90% indicated by lower case

HRM Citizen Study – February 2010

Table Q08_2 Page 28
(Continued)

Why would you say you are very dissatisfied / somewhat dissatisfied with the overall direction of the municipal government in 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+	HS or less	Coll	Univ	<1-10	11-30	31-50	50+	Own	Rent	<2K	2K-4K	4K+	<50K	50K-100K	100K-150K	150K+	Chob	Harb		Marin	N West	West	Pen
																								East	Y				
	(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)	
Crime / Safety / Policing issues	3%	2%	4%	5%	3%	2%	4%	3%	3%	3%	3%	4%	2%	2%	7%	2%	2%	1%	6% TU	2%	1%	4%	5% Y	5% Y	1%	1%	3%	3%	Y
Too much infighting	3%	2%	3%	3%	3%	2%	2%	3%	3%	2%	2%	4%	2%	3%	1%	3%	3%	2%	2%	4% V	2%	1%	3%	5% Y	1%	3%	2%	2%	2%
No meaningful improvements being made	3%	2%	4%	1%	2%	3%	3%	4%	2%	4%	2%	3%	2%	2%	3%	2%	3%	2%	3%	3%	2%	4%	2%	2%	2%	3%	2%	6%	3%
Tend to favor special interest groups	2%	1%	4% b	-	2%	4%	2%	2%	3%	1%	3%	2%	4%	2%	6%	2%	2%	3%	3%	2%	4%	2%	3%	1%	2%	-	5%	5% X	
More attention to rural areas	2%	3%	2%	2%	2%	3%	4%	2%	1%	-	1%	4%	4%	3%	-	4%	2%	-	2%	3%	4%	-	2%	-	13% HA2	-	5%	-	
Ward's too large / nation not working	2%	2%	3%	1%	1%	3%	2%	1%	3% H	1%	3%	3%	2%	3%	1%	2%	2%	5%	2%	3%	3%	1%	1%	2%	4%	4%	2%	2%	
taxes/taxes	2%	2%	3%	-	3%	1%	3%	1%	1%	2%	1%	3% k	3%	2%	2%	3%	1%	1%	4%	2%	1%	-	-	1%	8% XA2B2	3%	1%	1%	
Deteriorating infrastructure/lack of infrastructure	1%	1%	2%	1%	2% f	1%	-	3%	2%	3%	1%	1%	-	1%	4%	1%	1%	1%	1%	1%	1%	1%	1%	1%	2%	1%	1%	2%	
Some areas neglected / not thinking about HRM as a whole	1%	1%	1%	-	1%	1%	1%	2%	1%	-	1%	2%	1%	1%	1%	2%	1%	-	1%	1%	1%	1%	2%	2%	1%	1%	-	1%	
No accountability	1%	1%	1%	-	2%	1%	1%	2%	1%	1%	-	2%	2%	1%	-	2%	1%	-	2%	1%	-	1%	1%	2%	-	4%	1%		
Improvements needed to public transportation	1%	1%	1%	1%	1%	1%	1%	1%	2% G	2%	2%	1%	1%	1%	1%	1%	1%	1%	2%	1%	1%	1%	1%	1%	1%	1%	1%	2%	
Improvements needed in health care	1%	1%	2%	-	1%	1%	2%	1%	1%	-	1%	2% m	1%	1%	-	2%	1%	-	2%	1%	1%	-	-	3%	1%	1%	1%	-	
Environmental issues/recycling	1%	1%	1%	1%	1%	1%	-	1%	2%	1%	1%	1%	1%	1%	-	1%	1%	4%	1%	1%	1%	2%	1%	1%	1%	-	1%		
More services needed for "low income" families	1%	1%	1%	4% f	1%	1%	1%	1%	1%	2%	1%	1%	-	1%	2%	1%	1%	-	1%	1%	-	-	1%	1%	-	2%	1%	1%	
By-laws (general)	1%	1%	1%	-	1%	1%	1%	1%	1%	-	1%	1%	1%	1%	-	1%	1%	-	-	1%	1%	-	1%	1%	-	-	1%	1%	
Like some things they do, but concerned about others	1%	1%	1%	-	1%	1%	2%	-	1%	-	1%	2%	-	1%	3%	-	1%	-	1%	1%	1%	-	-	1%	1%	2%	-	-	

Significant differences between segments at 95% indicated by upper case letters and 90% indicated by lower case

HRM Citizen Study – February 2010

Table Q88_2 Page 29
(Continued)

Why would you say you are very dissatisfied / somewhat dissatisfied with the overall direction of the municipal government in 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+	HS or less	Coll	Univ	<1-10	11-30	31-50	50+	Own	Rent	<2K	2K-4K	4K+	<50K	50K-100K	100K-150K	150K+	Chob	Harb 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)	
Protection of "heritage" properties	1%	1%	1%	-	1%	1%	1%	-	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	2%	1%	-	1%	1%	-	1%	
Issues with education / schools	1%	1%	1%	-	1%	1%	1%	1%	1%	1%	1%	1%	-	1%	-	1%	1%	-	-	1%	-	-	-	-	1%	1%	1%	1%	
Like Mayor Kelly	1%	1%	1%	-	1%	-	1%	1%	-	-	1%	1%	-	1%	1%	1%	-	-	1%	-	-	2%	1%	1%	-	-	1%	-	
Always room for improvement / could do better	1%	-	1%	-	1%	-	-	-	1%	1%	-	-	-	1%	-	1%	-	-	-	1%	-	-	-	-	-	-	-	1%	-
They are improving services/controlling budget	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
They pay attention to the constituents and their issues	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
They are getting things done / moving forward / improvements	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
They seem to do a good job / like what I see / no complaints	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
They are doing the best they can	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Good place to live / quality of life	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
They are addressing critical issues/services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
I don't follow the issues facing the municipal government	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Good leadership / teamwork / effective	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
No significant progress nor damaging decisions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	

Significant differences between segments at 95% indicated by upper case letters and 90% indicated by lower case

HRM Citizen Study -- February 2010

Table Q08_2 Page 30
(Continued)

Why would you say you are very dissatisfied / somewhat
dissatisfied with the overall direction of the municipal
government in 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+	HS or less			Univ	<1-10	11-30	31-50	50+	Own	Rent	<2K	2K-4K	4K+	<50K	50K-100K	100K-150K	150K+	Cheb	Harb	East	Marin	N	West	West	Pen
							Coll																								
	(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)			
Other	7%	6%	8%	7%	8%	5%	4%	10%	8%	5%	5%	9%	7%	7%	6%	9%	5%	5%	12%	3%	4%	12%	8%	8%	5%	6%	3%	6%			
							9		9										TU			TU									
Nothing	*%	-	*%	-	-	*%	*%	-	-	-	-	*%	-	-	*%	-	-	-	*%	-	-	-	-	-	-	-	-	-	*%		
Don't know / no response	1%	*%	3%	1%	1%	1%	1%	1%	2%	1%	3%	1%	*%	1%	1%	1%	2%	1%	2%	2%	*%	-	1%	*%	1%	6%	1%	-			
			B																							X					

Significant differences between segments at 95% indicated by upper case letters and 90% indicated by lower case

HRM Citizen Study – February 2010

Table Q8B_3 Page 31
Why would you say you are neither satisfied nor
dissatisfied with the overall direction of the municipal
government in 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+	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	Hasb	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	476	232	240	71	184	218	247	94	134	74	126	170	99	307	88	179	156	17	198	179	66	24	97	120	81	61	75	54					
UNWEIGHTED TOTAL	431	212	217	81	177	171	159	83	188	85	131	144	68	359	71	145	162	18	144	170	80	30	79	107	67	56	72	63					
Decision making / progress is slow	13%	15%	12%	11%	17%	10%	12%	9%	19% H	12%	13%	16%	11%	14%	12%	12%	17%	15%	11%	12%	28% STV	5%	17% Y	16% Y	5%	20% Z	14%	11%					
No direction / focus / plan	12%	12%	12%	17% f	18% F	6%	13%	12%	9%	15%	17% M	9%	6%	12%	13%	8%	14%	14%	8%	12%	12%	50% STU	13%	13%	15%	12%	10%	6%					
Like some things they do, but concerned about others	8%	12% c	5%	11%	8%	8%	6%	10%	12%	15% M	6%	10% m	3%	7%	14%	5%	9%	10%	11% u	7%	3%	11%	11%	4%	8%	8%	0%	14%					
I don't follow the issues facing the municipal government	8%	5%	11% b	24% EF	5%	6%	7%	11%	9%	14% m	9%	8%	4%	7%	14%	9%	5%	10%	6%	10%	10%	6%	5%	8%	12%	7%	6%	13%					
Spend too much time on trivial items	7%	8%	7%	5%	8%	7%	6%	7%	9%	8%	6%	10% m	3%	7%	9%	5%	10%	4%	7%	7%	9%	5%	7%	9%	5%	4%	4%	11%					
No meaningful improvements being made	7%	9%	5%	12%	6%	6%	6%	8%	7%	9%	5%	10%	4%	8%	3%	7%	8%	7%	4%	11% a	6%	3%	7%	7%	5%	7%	8%	9%					
Too many councilors / number needs to be reduced/changed	6%	9% C	3%	1%	2%	10% DE	7%	2%	5%	1% J	3%	6% J	11% J	7% O	1%	6%	10%	-	2%	12% SU	3%	-	4% wA2B2	13%	-	5%	3%	2%					
No significant progress nor damaging decisions	3%	2%	4%	3%	3%	3%	3%	-	6%	3%	3%	2%	5%	3%	3%	3%	3%	-	5% t	1%	6% t	1%	4%	3%	2%	3%	2%	5%					
Community/constituents' needs not being met	3%	2%	4%	3%	3%	3%	2%	8% i	2%	1%	2%	3%	5%	3%	3%	6%	-	-	5%	2%	1%	-	3%	5%	1%	2%	4%	1%					
Sewage problem/harbour cleanup	3%	3%	2%	1%	3%	2%	3%	-	3%	3%	4%	3%	-	3%	1%	4%	3%	-	1%	4%	6% s	1%	2%	2%	1%	1%	1%	14% xYZA2w					
Higher taxes with no improved services	2%	4%	1%	3%	4%	1%	1% G	6% G	3% g	5%	4%	1%	1%	3%	2%	3%	2%	6%	1%	2%	7% s	8%	-	2%	6%	2%	2%	4%					
They seem to do a good job / like what I see / no complaints	2%	1%	3%	3% l	2%	2%	3%	3%	2%	2%	5% l	1%	2%	3%	2%	3%	2%	-	3%	3%	-	-	3%	2%	1%	1%	8%	2%					
Disappointed with transportation issues	2%	2%	2%	1%	3%	1%	2%	4%	1%	8% KL	1%	1% K	3%	2%	3%	2%	2%	-	4%	1%	-	-	1%	-	5%	3%	4%	2%					

Significant differences between segments at 95% indicated by upper case letters and 90% indicated by lower case

HRM Citizen Study – February 2010

Table Q3B_3 Page 32
(Continued)

Why would you say you are neither satisfied nor
dissatisfied with the overall direction of the municipal
government in 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+	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)		
More attention to rural areas	2%	2%	1%	-	1%	4%	3%	-	1%	-	2%	1%	5%	2%	-	2%	4%	-	2%	3%	-	-	-	1%	4%	1%	7%	-		
They are doing the best they can	2%	-	4%	-	-	4%	4%	-	-	-	-	4%	3%	2%	-	1%	4%	-	4%	-	-	-	3%	-	3%	6%	-	-		
Some areas neglected / not thinking about HRM as a whole	2%	3%	1%	-	1%	3%	2%	1%	2%	-	2%	3%	1%	2%	-	3%	1%	6%	1%	3%	1%	4%	-	-	-	3%	1%	11%	12	
Ineffective Council	2%	1%	2%	-	2%	1%	2%	2%	1%	-	2%	1%	3%	2%	1%	2%	1%	-	3%	1%	-	-	3%	-	2%	5%	-	-		
Other issues need to be addressed (specific mentions)	1%	2%	1%	-	1%	2%	1%	4%	1%	3%	1%	2%	1%	2%	-	2%	2%	-	3%	-	2%	-	-	-	7%	-	-	2%		
High taxpayers' money/no issues	1%	1%	2%	-	1%	2%	1%	2%	-	-	1%	2%	1%	1%	-	3%	-	-	2%	-	1%	-	3%	-	2%	-	6%	-		
Too high taxes/taxes	1%	2%	1%	1%	2%	1%	1%	1%	1%	2%	1%	2%	-	1%	-	3%	-	-	2%	1%	-	-	-	-	6%	1%	-	-		
Always room for improvement / could do better	1%	1%	1%	4%	1%	1%	-	2%	-	3%	1%	-	1%	3%	1%	1%	1%	-	1%	1%	-	-	2%	1%	-	1%	-	-		
Too much infighting	1%	1%	1%	-	1%	2%	1%	3%	1%	2%	1%	1%	-	1%	2%	1%	1%	-	-	2%	1%	-	3%	1%	-	-	-	-		
Tend to favor special interest groups	1%	2%	-	-	-	2%	1%	-	1%	-	1%	1%	3%	1%	-	-	2%	-	1%	1%	-	-	1%	-	-	-	4%	-		
Improvements needed to public transportation	1%	1%	1%	1%	1%	1%	1%	1%	1%	2%	1%	1%	-	1%	-	1%	1%	4%	1%	-	1%	4%	1%	-	2%	-	1%	2%		
Lack of transparency / too much secrecy	1%	1%	1%	2%	1%	-	1%	-	2%	2%	1%	1%	-	1%	1%	1%	1%	-	1%	1%	4%	-	1%	-	-	1%	1%	3%		
More attention needed for development/planning	1%	1%	-	3%	1%	-	1%	-	2%	1%	1%	1%	-	1%	-	1%	1%	-	-	2%	-	1%	1%	1%	-	-	1%	1%		
HRM is too large / Amalgamation not working	1%	1%	1%	1%	1%	1%	-	-	2%	-	1%	-	1%	1%	1%	1%	1%	5%	1%	1%	2%	-	-	-	1%	3%	-	1%		
Poor leadership	1%	1%	1%	-	1%	1%	1%	-	1%	-	2%	1%	-	1%	-	1%	1%	1%	1%	1%	2%	-	-	-	1%	2%	-	1%		
Crime / Safety / Policing issues	1%	1%	-	-	1%	-	-	1%	-	2%	-	-	-	1%	-	1%	-	-	1%	-	-	-	-	-	2%	-	-	-		

Significant differences between segments at 95% indicated by upper case letters and 90% indicated by lower case

HRM Citizen Study – February 2010

Table Q08_3 Page 33
(Continued)

Why would you say you are neither satisfied nor
dissatisfied with the overall direction of the municipal
government in 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+	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	Harb 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)			
They are getting things done / moving forward / improvements	4%	1%	-	1%	-	4%	4%	-	4%	1%	-	4%	-	4%	-	4%	4%	-	-	4%	1%	-	-	-	-	1%	1%	-			
More services needed for "low income" families	4%	-	4%	-	1%	-	-	1%	-	-	-	1%	-	-	1%	-	-	-	1%	-	-	-	-	1%	-	-	-	-			
Improvements needed in health care	4%	-	4%	-	-	4%	-	-	1%	-	-	-	1%	-	1%	-	-	-	1%	-	-	-	-	-	-	-	-	2%			
By-laws (general)	4%	4%	-	-	1%	-	4%	-	1%	-	1%	-	-	4%	-	1%	-	-	4%	4%	-	-	1%	-	-	4%	1%	-			
Like Mayor Kelly	4%	4%	4%	-	4%	-	4%	-	4%	1%	-	-	-	4%	4%	4%	-	-	-	4%	-	1%	-	-	4%	-	4%	-			
Deteriorating infrastructure/lack of infrastructure	4%	4%	-	-	-	4%	4%	-	-	-	4%	-	-	4%	-	-	4%	-	-	4%	-	-	-	-	4%	-	-	-			
No accountability	4%	-	4%	-	-	4%	4%	-	-	-	4%	-	-	4%	-	-	4%	-	-	4%	-	-	-	4%	-	-	-	-			
Good place to live / quality of life	4%	-	4%	4%	-	-	4%	-	-	-	4%	-	-	4%	-	-	-	-	4%	-	-	-	-	-	-	-	-	4%			
Issues with education / schools	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Environmental issues/ recycling	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Protection of "heritage" properties	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
They are improving services/controlling budget	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
They pay attention to the constituents and thbir issues	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
They are addressing critical issues/services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Good leadership / teamwork / effective	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Other	4%	1%	5%	-	4%	4%	4%	3%	4%	2%	4%	3%	5%	4%	2%	4%	2%	7%	3%	4%	4%	7%	1%	5%	7%	3%	2%	3%			

Significant differences between segments at 95% indicated by upper case letters and 90% indicated by lower case

HRM Citizen Study – February 2010

Table Q8B_3 Page 34
(Continued)

Why would you say you are neither satisfied nor
dissatisfied with the overall direction of the municipal
government in 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+	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	Harb	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)				
Nothing	3%	2%	4%	1%	1%	5%	4%	3%	1%	3%	1%	1%	9% kl	3%	2%	6% Q	1%	-	3%	3%	1%	-	4%	5%	2%	2%	1%	-				
Don't know / no response	8%	6%	10%	3%	6%	11%	10% D	8%	4%	2%	6%	10% J	11%	8%	9%	8%	6%	12%	9%	8%	7%	-	7%	8%	10%	4%	8%	12%				

Significant differences between segments at 95% indicated by upper case letters and 90% indicated by lower case

HRM Citizen Study -- February 2010

Table Q9A 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+	HS or less			Univ	<1-10	11-30	31-50	50+	Own	Rent	<2K	2K-4K	4K+	<50K	50K-	100K-	150K+	Chob	Harb	Marin	N	West	West	Pen
							Coll	Coll	Coll												100K	150K			East					
	(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	480		
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			GH					O			P	P		B	e	STU		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%		
		C				d		g	GH		Lm						PQ		V	V	ST	ST	XZ		XZ		z	XZ		
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%		
																R	R		V	V	V					b2				
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%		
						I	I	I			Jk					R			U	U			b2	B2	B2	B2				
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%	4%	4%	3%		
						DE	I	I			k	JKL							UV	UV			x							
UNDECIDED / NO OPINION	7%	3%	12%	18%	7%	6%	8%	7%	7%	14%	6%	6%	6%	15%	7%	7%	4%	3%	8%	8%	5%	3%	5%	8%	6%	6%	6%	12%		
			B	EF						KLM				H		QR			uv	v								xyZA2		
																												W		
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			e	I	I			Jk	JK				QR	x		TUV	UV			b2	B2	B2	B2	b2			

Significant differences between segments at 95% indicated by upper case letters and 90% indicated by lower case

HRM Citizen Study – February 2010

Table Q9B Page 36
I feel that Council has demonstrated effective leadership
for 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	Harb 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	1220	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	408	
1 - STRONGLY DISAGREE	13%	17% C	8%	10%	13%	13%	10%	13%	18% GH	12%	15%	11%	13%	14% O	8%	12%	15%	24% PQ	8%	13% S	16% S	26% STU	13%	12%	11%	12%	11%	17% xyA2	
2	21%	26% C	17%	23%	20%	22%	18%	21%	27% GH	24%	23%	19%	21%	21%	19%	24%	31% P	18%	22% s	27% St	31% ST	26% XYZ	19%	18%	18%	21%	26% XYZ		
3	35%	33%	36%	33%	36%	34%	36%	35%	32%	32%	36%	35%	36%	35%	35%	37% R	33% r	26%	38% V	34% V	36% V	23%	32%	38% B2	39% B2	33%	38% B2	28%	
4	20%	18%	22% b	19%	21%	20%	22% I	24% I	15%	17%	20%	25% JKH	16%	20%	21%	22% R	19% R	11%	23% UV	20% uv	16%	14%	18%	19% B2	23% B2	29% WXA2B2	20%	16%	
5 - STRONGLY AGREE	4%	3%	5% b	3%	3%	6% dE	6% hI	4%	2%	2%	2%	5% jk	8% JKJ	4%	5%	3%	5%	6% Uv	4% U	2%	3%	6% YZ	6% YZ	2%	2%	4%	5% yz		
UNDECIDED / NO OPINION	7%	3%	11% B	12% EF	6%	6%	8%	5%	6%	13% KLM	5%	5%	7%	6%	10% n	7% qR	5% r	2%	8% UV	7% Uv	4%	4%	4%	7%	7%	6%	5%	9% H	
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Grand Total	2.8	2.6	3.0 B	2.8	2.8	2.8	3.0 I	2.9 I	2.5	2.7	2.7	2.9 JK	2.8	2.8	2.9	2.9 qR	2.7 R	2.4	3.0 TUV	2.8 UV	2.6 V	2.4	2.8	2.9 B2	2.9 B2	2.9 B2	2.8 B2	2.6	

Significant differences between segments at 95% indicated by upper case letters and 90% indicated by lower case

HRM Citizen Study – February 2010

Table Q9C Page 37
I feel my voice is valued / reflected in local government
decision making

	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	Harb		Marin	N	West	Pen
																								East	West				
	(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	400	
1 - STRONGLY DISAGREE	18%	21% C	15%	15%	21% DF	17%	18%	16%	19%	14%	18% J	19% J	19% J	19% O	13%	20%	20%	15%	17%	18%	19%	21%	17%	18%	23% WB2	20%	19%	14%	
2	27%	30% C	24%	26%	28%	27%	26%	27%	29%	26%	30%	26%	26%	27%	26%	26%	26%	39% PQ	25%	28%	29%	34% S	29%	23%	28%	24%	28%	30% X	
3	27%	27%	28%	33% F	27%	26%	26%	28%	28%	29% m	31% H	27%	23%	26%	31%	26%	26%	25%	26%	29%	29%	25%	26%	31% Ya2	23%	30% Y	24%	26%	
4	13%	10%	16% B	14%	13%	12%	13%	15% I	11%	15%	11%	13%	13%	12%	16%	11%	14%	10%	14% V	13% V	13% V	7%	13%	12%	11%	13%	14%	16%	
5 - STRONGLY AGREE	5%	4%	6%	2%	3%	7% DE	6% I	6% I	2%	2%	3%	5% J	9% JK1	5%	5%	6% R	4%	2%	6% Uv	5% U	2%	3%	6%	5%	6%	3%	4%	5%	
UNDECIDED / NO OPINION	10%	8%	12% B	10%	8%	11%	11% h	8%	10% h	14% K	6%	11% K	11% K	10%	9%	11%	10%	10%	12% TU	8%	8%	10%	9%	11%	10%	9%	11%	9%	
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
MEANS	2.5	2.4	2.7 B	2.6	2.4	2.6 E	2.6 I	2.6 I	2.4	2.6	2.5	2.6 k	2.6	2.5	2.7 N	2.5	2.5	2.4	2.6 uV	2.5 V	2.5	2.3	2.6	2.6	2.4	2.5	2.5	2.6 y	

Significant differences between segments at 95% indicated by upper case letters and 90% indicated by lower case

HRM Citizen Study – February 2010

Table Q9D 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 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+	Chob	Harb	East	Marin	N	West	West
	(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	408	
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%	1%	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%	
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%	
4	19%	20%	10%	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%	
5 - STRONGLY AGREE	67%	63%	71%	68%	67%	66%	68%	69%	62%	63%	68%	69%	64%	67%	63%	69%	67%	58%	69%	67%	63%	58%	63%	63%	67%	74%	73%	66%	
UNDECIDED / NO OPINION	3%	3%	3%	2%	2%	4%	4%	2%	2%	4%	1%	2%	6%	3%	6%	3%	2%	1%	4%	2%	2%	2%	4%	2%	3%	2%	4%	3%	
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	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	4.5	4.6	4.5	4.3	4.5	4.5	4.5	4.2	4.5	4.5	4.5	4.6	4.7	4.5	
			B			I		I								R	E		V	V	V						WXB2	WXYB2	

Significant differences between segments at 95% indicated by upper case letters and 90% indicated by lower case

HRM Citizen Study – February 2010

Table Q9E Page 39
It is important to me that my local Councillor works to deal with issues of importance to the entire region (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+	HS or less	Coll	Univ	<1-10	11-30	31-50	50+	Own	Rent	<2K	2K-4K	4K+	<50K	50K-100K	100K-150K	150K+	Chob	Harb	Marin	N West	West	Pen		
							East																	East					East	East
	(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	405	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%		
						D							JKL				x										x			
2	2%	2%	2%	2%	3%	2%	2%	2%	2%	3%	2%	2%	2%	3%	2%	2%	2%	3%	2%	2%	3%	2%	2%	3%	2%	2%	2%	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%		
																							ZA2B2	ZA2B2						
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%		
											H									v	W			B2						
5 - STRONGLY AGREE	61%	60%	61%	59%	60%	61%	60%	58%	63%	57%	62%	60%	61%	61%	59%	59%	64%	65%	60%	61%	58%	65%	62%	57%	54%	66%	62%	66%		
																P							y		XY	y	XY			
UNDECIDED / NO OPINION	3%	2%	4%	3%	1%	4%	4%	3%	2%	4%	1%	3%	4%	3%	5%	3%	2%	1%	4%	2%	3%	2%	4%	2%	5%	1%	3%	3%		
						E					K	K	K											Z						
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	4.4	4.5	4.5	4.4	4.3	4.5	4.4	4.5		
			b						g		n														y					

Significant differences between segments at 95% indicated by upper case letters and 90% indicated by lower case

HRM Citizen Study – February 2010

Table Q9H 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+	HS or less			Univ	<1-10	11-30	31-50	50+	Own	Rent	<2K	2K-4K	4K+	<50K	50K-100K	100K-150K	150K+	Cheb	Harb East	Marin N	West	West	Pen
							Coll																						
	(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% D	2%	3%	2%	2%	2%	2%	2%	3%	2%	3%	2%	3%	1%	2%	2%	1%	5% u	3%	3%	2%	1%	1%	3%	
2	3%	3% c	2%	1%	3%	3%	2%	3%	4% G	2%	3%	2%	2%	2%	3%	2%	3%	5%	2%	2%	4%	6% st	3%	2%	3%	2%	2%	4% x	
3	11%	12%	10%	15% F	11%	10%	8%	11%	14% Gh	12%	14% IH	10%	8%	10%	14% n	10%	9%	20% PQ	10%	11%	12%	17% ST	11%	12% A2	9% A2	13% A2	4%	11% A2	
4	23%	25% c	21%	27% f	25% f	21%	22%	20%	26% H	27% m	23%	23%	21%	23%	24%	22%	24%	19%	22%	23%	29% STV	20%	24% z	29% ZA2B2 Y	19%	18%	22%	20%	
5 - STRONGLY AGREE	57%	54%	60% B	52%	56%	58%	59% I	61% I	51%	52%	56%	58%	59%	58% O	50%	59%	58%	54%	57%	58%	52% uv	50%	54%	50%	61% X	63% HX	66% HXB2	57% x	
UNCIDED / NO OPINION	5%	3%	6% B	3%	3%	6% dE	6% i	4%	3%	4%	3%	5%	7% K	4%	5%	6% QR	3%	2%	6% TUV	4%	2%	2%	4%	4%	6%	3%	6%	5%	
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
MEANS	4.4	4.3	4.4 B	4.3	4.3	4.4	4.4 I	4.4 I	4.2	4.3	4.3	4.4	4.4	4.4 O	4.2	4.4 R	4.4	4.2	4.4 V	4.4 v	4.3 v	4.1	4.3	4.3	4.4 uX	4.4 x	4.6 XyzB2 W	4.3	

Significant differences between segments at 95% indicated by upper case letters and 90% indicated by lower case

HRM Citizen Study – February 2010

Table Q10A Page 41
Attended or watched Halifax Regional Council meetings

	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+	Chob	Harb 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	842	457	1116	407	736	784	481	2047	370	784	894	200	759	968	455	207	445	606	307	297	359	488		
ONCE OR TWICE PER YEAR	25%	25%	24%	20%	29%	22%	23%	23%	29%	21%	27%	26%	22%	26%	18%	24%	28%	29%	22%	25%	27%	38%	25%	23%	25%	24%	27%	26%		
					DF				GH		Jn			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%		
									O		J	Jm						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	JKL						u											
ATLEAST 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	x		TUV											
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	EF						RLM	L					q			V	V	V			W	W	W				

Significant differences between segments at 95% indicated by upper case letters and 90% indicated by lower case

HRM Citizen Study – February 2010

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+	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	Harb	East	Marin	N	West	West	Pan
	(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	350	488		
ONCE OR TWICE PER YEAR	14%	16% C	13%	10%	16% D	14% d	13%	12%	18% GH	8%	15% J	17% On	13% J	15% O	9%	16%	15%	21%	12%	16% S	16% s	20% s	15% S	12%	19% XZB2	12%	18% XZB2	11%		
ONCE EVERY 2 TO 3 MONTHS	2%	2%	1%	2%	2%	2%	1%	2%	3% S	2%	2%	2%	2%	2%	1%	1%	2%	5% P	1%	2% s	3% S	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% p	1%	1% u	*%	*%	1%	1% x	*%	1%	1%	1%	2% x	1%	
ATLEAST ONCE PER WEEK	*%	*%	1%	-	*%	1% e	1%	1%	*%	*%	*%	*%	1%	1%	-	1%	*%	-	1%	*%	*%	2%	*%	*%	1%	1%	1%	*%	1%	
DAILY	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
NEVER	83%	81%	85% B	87% of	82%	82%	84% I	85% I	79%	90% KLM	81%	80%	84%	81%	89% N	82%	81% r	74%	86% TUV	81%	81%	75%	82%	87% wYA2	76%	85% YA2	77%	85% YA2		

Significant differences between segments at 95% indicated by upper case letters and 90% indicated by lower case

HRM Citizen Study – February 2010

Table Q10C Page 43
Attended a public meeting about Municipal matters

	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	Harb 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)
DARE	2416	1231	1179	267	921	1223	1166	485	761	332	637	834	597	1995	419	888	796	142	965	927	350	135	468	656	334	328	352	377
UNWEIGHTED TOTAL	2417	1242	1171	315	959	1140	841	457	1115	407	736	785	478	2045	370	782	894	200	756	968	455	207	446	604	306	297	359	488
ONCE OR TWICE PER YEAR	34%	38% C	31%	23%	35% D	36% D	32%	32%	41% GH	25%	35% J	39% Jm	33% J	37% O	25%	36%	37%	45% P	28%	38%	40% S	42% S	29%	34% MXB2	43%	31%	42% WxB2	29%
ONCE EVERY 2 TO 3 MONTHS	4%	5%	4%	4%	4%	5%	4%	4%	6% gh	5%	3%	5% k	5%	5%	4%	4%	5%	9% Pg	4%	4%	6%	8%	5%	3%	4%	6%	4%	5%
AT LEAST ONCE PER MONTH	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	2% Jl	1%	1%	1%	1%	2%	1%	1%	1%	1%	3% Yzb2	1%	1%	1%	3% Yb2	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%
DAILY	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
NEVER	60%	56%	64% B	72% EF	59%	57%	63% I	64% I	52%	69% KLN	60%	56%	59%	57%	70% H	59%	57% R	43% R	67% TUV	56% v	54%	48%	64% YA2	62% YA2	53%	61% ya2	51%	64% YA2

Significant differences between segments at 95% indicated by upper case letters and 90% indicated by lower case

HRM Citizen Study – February 2010

Table Q10D Page 44
Volunteered at a neighbourhood / community organization or event (e.g. Heart & Stroke Foundation, Natal Day celebrations, etc.)

	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	Harb 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	2409	1229	1174	267	921	1216	1159	405	761	332	637	831	593	1908	419	880	797	142	966	922	350	135	468	651	334	328	349	377	
UNWEIGHTED TOTAL	2416	1242	1170	315	959	1139	840	457	1115	407	736	784	478	2044	370	780	895	200	757	967	455	207	446	604	306	297	358	488	
ONCE OR TWICE PER YEAR	30%	28%	31%	29%	34%	26%	26%	32%	33%	30%	32%	31%	25%	31%	25%	28%	34%	36%	23%	32%	40%	37%	27%	29%	34%	26%	35%	27%	
					f			G	G	a	m			o			p	p	s	s	sz	s			zb2	Wx2B2			
ONCE EVERY 2 TO 3 MONTHS	7%	7%	7%	9%	8%	6%	6%	6%	10%	8%	8%	7%	5%	8%	4%	8%	7%	12%	5%	8%	9%	9%	8%	6%	7%	7%	8%	8%	
									GH		H			D				q		s									
AT LEAST ONCE PER MONTH	6%	6%	7%	10%	6%	6%	5%	6%	9%	8%	8%	6%	5%	6%	9%	5%	6%	10%	6%	6%	5%	15%	6%	7%	7%	6%	6%	7%	
				f					GH		m							pg				STU							
ATLEAST ONCE PER WEEK	5%	4%	5%	6%	5%	4%	4%	5%	5%	5%	6%	4%	4%	5%	4%	5%	4%	2%	6%	4%	3%	5%	5%	4%	4%	6%	5%	6%	4%
																x			U										
DAILY	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
NEVER	52%	55%	49%	46%	47%	58%	59%	51%	43%	49%	46%	52%	61%	51%	58%	54%	49%	40%	60%	50%	43%	35%	54%	55%	46%	57%	45%	55%	
		C				DE	HI	I				k	JKL		n	R	R		TUV	uV	v		yA2	YA2	YA2			yA2	

Significant differences between segments at 95% indicated by upper case letters and 90% indicated by lower case

HRM Citizen Study – February 2010

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	18-34	35-54	55+	HS or less			Univ	11-30				Own	Rent	2K-4K			100K	50K-100K		150K+	Chab	East		Marin	N	West	Pen			
							Coll	Univ	11-30		31-50	50+	2K	2K-4K			4K+	50K	100K		150K+	Chab			East	Marin					N	West	Pen
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	408					
ONCE OR TWICE PER YEAR	28%	30%	25%	20%	20%	24%	24%	28%	33%	23%	29%	28%	20%	30%	16%	30%	31%	35%	22%	30%	30%	43%	25%	25%	20%	32%	29%	30%					
		C		D	D				GH		J			O						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%	6%	4%	3%	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%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%					
		C														R	r		uV	uv													
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	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-					
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	EF			I	I		lm					H				TV	V	V												

Significant differences between segments at 95% indicated by upper case letters and 90% indicated by lower case

HRM Citizen Study – February 2010

Table Q10F 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+	Chab	Harb 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	408
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	Hx		Hx
ONCE EVERY 2 TO 3 MONTHS	3%	5%	2%	4%	3%	4%	3%	2%	5%	4%	3%	3%	4%	1%	3%	4%	5%	3%	3%	3%	5%	7%	6%	3%	5%	1%	4%	3%
		C							H					O					ST			ST			L	x		
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%	1%
					F																							
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		TUV	V	V		aa2B2	Y	B2			

Significant differences between segments at 95% indicated by upper case letters and 90% indicated by lower case

HRM Citizen Study – February 2010

Table Q10G Page 47
Contacted your Councillor 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+	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	Harb		Marin	N West	West	Pen	
																								East	West					
	(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			ra2B2	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%	1%	2%	1%	1%	2%	1%	1%	1%	2%	1%	2%	1%	1%	1%	1%	1%	1%	1%	2%	2%		
													l				pr											Ma		
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%	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		

Significant differences between segments at 95% indicated by upper case letters and 90% indicated by lower case

HRM Citizen Study – February 2010

Table Q10H Page 48
Contacted your Councillor regarding a service issue

	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+	Chob	Harb 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	650	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	28%	30%	27%	12%	30%	31%	28%	32%	26%	19%	26%	29%	35%	31%	16%	31%	30%	34%	27%	31%	25%	27%	28%	25%	32%	34%	30%	25%			
				D	D			I			J	J	JKI	O						U					kb2	XB2					
ONCE EVERY 2 TO 3 MONTHS	4%	6%	3%	3%	3%	5%	5%	3%	4%	2%	3%	4%	7%	5%	2%	4%	6%	5%	4%	3%	5%	5%	5%	4%	7%	3%	5%	4%			
			C			de	h						JKI	O											z						
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%	2%	1%			
																										Wxx					
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%	2%	1%			
							i																								
DAILY	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
NEVER	66%	63%	69%	85%	65%	62%	65%	63%	69%	77%	70%	65%	56%	63%	80%	64%	63%	60%	66%	64%	68%	67%	66%	70%	60%	62%	61%	70%			
			B	EF					H	KLM	M	M			N									YzA2				YzA2			

Significant differences between segments at 95% indicated by upper case letters and 90% indicated by lower case

HRM Citizen Study – February 2010

Table Q101 Page 49
Contacted the Mayor 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+	HS or less			Univ	<1-10	11-30	31-50	50+	Own	Rent	<2K	2K-4K	4K+	<50K	50K-100K	100K-150K	150K+	Chob	Harb	East	Marin	N	West	West	Pen
							Coll	Univ	Univ																						
	(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 THICE PER YEAR	9%	10%	8%	7%	8%	10%	8%	8%	11% gh	5%	11% j	9%	10%	9%	8%	7%	10%	16% p	8%	10%	6%	14% u	11% x	7%	7%	10%	9%	14% xy			
ONCE EVERY 2 TO 3 MONTHS	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%	2% s	1%	1%	1%	1%	1%	1%	1%			
AT LEAST ONCE PER MONTH	1%	1%	1%	-	1%	1%	1%	1%	-	1%	-	1%	1%	1%	1%	1%	1%	-	1%	1%	-	-	-	-	-	1%	2%	-			
ATLEAST ONCE PER WEEK	1%	-	1%	1%	-	1%	1%	-	1%	-	1%	-	1%	1%	1%	-	1%	-	1%	1%	-	-	1%	-	-	-	-	-			
DAILY	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
NEVER	90%	89%	91%	91%	90%	89%	91%	91% i	88%	93% k	88%	90%	90%	90%	90%	92% qr	89% x	83%	91% v	89%	92% v	85%	88%	93% wa2b2	92% wb2	90%	88%	85%			

Significant differences between segments at 95% indicated by upper case letters and 90% indicated by lower case

HRM Citizen Study – February 2010

Table Q10J Page 50
Contacted the Mayor regarding a service issue

	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	Harb 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	7%	7%	6%	3%	6%	8%	7%	7%	6%	3%	6%	6%	9%	7%	6%	7%	6%	8%	6%	8%	5%	5%	8%	5%	6%	9%	8%	7%		
						D				J		J1								U					X					
ONCE EVERY 2 TO 3 MONTHS	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%		
AT LEAST ONCE PER MONTH	1%	1%	1%	-	1%	1%	1%	-	-	1%	1%	1%	-	1%	1%	1%	1%	-	1%	-	-	-	-	-	-	-	2%	-		
ATLEAST ONCE PER WEEK	1%	1%	1%	1%	1%	1%	1%	-	1%	-	1%	-	1%	1%	1%	1%	1%	-	1%	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%	91%	95%	93%	90%	89%	93%		
			b	EF						H														weA2						

Significant differences between segments at 95% indicated by upper case letters and 90% indicated by lower case

HRM Citizen Study – February 2010

Table Q11 Page 51
Regional Council currently consists of the Mayor (elected by all residents) and 23 Councillors each representing a District of HRM, who meet weekly as Regional Council. Councillors 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+	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	Hasb	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			
Yes	52%	51%	54%	45%	51%	55% D	51%	54%	53%	45%	53% J	53% J	56%	52%	51%	52%	55%	49%	50%	55% ev	54%	47%	52%	55% Y	47%	56% Y	49%	51%			
No	18%	23% C	14%	13%	15%	22% DE	18%	15%	21% H	16%	17%	19%	21%	20% O	12%	18%	21%	31% PQ	15%	19%	19%	14%	20% STU	14%	23% X	18%	18%	20% x			
Don't Know	29%	26% B	32% B	43% EF	34% F	23%	31% I	31% I	26%	39% KLM	31% M	29% m	23%	28%	36% N	30% QR	24%	20%	35% TUV	26% v	27% V	19%	28%	31%	29%	26%	33%	28%			

Significant differences between segments at 95% indicated by upper case letters and 90% indicated by lower case

HRM Citizen Study – February 2010

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	Harb	East	Marin	N West	West	Pan	
	(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%		
			C											O			P							YA2B2	W	Y				
Council/meetings/ information more accessible / transparent	8%	8%	10%	15%	8%	8%	6%	11%	11%	8%	11%	8%	7%	8%	14%	5%	7%	14%	6%	8%	8%	13%	7%	6%	7%	12%	15%	6%		
Fair / balanced representation between rural / urban areas	5%	5%	7%	3%	7%	5%	2%	8%	8%	4%	7%	6%	4%	6%	2%	3%	8%	6%	4%	5%	8%	8%	2%	-	11%	7%	5%	8%		
									G								P							W						
Improve attitude, work ethic, commitment in council	5%	6%	4%	13%	4%	4%	8%	-	3%	3%	3%	6%	6%	4%	9%	7%	3%	4%	7%	3%	4%	6%	5%	6%	5%	4%	7%	6%		
on important / long-term / big	5%	5%	5%	-	2%	7%	7%	3%	3%	1%	5%	5%	5%	4%	7%	4%	5%	3%	4%	2%	9%	4%	7%	5%	3%	10%	2%	1%		
						a				J	J									t			b2		b2					
Expand 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%		
																			v									WXA2		
Cooperation within council/ work better together for all HRM	4%	4%	4%	3%	4%	4%	3%	5%	5%	5%	2%	5%	3%	4%	2%	3%	5%	3%	4%	4%	5%	4%	6%	2%	3%	5%	2%	4%		
More transparent / no secret meetings	3%	3%	3%	3%	5%	2%	2%	4%	5%	3%	4%	3%	2%	3%	4%	2%	3%	3%	4%	2%	6%	1%	3%	2%	1%	-	6%	6%		
Regular meetings/better meeting structure/more meetings	3%	2%	5%	4%	6%	1%	2%	3%	4%	5%	5%	2%	2%	3%	2%	4%	3%	4%	3%	4%	3%	-	3%	1%	5%	5%	1%	3%		
					f																									
De-amalgamate	3%	2%	4%	-	4%	3%	2%	-	5%	3%	2%	4%	3%	3%	1%	5%	2%	2%	3%	2%	5%	5%	3%	2%	7%	-	2%	3%		
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%		
			D													q			u											
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%		
									G																			WYA2		

Significant differences between segments at 95% indicated by upper case letters and 90% indicated by lower case

HRM Citizen Study – February 2010

Table Q12 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 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	Harb	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%	3%	4%			
Council need to recognize and understand rural / urban needs	2%	1%	4%	2%	2%	2%	1%	1%	4% G	3%	2%	2%	2%	2%	4%	3%	2%	5%	1%	3%	3%	2%	1%	2%	2%	5%	3%	2%				
Meaningful debates / make decisions / take action	2%	4%	6% B	5%	1%	3%	3%	-	2%	1%	3%	4%	4%	2%	3%	4%	1%	1%	4%	1%	2%	1%	4%	5%	-	-	4%	1%				
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%	1%	4%	-	4%	4%				
Reduce pay / reduce perks (free gas, cars, etc.)	2%	3%	-	-	2%	2%	2%	4%	1%	2%	4%	4%	6% K1	2%	-	1%	4%	2%	4%	1%	1%	1%	-	1%	2%	2%	-	8% X				
Give full-time status / more support staff / more assistants	2%	2%	2%	-	3%	2%	1%	2%	4% G	4%	2%	2%	4%	2%	-	1%	2%	5%	-	3%	2%	1%	3%	2%	-	4%	2%	-				
Issues with individual councilors	2%	4%	5% B	-	2%	2%	2%	3%	4%	-	-	5% M	4%	2%	-	5%	-	-	2%	2%	2%	-	2%	2%	-	-	8%	-				
Councilors should be more knowledgeable / qualified	1%	1%	2%	-	-	2%	1%	3%	2%	-	2%	1%	2%	2%	-	3%	1%	-	2%	1%	-	2%	-	4%	1%	-	1%	1%				
District is too large / HRM is too large	1%	1%	2%	-	3% F	1%	1%	1%	1%	5%	1%	1%	1%	2%	4%	1%	3%	-	-	3%	1%	2%	1%	-	-	-	-	8% wb2				
More power to Mayor	1%	1%	2%	-	4%	2%	2%	-	1%	1%	2%	-	2%	1%	5%	-	1%	1%	-	4%	2%	-	3%	-	4%	1%	1%	2%	-			
Abolish / place limitations on community council groups	1%	1%	1%	1%	1%	4%	4%	-	1%	3%	1%	4%	1%	1%	-	4%	1%	3%	4%	4%	3%	4%	4%	4%	1%	1%	-	2%				
Be more efficient	4%	4%	4%	-	-	1%	-	-	1%	-	4%	-	1%	4%	-	4%	-	3%	4%	4%	1%	1%	4%	-	-	-	-	2%				
Restructure council / refocus responsibilities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
Other	10%	10%	9%	26% F	13% F	6%	5%	9%	16% G	24% KLM	10%	7%	7%	9%	18%	5%	12%	10%	6%	8%	11%	27% STU	18% xxA2	6%	8%	6%	4%	14% A2				

Significant differences between segments at 95% indicated by upper case letters and 90% indicated by lower case

HRM Citizen Study – February 2010

Table Q12 Page 54
(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 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	Harb	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)				
Nothing	1%	2%	-	-	1%	2%	1%	3%	4%	-	1%	1%	3%	2%	-	2%	2%	-	2%	1%	-	-	3%	1%	-	1%	1%	1%	1%			
Don't know / no response	8%	9%	7%	10%	8%	8%	14%	6%	2%	3%	5%	7%	16%	8%	13%	7%	9%	-	14%	8%	2%	2%	14%	3%	12%	11%	7%	5%				
							I						JK						UV	U			X		X							

Significant differences between segments at 95% indicated by upper case letters and 90% indicated by lower case

**HRM Boundary Review Committee
Councillors' Survey**

How would you describe your district (circle as many as you feel apply):

	Rural	Suburban	Urban
A		x (mostly)	
B	x	x	
C			x
D	(Unanswered)		
E	x (one area of district specified)	x	x
F		x	
G		x	
H	x	x	x
I			x
J	x		
K			x
L	(Unanswered)		
M			x
N			x
O			x
P			x

Based on direction given by Council as part of the review process we are requesting that all Councillors complete the following short survey. The information collected will assist in evaluating your views on the role of Councillors as part of the District Boundary Review process.

Responses will be combined in reporting and no individual Councillor's response will be identified in the reported data.

1. (a) What, in your opinion, are the key role/responsibilities of a Municipal Councillor?

A	To represent the will of the residents of the district, while working cooperatively with other councillors for the common good of HRM as a whole. To serve as a liaison/facilitator between the HRM and its residents/taxpayers.
B	To first represent the views of the residents in your own District, second to represent the overall interests of the HRM, to try to ensure all residents are treated fairly with equal services, taxes, etc., to ensure rules, the law, policies are instituted with common sense (ie - an outdoor fire ban rule doesn't have to be the same in the country as it is in the City)
C	<ol style="list-style-type: none">1. Advocate on behalf of District residents.2. Proactively work for betterment of community such as...reporting problems in community such as pot holes, lights out, fields needing attention, etc.3. Be creative in delivering services to the community...recreational needs for example.4. Advocate on behalf of the greater community.5. Help develop municipal policy.6. Attend Public Meetings ...PIM, local such as Neighbourhood watch, club events and agms, concerned citizen groups.7. Attend Council Regional and local.8. Represent commercial districts.9. Provide information to residents on Municipal matters.10. Share is HRM committee membership.11. Be personally available to residents to discuss their concerns .12. Make sure HRM is financially prudent and that the public's money is spent wisely and with accountability.
D	<ol style="list-style-type: none">1. Work for the residents of [my district]2. Policy matters.3. Make the district and HRM work fully for safety, health and happiness.

E	<p>1. A resource to the local citizens in accessing government services esp. municipal but not limited to.</p> <p>2. Representing the community aspirations at Council.</p> <p>3. Debating & discussing the public good with various proposals.</p>
F	Policy setting, articulating district/community needs, community/resident advocate on issues, representing HRM to external world.
G	To provide assistance and information to the citizens to ensure they understand the policies and future plans of HRM and vote, without bias, on Council motions.
H	We set policy, approve tenders over \$500k and give direction to staff regarding other issues.
I	To work toward having an efficient, effective and fiscally responsible municipality.
J	General "HRM" policy, community liaison to Council, information for residents/issues, community events, represent HRM & Mayor, etc.; local town hall meetings.
K	Bringing residents' concerns, issues forward, setting policy, responding to residents in a timely manner.
L	Set policy to guide the Municipality, represent the residents' wants, needs.
M	<p>The role of a municipal council is very diverse and has no job description and it depends on what you want to put into it. Yes, there are key roles and responsibilities and they are mainly to represent the district that has elected you but you also represent the whole municipality. This includes such bodies as Regional Council, Community Council and on the Council sanctioned boards and committees. Furthermore there are non sanctioned committees and boards that a Councillor may consult or be a member of due to the area they represent and work on certain projects with the communities they represent for the betterment of the community and the municipality.</p> <p>Personally, I believe that this position is what you make it. Each Councillor has their own style of dealing with issues and the needs of their district just as each District is unique. Being hands on is my forte and being accountable for my actions.</p>

N	To represent the needs and concerns of residents in my district, to represent the needs and concerns of residents of the municipality as a whole, to provide leadership and forward thinking on issues that are of present concern and anticipate issues that will impact our municipality in the future. This last point indicates that the role of council is not to just respond to residents' initiatives or concerns but to actually be introducing ideas and direction that will inspire and engage our community in building a creative, engaged, sustainable and healthy community for all.
O	The key roles are policy making, stewardship and representation.

P	<ul style="list-style-type: none">• The main role is to formulate policy.• Prioritize key focus areas in which to expend staff time, resources and funding.• Monitor effectiveness of policies and procedures.• Bring forward municipal concerns on behalf of residents not only within the district he/she represents, but the entire municipality.• Provide appropriate goals and objectives to the Chief Administrative Officer and monitor him/her to ensure that these are being met.• Ensure that Council decisions are made in an open, transparent manner. Establish and monitor policies and processes with are fair, are adhered to, and accountability is in place.• Establish and approve a yearly budget and tax rate.• Research and determine municipal best practices in policy determination.• Determine innovative ways to fulfill resident expectations and at the same time be fiscally responsible.• Be a "watch dog" for the public.• Respond to individual citizen queries either by email or telephone.• Day-to-day interaction with residents and the community.• Assess district needs and bring forward to staff.• Attend meetings that are a legislative requirement (public information meetings).• Attend community meetings.• Attend community events that we are expected to attend: school plays, graduations, yacht club race openings, cultural events, Greek Fest, sporting openings, tournaments, etc.• Establish community meetings in response to need/issues.• Sit on HRM boards/committees/commissions.• Be members of community committees.• Communicate with constituency, through monthly local newspaper columns, newsletters, HRM website.• Responding to media: participating in radio shows, being interviewed by TV, newspaper, etc.• Meet with staff to bring forward resident requests/concerns - i.e, parks staff, maintenance, Supervisors, etc. or to learn about processes such as sewage treatment plants or snow removal.• Attend and participate in Council meetings and Community Council meetings.
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- (b) Based on your view of the role of Councillor, at what level of detail do you believe Councillors should be involved in decision-making regarding:

Setting HRM Policy?

A	Responsible to set direction (Council Focus Areas) for HRM staff and ensure they are followed through and policies established.
B	Policies should be reviewed and researched by HRM Dept's, then sent out to the Public for consultation and eventually decided on (voted) by Council BUT policies DO NOT have to be the same for the whole HRM (Rural vs Urban) so many of these could and should be done at Community Council. I DON'T WANT urban Councillors who don't even know where [a community] is to be setting policies and by-laws for these residents.
C	This is one of the main responsibilities and Councillors ought to be involved from policy inception. Council is the policy setter.
D	At the beginning to the end.
E	Should satisfy oneself in terms of a good public service standard and importantly does it service the larger (higher end) objective / goal by Council.
F	High level.
G	At the beginning, so that the Councillor can evolve through the policy and follow through by ensuring a positive and fair policy.
H	100% involved - this is the main component of our job.
I	Councillors are responsible for the policy set so need to be fully entrenched in setting it.
J	In depth.
K	Priority for Council. If we have no say in policy, we will have no say in the direction of the Municipality.
L	Very.
M	Councillors should be used as sounding boards for policy and must be consulted when a new policy or an adjustment is being made. As representatives of the residents, we need to be part of the process or be willing to bring forward ideas for amendments to staff. I do not think that Council needs to know the minutia of the operation or implementation but if the policy directly affects their residents and or district, then staff should be including the Councillors with more details.

N	High - both in terms of initiating and guiding policy development - obviously staff have a strong role in this as well but sometimes I think that councillors are left out of some basic steps in the process which results in councillors not having a lot of background on why policy has been developed the way it has and can result in conflicts with the public, staff and councillors all on different sides of an issue. One small example of this is the proposal about roundabouts used for traffic - if this is a new policy/initiative then it would have helped to have councillor input into a move in this direction.
O	Being a key role, it is paramount that Councillors be fully engaged in the entire process. If the proposed policy is not entirely in the best interest of the residents we serve, amendments must be made and sent back to staff for revision.
P	<p>Setting HRM policy is our primary mandate. Councillor's should recommend and establish policies and staff's role is to implement the policy. This implementation should be done as per Council's direction.</p> <p>When Councillor's bring forward policy recommendations it is helpful if appropriate data/information is brought forward. If we provide best practices, if any, letters of group or resident support, and key recommendations it makes it easier for Council to decide and for staff to understand the direction Council wishes them to take.</p>

As an advocate for community issues?

A	As a resident in the district, Councillors themselves can enlighten HRM staff with the perspective of their respective community and its needs.
B	A Councillor should be meeting with and discussing community issues with various volunteer and other organizations and helping guide them thru the maze that the HRM really is. Many of these local issues are just that - LOCAL and should be dealt with thru the Community Councils if at all possible.
C	100% involvement. It's another core responsibility.
D	When anything arises, you must act on behalf of your residents for the good of the district.
E	Sufficient detail to make the case for identification of a community issue, and cause attention to a remedy to be often filled in with details.
F	Vital level to represent issue at Council and to staff.

G	(Question not clear; all communities or Councillor's community?) Advocacy is the Councillor's main objective for his/her community. The "common" experience amongst all Councillors is a means by which each Councillor votes on another Councillor's community issue.
H	I work to address and further community issues and concerns whenever they arise. I generally help to establish a plan and then turn it over to the community.
I	Most certainly in the community the Councillor represents and to an extent in others.
J	Leading the change.
K	Councillors are the key facilitators on community matters. It is their job to take the lead.
L	Very.
M	Yes, as this is why there is a municipal government. We are the closest to the residents and businesses and they want their issues to be heard and dealt with by their representative and the bordering district that have similar issues. Community Councils must be empowered to deal with local issues.
N	High - absolutely. This is critical when residents or community partners have concerns, ideas and suggestions that councillors work with them to help articulate these concerns and represent them to the council as a whole and work for an effective response.
O	<p>I do believe that because of a Councillor's representative role that Councillors must be an advocate for community issues. However, the key for me is determining if the position taken by the group promoting a certain issue is actually in the best interest of the majority of the immediate community and the municipality as a whole.</p> <p>It is my strong opinion that question should always be asked when acting as a "community advocate."</p>
P	Councillors are elected to represent our individual districts and all of HRM. It is incumbent upon us to bring forward community issues so we are a conduit for the community to Council. Our job is to understand the issues and bring forward issues that are of a concern to residents we represent. Councillors are the main focal point for gathering information from residents, we speak to residents on a daily basis, conduct community meetings - therefore, we recognize the limitations and opportunities of policy formulation.

As an advocate for individual service issues?

A	While many are astonished by the reasons a resident will seek the help of a councillor, it remains an understanding by many that when a resident is at a loss as to whom to turn to for equitable and timely service they contact their councillor. And sometimes, it is not necessarily a municipal issue.
B	I don't believe a Councillor should be involved with individual service issues but very unfortunately I review Hansen file after file after file where our depts have NOT met the Service Standard or have said no to requests that are very clearly our responsibility. This whole Hansen system has to be overhauled and I would suggest we go to a Diary date system where service files are given DD's by a supervisor and then regularly checked to ensure work is done timely & properly. I don't believe we should be involved in these but currently we have to be.
C	Ditto...this is what we are here for.
D	Immediate response.
E	Sufficient detail to identify the individual service needing a municipal response and to be inclined to remove oneself from the loop (complainant / staff).
F	Will always be the last resort for above. The better the corporate system works the less for this role.
G	As a Councillor, I have dealt with issues relating to individual resident and would have to make decisions that would quickly assist that person.
H	We are becoming more involved in these issues (snow-plowing, potholes, by-law, etc.) because our staff is unwilling or unable to address these.
I	The role of the Councillor is also to represent the residents in her/his district and should be an advocate for them keeping in mind the LUB & MPS as far as those service issues are concerned.
J	Voice of the taxpayers/residents. Very important.
K	This is important depending on the need and/or service request.
L	Would like it to be less , however, it is part of the expectation of the public.
M	Yes, we are the closest to the people and the people need a contact point that they can talk to. When service issues are brought to a Councillor's attention, we become the face or conduit to the operational side of the municipality.

N	<p>Low – this should be handled through call centre or council assistant. The problem is that when the issue is not addressed even after a resident has called 490-4000 [the call center] a couple of times then the resident calls the councillor to get work done. I tell my residents to always call the 490-4000 number because of stats and then if they do not get an adequate or any response to contact me. The problem is that a request goes in and sometimes it is days before action is taken or there is no response so people wonder why they should use the service.</p>
O	<p>I will still always bring forward an individual's request for service by requesting that a Service Request be initiated (Hansen) or in some instances talking to the supervisor responsible for that issue of concern. The ultimate goal would be that residents have the knowledge and confidence to call the corporate call centre for all their individual service issues instead of calling the councillor. We are not there yet! I am also very aware of letting the resident know that there are service standards and that I can not as Councillor adjust to a particular perceived need. I have also often felt it was important to let a resident know that I do not have the authority to tell staff what to do.</p>
P	<p>One of our primary day-to-day duties is responding to individual queries which typically revolve around service issues. Examples could be a resident's vehicle was damaged when hitting a pot hole on our road, or their garbage was not picked up, dogs were running at large in the park, etc. etc. Typically these should be dealt with individually with staff and we should follow the recommended processes for resolution. These would not normally be taken to Council but can be quite time consuming following up with staff. Normally an issue such as perceived speeding and un-safe driving on a residential street would involve many staff contacts: Police for speed monitoring, Traffic Services to ensure the signage is appropriate, another division in Traffic Services to see if traffic calming measures could be implemented, etc.</p> <p>In summary, the level of involvement we should be involved in is to bring the issue forward to the appropriate staff person(s) for resolution. For issues broader in scope and involving many people often we should be involved in bringing the appropriate staff together for a response to the community, or Community Council, or we may host a community meeting. It is our job to bring it forward and if we can't get it resolved quickly by staff, it is our job to take it to the next level.</p>

Others?

A	With increased low voter turnout, political apathy and an aging population, the lack of knowledge over which level of government is responsible for what service will be the most difficult message to communicate and the HRM has to come up with an overall plan to address this problem.
B	It would take some work but there are systems that would allow individual calls etc to NOT go to Councillors, that would free up badly needed time to overhaul depts and systems that clearly aren't working. Our duplication, confusion on who and what Dept does what, horrendous internal communications has to be fixed at some point but Council doesn't have the time under the current system.
C	For most of the items I mentioned under roles I think we should have as much detail as possible and practical.
D	[Left blank]
E	[Left blank]
F	[Left blank]
G	Community needs versus policy of HRM. Good of all - for the good of a few.
H	I have had calls about RRSPs, H1N1, Provincial Parks.
I	[Left blank]
J	Cut through red tape/other levels of government, local attention to services, issues.
K	Councillors need to be "out there" engaging residents and the business community alike.
L	[Left blank]
M	For businesses and for NGOs, Councillors are their contacts to the municipality and aid with educating these groups on the processes and procedures of municipal government.
N	[Left blank]
O	[Left blank]
P	[Left blank]

2. (a) How much time do you spend in an average week responding to calls, e-mail and correspondence? Hrs. _____/ week

A	20
B	56
C	55 to 60
D	50+
E	30-40
F	14 to 20
G	20
H	[Left blank]
I	[Left blank]
J	20
K	30
L	16
M	75
N	20
O	25
P	35

What do you receive most of: calls? ____ e-mails? ____ other? ____

A	E-mails
B	E-mails
C	E-mails & Other - reading material
D	Calls & E-mails
E	E-mails
F	E-mails & Other - phone calls/fewer letters now.
G	E-mails

H	8 calls, 25 e-mails and +/- 2 "other" per day
I	E-mails
J	Calls & E-mails - about the same; usually more e-mails.
K	E-mails
L	E-mails, F-book
M	Calls and emails
N	E-mail/phone
O	E-mails
P	E-mails

(b) Do you manage to respond to all matters and deal with the issues raised in the way you would like to?

Yes _____ No _____ Why/why not? _____

A	Yes - I also hear and deal with residents who feel mistreated or misinformed by HRM Staff. This is usually attributed to poor communications and lack of understanding for situations unique to a particular geographical area/district. Councillors know their district very well and can offer support that perhaps is not available through a Call Centre. The Call Centre works extremely well for general needs, i.e., pot holes, etc., but sometimes a more personal approach is necessary.
B	Not even close - I represent one of the highest tax paying Districts in the HRM but also one that gets the fewest HRM services - people are not afraid to advise how pissed off they are and they call and email constantly. I get well over 100 emails a day (every day) plus the phone calls, mail and people you run into daily - it is not humanly possible to keep up. On Dec 23 rd I was more than 400 emails behind, by spending 12 hours a day for the past 5 days I am now down to under 10 but that's only because people aren't emailing over Christmas. I constantly have to waste time travelling to the City because the vast majority of Council, Committee and other meetings are in there - unbelievably my Exec Assistant is in the City - exactly what good does that do me and my residents? I could go on and on for hours on this one, the above is just the tip of the iceberg here.

C	No - Between emails and phone calls there is insufficient time to do the best job on all issues. Taking in time to meet residents, time to get information from HRM, time to meet with staff...this leaves no time to be creative so that future problems do not arise similar to the one being worked on.
D	Yes - I answer 24-7 and get my work done by bed time, if possible. I like starting the day fresh.
E	Yes for the most part - time fluctuates from week to week but combined there's enough hours in the day whether employed or non-employed elsewhere.
F	Yes, if the issue is reasonable.
G	No - Some issues require staff input and they are not readily available due to meetings, etc. Other issues require contacting outside sources (committee members) and are not available. But, the job gets achieved in the end.
H	Yes - I have a great assistant who can deal with issues in a timely manner. I have difficulty in dealing with issues when I need the province to co-operate.
I	Yes - Maybe not able to give them what they are looking for all the time because of budgets, LUB, etc.
J	Yes - My district is very lucky to have a dedicated support person working part time in the district with the Councillor.
K	No - Some issues are never ending - ex. winter parking ban.
L	No - Too many in addition all other duties as well as family life. When you consider the meetings, committees, etc. a day can be very busy.
M	Yes, I respond to all matters. No, typically I find the response time of some queries to be unsatisfactory due to VOICE MAIL. Sometimes it's a few days before I receive a response from Contact HRM and or HRM staff. Calls I receive from residents sometimes are generated because of the non-responsiveness of staff.
N	No - some responses are very delayed because of timing (a lot of requests combined with a lot of meetings means that things get delayed) or because I am waiting for staff response.
O	Yes - Sometimes depending on time restraints not in as timely a manner as I would wish, but generally the answer would be yes.

P	<p>No - Although this is my only job, and I work 70+ (sometimes upwards of 80) hours per week, I still cannot get everything done to my satisfaction. We do not have individual assistants, and therefore I have to return almost all emails and telephone calls personally. If we have a week that has community/Council meetings every evening and weekends, there is not enough time to appropriately respond to individual queries, let alone on a timely basis. I have some emails which are complicated, requiring numerous responses from staff and often they do not respond promptly. Then I have to resend my query and apologize for the resident that their question is taking over three months. This is unfortunately necessary but could be prevented if we had designated Councillor's Office Assistants to monitor and follow up on requests.</p> <p>In addition to Council Boards/Committees/Commissions, we also have many community committees that we are expected to be part of and participate, in addition to community events. As well, from a global perspective, we are expected to attend events held by the Chamber of Commerce, Greater Halifax Partnership, Fusion, etc. The business and special interest community feel that if we are not attending their events we are either un-interested or not qualified to make decisions that we make. Essentially, it is very difficult to meet resident expectations. Just last week I had meetings from 8:30 a.m. - 10 p.m. all week, including working lunches and a visitation and a funeral on weekend. Couple that with research, reading reports for Council and committee meetings and I certainly could not return all the calls. If you do not return a call within a day, residents call back. It is not humanly possible to meet the majority of expectations.</p>
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3. How much time do you spend in a typical week on any of the following activities as a result of your role as Councillor?

	Meetings	Time	Hrs.
(a) Council Related	_____	_____	_____
(b) Committee Related	_____	_____	_____
(c) Community Council	_____	_____	_____
(d) Community Related	_____	_____	_____
(e) Ceremonial	_____	_____	_____
(f) Travel	_____	_____	_____
(g) Others	_____	_____	_____
TOTAL	_____	_____	_____

	Council Related	Committee Related	Community Council	Community Related	Ceremonial	Travel	Others	TOTAL
A	3 mtgs. 15 hrs/wk	3-4 mtgs. 5-8 hrs/wk	1 mtg. 3 hrs/mth	5-10 mtgs. 15 hrs/wk	1 mtg. 2-3 hrs/wk	Within HRM, 5-8 hrs/wk	Volunteer time 2-5 hrs/wk	Approx. 45 hrs/wk
B	3-4 mtgs. 16-18 hrs/wk	2-3 mtgs. 8-12 hrs/wk	1-2 mtgs. 3-4 hrs/wk	6-10 mtgs. 15-20 hrs/wk	2-3 mtgs. 4-6 hrs/wk	From above, 15-18 hrs/wk	6-10 (mtg individuals) 10 hrs/wk	20-30 mtgs. 70 hrs/wk
**and previously you asked if there's time to do the things you want to - obviously not!								
C	My job is full time....every day and most every evening. For me its not doing this justice to guess at the time for each of these activities.							
D	12-20 hrs/wk	2 hrs/wk	2-3 hrs/wk	2-3 hrs/wk	3-4 hrs/wk	1-2 hrs/wk	16+ hrs/wk	50+ hrs/wk

	Council Related	Committee Related	Community Council	Community Related	Ceremonial	Travel	Others	TOTAL
E	1 mtg. 4-6 hrs/wk	3 mtgs. 4-6 hrs/wk	1 hr/wk	8 hrs/wk	2 hrs/wk	3 hrs/wk	4-6 hrs/wk	30 maximum on avg.
*Exemption = Budget sessions - only 3-4 weeks; would go to 60 hrs.								
F	5-10 mtgs. 20 hrs+/wk	[Left blank]	4-6 hrs/mth	4-5 hrs/wk	4 hrs/wk	3 hrs/wk	2 hrs/wk	40+ hrs/wk
G	8 mtgs. 20 hrs/wk	[Left blank]	2 mtgs. 4 hrs/wk	6 mtgs. 12 hrs/wk	2-3 mtgs. 4-6 hrs/wk	4-5 days 40+ hrs/wk	3 hrs/mtg. + events / tours	23 mtgs. 77 hrs/wk
H	4 mtgs. 30-40 hrs/month	6 mtgs. 12 hrs/month	2-3 mtgs. 6 hrs/month	6 mtgs. 10 hrs/month	3-5/year	[Left blank]	[Left blank]	20-25 mtgs. 50+/- hrs/month
I	[Left blank]							
J	1-2 mtgs. 10+ hrs/wk	2-3 mtgs. 6 hrs/wk	1 mtg./month 4 hrs/month	2 mtgs. 6 hrs/wk	2 mtgs. 2 hrs/wk	+/- 8 events 10 hrs/wk	1 mtg. 2 hrs/wk	17+/- mtgs. 37 hrs/wk
K	1 mtg. 9-12 hrs/wk	3 mtgs. 7-10 hrs/wk	1/month 2 hrs/wk	(10-15) mtgs.	(1-2) mtgs.	Nil	[Left blank]	[Left blank]
L	2 mtgs. 6 hrs/wk	2 mtgs. 6 hrs/wk	1 mtg. 3 hrs/wk	4 mtgs. 10 hrs/wk	[Left blank]	[Left blank]	[Left blank]	[Left blank]
M	25 hrs/wk	10 hrs/wk	7 hrs/wk	17-20 hrs/wk	4 hrs/wk	0 hrs/wk	12-14 hrs/wk	75-78 hrs/wk

	Council Related	Committee Related	Community Council	Community Related	Ceremonial	Travel	Others	TOTAL
N	4 mtgs. 30 hrs/wk	0 mtgs. 5 hrs/wk	1 mtg. 3.5 hrs/wk	1 mtg. 14 hrs/wk	[Left blank]	1 hr/wk	.5 hrs/wk	[Left blank]
I found this question hard to answer since every week is so different -- so I just responded to this by describing this week's schedule -- so there were no ceremonial functions this week but sometimes there are 3 or 4.								
O	2 mtgs. 12 hrs/wk	3 mtgs. 10 hrs/wk	1 mtg./month ½ hr/wk	2 mtgs. 5 hrs/wk	1 mtg. 1 hr/wk	2 hrs/wk	7 hrs/wk	62 plus hrs/wk (could also be stated as 24/7)
P	25 hrs/wk	12 hrs/wk	3 hrs/wk	35 hrs/wk	3 hrs/wk	5 hrs/wk	[Left blank]	[Left blank]

4. (a) How many committees of Council do you currently sit on?

A	8 Committees of Council and currently the FCM Planning Committee
B	Two Community Councils and I believe its 8 other Committees
C	5
D	6
E	6
F	6
G	Presently, 6 (previous years, 9 + community)
H	I sit on 6 committees and 2 Community Councils.
I	8
J	6
K	7
L	About 8
M	7 council appointed
N	7
O	9
P	6

(b) How many community committees do you currently sit on?

A	Currently 6 committees and also hold regular meeting with the RCMP, school associations, development associations and other for matters as they arise.
B	Six that I am an active member of and another 10 that I try hard to attend as many meetings as I can but cannot commit to joining due to lack of time, there are another 20 that I should be attending at least occasional meetings of and I do get to some now and then.
C	6
D	3-4
E	3

F	4
G	5
H	Ex-officio - 2, member-at-large - 4
I	3
J	2
K	4 (6-8 hrs a month)
L	About 15 total
M	5 and 2 ad hoc
N	3
O	None (0) I had informed the various groups I have in the District such as Residents' Associations, trails groups, planning advisory groups etc. that I was there to help if needed, but wouldn't necessarily be attending their regular meetings. I believe that gives them a sense of ownership without the Councillor's constant input.
P	4

(c) Do you consider your role on these committees a good use of your time as Councillor? Why? Why not? Please comment:

A	Certainly as a new councillor, serving on these committees offered many opportunities to know community members, HRM staff and to learn the complexities of public administration.
B	Absolutely - it is where you learn to be a Chair, where you learn how things work and who is who and you learn policies and on and on. The biggest waste of my time is every Tuesday at Council where we spend hours over nothing MOST OF THE TIME, it is the least productive day of my week - every week.
C	The community meetings are integral to good representation and as Councillor I provide a necessary link to HRM administration and Council. Some committees of Council are less than an effective use of my time and I usually remove myself from those that provide in my opinion any real value for my time. Of the five I am on now I'm only experiencing one which is below the value for service line.
D	Yes, you know what's going on (community) and you can help. Board/Committees - most are hard working.

E	Eliminates time at Council allowing for more detail in the question / answer session
F	The Community Comm's keep me in touch with and on top of community issues and needs. HRM Comm. generally involve the bigger picture issues.
G	Definitely "yes". Enables Councillors to have a better understanding of HRM issues and requirements. Also, Community committees enable Councillors to work with resident more closely.
H	Committees are a poor use of time. The issues addressed could be resolved with a good management team.
I	Yes I do - If, as a Councillor, I am partly responsible for the role these committees and their purpose play in HRM, then it is important for me to play a role in what is being accomplished.
J	Yes - keep informed, liaison.
K	Yes & no - some committees are functional, others are a complete waste of time.
L	Residents want your involvement - grass roots. Often, I filter community wants to staff.
M	Yes but there is always room for improvement in all aspects of this position.
N	Yes - I think the committees are a good use of my time - they do important work, they provide contact with residents and community groups that offer information and experience, they help provide staff and councillors with guidance on policy issues, and the committee experience helps councillors to develop an indepth knowledge of issues that would not happen unless there was the opportunity to focus in detail on a particular area - it helps build the knowledge base of councillors that then helps when decisions are made at council.
O	I believe that committees are in an important part of a Councillor's Elected position. However, because our Committees/Board structure is already being reviewed I do not understand why this question is relevant at this time. Some very important things have been accomplished over my term as councillor on the various Boards/ Committees I sit on. Eg. The initiation of the process and ultimate completion of the hiring of a Municipal Auditor General, the Police Renouncing Study which is near completion, various studies being conducted on the Halifax Water Board, to mention just a few.

P	<p>Yes. An example, I am a Halifax Water Commissioner - we have just applied to the UARB to increase rates dramatically. As a Commissioner I have been actively involved in assessing the need, prioritizing our key outcomes, assessing wage increases, etc. If Councillors were not members it could cost the taxpayers even more money. I have seen several instances that Councillors identified issues and changed the recommendation.</p> <p>Another example is that I am on the [...] Committee. This committee has meeting regularly with no focus and getting nothing done. The volunteer members were getting very discouraged. As Chair I have brought in appropriate HRM staff to facilitate our priorities. We now have a work plan and will work towards positive outcomes. As well, previously at least 7 HRM staff attended each meeting monthly for 2 hours. We now only have one staff liaison, so this saves staff time and overtime as well, as we met early evening. Note _ I feel we can have some synergies so there is no duplication. In addition, do we need Councillor's to sit on all committees? Do we even need a taxi committee? Etc.</p>
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5. (a) To what extent do you utilize the Councillor Support Staff available to you? And for what types of things?

A	To facilitate interoffice matters (mostly Finance and Print Shop). Assist callers when I am not available.
B	Very little and it's wrong. Councillor support staff HAVE TO BE in the District in an office where they are accessible. For me to have an office and an EA on the 4 th floor of City Hall is just incredibly stupid, I have never even sat in my "office chair" ever and don't have a phone or anything else there as its pointless. I can email my EA to find something out etc but that's about it. This system may be the single most inefficient and stupid thing we have going in the HRM.
C	I use my assistant when I have to. I find it more convenient at times to do my own work and research. My assistant is invaluable to reduce the time crunch. Newsletters, copying, letter writing and letter approvals, speech writing, small projects, calling residents on occasion, managing my discretionary accounts, managing requests for items for group auctions and needs, setting up appointments , etc are all things my assistant does for me. What would be the greatest help but one we do not have now is to have someone answer the phone for me.
D	A little research, phone calls I am unable to answer - <u>very few things.</u>

E	Maybe 2 calls a day. 1 e-mail a day usually asking to do on my behalf an individual constituent's problem e.g. no garbage pick up at their house. (Their response and preparation maybe 5 hours a week for me - tops.)
F	Follow up on district issues and complaints from individuals. Preparation of correspondence and newsletters, district funds, etc.
G	I do a lot on my own - ex. Expense sheet, reports, correspondence, speeches, etc. Staff assists in newsletter, travel agenda and booking, disbursement of funds, meetings, etc.
H	I use one support staff daily to type letters and respond to some phone calls.
I	Newsletter, general info.
J	20 hrs per week; office, secretarial, phone calls, research (my district is unique)
K	Newsletters, app't scheduling, printing of materials (I would say I am fairly light compared to some!)
L	Answer phones.
M	I personally do not use them as much as I used to. The assistant I had for 2 years is no longer in that position and I find that it takes too long to explain what I need to the others so I just do it myself. If I had my old assistant back and she was solely dedicated to me, I would rely on this service more.
N	*Partially used - often it is easier to do the call or answer the e-mail myself than to forward and explain to another person. I might be more willing to respond to the resident's concern than staff who may just want to deal with the issue and move on.

O Not to the extent that I could. I have never delegated real well. My assistant is there to help when my work load reaches the breaking point. Knowing that there is more that I could delegate, I ask myself the question why do I not utilize this opportunity more. My rationale is that there are many things that are done for constituents that I believe they still want their councillor to do. I have had situations where my assistant has called back and residents have abruptly told her that they called their councillor and expect him to call them back not her. We are still in my strong opinion in an evolutionary period. A Councillor recently said that we have matured and it is time to make changes. It is the definition of "matured" that we need to look at. eg - a young person aged 15 perceives that they are pretty mature. We that are a little older than that know that is a fallacy and not reality. I obviously want the best for this municipality but I believe that residents still have a high expectation of individual service from their councillor. I have stated on many occasions that residents need to have a comfort level with calling the 490-4000 number as their initial contact. Based on the number of calls a councillor receives we have come a long way but we are still not there.

Call Centre yr. to yr. call volume comparisons do not show that there is a steady and permanent trend that more and more calls are being directed to the call centre. Who then is taking these calls? Would residents be happy to make a sudden transition. I expect not because they want the level of interaction from their Councillor. Councillor Fisher just found on line that the City of Calgary does not even publish the contact information for individual councillors. Would our residents be happy with that kind of representation?

Call Centre Calls

2009 - 599,548	2008 - 634,934
2007 - 582,934	2006 - 577,360

There does not seem to be an indication that calls to the call centre are increasing constantly. It is my position that Councillors still get an abundance of calls. Residents seem to want to have access to their Councillor!

P	<p>We do have Councillor Support Staff - but unfortunately not enough. Therefore, they do not have time to focus on day-to-day functions such as returning phone calls and emails. I write my own columns, my own newsletters, take my own photos, do my own email, phone, etc. I work with my Assistant for more strategic issues, establishing community meetings, community mail outs, contacting staff for information on contentious issues, setting appointments for community and staff requests.</p> <p>During March Break I went out of town to visit family. I did work a little each day, but my Assistant identified a major issue occurring in community that the community would be outraged when they found out. Fortunately she contacted all the appropriate staff, obtained information to initially respond to queries and set up meetings between the [parties] for me when I returned. There was also a rate meeting she established and booked and ballots mailed to all households. Fortunately she is excellent and took care of the strategic issues. The 100's and 100's of emails were still there and I spend several late nights catching up to a reasonable level.</p>
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(b) Do you find that level of support sufficient to your current responsibilities as Councillor? Please comment as to why or why not.

A	I would like to see more support provided in promoting the role of Councillor on the internet, social networking and print because it is not possible to dedicate the time to do so personally.
B	No
C	The support is adequate but never absolutely available as my assistant has 3 or 4 other Councillors to look after. Being creative as a councillor is very difficulty due to constantly being on the phone , answering emails, visiting residents, attending meetings or reading reports. Having a full time assistant would allow for greater creative meeting with the community and residents and with work on policy as opposed to reactive problem solving.
D	Depends on who you have as your assistant.
E	Yes, there is no unusual lapse of time waiting for their response / follow up.
F	Yes
G	Yes - I am very pleased and amazed at the quality, knowledge & professionalism of the Council support staff. It is a very demanding job.
H	My support is outstanding.

I	Most certainly.
J	Yes, I am able to achieve goals.
K	Yes
L	Would prefer a community based assistant.
M	No. I believe that having a pool of support workers does not serve the Councillors well. Some Councillors are more demanding and that means that those who are not typically end up doing their own work.
N	It is hard to know with some staff being responsible for 4 councillors what is legitimate to ask them to do and what is not. There are some tasks that the staff could do but I am not sure with the workload and focus whether these would be fair requests and whether it would have the attention to detail that is required.
O	Yes
P	NO - as per above, I would like assistance with day-to-day activities so calls could be returned within a day, emails responded to, it would be great to have enough staff to make up briefing documents on HRM wide and community issues that come up, to have a public relations person assigned to Council to assist, etc. The Mayor has an entire team of staff dedicated to his office. Typically Councillors get the largest volume of calls and we do not have the appropriate staff.

- (c) If HRM's governance structure were changed so that Councillors could a) devote more time to policy issues or b) represented a larger number of residents would that change your response? Yes _____ No _____

A	No - Council needs a proactive approach and consistent support. The role of the Councillor should be standardized in support and not depend on the length of time appointed as Councillor.
B	Yes - Our governance structure should change and if it changed properly and we also changed the way we do business (see last two questions) we could and should represent more residents.
C	Yes - If we want to truly represent our residents ...and they do want personal contact...then a larger resident representation or more time on Policy development would absolutely require a full time assistant to facilitate the change.
D	Yes

E	Yes - say 15 to 18 councillors. There is ... rationale for the approval savings of reduced council positions - convert to individual (political) assistants for each councillor
F	Depends on how large. With a small enough Council, there could be one support person for Councillors, perhaps in a district office.
G	Yes - Larger districts would require more time on resident needs and assisting in additional issues. Would like more time for policy issues but larger district would be more demanding and may prevent this.
H	Yes - more policy work and more residents would increase our workload.
I	No - As a Councillor, I make time for all issues as well as residents.
J	Would need a full time assistant; I have no problem increasing area represented.
K	No [...]
L	Yes - I'm typically busy now - more residents could mean more calls, etc.
M	No
N	There would need to be more time allotted to each councillor but in the end I think one of the things that is important for municipal council is its contact with residents - not staff - so there is a balance of what can be done by whom? Developing policy is informed by contact with residents.
O	Yes
P	<p>If we represented a much larger number of residents, I could not possibly respond appropriately to the demands of my time. Six months after being elected I gave up my full time career as this was the only way to meet the demands of my time. If we had more staff and appropriately the same # of residents, or a small increase, it would be great. We could spend more time on policy and meet the demands of our constituents globally and at the same time respond to the day-to-day pot holes, cats, dogs, garbage, speeding concerns.</p> <p>If we could devote more time to policy issues, then more opportunities would arise, requiring more time/work. We could become proactive vs reactive. I do not see this being less work - rather it would be a shift of priorities. We could conduct strategic, forward planning and analysis instead of fire fighting.</p>

6. The *HRM Charter (and the MGA)* outlines the following factors that are to be taken into consideration in defining the number and boundaries of polling districts in a municipality:

- Municipal governance structure (how and where decisions get made, examples: what is decided by Community Council, by Regional Council, at the Boards & Committee level?)
- number of voters
- relative parity of voting power
- population density
- community of interests
- geographic size

(a) Considering these and the present way decisions are made in HRM, do you think the number of Regional Councillors needed to carry out business should be:

A	<p>Decreased - I feel the following criteria needs to be prioritized and I offer my opinion on the order of importance:</p> <ul style="list-style-type: none">• (4) Municipal governance structure (how and where decisions get made, examples: what is decided by Community Council, by Regional Council, at the Boards & Committee level?)• (3) number of voters• (2) relative parity of voting power• (5) population density• (1) community of interests• (6) geographic size <p>Considering the above prioritized factors and with the realization that while savings may be realized with fewer councillors, it will be offset by the need to increase/improve the level of support for Councillors within HRM.</p>
B	<p>Y 15-18 (Decreased)</p> <p>I believe we should be in the 15-18 range but each Councillor should have an EA within their District that is accessible to both the Councillor and the residents. I also think there should be great consideration to having an equal number of urban vs suburban vs rural Councillors. This current Urban Block outnumbering everyone else is much of the problem in the current HRM.</p>

C	Unchanged - Unless something changes such as assistant time we will not serve the residents better by increasing the number of residents represented by one councillor. One factor left out is the representation of commercial sector and the owners. In downtown Hfx and District 9 for example there are an extra 10 thousand + or more people who look to the Councillor for representation but do not live in the District.
D	Unchanged.
E	Decreased.
F	Decreased - We are over governed in general in this part of Canada.
G	Unchanged - Hearing the daily comments of Councillors, their present position is very demanding and stressful, esp. when dealing with residents. Decreasing of Councillors would place additional demands on an already heavy schedule.
H	Unchanged - We are representing an area with 23 Councillors and a Mayor which was previously represented by 4 Mayors/Wardens and 57 Councillors/Aldermen.
I	I have to hear from the residents and get their level of comfort before responding to this question.
J	Unchanged - It would be very difficult to increase the area in my district - all rural district.
K	Decreased
L	Decreased - Rep by pop - Too many Councillors in Hfx & Dart (each need to lose one).
M	Unchanged - Decreasing Councillors will not fix what is wrong with HRM.

N	At this point unchanged. I feel that I am just (just) adequately responding to residents' concerns. I really want to engage people in their community and neighbourhoods and it would be really hard to do this with larger number of people. I also think that a move to a smaller council would mean greater dependency on staff in policy direction and I think that is not a good thing for the municipality – if there are councillors with the right skill set then they can really facilitate the process of engagement, development of policy and provide that really important second look at direction that is almost best to describe as tactile – a feel for community that is born out of contact with residents. The fact that I am accountable to voters makes sure that I am in touch with people on the street about. Council is not a business – we need to make decisions based on good business practice but we are different from a business – we are an organization that represents the values and aspirations of our residents and we use a much broader framework than simply a financial one to make our decisions.
O	Unchanged (see below comments)
P	Unchanged

- (b) Would you like to see any changes to how decision-making occurs at the Community Council, Regional Council and/or Board and Committee level? Or remain as is?

A	I would like to see changes, but careful thought in choosing which applications/issues go to Regional Council must be examined so as not to enable autonomy within Community Councils. There would need to be a clearly defined delegation of authority.
B	Committees can do things in a month, Community Councils in 2-3 months and Regional Council in 6 months to 2 years and without the embarrassing whining and bickering - put everything even remotely possible to the Community Councils and Committees.
C	It seems to work fine. The sizes of Community Councils should be equal.
D	[Need odd number of members on Community Councils, preferably at least 5]
E	Remain as is.
F	There could be increased decision making at Community Council level.

G	The present system of "voting" is fair and open. The electronics system should be used for each vote as some Councillors do not vote. A "spoken" vote is difficult to determine and the outcome is questionable.
H	I would like to see redundant discussion and useless reiteration/comment eliminated. Perhaps if we get rid of the cameras, things would be better.
I	More decisions made at the Community Council level.
J	Standing committee.
K	There are too many Community Councils. Variance and development decisions are very political. Size of Community Councils [...] is even - lead to a lot of deadlocks.
L	More authority at C.C.
M	More empowerment of the Community Council is needed and the geographical size of HRM needs to be adjusted. Service agreements with other municipalities re: operations should be investigated.
N	More decisions to be made at the community council level.
O	Any changes that might potentially be made, can be made by council at any time by making amendments to Admin Order #1. I am and always have been for constructive and positive change. However, in my business career I never supported, "change for the sake of change." To me the consideration has to be what is public expectation? For all those that lay claim that the public talks about change, I have to say that I have not had one call in 5 years about size of council or changes that should be made other than, too many in camera meetings from a very small number of people.
P	<p>Yes, there are matters that come to Regional Council that could be delegated to the Community Council. I would prefer Council deal with larger policy issues that impact the entire municipal. Local issues that do not impact our financial situation or any other district should go to Community Council. An example would be establishing a water and sewer boundary and applying a levy to the property owners - this shouldn't be discussed at Regional.</p> <p>Also - if we had a special event budget for Community Councils - it could be divided up per district and funds approved at the Community Council. Basically, issues of local nature should stay at the local level.</p>

- (c) Specifically if you could change how decisions are made under HRM's governance structure, what changes would you like to see (if any):

At the Community Council level?

A	More decisions could be carried out and finalized at the Community Council level and not necessitate going before Regional Council.
B	I would like to see us accept parts of the HRM are different. I don't care if its chickens, cats, fires, snowplowing etc etc we are different and Community Councils are far better suited to deal with local and regional issues - give them widespread authority.
C	Because the number of Community Councils have an effect on certain Committee make ups...all should be equal in number.
D	[Left blank]
E	[Left blank]
F	Fewer Community Councils with increased powers would likely mean over budget and spending locally. Increased planning power.
G	Community Council involves a small number of Councillors and the voting is in the open. However, some may refrain from voting.
H	Allow some monetary decisions to be made.
I	More authority to Community Councils e.g., development, zoning
J	[No comment]
K	Combine Chebucto and Peninsula [Community councils]. Variance - once date is set, it will not be changed.
L	[Left blank]
M	Yes!
N	Perhaps ability to decide on how snow removal, parking etc are handled and some decisions on funds - I am not sure of how this would all work since it might mean greater staff time in responding to a complicated warren of differing policies - we might get rid of more councillors but then need more staff to facilitate greater decision making at community council level.

O	It is interesting that the very same people that appear to support Community Councils having more powers, including the authority to spend money and look after local issues, also seem to support a reduced council. I find that ironic in so much that if council size was reduced it would dilute the opportunity for a community council to be involved in the immediate local issues. I believe that a lot of the talk is a knee jerk reaction to a very small minority that preach change.
P	After ensuring the Community Council boundaries and/or populations were more equitable, issues of district significance should go to Community Council. Community Councils could also have a budget for district initiatives, as above.

At the Regional Council level?

A	Change how business is conducted at Regional Council to allow for more constructive/productive debate. Also, Councillors could be provided more time to study and discuss issues with involved staff before voting on them at Regional Council.
B	Bring in a code of conduct and start throwing people out who can't behave[...] Frivolous and local items get turned back to Community Councils.
C	Split the Rural area off.
D	[Left blank]
E	[Left blank]
F	The larger regional issues.
G	See above re electronic voting; it should be used at all times - (if it works!)
H	[Left blank]
I	No Committee of the Whole - Everything directly to Council.
J	[No comment]
K	Committee of Whole 1 wk - Council to begin at 9:00 am following week.
L	[Left blank]
M	Empower Community Councils and only bring Regional Council together for General issues (budget, police, fire, transit, infrastructure issues).

N	Regional Council – if there is any way that councillors can find out what is on the agenda well in advance of when it arrives I think that it would work to alleviate some pressure at COW and at council with questions etc because it would allow for councillors more time to consult with staff and other councillors on issues – the time frame for receiving information and processing it is very tight and depending on when you receive your package on Friday night and Tuesday when you need to decide on an issue is very short so therefore there is little time to really understand and work out compromises – having information as far in advance as possible would help.
O	[Left blank]
P	If you delegated more to the Community Councils, the agenda would be less for Regional Council. Residents watch us at 6 p.m. and think we just started for the day. Unfortunately we are often there from 9:30 a.m. and sitting in one room debating for so long does not make it productive in the evening. By taking out local issues that are not a concern to the entire municipality will reduce the Regional Council work load and should serve to enable us to have more focused debates on broad policy matters. Not only would this make Regional Council more effective, but the public would not think that we debate minutia all day....

At the Board and Committee level?

A	Examination to the length of time served on boards and committees and the duration of serving as Chair also. Membership Selection Committee may need guidance.
B	Make their decisions binding or at least make it so that their decisions are accepted and can only be overturned if there is a 75% majority Motion, something that allows their work to be accepted without Council re-debating every little issue that the Committee already went thru.
C	Less committees and mandatory membership for Councillors.
D	[Left blank]
E	[Left blank]
F	Boards are generally more independent in decision making. Committees advise either Regional or Community Councils in reaching decisions.
G	My experience on boards & committees is positive in that "most" of these groups carry out the voting procedure quite well.
H	We need to set a desired outcome.

I	None.
J	Change; more authority or greater accountability to people/Council.
K	Standing boards and committees - currently being worked on!
L	[Left blank]
M	We need to over haul this but we also need to make sure that the committees remaining are effective!
N	I feel that all the committees and boards I am on are doing valuable work and that I am learning a lot - the exception may be the business commissions which have very competent staff - they could just liaison with councillors on a need basis rather than expect them to attend every board meeting - there is staff on the board that I am on so it seems to be overkill.
O	We have already initiated the Board/ Committee Review. I will wait to see what recommendations come from that process.
P	Merge some committees such as the Energy & Underground to Solid Waste, etc. Focus on key areas, assess committees- do we need so many? I think we can eliminate many, combine others and have others that report to Community Council and not Regional and that do not require Council representation.

(d) Given your responses (above) are you willing to offer a suggestion as to the appropriate governance structure for decision making in HRM? Including the appropriate number of Regional Councillors?

A	Interestingly with HRM's present population of 360,000, if you divide that into districts of 20,000 each that would come to 18 councillors. But if you reduce the amount of councillors, you in turn reduce the amount of councillors on Community Councils, therefore, careful consideration must be given towards alignment of these councils.
B	Yes, 15-18 Councillors is a good start. Give more accountability and decision making to Community Councils and Committees, all local issues stay with Comm Council (understand everything doesn't have to be one set of rules for all). Come up with a policy or way to ensure taxes and services are more fairly evened out to all.
C	With the removal of District 1,2,3, 21,22,23. to a Rural Council meeting in the County (a sub council of HRM or annex to the abutting county) we could then have an Urban council of 15 with full time assistants and three Community Councils.

D	[Left blank]
E	Either 15 or 18 to satisfy the structural problem with existing community council; but more importantly to assemble a team (not unlike any sports team you can think of) which can score more goals with a team approach - 23 voices is very difficult to nurture consensus building around shared goals - 15/18 make it less challenging. Unlike the province/feds there is no incentive/ disincentive to maintain "party discipline".
F	12 to 18 districts. Perhaps 3 Community Councils. Maybe East/West/Central. [...] This would give a more regional view to Council - blur pre-amalgamation political boundaries, but continue to respect and celebrate communities within. Change the corporate name to Halifax from HRM.
G	It is not the "number" of Councillors that affect the vote. It is the outcome of the vote as compared to other NS municipalities (population) vs. <u>their</u> number of Councillors - HRM has a suitable quota of Councillors. <u>One</u> district in HRM would equal an <u>entire</u> municipality in rural NS. Ex: East Hants has 14 Councillors for 21,387 residents.
H	Leave the number of Councillors as is, and reduce the number of committees.
I	<u>NOT YET</u>
J	No.
K	Number of Councillors can go to 16 - do not allow districts to sit together (lottery seats)
L	18-20 Councillors with a more even representation by population.
M	YES
N	Keep the level the same as the provincial level of MLAs is one suggestion - they have less day to day tasks and more staff time and why would we reduce our representation? I think this would mean a small reduction in the overall number.

O Comment: Prior to being elected to Regional Council in 2004 I perceived it would be a positive move to reduce the size of council. After serving for 5 years, I am now, just not convinced it is the right thing to do. No one has even come close to providing me a logical well conceived business case supporting the causes to change. The only ones that I have heard but not substantiated are:

Cost Savings: Any research that I have done would indicate rather quickly that there would not be any savings involved. One just need to review the City of Calgary and what the net cost would be for each councillor. (Councillor Fisher has done that and it is incredible high.) The increased staff resources alone would negate any savings there would appear to be on the surface. I have confirmed that my colleagues in Ottawa have 3 and 4 assistants each, where we have 1 assistant for every 3 or 4 councillors. It has been my experience without any intent to sound arrogant, that an effective hard working councillor is actually a bargain for the totality of the work that he or she does.

Better and more Effective Decision Making: Although it may appear that a smaller group is capable of making better and more effective decisions I have researched this issue and have found no concrete evidence that it is indeed factual. I previously sat as a juror in a second degree murder trial and a body of 12 as in my experience can still have quite some difficulty in reaching a decision.

My biggest concern as stated publicly by a councillor at the time we set the terms for this review is and I quote, "we must change this time because we didn't in 2004." That is not a business case! In fact although it is important to accept change, it was a strategy that was used by business far too often through various mergers in the 1990's without the intended positive results. I can not and will not be part of "change for the sake of change." In fact I recently read on version that, change for the sake of change is a abdication of leadership.

The fact that amalgamation was only 14 years ago should not be lost during our considerations. It is important to remember that the total elected members of the former 4 municipal units was 60 representatives.

[The Councillor noted that there had been a reduction in the representation for some areas of HRM after the 2004 boundary review and did not feel residents in the area that they represented would be pleased with a further reduction in representation.]

Currently the 23 Councillors plus 1 Mayor in HRM represent approx. 382,000 people

A total of 465 Elected municipal representatives are responsible for 523,000 remaining residents in Nova Scotia.

A reduced Council would further erode the overall voice HRM has at the Union of Nova Scotia (UNSM) table and certainly has an effect on the national level with Federation of Canadian Municipalities (FCM).

The approximately 20,000 residents I serve is about the same ratio as a MLA for the province. If the concept of reducing the size of Council were taken seriously, shouldn't the size of the number of members of the legislature be also looked at simultaneously? Why would a municipally elected representative, who is grassroots and deals with considerably more local issues that effect the lives of residents on a daily basis, ever be put in a position of having more electorate than the MLA?

P

Keep the # of Councillors, status quo: 23 + 1 Mayor. Make some changes to Community Councils: that you only sit on one, a re-distribution of boundaries so there is essentially the same # per Community Council. Give Community Council more power and funds to work with. Redistribute HRM staff to work with Councillor's Office so we have more administrative staff.

Although the population has increased and will be increasing we can have slightly larger districts. At the same time, we should move towards having one Council Assistant per District. I do not think new people need be hired, but a re-distribution of staff from other areas.

It is important to note that prior to amalgamation, there were 58 Councillors and 3 Mayors/Wardens, a greater proportion of support staff. The community representation at Council has already been reduced to 23 Councillors and 1 Mayor. As well, the population has steadily increased since 1996, to our current population of 400,000. This is again projected to increase for the next Council being elected in 2012. Residents expect (and deserve) a level of service from their elected representatives, if we reduced the number of Councillors, this service would still be required and additional resources would be necessary to maintain this level. The additional resources would be hired staff and not be as open, transparent and accountable as elected representatives.


From a provincial perspective, we have over 40% of the population and 46% of the revenues. There are 441 elected representatives in Nova Scotia and only 24 in HRM. The Union of Nova Scotian Municipalities (UNSM) is the umbrella organization representing all municipal units. One member gets one vote - as it is, we have only 5.4% of the voting eligibility in the province. As per their tag-line, they are: "A Strong Advocate and a Collective Voice for all Nova Scotia Municipalities". The UNSM provides recommendation to the province for policies and funding based on majority vote. If you reduce the number of HRM Councillors, you will further dilute an already minimized HRM voice for the province via UNSM.



PO Box 1749
Halifax, Nova Scotia
B3J 3A5 Canada

Governance & District Boundary Review Committee
May 19, 2010

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

SUBMITTED BY: 
Cathy Mellett, Acting Municipal Clerk/Manager

DATE: May 14, 2010

SUBJECT: Phase One Consultation on Governance and Boundary Review

**SUPPLEMENTARY
INFORMATION REPORT**

ORIGIN

Request from the Committee for the number of persons supporting a smaller regional council from the various public consultations undertaken between January and March of this year.

BACKGROUND

The public consultations are summarized as follows:

- seven public meetings were held in conjunction with community council meetings.
- a comprehensive citizen's survey was conducted on behalf of the Municipality by Thinkwell Research.
- an on-line survey was placed on the Municipality's web site.
- written submissions were solicited over the Municipality's web site.

DISCUSSION

The Thinkwell Citizen survey was a random survey that can be considered to have statistical validity in reflecting the views of the Municipality's population. With a 10.3% completion rate (2,240 surveys completed), the responses are statistically verifiable within a margin of 2.4%, 19 times out of 20.

The opinions provided through the other forums simply represent the views of those that participated. One (1) of the written submissions represented an organization (Chamber of Commerce).

The results are summarized as follows:

Thinkwell Citizen Survey

A number of questions regarding governance were asked of the residents who responded to HRM's Thinkwell Citizen Survey. The most specific question related to size of Council was Q. 11 which stated: *Regional Council currently consists of the Mayor (elected at large) and 23 councillors each representing a district of HRM, who meet weekly as Regional Council. Councillors also meet monthly in six (6) Community Councils to consider local and community issues. Do you feel adequately represented by Council under the current Council and Community Council structure?*

Of the 2,240 citizens who responded to this survey question fifty-two percent (52.5% or 1,165 people) responded that Yes they did feel adequately represented; 18.5% (403) responded that No they did not feel adequately represented; and 29% responded that they did not know or did not have an opinion.

Of the 18.5% (403) who responded that No, they did not feel adequately represented, a significant number (40% or 162 people) felt the reason was the size of Council. The remaining 60% (241) provided other reasons such as more transparency, focussing on important issues, more community input and involvement, better rural/urban representation or other specific issues of concern.

The following table outlines the submissions from the web survey, written submissions and the seven (7) public meetings:

Source	Favour Smaller Council		Favour Status Quo /Larger Council	
	Number*	% of total	Number *	% of total
Web Survey Total = 47	34	73%	Status quo 9 Larger 3	20% 7%
Public Meetings 72 speakers approx 400 attended the public meetings	15	21%	Status quo 55 Larger 2	76% 3%
Written Submissions	12	63%	Status quo 5 Larger 2	26% 11%

** numbers and percentages may not match exactly due to non-responses/ or no opinions expressed*

Three written submissions were received subsequent to the completion of the phase 1 consultation. All three (3) submissions have favoured a smaller Council.

BUDGET IMPLICATIONS

Research conducted regarding models of constituent support based on size of district and population indicate that:

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

A smaller Council might result in some modest savings. However, there may 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 could require additional support to meet residents' expectations. This would depend on the extent of the reduction in Council size as well as citizen expectations.

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

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

None

A copy of this report can be obtained online at <http://www.halifax.ca/commcoun/cc.html> then choose the appropriate Community Council and meeting date, 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



PO Box 1749
Halifax, Nova Scotia
B3J 3A5, Canada

Governance and Boundary Review Committee
May 12, 2010

TO: Mayor Kelly and Members of the Governance & Boundary Review Committee

A handwritten signature in cursive script, appearing to read "C. Mellett".

SUBMITTED BY: _____
Cathy J. Mellett, Acting Municipal Clerk

DATE: May 11, 2010

SUBJECT: Powers of Community Council

SUPPLEMENTARY INFORMATION REPORT

ORIGIN

A request from the April 26th meeting of the Governance and Boundary Review Committee to provide background and opinion on opportunities and constraints regarding extended the powers of Community Councils

BACKGROUND

Questions for Legal Services included:

- 1) Can Regional Council delegate specific decision-making authority to community councils; and, if so, what limitations are there on that delegation of authority?
- 2) Are there any restrictions on the services that can be recommended by a community council for area rates under s. 29(4) of the Charter?
- 3) What are the limits and opportunities under the Charter s. 25(e) that might be available to communities and community councils to amend or adjust by-laws to better suit local issues? Can the by-law process be adjusted to allow for options within a regional by-law? Procedurally, would the ability to opt in or opt out of specific by-law provisions require additional public hearings? Could this same flexibility be achieved through amendments to local land use regulations or by other means? The examples given of by-laws that have

presented challenges due to conflicting community interests were: the signs by-law, the burning by-law and the responsible pet owner's by-law.

For Finance questions included:

- 4) Is there currently an operational definition of what constitutes a "regional" versus a "local" service that would assist in determining the services where Community Councils could make recommendations to area rate the services?
- 5) Possible costs and/or challenges in administering a greater number of area rated services and the costs associated with expanding the budget process to allow for input from the community councils with a view to effective decision-making being made at the community council level in respect of certain community expenditures?
- 6) A description of how monitoring services and recommending the appropriate level of services [s. 25(a)] and community councils submitting an annual budget for services in the community to be area rated [s. 29(3)], might fit into HRM's annual budget and business planning process. What could that process look like?

DISCUSSION

The following is provided for the Committee's consideration:

1) Delegation of Authority

(i) Decision-making powers

Regional Council does not, under the Charter, have a general ability to delegate its powers to a community council. Regional Council cannot delegate final decision making authority to a community council, or any other committee of Council, unless specifically permitted in the Charter. The Charter is very clear on the limited circumstances in which Regional Council can delegate its authority.

Those limited circumstances are set out in sections 30 and 31 of the Charter. Specifically, s. 30(3) states:

*30 (3) A community council **may amend the land-use by-law** of the Municipality applicable to the community with respect to any property in the community if the amendment carries out the intent of any municipal planning strategy of the Municipality applicable to the property and, in doing so, the community council stands in the place and stead of the Council.....*

S. 31 states:

31 (1) “*Where the municipal planning strategy of the Municipality provides for development by agreement, the community council stands in the place and stead of the Council and Part VIII applies with all necessary changes.*”

These delegated powers are limited further by s. 31(4) which provides that a development agreement is of no force or effect if it requires an expenditure by the Municipality *until approved by Council*.

No other delegation of decision-making authority is allowed by the Charter to community councils. If additional decision-making authority is considered desirable, that can only be achieved through an amendment to the Charter by the Province.

(ii) Recommendation-making powers

The Charter does provide for a much wider range of powers in which community councils can provide recommendations including:

- 1) area rated services and projects
- 2) appropriate by-laws, regulations, controls and development standards for the community
- 3) appropriate user charges for different parts of the community
- 4) appropriate level of services for an area and ways in which services can be improved
- 5) an annual budget for recommended projects and services

While Council, under the Charter, must retain the final decision-making power, Council can move the primary debate to the community level where that is more appropriate. This would be little different from the manner in which other committees of Council currently operate, where Council respects the recommendations of its appointed committee and, only where the issue becomes one of more general regional interest, does the Regional Council revisit the committee’s recommendation.

By policy and practice, Council could adopt a procedural approach to dealing with matters coming from community councils under what is known as “Consent Agenda”. Under this concept, recommendations of administration and committees, or potentially recommendations of HRM community councils are placed on the Consent Agenda under an omnibus motion. Consent Agendas are utilized by many municipalities throughout the country for consideration of recommendations without debate unless moved onto the full agenda of Council. A sample of a consent agenda from the City of Calgary in March 2009 is attached.

Likewise, if a community council, as allowed for in s. 29(3), made budget submissions for area rated services and/or projects during the annual budget process, and those budgets were debated and moved as part of the HRM budget process, Council may be satisfied with that level of review for budget decision-making. The Director of Finance would be interested in discussing this further with the Committee following the tabling of the budget.

2) Area Rates

Section 96 of the Charter provides that “ *A Council may spend money in an area For any purpose for which the Municipality may expend funds or borrow.* ” Thus there are no limitations on the matters for which an area rate may be levied provided that it is within the spending authority of the Municipality. Therefore a community council may make a recommendation to Regional Council in respect of any spending item; but that is a recommendation only and is not decision-making power.

The policy for area rates in HRM are laid out in the *Interim Area Rate Guidelines*:

1. Area rates can only be used for the provision of services within the municipal mandate; services traditionally provided by the municipality
2. Area rates are not to be used to provide different levels of a municipal service within urban, and suburban areas where said service is covered by the general tax rate.
3. In order for a proposed new area rate to move to the process as outlined in #4 below is must have the support of the areas Councillor (s).
4. Proposals for new area rates must be advertised publicly, clearly identifying affected areas, the purpose of the area rate, rate information and the duration the rate is expected to be charged.
5. With the concurrence of the Councillor, the request is forwarded to the Community Council for review and a recommendation to Regional Council. Where a Community Council does not exist, the request will go directly to Regional Council.
6. Any proposed new area rates recommended by Community Council will be submitted to Halifax Regional Council through a staff report with a recommendation from the Chief Administrative Officer. The staff report will identify the implications to the Municipality along with the results of the public meeting.
7. Regional Council is responsible for approving all area rates.

The current policy does not generally allow for area rates to be applied to services covered under the general levy. The most recent Council decision on transit funding has been an amendment to the general policy in this regard. Should it be Council's intention to move further into this area, and allow more broad based application of additional area rates for services also covered under the general rate, a more detailed discussions with Finance regarding the impact and implications would need to be undertaken.

3) By-laws

Regional Council can currently tailor by-laws of general application such as the animal control by-law to address local interests. Council has in fact done this in a number of instances including the Sign By-law and the Burning By-law. What Council cannot do is devolve the by-law process to a community council without a Charter amendment with the exception of those planning/development related by-laws referenced above. In 2009, Council did seek from the Province an amendment to

the Charter to enhance the planning powers of the community councils but that request has not yet been granted.

Questions 4.) - 6.) The Director of Finance would be pleased to attend a meeting of the committee following tabling of the budget on May 18th to begin those discussions.

BUDGET IMPLICATIONS

There are budget implications to implementation of more Area Rated services both in the administering of those rates, as well as potential impact should there be a subsequent request for inclusion of Area Rated services in the General Tax Rate. A more detailed discussion with Finance would be required to determine policy and cost implications and possible approaches.

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

A copy of this report can be obtained online at <http://www.halifax.ca/council/agendasc/cagenda.html> then choose the appropriate meeting date, or by contacting the Office of the Municipal Clerk at 490-4210, or Fax 490-4208.

Report Prepared by: Cathy J. Mellett, Acting Municipal Clerk

Report Approved by: _____
M.E. Donovan, Q.C., Director, Legal Services & Risk Management

Financial Approval by: _____
Cathie O'Toole, CGA, Director of Finance, 490-6308

CALGARY- Sample Consent Agenda

MINUTES OF THE REGULAR MEETING OF COUNCIL

Held Monday, 2009 March 16 at 9:30 am

This meeting was conducted in accordance with the Procedure Bylaw 44M2006, as amended.

Attendance

Prayer

Presentations

Confirmation of Agenda

Confirmation of Minutes

CONSENT AGENDA

Council adopted the Recommendations contained in the following reports in an omnibus motion.

CPS2009-10 CALGARY DRUG TREATMENT COURT DEFERRAL REQUEST

See Page 7 for the Council decision with respect to this item.

SUMMARY/ISSUE

Report on how the pilot Calgary Drug Treatment Court might fit into a Community Addiction Strategy.

ADMINISTRATION RECOMMENDATION

That the SPC on Community and Protective Services recommends that Council approve Administration's request to bring forward the report on the Calgary Drug Treatment Court to the

2009 May 27 SPC on Community and Protective Services to be dealt with as part of a broader

report on Community Addiction Strategies.

COMMITTEE RECOMMENDATION

That the Administration Recommendation contained in Report CPS2009-10 be approved.

CPS2009-19 COMMUNITY SERVICES AND PROTECTIVE SERVICES LONGRANGE STRATEGIC SERVICE PLAN UPDATE

See Page 7 for the Council decision with respect to this item.

SUMMARY/ISSUE

Progress update on a long-range strategic service plan for Community Services and Protective

Services as a companion document to the new Municipal Development Plan (MDP) being prepared by Plan It Calgary.

ADMINISTRATION RECOMMENDATION

That the SPC on Community and Protective Services recommends that Council receive this

update report for information.

COMMITTEE RECOMMENDATION

That the Administration Recommendation contained in Report CPS2009-19 be approved.

PAC2009-10 THE CITY OF CALGARY FLAG POLICIES (Policy Interpretation>

See Page 7 for the Council decision with respect to this item.

SUMMARY/ISSUE

Two flag policies have been prepared for Council approval: City of Calgary Flag Policy and City

of Calgary Half-Mast Policy.

ADMINISTRATION RECOMMENDATIONS

That PAC recommends that Council:

- 1 Approve The City of Calgary Flag Policy; and
2. Approve The City of Calgary Half-Mast Policy.

COMMITTEE RECOMMENDATION

That the Administration Recommendations contained in Report PAC2009-10 be approved.

IGA2009-09 ENTERPRISE HOUSING PROGRAM DEFERRAL REPORT

See Page 7 for the Council decision with respect to this item.

SUMMARY/ISSUE

Deferral of the Enterprise Housing Program Terms of Reference report to no later than the 2009 May 07 meeting of the Intergovernmental Affairs Committee.

ADMINISTRATION RECOMMENDATION

That the Intergovernmental Affairs Committee recommend that Council direct Administration to report through the Intergovernmental Affairs Committee no later than the 2009 May 07 meeting, with the Terms of Reference for the Enterprise Housing Program.

COMMITTEE RECOMMENDATION

That the Administration Recommendations contained in Report 1GA2009-09 be approved.

CONSENT AGENDA, Moved by Alderman Jones, Seconded by Alderman Ceci,

That the Recommendations contained in the following reports be adopted CPS2009-10, & CPS2009-19, PAC2009-10, & 1GA2009-09.	General Manager, Community and Protective Services City Manager General Manager, Asset Management and Capital Works City Clerk's-CPS City Clerk's-IGA City Clerk's-Council Policy Coordinator
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CARRIED

FOR HALIFAX REGIONAL MUNICIPALITY
TABLE 1: POPULATION & VOTER COUNTS

District ID	Census 2006			2006 Estimates			2009 Estimates			2012 Projections		
	Households	Population	Possible Voters**	Households	Population	Possible Voters**	Households	Population	Possible Voters**	Households	Population	Possible Voters**
1	5,748	13,836	10,869	5,908	14,271	NOT DONE OR AVAILABLE	6,102	14,457	11,806	6,195	14,404	11,905
2	6,691	19,088	13,819	6,888	19,697	--	7,527	21,162	15,953	7,861	21,754	16,704
3	6,772	18,434	13,915	6,971	18,996	--	7,309	19,565	15,193	7,509	19,762	15,553
4	7,031	20,146	14,831	7,253	20,900	--	7,394	20,991	16,087	7,462	20,841	16,292
5	7,350	15,054	12,221	7,565	15,536	--	7,628	15,348	12,681	7,921	15,563	12,949
6	6,456	16,576	12,621	6,647	17,139	--	6,728	17,050	13,364	6,793	16,992	13,552
7	6,495	17,375	13,113	6,694	17,907	--	7,513	19,598	15,293	7,905	20,504	16,204
8	6,767	17,346	12,600	6,966	17,920	--	7,343	18,561	14,353	7,642	19,050	14,874
9	7,998	15,704	11,965	8,235	16,183	--	8,115	15,749	12,814	8,329	15,850	12,887
10	7,178	15,403	11,973	7,389	15,911	--	8,074	16,927	13,589	8,888	18,095	14,668
11	6,881	14,825	11,775	7,085	15,258	--	7,292	15,391	12,738	7,383	15,278	12,640
12	8,345	14,461	11,321	8,592	14,914	--	9,217	15,724	13,406	9,569	15,890	13,599
13	6,933	14,817	11,761	7,137	15,207	--	7,405	15,459	12,521	7,454	15,240	12,518
14	6,504	13,955	11,502	6,696	14,380	--	7,067	14,782	12,406	7,103	14,547	12,204
15	6,661	13,601	11,032	6,857	13,981	--	7,083	14,078	11,689	8,349	15,772	13,239
16	6,121	13,514	11,035	6,299	13,969	--	6,941	15,064	12,292	8,950	19,337	15,849
17	6,141	13,959	10,749	6,320	14,426	--	6,580	14,731	11,937	6,932	15,345	12,501
18	6,564	16,034	12,138	6,759	16,556	--	6,971	16,785	13,098	7,485	17,832	14,074
19	5,974	16,788	12,261	6,150	17,308	--	6,411	17,741	13,343	6,985	19,222	14,609
20	5,883	16,019	12,352	6,057	16,573	--	6,194	16,620	13,168	6,248	16,532	13,327
21	6,515	16,638	12,515	6,707	17,153	--	7,039	17,689	13,662	7,490	18,502	14,482
22	7,191	19,648	14,621	7,401	20,281	--	7,782	20,935	16,009	8,140	21,581	16,709
23	6,938	19,638	14,123	7,141	20,296	--	7,707	21,588	15,747	7,985	22,147	16,276
Grand Total	155,138	372,858	285,110	159,716	384,760	--	167,420	395,994	313,151	176,578	410,032	327,615

** For possible voters 2006 - these are census-based Canadian citizens aged 18+ - as an approximation for possible voters

FOR HALIFAX REGIONAL MUNICIPALITY

TABLE 2: POPULATION & VOTER COUNTS - THE DIFFERENCES*

District ID	Estimate 2009 - Census 2006				Estimate 2009 - Estimate 2006				Projection 2012 - Census 2006				Projection 2012 - Estimate 2006				Projection 2012 - Estimate 2009			
	Households	Population	Possible Voters**	Possible Voters**	Households	Population	Possible Voters**	NOT DONE OR AVAILABLE	Households	Population	Possible Voters**	NOT DONE OR AVAILABLE	Households	Population	Possible Voters**	NOT DONE OR AVAILABLE	Households	Population	Possible Voters**	Possible Voters**
1	354	622	937	186	194	337	1,466	---	446	568	1,036	---	287	132	2,058	---	93	54	593	98
2	836	2,073	2,134	1,466	639	1,466	---	---	1,170	2,666	2,884	---	973	2,058	---	---	334	593	751	751
3	537	1,132	1,278	569	338	1,132	---	---	737	1,328	1,638	---	538	765	---	---	200	360	197	360
4	363	845	1,256	91	141	845	---	---	431	695	1,460	---	210	-59	---	---	69	-150	205	205
5	277	294	460	-188	63	294	---	---	570	509	729	---	356	27	---	---	293	215	269	269
6	272	474	743	-89	82	474	---	---	337	406	932	---	146	-157	---	---	64	-68	188	188
7	1,018	2,222	2,181	1,691	819	2,222	---	---	1,411	3,129	3,091	---	1,212	2,597	---	---	393	906	910	910
8	575	1,216	1,752	642	376	1,216	---	---	875	1,705	2,274	---	676	1,131	---	---	300	489	522	522
9	117	45	849	-434	-119	45	---	---	331	146	922	---	94	-333	---	---	214	101	73	73
10	896	1,525	1,617	1,016	686	1,525	---	---	1,710	2,692	2,695	---	1,499	2,184	---	---	814	1,167	1,079	1,079
11	411	565	963	133	207	565	---	---	502	453	865	---	298	20	---	---	91	-112	-99	-99
12	872	1,264	2,085	810	625	1,264	---	---	1,224	1,430	2,278	---	977	977	---	---	353	166	193	193
13	472	641	760	252	268	641	---	---	521	423	758	---	317	33	---	---	49	-219	-2	-2
14	563	828	905	402	371	828	---	---	599	593	702	---	407	167	---	---	36	-235	-202	-202
15	421	476	657	96	226	476	---	---	1,688	2,171	2,207	---	1,492	1,791	---	---	1,266	1,550	1,550	1,550
16	820	1,550	1,257	1,094	642	1,550	---	---	2,830	5,823	4,813	---	2,651	5,368	---	---	2,009	4,273	3,556	3,556
17	440	772	1,188	305	260	772	---	---	792	1,386	1,752	---	612	919	---	---	352	614	564	564
18	407	751	961	229	213	751	---	---	921	1,937	1,798	---	727	1,276	---	---	514	1,047	976	976
19	436	953	1,082	433	260	953	---	---	1,011	2,434	2,348	---	834	1,915	---	---	574	1,481	1,267	1,267
20	310	601	816	47	137	601	---	---	364	512	975	---	191	-41	---	---	54	-88	159	159
21	524	1,051	1,147	537	332	1,051	---	---	975	1,864	1,967	---	782	1,349	---	---	451	820	820	820
22	590	1,287	1,388	654	380	1,287	---	---	949	1,934	2,068	---	739	1,301	---	---	359	647	700	700
23	769	1,949	1,824	1,282	566	1,949	---	---	1,047	2,509	2,153	---	845	1,852	---	---	278	550	529	529
Grand Total	12,282	23,136	28,041	11,234	7,704	23,136	---	---	21,440	37,174	42,505	---	16,862	25,272	---	---	9,158	14,038	14,464	14,464

* The base for the change is the earliest year's numbers

** For possible voters 2006 - these are census-based Canadian citizens aged 18+ - as an approximation for possible voters

FOR HALIFAX REGIONAL MUNICIPALITY

TABLE 3: POPULATION & VOTER COUNTS - THE PERCENTAGE DIFFERENCES*

District ID	% change Estimate 2009 - Census 2006				% change Estimate 2009 - Estimate 2006				% change Projection 2012 - Census 2006				% change Projection 2012 - Estimate 2006				% change Projection 2012 - Estimate 2009			
	Households	Population	Possible Voters**		Households	Population	Possible Voters**		Households	Population	Possible Voters**		Households	Population	Possible Voters**		Households	Population	Possible Voters**	
1	6.16%	4.49%	8.62%		3.29%	1.30%	NOT DONE OR AVAILABLE		7.77%	4.11%	9.53%		4.86%	0.93%	NOT DONE OR AVAILABLE		1.52%	-0.37%		0.83%
2	12.49%	10.86%	15.44%		9.28%	7.44%	--		17.49%	13.97%	20.87%		14.13%	10.45%	--		4.44%	2.80%		4.71%
3	7.92%	6.14%	9.18%		4.84%	3.00%	--		10.88%	7.20%	11.78%		7.72%	4.03%	--		2.74%	1.00%		2.37%
4	5.16%	4.19%	8.47%		1.94%	0.44%	--		6.13%	3.45%	9.85%		2.89%	-0.28%	--		0.93%	-0.72%		1.27%
5	3.78%	1.95%	3.77%		0.83%	-1.21%	--		7.76%	3.38%	5.97%		4.70%	0.18%	--		3.84%	1.40%		2.12%
6	4.22%	2.86%	5.89%		1.23%	-0.52%	--		5.21%	2.45%	7.38%		2.19%	-0.91%	--		0.95%	-0.40%		1.41%
7	15.68%	12.79%	16.63%		12.23%	9.44%	--		21.72%	18.01%	23.57%		18.10%	14.50%	--		5.23%	4.62%		5.95%
8	8.50%	7.01%	13.91%		5.40%	3.58%	--		12.93%	9.83%	18.05%		9.70%	6.31%	--		4.08%	2.63%		3.64%
9	1.47%	0.29%	7.10%		-1.45%	-2.68%	--		4.14%	0.93%	7.71%		1.14%	-2.06%	--		2.63%	0.64%		0.57%
10	12.49%	9.90%	13.50%		9.28%	6.39%	--		23.82%	17.48%	22.51%		20.29%	13.72%	--		10.08%	6.90%		7.94%
11	5.97%	3.81%	8.18%		2.92%	0.87%	--		7.29%	3.06%	7.34%		4.21%	0.13%	--		1.25%	-0.73%		-0.77%
12	10.45%	8.74%	18.42%		7.27%	5.43%	--		14.67%	9.89%	20.12%		11.37%	6.55%	--		3.83%	1.06%		1.44%
13	6.81%	4.33%	6.46%		3.75%	1.65%	--		7.51%	2.85%	6.44%		4.44%	0.22%	--		0.66%	-1.41%		-0.02%
14	8.66%	5.93%	7.87%		5.55%	2.80%	--		9.21%	4.25%	6.11%		6.08%	1.16%	--		0.51%	-1.59%		-1.63%
15	6.33%	3.50%	5.96%		3.29%	0.69%	--		25.34%	15.96%	20.01%		21.76%	12.81%	--		17.88%	12.04%		13.26%
16	13.40%	11.47%	11.39%		10.19%	7.83%	--		46.24%	43.09%	43.62%		42.09%	38.43%	--		28.95%	28.37%		28.93%
17	7.16%	5.53%	11.05%		4.11%	2.11%	--		12.89%	9.93%	16.30%		9.88%	6.37%	--		5.35%	4.17%		4.72%
18	6.20%	4.68%	7.92%		3.15%	1.38%	--		14.03%	11.22%	15.96%		10.75%	7.71%	--		7.37%	6.24%		7.45%
19	7.30%	5.68%	8.82%		4.23%	2.50%	--		16.92%	14.50%	19.15%		13.57%	11.06%	--		8.96%	8.35%		9.50%
20	5.28%	3.75%	6.61%		2.26%	0.28%	--		6.19%	3.20%	7.89%		3.15%	-0.25%	--		0.87%	-0.53%		1.21%
21	8.05%	6.32%	9.17%		4.95%	3.13%	--		14.96%	11.20%	15.72%		11.67%	7.87%	--		6.40%	4.59%		6.00%
22	8.21%	6.55%	9.49%		5.14%	3.23%	--		13.19%	9.84%	14.28%		9.98%	6.41%	--		4.61%	3.09%		4.37%
23	11.08%	9.93%	11.50%		7.93%	6.37%	--		15.09%	12.78%	15.24%		11.83%	9.12%	--		3.61%	2.59%		3.36%
Grand Total	7.92%	6.21%	9.84%		4.82%	2.92%	--		13.82%	9.97%	14.91%		10.56%	6.57%	--		5.47%	3.55%		4.62%

* The base for the change is the earliest year's numbers

** For possible voters 2006 - these are census-based Canadian citizens aged 18+ - as an approximation for possible voters



Population & Voter Projections

A partnership between HRM and
Environics Analytics



Background

- Previous UARB submissions
- Lessons learned from previous population and growth exercises – it takes a team
- Importance of these projections
 - Credibility with Council & the public
 - Credibility with the UARB

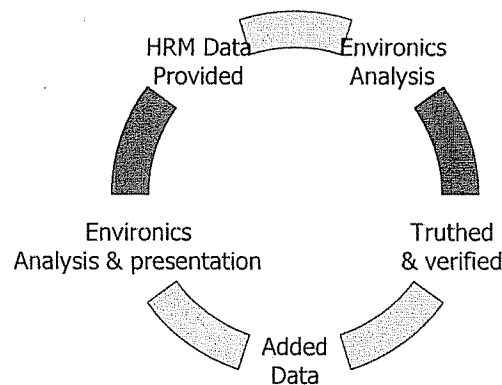


Process

- HRM staff reviewed the data & resources available to us
- Prepared a detailed RFP for expertise needed
- Six (6) respondents
- Environics Analytics selected based on depth of their project team & experience
- Began an interactive & iterative process
- Process will continue through to the NSUARB submission in December



Arriving at projections





Challenges & Results

- Process is both an Art and a Science
- Working with Census Canada Dissemination Areas (DA's) that don't always line up with HRM polling districts
- Working with 2006 Census figures, plus additional population figures available through Environics.
- Have to pick a "point in time" but development & change does not stop then – have to take that into account.
- Our goal – Projections for 2012 Boundary Review will be best most accurate achieved to date

HALIFAX
REGIONAL MUNICIPALITY



Over to Environics..

Tony Lea, Ph.D., SVP,
Chief Methodologist

Rupen Seoni, M.A., VP,
Practice Leader

HALIFAX
REGIONAL MUNICIPALITY

What HRM does with the data...

- Forms the key building blocks for adjusting district boundaries for 2012...
 - Scenario building in Phase 1
 - Readjusting boundaries in Phase 2
- UARB requires that districts be +/- 10% of voter average
- Based on 2012 projections and 23 districts the mean average is 14,244 (voters) and range (+/-) is 12,820-15,668 (voters)
- Almost 1/2 of current districts fall outside of the tolerance range
- Other factor such as community of interest, geographic boundaries, school catchment & planning areas can be considered but tolerance range based on voters must be met or defended vigorously.
- Status quo or otherwise there will be substantive changes to polling districts for 2012



Estimation and Projection of HRM Possible Voters at the DA Level – 2009 and 2012

Tony Lea, Ph.D., SVP,
Chief Methodologist

Rupen Seoni, M.A., VP,
Practice Leader

April 2010

Agenda

- ▲ Environics Analytics -- who are we
- ▲ Project Objectives
- ▲ Data Inputs
- ▲ Overview of Methodology
- ▲ Methodology (A)- Large Geography Scale
- ▲ Methodology (B) – Small Scale 2009
- ▲ Methodology (B) – Small Scale 2012
- ▲ Final Aggregation to the HRM Electoral Districts
- ▲ District Level Estimates
- ▲ Questions

Organization: Environics Group of Companies

1970



- Market Research
- Polling
- Social Values
- Branding Studies

1994



- Public Relations
- Communications
- Event Marketing

2003



- Proprietary Databases
- Segmentation
- Site Analysis
- Modeling
- Data Integration
- Consultative Expertise

- 40 staff
- Developers of Envision system with 150 users

Partners and Data Providers



A Sample of Our Clients



Environics Analytics

- ▲ Founded in 2003; a team of experienced, consultative geodemographers



Jan Kestle, President (former president of Compusearch)



Dr. Tony Lea, Senior Vice President & Chief Methodologist
(creator of geodemographic cluster systems for 30 years)



Dr. Doug Norris, Senior Vice President & Chief Demographer
(former Director General, Social & Demographic Statistics at Statistics Canada)

...plus 35 others, many with 10+ years of geodemographic experience



Objectives of Project

- ▲ Estimate population by age for July 1, 2009 and then estimate possible voters
- ▲ Project populations by age for December 31, 2012 and project possible voters
- ▲ Do both for the HRM as a whole and also at the smallest spatial scale at Dissemination Area (DA) level
- ▲ Aggregate the DA results up the 23 HRM "2008 Electoral Districts"
- ▲ Explain what you did



Data Inputs

From Environics Analytics

- ▲ At DA and larger geographies for all of Canada we have all of the census data from the (last) 2006 census, including households, population and persons over 18
- ▲ From our Demographic Estimates and Projections (DEP) we have our own product of DA level estimates and projections of households, population by sex and 5 year cohorts and for every year up to 2020
- ▲ A large amount of supplementary data and information about demographic, economic and population trends in Canada and regionally
- ▲ TeleAtlas street and boundary files, land use and transportation infrastructure datasets were also used
- ▲ We obtained vacancy rate data from CMHC for regions that include several Census Tracts
- ▲ A wide range of 'boundary files' for mapping and analysis

Data Inputs

From HRM

- ▲ GIS files showing roads, streets and highways
- ▲ Civic address points - very comprehensive, except does not have reliable up-to-date number of dwelling units for each point
- ▲ Building permits database for after 2006 by address (shows the number of units at address involved before and after alterations)
- ▲ "Subdivision database" - planned or expected new developments relating to 2009 - 2012 for type of development and (often) the number of expected units by location (address)
- ▲ A wide range of detailed databases and mapped data on HRM land uses and land use restrictions to help us assess where growth may take place in the period 2009 to December 31, 2012: water bodies, preservation areas of all kinds, zoning areas, park lands of various kinds – list on next page
- ▲ Boundary files for DAs etc in own map projection
- ▲ Detailed map of the 23 HRM "2008 Electoral Districts" in current use now
- ▲ Wisdom/advice and support - especially on location knowledge and data from a range of very informed persons on the HRM team

Data for Project from HRM

Transportation and Utilities

- Future transportation routes
- Current road network
- Transmission lines
- CN-Rail
- Service requirements

Vegetation and Natural Features

- Wetlands, swamps
- Lakes
- Streams
- Vegetation cover

Administrative Boundaries

- 2006 Dissemination areas
- 2006 Dissemination blocks
- 2008 Electoral districts

General Land Use

- Cemeteries
- Provincial parks
- Municipal parks
- Schools
- Golf courses
- Universities and colleges
- Land use points

Detailed Land Use Data

- Civic address points
- Conceptual growth centres
- Large infill potential areas
- Master plan areas
- Vacant parcels
- Greenfield areas
- Business parks
- General future land use areas

Overview of Methodology

PART A: Large Geographical Scale Analysis

1. Study the growth of **HRM as a whole** in the past and using these data and also data on trends estimate July 1, 2009 population and 2012 end of year population for HRM as a whole

PART B: Small Scale Analysis

2. Estimate of July 1, 2009 dwellings/households, population by age and possible voters **at the CT and DA levels of geography**
3. Projections of December 2012 dwellings/households, population by age and possible voters at the CT and DA levels of geography

Methodology (A) – Large Scale

PART A: Large Scale Estimates

The components of growth are:

- ▲ Birth rates, death rates => **Rate of natural increase**
and
- ▲ Interprovincial In-migration **Net interprovincial migration**
- ▲ Interprovincial Out-migration
- ▲ Immigration **Net international migration**
- ▲ Emigration
- ▲ Net Temporary Emigrants
- ▲ Returning Emigrants
- ▲ Net Change in the Number of Non Permanent Residents
- ▲ The estimates from our municipality level estimates were used as "controls" in our small geographical scale analysis to follow

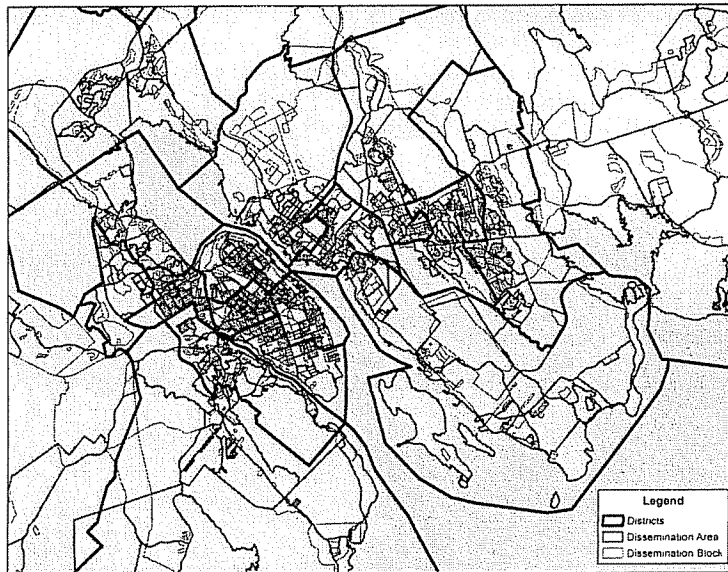
Methodology (A) - Large Scale

- ▲ **Step 1- Estimate of Halifax population in 2009 - adjusted for Census undercount**
 - Preliminary estimate of population for all of Nova Scotia was combined with past trends for Halifax and rest of Nova Scotia to obtain a 2009 estimate of population for Halifax
 - Age distributions based on good STC estimates for the CD of Halifax for 2008
- ▲ **Estimate of Halifax Population in December 2012**
 - The net result was population growth of an average of 1% a year comparable to estimated growth over the period 2007-2009 and higher than growth over the period 2001-2007

The Relevant Geographic Regions and Areas

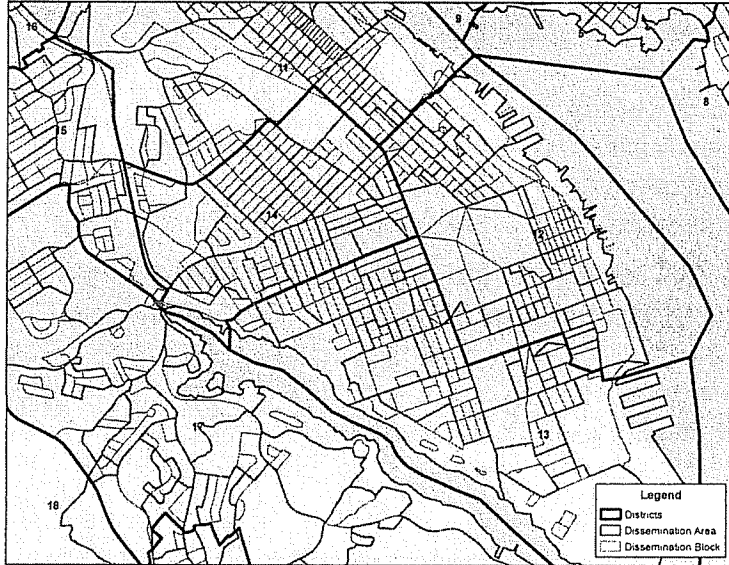
- ▲ The key regions and areas are:
 - HRM
 - Electoral Districts
 - Census Tracts (CTs) (nest inside regional municipalities)
 - Dissemination Areas (DAs) (nest inside CTs)
 - Dissemination Blocks (DBs) (nest inside DAs)
- ▲ Next slides here show maps of the HRM boundaries:
 - 23 "2008 Electoral Districts"
 - 88 CTs
 - 576 DAs
 - 3166 Dissemination Blocks, DBs

Map of Relevant Small Areas



We have not shown the whole HRM because map scale would make key areas unreadable

Zoom-In from Previous Map



Methodology (B) – Small Scale

Estimates For July 1, 2009

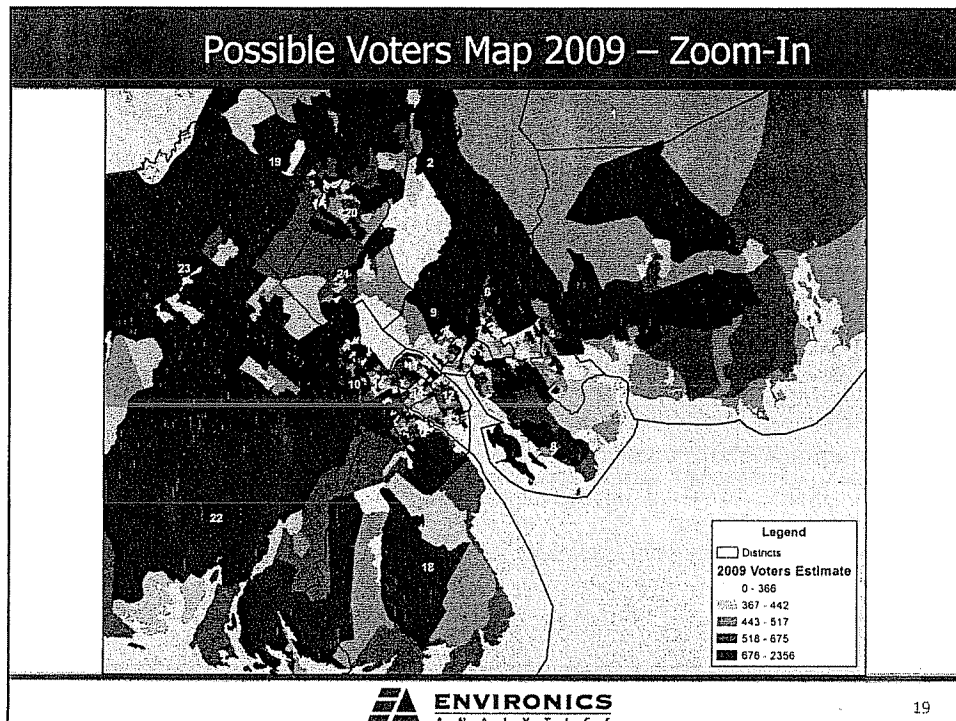
1. Estimate 2009 dwellings/households at the CT and DA levels of geography
 2. Estimate 2009 population by age at the DA level of geography
 3. Estimate 2009 possible voters at the DA level of geography
- ▲ **Dwellings/households** are the demographers natural first step
 - ▲ The numbers we estimated for dwellings in 2009 were about 85% driven by your own municipal building permits data (so these are necessarily more reliable than the 2012 projections simply because of the reliable data that we used)
 - ▲ The other data driving growth from 2006 census were EAG's regular growth assessment variables which include special variables we construct on:
 - growth rates by each small area (CT and then DA) from the past
 - nearness to past growing areas and to dense areas
 - nearness to transportation infrastructure
 - influenced by current density relative to the density norm in similar areas
 - nearness to quantities of vacant land or low population density land (as long as it was known to be zoned for development)
 - ▲ Elaborate QC process that involved looking at areal photography (including Google Earth) to see if it looked like the land uses would be able to permit the growth that had been algorithmically assigned to this area
 - ▲ *This areal photography QC process was also used for 2012 projections*

: Creation of CT/DA Growth Attraction Score

- ▲ The synthetic variables created by EAG are of three types: density, mathematical potential, and gradient.
- ▲ The density measurements created are based on households and population per possible usable lands (i.e. only land area where residential units can be legally constructed is considered usable).
- ▲ Mathematical potentials are computed using different decay functions to estimate proximity to activity centers. Thus, these mathematical potentials are computed for a variety of variables: population, households, population and household growth, transportation infrastructure, and employment/business.
- ▲ The last synthetic variable, gradients are analogous to the slope of terrain and are computed by measuring a DA or CT's growth rate against its neighbours.
- ▲ **All of these synthetic variables along with other non-synthetic variables are used to generate an 'attraction score' for growth for each CT or DA.** Once the attraction score is generated the estimation and projection process can begin.
- ▲ These synthetic variables were created for both mid-year 2009 and end of year 2012

2009 Population, Ages and Voters

- ▲ Given 2009 dwellings = households(DA level here only) our first estimate of pop came from multiplying household size by the number of households
- ▲ The size multiplier came from 2006 census "pop per household ratio but reduced a small amount because of overall trend; if new households were expected to be younger ones then the household size was increased a small amount
- ▲ Ages of population; we had CD level Statistics Canada estimates for age distribution for 2008 and our own age distribution data at the CSD level
- ▲ We projected 5 year age cohorts based on trends from these from 2006 (adjusted) to 2009; then adjusted all these counts so they added up to our earlier estimated age distribution for HRM
- ▲ To get possible voters (population 18+) we needed to remove non-Canadians 18+ from the general population estimates
 - immigrants have a different age distribution and we had HRM data re this
 - we had data on ages of Canadian citizens so we were able to do a good job estimating ages by population types ... to estimate possible voters



Methodology (B) - 2012

For December 31, 2012 ... we first did households

1. Project 2012 dwellings/households at the CT and DA levels of geography
2. Project 2012 population by age at the DA level of geography (then ages)
3. Project 2012 possible voters at the DA level of geography

- ▲ The reference year was the one we just completed 2009
- ▲ The basis for the allocation of the pre-projected new HRM growth was based on these variables:
 1. The planned new developments in the municipal database
 2. All of the data provided by HRM that related to this (including where growth was taking place provided by the HRM staff)
 3. All of the data used for 2009 allocation that included transportation infrastructure, previous rates of growth, previous densities relative to overall densities in HRM
- ▲ We used probabilities to assign the new 2009 to 2012 HRM growth from subdivisions database (share of the households to be assigned) to CTs and later DAs :
 - 100% of the dwellings to those areas that were deemed very likely to have been built before the end of the period
 - 50% to those areas that were deemed to have some probability of having been built, and,
 - 25% to those that were deemed unlikely to have been fully built before the July 1, 2009

ENVIRONICS ANALYTICS

20

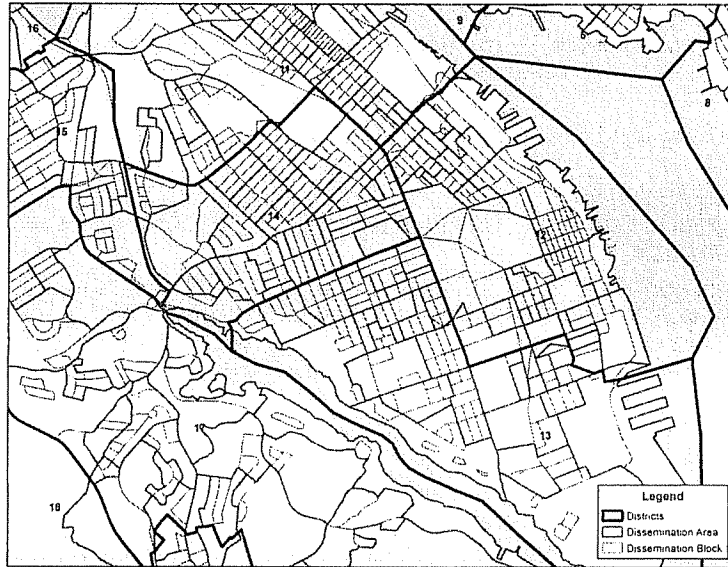
Methodology - 2012 Populations, Ages and Voters

- ▲ Projected populations by multiplying household by area specific household size - as done for 2009 but for 2012 we used a projection
- ▲ Then all adjusted to add up to the HRM control numbers for total for 2012
- ▲ Ages of population; we had age cohorts projections from EAG Demographic Estimates and Projections (DEP) data for 2012 to use as a guide
- ▲ To project voters (population 18+) we needed to remove non-Canadians 18+ from the general population estimates
 - immigrants have different age distribution and had HRM data re this
 - we had our population ages projections so we were able to do a good job of projecting voters here
- ▲ At this point the results available for households, population, (pop by age) and possible voters at the DA level

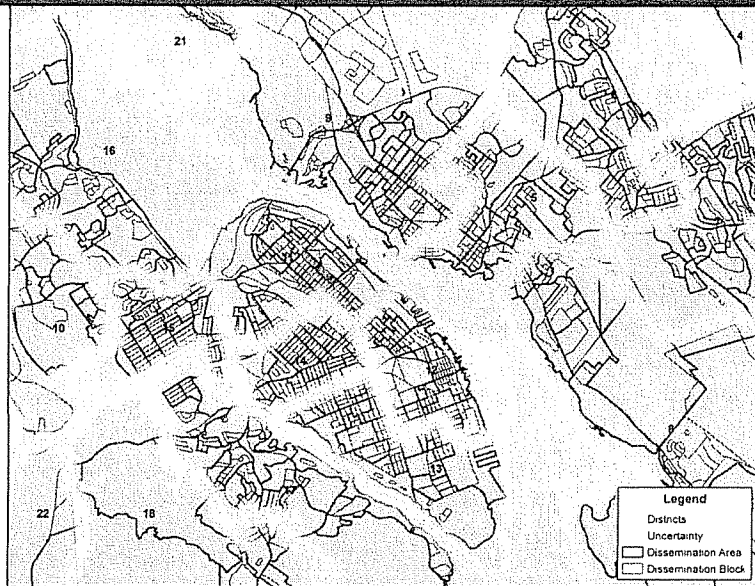
Moving the DA Level Estimates to Districts

- ▲ When we were finished the estimates for 2009 and the projections for 2012 at the DA level, it was necessary to re-state the results for the 23 current 2008 Electoral Districts
- ▲ The challenge is that the Districts are not made up of DAs (wholly in or out) so that DAs would have to be split in order to accomplish the task
- ▲ So we made use of the little Stats Canada areas that make up each DA – called Dissemination **Blocks**
 - in fact typically road bounded physical blocks
- ▲ The error caused by slitting blocks is less than the error caused by splitting DA's (404 Blocks split of 3163 – 12.8%)
 - but only 148 (1%) or 73 (10%) split in a significant manner
- ▲ No ages and other census data for blocks so we reasonably assumed the other data we needed was distributed evenly within Blocks

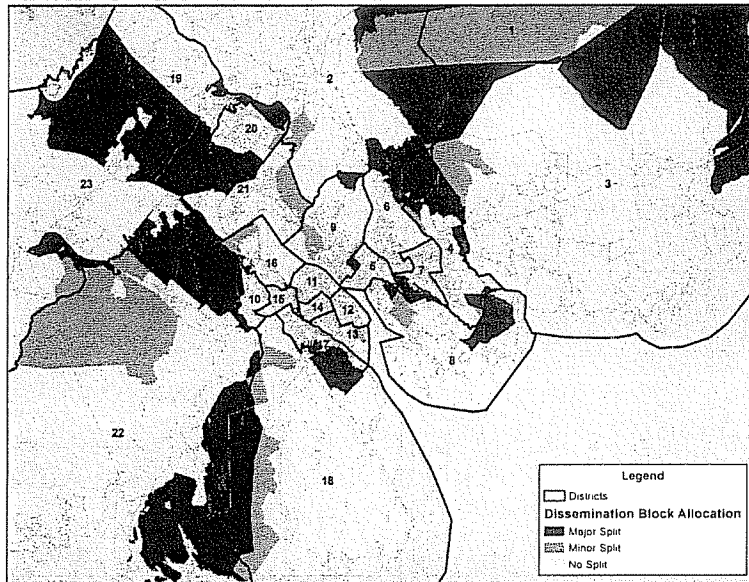
Districts, DA's and Blocks



The Zones of Possible Error in Aggregation



Split Blocks



Results For the 23 2008 Electoral Districts

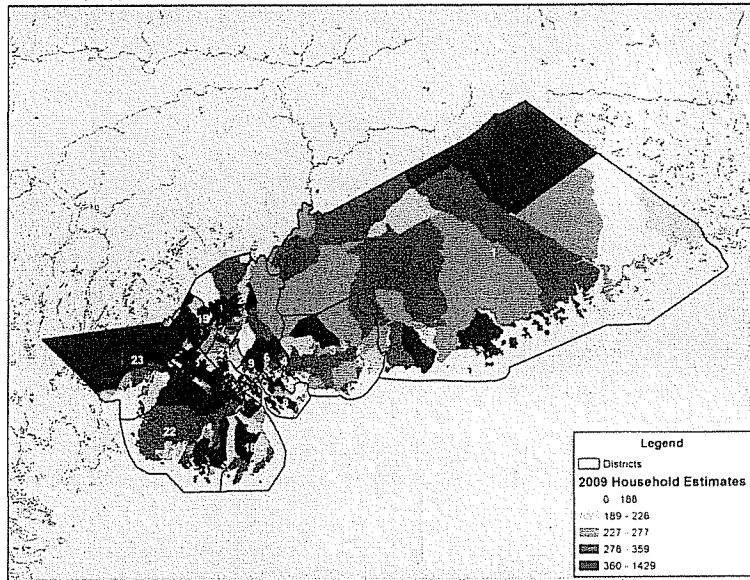
- ▲ The results that will be shown next go in the order that we derived them - households, populations, (by ages), and finally possible voter
- ▲ Recall that the two times involved were July 1, 2009 and December 31, 2012
- ▲ There are 3 sheets of paper in the 11 by 17 inch handout package:
- ▲ The first page shows the (households, population, possible voters) counts for these:
 - 2006 census counts
 - 2006 Estimates (from EAG's standard product)
 - Our 2009 Estimates
 - Our 2012 Projections
- ▲ The second page shows all relevant differences
 - 1. 2006 estimates -- 2006 census
 - 2. 2009 estimates -- 2006 estimate
 - 3. 2012 projection -- 2006 census
 - 4. 2012 projection -- 2006 estimate
 - 5. 2012 projection -- estimate 2009
- ▲ The third page shows the "percentage differences" for the same set of 5 breaks shown above for differences
- ▲ The "2006 census possible voters" are closely approximated by citizens 18 plus

Results For the 23 2008 Electoral Districts

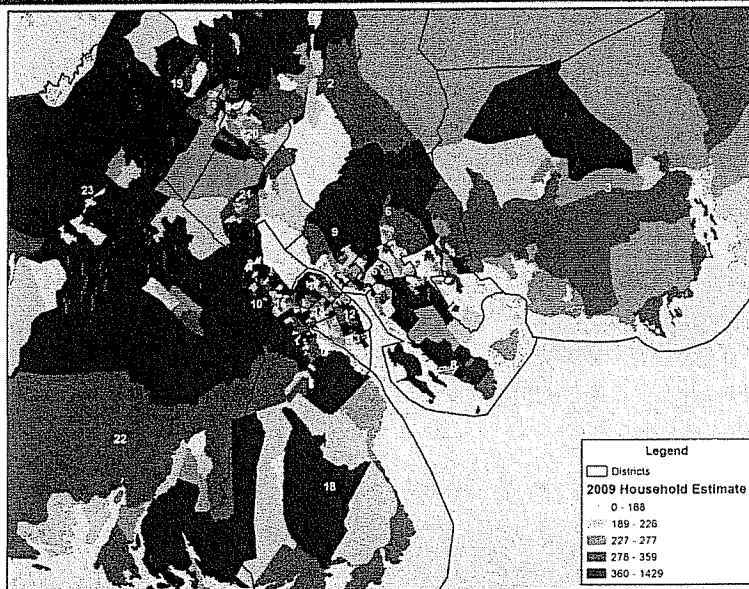
Please look at the 11 by 17 inch package of three pages as I take you through it

Questions

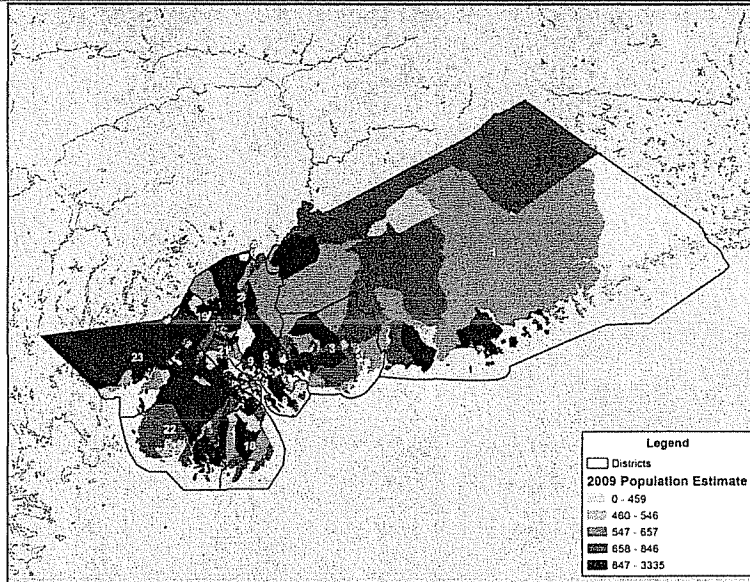
Households Estimates 2009 - Whole HRM



Households Estimates 2009 - Zoom-In

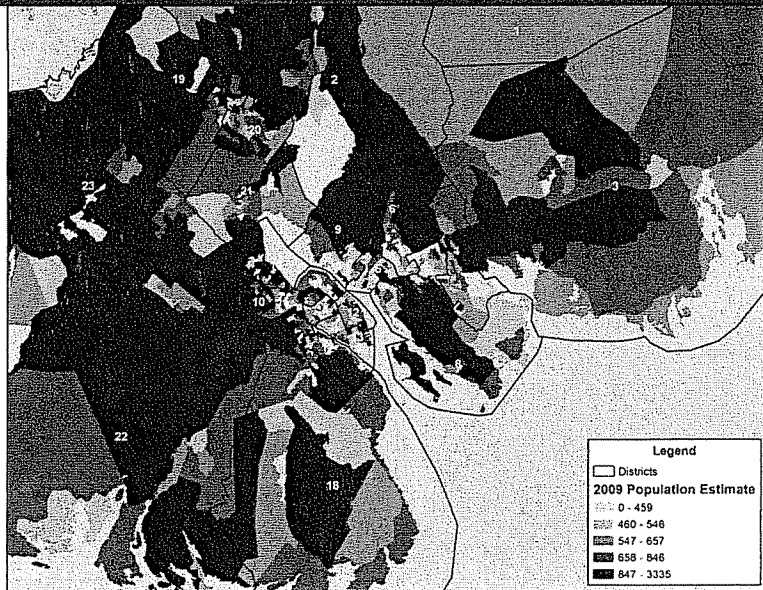


2009 Population Estimates



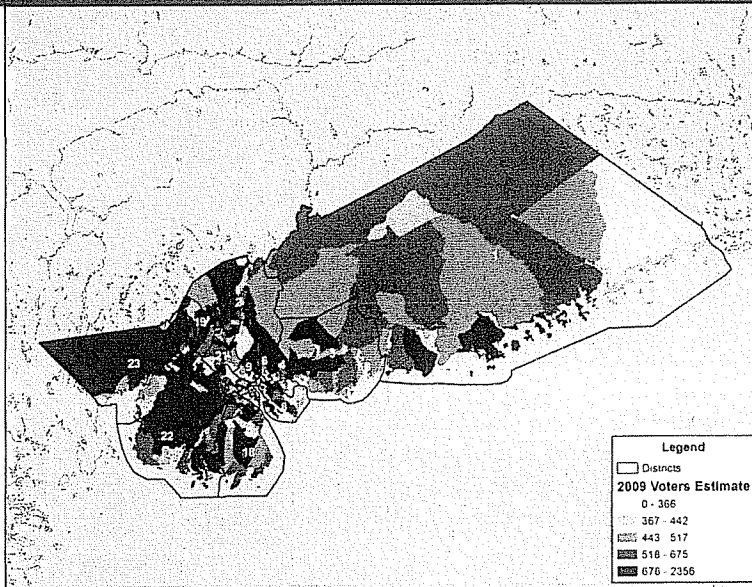
31

2009 Population Estimates – Zoom In

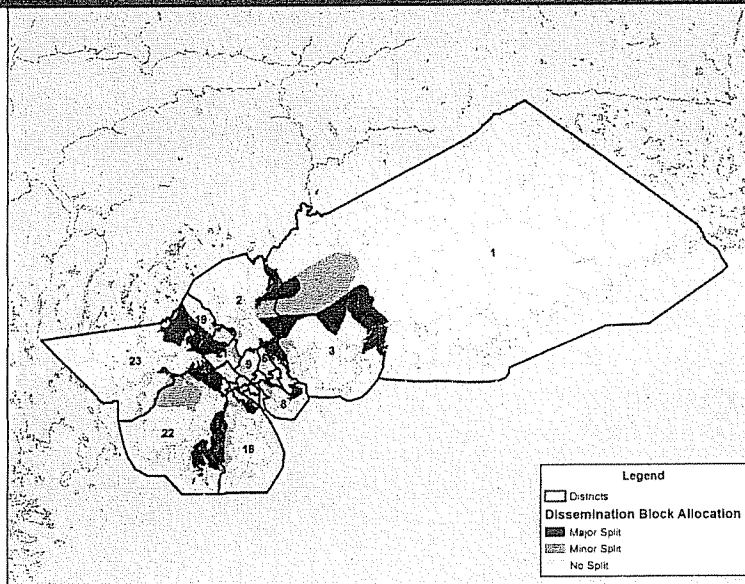


32

2009 Possible Voters Estimates



Dissemination Block Allocation - Splits





PO Box 1749
Halifax, Nova Scotia
B3J 3A5 Canada

7.1.1

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 29, 2010

SUBJECT:

Background - Municipal Representation by Population

INFORMATION REPORT

ORIGIN

As part of the District Boundary Review process consideration should be given to methods of representation regarded as most fair and democratic. Throughout Canadian jurisdictions this has generally been seen as a balance between "representation by population" and "effective representation".

This report provides the Boundary Review Committee with the results of a comparison on the form and municipal representation across a number of comparative areas: HRM's benchmark municipalities, urban municipalities in Atlantic Canada, municipalities through Nova Scotia, as well as comparisons to levels of provincial representation in the Maritime provinces.

Comparisons are not meant to direct the Committee or Council's deliberations but to provide contextual information for the broader consideration of governance in the context of the Halifax Regional Municipality.

BACKGROUND/DISCUSSION

Municipal units vary greatly in terms of history, geography, powers and areas of responsibility, as well as in the expectations of residents of their Council and Councillors. Direct comparisons between municipalities, based solely on population represented, are not necessarily the most appropriate basis for comparison. However, they do provide a basis for discussion.

Appendix A, provides a comparison to HRM's usual benchmark municipalities across a number of factors including population, geography, type of government, size of Council and level of support provided to Councillors. A comparison to the provincial representation for Nova Scotia, New Brunswick and Prince Edward Island is also provided.

Appendix B, provides a comparison to levels of representation in municipalities in Nova Scotia.

Municipal and provincial comparisons are provided based on the 2006 census figures, which are the most recent census figures widely published and available. Readers should be aware that most urban municipalities, including HRM, have experienced significant growth since 2006 and that trend is expected to continue.

Based on the available data the following observations can be made regarding the ratio and model of councillor to resident/voter comparisons:

- HRM's Councillor to resident/voter ratios are comparable to provincial representation in Nova Scotia;
- HRM's Councillor to resident/voter ratios are higher than provincial representation in PEI and New Brunswick;
- Councillors in HRM represent more residents/voters per district than in other large municipalities in Atlantic Canada (Charlottown, Moncton, Fredericton, Saint. John, St. John's and CBRM);
- There are a number of comparable municipalities across Canada that have higher resident/voter ratios than HRM;
- There are a number of comparable municipalities across Canada that have a similar or lower resident/voter ratios than HRM;
- Generally, the larger the number of residents/voters per councillor the more likely that the councillor will have direct constituent support.

BUDGET IMPLICATIONS

There are no direct budget implications to this report.

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: Governance & Boundary Review - Canadian Municipal and Provincial Comparisons
Attachment B: Municipal Representation in Nova Scotia Municipalities

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 : Cathy Mellett, A/ Clerk Manager, Office of the Municipal Clerk 490-6456
Anne Totten, Corporate Policy Analyst, External & Corporate Affairs

Attachment A - Governance & Boundary Review - Canadian Municipal and Provincial Comparisons

Cross-Canada Scan - Municipal Representation

Municipality/City	Total Population (2006 census)	No. Of Members on Council (plus Mayor)	Citizens per Councillor	Size of Municipality (sq. km)	Type of Government (Ontario has 2 tier Municipal Govt.- except in large urban areas)	Nature (urban, suburban, rural)
Brampton	433,806	10	43,380	270	Local	Urban, Suburban
Calgary	988,193	14	65,879	727	Regional & Local	Urban, Suburban
Edmonton	730,372	12	60,864	684	Regional & Local	Urban, Suburban
Hamilton	504,559	15	31,534	1,117	Regional & Local	Urban, Suburban & Rural
Halifax Regional Municipality	372,858	23	16,203 (18,000 by 2012)	5,490	Regional & Local	Urban, Suburban & Rural
Laval	368,709	21	17,557	247	Regional & Local	Urban, Suburban
London	352,395	18	19,578	420	Local	Urban, Rural
Mississauga	668,549	11	60,777	288	Local	Urban, Suburban
Ottawa	812,129	23	36,817	3,273	Regional & Local	Urban, Suburban, Rural
Peel Regional (Regional level only)	1,159,405	25	46,376	1,242	Regional	Urban, Suburban & Rural
Quebec City	525,376	37	14,200	549	Regional & Local	Urban, Suburban
Regina	179,246	10	17,925	118	Local	Urban, Suburban
Surrey	394,976	8	49,372	317	Regional & Local	Urban, Suburban
Vancouver (City)	578,041	10	52,581	114	Local	Urban
Vaughan	238,866	8	29,858	273	Local	Urban, Suburban
Victoria	78,079	8	9,760	19.68	Local	Urban, Suburban
Waterloo	97,475	8	12,184	1,368	Local	Urban, Suburban
Winnipeg	633,451	15	42,230	464	Regional & Local	Urban, Suburban

Municipality/City	Total Population (2006 census)	No. Of Members on Council (plus Mayor)	Citizens per Councillor	Size of Municipality (sq. km)	Type of Government. (Ontario has 2 tier Municipal Govt.- except in large urban areas)	Nature (urban, suburban, rural)
Municipalities in Atlantic Canada						
Charlottetown P.E.I.	35,000	10	3,500	44	Local	Urban, Suburban
Cape Breton Regional NS	102,250	16	6,390	2,500	Regional	Urban, Suburban, Rural
Fredericton NB	50,535	12	4,211	131	Local	Urban
Moncton NB	125,000	10	12,500	146	Local	Urban
St. John's Nfld.	100,646	10	10,065	804	Local	Urban, Suburban
Saint John NB	68,043	10	6,804	317	Local	Urban, Suburban

Cross Canada Scan - Salary and Support Staff

Municipality/City	Salary - Mayor	Salary - Councillors	Councillor Support
Brampton	Comparable to HRM	Comparable to HRM	Combined - one assistant for every 2 Councillors
Calgary	Higher than HRM	Higher than HRM	Each Councillor has one FT executive assistant and one PT constituency assistant. Not City employees but hired by Councillor using ward budget. Also 5 support staff for Council office - these are City employees
Edmonton	Higher than HRM	Higher than HRM	Each Councillor has a FT executive assistant, and most have a PT research assistant - all contract employees hired by councillor, not City employees. Also have 3 AAs to support Council office (City employees).
Hamilton	Comparable to HRM	Comparable to HRM	Each Councillor has one assistant - hired using ward budget, not City employees. Can choose to hire more than one.
HRM	\$139,330 (2009/2010)	\$71,206 (2009/2010)	One assistant shared by 3-4 Councillors, All municipal employees.
Laval	Comparable to HRM	Lower than HRM	Not available
London	Lower than HRM	Lower than HRM	3 assistants for all 14 Councillors - all are City employees

Municipality/City	Salary - Mayor	Salary - Councillors	Councillor Support
Mississauga	Higher than HRM	Higher than HRM	1 executive assistant and 1 admin assistant for each Councillor. They were all City employees; however new hires are contract employees.
Ottawa	Higher than HRM	Higher than HRM	Each Councillor has 2 to 5 assistants, who are City employees on 4-year contracts.
Peel Regional	Higher than HRM	Lower than HRM	Councillors utilize their assistants from home municipality (Brampton, Mississauga, Caledon).
Quebec City	Comparable to HRM	Comparable to HRM	Not available
Regina	Lower than HRM	Lower than HRM	1 assistant for all 10 councillors
St. John's	Lower than HRM	Lower than HRM	No separate Councillor support - they access assistance from Clerk's Office when necessary
Surrey	Comparable to HRM	Comparable to HRM	Not available
Vancouver (City)	Comparable to HRM	Comparable to HRM	4 assistants for 10 Councillors - all are City employees
Vaughan	Comparable to HRM	Comparable to HRM	1 executive assistant for each Councillor (some City employees, but moving towards them being contract). Councillors can hire more from constituency budget if desired
Victoria	Lower than HRM	Lower than HRM	No separate Councillor support - Clerk's Office and departmental staff provide assistance and Councillors do scheduling themselves
Waterloo	Lower than HRM	Lower than HRM	There is one assistant for all 7 Councillors, and one constituency coordinator for all 7 and the Mayor.
Winnipeg	Comparable to HRM	Comparable to HRM	Each Councillor chooses whether to hire an assistant (14 of 15 currently have them). Assistants are not City employees and funds come from ward budgets.
Charlottetown	Lower than HRM	Lower than HRM	1 assistant for all 10 Councillors. Councillors undertake own constituency work.
Moncton	Lower than HRM	Lower than HRM	No separate Councillor support - Councillors get assistance through Clerk's Office when necessary

*Those cities with salaries highlighted indicate a portion of the salary for Mayor and Councillors is non-taxable. "Comparable to HRM" indicates salary levels within +/-10% of current HRM salaries. "Lower than HRM" indicates salaries more than 10% lower than current HRM salaries. "Higher than HRM" indicates salaries more than 10% higher than current HRM salaries.

Provincial Comparatives

Province	Total Population	No. of MLAs	Citizens per MLA	Type of Govt	Nature	Salary- Premier	Salary - MLA	Support Staff
NS Electoral Districts in HRM	NS pop total 938,000 Number in HRM districts 372,858 (2006 census)	52 MLAs total 21 within HRM + 3 that include portion of HRM but extend outside HRM boundaries	Range from Low 9,714 to high 24,194	Provincial	Urban/suburban/ Rural	\$165,500	\$86,619 (all taxable)	Constituency budget provides for office & support staff hired by members (1-2)
Prince Edward Island	140,000	27 MLAs	Average 5,185	Provincial	Urban/suburban/ Rural	\$136,000	\$65,000 (all taxable)	Constituency budget provides for office & support staff hired by members
New Brunswick	749,000	55 MLAs	Average 10,238	Provincial	Urban/suburban/ Rural	\$164,000	\$85,000 (all taxable)	Constituency budget provides for office & support staff hired by members

Attachment B – Municipal Representation in Nova Scotia Municipalities

Municipal Unit	# councillors	size	population	electors	electoral system
Towns	0 + mayor	12.02km ²	6,505	5,928 (2004 elec)	councillors at large
Amherst	5 + mayor	2.05hec	442	278 (2004 elec)	councillors at large
Annapolis Royal	6 + mayor	5.15km ²	4,238	3,842 (2004 elec)	councillors at large
Antigonish	6 + mayor	572 hec	2,484	946 (2004 elec)	councillors at large
Berwick	6 + mayor	3.54km ²	1,035	712 (2005 by-elec)	councillors at large
Bridgestown	6 + mayor	13.81km ²	7,964	5,398 (2004 elec)	councillors at large
Brigewater	6 + mayor	5.41km ²	611	701 (2004 elec)	councillors at large
Canso	6 + mayor	2.9km ²	665	684 (2004 elec)	councillors at large
Clark's Harbour	6 + mayor	846 acres	2,092	1,543 (2004 elec)	councillors at large
Digby	6 + mayor	340 acres	1,191	834 (Dec 2008 elec)	councillors at large
Hantsport	6 + mayor	17km ²	5,910	5,039 (2004 elec)	councillors at large
Kentville	4 + mayor	2.48km ²	648	454 (2004 elec)	councillors at large
Lockeport	6 + mayor	1,000 acres	2,565	1,824 (2004 elec)	councillors at large
Lunenburg	6 + mayor	3.13km ²	691	584 (2004 elec)	councillors at large
Mahone Bay	6 + mayor	8.5km ²	1,744	1,214 (2004 elec)	councillors at large
Middleton	4 + mayor	17.81km ²	879	584 (2004 elec)	6 councillors from 3 districts
Mulgrave	6 + mayor		8,455	7,180 (2005 elec)	councillors at large
New Glasgow	6 + mayor	1,900 acres	1,352 (1996)	963 (1997 elec)	councillors at large
Oxford	4 + mayor	14.88km ²	1,499	982 (2004 elec)	4 councillors from 2 wards
Parrsboro	4 + mayor	7.74km ²	3,813	3,098 (2004 elec)	councillors at large
Pictou	4 + mayor	3.35km ²	2,517	2,656 (2004 elec)	councillors at large
Port Hawksbury	6 + mayor	1,286 acres	2,013	1,547 (2004 elec)	councillors at large
Shelburne	4 + mayor	11.03km ²	2,841	3,100 (2004 elec)	4 councillors from 2 wards
Springhill	4 + mayor		4,717	3,270 (2004 elec)	councillors at large
Stellarton	6 + mayor	17.67km ²	1,421	888 (2005 by-elec)	councillors at large
Stewiacke	4 + mayor	1,440 acres	2,741	2,060 (2005 by-elec)	6 councillors from 3 districts
Trenton	6 + mayor		11,785	9,696 (2004 elec)	4 councillors from 2 districts
Truro	4 + mayor	4,147 acres	2,813	2,682 (2004 elec)	councillors at large
Westville	4 + mayor	2,226 acres	3,775	2,742 (2006 by-elec)	councillors at large
Windsor	6 + mayor	7.31km ²	3,853	2,673 (2004 elec)	councillors at large
Wolfville	6 + mayor	1,362 hec	7,152	5,902 (2004 elec)	councillors at large
Yarmouth					

Municipal Unit	# councillors	size	population	electors	electoral system
Municipalities			18,955 (95)	13,607 (1997 elec)	councillors select warden
Municipality of the County of Annapolis	11		14,239	11,163 (2004 elec)	councillors select warden
Municipality of the County of Antigonish	10		8,853	6,484 (2004 elec)	councillors select warden
Municipality of the District of Argyle	9		7,419	5,981 (2004 elec)	councillors select warden
Municipality of the District of Barrington	7				
Cape Breton Regional Municipality	13 + mayor		105,288	87,666 (2004 elec)	Mayor elected at large
Municipality of the District of Chester	7		10,741	8,286 (2004 elec)	councillors select warden
Municipality of the District of Clare	6		8,813	7,304 (2004 elec)	councillors select warden
Municipality of the County of Colchester	11 + mayor		22,233	25,865 (2004 elec)	Mayor elected at large
Municipality of the County of Cumberland	10		16,021	11,446 (2004 elec)	councillors select warden
Municipality of the District of Digby	6		7,863	5,650 (2004 elec)	councillors select warden
Municipality of the District of Guysborough	7		5,942 (96)	4,454 (1997 elec)	councillors select warden
Halifax Regional Municipality	23 + mayor		372,858	258,295 (2004 elec)	Mayor elected at large
District of East Hants	13		22,401	15,246 (2004 elec)	councillors select warden
Municipality of the District of West Hants	9		13,681	10,755 (2004 elec)	councillors select warden
Municipality of the County of Inverness	8		15,519	11,974 (2004 elec)	councillors select warden
Municipality of the County of Kings	11		47,614	30,970 (2004 elec)	councillors select warden
Municipality of the District of Lunenburg	12 + mayor		25,184	17,883 (2004 elec)	Mayor elected at large
Municipality of the County of Pictou	14		21,553	18,467 (2004 elec)	councillors select warden
Region of Queens Municipality	9 + mayor		11,177	5,780 (2004 elec)	Mayor elected at large
Municipality of the County of Richmond	10		8,740	7,717 (2004 elec)	councillors select warden
Municipality of the District of Shelburne	7		4,828	3,480 (2004 elec)	councillors select warden
Municipality of the District of St. Mary's	7		3,042 (96)	2,276 (1997 elec)	councillors select warden
Municipality of the County of Victoria	8		7,862	5,882 (2004 elec)	councillors select warden
Municipality of the District of Yarmouth	7		10,524	7,574 (2006 fed)	councillors select warden

HALIFAX REGIONAL MUNICIPALITY

DISTRICT BOUNDARY REVIEW COMMITTEE

MINUTES

October 1, 2009

PRESENT: Mayor Peter Kelly, Chair
Councillor Barry Dalrymple
Councillor Gloria McCluskey
Councillor Jerry Blumenthal
Councillor Linda Mosher
Councillor Reg Rankin
Councillor Tim Outhit, Vice Chair

REGRETS: Mr. Wayne Anstey, Deputy Chief Administrative Officer, Operations

ABSENT: Ms. Geri Kaiser, Deputy Chief Administrative Officer, Corporate
Services & Strategy

STAFF: Mr. Paul Morgan, Sr. Planner
Ms. Sara Knight, Solicitor
Ms. Cathy Mellet, Acting Clerk/Manager, Office of the
Municipal Clerk
Ms. Sherryll Murphy, Deputy Clerk
Ms. Krista Tidgwell, Legislative Assistant

TABLE OF CONTENTS

1.	CALL TO ORDER	3
2.	APPROVAL OF AGENDA, ADDITIONS AND DELETIONS	3
3.	REPORTS	3
3.1	Review of Activities to Date	3
3.2	Committee Logistics	4
3.3	Proposed Approach to Phase 1	4
3.4	Discussion	5
3.5	Next Meeting	6
4.	ADJOURNMENT	6

1. **CALL TO ORDER**

His Worship, Mayor Peter Kelly called the meeting to order at 10:09 a.m. in the Councillors Boardroom, City Hall.

Councillor McCluskey nominated Mayor Kelly as Chair. Mayor Kelly accepted the nomination. Following the final call for nominations, nominations were closed.

MOVED BY Councillor McCluskey, seconded by Councillor Mosher, that Mayor Kelly be appointed as Chair. MOTION PUT AND PASSED.

Councillor Blumenthal nominated Councillor Outhit as Vice Chair. Councillor Outhit accepted the nomination. Following the final call for nominations, nominations were closed.

MOVED BY Councillor Blumenthal, seconded by Councillor Dalrymple, that Councillor Outhit be appointed as Vice Chair. MOTION PUT AND PASSED.

In response to a question, the Chair advised the quorum for the Committee would be four (4).

2. **APPROVAL OF AGENDA, ADDITIONS AND DELETIONS**

The agenda was approved as distributed.

3. **REPORTS**

3.1 **Review of Activities to Date**

- A power point presentation was before the Committee.

Ms. Cathy Mellett, Acting Clerk/Manager, Office of the Municipal Clerk, introduced staff to the Committee advising them of their individual roles. Krista Tidgwell, Legislative Assistant, will be legislative support for the Committee. Ms. Mellett noted that Sherryll Murphy, Deputy Clerk, supported the last District Boundary Review and is sitting in to give her perspective. Sara Knight, Solicitor, will be providing legal support and Paul Morgan is the Senior Planner for the Committee.

Ms. Mellett advised a Technical Support Committee has been assigned to deal with the mapping and demographics. This Committee is headed by Alva Robinson. Other technical support includes Hilary Campbell and various GIS mapping staff. Their purpose is to provide the Committee with as much support in their area as they can.

Ms. Mellett advised her role is staff lead for the governance areas, which includes District Boundary Review.

Ms. Mellett advised that staff has reviewed Legal Services' comments relating to previous Nova Scotia Utility and Review Board's (NSUARB) decisions. These are attached in Appendix A of the report.

3.2 Committee Logistics

The Committee agreed to meet the 1st and 3rd Thursday of each month. Agreed times for the 1st Thursday is from 10 a.m. to 12 p.m. and on the 3rd Thursday from 1 p.m. to 3 p.m. The next meeting date will be Thursday, November 5th from 9:30 a.m. to 12:30 p.m. in the Councillors Boardroom; City Hall. The Chair directed the Legislative Assistant to book the meeting dates and location.

MOVED BY Councillor Lund, seconded by Councillor McCluskey, that the meetings be held the 1st and 3rd Thursday of each month. MOTION PUT AND PASSED.

3.3 Proposed Approach to Phase 1

Ms. Mellett advised Phase 1 is the governance phase. She noted there are challenges with the review being done between census years. The last census was done in 2006 and another is to be done in 2010. She advised they are bringing the current information up to date to 2009. She further indicated that a review is being done on three key areas:

1. Stressed areas
2. Growth areas
3. Declining areas

The Governance Phase will include a consideration of:

- Committees and Council as part of the structure.
- The number of Councillors.

Councillor Rankin suggested developing two or three models for the Committee's input.

The Committee requested a tour of the 23 districts throughout the Halifax Regional Municipality.

3.4 Discussion

The Chair asked what methodology would be used. Ms. Mellett advised Environics, a company from Toronto, has been engaged to provide detailed demographics.

The Committee raised concerns with respect to Environics' lack of familiarity with area, previous incorrect reports and making sure the correct information is presented to NSUARB, as well as cost. The Committee asked why HRM is using external resources opposed to internal. Ms. Mellett noted staff will be working with Environics to use their best practices and information and staff's knowledge of the area to produce the best results to NSUARB. She noted that the cost is \$45,000.

The Committee is to be provided a copy of the RFP and the final evaluation matrix for Environics.

Discussions ensued regarding the proposed approach with the following being offered for consideration:

- have hybrid meetings at various locations to ensure viable public participation
- a facilitated session may be the best format
- three areas of inquiry: role of the Councillors, constituency in work and interest/role of the citizens
- consider how Regional Council serves the citizens, how Community Council serves the citizens
- Community Council should be comprised of an odd number of Councillors to avoid deadlock on issues
- what are the management issues for Community Council
- determine what powers should be given to Community Councils
- look at changes to the size, role and rules of Community Councils
- Community Council be given more authority to deal with issues pertaining to their local area
- this is a good opportunity to address growing pains from amalgamation
 - are we too large
 - does it take too long to get issues through Council
 - why should Regional Council have discussion on things that pertain only to a particular District
- amalgamation is still in the evolution stage
- de-amalgamation is not the direction in which the Committee wishes to move
- putting a strategy in place to deal with concerns from the public regarding amalgamation and highlighting the benefits to them is key
- more rural areas could benefit from annexation
- needs to be a sense of fairness to community
- hold meetings throughout HRM so public doesn't always have to come to Halifax

- members of public are moving away from central part of HRM because they are getting older
- central HRM is where the main source of money comes from
- inadequate meeting spaces needs to be addressed
- reducing the size of Council will have an effect on the Community Councils
- combine into three key Community Councils: urban, suburban and rural
- this may be an opportunity to combine various boards and committees together
- Councillors at large should be considered
- meetings throughout HRM beginning in the Spring

Councillor Mosher requested information on how the appropriate number of Provincial MLAs is determined.

Ms. Mellett advised staff have a good idea of the approach based on the discussion and asked how staff should keep other members of Council informed. The Committee agreed to send out a questionnaire to Community Councils, subject to Council's approval.

3.5 Next Meeting - November 5, 2009

4. ADJOURNMENT

The meeting was adjourned at 11:29 a.m.

INFORMATION ITEMS

1. Staff report from Committee of the Whole dated August 4, 2009
2. Committee of the Whole presentation dated August 4, 2009
3. An extract of the Regional Council motion from August 4, 2009

Krista Tidgwell
Legislative Assistant

HALIFAX REGIONAL MUNICIPALITY

DISTRICT BOUNDARY REVIEW COMMITTEE MINUTES

November 19, 2009

PRESENT: Mayor Peter Kelly, Chair
Councillor Barry Dalrymple
Councillor Gloria McCluskey
Councillor Jerry Blumenthal
Councillor Linda Mosher
Councillor Reg Rankin
Councillor Tim Outhit
Mr. Wayne Anstey, Deputy Chief Administrative Officer, Operations

REGRETS:

STAFF: Mr. Paul Morgan, Senior Planner
Ms. Sara Knight, Solicitor
Ms. Cathy Mellett, Acting Manager/Clerk, Municipal Clerks Office
Ms. Linda Grant, Administrative Clerk Assistant, Municipal
Clerks Office
Ms. Alva Robinson, BPIM Data Analyst
Mr. Ken Lenihan, GIS Technician, GISS
Ms. Krista Tidgwell, Legislative Assistant

TABLE OF CONTENTS

1.	CALL TO ORDER	3
2.	APPROVAL OF THE MINUTES	3
3.	APPROVAL OF THE ORDER OF BUSINESS AND APPROVAL OF ADDITIONS AND DELETIONS	3
4.	BUSINESS ARISING OUT OF THE MINUTES	
4.1	Committee Logistics: Meeting Schedule and March 18 th Meeting	3
5.	CONSIDERATION OF DEFERRED BUSINESS	3
6.	CORRESPONDENCE, PETITIONS & DELEGATIONS	
6.1	Correspondence	
6.1.1	HRM and Nova Scotia Utility and Review Board	3
6.2	Petitions	3
6.3	Presentation	3
7.	REPORTS	
7.1	Councillors Survey	4
7.2	HRM Survey	5
7.3	Staff Presentation: Possible Scenarios and Governance Implications ..	5
7.4	Additional Data to be Collected (Direction to Staff)	6
8.	ADDED ITEMS	6
9.	NEXT MEETING DATE	6
10.	ADJOURNMENT	6

1. CALL TO ORDER

The meeting was called to order at 1:07 p.m. in the Media Room, City Hall.

2. APPROVAL OF MINUTES - October 1, 2009

MOVED BY Councillor McCluskey, seconded by Councillor Blumenthal, that the minutes of October 1, 2009, as presented, be approved. MOTION PUT AND PASSED.

3. APPROVAL OF THE ORDER OF BUSINESS AND APPROVAL OF ADDITIONS AND DELETIONS

There were no changes to the Order of Business.

4. BUSINESS ARISING OUT OF THE MINUTES

4.1 Committee Logistics: Meeting Schedule and March 18th Meeting

The Committee agreed to reschedule the March 18, 2010 meeting to March 25, 2010.

MOVED BY Councillor Mosher, seconded by Councillor McCluskey, that the meeting schedule, as amended, be approved. MOTION PUT AND PASSED.

5. CONSIDERATION OF DEFERRED BUSINESS - NONE

6. CORRESPONDENCE, PETITIONS & DELEGATIONS

6.1 Correspondence

6.1.1 HRM and Nova Scotia Utility and Review Board

- Letters from Elaine Wagner, Chief Clerk of the Board, Nova Scotia and Utility Review Board, dated November 3, 2009 and November 9, 2009 was before the Committee.
- A letter to Elaine Wagner, Chief Clerk of the Board, Nova Scotia and Utility Review Board, dated November 4, 2009 was before the Committee.

The Committee reviewed the correspondence with no further action required.

6.2 Petitions - None

6.3 Presentations - None

7. REPORTS

7.1 Councillors Survey

- A Councillors Survey Briefing Form dated November 5, 2009 was before the Committee.
- An HRM Boundary Review Committee Councillor's Survey was before the Committee.

Following a brief discussion it was **MOVED BY Councillor Mosher, seconded by Councillor Dalrymple, that the District Boundary Review Committee direct staff to prepare a separate Councillors' support staff survey.**

The Committee noted the Councillors' support staff survey should include the following questions:

- As a Council Constituency Co-Ordinator, what is your role?
- How do different Councillors utilize your skills and knowledge?
- Do you believe your skills and knowledge are utilized appropriately?

MOTION PUT AND PASSED.

MOVED BY Councillor Mosher, seconded by Councillor Dalrymple, that the District Boundary Review Committee approve the Councillors Survey.

During the ensuing discussion the Committee agreed to the approve the Councillors Survey with the following amendments:

- Comment lines should be added to each question.
- Question 1a of the Councillors Survey should read: *What, in your opinion, is the key role of an HRM Councillor?*
- Add a question to 5b: *On how many Community Committees do you currently sit?*
- Add comment lines to Question 7a, b and c and if checked yes, ask who by and for what purposes.
- Reword 7d to read: *How would you utilize additional HRM Staff Support if it was available?* Remove the yes and no from 7d and add lines for comments.

MOTION PUT AND PASSED.

The Committee requested staff update the Councillors Survey and bring it back for approval at December's meeting prior to e-mailing out the revised version.

7.2 HRM Survey

- An HRM Citizen Survey - Governance Questions Briefing Form dated November 13, 2009 was before the Committee.

Following a brief discussion, the Committee requested that:

- The Survey should be posed as questions rather than statements; and
- The Survey provide a place for overall comments.

7.3 Staff Presentation: Possible Scenarios and Governance Implications

- A copy of the presentation was before the Committee.
- Tables outlining the various district scenarios was circulated to the Committee.

Cathy Mellett, Alva Robinson, BPIM Data Analyst and Ken Lenihan, GIS Technician, GISS delivered the presentation to the Committee.

Councillor McCluskey requested staff provide a list with the population of each district.

Councillor Outhit expressed that the major concern he had with the efficiency of Council's decision making and how to address it through the Boundary Review process.

Councillor Mosher stated her preference that there should be a scenario provided increasing the number of Councillors.

Ms. Mellett advised that the Committee is required to review the governance structure first rather than boundary lines at this current stage. Ms. Mellett confirmed that staff is using the data from the 2006 census and will adjust the numbers once the 2009 and 2012 population data is available from the work being undertaken by HRM and Environics.

Ms. Alva Robinson advised that staff have engaged a consultant, Environics, to work with HRM to ensure the most accurate demographic information possible for 2009 and 2012 population projections. Ms. Mellett noted that the Elections Nova Scotia is very interested in using HRM's data in their boundary review process.

Councillor Outhit suggested an option of having a mix of Members at Large and Councillor Districts.

Mr. Wayne Anstey, Deputy Chief Administrative Officer, Operations, expressed concerns that Members at Large would not have enough profile to be elected.

Councillor Rankin requested staff develop a set of guiding principles to be discussed by the Committee prior to going to Regional Council. The principles would include living within the current cost envelope of Council and Council Support.

Councillor Mosher requested staff provide the Committee with an information piece which would indicate which municipalities are required to undertake a review of district boundaries. She asked whether the Board reviews all fifty-five (55) municipal units.

In response to concern raised by the Committee, Sara Knight, Solicitor, advised that all municipalities within the Province are mandated to carry out a review process. She advised the information for various municipalities would be provided to the Committee.

Ms. Knight expressed concern with the Committee going to the public with specific District numbers in Phase I of the consultation process. She noted that Phase I of the public consultation process is required to put the focus on governance rather than specific district boundaries.

In regard to the public consultation process, Councillor Blumenthal expressed concern with the number of residents that attended the last District Boundary Review public meeting.

Following a discussion, the Committee agreed to advance three models for possible public consultation. Two proposed Community Council based governance models with 15 districts and 18 districts. And the status quo with 23 districts.

The Committee discussed and agreed not to advance a board of governance model with a significant reduction in the number of Councillors as it does not support a Community Council governance model.

7.4 Additional Data to be Collected (Direction to Staff)

This matter was dealt with under Item 7.3 - Councillors Survey. See Page 5.

8. ADDED ITEMS

9. NEXT MEETING DATE - December 3, 2009

10. ADJOURNMENT

The meeting was adjourned at 3:04 p.m.

Krista Tidgwell
Legislative Assistant

HALIFAX REGIONAL MUNICIPALITY

DISTRICT BOUNDARY REVIEW COMMITTEE MINUTES

December 3, 2009

PRESENT: Mayor Peter Kelly, Chair
Councillor Barry Dalrymple
Councillor Gloria McCluskey
Councillor Jerry Blumenthal
Councillor Linda Mosher
Councillor Reg Rankin
Councillor Tim Outhit
Mr. Wayne Anstey, Deputy Chief Administrative Officer, Operations
Services & Strategy

ABSENT:

STAFF: Mr. Paul Morgan, Senior Planner
Ms. Sara Knight, Solicitor
Ms. Alva Robinson, BPIM Data Analyst
Ms. Cathy Mellett, Acting Manager/Clerk, Municipal Clerks Office
Ms. Linda Grant, Municipal Clerks Office
Ms. Krista Tidgwell, Legislative Assistant

TABLE OF CONTENTS

1.	CALL TO ORDER	3
2.	APPROVAL OF THE MINUTES	3
	a) Version 3.0 Councillors Survey	3
3.	Review - Previous NSUARB decisions	3
4.	Discussion - Community Council Governance models	5
5.	Discussion - Approach to Public Consultation for phase 1	6
6.	NEXT MEETING DATE	7
7.	ADJOURNMENT	7

1. CALL TO ORDER

The meeting was called to order at 10:06 a.m. in the Councillor's Boardroom, City Hall.

2. APPROVAL OF THE MINUTES - November 19, 2009

MOVED BY Councillor Rankin, seconded by Councillor Blumenthal, that the Minutes of November 19, 2009, as presented, be approved. MOTION PUT AND PASSED.

A) Version 3.0 Councillors' Survey

- Version 3.0 of the Councillors' Survey was before the Committee.

Councillor Rankin expressed that it is critical that any survey with the public conducted by the Committee be objective, verifiable and be developed through professional survey expertise. He advised that he does not want to be involved in any survey that are narrative and open to interpretation. Other members of the Committee have expressed an alternative option to this matter.

Councillor Outhit expressed that the surveys should reflect both qualitative and quantitative data. He suggested having a synopsis for both.

MOVED BY Councillor Rankin, seconded by Councillor Blumenthal, that the Councillors' Survey, as presented, be approved. MOTION PUT AND PASSED.

3. Review - Previous NSUARB decision

- A memo regarding the Utility and Review Board's decision was circulated to the Committee.
- A table of the Municipal Units in Nova Scotia and their governance structure/number of Councillors, as requested by the Committee, was circulated to the Committee.

Ms. Sara Knight, Solicitor, provided a review of the previous Nova Scotia Utility and Review Board (NSUARB) decision as well as a description as to the role of the Board in terms of the Governance model of the Municipality. Ms. Knight confirmed that all Nova Scotia municipalities are required to conduct a study of the following as part of their boundary review:

- the number and boundaries of the polling district, and the fairness and reasonableness thereof
- the number of Councillors

The information in the study is what the Committee will put forward to the Board as part of the application. Questions around "governance" are related to the number of Councillors and the rationale for the number of Councillors. In 2004, which is the last time the District Boundary looked at the number of Councillors, the Board had a very concise statement about the process:

Nova Scotia Utility and Review Board's 2004 decision (paragraph 107-111)

It is the Board's view that the logical starting point under the Act is for Councils to determine the desired number of councillors. Questions related to the distribution of polling districts should be addressed in a second stage.

Determining the size of Council involves the consideration of the desired style of Council, the governance structure of Council, and the determination of an executive 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.

However, the size of Council and its governance structure is a matter to be determined by Council in an informed debate after further consultation. On this issue, it would be helpful to conduct senior staff and perhaps experts in the field.

Once the total number of councillors and polling districts is determined, the task becomes one of distributing the polling districts to satisfy the objectives listed in section 368 (4) of the Act.

Nova Scotia Utility and Review Board's 2007 decision re: CBRM (paragraph 157)

The community must be properly consulted in an open dialogue as to the governance style and Council size. The process of consultation must be led by Council, not directed, curtailed or stifled by it. By leading, Council should enter the discussion with an open mind. Council may want to consider the use of independent discussion leaders. Council may want to break the review process into smaller stages, involving discussion in topics such as the role of councillor, possible governance models, and the size of Council.

Ms. Knight advised that the role of the Board is to review Council's applications and to ensure that the public's view is on the role and number of Councillors was taken into consideration when Council made its decision.

Ms. Knight noted that the members on the Board in 2004 and 2007 may not be the same in 2010. It was noted that the Board would review the information the HRM District Boundary Review Committee puts forth. Based on a question from the

committee as to whether the Board would have any preference for or against a particular recommendation, Ms. Knight advised that the Board's decision would be based on the evidence and rationale presented by HRM in regard to the recommendation itself. Ms. Knight advised that the Board has the authority to do the following:

- divide or re-divide the Districts
- amend the boundaries of any polling district
- dissolve any polling district
- determine that a town can be divided into polling districts or cease to be divided into polling districts
- determine the number of Councillors for the Municipality and determine the date upon taking effect

Ms. Knight advised that in its decisions, the Board is providing all Municipal Councils in Nova Scotia with guidance as to the type of information it is looking for. When a recommendation reaches the Board, it is looking at the reasons and evidence put forward to support it.

Councillor Rankin noted the importance of having transparency, holding fair public consultations, increasing the number of Councillors and fair discussion of reasonable options. He noted that Council and Community Council have a link and be ready to look at how the Community Councils work with Council.

Councillor Mosher asked what the Nova Scotia Utility and Review Board sees as being an effective and successful consultation. Ms. Knight advised that the Committee needs to make sure that the public consultations are well advertised, there is an informed discussion and the public has something to which to respond. The number of people participating is not a hindrance, provided an effort is made to solicit input from the public. Ms. Knight indicated that in the past, where there had not be a large turn out to the meetings, the Board has drawn the assumption that the public is satisfied with the current status.

The Committee requested any available records from the last District boundary review set of public meetings.

Councillor McCluskey suggested having maps prepared to see the distance from each area and size of HRM. She also noted a desire to have information on density and whether the areas were single family units, apartments or another form of dwelling.

4. Discussion - Community Council Governance model

- Part XXII ("Halifax Regional Municipality") Municipal Governance Act (MGA)

- dated February 1999 was circulated to the Committee.
- An extract of the Council report dated June 23, 2009 re: request to Province of Nova Scotia to amend the Halifax Charter to grant Community Council authority to amend Municipal Planning Strategies was circulated to the Committee.
- A map of the Halifax Regional Municipality was laid out for the Committee's review.

Mr. Anstey informed the Committee of a motion going before Council on December 15, 2009 in regard to amendments to the North West Community Council to include that portion of District 2 that falls within the Beaver Bank, Hammonds Plains and Upper Sackville Municipal Planning Strategy and that portion of District 23 that falls within the Beaver Bank, Hammonds Plains, Upper Sackville Municipal Planning Strategy.

Councillor Dalrymple asked whether Council has the authority to delegate more powers to Community Councils. Mayor Kelly advised that under section 526 of the MGA, Council has that authority.

Councillor Outhit expressed concern with regard to section 522 of the MGA, powers and duties of Community Council, and noted that the wording limits the powers of Community Councils. He suggested that if there was more substance to the wording, then Community Councils would have more authority to make decisions and less matters would need to go through Council. Mayor Kelly advised that the Committee could ask for the change.

Councillor Rankin raised concern whether Community Councils should be delegated more powers.

The committee agreed that a consideration of Community Council powers is relevant to a discussion of the boundary review process.

5. Discussion - Approach to Public Consultation for phase 1

Councillor Dalrymple expressed concern that citizens may not want to travel too far to attend the public consultation, especially in rural areas. He suggested going to all twenty-three (23) districts.

Mr. Anstey suggested having two (2) meetings in District 1 and at least one (1) meeting each for the Halifax, Bedford, Sackville, Dartmouth area. He noted that from past experiences, six (6) to seven (7) meetings should be sufficient.

Councillor Mosher suggested that in order to create equality in the public consultation process, the Committee should not focus consultation on Community Councils, and look at geography. She noted that people travel because they have an interest in the

matter being presented.

Mayor Kelly stressed the importance of all Committee members attending every meeting to show that the best effort was made.

Ms. Knight noted that she has done a full review of all the Municipalities in Nova Scotia of the 2007 process and some of the towns had been sent back to do further public consultation.

The Committee agreed to recommend up to twelve (12) public consultation meetings.

Ms. Mellett stated that there may be additional options, such as web based tools, that might be considered by the Committee in providing opportunities for public input.

The Committee agreed to continue discussion and consideration of the approach to be taken to public consultation in phase 1.

6. NEXT MEETING DATE - December 17, 2009

7. ADJOURNMENT

The meeting was adjourned at 11:32 a.m.

Krista Tidgwell
Legislative Assistant

HALIFAX REGIONAL MUNICIPALITY

DISTRICT BOUNDARY REVIEW COMMITTEE
MINUTES

December 17, 2009

PRESENT: Mayor Peter Kelly, Chair
Councillor Barry Dalrymple
Councillor Gloria McCluskey
Councillor Jerry Blumenthal
Councillor Reg Rankin
Councillor Tim Outhit, Vice Chair

REGRETS: Councillor Linda Mosher
Mr. Wayne Anstey, Deputy Chief Administrative Officer, Operations
Services & Strategy

STAFF: Mr. Paul Morgan, Sr. Planner
Ms. Sara Knight, Solicitor
Ms. Alva Robinson, BPIM Data Analyst
Mr. Ken Lenihan, GIS Technician, GISS
Ms. Cathy Mellett, Acting Manager/Clerk, Municipal Clerks Office
Ms. Linda Grant, Administrative Clerk Assistant, Municipal
Clerks Office
Ms. Krista Tidgwell, Legislative Assistant

TABLE OF CONTENTS

1.	CALL TO ORDER	3
2.	APPROVAL OF THE MINUTES	3
3.	APPROVAL OF THE ORDER OF BUSINESS AND APPROVAL OF ADDITIONS AND DELETIONS	3
4.	BUSINESS ARISING OUT OF THE MINUTES	3
5.	CONSIDERATION OF DEFERRED BUSINESS	
5.1	Public Consultation for phase 1 (continued from December 3 rd meeting)	3
6.	CORRESPONDENCE, PETITIONS, & DELEGATIONS	
6.1	Correspondence	5
6.2	Petitions	5
6.3	Presentations	5
7.	REPORTS	5
8.	ADDED ITEMS	5
9.	NEXT MEETING DATE	5
10.	ADJOURNMENT	5

1. CALL TO ORDER

The meeting was called to order at 1:00 p.m. in the Councillor's Boardroom, City Hall with Councillor Tim Outhit in the Chair.

2. APPROVAL OF MINUTES - December 3, 2009

MOVED BY Councillor Rankin, seconded by Councillor Dalrymple, that the Minutes of December 3, 2009, as presented, be approved. MOTION PUT AND PASSED.

3. APPROVAL OF THE ORDER OF BUSINESS AND APPROVAL OF ADDITIONS AND DELETIONS

There was no changes to the order of business.

4. BUSINESS ARISING OUT OF THE MINUTES

4.1 Previous District Boundary Review Process (staff update)

Linda Grant, Administrative Clerk Assistant, Municipal Clerks Office, provided an overview to the Committee regarding previous District Boundary applications. In 2000 HRM held three (3) information meetings. The 2004 review involved two (2) phases. Phase 1, governance phase, there were eleven (11) meetings held based upon the Community Council areas. Phase 2, the district boundary phase, there were seven (7) meetings held based upon the Community Council areas. During the 2007 review, HRM did two phases of meetings and two (2) meetings were held for each phase. It was noted that there was a significant difference in the number of citizens in attendance between governance and boundary phases. Staff found more citizens were in attendance at the boundary discussion meetings.

In response to a questions raised by Councillor Rankin, Ms. Grant noted that the public participation was greater when the meetings were held in the Community Council areas. She noted that six (6) meetings in total were held, one (1) in each Community Council District area, and one (1) additional meeting, which was held in the Cole Harbour area.

5. CONSIDERATION OF DEFERRED BUSINESS

5.1 Public Consultation for phase 1 (continued from December 3rd meeting)

Cathy Mellett, Acting Manager/Clerk, Municipal Clerks Office, raised the following items for the Committee's consideration and discussion:

- firming up the approach to the number of public consultation meetings
- governance section, bring forward questions regarding: role of Council, role of Community Council, powers of Community Council and Regional Council

Ms. Mellett indicated that during previous District Boundary Review Committee meetings, Councillor Gloria McCluskey suggested the Committee take a tour of the Halifax Regional Municipality (HRM) to get a sense of the size of each District. Ms Mellett noted that Corporate Communications is prepared to develop an orientation video for the public meetings to provide consistent context and approach for each meeting. She suggested using Google Earth in conjunction with the information from Environics and parts of the orientation video to create a short presentation for the public consultation meetings. It was also suggested that the presentation be introduced on the HRM website. Ms. Mellett noted the cost of creating a video for the public consultation would be in the range of \$2,000 to \$3,000.

The Committee viewed a sample of an employee orientation video created by Corporate Communications.

Councillor Gloria McCluskey entered the meeting at 1:13 p.m.

Mayor Kelly entered the meeting at 1:14 p.m. and assumed the Chair.

Councillor Dalrymple suggested highlighting the comparisons of the Halifax Regional Municipality and Prince Edward Island. It was noted that both are the same size but HRM has twice the amount of residents.

Councillor Outhit felt the video along with Google Earth would be a more eco friendly way to present the information on HRM. He noted it is an opportunity for the Municipality to express who it is, what it has to offer and how to better itself.

It was noted that creating individual presentations for each community would be too costly but each part of HRM will be reflected in the presentation.

Councillor Rankin expressed concern with citizens not attending the governance meetings or perhaps focussing on the boundary lines. He stressed the importance in Phase 1 of the Committee asking the public their opinion of what an effective governance model is for effective decision making as opposed to representing local constituencies.

Councillor Outhit suggested combining the governance and boundary meetings into one meeting. Sara Knight, Solicitor, advised that the Nova Scotia Utility and Review Board (NSUARB) would want the Committee to hold two separate phases of consultation and has approved that approach. She noted that the Committee would be concerned that

people would not talk about governance issues because they would likely be focussed on the boundary lines.

Councillor Rankin expressed the importance of the Committee going to Council with an information report regarding Phase 1 consultation.

MOVED BY Councillor Rankin, seconded by Councillor Dalrymple, that the District Boundary Review Committee hold six (6) meetings in each Community Council area, along with one (1) additional meeting in District 1 for Phase 1, Governance Model, of the public consultation meetings. MOTION PUT AND PASSED.

It was noted that the basis for the Committee requesting an additional meeting in District 1, for Phase 1, is due to the considerable spacial characteristics.

The Committee agreed to hold the seven (7) public consultation meetings during the regular February meeting of each Community Council with proper advertising for each meeting. * Note: Meeting dates were revised at the Committee meeting of January 7, 2010.

The Committee requested staff prepare a project time line and Gantt Chart of critical project dates for review at the next meeting. The Committee also suggested that information regarding each of the meeting be available on the HRM website and advertised in the newspaper as well as providing information and a summary of the meetings.

6. CORRESPONDENCE, PETITIONS & DELEGATIONS

6.1 Correspondence - None

6.2 Petitions - None

6.3 Presentations - None

7. REPORTS - NONE

8. ADDED ITEMS

9. NEXT MEETING DATE - January 7, 2010

10. ADJOURNMENT

The meeting was adjourned at 2:03 p.m.

Krista Tidgwell
Legislative Assistant

Information Items

1. Information Report - update population & growth projections
2. Meeting Schedule

HALIFAX REGIONAL MUNICIPALITY

DISTRICT BOUNDARY REVIEW COMMITTEE MINUTES

January 7, 2010

PRESENT: Mayor Peter Kelly, Chair
Councillor Barry Dalrymple
Councillor Gloria McCluskey
Councillor Jerry Blumenthal
Councillor Linda Mosher
Councillor Reg Rankin
Councillor Tim Outhit, Vice Chair

ABSENT: Mr. Wayne Anstey, Deputy Chief Administrative Officer, Operations
Services & Strategy
Ms. Alva Robinson, BPIM Data Analyst

STAFF: Mr. Paul Morgan, Sr. Planner
Ms. Sara Knight, Solicitor
Mr. Ken Lenihan, GIS Technician, GISS
Ms. Cathy Mellett, Acting Manager/Clerk Municipal Clerks Office
Ms. Linda Grant, Administrative Clerk Assistant, Municipal
Clerks Office
Ms. Krista Tidgwell, Legislative Assistant

TABLE OF CONTENTS

1.	CALL TO ORDER	3
2.	APPROVAL OF THE MINUTES	3
3.	APPROVAL OF THE ORDER OF BUSINESS AND APPROVAL OF ADDITIONS AND DELETIONS	3
4.	BUSINESS ARISING OUT OF THE MINUTES	
4.1	Review - schedule for public meetings phase 1	3
5.	CONSIDERATION OF DEFERRED BUSINESS - None	6
6.	CORRESPONDENCE, PETITIONS & DELEGATIONS	
6.1	Correspondence - None	6
6.2	Petitions - None	6
6.3	Presentations - None	6
7.	REPORTS	
7.1	Councillor Support Staff Survey	6
8.	ADDED ITEMS	
8.1	Final report from Environics and date for presentation	7
9.	NEXT MEETING DATE	7
10.	ADJOURNMENT	7

1. CALL TO ORDER

The meeting was called to order at 10:12 a.m. in the Councillors Boardroom, City Hall, with Councillor Tim Outhit in the Chair.

2. APPROVAL OF MINUTES - December 17, 2009

The Committee requested the following amendments:

- Page 3, in the last paragraph of item 4.1, the following wording should read: *She noted that six (6) meetings in total were held, one (1) in each Community Council District area, and one (1) additional meeting, which was held in the Cole Harbour area.*
- Page 4, in the first paragraph, "She noted" should be changed to "Ms. Mellett noted" to ensure that readers do not think it is Councillor McCluskey speaking on the matter.
- Page 4, second last paragraph, in regard to *effective decision making* the following words should be added to the sentence: *as opposed to representing local constituencies.*
- Page 4, last paragraph, *she noted that the Committee would not want people talking about governance issues* should read: *She noted that the Committee would be concerned that people would not talk about governance issues because they would likely be focussed on the boundary lines.*
- Page 5, on the motion, it should be noted *that the basis for the Committee requesting an additional meeting in District 1, for Phase 1, is due to the considerable spacial characteristics.* It was agreed that the addition would be put as a separate paragraph after the motion.
- Page 4, first paragraph, Councillor McCluskey had requested a tour *to get a sense of the size of each District.*

Mayor Kelly entered the meeting at 10:17 a.m. and assumed the Chair.

MOVED BY Councillor McCluskey, seconded by Councillor Blumenthal, that the minutes of December 17, 2009, as amended, be approved. MOTION PUT AND PASSED.

3. APPROVAL OF THE ORDER OF BUSINESS AND APPROVAL OF ADDITIONS AND DELETIONS

There were no changes to the Order of Business.

4. BUSINESS ARISING OUT OF THE MINUTES

4.1 Review - schedule for public meetings phase 1

- A schedule for District Boundary Review - Phase 1 Consultation (February) meetings was before the Committee.
- A revised schedule of District Boundary Review meetings for February and March was circulated to the Committee.

Councillor Mosher requested clarification regarding the presentation video and noted that in 2003 she had requested a video of HRM. She had also suggested using it in conjunction with a lunch and learn for new Councillors, rather than taking them out and doing a tour of each District. Councillor Mosher asked whether housing types and physical characteristics of each District would be tied into the public consultations presentation video, and whether the Committee would have any input on those items. Ms. Mellett noted that those matters are larger in scope than the public consultations presentation video. However, she will keep these comments in mind.

Councillor Mosher expressed concern with holding a public consultation on February 1, 2010 in conjunction with the Chebucto Community Council meeting due to advertising time constraints. Ms. Mellett advised that staff recognize that there is a need for more time for appropriate advertising. She noted that staff has been in contact with Corporate Communications in this regard.

It was suggested having the public consultations start the last week of February with Western Regional Community Council to give more time for the Committee to provide their comments. Councillor Blumenthal advised that he would not be able to attend the Peninsula Community Council meeting of March 8, 2010 due to a previous engagement. He requested the meeting be reschedule to March 3, 2010 to accommodate his attendance. Councillor Mosher requested that the Chebucto Community Council change its venue, possibly to the Halifax West High School, to accommodate an increase of attendees.

MOVED BY Councillor Mosher, seconded by Councillor Outhit, that the District Boundary Review Committee approve the following Public Consultation Meeting Dates for Phase 1 - Governance:

Western Region Community Council - February 22, 2010

Marine Drive, Valley and Canal Community Council - February 24, 2010 (Sheet Harbour)

North West Community Council - February 25, 2010

Chebucto Community Council - March 1, 2010

Peninsula Community Council - March 3, 2010 - *pending approval from the Community Council of the proposed date change*

Harbour East Community Council - March 4, 2010
2nd Marine Drive, Valley and Canal Community Council - March 10, 2010

The Committee agreed to have the week of March 22nd to March 26th as a flex week, should any of the meetings need to be rescheduled. Mayor Kelly reminded the Committee that all members of the Committee should attend the public consultation meetings.

Staff advised that an information report will be before Council on January 26, 2010 and an overview of the presentation will be before Council on February 16, 2010.

Concerns were raised regarding members of the Committee addressing the public in regard to the size of Council. It was suggested that Committee members refrain from voicing their opinions to the media and public in this regard. Mayor Kelly indicated that a motion is not required and would be redundant because the Committee had previously agreed to remain neutral and keep an open mind during the District Boundary Review process. Linda Grant, of the Municipal Clerks Office, will research any media articles regarding District Boundary Review.

Councillor Mosher suggested having information available at the public consultations defining Community Councils.

Concerns were raised by the Committee that without scenarios being presented the public would not be fully informed regarding phase 1 of the public consultation. The following suggestions were made:

- Citizens will want to know how each of the scenarios provided (15, 18, status quo and greater) relate to their Community Council size and representation by population.
- Background information and displays should be available to the public before each meeting starts.

An additional scenario was requested, which was to divide the maps into three geographic communities of interest: rural, urban and sub-urban.

Ken Lenihan, GIS Technician, GISS, indicated that the challenges of drawing lines on maps would be that people would put focus on the lines and not want to discuss governance. He suggested methods that could be used to represent the concepts without citizens locating their specific neighbourhoods on the maps. Phase 1 must focus on governance and specific boundaries will follow during phase 2.

Ms. Knight advised that the Nova Scotia Utility and Review Board (NSUARB) has directed that public consultation is to be conducted in two separate stages, Phase 1 -

governance, Phase 2 - boundary lines. Ms. Knight noted that there should not be a problem with adding broad lines and asking for citizen input.

Staff will provide the Committee with a concept of what the presentation will look like, along with a list of potential questions for citizens input at the next meeting of the Committee.

The Committee agreed that staff will shade in areas of the maps, which will eliminate the need for lines and take the focus off individual communities and neighbourhoods.

In regard to the presentation process, the following was noted/agreed:

- His Worship, Mayor Kelly, will Chair the presentations.
- The order will be: introduction, presentation, clarification (if required) and question and answer period.
- The voice on the presentation video will be independent.
- The Presentation will be approximately 20 minutes in length.
- Community Councils will commence at 6:30 p.m. with the presentation as the first item of business on the agenda, after the approval of the agenda and approval of the minutes.
- Harbour East Community Council will commence its meeting at 6:00 p.m. with the presentation to commence at 6:30 p.m.

Staff noted that they are looking into advertising in each of the community's news letters and will provide the Committee with a list of suggested advertising areas. Staff are also looking into advertising with local radio stations and newspapers. Committee members can email staff should they have a preferred method and location in which to advertise in their community.

Councillor Mosher exited the meeting at 11:45 a.m.

5. CONSIDERATION OF DEFERRED BUSINESS - None

6. CORRESPONDENCE, PETITIONS & DELEGATIONS

6.1 Correspondence - None

6.2 Petitions - None

6.3 Presentations - None

7. REPORTS

7.1 Councillor Support Staff Survey

- A memorandum from Cathie Barrington, Manager Councillors Support, dated December 3, 2009 regarding Council Support, along with a Council Constituency Coordinator Job Description was before the Committee.

It was noted that the surveys will be given to Legal Services and will not be directly provided to the NSUARB. Ms. Knight noted that the surveys are confidential. Councillor's names are on the survey so that Legal Services knows which Councillors have submitted the survey and which surveys are outstanding. Comments made on the survey will be generalized. Any comments that can not be generalized will not be added to Legal Services information report. Ms. Knight expressed the importance of Councillors being honest when filling out their survey and suggested Committee members encourage other Councillors to complete the survey.

8. ADDED ITEMS

8.1 Final report from Environics and date for presentation

- A memorandum from Cathy Mellett, Acting Clerk/Manager, Office of the Municipal Clerk, dated January 5, 2010 regarding the Final Report - HRM population and population description to July 2009 and projections to December 2010, along with a report from Environics dated December 16, 2009 was before the Committee.

This item was deferred to the next meeting.

9. NEXT MEETING DATE

Mayor Kelly will be out of town during the next meeting and requested the meeting be rescheduled to **January 28, 2010**, to which the Committee agreed.

10. ADJOURNMENT

The meeting was adjourned at 11:52 a.m.

Krista Tidgwell
Legislative Assistant

HALIFAX REGIONAL MUNICIPALITY

DISTRICT BOUNDARY REVIEW COMMITTEE MINUTES

January 28, 2010

- PRESENT:** Mayor Peter Kelly, Chair
Councillor Barry Dalrymple
Councillor Jerry Blumenthal
Councillor Linda Mosher
Councillor Reg Rankin
Mr. Wayne Anstey, DCAO, Operations
- ABSENT:** Councillor Tim Outhit, Vice Chair (Regrets)
Councillor Gloria McCluskey (Regrets)
- STAFF:** Ms. Cathy Mellett, Acting Manager/Clerk
Ms. Sara Knight, Solicitor
Mr. Paul Morgan, Sr. Planner
Mr. Ken Lenihan, GIS Technician
Ms. Alva Robinson, Data Analyst
Ms. Linda Grant, Administrative Clerk Assistant
Ms. Sherryll Murphy, Deputy Clerk

TABLE OF CONTENTS

1.	CALL TO ORDER	3
2.	APPROVAL OF MINUTES	3
3.	APPROVAL OF THE ORDER OF THE AGENDA, ADDITIONS AND DELETIONS	3
4.	BUSINESS ARISING OUT OF THE MINUTES	3
4.1	REVIEW PRESENTATION	4
5.	CONSIDERATION OF DEFERRED BUSINESS	6
6.	CORRESPONDENCE, PETITIONS & DELEGATIONS	6
7.	REPORTS	6
8.	ADDED ITEMS	6
8.1	Travel Logistics for Public Meeting	6
8.2	Information Item 1 - HRM's District Boundary Review - Advertisement	6
9.	NEXT MEETING DATE - February 4, 2010	6

1. CALL TO ORDER

The meeting was called to order at 12:12 p.m.

2. APPROVAL OF MINUTES

MOVED by Councillor Blumenthal, seconded by Councillor Mosher that the minutes of the January 7, 2010 meeting of the District Boundary Advisory Committee, as distributed, be approved. MOTION PASSED.

3. APPROVAL OF THE ORDER OF THE AGENDA, ADDITIONS AND DELETIONS

The following items were added to the agenda:

- 8.1 Travel Logistics for Public Meeting
- 8.2 Information Item 1 - HRM's District Boundary Review - Advertisement

MOVED by Councillor Rankin, seconded by Councillor Blumenthal that the agenda, as amended, be approved. MOTION PUT AND PASSED.

4. BUSINESS ARISING OUT OF THE MINUTES

4.1 Review Presentation

Ms. Mellett advised that she had been working with the designer to develop the presentation to be used during the upcoming public meetings. She noted that significant time and work has been put into the draft presentation based on the Committee's direction. Every effort has been made to pare down the information to ensure that it reflects the Committee's vision. Ms. Mellett indicated that the presentation would be loaded to the web once the public meetings began. She confirmed that the survey questions had been vetted by an independent body.

Noting that the presentation is in the first stages of production (no voice over, not all graphics in place), Ms. Mellett delivered the presentation reading from the proposed script.

Following the introductory section, the Chair requested that members provide input. Committee members suggested the following additions, deletions, changes:

- when referring to investment in community facilities the presentation should include the Captain William Spry Centre (\$1 million investment)

- a picture of the committee members should be included with a brief introduction of each member
- refer to HRM as a 'well' managed rather than 'best' managed
- ensure that the Greater Halifax Partnership is mentioned when referring to economic growth
- the inclusion of Halifax as a hub city in the Conference Board of Canada Hub City report should also be mentioned
- when referring to benefits of amalgamation, the fact that HRM is included in the Big City Mayors Caucus is a direct benefit of amalgamation (membership based on population)
- mention should be made of the 'in process' developments within HRM equalling almost one billion dollars of investment in downtown Halifax

Councillor Rankin expressed concern over the promotional nature of the introduction. He indicated that some residents would get the impression that HRM is in very good shape and change is not necessary.

The Chair noted the Committee had agreed that the presentation would include a promotional component.

- slides should contain pictures of urban, suburban and rural HRM
- the presentation should brand HRM as Greater Halifax

Ms. Mellett completed the presentation with Councillors providing the follow input:

- a picture of the Community Council members should be included with the map showing the Community Council boundaries
- a definition/explanation of governance as many residents may not know exactly what it means (i.e. means number of Councillors, number of Community Councils, etc.)
- the presentation should include the population growth since amalgamation
- a rewrite is required on the slide dealing with population per District/Councillor
- some slides should have picture in the background to increase interest
- presentation should note that Community Councils deal with issues of a local nature and do not have the authority to make expenditures
- references to Council should always be Regional Council
- identify the District Boundary Review Advisory Committee as an HRM Committee
- suggestion that we can divide Districts anyway we wish is not exactly true (i.e. subject to the Supreme Court of Canada ruling re community of interest, etc.)
- ensure that each Community Council is a different color
- questions should be restated at the end presentation on one slide

Mr. Anstey joined the meeting at 12:45 p.m..

A brief discussion relating to the format/rules of engagement for the public meetings ensued with note being made that this is not an opportunity for members of Council to debate the proposals. This is an opportunity to receive input from residents. No elected officials (Federal, Provincial or School Board) should make a representation based upon his/her elected office. Providing input as an individual citizen would be appropriate for any of these individual.

In keeping with Regional Council's rules for public hearings, an individual will be permitted five minutes to speak. Meetings will be kept to a two hour timeline. If there is an opportunity (no other speakers), an individual may speak a second time.

The Committee agreed that members of the Committee would not enter into debate. Staff and Council would respond to questions. Ms. Knight noted that the Nova Scotia Utility and Review Board (NSUARB) had been very disappointed with the confrontational approach taken at the Cape Breton Regional Municipality's public meetings. She went on to indicate that there should be no debate with the public nor among Councillors.

MOVED by Councillor Rankin, seconded by Councillor Mosher that staff undertake a Lunch and Learn with Regional Council to review the presentation prior to the first public meeting and further take this opportunity to review with Regional Council the rules of engagement for the public meetings.

February 16, 2010 was suggested as a possible date for this meeting.

MOTION PUT AND PASSED.

In the interest of receiving broad input, Ms. Mellet noted that the presentation would be available online once it has been made public. She went on to advise that there is an opportunity to have an open ended survey using the questions contained within the presentation at a cost of approximately \$6,000.

MOVED by Councillor Dalrymple, seconded by Councillor Mosher that staff be directed to expend approximately \$6,000 to deliver a web survey utilizing the questions contained in the presentation. MOTION PUT AND PASSED.

The Chair indicated that some latitude will have to be afforded to residents when they speak about boundaries. It would be unfortunate to lose this input due to inflexibility.

5. CONSIDERATION OF DEFERRED BUSINESS

5.1 Final Report of Environics and Date for Presentation

- A memo dated January 5, 2010 re Final Report - HRM Population and Population Distribution to July 2009 and Projections to 2012 was before the Committee.

In response to a question from the Chair, Ms. Mellett advised that a presentation on this report would be approximately 15-20 minutes.

The Committee agreed to hear the presentation in March.

Councillor Rankin asked if staff saw any value in the public receiving this information during this round of public meetings.

6. CORRESPONDENCE, PETITIONS & DELEGATIONS

6.1 Correspondence - None

6.2 Petitions - None

6.3 Presentations - None

7. REPORTS - None

8. ADDED ITEMS

8.1 Travel Logistics for Public Meeting

Staff will arrange for a van to transport Committee members and staff to the public meetings in outlying areas, particularly Sheet Harbour and Lawrencetown.

8.2 Information Item 1 - HRM's District Boundary Review - Advertisement

The ad should emphasize that these public meetings are not about individual District boundaries. Consideration of District boundaries will be handled in Phase 2.

8.3 Change of Committee Name

MOVED by Councillor Mosher, seconded by Councillor Blumenthal that the name of the Committee be changed to the Governance and Boundary Review Committee to better reflect the mandate of the Committee. MOTION PASSED.

9. NEXT MEETING DATE - February 4, 2010

10. ADJOURNMENT

The meeting adjourned at 1:35 p.m.

HALIFAX REGIONAL MUNICIPALITY

DISTRICT BOUNDARY REVIEW COMMITTEE MINUTES February 18, 2010

- PRESENT:** Mayor Peter Kelly, Chair
Councillor Tim Outhit, Vice Chair
Councillor Jerry Blumenthal
Councillor Barry Dalrymple
Councillor Gloria McCluskey
Councillor Linda Mosher
Councillor Reg Rankin
Mr. Wayne Anstey, DCAO, Operations
- STAFF:** Ms. Cathy Mellett, Acting Manager/Clerk
Ms. Sara Knight, Solicitor
Mr. Paul Morgan, Sr. Planner
Ms. Linda Grant, Administrative Clerk Assistant
Ms. Sherryll Murphy, Deputy Clerk

TABLE OF CONTENTS

1.	CALL TO ORDER	3
2.	APPROVAL OF THE MINUTES	3
3.	APPROVAL OF THE ORDER OF BUSINESS AND APPROVAL OF ADDITIONS AND DELETIONS	3
4.	BUSINESS ARISING OUT OF THE MINUTES	3
4.1	Final Logistics for Public Meetings	3
5.	CONSIDERATION OF DEFERRED BUSINESS	4
6.	CORRESPONDENCE, PETITIONS & DELEGATIONS	4
6.1	Public Feedback - District Boundaries	4
7.	REPORTS	4
8.	ADDED ITEMS	4
8.1	Communication of Meeting Dates	4
9.	NEXT MEETING DATE	4
10.	ADJOURNMENT	5

1. CALL TO ORDER

The meeting was called to order at 1:10 p.m. in the Councillors Boardroom, City Hall, with Councillor Outhit as Chair.

2. APPROVAL OF THE MINUTES - January 28, 2010

MOVED by Councillor Blumenthal, seconded by Councillor McCluskey that the minutes of January 28, 2010, as distributed, be approved. MOTION PUT AND PASSED.

3. APPROVAL OF THE ORDER OF BUSINESS AND APPROVAL OF ADDITIONS AND DELETIONS

Addition:

8.1 Communication of Meeting Dates

MOVED by Councillor McCluskey, seconded by Councillor Mosher that the agenda, as amended, be approved. MOTION PUT AND PASSED.

Mayor Peter Kelly joined the meeting at 1:12 p.m. and assumed the Chair. Councillor Outhit took his seat.

4. BUSINESS ARISING OUT OF THE MINUTES

4.1 Final Logistics for Public Meetings

Ms. Mellett advised that the Committee would be travelling together to Sheet Harbour in a smaller type bus provided by Metro Transit. Ms. Mellett noted that this is a safe way to travel indicating that the bus is approved for highway travel. Ms. Mellett reported that there would be two pick up points, City Hall and Alderney Gate. The bus will be leaving City Hall at approximately 3:00 p.m. and picking up at Alderney Gate at 3:15 p.m. Transportation for the Marine Drive Valley and Canal Community Council meeting in Lawrencetown March 10, 2010 was also discussed and will be confirmed with committee members.

Councillor McCluskey noted that she would be unable to attend the March 5, 2010 meeting due to another pressing municipal commitment.

Ms. Mellett noted that others have indicated they would be unable to attend certain sessions. Ms. Mellett is to provide this information to the Mayor.

5. CONSIDERATION OF DEFERRED BUSINESS - None

6. CORRESPONDENCE, PETITIONS & DELEGATIONS

6.1 Public Feedback - District Boundaries

The following correspondence received in the Clerk's Office was before the Committee:

- E-mail dated January 9, 2010 from Blair Beed re size of Council.
- E-mail dated February 5, 2010 from Blain Potvin re size of Council.
- E-mail dated February 5, 2010 from e-mail address 'nwbishop' re size of Council.
- E-mail dated February 7, 2010 from Valerie Bradshaw re boundaries.
- E-mail dated February 8, 2010 from David Finlayson re size of Council.
- Correspondence dated February 11, 2010 from Valerie Payn, President, Halifax Chamber of Commerce re governance model and size of Council

The Committee agreed that submissions be distributed as they are received.

7. REPORTS - None

8. ADDED ITEMS

8.1 Communication of Meeting Dates

Councillor Outhit and Councillor Mosher expressed concern that residents were not fully aware of the meeting dates. It was suggested that the Clerk's Office forward an invitation to various groups to attend the meetings.

Ms. Mellet indicated that HRM cannot be seen to be selective in sending invitations to specific groups and that notification to the public has to be of the broadest nature possible (i.e. PSAs, Radio, TV, Ad in the paper)

The Committee suggested that notices be placed in HRM facilities (i.e. Libraries and/or recreation centres).

Referring to the presentation, Ms. Mellett noted that the presentation had been well received by members of Council. There was a request from Council to shorten the presentation. The consensus was to remove the 'HRM Successes' section shortening the presentation by seven minutes.

9. NEXT MEETING DATE

The next meeting is scheduled for Thursday, March 4, 2010.

10. ADJOURNMENT

The meeting adjourned at approximately 1:35 p.m.

Sherryll Murphy
Deputy Clerk

HALIFAX REGIONAL MUNICIPALITY

DISTRICT BOUNDARY REVIEW COMMITTEE MINUTES

April 1, 2010

PRESENT: Mayor Peter Kelly, Chair
Councillor Tim Outhit, Vice Chair
Councillor Jerry Blumenthal
Councillor Barry Dalrymple
Councillor Gloria McCluskey
Councillor Linda Mosher
Councillor Reg Rankin
Mr. Wayne Anstey, DCAO, Operations

STAFF: Ms. Cathy Mellett, Acting Manager/Clerk
Ms. Sara Knight, Solicitor
Mr. Paul Morgan, Sr. Planner
Mr. Ken Lenihan, GIS Technician
Ms. Alva Robinson, Data Analyst
Ms. Linda Grant, Administrative Clerk Assistant
Ms. Sherryll Murphy, Deputy Clerk

TABLE OF CONTENTS

1.	CALL TO ORDER	3
2.	APPROVAL OF MINUTES	3
3.	APPROVAL OF THE ORDER OF BUSINESS AND APPROVAL OF ADDITIONS AND DELETIONS	3
4.	BUSINESS ARISING OUT OF THE MINUTES	3
5.	CONSIDERATION OF DEFERRED BUSINESS	3
5.1	Presentation Environics Analytics	3
6.	CORRESPONDENCE, PETITIONS & DELEGATIONS	3
6.1	Correspondence	3
6.1.1	Public Feedback - District Boundaries	3
6.2	Petitions	3
6.3	Presentations	3
7.	REPORTS	4
7.1	Information Report - Phase 1 Consultation - For Review	4
7.1.1	Response to Information Requests - Phase 1 Consultation	4
7.3	Meeting Dates	5
7.4	Invitation to Present - UNSM (Cathy Mellett)	5
8.	ADDED ITEMS	5
9.	NEXT MEETING DATE	6

1. CALL TO ORDER

The meeting was called to order at 1:40 p.m.

2. APPROVAL OF MINUTES

MOVED by Councillor McCluskey, seconded by Councillor Blumenthal that the February 18, 2010 meeting minutes, as distributed, be approved. MOTION PUT AND PASSED.

3. APPROVAL OF THE ORDER OF BUSINESS AND APPROVAL OF ADDITIONS AND DELETIONS

The agenda, as distributed, was accepted.

4. BUSINESS ARISING OUT OF THE MINUTES - None

5. CONSIDERATION OF DEFERRED BUSINESS

5.1 Presentation Environics Analytics

Ms. Cathy Mellett, Manager/Acting Municipal Clerk, advised that Environics Analytics would be in Halifax on other business on April 30, 2010. Environics has agreed to make a presentation and respond to questions relative to the methodology and inputs to their work on populations statistics for HRM. Ms. Mellett noted that the presentation would be given in the afternoon and suggested that the Committee invite all members of Council to hear the presentation.

The Committee agreed to meet with Environics on April 30, 2010 and to invite all members of Council to that meeting.

6. CORRESPONDENCE, PETITIONS & DELEGATIONS

6.1 Correspondence

6.1.1 Public Feedback - District Boundaries

This matter was dealt with under item 7.1

6.2 Petitions - None

6.3 Presentations - None

7. REPORTS

7.1 Information Report - Phase 1 Consultation - For Review

- An information report dated March 22, 2010 was before the Committee

Ms. Mellett presented the report noting there were a number of Attachments which provided additional information.

Councillor McCluskey expressed concern that the report used words such as 'generally felt and some' and suggested that the report should deal with concrete numbers.

Councillor Mosher noted that there were some duplications between the presentations and written submissions and requested the duplication be removed. She further requested that the Chronicle Herald attachment not be included as individuals contributing to the blog do not sign their names, **to which the Committee agreed.**

Following a brief discussion during which it was noted that Council effectiveness has been a theme throughout the public consultation and one which the committee can address in their recommendations to Council. Given that there appears to be an appetite for Community Council's to have more authority, the Committee requested that staff bring forward a proposal regarding increased authority for Community Council.

7.1.1 Response to Information Requests - Phase 1 Consultation

- An information report dated March 29, 2010 was before the Committee.

Ms. Mellett indicated that the report included a comparative table of municipalities from Atlantic Canada and across the country. The report is intended to provide a variety of comparisons for consideration of the Committee. The report notes that the comparisons are not meant to direct the Committee or Council's deliberations but provide contextual information for the broader consideration of governance issues.

Councillor Rankin suggested the model used for Councillor remuneration serve as an additional analysis tool for the appropriate size of Council.

7.2 Process and Time Lines - Recommendation to Council

Ms. Mellett provided a short presentation on the process and time-line for the Committee to bring forward their recommendation on governance, including

recommended size of Council to Regional Council. Councillor Rankin expressed strongly that the recommendation should go directly to Regional Council rather than to Committee of the Whole. After some discussion the committee agreed.

During the discussion Ms. Mellett noted that she will be out of the Country from May 20th through June 11th. The requirement to bring forward a recommendation for Council's decision prior to the end of June, to enable staff to carry the work required for any boundary changes or realignments was noted by the Committee.

The Committee agreed to a series of meetings during April to proceed to their recommendation on Phase 1 regarding the Governance Model and size of Council to Council as early as possible.

The Recommendation will include:

- a recommended size of Regional Council
- recommendations regarding the role and powers of Community Councils
- other Council governance effectiveness areas as the Committee sees fit.

To assist in their deliberations the Committee directed staff to bring back more specific details on the changes required to district boundaries and representation should the committee make a recommendation for 23, 20 or 18 districts.

7.3 Meeting Dates

The Committee agreed to the following dates:

Monday, April 19, 2010 - 2:00-4:00 p.m.

Monday, April 26, 2010 - 10:00 a.m. - 12:00 p.m.

Wednesday, April 28, 2010 - 10:00 a.m. - 12:00 p.m.

Friday, April 30, 2010 - 2:00 - 4:00 p.m (EnviroNics presentation). All members of Council to be invited.

7.4 Invitation to Present - UNSM (Cathy Mellett)

Ms. Mellett advised that she has been invited to present to the upcoming UNSM Spring Workshop regarding boundary review.

8. ADDED ITEMS - None

9. NEXT MEETING DATE

The next meeting will be held on April 19, 2010 from 2:00 to 4:00 p.m.

10. ADJOURNMENT

The meeting adjourned at approximately 3:00 p.m.

Sherryll Murphy
Deputy Clerk

HALIFAX REGIONAL MUNICIPALITY

GOVERNANCE & BOUNDARY REVIEW COMMITTEE MINUTES

April 19, 2010

- PRESENT:** Mayor Peter Kelly, Chair
Councillor Tim Outhit, Vice Chair
Councillor Gloria McCluskey
Councillor Barry Dalrymple
Councillor Jerry Blumenthal
Councillor Linda Mosher
Councillor Reg Rankin
- STAFF:** Ms. Cathy Mellett, Acting Manager/Clerk
Mr. Paul Morgan, Sr. Planner
Mr. Ken Lenihan, GIS Technician
Ms. Alva Robinson, Data Analyst
Ms. Melody Campbell, Legislative Assistant

TABLE OF CONTENTS

1.	CALL TO ORDER	3
2.	APPROVAL OF MINUTES	3
3.	APPROVAL OF THE ORDER OF BUSINESS AND APPROVAL OF ADDITIONS AND DELETIONS	3
4.	BUSINESS ARISING OUT OF THE MINUTES	
4.1	Presentation - Mapped Population of Current Districts (over & under) ..	3
4.2	Possible Boundary Changes - Council Scenarios	3
4.3	Discussion on Powers of Community Council and other Council Effectiveness Initiatives	4
5.	CONSIDERATION OF DEFERRED BUSINESS	5
6.	CORRESPONDENCE, PETITIONS & DELEGATIONS	
6.1	Correspondence	5
6.2	Petitions	5
6.3	Presentations	5
7.	REPORTS	5
8.	ADDED ITEMS	5
9.	NEXT MEETING DATE	5
10.	ADJOURNMENT	5

1. CALL TO ORDER

Mayor Kelly called the meeting to order at 2:08 p.m.

2. APPROVAL OF MINUTES

MOVED by Councillor Rankin, seconded by Councillor Dalrymple that the minutes of the April 1, 2010 meeting of the Governance & Boundary Review Committee, as presented, be approved. MOTION PASSED.

3. APPROVAL OF THE ORDER OF THE AGENDA, ADDITIONS AND DELETIONS

The Chair advised that Item 4.1 and 4.2 will be addressed together.

MOVED by Councillor Blumenthal, seconded by Councillor Dalrymple that the agenda, as amended, be approved. MOTION PUT AND PASSED.

4. BUSINESS ARISING OUT OF THE MINUTES

- 4.1 Presentation - Mapped Population of Current Districts (over & under) and**
- 4.2 Possible Boundary Changes - Council Scenarios**

Ms. Cathy Mellett, Acting Manager/Clerk provided a presentation of the Mapped Population of current and proposed districts to the Committee.

Ms. Mellett expressed her appreciation to Ms. Ms. Alva Robinson, Data Analyst, and Mr. Ken Lenihan, GIS technician, in preparing additional detail relating to the District scenarios.

Committee members discussed the merits of a decrease and of maintaining the status quo in the number of districts throughout HRM.

Councillor Mosher expressed concern regarding the validity of the number of household per districts. Ms. Mellett advised the numbers indicated are the most accurate ever received. She advised the Committee that staff are willing to continue to look at the issue.

In response to a question by Mayor Kelly, Ms. Mellett advised that HRM development officers and a consultant worked on the process to determine the number of households, population and voters.

In response to a question by Councillor Outhit, Ms. Mellett advised that the projected population was reached with known future development and the likelihood of development taken into consideration.

MOVED by Councillor Mosher, seconded by Councillor McCluskey, that the District Boundaries Committee request staff prepare additional detail regarding the existing and projected population per district on current and proposed district boundaries, including the rationale on how the numbers are determined. MOTION PUT AND PASSED.

Councillor Rankin noted that the district boundaries has nothing to do with governance. He stated that it is wrong to focus on districts and individual boundaries at this time.

Councillor Mosher stated that it is essential that all future developments are encapsulated when the population numbers are taken into account.

Councillor McCluskey stated that the Committee has to provide a rationale as to the basis of a decision on the number of districts that will be determined during the review.

4.3 Discussion on Powers of Community Council and other Council Effectiveness Initiatives

The following points of discussion ensued among Committee members regarding the future role of Community Councils:

- the number of Councillors appointed to each Community Council
- consideration be given to communities of interest when determining districts of a Community Council
- consideration of increased and improved functions of Community Councils
- determination to be made of Community Council structure
- consideration of the number of Community Councils in HRM
- a suggestion that the Community Councils be determined by urban, suburban and rural

Councillor Outhit retired from the meeting at 3:24 p.m.

- the need to streamline Council and giving more power to Community Council
- consideration of the issues permitted to be determined by a Community Council, for example, MPS amendments, signage, area rates, green cart pickup

Ms. Mellett advised the Committee members that there is currently a proposed amendment in front of the Nova Scotia Legislature regarding changes to the Charter to allow Community Councils specific power to "stand in the place of Council" to amend

the MPS with respect to issues local in nature to enable a site specific land use amendment. However, the Province would need to enact the change requested by HRM.

Committee members continued discussion on the appropriate number of Councillors appointed to each future Community Council.

The Committee agreed to request staff to provide additional detail, including legal and finance, to enable the Committee to consider recommending additional powers for Community Council.

Councillor Mosher requested that staff provide specific examples relating to the additional roles in the Community Council when the report is sent to Regional Council.

MOVED by Councillor Mosher, seconded by Councillor Rankin that each future Community Council, following the Governance and District Review process, consist of a minimum of four Council members, with an optimum of five Council members. The Chair will vote if an equal number of Councillors are in attendance. MOTION PUT AND PASSED.

5. CONSIDERATION OF DEFERRED BUSINESS - NONE

6. CORRESPONDENCE, PETITIONS & DELEGATIONS

6.1 Correspondence - None

6.2 Petitions - None

6.3 Presentations - None

7. REPORTS - NONE

8. ADDED ITEMS - NONE

9. NEXT MEETING DATE - Monday, April 26, 2010

10. ADJOURNMENT

The meeting was adjourned at 3:55 p.m.

Melody Campbell
Legislative Assistant

**GOVERNANCE AND DISTRICT BOUNDARY REVIEW COMMITTEE
MINUTES
APRIL 26, 2010**

PRESENT: Mayor Peter Kelly, Chair
Councillors: Jerry Blumenthal
Barry Dalrymple
Peter Lund
Linda Mosher
Reg Rankin

REGRETS: Wayne Anstey

STAFF: Ms. Cathy Mellett, Acting Manager/Clerk
Ms. Mary Ellen Donovan, Municipal Solicitor
Mr. Paul Morgan, Sr. Planner
Mr. Ken Lenihan, GIS Technician
Ms. Alva Robinson, Data Analyst
Ms. Linda Grant, Administrative Clerk Assistant
Ms. Sherryl Murphy, Deputy Clerk

TABLE OF CONTENTS

1.	CALL TO ORDER	3
2.	APPROVAL OF MINUTES	3
3.	APPROVAL OF THE ORDER OF BUSINESS AND APPROVAL OF ADDITIONS AND DELETIONS	3
4.	CONSIDERATION OF DEFERRED BUSINESS	3
4.1	Discussion on Powers of Community Council and other Council Effectiveness Initiatives	3
4.1.1	Revised Table and Examples for discussion	3
5.	CORRESPONDENCE, PETITIONS & DELEGATIONS	4
5.1	Correspondence	4
5.2	Petitions	4
5.3	Presentations	4
6.	REPORTS	4
6.1	Overview of Possible Community Council Boundaries	4
7.	ADDED ITEMS	4
8.	NEXT MEETING DATE	4
9.	ADJOURNMENT	5

1. CALL TO ORDER

The meeting was called to order at 10:05 a.m.

2. APPROVAL OF MINUTES

- An extract of the motions approved at the April 19, 2010 meeting was before the Committee.

Note was made that the motion relative to future Community Councils should read 'that the Chair will not vote if there is only four members present at a meeting'

3. APPROVAL OF THE ORDER OF BUSINESS AND APPROVAL OF ADDITIONS AND DELETIONS

MOVED by Councillor McCluskey, seconded by Councillor Blumenthal that the agenda, as distributed, be approved. MOTION PUT AND PASSED.

4. CONSIDERATION OF DEFERRED BUSINESS

4.1 Discussion on Powers of Community Council and other Council Effectiveness Initiatives

4.1.1 Revised Table and Examples for discussion

- A table of Powers of Community Council revised April 23, 2010 was before the Committee.

A review and discussion relative to the table ensued. With reference to area rates, Ms. Donovan advised that the Community Council could, if granted authority by Regional Council under the Charter, recommend area rates, but it would require Councils approval to implement the area rate. She went on to suggest that Regional Council would not lightly disagree with Community Council relative to these recommendations. She clarified that the power for Regional Council to extend this recommending power Community Council already exists in the Charter.

Mayor Kelly noted that Community Council would not want Regional Council to have veto power. Community Council would be doing the research on the localized issue and believe that Council should not have the ability to overturn that decision.

Ms. Donovan noted that under the present legislation (the Charter), Regional Council would be required to make the final decision on the area rate and the division of funding between the area rate and the general tax rate.

Councillor Mosher noted that this would only more confusion for the taxpayer. She further noted that there were standards already in place and that the intent was that

Community Council be able to deal with a particular situation in a community (i.e. weekly green bin pick up) without it requiring Regional Council approval.

Following a further short discussion, Ms. Donovan clarified that, in order for the Community Council to have final decision making authority a change to the Charter is necessary. She went on to indicate that she did not believe that Council could delegate its financial decision making authority and confirmed that she would determine if there were any restrictions to the types of services for which an area rate could be levied.

The Committee discussed the authority which exists in the Charter, but has not been delegated by Council to Community Council, centred around recommendations to the Regional Council (i.e. area rates, By-laws, and Planning and Development). The Committee indicated that Community Council should have final decision making authority with reference to area rates for local services (i.e. green cart pick up), planning & development matters relating to an MPS change which has only localized impact.

Ms. Donovan reminded the committee that a recommendation for a Charter amendment to provide more decision making power in regard to MPS amendments has been submitted to the Province by HRM. Based on a conversation with Service Nova Scotia as recently as April 25th the Province will not be bringing forward that amendment, as requested by HRM, to the fall sitting. More advocacy with the Provincial Government will be required.

In terms of By-laws, there is no desire to add to the already existing process for approval/amendment. However, there is a desire for By-laws to be flexible enough to address the diversity of HRM (i.e. sign by-law which provides for differing community needs, burning by-law, animal by-law). **The Committee agreed** that provision for Community Committees should not be promoted as this would only add another layer of governance and flexibility can be achieved using the current by-law process.

During discussion on Powers of Community Council beyond the current charter relative to Grants and Dangerous and Unsightly, the Committee recognized the potential for significant additional costs and the possible politicizing of the process. A majority of members did not agree that these areas should come under the authority of the Community Council.

The Committee requested a report which sets out which of the above require a policy change, a charter change, the budget impact of each, and which can be implemented speedily and those that will require additional time to implement.

5. CORRESPONDENCE, PETITIONS & DELEGATIONS

5.1 Correspondence - None

5.2 Petitions - None

5.3 Presentations - None

6. REPORTS

6.1 Overview of Possible Community Council Boundaries

Consideration of this matter was deferred.

7. ADDED ITEMS - None

8. NEXT MEETING DATE - Wednesday, May 5, 2010

9. ADJOURNMENT

The meeting adjourned at 11.40 a.m.

Sherryll Murphy
Deputy Clerk

Information Items - None

HALIFAX REGIONAL MUNICIPALITY

GOVERNANCE & BOUNDARY REVIEW COMMITTEE MINUTES

April 19, 2010

- PRESENT:** Mayor Peter Kelly, Chair
Councillor Tim Outhit, Vice Chair
Councillor Gloria McCluskey
Councillor Barry Dalrymple
Councillor Jerry Blumenthal
Councillor Linda Mosher
Councillor Reg Rankin
- STAFF:** Ms. Cathy Mellett, Acting Manager/Clerk
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TABLE OF CONTENTS

1.	CALL TO ORDER	3
2.	APPROVAL OF MINUTES	3
3.	APPROVAL OF THE ORDER OF BUSINESS AND APPROVAL OF ADDITIONS AND DELETIONS	3
4.	BUSINESS ARISING OUT OF THE MINUTES	
4.1	Presentation - Mapped Population of Current Districts (over & under) ..	3
4.2	Possible Boundary Changes - Council Scenarios	3
4.3	Discussion on Powers of Community Council and other Council Effectiveness Initiatives	4
5.	CONSIDERATION OF DEFERRED BUSINESS	5
6.	CORRESPONDENCE, PETITIONS & DELEGATIONS	
6.1	Correspondence	5
6.2	Petitions	5
6.3	Presentations	5
7.	REPORTS	5
8.	ADDED ITEMS	5
9.	NEXT MEETING DATE	5
10.	ADJOURNMENT	5

1. CALL TO ORDER

Mayor Kelly called the meeting to order at 2:08 p.m.

2. APPROVAL OF MINUTES

MOVED by Councillor Rankin, seconded by Councillor Dalrymple that the minutes of the April 1, 2010 meeting of the Governance & Boundary Review Committee, as presented, be approved. MOTION PASSED.

3. APPROVAL OF THE ORDER OF THE AGENDA, ADDITIONS AND DELETIONS

The Chair advised that Item 4.1 and 4.2 will be addressed together.

MOVED by Councillor Blumenthal, seconded by Councillor Dalrymple that the agenda, as amended, be approved. MOTION PUT AND PASSED.

4. BUSINESS ARISING OUT OF THE MINUTES

- 4.1 Presentation - Mapped Population of Current Districts (over & under) and**
- 4.2 Possible Boundary Changes - Council Scenarios**

Ms. Cathy Mellett, Acting Manager/Clerk provided a presentation of the Mapped Population of current and proposed districts to the Committee.

Ms. Mellett expressed her appreciation to Ms. Ms. Alva Robinson, Data Analyst, and Mr. Ken Lenihan, GIS technician, in preparing additional detail relating to the District scenarios.

Committee members discussed the merits of a decrease and of maintaining the status quo in the number of districts throughout HRM.

Councillor Mosher expressed concern regarding the validity of the number of household per districts. Ms. Mellett advised the numbers indicated are the most accurate ever received. She advised the Committee that staff are willing to continue to look at the issue.

In response to a question by Mayor Kelly, Ms. Mellett advised that HRM development officers and a consultant worked on the process to determine the number of households, population and voters.

In response to a question by Councillor Outhit, Ms. Mellett advised that the projected population was reached with known future development and the likelihood of development taken into consideration.

MOVED by Councillor Mosher, seconded by Councillor McCluskey, that the District Boundaries Committee request staff prepare additional detail regarding the existing and projected population per district on current and proposed district boundaries, including the rationale on how the numbers are determined. MOTION PUT AND PASSED.

Councillor Rankin noted that the district boundaries has nothing to do with governance. He stated that it is wrong to focus on districts and individual boundaries at this time.

Councillor Mosher stated that it is essential that all future developments are encapsulated when the population numbers are taken into account.

Councillor McCluskey stated that the Committee has to provide a rationale as to the basis of a decision on the number of districts that will be determined during the review.

4.3 Discussion on Powers of Community Council and other Council Effectiveness Initiatives

The following points of discussion ensued among Committee members regarding the future role of Community Councils:

- the number of Councillors appointed to each Community Council
- consideration be given to communities of interest when determining districts of a Community Council
- consideration of increased and improved functions of Community Councils
- determination to be made of Community Council structure
- consideration of the number of Community Councils in HRM
- a suggestion that the Community Councils be determined by urban, suburban and rural

Councillor Outhit retired from the meeting at 3:24 p.m.

- the need to streamline Council and giving more power to Community Council
- consideration of the issues permitted to be determined by a Community Council, for example, MPS amendments, signage, area rates, green cart pickup

Ms. Mellett advised the Committee members that there is currently a proposed amendment in front of the Nova Scotia Legislature regarding changes to the Charter to allow Community Councils specific power to "stand in the place of Council" to amend

the MPS with respect to issues local in nature to enable a site specific land use amendment. However, the Province would need to enact the change requested by HRM.

Committee members continued discussion on the appropriate number of Councillors appointed to each future Community Council.

The Committee agreed to request staff to provide additional detail, including legal and finance, to enable the Committee to consider recommending additional powers for Community Council.

Councillor Mosher requested that staff provide specific examples relating to the additional roles in the Community Council when the report is sent to Regional Council.

MOVED by Councillor Mosher, seconded by Councillor Rankin that each future Community Council, following the Governance and District Review process, consist of a minimum of four Council members, with an optimum of five Council members. The Chair will vote if an equal number of Councillors are in attendance. MOTION PUT AND PASSED.

5. CONSIDERATION OF DEFERRED BUSINESS - NONE

6. CORRESPONDENCE, PETITIONS & DELEGATIONS

6.1 Correspondence - None

6.2 Petitions - None

6.3 Presentations - None

7. REPORTS - NONE

8. ADDED ITEMS - NONE

9. NEXT MEETING DATE - Monday, April 26, 2010

10. ADJOURNMENT

The meeting was adjourned at 3:55 p.m.

Melody Campbell
Legislative Assistant

**GOVERNANCE AND DISTRICT BOUNDARY REVIEW COMMITTEE
MINUTES
APRIL 26, 2010**

PRESENT: Mayor Peter Kelly, Chair
Councillors: Jerry Blumenthal
Barry Dalrymple
Peter Lund
Linda Mosher
Reg Rankin

REGRETS: Wayne Anstey

STAFF: Ms. Cathy Mellett, Acting Manager/Clerk
Ms. Mary Ellen Donovan, Municipal Solicitor
Mr. Paul Morgan, Sr. Planner
Mr. Ken Lenihan, GIS Technician
Ms. Alva Robinson, Data Analyst
Ms. Linda Grant, Administrative Clerk Assistant
Ms. Sherryll Murphy, Deputy Clerk

TABLE OF CONTENTS

1.	CALL TO ORDER	3
2.	APPROVAL OF MINUTES	3
3.	APPROVAL OF THE ORDER OF BUSINESS AND APPROVAL OF ADDITIONS AND DELETIONS	3
4.	CONSIDERATION OF DEFERRED BUSINESS	3
4.1	Discussion on Powers of Community Council and other Council Effectiveness Initiatives	3
4.1.1	Revised Table and Examples for discussion	3
5.	CORRESPONDENCE, PETITIONS & DELEGATIONS	4
5.1	Correspondence	4
5.2	Petitions	4
5.3	Presentations	4
6.	REPORTS	4
6.1	Overview of Possible Community Council Boundaries	4
7.	ADDED ITEMS	4
8.	NEXT MEETING DATE	4
9.	ADJOURNMENT	5

1. CALL TO ORDER

The meeting was called to order at 10:05 a.m.

2. APPROVAL OF MINUTES

- An extract of the motions approved at the April 19, 2010 meeting was before the Committee.

Note was made that the motion relative to future Community Councils should read 'that the Chair will not vote if there is only four members present at a meeting'

3. APPROVAL OF THE ORDER OF BUSINESS AND APPROVAL OF ADDITIONS AND DELETIONS

MOVED by Councillor McCluskey, seconded by Councillor Blumenthal that the agenda, as distributed, be approved. MOTION PUT AND PASSED.

4. CONSIDERATION OF DEFERRED BUSINESS

4.1 Discussion on Powers of Community Council and other Council Effectiveness Initiatives

4.1.1 Revised Table and Examples for discussion

- A table of Powers of Community Council revised April 23, 2010 was before the Committee.

A review and discussion relative to the table ensued. With reference to area rates, Ms. Donovan advised that the Community Council could, if granted authority by Regional Council under the Charter, recommend area rates, but it would require Councils approval to implement the area rate. She went on to suggest that Regional Council would not lightly disagree with Community Council relative to these recommendations. She clarified that the power for Regional Council to extend this recommending power Community Council already exists in the Charter.

Mayor Kelly noted that Community Council would not want Regional Council to have veto power. Community Council would be doing the research on the localized issue and believe that Council should not have the ability to overturn that decision.

Ms. Donovan noted that under the present legislation (the Charter), Regional Council would be required to make the final decision on the area rate and the division of funding between the area rate and the general tax rate.

Councillor Mosher noted that this would only more confusion for the taxpayer. She further noted that there were standards already in place and that the intent was that

Community Council be able to deal with a particular situation in a community (i.e. weekly green bin pick up) without it requiring Regional Council approval.

Following a further short discussion, Ms. Donovan clarified that, in order for the Community Council to have final decision making authority a change to the Charter is necessary. She went on to indicate that she did not believe that Council could delegate its financial decision making authority and confirmed that she would determine if there were any restrictions to the types of services for which an area rate could be levied.

The Committee discussed the authority which exists in the Charter, but has not been delegated by Council to Community Council, centred around recommendations to the Regional Council (i.e. area rates, By-laws, and Planning and Development). The Committee indicated that Community Council should have final decision making authority with reference to area rates for local services (i.e. green cart pick up), planning & development matters relating to an MPS change which has only localized impact.

Ms. Donovan reminded the committee that a recommendation for a Charter amendment to provide more decision making power in regard to MPS amendments has been submitted to the Province by HRM. Based on a conversation with Service Nova Scotia as recently as April 25th the Province will not be bringing forward that amendment, as requested by HRM, to the fall sitting. More advocacy with the Provincial Government will be required.

In terms of By-laws, there is no desire to add to the already existing process for approval/amendment. However, there is a desire for By-laws to be flexible enough to address the diversity of HRM (i.e. sign by-law which provides for differing community needs, burning by-law, animal by-law). **The Committee agreed** that provision for Community Committees should not be promoted as this would only add another layer of governance and flexibility can be achieved using the current by-law process.

During discussion on Powers of Community Council beyond the current charter relative to Grants and Dangerous and Unsightly, the Committee recognized the potential for significant additional costs and the possible politicizing of the process. A majority of members did not agree that these areas should come under the authority of the Community Council.

The Committee requested a report which sets out which of the above require a policy change, a charter change, the budget impact of each, and which can be implemented speedily and those that will require additional time to implement.

5. CORRESPONDENCE, PETITIONS & DELEGATIONS

5.1 Correspondence - None

5.2 Petitions - None

5.3 Presentations - None

6. REPORTS

6.1 Overview of Possible Community Council Boundaries

Consideration of this matter was deferred.

7. ADDED ITEMS - None

8. NEXT MEETING DATE - Wednesday, May 5, 2010

9. ADJOURNMENT

The meeting adjourned at 11.40 a.m.

Sherryll Murphy
Deputy Clerk

Information Items - None

HALIFAX REGIONAL MUNICIPALITY

GOVERNANCE AND DISTRICT BOUNDARY REVIEW COMMITTEE

MINUTES

May 12, 2010

PRESENT: Mayor Peter Kelly, Chair
Councillors: Jerry Blumenthal
Barry Dalrymple
Peter Lund
Linda Mosher
Reg Rankin
Gloria McCluskey

REGRETS: Wayne Anstey

GUESTS: Councillor Loreli Nicoll
Councillor Jennifer Watts

STAFF: Ms. Cathy Mellett, Acting Manager/Clerk
Ms. Sara Knight, Solicitor
Mr. Paul Morgan, Sr. Planner
Mr. Ken Lenihan, GIS Technician
Ms. Alva Robinson, Data Analyst
Ms. Linda Grant, Administrative Clerk Assistant
Ms. Sherryll Murphy, Deputy Clerk

TABLE OF CONTENTS

1.	CALL TO ORDER.	3
2.	APPROVAL OF MINUTES.	3
3.	APPROVAL OF THE ORDER OF BUSINESS AND APPROVAL OF ADDITIONS AND DELETIONS.	3
4.	CONSIDERATION OF DEFERRED BUSINESS	3
4.1	Continued Discussion re Powers of Community Council.	3
5.	CORRESPONDENCE, PETITIONS & DELEGATIONS.	6
5.1	Correspondence.	6
5.2	Petitions.	6
6.	REPORTS.	6
6.1	Overview of Possible Community Council Boundaries.	6
7.	ADDED ITEMS.	6
8.	NEXT MEETING DATE.	6
9.	ADJOURNMENT.	6

1. CALL TO ORDER

The meeting was called to order by His Worship Mayor Kelly at 9:18 a.m. in the Councillor's Board Room, 4th Floor, City Hall

2. APPROVAL OF MINUTES - April 19 and April 26, 2010

MOVED by Councillor McCluskey, seconded by Councillor Blumenthal that the minutes, as distributed, be approved. MOTION PUT AND PASSED.

3. APPROVAL OF THE ORDER OF BUSINESS AND APPROVAL OF ADDITIONS AND DELETIONS

MOVED by Councillor McCluskey, seconded by Councillor Rankin that the agenda be approved. MOTION PUT AND PASSED.

4. CONSIDERATION OF DEFERRED BUSINESS

4.1 Continued Discussion re Powers of Community Council

- A supplementary staff report dated May 11, 2010 was before the Committee.

Ms. Mellett briefly reviewed the report noting that:

- Council does not, under the Charter, have the general ability to delegate its powers to a Community Council
- Council can and does delegate its authority relative to the Land Use By-law and where development is permitted by agreement
- Community Council can provide recommendations to Regional Council on a much wider range of matters
- Primary debate can be moved to Community Council as appropriate and a Consent Agenda be adopted for matters being referred from Community Council. A consent agenda provides for the approval, without debate, of all consent agenda items with a single resolution.
- Members of Council the opportunity to move any matter off the consent agenda allowing for debate on the item

Councillor Rankin commented that not having the ability to delegate authority as Council sees fit does not support the thinking that HRM is in fact a third level of government. He suggested that HRM should ask for the general authority to delegate powers and the details of the authority to be given to Community Council could evolve over time.

Note was made that the Charter, in fact, sets out what HRM cannot do rather than what it can. Although efforts in this area have not been successful to date, HRM should persist in seeking permissive legislation.

MOVED by Councillor Rankin, seconded by Councillor Lund the Governance and District Boundary Review Committee recommend to Council that HRM seek Provincial legislation which will allow Halifax Regional Council to delegate general authority to the Community Council for local matters with the intent that the delegation of this authority evolve over time.

Councillor Mosher noted that the motion should be accompanied by the Committee's rationale. She noted that the UARB has tasked HRM with determining the appropriate number of Councillors to enable a more effective Regional Council. Delegation of powers to Community Council will result in a more effective Community Council.

Councillor Rankin noted that the UARB has in the past overstepped their authority and made decisions for municipal Council(s). He suggested that HRM could make a parallel argument in regard to permissive legislation and ask that the Province not make decisions on behalf of HRM. In the third level of government scenario, it is no longer appropriate for the Province to determine what powers Council can delegate. It is time that HRM made those judgements.

MOTION PUT AND PASSED.

A further discussion regarding the use of consent agendas ensued, with Ms. Knight noting that consent agenda could achieve greater effectiveness within the existing authority framework. Reports to Council are all subject to financial and executive review. Any member of Council having concern with an item on the consent agenda can remove the matter from the consent agenda.

MOVED by Councillor Rankin, seconded by Councillor Dalrymple the Governance and District Boundary Review Committee recommend that Halifax Regional Council adopt in principle the Consent Agenda with the goal of achieving greater effectiveness at Regional Council meetings.

During a discussion of the motion, the following was noted:

- Councillors should be strongly encouraged to contact staff with concerns prior to Regional Council
- Staff must make themselves available to respond to Councillors concerns (i.e. for a period of time on Monday)
- All that is necessary for an item to be removed from the Consent Agenda is that a Councillor requests that the matter be removed (i.e. no motion of Council)

MOTION PUT AND PASSED.

A brief discussion ensued regarding the format and timing of the report to Council. Note was made that recommendations of the Committee would be brought forward in a consolidated report. The report will include a template of proposed efficiency initiatives for Council's consideration.

Ms. Knight went on to note that within the existing legislation Community Council can recommend area rates to Council, but Council has the final decision. Ms. Knight pointed out that Cathie O'Toole, Director of Finance, would like the opportunity to speak with the Committee regarding options and the impact of those options on the budget.

MOVED by Councillor Rankin, seconded by Councillor Mosher the Governance and District Boundary Review Committee recommend that Halifax Regional Council approve in principle the vesting of authority to the Community Council for the establishment of area rates for enhanced services deemed to be local.

A discussion ensued with note being made that 'local' services would have to be identified. The committee agreed that they were speaking about such services as garbage, sidewalks and recreation.

With the approval of the Chair, Councillor Watts expressed concern regarding 'enhanced services' indicating she did not wish to create a disparity of service where those with more resources were able to afford more services. The enhancement of any service must be very well clarified.

Note was made that the every week green cart pick up service during the summer months was a very effective and very well received enhancement.

Ms. Mellett noted that this issue is addressed specifically in the current Area Rate policy as provided in the report and is one of the matters Ms. O'Toole wishes to review with the Committee.

With the approval of the Chair, Councillor Nicoll noted that in speaking with the Premier he appears to be of the opinion that HRM can do what it wants under the Charter. The perception at the Provincial level does not appear to match the reality.

The Committee agreed that they wished to hear from Ms. O'Toole on the issues related to more broadly implementing area rates for services.

Councillor Mosher indicated concern with regard to parameters for the number of voters required to determine an area rate for an entire District.

MOTION PUT AND PASSED.

A brief discussion ensued regarding the tailoring of by-laws to meet local needs. Note was made that a request has been made for this legislation, however, it has not yet received approval. HRM has been advised that it will not be dealt with during the Spring sitting. Advocacy with regard to this legislation is required.

Mayor Kelly suggested that By-law enhancements could be first discussed at Community Council and then come before Regional Council for the public hearing.

Councillor Rankin suggested that change with regard to the handling of by-laws should be dealt with very carefully. He commented that Community Council will not be responsible for the deliverables under the by-law and Regional Council should be

cognizant of that should they decide to delegate authority. Councillor Rankin indicated that variances in by-laws should only be achieved through debate with Regional Council retaining the final decision.

Council Dalrymple indicated that he believed that Community Council should have the the opportunity to consider variances to by-laws which meet local needs. He went on to comment that the overall by-law could remain within the authority of Regional Council .

Councillor Rankin suggested that this approach would not achieve good governance. He indicated he was in favour of the status quo with regard to by-laws. He noted he was concerned with the term 'enhanced' when speaking about by-laws. The Councillor suggested that Regional Council can grant the ability for districts to opt in or out of a by-law or specific requirements of a by-law depending on the particular bylaw and local needs.

5. CORRESPONDENCE, PETITIONS & DELEGATIONS

5.1 Correspondence

5.2 Petitions

5.3 Presentations

6. REPORTS

6.1 Overview of Possible Community Council Boundaries

Staff indicated that it would be difficult to provide the information required to discuss community councils without some further direction on the overall number of districts being considered.

After some discussion it was **MOVED by Councillor Rankin, seconded by Councillor Dalrymple that the size of Regional Council be reduced.**

Councillor Rankin indicated that the intent of the motion is that, should the motion pass, there would be a further motion and discussion on the size of a reduced Council. The Committee agreed that they would commence debate on the motion at the next meeting.

Councillor Mosher requested that the population figures be distributed in conjunction with mapping of the potential boundaries.

7. ADDED ITEMS - None

8. NEXT MEETING DATE

The next meeting will be held on Wednesday, May 19, 2010 in the Media Room, 3-5pm. **(REVISED TIME: Thursday May 20, 2010, 11am to 1:00pm, Media Room, City Hall)**

9. ADJOURNMENT

The meeting adjourned at approximately 11:00 am.

Sherrill Murphy
Deputy Clerk

HALIFAX REGIONAL MUNICIPALITY

GOVERNANCE AND DISTRICT BOUNDARY REVIEW COMMITTEE MINUTES May 20, 2010

PRESENT: Mayor Peter Kelly, Chair
Councillor Jerry Blumenthal
Councillor Barry Dalrymple
Councillor Peter Lund
Councillor Linda Mosher
Councillor Reg Rankin
Mr. Wayne Anstey
Councillor Gloria McCluskey

GUESTS: Councillor Outhit

STAFF: Ms. Cathy Mellett, Acting Manager/Clerk
Ms. Mary Ellen Donovan, Municipal Solicitor
Ms. Sara Knight, Solicitor
Mr. Paul Morgan, Sr. Planner
Mr. Ken Lenihan, GIS Technician
Ms. Alva Robinson, Data Analyst
Ms. Linda Grant, Administrative Clerk Assistant
Ms. Sherryll Murphy, Deputy Clerk

TABLE OF CONTENTS

1.	CALL TO ORDER	3
2.	APPROVAL OF MINUTES - May 12, 2010	3
3.	APPROVAL OF THE ORDER OF BUSINESS AND APPROVAL OF ADDITIONS AND DELETIONS	3
4.	CONSIDERATION OF DEFERRED BUSINESS	3
4.1	Discussion re Council Size - Phase 1 Consultation	3
5.	CORRESPONDENCE, PETITIONS & DELEGATIONS	7
5.1	Correspondence - None	7
5.2	Petitions - None	7
5.3	Presentations -None	7
6.	REPORTS	7
6.1	Overview of Possible Community Council Boundaries	7
7.	ADDED ITEMS	7
8.	NEXT MEETING DATE	7
9.	ADJOURNMENT	7

1. CALL TO ORDER

The meeting was called to order by His Worship Mayor Kelly in the Media Room, City Hall at approximately 11:15 p.m.

2. APPROVAL OF MINUTES - May 12, 2010

Councillor Rankin noted that on page 4, paragraph 3, reference to the Provincial perspective should be removed.

MOVED by Councillor McCluskey, seconded by Councillor Dalrymple that the minutes of the May 12, 2010 meeting of the Governance and District Boundary Review Committee, as amended, be approved.

MOTION PUT AND PASSED.

3. APPROVAL OF THE ORDER OF BUSINESS AND APPROVAL OF ADDITIONS AND DELETIONS

MOVED by Councillor McCluskey, seconded by Councillor Dalrymple that the agenda, as distributed, be approved. MOTION PUT AND PASSED.

In response to concerns expressed by members that Council was required to make a decision regarding the size of Council, Ms. Mellett noted that Council had made the decision on the process to be followed and pointed out that regardless of who made the recommendation, Council would ultimately have to make the decision.

Ms. Knight noted, in response to a concern from Councillor McCluskey that other municipalities are not undertaking a boundary review, that HRM and Cape Breton Regional Municipality are both conducting boundary reviews out of phase with the rest of the municipalities in the province, which completed their reviews in 2006 and are therefore not required to do so this year. HRM and CBRM have been ordered by the UARB to submit the results of their reviews by December 31, 2010.

4. CONSIDERATION OF DEFERRED BUSINESS

4.1 Discussion re Council Size - Phase 1 Consultation

- A Supplementary Information report dated May 14, 2010 was before the Committee

The following motion was placed at the previous meeting and was now before the Committee for consideration:

MOVED by Councillor Rankin, seconded by Councillor Dalrymple that the size of Regional Council be reduced.

Councillor Rankin indicated that the Committee first had to determine if there was a will to reduce Council and then decide upon the appropriate number of Councillors. He pointed out that the move to amalgamation was not based on public consultation, but felt sure that it had been based on 'community of interest'. The Councillor noted that 15 years after amalgamation he believed it was time to adopt a broader approach and recast Council.

Councillor Rankin referred to the Oath of Office taken by Councillors pointing out that the Oath referred to the best interests of HRM and not individual Districts. He suggested that it was Council's wish to be a policy body rather than an administrative body tied up in the minutia of by-laws and tenders. Councillor Rankin pointed out that different interpretations can be given to the public input and suggested, based on the input, that Council could determine to retain the status quo or make changes.

Councillor Rankin noted that survey results indicate a lack of leadership on the part of Council. He noted that approximately 1/3 of the Districts have a population greater than what is provided for in a 23 member Council. Consequently, certain Districts are demonstrating that a smaller Council is possible. Councillor Rankin noted that he did not believe the residents of these Districts are indicating their Councillors are not representing them properly, nor are the Councillors indicating they are unable to do their jobs. Councillor Rankin indicated that he supported a smaller Council more conducive to policy making. He further noted that he hoped the motion on the floor would lead to a motion identifying a concrete reduction.

Mr. Wayne Anstey, DCAO for Operations joined the meeting at 11:31 a.m.

Councillor McCluskey suggested that Council could be more effective as it exists. However, she noted that she would not be adverse to a smaller Council.

Councillor Mosher expressed concern regarding the minimal public input noting that there was no clear conclusion as to what citizens actually desired. She indicated more input was required. Councillor Mosher went on to agree that residents do believe that Council is ineffective and appear to be getting caught up in the minutia. Councillor Mosher pointed out that many of the things discussed by this Committee, for example, consent agendas, giving more power to Community Council, a more effective Chair, would increase the effectiveness of Council.

Councillor Mosher noted that she is not adverse to a smaller Council, however, resident expectations may make it difficult. Councillor Mosher suggested going back to residents to determine if they would want a staff member handling their concerns rather than their Councillor. Councillor Mosher went on to point out that a number of items which appear on the Council agenda could be dealt with at Community Council or by the Executive Management Team during the review of the agenda.

Councillor Mosher indicated that she believed the Councillor position must be a full time position noting that certain Councillors serve on more committees than others. She further indicated if Council is to be reduced and Council to work on policy issues,

the role of elected persons in handling constituent concerns must change. Councillor Mosher further indicated that Community Council boundaries must be considered under a reduced Council and noted that her preference would be for four (4) Community Councils of five (5) Councillors.

Councillor Blumenthal agreed with Councillor Mosher noting that he would prefer to deal directly with his residents. He noted that Community Councils should be dealing with local issues leaving Regional Council to deal with more broad based issues. He went on to indicate that the Committee had not received the consultation they expected and suggested more public input was needed.

Councillor Dalrymple noted that Community Council works very well and is much more people centred than Regional Council. He cautioned that when determining Community Council boundaries consideration should be given to driving distances and lumping urban, rural and suburban Districts together. He expressed concern that under the present system two Councillors served on two Community Councils and cautioned that this be avoided.

Councillor Dalrymple went on to note that unlike the previous two speakers, he believed he had heard and seen enough to support a slightly smaller Council. He noted that he supports more powers to Community Council and indicated that new District boundaries should ensure that all Districts have close to the same population.

Councillor Lund indicated that he was not adverse to reducing Council, however, staff and Council should be cognizant of the impact of drastic change to boundaries on residents. He suggested that boundary changes would be more upsetting than a reduction in Councillors.

Following a further brief discussion the **MOTION WAS PUT AND PASSED.**

MOVED by Councillor Rankin, seconded by Councillor Lund that Halifax Regional Council be reduced to 19 Councillors.

Councillor Rankin referred to the Population and Voter Counts spreadsheet distributed to members of Council at the April 30, 2010 Environics presentation and noted the total number of voters will be what the UARB will consider in its decision. Referring to the 2012 projection, Councillor Rankin indicated that if the number of Councillors is recast to 19 the total population per District would be approximately 17,000. Councillor Rankin pointed out that there are seven (7) Districts already with that population or greater.

Councillor Rankin went on to note that when setting Councillor salaries, the cities used for comparison were not within Nova Scotia. The basis for determining those salaries was similar jobs and a population of approximately 25,000 per seat. The Councillor noted that the average number of seats in those cities is 15. Councillor Rankin then went on to note that he had chosen 19 because it was half way between the 15 seats that he would prefer and the existing 23 seats. Concluding his remarks, Councillor

Rankin indicated that he believed a Council of 19 would be more conducive to policy making and provide opportunities for a stronger team. He noted that he did not believe that 20 or above would be seen as a change.

Councillor Mosher noted that the Committee had already given direction to staff to focus on 18 seats and above. She went on to indicate that Councillor salaries were established by an independent arms length Committee and the comparison to the benchmark cities was not apples to apples (i.e. Compensation for Committees, how many staff support Councillors, etc.). The Councillor went on to indicate that she did not agree with the justification for 19 noting that a 20 member Council could be more effective and provide for four (4) Community Councils of five (5) members. Councillor Mosher indicated she would not support 19, but be happy to bring a motion reducing the number of Councillors to 20.

Councillor Dalrymple noted that 20 Districts was within the 10%+/- change directed. He noted that he was comfortable with four (4) Community Councils of five (5) members.

Councillor Blumenthal noted that most discussions regarding the size of Council do not consider the geography of HRM. HRM encompasses a large and diverse geographic area which can cause challenges. Councillor Blumenthal noted that she would not support 19, but was willing to support 20.

MOTION DEFEATED.

MOVED by Councillor Mosher, seconded by Councillor Dalrymple that Halifax Regional Council be reduced to 20 Councillors plus the Mayor with four Community Councils made up of five Districts.

Councillor Mosher noted that a reduction to Council will impact HRM's representation at UNSM, where HRM is already under represented based on population. Councillor Mosher noted that there are a number of small communities with disproportionate number of Councillor representatives (i.e. for a town of 350, 5 Councillors). She suggested that the Province should be urged to undertake more amalgamations.

Councillor Lund noted that he has served on a number of Boards of Directors and 15-16 members is the most effective number. Councillor Lund noted, however, that he would support 20.

In response to a request from Councillor Outhit to speak, the following motion was placed:

MOVED by Councillor Rankin, seconded by Councillor Lund that Councillor Outhit be permitted to speak to this matter. MOTION PUT AND PASSED.

Councillor Outhit noted that reference had been made to HRM having fewer votes on UNSM with this proposed reduction and requested clarification of the UNSM role in HRM policy.

Ms. Mary Ellen Donovan, Municipal Solicitor, indicated that UNSM has no role with regard to HRM policy issues.

MOTION PUT AND PASSED.

MOVED by Councillor Mosher, seconded by Councillor Blumenthal that the Governance and District Boundary Review Committee recommend that HRM Councillor positions be deemed full time.

Ms. Donovan indicated that it was not legally possible to deem Councillor's positions to be full time as the Charter does not require the positions to be full time.

Given the Solicitor's ruling, **the Chair declared the motion to be out of order.**

5. CORRESPONDENCE, PETITIONS & DELEGATIONS

5.1 Correspondence - None

5.2 Petitions - None

5.3 Presentations - None

6. REPORTS

6.1 Overview of Possible Community Council Boundaries

This matter will be considered at the next meeting of the Committee,

7. ADDED ITEMS - None

8. NEXT MEETING DATE

The next meeting is to be determined.

9. ADJOURNMENT

The meeting adjourned at approximately 12:45 p.m.

Sherryll Murphy
Deputy Clerk

