


Item No. 10.1.6 (ii)
Halifax Regional Council
March 5, 2013

TO: Mayor Savage and Members of Halifax Regional Council

Original signed by 

SUBMITTED BY:

Richard Butts, Chief Administrative Officer

Original Signed by 

Mike Labrecque, Deputy Chief Administrative Officer

DATE: February 5, 2013

SUBJECT: Sole Source Purchase for WORKShift Program

ORIGIN

Sustainable transportation initiatives for HRM are identified in the Transportation Demand Management Plan, approved in principle by Halifax Regional Council March 15, 2011.

LEGISLATIVE AUTHORITY

Administrative Order 35, Procurement Policy and HRM Charter 71(1).

RECOMMENDATION

It is recommended that Halifax Regional Council, in accordance with the Sole Source provisions of Administrative Order 35, Procurement Policy, Section 8(11) (A)(k) (Attachment 1), award the Sole Source Purchase of the WORKshift Program, to Calgary Economic Development, in the amount of \$104,286 (net HST included) with funding from Project No. CTR00908 - Transportation Demand Management and the Province of Nova Scotia, as outlined in the Financial Implications section of this report and subject to execution of a funding agreement with the Province of Nova Scotia.

BACKGROUND

On March 15, 2011 Regional Council adopted the following motion:

MOVED by Councillor Watts, seconded by Councillor Hendsbee that Halifax Regional Council adopt in principle the Transportation Demand Management Functional Plan. MOTION PUT AND PASSED.

The intention of this Plan is to guide the promotion and implementation of sustainable projects and programs within HRM.

On November 16, 2012, the Province of Nova Scotia announced a funding program for sustainable transportation initiatives called NS Moves. An application to this program for purchasing the WORKshift program to add to HRM SmartTrip was submitted and a letter from the Province dated February 6, 2013, confirms that funding is to be awarded for this initiative (Attachment 2).

DISCUSSION

WORKshift was first developed as a pilot project in Calgary by their Economic Development agency (equivalent to the Greater Halifax Partnership). The WORKshift program promotes the adoption of formalized telecommuting programs with businesses and commuters by raising awareness, providing business and measurement tools, and assisting with the development of public policy.

The WORKshift team has worked for years to develop a solution to the challenges associated with adoption of flex work programs. They have created “WORKshift in a box”: information, tools and access to best-in-class partners to assess organizational needs, build a business case, implement the program, measure results and ultimately “WORKshift Certify” businesses as WORKshift friendly. They are now ready to roll out their blueprint for success to other Canadian cities, and we believe Halifax can replicate Calgary’s success through a social franchise arrangement with WORKshift. The WORKshift resources will be effective in meeting the need by adapting a successful model in Nova Scotia.

In December 2012, HRM submitted an application to the Province’s NS Moves Program for funding support of WORKshift. The program administrators stated that WORKshift is ideally suited to the environmental sustainability objectives of the program and that its success in HRM may be transportable throughout the province.

The WORKshift program is unique and is expected to expand from Calgary to other major urban areas across Canada. In addition to Halifax, the City of Ottawa is likely to be an early partner in WORKshift.

The purchase of WORKshift from Calgary Economic Development is consistent with the provision for sole source purchases from a public body or a not for profit corporation in Administrative Order 35, Procurement Policy, Section 8(11)(A)(k) as Attachment 1.

FINANCIAL IMPLICATIONS

Funding in the amount of \$100,000.00, plus net HST of \$4,286.00, for a total of \$104,286.00, is available in Project No. CTR00908 – Transportation Demand Management. The budget availability has been confirmed by Finance.

Budget Summary: Project No. CTR00908 - Transportation Demand Mgmt.

Cumulative Unspent Budget	\$842,901.74
Less: Sole Source Award	<u>\$104,286.00*</u>
Balance	\$738,615.74

* The Transportation Demand Management Plan (section 8) recommends the development of commuter trip reduction programs and services. This encompasses teleworking and flexible work hours. Funding of \$300,000 was approved in the 2012/13 Project Budget for implementation of these recommendations.

The balance of funds will be used for the implementation of recommendations from the Transportation Demand Management Functional Plan.

Regional Council approval of an agreement to accept NS Moves funding from the Province of Nova Scotia for this project is dealt with in a separate staff report.

ENVIRONMENTAL IMPLICATIONS

The purpose of this project is to work with employers in HRM to reduce peak hour commuting demand on the regional transportation system. The outcome of a successful program is that the emission of greenhouse gases will be reduced, along with the impact of expanding roadway and parking infrastructure.

ALTERNATIVES

Regional Council may choose not to award this purchase.

ATTACHMENTS

Attachment 1 - Sole Source Purchases, Administrative Order 35, Section 8 (11) (A)
Attachment 2 - NS Moves Application: WORKShift Halifax

Sole Source Purchase for WORKshift Program- 4 -
Council Report

March 5, 2013

A copy of this report and information on its status can be obtained by contacting the Procurement Office at 490-4170, or Fax 490-6425.

Report Prepared by: David McCusker, P.Eng., Manager, Strategic Transportation Planning, 490-6696

Report Approved by: _____
Austin French, Manager, Planning, 490-6717

Financial Approval by: _____
Greg Keefe, Director of Finance & Information Technology/CFO, 490-6308

Report Approved by: _____
Jane Fraser, Director, Planning & Infrastructure, 490-7166

**Administrative Order 35
Procurement Policy Section 8 (11) (A)
Sole Source/Single Source Purchases**

8(11) Alternative Procurement Practices may be used as follows:

A. Sole Source/Single Source Purchases. These occur:

- (a) To ensure compatibility with existing products, to recognize exclusive rights, such as exclusive licences, copyright and patent rights, or to maintain specialized products that must be maintained by the manufacturer or its representative.
- (b) Where there is an absence of competition for technical reasons and the goods or services can be supplied only by a particular supplier and no alternative or substitute exists.
- (c) For the procurement of goods or services the supply of which is controlled by a supplier that is a statutory monopoly.
- (d) For the purchase of goods on a commodity market.
- (e) For work to be performed on or about a leased building or portions thereof that may be performed only by the lessor.
- (f) For work to be performed on property by a contractor according to provisions of a warranty or guarantee held in respect of the property or the original work.
- (g) For the procurement of a prototype of a first good or service to be developed in the course of and for a particular contract for research, experiment, study or original development, but not for any subsequent purchases.
- (h) For the purchase of goods under exceptionally advantageous circumstances such as bankruptcy or receivership
- (i) For the procurement of original works of art.
- (j) For the procurement of goods intended for resale to the public.
- (k) For the procurement from a public body or a not-for-profit corporation.
- (l) For the procurement of goods or services for the purpose of evaluating or piloting new or innovative technology with demonstrated environmental, economic or social benefits when compared to conventional technology, but not for any subsequent purchases.



Nova Scotia Moves:

Pilot Program Application

Please see the program guidelines for a program description and information on eligibility.

Complete this form and submit it to SABLEJL@gov.ns.ca no later than noon on December 21, 2012. You are welcome to direct questions to Julia Sable, Policy Analyst, Department of Energy, at 424-8090. Please note, we may contact you for supplemental information during the evaluation process.

1. YOUR INFORMATION

Organization Name:	Halifax Regional Municipality		
Contact Person & Title:	David McCusker Manger, Strategic Transportation Planning		
Address: HRM Strategic Transportation Planning PO Box 1749 Halifax, NS B3J 3A5	Phone:	902-490-6696	
	Fax:	902-490-6727	
	E-mail:	mccuskd@halifax.ca	
Alternate Contact: David MacIsaac	Name, role: TDM Supervisor	Phone/ e-mail	902-490-1665 macisad@halifax.ca

2. PROJECT DESCRIPTION

Please provide a brief description of the project. This should include information on: a) your objective(s), including learning objectives b) the need you are addressing c) how your solution will be effective in meeting this need and d) who your initiative will help and how. Ensure that your initiative relates to the objectives of Nova Scotia Moves as explained in the program guideline. (500 words or less)

PROJECT TITLE: SmartTrip -  Halifax

HRM's Regional Plan sets strategic direction for locating future growth and strives to ensure adequate infrastructure, programs and policy are in place to support that growth. In managing mobility demands, the Plan focuses on transit, active transportation and other transportation demand management measures. The **objective** of the SmartTrip WORKshift project is to pilot a fresh but tested approach to reducing single occupant commuting and to achieve the Regional Plan modal targets by shifting attitudes.

Imagine if 10% of the commuters who share the roads were suddenly working from their homes. Would this positively impact your day? Imagine the reduction in pollution and congestion.

Fact - You don't have to go to work, to be at work. A telework program enables employees to work where and when they are most effective; to think outside of the office. This may include working from home, a distributed work centre or client site, typically one to two days a week.

Halifax Regional Municipality is partnering with WORKshift to **address the need** to engage and inform HRM businesses and help facilitate an understanding and adoption of a culture of flexible and remote work. The WORKshift program promotes the adoption of formalized telecommuting programs with businesses and commuters by raising awareness, providing business and measurement tools, and assisting with the development of public policy.

WORKshift was first developed as a pilot project in Calgary, Alberta. The WORKshift team have worked for years to develop a solution to the challenges associated with adoption of flex work programs. They have created "WORKshift in a box": information, tools and access to best-in-class partners to assess organizational needs, build a business case, implement the program, measure results and ultimately "WORKshift Certify" businesses as WORKshift friendly. They are now ready to roll out their blueprint for success to other Canadian cities, and Halifax would like to replicate Calgary's success through a social franchise arrangement with WORKshift. The WORKshift resources **will be effective in meeting the need** by adapting a successful model in Nova Scotia.

This initiative is **designed to help Halifax employers**. A widely-adopted WORKshift culture would position Haligonians to reduce pressure on public infrastructure including roads and the transit system, and will further establish Halifax as one of the best places to live, work and play in the country. In the Calgary example, 2 new businesses chose to locate in Calgary based on the existence of the WORKshift culture.

Organizations that have embraced flexible work programs report marked return on investment through savings in real estate costs, increases in employee productivity, attraction and retention rates and significant reduction in the organization's carbon footprint. Telecommuting replaces unnecessary commutes with a commute on the information highway.

Who else in your community or region is offering services or working in this area?

Currently there are no other organizations or businesses providing this expertise to businesses and employers. WORKshift is the first program of its kind in North America and was created as the result of cooperation between three levels of government (municipal, provincial and federal). Launching nationally in January 2013, WORKshift is the first organization dedicated to a standards-based approach to flexible workplace practices, and provides clients a program for measureable implementation of company productivity.

We do recognize that teleworking and flex work is occurring within select organizations but there has

been little effort to formalize methods and mentor those wishing to implement this approach.

Have you engaged with other members of the your community, and if so, how? *Note: You will be asked to discuss your partnerships in the section below.*

We are presently working with a number of other employer partners within the municipality on other sustainable transportation options as part of our SmartTrip program. They would be the first group to be approached with the WORKshift option.

SmartTrip partners include: Dalhousie University, Admiral Insurance, McInnes Cooper, DND, Halifax Regional Municipality, Mountain Equipment Coop, Efficiency Nova Scotia, drugstore.com and the list is growing.

SmartTrip is continually building new business relationships and has met with over 15 different organizations to present our program offerings last year. This included one on one meetings, lunch and learns workshops, and classroom presentations. In addition SmartTrip launched a pilot community initiative with Portland Estates/Hills in the fall of 2012.

What inspires you about this initiative? (200 words or less)

Innovative: Revolutionizing the way we “go” to the office, HRM could reduce their commuter congestion and businesses can realize major operational savings. WORKshift is the first program of its kind anywhere.

Business Plan: WORKshift has a tested business plan that they will share. This includes a take-to-market strategy, a media relations and PR strategy and tools and resources as part of the package.

Charismatic Leadership: Robyn Bews, creator and curator of the WORKshift program has been with the program since the start and is known for her passion and dedication.

Experience: First conceived of in Calgary Alberta, Canada, WORKshift has worked with over 27 companies to help them understand the benefits of flexible work and more importantly, to adopt customized programs that work for their organizations.

Risk Mitigation: Calgary Economic Development and WORKshift have spent the past four years on a steep learning curve, overcoming obstacles to adoption, testing their framing, and their positioning for flexible work resulting in a program with accolades and a track record of success.

Canadian: WORKshift is a Canadian-born initiative that will allow cities to come together over a cause that will positively impact the livability and mobility in their cities, the health and happiness of their citizens and the productivity of their businesses.

3. IMPACT

If applicable, what has been the impact of your work to date in this area? (200 words or less)
<p>SmartTrip has been working on building and developing our suite of options available to encourage behavioral change with HRM commuters. Our current work has focused mainly on commuting options that involve encouraging the use of “sustainable transportation” modes including:</p> <p>Guaranteed Ride Home programs - 10 different employers participating in Guaranteed Ride Home over 550 individual employees registered. Between 2009 and 2011 participating HRM employers helped to reduce vehicle kilometers of travel by 4,836,000 km and had Greenhouse Gas reduction of 328,000 kg/year.</p> <p>SmartCycle Lunch and Learn sessions were held at 12 different employer locations focusing on recreational and utilitarian use of the bicycle.</p> <p>EPass implementation - (discounted annual MetroTransit pass) pilot for 2013 with four employers and includes registration of almost 500 participants. There is increasing interest in this discount pass from other HRM employers. Preliminary analysis has shown that at least 10% of EPass holders are new transit users or are significantly increasing their transit use.</p> <p>The workshifting component provides another option to our business partners focusing on “travel avoidance”. Not all options are applicable to all partners and we need to build flexibility and innovative ideas into SmartTrip. WORKshift is a natural extension of our TDM work and is a fresh, new approach. It’s a shift in attitude and culture as much as it is a shift in behavior.</p>
What impact are you hoping to have in one year? Five years?
<p>One Year:</p> <ul style="list-style-type: none">• Halifax Regional Municipality to be first out of the gate as a “social franchise” of WORKshift• Create widespread brand and behavior awareness of WORKshift with HRM commuters and employers. We will “normalize” the concept of WORKshifting as a business strategy• Model the behavioral change by implementing WORKshift within municipal worksites. Lead by example• Educate the HRM workforce and more importantly the decision makers in the business community on the benefits of flexible work <p>Five Years:</p> <ul style="list-style-type: none">• Significant number of HRM employers to be “WORKshift Certified”. WORKshift will do for the workforce – what LEED did for buildings• Economic development opportunities: WORKshift Calgary had 2 business attraction success stories – decision to locate in Calgary attributed to WORKshift

- Reduce traffic stress to peninsular Halifax
- Increase the life of infrastructure including roads and transit
- People attraction – employees want to live where employers embrace WORKshift

Identify a) one or two six-month milestones and b) one or two 12-month milestones. These can serve as benchmarks for determining whether you are heading in the direction you originally envisioned.

Six month milestones:

- Approved and signed “social franchise” agreement
- Development of WORKshift communication plan
- Development, customization and printing of collateral for launch
- Launch Event – creating awareness and availability of resources
- Pre-Surveys completed
- Website –customized with WORKshift Halifax content (primary communication forum)
workshiftcanada.com/Halifax

Twelve month milestones:

- WORKshift employee on-site, dedicated to building a WORKshift culture within HRM businesses
- Media engagement – media onboard with program promotion (unpaid media attention)
- Leadership Summit and Call to Action – Host conference for HRM business leaders on telework
- Roll out of: WORKshift App, and Web-based Tool: Employer Quick Start and Booster Kits, and policy templates for WORKshift implementation

How will you assess your progress? (250 words or less)

Note: It is recognized that especially for new projects, adjustments to your approach and even objectives may be necessary as time passes. You are encouraged to reflect on the results of your actions and readjust if necessary – and to capture the learning in this process.

Evaluation of project results is central to the SmartTrip implementation model. The program conducts a baseline survey on employee travel behavior with every new employer and then conducts annual surveys to assess progress. The surveys also collect information on where employees live, barriers and opportunities to sustainable transportation for each employee, and demographic information. From this information, HRM is able to calculate modal shifts and the resulting environmental, health and even some economic benefits.

The program has commuting information from over ten employers in HRM, representing approximately 20,000 employees. The program has conducted result assessments for the Guaranteed Ride Home Program, SmartTrip Portland Hills/Portland Estates and the EPASS program.

WORKshift would be incorporated into this evaluation approach. The WORKshift App that has been created will be instrumental in the measurement of ROI for businesses and reporting long term impacts: including CO2 emission offsets, km avoided, time saved and # cars off the roads. Pre and post change surveys will be conducted. The website workshiftcanada.com/Halifax will also be utilized to run reports on hits, usage, etc.

Screen Shot of WORKshift App for calculating cost savings and results



How will your project benefit others outside your geographic area of focus and/or advance sustainable transportation in Nova Scotia as a whole?

WORKshift is designed to create a model for a regional telework program that can be easily and readily replicated across other jurisdictions. The program seeks to accelerate the adoption of alternative work styles, specifically telework within business communities. It is particularly innovative as it utilizes government funding to provide the business community with specific tools and resources to enable the adoption of a sought-after practice that has either been cost or time prohibitive. Additionally, this single comprehensive program addresses common issues including transportation and congestion, public infrastructure challenges, business competitiveness, talent attraction and pollution in a way that is measurable and reportable.

The program also has the potential to make living in rural areas of Nova Scotia more feasible. It will provide an option for employees who work in Halifax to continue to live in rural areas and thus help provincial goals for rural development.

4. SUSTAINABILITY

Identify any partnering organizations and their contributions, and note if this is a new or established partnership. Specific details can be given in the next section on finances. Provide supporting documentation of contributions where possible.

The partners in this project will be SmartTrip (Halifax Regional Municipality), Calgary Economic Development (WORKshift) and Nova Scotia Moves. These all would be new partnerships. (see attached financials)

While not part of this proposal, there is strong potential during implementation to partner with industry sectors that cater to the telework environment, particularly telecommunications and technology.

In addition, we would look forward to continuing and expanding our current positive relationship with the Halifax Chamber of Commerce. WORKshift will provide an excellent opportunity to develop new relationships with The Greater Halifax Partnership, Nova Scotia Business Inc. and Fusion Halifax, all economic leaders in our community with vested interests in thinking outside of the office.

How will this initiative be managed and staffed? What expertise will project staff bring?

Julie Wynn is HRM's SmartTrip Program Coordinator and will play a hands-on role in blending the WORKshift program into the growing SmartTrip toolkit for developing a sustainable transportation culture in the workplace. Julie will work closely with WORKshift in all aspects of the program development.

David McCusker will direct the overall project, manage the budgeting, and ensure continuity through to the implementation stage. David has 32 years of experience in the transportation field and is currently Manager, Strategic Transportation Planning with HRM.

Robyn Bews, WORKshift is the creator, curator and chief strategist of WORKshift. She remains the Executive of the organization today.

What started out as a passion for finding a better way to work, has morphed into transforming the way people and organizations operate. By challenging conventional thinking, Robyn Bews has become the leader in what can only be described as the revolution of the traditional workplace.

As a result of Robyn's leadership, advocacy and management, WORKshift has grown from Canada's first regional telework initiative to the defacto brand for all things related to flexible work in Canada.

Through the guidance of WORKshift, Calgary hosted of the first-ever Canadian Telework Work Week; over 30 Calgary-based companies are actively engaged in flexible work initiatives with proven ROI models; and Calgary based head offices cite WORKshift as a driver in their decision to move to Alberta.

It is not just Calgary groups recognizing WORKshift. The program and Robyn have received numerous accolades from both Canadian and international organizations including the Royal Bank of Canada award for "Most Innovative Economic Development Program", a Landmark Projects designation, an Economic Development Achievement of the year award and the International Economic Development Council Gold award for Sustainable and Green initiatives, in addition to five international marketing awards.

In her work, Robyn has advised hundreds of private and not-for-profit organizations across North America and municipalities around the world by offering a holistic ecosystem approach for organizations to make their WORKshift program a reality.

Robyn is dedicated to enhancing the quality of the discussions about the future of work. To that end, she oversaw Canada's first national white paper detailing the bottom line benefits of telework and has undertaken numerous media interviews with the likes of The Globe and Mail, CBC's The National, The National Post, Avenue Magazine, CTV, Canadian Business Magazine, Shaw, and Global News.

Robyn is sought after to tell the story about how companies who shift to this new reality will eventually win. Some of her recent presentations include:

- Telework Summit, Indianapolis: Keynote address - WORKshift (October, 2012)
- Canadian Association of Petroleum Land Administrators Annual Conference, Calgary: Keynote address- WORKshift: The Future of Work is NOW. (May 2012)
- International Economic Development Institute, San Diego: "WORKshift: an Economic Development Strategy" (January 2011)
- Telework Symposium, San Francisco: "WORKshift: The Leadership Track"- (September 2011,)
- Association of Commuter Transportation Annual Conference, Toronto: "WORKshift: The Most

Sustainable Mode of Transportation” (November 2010)

Robyn has a commerce degree from Acadia University and has worked as a marketer for multinational organizations including Calgary Economic Development, TELUS Communications and the United Nations.

What factors in your community or organization will support this work continuing over time? *Please note here if this work aligns with any existing plans, such as an Active Transportation Plan or Integrated Community Sustainability Plan.*

The Halifax Regional Municipality Transportation Demand Management Functional Plan clearly encourages the use of education, marketing and outreach to influence travel behavior. WORKshift is an example of “soft” infrastructure and no physical infrastructure is required. Set up with WORKshift is measurable and reportable.

What potential barriers do you foresee in moving towards your goals (short and long term)?

- Lack of management buy-in is the most commonly cited obstacle to the adoption of telecommuting programs. It’s clear managers fear that left unmonitored, employees will not work as hard as they otherwise would. Overcoming these myths is the primary objective of the WORKshift program in the early stages.
- Organizations may feel that they are not able to commit the time and resources to pilot a telework program.

5. BUDGET AND FINANCES

Provide a summary of the project expenses using the following table, creating new rows as necessary. You can request funding for fiscal year 2012-2013 and 2013-2014. If requesting funding for both years, provide one table per year requested. Review the program guideline for details on eligible costs. This table is also available in spreadsheet format for your convenience.

Year One

Expense Category	Details	Nova Scotia Moves Request (\$) 50,000	Contributor 1 Halifax Regional Municipality		Contributor 2 WORKshift		Total \$
			Cash \$50,000	In Kind \$	Cash \$	In Kind \$15,000	
Personnel (salary/wages, etc.)	WORKshift staff		15,000				\$15,000
Professional Fees (technical, consulting, legal, contracting, etc.)		50,000				7,500	\$57,500
Equipment/Supplies	Event Launch – development of collateral and communication pieces		20,000				\$20,000
Equipment Rental							
Administration Costs	Social Franchise Fee, Application, WORKshift methods, Brand name, WORKshift App, Website and other available WORKshift tools		15,000				\$15,000
Travel Costs						7,500	\$7,500
Other (please specify)							
TOTAL		\$50,000	\$50,000			\$15,000	\$115,000

Funding Source Details

Summarize the total amount to be contributed to the project from each partnering institution or source, including requested funding from Nova Scotia Moves. Note that projects should have at least 25% funding from local or municipal sources.

Indicate if this funding has been confirmed and provide proof (e.g., letter of support or contribution agreement). Include funding history for earlier phases of the project (if applicable). Create new rows for additional funding sources if necessary.

Contributor	Contact Name & Information	Funding Phase	Contribution (\$)			% of overall total	Confirmed? (Y/N)
			Cash	In-kind	Total		
HRM **	D McCusker 902-490-6696 mccuskd@halifax.ca	1st	50,000		50,000	43	**
NS Moves	Julia Sable 902-424-8090 sablej@gov.ns.ca	1st	50,000		50,000	43	N
WORKshift	Robyn Bews 403-221-7895 rbews@calgary-economicdevelopment.com	1st		15,000	15,000	14	Y
Total	---	----	100,000	15,000	115,000	100%	----

Provide explanatory notes, if necessary.

** Although HRM funds are available for this project through approved capital budgets, authorization to initiate this project or to enter into an agreement for external funding is subject to final approval of Halifax Regional Council.

6. ATTACHMENTS

If you would like to attach supporting materials, please list them here. Community groups are strongly encouraged to provide a letter of support from their municipality.

You are also invited to provide a short video (approximately 2 minutes) or other creative material to help communicate your project to the public. This is optional at the application stage, but will be requested if you are selected for funding.

File Name	Description
WORKshift	Memory stick - 4.30 min video -overview of the WORKshift program
WORKShift	Brochure – Think outside of the office Brochure – is there a better way to go?
WORKshift Canada	Whitepaper - WORKshift Canada: The Bottom Line on Telework

Thank you for your contribution to supporting sustainable transportation in Nova Scotia!

You will receive an e-mail confirming receipt of your application.

CONFIDENTIALITY STATEMENT

All information submitted to the Government of Nova Scotia as part of an application to the Nova Scotia Moves program will be governed by the provisions of the Freedom of Information and Protection of Privacy Act (<http://www.gov.ns.ca/legislature/legc/statutes/freedom.htm>). Any information submitted will be retained by the Government of Nova Scotia.