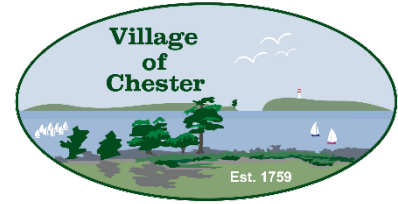


# Agenda

## Village Commission Monthly Meeting Thursday, Jan 22, 2026 @ 6:00 pm



In-Person & Virtual Meeting

Village Commission Office, 27 Pleasant Street, Chester

Zoom Meeting 871 8016 7457, Passcode 202526 or [YouTube Live](#)

### 1.0 Call to Order/Land Acknowledgement

- *As we meet today, we acknowledge that we live in Mi'kma'ki, the traditional and ancestral territory of the Mi'kmaq people. We are all treaty people with a responsibility to each other and to this land.*

### 2.0 Public Forum

- In-person or over Zoom: Members of the public are welcome to speak and/or ask questions of the Village Commission (10 min)

### 3.0 Approval/Amendment of Agenda p. 1

### 4.0 Approval/Amendment of Minutes

- 4.1 Monthly Commission Meeting: Dec 17, 2025 p. 3

### 5.0 Business Arising

- 5.1 Zoé Vallé Memorial Library: Report on Reply to RFP p. 9
- 5.2 Zoé Vallé Memorial Library: Proposal – *for information* p. 11

### 6.0 Correspondence

- 6.1 MODC: EDI Advisory Committee p. 38
- 6.2 ANSV: Staff Position Memo p. 39

### 7.0 Reports and External Committees

- 7.1 Report from the Chair
- 7.2 Clerk/Treasurer Report, with Q3 Budget Variance Report p. 41
- 7.3 (a) Chester Fire Services Committee: Dec 3, 2025 p. 47
- (b) MODC Fire Advisory Committee: Nil
- 7.4 Lunenburg County Accessibility Committee: Oct 1, 2025 p. 52
- 7.5 MODC Village Planning Advisory Committee: Jan 27, 2026 p. 55

### 8.0 New Business

- 8.1 CFSC Draft 2026/27 Fire & Emergency Services Budget p. 57

8.2 Rural Development Action Plan – Survey – *for information* p. 65

## **9.0 Commissioner Roundtable**

### **10.0 In-Camera**

- Per Section 408B(2) of the *Municipal Government Act*, if required  
(e) contract negotiations; and/or  
(g) legal advice eligible for solicitor-client privilege

### **11.0 Resumption of Public Meeting**

- Report in public session per Section 408B(3) of the *Municipal Government Act*, if applicable

## **12.0 Adjournment**

### **Next Meeting(s)**

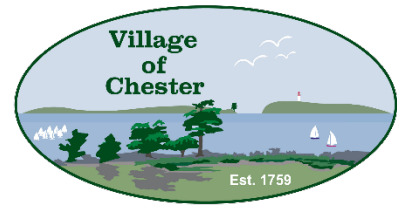
- Monthly Meeting: Wednesday, Feb 18, 2026 @ 6:00 pm
- Special Budget Meeting: TBD
- Monthly Meeting: Wednesday, Mar 18, 2026 @ 6:00 pm

# Minutes DRAFT

## Village Commission Monthly Meeting Wednesday, December 17, 2025 – 6:00 pm

In-Person & Virtual Meeting  
27 Pleasant Street, Chester

Video Archive <https://www.youtube.com/@villageofchesterns>



**Present:** Geraldine Pauley, Chair  
Randall O'Malley, Vice-chair  
Laura Mulrooney, Commissioner  
Tom Mulrooney, Commissioner  
Gloria Nauss, Commissioner

**Staff:** Heather McCallum, Clerk/Treasurer (C/T)  
Maxine Veinot, Recording Secretary

**Guests:** Councillor Tom Bremner, MODC District 3  
Kristina Nicoll

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### 1.0 Call to Order

Chair Pauley called the December 17, 2025 Regular Monthly Meeting of the Village of Chester Commission to order at 6:00 pm.

Chair Pauley took a few minutes to remind everyone of the passing of Carol Nauss, who was a generous volunteer, supporter [and former Commissioner] of the Village, and a very dear friend to many of us.

Chair Pauley stated the Land Acknowledgement:

*As we meet today, we acknowledge that we live in Mi'kma'ki, the traditional and ancestral territory of the Mi'kmaq people. We are all treaty people with a responsibility to each other and to this land.*

### 2.0 Public Forum

Kristina Nicoll, Central Street, read a statement regarding the Zoé Vallé Memorial Library ([Schedule 2.1](#)).

### 3.0 Approval/Amendment of Agenda

Chair Pauley asked to have an in-camera meeting added to the Agenda to discuss legal advice related to item 5.1. Commissioner T. Mulrooney

also requested an in-camera item.

**Motion #25-087:** Commissioner Nauss moved; Commissioner L. Mulrooney seconded: That the Agenda of the December 17, 2025 Monthly Commission Meeting be approved as amended to include an In-camera Meeting (Item 10.0).

*Motion carried unanimously.*

#### **4.0 Approval/Amendment of Minutes**

##### **4.1 Monthly Commission Meeting:** Nov 19, 2025

**Motion #25-088:** Commissioner T. Mulrooney moved; Vice-Chair O'Malley seconded: That the Minutes of the November 19, 2025 Monthly Commission Meeting be approved as presented.

*Motion carried unanimously.*

#### **5.0 Business Arising**

##### **5.1 Update: Zoé Vallé Memorial Library Proposal**

Chair Pauley reported that the Village Commission has received official notification that the Municipality of the District of Chester (MODC) Council has accepted the Commission's proposal for the Library.

Chair Pauley noted that further discussion on legal matters will take place in-camera.

##### **5.2 Update: Lido Pool Sign**

Chair Pauley asked for Commissioners input on the signage additions. C/T McCallum suggested that there should be a third sign in rotation of "Washrooms Open" with "Closed" and "Open" since the pool and washrooms have different opening dates. C/T McCallum confirmed that this incremental cost would be included in the accessibility project.

Chair Pauley asked for an "Accessible Washroom" sign to be on the building visible from the path, in addition to the one on the door. This would also be included in the accessibility project.

Chair Pauley had a request from the Chester Merchants Association to have the public washrooms open for the Village Christmas weekend rather than close the day after Remembrance Day. C/T McCallum

commented that the seawater intake hose is pulled up and the pipes drained when the facility closes to avoid freezing of the pipes. She will discuss with Maintenance to see if a two-week postponement is possible.

**Motion#25-089:** Commissioner Nauss moved; Vice-Chair O'Malley seconded: That staff will order the proposed Lido Pool sign add-ons, with the addition of a third "Open/Closed" sign as well as an "Accessible Washroom" sign for the building visible from the path.

*Motion carried unanimously.*

## **6.0 Correspondence**

### **6.1 MODC: Council Discussion on Committee Structure**

The email from the Municipality's Planning Department was included for information (*Schedule 6.1*). Council is considering combining the Municipal Planning Advisory Committee, the Village Planning Advisory Committee, and the Heritage Advisory Committee to consolidate their meeting schedule.

## **7.0 Reports**

### **7.1 Report from the Chair**

Chair Pauley reported that she has been working with Brian Webb, MODC, on their Beautification & Revitalization initiative. She suggests partnering with MODC to terrace the Jib Lot and add seating and planters so that the public can make better use of the property. The Chester Garden Club could also be invited to participate.

Chair Pauley and Councillor Bremner will be seeking information on the 'missing' weathervane that was on top of the public gazebo on Parade Square Road. It was removed for a roof repair some years ago.

Chair Pauley commented that the Village picks up garbage at Freda's Beach during the summer since it is visible from the Lido Pool. Councillor Bremner took note.

### **7.2 Clerk/Treasurer Report**

C/T McCallum presented the monthly administration and financial overview (*Schedule 7.2*).

- Snow removal – C/T McCallum spoke with MODC Public Works about the possibility of snowbank removal as well as sidewalk plowing.

**Action:** A cost will be requested from Public Works for full snowbank removal in the 'downtown T'.

- Dog Waste Sign and/or Station – C/T McCallum reported on the cost to install a dog waste station or sign at the problem area on Pig Loop Road near a culvert.

**Action:** C/T McCallum to send the resident's request to Councillor Bremner to see if this can be accommodated in MODC's budget.

Update: MODC's Bylaw Officer has installed a temporary sign and will re-assess.

- The winter newsletter will be prepared in the New Year. Vice-Chair O'Malley will be the featured Commissioner this issue, and Commissioner Nauss in the spring newsletter.
- The Village office will close for the Holidays at 12:00 pm on Dec 24, 2025, and will re-open at 9:00 am Monday, January 5, 2026.

### **7.3 Chester Fire Services Committee (CFSC) & MODC Fire Advisory Committee (FAC)**

The CFSC's approved minutes of November 5, 2025 were shared for information, along with the minutes of the Municipality FAC meeting of November 19, 2025 (*Schedule 7.3 (a)&(b)*).

([www.chesterfirecommittee.ca](http://www.chesterfirecommittee.ca))

C/T McCallum stated the Phase 2 tenders have been awarded to Acre Architects and Grey Cardinal.

### **7.4 Lunenburg County Accessibility Advisory Committee (LCAAC)**

Chair Pauley reported that the next meeting will be in January.

There are no recent approved minutes to share due to Committee orientation in November.

([www.accessiblelunenburgcounty.ca](http://www.accessiblelunenburgcounty.ca))

## **7.5 MODC Village Planning Advisory Committee (VPAC)**

Vice-chair O'Malley reported on a December 9, 2025 meeting, held to review a Village Land Use By-law request regarding a revision to the Old Stone Bridge setback to its previous setback. Municipal Planning staff agreed the change was an oversight and the Committee supported the revision.

The most recent minutes to share for information are from March 11, 2025 ([Schedule 7.5](#)).

([Chester Village Planning Advisory Committee 2025](#))

## **7.6 MODC Equity, Diversity & Inclusion Advisory Committee (EDIAC)**

Commissioner L. Mulrooney reported that the Coordinator is on leave so there has been no recent meeting.

The most recent approved minutes to share for information are from June 10, 2025 ([Schedule 7.6](#)). The minutes of October 7, 2025 are not yet approved for circulation.

([EDI Advisory Committee 2025](#))

## **8.0 New Business**

### **8.1 Village Logo**

Chair Pauley is seeking approval to make the updated Village logo created over the summer official.

C/T McCallum provided a comparison of Lunenburg County municipal logos with the Village's current logo, and the simplified logo created by Ryan Cameron in the summer for Visitor Information Centre use ([Schedule 8.1](#)).

After some discussion, the Commission decided to table the topic at present.

## **9.0 Commissioner Roundtable**

- Commissioner T. Mulrooney is getting feedback that the wreath bows are too small this year. Ms. Veinot explained that while the same supplier provided them, the bows were apparently outsourced. This

will be remedied next year.

- Commissioner L. Mulrooney commented that the resident who was provided with a wreath was very happy to be included. This location will be added back onto the map for next year.
- Commissioner Nauss reported that she will be away in January, returning on the date of the next Commission meeting. She asked that the meeting be shifted one day to allow her to attend.

**Action:** The Commission agreed to move the January meeting by one day to Thursday, Jan 22, 2026.

**10.0 In camera** – per Section 408B (2) of the Municipal Government Act

**Motion #25-090:** Chair Pauley moved; Vice-chair O’Malley seconded: That the Commission move in camera as per Section 408B (2) of the Municipal Government Act to discuss legal advice.  
*Motion carried unanimously.*

The Commission recessed at 6:50 pm.

**11.0 Resumption of Public Meeting** – report in public session per Section 408B (3) of the Municipal Government Act.

The Commission resumed the public meeting at 7:11 pm.

There was nothing to report from in camera.

**12.0 Adjournment**

There being no further business, the meeting was adjourned at 7:11 pm.

**Next Meeting(s)**

- Monthly: Thursday, January 22, 2025 @ 6:00 pm
- Monthly: Wednesday, February 18, 2026 @ 6:00 pm

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Commission Chair  
Geraldine Pauley

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Clerk/Treasurer  
Heather McCallum

**Report by the Village of Chester Commission  
On the “In Camera” Proceedings Regarding a Possible Response to the  
Request for Proposals to  
Administer the Zoé Vallé Memorial Library**

The Zoé Vallé Memorial Library (ZVML or “the library”) Board of Trustees, in partnership with the Municipality of the District of Chester (the Municipality), decided in late August or early September 2025 that intended to issue a Request For Proposals (RFP) for the future governance of the library. After some preliminary review of the history, the Warranty Deed, and the physical plant, the Village of Chester Commissioners considered a potential response to the RFP at their 17 September 2025 regular monthly meeting. The subject was included in the “In Camera” section of the Agenda, because it considered financial and legal aspects of Commission governance (see Bylaw references below).

At the 17 September 2025 Village of Chester Commission (the Commission), the Commissioners unanimously decided to consider the possibility of a response to the Request for Proposals for the governance, operations and stewardship responsibilities of the Zoé Vallé Memorial Library. It was further agreed by the Commissioners that all discussions of this matter would be conducted in closed session.

The decision to discuss the ZVML RFP in closed session was made under the Municipal Government Act (MGA) Section 408B(2) that sets out ten topics to be discussed in closed session (often referred to as “in camera” session). The two sections under which confidentiality were considered necessary were:

- 408B(2) (a) acquisition, sale, lease and security of village property;
- 408B(2) (g) legal advice eligible for solicitor-client privilege.

The MGA also requires that these decisions will be reported upon in public once the subject under discussion has been decided, and that decision made final and public. This Report is prepared to meet that requirement.

The Village of Chester Commission met In Camera twice, at the regular Commission meeting on 17 September 2025 previously referenced, and at a Special Commission Meeting on 8 October 2025, to consider the Request for Proposals to administer the Zoé Vallé Memorial Library. The minutes of the meetings were recorded as required under the MGA and comply with the Legislative requirements related to In Camera Meetings and have standard evidentiary value. On 8 October 2025 the following motion was approved to submit a reply to the RFP. The Commission’s response to the ZVML RFP is available upon request, as are all staff reports prepared for consideration by Commissioners during the discussion and decision process. The minutes of the meeting, under Privacy considerations, are held in confidence for a minimum of five years, as provided in the legislation.

*Moved by Commissioner Nauss, seconded by Commissioner Tom Mulrooney: That the Chester Village Commission agree to submit a response to the Request for Proposals issued by the Zoe Valle Memorial Library Board of Trustees and the Municipality of the District of Chester to manage and operate the Zoé Vallé Memorial Library. Motion carried unanimously.*

The response to the ZVML RFP was submitted, as required, on the 20<sup>th</sup> of October 2025. Although the anticipated response date in the RFP was to be during November, the review and response was postponed. The Committee charged with reviewing all responses to the ZVML RFP submitted their

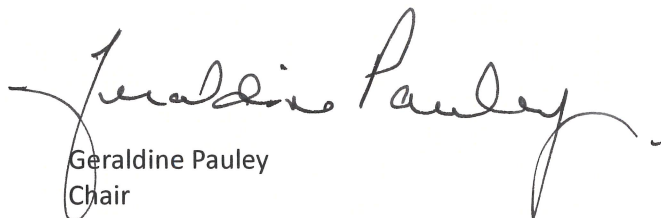
recommendations to the Municipality in time for consideration on the Council's 11 December 2025 regular meeting.

At that meeting on 11 December 2025 at the Council Meeting of the Municipality of the District of Chester, the motion was approved to accept the response by the Village of Chester Commission to the Request for Proposals for the Governance, Operations and Stewardship responsibilities of the Zoé Vallé Memorial Library.

Subsequently an email was received by Chair Pauley on 15 December 2025 from the Chief Administrative Officer of the Municipality, Tara Maguire, providing formal notice to the Chester Village Commission of this decision. The matter is now with the legal teams of the Municipality and the Commission to begin the transition.

This document is the formal report by the Village of Chester Commission regarding the decision made in closed session by the Commission to reply to the Request For Proposals to administer the Zoé Vallé Memorial Library.

Submitted by

A handwritten signature in black ink that reads "Geraldine Pauley". The signature is fluid and cursive, with a long, sweeping underline that extends to the right.

Geraldine Pauley  
Chair  
Village of Chester Commission  
21 January 2026



# ZOÉ VALLÉ MEMORIAL LIBRARY PROPOSAL

October 20, 2025



Village of  
Chester

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## Vocabulary Notes

When short forms for longer names of organizations or other matters are used, the full text is used in the document first, followed by the short form to be used in brackets. For example: Zoé Vallé Library (ZVL or “the library”).

### **Text abbreviations commonly used in this document:**

- The Village of Chester Commission (“the Commission” or “the Village”)
- The Municipality of the District of Chester (“MODC” or “the Municipality”)
- The Zoé Vallé Memorial Library (the “Zoé Vallé Library” or “ZVL” or “the library”)
- The Zoé Vallé Library Trustees (“the Trustees”)
- The Zoé Vallé Library Endowment Fund (“the Endowment”, “the Trust”)
- The Municipal Government Act (“the MGA”)
- The South Shore Public Library (“the SSPL”)

## a) Cover Letter – Statement of Interest

The Village of Chester Commission is pleased to reply as an Applicant to the recent **Request For Proposals (RFP)** regarding the Transfer from the Board of Trustees of the Zoe Valle Memorial Library of the Governance, Operations and Stewardship Responsibilities of the Zoé Vallé Memorial Library to a Community Based Organization.

The Village of Chester Commission (the Commission) is an elected government body incorporated by Chapter 101 of the Acts of 1935 and subject to the Nova Scotia *Municipal Government Act* (MGA). It is the Commission's mission to serve the community with programs and services appropriate within its legislated mandate, and which serve the public interest. Under Chapter 18, "Villages" of the MGA, Section 423 (1) (t) explicitly gives Villages the power to operate "public libraries."

The Zoé Vallé Memorial Library is an important community asset, and one which the Commission envisions as a vital partner to serve the wider Chester community.

To ensure the ZVL has the best professional library expertise, the Commission has opened preliminary discussions with the South Shore Public Library (SSPL). Should the Commission be the successful applicant to the ZVL RFP, it is our intention to pursue a partnership with SSPL to bring proven systems to the daily operations of the library.

The Commission is prepared to move its offices into the Zoé Vallé Memorial Library location at 63 Regent Street, Chester, and to assume all normal operating financial costs of the physical plant, thereby ensuring the ZVL Endowment Fund is used for the clearly defined purposes which include, but are not limited to, library programs and services, and for significant physical plant repairs should they be needed as allowed for under the Zoé Vallé Library Warranty Deed.

The Village of Chester Commission's vision is to continue the vital community role of the Zoé Vallé Memorial Library, as directed in the Warranty Deed, to provide the Chester community with a "Public Library and civic and community centre with appropriate books and appurtenances."

## **b) Organizational Profile – History, Mission, and Governance Structure**

The Village of Chester first appeared in recorded history of North America in 1759 and has played a significant role in the shipbuilding, fishing, and import/export industries of Nova Scotia's South Shore since that time. The Village of Chester was incorporated by Chapter 101 of the Acts of 1935. The Village Commission, its governing body, operates under the Nova Scotia *Municipal Government Act* (MGA).

The Commission consists of five (5) elected Commissioners, chosen by qualified Village electors to serve three (3)-year terms on a rotating basis. The administrative staff includes two employees: a full-time Administrator (formally titled Clerk/Treasurer, as required under the *MGA*) and a part-time Administrative Assistant.

The mission of the Village of Chester Commission is to provide residents with high-quality programs and services while representing their interests within the broader structures of municipal and provincial governance.

A key priority of the Commission is to ensure that the men and women who volunteer with the Chester Volunteer Fire Department are equipped with the best possible tools and training to perform their duties safely and effectively. The Commission shares responsibility with the Municipality of the District of Chester for the financial and administrative oversight of the Chester Fire Service Committee, which supports the operations of the Chester Volunteer Fire Department.

The Commission, as part of its governance responsibilities, ensures that all Village operations comply with established Nova Scotia legislated Accessibility Standards. In addition, the Commission has adopted the strict Code of Conduct for Elected Officials recently enacted by the Government of Nova Scotia.

The Commission administers a wide range of community programs and services, including the operation of the Lido Pool, public washrooms, all village streetlights, and crossing guard services. It manages rodent control, seasonal green bin collection, beautification and tourism initiatives, and provides grants to local non-profit organizations for community events. The Commission also operates the Chester Visitor Information Centre, located in the historic Chester Train Station.

As an incorporated Village under the *Municipal Government Act*, one of its authorized community responsibilities is the operation of a public library—a potential role it values as a vital component of our community's life.

## c) Experience & Capability – Relevant Track Record

The Village of Chester Commission (the Commission) brings to the Zoé Vallé Library's Request for Proposals (RFP) a wealth of experience, skills, and organizational capability.

### Administrative Depth

- The Commission has a long and successful history of managing programs and services since its incorporation in 1935.
- It maintains a strong record of prudent fiscal management and possesses a thorough understanding of how to manage both special and reserve funds.
- While municipal Finance Condition Indicators are not required for villages, the Commission is aligned with its guidelines.
- This financial expertise translates directly into the ability to effectively manage the Zoé Vallé Library (ZVL) Endowment Fund and to administer the specialized financial and receipting requirements associated with ZVL's charitable designation.
- The Commissioners and staff have significant experience with municipal and provincial permitting processes related to the management of structures, services, and programming.
- The Commission has initiated discussions with the South Shore Public Libraries (SSPL), which has expressed readiness to partner with the Commission to ensure the professional administration of all aspects of ZVL operations. (See Appendix 2, page 24)

### A Commitment to Community Service

- The Commission has an established and ongoing record of dedicated community service.
- Under the *Municipal Government Act (MGA)*, Chapter 18, Section 423(1)(t), community libraries fall explicitly within the Village of Chester's service mandate.

### Experience in Program and Service Development and Operations

- The Commission has a proven history of initiating and implementing new projects in collaboration with community members and subject-matter experts. It has successfully developed program mandates, operational models, and administrative procedures, and has managed these programs with efficiency and responsiveness.

- The Commission is adept at navigating an evolving regulatory environment and possesses the administrative capacity to respond to such changes promptly and effectively.

## d) Governance Plan – Structure, Policies, Accountability

### Structure

The *Zoé Vallé Memorial Library Warranty Deed*, now approaching its centenary, contains provisions that may require legal review to integrate with, or operate in partnership with, the existing governance framework of the Village of Chester Commission.

The Warranty Deed's stated purpose is to provide and maintain a vibrant community library and civic space for the benefit of the Chester area.

The Village of Chester Commission is prepared to identify and implement the appropriate legal mechanisms to align its governance structure with the purposes set out in the Warranty Deed:

*"... to maintain the grounds and building hereby conveyed in suitable and proper condition and repair ... and shall keep that building or buildings located thereon properly insured against loss by fire, and shall conduct thereon and therein a Public Library and civic and community center, with appropriate books and appurtenances; ..."*

The Commissioners are committed to working collaboratively with our legal counsel, the legal representatives of the current Trustees, and the Municipality of Chester to establish a legally sound framework ensuring that the core intent of the Warranty Deed is both preserved and implemented for the long term under the auspices of the Commission.

Should the Commission be the successful applicant under the RFP, we are prepared to assume custody of the Library immediately at the conclusion of the Transition Period.

If legal revisions are still in progress at that time, the Commission is willing to accept temporary custody of the Zoé Vallé Library under interim legal arrangements mutually agreed upon by the respective legal teams of the Commission, the Trustees, and the Municipality.

### Accountability

- **Financial:** The Commission will provide fully audited financial statements for review by the Municipality and the public at the end of each fiscal year.

- **Governance:** The Commission will establish any committees or management structures required for endowment fundraising and related financial stewardship. These committees will be adequately staffed to ensure full transparency and compliance with all applicable municipal governance and financial regulations.

## **Policies**

The Village of Chester Commission operates all their administrative and financial operations as prescribed by law, supplemented with explicit policy prescriptions fully available for public examination.

The Commission undertakes to create, where absent, similar administrative and financial policies for the ZVL administrative and financial operations, and to keep those policies up to date with appropriate current municipal, provincial and federal laws and regulations.

For library programs and services policies, the Commission has initiated discussions with the South Shore Public Libraries (SSPL). Should the Commission be selected as the successful applicant in the ZVL RFP, the library will be operated as much as possible in accordance with generally accepted public library standards, under the guidance of SSPL.

## e) Operational Plan – Staffing, Volunteers, Programs, and Services

### Staffing and Volunteers

#### Managing the Physical Plant – Paid Commission Staff

- Commission staff will manage the day-to-day operations of the physical plant, including the Library building, the Lightfoot Tower, and the surrounding grounds.
- Commission staff will administer all daily financial obligations related to the physical plant.

#### Library Staffing and Volunteers – Evolving Model

- During the **initial transition period** from the Trustees to the Commission, library programs will be administered through a combination of Commission staff, volunteers, and a part-time ZVL administrator hired through the Endowment Fund.
- **The vision** is to have a full-time ZVL Administrator to oversee all aspects of the Zoé Vallé Memorial Library programs and services, separate from the physical plant. This will include the fund-raising component, all ZVL community programs and services, and support for the anticipated SSPL library personnel. The ZVL Administrator will work in partnership with Commission staff, but will report independently to the Commission.
- **Bank Accounts and Financial Records:** During the transition period Commission staff will set-up and administer the ZVL bank account and Endowment Fund account and/or investment vehicle and maintain the financial and banking records for the library component under the oversight of the Commission.
  - Note: It is likely the Commission staff will always have the responsibility for day-to-day record keeping and bank account record keeping. Financial policies, and the financial and banking components for ZVL, will evolve over time in consultation with legal and accounting professionals to ensure compliance with CRA Charitable Registration regulations, and as ZVL committees and staffing models are created and expanded.
- **A part-time ZVL Administrator:** The key roles of the part-time ZVL administrator during the first few months after the transition, should the Commission be the successful applicant, will be to:

- Provide the staffing support to ensure the public aspects of the Library component get up and running as quickly as possible.
  - Support the ZVL Trustees during the transition period should it be determined that the Trustees must remain **temporarily** in place until final financial and administrative models are established to satisfy CRA requirements.
  - Guide the establishment of any new committees deemed appropriate, especially a ZVL Endowment fund-raising committee.
  - Develop a job description for a full-time ZVL Administrator. Find a grant (or grants) or other funding resources to support full-time, long-term ZVL staffing, including the costs of librarians provided by the South Shore Public Libraries.
  - Shepherd the partnership with the South Shore Public Libraries to ensure professional library services for the community.
  - The ZVL Administrator works in partnership with Commission staff, but reports to, and is responsible to, the Commission, not Commission staff.
    - Note: This is another area where clear policy must be developed as the ZVL library component matures and expands its library programs and services.
- **South Shore Public Libraries (SSPL)** has expressed a strong interest in developing a collaborative relationship with ZVL. Should this partnership proceed, the ZVL will benefit from SSPL's established infrastructure, including:
    - A high level of public trust and brand recognition;
    - An experienced professional staff team;
    - Access to a wide range of programming and collection resources, including the province-wide *Same Page* collections;
    - Established policies, governance structures, and staff training programs.
  - As the community's needs for programs and services become clearer, and as grant opportunities (some already identified) and fundraising initiatives progress, the Commission expects to expand its paid ZVL staffing complement.
  - A **ZVL Volunteer Team** will be developed and supported through training and coordination with SSPL.

## Programs and Services

The Village of Chester Commission envisions a vibrant and inclusive range of programs and services for the Zoé Vallé Library. Initially, the Commission will reinstate any previous programs known to have operated successfully and will reach out to community groups and organizations that have historically used the property.

### Immediate Vision

1. **Lending Library:** Re-establish a lending library while developing a cataloguing and indexing system for the existing book collection.
2. **Collaborate with the South Shore Public Libraries:** Bring professional library standards to the ZVL.
3. **Public WiFi and Computer Access:** Provide reliable WiFi and computer access for public use, with future plans for community user support and digital literacy training as needs are identified.
4. **Community Use of Facilities:** Actively engage with local organizations through direct outreach and social media to encourage the use of the ZVL house, gardens, and Lightfoot Tower, thereby increasing community participation as well as potential income for the Endowment Fund.
5. **Children's Programs:** Establish a pre-school story and playtime hour. Research and establish other programs for school-age children.
6. **Recreation and Social Activities:** Investigate possible community programming and implement as quickly as possible. Suggestions have included a games room, a seniors' social hour, author readings, access to a computer/internet service with or without training as needed. We are open to all suggestions and possibilities within reason.

### Intermediate Vision

- Conduct community outreach to identify additional programs and services desired by residents and stakeholders.
- Develop the necessary funding and administrative structures to support these new initiatives.
- Enhance the Library's professional standards through collaboration with the South Shore Public Libraries.

## **f) Infrastructure & Compliance Plan – Safety and Code Measures**

The Village of Chester Commission – comprising both the elected Commissioners and Commission staff– fully recognizes the necessity of complying with all municipal, provincial, and federal safety and legal requirements, including adherence to applicable building and safety codes.

The Commission affirms its commitment to exercising due diligence in all activities requiring permits, approvals, or compliance with any legal or regulatory obligations at any level of government.

## g) Financial Plan – Budget, Fundraising, and Endowment Stewardship

### Budget

It is the intention of the **Village of Chester Commission** to relocate its offices to the **Zoé Vallé Library** building. This will ensure an immediate, active and welcoming presence within the Library for the community during regular daytime hours. Evening and weekend hours will be added as quickly as possible, and as funding permits.

From a financial perspective, the Commission will treat the routine operating expenses for the building and grounds (the *physical plant*) as part of its normal operating budget for office expenses (see the proposed budget included herein, *Appendix 1*). Administrative functions will continue to be managed by Commission staff.

These normal operating expenses will include:

- Heating and electrical utilities
- Telephone and internet services
- Cleaning and janitorial services
- Light maintenance and repairs
- Groundskeeping and landscaping
- Other incidental costs required to operate the physical plant (the House and the Lightfoot Tower) at **63 Regent Street, Chester, Nova Scotia**

The **Zoé Vallé Endowment Fund** is envisioned to support only two categories of expenditure:

- Costs directly associated with Library programs and services deemed desirable for/by the community; and
- Major repairs or restorations beyond the scope of regular maintenance for the buildings located at 63 Regent Street.

At this preliminary stage, it is not possible to present a specific, detailed budget for library activities. There is substantial potential for increasing financial support through grants, fund-raising, and library partnerships. We have complete financial statements for the prior five (5) fiscal years and will work forward with these as a baseline.

Should the Commission's application under the RFP be successful, discussions will continue with the **South Shore Public Libraries (SSPL)** to determine possible

avenues of financial participation in Library programs and services. The SSPL has already expressed strong interest in supporting the Library component.

Regardless of the outcome of these discussions with SSPL, the Commission remains committed to expanding Library programming and ensuring the necessary financial capacity to meet community needs and expectations.

## **Fundraising**

As a local government operating under the **Municipal Government Act**, the Commission cannot engage directly in fundraising activities. Nor does it require additional fundraising beyond its normal financial resources to sustain ongoing programs and services within a sound fiscal framework.

Accordingly, any fundraising activities undertaken – should the Commission be the successful applicant – will be directed solely toward enhancing **the Zoé Vallé Library Endowment Fund**.

The Commission has consulted with its legal and accounting advisors regarding potential mechanisms to establish a **Zoé Vallé Library Endowment Committee** under the auspices of the Commission. This Committee would be authorized to raise funds for the Endowment Fund in a manner consistent with **Canada Revenue Agency (CRA)** requirements for charitable donations.

Revenue generated by the Committee's activities—whether or not directly related to Library functions (for example, renting a room to the Chester Art Centre for classes) – will be deposited into the **Zoé Vallé Library (ZVL) bank account**.

This ZVL bank account will serve as the administrative budget line for Library-specific activities, programs, and services. While Endowment Fund capital may be used initially upon the transfer of administrative responsibility, the long-term intention is for ongoing ZVL fundraising to support regular Library programming.

The ZVL Account will be administered according to standard Commission financial procedures, with full budgeting, recordkeeping, and accountability. Any year-end surplus will be transferred to the Endowment Fund.

The Commission Chair and Clerk/Treasurer have met with the **Treasurer of the Municipality of the District of Chester (MODC)** to confirm the financial framework for these arrangements under the *Municipal Government Act*. The Municipality

already employs a suitable model for such transactions that can be replicated, eliminating the need to develop new systems.

Furthermore, the **Clerk/Treasurer** for the Commission has direct experience with this financial structure, serving as Administrator for the recently established **Chester Fire Services Committee**, which implemented similar fundraising and accounting methodologies.

### **Endowment Stewardship**

The Commission's vision for stewardship of the **Zoé Vallé Library Endowment Fund** is to maintain it as an interest-bearing investment account, with annual deposits as outlined above and with controlled, well-defined use of both the interest and capital.

## **h) Community Engagement Strategy – Stakeholder Involvement**

The essence of the Zoé Vallé Memorial Library Warranty Deed is to express the family's clear intention that the building, grounds, and Endowment Fund be used to "...conduct thereon and therein a Public Library and civic and community center with appropriate books and appurtenances..." for the benefit of the wider Chester community.

These community members are the true stakeholders, and the Village of Chester Commission is committed to involving them at every stage of the library's ongoing development as a vibrant and responsive community library and civic centre.

The Commission is dedicated to engaging the wider Chester community to help shape the future of the Zoé Vallé Memorial Library to ensure that its programs, services, and initiatives reflect community needs and aspirations.

We will employ all available tools to ensure consistent and meaningful community outreach. This will include identifying desirable programs and services and continuously evaluating and adapting offerings as community needs evolve.

To attract public participation in both library use and governance, the Commission will draw on a variety of engagement methods, including but not limited to public meetings, surveys, social media, newsletters, the creation of a *Friends of Zoé Vallé Library* association, author readings, and outreach through traditional media such as television, radio, and print.

The Commission remains open to any additional ideas that may encourage public input, creativity, and involvement in shaping the library's future.

## i) Transition Plan – Handover from Current Trustees

The Village of Chester Commission is prepared to commence the transition process, as proposed in the RFP, beginning on **24 November 2025**, with the goal of completing the transition by **30 January 2026**.

The Commission acknowledges that certain legal matters may require additional time to finalize. In such cases, the Commission is willing to assume **guardianship of the Zoé Vallé Memorial Library** through any legally appropriate means until all formal requirements have been completed.

The transition process is understood to include the following elements:

- **Transfer of Administrative and Financial Responsibility** - Oversight of the administration and finances of the physical plant at 63 Regent Street, including the buildings, agreed-upon contents, and property, will transfer from the Trustees to the Commission.
- **Relocation of Commission Offices** - The Commission will relocate its office headquarters to 63 Regent Street on or before 30 January 2026, but not prior to 24 November 2025, as mutually agreed between the Trustees and the Commission.
- **Reopening of the Library** - The Commission will reopen the library to the public no later than 30 days following 30 January 2026, or sooner if administratively feasible.
- **Transfer of the Endowment Fund** - The Endowment Fund will be transferred from the Trustees to the Commission on the agreed-upon date, if possible. Should legal formalities require additional time, the Commission is prepared to continue in partnership with the Trustees and the Municipality of the District of Chester until the transfer is fully finalized.
- **Ongoing Collaboration** - The Commission welcomes discussion on any additional transition considerations and is committed to meeting all reasonable expectations in good faith.

**j) References – at least three (3)**

1. **Chester Municipal Heritage Society**
2. **Nateleen Zinck**—long-time ZVL Donor and Volunteer
3. **Jocelyn Cameron**—trained librarian and ZVL Volunteer



133 Central Street, Box 628  
Chester N.S B0J 1J0

October 17, 2026

Ms Geraldine Pauley, Chair  
Chester Village Commission  
Pleasant Street, Chester, NS B0J 1J0

Dear Ms Pauley,

The Chester Municipal Heritage Society is providing this letter in support of the Village of Chester Commission's application to take on the administration of the Zoe Valle Library. We believe they will preserve the library as a vital community asset, and that the Village Commission has the ability to manage and ensure its on-going presence in the village.

The Heritage Society is committed to providing assistance and co-operation with the Village Commission in maintaining the library and its heritage for future generations. We are happy to welcome them to the area we call Heritage Corner and to offer support for this application.

Yours truly,

Carol A. Nauss, Chair  
Chester Municipal Heritage Society

**Nateleen and Maurice Zinck**  
227 Marriotts Cove Road East  
Chester Basin, NS B0J1K0

902-483-5175

October 18, 2025

To:

The Trustees of the Zoe Valley Library

**Subject: Support for the Continued Operation of the Zoe Valley Library**

Dear Trustees,

Thank you for your ongoing stewardship of the Zoe Valley Library in Chester. This library has long held the potential to be a valuable community resource, and we are pleased to see renewed interest in keeping it open and extending its hours of operation. We believe the Chester Village Commission is well positioned to take on this important role.

Our family has a longstanding connection to the Library, particularly through involvement with the children's collection. Many years ago, Annie Stanford Evans (Zinck) was a member of a group of young women in Chester known as the CHUMS. When one of their members, Merle Stanford, passed away at a young age, the group established a fund in her memory to purchase children's books for the Zoe Valley Library. The money was entrusted to the Municipality of Chester to invest, with the interest used to purchase books for local families to borrow.

Over the years, the responsibility for selecting and purchasing these books has been passed down within our family. Nateleen Zinck, Annie's daughter-in-law, currently oversees this task and continues the family's commitment to supporting the Library's children's collection. Nateleen has no objection to these funds being used for improved technology or programming as long as it benefits the children of the community.

We are strongly committed to ensuring that the Zoe Valley Library remains open and accessible to the community. We fully support the Chester Village Commission's efforts to assume responsibility for its operation. The Commission has the resources, community connections, and expertise to enhance the Library's role as a vibrant and inclusive community space.

Thank you for your consideration and for your dedication to preserving this important part of Chester's heritage.

Sincerely,

Nateleen and Maurice Zinck

From: **Jocelyn Cameron** <waynejocelyncameron@gmail.com>

Date: Fri, Oct 17, 2025, 8:49 p.m.

Subject: Re: Zoe Valle Library

To: Geraldine Pauley <pauleygf@gmail.com>

Dear Geraldine,

At your request, I would like to submit this letter to the ZV Trustees:

Dear Trustees,

It was my pleasure to volunteer at the library for several days this past August. Its sudden closure in September has been, as you are no doubt aware, a severe disappointment to many. However, I have reason to be encouraged in speaking with Geraldine Pauley of the Village Commission, an organization with a well-established reputation of faithful community service. I welcome their plans to energize the library operation by providing ongoing finances, maintenance and direction for both the library and the garden.

As a veteran librarian, I recommend that the Commission be enabled, in yet another arena --The Zoe Valley Library--to continue benefiting the community.

Warmly,

Jocelyn Cameron

## Appendices

1. **VOC Budget Projection**–2025/26 Q4 and 2026/27
2. **Shore Public Libraries**–Description of Partnership Potential

**Appendix 1**

Village of Chester Commission  
 ZOE VALLE MEMORIAL LIBRARY (ZVL)

**Preliminary Operations Budgets: 2025/26 (Q4 only) & 2026/27**

Oct 20, 2025

\*The ZVL fiscal year should be adjusted to match Village fiscal year end date of March 31st.

\* **Red text** indicates Village financial contribution and Village-paid expenses.

\*The Village would take responsibility for the ZVL on Jan 30, 2026, per the RFP.

	<b>Estimated 2025/26 Q4 (Jan-Mar '26)</b>	<b>Estimated 2026/27 (Apr '26-Mar '27)</b>	
<b>REVENUE</b>			<b>1</b>
<b>Village of Chester</b>	<i>(2 months)</i>		
Village Allocation (Current rent)	3,382	20,718	<b>2</b>
<b>Village Revenue Subtotal</b>	3,382	20,718	
<b>ZVL Trust</b>	<i>(3 months)</i>		
Donations	0	5,000	<b>3</b>
Investment Income	1,250	5,000	<b>4</b>
Grants		TBD	<b>5</b>
Reserve Funds	1,600	1,800	<b>6</b>
<b>Trust Revenue Subtotal</b>	2,850	11,800	
<b>TOTAL REVENUE</b>	<b>6,232</b>	<b>32,518</b>	
<b>EXPENSES</b>			<b>7</b>
<b>Physical Plant Operations - Village</b>			
Building Maintenance	1,125	4,500	<b>8</b>
Heat	2,000	6,000	<b>9</b>
Power	567	1,700	<b>10</b>
Property Tax (Waste collection fee)		1,200	<b>11</b>
Bank Charges	45	180	<b>12</b>
Moving Costs		3,500	<b>13</b>
<b>Village Expenses Subtotal</b>	3,737	17,080	
<b>Library Operations - ZVL Trust</b>			
Fundraising	500	3,000	<b>14</b>
Insurance		5,500	<b>15</b>
Marketing - Re-launch/Programming/Fundraising	350	3,000	<b>16</b>
Administrator (PT)	1,600	1,800	<b>17</b>
SSPL Librarian (PT)		TBD	<b>18</b>
Summer Student		TBD	<b>19</b>
<b>Trust Expenses Subtotal</b>	2,450	13,300	
<b>TOTAL EXPENSES</b>	<b>6,187</b>	<b>30,380</b>	

## Preliminary Operations Budgets: Notes

Oct 20, 2025

### REVENUE

- 1 *\*Endowment Trust fund contains approx. \$196K as of Oct 1, 2025. Some building repairs are ongoing prior to handover.*
- 2 Represents 2025/26 2 months and 2026/27 12 months of actual rental costs re-allocated to ZVL.
- 3 Assumes no donations remainder of 2025/26 while library is closed, and moderate success on re-opening in 2026/27 (based on post-pandemic average).
- 4 Interest earned by the Trust fund account; not the principal. Placeholder based on 5-year average.
- 5 Grants will be sourced by Village for the use of the Library. TBD at this time.
- 6 Trust fund principal to be moved to a Reserve investment account. The cost of a part-time library administrator (see Note #17) would come from this fund.

### EXPENSES

- 7 *\*ZVL averages approx. \$30K annually to operate, according to Treasurer of ZVL Trust.*
- 8 Maintenance budget based on the trend over past five years.
- 9 Heat is based on highest cost over the past five years.
- 10 Power is based on highest cost over the past five years.
- 11 Property is tax-exempt; waste collection fee only (based on Lido) property.
- 12 Banking fee placeholder is based on \$15/month.
- 13 Figure is a guess; this would be a one-time occurrence. If higher, the Village has an Operating reserve.
- 14 Allowance for fundraising events, etc.
- 15 Estimate for property and liability insurance provided by Treasurer of ZVL Trust.
- 16 Marketing allowance to promote the re-opening, programming, fundraising events, etc.
- 17 An administrator will be hired for 10 hours/week to coordinate getting library operations up and running in 2026: Feb-Mar (2025/26 fiscal) and Apr-May (2026/27 fiscal). Re-assessed at the end of May.
- 18 To be negotiated with South Shore Public Libraries as part of collaboration. Grant opportunities would be required.
- 19 Dependent on receiving a grant to offset costs.

## Appendix 2

### **South Shore Public Libraries: Partnership Potential**

DATE: October 7, 2025

TO: Geraldine Pauley; Heather McCallum

It was so nice meeting with you both yesterday. I'm really excited about the potential opportunity to provide SSPL services in the Zoe Valle.

Here are some figures for you to consider:

Our smallest branch (Greenfield) is open 10 hours a week, Liverpool 42, Lunenburg 49, and Bridgewater 56.

Our bookmobile serves New Ross, Barss Corner, and New Germany (combined) for 4.5 hours on Tuesdays, and Chester and Chester Basin for 6 hours on Wednesdays.

All of these branch and bookmobile hours are covered by the contributions from each municipal unit with which we have an agreement. More specifically, annual funding contributions for the 2025-26 fiscal year are:

Region of Queens	84,000
Municipality of Chester	85,700
Municipality of Lunenburg	199,700
Town of Bridgewater	66,500
Town of Lunenburg	18,600
Town of Mahone Bay	7,800

The Lunenburg Library branch, for example, is accounted for by the TOL contribution, as well as a portion of the MODL contribution, as each Town library branch serves residents of the surrounding areas (Riverport, Blockhouse, etc.). Same with the Bridgewater library, which serves residents of Hebbville, Wileville, Oak Ridges, etc.

To staff with one highly skilled, trained SSPL staff person, **each operational hour costs \$1,200 annually**. At the Zoe Valle, we could offer something along the lines of the following:

Two four-hour shifts per week (for example, 4-8 Tuesday evening and 10-2 Saturday morning, just as an example) for \$9,600/year in operational funding.

You can scale the hours from there, for example, if you wanted an additional morning, afternoon, Sunday hours, etc. of SSPL-provided staff.

We will investigate the possibility of a self-checkout machine to increase access outside these hours when Village staff are present; however, our Integrated Library System (i.e. the SSPL staff computer and the customer database program on it) are, legally, only available to SSPL staff (not Village staff or community volunteers). This is due to privacy agreements, licensing, and so on.

We are proposing that the collection costs (purchasing, cataloguing, processing), circulation technology (barcode scanners, access to Same Page network of libraries, Libby eBooks and eAudiobooks), and programming costs would all come out of the existing SSPL operational budget.

Again, I'm so excited about the potential here and look forward to working with you [if awarded]!

Ashley

Ashley Nunn-Smith (*she/her*)  
CEO & Chief Librarian  
South Shore Public Libraries  
Bridgewater, Nova Scotia



Schedule 6.1

**From:** [Jennifer Webber \(she/her\)](#)  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** EDI Advisory Committee  
**Date:** January 5, 2026 12:07:28 PM  
**Attachments:** [image590903.png](#)  
[image151303.png](#)  
[image872398.png](#)  
[image150604.png](#)  
[image531275.png](#)  
[image449542.png](#)

Good afternoon,

I hope everyone had time to relax over the break.

I have the difficult task of emailing you with the news that Council gave direction to dissolve the EDI Advisory Committee. We will continue to make progress with our Action Plan, and all of the work that you contributed to will keep happening.

Staff will approach Council with a new proposal that includes engagement options, such as citizen panels, focus groups, consulting, etc., so we will be in touch with you and the wider communities for your opinions about specific projects and programs. Just because this stage has concluded doesn't mean our initiatives have... we will just take a different approach.

I want to say that I personally enjoyed working with each of you, and hope that we see each other soon!

Jen



**Jennifer Webber (she/her)**

Communications Officer & Outreach Coordinator  
Corporate & Strategic Management

**Municipality of Chester**  
151 King Street, Chester, NS, B0J 1J0

**Office:** 902-275-4107  
**General Inquiries:** 902-275-4147  
**Web:** [www.chester.ca](http://www.chester.ca)



♻️ Consider the environment. Do you really need to print this email?

I (we) respectfully acknowledge that I (we) live and work in Mi'kma'ki as a steward of the ancestral territory of the Mi'kmaq people. We are all treaty people.

This message contains confidential information and is intended only for the intended recipients in communication with the Municipality of Chester. If you are not an intended recipient you should not disseminate, distribute or copy this e-mail. Please notify the sender immediately by e-mail if you have received this e-mail by mistake and delete this e-mail from your system. E-mail transmission cannot be guaranteed to be secure or error-free as information could be intercepted, corrupted, lost, destroyed, arrive late or incomplete, or contain viruses. The sender therefore does not accept liability for any errors or omissions in the contents of this message, which arise as a result of e-mail transmission. If verification is required please request a hard-copy version.

## Schedule 6.2

**From:** [Brian Banks](#)  
**To:** [directors@ansv.ca](mailto:directors@ansv.ca); [cats@ansv.ca](mailto:cats@ansv.ca)  
**Subject:** [Staff position](#)  
**Date:** January 9, 2026 4:14:52 PM  
**Attachments:** cid26CFCBBF-31B5-4CCB-8199-0909FAF8A698.pdf

---

Good afternoon,

I am writing to provide members with an update on the proposed ANSV staff position.

At the November 20 Board meeting:

- Member funding commitments totaling approximately \$51,000 were presented (attached);
- The Board approved moving forward with the staff position;
- A working group (Heather McCallum, Debbie Graves, Brock McDougall, Mike McCleave, and Mitchell Bell) was established to refine the plan; and
- It was suggested that a plan be shared in advance of the March 19 Board meeting.

Since then, the working group has met to finalize the position description and advertising details. The position will be advertised beginning this week, with applications submitted through Indeed. A corresponding post will also be shared on the Association's Facebook page, and members are encouraged to share the posting through their own channels.

Applications will be reviewed in late January. The working group will shortlist candidates and prepare interview questions, then make recommendations to a Hiring Committee. The Hiring Committee will consist of two ANSV Executive members (e.g., President and Vice President) and one Clerk & Treasurer, appointed by the President. The Committee will conduct interviews, complete reference checks, and bring a hiring recommendation to the Board.

The goal is to complete this process by February 20, followed by a special Board meeting to consider the recommendation. This is an ambitious timeline, but work is underway.

For now, members are asked to share the job posting once it is circulated and watch for notice of a special meeting, should a suitable candidate be identified.

Brian Banks  
President, ANSV

Sent from my iPad

**Confirmation of funding intentions for  
possible ANSV staff position**

---

2025-11-18

1	Aylesford	
2	<b>Baddeck</b>	<b>2,500</b>
3	<b>Bible Hill</b>	<b>8,000</b>
4	Canning	-
5	<b>Chester</b>	<b>3,500</b>
6	<b>Kings Square</b>	<b>3,000</b>
7	<b>Freeport</b>	<b>500</b>
8	<b>Greenwood</b>	<b>6,000</b>
9	<b>Kingston</b>	<b>8,000</b>
10	<b>Lawrencetown</b>	<b>450</b>
11	<b>New Minas</b>	<b>8,000</b>
12	<b>Port Williams</b>	<b>5,000</b>
13	<b>Pugwash</b>	<b>450</b>
14	<b>St. Peter's</b>	<b>3,000</b>
15	<b>Tatamagouche</b>	<b>3,000</b>
16	Westport	-
17	Weymouth	
		<b>\$ 51,400</b>

(13 of 17 members)

76% contribution

(2 of 17 members)

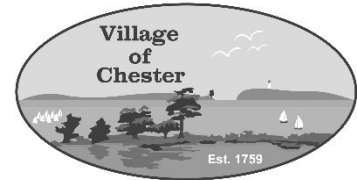
12% decline

(2 of 17 members)

12% no response

## Schedule 7.2

### Village of Chester Commission Clerk/Treasurer Monthly Report Jan 22, 2026



- **Scotiabank:**

- The December 2025 bank statement has been reconciled. The Village main operations account opened the month with \$391,860 and ended with \$468,190. This includes the Q4 tax advance from the Municipality.
- Snapshot: Account balances as of Jan 1st were:

Banking Accounts	
Daily Operations account	\$ 468,196
Investment Accounts	
Operating reserve	\$ 87,769
Lido Pool reserve (incl. GRID funding of \$242,000)	\$ 444,110
Utilities reserve	\$ 42,998
EMC Building reserve	\$ 28,781

- **Financial**

- The 2025/26 Q3 Budget Variance report is [attached](#). The Clerk/Treasurer will walk through at the end of this activity report.
- A draft 2026/27 Village Budget document will be ready for review next month.
- The GRID fund administrators are willing to consider the Village repurposing some of the grant for accessibility retrofitting at the Library, if feasible. They will need to see cost projections before confirming; note that the funding covers 50% of the cost.
- A grant application has been submitted to Young Canada Works, managed by the Canadian Council of Archives, for a library sciences student. If successful, this grant would cover 50% of the wages.

*Report completed by:*

Heather McCallum, Village Clerk/Treasurer

**Village of Chester Commission**  
**Budget Variance Report - GENERAL GOV'T OPERATIONS**  
**2025/26 Q3 to Dec 31 2025** (25% of fiscal year remaining)

	<b>Actual</b> 2025-04-01 to 2025-12-31	<b>Budget</b> 2025/26 (Tax rate 0.0777)	<b>Percent</b> Remaining	<b>Notes</b>
<b>REVENUE - General Gov't Operations</b>				
<b>Property Tax Revenue</b>				
4100	413,430.91	413,047.35	0.09	<b>1</b>
4100	0.00	745.00	-100.00	<b>2</b>
	<b>413,430.91</b>	<b>413,792.35</b>		
<b>Other Revenue</b>				
4050	35,122.98	49,100.00	-28.47	<b>3</b>
4118	3,851.74	5,005.00	-23.04	<b>4</b>
4116	2,696.25	2,615.00	3.11	
4201	3,864.10	1,710.00	125.97	
4225	4,946.00	4,945.50	0.01	
	<b>50,481.07</b>	<b>477,167.85</b>	<b>-89.42</b>	
<b>TOTAL REVENUE</b>	<b>463,911.98</b>	<b>477,167.85</b>	<b>-2.78</b>	
<b>EXPENSES - General Gov't Operations</b>				
<b>Governance</b>				
5450	254.79	1,500.00	-83.01	
5477	9,056.35	11,520.00	-21.39	
5461	335.64	2,580.00	-86.99	<b>5</b>
5462	2,888.62	3,335.00	-13.38	
5431	639.86	4,000.00	-84.00	<b>6</b>
5432	194.25	2,000.00	-90.29	<b>7</b>
5496	254.79	2,600.00	-90.20	
	<b>13,624.30</b>	<b>27,535.00</b>	<b>-50.52</b>	
<b>Administration</b>				
5430	11,156.58	15,020.00	-25.72	
5250	3,718.80	5,005.00	-25.70	
5428	2,896.97	3,760.00	-22.95	
5435	5,193.15	5,000.00	3.86	
5440	49,622.00	64,635.00	-23.23	
5210	38,199.49	49,100.00	-22.20	
5445	3,151.43	4,000.00	-21.21	
5457	1,806.44	4,000.00	-54.84	<b>8</b>
5455	213.82	3,000.00	-92.87	
5460	657.84	1,200.00	-45.18	
5459	0.00	3,500.00	-100.00	<b>9</b>
5465	2,991.14	5,660.00	-47.15	
5470	585.02	350.00	67.15	<b>10</b>
5472	517.35	3,000.00	-82.76	
5475	2,035.71	3,000.00	-32.14	
5476	5,735.22	7,650.00	-25.03	
5478	3,196.00	4,150.00	-22.99	
5480	1,824.48	2,400.00	-23.98	
5481	5,826.60	9,040.00	-35.55	
5490	19,873.73	22,000.00	-9.66	<b>11</b>
5492	2,435.00	2,570.00	-5.25	<b>12</b>
5495	4,991.77	6,200.00	-19.49	
	<b>166,628.54</b>	<b>224,240.00</b>	<b>-25.69</b>	

	<b>Actual</b> 2025-04-01 to 2025-12-31	<b>Budget</b> 2025/26 (Tax rate 0.0777)	<b>Percent</b> Remaining	<b>Notes</b>
<b>Protection</b>				
5501 Street Lights Power	5,878.87	8,000.00	-26.51	
5526 Street Lights Maintenance	5,011.39	5,100.00	-1.74	
5540 Crossing Guards + WCB/EI/ CPP/Vac Pay	9,300.63	16,000.00	-41.87	
<b>Protection Total</b>	<b>20,190.89</b>	<b>29,100.00</b>	<b>-30.62</b>	
<b>Beautification</b>				
5565 Flower Baskets	22,102.31	23,530.00	-6.07	
5570 Wreaths	4,704.57	5,000.00	-5.91	
5582 Community Celebrations/Grants	10,000.00	10,000.00	0.00	
<b>Beautification Total</b>	<b>36,806.88</b>	<b>38,530.00</b>	<b>-4.47</b>	
<b>Economic Development</b>				
5590 Tourism Attraction Projects	1,482.44	2,500.00	-40.70	
5595 Visitor Information Centre	13,874.52	10,000.00	38.75	13
5591 Highway Directional Signs	0.00	4,200.00	-100.00	14
<b>Economic Development Total</b>	<b>15,356.96</b>	<b>16,700.00</b>	<b>-8.04</b>	
<b>Misc Operations</b>				
5575 Summer Compost Collection	24,603.13	25,985.00	-5.32	
5585 Property Maintenance/Landscaping	3,525.77	7,720.00	-54.33	
5960 Public Washrooms Operation/Maintenance	16,996.52	14,200.00	19.69	15
<b>Misc Operations Total</b>	<b>45,125.42</b>	<b>47,905.00</b>	<b>-5.80</b>	
<b>Jib Lot</b>				
5405 Jib Lot Maintenance	1,041.97	3,000.00	-65.27	
5407 Jib Lot Fence Removal	3,635.20	3,700.00	-1.75	
5410 Land Taxes (Waste Collection)	642.36	650.00	-1.18	
5415 Water Lot Taxes (Waste Collection)	144.60	150.00	-3.60	
<b>Jib Lot Total</b>	<b>5,464.13</b>	<b>7,500.00</b>	<b>-27.14</b>	
<b>Lido Pool &amp; Washroom</b>				
5910 Lido Maintenance & Operations	25,282.44	32,750.00	-22.80	
5925 Lido Insurance	5,162.34	4,800.00	7.55	16
5935 Life Guard Wages + WCB/EI/ CPP/Vac Pay	24,356.50	32,975.00	-26.14	
5940 Supervisor/Security (Race Week)	2,165.11	1,880.00	15.17	
5945 Lido Taxes (Waste Collection Fee)	1,164.36	1,200.00	-2.97	
<b>Lido Washroom Total</b>	<b>58,130.75</b>	<b>73,605.00</b>	<b>-21.02</b>	
<b>Reserves (Planned)</b>				
5743 Gen Gov't Operating Reserve Deposit	0.00	TBD	0.00	17
5937 Lido Pool Reserve Deposit	0.00	10,000.00	-100.00	18
5742 Utilities Reserve Deposit	0.00	1,300.00	-100.00	
<b>Reserves Total</b>	<b>0.00</b>	<b>11,300.00</b>	<b>-100.00</b>	
<b>TOTAL EXPENSE</b>	<b>361,327.87</b>	<b>476,415.00</b>	<b>-24.16</b>	
<b>DIFFERENCE (+surplus or -deficit)</b>	<b>102,584.11</b>	<b>752.85</b>		

**Village of Chester Commission**  
**Budget Variance Report - CAPITAL**  
 2025/26 Q3 to Dec 31 2025 (25% of fiscal year remaining)

	<b>Actual</b> 2025-04-01 to 2025-12-31	<b>Budget</b> 2025/26 (Tax rate 0.0777)	<b>Percent</b> Remaining	<b>Notes</b>
<b>REVENUE - Capital</b>				
<b>Revenues</b>				
4120	26,296.72	26,296.72	0.00	1
4130	93,847.14	93,847.14	0.00	2
4223	0.00	242,000.00	-100.00	3
4170	0.00	65,105.00	-100.00	4
<b>Total</b>	<b>120,143.86</b>	<b>427,248.86</b>	<b>-71.88</b>	
<b>TOTAL REVENUE</b>	<b>120,143.86</b>	<b>427,248.86</b>	<b>-71.88</b>	
<b>EXPENSES - Capital</b>				
<b>Capital Projects</b>				
5915	32,326.02	26,296.72	22.93	5
5916	15,683.14	158,952.14	-90.13	6
5916	0.00	TBD	0.00	7
<b>Capital Projects Total</b>	<b>48,009.16</b>	<b>185,248.86</b>	<b>0.00</b>	
<b>TOTAL EXPENSE</b>	<b>48,009.16</b>	<b>185,248.86</b>	<b>-74.08</b>	
<b>DIFFERENCE (+surplus or -deficit)</b>	<b>72,134.70</b>	<b>242,000.00</b>		

Village of Chester Commission  
**Budget Variance Report - EMC BUILDING**  
 2025/26 Q3 to Dec 31 2025 (25% of fiscal year remaining)

	<b>Actual</b> 2025-04-01 to 2025-12-31	<b>Budget</b> 2025/26 (Tax rate 0.0777)	<b>Percent</b> Remaining	<b>Notes</b>
<b>REVENUE - EMC Building</b>				
<b>Revenues</b>				
4110	15,744.96	21,260.00	-25.94	
4180	0.00	0.00	0.00	
<b>Total</b>	<b>15,744.96</b>	<b>21,260.00</b>	<b>-25.94</b>	
<b>TOTAL REVENUE</b>	<b>15,744.96</b>	<b>21,260.00</b>	<b>-25.94</b>	
<b>EXPENSES - EMC Building</b>				
<b>EMC</b>				
5705	5,670.60	8,500.00	-33.29	
5710	1,349.44	1,250.00	7.96	<b>1</b>
5715	5,073.46	5,270.00	-3.73	
<b>EMC Total</b>	<b>12,093.50</b>	<b>15,020.00</b>	<b>-19.48</b>	
<b>Reserves (Planned)</b>				
5720	0.00	6,240.00	-100.00	<b>2</b>
<b>Reserves Total</b>	<b>0.00</b>	<b>6,240.00</b>	<b>-100.00</b>	
<b>Capital Projects</b>				
5709	0.00	0.00	0.00	
<b>Capital Projects Total</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	
<b>TOTAL EXPENSE</b>	<b>12,093.50</b>	<b>21,260.00</b>	<b>-43.12</b>	
<b>DIFFERENCE (+surplus or -deficit)</b>	<b>3,651.46</b>	<b>0.00</b>		

**Village of Chester Commission**  
**Budget Variance Report - NOTES**  
**2025/26 Q3 to Dec 31 2025** (25% of fiscal year remaining)

**# NOTES**

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**GENERAL GOVERNMENT OPERATIONS BUDGET**

- 1** Tax advances for full year received. Actual may change at MODC's year-end reconcile.
- 2** We won't receive this figure until MODC's year-end reconcile.
- 3** \$19,157 billed to date; next installment to go out to CFSC asap.
- 4** \$2,502 billed to date; next installment to go out to CFSC asap.
- 5** Only received from Commissioner Pauley so far.
- 6** As reported by MODC in September (this is very low).
- 7** As reported by MODC in September (this is very low).
- 8** Shows the cost for two of anticipated three newsletters this fiscal. Budgeted for four.
- 9** The Assoc. of NS Villages coordinator job ad is out now.
- 10** Includes electronic funds transfers and credit card interest (corrected).
- 11** Includes liability, property, and broker/NSFM fees (2.5% each); also includes Fire Hall building insurance (\$2,544.38) to be billed to CFSC, per the Intermunicipal Fire Services Agreement.
- 12** Includes cyber liability and broker fees.
- 13** Additional funds were allotted to the VIC from unneeded other line items for its pilot year (approx. \$7,790).
- 14** This project was cancelled and the funds moved to the VIC.
- 15** Includes roof insulation, pump replacement, line clearance, replacement door lock mechanism.
- 16** Includes building, pool, contents, equipment breakdown, and broker/NSFM fees.
- 17** Reserve deposits are made near the end of Q4 to protect cashflow.
- 18** 2024/25 budget variance surplus was \$16.5K.

**CAPITAL BUDGET**

- 1** Capital repairs project for 2025/26 is completed.
- 2** Phase 2 of the Washroom/Lido accessibility project was reduced in scope to remove the Lido portion.
- 3** Phase 3 of the Lido accessibility project was cancelled and the grant is to be returned.
- 4** The planned transfer for the accessibility is not required project scope was reduced. There may yet be a transfer for the repairs project - up to \$10K was approved to cover the awning on Jul 17, 2025.
- 5** Overage on awning is to be covered from Lido Reserve, if needed. (The difference of \$6K can probably be absorbed in Operations Budget line 5910.)
- 6** Project scope was reduced to remove Lido portion; parking lot, walkway and building entrance pieces are still pending.
- 7** Project cancelled.

**EMC BUILDING BUDGET**

- 1** Includes building, equipment breakdown, and broker/NSFM fees.
- 2** Reserve deposits are made near the end of Q4 to protect cashflow.



## Minutes

### Chester Fire Services Committee (CFSC) Monthly Meeting

Wednesday, Dec 3, 2025 at 5:00 pm

Village Commission Boardroom, 27 Pleasant Street, Chester

<b>Present</b>	Colin MacDonald, Chair Norm Countway, Vice-chair Kirk Collicutt, Treasurer-Secretary Wilson Fitt Nancy Hatch James Robert
<b>Ex-officio</b>	Cody Stevens, Fire Chief, Chester - Chester Volunteer Fire Department (CVFD) Jared MacDonald, Deputy Fire Chief, CVFD
<b>Staff</b>	Heather McCallum, Administrator (Clerk/Treasurer, Village of Chester) Maxine Veinot, Recording Secretary (Admin Assistant, Village of Chester)
<b>Regrets</b>	Nil
<b>Guest(s)</b>	Tom Bremner, MODC Councillor, District 3 Randy O'Malley, Chester Village Commissioner

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#### 1. Call to Order

The meeting was called to order by the Vice-chair at 5:00 pm.

#### 2. Approval of Agenda

**Motion:** Moved by Ms. Hatch; seconded by Mr. Fitt:

That the Chester Fire Services Committee approves the Agenda of the Dec 3, 2025 Monthly Meeting as presented.

*Motion carried.*

#### 3. Approval of Minutes

### 3.1 Monthly Meeting Minutes: Nov 5, 202

**Motion:** Moved by Mr. Collicutt; seconded by Ms. Hatch:

That the Committee approves the Minutes of the Wednesday, Nov 5, 2025 Monthly Meeting as presented.

*Motion carried.*

## 4. Business Arising

### 4.1 Phase 2 RFP Awards - Approval

Ms. McCallum presented a Request for Decision (*Schedule 4.1*).

**Motion:** Moved by Chair MacDonald; seconded by Mr. Fitt:

That the Chester Fire Services Committee awards RFP #MODC-T-2024-017 Design Services to Acre Architects for a fee of \$1,295,000 + HST;  
AND,

That the Chester Fire Services Committee awards RFP #MODC-T-2024-017AB Project Management Services to Grey Cardinal for a fee of \$111,175 + HST for Phase 2 and \$254,804 + HST for Phase 3.

*Motion carried.*

## 5. Chester Volunteer Fire Department: Activity Report

Chief Stevens reviewed the November report (*Schedule 5*).

The Fire Advisory Committee (FAC) made a presentation to MODC Council recommending that they support an application to the Province for funding to support a water rescue training program across the Municipality. In addition to the grant, the program would also require approximately \$40,000 on an annual basis. The program would put a boat in every department of the Municipality and train the firefighters for lakes/rivers/in-shore/ice/swift water. It would also train rescue swimmers (there are currently 14 across the Municipality) and purchase an on-scene trailer. MODC Council unanimously supported the program. The application has been submitted to the Province.

The Chief noted that fire station bay door #2 crashed over the weekend due to damaged cables. A repair has been scheduled for Dec 4<sup>th</sup>.

## 6. Reports

### 6.1 Secretary-Treasurer

Mr. Collicutt presented his monthly report (*Schedule 6.1*).

Mr. Collicutt confirmed that the process for consultants' billing for the new Fire Station Project Phase 2 is for everything to go to Grey Cardinal, who will prepare a package to Mr. Fitt for review, and then he will forward to Village Administration/Accounting for payment. Ms. McCallum will submit copies of the invoice packages to the bank when installments of the loan funds are needed.

Due to the expected timing of monthly project reports from Grey Cardinal, staff recommend that the CFSC monthly meetings be rescheduled to later in the month.

**Motion:** Moved by Mr. Collicutt; seconded by Chair MacDonald:

That the Chester Fire Services Committee reschedule its 2026 Monthly Meetings to the second Wednesday of the month.

*Motion carried.*

### 6.2 New Fire Station Project

Mr. Fitt presented his Status Report #6 (*Schedule 6.2*).

Project Management will be conducted by Grey Cardinal and Design will be conducted by Acre Architects. Formal contracts are being prepared and are with legal for review. The Phase 2 start-up meeting with the consultants took place on Nov 27<sup>th</sup>.

**Action:** Mr. Fitt asked Chief Stevens to put together an equipment list for the Design team to work with.

Debrief sessions have been requested by six of the unsuccessful bidders; he and Libby Vant will conduct these next week. These are a learning opportunity for the bidders.

Tours of four recently built firehalls will be conducted with the design team before the Holidays. The first two tours are booked for Dec 17<sup>th</sup>: Mahone Bay and HRM Station 62 Sambro. The tours are to see what they did, what they think worked, and any lessons learned.

### 6.3 Communications Sub-Committee

Mr. Countway reported an article has appeared in the South Shore Bulletin (formerly Lighthouse Now), prompted by the press release re: awarding of contracts. A short version on the same topic is being prepared for the Municipality of Chester's newsletter. Profiles of volunteer firefighters will be happening soon.

**Action:** Mr. Robert will ask Terry Ferguson if he wishes to be acknowledged for the land swap.

Mr. Countway suggested a Volunteer Recognition page on the website for a list of donors, if they wish to have recognition. Chair MacDonald recommended that the donors be grouped by donation level for privacy.

### 6.4 Fundraising Sub-Committee

Mr. MacDonald reported that he has had a positive interest to early advances. He confirmed once we have a final design, then the capital campaign will properly begin. According to the preliminary project schedule this should be roughly late April.

Mr. Countway noted that the paperwork has been completed with CIBC Wood Gundy for Bruce Towler's broker services for donations of securities.

### 7. New Business – Nil

### 8. In-Camera – Nil

### 9. Resumption of Public Meeting – Nil

### 10. Other Business

- Trees at Fire Station

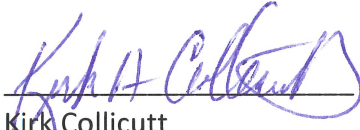
Ms. Hatch was asked about the removal of the two trees at the fire station on Central Street. Chief Stevens explained that the roof work was being challenged by the trees, but much more concerning was that the roots were cracking the foundation.

### 11. Adjournment

The meeting was adjourned at 6:02 pm.

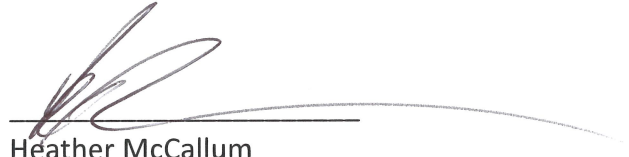
**Next meeting(s):**

- **Regular Monthly:** NEW DATE Jan 14, 2025 at 5:00 pm; Village Commission boardroom
- **Regular Monthly:** NEW DATE Feb 11, 2025 at 5:00 pm; Village Commission boardroom



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Kirk Collicutt  
CFSC Secretary



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Heather McCallum  
CFSC Administrator, VOC Clerk/Treasurer

Schedule 7.4

# Minutes of the Meeting of Lunenburg County Accessibility Advisory Committee (LCAAC)

Held online via Teams.

October 1, 2025, from 7-8:30pm

## Members Present:

Deputy Mayor Jennifer McDonald (TOB), Councillor Penny Carver (TOMB), Deputy Warden Abdella Assaff (MOC), Councillor Morgen Reinhardt (MODL), Councillor Gale Fullerton (TOL), VOC Commission Chair Geraldine Pauley, Teresa Alexander Arab, Amy Chrysler, Peggy McCalla, Louise Hopper

## Staff Present:

Mark Flint (Deputy CAO TOB), Tammie Bezanson (CET MOC), Dylan Heide CAO TOMB) Tissy Boliver (Recreation MODL), Ellen Johnson (Regional accessibility Coordinator

## Guests Present: none

## Regrets:

Lora Church (Chairperson)

### 1. Meeting Called to Order:

The Meeting was called to order, and the land acknowledgement was read by Vicechair, Louise Hopper at 7:00 p.m.

### 2. Acknowledgements and Protocols:

**2.1** Louise read reminder of accessibility as a human right and noted that the importance of yesterday (September 29<sup>th</sup>) being Truth and Reconciliation Day and today (October 1<sup>st</sup>) being Treaty Day and touched on the historical importance of these dates.

**2.2** Louise also reminded participants to please raise their hand (virtually or physically) and wait to be called on to speak and to also state their name before speaking.

### 3. Approval of Agenda:

**3.1 MOTION TO APPROVE the agenda as circulated with the addition of a committee member update during the Accessibility Coordinator's line item, SO MOVED by Geraldine Pauley, SECONDED by Jennifer McDonald. ALL IN FAVOR, SO MOVED.**

#### 4. Approval of Minutes:

**4.1 MOTION TO APPROVE PREVIOUS MEETING MINUTES AS CIRCULATED FOR SEPTEMBER 3, 2025, Moved by Penny Carver, Seconded by Amy Chrysler. ALL IN FAVOR – SO MOVED.**

#### 5. Accessibility Coordinator's Update:

- Three applications were received from community members in response to the call for volunteers to sit on the committee. As there were three seats available everyone who applied was appointed a seat – Theresa Alexander Arab (MODL), Linda Mills (TOL), Natasha Strickland (TOB). By November all five Councils will have had a chance to approve, and they will officially be in place.
- The accessibility directorate circulated a plain language document with recommendations for use in plain language and communication which she will circulate to committee members following the meeting.
- The P4G Diversity and Inclusion training will be launched in the Town of Bridgewater on the 6<sup>th</sup> of October. All their staff (40 Members & Councillors) will receive this in-depth training opportunity.

#### 6. Guest Speaker (None)

#### 7. Matters Arising

- **Orientation** – The Committee discussed scheduling an orientation session the first week of November but noted the NSFMC conference is scheduled the first week of November which could complicate scheduling. The committee discussed different date options. December 3<sup>rd</sup> is not an ideal option because it is International Day of Persons with Disabilities and an event will likely be held as per the action items noted in the Regional Action Plan (more discussion notes on this topic in item 8.2). After further discussion the committee agreed to try and schedule something as soon as possible once the new members are in their roles officially. Ellen will explore options and circulate a doodle poll. More to come.

**8.1 Information and Collaboration Sharing Opportunities** – Louise noted that Lora questioned whether or not there has ever been opportunities for committees of this nature with Accessibility plans from various Municipalities connecting to discuss what is happening across the province. An example given was Community Health Board, who often meet as regions to discuss issues or concerns they are dealing with. There are also other organizations within our own Lunenburg County (i.e. Health Care, Education, etc.) that we could meet with to utilize collaboration and learning opportunities. A discussion took place around the benefits collaboration could bring but also how it could be a good topic to explore further down the road once the new committee members are in place. At that point

the committee could potentially invite some of these groups to present what they are doing.

A brief discussion took place around the mobility cub event. Gale advised that participating opened the doorway for their organizations to make essential connections. It was very heartwarming for the organization to receive the level of support they had from the community through grants, ramps, and however else they could show support. A future presentation will be provided.

It was also noted that the LCLC recently hosted the 55+ games and noted how beneficial it would be for the committee to receive feedback from attendees and organizers on challenges, wins, and identify opportunities for improvement or reflection.

**8.2 International Day of Persons with Disabilities** – NSCC does something each year, therefore it was felt partnering with an organization already planning something would be the best course of action. Lora is going to contact a member of NSCC to coordinate what the beginning stages of planning could look like. It was also noted that People First as well as the South Shore Public Libraries are likely to participate to some degree. Ellen will circulate more information on these community events as she receives them and then a decision will be made together on which direction the committee would like to go.

## **9. Roundtable Discussion**

- Louise advised there is a group she belongs to called Thinking Beyond Band-Aids Coalition, and they are planning an event on October 17<sup>th</sup> which is the International Day for the Eradication of Poverty. More information on the events will be available, and Ellen will circulate it to Committee Members if they wish to attend.
- Geraldine requested the Village Commission be added to Council information emails.
- She also noted the Village is submitting an RFP to work on the Zoe Valle Library. If they are successful, they are very accessibility focused and will provide more information as it's available.
- Amy noted that she works with Nova Scotia Community Transportation Network and that last week they presented Ellen with a Road Warrior Award for her efforts and work with the organization. Congrats to Ellen!

**10. Date of Next Meeting: To be determined**

**11. Meeting was adjourned as all items on agenda were completed.**



## VILLAGE PLANNING ADVISORY COMMITTEE AGENDA

**Tuesday January 27, 2026 at 3:00 p.m.**

Annex Meeting Room  
186 Central Street, Chester, NS

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**1. MEETING CALLED TO ORDER.**

**2. LAND ACKNOWLEDGEMENT**

*2.1. We respectfully acknowledge that we live and work in Mi'kma'ki as a steward of the ancestral territory of the Mi'kmaq people. We are all treaty people.*

**3. APPROVAL OF AGENDA**

**4. MINUTES OF PREVIOUS MEETING:**

4.1. Approval of Minutes dated April 8, 2025

**5. NOMINATION AND APPOINTMENT OF VPAC VICE-CHAIR**

5.1. Call for Nominations

5.2. Vote (if required)

**6. PUBLIC INPUT SESSION (15 MINUTES TOTAL)**

6.1. Do any members of the public wish to address the Committee?

**7. BUSINESS ARISING:**

7.1. None

**8. CORRESPONDENCE:**

8.1. None

**9. NEW BUSINESS:**

9.1. VPAC Discussion – Council consideration to combine VPAC, MPAC and HAC into a single Committee.

9.2. Staff Memo to VPAC – History and explanation of measuring setbacks; eave projections and lot coverage in the Village Land Use By-law.

**10. ANY OTHER PLANNING MATTERS:**

10.1. Call for any other Planning Matters

**11. DATE OF NEXT MEETING:**

11.1. February 13, 2026 (Tentative) – beginning at 3:00 p.m. in Municipal Council Chambers

**12. ADJOURNMENT.**



## MEMORANDUM

Report to: Village of Chester Commission / Municipality of the District of Chester  
Date: January 16, 2026  
From: Chester Fire Services Committee (CFSC)  
Subject: 2026-27 Fire & Emergency Services Budget DRAFT - *for information*

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### SUMMARY

Attached is the Chester Fire Services Committee (CFSC)'s most recent Working Draft of the 2026-27 Fire & Emergency Services Budget (v.3) for information. **No action is requested at this time.**

This draft will be presented at the CFSC's Annual General Meeting being held on Thursday, February 12, 2026 for the ratepayers of the Chester Volunteer Fire Department's service area in Districts 3, 7, and part of 1. Members of the Village Commission and Municipal Council are all, of course, welcome to attend.

The CFSC Treasurer will appear before the Commission and Council to present the final draft for your approval in March.

If there are any questions or comments in the meantime, please forward them to the CFSC Treasurer, Kirk Collicutt, via its administrator (heather.mccallum @villageofchesterns.ca).

### OBLIGATIONS

Under the provisions of the Intermunicipal Fire Services Agreement 2022, the following timeline is required for the budget – see excerpts below:

- Clause 16: *An annual meeting of the electors shall be held by the Committee before February 15 each year.*
- Clause 18: *The Committee members shall, at the annual meeting of electors, present a report of the proceedings of the preceding fiscal year, the proposed operating and capital budgets.*
- Clause 31: *On or before the 15th day of February, each and every year, the Committee shall forward the draft Operating and Capital Budget to both the Village and Municipality for their consideration and approval.*

- Clause 32: *The Municipality and the Village shall have until the 1<sup>st</sup> day of April in each and every year to review, discuss and approve the Operating and Capital budgets as presented, or as amended by them.*

## AGM EVENT DETAILS



Date: Thursday, Feb 12, 2026  
Time: 6:00 pm  
Location: St. Steven's Community Centre (Tuck Hall), 54 Regent Street, Chester  
Livestream: Zoom Meeting ID 829 0645 5688, Passcode 260212  
<https://us02web.zoom.us/j/82906455688?pwd=6W5QrOwxhblZsaTRbhRTqvcjsKb2a.1>  
YouTube Live <https://www.youtube.com/@ChesterFireCommittee>

For the Agenda documents or more information, see the "Public Meetings" tab on our website:  
<https://www.chesterfirecommittee.ca/>

## ATTACHMENT

- 2026-27 CFSC Fire & Emergency Services Budget DRAFT (v.3)

Chester Fire Services Committee  
 2026-27 Fire & Emergency Services Budget - SUMMARY PAGE  
 DRAFT v3 | Jan 15, 2026

	Budget 2026/27 (Fire rate <b>0.1340</b> )	Pages	Contents
<b><u>REVENUE</u></b>			
PROPERTY TAX & OTHER REVENUE	1,543,885	p. 2	<i>Allocation: Operations \$530,855 / Capital \$1,013,030</i>
FIRE STATION PROJECT LOAN	800,000	p. 5	<i>Remainder of Phase 2 capital loan \$1.3M; Phase 3 in Fiscal 2027-28</i>
<b>TOTAL REVENUE</b>	<b>\$2,343,885</b>		
<b><u>EXPENSES</u></b>			
OPERATIONS EXPENSES	511,116	p. 2	<i>Operations + Operating Reserve \$TBD (previous year's surplus)</i>
CAPITAL EXPENSES & RESERVES		p. 5	<i>Capital + Capital Reserves \$650,000</i>
NEW FIRE STATION PROJECT	945,030	p. 5	<i>Remainder of Phase 2 consultants \$1.3M</i>
<b>TOTAL EXPENSES</b>	<b>\$1,456,146</b>		
<b><u>BUDGET NOTES</u></b>		p. 6	

Chester Fire Services Committee  
 2026-27 Fire & Emergency Services Budget - OPERATIONS  
 DRAFT v3 | Jan 15, 2026

	<i>Q3 Actual to Dec 31st (25% remaining)</i>	Budget 2025/26 (Fire rate 0.1140)	Budget 2026/27 (Fire rate <b>0.1340</b> )		
<b><u>OPERATIONS BUDGET REVENUE</u></b>					
<b>Property Tax Revenue</b>					
4110	Village Fire Tax	617,058	615,337	743,112 1.01	
4120	Outside Area Fire Tax	665,448	663,990	800,772	
<b>Subtotal Property Tax Revenue</b>			<b>1,282,506</b>	<b>1,279,327</b>	<b>1,543,885</b> 1.02
<b>Other Revenue</b>					
4640	CVFD Extraordinary Revenue	0	0	0	
<b>Total Other Revenue</b>			<b>0</b>	<b>0</b>	
<b>TOTAL REVENUE</b>			<b>\$1,282,506</b>	<b>\$1,279,327</b>	<b>\$1,543,885</b>
<b><u>OPERATING EXPENSES DETAILS</u></b>					
<b>OPERATIONS</b>					
<b>Administration</b>					
5011	Mgmt & Admin - Fees	14,956	38,200	39,200 1.03	
5012	Mgmt & Admin - Overhead	2,502	6,000	6,000 1.04	
5013	CFSC Committee - Overhead	446	5,000	5,000	
5020	Audit Fees	5,193	5,000	5,200	
5021	Legal Fees	2,890	2,000	4,000	
5022	Liability Insurance	8,650	8,650	9,515 1.05	
5023	Bank Charges	237	500	500	
5024	Business Fees & Licences	66	100	100	
5031	Annual General Meeting (Feb)	0	550	550	
5032	Advertising	340	2,000	2,000	
5035	Office Supplies	3,643	3,500	4,500 1.06	
<b>Administration Total</b>			<b>38,924</b>	<b>71,500</b>	<b>76,565</b>
<b>Firefighting Force</b>					
5110	Firefighters Honorarium	50,000	50,000	50,000	
5120	In Lieu of Fundraising	15,000	15,000	15,000	
5130	Uniforms	4,048	3,000	5,000	
5150	24hr Firefighter Accident Insurance	8,137	8,500	8,500	
5151	24hr Family Insurance	6,475	6,500	6,500	
5152	EAP Program	0	4,000	4,000	
5160	Annual Firefighters Banquet	0	2,500	2,500	
<b>Firefighting Force Total</b>			<b>83,660</b>	<b>89,500</b>	<b>91,500</b>
<b>Training &amp; Education</b>					
5210	Training	15,071	30,000	30,000	
5220	Fire Prevention & Education	2,717	5,000	5,000	
5230	Chief's Conference	0	2,500	2,500	
5240	CVFD Bursary	2,000	2,000	3,000	
<b>Training &amp; Education Total</b>			<b>19,788</b>	<b>39,500</b>	<b>40,500</b>

	<i>Q3 Actual to Dec 31st (25% remaining)</i>	<i>Budget 2025/26 (Fire rate 0.1140)</i>	<i>Budget 2026/27 (Fire rate 0.1340)</i>		
<b>Firefighting Equipment</b>					
5310	Medical Supplies	714	2,000	2,000	
5320	Tools & Equipment	6,446	7,500	10,000	
5321	Hoses	11,217	1,000	1,000	
5330	Flashlights/Camera/Batteries	0	1,000	1,000	
5340	SCBA Masks	0	2,000	2,000	
5350	CVFD Vehicle Insurance	14,931	14,975	16,425	1.07
<b>Firefighting Equipment Total</b>		<b>33,309</b>	<b>28,475</b>	<b>32,425</b>	
<b>Personal Protective Equipment</b>					
5360	General PPE	11,973	30,000	30,000	
5380	Bunker Gear	0	30,000	30,000	
<b>Personal Protective Equipment Total</b>		<b>11,973</b>	<b>60,000</b>	<b>60,000</b>	
<b>Communication</b>					
5410	Communication Contract (Radios)	3,141	5,000	5,000	
5420	Communications General Repair	0	1,000	1,000	
5430	Communications Upgrades	49,769	52,000	25,000	1.08
5440	Mobile Radio Service Plan	374	1,500	500	1.09
<b>Communication Total</b>		<b>53,285</b>	<b>59,500</b>	<b>31,500</b>	
<b>Maintenance</b>					
5515	Small Engine Maintenance	1,224	500	1,500	
5520	Extinguisher Maintenance	0	850	1,000	
5525	SCBA Fill Station Maintenance	2,890	8,250	8,250	
5530	Bunker Gear Inspection & Repair	1,364	5,000	5,000	
5535	Ladder/Harness Inspections	587	1,200	1,200	
5540	Jaws of Life	0	1,500	1,500	
5565	Total Vehicle Fuel Expense	4,917	8,000	8,000	
5590	Total Vehicle Maintenance	50,491	30,000	50,000	
<b>Maintenance Total</b>		<b>61,473</b>	<b>55,300</b>	<b>76,450</b>	
<b>Fire Station Building</b>					
5710	Telephone & Alarm	7,201	11,500	11,500	
5715	Building Utilities	7,282	15,000	15,000	
5720	Taxes & Collection Fee - 4070 Hwy 3	28	2,000		1.10
5725	Fire Station Janitorial	5,067	6,600	7,250	
5730	Fire Station Maintenance	12,974	15,000	30,000	
5735	Fire Station Insurance	16,336	21,800	21,000	1.11
5740	Consumables	386	4,500	4,500	
5745	Storm Event Supplies & Rentals	0	2,500	2,500	
5750	Waste Removal (Dumpster)	5,249	7,085	8,925	1.12
<b>Building &amp; General Total</b>		<b>54,523</b>	<b>85,985</b>	<b>100,676</b>	
<b>Fire Boat</b>					
5650	Inshore Boat Equipment	76	1,500	1,500	
<b>Fire Boat Total</b>		<b>76</b>	<b>1,500</b>	<b>1,500</b>	
<b>SUBTOTAL OPERATING</b>		<b>\$357,011</b>	<b>\$491,260</b>	<b>\$511,116</b>	

		<i>Q3 Actual to Dec 31st (25% remaining)</i>	Budget 2025/26 (Fire rate 0.1140)	Budget 2026/27 (Fire rate 0.1340)	
<b>OPERATING RESERVE (Planned)</b>					1.13
5910	Emergency Operating Reserve Deposit	0	TBD	TBD	1.14
<b>Reserves Total</b>		0	TBD	TBD	
<b>SUBTOTAL RESERVES</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
<b>CAPITAL ALLOCATION</b>					
	Property Tax Revenue - Allocation to Capital			1,013,030	1.15
<b>Capital Allocation Total</b>				1,013,030	
<b>SUBTOTAL CAPITOL ALLOCATION</b>		<b>\$0</b>	<b>\$0</b>	<b>\$1,013,030</b>	
<b>TOTAL EXPENSES</b>		<b>\$357,011</b>	<b>\$491,260</b>	<b>\$1,524,146</b>	
				<b>19,739</b>	1.16
<i>DIFFERENCE (+surplus or -deficit)</i>					

Chester Fire Services Committee  
 2026-27 Fire & Emergency Services Budget - CAPITAL  
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	<i>Q3 Actual to Dec 31st (25% remaining)</i>	Budget 2025/26 (Fire rate 0.1140)	Budget 2026/27 (Fire rate 0.1340)	
<b><u>CAPITAL BUDGET REVENUE</u></b>				
<b>Property Tax Allocation</b>				
			1,013,030	2.01
			1,013,030	2.02
<b>Capital Loans (New Station Project)</b>				
4670	0	500,000	800,000	2.03
NEW			0	2.04
	0	500,000	800,000	
<b>TOTAL REVENUE</b>			<b>\$0</b>	<b>\$500,000</b>
			<b>\$1,813,030</b>	
<b><u>CAPITAL EXPENSES DETAILS</u></b>				
<b>CAPITAL EQUIPMENT</b>				
NEW			10,000	2.05
5817	5,231	31,260		2.06
5826	0	8,000	8,000	
5870	0	100,000	200,000	2.07
<b>Capital Equipment Total</b>			218,000	
<b>NEW STATION PROJECT</b>				
5810	0	500,000	800,000	2.08
NEW			0	2.09
5811	0	100,000	100,000	2.10
5815	14,355	30,000	30,000	2.11
5816	4,201	14,650	15,030	2.12
<b>New Station Project Total</b>			945,030	
<b>CAPITAL RESERVES (Planned)</b>				
5920	0	300,000	350,000	2.13
5930	0	200,000	300,000	
<b>Reserves Total</b>			650,000	
<b>TOTAL EXPENSES</b>			<b>\$23,787</b>	<b>\$1,283,910</b>
			<b>\$1,813,030</b>	
<b>DIFFERENCE (+surplus or -deficit)</b>				<b>0 2.14</b>

**Chester Fire Services Committee**  
**2026-27 Fire & Emergency Services Budget -BUDGET NOTES**  
**DRAFT v3 | Jan 15, 2026**

**OPERATING BUDGET NOTES**

- 1.01 Placeholder figure: (2025 assessment + 2.6% cap) x \$0.02 rate increase.
- 1.02 Tax Revenue allocation: Operations \$530,855 / Capital \$1,013,030. See note 1.14.
- 1.03 Placeholder: 2025 Village staff costs x CPI 2.6%. Note: 2.6% cap rate being used until final 2025 NS CPI is released.
- 1.04 Based on 25% rent on 27 Pleasant St; to be re-evaluated due to office move.
- 1.05 Actual 2025 insurance cost x 10%.
- 1.06 Increased to reflect annual office equipment purchases.
- 1.07 Actual 2025 insurance cost x 10%.
- 1.08 The method of broadcast needs to be assessed and repaired/replaced (may or may not be radio tower).
- 1.09 Reduced because TMR (trunk mobile radio) now coordinated and paid for by Province.
- 1.10 Removed because fire departments no longer pay property tax as of 2025.
- 1.11 Fire station building insurance \$2,544.38 to come from Village (per Intermunicipal Agreement). Actual 2025 insurance cost x 10%.
- 1.12 Actual costs + placeholder CPI 2.6%.
- 1.13 Per CFSC's Reserves & Investment Policy.
- 1.14 Finance recommends this reserve account hold at least 20% of Operating budget - the CFSC is compliant.
- 1.15 Captures the amount of property tax revenue allocated to the Capital Budget to balance the Operating Budget.
- 1.16 Subject to change through fiscal year.

**CAPITAL BUDGET NOTES**

- 2.01 Placeholder figure: (2025 assessment + 2.6% cap) x \$0.02 rate increase.
- 2.02 Tax Revenue allocation: Operations \$530,855 / Capital \$1,013,030.
- 2.03 Includes the unspent portion of the Phase 2 loan of \$1.3M. Draw downs are in installments of min. \$100K.
- 2.04 The figure needed for Phase 3 is unknown until the end of Phase 2, nor the amount of loan required. The Phase 2 loan is unlikely to be completed or drawn down this fiscal year.
- 2.05 Project under review; a shared repeater is under consideration.
- 2.06 Separate Capital line item is removed and consolidated with Operations line item 5730.
- 2.07 10% of anticipated \$2M cost for a new truck with a two-year timeline. Request for Proposals has not yet been issued. If the successful applicant does not require a deposit, this will go to the Apparatus Reserve.
- 2.08 Phase 2 total consultant costs for Design & Project Management is (\$1,406,175). The extra \$106,175 in PM fees will be captured in the Phase 3 budget.
- 2.09 Per note 2.04, the spend is unlikely to begin in this fiscal year. Once Phase 2 is completed, a loan will have to be secured, tenders issued and awarded. Includes PM fees of \$106,175 (Phase 2) and \$254,804 (Phase 3).
- 2.10 No payments are required before July at maturation, amount to be confirmed. (The remainder of Phase 2 loan to be combined with Phase 3 loan.)
- 2.11 Includes costs for communications (website and social media), surveying, land transfer and legal fees, etc.
- 2.12 Placeholder: 2025 Village staff costs x CPI 2.6%. Note: 2.6% cap rate being used until final 2025 NS CPI is released.
- 2.13 Per CFSC's Reserves & Investment Policy.
- 2.14 Subject to change through fiscal year.

# Help shape the future of rural Canada – Moving from strategy to action

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## Current status: Open

Opened on December 15, 2025 and will close to new input on February 6, 2026.

## About the consultation

Share your ideas to move from strategy to action. Innovation, Science and Economic Development Canada (ISED) is developing a Rural Development Action Plan. Your participation in this consultation will support the Government of Canada's efforts to reflect the needs and priorities of rural communities across Canada.

### Your feedback will help:

- Inform federal policies and programs that support the needs and opportunities of people living in rural Canada—now and in the future
- Shape new tools that help government include rural perspectives in decision-making
- Build a stronger, more resilient future for rural Canada

## Key questions

Your responses to the following questions will help shape the Rural Development Action Plan:

1. How can federal initiatives be improved to better address the unique challenges and opportunities faced by your rural community?

2. What federal, provincial, territorial, or regional programs have worked well in promoting rural development within your region?
3. What policy changes or new initiatives would make the biggest difference for the long-term sustainability of your region, and how should we measure their success?

## Join in: How to participate

Complete the [Rural Development Action Plan online questionnaire](#). The action plan aims to:

- Inform federal planning to reflect the needs and opportunities of and for people and communities located in rural Canada
- Support the design and implementation of initiatives for rural Canadians
- Encourage engagement with rural stakeholders and partners

To participate by email or mail, use the [Contact us](#) section for more information.

## Who is the focus of this consultation

The Government of Canada welcomes anyone with an interest in rural Canada to share their views. This includes:

- Individuals living in rural areas
- Rural businesses and organizations
- Indigenous Peoples, communities, and organizations
- Local governments
- Academics and researchers
- Anyone working with or connected to rural communities

# Contact us

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**Mail:**

Rural Team

Innovation, Science and Economic Development Canada

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## Quote

“Rural Canada feeds our country. It also powers it, builds it and connects it. With this consultation, we’re asking Canadians in rural, remote and northern communities to tell us what’s working, what isn’t and where we need to be more flexible so that federal programs actually match rural realities. If we’re serious about building one Canadian economy, then rural Canada has to be at the heart of that plan. That starts with listening.”

— The Honourable Buckley Belanger, Secretary of State (Rural Development)

**Date modified:**

2025-12-15