



Providing business support to
Entrepreneurs and Small Business.

Sheet Harbour Chamber of Commerce Community Transportation – Feasibility Study

Date: March 1st, 2013 (REV)

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Part I – The Community

SWOT

<p>Strength</p>	<ul style="list-style-type: none"> ◦ Sheet Harbour Chamber of Commerce ◦ Compassionate community ◦ Collective and cohesive community that will get behind “hot topics” ◦ Large number of community groups ◦ Designated and established hub with concentrated location of services, retail businesses and sidewalks ◦ Millbrook First Nation Reserve, offer limited transportation to the First Nation community already, help with sustainability ◦
<p>Weakness</p>	<ul style="list-style-type: none"> ◦ Lack of licensed drivers (limo license) ◦ Limited communication between community groups (no one knows what the other is doing) ◦ History can influence people to dwell on past problems (hard to get past) ◦ Significant population living below poverty line ◦ Restricted ability to pay ◦ Greater understanding/knowledge required ◦ the potential to not have target population involved in process ◦ limited transportation schedule ◦ Senior population and other individuals challenged with mobility issues (transportation needs to be easily accessible) ◦ When individuals arrive at their destination (i.e. shopping, doctor) where do they go to wait until the return trip home ◦ How do these individuals manage to do their shopping once they get there as not everyone is able or capable of carrying heavy grocery bags with them from store to store ◦ How to make the switch from one mode of transportation to another for longer trips (i.e. to the Metro area). Some seniors and

	<p>other individuals are not physically or cognitively able to do so.</p> <ul style="list-style-type: none"> ◦ Improve communication of what is and is not available and work at alleviating poverty by the initiative of those ensnared and debilitated by it. ◦ cost efficient ◦ many amenities within walking distance on sidewalks ◦ Distance from HFX/Dart where many have to travel for medical appointments
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Opportunity	
	<ul style="list-style-type: none"> ◦ No other competing transportation provider (outside of neighbours, family) ◦ Large population that is geographically isolated ◦ Metro X service in Porters Lake (Spring '13) ◦ Rural Transportation Association (network of similar organizations, meet monthly to discuss common topics, influence policy, form best practices) ◦ MusGo Rider – connect with to provide larger service area ◦ Subsidised fares through community partners ◦ Broadened community engagement on important topics (i.e. nursing home, hospital, sidewalks) ◦ Youth participation with after-school activities ◦ Enhance all community members quality of life ◦ Community health board grants? for training of drivers, etc. ◦ chance to fulfill volunteer hours ◦ Opportunity to engage potential users in the process (i.e. First Voice) ◦ Potential to connect with other services in the community that currently provide transportation (i.e. Lions Bus, Parks and Rec Van, Stock Transportation, Eastern Shore Memorial Hospital Day Clinic Van) ◦ To possibly work with Health Authority to have specialists visit local hospital to circumvent the need to travel to Hal/Dart. (Of course the problem with this is directly related to the cutbacks in our health care but

	<p>still a possibility).</p> <ul style="list-style-type: none"> ◦ Perhaps the Health Authority could outsource a program whereby they would subsidize a transportation service that would allow the transport of people to medical appointments...again cutbacks and lack of money will largely impact negatively on this suggestion. ◦ Centralize calendar of community services and events and designate person to contact groups and provide feedback to them about potential schedule conflicts...keep it current, accurate...make it available online and in print, so that more people will know about events and hours of business/service, and can schedule accordingly ◦ bulk ticket discounts for community services and organizations who make commitment to use the service (set minimum # of tickets to qualify for discount) ◦ Offer limo driver training, including First Aid training
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Threats	
	<ul style="list-style-type: none"> ◦ Misunderstanding regulations regarding transporting passengers (i.e. students) ◦ Lack of continued/future funding Availability of Lion's 17 person passenger van that can be used by the community if the driver has the proper driver's license (limits use and vehicle falls under URSB) ◦ The Hospital – the mini bus is only permitted to be used for the adult day program, this was the only way to get critical patience to this program, if a service is established in the area there is the opportunity for its funding to be directed at the service and for the requirements to be contract to it ◦ Parks and Recreation also have a bus available to transport individuals and groups to events. At end of month provide, seniors Sheet Harbour for groceries, medications etc. This is a service that would be required on a monthly basis. Also, seniors would use a bus for medical appointments. ◦ Clarify who can ride

	<p>attended/unattended/minimum age</p> <ul style="list-style-type: none">◦ Obtain minimum two year funding to allow time to adequately assess service...sometimes community is slow to warm up to something new, especially if they believe it will be yanked after a short time◦ not being adequately accessible and used◦ Startup costs◦ There is a history of two failed attempts in setting up a for profit model in Musquodoboit Harbour which leads to the question how can a non-profit work given the fact that there is a large cost in owning, maintaining, insuring, etc. a vehicle. 2) Although we recognize morally there is a need, heavily weighed against this is the fact \$\$ have to come from somewhere
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Community Assets

Adult Literacy

23659 Highway 7 Sheet Harbour
B0J 3B0

LEA Place

Contact: (902) 885-2668

Sheet Harbour Sexual Health Centre

Contact: (902) 885-2789

Community Services NS - (Satellite Office)

Contact: (902) 885-2974

Early Intervention

Contact: (902) 885-2946

Sheet Harbour Lions Club

Sheet Harbour, NS B0J

Contact: (902) 885-2280

Sheet Harbour Outreach Services

Bluewater Building
22756 Highway 7, 2nd Floor
Sheet Harbour, Nova Scotia

Youth Health Centre

885-2777

Moser River C@P Site

347-2223

New Horizons Seniors Club

885-2922

Sheet Harbour & Area Heritage Society

654-2068

Gerald Hardy Memorial Society

885-2300

Moser River Community Hall

347-2114

Addiction Prevention & Treatment Services

Hours of operation:

Monday, Wednesday, and Fridays

8:30 am – 4:30 pm

Contact: (902) 885-2611

Job Search Centre
885-3593

Occupational Therapy

Hours of Operation:

ESMH – M-T from 9:00 am – 4:00 pm

DMNH – Thurs. from 9:00 am – 4:00 pm

Contact: (902) 885-3643

Physicians Services

Hours of Operation: Monday-Friday from 9am-5pm with limited evening hours.

- Dr. MacDonald (902) 885-2200
- Dr. Atkinson (902) 885-2298
- Dr. Antony (902) 885-2216

Physiotherapy Department

Hours of Operation:

Monday, Tuesday, Thursday and Friday – 10:00 am – 4:00 pm

Wednesday – 11:00 am – 5:00 pm

Contact: (902) 885-3621.

Public Health Services

Hours of Operation:

Monday – Friday from 8:30am – 4:30pm

Contact: (902) 885-2470

Health Care Social Worker

Hours of Operation: Every 2nd Monday from 9:30am – 4:00pm

Contact: (902) 885-3627

Community School Social Worker

Hours of Operation: Mon. – Fri. 8-4 pm

Contact: (902) 885-2777 ext 7651004

Well Women’s Clinic

Contact: Please call Sheet Harbour Sexual Health Centre at (902) 885-2789

Adult Day Clinic

Hours of Operation:

Monday to Friday 8:30am – 4:30pm

Contact: (902) 885-3602

Asthma/Respiratory Clinic

Contact: (902) 885-3604

Diabetes Centre

Hours of Operation: Thursdays 9am – 4pm

Contact: (902) 885-3606

Diagnostic Imaging Department (X-ray)

Hours of Operation: M – F 8am – 2:30 pm

Contact: (902) 885-3607 or (902) 885-3624

Foot Care Clinic

Contact: (902) 885-3604

Hearing & Speech Clinic

Contact: (902) 885-2628 or (902) 889-4117

Home Health Care Coordinator

Hours of Operation: M – F 8:30 am – 4pm

Contact: (902) 885-4010

Home Care Nursing Services

Hours of Operation: Daily 8am – 4pm

Contact: (902) 885-3604

Laboratory & EKG Services

Hours of Operation: M – F 8am – 11am

Contact: (902) 885-3607

Mental Health Service

Hours of Operation:

Thursdays from 9:30am – 3:00pm

Contact: 885-2200, 885-2298, 885-2216

Nutrition Services

Contact: (902) 885-3643

Meals on Wheels

Contact: 885-3614

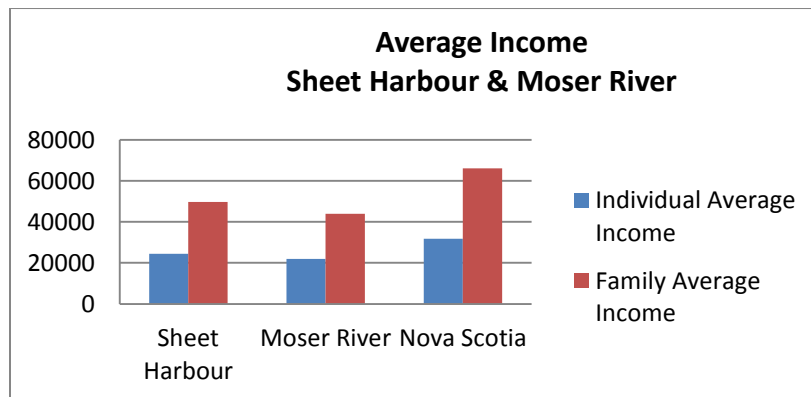
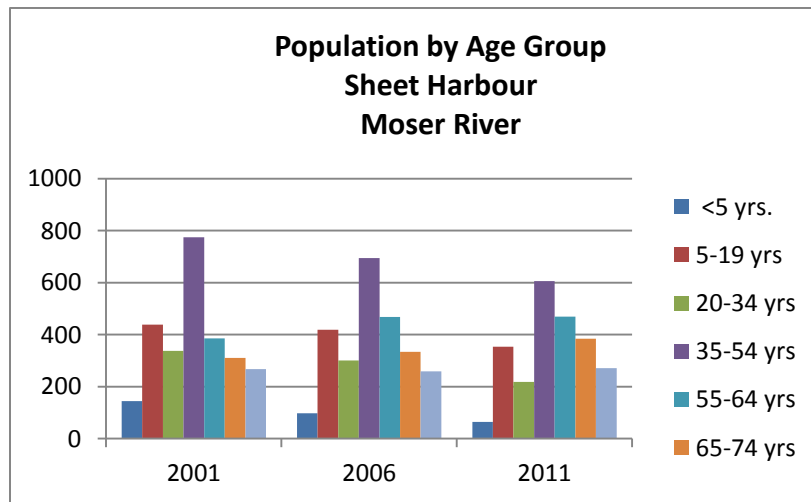
SHEET HARBOUR CHAMBER OF COMMERCE – COMMUNITY TRANSPORTATION

A majority of these services are provided at the hospital. In particular ESMH had to develop a transportation plan to ensure the success of our Adult Day Clinic; this included the purchase of a bus to transport individuals to and from the hospital to attend clinic, over 90% of participants rely on this service. Administration at ESMH are constantly hearing anecdotal comments regarding the inability for community members to come in for Doctors appointments, blood work, x-ray or other services and the cost family/friends and neighbours charge to come into the core is too much for many.

On a few occasions ESMH had to determine transportation to get clients and/or community members into the hospital for treatment, outside of using 911. This is something that is not sustainable for a health care provider.

From a community sense, many businesses feel that there are many who are unable to access services without some sort of cost or undue hardship.

Community Demographics & Future Trends



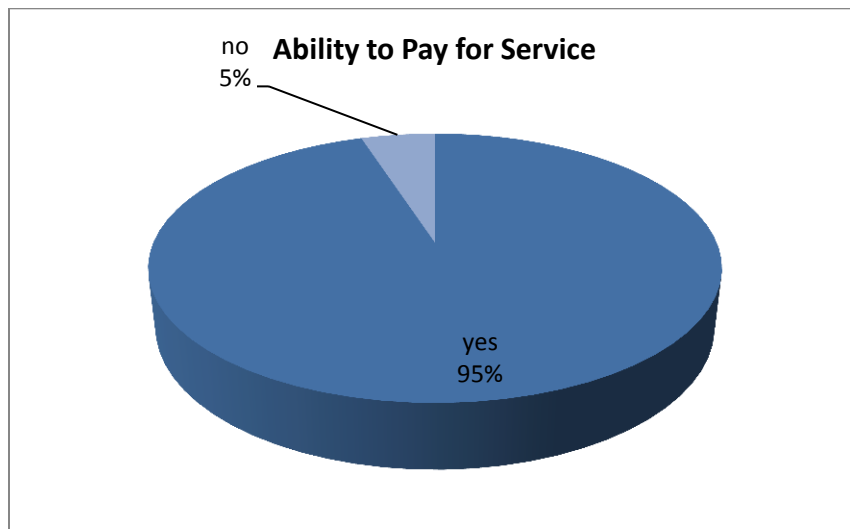
Customer & Where do they need to travel

An extensive survey of the Sheet Harbour area was conducted to understand the overall need for transportation, ability to pay and perceive affordable fares. These included temporary survey locations in the Sheet Harbour Scotiabank, Eastern Shore Memorial Hospital and LEA Place.

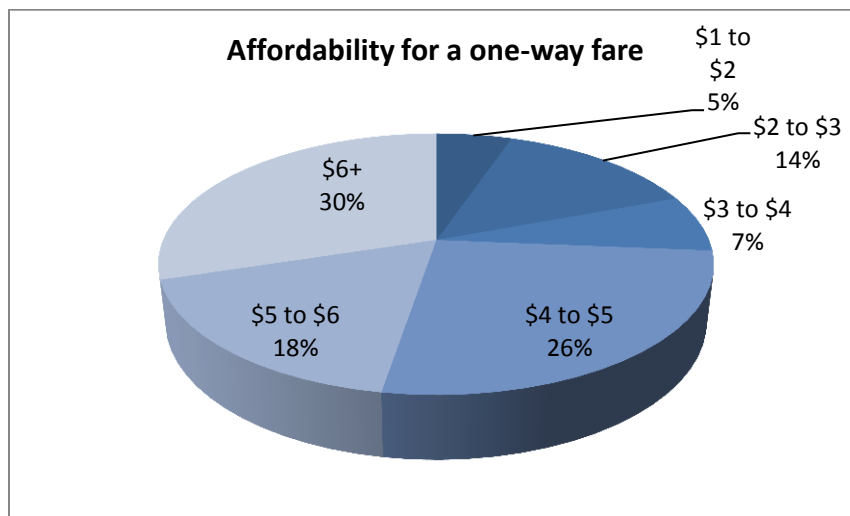
Surveys were also obtained in person at three community events:

- 50+ Symposium (September 8th, 2012)
- Fall Health Fair – Harbourview Lodge (November 8th, 2012)
- Food Mart – Sheet Harbour (November 29th, 2012)

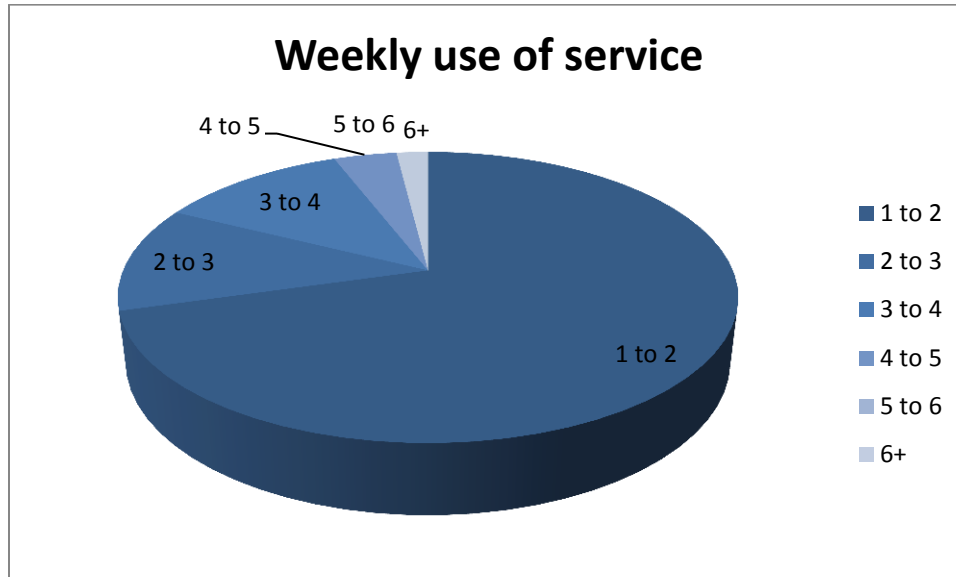
We had 60 people complete surveys; all respondents indicated that they would use the service. As the majority of these surveys were collected in person I can comment that maybe 3 people said that they would not use the service and didn't complete a survey.



From those that indicated the ability to pay:



When asked the frequency of use per week:



In addition, 14 people specifically indicated that transportation to Halifax and Dartmouth was important specifying that they would pay between \$20 and \$60 roundtrip. One person went as far to note that this form of access was more important than within the community and noted they would use city service at least three times a week.

One family discussed at length that they had an accessible van for their adult son. They are close to having to give up this vehicle due to its age and costs. They fear that they will no means of transporting their sons and wonder if we will become isolated to their home.

2 to 3% is a small segment of the population and there are challenges in connecting with everyone, some obstacles include a lower literacy rate, very limited internet access and a large geographical area.

The key people from the Chamber (Harold Taylor – Health Services Manager ESMH, CDHA, Myrene Keating – Director LEA Place, Jeff Hogg – Scotiabank) work with the community and see first-hand the need however this need has not been documented in the past.

Part II – Framework

Options for Organizational Structure & Management

Not-for-Profit Organizations (NPO)

(Guide to Law: for Non-profit Organizations in Atlantic Canada, 2004 & 2007, Legal Information Society of Nova Scotia)

The goals of an NPO are to serve the greater good rather than make a profit. When profit is generated the organizations is required to retain these funds for future operational expenses, expansion or other planning.

They can also be classified as:

- Informal
- Incorporated (Society/Association or Co-operative)
- Charitable

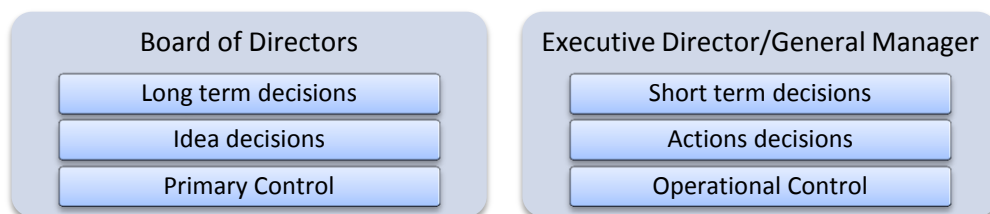
This type of organization is formed by:

- Defining a purpose
- Naming the organization and registering with the Registry of Joint Stocks, a name reservation request and payment can be completed online.
<http://www.gov.ns.ca/snsmr/access/permits/forms/registry-joint-stock-companies.asp#3589>
- Developing constitutions and bylaws
- Incorporating

Structure for Societies/Associations



Responsibility



Co-operative Model

Co-operatives are based on the values of self-help, self-responsibility, democracy, equality, equity and solidarity. In the tradition of their founders, co-operative members believe in the ethical values of honesty, openness, social responsibility and caring for others.

These guiding principles are defined in legislation and agreed by co-operatives around the world. They were adopted by the International Co-operative Association at its Congress in Britain in 1995.

- Voluntary & Open Membership
- Democratic Member Control
- Member Economic Participation
- Autonomy & Independence
- Education, Training & Information
- Co-operation Among Co-operatives
- Concern for Community

Share Capital

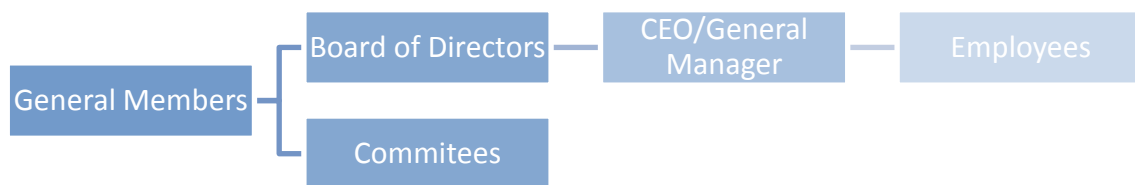
The initial start-up funding may come from shares purchase by its members and each member’s liability is limited to the amount of their share.

As this organization would be operating in one province it would be formed in accordance with the Nova Scotia Co-operative Council and would be classified as a “service” co-operative. In Nova Scotia two kinds of co-operatives are recognized:

- Non-profit
- For profit

The Co-operative Structure

A co-operative is an association of people as well as a business enterprise, each with its own unique structure connecting by the Board of Directors and the CEO/General Manger.



Responsibility



Technical Considerations

Vehicle Options

There are a number of considerations to review prior to selecting a vehicle including the number of passengers, local and provincial laws, operational costs and initial investment. Passenger vans typically accommodate between seven and 15 passengers.



Minibuses can accommodate up to 25 passengers however their initial investment costs and operational costs are higher.



Accessibility is an important consideration when reviewing funding opportunities. To be eligible for CTAP funding (annual operational funding) vehicles must be accessible. Although the initial costs are high, this level of service opens the opportunities for the service provider.



With increasing fuel costs and the large geographical area a mini-van would be the best option.

Regulations

Public passenger carriers operating within Nova Scotia fall under NSUARB regulation and the Motor Vehicle Carrier Act. Passenger vans fall under the following guidelines:

Effective January 1, 2003, the NSUARB also regulates carriers who operate a commercial van as a public passenger vehicle that has a seating capacity of 8 passengers or less, excluding the driver, and that provides a daily, weekly, or other regular service, or a charter or tour service that enters or departs any municipality. The requirements are safety based and not economic in nature.

(Ref: http://www.nsuarb.ca/index.php?option=com_content&task=view&id=25&Itemid=21 and confirmed September 21, 2011 with Natalie Aisthorpe, Director, NSUARB – Motor Carrier Division)

Halifax Regional Municipality By-Law #T-108 Respecting the Regulation of Taxis and Limousines (Ref: <http://halifax.ca/legislation/bylaws/hrm/documents/By-LawT-108.pdf>)

"Taxi" means a motor vehicle equipped with a taxi roof light and taximeter used or intended to be used to carry passengers for hire, which is in compliance with the standards for a taxi prescribed in Administrative Order 39, and unless the context indicates otherwise, taxi includes an accessible taxi.

"Limousine" means a motor vehicle not equipped with a taximeter or roof light used or intended to be used to carry passengers for hire, which is in compliance with the standards for a limousine prescribed in Administrative Order 39.

"Accessible taxi" means a taxi designed and manufactured, or converted, for the purpose of transporting passengers with physical disabilities, which is in compliance with the standards for an accessible taxi prescribed in Administrative Order 39.

As privately run transportation is a new consideration within HRM specific review with municipal representative would be beneficial.

Other Organizations

Rural communities in Nova Scotia are seeing an increase in community run transit and transportation services. Currently there are 12 community run programs with Halifax's program run by Need-a-Lift, Metro Transit and Access a Bus however these services are restricted to the more urban areas.

MusGo Rider Cooperative Ltd. is located within the same district as Sheet Harbour (District 2 HRM) and they are approximately 1 hour up highway 7. Given the similarity in need, service area and local demographics, there is an opportunity to explore partnering. Working in whole or in part with another organization could allow for cost sharing.

Across Nova Scotia:

- CHAD Transit – operating in Pictou County since 1996 and in the fiscal years 2009 - 2010 they reported transporting over 29,000 passengers.
- Straight Area Transit – operating since September 2008
- Kings Para-Transit – operating since 1998 with a fleet of 3 vans and 2 mini buses
- Trans County Transportation Society – operating since 1999 with a fleet of 12 vehicles
- Le Transport de Clare – operating since 1996 and logs almost 18,000 passenger trips each year

Nova Scotia is fortunate to have newly formed Rural Transportation Association; meetings are held on a monthly basis to discuss common issues and work in a collaborative forum. This means that new organizations have access to the knowledge and expertise of similar organizations that have been around for over 12 years.

Part III - Financial Consideration

One-Way Distance (to Sheet Harbour)		One-Way Fare
East Quoddy	24km	\$10
West Quoddy	20km	\$10
Moser River	34km	\$15
East Ship Harbour	36km	\$15
Popes Harbour	22km	\$10
Average One-Way Distance	27km	\$10
Trips/day	4	3
Average KM/day	108km	81km
Sheet Hbr to Halifax (return)	240km	

Distance	One-way
0 to 15km	\$5
16 to 30km	\$10
31 to 40km	\$15

Population	
Sheet Harbour	1562
Moser River	792
Ship Harbour	1869
	4223

*Based on CAA 2012 Annual Driving Costs

	Pilot	Start-up
Total KM travelled/day		
Daily Fares	81	108
Special Trips	240	240
Total KM travelled/year		
Daily Fares	20,250	27,000
Special Trips	960	1,440
Cost/KM*	\$0.46	\$0.48
Number of regular one-way fares/day		
\$5	4	6
\$10	4	8
\$15	2	4
Average regular service days	250	250
Special trips days	3	5
Fare/Special trips		
\$40	4	6

MusGo Rider: One-way fares (pop. 11,420)

October	49	
November	135	
December	133	(plus 61 NYE)
January	80	
February	144	
March	42	(to March 7th)

Other Organizations - First Year

	One-way fares	Population
Chester	2283	10,599
#1	2539	32,046
#2	3603	16,380

(#1 & 2; company names withheld, information supplied by CTAP)

Fare Comparison – Existing Organizations

	King’s Point	CCTS	CTCL	Sou’West (vol. driver)
Up to 5km	\$6.50	\$5.00	\$4.00	\$5.00
6 to 10 km	\$8.00	\$5.00	\$6.00	\$5.00
11 to 20 km	\$9.50 - \$12.50	\$7.50 - \$10.00	\$8.00 - \$10.00	\$5.00
21 to 30 km	\$16.50 - \$21.00	\$10.00 - \$12.50	\$0.75/km	\$5.00
31 to 40 km	\$25.00	\$17.50	\$0.75/km	\$7.50
41 to 50 km	\$0.80/km		\$0.75/km	\$7.50
51 to 60 km	\$0.80/km		\$0.75/km	\$10.00

Options

There are two options to examine for addressing the transportation needs for Sheet Harbour.

Option A outlines the revenue and expenses for a stand-alone organization that could be supported by the Sheet Harbour Chamber of Commerce. The Chamber can begin the framework of a new organization, provide business mentoring, & promote financial support from local business. An additional benefit is that Harold Taylor, the Director of the hospital, is directly involved in this project. Option A would require additional funding to come from the community from fundraising, sponsorship and donations.

Option B would involve expanding the services of MusGo Rider to address the transportation needs of Sheet Harbour. With one organization managing transportation for the Eastern Shore would provide a complete service with cost-sharing benefits.

SHEET HARBOUR CHAMBER OF COMMERCE – COMMUNITY TRANSPORTATION

Option A (Stand Alone)

Revenue	Pre-Implementation	Pilot Phase	Start Up Phase
Sponsorship	\$ -	\$ 500.00	\$ 1,000.00
Daily Fares	\$ -		
\$5	\$ -	\$ 5,000.00	\$ 7,500.00
\$10	\$ -	\$ 10,000.00	\$ 20,000.00
\$15	\$ -	\$ 7,500.00	\$ 15,000.00
Special Fares	\$ -	\$ 480.00	\$ 1,200.00
Total Revenue		\$ 23,480.00	\$ 44,700.00
Expenses			
Vehicle			
Down Pymt	\$ 5,000.00	\$ -	\$ -
Monthly Pymts	\$ -	\$ 11,280.00	\$ 11,280.00
Vehicle Operation & Maintenance			
Daily	\$ -	\$ 9,720.00	\$ 12,960.00
Special	\$ -	\$ 690.00	\$ 690.00
Salaries	\$ -	\$ 47,850.00	\$ 50,350.00
Insurance			
Vehicle	\$ 2,000.00	\$ -	\$ 2,000.00
General	\$ 500.00	\$ -	\$ 500.00
Directors	\$ 1,000.00	\$ -	\$ 1,000.00
Office			
Equipment/Furniture	\$ 2,000.00	\$ -	\$ -
Expenses	\$ 450.00	\$ 450.00	\$ 450.00
Mgmt & Prof. Fees	\$ 5,000.00	\$ 20,000.00	\$ 20,000.00
Advertising & Marketing	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00
Contingency	\$ -	\$ 4,300.00	\$ 4,600.00
Total Expense	\$ 18,950.00	\$ 97,290.00	\$ 106,830.00
Shortfall	\$ -	-\$ 73,810.00	-\$ 62,130.00
Funding			
NSTRIP Pre-Implen	\$ 25,000.00	\$ -	\$ -
NSTRIP Pilot	\$ -	\$ 50,000.00	\$ -
NSTRIP Start Up	\$ -	\$ -	\$ 25,000.00
HRM		\$ 8,000.00	\$ 5,000.00
CTAP	\$ -	\$ -	\$ 7,601.40
Total Funding	\$ -	\$ 58,000.00	\$ 37,601.40
	\$ -	-\$ 15,810.00	-\$ 24,528.60

SHEET HARBOUR CHAMBER OF COMMERCE – COMMUNITY TRANSPORTATION

Option B (Part of MusGo)

Revenue	Pre-Implementation	Pilot Phase	Start Up Phase
Sponsorship	\$ -	\$ 500.00	\$ 1,000.00
Daily Fares	\$ -		
\$5	\$ -	\$ 5,000.00	\$ 7,500.00
\$10	\$ -	\$ 10,000.00	\$ 20,000.00
\$15	\$ -	\$ 7,500.00	\$ 15,000.00
Special Fares	\$ -	\$ 480.00	\$ 1,200.00
Total Revenue		\$ 23,480.00	\$ 44,700.00
Expenses			
Vehicle			
Down Pymt	\$ 5,000.00	\$ -	\$ -
Monthly Pymts	\$ -	\$ 11,280.00	\$ 11,280.00
Vehicle Operation & Maintenance			
Daily	\$ -	\$ 9,720.00	\$ 12,960.00
Special	\$ -	\$ 690.00	\$ 690.00
Salaries	\$ -	\$ 38,225.00	\$ 40,225.00
Insurance			
Vehicle	\$ 2,000.00	\$ -	\$ 2,000.00
General	\$ -	\$ 150.00	\$ 150.00
Directors	\$ 200.00	\$ -	\$ 200.00
Office			
Equipment/Furniture	\$ 2,000.00	\$ -	\$ -
Expenses	\$ 200.00	\$ 200.00	\$ 200.00
Mgmt & Prof. Fees	\$ 5,000.00	\$ 15,000.00	\$ 10,000.00
Advertising & Marketing	\$ 3,000.00	\$ 1,500.00	\$ 1,500.00
Contingency	\$ -	\$ 2,000.00	\$ 2,000.00
Total Expense	\$ 17,400.00	\$ 78,765.00	\$ 81,205.00
Shortfall	\$ -	-\$ 55,285.00	-\$ 36,505.00
Funding			
NSTRIP Pre-Implementation	\$ 25,000.00	\$ -	\$ -
NSTRIP Pilot	\$ -	\$ 50,000.00	\$ -
NSTRIP Start Up	\$ -	\$ -	\$ 25,000.00
HRM		\$ 8,000.00	\$ 5,000.00
CTAP	\$ -	\$ -	\$ 7,601.40
Total Funding	\$ -	\$ 58,000.00	\$ 37,601.40
	\$ -	\$ 2,715.00	\$ 1,096.40

Part IV – Conclusion

Several messages have emerged from community: 1) the residents have expressed the need for transportation through various open settings; 2) the lack of transportation creates a barrier for residents in accessing important links such as medical services, basic shopping and banking as well as social connections; 3) increasing fuel costs is forcing car ownership to be difficult; 4) trends in the community’s demographics demonstrate that this need will continue to increase over the next 10 years.

The community transportation model has been successful in many areas of Nova Scotia however Option A - the stand alone model would require a greater level of financial support to come from the community. Option B – Expansion of MusGo Rider would benefit the region as a whole by providing a complete service with one operational core.

Metro Transit has set service boundaries for the urban and suburban core however they will not cover rural areas. HRM will support the creation of a program for assisting community-based transit program. One organization for the region would be the ideal solution.

Page 19: <http://www.halifax.ca/boardscom/documents/FactSheets-MERGEDFeb11.pdf>



Sheet Harbour Bus – Circa 1939 (courtesy of the Province of Nova Scotia)

