Committee of the Whole

Tuesday, July 7, 2015

9:00 a.m.

Council Chambers, Town Hall
359 Main Street

Agenda

1. Approval of the Agenda

2. Approval of Minutes
   a. Committee of the Whole Minutes, June 2, 2015

3. Presentation
   a. Nature Trust Property
      (Brian Adams/Glen McMullen/Collin Banks)

In-Camera Meeting, 9:15 am

4. Adjournment to In Camera Meeting under section 22(2)(g) legal advice eligible for solicitor-client privilege of the Municipal Government Act.
   a. 336 Main Street

5. Adjournment of In Camera

6. Regular Meeting Reconvened

7. CAO Report

8. Conference Updates
   a. Engage Nova Scotia, Councillor Brian
   b. Canadian Association of Municipal Administrators, CAO Beaudin
c. AMANS Spring Conference, Director Boyd

9. Committee Reports
   a. External
      (1) Valley Waste Resource Management
          • RFD 049-2015: Debenture Guarantee
      (2) Kings Transit Authority
      (3) Eco Kings Action Team
          • Rapid Transit Study
      (4) Valley Community Fibre Network (VCFN)
   b. Internal
      (1) RCMP Advisory Board
      (2) Town and Gown
      (3) Audit Committee
      (4) Art in Public Spaces
          • Motion from Committee
      (5) Planning Advisory Committee
          • RFD 050-2015: Letter to Minister Furey

10. Staff Reports for Discussion
    a. RFD 008-2015: Corporate Donations Policy
    b. RFD 048-2015: Fire Protection Area Rate
    c. RFD 045-2015: Draft Servicing Agreement – Stonegate Subdivision
    d. Information Report: Budget Process
    e. Information Report: Condition Assessment

11. Question Period
    Procedure: A thirty minute time period will be provided for members of the public to address Council regarding questions, concerns and/or ideas. Each person will have a maximum of two minutes to address Council with a second two minute time period provided if there is time remaining within the thirty minute Public Input/Question Period timeframe.
12. Adjournment to In Camera Meeting under section 22(2)(g) legal advice eligible for solicitor-client privilege of the Municipal Government Act.
   b. 586 Main Street

13. Adjournment of In Camera

14. Regular Meeting Reconvened

15. Regular Meeting Adjourned
1) **Well Maintained and Sustainable Public Infrastructure**

- The tender for Prospect Street closed June 23rd and was awarded on June 29th. Work is scheduled to start by mid-July. We will be proactive in our communication to the public and to returning students as the work will continue into the fall.
- The tender opening for Cherry Lane is scheduled for July 2nd.
- The tender opening for two Public works vehicles is scheduled for July 9th.
- Installation of the east end culvert has been awarded and work should be completed within the next two weeks.
- The seal asphalt has been placed on Bay Street, completing this project.
- Work is ongoing on Kencrest, with the majority of piping now installed. Street reconstruction will be ongoing for another two to three weeks.
- Work is scheduled to begin on Oak in the next few weeks.
- The roof replacement tender for the Library is being completed and a contract should be awarded by the end of July.
- Construction of new bike trails is ongoing at the bike park and repairs to bridges and steps are being completed on the Millennium Trail.
- Pavement markings are ongoing and should be completed by July 1st. The contractor will be making improvements to the Rainbow Crosswalk to make it more vibrant.
- Asphalt repairs have been completed on sections of Skyway, Pleasant and Gaspereau. Asphalt repairs to the bike lines on Main Street west of Highland are ongoing.

2) **A Diverse, Prosperous and Sustainable Local Economy**

- Town staff met with representatives from the Wolfville Magic Winery Bus on June 18th to discuss logistics for the summer. This season will run from July 3rd to October 18th from Thursdays to Sundays. The Wolfville Magic Winery Bus is now a stand-alone organization registered with Joint Stocks, with Pete Luckett and Hanspeter Stutz as the main shareholders. The WBDC also has a 20% stake.
- Staff attended the last WBDC meeting with the new board and structure. The WBDC has approved a revised budget and is considering undertaking an organizational review.
- Staff are still in the process of hiring the Economic Development Manager position.

3) **A Growing Population Encompassing all Ages and Stages who Live in Safe, Attractive and Cohesive Neighbourhoods**

- Consultation for the MPS will now take place in September. Dates will be finalized shortly.
- **PlaceSpeak**, the MPS online consultation tool, continues to be used to spark discussions related to the MPS. Staff have secured weekly space at the Wednesday Wolfville Farm Market to
engage the public and have been successful in signing up more accounts to PlaceSpeak as a result of this presence.

4) A Robust Active Living and Cultural Community

- Day Camp registrations are going well. Bike Week and the Survivor Camps are the most popular.
- Thanks to the Town’s Mudley Fund, a group of community-minded residents and a teacher at Wolfville School, all Mudley-funded campers have been organized with transportation to camps and all parents have been visited to get paperwork completed.
- The Facilities Assessment is underway with the first working group meeting scheduled for July.
- The program for Mud Creek Days is almost ready to be launched.
- Staff have submitted a proposal for the Canada 150 Grants, which includes upgrades to the Visitor Information Centre.
- Canada Day celebrations went extremely well and Princess Wolfville represented the Town in the Canada Day Hantsport Parade.

5) Efficient and Effective Leadership from a Committed and Responsive Executive and Administrative Team

- The Year End Audit is substantially complete and will be presented to the Audit Committee on July 3rd. The Statements will be brought to Council on July 21st for approval.
- The RCMP Advisory Board received their orientation on June 30th.

6) Operational Updates

- Staff are working on filing our required financial reports to the Province (budget information (SOE), year-end results (FIR), gas tax reports (CIP and AER) and water budgets to the UARB).
- The tax sale process will be picked up shortly and eight properties were identified at year end to receive preliminary notices.
- We are in the process of conducting an internal review and gap analysis for IT services.
- All policies and bylaws are now up to date on the Town’s website. We are awaiting ministerial approval for the RCMP and Heritage Bylaws.
- We have yet to receive applications for the Town’s representative and Kings Race Relations Committee. Please let Jen Boyd know if anyone knows of someone that might be interested in serving.
- HRM has invited all municipalities to join their e-voting bulk purchasing RFP that will be put out in August 2015. Wolfville will be including their name in the RFP, however this in no way commits the Town to implementing e-voting in the 2016 election. An RFD on e-voting will be presented to Council in September.
- Devin Lake has now been appointed at the Development Officer for the Town of Windsor.
• Karen Dauphinee has been hired as a full time labourer/operator with the Public Works Department and Brandon Leblanc has been hired as a seasonal employee with the Parks Department.
• April Ernest has been hired to replace Margo Gallant in the Finance Department. April will be starting on July 20th.
1) UPDATE

Councillor Brian attended the one-day Engage Nova Scotia conference, “Stepping Up” in Greenwich, June 16, 2015. Engage Nova Scotia, the Halifax Partnership, the Cape Breton Partnership, the Community Sector Council of Nova Scotia, and many other partners, sponsors and friends came together to host the one-day conference that showcased success and mobilized change.

In every community and every sector, people are stepping up to help grow a stronger Nova Scotia. People are talking about the future of Nova Scotia at a level that most of us have never experienced.

The Stepping Up – Let’s Take Charge of our Future examined the following issues:

- A fresh look at where we are now and what is possible
- Examined issues that matter
- Checked in with Ray Ivany and the OneNS Report

Engage NS (Danny Graham, Chief Engagement Officer) – Opening Presentation
I attended the day-long Engage Nova Scotia in Greenwich, June 16, 2015, one of 11 locations across the province, with a live-steaming event from Halifax. 800 people participated. 830 live-streaming (offices, homes), as well.

Engage NS (Danny Graham, Chief Engagement Officer): has been running on a parallel track with the One Nova Scotia Report.

Danny Graham spoke via live-stream:
Lack of shared vision
Lack of shared commitment
How can I step up?

In Greenwich: We gathered in groups to inventory how we are stepping up: over 100 initiatives to celebrate how well we are doing in our region. We have such abundance here already. From citizen engagement PlaceSpeak, to walking and cycling trails, to Art in Public Spaces, to the farmers market (for Wolfville).

Then we inventoried who and what is missing in: Recreation, food, business, science, environment, citizenship, inclusion, arts.

We have a need for a new pattern language that recognizes inherent value of these topics.

We have a need for better public policy to support all above, and break down silos.

Ray Ivany spoke via live stream:
The vice is still happening: the demography and economy acting on our province is spiralling down. We have a 15-20% decline of our labour force (ages 18-64), the weakest performing economy for the last 20 years. We must meet this reality without blinking.

No worldwide example of any subjurisdiction (i.e. not a country) that has been able to turn this around.

Attitude and culture kept bubbling to the top as our challenge. We have a politics of scarcity. We have long persevered without prosperity. No big highs or lows, just muddled through. Move away from either/or paradigm to both/and. We are nice people, wonderful environment. However, not on the list: great place to start a business, welcome immigrants,

Stockdale, a veteran who survived five years of torture (Quoted in the book Good to Great) was asked "How did you manage to survive?" He answered: "I had a resolute belief that I can do this. I actually embraced the challenge in front of me that was unflinching, in a way that once on the other side I wouldn't wish that it hadn't happened. I was a realist. The optimists didn't survive."
How do we get there when we need doubling, tripling, 50% increases?

Create a new reality by creating a new language. One that celebrates success, for example. (It's long been maintained that we don't need a lid on a Nova Scotian lobster pot. If one climbs out, the others will pull it back in.) This sort of needed fundamental change has happened before. In Quebec, the Quiet Revolution changed society forever.

Tourism Goal: doubling tourism over the next ten years. A strategic plan is in place!

African proverb: We go faster alone. We go further together. We have to do this together.

When confronted with a ten foot chasm, two five foot steps won't do. Rapid incrementalism won't do. (As much as we can, we should be bold with our MPS to allow Wolfville to thrive.)

We need regulatory excellence, clearing away the clutter while holding on to what is important.

We are of good stock. We can do this! Also think about unemployed, underemployed, those who don't have food or money for a power bill tonight. We are all going to benefit from this "Projet national".

The urban-rural divide does not serve us in spite of it being NS culture. Both have advantages and we can go forward in our own way. Our "rural" doesn't look like rural in northern Alberta. We are 940,000 people all together.

From the One Nova Scotia report (because a review is always good): 19 areas that need improvement:

Finally, (in the Greenwich groups) with the resources I have or have immediate access to, or with the people I know, what can I do?

1) I have taken notes, and will report in open council. I will encourage Wolfville to be bold, to reduce regulatory impediments to entrepreneurship, in our MPS review.

2) I will encourage local food policies in our municipality and in all organizations that we support though our municipal budget decisions. Local food can be cost-competitive, and the economic spin-out is significant (Keep those dollars earning and churning locally). Goal 16 of the One NS Report.

I invite us all to think about and do something to grow Nova Scotia for ourselves and for our children.

Respectfully submitted,

Mercedes Brian
APPENDIX 1

THE REPORT OF THE NOVA SCOTIA COMMISSION ON BUILDING OUR NEW ECONOMY – THE 19 GOALS.

Demographics Goals

1. Inter-provincial Migration: a net gain of 1,000 working age persons per year (reversing a trend that sees an average of 800 people leave annually).

2. International Immigration: triple the average number of new international immigrants annually to 7,000.

3. Retention of International Students: retain 10 per cent of foreign students who complete studies in Nova Scotia annually (double current rate).

Economic Growth Goals

4. Business Start-ups: increase the number of new business starts to 4,200 annually (50 per cent more than current).

5. Value of Exports: increase value of international and inter-provincial to $20 billion (50 per cent more than current).

6. Export Trade: increase the number of Nova Scotia firms participating in export trade by 50% over the current level of 850.

7. Labour Force: raise participation to Canadian rate or higher (bringing more than 25,000 Nova Scotians into permanent attachment to the labour market).


9. Youth Unemployment: lower rate to national average.

10. Post-Secondary Education and Training: increase population of adults who complete a certificate, diploma, degree, and/or apprenticeship completion from 35 to 65 per cent.

11. Universities R&D: double research funding to $360M annually.

12. R&D Partnerships: double number of R&D partnerships between industry and post-secondary institutions to 2,000 per year.

13. Venture Capital: increase per capita investment to national average (up at least 60 per cent).

14. Tourism Expansion: revenues from Nova Scotia’s leading service sector export will reach $4 billion (nearly double current).

15. Fisheries and Agriculture Exports: double export value of both on a sustainable basis.


Goals Under Government Purview

17. Leading Long-Term Planning Process: the province, in collaboration with municipalities, will create a plan by the end of 2015 to meet these goals.


19. Fiscal Health: decrease Nova Scotia’s net debt to GDP ratio will drop by nearly 7 points to 30 per cent or less.
1) UPDATE

On May 31st – June 4th I attended the annual conference for the Canadian Association of Municipal Administrators. The annual conference is an excellent opportunity for CAO’s to obtain professional development with their peers in the field.

There are always a couple of sessions that stand out. One panel, “Leadership Qualities of a CAO” featured Keith Robichaud, the former CAO for Kentville and the County of Annapolis. He and his peers discussed their secrets to success over their years of being successful CAO’s. These presentations were a great reminder of the importance of strong communication, both internally and externally; the necessity of ongoing and formal service/program reviews; and the importance of engaging staff at all levels within the organization.

My favorite presentation was by Jerry Berry on CAO/Council relations. This presentation tackled sensitive issues related to role clarity and leadership. An emphasis was placed on “leadership in the grey” and strategies for tackling role clarity when the lines between Council and staff sometimes become blurred. He also had a great quote pertaining to how CAO’s should act when speaking truth to power on tough issues - “Fight like you are right, listen like you are wrong”. It was a very powerful keynote.

In addition to the formal conference, CAMA is a great opportunity to learn from your peers and share best practices. I had many opportunities to share what the Town is doing with Laserfiche and MangoApps. I also had many discussions with others looking for feedback on performance management of staff and how RFD’s should be best presented. I received many takeways that I plan to discuss with management and potentially implement in Wolfville.
1) UPDATE

The AMANS Spring Conference was held June 17-19, 2015 at St. Francis Xavier University in Antigonish and was attended by CAO Beaudin and Director Boyd. Wolfville participated, with Dan Pitman from Chester, in a Shared Secrets presentation to share the benefits of Mango Apps for municipal staff and the way we have engaged Council with the application.

The AMA Policy Committee provided an update on the Municipal Government Act Review. The Province has committed to the project and appointed Jeff Shute as the Project Lead. The AMA Policy Committee is doing preliminary work including; developing a Terms of Reference, developing an engagement and communication process, etc. CAO Beaudin is the Chair of the AMA Policy Committee.

Outside of the updates from AMA and the Province the session on Absenteeism in the workplace was excellent and proposed training opportunities for supervisors the tools to support staff who are missing above average amounts of time in the workplace. The training program also includes an assessment of the organizations human resources to identify gaps and training for the organization. Staff will be looking into the training which is at no direct cost to the municipality, although it does require a commitment of time from employees.
1) UPDATE

The Valley Region Solid Waste-Resource Management Authority met on June 17, 2015, in keeping with the normal meeting schedule. During the meeting, the Authority received and reviewed the Audited Financial Statements for the 2014-2015 fiscal year. The Authority reported that as a result of this audit, partners will receive their proportional shares of $399,881.00 in year-end surplus funds. The surplus was realized as the result of a number of factors not the least of which is the 20.00 per tonne reduction in costs for disposal services at the Chester Landfill.

The Organization Review is well underway with the Consultant, Stantec, now moving forward with Phase 2 of the project with the final report to be ready for presentation to the Authority during the next meeting.

The Authority’s small wind turbine project is successfully moving forward with site preparation work now underway. The turbine has been ordered and it is anticipated that the equipment may be operational and generating electricity in September (a month earlier than originally planned).
Management Minute

Budget Matters

The Valley Region Solid Waste-Resource Management Authority met on June 17, 2015, in keeping with the normal meeting schedule. During the meeting, the Authority received and reviewed the Audited Financial Statements for the 2014-2015 fiscal year as prepared by Levy Casey Carter MacLean. The Authority is pleased to report that, as a result of this audit, partners will soon receive their proportional shares of $399,881.00 in year-end surplus funds. The surplus was realized as the result of a number of factors not the least of which is the 20.00 per tonne reduction in costs for disposal services at the Chester Landfill. A summary explanation noting key contributing factors will be attached to the cheques to raise awareness. The Organization Review is also well underway with the Consultant, Stantec, now moving forward with Phase 2 of this project with the final report to be ready for presentation to the Authority during the next meeting. With regard to 2015-2016 financial activity to date, tipping fee revenues are trending ahead of anticipated levels and the reduction in the per-tonne rate for disposal, if it remains intact, will offer the Authority a significant reduction in the total disposal fees to be paid during the year. The disposal rate issue is being carefully monitored with the Authority planning to revisit this great news mid-year to determine the best way to move forward for all involved. The Authority’s small wind turbine project is also successfully moving forward with site preparation work now underway. The turbine has been ordered and it is anticipated, at this time, that the equipment may be operational and generating electricity in September; a month earlier than originally planned.
The Regional Chairs Committee continues to actively address issues of common concern across the Province. Some key topics of interest currently under discussion include:

**NSE Regulation Review:** Nova Scotia Environment staff have been asked to continue to work with municipalities to gain support for the proposed Printed Paper and Packaging (PPP) stewardship regulations before taking the proposed regulations to Cabinet. The Minister’s office is concerned that resistance from both municipalities and industry representatives may put a stop to the proposed regulations and stewardship programs. Any new regulations have now been pushed back to early fall assuming movement over the next couple months. The Priorities Group continues to discuss framework for a PPP stewardship program for Nova Scotia and this item will be further discussed during the upcoming Regional Chairs meeting to be held on June 25, 2015. The financial studies that were conducted to determine the impact of implementing a PPP Stewardship Programs in CBRM, Colchester County, District of Chester, Pictou County and the Town of Antigonish are now complete and show positive outcomes in every case. RRFB Nova Scotia will be presenting the financial studies to a series of municipal stakeholders over the next month including Regional Chairs, UNSM and the AMA.

**Dairy Stewardship Funding:** The Atlantic Dairy Council (ADC) provides funding to Regions based on the number of milk cartons and plastic containers collected for recycling through municipal recycling programs. The ADC reimburses the total cost to manage the milk packaging through regional recycling programs including collection, processing, education, enforcement and administration. The actual cost to recycle dairy containers for the Valley Region in 2013-2014 was $69,627. Based on this data, the Valley Region expects to receive $96,425 during 2015-2016 in dairy stewardship funding as the formula for distributing funds is based on the average cost of recycling for municipalities across the Province. The Authority budgeted a revenue of $80,000.

**Funding Contracts:** RRFB Nova Scotia and Regional Coordinators are finalizing funding contracts for education and enforcement. RRFB is also requiring Regions to formalize the funding they receive for the Regional Coordinator position through a new annual contract. Valley Waste will receive the following funding in 2015-2016:

- Enforcement: $100,000.00
- Education: $60,023.00
- Regional Coordinator: $40,084.00

**Datacall Presentation**

Don MacQueen of Nova Scotia Environment presented the Regional Chairs with solid waste data collected from the 2013-2014 fiscal year. The presentation compares the amount of materials collected roadside in the seven solid waste regions and their costs of roadside collection of the various materials. As can be seen in the adjacent graph, the Valley Region (Region 5) performed very well relative to other Regions.

*Enjoy and Safe and Happy Summer Season*
REQUEST FOR DECISION #049-2015
Debt Guarantee - VWRM Capital

Date: July 2, 2015
Department: Finance

1) COMMENT / RECOMMENDATION – CAO
No comment added. Item previously dealt with through budget process.

2) RECOMMENDATION
Staff recommends Council approve the attached Guarantee Resolution, in the amount of $55,642, covering the long term debt funding required by the 2015/16 Capital Budget for Valley Waste Resource Management (VWRM).

3) DRAFT MOTION
That Council approve the Guarantee Resolution attached to RFD 049-2015, in the amount of $55,642, covering the long term debt funding required by the 2015/16 Capital Budget for Valley Waste Resource Management.

4) REFERENCES
- Valley Waste Resource Management 2015/16 Operating and Capital Budget
- March 24, 2015 Council Minutes, Motion 26-03-15 approving VWRM 2015/16 Budget.

5) PURPOSE OF REPORT
This is a housekeeping matter related to an item previously approved by Wolfville Council at its March 26, 2015 meeting. As part of the process of VWRM obtaining long term debt financing, each of the participating municipal units is required to guarantee their respective share of the total funding requirement.

6) DISCUSSION
The attached resolution is the standard wording being utilized to establish the municipal guarantees.

The total borrowing requirement noted ($860,000) agrees to the amount in the VWRM 2015/16 Budget documents. The Town’s share of $55,642 represents 6.47% of the total debt financing.

This step in the process is required by NS Dept. of Municipal Affairs. It should be noted that these guarantees are not factored into the Town’s debt service ratio as monitored by DMA.
7) POLICY CONSIDERATIONS
None.

8) BUDGET CONSIDERATIONS
The impact of debt repayment will be factored into VWRM long term financial planning, and the Town will incur its share of those repayments as part of the annual operating budgets of the Authority in future years.

9) COMMUNICATIONS REQUIREMENTS
The Mayor and Town Clerk required to sign Guarantee Resolution once approved. Duly signed copies will then be forwarded to Glenda Clark at VWRM. No further communication is required.

10) REFERENCES TO COUNCIL STRATEGIC PLAN
Not applicable.

11) SUMMARY
The timeline for this resolution is short as VWRM must submit all its paperwork to the province in August. In order to meet this timeline, Council approval is required in July.
TOWN OF WOLFDEN
GUARANTEE RESOLUTION

WHEREAS the Valley Region Solid Waste-Resource Management Authority was incorporated on October 1, 2001 pursuant to Section 60 of the Municipal Government Act;

AND WHEREAS the Authority has determined to borrow the aggregate principal amount of Eight Hundred Sixty Thousand Dollars ($860,000) for the purpose of a wheel loader, an outgoing scale at the Eastern Management Centre, and the installation of a small wind turbine and has applied to the Town of Wolfville for its guarantee;

AND WHEREAS the Authority has requested the Town of Wolfville, a municipality that executed the Instrument of Incorporation of the Valley Region Solid Waste-Resource Management Authority, to guarantee the said borrowing;

AND WHEREAS Section 88 of the Municipal Government Act, provides that no guarantee of a borrowing by a municipality shall have effect unless the Minister has approved of the proposed borrowing or debenture and of the proposed guarantee;

BE IT THEREFORE RESOLVED

THAT the Town of Wolfville does hereby approve the borrowing of Eight Hundred Sixty Thousand Dollars ($860,000) for the purpose set out above;

THAT subject to the approval of the Minister of Municipal Affairs of the borrowing by the Authority and the approval of the Minister of Municipal Affairs of the guarantee, the Town unconditionally guarantee repayment of Fifty-Five Thousand Six Hundred Forty-Two Dollars ($55,642) of the principal and interest of the borrowing of Eight Hundred Sixty Thousand Dollars ($860,000) for the purpose set out above;

THAT upon the issue of the Temporary Borrowing Resolution, the Mayor and Clerk of the Town do sign the guarantee attached to the Temporary Borrowing Resolution of the Valley Region Solid Waste-Resource Management Authority and affix hereto the corporate seal of the Town.

THIS IS TO CERTIFY that the foregoing is a true copy of a resolution duly passed at a duly called meeting of the Council of the Town of Wolfville held on the
day of 2015.

GIVEN under the hands of the Mayor and the Clerk and under the Seal of the Town this day of 2015.

Mayor

Clerk

For DMA Use Only
TO: Municipal CAO’s

FROM: Glenda Clark

DATE: May 20, 2015

SUBJECT: Approval of Municipal Guarantees for TBR #15/16-1

At today’s meeting of the Valley Region Solid Waste-Resource Management Authority (Valley Waste) it was moved and seconded to approve the Temporary Borrowing Resolution File #15/16-1 in the amount of $860,000 which represents the Capital Borrowing requirements for the Authority as approved with the 2015-16 Budget.

This TBR will cover the purchase of the following items:
one wheel loader with a budgeted amount of $225,000
an outgoing scale at the eastern management centre with a budgeted amount of $80,000
one small wind turbine with a budgeted amount of $555,000

As part of the process for Valley Waste to set up interim financing, the municipal partners must each approve a guarantee for their percentage share of the total value of $860,000.

Please find attached six copies of the municipal guarantee for your municipal unit, as prepared by Service Nova Scotia and Municipal Relations for your review and approval by Council. If you would be so kind as to place this on your next meeting Agenda, and once approved have these six copies signed, sealed and five copies returned to Valley Waste it would be greatly appreciated (the sixth copy is for your records). We would appreciate receiving the signed guarantees prior to the end of August 2015 so that our interim financing may be put into place.

In the meantime, if you have any questions or concerns regarding this request, please do not hesitate to contact myself at (902) 679-0721, or Ross Maybee at (902)679-1349.

Sincerely yours,

Glenda Clark
Accountant
1) UPDATE

The General Manager’s Report for June 2015 has been attached for your information.

Ridership during the Month of May is down over the same period last year with the exception of Annapolis West. Fare Revenue for the month of May is down from the same period last year with exception of Digby and Annapolis West which are both up from last year.

Representatives of Kings Transit attended the Canadian Urban Transit Association Conference May 31 to June 3 in Winnipeg. The conference held many great sessions on accessible transit, small system round tables, best practice discussions and bus manufacturing plant tours.

The next meeting of Kings Transits Board of Directors will be July 22nd.
Kings Transit Authority Newsletter June 2015

Ridership

Ridership during the Month of May is down over the same period last year with the exception of Annapolis West.

![Ridership April - May graph]

Revenue

Fare Revenue for the month of May is down from the same period last year with exception of Digby and Annapolis West which are both up from last year.

![Fare Revenue April - May graph]

Three from Kings Transit attend Annual Transit Association Conference

Representatives of Kings Transit attended the Canadian Urban Transit Association Conference May 31 to June 3 In Winnipeg. The conference held many great sessions on accessible transit, small system round tables, best practice discussions and bus manufacturing plant tours.

Kings Transit participates in Apple Blossom duck race

Lovingly decorated in apple blossoms and a top hat, Kings Transit’s corporate duck took a leisurely trip down the Gaspereau canal during the Apple Blossom duck race held May 31. Holding the schedule in little regard the Transit duck actually received the Lazy Duck award for finishing last.

Longtime employee retires

After 25 years of service bus operator Murray Keddy will call it a day. Keddy who joined Kings Transit in 1990 has seen numerous changes in the Authority over the years. Murray’s long service awards and retirement gathering was held at the June 7th staff meeting.

The next meeting of Kings Transits Board of Directors will be held July 22
1) UPDATE

The Eco-Kings Action Team met on Wednesday, June 10 in Kentville.

The Action Team was updated on Kings Transits future action resulting from the feasibility study report. Due to potential costs and the current political environment, they will not be pursuing it at this time. For now, they will focus on smaller projects in sustainable transportation.

The Action Team also received an update from the student Sustainability Coordinator Kaitlyn Bell regarding a Book-a-Bike literary themed bike share program, bicycle safety and signage initiatives and the edible landscaping projects. It was noted that Wolfville was not participating this year in the edible landscape project because we had already purchased our plantings; however, it will be considered for next year. Jodie Noiles offered the services of the Acadia Farm to plant an edible garden in Wolfville if a suitable space can be provided. Wolfville staff will look at possible options and requirements from this request.

The Action Team will be working with Debbie Nielsen to make a case for a permanent regional sustainability position. There has been study completed by Management without Boarders on sustainability coordinators in Nova Scotia that could provide information.

The next meeting will take place on Wednesday, July 8 at 1:00pm at the Kings County Municipal Building.
1) UPDATE

The VCFN conducted a Strategic Planning session on June 8, 2015.

CAO’s, IT staff and ex-officio members of the VCFN have met several times to discuss the challenges and opportunities associated with the VCFN and had prepared an extensive agenda and presentations to support the session. This session was facilitated by a third party with knowledge in the field.

The VCFN is now working on RFP’s to support legal services and management of the fibre network.
1) UPDATE

The RCMP Advisory Board met on Tuesday, June 30th, during which Committee members were provided an Orientation briefing by Director Corporate Services and conducted the Oath of Office required under the Police Act.

The Board discussed the annual consultation for local priorities process for developing and implementing Policing Objectives and Priorities and Goals. It was noted that a more formalized process should be developed.

The Board also accepted the annual performance plan presented by Sgt. Powers acknowledging that the Board and the Wolfville RCMP have and the dialogue on the priorities and the plan. Staff will be preparing a draft Standard Operating Procedure for the RCMP Advisory Board process of providing input into priorities and the performance plan.

The next RCMP Advisory Board meeting is scheduled for September 29, 2015.
1) UPDATE

The Town & Gown Committee met on Tuesday, June 30th, during which the Compliance Officer provided an update on the following issues:

a. Use of Private Security Company (strengths & weaknesses and areas for improvement)
b. NAJP Progress/Update Report
c. Messaging Coordination
d. Welcoming Back Students
e. Community Standard Bylaw, and
f. Bicycle Safety Campaign

The Committee also discussed the proposed amendment to the liquor licencing regulations which will permit Eating establishments and not just ‘Lounges’ to provide two drinks to a customer without the requirement of ordering food. It was observed that in looking at protective strategies for alcohol harm, the consumption of food is one such protective strategy. There may be some concern about simply removing that protective element from the service of alcohol.

The next Town & Gown meeting is scheduled for July 28, 2015.
1) UPDATE

The Audit Committee met on Friday, July 3 with the Town’s municipal auditors to review the Town’s 2014/15 Consolidated and Non-Consolidated Financial Statements. The Committee has recommended the statements for approval and will be presented to Council at the regular scheduled meeting on Tuesday, July 21 by the Director of Finance.

The next Audit Committee meeting will be scheduled in September 2015.
1) UPDATE

The Art in Public Spaces Committee met on June 29, 2015 primarily to discuss the proposed Mona Parsons project. Members of the Mona Parsons project team were in attendance to make presentations and answer questions on the project.

The proposed life sized statue is proposed to be donated to the Town for display on public land. The primary asks from the Mona Parsons project team were as follows:

1) To garner support from the Town of Wolfville for the project, in principle, so fundraising efforts from private sources and other levels of government can continue.
2) To receive equal support as the Vernon T. Smith Statue where the Town would accept the statue as a donation, find a location for the statue, and cover the installation and base costs.

The Arts in Public Spaces Committee passed a motion to support the project:

In principle, forward to Council a positive recommendation to accept the donation of the Mona Parsons Statue, provide placement of the statue on public land, and preparation of the statue site and base- subject to an agreement with the Mona Parsons Project Team and the Town of Wolfville as per the Public Arts Policy.

Figures 1 & 2: Maquette – a small version – of the statue the group is seeking support from the Town on (Artist Nistal Prem de Boer, image source Mona Parsons Facebook page).
2) **ACTION(S) REQUIRED**

The Mona Parsons project team requires support from Council for the project, in principle, at this point. This will require a motion from Council. Details on location and costs will be worked out with the group in the weeks to come with a formal RFD presented to Council outlining a proposed agreement covering the statue location, details on installation and base costs, maintenance, insurance, etc.

**Draft Motion:**

> That Council supports accepting a donated statue of Mona Parsons, in principle, subject to details such as location, base and installation costs being worked out in an agreement between the Mona Parsons project team and the Town in accordance with the Public Arts Policy.
1) UPDATE

The Planning Advisory Committee met on June 17, 2015 and discussed the No Farm No Foods presentation and recommendations and will be looking further into the issues raised at the July 15, 2015 meeting. The Committee deferred discussion on the Committee Functioning, Kings 2050 Report and MPS Review until July 15 because of the absence of three committee members.

The Committee also received a presentation/update on the parking study with an update to follow in the fall.

The Committee did recommend that Council send a letter to the Minister of Municipal Affairs, Mark Furey, outlining the Town’s support for the request made by the Union of Nova Scotia Municipalities in December 2014 to amend Section [Part] 8 if the MGA so that municipalities have the ability to regulate architecture through the site plan approval process (see RFD 050-2015: Letter of Minister Furey).
1) COMMENT / RECOMMENDATION – CAO
The CAO supports the recommendations of staff.

2) PAC RECOMMENDATION
PAC recommends that Council forward the draft letter to Minister Furey at Department of Municipal Affairs.

3) DRAFT MOTION
Council directs staff to send the attached letter to Minister Furey at the Department of Municipal Affairs.

4) REFERENCES
- Draft letter to Minister Furey
- Part 8 of the MGA

5) PURPOSE OF REPORT
For Council to consider the attached letter.

6) DISCUSSION
Currently, the Municipal Government Act permits development to occur in three ways: as of right, site plan approval and development agreement. The Town of Wolfville currently only uses two of these tools: as of right and development agreements. The MPS review currently underway will consider the use of site plan approval, as recommended by the Downtown Development Plan.

Site plan approval is a tool that allows the Development Officer (DO) to approve development applications and then register the plan against the title of the property, thereby encumbering the current land owner and all future land owners. There is no public involvement in the approval, but notification is sent to property owners within 100 meters of the development upon approval by the DO. This allows affected neighbours to appeal the site plan approval to Council. Site Plan approval allows for more control and public involvement than as of right development, but less than development agreements. Site Plan approval is also quicker and less costly.
Currently, the MGA does not permit architecture to be controlled by site plan approval. Staff recommended to PAC that a request for an MGA amendment be submitted, as it is staff’s understanding that MGA changes are currently being considered by the province. Several other municipal units are submitting a similar letter to this.

7) POLICY CONSIDERATIONS
Section 231 (4) of the MGA establishes what can be controlled by site Plan.

(4) A site-plan approval may deal with
(a) the location of structures on the lot;
(b) the location of off-street loading and parking facilities;
(c) the location, number and width of driveway accesses to streets;
(d) the type, location and height of walls, fences, hedges, trees, shrubs, ground cover or other landscaping elements necessary to protect and minimize the land-use impact on adjoining lands;
(e) the retention of existing vegetation;
(f) the location of walkways, including the type of surfacing material, and all other means of pedestrian access;
(g) the type and location of outdoor lighting;
(h) the location of facilities for the storage of solid waste;
(i) the location of easements;
(j) the grading or alteration in elevation or contour of the land and provision for the management of storm and surface water;
(k) the type, location, number and size of signs or sign structures;
(l) provisions for the maintenance of any of the items referred to in this subsection. 1998, c. 18, s. 231; 2003, c. 9, s. 61.

8) BUDGET CONSIDERATIONS
N/A
9) COMMUNICATIONS REQUIREMENTS
N/A

10) REFERENCES TO COUNCIL STRATEGIC PLAN
This supports strategic direction #5

  • Efficient and Effective Leadership from a Committed and Responsive Executive and Administrative Team

11) SUMMARY
A letter to Minister Furey is attached for Council’s consideration
June 11, 2015

The Hon. Mark Furey
Minister of Municipal Affairs
P.O. Box 216
Halifax, Nova Scotia, B3J 3K5

Dear Minister Furey:

The Council of Town of Wolfville supports the request made by the Union of Nova Scotia Municipalities in December, 2014, to:

Amend Section [Part] 8 of the MGA so that municipalities have the ability to regulate architecture through the site plan approval process.

It is our opinion that this provision would represent another important tool to assist municipalities in achieving their land-use planning goals and would serve to streamline and add some flexibility to otherwise complex planning processes. Further, it would assist local municipalities in their efforts to maintain and enhance community character and vibrancy. This tool is already available to Halifax through the HRM Charter and is considered a pressing request for those municipalities that are actively planning for the protection of heritage, community character, and economic development.

It is our position that the same planning tools should be made available to other municipalities, both in this particular situation, and in a general sense. Those powers contained in the MGA and the Halifax charter which are enabling tools are meant to assist municipalities. As such, when tools are made available in one document, the same tools should be made available in the other document to ensure fairness and equality for all municipalities.

We respectfully request that you put forth the above amendment in the fall of 2015.

Sincerely,

Mayor Jeff Cantwell

Cc: Mr. Dan McDougall, Deputy Minister
    Mr. Gordon Smith, Provincial Director of Planning
1) COMMENT / RECOMMENDATION – CAO
The CAO supports the recommendations of staff.

2) RECOMMENDATION
That Council approves the new Corporate Donations Policy to provide staff with guidance in administering the issuance of official charitable donations receipts, and to communicate to private and/or corporate citizens the options available in donating to community initiatives.

3) DRAFT MOTION
That Council approves the Corporate Donations Policy #140-012.

4) REFERENCES
Income Tax Act

5) PURPOSE OF REPORT
Provide Council with sufficient information to make a decision on adoption of a new Town Policy dealing with charitable donations.

6) DISCUSSION
The Town has, over the years, received donations from numerous individuals and corporate entities. Funds have been received as donations to the Volunteer Fire Dept. and for specific capital parks projects, e.g. Initial Clock Park Project received over $30,000 from the Bank of Montreal.

At the same time, there have likely been opportunities lost for attracting private contributions as there is no formal document to draw the attention of potential donors. There has also been a gap in documentation that provides potential donors with qualifying criteria. The proposed Policy addresses these issues.

The draft policy before Council is based mainly on the City of Burlington’s Policy updated in 2012. That policy hits all the main points that were considered initially for a Wolfville document. Staff has searched for other policies from NS municipalities. District of Chester has one that looks much different than the template presented here, but it provided a different component than Burlington’s and it aligned with an
idea discussed at the Senior Mgt table. The idea was connecting the policy to a specific fundraising program, and in Wolfville’s case that would be the Mudley Fund. To quote form the Town’s website, “The Mudley Fund is a non-profit program that helps children and youth from the Town of Wolfville participate in sport, recreational, and cultural activities, who could not otherwise do so because of financial limitations”. Currently the Mudley Fund is administered by the Town of Wolfville’s Community Development Department and is a useful tool in the recreational programming offered by the Town.

Beyond a specific program such as the Mudley Fund, one of the considerations in a policy such as this relates to use of the funds. Donations, much like grants from other levels of government, should assist in funding programs/projects that are an existing priority for the Town. The goal should not be to receive money with donor stipulations that are contrary to Council priorities. The draft policy includes phrasing that acceptance is in compliance with Council goals.

The draft policy covers steps to be taken in the case of donated property, for example of piece of art. With the implementation of the Art in Public Spaces Committee, this area of donations could see increased activity.

Finally, the terms of a donation policy must be consistent with the requirements of the CRA. Last year staff checked with a local CA firm to ensure we were properly adhering to the Income Tax Act. The key issues raised at that time were that any donation (in order to receive an official charitable receipt) must be made to the Town for use within services provided by the municipality, and the donor cannot obtain promotional benefit in return.

7) POLICY CONSIDERATIONS
Not applicable

8) BUDGET CONSIDERATIONS
A portion of the changes to Clock Park were tied to receiving private donations. Adoption of the Policy may increase the likelihood of receiving the external funding assistance.

As part of the annual budget process, including updating the Town’s 10 year capital improvement plan, consideration should be given to the impact of donated cash and/or assets.

9) COMMUNICATIONS REQUIREMENTS
Assuming policy adoption, the Town should take steps to promote the policy to the public including;

• Ensuring the policy is posted on the Town’s web page
10) REFERENCES TO COUNCIL STRATEGIC PLAN

The proposed policy enhances accountability by clearly defining when official donation receipts will be issued, and what criteria are considered in accepting donations.

This policy should also assist in addressing Council Strategic Direction #4 – Robust Active Living and Cultural Community.

11) SUMMARY

Formal adoption of a Policy dealing with charitable donations will;

- help ensure the public knows when they can expect to receive a charitable receipt, and
- assist promoting the idea of donations to community initiatives as provided through Town projects/programs.

A Policy is not required in order to accept donations, but it does improve communication to the public of how this can occur.
Charitable Donations Receipt Policy

<table>
<thead>
<tr>
<th>Policy No.:</th>
<th>Supersedes:</th>
</tr>
</thead>
<tbody>
<tr>
<td>140-012</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Effective Date:</th>
<th>Approval By Council Resolution No.:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Purpose:**

This policy formalizes the charitable donations receipt program, including accounting for donations of cash or in-kind made to the Town.

This policy also outlines the standards for evaluating donations in accordance with Canada Revenue Agency (CRA) guidelines.

This policy will serve as the foundation for standard operating procedures for issuing official charitable donation receipts (official receipts) to donors for income tax purposes.

**Definitions:**

For the purpose of this policy, unless otherwise stated, the following definitions shall apply:

**Charitable Donations.** Voluntary transfer of tangible property, including cash.

**Donations in-kind.** Tangible property, other than cash, that are eligible donations, including pieces of art.

**Eligible Donations.** Donations that can be acknowledged with official donation receipts for income tax purposes, in accordance with CRA guidelines.

**Fair Market Value (of Valuation).** The highest dollar value that a property would bring in an open and unrestricted market, between the willing buyer and the willing seller who are acting independently of each other. The fair market value of a property does not include taxes paid; taxes are costs incurred by the purchaser.

**Net Amount of Donation.** The fair market value of the donation less any advantage/benefit received or to be received as a result of the donation.

**Non-Qualifying Donation.** Donations that cannot be acknowledged with official donation receipts for income tax purposes, in accordance with CRA guidelines.
Policy Statement:

The Town of Wolfville will issue official receipts for donations that qualify as charitable donations. If requested, the Town will issue official receipts to donors for eligible donations with a net cash value or net fair market value of $25 or more.

Qualifying Donations

To be eligible for an official donation receipt, the donation has to:

- Be made payable to the Town, and
- Be in cash or in kind; and
- Be voluntary; and
- Be supportive of Wolfville’s mandate or beneficial to the community of the Town of Wolfville, including support of;
  - The Mudley Fund
  - Parks and open space infrastructure upgrades identified in the Town’s annual budget and/or 10 year Capital Improvement Plan

Donations in-kind may be accepted only after the following has been assessed:

- Compliance with Town by-laws and/or policies
- Compliance with the laws, conventions and treaties of the other levels of government
- Consistency with the Town’s priorities, mandates and strategic and business Plans
- If piece of art, must be consistent with the priorities/criteria adopted by the Art in Public Spaces Committee
- Associated risks (e.g. Financial risks; political risk; health and safety issues)
- Condition of the donation
- Value of the donation
- Usefulness of the donation to the Town
- Cost/benefit analysis, considering installation, storage, maintenance, renewal, replacement and relevant costs;

Written valuation of donations in-kind shall be submitted with the requests for official receipt and is to meet the following requirements:

- $2,000 or less:
  - appraisal by knowledgeable internal staff; and/or
  - valuation from online auction and shopping website
- Over $2,000:
  - external appraisal of property by an independent and arm’s length competent individual is required;
Responsibility and the costs associated with obtaining a qualified appraisal shall be determined by the departmental director.

Authority for acceptance or denial of donations in-kind with appraised value of:

- Under $20,000 – Department Head and the Director of Financial Services
- $20,000 and more – requires a written agreement developed in advance by the Department Head of the lead department, CAO, and the Town Solicitor
- $100,000 and more – Council approval

Non-Qualifying Donations

Non-Qualifying Donations that cannot be acknowledged with official donation receipts for income tax purposes, in accordance with CRA guidelines:

- Intangibles such as services, time, skills, effort.
- Donations that are given to the Town intended as flow through to a specified recipient who does not have charitable status.
- Donations of business marketing products such as supplies and merchandise.
- Sponsorship in the form of cash, goods or services toward an event, project, program or corporate asset, in return for commercial benefit (i.e. logo placement or presenting sponsorship). The intent of sponsorship is to enhance the image and marketing opportunities of the sponsor in its target market and/or the community. Sponsorships are a reciprocal arrangement benefiting both parties. Usually the cost to the sponsorship is categorized as a business expense.

Scope:

This policy applies to all departments within the Town of Wolfville; to all agreements between the Town and organizations and individuals that contribute either financially or in-kind to the Town’s operations, programs, services or facilities.

References:

- Under Income Tax Act the Town of Wolfville is classified as a “qualified donee” for charitable donations, and as such is afforded the same privileges as a charitable organization without a registered charity number.
- According to sections 110.1 (1) (a) and 118.1 (1) of the Income Tax Act, Canadian municipalities are permitted to issue receipts for charitable donations. These donations may come in the form of cash or in kind.
Roles:

Accountability and administration:

The Director of Financial Services is answerable for the timely review, updating and dissemination of this policy. The Director of Financial Services to sign official donation receipts on behalf of the Town of Wolfville with CAO as backup.

The Director of Financial Services for maintaining the Charitable Donations Receipt Policy and related standard operating procedures, communication of policy and procedures to departmental staff, advising staff on eligibility of charitable donations and review donation accounts analysis prepared by staff.

If cash donation, Finance Department staff responsible for receiving donations and preparing official charitable receipt for signature.

If in-kind donation, the department as designated by CAO responsible for receiving donation. Preparation of official charitable receipt remains responsibility of Finance Department.

_______________________________
Town Clerk or CAO

_______________________________
Date
1) **COMMENT / RECOMMENDATION – CAO**

The CAO supports the recommendation of staff.

2) **RECOMMENDATION**

That Council set the Fire Protection Area rate at 6.2 cents per hundred dollars of assessment in order to recover estimated fire protection (hydrant) charges of $388,305 and that the area rate be reflected on the final 2015/16 tax bills, subject to the same due dates and arrears interest as all other amounts on the tax bills.

3) **DRAFT MOTION**

Same as recommendation above.

4) **REFERENCES**


Municipal Government Act (MGA) Section 80, Fire Protection Rate

Town Policy 1222-26 ~ Fire Protection Area Rate

5) **PURPOSE OF REPORT**

Provide Council with information related to the decision on setting the Fire Protection Area Rate for the 2015/16 fiscal year.

*The matter could be considered routine in nature as it involves an annual resolution,* the details of which are prescribed by UARB regulations and Town Policy.

6) **DISCUSSION**

The Town annually sets an area rate to cover the costs of the hydrant system maintained by the Water Utility. The amount the Water Utility recovers from the Town is based on a formula approved by the NSUARB. The rates approved for 2004 apply until such time as the Town undertakes an updated Rate Study. A Rate Study was originally scheduled to be carried out in fiscal 2013/14, pending a review of our
cost sharing formulas between the Town Operating Fund and the Water Utility Operating Fund. The Rate Study was further delayed last year due to emerging issues taking priority. So, pending completion of a Rate Study in fiscal 2015/16, the 2004 formula still applies.

As permitted by the MGA, and in accordance with the above noted Town Policy, the costs for Hydrant Protection are billed to all assessable property through an area rate and recorded as revenue in the Town General Operating Fund. Note that assessable property includes taxable and exempt assessments, with the exception of property assessed to Her Majesty in the Right of the Province.

Traditionally, the Town has set this area rate during the month of July in order to be ready for the final tax bills issued at the end of August.

The calculation prescribed by the UARB requires the use of results from the preceding fiscal year of the Water Utility, in this case March 31, 2015. The following summarizes the calculation this year:

<table>
<thead>
<tr>
<th></th>
<th>2015/16</th>
<th>2014/15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Assessment included</td>
<td>$634,477,700</td>
<td>$616,904,700</td>
</tr>
<tr>
<td>Fire Protection Levy</td>
<td>$388,305</td>
<td>$379,698</td>
</tr>
<tr>
<td>Resulting Area Rate</td>
<td>$0.062</td>
<td>$0.062</td>
</tr>
</tbody>
</table>

The rate stays the same this year at 6.2 cents per hundred dollars of assessment.

As an additional point of reference, the rate has been:

- 2013/14: $0.063
- 2012/13: $0.064
- 2011/12: $0.072
- 2010/11: $0.072
- 2009/10: $0.073

7) POLICY CONSIDERATIONS

As noted over the last few years, at this time, in the short term there is no policy consideration beyond those found in Policy 1222-26.

8) BUDGET CONSIDERATIONS

The 2015/16 Water Utility budget included an estimate of $379,700 for fire protection revenue. The actual amount derived from applying the UARB formula is lower at $388,305. This effectively increases the Net operating surplus of the Water Utility from $4,400 to 13,005. Effectively this is still a break even budget. No specific action is required in relation to this small change in budgeted surplus.
9) COMMUNICATIONS REQUIREMENTS
There is no specific communication piece related to this area rate. It is reflected on the final tax bills as a separately identified area rate. This ensures taxpayers are aware of the added rate beyond the base rate approved applicable to taxable assessments.

10) REFERENCES TO COUNCIL STRATEGIC PLAN
Nothing specific to note here.

11) SUMMARY
This is a required step in the rate setting process for the Town and needs to be completed prior to the final tax bills being issued in August
1) COMMENT / RECOMMENDATION – CAO
The CAO concurs with the recommendations of staff.

2) RECOMMENDATION
Staff recommends that Council approve the draft Servicing Agreement for Lots 29 and 30 at the Stonegate Subdivision (Phase 4).

3) DRAFT MOTION
That Council approve the draft Servicing Agreement for Lots 29 and 30 at the Stonegate Subdivision (Phase 4).

4) REFERENCES
- Stonegate Development Phase 4 Servicing Agreement
- Development Agreement 99-10 (September 8, 1999)

5) PURPOSE OF REPORT
For Council to approve the draft Servicing Agreement for Lots 29 and 30 in the Stonegate subdivision. A positive recommendation allows the Developer to better meet market demand by continuing progress on the subdivision over the summer and fall of 2015.

Figure 1: Context image of the area looking south from Sterling Avenue (taken Friday, June 26, 2015)
6) DISCUSSION

Overview

Development Agreement 99-10 was executed between the Town of Wolfville and David T. Sterling on September 8, 1999. The agreement regulates the development of what is now known as “Stonegate Subdivision” on the west end of Wolfville along Sterling Avenue. Development Agreement 99-10 allows for up to 30 lots with a single access to Main Street making the development of lots 29 and 30 primarily a Public Works & Engineering issue that is being facilitated through the office of the Development Officer in the Department of Community Development.

Servicing Agreement

The draft Servicing Agreement for lots 29 and 30 covers the servicing for the 2 properties, road and sidewalk standards, retention pond placement and details. Most of this is a servicing arrangement typical to other parts of Wolfville and in accordance with the standard specifications for municipal services; however these lots will require the Developer to install individual booster pumps to ensure adequate water pressure is maintained. As future phases of this development proceed, a water main from the high pressure side will be installed eliminating the need for the individual booster pumps.

Existing Development Agreement

Key components of the existing development agreement are outlined here. This issue was not brought to the Planning Advisory Committee given that up-to 30 lots are regulated in the existing agreement, as follows:

- Section 5.1.9 states that “no more than thirty (30) approved lots with a single means of exit from the lands via a Public Street, shall exist at any time within the development.” The 2 lots being proposed would be lots 29 and 30 and would be the maximum allowable under the terms of the current agreement given there is only a single access point.
- Section 5.1.10 states that there “must be a continuous Public Street on the lands from the intersection of Skyway Drive and Kent Avenue to Main Street prior to the approval of more than sixty (60) lots on the lands.”
- Section 5.1.7 states that the development may proceed in phases. The development has progressed in 3 phases to-date with Phase 4 being the 2 lots proposed through this draft Servicing Agreement.
- Section 5.4 outlines when an amendment to the agreement would be necessary and what is considered not to be substantial. Non-substantive changes are outlined as only the commencement and completion dates and minor variations to the plans (Schedule “A” of the
agreement). Beyond 30 lots with a single access would be considered substantive and require an amendment to the existing agreement.

Next Steps

If the draft Servicing Agreement is approved by Council, the Developer will move forward to Subdivision approval (including open space transfer fee pursuant to Part 3 of the Subdivision By-law) and begin the work on the required services, roads, etc during the summer and fall of 2015. It should be noted that the Developer has expressed interest in moving forward with the development of 4 additional lots (31-34) in advance of a Development Agreement for the larger area (“the West End Lands”) which has been and continues to be a work-in-progress. If subdivision of Lots 29 and 30 is approved, Staff will be scheduling a Public Information Meeting for lots 31-34 as an amendment to the existing Development Agreement would be required. This issue will go in front of the Planning Advisory Committee and eventually on to Council for a decision. Bringing the draft Servicing Agreement forward for lots 29 and 30, that are covered under the existing Development Agreement, allows the Developer to better meet market demand by continuing progress on the subdivision over the summer and fall of 2015.

7) POLICY CONSIDERATIONS

The Municipal Government Act and Municipal Planning Strategy provide Council the authority to enter into Development and Servicing Agreements. Section 8(1)(a) of the Subdivision By-law states the following in relation to this draft Servicing Agreement:

8. (1) The Subdivider satisfy the requirements to provide streets and services under this By-law by one of the following:
(a) By written agreement with the Town, the Subdivider shall agree to install the required services and construct the public streets before approval is endorsed on the final plan of subdivision

8) BUDGET CONSIDERATIONS

None

9) COMMUNICATIONS REQUIREMENTS

The approval of the Servicing Agreement simply requires a motion of Council and no public notification is required. Staff has been communicating with the property owner on process and next steps.

10) REFERENCES TO COUNCIL STRATEGIC PLAN

Strategic Direction #1: Well Maintained and Sustainable Public Infrastructure
11) SUMMARY

Staff recommends that Council approve the draft Servicing Agreement for Lots 29 and 30 at the Stonegate Subdivision (Phase 4).
1) COMMENT / RECOMMENDATION – CAO
The CAO is supportive of formalizing the annual budget process with the intent of making budget decisions in 2016/17 in a more timely and informed manner. Feedback on the budget process has been sought from Council and staff and incorporated into the new budget SOP.

2) RECOMMENDATION
That this report be received for information.

3) REFERENCES
Budget Process Standard Operating Procedures and Chart

4) PURPOSE OF REPORT
The purpose of this report is to outline changes that staff has made to the budget process to ensure meaningful engagement and earlier access to information. Note this is in the form of a SOP (Standard Operating Procedure), not Policy. It is meant to be the process required of Staff in order to provide timely/meaningful information to Council for the annual budget approval.

5) DISCUSSION
An important part of any process is periodic evaluation to ensure efficiency and effectiveness of the process. The Town’s budget process is no different. Staff has reviewed the Town’s budget process based on feedback from Council and Staff. Below is a summary of what we heard:

- Overall the process worked very well.
- It is important to review Council and Staff priorities and make adjustments where necessary.
- Should not necessarily hold fast to a plan if it needs some adjustment.
- Review programs and services and decided by policy if we should still be supporting these areas in the fashion we have.
- More Council input and engagement
- More public engagement – review the current ways we engage the public to determine its effectiveness. This may or not mean input.
- Approve the capital budget in January
- Start the process earlier
• The informality of the Market or Just Us is nice, but does it garner the information we are looking for – i.e. have people really been able to consider an issue
• You get a lot of people who are not residents or tax payers at the Market.
• Liked when large graphs and illustrations were used in Council Chambers.
• Maybe it is a two pronged approach.
• Pie charts are nice – suggest one for just Town Departments
• Items such as snow removal, sidewalk clearing, pothole maintenance, street infrastructure repair, need vs. what is being done would be great graphs on their own.
• Would like to have a better understanding of the police and compliance budget.
• Performance measure for on-going general annual expenditures
• Project charters should be prepared for all capital projects and major operating projects and approved by Council
• Engineering for year 2 and 3 of the capital budget should be done in year 1
• Tenders should be ready to advertise earlier

Based on this feedback staff has developed a Standard Operating Procedure (SOP) with a timeline that provides information earlier for more informative input from both Council and the public. Highlights of the SOP include:

• Engineering and design for capital projects in year 3 of the Capital Investment Plan will begin in January of year 1. This will allow for earlier preparation and advertising of tender documents.
• The use of project charters for capital and operating projects. The purpose of the project charter is to ensure that Council understands the project prior to approval of the budget. The project charters will provide an overview of the project, the objectives, deliverables, required resources – both financial and staff, procurement process, role of Council, staff and consultants (if applicable), relationship to Council Strategic Plan and other Town Plans and a timeline and milestones.
• Public engagement sessions in October will use conceptual drawings, charts, etc. at both a formal and informal “event” to elicit feedback. The use of visuals such as drawings, street classifications, park designs, etc. is easier to relate to then text and numbers.
• In November, Council will discuss budget philosophy, capital project charters, capital investment plan and reaffirmation of strategic plan priorities at the regularly scheduled Committee of the Whole meeting.

It is important to note that the timeline in the SOP is the ultimate goal; however there are circumstances that may delay timelines for receiving engineer and design work. Staff will strive to build caveats into contracts/tenders with engineer and construction documents, such as penalties or bonuses for finishing
projects on time. Managing capital project timelines are difficult because of uncontrollable factors such as weather.

There are two items not included in the SOP that were provided as feedback from Council; approval of the Capital Budget in January and performance measures for on-going general operating expenditures. Staff is not recommending moving the approval of the Capital Budget in January until completing one year of the proposed process. The earlier engineering and project charters should in essence provide staff with the necessary information have tenders ready to advertise well in advance of past years and other municipal units – improving the chance of better pricing. It is important to note, there are no guarantees when it comes to construction tenders. Staff is also considering how best to develop performance measures for on-going general operating expenditures and will provide more information for Council over the next fiscal year.

Communication to business on capital projects is also an important element of the budget process. The SOP currently notes a communication piece in March of each year with the goal to inform private and corporate citizens of the plans for the upcoming year and when they are likely to occur. This should not only help inform everyone of Council’s plans for the next twelve months, but it should also allow individuals and businesses alike to plan for disruptions that are a necessary part of major infrastructure projects.

In addition to the March communication piece, it is important to bring the business community into the conversation earlier in the process. This can occur as part of the Public Engagement Process in October of each year; however this could also be augmented with a couple of more steps.

First, in April or May of each year, an information package can be provided to the WBDC focusing on the 10 Year CIP. This would bring to the attention of the business community not only the work of the upcoming year, but also plans for the next decade. This would provide added lead time for businesses to plan for projects that might negatively impact their business in an upcoming year, ultimately providing a better chance to reduce any negative impact on their bottom line. Perhaps equally important, it could allow businesses to plan for infrastructure improvements that in the long run will have a positive impact on their bottom line. Either way, this focused communication each year will allow the corporate community a better chance to adapt their business model for year 2 and 3 down the road.

Second, the Town would seek input by September of each year, from the WBDC commenting on Years 2 thru 9 of the CIP. This would allow the Management team to consider the input, and carry out any necessary analysis in order to provide information to the November COW discussion on budget. The commercial sector can have a different lense through which they see capital projects and that can help inform the annual budget process.
Similar to the rationale above for the commercial sector, it might be helpful to take the same steps with Acadia University with regard to the long term CIP. The idea is to allow adequate time to plan/prepare for future (Year 2 thru 9) capital projects, and to seek feedback on same prior to the commencement of the annual budget process.

6) POLICY CONSIDERATIONS

No specific considerations listed here.

7) BUDGET CONSIDERATIONS

Depending on the types of information, data required for performance measures, # of performance measures desired, there could be budget pressure for additional salary/wages or contracted services. There needs to be a balance between the capacity to provide higher levels of information without undue pressure pushing internal costs higher.

8) SUMMARY

As stated in the opening comments above, every process should be evaluated periodically to ensure efficiency and effectiveness. Informally, the Town has been adjusting the budget process each of the last few years. This new SOP provides a framework/timeline and with the dust settling on changes to the corporate structure and staffing, the timing is appropriate to formalize the process.

Interestingly, the resulting SOP (as depicted in the chart) spans the entire year. This is consistent with past discussions noting that the budget process is not really a defined process between December and March of each year, but rather it is ongoing year round.
Budget Process

<table>
<thead>
<tr>
<th>Standard Operating Procedure</th>
<th>Supersedes SOP No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effective Date</td>
<td>Approved by CAO</td>
</tr>
<tr>
<td>April 29, 2015</td>
<td>April 29, 2015</td>
</tr>
</tbody>
</table>

Purpose

To provide a framework for the submission of documents, Council involvement, public engagement, timelines and meeting dates for the development of the Town’s Capital and Operating Budgets. This will ensure adequate time for administrative staff to prepare and review the necessary information required to inform Council.

Procedure

1. August: The Pavement Condition Index will be completed by a consultant every five (5) to 10 years in the summer and include both roads and sidewalks. Staff would be responsible for updating the information annually.

2. June to September: One (1) management meeting per month will be dedicated to budget discussion.

3. September: The draft Capital Budget will be submitted to Management for review and discussion.

4. October: Capital Project Charters submitted to Management for review and discussion.

5. October: Public engagement sessions where conceptual drawings for future projects will be presented to encourage public comments and feedback.

6. November: Council will discuss budget philosophy, capital project charters, capital investment plan and reaffirmation of strategic plan priorities at the regularly scheduled Committee of the Whole meeting.

7. Mid-November: Management to submit budget working papers to Director of Finance

8. Early-December: The draft Operating Budget will be submitted to Management for review and discussion at the first meeting in December.
9. December: The Operating Project Charters will be submitted to Management for review and discussion.

10. Mid-January: The draft Operating Budget, a three year global operating budget, and operating project charters will be presented at a Special Committee of the Whole meeting.

11. January to March: Engineering and design for capital projects in years two (2) and three (3) of the Capital Investment Plan will be completed.


13. March: Tenders for operational services – i.e. asphalt, street sweeping, etc. – to be advertised by March 1st.

14. March: Approval of the Capital and Operating Budgets, advertising of capital tenders, and budget communications.

Reviewed by Management and approved by the CAO on April 29, 2015.
ANNUAL BUDGET PROCESS

April
Engineering and design for capital projects in Years 2 and 3

May
Draft Capital Budget submitted to Management

June
Monthly management meetings dedicated to Budget

July
Pavement Condition Index Review every 4th Summer

August
Draft Capital Project Charters submitted to Management

September
Public Engagement Sessions

October
Committee of the Whole
- Draft Operating Budget
- 3 Year Operating Budget
- Operating Project Charter

November
Draft Operating Project Charters submitted to Management

December
Management to submit budget working papers to Director of Finance

January
Special Committee of the Whole
- Draft Operating Budget
- 3 Year Operating Budget
- Operating Project Charter

February
Committee of the Whole
- Budget Discussion
- Advertise Operational Tenders

March
Town Council
- Approval of Capital and Operating Budgets
- Advertise all Capital Tenders and roll out communications

Activities in pink indicate deadlines for Management and Management Meetings
Activities in green indicate Council Meetings
Activities in teal indicate Public Input Sessions
Activities in brown indicate Staff Work
1) COMMENT / RECOMMENDATION – CAO
N/A

2) RECOMMENDATION
That Council receives this report for information.

3) REFERENCES
- Fire Service Study 2006
- Energy & Emissions Inventory 2006
- Energy & Emissions Audit 2009
- Town Hall Roof Condition Assessment 2010
- Municipal Planning Strategy 2013

4) PURPOSE OF REPORT
The objectives of the Condition Assessment are:

1. Determine spatial needs for corporate operations
2. Quantify physical condition of all building components in each of the Town owned facilities
3. Optimize energy efficiency of each of the Town owned facilities
4. Develop a maintenance and capital improvement schedule for each facility

The deliverables for the project are:

1. A final report addressing the following:
   a. The functionality of each facility with respect to space provided and space required
   b. The energy consumption of each facility
   c. The physical condition of all building components in each facility
   d. Recommendations to address spatial requirements
   e. Recommendations to improve energy efficiency
   f. Recommended maintenance and capital improvements with proposed schedule and estimated costs
5) DISCUSSION

The Town operates the following facilities which will be included as part of this project;

- Town Hall – includes RCMP, Fire and EHS Services
- Community Development and Public Works
- Library
- Visitor Information Centre
- Recreation Centre.

The physical condition of building components in each facility will be investigated, including building envelope, heating & ventilation, plumbing and electrical to identify the existing condition, recommend improvements with estimated costs. The energy efficiency of the facilities and all operating systems will be reviewed and recommendations made to improve energy efficiency with proposed schedule and costing. The third component of the project will be to complete a spatial analysis to determine if existing space is adequate, can it be adjusted to optimize efficient use or should the Town consider new facilities and if so provide a general description of the facilities required.

6) POLICY CONSIDERATIONS

Council’s Strategic Plan establishes five (5) strategic goals. The Condition Assessment will meet the strategic goals of Council by addressing the following:

1. Well Maintained and Sustainable Public Infrastructure
   - Provide building maintenance and capital improvement schedule for Town owned facilities
   - Ensure Town owned facilities are right sized for intended use and future growth
   - Optimize building operations to minimize cost and maximize energy efficiency

2. A Diverse, Prosperous, and Sustainable Local Economy
   - Identify best use and/or potential joint use of Town owned facilities

3. A Growing Population Encompassing all Ages and Stages who Live in Safe, Attractive, Cohesive, Neighbourhoods
   - Ensure all facilities are accessible and welcoming to all residents
7) BUDGET CONSIDERATIONS
$75,000 is included in the 2015/16 capital budget for a municipal facilities assessment and it is anticipated the budget is sufficient for the scope of work proposed. The anticipated timeline for the project is as follows:

July  Consultant engaged
Aug to Oct  Facilities and document review
Nov  Draft report submitted for review and comments
Dec  Submit Final Report

8) SUMMARY
A condition assessment of town owned facilities is required to assist staff in preparing a long term capital investment plan and ensuring Town owned facilities are well maintained, energy efficient and meet the needs of both staff and public using the facilities. Funding has been provided in this year’s capital budget to complete the condition assessment.