Special Committee of the Whole
Tuesday, September 15, 2015
1:00 p.m.
Council Chambers, Town Hall
359 Main Street

Agenda

1. Approval of the Agenda

2. Approval of Minutes
   a. Committee of the Whole Minutes, September 1, 2015

3. Staff Reports for Discussion
   a. RFD 055-2015: CPP Recommendations
   b. Information Report: Review of Strategic Plans-Reports (Mind-Map)
   c. Information Report: Moratorium Discussion

4. 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.

5. Regular Meeting Adjourned
SUMMARY

Community Partnership Program Recommendations 2015 – August Applicants

Presenting staff recommendations on the Community Partnership Program funding allocation as per policy:

<table>
<thead>
<tr>
<th>2015/16 Budget</th>
<th>CPP Categories</th>
<th>April Allocation</th>
<th>August Allocation</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Festivals &amp; Events</td>
<td>$22500.00</td>
<td>$17,900.00</td>
<td>$40400.00</td>
</tr>
<tr>
<td></td>
<td>Program &amp; Facility</td>
<td>$17,865.00</td>
<td>$5,000</td>
<td>$22,865.00</td>
</tr>
<tr>
<td>$62,300</td>
<td></td>
<td>$42,365.00</td>
<td>$19,935.00</td>
<td>$63,265.00</td>
</tr>
</tbody>
</table>

- ATJ Productions did not fulfill its requirements under its conditional approval and the $3453 is being re-allocated.

DRAFT MOTION:

That Council approve the recommended 2015/16 Community Partnership Program funding allocation of $15,000 to groups identified in RFD 055-2015 and in accordance with the operating budget approved for the 2015/16 year.

- $5,000 - Valley Harvest Marathon
- $5,000 - Canadian Masters Curling Championship
- $5,000 - Acadia Minor Hockey
- $2,000 – Fezziwig
- $2,000- WOW

Appeals:
- Acadia Performing Arts Series – $1950.00
- Uncommon Common Art – $1950.00
1) **CAO COMMENTS**
The CAO supports the recommendations of staff. I would also like to note my personal involvement with the Valley Harvest Marathon as one of the main volunteers and state that I was not involved in the review or recommendations pertaining to the Valley Harvest Marathon request.

2) **LEGISLATIVE AUTHORITY**
- Community Partnership Program, Reference Policy No. 1221-69
- Operating budget as approved for fiscal year 2015/16

3) **STAFF RECOMMENDATION**
That Council approve the recommended 2015/16 Community Partnership Program funding allocation of $15,000 to groups identified in RFD 055-2015 and in accordance with the operating budget approved for the 2015/16 year.

4) **REFERENCES AND ATTACHMENTS**
- Community Partnership Program, Reference Policy No. 1221-69
- Operating budget as approved for fiscal year 2015/16
- RFD 026-2015 Community Partnership Program Recommendation

5) **PURPOSE OF REPORT**
To provide recommendations and information to Council on Community Partnership Program applicants’ requests for funding, and to approve requests as per policy.

6) **DISCUSSION**
The Community Partnership Program is available to non-profit organizations or registered charities that coordinate community programming in the Town of Wolfville. The applications are evaluated based on the principles and criteria established in the CPP policy which include the following:

**Financial Sustainability:**
Groups should show evidence of past success and demonstrate that they have taken steps to ensure continued operation

**Financial Management:**
Groups must generate funds besides those provided by the Community Partnership Program. These revenues may include registration/membership fees, admission fees or fundraising. Groups should demonstrate responsibility and accountability in their use of resources.
Openness and Accessibility:
Groups should be open and accessible to members of the community and show a willingness to involve others in their work.

Active Living:
Groups that offer an active and healthy living component for members and participants 18 years of age and younger, or adults 55 years or older will be given priority when considered in the allocations of funds.

Staff have also receive a two appeals regarding the allocation of funds during the April CPP allocations from Uncommon Common Art and the Acadia Performing Art Series. The organizations are appealing their allocations as they both received $2500 instead of the $5,000 requested in their application.

As Council is aware, the CPP policies are under review. Issue regarding eligibility of organizations will be part of any new draft policies that will be brought forward for consideration.

As part of the CPP allocation in the fall, Council conditionally provided $3453 in funding to ATJ for a music festival that was to occur in the Fall of 2015. This event did not occur and therefore, the funds were not disbursed and can be re-directed towards other applicants.

This report does not address the funds allocated towards the Strategic Economic Development Partnership fund, established by Council in May, 2015. The 2015-16 budget was increased by $20K to provide support, in part, to initiatives previously supported by the WBDC. Of this 20K, 10k has been disbursed, leaving an additional 10K to be directed toward projects that meet the criteria of the fund. Council will receive a staff report this fall regarding how these funds could be used at a future date.
The following is a breakdown of applicants and the staff recommendation for August allocation:

### Festivals & Events

<table>
<thead>
<tr>
<th>Organization</th>
<th>Amount Requested</th>
<th>Amount Eligible</th>
<th>Staff Recommended Amount</th>
<th>Requires Presentation</th>
<th>Rational for Recommendation</th>
</tr>
</thead>
</table>
| Valley Harvest Marathon                   | $5,000           | $5,000          | $5,000                   | No                    | 1. Financial Sustainability: Evidence of past success and financial sustainability  
2. Financial Management: Diverse funding sources; accountable  
3. Openness and Accessibility: open and accessible to community  
4. Active Living: active and Healthy living promotion |
| Canadian Masters Curling Championship     | $5,000           | $5,000          | $5,000                   | Yes – COTW Sept 1, 2015 | 1. Financial Sustainability: Does not apply – first time event  
2. Financial Management: Diverse funding sources;  
3. Openness and Accessibility: Open to members of the community; willingness to involve others in their work.  
4. Active Living: Healthy living promoted |
| Women of Wolfville                        | $2,000           | $0              | $2000                    | No                    | 1. Financial Sustainability:  
2. Financial Management:  
3. Openness and Accessibility:  
4. Active Living: |
| Fezziwig                                  | $2,000           | $0              | $2000                    | No                    | 1. Financial Sustainability: Evidence of past success  
2. Financial Management: Diverse funding sources  
3. Openness and Accessibility: Open to community  
4. Active Living: Roles for target demographic |

Sub-total $14,000 $14,000 $13,400.

### Programs
### Request for Decision # 055-2015

**Community Partnership Program August Funding Allocation**

**Date:** September 15th, 2015  
**Department:** Community Development

<table>
<thead>
<tr>
<th>Organization</th>
<th>Requested Amount</th>
<th>Amount Eligible</th>
<th>Recommended Amount</th>
<th>Requires Presentation</th>
<th>Rational for Recommendation</th>
</tr>
</thead>
</table>
| Acadia Minor Hockey  | $5,000           | $5,000          | $5,000             | No                     | 1. *Financial Sustainability:* Evidence of past success and financial sustainability  
2. *Financial Management:* Diverse Funding and accountable  
3. *Openness and Accessibility:* Open to the community  
4. *Active Living:* Healthy living promotion |

**Sub-total**  
$5,000 | $5,000 | $5,000

**Appeals**

<table>
<thead>
<tr>
<th>Organization</th>
<th>Original Request</th>
<th>Amount awarded in April</th>
<th>Recommended Amount</th>
<th>Requires Presentation</th>
<th>Rational for Recommendation</th>
</tr>
</thead>
</table>
| Acadia Performing Arts Series | $5,000           | $2,500                  | $1900.00           | No                    | 1. *Financial Sustainability:* Evidence of past success  
2. *Financial Management:* Diverse funding  
3. *Openness and Accessibility:* Open to community  
4. *Active Living:* Not applicable |
| Uncommon Common Art   | $5000            | $2,500                  | $1900.00           | No                    | 1. *Financial Sustainability:* Evidence of past success  
2. *Financial Management:* Diverse funding sources  
3. *Openness and Accessibility:* Open to community  
4. *Active Living:* Not Applicable |

**Sub-total**  
$10,000 | $5,000 | $3800.00

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Request for Decision, Page 5 of 7
REQUEST FOR DECISION # 055-2015
Community Partnership Program August Funding Allocation
Date: September 15th, 2015
Department: Community Development

Not eligible

<table>
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- The event proposed by ATJ Productions did not proceed and the $3,453 is being re-allocated.

8) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

Strategic Direction #2
- A diverse, Prosperous, and Sustainable Local Economy

Strategic Direction #3
- A Growing Population Encompassing all Ages and Stages who Live in Safe, Attractive Cohesive, Neighbourhoods

Strategic Direction #4
- A Robust Active Living and Cultural Community

9) COMMUNICATION REQUIREMENTS

Communication requirements will consist of the following:
• Letter to all applicants, to those who will receive funding
• Letter to all applicants who will not receive funding

10) ALTERNATIVES

1. To reallocate funds differently than staff has recommended.
OVERVIEW

Staff have reviewed the recommendations from fifteen plans, reports and strategies dating back to 2006 to provide an update on the accomplishments and establish a go forward plan. The following report cards provide a snapshot of each of the fifteen plans highlighting what has been Completed/Operationalized, Not Completed/Not To Be Done, Moved Forward and In-Progress.

**Completed** means that the recommendation has been accomplished.

**Operationalized** means that the recommendation has been worked into the everyday operations of the Town.

**Not Completed** means that although the recommendation has not been accomplished it is still relevant and will be completed.

**Not to be Done** means that staff will not be completing the recommendation.

**Move Forward** means that the recommendation was important to consider as part of another plan and can now be found as a recommendation in that said plan.

**In-progress** means that staff are working on the recommendation.

At the end of the report cards are two tables of recommendations, those that are Not Completed and those that are Not To Be Done. If there is a recommendation in the Not To Be Done table that Council unanimously agrees is a priority it will be considered under Not Completed. The Not Completed table has been prioritized by staff for consideration of Council 5 being highest priority and 1 being lowest.
Means that all recommendations were moved forward, completed and/or not to be done and will be completed as part of a newer plan.

Means that the plan’s recommendation are on-going or not completed.

Means that the plan is operationalized

Means that the plan is not yet approved by Council/In-Progress

Means that all recommendations are part of a newer plan.
COMMERCIAL DEVELOPMENT PLAN

REPORT CARD

ADOPTED BY COUNCIL ON DECEMBER 18, 2006

PURPOSE

The goal for the Commercial Development Plan is to provide a document that addresses issues and reflects the needs of the next Municipal Planning Strategy and Land Use Bylaws.

The vision for the final Commercial Development Plan is one that is strategically based on the commercial downtown and identifies priorities, provides market and economic information, and helps to: Define Wolfville; Addresses what is happening with commercial development in the area; Provide an spatial design strategy; Establishes the kind of environment that is appropriate to the Town; and Addresses what complimentary/compatible business/clusters should be encouraged in the Town.

COMPLETED/OPERATIONALIZED - 30%

Green planning and design principles were incorporated into the 2008 MPS and LUB and adopted a Sidewalk Café Bylaw

Upgrades were made to Main St and Front St to enhance the image of the town including decorative lights on Front St, redevelopment of Central Ave, and Town Centre

Updated a Parks and Open Space Master Plan and completed a Water Conservation Plan

The Town’s watershed was converted into 747 acres of NS Nature Trust

Worked with the WBDC to implement a Façade Program

Implemented a Way-finding signage system

IN-PROGRESS - 5%

Develop a Management Plan for the Dykelands

Review the activities of the WBDC on an annual basis with a focus on their mandate to create value for tax payers

Streamline the planning approvals process and regulate most matters through land use bylaw conditions and a regular development permit process.

Position Wolfville as a culinary destination

Work with key businesses such as grocery stores and pharmacies to ensure that they remain a viable part of the economy

Promote the region and attract high level employees such as doctors, lawyers, scientists, etc. with neighbouring municipalities

Create incentives for residents to walk downtown by providing benches, overhead canopies, street trees, entertainment, etc.

Encourage alternate forms of transportation

Look for opportunities to use landscaping downtown including planter boxes, street trees, planed sidewalk areas

Develop a Wireless Program for entire downtown

NOT-COMPLETED/NOT TO BE DONE - 17%

Develop a Sustainable Stormwater Management Plan and Sustainable Waste Management Plan for the downtown area

Investigate bringing University retail into the downtown and support the efforts of the Atlantic Theatre Festival

WBDC should sponsor a course to teach members about retail storefront design, customer service theory, window dressing, and storefront lighting design

MOVED FORWARD - 48%

Develop an Environmental Plan to identify areas that should be preserved from development and encourage development in areas not limited by carrying capacity.

Work with the University to determine the requirements for potential business spin offs

The MPS and LUB needs a strategy to deal with vacant properties in the town

Continue to encourage second and third floor residential units with future downtown development and infill of vacant lots with buildings.

Create and implement a streetscape master plan for downtown that would include new pedestrian amenities.

Institute a five year ‘tax holiday’ on the taxes that would be levied against increased assessments that result from new commercial construction, additions and renovations

Create a parkette adjacent to the street providing a pedestrian amenity and enhancing the streetscape

Work with property owners to explore the redevelopment potential of the block between the Tourist Bureau and Tim Hortons

Explore partnering with the University on a Welcome Centre

Investigate the potential of wind power on the dykelands
COMMERCIAL DEVELOPMENT PLAN

REPORT CARD

The following recommendations are MOVED FORWARD to be considered in the Municipal Planning Strategy Review:

• Rather than through a lengthy development agreement process, recommend most matters of concern be regulated through land use bylaw conditions and considered through a regular development permit process
• Focus on streamlining the planning approvals process so that existing and new business opportunities are not wasted
• The MPS and LUB needs a strategy to deal with vacant properties in the town
• Infill vacant lots with buildings
• Continue to encourage second and third floor residential units with future downtown development
• Create opportunities for more activity in the downtown to preserve expansion on valuable surrounding farmland
• Investigate the potential of wind power on the dykelands

The following recommendations are MOVED FORWARD to be considered in the Downtown Development Plan (Imagine Our Downtown):

• One of the very high priorities for Wolfville should be the creation and implementation of a streetscape master plan for downtown
• Wolfville would benefit from a concerted infill strategy for the downtown
• Create incentives for residents to walk downtown by providing benches, overhead canopies, street trees, entertainment and pedestrian friendly streets
• Improve waterfront trails and link trail networks into communities and University
• Work with the University to determine the requirements for potential business spin offs located in the town
• The Town should work with Kings County and Kentville to promote region to attract and retain high level employees such as doctors, lawyers, scientists, professors etc.
• Work with property owners to explore the redevelopment potential of the block between the VIC and Tim Hortons
• One opportunity would be the creation of a parkette adjacent to the street - providing a pedestrian amenity and enhancing the streetscape

Recommendations NOT TO BE DONE:

• Support the efforts of the Atlantic Theatre Festival and offer to work with the Irving Centre on the preparation and Implementation of a Marketing Strategy
• Focus on small, high quality businesses that focus on niche products and customer service
• Develop a Sustainable Waste Management Plan for the downtown area
• WBDC should sponsor a course to teach members about retail storefront design, lighting design, customer service theory, etc.
**PURPOSE**

The purpose of the Fiscal Sustainability Task Force Report was to examine broad trends affecting the fiscal sustainability of the Town of Wolfville and to explore tools at the Town’s disposal to address those trends.

**COMPLETED/OPERATIONALIZED - 56%**

Developed a Capital Asset Funding Policy and a Reserve Policy to support fiscal sustainability, financial flexibility and reduce financial vulnerability.

Significantly increased the annual capital budget beginning in 2010/11.

Presented the Task Force Report to the Minister of Nova Scotia and Municipal Relations and the UNSM/Provincial Task Force on Towns.

Presented to real estate industry at the Developers Forum to highlight the quality of living that Wolfville has and how that effects the cost of living compared to neighbouring communities.

The Task Force Report was presented to the community at a Farmers’ Market session and made available on the website.

The Provinces Financial Condition Index provides on-going communication on fiscal issues in Wolfville on an annual bases and provides comparatives to other NS municipalities.

The development of a 10 year Capital Investment Plan helps Council and staff plan for upcoming infrastructure and staff is preparing a three year Operating Plan for 2016/17.

Annually staff review operating expenditures and service levels for efficiencies.

**NOT-COMPLETED/NOT TO BE DONE - 22%**

Develop a formal capital asset management plan including a review of capital asset standards, beginning with infrastructure assets, to assist in the reduction of the Infrastructure deficit

Approach the Province to address the current taxation status of non-residence university buildings seeking tax revenues for all Acadia University buildings.

Continue to seek advice and resources for research from the Department of Economics at Acadia for future fiscal planning for the Town.

That the targeted tax dollar amounts include both capital and operating expenditures related to reducing the Infrastructure Deficit.

**MOVED FORWARD - 11%**

An Action Plan to stabilize and then increase the commercial assessment.

Examine all existing vacant serviced land to meet the growth needs of the Town before approval of any new greenfield development for residential use.

**IN-PROGRESS - 11%**

Develop a Deficit Remediation Plan identifying the criteria for prioritization of spending and the proposed location of work for a clear understanding of what you get for this capital re-investment.

Given that economic, social and cultural changes continue despite existing boundaries that are less and less relevant, that Council examine the need to pursue any governance or other restructuring to enable it to best respond to the needs of the community as though those boundaries do not exist.
### FISCAL SUSTAINABILITY TASK FORCE

**REPORT CARD**

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<table>
<thead>
<tr>
<th>Recommendations NOT TO BE DONE:</th>
</tr>
</thead>
<tbody>
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<td>• Continue to seek advice and resources for research from the Department of Economics at Acadia for future fiscal planning for the Town.</td>
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</table>

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<table>
<thead>
<tr>
<th>Recommendations MOVED FORWARD to be considered as part of an updated Economic Action Plan:</th>
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</thead>
<tbody>
<tr>
<td>• Create an Action Plan to stabilize and increase commercial assessment in Wolfville.</td>
</tr>
</tbody>
</table>

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<table>
<thead>
<tr>
<th>The following recommendations are MOVED FORWARD to be considered as part of the Municipal Planning Strategy Review:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• The examination of existing vacant serviced land will be reviewed as part of the Municipal Planning Strategy Review.</td>
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</tbody>
</table>

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**REPORT CARD as of September 2015**
INTEGRATED COMMUNITY SUSTAINABILITY PLAN
REPORT CARD

COMPLETED IN MARCH 2010

PURPOSE
The Integrated Community Sustainability Plan (ISCP) was a reporting requirement of the Municipal Funding Agreement (MFA) between the province and municipalities to allow the transfer of Federal Gas Tax funds to municipalities for environmentally sustainable infrastructure projects.

Since Wolfville completed a review of their Municipal Planning Strategy (MPS) in 2008, which included a strong element of public consultation, was comprehensive and covered the entire municipality the MPS was acceptable to use at the ISCP. The recommendations in the ISCP are Future Action Clauses from the MPS.

COMPLETED/OPERATIONALIZED - 63%
Council approved an Anti-Idling Bylaw in 2011
A Source Water Protection Plan was approved by Council in August 2009
A Water Conservation Plan was completed in 2011
The establishment of a Public Art Policy and Art in Public Space Committee is working on commissioning artwork for public facilities
A Sustainability Transportation Plan was completed in 2011 and future explored and actioned with the Core Area Traffic Study and Active Transportation Plans in 2015. The plans explore all modes and methods of transportation that may be appropriate within the Town, both now and over the long term
Central Ave. was reconstructed to focus on Pedestrianization that included replaced storm sewer, new road surface and sidewalks, landscaping, street furniture, closing street to through traffic
Town centre upgrades included landscaping along street, bus stop and shelter, info kiosk, and seating
Waterline replacement, road widening (shared bike lanes) and concrete curbs, asphalt replacement, concrete sidewalks on Front St. Sherwood Dr. and Hillside Ave.
Bus shelters/benches were placed in various locations throughout town
Removed old furnaces and extension of new common heating system to serve both buildings and additional heating zones and controls were added to make the system more efficient.

Adoption of LEED standards for new Municipal buildings
Encourage increased walking and cycling infrastructure and activity
Designate and zone the railway lands as a transportation corridor for future linkages

NOT-COMPLETED/NOT TO BE DONE - 15%
Adopt and implement a multi-year tree planning program aimed at improving air quality by protecting, replacing and enhancing the urban forest canopy
Develop ecological health indicators to measure progress towards greater community sustainability
Develop and implement a "downtown greening plan" which would include tree planting, planting beds, street trees and landscaped sidewalk areas
Require new residential buildings to participate in EnerGuide Program
Requires EnerGuide 80 standard for new residential buildings in the RCDD zone
Research and establish specific criteria for the location of wind turbines that seeks to reduce possible noise nuisances and visual impacts of wind turbines as well as any potential negative impacts on bird/bat migration patterns

IN-PROGRESS - 22%
Require the regular review of the Open Space Master Plan (at least every 5 years) and seek extensive public involvement in that review
Work in cooperation with Acadia University to develop partnerships that provide greater public access to University recreation and cultural facilities
Work in cooperation with the Provincial Department of Agriculture and the appropriate marsh body to improve the protection and maintenance of the dykes
Investigate climate change adaptations required to prevent damage to the dykelands by flooding from storm surge, sea level rise or extreme weather events
Continue a program of removing storm sewer discharges to the sanitary sewer system

REPORT CARD as of September 2015
Recommendations NOT TO BE DONE:

- Require new residential buildings to participate in EnerGuide Program
- Requires EnerGuide 80 standard for new residential buildings in the RCDD zone
- Research and establish specific criteria for the location of wind turbines that seeks to reduce possible noise nuisances and visual impacts of wind turbines as well as any potential negative impacts on bird/bat migration patterns
**PURPOSE**

Public communication and participation are important tools in local government democracy. Decisions are improved and communities are more vibrant when citizens are engaged. The Public Communications and Participation Plan was developed to give residents an understanding of how to stay informed and get involved in Town decisions and actions.

**COMPLETED/OPERATIONALIZED - 79%**

- Agenda Packages are posted to the website by end of business day on the Thursday prior to the Committee of the Whole or Council meeting
- Implemented, evaluate and update the annual budget process for public participation
- Developed a Communication’s Checklist
- Developed and implemented standard report templates
- Developed a Council Agenda Package Standard Operating Procedure
- Implement standard timelines for distribution of information prior to public input processes
- Implemented a question period at all Council meetings.

**NOT-COMPLETED/NOT TO BE DONE - 10%**

- Identify traditionally under-represented communities and develop targeted strategies to promote participation
- Implement a tool/check list to guide the circulation of information supporting public participation processes
- Distribute a 'How To' guide for members of the public to assist them in accessing town input opportunities
- Paper copies of the agenda will be posted at Town Hall, in the Town Kiosks, Post Office and Library

**IN PROGRESS - 10%**

- Implement a tool/check list to guide the circulation of information supporting public participation processes
The following recommendation will NOT BE DONE:

- Paper copies of the agenda will be posted at Town Hall, in the Town Kiosks, Post Office and Library
SUSTAINABLE TRANSPORTATION STUDY
REPORT CARD

Presented to Council on November 7, 2011

Purpose
The Sustainable Transportation Study was intended to produce a Transportation Plan which will address the long term transportation needs of the community by involving community members in a process that will ask them to examine the issues involved in developing and maintaining transportation infrastructure, as well as the transportation needs of the community.

Items to be addressed include roads and parking, walkways, bicycle infrastructure and all forms of public transportation including Kings Transit, Kings Para-transit, taxis, and shuttles. The resulting Plan will provide Council and staff with guidance to make future transportation projects realistic and sustainable.

Completed/Operationalized - 21%
- Investigate ways to alter or move current lighting on Pleasant/Skyway to provide lighting for the north side
- Completed/Operationalized - 21%
- Investigate ways to alter or move current lighting on Pleasant/Skyway to provide lighting for the north side
- Upgrade Woodland Trails and remove stone steps.
- Investigate new lighting/cube to remove on Pleasant/Skyway
- Council should allow "tasteful" advertising to pay for bus shelters and other infrastructure.
- Appearance standards should be established for taxi cabs and taxi cab drivers and fares should be clearly posted in taxi cabs.
- Designated taxi stands should be established in the downtown area.

Not-Completed/Not to be Done - 15%
- Student cycling programs should be enhanced
- Ensure traffic calming in the downtown commercial sector
- Moving forward - 60%
- Making the downtown more vibrant should be a Council priority
- No major changes need to be made to the four-way stop
- Make Harbourside Dr a one-way street from Main St to Front St.
- Left turns on to Main St from certain places could be eliminated during high traffic periods to improve traffic flow
- Pedestrian Zone signs should be placed at both edges of downtown to indicate to expect a high number of pedestrians.
- Explore alternatives to the current crosswalk signal system
- Street widths should be reviewed, with a set standard of 3-4 widths depending on usage and reviewed prior to any capital project to reflect updated changes in street usage
- Council should make transit service a priority, even if a larger financial investment is required.
- There should be more substantial discount for seniors and low income users of Kings Transit and alternative methods for transit delivery should be explored.

In-Progress - 4%
- Add a railing to Blomidon Terrace stairs and forgo replacing steps.
- Efforts to extend the Rail Trail through to New Minas should be pursued whenever possible in the future
- Based on the new PCI rating, a Strategic Pavement Maintenance Schedule should be developed for all streets in Wolfville

Completed/Operationalized - 21%
- Completed a new PCI rating for all streets
- The Town painted bike lane lines on Main St. where the road has been reconstructed
- Loading zones were established in the downtown commercial sector
- Trail maintenance and upgrades to the Millennium Trail have been operationalized
- All transit stops now have benches and the transit schedule and fares was posted in the Town Centre kiosk
- Bike racks were purchased and installed in the downtown core at Willow Park, Clock Park and Wolfville School

Moved Forward - 60%
- Create 10ft, two-lane, bi-directional active corridor for Main St, Acadia St, Pleasant St, Skyway Dr, Sherwood Dr, Kent Ave, Highland Ave, and Gaspereau Ave
- Make Acadia St one-way for its entire length (west to east from Gaspereau Ave to Highland Ave)
- Maintain one sidewalk on each street between Main St and Prospect Ave
- The path from Orchard Ave should be upgraded and arrangements for a connection between the Millennium Trail and either Parkview Ave or Bishop Ave should be explored
- Establish a connection between Beckwith St and the Woodland Trail
The following recommendations are MOVED FORWARD to be considered in the Active Transportation Plan:

- Explore arrangements with property owners to develop a connection between the Millennium Trail and either Parkview Ave or Bishop Ave
- Create an active corridor on Main St, Acadia St, Pleasant St, Skyway Ave, Gaspereau Ave, and Highland Ave
- Make Acadia Street one-way for its entire length (west to east from Gaspereau Ave to Highland Ave)
- Student cycling programs should be enhanced to teach safe cycling, and encourage higher cycling rates among students.
- Maintain one sidewalk on each street between Main St and Prospect Ave (east side of Highland Ave, west side of Gaspereau Ave)
- Establish a connection between Beckwith St and the Woodland Trail
- Upgrade the path from Orchard Ave to the Millennium Trail
- Allocate space for cyclists along Main Street

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The following recommendations are MOVED FORWARD to be considered in the Core Traffic Study:

- Examine the most efficient use of space for parking
- Create better traffic flow in the downtown and make efforts to ensure traffic calming in the commercial sector
- Signs should be placed at edges of downtown to indicate a high number of pedestrians in downtown (Pedestrian Zone)
- Explore alternatives to the current crosswalk signal system
- No major changes need to be made to the four-way stop at Gaspereau Ave and Main St. and make Harbourside Dr a one-way street from Main St to Front St
- Left turns on to Main St from certain places could be eliminated during high traffic periods to improve traffic flow (i.e., Post Office, Shopper’s Drug Mart)

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The following recommendations are MOVED FORWARD to be considered in the Municipal Planning Strategy Review:

- All street widths should be reviewed, with a set standard of 3-4 widths developed, depending on usage

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**Recommendations NOT TO BE DONE:**

- Investigate ways to either alter or move current lighting on Pleasant/Skyway to provide lighting for the north side
- Council should allow "tasteful" advertising to pay for bus shelters and other infrastructure
- Appearance standards should be established for taxi cabs and taxi cab drivers and fares should be clearly posted in all cabs
- Explore subsidies for seniors and those on low incomes for taxis
- Designated taxi stands should be established in the downtown area that are clearly marked
- Maintenance/Upgrades to Woodland Trails
# ECONOMIC ACTION PLAN

**REPORT CARD**

**APPROVED BY COUNCIL ON SEPTEMBER 17, 2012**

## PURPOSE

The Economic Action Plan was completed by staff in an attempt to action the numerous plans, reports and strategies that were approved by Council.

## COMPLETED/OPERATIONALIZED - 6%

- Completed a Downtown Development Plan
- Held a packaging workshop in partnership with the WBDC, NSTA and the WMWB
- Evaluated a joint venture with Acadia for the new Welcome Centre, however it was determined by both parties not to be favourable

## IN-PROGRESS - 25%

- Establish a funding source for an ongoing tourism marketing / development program
- Identify opportunities to 'brand' Wolfville as the food and wine destination of the Atlantic Provinces
- Create a display in the visitor centre to highlight the food and wine culture in the region
- Identify strategic partners and events to bring to Wolfville
- Identify event facilities that are lacking and approach partners to assist in closing the gap
- Develop an event toolkit
- Review parking requirements and other parking alternatives related to an increase in the commercial zone
- Develop and implement Business Retention and Expansion Program
- Re-establish joint management team meetings Acadia to stay informed of key priorities for both organizations

## NOT-COMPLETED/NOT TO BE DONE - 50%

- Develop a tourism strategy, target off peak times, and identify target markets
- Explore how tax policy changes can spur re-development and new development
  - Facilitate the successful development of two tourism businesses
- Work with local business and WBDC to define products in Wolfville and surrounding area
- Provide opportunities for farm markets to generate additional sales
- Evaluate the benefit of 'Wireless Wolfville'
- Consider a customer service training and incentive program for front line staff
- Complete retail marketing and sales plan to increase sales to regular, habitual customers
- Identify target markets of habitual customers and communication channels to reach markets
- Position Wolfville as service centre for Eastern Kings County
- Develop a marketing plan and seek interest from development community for new investment in Wolfville
- Determine retail and service voids in Wolfville
- Form strategic alliance with Winery Association of NS
- Support a professional hub/network

## MOVED FORWARD - 19%

- Develop and implement a streetscape design plan
- Evaluate impact of traffic flow changes on commercial and residential sectors
- Develop consistent messaging reinforcing the importance of Acadia to the community
- Determine whether commercial and or light industrial zones in Wolfville can expand

- Maintain and enhance buildings with historical and architectural significance
- Increase downtown commercial and residential density
- Waterfront development plan - can it spur new opportunity
The following recommendations are MOVED FORWARD to be considered in the Downtown Development Plan:
- Waterfront development plan - can it spur new opportunity
- Increase downtown commercial and residential density
- Develop and implement a streetscape design plan

The following recommendations are MOVED FORWARD to be considered in the Core Area Action Plan:
- Develop consistent messaging reinforcing the importance of Acadia to the community

The following recommendations are MOVED FORWARD to be considered in the Municipal Planning Strategy Review:
- Determine whether commercial and or light industrial zones in Wolfville can expand
- Maintain and enhance buildings with historical and architectural significance

The following recommendations are MOVED FORWARD to be considered in the Core Traffic Study:
- Evaluate impact of traffic flow changes on commercial and residential sectors

Recommendations NOT TO BE DONE:
- Facilitate the successful development of two tourism businesses and work with local business and WBDC to define products in Wolfville and surrounding area
- Liaise with NSTA to identify target markets, particularly those already coming to Halifax
- Complete destination communications plan to attract targeted media
- Provide opportunities for farm markets to work in cooperation, including the weekly farmer's market, to generate additional sales for everyone
- Partner with WANS and Taste of NS to establish a boutique, NS focused wine and culinary store on Main Street
- Evaluate the benefit of 'Wireless Wolfville'
- Consider a customer service training and incentive program for front line staff to encourage consistent, friendly service throughout the Town
- Complete retail marketing and sales plan to increase sales to regular, habitual customers
- Identify target markets of habitual customers and communication channels to reach markets
- Position Wolfville as service centre for Eastern Kings County
- Develop programs to drive more sales, extend hours of shopping, key themes on high opportunity weekends
- Develop a marketing plan and seek interest from development community for new investment in Wolfville
- Determine retail and service voids in Wolfville
- Form strategic alliance with Winery Association of NS
- Work to identify the 'globally mobile', Support a professional hub/network, Identify what's important to them and Participate in hub events
PARKS & OPEN SPACE MASTER PLAN

REPORT CARD

APPROVED BY COUNCIL ON OCTOBER 15, 2012

PURPOSE

The 2012 Parks and Open Space Master Plan has two primary objectives. First, to provide an up-to-date planning document with all relevant information on the Town’s parks and open space sources, current plans and proposals. Second, to address a number of gaps in the reports prepared to date. These gaps primarily focus on the park policies that are required to guide future planning and management of parks and open space.

COMPLETED/OPERATIONALIZED - 20%

Completed the outstanding elements in Clock Park with exception of the Water Feature

The Bike Skills Park is completed and if funding is available additional features may be added

Staff continue to look for opportunities to link the existing linear trails system to form a looped system by assembling land as required

IN-PROGRESS - 30%

Completion of the Millennium Trail segment through Rotary Field

Revisit the following elements of the Reservoir Park Plan for future town projects as funding is available: Maple Avenue Entrance, Look off and picnic area, Dock for non-motorized boating in large pond, and Change rooms

Complete the Bike Park Trail connection to Maple Avenue

Extend the Rail Trail both East and West to the Town boundaries

Work with other Municipalities and other levels of government to see the rail trail extended beyond Wolfville to connect with other communities

Two neighbourhood parks fully conforming to the recommended park classification system should be provided in the future either through the redevelopment of an existing park or through the acquisition of dedicated parkland in new residential developments. One in the east and one in the west

NOT-COMPLETED/NOT TO BE DONE - 30%

To the extent possible, and where required, agreements will be put in place to secure long-term community access to sport fields provided by non-municipal authorities

Continue to monitor developments with respect to environmental protection and park management practices and, as warranted, update the Town’s policies and practices in the future.

Prepare a user fee policy and a facility allocation policy to support the ongoing management of parks and open space resources.

Upgrade the informal trails within the Woodman Groove Subdivision

If possible, a municipal site should be acquired and/or protected for future sport field development. This property would remain undeveloped until it was required to meet future needs arising from the loss of non-municipal properties and/or unmet demand

Adopt formal guidelines, as proposed in the Master Plan, to guide the parkland dedication process in new residential development.

MOVED FORWARD - 20%

The Town should adopt the Park Principles and Park Classification System outlined in the Master Plan as a guide for future park planning

Additional special open space therefore will only be assembled if the property in question has unique environmental, heritage or cultural significance

Increase the number of access points to the trails to provide for close access to the trails for as many users as possible
The following recommendations are moved forward to be considered in the Municipal Planning Strategy Review:

- The Town should adopt the park principles outlined in the Master Plan as a guide for future park planning.
- The Town should adopt the park classification system outlined in the Master Plan as a guide for future park planning.
- The current supply of special open space areas is adequate. Additional special open space therefore will only be assembled if the property in question has unique environmental, heritage or cultural significance.

The following recommendations are moved forward to be considered in the Active Transportation Plan:

- Increase the number of access points to the trails to provide for close access to the trails for as many users as possible.

Recommendations NOT TO BE DONE:

- Upgrade the informal trails within the Woodman Groove Subdivision.
- If possible, a municipal site should be acquired and/or protected for future sport field development. This property would remain undeveloped until it was required to meet future needs arising from the loss of non-municipal properties and/or unmet demand.
- Adopt formal guidelines, as proposed in the Master Plan, to guide the parkland dedication process in new residential development.
- Continue to monitor developments with respect to environmental protection and park management practices and, as warranted, update the Town’s policies and practices in the future.
**MUNICIPAL ALCOHOL POLICIES**

**REPORT CARD**

**PRESENTED TO COUNCIL ON APRIL 16, 2012**

**PURPOSE**
The Municipal Alcohol Policies: Options for NS Municipalities is intended to be a resource for, primarily, municipal leaders and staff who want to make a difference in their communities by changing the culture of alcohol through local municipal policy.

**COMPLETED/OPERATIONALIZED - 18%**
The Town establishes hours of operation for a business that serves alcohol through development agreements

The Town and Gown committee brings together municipal, university and enforcement officials to identify priority areas for reducing alcohol harm

**IN-PROGRESS - 18%**
Through municipal bylaws and policy development, municipalities can create policies that restrict or prohibit the advertising of alcohol on municipal owned land, facilities and/or at municipal events.

Municipalities can partner with universities to create and enforce effective alcohol policies

**MOVED FORWARD - 64%**
Through sign and land-use bylaws, municipalities can control the location, size and type of signs that are displayed in front of liquor establishments

Towns can collaborate and support licensed establishments to reduce hours of operation

A business that sells alcohol can be restricted to certain zones but cannot be prohibited from the municipality entirely. One way to improve control over bar locations is through strict, although not fully prohibitive, rezoning criteria in the municipal planning strategy

Municipalities can determine that licensed establishments be prohibited from operating within a certain distance of an area frequented by children and youth (such as a school, day care, community facility or other such venue)

Municipalities can define a single detached dwelling as having a specified number of bedrooms. Dwelling that exceed the specified number receive a different definition. A municipal minimum standards bylaw can limit the number of people in the dwelling

Develop an informed landlord bylaw that holds landlords accountable for their tenants’ behaviour

A municipality can work closely with its landlords and encourage them to proactively inform their tenants that the misuse of alcohol that harms neighbours and other tenants will not be accepted and is grounds for eviction. If financial and human resources are available, a landlord licensing system could be explored
The following recommendations were MOVED FORWARD to be considered in the Municipal Planning Strategy Review:

- Through sign and land-use bylaws, municipalities can control the location, size and type of signs that are displayed in front of liquor establishments.
- Towns can collaborate and support licensed establishments to reduce hours of operation.
- A municipality has the authority to regulate the location of all development through zoning. A business that sells alcohol can be restricted to certain zones but cannot be prohibited from the municipality entirely. One way to improve control over bar locations is through strict, although not fully prohibitive, rezoning criteria in the municipal planning strategy.
- Municipalities can determine that licensed establishments be prohibited from operating within a certain distance of an area frequented by children and youth (such as a school, day care, community facility or other such venue).
- Municipalities can define a single detached dwelling as having a specified number of bedrooms. Dwelling that exceed the specified number receive a different definition. A municipal minimum standards bylaw can limit the number of people in the dwelling.

The following recommendations were MOVED FORWARD to be considered in the Core Area Action Plan:

- Municipalities may be able to follow the Town of Antigonish’s example and develop an informed landlord bylaw that holds landlords accountable for their tenants’ behaviour.
- A municipality can work closely with its landlords and encourage them to proactively inform their tenants that the misuse of alcohol that harms neighbours and other tenants will not be accepted and is grounds for eviction. If financial and human resources are available, a landlord licensing system could be explored.
RECLAIMING & SUSTAINING CORE NEIGHBOURHOODS
REPORT CARD

Received by Council on November 12, 2013

PURPOSE
The report documents: housing stock and neighbourhood amenities; relevant Town and Provincial policies and legislation; and experiences of other communities. The objective was to define housing issues in the core and identify impediments and opportunities to their resolution.

IN PROGRESS - 50%
Identify opportunities through signage and art installations, to enhance sense-of-place and enrich neighbourhoods with appropriate neighbourhood social spaces and community walking destinations.
Identify opportunities for place making - sites for sitting and gathering, and program opportunities that contribute to healthy connected neighbourhoods.
Initiate dialogue with the Wolfville School, the AVRSB, and the Province to become an active partner in its redevelopment, particularly opportunities to enhance social and physical connection within the Town's core neighbourhoods.
Continue the work of the Town and Gown Committee and development and enforcement of property standards and noise and nuisance bylaws.
Extend consultation with developers, realtors and the broader community to create a better understanding of the desired housing market in Wolfville and specifically the opportunities the Town has to effectively intervene in this market.
Begin a dialogue with community residents and those who may wish to make Wolfville their home regarding: what makes a neighbourhood work, and what measures are needed to ensure this objective.
Begin discussion with the Provincial government to investigate opportunities for incentives through grants, sales tax forgiveness etc., for those who wish to purchase homes for owner occupied use of homes that need to be converted to single unit dwellings.
Convene a forum with other small towns with large post-secondary presences (Antigonish, Sackville and perhaps Truro) to share best practices and approaches to managing housing issues related to transient populations.

NOT-COMPLETED - 17%
Initiate discussion with private and public developers to identify and address barriers and challenges to innovative forms of housing development.
Initiate discussion with the Province and appropriate service agencies to explore opportunities to develop safe, accessible and affordable housing for those who wish to live in the core but who are living on low incomes, or other considerations that makes accessing core homes either difficult or expensive.
Begin discussion with the University administration to identify opportunities to address the need for student housing, as well as creative opportunities to address future housing needs in the core.
Identify communities who have successfully maintained or reinvigorated their central core neighbourhoods, including the retention or attraction of permanent residents and businesses.

MOVED FORWARD - 33%
Review the R2/4 and Restricted Commercial zoning to assess need and opportunity to revise either of these classifications to protect the core neighbourhoods and provide suitable opportunities for new live work environments.
Adopt directions that support physical form and neighbourhood design to create stronger social connectivity in the Downtown Development Plan.
Assess opportunities in the MPS and LUB to create and support stronger social connectivity within neighbourhoods, and where possible amend current directions that may be barriers to this objective.
Through the Town and Gown Committee, and its member organizations, host social events and create projects and opportunities that promote positive interaction for students and permanent residents, and contribute to place making and strong healthy neighbourhoods.
Investigate the licensing of boarding houses and rental accommodations.

Develop strategies and measurable objectives in the MPS that strongly encourage development consistent with: “eyes-on-the-street”, social interaction within neighbourhoods, neighbourhood appropriate street-life and activities, and that attracts residents of all ages and stages of life, in future new development and redevelopment.
### The following recommendations are moved forward to be considered in the Municipal Planning Strategy Review:

- As part of the evaluation of the MPS and LUB, review the R2/4 and Restricted Commercial zoning to assess need and opportunity to revise either of these classifications to protect the core neighbourhoods and provide suitable opportunities for new live work environments

- Adopt directions that support physical form and neighbourhood design to create stronger social connectivity in the Downtown Development Plan

- Assess opportunities in the MPS and LUB to create and support stronger social connectivity within neighbourhoods, and where possible amend current directions that may be barriers to this objective

- Through the Town and Gown Committee, and its member organizations, host social events and create projects and opportunities that promote positive interaction for students and permanent residents, and contribute to place making and strong healthy neighbourhoods

- Develop strategies and measurable objectives in the MPS that strongly encourage development consistent with: “eyes-on-the-street”, social interaction within neighbourhoods, neighbourhood appropriate street-life and activities, and that attracts residents of all ages and stages of life, in future new development and redevelopment.

### The following recommendations are moved forward to be considered in the Core Area Action Plan:

- Through the Town and Gown Committee, and its member organizations, host social events and create projects and opportunities that promote positive interaction for students and permanent residents, and contribute to place making and strong healthy neighbourhoods
PHYSICAL ACTIVITY STRATEGY
REPORT CARD

APPROVED BY COUNCIL ON JUNE 18, 2013

PURPOSE
The Physical Activity Strategy was developed to provide a clear course to improve the levels of physical activity in Wolfville. Development of a Physical Activity Strategy is required by the Province’s Department of Health and Wellness as part of the Municipal Physical Activity Leadership Program.

COMPLETED/OPERATIONALIZED - 49%
The Bike Skills Park and the Acadia indoor track have been completed
Identify or coordinate opportunities for physical activity leadership capacity building.
Wayfinding signage design has been developed for parks and trails
Recommendations from the Transportation Study and Parks and Open Space Master Plan are being considered and included in annual budgets for implementation
Recreation staff work with planning to ensure appropriate incorporation of recreation facilities within new developments
Staff continue to work with Landscape Grand Pre and the Marsh Bodies to develop educational materials and address recreation usage of dyke roads
Established a bulletin board at Cochrane’s Pharmasave as a way to reach out to underserved populations
Internally staff is completing a Program Review and Mudley Fund Review
Annual Wolfville hosts a Community Development (formally Recreation Management) student from Acadia
Host annual bike week activities for commuters and residents
Re-activated the Wolfville Recreation Facebook page to communicate recreation and physical activity opportunities with the community

IN-PROGRESS - 20%
Continue with PATH Focus Groups to evaluate and reinforce the strategy
Renegotiate community use of school to include increased community access to investigate municipal role in partnership agreement
Explore and recommend solutions to barriers such as: user fees, program costs, scheduling, transportation and childcare
Support community organizations in creating and offering a variety of programs
Assess future skateboard facility needs

NOT-COMPLETED/NOT TO BE DONE - 22%
Create a recognition program for physically active residents and community groups to celebrate successes
Create a “welcome to Wolfville” info package (online and hardcopy) featuring PA opportunities
Coordinate event(s) (i.e. Club Night) to highlight available program offerings
Gain a broader understanding and awareness of the barriers and motivation issues for residents with special needs and underserved populations
Engage Acadia University in project work and studies, especially for introduction to new technology or linking information on physical activity, health and well-being to personal data
Participate in Ipsos Ried Physical Activity Survey in 2016
Identify key messages and piggyback on existing campaigns
Identify and enlist community champions and role models to enhance profile of physical activity benefits
Develop consistent Healthy Eating Policies for facilities, programs and events.

MOVED FORWARD - 9%
Identify under used facilities for physical activity and explore possible user groups and activities
Investigate practicality of a long term AT/Bike Plan.
Audit road traffic patterns for cyclists, pedestrians and drivers
Support and promote After School Programming Goals and Keeping Pace recommendations
Increase inclusivity and accessibility to programs for children from underserved populations by offer assistance with adapting programs, relationship building and policy development
Identify gaps in program accessibility
Offer groups and organizations assistance with adapting programs for typically underserved populations
The following recommendations are moved forward to be considered in the Active Transportation Plan:

- Investigate practicality of a long term AT/Bike Plan.
- Audit road traffic patterns for cyclists, pedestrians and drivers.
- Actively pursue Rail Trail connections with neighbouring communities and develop marketing and economic links with business community

The following recommendations are moved forward to be considered in the Core Traffic Study:

- Audit road traffic patterns for cyclists, pedestrians and drivers.

The following recommendations are moved forward to be considered in the Facilities Assessment and Gap Analysis:

- Identify under used facilities for physical activity and explore possible user groups and activities
- Identify gaps in programs and facilities accessibility on an ongoing basis

Recommendations NOT TO BE DONE:

- Identify key messages and piggyback on existing campaigns (ie. THRIVE!, Keeping Pace, Bring Back Play, etc.)
- Identify and enlist community champions and role models to enhance profile of physical activity benefits
- Establish communication networks across sectors to reach diverse audience (i.e. Health Promoting Schools and Family of Schools).
- Continue with PATH Focus Groups and plan or participate frequently in well attended community events to maintain lines of communication with residents.
- Develop consistent Healthy Eating Policies for facilities, programs and events.
- Review the physical activity strategy twice yearly following the community consultations and PATH focus groups
- Pilot street closures for individual and family recreation use
MUNICIPAL CLIMATE CHANGE ACTION PLAN
REPORT CARD

NOVEMBER 2013

PURPOSE

In order for municipalities in Nova Scotia to have access to federal gas tax revenues, they were required to complete a Municipal Climate Change Action Plan (MCCAP) by December 31, 2013. The MCCAP is an amendment to the Integrated Community Sustainability Plans (ICSP), which were prepared by municipalities and submitted to the province in March 2010. The MCCAP focuses on both climate change adaptation and mitigation and describes how municipalities plan to respond to climate change. The Kings Regional MCCAP was a Kings 2050 collaboration. The recommendations in this report card are specific to Wolfville.

COMPLETED/OPERATIONALIZED - 67%
The Sewage Treatment Plant (STP) is regularly reviewed to ensure optimum operation
Staff maintain storm drains in the winter to keep them free of ice and snow
Storm water infiltration continues to be reduced into collection system
A life-cycle schedule for all Town vehicles has been developed as part of the 10 year CIP and are reviewed for size requirements when up for renewal
All street lighting was converted to LED lights
Through the Town’s EMO and REMO, in addition to Fire Service Mutual Aid Agreements, flooding information is shared, alternative service routes are mapped and alternative EMO locations have been identified

IN-PROGRESS - 3%
Develop Mutual Aid Agreement for Sewage Treatment Plant

NOT-COMPLETED - 7%
Review access road design to ensure long term access to Sewage Treatment Plant
Continue upgrading and monitoring of dyke conditions
Implement recommendations of Energy Audit and examine options for onsite energy generation at Water and Sewage Treatment Plants

MOVED FORWARD - 23%
Review land use and development regulations to improve flood requirements
Consider Provincial Designation for Wellhead areas
Adopt Land Use Regulations for well head areas
Introduce Flood Mitigation criteria in planning documents
Upgrade insulation, replace windows and implement recommendations from Energy Audit in all municipal buildings
The following recommendations were MOVED FORWARD to be considered as part of the Facilities Condition Assessment:

- Upgrading of insulation in all municipal buildings
- Replace windows in select municipal buildings
- Implement recommendations from Energy Audit

The following recommendations were MOVED FORWARD to be considered as part of the Municipal Planning Strategy Review:

- Review land use and development regulations to improve flood requirements
- Adopt Land Use Regulations for well head areas
- Introduce Flood Mitigation criteria in planning documents

The following recommendations were MOVED FORWARD to be considered as part of the Source Water Protection Plan:

- Consider Provincial Designation for Wellhead areas

The following recommendations are NOT TO BE DONE:

- Continue to upgrade and monitor the dyke conditions
COMMUNICATION PLAN
REPORT CARD

APPROVED BY COUNCIL ON MARCH 19, 2013

PURPOSE

The Communication Plan was developed to expand on the Public Communication and Participation Plan created in 2010 and incorporate additional strategies around communication for the Town, identify who the audiences are, what information they are seeking, what the key messages are for the Town and what style and voice will be used to communicate. This will add consistency to the communications which are developed by the Town.

COMPLETED/OPERATIONALIZED - 83%

Developed a Communications Checklist that is used for communicating/gathering public input on projects, decisions of Council, etc.

The Town implemented the AMANS Records Management System using Laserfiche to ensure information is recorded properly and can be accessed in a timely manner.

A Citizen survey was completed in 2014 and the next one will be completed in the Fall of 2016 to provide input for new Council information as they develop their strategic plan

Committee reports are now prepared and presented at Committee of the Whole.

The Town produces a monthly page in the Grapevine

The Town has printed generic Development Agreement/public hearing signs that are erected at sites to inform the public

The Emergency Communications Plan and Contracts were updated as part of the Emergency Management Plan Updated in November 2014

As part of the annual budget process Council and staff meet with citizens to gather information about their priorities

The Town has and will continue to welcome opportunities to invite students/schools to Town Hall to learn about how municipal government works

An In-Focus Community Newsletter mail out is produced six times a year for water and tax bills. As well, a monthly e-newsletter is sent to subscribers, which has grown monthly.

A Town Council Action Summary is published to Website within one-day of the meeting

NOT-COMPLETED/NOT TO BE DONE - 14%

On a rotating basis, council members to host coffee lunches at neighbourhood venues"

Formalize news agencies 'of record' for newspaper, television, radio and online news reporting

Maintain an up to date listing of local volunteers and provide a quarterly communication on upcoming volunteer opportunities with the Town of Wolfville.

Create an internal weekly memo From the CAO’s Desk to keep staff informed of events, Council directives, strategic priorities and general housekeeping items.

MOVED FORWARD - 3%

Neighbourhood picnics organized by local citizens to engage the community on current events and investments
The following recommendation was MOVED FORWARD to be considered as part of the Core Area Action Plan:

- Neighbourhood picnics organized by local citizens to engage the community on current events and investments
NEIGHBOURHOOD OPPORTUNITIES FOR WOLFVILLE (NOW) REPORT

REPORT CARD

ACCEPTED BY COUNCIL ON JANUARY 8, 2013

PURPOSE
The Neighbourhood Opportunities for Wolfville (NOW) committee was established by Council in April 2012 to examine the neighbourhood impacts of inappropriate and inconsiderate behaviour in Wolfville and to consult with the community to generate solutions.

COMPLETED/OPERATIONALIZED - 18%
The Town hired a Bylaw/Compliance Officer to work in conjunction with the RCMP on the active enforcement of the noise and unsightly premises bylaws.

Staff is allocating resources to improve the appearance of the neighbourhood and the infrastructure.

MOVED FORWARD - 82%
In evaluating the commercial parking plan consider changes to control the parking in residential areas immediately adjacent to the university and the commercial core.

Work with the province to allow licensed establishments to stay open beyond the 1 am closing time, without adjusting the liquor service time.

Investigate the implementation of a business licensing program in Wolfville.

Work with the ASU to establish a student ambassador program in the downtown core.

Investigate if a permitting process for large gatherings at residential properties is feasible for Wolfville.

Investigate the possibility of establishing a non-profit organization that would be responsible for all things relating to housing in Wolfville.

Establish a process where Acadia students will have the option, for minor infractions, on campus and off, to enter the non-academic judicial process used on campus.

Look for opportunities for RCMP members working in Wolfville to engage with the landlords.

Establish a nuisance bylaw in Wolfville.
Recommendations MOVED FORWARD to be considered as part of the Core Area Action Plan:

- In evaluating the commercial parking plan consider changes to control the parking in residential areas immediately adjacent to the university and the commercial core.
- Work with the province to allow licensed establishments to stay open beyond the 1 am closing time, without adjusting the liquor service time.
- Investigate the implementation of a business licensing program in Wolfville.
- Work with the ASU to establish a student ambassador program in the downtown core.
- Investigate if a permitting process for large gatherings at residential properties is feasible for Wolfville.
- Investigate the possibility of establishing a non-profit organization that would be responsible for all things relating to housing in Wolfville.
- Establish a process where Acadia students will have the option, for minor infractions, on campus and off, to enter the non-academic judicial process used on campus.
- Look for opportunities for RCMP members working in Wolfville to engage with the landlords.
- Establish a nuisance bylaw in Wolfville.
IMAGINE OUR DOWNTOWN PLAN
REPORT CARD

APPROVED BY COUNCIL ON DECEMBER 9, 2014

PURPOSE
The purpose of the Downtown Development Plan was to deepen understanding of what is involved in downtown revitalization and place making projects and programs, through sharing experiences, best practices, relevant research, and local success stories, and develop a shared Vision for Wolfville downtown.

COMPLETED/OPERATIONALIZED - 18%
Completed Clock Park upgrades
Developed a Wayfinding System and have installed vehicular signage
The Downtown Vision and Concept Plan were used in the Active Transportation Master Plan and Traffic Study
Art in Public Spaces has reviewed the Mona Parson’s statue for donation and is working on a water feature project for Clock Park
Hired an Economic Development Manager who assist with implementation of plan

IN-PROGRESS - 23%
Review the Town’s existing development approval process – explore a “One Window” approach
Commence discussions with land owners and developers within Precinct 5
Review the Property Maintenance Standards By-law and enforcement practices
Continue to implement and install new lighting in the downtown
Review downtown parking regulations and explore Rails to Trails Linkages
Initiate a community beautification project or program in the downtown that will engage residents, students and children to

MOVED FORWARD - 21%
Foster a distinctive attractive downtown to instil a “sense of place” and create Downtown Urban Design Guidelines that include a review and update of the Town’s Architectural Standards
Direct municipal development towards the downtown to enhance prosperity
Consider the recommendations of the Core Area Housing Strategy in the MPS, Land Use Zoning and Property Maintenance Standards review
Provide an inclusive range of housing opportunities and support mixed land uses and take advantage of compact building design
Consider initiating a process to incorporate Site Plan policies in the MPS and implementing Land Use Zoning

NOT-COMPLETED/NOT TO BE DONE - 39%
Complete the East Gateway and discuss integration of Acadia lands within the West Gateway
Undertake a Best Practice review of Downtown development incentives to stimulate interest and investment in the downtown.
Develop a Downtown Communications Plan for communicating projects, programs, and other initiatives
Engage the community in an “Adopt” a public space program as part of an overall beautification effort
Consider developing a “Banner” Program and seasonal window display program in collaboration with the WBDC
Prepare a development “Pro-forma” as part of the economic development and marketing strategy for the downtown.
Undertake a Feasibility Study for working Hubs in the downtown
Implement Regional Economic Development Initiatives that support the Downtown Vision (multi-year)
Integrated Destination Marketing Strategy for the Downtown with other communities within the Valley
Implement the Kings 2050 Regional Approach – Planning For The Future, 2013 Report
Establish a “Special Study Area” for Precinct 7 and undertake a detailed planning review and analysis of the residential housing policies in the Town’s MPS and Land Use Zoning
Establish a TOR and formal recruitment process for a Downtown Community Advisory Group
Economic feasibility - Trolley system in the Valley
Acadia University Program development to support the culinary, wine and beer industry
The following recommendations are MOVED FORWARD to be considered in the Municipal Planning Strategy Review:

- Foster a distinctive attractive downtown to instill a “sense of place”
- Support mixed land uses
- Provide a variety of transportation choices.
- Direct municipal development towards the downtown to enhance prosperity
- Take advantage of compact building design
- Consider the recommendations of the Core Area Housing Strategy in the MPS, Land Use Zoning and Property Maintenance Standards review
- Consider initiating a process to incorporate Site Plan policies in the MPS and implementing Land Use Zoning for downtown development, in accordance with the Municipal Government Act, to provide a planning framework to achieve quality streetscape design and integration
- "Create Downtown Urban Design Guidelines that include a review and update of the Town’s Architectural Standards. Give consideration to including adjacent residential neighbourhoods, south of Main Street in the Urban Design Guidelines."
- Provide an inclusive range of housing opportunities.
- Review MPS policies and amend, where appropriate, to align with the Vision for the downtown; to assist in moving forward with in-fill development opportunities and public space enhancements (e.g. mixed use and residential policies; urban design; parking; views; heritage; downtown boundary; railway lands).
- Review and update, where appropriate, the Downtown Land Use Zoning to implement the proposed Concept Plan development and enhancement opportunities (e.g. mixed use; parking; density; building height).

Recommendations NOT TO BE DONE:

- "Establish a “Special Study Area” for Precinct 7 and undertake a detailed planning review and analysis of the residential housing policies in the Town’s MPS and Land Use Zoning, within the context of the Downtown Concept Plan, during the next 3 months. The boundary of this Study Area will be determined through this process. Complete this Study within 6 months - 1 year. Develop an inclusive and dialogue based multi-stakeholder community consultation program to inform this Study."
- Implement the Branding Downtown initiatives that are focused on a destination marketing campaign that supports the Downtown Vision.
- Establish a Terms of Reference and formal recruitment process for a Downtown Community Advisory Group.
- Consider developing a seasonal “Window” display program and competition.
- Economic feasibility - Trolley system in the Valley
- Acadia University Program development to support the culinary, wine and beer industry.
CORE AREA ACTION PLAN
REPORT CARD

PRESENTED TO COUNCIL ON NOVEMBER 12, 2014

PURPOSE
The Core Area Action Plan was developed by staff pulling recommendations from existing plans, in particular, the Neighbourhood Opportunities for Wolfville Report and the Reclaiming & Sustaining Core Neighbourhoods, to take action and track progress.

COMPLETED/OPERATIONALIZED - 26%
- Implemented a Wayfinding System
- Participate in the Wolfville School Re-development Project
- Create stronger social connectivity through the Downtown Development Plan
- Adopted a Public Art Policy and established a Committee to commission public art every four years
- Hired a Compliance Officer for the Town
- Send regular communications through ASU

IN-PROGRESS - 29%
- Determine best Practices from other jurisdictions
- Develop a "Living Off-Campus" Program
- Develop a model lease for use by landlords
- Revisit existing relevant bylaws and consider their consolidation into a Nuisance Bylaw / Community Standards Bylaw
- Develop a student / alumni ambassador program in conjunction with the Red and Blue Crew
- Examine the potential of developing a PASS Program
- Examine the potential of implementing an SOT/Bylaw Alternative Resolution Process
- Develop ongoing discussions with other University Towns to encourage information sharing
- Foster cooperation between the Compliance Officer and RCMP functions

NOT-COMPLETED/NOT TO BE DONE - 31%
- Landlord-Student Off Campus Housing Program
- Develop a Rental Housing Licensing Program
- Examine the need to develop additional licensing requirements
- Examine options for permitting large gatherings
- Develop opportunities for landlords, Bylaw Enforcement Officers and RCMP to interact
- Develop a mechanism for landlords to discuss issues, collaborate and utilize best practices
- Conduct discussions with Acadia on future residences on University property
- Investigate establishing a non-profit association responsible for housing issues in Wolfville
- Continue to support the work of the Community Action Team
- Incorporate "Place Making" into the Recreation Master Plan
- Develop a community naming initiative and place interpretive signage at key locations

MOVED FORWARD - 14%
- Review specific provisions of the MPS/LUB
- Examine the possibility of extending non-liquor service hours
- Create a commercial area parking strategy
- Follow up on recommendations from the Municipal Alcohol Strategy
- Initiate a community improvement program in the core area
The following recommendations are MOVED FORWARD to be considered in the Municipal Planning Strategy Review:

- Review specific provisions of the MPS/LUB
- Examine the possibility of extending non-liquor service hours
- Create a commercial area parking strategy
- Initiate a community improvement program in the core area

The recommendations of the Municipal Alcohol Project will be covered and followed up through other plans.

Recommendations NOT TO BE DONE:

- Investigate establishing a non-profit association responsible for housing issues in Wolfville
- Continue to support the work of the Community Action Team
- Incorporate "Place Making" into the Recreation Master Plan
- Initiate a community improvement program in the core area
- Develop a community naming initiative and place interpretive signage at key locations
# RECOMMENDATIONS NOT TO BE DONE

<table>
<thead>
<tr>
<th>Plan</th>
<th>Recommendation</th>
<th>Reason</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercial Development Plan</td>
<td>Support the efforts of the Atlantic Theatre Festival</td>
<td>No longer relevant.</td>
</tr>
<tr>
<td>Commercial Development Plan</td>
<td>Offer to work with the Irving Centre on the preparation and Implementation of a Marketing Strategy</td>
<td>Part of a larger tourism strategy</td>
</tr>
<tr>
<td>Commercial Development Plan</td>
<td>Focus on small, high quality businesses that focus on niche products and customer service</td>
<td>Not the Town’s Role</td>
</tr>
<tr>
<td>Commercial Development Plan</td>
<td>Develop a Sustainable Waste Management Plan for the downtown area</td>
<td>Should be done by Valley Waste</td>
</tr>
<tr>
<td>Commercial Development Plan</td>
<td>WBDC should sponsor a downtown Storefront decorating course to teach members about retail storefront design, customer service theory, window dressing, and storefront lighting design</td>
<td>Not the Town’s Role</td>
</tr>
<tr>
<td>Commercial Development Plan</td>
<td>Adopt R2000 standards for building design</td>
<td>Not the Town’s Role</td>
</tr>
<tr>
<td>Commercial Development Plan</td>
<td>Develop water conservation standards for new buildings</td>
<td>Part of the Building Code</td>
</tr>
<tr>
<td>Communications Plan</td>
<td>Ongoing: On a rotating basis, council members to host coffee lunches at neighbourhood venues</td>
<td>Not staff led</td>
</tr>
<tr>
<td>Communications Plan</td>
<td>Formalize news agencies 'of record' for newspaper, television, radio and online news reporting</td>
<td>Not relevant</td>
</tr>
<tr>
<td>Communications Plan</td>
<td>Maintain an up to date listing of local volunteers and provide a quarterly communication on upcoming volunteer opportunities with the Town of Wolfville.</td>
<td>Don't have the resources</td>
</tr>
<tr>
<td>Communications Plan</td>
<td>Create an internal weekly memo From the CAO’s Desk to keep staff informed of events, Council directives, strategic priorities and general housekeeping items.</td>
<td>Accomplished through the CAO’s update at COW and distributed to staff through Mango</td>
</tr>
<tr>
<td>Core Area Action Plan</td>
<td>Investigate establishing a non-profit association responsible for housing issues in Wolfville</td>
<td>working closer with regional housing authority that already exists</td>
</tr>
<tr>
<td>Core Area Action Plan</td>
<td>Continue to support the work of the Community Action Team</td>
<td>Not active.</td>
</tr>
</tbody>
</table>
# RECOMMENDATIONS NOT TO BE DONE

<table>
<thead>
<tr>
<th>Plan</th>
<th>Recommendation</th>
<th>Reason</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core Area Action Plan</td>
<td>Incorporate &quot;Place Making&quot; into the Recreation Master Plan</td>
<td>Not being completed because the Recreation Master Plan was not approved. (Linked to Core Housing)</td>
</tr>
<tr>
<td>Core Area Action Plan</td>
<td>Develop a community naming initiative and place interpretive signage at key locations</td>
<td>Geographically to small/wayfinding</td>
</tr>
<tr>
<td>Economic Action Plan</td>
<td>Facilitate the successful development of 2 tourism businesses</td>
<td>Not the Town’s Role</td>
</tr>
<tr>
<td>Economic Action Plan</td>
<td>Work with local business and WBDC to define products in Wolfville and surrounding area</td>
<td>Part of a larger tourism strategy</td>
</tr>
<tr>
<td>Economic Action Plan</td>
<td>Liaise with NS Tourism Agency to identify target markets, particularly those already coming to Halifax</td>
<td>Part of a larger tourism strategy</td>
</tr>
<tr>
<td>Economic Action Plan</td>
<td>Complete destination communications plan to attract targeted media</td>
<td>Part of a larger tourism strategy</td>
</tr>
<tr>
<td>Economic Action Plan</td>
<td>Provide opportunities for farm markets to work in cooperation, including the weekly farmer’s market, to generate additional sales for everyone</td>
<td>Not the Town’s Role</td>
</tr>
<tr>
<td>Economic Action Plan</td>
<td>Partner with WANS and Taste of NS to establish a boutique, NS focused wine and culinary store on Main Street</td>
<td>WBDC Culinary epicurial project</td>
</tr>
<tr>
<td>Economic Action Plan</td>
<td>Evaluate the benefit of 'Wireless Wolfville'</td>
<td>May be addressed as a VCFN Project</td>
</tr>
<tr>
<td>Economic Action Plan</td>
<td>Consider a customer service training and incentive program for front line staff to encourage consistent, friendly service throughout the Town</td>
<td>Not our role for the community. Responsible for our Town staff training which is on-going.</td>
</tr>
<tr>
<td>Economic Action Plan</td>
<td>Target off peak times (Spring?)</td>
<td>Part of a larger tourism strategy</td>
</tr>
<tr>
<td>Economic Action Plan</td>
<td>To increase retail activity by “X”% per year for five years (needs to be measurable by perhaps tracking HST revenue, # of employees hired or square footage utilization)</td>
<td>Not measureable</td>
</tr>
<tr>
<td>Economic Action Plan</td>
<td>Complete retail marketing and sales plan to increase sales to regular, habitual customers</td>
<td>Not the Town’s Role</td>
</tr>
<tr>
<td>Economic Action Plan</td>
<td>Identify target markets of habitual customers and communication channels to reach markets</td>
<td>Not the Town’s Role</td>
</tr>
<tr>
<td>Plan</td>
<td>Recommendation</td>
<td>Reason</td>
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<tr>
<td>----------------------------------</td>
<td>-------------------------------------------------------------------------------</td>
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</tr>
<tr>
<td><strong>Economic Action Plan</strong></td>
<td>Position Wolfville as service centre for Eastern Kings County</td>
<td>Not the Town’s Role</td>
</tr>
<tr>
<td><strong>Economic Action Plan</strong></td>
<td>Conduct research into demographics of existing customer base</td>
<td>Not the Town’s Role</td>
</tr>
<tr>
<td><strong>Economic Action Plan</strong></td>
<td>Develop programs to drive more sales, extend hours of shopping, key themes on high opportunity weekends</td>
<td>Not the Town’s Role</td>
</tr>
<tr>
<td><strong>Economic Action Plan</strong></td>
<td>Develop a marketing plan and seek interest from development community for new investment in Wolfville</td>
<td>Not the Town’s Role</td>
</tr>
<tr>
<td><strong>Economic Action Plan</strong></td>
<td>Determine retail and service voids in Wolfville</td>
<td>Not the Town’s Role</td>
</tr>
<tr>
<td><strong>Economic Action Plan</strong></td>
<td>Form strategic alliance with Winery Association of NS</td>
<td>Not the Town’s Role</td>
</tr>
<tr>
<td><strong>Economic Action Plan</strong></td>
<td>Support a professional hub/network</td>
<td>Low priority</td>
</tr>
<tr>
<td><strong>Economic Action Plan</strong></td>
<td>Work to identify the 'globally mobile'</td>
<td>Low priority</td>
</tr>
<tr>
<td><strong>Economic Action Plan</strong></td>
<td>Identify what's important to them</td>
<td>Low priority</td>
</tr>
<tr>
<td><strong>Economic Action Plan</strong></td>
<td>Participate in hub events</td>
<td>Low priority</td>
</tr>
<tr>
<td><strong>Fiscal Sustainability Task Force</strong></td>
<td>That Council continue to seek advice and resources for research from the Department of Economics at Acadia for future fiscal planning for the Town.</td>
<td>Seek appropriate advice and input as required</td>
</tr>
<tr>
<td><strong>Fiscal Sustainability Task Force</strong></td>
<td>That the targeted tax dollar amounts include both capital and operating expenditures related to reducing the Infrastructure Deficit and that the Infrastructure Deficit Remediation Plan be drafted in advance of the 2011/12 budget process to allow Staff and Council sufficient time to engage residents and assess their support to implement a Remediation Plan</td>
<td>Outdated - provincial financial index has since come out (report card)</td>
</tr>
<tr>
<td><strong>Imagine Our Downtown</strong></td>
<td>Acadia University Program development to support the culinary, wine and beer industry.</td>
<td>Not the Town’s Role</td>
</tr>
</tbody>
</table>
RECOMMENDATIONS NOT TO BE DONE

<table>
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<tr>
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</tr>
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<tbody>
<tr>
<td>Imagine Our Downtown</td>
<td>Implement the Branding Downtown initiatives that are focused on a destination marketing campaign that supports the Downtown Vision.</td>
<td>Part of a larger tourism strategy</td>
</tr>
<tr>
<td>Imagine Our Downtown</td>
<td>Establish a Terms of Reference and formal recruitment process for a Downtown Community Advisory Group.</td>
<td>Council has already decided through the implementation strategy that this will not go forward.</td>
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<tr>
<td>Imagine Our Downtown</td>
<td>Consider developing a seasonal “Window” display program and competition.</td>
<td>Not the Town’s Role</td>
</tr>
<tr>
<td>Imagine Our Downtown</td>
<td>Establish a “Special Study Area” for the residential neighbourhood south of Main Street (boundaries of the Study area to be confirmed through this process) within the next 3 months and begin a detailed review and analysis of the residential and commercial policies in the MPS and land use zoning in the Study area within the next 6 months – 1 year, including community consultation.</td>
<td>Council has already decided through the implementation strategy that this will not go forward.</td>
</tr>
<tr>
<td>Imagine Our Downtown</td>
<td>Establish a “Special Study Area” for Precinct 7 and undertake a detailed planning review and analysis of the residential housing policies in the Town’s MPS and Land Use Zoning, within the context of the Downtown Concept Plan, during the next 3 months. The boundary of this Study Area will be determined through this process. Complete this Study within 6 months - 1 year. Develop an inclusive and dialogue based multi-stakeholder community consultation program to inform this Study.</td>
<td>Council has already decided through the implementation strategy that this will not go forward.</td>
</tr>
<tr>
<td>Imagine Our Downtown</td>
<td>Economic feasibility - Trolley system in the Valley</td>
<td>Not feasible</td>
</tr>
</tbody>
</table>
## RECOMMENDATIONS NOT TO BE DONE

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<thead>
<tr>
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<th>Recommendation</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Imagine Our Downtown</td>
<td>Ensure that the Parks and Recreation Master Plan Update has regard for and supports the Downtown Vision and Concept Plan.</td>
<td>The Recreation Master Plan is not being completed</td>
</tr>
<tr>
<td>Imagine Our Downtown</td>
<td>Implement Regional Economic Development Initiatives that support the Downtown Vision (multi-year).</td>
<td>Should be completed by REN</td>
</tr>
<tr>
<td>Imagine Our Downtown</td>
<td>New Acadia on-site residences.</td>
<td>Not within our control</td>
</tr>
<tr>
<td>Integrated Community Sustainability Plan</td>
<td>Require new residential buildings to participate in EnerGuide Program</td>
<td>Outdated</td>
</tr>
<tr>
<td>Integrated Community Sustainability Plan</td>
<td>Requires EnerGuide 80 standard for new residential buildings in the RCDD zone</td>
<td>Outdated</td>
</tr>
<tr>
<td>Integrated Community Sustainability Plan</td>
<td>Research and establish specific criteria for the location of wind turbines that seeks to reduce possible noise nuisances and visual impacts of wind turbines as well as any potential negative impacts on bird/bat migration patterns</td>
<td>Wind Turbine's haven't been an issue and don't see it as a pressing discussion point at this time</td>
</tr>
<tr>
<td>MCCAP</td>
<td>Continued upgrading and monitoring of dyke conditions</td>
<td>Not the Town's Role</td>
</tr>
<tr>
<td>Parks and Open Space Master Plan</td>
<td>Upgrade the informal trails within the Woodman Grove Subdivision</td>
<td>No informal trails exist so not a priority to build trails.</td>
</tr>
<tr>
<td>Parks and Open Space Master Plan</td>
<td>If possible, a municipal site should be acquired and/or protected for future sport field development. This property would remain undeveloped until it was required to meet future needs arising from the loss of non-municipal properties and/or unmet demand</td>
<td>Would have been covered in the Recreation Master Plan</td>
</tr>
<tr>
<td>Parks and Open Space Master Plan</td>
<td>Adopt formal guidelines, as proposed in the Master Plan, to guide the parkland dedication process in new residential development.</td>
<td>Would have come out in the Recreation Master Plan - some will be covered in the MPS Review but not to the level of the Recreation Master Plan</td>
</tr>
</tbody>
</table>
## RECOMMENDATIONS NOT TO BE DONE

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<tbody>
<tr>
<td>Parks and Open Space Master Plan</td>
<td>Continue to monitor developments with respect to environmental protection and</td>
<td>Would have been completed as part of the Recreation</td>
</tr>
<tr>
<td></td>
<td>park management practices and, as warranted, update the Town's policies and</td>
<td>Master Plan</td>
</tr>
<tr>
<td></td>
<td>practices in the future.</td>
<td></td>
</tr>
<tr>
<td>Physical Activity Strategy</td>
<td>Identify key messages and piggyback on existing campaigns (ie. THRIVE!,</td>
<td>Don't have the resources</td>
</tr>
<tr>
<td></td>
<td>Keeping Pace, Bring Back Play, etc.)</td>
<td></td>
</tr>
<tr>
<td>Physical Activity Strategy</td>
<td>Identify and enlist community champions and role models to enhance profile</td>
<td>Don't have the resources</td>
</tr>
<tr>
<td></td>
<td>of physical activity benefits</td>
<td></td>
</tr>
<tr>
<td>Physical Activity Strategy</td>
<td>Establish communication networks across sectors to reach diverse audience</td>
<td>Don't have the resources</td>
</tr>
<tr>
<td></td>
<td>(i.e. Health Promoting Schools and Family of Schools).</td>
<td></td>
</tr>
<tr>
<td>Physical Activity Strategy</td>
<td>Continue with PATH Focus Groups and plan or participate frequently in well</td>
<td>Consulting in other ways</td>
</tr>
<tr>
<td></td>
<td>attended community events to maintain lines of communication with residents.</td>
<td></td>
</tr>
<tr>
<td>Physical Activity Strategy</td>
<td>Develop consistent Healthy Eating Policies for facilities, programs and events.</td>
<td>Low priority</td>
</tr>
<tr>
<td>Public Communication and Participation Plan</td>
<td>Paper copies of the agenda will be posted on the Town Hall notice board, in</td>
<td>Not relevant</td>
</tr>
<tr>
<td></td>
<td>the Town information Kiosks, Post Office and Library no later than the end of</td>
<td></td>
</tr>
<tr>
<td></td>
<td>business day on the Friday prior to the Committee of Council or Council</td>
<td></td>
</tr>
<tr>
<td></td>
<td>meeting</td>
<td></td>
</tr>
<tr>
<td>Sustainable Transportation Plan</td>
<td>Street lighting along Pleasant St. is currently on the south side of the</td>
<td>Not economically feasible</td>
</tr>
<tr>
<td></td>
<td>street where no sidewalks exist. Investigate ways to either alter or move</td>
<td></td>
</tr>
<tr>
<td></td>
<td>current lighting to provide lighting for the north side</td>
<td></td>
</tr>
<tr>
<td>Sustainable Transportation Plan</td>
<td>The stone steps are not practical or safe at Woodland Trails, these should be</td>
<td>These are Acadia's Trails</td>
</tr>
<tr>
<td></td>
<td>removed</td>
<td></td>
</tr>
<tr>
<td>Sustainable Transportation Plan</td>
<td>The trail bed at Woodland Trails should be upgraded and a railing added</td>
<td>These are Acadia's Trails</td>
</tr>
<tr>
<td></td>
<td>down the initial grade of the trail after the entrance</td>
<td></td>
</tr>
<tr>
<td>Sustainable Transportation Plan</td>
<td>Council should allow &quot;tasteful&quot; advertising to pay for bus shelters</td>
<td>Existing direction from Council has been to not to have</td>
</tr>
<tr>
<td></td>
<td></td>
<td>advertising</td>
</tr>
<tr>
<td>Plan</td>
<td>Recommendation</td>
<td>Reason</td>
</tr>
<tr>
<td>-------------------------------------</td>
<td>-------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Sustainable Transportation Plan</td>
<td>Advertising that is sensitive to Wolfville's image should be allowed to pay for infrastructure (i.e., benches, transit shelters)</td>
<td>Inhibits the development of urban design standards</td>
</tr>
<tr>
<td>Sustainable Transportation Plan</td>
<td>Appearance standards should be established for taxi cabs and taxi cab drivers</td>
<td>Not the Town’s Role</td>
</tr>
<tr>
<td>Sustainable Transportation Plan</td>
<td>All fares should be clearly posted in taxi cabs</td>
<td>Not the Town’s Role</td>
</tr>
<tr>
<td>Sustainable Transportation Plan</td>
<td>Explore subsidies for seniors and those on low incomes, either as a stand alone policy or as part of a comprehensive transit strategy</td>
<td>Town provides subsidies as part of operating costs to Kings Transit and Kings Point to Point</td>
</tr>
<tr>
<td>Sustainable Transportation Plan</td>
<td>Designated taxi stands should be established in the downtown area that are clearly marked. These locations would thus be easily found by customers and ensure that the location of taxis is consistent and predictable. Stands should include charging stations so taxis can still operate their radios and block heaters while observing the anti-idling by-law</td>
<td>Not a priority</td>
</tr>
<tr>
<td>Sustainable Transportation Plan</td>
<td>The trail bed at Woodland Trails needs to be upgraded to ensure proper drainage and encourage year-round use</td>
<td>These are Acadia's Trails</td>
</tr>
<tr>
<td>Plan</td>
<td>Issue</td>
<td>Recommendation</td>
</tr>
<tr>
<td>----------------------------------</td>
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<td>------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>MCCAP</td>
<td>Strategic Priority 1</td>
<td>Examine options for onsite energy generation at Water and Sewage Treatment Plants</td>
</tr>
<tr>
<td>MCCAP</td>
<td>Strategic Priority 1</td>
<td>Implement recommendations of Energy Audit at Water and Sewage Treatment Plants</td>
</tr>
<tr>
<td>Imagine Our Downtown</td>
<td>Strategic Priority 1</td>
<td>Engage the community in an “Adopt” a public space program as part of an overall beautification effort within the downtown (e.g. boulevards; flower bed; parks; roads; public squares).</td>
</tr>
<tr>
<td>Imagine Our Downtown</td>
<td>Strategic Priority 1</td>
<td>Co-ordinate the streetscape improvements within the Wolfville Baptist Church property, Clock Park improvements and the intersection of Elm Street and Main Street.</td>
</tr>
<tr>
<td>Integrated Community Sustainability Plan</td>
<td>Strategic Priority 1</td>
<td>Develop and implement a &quot;downtown greening plan&quot; which would include tree planting, planting beds, street trees and landscaped sidewalk areas</td>
</tr>
<tr>
<td>Imagine Our Downtown</td>
<td>Strategic Priority 1</td>
<td>Undertake a Best Practice review of Downtown development incentives to stimulate interest and investment in the downtown. If appropriate, amend the MPS to include Incentive/Bonusing policies and supporting Land Use By-law, in accordance with the Municipal Governance Act.</td>
</tr>
<tr>
<td>Commercial Development Plan</td>
<td>Strategic Priority 1</td>
<td>Develop a Sustainable Stormwater Management Plan - investigate partnership with Acadia University to create a stormwater treatment wetland in the dykelands to treat stormwater runoff</td>
</tr>
<tr>
<td>Integrated Community Sustainability Plan</td>
<td>Strategic Priority 1</td>
<td>Adopt and implement a multi-year tree planning program aimed at improving air quality by protecting, replacing and enhancing the urban forest canopy</td>
</tr>
<tr>
<td>Imagine Our Downtown</td>
<td>Strategic Priority 1</td>
<td>Initiate discussions with Acadia University regarding the integration of their lands that are located within the West Gateway as part of the overall design of this area.</td>
</tr>
<tr>
<td>Plan</td>
<td>Issue</td>
<td>Recommendation</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>------------------------------</td>
<td>-------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Fiscal Sustainability</strong></td>
<td>Strategic Priority 1</td>
<td>That Council develops a formal capital asset management plan including a review of capital asset standards, beginning with infrastructure assets, to assist in the reduction of the Infrastructure deficit</td>
</tr>
<tr>
<td><strong>Task Force</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Parks and Open Space Master</strong></td>
<td>Strategic Priority 1</td>
<td>Prepare a user fee policy and a facility allocation policy to support the ongoing management of parks and open space resources.</td>
</tr>
<tr>
<td><strong>Plan</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Imagine Our Downtown</strong></td>
<td>Strategic Priority 1</td>
<td>Complete the East Gateway - detailed design, tender and construction.</td>
</tr>
</tbody>
</table>
### RECOMMENDATIONS NOT COMPLETED – TO BE DONE

<table>
<thead>
<tr>
<th>Plan</th>
<th>Issue</th>
<th>Recommendation</th>
<th>Comments</th>
<th>Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercial Development Plan</td>
<td>Strategic Priority 2</td>
<td>Encourage Acadia to locate some of their retailers on the edge of the campus that abuts downtown - thereby adding to the vibrancy of downtown.</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Imagine Our Downtown</td>
<td>Strategic Priority 2</td>
<td>Consider developing a &quot;Banner&quot; Program in collaboration with the WBDC.</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Imagine Our Downtown</td>
<td>Strategic Priority 2</td>
<td>New incubator business development opportunities to support the Imagine Our Downtown Vision.</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>Imagine Our Downtown</td>
<td>Strategic Priority 2</td>
<td>Expand the holiday tree lighting ceremony to other public/private outdoor spaces within the downtown.</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>Imagine Our Downtown</td>
<td>Strategic Priority 2</td>
<td>Undertake a Feasibility Study for working Hubs in the downtown.</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>Imagine Our Downtown</td>
<td>Strategic Priority 2</td>
<td>Prepare a development “Pro-forma” as part of the economic development and marketing strategy for the downtown.</td>
<td>Would be considered after/as part of the development of a Tourism Strategy</td>
<td>3</td>
</tr>
<tr>
<td>Imagine Our Downtown</td>
<td>Strategic Priority 2</td>
<td>Integrated Regional/Provincial Tourism Strategy.</td>
<td>Discussed as part of provincial Fiscal Review with no success. Council could put a submission forward for consideration of this review during the MGA Review (Opportunity with Local MLA to move this action forward)</td>
<td>3</td>
</tr>
<tr>
<td>Fiscal Sustainability Task Force</td>
<td>Strategic Priority 2</td>
<td>That Council approach the Province to address the current taxation status of non-residence university buildings seeking tax revenues for all Acadia University buildings.</td>
<td>Discussed as part of provincial Fiscal Review with no success. Council could put a submission forward for consideration of this review during the MGA Review (Opportunity with Local MLA to move this action forward)</td>
<td>5</td>
</tr>
<tr>
<td>Economic Action Plan</td>
<td>Strategic Priority 2</td>
<td>Develop a tourism strategy</td>
<td>Still important. Need to define where we start - local or regional</td>
<td>5</td>
</tr>
<tr>
<td>Economic Action Plan</td>
<td>Strategic Priority 2</td>
<td>Explore how tax policy changes can spur re-development and new development</td>
<td>May be a discussion for MGA Review</td>
<td>5</td>
</tr>
<tr>
<td>Imagine Our Downtown</td>
<td>Strategic Priority 2</td>
<td>Integrated Destination Marketing Strategy for the Downtown with other communities within the Valley, including the wine and hotel industry to promote tourism and economic development.</td>
<td>Would be completed as part of a Tourism Strategy</td>
<td>5</td>
</tr>
</tbody>
</table>
### RECOMMENDATIONS NOT COMPLETED – TO BE DONE

<table>
<thead>
<tr>
<th>Plan</th>
<th>Issue</th>
<th>Recommendation</th>
<th>Comments</th>
<th>Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Reclaiming and Sustaining Core Neighbourhoods</strong></td>
<td>Strategic Priority 3</td>
<td>Initiate discussion with private and public developers to identify and address barriers and challenges to innovative forms of housing development. Anticipating that one barrier will be the absence of a good understanding for the market for innovative housing forms the Town should assume a leadership role in identifying and promoting these opportunities</td>
<td>Staff are meeting with private developers</td>
<td>2</td>
</tr>
<tr>
<td><strong>Reclaiming and Sustaining Core Neighbourhoods</strong></td>
<td>Strategic Priority 3</td>
<td>Initiate discussion with the Province and appropriate service agencies to explore opportunities to develop safe, accessible and affordable housing for those who wish to live in the core but who are living on low incomes, or other considerations that makes accessing core homes either difficult or expensive.</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td><strong>Reclaiming and Sustaining Core Neighbourhoods</strong></td>
<td>Strategic Priority 3</td>
<td>Begin discussion with the University administration to identify opportunities to address the need for student housing, as well as creative opportunities to address future housing needs in the core.</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td><strong>Core Area Action Plan</strong></td>
<td>Strategic Priority 3</td>
<td>Examine the need to develop additional licensing requirements</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td><strong>Core Area Action Plan</strong></td>
<td>Strategic Priority 3</td>
<td>Landlord-Student Off Campus Housing Program</td>
<td>Have not started yet.</td>
<td>3</td>
</tr>
<tr>
<td><strong>Core Area Action Plan</strong></td>
<td>Strategic Priority 3</td>
<td>Examine options for permitting large gatherings</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td><strong>Imagine Our Downtown</strong></td>
<td>Strategic Priority 3</td>
<td>Implement the Kings 2050 Regional Approach – Planning For The Future, 2013 Report- key recommendations related to economic/ recreational growth (multi-year).</td>
<td>Regional cooperation for planning and economic/recreation growth is needed.</td>
<td>5</td>
</tr>
<tr>
<td><strong>Core Area Action Plan</strong></td>
<td>Strategic Priority 3</td>
<td>Develop a Rental Housing Licensing Program</td>
<td></td>
<td>5</td>
</tr>
<tr>
<td><strong>Core Area Action Plan</strong></td>
<td>Strategic Priority 3</td>
<td>Develop opportunities for landlords, Bylaw Enforcement Officers and RCMP to interact</td>
<td></td>
<td>5</td>
</tr>
<tr>
<td><strong>Core Area Action Plan</strong></td>
<td>Strategic Priority 3</td>
<td>Develop a mechanism for landlords to discuss issues, collaborate and utilize best practices</td>
<td></td>
<td>5</td>
</tr>
</tbody>
</table>
## Recommendations Not Completed – To Be Done

<table>
<thead>
<tr>
<th>Plan</th>
<th>Issue</th>
<th>Recommendation</th>
<th>Comments</th>
<th>Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physical Activity Strategy</td>
<td>Strategic Priority 4</td>
<td>Create a recognition program for physically active residents and community groups to celebrate successes and best practices</td>
<td>Develop a program - not started</td>
<td>1</td>
</tr>
<tr>
<td>Physical Activity Strategy</td>
<td>Strategic Priority 4</td>
<td>Create a “welcome to Wolfville” info package (online and hardcopy) featuring Physical Activity opportunities and reinforcing the Wolfville &quot;Bloom&quot; Brand</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Integrated Community Sustainability Plan</td>
<td>Strategic Priority 4</td>
<td>Develop ecological health indicators to measure progress towards greater community sustainability</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>Physical Activity Strategy</td>
<td>Strategic Priority 4</td>
<td>Coordinate event(s) (i.e. Club Night) to highlight available program offerings</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>Physical Activity Strategy</td>
<td>Strategic Priority 4</td>
<td>Gain a broader understanding and awareness of the barriers and motivation issues for residents with special needs and underserved populations through current research and project work.</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>Parks and Open Space Master Plan</td>
<td>Strategic Priority 4</td>
<td>To the extent possible, and where required, agreements will be put in place to secure long-term community access to sport fields provided by non-municipal authorities</td>
<td></td>
<td>4</td>
</tr>
<tr>
<td>Plan</td>
<td>Issue</td>
<td>Recommendation</td>
<td>Comments</td>
<td>Ranking</td>
</tr>
<tr>
<td>-------------------------------------------------</td>
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</tr>
<tr>
<td>Public Communication and Participation Plan</td>
<td>Strategic Priority 5</td>
<td>Distribute a ‘How To’ guide for members of the public to assist them in accessing town input opportunities</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Physical Activity Strategy</td>
<td>Strategic Priority 5</td>
<td>Engage Acadia University in project work and studies, especially for introduction to new technology or linking information on physical activity, health and well-being to personal data.</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Public Communication and Participation Plan</td>
<td>Strategic Priority 5</td>
<td>Identify traditionally under-represented communities and develop targeted strategies to promote participation</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>Imagine Our Downtown</td>
<td>Strategic Priority 5</td>
<td>Develop a Downtown Communications Plan that includes goals, objectives and tactics for communicating downtown projects, programs, and other initiatives using a variety of mediums.</td>
<td></td>
<td>4</td>
</tr>
<tr>
<td>Physical Activity Strategy</td>
<td>Strategic Priority 5</td>
<td>Participate in Ipsos Reid Physical Activity Survey in 2016</td>
<td>Is no longer Ipsos Reid, though a community survey on Physical Activity will be conducted as part of the MPAL program with the Province.</td>
<td>5</td>
</tr>
</tbody>
</table>
SUMMARY

Review of Servicing Moratorium

Council has been discussing a review of the existing moratorium on services to areas outside of Town boundaries since a request for service came to the Town from Michael Lightfoot in March 2015 requesting services to his winery-related tourist development east of Town boundaries. At the April 20, 2015 Council meeting, a motion was passed to initiate a complete review of the Moratorium in September 2015 and for staff to do as much internal background work over the summer of 2015 as possible to inform moving forward with this review.

Due to internal resource constraints, staff have been unable to progress with much background work since the initial reports were presented to Council in April 2015. The topic has been referred to the current Municipal Planning Strategy Review and will be discussed in the community consultations lead by Fotenn, the MPS consultant, in late September. Staff feel that further technical and consultation work is required to support the moratorium review and that external support will be required since this was an unbudgeted initiative for 2015-2016. Staff have requested Council to revisit their direction and provide guidance on how to proceed. It is staff’s recommendation that the review of the moratorium be addressed as part of budget deliberations for 2016-17.

Draft Motions

To rescind Motion 09-05-15 providing direction to commence the Servicing Moratorium Review in September 2015.

To refer the review of the Servicing Moratorium to the 2016-2017 Budget Deliberations.
1) **RECOMMENDATION**
That Council rescind motion 09-05-15 from the April 20, 2015 Council Meeting and refer the review of the Servicing Moratorium to the 2016-2017 Budget deliberations.

2) **REFERENCES AND ATTACHMENTS**
- RFD #024-2015 – Review of Servicing Moratorium, April 7, 2015
- Supplementary Report – Moratorium Review, April 20, 2015

3) **PURPOSE OF REPORT**
The purpose of this supplementary report is to provide a status on this initiative to Council for further discussion and direction. Staff are requesting that Council re-consider their direction to start this review in September 2015 and instead refer this to the 2016-2017 budget deliberations.

4) **DISCUSSION**
The Town was approached by Michael Lightfoot in March 2015 with a request to connect his development on Highway 1 east of the Town Boundary to Wolfville’s water and sewer services. Direction on providing services outside Town boundaries is currently governed by a Council motion of May 29, 2006 stating "a moratorium be imposed on further out of Town water and sewer installations until such time as a policy has been established". As Council is aware, although direction was provided to develop such a policy, this was never completed. Therefore, the moratorium on servicing outside areas with water and sewer remains in effect.

Staff originally presented Michael Lightfoot’s request to Committee of the Whole on April 7, 2015. At that time, several options were presented to Council for addressing the request:

1. Undertake a focused review of the Michael Lightfoot request only;
2. Undertake a full review of the Moratorium as part of the MPS review;
3. Direct staff to undertake a full review of the Moratorium;
4. Refer the issue of the full Moratorium Review to the 2016-2017 Budget Deliberations.

It was recommended by staff that the issue be referred to the 2016-2017 Budget for further consideration due to the work load associated with this unbudgeted request and the desire to examine the issue in its entirety through a policy development process and to not make a one-off decision to accommodate this specific request.

After discussing the RFD, Committee of the Whole expressed a desire to try and accommodate the request from Michael Lightfoot, if possible, and requested that staff bring back additional information at the April 20th Council meeting. To that end, staff prepared a Supplementary Report outlining additional information about the proposed development. It was noted that if permitted, the developers would pay for all construction costs associated with connecting to Town water and sewer services. To meet their construction timeline, it was further noted that a decision of Council on this issue would be required by
no later than the Spring of 2016. Other notable considerations presented in the Supplementary Report include:

- **Wastewater** - The Wastewater Treatment Facility is currently operating below the design capacity of the facility and can accommodate an additional 1160 households. The wastewater flows from the proposed development are estimated to be the equivalent of approximately 30 households so the Wastewater Treatment Facility can handle the request;

- **Water** - The potable water system also has the capacity to accommodate the request. It is anticipated that the proposed development would use approximately 1% of the current usage of the system;

- **Further Study** - A more refined determination of capacity and potential external usages/effects on existing water and wastewater systems should be undertaken before the Moratorium is lifted and other requests for services are considered.

During the discussion at the April 20, 2015 Council meeting, staff noted that if Council wished to proceed with a more immediate review of the Moratorium and not refer it to the 2016-2017 Budget deliberations that a consultant would need to be hired to complete the work as internal resources were limited. It was estimated that this would cost approximately $20,000, which was not budgeted. The Director of Finance, in the report, noted that although reserves could be used for this purpose, that there were other considerations to note, including the anticipated depletion of the Town’s capital reserves in Year 9 of the 10 Year Capital Plan.

Council had a full discussion on this issue and the following motions were passed:

09-05-15 IT WAS REGULARLY MOVED AND SECONDED THAT COUNCIL BEGIN THE MORATORIUM REVIEW IN SEPTEMBER 2015.  
CARRIED.

10-04-15 IT WAS REGULARLY MOVED AND SECONDED TO START PRELIMINARY STAFF PLANNING/REVIE W, WITH INTERNAL RESOURCES ONLY, ON THE COMMUNICATIONS AND TECHNICAL ISSUES AROUND THE POLICY OF LIFTING THE MORATORIUM FOR PRESENTATION SEPTEMBER 2015.  
CARRIED

As summarized by the CAO in reviewing the tape of this meeting “essentially, we are going to be starting the review with internal resources only, coming back in September with the findings to determine whether or not we need further technical advice that would require an expenditure or not. Council at that time will revisit the issue to determine whether or not they want to address the Moratorium”.

Since April 20th, staff have taken several steps to start the moratorium review, including referring this issue to the current MPS review. This topic will be an issue that will be discussed when Fotenn conducts their public consultation the week of September 20th. Originally it was anticipated that this consultation would take place in July, which would have provided information in time for a September discussion.
with Council, however the MPS consultations were delayed. Beyond this, we have been unable to complete any other background work and feel that moving forward into the second half of the 2015-2016 Fiscal Year that we will not have the internal resources to complete the full review. We have started to consider a Project Charter and Communications Checklist for this project, however we feel that communications and engagement initiatives required for this review will require additional capacity. Additionally, other unbudgeted/unanticipated initiatives, such as Rogers Hometown Hockey, have been approved by Council and have diverted internal resources from Community Development and Public Works. These resources will continue to be diverted for most of the fall 2015.

As a result of the above, staff are requesting that this issue be referred to the 2016-2017 Budget deliberations. By that time, preliminary feedback from the MPS consultations will be available to inform the discussion and staff will have had a chance to develop a full project charter and communications checklist for Council to consider. While staff recognize that this delay will impact the specific request for servicing currently in front of Council, we feel that we are unable to complete an internal full policy review of the issue at this time and do not recommend addressing this request as a one-off in isolation of a full review and consultation with the community on the matter.

5) **FINANCIAL IMPLICATIONS**

As previously noted, to complete the review in this fiscal year will require additional resources (approximately $20,000). We have not budgeted to complete this review and are unable to identify a way to fund this within the approved Operating Budget. The additional approval of $25,000 for Rogers Hometown Hockey, escalating legal costs and the uncertainty of what we have in store for winter this year for snow removal, among others, may result in a deficit position for this current fiscal year even without trying to accommodate this additional requirement for resources.

6) **ALTERNATIVE OPTIONS**

The options presented in RFD #24-2015 are still available to Council.

7) **COMMUNICATION REQUIREMENTS**

A full Project Charter and Communications Checklist should be prepared in advance of the 2016-2017 Budget deliberations, or, if directed to proceed with the review in this fiscal year, should be completed prior to the project formally being initiated.
1) COMMENT / RECOMMENDATION – CAO
The CAO concurs with the recommendations of staff.

2) RECOMMENDATION
Staff recommend that this project be referred to the 2016-17 budget deliberations.

3) DRAFT MOTION

4) REFERENCES
   o Letter dated March 13th, 2015

5) PURPOSE OF REPORT
To seek direction from Council on the scope and approach of the proposed review on the servicing moratorium that restricts servicing outside the Town of Wolfville boundaries.

6) DISCUSSION
The Town of Wolfville has a moratorium on the extension of sewer and water services outside the Town of Wolfville. Council passed this moratorium on May 29th, 1996, by way of a motion that stated, “that a moratorium be imposed on further out-of-town water and sewer installation until such time as policy has been established.”

Staff have searched for such a policy but have been unable to find anything. At this point, we believe no such policy was ever approved by Council. In the meantime, Council has made some limited exceptions to the moratorium; for a future Legion to the south of town and for small residential uses but never for a business venture. It appears, and according to conservations with staff who were with the Town then, all extensions very limited in nature.

The letter attached in Appendix A commits the Town of Wolfville to a review of the moratorium related to a proposed development by Lightfoot Wineries on the east end of town. As staff understand it, the proposal will include a new winery facility along with a banquets hall, commercial kitchen, wine tasting room, retail space, seasonal style tent marquee and other associated uses.
Town staff have not received a formal request for extension of services from the applicant or the County of Kings. Further, Town of Wolfville staff contacted Kings County Planning Staff to clarify if servicing from Wolfville was required for this development and if it was a key consideration in the County’s planning review. Our understanding is that for the development agreement, the County has no position on the type of servicing required, and it could either be on-site or serviced.

The March 13th letter indicated that a review of the moratorium will occur as part of the MPS review. However, the planning considerations are part of the review that would need to occur to review the moratorium. The MPS review did not include a review of the moratorium, which will likely result an increase in scope to the RFP which was recently issued.

Since the original intent of the motion in 1996 was to develop a policy guiding future requests on the extension of serving, and one was never developed, Staff is seeking clarification from Council if a review should focus solely on the Lightfoot proposal or if a policy should be developed on the moratorium itself.

In order to ensure that staff is undertaking the work which Council wishes to see done, Staff have outlined the following options

1. **Undertake a focused review that deals with only this request.**

   If Council wishes for a review to be focused solely on the Lightfoot issue, then staff would recommend the following:
   
   - A formal request from the applicant, detailing the nature of the ask
   - A report from the applicant’s engineer detailing projected loads and usage.
   - A consultation process with the business community
   - Upon receipt of this information, Staff will bring a report back to Council, including a complete policy review, with a recommendation regarding the extension.

   Staff believe that if the review is limited to this specific ask, then it can be done in house. Some minor consultant expertise may be required to confirm the effect of development on the Town’s system.

2. **Undertake a full review as part of the MPS review**

   With this option, staff would work with the successful proponent to try and include this work within the scope of the MPS review. However, it is important to note that the MPS does not have policy about extension of servicing beyond our borders and the RFP issued does not include reference to this kind of analysis. Staff anticipates that a consultant would require engineering expertise and a capacity study as part of this work.
3. **Staff undertake a full review**
   This option would direct staff, led by our Public Works and Community Development Departments, to undertake the work in house and would likely include the following:
   - A sewer and water capacity study (external consultant)
   - Engagement with the business community
   - Rate Study and possible submission to UARB for water extension
   - Drafting of a policy for Council consideration, and possibly redraft of the sewer by-law

   If Council choses this option, staff will review the capital budget and the operational plan for this year and review which projects can be deferred to a subsequent year. This project may also exceed the timeline for construction by Lightfoot Wineries.

4. **Refer discussion to 2016-2017 budget deliberations.**
   - This option would not provide Mr. Lightfoot with an answer for several years, but would allow Council to budget for the work and for staff resources to complete this task.

7) **POLICY CONSIDERATIONS**
Staff have not undertaken a full policy review. However, the MPS is silent on the moratorium, as is the sewer by-law. A full policy review should occur as part of this review.

8) **BUDGET CONSIDERATIONS**
Depending on the scale and scope of the review, budget implications may occur.

9) **COMMUNICATIONS REQUIREMENTS**
In 1996, Council adopted the moratorium, at least in part, from the business community having concerns about development on the town’s borders. It will be very important to engage the business community to ensure that its concerns and perspectives are included.

10) **REFERENCES TO COUNCIL STRATEGIC PLAN**

11) **SUMMARY**
This issue has brought to light the fact that no policy was ever developed regarding the extension of water and sewer outside Town boundaries. Staff agree that a policy should be developed but are seeking clarification on the priority and scope of the review outlined in the March 13th letter.
1) REFERENCES
COTW report – April 7th, 2015

2) PURPOSE OF REPORT
This information is provided as supplementary to the April 7th, 2015 RFD# 024-2015, where Committee of the Whole recommended that the moratorium review be considered as part of the 2016-2017 budget deliberations.

3) DISCUSSION
At the request of Council, Director Kerr and Director Fuller met with Michael and Jocelyn Lightfoot to seek additional information regarding their request for a water and sewer extension to their property to the east of town, just outside the town boundaries.
The Lightfoot’s properties, located within the Municipality of the County of Kings, are the home to an organic winery operation plus a long standing family farming operation run by the Lightfoot family, which has deep roots in Wolfville. The Lightfoot’s intent is to build an approximately 8000 sq. foot building to accommodate winery related tourist functions that will include a special events venue, a commercial kitchen, wine tasting facilities and a retail store. The Lightfoot property is going through the development agreement process with the County to secure planning approval for the project. If successful, the DA will be in place in June, with construction anticipated to begin in July.

The Lightfoots provided elevations of the proposed building designed by Vincent Den Hartog and a site plan illustrating an attractive building that will be set among fields of grapes.

The Lightfoots wish to connect to town water and sewer and are fully prepared to pay for all require construction costs. Although they hope construction will begin in July of 2015, the anticipated opening of the building is the summer of 2016. They are hoping that Council can establish a policy regarding servicing or find a solution for this particular situation by Spring of 2016, which would be latest for them.
to have a decision from the town. Otherwise, they will need to build an on-site septic system and construct a well for potable water.

Servicing Considerations

The Town of Wolfville wastewater treatment facility is operating below the design capacity of the facility and currently has the capacity to accept an additional 1160 households or approx. 3100 people. The flow to the facility is greatly affected by inflow and infiltration associated with wet weather flows and as I&I is addressed the capacity of the facility will improve. The wastewater flows from the winery are estimated at 6100 gpd which represents less than 1% of the total design capacity, or expressed as potential development represents approximately 30 households.

The potable water system also has the capacity to accommodate the proposed winery. The current system consist of two wells, each capable of pumping approx. 576-648,000 gpd. The average daily water consumption is approx. 575,000 gpd. The proposed winery is projected to use approx. 6100 gpd which represents approx. 1% of the current usage.
A more refined determination of usage and effect on the water and wastewater systems should be completed before the moratorium is lifted and additional requests for services considered.

4) OPTION
COTW has made a recommendation. However, given the fact that the Lightfoots need a decision by spring 2016, Council may wish to undertake this review more immediately. If Council wishes to do so, then staff recommends that a consultant be hired to undertake the review and prepare a draft policy for Council, which shall include consultations with the business community. Staff estimates the cost of this work would be 20K. If Council is interested in this approach, staff will develop a project charter to make sure the scope is fully understood and refine the cost estimates.

5) BUDGET CONSIDERATIONS
If Council wishes to proceed with a more immediate review of the moratorium, then the work would need to be referred to a consultant for immediate action, with funds from the operating or capital reserves. The final determination of which reserve will depend on the scope of the study and whether it can legitimately fit with a capital program.

Although the use of reserves is an option, Council should consider:

- During our budget discussions it was pointed out that there will be a shortfall as we move towards year ten of the Capital Investment Plan. This shortfall will occur despite significantly drawing down the operating reserves (as capital reserves would be depleted). In Year 9 of the CIP, the Town’s capital reserves will be depleted and the operating reserves will be below the current FCI threshold of 10%.
- The Town has not yet completed one month of its 2015/16 fiscal year and an unbudgeted reserve amount may be approved to fund a recreation facilities inventory.
- The use of reserves should be, and was, considered during the budget process to ensure their use is beneficial in the short term without negatively impacting the long term plan for such funds. Although the use of the reserve funds contemplated in this report is a relatively small % of the total amount currently available (under 2%), each unplanned use of the reserves will have to be made up at some point in the future.

6) COMMUNICATIONS REQUIREMENTS
Any action on this will require consultations with the business community and the WBDC.