Committee of the Whole
Tuesday, October 6, 2015
9:00 a.m.
Council Chambers, Town Hall
359 Main Street

Agenda

1. Approval of the Agenda

2. Approval of Minutes
   a. Special Committee of the Whole Minutes, September 15, 2015

3. Presentations
   a. Dykeland Awareness Project – Madelyn LeMay
   b. E-Voting – Bernie White

4. CAO Report

5. Conference Updates
   a. American Public Works Association – Director Kerr

6. Committee Reports
   a. External
      (1) Valley Waste Resource Management
          i. RFD 073-2015: Operating Reserves
      (2) Kings Transit Authority
      (3) Eco Kings Committee
      (4) Valley Community Fibre Network (VCFN)
b. Internal
   (1) Planning Advisory Committee
       i. RFD 068-2015: Library Roof
   (2) Town and Gown
   (3) RCMP Advisory Board
       i. Crosswalk
   (4) Art in Public Spaces

7. Staff Reports for Discussion
   b. RFD 072-2015: Proclamations 120-014
   c. RFD 070-2015: Plans - Mind Map
   d. RFD 057-2015: Traffic Study

8. Request for Agenda Items
   a. Video Surveillance (Councillor Simpson)

9. 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.

10. Adjournment to In Camera Meeting under section 22(2)(c) legal advice eligible for solicitor-client privilege of the Municipal Government Act.
    a. Personnel Matter

11. Adjournment of In Camera

12. Regular Meeting Reconvened

13. Regular Meeting Adjourned
LANDSCAPE of le PAYSAGE de GRAND-PRÉ

a UNESCO
World Heritage Site
Site du patrimoine mondial
de l’UNESCO

Madelyn LeMay and Beverly Palmeter
October 2015
Dykelands Education and Awareness
RESPONSIBILITY

Landscape of Grand Pré Society has had responsibility for the management of the UNESCO designated World Heritage Site since inscription in 2012
REGULATORY AUTHORITY

• regulatory authority has not changed from before designation

• Kings County

• Grand Pré Marsh Body

• Province

• Federal
LANDSCAPE OF GRAND PRÉ SOCIETY GOALS

• **provide** advice to ensure integrity of the site through co-ordinated management
• **promote** Outstanding Universal Value
• **report** to UNESCO on condition of WHS
• **engage** stakeholders in stewardship
• **ensure** conservation, protection, presentation and transmission to future generations of Outstanding Universal Value
DYKELANDS EDUCATION & AWARENESS

- *engage* stakeholders
- *ensure* conservation
Situated in the southern Minas Basin of Nova Scotia, the Grand Pré marshland and archaeological sites constitute a cultural landscape bearing testimony to the development of agricultural farmland using dykes and the aboiteau wooden sluice system, started by the Acadians in the 17th century and further developed and maintained by the Planters and present-day inhabitants. Over 1,300 ha, the cultural landscape encompasses a large expanse of polder farmland and archaeological elements of the towns of Grand Pré and Hortonville, which were built by the Acadians and their successors. The landscape is an exceptional example of the adaptation of the first European settlers to the conditions of the North American Atlantic coast. The site – marked by one of the most extreme tidal ranges in the world, averaging 11.6 m – is also inscribed as a memorial to Acadian way of life and deportation, which started in 1755, known as the Grand Dérangement.
DYKELANDS WORKING GROUP

• Working Group > Education and Marketing Committee > Board

• community members

• representatives of:
  – Town of Wolfville
  – Grand Pré Marsh Body
  – Department of Agriculture
  – Parks Canada
CONSULTANT

• consultant hired 2014
• develop a public consultation process
• facilitate consultation sessions
• prepare education & awareness materials for local area residents & visitors about the history, culture & significant agricultural contribution of farmers & importance of preserving the structural integrity of the dykes & farmers’ access to & use of their land
PROCESS

• report prepared following extensive public consultation
  ➢ Councilors week of June 16 2014

• 2 public meetings held in community

• draft material presented at
  ➢ Farmer’s Market
  ➢ community information session in January

• brochure & poster developed by Working Group and approved by Society
DON'T BREAK THE BANK

The Landscape of Grand Pré is a valuable economic and cultural resource for all Nova Scotians. Please help us to preserve and protect this rich landscape for future generations.

Traffic takes a toll. Please stay off the dy-abouts and dy-keed roads. There are NO recreational trails and the large machinery on the narrow private roads poses potential danger. Visit the Town of Wolfville Visitor Information Centre for directions to nearby trails.

http://www.landscapeofgrandpre.ca/brochure

UNE DIGUE, ÇA VAUT CHER

Le Paysage de Grand-Pré constitue une ressource économique et culturelle précieuse pour tous les Néo-Écossais. Aidez-nous à préserver et protéger ce riche paysage pour les générations futures.

La circulation a un effet. Veuillez rester à l'écart des digues et des chemins sur les terrains agricoles. Il y a RIS de renards de loisir dans ce secteur et les grosses machines sur les chemins privés/droits peuvent poser un danger. Appelez-vous au centre d'information des visiteurs de Wolfville pour savoir où se trouvent les sentiers à proximité.

http://www.paysagedegrandpre.ca/brochure
Traffic takes a toll. Please stay off the dykewalls and dykeland roads.

For many years, residents and tourists have used the dykewalls and dykeland roads for walking, running and cycling. As the popularity of the area has increased, so have the impacts.

In some areas the grass no longer grows and the dykewalls are eroding. Any damage to the dykewalls imposes a financial burden on landowners and Nova Scotia taxpayers.

Don’t break the bank $$

The Landscape of Grand Pré is a valuable economic and cultural resource for all Nova Scotians. Please help us to preserve and protect this rich landscape for future generations.

La circulation a un effet. Veuillez rester à l’écart des digues et des chemins sur les terres endiguées.

Les résidents et les touristes ont fréquenté durant nombre d’années les digues et les terres endiguées pour la marche, la course et le vélo. L’impact de la fréquentation s’est intensifié au fur et à mesure que la popularité de la région s’est accrue.

En certains endroits, l’herbe ne pousse désormais plus et les digues sont en train de s’erdoyer. Les dommages causés aux digues imposent un fardeau financier aux propriétaires fonciers et aux contribuables de la Nouvelle-Écosse.

Une digue, ça vaut cher $$

Le Paysage de Grand-Pré constitue une ressource économique et culturelle précieuse pour tous les Néo-Écossais. Aidez-nous à préserver et protéger ce riche paysage pour les générations futures.

Questions? Contact:
www.landscapesofgrandpre.ca
902-599-0982

Des questions? Contactez-nous au :
www.paysagedegrand-pre.ca
902-599-0982
History
In the 1680s, Acadian settlers built the first aboiteau system to reclaim the salt marsh from the Minas Basin. They layered sod and brush to build the dykewall, installed aboiteaux, and covered the face of the dykewall with living sod. This protected the agricultural land from flooding. Eventually, the salt leached out of the marsh, and the soil became rich and productive.

Today’s farmers use the dykewalls to grow annual food such as corn, hay, soybeans, alfalfa, and winter and spring wheat.

Help preserve and protect this landscape.
- There are NO recreation trails on the dykewalls or dykeland roads. Visit the Town of Westville Visitor Information Centre for directions to nearby trails.
- View the landscape from safe vantage points in bold on the map below.
- Visit Grand Pré National Historic Site to learn more about the aboiteau system.

Aidez-nous à préserver et à protéger ce paysage
- Il est actuellement PAS de sentiers pédestres sur les digues ou les chemins sur les terres endiguées. Arrêtez-vous au centre d’information des visiteurs de la Ville de Westville pour savoir où se trouvent les sentiers à proximité.
- Observez le paysage aux points d’observation indiqués en gras sur la carte ci-dessous.
- Visitez le lieu historique national de Grand Pré pour en savoir plus sur les aboiteaux.

Points of Interest / Points d’intérêt
1. Grand Pré National Historic Site
Lieu historique national de Grand Pré
2. Dykewall Interpretation
Interprétation des terres endiguées
3. Attack at Grand Pré
Sitio de la batalla de Grand Pré
4. View Park Park de l'Observatoire
5. Sir Robert Borden Monument
Monument dédié à sir Robert Borden
6. Cormorant's Church
Église des cormorants
7. North Grand Pré Community Centre
Église communautaire de North Grand Pré
8. Evangeline Beach/Beach Evangeline
9. The Gables
La Côteau
10. Port aux Basques
Port aux Basques
11. Horton Landing

Who is responsible?
Today, 8.6 kilometres of dykewalls protect the dykelands. The Grand Pré Marsh Board manages the privately owned dykelands and dykeland roads. Since the 1970s, the Province of Nova Scotia has maintained the dykewalls.

Comment un aboiteau fonctionne-t-il?
Un aboiteau (A) est un ouvrage aménagé à travers une digue. Il contient un hinged door (B) qui s’ouvre vers la mer, interdisant l’accès aux marais. L’entrée et la sortie des eaux sont controlled (C) à l’aide d’un clapet (D) qui permet d’ouvrir et de fermer les eaux à volonté.

Qui est responsable?

How does an aboiteau work?
An aboiteau (A) is a culvert through the dykewall. It contains a hinged door (B) that swings one way, opening to allow fresh water (C) to flow from the fields during the spring and autumn tides, and closing to prevent saltwater from entering the fields at high tide. The grass (D) that grows on the top and sides of the dykewall prevents erosion.

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The intent is to have people discussing the fact that the lands & unpaved roads are private and, like dunes, dykes are fragile.

Marsh Body, Working Group and Society all agreed to the icon.
MESSAGE: TWO ASPECTS

1. LGPS
   protection of the dykewalls so as to protect the cultural landscape (Outstanding Universal Value)

2. Marsh Body
   concerned with the danger to all visitors & interruption of work: private land.
OCCASIONAL OBJECTION

• tax $$ pay for dykes

• similar to restrictions:
  ➢ damage: spring weight restrictions on roads

• similar to recommendations:
  ➢ danger: rocks @ Peggy’s Cove
NEXT?

- brochures are in circulation
- posters are up
- presentations have been made
- two signs being added just past the National Historic Site
- Acadia being approached
- material contains contact information; all requests will be tracked, and the Working Group updated regularly
- meeting with Marsh Body regarding signs
- brochure may be “tweaked” and re-printed
THANKS

Town of Wolfville

• staff support on the Working Group
• funding for printing the brochure
Landscape of Grand Pré Society publishes educational material about the dykelands.

The Landscape of Grand-Pré Society has launched its Don't Break the Bank educational campaign about the dykewalls and dykelands. The posters and brochures communicate the message that “The Landscape of Grand Pré is a valuable economic and cultural resource for all Nova Scotians. Please help us to preserve and protect this rich landscape for future generations.”

The designation of the Landscape of Grand Pré as a World Heritage Site in 2012 has increased the popularity of the area. As a result, more people are using the dykewalls and dykeland roads for recreation and sightseeing. However, the dykelands are intensively farmed, and recreation and tourism can interfere with these agricultural activities.

Over the past year, the Landscape of Grand Pré Society, in co-operation with the Grand Pré Marsh Body, the Town of Wolfville and the Province of Nova Scotia, and through community consultation, has developed educational material about the dykewalls and dykelands. John Francis Bekkers, chairperson of the Grand Pre Marsh Body, comments: “The Grand Pre Marsh Body was happy to collaborate on this dykelands awareness project. As landowners we recognize the popularity of the area, but we would ask that you remember that the large machinery on the narrow privately-owned roads is both dangerous to you and to us as farmers. We are happy to have the public help us to preserve and protect our valuable dykelands and dykeland roads.”

The Don’t Break the Bank campaign communicates the following key messages:

- Bicycle and foot traffic has damaged the fragile surfaces of the dykewalls.
- Without the dykewalls and the aboiteau drainage system, the dykelands would not exist.
- The dykelands are an intensive agricultural area where large and potentially dangerous machines are used.
- The dykelands, dykeland roads and most dykewalls are privately owned.

The Landscape of Grand Pré Society hopes that the distribution of posters and brochures will create a stronger sense of stewardship within the community, which values the economic and cultural treasure close by. Mayor Cantwell of the Town of Wolfville notes: "The dykes are beautiful and provide our community with a sense of civic pride, but they’re also vital farmlands. To retain the integrity of the dykes, we must protect them. It is a matter of respect."

The brochures and posters will be distributed locally and can be found on the website www.landscapeofgrandpre.ca.
For additional information, contact:

Madelyn LeMay  
Site Management Co-ordinator  
Landscape of Grand Pré Society  
902-599-0382  
mlemay@landscapeofgrandpre.ca
1) **Well Maintained and Sustainable Public Infrastructure**

- Staff are currently milling additional sections of Main Street. Paving for these sections should be completed first week of October;
- Pipe work is completed on Prospect Street and sidewalk installation has started. Substantial completion is expected by October 23rd;
- Pipe work is completed on Cherry Lane. Substantial completion is expected by Oct 16th. Gravels will be in place for the Valley Harvest Marathon as the 5 km course crosses Cherry Lane;
- Work on Oak was delayed as a solution to a ditch stabilization problem was resolved. This problem has been addressed and work should be completed within 3-4 weeks;
- Construction of the trail at Rotary Field has begun;
- The Facility Condition Assessment has been awarded to Hatch Mott MacDonald and has commenced;
- The revised Pavement Condition Index has been received and is being used to update the CIP for budget discussions at the November COW.

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

- Staff attended a BRE meeting with the REN and are working to coordinate our BRE program with the launch of the REN’s program;
- Staff have held meetings with Devour to ensure that the Town is providing support where required;
- The Wolfville Magic Winery Bus is experiencing great attendance to date this year and is exceeding budget expectations;
- Staff are in the process of finalizing the Welcome to Wolfville packages for all new businesses. The end product will be circulated shortly;
- Staff are working on the Vendor Bylaw and the working group will meet in October;
- The sale of the lands on Main Street has closed;
- The WBDC is in the process of drafting a strategic plan and will present to COW on October 22nd;
- Planning for Rogers Hometown Hockey is well underway and a business/community communications plan is currently being implemented to communicate with residents.

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

- Consultations for the MPS took place the week of September 21st. All sessions were well executed with moderate attendance;
- Private security was on hand for the weekends of September 4-5 and September 11-12 to provide extra assistance in welcoming back new and returning students to Acadia;
- An operational meeting was held with representatives of Acadia, the RCMP and the Town on
September 30th to debrief on September activities and determine what else should be done to address concerns raised with respect to noise and disturbance issues in the core area. A communications plan is being developed and cohesive planning efforts are underway for Homecoming weekend;

- High incident “hot spot” properties have been identified and staff are taking a coordinated approach addressing them through the tools of fire inspections, LUB compliance and minimum housing standards requirements;
- The Town has sent a letter to the Department of Justice requesting that the RCMP be enabled to enforce the Town’s Prevention of Excessive Noise Bylaw. We anticipate a response in the next few weeks.

4) Robust Active Living and Cultural Community

- The Draft Facilities Assessment Report is currently being reviewed with the Working Group;
- Staff are in the process of completing an internal program review of recreational programs. This is well underway and the results will be presented to Council to inform the 2016/17 budget;
- The Town’s in-service and after-school programs are up and running;
- The Tree Lighting Celebration is scheduled for November 14th.

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

- Senior Management at Acadia and the Town met on September 14th to discuss common opportunities. A follow up meeting is scheduled for December;
- The 2016-17 Budget Process has started as per the new SOP. We are on schedule to provide the first update to Council for direction at the November COW. We are currently working on how to best engage the public in the budget process and completing project charters for all proposed capital projects;
- Changes have been made to the Plans, Reports and Strategies Mind Map initiative as per direction at the September 1, 2015 COW meeting. I would like to give a huge shout out to Director Jen Boyd and Dan Stovel for all their work on pulling this together. The work is definitely worth it as we move forward with a solid understanding of the integration of all plans, what has been accomplished, what still has to be tackled and what is no longer relevant.

6) Operational Updates

- The CAO continues to be involved in two major provincial initiatives – serving as Chair on the MGA Review Committee and working on the Partnership Agreement currently being negotiated between UNSM and the Province;
- Brian Weadick, the Manager of Economic Development, has regretfully resigned his position and has left the Town;
• We sent several new municipal staff to participate in the Municipal Government Employee Orientation on September 15th;
• Staff have substantially completed all required financial reports to the Province;
• The first quarter variance report will be combined with the second quarter variance report and will go to the Audit Committee in October. We have had some challenges in scheduling an Audit Committee meeting. At this meeting the committee will also discuss the appointment of the auditor for the current year, will receive an update on the financial policy review and will discuss next steps on the internal control issues identified during the 2014/15 audit;
• The Payroll Conversion Project has started up again and we hope to have this live by January 1, 2016;
• The Finance Department has started a process of identifying accounting processes that should have written procedures and will be developing these over the next few months;
• Tax bills went out the end of August and are due the end of September;
• The staff compensation plan has been submitted and a report will be presented to COW in November;
• All management participated in a one day session on Employment Law on September 18th;
• Staff are looking into the current vacancy on the Western Housing Authority Board. We have had a vacancy since 2013. When details of the appointment requirements are communicated to staff, we will proceed with filling the appointment.
1) UPDATE

Director Kerr attended the annual APWA Congress in Phoenix Arizona Aug 30th – Sept 2nd, 2015. The Congress billed as the “Best Show in Public Works” hosts approximately 5,500 attendees from all over the world and more than 400 vendors providing the latest equipment, technology and services. In addition to the vendors’ expo, this year’s Congress featured over 125 technical and professional development sessions in 25 different areas of interest. The education sessions and exhibits focus on many of the key issues we are experiencing in Wolfville and provide potential solutions to these challenges.

This year’s theme was “Investing in the Future” and the importance of investing in and maintaining our infrastructure to ensure the long term health of our communities. Director Kerr attended sessions and visited vendors on a number of topics relevant to what is currently happening in Wolfville. Sessions attended included Asset Management, Pavement Management, Working with Businesses during Capital Projects, Bicycle Network Assessments and Utility Rate Setting. In addition to the technical sessions, Congress provides a great opportunity to network with the largest gathering of Public Works professionals in the world and discuss challenges and opportunities other communities are working to address.
1) UPDATE
The Valley Region Solid Waste-Resource Management Authority met on September 16, 2015, as per the normal meeting schedule.

In keeping with the Auditor’s on-going recommendation and as follow-up to discussions during the last meeting, the Authority will be preparing a briefing paper for release to municipal partners seeking formal approval to proceed with the establishment of an Operating Reserve Fund. If approval is secured, a formal amendment to the Intermunicipal Services Agreement by all partners will be required.

It was further noted that Authority Staff will begin the budget development process for the 2016-2017 fiscal year soon with the goal of bringing draft Operating and Capital Budgets before the Authority during the November 2015 regular monthly meeting in anticipation of having budget documents approved for forwarding to partners by the end of the calendar year.

While the Authority remains confident that it will end the current fiscal year with a surplus, due to factors raised previously in the Management Minute, it was the consensus that the Authority not proceed with the preparation and release of a Supplementary Budget reflecting the anticipated decreased costs at this time. In keeping with current policy, any surplus funds will be returned to partners in their proportional shares in follow-up to the annual financial audit.

During the meeting, the Authority was provided with a presentation from John Heseltine, Stantec, regarding the completed Organizational Review. In response to the final report and its associated recommendations, the Authority will be coordinating a half-day workshop to further consider and prioritize recommendations.
The Valley Region Solid Waste-Resource Management Authority met on September 16, 2015, as per the normal meeting schedule. In keeping with the Auditor’s ongoing recommendation and as follow-up to discussions during the last meeting, the Authority will be preparing a briefing paper for release to municipal partners seeking formal approval to proceed with the establishment of an Operating Reserve Fund. If approval to proceed is secured, a formal amendment to the Intermunicipal Services Agreement by all partners will be required. It was further noted that Authority staff will begin the budget development process for the 2016-2017 fiscal year soon with the goal of bringing draft Operating and Capital Budgets before the Authority during the November 2015 regular monthly meeting in anticipation of having budget documents approved for forwarding to partners by the end of the calendar year. While the Authority remains confident that it will end the current fiscal year with a surplus, due to factors raised previously in the Management Minute, it was the consensus that the Authority not proceed with the preparation and release of a Supplementary Budget reflecting the anticipated decreased costs at this time. In keeping with current policy, any surplus funds will be returned to partners in their proportional shares in follow-up to the annual financial audit. During the meeting, the Authority was provided with a presentation from John Heseltine, Stantec, regarding the completed Organizational Review. In response to the final report and its associated recommendations, the Authority will be coordinating a half-day workshop to further consider and prioritize recommendations.
The Regional Chairs Committee continues to actively address issues of common concern across the Province and will meet again on Friday, September 18, 2015. One key topic of discussion will be the proposed extended producer regulations. The Authority has just learned that NS Environment will be delaying the implementation of these potentially beneficial regulations. The Province’s position regarding this issue was explained in the following excerpts from Environment Minister Younger’s press release of September 16, 2015:

“The primary purpose for considering any changes to how solid waste is managed in our province is to ensure the financial and environmental sustainability of the province’s solid-waste program. As well, we want to identify opportunities that build on the environmental and economic benefits that we have achieved to date. Recent commentary on proposed changes, which the province opened for comment, have zeroed in on one element—extended producer responsibility. EPR or polluter pay, as it’s known to some, is something the province already does through recycling electronics, paint and dairy containers. The department has consistently stated possible changes could extend this program to materials like paper and packaging over the next three years. This has not changed. As Environment Minister, I have a responsibility to ensure any new or expanded program offers new and real benefits, and not just an additional cost. It is a result of the consultations and feedback received on this issue that I have recognized more information is needed before any expansion of EPR can continue to be considered. The feedback my department has received about expanding Nova Scotia’s EPR program has been primarily positive. However, there is a lack of agreement and a wide variety of suggestions on what an expanded EPR should look like. As well, stakeholders, such as municipal solid-waste authorities, have not reached consensus on how an expanded EPR would operate. Residents and businesses need clarity.”

In response, the Authority will be preparing and releasing a letter to the Honourable Andrew Younger, Minister of Environment, expressing concerns regarding the decision to delay the implementation of any extended producer regulations. All stakeholders are carefully following this very important issue and more details will be released as they become available.

**The Last Re-Sort Reuse Centre**

The Last Re-Sort Reuse Centre will be moving to the Western Management Centre in Lawrencetown on October 24th. Staff will be collecting items at the transfer station ahead of the event and opening the Reuse Store from 3:00pm-6:00pm. The Last Re-Sort Reuse Centre operating on Saturday mornings in the basement of the Administration Office is proving to be very popular and a great success. As in previous years, the Reuse Exhibit event is once again being held during the morning of October 17th in the administration offices. This event has proven itself to be very successful and all are encouraged to pop in to see the amazing level of Valley talent.

**MyWaste App**

The “MyWaste” mobile app and website plugin is now live on the VWRM website! The app can also be downloaded at the Apple Store and Google Play for use on most mobile devices. This exciting new initiative will allow registered users instant access to regional waste-resource management information and collection schedules based on their civic address.

Please encourage your residents to take advantage of this innovative communications tool.

**Fall clean-up**

Once again, a reminder to all that while not in the 2015 Waste-Resource Management Calendar, the Authority has re-instated and will be offering the Fall Clean-up Service. This service will run from September 21-October 23. All efforts are being made to ensure awareness across the Region. More information can be obtained by calling Valley Waste at 902-679-1325 or toll free 1-800-927-8300.

**Wind turbine project**

The Authority’s wind turbine project continues to successfully move forward. The site has now been made ready for the delivery and installation of the components of the Turbine which will take place on September 28 and 29th, essentially a month ahead of the envisioned schedule at the time of budget development. Staff will be facilitating the coordination of a public relations event regarding this exciting project to include invited media representatives following the Authority’s October meeting. More information will be released as it becomes available and anyone interested is encouraged to plan to attend.

**UPCOMING MEETING**

The next meeting of the Valley Region Solid Waste-Resource Management Authority will be held on **Wednesday,** **October 21, 2015** beginning at 9:00am in the Board Room.
SUMMARY

VWRM Request for Partner Input – Operating Reserves

In the VRWM Authority update included in the September COW agenda, it was noted that the Authority passed a motion asking Authority representatives to discuss this matter with their respective Councils and to bring findings back to the Authority during the September meeting. The Authority will determine if establishing a reserve fund is agreeable to partners.

Although the request was for Councils to provide feedback in time for the VRWM meeting in September, there was not consensus at Wolfville COW as to the appropriateness of the VRWM request to have operating reserves. Direction was given to Wolfville staff to provide more background information with regard to the issue and a recommendation on the subject.

This RFD contains information that the Director of Financial Services feels is relevant, and which support the recommendation and related draft motion.

DRAFT MOTION:

That Council support further research by VRWM into the establishment of an operating reserve and that no reserve be approved by VRWM until they have provided the funding partners with:

- A dollar limit to be placed on the reserve accumulation,
- Criteria that contribute to an annual surplus that will result in those funds not being considered for the reserve,
- Criteria that provide the guidelines on when and how the operating fund reserve can be utilized.
1) CAO COMMENTS
The CAO supports the recommendations of staff.

2) LEGISLATIVE AUTHORITY
Inter-municipal agreement enabling the service corporation Valley Region Solid Waste Resource Management Authority, and the related Authority by-laws.

3) STAFF RECOMMENDATION
That the Town Wolfville support VRWM researching the idea of establishing an operating reserve, but final approval to allow the establishment of such a reserve requires:

- A review and acceptance of the limits to be placed on the accumulation of any such reserve;
- A review and acceptance of the criteria (should be by way of policy) permitting withdrawals from the reserve
- That annual results, outside of those allocated to an operating reserve, continue to be redistributed back to the Authority member municipalities.

4) REFERENCES AND ATTACHMENTS
- VRWM Audited Financial Statements, March 31, 2015 and previous years.

5) PURPOSE OF REPORT
This report has been prepared to assist Council in determining the appropriateness of allowing one of its service partners to establish an operating reserve.

6) DISCUSSION
The concept of operating reserve funds is not new to municipal councils, as it is an established approach used to help ensure financial stability for municipal units. The use of reserves is covered under best practice guidelines reviewed as part of a Municipal Finance Corporation initiative a few years ago, and the topic has been covered by the Government Finance Officers Association (GFOA).

The issue to be considered here is whether it makes sense for a regional service arm of a municipality to maintain such a reserve or whether surplus funds should be returned to the respective partners. I have checked around with other finance directors to see what their position is/will be on this issue. It has also been a topic of discussion for a number of years with regard to VRWM.

I have confirmed from one that their position is that the Authority should not have an operating reserve. Points raised were:

- Reimbursement of surplus funds to partners simply puts each municipal unit back to the same financial position they would have been had the budgeted amount matched actual results to the dollar. It’s important to note that if VRWM has a deficit in a given year, the Town would have to
pay its share of that deficit to the Authority to bring their books back to even (similar to what has occurred with Kings Transit). This puts all parties in the same place had the budget estimates matched actual results.

- Added flexibility is retained by the municipal units if all surpluses are reimbursed.
  - A municipality could simply put the dollars returned in a reserve of their own to be used at a future date to offset increased costs of waste management services.
  - Utilize the funds in their own operation/accumulated surplus to deal with mounting pressure on all expenditures.

Although VRWM can be viewed as one of “our departments” providing a municipal service, it is also a legally separate entity with a mandate that extends beyond each individual partners borders. As a separate entity its financial pressures and need for working capital go beyond being simply an extension of one of our departments. This, in my opinion, contributes to their auditor’s recommendation to establish such a reserve. Establishing an operating reserve will allow VRWM added flexibility in managing their year over year budget pressures, without necessarily requesting increased budget contributions when their costs increase unexpectedly. Indirectly this can contribute to more normalized year over year pressure on each contributing partner’s budget.

In my opinion, part of the issue revolves around;

- how often VRWM realizes surplus results,
- to what dollar level those surpluses are, and
- what are the factors that contributed to the surplus results?

The answers to these questions impact how much leeway VRWM should have in retaining any surplus funds. A brief summary actual results over the last few years answers the first two, while answers to the third question are related to the limitations that should be put in place on a go forward basis, should the Authority be permitted to establish the operating reserve.

- Surplus reimbursement to partners, per policy have been
  - March 31, 2015 results $399,881
  - March 31, 2014 $80,507
  - March 31, 2013 $140,592
  - March 31, 2012 $262,854
  - March 31, 2011 $92,788
  - Average over 5 years noted $195,300 (approx. 2% of operating budget)
  - 5 Year Total $976,622
I did not go back any further than five years; however my recollection is that the surpluses continue each year back for at least 5 or six years. Part of the rationale why some feel all surplus results should be returned is that there has been a pattern of over contributing through the budget process, and then awaiting the return of funds after the fact. Given the budget pressures faced by all municipal units, having those funds “in-house” may be relevant to budget decisions being made.

For Wolfville, the 5 year average above equates to a $12,500 return of excess contributions annually or approximately 1/3 of a cent on the general tax rate. That figure is not significant (on its’ own) within the Town’s $9.5 million budget, but it could be impact decisions if Council is trying to hold expenditure increases to a given level.

As noted above, there was a third bullet that noted the contributing factors to any given surplus as an important part of this issue. For example, if a surplus was the result of global over estimating expenses in the budget, then it seems fair to return that surplus to the partners. On the other hand, if the surplus resulted from a timing issue around additional program revenues/grants received by VRWM, and those grant funds make sense to apply to a VRWM program, then it may make more sense for that surplus to stay with VRWM to use in the next fiscal year.

Since there is a difference of opinion, both from members of individual councils and respective finance representatives, the decision/recommendation is not clear cut. However at this stage, a reserve is not being established, but rather further work on what that reserve might look like will be carried out.

The ability of VRWM to manage their budget pressures, and thereby provide some consistency in their annual budgetary requirement from partners, is important. If left to each partner to manage those surplus funds, the likelihood that one (or more) partners may not be in a position to deal with a jump in costs (in a given budget year) increases. This can contribute to uncertainty for VRWM to continue a preferred service, only to have that service re-established the next year, e.g. fall clean up. Ultimately this impacts our residents and businesses as predictability services is appreciated.

Allowing the review of establishing an operating reserve to continue could lead to a system that alleviates some of the annual budget pressure for both VRWM and the Town of Wolfville. However, key to this will be:

- Establishing a reasonable limit on what the reserve balance can accumulate to. Final approval should not be given until this figure has been researched and considered by each of the partners.
- Considering whether any surplus can be used as part of the reserve, or whether limitations be put in place that require determining why there was a surplus result.
- Establishing the mechanisms that allow VRWM to utilize the fund, which will most likely be tied to the budget process.
7) FINANCIAL IMPLICATIONS
Detailed above.

8) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS
N/A

9) COMMUNICATION REQUIREMENTS
Communicate Council’s decision to VRWM. No further action would be required at this time.

10) ALTERNATIVES
The variations on what dollar level, what restrictions, etc. should be applied to a possible reserve are numerous. VRWM should come back to its funding partners once it has researched/determined valid alternatives for their case.
1) UPDATE

The Eco-Kings Action Team met on Tuesday, September 8, 2015.

Sustainable Transportation

The Committee discussed whether it was prudent to pursue the Connect2 funding and if this would be the responsibility of a Sustainability Coordinator should the committee be successful in obtaining one for the area.

The Committee also discussed the perceived lack of funding for the rail trail – the section between Wolfville and Greenwich in particular is expensive to develop.

Scoping paper on possibility of a shared Regional Sustainability Coordinator

There is general interest in a coordinator position but CAOs would like proof that a coordinator would save their municipalities money.

Summer Coordinator

Councillor Mangle provided an overview of the summer coordinator position. There was some confusion over supervision within the Town of Wolfville and there were challenges reaching out to other municipalities. The Federal grant did not come in and subsequently Wolfville covered most of the costs of the position – as a result, most of the projects occurred in Wolfville.
Meeting Notes – Eco-Kings Action Team

Date: Tuesday, September 8, 2015
Place: Valley Waste-Resource Management, Kentville
Present: Brian Van Rooyen, Jane Bustin, Eric Bolland, David Mangle, Ross Maybee, Debbie Nielsen. Andrew Garrett
Regrets: Reg Newell, Jodie Noiles, Scott Quinn, Janet Whitman, Mercedes Brian.

1) Brian VanRooyen called the meeting to order at 1:05 p.m.
2) Summer Coordinator Discussion added to the Agenda under 4 c).
3) It was the consensus of the committee to approve the minutes of August 12, 2015.

4a) Sustainable transportation – The committee discussed whether it was prudent to pursue the Connect2 funding and if this would be the responsibility of a Sustainability Coordinator should the committee be successful in obtaining one for the area. Katelyn Bell wanted to pursue the Book-A-Bike concept through Connect 2 but the timing was poor. There were a couple locations set-up in Wolfville including Clock Park and Reservoir Park. Debbie Neilsen noted that there is funding through UNSM and $3,000 is available for projects that demonstrate a reduction in greenhouse gas emissions and the bike program would likely fit. The deadline for submissions is September 28. Funding from municipal recreation programs and community groups may be explored as well.

Action: Neilsen, Mangle, VanRooyen and Bolland to meet with Shannon Read, Recreation Coordinator for Wolfville to review the application.

The committee also discussed the perceived lack of funding for the rail trail. Bustin reported that the proposals received for the trail development were over budget so they are looking for volunteers to offset some of the project costs. Since the RFP included all aspects of the project they had to reject the proposals. The section between Wolfville and Greenwich in particular is expensive to develop.

4b) Scoping paper on possibility of a shared regional sustainability coordinator - VanRooyen reported that Katelyn Bell met with some CAO’s during the summer and the Town of Windsor has also expressed interest in a coordinator position. VanRooyen added that CAO’s would like proof that a coordinator would save their municipalities money. Neilsen participated in the meetings with CAO’s and Julie Glaser from Berwick and provided notes that could be included in a feasibility study. Neilsen will forward details electronically as well. The committee wishes to reach out to Leon de Vreede, Sustainability Planner for Bridgewater as de Vreede has the insight on day-to-day roles and responsibilities of the position.

Action: Committee members will reach out to de Vreede and try to arrange for a meeting with members of the committee and a CAO from one of the municipalities.

4c) Summer Coordinator discussion – Mangle provided an overview of the summer coordinator position. There was some confusion over supervision within the Town of Wolfville and there were challenges reaching out to other municipalities. The Federal grant did not come in and subsequently Wolfville covered most of the costs of the position. As a result most of the projects occurred in Wolfville. The bicycle program and scoping work was useful, however the position could have been better utilized with more funding and regional cooperation.
5a) Roundtable discussion from members – Garrett and Maybee reported that their wind turbine is expected to be erected at the end of September. Bustin reported that 4 turbines are being erected in West Hants in partnership with the Towns of Mahone Bay and Antigonish. They are expected to be operational in October.

Next Meeting Time: The next Eco-Kings meeting will take place on Wednesday, October 14 at 1:00 pm. Location TBA.

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Recording Secretary – Andrew Garrett
1) UPDATE

A VCFN Board meeting was held on September 28th during which the Minutes from the August 21st board meeting were approved. Draft minutes from the September 28th meeting are attached to this report.

After consideration of responses received to the Legal Services Request for Proposals (RFP), a motion was passed to engage the services of BTWlaw to act as the solicitor for the VCFN.

As an overview of the Network Status Report, Bruce MacDougall (IAI) noted that there had been no fibre failures during the previous period.

Also included with this Report are the following documents:

- VCFN Construction: How it is done, and
- VCFN Outside Plan Construction Process for Third Parties
1. **Call to Order:** The meeting was called to order by the Chair at 1:35 p.m. A quorum was present. Board members in attendance were:

Don Clarke (Chairman, Mayor Town of Berwick)
Dale Facey (NSCC) (via conference call)
Gary Doucette (Acadia University)
Shirley Pineo (Councillor, West Hants)
Dave Seeley (Councillor, Town of Windsor)
Hugh Simpson (Deputy Mayor, Town of Wolfville)
Jim Winsor (Councillor, Municipality of Kings County)

Also present were:
Louis Couthino, (Town of Windsor) Matt Povah (Town of Windsor)
Bruce MacDougall (IAI) Cris Shirrit, (Legal Counsel)
Mike McCleave (Village of Kingston)

2. **Approval of Agenda:** The agenda (document 100-10657-423) was approved following the addition under New Business of an item relating to the Town of Windsor. The in-camera session was moved to immediately follow item 3. (Winsor/Doucette)

3. **Minutes of the August 21st, 2015 Meeting:** The minutes of the previous Board Meeting (document 100-10657-419A) were approved following a motion. (Pineo /Seeley)

4. **In-Camera Session:** The meeting moved to an in-camera session (Pineo / Seeley) to discuss the following items:
a. Commercial Business  
b. Operations Partner RFP  
c. Legal Services RFP  
Following an in-camera discussion, the meeting resumed. (Simpson/Seeley). After consideration of responses received to the Legal Services Request for Proposals, a motion was passed to engage the services of BTWlaw to act as the solicitor for the VCFN. (Pineo/Simpson)  
Also following the in-camera discussion a motion was passed naming Don Clarke, Gary Doucette, and Bruce MacDougall to membership in a committee to consider recent business proposals made to the VCFN. (Pineo/Simpson)  
Jim Winsor leaves the meeting as planned in order to attend another function.  

5. VCFN Operations Reports:  
a. Reports  
   i. Network Status Report: Bruce MacDougall noted that there had been no fibre failures during the previous period. Bruce noted that a configuration error on IAI’s part caused a short Internet outage to Common Infrastructure customers. Fibre connectivity was unaffected.  
b. Proposals and New Business  
   i. Bruce MacDougall noted that the AREA wind farm project was complete and that billing would begin for October 1, 2015.  
   ii. Bruce noted that he would be making a presentation to the Village Commissions in October. Matt Povah noted that he had made his own presentation to the Village of Kingston on Monday September 21st.  
   iii. Bruce noted that he had been in contact with Keith Irving, the Kings South Member of the Legislative Assembly and that Mr. Irving would be discussing the use of the VCFN by the AVRSB with his colleagues and
with Provincial bureaucrats. Bruce noted that staff members from Labour and Advanced Education had apparently been making enquiries in the industry regarding the VCFN. Bruce to follow up.

6. **Fibre-optic Line Construction**: Bruce MacDougall made a presentation to the group outlining the steps and challenges encountered during the construction of fibre-optic lines. The presentation was to be circulated with the minutes.

7. **Terms and Conditions for Third Party Construction of Laterals**: Bruce MacDougall circulated a draft policy document regarding the terms and conditions that third party entities would be required to follow should the Board engage such entities to build VCFN laterals. The document was to be circulated with the minutes and considered at the next Board meeting.

8. **Sale of 87 Cornwallis Ave, Kentville**: The Chair and Bruce MacDougall noted that no formal notification had been received regarding the disposition of the VCFN repeater site in the Municipal Building following its sale to the Province of Nova Scotia. The Chair noted that there had been some informal comments to the effect that arrangements had been made to accommodate the VCFN repeater site. The Chairman agreed to contact the CAO of the Municipality to verify the status of this issue.

9. **Town of Windsor Expansion**: Matt Povah spoke regarding his proposal for an expansion in Windsor that would involve a cable overlash with about 700 metres of new cable with several termination points. This expansion would be funded by the Town of Windsor and would allow for the Town of Windsor to connect several new video monitoring and Wi-Fi sites to the existing network. It was expected as well that the expanded network would serve to encourage a Service Provider to bring commercial services to a medical clinic in Windsor that was currently underserved by Bell-Aliant and Eastlink.

A general discussion of strategy, operating expense, and policy took place. Gary Doucette noted his concern that the expansion of the VCFN would eventually entail increased costs and that he
was concerned about the long-term sustainability of the Network. Shirley Pineo noted the need for a policy concerning extensions and laterals, whether they be for commercial customers or existing VCFN members. Bruce MacDougall noted that small and medium-sized commercial customers are encouraged to obtain services from Telecom Service Providers who were using (and paying for) VCFN resources.

10. **Request for overlash construction by the Village of Kingston:** The chair noted that the proposal by Matt Povah to build an overlash fibre network for the Village of Kingston would be circulated to Board members. A phone or email poll of the Board members would determine if this proposal would be permitted to proceed.

11. **Adjournment:** A motion was passed to adjourn the meeting at 4:15 pm. (Seeley / Pineo)
VCFN Construction: How it is done
The following presentation outlines the process that occurs when a new segment of VCFN Network is built.

This includes:
- New laterals
- Changes due to roadway realignments, etc.
- Interconnections with other networks
Building fibre-optic cable networks involves attaching the cable to existing utility poles, passing cables through existing underground ducts, and placing cables “service drops” into end-user sites.

The planning process is intensive and requires engineering drawings, attachment requests and permits. The construction phase involves hazards (high voltages, traffic control) and requires good record-keeping.
Beijing:
Halifax:
The planning process involves obtaining permissions from owners to attach cables to their structures. Pole owners are:

- NSPI: NSPI owns the majority of poles
- Bell-Aliant: Bell owns some poles, and controls the communications space on all poles
- Property owners: ducts and aerial attachments at end-user sites require permissions.

Getting attachment permits requires that plans be drawn and submitted, routes and make-ready details negotiated, and permits issued.
Make-Ready is the process whereby the pole owner assigns a spot on the pole for the new cable and ensures that there is room to do this and that there are no safety hazards. It can involve rearrangements of other cables, the installation of anchors and guys, and evaluation of the state of repair of poles and equipment.
Constructing a fibre optic line involves several steps:

The first step is installing a steel messenger cable, 6 or 10 mm in diameter along the route. Every time there is a change in direction, a guy must be used to bring the forces to ground. This also requires anchors.
The next step consists of lashing the fibre-optic cable to the messenger cable (also called the “strand”). This also involves planning for and installing “reserve loops” at varying intervals along the cable.
Ellershouse: a new anchor and guy
The fibre-optic cable must be spliced to the existing cable, with careful attention to the allocation and routing of fibres. This is done by the splicing crew.
They work with splicing rigs, like this:
Splice sheets specify what fibres go where.
Next, the end-to-end fibre paths are tested using an Optical Time-Domain Reflectometer (OTDR) set. Results look like this:
### VCFN Construction Notification

#### Project Details
- **Project #:** 2666
- **Design Date:** 11.01.2013
- **Designer:** Ben Popwell
- **Device Type:** New
- **Device ID:** VCFN-WK-TRS2
- **Location:** Avonport WWTF, C-487 Oak Island Rd
- **OS Circuit:** 170.184-Avprt WWTF-Kntvl Rprr

#### Notes:
- Site may require a 2' x 2' Plywood Backboard for mounting closure.

#### Cable Table

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<th>Port</th>
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<th>Right Terminal</th>
<th>Color</th>
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#### Diagram Details
- **Location:** C-12511 Hwy 1
- **Existing VCFN Eagleback:** C12511
- **Distance:** 64m
- **Cable ID:** 24F
- **Notes:**WWTF at C-487 - Install new 12F SST Corning Fiber. Wireless Water Treatment Facility at C-487 Oak Island Rd. Existing cable for the wireless antenna installation at the building.
- **Notes:** Install new SPH-01P FPP on New 2' x 2' Plywood Backboard.
Thank-you.
Questions and Discussion

Bruce MacDougall
bruce.macdougall@internetworking-atlantic.com
VCFN Outside Plant Construction process for Third Parties

September 2015

This document outlines process and responsibilities for third parties who are authorized by the Board of the VCFN to undertake outside plant construction activities in relation to the VCFN network.

Third Party Project Manager:

The project manager will work with the VCFN Operations Partner (currently IAI) to complete the project. IAI will estimate its costs related to the project and submit the estimate to the VCFN Board and the third party project manager prior to the start of the project. IAI will revise its estimates should the scope of work change during the project.

The project manager will:

- Liaise with IAI regarding all aspects of the project and
- Ensure the following documents are submitted to VCFN via IAI at the beginning of the project:
  - Certificate of Insurance from third party indicating a liability amount of not less than $2,000,000.00 per occurrence, and naming the VCFN as an additional insured.
  - Copy of current Workers’ Compensation Clearance Letter.
  - Copy of current NSCSA registration letter or equivalent proof of OH&S program that complies with the NS OH&S Act and Regulations.
- Develop overall plan for project and submit to IAI for review and to VCFN Board for approval. The overall plan will include the surveyed route, pole/duct ownership, make-ready estimate, construction plans, splice sheets and budget.
- IAI will provide cable segment and splice closure designation numbers for all cables, termination enclosures, and splice closures.
- Advise IAI of requirements to interconnect with VCFN fibres. All interconnection of fibre segments with existing VCFN cables and fibres must be undertaken by IAI and will be included in the IAI estimate.
-Submit attachment requests to Bell and NSPI on behalf of VCFN. Receive cost estimates from Bell and NSPI regarding make-ready requirements, construction plans, and scheduling. Make payment on behalf of VCFN to Bell and NSPI for make-ready work. Submit copies of make-ready quotes and invoices to VCFN via IAI.

-Advise IAI of proposed construction dates. Obtain cable tags from IAI. Arrange for traffic control, Right of Way access permits, building access, etc.

-Following the construction, submit as-built construction drawings and fibre test results to the VCFN via IAI.

Documents:

The Third Party project manager must submit the following documents to the VCFN via IAI. Except for the test report, documents must reach the VCFN prior to the start of construction.

-Bell Aliant SSR: Support Structure Request to Bell-Aliant. Licensee is the VCFN.

-NSPI JU Request: Support Structure request to NSPI. Licensee is the VCFN.

-Construction Plans and Construction Routing Diagrams: Construction plans must use standard symbols and contain information blocks for metre marks at appropriate points. Cable metre mark information must be returned with as-built drawings.

-Construction Notes: Construction notes must accompany construction plans.

-Splice Design: Splice sheets indicating which fibres are spliced and terminated.

-Test reports: Fibre test reports and OTDR traces must be returned. Fibre test report must contain attenuation along each segment at 1550 nm and 1310 nm.
1) UPDATE

The Planning Advisory Committee (PAC) met on September 30, 2015.

- At this meeting the PAC acted as the Heritage Advisory Committee (HAC) for the Library Roof project. There was a presentation with three options for repair. The HAC moved to accept roofing option no. 3 with a positive recommendation to Council with the colour of the shingles as close to the original colour as possible.

- The PAC discussed the status of the Christie House. The Christie House is one of the oldest heritage buildings in the Town of Wolfville. There is a developer who is currently in negotiation with Acadia University to relocate the home to another space within the town. If this is not successful, Acadia University applied to de-register the home three years ago (there is a three year waiting period) and the building will be demolished.

- The MPS review consultation week took place September 23-26 and was a very busy, successful week. The ‘IGNITE’ session that took place at Whittle theatre was a great night with the following evening’s ‘CREATE’ workshop less attended but with great conversations. It was determined there are four groups that require future engagement:
  - Development Community
  - Landlords
  - Disenfranchised persons
  - Seniors

Consultation will continue in January 2016 with FOTENN representatives returning for additional workshops, consultations and information gathering.

To ensure the PAC members understand the process and policies involved in the MPS review and in order to weigh in on them properly, the PAC is planning an all-day session within the beginning weeks of December.

The next meeting of the PAC will take place on November 2, 2015, 1:30 PM in Council Chambers.
SUMMARY

RE-SHINGLING OF LIBRARY ROOF (21 ELM AVENUE)

For Council to consider the Heritage Advisory Committee (HAC) recommendation regarding the re-shingling of the library roof at 21 Elm Avenue.

HAC Motion (September 30, 2015):

*MOTION: IT WAS REGULARLY MOVED AND SECONDED THAT THE HERITAGE ADVISORY COMMITTEE forward roofing Option #3 (Diamond Shaped Metal Shingles) to Council with a positive recommendation with the colour of the shingles as close to the original as possible.*

*MOTION CARRIED*

DRAFT MOTION:

That the Committee of the Whole recommend that the recommendation of the Heritage Advisory Committee move forward for a decision from Council on October 20, 2015.
REQUEST FOR DECISION #068-2015
Library Roof Re-shingling (21 Elm Avenue)
Date: October 6, 2015
Department: Community Development/Public Works & Parks

1) CAO COMMENTS
None required. This is a recommendation from the HAC.

2) LEGISLATIVE AUTHORITY
The Nova Scotia Heritage Property Act defines the process for the approval of alterations to a municipally registered heritage property. See attached HAC Staff Report.

3) PAC RECOMMENDATION
HAC Motion (September 30, 2015):

MOTION: IT WAS REGULARLY MOVED AND SECONDED THAT THE HERITAGE ADVISORY COMMITTEE forward roofing Option #3 (Diamond Shaped Metal Shingles) to Council with a positive recommendation with the colour of the shingles as close to the original as possible

MOTION CARRIED

4) REFERENCES AND ATTACHMENTS
- HAC Staff Report dated September 30, 2015 (attached)

5) PURPOSE OF REPORT
For Council to consider the recommendation of the HAC.

6) DISCUSSION
The Wolfville Public Library is a municipally registered heritage property. The roof of the building is in need of re-shingling. The application was reviewed by the Design Review Committee on July 10, 2015 and the HAC reviewed the Staff report on September 30, 2015. The HAC provided a positive recommendation for Option #3 (Diamond Shaped Metal Shingles) and now the issue is in front of Council for initial consideration. A decision by Council is required, pursuant to the Heritage Property Act, to undertake substantial alterations to a municipally registered heritage property.

Issues identified by HAC

The issues identified by the Heritage Advisory Committee during their September 30, 2015 meeting are outlined here for Council’s consideration:

1. Colour – The draft motion presented by Staff to HAC was amended to ensure the colour of the roof is as close to the original colour as possible. Staff will endeavor to determine the original colour and match the shingles accordingly.

2. Budget - A question was raised on whether Option #3 would be within budget once the HST is calculated. The total cost of Option #3, with the amount of HST the Town pays included, is $141,872.71, within the $150,000.00 budget allocated by Council.
3. **Snow Guards & Public Safety** – Aesthetic concerns were raised over having to place a snow guard on each shingle. To ensure public safety, this was the recommendation from the expertise of the project architect hired by the Town. The snow guards will be powder coated to match the colour of the shingles which should minimize aesthetic impacts.

4. **Warranty** – A question was raised as to whether the warranty of the shingles would be impacted because of the snow guards. It was confirmed at the meeting by the Director of Public Works that the warranty would not be impacted.

The staff report presented to HAC (attached) provides further information for Council’s consideration.

7) **FINANCIAL IMPLICATIONS**

The cost (with HST) of the recommended Option #3 (Diamond Shaped Metal Shingles) is $141,872.71 within the $150,000 budget allocated by Council in the 2015-2016 budget.

8) **REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS**

Full policy review provided in the attached HAC Staff Report.

9) **COMMUNICATION REQUIREMENTS**

The process for altering a municipally registered heritage property is defined by the *Heritage Property Act* with no public hearing required.

10) **ALTERNATIVES**

1. COTW forwards the application to Council to refer application to the Heritage Advisory Committee with specific direction or questions for consideration.

2. COTW forwards application to Council with a recommendation not to proceed with roofing Option #3.
REPORT TO HERITAGE ADVISORY COMMITTEE
Alterations to Registered Heritage Building:
Wolfville Public Library (21 Elm Ave)
Date: September 30, 2015
Department: Community Development

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<th>Town of Wolfville</th>
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<tr>
<td>PROPOSAL</td>
<td>To re-shingle the roof on the Wolfville Public Library</td>
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<tr>
<td>LOCATION</td>
<td>21 Elm Avenue (Wolfville Public Library)</td>
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</tr>
<tr>
<td>SURROUNDING USES</td>
<td>Commercial, Residential, Industrial/Commercial</td>
</tr>
<tr>
<td>NEIGHBOUR NOTIFICATION</td>
<td>None to-date</td>
</tr>
</tbody>
</table>

1) PROPOSAL
To replace the existing roof shingles on the Wolfville Public Library.

2) STAFF RECOMMENDATION
Staff recommends that the Planning Advisory Committee provides a positive recommendation to Council in support of Roofing Option #3 (Diamond shaped metal shingles), consistent with relevant policy and the recommendation of the Design Review Committee.

3) PROCESS
The Nova Scotia Heritage Property Act and the Wolfville Heritage Property By-law define the process for the alteration of a Municipally Registered Heritage property. The application must be referred to the Heritage Advisory Committee (Planning Advisory Committee for the Town of Wolfville) for its recommendation before going to Council for a decision.

4) BACKGROUND AND CONTEXT
The Wolfville Railroad Station, now the Wolfville Public Library, is one of Nova Scotia’s few remaining brick railway stations. The building was built in 1912 to replace the previous wooden rail station that was destroyed by fire in 1911. The building illustrates the importance of the railway to our economic
and cultural history. From the 1860s through to 1990 the railway transported everything from apples to university students to and from our Town. The station was abandoned in 1990 by Dominion Atlantic Rail after passenger service in the valley was discontinued. The Town of Wolfville took ownership of the property in 1992 with the Wolfville Public library opening in the building in June of 1993 after significant restoration/renovations were carried out. The property was registered as a Municipally Registered Heritage Property on June 28, 1993. Figure 1 below provides a context map showing the location of the property.

The library roof with its original angled roof design and mix of original asbestos-cement shingles and replacement plastic shingles was recognized as a character defining element as part of its designation as a Municipally Registered Heritage property (see Attachment 1 for full designation information). The roof is currently beyond its life expectancy, has experienced minor leakage issues, and is due for replacement. Figure 2 below shows the roof as it stands during August of 2015.
In the spring of 2015 the Town hired Harvey Freeman of Fowler Bauld & Mitchell Architects to create a tender package and construction drawings for 3 different roofing options:

1. Laminated Asphalt Shingles (standard rectangular shingles)
2. Diamond shaped laminated asphalt shingles (example below)
3. Diamond shaped metal shingles (example below)

![Diamond shaped metal shingles example](image)

The tender for this project closed July 17, 2015. The budget for the project was approved by Council in the 2015-16 budget at $150,000. The detailed roofing options, along with prices, are now being brought to the Heritage Advisory Committee for their consideration and to provide a recommendation to Council, as per the Heritage Property Act.

**5) POLICY REVIEW AND DISCUSSION**

The Nova Scotia *Heritage Property Act* and the Town of Wolfville’s Heritage Property By-law are the primary policy considerations that guide decision making for this type of application. Architectural Control Requirements are also included in the Land Use By-law. Relevant policies are included here:

*Heritage Property Act*

17 Approval to alter or demolish municipal heritage property:

(1) Municipal heritage property shall not be substantially altered in exterior or public-building interior appearance or demolished without the approval of the municipality.

(2) An application for permission to substantially alter the exterior or public-building interior appearance of or demolish municipal heritage property shall be made in writing to the municipality.

(3) Upon receipt of the application, the municipality shall refer the application to the heritage advisory committee for its recommendation.

(4) Within thirty days after the application is referred by the municipality, the heritage advisory committee shall submit a written report and recommendation to the municipality respecting the municipal heritage property.
(5) The municipality may grant the application either with or without conditions or may refuse it.

(6) The municipality shall advise the applicant of its determination. R.S., c. 199, s. 17; 2010, c. 54, s. 13.

When looking to what is ‘substantial’ we refer to the guidelines for determining substantial alterations from the Province’s guide to registering heritage properties. This guide defines a ‘substantial alteration’ as “any change that alters in an important way the exterior appearance of a registered heritage property.” Specifically stated are:

- Any change in the exterior surface material; and
- Any alteration of a feature identified at the time of registration as especially interesting, very rare, or unique.

The replacement of the library roof is considered a substantial alteration as it impacts a character defining element outlined in the heritage designation (see Attachment 1). When an alteration is substantial, the following factors are stated in the guidelines and should be considered in making any recommendation(s) or decision on the request:

<table>
<thead>
<tr>
<th>Guideline</th>
<th>Staff Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>The purpose of the request, such as for restoration to a particular period or for recycling or rehabilitation.</td>
<td>The request is for the rehabilitation (reshingling) of the roof.</td>
</tr>
<tr>
<td>The materials used, which should be in conformity with the identified style, but modern or more economical substitutes may be approved for use.</td>
<td>The recommended Option #3 has been reviewed by the Design Review Committee which includes expertise on the built heritage of the Town. Option #3 maintains the heritage character by maintaining the look/feel of the current roofing material.</td>
</tr>
<tr>
<td>The comparative costs of various alternatives.</td>
<td>Comparative costs included below, including life cycle costing.</td>
</tr>
<tr>
<td>The effects on the neighbouring environment of the requested alteration.</td>
<td>No impacts anticipated.</td>
</tr>
</tbody>
</table>

**Heritage By-law**

The Heritage By-law provides authority to the Planning Advisory Committee/Heritage Advisory Committee to make recommendations to Council under the Heritage Property Act. Part 4 of the By-law states:

4.0 The Planning Advisory Committee shall assume responsibilities under the Heritage Property Act and may advise Council respecting:
(b) an application for permission to substantially alter or demolish a municipal heritage property;

**Municipal Planning Strategy & Land Use By-law**
REPORT TO HERITAGE ADVISORY COMMITTEE
Alterations to Registered Heritage Building:
Wolfville Public Library (21 Elm Ave)
Date: September 30, 2015
Department: Community Development

The property is designated Central Commercial in the Municipal Planning Strategy and states:

9.2.5 to establish architectural controls to include the area designated Central Commercial (CC) as set out in policies 12.1.2, 12.1.3, 12.1.4, 12.1.5, and 12.1.7 and to control alterations to the public façade of buildings through special provisions in the Land Use By-law.

The property is zoned Central Commercial (C-1) in the Land Use By-law. Section 12.6.3 states Architectural Control Requirements, specifically:

12.6.3.3 Additions and Alterations to Registered Heritage Buildings

Additions and alterations to registered heritage buildings less than 10% of the total floor area shall have a public façade similar to the existing building with respect to 12.6.3.1 a-h above.

12.6.3.1 New Buildings

New buildings less than 100 square metres shall have a public façade similar to a substantially intact pre 1930 building located within the C-1 zone with respect to:

(a) architectural style;
(b) building length to width ratio, and
(c) height; and
(d) roof shape; and
(e) appearance of exterior cladding and roof materials; and
(f) architectural details; and
(g) shape and size of doors and windows; and
(h) window area to wall area ratio.

Roofing Option #3 is deemed by Staff and supported by the Design Review Committee to be consistent with the relevant provisions from Section 12.6.3.1 of the Land Use By-law.

Heritage Railway Stations Protection Act

In 1992 the Wolfville Public Library, a former Canadian Pacific Railway Station, was designated as a Heritage Railway Station under the Heritage Railway Stations Protection Act (HRSPA). The HRSPA was proclaimed in 1990 and was a response to long-standing and widespread concern that Canada’s heritage railway stations were not being afforded an adequate level of protection. Only designated heritage railway stations that are still owned by a railway company under federal jurisdiction are subject to the HRSPA therefore the Wolfville Public Library, owned by the Town of Wolfville, is not subject to the provisions of the act. The HRSPA is administered by Parks Canada under the Historic Sites and Monuments Board of Canada.
6) DISCUSSION – ISSUES

**Price** – The tender pricing for all options are within the budget approved by Council ($150,000) with the construction costing for Options 2 and 3 as follows:

Option 2: Diamond shaped laminated asphalt shingles = **$73,760 +HST**
Option 3: Diamond shaped metal shingles = **$136,517** (including $9,000 for painting of snow guards) + HST

Based on information provided by the Town’s consultant, the asphalt shingles have an expected life cycle of 30 years and the metal shingles a life cycle of 50 years. There is minimal maintenance required with either shingle under normal conditions so these costs are considered equal for the two options and quite low. Based on this information the life cycle costing for the two options being considered are similar and the preferred diamond shaped metal shingle is recommended.

**Public Safety** – For Option #3, an additional cost, which has been included in the above mentioned construction cost, is incurred as a result of snow and ice guard being required on each and every shingle to ensure public safety around the building. An example is provided below in Figure 5. During design discussions it was determined snow and ice will slide on the Diamond Metal roof and one or two lines of guards close to the eave will not be sufficient to prevent snow from sliding to the ground. This building is in a pedestrian area where people may walk close to the building on all sides. The Town’s consultant has recommended installing snow guards on the whole roof at the top point of every shingle so snow can’t start to slide.

![Figure 5: example of snow guards](image)

**Sky lights and Ventilation** – It is estimated that the skylights on the west section of the building have been added within last 15-20 years. The sky lights were installed for ventilation purposes and are proposed to be removed with more efficient ventilation units installed. The consultant has proposed replacing the sky lights with new attic ventilators, to help eliminate potential leaks and improve attic
ventilation which affects the lifespan of the roof. The ventilators are proposed for the north side of the roof and can be located to reduce their visibility from the front (south side) of the building.

7) REVIEW FROM OTHER DEPARTMENTS
The proposal has been reviewed by other Town Departments and no concerns have been raised respecting the proposed development.

8) OTHER REVIEWS
Project Architects Review
The consultant architect hired prepares construction documents and also reviews the tender and supervises installation. The project architect felt either Option 2 or 3 would be acceptable.
REPORT TO HERITAGE ADVISORY COMMITTEE
Alterations to Registered Heritage Building:
Wolfville Public Library (21 Elm Ave)
Date: September 30, 2015
Department: Community Development

Design Review Committee

Meeting was held on July 10, 2015 at 10am. John Whidden, Michael Napier, and Kevin Kerr were in attendance. The following is a summation of the meeting:

- Option 1 was ruled out completely.
- Option 2 could be acceptable if Option 3 was not possible.
- Option 3 was the strong preference.
- Proposed ventilation was noted not to be ideal aesthetically. A compromise might be to slide down on roof to not be as visible.

9) CONCLUSIONS

Roofing Option #3 (Diamond Shaped Metal Singles) best maintains the heritage character of the overall building and is supported by the expertise represented on the Design Review Committee and through the Project Architect. When the life cycle costing of Option 2 and 3 are compared, the prices are close in terms of overall value. As such, Staff recommends to the Planning Advisory Committee that Roofing Option #3 be forwarded to Council with a positive recommendation.

10) ATTACHMENTS

1. Municipal Registered Heritage Property Information – Wolfville Public Library
ATTACHMENT 2
Railroad Station
21 Elm Avenue, Wolfville, Nova Scotia, B4P, Canada

Formally Recognized: 1993/06/28

OTHER NAME(S)
Railroad Station
Wolfville Memorial Library
DAR Station

LINKS AND DOCUMENTS
Wolfville Memorial Library web site

CONSTRUCTION DATE(S)
1912/01/01 to 1912/12/31

LISTED ON THE CANADIAN REGISTER: 2006/01/11

STATEMENT OF SIGNIFICANCE

DESCRIPTION OF HISTORIC PLACE
The Railroad Station is a two-and-a-half storey brick and stone building with a centre frontispiece on the south wall. The grounds surrounding the station are landscaped into parkland setting with adjacent parking. A local landmark, the station is a municipally designated building owned by the Town of Wolfville. The designation includes the building and property.

HERITAGE VALUE
Wolfville’s Railroad Station, one of Nova Scotia's few remaining brick railway stations, is valued for its historical association to the railway system in the Annapolis Valley and for its renovation by Wolfville citizens. Since its construction in 1912, built to replace the previous wooden rail station that was destroyed by fire in 1911, the Station illustrates the importance of the railway to the economic and cultural history of Wolfville. Since the 1860s through to 1990, the railway transported everything from apples to university students to and from the community.

In 1990, the Station was abandoned when the Dominion Atlantic Rail (D.A.R.) ceased passenger service in the Annapolis Valley. However, after months of community fundraising efforts, private donations, and support from the province and the Town of Wolfville, the station was purchased by the Wolfville Library Foundation. The Station was renovated for use as the town library in 1993. Structural features were either restored or replaced, including interior wood working and detailing. In 1994, the Foundation received the Heritage Trust of Nova Scotia Built Heritage Award for the Station’s restoration.

In its current role as library, the Railroad Station continues to function as a cultural meeting centre for Wolfville citizens. The Station’s Charlotte Coombs Hailey Community Room is used for non-profit and commercial meetings, classes, and workshops.
sources: Town of Wolfville Heritage Property Program files, Railroad Station file.

CHARACTER-DEFINING ELEMENTS
Character-defining elements of the Railroad Station include:
- unpainted brick building materials;
- medium hip roof with massive supports;
- sandstone sills and lintels on windows and doors;
- three skylights on west section;
- original-style eaves with modified crown moldings;
- original angled roof design with mix of original asbestos-cement shingles and replacement plastic shingles;
- mix of original and replica doors, windows, trim, wainscoting and oak banisters.

RECOGNITION

JURISDICTION
Nova Scotia

RECOGNITION AUTHORITY
Local Governments (NS)

RECOGNITION STATUTE
Heritage Property Act

RECOGNITION TYPE
Municipally Registered Property

RECOGNITION DATE
1993/06/28

HISTORICAL INFORMATION

SIGNIFICANT DATE(S)
n/a

THEME - CATEGORY AND TYPE
Developing Economies
Communications and Transportation
Building Social and Community Life
Community Organizations

FUNCTION - CATEGORY AND TYPE
CURRENT
Leisure
Library

HISTORIC
Transport-Rail
Station or Other Rail Facility

ARCHITECT / DESIGNER
Herbert E. Gates

BUILDER
n/a

ADDITIONAL INFORMATION

LOCATION OF SUPPORTING DOCUMENTATION
Inventory Site Form found at Planning and Development Services, Town of Wolfville, 200 Dykeland Street, Wolfville, NS B4P 1A2

CROSS-REFERENCE TO COLLECTION

FED/PROV/TERR IDENTIFIER
33MNS2000

STATUS
Published

RELATED PLACES
n/a

NEARBY PLACES

Emmerson Hall
Acadia University, Wolfville, Nova Scotia
Situated to the left of Carnegie Hall, Emmerson Hall is a two-storey, stone building whose ornate...

Carnegie Hall
Acadia University, Wolfville, Nova Scotia
Situated just beyond University Hall, Carnegie Hall is a large, two-storey, Neo-classical brick...

Acadia Seminary
1) UPDATE

The Town & Gown Committee met on Tuesday, September 29th, during which the Compliance Officer provided an update on the following issues:

a. Use of Private Security during September
b. Welcome Week preparations and activities
c. Messaging Coordination with University
d. Living off campus outreach
e. Development of the No Ride Sidewalk sign, and
f. Preparation of problematic property tracker

The Committee was updated by the CAO that as a follow-up to the Council-to-Council meeting in Sackville NB, Thursday, July 9, 2015, there will be a meeting hosted by Wolfville-Acadia in the on Friday, October 30th.

New to this committee meeting were the following:

- Patrick Difford, Acadia Director Safety and Security, and
- Fallis Thompson, representing Suzanne Gray
  - Noted that Liam Murphy had stepped down as ASU President and in the interim, Suzanne Gray was filling the position of ASU President

The next Town & Gown meeting is scheduled for October 27, 2015.

Attachment: 1

- Compliance Officer Summary Report 2015-09-29
SUMMARY

This is an overview of the Compliance Office’s activities since the last Town and Gown meeting on July 28th, 2015. The information supplied is to inform the Town and Gown Committee on the continuation of the pilot to use private security to increase the Town’s presence during active weekends. The A.S.U. and the Compliance Office have collaborated on a messaging project resulting in an Introduction to Community Living pamphlet and the supporting A.S.U web page. This report also details an eco-outreach project report from late August within the core area.

1) REFERENCES AND ATTACHMENTS
   Attached: Introduction to Community Living pamphlet.
   Attached: Sample of the No Ride Sidewalk sign

2) PURPOSE OF REPORT
   To provide updates on the following initiatives:
   a) Use of private security during September.
   b) Welcome Week preparations and activities.
   c) Messaging coordination with University.
   d) Living off campus outreach.
   e) No Ride Sidewalk sign.
   f) Development of problematic property tracker.

3) DISCUSSION

a) Private Security

The role of private security is solely to observe and report problem behavior. All reporting of incidents will be to the Royal Canadian Mounted Police by way of telephone to ensure the police are dispatched which also ensures a record of the event. Security will be responsible to submit a clear and separate report to the Town of Wolfville detailing observations and actions taken.

Historically, during September, there has been an increase of calls for security issues including noise, rowdiness and excessive drinking. This year is starting off differently than other years due to the early academic start. Acadia welcome week began on Saturday, August 29th, 2015 and ended on Saturday, September 5th, 2015, with the first football game of the year. This all happened before the Labour Day holiday.
INFORMATION REPORT
Updates from the Compliance Officer
Date: September 29th, 2015.
Department: Community Development

Security started on September 4th, 2015, continued on September 5th, 2015 and again on September 11th, 2015, with a two member security patrol on each day for the hours from 7 p.m. to 3 a.m. September 12th, 2015, included a four member security patrol for the same time period. The total hour of service for the four shifts was 80 hours.

The decision for the deportment of the security members as it related to the start of Acadia’s academic year. First year student often the largest group participating in Welcome Week. Staff anticipated that the majority of off campus students would not return until after Labour Day. All students should have returned by the weekend of September 11th, 2015 and an increased security presence was in place for Saturday, September 12th, 2015 which was anticipated as the first busy night of the 2015/2016 academic year.

Summary of the Private Security Reports

The Commissionaires NS security members reported that the parties observed within acceptable standards on September 4th and 5th. There was steady pedestrian traffic going and coming from the downtown core. There was an assault at the rear of the Anvil that security observed and they alerted the police to intervene.

The report for September 11th, 2015, from the Commissionaires NS security was short due to the heavy rain, which likely kept people off the streets. The shift ended early due to the weather. On September 12th, 2015, patrol reported a small gathering at 9:30 pm at a Prospect Street address and a small back yard gathering on Summer Street at 9:40 pm but neither were loud or disturbing. There was no reported escalation of noise from these parties. Patrol moved along three persons from the Harvest Gallery doorway at 9:55 pm. This was done upon request from the business owner due to previous property damage. Security reported they observed a large party on Gaspereau Avenue. The R.C.M.P. were already in attendance at 11:00 pm and dealing with the incident. At 11:40 pm there was a disturbance at the Anvil with R.C.M.P. on scene. Security patrols made without report until 1:10 am when the Anvil patrons exited the drinking establishment. This resulted in an increase of loud and intoxicated persons on the street for short time at approximately 1:45 am the patrol observed a plant knocked over near Subway on Main Street but no suspects. Security completed duty by monitoring pedestrians in and around the core patrol area.

The next use of private security is planned for Homecoming on October 16th and 17th, 2015. The plan is for eight security officers over the two evenings resulting in 64 hours of foot patrol.

b) Welcome Week Activities

Welcome Week activities by Compliance include a visit to the A.S.U. Club Extravaganza on September 9th, 2015 from 5:00 pm to 7:00 pm and Paint the Town RED & BLUE event on September 12th, from 11:00 am to 3:00 pm.
c) Messaging Coordination with Acadia
Messaging has been prepared for all Acadia students starting with the 2025/2016 A.S.U. Student handbook. The Town portion of the handbook has been updated and there has been some additions to the handbook that target off campus issues. Sections that have been corrected with new information include the noise bylaw, solid waste resource management bylaw, waste collection and public parking. New sections include the property minimum standards bylaw and a section on pedestrian and bicycle safety.

A new pamphlet entitled *Introduction to Community Living* has been developed with the support of the A.S.U. Vice-President Communications, Suzanne Gray. The pamphlet covers topics of tenancy, property minimum standards, waste and collection, pedestrian and bicycle safety, noise in the community, and parking. The pamphlet topics are identified by staff as the most problematic in the community. The pamphlet has been used at the noted messaging events and at outreach opportunities of the Compliance Officer.

With the cooperation and support of the A.S.U., the *Introduction to Community Living* topics has been developed into the off campus housing website. The information has been included in the Town of Wolfville website.

d) Living off Campus Outreach

Staff started outreach in late August with the assistance of the Eco-Kings summer student, Kaitlyn Bell. All the properties on Linden Avenue, Summer Street, Acadia Street, Prospect Street and Gaspereau Avenue were approached to provide information on solid waste sorting and collection. This also offered an opportunity for introduction of the Compliance office to residents of the core area. There are plans for further outreach in the future.

e) No Ride Sidewalk Signs

The Eco-Kings summer project on chalk signs for the “no bike” on sidewalks and “walk your bike” on crosswalks seemed to have made a difference throughout the summer.
As requested by the Town and Gown Committee, staff investigated the use of permanent signage to communicate that bicycles and skateboards are not permitted on the sidewalk. The sign developed supports the Skateboard Bylaw and the Provincial Motor Vehicle Act on bicycle restriction on sidewalks. The sign cost without the erection on the street is approximately $24.00 each. Staff will be placing the signs this fall.
f) Development of Problematic Property Tracker

A departmental tracker has been developed for problematic properties. This tracker will allow all sections of the Community Development Department to be aware of the properties that cause harm in the community. If the issue is noise due to a large gathering, then there may be fire safety issues on participant numbers, property minimum standards and land use infractions. If there are solid waste issues then there could be property minimum standards and land use infractions. The focus on these properties will be a holistic approach to the issues.
Good neighbour habits and what you should know when you live off campus.

Residential Tenancies Act of Nova Scotia

Before you sign a residential lease, ask yourself; is this residence right for me? What is a residential lease? Obtain a Residential Tenancies Guide at www.novascotia.ca/rtas to assist in a positive renting experience.

Property Minimum Standards Bylaw

The purpose of this bylaw is to establish a set of minimum standards for properties in the Town of Wolfville and outline the responsibilities of tenants and property owners. Visit www.wolfville.ca, Bylaws & Policies can be found under the “Living in Wolfville” header.

Valley Waste Resource Management

The proper management of waste is a priority in Wolfville. Check out the Sorting Search engine online at www.vwrm.com, where you can also find the Wolfville Waste Collection Schedule.

Pedestrian and Bicycle Safety

The Town of Wolfville encourages safe, economical, healthy and fun bicycling by following the rules of the road governed by the Nova Scotia Motor Vehicle Act. Did you know it is illegal to bike on the sidewalk or to not wear a helmet? For more information, please visit novascotia.ca/sns/access/drivers/be-a-safe-bic/cclist.asp

Wolfville Noise Bylaw

The purpose of the Noise Bylaw is to prevent excessive noise in the Town of Wolfville. (Something to keep in mind while planning social events!) More details at www.wolfville.ca.

Parking in Wolfville

Acadia University provides parking on campus with the purchase of a permit. Check out Wolfville’s Parking Map under “Living in Wolfville” at www.wolfville.ca. Don’t forget to look at the Winter Parking Ban, effective from December 1st to March 31st.

This information is also available at http://theasu.ca/campus-life/off-campus-housing/. Questions? E-mail Wolfville’s Compliance Officer: bmacmury@gmail.com.
RESPECT SIDEWALK USERS

Skateboard Bylaw Chapter 70 (1) & Motor Vehicle Act section 171(2)
1) UPDATE

The RCMP Advisory Board met on Tuesday, September 29th.

As a follow-up to the Minutes of the previous June 30, 2015 meeting, the CAO provided an overview of the Functions of the RCMP Advisory Board, and presented a Draft Standard Operating Procedure to formalize the process of setting local policing priorities. The SOP was accepted by the RCMP Advisory Board, subject to further review by Insp MacNaughton.

The Compliance Officer presented an update on what data is being tracked through a tracking tool for Enforcement Case files in order to capture details regarding the complainant, investigative issues, and actions resulting from the investigation.

- Staff will be further investigating the development of performance measures as data is collected
- Staff will investigate the feasibility of updating and enhancing the Town of Wolfville website so as to more clearly identify the contact for registering complaints

S/Sgt Power provided a detailed overview of Wolfville specific actions within the Annual Performance Plan, noting that the Plan is a large plan that also incorporates all of Kings District. In updating the four priorities (Road Safety, Crime Reduction, Cybercrime, and Enhancing connections with First Nations Communities), noted that efforts were well on track.

During the Roundtable Discussion, the following issues were brought forward:

- Rainbow Crosswalk
  - As the Town of Wolfville traffic authority, S/Sgt Power received a letter from NS TIR regarding the rainbow Crosswalk at Main St and Linden Ave. As it is currently painted, S/Sgt Power stated that the sidewalk is considered to be unsafe and people could be in danger using the crosswalk
- Town of Wolfville Letter to Minister Whalen
  - Seeking support from the Minister of Justice in having the RCMP support enforcement of the Town of Wolfville’s Noise Bylaw
- Communications
  - Staff to follow up with ways in which to better communicate with the Public regarding policing activities within the Town of Wolfville

Selection and appointment of the Vice-Chair for the Board – Councillor Oldham was nominated and after no further nominations were put forward, accepted into the position of Vice-Chair.

The next RCMP Advisory Board meeting is scheduled for Tuesday, December 1, 2015.

Attachment: 1 (2015-08-04_Letter_NS TIR-Sgt Power_Re: Crosswalk Markings)
Sgt. Stephen Power
Traffic Authority, Town of Wolfville
363 Main St
Wolfville, NS
B4P 1A1

Dear Sgt. Power:

Re: Crosswalk Markings, Town of Wolfville

I am writing you today regarding the unique colour scheme used on some crosswalks within the Town of Wolfville.

It has been observed that a crosswalk on Main Street has been painted with a rainbow design. We commend Wolfville for supporting the LGBTI community and for taking an interest in crosswalk safety, however, we want to bring to your attention that this type of paint scheme does not follow the National and Provincial standards for crosswalk markings provided in the Manual of Uniform Traffic Control Devices for Canada (MUTCD).

The MUTCD provides two styles of crosswalks; Twin Parallel Line Crosswalks and Zebra Crosswalks. The lines on both are to be white. A sketch of these markings may be found in Figure C3-7 of the MUTCD. Application guidelines for these two types of crosswalks may be found in the Pedestrian Crossing Control Guide. Both of these publications are published by the Transportation Association of Canada (TAC) and if you do not already have them, are available at the TAC Bookstore.

Traffic Control Devices constitute a system for conveying messages to the road user. The uniformity and consistency of these devices is important so that drivers see the same messages no matter where they drive in Nova Scotia, or Canada for that matter. The use of pavement markings other than white for crosswalks may not be recognized by drivers as a crosswalk or show up properly at night.

If you have any questions regarding the application of traffic control devices, I would suggest either myself or our District Traffic Supervisor in Western District, Joe Crowell. Joe is based in New Minas and can be reached at 902-679-4308 or joe.crowell@novascotia.ca.

Sincerely,

Michael Croft, P. Eng.
Provincial Traffic Authority

cc: Joe Crowell, District Traffic Supervisor, NSTIR
1) UPDATE

The Art in Public Spaces Committee met on September 8, 2015. This meeting focused on the project charter development of the Clock Park Water Feature. The aim of the APS committee is to have the Project Charter in front of COTW at the November 2015 meeting. It is the goal of the committee to move the project forward and have an RFP completed and awarded prior to the end of the fiscal year (March 31, 2016). A two month timeline is expected for receipt of RFP submissions from interested artists.

Landscape Architect, Angela Morin, will be contacted about this project as she was the original architect on the development of Clock Park.

The RFP will include all necessary details including, but not limited to, timelines, location of water feature, maintenance requirements, etc..

The committee had a brief discussion surrounding the Mona Parsons statue sharing that the February holiday in 2017 will be named Mona Parsons Day. This may coincide perfectly with the unveiling of the Mona Parsons statue that is already in the works for the Town!

The next meeting of the APS committee will take place on October 22, 2015, 3:00 PM in council chambers.
SUMMARY

RECORDS MANAGEMENT POLICY

The purpose of the Records Management Policy is to establish effective management control and administration over the receipt, creation, use, maintenance, storage and ultimate disposition of all information, regardless of format, and to do so in a flexible manner that is user-friendly and tailored to meet user needs.

The Town adopted a Records Disposal Policy in April 1999, amended October 2012 to provide guidance for disposing of municipal documents. The adoption of a Records Management Policy will supersede the Records Disposal Policy and provide guidance for both the destruction and management of municipal documents.

DRAFT MOTION:

That Council adopts the Records Management Policy (120-013) for the Town of Wolfville.
1) **CAO COMMENTS**

The CAO supports the recommendations of staff.

2) **LEGISLATIVE AUTHORITY**

Section 34 of the Municipal Government Act states that “Council may adopt a policy for the management and destruction of records.”

3) **STAFF RECOMMENDATION**

Staff recommends the adoption of a Records Management Policy to supersede the Records Disposal Policy effective April 19, 1999 and amended October 15, 2012. The new policy provides guidance for both the destruction and management of municipal documents.

4) **REFERENCES AND ATTACHMENTS**

- Freedom of Information and Protection of Privacy Act
- Government Records Act
- Public Archives Act
- Municipal Government Act (MGA), Section 34 (Appendix A)

5) **PURPOSE OF REPORT**

The purpose of the Records Management Policy is to establish effective management control and administration over the receipt, creation, use, maintenance, storage and ultimate disposition of all information, regardless of format, and to do so in a flexible manner that is user-friendly and tailored to meet user needs.

6) **DISCUSSION**

Records Management is an integral component to the Town of Wolfville’s operation. In section 34 of the Municipal Government Act (see Appendix A), there is a provision for council to adopt a policy regarding the management and destruction of records.

The Town of Wolfville’s ability to effectively conduct business could be compromised without a systematic approach to the cataloguing, filing and retrieval of files; the protection of files from premature destruction; the safe and secure storage of files; and a system for the destruction of files once their value ceases.

The objectives of the Town of Wolfville’s Records Management Policy are:

- to ensure that Wolfville’s municipal staff maintain the records in their custody or under their control as an asset and resource, managed so as to maintain their usefulness, integrity, and
ability to support the delivery of programs and services, and as a reliable source of information about the actions of Wolfville’s municipal government;

• to ensure the accountability of Wolfville’s municipal government to the public by protecting and preserving the records documenting the decisions made by government and recording the rights of governments, corporations, and individuals;

• to ensure that records created and kept by the Town of Wolfville municipal staff provide an authentic, reliable, complete, and trustworthy record of government activity; and

• to reduce the time and effort necessary to locate documents needed for business and information purposes in order to increase government efficiency. Additional economy will be achieved through the disposal, non-retention, or non-creation of documents that duplicate existing records or that have no continuing role in relation to the Town of Wolfville’s municipal mandated functions.

The adoption of a Records Management Policy will supersede the Records Disposal Policy and provide guidance for both the destruction and management of municipal documents.

7) FINANCIAL IMPLICATIONS
Archived records will be stored in-house, therefore incurring no additional off-site storage costs.

8) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS
Strategic Priority 5: Efficient and Effective Leadership from a Committed and Responsive Executive and Administrative Team

9) COMMUNICATION REQUIREMENTS
Once adopted, the Town of Wolfville’s Records Management Policy will be promulgated to all Town Staff via MangoApps, and the Policy will be retained on file within the Town of Wolfville’s electronic document management system, Laserfiche.

The policy will also be posted to the Town’s website.

10) ALTERNATIVES
N/A
Records Management Policy

<table>
<thead>
<tr>
<th>Policy No. 120-013</th>
<th>Supersedes Policy No. 1221-24</th>
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<td>Effective Date</td>
<td>Approved By Council</td>
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<td>2015-10-06</td>
<td>2015-10-DD</td>
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1.0 Purpose

The purpose of this policy is to establish a Records Management Policy for the Town of Wolfville and as outlined in section 34 of the *Municipal Government Act*, to provide guidance with respect to the disposal of the Town of Wolfville municipal documents to ensure:

- Municipal documents/records are, as a minimum, retained for the length of time as outlined in the AMA Records Management Manual;
- Limited space and/or dollar resources are not unnecessarily utilized for archiving historical records; and
- That records are managed in a way that supports the efficient and effective functioning of the Town of Wolfville.

2.0 Scope

This Policy covers all records created and received by the Town of Wolfville. Its provisions extend to all staff conducting business on behalf of the Town.

3.0 References

3.1 [Freedom of Information and Protection of Privacy Act](#)

3.2 [Government Records Act](#)

3.3 [Public Archives Act](#)

3.4 [Municipal Government Act (MGA), Section 34](#)


4.0 Definitions

4.1 **Council** means the council of the Town of Wolfville.

4.2 **Designated Officer** means the person designated and authorized by the Chief Administrative Officer of the Town of Wolfville to act on behalf of the Town of Wolfville to manage and maintain the Records Management System. For the Town of Wolfville, the Designated Officer is the Director of Corporate Services.
4.3 **Manual** means the AMA Records Management Manual, second edition, as amended from time to time.

4.4 **Record** includes books, documents, maps, drawings, photographs, letters, vouchers, papers and any other thing on which information is recorded or stored by graphic, electronic, mechanical or other means, but does not include a computer program or any other mechanism that produces records.

4.5 **Records Management System** means an electronic or paper-based system used by the Town of Wolfville to manage the records of the Town of Wolfville from record creation through to records disposal.

5.0 **Policy**

5.1 **Records Management System Established**
The Records Management System of the Town of Wolfville is established and authorized from the effective date of this Policy.

5.2 **Compliance with Records Management System**
All records in the custody and control of the employees of the Town of Wolfville are the property of the Town of Wolfville. All records of the Town of Wolfville must comply with the Records Management System and this policy. All employees and management of the Town of Wolfville must comply with this policy.

5.3 **Designated Officer**
The Director of Corporate Services, is responsible for the management and maintenance of the Records Management System.

5.4 **Adoption of the Manual**
The Director of Corporate Services is authorized to adopt and maintain the Manual as part of the Records Management System. Records of the Town of Wolfville must be created, accessed, maintained and disposed of only as provided by the Manual. The Manual includes a Records Retention Schedule that prescribes the period of time that records are kept to meet the operational, legal, regulatory, financial or other requirements of the Town of Wolfville. The Records Retention Schedule also provides instructions as to the manner and time of the disposition of the record.

5.5 **Integrity and Authenticity Maintained**
The Records Management System must maintain the integrity and authenticity of records made or kept in the usual and ordinary course of business.

5.6 **Authorization to Amend Manual**
The Director of Corporate Services is authorized to amend the Manual.

5.7 **Disposal by Designated Officer**
When the Director of Corporate Services determines that the retention period for a given record described in the Records Retention Schedule has ended, the Director of
Corporate Services may allow the record to be destroyed or otherwise disposed of in accordance with the instructions outlined in the Records Retention Schedule and in consultation with stakeholders within the organization as detailed below:

5.7.1 Annually, the Town will dispose of records no longer required to be maintained by policy and/or law. Disposal will be carried out by way of shredding for paper documents and effective deletion/destruction of electronic records;

5.7.2 The following documents shall not be disposed/destroyed:
   • Minutes of Council, Committee of Council, Council Advisory Committees, or any committee/commission appointed by Council;
   • Town By-laws and policies; and
   • Assessment rolls

5.7.3 The destruction actions must always be authorized, allowing for staff to intercede if specific issues such as a government investigation, audit, freedom of information access request, litigation or legal claim require that destruction must be halted;

5.7.4 Records pertaining to any actual or pending government investigation, audit, freedom of information access request, litigation or legal claim should not be destroyed. There should be processes to impose a “legal hold” when specific requirements arise;

5.7.5 Records destruction should be undertaken in a manner that preserves the confidentiality of records, including the privacy of information about individuals;

5.7.6 All copies of records that are authorized for destruction, including security, preservation and backup copies, should be destroyed as soon as reasonably possible; and

5.7.7 Records will be maintained electronically to document the destruction actions.

Records that are required by an enactment to be kept, and all minutes, by-laws, policies and resolution of Council shall not be destroyed.

5.8 Policy Review
The policy will be reviewed every four years from effective/amended date.
SUMMARY

PROCLAMATIONS

To Council to consider the adoption of the Proclamations Policy 120-014 in order to ensure that the preparation and issuance of official Town of Wolfville Proclamations meet protocol standards of the Office of the Mayor.

DRAFT MOTION:

That Council adopts the Proclamations Policy (120-014) for the Town of Wolfville.
1) CAO COMMENTS
The CAO supports the recommendations of staff.

2) LEGISLATIVE AUTHORITY
Section 43(3) of the Municipal Government Act states that “council may adopt policies on any matter that the council considers conducive to the effective management of the municipality.”

3) STAFF RECOMMENDATION
Staff recommends the adoption of the Proclamations Policy No. 120-014

4) REFERENCES AND ATTACHMENTS
   • Proclamations Policy No. 120-014 (attached)

5) PURPOSE OF REPORT
The purpose of the Proclamations Policy is to ensure that the preparation and issuance of official Town of Wolfville Proclamations are issued in a consistent and expedited manner.

6) DISCUSSION
A Proclamation is the issuance, by the Mayor of Wolfville, of a pronouncement of importance and interest and/or benefit to a majority of the people of the Town of Wolfville concerning official Town actions such as public holidays, emergency measures and also may concern special non-commercial days and/or weeks or other time periods if these are provincially, nationally or internationally proclaimed or are aligned with such objectives and are deemed to be of interest or of benefit to a majority of the people of the Town of Wolfville.

The Town of Wolfville will issue, through the Office of the Mayor, official proclamations of events.

The Mayor is authorized to make any proclamation upon request and will consider each request for a proclamation.

The Mayor will refer to Council any request for a proclamation which he considers to be questionable.

7) FINANCIAL IMPLICATIONS
Not applicable

8) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS
Strategic Priority 5: Efficient and Effective Leadership from a Committed and Responsive Executive and Administrative Team
9) COMMUNICATION REQUIREMENTS

Once adopted, the Town of Wolfville’s Proclamation Policy will be promulgated to all Town Staff via MangoApps, and the Policy will be retained on file within the Town of Wolfville’s electronic document management system, Laserfiche.

The Proclamations Policy will be communicated to the Public via posting to the Town of Wolfville website.

10) ALTERNATIVES

N/A
Policy – Proclamations

Policy No. 120-014

1.0 Purpose
To ensure that the preparation and issuance of official Town of Wolfville Proclamations are authorized in a consistent manner.

To provide a constant standard for issuing Official Proclamations.

2.0 Scope
This Policy covers all Proclamations developed for the Town of Wolfville. Its provisions extend to all staff involved in the development and management of Proclamations for the Town of Wolfville.

3.0 References

4.0 Definitions
4.1 Proclamation. The issuance by the Mayor of Wolfville of a pronouncement of importance and interest and/or benefit to a majority of the people of the Town of Wolfville concerning official Town actions such as public holidays, emergency measures and also may concern special non-commercial days and/or weeks or other time periods if these are provincially, nationally or internationally proclaimed or are aligned with such objectives and are deemed to be of interest or of benefit to a majority of the people of the Town of Wolfville.

5.0 Policy
5.1 Issuance of Proclamations
5.3.1 The Town of Wolfville will issue, through the Office of the Mayor, official proclamations of events. Proclamations which fall into any one of the following groups will not be approved:

(a) Political parties or political organizations;

(b) Promotion of business or commercial enterprise;

(c) If the intent is contrary to corporate policies or bylaws;
(d) If the intent is to defame the integrity of the municipality; or

(e) If the event or organization has no direct interest or relationship to the municipality.

5.2 Responsibilities

5.2.1 The Mayor is authorized to make any proclamation upon request and will consider each request for a proclamation.

5.2.2 The Mayor will refer to Council any request for a proclamation which he considers to be questionable.

5.2.3 Council shall approve any amendments to this policy.

5.2.4 Any person, organization or a Town department wishing to make application for a proclamation will do so in writing at least fourteen (14) days in advance of the proposed signing date of the proclamation.

5.2.5 All applications for a proclamation:

(a) Will contain a draft copy of the wording of the proclamation;

(b) Will contain a brief statement in support of same; and

(c) May contain a special request to have the Mayor read and sign the proclamation at a specific location within the Town, e.g., in front of Town Hall, in order to further publicize the event.

____________________  ______________________
CAO or Town Clerk                        Date
SUMMARY

APPROVAL OF RECOMMENDATIONS

Staff have reviewed the recommendations from fifteen plans, reports and strategies dating back to 2008 that have been presented to, received or approved by Council and provide staff with direction when preparing budget and operation plans for Council. The purpose of the report is to provide an update on the status of each plan and determine if it is still relevant. The report also identifies a number of recommendations that are not relevant or of low priority (“Not To Be Done”) and staff should not spend time focusing on them. As well, it identifies recommendations that are not completed, but still relevant, and those are prioritized from highest to lowest and will be incorporated into the Town’s Operating Plan going forward.

Overall staff reviewed 567 recommendations of which 50% have been Completed/Operationalized, 24% are In-Progress, 14% are Not Completed but still relevant and 12% that will not be completed.

At this time Council is asked to review the two tables and forward the recommendations Not To Be Done and Not Completed – To Be Done to Town Council for approval. Staff will use the recommendations from Not Completed – To Be Done as appropriate (ranked 1 and 2) to develop the Operating Plan moving forward.

DRAFT MOTION:

That Council approve the recommendations “Not To Be Done” and “Not Completed – To Be Done” outlined in RFD 070-2015 based on the review of fifteen of the Town’s Plans, Reports and Strategies.
1) **CAO COMMENTS**
The CAO supports the recommendations of staff. This process has been instrumental in gaining an understanding of what has been implemented and what still has to be done.

2) **LEGISLATIVE AUTHORITY**
N/A

3) **STAFF RECOMMENDATION**
Staff recommends that Council approve not proceeding with the recommendations “Not To Be Done” outlined in RFD 070-2015 from the review of the Town’s Plans, Reports and Strategies as well as approve the priorities given to the “Not Completed – To Be Done” recommendations for inclusion in staff operating plans, as appropriate, moving forward.

4) **REFERENCES AND ATTACHMENTS**
- Plans, Reports, and Strategies Report (attached).

5) **PURPOSE OF REPORT**
This report is prepared to provide a highlight of the changes made to the Plans, Reports and Strategies Report presented to Council on September 15\(^{th}\) and to approve the list of recommendations Not To Be Done and Not Completed – To Be Done.

6) **DISCUSSION**
Staff have reviewed the recommendations from fifteen plans, reports and strategies dating back to 2008 that have been presented to, received or approved by Council and provide staff with direction when preparing budget and operation plans for Council. The purpose of the report is to provide an update on the status of the each plan and determine if it is still relevant. The report also identifies a number of recommendations that are not relevant or of low priority (“Not To Be Done”) and staff should not spend time focusing on them. As well, it identifies recommendations that are not completed, but still relevant, and those are prioritized from highest to lowest and will be incorporated into the Town’s Operating Plan going forward. Plans reviewed include:

- Commercial Development Plan, 2008
- Fiscal Sustainability Task Force Report, 2010
- Integrated Community Sustainability Plan, 2010
- Public Communication and Participation Plan, 2010
- Sustainable Transportation Plan, 2011
- Economic Action Plan, 2012
- Parks and Open Space Master Plan, 2012
- Municipal Alcohol Policies: Options for NS Municipalities, 2012
- Reclaiming and Sustaining Core Neighbourhoods, 2013
- Physical Activity Strategy, 2013
- Municipal Climate Change Action Plan (MCCAP), 2013
- Communications Plan, 2013
- Neighbourhood Opportunities for Wolfville (NOW) Report, 2013
- Core Area Action Plan, 2014
- Imagine Our Downtown – Moving from Vision to Action, 2014

A report card was prepared for each plan that provides a snapshot of what has been completed/operationalized, what has not to be done, not completed – to be done, moved forward and is 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 and is considered to be completed.
- **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.

Overall staff reviewed 567 recommendations of which 50% have been completed/operationalized, 24% are in progress, 14% are not completed but still relevant and 12% that will not be completed.

At a September 15, 2015 Special Committee of the Whole, Council were presented with two tables of recommendations; Not To Be Done and Not Completed – To Be Done. The objective of the meeting was to come to agreement that the recommendations under Not To Be Done were no longer relevant and
staff will not spend time focusing on them and the recommendations under Not Completed – To Be Done were still relevant and would be ranked from highest to lowest priority. Based on the discussion all recommendations under Not To Be Done were agreed to be irrelevant with the exception of:

- Imagine Our Downtown - The “Special Study Area” recommendation to be identified as an issue to be “Moved Forward” to the Core Area Action Plan
- MCCAP – The maintenance of the dykes be identified as “Not Completed – To Be Done” as Director Kerr indicated that the Town of Wolfville monitors the condition of the dykes within town limits, but that any upgrades are part of a longer term goal.

The recommendations under Not Completed – To Be Done were accepted as prioritized with the following changes:

- Raise the ranking of discussions with the University administration to identify opportunities to address the need for student housing
- Raise the ranking of the recommendation “to the extent possible, and where all required, agreements”
- Raise the ranking of creating a “Welcome to Wolfville” info package

Changes to the format of the tables and ranking where amended per Council’s input to reflect highest priority as 1 and lowest priority as 5.

At this time Council is asked to review the two tables and forward the recommendations Not To Be Done and Not Completed – To Be Done to Town Council for approval. Staff will use the recommendations from Not Completed – To Be Done as appropriate (ranked 1 and 2) to develop the Operating Plan moving forward.

7) FINANCIAL IMPLICATIONS
Financial implications related to the recommendations Not Completed – To Be Done will be identified during the budget process.

8) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS
Strategic Priority 5: Efficient and Effective Leadership from a Committed and Responsive Executive and Administrative Team

9) COMMUNICATION REQUIREMENTS
The Report Cards will be uploaded individually to the website.

10) ALTERNATIVES
- That Council not approve the recommendations as presented.
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 - To Be Done and those that are Not To Be Done. The Not Complete To Be Done table has been ranked from 1 to 5; 1 being highest priority and 5 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 - 26%

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

REPORT CARD as of September 2015

NOT TO BE DONE - 12%

Develop a Sustainable Waste Management Plan

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

NOT COMPLETED - TO BE DONE - 5%

Develop a Sustainable Stormwater Management Plan

MOVED FORWARD - 52%

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
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 locating in the town
- The Town should work with Kings County and Kentville to promote region o 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

The following recommendations are MOVED FORWARD to be considered in the Economic Action Plan:

- Work with the WBDC to identify and develop a small cultural facility/centre
- The Town and the WBDC should work with local businesses to reinforce the link to agricultural facilities, positioning Wolfville as the focus of a daytrip to the Valley from the Halifax region
- Position itself as a culinary destination - which might include the creation of a food and wine festival as part of the agriculture and artisan strategies
- Continue to work hard with key businesses such as grocery stores and pharmacies to ensure that they remain a viable part of the economy of downtown Wolfville
- 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
- Develop a wireless program for the entire downtown
- Explore partnering with the University on a Welcome Centre

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 to be Done - 11%
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.

### Not Completed—To Be Done - 11%
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.

### 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.
The following recommendations are MOVED FORWARD to be considered as part of an updated Economic Action Plan:

- Create an Action Plan to stabilize and increase commercial assessment in Wolfville.

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

- The examination of existing vacant serviced land will be reviewed as part of the Municipal Planning Strategy Review.

Recommendations NOT TO BE DONE:

- 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.
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 - 64%**
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 to be done - 7%**
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

**not completed - to be done - 7%**
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

**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 dyklands 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
REPORT CARD

PUBLIC COMMUNICATION & PARTICIPATION PLAN

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 - 78%
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 TO BE DONE - 4%
Paper copies of the agenda will be posted at Town Hall, in the Town Kiosks, Post Office and Library.

NOT COMPLETED - TO BE DONE - 7%
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

IN PROGRESS - 11%
Implement a tool/check list to guide the circulation of information supporting public participation processes
Deliver activities in support of the public communication and participation policies and frameworks
Support and align operations and service delivery with public engagement policies and frameworks

Received by Council on June 21, 2010
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
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%
- 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

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

NOT TO BE DONE - 15%
- 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.
- 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 and taxi stands should be established in the downtown area.
- Maintenance/upgrades to Woodland Trails (at Acadia)

MOVED FORWARD - 60%
- Student cycling programs should be enhanced
- Ensure traffic calming in the downtown commercial sector
- 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.
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

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)

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

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 TO BE DONE - 46%
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

NOT TO BE DONE - 4%
Develop a tourism strategy, target off peak times, and identify target markets
Explore how tax policy changes can spur re-development and new development

Maintain and enhance buildings with historical and architectural significance
Increase downtown commercial and residential density
Waterfront development plan - can it spur new opportunity

REPORT CARD as of September 2015
### ECONOMIC ACTION PLAN

#### REPORT CARD

<table>
<thead>
<tr>
<th>The following recommendations are MOVED FORWARD to be considered in the Downtown Development Plan:</th>
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<tbody>
<tr>
<td>• Waterfront development plan - can it spur new opportunity</td>
</tr>
<tr>
<td>• Increase downtown commercial and residential density</td>
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<td>• Develop and implement a streetscape design plan</td>
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<td>• Determine whether commercial and or light industrial zones in Wolfville can expand</td>
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<tr>
<td>• Maintain and enhance buildings with historical and architectural significance</td>
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<tr>
<th>The following recommendations are MOVED FORWARD to be considered in the Core Traffic Study:</th>
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<tr>
<td>• Evaluate impact of traffic flow changes on commercial and residential sectors</td>
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#### Recommendations NOT TO BE DONE: |

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<tbody>
<tr>
<td>• Facilitate the successful development of two tourism businesses and work with local business and WBDC to define products in Wolfville and surrounding area</td>
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<tr>
<td>• Liaise with NSTA to identify target markets, particularly those already coming to Halifax</td>
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<td>• Complete destination communications plan to attract targeted media</td>
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<td>• Provide opportunities for farm markets to work in cooperation, including the weekly farmer’s market, to generate additional sales for everyone</td>
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<tr>
<td>• Partner with WANS and Taste of NS to establish a boutique, NS focused wine and culinary store on Main Street</td>
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<tr>
<td>• Evaluate the benefit of 'Wireless Wolfville'</td>
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<tr>
<td>• Consider a customer service training and incentive program for front line staff to encourage consistent, friendly service throughout the Town</td>
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<td>• Complete retail marketing and sales plan to increase sales to regular, habitual customers</td>
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<td>• Identify target markets of habitual customers and communication channels to reach markets</td>
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<td>• Position Wolfville as service centre for Eastern Kings County</td>
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<tr>
<td>• Develop programs to drive more sales, extend hours of shopping, key themes on high opportunity weekends</td>
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<tr>
<td>• Develop a marketing plan and seek interest from development community for new investment in Wolfville</td>
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<tr>
<td>• Determine retail and service voids in Wolfville</td>
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<tr>
<td>• Form strategic alliance with Winery Association of NS</td>
</tr>
<tr>
<td>• Work to identify the 'globally mobile', Support a professional hub/network, Identify what's important to them and Participate in hub events</td>
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REPORT CARD as of September 2015
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 TO BE DONE - 15%
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.
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

NOT COMPLETED - TO BE DONE - 10%
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
Prepare a user fee policy and a facility allocation policy to support the ongoing management of parks and open space resources.

MOVED FORWARD - 25%
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
Adopt formal guidelines, as proposed in the Master Plan, to guide the parkland dedication process in new residential development.
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.
- Adopt formal guidelines, as proposed in the Master Plan, to guide the parkland dedication process in new residential development.

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.
- 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 neighbourhod 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 reconverted 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
Investigate the licensing of boarding houses and rental accommodations.

NOT-COMPLETED - 22%
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.

MOVEMENT FORWARDED - 28%
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 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 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%

<table>
<thead>
<tr>
<th>Task</th>
<th>Completion</th>
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<tbody>
<tr>
<td>The Bike Skills Park and the Acadia indoor track have been completed</td>
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<tr>
<td>Wayfinding signage design has been developed for parks and trails</td>
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<tr>
<td>Recommendations from the Transportation Study and Parks and Open Space Master Plan are being considered and included in annual budgets for implementation</td>
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<tr>
<td>Recreation staff work with planning to ensure appropriate incorporation of recreation facilities within new developments</td>
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<tr>
<td>Staff continue to work with Landscape Grand Pre and the Marsh Bodies to develop educational materials and address recreation usage of dyke roads</td>
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<tr>
<td>Established a bulletin board at Cochrane’s Pharmasave as a way to reach out to underserved populations</td>
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<td>Internally staff is completing a Program Review and Mudley Fund Review</td>
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<tr>
<td>Annual Wolfville hosts a Community Development (formally Recreation Management) student from Acadia</td>
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<td>Host annual bike week activities for commuters and residents</td>
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<tr>
<td>Re-activated the Wolfville Recreation Facebook page to communicate recreation and physical activity opportunities with the community</td>
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## NOT TO BE DONE - 10%

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<tr>
<th>Task</th>
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<tbody>
<tr>
<td>Gain a broader understanding and awareness of the barriers and motivation issues for residents with special needs and underserved populations</td>
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<tr>
<td>Identify key messages and piggyback on existing campaigns</td>
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<tr>
<td>Identify and enlist community champions and role models to enhance profile of physical activity benefits</td>
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<tr>
<td>Develop consistent Healthy Eating Policies for facilities, programs and events.</td>
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## NOT COMPLETED - TO BE DONE - 10%

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<tbody>
<tr>
<td>Create a recognition program for physically active residents and community groups to celebrate successes</td>
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<tr>
<td>Create a “welcome to Wolfville” info package (online and hardcopy) featuring PA opportunities</td>
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<tr>
<td>Coordinate event(s) (i.e. Club Night) to highlight available program offerings</td>
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<tr>
<td>Gain a broader understanding and awareness of the barriers and motivation issues for residents with special needs and underserved populations</td>
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<tr>
<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>
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<tr>
<td>Participate in Ipsos Ried Physical Activity Survey in 2016</td>
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## IN-PROGRESS - 20%

<table>
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<tr>
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<tbody>
<tr>
<td>Continue with PATH Focus Groups to evaluate and reinforce the strategy</td>
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<tr>
<td>Renegotiate community use of school to include increased community access to investigate municipal role in partnership agreement</td>
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<tr>
<td>Explore and recommend solutions to barriers such as: user fees, program costs, scheduling, transportation and childcare</td>
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<tr>
<td>Support community organizations in creating and offering a variety of programs</td>
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<td>Assess future skateboard facility needs</td>
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<td>Support and promote After School Programming Goals and Keeping Pace recommendations</td>
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## MOVED FORWARD - 9%

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<tr>
<td>Identify under used facilities for physical activity and explore possible user groups and activities</td>
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<tr>
<td>Investigate practicality of a long term AT/Bike Plan.</td>
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<tr>
<td>Audit road traffic patterns for cyclists, pedestrians and drivers</td>
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<tr>
<td>Increase inclusivity and accessibility to programs for children from underserved populations by offer assistance with adapting programs, relationship building and policy development</td>
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<tr>
<td>Identify gaps in program accessibility and offer groups and organizations assistance with adapting programs for typically underserved populations</td>
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</tbody>
</table>
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 (i.e. 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.

<table>
<thead>
<tr>
<th>COMPLETED/OPERATIONALIZED - 67%</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Sewage Treatment Plant (STP) is regularly reviewed to ensure optimum operation</td>
</tr>
<tr>
<td>Staff maintain storm drains in the winter to keep them free of ice and snow</td>
</tr>
<tr>
<td>Storm water infiltration continues to be reduced into collection system</td>
</tr>
<tr>
<td>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</td>
</tr>
<tr>
<td>All street lighting was converted to LED lights</td>
</tr>
<tr>
<td>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</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>IN-PROGRESS - 3%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop Mutual Aid Agreement for Sewage Treatment Plant</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MOVED FORWARD - 23%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review land use and development regulations to improve flood requirements</td>
</tr>
<tr>
<td>Consider Provincial Designation for Wellhead areas</td>
</tr>
<tr>
<td>Adopt Land Use Regulations for well head areas</td>
</tr>
<tr>
<td>Introduce Flood Mitigation criteria in planning documents</td>
</tr>
<tr>
<td>Upgrade insulation, replace windows and implement recommendations from Energy Audit in all municipal buildings</td>
</tr>
</tbody>
</table>
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

REPORT CARD as of September 2015
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
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 1am 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
# 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 - 22%

- 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 - 11%

- 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 TO BE DONE - 11%

- 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

### NOT COMPLETED - TO BE DONE - 22%

- Landlord-Student Off Campus Housing Program
- Develop a Rental Housing Licensing Program
- Examine the need to develop additional licensing requirements
- Examine options for allowing 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

### MOVED FORWARD - 31%

- 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
- Develop a community naming initiative and place interpretive signage at key locations
REPORT CARD as of September 2015

**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 - 20%**

- 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 - 21%**

- 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 promote inclusivity and sense of belonging

**MOVING FORWARD - 23%**

- Foster a distinctive attractive downtown to instill 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, LUB 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 TO BE DONE - 13%**

- 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
- Implement the Branding Downtown initiatives that are focused on a destination marketing campaign that supports the Downtown Vision.
- Establish a TOR 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

**NOT COMPLETED - TO BE DONE - 23%**

- 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
- 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
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.
## COMMERCIAL DEVELOPMENT PLAN

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Reason Not To Be Done</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support the efforts of the Atlantic Theatre Festival</td>
<td>No longer relevant</td>
</tr>
<tr>
<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>Focus on small, high quality businesses that focus on niche products and customer service</td>
<td>Not the Town’s Role/Role of a business association or chamber of commerce</td>
</tr>
<tr>
<td>Develop a Sustainable Waste Management Plan for the downtown area</td>
<td>Should be done by Valley Waste</td>
</tr>
<tr>
<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>Adopt R2000 standards for building design</td>
<td>Part of the Building Code</td>
</tr>
<tr>
<td>Develop water conservation standards for new buildings</td>
<td>Part of the Building Code</td>
</tr>
</tbody>
</table>
# COMMUNICATIONS PLAN

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Reason Not To Be Done</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ongoing: On a rotating basis, council members to host coffee lunches at neighbourhood venues</td>
<td>Not staff led</td>
</tr>
<tr>
<td>Formalize news agencies 'of record' for newspaper, television, radio and online news reporting</td>
<td>Not relevant</td>
</tr>
<tr>
<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 to accomplish</td>
</tr>
<tr>
<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 and regular Mango updates.</td>
</tr>
</tbody>
</table>

# CORE AREA ACTION PLAN

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Reason Not To Be Done</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investigate establishing a non-profit association responsible for housing issues in Wolfville</td>
<td></td>
</tr>
<tr>
<td>Continue to support the work of the Community Action Team</td>
<td>This team is not active</td>
</tr>
<tr>
<td>Incorporate &quot;Place Making&quot; into the Recreation Master Plan</td>
<td>Not being completed because the Recreation Master Plan was not approved. However, some of this will be covered in the MPS Review</td>
</tr>
<tr>
<td>Develop a community naming initiative and place interpretive signage at key locations</td>
<td>Geographically too small/Way-finding</td>
</tr>
<tr>
<td>Recommendation</td>
<td>Reason Not To Be Done</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------------</td>
<td>---------------------------------------</td>
</tr>
<tr>
<td>Facilitate the successful development of 2 tourism businesses</td>
<td>Not the Town’s Role</td>
</tr>
<tr>
<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>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>Complete destination communications plan to attract targeted media</td>
<td>Part of a larger Tourism Strategy</td>
</tr>
<tr>
<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>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>Evaluate the benefit of 'Wireless Wolfville'</td>
<td>May be addressed as a VCFN Project</td>
</tr>
<tr>
<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>Target off peak times (Spring ?)</td>
<td>Part of a larger Tourism Strategy</td>
</tr>
<tr>
<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>Complete retail marketing and sales plan to increase sales to regular, habitual customers</td>
<td>Not the Town’s Role</td>
</tr>
</tbody>
</table>
## ECONOMIC ACTION PLAN CONTINUED

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Reason Not To Be Done</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify target markets of habitual customers and communication channels to reach markets</td>
<td>Not the Town's Role</td>
</tr>
<tr>
<td>Position Wolfville as service centre for Eastern Kings County</td>
<td>Not the Town's Role</td>
</tr>
<tr>
<td>Conduct research into demographics of existing customer base</td>
<td>Not the Town's Role</td>
</tr>
<tr>
<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>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>Determine retail and service voids in Wolfville</td>
<td>Not the Town's Role</td>
</tr>
<tr>
<td>Form strategic alliance with Winery Association of NS</td>
<td>Not the Town's Role</td>
</tr>
<tr>
<td>Support a professional hub/network</td>
<td>Low Priority</td>
</tr>
<tr>
<td>Work to identify the 'globally mobile'</td>
<td>Low Priority</td>
</tr>
<tr>
<td>Identify what's important to the globally mobile</td>
<td>Low Priority</td>
</tr>
<tr>
<td>Participate in hub events</td>
<td>Low Priority</td>
</tr>
</tbody>
</table>
## FISCAL SUSTAINABILITY TASK FORCE REPORT

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Reason Not To Be Done</th>
</tr>
</thead>
<tbody>
<tr>
<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>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>
</tbody>
</table>

## IMAGINE OUR DOWNTOWN

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Reason Not To Be Done</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acadia University Program development to support the culinary, wine and beer industry.</td>
<td>Not the Town's Role</td>
</tr>
<tr>
<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>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>
</tr>
<tr>
<td>Consider developing a seasonal “Window” display program and competition.</td>
<td>Not the Town's Role</td>
</tr>
<tr>
<td>Economic feasibility - Trolley system in the Valley</td>
<td>Not feasible</td>
</tr>
<tr>
<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>Implement Regional Economic Development Initiatives that support the Downtown Vision (multi-year)</td>
<td>Should be completed by REN</td>
</tr>
<tr>
<td>New Acadia on-site residences.</td>
<td>Not within our control</td>
</tr>
</tbody>
</table>
## INTEGRATED COMMUNITY SUSTAINABILITY PLAN

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Reason Not To Be Done</th>
</tr>
</thead>
<tbody>
<tr>
<td>Require new residential buildings to participate in EnerGuide Program</td>
<td>Outdated</td>
</tr>
<tr>
<td>Requires EnerGuide 80 standard for new residential buildings in the RCDD zone</td>
<td>Outdated</td>
</tr>
<tr>
<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>
</tbody>
</table>

## PARKS AND OPEN SPACE MASTER PLAN

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Reason Not To Be Done</th>
</tr>
</thead>
<tbody>
<tr>
<td>Upgrade the informal trails within the Woodman Groove Subdivision</td>
<td>No informal trails exist so not a priority to build trails.</td>
</tr>
<tr>
<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>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.</td>
<td>Would have been covered in the Recreation Master Plan</td>
</tr>
</tbody>
</table>
## PHYSICAL ACTIVITY STRATEGY

<table>
<thead>
<tr>
<th>Recommendation</th>
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<tr>
<td>Identify key messages and piggyback on existing campaigns (ie. THRIVE!, Keeping Pace, Bring Back Play, etc.)</td>
<td>Don't have the resources</td>
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<tr>
<td>Identify and enlist community champions and role models to enhance profile of physical activity benefits</td>
<td>Don't have the resources</td>
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<tr>
<td>Establish communication networks across sectors to reach diverse audience (i.e. Health Promoting Schools and Family of Schools).</td>
<td>Don't have the resources</td>
</tr>
<tr>
<td>Continue with PATH Focus Groups and plan or participate frequently in well attended community events to maintain lines of communication with residents.</td>
<td>Don't have the resources</td>
</tr>
<tr>
<td>Develop consistent Healthy Eating Policies for facilities, programs and events.</td>
<td>Low Priority</td>
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## PUBLIC COMMUNICATION AND PARTICIPATION PLAN

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Reason Not To Be Done</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paper copies of the agenda will be posted on the Town Hall notice board, in the Town information Kiosks, Post Office and Library no later than the end of business day on the Friday prior to the Committee of Council or Council meeting</td>
<td>Not relevant</td>
</tr>
</tbody>
</table>
## SUSTAINABLE TRANSPORTATION STUDY

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Reason Not To Be Done</th>
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</thead>
<tbody>
<tr>
<td>Street lighting along this section is currently on the south side of the street where no sidewalks exist. Investigate ways to either alter or move current lighting to provide lighting for the north side</td>
<td>Not economically feasible</td>
</tr>
<tr>
<td>The stone steps are not practical or safe on the Woodland Trails, these should be removed</td>
<td>These are Acadia's Trails</td>
</tr>
<tr>
<td>The Woodland Trail trail bed should be upgraded and a railing added down the initial grade of the trail after the entrance</td>
<td>These are Acadia's Trails</td>
</tr>
<tr>
<td>Council should allow &quot;tasteful&quot; advertising to pay for bus shelters</td>
<td>Existing direction from Council has been to not have advertising</td>
</tr>
<tr>
<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>Appearance standards should be established for taxi cabs and taxi cab drivers</td>
<td>Not the Town's Role</td>
</tr>
<tr>
<td>All fares should be clearly posted in taxi cabs</td>
<td>Not the Town's Role</td>
</tr>
<tr>
<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 the operating costs to Kings Transit and Kings Point to Point</td>
</tr>
<tr>
<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>The Woodland Trail trail bed needs to be upgraded to ensure proper drainage and encourage year-round use</td>
<td>These are Acadia's Trails</td>
</tr>
</tbody>
</table>
STRATEGIC PRIORITY 1: WELL MAINTAINED AND SUSTAINED INFRASTRUCTURE

Infrastructure - roads, off-road paths and trails, public parks, sidewalks, administrative and recreation buildings, sport and play spaces, cultural and heritage sites, are the places where community and business happens. Infrastructure encompasses the physical elements that support place making, active healthy living, resident, business and tourism attraction. As a town we are committed to ensuring our public infrastructure is safe, sustainable, and responsive to the needs and interests of those who live and do business in Wolfville.

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<tbody>
<tr>
<td>Fiscal Sustainability Task Force</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>
<td>Proposed to be started in 2016/17</td>
<td>1</td>
</tr>
<tr>
<td>Imagine Our Downtown</td>
<td>Complete the East Gateway - detailed design, tender and construction.</td>
<td>Proposed to be started in 2016/17</td>
<td>1</td>
</tr>
<tr>
<td>Parks and Open Space Master Plan</td>
<td>Prepare a user fee policy and a facility allocation policy to support the ongoing management of parks and open space resources.</td>
<td>Could have been covered under Rec Master Plan - will be completed as part of the Policy Review Plan</td>
<td>1</td>
</tr>
<tr>
<td>Commercial Development Plan</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>
<td></td>
<td>2</td>
</tr>
<tr>
<td>Imagine Our Downtown</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>
<td></td>
<td>2</td>
</tr>
<tr>
<td>Imagine Our Downtown</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>
<td>Tied to the discussions with Acadia regarding the integration of their lands within the West Gateway</td>
<td>2</td>
</tr>
<tr>
<td>Integrated Community Sustainability Plan</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>
<td>Would be completed as part of the Sustainable Stormwater Management Plan</td>
<td>2</td>
</tr>
</tbody>
</table>
### STRATEGIC PRIORITY 1: WELL MAINTAINED AND SUSTAINED INFRASTRUCTURE CONTINUED

<table>
<thead>
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<tbody>
<tr>
<td>Imagine Our Downtown</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>
<td>The Best Practices review will be completed to determine if there are incentives outside of tax policy. Any possible amendments will be reviewed as part of the MPS Review</td>
<td>3</td>
</tr>
<tr>
<td>Integrated Community Sustainability Plan</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>
<td>Would be completed as part of the Streetscape Plan identified in the Imagine Our Downtown Plan</td>
<td>3</td>
</tr>
<tr>
<td>Imagine Our Downtown</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>
<td></td>
<td>4</td>
</tr>
<tr>
<td>MCCAP</td>
<td>Implement recommendations of Energy Audit at Water and Sewage Treatment Plants</td>
<td></td>
<td>4</td>
</tr>
<tr>
<td>MCCAP</td>
<td>Continued upgrading and monitoring of dyke conditions</td>
<td></td>
<td>5</td>
</tr>
<tr>
<td>MCCAP</td>
<td>Examine options for onsite energy generation at Water and Sewage Treatment Plants</td>
<td></td>
<td>5</td>
</tr>
</tbody>
</table>
STRATEGIC PRIORITY 2: A DIVERSE, PROSPEROUS AND SUSTAINABLE LOCAL ECONOMY

The Town’s role in development of a strong local economy includes three elements. (1) Marketing of business and lifestyle opportunities in Wolfville. (2) Pursuit of partnerships and incentives to attract businesses, and (3) Processes and resources to expedite new business location. Through the work of the Town and its partner organizations, including the WBDC, Annapolis Valley Chamber of Commerce, and other tourism partners, Wolfville will be a leader in business attraction in the region and the Province.

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<tbody>
<tr>
<td>Economic Action Plan</td>
<td>Develop a tourism strategy</td>
<td>Still important and should be completed. We have to define where we start - local or regional</td>
<td>1</td>
</tr>
<tr>
<td>Economic Action Plan</td>
<td>Explore how tax policy changes can spur re-development and new development</td>
<td>Discuss for MGA Review</td>
<td>1</td>
</tr>
<tr>
<td>Fiscal Sustainability Task Force</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. (Opportunity with Local MLA to move this action forward)</td>
<td>1</td>
</tr>
<tr>
<td>Imagine Our Downtown</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></td>
<td>1</td>
</tr>
<tr>
<td>Imagine Our Downtown</td>
<td>Prepare a development a “Pro-forma” as part of the economic development and marketing strategy for the downtown.</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>Imagine Our Downtown</td>
<td>Integrated Regional/Provincial Tourism Strategy.</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>Imagine Our Downtown</td>
<td>New incubator business development opportunities to support the Vision.</td>
<td></td>
<td>4</td>
</tr>
<tr>
<td>Imagine Our Downtown</td>
<td>Expand the holiday tree lighting ceremony to other public/private outdoor spaces within the downtown.</td>
<td></td>
<td>4</td>
</tr>
<tr>
<td>Imagine Our Downtown</td>
<td>Undertake a Feasibility Study for working Hubs in the downtown.</td>
<td></td>
<td>4</td>
</tr>
<tr>
<td>Commercial Development Plan</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>5</td>
</tr>
<tr>
<td>Imagine Our Downtown</td>
<td>Consider developing a “Banner” Program in collaboration with the WBDC</td>
<td></td>
<td>5</td>
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</table>
STRATEGIC PRIORITY 3: A GROWING POPULATION ENCOMPASSING ALL AGES AND STAGES WHO LIVE IN SAFE, ATTRACTIVE, COHESIVE NEIGHBOURHOODS

Attractive, safe, interesting, and affordable neighbourhoods, can contribute significantly to the attractiveness of Wolfville and the need for population growth. Along with a strong economy that residents will need, viable and sustainable neighbourhoods are imperative to our success. Ensuring that neighbourhoods are safe and attractive however goes beyond housing stock. It includes safety and security for persons and their homes, appropriate and accessible community, education, social and recreational services. As a small and walkable community Wolfville already provides the basic elements for this type of community. We will work to maintain those elements of our neighbourhoods that residents and visitors enjoy, and mitigate the problems that currently detract from the well-being of our neighbourhoods.

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<tbody>
<tr>
<td>Core Area Action Plan</td>
<td>Develop opportunities for landlords, Bylaw Enforcement Officers and RCMP to interact</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Core Area Action Plan</td>
<td>Develop a mechanism for landlords to discuss issues, collaborate and utilize best practices</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Imagine Our Downtown</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>1</td>
</tr>
<tr>
<td>Reclaiming and Sustaining Core Neighbourhoods</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>Reclaiming and Sustaining Core Neighbourhoods</td>
<td>Identify communities who have successfully maintained or reinvigorated their central core neighbourhoods, including the retention or attraction of permanent residents and businesses. Identify and document the elements that contribute to a strong and sustainable central core.</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>Core Area Action Plan</td>
<td>Landlord-Student Off Campus Housing Program</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>Core Area Action Plan</td>
<td>Examine options for allowing large gatherings</td>
<td></td>
<td>3</td>
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### STRATEGIC PRIORITY 3: A GROWING POPULATION ENCOMPASSING ALL AGES AND STAGES WHO LIVE IN SAFE, ATTRACTIVE, COHESIVE NEIGHBOURHOODS CONTINUED

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<tbody>
<tr>
<td>Core Area Action Plan</td>
<td>Examine the need to develop additional licensing requirements</td>
<td></td>
<td>4</td>
</tr>
<tr>
<td>Reclaiming and Sustaining Core Neighbourhoods</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 development</td>
<td>4</td>
</tr>
<tr>
<td>Reclaiming and Sustaining Core Neighbourhoods</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>4</td>
</tr>
</tbody>
</table>
RECOMMENDATIONS NOT COMPLETED – TO BE DONE

STRATEGIC PRIORITY 4: A ROBUST ACTIVE LIVING AND CULTURAL COMMUNITY

Wolfville is fortunate to be located geographically close to the Province’s major transportation routes, surrounded by vineyards and family farms, history, culture and beautiful natural areas. While visitors and residents enjoy this history and natural culture, residents in particular also want their town to provide the modern attributes of a vibrant community. Much of the recreation infrastructure is provided by Acadia. While this provides Wolfville with significant opportunities for recreation there are always downsides either to using services owned by other institutions or by assuming other institutions will always provide these. There is also room for expansion of the Town as an outdoor enthusiast’s playground.

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<tbody>
<tr>
<td>Parks and Open Space Master Plan</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>1</td>
</tr>
<tr>
<td>Physical Activity Strategy</td>
<td>Create a “welcome to Wolfville” info package (online and hardcopy) featuring PA opportunities and reinforcing the Wolfville &quot;Bloom&quot; Brand</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>Physical Activity Strategy</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>Physical Activity Strategy</td>
<td>Coordinate event(s) (i.e. Club Night) to highlight available program offerings</td>
<td></td>
<td>4</td>
</tr>
<tr>
<td>Integrated Community Sustainability Plan</td>
<td>Use ecological health indicators to measure the progress towards greater community sustainability</td>
<td></td>
<td>5</td>
</tr>
<tr>
<td>Physical Activity Strategy</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>5</td>
</tr>
</tbody>
</table>
STRATEGIC PRIORITY 5: EFFICIENT AND EFFECTIVE LEADERSHIP FROM A COMMITTED AND RESPONSIVE EXECUTIVE AND ADMINISTRATIVE TEAM

Wolfville is gifted with great beauty, temperate climate, and an emerging ‘agri-cultural’ economy. To ensure long-term sustainability Wolfville’s population and commercial sector must grow. Growth must be carefully and conscientiously managed to provide the amenities, and preserve the quality of community life resident’s value. Strong, focused, efficient and effective leadership is central to the Town’s ongoing success. All residents and businesses contribute to the Town’s prosperity but it is the Town’s elected and administrative officials who are charged with guiding the Town toward the future.

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<tbody>
<tr>
<td><strong>Physical Activity Strategy</strong></td>
<td>Participate in Ipsos Reid Physical Activity Survey in 2016</td>
<td>It 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>1</td>
</tr>
<tr>
<td><strong>Imagine Our Downtown</strong></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>2</td>
</tr>
<tr>
<td><strong>Public Communication and Participation Plan</strong></td>
<td>Identify traditionally under-represented communities and develop targeted strategies to promote participation</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td><strong>Physical Activity Strategy</strong></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>5</td>
</tr>
<tr>
<td><strong>Public Communication and Participation Plan</strong></td>
<td>Distribute a 'How To' guide for members of the public to assist them in accessing town input opportunities</td>
<td></td>
<td>5</td>
</tr>
</tbody>
</table>
SUMMARY

Core Area Traffic Study

WSP Canada was retained to complete a traffic study in Wolfville’s downtown core. The study assessed existing and projected traffic operations to identify deficiencies in the transportation network, conduct a pedestrian crosswalk review to determine appropriate levels of crossing control and prepare functional plans and cost estimates for the proposed improvements.

DRAFT MOTION:

Move that Council accept the Core Area Traffic Study as presented and authorize staff to proceed with implementation of recommendations contained in the Study based on budgetary approval.
1) **CAO Comments**

The CAO supports the recommendations of staff.

2) **LEGISLATIVE AUTHORITY**

N/A

3) **STAFF RECOMMENDATION**

Staff recommends that Council accept the Core Area Traffic Study as presented and authorize staff to proceed with the recommendations contained in the Study. A number of the recommendations will require capital funding and these will be brought to Council for consideration as part of future capital budgets.

4) **REFERENCES AND ATTACHMENTS**

- Traffic Impact Study – Railtown Development
- Transportation Study
- Active Transportation Plan
- Main Street Crosswalk Review
- June 23rd, 2015 Core Area Traffic Study and Active Transportation presentation.

5) **PURPOSE OF REPORT**

This report is prepared for Council to approve the Core Area Traffic Study recommendations.

6) **DISCUSSION**

The core area traffic study was prepared to assess existing and future projected traffic operations including crosswalks in the downtown core and make recommendations with respect to the safe and efficient movement of vehicles, pedestrians and bicycles within the study area. The Study Area is Main Street between University and Willow and from Front St to Acadia St.

The core area traffic study is intended to address a number of key transportation issues within the downtown core;

- Safe and efficient movement of vehicles, pedestrians and cyclists
- Peak hour traffic congestions
- Impact to pedestrians & vehicles of the existing number & location of pedestrian crossings
- Operational performance of the Main St/Harbourside and Main St/ University intersections
- Effect of proposed one way conversions on Main St, Front St, and Acadia St.
- Effect of closing Central Ave to vehicle traffic except local deliveries.

The recommendations contained in the report are as follows;

1. Install traffic signals and realign the intersection at Main St and University Ave
2. Install a westbound turn lane on Main St at Highland Ave
3. Install an eastbound turn lane on Main St at Elm Ave
4. Install traffic signals at the intersection of Main St and Gaspereau/Harbourside
5. Maintain the existing two way traffic on Main Street and Front Street
6. Consider conversion of Acadia St to one way eastbound between Highland Ave and Linden Ave
7. Closing Central Avenue to motorized vehicles can be implemented without negative impacts to the surrounding network.
8. Recommended Crossing Control at the Study Area intersections, based on the TAC Pedestrian Crossing Control Guide, is as follows:
   a) Main Street at University Avenue – Upgrade to Signalized Intersection
   b) Main Street at Highland Avenue – Upgrade to standard RA-5 Special Crosswalk
   c) Main Street at Elm Avenue – Ground Mounted (closer to intersection)
   d) Main Street at Linden Avenue – Ground Mounted (curb bulb out)
   e) Main Street at Central Avenue - Ground Mounted (curb bulb out)
   f) Main Street at Locust Avenue – Ground Mounted
   g) Main Street at Willow Avenue – Upgrade to standard RA-5 Special Crosswalk
   h) Harbourside Drive at Front Street – Maintain Marked Crosswalk
   i) Elm Avenue at Front Street – Maintain Ground Mounted
   j) Highland Avenue at Acadia Street – Upgrade to standard RA-5 Special Crosswalk

7) FINANCIAL IMPLICATIONS
A number of the recommendations have financial implications that will have to be included and considered as part of the Capital Investment Plan. Recommendations 1 through 4 will require capital funding and should be considered in conjunction with the proposed Main Street upgrade between Locust Ave and Westwood Ave currently being designed. The capital investment plan will be adjusted to reflect these recommendations for Council’s consideration and approval.

Recommendations 5-7 have no capital cost associated but will require communication with residents and businesses on affected streets before proceeding.

Recommendations 8. a), b), g) & j) will require capital funding and will be included in the capital investment plan for Council’s consideration and approval.

8) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS
Strategic Direction #1: - Well Maintained and Sustainable Public Infrastructure - The movement of traffic flow in the downtown is effective and efficient

Strategic Direction #4: - A Robust Active Living and Cultural Community - Active living components are integrated into the infrastructure plan of Wolfville and neighbouring communities
9) COMMUNICATION REQUIREMENTS

Proposed changes on Main Street will be discussed with all affected organizations such as NSTIR as the road authority for Route 1 (Main Street), Acadia University, WBDC, Kings Transit and any other interested party prior to implementation. The public will be advised of proposed changes and provided updates as changes are implemented.

10) ALTERNATIVES

- Accept all recommendations as presented in the Core Area Traffic Study
- Accept specific recommendation only or no recommendation presented in the Core Area Traffic Study
The Request for Agenda Item form is to be used by the Mayor and Councillor’s to request an item to be added to the Committee of the Whole agenda for consideration. All Request for Agenda Item forms should be submitted at least **10 BUSINESS DAYS** prior to the scheduled Committee of the Whole meeting to the Chief Administrative Officer. Exceptions may be made for extraordinary circumstances.

**Date of Committee of the Whole requested:** October 6, 2015

**Recommendation(s)**
That Council refer the purchase and installation of a video surveillance system to the 2016/17 budget.

**Summary**
Given the issues we have had in Wolfville with noise, unruly disturbances, mischief and property damage to business, Town and private property the Town should consider a video surveillance system in Wolfville. This is an excellent tool for our "tool box" and these high resolution new systems will be of enormous assistance to our protective services of all kinds particularly the RCMP.

We have to protect our citizens, our businesses, and our property and enforce the laws of our community. Camera locations should be strategic throughout the town including the school, downtown and where public art in installed (Work at the Trestle).

Hantsport and now Windsor have both made the decision to use video surveillance. The problems in Wolfville have a greater need for this system than these communities in my opinion. The cameras can be a tool for enforcement but will be a deterrent as well.

**Expected Outcome:**
- In Camera Discussion
- For information/discussion purposes only
- Recommend an action to the CAO/staff
- Promote clarification/renewal or production of a policy or procedure
- Recommend a motion for approval by Council
- Refer to budget

☒