Committee of the Whole
Tuesday, July 5, 2016
9:00 a.m.
Council Chambers, Town Hall
359 Main Street

Agenda

1. Approval of the Agenda

2. Approval of Minutes:
   a. Committee of the Whole Minutes, June 7, 2016
   b. Special Committee of the Whole Minutes, June 21, 2016

3. Presentations:
   a. Annapolis Valley Trails Coalition (AVTC) – Mike Trinacty
   b. Annapolis Valley Chamber of Commerce (AVCC) – Judy Rafuse
   c. Landmark East School – Peter Coll & Henry Hicks

4. CAO Report

5. Committee Reports
   a. External
      (1) Valley Waste Resource Management (VWRM)
         i. RFD 048-2016: VWRM TBR #16/17-1 Municipal Guarantee Approval
      (2) Kings Transit Authority (KTA)
      (3) VCFN
      (4) Annapolis Valley Trails Coalition (AVTC)
      (5) WBDC
      (6) Valley Regional Enterprise Network (REN)
b. Internal
   (1) Art in Public Spaces
   (2) Planning Advisory Committee
   (3) RCMP Advisory Board

6. Staff Reports for Discussion
   a. RFD 045-2016: Business Registry Project Charter
   b. RFD 046-2016: Business Retention and Expansion Program Project Charter
   c. RFD 043-2016: Appointment of Development Officer
   d. RFD 049-2016: Fire Protection Area Rate
   e. RFD 047-2016: Fire Department Vehicle Replacement
   f. RFD 051-2016: RCMP Advisory Board Bylaw – Ch87
   g. Information Report: Nova Scotia MGA Review

7. 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.

8. Regular Meeting Adjourned
Annapolis Valley Trails Coalition (AVTC)

Purpose:

• To bring together partners interested in the development and maintenance of the trail system within the Annapolis Valley

• To create trail standards and a common vision

• To provide an opportunity to network

• To facilitate the hiring of a trail coordinator for the Valley region and to provide support to trail builders in the region served by the AVTC
Annapolis Valley Trails Coalition (AVTC)

Membership:
The Coalition is a partnership consisting of representatives from:

- Municipalities (2)
- Towns/ Villages (7)
- Trail Groups (10)
- Department of Natural Resources
- Department of Communities, Culture and Heritage
Board Structure:

- 5 directors elected annually from the trail groups
- 5 directors elected annually from the municipal units including towns & villages
- 1 Dept. Natural Resources representative ex-officio
- 1 Communities Culture and Heritage representative ex-officio
- 1 AVTC Trail Coordinator ex-officio
AVTC 16/17 Board

President – Beth Patillo (TR)
Vice President – Carl Oldham (MR)
Treasurer – Danny Phinney (TR)
Secretary – Noah Scanlon (MR)
Jane Bustin (MR)
Hartt MacKinlay (TR)
Debra Ryan (MR)
Bob Wright (TR)
Shannon Read (TR)
Dale Lloyd (MR)

Ex-Officio – Dana Orr DNR
- Mike Trinacty CCH
- Rick Jacques Trail Coordinator
Types of trails:
• Abandon Rail line
• Hiking Trails
• Snowmobile
• Off Highway Vehicles
• Bicycle Routes
• Active Transportation
Trail Status 2015-16:
• 3,700 km of hiking, walking, biking, snowmobiling and ATV trails in the Valley in various stages of planning, construction and nearing completion.

• 107 new bridges built between 2008-15.
• 298 km rails to trails, a further 41 km private rail corridor totaling 339 km that include:
  • 307 bridges
  • Over 2,000 culverts
  • 11,000 adjacent landowners
  • 250 road crossings

• 280 km of rails to trails out of 339 km (82%) opened.
Services provided:

- Audit & inspections
  - Liability audits
  - Bridge inspections
  - Culvert inspections
  - Trail monitoring system

- Grant & Tender Assistance
  - Watercourse alterations
Services provided:

- Trail Planning
  - Trail routing & trailhead planning
  - Trail mapping & GPS
  - Amenity placement
  - Signage plans
  - Structure design assistance
  - Property line confirmation
  - Maintenance planning
  - Liaison & negotiation service
Wolfville partnership:
Trail monitoring & counts
   Cherry Lane
   Ravine Trail
   On the dyke
Bridge inspection
Active transportation audit
Destination Trail project

Jen Boyd – Past chair AVTC
Shannon Read – Chair Destination Trail Committee & Board member
Carl Oldham, current Board Member
Annapolis Valley Trails Coalition (AVTC)

Trail Counters

How the Infra-red Counter Works

The infra-red counters record every time a hot object such as a pedestrian or bicyclist, passes in front of the counter. Each recording includes a date and time stamp. The counters are relatively accurate but may under – or over count users on occasion (e.g., persons walking side-by-side may be counted once; wildlife and pets may also be counted.)

*This device gives us the total number of trail users.*
<table>
<thead>
<tr>
<th>Year</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Average Use Per day</strong></td>
<td>60</td>
<td>92</td>
<td>125</td>
<td>152</td>
</tr>
<tr>
<td><strong>Average Peak Hour Use</strong></td>
<td>5.2</td>
<td>5.4</td>
<td>11.6</td>
<td>14.1</td>
</tr>
<tr>
<td><strong>Peak Days</strong></td>
<td>Tuesdays Wednesdays</td>
<td>Fridays Weekends</td>
<td>Fridays Weekends</td>
<td>Fridays Weekends</td>
</tr>
<tr>
<td><strong>Peak Hours</strong></td>
<td>8:00 – 10:00 am 3:00 – 4:00 pm 6:00 – 8:00 pm</td>
<td>8:00 – 10:00 am 3:00 – 4:00 pm 6:00 – 8:00 pm</td>
<td>8:00 – 10:00 am 3:00 – 4:00 pm 6:00 – 8:00 pm</td>
<td>8:00 – 10:00 am 3:00 – 4:00 pm 6:00 – 8:00 pm</td>
</tr>
<tr>
<td><strong>Activities</strong></td>
<td>Pedestrian 80% Cycling 20%</td>
<td>Pedestrian 72% Cycling 28%</td>
<td>Pedestrian 74% Cycling 26%</td>
<td>Pedestrian 68% Cycling 32%</td>
</tr>
<tr>
<td><strong>Monthly Use</strong></td>
<td>1,825</td>
<td>2,745</td>
<td>3,802</td>
<td>4,623</td>
</tr>
<tr>
<td><strong>Seasonally Adjusted Annual Use</strong></td>
<td>14,454</td>
<td>21,683</td>
<td>30,386</td>
<td>36,950</td>
</tr>
</tbody>
</table>
Annapolis Valley Trails Coalition (AVTC)

Destination Trail Project:

H A R V E S T M O O N
T R A I L W A Y
Annapolis Valley Trails Coalition (AVTC)

Destination Trail Signage Project:

Harvest Moon Trailway
Annapolis Valley Trails Coalition (AVTC)

Focus for 2016 – 2017:

• Partnership agreements
• Completion of the Harvest Moon Trailway
• Safe and consistent standards for all our different types of trails
• Effective communication with all our partners

Greenwich Trail Near Cherry Lane
## Annapolis Valley Trails Coalition 3 Year Budget

### Revenue

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Municipal</td>
<td>40,000</td>
<td>40,000</td>
<td>40,000</td>
</tr>
<tr>
<td>Province (1)</td>
<td>20,000</td>
<td>21,000</td>
<td>22,000</td>
</tr>
<tr>
<td>Trail Groups</td>
<td>1,500</td>
<td>1,500</td>
<td>1,500</td>
</tr>
<tr>
<td>Services</td>
<td>15,000</td>
<td>15,000</td>
<td>15,000</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>76,500</strong></td>
<td><strong>77,500</strong></td>
<td><strong>78,500</strong></td>
</tr>
</tbody>
</table>

### Expenses

<table>
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<tr>
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</thead>
<tbody>
<tr>
<td>Salaries &amp; Benefits (2)</td>
<td>49,000</td>
<td>50,500</td>
<td>52,000</td>
</tr>
<tr>
<td>Travel</td>
<td>11,000</td>
<td>11,000</td>
<td>11,000</td>
</tr>
<tr>
<td>Insurance</td>
<td>500</td>
<td>500</td>
<td>500</td>
</tr>
<tr>
<td>Membership (3)</td>
<td>275</td>
<td>400</td>
<td>400</td>
</tr>
<tr>
<td>Office Supplies</td>
<td>700</td>
<td>600</td>
<td>600</td>
</tr>
<tr>
<td>Communication</td>
<td>3,100</td>
<td>3,100</td>
<td>3,100</td>
</tr>
<tr>
<td>Website</td>
<td>1,000</td>
<td>1,000</td>
<td>1,000</td>
</tr>
<tr>
<td>Training &amp; OHS</td>
<td>1,525</td>
<td>1,500</td>
<td>1,500</td>
</tr>
<tr>
<td>Broad Expenses (4)</td>
<td>1,000</td>
<td>1,000</td>
<td>1,000</td>
</tr>
<tr>
<td>Administration (4)</td>
<td>5,000</td>
<td>5,000</td>
<td>5,000</td>
</tr>
<tr>
<td>Emergency Weather Expenses (4)</td>
<td>3,000</td>
<td>3,000</td>
<td>3,000</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>76,100</strong></td>
<td><strong>77,350</strong></td>
<td><strong>78,850</strong></td>
</tr>
</tbody>
</table>

**Surplus (Loss)**

<table>
<thead>
<tr>
<th></th>
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<th></th>
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</thead>
<tbody>
<tr>
<td>Surplus (Loss)</td>
<td>400</td>
<td>150</td>
<td>(350)</td>
</tr>
<tr>
<td>Location</td>
<td>2015/16 UA</td>
<td>2011 Population</td>
<td>50/50</td>
</tr>
<tr>
<td>------------------</td>
<td>------------------</td>
<td>-----------------</td>
<td>-------</td>
</tr>
<tr>
<td>Annapolis Royal</td>
<td>55,391,091</td>
<td>481</td>
<td>0.60%</td>
</tr>
<tr>
<td>Berwick</td>
<td>142,575,509</td>
<td>2,454</td>
<td>3.05%</td>
</tr>
<tr>
<td>Kentville</td>
<td>470,430,247</td>
<td>6,094</td>
<td>7.58%</td>
</tr>
<tr>
<td>Middleton</td>
<td>104,283,525</td>
<td>1,749</td>
<td>2.18%</td>
</tr>
<tr>
<td>Wolfville</td>
<td>452,186,937</td>
<td>4,269</td>
<td>5.31%</td>
</tr>
<tr>
<td>Annapolis Co</td>
<td>1,071,687,037</td>
<td>17,577</td>
<td>21.86%</td>
</tr>
<tr>
<td>Kings Co</td>
<td>3,014,076,476</td>
<td>40,572</td>
<td>50.47%</td>
</tr>
<tr>
<td>Kingston</td>
<td>165,000,000</td>
<td>3,000</td>
<td>3.73%</td>
</tr>
<tr>
<td>New Minas</td>
<td>230,000,000</td>
<td>4,200</td>
<td>5.22%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>5,705,630,822</strong></td>
<td><strong>80,396</strong></td>
<td><strong>100.00%</strong></td>
</tr>
</tbody>
</table>
Questions??

Thank you
Heather:

In 2014, AVCC’s Tourism marketing committee made presentations to all municipalities from West Hants to Digby in order to obtain funding to put through a marketing plan for our region, something that had not been done before. In the first year a total of $171,000 in funding was received from the County of Kings, the province, through the Nova Scotia Tourism Agency, the Southwest Nova Tourism Task Team and the Town of Annapolis Royal. All monies received went towards marketing and website. No admin fees were paid out. This marketing committee is 100% volunteer with administration work being done through the Annapolis Valley Chamber of Commerce. A strong multi media campaign with coverage throughout the Maritime Provinces saw our visitor numbers increase for the first time in more than 10 years.

This past year of 2015, regional cooperation has become a reality as provincial funding continues in a downward trend it is now up to towns and municipalities to support our efforts to continue to promote regional tourism marketing. It is the responsibility of Tourism Nova Scotia to market the province however it is our responsibility to market our region to attract the visitors who are coming to our province.

The new funding formula from Tourism Nova Scotia was a maximum of $35,000 and that funding must be matched by our partners in order to obtain the full amount. Our funding partners last year were:

- Municipality of Kings-$20,000
- Municipality of Annapolis -$10,000
- Town of Kentville- $4000
- Town of Wolfville-$5000
- Town of Annapolis Royal-$1000

These partnerships allowed us to obtain full funding from TNS.

A multimedia campaign began in early June with a wide reach throughout the Maritime Provinces. Advertising showcasing the Annapolis Valley in the On Board Magazine of the Nova Star Ferry included a 4-page visual spread with stunning photos highlighting our region. Saltscapes Expo which takes place annually in
Halifax in April saw more than 40,000 visitors who were able to take part in contests and interactive displays that welcomed them to the booths of over 30 businesses in the Annapolis Valley.

We were mandated by TNS to use novascotia.com/annapolisvalley as our call to action when advertising however this proved to be a set back for us as the number of clicks on that page were nowhere near what we had achieved with valleytourism.com website. This year we have returned to valleytourism.ca.

So what has all this meant for tourism in our region? An increase in visitation numbers with many operators saying that they have their best year ever! While May saw a decrease in numbers due to weather, June numbers jumped 17%. While July and August remained the same as the previous year many operators reported an increase in room nights sold. September saw an increase of 16% and October saw a 9% jump. One thing that we should point here is that these numbers include only those properties that are licensed by the province. The numbers do not include those that are unlicensed cottage rentals, Vacation Rental By Owner, nor many of the Air BNB, many of which saw a higher usage as AirBNB gains momentum with the traveling public.

We have been able to realize regional cooperation with other tourism groups throughout the Annapolis Valley and look forward to working with them more in the future. In the coming years, we will be involved in the committee making plans around celebrations for Canada’s anniversary in 2017.

Work has been completed with Metro Guide Publishing on the information for the Regional Guide, which features the Annapolis Valley with Bay of Fundy Experiences. We have had meetings with Destination Halifax as our attempt to use their 'audience reach' to profile the Annapolis Valley to potential and actual visitors both in the group tour and pre and post-convention market.

Our media campaign for 2016 has already begun with TV presence on CTV for a maritime reach in addition to a radio campaign to reach the Halifax Region and encourage more day trips and overnights as part of our “all in a day’s drive”. More
advertising will begin in July and August to showcase our fall activities and what awaits you here in our region.

Funding for marketing from Tourism Nova Scotia this year is non-existent. Programs have been offered for us to partner on, again 50 cent dollars. This year so far we have been able to partner with Nova Scotia Tourism on the Search Engine Marketing Program and the Inspiring Content Program. Both of these programs will be beneficial to us and the Inspiring Content Program will enable us to have access to quality video footage as well as stills for use in future campaigns and commercials.

In order to keep the momentum, we cannot stop now, however, we need the funding to do so. Therefore, we are asking the Town of Wolfville to continue their support with a contribution of $5,000 towards the 2016 AVCC Tourism Marketing Plan. This funding will help us to develop a new regional map, an interactive smart phone app, as well as continue are multi media campaign to the Maritimes.

We would like to thank the Town of Wolfville for their support and look forward to continuing our partnership in the coming years.
1) Well Maintained and Sustainable Public Infrastructure

- Highland Avenue construction has started and work is scheduled to be completed by the end of August in advance of the return of Acadia students;
- The tender for Orchard Avenue closes on June 30th and will be awarded shortly;
- Vehicle tenders for a 5 ton plow truck, ½ ton service vehicle and a ¾ ton service vehicle close the last week of June and will be awarded shortly;
- The RFP for the Asset Management Plan is out and closes on July 26th;
- The replacement of the library roof is scheduled to start in late July and will be completed by the end of August;
- Engineering design for the Wickwire Sidewalk and storm line through Waterfront Park has been awarded to Hatch Mott MacDonald;
- Manhole repairs are being completed on streets that are slated to be milled and paved. Milling and paving will begin in July;
- New signage that is consistent with Wolfville’s brand has been installed at Town Hall, Public Works and Willow Park.

2) A Diverse, Prosperous and Sustainable Local Economy

- The Wolfville Magic Winery Bus is now operating for the season;
- Ericka Wicks had a successful presentation at the WBDC’s Annual General Meeting;
- Project Charters for the Business Expansion and Retention (BRE) and Business Registry Program will be presented to Committee of the Whole on July 5th.

3) Safe, Attractive and Cohesive Neighbourhoods

- The Open House for the MPS on June 23rd at the Farmers’ Market was well attended by about 45 people. Three other engagements are scheduled for July and staff have commenced consultations with Acadia University;
- MPS consultation geared at young families was completed on June 22nd at the Wolfville School;
- The public meeting on 336 Main was attended by 8 people. A positive exchange of information took place. A staff report will be coming to the special COW meeting on July 14th;
- The contract for Dog Control with the SPCA has been finalized and takes place effective July 1st. Staff will be updating the contact information and will communicate with the community to inform them of this change;
- A contract has been awarded to FOTENN for planning support for the Housing Symposium/MPS Review. Funding for this contract comes from two different grants;
- A landing page for the MPS Review has been launched at www.wolfville.ca/growing-together.html;
- The public participation meeting on 5 Blomidon is tentatively scheduled for July 27th;
- 145 people responded to the dog survey. Survey results are online on our website and will be included in the staff report on the Dog Bylaw at a future meeting. In general, there was strong
support for maintaining off-leash areas in our parks. Blair will be doing two pop up consultations downtown and at Reservoir Park this week.

- Another public meeting is scheduled for the West End Lands in late July. A date will be confirmed shortly.

4) Robust Active Living and Cultural Community

- The Parks crew are doing trail maintenance at the bike park and will begin trail maintenance at the Nature Preserve the first week of July;
- The schedule for Mud Creek Days will be out the first week of July. The event is scheduled for July 23rd and 24th;
- Summer camps at Acadia start the first week in July. We have had a very positive response.

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

- Staff conducted a table top emergency management exercise on the actions required and impacts of hurricanes on June 22nd. Our emergency audit is scheduled for September;
- We have received the preliminary voters list from the province for the election and will be working over the next two months to develop the amended list. Dan Stovel and Connor Sheehan have been appointed at the Revising Officers. Communication will be going out in the mail and Grapevine and staff will have at least one booth at the Wolfville Farmer’s Marker where residents can check that they are on the list;
- Staff held an “Interested in Running for Council” session on June 14th with three attendees. This session was focused on requirements for candidates under the MGA. Staff will be holding another session on July 14th, which will touch on the role of Council;
- The Audit fieldwork is now completed. Draft consolidated and non-consolidated financial statements have been prepared and provided to the auditors. Financial statements are expected to be presented to Council on July 19th.

6) Operational Updates

- The Environmental Sustainability Committee will meet for an orientation on July 14th;
- Dan Stovel and Jen Boyd attended the AMANS Spring Conference at the Old Orchard Inn. The agenda included a keynote by Pete Lucket, a plenary session by Bill Howatt discussing coping skills in the workplace, and sessions on routine access and privacy; tailoring community engagement; the role of local farm markets in the local economy and commercial property assessment trends;
- Mike MacLean attended the Municipal Finance Officers meeting on June 15th. Agenda topics include upcoming changes to the MFC debenture process and provincial changes to the FIR and SOW to be effective next fiscal year. A new report is being developed for municipalities to provide asset tracking data to the Province;
• The Finance Department is in the process of uploading the 2016/17 budget template to Diamond to allow for monthly and quarterly variance analysis;
• Water/sewer bills were mailed out this week in advance of the anticipated Canada Post strike. Bills included a reminder of online payment options. Finance staff are reviewing other processes that might be impacted by a potential strike;
• Finance staff are working on the following external reports:
  o Final Gas Tax Expenditure Report – due July 31
  o CIP Report – due September 1
  o Statement of Estimates (SOE) – due September 30
  o Financial Information Return (FIR) – due September 30
• The renovations to the front office will be completed over the next few weeks.
UPDATE

The Valley Region Solid Waste-Resource Management Authority met on June 15, 2016 in keeping with the normal meeting schedule.

Official notification regarding the approval of the Authority’s 2016-2017 Draft Operating and Capital Budgets has been received from the majority of partners.

The Authority was presented with the Audited Financial Statements for the year ending March 31, 2016. The Audit confirmed that the Authority enjoyed a very successful 2015-2016 fiscal year resulting in a surplus position in the amount of $648,158 which will be immediately returned to partners in their proportional shares. Partners reminded that the key driving factors resulting in this surplus were:

- The unanticipated reduction in the per-tonne disposal rate for landfill services,
- Larger than anticipated diversion credit funding, and
- Overall lower than anticipated fuel pricing among others.

Dillon Consulting representatives have completed the Service and Facility Review and presented their findings to the Authority at the June 15th meeting. In response, the Authority has established a Sub-Committee for the purpose of reviewing the final report and its associated recommendations.

The next meeting of the Valley Region Solid Waste-Resource Management Authority is scheduled for Wednesday, July 20, 2016.
The Valley Region Solid Waste-Resource Management Authority met on June 15, 2016, in keeping with the normal meeting schedule. During the meeting, it was indicated that official notification regarding the approval of the Authority’s 2016-2017 Draft Operating and Capital Budgets has been received from the majority of partners. The Authority was also presented with the Audited Financial Statements for the year ending March 31, 2016. The Audit confirmed that the Authority enjoyed a very successful 2015-2016 fiscal year resulting in a surplus position in the amount of $648,158.00 which will be immediately returned to partners in their proportional shares. Partners are reminded that the key driving factors resulting in this surplus were: the unanticipated reduction in the per-tonne disposal rate for landfill services, larger than anticipated diversion credit funding and overall lower than anticipated fuel pricing among others.

**SERVICE AND FACILITY REVIEW**

Dillon Consulting representatives have now completed the Service and Facility Review and presented their findings to the Authority during the meeting held on June 15th. In response, the Authority has established a Sub-committee consisting of Chair Pearl, Brian Hirtle and senior staff representatives for the purpose of reviewing the final report and its associated recommendations. All involved were reminded that while the Authority is fully conscious of the importance of controlling costs, social acceptance must also be carefully considered when any service delivery issues are under consideration.
PROVINCIAL ACTIVITY-REGIONAL CHAIRS AND REGIONAL COORDINATORS

Latest Meetings
The Regional Chairs Committee has not met since the last Authority meeting; however, Communications Manager, Andrew Garrett, took the opportunity to share the findings of the 2014-2015 Provincial Datacall with the Authority. As per the graphs below, the Valley Region is performing very well when compared to counterparts across the Province. The following graphs detail cost comparisons associated with the major waste streams. It should be noted; however, that service levels are not the same across the Province making it extremely difficult to compare one Region to another.

**Employee Salary review**

The Authority has released a Request for Proposals for the provision of an Employee Salary Review. The deadline for submissions is Thursday, June 23, 2016. This review is being done in follow-up to the recommendation from the recently completed Organization Review and as per the approved budget.

**Manager of policy and planning**

In keeping with the approved operating budget, the Authority is moving forward with the reinstatement of the Manager of Policy and Planning position. Recruiting for the position will soon be underway with notices regarding this exciting career opportunity to be shared with partner municipalities.

UPCOMING MEETING

The next meeting of the Valley Region Solid Waste-Resource Management Authority will be held in keeping with the normal meeting schedule on Wednesday, July 20, 2016 beginning at 9:00am in the Board Room.
SUMMARY

Municipal Debt Guarantee – Valley Waste Temporary Borrowing Resolution

Similar to each municipal unit having to set up an approved Temporary Borrowing Resolution (TBR) to provide funding for their annual capital budgets, VWRM must also set up approved TBR’s. However, in their case it requires participating municipal partners to approve Guarantee Resolutions. This RFD deals with the required guarantee.

DRAFT MOTION:

That Council approve the attached Guarantee Resolution in the amount of $25,989, covering the Town’s share of the long term debt funding required by the 2016/17 Capital Budget for Valley Waste Resource Management.
1) CAO COMMENTS
The CAO concurs with the recommendations of staff.

2) LEGISLATIVE AUTHORITY
- MGA Sections 60 and 88

3) STAFF RECOMMENDATION
That Council approves the Guarantee resolution as presented.

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

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

The total borrowing requirement noted ($399,000) agrees to the amount in the VWRM 2016/17 Budget documents. The Town’s share of $25,989 represents 6.5% of the total debt financing.

This step in the process is required by NS Dept. of Municipal Affairs. It should be noted that these guarantees are not factored into the Town’s debt service ratio as monitored by DMA. The Town would only being required to step in if VWRM was unable to meet its repayment obligations.

VWRM requires the signed documents back before the end of August to get the remainder of their borrowing in place.

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

7) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS
Not applicable.

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

- No real options available as Council has already approved the capital budget spending covered by this guarantee. If guarantee not approved, VWRM would not be able to fund their 2016/17 capital program.
WHEREAS the Valley Region Solid Waste-Resource Management Authority was incorporated on October 1, 2001 pursuant to Section 60 of the Municipal Government Act;

AND WHEREAS the Authority has determined to borrow the aggregate principal amount of Three Hundred Ninety-Nine Thousand Dollars ($399,000) for the purpose of several vehicles and an outgoing scale at the Eastern Management Centre and has applied to the Town of Wolfville for its guarantee;

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

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

BE IT THEREFORE RESOLVED

THAT the Town of Wolfville does hereby approve the borrowing of Three Hundred Ninety-Nine Thousand Dollars ($399,000) for the purpose set out above;

THAT subject to the approval of the Minister of Municipal Affairs of the borrowing by the Authority and the approval of the Minister of Municipal Affairs of the guarantee, the Town unconditionally guarantee repayment of Twenty-Five Thousand Nine Hundred Eighty-Nine Dollars ($25,989) of the principal and interest of the borrowing of Three Hundred Ninety-Nine Thousand Dollars ($399,000) for the purpose set out above;

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

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

2016.

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

2016.

Mayor

Clerk
UPDATE

The Kings Transit Authority (KTA) held its regular Board Meeting June 22, 2016

Kings Transit Ridership for the month of May was up by .97% over the same period in the previous year.

Board Chair, Mercedes Brian, Councillor Raven and Manager Foster attended the annual conference of Community Transit NS in Truro on May 31st.

Kings Transit is currently accepting applications to fill the role of Transit Education Coordinator. The role of the coordinator is an initiative to educate and instill confidence in Annapolis Valley seniors to use the bus effectively for recreation, employment and volunteer activities. The purpose of the 30 week term position is to identify groups that will benefit from obtaining a better understanding of Kings Transit and the role it plays in the community as well as organize group day trips throughout Kings Transit’s services areas during the months immediately ahead.

The next meeting of Kings Transit Board of Directors will be held July 27, 2016.
1. Welcome
2. Approval of Agenda
3. Approval of Minutes
4. Board Chair Update
5. General Manager’s Report
6. Ridership/Revenue Report
7. Financial Reports -
8. Old Business  
   Total cost of WI FI for entire service  
   Audit Committee meeting
9. New Business  
   -Fare increase

10. Correspondence  
    -Community transit NS conference

Next Board Meeting will be held June 22, 2016 @ 5:30 pm
The regular board meeting of Kings Transit Authority was held on the above date at 5:30 pm at Kings Transit Authority – New Minas.

PRESENT

Board Chair, Mercedes Brian, Town of Wolfville
Vice Chair, Anna Ashford-Morton, Town of Berwick
Pauline Raven, Municipality of Kings County
Patricia Bishop, Municipality of Kings County (Departed 6:35)
Mark Pearl, Town of Kentville
Diane Leblanc, Municipality of Annapolis County (Departed 6:57)
Wayne Fowler, Municipality of Annapolis County
Don Regan, CAO, Town of Berwick
Faye Brown, Kings Point to Point

KTA STAFF

Stephen Foster, General Manager
Tanya Morrison, Office Coordinator
Darren Durling, Night Shift Coordinator

REGRETS

Wayne Atwater
Linda Gregory
1. CALL TO ORDER

Chair Mercedes Brian called the meeting to order at 5:35 p.m.

2. APPROVAL OF AGENDA

Additions to “Old Business”
- Wi-Fi Added
- Waterville Shelter

MOVED AND SECONDED TO APPROVE THE AGENDA AS AMENDED.

MOTION CARRIED

3. APPROVAL OF MINUTES

Amendment to read under payroll audit; the addition of "time off in lieu" to the section discussing employee bonus.

MOVED AND SECONDED TO APPROVE THE MINUTES OF APRIL 27, 2016 AS AMENDED.

MOTION CARRIED

4. BOARD CHAIR UPDATE

Things are going well with Kings Transit. Board Chair discussed the Municipal Planning Strategy and asked going forward board members should remember to support Kings Transit when making suggestions for the MPS.

5. GENERAL MANAGER’S REPORT

Ground Search and Rescue

Mr. Foster was contacted to work as a partner with GSAR for shelter when needed. With the agreement Kings Transit will supply buses for emergency situations if available.

Coordinator Training

Both coordinators have successfully completed their safety training courses at Safety Services Nova Scotia.
Occupational Health and Safety

No issues to report from the committee

Municipality of Digby bus

Bus #58 is currently in the shop at Perry Rand’s body shop for repairs. The repairs are going well and there are minimal repairs needed before painting will begin.

Wi-Fi

Wi-Fi is going over extremely well on the Digby route. The service “dead spots” seem to be minimal. Passengers are very positive about the addition of the Wi-Fi on the bus.

Board members had discussion about adding Wi-Fi throughout the entire route. Currently there is not a budgeted amount for the addition of Wi-Fi. Board members would like to have the figures to move forward in making a decision on the addition of the Wi-Fi. Mr. Foster will get figures and email the board so the board members can have further discussion on the matter.

MOVED AND SECONDED TO RECEIVE THE GENERAL MANAGER’S REPORT.

MOTION CARRIED

6. RIDERSHIP/REVENUE REPORT

Mr. Foster presented Ridership Reports to the board.

Ridership

Overall ridership is up 1.89% over last year. The KT core is down 1.89% and Annapolis West is also down by 8.58%. Annapolis East and Digby are up 14.60% and 17.81% respectively. Carleton Road numbers are down by half Mr. Foster is going to contact the organization for further clarification on the numbers.

Revenue

Revenue is down 1.51% over the previous year. There were more groups travelling in April 2016 than the previous year, this accounts for the increase in Ridership but the decrease in Revenue as groups pay for travel for one direction of their trip only.
MOVED AND SECONDED TO ACCEPT THE RIDERSHIP/REVENUE REPORTS.

MOTION CARRIED

7. FINANCIAL REPORTS

Year-end financials were not available to report at the time of the meeting.

Mr. Foster has met with the new Finance Director for the Town of Berwick, Kim Mckeough. Due to the transition the year end entries continue to be entered. Within the next week an unaudited financial report will be sent out to the board members to disperse to their councils. Auditors from Grant Thorton will be at KT to start the yearend audit on June 15th. Members discussed the formation of the audit committee for this year’s audit. Mark Pearl, Mercedes Brian and Anna Ashford-Morton were the members chosen to form the audit committee. Mr. Foster will contact the members with a date for the initial audit meeting.

8. OLD BUSINESS

Wi-Fi

This matter was discussed during the presentation of the General Manager's report.

Waterville Shelter

Bryon Crossman has completed the permits in regards to moving the shelter from New Minas to Waterville. The shelter can be moved at any time pending funds to do so. Mr. Foster is looking for funding to support the move. Pauline will contact the planning department to see if they have any information on the bus shelter currently located in New Minas on Silver Fox Drive, for the possibility of moving it in the future.

9. NEW BUSINESS

Connect2 Funding Project

Mr. Foster has applied to receive an application for funding, the application was approved and he is in the process of applying for the funding. Mr. Foster would like to have signage available to connect the Harvest Moon Trail to local transit. The funding will help to create signage and maps to promote the project.
CUTA Report

Mr. Foster and Vice Chair Ashford-Morton attended the conference from May 14 –18th in Halifax. Mr. Foster attended the following:

- **Small Systems Round Table (Discussion)**
- **Transit Leader's Seminar – Fed Funds**

Federal funds will be available on a 50% cost share program.

- **Method of Reporting Ridership – Survey or Validation**

CUTA would like all transit organizations to report ridership using one method. There was discussion amongst the organizations present as to what the chosen method of reporting should be.

- **Meeting with Tiffany Chu of Remix**

Mr. Foster and Ms. Morton met with Tiffany to discuss an new software that is available which assists with creating effective bus routes. The software plots the routes and timings making it a valuable resource for transit. If Kings Transit were to pursue procuring the software it could become a source of revenue by means of consulting for other agencies. The cost of the software is $10,000US. Board members discussed the benefits of owning the software. Terms and conditions were unclear and the board would like to see more information before pursuing the issue further.

**IN CAMERA**

MOVED AND SECONDED TO GO IN CAMERA AT 6:58 PM.

Board members returned from "In Camera" at 7:03 PM

- **Meeting with Alex Parton of Route Match**

Route match offers systems for real time tracking of the buses as well as automated "next stop" announcements.

- **Meeting with Gary He of BYD**

Mr. Foster met with Mr. He to discuss the latest technology in electric buses. Discussion took place amongst members and all were interested in the idea of the electric bus and the benefits but at this time the cost and the length of the routes make it unfeasible to use on the routes.

- **Pam Cooley of Car Share Atlantic**

Mr. Foster met with Ms. Cooley to discuss the Car Share program. At this time it is not a partnership that Mr. Foster is pursuing.

**General Discussion**

Board members discussed upcoming ideas for improvements to the service such as the new North Kentville to Hants Border route which will decrease travel times on the core route, and the possibility of adding Wi-Fi on all of the KT buses. With all of the new improvements being implemented in the service members
discussed the idea of implementing a new fare structure as there has not been an increase in fares for several years.
Recommendation to bring forward information pertaining to fare increase student/senior $2.00 and adult cash fare to $4.00.
Board members suggested that Kings Transit apply for a grant next year for a PR student. The student could be out in the community providing information and promoting Kings Transit through transit awareness and the benefits of public transportation, as well as receive feedback from the community and the passengers currently taking the bus.

10. CORRESPONDENCE

Community Transit NS Conference
Annual general meeting and conference is being held on May 31st in Truro. Stephen, Mercedes, and Pauline will be attending. Members will meet at Kings Transit depot at 8:00 am to travel via Kings Point to Point van.

ADJOURNMENT

Meeting adjourned at 7:48 p.m.

MOVED AND SECONDED TO ADJOURN

MOTION CARRIED

NEXT MEETING DATE

Next meeting will be held June 22, 2016 at 5:30 pm

__________________________                  ___________________________
CHAIRPERSON                                                      SECRETARY
May 2016 General Managers Report

Transit Education Coordinator - Kings Transit has begun advertising for the position of the Transit Education Coordinator. The education coordinator position is a 30 week position made possible by an Age Friendly Grant received from the province.

Yearend Audit - The Grant Thornton team has been in gathering information for the year-end audit. The audit date has been pushed to the 27th of June. The audit committee is tentatively meeting on June 23rd.

Federal Funding - Kings Transit has received the guidelines around making application for Public Transit Infrastructure funds.

Special Service - Kings Transit will be operating a Canada Day service in Weymouth again this year. The service will run from 9AM until 4PM. The service which will be free for the passengers offers the opportunity to take in the Canada Day events in Digby and Weymouth.

Community Transit Nova Scotia - Mercedes, Pauline and I attended the Community Transit Nova Scotia Annual General Meeting and conference in Truro on the 31st of May. It was an interesting conference with a very diverse group of folks with a strong desire to support point to points, dial a rides and public transit.

Bus 58 - The bus refurbishment is coming along nicely; they have already completed much of the work and are in the process of putting panels back on. To this point I am pleased with the quality of work being completed.

Staff meeting – A meeting for all staff was held, this time we met at the Driftwood in Berwick for a breakfast meeting. At this meeting, staff was brought up to speed with all the company updates as well, the sexual harassment policy was reviewed.
## Ridership Report

As of May 31 2016

<table>
<thead>
<tr>
<th></th>
<th>Current Month Actual</th>
<th>Year to Date Actual</th>
<th>Increase</th>
<th>Percentage</th>
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<tr>
<td></td>
<td>MAY 2015</td>
<td>MAY 2016</td>
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<tr>
<td>KT CORE</td>
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<td>18627</td>
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<td></td>
<td></td>
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<td>39354</td>
<td>38413</td>
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<tr>
<td>ANNAPOLIS EAST</td>
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<td>5494</td>
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<td></td>
<td></td>
<td></td>
<td>10106</td>
<td>11443</td>
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<tr>
<td>ANNAPOLIS WEST</td>
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<tr>
<td></td>
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<td>4374</td>
<td>4249</td>
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<tr>
<td>DIGBY</td>
<td>2502</td>
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<tr>
<td></td>
<td></td>
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<td>4647</td>
<td>4914</td>
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<tr>
<td>TOTALS</td>
<td>28692</td>
<td>28695</td>
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<tr>
<td></td>
<td>58481</td>
<td>59,046</td>
<td>565</td>
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## Revenue Report

As of May 31 2016

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<tr>
<th></th>
<th>Current Month Actual</th>
<th>Year to Date Actual</th>
<th>Increase</th>
<th>Percentage</th>
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</thead>
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<tr>
<td></td>
<td>MAY 2015</td>
<td>MAY 2016</td>
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<td></td>
</tr>
<tr>
<td>KT CORE</td>
<td>$49,616</td>
<td>$49,025</td>
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<td></td>
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<td>$103,572</td>
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<td>ANNAPOLIS EAST</td>
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<td></td>
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<td>$18,597</td>
<td>$20,835</td>
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<tr>
<td>ANNAPOLIS WEST</td>
<td>$3,360</td>
<td>$3,463</td>
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<tr>
<td></td>
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<td>$6,737</td>
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<td>DIGBY</td>
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<td>$12,366</td>
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<td></td>
<td>$141,271</td>
<td>$140,358</td>
<td>-$913</td>
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# Community Services 2015/16 vs 2016/17 year to date

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<tr>
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<th>2015</th>
<th>2016</th>
<th>Difference</th>
<th>%</th>
<th>2015</th>
<th>2016</th>
<th>Difference</th>
<th>%</th>
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<td>April</td>
<td>5815.00</td>
<td>5281.00</td>
<td>-534.00</td>
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<td>1060.00</td>
<td>1485.00</td>
<td>425.00</td>
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<td>May</td>
<td>5003.00</td>
<td>6089.00</td>
<td>1086.00</td>
<td>22%</td>
<td>630.00</td>
<td>1150.00</td>
<td>520.00</td>
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<td>-</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>-</td>
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<tr>
<td>July</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>-</td>
<td>0.00</td>
<td>0.00</td>
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<tr>
<td>August</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>-</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
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<tr>
<td>September</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>-</td>
<td>0.00</td>
<td>0.00</td>
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</tr>
<tr>
<td>October</td>
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<td>0.00</td>
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<td>-</td>
<td>0.00</td>
<td>0.00</td>
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<tr>
<td>November</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>-</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>-</td>
</tr>
<tr>
<td>December</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>-</td>
<td>0.00</td>
<td>0.00</td>
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<tr>
<td>Total</td>
<td>$10,818.00</td>
<td>$11,370.00</td>
<td>$552.00</td>
<td>5%</td>
<td>$1,690.00</td>
<td>$2,635.00</td>
<td>$945.00</td>
<td>56%</td>
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<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>Difference</th>
<th>%</th>
<th>2015</th>
<th>2016</th>
<th>Difference</th>
<th>%</th>
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<tr>
<td>April</td>
<td>624.00</td>
<td>360.00</td>
<td>-264.00</td>
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<td>1290.00</td>
<td>123.00</td>
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<tr>
<td>May</td>
<td>588.00</td>
<td>180.00</td>
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<td>1280.00</td>
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<td>-100%</td>
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<td>June</td>
<td>0.00</td>
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<tr>
<td>July</td>
<td>0.00</td>
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<td>0.00</td>
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<tr>
<td>August</td>
<td>0.00</td>
<td>0.00</td>
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<td>0.00</td>
<td>0.00</td>
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<tr>
<td>September</td>
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<td>0.00</td>
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<tr>
<td>October</td>
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<td>November</td>
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<td>December</td>
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<td>-</td>
<td>0.00</td>
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</tr>
<tr>
<td>Total</td>
<td>$1,212.00</td>
<td>$540.00</td>
<td>-$672.00</td>
<td>-55%</td>
<td>$2,570.00</td>
<td>$123.00</td>
<td>-$2,447.00</td>
<td>-95%</td>
</tr>
</tbody>
</table>

Community Services 2015/16 vs 2016/17 year to date.
Kings Transit searching for a Transit Education Coordinator

Kings Transit is currently accepting applications to fill the role of Transit Education Coordinator. The role of the Coordinator is an initiative to educate and instill confidence in Annapolis Valley seniors to use the bus effectively for recreation, employment and volunteer activities. Kings Transit is actively looking for an outgoing individual with an exceptional personality to fill the position. The purpose of the 30 week term position is to identify groups that will benefit from obtaining a better understanding of Kings Transit and the role it plays in the community as well as organize group day trips throughout Kings Transit’s service areas during the months immediately ahead.

Kings Transit Ridership for the month of May is up by .97% over the same period in the previous year.

The year is off to a slow start with system wide revenue down by .65% over May 2015.

Community Transit Nova Scotia Annual Conference

Board Chair Mercedes Brian, Councillor Raven and Manager Foster attended the annual conference of Community Transit Nova Scotia in Truro on the 31st of May. The conference consisted of a day of guest speakers, networking, and group conversation. Guest speakers for the day were Danny McGillivray, Executive Director, CHAD Transit, Kim Dickson, Marketing & Communications Director, Town of New Glasgow, Dr. Kathleen Kevany, Associate Professor, Dalhousie University, Truro Campus and Joy O`Neill, Economic Development Officer, Municipality Colchester County

The next meeting of Kings Transits Board of Directors will be held July 27, 2016 at 5:30PM
<table>
<thead>
<tr>
<th>Time</th>
<th>Agenda Item</th>
<th>Responsible</th>
</tr>
</thead>
</table>
| 1:30 – 1:45 p.m.| Chair’s Welcome and Annual Report  
• Approval of the Agenda  
• Approval of the AGM minutes June 18, 2015 | Beth Pattillo        |
| 1:45 – 2:15 p.m.| Presentation of Financial Statements, Fiscal year 2015/2016  
• Financial Statements as of March 31, 2016  
• 3 Year Proposed Operating Budget | Danny Phinney        |
| 2:15 – 3:00 p.m.| Presentations  
• Partnerships & revised funding formula  
• Harvest Moon Trailway  
• Trail Coordinator’s Report | Mike Trinacty, Shannon Read, Rick Jacques |
| 3:00 – 3:20 p.m.| Nomination Committee Report  
• Presentation of proposed slate of officers and directors  
• Election of the Board of Directors & officers | Mike Trinacty        |
| 3:20 – 3:30 p.m.| Other Business | Beth Pattillo        |
| 3:30 p.m.       | Adjournment                  |                      |
## Annapolis Valley Trails Coalition

**to March 31, 2016**

### Revenue

<table>
<thead>
<tr>
<th>Description</th>
<th>Year to Date</th>
<th>Budget</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trail Groups Memberships</td>
<td>1,100</td>
<td>1,000</td>
<td>100</td>
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<tr>
<td>HPP Funding</td>
<td>20,000</td>
<td>20,000</td>
<td>0</td>
</tr>
<tr>
<td>Municipal Contributions</td>
<td>28,250</td>
<td>28,250</td>
<td>0</td>
</tr>
<tr>
<td>Coordinator Service Revenue</td>
<td>19,588</td>
<td>12,520</td>
<td>7,068</td>
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<tr>
<td><strong>Total Revenues</strong></td>
<td>68,938</td>
<td>61,770</td>
<td>7,168</td>
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### Payroll Expenditures

<table>
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<tr>
<th>Description</th>
<th>Year to Date</th>
<th>Budget</th>
<th>Difference</th>
</tr>
</thead>
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<tr>
<td>Wages</td>
<td>35,812</td>
<td>39,358</td>
<td>(454)</td>
</tr>
<tr>
<td>EI Expense</td>
<td>1,077</td>
<td>1,096</td>
<td>(19)</td>
</tr>
<tr>
<td>CPP Expense</td>
<td>1,843</td>
<td>1,775</td>
<td>68</td>
</tr>
<tr>
<td>WCB Expense</td>
<td>905</td>
<td>1,025</td>
<td>120</td>
</tr>
<tr>
<td><strong>Total Payroll Expenditures</strong></td>
<td>43,638</td>
<td>43,194</td>
<td>(443)</td>
</tr>
</tbody>
</table>

### Non-Payroll Expenditures

<table>
<thead>
<tr>
<th>Description</th>
<th>Year to Date</th>
<th>Budget</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coordinator Mileage Claims</td>
<td>14,262</td>
<td>10,500</td>
<td>3,762</td>
</tr>
<tr>
<td>Insurance</td>
<td>150</td>
<td>440</td>
<td>290</td>
</tr>
<tr>
<td>Memberships &amp; Fees</td>
<td>31</td>
<td>268</td>
<td>237</td>
</tr>
<tr>
<td>Office Supplies</td>
<td>448</td>
<td>700</td>
<td>252</td>
</tr>
<tr>
<td>Coordinator Office Phone</td>
<td>1,663</td>
<td>1,150</td>
<td>513</td>
</tr>
<tr>
<td>Coordinator Internet</td>
<td>326</td>
<td>800</td>
<td>474</td>
</tr>
<tr>
<td>Coordinator Cell Phone</td>
<td>980</td>
<td>1,100</td>
<td>120</td>
</tr>
<tr>
<td>Training</td>
<td>-</td>
<td>50</td>
<td>50</td>
</tr>
<tr>
<td>Ivan Trimper Final Invoice</td>
<td>5,218</td>
<td>5,218</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Non Payroll Expenditures</strong></td>
<td>23,078</td>
<td>20,226</td>
<td>(2,852)</td>
</tr>
</tbody>
</table>

### Total Expenditures

<table>
<thead>
<tr>
<th>Description</th>
<th>Year to Date</th>
<th>Budget</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>66,716</td>
<td>63,420</td>
<td>3,295</td>
</tr>
</tbody>
</table>

### Surplus/(Deficit)

<table>
<thead>
<tr>
<th>Description</th>
<th>Year to Date</th>
<th>Budget</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2,222</td>
<td>(1,650)</td>
<td>3,872</td>
</tr>
</tbody>
</table>
## Annapolis Valley Trails Coalition 3 Year Budget

### Revenue

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Municipal</td>
<td>40,000</td>
<td>40,000</td>
<td>40,000</td>
</tr>
<tr>
<td>Province (1)</td>
<td>20,000</td>
<td>21,000</td>
<td>22,000</td>
</tr>
<tr>
<td>Trail Groups</td>
<td>1,500</td>
<td>1,500</td>
<td>1,500</td>
</tr>
<tr>
<td>Services</td>
<td>15,000</td>
<td>15,000</td>
<td>15,000</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>76,500</strong></td>
<td><strong>77,500</strong></td>
<td><strong>78,500</strong></td>
</tr>
</tbody>
</table>

### Expenses

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries &amp; Benefits (2)</td>
<td>49,000</td>
<td>50,500</td>
<td>52,000</td>
</tr>
<tr>
<td>Travel</td>
<td>11,000</td>
<td>11,000</td>
<td>11,000</td>
</tr>
<tr>
<td>Insurance</td>
<td>500</td>
<td>500</td>
<td>500</td>
</tr>
<tr>
<td>Membership (3)</td>
<td>275</td>
<td>400</td>
<td>400</td>
</tr>
<tr>
<td>Office Supplies</td>
<td>700</td>
<td>600</td>
<td>600</td>
</tr>
<tr>
<td>Communication</td>
<td>3,100</td>
<td>3,100</td>
<td>3,100</td>
</tr>
<tr>
<td>Website</td>
<td>1,000</td>
<td>1,000</td>
<td>1,000</td>
</tr>
<tr>
<td>Training &amp; OHS</td>
<td>1,525</td>
<td>1,500</td>
<td>1,500</td>
</tr>
<tr>
<td>Broad Expenses (4)</td>
<td>1,000</td>
<td>1,000</td>
<td>1,000</td>
</tr>
<tr>
<td>Administration (4)</td>
<td>5,000</td>
<td>5,000</td>
<td>5,000</td>
</tr>
<tr>
<td>Emergency Weather Expenses (4)</td>
<td>3,000</td>
<td>3,000</td>
<td>3,000</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>76,100</strong></td>
<td><strong>77,350</strong></td>
<td><strong>78,850</strong></td>
</tr>
<tr>
<td><strong>Surplus (Loss)</strong></td>
<td><strong>400</strong></td>
<td><strong>150</strong></td>
<td><strong>(350)</strong></td>
</tr>
<tr>
<td>Town</td>
<td>2015/16 UA</td>
<td>2011 Population</td>
<td>50/50</td>
</tr>
<tr>
<td>------------------</td>
<td>--------------</td>
<td>-----------------</td>
<td>-----------</td>
</tr>
<tr>
<td>Annapolis Royal</td>
<td>55,391,091</td>
<td>0.97%</td>
<td>481</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Berwick</td>
<td>142,575,509</td>
<td>2.50%</td>
<td>2,454</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kentville</td>
<td>470,430,247</td>
<td>8.25%</td>
<td>6,094</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Middleton</td>
<td>104,283,525</td>
<td>1.83%</td>
<td>1,749</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wolfville</td>
<td>452,186,937</td>
<td>7.93%</td>
<td>4,269</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annapolis Co</td>
<td>1,071,687,037</td>
<td>18.78%</td>
<td>17,577</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kings Co</td>
<td>3,014,076,476</td>
<td>52.83%</td>
<td>40,572</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kingston</td>
<td>165,000,000</td>
<td>2.89%</td>
<td>3,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New Minas</td>
<td>230,000,000</td>
<td>4.03%</td>
<td>4,200</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| Total            | 5,705,630,822 | 100.00%         | 80,396    | 100.00%| 100.00%| 50,000|
|                  |              |                 |           |        |        | 40,000|
|                  |              |                 |           |        |        | 28,240|
Annapolis Valley Trails Coalition (AVTC)

Destination Trail Project:

HARVEST MOON TRAILWAY
Annapolis Valley Trails Coalition (AVTC)

Destination Trail Signage Project:

HARVEST MOON TRAILWAY
June 2016

Annual General Meeting Report

Annapolis Valley Trails Coalition

Your Vision - Our Help
Everyone's Benefit

Prepared by
Rick Jacques
Trail Coordinator
Annapolis Valley Trails Coalition (AVTC)

Trail Status 2016-17:

• 3,700 km of hiking, walking, biking, snowmobiling and ATV trails in the Valley in various stages of planning, construction and nearing completion.

• 103 new bridges built between 2008-17.
• 298 km rails to trails, a further 41 km private rail corridor totaling 339 km that include:
  • 307 bridges
  • Over 2,000 culverts
  • 11,000 adjacent landowners
  • 250 road crossings

• 290 km of rails to trails out of 339 km (82%) opened.
Major Challenges

Volunteer Recruitment and Retention, existing groups

Land Access, east and west ends

Contractor Safety (*striving for zero accidents*)
Major Challenges
Weather Events
Major Projects
Whitney Bridge Installation
Major Projects
Whitney Bridge Installation
Major Projects
SANS #2 Reroute
Major Projects
ACTS 17 Kilometer Destination Trail Construction
Major Projects
Bridgetown Washout
Major Projects
AVRR #2 Trail Construction
Major Projects
Salmontail Bridge Construction
Major Projects
Marshall Brook Bridge Installation
Major Projects
Messenger Brook Bridge Installation
Major Projects
Shearer Brook Bridge Rehabilitation
Major Projects
ACTS Munroes Brook Bridge Rehabilitation
Major Projects
ACTS West Saunders Brook Bridge Rehabilitation
Major Projects
Carleton Creek Bridge Rehabilitation
Major Projects
SANS # 3 Rehabilitation
Major Projects
SANS # 2 Rehabilitation
Major Projects
Lake Pleasant Construction
Major Projects
Greenwich Trail Construction
Major Projects
Greenwich Trail Construction
Major Projects
Greenwich Trail Construction
Major Projects
Greenwich Trail Construction
Major Projects
Greenwich Trail Construction
2016-2017 Next Major Projects
2016-2017 Next Major Projects
## 2016-2017 Next Major Projects

<table>
<thead>
<tr>
<th>Name of Standard</th>
<th>Description</th>
<th>Applicability</th>
<th>Compliance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction Standards for Multi-use trail on abandoned rail corridors</td>
<td>standard for width, brushing, surfacing etc. On crown owned rail corridor</td>
<td>all crown owned rail corridor</td>
<td>DNR parks planning and regional services</td>
</tr>
<tr>
<td>TIR trail policy P01033</td>
<td>trail standard for highway crossings, k-class and service roads</td>
<td>All TIR administered crown land and highways</td>
<td>TIR Traffic safety and District supervisors</td>
</tr>
<tr>
<td>Developing Recreational Trails in Nova scotia</td>
<td>All trail types, all aspects of planning, design and maintenance</td>
<td>all trails under NSTF Liability policy</td>
<td>NSTF Risk Management committee</td>
</tr>
<tr>
<td>TIR Procedure PR5092</td>
<td>all highway trail crossings specs and signage requirements</td>
<td>All crown owned highways</td>
<td>TIR District supervisors and Highway safety</td>
</tr>
<tr>
<td>TSA Tech Bulletin 2014 AVTC</td>
<td>surfacing specification for new destination trail surfacing</td>
<td>new or upgraded destination trail, minimum surfacing</td>
<td>AVTC board recommendations</td>
</tr>
<tr>
<td>TSA Specification Certification 2014 AVTC</td>
<td>surfacing specification for new destination trail surfacing</td>
<td>new or upgraded destination trail, minimum surfacing</td>
<td>AVTC board recommendations</td>
</tr>
<tr>
<td>IASA Signage guidelines and placement</td>
<td>all crown owned trails, signage placement, size and applications</td>
<td>All crown owned land</td>
<td>DNR parks planning and regional services</td>
</tr>
<tr>
<td>Nova Scotia TIR Standard Specifications</td>
<td>Highway design specifications</td>
<td>Drainage guidelines on crown owned land</td>
<td>AVTC Coordinator</td>
</tr>
<tr>
<td>Nova Scotia Watercourse Alteration Specifications and ACT</td>
<td>Watercourse sizing, design and installation</td>
<td>All watercourses in Nova Scotia</td>
<td>Nova Scotia NSE</td>
</tr>
<tr>
<td>Guidelines for trail bridges on Nova Scotia Crown Land</td>
<td>design guidelines for crown lands bridges</td>
<td>all crown lands in Nova Scotia</td>
<td>DNR parks planning and regional services</td>
</tr>
</tbody>
</table>
Focus for 2016 – 2017:

• Partnership agreements
• Completion of the Harvest Moon Trailway
• Safe and consistent standards for all our different types of trails
• Effective communication with all our partners
Annapolis Valley Trails Coalition
Nomination Committee Report

June 23, 2016

Municipal Representatives
Carl Oldham – Town of Wolfville
Dale Lloyd – County of Kings
Jane Bustin – Town of Berwick
Debra Ryan – County of Annapolis
Noah Scanlon – Town of Annapolis Royal

Bob Wright – Kings County Trails Society
Hartt McKinlay – Annapolis Valley Ridge Runners
Danny Phinney – Annapolis County Trails Society

Executive
Chair – Beth Patillo
Vice Chair – Carl Oldham
Treasurer – Danny Phinney
Secretary – Noah Scanlon

Ex-officio
Dana Orr – Department of Natural Resources
Mike Trinacty – Department of Communities, Culture and Heritage
UPDATE
The WBDC’s Annual General Meeting was held Tuesday, June 14 from 7:00 – 9:30 pm at the WU Welcome Centre. There were 25 people in attendance. Bishop & Company was retained as their accounting firm and Hergett Law Inc. as legal counsel. The budget was presented and approved (please see budget table below). Two new Officers and two new Directors at Large were appointed:

- Vice President – Carl Oldham Sr
- Past President – Will Lang
- Director at Large – Sandra Davison
- Director at Large – Jeremy Novak

The Town’s Manager of Economic Development gave a presentation on the economic development related activities completed in FY 2015/16 and planned for 2016/17. Discussion items included food trucks and business engagement during the MPS review.

The WBDC Board of Directors met on Wednesday, June 15, 2016. The majority of the meeting was spent discussing two items: the Town’s proposed Business Retention and Expansion (BRE) Program and a billboard & marketing campaign (“Do it in Wolfville”). Both discussions centred around opportunities for partnership between the two groups.

The WBDC’s is still recruiting members for their four proposed committees:

1. Brand Boosting Committee
2. Communication Committee
3. WBDC Board Liaison Committee
4. Opportunities Committee

The WBDC’s next Board of Directors meeting will be Wednesday, July 20, 2016.

WBDC 2016/17 Budget

<table>
<thead>
<tr>
<th>Cost Summary and description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Liability insurance</td>
<td>4,000</td>
</tr>
<tr>
<td>2 Professional fees (legal, audit)</td>
<td>4,500</td>
</tr>
<tr>
<td>3 Administration of baseline activities</td>
<td>3,000</td>
</tr>
<tr>
<td>4 Membership and registration fees (TIANS, Chamber of Commerce etc.)</td>
<td>1,000</td>
</tr>
<tr>
<td>5 Cost of buying space for traditional marketing; Grapevine,</td>
<td>10,000</td>
</tr>
</tbody>
</table>
### COMMITTEE UPDATE

**Title:** Wolfville Business Development Corporation  
**Date:** July 5, 2016  
**Department:** Office of the CAO

<table>
<thead>
<tr>
<th></th>
<th>magazines, newspapers</th>
<th></th>
</tr>
</thead>
</table>
| 6 | Contracted services to support Board and WBDC committee activities related to our strategic plan;  
  - Maintain and refresh our current web presence,  
  - Research for future building of a more comprehensive and effective web presence,  
  - Prepare traditional marketing material (writing, design, photography),  
  - Assist with communication with members and stakeholders,  
  - General follow-up related to our various committee activities, maintain files etc. | 16,000 |
|   | (2,000)  
(6,000)  
(5,000)  
(2,000)  
(1,000) |   |
| 7 | Support for committee activities, membership meetings, networking refreshments; welcoming new businesses. | 1,000 |
|   |   |   |
| **TOTAL** | **39,500** |   |
UPDATE

On June 16th, 2016, the Valley Regional Enterprise Network held its first Annual General Meeting at the Ken-Wo Golf Club which the Mayor attended as a member of the Liaison and Oversight Committee. The agenda for this meeting included a keynote presentation by Danny Graham, an overview of the previous year’s accomplishments and a review of the financial statements.

The 2016-17 board is composed of the following people:

**Board of Directors**

**GERARD D’ENTREMONT**  
Chair  
Manager of Customized Learning, International Energy, Nova Scotia Community College

**SCOTT ROBERTS**  
Vice-Chair  
Executive Director Communications and Marketing, Acadia University

**DON ABBEY**  
President/CEO of Abbey Capital Management

**MICHELE FASH**  
Marketing and Business Development Manager, ACENET

**BARRY GANDER**  
Executive Vice-President, Canadian Advanced Technology Alliance  
Co-founder, i-Valley

**SCOTT HEARN**  
Vice-President of Real Estate and Development, Parsons Investments

**ALEX JURGENS**  
President, A-Tick Consulting Ltd.

**COBY MILNE**  
Project Coordinator, PeopleWork

**ROBERT PERRY**  
Pharmacist/Director, Pharmacie

**RICHARD RAMSEY**  
President, Richard G. Ramsey Management Consultants Inc.

**GARRY WOOD**  
Retired (previously Senior Vice President and Principal, Superior Cabinet)

In this last year, the VREN had a substantial surplus as several staff positions remained vacant. To implement the Strategic Plan approved by the Board, the organization has established the following organizational structure (see REN organization structure graphic).

The Annual Report lists the following as the Mandate for the REN in 2016-17.
Our Mandate for 2016–17

Three key economic-development themes emerged as a result of the strategic process:

- Workforce Advantage (People)
- Strong Local Businesses & Investment Attraction (Sectors)
- Infrastructure (Assets)

Within each of these themes, we identified strengths, weaknesses, opportunities, and threats (or challenges). As we deliver programs and services, we will support and capitalize on the OneNS Action Plan.

People
Valley REN will focus our efforts to support the local business community. We’ll identify ways to connect entrepreneurs, innovators, youth, and students to opportunities. We’ll also look to immigration as part of a larger solution to ensure businesses have access to a sustainable and strong workforce.

Sectors
The Annapolis Valley has a long history and well-established agricultural economy that now includes award-winning wines with a growing international reputation. Its picturesque setting and rich cultural history attract visitors from around the world. The area serves as a regional sales and service hub, and its natural resources have given rise to research and development in green energy, clean technologies and renewables.

We identified five core economic sectors:

- Agriculture
- Tourism
- Manufacturing
- Information, Communication and Technology (ICT)
- Alternative/Green Energy

The region’s assets are strongly linked to the core sectors and will be integral to its growth potential.

Assets
We identified underused assets with strong potential to contribute to the region’s economic growth. Smart communities have better standards of living and are the most sustainable; two-thirds of growth comes from an innovation economy. The Bay of Fundy is a unique asset and requires attention to capitalize on its opportunities. In all endeavours, we will need to maintain a balance between the natural environment and development.

A comprehensive set of strategic actions for all three themes will be implemented over the next three years. These include working with local educators, service providers and businesses to bring together labour market needs and opportunities with a trained and skilled workforce; creating “sector teams” that will prioritize projects that are expected to create the most positive economic outcomes with the greatest potential impact; and championing a “Smart” community initiative that is Valley wide.

To measure our progress, we’ll present quarterly reports to the Liaison and Oversight committee. We’ll also produce an annual business plan that incorporates specific goals and measurements.
UPDATE

The Art in Public Spaces Committee met on July 16th, 2016. Key items put forward on the agenda included the following:

**Liam Elliott: Sound Sculpture Project**

Composer Liam Elliot presented his idea for two sound sculpture projects that he would like to install in Wolfville for the month of October.

- Self-funded and maintained but requires the Town’s permission to install on Town land.
- Sculpture #1 – “Grove” – to be installed in Waterfront Park and consists of 5 posts supporting strings that change in sound with the wind.
- Sculpture #2 – “Whispers” – to be installed along the Millennium Trail and consists of small wooden boxes that emit bird songs.

The Committee motioned to proceed with the installation of the sound sculptures and for Staff to assist in navigating any administrative barriers that may be encountered.

**Small Scale Projects: Reservoir Park Utility Building**

The Committee favourably received Staff’s suggestion to make the space more welcoming by using the building as a canvas for a community-based painting event to be held at this summer.

- To be supervised by a professional artist and open to all members of the public.
- Possibility of partnering with a school group to repaint in years to come.

**RFP: Clock Park Water Feature**

The Committee is pleased with the Draft RFP and Staff are working internally to gather the necessary technical information.

The next Art in Public Spaces Committee meeting will take place on September 22nd, 2016.
UPDATE

The Planning Advisory Committee met on June 27th, 2016. Key items put forward on the agenda included the following:

MPS Amendment Application: 5 Blomidon Terrace
Building contains three unpermitted dwelling units. Enforcement action to bring the building into compliance was initiated in October 2014.
  - Order to demolish recently re-issued by Staff so as to remain current.
  - Staff presented option for a site-specific MPS amendment that will allow for the additional units to become compliant, which was favoured by the Committee.
  - PAC motioned to forward the issue on to a Public Participation Meeting on July 27th immediately before PAC and that Staff prepare the amendments as outline in Option 3 of the staff report.

MPS Phase II
Staff presented the Committee with three Issue Identification Papers that aim to identify important issues that emerging from the MPS Review on which Staff require direction.
  - Personal Offices: Current definition of “personal offices” may a negative economic impact on home businesses. Committee supports an amended definition that would allow for one client to be on premises, subject to consultation with the R-1 property owners.
  - Form Based Zoning: Intent of the R-2/4 Zone from the previous MPS review was not achieved. Staff instructed to explore an alternative method to managing density through form based zoning and to discuss this alternative with the Core Area Residents.
  - Lounge Seating & Hours: Limitations on the number of lounge seats having a negative effect on some businesses. Staff to investigate differences in the number of lounge seats available to businesses and address any inequalities. The Committee motioned that the hours of operation for lounges not be changed.

Staff provided an overview of the Phase II timeline and spoke to the success of the recent Open House during a verbal update of the consultation plan. RFP for planning services issued with the intent of bringing forward experts in the field of housing. The discussion topics for the symposium will be broken into four streams:
  - Social Integration of Seniors and Students/Young People in Wolfville
  - Affordable Housing
  - Residential Rental Business Bylaw
  - Downtown Redevelopment Supporting an Age-Friendly Community Opportunities

Staff relayed their intent to capture the outcomes of the Housing Symposium for review by Council.

The next Planning Advisory Committee meeting will take place on July 27th, 2016.
UPDATE

The RCMP Advisory Board met on Tuesday, June 28, 2016.

Sgt Stephen Power provided an update on RCMP activities over the last quarter (April 1, 2016 to June 27, 2016):

- Total calls for service – 417
- Apple Blossom Festival
  - 37 calls for service;
  - 12 Liquor Control Act charges laid;
  - 2 Motor Vehicle Act charges laid;
  - 5 prisoners lodged.
- 2016-17 Annual Performance Plan. In previous years this was a generic Kings County Plan, but what has been done this year is that there is the Kings County wide plan that Wolfville is part of, but there is also an outline of objectives that are specific to Wolfville:
  - Safe roads and safe highways in Nova Scotia
  - Safety and security of all Nova Scotians (which includes crime reduction)
  - Reduce cybercrime in Nova Scotia
  - Enhance our relationship with Aboriginal communities
  - Safe and peaceful community (Wolfville specific) – which address the priorities put forward to the RCMP by the RCMP Advisory Board in January, 2016:
    - Participation in foot/bicycle patrols
    - Enforcement of the Motor Vehicle Act
    - Issuance of Noise Bylaw charges

The main issue of discussion revolved around the Town of Wolfville Policing Priorities and that it was important to not lose sight of the Wolfville priorities identified at the January 2016 Joint Council/RCMP Advisory Board meeting that were not captured in the RCMP Annual Performance Plan.

In response to an inquiry about Communications Strategy, CAO highlighted that there will be a Community Satisfaction Survey conducted in the Fall of 2016 and there is an opportunity to obtain some baseline data on how the community perceives their community both from a safety perspective and policing.

2016 was identified as the baseline year for the establishment of Wolfville specific Policing Priorities, and based on the 2016-17 RCMP Annual Performance Plan, Wolfville specific objectives do not yet have targets set for each objective.

There is the opportunity for the RCMP Advisory Board to have a discussion based on the priorities identified, as to whether or not there is any information or data that could be collected over the coming year in order to develop performance metrics.
In addition to the regularly scheduled September 27th meeting, an additional meeting has been scheduled for August 30th at which the Draft MOU for Policing Services will be reviewed, along with further discussion concerning Policing Priorities.
SUMMARY

Business Registry

At this time, the Town does not have accurate information on the number of businesses, types of businesses, business location and contact information for businesses operating in the Town of Wolfville. As such, staff is proposing a Graduated Business Registry to track and monitor information related to businesses. Though business lists/registries are never 100% accurate, a registry can assist the town in gathering and maintaining current information.

A Business Registry will enable the Town to more easily gather and maintain a current business list and contact information for local businesses with the aims of 1) knowing more accurately the types of businesses in town limits, 2) assist in identifying businesses for the Business Retention and Expansion Program and, 3) enhancing communication with local businesses.

Three are three options to consider:

1. Voluntary Business Registry
2. Mandatory Business Registry By-law
3. Graduated Business Registry – Program starts as a voluntary system and upon evaluation, may move to a mandatory system or remain voluntary.

DRAFT MOTION:

2. That Council approve the Business Registry Project Charter.
1) CAO COMMENTS
The CAO supports the recommendations of staff. A review of the program after two years will be essential to determine its effectiveness.

2) STAFF RECOMMENDATION
It is staff’s recommendation that a Graduated Business Registry be created as outlined in option 3.

3) REFERENCES AND ATTACHMENTS
- Now Or Never: An Urgent Call to Action for Nova Scotians, ONE Nova Scotia Commission, 2014
- Remarks to Senate banking, Trade and Commerce Committee: Regarding Canada’s Agreement on International Trade, Canadian Council on Chief Executives, 2012
- Business Registry Project Charter 2016-06-07
- Operations Plan 2016-17

4) PURPOSE OF REPORT
For Council to determine the approach to be used for maintaining current information on local businesses and ensuring timely communication between the Town of Wolfville and said businesses.

5) DISCUSSION
The Town of Wolfville wishes to deliver a Business Retention and Expansion (BRE) Program which entails meeting and interviewing businesses and then taking action based on the information gathered. The Department of Community Development also wishes to provide the business community information and seek feedback on business related initiatives. To achieve these objectives, it would benefit staff to have a complete listing of all businesses operating within the Town of Wolfville.

The WBDC has expressed interest and a desire for comprehensive business listing as it takes significant effort to keep its list up to date. If a business registry occurs, the intention is to share the information with the WBDC. Neither the WBDC list nor the town’s current business list captures all businesses, such as home occupations or home-based business (consultants, for example).

As part of 2016/17 planning, Council considered a Business Registry By-law Project Charter and this project was included in the 2016/17 Operations Plan. Since the adoption of the budget, staff have undertaken additional research to understand the implications and opportunities of different types of registries.

Staff see three business registry options:
1. Voluntary Business Registry
2. Mandatory Business Registry By-law
3. Graduated Business Registry – Begins as a voluntary system which will be evaluated for effectiveness. If voluntary system is not effective than move towards a Mandatory system.
It is important to note that any registry system will have impacts on municipal staff. No registration fee is associated with any of the three options identified above.

1. **Voluntary Business Registry**

The **global** discourse around business licensing is all about *reducing* the burden of registries, deregulating certain business types, and/or merging registries across jurisdictions. The idea of creating new local registries runs counter to the direction most of the world is headed. The Organization for Economic Co-operation and Development states that unnecessary regulations and formalities can impede innovation, create barriers to trade, investment and economic efficiency, slow business responsiveness, and generally discourage entrepreneurship (OECD, 2001, p. 7).

At a **national** level, there has been a conversation happening about the ways that multiple provincial and federal business registries have created barriers to inter-provincial trade. The Canadian Council of Chief Executives considers business licensing/registration to be one of the foremost barriers to trade in Canada (Canadian Council of Chief Executives, 2012). Although business registration seems like a minor issue and simple process to each individual government that creates a registry, the burden of registering in multiple jurisdictions is perceived as a real impediment by businesses.

The idea of business licensing in municipalities across Nova Scotia runs counter to the red tape reduction goals established by the ONE Nova Scotia Commission (the "Now or Never" report). The "Now or Never" report recommends that, "Legal, bureaucratic, and regulatory systems should be reformed to remove impediments to, and enhance incentives for, business success" (ONE Nova Scotia, 2014, p. 61). At a **provincial** level, the conversation is about reducing regulatory and licensing processes wherever possible/appropriate.

At a **municipal** level, similarly sized towns with post-secondary institutions in Nova Scotia (Antigonish, Truro) and New Brunswick (Sackville) do not require business to register with them. Requiring registration sends the wrong signal from local governing bodies to that of local business – that local government is regulation heavy. Municipalities and townships in Nova Scotia and beyond need businesses on their side to create change and improve the economic climate. Business licensing can create distance between local governments and businesses, which is the opposite of what the Town is trying to achieve.

By implementing a voluntary registry the Town provides businesses with a choice. To encourage businesses to register, the registration process must be simple and the business benefits gained by registering must be clear and valid. For businesses, benefits of registering could include:

1. Enhanced communication and increased feedback opportunities with the Town.
2. More accurate data to enable the town to plan more effectively.
3. Quicker response to business needs/issues by Town.
4. Advertising of business on our website and Facebook page.
5. Education about promotional and funding opportunities.

A voluntary system would require less staff time to administer as there would not be an enforcement component. However, there would be an increased requirement for education and communication to
encourage and entice businesses to participate and this would likely be a constant requirement of any voluntary program. This communication effort may be reduced by ensuring that any BRE visits include some discussion of the registry and that the BRE program is linked to the registry initiative.

2. Mandatory Business Registry

The alternative to a voluntary system is make registration mandatory through the creation of a by-law. With this alternative, Council would adopt a by-law requiring all business operating within town boundaries to register annually. With this approach, the registry would likely be more accurate and up to date and provide staff with year over year data on business growth or decline (in terms of the number of businesses). As with any by-law, there would need to be clear benefits to the business to comply and mechanisms for enforcement of the bylaw. Staff strongly recommend that if Council wishes to pursue a bylaw, that participation be incented through value added services or opportunities.

Incentives for a by-law could include, for example, business awards, prizes, a yearly map and listing of all business.

Staff anticipate some resistance from the business community to a business registry by-law, which could be perceived as a tax grab or as an additional regulatory burden. The development of a bylaw would need to involve consultation with the business community and clear communication tools to ensure there would be no miscommunication of the Town’s intent.

It is important to note that a mandatory registry may not ensure 100% accuracy of businesses information for the following reasons:

1. Businesses may still not choose to register and will instead pay a fine.
2. There is no way to directly communicate with home-based business so there is no formal way of notifying them of the business registry.

The impact on staff of a mandatory registry would involve significant administrative support to get it up and running, and will at least initially require constant outreach and feedback from the Manager of Economic Development. However, once the community becomes accustomed to registering each year, it is anticipated that the educational and communication requires associated with the registry would diminish.

3. Graduated Business Registry

Given that there are concerns regarding the impacts of a mandatory registry on business attraction, and also concerns about the effectiveness of a voluntary registry, staff think there may be value in considering a middle path forward.

With this option, the registry would start out as voluntary and would include a significant communication campaign to help business understand the value of registering with the Town. The program would be evaluated after 2 years for the following:

- Number of business participating
- Impact on staff resources
• Usefulness of the registry to the WBDC and the Town

At that point, staff would bring an assessment back to Council as to if the registry should remain voluntary or move to a mandatory system.

Although staff has attempted to think through the implications on staff of a voluntary or a mandatory system, it is difficult to anticipate what the staff requirements will be. Therefore, staff recommend, regardless of what option Council chooses, that an evaluation of the program occur after 2 years to ensure that the program is useful and can be adequately supported by existing staff.

6) **FINANCIAL IMPLICATIONS**

Staff will expend approximately $2000 to support marketing and outreach for the registry in year one. This dollar amount is accommodated within the Economic Development budget. Once the registry is up and running, there would be a re-occurring budget item to support the program. This amount would be less than $1000.00

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

Council’s Strategic Plan establishes five (5) strategic goals. As part of Council’s strategic plan, Council identified business attraction and new business growth as key actions under Strategic Direction #2. The BRE program is a major tool to track these businesses but Staff needs to know who the businesses are and what kinds of businesses exist.

The Business Registry will support the following strategic directions of Council by:

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

• Enabling the Town to more easily gather current information and track the number of business operating in the Town of Wolfville.
• Gathering information to facilitate communication with the business community.
• Assisting with the Business Retention and Expansion Program.

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

• Ensuring more accurate data and timely feedback on which to base future actions and policies.

8) **COMMUNICATION REQUIREMENTS**

Staff will communicate and consult with businesses depending on the option chosen.

9) **ALTERNATIVES**

• Voluntary Business Registry
• Mandatory Business Registry By-law
1. GOAL & DESCRIPTION

GOAL
To more easily gather and maintain a current business list and contact information for local businesses with the aims of 1) knowing more accurately the types of businesses in town limits, 2) assist in identifying businesses for the Business Retention and Expansion Program and, 3) enhancing communication with local businesses.

DESCRIPTION
The Town of Wolfville wishes to deliver a Business Retention and Expansion (BRE) Program which entails meeting and interviewing businesses and then taking action based on the information gathered. The Department of Community Development also wishes to provide the business community information and seek feedback on business related initiatives. Since Property Valuation Services Corporation (PVSC) does not code many activities as commercial, this assessment data cannot be used to accurately identify and track business start-ups and closings in town.

Though business lists/registries are never 100% accurate, a registry can assist the town in gathering and maintaining current information on businesses.

2. ALIGNMENT TO COUNCIL’S STRATEGIC PLAN & OTHER TOWN PLANS

COUNCIL’S STRATEGIC PLAN
Council’s Strategic Plan establishes five (5) strategic goals. As part of Council’s strategic plan, Council identified business attraction and new business growth as key actions under Strategic Direction #2. The BRE program is a major tool to track these businesses but Staff needs to know who the businesses are and what kinds of businesses exist.

2. A Diverse, Prosperous, and Sustainable Local Economy
   - Enabling the Town to more easily gather current information and track the number of business operating in the Town of Wolfville.
   - Gathering information to facilitate communication with the business community.
   - Assisting with the Business Retention and Expansion Program.

5. Efficient and Effective Leadership from a Committed and Responsive Executive and Administrative Team
   - Ensuring more accurate data and timely feedback on which to base future actions and policies.

OTHER TOWN PLANS
   - Operations Plan 2016-17
   - Business Retention and Expansion (BRE) Project Charter (not yet approved).
3. GUIDING PRINCIPLES:
The guiding principles speak to how this project will proceed and our approach. Council, staff and others involved in this project will base actions on these principles:
   - Freedom of Information and Protection of Privacy (FOIPOP) legislation will guide this work.
   - The registry will be voluntary and without fees for the first 2 years.

4. SCOPE

OBJECTIVES
The objectives of the project are:
1. To better track business changes and trends in Wolfville.
2. To improve communication with Wolfville businesses.
3. To gain a comprehensive list of businesses for Business Retention and Expansion visits.
4. To identify the best long term tool for managing a Wolfville business list.

DELIVERABLES
The deliverables for the project are:
2. A database containing all Wolfville businesses, locations, and contact information.
3. A communication plan.
4. Evaluation report.

5. TIMELINES AND MILESTONES

   2016/17, Q1 June  Consultation with WBDC, VREN and Business Development Professionals
   2016/17, Q2 July Committee of the Whole
   Aug Standard Operating Procedure and Form Development
   Sep Mail drop and Communications
   2016/17, Q3 Oct - Dec QA Data, Website updates (Business Directory)
   2017/18, Q2 Sep Mail drop and Communications
   2017/18, Q3 Oct - Dec QA Data, Website updates (Business Directory)
   2018/19, Q3 Mar 2018/19 Evaluation Report to Council

6. ASSUMPTIONS, CONSTRAINTS & RISKS

ASSUMPTIONS
- An online registration form will be able to be created in house.
- The program will occur within the existing staff capacity.
The information gathered will be shared with the WBDC under a data sharing agreement. The Registry will be voluntary and be reviewed after 2 years.

**CONSTRAINTS**
- Existing staff will manage the program and there are time commitments involved in communication, SOP development, website enhancements, and database creation.

**RISKS**
- Concerns regarding privacy and/or an additional fee to businesses.

### 7. BUDGET, RESOURCES & PROCUREMENT

**BUDGET**
- 2016-17 – $2,000 for marketing and website improvements
- Future years – $750-$1,000 to support the program

**RESOURCES**

- **Primary Lead:** Manager of Economic Development (10% of workload)
- **Secondary Lead:** Director of Community Development (1% of workload)

**Additional Internal Resources:**
- Community Development Administrative Assistant
- IT Consultant
- Planning Technician

**External Resources:**
- WBDC

### 8. ROLES & RESPONSIBILITIES

**STAFF**
- Create SOP.
- Lead community engagement activities.
- Track new businesses and existing business to Wolfville.
- Create an evaluation tool to determine effectiveness of Graduated Business Registry.

**COUNCIL**
- Approve the Project Charter.
9. COMMUNICATION & ENGAGEMENT
Communication with Wolfville Business Development Corp (WBDC) and the business community is key to ensure that both are fully involved in this process. A communication checklist will be completed by Staff if the project is approved and will include:
   - Online and email engagement
   - Mail outs and door to door visits

10. APPROVAL
Approved by Council on (month, day, year).
SUMMARY

Business Retention & Expansion Program

At this time, the Town does not have a business engagement strategy or business visitation program. As such, staff is proposing a continuous Business Retention and Expansion (BRE) Program which operates year-round to create, maintain and improve relationships with local businesses, track and monitor information related to businesses, and gather data that will help to inform relevant Town policies and initiatives.

DRAFT MOTION:

1) CAO COMMENTS
The CAO supports the recommendations of staff. A robust BRE program will help inform our economic development program on a go forward basis and will provide the Town with the opportunity to work one on one with businesses to address areas of concern and limitation.

2) STAFF RECOMMENDATION
It is staff’s recommendation that a revised Business Retention & Expansion Project Charter be adopted.

3) REFERENCES AND ATTACHMENTS

4) PURPOSE OF REPORT
For Council to approve a revised Project Charter for the Business Retention and Expansion Program.

5) DISCUSSION
The Town of Wolfville wishes to deliver a continuous Business Retention and Expansion (BRE) Program which operates year-round. A BRE program entails meeting and interviewing businesses and then taking action based on the information gathered. The main reason to undertake a BRE program is based on studies which state that 80% of new jobs created in a community are created by existing local businesses, and the primary goal of BRE Programs are to retain and grow existing businesses. A report from Federation of Canadian Municipalities (FCM) on BRE programs states. “Most communities would benefit far more from efforts to support the health of existing businesses, than attract new business from elsewhere.”1 Saying that, Wolfville also aims to attract new businesses to increase its ratio of commercial assessment to total assessment. In 2010, Wolfville had the second lowest commercial assessment to total assessment ratio (10%) of any town in Nova Scotia, and its commercial assessment rate was increasing at a much lower rate than that of residential assessment. At that time a Report stated that if this trend continued, services could be reduced and/or residents would have to bear more of the tax burden.2 A BRE Program can help identify barriers to new businesses wishing to locate in Wolfville, and can identify municipally created barriers to business growth, which the Town may wish to take action to reduce or eliminate.

The goals of a typical BRE program are to:
   - Identify problems and have a support network in place to resolve them

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• Identify expansion opportunities
• Identify other economic development opportunities
• Build relationships and enhance communication
• Demonstrate and acknowledge the importance of our existing businesses
• Build community capacity to retain growth
• Collect data to inform policies and programs
• Improve business climate

Long-term objectives usually include:
• Contributing to the property tax assessment and non-residential tax assessment base
• Increasing local employment levels, job creation and business development
• Establishing and implementing strategic actions for local economic development
• Striving to improve the competitive advantage of local business
• Facilitating the growth and vibrancy of the local economy
• Developing key resources to help set priorities for business revitalization and community economic development projects

The focus on supporting existing business is important as:
• It recognizes that existing business are already contributing to the town in many ways (culturally, socially, economically etc.),
• It is cheaper to retain businesses than attract new ones,
• The existing business base supports smaller and emerging business ventures,
• Existing businesses are ambassadors for new businesses.

At this time, the Town does not have a business engagement strategy or business visitation program. As such, staff is proposing a continuous Business Retention and Expansion (BRE) Program which operates year-round to create, maintain and improve relationships with local businesses, track and monitor information related to businesses, and gather data that will help to inform relevant Town policies and initiatives.

Regional BRE

In 2014 the Town signed an agreement with 11 other municipal units to support a Regional Enterprise Network (REN). The Valley REN has been up and running for approximately one year and has three core activities.
The core activities of the Valley REN are:

- Develop, implement, and monitor a regional economic development strategy that is reflective of provincial and regional (participating municipal and First Nation band councils) economic development priorities. The strategy should consider assets, business community, sector strengths, and regional challenges and opportunities. The strategy should also align with provincial priorities in order to maximize the REN's leverage of programs, policies and services.

- Cultivate close working relationships with the business community and work with key partners to support the development and attraction of new businesses, and retain and expand existing businesses. RENs will support local businesses in navigating, and making referrals to, programs and services.

- Inform partners and stakeholders about local business-climate conditions as well as regional challenges and opportunities. RENs will work with partners and stakeholders to provide investment-readiness and labour market information.

The Department of Municipal Affairs has been working with the Valley REN to deliver a BRE program throughout Nova Scotia with the intent of building provincial and regional business sector profiles. Recently, the Valley REN member municipalities began meeting to discuss how a BRE project would work in our region. There is great value in building a regional picture of our business community in order to identify gaps, systemic problems, opportunities for regional collaboration and other macro issues that may arise.

Wolfville wishes to participate in the regional data gathering process, while at the same time delivering some of the more community-oriented aspects of a traditional BRE program. These include:

- Building strong relationships with our businesses, the Wolfville Business Development Corp (WBDC), and Acadia University,
- Demonstrating through action our commitment to those business who already contribute so much to our community,
- Developing community capacity around business issues,
- Responding immediately and effectively to immediate crisis issues,
- Ensuring the results of the visiting are integrated into our various strategies and programs.

To support the regional initiative while responding to our Town’s needs, the Town of Wolfville will undertake a BRE program in conjunction with the Valley REN; however, it will be delivered locally by Town staff in partnership with the Valley REN. A BRE program delivered through the Town will allow a venue in which develop relationships with local businesses, obtain more timely feedback on issues that may affect businesses, and ensure that the Town owns the business data that is collected.

There are two main types of BRE Models: Survey-oriented and Client-Oriented. Survey-oriented BRE programs involve an extensive effort to collect data from many businesses, analyze trends and common themes, and then develop community-wide economic development strategies. Client-oriented BRE
programs focus on serving the needs of each company that is visited. Based on information collected from the site visit, the BR&E team might make a referral to an appropriate government support program or act as a broker between the business and another organization in the community.

Staff recommend using a hybrid model to take advantage of the strengths of each type. The hybrid model will consist of using a condensed version of the Province’s Executive Pulse survey (an online survey tool that is currently used by the RENs) to collect only the data needed to properly track trends and feed into the Town’s policies and initiatives. The data will be collected both through visits (with data then being input into a database) and online. The businesses visited will also be supported during and post-visit by educating them about various programs they can take advantage of and connecting them with support internal and external to the Town.

In the first year, the BRE Program will be offered continuously throughout the year beginning September 2016. In future years, it is recommended that continuous visits still occur, but that the Town partner with Acadia University to deliver a 6-week intensive “blitz” beginning in October each year. It is recommended to conduct the blitz in October so that data collected can inform the next year’s operational plan and budget. A blitz component will involve adequately training community volunteers and Acadia to use the survey tool correctly and to become familiar with supports and programs businesses can take advantage of. A blitz delivery mechanism involves not only using the BRE Program lead (the Town’s Manager of Economic Development) to conduct the visits but also volunteers from the community. Visits will occur in 4-5 groups of 2, one experienced BRE and/or business practitioner paired with 1 student from Acadia. The benefits of a volunteer delivery mechanism include:

1. More business visits conducted
2. Engagement of local volunteers
3. Strengthening of the relationship with Acadia by partnering to incorporate BRE theory and practice into 1 Acadia course per year
4. Provides opportunities for students to engage with local businesses, possibly identifying local employment opportunities now or in the future
5. Introducing local students to local businesses
   a. Identification of staff for businesses
   b. Free exposure of businesses to Acadia student population
   c. Greater understanding of student issues and business issues between the 2 groups (Town and Gown)
6. Less of a time burden for Town staff

Drawbacks of a volunteer delivery mechanism include:
1. Data collection and messaging is not consistent
2. Students are inexperienced and may not be able to provide adequate reference material (this is addressed by delivering a train the trainer session that educates students and other volunteers about business resources and also by pairing the with an experienced individual)
3. Coordinating schedules of volunteers
4. Privacy concerns of business owners possibly being interviewed by other business owners (this is partially addressed by all volunteers signing a non-disclosure agreement)
If only a continuous BRE Program is implemented, Staff aim to conduct visits with 24 (15%) of the 160 known local businesses. If only a blitz is undertaken, the aim is to conduct visits with 40 (25%). If a hybrid approach is taken, the aim is to conduct visits with 56 (35%).

To effectively design and deliver an impactful BRE Program will require a large amount of staff time. The program will also require an annual budget.

6) **FINANCIAL IMPLICATIONS**

- 2016-17 – $3,250 for marketing, website improvements, print reports, train the trainer
- Future years – $2,500 for blitz marketing, stipends for blitz participants, print reports, train the trainer

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

**COUNCIL’S STRATEGIC PLAN**
Council’s Strategic Plan establishes five (5) strategic goals. The Business Retention & Expansion Program will support the following strategic directions of Council by:

- **2. A Diverse, Prosperous, and Sustainable Local Economy**
  - Enabling the Town to more easily gather current information and track the number of business operating in the Town of Wolfville.
  - Gathering information to facilitate communication with the business community.
  - Increasing support for the local business community

- **5. Efficient and Effective Leadership from a Committed and Responsive Executive and Administrative Team**
  - Allowing staff to respond to business concerns
  - Ensuring more accurate data and timely feedback on which to base future actions and policies.

**OTHER TOWN PLANS**
- 2016/17 Operational Plan
- Valley REN – Inter Municipal Agreement

8) **COMMUNICATION REQUIREMENTS**
A communication plan is one of the deliverables of the BRE Program.

9) **ALTERNATIVES**
- Do not approve revised Business Retention and Expansion Program Project Charter.
- Approve only a year-round continuous delivery mechanism for the BRE program.
- Approve only a blitz delivery mechanism for the BRE Program (this would not apply in the first year of the program as Acadia is unable to participate due to resourcing constraints).
1. GOAL & DESCRIPTION

GOAL
To support the success of businesses in Wolfville and the broader region by gathering data and listening to business feedback through implementation of a Business Retention and Expansion (BRE) Program. The first year will be a continuous Business Retention and Expansion (BRE) Program which operates year-round. In future years, it is recommended that the BRE Program be a continuous visitation program with a 6 week, intensive “blitz” when the majority of businesses are visited. The program will utilize both an online survey and the Province’s Executive Pulse survey tool. In the first year, Staff recommend having the Manager of Economic Development conduct business visits, with other community volunteers if interest exists. In subsequent years, Staff recommend using a hybrid delivery mechanism (continuous + blitz) with the Town’s Manager of Economic Development conducting visits while also using volunteers to conduct visits. It is the intention that action will be taken with the data and feedback received from business visits.

DESCRIPTION
What is BRE?

Business Retention and Expansion (BRE) includes all efforts to encourage the survival and growth of a community’s existing businesses. BRE programs aim to retain and expand employment at firms of all sizes. Most BRE programs are established by a partnership of community organizations, with representatives of each organization sitting on a leadership team or committee. ¹

Business Retention and Expansion (BRE) is a structured action-oriented, community-based approach to business and economic development. It promotes job [and economic] growth by helping communities learn about issues as well as opportunities for local businesses and sets priorities for initiatives to address their needs.

It is important to recognize that few communities can do everything they would like to in order to support existing businesses. The BRE program helps communities to identify their priorities.²

The main reasons to undertake a BRE program is based on studies which state that 80% of new jobs created in a community are created by existing local businesses. A report from Federation of Canadian Municipalities (FCM) on BRE programs states. “Most communities would benefit far more from efforts to support the health of existing businesses, than attract new business from elsewhere.”³ Saying that, Wolfville also aims to attract new businesses to increase its ratio of commercial assessment to total

² This section is taken from http://www.omaf.gov.on.ca/english/rural/edr/bre/index.html
PROJECT CHARTER:
Business Retention & Expansion Program
June 7, 2016

assessment. Wolfville currently has the second lowest commercial assessment to total assessment ratio
(10%) of any town in Nova Scotia, and its commercial assessment rate is increasing at a much lower rate
than that of residential assessment. If this trend continues, services could be reduced and/or residents
will have to bear more of the tax burden. A BRE Program can help identify barriers to new businesses
wishing to locate in Wolfville, and can identify municipally created barriers to business growth, which
the Town may wish to take action to reduce or eliminate.

There are two main types of BRE Models: Survey-oriented and Client-Oriented. Survey-oriented BRE
programs involve an extensive effort to collect data from many businesses, analyze trends and common
themes, and then develop community-wide economic development strategies. Client-oriented BRE
programs focus on serving the needs of each company that is visited. Based on information collected
from the site visit, the BRE team might make a referral to an appropriate government support program
or act as a broker between the business and another organization in the community.

Staff recommend using a hybrid model to take advantage of the strengths of each type. The hybrid
model will consist of using a condensed version of the Province’s Executive Pulse survey to collect only
the data needed to properly track trends and feed into the Town’s policies and initiatives. The data will
be collected both through visits (with data then being input into a database) and online. The businesses
visited will also be supported during and post-visit by educating them about various programs they can
take advantage of and connecting them support internal and external to the Town.

In the first year, the BRE Program will be offered continuously throughout the year beginning September
2016. In future years, it is recommended that continuous visits still occur, but that the Town partner
with Acadia University to deliver a 6-week intensive “blitz” beginning in October each year. It is
recommended to conduct the blitz in October so that data collected can inform the next year’s
operational plan and budget. A blitz component will involve adequately training community volunteers
and Acadia to use the survey tool correctly and to become familiar with supports and programs
businesses can take advantage of. A blitz delivery mechanism involves not only using the BRE Program
lead (the Town’s Manager of Economic Development) to conduct the visits but also volunteers from the
community. Visits will occur in 4-5 groups of 2, one experienced BRE and/or business practitioner paired
with 1 student from Acadia.

If only a continuous BRE Program is implemented, Staff aim to conduct visits with 24 (15%) of the 160
known local businesses. If only a blitz is undertaken, the aim is to conduct visits with 40 (25%). If a
hybrid approach is taken, the aim is to conduct visits with 56 (35%).

2. ALIGNMENT TO COUNCIL’S STRATEGIC PLAN & OTHER TOWN PLANS

COUNCIL’S STRATEGIC PLAN
Council’s Strategic Plan establishes five (5) strategic goals. The Business Retention & Expansion Program
will support the following strategic directions of Council by:

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2. A Diverse, Prosperous, and Sustainable Local Economy
   • Enabling the Town to more easily gather current information and track the number of business operating in the Town of Wolfville.
   • Gathering information to facilitate communication with the business community.
   • Increasing support for the local business community.

5. Efficient and Effective Leadership from a Committed and Responsive Executive and Administrative Team
   • Allowing staff to respond to business concerns.
   • Ensuring more accurate data and timely feedback on which to base future actions and policies.

OTHER TOWN PLANS
   • 2016/17 Operations Plan
   • Valley REN – Inter Municipal Agreement

3. SCOPE

OBJECTIVES
The objectives of the Project are:
1. To interview 35% of businesses within Wolfville annually (15% in first year – FY 2016/17) using a hybrid model of delivery.
2. To coordinate with the WBDC and Valley REN with respect to data sharing.
3. To conduct follow up meetings with various businesses to respond to business needs and opportunities.
4. To deliver a communication plan associated with the BRE program that engages businesses.
5. To integrate the feedback from business into our various plans and strategies.

DELIVERABLES
The deliverables for the project are:
1. A communication plan for BRE Program launch.
2. An implementation program and prioritization of businesses to be visited.
3. A final report and summary of findings in March 2017 for the first year of program.
4. A annual report and summary of findings after the BRE Blitz in December/January.

4. TIMELINES AND MILESTONES

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**PROJECT CHARTER:**
**Business Retention & Expansion Program**
**June 7, 2016**

- Adopt Executive Pulse as database and redesign local survey based on a limited set of questions from the Executive Pulse survey

**Aug**
- Program Design, identification of external referral partners and Local Action Team members
- Develop Communications Plan
- Business community event(s) to explain benefits of program and obtain buy-in
- Design train the trainer program

**Sep**
- Ongoing communications with business community
- Train the trainer sessions for volunteers
- BRE Launch event

**2016/17, Q3/Q4 Oct - Jan**
- Business visits conducted (24 businesses)
- Address Immediate Concerns and Opportunities

**2016/17, Q4 Feb**
- Data Analysis
- Prepare final report and communicate results
- Prepare action plan and communicate
- Implement system to monitor and track progress

**2016/17, Q4 Jan - Mar**
- Prepare action plan and communicate
- Monitor and track progress

<table>
<thead>
<tr>
<th>FY 2017/18</th>
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<tr>
<td><strong>2017/18, All quarters Apr - Mar</strong></td>
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</table>
| - Business visits conducted (56 businesses)
  - Address Immediate Concerns and Opportunities |
| **2017/18, Q2 Jul** |
| - Work with Acadia to incorporate BRE Blitz into Community Development course |
| **Sep** |
| - Train the trainer sessions for volunteers and students |
| **2017/18, Q3 Oct - Nov** |
| - BRE Blitz (25% of businesses visited)
  - Address Immediate Concerns and Opportunities |
| **Dec** |
| - Data Analysis
  - Prepare final report
  - Prepare action plan
  - Monitor and track progress |
| **2017/18, Q4 Jan** |
| - Communicate results of final report and action plan |
5. ASSUMPTIONS, CONSTRAINTS & RISKS

ASSUMPTIONS
- Acadia University will participate by providing staff and student volunteers to perform visits
- Others from the community will volunteer to perform visits
- The Town will have direct access/ownership to the raw data
- Program will be administered within the existing staff capacity.

CONSTRAINTS
- This is a very time intensive program to deliver effectively and staff resources are limited.

RISKS
- That businesses will not wish to participate.
- That volunteers to conduct blitz will not be found.
- That the Town may have to purchase the rights to Executive Pulse if we pull out from the Valley REN.

6. BUDGET, RESOURCES & PROCUREMENT

BUDGET
- 2016-17 – $3,250 for marketing, website improvements, print reports, train the trainer
- Future years – $2,500 for blitz marketing, stipends for blitz participants, print reports, train the trainer

RESOURCES
Primary Lead: Manager of Economic Development (40% of workload)
Secondary Lead: Director of Community Development (5% of workload)

Additional Internal Resources:
- Planning Technician
- IT Consultant

External Resources
- Valley REN staff for administration of Executive Pulse database
- Acadia University staff and students for volunteers
- WBDC for communications and volunteers
PROJECT CHARTER:
Business Retention & Expansion Program
June 7, 2016

PROCUREMENT
Not applicable at this time.

7. ROLES & RESPONSIBILITIES

STAFF
- Develop Wolfville BRE Program
- Work with Valley REN to deliver Program
- Establish Goals and Action Plan

COUNCIL
- Approve the project charter

8. COMMUNICATION & ENGAGEMENT
A communication plan is one of the deliverables of this project.

9. APPROVAL
Approved by Council on (month, day, year).
SUMMARY

Appointment of Development Officer

For Council to consider the Staff recommendation regarding the appointment of Devin Lake as a back-up Development Officer for the Town.

DRAFT MOTION:

That Council approve the appointment of Devin Lake as Development Officer for the Town of Wolfville.
1) COMMENT / RECOMMENDATION – CAO
The CAO supports the recommendations of staff. This appointment will allow for business continuity of the Development Officer functions during vacations.

2) RECOMMENDATION
Staff recommends that Council appoint Devin Lake as Development Officer for the Town of Wolfville.

3) DRAFT MOTION
That Council appoint Devin Lake as a Development Officer for the Town of Wolfville.

4) PURPOSE OF REPORT
To appoint a Development Officer for the Town of Wolfville.

5) DISCUSSION
Currently the Town has one full-time Development Officer (Marcia Elliott) and one alternate Development Officer (Chrystal Fuller). There are times when both of these persons are unable to provide this service to the residents due to training, vacations, illness, etc. The appointment of an additional alternate Development Officer will allow for continued customer service during these times.

Mr. Lake is already the back-up Development Officer for the Planning & Development services provided to the Town of Windsor and has over 6 years of experience as a Planner/Development Officer elsewhere with previous municipal units.

6) BUDGET CONSIDERATIONS
There are no budget considerations. These times are expected to be short in duration and any additional duties will be absorbed into Mr. Lake’s regular work load.

7) COMMUNICATIONS REQUIREMENTS
Staff will be advised of the appointment and changes to contact information will be made where necessary.
8) REFERENCES TO COUNCIL STRATEGIC PLAN

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

9) SUMMARY

It is recommended that Devin Lake be appointed as an alternate Development Officer for the Town to ensure quality customer service is maintained in the absence of the Development Officer.
SUMMARY

Fire Protection Area Rate – 2016/17

Part of the Town budget is area rate revenue to recover the cost of the Water Utility’s fire protection hydrant system.

DRAFT MOTION:

That Council set the Fire Protection Area rate at 6.2 cents per hundred dollars of assessment in order to recover estimated fire protection (hydrant) charges of $401,832 and that the area rate be reflected on the final 2016/17 tax bills, subject to the same due dates and arrears interest as all other amounts on the tax bills.
1) CAO COMMENTS
The CAO supports the recommendations of staff.

2) LEGISLATIVE AUTHORITY
- Municipal Government Act (MGA) Section 80, Fire Protection Rate
- Town Policy 910-002 ~ Fire Protection Area Rate

3) STAFF RECOMMENDATION
That Council approve the recommended area rate in order to the rate to be incorporated on the final tax bills in August.

4) REFERENCES AND ATTACHMENTS

5) PURPOSE OF REPORT
Provide Council with information related to the decision on setting the Fire Protection Area Rate for the 2016/17 fiscal year.

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

6) DISCUSSION
The Town annually sets an area rate to cover the costs of the hydrant system maintained by the Water Utility. The amount the Water Utility recovers from the Town is based on a formula approved by the NSUARB. The rates approved for 2004 apply until such time as the Town undertakes an updated Rate Study. A Rate Study is scheduled in fiscal 2016/17 as part of the approved Operations Plan.

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

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

The calculation prescribed by the UARB requires the use of results from the preceding fiscal year of the Water Utility, in this case March 31, 2016. The following summarizes the calculation this year:
The rate stays the same this year at 6.2 cents per hundred dollars of assessment.

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

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<thead>
<tr>
<th>Year</th>
<th>Rate</th>
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<tbody>
<tr>
<td>2014/15</td>
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<td>$0.072</td>
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<tr>
<td>2010/11</td>
<td>$0.072</td>
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7) FINANCIAL IMPLICATIONS
The 2016/17 Water Utility budget included an estimate of $380,000 for fire protection revenue. The actual amount derived from applying the UARB formula is higher at $401,832. This effectively increases the Net operating surplus of the Water Utility from $91,200 to $113,032. This will assist the Water Utility financial position until such time as the Rate Study is completed as it is anticipated that the Water Utility Capital Reserve will be fully utilized by the end of fiscal 2016/17.

8) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS
Nothing specific to note here.

9) COMMUNICATION REQUIREMENTS
There is no specific communication piece related to this area rate. It is reflected on the final tax bills as a separately identified area rate. This ensures taxpayers are aware of the added rate beyond the base rate approved applicable to taxable assessments. As noted above, the rate remains the same as last year.

10) ALTERNATIVES
- No real alternatives exist for this revenue and the recommendation is as contemplated in the MGA.
SUMMARY

As part of the Town’s 2016/17 Capital Budget Program, a tender was issued for the replacement of the Fire Departments 4*4 utility vehicle. The submissions received were higher than both budget and the CAO’s authority to approve items not more than 10% over budget. Any decision to purchase under these circumstances now requires Council approval.

DRAFT MOTION:

That Council approve the purchase of a 2017 Dodge Ram 3500 4*4 One Ton Diesel Utility Rescue Truck from Dartmouth Dodge at a net cost (after trade in or sale of 2000 Ford) not to exceed $90,152.02, plus HST along with seven year extended warranty at a cost of $3,790.00.
1) CAO COMMENTS

The CAO supports the recommendations of staff but also would recommend purchasing the LED Tower Scene Light System at additional cost of $11,044.40 including HST.

Note the following from the RFD –

*The tenders also included an option to quote an LED Tower Scene Light system. The Dodge quote for this option was also the low bid coming in at a cost of $9,604.00 HST extra ($11,044.50 including HST). Currently the staff recommendation is not to include this option due to the cost of the unit being over budget. It should be noted that the Department’s current Rescue Utility Vehicle does have a Lighting Tower set up and it is a preferred system. The Chief is looking into possible grant funding options to pay for this piece of equipment. Council could approve this additional piece of equipment as well.*

Chief Crowell had originally estimated that the budgeted amount would allow for the inclusion of an LED Tower Scene Light System. He later removed this option in an attempt to get the vehicle closer to the original budgeted amount. It is the CAO’s opinion that we currently have this system on our existing vehicle, it is a preferred system, and we should purchase the vehicle that best suits the long-term needs of the Department.

If Council supports the recommendation of the CAO, the revised motion would read:

That Council approve the purchase of a 2017 Dodge Ram 3500 4*4 One Ton Diesel Utility Rescue Truck from Dartmouth Dodge at a net cost (after trade in or sale of 2000 Ford) not to exceed $99,756.02, plus HST along with seven year extended warranty at a cost of $3,790.00.

2) LEGISLATIVE AUTHORITY

- Procurement Policy 140-001
- Approved 2016/17 Capital Budget

3) STAFF RECOMMENDATION

That Council approves the purchase of new 4*4 Rescue Vehicle to replace the 2000 Ford F350 Rescue Vehicle.

4) REFERENCES AND ATTACHMENTS

- Project Charter – Fire Vehicle Replacement Program (attached)

5) PURPOSE OF REPORT

In accordance with the Town’s Procurement Policy this report has been prepared seeking Council approval for the purchase of a planned capital acquisition, the cost of which has come in over approved budget limit.
6) DISCUSSION

As per the approved budget, and timelines included in the Project Charter, a public tender process was carried out for the replacement of the 2000 4*4 Rescue Vehicle. Two tenders were received with the following results (net of trade in):

- Dartmouth Dodge  $90,152 (HST extra)
- Rocky Mountain Phoenix $94,985 (HST extra)

The Town’s 2016/17 Capital Budget had a cost of $75,000.

The specifications used for the tender included key criteria preferred/required for the Fire Service, including:

- 4*4 – Four door 1 ton
- Diesel
- Trailer towing package – capacity of 14,000 lbs
- Winch
- 8 ft cargo box
- Cargo cap system designed for emergency service use
- All required emergency lighting, siren set up
- Paint, body wrap, lettering as required for all Wolfville Department vehicles.

The tender submissions have been reviewed by the Fire Chief and both submissions were found to meet the Fire Department requirements.

The tenders also included an option to quote a LED Tower Scene Light system. The Dodge quote for this option was also the low bid coming in at a cost of $9,604, HST extra ($11,044.50 including HST). Currently the staff recommendation is not to include this option due to the cost of the unit being over budget. It should be noted that the Department’s current Rescue Utility Vehicle does have a Lighting Tower set up and it is a preferred system. The Chief is looking into possible grant funding options to pay for this piece of equipment. Council could approve this additional piece of equipment as well.

It would have been preferable to have a more accurate budget estimate, however the results of the bid submissions ultimately determines what the costs are in the market. Staff did increase the budget estimate for this vehicle a couple of years ago in the ten year CIP from $60,000 to $75,000. Prior to the next major purchase of fire apparatus, efforts will be made to ensure the Year 1 budget estimate is closer to the market price.

The cost of this vehicle, although higher than budget, is for equipment that the Fire Department will use for the next 16 to 17 years so over the useful life of the vehicle the additional cost less significant on an annualized basis.
7) FINANCIAL IMPLICATIONS
In so far as this acquisition was budgeted to be funded by way of reserves, and the balance in the Fire Equipment Reserve account is $577,400, there is no immediate impact of approving the purchase.

The Fire Equipment Reserve is the manner that the Town has set to attempt to fund all vehicle/equipment purchases for the Fire Department. Due to the high cost of tankers/pumpers/aerial units there is likely going to be a need for some level of long term borrowing, as these units (even used) can come in at a cost of over half million dollars.

The recommended purchase in this RFD will require almost $30,000 more from reserves than budgeted, however as noted above the account has a balance that can easily handle this in the current year. In the longer term, the Town will have to look at ways to ensure adequate funds are set aside in the Fire Equipment Capital Reserve. It should also be noted that thru an Inter-Municipal Funding Fire Agreement the County of Kings contributes to the Fire Equipment Capital Reserves.

8) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS
Properly equipped emergency services are connected with the Strategic Mission Statement, “safe and sustainable neighborhoods” and “well maintained public infrastructure”. The Project Charter presented to Council in November speaks to the importance of continual upgrades to the Fire Department vehicles.

9) COMMUNICATION REQUIREMENTS
Notifications will have to go out to the successful tender submission (if approved) and the unsuccessful tenderer.

10) ALTERNATIVES
    • Council could decide to turn down the request for purchase of a new rescue truck.
      o In the long term such a decision is not likely to prove financially beneficial.
      o It would only be beneficial if there was an expectation that prices would drop in a year from now. That is unlikely.
      o The vehicle being replaced is 17 years old, and although very well maintained, is more likely to need more expensive repairs the longer it is owned.
      o The Ten Year CIP funding scenarios take into account the replacement of this vehicle as well as three more, $700,000 in Year 3, $750,000 in Year 4, and $700,000 in Year 9.
      o Delaying this replacement will only push the purchase closer to what will already be significant investments in equipment.
    • Council could redirect staff to look at tendering for a used vehicle.
      o This might drop the upfront purchase cost, however the vehicle would likely have to be replaced sooner than 17 years from now.
1. PURPOSE & DESCRIPTION

PURPOSE
Each year the Town replaces equipment as required, to ensure the fleet inventory is maintained in a cost effective manner and sufficient to provide the level of services mandated. With the emergency service being as important as it is, reliable and up to date equipment is a necessity.

DESCRIPTION
Fire services have a vehicle replacement schedule developed by staff as a guide for determining the useful life of its fleet. The vehicles receive regular maintenance, which is used along with the schedule to determine when vehicles should be replaced. This year the Rescue #51 – Fire Department 1 ton crew cab 4x4 truck (replaces 2000 Ford F-350) is scheduled to be replaced.

On the horizon, Pumper #12 – Fire Department Custom Pumper truck (replaces 1998), is currently scheduled to be replaced in 2018/19.

2. ALIGNMENT TO COUNCIL’S STRATEGIC PLAN & OTHER TOWN PLANS

COUNCIL’S STRATEGIC PLAN
Council’s Strategic Plan establishes five (5) strategic goals. The project will meet the strategic goals of Council by:

1. Well Maintained and Sustainable Public Infrastructure
   • Replacing equipment in a timely fashion will help control the cost of operating and maintaining the Municipal fleet in a manner that extends their useful life, controls the growth of the fleet, and accurately budgets for maintenance and replacement costs.

3. A Growing Population Encompassing all Ages and Stages who Live in Safe, Attractive, Cohesive, Neighbourhoods
   • Ensuring emergency vehicles are reliable and available when necessary.

OTHER TOWN PLANS
• Fire Vehicle Replacement Schedule

3. SCOPE

OBJECTIVES
The objectives of the project are:
1. To control the cost of operating and maintaining the fire services fleet in a manner that maximizes the useful life, controls growth of the fleet, standardizes composition of the fleet and accurately budgets for maintenance and replacement costs.
2. To promote an orderly system of purchasing and financing a fleet replacement process and plans for future departmental requirements.
DELIVERABLES
The deliverables for the project are:
1. To obtain the best possible equipment for the intended use at the best value to the Town.
2. To maintain the current fleet of equipment in a safe and cost effective manner.
3. To replace the following equipment in accordance with the current replacement schedule:
   a. FD 1 ton crew cab 4x4 rescue
   b. FD Custom Pumper

4. TIMELINES AND MILESTONES
   - **May 2016**  Call for Tenders
   - **June 2016**  Award contracts
   - **September/October 2016**  Delivery of vehicles

5. ASSUMPTIONS, CONSTRAINTS & RISKS

RISKS
- If vehicles are not replaced in the year they are scheduled, the Town runs the risk of operating out of date equipment that may become more costly in the long-run.

6. BUDGET, RESOURCES & PROCUREMENT

BUDGET
The total Fleet Replacement is estimated to cost $775,000

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<tr>
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<th>Year 1 2016/17</th>
<th>Year 2 2017/18</th>
<th>Year 3 2018/19</th>
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<tbody>
<tr>
<td>Rescue #51 – FD 1 ton crew cab 4x4</td>
<td>$75,000</td>
<td></td>
<td></td>
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<tr>
<td>Pumper #12 – FD Custom Pumper</td>
<td></td>
<td>700,000</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$75,000</strong></td>
<td><strong>$700,000</strong></td>
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RESOURCES
Project Lead: Fire Chief

Internal Resources
- *Fire Department* – Provide project management

OPERATIONAL BUDGET IMPACT
- Keeps maintenance costs down
PROCUREMENT
In accordance with the Town’s Procurement Policy 140-001, Section 5.3 “high value procurement of goods and services greater than $25,000”, the vehicles will be publicly tendered.

7. ROLES & RESPONSIBILITIES
Council’s role is to approve the Project Charter and Capital Investment Plan.

8. COMMUNICATION & ENGAGEMENT
N/A

9. APPROVAL
Approved by Council on (month, day, year).
SUMMARY

RCMP ADVISORY BOARD BYLAW, CH87

The Town of Wolfville received Department of Municipal Affairs (DMA) feedback on the RCMP Advisory Board Bylaw, Ch87, that was submitted in June 2015.

Based on the feedback from DMA, there is a requirement to make minor amendments to the Bylaw and resubmit for Ministerial Approval.

DRAFT MOTION:

That Council give First Reading to the amended RCMP Advisory Board Bylaw Chapter 87 and forward to the September 27, 2016 Town Council meeting for Second Reading.
1) CAO COMMENTS
The CAO supports the recommendation of Staff with regards to the amendments to the RCMP Advisory Board Bylaw, Ch87, and recommends that Council give First Reading to the Bylaw for subsequent Second Reading at the Town Council meeting in September 2016.

The two additional paragraphs highlighted under the ‘Function’ section of the Bylaw that require Ministerial approval do not require any change from Council. These additional clauses were added after careful consideration by both the RCMP Advisory Board and Council in late 2014. It is for information purposes only that it is being highlighted that Ministerial approval will be required.

2) LEGISLATIVE AUTHORITY
Nova Scotia Municipal Government Act (MGA)

3) STAFF RECOMMENDATION
It is recommended that Council give First Reading to the amended RCMP Advisory Board Bylaw, Ch87 for subsequent Second Reading at the Town Council meeting in September 2016.

4) REFERENCES AND ATTACHMENTS
- Nova Scotia Municipal Government Act (MGA)
- Nova Scotia Police Act
- Amended RCMP Advisory Board Bylaw (attached)
- [2016-06-28 Email: DMA-Stovel Re: RCMP Advisory Board Bylaw (attached)]

5) PURPOSE OF REPORT
To provide Council the background information with regards to amending the RCMP Advisory Board Bylaw, Ch87

6) DISCUSSION
The RCMP Advisory Board Bylaw, Ch87, submitted to DMA’s office with the following timeline:
- November 25, 2014 First Reading by Town Council
- January 1, 2015 Announcement of Second Reading published in The Advertiser
- January 13, 2015 Second Reading by Town Council
- June 9, 2015 Notice of Bylaw passing Second Reading published in The Advertiser
- June 11, 2015 Bylaw signed by Town Clerk and submitted to DMA

As outlined in DMA’s email dated June 29, 2016, there is a requirement under subsection 168(2) of the Municipal Government Act to give 14 days notice of “intent to consider” a Bylaw before Second Reading.
• This requirement was not met with the Bylaw submitted to DMA for review and appropriate measures are in place to ensure that 14 days notice of “intent to consider” will be published in advance of Second Reading.

The Bylaw submitted to DMA indicated that Council had the authority to appoint the Chair of the RCMP Advisory Board. While this is the case for all other Committees of Council, only the members of the Advisory Board have the authority to appoint the Chair (and Vice-Chair) in accordance with Section 59 of the Nova Scotia Police Act.

• This issue would preclude DMA from seeking Ministerial approval of the Bylaw and therefore the amended Bylaw (attached) indicates that in accordance with the Nova Scotia Police Act, the Chair and Vice-Chair will be appointed by the RCMP Advisory Board.

The two paragraphs highlighted under the ‘Function’ section of the Bylaw will require Ministerial approval:

(1) To advise Council concerning all financial and budgetary matters relating to the provision of policing services.

(2) To provide a forum for residents, taxpayers, business people, concerned citizens or groups to present their complaints, concerns, or requests to both Town Council and to the RCMP.

7) FINANCIAL IMPLICATIONS
There are no financial implications related to this decision

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

9) COMMUNICATION REQUIREMENTS
Notice of intent to give Second Reading will be advertised a minimum of 14 days in advance of Second Reading, which would be scheduled for the September 2016 Town Council Meeting.

Once the Bylaw has passed Second Reading, notice of approval will be published in the local newspaper and the Bylaw submitted to DMA for Ministerial review/approval.

10) ALTERNATIVES
• The re-submission of the Bylaw is required as the “Notice of Intent” to give Second Reading was not provided 14 days prior.
Dan,

In June of 2015, the Town of Wolfville submitted an RCMP Advisory Board By-Law to us for approval. We recently met to discuss all of our outstanding Police/RCMP Advisory Board By-Laws for the purpose of either:

a) Forwarding the by-laws for Ministerial approvals (Justice & Municipal Affairs); or,

b) Providing feedback to the Municipality with respect to any issues that would preclude the by-law from being submitted for Ministerial approval.

By way of background, not all Police/RCMP Advisory Board By-Laws require the approval of the Ministers of Justice and Municipal Affairs. It is only those by-laws that trigger subsection 55(2) or 68(2) of the Police Act:

(2) With the approval of the Minister, the council, by by-law, may prescribe

(a) the additional or specific roles and responsibilities of an advisory board; and

(b) the rules and regulations governing proceedings of an advisory board, and the advisory board has sole jurisdiction over matters so delegated to it.

As a result of our review, we identified the following issues with your RCMP Advisory Board By-law:

1. As per subsection 168(2) of the Municipal Government Act, you must give 14 days notice of “intent to consider” a by-law before second reading. If my records are correct, the “notice of intent to consider” was published on Jan. 1, 2015, and second reading was held on Jan. 13/15; only 12 days notice. Would you mind confirming that the aforementioned dates are correct?

2. There is an issue with section 4 of the by-law as it purports that Council has the authority to appoint the Chair of the police advisory board. However, only the members of the advisory board have the authority to appoint the Chair (and Vice-Chair) as per section 59 of the Police Act. This issue would preclude us from seeking Ministerial approval of the by-law.

3. Subsections 5(e) and (f) exceed the function of the advisory board as set out in section 68 of the Police Act. While this is not problematic in and of itself, these provisions would require Ministerial approval of the by-law should they remain.
For the reasons noted above, the by-law cannot be sent for Ministerial approval as currently written. We are happy to work with you to amend the by-law such that it can be re-submitted for further consideration.

Please let me know if you have any questions or concerns.

Sincerely,

Nick

Nicolas A. Barr, B.Sc., J.D.
Manager, Legislative & Policy Services

Department of Municipal Affairs
Maritime Centre, 14 North
1505 Barrington Street
PO Box 216
Halifax, NS  B3J 2M4
902-424-4656
1. **Title**

Bylaw is entitled the “RCMP Advisory Board Bylaw”.

2. **Purpose**

The purpose of this bylaw is to establish the Wolfville RCMP Advisory Board as mandated by the Nova Scotia Police Act, subsection 57(1), a body to provide advice to Council relating to the enforcement of the law, the maintenance of law and order and prevention of crime in the Town.

To make this Bylaw complete, it repeats some of the provisions of Sections 57 to 68 of the Police Act, and regulations 82 to 84 under that Act. Any amendments to those sections of the Police Act, and Regulations, will have priority over this Bylaw.

3. **References:**

   (1) Nova Scotia Police Act

4. **Definitions**

   (1) **Chief Administrative Officer** (CAO) means the Chief Administrative Officer of the Town of Wolfville.

   (2) **Board** means the Wolfville RCMP Advisory Board.

   (3) **Council** means the Council of the Town of Wolfville

   (4) **RCMP** means the Royal Canadian Mounted Police

   (5) **Town** means the Town of Wolfville

   (6) **Chief Officer** means the chief of police of a police department and includes an officer acting as chief of police

5. **Membership**

   (1) The Board consists of seven (7) voting members.

   (2) Appointment of Members

      The voting members are appointed as follows:
      - three (3) members of Council appointed by resolution of Council;
      - three (3) members from the community at large as determined through the application process who are neither members of Council nor employees of the Town;
      - one (1) member appointed by the Minister of Justice.
(3) Advisory Board Member Selection Process

(a) The selection process used by Council in appointing an Advisory Board Member to a vacancy on the Advisory Board, except a member appointed by the Minister of Justice, must include all of the following:

- The Advisory Board vacancy must be advertised and applications must be solicited for the vacancy;
- An applicant must be required to go through a screening process, including an interview, conducted by a panel established by the Council;
- Each applicant must be notified of the outcome of the selection process.

(4) Advisory Board Member Qualification

(a) To be a candidate for appointment as an Advisory Board Member, a person must demonstrate all of the following qualifications to the satisfaction of the Council:

- Residence in the Town, or considerable interest in serving on the Advisory Board;
- Considerable knowledge of community issues and an understanding of policing values and governance;
- A good character;
- Willingness to make the commitment of time and effort required to carry out Advisory Board responsibility.

(b) To be a candidate for appointment as an Advisory Board Member, a person must consent to criminal and background checks.

(c) A person must not be appointed as an Advisory Board Member if criminal and background checks show that the person has been convicted of any criminal offence or has been or is the subject of a disciplinary preceding in any jurisdiction that in the opinion of the Council, would reasonably be expected to have a negative impact on their acting as an Advisory Board Member or on the Advisory Board generally.

(5) Appointments in General

(a) Council member appointments are made for a one-year period.

(b) Appointments of members, neither a member of Council nor an employee of the Town, are for a three-year period. Such members may serve no more than six consecutive years, but are eligible for re-appointment after an absence of at least one year.

(c) Each member shall take an oath of office or affirmation.
(d) Each member must adhere to the “Code of Conduct” as prescribed by regulations under the Police Act, a copy of which is provided by the Town to each member upon appointment to the Board.

(e) A copy of the latest version of the Nova Scotia Police Act is provided to each member of the Board.

(f) Each member of the Board who is absent from three consecutive meetings of the Board forfeits office, unless the absence is caused by illness or is authorized by Resolution of the Board and is noted in the Board minutes. Any member who forfeits office is eligible for re-appointment.

(g) Where a vacancy occurs on the Board by reason of the death of a member, or when a member is unable to carry on his or her duties by reason of illness, absence from three consecutive meetings, without authorization by Resolution of the Board, or resignation, Council, or the Minister if the Minister appointed the Member, shall appoint some other person to replace that Member.

(h) The members of the Board appointed by Council shall serve without remuneration.

6. Procedure of the Board

(1) The Chair and Vice Chair will be a Councillor and appointed by Council the members of the RCMP Advisory Board at the first meeting in each year.

(2) The Board shall hold a meeting at least once every three months.

(3) Notices of the meetings are sent to all Members, and the Chief Officer and the Chief Administrative Officer of the Town, both of whom are entitled to attend meetings but not to vote.

(4) A meeting cannot be held without representation from the Chief Officer or his or her designate.

(5) A majority of the Members constitutes a quorum.

(6) Subject to the Municipal Government Act, section 22, and the Police Act, section 65, meetings of the Board are open to the public, but all matters relating to discipline, personnel conduct, contract negotiations and security of police operations may be conducted in private.
7. Function

The function of the Board is as set out in the Police Act, section 68, and:

(1) To provide input on the delivery of police services within the Town of Wolfville, as well as to perform any other tasks which may from time to time be assigned by Council, or special project requested by and to assist the Chief Officer.

(2) To provide advice to Council in matters pertaining to the provision of policing services.

(3) To provide a forum for regular liaison and discussion between Council and the RCMP concerning policing services within the Town of Wolfville.

(4) To discuss community concerns relative to policing services and in cooperation with the RCMP established enforcement priorities.

(5) To advise Council concerning all financial and budgetary matters relating to the provision of policing services.

(6) To provide a forum for residents, taxpayers, business people, concerned citizens or groups to present their complaints, concerns, or requests to both Town Council and to the RCMP.

(7) To consult with the Chief Officer to develop and implement the Policing Objectives and Priorities and Goals as determined by the Board.

8. Member Complaint

Any public or internal complaint respecting a member of the RCMP assigned to the RCMP Wolfville Community Office, including the Chief Officer shall be dealt with only as prescribed by the RCMP.

9. Expenditures and Credit

Neither the Board nor any member of the Board has any power to authorize any expenditure to be charged to the Town or to pledge the credit of the Town for any member.

10. Coming into Force

This bylaw comes into force when approved by the Minister of Justice under the Police Act subsection 68(2).

11. Repeal

The Wolfville Policing Services Advisory Committee Bylaw Chapter 38 of the Town of Wolfville Bylaws is repealed.
**Clerk’s Annotation for Official Bylaw Book**

<table>
<thead>
<tr>
<th>Date of first reading:</th>
<th>2016-07-19</th>
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<tbody>
<tr>
<td>Date of advertisement of Notice of Intent to Consider:</td>
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<td>Date of second reading:</td>
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<td>Date of advertisement of Passage of By-law:</td>
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<td>Date of mailing to Minister a certified copy of Bylaw:</td>
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I certify that this **RCMP ADVISORY BOARD BYLAW #87** was adopted by Council and published as indicated above.

______________________________  ________________
Dan S. Stovel, Town Clerk  Date
SUMMARY

Nova Scotia Municipal Government Act Review

The Nova Scotia Municipal Government Act is currently undergoing review. This Report provides an update to Council on the status of the ongoing review and provides an opportunity for Council to comment on any of the draft recommendations and proposed housekeeping amendments.
1) CAO COMMENTS
This report is for information purposes only and highlights the recommendations and amendments proposed to date. Council is able to provide formal feedback to the Review Committee on any of the draft recommendations and housekeeping amendments via a motion of Council if they so choose.

2) REFERENCES AND ATTACHMENTS

- NS Municipal Government Act (NS MGA)
- Issue Review Papers (attached)

3) PURPOSE OF REPORT
The purpose of this report is to provide Council with a series of Issue Review Papers and draft recommendations that have been completed to date for information purposes. Should Council wish to comment on any of these issues, they have until the end of June 2016. More Issue Review Papers will follow in the coming months.

4) DISCUSSION
NS MGA Review Mission Statement:

A revised MGA will:

- Provide municipalities with the tools needed to:
  - Deliver local services in an efficient, cost effective manner that reflects the values of the community.
  - Build strong, viable, prosperous, sustainable communities
- Support municipal role in achieving Government’s areas of focus:
  - Innovation
    - Create climate for private sector and social enterprise economic growth to support One NS economic goals
  - People
    - Increase net interprovincial and international immigration levels
    - Enhance health and wellness, communities and social well-being
- All in a fiscally sustainable manner
MGA Review Guiding Principles

- A new MGA will:
  - Balance MGA being more enabling for municipalities with the increased accountability that goes with this
  - Be relevant to current and future needs of municipalities and citizens
  - Provide municipalities with tools to support stable, predictable long-term funding
  - Support economic growth and development
  - Encourage regional approaches, collaboration
  - Enable, promote shared services
  - Use modern, clear language where possible for ease of understanding
  - Recognize differing needs and roles of urban and rural communities
  - Provide clarity for both provincial and municipal roles

5) FINANCIAL IMPLICATIONS
Not Applicable

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

7) COMMUNICATION REQUIREMENTS
N/A

8) FUTURE COUNCIL INVOLVEMENT
N/A
MEMORANDUM

TO: Jeff Shute  
Municipal Affairs

FROM: Charles Thompson

DATE: May 19, 2016

RE: MGA Review – Housekeeping amendments  
Issue 11

Issue information from Steering Committee

Tracking #: 11

Working Group: Business and Economic Growth/Planning and Development

Issue commented on: “Dept. of Environment”

Amendments proposed by commenter: “This is currently not the title of the prov dept., maybe a definition could clean this up to be more universal.”

Comments from SC: nil

Section(s) affected: 76A, 278(2)(c) and 479A(a)

Recommendation from Burchell MacDougall: Amend 479A(a) as set out below. Do not amend 76A or 278(2)(c)

Discussion and rationale for recommendation

Sections 76A and 278(2)(c) correctly name the “Department of Environment”. Section 479A(a) refers to the “Department of Environment and Labour”, which no longer exists. The reference to the applicable legislation in s. 479A(a) should also be updated.

Amendments

Refusal to disclose information

479A The responsible officer may refuse to disclose

(a) any information of any kind obtained by a conciliation board, conciliation officer or mediator appointed pursuant to the municipality’s collective agreement or appointed pursuant to the Civil Service Collective Bargaining Act, the Corrections Act, the Highway Workers Collective Bargaining Act, the Teachers’ Collective Bargaining Act, the Essential Health and Community Services Act or the Trade Union Act or by an employee of the Department of Environment and Labour and Advanced Education or an employee, appointee or member of the Civil Service Employee Relations Board, the Correctional Facilities Employee Relations Board, the Highway Workers Employee Relations Board or the Labour Relations Board for the purpose of any of those Acts or the municipality’s collective agreement [or] in the course of carrying out duties under any of those Acts or the municipality’s collective agreement;
MEMORANDUM

TO: Jeff Shute
Municipal Affairs

FROM: Charles Thompson

DATE: February 24, 2016

RE: MGA Review – Housekeeping amendments
Issue 12

Issue information from Steering Committee

Tracking #: 12

Working Group: Business and Economic Growth/Planning and Development

Issue commented on: Overhaul flow of parts 8/9

Amendments proposed by commenter: To make it easier to understand...

Comments from SC:

Section(s) affected: Part VIII - s190 – s267 | Part IX – s268 – s292

Recommendation from Burchell MacDougall: Do not amend at present

Discussion and rationale for recommendation

The memo to Housekeeping Issue #3 addressed a similar concern and the response in this memo is the same.

Although many of the sections in these parts of the MGA are complex, we do not believe overhauling Part VIII or Part IX would provide the clarity the commenter is seeking. Further, a re-write of these sections would not be a housekeeping matter. Whereas municipalities and the courts have had occasion to comment on and review sections under these parts of the MGA as currently worded, we recommend Part VIII and Part IX not be amended.

Amendments

None required
MEMORANDUM

TO: Jeff Shute
   Municipal Affairs
FROM: Charles Thompson
DATE: February 24, 2016
RE: MGA Review – Housekeeping amendments
     Issue 13

Issue information from Steering Committee

Tracking #: 13

Working Group: Business and Economic Growth/Planning and Development

Issue commented on: Definition of “lot”

Amendments proposed by commenter: The MGA and HRM Charter do not currently define “lot”. The term “lot” and “parcel” are both used to describe a piece of land that can be bought/sold/developed. The Condominium Act defines parcels to be both land and structures, or parts thereof. These proposed amendments are to define lot to be “a contiguous area of land” and to replace the term “parcel” with “lot” in particular places within the Acts to ensure that structures cannot be subdivided. This does not apply to parcels of land created in ways that are not described in Part 9 of the MGA and HRM Charter. In many instances within the MGA, HRM Charter and Provincial Subdivision Regulations, the term “parcel” is used instead of “lot”.

Comments from SC: Send to legal.

Section(s) affected:

Recommendation from Burchell MacDougall: Do not amend

Discussion and rationale for recommendation

We disagree with the above comment that the terms “lot” and “parcel” are both used to describe a piece of land that can be bought/sold/developed.” These terms have distinct meanings and are used in different ways in the MGA.

The word “parcel” is used in two different ways within the MGA, whereas the term “lot” has a specific meaning.

Use of the term “parcel”

Turning first to the two uses of parcel in the MGA:
1. The first use of “parcel” can be found in MGA sections 191(q) and 269(5), among others:
   - 191 (q) - “subdivision” means the division of an area of land into two or more parcels, and includes a resubdivision or a consolidation of two or more parcels;
   - 269 (5) - For greater certainty, no instrument of subdivision that adds or consolidates parcels or areas of land in different ownerships may be approved…

   From the above, it appears that a “parcel”, in this context, refers to an area that is part of a lot, and is being dealt with in some fashion, generally in a subdivision or consolidation.

2. The second use of ‘parcel’ can be found in sections 276(b) and 304(4), among others:
   - 276(b) - An infrastructure charges agreement shall be registered in the registry or, in the case of land registered pursuant to the Land Registration Act, shall be recorded in the land registration office in the register of each parcel created or altered by the subdivision…
   - 304(4) - The lien referred to in subsection (1) is not a charge against a parcel registered pursuant to the Land Registration Act until a certificate evidencing the lien has been recorded in the register of the parcel…

   In the above, the word “parcel” is specifically used in reference to a parcel register (i.e. the property record) established under the Land Registration Act for a property.

Although there are two different uses of the term parcel within the MGA, the context surrounding its use provides the needed clarity as to whether the term refers to an area that is part of a lot, or to a parcel register established under the Land Registration Act.

Use of the term “lot”

The term “lot” refers to an area of land that is MGA compliant. For example:
   - 3 (ba) “private on-site sewage disposal system” means a private system for sewage disposal serving one lot;

That is, the private system for sewage disposal services the piece of land that is MGA compliant (the ‘lot’), not a portion of a piece of land that is to be subdivided (a ‘parcel’).

Similarly at section 220(5):
   - 220(5) Where a municipal planning strategy so provides, a land-use by-law may (a) subject to the Public Highways Act, regulate or restrict the location, size and number of accesses from a lot to the abutting streets, provided that a lot has access to at least one street;

The use of the word “lot” has a specific meaning, and substituting the word “parcel” for “lot” would lead to confusion in light of the earlier referenced implied definitions of parcel. The portion of a plan of subdivision at Schedule A provides an illustration of the uses of parcel and lot in this context.

Amendments

None proposed
The above plan of subdivision illustrates the distinction between lot and parcel. In the above, two parcels are being consolidated to form a new lot (Lot T1-BB) and a remainder lot (Lot 01-BA).
MEMORANDUM

TO: Jeff Shute
   Municipal Affairs

FROM: Charles Thompson

DATE: April 8, 2016

RE: MGA Review – Housekeeping amendments
   Issue 15

Issue information from Steering Committee

Tracking #: 15

Working Group: Business and Economic Growth/Planning and Development

Issue commented on: Development permits for variances

Amendments proposed by commenter: This amendment will correct an inconsistency in the MGA and HRM Charter by allowing a development permit to be issued when a variance has been granted within a development agreement.

Comments from SC: None provided

Section(s) affected: None provided

Recommendation from Burchell MacDougall: Do not amend (pending further information or clarification)

Discussion and rationale for recommendation

The commenter has indicated that there is an inconsistency allowing a development permit to be issued when a variance has been granted within a development agreement (“DA”). We are unable to determine the inconsistency being referenced.

The MGA and Halifax Charter deal with DAs and variances as follows (the references to section numbers are for the MGA – the Charter has identical provisions):

a. A DA may identify whether the variance provisions of the MGA are to apply to the DA [s. 227(3)(aa)]. This means that council, when approving a DA, can decide whether it wants to allow for the possibility of a variance from the requirements of the DA or not.

b. If council decides that the variance provisions will not apply to the DA, then there cannot be any variances from the requirements of the DA – the development officer can only grant the development permit if the development meets all of the requirements of the DA [s. 246(1)].

c. If council decides that the variance provisions will apply to the DA, the development officer has the authority to grant variances from certain requirements of the DA [s. 235] when they are processing the development permit, in the same way and to the same extent as granting variances to the requirements of the land use by-law.
We do not see any inconsistency in the above regime. We require additional information from the commenter as to the exact nature of the inconsistency before we can provide a recommendation as to whether an amendment is required.

**Amendments**

None proposed at this time

**Relevant provisions of MGA**

**Content of development agreement**

227 (3) A development agreement may….

(aa) identify if the variance provisions are to apply to the development agreement;

**Variance**

235 (1) A development officer may grant a variance in one or more of the following terms in a development agreement, if provided for in the development agreement, or land-use by-law requirements:

(a) percentage of land that may be built upon;

(b) size or other requirements relating to yards;

(c) lot frontage or lot area, or both, if

(i) the lot existed on the effective date of the bylaw, or

(ii) a variance was granted for the lot at the time of subdivision approval.

(2) Where a municipal planning strategy and land-use by-law so provide, a development officer may grant a variance in one or more of the following terms in a development agreement, if provided for in the development agreement, or land-use by-law requirements:

(a) number of parking spaces and loading spaces required;

(b) ground area and height of a structure;

(c) floor area occupied by a home-based business;

(d) height and area of a sign.

(3) A variance may not be granted where the

(a) variance violates the intent of the development agreement or land-use by-law;

(b) difficulty experienced is general to properties in the area; or

(c) difficulty experienced results from an intentional disregard for the requirements of the development agreement or land-use by-law.

**Limitations on granting development permit**

246 (1) A development permit shall be issued for a proposed development if the development meets the requirements of the land-use by-law, the terms of a development agreement or an approved site plan.
MEMORANDUM

TO:        Jeff Shute  
           Municipal Affairs
FROM:     Charles Thompson
DATE:      May 19, 2016
RE:       MGA Review – Housekeeping amendments
           Issue 20

Issue information from Steering Committee

Tracking #: 20

Working Group: Fiscal Responsibility

Issue commented on: “Under Section 117 (2) under Tax Collection, it states (2) The tax bill shall be served personally or mailed to the address shown on the assessment roll or any more current address known to the treasurer.”

Amendments proposed by commenter: This statements should be updated to include current mentions of communication including ebilling services.

Comments from SC: Tara Manual is also familiar with this issue.

Section(s) affected: 117(2)

Recommendation from Burchell MacDougall: Amend as set out below

Discussion and rationale for recommendation

At present, section 117(2) of the MGA requires that tax bills be served personally, or mailed to the address shown on the assessment roll, or any more current address for the taxpayer.

We agree with the commenter that the MGA should permit tax bills to be sent electronically. Many people are used to receiving bills by email or other ways on-line. Municipalities should have the option to send tax bills electronically to those property owners who agree to receive their tax bills through that method.

Some municipalities are already delivering tax bills electronically, using the “epost” system with Canada Post. While it may be possible to interpret the MGA to permit this practice, the MGA is certainly not clear in this regard. In order to clarify that the use of epost is permitted, to allow municipalities to use other systems of electronic document delivery for tax bills, and to accommodate technological changes over time in how documents can be electronically delivered, we recommend a fairly broad amendment that allows municipalities to choose their own system. The onus will be on municipalities to ensure that the system they decide to use will be secure and reliable.
Residents who do not wish to receive their tax bills electronically can simply not opt in to the system, and will still be entitled to receive their tax bills via regular mail.

**Amendments**

117 (2) The tax bill shall be delivered in one of the following ways:

(a) served personally;

(b) mailed to the address shown on the assessment roll or any more current address known to the treasurer;

(c) sent by an electronic delivery system, but only if the person liable to pay taxes has opted in to an available electronic bill delivery system authorized by the council.
MEMORANDUM

TO:       Jeff Shute
           Municipal Affairs

FROM:    Charles Thompson

DATE:    March 3, 2016

RE:       MGA Review – Housekeeping amendments
           Issue 24

Issue information from Steering Committee

Tracking #: 24

Working Group: Fiscal Responsibility

Issue commented on: This section states that "Upon a request by the clerk, the Director of Assessment shall value the property for the purpose of a policy adopted pursuant to subsection (1) but, for greater certainty, shall not change the assessment of the property except in accordance with the Assessment Act".

Amendments proposed by commenter: Change wording from upon a request by the clerk to upon request by the MUNICIPALITY.

Comments from SC:

Section(s) affected: 69A(3)

Recommendation from Burchell MacDougall: Amend as set out below

Discussion and rationale for recommendation

We agree with the commenter that this change makes sense – there is no good reason that the clerk must be the specific representative of the municipality to make the request of the Director of Assessment.

Amendments

69A(3) Upon a request by the municipality clerk, the Director of Assessment shall value the property for the purpose of a policy adopted pursuant to subsection (1) but, for greater certainty, shall not change the assessment of the property except in accordance with the Assessment Act.
MEMORANDUM

TO: Jeff Shute
   Municipal Affairs

FROM: Charles Thompson

DATE: May 16, 2016

RE: MGA Review – Housekeeping amendments
    Issue 28

Issue information from Steering Committee

Tracking #: 28

Working Group: Fiscal Responsibility

Issue commented on: Outdated - the Treasurer's "list" is the newspaper posting

Amendments proposed by commenter: Expand

Comments from SC: Modernize MGA

Section(s) affected: 137

Recommendation from Burchell MacDougall: Amend as set out below

Discussion and rationale for recommendation

Section 137(1) requires municipalities to prepare a “tax sale list” of the properties that are to be sold in a tax sale, containing basic information about each property to be sold. Section 137(2) states that the tax sale list, or a copy of it certified by the treasurer, is “conclusive evidence of the facts stated therein”.

We do not recommend eliminating the tax sale list. Practically, in order to conduct a tax sale, a municipality has to compile a list of the properties that it intends to sell. Section 137(1) sets out standard requirements for that list that are not onerous or extensive. Section 137(2) should remain, since it could be helpful if the information on the tax sale list were ever at issue or challenged in a court proceeding.

The commenter refers to the “Treasurer’s” list. Note that the tax sale list does not have to be compiled by the municipality’s treasurer; the list can be compiled by any employee of the municipality. The only requirement of the treasurer is that, if a copy of the list is required for court or another proceeding as evidence, the treasurer is the person responsible for certifying a copy of the list. In any event, under s. 3(cb) of the MGA, treasurer includes anyone acting under the supervision and direction of the treasurer.
The commenter also refers to the tax sale list being the newspaper posting. We do not believe the newspaper advertisement of the tax sale can or should constitute the tax sale list. The information required for the advertisement in s. 142 does not include the name of the owner, the amount of the arrears or the years for which the arrears are owing. In addition, the tax sale advertisement is not prepared until after the preliminary tax sale notices are sent (s. 138), title searches are done (s. 139) and the notices of intent to sell have been sent (s. 140). The tax sale list should be prepared early in the process, not when it is almost complete.

Having said the above, we suggest a couple of minor amendments to s. 137 as set out below. These amendments do the following:

a. The change to s. 137(1)(b) clarifies that identifying a lot by its civic address is sufficient for the purpose of the tax sale list.

b. New s. 137(2) clarifies that the tax sale list does not have to be in paper copy form; it can be electronic, in a spreadsheet, word processing document or other electronic format.

**Amendments**

Amend s. 137 as follows:

**Tax sale property list**

137 (1) Where land is to be sold for taxes, a list of the properties to be put up for sale shall be prepared setting out, with respect to each lot

   (a) the name and address of the person assessed;

   (b) the civic address of the lot, or a brief description of the lot sufficient to identify and locate it;

   (c) the amount of arrears, including interest; and

   (d) the years in which the arrears were levied.

(2) The tax sale list may be created and stored in electronic format or in paper format.

(23) The tax sale list, or a copy certified by the treasurer, is conclusive evidence of the facts stated therein.
MEMORANDUM

TO: Jeff Shute
Municipal Affairs

FROM: Charles Thompson

DATE: May 30, 2016

RE: MGA Review – Housekeeping amendments
Issue 30

Issue information from Steering Committee

Tracking #: 30

Working Group: Fiscal Responsibility

Issue commented on: Section 114 (1) states that taxes on a property may be collected or recovered even if the assessment of the property is under appeal.

Amendments proposed by commenter: Amend wording by changing may to shall.

Comments from SC: N/A

Section(s) affected: 114(1)

Recommendation from Burchell MacDougall: Do not amend

Discussion and rationale for recommendation

The commenter suggests that it should be mandatory for a municipality to collect and recover taxes on a property for which the assessment is under appeal. We do not agree with this suggestion.

Taxes on properties for which the assessment is under appeal should not be treated any differently from other properties. Municipalities are not required to take steps to collect and recover taxes on properties in general – for example, municipalities have the discretion as to whether to sue for taxes under s. 119, to issue a warrant under s. 120 or 121, or to sell the property for taxes under s. 134 (if the taxes are in arrears for less than three years). Municipalities should have the same discretion to take steps to collect and recover taxes for which the assessment is under appeal.

Amendment

None recommended.
MEMORANDUM

TO: Jeff Shute  
Municipal Affairs

FROM: Charles Thompson

DATE: May 16, 2016

RE: MGA Review – Housekeeping amendments  
Issue 32

Issue information from Steering Committee

Tracking #: 32

Working Group: Fiscal Responsibility

Issue commented on: Tax Sale

Amendments proposed by commenter: Move to after 133 (7)

Comments from SC: Clean up

Section(s) affected: 134(5)

Recommendation from Burchell MacDougall: Amend as set out below

Discussion and rationale for recommendation

Section 134 deals with properties that are to be sold for taxes. Section 134(5) states that where a municipality and taxpayer have entered into a tax arrears payment arrangement, the period of time that a tax lien is effective is extended. The commenter suggests moving s. 134(5) into s. 133, which deals with tax liens.

We agree with the commenter’s suggestion. Section 134(5) relates to tax liens, and therefore belongs in s. 133.

Amendments

Remove s. 134(5) and insert it as a new s. 133(8). [Note: The existing 133(8) is being deleted, since it deals with business occupancy tax – see our Memo dated February 2, 2016 on Issues #1, 2 and 44]

   Certain taxes are liens
   133 (1) Taxes levied in respect of real property are a first lien upon the real property.

   (2) Taxes levied in respect of a mobile home are a first lien upon the mobile home.

   (3) The lien has priority over the claims, liens or encumbrances of any person and need not be registered.
(4) Where property is sold for taxes and the sale is set aside, the lien is not discharged.

(5) The lien has effect from the first day of the fiscal year for which the tax rate is set.

(6) Taxes are a first lien upon property conveyed between the time the assessment roll is filed and the tax rate is set and may be collected from a subsequent owner.

(7) Taxes cease to be a lien on the property when six years have elapsed after the end of the fiscal year in which they were levied, but may be collected after they have ceased to be a lien.

(8) Where the municipality and a taxpayer have entered into a tax arrears payment arrangement, the period for which the tax lien is effective is extended by the period of the tax arrears payment arrangement. Taxes in respect of business occupancy assessments are not a lien upon property.

Tax sale
134 (1) Property may be sold for taxes if the taxes with respect to the property are not paid in full for the taxation year immediately preceding the year in which the tax sale proceedings are commenced, but the proceedings shall not commence before June 30th in the year immediately following that taxation year.

(2) Property shall be put up for tax sale if taxes are in arrears for the preceding three fiscal years.

(3) The council may defer tax sale proceedings for a property for up to two years.

(4) A municipality is not required to put a property up for tax sale

   (a) if the solicitor for the municipality advises that a sale of the property would expose the municipality to an unacceptable risk of litigation;

   (b) if the amount of taxes due is below the collection limit established by the council, by policy;

   (c) if the property has been put up for sale three times in the preceding three years and no satisfactory offer has been made with respect to it;

   (d) if the taxes have been deferred pursuant to a by-law; or

   (e) if the municipality and the taxpayer have entered into a tax arrears payment arrangement and the taxpayer is in compliance with the agreement.

(5) Where the municipality and a taxpayer have entered into a tax arrears payment arrangement, the period for which the tax lien is effective is extended by the period of the tax arrears payment arrangement.
MEMORANDUM

TO:        Jeff Shute
    Municipal Affairs

FROM:  Charles Thompson

DATE:  June 11, 2016

RE:  MGA Review – Housekeeping amendments
    Issue 33

 Issue information from Steering Committee

Tracking #:  33

Working Group: Fiscal Responsibility

Issue commented on: Ability to sue for tax sales through 119

Amendments proposed by commenter: Act needs to link this section back to 119

Comments from SC: Give users of the legislation more information

Section(s) affected: 134

Recommendation from Burchell MacDougall: Amend as set out below

Discussion and rationale for recommendation

As we understand this issue, the commenter is suggesting that s. 134 of the MGA (right to conduct tax sale of property for unpaid taxes) should refer to s. 119 (right to sue for taxes owing).

This amendment is not necessary for the MGA to work properly – s. 119, s. 120-121 (dealing with warrants to seize goods) and s. 134 each stand on their own, and together provide three separate options for collecting taxes. However, an amendment along the lines of the commenter’s suggestion would provide additional clarity to users of the MGA.

We recommend that s. 134 be amended to refer to s. 119, as well as s. 120 and 121.

Amendments (not recommended, but optional)

Amend s. 134(1) as follows:

134 (1) In addition to or instead of a municipality suing for taxes under s. 119 or issuing a warrant to
distrain goods under s. 120 or s. 121 for the collection of taxes, property may be sold for taxes if the
taxes with respect to the property are not paid in full for the taxation year immediately preceding the
year in which the tax sale proceedings are commenced, but the proceedings shall not commence before
June 30th in the year immediately following that taxation year.
MEMORANDUM

TO:       Jeff Shute
          Municipal Affairs
FROM:    Charles Thompson
DATE:    May 19, 2016
RE:       MGA Review – Housekeeping amendments
           Issue 36

Issue information from Steering Committee

Tracking #: 36

Working Group: Fiscal Responsibility

Issue commented on: "within the Province"

Amendments proposed by commenter: Propose that it also applies to other provinces

Comments from SC: Extend powers to serve warrants in other provinces, if possible/ MGAC: Need a legal opinion

Section(s) affected: 123(3)

Recommendation from Burchell MacDougall: Do not amend

Discussion and rationale for recommendation

Section 123 of the MGA is one of the sections that deals with the power of municipalities to have warrants issued to seize and sell goods of a taxpayer to pay tax arrears. Section 123(3) reads:

123(3) A warrant may be executed at any place within the Province by an officer having jurisdiction in that place or by an officer having jurisdiction in the municipality that issued it.

The commenter suggests that this section be amended so that it would apply anywhere in Canada, not just in Nova Scotia.

Our research indicates that, regardless of what s. 123(3) of the MGA says, authorities and courts in other parts of Canada are very unlikely to honour a warrant to seize goods issued by a municipality under the MGA. Although the law we have reviewed is not completely clear, it is unlikely that the Province has the power to authorize municipalities in Nova Scotia to compel authorities elsewhere to seize and sell goods.

In light of the above, in our opinion it is clearer to leave the wording of s. 123(3) as is.

Amendments

Nil
MEMORANDUM

TO: Jeff Shute
Municipal Affairs

FROM: Charles Thompson

DATE: May 19, 2016

RE: MGA Review – Housekeeping amendments
Issue 45

**Issue information from Steering Committee**

**Tracking #:** 45

**Working Group:** Governance Efficiencies

**Issue commented on:**

**Amendments proposed by commenter:** There should also be an explicit statement in the MGA that when a meeting is held in camera; non-in camera matters should not be discussed. If it becomes too cumbersome to go in and out of an in camera discussion during the meeting, then a transcript or record of the non-in camera discussions must be included in the minutes.

**Comments from SC:**

**Section(s) affected:** 22(2); 203(1); and 408B(2)

**Recommendation from Burchell MacDougall:** Do not amend at present

**Discussion and rationale for recommendation**

The current wording of section 22, dealing with in camera (or closed) meetings of council and council committees, and its counterparts in s. 203 (meetings of planning committees) and s. 408B(2) (meetings of village commissions), already prohibits the discussion of “non-in camera” matters during an in camera meeting.

The starting point is s. 22(1), which states that meetings of council and committees are open to the public except as provided otherwise in s. 22. Section 22(2) goes on to list the only matters that may be discussed in camera (acquisition or sale of municipal property, personnel, labour, litigation etc.). The combination of s. 22(1) and (2) means that it is prohibited to discuss any matters in camera except those listed in s. 22(2).

It appears from this comment that some municipal councils may inadvertently or purposely discuss things other than s. 22(2) matters at in camera meetings. Section 22 could be amended to add a provision explicitly stating that in camera meetings, only those matters described in s. 22(2) can be discussed. We are not certain an
amendment like this would be of any benefit, but have drafted one for the consideration of the Working Group and Steering Committee if they decide such an amendment would be useful.

We note that the issue of in camera meetings is before the Governance Efficiencies Working Group (Issue 196). If there are any recommendations for amendments that come out of the Working Group in relation to this issue, perhaps the amendments could add wording to s. 22 (and s. 203 and s. 408B) to clarify that only the matters specifically permitted to be discussed in camera may be discussed in camera.

**Amendments (not recommended)**

**Open meetings and exceptions**

22 (1) Except as otherwise provided in this Section, council meetings and meetings of committees appointed by council are open to the public.

(2) The council or any committee appointed by the council may meet in closed session to discuss matters relating to

(a) acquisition, sale, lease and security of municipal property;

(b) setting a minimum price to be accepted by the municipality at a tax sale;

(c) personnel matters;

(d) labour relations;

(e) contract negotiations;

(f) litigation or potential litigation;

(g) legal advice eligible for solicitor-client privilege;

(h) public security.

(2A) Only those matters described in subsection (2) may be discussed in a closed session of a meeting of the council or any committee appointed by the council.

We can draft similar amendments to s. 203 and s. 408B if you wish.
MEMORANDUM

TO: Jeff Shute
Municipal Affairs

FROM: Charles Thompson

DATE: February 24, 2016

RE: MGA Review – Housekeeping amendments
Issue 51

Issue information from Steering Committee

Tracking #: 51

Working Group: Governance Efficiencies

Issue commented on: The MGA requires that a municipal boundary review be conducted every 8 years regardless if one has occurred in the intervening period

Amendments proposed by commenter: Amend s. 369 as the current wording creates unnecessary burden and leads to the inefficient use of municipal resources. Allow the UARB to defer a municipal boundary review if a municipality has conducted a review in the intervening period.

Comments from SC: "Add 369 (1A) Where the council has conducted an additional study in an intervening year other than that required in subsection (1), the Board may approve a deferral of the regularly scheduled study to the next scheduled year, or to another date specified by the Board."

Section(s) affected: 369

Recommendation from Burchell MacDougall: Amend as set out below.

Discussion and rationale for recommendation

We agree that the MGA should at least allow for the possibility that a municipality can forego a regularly-scheduled study of the number of councilors and polling districts if it has recently undergone such a study.

Section 369 falls under Part XVI of the MGA, “Boundaries” and reads as follows:

Study of polling districts required

369 (1) In the year 1999, and in the years 2006 and every eighth year thereafter the council shall conduct a study of the number and boundaries of polling districts in the municipality, their fairness and reasonableness and the number of councillors.

(2) After the study is completed, and before the end of the year in which the study was conducted, the council shall apply to the Board to confirm or to alter the number and boundaries of polling districts and the number of councillors.
We recommend that the MGA be amended to allow a municipality to apply to the UARB for permission to defer a study, if the municipality has had a study in the intervening years since the last regularly-scheduled study. The UARB would have the discretion to decide whether to approve the deferral.

**Amendments**

**Study of polling districts required**

369  (1) In the year 1999, and in the years 2006 and every eighth year thereafter the council shall conduct a study of the number and boundaries of polling districts in the municipality, their fairness and reasonableness and the number of councillors.

(2) After the study is completed, and before the end of the year in which the study was conducted, the council shall apply to the Board to confirm or to alter the number and boundaries of polling districts and the number of councillors.

(3) Upon application by the council of a municipality, the Board may approve a deferral of a study required by subsection (1) to the next scheduled year or to another date set by the Board if the council has conducted an additional study since the last study required by subsection (1).
MEMORANDUM

TO: Jeff Shute
Municipal Affairs

FROM: Charles Thompson

DATE: March 3, 2016

RE: MGA Review – Housekeeping amendments
Issue 55

Issue information from Steering Committee

Tracking #: 55

Working Group: Governance Efficiencies

Issue commented on: Need to include villages

Amendments proposed by commenter:

Comments from SC:

Section(s) affected: 9

Recommendation from Burchell MacDougall: Amend as set out below

Discussion and rationale for recommendation

Section 9 of the MGA allows for the Governor in Council to change the name of a municipality upon request of the municipal council. In order to allow the same process to change the name of a village, s. 9 must be amended to refer to village commissions, as defined in section 3(cfa).

Amendments

9 The Governor in Council may, on the request of the council or village commission of a municipality or village, change the name of the municipality or village to a name chosen by the council or village commission.
MEMORANDUM

TO: Jeff Shute
Municipal Affairs

FROM: Charles Thompson

DATE: April 8, 2016

RE: MGA Review – Housekeeping amendments
Issue 58

Issue information from Steering Committee

Tracking #: 58

Working Group: Governance Efficiencies

Issue commented on: Section 72 (6A) is in direct violation to section 57(2), section 72(6A) needs to be removed.

Amendments proposed by commenter:

Comments from SC:

Section(s) affected: 57(2) and 72(6A)

Recommendation from Burchell MacDougall: Do not amend

Discussion and rationale for recommendation

As we understand the comment, it is making the point that one part of the MGA [s. 57(2)] prohibits municipalities from granting tax concessions to a business, but another [s. 72(6A)] provides for a discounted tax rate for seasonal tourist business.

The relevant provisions are:

57(2) A municipality shall not grant a tax concession or other form of direct financial assistance to a business or industry.

72(6) The council shall authorize the levying and collecting of a

(a) commercial tax rate of so much on the dollar on the assessed value of taxable commercial property and business occupancy assessment; and

(b) residential tax rate of so much on the dollar on the assessed value of taxable residential property and resource property.
(6A) Notwithstanding clause (6)(a), the tax rate for the part of commercial property that is identified on the assessment roll as being occupied by a seasonal tourist business shall be 75% of the commercial tax rate.

There is no contradiction between s. 57(2) and s. 72(6A), and these subsections can co-exist in the MGA. The distinction is that the lower tax rate for seasonal tourist businesses is set in the MGA itself; it is not a “tax concession” granted by the municipality. That is, s. 72(6A) is not a municipality granting a tax concession, it is the MGA setting a tax rate for a specific industry.

Of course, the fact that s. 57(2) and s. 72(6A) are not in conflict does not mean that having a lower tax rate for seasonal tourist businesses is a good idea or wise policy choice. Section 72(6A) could easily be removed if it were determined that seasonal tourist businesses should be taxed at the same rate as other commercial properties.
MEMORANDUM

TO:       Jeff Shute
           Municipal Affairs

FROM:    Charles Thompson

DATE:    April 7, 2016

RE:      MGA Review – Housekeeping amendments
           Issues 61 and 62

Issue information from Steering Committee

Tracking #: 61 and 62

Working Group: Governance Efficiencies

Issue commented on: This does not appear to be a municipal provision, and likely does not belong here

Amendments proposed by commenter: None provided.

Comments from SC: None provided.

Section(s) affected: 178 and 179

Recommendation from Burchell MacDougall: Do not amend.

Discussion and rationale for recommendation

Issues 61 and 62 raise similar concerns about certain provisions (sections 178 and 179) dealing with dogs in Part VII (“By-laws”) that do not relate to by-laws. Sections 178 and 179 state:

Rabid animals
178 A person may kill or destroy a rabid dog or other rabid animal found at large and may secure and confine a dog or other animal at large and appearing to be rabid or exhibiting symptoms of canine madness.

Proof at trial
179 Upon the trial of an action brought against the owner or harbourer of a dog for any injury caused, or damage occasioned by, such dog, it is not necessary to prove knowledge by, or notice to, the owner or harbourer of any mischievous propensity of the dog.

Sections 175-179 all deal with dogs. These sections can be summarized as follows:
Section 175 – authorizes council to make by-laws on matters concerning dogs
Section 176 – authorizes peace officers to take certain actions regarding dogs
Section 177 – provides for additional penalties which a court may impose for violation of a dog by-law
Section 178 – authorizes a person to kill or confine a rabid dog or other rabid animal
Section 179 – concerns proof at trial, specifically, that it is not necessary to prove knowledge by a dog owner of any mischievous propensity of the dog.

Of these five sections, only sections 175 and 177 relate directly to bylaws. Sections 176, 178 and 179 do not fit well into Part VII, or in the MGA at all. However, we have not been able to identify where, within the MGA, these sections would be better located. All references in the MGA to dogs are located in sections 175 to 179.

Given the lack of a better alternative, we recommend leaving sections 178 and 179 of the MGA in their present location.

**Amendments**

None recommended
MEMORANDUM

TO: Jeff Shute
Municipal Affairs

FROM: Charles Thompson

DATE: April 7, 2016

RE: MGA Review – Housekeeping amendments
Issue 63

Issue information from Steering Committee

Tracking #: 63

Working Group: Governance Efficiencies

Issue commented on: 187(5)(a&b) it is obsolete to require printing of all bylaws. Municipalities should be required to have these on their website.

Amendments proposed by commenter: None provided.

Comments from SC: None provided.

Section(s) affected: 187(5)

Recommendation from Burchell MacDougall: Amend as set out below.

Discussion and rationale for recommendation

Section 187 has the heading “Record of by-laws and policies”.

Section 187(4) requires the clerk to maintain the original by-laws which shall be open to inspection by any person at a reasonable time. As a result, there must always be a paper version of the by-laws in the possession of the clerk that members of the public can examine.

Section 187(5) requires the clerk to keep printed copies of all by-laws in force, such that they can be sold to the public.

We agree with the commenter that it no longer makes sense for the clerk to print and hold copies of all by-laws in the event a person makes a request. We also agree that it would make better sense for all by-laws to be posted to the municipality’s website, and for the clerk to simply print by-laws from the website when so requested.
Amendments

Amend section 187(5) as follows:

(5) The clerk shall

(a) post print all of the by-laws of the municipality from time to time in force on a website maintained by the municipality;

(b) keep printed copies of the by-laws, amended to date, for sale; and

(c) make and provide a copy of a by-law, amended to date, to a person requesting one, at a reasonable price, having regard to the cost of printing the by-law.
MEMORANDUM

TO:        Jeff Shute
           Municipal Affairs

FROM:      Charles Thompson

DATE:      March 3, 2016

RE:        MGA Review – Housekeeping amendments
            Issue 64

Issue information from Steering Committee

Tracking #: 64

Working Group: Governance Efficiencies

Issue commented on: Should include village boundaries

Amendments proposed by commenter:

Comments from SC:

Section(s) affected: 354

Recommendation from Burchell MacDougall: Do not amend

Discussion and rationale for recommendation

Section 354 deals with boundaries of municipalities and changing the boundaries through the UARB. For example, s. 354(6), which applies to towns, reads:

354 (6) The boundaries of a town continue as they were on July 1, 1996, unless altered by the Board pursuant to this Act or a regional municipality is incorporated that includes the town.

It is not necessary to amend s. 354 to add villages, since s. 404 (in Part XVIII – Villages) already applies the same provisions to villages. Section 404 states:

404 The inhabitants of every village for which village commissioners were incorporated pursuant to the Village Service Act or to which that Act was declared to apply continue to be a body corporate under the name “Village of .......” with the same boundaries, until altered by the Board pursuant to this Act. (emphasis added)

Amendments

Nil
MEMORANDUM

TO: Jeff Shute
Municipal Affairs

FROM: Charles Thompson

DATE: March 17, 2016

RE: MGA Review – Housekeeping amendments
Issue 292

Issue information from Steering Committee

Tracking #: 292

Issue Type: Compatibility of Municipal Names with other Legislation

Working Group: Governance Efficiencies

Issue commented on: The MGA and Halifax statutes of the recent past do not make provision for a couple of administrative things. Primarily, the Constitution Act, 1867, says that the "City of Halifax" is the capital city, and the previous legislation did not address that issue. What is the capital, as there is no City of Halifax, and the statutes did not address the issue of the capital or of "where the City of Halifax" is referred to in other legislation, it should be read as meaning the Halifax Regional Municipality (or whatever we are calling it at the time)

Amendments proposed by commenter: These sorts of transitional provisions should always be in place when things like counties or municipalities change their names—and much more importantly in the case of Halifax from a constitutional perspective.

Comments from SC:

Section(s) affected:

Recommendation from Burchell MacDougall: Do not amend

Discussion and rationale for recommendation

We do not believe any amendments to the MGA are necessary. While references in statutes or other legislation to the “City of Halifax” or other municipalities that have amalgamated or dissolved is awkward, it does not affect the validity or enforceability of that legislation.

It is an accepted principle of statutory interpretation that legislation is to be interpreted in a way that gives effect to the intended meaning and purpose of the legislation, and not in an unduly technical manner that thwarts or undermines the legislation. For example, it is fairly common for legislation to refer to organizations or departments that later become renamed or disappear and are replaced with something new. Some statutes refer
to government departments that no longer exist, but these statutes are still valid, and the reference is interpreted to refer to the government department that is currently fulfilling the role (e.g., a reference to the Department of Highways is understood to mean the Department of Transportation and Infrastructure Renewal). The same principle applies to a reference to a municipality that has been renamed or amalgamated – the reference would be interpreted to mean the municipal body that incorporated or replaced the one that has disappeared.

This principle is supported by the Nova Scotia Interpretation Act, which contains a number of rules about interpreting legislation in the Province. Section 7(2) of that Act states:

> 7 (2) In an enactment, a name commonly applied to a country, place, body, corporation, society, officer, functionary, person, party or thing means the country, place, body, corporation, society, officer, functionary, person, party or thing to which the name is commonly applied although the name is not the formal or extended designation.

In addition, in situations where a Town is dissolved, s. 402 of the MGA applies. It states:

> 402 (2) The county or district municipality to which a dissolved town reverts stands in the place and stead of the town for all purposes and has the same powers to collect taxes due to the town as if the taxes had been imposed by it.

The commenter raised the issue that the Constitution Act, 1867 states that the capital city of Nova Scotia is the “City of Halifax”. In our view, this reference is not problematic. As set out in the above comments, this reference is to be interpreted to mean HRM.

**Amendments**

Nil.