



Committee of the Whole

Tuesday, March 6, 2018

8:30 a.m.

Council Chambers, Town Hall
359 Main Street

Agenda

Call to Order

1. **Approval of Agenda**
2. **Approval of Minutes:**
 - a. Committee of the Whole Minutes, February 6, 2018
3. **Presentations:**
 - a. Annapolis Valley Chamber of Commerce, Judy Rafuse
 - b. Wolfville Community Oven, Adam Barnett
4. **Question Period**

Procedure: A thirty-minute time period will be provided for members of the public to address Council regarding questions, concerns and/or ideas. Each person will have a maximum of two minutes to address Council with a second two-minute time period provided if there is time remaining within the thirty-minute Public Input/Question Period timeframe.
5. **Conference Update**
 - a. FCM Sustainable Communities Conference, Councillor Brian



- 6. Committee Reports (Internal)**
 - a. Planning Advisory Committee [Website](#)
 - (1) RFD 022-2018: Paddy's Pub Development Agreement Amendment
 - (2) Information Report: MPS Review Update

- 7. Staff Reports for Discussion**
 - a. RFD 021-2018: 2018/19 Budget & Operations Plan
 - b. RFD 020-2018: Property Tax Exemption Policy – L'Arche Homefires
 - c. RFD 017-2018: Culinary Tourism Centre
 - d. RFD 019-2018: Spring 2018 Debenture Issue Approval
 - e. RFD 016-2018: Community Oven Support

- 8. CAO Report**

- 9. Committee Reports (External)**
 - a. Valley Waste Resource Management (VWRM) [website](#)
 - b. Kings Transit Authority (KTA) [website](#)
 - c. Kings Point-to-Point (KPPT) [website](#)
 - d. Valley Community Fibre Network (VCFN) [website](#)
 - e. Annapolis Valley Trails Coalition (AVTC)
 - f. Wolfville Business Development Corporation (WBDC) [website](#)
 - g. Race Relations and Anti-Discrimination Committee (RRADC)

- 10. Adjournment to In Camera Meeting under *section 22(2)(c)(e) of the Municipal Government Act.***
 - a. Contract Negotiations (VWRM)
 - b. Legal advice for solicitor-client privilege

- 11. Adjournment**



1. APPROVAL OF AGENDA

Moved

Seconded

That the agenda be approved as circulated and/or amended.

2. APPROVAL OF MINUTES

a. February 6, 2018 Committee of the Whole Meeting

Moved

Seconded

That the minutes of February 6, 2018 Committee of the Whole meeting be approved as circulated and/or amended.

6. COMMITTEE REPORTS INTERNAL

a. PLANNING ADVISORY COMMITTEE

(1) RFD 022-2018: PADDY'S PUB DEVELOPMENT AGREEMENT AMENDMENT

Moved

Seconded

That Committee of the Whole forward the Amending Development Agreement for 460 Main Street to a Public Hearing on April 17th, 2018, before a decision is made by Council

7. STAFF REPORTS FOR DISCUSSION

a. RFD 021-2018: 2018/19 BUDGET & OPERATIONS PLAN

Moved

Seconded

That Committee of the Whole forward the following motion to Council for decision: That Council approve the 2018/19 Town Operations Plan and related Operating Budget, Ten Year Capital Investment Plan, and the Water Utility Three Year Operating and Capital Budget, including the following details:

- Town Operating Budget with revenue & expenditures in the amount of \$10,118,500:
 - Residential Tax Rate of \$1.46 per hundred dollars of assessment applied to taxable residential and resource assessments;
 - Commercial Tax Rate of \$3.57 per hundred dollars of assessment applied to taxable commercial assessments;
 - Taxes to be billed by way of Interim Tax Bill (issued in April, due June 4, 2018) and Final Tax Bill (issued in August, due the October 1, 2018);
 - Interest on overdue amounts to be charged at a rate of 1.25% per month;

- Town Capital Budget with Year 1 totaling \$3,477,300, including capital reserve funding of \$1,184,000, operating reserve funding of \$260,000, gas tax reserve funding of \$316,900, long term debt funding of \$1,424,400, other/external



grant/contribution funding of \$27,000, and \$315,000 from the Town's Water Utility for its share of street infrastructure.

- Water Utility Operating Budget with revenues of \$1,096,400, operating expenditures of \$860,200, and non-operating expenditures of \$221,100.
- Water Utility Capital Budget totaling \$350,000, including Depreciation Reserve Funding of \$128,300, Capital from Revenue Funding of \$70,000, and Long-Term Debt Funding of \$151,700.
- Business Development Area rate (pursuant to Section 56 of the Municipal Government Act) of \$0.31 per hundred dollars of commercial assessment
- Sewer fees
 - Sewer usage rate of \$3.36 per 1,000 gallons of water used by customer;
 - Flat Rate fee of \$65.00 per quarter;
 - Minimum quarterly charge for any metered customer \$16.00;
 - Sewer connection fee of \$3,500, if only sewer hook up
 - Sewer connection fee of \$1,000 if hook up combined with water
- Low Income Property Tax Exemption
 - Income threshold to qualify a maximum of \$26,739;
 - Maximum exemption of \$625.
- Grants to Organizations under General Government/Community Development (not part of Community Partnership Policy)
 - Acadia Scholar Bursaries \$10,500
 - Wolfville Historical Society \$5,000
 - Acadia University:
 - Development of partnership agreement \$35,000
 - Events hosting contribution \$10,000



b. RFD 020-2018: PROPERTY TAX EXEMPTION POLICY – L’ARCHE HOMEFIRES

Moved

Seconded

That Committee of the Whole forward the following motion to Council for decision:

That Council approve the following changes to Policy 140-014:

- Add 341 Main Street, owner Wolfville L’Arche Homefires, to Schedule A.
 - Reflect the application of the exemption to the whole property;
 - Reflect the extent of the application to provide Wolfville Historical Society relief by applying the residential tax rate rather than commercial rate, and relief from all area rates, except fire protection rate.

c. RFD 017-2018: CULINARY TOURISM CENTRE

Moved

Seconded

That Committee of the Whole forward the following motion to Council for decision:

That Council direct staff to request the return of the \$10,000 provided to the CTC for the completion of a business plan in the 2015-16 fiscal year

d. RFD 019-2018: SPRING 2018 DEBENTURE ISSUE PRE-APPROVAL

Moved

Seconded

That Committee of the Whole forward the following motion to Council for decision:

That Council approve the attached resolution for pre-approval of participation in the Spring Debenture Issue, with the following **maximum** parameters:

| | | |
|--|--------------------|---------------|
| Street Infrastructure, | | |
| Incl. sidewalks, underground sanitary, storm systems | \$ 534,750 | 15 - 20 years |
| Sidewalk – Wickwire | 75,000 | 15 years |
| Cemetery Wall | 150,000 | 15 years |
| Water Utility – Distribution lines | <u>270,000</u> | 20 years |
| TOTAL BORROWING | <u>\$1,029,750</u> | |

Maximum average interest rate set at 5.5%.

e. RFD 016-2018: COMMUNITY OVEN SUPPORT

Moved

Seconded

That Committee of the Whole forward the following motion to Council for decision:
That Council direct staff to provide a letter of support in principle for the Wolfville Community Oven.

Moved

Seconded

That Committee of the Whole forward the following motion to Council for decision:
That Council direct staff to work with the community oven group to develop an agreement that determines the location, maintenance responsibility, insurance, fire/building/permit requirements and other required details.

10. ADJOURNMENT TO IN-CAMERA

Moved

Seconded

That the Committee of the Whole meeting move to an in-camera meeting under *the Municipal Government Act, Section 22(2)(e)(g)*

- a. Contract Negotiations (VWRM); and
- b. Legal Advice eligible for solicitor-client privilege

11. ADJOURNMENT

Moved

Seconded

That the In-Camera and regular meetings of Committee of the Whole be adjourned.

ATTENDING

- Mayor Jeff Cantwell
- Councillor Wendy Donovan
- Councillor Wendy Elliott
- Councillor Jodi MacKay
- Councillor Oonagh Proudfoot
- Chief Administrative Officer Erin Beaudin, and
- Recording Secretary Dan Stovel

ALSO ATTENDING

- Director Corporate Services Jen Boyd
- Director Finance Mike MacLean
- Director Planning & Development Devin Lake
- Manager IT Mike Long
- Manager Economic Development Marianne Gates
- Community Planner Jeremy Banks, and
- Interested members of the public

ABSENT WITH REGRETS

- Deputy Mayor Carl Oldham
- Councillor Mercedes Brian

EARLY DEPARTURES

- Councillor Oonagh Proudfoot

CALL TO ORDER

Chair, Mayor Cantwell, called the meeting to order at 8:32 am

Agenda Item

1. Approval of Agenda

Discussion and Decisions

01-02-18 IT WAS REGULARLY MOVED AND SECONDED THAT THE AGENDA BE APPROVED AS CIRCULATED

Amendments:

- Add to In-Camera – Legal Advice under the Municipal Government Act, Section 22(2)(g)
- In-Camera meeting moved forward on the Agenda to immediately following question period
- The Information Report for the 2018/2019 Budget, Version 2 moved to immediately following the In-Camera meeting

THE AGENDA WAS APPROVED WITH THE ABOVE NOTED CHANGES

CARRIED

2. Approval of Minutes

a. January 16, 2018

02-02-18 IT WAS REGULARLY MOVED AND SECONDED THAT THE MINUTES OF THE SPECIAL COMMITTEE OF THE WHOLE MEETING OF JANUARY 16, 2018 BE APPROVED AS CIRCULATED

CARRIED

| Agenda Item | Discussion and Decisions |
|--|---|
| 3. Question Period | Audrey Conroy <ul style="list-style-type: none">Finds that the question period before the business of the day is somewhat awkwardThe Draft Committee Policy that outlines that Agenda Packages go to Committee members at least three (3) business days should also include that Agendas go on the Public Website three (3) business days in advance of the meeting |
| 4. Adjournment to In-Camera | 03-02-18 IT WAS REGULARLY MOVED AND SECONDED THAT THE COMMITTEE OF THE WHOLE MEETING BE ADJOURNED AT 8:37 AM TO AN IN-CAMERA MEETING UNDER SECTION 22(2)(E) AND (G) OF THE MUNICIPAL GOVERNMENT ACT – CONTRACT NEGOTIATIONS AND LEGAL ADVICE ELIGIBLE FOR SOLICITOR-CLIENT PRIVILEGE CARRIED |
| 5. Adjournment of In-Camera meeting | 04-02-18 IT WAS REGULARLY MOVED AND SECONDED THAT THE COMMITTEE OF THE IN-CAMERA MEETING COMMITTEE OF THE WHOLE MEETING BE ADJOURNED AT 9:36 AM CARRIED |
| 6. Regular Meeting Reconvened | 05-02-18 IT WAS REGULARLY MOVED AND SECONDED THAT THE REGULAR MEETING OF COMMITTEE OF THE WHOLE BE RECONVENED AT 9:40 AM CARRIED |
| 7. Staff Report for Discussion | |
| a. Information Report: 2018/19 Draft Budget Version 2 | <ul style="list-style-type: none">This was Council’s second look at the Town’s draft 2018/19 Operating Budget, which reflects direction from the January Special Committee of the Whole meeting, as well as a couple of adjustments to line items in cases where omissions were picked up during reviewThe focus with Draft Budget Version 1 was review of what changed from 2017/18 Budget to draft 2018/19 Version 1 budget. The focus now is on changes from Version 1 to Version 2, and decisions/direction needed to get to a balanced Version 3Work on the multi-year assumptions will continue through the month of February to enable Version 3 to include the 4 year financial projectionBased on the direction from Council at the January 16th COW and adjusted budget estimates, the budget shortfall has gone from \$290,000 down to \$37,300Revenue Changes:<ul style="list-style-type: none">Deed Transfer Tax – increase by \$40,000Sale of Service Planning – increase by \$11,000Interest on Tax Arrears – increase by \$10,000 |

Agenda Item

Discussion and Decisions

- **Expenditure Changes**
 - Sewer rates – adjusted to ensure debt repayment covered
 - Seasonal Wages – addition of summer student in Public Works department
 - Miscellaneous – decrease of \$5,000 in Legislative
- **Additional use of Operating Reserves**
 - FCM Conference (\$10,000) – reserves used to cover budget increase (2017/18 to 2018/19) to allow all members of Council to attend FCM conference in Halifax
 - CAO/Corporate Services – Programming Costs (\$10,000) – relates to pilot projects/initiatives coming from Alcohol Harms Working Group
 - Grants to Organizations – Landmark East School (\$50,000) – Council to await further information before making a decision
 - Grants to Organizations – Acadia (\$35,000) – work continues on the development of a Partnership Agreement
 - Operating Equipment/Supplies – Parks (\$28,800) – specifically for three sets of bleachers, container for storage, and wharf repairs (carried over from 2017/18). Will need to address the issue of how to fund these cost increases without reserves in future budget years
 - Wolfville 125 (\$30,000) – covers additional costs for Wolfville 125 celebrations
 - New Banners – Festivals & Events (\$8,000) – supports adding to inventory of banners available for events. Will need to address the issue of how to fund these cost increases without reserves in future budget years
- The following items are not in the current Version 2 of the Draft Budget:
 - Additional training dollars recognizing added Full-Time Equivalent (FTE) positions (Corporate Services and Public Works), replacing previously contracted services
 - Added resources for Parking Enforcement to build on the success of recent enforcement/education efforts
 - No funding for a Summer Music Series – 2017/18 funded by way of grants
 - No additional funding for Volunteer Appreciation event
 - No funding for any potential regional governance study/review
 - No revenue adjustment regarding COLA

10:50am Chair called a break to Committee of the Whole meeting

10:58am Committee of the Whole meeting reconvened

Agenda Item

Discussion and Decisions

- Director Finance provided an overview of issues with regard to COLA and Taxes. After reviewing data showing a 1 cent change to tax rate would result in an overall increase to the 2017 residential tax base of less than 1% (less than COLA), Council directed that staff proceed with a one cent tax increase for both residential and commercial properties for the Draft Budget Version 3
- Director Finance provided Council with a recap of the Town's Ten Year Capital Investment Plan (CIP)/Capital Budget. It was noted, although the Ten Year CIP is funded there are trends in the later years showing potential shortfalls in years 11 onwards. Efforts need to continue to address long term funding looking out 30, 50 and even 70 years
- The following Outstanding items were identified to Council:
 - **Wolfville Water Utility**
 - Impact of Rate Study – annual dividend from Utility to Town being considered. Possibility of \$30,000 - \$50,000 new revenue to the Town
 - Timing – most likely rates will be impacted starting July 1st or October 1st
 - **Asset Management Plan (AMP)**
 - Although Wolfville is doing better than most Towns in terms of capital funding (refer to provincial indicators), it is likely the AMP will recommend an even higher level of capital asset funding levels
 - Expect to use AMP findings to inform 2019/20 budget process
- It is anticipated that a balanced budget for 2018/19 will be presented to Council at the March Committee of the Whole meeting

11:48am Councillor Donovan left the Committee of the Whole meeting

11:49am Councillor Donovan returned to the Committee of the Whole Meeting

8. Committee Reports (Internal)

**a. Environmental Sustainability Committee
Councillor Brian**

- The Environmental Sustainability Committee met on Monday, January 15, 2018
- Key issues discussed with the Committee included:
 - Plastic bag usage
 - Community Energy Planning

| Agenda Item | Discussion and Decisions |
|---|---|
| | <ul style="list-style-type: none">○ Municipal Planning Strategy – Extreme Water Events● The next regularly scheduled meeting of the Environmental Sustainability Committee is March 22, 2018 |
| b. <u>Emergency Management Advisory Committee</u> Mayor Cantwell | <ul style="list-style-type: none">● The Emergency Management Advisory Committee met on Monday, January 22, 2018● An overview of proposed changes to the Town’s Emergency Management Plan was provided to the Committee |
| (1) RFD 059-2017 Emergency Management Plan, Change 2 | 06-02-18 IT WAS REGULARLY MOVED AND SECONDED THAT THE COMMITTEE OF THE WHOLE FORWARD THE FOLLOWING MOTION TO COUNCIL FOR DECISION: THAT COUNCIL APPROVE CHANGE 2 TO THE TOWN OF WOLFVILLE’S EMERGENCY MANAGEMENT PLAN |
| c. <u>Town & Gown Committee</u> Councillor Proudfoot | <p style="text-align: right;">CARRIED</p> <ul style="list-style-type: none">● The Wolfville-Acadia Town & Gown Committee met on Tuesday, January 30, 2018● Acadia and the Town of Wolfville will be submitting a bid to host the 2019 International Town & Gown Association (ITGA) Conference, June 2-5, 2019 at Acadia University● Alcohol Strategy Workplan is in place through September with meetings scheduled every month and a planning session scheduled for June 2018 |
| d. <u>Art in Public Spaces</u> Councillor Elliott | <ul style="list-style-type: none">● The Art in Public Spaces Committee met on Thursday, January 25, 2018. Issues discussed included:<ul style="list-style-type: none">○ Committee Policy discussion○ Update on Mona Parsons & Family Day holiday – the provincial heritage holiday, February 19, will be designated Mona Parsons Day this year and festivities will include a Mona Parsons birthday celebration on February 17○ Town War Memorial & Unknown Soldier discussion – the condition of the statue is a concern and repairs are needed○ The next regularly scheduled meeting of the Art in Public Spaces Committee is April 19, 2018 |
| e. <u>Audit Committee</u> Councillor Mackay | <ul style="list-style-type: none">● The Audit Committee met on Friday, January 26, 2018● Director Finance provided the Committee with a 2017/18 3rd Quarter Financial Update and Year-End forecast● The update was intended to provide the Audit Committee and Council with an overview of how the Town’s financial results are doing in comparison to the budgeted expectations up to the most recent quarter end● The next regularly scheduled meeting of the Audit Committee is May 18, 2018 |

Agenda Item

**(1) Information Report:
3rd Quarter Financial
Update**

Discussion and Decisions

- The key to his year's report is the forecast surplus, which is expected to be just over \$317,000. A surplus of this size equates to a 3.2% variance from budget overall
- As a comparison, a year ago the Town was looking at a forecast surplus of less than 1% (\$83,200), and two years ago it was more than 3% (\$341,000)
- The forecast surplus is a result of both revenues (expected to end year \$143,700 more than budget) and expenditures (expected to end year \$165,000 less than budget)

**f. Planning Advisory
Committee
Deputy Mayor
Oldham**

- The Planning Advisory Committee met on January 31, 2018
- Public Participation Meeting – 329 Main Street. The development of this site is limited by the instance of split-zoning and the application seeks to re-designate and re-zone portions of the subject property from Low Density Residential (R-1A) to Central Commercial (C-1)
- Plan Amendment – 329 Main Street. The Committee noted a concern for the lack of buffering provisions in the MPS & LUB and the inability to impose any such limitations on as-of-right development
- Development Agreement – Lot 3 Gaspereau Avenue. The proposed development for this site consists of two 4-unit residential buildings with a maximum of 8 bedroom per building
- Development Agreement – 472 Main Street. The development agreement amendment is the result of a recent plan amendment that removed the limitations on lounge seating from the MPS
- Development Agreement – 185 Main Street. The proposed development for this site is facilitated by a recent plan amendment that re-designated and re-zoned the subject property from Low Density Residential (R-1A) to Medium Density Residential (R-2/4) to allow for a third dwelling unit to be created
- The next regularly scheduled meeting of the Planning Advisory Committee is February 28, 2018

**(1) RFD 008-2018
185 Main Street**

07-02-18 IT WAS REGULARLY MOVED AND SECONDED THAT COMMITTEE OF THE WHOLE FORWARD THE DEVELOPMENT AGREEMENT FOR 185 MAIN STREET TO A PUBLIC HEARING ON MARCH 20, 2018, BEFORE A DECISION IS MADE BY COUNCIL

CARRIED

12:00pm Mayor Cantwell declared a Conflict of Interest and left the Committee of the Whole meeting. Councillor Donovan assumed Chair of the meeting

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- | Agenda Item | Discussion and Decisions |
|---|--|
| (2) RFD 009-2018 Lot 3 Gaspereau Ave | 08-02-18 IT WAS REGULARLY MOVED AND SECONDED THAT COMMITTEE OF THE WHOLE FORWARD THE DEVELOPMENT AGREEMENT FOR LOT 3 GASPEREAU AVENUE TO A PUBLIC HEARING ON MARCH 20, 2018, BEFORE A DECISION IS MADE BY COUNCIL 12:08pm Mayor Cantwell returned to Committee of the Whole meeting and resumed Chair of the meeting |
| CARRIED | |
| (3) RFD 010-2018 472 Main Street Development Agreement Amendment | 09-02-18 IT WAS REGULARLY MOVED AND SECONDED THAT COMMITTEE OF THE WHOLE FORWARD THE DEVELOPMENT AGREEMENT FOR 472 MAIN STREET TO A PUBLIC HEARING ON MARCH 20, 2018, BEFORE A DECISION IS MADE BY COUNCIL 12:11pm Chair called a break to the Committee of the Whole meeting 12:30pm Committee of the Whole meeting reconvened |
| CARRIED | |
| (4) RFD 007-2018 MPS/LUB Amendments 329 Main Street | 10-02-18 IT WAS REGULARLY MOVED AND SECONDED THAT COMMITTEE OF THE WHOLE FORWARD THE FOLLOWING MOTION TO COUNCIL FOR DECISION: THAT COUNCIL GIVE FIRST READING TO THE MUNICIPAL PLANNING STRATEGY AND LAND USE BYLAW AMENDMENTS, AS ATTACHED TO RFD 007-2018, TO RE-DESIGNATE AND RE-ZONE PORTIONS OF THE 329 MAIN STREET PROPERTY, AS OUTLINED IN THE RESOLUTION, AND FORWARD TO THE MARCH 20, 2018 PUBLIC HEARING AND TOWN COUNCIL MEETING FOR SECOND READING 11-02-18 IT WAS REGULARLY MOVED AND SECONDED THAT COMMITTEE FO THE WHOLE FORWARD THE FOLLOWING MOTION TO COUNCIL FOR DECISION: THAT COUNCIL DIRECT STAFF TO BRING BACK OPTIONS FOR ADDITIONAL BUFFERING PROVISIONS BETWEEN COMMERCIAL AND RESIDENTIAL PROPERTIES IN ADVANCE OF THE COMPREHENSIVE PLAN REVIEW DRAFT 12:57pm Councillor Proudfoot left the Committee of the Whole Meeting |
| CARRIED | |
| CARRIED | |
| 9. Staff Reports for Discussion | |
| a. Information Report 2018/19 Draft Budget Version 2 | <u>See Agenda item 7a</u> |

| Agenda Item | Discussion and Decisions |
|---|--|
| b. RFD 012-2018 Property Tax Exemption Policy Update | <p>12-02-18 IT WAS REGULARLY MOVED AND SECONDED THAT THE COMMITTEE OF THE WHOLE FORWARD THE FOLLOWING MOTION TO COUNCIL FOR DECISION: THAT COUNCIL APPROVE THE FOLLOWING CHANGES TO POLICY 140-014:</p> <ul style="list-style-type: none">• AMEND SCHEDULE A TO PROVIDE WOLFVILLE HISTORICAL SOCIETY RELIEF FROM ALL AREA RATES, EXCEPT FIRE PROTECTION RATE• REMOVE ST GEORGE’S LODGE, GASPEREAU AVENUE PROPERTY, FROM SCHEDULE C <p style="text-align: right;">CARRIED</p> <p>13-02-18 IT WAS REGULARLY MOVED AND SECONDED THAT THE COMMITTEE OF THE WHOLE FORWARD THE FOLLOWING MOTION TO COUNCIL FOR DECISION: THAT COUNCIL REPEAL POLICY 140-008</p> <p style="text-align: right;">CARRIED</p> |
| c. RFD 011-2018 Policy Amendments | <p>14-02-18 IT WAS REGULARLY MOVED AND SECONDED THAT THE COMMITTEE OF THE WHOLE FORWARD THE FOLLOWING MOTION TO COUNCIL FOR DECISION: THAT COUNCIL APPROVE AMENDMENTS TO POLICY 110-001, COMMITTEES OF COUNCIL POLICY</p> <p style="text-align: right;">CARRIED</p> <p>15-02-18 IT WAS REGULARLY MOVED AND SECONDED THAT THE COMMITTEE OF THE WHOLE FORWARD THE FOLLOWING MOTION TO COUNCIL FOR DECISION: THAT COUNCIL APPROVE AMENDMENTS TO POLICY 120-012, WOLFVILLE & ACADIA TOWN AND GOWN COMMITTEE POLICY</p> <p style="text-align: right;">CARRIED</p> |
| d. RFD 006-2018 Three Phase Power MPS Amendment | <p>16-02-18 IT WAS REGULARLY MOVED AND SECONDED THAT THE COMMITTEE OF THE WHOLE FORWARD THE FOLLOWING MOTION TO COUNCIL FOR DECISION: THAT COUNCIL APPROVE AMENDING MOTION 40-03-17 TO READ THAT COUNCIL APPROVE GIVING SECOND READING TO THE MUNICIPAL PLANNING STRATEGY AMENDMENT AS OUTLINED IN RESOLUTION 2 – ATTACHMENT 2 TO RFD 010-2017 THAT POLICIES 8.4.4(C) AND 13.4.5 BE REMOVED FROM THE MUNICIPAL PLANNING STRATEGY WHICH WOULD ALLOW OVERHEAD (ABOVE GROUND) POWER AND COMMUNICATION INFRASTRUCTURE</p> <p style="text-align: right;">CARRIED</p> |
| e. Information Report MPS Review Update | <ul style="list-style-type: none">• This report provided Council an update related to the ongoing review of the Town’s Municipal Planning Strategy and built on the update provided to both PAC and Council in December 2017• Staff are striving to provide a monthly update on MPS progress to Council |
| 10. CAO Report | <p>The CAO’s report was presented to Council as part of the Agenda Package CAO highlighted issues brought forward at the January 31, 2018 Municipal Modernization session in Halifax:</p> <ul style="list-style-type: none">• The province is in the very early stages of trying to develop something |

Agenda Item

Discussion and Decisions

that will move Nova Scotia forward

- Structural reform is an issue that the Province has been grappling with for a number of years
- The Province is looking at what can be done in collaboration with municipalities to bring this issue forward and give regions some ownership of those issues that might work for them
- Interested in looking at ways in which to share revenues and expenses for regional projects
- Province is looking at mandating regional planning
- Looking at ways in which to maximize regional structure investments
- Looking at the Regional Enterprise Networks and economic development
- Representatives from all of Kings County attended the one-day session
- There will be further sessions on the issue of municipal modernization in the future

11. Committee Reports (External)

**a. Valley Waste Resource Management (VWRM)
Councillor Elliott**

- The Valley Region Solid Waste-Resource Management Authority met on January 17, 2018
- The draft Operating and Capital Budgets for the 2018-2019 Fiscal Year were introduced and will be forwarded to partner municipalities for comment. The budget will be brought forward to Town Council at the February 20, 2018 Town Council meeting
- The Authority is developing a Corporate Strategic Plan
- The Authority's General Manager recruitment process is successfully moving forward

**b. Kings Transit Authority (KTA)
Councillor Brian**

- The Kings Transit Authority met on January 24, 2018
- The General Manager of Kings Transit Authority has resigned and a search committee has been struck to interview candidates
- Fare revenue was solid for December but ridership was down for the same period
- The Computer Assisted Dispatch/Automatic Vehicle Location (CAD/AVL) app will be up and running in February
- The Kings Transit 2018/19 budget will be brought forward to Town Council at the February 20, 2018 Town Council meeting

**c. Kings Point-to-Point (KPPT)
Councillor Brian**

- The Kings Point-to-Point Board met on January 23, 2018
- The next regularly scheduled meeting of the KPPT Board is Tuesday, February 27, 2018

| Agenda Item | Discussion and Decisions |
|--|---|
| d. <u>Valley Community Fibre Network (VCFN)</u> Mayor Cantwell | Nothing significant to report |
| e. <u>Wolfville Business Development Corporation (WBDC)</u> Councillor Donovan | <ul style="list-style-type: none">• The WBDC met on Tuesday, January 9, 2018• The WBDC has sold its share in the Wolfville Magic Wine Bus• The WBDC membership will be surveyed in 2018.• Budget Report – budget submission to the Town is being prepared. The Board is encouraged to meet with Council as the budget process for 2018/19 is underway |
| f. <u>Race Relations and Anti-Discrimination Committee (RRADC)</u> Councillor Proudfoot | Nothing significant to report |
| 12. Motions from In-Camera Meeting | |
| a. RFD 013-2018 Insurance | <p>17-02-18 IT WAS REGULARLY MOVED AND SECONDED THAT COMMITTEE OF THE WHOLE FORWARD THE FOLLOWING MOTION TO COUNCIL FOR DECISION: THAT COUNCIL AUTHORIZE STAFF TO RENEW THE TOWN'S INSURANCE REQUIREMENTS FOR THE NEXT TWO FISCAL YEARS (2018/19 AND 2019/20) WITH THE UNSM ENDORSED PLAN AS PROVIDED BY MCTI/FRANK COWAN COMPANY</p> <p style="text-align: right;">CARRIED</p> |
| b. RFD 001-2018 Regional Emergency Management Organization (REMO) | <p>18-02-18 IT WAS REGULARLY MOVED AND SECONDED THAT COMMITTEE OF THE WHOLE FORWARD THE FOLLOWING MOTION TO COUNCIL FOR DECISION:</p> <p>WHEREAS SECTION 60 OF THE MUNICIPAL GOVERNMENT ACT PROVIDES FOR THE DELIVERY OF MUNICIPAL SERVICES ON SUCH TERMS AND CONDITIONS AS AGREED BY THE PARTICIPATING UNITS, AND FOR THE DELEGATION OF SERVICE DELIVERY TO A PARTY TO AN AGREEMENT; AND</p> <p>WHEREAS THE FOUR MUNICIPALITIES IN KINGS COUNTY EXECUTED THE KINGS REGIONAL EMERGENCY SERVICES AGREEMENT ON SEPTEMBER 27, 2006 TO PROVIDE A COORDINATED JOINT MUNICIPAL RESPONSE TO AN EMERGENCY WITHIN THE COUNTY OF KINGS; AND</p> <p>WHEREAS A REGIONAL EMERGENCY MANAGEMENT ORGANIZATION HAS NEVER BEEN CREATED TO FURTHER THE INTENTIONS OF THE REGIONAL EMERGENCY SERVICES AGREEMENT; AND</p> <p>WHEREAS THE FOUR MUNICIPALITIES IN KINGS COUNTY WISH TO HAVE A REGIONAL EMERGENCY MANAGEMENT ORGANIZATION IN PLACE BY</p> |

Agenda Item

**Discussion and Decisions
APRIL 1, 2018.**

BE IT RESOLVED THAT THE TOWN OF WOLFVILLE'S TOWN COUNCIL APPROVE BECOMING A SIGNATORY TO THE REMO INTERMUNICIPAL SERVICES AGREEMENT (2018) WITH THE TOWN OF BERWICK, TOWN OF KENTVILLE, TOWN OF WOLFVILLE AND MUNICIPALITY OF THE COUNTY OF KINGS

CARRIED

13. Adjournment

19-02-18 IT WAS REGULARLY MOVED AND SECONDED THAT THE COMMITTEE OF THE WHOLE MEETING BE ADJOURNED AT 1:33 PM

CARRIED

Approved by Committee of the Whole Motion 02-03-18, March 6, 2018

As recorded by Dan Stovel, AA Corporate Services/Town Clerk

DRAFT

Presentation to Town of Wolfville

Tuesday, March 3, 2018

Mayor Cantwell, Councilors, thank you for allowing us the time to bring the [Annapolis Valley Chamber of Commerce](#) Tourism Marketing update to you.

AVCC represents over 400 business members and their employees in all of Kings County and the eastern half of Annapolis County.

Once again we are pleased to report that our hard work and dedication to tourism is paying off as we see the increase in visitor numbers since we began marketing our region in 2014.

At a recent presentation that was given by the CEO of [Tourism Nova Scotia](#), it is clear that we are well on our way to the goal of reaching 4 billion in revenue by the year 2024.

With 2017 being a record year, revenue last year reached 2.4 billion by the end of October when the number of visitors coming to our province was 2.1 million.

What does this mean for the Annapolis Valley Region? In a 2010 exit survey, 37% of visitors to our province visited the Annapolis Valley. The latest exit survey indicates that 42% of all visitors to our province have visited our region, the second most visited region in the province after Halifax at 71%

The results for the [2015 Tourism Exit Survey](#) with regards to economic impact are not yet available.

Kings County/ Year 2010

Total tourism receipts: 90,600,000

Direct household income: 20,700,000

Direct employment jobs: 1,100

Total direct taxes: 6,100,000 (50% provincial/50% federal)

In 2017 presentations were made to all the towns and municipalities in order to obtain funding to continue to market our region. Collaboration and cooperation are no longer terms that are only spoken and this can be clearly seen through our campaign as municipalities and towns across our region have provided funding so that we are able to continue to grow. The committee is 100% volunteer with the administration work being completed by the Chamber, which allows all of the funding received to go directly into our marketing plan.

TV commercials, CTV Morning Live, newspaper advertising are just a few of the ways that we promote our region. This past year, along with the Valley Regional Enterprise Network, we attended the Boston Globe and Travel Show in cooperation with Bay Ferries in order to promote the CAT travel option from Maine to Nova Scotia. We were also able to partner with the Valley REN to produce a regional map that was created by local cartographer, Marcel Morin. An interactive map will be the next step in this project.

The partnership with Tourism Nova Scotia that allowed us to invest in video footage through the Inspiring Content Program (50/50 marketing \$) has enabled us to produce a new TV commercial. This year we will once again invest in this program so that we will have video footage that will enable us to better promote The Harvest Moon Trailway as a year round tourist attraction.

Each year we present an update and overview to all councils when we submit our request for funding. While we will continue to keep councils updated and informed this year we are asking that the tourism funding from the Town of Wolfville be a budget line item of \$4000 annually for 3 years so we are better equipped to plan ahead each year to maximize our ability to leverage other funding sources to better serve our region.

In Tourism Nova Scotia's CEO Michelle Sarans' address to the TIANS conference, this is how she described Communities Role in Tourism.

“Community's role (which includes municipalities, regional marketing associations, events, and organizations with tourism interests) is to work with businesses to give people a reason to come to a given area and spend money. It's about destination development and marketing that will

drive business growth and job creation. Another important role for communities is visitor servicing. Offering amenities like parking and public washrooms is important. Making sure locals know what's going on so they can tell people what they can do is also key to reaching \$4 billion in tourism revenues by 2024.”

In closing we would like to thank you for your time and your support throughout our campaign.

Twas the night before tourism season
And all through the land
Operators were preparing so that everything was at hand

The maps were all printed
The beds were all ready
In hopes that the tourism season
Would remain pretty steady!

With the councilors sitting all snug in there chair
In hopes that our visitors soon would be there
We want them to visit, enjoy and relax
So that we can be sure to fill our coffers with tax

Tourism Nova Scotia
Had rolled out their Marketing Plan
To tell potential visitors about our great land
They told them our history
And filled all their heads
So operators could be sure there were no empty beds.

When down in the Valley there arose such a clatter,
There is no need to worry
There is nothing the matter.
When what to our wondering eyes should appear?
But the Chamber of Commerce with all their marketing gear!

They had prepared all the things that we all need to know,
So we can inform all our visitors just where they should go.
With the help of the Valley REN the map is complete,
We must work on an app to help us compete.

The TV campaign is prepared with great care
And CTV is there to help us on air
Cyril and the gang come to visit and show
Our folks from the city what we have on the go

Festivals and events we market with pride
The Harvest Moon Trailway
Is our longest traffic free ride
From Annapolis Royal to the Grand Pre End
An adventure awaits our outdoor enthusiasts
Around every bend

The Cape Split Trail offers a fabulous sight
The Look Off is spectacular on a moon filled night

Whales in the Bay and seals on the shore
Are a few of the attractions,
We have so much more

Craft beer, distilleries and bottles of wine,
Eating Lobster on the Bay is a great way to dine!
With more of our restaurants supporting local fare,
An interactive map would help get the visitors there.
So that each of our eateries can fill every seat
And our visitors have a great place to meet!

We are doing our best to bring visitors back
However we all know it is the funding we lack
Our work with our partners has made some great strides
The volunteers on our committee can look back with pride

So you need to know just how you can help
So the visitors will write good things on the
App they call Yelp

By providing the funding and helping us along
We can continue to sing a glorious song
To promote our Valley with a Marketing Plan that will nourish
You will see that our region will continue to flourish

Our money with tourism is a 50/50 buck
Let's keep us on track with a good streak of luck
The Inspiring Content has allowed us to show the rest of the world
What we already know

We are a real place with lots of secrets places that hide
But we are emerging in a global market and showing our pride
With award winning products and a warm valley core
We can lead our visitors from the Bay to the shore

So remember what we said, we must get it right
So our visitors will stay for more than a night

We must stand united, we must stand proud and tall
We must promote our communities to ensure a great season for all

So without going further into our plight
We thank you for listening
And wish you all a good night!

CONFERENCE UPDATE

Title: FCM Sustainable Communities
Date: March 6, 2018
Department: Office of the CAO



1) UPDATE

Councillor Brian attended the bi-annual Federation of Canadian Municipalities Sustainable Communities Conference in Ottawa from February 6-8, 2018 (On social media: #FCM2018SCC).

In his speech prior to the opening panel discussion Infrastructure and Communities Minister The Honourable Amarjeet Sohi, shared that Indigenous communities are working on more than 1,300 renewable energy projects across Canada and that there is a new multi-million addition to the Green Municipal Fund (currently \$20.8 million for Atlantic Canada).

Green Affordable Housing: Successes and Challenges highlighted a new multi-unit building with heating costs per unit of \$29 per year, a multi-unit retrofit, and a town house exterior panel efficiency project, all directly applicable to Wolfville's housing stock.

When Projections Meet Reality: Maintaining Facilities' Long-Term Environmental Performance shared success and challenges with three LEED certified residential and community recreation facilities.

There were two sessions of TED-style talks presented by seven winners of FCM's Sustainable Communities Awards describing projects like a secondary plan enabling a complete community next to the University of Guelph, ON; a natural living soils filtration system that removes contaminants for stormwater runoff in Okotoks, AB; a free bus pass program for grades 9-12 in Kingston, ON; and a district biomass energy system for municipal buildings in Yellowknife, NWT.

First Nations leaders introduced and discussed some of the hundreds of on-going green energy and local employment project partnerships in a panel discussion: A Clean Energy Future: a Pathway to Municipal-Indigenous Reconciliation.

Using "Design Thinking" for Sustainability Challenges, an all-day workshop, was a lively introduction to empathetic "bottom-up" consultation, gaining insights, and how to prototype solutions.

A tour of two Maker Spaces, one operating with private membership in a former warehouse and one fully funded with municipal, provincial and federal funds in the former City of Ottawa public works garage complex demonstrated two effective models of fostering local entrepreneurs and business acceleration.

www.makerspacenorth.com

www.bayviewyards.org

CONFERENCE UPDATE

Title: FCM Sustainable Communities
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The Municipal Role in the Sharing Economy was not about only about Uber or Airbnb. Presenters discussed tool libraries, car shares, musical instrument libraries, food sharing apps like Eat With, Guelph's booklet called Navigating the Sharing Economy, A 6-Decision Guide for Municipalities, free community recording studios, and also the changing regulatory landscape of Uber and AirBnB.

COMMITTEE UPDATE

Title: Planning Advisory Committee
Date: March 6, 2018
Department: Planning & Development



UPDATE

The Planning Advisory Committee met on Wednesday, February 28th, 2018.

Development Agreement Amendment – Paddy’s Brewpub (DA 2018-002)

This application came forward as a result of a recent plan amendment that removed the limitations on lounge seating from the MPS. Staff noted that in addition to removing the limitation on the number of lounge seats, the amendment also proposes the removal of restrictions on the physical placement of lounge seats and to allow for live music to be played outside, subject to the limitations of the Town’s Prevention of Excessive Noise By-law.

The Committee was supportive of the proposed amendment as a way to encourage social events to take place in licensed establishments where alcohol consumption could be supervised but expressed concerns for neighbouring businesses. A representative of the establishment was present to summarize their methods for maintaining the cleanliness of the nearby sidewalks as well as sharing their plans for future improvements that would curb negative behaviours.

MPS Review Update – Information Report

Staff provided a brief overview to the Committee of the items currently being addressed as part of the MPS Review process and noted that the MPS Review webpage is undergoing a comprehensive update.

The next Planning Advisory Committee meeting will be held on Wednesday, March 28th, 2018.

REQUEST FOR DECISION #022-2018

Title: 460 Main Street Amending Development Agreement

Date: 2018-03-06

Department: Community Development



SUMMARY

460 Main Street Amending Development Agreement

For Committee of the Whole (COTW) to consider the PAC recommendation regarding the draft amending development agreement at 460 Main Street (PID 55279079) to remove restrictions on lounge seating and outdoor live music.

PAC Motion (February 28th, 2018):

MOTION: IT WAS REGULARLY MOVED AND SECONDED that the Planning Advisory Committee provide a positive recommendation to Council regarding the Draft Development Agreement for 460 Main Street (PID 55279079) and that the attached Draft Amending Development Agreement be forwarded to Council for Initial Consideration before a Public Hearing is held.

CARRIED

DRAFT MOTION:

That Committee of the Whole forward the Amending Development Agreement for 460 Main Street to a Public Hearing on April 17th, 2018, before a decision is made by Council.

REQUEST FOR DECISION #022-2018

Title: 460 Main Street Amending Development Agreement

Date: 2018-03-06

Department: Community Development



1) CAO COMMENTS

No comments required.

2) LEGISLATIVE AUTHORITY

The Municipal Planning Strategy establishes the ability to enter into or amend development agreements.

3) STAFF RECOMMENDATION

Staff considers the draft amending development agreement consistent with the relevant policies of the Municipal Planning Strategy (MPS) and recommends that it be forwarded to a Public Hearing.

4) REFERENCES AND ATTACHMENTS

- PAC Staff report, dated February 28, 2018
(Item 4 of Planning Advisory Committee package located online at [link](#))
- Attachment 1: Draft Development Agreement

5) DISCUSSION

The proposed amending development agreement removes restrictions on lounge seating and outdoor live music from the existing development agreement. No alterations to the architectural form are included. The existing Central Commercial (CC) designation and Central Commercial (C-1) zoning are intended to support more active and vibrant activities, which is supported by this amending development agreement. See referenced PAC Staff Report for background and additional details.

6) FINANCIAL IMPLICATIONS

None

7) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

Full policy review provided in the referenced PAC Staff Report.

8) COMMUNICATION REQUIREMENTS

No public information session has been held for this application as there have been multiple community engagements related to lounge seating since Staff were directed to explore the issue in Spring of 2017. The next step in the process is for the application to go forward to a public hearing, which has tentatively been set for April 17th, 2018. This step provides the opportunity for Council to hear directly from the public regarding the proposal. Notification of the public hearing will be mailed to neighbouring property owners, and ads will be placed in the newspaper. The existing sign will remain placed on the property indicating

REQUEST FOR DECISION #022-2018

Title: 460 Main Street Amending Development Agreement

Date: 2018-03-06

Department: Community Development



the property is subject to a development agreement application. Following the public hearing, Council will then give consideration to the development agreement.

9) ALTERNATIVES

Options for COTW to consider, if COTW is not in favour of the Staff Recommendation, include:

1. COTW forwards the application to Council to refer the application to the Planning Advisory Committee with specific direction or questions for further consideration.
2. COTW forwards the application to Council with a recommendation to reject the application.

REQUEST FOR DECISION #022-2018

Title: 460 Main Street Amending Development Agreement

Date: 2018-03-06

Department: Community Development



ATTACHMENT 1: Draft Amending Development Agreement

This Amending Development Agreement is made this ____ day of _____, 2018.

BETWEEN:

3288476 Nova Scotia Limited (Hereinafter called the “Developer”)

OF THE FIRST PART

- and –

TOWN OF WOLFVILLE,

A municipal body corporate,
(Hereinafter called the “Town”)

OF THE SECOND PART

WHEREAS the Town and Developer entered into a development agreement as approved by Council on March 20, 2000 and filed at the Registry of Deeds office in Kentville Nova Scotia as document number 84128777 on January 18, 2006, herein referred to as “Original Development Agreement”.

AND WHEREAS the Town and Developer entered into an amending development agreement as approved by Council on January 19, 2009 and filed at the Registry of Deeds Office in Kentville, Nova Scotia as document number 93416569 on May 25, 2009, herein referred to as “Amending Development Agreement”

AND WHEREAS the Developer has requested that the Town enter into a second amending development agreement, herein referred to as “Second Amending Development Agreement”, relating to the use of the land pursuant to the provisions of the Municipal Government Act and the Municipal Planning Strategy for the Town of Wolfville;

AND WHEREAS a condition of granting approval of this Second Amending Development Agreement for the development of the lands is that the parties enter into this Second Amending Development Agreement;

AND WHEREAS the Town Council for the Town, at its meeting on _____, 2018, approved entering into this Second Amending Development Agreement to alter use of the lands subject to the registered owner of the land entering into this Amending Development Agreement;

NOW THEREFORE THIS AGREEMENT WITNESSES THAT in consideration of the covenants made in this Second Amending Development Agreement and other valuable consideration, the Developer and the Town agree to the following terms.

1. Schedules

The following schedules form part of this Second Amending Development Agreement:

Schedule "A" – Description of lands.

2. Definitions

In this development agreement:

"Amending Development Agreement" means the Amending Development Agreement between the Town and the Developer as approved by Council on January 19, 2009 and filed at the Registry of Deeds Office in Kentville, Nova Scotia as document number 93416569 on May 25, 2009.

"Original Development Agreement" means the original development agreement between the Town and the Developer as approved by Council on March 20, 2000 and filed at the Registry of Deeds office in Kentville Nova Scotia as document number 84128777 on January 18, 2006.

3. Background

The Town and the Developer entered a development agreement on September 08, 2000, which enabled a designated area for lounge seating at 460 Main Street. This agreement enabled 50 lounge seats total and prohibited the conversion of any other seats to lounge seats at any time. This agreement also prohibited any outdoor live entertainment. The Developer and the Town entered an Amending Development Agreement on 12 May, 2009, which permitted an additional 20 outdoor lounge seats on the patio or sidewalk cafe.

On December 5, 2017 Council amended the Municipal Planning Strategy to remove policy 9.2.8(e) which limits the number of lounge seats for lounges. Therefore, the Developer has requested to remove the lounge seat limitations from the existing development agreement, as amended, and to also remove the restriction on outdoor live entertainment. This Second Amending Development Agreement responds to this request.

4. Terms

4.1 General

4.1.1 This Second Amending Development Agreement applies to all the lands as described in Schedule "A".

4.1.2 Except as amended by this Second Amending Development Agreement, the Original Development Agreement and Amending Agreement between the Town and the Developer remain in effect.

4.2 Development Conditions

4.2.1 Land Use

4.2.1.1 Clause 5.1.10 shall be deleted from the Original Development Agreement, removing restrictions on the maximum number of lounge seats within the building.

4.2.1.2 Clause 5.1.11 shall be deleted from the Original Development Agreement, removing restrictions on the lounge area.

4.2.1.3 Clause 5.1.12 shall be deleted from the Original Development Agreement, removing restrictions on conversion of the lounge seats.

4.2.1.4 The wording from clause 5.1.14 shall be deleted and replaced with:

“The Developer agrees that all noise levels generated by patrons or live entertainment will be controlled by the Town of Wolfville Noise By-Law.”

4.3 Timing

4.3.1 This Second Amending Development Agreement shall be deemed to be entered into on the day following the day on which the time for appeal of Town Council’s approval to enter it has elapsed, or the day on which any appeals have been disposed of and the policy of the Wolfville Town Council approving this Second Amending Development Agreement has been affirmed by the Nova Scotia Utilities and Review Board, under the provisions of the MGA, or other judiciary body as applicable.

4.4 Expenses

4.4.1 The Developer shall pay all costs and expenses incurred by the Town related to this Second Amending Development Agreement including but not limited to; advertising; notification of adjoining landowners; and solicitor's fees and disbursements incurred in drafting this development agreement.

5. Warranties by the Developer

5.1 Title and Authority

5.1.1 The Developer warrants as follows:

- (a) The Developer has good title in fee simple to the lands or good beneficial title subject to a normal financing encumbrance.
- (b) No other entity has an interest in the lands which would require their signature on this Second Amending Development Agreement to validly bind the lands or the Developer has obtained the approval of every other entity which has an interest in the lands whose authorization is required for the Developer to sign this Second Amending Development Agreement to validly bind the lands.

- (c) The Developer has taken all steps necessary to, and it has full authority to, enter this Second Amending Development Agreement.

6. Full Agreement

6.1 Other Agreements

6.1.1 This Second Amending Development Agreement, together with the Original Development Agreement and Amending Development Agreement, registered as document number 84128777 on January 18, 2006 and document number 93416569 on May 25, 2009 respectively, constitute the entire agreement and contract entered into by the Town and the Developer. No other agreement or representation, whether oral or written, shall be binding.

6.1.2 This Second Amending Development Agreement shall not be a precedent for any other agreement either between the Town and the Developer or between the Town and any other party.

7. Binding Effect

This Second Amending Development Agreement shall enure to the benefit of and be binding upon the parties to this Second Amending Development Agreement, their respective successors, administrators, and assigns.

8. Notice

Any notice to be given under this Second Amending Development Agreement shall be made in writing and either served personally or forwarded by courier or by registered mail, postage prepaid, if to the Town to:

Town of Wolfville
Town Hall
359 Main Street
Wolfville, Nova Scotia
B4P 1A1
Attention: Development Officer

and if to the Developer:

3288476 Nova Scotia Limited
460 Main Street
Wolfville, Nova Scotia
B4P 1E2

9. Headings

The headings used in this Second Amending Development Agreement are for convenience only. If any of the headings are inconsistent with the provisions of the development agreement which it introduces, the provisions of the development agreement shall apply.

10. Execution

In witness of this Second Amending Development Agreement the parties have signed, sealed and delivered it to each other on the date set out at the top of the first page.

| | | |
|------------------------------|---|-----------------------------|
| SIGNED, SEALED AND DELIVERED |) | |
| In the presence of: |) | |
| |) | |
| |) | TOWN OF WOLFVILLE |
| |) | |
| |) | |
| |) | By _____ |
| |) | MAYOR |
| _____ |) | |
| Witness |) | |
| |) | |
| |) | By _____ |
| |) | TOWN CLERK |
| |) | |
| |) | |
| SIGNED, SEALED AND DELIVERED |) | |
| In the presence of: |) | |
| |) | |
| |) | |
| |) | By _____ |
| _____ |) | 3288476 NOVA SCOTIA LIMITED |
| Witness |) | |

CANADA
PROVINCE OF NOVA SCOTIA
COUNTY OF KINGS

I certify that on _____, 2018, _____ a witness to this agreement came before me, made oath, and swore that the **Town of Wolfville**, caused the same to be executed by its proper officers who affixed its Corporate Seal and subscribed their hands in its name and in its behalf in his/her presence.

A Commissioner of the Supreme Court of Nova Scotia

CANADA
PROVINCE OF NOVA SCOTIA
COUNTY OF KINGS

I certify that on _____, 2018, _____ a witness to this agreement came before me, made oath, and swore that **3288476 Nova Scotia Limited** caused the same to be executed by its proper officers who affixed its Corporate Seal and subscribed their hands in its name and in its behalf in his/her presence.

A Commissioner of the Supreme Court of Nova Scotia

SCHEDULE A – DESCRIPTION OF LANDS

“ALL THAT CERTAIN LOT PIECE OR PARCEL OF LAND SITUATE LYING AND BEING AT WOLFVILLE IN THE COUNTY OF KINGS AND PROVINCE OF NOVA SCOTIA, BOUNDED AND DESCRIBED AS FOLLOWS:

COMMENCING AT A POINT ON THE NORTH SIDE OF MAIN STREET SAID POINT MARKING SOUTHWEST CORNER OF LANDS NOW OR FORMERLY OF LESLIE R. FAIRN;

THENCE WESTERLY BY THE NORTH LIMIT OF MAIN STREET 25 FEET MORE OR LESS TO THE SOUTH EAST CORNER OF LANDS NOW OR FORMERLY OF A.W. BLEAKNEY;

THENCE NORTHERLY BY THE EAST BOUNDARY LINE OF SAID BLEAKNEY LANDS 200 FEET MORE OR LESS TO FRONT STREET;

THENCE EASTERLY BY THE SOUTH LIMIT OF FRONT STREET 25 FEET MORE OR LESS TO SAID LANDS OF SAID FAIRN;

THENCE SOUTHERLY BY THE WEST BOUNDARY LINE OF SAID FAIRN LANDS 200 FEET MORE OR LESS TO MAIN STREET AND POINT OF BEGINNING.

BENEFIT

TOGETHER WITH AN EASEMENT\RIGHT OF WAY AS SHOWN IN AN EASEMENT\RIGHT OF WAY REGISTERED IN THE KINGS COUNTY LAND REGISTRATION OFFICE AS DOCUMENT 100465906 ON APRIL 13, 2012, AND AS AMENDED BY AN EASEMENT AMENDING AGREEMENT REGISTERED IN THE KINGS COUNTY LAND REGISTRATION OFFICE AS DOCUMENT 109470576 ON AUGUST 24, 2016.

THE PARCEL WAS CREATED BY A SUBDIVISION THAT PREDATES SUBDIVISION CONTROL OR PLANNING LEGISLATION OR BY-LAWS IN THE MUNICIPALITY AND THEREFORE NO SUBDIVISION APPROVAL WAS REQUIRED FOR CREATION OF THIS PARCEL.”

INFORMATION REPORT

Municipal Planning Strategy Review Update

Date: February 6th, 2018

Department: Planning and Development



1) PURPOSE AND SUMMARY

To provide Council an update related to the ongoing review of our Municipal Planning Strategy and to build on the update provided to both PAC and Council in December of 2017 (attached). This report provides Council with notable pieces of Staff work since the last update and the latest (full document) table of contents is included as well.

This report was not ready for the January 31st, 2018 PAC meeting but will be circulated to members. Staff are striving to provide a monthly update on MPS progress for Council. A defined timeline for the completed draft is forthcoming.

2) DISCUSSION

Moving Forward – what we've been up to:

- **Dalhousie Intern (Emily Statton):** A Dalhousie Community Design Student has been working with Staff on preparing the completed document for review. The current MPS is almost 100 pages (+ we are bringing forward the Land Use By-law and Design Guidelines) so document preparation, formatting, research, etc have been extremely valuable contributions from Emily. Once her internship hours have ended, the intention is to hire her part-time until the documents are ready for review by PAC/Council. Her current focus is the Core Area design guidelines and incorporating Council direction on building height.
- **Future Neighbourhoods:** A Master of Planning Studio Class, under the direction of Dr. John Zuck, are developing principles and policy statements for Future Neighbourhoods. The use of our existing RCDD requirements and best practice will be presented. A development “checklist” is included as a deliverable from the studio and is a useful tool used in other municipalities when greenfield sites are being developed. The class is looking at vacant lands in the east end as a case study to apply findings.
- **Environmental Constraints:** Staff presented the work-to-date, particularly related to Flood Risk, and received feedback from the Environmental Sustainability Committee at their January meeting. The completed draft will include the most recent flood risk data to inform policy directions. Staff will continue to gather information from the Department of Agriculture, garner an insurance industry perspective, and also participate in an Ecology Action Centre workshop on sea level rise (happening soon in Wolfville). Wellhead protection policies are now being reviewed and feedback will be sought from the Source Water Protection Committee before the full draft is brought to PAC/Council.

INFORMATION REPORT

Municipal Planning Strategy Review Update

Date: February 6th, 2018

Department: Planning and Development



- **Asset Management:** An early draft of the Asset Management plan has been received and Staff are looking at ways to use the findings to inform new development/infrastructure policy.
- **Incentives for Infill Development:** Staff have been working on the implementation of Bill 177 through work with the Town of Windsor. This legislation may be useful for encouraging infill development along Front Street and the Rail Line in Wolfville.
- **Website and Communications:** Project updates/information will be posted to the MPS portion of the website.

MPS Table of Contents

- **PART 1 – INTRODUCTION + BACKGROUND**
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 - Review Process + Plan Structure
 - Community Profile
 - Early History
 - Location and Geography
 - Community & Culture
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 - Population
 - Employment (Jobs), Education, Economic Development
 - Housing
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 - Provincial and Regional Coordination
- **PART 2 – SUSTAINABILITY, OUR SHARED FUTURE, AND COMMUNITY PRIORITIES**
 - Sustainability + Resilience
 - Our Shared Future
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- **PART 3 – NEIGHBOURHOODS**
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 - The Neighbourhood Designation
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INFORMATION REPORT

Municipal Planning Strategy Review Update

Date: February 6th, 2018

Department: Planning and Development



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 - Housing Choice + Affordability Policies
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 - Land Use Compatibility Policies
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 - Neighbourhood Entrepreneurship Policies
- Part 4 - **THE CORE AREA**
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 - Core Area General Policies
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- Part 5 – **ACADIA UNIVERSITY (INSTITUTIONAL)**
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- Part 6 – **ENVIRONMENTAL PROTECTION + DEVELOPMENT CONSTRAINTS**
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 - Conservation and Stewardship
 - Agriculture
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INFORMATION REPORT

Municipal Planning Strategy Review Update

Date: February 6th, 2018

Department: Planning and Development



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- Part 8 – **MOBILITY (TRANSPORTATION)**
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INFORMATION REPORT

Municipal Planning Strategy Review Update

Date: February 6th, 2018

Department: Planning and Development



- Police and Fire Protection

Part 10 – **IMPLEMENTATION + MONITORING**

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- Part 10 – **APPENDICES**
 - Key Background
 - Mapping

REQUEST FOR DECISION 021-2018

Title: 2018/19 Operations Plan and Budget

Date: 2018-03-06

Department: Finance



SUMMARY

2018/19 Operations Plan & Budget Approval

Annually the Town is required to approve a *balanced* budget for the upcoming fiscal year. The Town of Wolfville has established the practice of budget approval by the regular March Council Meeting. This would be the sixth year in row of achieving this goal. This has allowed the organization to start each new fiscal year with direction and spending authority in place before the operational year begins on April 1st.

In reality the process occurs year round, with Council and staff interacting with the public in various formats. The formal process, in accordance with Standard Operating Procedure, started with Council at the November Committee of the Whole (COW) meeting. At that point in time an early draft of the 10-Year Capital Investment Plan (CIP) was reviewed/discussed, and preliminary assumptions were set by COW for staff to build into the first draft of the operating budget.

From January to this meeting there has been one Special COW and one regular COW meeting where two versions of the budget were reviewed, discussed, debated and direction provided to staff for changes. Council direction from February COW was to bring a balanced budget (V3) to March meeting, reflecting an average tax increase to residential customers of 0.58% for just over 88% of taxpayers. Both the residential and commercial tax rates see a 1 cent increase.

The final draft before COW on March 6th is the result of hours of discussion with members of Council and represents the plan for 2018/19 along with budget projections for 2019/20, 2020/21, & 2021/22. The draft Operational Plan for 2018-2022 has also been included and the two documents work together as a complete budget package.

DRAFT MOTION:

That Council approve the 2018/19 Town Operations Plan and related Operating Budget, Ten Year Capital Investment Plan, and the Water Utility Three Year Operating and Capital Budget, including the following details:

- Town Operating Budget with revenue & expenditures in the amount of \$10,118,500;
 - Residential Tax Rate of \$1.46 per hundred dollars of assessment applied to taxable residential and resource assessments;
 - Commercial Tax Rate of \$3.57 per hundred dollars of assessment applied to taxable commercial assessments;
 - Taxes to be billed by way of Interim Tax Bill (issued in April, due June 4, 2018) and Final Tax Bill (issued in August, due the October 1, 2018);

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- Interest on overdue amounts to be charged at a rate of 1.25% per month;

- Town Capital Budget with Year 1 totaling \$3,477,300, including capital reserve funding of \$1,184,000, operating reserve funding of \$260,000, gas tax reserve funding of \$316,900, long term debt funding of \$1,424,400, other/external grant/contribution funding of \$27,000, and \$315,000 from the Town’s Water Utility for its share of street infrastructure.

- Water Utility Operating Budget with revenues of \$1,096,400, operating expenditures of \$860,200, and non-operating expenditures of \$221,100.

- Water Utility Capital Budget totaling \$350,000, including Depreciation Reserve Funding of \$128,300, Capital from Revenue Funding of \$70,000, and Long-Term Debt Funding of \$151,700.

- Business Development Area rate (pursuant to Section 56 of the Municipal Government Act) of \$0.31 per hundred dollars of commercial assessment

- Sewer fees
 - Sewer usage rate of \$3.36 per 1,000 gallons of water used by customer;
 - Flat Rate fee of \$65.00 per quarter;
 - Minimum quarterly charge for any metered customer \$16.00;
 - Sewer connection fee of \$3,500, if only sewer hook up
 - Sewer connection fee of \$1,000 if hook up combined with water

- Low Income Property Tax Exemption
 - Income threshold to qualify a maximum of \$26,739;
 - Maximum exemption of \$625.

- Grants to Organizations under General Government/Community Development (not part of Community Partnership Policy)
 - Acadia Scholar Bursaries \$10,500
 - Wolfville Historical Society \$5,000
 - Acadia University
 - Development of Athletic Complex Plan \$35,000
 - Events hosting contribution \$10,000

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1) CAO COMMENTS

The CAO supports the recommendations of staff. As noted in the RFD, the budget process this year has been fairly smooth, with several tough decisions being made by Council to arrive at the draft that is now being presented.

Additionally, the Operations Plan has been updated to reflect new information and direction since the earlier version presented. This is still in draft form and will be finalized for the March 20th Council meeting, pending the discussion at the March 20th COW. The budget and Operations Plan work together to direct Town operations and priorities for 2018-19.

2) LEGISLATIVE AUTHORITY

Municipal Government Act.

3) STAFF RECOMMENDATION

Staff recommend approval of the 2018/19 Operations Plan & Budget V4 (attached)

4) REFERENCES AND ATTACHMENTS

- November COW agenda
- January 16, 2018 Special COW agenda
- February 6, 2018 COW agenda
- List of reports, minutes, presentations, etc. that were used to assist in staff's recommendation.

5) DISCUSSION

This year's budget process has proceeded smoothly, but not without Council considering important options on how best to balance the budget. There is never one answer to eliminating any draft budget shortfall, and this year was no different. It is always important that Council feels they have achieved an equitable balance of the services desired with the inherent limitations of property tax burden to the community.

As with the past couple of years, the final document is an Operations Plan & Budget, providing Council and the community textual information on goals for the upcoming year (2018/19), as well as intended projects/initiatives for the following three years (2019/20 to 2021/22). And keeping with the practice started last year, the budget portion of the 2018 Plan includes a 4 year Budget Projection Summary. Years 2-4 of this summary are not meant to be balanced, but rather show the shortfall that is likely pending future budget decisions that will be needed to balance each of the three future years.

Coming out of February COW, there was to be limited changes in developing V3 of the draft budget. Council direction was to incorporate a small increase in taxation for both residential and commercial

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assessments, with a small adjustment to Capital Reserve Transfers to bring the overall bottom line to balance.

Since the February COW, a couple of pieces of information have come in that required additional changes in bringing back V3 for March COW. A key change was required in the Partner Contributions section of the budget, with an increase of \$85,000 being made to the Education expenditure line. This was an unusually large, and unexpected, change. That is a larger change than has occurred over the previous 5 years combined. As members of Council will recall, the education funding requirement in the Kings County area is based on a ratio using student data and where those students live. Not which school they attend Wolfville students may attend Central Kings, or Kentville residents may attend Wolfville School. The formula is meant to allocate required school Board funding to the municipal units where the families live, which makes sense in terms of which residents have an impact on the school system. This year's draft student enrolment numbers are out a few weeks earlier than in past years, and Wolfville's student number went up at the same time as overall enrolment went down. The result is Wolfville % share of the student population is higher and hence the jump on required funding.

Staff will be looking into confirming the enrolment data as the deviation from the trend of recent years appears to be odd. It may in fact be correct, but given the material impact on the Town's budget, it would be prudent to review the numbers. This process will not be completed before the budget is set, and, therefore the new budget estimate is being used for V3. This is an increase from \$680,000 to \$765,500.

Additional information was received in other areas as well, with the following summary show the dollar impact of all changes from V2 to V3 (Note for the purposes of this summary, items that increase the deficit are in brackets, and those that reduce the deficit are positive numbers):

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| | | | |
|---|---------------|-----------|----------|
| Shortfall V2 | | \$ | (37,500) |
| Revenue | | | |
| Residential tax | 39,300 | | |
| Resource tax | 100 | | |
| Commercial tax | 3,300 | | |
| Sale of service - Planning | <u>33,000</u> | | 75,700 |
| Expenditures | | | |
| Partner Contributions - VWRM | 20,000 | | |
| Partner Contributions - KTA | 7,300 | | |
| Partner Contributions - Education | (85,500) | | |
| Grants to Organizations - Landmark East | <u>50,000</u> | | (8,200) |
| Capital Program & Reserves | | | |
| Transfer from Op Reserves - Landmark East | (50,000) | | |
| Transfer from Op Reserves - MPS | <u>20,000</u> | | (30,000) |
| Current V3 - Balanced | | <u>\$</u> | <u>-</u> |

The changes above are:

- Residential, Resource, and Commercial tax lines are a result of adding 1 cent to the respective tax rates;
- Sale of Service, Planning – This was an unexpected change. As noted in previous meetings, it was not clear how much longer Windsor might require planning and development officer services from Wolfville. A recent meeting with Windsor staff indicated they desire to have the service provided until at least March 31, 2019. The budget estimate for that revenue has now been increased to reflect full year sale of service. Although this helps balance the 2018/19 budget for Wolfville, it is not expected the service will be provided over the long term. For that reason, this is one of the adjustments in preparing the multi-year budget projections, i.e. this revenue source is eliminated in Year 2 of the Operating budget;
- Partner Contributions, VWRM – recent meetings with VWRM have resulted in the organization reviewing their current draft budget. Although not finalized as of today’s date, expectations are for at least a \$20,000 reduction in the Town’s required contribution;
- Partner Contributions, KTA – although there has been no indication yet that Kings Transit would revise the current Board approved budget, a couple of reductions have been made to the Town’s budgeted contribution. First, Wolfville’s V2 budget estimate included an allowance of \$5,000 for KTA having a deficit operation in 2018/19. This has been removed in V3. A further reduction of \$2,300 was made as it is hoped that KTA will revisit their request for a 12% increase

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in funding. The dollar amount of this reduction was based on the amount needed to balance the Town's budget, not any expectation of what dollar amount may change in the KTA budget;

- Partner Contribution, Education – see notations above;
- Grants to Organizations, Landmark – as per discussion at February COW and direction from Council, this grant has been removed from the V3 of the 2018/19 budget. No final decision has yet been made as Council requested staff bring additional information back before making a final determination on the grant request;
- Transfer from Op Reserve, Landmark – see above. The proposed grant was identified as requiring use of reserves to fund. Pending any decision, both the grant expenditure (above) and funding source have been removed from the 2018/19 budget. Council will likely have to deal with this request mid-fiscal year. If at that time a grant is to be paid, it would have to come from Operating Reserves;
- Transfer from Op Reserve, MPS – additional costs in the Planning Department (Contracted Service) were identified as relating to the MPS Review. Consistent with the approach for other MPS additional resources, reserve funding is being proposed;

The Operations Plan provides many details on what staff expects to complete over the next year, as well as goals for the succeeding three years. In terms of budget dollars it is important to recall the following for 2018/19:

- Approximately 88% of residential accounts will see an average increase of 0.58%. The average CPI change for 2017 was 1.1%. Within the 88% of accounts, the highest increase is 1.6% (approximately 45% of accounts) with many seeing an actual decrease in taxes (approximately 20% will have decreased taxes).
- Enhanced Mill & Pave Program for Main Street included at a cost of \$60,000, continuing the 3 year commitment to carry this program out.. This will be funded by way of **Operating Reserves** with similar approach projected through to 2020/21.
- WBDC funding remains at \$100,000 to be funded by way of an area rate levy. The single rate will remain at \$0.31/'00 of assessment.
- Sewer rate increase required to cover operational costs and contribution to capital program (both reserves and debt repayments).
- Professional Development dollars maintained at 2016/17 budget levels, i.e. budget cuts from a year have not been built back into upcoming fiscal year.
- Summer recreation programming continues to be contracted from Acadia University.

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- The MPS Review Project has been extended thru the full 2018/19 year with additional resources being funded by way of **Operating Reserves**.
- Capital budget funding increased 1% consistent with long term funding goal of the 10 Year CIP.
- The Capital Budget for the East End Gateway reflects a breakdown between components that was based on assumptions made in October of the most likely breakdown of the dollars needed. Staff are currently in the midst of finalizing public input and design for this project. Staff continue to work within the overall budgeted dollars for this multi-year project, but note the exact allocation/use of those dollars may differ slightly from the CIP breakdown.
- The Capital Budget has one new project added and that is for a wireless sound system in the Downtown block. This idea has been discussed by staff and the WBDC in the recent past, and the dollar amount required fits within the use of our Capital Reserves.

Equally important to remember are the items not included in the draft budget at this stage:

- No allowance yet for Landmark East request, as noted earlier in this report.
- No allowance yet to increase funding maximums in the SPP portion of the Grants Policy.
- No funding for the Annapolis Valley Chamber of Commerce Tourism request.
- Cost Recovery revenue from VCFN covering accounting service now being provided.
- No discretionary allowance for the Mayor's Office. There has been some discussion that an allowance may be appropriate as small requests, outside of Policy, continue to be received.

Key Points to Consider/Highlight

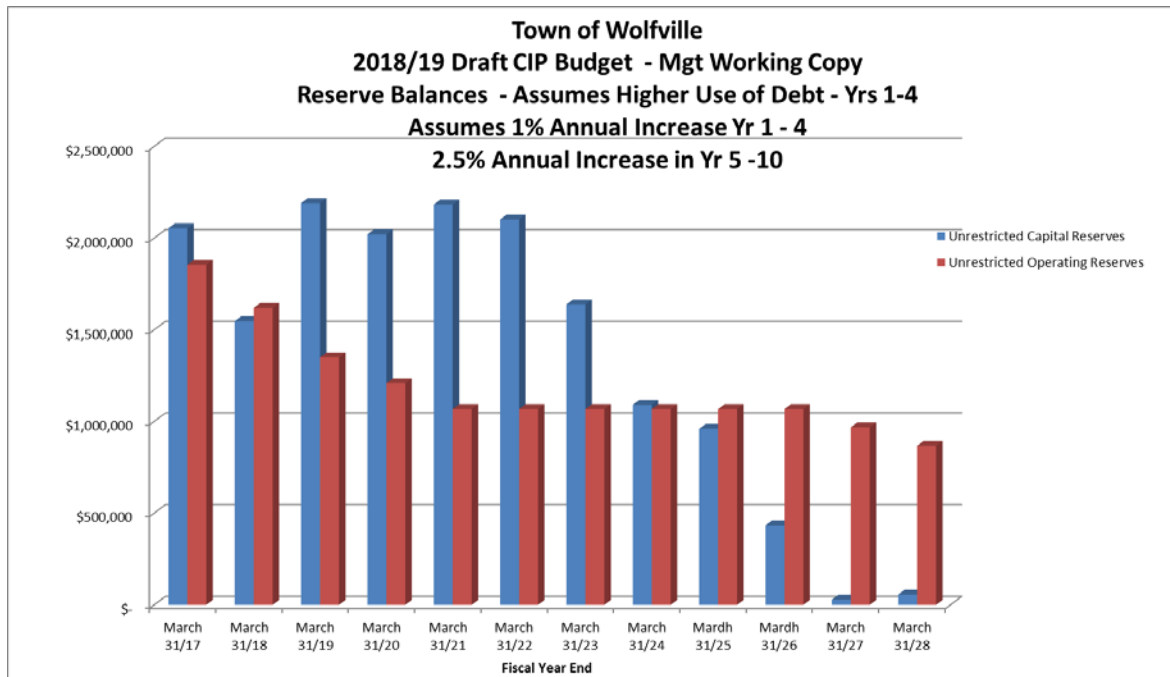
- Town continues to rely on use of Operating Reserves. This can be a risk over the long term as annual operating budgets should develop the ability to absorb some new/unexpected costs in order to adapt to changing conditions. Additionally, as has been noted in each of the last few budget years, the Town still needs to rely on the Operating Reserve funds to supplement the 10 Year CIP requirements.
- The data related to Capital and Operating Reserves has been updated to include final draft CIP and newly created 4 year operating budget projections. It now shows that Operating Reserve Balance drops to the minimum benchmark required by Year 7 and this does not include possible use of those reserves for large one time grant requests. For example, removal/use of an additional \$200,000 for these requests would mean balance would drop to minimum required benchmark by Year 2. This would be less than an ideal situation as future flexibility to deal with unexpected events would be severely limited.
- Annual increase to capital funding is assumed to be 1% per year for the next four years, and 2.5% increase annually for the following six years. If this goal is not met, notwithstanding any new grants obtained, then the funding shortfall for the 10 Year CIP will grow significantly.

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- Although the capital funding appears sufficient for the ten years covered by the CIP, it should be noted that the debt and reserve trends show that by year 11 significant shortfalls will be encountered. So, although the long term funding scenarios continue to improve each year (shortfall used to be in Year 5 or 6), more work is needed in coming years.
- This is the second year utilizing the multi-year budget projections. Key to this are the assumptions built into the multi-year model. The assumptions utilized for this year's version are reasonable and not over pessimistic/conservative. They include:
 - Residential assessment growth using an assumed Provincial CAP of 1.5% in Year 2, and 2% in each year thereafter.
 - The calculation is further refined by assuming only 45% of the existing tax base qualifies for the CAP.
 - New construction assessment increases of between \$4.0 million to \$6 million are included for Year 2 thru 4.
 - Partner contributions for KTA and VWRM are projection to grow between 5% and 7% per year. This is reasonable; however each organization has requested higher increase in past.
 - Year 2 reflects a decrease in Council's professional development dollars which removes the one year jump to allow all members of Council to attend FCM in Halifax ('18/19).
 - Assumed use of Operating Reserves to balance Operating Budget is limited to Mill & Pave Main Street Initiative (\$60,000 annually) and Election (\$32,000 in Year 3).

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- Salary/wage increase use an assumption of 1.50%-2% COLA. New collective bargaining agreement won't be finalized until later in 2018/19 after which this will become a known adjustment for years 2 thru 4.
- Sale of service of planning service to Windsor is assumed to disappear in year 2.

Summary – Budget

The same comments from a year ago still apply. The proposed budget includes some estimates and assumptions that have risk associated with them. It will be important to monitor financial results as the new fiscal year progresses to ensure the Town can meet the overall objective of a break-even operation.

In the short term, fiscal 2018/19, the budget works. ***In the longer term, an ability to reduce annual reliance on Operating Reserves should be developed.***

The 10 Year CIP is manageable in the next few years, but the Town should work to address the shortfall that is likely after Year 10, based on current assumptions. The Asset Management Plan developed over the last fiscal year will assist in identifying options/flexibility in this long term financial planning. Obtaining federal/provincial funding for major projects (eg. Sewer Treatment Plant expansion) would have significant beneficial impact.

Further review and discussion will occur at the March 6th COW meeting.

6) FINANCIAL IMPLICATIONS

Not applicable as this RFD embodies the points to be raised.

7) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

Ultimately the annual Operations Plan and Budget represents all aspects of Council's Strategic Plan to the extent of balancing Strategic Goals that do not always move in the same direction. The approved plan is this year's best effort at striking the right balance involving all goals under current circumstances

8) COMMUNICATION REQUIREMENTS

Nothing provided at this time.

9) ALTERNATIVES

- Not approve current draft budget, with direction to staff of what changes would be required.

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- This is not a recommended approach. Best practice is to have an approved budget prior to start of the fiscal year. Delays do not typically result in easier decisions, they simply get delayed. No one budget can satisfy all service levels desired and/or public request for services and still meet the goal of minimizing tax increases.

Wolfville Operational Plan

2018-2022

April 1, 2018



A cultivated experience for the mind, body, and soil

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Message from the Chief Administrative Officer

The 2017/18 year marks my third year with the Town of Wolfville. I am proud of the accomplishments that have been achieved to date and look forward to the many initiatives and projects in the coming year under the leadership of our newly elected Council.

This is the second year that the Town has endeavoured to provide a comprehensive four-year budget and Operational Plan. This 2018/22 Operational Plan has been prepared to (1) ensure that key projects and activities of the Town properly align with Council's recently developed Strategic Plan; (2) that priority projects and activities are appropriately resourced and reflected in the Annual Budget(s); and (3) that appropriate longer-term planning is undertaken to provide a realistic work plan for the upcoming Council term and not limited to just a one-year snapshot. The 2018/22 Operational Plan will build on the successes and initiatives of the 2017/18 Fiscal Year and will ensure continued accountability and transparency related to operational activities.

There are several major initiatives planned for 2018/19, which is the first year in the four-year Operational Plan. One major initiative is to complete Phase 2 of the Municipal Planning Strategy Review, which is a carry-forward project from 2017/18. As part of this review, the Land Use Bylaw and Core Commercial Design Guidelines (former Downtown Architectural Controls) will also be revamped. Staff and Council have been working hard to make these policy documents effective tools to facilitate building the type of community our residents envision for Wolfville. As this project has been ongoing since 2015, there is a strong desire to finalize these documents prior to December 2018.

Council continues to make economic development a priority for this fiscal year. The Town will continue to focus on parking management in the downtown and will strive to aggressively leverage our culinary, craft beverage and wine sectors. Additionally, the Town will determine the preferred solution(s) to mitigate traffic congestion issues in key areas. The Town will also continue to partner with and support the Wolfville Business Development Corporation to synergize our efforts and provide the best value to our business community.

Strategic partnerships are a necessity for the Town's continuing success. We value our partnerships with Acadia University, our surrounding municipalities, and the many signature events, organizations and stakeholders in Wolfville that make our Town vibrant and strong. We will continue to leverage these partnerships wherever possible to enhance our many programs and initiatives. Specifically, we will work to operationalize and implement the soon to be executed Partnership Agreement with Acadia University and will collaborate with our other municipal partners in Kings County to action a Regional Emergency Management model for the entire County.

Council and Staff of the Town look forward to delivering on this plan to ensure that the priorities for our residents and businesses are addressed.

Erin Beaudin

Council Direction

In January 2017, Town Council created a Strategic Plan for the Town to reflect their priorities and to guide the activities of the Town for the duration of their tenure. The Operations Plan, Operating Budget and Capital Budget reflect the strategic direction provided in Council's Strategic Plan. The following is a summary of Town's vision statement, mission statement, guiding principles and strategic priorities.

Vision Statement

What Wolfville look like years from now:

We are a **spirited** community where **all can feel part of**
and celebrate our **green town**.

Mission Statement

What Town Council and Town Staff do to help realize the vision for the Town:

We provide leadership and collaborative governance in the allocation of public resources for the greater good of the Wolfville community.

Guiding Principles

How Town Council and Town Staff conduct governance and operations for the Town of Wolfville.

Affordability

Our decisions will be made within the parameters of our financial capacity.

Transparency

Our decisions, along with discussions, reports and debates that have informed them, will be openly shared with the public (where possible)

Community Capacity Building

We recognize that we cannot achieve success alone. We value the opportunity to help others build capacity within our community to lead and deliver initiatives that strive to achieve the vision we have set for the Town.

Discipline to Stay the Course

We will focus our efforts on achieving the plan we have established and will weigh new opportunities against our plan to ensure they meet our goals.

United Front

Once decisions are made by Council, members of Council and staff will rally behind the decisions to ensure they are implemented successfully.

Environmental Sustainability

Decisions will be applied through the principles of environmental sustainability.

Strategic Direction

During the Strategic Planning process, Council provided direction on where the Town should be focusing its efforts, beyond or in addition, to the core work we are responsible for. Each year, the Operations Plan will be updated to ensure that our projects and initiatives are aligned to help achieve success in each of strategic direction areas. The following chart depicts what Town Council and Town Staff will specifically work towards from 2018-2022.

| <p>1. Improving Quality of Life for All</p> | <p>2. Maximizing Our Infrastructure Investments</p> | <p>3. Leveraging Our Economic Opportunities</p> |
|---|--|--|
| <ul style="list-style-type: none"> 1. To foster economic independence, inclusion and dignity through more affordable and diverse housing options. 2. To offer a dynamic quality of life grounded in the Town’s leisure, culture and recreation activities. 3. To support energy efficiency opportunities throughout the community. 4. To harmonize the diverse lifestyle choices between all demographics in Wolfville. | <ul style="list-style-type: none"> 1. To create efficiencies and utilization of the Town owned buildings. 2. To make the downtown core more user friendly. 3. To ensure the Town owned and/or funded infrastructure meets the needs of the community. | <ul style="list-style-type: none"> 1. To advance Wolfville as a premier destination in Atlantic Canada for culinary, craft beverage and wine experiences. 2. To create a business ready environment for future expansion and attraction opportunities. 3. To foster the success of our existing business community. |

Operations Plan

Where Rubber Hits the Road

To demonstrate the Town’s commitment to their Strategic Priorities, and to ensure accountability on how success in each of these areas has been achieved, the Operations Plan is organized primarily by Strategic Direction and not by Department. The policy direction established by Council, the collective work of staff from all four municipal departments, and guidance and support from the Town’s various Committees, collaboratively operationalize the direction provided by Council in their Strategic Plan.

Summary of 2017/18 Activities

2017/18 was a busy year for the Town as the Town Council completed their first full year under the leadership of the Council elected in 2016.

Some of the highlights of the 2017/18 Fiscal Year include:

CAO/Corporate Services

- Completed a review of IT Services and hired a full-time permanent IT Manager;
- GIS became a part of Corporate Services;
- Established and approved a Municipal Fees Policy;
- Reviewed, updated and combined the Committees Policy 110-001 and Committee Procedures 110-002 Policy into a Committees of Council Policy that provides overall guidance for all Committees of Council;
- Reviewed and updated...
- Reviewed and updated the Human Resource Standard Operating Procedures related to Employee Benefits (Employee Compensation & Review, Vacation Leave, Sick Leave, Holiday Leave, Hours of Work, and Employee Benefits). The Employee Benefits Policy will be presented to Council in the new fiscal year for approval.
- Completed a vote with staff to change our Dental Coverage Plan from Option 2 to Option 1.
- Completed the East End Gateway Maser Plan;
- Replaced outdated GPS Equipment for GIS data collection;
- Completed a Water Valve Location Map/Inventory for Public Works;
- Implemented new help desk and inventory management for IT;
- Began implementation of Microsoft Teams;
- Official launch of Wolfville's GIS Web Portal;
- Completed GIS Viewer Documentation for staff training;
- Completed an online trails map for visitors and residents;
- Instituted a regular Records Management and Laserfiche training schedule for staff;
- Completed an infrastructure inventory through GIS for the Asset Management Plan

Finance

- Completed the 2016/17 Financial Statements and related audit, with results showing an unqualified Audit Opinion on the Statements, and no internal control issues;
- Met all deadlines for external reporting requirements including:
 - Gas Tax interim reports, Annual Expenditure Report, and Capital Investment Plan (CIP)
 - Provincial required Financial Information Return and Statement of Estimates
 - Provincial FCI data submissions
 - Stats Canada reporting on capital budgets
 - UARB regulatory filing of annual statements, budgets and debt requirements
- Completed submission required for WCB payroll audit covering 2014, 2015, 2016;
- Monthly variance report updates to Management Team;
- Quarterly Variance Report updates to Audit Committee and COW;

- Testing and adjusting of the Purchase Order workflow continued through 2017/18. Implementation delayed due to other priorities and staff retraining. Unveiling of process to Management Team done in March 2018 with expected “go live” in April 2018;
- Changed annual dog tag process from an invoicing/Accounts Receivable approach to an annual reminder. This should reduce staff time, no longer required to maintain \$25 receivable accounts and the inevitable turnover in pets registered;
- Went live with A/P EFT payment process. There has been a healthy uptake by suppliers who want this method of payment. Staff expect this to grow in popularity over the next few years;
- A credit card option for Taxes and Water/Sewer bills has been added for customers to use, via a website application provided by PlastiQ;
- Recruitment and hiring of a new Accountant for the Finance Department was completed early in 2017/18;
- Draft Water Rate Study finalized in March 2018, with presentation to Council in April 2018. This is the Town’s first Water Rate Study since 2002;
- Provided input to development of Asset Management Plan;
- Provided budget feedback to Valley Waste Resource Management and Kings Transit;
- Commenced another Tax Sale Process, with Preliminary Notices going out to impacted residential customers in fall 2017. Process should culminate in tax sale date in April or May 2018.

Planning

- Advanced various aspects of the Municipal Planning Strategy (MPS) Review including:
 - Presented and received PAC and Council direction on Parts 1 and 2 of the MPS (
 - Presented and received PAC and Council direction on Parts 3 and 4 of the MPS (Neighbourhoods, Core Area) along with the Core Commercial Design Guidelines and Land Use By-law provisions.
 - Additional Analysis was provided on Parking, Building Height and Economic Development
 - Implemented 2016 census data
 - Advanced Residential Rental Licensing
 - Identified Housing Needs
 - Held a Regional Housing Information Session
 - Participated in the Regional Housing Needs Assessment
 - Began providing website, PAC and Council updates on progress
- Processed and tracked Development, Building, Subdivision, and Vending applications.
 - Continued using the PDX permitting system to aid in effective data collection
- Continued to advance the West End Development proposal.
- Brought various planning applications (plan amendments and development agreements) to Council for decisions
- Continued to advance the Development Agreement Discharge project
- Hosted a Dalhousie undergraduate planning student and work with Acadia and Dalhousie to have student work feed into ongoing projects (e.g. MPS review)
- Continued to provide planning and development control services to the Town of Windsor
- Advanced Development Enforcement Policy
- Bob Stead Drive street naming report was presented to Council for direction

- Built Staff capacity and began Community Energy planning with Environmental Sustainability Committee

Compliance

- negotiated and monitored the first year of a three year contract with the SPCA for dog control;
- ensured that the Prevention of Excessive Noise Bylaw was approved by the Department of Justice for issue of Summary Offence Tickets;
- completed a second full year of enforcement tracking and closure;
- prepared an update SOP and policy for the Dangerous and Unsightly premises;
- visited the ASU with the Student Off Campus Representative to provide access to students;
- reviewed the procurement policy and identified standing offer opportunities for dangerous and unsightly incidents;
- reviewed, researched and provided information allowing for an informed decision on the Nuisance Bylaw;
- prepared revisions for the Property Minimum Standards Bylaw to enable approval by Department of Justice for issue of Summary Offence tickets (reviewing with solicitor);
- collaborating with traffic authority, parking enforcement commissionaires and public works to efficiently and effectively carry out the parking control duties.

Parks

- Hired one new staff to replace a long term employee who passed away during the off season;
- Staff were trained in the following areas- temporary workplace signage, Canadian Safety Playground Inspection, Confined Space Entry and Winter Maintenance;
- Staff assisted with a number of events throughout the year – Canada Day, Mud Creek Days, Devour, Night of Lights and Winter Warmer;
- Installed Mona Parsons statue and landscaped area immediately around the statue;
- Replaced the VIC counter and repaired display cases;
- Continued to create our own mulch and topsoil at the Maple Ave Compost site to reduce our costs – average savings of \$3,000-4,000 annually. A set amount of this material is set aside for residents on a first come first serve basis;
- Tree pruning was carried out throughout Town-owned parks;
- Tilled the Acadia Community Garden;
- 18 of the existing benches were repaired and painted with branding colours in mind;
- Bike trails were repaired as required and maintenance sites for materials established on site;
- Repaired west entrance to Waterfront Park and replanted this area to allow better views of the park and Cape Blomidon;
- Maintenance of Nature Trust property is now part of the parks routine and maintenance of trails and the earth dam spillway was carried out as required;
- Decommissioning of the Dams review is ongoing and the consultant is looking at options for the Town to consider;
- No Smoking signs were installed at the entrances to Town owned parks and playing fields;
- A new irrigation system was installed at Robie Tufts property;
- Staff continue to brew our own compost tree that is used on turf in main parks and all playing fields;

- Gardens at the two town entrance signs were planted using plants to create the Wolfville bloom in both gardens;
- The cemetery wall was completely rebuilt and the entrance gate refurbished;
- New paint and chemical storage cabinets were purchased and installed at Public Works to comply with safety regulations;
- Seven new trees were planted throughout town;
- A small green house was purchased and built to allow staff to grow our own plants and not have to buy as many plants as in the past;
- The stone border around Willow pond was repaired to eliminate loose stones on the edge of the pond;
- New temporary elements were installed in Skateboard Park until a decision on the future and location of skateboard park can be finalized;
- Installed walkability signs as part of a Heart & Stroke initiative to promote walking;
- Completed a trail connection from Orchard Ave to the Millennium Trail as recommended in the AT plan;
- Muskoka chairs were stored this winter at Robie Tufts as the Rec Centre was unavailable. Alternate arrangement will be made in the future;
- Began planning and clearing property for the expansion of the Evangeline Playground

Public Works

- Sunset Terrace and Sylvan Drive were completely rebuilt with all new infrastructure;
- King Street between Victoria and Willow Ave was completely rebuilt with all new infrastructure;
- The Wickwire sidewalk from Main Street north was completed this year;
- Storm water piping was installed between Main Street and the Railtrail Trail at the north end of Orchard Ave;
- Staff and our engineering consultant continue to look for a viable option to installing a sidewalk on Blomidon Terrace which is proving difficult due to the steep grade of the street;
- The asset management plan has been completed and the final draft presented to the management team;
- An energy audit of Town Hall Public Works and the Library was completed;
- A generator for the Harbourside Drive lift station has been purchased and should be delivered by mid April;
- New aeration equipment for cell 2 of the wastewater treatment facility has been ordered and will be installed in the spring of 2018;
- The comfort centre generator has been delivered;
- Staff were trained in the following areas- confined space entry, first aid, temporary workplace signage, traffic control, hydrant repair and winter maintenance;
- Repaired a higher than normal number (18 vs 12) of water main breaks;
- Installed a water hammer suppressor on Maple Ave to reduce the high number of breaks in this area;
- In addition to the annual uni-directional flushing completed in August Staff spot flushed areas to address specific water quality concerns;

- Staff continued to utilize the asphalt recycler to better maintain our streets. The patching practises have been modified to provide a better longer lasting patch;
- Vandalism of street signs was higher this year resulting in increased sign cost and staff have implemented changes to reduce vandalism;
- Increased our mill and pave operations to include a section of Main Street each year. This year we milled and paved west end of Main Street, Cape View, a section of Mins View, Orchard from Cape View to Alline, Skyway Highland to Fundy, Woodman Rd Main to Post, Pleasant Gaspereau to Riverview, the south end of University and the NSLC parking lot. Before these areas were repaired staff repaired or replaced 12 catch basins and 13 water valves;
- Five hydrants were replaced this year, the majority the result of motor vehicle accidents;
- New school zone signage was installed on the west end of Main Street in front of Landmark East;
- A new speed sign was installed on Highland Ave and at the east end of Main street to help control speed in these areas;
- A second sidewalk tractor was purchased this year giving staff two pieces of equipment to clear sidewalks and maintain an acceptable level of service

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- Initiated planning for Canada 150 and staff secured a 10,000 grant to support the event;
- Identified and implemented improvements to Evangeline Park;
- Completed a Parks Inventory of all Town owned and leased parks;
- Launched and provided support to the Environmental Sustainability Committee;

Wolfville Fire Department

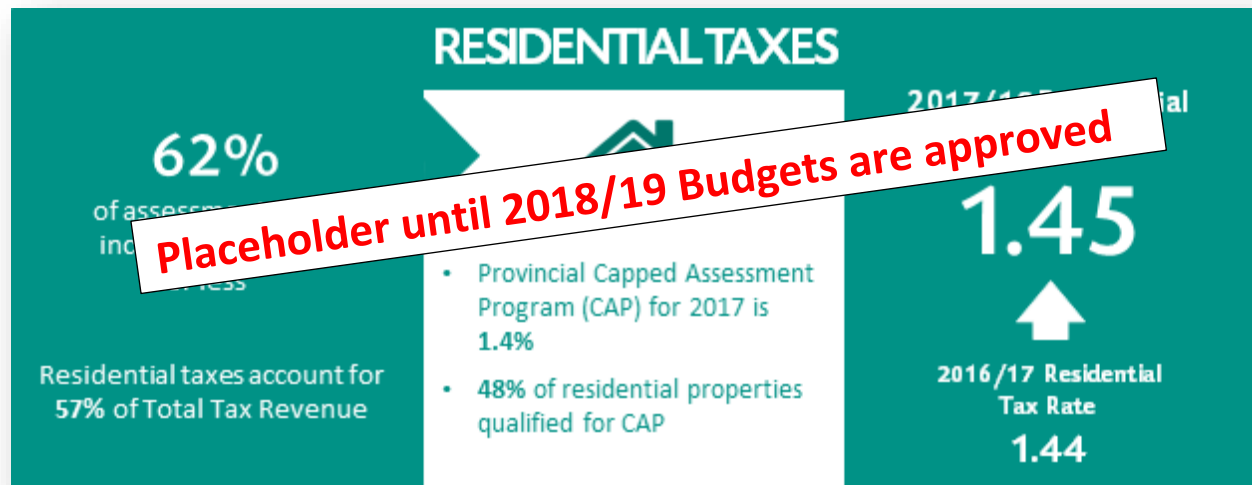
- Applied and received \$19,766 from the Provincial Emergency Service Providers grant, which allowed us to cover the 50 percent of the total cost of thirteen sets of turnout gear;
- Applied and received a \$7,500 for the EKM Health Foundation for grading our communication equipment: 16 pagers in 2017 and purchasing 15 pagers in 2018;
- Completed inspection and certification on Tower 41 (Ladder Truck);
- Completed annual pump tests for all trucks, which passed. This work is done by an outside agency;
- Replaced the 2000 Ford F-350 rescue unit with a 2017 Dodge Ram 3500;
- 2 new members are taking Kings County Firefighter Level 1;
- Undertook an access control system upgrade, which allowed the Department to have full control of the station;
- Maintained an average of 40 members for the year.

Placeholder until March 2018

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2017/18 Operating Budget Highlights

The 2017/18 residential tax rate for has increased by 1 cent, as directed by Council in March 2017, and the 2017/18 taxable assessment base generated \$157,900 in increased revenue. This is double the increased revenue from 2016/17 of \$69,400, though still less than the increased revenue from 2015/16 at \$243,000 and 2014/15 at \$165,000. Overall, with a 1 cent increase in the residential tax rate, the taxable assessments for 2017 increased by 2.59% from 2016; 2.88% in the residential sector and 1.16% in the commercial sector. There is no change in the commercial tax rate of 3.56 from 2016/17.



The Capped Assessment Program (CAP) for 2017 was set at 1.4% by Property Valuation Services Corporation (PVSC). Of the Town's residential assessment accounts 48% fall under the CAP system on the 2017 Assessment Roll.

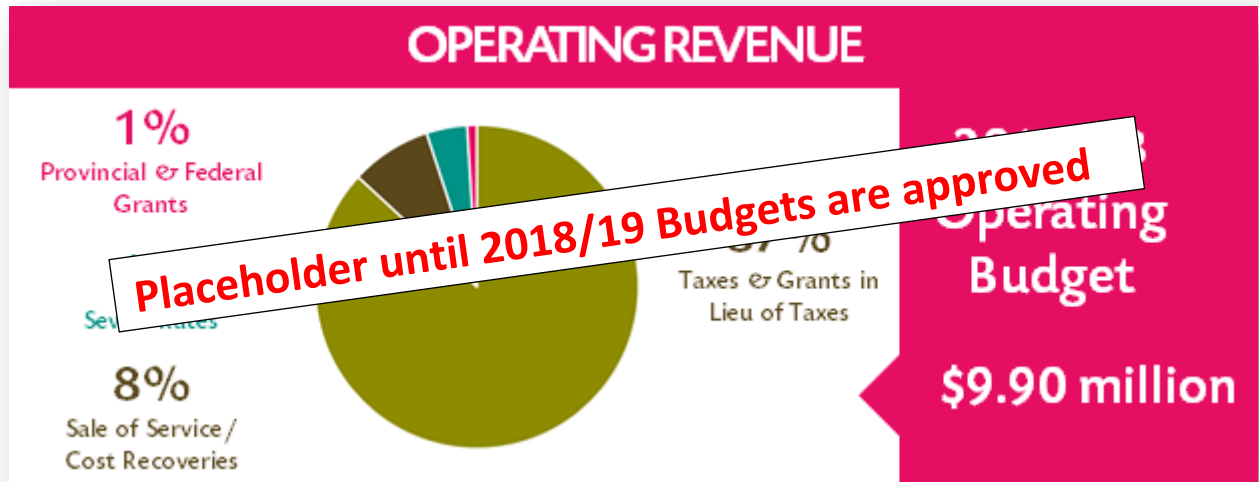


In 2017/18 the Wolfville Business Development Corporation (WBDC) Business Development Area Rate will change to reflect a proposal by the WBDC to generate an additional \$60,500 for a total of \$100,000. In addition, the two separate area rates for Downtown Business Development (14.5 cents) and Outside of

Downtown Business Development (7 cents) have been replaced with one area rate for all commercial tax payers. The new rate is 31 cents per \$100 of assessment. The Business Development Area Rate is levied on all commercial properties in addition to their commercial taxes.

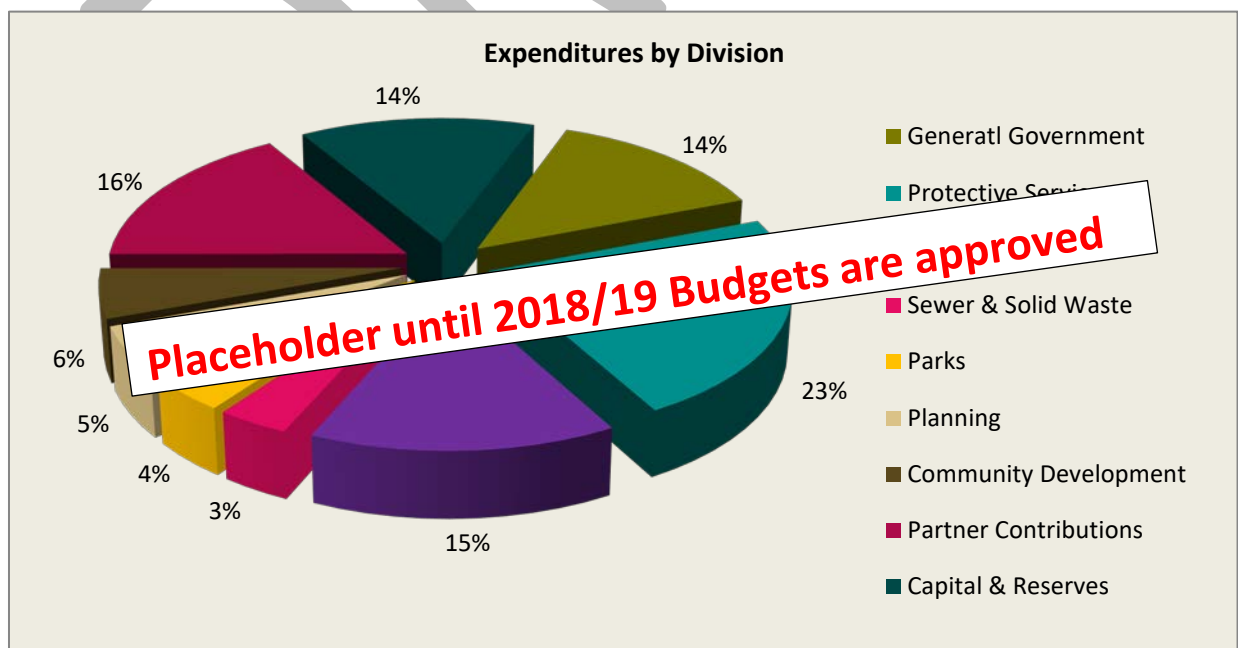
Revenues

The Town of Wolfville’s Operating Budget is \$9.78 million; 87% of revenue is generated by taxes and grants in lieu of taxes, 8% by sales of service/cost recoveries, 4% by the sewer rate and 1% by grants from the Provincial and Federal governments.

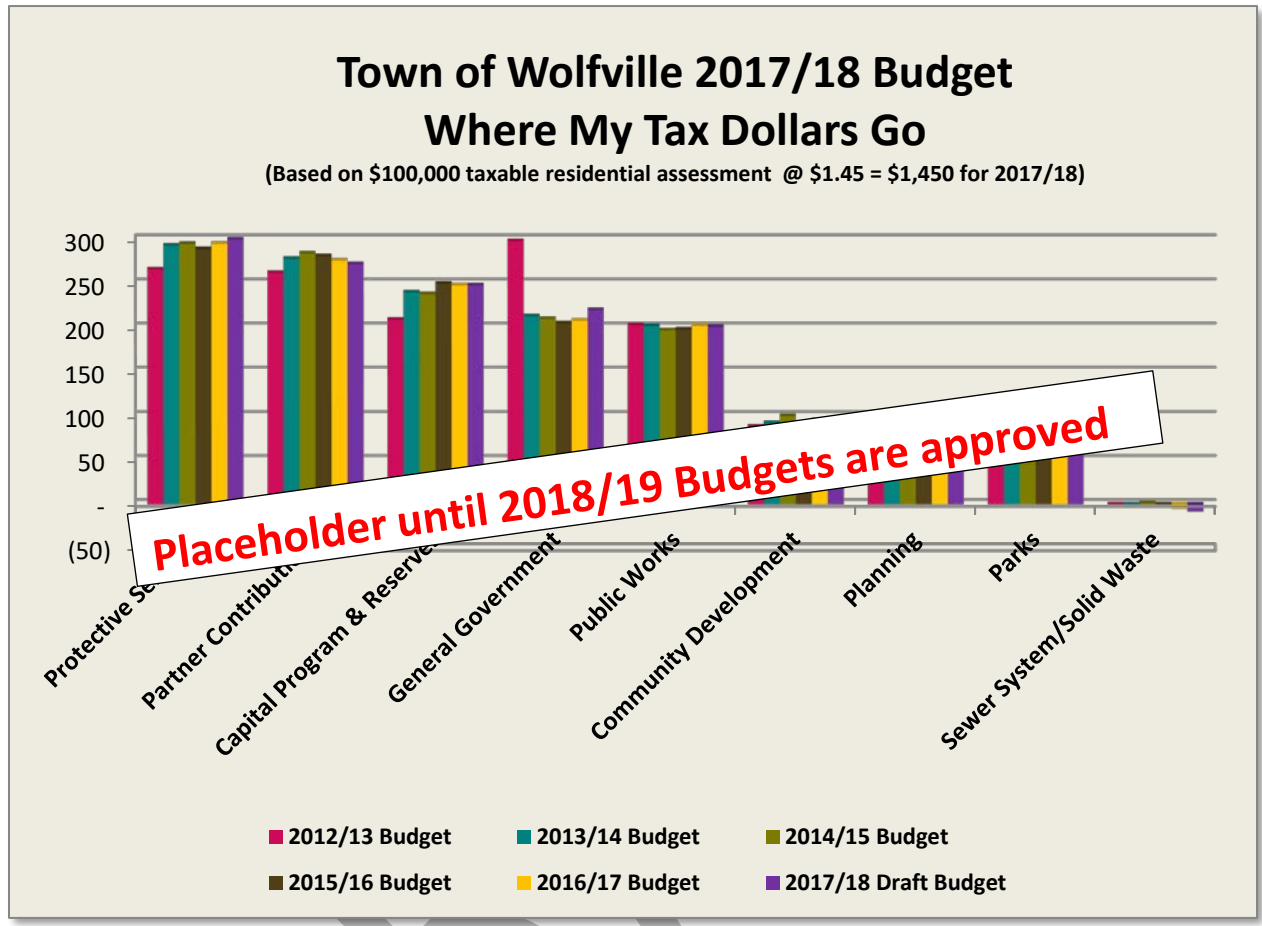


Expenditures

The Town’s expenditures, by department, are spent on Capital Projects, Provincial and Regional Services (i.e. Education, Valley Waste, Kings Transit), Protective Services, Sewer and Solid Waste, General Government, Public Works, Community Development, Planning and Parks.



So Where Do Your Tax Dollars Go

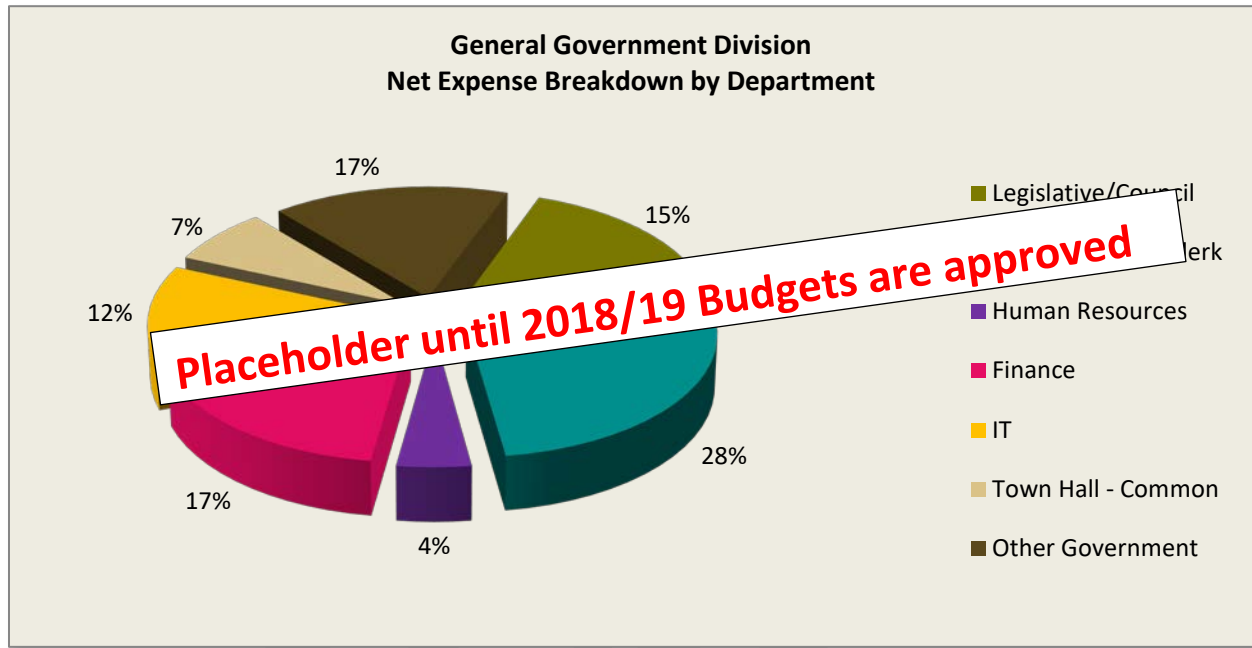


Budget Highlights by Department

The following is a breakdown of the budget by department and significant changes have been noted.

General Government (Council/Legislative)

- Significant changes from 2016/17 was a 13% increase in Council Honorariums as the result of a remuneration review.

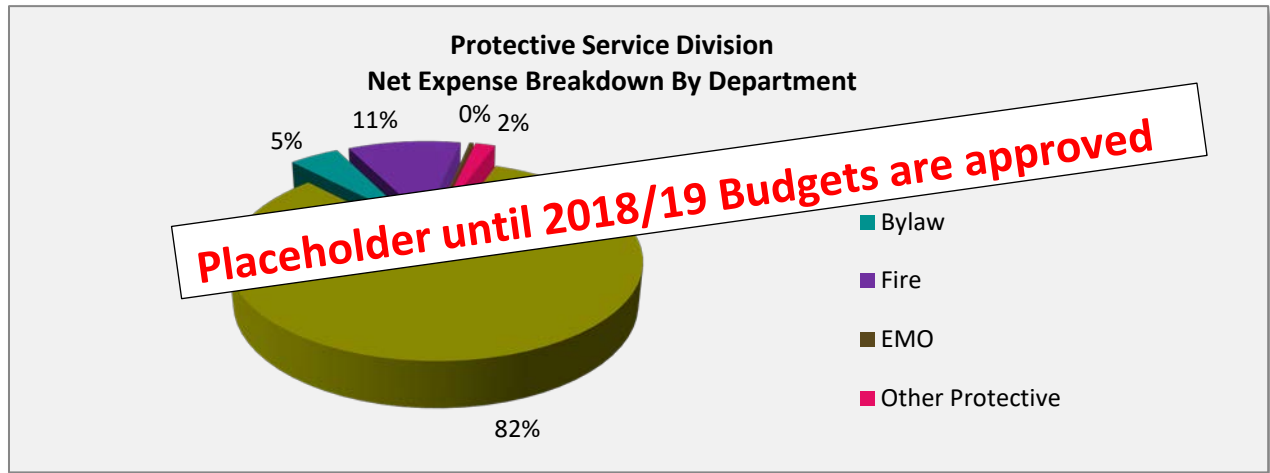


General Government (Excluding Council)

- Legal has been reduced by \$10,000 to reflect regular activity based on historical costs;
- Insurance has increased by \$10,000 to reflect an increase in premiums;
- The performance appraisal system allowance for non-union employees that was budgeted for in the Human Resource department in 2016/17 has been re-allocated by department. Salary adjustments will be contingent on results of annual performance appraisals.
- Professional Development budget (includes staff attendance at conferences and training) has been held at the 2016/17 level;
- Finance department expenditure budget increased by \$26,500 due to an error from 2016/17 where an employee's hours were reduced twice. The increase brings the employee's hours back to levels from 2015/16;
- IT budget increased by \$12,000 (net of revenues).
- General Government increased by \$50,000 in Grants to Organizations based on the approval of Council to provide funding to the Wolfville School Playground Project.

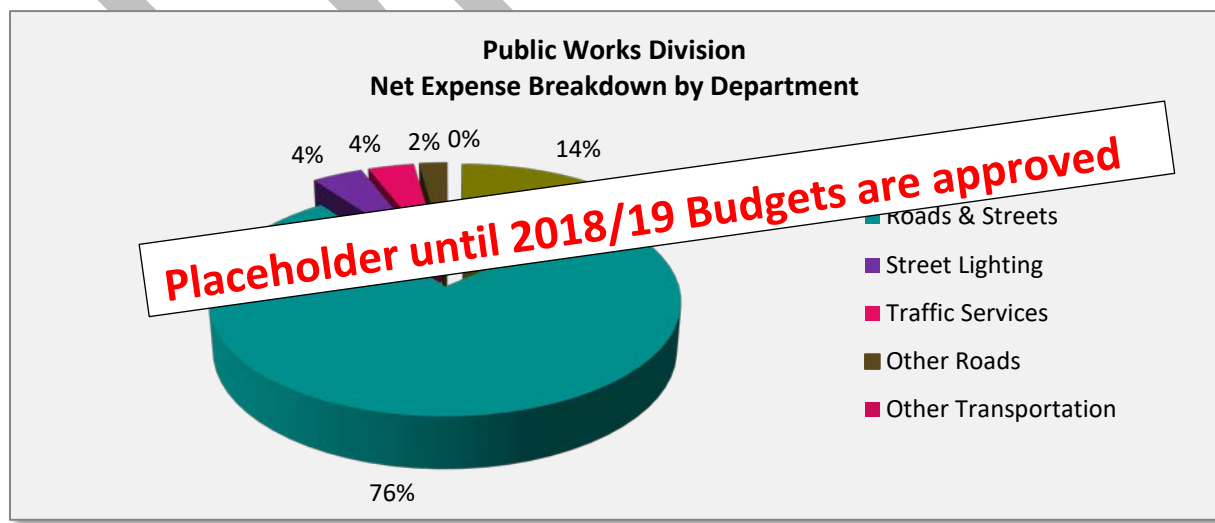
Protective Services

- RCMP contract service cost is expected to rise more than 2.3%, the budget increase required is \$32,100;
- Bylaw budget (net of revenues) has a small increase. This is due to a decrease in expected parking ticket revenues to reflect actual revenues from 2016/17;
- Fire department vehicle repairs and maintenance has increased by \$11,900 for the replacement of tires for two fire vehicles.



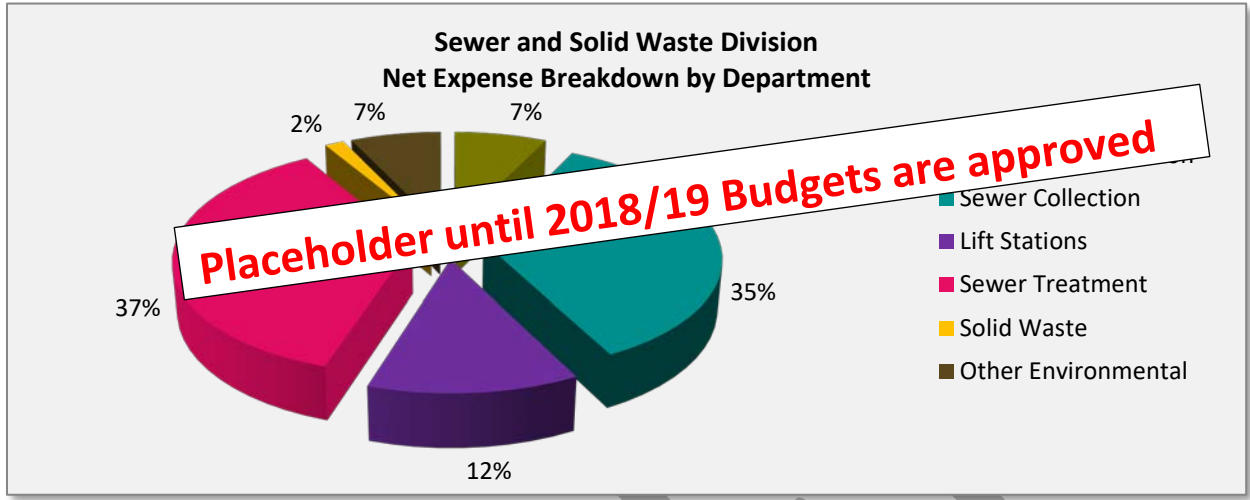
Public Works

- Increased wages to allow for Union Collective Agreement;
- Continuation of enhanced dollars for street sweeping and better maintenance of bike lanes;
- Increase of \$60,000 in contracted services for mill/pave of main street. This is year one of a three year plan to improve pavement conditions from curb to curb at the west end of Main Street. This is being funded through the Town's Operating Reserve Fund.



Sewer Operation

- Increased revenue is required to fund operating costs as well as long term debt related to sanitary sewer upgrades.

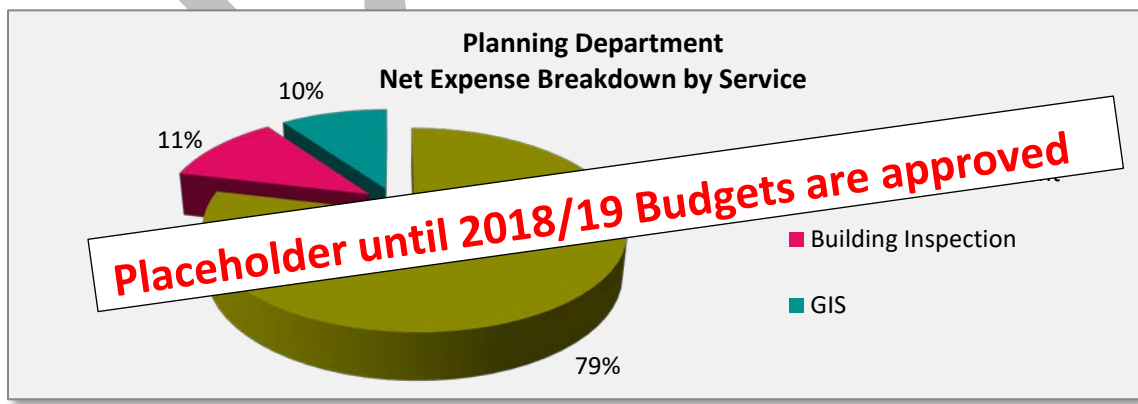


Parks

- Two parks projects — Wharf repairs at Waterfront Park (\$15,000) and installation of the Mona Parsons statue (\$20,000) — are being funded through the Town's Operating Reserve Fund.

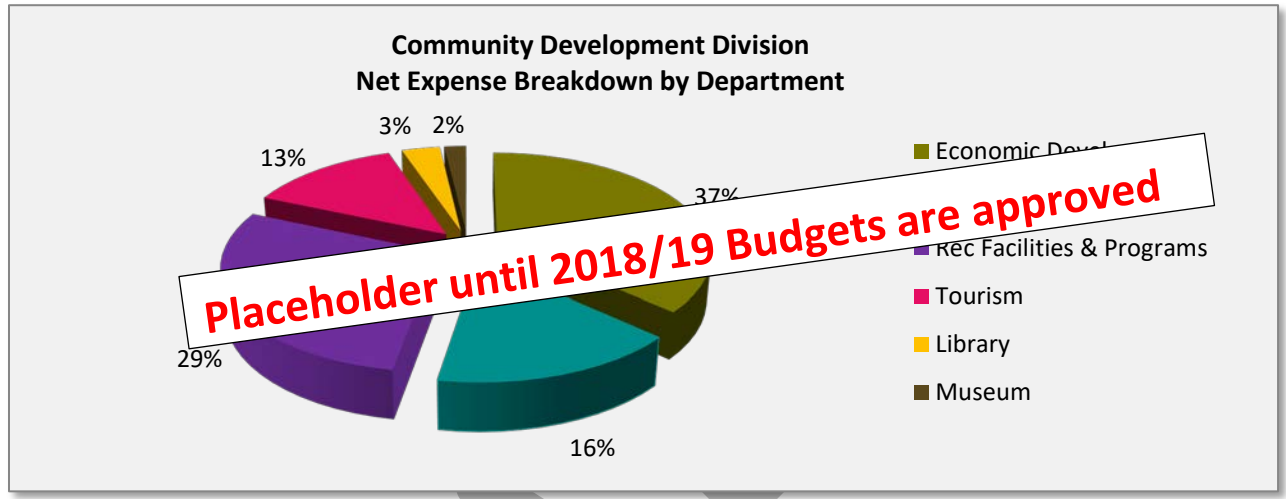
Planning

- Staffing levels decreased for end of contract with a Term/Part Building Inspector; this position was funded through the Town's Operating Reserve Fund;
- Increased seasonal wages for a Term employee to support Phase II of MPS Review Project; this position is funded through the Town's Operating Reserve Fund;
- Contracted services includes \$25,000 to complete one off MPS amendments for the Blomidon Inn and Troy Restaurant and are being funded through the Town's Operating Reserve Fund.



Community Development

- Tourism wages increased by \$5,000 and includes a longer season for the Visitor Information Centre.
- Maintained the grant to the Wolfville Historical Society at \$10,000 outside of the Grants to Organization Policy.

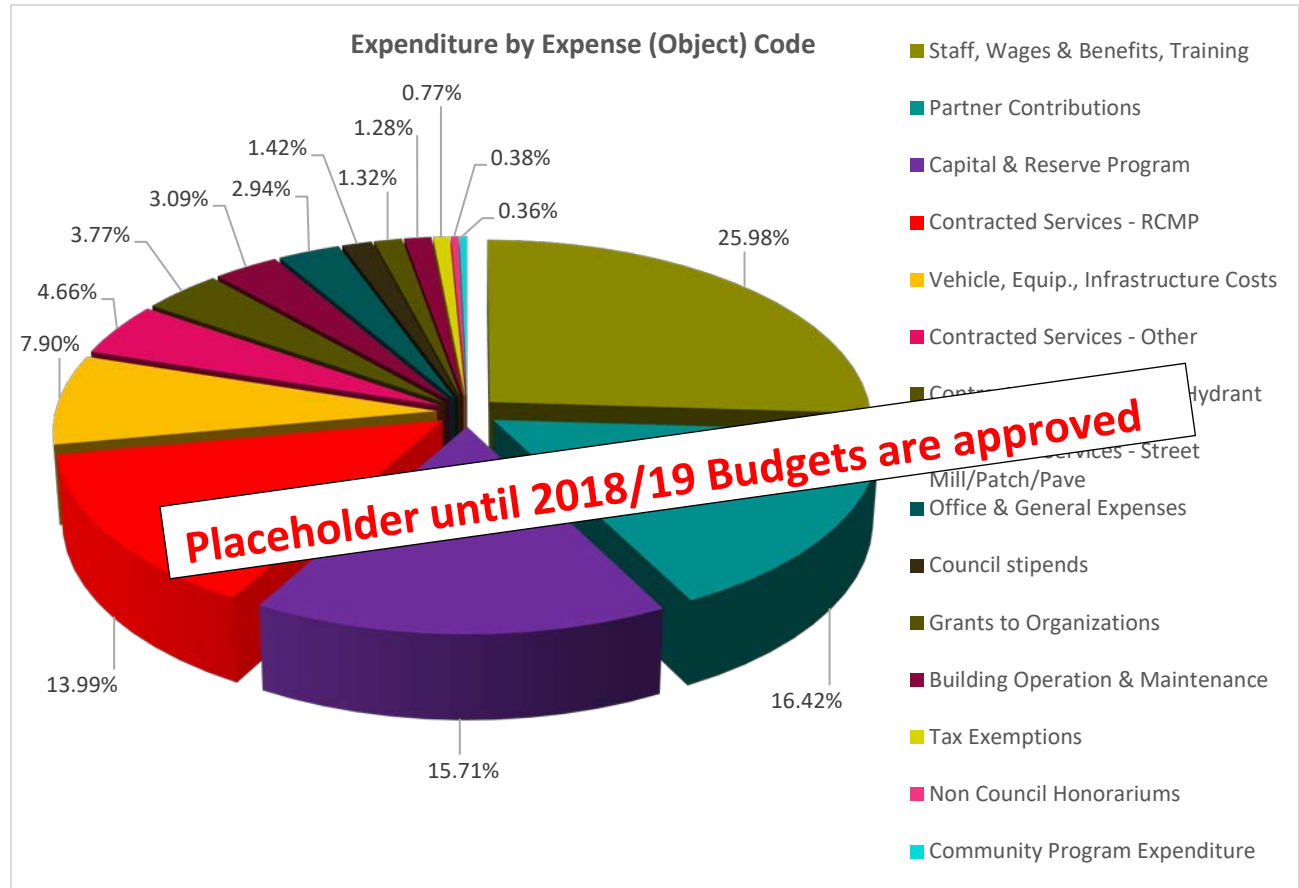


Partnership Contributions

- Increased WBDC contribution from \$39,500 to \$100,000 by request of the WBDC. the two Business Area Rates for inside and outside of the downtown have been combined into one rate for all commercial tax payers;
- \$15,000 added to Kings Regional Partnerships to support a Regional Recreation Study.

Expenditures by Expense (Object) Code

Traditionally government expenditures are shown and explained by department — i.e. the previous section — the graph below shows the Town’s total expenditures similar to a business by object code — i.e. salaries, equipment, etc. This provides the reader with a different view of how the Town’s annual dollars are spent.



2018/19 Operating Initiatives

The following section provides a snapshot of the proposed operational projects and priorities for the next four years that are intended to assist Council in achieving the strategic objectives that they have set for the Town. The following section also provides more detail on several key operational highlights for the 2018/19 Fiscal Year.

KEY HIGHLIGHTS FOR 2018-19

Municipal Planning Strategy (MPS) and Land Use Bylaw (LUB)

The Town of Wolfville will finalize a draft of the Municipal Planning Strategy and Land Use Bylaw for adoption by Council in 2018/19. A completed draft of both documents will be brought to the Planning Advisory Committee (PAC) once completed. The Director of Planning and Development continues to lead this initiative.

Some of the main issues that will be addressed in the MPS/LUB include:

- A strategic decision-making framework for land use decisions and linkages to other strategic documents (e.g. asset management).
- Identified Priorities, Actions and Measurement.
- Improved plan implementation and monitoring – more of a living document.
- A better understanding of our baseline data by integrating the most recent information available.
- A focus on the Core Area – commercial and neighbourhood area as the heart of the Town.
- Improved neighbourhood policies with a focus on housing choice, affordability, residential conversions, and the Residential Rental Business By-law.
- Improved University policies linked to the ongoing partnership agreement with Acadia.
- Recognition of Regional Statements of Interest and compliance with the Provincial Statements.
- Improved Economic Development linkages including process improvements, small-scale commercial opportunities, identifying development opportunity sites and an area to apply Bill 177.
- Improved Parks and Open Space Policies.
- Transportation and Infrastructure policy that is linked to improved asset management and fiscal sustainability.
- Refreshed Environmental Sustainability policies to reflect recent data collection (e.g. flood risk) and aspirations for a more sustainable and resilient community.

Addressing Housing Issues with Landlords

In the fall of 2017, Council passed a motion directing staff to examine options on how the municipality can better regulate and hold landlords accountable for undesirable impacts their rental housing may have within the Town. Staff will examine this issue in conjunction with tools in the MPS, will consider options for a licensing program and will review enforcement opportunities through municipal bylaws and policies.

Comprehensive Alcohol Strategy

Stakeholders from the Town of Wolfville, local business community, Acadia University, Acadia Students' Union, RCMP and the Nova Scotia Health Authority have come together to develop and implement a comprehensive alcohol strategy for the Town. This strategy is aimed at reducing the harms of alcohol to individuals, to others and to the community. This project will serve to:

- provide strategic educational campaigns on alcohol harms reduction and high-risk drinking impacts;
- develop and implement creative initiatives to address and mitigate the negative consequences and impacts in the community due to the over-consumption of alcohol;
- ensure municipal policies fairly balance mitigating the negative impacts of the over-consumption of alcohol against the promotion of craft beverages and wines as a key economic driver for the Town;
- ensure cohesion between all key stakeholders in addressing high-risk drinking and alcohol harms reduction.

Regional Emergency Management Organization

The Towns of Berwick, Kentville and Wolfville, along with the Municipality of the County of Kings, will partner to create a Regional Emergency Management Organization to plan for, and respond to, emergency situations that may occur within Kings County. This will replace the need for each municipality to have separate plans, which will eliminate duplication and maximize collaborative resources.

Wolfville 125

The Town will celebrate the 125th Anniversary of the Incorporation of the Town of Wolfville in 2018. The celebrations will draw support from community groups, organizations and individuals with relevant and applicable resources, skills and passion for Wolfville and its history. There will be three main aspects to the celebrations, along with smaller activities and event programs that arise throughout the year:

- the introduction of a 125-piece collaborative community art project that will be introduced on Wolfville’s birthday on March 20, 2018;
- the branding of Mud Creek Days with Wolfville 125, which will see expanded activities and celebrations along with Wolfville-125 themed souvenirs and commemorations; and
- a celebration on December 31, 2018 to mark the end of Wolfville 125.

A logo will be developed for Wolfville 125, which will modify the “bloom” logo to incorporate 125 in an attractive way.

Accessibility Legislation

Nova Scotia’s *Accessibility Act* was proclaimed in September 2017. Municipalities will have one year from the date that we are prescribed “public bodies” under the Act to establish an Accessibility Committee and develop an Accessibility Plan. A working group is currently developing a framework and templates for municipalities. The Town intends to strike our Accessibility Committee in the fall of 2018 and begin our planning process. There are some discussions that the Town and surrounding geographic area may be used as a pilot project for the framework. Should this happen, resourcing and timelines will have to be adjusted accordingly.

Traffic

Council currently has the installation of traffic lights at the corner of Main and Gaspereau slated for 2019/20 to alleviate some of the expressed traffic pressures in the downtown core. In 2018/19 Council will confirm their intention to proceed with installing lights through a discussion on service level expectations, community discussions as required and the consideration of additional options.

Community Energy Planning

We will work toward the creation of a Community Energy Plan for the Town of Wolfville. The intention of the Community Energy Plan is to help define community priorities around energy with a goal of improving efficiency, cutting emissions, enhancing community resilience, managing future risks and driving economic development. This plan will complement the work being done on the Municipal Planning Strategy. This will be a multi-year initiative.

Legalization of Marijuana

With marijuana slated to be legalized on July 1, 2018, the Town will work with a variety of stakeholders and the Province to ensure that we are addressing the potential regulatory, enforcement, social and planning implications that will be associated with this. While much is still under development, the Town will continue to participate on the Provincial Task Force and respond as required.

Parking Management

Addressing parking concerns within the Town remains a key priority in 2018/19. Staff will work in conjunction with key stakeholders as the WBDC toward:

- draft changes to the MPS/LUB regarding parking requirements in the downtown and cash in lieu requirements;
- identification of future additional parking lot options to meet the needs of the downtown area;
- determination on the sufficiency of existing handicapped parking spots that are available;
- determination on the sufficiency of parking length maximums at Town owned and leased lots;
- recommendations on how to better connect parking lots to the business community;
- recommendations on how to link Active Transportation initiatives to parking opportunities;
- recommendations on how to utilize CEPTED guidelines (Crime Prevention Through Environmental Design) for public parking lots;
- communication initiatives, including signage, that will be required;
- opportunities for partnership (i.e. Acadia and the WBDC);
- the feasibility of alternatives for addressing parking concerns in the downtown core.

Address Parking Lot Leases – Loblaw's and Wade's

The Town currently has a lease for the Wade's Parking Lot in front of Shopper's Drug Mart, which specifies public use of the parking lot and outlines maintenance responsibilities. The lease is now three years old and requires a few amendments should the relationship continue. Additionally, the Town has been in conversations with the Independent Grocer (Loblaw's) with a request to have a similar arrangement with their parking lot on Front Street. Council will make a decision as to whether or not these lots are integral to our parking management plan and if so, what should be required in the lease(s) on a go-forward basis. This is a carry-forward initiative from 2017-18.

Signage

The Town of Wolfville's Wayfinding Signage initiative will continue, with an emphasis on signage in Reservoir Park (including the Bike Park), Rotary Field and on the Destination Trail.

Regional Recreation Needs Assessment

The four municipalities in Kings County wish to better understand the recreation needs of residents within Kings County. This study will build on the work completed in 2015/16 by the Facilities Assessment and Gap Analysis completed by the Town of Wolfville. It will also serve to inform the Town of Kentville and its potential regional partners (including the Town of Wolfville) on any future Regional Wellness Centre and other capital recreational projects within Kings County.

The Regional Recreation Needs Assessment will include the following:

- determination of the unmet recreation facility needs of the population within Kings County by season;
- identification of gaps within the current recreation delivery system by season;
- detailed demographic trends for the area that include marginalized sectors of the local population;
- identification of factors/trends that are likely to impact the nature of the local population and their recreation needs in the foreseeable future.

Acadia Athletic Complex Business Plan

The Town will work with Acadia University, and other key stakeholders, such as the County of Kings, to develop a business plan for the existing Acadia Athletic Complex. Facility revenues, user-pay models, cost-reduction strategies, community access and potential municipal contributions will all be examined as part of this Business Plan.

Active Transportation

Active transportation has become an important mode of transportation in Wolfville as it promotes healthy, active and sustainable lifestyles. Wolfville is positioned well to capitalize on the benefits of active transportation given the Town's small geographical size; abundance of trails and green space; the fact that the majority of the population lives within 1 km of the downtown core; and the fact that 51% of residents work within Wolfville. Residents are already taking advantage of our existing active transportation amenities as 24% of employees walk to work and 4% cycle, which is well above the provincial and national averages.

The Community Development Department has developed a four-year work-plan based on the Active Transportation Study (2016) for maximizing active transportation opportunities with the goals of increasing marketing for parks and trails; increasing active transportation programming locally and regionally during all seasons; promoting active transportation year-round; and improving supporting infrastructure for active transportation. It is important to note that any infrastructure must be able to be maintained and supported with Town resources and service level expectations need to be clearly defined and understood.

In 2018/19 the specific initiatives will include:

- the installation of Harvest Moon Trail signage;
- creating detailed trail maps to be shared online and at the Visitor Information Centre;
- conduct a bicycle parking assessment;

- the inclusion of active transportation into Town-delivered/funded recreational programming.

Parks Planning

Wolfville currently has an abundance of parks, with 92.30 acres of town-owned land (excluding the Wolfville Watershed Nature Preserve) and 86.2 acres of non-town owned land. Under the proposed revisions to the MPS, Wolfville will not be accepting additional land for parks except for those properties already identified in the Greenspace Network. For all other developments, cash-in-lieu will be accepted and added to the open space reserve to develop and improve current parks within Town.

In 2016, staff completed a parks and open spaces inventory, which will help to establish a framework for the future vision of each park. It is expected over the next ten years that all parks will have received a comprehensive review with further planning or development completed or scheduled. The parks that staff have identified for additional planning and/or development over the next four years are the new neighbourhood park in the West End (currently named Stonegate Park), Seymour Gordon Quiet Park, Basinview Park and Willow Park. Staff have already developed and started to implement a plan for Evangeline Park, which will be completed in 2017. Four of the five parks that will undergo additional planning and/or development over the next four years are in the west end of Town. The east end is already home to a number of well used parks, prompting the western-end parks to be of more immediate concern for planning and development over the duration of this current Operational Plan.

For 2018/19 specific initiatives include:

- developing a parks plan for West End Park;
- continuing to implement the parks plan for Evangeline Park;
- securing a new lease for Seymour Gordon Quiet Park (this will serve to enable more extensive parks planning and/or development over the next few years as the Mud Creek Rotary is interested in a project in this park and have completed foundational work and concepts in 2017/18;
- secure a lease for the Post Office Lawn;
- work with a local community group on the potential for a Community Oven initiative in Robie Tufts (this activity will be confirmed by Council on March 20th)

Visitor Information Centre (VIC)

In 2018/19 the Town will continue to operate the VIC from mid-May until the end of October. This will allow the VIC to be open for Devour! and to serve visitors coming in to our region to enjoy the harvest season, our signature events and our wine, craft beverages and culinary experiences.

Additionally, in 2018/19 the VIC will:

- strive to achieve a 1% increase in visitor numbers to align with Tourism Nova Scotia's strategic target;
- continue to successfully fulfill the requirements of becoming a regional VIC;
- develop data collection criteria and plan to obtain feedback from visitors to the VIC;
- secure additional funding for the VIC and tourism-related initiatives.

Main Street Milling and Paving

An additional \$60,000 has been included in the Public Works operating budget for the second year to increase the amount of street that is milled and paved in 2018/19, with an emphasis on Main Street. This amount represents approximately 300 m per year with the plan to continue on an annual basis for at least the next two years. The plan will be re-evaluated each year in conjunction with the capital budget. The focus initially will be on the west end of Main Street from the Town Boundary and continue east toward downtown. The actual sections done this year will be evaluated in the spring based on the Pavement Condition Index and operational requirements (underground infrastructure, repairs to be completed prior to milling and paving, etc.). The mill and pave process for Main Street may be slightly different than other streets completed (different asphalt mix or thickness) based on traffic. This will be determined in the spring prior to the start of the program. This project will also vastly improve the condition of the bike lanes on Main Street.

Maximizing Town Space – Library Needs Assessment and Options for Town Buildings

Town Council has expressed an interest in determining a long-term plan for Town-owned buildings. It is essential that municipal space be maximized, accessible and functional for all users and staff. In order to inform the decision-making process in future years of the four-year Operational Plan, staff will undertake a process with Council to narrow down options and provide more information.

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Operations Plan Year 1 (2018/19)

STRATEGIC DIRECTION #1 – IMPROVING QUALITY OF LIFE FOR ALL

- 1.1. Foster economic independence, inclusion and dignity through more affordable and diverse housing options.
- 1.2. Offer a dynamic quality of life grounded in the Town’s leisure, culture and recreation opportunities.
- 1.3. Support energy efficiency opportunities throughout the community.
- 1.4. Harmonize the diverse lifestyle choices between all demographics in Wolfville.

| 2018/19 Fiscal Year (Year 1) | | |
|---|--|--|
| Housing | Leisure, Culture & Recreation | |
| <ul style="list-style-type: none"> Ensure the Inclusion of Housing Goals and Opportunities in the MPS Review | <p>Recreation</p> <ul style="list-style-type: none"> Participate in the Regional Recreation Needs Assessment Participate in a Joint Business Plan for the Athletic Complex with Acadia Continue Thrive! Access for Residents Continue After-School Programming Provide Summer Camp Programming (through Acadia) Develop Improvements to the Mudley Fund Program <p>Parks</p> <ul style="list-style-type: none"> Conduct Parks Planning for the West End and Implement Remainder of the Parks Plan for Evangeline Conduct preliminary Parks Planning for Quiet Park Continue to Provide Maintenance at all Parks Manage the Recently-Developed Parks Inventory Develop trail head and secure funding for East End Gateway projects Work on community oven project | <p>Signage</p> <ul style="list-style-type: none"> Implement Wayfinding Signage in Reservoir Park (including the Bike Park) and Rotary Field Develop Detailed Signage for Harvest Moon Trail Develop Trail Maps for use Online and at the VIC <p>Events</p> <ul style="list-style-type: none"> Organize Events Around Wolfville 125 Organize Mud Creek Days Organize Night of Lights Participate in the Apple Blossom Festival Organize Volunteer Appreciation Night Organize an off-season event Continue to Provide Support to Signature Events Bid on the International Town and Gown Conference for 2019 <p>Community Place Making</p> <ul style="list-style-type: none"> Continue to Add Planters Engage the Art in Public Spaces Committee on Place Making Initiatives Continue with Adirondack Chairs |
| <p>Harmonizing Lifestyles</p> <ul style="list-style-type: none"> Deliver on RCMP Advisory Priorities Through the Annual Performance Plan Organize Regular Meetings Between the ASU and Council Pair Town Councillors with ASU Councillors to Improve Communications Develop and implement a Comprehensive Alcohol Strategy for the Town Examine Options to Hold Landlords Accountable for Negative and Undesirable Tenant Behaviour | | |
| <p>Energy Efficiency Opportunities/Sustainability</p> <ul style="list-style-type: none"> Initiate an Energy Plan for the Town Implement a Plastic Bag Ban for the Town of Wolfville Place Electric Car Stations in Town | | |
| <p>Regional Emergency Management</p> <ul style="list-style-type: none"> Work to develop REMO | | |

STRATEGIC DIRECTION #2 – MAXIMIZING OUR INFRASTRUCTURE INVESTMENTS

- 2.1. Create efficiencies and utilization of Town owned buildings.
- 2.2. Make the downtown core more user friendly.
- 2.3. Ensure Town owned and/or funded infrastructure meets the needs of the community.

| 2018/19 Fiscal Year (Year 1) | | |
|--|---|---|
| Efficiencies in Town Owned Buildings | Improving the Downtown Core | Meeting Community Needs Through Infrastructure |
| <ul style="list-style-type: none"> • Discuss Locations and Options with Council for the future of all Municipal Buildings, including the Library • Implement the Improvements to the Public Works and Community Development Building for Accessibility and Improved Meeting Space • Form an Accessibility Committee and Begin to Develop an Accessibility Plan for the Town | <ul style="list-style-type: none"> • Address Parking Lot Leases – Wade’s and Loblaw’s • Implement Recommendations to Improve Parking in the Core and Residential Areas • Finalize the Decision on Traffic Lights at the Four-Way Stop at Main and Gaspereau • Examine and implement viable options to minimize traffic congestion in the downtown core during peak weekends • Paint Kiosk on Front Street and remove the Kiosk on corner of Gaspereau and Main | <ul style="list-style-type: none"> • Complete the Asset Management Plan • Track Sanitary Flushing • Implement I&I Recommendations • Maximize the Use of the Asphalt Recycler • Continue the Main Street Milling and Paving Program • Continue the Town-Wide Milling and Paving Program • Review opportunities with the municipal common core infrastructure through the VCFN |

STRATEGIC DIRECTION #3 – LEVERAGING OUR ECONOMIC OPPORTUNITIES

- 3.1. Advance Wolfville as a premier destination in Atlantic Canada for culinary, craft beverage and wine experiences.
- 3.2. Create a business ready environment for future expansion and attraction opportunities.
- 3.3. Foster the success of our existing business community.

| 2018/19 Fiscal Year (Year 1) | | |
|--|--|---|
| Enhancing Wine, Culinary & Craft Beverage Experiences | Create a Business Ready Environment | Foster Success for the Business Community |
| <ul style="list-style-type: none"> • Continue to Promote the VIC as a Regional VIC and Extend the Operating Season • Continue to Support the Efforts of the Culinary Tourism Centre Initiative and Evaluate the Town’s Current Financial Support • Leverage Cittaslow • Evaluate the Town’s Fair Trade Designation | <ul style="list-style-type: none"> • Begin BRE Visits • Enable Bill 177 Opportunities in MPS • Inform the MPS Review Process with a Permissive and Enabling Lens for the Business Community | <ul style="list-style-type: none"> • Council Will Make a Decision on the REN |

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Operations Plan Years 2, 3 & 4

The following is a summary of projects and initiatives currently slated for years 2, 3 and 4, by Strategic Direction. As the Operations Plan is intended to be a living document, projects are subject to move, be added, or be eliminated in future years based on human and financial resources and the priorities of Council. Additionally, as more details are known on anticipated future projects, these will be updated in the Operations Plan.

| Improving Quality of Life | | |
|---|---|--|
| 2019/20 Fiscal Year Year 2 | 2020/21 Fiscal Year Year 3 | 2021/22 Fiscal Year Year 4 |
| <ul style="list-style-type: none"> Promote Housing Programming Opportunities Engage Local Housing Cooperatives to Identify Opportunities Implement Wayfinding Program Organize Canada Day Celebrations Organize Mud Creek Days Organize Night of Lights Participate in the Apple Blossom Festival Continue Parks Planning for the West End Implement Phase 1 of the East End Gateway Develop Quiet Park Explore the PACE Program Review Options for Tax Exemptions for Housing Cooperatives – Year 2 – Change name Design Kiosks for Downtown Core Create a Multi-Year Maintenance and Development Plan for Parks Continue to Offer Thrive! Access for Residents Implement Recommendations in the Condition Assessment Organize Regular Meetings Between the ASU and Council Pair Town Councillors with ASU Councillors to Improve Communications Implement Community Energy Plan Evaluate REMO | <ul style="list-style-type: none"> Through Strategic Partnerships, create a Housing Project for the Town of Wolfville Implement Wayfinding Program Organize Canada Day Celebrations Organize Mud Creek Days Organize Night of Lights Participate in the Apple Blossom Festival Develop West End Park Continue to Offer Thrive! Access for Residents Implement Recommendations in the Condition Assessment Organize Regular Meetings Between the ASU and Council Pair Town Councillors with ASU Councillors to Improve Communications Implement Community Energy Plan Develop a Water Conservation Plan | <ul style="list-style-type: none"> Implement Wayfinding Program Organize Canada Day Celebrations Organize Mud Creek Days Organize Night of Lights Participate in the Apple Blossom Festival Organize Regular Meetings Between the ASU and Council Pair Town Councillors with ASU Councillors to Improve Communications Implement Community Energy Plan |

Maximizing Our Infrastructure

| 2019/20 Fiscal Year Year 2 | 2020/21 Fiscal Year Year 3 | 2021/22 Fiscal Year Year 4 |
|---|---|---|
| <ul style="list-style-type: none"> Track Sanitary Flushing Implement I&I Recommendations Develop an Accessibility Plan for Town Properties Council will Make Decisions on Enhanced Library Space Council will Make Decisions on Enhanced Town Hall Space Maximize Use of the Asphalt Recycler Continue the Main Street Milling and Paving Program Continue the Town-Wide Milling and Paving Program | <ul style="list-style-type: none"> Track Sanitary Flushing Implement I&I Recommendations Maximizing Use of the Asphalt Recycler Continue the Town-Wide Milling and Paving Program | <ul style="list-style-type: none"> Track Sanitary Flushing Implement I&I Recommendations Maximizing Use of the Asphalt Recycler Continue the Town-Wide Milling and Paving Program |

Leveraging Our Economic Opportunities

| 2019/20 Fiscal Year Year 2 | 2020/21 Fiscal Year Year 3 | 2021/22 Fiscal Year Year 4 |
|--|---|---|
| <ul style="list-style-type: none"> Develop a Signature Event for February Develop a Tourism Action Plan Continue BRE Visits | <ul style="list-style-type: none"> Develop an Event Attraction Strategy Continue BRE Visits Complete an Evaluation of the WBDC | <ul style="list-style-type: none"> Continue BRE visits |

Contract and Lease Review

Staff have been reviewing all contract, lease and agreement files on record and have developed a four-year plan for addressing expired or soon-to-expire documents. There are many contracts that automatically renew after the initial time frame and have been renewing for several years. The plan identifies those contracts to ensure a review is completed prior to the next renew date.

In 2018-19, staff will review the following:

- **Sewer Contract with Kings County** – The Town will open discussions with the County of Kings to revisit the existing Sewer Contract from 1979 to refine cost sharing and address future expansion opportunities.
- **Elm Ave Parking Lot Lease with Acadia University** – The Town will re-negotiate the lease for the Elm Avenue Parking Lot with Acadia,
- **Tower Field Lease** – The Town will re-negotiate the lease for Tower Field.
- **Quiet Park Lease** – The Town will re-negotiate a long-term lease for Quiet Park with Eastern Kings Memorial Health Foundation in advance of parks planning on the site.
- **EMC (Ambulance Bay) Lease** – The Town will re-negotiate the lease for the EMC.
- **Regional Organizations** – The Town will request that the Kings Standing Committee of Mayors review agreements, along with funding formulas, for Valley Waste, Kings Transit, VCFN and Kings Point to Point.

| 2019/20 Fiscal Year Year 2 | 2020/21 Fiscal Year Year 3 | 2021/22 Fiscal Year Year 4 |
|--|--|---|
| <ul style="list-style-type: none"> • NSCC MOU – Arboretum • Rotary Field Lease • Stile Park Lease • Raymond Field/Walking Track MOU • Bell Aliant MASH Entity Centrex Business & Unified Communications | <ul style="list-style-type: none"> • Strategic Partnership Agreement Review • WBDC • Bell Aliant Mobility Lease | <ul style="list-style-type: none"> • Bell Cell Tower Lease |

Request for Proposals (RFP's) & Tenders

The Town also intends to issue a number of operational Requests for Proposals and Tenders during the 2018/19 Fiscal Year:

- **Insurance:** The Town may undertake a procurement process for our municipal insurance provider.
- **Audit –** The Town will undertake a procurement process for our municipal audit services.
- **Asphalt:** The Town annually procures for its asphalt requirements. Once again this tender will be done in conjunction with Acadia University.
- **Line Marking:** The Town annually procures for line marking services. This will be done early in 2018 to facilitate having the line painting completed in the spring.
- **Sewer Flushing:** The Town annually procures for sewer flushing services.
- **Snow Removal (Front Street Parking Lot and Toye Lane):** The Town will be procuring for snow removal from the Front Street Parking Lot and, pending the review of the Snow and Ice Removal Policy by Council, for Toye Lane.
- **Graphic Design (Standing Offer):** The Town will conduct a standing offer process to identify a supplier to provide graphic design services to the Town as required.

| 2019/20 Fiscal Year Year 2 | 2020/21 Fiscal Year Year 3 | 2021/22 Fiscal Year Year 4 |
|---|---|--|
| <ul style="list-style-type: none"> • Legal • Asphalt • Line Marking • Sewer Flushing • Photocopiers • Snow Removal (Front Street Parking Lot and Toye Lane) | <ul style="list-style-type: none"> • Asphalt • Line Marking • Sewer Flushing • Snow Removal (Front Street Parking Lot and Toye Lane) • Graphic Design (Standing Offer) | <ul style="list-style-type: none"> • Asphalt • Line Marking • Sewer Flushing • Snow Removal (Front Street Parking Lot and Toye Lane) • Postage Machine • Insert/Folder Equipment |

Non-Routine Projects

In addition to the many projects and initiatives listed in the Operational Plan, there are several projects that will be undertaken that are related to Council or Human Resource Management that are not annual or routine in nature.

The 2018/19 fiscal year will include:

- **Union Negotiations:** Union negotiations with the Town’s unionized staff will continue. Similar to in 2014, an amount has been budgeted for some contract support to assist in these negotiations.
- **Communications Tool-kit:** The Director of Corporate Services will compile and develop where necessary a Communications Tool-kit for the organization to guide and organize social media, print and other communications.
- **Brand Standards:** The Director of Corporate Services will re-visit the brand standards provided to the organization in 2012 and will roll out tools to assist staff in maximizing the use of our Town brand.
- **Town/Acadia University Partnership Agreement:** The CAO will work with Acadia to implement the soon-to-be executed Partnership Agreement.

Future non-routine projects include:

| 2019/20 Fiscal Year Year 2 | 2020/21 Fiscal Year Year 3 | 2021/22 Fiscal Year Year 4 |
|--|---|--|
| <ul style="list-style-type: none"> • E-Voting Discussion • Staff Salary Review/Pension Review • Citizen Satisfaction Survey | <ul style="list-style-type: none"> • Election • Citizen’s Satisfaction Survey • Orientation Preparation • Remuneration Review • Union Negotiations | <ul style="list-style-type: none"> • Strategic Planning |

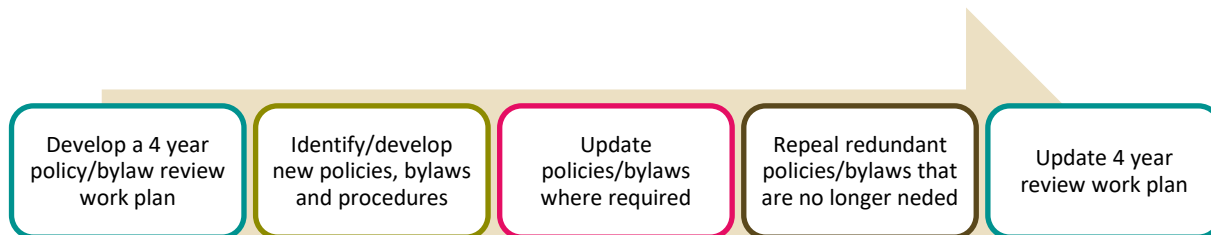
Operational Deliverables – Day to Day Deliverables for the Town

In addition to the various strategic priorities that are established by Town Council, the Town plays an important administrative function in meeting its requirements as established by the *Municipal Government Act*. On a day-to-day basis, the Town provides, and will continue to provide, the following core services:

- Administration of approximately 1,574 residential and 112 commercial tax accounts;
- Regular financial, environmental, recreation and building/development reporting to the Province and Federal agencies;
- Administration of Grants to Organizations. In 2017/18 the Town provided \$94,320 in support of various events, facilities and community groups, and it will continue to do so in 2018/19;
- Operation of the Town's Water Utility and the Town's Sewer System;
- Administration of the Town's approximate 210 existing Development Agreements;
- Processing of new Development Agreement applications. The Town has processed an average of six (6) Development Agreements annually since 2011;
- Processing of Development Permit applications. The Town has processed an average of 63 Development Permit applications annually since 2011. 127 permits were issued in 2016/17.
- Processing of Subdivision applications including lot boundary changes and consolidations. The Town has approved an average of 9.5 new lots annually since 2011.
- Working with applicants on inspections and approvals for building and occupancy permits. The Town has issued an average of 45 Building Permits annually since 2011.
- Maintain the Municipal Heritage Registry. There are approximately 35 registered heritage properties in Wolfville. One property was de-registered (503-505 Main Street – Christie House);
- Enforcement and administration of the Town's 41 Bylaws;
- Enforcement and administration of the Town's 60 Policies and 26 Human Resource Management Policies;
- Oversight of the Wolfville Fire Department;
- Provision of support for Town Council. Council meets 11 times annually and on an as-needed basis;
- Provision of support for the eight Committees of Council. The eight existing committees total approximately 46 regular meetings annually.
- Provision of support for the Design Review Committee which meets approximately three (3) times per year.
- Provision of support for Public Information Meetings, Public Hearings, Public Participation Meetings and other public consultations. On average these meetings occur 15-20 times per year;
- Administration of the *Freedom of Information and Protection of Privacy (FOIPOP) Act*. The Town administers approximately four (4) FOIPOP requests annually;
- Provision of policing services via the RCMP;
- Maintenance of 33.20 km of Town roads and 24.36 km of Town sidewalks;
- Maintenance of 7.80 km of Town trails (excluding Watershed Trails) and 92.30 acres of designated parks and recreation space.

Bylaw & Policy Priorities

Policy and bylaw development is a key role of Town Council and provides the Town with the tools it requires to run the Town effectively. The Town is constantly reviewing its policies and bylaws to ensure they remain relevant and best serve the needs of our residents and business community. Our review process is depicted below:



2018/19 Policy and Bylaw Priorities

The following depicts the policies and bylaws that will be created and/or reviewed in 2017/18; which is year one of the four-year plan.

| | BYLAWS | POLICIES |
|---------|--|---|
| NEW | <ul style="list-style-type: none"> • Explore a Residential Rental Business Bylaw to ensure that issues related to rooming houses can be adequately addressed. • Create a Bylaw to enable Bill 177 to incent business development in key areas within Wolfville. | <ul style="list-style-type: none"> • Develop a Development Enforcement Policy. • Develop a Fire Protection Rate Policy • Develop a Hospitality Policies |
| REVISED | <ul style="list-style-type: none"> • Complete Phase 2 of the Municipal Planning Strategy, Land Use Bylaw and Subdivision Bylaw review. Include a Review of the Sidewalk Café Bylaw and the Swimming Pool Bylaw as part of the review. The development of guidelines for the extension of water and sewer services outside Town boundaries will also be considered as part of the review. • Make minor revisions and gazette the Property Minimum Standards Bylaw • Review the Taxi Bylaw • Update the REMO Bylaw | <ul style="list-style-type: none"> • Review the Snow and Ice Clearing Policy to provide clarify on standards related to non-municipal roads • Review the Low Income Property Tax Exemption Policy • Review Meals, Travel and Miscellaneous Policy • Review HR Employee Conduct Policies and consolidate, including interim staff appointments and smoke free buildings and vehicles policies. • Create a Council Code of Conduct Policy. |

Future Policy and Bylaw Priorities

The following section outlines the by-laws and policies that are slated for review in years 2, 3 and 4 of the Operating Plan.

In addition to the policies identified below, staff consistently reviews all policies on a four-year rotation to determine if they are current and note any revisions or repeals that may be required. If changes are required, then the policy will be added to a future year on the Operational Plan. If there are no changes, the policy is placed back in the rotation for review consideration in another four years.

| 2018/19 Fiscal Year Year 2 | 2019/20 Fiscal Year Year 3 | 2020/21 Fiscal Year Year 4 |
|---|---|--|
| Bylaw Work Plan | | |
| <ul style="list-style-type: none"> • Streets Bylaw • Subdivision Bylaw | <ul style="list-style-type: none"> • Civic Numbering Bylaw • Breaking Soil Bylaw • Boundaries Bylaw • Vending Bylaw • Skateboard Bylaw | <ul style="list-style-type: none"> • Cat Bylaw • CAO Bylaw |
| Policy Work Plan | | |
| <ul style="list-style-type: none"> • Bylaw Enforcement Policy • Open Spaces Fund Policy • Investment Policy • Administration of Medical and Health Care Provisions • Child Abuse Reporting Procedure • Develop a Renting Recreational Spaces Policy. • HR Performance Management and Professional Development Policies | <ul style="list-style-type: none"> • Urban Forest Management Policy • Disposal of Municipal Surplus Land Policy • Street Naming Policy • Council Remuneration Policy • Council Board and Commission Remuneration Policy • Deputy Mayor Policy • HR – Staff & Employment Policies | <ul style="list-style-type: none"> • HR Management Policies |

Standard Operating Procedures (SOP's)

Standard Operating Procedures (SOP's) are internal documents that (1) assist staff with operationalizing bylaws and policies of Council and (2) standardize a procedure or response across the organization.

The following is a workplan for SOP development for the duration of the four-year Operational Plan:

| Standard Operating Procedure Work Plan | | | |
|---|--|--|---|
| 2017/18 Fiscal Year Year 1 | 2018/19 Fiscal Year Year 2 | 2019/20 Fiscal Year Year 3 | 2020/21 Fiscal Year Year 4 |
| <ul style="list-style-type: none"> • Charitable Donations SOP • Procurement SOP • Dangerous and Unsightly Premises SOP • Fire Inspection SOP • Snow Removal SOP • Mudley Fund SOP • Employee Benefit SOPs <ul style="list-style-type: none"> ○ Vacation Leave SOP ○ Leave of Absence SOP ○ Employee Benefits SOP ○ Crossing Guard SOP | <ul style="list-style-type: none"> • Removal of Fallen Trees SOP • Vehicle Clean Up SOP • Travel and Mileage SOP • Staff Services <ul style="list-style-type: none"> ○ Job Descriptions SOP ○ Equal Opportunity Employment SOP ○ HR Staff Orientation SOP ○ New Employee Safety Orientation SOP ○ Probationary Period SOP ○ Exit Questionnaire and Interview SOP ○ Criminal Records Check/Child Abuse Registry | <ul style="list-style-type: none"> • By-Law Enforcement SOP • Media Inquiries SOP • HR Management SOPs <ul style="list-style-type: none"> ○ HR Records • Performance and Professional Development SOPs <ul style="list-style-type: none"> ○ Performance Management SOP ○ Training & Development SOP | <ul style="list-style-type: none"> • Employee Conduct SOP's <ul style="list-style-type: none"> ○ Code of Ethics SOP ○ Employee Conduct SOP ○ Sexual Harassment ○ Workplace Harassment-Discrimination ○ Employee Grievances |

Placeholder until March 2018

Committees of Council

Council currently has nine Committees of Council, including Committee of the Whole, and an additional Committee – Accessibility – being established in 2018/19. Each Committee serves in an advisory capacity to Council and has established priorities for the 2017/18 year to support the implementation of the Operations Plan

| COMMITTEES OF COUNCIL | | |
|--|--|--|
| <p>AUDIT</p> <p>Review and provide input into the Low Income Tax Property Tax Exemption Policy.</p> <p>Review and provide input into the Hospitality Policy</p> <p>Make a recommendation to Council on the appointment of the auditor for 2018-19 after the RFP is concluded.</p> | <p>ACCESSIBILITY</p> <p>Establish a Committee to develop a Community Accessibility Plan per Bill 59.</p> | <p>ART IN PUBLIC SPACES</p> <p>Identify one small scale community art project to implement.</p> |
| <p>DESIGN REVIEW</p> <p>To inform the planning process by providing peer review of development applications that require interpretation of the Town's architectural guidelines.</p> | <p>ENVIRONMENTAL SUSTAINABILITY</p> <p>Provide leadership and expertise on key projects in the Operational Plan, including the proposed ban on plastic bags.</p> <p>Begin to work through the development of a Community Energy Plan.</p> | <p>PLANNING ADVISORY</p> <p>Oversee Phase 2 of the Municipal Planning Strategy Review</p> |
| <p>RCMP ADVISORY BOARD</p> <p>To reduce disruption in neighbourhoods within the Town, leading to a safe and peaceful community.</p> <p>Enforce the liquor act with zero tolerance for charges.</p> <p>Enhance visibility by the RCMP in the Town during key weekend events.</p> <p>Educate residents on the process of reporting concerns and laying charges related to noise prevention bylaw.</p> <p>Increase Cannabis awareness and education as more information becomes known.</p> | <p>SOURCE WATER PROTECTION</p> <p>Review the recommendations of the 2008 Source Water Protection Plan to determine what is still relevant and develop a revised implementation plan.</p> | <p>TOWN & GOWN</p> <p>Serve as stewards of the Acadia and Town Partnership Agreement.</p> |

Measuring Success

Utilizing performance metrics and feedback on a regular basis is essential for both ensuring that the Town is meeting the needs of our residents and businesses and is successfully delivering on the objectives of Council. In 2017/18 the Town has identified key metrics for measuring customer service expectations and operational success.

MEASURING CUSTOMER SERVICE LEVELS

Development Permit turnaround times will meet customer expectations

| | |
|---------------------------|---|
| Current | The benchmark is a 2.8 day turnaround. |
| Target for 2017/18 | Development permits will be issued within two (2) business days of receipt of the application. |
| Actual 2016/17 | Data related to this benchmark began to be collected on June 1, 2016. The average turn-around time for issuing a development permit from June 1 – December 31, 2016 was 2.8 days. Turn-around times were the slowest in July (average of 4.4 days) and October (average of 4.2 days). |

Development Agreement turnaround times will meet customer expectations

| | |
|---------------------------|---|
| Current | 3 DA's processed in four (4) months and more complex DA's will be processed in six (6) – eight (8) months from the point of application through to the approval. |
| Target for 2017/18 | 3 DA's processed in four (4) months and more complex DA's will be processed in six (6) – eight (8) months from the point of application through to the approval. |
| Actual 2016/17 | Seven new DA applications were received, with 3 being completed with an average completion time of 125 days. Staff did not separate out "simple" and "complex" DA's in this analysis. |

Placeholder until March 2018

Subdivision approval turnaround times will meet customer expectations

| | |
|---------------------------|--|
| Current | The benchmark for subdivision approval turn-around time, based on 2016/17, is seven days. |
| Target for 2017/18 | These will be processed on average with a two (2) week turnaround time for minor applications and a 45 day turnaround time for major applications from the point of application through to the approval. |
| Actual 2016/17 | There were seven new subdivisions processed in 2016/17 with an average processing time of seven days. Staff did not separate out minor and major applications in the analysis. |

Building inspection turnaround times will meet customer expectations

| | |
|---------------------------|--|
| Current | The benchmark is a one business day turnaround. |
| Target for 2017/18 | The Building Inspector will review building permits within two business days. |
| Actual 2016/17 | The target for the Building Inspector was to respond to requests for inspection within 24 hours of receiving the request. This measure was difficult to track although qualitatively the Building Inspector maintained a high standard with respect to response rates, well exceeding a 24 hour turnaround time. |

The Town ended up tracking the average building permit review time effective June 1, 2016. From June 1 – December 31, 2016, the average review time for a building permit was 1 day. The slowest review time was in August, with the average being 3 days turn-around time.

All signature events for the Town will have an evaluation report completed in a timely manner after the event to debrief and discuss opportunities for improvement.

| | |
|---------------------------|--|
| Current | There is no current benchmark |
| Target for 2017/18 | Evaluations for Devour!, Valley Harvest Marathon and Deep Roots Festival will be completed in late fall 2017. |
| Actual 2016/17 | All three signature events submitted their own final reports after their respective events, highlighting economic impact and participant numbers. This did not serve well to obtain external feedback on the success of these events. In 2017/18, staff will meet one-on-one to debrief with event organizers and will send out a survey to the business community in early November to solicit specific feedback on the three events. |

Placeholder until March 2018

All Bylaws were responded to within a timely manner.

| | |
|---------------------------|---|
| Current | The benchmark is a 13 hour average response time. |
| Target for 2017/18 | All complaints will be responded to within 24 hours of receipt. |
| Actual 2016/17 | This benchmark was tracked beginning on April 1, 2016. The average response during this time was 13 hours from time of receipt, with the last quarter of 2016 witnessing an average of 3 hours. The data entry and collection has been refined over this timeframe to improve ease of analysis. |

Trail usage of the Rail Trail will steady increase.

| | |
|---------------------------|---|
| Current | The benchmark of annual trail usage is 14,454 users based on 2013 trail count data. This data was collected prior to the connection of the rail trail west towards New Minas. |
| Target for 2017/18 | The overall user rate will increase by 10% |

All major Town park improvement projects will have a pre and post satisfaction survey completed.

| | |
|---------------------------|--|
| Current | The benchmark will be established as part of the pre-satisfaction survey. |
| Target for 2017/18 | The post-improvement satisfaction survey for Evangeline Park will have higher satisfaction and usage levels than pre-improvements. |

There will be a high level of customer satisfaction with the Town's afterschool programming.

| | |
|---------------------------|--|
| Current | The benchmark is 100% of parents ranked a satisfaction level of 8 or above (out of 10) and 81% of participants a satisfaction level of 8 or above. |
| Target for 2017/18 | A customer satisfaction survey will be developed and 80% of all respondents of the survey for afterschool programming will rate the service as satisfactory or greater. |
| Actual 2016/17 | In 2016, 100% of parents of participants ranked the programs as an 8 (out of 10) or above in terms of satisfaction. 81% of participants ranked the programs as an 8 out of 10 or above in terms of satisfaction. |

Freedom of Information and Privacy of Personal Information Act, processed in a timely manner.

| | |
|---------------------------|---|
| Current | The benchmark is all requests met legislative requirements. There were no disputes with requests by the FOIPOP Officer for time extensions where necessary. |
| Target for 2017/18 | All requests will be responded to as per legislative requirements. |
| Actual 2016/17 | All requests met legislative requirements. Due to the complexity of one request, timeline extensions were required as per the Act. We received 4 FOIPOP requests during the past fiscal year, 2 files are now closed, one is with the Provincial Review Officer and one is in the process of receiving a preliminary decision. The one file that carried over from 2015/16 is now closed. Approximately 70 hours by the FOIPOP Officer were spent on FOIPOP in 2016/17. |

Placeholder until March 2018

DRAFT

MEASURING OPERATIONAL SUCCESS

Routine fire inspections will be conducted to meet the requirements of the Fire Inspection Policy.

| | |
|---------------------------|--|
| Current | The benchmark is an average of 3 per month. |
| Target for 2017/18 | An average of six (6) inspections per month will be completed. |
| Actual 2016/17 | 30 inspections were carried out between April – December 2016. |

All Bylaw infraction complaints will be successfully closed.

| | |
|---------------------------|---|
| Current | The benchmark is a 97.5% closure rate. |
| Target for 2017/18 | Bylaw Enforcement infractions, with the exception of building and development infractions, will witness a 90% successful closure rate. All building and development infractions from 2015/16 will be closed in the 2016/17 fiscal year and new enforcement actions for development and building issues will be closed within 6 months of receipt. |
| Actual 2016/17 | The Compliance Officer witnessed a closure rate of 97.5% in 2016. |

Continue to track the Infocus e-Newsletter to determine if the platforms usefulness for delivering communications.

| Current | Subscribers | Open Rate | Avg. # of new subscribers per month | Avg. # of unsubscribers per month |
|-----------------------------|--|--|-------------------------------------|-----------------------------------|
| Infocus e-Newsletter | 643 | 51.60% | 8.67 | 14 |
| Target for 2017/18 | The target is to increase the number of subscribers delivered through mailchimp and ensure that the number of new subscribers stays greater than the number of unsubscribers per month. Our target is to hold the average open rate above 50%. | | | |
| Actual 2016/17 | Subscribers | Open Rate | Avg. # of new subscribers per month | Avg. # of unsubscribers per month |
| Infocus e-Newsletter | Increased from 482 to 643 | Decreased from 55.73% to 51.60% Still above the average | Increased from 8.67 to 10.75 | Unchanged |

Placeholder until March 2018

The Town’s afterschool programming will be well utilized.

| | |
|---------------------------|---|
| Current | On average, 43 participants attend after-school programming per session. |
| Target for 2017/18 | The target will be to have 40 participants minimally per after-school session. |
| Actual 2016/17 | The fall 2016 term had 46 participants in 4 programs (cooking, art, dance/theatre and trailblazers) and the winter 2017 term had 40 participants in 3 programs (cooking, art and trailblazers). |

All staff performance evaluations will be completed in accordance with the Performance Management Plans.

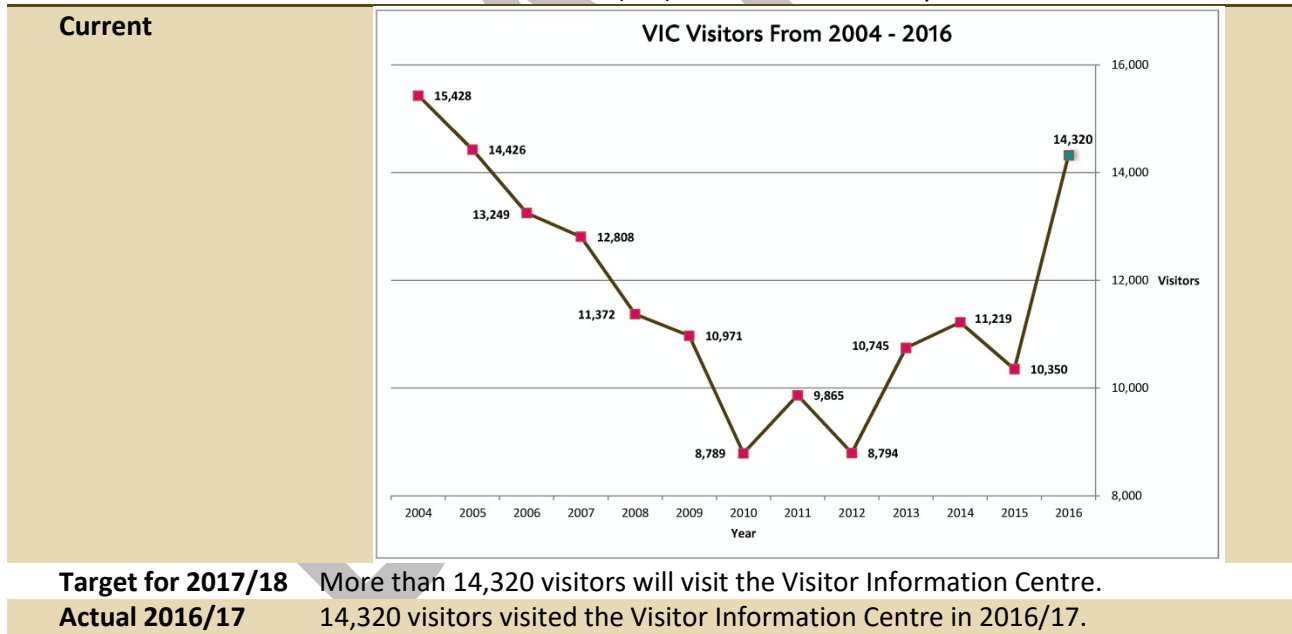
| | |
|---------------------------|--|
| Current | 98% of staff had evaluations completed by June. |
| Target for 2017/18 | 100% of employees will have performance evaluations completed by no later than June 2016 that reflect the organizational and strategic priorities of the Town. |
| Actual 2016/17 | 98% of staff had performance evaluations completed by June 2016 |

All line painting within the Town will be completed by late spring.

| | |
|---------------------------|---|
| Current | The benchmark is August 2, 2016. |
| Target for 2017/18 | All line painting will be completed by May 31, 2016. |
| Actual 2016/17 | All line painting was completed by May 31, 2016. The contract had to be re-issued due to the original contractor not being able to fulfil the obligations under the contract. |

Placeholder until March 2018

Visitor numbers to the Visitor Information Centre (VIC) will increase annually.



There are more performance metrics that staff will consider for inclusion in future years. Further discussions will take place with the management team in 2017/18 to further refine these metrics and how they will be collected.

10-Year Capital Investment Plan

The Town prepares a 10-Year Capital Investment Plan (CIP) each fiscal year, although Council only approves the projects in Year 1 for the Capital Budget. The 10-Year CIP assists with planning and funding of the capital program. Projects scheduled past year 1 are subject to change due to financial and human resources/opportunities and the priorities of Council. Details of the projects for years 1 through 4 are provided on the following pages.



2018/19 Capital Projects include:

1. Community Development & Public Works Building Upgrades
2. Fire Department Fleet Replacement
3. Public Works Fleet Replacement
4. Gaspereau Avenue Storm Sewer Upgrade (Willow to Civic 94)
5. Kent Avenue (Main to Queen)
6. Blomidon Terrace Sidewalk
7. Asset Management Plan
8. Shoreline Protection
9. Wastewater Upgrades & Design
10. West End Gateway – Clock Park Lighting
11. East End Gateway – Harvest Moon Trail Head & Other Upgrades
12. Evangeline Park
13. Nature Preserve Dams
14. Tennis Courts Resurface

2018/19 Capital Investment Plan (Year 1)

| | | | | | | | | | | | | | | | | |
|-----|---|---|---------------|-----------------|------------------------------|-----------|----------|-----------|----------|-----------|----------|-----------|----------|----------|----------|----------|
| 1. | Project Name: Community Development & Public Works Building Upgrades | Project Description Ensure municipal facilities are maintained in a cost-effective manner and safe and accessible to the public. | | | | | | | | | | | | | | |
| | Department (Primary) | Related Plans | Budget | Priority | Timeline FY 2017/2018 | | | | | | | | | | | |
| | Public Works | <ul style="list-style-type: none"> Municipal Facilities Condition Assessment | \$250,000 | | Dates | Q1 | | Q2 | | Q3 | | Q4 | | | | |
| | Department (Secondary) | | | | | A | M | J | J | A | S | O | N | D | J | F |
| N/A | | | | | | | | | | | | | | | | |
| 2. | Project Name: Fire Department Fleet Replacement | Project Description 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. | | | | | | | | | | | | | | |
| | Department (Primary) | Related Plans | Budget | Priority | Timeline FY 2017/2018 | | | | | | | | | | | |
| | Fire Department | <ul style="list-style-type: none"> Fire Vehicle Replacement Schedule | \$800,000 | | Dates | Q1 | | Q2 | | Q3 | | Q4 | | | | |
| | Department (Secondary) | | | | | A | M | J | J | A | S | O | N | D | J | F |
| N/A | | | | | | | | | | | | | | | | |
| 3. | Project Name: Public Works Fleet Replacement | Project Description 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. | | | | | | | | | | | | | | |
| | Department (Primary) | Related Plans | Budget | Priority | Timeline FY 2017/2018 | | | | | | | | | | | |
| | Public Works | <ul style="list-style-type: none"> Vehicle Replacement Schedule | \$56,000 | | Dates | Q1 | | Q2 | | Q3 | | Q4 | | | | |
| | Department (Secondary) | | | | | A | M | J | J | A | S | O | N | D | J | F |
| N/A | | | | | | | | | | | | | | | | |
| 4. | Project Name: Gaspereau Avenue Storm Sewer Upgrade (Willow to Civic 94) | Project Description The purpose is to rehabilitate 180 metres of storm sewer on Gaspereau Ave beginning at Willow Ave and heading south up Gaspereau Ave with the associated site restoration. | | | | | | | | | | | | | | |
| | Department (Primary) | Related Plans | Budget | Priority | Timeline FY 2017/2018 | | | | | | | | | | | |
| | Public Works | <ul style="list-style-type: none"> Repair History Field Inspections | \$250,000 | | Dates | Q1 | | Q2 | | Q3 | | Q4 | | | | |
| | Department (Secondary) | | | | | A | M | J | J | A | S | O | N | D | J | F |
| N/A | | | | | | | | | | | | | | | | |

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|---------|--|---|--------------------------|-----------------|------------------------------|-----------|----------|-----------|----------|-----------|----------|-----------|----------|----------|----------|----------|
| 5. | Project Name: Kent Avenue (Main to Queen) | Project Description The purpose is to rehabilitate 350 metres of Kent Ave with all new infrastructure installed between Main Street and Queen Street. | | | | | | | | | | | | | | |
| | Department (Primary) | Related Plans | Budget | Priority | Timeline FY 2017/2018 | | | | | | | | | | | |
| | Public Works | <ul style="list-style-type: none"> Pavement Condition Survey (2015) | \$1,260,000 ¹ | | Dates | Q1 | | Q2 | | Q3 | | Q4 | | | | |
| | Department (Secondary) | | | | | A | M | J | J | A | S | O | N | D | J | F |
| N/A | | | | | | | | | | | | | | | | |
| 6. | Project Name: Blomidon Terrace Sidewalk | Project Description The purpose is determine the solution for a safe, affordable and practical sidewalk on Blomidon Terrace | | | | | | | | | | | | | | |
| | Department (Primary) | Related Plans | Budget | Priority | Timeline FY 2016/2017 | | | | | | | | | | | |
| | Public Works | <ul style="list-style-type: none"> Sustainable Transportation Plan (2014) | \$100,000 | | Dates | Q1 | | Q2 | | Q3 | | Q4 | | | | |
| | Department (Secondary) | | | | | A | M | J | J | A | S | O | N | D | J | F |
| N/A | | | | | | | | | | | | | | | | |
| 7. | Project Name: Asset Management Plan | Project Description The Asset Management Plan is carried forward from 2017/18 and will be developed to assist staff in managing all Town owned infrastructure including water, wastewater, buildings, parks and streets over the lifecycle of the assets in the most cost effective manner to provide a predetermined level of service. | | | | | | | | | | | | | | |
| | Department (Primary) | Related Plans | Budget | Priority | Timeline FY 2017/2018 | | | | | | | | | | | |
| | Public Works | <ul style="list-style-type: none"> Capital Investment Plan Pavement Condition Survey (2015) Facilities Condition Assessment Fiscal Sustainability Task Force | \$20,000 | | Dates | Q1 | | Q2 | | Q3 | | Q4 | | | | |
| | Department (Secondary) | | | | | A | M | J | J | A | S | O | N | D | J | F |
| Finance | | | | | | | | | | | | | | | | |
| 8. | Project Name: Shoreline Protection | Project Description The purpose of this project is to supply and install shoreline protection along approximately 130 metres of shoreline in Waterfront Park to protect the park and park infrastructure from erosion | | | | | | | | | | | | | | |
| | Department (Primary) | Related Plans | Budget | Priority | Timeline FY 2017/2018 | | | | | | | | | | | |
| | Public Works | <ul style="list-style-type: none"> Waterfront Upgrades – Wharf Inspection Report (2016) Operational Reports | \$50,000 | | Dates | Q1 | | Q2 | | Q3 | | Q4 | | | | |
| | Department (Secondary) | | | | | A | M | J | J | A | S | O | N | D | J | F |
| N/A | | | | | | | | | | | | | | | | |

¹ 25% charged to water utility

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|-----------------------|--|---|---------------|-----------------|------------------------------|----|---|----|---|----|---|----|---|
| 9. | Project Name: Wastewater Upgrades & Design | Project Description To upgrade the effluent treatment system to meet the applicable federal and provisional regulations that govern the operation of the wastewater collection and treatment facilities. As well, as to begin design for the expansion of the wastewater collection and treatment facility. | | | | | | | | | | | |
| | Department (Primary) | Related Plans | Budget | Priority | Timeline FY 2017/2018 | | | | | | | | |
| | Public Works | <ul style="list-style-type: none"> Approval No 2009-066087 Wolfville Sewage Treatment Plant Approval No 2009 -066087-R01 Wolfville Sewage Treatment Plant Inflow/Infiltration Investigation Canada wide Strategy for the Management of Municipal Wastewater Effluent Municipal Climate Change Adaptation Plan (2013) CBCI Memorandum, February 2017 | \$190,000 | | Dates | Q1 | | Q2 | | Q3 | | Q4 | |
| | Department (Secondary) | | | | | A | M | J | J | A | S | O | N |
| N/A | | | | | | | | | | | | | |
| 10. | Project Name: West End Gateway – Clock Park Lighting | Project Description To install decorative lighting in Clock Park along Main Street and Elm Avenue. | | | | | | | | | | | |
| | Department (Primary) | Related Plans | Budget | Priority | Timeline FY 2017/2018 | | | | | | | | |
| | Public Works | <ul style="list-style-type: none"> Downtown Development Plan (2014) | \$50,000 | | Dates | Q1 | | Q2 | | Q3 | | Q4 | |
| | Department (Secondary) | | | | | A | M | J | J | A | S | O | N |
| Community Development | | | | | | | | | | | | | |
| 11. | Project Name: East End Gateway – Trailhead & Other Upgrades | Project Description The East End Gateway will announce and articulate the arrival into Wolfville’s Downtown. The gateway will involve the design and construction of a number of elements that create a sense of arrival, provide community space, and support Wolfville as a tourist destination. Year 2 (2018/19) of the project includes installation of the Harvest Moon Trailhead. | | | | | | | | | | | |
| | Department (Primary) | Related Plans | Budget | Priority | Timeline FY 2017/2018 | | | | | | | | |
| | Community Development | <ul style="list-style-type: none"> Downtown Development Plan (2014) East End Gateway Master Plan (2018) | \$70,000 | | Dates | Q1 | | Q2 | | Q3 | | Q4 | |
| | Department (Secondary) | | | | | A | M | J | J | A | S | O | N |
| Public Works | | | | | | | | | | | | | |

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|----------------------|---|--|---------------|-----------------|------------------------------|-----------|----------|-----------|----------|-----------|----------|-----------|----------|----------|----------|----------|
| 12. | Project Name: Evangeline Park | Project Description To create and implement a park plan to increase the useable area of Evangeline Park and install new equipment/infrastructure. This is a carry over from 2017/18. To complete the project a natural play structure, including climbing wall, slide and log/boulder play areas will be installed, as well as a picnic tables, benches and new fencing. | | | | | | | | | | | | | | |
| | Department (Primary) | Related Plans | Budget | Priority | Timeline FY 2018/2018 | | | | | | | | | | | |
| | Community Development | <ul style="list-style-type: none"> Parks and Open Space Master Plan (2012) | \$35,000 | | Dates | Q1 | | Q2 | | Q3 | | Q4 | | | | |
| | Department (Secondary) | | | | | A | M | J | J | A | S | O | N | D | J | F |
| Public Works & Parks | | | | | | | | | | | | | | | | |
| 13. | Project Name: Nature Preserve Dams | Project Description Town Council moved in April of 2016 that staff be directed to begin the planning process for decommissioning the two dams at the Nature Preserve property and the work be considered as part of the 10-Year Capital Investment Plan. | | | | | | | | | | | | | | |
| | Department (Primary) | Related Plans | Budget | Priority | Timeline FY 2017/2018 | | | | | | | | | | | |
| | Public Works | <ul style="list-style-type: none"> Nova Scotia Nature Trust Conservation Easement Mitchelmore Engineering Company - Dam Inspection and Work Plan Mitchelmore Engineering Company - Dam Repairs, Concrete Dam Mitchelmore Engineering Company - Decommissioning Work Plan | \$100,000 | | Dates | Q1 | | Q2 | | Q3 | | Q4 | | | | |
| | Department (Secondary) | | | | | A | M | J | J | A | S | O | N | D | J | F |
| N/A | | | | | | | | | | | | | | | | |
| 14. | Project Name: Tennis Courts Resurface | Project Description To assess the condition of the Town's tennis court facilities and implement necessary remediation. | | | | | | | | | | | | | | |
| | Department (Primary) | Related Plans/Reports | Budget | Priority | Timeline FY 2017/2018 | | | | | | | | | | | |
| | Community Development | <ul style="list-style-type: none"> Parks and Open Space Master Plan (2012) | \$50,000 | | Dates | Q1 | | Q2 | | Q3 | | Q4 | | | | |
| | Department (Secondary) | | | | | A | M | J | J | A | S | O | N | D | J | F |
| Public Works & Parks | | | | | | | | | | | | | | | | |

10-Year Capital Investment Plan Years 2, 3 & 4

| Fiscal Year 2019/20 Year 2 | Fiscal Year 2020/2021 Year 3 | Fiscal Year 2021/22 Year 4 |
|---|---------------------------------|--------------------------------------|
| Public Works Fleet Replacement | IT Server Upgrades | Public Works Fleet Replacement |
| Seaview Drive | Public Works Fleet Replacement | Highland Avenue (Prospect to Bay) |
| Westwood (Main to Irving Centre) | Dale Street (Sherwood to End) | Pleasant Street (Sherwood to Huron) |
| Decorative Lights on Elm Avenue | Flood Mitigation | Decorative Lights (Locust to Willow) |
| Traffic Lights at Gaspereau and Main | Sewer Treatment Plant Expansion | Future Park Improvements |
| Shoreline Protection | Splash Pad/Water Feature | |
| Flood Risk Mitigation | West End Parkland & Trail | |
| Storm Water Management Plan | | |
| Sewer Treatment Plant Expansion Design Continued | | |
| East End Gateway – Harvest Moon Trailhead Continued | | |
| East End Gateway – Visitor Information Centre | | |
| East End Gateway – Other Upgrades including Willow Park | | |
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2019/20 Capital Investment Plan (Year 2)

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|-----|--|---|---------------|-----------------|------------------------------|----|---|----|---|----|---|----|---|---|---|---|
| 1. | Project Name: Public Works Fleet Replacement | Project Description 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 services mandated | | | | | | | | | | | | | | |
| | Department (Primary) | Related Plans | Budget | Priority | Timeline FY 2019/2020 | | | | | | | | | | | |
| | Public Works | <ul style="list-style-type: none"> Vehicle Replacement Schedule | \$126,500 | | Dates | Q1 | | Q2 | | Q3 | | Q4 | | | | |
| | Department (Secondary) | | | | | A | M | J | J | A | S | O | N | D | J | F |
| N/A | | | | | | | | | | | | | | | | |
| 2. | Project Name: Seaview Avenue | Project Description The purpose of the project is to rehabilitate 185 m of Seaview Avenue, including replacing underground infrastructure. | | | | | | | | | | | | | | |
| | Department (Primary) | Related Plans | Budget | Priority | Timeline FY 2019/2020 | | | | | | | | | | | |
| | Public Works | <ul style="list-style-type: none"> Pavement Condition Survey (2015) | \$665,000 | | Dates | Q1 | | Q2 | | Q3 | | Q4 | | | | |
| | Department (Secondary) | | | | | A | M | J | J | A | S | O | N | D | J | F |
| N/A | | | | | | | | | | | | | | | | |
| 3. | Project Name: Westwood Avenue (Main to Irving Centre) | Project Description The purpose of the project is to rehabilitate 350 m of street from Main Street to the K.C. Irving Centre, including underground infrastructure. | | | | | | | | | | | | | | |
| | Department (Primary) | Related Plans | Budget | Priority | Timeline FY 2018/2019 | | | | | | | | | | | |
| | Public Works | <ul style="list-style-type: none"> Downtown Development Plan (2014) | \$1,260,000 | | Dates | Q1 | | Q2 | | Q3 | | Q4 | | | | |
| | Department (Secondary) | | | | | A | M | J | J | A | S | O | N | D | J | F |
| N/A | | | | | | | | | | | | | | | | |
| 4. | Project Name: Decorative Lights – Elm Avenue | Project Description The purpose of the project is to install decorative lights on Elm Avenue to continue the aesthetics of the downtown. | | | | | | | | | | | | | | |
| | Department (Primary) | Related Plans | Budget | Priority | Timeline FY 2018/2019 | | | | | | | | | | | |
| | Public Works | <ul style="list-style-type: none"> Downtown Development Plan (2014) | \$75,000 | | Dates | Q1 | | Q2 | | Q3 | | Q4 | | | | |
| | Department (Secondary) | | | | | A | M | J | J | A | S | O | N | D | J | F |
| N/A | | | | | | | | | | | | | | | | |

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|----------|--|---|---------------|-----------------|------------------------------|----|---|----|---|----|---|----|---|---|---|---|
| 5. | Project Name: Traffic Lights at Gaspereau and Main | Project Description The purpose of the project is to install traffic lights at the intersection of Main Street and Gaspereau Avenue as per the recommendation in the Wolfville Downtown Core Traffic Study. | | | | | | | | | | | | | | |
| | Department (Primary) | Related Plans | Budget | Priority | Timeline FY 2018/2019 | | | | | | | | | | | |
| | Public Works | <ul style="list-style-type: none"> Wolfville Downtown Core Traffic Study (2016) | \$200,000 | | Dates | Q1 | | Q2 | | Q3 | | Q4 | | | | |
| | Department (Secondary) | | | | | A | M | J | J | A | S | O | N | D | J | F |
| N/A | | | | | | | | | | | | | | | | |
| 6. | Project Name: Shoreline Protection | Project Description The purpose of this project is to supply and install shoreline protection along approximately 130 metres of shoreline in Waterfront Park to protect the park and park infrastructure from erosion | | | | | | | | | | | | | | |
| | Department (Primary) | Related Plans | Budget | Priority | Timeline FY 2019/2020 | | | | | | | | | | | |
| | Public Works | <ul style="list-style-type: none"> Waterfront Upgrades – Wharf Inspection Report (2016) Operational Reports | \$250,000 | | Dates | Q1 | | Q2 | | Q3 | | Q4 | | | | |
| | Department (Secondary) | | | | | A | M | J | J | A | S | O | N | D | J | F |
| N/A | | | | | | | | | | | | | | | | |
| 7. | Project Name: Flood Risk Mitigation | Project Description The purpose of the project is identify and implement flood risk mitigation initiatives. | | | | | | | | | | | | | | |
| | Department (Primary) | Related Plans | Budget | Priority | Timeline FY 2019/2020 | | | | | | | | | | | |
| | Public Works | <ul style="list-style-type: none"> | \$50,000 | | Dates | Q1 | | Q2 | | Q3 | | Q4 | | | | |
| | Department (Secondary) | | | | | A | M | J | J | A | S | O | N | D | J | F |
| Planning | | | | | | | | | | | | | | | | |
| 8. | Project Name: Storm Water Management Plan | Project Description The purpose of the project is to complete a Storm Water Management Plan for the Town. | | | | | | | | | | | | | | |
| | Department (Primary) | Related Plans | Budget | Priority | Timeline FY 2019/2020 | | | | | | | | | | | |
| | Public Works | <ul style="list-style-type: none"> | \$30,000 | | Dates | Q1 | | Q2 | | Q3 | | Q4 | | | | |
| | Department (Secondary) | | | | | A | M | J | J | A | S | O | N | D | J | F |
| Planning | | | | | | | | | | | | | | | | |

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|--------------|--|---|---------------|-----------------|------------------------------|-----------|----------|----------|-----------|----------|----------|-----------|----------|----------|-----------|----------|----------|
| 9. | Project Name: East End Gateway – Trail Head & VIC and Willow Park | Project Description The East End Gateway will announce and articulate the arrival into Wolfville’s Downtown. The gateway will involve the design and construction of a number of elements that create a sense of arrival, provide community space, and support Wolfville as a tourist destination. In 2019/20 the projects include completion of the Trail Head at the NSPI parking lot highlighting the Harvest Moon Destination Trail with supplementary Wolfville information, upgrades to Willow Park and replacing the Visitor Information Centre. | | | | | | | | | | | | | | | |
| | Department (Primary) | Related Plans | Budget | Priority | Timeline FY 2017/2018 | | | | | | | | | | | | |
| | Community Development | <ul style="list-style-type: none"> Downtown Development Plan (2014) | \$625,000 | | Dates | Q1 | | | Q2 | | | Q3 | | | Q4 | | |
| | Department (Secondary) | | | | | A | M | J | J | A | S | O | N | D | J | F | M |
| Public Works | | | | | | | | | | | | | | | | | |

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2020/21 Capital Investment Plan (Year 3)

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|----------|---|---|---------------|-----------------|------------------------------|-----------|----------|----------|-----------|----------|----------|-----------|----------|----------|-----------|----------|----------|
| 1. | Project Name: IT – Infrastructure Upgrades | Project Description The Town’s IT servers are on a replacement schedule of every six years. | | | | | | | | | | | | | | | |
| | Department (Primary) | Related Plans | Budget | Priority | Timeline FY 2019/2020 | | | | | | | | | | | | |
| | Corporate Services | • | \$15,000 | | Dates | Q1 | | | Q2 | | | Q3 | | | Q4 | | |
| | Department (Secondary) | | | | | A | M | J | J | A | S | O | N | D | J | F | M |
| N/A | | | | | | | | | | | | | | | | | |
| 2. | Project Name: PW – Fleet Replacement | Project Description 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 services mandated | | | | | | | | | | | | | | | |
| | Department (Primary) | Related Plans | Budget | Priority | Timeline FY 2019/2020 | | | | | | | | | | | | |
| | Public Works | • Vehicle Replacement Schedule | \$337,200 | | Dates | Q1 | | | Q2 | | | Q3 | | | Q4 | | |
| | Department (Secondary) | | | | | A | M | J | J | A | S | O | N | D | J | F | M |
| N/A | | | | | | | | | | | | | | | | | |
| 4. | Project Name: Dale Street (Sherwood to end) | Project Description The purpose of the project is to rehabilitate 120 m of street. | | | | | | | | | | | | | | | |
| | Department (Primary) | Related Plans | Budget | Priority | Timeline FY 2019/2020 | | | | | | | | | | | | |
| | Public Works | • | \$290,000 | | Dates | Q1 | | | Q2 | | | Q3 | | | Q4 | | |
| | Department (Secondary) | | | | | A | M | J | J | A | S | O | N | D | J | F | M |
| N/A | | | | | | | | | | | | | | | | | |
| 5. | Project Name: Flood Risk Mitigation | Project Description The purpose of the project is to identify and implement flood risk mitigation initiatives. | | | | | | | | | | | | | | | |
| | Department (Primary) | Related Plans | Budget | Priority | Timeline FY 2019/2020 | | | | | | | | | | | | |
| | Public Works | • | \$50,000 | | Dates | Q1 | | | Q2 | | | Q3 | | | Q4 | | |
| | Department (Secondary) | | | | | A | M | J | J | A | S | O | N | D | J | F | M |
| Planning | | | | | | | | | | | | | | | | | |

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|-----|--|---|---------------|-----------------|------------------------------|-----------|----------|----------|-----------|----------|----------|-----------|----------|----------|-----------|----------|----------|
| 6. | Project Name: Sewer Treatment Plant Expansion | Project Description The purpose of this project is to construct the expansion of the Sewer Treatment Plant in accordance with the design from 2018/19 to build capacity for future growth in the Town. | | | | | | | | | | | | | | | |
| | Department (Primary) | Related Plans | Budget | Priority | Timeline FY 2019/2020 | | | | | | | | | | | | |
| | Public Works | • | \$1,500,000 | | Dates | Q1 | | | Q2 | | | Q3 | | | Q4 | | |
| | Department (Secondary) | | | | | A | M | J | J | A | S | O | N | D | J | F | M |
| N/A | | | | | | | | | | | | | | | | | |
| 6. | Project Name: East End Gateway – Splash Pad/Water Feature | Project Description The East End Gateway will announce and articulate the arrival into Wolfville’s Downtown. The gateway will involve the design and construction of a number of elements that create a sense of arrival, provide community space, and support Wolfville as a tourist destination. In 2020/21, the project will include installation of a Splash Pad/Water Feature. | | | | | | | | | | | | | | | |
| | Department (Primary) | Related Plans | Budget | Priority | Timeline FY 2019/2020 | | | | | | | | | | | | |
| | Community Development | • Downtown Development Plan (2014) | \$100,000 | | Dates | Q1 | | | Q2 | | | Q3 | | | Q4 | | |
| | Department (Secondary) | | | | | A | M | J | J | A | S | O | N | D | J | F | M |
| N/A | | | | | | | | | | | | | | | | | |
| 7. | Project Name: West End Parkland & Trail | Project Description The purpose of this project is develop a neighbourhood park and trails in the west end. | | | | | | | | | | | | | | | |
| | Department (Primary) | Related Plans | Budget | Priority | Timeline FY 2019/2020 | | | | | | | | | | | | |
| | Community Development | • | \$100,000 | | Dates | Q1 | | | Q2 | | | Q3 | | | Q4 | | |
| | Department (Secondary) | | | | | A | M | J | J | A | S | O | N | D | J | F | M |
| N/A | | | | | | | | | | | | | | | | | |

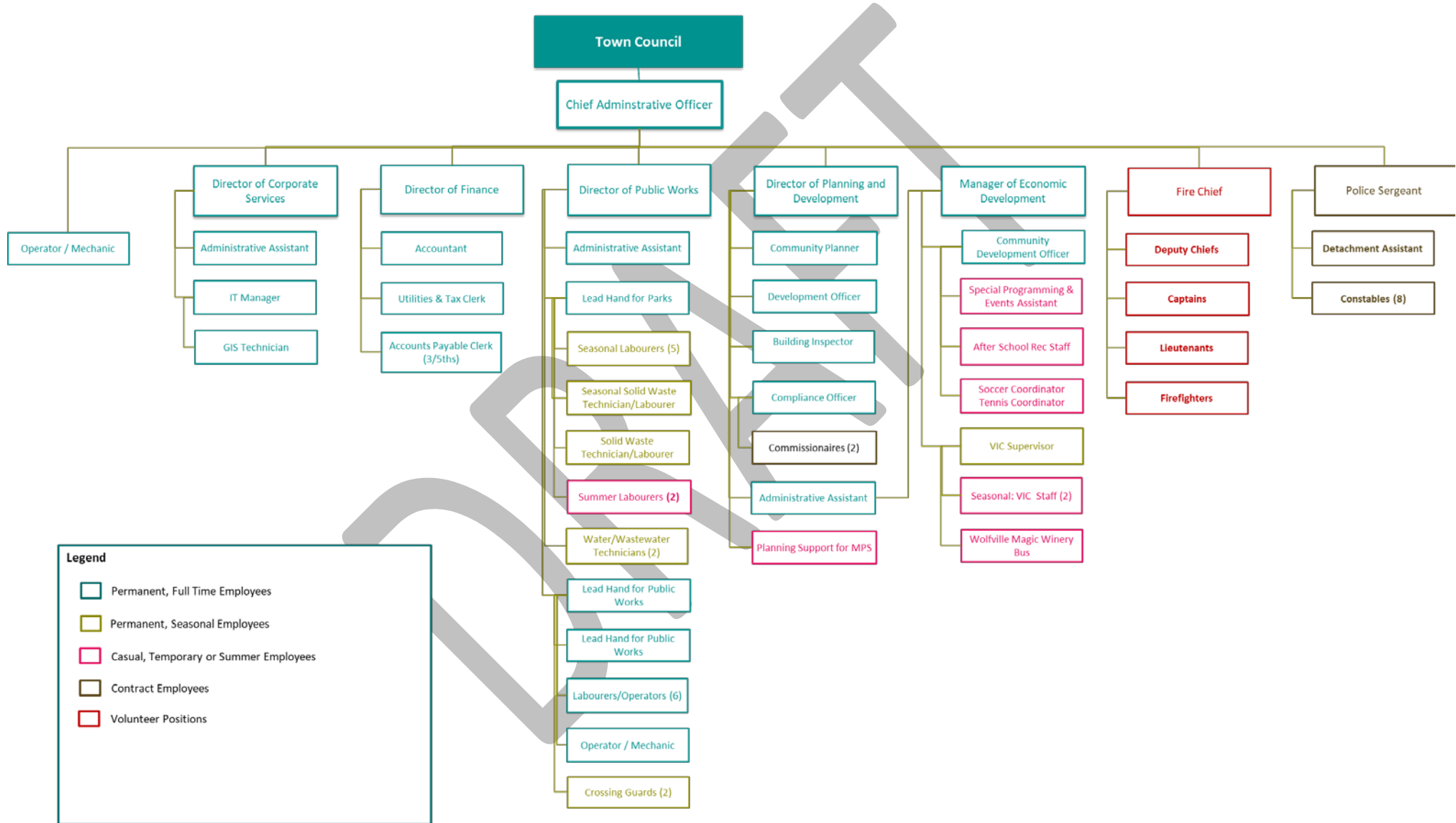
2019/20 Capital Investment Plan (Year 2)

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|-----|---|--|---------------|-----------------|------------------------------|----|---|----|---|----|---|----|---|---|---|---|
| 1. | Project Name: Public Works Fleet Replacement | Project Description 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 | | | | | | | | | | | | | | |
| | Department (Primary) | Related Plans | Budget | Priority | Timeline FY 2018/2019 | | | | | | | | | | | |
| | Public Works | <ul style="list-style-type: none"> Vehicle Replacement Schedule | \$57,400 | | Dates | Q1 | | Q2 | | Q3 | | Q4 | | | | |
| | Department (Secondary) | | | | | A | M | J | J | A | S | O | N | D | J | F |
| N/A | | | | | | | | | | | | | | | | |
| 2. | Project Name: Highland (Prospect to Bay) | Project Description The purpose of the project is to rehabilitate 185 m of street, including replacing the storm water pipe. | | | | | | | | | | | | | | |
| | Department (Primary) | Related Plans | Budget | Priority | Timeline FY 2018/2019 | | | | | | | | | | | |
| | Public Works | <ul style="list-style-type: none"> Pavement Condition Survey (2015) | \$900,000 | | Dates | Q1 | | Q2 | | Q3 | | Q4 | | | | |
| | Department (Secondary) | | | | | A | M | J | J | A | S | O | N | D | J | F |
| N/A | | | | | | | | | | | | | | | | |
| 3. | Project Name: Pleasant (Sherwood to Huron) | Project Description The purpose of the project is to rehabilitate 185 m of street, including all underground infrastructure. | | | | | | | | | | | | | | |
| | Department (Primary) | Related Plans | Budget | Priority | Timeline FY 2018/2019 | | | | | | | | | | | |
| | Public Works | <ul style="list-style-type: none"> Pavement Condition Survey (2015) | \$648,000 | | Dates | Q1 | | Q2 | | Q3 | | Q4 | | | | |
| | Department (Secondary) | | | | | A | M | J | J | A | S | O | N | D | J | F |
| N/A | | | | | | | | | | | | | | | | |
| 4. | Project Name: Decorative Lights (Locust to Willow) | Project Description The purpose of this project is install decorative lights on Main Street from Locust to the start of the East End Gateway to tie the East End into the downtown. | | | | | | | | | | | | | | |
| | Department (Primary) | Related Plans | Budget | Priority | Timeline FY 2018/2019 | | | | | | | | | | | |
| | Public Works | <ul style="list-style-type: none"> Imagine the Downtown (2014) East End Gateway Master Plan (2018) | \$200,000 | | Dates | Q1 | | Q2 | | Q3 | | Q4 | | | | |
| | Department (Secondary) | | | | | A | M | J | J | A | S | O | N | D | J | F |
| N/A | | | | | | | | | | | | | | | | |

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|----|--|--|---------------|-----------------|------------------------------|-----------|----------|-----------|----------|-----------|----------|-----------|----------|----------|----------|----------|----------|
| 4. | Project Name: Future Parks Improvements | Project Description The purpose of this project is a placeholder for future parkland improvements that will be identified at a later date. | | | | | | | | | | | | | | | |
| | Department (Primary) | Related Plans | Budget | Priority | Timeline FY 2018/2019 | | | | | | | | | | | | |
| | Community Development | <ul style="list-style-type: none"> Parks & Open Space Master Plan (2012) | \$50,000 | | Dates | Q1 | | Q2 | | Q3 | | Q4 | | | | | |
| | Department (Secondary) | | | | | A | M | J | J | A | S | O | N | D | J | F | M |
| | Public Works | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | |

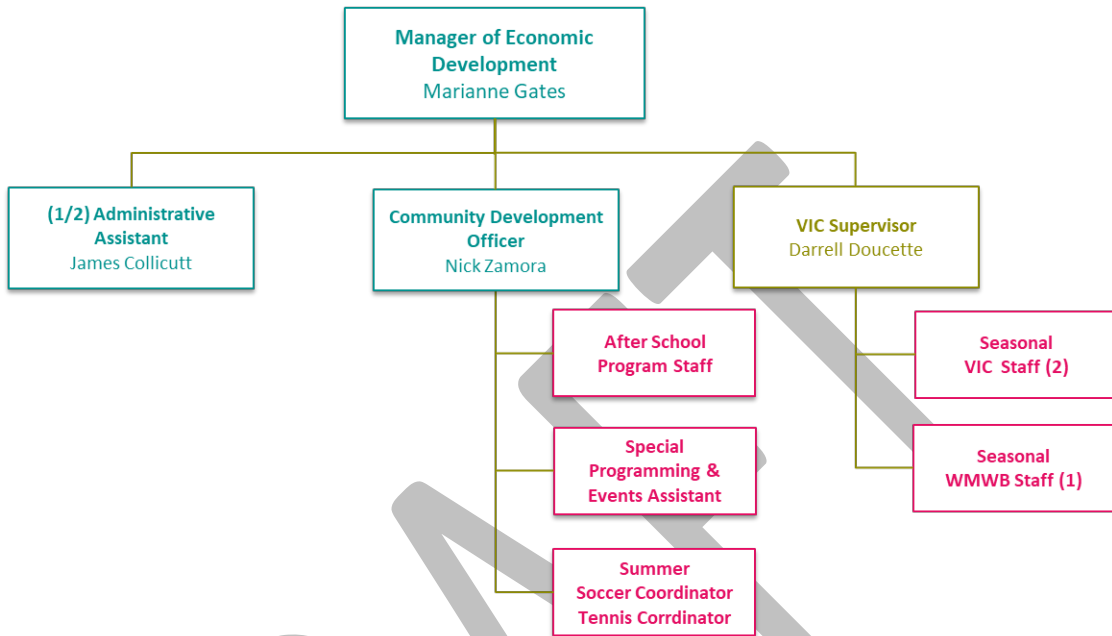
DRAFT

2017/18 Organizational Chart

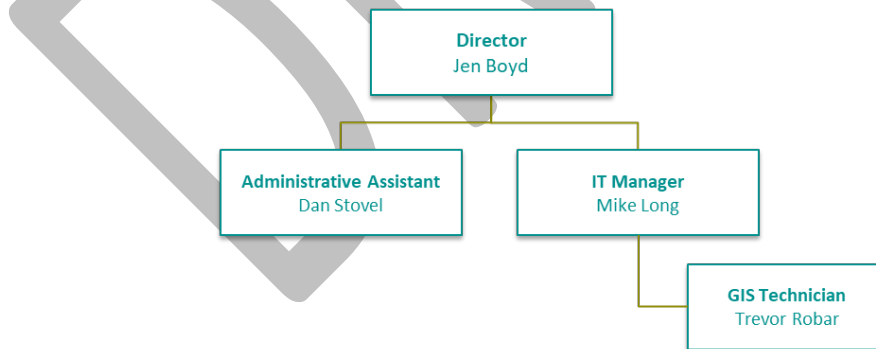


Organizational Charts by Departments

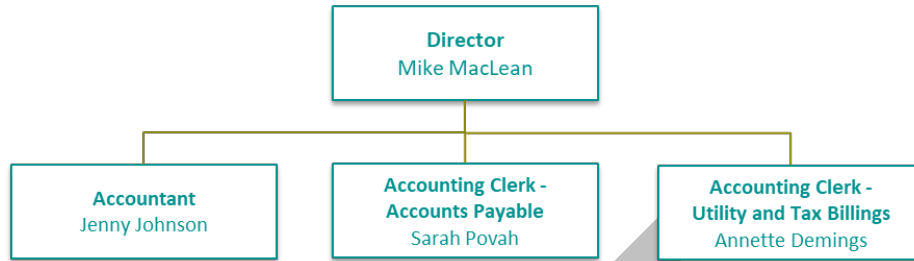
Community Development



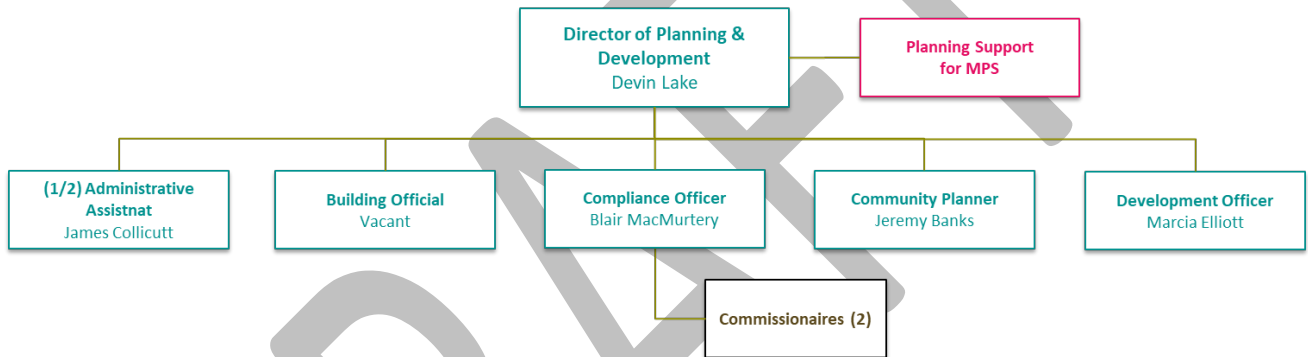
Corporate Services



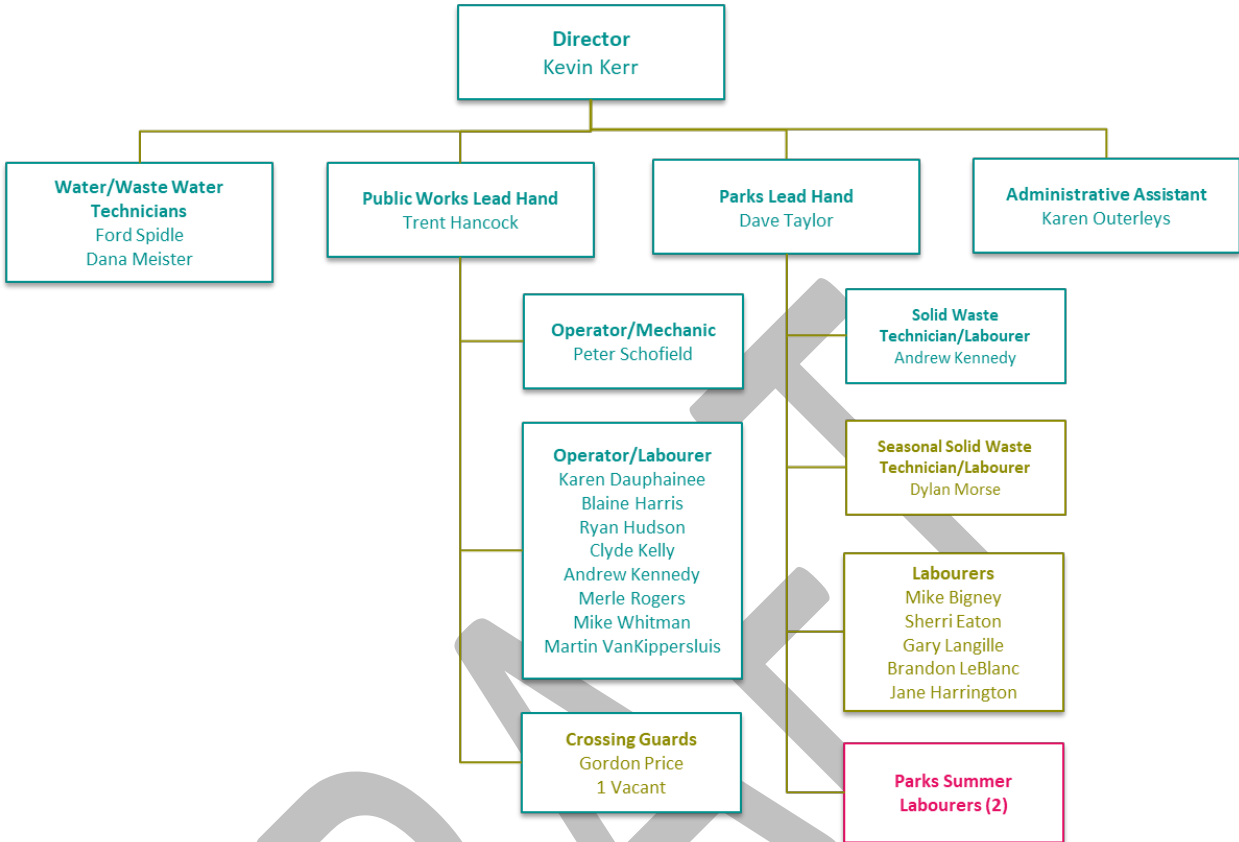
Finance



Planning & Development



Public Works



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OPERATING & CAPITAL DRAFT BUDGET V3

TOWN OF WOLFVILLE

FISCAL 2018/19

March 6th Committee Of The Whole



A cultivated experience for the mind, body, and soil

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Town Operating Budget

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Town of Wolfville
2018/19 Operating Budget - DRAFT V3
All Divisions

Indicates Change from V2 to V3

Indicates Change from V1 to V2

| | 2018/19 | 2017/18 | | 2016/17 | |
|---------------------------------------|-------------------|-------------------|------------------|------------------|------------------|
| | Budget | Forecast/Actual | Budget | Actual | Budget |
| REVENUES | | | | | |
| Taxes and grants in lieu of taxes | \$ 8,814,500 | \$ 8,718,700 | \$ 8,598,500 | \$ 8,404,298 | \$ 8,325,700 |
| Sale of service/cost recoveries | 801,300 | 804,200 | 800,200 | 802,183 | 807,700 |
| Sewer Rates | 411,000 | 394,000 | 403,000 | 349,400 | 375,000 |
| Provincial, Federal & other grants | 91,700 | 123,900 | 95,400 | 166,367 | 82,100 |
| | 10,118,500 | 10,040,800 | 9,897,100 | 9,722,248 | 9,590,500 |
| EXPENSES | | | | | |
| Salary and wages | 1,913,700 | 1,703,100 | 1,796,800 | 1,738,001 | 1,724,800 |
| Employee Benefits | 376,800 | 392,100 | 340,600 | 384,031 | 316,800 |
| Seasonal/Term Wages | 340,200 | 318,100 | 304,000 | 278,576 | 321,400 |
| Employee Benefits Seasonal wag | 56,200 | 1,100 | 53,200 | 850 | 55,000 |
| Meetings, Meals and Travel | 21,100 | 14,300 | 24,300 | 24,679 | 28,900 |
| Professional Development | 88,600 | 66,900 | 78,600 | 49,607 | 79,000 |
| Membership Dues & Fees | 20,500 | 16,900 | 20,600 | 17,042 | 17,600 |
| Advertising | 37,400 | 25,700 | 28,900 | 15,581 | 22,000 |
| Telecommunications | 41,600 | 42,300 | 58,100 | 54,324 | 58,000 |
| Office Expense | 69,000 | 66,200 | 67,900 | 51,278 | 32,400 |
| Legal | 55,200 | 56,400 | 50,200 | 77,412 | 60,200 |
| Insurance | 80,800 | 87,000 | 65,400 | 63,289 | 55,400 |
| Marketing and Communications | 2,000 | 10,200 | 10,500 | 4,116 | 19,600 |
| Audit | 16,000 | 15,000 | 13,500 | 12,475 | 18,000 |
| Stipends & Honorariums | 183,300 | 180,800 | 181,200 | 146,864 | 159,600 |
| Miscellaneous | 1,500 | 2,900 | 1,500 | 6,612 | 2,500 |
| Heat | 25,800 | 25,000 | 25,300 | 18,502 | 25,300 |
| Utilities | 126,400 | 124,200 | 136,500 | 111,430 | 168,200 |
| Repairs and Maintenance | 85,700 | 55,700 | 76,300 | 53,029 | 67,700 |
| Vehicle Fuel | 50,200 | 36,800 | 50,900 | 44,601 | 50,700 |
| Vehicle Repairs & Maintenance | 121,800 | 116,000 | 117,900 | 125,815 | 106,800 |
| Vehicle Insurance | 10,100 | 10,100 | 11,500 | 9,510 | 11,800 |
| Operational Equip & Supplies | 499,900 | 488,700 | 491,000 | 496,607 | 457,200 |
| Equipment Maintenance | 10,000 | 9,100 | 12,000 | 17,752 | 10,000 |
| Program Expenditures | 63,100 | 46,800 | 46,400 | 31,960 | 39,400 |
| Contracted Services | 2,468,900 | 2,546,600 | 2,570,200 | 2,480,966 | 2,439,500 |
| Grants to Organizations | 128,400 | 128,500 | 133,400 | 171,819 | 89,800 |
| Licenses and Permits | 3,300 | 3,300 | 3,300 | 3,123 | 3,300 |
| Tax Exemptions | 104,600 | 77,100 | 78,000 | 73,903 | 75,200 |
| Election | - | - | - | 15,633 | 25,000 |
| Partner Contributions | 1,769,700 | 1,666,400 | 1,652,600 | 1,582,979 | 1,587,000 |
| Other debt charges | 10,000 | 11,700 | 10,000 | 12,973 | 10,000 |
| Doubtful accounts allowance | 2,500 | 2,500 | 2,500 | 3,500 | 2,500 |
| | 8,784,300 | 8,347,500 | 8,513,100 | 8,180,994 | 8,156,300 |
| Net Operational Surplus (Deficit) | 1,334,200 | 1,693,300 | 1,384,000 | 1,541,254 | 1,434,200 |
| Capital Program & Reserves | | | | | |
| Principal Debenture Repayments | 537,000 | | 507,600 | 421,100 | 436,700 |
| Debenture interest | 144,500 | | 142,100 | 122,820 | 106,800 |
| Principal/Interest Future Debt | | | | | |
| Transfer to Operating Reserves | 5,000 | | 5,000 | 5,000 | 5,000 |
| Transfer to Capital Reserves | 719,800 | | 735,700 | 841,900 | 841,900 |
| Transfer to Cap Reserve - Fire Equip | 179,000 | | 179,000 | 160,000 | 160,000 |
| Transfer to Capital Fund | | | | | - |
| Transfer from Operating Reserves | (251,100) | | (185,400) | (116,200) | (116,200) |
| | 1,334,200 | - | 1,384,000 | 1,434,620 | 1,434,200 |
| Net Surplus (Deficit) | \$ - | \$ 1,693,300 | \$ - | \$ 106,634 | \$ - |

Town of Wolfville
Operating Budget ~ Tax Revenue Requirement Draft Presentation
2018/19 Operating Budget - DRAFT V3

| | BUDGET | | |
|---|-------------------------------|------------------------------|-----------------------------|
| | Current Yr 2018/19 | Required Increase | Prior Yr 2017/18 |
| <i>Total to be funded by Property Tax Rates</i> | 6,955,000 | 175,700 | 6,779,300 |
| | | 2.59% | |

| | Budget 2018/19 | \$ Increase | Budget 2017/18 |
|----------------------------------|---------------------------|--------------------|---------------------------|
| RESULTING TAXES | | | |
| Residential ~ No Change to Rate | 1.460 | 5,738,300 | 116,500 |
| Resource | 1.460 | 10,200 | (100) |
| Subtotal from residential sector | 5,748,500 | 116,400 | 10,300 |
| | | 2.07% | |
| Commercial | 3.570 | 1,206,500 | 59,300 |
| Subtotal from commercial sector | 1,206,500 | 59,300 | 1,147,200 |
| | | 5.17% | |
| TOTAL | 6,955,000 | 175,700 | 6,779,300 |
| | | 2.59% | |
| Revenue surplus (shortfall) | \$0 | | \$0 |
| Overall Increase in Tax Revenue | | 2.59% | |

Tax Rate Change Assumption

| | | |
|---------------------------------|-------|-------|
| Residential ~ No Change to Rate | 1.450 | 1.450 |
| Commercial | 3.560 | 3.560 |

BUDGETED TAXABLE ASSESSMENTS (net of allowance for appeals)

| | | |
|--------------|-------------|-------------|
| Residential | 393,034,300 | 387,709,400 |
| Commercial | 33,796,400 | 32,223,700 |
| Resource | 699,800 | 711,800 |
| TOTAL | 427,530,500 | 420,644,900 |
| | 101.637% | |

ASSESSMENTS

| | Per Roll (net of Cap) | Allowance For Appeals & Bus Closings & Adjustments | Expected Taxable Assessment |
|--------------|--------------------------|---|--------------------------------|
| Residential | 393,784,300 | (750,000) | 393,034,300 |
| Commercial | 33,796,400 | | 33,796,400 |
| Resource | 699,800 | - | 699,800 |
| TOTAL | 428,280,500 | (750,000) | 427,530,500 |

Town of Wolfville
2018/19 Operating Budget - DRAFT V3
General Government Division

| | <u>2018/19</u> | <u>2017/18</u> | | <u>2016/17</u> | |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|
| | Budget | Forecast/Act | Budget | Actual | Budget |
| REVENUES | | | | | |
| Residential & resource taxes | 5,748,500 | 5,638,000 | 5,632,100 | 5,452,770 | 5,474,200 |
| Commercial taxes | 1,266,000 | 1,217,900 | 1,206,700 | 1,208,629 | 1,190,500 |
| Deed Transfer Tax | 340,000 | 400,000 | 300,000 | 332,359 | 265,000 |
| Business development area rate | 100,000 | 100,600 | 100,000 | 40,582 | 39,500 |
| Grant in lieu of taxes | 980,000 | 987,300 | 979,700 | 977,380 | 976,500 |
| Kings County Fire Protection | 118,400 | 118,400 | 118,400 | 121,800 | 121,800 |
| Cost recoveries | 110,500 | 95,100 | 95,100 | 89,100 | 89,100 |
| Job Cost billings | - | 3,400 | 3,400 | - | 3,400 |
| Cost recoveries from Sewer Dept | 3,500 | - | - | - | - |
| Facility Rental | - | - | - | - | - |
| Land Leases | - | - | - | - | - |
| Interest on investments | 80,000 | 85,600 | 65,000 | 69,988 | 70,000 |
| Other revenues | 24,300 | 20,800 | 24,300 | 24,322 | 23,700 |
| Equilization Grant | 70,000 | 69,900 | 70,000 | 69,869 | 71,000 |
| Farm Acreage Grant | 1,100 | 1,100 | 1,100 | 1,136 | 1,100 |
| EMO 911 Cost Recovery | - | - | - | - | - |
| Employment grants | - | - | - | - | - |
| PNS conditional grants | - | - | - | 3,938 | - |
| Other conditional grants | - | - | - | - | - |
| | <u>8,842,300</u> | <u>8,738,100</u> | <u>8,595,800</u> | <u>8,391,873</u> | <u>8,325,800</u> |
| EXPENSES | | | | | |
| Salary and wages | 624,100 | 498,200 | 482,900 | 456,697 | 478,200 |
| Employee Benefits | 119,500 | 93,400 | 95,600 | 89,800 | 80,600 |
| Seasonal Wages | - | - | - | 14,096 | - |
| Employee Benefits Seasonal wag | - | - | - | - | - |
| Meetings, Meals and Travel | 8,100 | 5,400 | 8,800 | 9,830 | 12,300 |
| Professional Development | 73,600 | 60,900 | 63,600 | 38,839 | 63,200 |
| Membership Dues & Fees | 7,900 | 6,300 | 7,900 | 8,705 | 8,000 |
| Advertising | 7,900 | 6,000 | 7,900 | 8,128 | 8,300 |
| Telecommunications | 15,300 | 16,700 | 29,500 | 23,707 | 27,400 |
| Office Expense | 43,800 | 43,500 | 43,500 | 33,130 | 17,300 |
| Legal | 20,000 | 30,500 | 15,000 | 6,258 | 25,000 |
| Insurance | 74,400 | 80,200 | 59,000 | 57,595 | 49,000 |
| Marketing and Communications | - | - | - | 495 | 2,500 |
| Audit | 16,000 | 15,000 | 13,500 | 12,475 | 18,000 |
| Mayor and Council Remuneration | 144,900 | 142,400 | 143,000 | 111,791 | 124,500 |
| Miscellaneous | 1,500 | 2,800 | 1,500 | 6,304 | 1,600 |
| Heat | 12,000 | 14,200 | 12,000 | 9,070 | 12,000 |
| Utilities | 5,700 | 6,600 | 5,700 | 4,842 | 6,000 |
| Repairs and Maintenance | 16,700 | 7,200 | 16,700 | 9,799 | 16,700 |
| Operational Equip & Supplies | 69,100 | 49,700 | 80,400 | 73,155 | 103,800 |
| Program Expenditures | 10,000 | - | - | - | - |
| Contracted Services | 48,400 | 96,200 | 126,100 | 132,425 | 116,700 |
| Grants to Organizations | 45,500 | 55,000 | 60,500 | 80,000 | 17,000 |
| Tax Exemptions | 104,600 | 77,100 | 78,000 | 73,903 | 75,200 |
| Election | - | - | - | 15,633 | 25,000 |
| Other debt charges | 10,000 | 11,700 | 10,000 | 12,973 | 10,000 |
| Debenture interest | - | - | - | 1,117 | - |
| Doubtful accounts allowance | 2,500 | 2,500 | 2,500 | 3,500 | 2,500 |
| | <u>1,481,500</u> | <u>1,321,500</u> | <u>1,363,600</u> | <u>1,294,267</u> | <u>1,300,800</u> |
| Net Division Surplus (Deficit) | <u>\$ 7,360,800</u> | <u>\$ 7,416,600</u> | <u>\$ 7,232,200</u> | <u>\$ 7,097,606</u> | <u>\$ 7,025,000</u> |
| Reserve Funding | | | | | |
| Transfer from Operating Reserves & Accumulated Surplus | 55,000 | - | 11,100 | - | 25,000 |
| Net Surplus (Deficit) | <u>\$ 7,415,800</u> | <u>\$ 7,416,600</u> | <u>\$ 7,243,300</u> | <u>\$ 7,097,606</u> | <u>\$ 7,050,000</u> |

**Town of Wolfville
2018/19 Operating Budget - DRAFT V3
Protective Services Division**

| | <u>2018/19</u> | <u>2017/18</u> | | <u>2016/17</u> | |
|--------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| | Budget | Forecast/Act | Budget | Actual | Budget |
| REVENUES | | | | | |
| Fire Protection Rate | 380,000 | 374,900 | 380,000 | 392,578 | 380,000 |
| Kings County Fire Protection | 160,200 | 148,200 | 160,200 | 146,024 | 164,100 |
| License & fee revenue | 5,000 | 4,000 | 5,000 | 3,040 | 5,000 |
| Parking fines | 27,000 | 28,800 | 24,000 | 29,536 | 36,000 |
| Other fines | 8,600 | 10,700 | 9,100 | 7,315 | 10,000 |
| Miscellaneous | - | 10,300 | - | 3,664 | - |
| EMO 911 Cost Recovery | 1,600 | 1,600 | 1,600 | 1,853 | 1,600 |
| Other conditional grants | - | 7,500 | - | 7,500 | - |
| | <u>582,400</u> | <u>586,000</u> | <u>579,900</u> | <u>611,276</u> | <u>596,700</u> |
| EXPENSES | | | | | |
| Salary and wages | 142,800 | 137,600 | 134,800 | 130,725 | 131,700 |
| Employee Benefits | 23,800 | 23,700 | 19,800 | 22,164 | 18,200 |
| Seasonal Wages | 14,300 | 10,300 | 14,300 | 10,923 | 14,100 |
| Employee Benefits Seasonal wag | 1,500 | 1,100 | 1,500 | 850 | 1,500 |
| Meals and Travel | 2,200 | 2,200 | 2,500 | 1,760 | 2,500 |
| Professional Development | 15,000 | 6,000 | 15,000 | 10,768 | 15,000 |
| Membership Dues & Fees | 2,200 | 1,800 | 2,400 | 822 | 2,400 |
| Telecommunications | 11,100 | 10,300 | 10,400 | 9,985 | 10,900 |
| Office Expense | 2,500 | 1,800 | 2,500 | 569 | 2,500 |
| Legal | 10,200 | 10,100 | 10,200 | 12,058 | 10,200 |
| Insurance | 6,400 | 6,800 | 6,400 | 5,694 | 6,400 |
| Marketing and Communications | 2,000 | 2,300 | 2,000 | 255 | 1,000 |
| Honorariums | 38,400 | 38,400 | 38,200 | 35,073 | 35,100 |
| Heat | 4,800 | 5,500 | 4,800 | 3,887 | 4,800 |
| Utilities | 15,700 | 17,000 | 16,800 | 14,432 | 16,800 |
| Repairs and Maintenance | 19,400 | 11,800 | 19,500 | 12,260 | 19,500 |
| Vehicle Fuel | 6,000 | 4,500 | 7,600 | 5,988 | 6,900 |
| Vehicle Repairs & Maintenance | 40,500 | 46,500 | 47,400 | 42,057 | 35,500 |
| Vehicle Insurance | 4,900 | 4,800 | 4,300 | 4,495 | 4,600 |
| Operational Equip & Supplies | 66,500 | 67,100 | 69,400 | 73,088 | 69,400 |
| Equipment Maintenance | 10,000 | 9,100 | 12,000 | 17,752 | 10,000 |
| Contracted Services | 1,863,700 | 1,840,800 | 1,844,900 | 1,817,560 | 1,821,300 |
| Licenses and Permits | 1,800 | 1,800 | 1,800 | 1,711 | 1,800 |
| Debenture interest | 11,100 | 11,100 | 11,100 | 9,762 | 11,100 |
| | <u>2,316,800</u> | <u>2,272,400</u> | <u>2,299,600</u> | <u>2,244,638</u> | <u>2,253,200</u> |
| Net Division Surplus (Deficit) | <u>\$ (1,734,400)</u> | <u>\$ (1,686,400)</u> | <u>\$ (1,719,700)</u> | <u>\$ (1,633,362)</u> | <u>\$ (1,656,500)</u> |

Town of Wolfville
2018/19 Operating Budget - DRAFT V3
Public Works Division

| | <u>2018/19</u> | <u>2017/18</u> | | <u>2016/17</u> | |
|---|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| | Budget | Forecast/Act | Budget | Actual | Budget |
| REVENUES | | | | | |
| Job Cost billings | 10,000 | 1,800 | 10,000 | 18,600 | 10,000 |
| Cost recoveries from Water Util | 109,100 | 108,800 | 108,800 | 104,800 | 104,800 |
| Cost recoveries from Sewer Dept | 42,200 | 42,000 | 42,000 | 32,400 | 40,600 |
| Land Leases | 4,000 | 3,900 | 3,000 | 3,893 | 3,000 |
| TOTAL REVENUE | 165,300 | 156,500 | 163,800 | 159,693 | 158,400 |
| EXPENSES | | | | | |
| Salary and wages | 561,000 | 529,500 | 539,100 | 532,631 | 515,100 |
| Employee Benefits | 117,000 | 119,400 | 106,200 | 115,203 | 106,100 |
| Seasonal Wages | 12,000 | - | - | - | - |
| Employee Benefits Seasonal wag | 1,200 | - | - | - | - |
| Meals and Travel | 2,100 | 2,500 | 100 | 2,229 | 100 |
| Membership Dues & Fees | 1,000 | 1,000 | 1,000 | 1,118 | 900 |
| Supplies | - | - | - | - | - |
| Advertising | - | 300 | - | - | - |
| Telecommunications | 4,200 | 4,400 | 8,400 | 8,647 | 9,600 |
| Office Expense | 3,700 | 3,700 | 5,000 | 2,579 | 2,600 |
| Legal | 5,000 | 5,000 | 5,000 | 367 | - |
| Heat | 9,000 | 5,300 | 8,500 | 5,545 | 8,500 |
| Utilities | 34,300 | 34,500 | 31,300 | 29,567 | 43,000 |
| Repairs and Maintenance | 40,300 | 28,300 | 32,300 | 14,749 | 22,300 |
| Vehicle Fuel | 36,900 | 25,700 | 37,000 | 32,952 | 37,000 |
| Vehicle Repairs & Maintenance | 57,000 | 54,000 | 57,000 | 62,022 | 57,800 |
| Vehicle Insurance | 4,200 | 4,400 | 4,000 | 4,126 | 4,000 |
| Operational Equip & Supplies | 150,900 | 185,100 | 138,400 | 164,645 | 127,100 |
| Equipment Rentals | - | - | - | 2,155 | 12,000 |
| Contracted Services | 381,500 | 403,100 | 398,600 | 354,514 | 337,600 |
| Licenses and Permits | 1,500 | 1,500 | 1,500 | 1,412 | 1,500 |
| Debtenture interest | 121,900 | 111,700 | 110,000 | 104,720 | 86,300 |
| | 1,544,700 | 1,519,400 | 1,483,400 | 1,439,181 | 1,371,500 |
| Net Division Surplus (Deficit) | \$ (1,379,400) | \$ (1,362,900) | \$ (1,319,600) | <u>\$ (1,279,488)</u> | <u>\$ (1,213,100)</u> |
| Reserve Funding | | | | | |
| Transfer from Operating Reserves & Accumulated Surplus | <u>60,000</u> | | <u>60,000</u> | | |
| Net Surplus (Deficit) | <u>\$ (1,319,400)</u> | <u>\$ (1,362,900)</u> | <u>\$ (1,259,600)</u> | | |

Town of Wolfville
2018/19 Operating Budget - DRAFT V3
Sewer & Solid Waste Division

| | <u>2018/19</u> | <u>2017/18</u> | | <u>2016/17</u> | |
|---------------------------------|------------------|------------------|------------------|------------------|------------------|
| | Budget | Forecast/Act | Budget | Actual | Budget |
| REVENUE | | | | | |
| Sewer Rates | 411,000 | 394,000 | 403,000 | 349,400 | 375,000 |
| Kings County Sewer Contribution | 3,200 | 3,000 | 2,000 | 3,200 | 2,000 |
| TOTAL REVENUE | 414,200 | 397,000 | 405,000 | 352,600 | 377,000 |
| EXPENSES | | | | | |
| Salary and wages | 87,100 | 77,500 | 85,400 | 58,887 | 83,100 |
| Employee Benefits | 17,400 | 13,300 | 17,900 | 8,611 | 17,000 |
| Meals and Travel | - | 100 | - | 280 | - |
| Utilities | 52,400 | 46,100 | 61,200 | 42,723 | 79,600 |
| Vehicle Repairs & Maintenance | 17,900 | 9,300 | 9,300 | 9,300 | 9,300 |
| Operational Equip & Supplies | 105,700 | 98,100 | 96,400 | 125,810 | 94,300 |
| Equipment Rentals | - | - | - | - | 3,700 |
| Contracted Services | 61,300 | 61,600 | 61,100 | 64,697 | 60,100 |
| Debenture interest | 9,000 | 7,600 | 20,000 | 4,934 | 6,900 |
| | 350,800 | 313,600 | 351,300 | 315,242 | 354,000 |
| Net Division Surplus (Deficit) | \$ 63,400 | \$ 83,400 | \$ 53,700 | \$ 37,358 | \$ 23,000 |

DRAFT - To be combined with Operations Plan Once Approved

Town of Wolfville
2018/19 Operating Budget - DRAFT V3
Parks Division ~ 510

| | <u>2018/19</u> | <u>2017/18</u> | | <u>2016/17</u> | |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|
| | Budget | Forecast/Act | Budget | Actual | Budget |
| REVENUES | | | | | |
| Miscellaneous | - | - | - | 2,145 | - |
| TOTAL REVENUE | - | - | - | 2,145 | - |
| EXPENSES | | | | | |
| Salary and wages | 66,100 | 43,200 | 63,800 | 63,212 | 7,000 |
| Employee Benefits | 13,200 | 50,300 | 12,800 | 46,042 | 1,100 |
| Seasonal Wages | 175,300 | 183,500 | 159,900 | 145,639 | 213,000 |
| Employee Benefits Seasonal wag | 35,100 | - | 34,400 | - | 42,600 |
| Telecommunications | - | 600 | - | - | - |
| Utilities | 5,200 | 7,500 | 6,400 | 5,959 | 6,400 |
| Vehicle Fuel | 6,300 | 5,500 | 6,300 | 4,455 | 6,800 |
| Vehicle Repairs & Maintenance | 4,400 | 5,900 | 4,200 | 10,436 | 4,200 |
| Vehicle Insurance | 1,000 | 900 | 3,200 | 889 | 3,200 |
| Operational Equip & Supplies | 82,100 | 74,500 | 85,300 | 52,667 | 53,500 |
| Contracted Services | 36,000 | 15,700 | 38,500 | 12,069 | 25,500 |
| | <u>424,700</u> | <u>387,600</u> | <u>414,800</u> | <u>341,867</u> | <u>363,300</u> |
| Net Division Surplus (Deficit) | <u>\$ (424,700)</u> | <u>\$ (387,600)</u> | <u>\$ (414,800)</u> | <u>\$ (339,722)</u> | <u>\$ (363,300)</u> |
| Reserve Funding | | | | | |
| Transfer from Operating Reserves & Accumulated Surplus | <u>28,800</u> | | <u>35,000</u> | | |
| Net Surplus (Deficit) | <u>\$ (395,900)</u> | | <u>\$ (379,800)</u> | | |

To be combined with Operations Plan Once Approved

Town of Wolfville
2018/19 Operating Budget - DRAFT V3
Planning Division ~ 610

| | 2018/19 | 2017/18 | | 2016/17 | |
|---|-----------------------|----------------|-----------------------|-----------------------|-----------------------|
| | Budget | Forecast/Act | Budget | Actual | Budget |
| REVENUES | | | | | |
| Zoning & Subdivision approvals | 600 | 700 | 600 | 568 | 600 |
| Bldg Insp. & Development Revenues | 47,500 | 67,500 | 76,500 | 61,235 | 75,000 |
| License & fee revenue | 1,500 | 1,000 | 1,500 | 1,698 | 700 |
| Building & development permits | 16,000 | 19,900 | 16,000 | 36,089 | 16,000 |
| Development agreements | 1,000 | 1,000 | 1,000 | - | 1,000 |
| Cost recoveries from Water Util | - | 7,300 | 9,800 | 9,400 | 9,400 |
| Cost recoveries from Sewer Dept | - | 2,600 | 3,500 | 3,400 | 3,500 |
| Land Leases | 900 | | 900 | | 900 |
| Miscellaneous | | | - | - | - |
| PNS conditional grants | | 8,000 | - | 37,000 | - |
| Other conditional grants | - | - | - | 2,500 | - |
| | <u>67,500</u> | <u>108,000</u> | <u>109,800</u> | <u>151,890</u> | <u>107,100</u> |
| EXPENSES | | | | | |
| Salary and wages | 272,300 | 244,200 | 307,300 | 330,147 | 327,100 |
| Employee Benefits | 54,500 | 55,400 | 54,500 | 67,349 | 59,000 |
| Seasonal Wages | 45,100 | 35,000 | 45,100 | 31,320 | 18,100 |
| Employee Benefits Seasonal wag | 4,200 | | 4,200 | - | 2,200 |
| Meetings, Meals and Travel | 6,200 | 2,200 | 11,200 | 9,724 | 11,200 |
| Membership Dues & Fees | 2,100 | 2,100 | 2,100 | 2,395 | 2,100 |
| Advertising | 8,000 | 7,800 | 8,000 | 5,020 | 8,000 |
| Telecommunications | 5,300 | 5,300 | 5,000 | 5,722 | 3,400 |
| Office Expense | 13,200 | 13,800 | 13,200 | 12,300 | 6,400 |
| Legal | 20,000 | 10,800 | 20,000 | 55,203 | 25,000 |
| Miscellaneous | | 100 | - | (24) | 900 |
| Contracted Services | 50,000 | 100,000 | 50,000 | 61,492 | 17,000 |
| | <u>480,900</u> | <u>476,700</u> | <u>520,600</u> | <u>580,648</u> | <u>480,400</u> |
| Net Division Surplus (Deficit) | (413,400) | \$ (368,700) | \$ (410,800) | <u>\$ (428,758)</u> | <u>\$ (373,300)</u> |
| Reserve Funding | | | | | |
| Transfer from Operating Reserves & Accumulated Surplus | 69,300 | | 79,300 | | 58,400 |
| Net Surplus (Deficit) | <u>\$ (344,100)</u> | | <u>\$ (331,500)</u> | | <u>\$ (314,900)</u> |

Town of Wolfville
2018/19 Operating Budget - DRAFT V3
Community Development Division

| | <u>2018/19</u> | <u>2017/18</u> | | <u>2016/17</u> | |
|---|-----------------------|----------------|----------------|----------------|----------------|
| | Budget | Forecast/Act | Budget | Actual | Budget |
| REVENUES | | | | | |
| Kings County Recreation Contrib | - | (3,000) | - | 12,283 | - |
| Program fees | 16,000 | 7,100 | 6,400 | 4,475 | - |
| Festival & events revenues | - | 500 | - | 250 | 4,000 |
| Facility fees & cost recoveries | 10,300 | 11,400 | 10,300 | 9,676 | 9,600 |
| Tourist Bureau revenues | 1,500 | 3,400 | 3,400 | 3,282 | 3,000 |
| Facility Rental | - | - | - | - | 500 |
| Employment grants | - | 3,200 | - | 3,210 | - |
| PNS conditional grants | - | 6,000 | 5,000 | 12,455 | 7,700 |
| Other conditional grants | 19,000 | 26,600 | 17,700 | 7,140 | 700 |
| TOTAL REVENUE | 46,800 | 55,200 | 42,800 | 52,771 | 25,500 |
| EXPENSES | | | | | |
| Salary and wages | 160,300 | 172,900 | 183,500 | 165,702 | 182,600 |
| Employee Benefits | 31,400 | 36,600 | 33,800 | 34,862 | 34,800 |
| Seasonal/Term Wages | 93,500 | 89,300 | 84,700 | 76,598 | 76,200 |
| Employee Benefits Seasonal wag | 14,200 | - | 13,100 | - | 8,700 |
| Meals and Travel | 2,500 | 1,900 | 1,700 | 639 | 2,800 |
| Professional Development | - | - | - | - | 800 |
| Membership Dues & Fees | 7,300 | 5,700 | 7,200 | 4,002 | 4,200 |
| Advertising | 21,500 | 11,600 | 13,000 | 2,433 | 5,700 |
| Telecommunications | 5,700 | 5,000 | 4,800 | 6,263 | 6,700 |
| Office Expense | 5,800 | 3,400 | 3,700 | 2,700 | 3,600 |
| Legal | - | - | - | 3,526 | - |
| Marketing and Communications | - | 7,900 | 8,500 | 3,366 | 16,100 |
| Miscellaneous | - | - | - | 50 | - |
| Utilities | 13,100 | 12,500 | 15,100 | 13,907 | 16,400 |
| Repairs and Maintenance | 9,300 | 8,400 | 7,800 | 16,221 | 9,200 |
| Property Taxes | - | - | - | - | - |
| Vehicle Fuel | 1,000 | 1,100 | - | 1,206 | - |
| Vehicle Repairs & Maintenance | 2,000 | 300 | - | 2,000 | - |
| Operational Equip & Supplies | 25,600 | 14,200 | 21,100 | 7,242 | 9,100 |
| Program Expenditures | 53,100 | 46,800 | 46,400 | 31,960 | 39,400 |
| Contracted Services | 28,000 | 29,200 | 51,000 | 38,209 | 61,300 |
| Grants to Organizations | 82,900 | 73,500 | 72,900 | 91,819 | 72,800 |
| Debenture interest | 2,500 | 3,600 | 1,000 | 2,287 | 2,500 |
| | 559,700 | 523,900 | 569,300 | 504,992 | 552,900 |
| Net Division Surplus (Deficit) | (512,900) | \$ (468,700) | \$ (526,500) | \$ (452,221) | \$ (527,400) |
| Reserve Funding | | | | | |
| Transfer from Operating Reserves & Accumulated Surplus | 38,000 | | | | |
| | 38,000 | | | | |
| Net Surplus (Deficit) | \$ (474,900) | | | | |

Town of Wolfville
2018/19 Operating Budget - DRAFT V3
Partner Contributions ~ 840

| | <u>2018/19</u> | <u>2017/18</u> | | <u>2016/17</u> | |
|---------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| | Budget | Forecast/Act | Budget | Actual | Budget |
| <u>EXPENSES</u> | | | | | |
| <u>Local partners</u> | | | | | |
| Grant to WBDC | 100,000 | 100,000 | 100,000 | 39,500 | 39,500 |
| <u>Regional partners</u> | | | | | |
| Regional Solid Waste | 501,000 | 436,000 | 480,500 | 443,518 | 469,400 |
| Transit services | 144,400 | 162,600 | 137,800 | 150,105 | 138,700 |
| Valley Community Fibre | 1,000 | 1,000 | 1,000 | 1,121 | 1,000 |
| Regional Development | 25,000 | 22,800 | 25,000 | 22,765 | 25,000 |
| Kings Region -cooperative Initiatives | 10,800 | 14,300 | 13,900 | - | - |
| <u>Provincial partners</u> | | | | | |
| Annapolis Valley Regional Libra | 25,000 | 24,300 | 24,000 | 24,320 | 24,000 |
| Education | 765,500 | 673,900 | 674,500 | 672,036 | 680,000 |
| Corrections | 81,000 | 81,100 | 80,200 | 81,508 | 80,200 |
| Regional Housing Authority | 40,000 | 75,000 | 40,000 | 72,608 | 52,200 |
| Assessment services | 76,000 | 75,400 | 75,700 | 75,498 | 77,000 |
| | <u>1,769,700</u> | <u>1,666,400</u> | <u>1,652,600</u> | <u>1,582,979</u> | <u>1,587,000</u> |
| Net Department Surplus (Deficit) | <u>\$ (1,769,700)</u> | <u>\$ (1,666,400)</u> | <u>\$ (1,652,600)</u> | <u>\$ (1,582,979)</u> | <u>\$ (1,587,000)</u> |

To be combined with Operations Plan Once Approved

Town of Wolfville
2018/19 Operating Budget - DRAFT V3

All Divisions

Indicates Change from V2 to V3

1.50% 2.00% 2.00%

Indicates Change from V1 to V2

PROJECTION

| | 2018/19 Budget | PROJECTION | | |
|---------------------------------------|-------------------|------------------------------|------------------------------|------------------------------|
| | | 2019/20 Budget Projection | 2020/21 Budget Projection | 2021/22 Budget Projection |
| REVENUES | | | | |
| Taxes and grants in lieu of taxes | \$ 8,814,500 | \$ 8,933,300 | \$ 9,085,600 | \$ 9,239,300 |
| Sale of service/cost recoveries | 801,300 | 779,000 | 790,400 | 798,700 |
| Sewer Rates | 411,000 | 412,000 | 416,700 | 421,400 |
| Provincial, Federal & other grants | 91,700 | 91,700 | 76,100 | 93,400 |
| | 10,118,500 | 10,216,000 | 10,368,800 | 10,552,800 |
| EXPENSES | | | | |
| Salary and wages | 1,913,700 | 1,960,900 | 2,016,000 | 2,072,900 |
| Employee Benefits | 376,800 | 384,500 | 393,600 | 402,900 |
| Seasonal/Term Wages | 340,200 | 292,000 | 297,400 | 302,800 |
| Employee Benefits Seasonal wag | 56,200 | 52,200 | 53,200 | 54,200 |
| Meetings, Meals and Travel | 21,100 | 21,200 | 21,300 | 21,400 |
| Professional Development | 88,600 | 81,300 | 84,100 | 84,400 |
| Membership Dues & Fees | 20,500 | 21,000 | 21,000 | 21,000 |
| Advertising | 37,400 | 32,100 | 32,500 | 32,900 |
| Telecommunications | 41,600 | 43,200 | 43,500 | 43,800 |
| Office Expense | 69,000 | 70,100 | 71,500 | 72,900 |
| Legal | 55,200 | 48,200 | 48,600 | 49,000 |
| Insurance | 80,800 | 80,800 | 82,400 | 84,000 |
| Marketing and Communications | 2,000 | 2,000 | 2,000 | 2,000 |
| Audit | 16,000 | 16,500 | 16,800 | 17,100 |
| Stipends & Honorariums | 183,300 | 186,100 | 189,800 | 193,600 |
| Miscellaneous | 1,500 | 2,100 | 2,400 | 2,400 |
| Heat | 25,800 | 26,100 | 26,400 | 26,500 |
| Utilities | 126,400 | 127,900 | 129,800 | 131,600 |
| Repairs and Maintenance | 85,700 | 85,900 | 85,900 | 85,900 |
| Vehicle Fuel | 50,200 | 51,100 | 52,100 | 53,100 |
| Vehicle Repairs & Maintenance | 121,800 | 116,400 | 116,400 | 116,400 |
| Vehicle Insurance | 10,100 | 10,200 | 10,200 | 10,200 |
| Operational Equip & Supplies | 499,900 | 467,300 | 471,800 | 476,300 |
| Equipment Maintenance | 10,000 | 10,200 | 10,400 | 10,600 |
| Program Expenditures | 63,100 | 45,900 | 46,800 | 47,700 |
| Contracted Services | 2,468,900 | 2,494,500 | 2,525,400 | 2,508,900 |
| Grants to Organizations | 128,400 | 128,400 | 128,400 | 133,400 |
| Licenses and Permits | 3,300 | 3,300 | 1,800 | 3,300 |
| Tax Exemptions | 104,600 | 106,800 | 109,200 | 111,800 |
| Election | - | - | 32,000 | 32,000 |
| Partner Contributions | 1,769,700 | 1,821,000 | 1,879,100 | 1,934,700 |
| Other debt charges | 10,000 | 10,000 | 10,000 | 10,000 |
| Doubtful accounts allowance | 2,500 | 2,500 | 2,500 | 2,500 |
| | 8,784,300 | 8,801,700 | 9,014,300 | 9,152,200 |
| Net Operational Surplus (Deficit) | 1,334,200 | 1,414,300 | 1,354,500 | 1,400,600 |
| Capital Program & Reserves | | | | |
| Principal Debenture Repayments | 537,000 | - | - | - |
| Debenture interest | 144,500 | - | - | - |
| Principal/Interest Future Debt | | 755,700 | 878,900 | 986,500 |
| Transfer to Operating Reserves | 5,000 | 5,000 | 5,000 | 5,000 |
| Transfer to Capital Reserves | 719,800 | 659,600 | 552,300 | 461,200 |
| Transfer to Cap Reserve - Fire Equip | 179,000 | 179,000 | 218,800 | 240,200 |
| Transfer to Capital Fund | - | - | - | - |
| Transfer from Operating Reserves | (251,100) | (60,000) | (92,000) | - |
| | 1,334,200 | 1,539,300 | 1,563,000 | 1,692,900 |
| Net Surplus (Deficit) | \$ - | \$ (125,000) | \$ (208,500) | \$ (292,300) |

Town of Wolfville
DRAFT 2018/19 Ten Year Capital Investment Plan - Nov 7 COW
Fiscal 2018/19 to 2027/27

| | BUDGET FOCUS | | | | | | | | | |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|---------------------------|
| | Year 1 <u>2018/19</u> | Year 2 <u>2019/20</u> | Year 3 <u>2020/21</u> | Year 4 <u>2021/22</u> | Year 5 <u>2022/23</u> | Year 6 <u>2023/24</u> | Year 7 <u>2024/25</u> | Year 8 <u>2025/26</u> | Year 9 <u>2026/27</u> | Year 10 <u>2027/28</u> |
| Information Technology | | | | | | | | | | |
| Servers | | | 15,000 | - | - | - | - | - | 15,000 | - |
| Other IT Upgrades | | | | | | | | | | |
| Total Other | - | - | - | - | - | - | - | - | - | - |
| Information Technology | \$ - | \$ - | \$ 15,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 15,000 | \$ - |
| Municipal Buildings | | | | | | | | | | |
| Town Hall Civic Complex | | | | | | | | | | |
| New Facility | | | | | | | | | | 2,800,000 |
| Community Development/Public Works | | | | | | | | | | |
| Accessibility/Reno upgrade | 250,000 | | | | | | | | | |
| Fire Hall | | | | | | | | | | |
| New Facility | | | | | | | | | | 1,700,000 |
| RCMP Detachment | | | | | | | | | | |
| Upgrades | | | | | | | | | | |
| Library | | | | | | | | | | |
| New Facility | | | | | | | | | | 1,900,000 |
| Total Municipal Buildings | \$ 250,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 6,400,000 |

DRAFT
To be combined with Operations Plan Once Approved

Town of Wolfville
DRAFT 2018/19 Ten Year Capital Investment Plan - Nov 7 COW
Fiscal 2018/19 to 2027/27

| | BUDGET FOCUS | | | | | | | | | |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|---------------------------|
| | Year 1 <u>2018/19</u> | Year 2 <u>2019/20</u> | Year 3 <u>2020/21</u> | Year 4 <u>2021/22</u> | Year 5 <u>2022/23</u> | Year 6 <u>2023/24</u> | Year 7 <u>2024/25</u> | Year 8 <u>2025/26</u> | Year 9 <u>2026/27</u> | Year 10 <u>2027/28</u> |
| Protective Services | | | | | | | | | | |
| Fire Department | | | | | | | | | | |
| Trucks | | | | | | | | | | |
| Aerial Ladder Truck | | | | | | | 1,350,000 | - | | |
| Pumper 1 E-One Cyclone | 800,000 | | | | | | | | | |
| Ford 4*4 Utility Vehicle | | | | | | | | | | |
| Pumper 3 E-One Cyclone | | | | | | 800,000 | | | | |
| Tanker 6 Int'l Pumper/Tanker | | | | | | | | | | |
| Rescue 4 Pumper Rescue | | | | | | | | | | |
| Ford Haz Matt vehicle | | | | | | | | | | |
| Fire Trucks | 800,000 | - | - | - | - | 800,000 | 1,350,000 | - | - | - |
| Equipment | | | | | | | | | | |
| Equipment Upgrades | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| SCBA Apparatus | | 30,000 | 30,000 | 30,000 | 30,000 | | | | | |
| Misc Fire Equipment | 20,000 | 50,000 | 50,000 | 50,000 | 50,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| Total Fire Department | \$ 820,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 820,000 | \$ 1,370,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 |
| Transportation Services | | | | | | | | | | |
| Public Works - Fleet Inventory | | | | | | | | | | |
| veh # 18 - skid steer | 56,000 | | | | | 60,000 | | | | |
| veh # 19 - PW 3/4 ton Crew Cab | | | | | 36,500 | | | | | |
| veh # 20 - 1/2 pick up | | | 25,000 | | | | | 30,000 | | |
| veh # 21 - PW 3/4 ton 4*4 | | | 29,900 | | | | | 35,000 | | |
| veh # 22 - PW 1/2 ton | | | 27,400 | | | | | 30,000 | | |
| veh # 23 - PW 1 ton | | | 70,200 | | | | | 75,000 | | |
| veh # 25 - PW 5 ton plow truck | | | | | | 185,000 | | | | |
| veh # 26 - Parks 3/4 ton crew cab | | | | 32,400 | | | | | | 35,000 |
| veh # 27 - PW backhoe | | 101,500 | | | | | | 110,000 | | |
| veh # 28 - PW loader | | | | | | 155,500 | | | | |
| veh # 29 - PW trackless | | | 160,000 | | | | | | 160,000 | |
| veh # 31 - Parks micro truck | | | | 25,000 | | | | | 25,000 | |
| veh # 32 - PW 3/4 ton | | | | | | 40,600 | | | | |
| veh # 34 - PW micro truck | | | | | | 25,000 | | | | 25,000 |
| veh # 39 - Parks Z Track mower | | | 12,200 | | | | | 13,000 | | |
| veh # 40 - Parks loader/backhoe | | | | | | 57,500 | | | | 60,000 |
| veh # 37 - Parks mower | | | | | | | 13,000 | | | 13,000 |
| veh # 38 - Parks mower | | | 12,500 | | | | | 13,000 | | |
| veh # 24 - PW asphalt recycler | | | | | | 110,000 | | | | |
| veh # 17 - Bylaw car (to pick up truck) | | 25,000 | | | | | | | 25,000 | |
| veh # 51 - PW trackless | | | | | | 160,000 | | | | |
| veh # 33 - Parks 3/4 ton crew cab | | | | | 69,300 | | | | | |
| flail mower | | | | | | | | 40,000 | | |
| Rec Dept - Bike Trailer | | | | | | | 15,000 | | | |
| Fleet/Equipment | 56,000 | 126,500 | 337,200 | 57,400 | 384,400 | 528,000 | 15,000 | 346,000 | 210,000 | 133,000 |

Town of Wolfville
DRAFT 2018/19 Ten Year Capital Investment Plan - Nov 7 COW
Fiscal 2018/19 to 2027/27

| | BUDGET FOCUS | | | | | | | | | |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|---------------------------|
| | Year 1 <u>2018/19</u> | Year 2 <u>2019/20</u> | Year 3 <u>2020/21</u> | Year 4 <u>2021/22</u> | Year 5 <u>2022/23</u> | Year 6 <u>2023/24</u> | Year 7 <u>2024/25</u> | Year 8 <u>2025/26</u> | Year 9 <u>2026/27</u> | Year 10 <u>2027/28</u> |
| Transportation Infrastructure <i>includes active transport corridors, street, sidewalk, sanitary & storm sewer where applicable</i> | | | | | | | | | | |
| Dale St - Sherwood to end | 120 m | | 290,000 | | | | | | | |
| Earncliffe Ave. - civic 16 to end | 170 m | | | | | 612,000 | | | | |
| Earncliffe Ave. Main to civic 16 | 180 m | | | | 648,000 | | | | | |
| Gaspereau - civic 128 to Fowler | 170 m | | | | | | | | | |
| Gaspereau - civic 94 to civic 128 | 180 m | | | | | | | | | 648,000 |
| Gaspereau - Willow to civic 94 | 180 m | 250,000 | | | | | | | | |
| Highland - Bay to Civic 76 | 250 m | | | | | 900,000 | | | | |
| Highland - civic 76 - Skyway Dr | 250 m | | | | | | | 900,000 | | |
| Highland - Prospect to Bay | 250 m | | | 900,000 | | | | | | |
| Kent Ave - Main to Queen | 350 m | 1,260,000 | - | | | | | | | |
| King St - Victoria to Willow | 180 m | | | | | | | | | |
| Maple Ave - civic 43 to Civic 83 | 230 m | | | | | | | | | 828,000 |
| Maple Ave - Main to civic 19 | 210 m | | | | | 756,000 | | | | |
| Maple Ave -civic 19 to civic 43 | 210 m | | | | | | | 792,000 | | |
| Maple Ave -civic 83 to end | 250 m | | | | | | | | | |
| Pleasant - Huron to Orchard | 240 m | | | | | | | | 864,000 | |
| Pleasant - Sherwood to Huron | 180 m | | | 648,000 | | | | | | |
| Seaview | 185 m | 665,000 | | | | | | | | |
| Sidewalk - Blomidon Terrace | | 100,000 | | | | | | | | |
| University - civic 18 to Crowell Dr | 200 m | | | | | | | | 720,000 | |
| University - Main to civic 18 | 200 m | | | | | | 720,000 | | | |
| Victoria - Main to King | 170 m | | | | | | | | 612,000 | |
| Westwood - Main to Irving Centre | 350 m | 1,260,000 | | | | | | | | |
| Wickwire - Little to Beckwith | 300 m | | | | | | 1,080,000 | | | |
| Engineering - design work year in advance | | 96,300 | 14,500 | 77,400 | 77,400 | 68,400 | 90,000 | 84,600 | 109,800 | 73,800 |
| | | | | | | | | | | 30,600 |
| Streets, Sidewalks, Parking Lots | 1,706,300 | 1,939,500 | 367,400 | 1,625,400 | 1,616,400 | 1,458,000 | 1,884,600 | 1,801,800 | 2,269,800 | 1,506,600 |
| Other Transportation | | | | | | | | | | |
| Decorative Downtown Light Posts - Elm | | 75,000 | | | | | | | | |
| Decorative Downtown Light Posts - to Willow | | | | 200,000 | | | | | | |
| Asset Mgt Plan - partial cwfd | 20,000 | | | | | | | | | |
| Traffic lights @ Gaspereau/Main | - | 200,000 | | | | | | | | |
| Shoreline Protection | 50,000 | 250,000 | | | | | | | | |
| Flood Risk Mitigation | | 50,000 | 50,000 | | | | | | | 1,000,000 |
| Storm Water Mgt Plan | - | 30,000 | | | | | | | | |
| | 70,000 | 605,000 | 50,000 | 200,000 | - | - | - | - | - | 1,000,000 |
| Other Transportation | | | | | | | | | | |
| TOTAL TRANSPORTATION | \$ 1,832,300 | \$ 2,671,000 | \$ 754,600 | \$ 1,882,800 | \$ 2,000,800 | \$ 1,986,000 | \$ 1,899,600 | \$ 2,147,800 | \$ 2,479,800 | \$ 2,639,600 |

DRAFT
To be combined with Operations Plan Once Approved

Town of Wolfville
DRAFT 2018/19 Ten Year Capital Investment Plan - Nov 7 COW
Fiscal 2018/19 to 2027/27

| | BUDGET FOCUS | | | | | | | | | |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|---------------------------|
| | Year 1 <u>2018/19</u> | Year 2 <u>2019/20</u> | Year 3 <u>2020/21</u> | Year 4 <u>2021/22</u> | Year 5 <u>2022/23</u> | Year 6 <u>2023/24</u> | Year 7 <u>2024/25</u> | Year 8 <u>2025/26</u> | Year 9 <u>2026/27</u> | Year 10 <u>2027/28</u> |
| Environmental Health Services | | | | | | | | | | |
| Sewer Treatment | | | | | | | | | | |
| Ultra-violet treatment system | 150,000 | | | | | | | | | |
| Plant expansion design | 40,000 | 40,000 | | | | | | | | |
| Treatment plant expansion | | | 1,500,000 | | | | | | | |
| | 190,000 | 40,000 | 1,500,000 | - | - | - | - | - | - | - |
| Sanitary Sewer Collection | | | | | | | | | | |
| Generator (s) Lift Stations | 60,000 | | | | | | | | | |
| | 60,000 | - | - | - | - | - | - | - | - | - |
| TOTAL Environmental Health Services | \$ 250,000 | \$ 40,000 | \$ 1,500,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Community Infrastructure | | | | | | | | | | |
| West End Gateway | | | | | | | | | | |
| Clock Park Lighting | 50,000 | | | | | | | | | |
| East End Gateway | | | | | | | | | | |
| Harvest Moon Trail Head | 25,000 | 25,000 | | | | | | | | |
| Splash Pad/Water Feature | | | 100,000 | | | | | | | |
| VIC & Willow Park Upgrades | - | 500,000 | | | | | | | | |
| Other Upgrades - incl Willow | 45,000 | 100,000 | | | | | | | | |
| Wireless Sound System - Downtown | 20,000 | | | | | | | | | |
| Evangeline Park - <i>partial cfwd</i> | 35,000 | | | | | | | | | |
| Nature Preserve - dam upgrade | 100,000 | | | | 500,000 | | | | | |
| Tennis Courts - resurface | 50,000 | | | | | | | | | |
| Allow for Future Park Development | | | | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| West End Parkland & Trail | | | 100,000 | | | | | | | |
| | \$ 325,000 | \$ 625,000 | \$ 200,000 | \$ 50,000 | \$ 550,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 |
| GRAND TOTAL ALL PROJECTS | \$ 3,477,300 | \$ 3,386,000 | \$ 2,519,600 | \$ 1,982,800 | \$ 2,600,800 | \$ 2,856,000 | \$ 3,319,600 | \$ 2,217,800 | \$ 2,564,800 | \$ 9,109,600 |
| | | | | | | | | | | \$ 34,034,300 |

**Town of Wolfville
Draft Capital Budget
2018/19 Funding Summary**

| | Total Budget Cost | Internal Sources | | | External Sources | | | | | Town Water Utility |
|---|----------------------|-----------------------------------|-----------------------|---------------------------|----------------------|--------------------------|------------------|-------------------|---------------|--------------------------|
| | | Current & Past Years Budget | | Future Years Budget | Fed Grant Gas Tax | Fed/Prov Build Canada | Energy Grants | Fed/Prov other | Other | |
| | | Capital Reserves | Operating Reserves | Long Term Debt | | | | | | |
| Information Technology Infrastructure Upgrades | - | - | | | | | | | | - |
| Municipal Buildings (accessibility at Dykeland St Facility) | 250,000 | 50,000 | | 200,000 | | | | | | |
| Fire Services Equipment Upgrades | 20,000 | 20,000 | | | | | | | | |
| Vehicles | 800,000 | 780,000 | | | | | | | | 20,000 |
| Public Works Vehicle/Equipment replacement | 56,000 | 49,000 | | | | | | | | 7,000 |
| Street reconstruction projects | 1,706,300 | - | | 1,074,400 | 316,900 | | | | | 315,000 |
| Other P WksProjects | 70,000 | - | 70,000 | | | | | | | |
| Environmental Health Services Sewage Treatment | 190,000 | - | 40,000 | 150,000 | | | | | | |
| Sewage Collection | 60,000 | 60,000 | | | | | | | | |
| Storm Water Management | | - | | | | | | | | |
| Community Services | 325,000 | 225,000 | 100,000 | | | | | | | - |
| Totals | 3,477,300 | 1,184,000 | 210,000 | 1,424,400 | 316,900 | - | - | - | 27,000 | 315,000 |

DRAFT
To be Combined with Operations Plan Once Approved

**Town of Wolfville
Draft Capital Budget
2019/20 Funding Summary**

| | Internal Sources | | | | External Sources | | | | | Town Water Utility |
|--------------------------------------|-------------------------|--|-----------------------|------------------------------------|-------------------------|--------------------------|------------------|-------------------|---------------|-----------------------------------|
| | Total Budget Cost | Current & Past Years Budget | | Future Years Budget | Fed Grant Gas Tax | Fed/Prov Build Canada | Energy Grants | Fed/Prov other | Other | |
| | | Capital Reserves | Operating Reserves | Long Term Debt | | | | | | |
| Information Technology | | | | | | | | | | |
| Infrastructure Upgrades | - | - | | | | | | | | - |
| Municipal Buildings | | | | | | | | | | |
| Town Hall ~Complex Upgrades | - | - | | | | | | | | |
| Fire Services | | | | | | | | | | |
| Equipment Upgrades | 50,000 | 50,000 | | | | | | | | |
| Vehicles | - | - | | | | | | | | |
| Public Works Equipment | | | | | | | | | | |
| Vehicle/Equipment replacement | 126,500 | 106,500 | | | | | | | 20,000 | |
| Street reconstruction projects | 1,939,500 | 570,675 | | 570,675 | 316,900 | | | - | | 481,250 |
| Other Transportation | 605,000 | 75,000 | 80,000 | 450,000 | | | | | | |
| Environmental Health Services | | | | | | | | | | |
| Sewage Treatment | 40,000 | 40,000 | | | | | | | | |
| Sewage Collection | - | - | | | | | | | | |
| Community Services | 625,000 | 25,000 | | 600,000 | | | | | | |
| Totals | <u>3,386,000</u> | <u>867,175</u> | <u>80,000</u> | <u>1,620,675</u> | <u>316,900</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>20,000</u> | <u>481,250</u> |

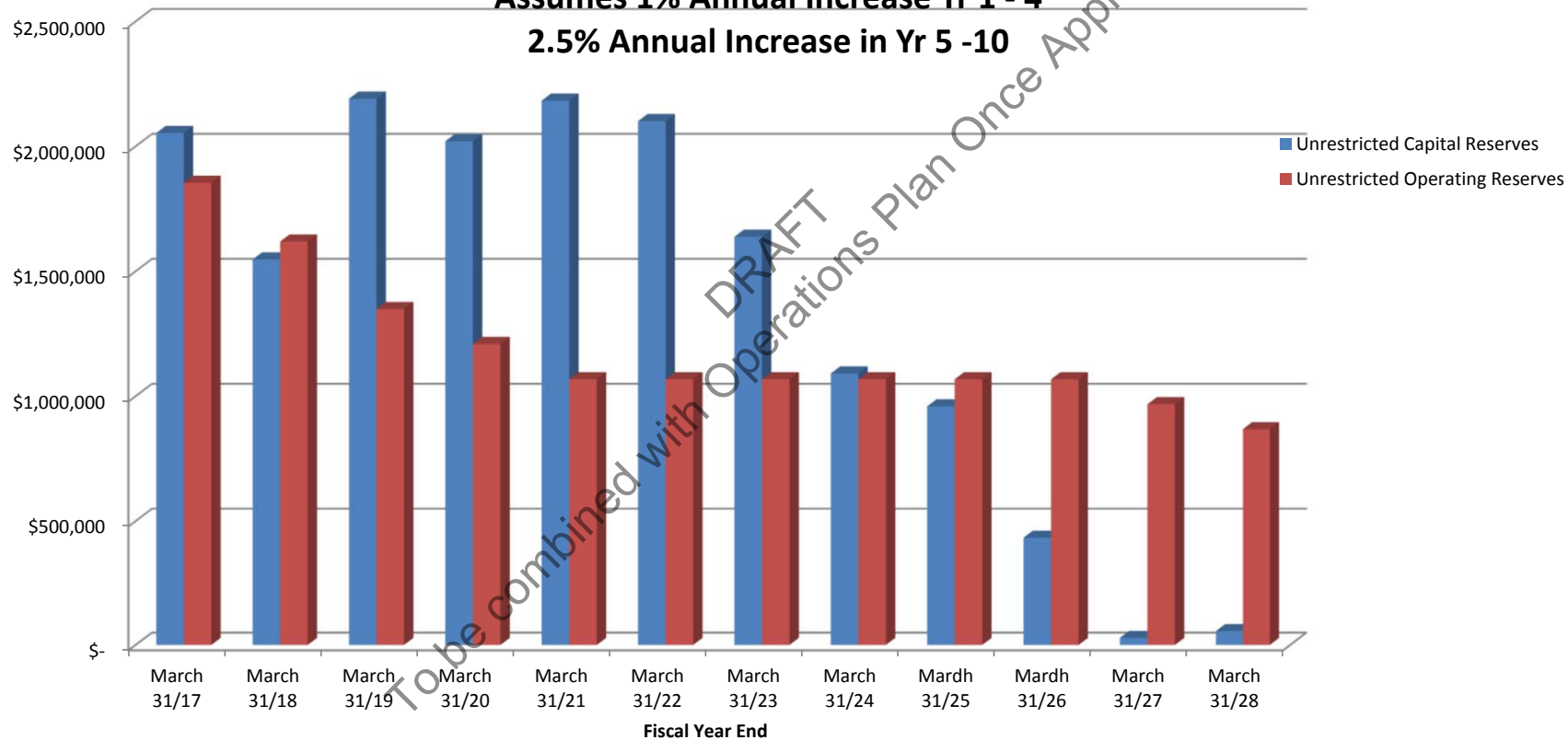
DRAFT
To be combined with Operations Plan Once Approved

**Town of Wolfville
Draft Capital Budget
2020/21 Funding Summary**

| PROJECT | Total Budget Cost | Current & Past Years Budget | | | Future Years Budget | External Sources | | | | | Water Utility |
|--------------------------------------|----------------------|-----------------------------------|---------------|-------------------|---------------------------|--------------------------|------------------|-------------------|----------|----------------|------------------|
| | | Capital | Operating | Long Term Debt | Fed Grant Gas Tax | Fed/Prov Build Canada | Energy Grants | Fed/Prov other | Other | | |
| | | Reserves | Reserves | | | | | | | | |
| Information Technology | | | | | | | | | | | |
| Infrastructure Upgrades | 15,000 | 15,000 | | | | | | | | | - |
| Municipal Buildings | | | | | | | | | | | |
| Town Hall ~Complex Upgrades | - | - | | | | | | | | | |
| Fire Services | | | | | | | | | | | |
| Equipment Upgrades | 50,000 | 50,000 | | | | | | | | | |
| Vehicles | - | | | | | | | | | | |
| Public Works Equipment | | | | | | | | | | | |
| Vehicle/Equipment replacement | 337,200 | 312,200 | | | | | | | | | 25,000 |
| Street reconstruction projects | 367,400 | - | | | 367,400 | | | | | | - |
| Other | 50,000 | - | 50,000 | | | | | | | | |
| Environmental Health Services | | | | | | | | | | | |
| Sewage Treatment | 1,500,000 | - | | | 1,183,100 | 316,900 | | | | | |
| Sewage Collection | - | - | | | | | | | | | |
| Storm Water Management | | | | | | | | | | | |
| Community Services | | | | | | | | | | | |
| | 200,000 | 125,000 | | | | | | | | | 75,000 |
| Totals | 2,519,600 | 502,200 | 50,000 | 1,550,500 | | 316,900 | - | - | - | 100,000 | - |

DRAFT
To be combined with Operations Plan Once Approved

Town of Wolfville
2018/19 Draft CIP Budget - Mgt Working Copy
Reserve Balances - Assumes Higher Use of Debt - Yrs 1-4
Assumes 1% Annual Increase Yr 1 - 4
2.5% Annual Increase in Yr 5 -10



**Town of Wolfville
Water Utility
Operating and Capital Budget ~ Mar 6 COW Draft**

| | 2017/18 | | 2018/19 | 2019/20 | 2020/21 |
|--|------------------|------------------|------------------|------------------|------------------|
| | Forecast | Budget | Budget | Budget | Budget |
| Operating Revenue: Dept 950 | | | | | |
| Metered Sales | 655,800 | 660,000 | 694,000 | 718,800 | 721,200 |
| Fire Protection Charges | 372,500 | 380,000 | 380,000 | 408,000 | 396,000 |
| Sprinkler Service | 7,800 | 7,500 | 7,900 | 8,300 | 8,700 |
| Other | 3,900 | 1,200 | 2,000 | 2,000 | 2,000 |
| Job Cost Billings | - | 6,000 | 6,000 | 6,000 | 6,000 |
| Interest on Arrears | 1,600 | 1,500 | 1,500 | 1,500 | 1,500 |
| Investment Income | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| | 1,046,600 | 1,061,200 | 1,096,400 | 1,149,600 | 1,140,400 |
| Operating Expenditures: | | | | | |
| Power & Pumping 962 | | | | | |
| Salary and wages | 10,000 | 11,600 | 11,800 | 12,000 | 12,200 |
| Employee Benefits | 1,800 | 2,300 | 2,400 | 2,400 | 2,400 |
| Utilities | 88,400 | 76,000 | 78,300 | 80,600 | 83,000 |
| Operational equipment & supplies | 10,900 | 8,000 | 8,300 | 5,500 | 5,500 |
| | 111,100 | 97,900 | 100,800 | 100,500 | 103,100 |
| Treatment 964 | | | | | |
| Salary and wages | 15,100 | 21,600 | 22,200 | 22,600 | 23,100 |
| Employee benefits | 2,600 | 4,300 | 4,400 | 4,500 | 4,600 |
| Professional Development | 500 | | | | |
| Utilities | 6,000 | 5,000 | 5,200 | 5,400 | 5,600 |
| Operational equipment & supplies | 43,900 | 40,000 | 41,200 | 41,600 | 42,000 |
| Equipment Maintenance | 1,800 | | | | |
| Contracted Service | 15,800 | 11,000 | 11,400 | 11,500 | 11,600 |
| | 85,700 | 81,900 | 84,400 | 85,600 | 86,900 |
| Transmission & Distribution 966 | | | | | |
| Wages | 104,700 | 87,300 | 89,900 | 91,700 | 93,500 |
| Employee Benefits | 16,100 | 17,500 | 18,000 | 18,300 | 18,700 |
| Meetings, Meals and Travel | 800 | 1,000 | 1,000 | 1,000 | 1,000 |
| Telecommunications | 1,600 | 2,500 | 2,500 | 2,500 | 2,500 |
| Vehicle Fuel | 3,400 | 2,500 | 2,500 | 2,500 | 2,500 |
| Vehicle Repairs & Maintenance | 9,300 | 21,000 | 21,600 | 21,600 | 21,600 |
| Vehicle Insurance | 400 | 400 | 400 | 400 | 400 |
| Operational equipment & supplies | 84,500 | 80,000 | 85,000 | 85,000 | 90,000 |
| Equipment Maintenance | 1,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| Contracted Service | 41,800 | 30,000 | 30,000 | 30,300 | 30,600 |
| | 263,600 | 247,200 | 255,900 | 258,300 | 265,800 |
| Administration And General 970 | | | | | |
| Salary/wages | 134,500 | 118,000 | 121,000 | 124,000 | 127,100 |
| Employee Benefits | 22,600 | 23,600 | 24,200 | 24,800 | 25,400 |
| Meetings, Meals & Travel | 100 | 400 | 400 | 400 | 400 |
| Professional development | 1,100 | 2,000 | 2,000 | 2,000 | 2,500 |
| Membership dues & fess | 400 | 500 | 500 | 500 | 500 |
| Office expense | 37,600 | 33,000 | 33,900 | 34,200 | 34,500 |
| Legal | 300 | | - | | |
| Insurance | 6,600 | 7,500 | 7,700 | 7,800 | 7,900 |
| Audit | 5,900 | 5,500 | 5,700 | 5,700 | 5,700 |
| Miscellaneous | 100 | | - | | |
| Contracted services | 18,300 | 16,000 | 16,400 | 16,400 | 16,400 |
| Doubtful accounts allowance | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 |
| | 228,500 | 207,500 | 212,800 | 216,800 | 221,400 |
| Depreciation | 136,000 | 127,000 | 150,200 | 158,300 | 165,600 |
| Property Taxes | 55,900 | 55,000 | 56,100 | 57,200 | 58,300 |
| Operating Expense total | 880,800 | 816,500 | 860,200 | 876,700 | 901,100 |
| NET OPERATING SURPLUS (DEFICIT) | 165,800 | 244,700 | 236,200 | 272,900 | 239,300 |

**Town of Wolfville
Water Utility
Operating and Capital Budget ~ Mar 6 COW Draft**

| | 2017/18 | | 2018/19 | 2019/20 | 2020/21 |
|--|-----------------------|------------------|-----------------------|-----------------------|-----------------------|
| | Forecast | Budget | Budget | Budget | Budget |
| Non Operating Revenue: | | | | | |
| Federal/Provincial Capital Grants | - | - | - | - | - |
| | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> |
| Non Operating Expenditures: | | | | | |
| Debenture Interest | 15,200 | 11,200 | 21,900 | 21,900 | 29,900 |
| Debenture Principle | 83,100 | 83,100 | 93,700 | 93,700 | 102,700 |
| Debenture Discount | - | - | - | - | - |
| Other Debt Charges | 100 | 500 | 500 | 500 | 500 |
| Capital From Revenue | 70,500 | 70,500 | 70,000 | 70,000 | 70,000 |
| Dividend to Town | - | - | 35,000 | 40,000 | 40,000 |
| | <u>168,900</u> | <u>165,300</u> | <u>221,100</u> | <u>226,100</u> | <u>243,100</u> |
| Net Surplus (Deficit) | \$ (3,100) | \$ 79,400 | \$ 15,100 | \$ 46,800 | \$ (3,800) |
| Accumulated Surplus, Op Fund, Opening | \$ 946,460 | | \$ 943,360 | \$ 958,460 | \$ 605,260 |
| Transfer to Water Capital Projects | | | - | (400,000) | - |
| Accumulated Surplus, Op Fund, Opening | <u>943,360</u> | <u>-</u> | <u>958,460</u> | <u>605,260</u> | <u>601,460</u> |
| Capital Reserve Fund at Year End | | | | | |
| Water Depreciation Reserve Acct Balan | \$ - | \$ - | \$ 21,900 | \$ 180,200 | \$ 345,800 |
| | <u>-</u> | <u>-</u> | <u>21,900</u> | <u>180,200</u> | <u>345,800</u> |

To be combined with Operations Plan Once Approved

Town of Wolfville
Water Utility - Capital Plan
 Fiscal 2018/19 to 2022/23 ~ Working Copy

| | Year 1 <u>2018/19</u> | Year 2 <u>2019/20</u> | Year 3 <u>2020/21</u> | Year 4 <u>2021/22</u> | Year 5 <u>2022/23</u> |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Equipment | | | | | |
| Remote Meter System veh #30 - 1/2 pick up | 35,000 | 35,000 | 45,000 25,000 | 35,000 | 35,000 |
| Total Other | 35,000 | 35,000 | 70,000 | 35,000 | 35,000 |
| Collection System | | | | | |
| Kent - Main to Queen | 315,000 | | | | |
| Westwood - Main to Irving Centre | | 315,000 | | | |
| Seaview | | 166,300 | | | |
| Highland - Prospect to Bay | | | | 225,000 | |
| Pleasant - Sherwood to Huron | | | | 162,000 | |
| Highland - Bay to Civic 76 | | | | | 225,000 |
| Earnscliffe - Main to civic 16 | | | | | 162,000 |
| Earnscliffe - civic 16 to end Maple Ave - Main to civic 19 | | | | | |
| | 315,000 | 481,300 | - | 387,000 | 387,000 |
| Treatment System | | | | | |
| | - | - | - | - | - |
| GRAND TOTAL ALL PROJECTS | \$ 350,000 | \$ 516,300 | \$ 70,000 | \$ 422,000 | \$ 422,000 |
| Funding | | | | | |
| Depreciation Reserve Funds | 128,300 | - | | 227,000 | 230,000 |
| Capital From Revenue | 70,000 | 70,000 | 70,000 | 70,000 | 70,000 |
| Long Term Debt | 151,700 | 46,300 | - | - | 122,000 |
| Capital From Surplus | - | 400,000 | - | 125,000 | |
| | 350,000 | 516,300 | 70,000 | 422,000 | 422,000 |

DRAFT
To be combined with Operations Plan Once Approved

REQUEST FOR DECISION 020-2018

Title: Property Tax Exemption Policy – L’Arche

Date: 2018-03-06

Department: Finance



SUMMARY

Property Tax Exemption Policy Addition – L’Arche

As noted in RFD 012-218, there has been a request by the owners of the new L’Arche facility on Main Street to have that property effectively taxed at the residential rate. If approved by Council, this would require a change to the Town’s Property Tax Exemption Policy 140-014. This policy provides 3 schedules that address exemptions. The request for exemption for 341 Main Street has been reviewed for possible inclusion under Schedule A or C, as being the most applicable. Ultimately, Schedule A has been selected as the best fit for the organization making the request.

DRAFT MOTION:

That Council approve the following changes to Policy 140-014:

- Add 341 Main Street, owner Wolfville L’Arche Homefires, to Schedule A.
 - Reflect the application of the exemption to the whole property;
 - Reflect the extent of the application to provide L’Arche Homefires relief by applying the residential tax rate rather than commercial rate, and relief from all area rates, except the fire protection rate.

REQUEST FOR DECISION 020-2018

Title: Property Tax Exemption Policy – L’Arche

Date: 2018-03-06

Department: Finance



1) CAO COMMENTS

The CAO supports the recommendations of staff.

2) LEGISLATIVE AUTHORITY

- Municipal Government Act, Section 71

3) STAFF RECOMMENDATION

Staff recommend that Wolfville L’Arche Homefires property, located at 341 Main Street, be added to Schedule A of the Town’s exemption Policy and that the relief provided is to effectively tax the property at the residential amount rather than commercial levy. In addition, it is recommended that the property be exempt from all area rates except for the fire protection rate.

4) REFERENCES AND ATTACHMENTS

- Town Policy 140-014 Property Tax Exemption

5) DISCUSSION

This RFD deals with the L’Arche property on Main Street, which had been receiving a full exemption from property taxes for the last few years while the new facility was being built. With the completion of that project, the owners have requested relief from the commercial tax levy they would otherwise have to pay.

As members of Council may be aware, the property used to be a parish hall and as such it was treated as an exempt assessment by the provincial assessment bodies (currently PVSC). An exempt assessment effectively means municipalities cannot apply residential or commercial property tax levies, with fire protection area rate levies being the exception. So, up until 2012, the Town did not realize any property tax revenue from this location.

With the change in ownership to L’Arche, the assessment became taxable in 2012 and moves any decision regarding tax relief from the provincial assessment body (PVSC) to Town Council. In Wolfville, this process now involves Policy 140-014 and additions/deletions to that Policy.

Generally, requests for relief arise as organizations/owners have properties that are classified as “commercial” assessments. This classification does not necessarily mean a property is utilized for what might be considered a business/commercial operation (eg. a retail store or restaurant). It can involve operations that are carried on by not-for-profit groups or registered charities, which do not have a for profit mandate that is typically associated with the term commercial. Why do these groups have commercial assessment? Basically, assessments fall under residential or commercial categories. There

REQUEST FOR DECISION 020-2018

Title: Property Tax Exemption Policy – L’Arche

Date: 2018-03-06

Department: Finance



are a few properties in Towns that are resource or farm, but these are few in number. So, if a property does not fit within the definition of “residential”, it is by default “commercial”. This inevitably leads to such non-profit/charitable organizations having commercial assessments for buildings that do not fit a for profit model. To that end, the MGA allows the Town to offer tax relief.

For fiscal 2018/19, the property at 341 Main Street has commercial assessment of \$1,700,300. The tax implications are:

No exemption

- | | |
|----------------------------------|----------|
| • Full commercial taxes | \$60,690 |
| • Business Development area rate | 5,271 |
| • Fire Protection area rate | 986 |

If Exemption granted to residential rate

- | | |
|----------------------------------|----------|
| • Residential taxes | \$24,824 |
| • Business Development area rate | nil |
| • Fire Protection area rate | 986 |

Total tax relief would be just over \$41,000 in 2018/19.

With regard to which section of the Town Policy the L’Arche property would best fit, the initial thought was Schedule C as this section deals with organizations that provide their facilities for public use. It is also the section that currently deals with tax relief from commercial to residential. In reviewing the criteria of Schedule C, item (g) stipulates that an owner must have at least 30% of operating funds come from non-governmental sources. L’Arche would not meet this requirement as a significant portion of their annual operating funding comes from the provincial government through Community Services.

Given that L’Arche is a registered Canadian Charitable organization, it could fall under Schedule A which specifies registered charities as the criteria. Up until now, there has only been one property in this section and it has received full relief from property taxes, i.e. Wolfville Historical Society. In the case of L’Arche, they will be looking to make sections of their building available for public use. Any fees collected through this process would go to help offset the costs of providing day programming to their core members. They are not requesting full tax relief, but rather relief from commercial level taxes down to residential level taxation.

As noted above, if no exemption is provided, L’Arche would be required to pay the Business Development area rate levy as well. This area rate applies to all properties that have taxable commercial assessment, unless exempted under Policy 140-014. Properties under Schedule A and B of

REQUEST FOR DECISION 020-2018

Title: Property Tax Exemption Policy – L’Arche

Date: 2018-03-06

Department: Finance



the policy have received relief from the business development area rate. The properties in question have not been used for commercial enterprises. In that same light, L’Arche does not operate as a commercial enterprise. It does have a small store front where products created by their members are sold. This is more an extension of their service to their members providing a mechanism to connect their clients/members with the public, thereby highlighting the social service programming they provide. As such, it is reasonable that Council consider providing relief from the business development area rate.

No relief is being recommended in relation to the fire protection area rate. Fire service is an essential service provided by the Town and any related area rate should apply to all property owners. In fact, this is one area rate that the MGA allows municipalities to apply to all assessed properties, taxable and exempt assessments alike.

6) FINANCIAL IMPLICATIONS

The numerical analysis above shows the amount of tax that the Town could realize, as well as the amount that would be collected if exemption approved. The difference between those dollar amounts is just over \$40,000. So, from one perspective, loss of tax revenue can be viewed as undesirable by the Town. But that lens would reach the same conclusion for any of the properties receiving exemptions.

The Town, for 341 Main Street, is not losing a level of tax revenue previously received for that location. As noted earlier in this report, the property had been exempt assessment up until L’Arche purchased it. Even with an exemption being granted, the Town will receive approximately \$24,000 more per year than it had previously. With the current draft 2018/19 budget, that \$24,000 has had a positive contribution, not negative.

7) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

As with the other properties already included in the Town’s exemption policy, adding L’Arche to the Policy can be viewed as being in alignment with sections of the 2017-2021 Strategic Plan. In particular;

- Vision Statement – “where all can feel part of”
 - L’Arche has been viewed to have a positive impact on all members of the Wolfville community by assisting a segment of the community that sometimes receives less support in other geographic areas.
- Strategic Goal - Improving quality of life for all
 - Although not worded precisely in the sub-goals, diversity and inclusion themes appear part of this part of the Strategic Plan.

REQUEST FOR DECISION 020-2018

Title: Property Tax Exemption Policy – L’Arche

Date: 2018-03-06

Department: Finance



Council Strategic Principles:

1. **Affordability - N/A**
2. **Transparency – N/A**
3. **Community Capacity Building** – The new L’Arche facility assists with community capacity building. The programs provided to their members help to increase that groups contribution to the community. Indirectly, by making their facility open for public use, the L’Arche building becomes another piece in the puzzle of new/tech friendly spaces that can be accessed for use.
4. **Discipline to Stay the Course - N/A**
5. **United Front – N/A**
6. **Environmental Sustainability – N/A**

8) COMMUNICATION REQUIREMENTS

Nothing provided at this time.

9) ALTERNATIVES

Council has the option to not approve any tax relief to 341 Main Street. In the short term this would yield higher revenues to the Town. In the longer term it is likely the higher level of taxation would hamper the ability of Wolfville L’Arche Homefires to be able to provide their services to members. The owners have not yet received any funding increases from the provincial government towards operating the larger/new facility. Higher taxes would mean fewer dollars available to provide their programming.



L'ARCHE HOMEFIRES

341 Main St. P.O. Box 2192
Wolfville, NS
B4P 2N5
E-mail: director@larchehomefires.org

Telephone: (902) 542-3520
Fax: (902) 542-7686
Website: www.larchehomefires.org

February 27, 2018

Dear Council,

Please accept this letter from the Board of L'Arche Homefires, and our entire community, requesting that our property located at 341 Main St., Wolfville, NS be included in Schedule A of the Town's Property Tax Exemption Policy (Policy number 140-014).

Property Valuations Services has assessed the property as a commercial property when in reality, the building is used exclusively to support L'Arche's charitable activities and to provide functional, accessible rental space for the broader Wolfville community.

We are grateful for the Town's willingness not to charge any taxes on the property while the building was being renovated. We hope that Town Council is willing to continue to tax L'Arche at a reduced rate into the future.

We understand that the purpose of the Tax Exemption Policy is to provide partial or total tax exemptions to properties owned and operated by non-profits. All of the L'Arche residences within the Town are taxed at the regular residential rate and we are not requesting any tax exemptions for those properties. We are, however, requesting that the property located at 341 Main St. in Wolfville be included under Schedule A of the Property Tax Exemption ByLaw. Schedule A stipulates that:

"A property of a named registered Canadian Charitable organization that is used directly and solely for a charitable purpose to be taxed under Section 71(1)(a) of the *Municipal Government Act* in the manner set out in the last two columns of this Schedule."

L'Arche is a registered Canadian Charitable Organization and the space is used to run the day programs for our core members. It is also available for rent to community organizations, as mentioned above. Although there is a small shop that sells some products that our core members produce at the day programs, all revenue from that shop is reinvested to operate the program and the program still needs to be subsidized. It is by no means an actual commercial operation. To that extent, we are asking that the "Extent of the Application" of the tax exemption be the Whole property and that the "Extent of the Tax Exemption" be that the residential rate be applied rather than the commercial rate". We are, of course, still willing to pay all relevant Area Rates for other Town services.

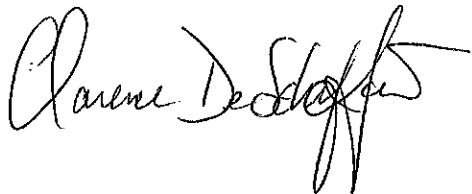
L' ARCHE HOMEFIRES

Changing the world...one heart at a time!

We understand that this request will not impact the amount of taxes that the Town has historically been collecting on the property because, prior to L'Arche's ownership of the building, the building was owned by a religious organization and was completely tax exempt.

Thank you for considering this request. Please do not hesitate to contact us if you require any further information or clarification.

Sincerely,

A handwritten signature in black ink, appearing to read "Clarence De Schiffart". The signature is fluid and cursive, with a long horizontal stroke extending from the end of the name.

Clarence De Schiffart, Chair, L'Arche Homefires



POLICY

| Property Tax Exemption | |
|--|--|
| Policy Number: 140-014 | Supersedes Bylaws: <ul style="list-style-type: none">• Chapter 45, Property Tax Reduction Bylaw• Chapter 69, Wolfville Historical Society Tax Exemption Bylaw• Chapter 74, Eastern Kings Memorial Health Foundation Property Tax Exemption Bylaw• Chapter 75, Acadia Cinema Co-op Property Tax Reduction Bylaw• Chapter 78, Earnscliffe Avenue Property Tax Reduction Bylaw |
| Effective Date: 2016-04-19 2018-02-20 2018-03-20 | Approved by Council Motion Number: 21-04-16 24-02-18 ##-03-18 |

1.0 Purpose

To provide a single policy directing the tax reduction and exemptions for eligible properties in the Town of Wolfville in accordance with Section 71 of the *Municipal Government Act*. Until such time that Day Care Centre's can be exempt by Policy, Chapter 76, Day Care Centre's Property Tax Exemption Bylaw shall remain active.

2.0 Scope

This policy is applicable to the properties outlined in Schedules A through C.

3.0 References

List resources that may be useful when following the Policy; for example:

- 3.1 Municipal Government Act, Section 71
- 3.2 Chapter 76, Day Care Centre's Property Tax Exemption Bylaw

4.0 Definitions

Define key terminology identified within the Policy

- 4.1 **Exempt** means the release from obligation to pay the whole or portion of taxes.



POLICY

- 4.2 **Non-Profit Organization** means an incorporated non-profit organization as defined by the Canada Revenue Agency.
- 4.3 **Policy** means a course or principle of action adopted or proposed by a government, party, business or individual.
- 4.4 **Registered Charity** means a charity registered as defined by the Canada Revenue Agency.
- 4.5 **Tax Reduction** means a reduction in the amount of taxes payable on a property from the amount calculated using the commercial tax rate to the amount calculated using the residential tax rate.

5.0 Policy

- 5.1 The real property for the organizations or institutions named in Schedules A, B, and C to this policy that would otherwise be classified as commercial property shall be exempt or taxed in accordance with the particular schedule.
- 5.2 The partial or total exemption provided in Section 5.1 shall apply only to that portion of the real property specified in the Schedule.
- 5.3 Each of the properties identified in the Policy is exempted upon the condition that, and only for so long as, the property (or portion of the property, in the case of a partial exemption from taxes and rates) meets the conditions of eligibility set out for the part of the Policy.
- 5.4 When a property listed in the Policy ceases to meet the applicable conditions of eligibility for the tax exemption, the tax exemption shall cease and the owner of the property shall immediately be liable for the taxes and rates on such property for a portion of the fiscal year then unexpired.
- 5.5 Owners of the properties listed in the Policy shall report to the Town's Director of Finance any change in the status of the ownership or use of the property which would affect or could reasonably be interpreted as affecting its eligibility for tax exempted status pursuant to this Policy within thirty (30) days of such change.
- 5.6 Annually, as part of the budget presentation, Schedules A, B and C will be presented to Council.
- 5.7 This Policy shall have effect and shall apply to rates and taxes that are payable or would otherwise be payable during the fiscal year April 1, 2016 – March 31, 2017 and each subsequent fiscal year thereafter.



POLICY

5.8 Policy Review

This policy will be reviewed every year from effective/amended date.

CAO

2018-02-20

Date



POLICY

SCHEDULE A

Property of a named registered Canadian Charitable organization that is used directly and solely for a charitable purpose to be taxed under Section 71(1)(a) of the *Municipal Government Act* in the manner set out in the last two columns of this Schedule.

| OWNER | PROPERTY | CHARITABLE NUMBER | EXTENT OF APPLICATION | EXTENT OF TAX EXEMPTION |
|------------------------------|---|--|-----------------------|---|
| Wolfville Historical Society | Land and Building 259 Main Street Account #04989724 | 119301943RR0001 (Benefits to the Community and other) | The Whole | 100% of commercial and residential property taxation including all area rates except fire hydrant protection rates. |
| Wolfville L'Arche Homefires | Land and Building 341 Main Street | ##### (Benefits to the Community and other) | The Whole | The residential rate is applied rather than the commercial rate, and relief from all area rates, except the fire protection rate. |



POLICY

SCHEDULE B

Properties of incorporated non-profit organization which are either community-oriented, charitable, fraternal, educational, recreational, religious, cultural or sporting organization and in which the opinion of the Council provide an active services, through programs or maintenance of the property, to the Town that might otherwise be a responsibility of the Council which are to be taxed under Section 71(1)(b) of the *Municipal Government Act* to the extent set out in the last two columns of this Schedule.

| OWNER | PROPERTY | EXTENT OF APPLICATION | EXTENT OF TAX EXEMPTION |
|--|---|-----------------------|---|
| Eastern Kings Memorial Health Foundation | Land "Quiet Park" Lot 1.35 acres Earnscliff Avenue Account #08112843 | The Whole | 100% of commercial and residential property taxation including all area rates except fire hydrant protection rates. |



POLICY

SCHEDULE C

The Council may, by Policy, to the extent and under the conditions set out in the policy, provide that the tax payable with respect to all or part of the taxable commercial property of any non-profit community, charitable, fraternal, educational, recreational, religious, cultural or sporting organization named in the policy be reduced to the tax that would otherwise be payable if the property were a residential property, inclusive of area rates as set out in Section 71(2) of the *Municipal Government Act* as is determined by Council from year to year to the extent set out in column three.

To be eligible for a reduced property tax rate, the applicant must:

- a) Provide a service to Town residents that might otherwise be a responsibility of the Council;
- b) Be open for public use;
- c) Be a non-profit organization with a volunteer board of directors;
- d) Generate at least 30 percent of their operating funds from non-governmental sources;
- e) Be able to demonstrate that the assessed address/location is the site of the program(s) and/or service(s) that are provided to Town residents; and
- f) Demonstrate a financial need.

| Owner | Property | Extent of Application | Extent of Tax Exemption |
|-----------------------------|---|-----------------------|--|
| Acadia Cinema Co-op Limited | Building 450 Main Street Account #03620697 | Partial | The residential rate is applied to rather than the commercial rate to the portion of commercial assessment applicable to the theatre portion of the building where films and motion pictures are presented for public viewing. |
| Wolfville Curling Club | Land and Building 19 Elm Avenue Account #04989643 | The Whole | The residential rate is applied rather than the commercial rate. Area Rates for other Town services will be applied. |
| Wolfville Lions Club | Land and Building 36 Elm Avenue Account #08084637 | The Whole | The residential rate is applied rather than the commercial rate. Area Rates for other Town services will be applied. |

REQUEST FOR DECISION 017-2018

Title: Culinary Tourism Centre
Date: 2018-03-06
Department: Community Development



SUMMARY

In January 2016, The Town of Wolfville provided \$10,000 in funding to the Culinary Tourism Centre Limited to assist with the development of a business plan for the Culinary Tourism Centre (CTC). As of August 2017, the CTC had not yet started the process to develop this business plan and the funds remained unused. In September 2017, Council passed a motion to review the expenditure of funds to CTC by March 31, 2018, when they would consider an extension of the deadline.

DRAFT MOTION:

That Council direct staff to request the return of the \$10,000 provided to the CTC for the completion of a business plan in the 2015-16 fiscal year

REQUEST FOR DECISION 017-2018

Title: Culinary Tourism Centre
Date: 2018-03-06
Department: Community Development



1) CAO COMMENTS

The CAO supports the recommendations of staff. When the Culinary Tourism Centre is ready to undertake their business planning process, staff can come back to Council with an RFD at that time and Council can reconsider funding the request.

2) LEGISLATIVE AUTHORITY

Grants are provided to organizations as per the Grants to Organizations Policy.

3) STAFF RECOMMENDATION

That Council request the return of the \$10,000 provided to the CTC in the 2015-16 fiscal year to complete a business plan.

4) REFERENCES AND ATTACHMENTS

1. RFD 053-2017

5) DISCUSSION

Please see previous discussion in RFD 053-2017.

On September 19, 2017 Council passed the following motion:

MOTION 25-09-17

IT WAS REGULARLY MOVED AND SECONDED THAT COUNCIL REVIEW, BY MARCH 31, 2018, THE EXPENDITURE OF \$10,000 PROVIDED BY THE TOWN OF WOLFVILLE TO COMPLETE THE BUSINESS PLAN FOR THE CULINARY TOURISM CENTRE (CTC), AND AT THAT TIME COUNCIL WILL CONSIDER EXTENSION OF THE DEADLINE FOR THE EXPENDITURE

Staff contacted the CTC President who confirms the CTC continues to explore moving this project forward. Memorandums of Understanding are planned with the CTC, Acadia University and Nova Scotia Community College but have not been signed as of February 28, 2018. An RFP for an engineering assessment of the DeWolfe Building is planned but has not been completed as of February 28, 2018. The CTC does not know when they will be ready to complete a business plan.

Given that the expectation was that the business plan would be completed by July 2016, and that another fiscal year commences on April 1, 2018, staff suggest that Council request the return of the \$10,000 from the CTC by March 31, 2018. Further, staff remains supportive of this project and suggest that Council revisit funding for the CTC business plan when they are ready to undertake the project.

REQUEST FOR DECISION 017-2018

Title: Culinary Tourism Centre
Date: 2018-03-06
Department: Community Development



6) FINANCIAL IMPLICATIONS

The payment to the CTC was recorded as a Grant to Organization expense in fiscal 2015/16. Any change in financial impact to the Town would only occur if the funds are returned to the Town. If this occurs the amount returned would likely be recorded as a revenue in the 2017/18 fiscal year as the conditions for return (as noted in the report above) will have been realized by March 31, 2018.

If Council requests the funds be returned, the \$10,000 contribution could be revisited by Council when the CTC is ready to undertake their business planning process.

7) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

The CTC will assist with the success of Council's strategic direction and sub goal from the 2017-2021 Strategic plan: Leveraging our economic opportunities.

The CTC project supports Council's desire, as expressed in its approved Strategic Plan:

- To advance Wolfville as a premier destination in Atlantic Canada for culinary and wine experiences.
- To offer a dynamic quality of life grounded in the Town's leisure, culture and recreational activities.
- To foster the success of existing business community.

Staff believe that a CTC could be a flagship economic development initiative that could promote Wolfville as the place to be as a wine and culinary destination. The CTC also aligns well with many recent Acadia initiatives regarding wine. It builds on the national and international reputation developed by Devour! and the Town of Wolfville.

The CTC would support and promote our existing businesses and may assist with shoulder season business sustainability. Our food and beverage sector often identify that the winter months are a difficult time to attract customers and retain staff, and the CTC could help create a year-round culinary and food climate.

Council Strategic Principles:

1. **Affordability:** Council could re-consider a future request from the CTC considering the budget climate at that time.
2. **Transparency:** The funding was provided to the CTC to complete a business plan within a certain timeline. The work has not been completed as indicated and the conditions of the funding have not been met.
3. **Community Capacity Building:** This contribution supports a community group that would promote and build on our existing community assets.

REQUEST FOR DECISION 017-2018

Title: Culinary Tourism Centre
Date: 2018-03-06
Department: Community Development



4. **Discipline to Stay the Course:** NA
5. **United Front:** NA
6. **Environmental Sustainability:** NA

8) COMMUNICATION REQUIREMENTS

The CTC will be notified of Council's decision.

9) ALTERNATIVES

1. That Council extend the deadline for the \$10,000 granted to the CTC to complete a business plan until _____. (Council to determine the date.)

REQUEST FOR DECISION 053-2017

Title: CTC Business Plan Funding

Date: 2017-09-05

Department: Community Development, Economic Development



SUMMARY

In January, 2016, The Town of Wolfville provided \$10,000 in funding to the Culinary Tourism Centre Limited to assist with the development a business plan for the Culinary Tourism Centre (CTC). As of August 2017, the CTC has not yet started the process to develop this business plan and the funds remained unused. According to the information provided by the CTC, it is unclear if the business plan will be finished within this fiscal year.

Given the information provided by the CTC, staff are recommending that a clear deadline to complete the business plan and use the funds be established or the funds be returned to the Town.

DRAFT MOTION:

That Council establish a deadline of March 31, 2018 to spend the \$10,000 provided by the Town of Wolfville to complete a business plan for the CTC. If the business plan is not completed by March 31, 2018, the \$10,000 must be returned to the Town of Wolfville no later than April 15, 2018.

REQUEST FOR DECISION 053-2017

Title: CTC Business Plan Funding

Date: 2017-09-05

Department: Community Development, Economic Development



1) CAO COMMENTS

The CAO supports the recommendations of staff.

2) LEGISLATIVE AUTHORITY

Council, through its budgeting process, has the authority to allocate grants according to its established criteria.

3) STAFF RECOMMENDATION

That Council establish a deadline of March 31, 2018 to spend the \$10,000 provided by the Town of Wolfville to complete a business plan for the CTC. If the business plan is not completed by March 31, 2018, the \$10,000 must be returned to the Town of Wolfville no later than April 15, 2018.

4) REFERENCES AND ATTACHMENTS

1. CTC Financial Statement
2. RFD 028-2015 Strategic Economic Partnership Fund

5) DISCUSSION

Issue

In, 2015 The Town provided funding assistance with the development of a business plan for a culinary tourist centre. The funding has not been used to date. Staff want to ensure that the funding is used as Council intended within an acceptable timeframe and has prepared this report for Council's consideration.

Background

Spring 2015

In spring 2015 the Wolfville Business Development Corporation (WBDC) commissioned a feasibility study for a Culinary Tourism Centre (CTC). The WBDC believed that a CTC would support and capitalize on the existing culinary and wine assets by attracting leisure tourism visitors to the East Kings and West Hants areas of Nova Scotia and promote the area's culinary tourism assets. The feasibility study concluded that developing the CTC concept further was desirable given its strategic fit with the One Nova Scotia report objective to double the province's gross tourism revenues by 2024.

The CTC may include the following elements:

REQUEST FOR DECISION 053-2017

Title: CTC Business Plan Funding
Date: 2017-09-05
Department: Community Development, Economic Development



- A tasting room for local wines, craft beers and spirits.
- A commercial kitchen for preparation of local food to accompany the beverage tastings.
- A retail section to sell locally produced artisanal food products, including wine, craft beer and spirits.
- Touring info about how to find food and beverage producers in the area and advise on visitation opportunities.
- A pickup and drop off point for culinary tourism tours in the area.
- A event rental space for fundraising dinners that benefit local community organizations.
- A culinary education and activity location for cooking classes and other related learning opportunities.
- A rental commercial kitchen production facility for caterers and artisanal food producers.
- An administrative and operating headquarters for events such as the annual Devour! The Food Film Fest and the Wolfville Magic Winery Bus.

The feasibility study made several recommendations. The two main priorities of the study were to establish a non-profit organization and to complete a business plan for the project. The WBDC accepted the recommendations in the report and began facilitating the formation of a not-for-profit CTC corporation and pursuing funding to complete a business plan.

December 2015

In December 2015, the WBDC requested funding of \$10,000 from The Town of Wolfville to create a comprehensive business plan for the CTC that would:

- confirm the appropriate business model
- determine project financing requirements and prepare three to five-year financial projections, including a capital/infrastructure plan
- describe and mitigate risks
- identify stakeholders/partners and define their relationship to the CTC
- conduct research to identify best practices from similar centers, elsewhere
- confirm an appropriate location for the CTC and evaluate leasing and lease-hold improvements required to fulfill the business plan
- produce center conceptual drawings
- describe and cost a marketing plan to support the introduction and operation of the CTC business plan
- provide a governance plan for the development and management of the CTC

The WBDC estimated a business plan would cost between \$20-25K and planning to seek funding from all three levels of government.

The Town of Wolfville contributed \$10,000 to this project as a reflection of its interest in having the CTC based in Wolfville and in recognition of the potential economic benefits to Wolfville and its residents. The CTC intended to use the Town's contribution as leverage in other funding applications to other levels of government and agencies. The CTC, once other funding was

REQUEST FOR DECISION 053-2017

Title: CTC Business Plan Funding
Date: 2017-09-05
Department: Community Development, Economic Development



secured, planned to complete the Business Plan by April 30, 2016 to enable implementation beginning July 1, 2016.

Council funded the CTC businesses plan from a one-year funding program called the Strategic Economic Partnership Development fund. (See RFD 028-2015). This fund was designed to support economic initiatives and Council established criteria to guide the disbursement of a total of \$20,000 that remained in the Grants To Organization budget line in the 2015-16 fiscal year. The criteria used to guide the funding were as follows:

- Supports the culinary and wine industry.
- Significant tourism and visitor attraction potential, which can be demonstrated and documented.
- Directly supports our existing business sector.
- Builds on successful initiatives supported by the WBDC.
- Initiative has significant partnerships or other sources of funding and has demonstrated a financial need.
- One-time events will not be funded, but rather long- term, sustained activities will be supported.
- Helps to keep Wolfville “on the map” locally, provincially and nationally. Supports the Downtown Vision.

Council provided \$10,000 in funding to the CTC as per the following motion

RFD 001-2016 CULINARY TOURISM CENTRE (CTC) PROJECT REQUEST FOR FUNDING 25-01-16 IT WAS REGULARLY MOVED AND SECONDED THAT COUNCIL PROVIDE A \$10,000 GRANT FROM THE STRATEGIC ECONOMIC DEVELOPMENT PARTNERSHIP FUND TO THE CULINARY TOURISM CENTRE (CTC) WITH THE FOLLOWING CONDITIONS:

- i. THE CTC NON-PROFIT WITH A FUNCTIONING BOARD IS ESTABLISHED BY MARCH 31, 2016. NO FUNDS WILL BE DISBURSED UNLESS THIS CONDITION IS MET; AND*
- ii. ADDITIONAL FUNDING SOURCES TO COMPLETE THE BUSINESS CASE CAN BE SECURED.*

Upon confirmation of incorporation, the Town provided the 10K of funding with the expectation that the business case would be complete by July of 2016, as indicated by the CTC representatives. Since providing the funding, staff have followed up repeatedly to seek confirmation of the completion of the business plan.

Status of the CTC

The CTC’s registration with the Registry of Joint Stocks is up to date and there is a board composed of the following people:

REQUEST FOR DECISION 053-2017

Title: CTC Business Plan Funding

Date: 2017-09-05

Department: Community Development, Economic Development



| Name | Position |
|-----------------|----------------------------|
| Hanspeter Stutz | Director |
| Michael Howell | Director |
| PETER HERBIN | Director |
| IAN PORTER | Director |
| DAVID A. HOVELL | Director |
| PETE LUCKETT | Director |
| PETER HERBIN | VICE-PRESIDENT |
| IAN PORTER | PRESIDENT |
| DAVID A. HOVELL | SECRETARY AND TREASURER |
| DAVID A. HOVELL | Recognized Agent |

Update from CTC

Staff contacted the CTC board in August 2017 and received the follow information:

- The CTC board determined that the dates initially proposed to complete the business plan were too aggressive and that for the past year developing relationships with key partners was a more important ingredient for success and sustainability of the proposed project.
- The CTC met in August 2017 and determined the following tasks to complete:
 - Drafting of an Memorandum of Understanding with the CTC, Acadia University and Nova Scotia Community College has commenced with sign-off expected by October 15th.
 - After the MOU is signed, a more in-depth visioning session will be conducted with the partners which will also identify key operational roles.
 - Acadia has confirmed that its innovation pavilion will have a focus on the agriculture agri-food and beverage sectors.
 - After the MOU is signed, an RFP for an engineering assessment of the DeWolfe Building will be issued with the aim to have a report completed by year's end. (Note: The DeWolfe Building has been identified as a potential location for the CTC.)
 - NSCC will explore funding to support engineering assessment.

REQUEST FOR DECISION 053-2017

Title: CTC Business Plan Funding

Date: 2017-09-05

Department: Community Development, Economic Development



- Valley REN will be engaged to seek support for the engineering assessment.
- ACOA will be briefed on the project concept.
- Next meeting – September 2017

- The \$10,000 contributed by the Town of Wolfville remains in a CTC Royal Bank account. Since deposit of the Town's grant, there have been monthly bank fee disbursements and the annual registration fee to NSRJSC leaving a balance of \$9,731.63 as of August 2017.
- The CTC is currently unable to confirm a target date for the business plan completion. The project partners are focused on signing memorandums of understanding first, followed by an engineering assessment of the DeWolfe Building.
- The CTC plans on leveraging the \$10,000 from Wolfville to secure funding from Provincial and Federal sources once they are ready to proceed with a business plan.

Summary

In hindsight, it appears that the CTC requested funding from the Town prematurely. The board of the CTC continues to move the project ahead but at a much slower pace than expected when the CTC Board was formed in January 2016. The Wolfville contribution remains an important asset to the CTC that will be critical when it is ready to secure funding from other partners. This contribution continues to demonstrate the importance the Town of Wolfville places on the project and the confidence the Town has regarding the future success of the CTC.

This project has potential to provide significant positive economic development and therefore it is a benefit to continue to provide support. However, there is concern over the \$10,000 contribution to the CTC for the development of a business plan remaining unused for 20 months while the amount continues to decrease to cover basic administrative costs such as bank fees and Registry of Joint Stocks yearly fees.

6) FINANCIAL IMPLICATIONS

The \$10,000 was issued directly to the CTC on March 31, 2016. Although the motion to approve the disbursement was made in January 2016 by Council, staff was working to confirm that the stipulations of Council had been met. These included:

- Establish a CTC non-profit entity with a *functioning* Board by March 31, 2016
- Additional funding sources to complete the business case be secured

On March 29, 2016, the CTC provided confirmation of its incorporation, names of the original four board members and banking institution.

The payment to the CTC was recorded as a Grant to Organization expense in fiscal 2015/16. Any change in financial impact to the Town would only occur if the funds are returned to the Town. If this occurs

REQUEST FOR DECISION 053-2017

Title: CTC Business Plan Funding

Date: 2017-09-05

Department: Community Development, Economic Development



the amount returned would likely be recorded as a revenue in the 2017/18 fiscal year as the conditions for return (as noted in the report above) will have been realized by March 31, 2018.

Council might want to consider at a future date, if it appears likely that the funds would be returned to the Town, whether it wants to set the \$10,000 aside in an operating reserve to be brought back out to pay the CTC if new timeline requirements are established. The funds could also simply go the general bottom line surplus/(deficit) for the fiscal 2017/18 year and the CTC could reapply for a grant under Council's Grants to Organization policy.

7) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

The CTC project supports Council's desire, as expressed in its approved Strategic Plan:

- To advance Wolfville as a premier destination in Atlantic Canada for culinary and wine experiences.
- To offer a dynamic quality of life grounded in the Town's leisure, culture and recreational activities.
- To foster the success of existing business community.

Staff believe that a CTC could be a flagship economic development initiative that could promote Wolfville as the place to be for wine and culinary. The CTC also aligns well with many recent Acadia initiatives regarding wine. It builds on the national and international reputation developed by Devour! and Wolfville.

The CTC would support and promote our existing businesses and may assist with shoulder season business sustainability. Our food and beverage sector often identify that the winter months are a difficult time to attract customers and retain staff, and the CTC could help create a year-round culinary and food climate.

Council Strategic Principles:

1. **Affordability:** These funds could be used for other purposes until the CTC is ready to develop a business plan.
2. **Transparency:** The funding was provided to the CTC to complete a business plan within certain timeline. T work has not been completed as indicated and the conditions of the funding has not been met.
3. **Community Capacity Building:** This contribution supports a community group that would promote and build on our existing community assets.
4. **Discipline to Stay the Course:** NA
5. **United Front:** NA

REQUEST FOR DECISION 053-2017

Title: CTC Business Plan Funding

Date: 2017-09-05

Department: Community Development, Economic Development



6. Environmental Sustainability: NA

8) COMMUNICATION REQUIREMENTS

The WBDC and CTC will be notified of Council's decision.

9) ALTERNATIVES

1. Council ask the CTC to return the \$10,000 by September 30, 2017 and encourage it to re-request funding when ready to complete the business plan.

REQUEST FOR DECISION 019-2018

Title: 2018 Spring Debenture Issue Approval

Date: 2018-03-06

Department: Finance



SUMMARY

2018 Spring Debenture Issue Approval

Annually the Municipal Finance Corporation (MFC) provides two opportunities for municipalities to participate in debenture issues to meet their long-term debt funding requirements. There is a spring and a fall debenture issue. The dollar amounts leveraged through the combined debt requirements of the province’s municipalities allow participants to obtain borrowing rates not otherwise available.

The Town of Wolfville typically participates in the spring issue to obtain long term debt funding for capital projects completed in the previous fiscal year (or completed early in current year). This is the process being followed again this year.

So, the purpose of this report is to complete the process for long term borrowing approved by Council in the 2017/18 Capital Budget. **This is the last formal step required** in order to participate in the 2018 Spring Debenture Issue issued through the MFC

DRAFT MOTION:

That Council approve the attached resolution for pre-approval of participation in the Spring Debenture Issue, with the following **maximum** parameters:

| | | |
|--|--------------------|---------------|
| Street Infrastructure, Incl. sidewalks, underground sanitary, storm systems | \$ 534,750 | 15 - 20 years |
| Sidewalk – Wickwire | 75,000 | 15 years |
| Cemetery Wall | 150,000 | 15 years |
| Water Utility – Distribution lines | <u>270,000</u> | 20 years |
| TOTAL BORROWING | <u>\$1,029,750</u> | |
| Maximum average interest rate set at 5.5%. | | |

REQUEST FOR DECISION 019-2018

Title: 2018 Spring Debenture Issue Approval

Date: 2018-03-06

Department: Finance



1) CAO COMMENTS

The CAO supports the recommendations of staff.

2) LEGISLATIVE AUTHORITY

- MGA section 66 – Power to borrow money

3) STAFF RECOMMENDATION

That Council approve the 2018 spring Debenture Issue funding requirements.

4) REFERENCES AND ATTACHMENTS

- 2017/18 Capital Budget and related funding requirements
- Capital Asset Funding Policy
- RFD 031-2017 – Temporary Borrowing Resolution, 2017/18 Capital (May/17 Council)
- TBR #17/18-01 (Town) in amount of \$864,750 and TBR #17/18-02 (Water Utility) in amount of \$270,000
- MFC Pre-Approval Resolution Wording (attached)

5) DISCUSSION

This is one of the steps required in order to participate in the debenture issues processed by the Nova Scotia Municipal Finance Corporation (MFC) each year. ***This is a housekeeping matter at this stage*** as it relates to the 2017/18 capital projects previously approved by Council.

As in past years, this matter is time sensitive. The MFC has set a deadline of April 20th to submit commitment letters for the spring issue.

Last year Council approved a Temporary Borrowing Resolutions (TBR) #17/18-01 and #17/18-02. This covered the capital projects included in the 2017/18 Capital Budget for the Town and Water Utility. The TBR's were broken down as follows as it relates to amounts needed for project complete/almost complete:

| | | |
|--|--------------------|---------------|
| Street Infrastructure, Incl. sidewalks, underground sanitary, storm systems | \$ 534,750 | 15 - 20 years |
| Sidewalk – Wickwire | 75,000 | 15 years |
| Cemetery Wall | 150,000 | 15 years |
| Water Utility – Distribution lines | <u>270,000</u> | 20 years |
| TOTAL BORROWING | <u>\$1,029,750</u> | |

REQUEST FOR DECISION 019-2018

Title: 2018 Spring Debenture Issue Approval

Date: 2018-03-06

Department: Finance



The total amount actually approved by Council last year was \$1,134,750. The amount moving forward to long term borrowing, i.e. debenture issue, is lower as:

- one of the projects (Blomidon Terrace sidewalk) tagged for debt funding was not started in 2017/18 and;
- one project (Storm Water replacement at Waterfront Park) did not incur sufficient costs to warrant debt funding.

Based on funding projections using the Towns Ten Year Capital Investment Plan (CIP), the above noted borrowings can occur without negatively impacting the Town's Debt Service Ratio, which has been in the 5.6% to 6.7% range (according to provincial FCI Report) for a number of years. The Province has a guideline that flags a municipality when their Debt Service Ratio exceeds 15%.

The noted maximum interest rate is the figure suggested by the MFC given current market conditions. In the last two years the final debenture terms have included interest rates lower than the annually suggested threshold. The "maximum" is simply set to ensure the Town is able to participate in the spring debenture issue without having to revise documentation. Timelines do not allow councils to revise parameters and resubmit to the Municipal Finance Corporation (MFC).

6) FINANCIAL IMPLICATIONS

The financial impact of this year's debt requirement was considered as part of the 2017/18 budget approval process. No further analysis is provided here.

7) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

Not applicable at this stage. Refer back to Council approval of Annual Operations Plan and related budget documentation.

8) COMMUNICATION REQUIREMENTS

Staff will communicate, in the required format, all information to the NS Municipal Finance Corporation

9) ALTERNATIVES

At this stage no alternatives, as the budget plan included debt financing for the items identified.

Name of Unit: _____

Resolution for Pre-Approval of Debenture Issuance Subject to Interest Rate

WHEREAS Section 91 of the *Municipal Government Act* provides that a municipality is authorized to borrow money, subject to the approval of the Minister of Municipal Affairs (hereinafter "the Minister);

AND WHEREAS the resolution of council to borrow for _____ was approved by the Minister _____;

AND WHEREAS clause 91(1)(b) of the *Municipal Government Act* authorizes the council to determine the amount and term of, and the rate of interest, on each debenture, when the interest on a debenture is to be paid, and where the principal and interest on a debenture are to be paid;

AND WHEREAS clause 91(2) of the *Municipal Government Act* states, that in accordance with the *Municipal Finance Corporation Act*, the mayor or warden and clerk or the person designated by the council, by policy, shall sell and deliver the debentures on behalf of the municipality at the price, in the sums and in the manner deemed proper;

BE IT THEREFORE RESOLVED

THAT under the authority of Section 91 of the *Municipal Government Act*, the

(Name of Unit)

borrow by the issue and sale of debentures a sum or sums not exceeding \$ _____, for a period not to exceed _____ years, subject to the approval of the Minister;

THAT the sum be borrowed by the issue and sale of debentures of the

(Name of Unit)

in the amount that the mayor or warden and clerk or the person designated by the council deems proper, provided the average interest rate of the debenture does not exceed the rate of **5.5%**;

THAT the debenture be arranged with the Nova Scotia Municipal Finance Corporation with interest to be paid semi-annually and principal payments made annually;

THAT this resolution remains in force for a period not exceeding twelve months from the passing of this resolution.

THIS IS TO CERTIFY that the foregoing is a true copy of a resolution duly passed at a meeting of the Council of the

(Name of Unit)

held on the _____ day of _____ 20

GIVEN under the hands of the Mayor/Warden and the Clerk of the

(Name of Unit)

this _____ day of _____ 20

Mayor/Warden

Clerk

REQUEST FOR DECISION 016-2018

Title: Community Oven
Date: 2018-03-06
Department: Community Development



SUMMARY

Local citizens are requesting a letter of support from the Town indicating preliminary support for a Community Oven Project to assist the group with fundraising efforts. They would also like to work with Town staff to finalize details related to the location and operation of the Community Oven.

DRAFT MOTION:

That Council direct staff to provide a letter of support in principle for the Wolfville Community Oven.

That Council direct staff to work with the community group to develop an agreement that determines the location, maintenance responsibility, insurance, fire/building/permit requirements and other required details.

REQUEST FOR DECISION 016-2018

Title: Community Oven
Date: 2018-03-06
Department: Community Development



1) CAO COMMENTS

The CAO supports the recommendation of staff. If Council supports this project in principle, a letter of support should help the community group leverage additional funds. There are still many details to work through, including location, maintenance responsibility, ownership of asset, insurance requirements and management of the use of the oven. These details will have to be worked through with the community group so that both they, and the Town, are satisfied that the Community Oven can be a viable project. All details would be finalized in a formal agreement with the Town before the Community Oven is installed.

2) LEGISLATIVE AUTHORITY

N/A

3) STAFF RECOMMENDATION

Staff recommend that Council direct staff to provide a letter of support in principle for the Wolfville Community Oven. This letter will confirm that financial support has not been provided and that the location, maintenance responsibility, insurance, fire/building/permit requirements and other details are yet to be determined. Staff also recommends that Council direct staff to negotiate these details with the community group and develop an agreement.

4) REFERENCES AND ATTACHMENTS

Wolfville Community Oven Concept Document

5) DISCUSSION

A group of local citizens wishes to explore the installation of a Community Oven in the Town of Wolfville. They are proposing a location at Robie Tufts and would like to have this completed in the summer of 2018. They would like Council to provide a letter of support for the project to help the group secure funding. Details and a written agreement will be negotiated with the Town once the project has secured committed funding.

The group estimates the project will cost \$20,000

The community group confirms the following supporters to date:

- Mud Creek Rotary Club
- Acadia University: classes doing research related to the oven and how it will benefit the community.
- Wolfville Farmers Market
- Devour Film Festival

REQUEST FOR DECISION 016-2018

Title: Community Oven
Date: 2018-03-06
Department: Community Development



Town staff requested that the Community Group seek additional community support and the group indicates that they plan to have conversations with the WBDC, Blomidon Naturalist Society, and the owner of La Torta.

HRM Project

This project models a similar oven in Halifax Regional Municipality (HRM). This project is a volunteer-run, wood-fired community oven, garden, and orchard, located in Leighton Dillman Park on the Dartmouth Common. HRM staff confirm the following:

- The HRM Community group raised the money to build the structure and the oven. Financial support was not received from the HRM Parks and Recreation Department. The local Councillor provided financial support from their discretionary funds to build the oven.
- HRM do not provide annual financial support to the project.
- HRM Parks and Recreation own the building as an asset.
- HRM is currently working with the community group to develop a formal agreement.
- General maintenance is provided by the community group.
- Operations and programming of the oven is the responsibility of the community group.
- There is community access as well as rentals/bookings.
- HRM maintains the grounds around the oven.
- HRM staff confirm the oven has been in place for five years without incident or problems with the facility or the users. It is a community building structure as people love to gather around food and friends. Open space around the oven for other complimentary activities is important. When the oven is firing, there are families playing and hanging out. There is a small field for games, sitting area, shade, community garden, etc.

Funding

The community group reports that conversations are on-going with some potential funders and once the community group determines a materials list, they will be looking to secure donations from Home Hardware and local contractors. They are confident they will be able to raise the necessary funds to make the project happen. The non-profit group Slow Food Nova Scotia has agreed to accept financial contributions on behalf of the Wolfville Community Oven.

Financial assistance is not requested from the Town of Wolfville at this time, but the group may request funding at a later date. Potential funding related to the 125th Anniversary of the Town was suggested by several Town Councillors.

The Structure

The Wolfville Community Oven is proposed to be a wood fired oven designed and installed by an expert that has installed the Dartmouth oven and the recent oven at Lightfoot and Wolfville. The structure proposed is a 12 x 12 open floor building. The oven would sit in the centre with wide open doors.

REQUEST FOR DECISION 016-2018

Title: Community Oven
Date: 2018-03-06
Department: Community Development



Location

The Community Group indicate the preferred location as the Robie Tufts Park lawn area with no parking removal. The location decision would be reviewed with Public Works and Parks staff. Parks staff indicate the in-ground irrigation system would need to be considered. In addition, the Wolfville Library may consider expanding in their current location which may impact the proposed site of the oven. The agreement would include the potential for moving the oven and structure should the expanded library impact the oven location.

Fire / Building /Permits

To be determined.

Insurance

The HRM Community Group has \$2 million liability insurance. The Wolfville community group understands this insurance would be required and do not foresee this as an issue.

Maintenance

HRM do not currently provide maintenance to the community oven. They do maintain the grounds around the oven.

FINANCIAL IMPLICATIONS

No financial contribution has been requested. If Council supports the proposed recommendations, this project will be incorporated into the Operations Plan and will require staff resources to finalize details related to the Community Oven.

6) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

This project supports the strategic direction provided in the 2017-2021 Strategic plan as follows:

- Improving quality of life for all: This project adds to the amenities in a park that can contribute to the enjoyment of residents.
- Maximizing our infrastructure investments: This project enhances infrastructure at Robie Tufts.
- Leveraging our economic opportunities: This facility could be used for Town events that attract visitors. Additionally, the popularity of this type of oven has the potential to attract group bookings from outside of town.

Council Strategic Principles:

1. Affordability: There is no funding request, however, long-term maintenance costs have not been determined.

REQUEST FOR DECISION 016-2018

Title: Community Oven
Date: 2018-03-06
Department: Community Development



2. Transparency: The support is requested via a public Committee of the Whole meeting.
3. Community Capacity Building: This project is supported through community engagement and builds local capacity.
4. Discipline to Stay the Course: This project was not identified in the current Parks Plan.
5. United Front: N/A
6. Environmental Sustainability: N/A

7) COMMUNICATION REQUIREMENTS

The local group will be notified of the decision.

8) ALTERNATIVES

That Committee of the Whole recommend that Council deny support of this project.

1) Improving Quality of Life for All

- Stakeholders continue to meet to discuss moving forward with a comprehensive alcohol strategy for the Town. The group is ready to launch a party registration program (we be piloted in March in advance of Cheaton Cup/St. Patrick's Day) and an educational campaign around the safe drinking guidelines and keeping it social. A two-day planning session is scheduled for June to begin to develop the broader alcohol strategy. A session was held in February to discuss relevant sections in the draft MPS;
- The second public consultation session for the East End Gateway was held on February 28th to present the draft design options. The final report will be available in March;
- A successful Volunteer Appreciation Celebration was held on February 15th at the Wolfville Farmers' Market. Approximately 35 people were in attendance to celebrate the many volunteer groups and individuals in the Wolfville community. Six individuals were nominated and Wolfville's selected Candidate for the Nova Scotia Volunteer of the Year Award was Judith Todd for her tremendous volunteer effort with the Syrian refugees.
- Staff held a Winter Warmer event on February 24th. We accepted the challenge from Hantsport and created our very own igloo. Chef Chandana and Chef Charlie from the Port Pub created an ice sculpture of the Wolfville Bloom and the Idle Threats braved the cold to provide some great music. Attendees enjoyed complimentary hot chocolate and delicious Belgian waffles from The Real Scoop Ice Cream and Espresso Shop (opening soon in Wolfville!). Approximately 200 attended this event;
- Resurfacing the tennis court is budgeted and scheduled for early 2018. To accomplish this task, the RFP was issued in February. The contract will be awarded to the proponent with the best value on March 7, 2018. This pre-budget award is necessary to ensure the work gets completed as early as possible in the fiscal year to avoid down-time at the tennis courts. The budget amount is \$50,000 and the successful proponent is Bourassa Sport Technologie Inc with a bid of \$37,639;
- The Valley Connect team will be hosting a "launch" event (the site is live now, but an event is planned to create more awareness) on Friday, March 2. This is a database of "all things recreation" in the Valley and can be accessed by groups/organizations who wish to advertise their programs/facilities/opportunities to the public. The website is www.valleyconnect.ca;
- Plans are underway for the Wolfville 125 series of events. The opening event is set for Sunday, March 25th from 2:00-4:00 pm at the Wolfville Farmers' Market;
- All four municipal units in Kings County have agreed to sign an Inter-Municipal Services Agreement to enable a Regional Emergency Management Organization, The first Regional Emergency Management Advisory Committee meeting is scheduled for April 23rd;

2) Maximizing Our Infrastructure Investments

- The energy audit for Town Hall, Public Works and the Library buildings is now underway and should be completed by the end of March;
- Survey work for 2018 capital projects were completed this week in preparation for the design phase.



3) Leveraging our Economic Opportunities

- Development Agreement and Plan Amendment applications continue to move toward decisions by Council. Some applications are taking a substantial amount of Staff time;
- An MPS update has been provided to PAC (February 28th meeting) and Council. Staff are striving to provide a monthly update to ensure PAC and Council are aware of ongoing work leading to the review of Draft 2.
- Staff have finalized the 2017-2021 agreement with the WBDC;
- The Business Registry Program was launched in November 2017. The updated business directory was launched in late January 2018. This directory only contains businesses that completed the Business Registry. Approximately 80 businesses have registered to date and efforts are being made to increase the number of registrations.

4) Operational Updates

- Staff continue to work on the draft 2018-19 budget and Operations Plan. Version 3 will be presented to COW on March 6th;
- Staff are preparing for union negotiations, which will take place in the coming months;
- The Water Utility Budget has been prepared;
- The Water Rate Study is expected to be presented at the April COW meeting. This will require Council endorsement before filling with the NSUARB;
- The Finance Department has provided feedback with respect to the ongoing Kings Transit and Valley Waste budgets;
- Annual invoicing to the VCFN partners has occurred;
- There are three active FOIPOP applications being worked on. Partial information has been released in one application, with further decisions pending on the remaining documents;
- T4's have been issued to staff;
- A public Budget Information Session was held on Feb 21st. Four attendees came out over the five-hour session;
- The interview process to back-fill the Administrative Assistant in Corporate Services has begun;
- Job ads for the Building/Fire Inspector, Custodian, Crossing Guard and two summer students for Parks have gone out;
- GIS portal training has begun with staff and the basemap can be viewed by the public from the Town's website;
- The IT Manager is rolling out a new Help Desk service in the next few weeks.

COMMITTEE UPDATE

Title: Valley Waste Resource Management (VWRM)
Date: March 6, 2018
Department: Office of the CAO



UPDATE

The Valley Region Solid Waste-Resource Management Authority met on February 21, 2018 in keeping with the normal meeting schedule.

2018-19 Operating and Capital Budgets

Draft Budgets were presented. Discussions resulted in the draft budget being turned back to staff for further investigation targeting four (4) key areas. A Special authority meeting will be called for the purpose of further considering the draft budgets.

Corporate Strategic Plan

The plan continues to be a high priority. The Authority will move forward with the project in mid-April.

General Manager Recruitment

The Authority's General Manager recruitment process continues to move forward successfully under the guidance of Consultant, Gerald Walsh and Associates.

Plastic Film Update

Municipalities and Regional Authorities across the Province have been having the discussion around a potential province-wide ban on single-use plastic bags. Twenty-six municipalities have expressed support so far. One municipality is opposed, and several others have yet to weigh in on the topic. The province has also issue a public opinion poll to gauge interest from the public.

The next meeting of the Valley Region Solid Waste-Resource Management Authority is scheduled for Wednesday, March 21, 2018

VALLEY WASTE-RESOURCE

FEBRUARY 2018



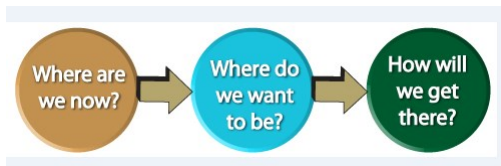
PAGE 1 OF 2

Management Minute

KEY TOPICS OF INTEREST

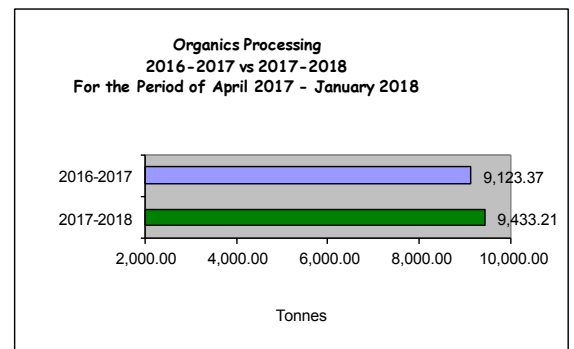
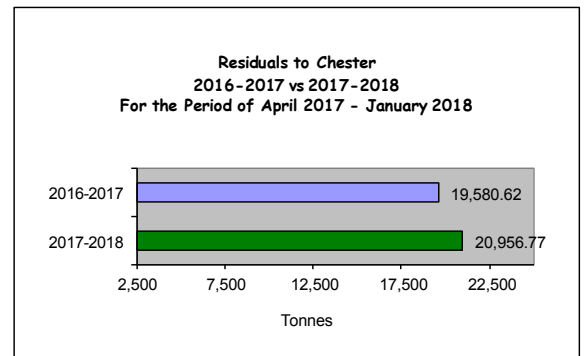
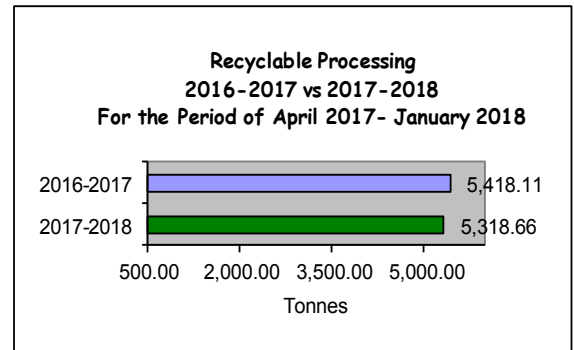
The Valley Region Solid Waste-Resource Management Authority met on February 21, 2018. Revised draft Operating and Capital Budgets for the 2018-2019 fiscal year were presented. Discussions resulted in the draft budget being turned back to staff for further investigation targeting 4 key areas. A special Authority meeting will be called for the purpose of further considering the draft budgets.

It was the consensus of the Authority that the development of a Corporate Strategic Plan continues to be a high priority. The Authority will move forward with the project in mid-April with Mr. Ramsay serving the facilitator for this important project.



GENERAL MANAGER RECRUITMENT

The Authority's General Manager recruitment process continues to move forward successfully under the guidance of Consultant, Gerald Walsh and Associates.



PLASTIC FILM UPDATE

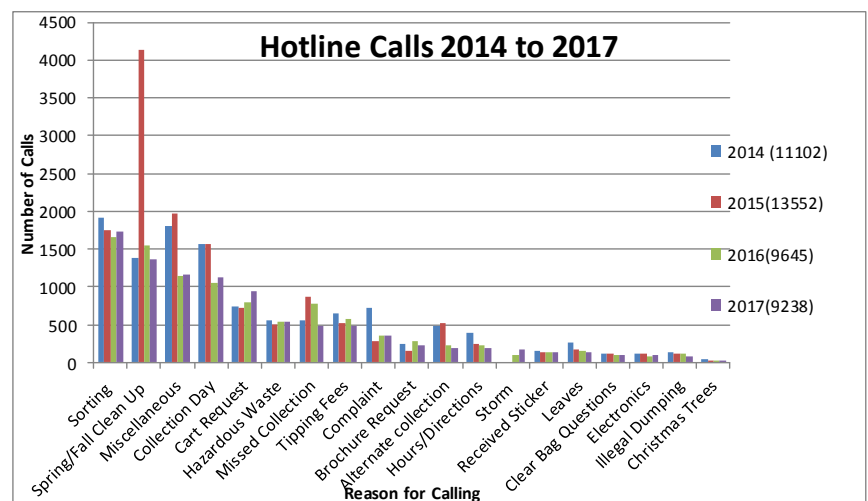
Municipalities and Regional Authorities across the province have been having the same discussion around a potential province-wide ban on single use plastic bags. Twenty-eight municipalities have now endorsed a ban across the province with one municipality speaking against the ban. Our recyclables processor, Scotia Recycling Ltd., continues to stockpile plastic film and has moved small quantities to a new market. They are hopeful their market will accept larger quantities in the coming months. The province has also issued a public opinion poll to gauge interest.

CONSENSUS BASED PROPOSAL

The Priorities Group, a sub-committee of Regional Chairs with representation from both municipal and provincial stakeholders that discuss and collaborate on solid waste regulations and stewardship programs, has created materials for the Union of Nova Scotia Municipalities to engage municipalities on solid waste issues and in particular extended producer responsibility (EPR) for packing and printed paper. The materials include speaking points, messaging and data so that municipalities are receiving the same information across the province. The proposal will need to be endorsed by the Regional Chairs Committee in March.

HOTLINE DATA

The Valley Waste Hotline received 9,238 calls in 2017 which demonstrates a downward trend over the last couple years. Increased calls in 2014 and 2015 were mainly the result of service cuts (Fall Clean-up and Leaf Collection). Fewer calls regarding collection dates and clean-up collection are likely offset by the MyWaste app. The one area where we are receiving increased calls is for greet carts. ~75% of the carts in circulation were distributed in 1999.



THE LAST RE-SORT REUSE CENTRE

The 2018 year of operation for the Last Re-Sort Reuse Centre was our most successful.

- We operated from April 15 to December 15 (8 months)
- Revenues were \$31,090 up from \$28,155 in 2017
- Sales per week averaged \$914.00. We closed on 2 holidays: Canada Day and Remembrance Day
- Expenses for the year were \$41,367. Expenses include salary, insurance, vehicle maintenance and supplies
- The Reuse Centre also opened at our West Management Centre in Lawrencetown in September and sold off many of the materials collected from that site over the year. Unsold items were transferred to the Kentville site after the event. We plan on having another opening at our West Centre in 2018.

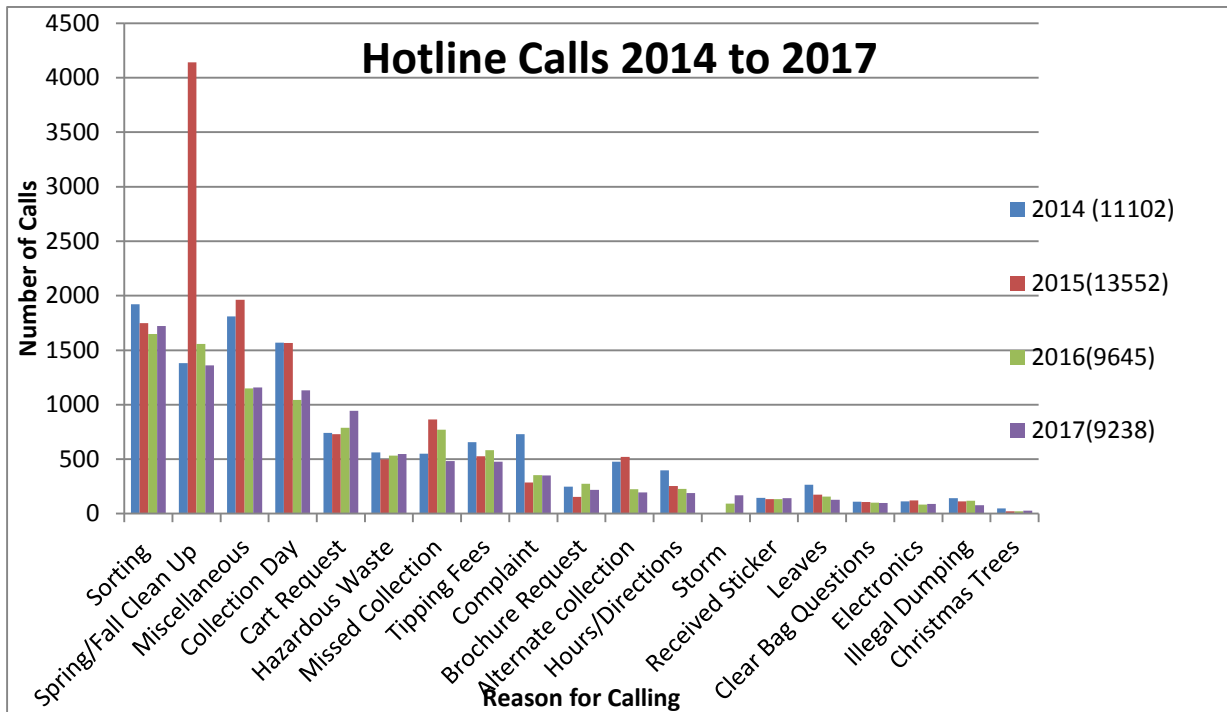
UPCOMING MEETING

The next regular monthly meeting of the **Valley Region Solid Waste-Resource Management Authority** will be held on **Wednesday, March 21, 2018** beginning at **9:00am** in the Board Room in keeping with the normal meeting schedule.

Communications Update

Hotline Data

The Valley Waste Hotline received 9,238 calls in 2017; which demonstrates a downward trend over the last couple years. Increased calls in 2014 and 2015 were mainly the result of service cuts (Fall Clean-up and Leaf Collection). Fewer calls regarding collection dates and cleanup collection are likely offset by the MyWaste app. The one area where we are receiving increased calls is for green carts. ~75% of the carts in circulation were distributed in 1999.



The Last Re-Sort Reuse Centre

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Valley Waste-Resource Management Authority

Report to the Authority

Subject: Regional Coordinator Report

From: Andrew Garrett, Regional Coordinator

Date: February 13, 2018

Plastic Film Update

Municipalities and Regional Authorities across the province have been having the same discussion around a potential province-wide ban on single-use plastic bags. Twenty six municipalities have expressed support so far. One is opposed and several others have yet to weigh in on the topic. Our processor, Scotia Recycling Ltd. continues to stockpile plastic film and has moved small quantities to a new market. They are hopeful their market will accept larger quantities in the coming months. The province has also issued a public opinion poll to gauge interest from the public.

Potential EPR Programs

Nova Scotia Environment staff has been tasked with working on Extended Producer Responsibility programs for the following items in an effort to bring them in-line with similar programs in other provinces:

- Motor oil and oil containers
- Glycol (antifreeze) and glycol containers
- Oil filters
- Expansion of electronics recycling program

Consensus Based Proposal

The Priorities Group has created materials for UNSM to engage municipalities on solid waste issues and in particular EPR for packaging and printed paper. The materials include speaking points, messaging and data so that municipalities are receiving the same information across the province. The proposal will need to be endorsed by the Chairs Committee in March.

Valley Region Solid Waste-Resource Management Authority
Report to the Authority

Agenda Item No. 4.6

Subject: Corporate Strategic Plan Development

From: Rick Ramsay, Interim General Manager

Date: February 13, 2018

As you are aware, it was fully my intention to facilitate the production of a Strategic Plan for VWRM during my time here as Interim General Manager.

I have found that there has not been sufficient time for me to devote to and to complete the preparation for the project prior to my time of departure (February 28).

Keeping a watch on the budget process and working on other regular urgencies has taken more time than planned. In addition, during the interviews for the General Manager last week, it became evident from discussions with the candidates that they would all be interested in being on the ground floor of developing the plan. I respect that opinion and wish. As well, after the interviews, the Authority members of the Search Committee were agreeing with that process.

Here is what I am prepared to do as a result of that scenario: I am prepared to come back to facilitate the plan development with the Authority, General Manager and Management group in mid-late April, when I return from a holiday. Hopefully the new GM will have had a few weeks to get their feet on the ground and can contribute to the plan development. I would intend to use the same process as presented to the Authority in January, using a retreat setting day and one-half. (may be better for travel also).

Rick Ramsay

COMMITTEE UPDATE

Title: Kings Transit Authority (KTA)
Date: March 6, 2018
Department: Office of the CAO



UPDATE

The Kings Transit Authority Board met on February 28, 2018.

The Chair and Vice-Chair met with Kings Transit staff to review the updated website. It was decided to go live with the version as presented and upload a version in a few months incorporating suggestions.

Version two of the budget was discussed with a commitment to incorporating the information requested by municipal partners.

The new Hants Border-Port Williams-North Kentville run continues to have modest increased ridership while the rest of the system, Wolfville to Weymouth, is down 5,387 riders compared to January 2017.

Federal and Provincial funding is being sought for the development of a strategic plan to increase ridership.

The Vice Chair, after attending the Sustainable Communities Conference in Ottawa, presented a free student ridership initiative that rolled out in Kingston, Ontario. Kingston Transit has had a ridership increase of 70% from 2012 to 2017. Further information will be presented at the next board meeting.

Federal Transit Funding, with the \$80,000 yearly capital contribution from the municipal units, and \$375,000 from the Province, has allowed Kings Transit to:

- install free wifi on the buses
- purchase 2 new buses
- have Automatic Vehicle Location (an app with real-time bus location) and Computer Assisted Dispatch (automatic voice and visual stop announcements)
- order a new bus shelter for Digby and one for after-hours at the New Minas Depot
- update all bus cameras
- and install an accessible pad and bus stop exit at the depot in New Minas



KINGS TRANSIT AUTHORITY
Board Meeting Agenda
February 28th, 2018, 4:00pm
Location: New Minas Office Board Room

1. Welcome and Roll Call
2. Approval of Agenda
3. Approval of January 24th Regular Board Meeting Minutes
4. Board Chair Update
5. General Managers Report
6. Ridership Report
7. Financial Report
8. Old Business
9. New Business
 - a. Federation of Canadian Municipality's Sustainable Communities Conference Update – Kingston's Transit Initiative (Councillor Brian)
10. Correspondence
11. Next Meeting: March 28, 2018, 4:00pm, New Minas Office Board Room



**KINGS TRANSIT AUTHORITY
REGULAR BOARD MEETING-MINUTES
January 24th, 2018**

The regular board meeting of Kings Transit Authority was held on the above date at 4:15pm at Kings Transit Authority – New Minas NS.

1. Welcome and Roll Call
Attendance:
Board Members
Councillor Pauline Raven, Municipality of Kings County, Board Chair
Councillor Mercedes Brian, Town of Wolfville, Vice Chair
Councillor Andrews, Town of Kentville
Councillor Hodges, Municipality of Kings County
Councillor Walsh as stand in for Councillor Morton, Town of Berwick
Service Partners
Deputy Warden Linda Gregory, Municipality of the District of Digby
Councillor LeBlanc, Municipality of Annapolis County
KTA Staff
Stephen Foster, General Manager
Ken Redden, In-Term General Manager
Kate Dixon, Accounting Coordinator
Kaileigh Smith, Coordinator of Customer Service.

2. Approval of Agenda Councillor Brian/Councillor Andrews (Moved/Seconded)
List of Amendments:
- Addition of "In Camera" Discussion as item 12C

3. Approval of November 22nd, 2017 Minutes Councillor Brian/Councillor Andrews (Moved/Seconded)

4. Approval of January 9th, 2018 Special Board Meeting Minutes Councillor Hodges/Councillor Brian (Moved/Seconded)
List of Amendments:
-Change date from July 26, 2016 to correct date of January 9th, 2018
- Add Councillor Morton to Attendance

- Attach Letter of Resignation

5. Business Arising from Minutes

No Business Arising from Minutes.

6. Board Chair Update

Transition to a New General Manager

Gerry Walsh and Associates have been selected as the recruiting firm. Advertising for the position will begin by Friday, January 26th, 2018 and be open until Mid February. Once closed, initial screening interviews will take place until Late February. In Early March the search committee which will be composed of two to no more than three Board members, will begin interviews with the short listed candidates. There may be a possibility of bringing the top two candidates to the Board for an interview. If it is clear that there is a lead candidate for the position, then a recommendation will be made based on this. A new General Manager should be in place by Mid-Late April.

Meeting with Grant Thornton Auditors

Kings Transit Authority was not well prepared for last year's Audit, hence the extra charges incurred. These charges were reviewed in the meeting; the interest charges have been forgiven. As well the auditors will be coming to Kings Transit on Monday, January 29th, 2018 to spend the afternoon with the Accounting Coordinator at no charge to help better understand what caused the cost to overrun the last years Audit and to better prepare for the upcoming. This will happen regardless of whether a letter of engagement is signed with Grant Thornton for this upcoming year. At this time, no decision had been made on Audit Services.

U-Pass Project

Acadia was looking to have a substantial amount of people with a free pass. Free passes were requested for all Part-Time and Co-Op Students who do not pay student fees. Kings Transit Authority will continue to work on this with the new Acadia director in the upcoming year with a referendum date set for February of 2019, and a service start date of September 2019. This will allow for the real-time app to be properly functioning, as well as to build a stronger on-line presence.

Strategic Plan for Ridership

Councillor Raven requested permission from Board

members to search for available funding and grants to aid in creating a strategic plan for increasing ridership. The Board stated that there was support for this request. A motion was put forward to allow Councillor Raven to search for available funding.

- | | |
|-----------------------------|---|
| 7. General Manager Report | Councillor Walsh/Councillor Hodges (Moved/Seconded) Motion to Accept General Managers Report Councillor Walsh/Councillor Andrews (Moved/Seconded) |
| 8. Monthly Financial Report | Motion to Accept Monthly Financial Report Councillor Hodges/Councillor Andrews (Moved/Seconded) |
| 9. Monthly Ridership Report | Motion to Accept Monthly Ridership Report Councillor Hodges/Councillor Walsh (Moved/Seconded) |
| 10. Service Partner Items | No Service Partner Items |
| 11. New Business | 2018/2019 Operating Budget Motion to approve the 2018/19 Operating Budget Councillor Hodges/Councillor Brian (Moved/Seconded) |

List of Amendments

- Wages increased by \$10,000 for a new total of \$164,741
- Benefits increased by \$1,700 for a new total of \$28,005
- IT Services changed to IT Services/Equipment with a new total of \$3,700

2018/19 Capital Budget

Capital Plan was reviewed with more information to come regarding funding.

- | | |
|---|---|
| 12. Membership of KTA General Manager Recruitment | The search committee will ideally have two to no more than three people in addition to Gerry Walsh, and Chris Moore. When asked whom was interested in participating there was a statement of interest from the following <ul style="list-style-type: none">- Councillor Brian- Councillor Hodges- Councillor Morton- Councillor Raven Councillor Raven will approach Gerry Walsh with this information and state the interest, and to see if four |
|---|---|

participants as opposed to three will be acceptable.

13. Correspondence No Correspondence

14. Adjournment Meeting Moved to In Camera at 6:25pm

15. Next Meeting The next meeting will be held on February 28th, 2018 at
4:00pm in the Board Room, KTA Office, New Minas

Approved at the KTA Board meeting of 02/28/2018

Recorded by Kaileigh Smith

Signatures of Approval

_____ General Manager

_____ Board Chair

Kings Transit Authority

General Managers Report

February 2018

Report Index

Section A

Occupational Health & Safety

Section B

Garage report

Section C

Ridership & Revenue

Section D

Ridership initiatives

Section E

Transit Funds & Tenders

Section F

Staffing

Section G

Monthly activities

Ken Redden
2/21/2018

Section A-Occupational Health & Safety

Safety Committee held their monthly meeting on Monday February 12th there were no major safety concerns reported at this time, one safety concern report form was reviewed, noting the necessary corrective action had been completed. Workplace inspections deemed each work location to be in a good state of repair with the exception of Janitorial storage areas needing attention. The General Manager will address these issues with Supervisor of Janitorial Contract.

A review of the Occupational Health Safety Committee Policy was completed at this time.

The Evening Shift Coordinator had reviewed with workshop staff the safe work practices using transmissions jacks and safety stands with garage staff.

The OH&S committee is currently seeking a committee member to represent the workers from the western end of KTA service area.

Safety Services Nova Scotia are sponsoring an OH&S safety conference at Halifax April 8th and 9th, currently we are gathering necessary information with the intention of sending one committee member to this conference.

Section B – Garage Report

During the Month of January 25 work orders were issued for bus repairs. The parts cost associated with the repairs totaled \$33019.32, labour costs associated with the work orders totaled \$12982.50

Section C – Ridership & Revenue

Ridership for the Month of January 2018 indicates an overall **decrease** of 22.31% from the previous year 2017. The Hants Border route was the exception showing a ridership increase of 1.18% .

Weather conditions may be contributing to the lower ridership and revenue numbers for January.

Revenue for the month of January 2018 indicates an overall **decrease** of 4.99% from the previous year 2017. The Hants Border and Annapolis East routes were the exception showing a revenue increase of 3.28% and 1.83% respectively.

Section D – Ridership initiatives

The Committee will be reinvestigating the Acadia U-Pass Project and reviewing the intended results from the installation of the CAD/AVL project.

Installation date for the CAD/AVL equipment is planned for late February early March

Section E- Federal Transit Funds

Kings Transit will receive funding for six projects

1. **Purchase and Installation of Wi-Fi equipment** –Project complete
2. **Purchase 2 new 30'low floor busses** – project complete. Waiting for final approval from UARB before Buses put into service.
3. **CAD/AVL Project**- Waiting on installation of equipment to be installed on buses February 24th and 25th.
4. **Purchase and installation of two bus shelters**- Tender awarded, waiting on the supply of those shelters.
5. **Camera Replacement Project**- Installation of equipment is now complete on all buses, training of staff planned for February 27th.
6. **Accessible Bus Stop**- Installation of accessible pad and bus stop exit at Kings Transit Facility New Minas project complete, waiting on information from MP Scott Bryson Office as to where to submit final project claim.

Section F- Staffing

Currently all open positions have been filled.

Gerald Walsh and Associates are currently in the recruitment process to fill the General Manager position.

WHMIS training was provided to all staff on Sunday January 28th along with a quarterly staff meeting.

Driver training has been provided to a potential bus driver, their name will be added to the spare driver list if they meet requirements.

Staff continues to manage the day to day operations and have been very helpful in assisting the interim General Manager.

Section G- Monthly Activities

The two new 2017 Eldorado's buses that arrived late December 2017 have undergone all necessary inspections required by the Motor Carrier Division of UARB . The final requirement for putting these buses into service is to provide UARB confirmation of insurance coverage, that request has been made to our insurance broker.

Accident involving the Digby bus January 3, 2018 has been forwarded to our insurance broker for action, additional information that was received February 22, 2018 by letter has also been forwarded.

The Nova Scotia Utility And Review Board has approved Kings Transit Authority application to reduce the hours of operation for routes 5 and 5A, Municipality of Digby dated February 22, 2018.

Kings Transit Authority banking accounts Capital and Operating, authorization approvals have now been changed authorizing, Interim General Manager Ken Redden in conjunction with Board Member Pauline Raven and Mercedes Brian to do transactions.

Double Map CAD/AVL installation of hardware equipment on buses, has now been delayed, previously reported that work was to be completed February 24th and 25th, at this time no confirmed date to complete project. It has been determined 4 of the buses are not equipped with the necessary equipment to allow Double Map to connect into voice or audio system on the buses. Staff are investigating options and pricing to resolve this issue.

On a positive note the overall weather conditions have been very favorable to Kings Transit this winter with only minor reduction to overall service level.

The development of the new Kings Transit website is progressing fairly well, an initial review of design and layout has been completed at this time. Startup date is anticipated for early March.

COMMITTEE UPDATE

Title: Kings Point-to-Point (KPPT)

Date: March 6, 2018

Department: Office of the CAO



UPDATE

The Kings Point-to-Point Board met on February 27, 2018

There's been an 8% growth in individual fares for January, bringing total receipts for the fiscal year to \$14,062 above budget. Kings Point to Point Transit provided 6 trips to Halifax in one day, many of these were for dialysis patients.

Total Overhead Costs for the year were \$12,934 below budget in spite of two vehicle inspections last month. KPPT is required to have motor vehicles inspections every six months and the standards are more rigorous than for the general public. An engine re-build for an accessible van will reduce this surplus.

The Chair attended a presentation given by KPPT to the Canning Village Commission. The Village Commission plan to increase awareness of KPPT and promote the service.

KINGS POINT – TO - POINT TRANSIT SOCIETY BOARD MEETING

AGENDA

Tuesday, February 27, 2018 at 5:15 pm

Held at: Kings Transit Authority, 29 Crescent Ave, New Minas, NS

- Call to Order
- Regrets
- Confirmation of Agenda
- Minutes of meeting January 23, 2018.....*Review and approval*
- Matters arising from the Minutes
- Old Business

- Financial report
- Office report
- OH & S report
- Business Plan review & update
- Chair's report
- New Business
- Correspondence
- Next meeting date: Tuesday, March 27, 2018 at 5:15 pm
Location: KTA Board Room, 29 Crescent Drive, New Minas
- Adjournment

Kings Point-to-Point Transit Society

Board Meeting Minutes

January 23, 2018

Held at Kings Transit Authority, 29 Crescent Drive, New Minas

ATTENDEES: Helen Juskow (Vice-Chair), Lynn Pulsifer, Chris Goddard, Jim Winsor, Margot Bishop, Gerard Tremere, Faye Brown (Manager)

GUESTS:

REGRETS: Mercedes Brian, John Mroz, Fred Dominey, Shelley McMullin, Wayne Davis, Dianna Thomson

The Meeting was called to order at 5:25 pm by Vice-Chair, Helen Juskow.

1. Agenda was confirmed (attached)

- Unanimous Consent for approval of the Agenda.

2. Minutes of meeting

- Unanimous Consent for approval of the Minutes

3. Matters arising from the Minutes

- Moved by Margot Bishop, seconded by Chris Goddard, that the Individual Drive Rate increase agreed to in July, 2017 not be implemented. It is felt that KPPT's rates are high enough for the clients we service, and due to increases in efficiencies and ridership KPPT has been able to cover their expenditures to date. It was moved to increase the Group Rate to \$1.60 per kilometer and the Driver Rate to \$25.00 per hour. This increase is to cover the additional operating cost of the 2017 18-passenger minibus.

4. Old Business

- Moved by Margot Bishop, seconded by Jim Winsor, that we table the previous motion of October 24, 2017 to agree to sign the Town of Wolfville's Emergency Transportation's Memorandum of Understanding until further information is obtained/disclosed regarding Sections 7.0 and 7.1. A revised MOU was received after the October 24th meeting with Sections 7.0 and 7.1 added. It was agreed that the Board needs to obtain a full understanding of these new clauses.

All in Favor

5. Financial Report – presented by Manager, Faye Brown

- Motion to approve the Financial Report for November and December, 2017 moved by Lynn Pulsifer, seconded by Jim Winsor. It was noted that there were 6 Snow Days to date in December & January .

All in Favor

- Motion to approve the CTAP Schedules C-D with Actuals to December 31, 2017 for release of the 4th installment of \$23,382 by the Department of Municipal Affairs moved by Margot, seconded by Chris.
All in Favor

6. Office Report - Attached

7. OH & S Report – None at this time

8. Chair’s Report – None at this time

9. New Business

- The 2018-19 Budget and request for funding support to the Municipality of the County of Kings was presented in detail by the Manager, Faye Brown. Motion to approve the 2018-19 funding request, as presented, was moved by Gerard Tremere, seconded by Margot Bishop. All in Favor.

10. Correspondence

- In November, KPPT received an additional \$4500.00 CTAP grant to bring the 2017-18 grant total to the 2016-17 level of \$ 108,420.
- Received an e-mail from Municipal Affairs advising there is a possibility that CTAP organizations will be allowed two ATAP grant applications to fund two vehicles in the 2018-19 year.

Next meeting date confirmed for **February 27th at 5:15 pm** at Kings Transit Authority.

Motion to Adjourn made by Chris Goddard.

Meeting Adjourned at 6:30 pm

Signed: _____ **Date:** _____

Signed: _____

COMMITTEE UPDATE

Title: Annapolis Valley Trails Coalition (AVTC)
Date: March 6, 2018
Department: Office of the CAO



UPDATE

The AVTC met on February 22nd, 2018 in Berwick.

The financial statements were provided, indicating that the organization is in good standing. An increase in spending, primarily due to travel expenses related to work being done at opposite ends of the trail concurrently, was offset by increased revenue from the Destination Trail grant and trail coordinator services rendered.

The proposed 3-year budget was also presented, which reflect increases to the Trail Coordinator's salary, as well as website, administration costs related to promotion of the trail, and some contingency allocation for trail repair in case of weather events. These expenses are offset by increases in Provincial funding, as well as trail maintenance contracts to be carried out.

The proposed 2018 trail projects were discussed, with Wolfville's major project of re-routing the trail near the trail head location at the east end gateway on the slate. Also listed is Wolfville's trail head development at the same location.

The announcement of the Harvest Moon Trail's inclusion as part of the Trans Canada Trail was discussed, and what this means in terms of increased funding opportunities, exposure and tourism in the area. The major point is that Federal funding can now be accessed due to this designation.

The AVTC's strategy for developing signage and trail head kiosk design was presented, and includes a comprehensive approach to ensuring consistency along the entire trail, which the Board agreed is desirable, and which is required to a certain extent by the Trans Canada Trail regulations. Design proposals were circulated and comments will be collected that will inform any changes/updates. The kiosks are intended to have Harvest Moon Trail mapping, community-specific interpretive paneling, local trail mapping and information, while directing visitors to the Visitor Information Centre for current information on business locations, accommodations, amenities, etc. as these are more susceptible to changes. There will also be branding elements included in each locale (i.e. Wolfville "Bloom" will be present on the kiosk in Wolfville). The intent is to secure funding that will cover the majority of the expenses related to installation of all kiosks and signs, with municipal partners covering any shortfall, which should be minimal. Plans for installation will move forward once feedback is collected and designs are finalized, hopefully in the next few months.

COMMITTEE UPDATE

Title: Wolfville Business Development Corporation
Date: March 6, 2018
Department: Office of the CAO



UPDATE

The WBDC Board of Directors met on February 13, 2018

Summary of key issues discussed:

- Canopy Creative presented on the WBDC marketing efforts to date.
- A business survey is ongoing.
- WBDC is participating in Wolfville 125 working group. Members will be asked to have 12.5 off sales the weeks around the March 25 Wolfville 125 event. A contest will be run for a chance to win a WBDC gift basket.
- HRM bill boards were reviewed. These will run for 4 weeks.
- The Wolfville Brand document will be used to market the brand in future WBDC promotions.
- Advertising in the Grapevine publication is planned.
- Destination Acadia is exhibiting in Saltscapes. A partnership with WBDC, town and Acadia should be explored for this event.
- The cost for a light at skatepark Parking lot has been confirmed \$25 a month. Permission is required from the town. This will be explored with the town.
- Affiliate membership confirmed as \$200 + \$10 per employee to a maximum of \$500. A package will be developed to market to potential affiliate members.
- Parking continues to be identified as number one concern from members. A meeting is planned with town staff to look at plans to improve parking.