



Committee of the Whole

Tuesday, May 1, 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, April 3, 2018
3. **Presentations:**
 - a. Valley Regional Enterprise Network, Coby Milne
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. **Adjournment to In Camera Meeting under *section 22(2)(g) of the Municipal Government Act.***
 - a. Legal advice for solicitor client privilege
6. **Adjournment of In-Camera Meeting**



7. Committee Reports (Internal)

- a. Emergency Management Advisory Committee
- b. Art in Public Spaces Committee
 - (1) RFD 030-2018: Art & Infrastructure
- c. Planning Advisory Committee
 - (1) Information Report: MPS Review Update

8. Staff Reports for Discussion

- a. RFD 036-2018: Rental Licensing
- b. RFD 023-2018: Asset Management Plan
- c. RFD 032-2018: Temporary Borrowing Resolutions
- d. Information Report: Provincial CAP Program
- e. RFD 031-2018: East End Gateway
- f. Information Report: UNSM 2018/19 Priorities

9. CAO Report

10. Committee Reports (External)

- a. Valley Waste Resource Management (VWRM)
- b. Kings Transit Authority (KTA)
- c. Kings Point-to-Point (KPPT)
- d. Valley Community Fibre Network (VCFN)
- e. Annapolis Valley Trails Coalition (AVTC)
- f. Wolfville Business Development Corporation (WBDC)

11. Question Period

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



12. Adjournment to In Camera Meeting under *section 22(2)(c) of the Municipal Government Act.*

- a. RFD 034-2018: Appointment of Committee Members – Accessibility Advisory Committee

13. Adjournment of In Camera

14. Motion from In Camera

- a. RFD 034-2018: Appointment of Committee Members – Accessibility Advisory Committee

15. Regular Meeting Adjourned



APPROVAL OF AGENDA

Moved

Seconded

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

APPROVAL OF MINUTES

a. April 3, 2018 Committee of the Whole Meeting

Moved

Seconded

That the minutes of April 3, 2018 Committee of the Whole meeting be approved as circulated and/or amended.

ADJOURNMENT TO IN-CAMERA

Moved

Seconded

That Council move to an in-camera meeting under section 22(2)(g) of the Municipal Government Act – legal advice eligible for solicitor-client privilege

ADJOURNMENT OF IN-CAMERA

Moved

Seconded

That the in-camera meeting be adjourned.

STAFF REPORTS FOR DISCUSSION

a. RFD 030-2018: Art & Infrastructure

Moved

Seconded

That Council direct staff to include an art component, where possible, with the development of the east end gateway and other infrastructure projects, as reviewed annually by the Art in Public Spaces Committee.

b. RFD RFD036-2018: Rental Licensing

Moved

Seconded

That Committee of the Whole forward the following motion to Council for decision: That Council direct Staff to explore a revised Rental Licensing approach that would be brought back to Council in the fall of 2018 to be considered with the Municipal Planning Strategy and Land Use By-law.



c. RFD 023-2018: Asset Management

Moved

Seconded

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

That Council accept the Asset Management Plan as presented and authorize staff to proceed with the implementation of recommendations contained in the plan subject to approval of annual budgets.

d. RFD 032-2018: Temporary Borrowing Resolution

Moved

Seconded

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

That Council approve the attached Temporary Borrowing Resolutions;

•	TBR #18/19-01	Various purposes Town	\$1,424,400
	TBR #18/19-02	Water Distribution	<u>151,700</u>
		Total Borrowing	<u>\$1,576,100</u>

to cover loan facilities with the Bank of Montreal until such time as the short-term loans are replaced with debenture borrowings as per the 2018/19 Town Capital Budget, Ten Year Capital Investment Plan (CIP), Water Utility Budget, and Town Capital Asset Funding Policy.

e. RFD 031-2018: East End Gateway

Moved

Seconded

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

That Council accept the East End Gateway Masterplan prepared by Ekistics Plan + Design dated March 28, 2018

ADJOURNMENT TO IN-CAMERA

Moved

Seconded

That Council move to an in-camera meeting under section 22(2)(c) of the Municipal Government Act – Personnel.

ADJOURNMENT OF IN-CAMERA

Moved

Seconded

That the in-camera meeting be adjourned.

MOTIONS FROM IN-CAMERA MEETING

RFD 034-2018: Committee Appointments - Accessibility Advisory Committee

Moved

Seconded

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

That Council appoint the following Councillors, effective May 2018, as members of the Accessibility Advisory Committee for two-year terms:

- Councillor...
- Councillor...

That Council appoint the following members, effective May 2018, to the Accessibility Advisory Committee for two-year terms:

- ...
- ...
- ...

That Council appoint the following members, effective May 2018, to the Accessibility Advisory Committee for three-year terms:

- ...
- ...

ADJOURNMENT

Moved

Seconded

That the regular meeting be adjourned.

ATTENDING

- Mayor Jeff Cantwell
- Deputy Mayor Wendy Donovan
- Councillor Mercedes Brian
- Councillor Wendy Elliott
- Councillor Jodi MacKay
- Councillor Oonagh Proudfoot
- Chief Administrative Officer Erin Beaudin, and
- Recording Secretary Jean-Luc Prevost

ALSO ATTENDING

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

ABSENT WITH REGRETS

- Councillor Carl Oldham

LATE ARRIVALS

- Councillor Wendy Elliott – 8:35am

EARLY DEPARTURES

- Councillor Oonagh Proudfoot – 12:55pm
- Deputy Mayor Wendy Donovan – 1:00pm

CALL TO ORDER

Chair, Mayor Cantwell, called the meeting to order at 8:31 am

Agenda Item	Discussion and Decisions
1. Approval of Agenda	01-04-18 IT WAS REGULARLY MOVED AND SECONDED THAT THE AGENDA BE APPROVED AS CIRCULATED CARRIED
2. Approval of Minutes a. March 6, 2018	02-04-18 IT WAS REGULARLY MOVED AND SECONDED THAT THE MINUTES OF THE COMMITTEE OF THE WHOLE MEETING OF MARCH 6, 2018 BE APPROVED AS CIRCULATED CARRIED
3. Presentations a. <u>Destination Acadia</u> , Kevin Dickie	<ul style="list-style-type: none">• Acadia University is one of Canada's oldest and most picturesque universities and a preferred destination for students worldwide for almost 200 years.

Agenda Item	Discussion and Decisions
	<ul style="list-style-type: none">Acadia is also an increasingly preferred destination for organizations who want to leverage the assets that come with a 200 acre university campus located in the heart of Wolfville and the spectacular Annapolis Valley of Nova Scotia.Acadia is the perfect venue for sports organizations and groups who want to combine exceptional athletic competition and training facilities with high quality meeting space, low cost accommodation, and excellent food prepared by our professional staff.
b. Annapolis Valley Regional Library, Janet Ness & Ann-Marie Mathieu	<ul style="list-style-type: none">An overview of activities in the Wolfville Library was presented to Council, along with the Wolfville Library Community Consultation which was held at the Wolfville Farmers' Market November 4, 2017AVRL requested that Council endorse a Friends of the Library for Wolfville to begin fundraising for renovations to the current library or building of a new library. This will come to Council for endorsement at the next Town Council meeting.There was also discussion regarding the location of the library, which will be considered at a later date.
c. Accessibility Act & Wolfville's Pilot Project, Gerry Post	<ul style="list-style-type: none">The Accessibility Act is rooted in the principles of Human RightsPurpose of the Act:<ul style="list-style-type: none">An Accessible Nova Scotia by 2030Preventing and removing barriersContinued community engagement and transparencyPrescribes requirement for accessibility Plans & StandardsMunicipalities must prepare an Accessibility Plan within one year of being prescribed (Municipalities have not yet been prescribed under the Act)A UNSM / Provincial Working Group has been established and is Co-Chaired by Mayor Cantwell and Gerry PostWolfville has been chosen as a text pilot for developing an Accessibility Plan, which will begin work this Spring.
d. East End Gateway Master Plan, Sandra Cooke, Ekistics	<p>The Draft Masterplan was presented to Council by Sandra Cooke of Ekistics. This version of the plan has not received public consultation at this time. There were two public consultations session leading to the draft Masterplan.</p> <p>Highlights of the Masterplan:</p> <ul style="list-style-type: none">Sense of arrival into the downtown;Strong connections between the Harvest Moon Trail and the Millennium Trail;New Visitor Information Centre (VIC);Increased parking;

Agenda Item	Discussion and Decisions
	<p>The draft will be posted to the website and available at Town Hall for feedback prior to going to Council for approval.</p> <p>Questions from Council</p> <ul style="list-style-type: none">• I'm surprised there has not been any mention about the access to Randall house? The amount of pathways created was minimized to avoid additional maintenance, and because there is street access to Randall House presently.• It would be great to have the space be more "waterfront" with access to swim or launch kayaks. There hasn't been a formal conversation with our insurers regarding opening water access to the public with our strong tides, it may be a liability. At this point it is just a pier.• What does the Trailhead building look like? There isn't an official design yet, but it will be an open structure with a similar look as the VIC.• Why are there 3 washrooms? There will be two unisex washrooms inside the VIC and one unisex washroom with access from the outside.• Does putting an "Orchard" not require spraying which may not be positive around young families? The orchard will be a non-functioning orchard with mostly flowering trees planted on a grid that is inspired by an orchard and doesn't require any spraying.• Does this plan allow for any skating in the winter? A skating plaza is something that is not in this budget but can be expensed in future planning. <p>Mayor Cantwell highlighted that this is a proposed plan before council and not a final plan</p>
4. Question Period	No questions presented to Council.
5. Committee Reports (Internal)	
a. <u>Environmental Sustainability Committee</u> Councillor Brian	<ul style="list-style-type: none">• The Environmental Sustainability Committee met on Monday, March 12, 2018• Key issues discussed included:<ul style="list-style-type: none">○ Plastic Bag Update○ Partners for Climate Protection Program○ Sustainable Communities Conference highlights• The next Environmental Sustainability Committee meeting is scheduled for May 14, 2018
b. <u>RCMP Advisory Board</u> Councillor Oldham	<ul style="list-style-type: none">• The RCMP Advisory Board met on Tuesday, March 20, 2018• RCMP Annual Report (April 1, 2017 – March 8, 2018)• RCMP Headquarters tour for Board members on February 23• Eagle Feather initiative launched in October 2017• Cheaton Cup/St Patrick's Day weekend highlights

Agenda Item	Discussion and Decisions
	<ul style="list-style-type: none">• Cannabis Discussion was led by the Town’s Compliance Officer, Blair MacMurtery• The next regular meeting of the RCMP Advisory Board is scheduled for Tuesday, June 19, 2018
(1) Crosswalk Safety and Flags	<p>The RCMP Advisory Board requested that Council consider the installation of crosswalk flags and bright crossing signs at crosswalks outside of the downtown core.</p> <p>03-04-18 IT WAS REGULARLY MOVED AND SECONDED THAT COMMITTEE OF THE WHOLE FORWARD THE FOLLOWING MOTION TO COUNCIL FOR DECISION: THAT COUNCIL CONSIDER THE INSTALLATION OF ORANGE CROSSWALK FLAGS, AND BRIGHT YELLOW CROSSING SIGNS BEING PLACED AT CROSSWALKS OUTSIDE THE DOWNTOWN CORE WITH A SPECIFIC FOCUS ON CHESTNUT AVENUE AND MAIN STREET, WILLOW AVENUE AND MAIN STREET, WESTWOOD AVENUE AND MAIN STREET, AND MAIN STREET BETWEEN WOLFFVILLE ELMS AND LANDMARK EAST SCHOOL</p> <p style="text-align: right;">CARRIED</p>
c. <u>Planning Advisory Committee</u> Deputy Mayor Donovan	<ul style="list-style-type: none">• The Planning Advisory Committee met on March 28 2018• The Committee elected Councillor Jodi MacKay as Vice-Chair• West End Comprehensive Development. Staff believe that the proposal is consistent with the policies of the MPS• Residential-Commercial Buffering. Most other local municipalities had some requirements for buffering• MPS Update. Staff continue to work towards a next draft that is targeted for review during a June/July workshop• <u>2018 LLPANS Conference.</u> May 16-18 in Halifax and themed “Inspiring Results”• The next meeting of the Planning Advisory Committee is scheduled for Wednesday, April 25, 2018
(1) RFD 025-2018 West End Development	<p>06-04-18 IT WAS REGULARLY MOVED AND SECONDED THAT COMMITTEE OF THE WHOLE MOVE THE DRAFT DEVELOPMENT AGREEMENT FOR THE WEST END LANDS WITH VIKING VENTURES LIMITED TO A PUBLIC HEARING BEFORE A DECISION IS MADE ON THE APPLICATION</p> <p style="text-align: right;">CARRIED</p> <p>07-04-18 IT WAS REGULARLY MOVED AND SECONDED THAT COMMITTEE OF THE WHOLE MOVE THE DRAFT DEVELOPMENT AGREEMENT FOR THE WEST END LANDS WITH 2231266 NOVA SCOTIA LIMITED TO A PUBLIC HEARING BEFORE A DECISION IS MADE ON THE APPLICATION</p> <p style="text-align: right;">CARRIED</p>

Agenda Item	Discussion and Decisions
	<p data-bbox="535 310 1458 588">08-04-18 IT WAS REGULARLY MOVED AND SECONDED THAT COMMITTEE OF THE WHOLE FORWARD THE FOLLOWING MOTION TO COUNCIL FOR DECISION: THAT COUNCIL REQUESTS THAT THE ENVIRONMENTAL SUSTAINABILITY COMMITTEE PROVIDE INFORMATION AND RECOMMENDATIONS RELATED TO THE MUNICIPAL PLANNING STRATEGY, SECTION 8.4.5, AS TO HOW THE WEST END LANDS DEVELOPMENT CAN MORE COMPREHENSIVELY ADDRESS SUSTAINABILITY</p> <p data-bbox="1315 588 1458 630">CARRIED</p> <ul data-bbox="584 651 1458 1092" style="list-style-type: none">• Plans are to develop approximately 45 acres of land between 2231266 NOVA SCOTIA LIMITED (“NSL”) and VIKING VENTURES LIMITED.• The development proposal provides for a mix of residential uses, including Townhomes, ‘group dwellings’ and other potential uses.• Lands will be transferred to the Town and take the form of public roadways along with parks and/or open space, including a Neighbourhood Park.• Development of lands will potentially provide between 161-387 new dwellings over a number of years to come.• Development of the south lands may also allow for local commercial use.
<p data-bbox="181 1134 535 1239">(2) RFD 026-2018 Residential-Commercial Buffering</p>	<p data-bbox="535 1134 1458 1302">09-04-18 IT WAS REGULARLY MOVED AND SECONDED THAT COMMITTEE OF THE WHOLE FORWARD THE FOLLOWING MOTION TO COUNCIL FOR DECISION: THAT COUNCIL DIRECT STAFF TO INCORPORATE A MORE CONTEXT SENSITIVE APPROACH TO BUFFERING IN A FUTURE-DRAFT OF THE MUNICIPAL PLANNING STRATEGY AND LAND USE BYLAW</p> <p data-bbox="1315 1302 1458 1344">CARRIED</p> <ul data-bbox="584 1365 1458 1617" style="list-style-type: none">• Staff believe increasing specific vegetation or barrier requirements depending on the abutting use is appropriate.• As buffering has implications on commercial “creep”, future development, parking availability, and other issues, Staff recommend including new buffering requirements in a future-draft of the Municipal Planning Strategy.
<p data-bbox="181 1638 535 1722">(3) Information Report MPS Update</p>	<ul data-bbox="584 1638 1458 1829" style="list-style-type: none">• Update provided to Council on the ongoing review of the Municipal Planning Strategy• Contract Employee. A Dalhousie Community Design Student has been employed with the Planning Department 2 days/week exclusively working on the MPS

Agenda Item	Discussion and Decisions
	<ul style="list-style-type: none"> • Future Neighbourhoods. A Master of Planning Studio Class, under the direction of Dr John Zuck, has been advancing their project on principles and policy statements for Future Neighbourhoods through site-design of a potential Residential Comprehensive Development District (RCDD) zone. • Regional Housing Needs Assessment. The Town has undertaken a housing needs assessment. A Wolfville specific report will be forthcoming • Design Guidelines. An updated draft of the design guidelines is nearing completion and feedback will be sought from the Design Review Committee before the document is brought forward to the Planning Advisory Committee and Council for consideration • Economic Development Policies. Staff have been working to include a strong economic development focus in the forthcoming draft • Website and Communications. Project updates/information will be posted to the MPS portion of the Town's Website
<p>6. Staff Reports for Discussion</p>	
<p>a. RFD 028-2018 Water Rate Study</p>	<p>07-04-18 IT WAS REGULARLY MOVED AND SECONDED THAT THE COMMITTEE OF THE WHOLE FORWARD THE FOLLOWING MOTION TO COUNCIL FOR DECISION: THAT COUNCIL AUTHORIZE THE TOWN TO MAKE APPLICATION TO THE NOVA SCOTIA UTILITY AND REVIEW BOARD TO AMEND RATES AND REGULATIONS AS CONTAINED IN THE WATER RATE STUDY, DATED FEBRUARY 20, 2018, PREPARED BY G.A. ISENROR CONSULTING LIMITED IN ASSOCIATION WITH BLAINE ROONEY CONSULTING LIMITED</p> <p style="text-align: right;">CARRIED</p> <ul style="list-style-type: none"> • The last rate study carried out for the Town's Water Utility was carried out in 2001 • Impact on "average" quarterly water bill for 2018/19 range between 3.4% to 8.6% <p>10:35am Chair called a break to the Committee of the Whole meeting 10:47am Committee of the Whole meeting reconvened</p>
<p>RFD 027-2018 Accessibility Advisory Committee</p>	<p>11-04-18 IT WAS REGULARLY MOVED AND SECONDED THAT THE COMMITTEE OF THE WHOLE FORWARD THE FOLLOWING MOTION TO COUNCIL FOR DECISION: THAT COUNCIL APPROVE THE ACCESSIBILITY ADVISORY COMMITTEE POLICY 110-009</p> <p style="text-align: right;">CARRIED</p> <ul style="list-style-type: none"> • The Town has been selected as a pilot project. Therefore, the Town must establish an Accessibility Advisory Committee.

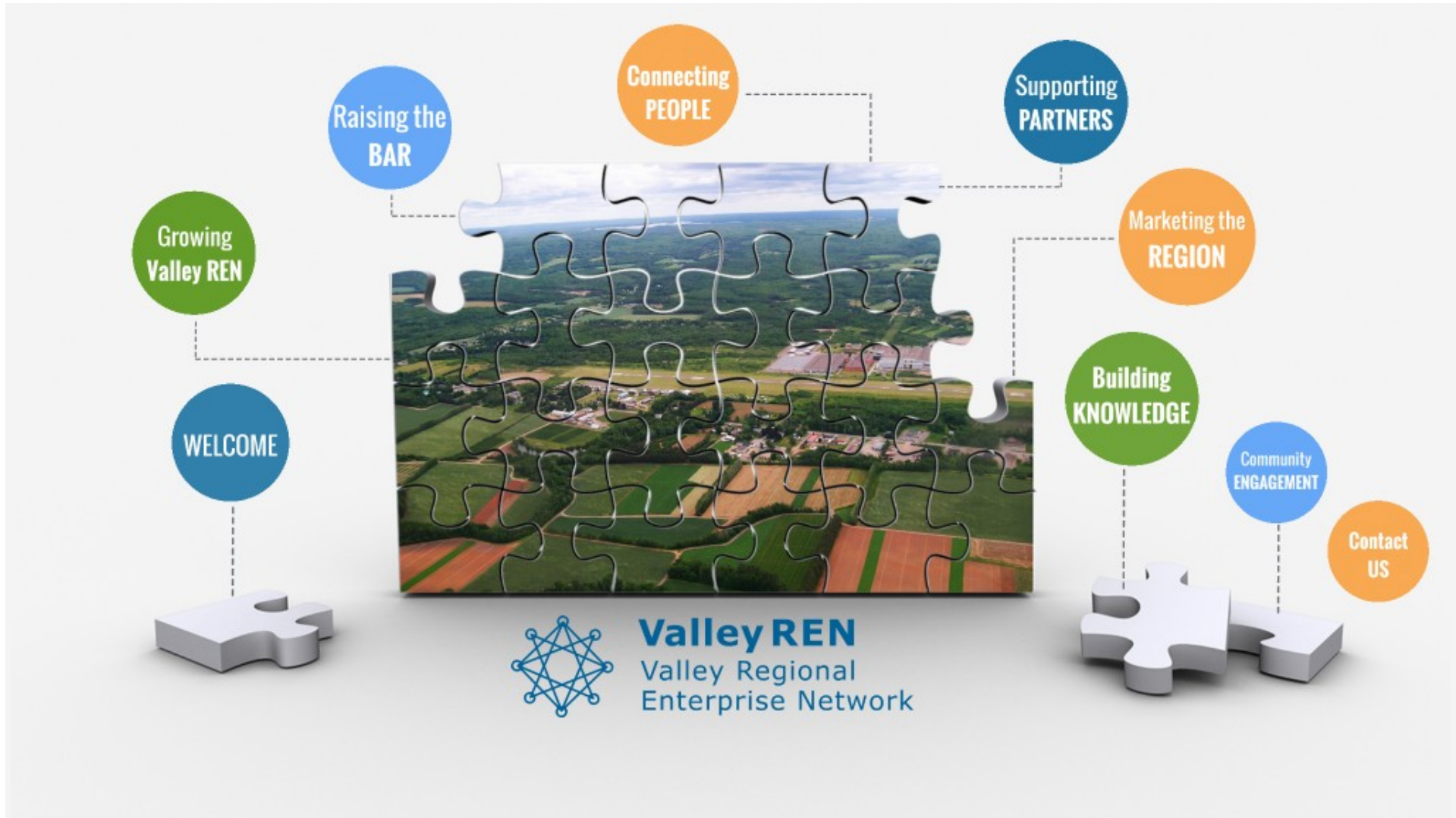
Agenda Item	Discussion and Decisions
	<ul style="list-style-type: none">At least one half of committee members must be persons with disabilities or representatives of organizations representing persons with disabilities.The Town will advertise and reach out to the community to find committee members for the Accessibility Advisory Committee.
7. Request for Agenda Item	
<ul style="list-style-type: none">Ban use of one-time Plastic Bags Councillor ElliottEco-Kings Councillor BrianStreet Signs Councillor Brian	<ul style="list-style-type: none">Council agreed to bring this agenda item to a future COW meeting for discussion.Council agreed to bring this agenda item to a future COW meeting for discussion.This item will be addressed in the Accessibility Plan..
8. CAO Report	The CAO's report was presented to Council as part of the Agenda Package.
9. Committee Reports (External)	
a. <u>Valley Waste Resource Management (VWRM)</u> Councillor Elliott	Nothing significant to report.
b. <u>Kings Transit Authority (KTA)</u> Councillor Brian	<ul style="list-style-type: none">The KTA board passed a motion to allow temporary expenditures at the 2017-18 levels until the 2018-19 budget is ready to be approvedTwo new buses are now on the road, funded through the combined \$80,000 yearly capital contributions of Kings County, Kentville, Wolfville, and Berwick, \$375,000 yearly capital contributions of the Province, with the remainder by the one-time Federal Transportation Infrastructure Fund
c. <u>Kings Point-to-Point (KPPT)</u> Councillor Brian	<ul style="list-style-type: none">KPPT was organized as a society in 1998 and for twenty years KPPT has been serving the communityOf note in the financial reports was that there were 19 new members (users) in February, double the usual, and that rides were up from last FebruaryProjected year end results are for the small surplus to be used up in unanticipated repairs and maintenance
d. <u>Valley Community Fibre Network</u>	Nothing significant to report

Agenda Item	Discussion and Decisions
(VCFN) Mayor Cantwell	
e. <u>Wolfville Business Development Corporation (WBDC)</u> Councillor Donovan	<ul style="list-style-type: none">• The WBDC Board of Directors met on March 13, 2018• The WBDC three-year agreement with the Town has been signed• WBDC President met with the Director of Planning to discuss downtown parking. A report from the Town's Planning Department related to downtown parking is expected to go to Council in May
f. <u>Race Relations and Anti-Discrimination Committee (RRADC)</u> Councillor Proudfoot	<ul style="list-style-type: none">• The RRADC met on March 12, 2018• Committee Name - Diversity Kings County proposed as a new name for the Committee. The desire of the committee is to have a name that is more encompassing to all - as opposed to being specifically about race - and being more positive in language - as opposed to using the word discrimination. The name change process has to go to council for approval• The next regularly scheduled meeting of the RRADC is April 9, 2018
g. Eco-Kings	Nothing significant to report
10. Question Period	<ul style="list-style-type: none">• Jane Moore of Wolfville asked about a specific intersection which could use orange flags which was not mentioned during the presentation. All intersections along Main Street will be considered.
11. Adjournment	16-04-18 IT WAS REGULARLY MOVED AND SECONDED THAT THE REGULAR MEETING OF COMMITTEE OF THE WHOLE BE ADJOURNED AT 12:55 PM

CARRIED

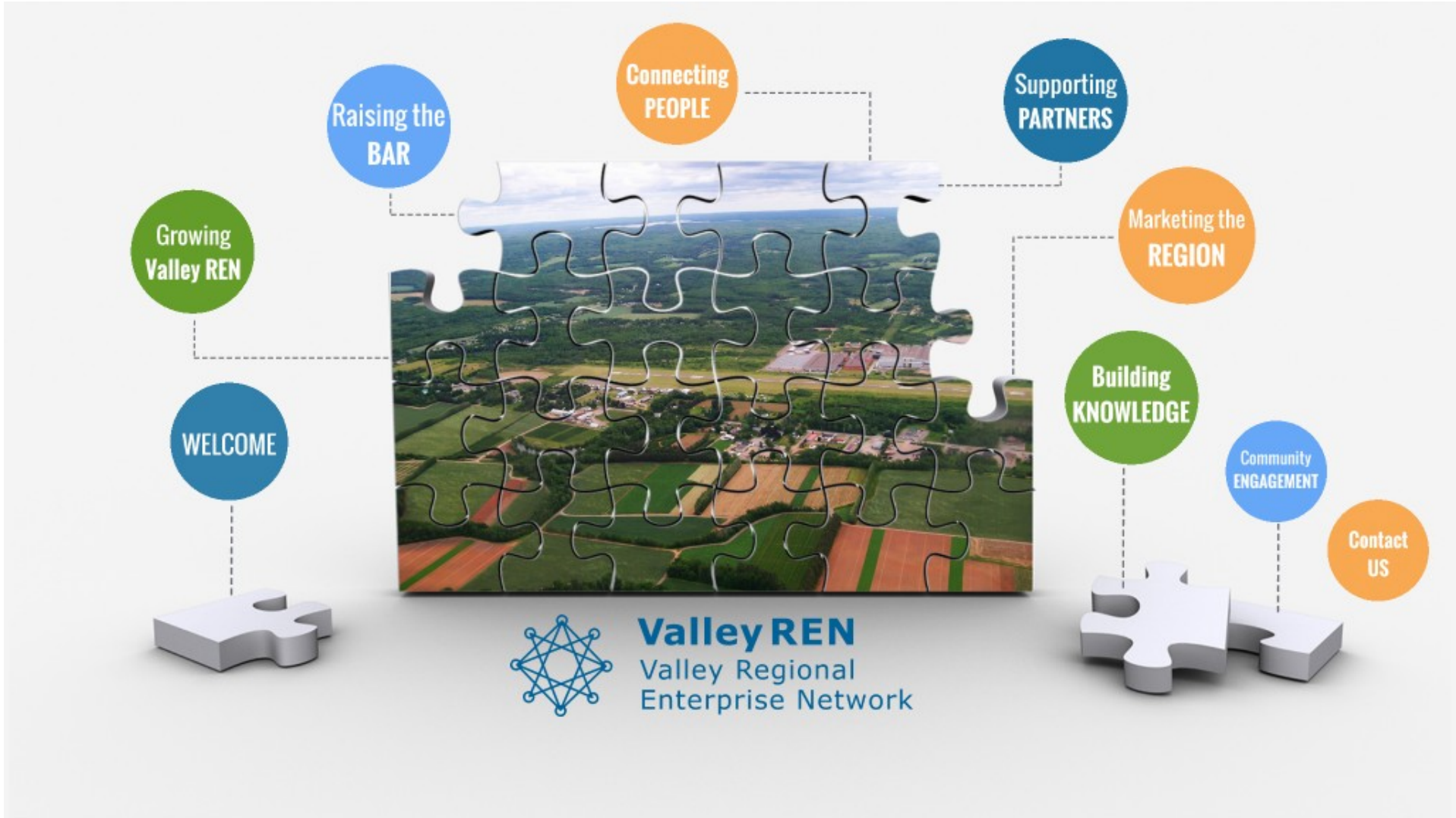
Approved by Committee of the Whole Motion 02-05-18, May 1, 2018

As recorded by Jean-Luc Prevost, AA Corporate Services



CEO Introduction

Deborah Dennis joins the Valley Regional Enterprise Network
with a new strategic vision



Growing the Valley REN

Staff

- Connector Program Coordinator joins the team
- Reassigning roles based on best fit

Valley REN presence

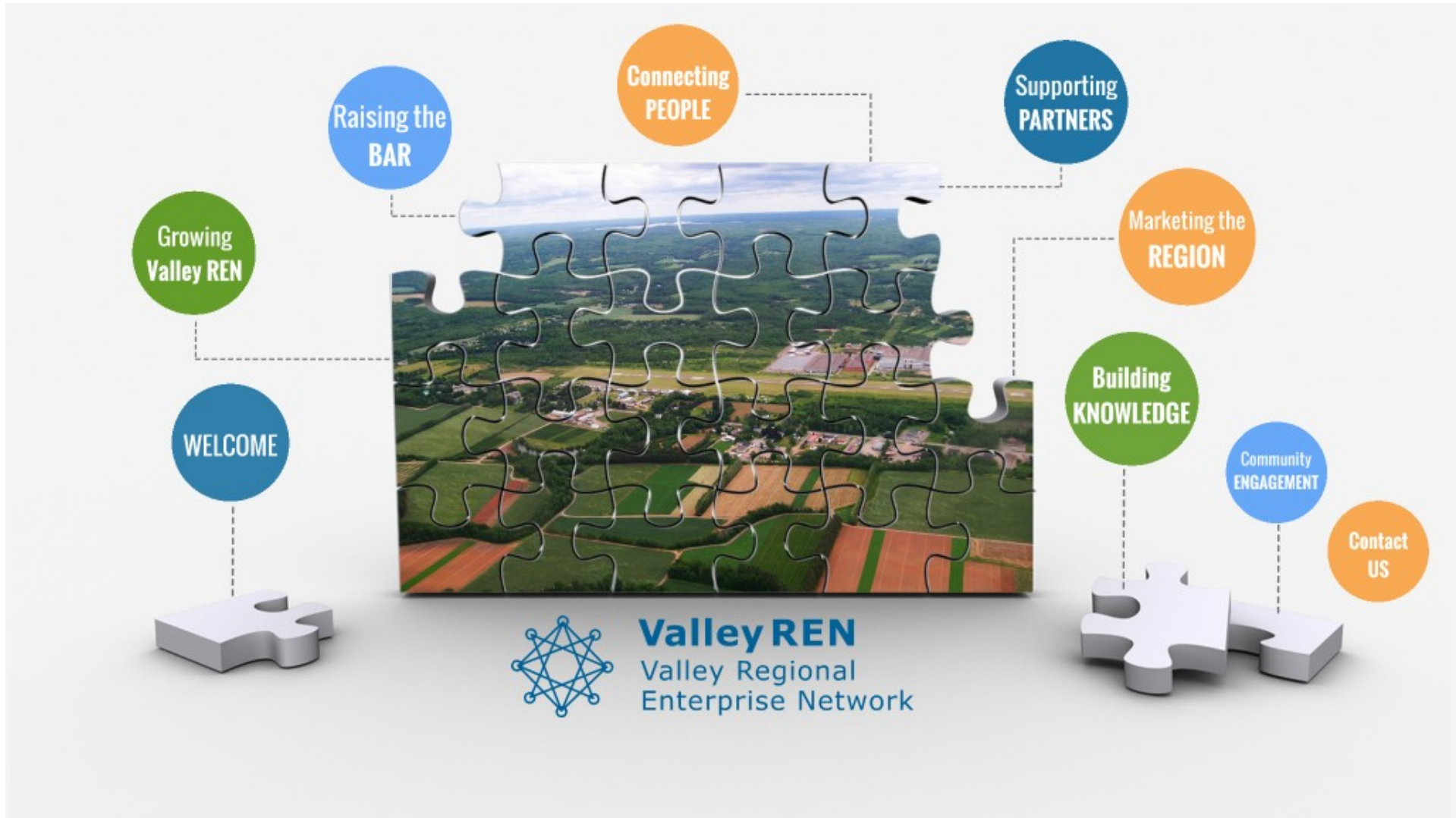
- Opening an office in Peopleworx in Middleton

Communications

- Reviewing and developing a new digital eco-system

Business Planning

- Building the business plan based on strategic priorities



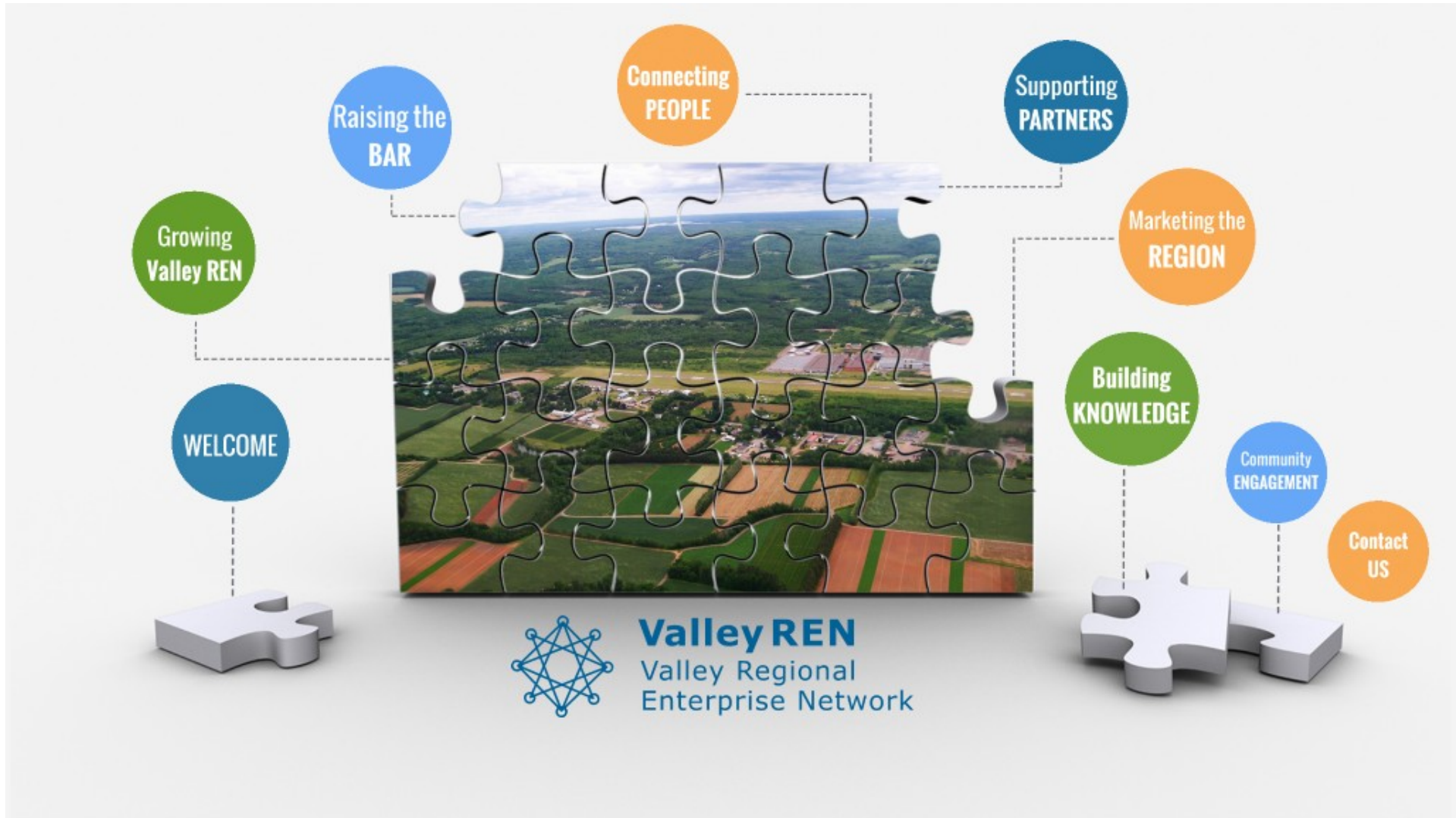
Business NOW!

Raising the BAR

- Business Acceleration and Retention - meeting the businesses at their point of need
- Collecting data through follow up surveys and questionnaires to improve our level of service

Entrepreneurial Toolkit

- Beta version has been launched and is still being tested
- The information is available from us directly upon request
- A website version will be launched in July 2018



Connector Program

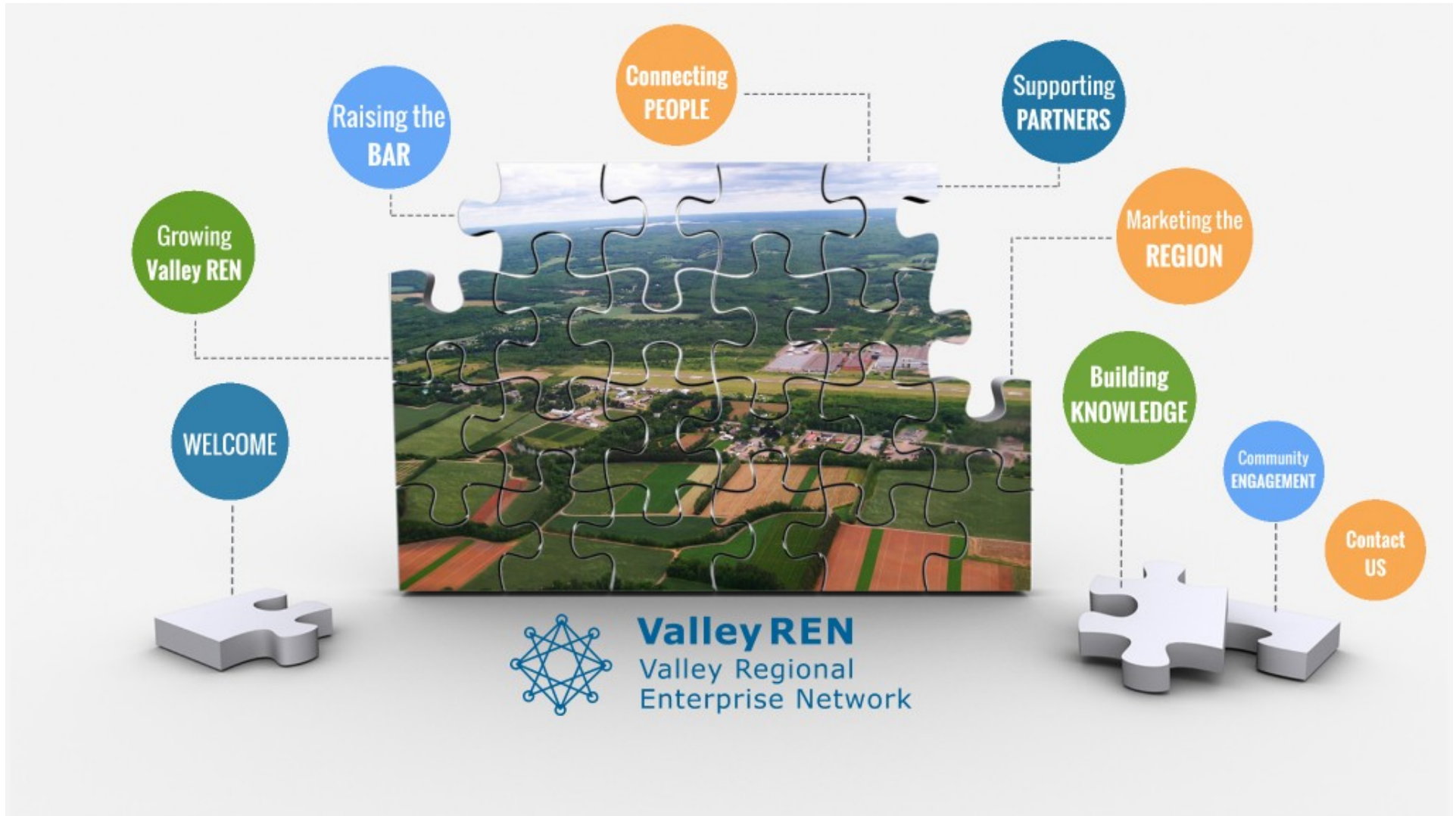


Engaging community and business leaders (Connectors) to help employment-ready workers, local and international graduates, and immigrants (Connectees) build professional networks and break into the local labour market.

Make Connections

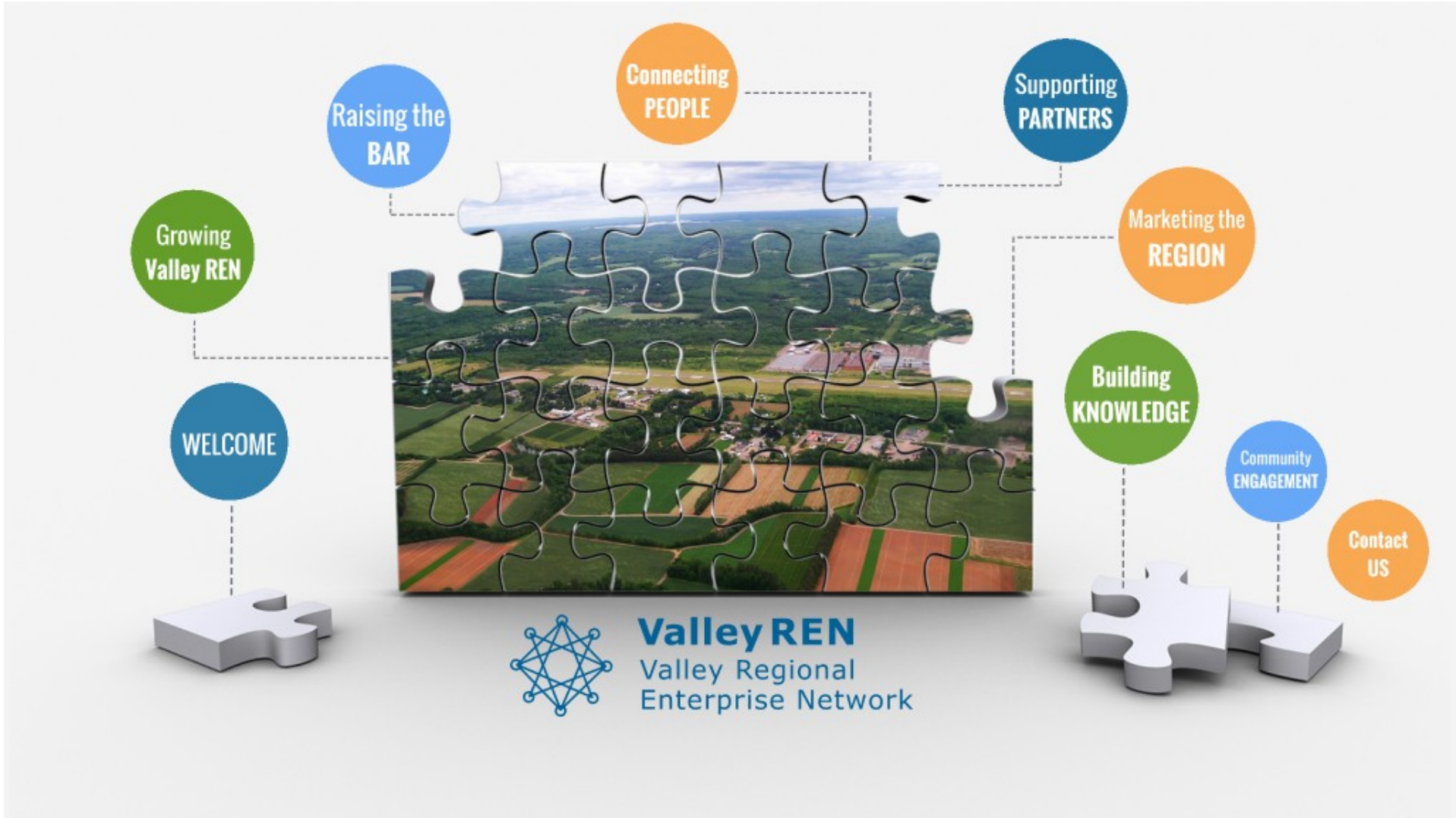


- Cultivating working relationships with the business community, community partners and post secondary institutes to build a network.
- Encourage connector mentorship of connectees



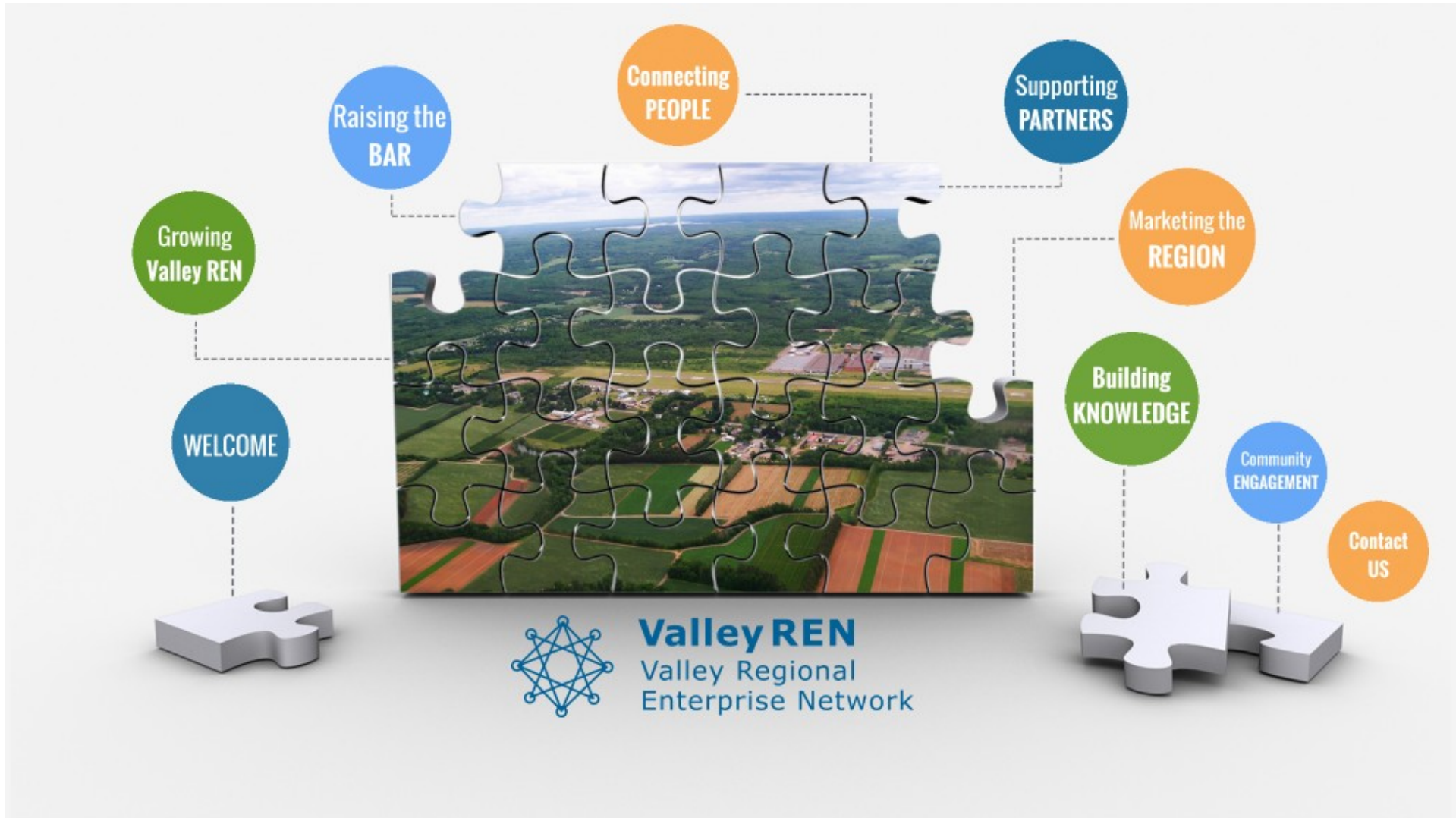
Partners and Projects

- **Michelin** - review & report of test results - phase one complete
- **Kings Transit** - stakeholder engagement and public education
- **Valley Wildcats** - stakeholder engagement
- **Succession Planning** - more workshops planned for September



Choose Annapolis Valley

- **Federation of Canadian Municipalities (FCM) in Halifax**
(May 31 - June 2) - Content creation and staffing the booth
- **Choose Annapolis Valley**
Working with the partners to build a strategy for the website and content creation. Launch of phase one at the Annual General Meeting in July



Putting the pieces together



Valley Branding

Work with our partners to create a unique offering



Access to business information

Directories targeted to meet audience needs



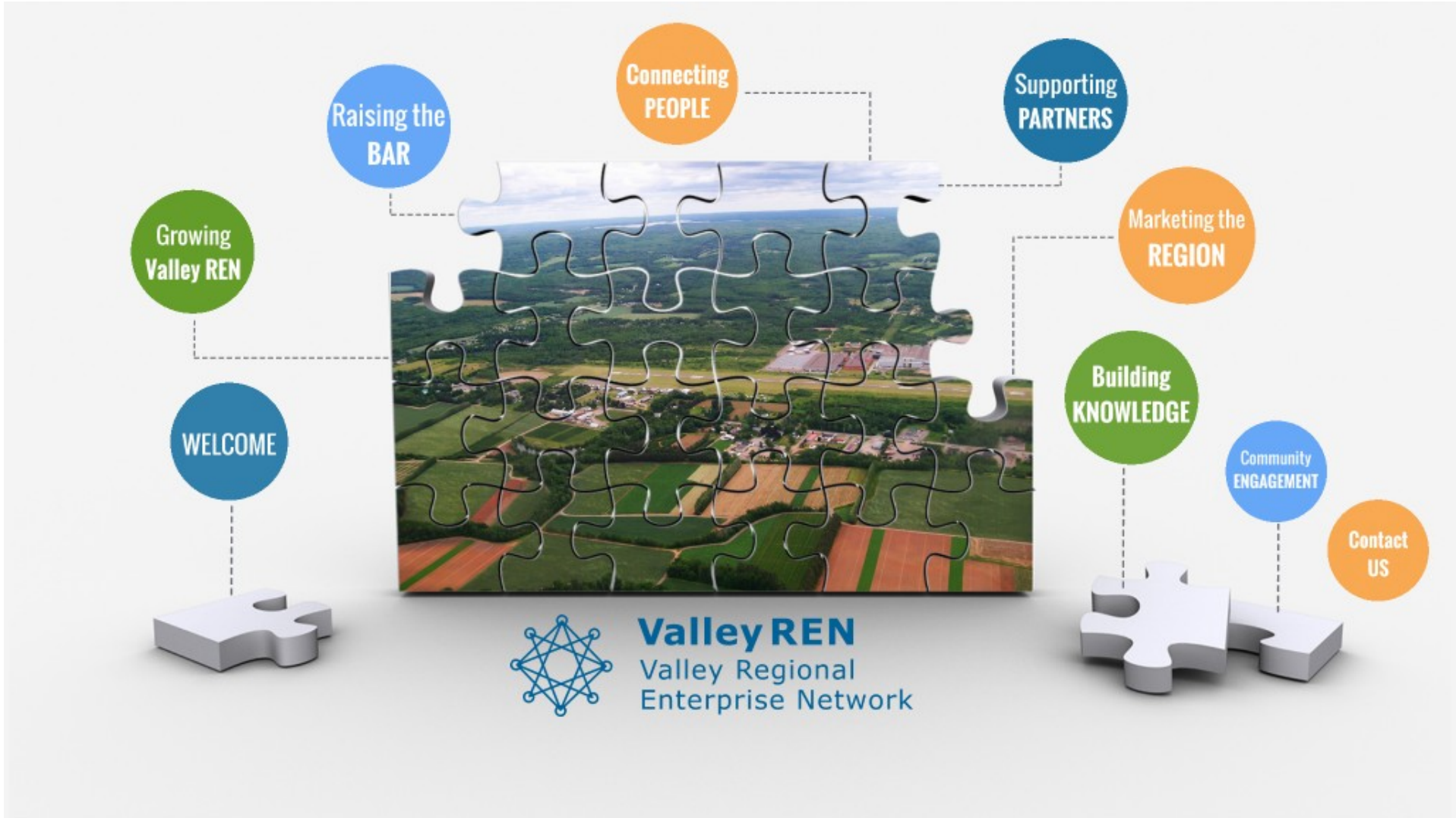
Municipal Readiness

Zoning and Broadband



Workforce & Employment in the region

Working with Labour and Advanced Education to improve stats in the region



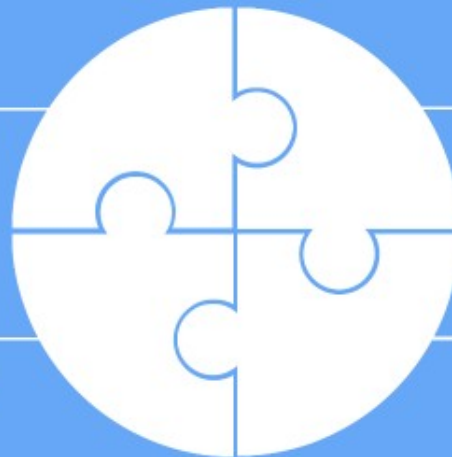
Community Engagement

Collective Impact Project

Renewed for 2018

Business Expo NSCC Middleton

Valley REN presence

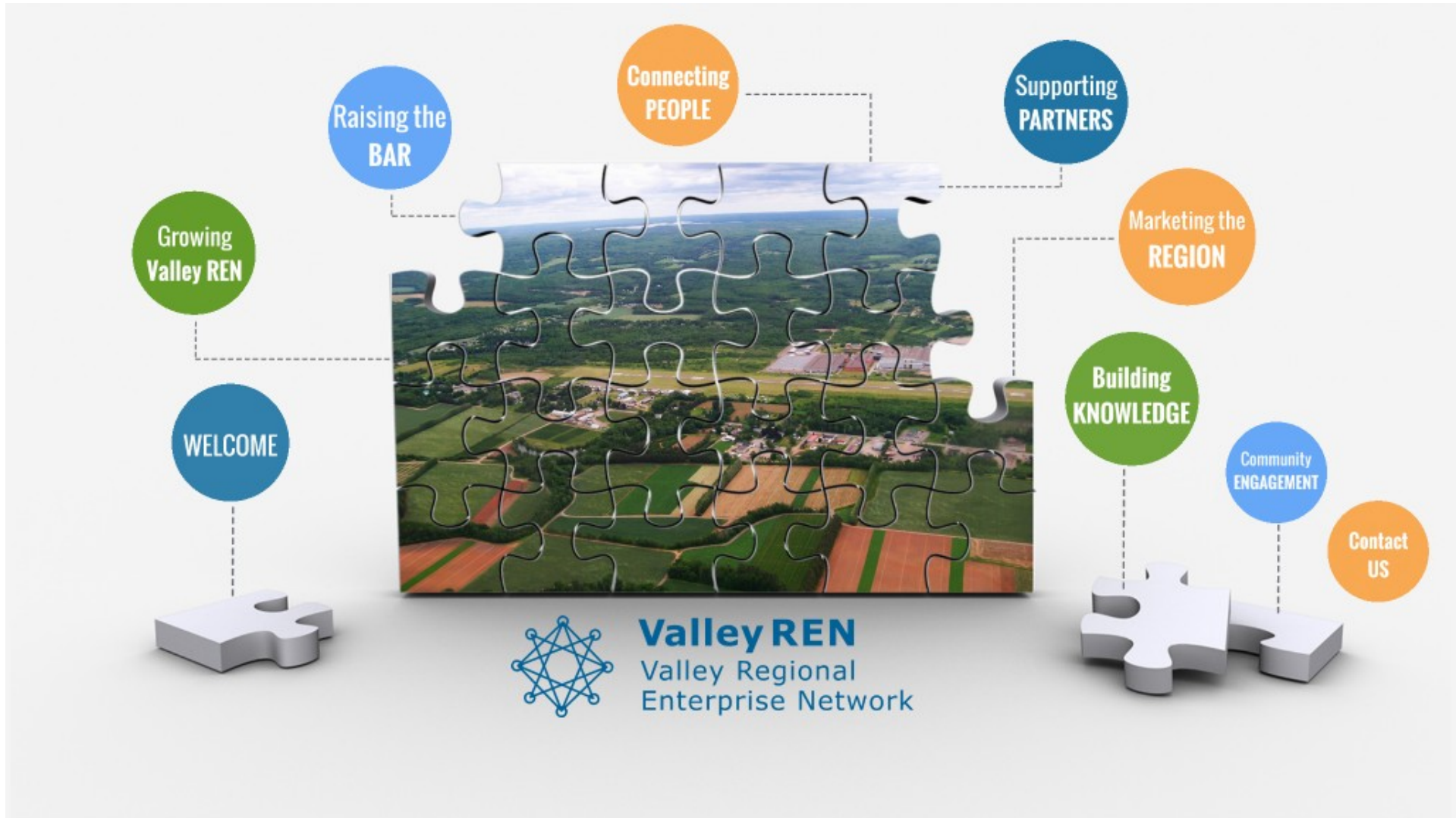


Immigration Pilot Presentation

Presented by Nova Scotia Office of
Immigration in March 2018

Annual General Meeting

Save the Date - 5th July 2018
(9:30am - 11:30am) Baptist Church,
New Minas



Connect with us

Valley Regional Enterprise Network

35 Webster Street, Suite 102, Kentville NS B4N 3V7

902 678 2200

www.valleyren.ca

info@valleyren.ca



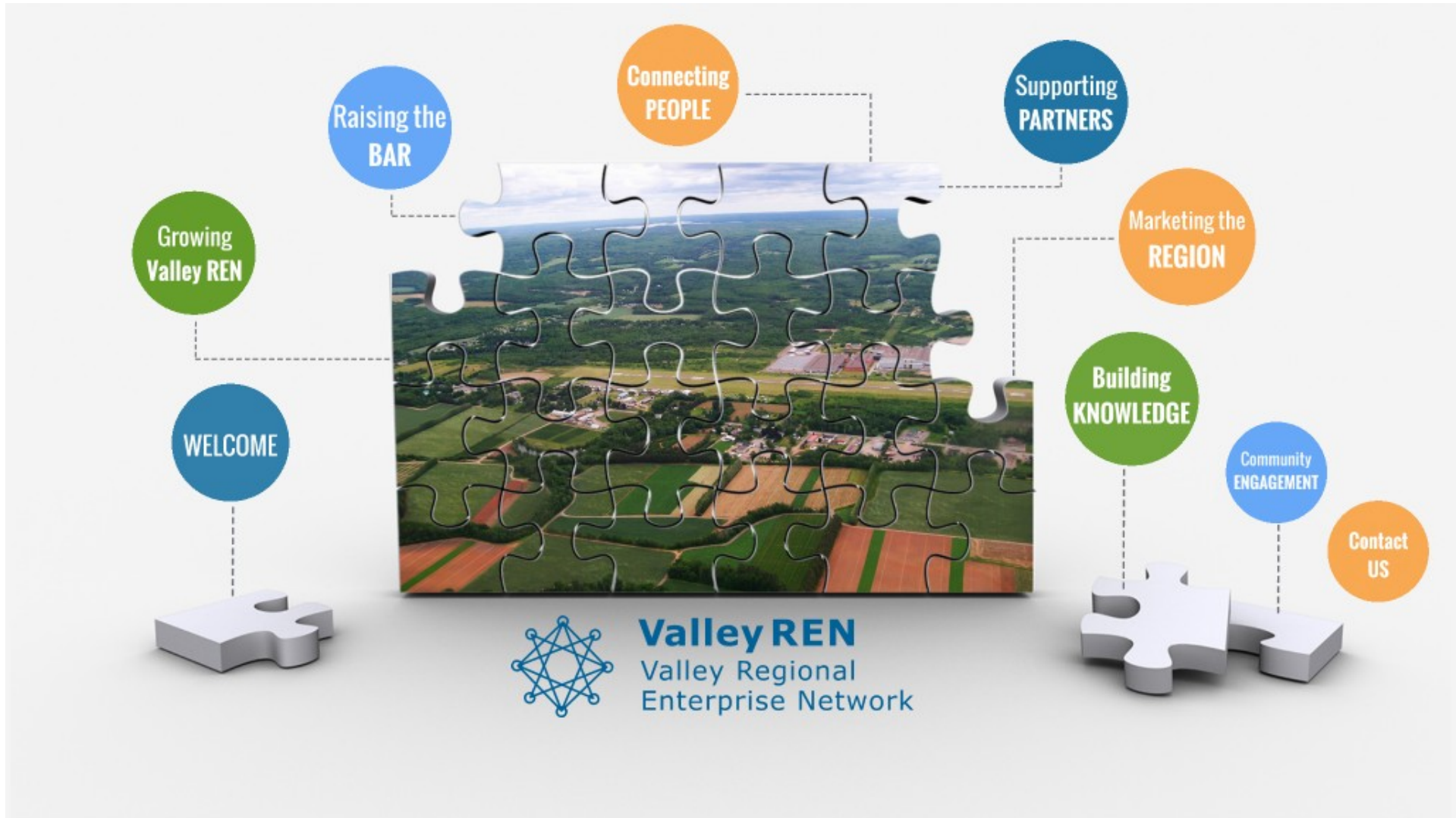
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[ValleyREN](https://www.instagram.com/ValleyREN)



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Valley REN Voice

ISSUE—APRIL 2018

Deborah Dennis joins the Valley REN as new CEO

I'd like to thank the Staff, Board of Directors and our Partners for welcoming me so warmly to my new role as CEO of the Valley REN.

After my first 30 days, I'm happy to say that I am delighted with the strength of the team and excited about the economic development opportunities that lie ahead for our region as a whole.

While my work on behalf of the Province, municipalities and Gooisap First Nation will be broad, I have three focal areas on my agenda in my initial months:

1. Working with each municipality to define their investment readiness and unique-selling-proposition, so as to ladder-up to a compelling new regional marketing initiative designed to raise regional, national and global awareness and interest;
2. Leading and establishing a task force to help Michelin and other regional industries with their recruiting, training and resettlement programs;
3. Pushing the envelope forward with respect to Broadband Internet as well as Green Energy capabilities to better service overall business needs.



Deborah Dennis joins the Valley REN as CEO

I'll be concentrating on these priorities in addition to supporting the Valley REN team with numerous, exciting Business NOW! projects across the region, ranging from Recreation, Hotel and Accommodation, to Agriculture and Food Processing.

Like so many of you, I've taken on my role given a passionate belief that we can develop rural entrepreneurship and our province's economy while preserving its unique natural, cultural and historic characteristics.

Having spent over 25 years developing effective business, marketing and communication strategies, especially in emerging market situations, I feel well equipped to tackle our collective challenges with renewed force and a pragmatic, solution-oriented mindset.

I thank W. Coby Milne, Interim CEO for enabling my transition and wish him all the best with his future plans. I look forward to meeting and working with all of you in the coming months.

Best regards and wishing everyone a productive spring!

Deborah Dennis, Incoming CEO

Key Performance Indicators

Community Engagement Opportunities

Our staff and board participated in the following: Eagle Watch Kitpu Kick-off, Business Expo, Junior Achievement Training, Nova Scotia Horticultural Congress and International Smart Farming Seminar.

Communication Pursuits

This includes corporate marketing plans, press releases and social media initiatives; CEO recruitment; social media updates; website development; Entrepreneurial Toolkit.

Partners Engaged

Partners include: NS and AV Trails Coalition, Valley Community Fibre Network, Kings Transit, Nova Scotia Health Authority, NSCC, Nova Scotia Business Inc., AVCC Agricultural Committee and Acadia Entrepreneurial Centre. FCM Planning meetings, CEO meeting and EDO meeting.

Community Organisations Engaged

Our Collective Impact Project supported one collaborative initiative run by three different agencies including: Sheffield Mills Community Association, Glooscap First Nation and Kings County 4H.

Businesses Supported

Ranging from pre-revenue to 20-plus employees in identified sectors across the Annapolis Valley. Business support includes: business planning, coaching, assisting 25 unique clients (13 new).

Includes: 3 start ups – one has started selling their products; one we helped to build connections with local businesses and over ½ capital required is raised; one has just registered their business.

Events Held

Events included: Manufacturing Exchange, NSOI Immigration Pilot Sessions, and Valley Wildcats Planning Session.

Valley Economic Health



The value of industrial building permits in the Annapolis Valley increased 7% in 2017, although total value of building permits declined 2.3%.

Source: Statistics Canada, CANSIM Table, 026-0007.

Employment growth in the Annapolis Valley was among the best in Canada in the first three months of 2018, at +5.3%, outperforming the national average (+1.6%) and Halifax (+3.9%), driven by wholesale and retail trade.

Source: Statistics Canada Labor Force Survey, CANSIM Table, 282-0122.

At least 28 new full-time jobs will be created through an expansion at BioVectra Inc. in Windsor, supported by a \$5-million loan from ACOA to the biotechnology and pharmaceutical ingredient manufacturer, based in Charlottetown. Source: ACOA media release, April 12, 2018.

Interim CEO steps down at Valley REN

The past nine months have been among the most engaging and meaningful experiences of my career.

I have had the pleasure to work with engaged and committed elected officials, a strong community of business leaders, and most enjoyably, a dynamic and strong team of economic development professionals that make up the Valley REN staff.

This experience has been challenging, exciting, stressful, and incredibly rewarding. I want to thank all of the municipal leaders and staff for their patience with the transition and their willingness to work alongside the REN as we changed our focus and internal organizational structure to better support the Annapolis Valley region.



W. Coby Milne steps down as Interim CEO

I continue my appreciation for their patience and continued engagement as we move into another period of transition as we continue to onboard Deborah into the permanent CEO role. Our current evolution of the Valley REN is an exciting time as we welcome Deborah and work

to give her the information, guidance and support to grow the Valley REN into a force to create meaningful change and impact that will lift the Annapolis Valley region to be an even better place to live and do business. As the Valley REN staff and Board embark on this new journey, I look forward to my continued engagement and involvement as I return to the Board of Directors to support Deborah and the staff and to be part of the good things I know will come.

I want to thank everyone again for their faith in my leadership and in their continued faith in the role that the Valley REN has in creating a vibrant and prosperous Annapolis Valley region.

W. Coby Milne, Interim CEO

COMMITTEE UPDATE

Title: Regional EM Advisory Committee (REMAC)
Date: April 23, 2018
Department: Office of the CAO



UPDATE

The Kings County Regional Emergency Management Advisory Committee (REMAC) met on Monday, April 23, 2018. Since the signing of the Kings County Inter-Municipal Services Agreement (IMSA) which adopted a Regional Emergency Management Organization (REMO) in Kings County as of April 1, 2018, this was the first meeting of the REMAC.

Mayor Jeff Cantwell, Town of Wolfville, was appointed as Chair of the REMAC.

Agenda issues included the following updates from the Regional Emergency Management Coordinator (REMC):

- **REMAC Terms of Reference (TOR)**
 - Approved by the REMAC
- **REMO Workplan (2018-2020)**
 - Highlights of the Workplan were presented to the Committee members
 - Action: A Draft of the Kings County REMO Comfort Centre Policy will be presented to REMAC at the July 2018 Committee meeting
- **Regional EM Plan**
 - The Kings Region Emergency Management Plan is dated July 2013
 - As part of the update to the EM Plan, a Risk Analysis Review is underway by the Regional EM Planning Committee and will be presented to the REMAC at the July 2018 meeting
- **Press Releases**
 - As part of community outreach and EM awareness, Press Releases have been drafted in support of the following:
 - Emergency Preparedness Week (May 6-12, 2018)
 - Hurricane Season Awareness (June 1 – November 30, 2018)
- **EMO NS Emergency Preparedness Evaluations**
 - The municipal EMO NS Emergency Preparedness evaluations were conducted Spring to Fall 2017
 - The next Kings County REMO EM Evaluation is scheduled to be conducted in 2020 with regularly scheduled evaluations conducted thereafter every two years.
- **Alert Ready (www.alertready.ca)**
 - Alert Ready is designed to deliver critical and potentially life-saving alerts to Canadians through television and radio.
 - The next testing of the Alert Ready system in Nova Scotia is scheduled for Wednesday, May 9th at 1:55pm

COMMITTEE UPDATE

Title: Regional EM Advisory Committee (REMAC)
Date: April 23, 2018
Department: Office of the CAO



-
- The testing will include cell phones in addition to the broadcast of an emergency signal over radio and television
 - **REMAC Meeting Schedule**
 - As outlined in the Terms of Reference, the REMAC will meet quarterly. The next regularly scheduled meeting of the REMAC is Monday, July 16, 2018

Submitted by:



Dan Stovel

REMC

COMMITTEE UPDATE

Title: Art in Public Spaces Committee
Date: February 6, 2018
Department: Community Development



UPDATE

The Art in Public Spaces Committee met on April 19th, 2018.

DRAFT COMMITTEE POLICY & FUNCTION DISCUSSION

The Committee was supportive of playing a role in the commissioning of public art through a formal RPF process and as a facilitator/educator of existing works of public art.

Concerns were expressed that the \$5000/year Committee budget may not be significant enough for the Committee's purposes and suggested that some funds may be set-aside for public art from the open spaces fees collected by the Town during subdivisions.

The Committee agreed that it would be appropriate to initiate work on commissioning a piece of public art every 3-4 years and that the Committee should be involved in other Town projects such as the East End Gateway. In projects such as these funding could be creatively re-allocated to works of public art.

UPDATE ON MONA PARSONS & FAMILY DAY HOLIDAY

The events were well-attended and an artistic workshop with a focus on sculpting will be held before the end of the school year at Wolfville school as a related event.

CANADA POST LEASE

Staff have drafted a lease that is being reviewed by Canada Post's legal representative.

The next meeting of the Art in Public Spaces Committee will take place on June 14th, 2018.

REQUEST FOR DECISION #030-2018

Title: Art & Infrastructure
Date: 2018-05-01
Department: Community Development



SUMMARY

Art & Infrastructure

For Committee of the Whole (COTW) to consider the Art in Public Spaces Committee (AIPSC) recommendation to consider public art creation as part of the East End Gateway and other major infrastructure projects.

AIPSC Motion (April 19th, 2018):

MOTION: IT WAS REGULARLY MOVED AND SECONDED THAT THE ART IN PUBLIC SPACES COMMITTEE RECOMMEND TO COUNCIL THAT CONSIDERATION TO AN ART COMPONENT BE MADE WITH THE DEVELOPMENT OF THE EAST END GATEWAY AND OTHER INFRASTRUCTURE PROJECTS.

CARRIED

DRAFT MOTION:

That Council direct staff to include an art component, where possible, with the development of the east end gateway and other infrastructure projects, as reviewed annually by the Art in Public Spaces Committee.

REQUEST FOR DECISION #030-2018

Title: Art & Infrastructure
Date: 2018-05-01
Department: Community Development



1) CAO COMMENTS

No comments required.

2) LEGISLATIVE AUTHORITY

The Municipal Government Act (MGA) policy 172 establishes the ability of Council to create bylaws and MGA policy 168 (6) enables council to determine procedures of by-laws.

3) STAFF RECOMMENDATION

As draft motion.

4) DISCUSSION

The Town of Wolfville depends on infrastructure systems and projects. Infrastructure projects are often planned and placed by engineers and consultants without consideration of artistic impact or community pride, beyond group public engagements. Infrastructure design can directly represent the community, provide civic pride, promote environmental justice, recognize history, and enhance quality of life without requiring additional economic costs if infrastructure projects incorporate a design that intentionally integrates one or more of these items within the existing budget.

The Art in Public Spaces Committee recognizes that certain planned-features of the East End Gateway project, and future public infrastructure projects, have the potential to be used as public art installations such as signs, painted walls, seating installations, and other similar features. By opening these features to a request for artistic proposals, through existing Public Art Procedures, the opportunity to integrate culture, history, environmental values, and civic pride can be explored through existing budgets at little or no economic impact.

Incorporating public art into infrastructure projects in the Town of Wolfville is a unique opportunity to utilize the Art in Public Spaces Committee, local artists, and capital infrastructure projects to leverage the unique cultural and community capital of Wolfville in a way, and on a scale, that is not done in any other Municipality.

5) EXISTING POLICY

Municipal Planning Strategy

Part 12.2 Culture recognizes the importance art has to the economic and cultural life of the Town (preamble, page 58, paragraph 2), and that the Town “*supports efforts to strengthen Wolfville’s cultural diversity*” (preamble, page 58, paragraph 2). *Policy 12.2.3* states that it shall be the policy of Council to “*consider the commissioning of art work for public facilities*”

REQUEST FOR DECISION #030-2018

Title: Art & Infrastructure
Date: 2018-05-01
Department: Community Development



Cultural Development Policy (Policy No. 760-001)

Cultural Development Policy (Policy No. 760-001) states the importance of culture as an essential component of a healthy community which supports community identity, economic growth, diversity, community inclusion, and supports the natural environment (policy 760-001, item 5.1). This policy also recognizes the Town has a role in identifying cultural assets, encouraging cultural development, involving businesses in culture, and in providing support to cultural services and groups (policy 760-001, item 5.2).

This policy also recognizes the Town's responsibility to support cultural development through development projects (policy 760-001, item 5.4), states that council recognizes "art is an important part of cultural infrastructure and supports efforts to install art in public spaces" (policy 760-001, item 5.4c) and that the "Town of Wolfville recognizes that the creative design of public spaces including buildings, streets and neighborhoods is an opportunity to showcase the cultural identity of the community" (policy 760-001, item 5.4d).

6) CONSIDERATIONS

Process

There is significant work to be done at the Staff level to address how this process work would happen. One example of the process includes the following stages:

1. Staff circulate outlines of capital infrastructure projects to Art in Public Spaces Committee, after project is approved by Council (Annually or on a case-by-case basis).
2. Art in Public Spaces Committee identifies opportunity features, or sites, for public art within submitted projects.
3. Staff implement artistic RFP with Art in Public Spaces Committee support, as outlined in the Public Art Policy, for staff-selected public art sites based on recommendations from Art in Public Spaces Committee and infrastructure needs.

During all stages Staff may identify and apply for other funding opportunities to support public art and the artistic RFP process with support from the Art in Public Spaces Committee

Finances

Additional work from staff is needed to understand the financial implications of various scenarios, which may include:

1. Creating artistic-RFPs for features to serve as benches, painted-walls, or other features by utilizing the existing budget line for benches, painted-walls, or other features.
2. Identifying opportunity sites for public art within capital infrastructure projects and laying infrastructure to accommodate future public art.
3. Identifying additional funding sources for public art within capital infrastructure projects from local, regional, and federal stakeholders and donors.

REQUEST FOR DECISION #030-2018

Title: Art & Infrastructure
Date: 2018-05-01
Department: Community Development



4. Incorporating donations of public art into capital infrastructure projects.
5. Increasing staff time to work with Art in Public Spaces Committee, apply for funding, and create RFPs.

7) COMMUNICATION REQUIREMENTS

No external communication is required at this time. If approved, one or more artistic Requests for Proposals shall be advertised and communicated publicly.

8) ALTERNATIVES

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

1. Do nothing.
2. Refer topic to Art in Public Spaces Committee, with feedback, for further consideration.

9) REFERENCES AND ATTACHMENTS

- Michael Singer Studio, *Infrastructure Design*, as found April 20, 2018 ([link](#))
- Environmental Defense, *Infrastructure and Community*, as found April 20, 2018 ([link](#))
- Artscape, *About Us*, as found April 20, 2018 ([link](#))
- Cultural Development Policy ([link](#))
- Public Arts Policy ([link](#))

COMMITTEE UPDATE

Title: Planning Advisory Committee
Date: May 1, 2018
Department: CAO



UPDATE

The Planning Advisory Committee met on Wednesday, April 25th, 2018.

REGIONAL HOUSING PRESENTATION

Nancy Stewart and Russ Sanche from the Nova Scotia Health Authority presented on the regional housing work that has been underway across the province. The presentation highlighted concerns relating to public health stemming from housing issues and related socio-economic factors. The presenters noted that the data collected from Wolfville residents was consistent with census data and the data collected throughout the region; however, there were not enough respondents to the survey within Wolfville for the data collected here to be statistically significant on its own. The study found that within Wolfville 31% of respondents could be classified as having “insecure” housing arrangements. Housing insecurity is defined as a household spending 30% or more of its pre-tax income on housing-related expenses.

The Committee expressed concerns that the amount of provincial government funding being directed towards improving housing security within the is inadequate. Mr. Sanche noted that the provincial government has acknowledge this and is working towards making improvements. Ms. Stewart stated that Wolfville is poised to be an innovator regarding implementation of new housing security solutions.

MPS UPDATE & DISCUSSION

Staff hope to introduce a completed draft during the regular meeting of PAC in July. A follow-up joint PAC/Council workshop will then be scheduled for September. Plans to move forward through the legislated consultation period will be formulated accordingly.

The next meeting of the Planning Advisory Committee will take place on May 30th, 2018.



1) PURPOSE AND SUMMARY

To provide PAC and Council an update related to the ongoing review of our Municipal Planning Strategy (MPS). This update builds on the previous updates provided - found on the MPS portion of the Town [website](#). Staff have been working toward a completed 'Draft 2' of the Municipal Planning Strategy – the goal is to have Draft 2 of the MPS and supporting documents ready for PAC and Council in July of 2018 (more details below).

2) DISCUSSION

Moving Forward – what we've been up to:

- **Proposed MPS 'Draft 2' Review Process:** The table below outlines the approach recommended by Staff in moving toward the adoption of a *new* Municipal Planning Strategy (and supporting documents). Given what Staff have heard about the adoption process for the current (2008) MPS, a thoughtful approach is warranted. Staff are looking for PAC and Council feedback on the approach outlined below.

In summary – Draft 2 of the MPS would be presented in July to both PAC and Council. Binders would be given (to those who wish to have hard copies) so everyone has time to work through the substantial amount of material (~2 month period). In late September, two days would be set aside to have a joint PAC and Council workshop to discuss key issues and provide direction to Staff on next steps. The table below provides additional details.

Milestone	Deliverables and Intent
July 25 th PAC (including Council) <i>Will confirm dates once Council direction provided.</i>	1) Staff presentation: <ul style="list-style-type: none"> - Step through documents - high level overview - Go over "MPS workbook" and intent (provide hard copies to anyone interested) - Discuss review period, next steps, and answer questions 2) Staff Report: <ul style="list-style-type: none"> - Summarizing all Council directions given to-date - Outline key issues - Items that may still require attention leading up to September workshop 3) MPS Workbook: <ul style="list-style-type: none"> - Explanation on MPS purpose - Overall key questions to consider - Section specific key questions/sticky issues will be identified at the front of each section

INFORMATION REPORT

Municipal Planning Strategy Review Update

Date: April 25th, 2018

Department: Planning and Development



	<ul style="list-style-type: none"> - This workbook can also be given to key stakeholders (WBDC, CittaSlow, Design Review, Environmental Sustainability, Landlords and Developers, Acadia, Historical Society, other external peer or expert reviews, etc) and be used by the public to review and provide comment. The documents would be placed on the website and requests could be made for a printed copy. <p>4) Land Use By-law, Updated Mapping, Core Commercial Design Guidelines</p> <ul style="list-style-type: none"> - These are the documents that implement the policies of the MPS. Draft 2 of these would also be included/presented in July. Inevitably the Land Use By-law will require detailing (definitions, etc) leading up to the September workshop.
<p>Late September 2018 - Special PAC and Council Workshop</p> <p><i>Will confirm dates once Council direction provided.</i></p>	<p>2 days (if needed) to review:</p> <ul style="list-style-type: none"> - Outcomes of review period - Summarize public comments and targeted stakeholder comments during review period - Go through key issues and provide direction to Staff for changes, additional analysis, etc <p>It should be noted that Staff will also have a better understanding / further development of Accessibility and Asset Management by this time.</p>
<p>Public consultation / education on Draft 2</p>	<p>TBD pending outcome of September Workshops:</p> <ul style="list-style-type: none"> - The overall intent is that at this stage, direction would have been provided by PAC and Council but there will be a need to ensure the community is aware and up-to-speed. - Staff believe there should be public information sharing on proposed changes before we go into the formal adoption process. - The ideas of 'community champions', explanatory videos, use of website, pop ups, and other ideas have been discussed at the Staff level and could be explored with PAC and Council after the September workshops. - Individual property owner mailings and meetings would be a necessary part of this.
<p>Formal (Legislated) adoption process</p>	<p>Formal Legislated Process:</p> <ul style="list-style-type: none"> - Public Information / Town Hall Meeting (s), Open House (format TBD). This can also be achieved as part of previous Step. - Formal PAC Review and Recommendation(s) - Committee of the Whole (Council) Review and Recommendation(s) - 1st Reading - Public Hearing (ITown Hall format) - 2nd Reading/Adoption - Provincial/Ministerial Review and Approval

INFORMATION REPORT

Municipal Planning Strategy Review Update

Date: April 25th, 2018

Department: Planning and Development



- **Contract Employee (Emily Statton):** Emily is a recent Dalhousie Community Design graduate who is now working with us 2 days/week exclusively on the MPS. Her hours are expected to increase as we get closer to having a draft document for PAC and Council (July 2018).
- **Future Neighbourhoods:** A Masters of Planning Studio Class, under the direction of Dr. John Zuck, completed an academic (student) project looking at our Comprehensive Development Districts (CDD) / “Future Neighbourhoods”. To wrap up their project, the students presented on April 12th to a group of interested members of the public, PAC members, Staff and Councillors. The student’s final report is attached to this update. This work will inform the Comprehensive Development District (Future Neighbourhoods) section of the MPS Draft 2.

Related to this, PAC and Council recommended the Environmental Sustainability Committee review the West End Development proposal (proposed for May 14th meeting of the Committee) and provide recommendations to the Developers related to the Sustainability Policies of our current CDD designation. This review can also inform the CDD designation in the new MPS, including the use of a sustainability checklist Staff are proposing.

- **Mobility:** Planning Staff have been working with the Town’s Engineer on an updated Mobility section of the MPS. This section will be presented to the Environmental Sustainability Committee for feedback at their May 14th meeting. Feedback will be documented and integrated into the Draft 2 document.
- **Source Water Protection:** Staff are scheduled to review proposed policies with the Town’s Source Water Protection Committee.
- **Mapping and Data Collection:** The Town’s GIS technician is working on updated maps to accompany the MPS, LUB and Design guidelines. A COGS intern is also assisting in this work. Staff are endeavouring to collect more information on commercial units in the Core area as part of the mapping/data collection that will form part of Draft 2.
- **Opportunity Sites:** Staff are updating the Core Area section of the plan to include “Opportunity Sites” and areas where [Bill 177](#) may be appropriate. This work is building on the Commercial Development Plan, Imagine our Downtown Plan, Age Friendly Stream at the Housing Symposium, and the work commissioned by the owner of the Rail Line (showing infill potential in this area). This will be an important Placemaking and Economic Development component of the plan. Future detailed design or conceptual work may be warranted, depending on PAC and Council feedback.
- **Culture and Heritage:** Staff are creating a stand-alone section in the plan, given the importance of these aspects to our community.

INFORMATION REPORT

Municipal Planning Strategy Review Update

Date: April 25th, 2018

Department: Planning and Development



- **Implementation and Monitoring:** It is very important to Staff that the plan include actual measures of progress and these be monitored over time. This section is coming together and links directly back to the Community Priorities and objectives.
- **Accessibility:** The Community Planner (Jeremy) will be taking part in the accessibility training through the Town's pilot project role with the NS Accessibility legislation roll-out. An Accessibility Committee is being formed and the goal will be to have the built-form guidelines ready in the fall. It will be important to integrate this work into the MPS and Land Use By-law to underscore its importance.
- **Core Commercial Design Guidelines:** Preparing the document (based on direction from Council) and looking to have comments from the Design Review Committee to along with Draft 2.
- **Community Profile:** Has been summarized with technical information moved to an appendix. The Regional Housing work will be integrated into the Housing Needs Assessment that had already been drafted and reviewed by the PAC and Council.
- **Website and Communications:** Staff are striving to post all project updates/information to the MPS portion of the [website](#).



Community Focused
Sustainability Driven



WOLFVILLE FUTURE NEIGHBOURHOODS

The Town of Wolfville: Future Neighbourhoods Comprehensive Development District

Prepared for: Town of Wolfville

Prepared by: HACK Consultant Ltd.

Dalhousie University

5568 Spring Garden Rd, Halifax, N.S.

QUALITY INFORMATION

DOCUMENT RFP | THE TOWN OF WOLFVILLE: FUTURE NEIGHBOURHOODS PROJECT

PREPARED BY: HAILEY WINDER | ADRIANE SALAH | CAMERON ROBERTSON | KATE CLARK

SUBMISSION DATE: April 10, 2018

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Executive Summary

The Town of Wolfville is undergoing a review of its Municipal Planning Strategy. Town staff is taking this opportunity to explore sustainable development practices to inform future policy. Wolfville's Comprehensive Development Districts (CDD) are areas that have been identified to accommodate growth through future neighbourhood development. As per existing policy, the development of CDD zones is performed exclusively through development agreement. Wolfville staff has expressed concern that existing CDD policy is not robust enough to result in desired sustainable neighbourhood design. HACK Consulting has undertaken a design study of the Kenny Lands site in east Wolfville, a CDD property, to test the application of sustainable development practices and derive key requirements for CDD future neighbourhoods in Wolfville.

The Kenny Lands site is 35.5 acres. It is situated on the south side of Main Street in the eastern region of Wolfville, bordered by Bishop Avenue and Maple Avenue, with Reservoir Park abutting the southern property line. Average walking distance from the centre of the site to Downtown Wolfville is 28 minutes. The site offers connections to Wolfville's trail system, including the 1.5 km long Millennium Trail, offering valuable open space connections. Daily services are provided primarily by downtown Wolfville, but are not within acceptable walking distance. Kings Transit operates as Wolfville's only transit service, connecting

Wolfville to surrounding communities. The closest stop from the centre of the Kenny site is 1.3 km, or an average of 15-minutes walking distance. This service does not offer point-to-point trips except with 48-hours notice.

Fields of orchard remain on the north-facing slopes of the site from prior agricultural use and several mature trees are situated around the site boundary, as well as around two central ponds. Low-density residential neighbourhoods, characterized by single-family detached homes, park-like frontages, mature trees, and varied architectural styles, surround the site. A natural watercourse crosses the site, presenting opportunity for conservation and greenway connections.

Eight (8) case studies were collected to exemplify the approaches of two (2) sustainable development sources; *Sustainable Urbanism* by Farr, and *Skinny Streets and Green Neighbourhoods* by Girling and Kellett. Provided by Town staff, these sources offer principles for design, including green infrastructure, mixed-use centres, walkable street networks, and open space connections, which are applied through selected case study neighbourhoods (see Table 1). The communities discussed are: Villebois, OR; Prairie Crossing, IL; Radburn, NJ; Playa Vista, CA; Holiday, CO; BedZed, UK; Glenwood Park, GA; and Greenwich Millenium Village, UK.

Site Design 1: Sustainable Urbansim	Multimodal street grid, central corridor, pedestrian infrastructure, transit connections	
	Mix of housing types (apartment, townhouses, single family dwellings)	
	Number of Units	509
	Potential Population	1,171
	Net Density (units per acre)	36
	Gross Density (units per acre)	14.31
Site Design 2: Skinny Streets & Green Neighbourhoods	'Superblock' ring road system, green network, prioritize active transportation, cluster housing with dual frontage	
	Co-housing developments and communal farming facilities	
	Number of Units	344
	Potential Population	791
	Net Density (units per acre)	31.5
	Gross Density (units per acre)	9.96
Site Designs 1 & 2	Prioritize greenway along existing watercourse	
	Employ green infrastructure	
	Prioritize stormwater management	
	33' right-of-way	
	Skinny 9' driving lanes	
	Assume a 20km/hr speed limit	

Table 1: Site design summary

HACK Consulting has produced two (2) site designs for the Kenny Lands that reflect sustainable development best practices as applicable to Wolfville's context. Both designs use common building standards outlined in the third row of Table 1 for comparison.

From a comparative analysis of the two site designs, HACK derives key requirements for future CDD development that reflect the common design practices exemplified through both designs. These key requirements inform four guiding principles; *sustainability, connectivity, complete community, and inclusivity*, to shape future CDD neighbourhoods. These principles are expanded upon and formatted into a Sustainability Checklist-a valuable tool for Wolfville's planning department to assess CDD zone development proposals.

1.0 Introduction

Wolfville is a bustling small town, with a vibrant and dynamic population of residents. To accommodate growth, the Town of Wolfville has identified a number of vacant agricultural lands, and zoned them as Comprehensive Development Districts (CDD) for the development of future neighbourhoods.

Wolfville has a long-standing commitment to create and maintain a sustainable, equitable, and accessible community for residents from all walks of life. The Town of Wolfville is currently engaged in a review of their Municipal Planning Strategy (MPS). The MPS in effect for Wolfville was completed in 2008 and the most recent Draft MPS was produced in January 2016. Wolfville's MPS review process came about as a response to the Town's growing population, shifting age demographics, and a changing demand for housing type, which have led Wolfville to show greater interest in infill development and the densification of vacant land, as well as alternative neighbourhood design. The Town of Wolfville has seen a recent push for more sustainable, affordable, and equitable housing options, leading staff to explore new opportunities for sustainable growth through future CDD development.

As part of the current MPS review, Council and Town staff have tasked HACK Consulting to derive a set of guiding principles and key requirements for the Draft MPS. Drawing concepts from *Skinny Streets and Green Neighbourhoods* (Kellett & Girling 2005) and *Sustainable Urbanism* (Farr 2008), HACK Consultants provide the Town of Wolfville with:

- A comprehensive site analysis of the Kenny Lands
- A review of sustainable development best practices
- Two site design concepts of the Kenny Lands
- Key requirements for future CDD zones policy
- A Sustainability Checklist tool

This project provides Council and Town staff with a framework and tools that encourage the transformation of vacant, CDD lands into bustling, diverse neighbourhoods based on sustainability, walkability, and equity.





Image 2

1.1 Purpose & Objectives

The purpose of this project is to provide Town staff with key requirements to guide the future development of designated CDD zones through completing a site design study. Deliverables outlined in the RFP have been split into four steps to inform HACKs process and approach. From the deliverables, tangible objectives are outlined, each with a corresponding research method. Deliverables, objectives, and methods are provided in Table 2.

1.2 Approach

HACK is a team of planning students who are passionate about the success of future communities. Our team’s diverse professional and academic backgrounds ensure a multidisciplinary approach to planning projects, allowing our team to offer unique and innovative solutions. HACK values sustainable, safe, and accessible urban design that encourages active, healthy communities.

Table 2: Deliverables, Objectives, and Methods

Deliverable	Objective	Method
Comparative site analysis	To identify site opportunities and constraints	Site analysis
Review of sustainable development best practices	To determine development best practices	Case studies
Two site concepts	To contextually apply best practices to the Kenny Lands	Site design
Key principles for future CDD zones	To inform CDD policy through guiding principles	Comparative analysis
Develop Sustainability Checklist	To offer an evaluation tool for CDD development	



Figure 1: HACK Team (Photo: H. Winder)



Wolfville, Nova Scotia
© Paul Illsley (www.paulillsley.com)

Image 3

2.0 Method

This section provides an explanation of methods used to collect our team's findings for each deliverable of the report.

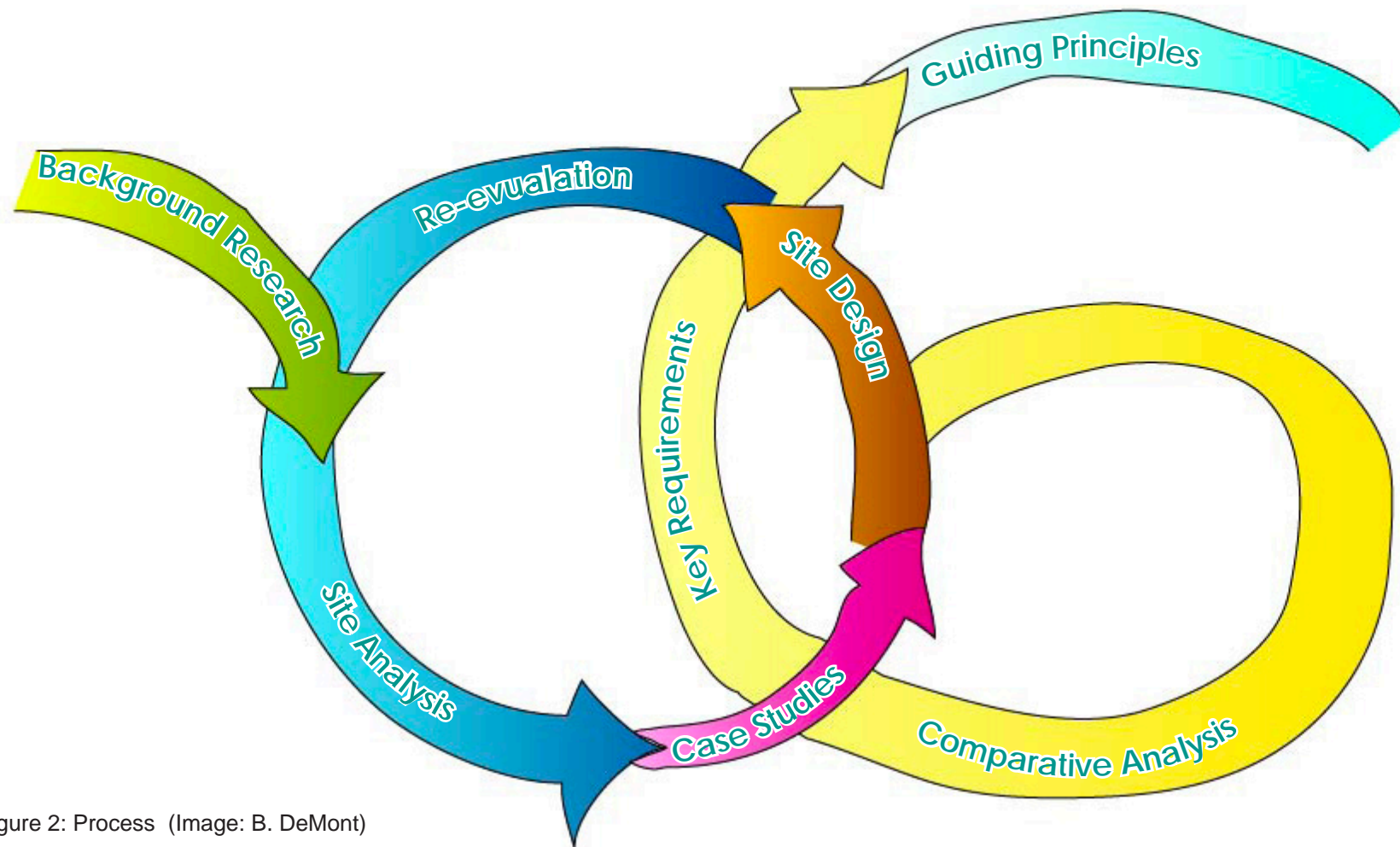


Figure 2: Process (Image: B. DeMont)

2.1 Site Analysis

To conduct our site analysis of the Kenny Lands, HACK team members made several site visits to the Kenny Lands and performed direct observation to complete a site inventory of natural and social features, and existing connections. Our team used Wolfville's policy documents, online resources, and the Town of Wolfville GIS database to assess the Town's economic drivers, social character, and natural landscape.

This data was used to place the Kenny Lands within its larger context. Wolfville's MPS, both proposed and existing, and Land Use By-Law provided valuable insight into the existing conditions of residential development in Wolfville.

Site Inventory

Natural Features

- Trees
- Vegetation
- Water Features
- Drainage
- Topography
- Geology
- Sun Patterns
- View Planes

Social Features

- Architectural Character
- Housing Type
- Streetscape Trends
- Proximity to Services
- Historic Features
- Recreational Space
- Land Uses

Existing Connections

- Road Types
- Traffic Use
- Transit Access
- Trails and Paths
- Pedestrian Infrastructure
- Tourism Connections

2.2 Case Studies

Town of Wolfville staff provided two sources to guide our team's research on sustainable development. We supplemented this source material with scholarly research of sustainable planning practices and subdivision design. From the approaches outlined by each of these sources, HACK assembled eight (8) case studies that exemplify real-world application of sustainable neighbourhood design.

These case studies were collected directly from the provided literature or from urban design studies available through online sources. The case studies that were selected were new developments in Western communities, of various size and density. Four (4) of the case studies reflect the approaches advocated by *Skinny Streets and Green Neighbourhoods*, and the other four (4) reflect the approaches of *Sustainable Urbanism*.

2.3 Site Designs

Our team composed two (2) design concepts for the Kenny Lands site using best practices exemplified by the eight (8) case studies. These best practices were applied to respect the opportunities and constraints presented by the existing conditions of the Kenny Lands site and the Town of Wolfville context. Standards for design were collected from the American Planning Association¹ portals for knowledge sharing and the Sustainable Neighbourhood Road Design guidebook for Massachusetts Cities and Towns². A summary of the relevant design standards used in each site plan can be found in Appendix I.

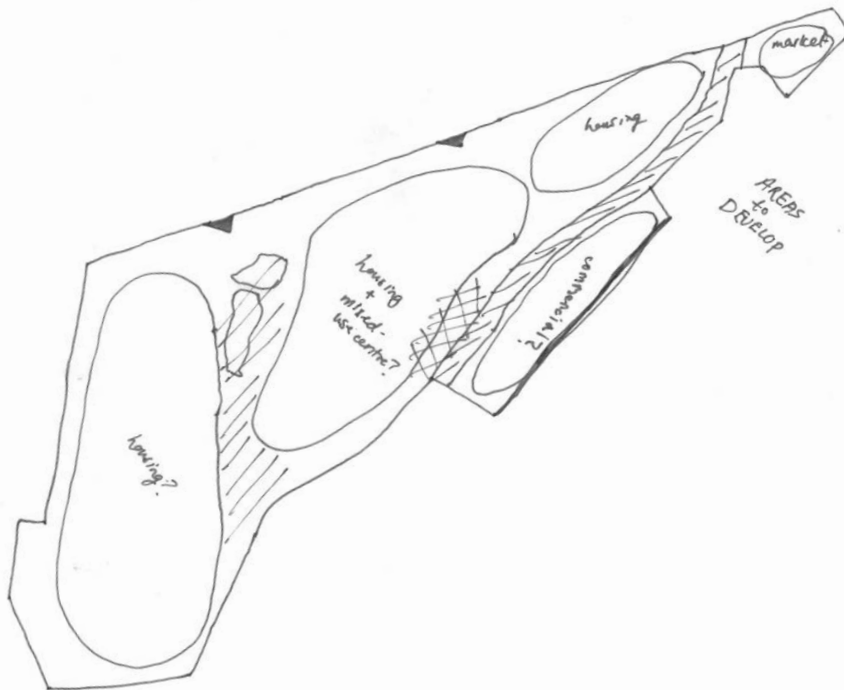


Figure 3: Development areas (K Clark, 2018)

2.4 Comparative Analysis

A comparative analysis of both final site designs produced key requirements that emulate best practices pulled case studies. The key requirements reflect best practices, while considering the contextual implications of the Kenny Lands and the vision of the Town of Wolfville at large. Common themes derived from the key requirements resulted in four guiding principles intended to shape future design of CDD zones.

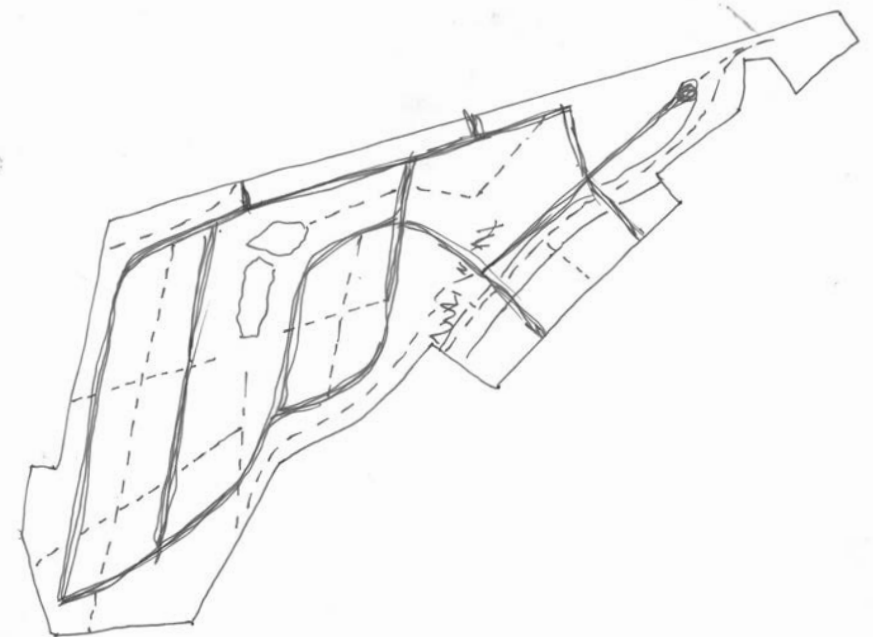


Figure 4: Green and grey grid concept (K Clark, 2018)

1. APA, 2018a; 2018b
2. Eaton Planning, 2011

3.0 Background

In order to provide the Town of Wolfville with the most appropriate and suitable recommendations for the development of CDD zones, an in-depth understanding of the community context is required. While the rich history of the Town of Wolfville cannot easily fit into one section:

3.1 Wolfville Context

Demographics

According to the 2016 Statistics Canada census, Wolfville is home to approximately 4,195 residents. While this population represents a 1.7% drop from 2011, it should be noted that there was a 13.2% increase in population between 2006 and 2011. A large portion of the population in Wolfville are baby boomers and retirees, a population that has their own set of residential and social needs such as age-friendly infrastructure and accessible transit. However, there is a spike in those aged 20-24 in all census years. This spike in population is a result of the large portion of students attending Acadia University that reside in Wolfville. While this population is generally transient, they represent almost half of the population of the Town, and approximately a quarter of the housing market.

Considerations:

- Variety of housing options
- Age-friendly infrastructure (i.e. slope mitigation)

Economics

The dykelands from the Bay of Fundy and lands flowing from the Gaspereau Valley have presented ideal agricultural opportunities, which have shaped the local economy for centuries. The 2016 census indicates that Acadia University is another major contributor to the local economy, bringing students from around the world to the Annapolis Valley, and employing around 22% of the population. While local institutions and farmlands help bolster the local economy, unemployment in Wolfville continues to climb. The unique needs and socioeconomic mix of students, retirees, agriculturalists, and professionals requires a concerted effort to create and retain a variety of affordable housing options.

Considerations:

- Affordable housing options
- Urban agriculture

Environment

Wolfville encompasses an array of environmental features that define the Annapolis Valley. Wetlands, watercourses, agricultural fields, and undisturbed natural areas surround the town and flow through its core³. The Town is surrounded by a greenbelt of forested and agricultural lands, and bordered by the Bay of Fundy to the north. The waters are home to whales, unique ecosystems, and ancient fossils⁴. The dykelands were constructed to capture nutrient-rich sediment in low-lying coastal areas, and the rich salt marshes created ideal agricultural conditions. These lands continue to play an important agricultural role for the Annapolis Valley, and should be protected and maintained through development.

Considerations:

- Environmental conservation and protection
- Renewable energy sources

3.2 Sustainable Development

The following provides a brief explanation of the two (2) provided sources:

Sustainable Urbanism

Sustainable Urbanism by Douglas Farr combines principles from New Urbanism, Smart Growth, and modern green building technologies to combat sprawl and reduce the consumption of natural resources through future neighbourhood design. *Sustainable Urbanism* focuses on planning practices that encourage increased density, compact growth, improved public health, and environmentally-friendly building design and infrastructure. Green alternatives to lighting, heating and cooling technologies, stormwater systems, and food sources, contribute to the growth and sustainability of future neighbourhoods. Farr emphasizes mixed land use centres to service the short and long-term needs of neighbourhoods within walkable, accessible distances. Transit networks to supplement, and eventually replace, the car as the primary mode of transportation are also prioritized through *Sustainable Urbanism*.

Sustainable Urbanism avoids being too prescriptive in its guidelines for sustainable development and therefore does not recommend a desired land area or density for application.

Key points for development:

- Incorporate alternative energy generation technologies
- Use low-impact building practices and recyclable materials
- Apply appropriate density for sustainable growth
- Minimize private vehicle dependence through transit options and car share programs
- Encourage multimodal transportation through street design
- Emphasize on-site stormwater and wastewater treatment systems
- Create accessible, shared open spaces

Skinny Streets & Green Neighbourhoods

Skinny Streets and Green Neighbourhoods by Cynthia Girling and Ronald Kellett discusses the integration of green and grey networks to develop the fabric of sustainable communities. This approach encourages establishing green networks, including greenways, trails, and uninterrupted hydrology, implementing land restoration and conservation of natural systems, and visibly integrating the natural landscape into the built form of neighbourhoods. The grey networks of green neighbourhoods consist of accessible, connective streets, pedestrian-oriented paths, narrow streets, alleys, and cul-de-sacs, transit connections, as well as infrastructure to facilitate active transportation. Compact development strategies, pedestrian-scaled social spaces, landscape conservation, and energy-efficient technologies are encouraged as key elements of green neighbourhood design.

Key points for development:

- Land area - 125-500 acres
- Density - 5-12 units/acre in low-rise areas, 30-40 units/acre in mid- to high-rise areas
- Urban forest canopy - 40% neighbourhood coverage
- Engage with and enhancing landscape ecology
- Facilitate connections within neighbourhood and between neighbourhood and region
- Implement alternative street design (i.e. skinny streets, green streets)
- Apply compact development strategies and create complete neighbourhoods
- Enhance urban forest and local ecosystems through built environment and/or conservation
- Use low-impact stormwater systems and leverage green infrastructure
- Educate residents on environmental systems and sustainable living practices

3.3 Policy Context

The Town's 2008 Municipal Planning Strategy expresses a strong interest in sustainability, which continues to be seen through the Town's most recent Draft MPS (January 2016). The following definition for sustainable development is provided by both documents:

"The Town of Wolfville defines sustainable development as a development that strives to [equitably balance environmental, social, cultural and economic] factors in order to provide the highest possible quality of life for all its residents."⁵

As the Town of Wolfville undergoes its MPS review process, there is opportunity for policy to adapt to modern interests in sustainable neighbourhood design. For example, alternative forms of neighbourhood design and housing types have been incorporated through Parts 4 and 6 of the Draft MPS, including boarding houses, cluster housing, and residential mix of single-family and multi-unit dwellings.

Comprehensive Development Districts (CDD) are large plots of land that have been identified as areas to accommodate future neighbourhood growth. As per policy 8.4.3 of Wolfville's 2008 MPS, the development of Comprehensive Development Districts (CDD), or Residential Comprehensive Development Districts (RCDD), requires the negotiation of a development agreement. Future neighbourhood development of RCDD zones is currently

guided by criteria for development agreements found through policy 18.6.1 of the MPS and sustainability principles defined by policy 8.4.5 of the MPS. Development agreement criteria can be found listed in Appendix 1 and the sustainability principles are available in Appendix 2. Corresponding land use by-laws for RCDD zones do not exist⁸.

Wolfville staff has expressed concern that the existing development agreement process for CDD zones is not robust enough to facilitate desired sustainable neighbourhood design and that CDD-specific policy is required.

5. MPS, 2.2

7. See Appendix II

6. See Appendix I

8. LUB, Part 10

4.0 Site Analysis

The Kenny Lands

Our team was asked to conduct a design study of the Kenny Lands for future neighbourhood development in Wolfville. The first stage in the site design process is to identify key natural and cultural features, and examine existing connections. This section highlights opportunities and constraints within the Kenny Lands, and provides context for the application of sustainable development best practices.

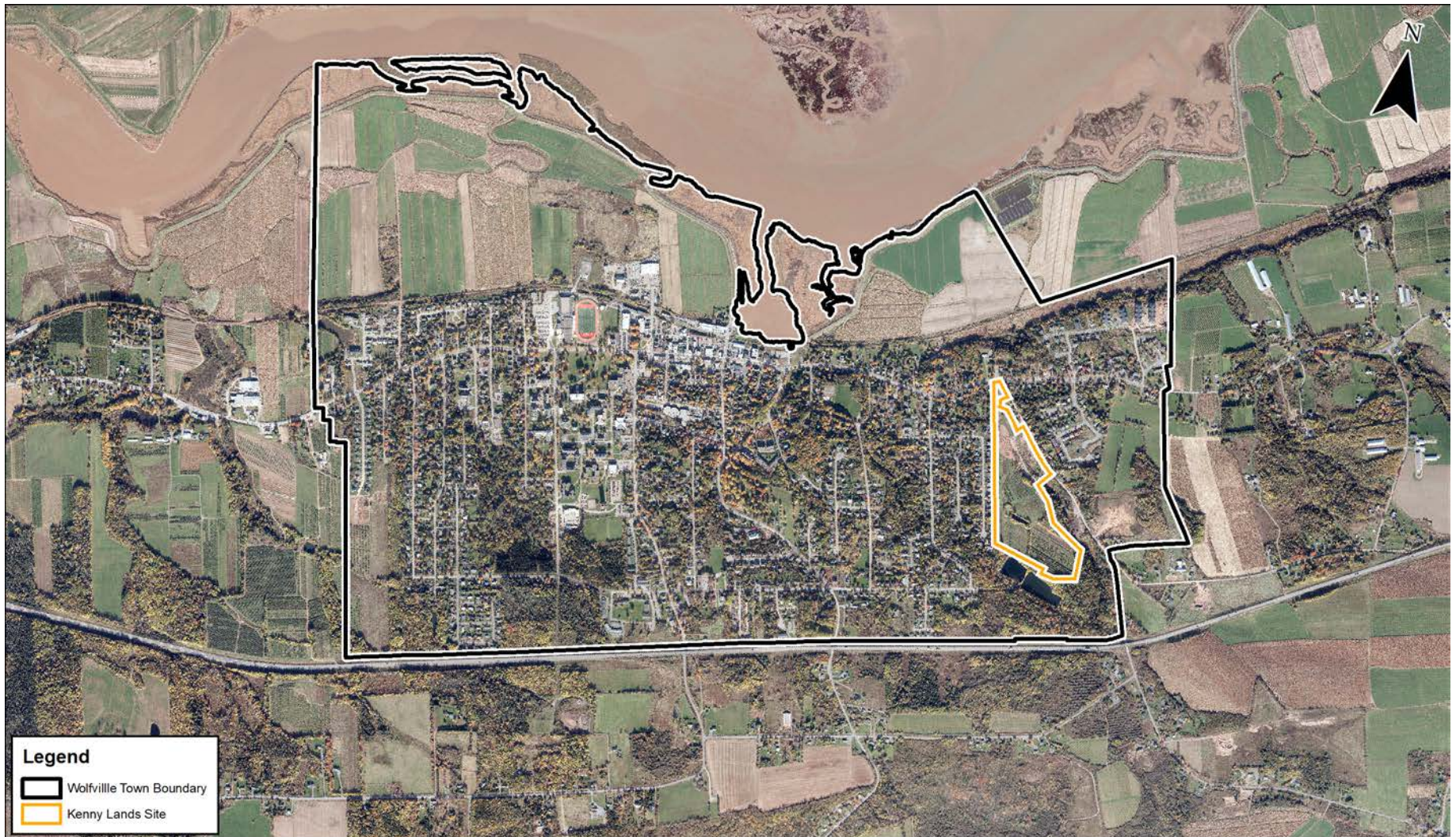
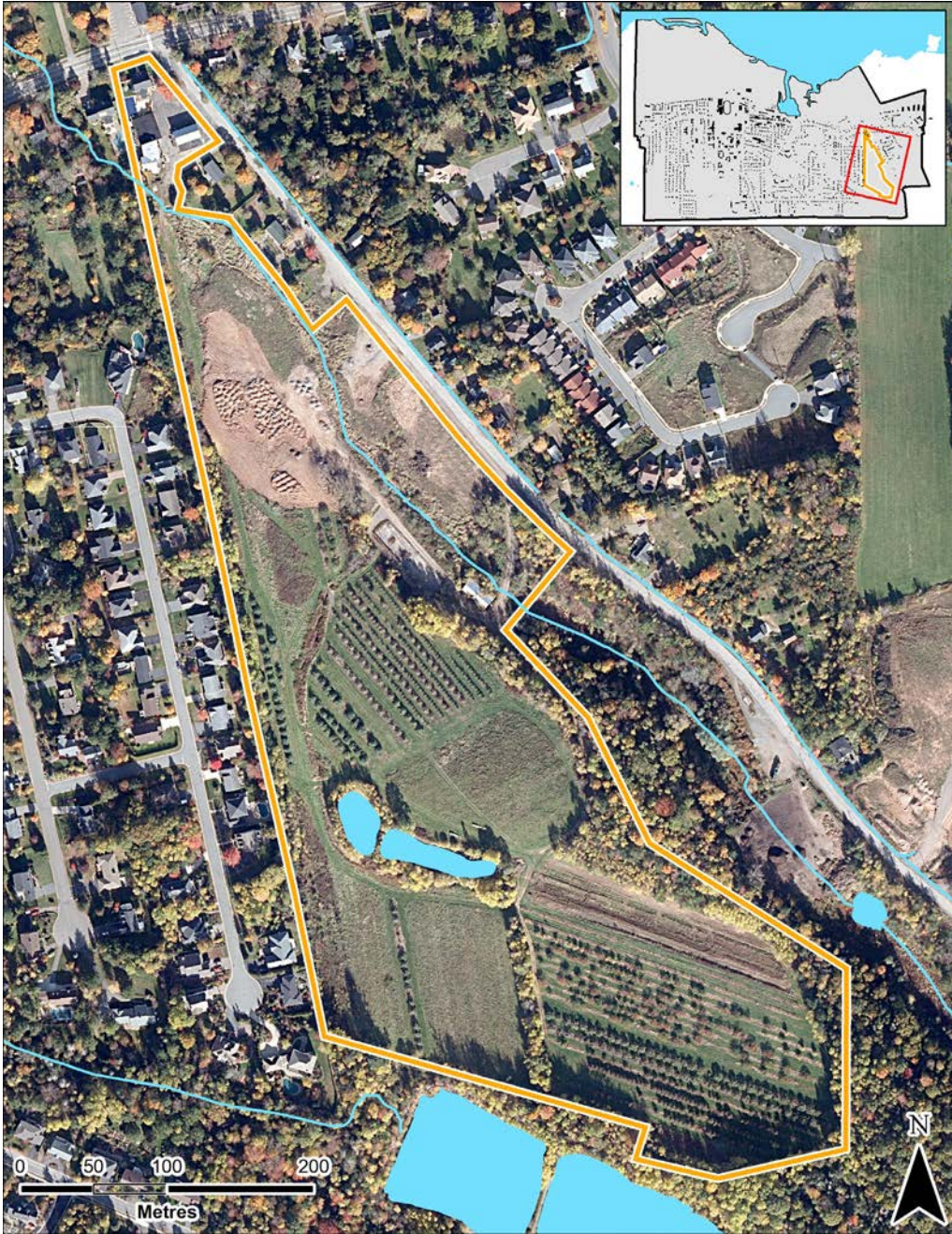


Figure 5: Wolfville overview and site location (Map: C Robertson, 2018; GIS Data: Wolfville)



The Kenny Lands site is 35.5 acres. It is situated to the southern side of Main Street, east of Wolfville's downtown core. The property is bordered by Bishop Avenue and Maple Avenue, with Reservoir Park abutting the southern property line. A series of trails connect the Kenny Lands with parkland properties to the south.

Figure 6: Kenny Lands (Map: C Robertson, 2018; GIS Data: Wolfville)

A small community composting site is located on the Institutional (I-1) zoned property abutting the south-eastern border of the site.

The site is zoned as a Residential Comprehensive Development District (RCDD). Residential neighbourhoods, developed to the east and west of the site, are zoned medium (R-2/4) and low (R-1) density respectively. Downtown Wolfville is a 28-minute walk from Reservoir Park (the furthest point on the site).

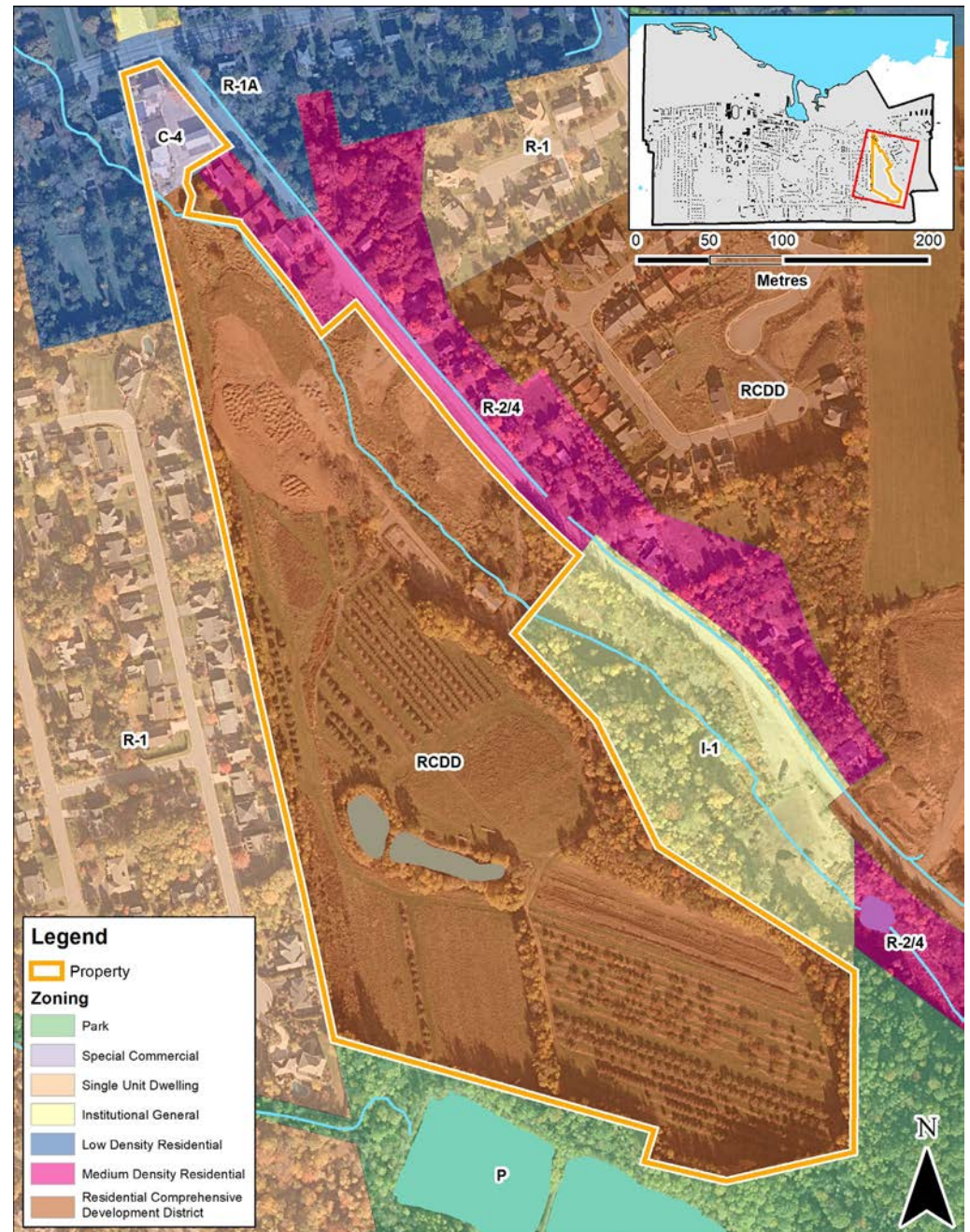


Figure 7: Kenny Lands Zoning (Map: C Robertson, 2018; GIS Data: Wolfville)



Image 4



Image 5



Image 6



Image 5



Image 7

4.1 Natural Capital

The Bay of Fundy, a greenbelt, and iconic agricultural uses surround the Town of Wolfville and function as defining features for the area. Home to unique ecological systems that have impacted the historical land use and economy, natural capital has influenced how the Town has developed. These natural assets and characteristics continue to play an important role both for Town residents and within the larger environment of the Annapolis Valley.

Vegetation

The site has a long history of agricultural uses reflected in the existing vegetation. The site abuts the natural, heavily treed lands leading into Reservoir Park, and flows into the valley lands to the east of the property. Some of the forested lands have been kept within the property boundaries, however naturally forested lands on the site are limited. The south-east end of the property contains several apple trees from the site's previous use as an orchard, and could offer opportunities for urban agriculture.

The south-west side of the site is currently open grasslands with fields of apple trees running down the slope of the property towards two ponds. To the north of the ponds is a small open grassland situated next to another apple orchard in the centre of the site. A riparian corridor travels from the east boundary to the north-west side of the site, along an existing watercourse. The centre north of the site is a mix of grasslands which abut the riparian corridor and continues into the north portion of the site.

Hydrology

There are three major hydrological features which affect the site, the reservoirs that make up Reservoir Park, two ponds in the centre of the site, and the small watercourse which flows from the ravine located to the east of the site.

While the reservoirs are off-site, they are immediately adjacent to the property and provide a source of recreation through the trails and bike paths as well as having a designated swimming area. While this area has no direct impact on the site it is a resource which should be taken into consideration during the design of the site. The ponds in the centre of the site have no direct input in the form of streams or creeks and appear to be man-made ponds or augmented natural features which have been leveraged to store water onsite for agricultural use. Historic air photos indicate in warmer periods the smaller of the two ponds becomes fully covered by algae indicating a lack of water inflow and outflow.

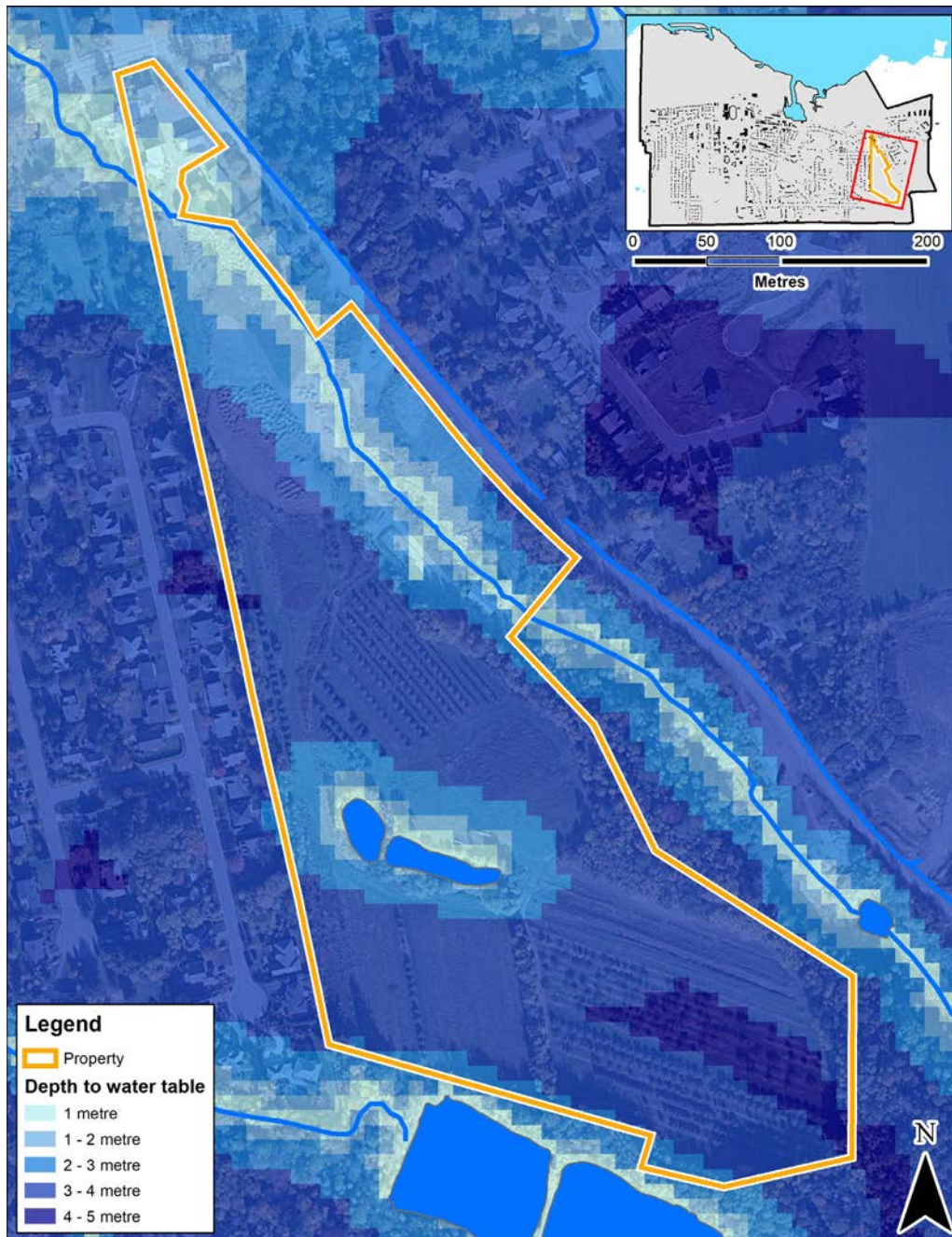


Figure 8: Kenny Lands Hydrology (Map: C Robertson, 2018; GIS Data: Wolfville)

A watercourse flows from the valley lands located to the south of the site, and empties into the Minas Basin to the north. This watercourse supports the riparian corridor along with a vegetated buffer that helps to filter water from the site and surrounding area.

Areas with lower depth to water table (1-2 metres) towards the north of the site, as seen in Figure 3, present challenges to potential development such as erosion, flooding, and/or water contamination. To reduce environmental impacts, development can be directed to areas with a higher depth to water table (3-5 metres).

Geology & Soil

The site contains two main soil types: Torbrook and Wolfville. Torbrook soils range from well-drained to imperfectly-drained, and are generally composed of mineral particles. Both are suitable for agricultural purposes. Wolfville soil types range from well-drained to poorly-drained are composed of mineral particles, and plant roots are generally constrained by either a third or fourth layer of soil¹¹. The overall soil composition of this site, similar to the composition of most other CDD zones, is favourable for agricultural practices, and is easily developable¹².

Topography & Slope

There is a steep slope on the south and eastern ends of the site ranging from 12 - 20%. The site also contains a number of areas which represent more gentle slopes of 0 - 12%, which are more suitable for development.

A-A' (Figure 9, pg 26)

Profile A-A' shows the slope of the site from Reservoir Park north to Main Street. This shows a change in elevation of approximately 40 metres.

B-B' (Figure 10, pg 26)

Profile B-B' shows the slope of the site from Reservoir Park north-east to the ravine. This shows a change in elevation of approximately 20 metres.

C-C' (Figure 11, pg 27)

Profile C-C' shows the slope of the site from Reservoir Park north to the ravine, crossing the onsite ponds. This shows a change in elevation of approximately 30 metres.

D-D' (Figure 12, pg 27)

Profile D-D' shows the slope of the site from the Bishop Avenue access point to the Maple Avenue access point, crossing the onsite portion of the watercourse. This shows a change in elevation of approximately 10 metres.

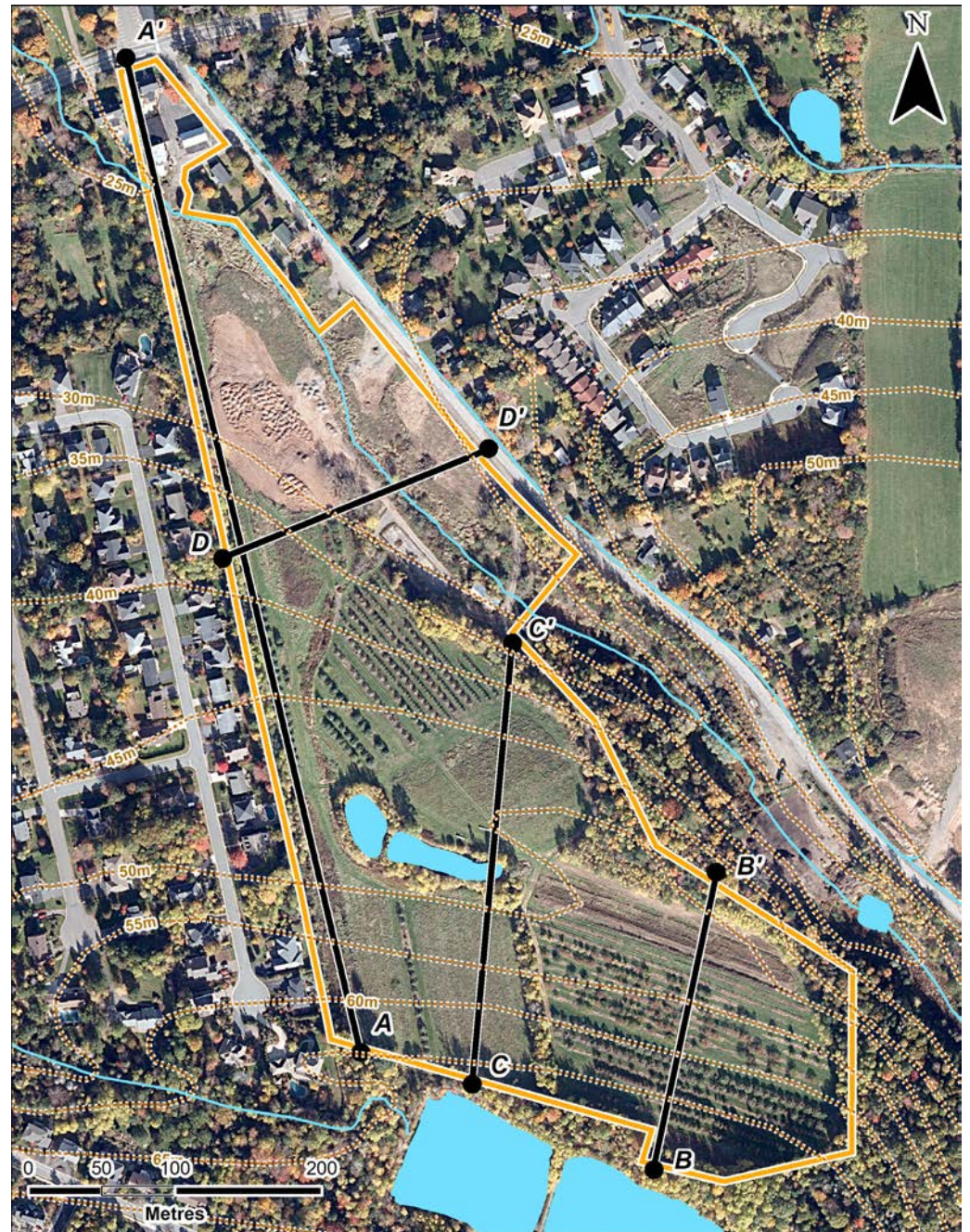
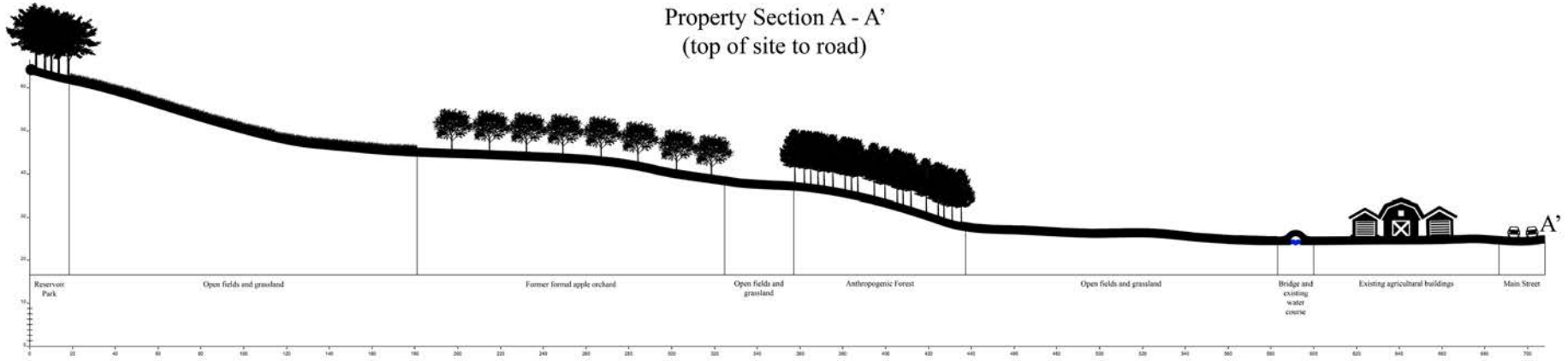


Figure 9: Kenny Lands Slope (Map: C Robertson, 2018; GIS Data: Wolfville)

Property Section A - A'
(top of site to road)

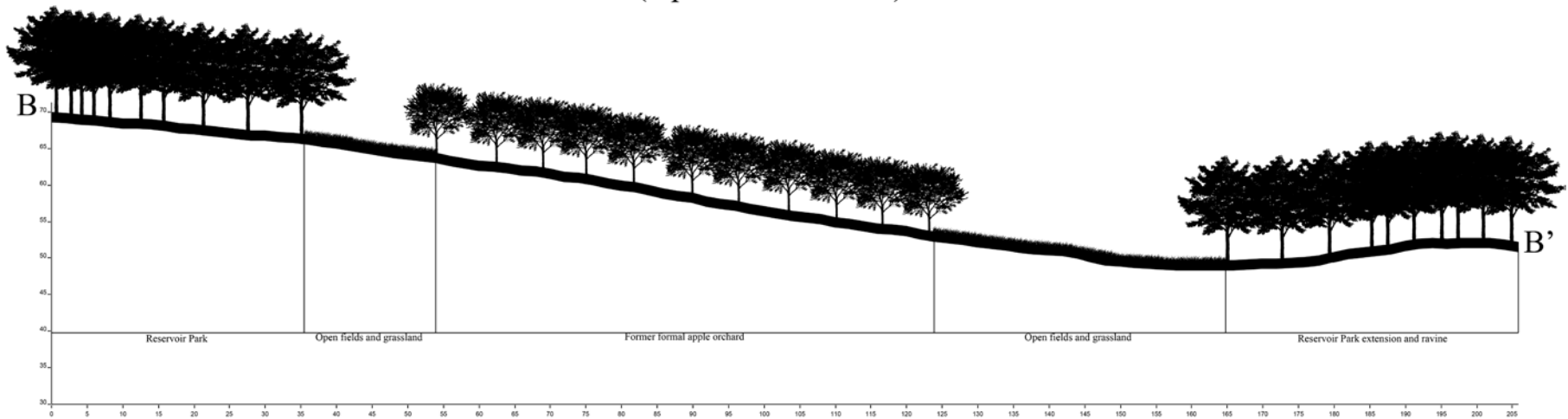


Units in Metres

Figure 10: Kenny Lands Slope A-A' (Image: C Robertson, 2018; GIS Data: Wolfville)

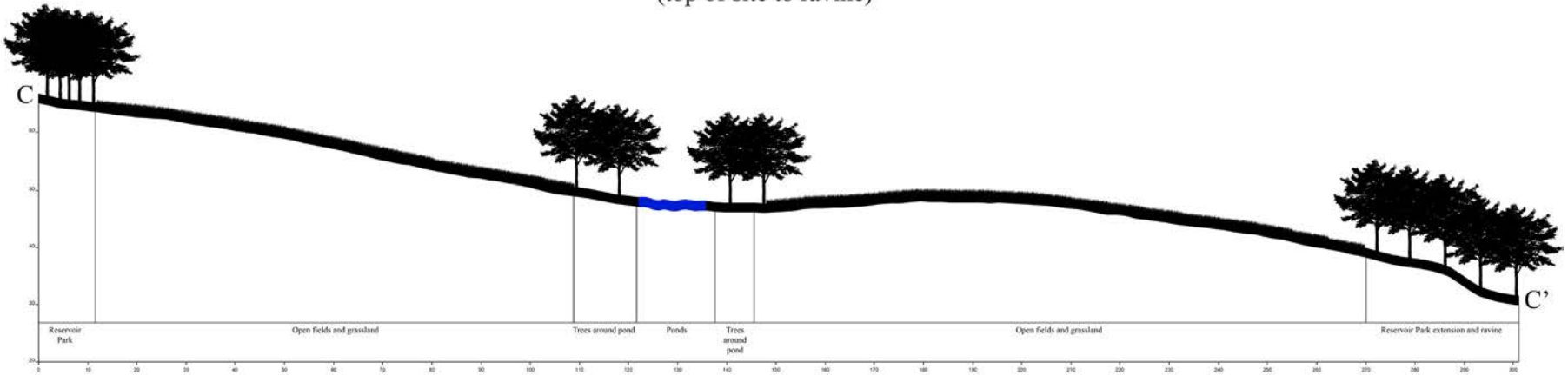
Figure 11: Kenny Lands Slope B-B' (Image: C Robertson, 2018; GIS Data: Wolfville)

Property Section B - B'
(top of site to ravine)



Units in Metres

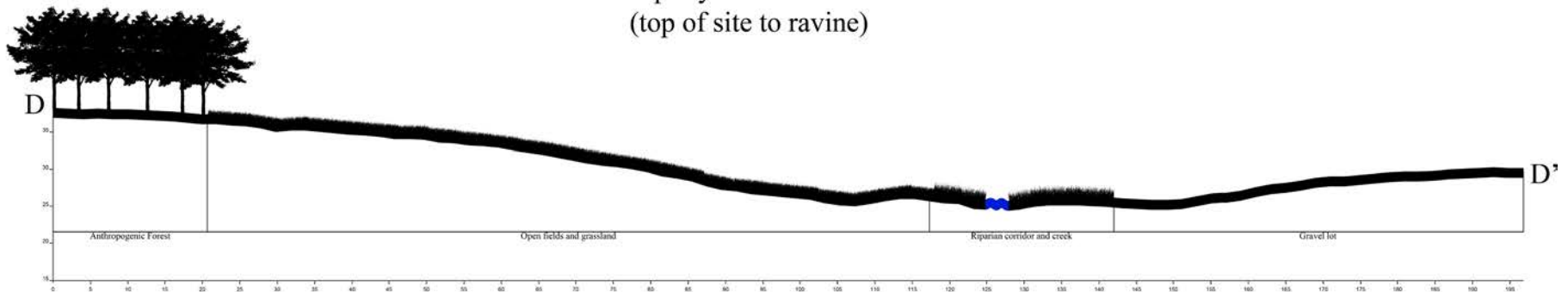
Property Section C - C'
(top of site to ravine)



Units in Metres

Figure 12: Kenny Lands Slope C-C' (Image: C Robertson, 2018; GIS Data: Wolfville)

Property Section D - D'
(top of site to ravine)



Units in Metres

Figure 13: Kenny Lands Slope D-D' (Image: C Robertson, 2018; GIS Data: Wolfville)



Image 8



Image 10



Image 11

#growingtogether

Wolville's Municipal Planning Strategy Review



Image 9



Image 13

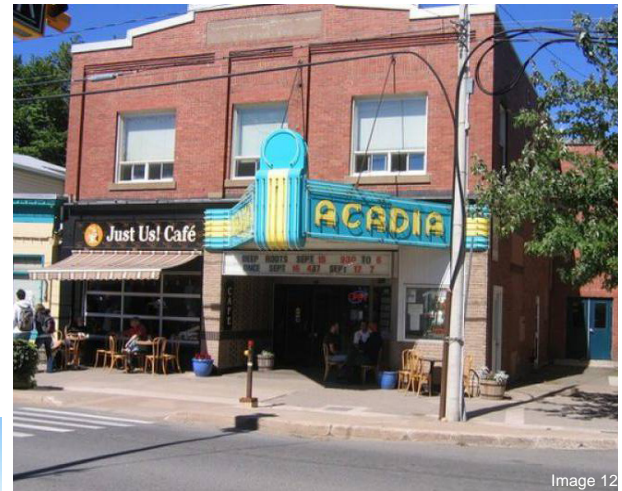


Image 12



Image 14



Image 15

4.2 Social Capital

Wolfville is a small but diverse town with just over four thousand residents. Two of the largest demographics that make up the town are aging baby boomers and the student population attending Acadia University. Although a fairly transient population, students play an important role supporting local industries and contributing to community culture.

Architectural Character

The area is characterized by low-density residential homes, park-like frontages with mature trees, and large properties with varied setbacks. Homes in this area traditionally reflect the following architectural styles: Georgian, Victorian Gothic, Classical Revival, Modified Queen Anne, Ranch Style Bungalow, and Modern Composite Styles¹⁴.

Housing Types

Along the west boundary of the Kenny Lands is a neighbourhood development of primarily single-family detached homes. Along the eastern border, is a medium density residential development, separating the site from another CDD currently under construction. Some other recent development in Wolfville's east end features single-storey townhomes and medium-density apartment buildings, broadening the variety of housing types in an area predominated by single-family dwellings.

Housing Affordability

Owners: The rate of housing ownership in the Town of Wolfville is 46%, a little less than half of which have a mortgage. Only 14% of households who own spend more than 30% of their income on shelter.

Renters: In the Town of Wolfville 53% of households rent. Of those households, 46% spend more than 30% of their income on shelter costs, which would be considered unaffordable housing by CMHC thresholds¹⁵. Of renters, 15% of tenants reside in subsidized housing¹⁶.

Proximity to Services

The Kenny Lands are within a 5-minute walk of Reservoir Park, the Millennium Trail, St. Francis of Assisi Catholic Church, and the Bay of Fundy. The majority of services in the downtown core are located—on average—28-minutes (walking) from the site; which exceeds the average acceptable walking distance.

Historic Features

Historically, the site was home to a long-standing agricultural family: the Kennys. The Kennys operated a small-scale orchard and seasonal market at the north end fronting Main Street. Two ponds were built into the middle of the site, and remain to this day. Currently, the market and farmhouse structures remain, however, they are in poor repair.

13. Statistics Canada, 2017

15. CMHC, 2018

14. Town of Wolfville, n.d.

16. Statistics Canada, 2016

Conservation Areas

Trails stemming from Millennium and Reservoir Park connect to the southern end of the site. These trails and parks are a part of the larger green network that flow throughout the Town and serve an important social function providing recreational activities year-round.

Streetscape Trends

The streetscape of this area is characterized by wide, large lots with varied frontages. Front lawns are landscaped and properties are defined by mature trees. Low-density neighbourhoods surround the site, often containing multiple cul-de-sacs, and few streets have sidewalks¹⁷.

Land Uses

The Kenny Lands are surrounded by the following land-use zones, descriptions and their permitted uses can be found in the Wolfville Land Use By-Law (2008):

- Institutional General (I-1)
- Medium-Density Residential (R-2/4)
- Special Commercial (C-4)
- Single-Unit Dwelling (R-1)
- Low-density Residential (R-1A)
- Residential Comprehensive Development District (RCDD)
- Park (P)

4.3 Existing Connections

Wolfville presents excellent natural connections from the abundance of watercourses, trails, and conservation areas. The sole form of public transit is provided by Kings County, which connects to surrounding towns.

Road Types & Traffic

All roads within Wolfville are single-lane traffic. There are two connections from Bishop Avenue feeding directly to the site. There is one bus route servicing Main Street, which connects Wolfville to the rest of Kings County. Maple Avenue connects through-traffic to the north of Wolfville, while Bishop Avenue exclusively services local (neighbourhood) traffic.

Public Trails & Paths

The following trails are located on, or within walking distance of, the Kenny Lands site (see Figure 13):

- Millennium Trail
- Reservoir Park Trail System
- Old Dyke Lane
- Wolfville Rail Trail

Pedestrian Infrastructure

Aside from Main Street, none of the roads that border the Kenny Lands site have sidewalks, or any formalized pedestrian infrastructure.

Tourism Connections

Overlooking the Kenny Lands, Reservoir Park has a phenomenal view plane of the dykelands and Bay of Fundy. The site is also

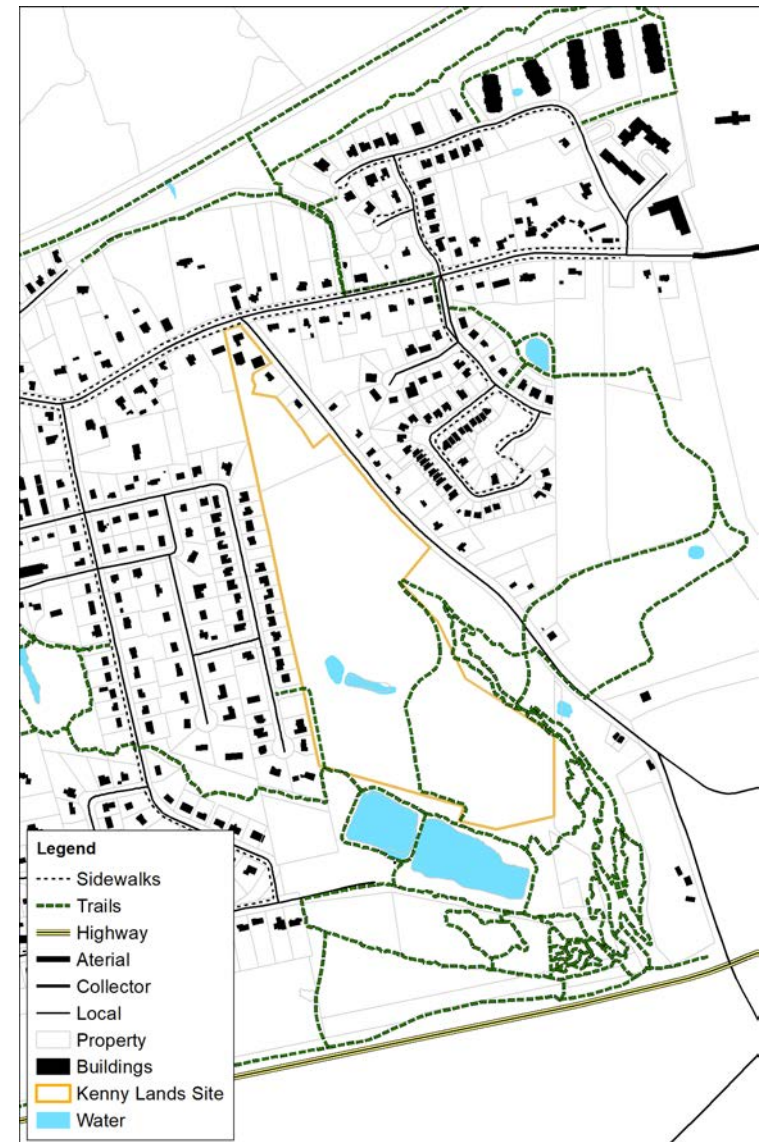


Figure 14: Existing Connections
(Map: C Robertson, 2018; GIS Data: Wolfville)

home to the historic Kenny Orchard, which has ties to the rich agricultural tradition and culture of the Annapolis Valley that draws thousands of tourists to the town annually.

Current Transit Options

Wolfville is currently served by Kings Transit, which connects the areas of Hants County, Kings County, Annapolis County and Digby. Buses are equipped with bicycle racks and wheelchair entry access ramps. Kings Transit Authority is funded by the Municipality of the County of Kings and the towns of Berwick, Kentville, and Wolfville¹⁸. Of the ten routes, four service Wolfville and its surrounding areas. Central stops in the town include: Hennigar’s Farm Market, Earncliffe Avenue. Health centre, Acadia University, Wolfville Town centre, Mud Creek Kwikway, Blomidon Inn, and Blomidon View Seniors¹⁹.

ROUTE 1 / ROUTE 1A ROUTE 2 / ROUTE 2A



Figure 15: Kings County Transit Route 1
(Map: Kings Transit Authority, 2018)

4.4 Opportunities and Constraints



Figure 16: Opportunities and Constraints
(Map: C Robertson, 2018; GIS Data: Wolfville)

Results from the site analysis produced opportunities and constraints which characterized the Kenny Lands. The features outlined in this section inform site designs and guide development and conservation proposals. Each feature contains an opportunity and constraint that are mindfully incorporated into each site design.

Orchards

Opportunities: agricultural urbanism, food security, erosion management

Constraints: technical challenges associated with tree removal from the site

View planes

Opportunities: high elevation on the south of the site provides views of the dykelands, Bay of Fundy and Cape Split

Constraints: height restrictions for development

Greenway & Path Connections

Opportunities: existing paths and trails run through the site, and connect to Maple Avenue, Bishop Avenue, and Reservoir Park

Constraints: costs and processes associated with formalizing the existing trail network (i.e. ownership, maintenance, accessibility)

Slope

Constraints: in keeping with municipal road standards, minimize slope to less than or equal to 10%, as per the 2005 Town of Wolfville Subdivision By-law, Tentative Plan Applications, Section 15

Compost Site

Opportunities: partnership with local/neighbourhood agricultural use

Constraints: potential for wind to carry undesirable odours to the development

Ravine/Watercourse

Opportunity: conservation, stormwater management

Constraint: obstruction to right-of-way from Maple Avenue

Residential Context

Opportunities: precedence for a variety of housing types (i.e. single-family detached; co-housing; townhomes; apartment complex)

Constraints: surrounding residential neighbourhoods are characterized as low- and medium-density

Sunlight Exposure

Opportunities: south-facing slopes provide ideal sunlight exposure for agricultural uses and passive solar heating

Constraints: the majority of the site consists of north-

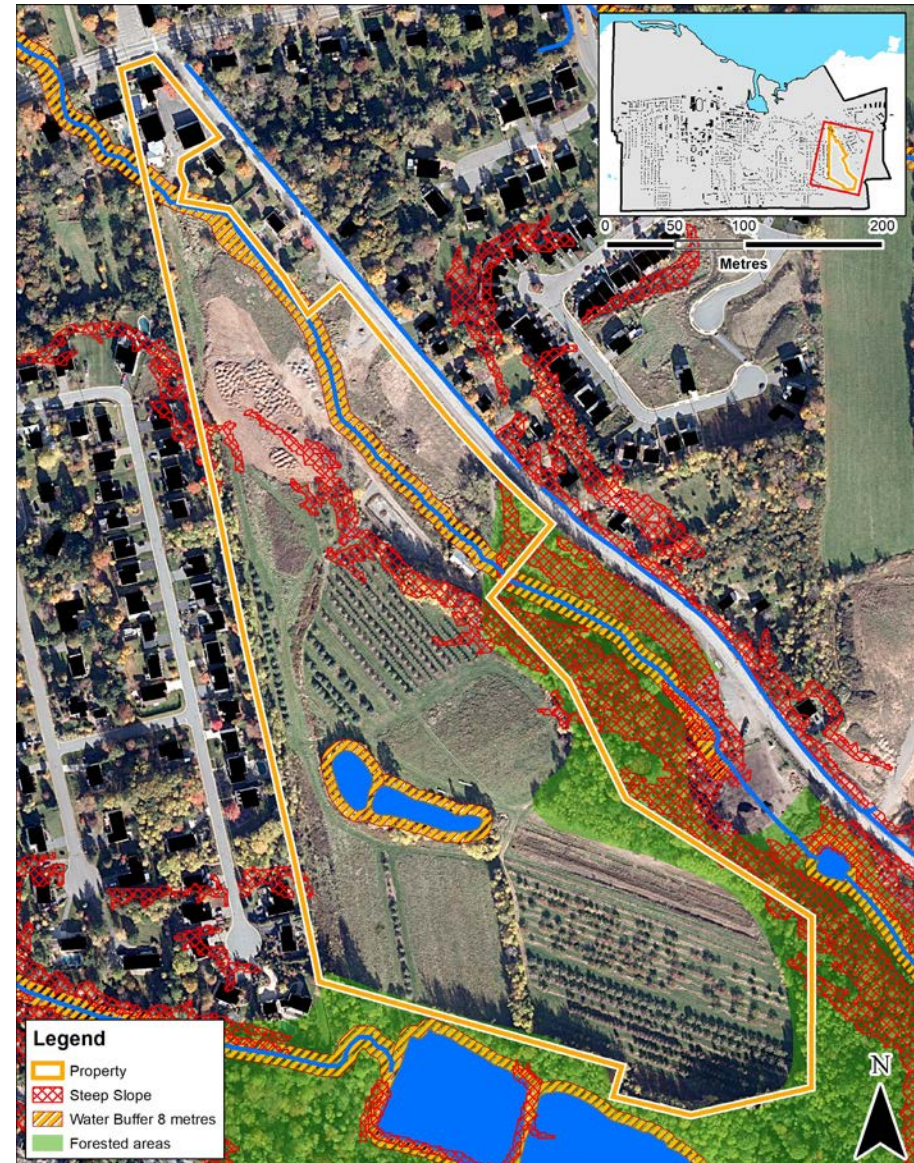


Figure 17: Constraints Areas (Map: C Robertson, 2018; GIS Data: Wolfville)

facing slope, reducing potential passive heating or energy generation from solar exposure

Site Orientation

Opportunities: can establish east to west right-of-way access between existing north-south connections (i.e. Bishop Avenue and Maple Avenue)

Constraints: limited access to site from the north due to narrow lot width and proximity to existing intersection; limited access to the south due to the presence of Reservoir Park

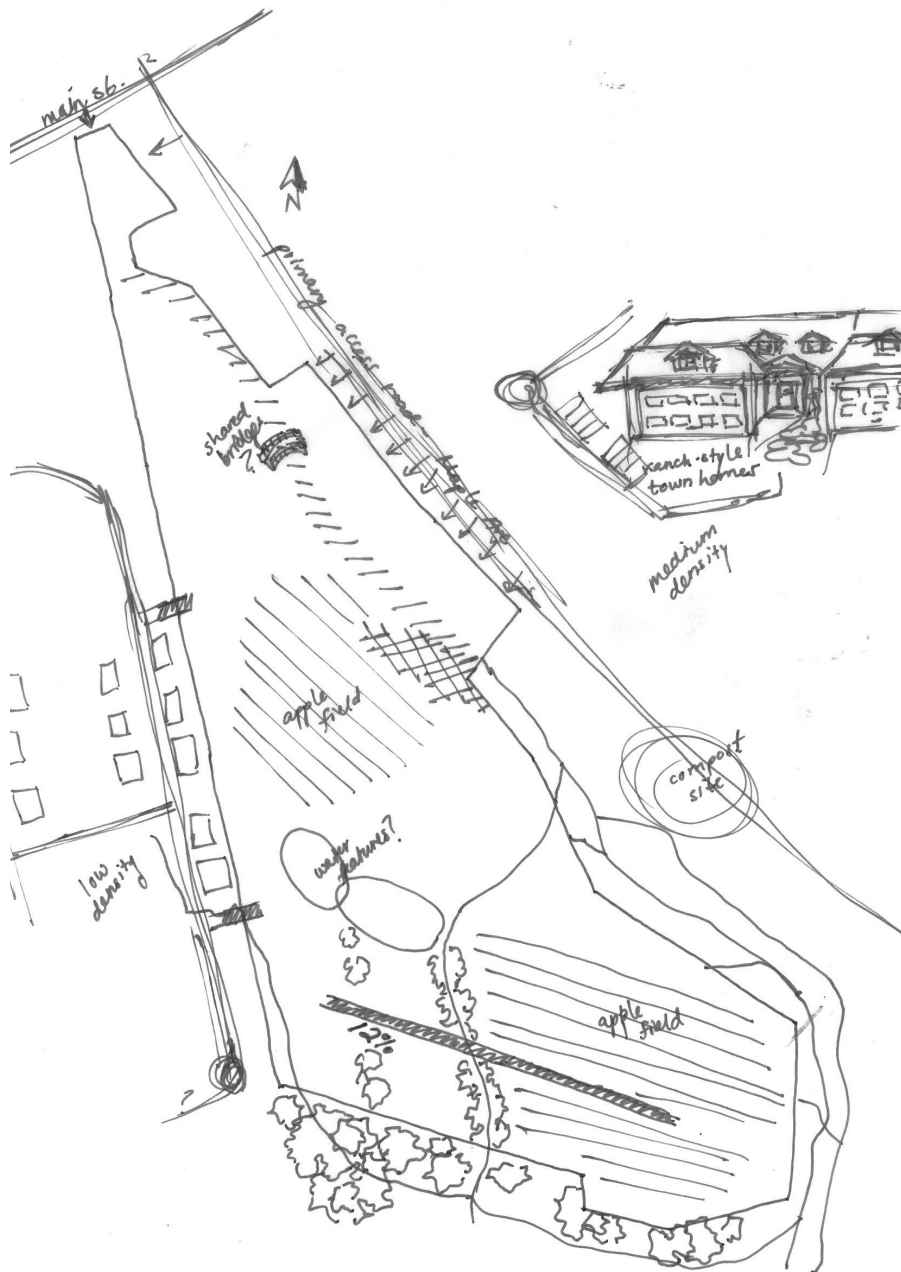


Figure 18: Early asset and constraint identification (Map: K Clark, 2018)

5.0 Case Studies

In order to study and determine sustainable development best practices, our team compiled eight (8) case studies of different geographical location, size, and context to get a well-rounded analysis of each approach.

Theoretical Approach	Case Study	Area	Best Practices	Page
Skinny Streets & Green Neighbourhoods	Villebois Wilsonville, OR	482 acres	Community centre	40
			Green & Grey Connections	
			Green Infrastructure	
	Prairie Crossing Grayslake, IL	672 acres	Educational Opportunities	42
			Environmental Conservation	
			Working Landscapes	
	Radburn Fairlawn, NJ	106 acres	Residential 'Superblocks'	44
			Community centre	
			Active Transportation	
	Playa Vista Los Angeles, CA	1,097 acres	Environmental Conservation	46
			Mixed-Use	
			Green & Grey Connections	
Sustainable Urbanism	Glenwood Park Atlanta, GA	28 acres	Leveraging Existing Infrastructure	48
			Central Green Corridor	
			Mixed Housing Supply	
	Greenwich Millennium Village London, UK	63 acres	Stormwater Management	50
			Education Opportunities	
			Alternative Power Generation	
	Holiday Boulder, CO	27 acres	Affordable Housing	52
			Accessible Local Public Transit	
			Sustainable Building Practices	
	BedZED London, UK	5 acres	Sustainable Building Practices	54
			Alternative Power Generation	
			Stormwater Management	

Table 3: Case Studies

Villebois

Location: Wilsonville, OR

Year Established: 2004

Population: ~21,500

Total Area: 482 acres

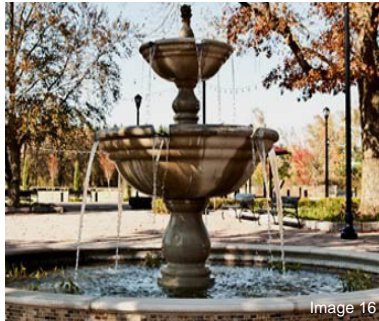
Open/Green Space: 39%

Introduction

Villebois is a 482-acre community in Wilsonville, Oregon, about 32 kilometres from Portland's metropolitan centre²⁰. Construction of Villebois began in 2004, with homes first available in 2005. The design process for the Villebois development began in the 1990s in order to address a growing concern in the Portland area for open-space conservation and green infrastructure²¹. Villebois was designed with a high-density, mixed-use Village centre that provides commercial, recreational, educational services to residents. Media sources, such as The Oregonian have recognized the Villebois as a "tight-knit" community, with an easy social lifestyle that makes it uniquely successful²².

Best Practices

Community Centre



Villebois' village centre includes a public piazza with a central fountain that offers a space for community gathering and preserves a number of mature trees. A Community Centre was completed in 2013 with accessible recreational facilities, and public programs to service residents. Condominiums and row houses have been constructed in the village centre with lower-density homes in the surrounding neighbourhoods. Four different builders continue to construct a mix of housing to offer a greater range of affordability²³.

Green & Grey Connections



Villebois boasts over 160 acres of trails, parks, and open space. Villebois incorporates extensive wetlands and wildlife habitats along the Coffee Lake Creek that runs through the community, as well as the protected lands of the Graham Oaks Nature Park, into the identity of the Villebois community. Three distinct neighbourhoods converge at the village centre where a circumnavigating pedestrian-scaled loop facilitates active transportation and connectivity between residential areas²⁴.

Green Infrastructure



Villebois, translated as “village near the woods”, was designed to restore the historic drainage pattern of the site, adapt the landscape into a network of open space and urban forest, and serve stormwater management through site-scale green infrastructure. Villebois' green space is estimated to be composed of 22% parkland and 78% natural landscape, indicating the community's interest in low-impact development and conservation²⁵.

Lessons Learned

Villebois exemplifies several ideas encouraged by *Skinny Streets and Green Neighbourhoods*, including the retention of natural water systems, mature trees, and preservation of natural open space along with a strong, centralized grey network. The process of development for Villebois served as an investigation of green technologies and development practices, including ecoroofs, permeable surfacing, and bioretention cells, the results of which have assisted the City of Wilsonville to further city policy²⁶ for future neighbourhood standards.

Conclusion

Social sustainability will be important to the future of Wolfville as a small community with both a significant youth and senior population. Offering a greater mix of housing types and shared quality open space in communities are ways of encouraging social mix and building stronger communities. In several ways Villebois was an experimental community that employed green development standards prior to their incorporation into policy. It has been very successful, showing the many benefits of proposing innovative development through future neighbourhood design.

23. Keller Williams Portland Premiere
24. Keller Williams Portland Premiere

25. Girling and Kellett, 2005)
26. EPA, 2010

Prairie Crossing

Location: Grayslake, IL

Year Established: 1970s

Population: 36,689

Total Area: 675 acres

Open/Green Space: >50%

Introduction

Prairie Crossing is a 675-acre suburban community in Grayslake, Illinois. This community was initiated by conservationists Gaylord and Dorothy Donnelly alongside a group of neighbours who had been opposed to a high-density development project proposed for the site in the 1970s. Into the 1980s and 90s, the group became increasingly interested in developing the land in a way that would break the trend of suburban sprawl in surrounding communities. The realization of Prairie Crossing began in 1992 according to guiding principles that reflect the community interests of health, conservation, education, and sustainability²⁷.

Best Practices

Educational Opportunities



Prairie Crossing Farm acknowledges and preserves the farming tradition that was a part of the land prior to modern development, as well as educates future generations on cultivation practices and the importance of locally-grown food²⁸. Prairie Crossing's Learning Farm offers farm-based programs to teach children and young adults how to grow and market produce.

Environmental Conservation



Prairie Crossing describes itself as a “conservation community”, with biodiversity, native landscaping, and stormwater management as its primary design goals. It incorporates the ideas of *Skinny Streets and Green Neighbourhoods* through its intent to maintain the natural landscape, restore wildlife habitats and biodiversity, construct energy efficient homes, as well as to facilitate an active, knowledgeable, and cooperative relationship between residents and the environment²⁹.

Architectural Character



Prairie Crossing has also been acknowledged for its architectural character and colour palette that evokes a Midwestern Americana style within a pastoral setting that reportedly conveys an authentic picture of rural America to homebuyers. A community Homeowners Association has developed to ensure that communal space and conservation areas are maintained and cared for³⁰.

Lessons Learned

Although Prairie Crossing strives for economic and racial diversity in the community, it is primarily home to affluent families and continues to gentrify. A clear critique of the Prairie Crossing community is its inaccessibility to diverse populations and lack of affordability³¹. However, Prairie Crossing appears to succeed in its cultivation of a natural landscape, including meadows, lakes, 13-acres of protected wetlands, and ponds, as well as its integrated farming system, which is in high demand in semi-rural communities³².

Conclusion

Prairie Crossing presents an example of a semi-rural community where environmental conservation and local food production is integrated into neighbourhood design. Future communities in Wolfville may reflect its agricultural tradition through social programs, shared working landscapes, or central flexible open space. Efforts may also be made to enhance valuable natural systems, such as through conservation areas and green infrastructure. Prairie Crossing also indicates the importance of local architecture to a community's identity. Future neighbourhoods in Wolfville may be made more successful by incorporating and reflecting the Town's existing architectural character in new residential development.

28. Prairie Crossing, 2018

29. Buntin, 2001

30. Buntin and Pirie, 2013

31. Breaking Through Concrete team, 2010

32. Buntin and Pirie, 2013

Radburn

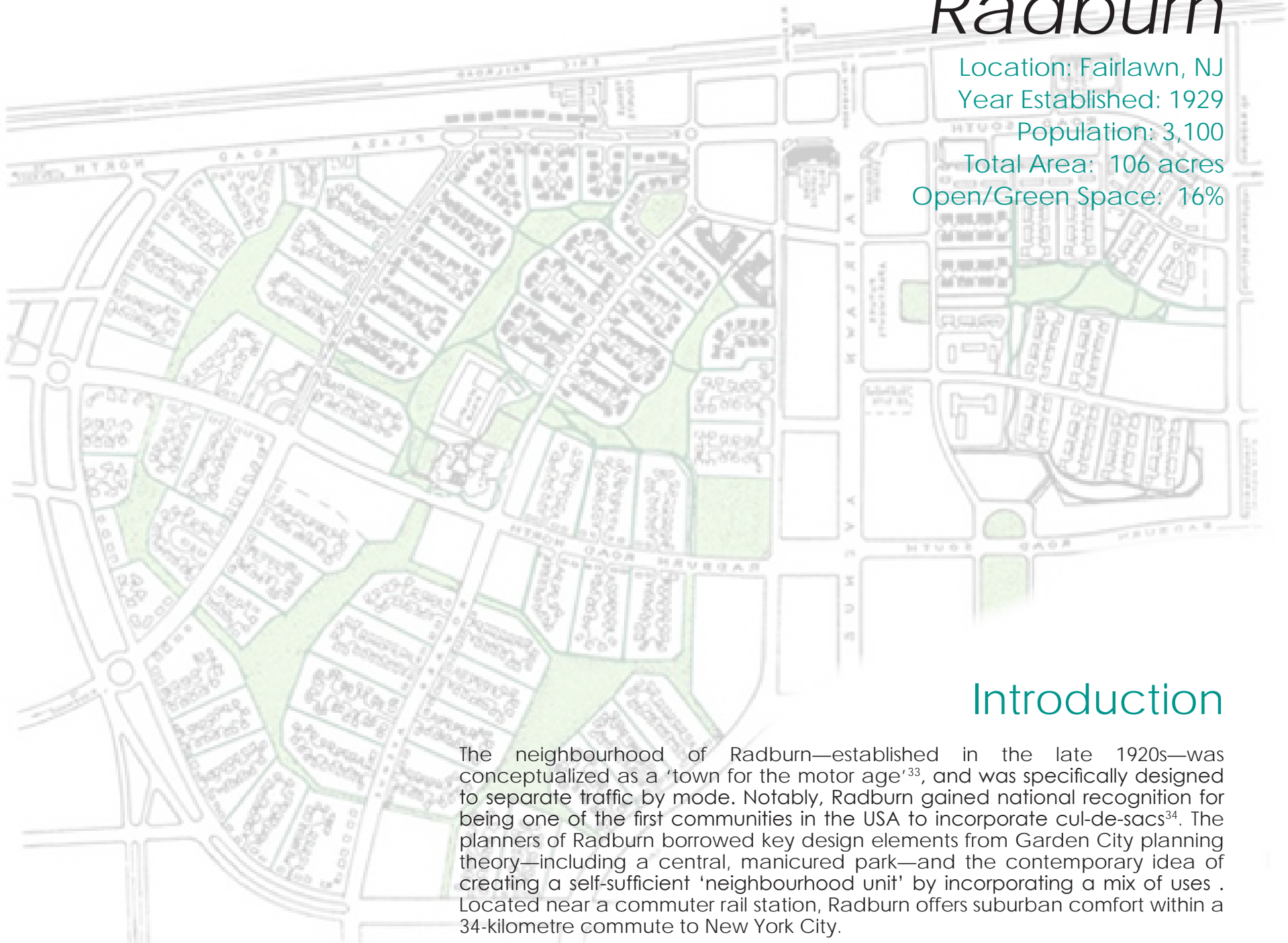
Location: Fairlawn, NJ

Year Established: 1929

Population: 3,100

Total Area: 106 acres

Open/Green Space: 16%



Introduction

The neighbourhood of Radburn—established in the late 1920s—was conceptualized as a ‘town for the motor age’³³, and was specifically designed to separate traffic by mode. Notably, Radburn gained national recognition for being one of the first communities in the USA to incorporate cul-de-sacs³⁴. The planners of Radburn borrowed key design elements from Garden City planning theory—including a central, manicured park—and the contemporary idea of creating a self-sufficient ‘neighbourhood unit’ by incorporating a mix of uses. Located near a commuter rail station, Radburn offers suburban comfort within a 34-kilometre commute to New York City.

Best Practices

Residential 'Superblocks'



Residential areas in Radburn are characterized by large-scale 'superblocks' that include residential dwellings, parks, and local schools. A fine-grained series of pedestrian lane-ways, trails, and open space throughout the superblocks provide residents with safe, accessible, and efficient alternatives to driving. Fundamental to the Radburn plan is the concept of a central park that serves as the 'front yard' for residences, with the placement of vehicular access on the back side of buildings.

Community Centre



Radburn is developed around a community centre that serves to connect residents to services and also facilitate social mixing. Surrounding the central green space in Radburn are a number of commercial uses that provide necessary services for the community at large.

Active Transportation



A comprehensive trail network offers residents an uninterrupted connection to the commercial area; skinny lane-ways and cul-de-sacs discourage thru-traffic and provide opportunities for active transportation connections throughout. By separating modes of transportation, Radburn exemplifies best practices in providing safe and accessible transportation opportunities.

Lessons Learned

Through the integration of an active community association, Radburn continues to serve as a model community for its determination to "build a community which made provisions for the complexities of modern life, while still providing the amenities of open space, community service, and economic viability"³⁵. However, Radburn's relatively low density (4.7 dwellings per acre), its accommodations for motor vehicles, and the integration of mixed uses has led to the gentrification of the community at-large.

Conclusion

According to the MPS (2008), future development of CDD zones shall provide quality public space, and a series of barrier-free active transportation options. Radburn was chosen as a case study for this project because of its integration of a comprehensive trail network that allows for safe and efficient pedestrian circulation. To encourage similar results for CDD zones, the Town of Wolfville may choose to formalize and extend existing trail connections.

35. Birch 1980, pp.123

Playa Vista

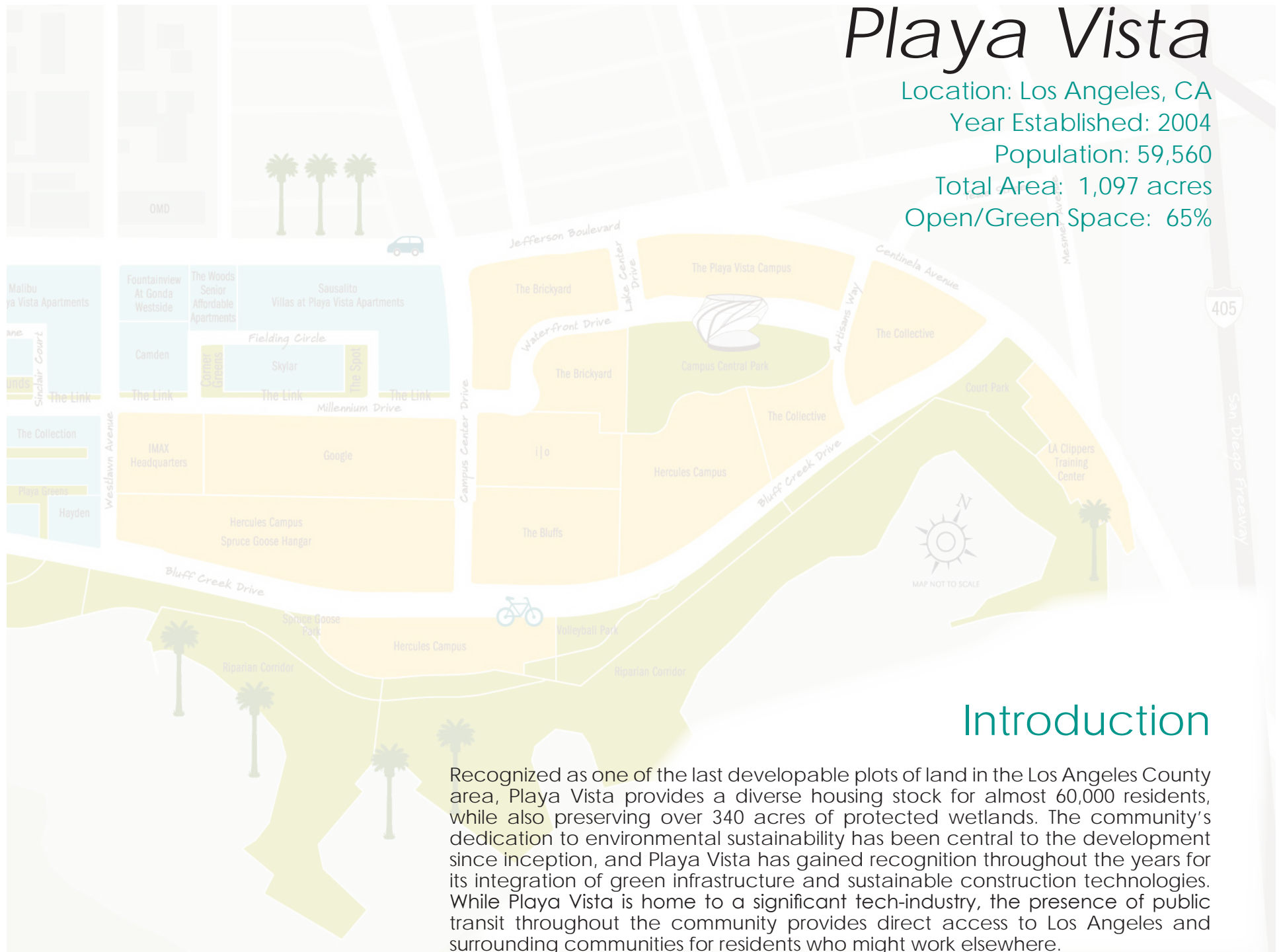
Location: Los Angeles, CA

Year Established: 2004

Population: 59,560

Total Area: 1,097 acres

Open/Green Space: 65%



Introduction

Recognized as one of the last developable plots of land in the Los Angeles County area, Playa Vista provides a diverse housing stock for almost 60,000 residents, while also preserving over 340 acres of protected wetlands. The community's dedication to environmental sustainability has been central to the development since inception, and Playa Vista has gained recognition throughout the years for its integration of green infrastructure and sustainable construction technologies. While Playa Vista is home to a significant tech-industry, the presence of public transit throughout the community provides direct access to Los Angeles and surrounding communities for residents who might work elsewhere.

Best Practices

Environmental Conservation



Fundamental to the development of the Playa Vista site was the conservation and protection of sensitive and/or threatened natural systems. A concerted effort was made by developers and conservationists to integrate strong, formalized grey networks and facilities with wilderness and wildlife preserves including the Bollona tidal marsh wetlands.

Mixed-Use



While the majority of the land area is allocated to open/green space, small scale retail opportunities serve each of the 12 districts that comprise Playa Vista, and are primarily located adjacent to public parks. Notable for its density, Playa Vista provides a mix of housing types ranging from stacked townhouses, single-family detached dwellings, and four to five-storey apartment complexes.

Green & Grey Connections



Residential development is clustered and separated from thoroughfares. Networks of trail systems facilitate easy, convenient movement through the residential areas, while the implementation of cul-de-sacs discourages thru-traffic and increases pedestrian safety.

Lessons Learned

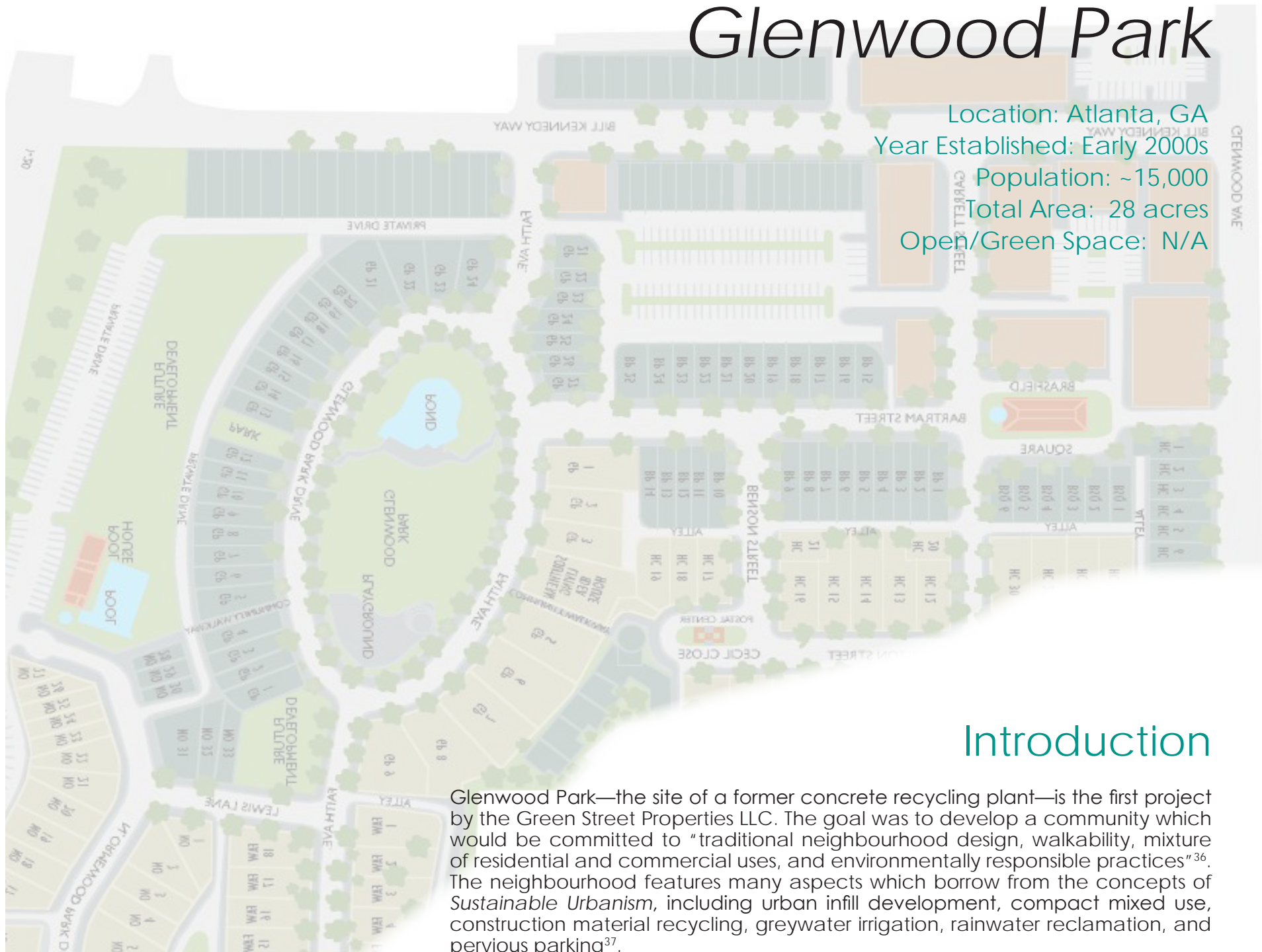
Through intensive community participation and involvement in the design process, Playa Vista represents a pivotal shift in public interest towards the environmental conservation. Although the mandate of Playa Vista was to create a sustainable and affordable community, the increasing population of tech-related professional and its focus on transit-oriented development has resulted in the gradual gentrification of the community.

Conclusion

While the total area of Playa Vista is over three times that of the Kenny Lands, it was chosen as a case study for the Future Neighbourhoods project because of its success in community-led wildlife conservation efforts. Developers not only designated the remaining Bollona tidal marsh wetlands as 'preservation areas', but they also successfully integrated the tidal marsh into the site design as a central public park. Playa Vista's effort to incorporate complex, natural systems into the neighbourhood function is in line with Wolfville's commitment to respect the natural environment throughout the development of CDD zones.

Glenwood Park

Location: Atlanta, GA
Year Established: Early 2000s
Population: ~15,000
Total Area: 28 acres
Open/Green Space: N/A



Introduction

Glenwood Park—the site of a former concrete recycling plant—is the first project by the Green Street Properties LLC. The goal was to develop a community which would be committed to “traditional neighbourhood design, walkability, mixture of residential and commercial uses, and environmentally responsible practices”³⁶. The neighbourhood features many aspects which borrow from the concepts of *Sustainable Urbanism*, including urban infill development, compact mixed use, construction material recycling, greywater irrigation, rainwater reclamation, and pervious parking³⁷.

Best Practices

Leverage Existing Infrastructure



The previous use of the site allowed for the developer to capitalize on and enhance existing infrastructure connections. This included features such as narrow tree lined streets with wide sidewalks and rear garages to foster and encourage pedestrian activity and interaction. At the same time these features helped to create an environment that feels safe and comfortable.

Central Green Corridor



The community is designed around a large community space which also functions as local stormwater management. The park is shaped like an oval with both townhomes and single detached homes fronting the park to provide eyes on the park and foster community safety. The park includes playgrounds, multiuse open space to allow for free play and pick-up games and is fully vegetated with native plants to provide suitable habitat for wildlife.

Mixed Housing Supply



Glenwood park uses a mix of architects to design the look of the community. This is done to ensure that there would be variation in style from house to house, to break away from the homogeneity of modern suburban development. A variety of housing types including brownstone style townhomes and condominiums, single detached, live-work apartments and commercial land uses throughout the site.

Lessons Learned

The mix of office, retail, and residential uses have helped to create a diverse, vibrant, and desirable community. With units priced to be accessible the community has attracted members from a diverse range of ethnic and economic backgrounds. The developers have contributed part of the success to two factors, the project was privately funded which allowed the developer to make quick and decisive decisions. Second was the establishment of a good working relationship with local government and neighbours.

Conclusion

This development is similar in size and scale to the Kenny Lands project, and reflects many of the same challenges and opportunities seen in Wolfville. As infill developments, both sites strive to fit within the existing community and built from. Both sites are located near a downtown district but still require local services for residents, and both communities are looking towards the future by planning with sustainability and future generations in mind. Providing a community park and fostering interaction between residents are goals which should be strived for in all designs, regardless of location or scale.

Greenwich Millennium Village

Location: London, UK

Year Established: 2008

Population: 2,300

Total Area: 72 acres

Open/Green Space: 30%

Introduction

The Greenwich Millennium Village is located on the Thames River in East London. Originally marsh land on the south side of the Thames, the area was historically used for agriculture and as a landfill³⁸. By 1996, the land was remediated and used for the development of Britain's millennium celebrations. Today, the Greenwich Millennium Village sits as the gateway to an urban quarter which will house 40,000 people³⁹. The village has been designed to reflect the underlying principles of *Sustainable Urbanism*, constructed with green building materials, passive solar heating, high quality insulation, and energy efficient appliances as well as using an on-site cogeneration plant (heat and power generation in one). Overall, the green initiatives of the development are expected to reduce power consumption by 80%⁴⁰.

38. ULI Development Case Studies, 2015

40. Franko, et al., 2007

39. Franko, et al., 2007

Best Practices

Stormwater Management



In order to enhance the natural environment, 12,000 trees were planted and 14 acres of dedicated open space along with the creation of Ecology Park, which serves both an education and flood protection purpose⁴¹. The design features high walls on the north combined with weeping roofs that will deflect winds to create microclimates, interior walls which open to courtyards via balconies, large windows, and covered galleries⁴².

Local Public Transit



Building upon existing public transportation connections, and discouraging private-vehicle ownership through design, Greenwich Millennium Village encourages the use of shared forms of public transportation. By shifting focus away from the individual automobile, 0.7 parking spaces per residence were provided, with an additional 275 spaces for non-residential use. All parking is placed underground or on the outside of the site to minimize impacts⁴³.

Alternative Power Generation



The developer established a district energy program which uses a gas turbine to generate electricity for the area, which in turn produces “waste heat”. The waste heat captured was used for passive heating and potable hot water⁴⁴. Furthermore, to minimize energy consumption, the developer leveraged passive solar design, high thermal insulation, efficient windows, daylighting of interiors, and controlled lighting for common areas⁴⁵.

Lessons Learned

Developers expressed the importance of ensuring that all team members (banks, government, contracts, ect.) have a shared understanding of the goals of a sustainable community. Finally, the design team has expressed the importance of keeping features standardized to keep the maintenance simple. For example, the first two phases of the design make use of 250 distinct lighting fixtures and it has been noted that in practice five variations would have been effective and simpler to maintain in the long term⁴⁶.

Conclusion

While the Greenwich development is at a much larger scale than the Kenny Lands, many of the principles and lessons can be applied to any scale of development. For example, the creation of a local district energy program could be applied to Wolfville by connecting the community with tidal energy opportunities from the Minas Basin. Education opportunities can be provided at any scale, including simple aspects such as signage detailing types of native vegetation around the site, the function of grey water systems, how various building materials contribute to the sustainability of the site, and how the district energy program works.

41. ULI Development Case Studies, 2015

42. Franko, et al., 2007

43. Franko, et al., 2007

44. ULI Development Case Studies, 2015

45. Franko, et al., 2007

46. Franko, et al., 2007

Holiday

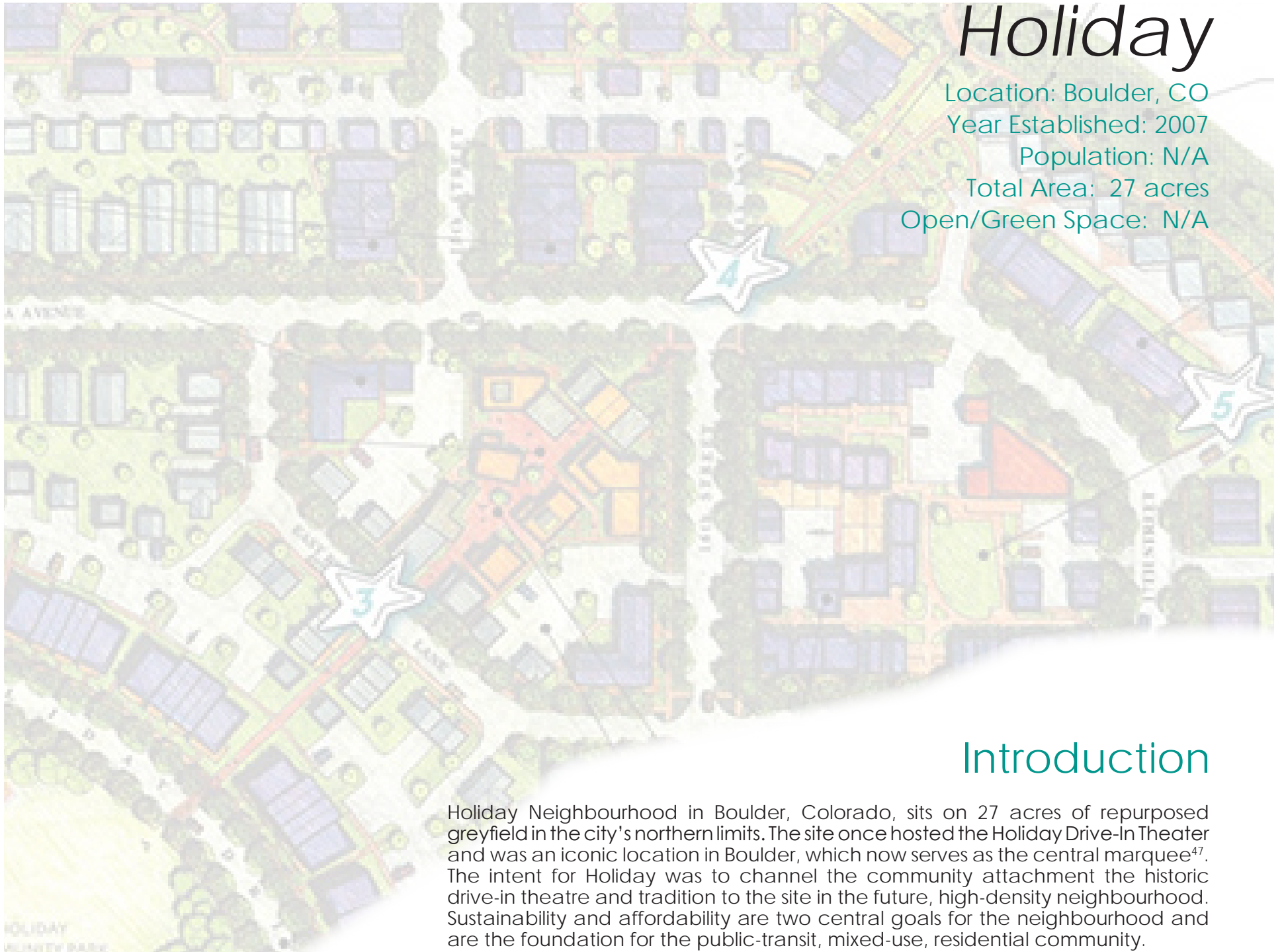
Location: Boulder, CO

Year Established: 2007

Population: N/A

Total Area: 27 acres

Open/Green Space: N/A



Introduction

Holiday Neighbourhood in Boulder, Colorado, sits on 27 acres of repurposed greyfield in the city's northern limits. The site once hosted the Holiday Drive-In Theater and was an iconic location in Boulder, which now serves as the central marquee⁴⁷. The intent for Holiday was to channel the community attachment the historic drive-in theatre and tradition to the site in the future, high-density neighbourhood. Sustainability and affordability are two central goals for the neighbourhood and are the foundation for the public-transit, mixed-use, residential community.

Best Practices

Affordable Housing



Through high density development, developers were able to integrate an incredible 48% of affordable housing (138 units). The affordability rate is not generalized, but tied to the median income of the city. Affordable housing is sprinkled throughout the neighbourhood and is not distinguishable from other forms of housing in the community to avoid stigma⁴⁸.

Local Public Transit



Access to consistent, safe, affordable transportation is a key tenant of Holiday. The existing bus system is integrated throughout the neighbourhood, and car share depots can be found at various locations. Natural assets and existing trail systems were enhanced and provide clear connections to the neighbourhood linking green space in a pedestrian-oriented spine⁴⁹.

Sustainable Building Practices



A Green Points Program outlines a minimum standard for environmentally sustainable development criteria. Technologies such as solar water heating systems, passive solar orientation, and extra insulation in homes and businesses have significantly reduced energy consumption⁵⁰.

Lessons Learned

Holiday's high-quality, high-density development has been achieved through the integration of a number of key design features and policy directives. Higher density also addressed affordability issues throughout the city and incorporates an array of units from single-family homes to townhouses to live-work studios⁵¹. Although new housing was smaller and more compact than that of the traditional type found in Boulder, developers integrated similar architectural nuances and layouts to channel the traditional styles of the city⁵².

Conclusion

Holiday encompasses desirable assets such as diverse affordable housing, community character, and environmental standards expressed by the Town of Wolfville staff. The size of the site, along with the historical use are also relevant to the Kenny Lands in particular and present a compatible comparison for the new CDD and Future Neighbourhoods designation in the MPS.

48. Boulder housing Partners, n.d.

49. Farr, 2008; Terrain, 2018

50. Terrain, 2018

51. Terrain, 2018

52. Farr, 2008



BedZED

Location: London, UK

Year Established: 2002

Population: N/A

Total Area: 4 acres

Open/Green Space: ~25%

Introduction

Located in the South end of London, BedZED, a compact, zero-emission neighbourhood, was carefully planned to optimize land use and capitalize on existing local resources. BedZED is touted as the UK's first large-scale, mixed use sustainable community, producing zero carbon emissions⁵³. The development sits on a previous brownfield site, and is a modern repurposing project focused on sustainable eco-friendly practices that address everyday needs.

Best Practices

Sustainable Building Practices



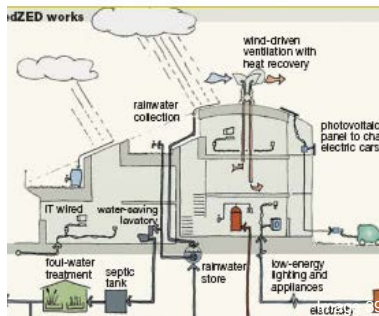
The sustainable community is focused on innovative building design that addresses every part of the infrastructure. Most materials used to build the site were recycled, and, when possible, sourced within a 50-mile radius of the neighbourhood. BedZED is dense enough to sustain its own on-site water treatment plant and woodchip fueled combined heat and power plant⁵⁴.

Alternative Power Generation



Shared building walls and super insulation make an efficient and cost effective airtight envelope that keeps in heat and exceeds the UK requirements. Passive solar heating and south-facing community spaces and residences ensure sunlight is captured in the most strategic way possible. Residential buildings are powered by 100% renewable solar energy and colourful wind cowls naturally ventilate units⁵⁵.

Stormwater Management



Stormwater drainage is directed into natural ponds on the site, and harvested rainwater provides irrigation for the site and urban gardens. Storm and rain water may also be collected through the incorporation of living roofs that are fitted with grass or moss. These roofs may serve the secondary function of public green space⁵⁶.

Lessons Learned

Some of the initial facilities installed in BedZED did not function properly, such as the biomass wood chip boiler, while others did not prove financially viable for the size of the neighbourhood such as the Living Machine Water Recycling. Such setbacks have impacted BedZED's ability to meet their ecological footprint goal, however the community is constantly adjusting and finding innovative ways to reduce emissions.

Conclusion

BedZED's overall environmental and sustainability goals, along with their sense of community and inclusive housing options are consistent with the Town of Wolfville. Furthermore, their size and compatibility present an excellent example of how development within CDD's can be approached and divided. Taking best practices from BedZED can equip developers to design pocket developments within CDD and guide phased development.

54. Zed Factory, 2018

56. Farr, 2008

55. Farr, 2008; Bioregional, n.d.

6.0 Site Design

The best practices identified in the case study section are applied to the Kenny Lands site. Site Design 1 applies the best practices identified through the Sustainable Urbanism case studies as relevant to the Kenny Lands, such as a central green corridor, mixed housing and stormwater management. Site Design 2 applies the best practices identified through Skinny Streets and Green Neighbourhoods case studies as relevant to the Kenny Lands, such as environmental conservation, green and grey connections, and mixed-use (see Table 3, pg. 39). Contextual best practices were identified through a comparative analysis of both Site Designs and inform the key requirements for CDD zones.

	Site Design 1: Sustainable Urbanism	Site Design 2: Skinny Streets & Green Neighbourhoods
Net Density	36.09	31.55
Gross Density	14.33	9.96
Potential Population	1,221.60	825.6
% of Land Area per Land Use		
<i>Single Unit Dwellings</i>	16.40%	13.90%
<i>Multi-Unit Dwellings</i>	23.30%	16.80%
<i>Open/Green Space</i>	41%	46.90%
<i>Mixed Use</i>	4.10%	3.80%
<i>Right-of-Way</i>	15%	18.40%
Number of Units	509	344
<i>Single Unit Townhomes</i>	N/A	37
<i>Multi-Unit Townhomes</i>	372	106
<i>Single-Family Dwellings</i>	50	27
<i>Apartments</i>	87	
Co-Housing	N/A	174
<i>Multi-Unit Townhomes</i>	N/A	126
<i>Apartments</i>	N/A	48

Table 4: Site Design Summary

6.1 Site Design for Sustainable Urbanism

Number of units: 509

Potential population: 1221.60

Net density: 36.09 units/acre

Gross Density: 14.33 units/acre

Sustainable Urbanism neighbourhoods are compact and connected through central sustainable corridors that support multiple modes of transportation and prioritize the pedestrian experience. Materials used for buildings and infrastructure are eco-friendly and incorporate innovative technologies to reduce the neighbourhood's environmental impact.

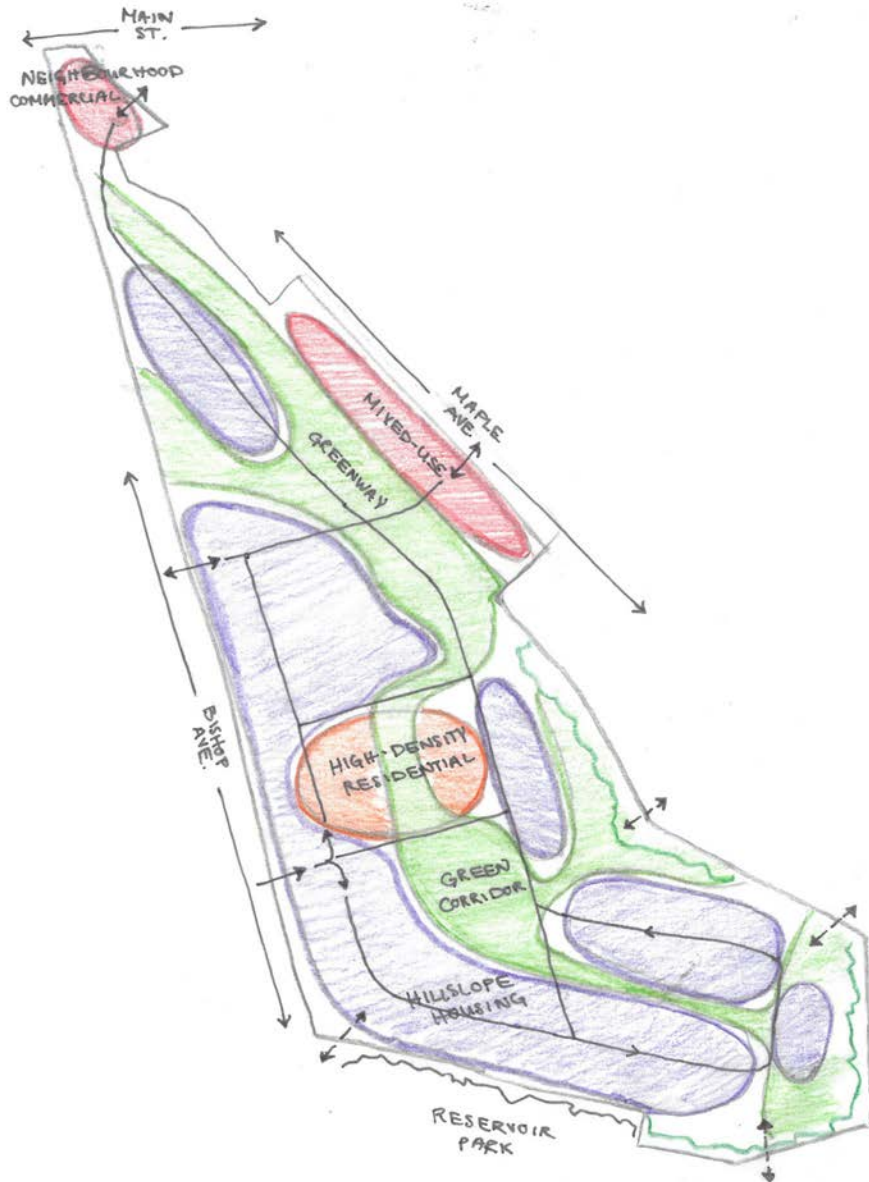


Figure 19: Development areas (Map: K Clark, 2018)

Central Green Corridor

A central shared corridor with open space elements flows through the neighbourhood connecting Reservoir Park to surrounding areas. The green corridor feeds into a green network throughout out the neighbourhood.



Mixed Housing Types

Multiple forms of housing are found throughout the neighbourhood, from single detached along the periphery which transition to denser townhouses, apartments.

Existing Natural Features

The site plan further develops the already existing watercourse, which once had a natural retention pond that could be transformed into a wastewater reserve. Not only is it a central feature of the site plan, it becomes a community asset and public space for the whole neighbourhood to enjoy.

Figure 20: Concept Site Plan
(Map: A Salah, C Robertson, 2018)



Figure 21: Concept Green Corridor Perspective (Image: K Clark, 2018)

Accessible Local Public Transit

Connections through the site to surrounding areas provide ample opportunity for public transit stops. This site could be better connected through introducing a transit network to service the whole town, with stops at Acadia University and downtown. For example, apartment buildings can incorporate car share programs to reduce car dependence and the need for individual cars. Tenants can share in-house cars located in underground parking.

Alternative Power Generation

Community spaces can incorporate solar panels and small wind-mills that can store and use energy to power the neighbourhood. Successful examples from case studies generated so much energy that it was exported to support other neighbourhoods.

Sustainable Building Practices

Recycled and local materials can be sourced for neighbourhood development. Building construction can use innovative practices such as a compact building envelope, super insulation, and solar energy.



Figure 22: Concept Alleyway Perspective (Image: K Clark, 2018)

Leverage Existing Infrastructure

The plan also respects the natural features of the site, such as the steep slope at the southern end, by adjusting the road network so that it is easily accessible by all modes of transportation.

Stormwater Management

Incorporating stormwater management is an excellent opportunity to educate residents on issues of environmental conservation and sustainability. Design techniques including the integration of a bridge into the design is one of the best practices in stormwater management that may be useful for CDD development.

Green & Grey Connections

The site plan prioritizes connecting the existing green network of trails around the Kenny Lands through the neighbourhood, and creates a natural pedestrian-oriented spine.

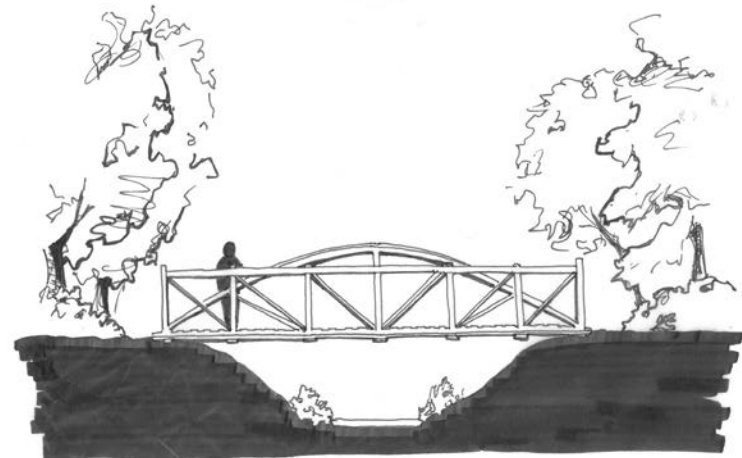


Figure 23: Concept Pedestrian Bridge (Image: K Clark, 2018)

6.2 Site Design for Skinny Streets & Green Neighbourhoods

Number of units: 344

Potential population: 825.60

Net density: 31.55 units/acre

Gross density: 9.96 units/acre

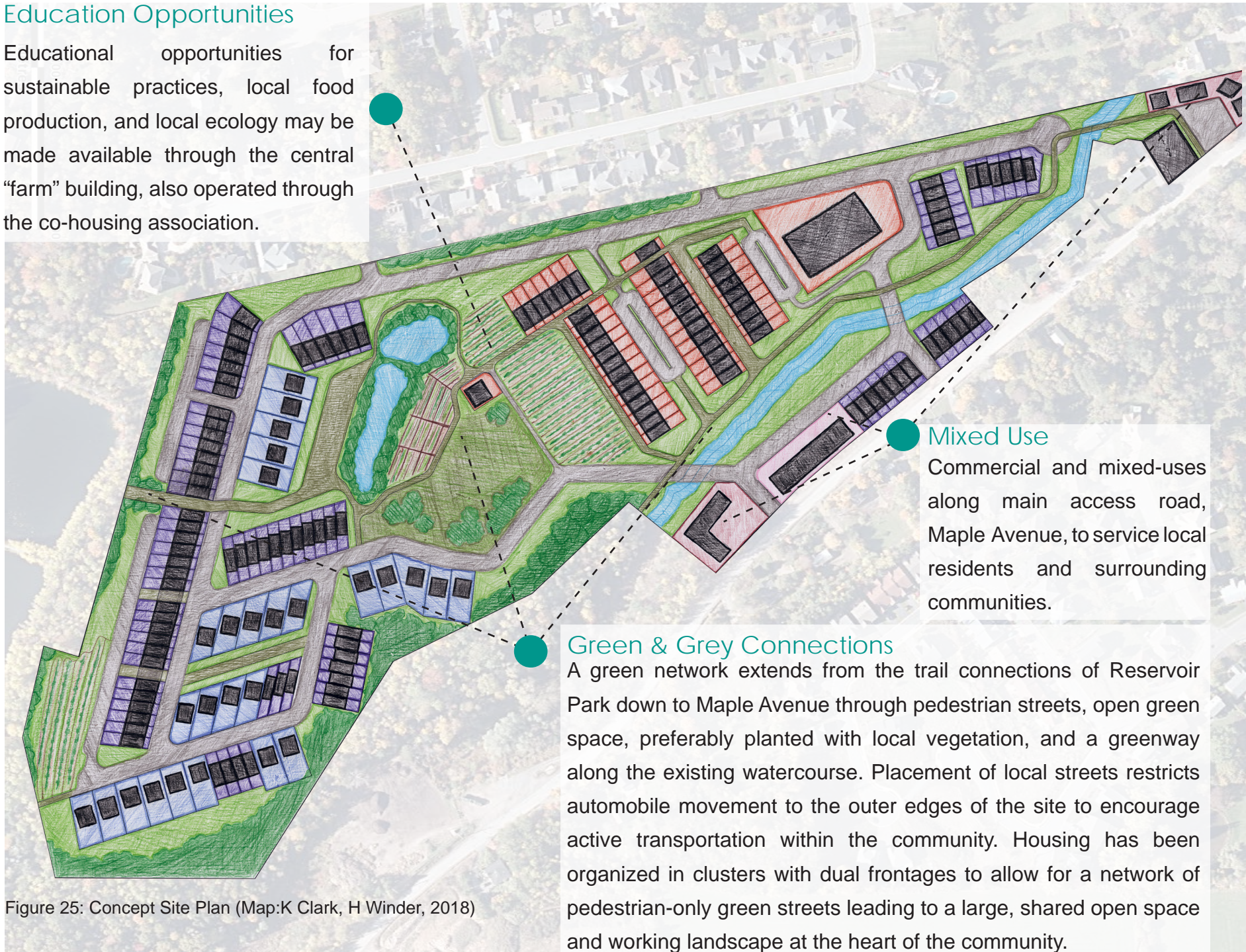
Green neighbourhoods aim to responsibly integrate the green, natural systems of a landscape into communities that offer access to services and facilities that allow residents to live, work, learn, and play within a walkable boundary. *Skinny Streets and Green Neighbourhoods* defines neighbourhoods in a spatial sense, through common proximity to needs and services and as existing within an edge determined through changing character or type. These neighbourhoods are typically 125-500 acres. *Skinny Streets* also recognizes that neighbourhoods can potentially overlap with one another, forming unique connections.



Figure 24: Development areas (Map: K Clark, 2018)

Education Opportunities

Educational opportunities for sustainable practices, local food production, and local ecology may be made available through the central “farm” building, also operated through the co-housing association.



Mixed Use

Commercial and mixed-uses along main access road, Maple Avenue, to service local residents and surrounding communities.

Green & Grey Connections

A green network extends from the trail connections of Reservoir Park down to Maple Avenue through pedestrian streets, open green space, preferably planted with local vegetation, and a greenway along the existing watercourse. Placement of local streets restricts automobile movement to the outer edges of the site to encourage active transportation within the community. Housing has been organized in clusters with dual frontages to allow for a network of pedestrian-only green streets leading to a large, shared open space and working landscape at the heart of the community.

Figure 25: Concept Site Plan (Map:K Clark, H Winder, 2018)



Figure 26: Concept Mixed Use Perspective (Image: K Clark, 2018)

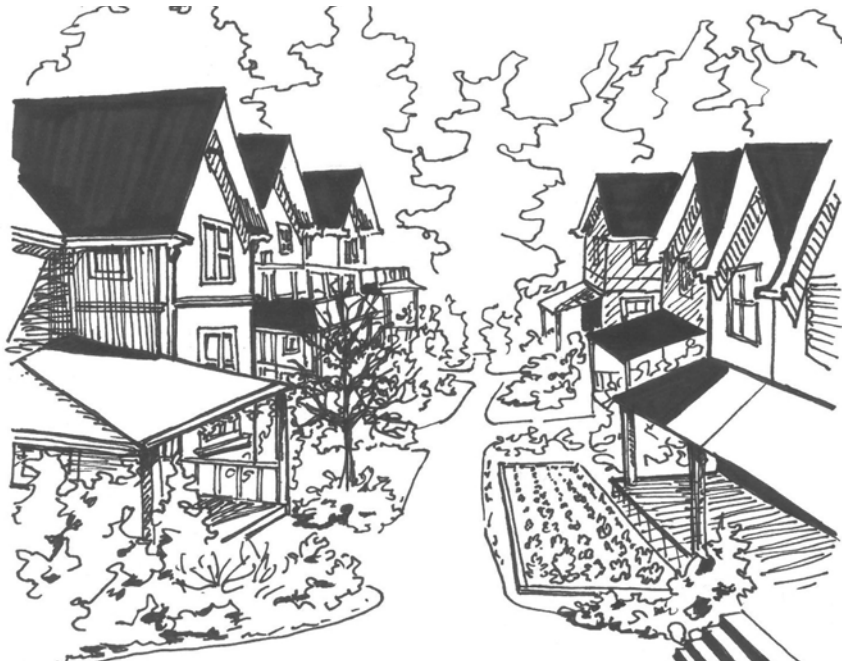


Figure 27: Concept Green Corridor (Image: K Clark, 2018)

Mixed Housing Types

A mix of housing intends to accommodate diverse socio-economic groups and family units. Co-housing offers shared housing options, which can be particularly beneficial for Wolfville's student and senior populations. Residents of this development would share and cultivate the central community gardens and orchard.

Green infrastructure

Explicitly integrates natural open space into the built landscape to facilitate a more active and responsive relationship between ecological systems and community use.



Figure 28: Concept Greenway Perspective (Image: K Clark, 2018)

Slope Retention

The placement of local roads is sensitive to the existing topography of the site and have been placed to retain a slope lower than the 10% maximum prescribed by the Town.



Figure 29: Townhome Section (Image: K Clark, 2018)

View Planes

Views from the south end of the property (along Reservoir Park) have been preserved through strategic placement of housing types along upper ridge and suggesting the terracing of buildings over extreme slopes. Green connections have also been placed to create corridors with unobstructed view planes to the Minas Basin.

Mature Trees

Mature trees are retained where possible throughout the site to preserve quality of green space and assist with drainage and soil retention, as well as conserve natural habitats.

6.3 Comparative Analysis

Key requirements have been derived for future CDD development through a comparison of best practices pulled from the two site designs.

Sections 6.1 and 6.2 illustrate the contextual application of *Sustainable Urbanism* and *Skinny Streets and Green Neighbourhoods* best practices to the Kenny Lands. Practices pulled from the case studies were applied to fit the characteristics of the Kenny Lands specifically and address the vision of the Town of Wolfville. In isolation, these approaches do not represent the most suitable applications for the Kenny Lands and aspects of the designs are unrealistic when considering the Town at large. However, both site designs exemplify sustainable development practices, that, when incorporated, provide key requirements that should be reflected in future neighbourhood development. From both site designs, key requirements, which emulate the best practices from the case studies, are pulled to reflect the distinctive features of the Kenny Lands and inform future development standards.

To provide Town staff with key requirements for CDD policy, best practices from each design were compared considering their similarities, themes, and intended development results. Using the Kenny Lands as a case study for their application, relevance, and adaptability, these best practices informed the foundation of key requirements recommended to guide future

CDD neighbourhoods. Each best practice was considered being mindful of the Town's natural environment, economy, and social network and the desired direction of future development. The recommended key requirements represent tangible suggestions to guide CDD development through corresponding policy. The key requirements formed guiding principles which encapsulate overall themes and intent reflective of the Town's MPS.

6.4 Key Requirements

SUSTAINABILITY

Environmental Considerations

Prior to the design process, an environmental inventory of the entire site should be completed. Within the inventory conservation areas should be identified up to 500 metres adjacent from the site included for perspective and community consideration. The inventory should be used to guide future designs indicating lands most suitable for building, and those where the natural environment should be enhanced and preserved. Inventory features should include, but are not limited to:

- Wetlands
- Natural vegetation
- Topology
- Geology and soils
- Topography and slopes
- Sensitive wildlife habitats
- Existing vegetation
- Floodplains

Developers should be responsible for identifying the most productive portions of existing land for construction by considering soil, slope, view planes, and hydrology. If productive croplands or pastures are located on CDD zones, developers should either locate buildings lots on less productive lands, or justify an alternative use.

Working Landscapes

Referring to the environmental inventory, development designs should reflect the natural opportunities and constraints identified on the site. Proposed land uses should complement the natural landscape, assets, and anticipated public use. Proposed infrastructure should incorporate innovative green alternatives that complement the natural environment. In areas where density is higher than surrounding neighbourhoods design should attempt to transition built form throughout the site to minimize vast architectural variances.

Sustainable Building Practices

The use of alternative and recycled materials should be encouraged throughout the construction phase, specifically, incorporating on-site recycling opportunities to reduce waste.

Stormwater Management

Retain water on-site and allow for natural permeation where possible. In addition, developments should incorporate low-impact stormwater management practices such as roadside swales.

Conserving Natural Assets

Preserve scenic views and elements of the Town's rural character and natural environment identified in the environmental inventory. Developers should be encouraged to integrate natural assets into their design whenever possible for either educational opportunities or public connections. Developers should be

prepared to consult with local staff and the public.

Alternative Energy Sources

Provide and incorporate alternative energy sources, specifically considering partnerships and collaborations with local initiatives, such as:

- Fundy Force
- M Power (Telsa Power Walls)
- Bullfrog Power
- Sage Energy

Density

Allow for zoning regulations that give developers flexibility in lot sizes, setback requirements, and housing forms. In maintaining conservation areas, developers should be able to achieve the same or higher overall density levels as conventional subdivisions by permitting cluster housing subject to meeting the requirements of the provisions established in the Land Use By-Law.

Proposed density should meet or exceed density requirements. Developers should be required to submit a private investment to public infrastructure cost analysis that details the estimate timeframe for development to be paid off and the public to private investment ratio. Developers should be required to submit the equations below with development applications for city staff to review:

Current Total Tax Value Per Acre:

Total value of property/ Total site area

Current Total Annual Tax Revenue:

Current total value of property x Current tax rate

Estimate Total Value of Private Investment:

Per applicant's loan & estimated personal investment

Estimated Total Tax Value Per Acre:

Estimated total value of private investment/ Total site area

Estimated Annual Tax Revenue:

Estimated total value of private investment X Current tax rate

Determines:

Private to Public Investment Ratio

Estimated Years to Repay Public Liabilities

Local Economy

Policy should encourage the employment of local contractors and materials throughout the construction phase of any CDD development. Developers should also be required to calculate the amount of commercial space being proposed in each development and the estimate number of local businesses and local employment opportunities that could be created.

CONNECTIVITY

Active Transportation

CDD development should account for public infrastructure that promotes active transportation and ensure it connects to opportunities throughout the town, such as existing paths,

roadways and bike lanes. Developers must demonstrate through site designs that accessible and connected pedestrian infrastructure has been incorporated throughout the site. In addition, developers should be encouraged to consider bike share opportunities in higher density CDD areas in lieu of required parking spaces.

Green and Grey Networks

Site designs should demonstrate green connections that complement or enhance multimodal transportations have been prioritized. Green networks throughout the development should provide safe accessible connections to public open space while complementing grey network through:

- Agrarian buffer
- Dual housing frontage
- Pedestrian alleyways
- Pedestrian-oriented signage and wayfinding

Complementing green and grey networks should also provide safe alternatives for pedestrians to move throughout the neighbourhood. Pedestrian activity should be enhanced through distinct and clear paths that are convenient and accessible.

Alternative Forms of Transit

All designs should provide the opportunity for alternative forms of transit rather than individual automobiles. Right-of-ways, infrastructure, and design should incorporate opportunity for alternative forms such as car shares and bike infrastructure. The Town of Wolfville could investigate the possibility of piloting a single circuit bus route throughout the Town of Wolfville. Town

Staff could consult similar pilot projects throughout the province, such as the Town of Bridgewater, for costs and justification.

Connected Green Network of Natural Assets

Referring to the initial environmental inventory, the neighbourhood design should connect green network to surrounding natural assets, such as parks, trails, streams. The design should respect the natural green connection of assets throughout the town.

COMPLETE COMMUNITY

Community Centre

Development designs should incorporate a distinguishable community centre that connects the neighbourhood and offers alternative land-uses than exclusively residential.

Mixed Land Uses

All CDD site designs should include different land uses that flow logically through the site and gradually transition in purpose.

Community Plans

Where co-housing or community partnerships are proposed (non-profits, associations), developers should provide an opportunity to integrate a community plan or vision. This process should commence during the design phase to incorporate the communities ideas, needs, and interests.

Representative Land Uses

Determined land uses shall be justified by projected demographic growth for the Town of Wolfville and reflect neighbourhood daily needs. When possible, land uses should support local industries. Developers should be required to design around and preserve sites of historic, archaeological, or cultural value so as to safeguard the character of features such as farm outbuildings, burial grounds, and agricultural uses.

INCLUSIVITY

Educational Opportunities

Referring to the environmental inventory, site design should include educational opportunities when relevant. Example opportunities could include stormwater management, urban agriculture, and historical and cultural use.

Mixed Housing Types

A mix of housing options should be incorporated throughout the proposed design to meet the range of needs in the local market. Housing choice and design should be guided by:

- Surrounding local character and size
- The opportunity for future alternative uses (conversion)
- Feasible density numbers to cover public infrastructure costs (see Density key requirement)
- Massing development

Policy should encourage innovative forms of housing including but not limited to:

- Co-housing partnerships
- Live-work spaces
- Rooming houses
- Off-campus residences

Affordable Housing Supply

Housing should include various unit types and pricing that include a range of demographics and economic backgrounds. All CDD developments should exceed the 20% target outlined in the Draft MPS using the suggested initiatives detailed in Section 4.3.2.

Developers should be encouraged to explore partnerships with other levels of government, non-profits associations, and private industry to leverage expertise and resources. In order to achieve this requirement, Town staff could consider formalizing an affordable housing metric to incentivize developers.

Accessible Design and Built Form

Developers should demonstrate that design elements make places and activities accessible to people of all ages and abilities. In particular, designs should take into consideration Wolfville's aging demographic and their future needs. Public spaces should be socially accessible and not isolated from surrounding areas.

Prioritize Active Shared Spaces

Shared, public green spaces should be incorporated throughout the design. Spaces should be logically placed in the neighbourhood, accessible to all, and serve a common purpose. Maintenance

and safety within these spaces should be considered and plans for their upkeep and intended use detailed.

Conclusion

Although prescriptive, the key requirements are intended to be flexible and adapt to the various contexts of CDD zones throughout the Town of Wolfville. The key requirements are not policy in isolation, but intended to be reflected in future policy as deemed appropriate by Town staff.

7.0 Discussion

The key requirements derived from site designs are ambitious yet achievable recommendations for the Town of Wolfville in future CDD design. Through this iterative process, our team is confident they reflect desired deliverables outlined in the RFP. From conversations with Town staff, it was indicated that guiding principles and a Sustainability Checklist for CDD development would contribute to policy generation and structure. This section discusses guiding principles for the key requirements and introduces a template which could be used for the Sustainability Checklist.

Guiding Principles	Explanation	Key Requirements
Sustainability	Sustainability based on environmental and financial indicators to ensure a prosperous and adaptable neighbourhoods for current and future Wolfville generations. Sustainability refers to both an environmental state of being where the provision and respect of the natural features that exist on the site, and financial viability of the proposed development for the CDD site.	Environmental Considerations
		Working Landscapes
		Sustainable Building Practices
		Stormwater Management
		Conserving Natural Assets
		Alternative Energy Sources
		Density
		Local Economy
Connectivity	Green and grey networks weave through the neighbourhood connecting the proposed site to surrounding neighbourhoods and the town at large. Connections are clearly marked to implicitly guide pedestrians into and out of the site.	Active Transportation
		Green and Grey Networks
		Connected Green Networks of Natural Assets
Complete Community	The proposed development encompasses an array of land uses that reflect the needs of Wolfville residents and the neighbourhood members. A community centre ties surrounding areas and services together logically with daily needs within walking distance. Services proposed for the site reflect the projected density and needs of the development.	Mixed Land Uses
		Community Centre
		Community Plans
Inclusivity	Neighbourhood design, provisions, and unit affordability account for individuals and households of various sizes and income levels. Where possible, infrastructure and building practices will accommodate accessible building practices. Mixed housing types are available throughout the neighbourhood and take into considerations the Town of Wolfville's unique demographics and community culture.	Representative Land Uses
		Mixed Housing Types
		Education Opportunities
		Affordable Housing Supply
		Accessible Design and Built Form
		Prioritize Active Shared Spaces

Table 5: Key Requirements

7.1 Guiding Principles

Four guiding principles embody the key requirements pulled from the iterative process. These principles reflect the vision of the Draft MPS while capturing what was heard from Town staff, the findings from site visits, and additional supporting documents. The guiding principles capture the intent and policy statements found throughout the Draft MPS and form a specialized guide for forthcoming CDD opportunities.

1. Sustainability - Sustainability based on environmental and financial indicators to ensure a prosperous and adaptable neighbourhood for current and future Wolfville generations.

Environmental Sustainability refers to provision and respect for natural features that exist on the site, while considering innovative practices and solutions to harness new environmental opportunities. Developers should consider existing natural assets on the site and exhibit that time and consideration was paid to their best use and incorporation into the site.

Economic Sustainability refers to the financial viability of the proposed development for the CDD site. Developers should demonstrate residential density versus public infrastructure costs have been considered and the neighbourhood is fiscally feasible for future residents and the Town at large.

1. Connectivity – Green and grey networks weave through the

neighbourhood connecting the proposed site to surrounding neighbourhoods and the town at large. Connections are clearly marked to implicitly guide pedestrians into and out of the site. Residents and visitors can travel easily through the neighbourhood despite their mode of transportation or accessibility.

2. Complete Community – The proposed development encompasses an array of land uses that reflect the needs of Wolfville residents and the neighbourhood members. A community centre ties surrounding areas and services together logically with daily needs within walking distance. Services proposed for the site reflect the projected density and needs of the development.
3. Inclusivity- Neighbourhood design, provisions, and unit affordability account for individuals and households of various sizes and income levels. Where possible infrastructure and building practices will accommodate accessible building practices. Mixed housing types are available throughout the neighbourhood and take into consideration the Town of Wolfville’s unique demographics and community culture.

The four guiding principles encompass the key requirements necessary to achieve desired future neighbourhood design through the development process. Developers implement the principle of *Sustainability* by identifying all existing natural features, conservation areas opportunities, and development

constraints. It is during this period that developers should be required to provide a site environmental inventory identifying areas of importance that will dictate and guide the design process. To determine a realistic density for the area, a sustainable public to private ratio should be determined using net density. Net density should inform housing types, lot sizes, and justify neighbourhood design. Once the considerations are determined, the principles should guide developers through the design process focusing on *Connectivity* throughout the site, constructing a *Complete Community*, and ensuring social *Inclusivity*. Future policy for CDD development should follow a phased iterative approach where the developer engages and considers all aspects of the future neighbourhood.

These guiding principles are the framework through which the Sustainability checklist was developed. The checklist is a tool through which developers can engage with the application process and help to evaluate and improve their proposed design. Components of the checklist reflect the key requirements derived from the site design study and incorporate specific considerations for CDD zones.

7.2 Sustainability Checklist

Municipalities elsewhere in Canada have used Sustainability Checklists to engage developers and assist Town staff in designing optimal and appropriate neighbourhoods. Checklist criteria stem from sustainability standards the city or town wish to achieve by harnessing new development to achieve these community goals. The recommended Sustainability Checklist reflects the guiding principles and their corresponding key requirements for the Town of Wolfville.

The Town of Wolfville:
Sustainability Checklist for Future Neighbourhood Comprehensive Development District (CDD)

Our Vision

Wolfville is a vibrant and versatile University Town. It is a Town rich in natural, built and cultural heritage. Its citizens, businesses, institutions and government value and protect our natural environment, economic vitality, social equity, lifelong learning, cultural diversity and heritage. Everyone accepts responsibility for making decisions that lead to a healthy, equitable and sustainable future.

Wolfville aims to be a most sustainable community that seeks a balance among the environmental, economic, social and cultural components of the community in order to create a better quality of life for both current and future generations. Wolfville's vision for the future is to live within earth's limits and leave a positive community legacy for generations to come.

Comprehensive Development District (CDD)

The CDD designation highlights areas of Wolfville where future neighbourhood areas will be developed, and so a way of regulating new residential land developments. Large vacant land holdings, primarily in the west and west ends of town shall remain in the CDD designation and zone. These areas provide opportunities for the creation of new neighbourhoods including a range of housing types and features and other compatible uses that provide for the day-to-day needs of residents. CDDs are intended to provide for feasibility and innovation in the design and sustainable development of these lands for a variety of residential purposes.

Guiding Principles

Four guiding principles set out to guide development in CDD zones in the Town of Wolfville. The principles originated from thorough assessment of the current environmental, social, and economic characteristics of the Town, while respecting future aspirations and goals of the community. The guiding principles frame the future goals of the Town and the checklist is a tool to help facilitate the process.

Now development is essential to achieve a complete community to live, work and play. The purpose of the checklist and its criteria are meant to engage the developer in the planning process and establish an iterative process to build the best neighbourhoods possible that capture Wolfville's spirit, while developing neighbourhoods for our future.

Wolfville
Sustainability Checklist for Future Neighbourhood Comprehensive Development District (CDD)

1 Sustainability

Environmental Sustainability refers to the provision and respect of the natural features that exist on the site, while considering innovative practices and solutions to harness new environmental opportunities. Developers shall consider existing natural assets on the site and exhibit time and consideration was paid to their best use and incorporation into the site.

Environmental Consideration	
• Avoid contamination during construction?	
• Provide on-site composting facilities?	
• Provide an area for a community garden?	
• Conduct an environmental assessment of the property prior to the commencement of design?	
Working Landscapes	
• Cluster development on appropriate land to contain construction disturbance?	
• Design attempts to maximize exposure to natural sun light (i.e. direction of rooms, placement of green space)?	
• Provide conservation measures for sensitive lands beyond those mandated by legislation?	
Low Impact Infrastructure	
• Reduce construction waste and enhance durability of materials used?	
• Utilize environmentally sensitive or recycled materials?	
• Plan to recycle water and waste water on-site?	
Stormwater Management	
• Use rocks and other materials in landscaping design that are not water dependent?	
• Provide for zero stormwater runoff?	
• Utilize natural systems for stormwater?	
Enhancing Natural Environment Features of High Ecological Value	
• Preserve, restore, or improve habitat (retention of trees, green space, and natural habitat)?	
• Are there any significant existing environmental features that are maintained or enhanced on the site (trees, shrubs, sunlight, streams)?	
• Account or attempt to mitigate light pollution within surrounding areas?	

Figure 30: Sustainability Checklist (A Salah, 2018)

This Sustainability Checklist tool is intended for developers to use during the development of their proposal for CDD zones in Wolfville. This tool serves to provide structure and guidance to developments that align with the Town's vision for sustainable, walkable, and equitable neighbourhood development.

8.0 Conclusion

Wolfville is a great place to live, work, study, and visit. The breathtaking natural landscape, rich cultural history, and dynamic population have attracted people to the community for hundreds of years. As the Town of Wolfville continues to build its reputation as an ideal community that provides urban amenities with a rural feel, Town staff recognize the need to provide suitable and sustainable residential options.

HACK Consulting was tasked with supplying four deliverables in the form of a site analysis, two site designs based on planning approaches provided by staff, key requirement recommendations for CDD development, and guiding principles for future neighbourhoods. In addition to the deliverables requested in the RFP, HACK was able to provide a Sustainability Checklist tool to be used by staff and developers to encourage the development of future sustainable neighbourhoods. This document brings together research, site inventory and analysis, and an iterative design process to inform the final deliverables.

Proposed key requirements and guiding principles align with the direction of the Town of Wolfville's Draft MPS, and will support their vision of sustainable, walkable, and equitable future neighbourhoods.

Accessibility - in accordance with the Nova Scotia Accessibility Act (2017), accessible refers to the removal, reduction and prevention of all barriers (physical, financial, social) that may prevent an individual, or group of individuals, from accessing services or facilities

Active Transportation - any mode of human-powered transportation including but not limited to: walking, wheelchairs, bicycles, in-line skating, skiing, snowshoeing)

Affordable Housing - Increasing availability of all forms of housing choices, specifically smaller units and ground-oriented attached housing forms for residents.

Average Daily Traffic (ADT) - A measurement of the amount of traffic on a road, it is used to set thresholds that help define the context of an area.

Cluster Housing - a form of residential development positions residential units in close proximity, allowing for the provision of more shared open/green space.

Co-housing - intentional community of private homes clustered around shared space. Each attached or single family home has their own private kitchen, and shared spaces are normally a

common house or large kitchen.

Community Character - natural, built, and social features that constitute the identity of a community

Conservation - the process of preserving, protecting and restoring the natural environment, sensitive ecosystems, wildlife species and vegetation

Density – within this document, there are two definitions of density:

Gross Density – the number of dwellings per acre on land devoted solely to residential development. This includes all privately owned driveways and open space, but excludes all public infrastructure⁵⁸.

Net Density – the number of dwelling per acre on land devoted solely to residential development. This includes all privately owned driveways and open space, but excludes all public infrastructure⁵⁹.

Density Bonusing - an incentive-based tool that permits developers to increase the maximum allowable development on a property in exchange for helping the community achieve public policy goals.

Green network – a continuous, uninterrupted series of open spaces, natural vegetated areas, wildlife reserves, parks and trails that not only serve to connect the residents to each other, but also to nature

Green/Open Space - Any outdoor, public space that provides a social or recreational opportunity.

Grey network – refers to the network formal infrastructure including, but not limited to: roads, sidewalks, sewer systems, electricity and telecommunications infrastructure ect

Live-Work Spaces – single units (lofts, studios) that provide space for both commercial and residential functions of the resident

Natural Systems - refers to pre-existing natural features of the immediate environment that serve a function (i.e. river systems, forests)

Passive Solar-Heating - a design feature that involves the orientation of buildings to maximize sunlight penetration that serves to provide heating

Pedestrian Infrastructure - features that may be implemented into the streetscape design that provide for and/or encourage the safe, accessible movement of pedestrians (i.e. sidewalks)

Renewable Energy Sources - naturally replenishing resources that may be harnessed to provide/supplement energy

Right of Way (ROW) - The legal right, established by usage or grant, of a pedestrian, vehicle, or ship to proceed with precedence over others in a particular situation or space.

Stormwater Management - the integration of natural, or the provision of built infrastructure, that allows for the control and redistribution of stormwater as to not disrupt development or natural systems

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Image 2

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Image 3

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Image 4

http://www.digitaljournal.com/img/5/3/9/8/2/8/i/5/5/8/o/Cape_Blomidon.jpg

Image 5

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Image 5

<http://wolfvillehs.ednet.ns.ca/wp-content/uploads/2014/09/Dyke.jpg>

Image 6

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Image 7

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Image 8

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Image 9

H. Winder, 2018

Image 10

H. Winder, 2018

Image 11

<https://s3.amazonaws.com/gs-waymarking-images/5f1f0b8a-51be-4376-a1fd-6b30ab435e9a.jpg>

Image 12

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Image 13

<https://www.wolfville.ca/images/headers/bicycling-in-wolfville.jpg>

Image 14

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Image 15

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Image 16

<http://villebois.com/wp-content/uploads/2013/11/villebois-wilsonville-oregon-fountain.jpg>

Image 17

<http://villebois.com/wp-content/uploads/2013/11/villebois-wilsonville-oregon-parks-green-space-7372.jpg>

Image 18

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Image 19

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Image 20

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Image 21

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Image 22

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Image 23

<http://www.mmaltzan.com/projects/playa-vista-central-park/>

Image 24

<http://northatlantacommunities.com/glenwood-park-atlanta-ga-site-plan/>

Image 25

<http://toplevelrealestate.com/>

Image 26

<http://blog.atlantafinehomes.com/2012/12/featured-home-open-and-new-glenwood-park/>

Image 27

<http://www.hedgewoodhomes.com/glenwood-park-case-study>

Image 28

<https://www.countryside-properties.com/new-homes/all-developments/new-home-developments/london/greenwich-millennium-village/>

Image 29

<http://www.gmv.london/gallery/>

Image 30

<https://www.flickr.com/photos/se9/8612969905>

Image 31

<https://www.proctorandmatthews.com/project/greenwich-millennium-village-0>

Image 32

<https://www.terrain.org/unsprawl/29/>

Image 33

<https://www.pinterest.com.au/pin/65161525837635257/>

Image 34

<https://www.terrain.org/tag/new-urbanism/>

Image 35

<http://www.boulderdonald.com/holiday-neighborhood.php>

Image 36

http://www.solaripedia.com/13/299/3380/bedzed_site_plan.html

Image 37

<https://www.pinterest.com.au/pin/538320961686724784/>

Image 38

<https://www.vanalen.org/projects/urban-sos-all-systems-go/>

Image 39

<http://www.energyvillab.net/sample-page/ll-musile-di-piave/>

Part 18.6 Criteria for Development Agreements and Criteria for Land Use By-law Amendments (pg. 75)

It shall be the policy of Council:

18.6.1 to consider the following in addition to all other criteria set out in the various policies of this Municipal Planning Strategy, when considering proposals for development agreements and Land Use By-law amendments:

(a) to ensure that the proposal conforms to the intent of the Municipal Planning Strategy and to all other applicable Town By-laws and regulations, except where the application for a development agreement modifies the requirements of the Land Use By-law or the Subdivision By-law.

(b) to ensure that the development does not cause conflict with adjacent land uses, disturb the quiet enjoyment of adjacent lands, or alter the character and stability of surrounding neighbourhoods through:

- i. the type and intensity of use; and
- ii. the height, mass or architectural design of proposed buildings; and
- iii. hours of operation of the use; and
- iv. outdoor lighting; and
- v. noise, vibration or odour; and
- vi. vehicle and pedestrian traffic; and
- vii. alteration of land levels and/or drainage patterns; and
- viii. deprivation of natural light

(c) to ensure that the capacity of local services is adequate to

accommodate the proposed development and such services will include, but not be limited to the following:

- i. sanitary and storm sewer systems; and
- ii. water systems; and
- iii. schools; and
- iv. recreation and community facilities; and
- v. fire and police protection; and
- vi. street and walkway networks; and
- vii. solid waste collection and disposal systems

(d) to ensure that the proposal is not premature or inappropriate by reason of the financial ability of the Town to absorb capital and/or maintenance costs related to the development

(e) to ensure that the proposal does not cause environmental damage or damage to adjacent properties through:

- i. pollution of soils, water or air; and
- ii. erosion or sedimentation; and
- iii. interference with natural drainage systems and watercourses; and
- iv. flooding

(f) to ensure that the proposal protects and preserves matters of public interest such as, but not limited to: i. historically significant buildings; ii. public access to shorelines, parks and public and community facilities; iii. important and significant cultural features, natural land features and vegetation.

(g) to ensure that the proposed site and building design provides the following:

i. useable active transportation networks that contribute to existing active transportation links throughout the community; and

ii. functional vehicle circulation and parking and loading facilities designed to avoid congestion on or near the property and to allow vehicles to move safely within and while entering and exiting the property; and

iii. facilities for the safe movement of pedestrians and cyclists; and

iv. adequate landscaping features such as trees, shrubs, hedges, fences, flower beds, and lawns to successfully integrate the new development into the surrounding area; and

v. screening of utilitarian elements, such as but not limited to; mechanical and electrical equipment, and garbage storage bins; and

vi. safe access for emergency vehicles; and

vii. adequate separation from, and consideration of, public and private utility corridors to ensure their continued safe and functional operation; and

viii. architectural features, including but not limited to, mass, scale, roof style, trim elements, exterior cladding materials, and the shape, size and relationship of doors and windows; that are visually compatible with surrounding buildings in the case of a new building or with the existing building in the case of an addition; and

ix. useable outdoor amenity space for use of residents in a residential development; and

x. accessible facilities for the storage and collection of solid waste materials; and

xi. appropriate consideration for energy conservation; and

xii. appropriate consideration of and response to site conditions, including but not limited to; slopes, soil and geological conditions, vegetation, watercourses, wet lands, and drainage.

(h) where Council determines, on the advice of a licensed professional, that there is a significant risk of environmental damage from any proposed development which does not require an assessment under the Environmental Assessment Act, environmental studies shall be carried out at the expense of the developer for the purpose of determining the nature and extent of any environmental impact and no agreement shall be approved until Council is satisfied that the proposed development will not create or result in undue environmental damage.

Part 8.4. Comprehensive Development District (pg. 30)

Council will continue the use of a comprehensive development district as a way of regulating new residential land developments. Large vacant land holdings, primarily in the east and west ends of Town shall remain in the Comprehensive Development District (CDD) designation and zone. This designation requires all new residential developments to negotiate a development agreement with the Town of Wolfville and is intended to provide for flexibility and innovation in the design and sustainable development of these lands for a variety of residential purposes with some mixture of housing types and compatible local commercial uses. These developments will be required to include elements or attributes that respond to sustainability principles; land must be used efficiently with less environmental impact. Several of these parcels are still in active agricultural use and new residential development that retains areas of land with Category 2 soils for agricultural use will be favoured. Sensitive site planning must respect the natural features and ecosystems exhibited by the landscape and cluster type developments will be encouraged. All new residential construction will be required to participate in the Nova Scotia Government EnerGuide program and new single and two unit dwellings will be required to achieve a minimum EnerGuide rating of 80 (equivalent to an R2000 construction standard).

The maximum density of residential units within the CDD designation and zone shall be 12 dwelling units per acre. To achieve the maximum density of 12 units per acre a project will require an exceptional and wide ranging response to the sustainability criteria outlined in the CDD designation policy. A minimum density of five dwelling units per acre will also be established to encourage the efficient use of land and infrastructure. It shall be the policy of Council:

8.4.1 to designate Comprehensive Development District (CDD) the areas as shown on Map 1 - The Future Land Use Map. It is intended to include developing residential areas and areas for future residential development.

8.4.2 to establish a Residential Comprehensive Development District (RCDD) zone in the Land Use By-law, as shown on Schedule A, the Zoning Map of the Land Use By-Law, within the area designated Comprehensive Development District and to permit existing agricultural and residential uses and decks and additions to existing buildings.

8.4.3 to consider only by development agreement, all proposals for development within the Residential Comprehensive Development District (RCDD) zone for mixed residential uses, limited institutional uses and local commercial uses.

8.4.4 to ensure the following criteria are met when Council is considering development proposals in the Residential Comprehensive Development District (RCDD) zone:

- (a) a minimum EnerGuide rating of 80 is achieved by all new single unit and two unit residential dwellings; and
- (b) the maximum density of residential dwellings units shall be an average of 12 dwelling units per acre and the minimum density shall be an average of 5 dwelling units per acre; and
- (c) require all power and communication infrastructure to be located underground (both primary and secondary); and
- (d) development is in accordance with policy 18.6.1.

8.4.5 to require that all developments within the Residential Comprehensive Development District (RCDD) zone respond to sustainability principles. The sustainability principles to be considered by Council shall include, but not be limited to the following:

- (a) the project provides buildings and site design that reduce the required operational energy requirements by a significant amount from conventional buildings. (e.g. district heating systems)
- (b) the project provides buildings and site design that substantially reduce the impact on the environment through:
 - i. retention of natural systems, e.g. retaining natural slopes

- ii. retention of Category 2 soils, e.g. community gardens
- iii. use of renewable energy sources, e.g. site orientation
- iv. management of construction wastes
- v. reduced storm water run off, e.g. storm retention ponds
- vi. water conservation; e.g. low flow fixtures
- vii. waste reduction including solid waste and sewage
- viii. use of environmentally sustainable materials
- ix. use of certified Fair Trade products

(c) the project provides an affordability component that would meet the need to

provide housing in Wolfville that is affordable and available for all sectors of society.

(d) the project provides for alternative or shared housing and services models such as co-operative housing, co-housing, life lease, car pooling/sharing, district heating, etc.

(e) the project provides barrier free/accessible housing units.

(f) the project demonstrates high quality architectural and environmental design that is compatible with the landscape and that will contribute positively to the immediate area and the Town in general.

(g) the project provides a mixture of housing types and

densities as well as a variety of housing designs

(h) the project provides public or private amenities such as parks, walkways, public art, daycare, cultural venues, and public gathering spaces.

(i) the project provides active transportation routes and amenities and maximizes connections with existing trail/walkway systems.

(j) the project provides access to public transportation.

(k) the project provides mixed uses of a local commercial nature including but not limited to convenience stores, laundromats, farm markets, etc.

(l) the proposal makes efficient use of land in relation to infrastructure requirements (e.g. clustering of homes).

Minimum Lot Requirements

The only account where APA was able to conclude that building or lot size should be regulated was in connection to health standards. At the root of the economic argument is ensuring individual property taxes in a neighbourhood remain at a level that can sustain public costs to be maintained.

Row Housing

An important aspect of successful row housing is properly placed and adequate parking. The American Planning association claims a standard 1.5 spaces per dwelling unit to be a sufficient ratio, however dependent on local car ratios this number can be reduced. Ideal locations for row housing parking is either in front of the dwelling or on the street, however the latter should be held to a minimum. Some designs raise the first floor of the house up to seven feet above sidewalk grade to incorporate a front basement garage.

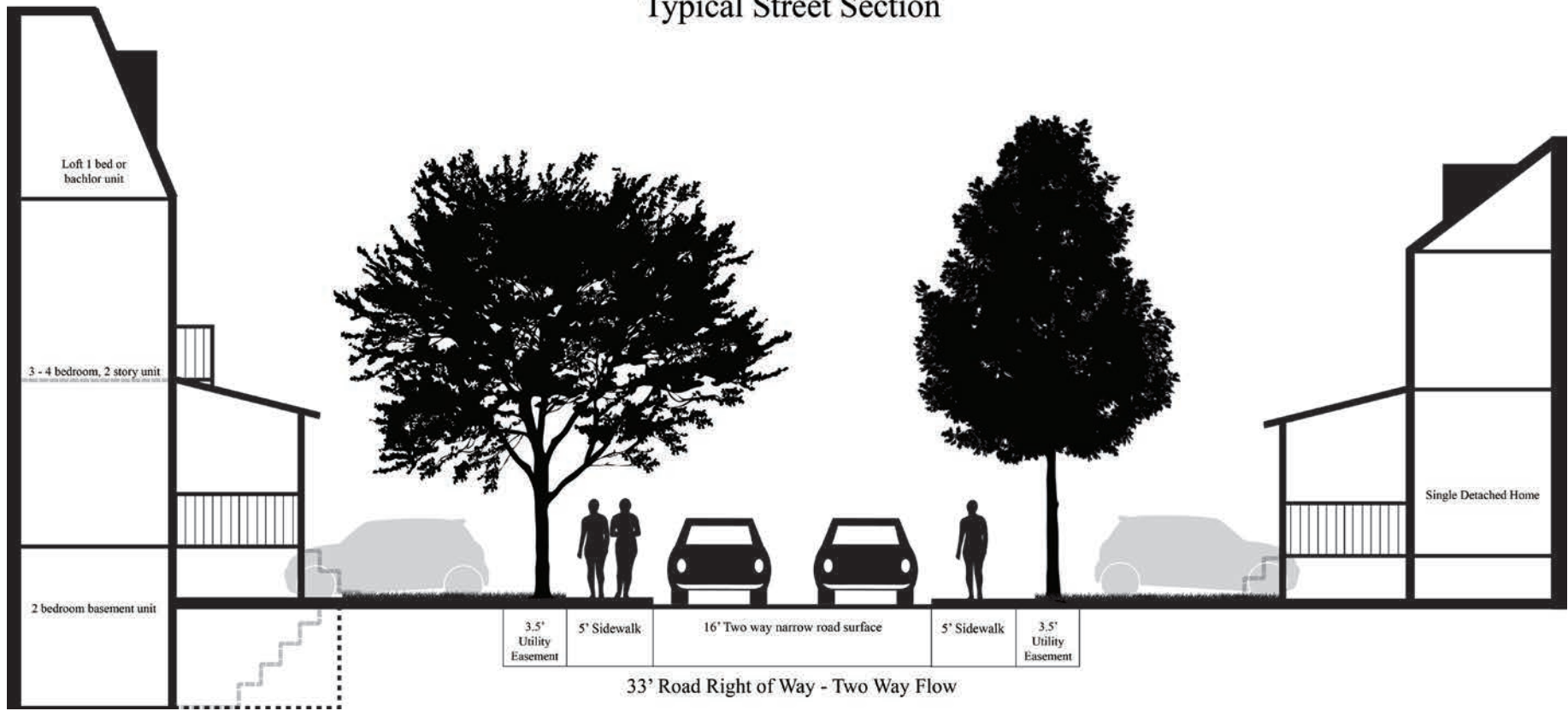
Right of Way (ROW)

A narrow street design was favored for the site designs due to its daily traffic volumes and average speed limit. Within both site designs ROWs are 33 feet and account for 9 feet lane widths leaving 15 feet for sidewalks, boulevards, and shoulders. The dimensions can be adjusted to meet desired street character.

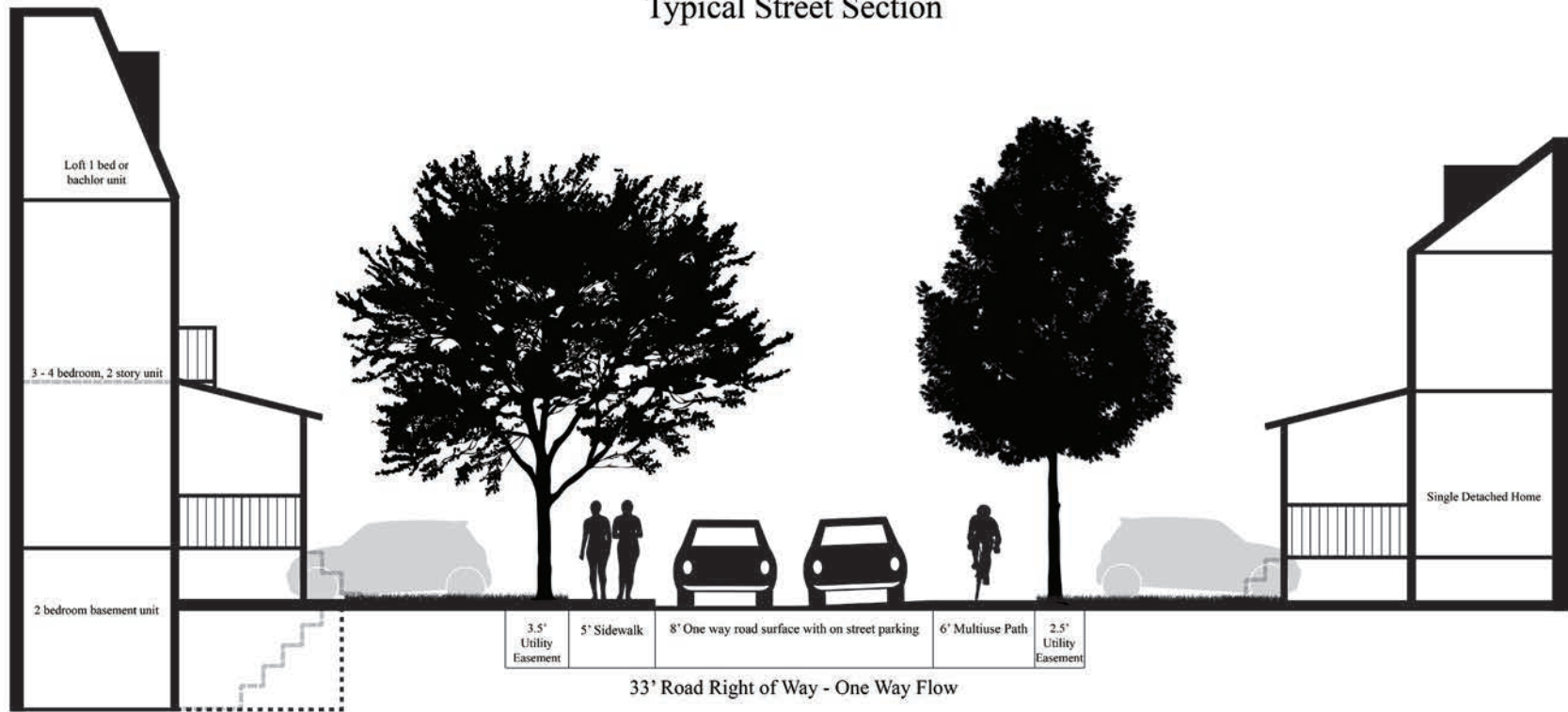
The ROW characterizing both final site designs are narrow roads as referenced in Sustainable Neighbourhood Road Design (2011). Their central guiding principle is determining the design speed for the given road or neighborhood. Key features pulled from the Single Use Residential Narrow Street are listed below:

Design Standard	Dimensions	Source
<i>Rowhouse Lots</i>	20' x 90-100'	APA. (1962). In American Planning Association: Information Report, Row Houses.
<i>Single Use Residential</i>	Narrow	APA. (2011). Sustainable Neighborhood Road Design: a Guidebook for Massachusetts Cities and Towns.
<i>Typical Average Daily Traffic</i>	399<0	
<i>Operating Speed</i>	25-30 km/h	
<i>Number of Through-Lanes</i>	2	
<i>Lane Width</i>	9-10'	
<i>Bike Lanes</i>	Shared road	
<i>Range of ROW Width</i>	33-36'	
<i>Desirable Roadside Width</i>	5.5'	
<i>Grass Plot/Planting Strip</i>	0-6'	

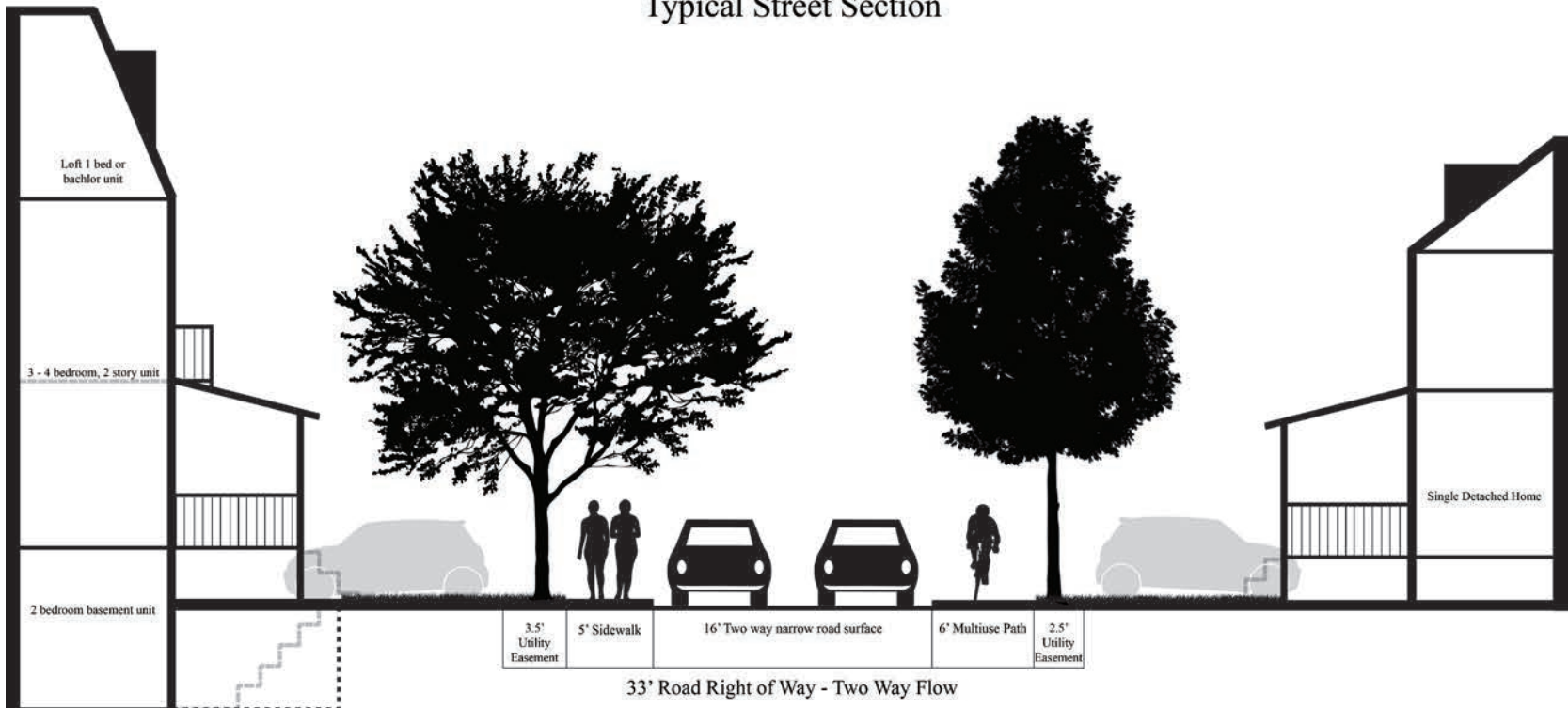
Typical Street Section



Typical Street Section



Typical Street Section



REQUEST FOR DECISION 036-2018

Title: Residential Rental Licensing

Date: 2018-05-01

Department: Planning & Development



SUMMARY

Residential Rental Business Bylaw

After reviewing the draft Residential Rental Business Bylaw, staff have identified a number of concerns relating to the administration of the Bylaw as written and are seeking direction from Council on moving forward. Staff are suggesting the scope of the by-law and its mechanics be modified, additional due diligence conducted, and a revised approach brought back to Council for future consideration.

It is important to note that a substantial amount of work has been completed on this topic as part of the ongoing Municipal Planning Strategy Review. A number of background attachments/references are provided for overall context.

DRAFT MOTION:

That Council direct Staff to explore a revised Rental Licensing approach that would be brought back to Council for consideration in the fall of 2018 to be considered with the Municipal Planning Strategy and Land Use By-law.

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1) CAO COMMENTS

The CAO concurs with the recommendation of Staff.

2) LEGISLATIVE AUTHORITY

The Nova Scotia *Municipal Government Act* 1998 (MGA), Section 172 provides Council the authority to enact by-laws dealing with a wide variety of matters. Section 174 (a) of the MGA is more specific to one of the issues at hand, stating “a council may make by-laws respecting the regulation and licensing of persons owning or operating rooming houses or boarding houses and regulating the maintenance, administration, operation and occupancy of buildings used as rooming houses or boarding houses and the land on which they are located”.

3) STAFF RECOMMENDATION

That Council direct Staff to explore a revised Rental Licensing approach that would be brought back to Council for consideration in the fall of 2018 to be considered with the Municipal Planning Strategy and Land Use By-law.

4) REFERENCES AND ATTACHMENTS

1. RFD 032-2017 RRBB
2. Residential Rental Business Bylaw (RRRB)_2017-05-24 -Draft
3. [White Paper on RRRB's prepared for Symposium](#) – January 2017
4. [Sticky Issues workshop with PAC and Council](#) – December 2015
5. [Fotenn Discussion paper on RRRBs](#) – February 2016
6. [Core Area Consultation](#) – June 2016
7. [Meeting with Landlords](#) – Fall 2016
8. [Jurisdictional Scan](#) – Ongoing
9. BC registry recently recommended to HRM by IPONS <https://landlordregistry.ca/about/>

5) DISCUSSION

Background

As the home to Acadia University and as a popular tourist destination, a strong residential rental market exists in Wolfville. During the public consultation for the ongoing Municipal Planning Strategy (MPS) review there was a great deal of discussion and concern raised around rental housing, in particular single unit dwellings with large numbers of bedrooms. This type of housing was also a topic of discussion at the Housing Symposium held in 2016 (see attached/referenced).

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As a result, a draft bylaw was developed and in June of 2017 Staff brought forward a draft Residential Rental Business Bylaw (see attached) for review by Council and the following motion was made:

07-06-17 IT WAS REGULARLY MOVED AND SECONDED THAT THE COMMITTEE OF THE WHOLE FORWARD THE FOLLOWING MOTION TO COUNCIL FOR DECISION ON OCTOBER 17, 2017: THAT COUNCIL GIVE FIRST READING TO THE RESIDENTIAL RENTAL REGISTRATION BYLAW, CH101 CARRIED

Due to Staff changes in the Community Development Department in October 2017, this item was not brought back to Council at that time.

Identified Issues

In preparing to bring forward the draft bylaw for first reading, Staff have identified a number of concerns with the approach proposed to-date:

- The bylaw would only apply to a small number “Lodging House” (or Boarding House) properties (approx. 15-20 at most). The scope is very limited in Staff’s view.
- Short-term rentals would not be addressed and have been a topic of discussion / issue of concern.
- A Building Official / Fire and Life Safety Inspector is being hired and should be involved in formulating the overall approach. This new Staff person would play a key role in any licensing system implemented.
- The Office of the Fire Marshal also suggested involving the Fire Chief/firefighters in basic life safety inspections to add capacity – this should also be explored.
- Staff lacks an overall understanding on the location and number of lodging units in the Town and the proposed approach would not contribute to an improved understanding of the overall rental market.
- Much of what is in the proposed bylaw is already covered in other legislation such as the Land Use Bylaw, Minimum Housing Standards Bylaw and Fire Safety Act.
- Not enforceable as written – penalties need to be added to the Bylaw in order to be able to write Summary Offence Tickets.

These concerns have led Staff to question if the Town should move forward with the RRBB as written or if we should look at a revised approach to encompass a broader range of rental properties, including short-term rentals (Airbnb). Staff are seeking direction from Council moving forward.

Moving Forward

If Council would like Staff to proceed in revising the bylaw, Staff suggest the following:

- Apply the by-law to all rental properties to create a Residential Rental Licensing System.

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- Focus on Life Safety (“the safest student housing in the Province”) through the use of our System of Municipal Fire Inspections.
- Get a handle on short-term rentals (AirBnB).
- Work toward a better understanding of the overall rental market.
- There needs to be additional investigation into the mechanics of applying a licensing system to all rentals – this would include large apartment buildings all the way down to someone renting a room in their house or a short-term rental. Iterations of this and phasing need to be explored further. Exemptions for homeshare and other situations need to be explored. Short-term rentals (Airbnb) in different formats (e.g. whole house, just a room, separate dwelling) needs to be understood.
- Amend the Land Use By-law to define and enable land uses – e.g. “Lodging Houses” and “Lodging Units” as part of MPS Draft 2 presented in July. Need to ensure consistency with other relevant bylaws.
- Have conversations with Landlords and property owners. Holding a few focus groups to discuss the approach and issues is proposed.
- Amend Fire Inspections Policy and System of Municipal Fire Inspections to allow inspections for fewer units/lodging units (4 or more lodging units or bedrooms is current regulation under Fire Safety Act for Boarding Houses).
- Revise the enforcement section to include penalties to be able to write Summary Offence Tickets.
- Restructure fees (look at waiving for a period of time, no fee for home-share, etc.)
- Think through realistic roll-out given our capacity. We would end up being reactive to a certain extent.

Next Steps

The revised Licensing approach could be brought back in the fall once our Building Official/Fire Inspector has had time to understand the issue. The process should move concurrently with the MPS toward adoption.

Staff are proposing to bring forward Draft 2 of the MPS in July of 2018. Staff would integrate definitions and define where Lodging Houses and other uses can be located at this time.

Other Considerations

Holding Landlords Accountable

On November 21, 2017 Council passed a motion related to holding Landlord’s accountable for actions of their tenants:

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Department: Planning & Development



- e. RFA 002-2017**
Options to Hold
Landlords
Accountable
- 26-11-17 IT WAS REGULARLY MOVED AND SECONDED THAT COUNCIL DIRECT STAFF TO ASSESS OPTIONS TO HOLD PROPERTY OWNERS/LANDLORDS ACCOUNTABLE FOR ACTIONS OF THEIR TENANTS THAT INTERFERE WITH THE ENJOYMENT OF ADJACENT RESIDENT'S PROPERTIES**

CARRIED

A more robust rental licensing system would contribute to better communication with Landlords. The Landlord would be required to sign off on certain terms and conditions as part of acquiring a license. An [educational component](#) could also be included. The Town would have the ability to revoke a rental license under certain circumstances. In addition to this, a rental licensing system and the addition of a full time Building/Fire Official would lead to more of a presence on properties through a system of rental unit inspections.

The focus of a revised residential rental approach would be life safety, to get a better handle on short-term rentals, have a better understanding of the overall rental market, and improve communication and compliance with Landlords.

Household breakdown

In addition to the background material included, the recent release of the 2016 Census provides additional context on the overall housing market (renter to owner).

Total - Private households by tenure	1,975
Owner	930
Renter	1,050
Note:	
Number of persons in private households	3,940
Average household size	2

6) FINANCIAL IMPLICATIONS

A licensing fee would apply and generate some level of revenue. This aspect would need to be explored further.

7) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

See previous RFD-032 attached

8) ALTERNATIVES

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1. Proceed with first reading of the RRBB as written.
2. Look into amendments to the Land Use Bylaw, Minimum Housing Standards Bylaw, etc. to regulate Lodging Units/Houses, without introducing a new by-law.

REQUEST FOR DECISION 032-2017

Title: Residential Rental Registration Bylaw, Ch101

Date: 2017-06-06

Department: Community Development



SUMMARY

Residential Rental Registration Bylaw, Ch101

A residential rental registration bylaw would regulate lodging houses over 3 lodging units and require a license for lodging houses over 4 lodging units. This report provides an analysis of the draft bylaw, the resources required to administer it and recommends that the bylaw proceed to First Reading after additional consultation.

DRAFT MOTION:

That Council direct staff to seek additional consultation with key stakeholders prior to the Residential Rental Registration Bylaw, Ch101, being put forward for First Reading by Council.

REQUEST FOR DECISION 032-2017

Title: Residential Rental Registration Bylaw, Ch101

Date: 2017-06-06

Department: Community Development



1) CAO COMMENTS

The CAO supports the recommendation of staff.

2) LEGISLATIVE AUTHORITY

The Nova Scotia *Municipal Government Act* 1998 (MGA), Section 174 (a) states “a council may make by-laws respecting the regulation and licensing of persons owning or operating rooming houses or boarding houses and regulating the maintenance, administration, operation and occupancy of buildings used as rooming houses or boarding houses and the land on which they are located”.

3) STAFF RECOMMENDATION

Staff recommend that the attached bylaw be forwarded to First Reading in October after information sessions with key Communities of Interest on the contents of the draft Bylaw.

4) REFERENCES AND ATTACHMENTS

- Draft RRRB (attached)
- Community of Interest Summary with Landlords
- White Paper on RRRB
- Project Charter – Approved by Council 2016-06-21
- Summary of Housing Symposium notes from Stream 3 - RRRB

5) DISCUSSION

The Town is considering adopting a bylaw to regulate boarding/lodging houses within Wolfville to address safety and lifestyle conflict issues. Over the last year, the PAC, the Town and Gown Committee, the public and Council through consultations, the Housing Symposium and committee meetings have provided guidance and input on the issue of lodging house regulations. Generally, the consultations indicated a reasonably high level of support for the development of a Residential Rental Registration Bylaw (RRRB).

Although there has been significant support for the development of such a bylaw, there has been some concerns expressed. These include:

- Concerns about property values
- Supporting a housing form which is on the wane
- Concerns about the type of residents and the ensuing behaviors

The Housing Symposium dedicated an entire stream to discussions on the Residential Rental Registration Bylaw where the participants concluded:

REQUEST FOR DECISION 032-2017

Title: Residential Rental Registration Bylaw, Ch101

Date: 2017-06-06

Department: Community Development



The day's discussion provided various points of view on what is residential rental housing. Much of the discussion was focused on single family home owners, particularly home values and whether they would be increasing or decreasing with this form of change if implemented. However, consensus was formed that a registration or licensing rental housing for this type of use is required to keep parties accountable. Consensus regarding registration and licensing details were not confirmed and still need to be reviewed at a later date.

Since the Housing Symposium, a draft bylaw has been developed and is presented today for Council's review and discussion, along with recommended next steps for adoption.

The Draft RRRB Provisions

The draft bylaw defines a lodging house as follows:

LODGING HOUSE means a Dwelling with three (3) or more Lodging Units which are provided to persons in return for remuneration. Lodging Houses exclude Accommodations, Bed and Breakfasts, Nursing Homes and Residential Care Facilities.

A lodging unit is defined as

LODGING UNIT means a room in a Lodging House that is used or designed to be used primarily for sleeping accommodations, which

- a) Is provided to a person or persons in exchange for remuneration;
- b) Is used exclusively by the resident or residents of the room;
- c) Is not normally accessible to persons other than the resident or residents of the room;
- d) Has access to a kitchen, but does not have exclusive use thereof; and
- e) Has access to sanitary facilities, but may or may not have exclusive use thereof.

The RRRB defines a Lodging house as having 3 units but would only regulate those Lodging Houses with 4 or more units. This threshold was determined through consultations where the use would operate more like a business than a residential use. Four is also the number of Lodging Units which triggers the requirements of the Nova Scotia Fire Safety Regulations for boarding houses (Part 8.1.1.1 of the Fire Regulations).

The main components of the bylaw are:

- Clearly define a Lodging House as having 4 or more units
- Require licenses for all lodging houses that contain 4 or more lodgers
- License would be issued upon demonstration of the following:
 - Compliance with the Land Use Bylaw, including parking
 - Submission of a floor plan that complies with the LUB
 - Compliance with the Fire Code

REQUEST FOR DECISION 032-2017

Title: Residential Rental Registration Bylaw, Ch101

Date: 2017-06-06

Department: Community Development



- The circumstances under which the Development Officer may refuse a licensing application, and appeal provisions. Grounds for refusing a license include:
 - Non-compliance with Fire and LUB
 - Breach of other Town bylaws
 - Outstanding enforcement orders
- Yearly renewal of the license and a yearly registration fee
- An enforcement section that enables suspension or revocation of the license for noncompliance with the LUB or Fire Code

Research and Consultations

Staff, or the Town's consultants, have undertaken the following consultations or drafted the following documents:

- Workshop on student housing issues with Town and Gown – January 30, 2015
- [Meeting with Landlords](#) – Fall 2016
- [Housing Symposium](#)- January 2017
- [Sticky Issues workshop with PAC and Council](#) – December 2015
- [Core Area Consultation](#) – June 2016
- Many one on one consultations with individual property owners/residents concerned about property standards - Ongoing
- [White Paper on RRRB's prepared for Symposium](#) – January 2017
- [Fotenn Discussion paper on RRRBs](#) – February 2016
- [Jurisdictional Scan](#) – Ongoing but most recent is the July 19th, 2016 [HRM staff report](#) regarding licencing

The MPS and LUB

The draft RRRB proposes regulations to license lodging houses and if Council wishes to adopt this approach, then the MPS and LUB amendments currently underway will address the following:

- Revised definitions for Dwelling Unit, Lodging Unit and Lodging House
- Specific parking requirements for Lodging Houses
- Specific zones which enable Lodging Houses and locational criteria
- Method to approve Lodging Houses as a Land Use (development agreement, site plan approval or as-of-right)
- Address conversions of homes to Lodging Houses

Depending if Council wishes to proceed with the adoption of an RRRB, staff will bring forward the necessary LUB and MPS changes to the workshop on June 29th where staff will present Parts 3, 4 and 5 of version 2 of the MPS consistent with the direction provided by Council after the review of this RFD.

REQUEST FOR DECISION 032-2017

Title: Residential Rental Registration Bylaw, Ch101

Date: 2017-06-06

Department: Community Development



Analysis

At this point, staff have provided indepth analysis and research, and engaged in significant consultation with a variety of communities of interest. For a detailed review of the analysis, the White Paper on [Resolving and Reguating Residential Rentals](#) outlines the case law, history, best practices and provides a jurisdictional scan. In summary staff have found:

- There is general consensus that Wolfville needs to regulate lodging houses
- Lodging Houses are a valued housing type, particularly for those needing affordable housing and those who wish to live in more communal environment to reduce social isolation.
- A NIMBY (not in my backyard) attitude towards this development form is prevelant and is related to concerns about “student” behavior and lifestyle conflicts.
- There are concerns that some existing lodging houses are not meeting Fire Code.

If Council wishes to adopt this bylaw, it is important to understand that it will not address situations in the R1 or R1A zones where individuals who are not related come together and jointly rent a property. These would continue to be categorized as Singe Unit Dwellings and would not be subject to this bylaw. These situations are very difficult to regulate and the line between lodging house and dwelling unit can not easily be ascertained or adjudicated. The Town must be cautious of appearing to target certain groups for increased regulation as this is counter to the principles and approaches outlined in the [Social Integration White Paper](#). Moreover, staff are of the opinion that the Town should not play a role in who lives with whom but rather deal with issues that are relevant to the public interest such as safety, noise, property standards, parking, and type of use.

Staff are also of the opinion that many of the conflicts noted through our various consultations are ongoing and serious issues that we must address that will not be resolved with a “silver bullet” but rather with a series of coordinated approaches that work to create a more integrated community that is welcoming of all. For residents whose qualifty of life has been impacted by noise, garbage and other obnoxious behavior, the Town must continue to show leadership on these fronts. Stream 1 of the Housing Symposium developed almost 30 recommendations for the Town to consider, and a special meeting of the Town and Gown Committee will be held in June to review and prioritize.

The Town is also taking action on a variety of other fronts to create the integrated community to which Council aspires. The Town has taken the follow actions:

- Improved communications and relationship at a staff level with Acadia
- Revised Noise Bylaw
- Increased enforcement of Dangerous or Unsightly properties
- Hiring of a Compliance Officer to work with community members on bylaws
- Compliance Officer holding office hours at the ASU
- Best practices research on Town and Gown relations

REQUEST FOR DECISION 032-2017

Title: Residential Rental Registration Bylaw, Ch101

Date: 2017-06-06

Department: Community Development



- Completion, as part of the MPS, of a Housing Needs Assessment to better understand how to fill housing gaps
- Integration of CPTED principles into our parks and public spaces to create a safer community
- Placemaking initiatives that support community gathering and integration.

Another consideration for Council is the human resource impacts of this bylaw and if extra staff is needed to administer the bylaw as drafted. It is very difficult to quantify with any accuracy the number of existing lodging houses; however, staff estimate that there are less than 20. The Town is currently using the Municipality of Kings for Fire Inspection Services and the DO will have the capacity to administer the bylaw. The impact of this bylaw on staffing will be considered in the fall as part of the analysis for future building inspection services and if we continue with Kings County or develop other option.

One option to reduce the operational impacts of this bylaw would be to reduce the proposed yearly inspection schedule for once a year to every two years and we will seek feedback on this option. Given that we do not have an in-house staff to complete the inspections, planning staff will propose a schedule to roll out the bylaw when the draft is brought back to Council for First Reading in October. By that time, staff will have completed the evaluation of out sourcing of building and fire inspection to Kings County and will be able to more fully understanding the impacts of this bylaw on the Town's human resources.

Legal Implications

The White Paper¹ outlines succinctly some of the legal issues regarding this potential bylaw:

Several Ontario municipalities have found themselves subject to court challenges in the wake of introducing residential rental licensing by-laws. This may present a risk for the Town if the by-law is seen to be discriminatory in any way. The legal opinion obtained by the Town in 2015 indicated the LUB does not permit boarders or roomers in dwelling units, and these are not specifically permitted in any other defined use.

If the Town wishes to control these use uses, either by permitting or restricting them, the LUB should be amended to clarify when and where they are permitted. The legal opinion also cautions that boarding/lodging uses may be treated differently by the Building or Fire codes than they are by the LUB. Enforcement and inspection staff must exercise caution to ensure the definitions of the applicable legislation are respected. Finally, the legal opinion states it behooves the Town to take steps to clarify its intent toward boarding/lodging uses to avoid costly legal proceedings.

¹ Page 15 of [Resolving and Regulating Residential Rentals](#)

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Department: Community Development



More recently, Waterloo's licensing by-law was challenged after a complaint to Ontario's Privacy Commissioner about the collection of tenant information under the By-law. This demonstrates ongoing challenges with the licensing approach that have not yet been resolved, even in jurisdictions where licensing has been in place for some time, implying the implementation of licensing may be a lengthy process even in the Wolfville context.

There is risk to the Town if this bylaw is adopted. However, comfort can be taken that HRM has adopted regulations regarding boarding houses and, to staff's knowledge, it has not resulted in a court proceeding. The Town would be on the leading edge on the regulation of boarding/lodging houses if Council proceeds with adoption of this bylaw as a RRRB has not been tested in the Nova Scotia Court system. In order to mitigate any legal risk if Council decides to proceed to first reading, staff will seek a legal opinion and input into the draft bylaw.

Process

Staff are recommending that comments be sought on the draft bylaw from identified Communities of interest:

- Acadia Student Union
- Landlords and Property Owners who have Lodging Units
- Fire Marshall
- Senior's Groups/interested individuals
- Acadia University Administration

Staff will also seek legal advice on the draft bylaw. Staff will bring a supplementary report back in October with the results of the consultation so that Council can consider giving First Reading.

If Council decides to proceed with the RRRB consultations, Planning Staff will be presenting the MPS Policies and LUB regulations to support the RRRB use within our planning documents at the end of June at a joint PAC/Council workshop.

Staff are also recommending that a full implementation plan for this bylaw be presented in October for Council's consideration, which will be based on the feedback from the consultations over the summer.

6) FINANCIAL IMPLICATIONS

As part of the bylaw, Staff are recommending the following for new licenses and licensing renewals.

- Registration fee: \$100.00 for four units and \$25.00 for any Additional Unit
- Renewal fee: \$25.00 plus \$5.00 for any Additional Unit.

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These fees will not cover the costs of the licensing process. If Council wishes to pursue a full cost recovery approach for this bylaw, Staff would need to do some additional work to calculate the true cost.

In addition, Staff recommends waiving of the fees for the first year of the bylaw to encourage participation.

7) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

This bylaw supports the following strategic directions:

- To harmonize the diverse lifestyle choices between all demographics in Wolfville.
- To foster economic independence, inclusion and dignity through more affordable and diverse housing options.

Council adopted the following principles when considering new initiatives;

- **Affordability** – The Town would have additional administrative and enforcement costs in order to support this bylaw. Additional support may be required in the Fire Inspection and enforcement positions if this bylaw proceeds. Legal costs will also be incurred during the initial stages of the bylaw. The Town may have increased legal costs associated with court challenges.
- **Transparency** – This bylaw would make the location of Lodging Houses publicly known, providing certainty to renters that the lodging units are safe and to neighbours the standards to which a lodging house must operate. It would also acknowledge the fact this kind of housing situation exists in Wolfville.
- **Community Capacity Building** – This bylaw would encourage property owners to better manage and maintain their properties.
- **Discipline to stay the course** – Council adopted the Project Charter and directed staff to proceed with drafting a bylaw.
- **United Front** - This bylaw has no direct impact on this principle.
- **Environmental Sustainability** – This bylaw would encourage the reuse of some of the larger homes located in Wolfville, which are usually located near the core. This would support the ideas of a walkable downtown and [embodied energy](#).

8) COMMUNICATION REQUIREMENTS

Key communication messages:

- The Town has done substantial research and consultation on regulating lodging houses in Wolfville and we are taking this action based on this work.
- Details of where lodging houses will be located and parking requirements will be discussed as part of the MPS/LUB review

REQUEST FOR DECISION 032-2017

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Date: 2017-06-06

Department: Community Development



- Staff will be consulting with several groups in the summer months to explain and fine tune the draft bylaw before it comes back to Council in the fall.
- Lodging houses exist now and are an important type of housing for many different types of residents.

9) ALTERNATIVES

- Council not proceed with a Residential Rental Registration Bylaw

Residential Rental Registration Bylaw

BE IT ENACTED by the Council of the Town of Wolfville, under the authority of Section 172 of the *Municipal Government Act*, as amended.

1 Title

This By-law is titled and may be referred to as the 'Residential Rental Registration Bylaw' (the 'RRRB').

2 Definitions

- 2.1. **"Dwelling"** means a building or a portion thereof, used or intended to be used for residential occupancy. A Dwelling does not include a recreational vehicle or travel trailer.
- 2.2. **"Dwelling Unit"** means a set of rooms designed or intended to be occupied and used by an individual or household as a residence, which contains sanitary and kitchen facilities for the common use of the residents of the Dwelling Unit.
- 2.3. **"Household"** means one or more persons living together as a single independent housekeeping unit, with common use of and access to all areas of a Dwelling Unit.
- 2.4. **"Lodging House"** means a Dwelling with three (3) or more Lodging Units which are provided to persons in return for remuneration. Lodging Houses exclude Accommodations, Bed and Breakfasts, Nursing Homes and Residential Care Facilities.
- 2.5. **"Lodging Unit"** means a room in a Lodging House that is used or designed to be used primarily for sleeping accommodations, which:
 - a) Is provided to a person or persons in exchange for remuneration;
 - b) Is used exclusively by the resident or residents of the room;
 - c) Is not normally accessible to persons other than the resident or residents of the room;
 - d) Has access to a kitchen, but does not have exclusive use thereof; and
 - e) Has access to sanitary facilities, but may or may not have exclusive use thereof.

3 Purpose

- 3.1. Regulate the renting of residential premises for the purpose of protecting the health and safety of the persons residing in the residential rental premises by ensuring
 - o certain regulations are met; and
 - o the required essentials such as plumbing, heating and hot water are provided;
- 3.2. Ensure the residential rental premises do not create a nuisance to the surrounding properties and neighbourhood;
- 3.3. Protect the residential amenity, character and stability of residential areas in Wolfville;
- 3.4. Protect residential rental housing as a viable business model in the Town; and

3.5. Acknowledge the municipal costs of this type of housing.

4 Background

The Municipal Government Act (MGA) gives Council the authority to establish a by-law regulating rooming or boarding houses under section 174. It also gives Council the authority to make by-laws regarding businesses and health and safety under section 172. The purpose of this by-law is to regulate residential premises used as Residential Rental Businesses, including rooming and boarding houses, in the Town of Wolfville.

5 Application & Scope

- 5.1. This By-law shall apply to all Lodging Houses containing four (4) or more Lodging Units.
- 5.2. This By-law may apply to Lodging Houses with three (3) Lodging Units.
- 5.3. Registration fees shall be charged on based on the number of Lodging Units in the Lodging House as set out in Schedule A to this By-law.
- 5.4. This By-law shall not apply to:
 - Apartment Buildings
 - Accessory Dwelling Units
 - Accommodations (i.e. Bed and Breakfasts, Hotels, Inns, etc.)
 - Nursing Homes and Residential Care Facilities

6 Prohibitions

- 6.1. No person shall operate a Lodging House with four (4) or more Lodging Units without a current, valid registration issued under the provisions of this By-law.
- 6.2. No person shall hold themselves to be registered under this By-law if they are not.
- 6.3. No person shall contravene or fail to comply with the terms or conditions of their registration as imposed under this By-law.

7 Administration

- 7.1. Administration of the By-law shall be assigned to the Town's Enforcement Officer.
- 7.2. The Enforcement Officer shall be responsible for:
 - Receiving and processing applications for registration;
 - Issuing proof of registration;
 - Imposing terms and conditions on registrations if required;
 - Refusing to issue or renew a registration;
 - Renewing registrations; and

- Revoking or suspending a registration in accordance with Section 8 of this By-law.

8 Application, Registration & Renewal

Application Requirements

- 8.1. Every application to register a Lodging House shall be made to the Enforcement Officer.
- 8.2. Every application for registration shall be accompanied by the appropriate registration fee as set out in Schedule A to this By-law.
- 8.3. Applications for registration shall include the following information:
 - Name, address and phone number for the Property Owner;
 - If the Property Owner is not located within the County of Kings, the name, address and phone number for a local property manager who may be contacted in case of emergency;
 - The municipal address of the Lodging House;
 - The number of Lodging Units;
 - A statement from the Property Owner certifying the accuracy, truthfulness and completeness of the application; and
 - The signature of the Property Owner or Owners.
- 8.4. Applications for registration shall be accompanied by the following supporting information:
 - A floor plan of the Lodging House including all Lodging Units, and showing the dimensions of each room;
 - A parking plan showing compliance with the Land Use By-law;
 - Proof of insurance that identifies the Lodging House as a rental property; and
 - Evidence that the Lodging House complies with the Fire Code and Land Use By-law.
- 8.5. The Enforcement Officer may request additional information at the time of Registration.

Fees

- 8.6. Refer to the Municipal Fees Policy 140-015.

Proof of Registration

- 8.7. No Proof of Registration shall be issued until compliance with all applicable regulations has been determined.
- 8.8. Each Proof of Registration shall include the following:
 - Date of issuance and date of expiry;
 - Municipal address of the Lodging House;
 - Name, address and telephone number of the Property Owner;

- Name and telephone number of the local Property Manager, if required; and
- A sketch of the parking plan.

8.9. The Proof of Registration shall be displayed prominently at the entrance to the Lodging House.

Refusal

8.10. The Enforcement Officer may refuse an Application for Registration under any of the following conditions:

- The Lodging House is not in compliance with applicable regulations;
- The Property Owner is carrying out activities that are in contravention of this or any other By-law of the Town of Wolfville;
- There are reasonable grounds to believe materials submitted with the application for registration contain false statements; and/or
- There are outstanding enforcement orders against the property.

8.11. If an Application for Registration is refused, the Enforcement Officer shall notify the Property Owner within five (5) business days.

Appeals

8.12. Any person whose application for registration has been refused or whose registration has been revoked or suspended may appeal the decision to Council.

8.12. Appeals shall be submitted to the Town in writing within 30 days of the decision.

Renewals

8.13. Registrations shall be renewed annually.

8.14. Registrations shall only be renewed if the Lodging House continues to be in compliance with the Fire Code and applicable Municipal By-laws.

8.15. Registrations shall be renewed subject to a regular inspection cycle that shall be determined by the Enforcement Officer.

9 Enforcement

9.1. Subject to Nova Scotia regulations, an Enforcement Officer or Police Officer may enter upon private property for the purpose of investigation and enforcement of this By-law.

- 9.2. Any Enforcement Officer or Police Officer who believes on reasonable and probable grounds that there has been a violation of this By-law may issue a Summary Offence Ticket.
- 9.3. Every person who contravenes or fails to comply with any of this By-law shall be liable to a penalty as set out in the Municipal Fees Policy 140-015.

Suspension or Revocation

- 9.4. After the third offence, the Enforcement Officer may suspend a registration under the following conditions:
 - Upon inspection, a Lodging House is found to be in contravention of the Fire Code, Property Standards By-law or Land Use By-law.
- 9.5. A registration may be suspended for a maximum of 90 days.
- 9.6. During the registration suspension period, the Property Owner must:
 - Make all reasonable efforts to bring the property into compliance with the Fire Code, Property Standards By-law or Land Use By-law; and
 - Cooperate with the Enforcement Officer to arrange for any required inspections.
- 9.7. A Lodging House may continue to operate during a period of registration suspension.
- 9.8. The Enforcement Officer may revoke a registration under any of the following conditions:
 - The Lodging House has failed to comply with the Fire Code, Property Standards by-law or Land Use By-law during the 90-day registration suspension period.
 - The Property Owner has failed to comply with enforcement orders during the 90-day Registration Suspension Period.
- 9.9. Upon revocation of a registration, a Lodging House must cease to operate within 90 days.
- 9.10. A Lodging House whose registration has been revoked shall not continue to operate.

10 Miscellaneous

Registration Transferability

- 10.1. Registration is issued to a Property Owner for the property named on the registration, and cannot be transferred to another Property Owner or address.
- 10.2. If the ownership of a Lodging House changes, the new Owner is required to seek a new registration.



11 Conflict

Where there is a conflict between this Bylaw and any other Bylaw, Act, Regulation or Authority regulating, restricting or prohibiting any activity described in this By-Law, the more restrictive Bylaw, Act, Regulation or Authority prevails to the extent of the conflict.

12 Severability

In the event that any provision of this Bylaw becomes or is declared by a court of competent jurisdiction to be illegal or unenforceable, the remainder of this Bylaw will continue in full force and effect.

Clerk's Annotation for Official Bylaw Book

Date of first reading: _____

Date of advertisement of Notice of Intent to Consider: _____

Date of second reading: _____

Date of advertisement of Passage of By-law: _____

Date of mailing to Minister a certified copy of By-law: _____

I certify that this **RESIDENTIAL RENTAL REGISTRATION BYLAW # 101** was adopted by Council and published as indicated above.

Dan S. Stovel, Town Clerk


Date

Schedules:

- A - Application for Residential Rental Registration**
- B - Sample Proof of Registration**



SCHEDULE A: Application for Residential Rental Registration

 Residential Rental Registration	
Registration No: <input style="width: 100%;" type="text"/> Civic Address: <input style="width: 100%;" type="text"/>	Number of Lodging Units: <input style="width: 50%;" type="text"/> Number of Parking Spaces: <input style="width: 50%;" type="text"/>
PROPERTY OWNER DETAILS	
Registered Property Owner(s)	<input style="width: 100%; height: 20px;" type="text"/>
Mailing Address:	<input style="width: 100%; height: 20px;" type="text"/>
Cell Phone:	Home Phone: <input style="width: 50%;" type="text"/>
Business Phone:	Email: <input style="width: 50%;" type="text"/>
PROPERTY MANAGER DETAILS (If applicable)	
Manager Name:	<input style="width: 100%; height: 20px;" type="text"/>
Mailing Address:	<input style="width: 100%; height: 20px;" type="text"/>
Cell Phone:	Home Phone: <input style="width: 50%;" type="text"/>
Business Phone:	Email: <input style="width: 50%;" type="text"/>
DOCUMENTS REQUIRED	
<input type="checkbox"/> A floor plan of the Lodging House including all Lodging Units, and showing the dimensions of each room. <input type="checkbox"/> A parking plan showing compliance with the Land Use By-law. <input type="checkbox"/> Proof of insurance that identifies the Lodging House as a rental property.	
CONDITIONS	
<p>Evidence that the Lodging House complies with the Fire Code and Land Use By-law will be required prior to the issuing of a Proof of Registration. Any required inspections will be arranged with the Enforcement Officer at the time of Application.</p> <p>Any Nonconforming Lodging House may also be required to provide documentation substantiating its existence prior to the effective date of the Land Use By-law that rendered it Nonconforming. Acceptable documentation includes:</p> <p>(a.) Copies of dated advertisements for rental rooms at the property pre-dating the adoption of the Land Use By-law;</p> <p>(b.) Copies of dated leases for tenants at the property. Any leases must have all identifying personal information blacked out, save the date; and/or Proof of rental income for a 12-month period preceding the adoption of the Land Use By-law.</p>	
<hr style="border: 0; border-top: 1px solid black; margin-bottom: 5px;"/> Town of Wolfville - Community Development 200 Dykeland Street Wolfville NS B4P 1A2 t: 902-542-3412 f: 902-542-5066 www.wolfville.ca	



DECLARATION

I/We, _____, of the Municipality of _____

in the _____, solemnly declare that:

All the statements contained in this Application are true and I/we make this solemn declaration conscientiously believing it to be true.

DECLARED before me at

at _____, Nova Scotia,

Date _____

Signature of Owner

Printed Name of Owner

Date _____

Signature of Witness

Printed Name of Witness

SCHEDULE B: Sample Proof of Registration

Date of issuance and date of expiry

Municipal address of the Lodging House

Name, address and telephone number of the Property Owner

Name and telephone number of the local Property Manager, if required; and

A sketch of the parking plan.

DRAFT

REQUEST FOR DECISION 023-2018

Title: Asset Management

Date: 2018-05-15

Department: Public Works



SUMMARY

ASSET MANAGEMENT

R.V. Anderson Associates Ltd. was contracted to prepare an Asset Management Plan (AMP) for the Town of Wolfville. The objective was to establish an initial AMP that provides the information necessary for staff to ensure Town infrastructure is safe, sustainable and addresses the needs of the residents and businesses of Wolfville.

DRAFT MOTION:

That Council accept the Asset Management Plan as presented and authorize staff to proceed with the implementation of recommendations contained in the plan subject to approval of annual budgets.

REQUEST FOR DECISION 023-2018

Title: Asset Management

Date: 2018-05-15

Department: Public Works



1) CAO COMMENTS

The CAO supports the recommendations of staff.

2) LEGISLATIVE AUTHORITY

N/A

3) STAFF RECOMMENDATION

That Council accept the Asset Management Plan as presented and authorize staff to proceed with the implementation of recommendations contained in the plan subject to approval of annual budgets.

4) REFERENCES AND ATTACHMENTS

1. Asset Management Plan (attached)
2. Ten-year Capital Investment Plan
3. Facility Condition Assessment
4. Pavement Condition Assessment
5. Tangible Capital Asset Inventory
6. Asset Summaries

5) DISCUSSION

The asset management plan contains four main considerations for Town owned inventory in both general government and the water utility;

- State of the Local Infrastructure – asset inventory size, valuation, condition and risk and the methodology and assumptions made to determine condition and risk.
- Level of Service – how assets are used to support services provided and presents a level of service framework to help develop performance measures.
- Financing Strategy – identifies capital funding requirements to maintain existing levels of service provided by the municipality.
- Priority Setting – presents proposed risk-based decision making process to identify and prioritize high risk projects.

The condition of all assets was estimated using a generalized asset deterioration curve and field assessments, if available. The inventory of assets in the general government fund are in good to fair condition. The inventory of assets in the water utility are in good condition. Overall Town assets are considered in good condition and suggests the Town is reinvesting in its capital assets as it should.

Both asset inventories exhibit a positive trend in total value of asset risks, with the largest percentage of assets in the low risk category and the smallest percentage of assets in the higher risk category. This

REQUEST FOR DECISION 023-2018

Title: Asset Management

Date: 2018-05-15

Department: Public Works



indicates the Town is effectively prioritizing high risk assets and ensuring critical assets do not reach a point of failure.

A key aspect of an Asset Management Plan is to match the level of service provided to the expectations of the residents. The plan provides a framework to be used to describe the current level of service and identify changes required to achieve future levels of service desired.

To identify a funding strategy, capital investment profiles were developed that estimate the funding required to sustainably maintain the existing asset inventories. The ratio between this profile and what is the planned capital investment is referred to as the funding ratio and is an indicator of how sustainable current funding is. The current funding ratios for general government and the water utility are 77% and 95% respectively, based on the assumptions made. These numbers are less than the 100% sustainable funding the municipality should strive for but are much better than typically seen in most municipalities across Canada (generally between 40% and 60%).

The final consideration is priority setting. The plan suggests moving from a more ad hoc approach to a risk ratings based approach to priority setting. The risk ratings look at the probability and consequences of failure with the objective of maintain all assets so there is no inventory in the high risk rating category.

The asset management plan prepared by R.V. Anderson is the first step and the road map staff will use to improve how we maintain and manage all town owned assets. The plan recognizes that the Town is moving in the right direction and is doing an excellent job in maintaining its existing asset inventory. There is room for improvement however to move toward sustainably managing all assets and allowing for the addition of new assets to the inventory.

6) FINANCIAL IMPLICATIONS

The capital investment profile developed considered the asset inventory over a 100-year period. The 100-year evaluation was used to ensure all asset replacement cycles are captured.

The general fund has an estimated infrastructure deficit of just over \$16 million. If all assets are replaced at the end of their useful life the annual funding requirement is \$3,467,000. The report notes the Town's annual average capital investment is \$2,669,000 resulting in an investment gap of \$798,000 each year. The report was based on the 2016/17 Ten Year CIP. The current 2018/19 Ten-year CIP reflects an annual average capital investment of \$3,403,000. Several points should be kept in mind:

- The annual average from the Ten-year CIP will fluctuate as the plan is updated during the budget process each year
- The current average (2018/19 CIP) is within 2% of the annual funding requirement identified in the AMP. This is a positive reflection of the steps Council has taken to continually address incremental increases in annual capital funding. However, as noted during 2018/19 budget

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discussion, the current Ten-year CIP will result in funding constraints/shortfalls starting in Year 11.

- Council has adopted a plan to increase annual capital funding by at least 1% over the next 4 years and 2.5% each year thereafter. The results of the AMP report indicate the Town is on the correct course, but additional capital funding capacity is likely in future years.
- The Town has made progress over the last decade. In 2010, the Town identified an infrastructure deficit that was the equivalent of 23% of the replacement cost of assets. The \$16 million deficit noted in the AMP equates to 17.7% of the replacement cost of assets.

The water utility has an estimated infrastructure deficit of \$2,119,000. If all assets are replaced at the end of their useful life the annual funding requirement is \$714,300. The current capital investment is \$675,300 resulting in an investment gap of \$39,000.

Options to close the investment gaps, particularly in general government will be presented to council as development of the plan progresses. In addition to funding considerations such as increased revenues, and grants, levels of services will be reviewed as an option to help close the investment gap.

7) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

Reference the appropriate strategic direction and sub goal from the 2017-2021 Strategic plan:

- Maximizing our infrastructure investments – the AMP will assist staff in ensuring Town infrastructure is safe, sustainable and addresses the needs of the residents and businesses of Wolfville.

Council Strategic Principles:

1. **Affordability**
2. **Environmental Sustainability**

8) COMMUNICATION REQUIREMENTS

The implementation of the Asset Management Plan is a long-range project. The review and any potential changes to the long term financial plan, levels of service and the implementation of a performance measurement program will be discussed with Council and other stakeholders prior to implementation.

9) ALTERNATIVES

Accept the recommendation of the Asset Management Plan



Town of Wolfville

ASSET MANAGEMENT PLAN

January 11, 2018

Prepared for:



445 Urquhart Crescent, Fredericton, NB E3B 8K4

Tel 506 455 2888 Fax 506 455 0193 www.rvanderson.com



Town of Wolfville Asset Management Plan

Town of Wolfville, NS



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RVA 163362

January 11, 2018

**Town of Wolfville
Asset Management Plan**

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1.0 INTRODUCTION

This asset management plan (AMP) was completed by R.V. Anderson Associates Ltd. (RVA) on behalf of the Town of Wolfville, Nova Scotia. The primary objective of this report is to establish an initial asset management plan for the Town and provide the information necessary to ensure Town infrastructure is safe, sustainable and responsive to the needs of Wolfville residents and businesses. The level of effort and deliverables were defined in RVA's proposal dated July 26, 2016.

This report contains four main sections, each with a unique set of objectives.

1. State of Local Infrastructure

Presents the asset inventory size, valuation, condition and risk results, and details the methodologies and assumptions used to estimate condition and risk.

2. Level of Service

Discusses how assets are used to support the services delivered by the Town and presents a level of service framework which is used to develop performance measures.

3. Financing Strategy

Outlines the future capital funding requirements necessary to maintain the existing levels of service provided by the municipality (replacing like-for-like).

4. Priority Setting

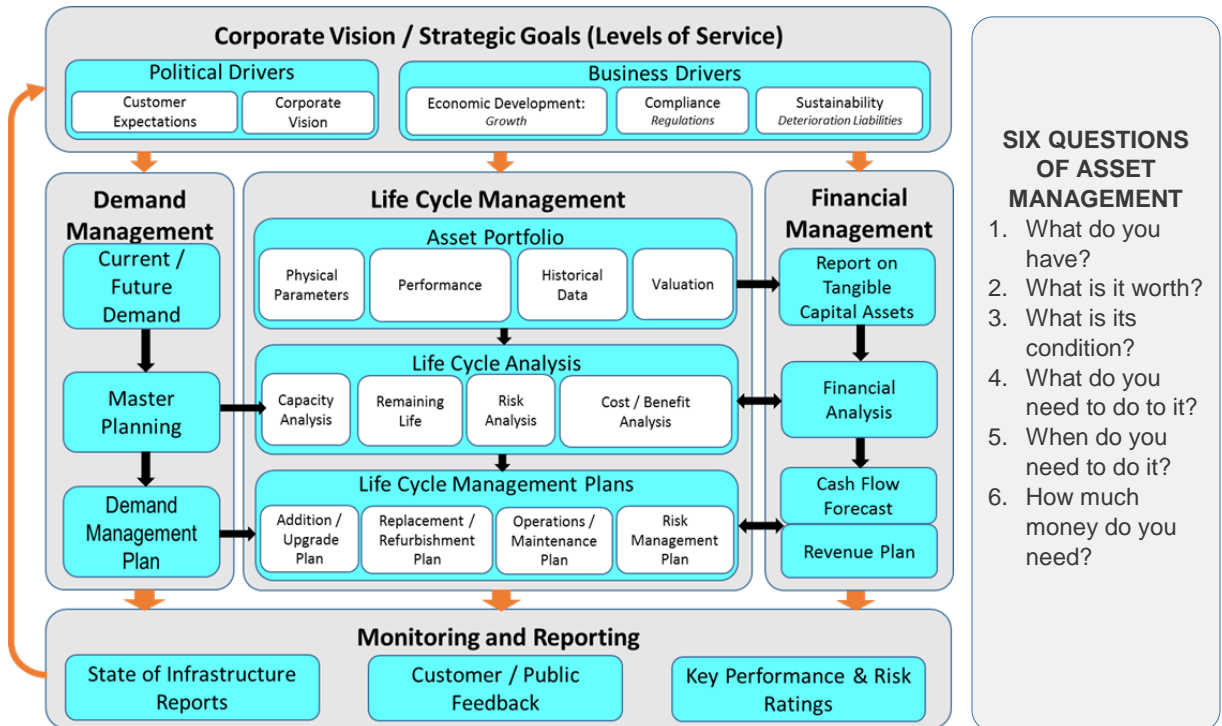
Presents the current methodology used by the Town to prioritize asset investments and provides an alternative risk-based decision-making framework to identify high-priority projects.

Following these report sections, a series of recommendations are provided to advance asset management within the Town of Wolfville and ensure the municipal assets can continue to provide the desired levels of service.

2.0 BACKGROUND

During the development of the asset management plan, the Town of Wolfville adopted the asset management framework shown in Figure 1 below. This asset management framework represents all the activities related to asset management within an organization and is based on answering the six (6) basic questions of asset management.

Figure 1 – Asset Management Framework



In addition to the asset management framework, the Town of Wolfville is planning to adopt an asset management policy and strategy to help institutionalize asset management within the municipality. The asset management plan presented in this report supports the municipal goals found in the policy and is a living document to report on the current performance of assets and asset management practices within the municipality. The proposed asset management policy and strategy are appended as Appendix 1.

3.0 STATE OF LOCAL INFRASTRUCTURE

3.1 Inventory

The asset inventory is divided into two categories, consistent with the Town of Wolfville’s two operating budgets: General Fund and Water Utility. General Fund assets are sub-categorized based on the existing set of categories used for the Town’s financial statements. Water Utility asset categories have been adjusted from the existing set of financial statements to reflect better the underlying assets found in the water system. Details of the asset inventory are summarized in Table 1 and Table 2.

Table 1 – General Fund Asset Inventory

Asset Category	Quantity	Unit
Land improvements	12	#
Buildings and structures	11	#
IT infrastructure	8	#
Equipment	13	#
Traffic lights and poles	10	#
Sewer systems		
Sewer mains	38	km
Storm mains	30	km
Sewer plants		
Sewage treatment lagoon	1	#
Sanitary lift stations	6	#
Sidewalks	23	km
Streets and curbs		
Streets	35	km
Curbs	49	km
Vehicles and heavy equipment	70	#

Table 2 - Water Utility Asset Inventory

Asset Category	Quantity	Unit
Water facilities		
Concrete reservoir	1	#
Wells	3	#
Water treatment facility	1	#
Watermains		
Distribution	36.1	km
Transmission	10.2	km
Meters	1500 (approx.)	#
Hydrants	215	#
Equipment		
Transportation	1	#
Tools and work equipment	Unknown	
Office furniture and equipment	Unknown	

3.2 Replacement Cost

The replacement cost of all assets has been estimated using one of two methods. Where available, user-defined costs are derived from historical contracts or external costing sources to estimate unit replacement costs. Where historical records or external sources are unavailable, historical acquisition costs are inflated using the Consumer Price Index (CPI) or Non-Residential Building Construction Price Index (NRBCPI). All prices in this study are estimated using 2016 dollars. Table 3 and Table 4 summarize the total replacement costs and valuation methods used for both asset inventories.

Replacement costs which rely on generalized price indexes (PCI and NRBCPI) are typically understated (low) and are poor indicators of the true replacement costs of physical assets. Additionally, an “integrated” unit cost is generated for some assets which use historical contracts as a valuation method (typically right-of-way assets such as water mains, sewer mains, storm mains, streets, sidewalks, and curbs). This integrated unit cost represents the unit cost to replace an asset when combined with the replacement of all other assets in the right-of-way. This value is much lower than the standalone cost to replace an individual piece of infrastructure. For example, the cost to replace a water main will be much lower when combined with a full street reconstruction and replacement of other underground services when compared to the cost of only replacing the water main.

We recommend the Town refine and update the replacement costs on an annual basis. Town managers should evaluate recent contracts as a basis for the true costs of replacement and should re-calculate historical estimates to consider inflation and changes in the local market.

Table 3 - General Fund Replacement Costs

Asset Category	Replacement Cost	Valuation Method
Land improvements	\$3,549,999	CPI
Buildings and structures	\$5,231,288	NRBCPI
IT infrastructure	\$117,813	CPI
Equipment	\$197,114	CPI
Traffic lights and poles	\$158,049	CPI
Sewer systems		
Sewer mains	\$12,905,537	Historical Costs
Storm mains	\$11,554,925	Historical Costs
Sewer plants		
Sewage treatment lagoon	\$2,900,000	(RJBA, 2005)
Sanitary lift stations	\$7,939,896	(RJBA, 2005)
Sidewalks	\$2,048,814	Historical Costs
Streets and curbs		
Streets	\$33,678,645	Historical Costs
Curbs	\$6,010,028	Historical Costs
Vehicles and heavy equipment	\$4,475,684	CPI
Total	\$90,871,630	

Table 4 - Water Utility Replacement Costs

Asset Category	Replacement Cost	Valuation Method
Water facilities		
Ridge Road in-ground concrete reservoir	\$3,049,468	NRBCPI
Cherry Lane well	\$160,000	(RJBA, 2005)
Wickwire well	\$156,400	(RJBA, 2005)
Main Street well	\$156,400	(RJBA, 2005)
Water treatment facility	\$1,800,000	(RJBA, 2005)
Watermains		
Distribution	\$21,159,927	Historical Costs
Transmission	\$5,998,260	Historical Costs
Meters	\$431,815	CPI
Hydrants ¹	\$-	n/a
Equipment		
Transportation	\$115,291	CPI
Tools and work equipment	\$427,858	CPI
Office furniture and equipment	\$47,644	CPI
Total	\$33,503,061	

1 – Hydrant replacement costs are included in distribution and transmission mains.

3.3 Condition

The condition of each asset represents the current state of *physical* repair and is rated using a five-point scale to align the Town of Wolfville with the 2016 Canadian Infrastructure Report Card (CIRC, 2016). This simplified condition rating scale allows for comparative benchmarking between asset groups and is sufficiently detailed for high-level decision making. Descriptions of each condition rating (from 1 to 5) are shown in Table 5 below.

Table 5 - Condition Rating Framework

Rating	Condition	Definition
1	Very Good	Fit for the future. Well maintained, good condition, new or recently rehabilitated.
2	Good	Adequate for now. Acceptable, generally approaching mid-stage of expected service life.
3	Fair	Requires attention. Signs of deterioration, some elements exhibit deficiencies.
4	Poor	Increasing potential for affecting service. Approaching end of service life, condition below standard, a large portion of the system exhibits significant deterioration.
5	Very Poor	Unfit for sustained service delivery. Near or beyond expected service life, widespread signs of advanced deterioration, some assets may be unusable.

Condition ratings can be determined in a variety of ways, but are generalized in two categories; by field assessment or predictive modeling. The preferred and more reliable method to determine condition is through field assessments and inspections. For the initial asset management plan, the majority of asset condition ratings were estimated using a simplified predictive model, using age as a proxy. The exception to this was streets, which have undergone regular Pavement Condition Index (PCI) inspections. Condition ratings were estimated based on a generalized asset deterioration curve, shown in Figure 3 below. This general deterioration curve reflects the accelerated rate of deterioration towards the end of an asset’s service life.

Figure 2 - Generalized Asset Deterioration Curve

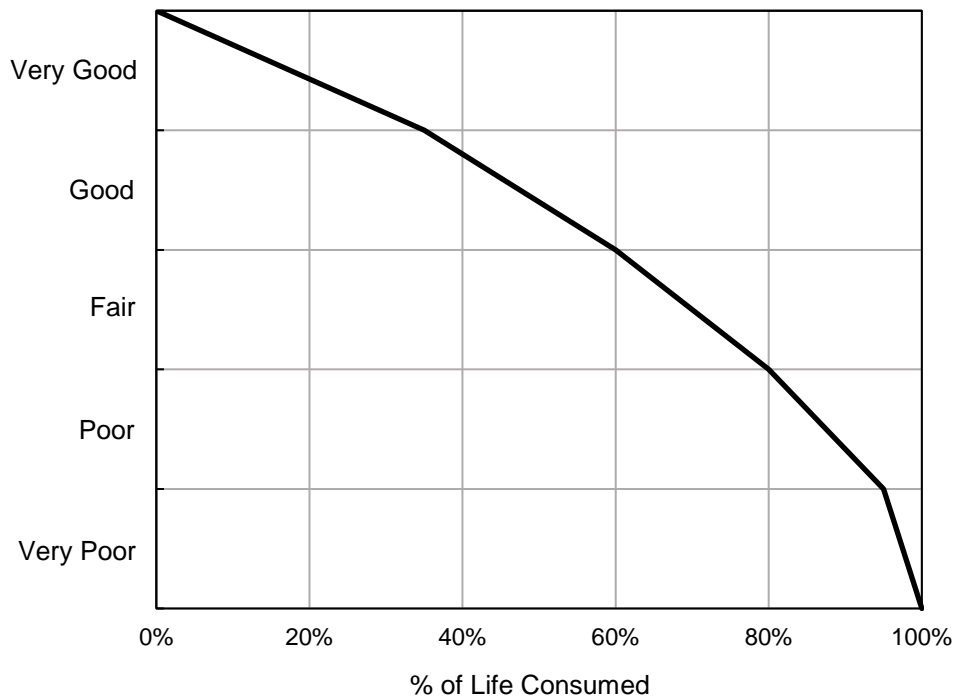


Table 6 - Condition Rating Table

Rank	Condition	% Life Consumed
1	Very Good	0 - 35%
2	Good	36 - 60%
3	Fair	61 - 80%
4	Poor	81 - 95%
5	Very Poor	96 - 100%

The condition of each asset was estimated using the methodology above. Where available, actual condition assessment data is used (e.g., streets). Condition results for the General Fund and Water Utility are summarized in Table 7 and Table 8 below, with condition distribution charts shown in Figure 3 and Figure 4, respectively.

Overall, the Town of Wolfville assets are in a Good to Fair condition. This is an encouraging result and suggests the Town has been appropriately re-investing in its capital assets. These results should be taken with caution as the condition is estimated based on available asset data in the asset inventory. Notably, the original in-service year (acquisition year) of assets (and subsequently their age) is frequently based on

incomplete financial records or estimates from other sources (e.g., GIS database), professional judgment and input from Town staff. As a result, the condition ratings are approximate and are subject to change based on the performance of condition assessments and the refinement of the asset inventory.

Table 7 – General Fund Condition Results

Asset Category	Condition Rating
Land improvements	2.0
Buildings and structures	1.9
IT infrastructure	1.8
Equipment	2.5
Traffic lights and poles	2.7
Sewer systems	
Sewer mains	2.5
Storm mains	2.6
Sewer plants	
Sewage treatment lagoon	2.3
Sanitary lift stations	4.3
Sidewalks	1.7
Streets and curbs	
Streets	2.6
Curbs	2.3
Vehicles and heavy equipment	2.6
Total	2.6

Figure 3 - General Fund Condition Distribution

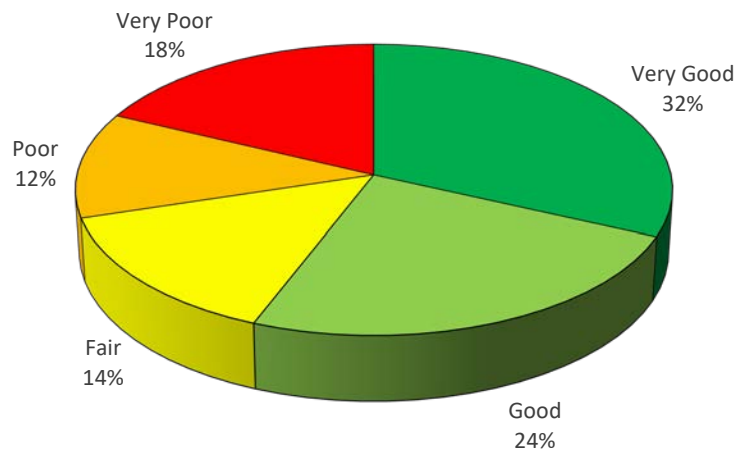
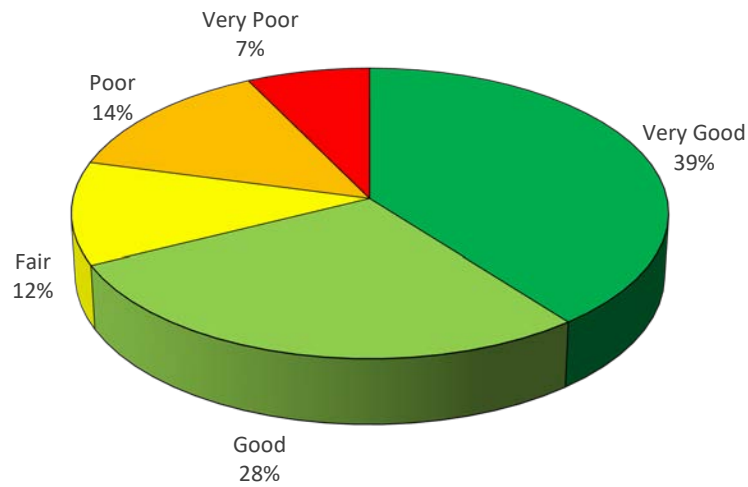


Table 8 - Water Utility Condition Results

Asset Category	Condition
Water facilities	
Ridge Road in-ground concrete reservoir	3.1
Cherry Lane well	4.8
Wickwire well	3.5
Main Street well	2.8
Water treatment facility	3.9
Watermains	
Distribution	1.9
Transmission	1.8
Meters	4.2
Hydrants ¹	2.9
Equipment	
Transportation	4.3
Tools and work equipment	4.8
Office furniture and equipment	4.6
Total	2.2

Figure 4 – Water Utility Condition Distribution



3.4 Risk

Risk ratings are used to determine which assets pose a significant threat to the delivery of services and are a priority for repair or renewal. Assets which are likely to fail and have a serious consequence of failure will score a higher risk rating than assets which are not likely to fail and/or have a minor consequence of failure. A simple risk evaluation technique is used for all assets in this report. This method uses both the probability and consequence of failure of an asset and calculates the risk rating with the following equation:

$$\text{Risk Rating} = (\text{Probability of Failure}) \times (\text{Consequence of Failure})$$

Like condition, probability and consequence of failure are scored on a 1-5 rating scale. These ratings, and their associated descriptions are shown in Table 9 below. Multiplying these two values yields a risk matrix, shown in Table 10.

Table 9 - Probability and Consequence of Failure Descriptions

Rating	Probability of Failure	Consequence of Failure
1	Improbable	Insignificant
2	Unlikely	Minor
3	Possible	Moderate
4	Likely	Major
5	Highly Probable	Severe

Table 10 - Risk Rating Framework

			Consequence of Failure					Risk Category
			Insignifi- cant	Minor	Moderate	Major	Severe	
			1	2	3	4	5	
Probability of Failure	Improbable	1	1	2	3	4	5	Low
	Unlikely	2	2	4	6	8	10	Medium – Low
	Possible	3	3	6	9	12	15	Medium
	Likely	4	4	8	12	16	20	Medium-High
	Highly Probable	5	5	10	15	20	25	High

As an example, an asset could have a high probability of failure of 5 but only have a small consequence of failure of 2. As a result, the asset would only score a risk rating of 10 and fall in the medium risk category despite its high probability of failure (a section of sidewalk would fit this risk profile). This asset is compared to a second asset with a lower probability of failure of 4, but a much higher consequence of failure of 5. This asset would score a higher risk rating of 20, fall in the medium-high risk category, and is recognized as a more critical asset (a piece of disinfection equipment at the water treatment plant would fit this risk profile).

The consequence of failure ratings for each asset have been predetermined based on professional judgment. The specific rating of each asset is differentiated based on several factors including size, type or location. A full list of the consequence of failure ratings are presented in Appendix 2. For the first iteration of the asset management plan, probability of failure ratings have been assumed to be equal to the asset’s condition rating. This is a generalized assumption, and we recommend the Town refine the calculation of probability of failure ratings to include additional environmental factors such as climate change (briefly discussed at the end of this section). The risk rating of each asset was determined using the methodology above. Figure 5 and Figure 6, and Table 11 and Table 12 summarize the risk ratings of Town assets.

Both General Fund and Water Utility asset inventories exhibit a decreasing trend in the total value of asset risks. The largest value of assets are a Low risk category with decreasing amounts of assets in the subsequently higher risk categories (see Figure 5 and Figure 6). This is a good indication the Town has effectively prioritized high-risk assets in the past.

However, there is still a set of assets exhibiting a High degree of risk (0.1% of the General Fund and 1.2% of the Water Utility). We recommend municipalities have no assets in this High-risk category as asset failure is likely certain and will have severe consequences. A good example of this type of asset would be the chlorination component of the water treatment facility.

Table 11 – General Fund Risk Rating Results

Risk Category	Replacement Cost	% of Total
Low	\$42,244,648	46.5%
Medium - Low	\$26,991,095	29.7%
Medium	\$15,691,981	17.3%
Medium - High	\$5,826,887	6.4%
High	\$117,018	0.1%
Total	\$90,871,630	100%

Figure 5 – General Fund Distribution of Asset Risks

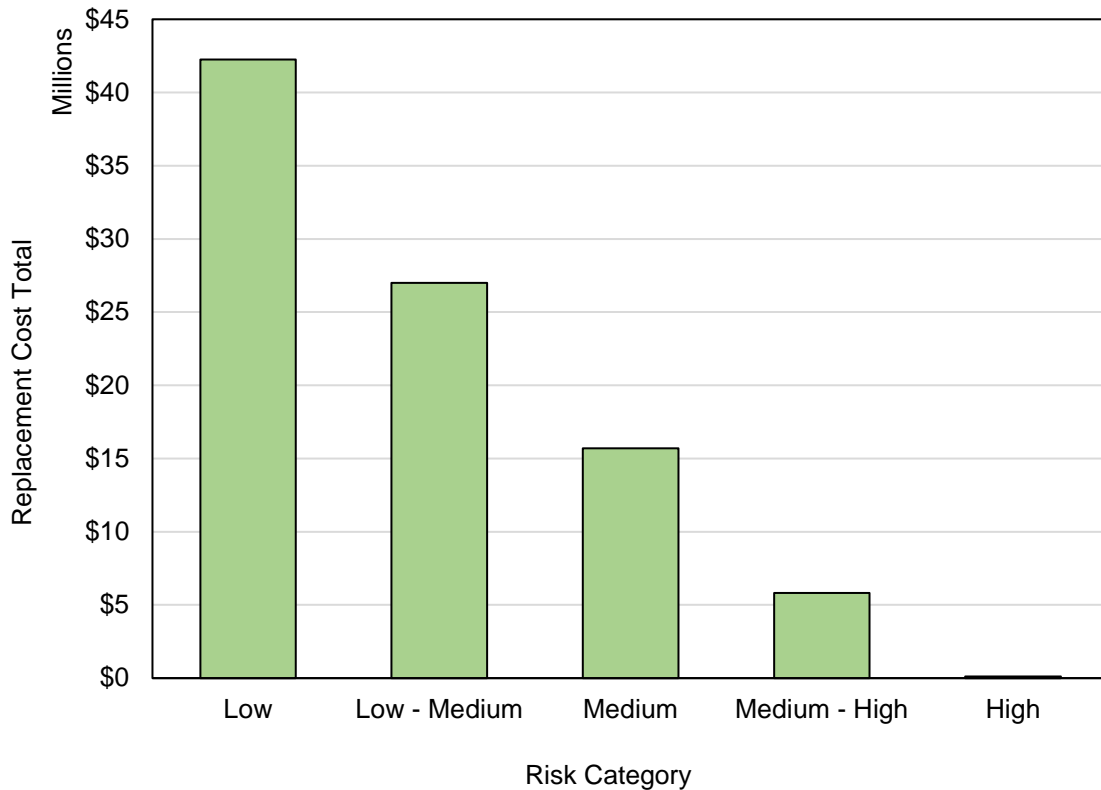
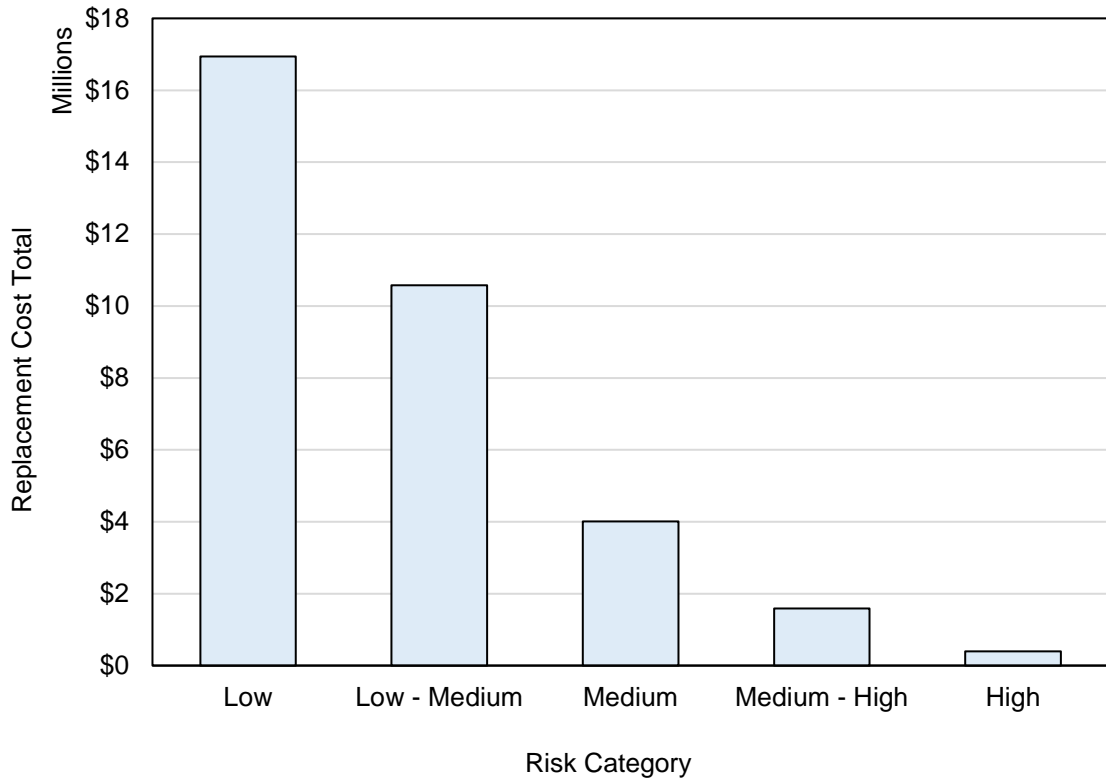


Table 12 – Water Utility Risk Rating Results

Risk Category	Replacement Cost	% of Total
Low	\$16,938,368	50.6%
Medium - Low	\$10,575,886	31.6%
Medium	\$4,006,583	12.0%
Medium - High	\$1,590,440	4.7%
High	\$392,000	1.2%
Total	\$33,503,276	100%

Figure 6 – Water Utility Distribution of Asset Risks



3.5 Climate Change

As a coastal municipality, the Town of Wolfville is sensitive to the increasing threats of climate change. Relevant climate hazards include flooding of the Bay of Fundy and Minas Basin due to storm surge, upland flooding due to high-intensity precipitation events, prolonged drought, high winds and freezing precipitation. The effects of climate change have not been reflected in the risk scores of specific assets in this inaugural version of the asset management plan. However, the effects of climate change can be included for each asset in the risk framework presented above.

We recommend the Town pursue a more detailed climate change study to determine which assets are threatened by the climate hazards identified above and to incorporate these results into the existing risk rating system.

4.0 LEVELS OF SERVICE

One of the key objectives of an asset management plan is to match the levels of service (LOS) a municipality delivers with the expectations of its residents. As a first step towards establishing levels of service, a LOS framework is outlined. Additionally, a series of service statements have been provided for the six major service areas. Level of service statements focus on describing the municipality's outputs, rather than outcomes. Future iterations of the asset management plan can establish performance measures and key performance indicators to effectively measure and manage the outcomes (services provided).

4.1 Level of Service Framework

The LOS framework will enable the Town to describe the **current** levels of service and identify changes required to provide the **desired** levels of service. There are three main components to the LOS framework, described below. The LOS framework is presented in Figure 7, and an example is shown in Figure 8.

1. Level of Service Statements – High-level description of the services (outputs) provided by the municipality. LOS statements need to be described in a way which can be easily understood by all stakeholders.
2. Customer Performance Measures – How the customer receives or experiences the service. Customer measures are used in public documents and are aimed at a layperson.
3. Technical Performance Measures – What the organization does to deliver the service. These measures support customer measures and tend to be used internally to measure performance against service levels. There are two types of technical performance measures: asset and operational performance. Asset performance measures detail how the organization provides assets to support the service, while operational measures focus on how the organization operates and maintains assets to support the service.

It should be recognized this is an initial LOS Framework, which in the future needs to be adjusted based on the Town's goals and objective. This framework contains a foundation which the Town can build on, and is supported by leading industry standards such as the IPWEA's International Infrastructure Management Manual.

Figure 7 - LOS Framework

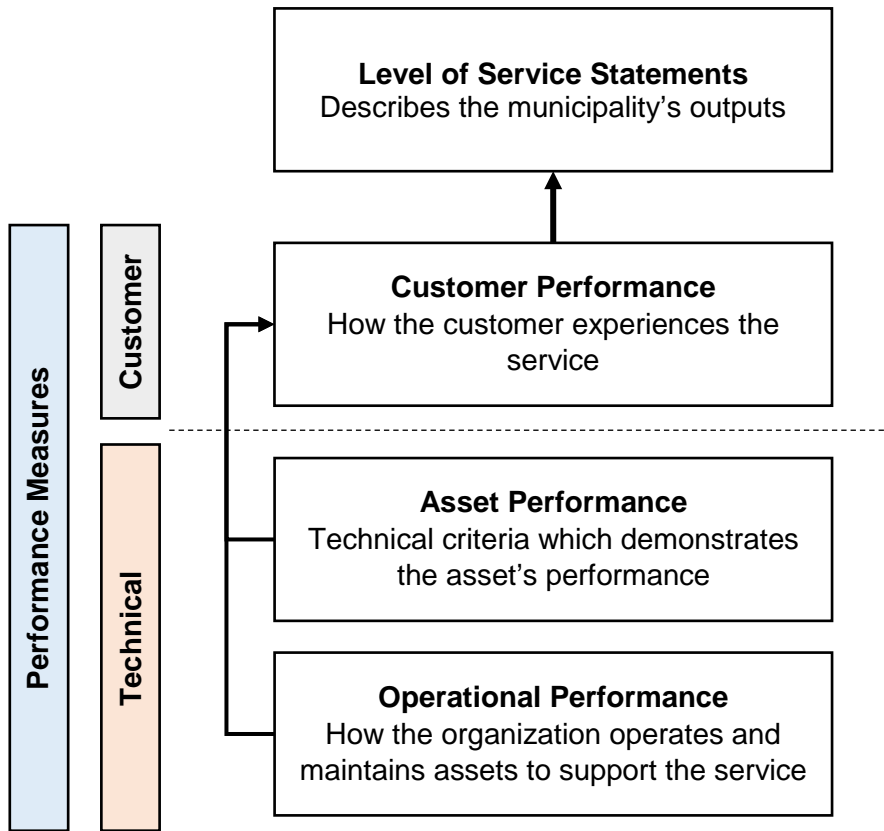
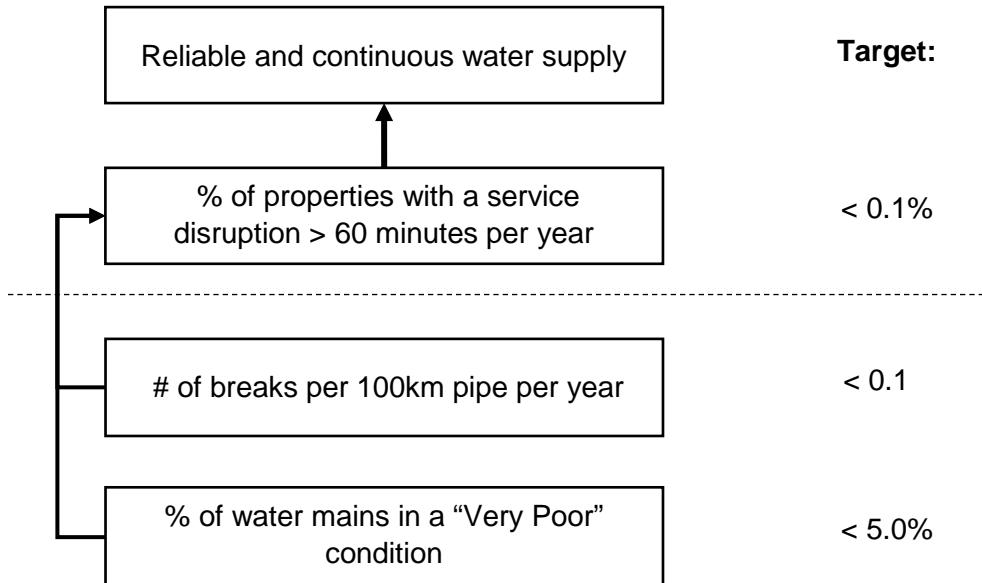


Figure 8 - Example LOS Framework



4.2 Level of Service Statements

The Town of Wolfville provides a wide range of services to its citizens. These are separated into six (6) major areas, consistent with the 2016/17 operational plan's capital budget. We have identified a recommended set of service statements for these service areas which will form the foundation upon which performance measures can be established.

Prior to the development of performance measures, we recommend the Town consult with key stakeholders to review services provided by the municipality and modify the set of service statements provided. Following this consultation, the Town can more accurately develop customer, and technical performance measures to evaluate the Town's performance in obtaining level of service targets and adjust as desired (note the cost implications of adding/deleting and increasing/decreasing services).

Table 13 – Town of Wolfville Service Statements

Service Area	Service(s)	Service Statement(s)
General Government	TBD	TBD
Protective Services	By-law enforcement	TBD
	Fire protection (volunteer)	TBD
	Animal control	TBD
Transportation	Streets	Affordable service delivery. Reliable access. Acceptable capacity. Acceptable quality.
	Sidewalks	Affordable service delivery. Reliable access. Acceptable capacity. Acceptable quality.
	Storm water management	Affordable service delivery. Environmentally responsible. Acceptable quality.
Environmental Health	Sanitary collection and treatment	Affordable service delivery. Reliable collection. Environmentally responsible.
Community Infrastructure	Parks and greenspaces	Easily accessible. Affordable service delivery. Acceptable quality.

	Trails	TBD
	Playgrounds	Easily accessible. Affordable service delivery. Safe environment. Acceptable quality.
	Outdoor sports fields and facilities	Acceptable capacity. Affordable service delivery. Acceptable quality.
	Pools and splash pads	Acceptable capacity. Affordable service delivery. Acceptable quality.
Water	Drinking water supply	Acceptable capacity. Affordable service delivery. Safe and clean drinking water. Reliable and continuous water supply.

5.0 FINANCING STRATEGY

5.1 Capital Investment Profiles

Capital investment profiles outline the future investment requirements to sustainably finance the existing asset inventory over a 100-year period. A 100-year evaluation period was selected to ensure the replacement cycle of the longest lasting assets are captured. The profiles present four pieces of key information:

1. Infrastructure Deficit

The total value of assets which are at, or have exceeded, the end of their useful lives and are due for replacement or renewal.

2. Average Annual Funding Requirements

Indicates the average annual funding requirements to replace all assets which have reached the end of their useful lives in a given decade.

3. 100-year Sustainable Funding Requirement

The average annual capital investment required to replace all assets at the end of their useful lives and to eliminate the infrastructure deficit over a 100-year period.

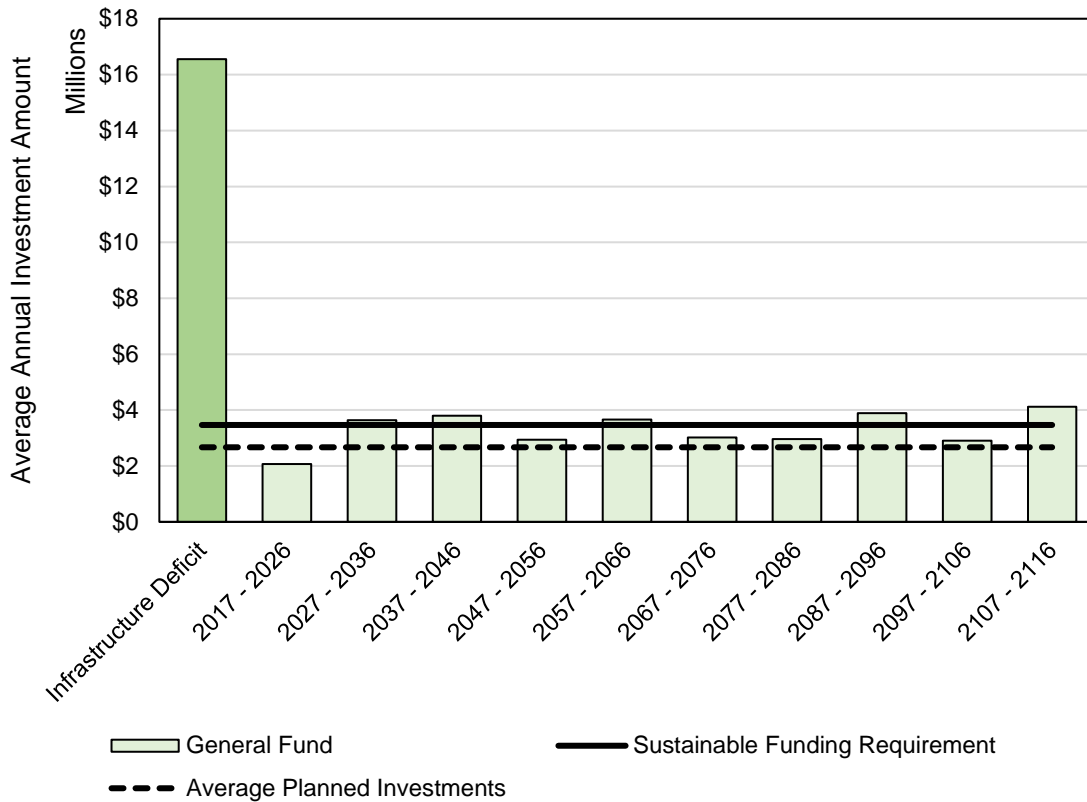
4. Historical Budgets/Planned Funding

The historical funding rate committed by the municipality or the expected annual capital investment based on municipal planning documents.

The difference between the sustainable funding requirement and historical budgets/planned funding is known as the “Investment Gap”.

The investment profiles developed for this report assume each asset in the asset inventory will be replaced once it reaches the end of its estimated useful life and is replaced with an identical asset (replacing like-for-like). Separate investment profiles have been developed for the General Fund and Water Utility are presented in Figure 9 and Figure 10, respectively.

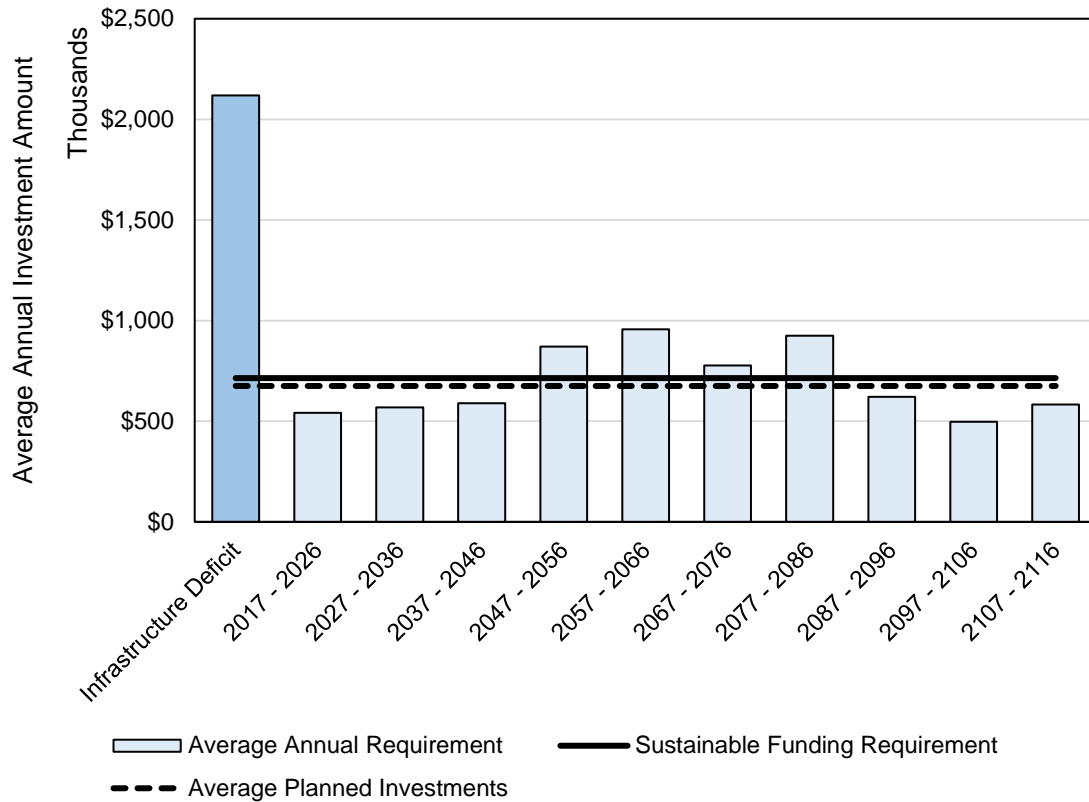
Figure 9 – General Funding Capital Investment Profile



The General Fund has a current infrastructure deficit of \$16,143,645 . If all assets were replaced at the end of their useful lives, there would be a 100-year sustainable funding requirement of \$3,466,719 per year (including the infrastructure deficit). The 2016/17 Town of Wolfville 10-Year Capital Investment Plan indicates an average capital investment of \$2,668,620 per year, resulting in an investment gap of \$798,099 . These results indicate a funding ratio of 77% and is much better than typically seen in municipalities of similar size.

To help overcome this gap, the Town of Wolfville is planning to increase capital funding by 1% over the next 5 years and then 2% over the following 5 years. The capital investment profile and investment gap results support these plans. In addition to increasing the capital budget, the Town can consider increasing revenues, decreasing levels of service provided, and/or realize operational efficiencies to help close the investment gap and ensure the Town’s infrastructure is sustainably funded.

Figure 10 – Water Utility Capital Investment Profile



The Water Utility has a current infrastructure deficit of \$2,118,832 . If all assets were replaced at the end of their useful lives, there would be a 100-year sustainable funding requirement of \$714,339 per year (including the infrastructure deficit). The three-year Water Utility budget indicates an average capital investment of \$675,300 per year, resulting in a relatively minor investment gap of \$39,039 . These results indicate a funding ratio of 95% and is an exception for water utilities of similar size. This is an encouraging result and we recommend the Town continue to fund the Water Utility’s capital budget at a similar rate, with annual increases to account for anticipated inflation.

5.2 Revenue Sources

A review of Town financial statements and operational budgets demonstrate a variety of available revenue sources to replace existing assets and build for growth. A full list of these revenue sources and the amounts budgeted for 2016/17 is shown in Table 14 below.

Table 14 – Town of Wolfville Revenue Sources

Revenue Source	2016/17 Budget
<u>General Fund</u>	
Taxes and grants in lieu of taxes	\$8,325,700
Sale of service/cost recoveries	\$807,700
Sewer rates	\$375,000
Provincial and Federal grants	\$82,100
General Fund Total	\$9,590,500
<u>Water Utility</u>	
Metered sales	\$651,000
Fire Protection charges	\$388,300
Other	\$22,500
Water Utility Total	\$1,061,800
Grand Total	\$10,652,300

We recommend the Town identify the percentages or amounts from each revenue source dedicated towards capital projects (alternatively, how much revenue is dedicated towards operating costs) and identify expected federal and provincial capital grants. This will allow the Town to improve its long-term financial plan to ensure the current asset inventory is sustainably funded.

A long-term financial plan is an integral piece of any local government to ensure financial sustainability. Additionally, we expect federal or provincial governments will require municipalities to sustainably fund their existing inventory in the future. These types of requirements have already been implemented in the Province of Ontario, where public water utilities must have a 100% sustainably funded asset inventory. Pre-emptively refining the long-term financial plan will allow the Town of Wolfville to be better prepared for these pending legislative and regulatory requirements.

6.0 PRIORITY SETTING

The Town of Wolfville currently operates a 10-year Capital Investment Plan (CIP) for the General Fund and a three-year budget for the Water Utility to determine planned capital investments. Capital investments are prioritized using an ad-hoc approach which considers the condition of assets (where information is available), ensures regular equipment upgrades, and provides funding for community infrastructure. Additionally, consideration is made to align asset investments with the Town's strategic directions, listed below.

1. Improving Quality of Life for All

- To foster economic independence, inclusion and dignity through more affordable and diverse housing options.
- To offer a dynamic quality of life grounded in the Town's leisure, cultural and recreation activities.
- To support energy efficiency opportunities throughout the community.
- To harmonize the diverse lifestyle choices between all demographics in Wolfville.

2. Maximizing our Infrastructure Investments

- To create efficiencies and utilization of the Town owned buildings.
- To make the downtown core more user friendly.
- To ensure the Town owned/funded infrastructure meets the needs of the community.

3. Leveraging our Economic Opportunities

- To advance Wolfville as a premier destination in Atlantic Canada for culinary, craft beverages and wine experiences.
- To create a business ready environment for future expansion and attraction opportunities.
- To foster the success of our existing business community.

In addition to the current methodology, we recommend the Town of Wolfville consider high-risk assets as part of the overall decision-making process. Our experience suggests local governments with a clear understanding of their priorities, and a methodology to support their decision-making, are more likely to be awarded federal and provincial grants.

A risk-based decision-making methodology can be used to highlight high-risk assets which require rehabilitation or replacement. This methodology would produce a set of prioritized investments in the current asset inventory, as shown in Table 15 and Table 16. This list outlines which assets have a risk rating of 25 or 20 and require immediate attention, thereby supporting the decision-making process in the municipality. We do not recommend the Town solely use a prescriptive methodology when making decisions, but encourage Town managers and decision-makers to consider risk rating results as part of the overall decision-making process.

Table 15 - General Fund Risk Rating Priorities

Asset ID	Asset Name	Description	Risk Rating	Replacement Cost
0128-SWM27	Storm water main	Gaspereau Avenue	25	\$44,128
0128-SWM511	Storm water main	Gaspereau Avenue	25	\$34,322
0053-SSM80	Sewer main	Seaview Ave	25	\$31,689
0095-SSM12	Sewer main	University Ave	25	\$6,880
SP-07-001	Main Lift Station	Process, piping and equipment	20	\$1,361,372
STR-228	Maple Avenue	Street	20	\$508,560
SP-03-001	Acadia Lift Station	Process, piping and equipment	20	\$394,519
SP-06-001	Oak Lift Station	Process, piping and equipment	20	\$388,079
SP-04-001	Elm Lift Station	Process, piping and equipment	20	\$279,929
SP-05-001	Harbourside Lift Station	Process, piping and equipment	20	\$235,413
STR-223	Maple Avenue		20	\$173,940
SP-03-008	Acadia Lift Station	Roof	20	\$68,021
0051-SSM488	Sewer main	Main Street	20	\$35,442
STR-229	Street	Maple Avenue	20	\$31,980
0078-SSM429	Sewer main	Highland Ave	20	\$26,685
0078-SSM430	Sewer main	Highland Ave	20	\$22,620
0085-SSM489	Sewer main	Highland Ave	20	\$17,200
0229-SSM140	Sewer main	Gaspereau Ave	20	\$16,157
0085-SSM396	Sewer main	Highland Ave	20	\$15,115
0078-SSM431	Sewer main	Highland Ave	20	\$15,011
Total				\$3,707,059

Table 16 – Water Utility Risk Rating Priorities

Asset ID	Asset Name	Description	Risk Rating	Replacement Cost
WF-04-001	Water Treatment Facility	Process Piping and Equipment	25	\$360,000
WF-02-001	Cherry Lane Well	Process Piping and Equipment	25	\$32,000
WF-01-001	Concrete Reservoir	Process Piping and Equipment	20	\$548,904
0165-WM150	Water main	University Avenue	20	\$164,500
WF-04-008	Water Treatment Facility	Roof	20	\$171,000
WF-02-008	Cherry Lane Well	Roof	20	\$12,000
WF-03-008	Wickwire Well	Roof	20	\$11,730
Total				\$1,300,134

7.0 CONCLUSIONS

This asset management plan (AMP) was prepared to provide the Town of Wolfville with the information necessary to ensure Town infrastructure is safe, sustainable and responsive to needs of residents and businesses. In addition to the AMP, the Town will adopt an asset management policy and strategy (Appendix 1) to institutionalize asset management practices within the community. With this AMP, the Town of Wolfville is well positioned to satisfy the pending provincial reporting requirements and maintain eligibility for federal Gas Tax funding.

The Town of Wolfville currently operates two distinct sets of asset inventories. The first is the General Fund, composed of land improvements, buildings and structures, equipment, IT infrastructure, traffic lights and poles, sewer systems, sewer plants, sidewalks, streets and curbs, and vehicles and heavy equipment. The total value of this inventory is \$90.9 million. The second inventory is the Water Utility, composed of water facilities (water treatment facility, wells, and a concrete reservoir), water mains, and equipment. The total value of this inventory is \$33.5 million.

The condition of all assets in the inventory has been estimated using a generalized asset deterioration curve and, where available, have considered field assessments (e.g. Pavement Condition Index (PCI) for streets). The General Fund inventory has a replacement value weighted average condition rating of 2.6 and, overall, is in a Good to Fair condition. However, 18.0% of assets (by replacement value) are in a Very Poor condition. A completely sustainable inventory would exhibit a much smaller percentage (~5%) of assets in this condition. The Water Utility inventory has a replacement value weighted average condition rating of 2.2 and, overall, is in a Good condition. A relatively smaller amount of assets (7.4%) are in a Very Poor condition, when compared to the General Fund. Overall, the Town of Wolfville assets are in a Good to Fair condition. This is encouraging and suggests the Town has been appropriately re-investing in its capital assets. These results should be interpreted with caution as condition is estimated based on the best available (but imperfect) data in the asset inventory.

In addition to condition, risk ratings have been determined for all assets. Risk is a combination of likelihood and severity of asset failure and the resulting impact on the Town's ability to deliver services. Risk ratings allow the Town to identify and manage risks and help municipal planners avoid unforeseen service failures. Both General Fund and Water Utility asset inventories exhibit a positive trend in total value of asset risks, with the largest percentage of assets in the Low-risk category, a decreasing amount of assets in the subsequently higher risk categories, and the smallest value of assets in the High-risk category. This indicates the Town has effectively prioritized high-risk assets and ensured critical assets do not reach a point of failure. However, there are still assets

exhibiting a High degree a risk (0.1% of the General Fund and 1.2% of the Water Utility total). We recommend municipalities have no assets in this High-risk category as asset failure is likely certain and will have severe consequences.

One of the key objectives of an asset management plan is to match the levels of service (LOS) a municipality delivers with the expectations of its residents. As a first step towards defining service levels, a level of service framework has been established. This framework outlines the three main components of determining levels of service (service statements, and customer and technical performance measures) and will allow the Town to describe the current service levels provided and identify changes required to achieve future levels of service desired. Additionally, initial service statements have been prepared and are the foundation upon which performance measures can be established. Prior to the development of performance measures, we recommend the Town consult with key stakeholders to review services provided by the municipality and modify the service statements.

Capital investment profiles were developed to gain a better understanding of the financial requirements sustainably maintain the existing asset inventories. These profiles allow Town staff to estimate the sustainable funding amount and compare this to planned capital investments. The ratio between these values is known as the funding ratio and gives an indication of the how sustainable current funding is. The General Fund and Water Utility have funding ratios of 77% and 95%, respectively. While these inventories are not 100% sustainably funded, they are much better than typically seen in municipalities across Canada (generally between 40% and 60%).

Lastly, a discussion and analysis on priority setting is presented. Currently, the Town's capital investments are prioritized using an ad-hoc approach which considers the condition of assets (where information is available), ensures regular equipment upgrades, and provides funding for community infrastructure. Additionally, consideration is made to align asset investments with the Town's strategic directions. We have provided an alternative source of high priority projects using risk ratings. This alternative source of projects is intended to support the decision-making and capital planning process of the municipality. We recommend the Town consider risk ratings and Council's strategic objectives when prioritizing capital investments. Town managers should evaluate investments based on objective and evidence-based metrics while understanding that strategic priorities, often subjective, are vital to a community's continued success and prosperity.

In conclusion, we are encouraged by the Town's development of an asset management plan. Initial results suggest the Town has done an excellent job in maintaining its existing asset inventory. However, it is important to recognize these are initial results based on

best available (but imperfect) data in the asset inventory. We encourage the Town to continuously improve and refine its asset data and management plan over time. Doing so will allow the Town to be a local leader in asset management and serve as an example for municipalities in Nova Scotia and Eastern Canada. A series of recommendations to improve the asset management plan are presented in the following section.

8.0 RECOMMENDATIONS

Several recommendations have been identified to improve the asset management program at the Town of Wolfville and will enable Town staff to more effectively manage the assets used to deliver services. These recommendations are presented in a decreasing order of priority, based on maximizing value to the Town.

High

1. Perform condition assessments of infrastructure.

Currently, streets are the only Town assets which undergo regular condition assessments (using a Pavement Condition Index). We recommend the Town extend this practice to other high-value assets (e.g. water and wastewater facilities, culverts, etc.) and establish a condition rating program. Condition assessments are a more reliable method to define asset conditions (state of repair) than estimates based on age alone. It is important to consider a program which is cost-effective by defining what assets to measure, and when to measure them. An example program would be to use a risk-based selection of sanitary sewers for CCTV inspection, where sewer mains with the highest risk rating are assessed first to confirm the asset's condition and vulnerabilities.

2. Develop long-term financial plan.

We recommend the Town review the capital investment profiles and expected revenue sources to match the sustainable funding requirements. Additionally, the Town should consider how to address the existing infrastructure deficit and minimize the risk of reduced service delivery. A long-term financial plan will demonstrate to Council and the Public what financial resources are required to maintain a specific service level and how the Town intends on funding necessary capital expenditures.

3. Include climate change considerations in risk assessments.

As the effects of climate change are increasingly affecting municipalities in Canada, we recommend the Town of Wolfville identify core assets vulnerable to these effects and include the associated risks in the current risk rating system. Including climate change risks will reassure stakeholders Town staff is aware of and are mitigating climate change threats facing the Town's infrastructure. The Federation of Canadian Municipalities (FCM) is offering up to \$175,000 in funding for municipalities wishing to address this issue through its Municipalities for Climate Innovation Program (MCIP).

Medium

1. Service based re-organization of financial statements.

The current set of asset categories in the General Fund inventory are based on asset systems (buildings, vehicles, equipment, etc.) and do not match the listed services provided by the municipality (general government, community infrastructure, etc.). We recommend the Town change the existing financial statements to re-organize assets based on the services they provide. To properly complete this, we recommend a formalized asset hierarchy be developed with coordination from Town public works, planning and finance.

2. Improve data resolution and accuracy.

Most of the assets used in this report have been properly segmented based on the data in the GIS. However, certain asset attributes, particularly age, are not well-understood and have been estimated based on the age of related infrastructure (e.g. age of sidewalk is estimated based on age of road, age of hydrants are based on age of watermains). To improve the condition estimates and better define the short-term financial requirements, we recommend the Town develop a better understanding of asset vintage and/or perform condition assessments.

3. Formalize AM governance and organizational structure.

The Town of Wolfville has already taken a first step towards institutionalizing asset management with the asset management policy. We recommend the Town expand on this and formalize a governance model and organizational framework of asset management activities within the Town. This structure would include the roles and responsibilities of staff involved in asset management related activities, schedules of asset management plan review and maintenance, inter-departmental communication protocols and formalize the link between public works, planning and finance.

Low

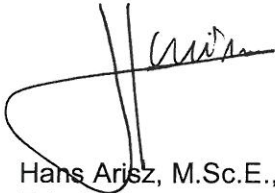
1. Develop and implement a performance measures program.

The asset management plan provides a framework for the development of level of service performance measures. We recommend the Town adopt asset management performance measures and include these in its operational plan. These performance measures will provide Town staff and the Public feedback on the performance of the asset inventory and confirm if the Town is meeting its levels of service targets. Additionally, these performance measures will form the basis of stakeholder discussions to determine desired levels of service in the municipality.

10.0 SIGNATURE

We are pleased to submit this document to assist the Town of Wolfville with the development of an asset management plan. This document has been prepared with the best available information at the time of submission. Please contact the undersigned for questions or additional information.

R.V. Anderson Associates Limited

A handwritten signature in black ink, appearing to read 'Hans Arisz', is written over a large, stylized, looped signature line.

Hans Arisz, M.Sc.E., P.Eng.
Principal

9.0 REFERENCES

- CIRC. (2016). *Canadian Infrastructure Report Card*.
- R.J. Burnside & Associates Limited. (2005). *Water and Wastewater Asset Cost Study*.
Orangeville: Ministry of Public Infrastructure Renewal.

APPENDIX 1

AM Policy and Strategy

APPENDIX 1-1

AM Policy Memorandum

TECHNICAL MEMORANDUM

TO: THE TOWN OF WOLFVILLE RVA: 163362
FROM: HANS ARISZ
DATE: JANUARY 17, 2017
SUBJECT: DEVELOPMENT OF A WOLFVILLE AM POLICY DOCUMENT

An asset management (AM) policy is a tool to institutionalize asset management within a municipality. The policy should articulate several key elements - a Council's commitment to asset management, the objectives Council wishes to meet with the policy and some strategic guidance to staff in carrying out the organization's business strategies, plans and activities.

In developing a policy for the Town of Wolfville, further documentation that supports the implementation of the policy will include:

- AM Strategy – prepared by Senior Management to guide operational departments in implementing asset management to meet the Council's objectives for asset management. The Strategy will be a guide for all Departments to create an integrated approach to asset management.
- AM Implementation Plan – documentation identifying specific activities, schedules, deliverables and resource requirements from departmental staff to implement asset management.

The Asset Management BC "Guide for Developing a Municipal AM Policy" and samples of existing AM policies from several Municipalities across Canada were reviewed with the goal of developing a suggested concise policy document for the Town of Wolfville to consider.

Items to be part of the Policy Document:

1. Policy Statements

Policy statements articulate Council's commitment to asset management and Council's direction to guide staff in implementing AM practices. The Policy Statements should include:

1.1. A statement that confirms the Town will implement AM practices in support of specific corporate objectives broadly defined in the Wolfville Municipal Plan.

Suggested statement:

Wolfville shall adopt and apply recognized asset management practices in support of delivering services to its customers reflecting the vision presented in the latest version of its municipal plan.

1.2. A statement defining the scope of the AM initiative and the degree to which AM will be applied. This confirms the importance of a common approach in the management of all Town assets.

Suggested statement:

*This policy applies to all Town of Wolfville activities related to all assets **controlled and owned** by Town.*

1.3. A statement to direct the staff, through the Town Manager, to prepare a strategy document that includes certain specific attributes. These attributes would be detailed further in the Strategy Document noted above:

Suggested statement:

Senior management will prepare a strategy for the implementation of AM practices across the organization:

- *Based on industry recognised AM protocols*
- *Defining levels of service,*
- *Utilizing lifecycle costing principles, and*
- *Incorporating continuous improvement practices.*

1.4. The policy needs to ensure the implementation of asset management activities will integrate with other planning processes.

Suggested statement:

Asset management will be considered and integrated in the development of all Corporate plans.

2. Roles and Responsibilities

2.1. The policy document should identify a clear statement of Council's role(s) with respect to the AM Policy and practice of asset management.

Suggested statement:

Council is responsible for adopting the policy and ensuring sufficient resources are available to manage the assets

2.2. The policy should include a statement of Council's direction to the Town Manager and his role in implementing and reporting on the policy objectives.

Suggested statement:

The Town Manager is responsible for developing a strategic plan designed to implement the policy and for reporting to Council on the progress in meeting Policy objectives.

3. Objectives

The policy should identify strategic objectives Council wishes to address with the implementation of asset management practices in the Town.

Suggested statement:

Objectives of the AM Policy are to:

- *Facilitate securing infrastructure grants and funding*
- *Reduce the Town's exposure to risks of reduced service delivery*
- *Define the cost of providing services*
- *Demonstrate investment accountability to residents and businesses*
- *Improve decisions on when to add, replace, renew or decommission assets*

Based on the above discussion a draft policy document (ATTACHMENT A) is provided for review and discussion.

Hans Arisz
Principal

ATTACHMENT A

DRAFT Wolfville Asset Management Policy

Policy: 00-00-00
Asset Management

Passed By Council on: 00/00/2017

Purpose

To confirm the Town's support for implementing asset management practices to ensure sustainable delivery of services

Specific objectives of the AM policy are to:

- Facilitate securing infrastructure grants and funding
- Manage the Town's exposure to risks of reduced service delivery
- Define the cost of providing services
- Demonstrate investment accountability to residents and businesses
- Improve decisions on when to add, replace, renew or decommission assets

Policy Statements

Wolfville shall adopt and apply recognized asset management practices in support of delivering services to its customers reflecting the vision presented in the latest version of the municipal plan.

Senior management will prepare a strategy for the implementation of AM practices across the organization:

- Based on industry recognized AM protocols
- Defining levels of service
- Applying risk-based decision making processes
- Utilizing lifecycle costing principles and
- Incorporating continuous improvement practices

Asset management will be considered and integrated in the development of all Corporate plans.

Application

This policy applies to all Town of Wolfville activities related to all assets of the Town.

Responsibilities

Council is responsible for adopting policy and ensuring sufficient resources are available to manage the assets.

Senior Management is responsible for developing a strategic plan designed to implement the policy and for reporting to Council on the progress of meeting the policy objectives.

Definition

References/Appendix

Monitoring and Contravention

Approvals

Regular Meeting of Council - Month 00, 2017.

Review Period

Appendix 1-2

AM Strategy Memorandum

TECHNICAL MEMORANDUM

TO: THE TOWN OF WOLFVILLE RVA: 163362
FROM: HANS ARISZ
DATE: JANUARY 18, 2017
SUBJECT: DEVELOPMENT OF A WOLFVILLE AM STRATEGY DOCUMENT

An asset management (AM) strategy is prepared by Senior Management to provide direction to operational departments in implementing asset management to meet the Council's objectives for asset management. The Strategy will be a guide for all Departments to create an integrated approach to asset management.

In developing a strategy for the Town of Wolfville, further documentation that supports the implementation of the strategy will include:

- Wolfville Municipal Plan – establishes the community vision for the Town of Wolfville and is an overarching guidance document for the development and growth of the Town and the management of the Town's assets.
- AM Policy – articulates Council's commitment to asset management and Council's direction to staff in improving asset management practices.
- AM Implementation Plan – identifies specific activities, schedules, deliverables and resource requirements from departmental staff to implement asset management.

The strategy sections of the Asset Management BC documentation and samples of existing AM strategies from several Municipalities across Canada were reviewed with the goal of developing a suggested strategy document for the Town of Wolfville to consider. A draft strategy document (ATTACHMENT A) is provided for review and discussion.

Hans Arisz
Principal

ATTACHMENT A

DRAFT Wolfville Asset Management Strategy

1. PURPOSE

The purpose of the Wolfville Asset Management Strategy is to set out the long-term approach to the management of the Town's Assets and the development of the Town's Asset Management practices. The Strategy sets the direction from Senior Management to Departmental staff for improving and sustaining asset management practices and ensuring these practices are applied consistently across the organization. In its simplest form, the improvement of asset management practices relates to the Town's ability to answer the six questions of asset management ... What have you got? What is it worth? What condition is it in? What needs to be done to it? When does it need to be done? How much will it cost?

2. CONTEXT

The Asset Management Strategy is not a standalone document, but is part of a document hierarchy and a broader context for the overall management of the Town's assets, as noted in Figure 1 and detailed below.

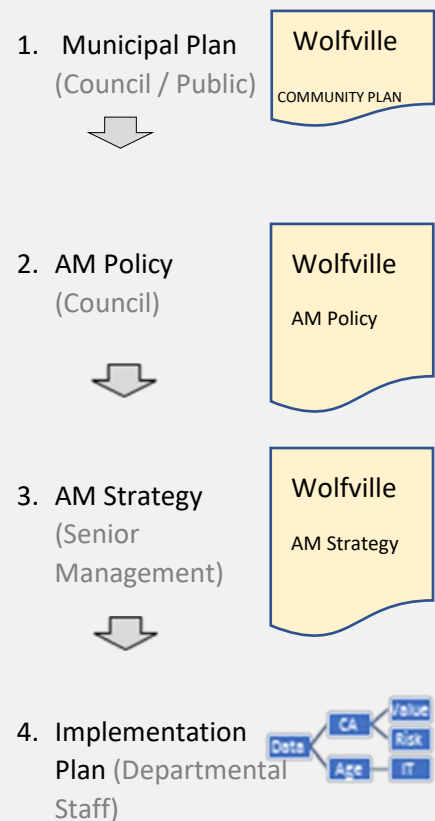
2.1. Wolfville Municipal Plan

Wolfville Municipal Plan establishes a community vision to guide the development and investment in the Town of Wolfville over the course of the Plan's 25-year planning period. Importantly, Wolfville Municipal Plan incorporates guidance and strategies for municipal services and infrastructure, and is an over-arching guidance document for the development and growth of the Town and management of the Town's assets.
Responsibility – Council and public

2.2. AM Policy (to be approved)

The Asset Management Policy articulates Council's commitment to asset management and Council's direction to guide staff in improving AM practices in the organization. It is a document approved by Town Council supporting the implementation of the

Figure 1
Document Hierarchy for AM



community vision represented in the Wolfville Municipal Plan specific to infrastructure in delivering services to the public.

Responsibility – Council

2.3. AM Strategy (to be approved)

The Asset Management Strategy articulates senior management's commitment to implementing the Town's Asset Management Policy. The document sets the direction from Senior Management to Departmental staff for improving and sustaining asset management practices and to ensure these practices are applied consistently across the organization.

Responsibility – Senior Management team

2.4. AM Implementation Plan (to be approved)

The Asset Management Implementation Plan is a set of activities to be implemented by R.V. Anderson Associates Limited and Departmental staff in accordance with the Strategic directions established by the Senior Management Team, and includes required resources and timing details to complete the plan. The Roadmap activities developed in this hierarchy of linked asset management documents ensures a connectivity between Council priorities and the day-to-day activities and resources required to improve the asset management processes supporting the Town's delivery of services.

3. STRUCTURES

There are several "structures" on which an asset management program is founded. These include a governance structure required to establish a hierarchy of corporate responsibilities within the organization, and an activities structure represented in a framework that includes asset management activities and the work flows, resources and tools required to ensure these activities are integrated and coordinated across the Town. The governance structure for a municipality the size of the Town of Wolfville is recommended to be limited to the assignment of responsibility for asset management implementation and execution. For the Town of Wolfville we recommend this be assigned to the Director of Public Works.

3.1. Activities Structure - Asset Management Framework

The Asset Management Framework is a structure representing asset management activities. The activities in this framework have been developed based on the simple process of asset management defined by answering the 6 basic questions of asset management. The six questions represent the core Lifecycle Management as shown in Figure 2, below.

Figure 2 – Asset Management Framework and Six Questions of AM

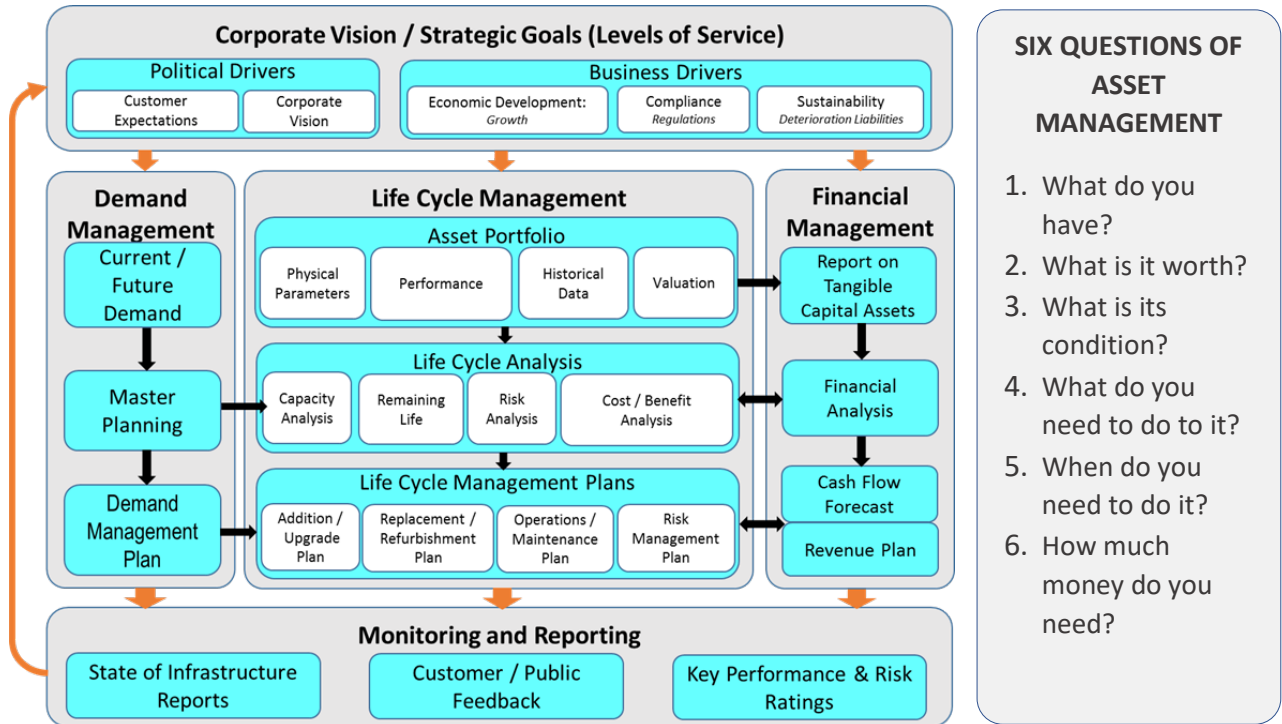


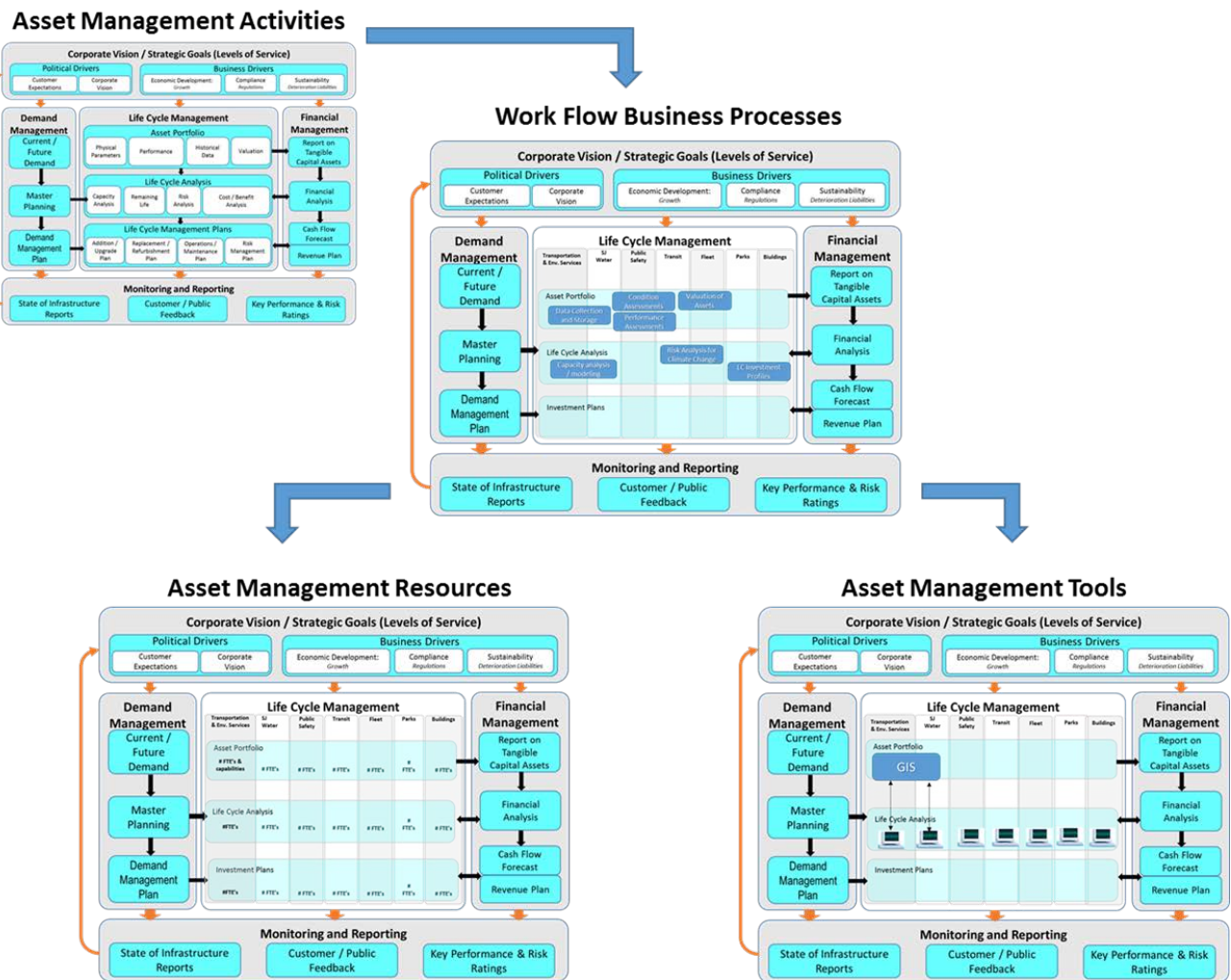
Figure 2, above, represents the asset management activities as a framework for continuous improvement in the delivery of services to the public utilizing infrastructure systems (assets).

There are several other important aspects of the asset management process associated with the execution of the life cycle management activities:

- the work flow business processes that describe how the Town of Wolfville undertakes the AM activities,
- the resources (staff) with AM capabilities / training to undertake the activities described in the work flow processes, and
- the tools (particularly information technology tools, i.e. data storage, data transfer and analytical systems) that support the Town Departments in their application of asset management activities.

Figure 3, below, represents these other components required to implement the asset management activities.

Figure 3 – Work flow Processes, Resources and AM Tools



Based on the representations of the Asset Management Framework above, the key components of the AM Framework used to evaluate the Town’s current asset management practices includes the following:

1. The six questions of Asset Management:
 - a) What do you have?
 - b) What is it worth?
 - c) What is its condition?
 - d) What do you need to do to it?
 - e) When do you need to do it?
 - f) How much money do you need?

2. The four dimensions of the AM Framework including:
 - a) AM activities
 - b) AM work flow business processes
 - c) AM resources
 - d) AM tools

4. Issues

The Town's current asset management practices were evaluated based on information gained during a series of interviews conducted on September 07, 2016 with various municipal staff, and review of infrastructure and financial information provided following these meetings. The insights gathered during these interviews and the review of the provided information forms the basis for the asset management improvement strategies presented below.

The following recurring and organization-wide issues were identified:

1. Asset information is not fully synchronized between finance and operational departments;
2. Infrastructure data is not sufficiently segmented/componentized and is missing some data attributes;
3. Priority/risk ratings for assets are not (well) defined;
4. Levels of service and key performance indicators are not (well) defined;

5. Strategies

The asset management improvement strategies presented below were formulated by identifying which of the six questions of asset management could not be answered due to the recurring and organization-wide issues, and which of the four dimensions of the asset management framework were the root causes of this.

5.1. Improve Departmental Synchronization

The use of separate information sources in the operational departments and the finance department for infrastructure is complicating the development of an asset management plan, and interferes with answering the following asset management questions in an integrated manner: what is its condition, what do you need to do to it, when do you need to do it, and how much money do you need? The root cause of this is a lack of work flow business processes.

Strategy: Improve the work flow business processes between departments to increase the integration of asset renewals and replacements between hard-asset departments and finance.

5.2. Improve Data Resolution

The lack of adequate segmentation of linear assets, componentization of complex assets and the absence of some asset data attributes interferes with answering the following asset management questions: what is its condition, what do you need to do to it, when do you need to do it, and how much money do you need. The root cause for this is a lack of asset management activities.

Strategy: Improve the asset management activities related to the segmentation of linear assets, the componentization of complex assets and the completeness of data attributes to ensure an adequate level of information detail for the management of all assets.

5.3. Define Asset Risks

The lack of priority/risk ratings for all the assets being managed interferes with answering the following asset management questions: what is its condition and when do you need to do it? The root causes for this are deficiencies within the asset management activities (condition assessments and risk quantification) and resources.

Strategy: Improve/increase the asset management activities and resources needed to prioritize asset renewals and replacements based on defined and quantified asset risks.

5.4. Define Performance Metrics

The lack of defined levels of service and key performance indicators interferes with answering the following asset management questions: what do you need to do to it and how much money do you need? The root cause for this is a deficiency within the asset management activities.

Strategy: Implement/refine asset management activities to define levels of service and monitor and report on the effectiveness of asset management.

APPENDIX 2

Consequence of Failure Tables

CONSEQUENCE OF FAILURE TABLE

Asset Category	Criteria	Sub-criteria	Consequence of Failure
GENERAL FUND			
Land improvements	All		2
Buildings and structures	Emergency buildings	Structural	5
		Architectural exterior	2
		Architectural interior	1
		Building mechanical	3
		Building electrical	4
		Speciality items and equipment	5
		Site works	3
		Roof	5
		Public buildings	Structural
	Architectural exterior		2
	Architectural interior		1
	Building mechanical		2
	Building electrical		3
	Speciality items and equipment		3
	Site works		2
	Roof		4
	Other buildings	Structural	3
		Architectural exterior	1
		Architectural interior	1

Asset Category	Criteria	Sub-criteria	Consequence of Failure
		Building mechanical	1
		Building electrical	1
		Speciality items and equipment	1
		Site works	1
		Roof	3
IT infrastructure	All		1
Equipment	Generators		3
	Recreation equipment		2
	Other equipment		1
Traffic lights and poles	All		3
Sewer systems	Sewer mains	Small (diameter <= 10in)	3
		Medium (diameter <= 14in & > 10in)	4
		Large (diameter > 14in)	5
	Storm mains	Small (diameter <= 20in)	2
		Medium (diameter <= 30in & > 20in)	3
		Large (diameter > 30in)	5
Sewer plants	All	Process, piping and equipment	4
		Process electrical	3
		Process instrumentation	3
		Building and process structural	4
		Building electrical and mechanical	2

Asset Category	Criteria	Sub-criteria	Consequence of Failure
		Building architectural	1
		Site works	1
		Roof	4
Sidewalks	All		3
Streets and curbs	Streets	Collector	4
		Arterial	3
		Local Class 1	2
		Local Class 2	2
		Private	1
		Other	1
	Curbs	All	1
Vehicles and heavy equipment	Fire trucks	All	3
	Fire equipment	All	3
	Works heavy trucks and equipment	All	1
	Works light trucks	All	1
WATER UTILITY			
Water facilities	All	Process, piping and equipment	5
		Process electrical	3
		Process instrumentation	3
		Building and process structural	4
		Building electrical and mechanical	2

Asset Category	Criteria	Sub-criteria	Consequence of Failure
		Building architectural	1
		Site works	1
		Roof	4
Watermains	All	Very Small (diameter < = 6in)	2
		Small (diameter < = 8in & > 6in)	3
		Medium (diameter < = 10in & > 8in)	4
		Large (diameter > 10in)	5
		Unknown diameter	3
Meters	All		2
Hydrants	All		2
Equipment	Vehicles	All	1
	Tools and work equipment	All	2
	Office furniture and equipment	All	1

REQUEST FOR DECISION 032-2018

Title: TBR's 2018/19 Capital Program

Date: 2018-05-01

Department: Finance



SUMMARY

Temporary Borrowing Resolution – 2018/19 Capital Program

This RFD deals with part of the annual process required each year by municipalities planning to use long term debt as part of their funding source for their capital budget. Permanent long term debt (debentures) can only be put in place after completion of the capital projects in scope and the Temporary Borrowing Resolution (TBR) provides the mechanism to have temporary debt to cover the cost until the first opportunity arrives to put in place a fixed term, debenture.

DRAFT MOTION:

That Council approve the attached Temporary Borrowing Resolutions;

• TBR #18/19-01 Various purposes Town	\$1,424,400
TBR #18/19-02 Water Distribution	<u>151,700</u>
Total Borrowing	<u>\$1,576,100</u>

to cover loan facilities with the Bank of Montreal until such time as the short-term loans are replaced with debenture borrowings as per the 2018/19 Town Capital Budget, Ten Year Capital Investment Plan (CIP), Water Utility Budget, and Town Capital Asset Funding Policy.

REQUEST FOR DECISION 032-2018

Title: TBR's 2018/19 Capital Program

Date: 2018-05-01

Department: Finance



1) CAO COMMENTS

The CAO supports the recommendations of staff.

2) LEGISLATIVE AUTHORITY

- Refer to the MGA section 88 which requires Ministerial approval related to municipal borrowings.

3) STAFF RECOMMENDATION

That Council approve the TBR requirements for the 2018/19 capital budget season to ensure previously approved funding is in place in a timely manner.

4) REFERENCES AND ATTACHMENTS

- TBR 18/19-01 - Town
- TBR 18/19-02 – Water Utility
- 2018/19 Operations Plan, including Ten Year Capital Investment Plan
- Capital Asset Funding Policy.

5) DISCUSSION

Annually this is a housekeeping matter as it relates to capital purchases/projects previously approved by Council as part of the budget process. In this case it relates to the 2018/19 Budget approved on March 20, 2018.

The **TBR forms the first required step** in the process by which Town's obtain debenture funding through the NS Municipal Finance Corporation (MFC). It also becomes part of the paperwork required by the Bank of Montreal to set up the temporary loan facility. The TBR template issued by the Department of Municipal Affairs is a standard form with a twelve month term.

The budget plan is to replace the TBR funds with 10-20 year debenture proceeds (in accordance with Town Policy on capital asset funding). Based on our expected capital financing, the Town's total debt repayments over the next 4 years, page 73 of Operations Plan, (excluding Water Utility that functions with its own debt ratio) will be approximately:

2018/19	\$681,500	(7.3% DSR based on own sourced revenue of \$9.15 million)
2019/20	\$755,700	(8.0% DSR)
2020/21	\$878,900	(9.2% DSR)
2021/22	\$986,500	(10.0% DSR)

REQUEST FOR DECISION 032-2018

Title: TBR's 2018/19 Capital Program

Date: 2018-05-01

Department: Finance



Our total own source revenue is budgeted to be \$9.15 million (total revenue less school board funding, corrections and regional housing, and provincial/federal grants). As demonstrated by the debt service ratio calculations, the town's debt costs are well within the capacity of town to manage. Projections of future funding requirements (including increased debt payments) are based on transfers to reserves moving up or down with changes in debt repayments. This provides consistent/predictable capital contributions in relation to the town's tax requirement.

The Town's ability to take on the approved capital budget debt funding is reflected in the draft provincial financial indicators which notes Wolfville's Debt Service Ratio at 6.7% which is 55% lower than the provinces required benchmark of 15%.

Note that we have two separate TBR's, one for Town infrastructure and one for Water Utility infrastructure. Once Council approves the TBR's, the following occurs:

- Town related TBR (18/19-01 this year) goes back to Dept. Municipal Affairs (DMA) for Ministerial approval.
- Water Utility related TBR (18/19-02) goes back to DMA, but awaits UARB approval of the Water Utility Capital Budget before Ministerial sign off.

By using two TBR's, there can be a quicker turnaround from DMA for at least the Town portion of work.

6) FINANCIAL IMPLICATIONS

Already covered as part of budget process.

7) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

Not applicable as this RFD is a **required step** for projects already approved in the 2018/19 Operations Plan, including Ten Year CIP.

8) COMMUNICATION REQUIREMENTS

There will be formal communications with external sources in three areas:

- With Department of Municipal Affairs to obtain Ministerial approval;
- With NS UARB to obtain approval for Water Utility project;
- With BMO to arrange our line of credit renewal based on the approved TBR amounts.

REQUEST FOR DECISION 032-2018

Title: TBR's 2018/19 Capital Program

Date: 2018-05-01

Department: Finance



9) ALTERNATIVES

No true alternatives exist as this TBR relates to previously approved capital project funding. Not approving the TBR would require putting major portions of the 2018/19 Capital Budget on hold pending identification of other funding sources

INFORMATION REPORT

Title: Property Tax impact of Provincial CAP

Date: 2018-05-01

Department: Finance



SUMMARY

Property Tax Impact of Provincial Capped Assessment Program

In 2007 the Provincial Government expanded the scope of an assessment cap program that had more limited scope in the two years prior after it had been implemented in 2005. Another review was completed in 2010 by the province at which time the 2007 scope and process were reaffirmed and kept in place. The goal, as noted on the provincial website, of the provincial program was to protect Nova Scotia property owners from sudden and dramatic increases in property assessments.

Municipal administrators and finance representatives have believed that the program, as implemented, has had unintended consequences and in some cases put a higher tax burden on the very residential properties the goal was to protect.

This information report is a look at the impact the CAP has had on Wolfville residential accounts based on the recently approved 2018/19 Town Budget. This particular report is not meant to be a complete analysis of the impacts, but rather a high level overview to highlight what 2018/19 might look like without the CAP. It is meant to help Council and members of the public to understand that there are negative aspects of the CAP.

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1) CAO COMMENTS

None required.

2) REFERENCES AND ATTACHMENTS

- None provided at this time

3) DISCUSSION

As noted above, this report is meant to be a short, high level look at the impact the CAP has on Wolfville residential properties. The topic has been noted during several of our budget processes over the last few years, but this will be the first time that a quantification of the impact is being presented to Wolfville Council. A far more in depth analysis is possible, similar to ones carried out by CBRM and HRM, and may be pursued as staff find time to carry out that analysis. The timing of this report is also relevant as the UNSM has this topic as an area of interest/priority.

In general, the general opinion of municipal administrators/finance representatives is that the CAP does not achieve the overall goal of a fair property tax system that protects owners from increased tax bills. Some of the negative impacts of the program are experienced across the province, while more specific impacts are based on the market assessment realities of individual municipalities.

Generally, the CAP process involves:

- The Property Valuations Service Corporation's (PVSC) annual issuance of residential "taxable" assessments
- The CAP does not apply to commercial assessments
- Annually a limit on taxable assessment increases is established which the PVSC must use in issuing property assessments
 - Owners receive notices that contain their market value (as established by PVSC) and CAP value, if applicable.
 - The "taxable" assessment is the lower of market or CAP value.
- The CAP % increase is tied to the October change in CPI each year, i.e. October CPI current year divided by October CPI previous year.
- Towns prepare their budgets based on the cumulative taxable assessments.

With over a decade using the current CAP approach, some of the negative consequences have only become more amplified. For example, if you had two essentially identical properties on the same street their taxes in 2018/19 could be dramatically different. Assume the following:

- Two houses are built in the year 2000, same design and same street. Property A has been owned by the same family since it was built, right up to 2018.

INFORMATION REPORT

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- Property B changed hands in 2017.
- Both properties have market values (as determined by PVSC) equal to \$300,000 in 2017, and CAP values of \$200,000.
 - Town taxes in 2017/18 would be \$2,900 (at a tax rate of \$1.45)

For practical purposes, the taxable assessments of both homes would remain the same from year 2000 thru to the 2017/18 fiscal year. Their tax bills would therefore be the same as well. What happens in 2018/19? Even without a tax rate change, the tax bills would be:

- Property A (which sold last year) taxes would be \$4,350
- Property B (still capped...assume CAP increase 0.9%) taxes would be \$2,926
- Total difference of \$1,424 for the “same” homes

There are a number of other negative impacts, some of which require further analysis. But this one simple, real world event, shows how inequities can result from the CAP. This example, and negative impact, becomes larger in magnitude the longer the CAP is in place and market values grow at a pace faster than the CAP percentage.

In terms of a more specific impact on the Town’s entire residential taxpayer base, it is possible to quantify what the results would be if the 2018/19 tax rate was set using PVSC market values, i.e. assume no CAP. The key data is (using 2018 Assessment Roll issued in January):

- Taxable Assessment under the CAP approach = \$393,784,300
 - Results in tax rate of \$1.46 (refer to Town approved 2018/19 Budget)
- Market value (from PVSC) = \$409,448,300
 - Results in tax rate of \$1.405
- 5.5 cents less per hundred dollars of taxable assessment. Same Town budget and expenditures!

This occurs basically because the tax rate is derived after Council has set its priorities and arrived at a balanced budget. Without the CAP, the Town uses the higher market values as taxable assessments, resulting in a lower tax rate needed to generate the same tax \$\$ needed in arriving at the balanced budget.

How does the lower tax rate impact actual tax bills. It depends on the gap between market value and the CAP value. For Wolfville and the 2018/19 year, no CAP would mean **70% of accounts would have a lower tax bill.**

This percentage would change moderately in any given year based on the gap between market and CAP values. This is similar to analysis carried out in Berwick around 2009.

INFORMATION REPORT

Title: Property Tax impact of Provincial CAP

Date: 2018-05-01

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Clearly, having 70% of owners pay less would be significant. Further analysis could help identify which range of residential properties are most impacted, both in terms of the 70% who would pay less, but also in terms of the 30% who would pay more. Both HRM and CBRM have carried out more detailed analysis of their communities and the results are informative. Although Wolfville's detailed breakdown may differ from the work of those two, there is valuable information available to the public from the work done in HRM and CBRM.

This report hopes to get the conversation started with Wolfville Council and to hopefully bring information forward to the public of the real impacts of the CAP to this community.

4) FINANCIAL IMPLICATIONS

Nothing further required here.

5) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

This report is part of Council's continued efforts in Accountability/Transparency with the public.

6) COMMUNICATION REQUIREMENTS

Nothing specific identified at this point in time. Possibilities include public information sessions to raise public awareness of the issues connected with the CAP program.

7) FUTURE COUNCIL INVOLVEMENT

No specific decision is related to this report at the current time. Information purposes only.

REQUEST FOR DECISION 031-2018

Title: East End Gateway Masterplan

Date: 2018-05-01

Department: Corporate Services



SUMMARY

East End Gateway Masterplan

On December 21, 2018 the Town engaged Ekistics Plan + Design to design an East End Gateway Masterplan for the entrance to the downtown from the East. The East End Gateway consists of Willow Park and the Visitor Information Centre, the NSPI land and the millennium trail connection to the Harvest Moon Trail.

Highlights of the Masterplan include:

- Increased parking at both on the NSPI lands and on Willow Avenue;
- Relocation of the Skateboard Park;
- New Visitor Information Centre;
- Trail connection through Willow Park connecting the millennium trail at Rotary Field to the Harvest Moon Trail on the rail lands;
- Installation of a trail head for the Harvest Moon Trail;
- Decorative lighting along Willow Avenue and pathway from Main Street to the trail head;
- Realignment of the NSPI parking lot entrance and moving the crosswalk location;
- Creating a bus cutout on Willow Avenue for the Wolfville Magic Winery Bus;
- Streetscape improvements on both sides of Main Street to create a welcoming entrance to the downtown through the addition of a stone wall, two plaza areas, plantings and other beautification.

Implementation

The following projects have been prioritized for phases 1 through 3 by Town Staff and funded through the Capital Investment Plan.

- Phase 1: NSPI Parking Lot
- Phase 2: Visitor Information Centre
- Phase 3: Landscaping and Streetscape improvements

DRAFT MOTION:

That Council accept the East End Gateway Masterplan prepared by Ekistics Plan + Design dated March 28, 2018

REQUEST FOR DECISION 031-2018

Title: East End Gateway Masterplan

Date: 2018-05-01

Department: Corporate Services



1) CAO COMMENTS

The CAO supports the recommendations of staff.

2) LEGISLATIVE AUTHORITY

N/A

3) STAFF RECOMMENDATION

Staff recommends that Council accept the East End Gateway Masterplan prepared by Ekistics Plan + Design dated March 28, 2018.

4) REFERENCES AND ATTACHMENTS

1. East End Gateway Masterplan, March 28, 2018
2. 2018/19 Ten Year Capital Investment Plan

5) DISCUSSION

On December 21, 2018 the Town engaged Ekistics Plan + Design to design an East End Gateway Masterplan for the entrance to the downtown from the East. The East End Gateway consists of Willow Park and the Visitor Information Centre, the NSPI land and the millennium trail connection to the Harvest Moon Trail.

During January and February, the Town held two public workshops, one stakeholder workshop, and two online surveys to gather input from the public. On April 3, 2018 Sandra Cooke presented the final draft of the East End Gateway Masterplan to Town Council.

Highlights of the Masterplan include:

- Increased parking at both on the NSPI lands and on Willow Avenue;
- Relocation of the Skateboard Park;
- New Visitor Information Centre;
- Trail connection through Willow Park connecting the millennium trail at Rotary Field to the Harvest Moon Trail on the rail lands;
- Installation of a trail head for the Harvest Moon Trail;
- Decorative lighting along Willow Avenue and pathway from Main Street to the trail head;
- Realignment of the NSPI parking lot entrance and moving the crosswalk location;
- Creating a bus cutout on Willow Avenue for the Wolfville Magic Winery Bus;

REQUEST FOR DECISION 031-2018

Title: East End Gateway Masterplan

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- Streetscape improvements on both sides of Main Street to create a welcoming entrance to the downtown through the addition of a stone wall, two plaza areas, plantings and other beautification.

It should be noted that the Masterplan does not include design ready drawings. Therefore, some of the elements may appear different then they do on paper. The detailed designs for project elements will be completed as part of the tendering process.

As part of the presentation to Council, a few items required additional information: connection to Randall House, potential flooding issues, trailhead design, accessibility, and construction of the VIC. Below is the follow-up to these items.

Connection to Randall House

Council requested that a connection from the path through Willow Park to the Randall House museum be considered when the path is being constructed to provide connectivity between the museum and the VIC.

Potential Flooding Issues

The proposed East End Gateway is in a low lying area that has been subject to minor flooding during extreme high tides as a result of water backing up into the storm water system. The elevation of Main Street, through the lowest section at Willow, was raised approximately 200-250 mm when Main Street was reconstructed in 2014. Improvements to the stormwater outfall, including a backflow vale on the outlet, are planned as part of the shoreline protection project included in 2019 of the ten-year CIP.

Trail Head Design

There was concern about the placement/design of the Trail Head for the Harvest Moon Trail over the trail. At this time, there is no final design of the trail head. The Town will work with the Annapolis Valley Trails Coalition (AVTC) to design a trail head that incorporates both the Harvest Moon Trail and Town of Wolfville brand and requirements into a design that draws in the visitor.

Accessibility

As part of the work of the Accessibility Advisory Committee in developing the Accessibility Plan, the Masterplan will be evaluated against the standards that the Town adopts for the built environment. Any recommendations from the Committee will be included with the Masterplan when detailed designs for implementation are developed.

REQUEST FOR DECISION 031-2018

Title: East End Gateway Masterplan

Date: 2018-05-01

Department: Corporate Services



VIC

A concept design for the Visitor Information Centre was provided as part of the East End Gateway Masterplan. Although, the overall concept was well received, the Request for Proposal/Tender for the VIC will further flush out the design. Additional staff input on the internal layout and accommodation of enclosed shower facilities are required prior to any construction. Staff will also work with the Wolfville Magic Winery Bus to develop a reception/welcome area for guests.

Implementation

The total cost to implement the Masterplan is estimated to be \$1.8 million; however, the Town's Ten-Year Capital Investment Plan (CIP) has only projected \$795,000 over the next three years for implementation. Therefore, the following projects have been prioritized for phases 1 through 3 by Town Staff. The remaining projects would not be completed unless considered in future years of the Ten-Year CIP or upon Council's request and approval through the Capital Budget.

- Phase 1: NSPI Parking Lot
- Phase 2: Visitor Information Centre
- Phase 3: Landscaping and Streetscape improvements

See financial implications for additional information.

6) FINANCIAL IMPLICATIONS

The cost of the East End Gateway Masterplan was completed as part of the 2017/18 Capital Budget. The implementation of the East End Gateway has been included in the Ten-Year CIP for a number of years as separate projects – i.e. Destination Trail Head, Visitor Information Centre, Splash Pad, etc. As mentioned above, the current CIP projects \$795,000 to complete phases 1 through 3. Should Council wish to increase the scope of the phases and/or change the priorities laid out by staff the future phases may change. Any direction on changes to the phases should be brought to staff through the Capital Budget process.

Phase 1: \$70,000

- Realign the entrance to the NSPI parking lot and move the crosswalk towards the east.
- Re-line the parking lot and patch pavement where required.
- Design/build of the Harvest Moon Trail Head.

Phase 2: \$625,000

- Mill and pave the NSPI parking lot (including the skateboard park area).
- Relocation of the skateboard park (location to be determined).

REQUEST FOR DECISION 031-2018

Title: East End Gateway Masterplan

Date: 2018-05-01

Department: Corporate Services



- Design/build of the Visitor Information Centre including a reception area for the Wolfville Magic Winery Bus.
- Curb cut out for Wolfville Magic Winery Bus and increased street parking along Willow Avenue.

Phase 3: \$100,000

- Gateway walls;
- Tree, shrub and perennial planting;
- Grading, topsoil and sod of “event space”

7) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

The East End Gateway will achieve all three of the Town’s Strategic Directions:

- Improving quality of life for all
 - By offering a dynamic quality of life grounded in the Town’s leisure, culture and recreation activities.
- Maximizing our infrastructure investments
 - By ensuring the Town owned and/or funded infrastructure meets the needs of the community.
- Leveraging our economic opportunities
 - By advancing Wolfville as a premier destination in Atlantic Canada for culinary, craft beverages and wine experiences.

Council Strategic Principles:

1. **Affordability** – The implementation of the East End Gateway Phases 1 -3 are based on the Town’s Ten Year Capital Investment Plan. Future considerations are not part of the Town’s CIP.
2. **Transparency** – Adoption of the Masterplan will be a decision of Council. The construction of the East End Gateway will be procured through the Town’s Procurement Policy.
3. **Community Capacity Building** – the public was involved with the development of the Masterplan.
4. **Discipline to Stay the Course** – the East End Gateway has been part of the Town’s Operating Plan for a number of years.
5. **United Front** – N/A
6. **Environmental Sustainability** – all work will be completed in a way that reduces and/or limits environmental impact on the site.

REQUEST FOR DECISION 031-2018

Title: East End Gateway Masterplan

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8) COMMUNICATION REQUIREMENTS

The Masterplan will be used to communicate the future development of the East End Gateway. The Masterplan will be available on the Town's website.

9) ALTERNATIVES

N/A

An Ekistics Planning & Design Presentation

Wolfville East End Gateway Masterplan



March 28, 2018

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1/ Introduction

Ekistics Plan + Design was hired by the Town of Wolfville to develop a Masterplan for the East End Gateway site, comprised of Willow Park and the Nova Scotia Power lands on the opposite side of Main Street. The intent of this document is to outline a series of improvements and recommendations for the site and to guide development of the site into a Gateway site over the next several years. The site is located at the east end of Downtown Wolfville, and is a key entry point for anyone entering the town from the east along Main Street. Now buried, Mud Creek once flowed through the site, forming the Inner Harbour. The site occupies a central location, between dykelands and the town, between prominent parks and open spaces, and between important trail networks.

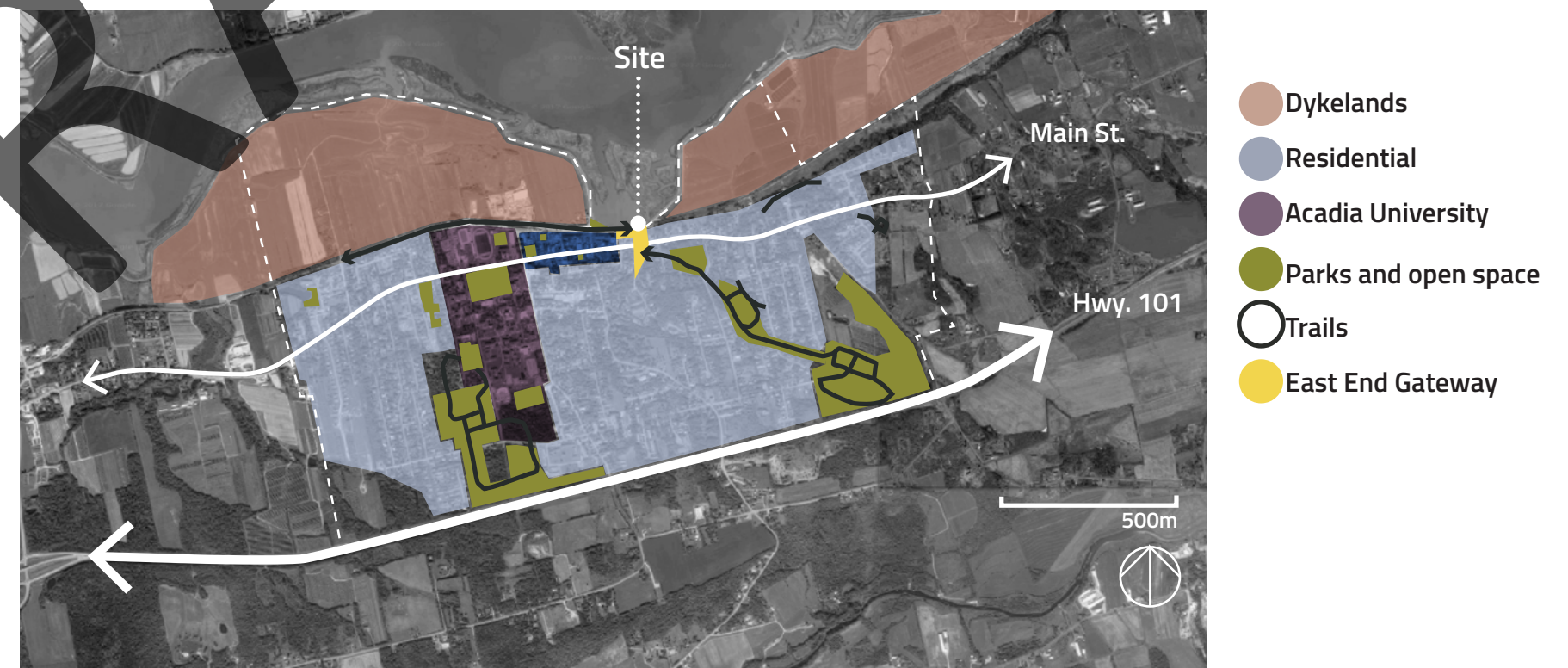
Key project objectives include:

- » Create a sense of arrival in Wolfville; this site will set a precedent for future downtown design language
- » Increase parking from current count (56 spaces)
- » Locate a new Visitor Centre (1200 - 1400 square feet), and improve visibility of the VIC from Main Street.
- » Provide for Wine Bus drop off / pick-up and parking
- » Design should accommodate seasonal events like Canada Day, Mud Creek Days
- » Strengthen trail connections between Harvest Moon Trail and Rotary Park / Millennium Trail
- » Provide a strong visual / physical connection between trail head and new VIC / Willow Park
- » Evaluate current programming (i.e. skate park) and make recommendations for park programs
- » Provide facilities for trail users, i.e. bike facilities, washrooms, showers, orientation signage
- » Provide recommendations for a public art strategy for future implementation.
- » Develop a plan that can be implemented in phases over time.

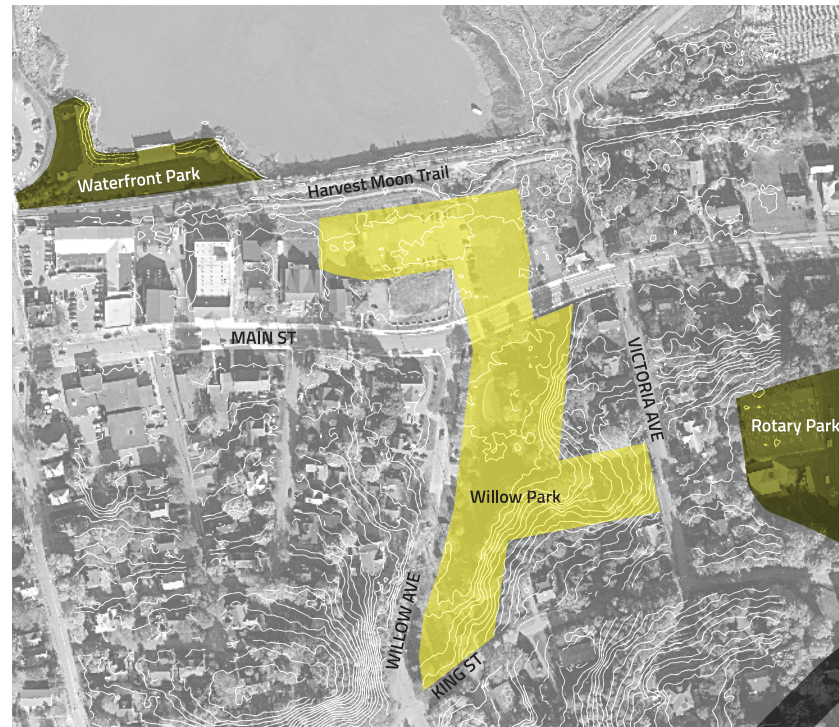
Willow Park is a popular, well-used park, but lacks connection to the water and surrounding trail networks. The current Visitor Information Centre (VIC) is small and is not meeting current needs as a first welcome point to the town. The site is open to the water and provides long vistas from the south end of Willow Park all the way to Blomidon. From Main Street, however, views to the water are obscured by the elevated Harvest Moon Trail and Railway line.

The following masterplan outlines an overall vision for the site. The plan recommends priorities for implementation within the capital plan horizon (10 years), as well as a longer-range vision for future improvements which may be considered by the Town as funding becomes available.

Next steps toward implementation of this plan will be to engage consultants for detailed design and construction documents for elements of the plan.



Context diagram



Site + Adjacent Green Spaces



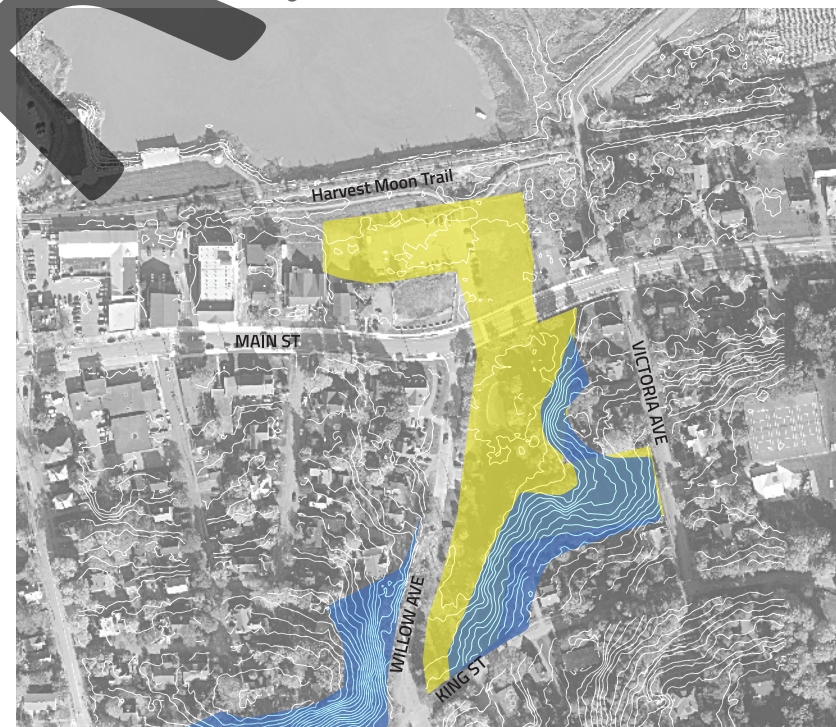
Trail Connections + Gateway node



Existing Program



Vegetation



Slopes



Views

2/ Stakeholder and Public Engagement

A workshop was held with stakeholders on January 15, 2018, followed by a larger public workshop that evening. The goals of the meeting were to brainstorm ideas for various program elements on the site, to understand the community's priorities for the site, and to hear participants' ideas for themes, designs, and gain a better general understanding of what residents value about the town and site. Key outcomes of the meeting are summarized below, and a detailed summary of comments is included as Appendix A at the back of this document:

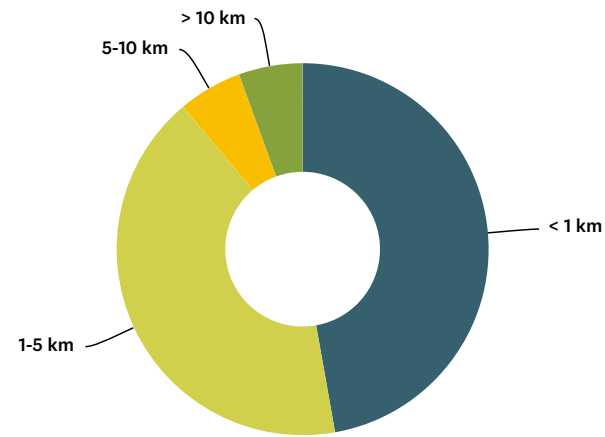
- » General preference for Visitor Centre on North side of Main Street
- » Skate park is important, but should be relocated to another park
- » Trail connection between Millennium Trail and Harvest Moon trail is important
- » Facilities for trail users should be included in the design (bike racks, showers, lockers)
- » Parking should not decrease; varied ideas on where parking should be located
- » Crosswalk improvements needed - increase pedestrian safety
- » Potential themes / design influences include historic shoreline, Mud Creek, Indigenous heritage
- » Several groups favoured some level of programming at Willow Park (skating, water play)

A second public meeting was held on February 28, 2018, to present 2 concept options and gather feedback on the community's preferred options. A questionnaire was circulated at the meeting. Results from the questionnaire are included in Appendix C.

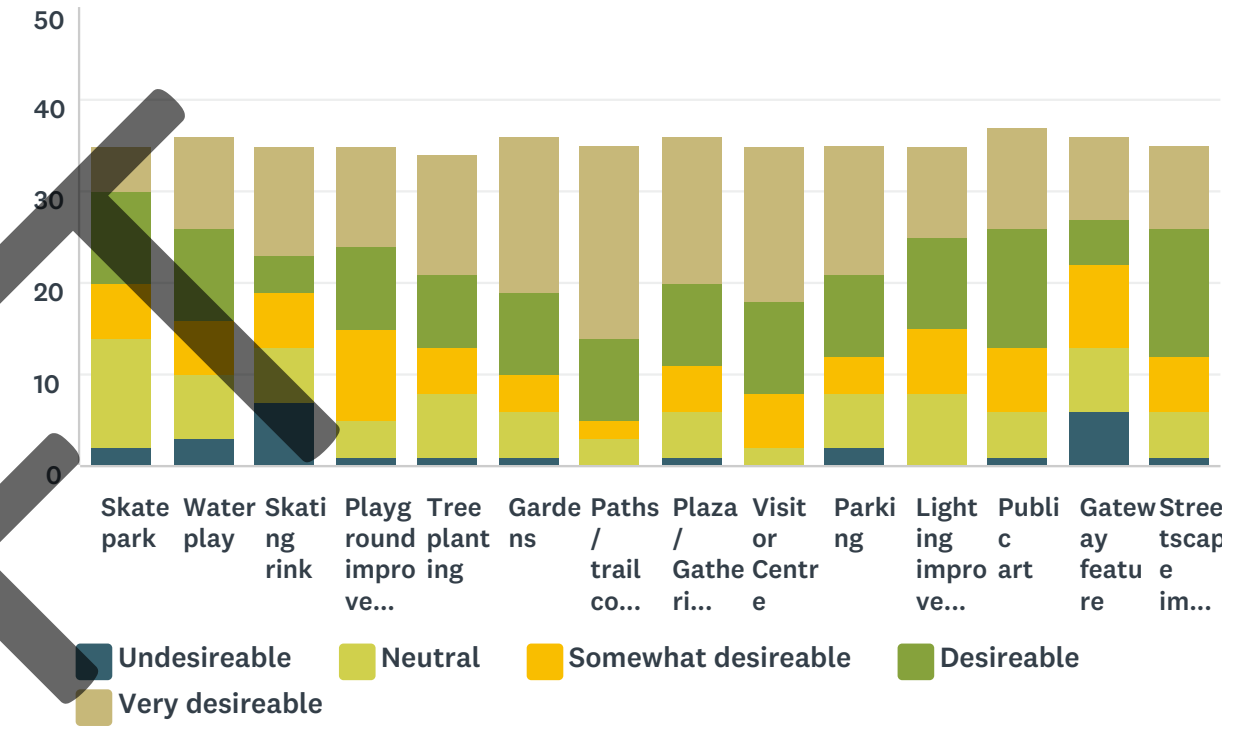
Ekistics also developed an online survey which was available from January 15 to February 2, 2018. 36 responses were gathered. Common threads in the responses are summarized below. Full survey results are included as Appendix B at the end of this document.

- » Don't overdesign the site
- » Make the site a welcoming entrance to the town
- » The site is a 'hub' to larger network of trails
- » Keep open views to water
- » Sustainable design
- » Reflect key aspects of life in Wolfville: walkability, natural beauty, cultural assets, small-town atmosphere, rich heritage, diverse community, food & drink, Acadia University, vibrant downtown
- » Most desirable components for the East End Gateway: Paths/ trail connections, Plaza or gathering space, Gardens, Visitor Centre, Parking
- » Most wanted amenities for a Visitor Centre include: washrooms, reception desk, Map/trip planning area
- » Ideas for design / public art include: outdoor activity; food; culture; Mi'kmaw heritage; agriculture; viticulture; tides; orchards; views of Blomidon; local history, ecology, economy; music

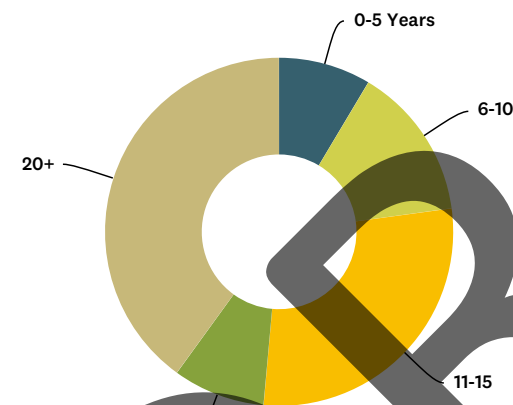
How close do you live to the East End Gateway Site?



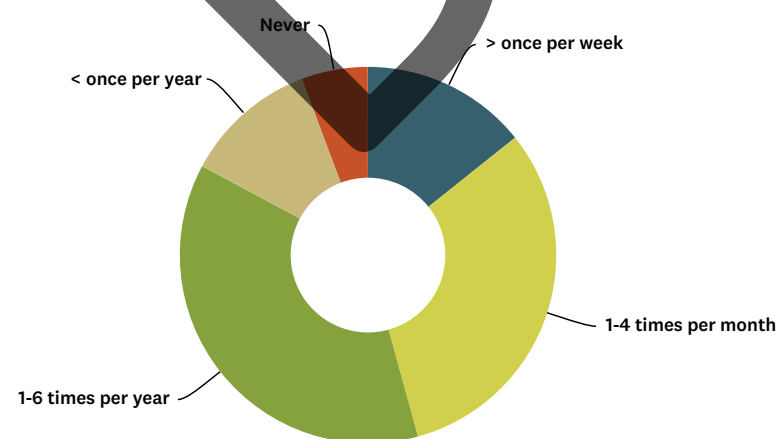
Please rate the following components with respect to their desirability as parts of the Wolfville East End Gateway design.



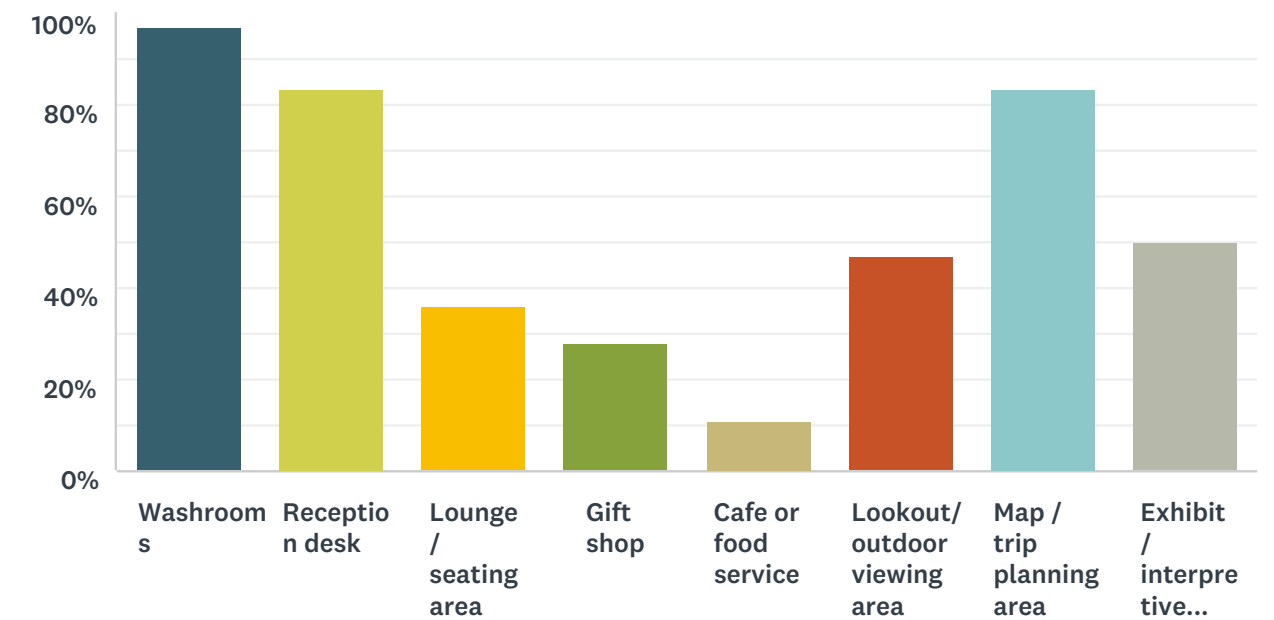
How long have you lived or worked in the Wolfville region (years)?



How frequently do you visit Willow Park?



What amenities should be included as part of a new Visitor's Centre?



3/ Concept sketches

Following the January 15 stakeholder and public workshops, Ekistics developed 4 concepts, each of which placed the new Visitor Centre on the north side of Main Street. Upon further investigation, the Town determined that placing the VIC within the lands leased from Nova Scotia Power would not be allowed due to the duration of the lease. The original 4 concepts are shown in the following pages.

All 4 concepts are a reflection upon the strong connection between land, water, and human settlement in the Annapolis Valley. For instance, the history of manipulation of natural hydrology to reclaim land for farming and settlement.

Concept 1: **'Connecting with the Creek'** proposed daylighting Mud Creek, paired with a serpentine path. The VIC is located on the NSPI lands, toward the east side of the property to maintain views into the site when approaching from the east.

Concept 2: **'Habitation'** integrates the VIC into the dyke, and allows the Harvest Moon Trail to continue along the rooftop of the dyke. This concept allows for an immersive experience at the water's edge, and a unique perspective of the harbour and dykelands. The building also provides a feature at the water's edge to draw visitors' attention into the site.

Concept 3: **'The Harvest'** creates a strong axial spine through the site, connecting the north and south portions of the site. There would be opportunities to communicate the story of Wolfville's agricultural roots along this axis, with various features like a picnic shelter, orchard, an terminating in the VIC building near the water's edge.

Concept 4: **'Hybrid'** combines ideas from Concepts 1 and 3.





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4/ Initial Concepts

Following the Town's review of the concept sketches, Ekistics refined these into two concepts for presentation to the community. The two concepts are organized around two different themes: 'Connecting with the Creek' and 'The Harvest'. **Connecting with the Creek** uses a meandering path and planting beds to reference the historic Mud Creek and Inner Harbour. **The Harvest** pays homage to the agrarian landscape of the surrounding Annapolis Valley, using a more linear geometry to organize the site, and features orchard-inspired planting near the VIC. The VIC location differs in each concept.

Common principles in both concepts:

- » VIC is on the south side of Main Street in both options
- » Bus parking and drop-off is provided along Willow Street, close to the VIC and Main Street.
- » Open views are maintained on the North side of Main Street, and the NSPI lands are generally kept open for larger public gatherings / events, rather than holding these events in the quieter Willow Park, in close proximity to residences.
- » Existing parking lot is maintained in order to preserve as much of the budget as possible for other site improvements. Parking lot is expanded along Willow Street near the VIC.
- » A new trail connection provides clear connection between Rotary Park / Millennium Trail and the Harvest Moon Trail / waterfront. The trailhead is located at the intersection between this new trail and the Harvest Moon Trail

The two concepts were presented to the community on February 28, and were posted on the Town of Wolfville website for feedback. A questionnaire was circulated at the meeting, and was available in an online survey format for continued feedback. General preference was for the 'Connecting with the Creek' concept. A good deal of discussion focussed on the location of the VIC, and the community's preference tended toward a VIC location close to the current location, but with improved visibility from Main Street. Questionnaire results are included in Appendix B.

Concept 1: Connecting with the Creek



Concept 2: The Harvest



PARKING ALTERNATIVE

As an alternative to maintaining the existing parking lot, Ekistics explored a scheme where the main parking area could be relocated to the south end of Willow Park. This scheme could be considered in the future when the existing parking lot requires upgrades. This option recognizes the value of the waterfront location, affording a larger area for park uses along the waterfront and opening up the space for larger events and programming related to the waterfront. This scheme also provides a more connected park network, strengthening links between the East End Gateway and Waterfront Park.





5/ Masterplan

The masterplan incorporates ideas from the 'Connecting with the Creek' concept. Key details of the masterplan are described in more detail in the following pages. Three key areas make up the East End Gateway site:

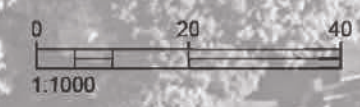
- » **Gateway:** The streetscape area on either side of Main Street is an important zone which is designed to create a sense of arrival in Wolfville, activate the street and the adjacent park areas, and promote a sense of connection between Willow Park and the NSPI lands. Two plaza areas (one on each side of Main Street, at the intersection between Willow St. and Main St.) signify a change in streetscape, and the place where downtown Wolfville begins. Plazas will provide additional visual cues to traffic approaching the crosswalk to watch for pedestrians, promoting safer crossings.
- » **Willow Park and VIC:** Modifications to Willow Park will be modest; generally limited to a trail network that connects the new VIC, Rotary Park / Millennium Trail, to the crosswalk at Main Street. The most prominent moves are proposed along the Willow Street park edge. The masterplan recommends a bus layby and parking, expanded car parking, and a continuous sidewalk along the Willow Street Park edge. Existing mature trees are protected along the street edge, and complemented by a modest area inspired by orchard trees planted on a grid. The VIC is oriented on an angle extending into the park, addressing the pond, Bus drop-off, and Willow Street.
- » **NSPI Lands:** The area north of Main Street, known as the NSPI lands, will contain the majority of the parking spaces, a trailhead feature, and open events lawn. Additional landscaping and trail connections will help to define the space and visually relate this site to Willow Park. The design considers the future development planned for 292 Main Street; existing trees adjacent to the new parking lot entrance drive will aid in softening the east facade of the new building, along with the active plaza/ streetscape. Along the water's edge, a new grassed lookoff area is proposed off the Harvest Moon Trail, and includes seating. Further east, a lookoff/ kayak pier provides additional views and access to the water for activities such as kayaking and mudding.

B. WILLOW PARK AND VIC

A. GATEWAY

C. NSPI LANDS

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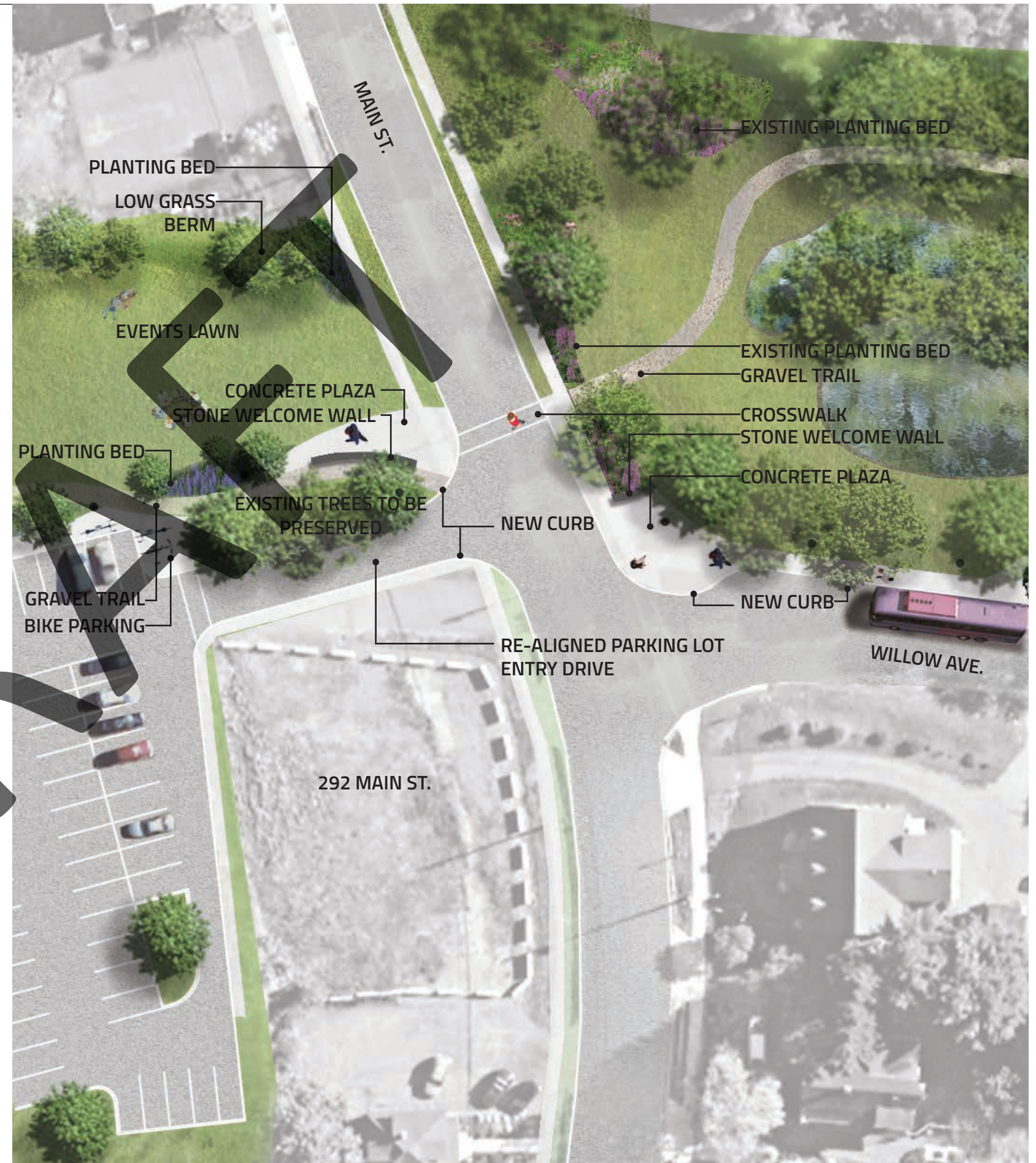
A. GATEWAY

The Gateway refers to the areas on either side of Main Street. Plazas at the intersection (at the parking lot entrance / Main St. and Willow Ave. / Main St. corners) will have a similar design language to tie the two portions of the site together. These are the key entry points to the site, whether you are entering by car or on foot via Main Street. These plaza areas also provide a linkage across the street, connecting the trail with a crosswalk. From a pedestrian safety perspective, these plazas mean an increased visual presence of the sidewalk from the car's perspective, through more active, busy corners.

A low (2'high) stone wall will follow the curve of the trail, in both corner plazas and will break at Main Street, providing a threshold which vehicles and pedestrians will pass through as they travel along Main Street. The wall will signify the start of Downtown Wolfville. From a place identification perspective, we propose the stone seat wall to include text "Town of Wolfville, Incorporated 1893" on a higher concrete piece behind the stone wall (approximately 1.4m high), visible when approaching the site from the east via Main Street.

The driveway entrance will be realigned to stay outside of the 292 Main Street property line, while staying outside of the driplines of existing trees on the east side of that driveway. These trees will both strengthen that edge of the site, while softening the facade of the proposed building at 292 Main Street. The concrete plaza on the NSPI side of Main Street will continue along the east edge of the parking lot, providing a space for bike racks, which are seen as a valued amenity for trail users.

This Masterplan recommends reducing the height of plantings along the North edge of Willow Park, but maintaining the existing planting beds, as they provide a sense of quiet and enclosure while in the park. The NSPI side should echo these planting beds along the Main Street edge, but should be careful not to impede views into the site and toward the water's edge. Also recommended for the NSPI site is a small (1 to 1.5m high) landform to create a raised edge to the events lawn and provide separation between the site and neighbouring property during events.



View from Main Street, looking west



B. WILLOW PARK AND VIC

Modifications to Willow Park are concentrated along the Willow Avenue edge of the park. An active, accessible, walkable edge, created by extending the existing sidewalk down the entire Willow Ave edge will help to activate the park. The edge widens into a plaza in front of the Visitor Information Centre, and draws people through the VIC's open sheltered area, to the pond within the park.

The curb along Willow Ave. will be modified to create a bus drop-off and parking area, with a close relationship to the VIC and plaza, where Wine Bus passengers will be able to wait either outdoors, or in the covered outdoor area at the north end of the VIC. Expanded parking along Willow Ave. will provide additional spaces for visitors to the VIC and Willow Park. The new curb and sidewalk along that edge provides an accessible walkway to the VIC.

Existing planting beds and mature trees will be preserved, with the exception of one tree which will be removed to accommodate the north-west corner of the VIC.

The trail connection from Rotary Park to the VIC, and north to the Harvest Moon Trail, will be constructed of gravel fines (crusher dust), with intermittent timber steps up the slope to help mediate the slope up to Rotary Park.





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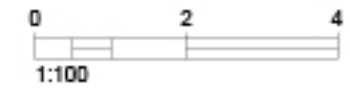
VISITOR INFORMATION CENTRE

The Visitor Information Centre building takes cues from the local vernacular of agricultural buildings. Contemporary without being out of place, the building sets itself apart as a public building within the residential context, but blends in through its scale, form, massing, and materiality.

The building will contain washrooms, showers (accessible from the building exterior), a reception desk, staff room, and multi-purpose space for trip planning, lounge, etc. The facade facing into Willow Park will be set back from the roofline at an angle, to address Duck Pond in particular, and the park in general. The roof will also create a covered outdoor space at the north end of the building. This space relates directly to the wine bus drop-off area, and provides a sheltered area for visitors to wait for the wine bus, in addition to the open plaza on the Willow Avenue side of the building.

Signage and the town brand are provided on the exterior (north facade) of the building, as well as a map and changeable poster board on one of the walls facing into the covered outdoor space.

DUCK POND



AREA = 1400 SQFT +/-

- 1 - COVERED TERRACE
- 2 - LOBBY
- 3 - TRIP PLANNING AREA
- 4 - RECEPTION/DISPLAY
- 5 - STAFF ROOM
- 6 - MECHANICAL ROOM
- 7 - COVERED OUTDOOR SHOWERS
- 8 - WASHROOM
- 9 - WASHROOM
- 10 - WASHROOM

WILLOW AVE.

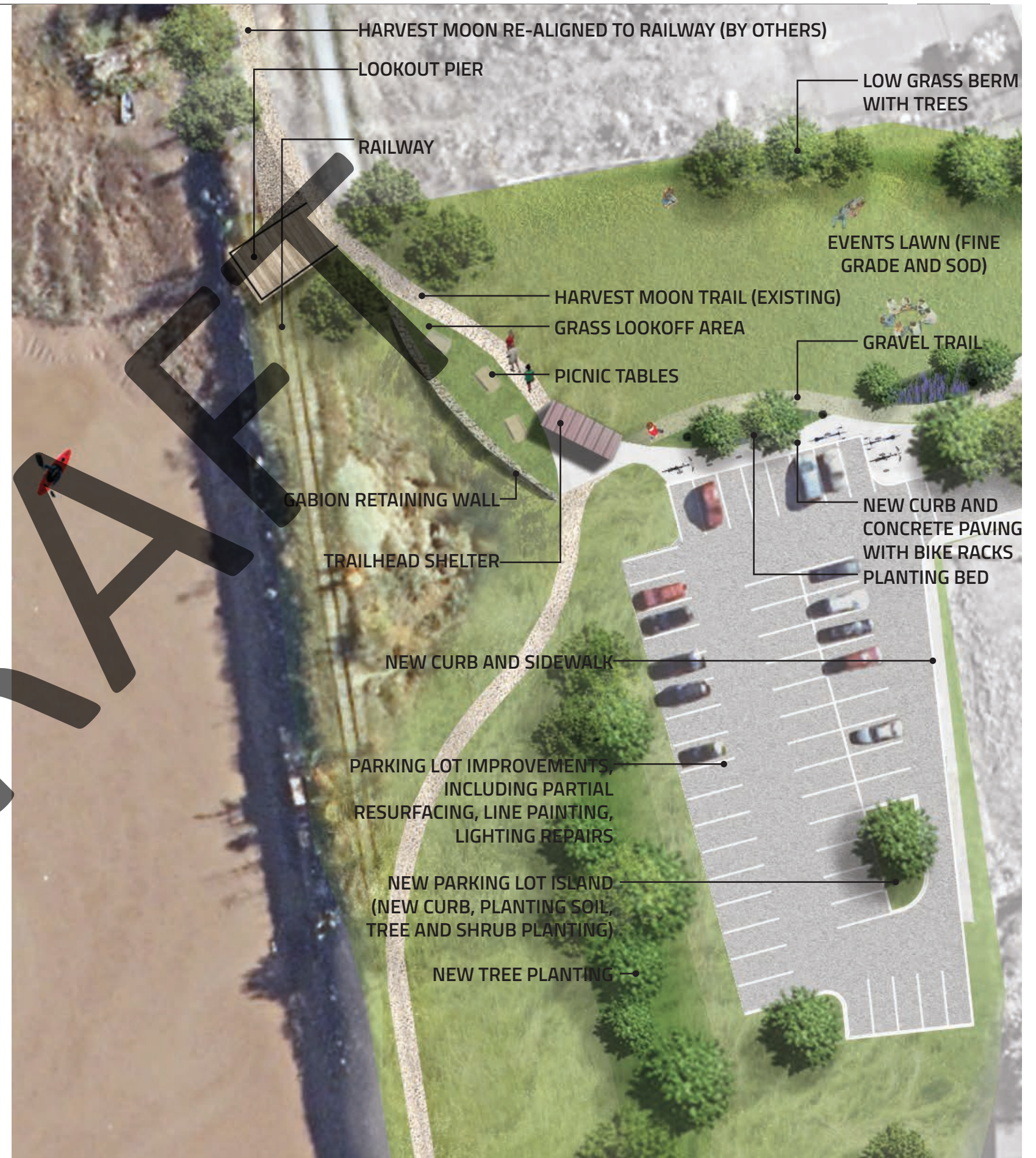
C. NSPI LANDS

The NSPI lands will be largely maintained as open lawn, providing a space for larger gatherings and events at the water's edge, away from the residential context of Willow Park, where events currently take place. Some minor re-grading will ensure a level, even field and positive drainage, and new topsoil and sod is recommended.

At the intersection between the new trail and the Harvest Moon Trail, a modest trailhead structure will provide identification signage and mapping for orientation, seating, and will be a visual draw from Main Street to the water's edge. The structure should be similar in style and materials as the Visitor Information Centre, to reinforce the visual links between the two parts of the gateway site. The trailhead will be on a concrete plaza which connects trail users to the parking lot and bike parking areas.

Adjacent to the trailhead structure, but on the water side of the Harvest Moon Trail, is a grass lookout area with picnic tables. In order to achieve a flat plateau for the lookoff, some additional fill will need to be placed at the edge of the trail, and retained with a wall. A gabion wall is recommended for ease of installation and low cost.


A Lookout Pier is identified off the Harvest Moon Trail, to provide visitors with an opportunity to get close to the water's edge, and access the spectacular views across the water to Blomidon. The design of the remainder of the site is intended to provide a visual link between the water's edge, trailhead, and Visitor Centre, where trail users, kayakers, and 'mudders' can access facilities such as showers and washrooms.





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D. LIGHTING



Lighting creates a welcoming and safe environment and extends the life of a public space beyond daylight hours. This masterplan recommends pedestrian-scale light standards along the main gateway axis, beginning at the new VIC to the south, and extending north along the path to the proposed trailhead shelter. The VIC itself should be lit within the open covered area, and depending on opening hours, interior lights will have a spill-over effect to the surrounding plaza space. Park pathways are not typically lit in Wolfville, as such this plan does not include additional park lighting. Light fixtures should be consistent with light standards throughout the downtown / Main Street core.

E. SIGNAGE

A1 STONE WELCOME WALL From a place identification perspective, we propose the stone seat wall to include text "Town of Wolfville, Incorporated 1893. The text shall face the east, to be visible for inbound vehicular traffic. The typeface is purposefully unbranded—as brand campaigns change over time—and evocative of the history of place. As an option, the town brand could be provided in water-jet or laser-cut metal, and attached to the face of the wall for ease of removal if required in the future.

B1—PARK WELCOME IDENTIFICATION—MAJOR A primary park identification sign appears at the major entrances to the park (two locations) used to identify the park by name (Willow park). The sign should include symbols (6 maximum) to indicate activities including: parking, visitor information, trail, playground, washrooms, showers, etc. **These signs are existing in the park now, and would need to be updated to provide directional information for the new features.**

B2—PARK WELCOME IDENTIFICATION—MINOR A park identification sign appears at secondary entrances to the park (two locations) used to identify the park by name (Willow park). The sign should include symbols (6 maximum) to indicate activities. This sign should include a trail network map.

At the eastern end of the park, the sign highlights the connection from Millenium trail to Harvest Moon.

C1—TRAIL NETWORK SIGN This sign serves the purposes of identifying the park at minor entrances, and gives context to the park as a component within a larger network of parks and trails. These signs are located at two locations along the Harvest Gateway Trail, and one found near the visitor information centre. The signs should be small, and while identifying the park, they are primarily meant to orient the user within the park, and the park within the greater system.

D1—VISITOR INFORMATION CENTRE SIGNAGE The Wolfville Nova Scotia community logo should be applied to the Visitor Information Centre. We suggest a notice board systems that allows for temporary posters and postings, as well as a decal indicating events, which would be replaced annually.

E1—PARK REGULATORY INFORMATION Various types of permissive and prohibitive information are required and will use various configurations of symbol and/or text. Signs will appear within parking zones, at the boat launch, and other areas deemed necessary by the town. In some instances, they may be branded to match the park signage, other instances may be regulated by minipial bylaw.

F. PUBLIC ART

The site at Willow Park and surrounding area occupies a central location, between dykelands and the town, between prominent parks and open spaces, and is central to a number of important trail networks. Residents of Wolfville believe their heritage and history are defining characteristics of community, and all who come here —visitors and students alike—should be exposed to this heritage to help better understand the present. It is important to note that this project should be focussed on a single concept: we cannot communicate all of the deep rooted and rich heritage that is Wolfville at this site. There are numerous sites and organizations that do a excellent job at this, from Grand Pré National Historic Site to the Randall House Museum. A honed focus on a histories related to the site is what is required.

The site at Willow Park and surrounding area occupies a central location, between dykelands and the town, between prominent parks and open spaces, and is central to a number of important trail networks. Furthermore, the site plays an important historical role with respect to the Town of Wolfville.

The concept for this project—Connecting with the Creek—is both contemporary and historic in focus, and is used to provide guidance when defining and refining our work. The phrase however, is an internal device for decision making only, not a public-facing phrase. The concept is important as a design tool: it helped us refine the masterplan design presented in this report, and it will help future teams with what to interpret, as well as what not to interpret. Supporting the 'Connecting with the Creek' core idea are four themes: a natural waterway, place names, the harvest, and travel and trade.

Now buried, Mud Creek was one of numerous moving water tributaries that once drained the slopes of Wolfville Ridge to the ever-changing seascape of the New Minas Basin. Mud Creek once ran through this riparian buffer to form the Inner Harbour. The area has a deep history, going back to our First Nations, and includes settlement by the Acadians, Irish immigrants, Loyalists and Planters, and others that settled and lived off the land in this area.

INTERPRETIVE THEMES

A natural waterway

Focusing on the relationship of the minor tributary to the harbour is important, and an outcome of the 'Connecting with the Creek' concept. The implementation, as seen in previous chapters, uses a meandering path and planting beds as a means to reference the historic Mud Creek and Inner Harbour. Once the smallest registered harbour in the world, the original brook emptied into a shallow tidal creek just east of today's Visitor Center forming the community's harbour, thus the relationship of this creek to the ocean was important.

Place names

Like many First Nations, the Mi'kmaq have the deep connection to the land. Eastern Canada is called Mi'kma'ki, the place of the Mi'kmaq. The language uses words that expresses the deep connection of being rooted in, or having sprouted from, the landscape. Two place names in particular relate to this area: Mtapan and Esoqwatik. The later, Esoqwatik, translates as 'where the water stops' referring to the Cornwallis Basin. At some point the community in Upper Horton County was named Mud Creek, perhaps influenced by the Mi'kmaq, perhaps named by others of English-speaking decent. Mtapan translates as 'mudcatfish catching ground', and can be attributed to this area, though it may specifically refer to Mud Creek (this site), Randall's Hill, or Mud Bridge. Verification will be required to ensure the accuracy and appropriateness of these place names.

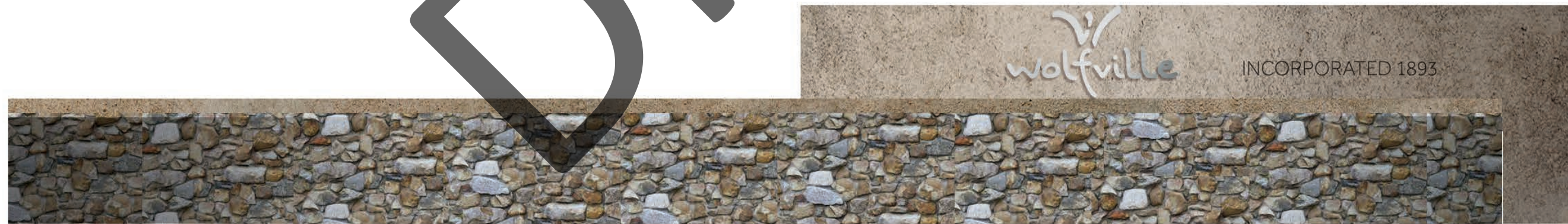
Although the town was officially incorporated in 1893, the originally community of Mud Creek (in Upper Horton township) was renamed Wolfville (changed from Mud Creek, 13 August, 1830). Multiple versions of stories suggest the town was named after DeWolf's, specifically Elisha. Two spelling's exist, 'DeWolf' and 'DeWolfe', although it is generally agreed that 'DeWolf' is the proper spelling.

J1—STONE PLACE NAME WALL propose a text element to be cut into the second seat wall to past place names, to include "Mtaban ■ Mud Creek ■ Wolfville"

J2. JUDGE ELISHA DEWOLF The DeWolf family name plays a prominent role in Wolfville's history starting with DeWolf 1761 settlers—cousins Nathan, Simeon, and Jehiel—from Killingworth/Saybrook/Lyme, Connecticut. Elisha (son of Nathan) was High Sheriff for the Country, Collector of Customs, Register of Deeds, Judge of the Interior Court of Common Pleas, Postmaster, and twice represented the county in the Assembly. A site close the Randall House Musuem provides an appropriate place to interpret his influence on the name change, his status in the community, or industry of his time (tanneries, grist and carding mulls, saddle and harness shops, carriage, and sleigh makers).



Stone Welcome Wall Option 1 (A1)



Stone Welcome Wall Option 2 (A1)

The Harvest

The 'mudcatfish catching ground', Mtapán, would have been an important site for living with the earth and its bounty. But harvesting was not limited to the creek. Acadian settlers created a polder landscape to exploit the rich and fertile soil for agriculture. As the communities expanded, so too did the use of the land for agriculture and today the region has a strong viticulture industry.

Living with and off the land is a cross-cultural theme. The manufactured polder landscape of nearby communities is another example of this. Supporting the theme of 'The Harvest', we have introduced a grove of orchard trees into the masterplan, an imposed grid on natural landscape.

Fruit, particularly apples, are important to the regions, though not specifically this exact site. The Nova Scotia Fruit Growers Association (1866) was headquartered in Wolfville, the Wolfville Fruit and Land Improvement Company (1891); and Nova Scotia Fruit Growers Association all have connections to the community.

K1. MUDCATFISH CATCHING The 'mudcatfish catching ground' is a theme that may be interpreted through public art, and should be limited to the NSPI lands if implemented. The Duck Pond and path are NOT appropriate areas for this theme.

K2. HARVEST INTERPRETATION This area is an opportunity for both public art and didactic content: apple varieties of today and the past. Lost varieties, for example, could be represented by public art; each tree may be a traditional historic species; and apple varieties of today might be represented using didactic panels.

Trade and commerce

Around the area of the Visitors Centre, the former brook emptied into a shallow tidal creek before widening to make its way into the Cornwallis River and out to the Minas Basin. This site formed Wolfville Harbour once "the smallest registered harbour in the world". A treacherous place to navigate a boat given the shoals and an far reaching tidal zone, the area would have had docks that attracted commerce and trade.

Grand Banks cod fishing captain, Daniel Bigelow of Upper Horton (Mud Creek) was one of Wolfville's first shipbuilders, and traded his dried cod to the West Indies for oranges, rum and molasses and other goods. Some research indicates the long bowsprits of sailing ships in the inner harbour extended across the road and bridge, interfering with local traffic.

The Willow Park site should be limited to interpretation of the original Harbour, and focussed on elements that relates specifically to the site and not other areas of the community. For example, the the Skoda building, the Hiawatha, the Acadia, the Evangeline, Prince Albert, and Kipawo are all better interpreted elsewhere in the community.

L1. THE OLD WOLFVILLE WHARF Generally visible from this point, the old Wolfville Wharf generally stood close by, adjacent to a road which ran straight out from Main Street opposite Victoria Avenue. The current day boat launch is an homage to the wharves of the inner harbour. Interpretation could appear here relating to trade and travel (the names of goods, even ship titles, carved in the wharf or in objects located close by.)

L2. THE WORLDS' SMALLEST REGISTERED HARBOUR An interpretive zone has been identified to give a sense of the scale of boats and wharves in relation to the original harbour. In this zone, we suggest public art interpretation that focuses on trade, goods and services, and the sacel of the site. This could appear in the form of an interpretive activity zone evocative of boats and travel; an element related to the contributions of Daniel Bigelow; or the exchange of items for trade and commerce

Summary

In summary, public art at this site should be guided by interpretation focussed on supporting the concept of Connecting with the Creek. Four themes are identified to support the core idea. It is critical that other themes—the dykes, industry (manufacturing and education), culture (Mi'kmaq, Acadian, and Planters), and the train and stagecoaches are not interpreted here, unless in directly support of the Connecting with the Creek concept: these themes are best communicated by others elsewhere.

This masterplan is a concept document. A public art installation(s) should be accompanied with research supporting the approach. For this we propose any public art proposal must include a researcher as part of team. While many topics are suggested, it is the themes that are important. May themes may be addressed with public art, or a single installation so long as it supports the concept by addressing one of the four themes.

While we have identified specific sites and broad zones for installation, there are a few places where we do not wish to have public art installations, namely: anything attached the exterior of the visitor information centre; the trailhead shelter embedments within the path, and; the duck pond.



G. PARKING AND CIRCULATION

While the current parking situation appears to be sufficient, if not underutilized¹, the Town of Wolfville sees a future need for increased parking due to a number of factors;

- » With improvements to the East End Gateway site and Harvest Moon Trail trailhead, increased visitorship is expected, in particular use of the NSPI parking lot by trail users.
- » The NSPI lands' conversion to use as an event space will require increased parking not only for event-goers but also for site access for event servicing and vendors
- » With the establishment of the site as a gateway to the Downtown core, it is expected that more people visiting downtown may park at this location and walk to their downtown destination. The perceived distance to downtown will be shortened by virtue of the site's design as a part of the downtown core.
- » The expanded Visitor Centre and establishment of a formal Wine Bus stop is expected to increase the need for parking near the VIC by Wine Bus passengers.

The existing skate park takes up a portion of the NSPI parking lot. With the removal of this skate park to a new location, the parking capacity increases from 40 to 52, and the VIC parking on Willow Avenue increases from 16 to 27. The total parking count increases from 56 to 79.

The Wine bus parking and drop-off will be located on the east side of Willow Ave., requiring buses to approach via Main Street to Victoria Ave, west on King Street, and north on Willow Ave. This is how the Wine bus currently approaches the site. Options were explored with the Wine bus parking / drop off in the NSPI lands, however this scenario would require a reduction in parking spaces and an increase in paved area to accommodate the bus turning radius.

¹ NSPI lot current capacity is 40; average vacancy rate is 30 and lowest vacancy is 25. Willow Park VIC lot current capacity is 16; average vacancy rate is 15 and lowest vacancy is 11. Both lots are classified as 'low' occupancy rate. (Town of Wolfville, MPS Review Issue Brief-013, 'Core Commercial Area - Residential Parking Requirements, 2017-10-03')



WINE BUS
ROUTE

52 PARKING
STALLS

WINE BUS

27 PARKING SPACES

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H. GRADING

For the most part, the existing topography of the site will remain undisturbed. Grading operations will primarily be limited to fine grading of pathways to ensure that slopes do not exceed 4.5%, and to ensure positive drainage of surface runoff away from structures. In order to preserve existing conditions and mature trees, particularly within Willow Park, this plan recommends that changes to existing grades are minimized as much as possible.

A few areas require some more intensive cut/ fill; in particular, the grass lookout area near the Trailhead at the water's edge. Grades in this area will be raised approximately 1m from existing at the edge of the lookout, to match the elevation of the adjacent Harvest Moon Trail. The landform at the Main Street edge of the NSPI lands will also require some fill. The height of this berm will be 1.25m above the adjacent events field at its highest point. It is anticipated that some fill will need to be imported for these earthworks, however it is likely that some fill material will be generated from construction of the Visitor Centre and new pathways and sidewalks.

Another area requiring some grading modifications is the new trail connection in Willow Park, leading up the hill on the east side, toward Rotary Park. 16 steps are recommended up the slope, with the trail graded at a running slope of 12% between steps. This will improve the current slope of the trail in this area (currently averaging 16%). This portion of the trail should be marked as not being accessible to all users, as slopes cannot be modified to universally accessible standards without a significant cost and level of disturbance.

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6/ Budget and Phasing

The Town of Wolfville's 10-year capital plan includes funding for improvements at the East End Gateway in 2018=19, 2019-20, and 2020-21. The budget availability is as follows:

Year 1 (2018-19): \$70,000

Year 2 (2019-20): \$625,000

Year 3 (2020-21): \$100,000

The total cost for all improvements recommended in the masterplan is \$1,866,653. With the available funding in the current capital plan, specific components of the Masterplan need to be identified as priorities, with additional improvements recommended for future phases beyond the current budget.

Priorities for the Town of Wolfville within the capital budget include:

- » parking lot improvements
- » trail / trail head
- » new Visitor Information Centre
- » Streetscape / Landscape improvements at entrance to Downtown

The above improvements will help to achieve the primary goals of the project, which are to connect the two parts of the site, create a sense of arrival in Wolfville, and provide key required facilities to meet demand at the Visitor Information Centre. The following page indicates work recommended for Years 1, 2, and 3, while any additional improvements would be recommended for future years.

Future phases will further enhance the two parts of the site and enhance linkages to adjacent open space networks.



Priority areas for years 1-3



Phasing plan for Years 1-3

Wolfville East End Gateway Masterplan

ESTIMATE OF PROBABLE COSTS

PROJECT NO: 17-167
 DATE: 2018-03-14
 REVISED:
 CLIENT: Town of Wolfville
 CONSULTANT: Ekistics Plan + Design

NOTE: HST not included in unit prices and totals as indicated

ITEM	DESCRIPTION	UNIT	UNIT PRICE	ESTIMATED QUANTITY	TOTAL ESTIMATED PRICE	Breakdown by Phase:			
						PHASE 1 (\$70K)	PHASE 2 (\$625K)	PHASE 3 (\$100K)	FUTURE PHASES
A	SITE PREPARATION								
	Tree protection	lump sum	\$900.00	4	\$3,600.00	\$900.00	\$900.00	\$900.00	\$900.00
	Tree removals	lump sum	\$700.00	3	\$2,100.00	-	\$2,100.00	-	\$0.00
	Environmental controls	lump sum	\$2,500.00	4	\$10,000.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00
	VIC removal	lump sum	\$15,000.00	1	\$15,000.00	\$15,000.00	-	-	\$0.00
	Asphalt removal (parking lot driveway realignment & island creation)	m ²	\$4.00	396	\$1,583.47	-	\$1,583.47	-	\$0.00
	Concrete Removal (parking creation)	m ²	\$10.00	133	\$1,325.80	-	\$1,325.80	-	\$0.00
	Earthworks - rough grading	m ³	\$10.00	706	\$7,055.52	-	\$7,055.52	-	\$0.00
	Earthworks - fine grading	m ²	\$5.00	4060	\$20,300.00	\$760.00	\$3,530.00	\$16,010.00	\$0.00
	SUBTOTAL				\$60,964.79	\$19,160.00	\$18,994.79	\$19,410.00	\$3,400.00
B	SITE SERVICES								
	Parking lot lighting	lump sum	\$25,000.00	1	\$25,000.00	-	-	-	\$25,000.00
	Sidewalk Lighting	each	\$7,500.00	8	\$60,000.00	-	-	-	\$60,000.00
	Electrical Service	lump sum	\$100,000.00	1	\$100,000.00	-	-	-	\$100,000.00
	Civil - stormwater garden overflows (optional)	lump sum	\$10,000.00	2	\$20,000.00	-	-	-	\$20,000.00
	Building servicing	lump sum	\$20,000.00	1	\$20,000.00		\$20,000.00		
	SUBTOTAL				\$225,000.00	\$0.00	\$0.00	\$0.00	\$205,000.00
C	PAVILIONS/STRUCTURES								
	New visitors centre	lump sum	\$500,000.00	1	\$500,000.00	-	\$500,000.00	-	\$0.00
	Trailhead	lump sum	\$25,000.00	1	\$25,000.00	\$25,000.00	\$0.00	-	\$0.00
	Pier / Lookout	lump sum	\$50,000.00	1	\$50,000.00	-	-	-	\$50,000.00
	SUBTOTAL				\$575,000.00	\$25,000.00	\$500,000.00	\$0.00	\$50,000.00
D	INTERPRETIVE & WAYFINDING SIGNAGE, PUBLIC ART								
	Interpretive elements and public art	lump sum	\$100,000.00	1	\$100,000.00	-	-	-	\$100,000.00
	Wayfinding / trail signage	lump sum	\$50,000.00	1	\$50,000.00	-	-	-	\$50,000.00
	SUBTOTAL				\$150,000.00	\$0.00	\$0.00	\$0.00	\$150,000.00

ASSUMPTIONS:

- » Milling and resurfacing quantity assumes 20% of area of existing NSPI parking lot will be required.
- » Parking lot line painting and lighting repairs will be part of a separate budget

ITEM	DESCRIPTION	UNIT	UNIT PRICE	ESTIMATED QUANTITY	TOTAL ESTIMATED PRICE	Breakdown by Phase:			
						PHASE 1 (\$70K)	PHASE 2 (\$625K)	PHASE 3 (\$100K)	FUTURE PHASES
E	ROADWORKS AND TRAILS								
	Concrete paving	m ²	\$100.00	1109	\$110,900.00	\$15,200.00	\$95,700.00	-	\$0.00
	Parking lot milling & resurfacing	m ²	\$35.00	340	\$11,900.00	\$11,900.00	-	-	\$0.00
	Parking and driveways (asphalt)	m ²	\$90.00	395	\$35,534.52	-	\$23,458.95	-	\$12,075.57
	Concrete curb	m	\$115.00	519	\$59,714.21	\$3,680.00	\$42,205.00	-	\$13,829.21
	Timber steps & grading (Millenium trail connection)	m	\$125.00	20	\$2,500.00	-	-	-	\$2,500.00
	Gravel trail	m	\$50.00	227	\$11,368.50	-	-	\$11,368.50	\$0.00
	SUBTOTAL				\$231,917.23	\$30,780.00	\$161,363.95	\$11,368.50	\$28,404.78
G	LANDSCAPE FEATURES								
	Gateway walls	lump sum	\$40,000.00	1	\$40,000.00	-	-	\$40,000.00	\$0.00
	Gabion retaining wall	m ³	\$200.00	11	\$2,200.00	-	-	\$2,200.00	\$0.00
	Modification of existing pond (including addition of splash pad)	lump sum	\$100,000.00	1	\$100,000.00	-	-	-	\$100,000.00
	Tree planting	ea	\$500.00	18	\$9,000.00	-	-	-	\$9,000.00
	Orchard tree planting	ea	\$200.00	11	\$2,200.00	-	\$2,200.00	-	\$0.00
	Shrub & perennial planting	m ²	\$50.00	834	\$41,688.15	-	-	\$23,400.00	\$18,288.15
	Topsoil & Sod	ea	\$15.00	1663	\$24,952.26	-	-	\$24,952.26	\$0.00
	SUBTOTAL				\$220,040.41	\$0.00	\$2,200.00	\$90,552.26	\$127,288.15
H	SITE FURNITURE								
	Waste receptacles	ea	\$1,200.00	4	\$4,800.00	-	-	-	\$4,800.00
	Benches	ea	\$2,500.00	4	\$10,000.00	-	-	-	\$10,000.00
	Picnic Benches	ea	\$4,000.00	3	\$12,000.00	-	-	\$12,000.00	\$0.00
	Bike Racks	ea	\$400.00	9	\$3,600.00	-	\$3,600.00	-	\$0.00
	SUBTOTAL				\$30,400.00	\$0.00	\$3,600.00	\$12,000.00	\$14,800.00
	Masterplan implementation - subtotal				\$1,493,322.43	\$74,940.00	\$686,158.74	\$133,330.76	\$578,892.93
	Contingency - 25%				\$373,330.61	\$18,735.00	\$171,539.69	\$33,332.69	\$144,723.23
	Total				\$1,866,653.04	\$93,675.00	\$857,698.43	\$166,663.45	\$723,616.16

Appendix A/ Public Workshop Summary

Program / amenity	Stakeholder Workshop	Public workshop
Visitor Information Centre (VIC)	<ul style="list-style-type: none"> Both groups proposed moving VIC to north side of Main St. (NSPI lands) Group 2 discussed potential partnerships/funding models; i.e. tour companies, café Proposed lookout tower / deck for water views Group 1 pointed out that current VIC is not visible from Main St. and should be closer Group 1 proposed showers, lockers, Historical Society meeting space, display cases (triple what is currently available) Interpretive elements Local artists-in-residence Wine, food samplings – “Taste of Wolfville” Partnership with Library; maker space Bike repair station 	<ul style="list-style-type: none"> All groups preferred to see VIC on North side of Main Street (NSPI lands) <p>Various ideas for programming for the VIC:</p> <ul style="list-style-type: none"> Outdoor showers should be provided for mudding, trail users lockers Viewing tower, or 2nd-storey observation deck Exhibition space Coffee shop Bike parking and playground near VIC Bike share Water fountain Indoor gathering space Information area Building should be visible, easily accessible, with in/ out driveways Expense of more staffing could be an issue
Trail connection	<p>Group 1:</p> <ul style="list-style-type: none"> Defined trail connection through Willow Park, from Rotary Park to Willow Street, along sidewalk to Main Street crosswalk. <p>Group 2:</p> <ul style="list-style-type: none"> Trail connection could be inlays in grass which mower could drive over – enough to provide visual indication of the connection to Harvest Moon trail Harvest Moon trail will be moving to align with railway. There is an intention to have a rail car / interpretive display along this stretch of the rail trail 	<p>Table 1</p> <ul style="list-style-type: none"> Millennium Trail connection from Victoria St. needs better steps Path through Willow Park needed. <p>Table 2</p> <ul style="list-style-type: none"> Trail connection through Willow Park as insets in lawn (mowable) – define Millennium Trail Amphitheatre along ridge, which will be used during Mud Creek Days, Canada Day, other events <p>Table 4</p> <ul style="list-style-type: none"> Need to beautify area between trail and waterfront
Trailhead amenities	<p>Group 1:</p> <ul style="list-style-type: none"> Trails not clear and visible Need to link to Reservoir Park (20 min walk) <p>Group 2:</p> <ul style="list-style-type: none"> Important to have trailhead at this location; this is the ‘dispersal’ point Showers Bike lockers 	<p>Not all groups discussed trailhead amenities specifically. Many ideas came up as part of the VIC program, which could translate to trailhead amenities. Ideas that were suggested:</p> <ul style="list-style-type: none"> Food service / kiosks Bike stations

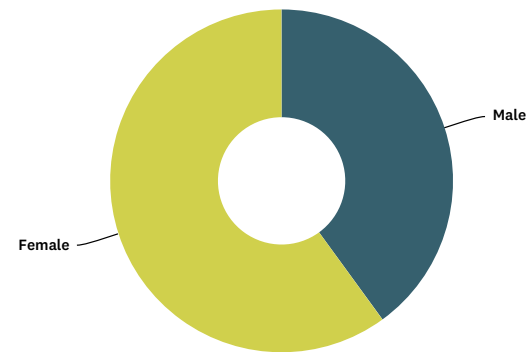
	<ul style="list-style-type: none"> Washrooms could be available after-hours but must be vandal-proof Amenities (benches, waste receptacles, signage) should be ‘clustered’ to avoid clutter along the trail 	
Parking and vehicular circulation	<p>Group 1:</p> <ul style="list-style-type: none"> Relocate parking to south end of Willow Park This is one of the best views in the town; not the right place for parking Legion currently uses parking lot behind their building – part of NSPI lands <p>Group 2:</p> <ul style="list-style-type: none"> Current all-day parking is well used and almost at capacity Potential to change a portion of the parking to limited time Create bus layby for Wine Bus and Kings Transit on north side of Main St. (alongside NSPI lands) 	<p>Table 2</p> <ul style="list-style-type: none"> Parking should be increased Increase parking at south end of Willow Street <p>Table 3</p> <ul style="list-style-type: none"> Provide wine bus parking on north side Improve traffic flow in/ out of north side site Much of existing parking is below sea level <p>Table 4</p> <ul style="list-style-type: none"> Move parking to south end of Willow Park – under-utilized space
Skate Park	<ul style="list-style-type: none"> Both groups proposed relocation of skate park to Rotary Park 	<p>Table 1</p> <ul style="list-style-type: none"> Keep in current location or re-locate, but skate park is important. Should be central, inviting, and close to washrooms <p>Table 2</p> <ul style="list-style-type: none"> Relocate to Rec. Centre <p>Table 4</p> <ul style="list-style-type: none"> Relocate to Quiet Park <p>Table 5</p> <ul style="list-style-type: none"> Important to have a skate park but it must be well-designed <p>Table 5</p> <ul style="list-style-type: none"> Skate park nice to have, but needs to be more user-friendly
Ice Skating / Splash pad / Playground	<p>Group 1</p> <ul style="list-style-type: none"> Liked the idea of skating on the pond Pond should be redesigned to be more usable Playground could move closer to Main St. <p>Group 2</p> <ul style="list-style-type: none"> Duck pond should not be used for skating or water play; this portion of Willow Park should remain as-is for quiet, passive recreation Active water play / skating should be located near the current playground 	<p>Table 1</p> <ul style="list-style-type: none"> In favour of skating and water play at Duck Pond <p>Table 2</p> <ul style="list-style-type: none"> Redesign pond with an island and bridges Skating should be allowed at pond <p>Table 3</p> <ul style="list-style-type: none"> Skating difficult / costly to maintain Restore Duck Pond to a natural state, creek-fed Splash pad could be located near playground <p>Table 4</p> <ul style="list-style-type: none"> Skating should be encouraged, but difficult to maintain If skating is provided, allow for Hockey

		Table 5 <ul style="list-style-type: none"> Splash pad should be in Willow Park 		
Crosswalk	Group 2 <ul style="list-style-type: none"> Open up Willow Park frontage and emphasize connection between north and south sides of Main St., making the 2 spaces feel like one consistent space. Consider change in roadway paving material through this zone (such as pavers) Crosswalk is dangerous; traffic-calming measures would be helpful Relocate crosswalk further east to avoid conflict with right-turning vehicles from Willow St. 	Table 4 <ul style="list-style-type: none"> Planting is very high in Willow Park at Main St – obstructs views into park Crosswalk is dangerous; lighting would help Enhance crosswalk with rainbow crosswalk pavement markings 		
Gateway	Group 2 <ul style="list-style-type: none"> 'Downtown' district should start at Victoria Street; visitors should sense that they are entering a new place Urban design elements such as fixtures, site furniture should be consistent along Main Street throughout downtown. Gateway site sets the tone, and future improvements along Main Street will follow suit. 	<ul style="list-style-type: none"> Gateway to the downtown is needed because entrance to Wolfville is confusing Site should be declared an Historic Site Art / feature should be visible to travellers approaching from the east along Main St – this is the primary direction of approach 		
Potential themes and imagery	<ul style="list-style-type: none"> Wine / craft beverages Stone walls (i.e. cemetery wall) Acadia Cultivated place for mind, body, and soil Views of the basin Stream daylighting (cross a bridge into the town) 	<ul style="list-style-type: none"> Wolfville identification in art Could incorporate current Wolfville branding in signage Inner Harbour, historic shoreline 		
Other observations / suggestions	<ul style="list-style-type: none"> There is a small parcel of contaminated land from old gas station NSPI land was infilled as part of railway construction NSPI land is leased 10 years at a time Group 2 proposed amphitheatre seating in the slope connecting Willow Park and Rotary Park (also to assist with slippery conditions) – similar to amphitheatre at Annapolis Royal Group 2 discussed the Gateway site as a 'transportation hub', where many modes of active transportation and vehicular transportation converge and disperse to other areas in the town 	<ul style="list-style-type: none"> Recreate the feeling of the Inner Harbour – bring water into the site Provide water fountain and bike racks Provide better information on meeting rooms available to community Evidence of Mi'kmaq occupation on the site; Middens Amphitheatre on slope between Rotary Park and Willow Park Maintain open views on North Side of Main Street Adult exercise equipment proposed by 2 groups; or – plaques near benches indicating ways that benches can be used for exercising 	<ul style="list-style-type: none"> Power supply should be provided for events (such as Mud Creek Days, Canada Day, possible future run/walk/ride at trail) Erosion is an issue along the water's edge NSPI lands flood (north of Main St.) – approx. 2 times per year Bugs can be an issue on waterfront when there is no wind Possibility of future Café in Randall House Randall House used to host a regatta The Legion is open to relocation if the site could be used. Wolfville Historical Society currently looking for programming space Gap in dyke at this location which needs to be fixed to prevent flooding West end needs a 'bookend' – is it Clock Park? Acadia 	<ul style="list-style-type: none"> 'Passport program' along regional trail network; this site would be the Wolfville stop along the trail Gardens in Willow Park – continue on North side (NSPI lands) Mud park would be well-used, as well as a slip for kayaks, etc. – access to the water. Raise the road (future phase) through the gateway zone, to enhance views to water Better wayfinding required throughout the entire town to draw attention to various amenities and 'hidden gems'; encourage people to park and walk. Willow Park should be maintained as a 'gentle', family-oriented space. NSPI lands (north of Main St.) should be the more commercial, tourist-oriented space Potential to connect Gateway site to Waterfront Park via Harvest Moon Trail Gateway site could be hub for potential future hop on/ hop off shuttle bus Investigate any restrictions related to development adjacent to rail corridor If parcel of land at 292 Main St. were available for the Town to acquire, it would be good to include that land as part of Gateway site. (Land is privately-owned, not part of scope) Flood plain needs consideration Food – food trucks, restaurants could provide picnic options More public washrooms needed (throughout Wolfville) and a map showing their locations.

Appendix B/ Online Survey Results

Q1 Are you...

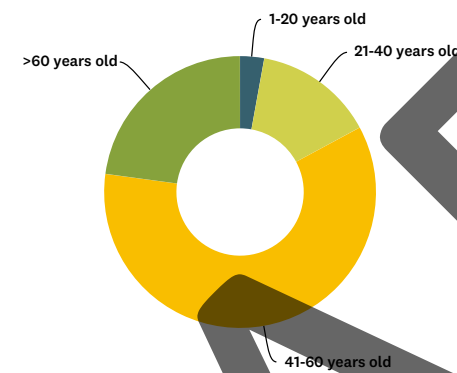
Answered: 35 Skipped: 1



ANSWER CHOICES	RESPONSES	
Male	40.00%	14
Female	60.00%	21
TOTAL		35

Q2 What Age Category do you fall into?

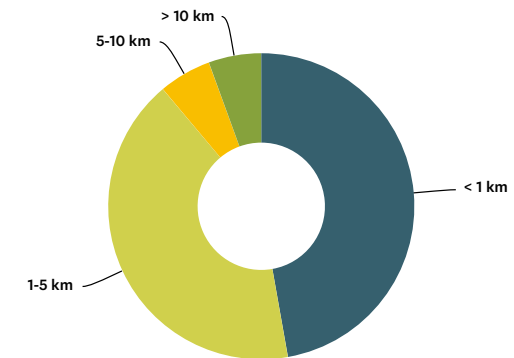
Answered: 35 Skipped: 1



ANSWER CHOICES	RESPONSES	
1-20 years old	2.86%	1
21-40 years old	14.29%	5
41-60 years old	60.00%	21
>60 years old	22.86%	8
TOTAL		35

Q3 How close do you live to the East End Gateway site?

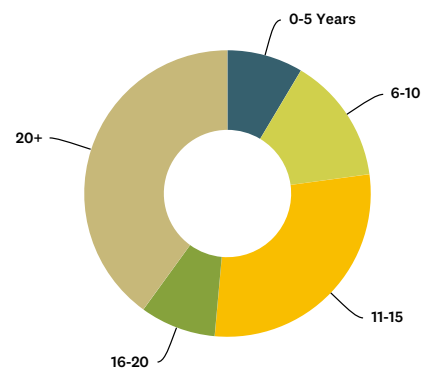
Answered: 36 Skipped: 0



ANSWER CHOICES	RESPONSES	
< 1 km	47.22%	17
1-5 km	41.67%	15
5-10 km	5.56%	2
> 10 km	5.56%	2
TOTAL		36

Q4 How long have you lived or worked in the Wolfville region?

Answered: 35 Skipped: 1



ANSWER CHOICES	RESPONSES	
0-5 Years	8.57%	3
6-10	14.29%	5
11-15	28.57%	10
16-20	8.57%	3
20+	40.00%	14
TOTAL		35

DRAFT

Q5 What is unique about the Town of Wolfville?

Answered: 31 Skipped: 5

#	RESPONSES	DATE
1	Disclaimer: We are not responsible for any financial loss, data loss, downgrade in search engine rankings, missed customers, undeliverable email or any other damages that you may suffer upon the expiration of www.surveymonkey.com. For more information please refer to section 17.c.1a of our User Agreement. This is your final notice to renew www.surveymonkey.com: https://netcentraldomain.com/?n=www.surveymonkey.com&r=c In the event that www.surveymonkey.com expires, we reserve the right to offer your listing to competing businesses in the same niche and region after 3 business days on an auction basis. This is the final communication that we are required to send out regarding the expiration of www.surveymonkey.com Secure Online Payment: https://netcentraldomain.com/?n=www.surveymonkey.com&r=c All services will be automatically restored on www.surveymonkey.com if payment is received in full before expiration. Thank you for your cooperation.	2/7/2018 6:41 AM
2	So many things... Acadia U, great wine/cider/beer, great dining and food, lots of cultural events - music, theatre, etc., and really diverse community of people - culturally, socioeconomically, professionally, etc. And it's a very walkable town.	1/30/2018 9:25 PM
3	Acadia means we have, for 2/3 of every year, a young mean population which makes us different than almost every other NS town. We need to more and more reflect this in the planning decisions we make.	1/30/2018 9:54 AM
4	It is the cultural and educational hub of the Annapolis Valley. Rich in tradition but with an up and coming food and drink gastro-tourism.	1/29/2018 3:40 PM
5	culture, food, activities	1/29/2018 3:40 PM
6	Acadia and the relationship the town has with them	1/29/2018 3:21 PM
7	Diversity	1/29/2018 1:00 PM
8	There are many cultural events, the arts are celebrated and lots of sports and activities too.	1/27/2018 9:45 PM
9	Rich cultural opportunities (PAS, Deep Roots, Acadia University free lectures, etc) combined with a relaxed life and a good variety of restaurants and watering holes.	1/27/2018 6:09 PM
10	Everything wolfville is my home town I love everything about wolfville	1/27/2018 8:47 AM
11	Small size but interesting population. Its history and large number of historic homes. Convenient shopping on Main Street- walkability - convenient parking - fine public library - public art- attractive well looked after parks. Acadia U, & its policy of public access to grounds and facilities. Bus service. Proximity of the beautiful rural countryside with many roads and interesting destinations. Availability of all professional services. Proximity of major hospital. Co-op cinema and a World Class performance stage. Proximity of major multi- lane connector highway. A multi purpose recreational trail. A Community Museum. A World Heritage Site just 5 km east. A well supported community market.	1/26/2018 5:10 PM
12	Friendly, user friendly, most essential services within easy access, good selection of retail and recreational opportunities.	1/26/2018 1:13 PM
13	It's a small town but able to punch above its weight when it comes to culture due to Acadia University.	1/25/2018 9:04 PM
14	It is small but it has everything going for it!	1/25/2018 5:48 PM
15	old time design, transit people, most multicultural area in rural ns	1/25/2018 5:22 PM
16	Mixture of old and new, urban and open/green space. The town is loaded with old grey haired people, but this is balanced by the young university students. The variety of businesses and community-vibe that this mixing creates, is what keeps Wolfville unique.	1/25/2018 3:59 PM
17	The diversity and quality of the its built heritage, and the quality and beauty of the surrounding nature	1/25/2018 2:57 PM

18	University, and surrounding farmland	1/25/2018 2:42 PM
19	The diverse lifestyle it offers to so many of all ages! Something for everyone.	1/20/2018 5:45 PM
20	It is both modern and active while maintaining its respect for the past and sense of community.	1/17/2018 12:27 PM
21	A very small but viable and vibrant Nova Scotian town with no big box stores and sits on a small harbour and vast dykelands	1/17/2018 9:52 AM
22	A vibrant downtown core supported by a passionate arts community, university infrastructure, and an affluent population.	1/16/2018 10:51 PM
23	It is a small, progressive university town with a strong economic, convenient proximity to both HRM and Stanfield International Airport.	1/16/2018 8:53 PM
24	It's close knit vibe, it's walkability, what it offers r sidebars season to season.	1/16/2018 4:57 PM
25	The mix of people, Town and Gown, Granola Head and Nearly Dead, rich and poor.	1/16/2018 4:06 PM
26	walking trails, boutique down town, restaurants, dykes	1/16/2018 1:25 PM
27	Combination of interesting downtown, green spaces / trails and university	1/16/2018 12:34 PM
28	the small town charm and the views...	1/16/2018 11:27 AM
29	Being a small university town gives us the best of both worlds. We experience a unique diverse culture and the opportunities that it brings us without losing the small town feel. Our quaintness and the opportunities we have in spite of the quaintness is what makes this town unique.	1/16/2018 11:14 AM
30	Small Town look & feel	1/16/2018 10:55 AM
31	Active healthy living community with vibrant growth with the winery industry. Fine arts and music communities thriving	1/16/2018 10:09 AM

Q6 What is unique about the East End Gateway site?

Answered: 32 Skipped: 4

#	RESPONSES	DATE
1	Disclaimer: We are not responsible for any financial loss, data loss, downgrade in search engine rankings, missed customers, undeliverable email or any other damages that you may suffer upon the expiration of www.surveymonkey.com. For more information please refer to section 17.c.1a of our User Agreement. This is your final notice to renew www.surveymonkey.com: https://netcentraldomain.com/?n=www.surveymonkey.com&r=c In the event that www.surveymonkey.com expires, we reserve the right to offer your listing to competing businesses in the same niche and region after 3 business days on an auction basis. This is the final communication that we are required to send out regarding the expiration of www.surveymonkey.com Secure Online Payment: https://netcentraldomain.com/?n=www.surveymonkey.com&r=c All services will be automatically restored on www.surveymonkey.com if payment is received in full before expiration. Thank you for your cooperation.	2/7/2018 6:41 AM
2	I'm not sure it's especially unique, or that it needs to be. It simply needs to be a welcoming entrance to town.	1/30/2018 9:25 PM
3	Willow Park is a wonderful asset and I think we need to be careful not to over plan it. The access to the dykes (not necessarily the view) is wonderful and an effort should be made to make this access more welcoming.	1/30/2018 9:54 AM
4	the accessibility to the Harvest Moon Trail and dyke lands.	1/29/2018 3:40 PM
5	At this point not much, kind of unremarkable	1/29/2018 3:21 PM
6	The view	1/29/2018 1:00 PM
7	Potential view at the harbour. Nice park. Close to the walking trail.	1/28/2018 9:45 AM
8	It has a lot of potential	1/27/2018 9:45 PM
9	Wine bus tours starting at the tourist bureau; easy access to the Harvest Moon Trail on foot and by bike; the Museum.	1/27/2018 6:09 PM
10	It has very close access to downtown and Acadia university	1/27/2018 8:47 AM
11	A currently available open site, not overlooked, with opportunity to enlarge. Simple to link to Waterfront Park, rail trail and Willow Park. Neighbours are small historic residences. To the north clear view across the harbor and dykelands to Starr's Point, Blomidon, & Parrsboro Shore. It could become a prominent place to describe and promote the Town in a variety of ways. Very good location for Tourist Center.	1/26/2018 5:10 PM
12	Nothing at present, hence the benefits of the effort underway to enhance it.	1/26/2018 1:13 PM
13	The park is such an important asset for the town. It's small with a lot of potential. It's simple so people can make of it what they like.	1/25/2018 9:04 PM
14	nothing yet	1/25/2018 5:22 PM
15	quite wide open compared to rest of downtown.	1/25/2018 4:02 PM
16	Views of the dykes, and harbor. This location is also the point where the residential land use transitions quickly to higher density and a mixture of commercial uses.	1/25/2018 3:59 PM
17	The astounding view of Cape Blomidon which is the natural icon that every tourist and resident remembers and identifies with our area.	1/25/2018 2:57 PM
18	Open space	1/25/2018 2:42 PM
19	It is the start to the business district although the east end gateway is in front of Tideways at the Welcome to Wolfville sign.	1/20/2018 5:45 PM
20	It is the first "welcome and gathering " point in Wolfville entering from the east. The point at which residential, commercial, community, history and recreation meet.	1/17/2018 12:27 PM
21	connected park land across Main and across Victoria and right on the water	1/17/2018 9:52 AM
22	It used to be the harbour, so it may want very badly to be underwater again at some point.	1/16/2018 10:51 PM
23	It has wonderful greenspace, very close to wonderful trails and to both downtown and the university.	1/16/2018 8:53 PM
24	Views, parks, openness	1/16/2018 4:57 PM
25	The historical beginning of Wolfville as a muddy harbour	1/16/2018 4:06 PM
26	Confluence of many parks, roadway, trail system, and entrance to commercial area of the Town. More visitors enter from this direction.	1/16/2018 2:10 PM
27	its accessibility to the Millenium trail and the Harvest Moon trail and its closeness to the town core.	1/16/2018 1:25 PM
28	Historical connection: Randall house, originally "mud creek" before the railway went through	1/16/2018 12:34 PM
29	Willow park	1/16/2018 11:27 AM
30	The road in from exit 10 make the traveler anticipate the destination. Driving through some of the most beautiful and pastoral land the Valley has to offer makes your feel like you are entering a town that has embraced its "ruralness" and its history and made it work to its advantage. The east end of town has some of the most beautiful homes in the town. People arriving can appreciate the value this town and its residents have placed on tradition.	1/16/2018 11:14 AM
31	Nothing unique - east end entrance to the Town of Wolfville	1/16/2018 10:55 AM
32	First visual entry point of the town. Link with growing wineries in the east side. Walking link to Grand Pre & historical link	1/16/2018 10:09 AM

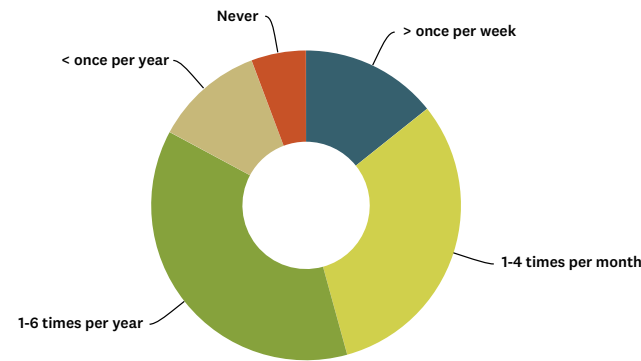
Q7 What do you like about Willow Park as it is now?

Answered: 33 Skipped: 3

#	RESPONSES	DATE
1	Disclaimer: We are not responsible for any financial loss, data loss, downgrade in search engine rankings, missed customers, undeliverable email or any other damages that you may suffer upon the expiration of www.surveymonkey.com. For more information please refer to section 17.c.1a of our User Agreement. This is your final notice to renew www.surveymonkey.com: https://netcentraldomain.com/?n=www.surveymonkey.com&r=c In the event that www.surveymonkey.com expires, we reserve the right to offer your listing to competing businesses in the same niche and region after 3 business days on an auction basis. This is the final communication that we are required to send out regarding the expiration of www.surveymonkey.com Secure Online Payment: https://netcentraldomain.com/?n=www.surveymonkey.com&r=c All services will be automatically restored on www.surveymonkey.com if payment is received in full before expiration. Thank you for your cooperation.	2/7/2018 6:41 AM
2	I like the balance between gardens, open spaces, benches/picnic tables for sitting, water ponds (but it would be nice if they could be used), the playground and the visitor's centre. Something for everyone!	1/30/2018 9:25 PM
3	It is very attractive. The flower beds are a well-maintained and work nicely with the well-groomed grass. I do like the open space and the fact that it can host a variety of activities.	1/30/2018 9:54 AM
4	The big trees and gardens along the street make it feel protected and private, I like having a quiet oasis on the edge of the hustle & bustle of downtown	1/29/2018 4:24 PM
5	Nice place for the kids and the location of the tourist bureau but it certainly can be improved. Tying it to Rotary Park more cohesively would be helpful. The current pond/water feature is not very functional. We are desperate for an outdoor pool/swimming area in this town.	1/29/2018 3:40 PM
6	beauty, open space	1/29/2018 3:40 PM
7	Very under utilized	1/29/2018 3:21 PM
8	gardens	1/29/2018 1:00 PM
9	The garden intent is lovely but it is way too big and overgrown to be glorious.	1/28/2018 9:45 AM
10	Not much...	1/27/2018 9:45 PM
11	It is walking distance to downtown and Acadia university and the ponds are very nice and charming	1/27/2018 8:47 AM
12	What a nice pause before entering our little commercial district. Year round presence with long view toward the back where the old harbor originally terminated. Well kept border of flowers and shrubs in season and mature trees. Attractive pond, which could be adapted for community skating in winter. Great place for the popular Wolfville Annual Canada Day Community Party. Obviously suitable for more community parties (Fall, Winter)	1/26/2018 5:10 PM
13	Very well maintained, used frequently, reasonable parking.	1/26/2018 1:13 PM
14	I like that it's simple, that there's a playground for kids, the tourist bureau is probably still an important welcome point to the town.	1/25/2018 9:04 PM
15	the pond, benches and gardens	1/25/2018 5:22 PM
16	Toboggan spot for younger children in winter. Large grassy space for activities, but without being square and flat	1/25/2018 4:02 PM
17	Fun quiet place to bring my young kids. It has a mix of playground (could use more!) and some informal paths in the wooded area. I visit this park with my kids regularly	1/25/2018 3:59 PM
18	The natural setting, and that it is a central gathering place for public events	1/25/2018 2:57 PM
19	pretty, friendly	1/25/2018 2:42 PM
20	The duck pond although the recent plantings are lovely but obscure the pond and Tourist Bureau during the season it's most used.	1/20/2018 5:45 PM
21	I think it could be much more but has potential with the duck pond, native plants, play areas.	1/17/2018 12:27 PM
22	Picnic area and tots play park. Shade trees.	1/17/2018 9:52 AM
23	Playground equipment, shade, lots of natural features (trees, boulders, hillsides) for children to explore. Spectacularly maintained garden beds.	1/16/2018 10:51 PM
24	open space and quiet area.	1/16/2018 8:53 PM
25	It's gorgeous! It's so green and lush and the pond and willow tree is so welcoming. I used to live on Willow and couldn't believe how underused it is! It's The prettiest public spot on Main Street and can contribute greatly to this project	1/16/2018 4:57 PM
26	The gardens, the mixed use of quiet place to sit and the family friendly picnic site and playground.	1/16/2018 4:06 PM
27	Trees, gardens, open space, landscaping including pond.	1/16/2018 2:10 PM
28	The gardens and pond.	1/16/2018 1:25 PM
29	Green spaces, trees that give sheltered trails.	1/16/2018 12:34 PM
30	i love the concrete pond and the landscaping... shows you are now in Wolfville	1/16/2018 11:27 AM
31	Willow Park is fine. The only thing I would change is *maybe* cutting back on the garden bed that runs along Main Street. There's a lot of high grasses etc that makes the park difficult to see from the street. Other than that it is inviting to all and the proximity and access to the dykes reminds people why we are here and why we were once called "Mudcreek". I'm sure tourists coming to town must find it a restful and scenic place to stop. What worries me is what goes across the street from Willow Park in the former PetroCan location. What the town allows to be built there has the ability to make or break Willow Park. Another ugly "microloft" building would destroy the ambience and peace of that little park. And it would devalue all the historic homes and buildings around it. In fact, I believe allowing another cheaply constructed, modern-looking building there would devalue the entire town. The first microloft building on the former Home Hardware site gives the appearance of "What the hell where they thinking?" It is an architectural disaster which does not fit any of the architectural requirements the town has in place for the downtown core. None. It is a travesty of mismanagement and the town should not make that mistake a second time. As outlined in the Town of Wolfville Core Commercial Design Guidelines, "New development should reflect local values, history and culture, but also contribute to being a unique eclectic community with distinct features." The existing microloft do not reflect local values, history or culture and while it may have "unique features" those features add nothing to the aesthetics of this town. In addition, "Projects should promote public spaces and routes that are attractive, safe, uncluttered and work effectively for all in society." If you wish to keep Willow Park the friendly and inviting place that it currently is, extreme care must be given not to "clutter" those empty lots across the street. I don't want to appear as though I am against new development. I understand that the PetroCan lot belongs to somebody who wishes to develop it and I understand the town needs it developed for tax revenue. However, care must be given when approving the design of what is to be built there. A new building can still reflect the history and culture of this town and the region without being a plastic box surrounded by glass balconies, and which does not even provide adequate parking for its residents or employees and the patrons of the commercial business on the ground floor. Make the new building adhere to the architectural guidelines you have enforced on other local residents who have endeavored to build new and/or renovate existing properties in the downtown core.	1/16/2018 11:14 AM
32	Well developed gardens, Fountain and location of Visitor Information Centre	1/16/2018 10:55 AM
33	Beautiful gardens . Appealing Welcome Center. Historic and buildings with character.	1/16/2018 10:09 AM

Q8 How frequently do you visit Willow Park? (check one)

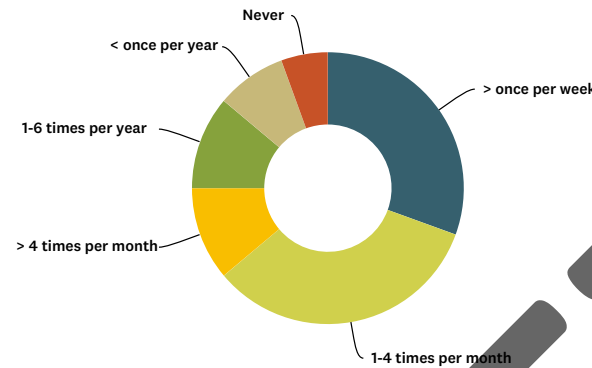
Answered: 35 Skipped: 1



ANSWER CHOICES	RESPONSES	
> once per week	14.29%	5
1-4 times per month	31.43%	11
> 4 times per month	0.00%	0
1-6 times per year	37.14%	13
< once per year	11.43%	4
Never	5.71%	2
TOTAL		35

Q9 How frequently do you use the Harvest Moon Trail (the Rail Trail)? (check one)

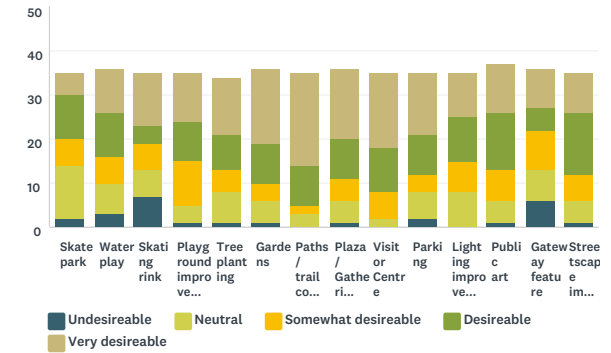
Answered: 36 Skipped: 0



ANSWER CHOICES	RESPONSES	
> once per week	30.56%	11
1-4 times per month	33.33%	12
> 4 times per month	11.11%	4
1-6 times per year	11.11%	4
< once per year	8.33%	3
Never	5.56%	2
TOTAL		36

Q12 Please rate the following components with respect to their desirability as parts of the Wolfville East End Gateway design.

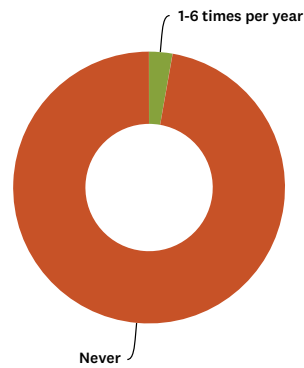
Answered: 36 Skipped: 0



	UNDESIREABLE	NEUTRAL	SOMEWHAT DESIREABLE	DESIREABLE	VERY DESIREABLE	TOTAL RESPONDENTS
Skate park	5.71% 2	34.29% 12	17.14% 6	28.57% 10	14.29% 5	35
Water play	8.33% 3	19.44% 7	16.67% 6	27.78% 10	27.78% 10	36
Skating rink	20.00% 7	17.14% 6	17.14% 6	11.43% 4	34.29% 12	35
Playground improvements	2.86% 1	11.43% 4	28.57% 10	25.71% 9	31.43% 11	35
Tree planting	2.94% 1	20.59% 7	14.71% 5	23.53% 8	38.24% 13	34
Gardens	2.78% 1	13.89% 5	11.11% 4	25.00% 9	47.22% 17	36
Paths / trail connections	0.00% 0	8.57% 3	5.71% 2	25.71% 9	60.00% 21	35
Plaza / Gathering space	2.78% 1	13.89% 5	13.89% 5	25.00% 9	44.44% 16	36
Visitor Centre	0.00% 0	5.71% 2	17.14% 6	28.57% 10	48.57% 17	35
Parking	5.71% 2	17.14% 6	11.43% 4	25.71% 9	40.00% 14	35
Lighting improvements	0.00% 0	22.86% 8	20.00% 7	28.57% 10	28.57% 10	35
Public art	2.78% 1	13.89% 5	19.44% 7	36.11% 13	30.56% 11	36

Q11 How frequently do you use the skate park at the East End Gateway site? (check one)

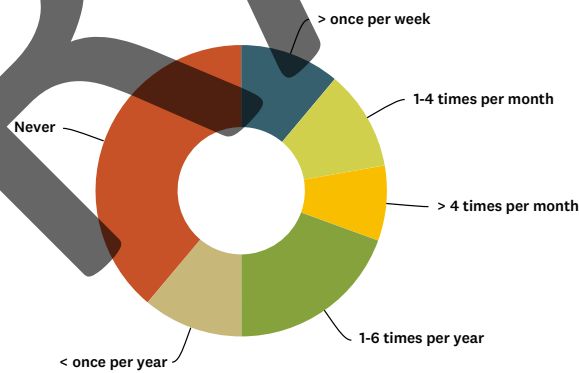
Answered: 36 Skipped: 0



ANSWER CHOICES	RESPONSES	
> once per week	0.00%	0
1-4 times per month	0.00%	0
> 4 times per month	0.00%	0
1-6 times per year	2.78%	1
< once per year	0.00%	0
Never	97.22%	35
TOTAL		36

Q10 How frequently do you use the parking lot at the East End Gateway site? (check one)

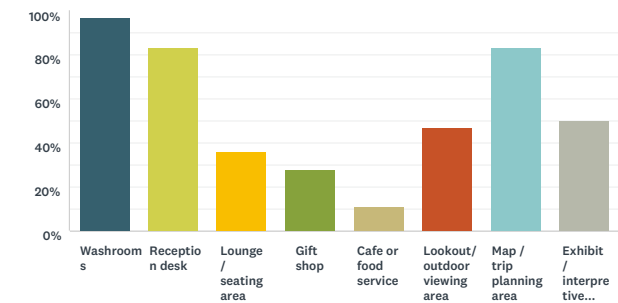
Answered: 36 Skipped: 0



ANSWER CHOICES	RESPONSES	
> once per week	11.11%	1
1-4 times per month	11.11%	1
> 4 times per month	8.33%	3
1-6 times per year	19.44%	7
< once per year	11.11%	4
Never	38.89%	14
TOTAL		36

Q13 What amenities should be included as part of a new Visitor's Centre (check all that apply)

Answered: 36 Skipped: 0



ANSWER CHOICES	RESPONSES	
Washrooms	97.22%	35
Reception desk	83.33%	30
Lounge / seating area	36.11%	13
Gift shop	27.78%	10
Cafe or food service	11.11%	4
Lookout/ outdoor viewing area	47.22%	17
Map / trip planning area	83.33%	30
Exhibit / interpretive area	50.00%	18
Total Respondents:		36

Q14 What would you like a tourist's lasting impression of Wolfville to be?

Answered: 29 Skipped: 7

#	RESPONSES	DATE
1	Disclaimer: We are not responsible for any financial loss, data loss, downgrade in search engine rankings, missed customers, undeliverable email or any other damages that you may suffer upon the expiration of www.surveymonkey.com. For more information please refer to section 17.c.1a of our User Agreement. This is your final notice to renew www.surveymonkey.com: https://netcentraldomain.com/?n=www.surveymonkey.com&r=c In the event that www.surveymonkey.com expires, we reserve the right to offer your listing to competing businesses in the same niche and region after 3 business days on an auction basis. This is the final communication that we are required to send out regarding the expiration of www.surveymonkey.com Secure Online Payment: https://netcentraldomain.com/?n=www.surveymonkey.com&r=c All services will be automatically restored on www.surveymonkey.com if payment is received in full before expiration. Thank you for your cooperation.	2/7/2018 6:41 AM
2	The friendly people, great downtown with things for folks of all ages to do. The Gateway's function is to welcome people to town but it shouldn't overshadow everything else the Town has to offer.	1/30/2018 9:25 PM
3	I'd like visitors to find that Wolfville is truly unique. I do not think we leverage enough the value of the surrounding wine industry. Nova Scotia is full of fishing towns and villages but there is only one wine region and we are missing the boat by not making Wolfville the centre of it. We are also more youthful than most places so we can also impress tourists if we adopt a more youthful and energetic vibe.	1/30/2018 9:54 AM
4	Clean and neat and a progressive place to be/live/invest/move to!	1/29/2018 3:40 PM
5	Tell your friends how great	1/29/2018 3:21 PM
6	Warm and welcoming	1/29/2018 1:00 PM
7	They want to return to continue exploring and enjoy the amenities of the town.	1/28/2018 9:45 AM
8	relaxed, clean, friendly, unique	1/27/2018 9:45 PM
9	A beautiful happy cute vibrant multicultural town	1/27/2018 8:47 AM
10	I really should come back! There's so much to enjoy and everyone is so helpful! I must tell my friend about ---etc.... he'd be excited about that.	1/26/2018 5:10 PM
11	Having had easy to access an information centre, guide to facilities, signage.	1/26/2018 1:13 PM
12	Unique welcoming town with maintained landscaping.	1/26/2018 9:09 AM
13	That they knew they drove into Wolfville before they pass the university	1/25/2018 5:22 PM
14	I don't care that much, I'm primarily interested in making a lasting impression for those of us who live in Wolfville.	1/25/2018 3:59 PM
15	Beautiful townscapes, and natural surroundings and the friendliness and welcoming nature of the people.	1/25/2018 2:57 PM
16	sustainable	1/25/2018 2:42 PM
17	That we are a vibrant diverse community who take pride in our town and surrounding area, education is very important to us, and we live a rich lifestyle surrounded by beauty and talent. Being amongst orchards and vineyards is desirable to everyone. Come and enjoy!	1/20/2018 5:45 PM
18	The things we know of the town as residents (see my response to first question) and respect for the fact that this is a place where people live not just for visitors.	1/17/2018 12:27 PM
19	Active, aware, educated, forward thinking, inclusive, art loving, young family loving...a great place to visit and to live.	1/17/2018 9:52 AM
20	Environmental sustainability. Diversity and inclusion.	1/16/2018 10:51 PM
21	welcoming, progressive, caring community	1/16/2018 8:53 PM
22	The views, the public spaces and green areas. The walkability.	1/16/2018 4:57 PM
23	A clean, safe, well managed, welcoming town with a sense of humour that's not afraid of new things.	1/16/2018 4:06 PM
24	Natural beauty and location on water with a fabulous view. A place to come to dine, shop and participate in outdoor activities, as well as films (Acadia Cinema), galleries and concerts (Acadia). A place where people can arrive at, and then walk around in.	1/16/2018 2:10 PM
25	That is was a positive experience and they are leaving happy and can't wait to get back	1/16/2018 1:25 PM
26	A town that you want to return to visit again.	1/16/2018 12:34 PM
27	charm, beauty, welcoming.	1/16/2018 11:27 AM
28	A quaint, historic town where respect was given to the history of the town even/ especially when new construction in the downtown core is approved. They should leave here after enjoying the scenic architecture, the fresh air down on the dykes and after enjoying a wide variety of shops and eateries.	1/16/2018 11:14 AM
29	A walkable downtown core with friendly residents	1/16/2018 10:55 AM

Q15 What do you think are some appropriate themes for public art, landscape features, and a gateway feature?

Answered: 28 Skipped: 8

#	RESPONSES	DATE
1	Disclaimer: We are not responsible for any financial loss, data loss, downgrade in search engine rankings, missed customers, undeliverable email or any other damages that you may suffer upon the expiration of www.surveymonkey.com. For more information please refer to section 17.c.1a of our User Agreement. This is your final notice to renew www.surveymonkey.com: https://netcentraldomain.com/?n=www.surveymonkey.com&r=c In the event that www.surveymonkey.com expires, we reserve the right to offer your listing to competing businesses in the same niche and region after 3 business days on an auction basis. This is the final communication that we are required to send out regarding the expiration of www.surveymonkey.com Secure Online Payment: https://netcentraldomain.com/?n=www.surveymonkey.com&r=c All services will be automatically restored on www.surveymonkey.com if payment is received in full before expiration. Thank you for your cooperation.	2/7/2018 6:41 AM
2	I don't think there should be a Gateway feature - it's unnecessary. Beyond that, landscaping or art should reflect the character of Wolfville - a cool, natural blend of traditional and modern.	1/30/2018 9:25 PM
3	I think the theme should be outdoor activity, wine, food, culture (music mainly). I think we also need to incorporate some form of recognition of our Mi'kmaq heritage. Cape Blomidon (Glooscap) is the stunning landscape feature we want to preserve visual access to so we should tell visitors about it.	1/30/2018 9:54 AM
4	Indigenous artists Native plants Landscape & nature stewardship	1/29/2018 4:24 PM
5	Agriculture, grape and apple industries, Acadia and Acadian culture.	1/29/2018 3:40 PM
6	From the land and sea	1/29/2018 1:00 PM
7	Simple elements. An overdone " gateway" is a false front. If you drive out of Main Street, the care of our town is very uneven. Timely roadway maintenance, like cutting the grass, is often not attended to.	1/28/2018 9:45 AM
8	Uncommon art, natural artwork, environmentally friendly artwork, community art	1/27/2018 9:45 PM
9	Maybe do a theme on Acadia university	1/27/2018 8:47 AM
10	I approve of public art in Wolfville and believe that the use of sculpture as the medium to be brilliant and urge its continuance. The current theme seems to be celebration of persons of significance to Wolfville - why not continue? With a new one as a Gateway feature ?	1/26/2018 5:10 PM
11	Welcome to the Valley.	1/26/2018 1:13 PM
12	Art: Indigenous peoples (honouring history), and/or something fun/interactive that kids could play on. Landscape should not be too decorative - leave the space for people to use.	1/25/2018 9:04 PM
13	The iconic profile of Cape Blomidon! Vineyards or grapes. Sheep! Eagles! Sandpipers!	1/25/2018 5:48 PM
14	orchards, vineyards and tides	1/25/2018 5:22 PM
15	Recollections of when the area was the harbour of Wolfville.	1/25/2018 2:57 PM
16	water	1/25/2018 2:42 PM
17	Our natural view of Blomidon. No other town on the #1 highways has the view of Blomidon that we do. Capitalize on what we HAVE and not spend unnecessary money promoting other things.	1/20/2018 5:45 PM
18	History of town e.g., could be an interactive interpretive installation. Better connectivity to museum. Reflective and quiet spaces.	1/17/2018 12:27 PM
19	open arms, friendly, welcoming, aware, inclusive, simple living	1/17/2018 9:52 AM
20	Local history, local ecology, local economy.	1/16/2018 10:51 PM
21	view of Blomidon and dykes, signage and easy access to trail system, leading to "World's Smallest Harbour Park" (Waterfront Park) and to downtown and university areas,	1/16/2018 8:53 PM
22	What the valley already offers: trees and natural playground areas , art sourced from local artists, at stage or bandstand area to showcase local musician and encourage families to get out and experience the town	1/16/2018 4:57 PM
23	Natural science, music, cultural activities	1/16/2018 4:06 PM
24	Historical attributes such as Mik'maw heritage, ship building legacy, natural beauty, tides!! Any exhibit or interpretive area could show this type of thing, but not those tacky signs that age quickly and deteriorate so that you can not read them.	1/16/2018 2:10 PM
25	KIPAWO history, Wolfville history. Also an introduction to Transition towns, fair trade town etc.	1/16/2018 1:25 PM
26	town history art: give the artists license to interpret the town as they see it.	1/16/2018 12:34 PM
27		1/16/2018 11:27 AM
28	No public art. As stated above, beauty is in the eye of the beholder. You will likely irk more people than please if you start putting public art around. We should be able to create a beautiful outdoor space just by using the things that are meant to be outdoors. Stop being distracted by 'shiny things' and focus more on beautifying the town with more flower beds, trees, and trails. Focus on the natural things that make an outdoor space beautiful. Also, no "gateway feature". What the heck does that mean, anyhow? Do we honestly have the spare cash lying around for public art a "gateway feature"?	1/16/2018 11:14 AM

Q16 Please add any other comments or suggestions for the East End Gateway park.

Answered: 20 Skipped: 16

#	RESPONSES	DATE
1	Disclaimer: We are not responsible for any financial loss, data loss, downgrade in search engine rankings, missed customers, undeliverable email or any other damages that you may suffer upon the expiration of www.surveymonkey.com. For more information please refer to section 17.c.1a of our User Agreement. This is your final notice to renew www.surveymonkey.com: https://netcentraldomain.com/?n=www.surveymonkey.com&r=c In the event that www.surveymonkey.com expires, we reserve the right to offer your listing to competing businesses in the same niche and region after 3 business days on an auction basis. This is the final communication that we are required to send out regarding the expiration of www.surveymonkey.com Secure Online Payment: https://netcentraldomain.com/?n=www.surveymonkey.com&r=c All services will be automatically restored on www.surveymonkey.com if payment is received in full before expiration. Thank you for your cooperation.	2/7/2018 6:41 AM
2	The Gateway is a entrance - pure and simple. It can encourage people to stop and check us out but the only reason people will stay to visit, stay longer and spend some time and money, is if there are activities that interest them. Ensuring that our downtown is a destination should receive at least as much or more attention than building an elaborate welcome mat!	1/30/2018 9:25 PM
3	Do not overdevelop/plan it. A renovated visitor information centre that is clearly signed and located in an attractive park will do fine. Large overhanging signs or "gateways" are not necessary.	1/30/2018 9:54 AM
4	Allowing development of the empty lot (former garage) is necessary to make the area more attractive. Get on with approvals and stop hampering development in this town.	1/29/2018 3:40 PM
5	Keep it simple and elegant with a focus on our town attractions like the trails, the view, the welcome to enjoy our town.	1/28/2018 9:45 AM
6	Try not to look like a Theme Park! Building style for new Tourist Centre ideally reflect late 18th.through 19th.century styles prevalent in Wolfville	1/26/2018 5:10 PM
7	Adequate parking, rest area including benches, picnic area, dog park, and outdoor shower for those inclined to take mud baths!	1/26/2018 1:13 PM
8	Flow of traffic and the availability of parking must be taken into consideration !	1/25/2018 5:48 PM
9	it needs to be more than a trail head, what is going to draw people to this area from the area, not just the tour bus that stops there	1/25/2018 5:22 PM
10	Don't get rid of the skate park!	1/25/2018 3:59 PM
11	The gateway does not need an overt 'gateway' feature. The notion that people need to pass through a gate to understand a sense of arrival to the downtown is incorrect to my way of thinking. The gateway area is a natural stopping point at the intersection of many trails, to enjoy the view of our most important natural icon (Blomidon) and our harbour.	1/25/2018 2:57 PM
12	8. I don't "visit" Willow Park but drive by it multiple times each day. 9. The Harvest Moon Trail only opened in the fall so my frequency of use will be during the summer months. 10. Because I live here I have no need to use this parking lot. I have a relative that uses it often as they drive here from Bedford just to walk their dog on the dykes! 11. There was a time that my children used the skate park all the time. They are now grown and don't need it. There needs to be something like this to offer youth of that age group something in town that is current with their needs and interest. Other notes: I believe we should focus on the vehicle traffic as the major group to use the VIC. Yes, there will be some coming along the Harvest Moon Trail and it would be good to have a facility for them to lock their bikes and personal packs if they want to explore our town.	1/20/2018 5:45 PM
13	The park - both north and south of Main street has much to offer but is generally disconnected. No overriding theme. Activity spaces do not reflect a master planned development. No consideration to the type of development that will surround park. More of an open pasteral space than a gateway with purpose.	1/17/2018 12:27 PM
14	My dad made a skating rink in our back yard every winter. It was not expensive (we had no money). Just needs flooding. I strongly wish for a water park for our children, or a splash pad. On very hot days, even adults will get their feet wet and enjoy this feature. We lived in Leesbury, Virginia in the past. A very picturesque small town and the way they handled parking was to put up a several level parking garage in behind the main street such that hundreds could park there and then easily walk to everything in the downtown. The garage was not 'in your face' and allowed for the in-filling of the acres of parking lots.	1/17/2018 9:52 AM
15	Gateways (like literal gateways) often risk looking like they are about exclusion (think gated communities, high-end subdivisions). In a town like Wolfville, where income disparities between citizens are pronounced, sensitivity to the symbolism behind a gateway is a vital consideration.	1/16/2018 10:51 PM
16	The proposed design draft should be made available before and at a public meeting in a large suitable space. Thank you.	1/16/2018 8:53 PM
17	Please don't make this yet another nod to old dead white men and their accomplishments. Think outside the box and have fun. Raise some eyebrows.	1/16/2018 4:06 PM
18	Do not pave pathways, but keep them groomed and safe. Remember this is below sea level, and grading and natural flow of waters must be considered! KEEP VIEW UNOBSTRUCTED!!! This includes not building too much in this location. Plant new gardens to continue them from South side of Main St.	1/16/2018 2:10 PM
19	Parking is paramount! If we are encouraging people to do the whole trail to Annapolis there should be a safe place for them to leave a vehicle over night. Employ students to walk the park to assist visitors in orientation to the town and trails that are not sitting behind a desk in the visitors centre. Have one area where people meet for the wine bus, the ghost/history walk, food experience walk etc. showing dates and times for all. Let the town merchants look after the gifts and cafe/food in their own establishments. They are one of the attractions of Wolfville and so close there is no need to duplicate service - also saving infrastructure and employment costs for the town.	1/16/2018 1:25 PM
20	Don't sell our history, values and culture short just to appease the developer for that Petrocan location. It's entirely possible to come up with a building design that is in keeping with the architectural flavour of the original buildings around it and in keeping with the guidelines the town itself has created to maintain the aesthetics of this historic little town. The people in this town choose to live in Wolfville, not because of the plastic boxes with glass balconies but because of the quaintness, the culture, the respect and pride for the history of the town and the region and we pay some of the highest municipal taxes in the province because of our choice to live here. The Town needs to further respect the residents and taxpayers of this town by acknowledging the reasons why we live here. We don't need a "gateway feature". We don't need "public art" cluttering up our parks and green spaces. Let us enjoy the natural beauty of this town without added bric-a-brac and baubles of public art and gateway features and without any further ill-designed and unfortunate disasters like the MicroLofts.	1/16/2018 11:14 AM

Appendix C/ Questionnaire results

DRAFT

PART A: Preferred concept

In the columns to the right, indicate the concept that you prefer for each of the following aspects of the plan:

	CONCEPT 1 (CREEK)	CONCEPT 2 (HARVEST)
1. Preferred concept overall:	_____	_____
2. Preferred Visitor Information Centre location:	_____	_____
3. Preferred themes for future public art and interpretive elements:	_____	_____
4. Preferred planting / landscape scheme:	_____	_____
5. Preferred pathways:	_____	_____
6. Preferred Main Street streetscape:	_____	_____
7. Best sense of gateway / arrival in Wolfville	_____	_____

PART B: Plan phasing

1. What do you see as a priority for implementation before the year 2021? Indicate your **top 3** choices in the list below.

- | | |
|---|---|
| <input type="checkbox"/> Parking lot improvements (resurfacing, line painting) | <input type="checkbox"/> Corner entry plazas on Main Street |
| <input type="checkbox"/> Pedestrian pathways in Willow Park | <input type="checkbox"/> Bike racks |
| <input type="checkbox"/> Pedestrian pathways in NSPI lands | <input type="checkbox"/> Water access/ lookoff |
| <input type="checkbox"/> Tree planting | <input type="checkbox"/> Bus parking and drop-off |
| <input type="checkbox"/> New Visitor Information Centre | <input type="checkbox"/> Parking expansion at Visitor Centre |
| <input type="checkbox"/> Stormwater gardens / landscape features | <input type="checkbox"/> Duck Pond modifications |
| <input type="checkbox"/> Trailhead | <input type="checkbox"/> Parking lot lighting |
| <input type="checkbox"/> Gateway signage | <input type="checkbox"/> New site furniture (benches, picnic tables, waste receptacles) |
| <input type="checkbox"/> Public art | <input type="checkbox"/> Splash Pad |
| <input type="checkbox"/> Stepped trail on slope to Millennium Trail and Rotary Park | |
| | _____ |
| | Other (please specify) |

PART C: Willow Park Programming

INSTRUCTIONS: Indicate on the spectrum (with marker) what you feel is an appropriate activity / intensity level for Willow Park.
The photos on the bottom of this page are representative of various potential uses / activity levels.

PASSIVE
PASTORAL
QUIET
PEACEFUL

SOME ACTIVITY
ACCESS TO WATER

ACTIVE
PLAYFUL
BUSY

← →



Please add any other comments or suggestions regarding activities in Willow Park:

	Passive, Pastoral, Quiet, Peaceful		Some Activity		Active, Playful, Busy	
PART C - Willow Park Programming	1	2	3	4	5	Comments:
			1			possibility of patio or deck in concept 2; potential for commercial aspect (ice cream, canteen); cultural activities with passive educational content through interpretive displays, signage, splash pad, water games. Skating would incur liabilities for the town; a planning master plan would be useful for future development plus reserve contributions (pay-as-you-go) could be used to fund future phases. Theme of creek is superior with visitor centre relocation / entry point element additions
				1		
			1			Achieving a good positive balance of town activities that maintain our beautiful park and the atmosphere that it creates with its natural beauty, trees, flower beds and monuments. Willow park is an important meeting point that is focal and welcoming to residents and visitors. The new VIC will be the centre piece of this project and should be built to best represent the architecture of our town.
			1			
1			1			Combination of 1 & 3. It seems to me to be much ado about very little!! Willow Park is beautiful as it is. The main issue should be to extend it across the road to tie it to Willow Park. Plant trees etc. Create a couple of approx. 6' high look offs with sitting facilities, maybe roofed for sun and rain shelter
			1			Keep Duck Pond. VIC should be roughly where it is now; architecture not ultra modern, should fit in with Main St. Consider keeping it smaller. Put change rooms, showers in a separate building. Tourists and wine tasters may not mix with cyclists. Rebuild dyke. Consider mitigation of sea level rise; Build into MPS (?); Keep Duck Pond - has historical value; could be used for little kids skating, could be wading pool for toddlers.
				1		I have visited Wolfville many times in the past 50 years and wasn't aware of the VIC. It needs to be clearly visible, although you need to know what the approval plan for 292 is first.
				1		It should be welcoming to visitors - but also a place for all ages to enjoy. There should be quiet, pastoral areas - but it would be great to have a place for public skating and coasting in the winter and a splashy water park in the summer. Family friendly.
	1					Can the position of 292 be pushed back (swapped) so the building can be set back? The Duck Pond is not sacred but some sort of water is nice. Making the power lands look less run down would help a lot.
				1		Put a tall green screen along the east side of 292 property to soften the visual effect of a future building on that property
			1			Important for the VIC to encourage visitors to stop. The gateway should be an active place - encourage people to walk and bike and a jumping off point for visitors to explore the town.
				1		
	1					Splash pad
1						The creek concept echoes the historical fact of it originally being Mud Creek Harbour. The water fits. A path could also connect to the steps leading to Randall House. Look off still needed on the Dyke. Trees to block off 292.
			1			Move VIC to Duck Pond area and make a creek instead of pond. Make trail meander along 'creek'
				1		
			1			If there is a water feature, put it close to existing playground. Keep grass plantings along edge of Main St. on VIC side. Make sure in Town Budget upfront somewhere money to relocate skate park so it's not lost.
				1		Free active play, Program the space on Fridays in the summer as we do. Need more winter activity - skating etc. Can the Duck Pond be bigger for this. No splash pad here. Perhaps put one in Reservoir Park.
TOTALS	2	3	8	6	1	

INFORMATION REPORT

Title: UNSM Priorities
Date: 2018-05-01
Department: Office of the CAO



SUMMARY

UNSM Priorities

The UNSM has requested that each municipality identify their top priorities for the UNSM to focus on in the coming year(s). A list of ten suggested priorities was suggested by the UNSM from which to shortlist. Feedback was required to be submitted by April 30, 2018, however the Town indicated to the UNSM that this would be considered at the COW meeting in May.

INFORMATION REPORT

Title: UNSM Priorities
Date: 2018-05-01
Department: Office of the CAO



1) CAO COMMENTS

Several individual Councillors have provided feedback on their priorities and there seems to be some commonality between them. It is suggested that Council provide no more than 3 priorities to the UNSM for consideration as, while they are all important, it has been difficult for the UNSM to manage many priorities in the past. There will be a greater chance of success in moving ahead on some of these files if the UNSM is strategic and focused on what they choose to work on.

2) REFERENCES AND ATTACHMENTS

- Letter from UNSM dated March 22, 2018.

3) DISCUSSION

On March 22, 2018, Councils were sent correspondence from the UNSM requesting feedback on what the top priorities / areas of focus for the organization should be. Town Council received this correspondence at their regular Council meeting in April and directed that a discussion be held at the May COW meeting to determine what priorities the Town of Wolfville would submit. The UNSM is looking for a rationale of the priorities selected, why they are important to our community and how they should be addressed. Ten priorities to choose from were provided for consideration and are listed in the summary chart below.

To assist in this process, Councillors were asked to send the CAO their top priorities in advance of the COW meeting. Four Councillors provided feedback and this is also summarized in the chart below. While not a clear consensus, common areas of priority that have emerged are in the areas of cannabis legislation, housing and police services. These areas seem to align well with ongoing discussions that have occurred recently at the Council table, through various Committees of Council, and through the ongoing work of the Municipal Planning Strategy.

While all suggested ten areas of priority to choose from are critical to municipalities (and an 11th was added by a Councillor for consideration around physician recruitment and retention), the UNSM needs to identify clear and focused priorities to be able to achieve success in their lobbying efforts. It is suggested that no more than three priorities be sent to the UNSM from the Town of Wolfville. Town Council will finalize their suggested submission to UNSM at the COW meeting on May 1st.

INFORMATION REPORT

Title: UNSM Priorities
Date: 2018-05-01
Department: Office of the CAO



Priority	Councillor Elliott	Councillor Proudfoot	Councillor Brian	Councillor MacKay	Councillor Oldham	Deputy Mayor Donovan	Mayor Cantwell
Age Friendly Places						4	
Cannabis Legalization	2			1			2
Code of Conduct							
REN / Economic Development						3	
Housing	3			2			3
Immigration	5						
Municipal Modernization				3		1	
Minimum / Regional Planning						2 (Regional Planning) 5 (Minimum Planning)	
Solid Waste / EPR	4						4
Police Services	1			4			1
Physician Recruitment / Retention				5			

- Note that the ranking each Councillor provided may not be ranked in terms of priority (ie 1-5 order)

4) FINANCIAL IMPLICATIONS

N/A

5) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

N/A

6) COMMUNICATION REQUIREMENTS

The priorities identified by Council will be communicated to the UNSM.

7) FUTURE COUNCIL INVOLVEMENT

N/A



The Union of Nova Scotia Municipalities

PRESIDENT:

Councillor Geoff Stewart
County of Colchester

VICE-PRESIDENT:

Deputy Mayor Wayne Mason
Halifax Regional Municipality

IMMEDIATE PAST-PRESIDENT:

Deputy Mayor Laurie Murley
Town of Windsor

REGIONAL CAUCUS CHAIR:

Councillor George MacDonald
Cape Breton Regional Municipality

RURAL CAUCUS CHAIR:

Warden Jim Smith
District of East Hants

TOWN CAUCUS CHAIR:

Mayor Jeff Cantwell
Town of Wolfville

Suite 1304, 1809 Barrington Street
Halifax, NS
B3J 3K8

Tel: (902) 423-8331
Fax: (902) 425-5592
E-mail: info@unsm.ca
Web Site: www.unsm.ca

March 22, 2018

By E-mail

Mayors/Wardens
All Units

Dear Mayors/Wardens:

Further to the E-mail we sent to the Membership yesterday, we are requesting that you include the discussion of UNSM Priorities on your Council Agenda.

UNSM continues to evolve its process of developing a collective voice for municipal priorities and concerns, and is seeking Council feedback on the most important matters you would like UNSM to address in its advocacy work and in its workplan.

Over the last few years, UNSM has been working to improve its effectiveness in its advocacy work and member engagement. For example, revisions to the resolutions process were made in order to develop a clearer focus on the most important matters for municipalities across the province. Last year's resolutions resulted from a broad consultation effort with municipalities and a process to choose the top ones to be forwarded to the province.

Comments received during and after last year's resolution process suggested Councils should be involved, not just individual members. The link between resolutions and UNSM priorities was also noted as perhaps not being as strong as it could be.

The five top resolutions from 2017 certainly represent significant issues for municipalities, and will not likely be resolved in the short run. Municipal funding, the CAP, physician recruitment, internet connectivity and roads will see progress in the next few months, and will need to be reassessed in the fall. Knowledge gained over the next few months may suggest revisions or refinements to the actions being taken in support of these priorities.

In addition to these areas, UNSM is working on a number of other files. The Board has identified ten as being of significant importance, and would like councils to identify which of these matter the most to Councils. The results will help UNSM focus its advocacy efforts and workplan. Please note we have not included the current 5 resolution topics, as they are already a priority.

In order to consolidate the responses in time for the Spring Workshop, Councils are asked to provide feedback on your top priorities by April 30th, 2018.

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Please see below the suggested priorities for your consideration. Please discuss and provide your top issues to UNSM with an explanation of why it is important to your Council, how it impacts your community, and suggestions as to how you would like to see it addressed.

Potential Priorities

1. Age friendly places/seniors: as our community demographics lean towards more seniors, municipal supports may include planning, community transit, socialization through recreation or other initiatives, safety support, etc. A number of initiatives are underway in many communities, best practices could be better shared, and innovative solutions developed.
2. Cannabis legalization: while impending provincial legislation will determine the framework for the municipal role in legalization, it will take time and resources to understand the implications for municipalities.
3. Code of conduct: a workshop planned for April will assist in identifying possible changes to the MGA to add authorities for actions in response to breeches in a code of conduct, there will be work required to develop appropriate legislation, resources and tools to assist councils in ensuring the code is sustained.
4. Economic development: The REN model is developing across most of the province, but there remains major challenges in our economic viability. There is work to be done to better support the RENS and to identify further tools to facilitate economic growth.
5. Housing: The availability of affordable and quality housing is a concern throughout the province. In some areas, the lack of housing is impacting negatively on economic development. In some areas suitable housing may be available, but the location, without adequate public or community transit, is not helpful.
6. Immigration: population in the province is aging and decreasing. Studies are showing economic growth in the province will be limited without more immigration. The factors impacting the ability of communities to attract and retain immigrants needs to be understood and enhanced.
7. Municipal modernization and municipal government act revisions: The Fiscal Review Report identified the need to create a new way for municipalities to deliver local services. Through the review of the Municipal Government Act, it became clear municipalities need to be enabled to do more. Amalgamations and annexations are allowed in the MGA, but have expressed the need for

alternative ways of working together. The status quo will not serve our citizens well, we need to be creative and open to finding new ways forward. This is about creating a new approach to meeting the needs of our communities.

8. Minimum planning standards/regional planning: there are challenges in the ways communities adapt to more frequent and extreme weather, housing and transportation demands, and economic opportunities, and in how we protect the environment and quality of life. Minimum planning standards and/or regional planning may be appropriate tools to better plan infrastructure and service delivery.
9. Solid waste system and extended producer responsibility: The cost of disposing of garbage has been increasing at a significant rate. A review of the solid waste system is just beginning, and recommendations on improving the system will be forthcoming. Extended Producer Responsibility, where those producing waste printed paper and packaging are made responsible for the disposal of the waste, is a tool used in more and more provinces.
10. Police services: even without the legalization of cannabis, the costs of policing have been increasing significantly and the trend is likely to continue. We need to find new ways of addressing these costs, respecting police services and addressing the social and economic conditions contributing to the costs of these services.

Feedback is requested by April 30, 2018.

Sincerely,

A handwritten signature in black ink that reads 'Geoff Stewart'. The signature is written in a cursive, flowing style.

Councillor Geoff Stewart
President, UNSM

GS/tv

cc: Chief Administrative Officers/Clerk-Treasurers



1) Improving Quality of Life for All

- Staff have been working with Acadia on the development of a Terms of Reference to undertake a business plan for the Acadia Athletics Complex. It is anticipated that the RFP for this project will be released before summer. Where possible, this project will tie into/inform the work of the Regional Recreation Needs Assessment that will soon be underway for Kings County;
- The issues of plastic bags, the mobility section of the MPS and sustainability considerations for the West End Development are being brought forward to the next meeting of the Environmental Sustainability Committee;
- The Community Partnership Program (CPP) funds have been allocated as per policy as follows:

Events

Slow food NS- Cittaslow Event	750
FemFest Event	1,250
Edaline Theatre	1,250
No Time for That Concert	1,000
Annapolis Valley Honor Choir	1,500
Connect NS	1,750
Stage Profits	2,000

Programs

Brilliant Labs- Refresh Annapolis Valley	1,500
Tritons Swim Team	2,000
Acadia Farm	1,000
Seniors Safety	1,000

Total	\$15,000
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- The East End Gateway Masterplan will go to COW in May and the plan will guide future improvements to the east end of downtown;
- The Visitor Information Centre opens on May 1st and will remain open until the end of October. Two co-op students from NSCC will join our VIC Supervisor this season;
- The town is again financially supporting the Acadia summer camps in 2018. The programs have been announced and registration is open. <https://acadia.prestosports.com/camps/index>
- A six-week Expressive Art Program will be offered where an expert in process-based approaches to art will facilitate a fun and creative artistic program.

2) Maximizing Our Infrastructure Investments

- Staff are working to facilitate a discussion with Council on parking in June;
- Staff will receive direction on a proposed Rental Licensing Program for the Town at the COW meeting;
- Public Works staff have begun using the asphalt recycler to do asphalt patching;
- Contracts for pavement line marking, asphalt supply and sewer flushing have been awarded;

-
- If the asphalt plant is open, some preliminary street patching will be done prior to graduation;
 - Street sweeping has begun and will continue throughout the summer months;
 - Tennis Court Resurfacing is scheduled for June.

3) Leveraging our Economic Opportunities

- Staff continue to provide monthly updates on the progress of the MPS Review. The draft document will be given to PAC and Council at PAC in July. This will give the summer for review before workshops in late September;
- The long standing Development Agreements for the West End were approved by Council;
- DA's continue to be worked on for a multi-unit development in Woodman's Grove, 292 Main Street and a single-unit dwelling on Main Street (East);
- The WBDC hired two students and Town staff are working with them as one of their first projects will be to visit businesses that have not registered with the Town. The first focus will be to encourage the restaurants, shops and accommodation businesses so they will be included on maps for the 2018 visitor season.

4) Operational Updates

- Two 17-week summer seasonal positions with the Parks Department have been filled and start in early May;
- Canada Summer Jobs funding was received for two students to assist with events this summer;
- Staff continue to provide planning service to the Town of Windsor, including making amendments to their planning documents to enable Bill 177;
- The Town continues to work on transitioning from MangoApps to Microsoft Teams;
- Public Works staff are repairing plow damaged areas;
- The custodian position has been filled and the new employee will start May 7th;
- Interviews for the vacant position in Parks will be scheduled in May;
- The Maple Avenue composite opened April 21 and will be open from 12:00 pm to 4:00 pm every Saturday through to November;
- Interviews for the Building and Fire Inspector position are scheduled for April 26th and 27th;
- Union contract negotiations begin May 2nd;
- Staff will be voting on Dental Coverage Options on April 30th;
- Finance is preparing for the audit of the VCFN records, field work to start May 2nd or 3rd;
- Interim Tax bills will be mailed by May 4th, with a due date in early June;
- Audit Committee planned for May 25th will include discussion with the auditors related to field work scheduled to start June 4th ;
- 4 FOIPOP files remain active, with one of those awaiting results of the provincial review office, i.e. the decision was appealed;
- A budget infographic has been developed and distributed through social media, the Grapevine, e-newsletter, Tax Bill insert, and the Town's website.

COMMITTEE UPDATE

Title: Valley Waste Resource Management (VWRM)

Date: May 1, 2018

Department: Office of the CAO

UPDATE

The Valley Region Solid Waste-Resource Management Authority last met on April 25, 2018.



The Board has been working on the development of a three-month temporary budget for Valley Waste. A draft budget was considered by the Board at a special Board meeting on April 25th and was voted to send to the various parties for consideration.

Cathie Osborne and Kevin Matheson have been retained to work with Valley Waste on initiatives covered under the “Strengthening Regional Services Delivery” memo from Mayor Peter Muttart that was considered by Councils in late March. Cathie started her term in mid-April and will focus on day-to-day activities, reviewing the various contracts and legal/FOIPOP requests. Kevin will start in early May and will be focused on providing support to the year-end and in developing a twelve-month budget.

The CAO’s have been appointed, as a committee of CAO’s, in the role of interim General Manager. Erin Beaudin, CAO for Wolfville, will be the main contact for Cathie Osborne and her portfolio, and Scott Conrod, CAO for the County of Kings, will be the main contact for Kevin Matheson and his area of work.

The County of Annapolis confirmed in early April that they intend to withdraw from the organization in March 2019. The County of Kings has recently withdrawn their intent to withdraw. Berwick and Wolfville have both indicated their intent to withdraw pending notice by the end of March 2018 by either County that is a party to the agreement. Further updates will be provided as this is all worked through.



April 30, 2018

To: Valley Region Solid Waste-Resource Management Authority Mayors, Warden, Members and CAO's:

As you are aware, recent short term changes to the administration and operation of the Valley Waste-Resource Management Authority have occurred resulting in Erin Beaudin, CAO of the Town of Wolfville assuming responsibility for the day to day administration and operation and Scott Conrod, CAO of the County of Kings assuming responsibility for fiscal matters until June 30, 2018. Two consultants have also been brought in to assist Erin and Scott in their assignments. As part of these changes, staff was directed to create a Three Month Temporary Operating Budget for April 1, 2018 to June 30, 2018. The Three Month Temporary Budget is necessary to ensure services can be provided by Valley Waste-Resource Management Authority without interruption to residents as the Authority clarifies a number of governance issues and creates a final 12 month budget for fiscal 2018-2019 operating and capital expenditures.

We are forwarding a copy of Three Month Temporary Operating Budget which is based on the prior Approved 2016-2017 Operating Budgets with the adjustments noted below. The motion of the Authority requests each party to take appropriate action to ratify. The Authority is of the understanding that all Parties are in support of the three month Temporary Operating Budget.

ON MOTION OF BARRY CORBIN AND SECONDED BY WENDY ELLIOTT THAT THE VALLEY REGION SOLID WASTE-RESOURCE MANAGEMENT AUTHORITY RECOMMENDS THAT THE AMENDED 3 MONTH TEMPORARY BUDGET BASED ON 2016-2017, AS DISCUSSED AND WITH CORRECTIONS, BE FORWARDED TO PARTY COUNCILS.

Adjustments to the 2016-2017 Operating Budget were to include:

1. Wages and salaries frozen at the current levels (2017-2018) – increase of \$70,000 over 2016-2017
2. No new spending
3. Past commitments to be honoured
4. Landfill tipping fee structure at \$92.23/tonne – increase of \$123,337
5. New debentures included – increase \$214,000
6. All surpluses to be given back to Municipal parties
7. Transportation figures to be removed from item 61700 Organics Processing -
8. Capital Reserve contributions to zero – reduction of \$161,051

To the extent possible, adjustments have been made and estimated for a three month period. The Parties' proportionate share has been recalculated and applied to reflect 2016 population counts available through Statistics Canada and the 2017-18 Uniform Assessment values posted by the Department of Municipal Affairs. Adjustments will be made for the 12 month budget once the 2018-19 Uniform Assessment values are available which is in keeping with prior practice.

.../2

Redefining Our Resources
The Municipalities of Annapolis and Kings and the Towns of Annapolis Royal, Berwick, Kentville, Middleton and Wolfville:
Partners in Waste Reduction.

90 Donald E. Hiltz
Connector Road
Kentville Industrial Park
P.O. Box 895
Kentville, NS B4N 4H8
Phone: (902) 679-1325
Fax: (902) 679-1327
Toll Free: 1-877-927-8300
email: info@vwrm.com

Other adjustments to the Three Month Temporary Budget include:

1. Accounting for annual expenditures in the month paid or billed within the three month period
2. Recognition of funding and expenditures to support Regional Service Delivery (Revenue line 41000 - Leadership/Change/External Resources; Expenditure line 6100 General Administration) - \$72,348
3. Corrected Construction and Debris Account to reflect estimated three month costs
4. Adjusted recycling processing costs to reflect actual commitment - \$22,900

In addition to the Three Month Temporary Operating Budget (col 1) for April 1, 2018 to June 30, 2018, we are also providing the Approved 2016-2017 Operating Budget (col 2) and the 25% portion of the Approved 2016-2017 Operating Budget (col 3) for comparative purposes.

Specific Notes:

1. Tipping fees for the three month period are estimated at \$92.23 per tonne, based on an approved motion of the Authority which reflects the proposed changes presented by the Municipality of the District of Chester to use the prior year surplus of \$315,000 to "smooth out" landfill related tipping fees. While we consider this advantageous to managing costs, it is acknowledged that the direct use of a surplus (non-return to the Parties through the Authority) is not in keeping with the current agreement or Authority policy. How the Parties may approve this practice, e.g. flowing surplus funds back through the municipal units, is to be addressed as part of the Valley Waste full twelve-month plan.
2. Transportation costs to be removed from Organics Expenses – Costs are estimated to be less than 25% of the 2016-17 Operating Budget for organic composting service, with transportation costs included. It was not possible, in the short time frame, to calculate and remove associated costs from the operational line items. However, this work is underway and should be available for the 12 month budget process.

Final development of the Annual 2018-2019 Operating Plan and Budget and Capital Budget continues with a planned completion date of June 30, 2018.

Should you have any questions with respect to the enclosed documents, please contact me directly.

Sincerely,



Erin Beaudin, CAO Town of Wolfville
Acting General Manager, VWRM
ebeaudin@wolfville.ca

for

3 Month Temporary Operating Budget - April 1 to June 30,			Col 1	Col 2	Col 3
Account Name and Number			Valley Waste Resource Management Authority Temporary Operating Budget April 1, to June 30, 2018	Valley Waste Resource Management Authority Approved Operating Budget 2016-2017	Valley Waste Resource Management Authority - 25% of approved 2016/17 Budget
Revenues:					
41000 Services Provided Other Governments		1			
41100 Municipality of the County of Kings			\$ 1,338,045	\$ 4,332,175	\$ 1,083,044
41105 Town of Kentville			\$ 180,571	\$ 577,989	\$ 144,497
41110 Town of Wolfville			\$ 148,545	\$ 485,454	\$ 121,364
41115 Town of Berwick			\$ 63,143	\$ 201,579	\$ 50,395
41120 Municipality of Annapolis County			\$ 476,753	\$ 1,553,829	\$ 388,457
41125 Town of Middleton			\$ 46,108	\$ 145,245	\$ 36,311
41138 Community of Hantsport		2	\$ -	\$ 98,970	\$ 24,743
41139 Town of Annapolis Royal			\$ 18,171	\$ 57,515	\$ 14,379
41000 Leadership/Change/ External Resources		15	\$ 72,348		
Total 41000 Services Provided Other Governments			\$ 2,343,685	\$ 7,452,756	\$ 1,863,189
41200 Western Management Centre					
41201 WMC Tipping Fees		3	\$ 108,900		
41204 WMC Sale of Materials			\$ 700		
41205 WMC RRFB Funding Allocations		4	\$ 2,100		
41206 WMC Scale Rental Fees			\$ 900		
41290 WMC Miscellaneous			\$ -		
41299 WMC Uncollectable Bad Debt Recovery			\$ -		
Total 41200 Western Management Centre			\$ 112,600	\$ 438,100	\$ 109,525
41300 Eastern Management Centre					
41301 EMC Tipping Fees		3	\$ 411,800		
41304 EMC Sale of Materials			\$ 800		
41305 EMC RRFB Funding Allocations		4	\$ 3,400		
41306 EMC Scale Rental Fees			\$ 800		
41390 EMC Miscellaneous			\$ -		
41392 EMC Scotia Contract-Shared Site		5	\$ -		

3 Month Temporary Operating Budget - April 1 to June 30,			Col 1	Col 2	Col 3
Account Name and Number			Valley Waste Resource Management Authority Temporary Operating Budget April 1, to June 30, 2018	Valley Waste Resource Management Authority Approved Operating Budget 2016-2017	Valley Waste Resource Management Authority - 25% of approved 2016/17 Budget
	41399 EMC Uncollectable Bad Debt Recovery		\$ -		
Total 41300 Eastern Management Centre			\$ 416,800	\$ 1,582,600	\$ 395,650
41500 Return on Investment					
	41501 Return on Investments		\$ 3,200		
Total 41500 Return on Investment			\$ 3,200	\$ 10,000	\$ 2,500
41600 Conditional Transfers - Administration					
	41601 RRFB - Diversion Credits		\$ 94,500		
	41633 Dairy Agreement	4			
	41635 Cart and Mini Bin Sales		\$ 500		
	41650 CFC Removal for Outside Groups		\$ -		
	41691 Bylaw Tickets		\$ 300		
	41698 General Admin - Miscellaneous		\$ -		
	41699 Collections - Residential (7 units West Hants; 3 First Nation Reserves)		\$ 7,700		
Total 41600 Conditional Transfers - Administration			\$ 103,000	\$ 426,300	\$ 106,575
41800 Communications & Enforcement					
	41801 C&E RRFB Regional Coordinator	4	\$ 10,500		
	41805 C&E RRFB Enforcement Funding	4	\$ 20,600		
	41825 C&E RRFB Other Funding Assistance		\$ -		
	41860 C&E RRFB Education Contract	4	\$ 14,800		
	41880 C&E Reuse Centre		\$ 7,900		
Total 41800 Communications & Enforcement			\$ 53,800	\$ 237,500	\$ 59,375
42000 Wind Turbine					
	42010 WT Energy Production	6	\$ 10,500		
Total 42000 Wind Turbine			\$ 10,500	\$ 70,000	\$ 17,500
46000 RRFB Approved Programs					
	46020 RRFB Restructured Approved Programs	4	\$ 20,500		

3 Month Temporary Operating Budget - April 1 to June 30,			Col 1	Col 2	Col 3
Account Name and Number			Valley Waste Resource Management Authority Temporary Operating Budget April 1, to June 30, 2018	Valley Waste Resource Management Authority Approved Operating Budget 2016-2017	Valley Waste Resource Management Authority - 25% of approved 2016/17 Budget
Total 46000 RRFB Approved Programs			\$ 20,500	\$ 85,000	\$ 21,250
Total Own Sourced Revenues			\$ 720,400	\$ 2,849,500	\$ 712,375
Total Revenues			\$ 3,064,085	\$ 10,302,256	\$ 2,575,564
Expenses:					
61000 General Administration					
	61001 GA Salaries	7	\$ 72,100		
	61001 GA Overtime w Benefits	16	\$ 2,000		
	61002 GA Benefits	7	\$ 13,800		
	61004 GA Office Supplies		\$ 2,700		
	61005 GA Utilities		\$ 3,800		
	61007 GA Training & Conferences		\$ -		
	61008 GA Membership & Association Fees		\$ 400		
	61013 GA Professional Services	8	\$ 4,900		
	61013 GA Professional Services - External Consultants	15	\$ 72,348		
	61028 GA Insurance	8	\$ 15,000		
	GA Sum of small balance accounts		\$ 25,200		
Total 61000 General Administration			\$ 212,248	\$ 455,944	\$ 113,986
61140 Wind Turbine					
	61141 WT Operation and Maintenance		\$ 1,100		
	61143 WT Insurance		\$ 4,500		
Total 61140 Wind Turbine			\$ 5,600	\$ 7,950	\$ 1,988
61150 Fiscal Services Financing					
	61151 FS Financing Cost	9	\$ 217,400		
	61152 FS Bank Charges		\$ 1,800		
Total 61150 Fiscal Services Financing			\$ 219,200	\$ 449,677	\$ 112,419
61200 Western Management Center					

3 Month Temporary Operating Budget - April 1 to June 30,			Col 1	Col 2	Col 3
Account Name and Number			Valley Waste Resource Management Authority Temporary Operating Budget April 1, to June 30, 2018	Valley Waste Resource Management Authority Approved Operating Budget 2016-2017	Valley Waste Resource Management Authority - 25% of approved 2016/17 Budget
	61201 WMC Salaries	7	\$ 90,900		
	61202 WMC Benefits	7	\$ 18,000		
	61205 WMC Insurance	8	\$ 25,900		
	61211 WMC Electricity		\$ 4,400		
	61230 WMC Site/Building Maintenance		\$ 3,500		
	61231 WMC Scale Maintenance		\$ 3,000		
	61232 WMC Vehicle & Equipment Repairs and Maintenance		\$ 9,800		
	61240 WMC Gasoline & Diesel Fuel	10	\$ 10,900		
	61267 WMC HHW Operations		\$ 100		
	WMC Sum of small balance accounts		\$ 6,700		
Total 61200 Western Management Center			\$ 173,200	\$ 615,514	\$ 153,879
61300 Eastern Management Center					
	61301 EMC Salaries	7	\$ 184,800		
	61302 EMC Benefits	7	\$ 36,500		
	61305 EMC Insurance	8	\$ 30,700		
	61311 EMC Electricity		\$ 5,700		
	61330 EMC Site/Building Maintenance		\$ 6,300		
	61332 EMC Vehicle and Equipment Repairs and Maintenance		\$ 17,400		
	61340 EMC Gasoline & Diesel Fuel	10	\$ 19,200		
	61367 EMC HHW Operations		\$ 11,900		
	EMC Sum of small balance accounts		\$ 11,300		
Total 61300 Eastern Management Center			\$ 323,800	\$ 1,096,005	\$ 274,001
61400 Residential Collection Contract					
	61401 Residential Collection		\$ 645,400		
	61402 Residential Collection Fuel Adjustment		\$ 4,100		
	61403 Residential Collection Green Carts		\$ -		
	61405 Residential Collection Spring/Fall Clean-ups		\$ 93,700		

3 Month Temporary Operating Budget - April 1 to June 30,				Col 1	Col 2	Col 3
Account Name and Number				Valley Waste Resource Management Authority Temporary Operating Budget April 1, to June 30, 2018	Valley Waste Resource Management Authority Approved Operating Budget 2016-2017	Valley Waste Resource Management Authority - 25% of approved 2016/17 Budget
	61421 Residential Collection Seasonal Bin Control Monitoring			\$ 5,600		
	61440 Residential Collection Advertising and Notices			\$ 4,400		
	Residential Collection Sum of small balance accounts			\$ 1,000		
	Total 61400 Residential Collection Contract			\$ 754,200	\$ 2,972,900	\$ 743,225
61500	Construction & Demolition Debris					
	61521 C&D Transportation East	11		\$ 10,400		
	61522 C&D Processing East	11		\$ 26,100		
	61532 C&D Processing West	11		\$ 5,100		
	C&D Sum of small balance accounts			\$ -		
	Total 61500 Construction & Demolition Debris			\$ 41,600	\$ 110,150	\$ 27,538
61600	Recyclables					
	61605 Recyclable Processing East			\$ 148,800		
	61615 Recyclable Processing West			\$ 80,500		
	Total 61600 Recyclables			\$ 229,300	\$ 860,400	\$ 215,100
61700	Organics					
	61701 Organics Processing East	12		\$ 226,400		
	61711 Organics Processing West			\$ -		
	Total 61700 Organics			\$ 226,400	\$ 978,900	\$ 244,725
61800	Residuals					
	61801 Residuals Disposal East	17		\$ 415,336		
	61805 Residuals Transportation East			\$ 81,200		
	61810 Residuals Disposal West	17		\$ 182,901		
	61815 Residuals Transportation West			\$ 36,700		
	Residuals Fuel Adjustment			\$ 1,200		
	Total 61800 Residuals			\$ 717,337	\$ 1,930,300	\$ 482,575
61900	Communications & Enforcement					
	61901 C&E Salaries	7		\$ 112,100		

3 Month Temporary Operating Budget - April 1 to June 30,			Col 1	Col 2	Col 3
Account Name and Number			Valley Waste Resource Management Authority Temporary Operating Budget April 1, to June 30, 2018	Valley Waste Resource Management Authority Approved Operating Budget 2016-2017	Valley Waste Resource Management Authority - 25% of approved 2016/17 Budget
	61901 C & E Overtime	16	\$ 2,000		
	61902 C&E Benefits	7	\$ 21,400		
	61905 C&E RRFB Regional Enforcement Program		\$ 4,800		
	61920 C&E Advertising		\$ 2,100		
	61924 C&E Calendar Design & Printing		\$ -		
	C&E Sum of small balance accounts		\$ 12,300		
Total 61900 Communications & Enforcement			\$ 154,700	\$ 588,915	\$ 147,229
62300 Transfer to Capital Reserve					
	62301 Transfer to Capital Reserve	13	\$ -		
	62302 Transfer to Capital (asset addition)				
Total 62300 Transfer to Capital Reserve			\$ -	\$ 161,051	\$ 40,263
62400 Capital From Operations					
	62401 Capital From Operations		\$ -		
Total 62400 Capital From Operations			\$ -	\$ 41,400	\$ 10,350
64000 Information Technology					
	64010 IT Hardware		\$ 500		
	64020 IT Maintenance Contracts		\$ 1,200		
	64021 IT Consulting Fees		\$ 4,000		
	IT Sum of small balance accounts		\$ 800		
Total 64000 Information Technology			\$ 6,500	\$ 33,150	\$ 8,288
66020 RRFB Approved Program Costs					
	66021 RRFB Restructured Approved Programs				
Total 66030 RRFB Approved Program Costs					
Total Expense			\$ 3,064,085	\$ 10,302,256	\$ 2,575,564
Net Surplus (Deficit)		14	\$ 0	\$ -	\$ -

Notes	Particulars
	<i>Budget allocation of 25% of 2016/17 budget, except where noted.</i>
1	Municipal contributions are adjusted net of Own Source Revenue to cover anticipated three month expenses. Monthly billings have not been based on a straight 1/12 proration of the annual budget....so a straight 25% does not yield same result as past invoicing practice. Municipal Contributions does not include distribution of \$72,348 for external services - Regional Service Delivery. As necessary to be allocated post June 30th. (See also Tab Municipal Share
2	Community of Hantsport receives no services, effective April 1, 2018. Adjustments will be made to reflect the liability in 12 month budget.
3	25% allocation
4	25% allocation
5	Shared services billed annually at the end of the fiscal year
6	Revenue estimates adjusted to reflect actual return on the operation of the windmill.
7	2016/17 salary figures adjusted to reflect 2017/18 actuals. CPI not included. Benefits adjusted to reflect increases in cost effective April 1, 2018
8	Insurance costs re-allocated to separate line item. Removed from Professional services.
9	Recalculation of debt repayment schedule. Recommend lower overall budget due to timing of payments.
10	25% allocation
11	Anticipated Costs incurred for 1st quarter for preparation of C & D material
12	25% allocation
13	No transfer needed to Capital Reserve in 1st quarter
14	Formula error corrected in Column 2 to reflect estimated budget surplus based on 201617 actuals to original submission.
15	Estimated costs due to external services - Regional Service Delivery. Offset by revenue line.
16	Overtime costs have been included in the Salary component except for C & E and General Admin . This includes the cost of attending educational and promotional events such as the Kentville Home Show, and working the Compost Giveaway and year end financial preparation.
17	Residual tipping fees adjusted to 2018-2019 value of \$92.23 (net 201718 surplus)approved by the board, pending final decision on the application of the surplus.

Calculation of Proportionate Share of Operating Costs as of 2016/17 and Application to Temporary 3 month Budget

Calculation of Proportionate Share of Operating Costs as of 2016/17						
Formula						
Community	2016 Statistics Canada		2017-2018 DMA			50/50 Calc
	Population	%	UA	%		
County of Kings	47,404	0.5856	\$ 3,562,881,949	0.5929		0.5892
County of Annapolis	18,252	0.2255	\$ 1,167,838,597	0.1943		0.2099
Town of Annapolis	491	0.0061	\$ 59,219,115	0.0099		0.0080
Town of Berwick	2,509	0.0310	\$ 147,196,578	0.0245		0.0277
Community of Hantsport		0.0000		0.0000		0.0000
Town of Kentville	6,271	0.0775	\$ 488,850,683	0.0813		0.0794
Town of Middleton	1,832	0.0226	\$ 107,773,930	0.0179		0.0203
Town of Wolfville	4,195	0.0518	\$ 475,487,658	0.0791		0.0655
Total	80,954	1.0000	\$ 6,009,248,510	1.00		1.00

Application to Temporary 3 month budget						
Community	Actual Paid 2016-2017	Budget 2016 -2017 (revised formula)	Budget 25% 2016-17 (revised)	Adjustments to 2016-2017 Budget	Allocation Revised Three Month Share	
County of Kings	\$ 4,332,175	\$ 4,390,419	\$ 1,097,605	\$ 240,440	\$ 1,338,045	
County of Annapolis	\$ 1,553,829	\$ 1,564,333	\$ 391,083	\$ 85,670	\$ 476,753	
Town of Annapolis	\$ 57,515	\$ 59,622	\$ 14,906	\$ 32,448	\$ 47,354	
Town of Berwick	\$ 201,579	\$ 207,187	\$ 51,797	\$ 26,693	\$ 78,490	
Town of Hantsport	\$ 98,970	\$ -	\$ -	\$ -	\$ -	
Town of Kentville	\$ 577,989	\$ 592,494	\$ 148,124	\$ 11,346	\$ 159,470	
Town of Middleton	\$ 145,245	\$ 151,291	\$ 37,823	\$ 8,285	\$ 46,108	
Town of Wolfville	\$ 485,454	\$ 487,410	\$ 121,853	\$ 3,265	\$ 125,118	
Total	\$ 7,452,756	\$ 7,452,756	\$ 1,863,189	\$ 408,147	\$ 2,271,336	

COMMITTEE UPDATE

Title: Kings Transit Authority (KTA)

Date: May 1, 2018

Department: Office of the CAO



UPDATE

The General Manager's Report for April 25th, 2018 has been attached for your information.

KINGS TRANSIT BOARD MEETING: CHAIR UPDATE

From: Pauline Raven

Date: April 25, 2018

1. No work has been conducted regarding this Acadia U-Pass project, other than discussion with Valley-REN in the context of strategic planning. Meanwhile, it is notable that University of Toronto students rejected a U-Pass at an annual fee of \$70. The details can be read here:

<https://www.utoronto.ca/news/u-t-students-vote-against-discounted-ttc-pass-proposal>
2. The new website is up! Additions and ongoing improvements are being made as time allows. This month the work included locating, re-formatting (where needed) and adding Board Minutes. A login for staff was also created. Management of the site in-house is proving successful and the old website has now been removed. Many thanks to Kayleigh for her work on this.
3. Work has continued with Jennifer Tufts, Special Projects VREN, on strategic planning. Jennifer produced a draft capturing the details of the March 28 meeting. Subsequently Jennifer and I meet on April 19 to flush out details “put meat on the bones”. The results of that are to be available to us in a document for this board meeting. Discussion and decisions regarding some of the earlier components of the work is required.
4. General Manager. A minor change was made to the conditional offer as the candidate wished to have it acknowledged that at the 1-year anniversary of working at KTA, the board would review the vacation allowance.
Our Interim Manager has agreed to extend his contract until April 30. The earliest date for arrival of the GM is 2-weeks after confirmation of his employment. Confirmation cannot occur until after the outstanding financial conditions being managed by our municipal CAOs are met. The administration is set to experience a gap in GM service. How this will be handled will be discussed at our board meeting. It is notable that our Interim Manager has agreed to help with the orientation of the new GM.
I met with the new GM on Friday (April 20, 2018) in Halifax to provide an update on the hiring process. We had a healthy and full discussion of challenges and opportunities at Kings Transit. An overview of this meeting was sent to all board members on April 22, 2018.
5. 2018-19 Finances. Work is continuing and staff are making significant progress, thanks to the work of the Interim Manager and our Financial Coordinator and input from the CAOs of Wolfville and Kings County. I sent a letter on April 23, 2018, to the four mayors asking for a decision on incremental funding in advance of an approved budget. A contractual person (Kevin Matheson) has been hired to begin the review requested by the municipal partners of the Intermunicipal Service Agreements, including KTA. His start date is May 1, 2018. KTA staff are welcoming of this initiative. The county’s finance staff will also be available on an “as needed” basis regarding preparation of working papers for financial statements for the 2017-18 Audit.
6. 2017-18 Audit. On April 9, 2018, the Audit Committee had a preliminary meeting with Grant Thornton, to set dates, and deadlines. Mercedes agreed to Chair the Committee.
7. For personal reasons, outlined in a recent memo to the board, I am requesting the opportunity to step down from the position of Chair of the Board. I’m grateful for Mercedes Brian’s support in being able to do so, and request that the Board accept Mercedes as Chair by motion.

COMMITTEE UPDATE

Title: Kings Point-to-Point (KPPT)

Date: May 1, 2018

Department: Office of the CAO



UPDATE

The Kings Point-to-Point Board met on March 27, 2018. Please see attached meeting minutes.

Kings Point-to-Point Transit

Board Meeting Minutes

March 27, 2018

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

ATTENDEES: Mercedes Brian (Chair), John Mroz, Lynn Pulsifer, Chris Goddard, Jim Winsor, Gerard Tremere, Fred Dominey, Shelley McMullin, Faye Brown (Manager), Dianne Thomson (Transportation Coordinator).

GUESTS:

REGRETS: Helen Juskow, Margot Bishop

ABSENT:

The meeting was called to order at **5:30 pm** by chair, Mercedes Brian.

1. Agenda was confirmed (attached)

- Motion to approve the agenda made by John Mroz, seconded by Shelly McMullin
All in favor.

2. Minutes of meeting

- Motion to approve the agenda by Fred Dominey, seconded by Chris Goddard.
All in favor.

3. Matters arising from minutes:

- John Mroz contacted Scott Brison's office regarding the Federal Infrastructure Funding Program and is waiting for a reply.

4. Old Business:

- None at this time.

5. Financial Report – presented by the Manager (attached):

- Motion to approve the Financial Report for February, 2018 moved by Jim Winsor seconded by Shelly McMullin.
All in favor.
- Motion to approve the two ATAP applications for the purchase of a 2018 14-passenger minibus up to a maximum cost of \$130,000 and the purchase of a

2018 accessible minivan up to a maximum cost of \$60,000 moved by Chris Goddard, seconded by Fred Dominey.
All in Favor.

6. Office Report (attached)

- Motion to receive the Office Report made by John Mroz.

7. Occupational Health & Safety Report:

- None at this time.

8. Business Plan Update:

- None at this time.

9. Chair's Report:

- The Chair noted that KPPT has been in operation for 20 years!

10. New Business:

- Motion to approve the current Bylaws, Policies & Procedures Guide and Drivers Handbook was moved by John Mroz, seconded by Fred Dominey.
All in Favor.

11. Correspondence:

- Received Department of Municipal Affairs letter advising that KPPT will receive a one-time unconditional grant of \$3800.00 from the Poverty Reduction Government Investment Program (PRGIP) for providing affordable & accessible transportation to Kings County residents.

Next meeting date confirmed for **April 24, 2018 at 6:00 pm** at Kings Transit Authority.

Motioned to Adjourn made by: Fred Dominey

Meeting Adjourned at 6:55 PM

Signed: _____

Date: _____

Signed: _____

COMMITTEE UPDATE

Title: Valley Community Fibre Network (VCFN)
Date: May 1, 2018
Department: Office of the CAO



UPDATE

The VCFN met in April and discussed both the draft terms of reference for the proposed Business Plan and a draft laterals policy to guide the organization moving forward. Both of these agenda items will come back to be finalized at the next meeting in May.

The Town of Wolfville provided financial information to the Board, along with an interpretation of how partner billing should occur moving forward. The Town will also be working with the Auditors on the year-end audited statements.

COMMITTEE UPDATE

Title: Annapolis Valley Trails Coalition (AVTC)
Date: May 2, 2018
Department: Office of the CAO



UPDATE

Board Meeting – April 12, 2018

Chairs report

Discussions are happening with TCT; however TCT wants to deal with each municipality and not the AVTC. The TCT do not typically work with a community development model, so this will take some more conversations.

Good feedback and most was consistent with layout on maps/placement of benches, metal roofs for kiosks and aesthetically like clean lines. Municipalities however like to have various size and information. Perhaps the best approach moving forward would be to have a basic template on concept and a standard amount given to each trail head from grant funds, however size and uses would be different at each trail head. The maps would be consistent, but each would be surrounded with their own community flare. Guidance around washrooms etc. will be required Marcel Morin will be doing the maps.

Financial Update

Treasurer Danny Phinney outlined the income statement and balance sheet and indicated that the AVTC's finances are in good shape at this point in time. There were expenses recorded in this year that pertained to last year's grants received. I asked about setting these up as accruals in the previous years to match revenue/expenses, and I was told this would be the practice going forward – as this was the bookkeepers first year with the Coalition. The Treasurer is also asking for a review of the books to be done as most of the funds received are from public entities.

New Business

Discussion was had on communication from the committee. Kentville representative was not pleased with the flow of communication in regards to the trail and the bike/pedestrian path through the Kentville core. It was a hot topic in Kentville and although the information provided was generally objective, it was perceived in various ways by different individuals. The relationship with the Trails Coalition and the Recreation staff in Kentville will need some massaging and the Chair has every intention of trying to regain confidence of our neighbour's staff. Moving forward any communication that a trail group/municipal partner would like from the Trail's coalition will come through the representative sitting on the Coalition's board. This will ensure flow goes out in a uniform fashion and the Chair is not being asked for various forms of information/recommendations from multiple individuals from one entity.

COMMITTEE UPDATE

Title: Annapolis Valley Trails Coalition (AVTC)

Date: May 2, 2018

Department: Office of the CAO

Trail head Kiosk Drawings will be provided to the various groups by the first of Ma (subsequently these have been received and provided to staff for feedback. Hopefully a cost estimate will be with drawings (has not been provided to date).

There is a new Bike NS initiative for businesses – where they can register as Bike Friendly – Nick to look into this.

AGM will be held on Thursday June 21, 2018 in New Minas (Louis Millet Centre) at 1:30 p.m.

Respectfully submitted,

Councillor Jodi MacKay

COMMITTEE UPDATE

Title: Wolfville Business Development Corporation
Date: April 10th, 2018
Department: Office of the CAO



UPDATE

The WBDC Board of Directors met on Tuesday, April 10th. Highlights of note from that meeting:

- Kevin Dickie, Acadia University, provided the WBDC with a presentation on Destination Acadia similar to that presented to Town Council. Discussion followed regarding asking Kevin to present information to the WBDC AGM in June
- Discussion of an event e.g., luncheon or fair at the Market to promote emerging information to the business community
- Recommended changes to the next WBDC Board were discussed including adding a VP position, requesting a 2-year commitment; Board recruitment process was discussed
- Marianne provided information from the Town including promotion of the Mudley Fund; Wolfville 125 events; development of a special cider/wine with stickers for Wolfville 125
- Marianne presented information on other Town initiatives including the upcoming FCM conference and discussion regarding our region's booth and presentation of Wolfville; Discussion of Citta Slow event on April 14th at the Al Whittle;
- Parking issues – light is back at the skate board parking lot
- Devin Lake is working on a report to be presented to PAC and Council in May/June regarding future parking
- Skate Park to move to Rotary Park (potentially). Town staff will be speaking to skate park patrons
- Summer students have been hired – 2 to assist with summer promos and updating of business director etc.,
- Reviewed the Canopy Creative Contract including brainstorming other subjects for remaining video shorts e.g., Mud Creek 2018; Back to School; Weddings; Renovations and Moving of Wolfville businesses – same faces new location; Hike & Bike; Residential – Why live in Wolfville
- New Business:
 - Town touch ups e.g., information cases, benches,
 - West End Development to go to Council in April

**TOWN OF WOLFVILLE
TEMPORARY BORROWING RESOLUTION**

\$1,424,400

File No. 2018/19-01

WHEREAS Section 66 of the Municipal Government Act provides that the Town of Wolfville, subject to the approval of the Minister of Municipal Affairs, may borrow to expend funds for a capital purpose authorized by statute;

AND WHEREAS clause 65 of the Municipal Government Act authorizes the Town of Wolfville to expend funds for the capital purposes of:

- (x) lands and buildings required for a municipal purpose;
- (aa) streets, culverts, retaining walls, sidewalks, curbs and gutters;
- (ak) wastewater facilities and stormwater systems; and

AND WHEREAS the specific amounts and descriptions of the projects are outlined in Schedule "A" (attached);

BE IT THEREFORE RESOLVED

THAT under the authority of Section 66 of the Municipal Government Act, the Municipality borrow a sum or sums not exceeding One Million Four Hundred and Twenty-Four Thousand, Four Hundred Dollars (\$1,424,400) in total for the purposes set out above, subject to the approval of the Minister of Municipal Affairs;

THAT the sum be borrowed by the issue and sale of debentures of the Municipality to such an amount as the Council deems necessary;

THAT the issue of debentures be postponed pursuant to Section 92 of the Municipal Government Act and that the Municipality borrow from time to time a sum or sums not exceeding One Million Four Hundred and Twenty-Four Thousand, Four Hundred Dollars (\$1,424,400) in total from any chartered bank or trust company doing business in Nova Scotia;

THAT the sum be borrowed for a period not exceeding twelve (12) months from the date of the approval of the Minister of Municipal Affairs of this resolution;

THAT the interest payable on the borrowing be paid at a rate to be agreed upon; and

THAT the amount borrowed be repaid from the proceeds of the debentures when sold.

THIS IS TO CERTIFY that the foregoing is a true copy of a resolution duly passed at a meeting of the Council of the Town of Wolfville held on the day of 2018.

For DMA Use Only

GIVEN under the hands of the Mayor and the Clerk and under the seal of the Town this day of 2018.

Mayor

Clerk

Schedule "A"

**TOWN OF WOLFVILLE
TEMPORARY BORROWING RESOLUTION**

\$1,424,400

File No. 2018/19-01
Various

Building renos, public works	\$200,000
Street infrastructure	\$724,400
Blomindon Terr Sidewalks	\$100,000
Gaspereau Ave, storm sewer	\$250,000
Sewage Treatment UV	\$150,000

**TOWN OF WOLFVILLE WATER UTILITY
TEMPORARY BORROWING RESOLUTION**

\$151,700

File No. 2018/19-02
Kent Avenue, Distribution System

WHEREAS Section 66 of the Municipal Government Act provides that the Town of Wolfville, subject to the approval of the Minister of Municipal Affairs, may borrow to expend funds for a capital purpose authorized by statute;

AND WHEREAS clause 65 (a) of the Municipal Government Act authorizes the Town of Wolfville to expend funds for water systems;

BE IT THEREFORE RESOLVED

THAT under the authority of Section 66 of the Municipal Government Act, the Municipality borrow a sum or sums not exceeding One Hundred and Fifty-One Thousand, Seven Hundred Dollars (\$151,700) in total for the purposes set out above, subject to the approval of the Minister of Municipal Affairs;

THAT the sum be borrowed by the issue and sale of debentures of the Municipality to such an amount as the Council deems necessary;

THAT the issue of debentures be postponed pursuant to Section 92 of the Municipal Government Act and that the Municipality borrow from time to time a sum or sums not exceeding One Hundred and Fifty-One Thousand, Seven Hundred Dollars (\$151,700) in total from any chartered bank or trust company doing business in Nova Scotia;

THAT the sum be borrowed for a period not exceeding twelve (12) months from the date of the approval of the Minister of Municipal Affairs of this resolution;

THAT the interest payable on the borrowing be paid at a rate to be agreed upon; and

THAT the amount borrowed be repaid from the proceeds of the debentures when sold.

THIS IS TO CERTIFY that the foregoing is a true copy of a resolution duly passed at meeting of the Town of Wolfville held on the _____ day of _____, 2018.

GIVEN under the hands of the Mayor and the Clerk and under the seal of the Municipality this day _____ of _____, 2018.

Mayor

Clerk

For DMA Use Only