



## Committee of the Whole

January 12, 2021

8:30 a.m.

Via Zoom (Virtual)

### Agenda

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#### 1. **Approval of Agenda**

#### 2. **Approval of Minutes**

- a. Committee of the Whole Minutes, December 1, 2020
- b. Committee of the Whole In-Camera Minutes, December 1, 2020

#### 3. **Presentations**

- a. Devour!
- b. Community Oven
- c. PVSC

#### 4. **Public Input / Question Period**

PLEASE NOTE:

- Public Participation is limited to 30 minutes
- Each Person is limited to 3 minutes and may return to speak once, for 1 minute, if time permits within the total 30-minute period
- Questions or comments are to be directed to the Chair
- Comments and questions that relate to personnel, current or potential litigation issues, or planning issues for which a public hearing has already occurred, but no decision has been made by Council, will not be answered.

#### 5. **Committee Reports (Internal)**

- a. Accessibility Advisory Committee



- b. RCMP Advisory Board
- c. Environmental Sustainability Committee

## **6. Staff Reports for Discussion**

- a. RFD 002-2021: Willow Bank Cemetery
- b. RFD 001-2021: Appointment of By-Law Enforcement Officer – Valley Waste Resource Management
- c. RFD 003-2021: Review of Inter-Municipal Service Agreements
- d. Info Report – 2021/22 Capital Project Charters
- e. Info Report – Mobility Survey and Next Steps

## **7. CAO Report**

## **8. Committee Reports (External)**

- a. Valley Waste Resource Management (VWRM)
- b. Kings Transit Authority (KTA)
- c. Diversity Kings (DK)
- d. Wolfville Business Development Corporation (WBDC)

## **9. Public Input / Question Period**

## **10. Regular Meeting Reconvened**

## **11. Regular Meeting Adjourned**

## COMMITTEE UPDATE

Title: Accessibility Advisory Committee  
Date: January 12, 2021  
Department: Committee of the Whole

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## UPDATE

The Accessibility Advisory committee met on December 14, 2020.

This was my first meeting as a councillor on AAC.

The next meeting will be February 8, 2021.

At the beginning of the meeting we acknowledged the outgoing committee members for all their work associated with the committee. Agnieszka was thanked for her leadership as the committee's chairperson.

The main focus was discussion on the final editing and performance of the Access by design Report card on Wolfville's Accessibility Plan. The motion was to approve it and submit to Council for acceptance. It was acknowledged this held a great sense of accomplishment for the committee members.

We discussed which parks in Wolfville need to have better pathways for Accessibility. It was mentioned that crusher dust wasn't the most effective on trails and an alternative could be looked at.

Acadia University staff gave an update on their work in the Built Environment. This is encouraging and important as they move forward with their Accessibility plan.

It was agreed we should hold an additional meeting on February 8, 2021, ahead of our regularly scheduled meeting on March 8, 2021, as a new chairperson would have to be elected.

Jennifer Ingham  
Wolfville Town Councillor

## COMMITTEE UPDATE

Title: RCMP Advisory Board Committee  
Date: January 12, 2021  
Department: Committee of the Whole

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### RCMP Advisory Committee

The RCMP Advisory Committee met virtually on December 15, 2020 (10:00 to 11:30 am) Councillor Madeira-Voss volunteered to chair this meeting. After receiving comments from one community member, reports and updates were provided by the RCMP and the Town of Wolfville.

Typically, the RCMP Board establishes community priorities for the upcoming year at the December meeting. Although there was a discussion on this, and it was broadly indicated that the existing priorities are still relevant, the Board decided to revisit this topic at the March meeting when the new committee members will all be present.

The next RCMP Advisory Committee meeting is set for March 9, 2021, at which time a new committee chair will be chosen. Location yet to be determined.

Respectfully submitted by:

Councillor Isabel Madeira-Voss

## COMMITTEE UPDATE

Title: Environmental Sustainability Committee  
Date: January 12<sup>th</sup>, 2021  
Department: Committee of the Whole

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### UPDATE

- A preliminary meeting involving Director Devin Lake and Omar Bhimji and myself was held on November 30<sup>th</sup>. This was strictly an introduction meeting of these parties to get me up to speed on where the last ESC left off.
- We discussed upcoming meetings as well as applicants for the committee. Through emails, many documents were shared with me including the follow, as an introduction to Omar's work:
  - **SR15 Summary for Policymakers** is a high-level summary of the Special Report on Global Warming of 1.5 °C published by the Intergovernmental Panel on Climate Change in 2018. It is a bit technical but should provide an overview of the current state of scientific consensus on climate change and its impacts.
  - **PCP Five Milestone Framework** provides an overview of the Federation of Canadian Municipality's Partners for Climate Protection (PCP) program, in which Wolfville is participating. PCP provides the basic planning process we're following in our climate action planning work, along with a comprehensive set of resources to assist us.
  - **Information Report Wolfville Climate Planning May 2020** is the last report I provided to council updating them on Climate Change Mitigation Planning efforts undertaken to date. It should help you get up to speed where council is at with respect to PCP process and what has been learned from our efforts to date.
- Committee members were selected including Simon Greenough, Bill Zimmerman, Howard Williams, and Jodie Noiles (with Acadia Student Member Alex Surette)
- An introductory meeting was held on Thursday December 17<sup>th</sup>, in the morning with all members except Alex present. Director Lake and Omar made brief presentations about the work of the ESC to the group and basic introductions were made amongst the members.
- As a "new" group we discussed the format for future meetings, ways to communicate within the group, and many of the ongoing topics we have read about.
- It was decided that our first official meeting of the Environmental Sustainability Committee be held on Thursday January 21<sup>st</sup> from 6:30-8:30pm, and this date was sent to Amanda to be added to the appropriate calendar.

Respectfully Submitted

Mike Butler, ESC Chair  
Wolfville Town Councillor

**REQUEST FOR DECISION 002-2021**

Title: Willow Bank Cemetery  
Date: 2021-01-12  
Department: Finance/Parks & Recreation

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## SUMMARY

### Willow Bank Cemetery

In September of 2020 the Manager of Willow Bank Cemetery provided a brief presentation to Town Council regarding their search for someone to take over operation of the Cemetery. No decision was made at that time by Council, with direction for Staff to come back with further information to assist in a decision to potentially bring the Cemetery into the operation of Town Departments.

This report provides some additional reference information and staff are looking for decision/direction from Council on whether the Town should assume responsibility for operations of Willow Bank. Depending on Council's decision, direction will be for Staff to proceed with further efforts to work on the specific requirements and add resources thru the Town's 2021/22 budget process, OR for the Cemetery Corp. to consider other alternatives.

### DRAFT MOTION:

That Council advise Willow Bank Cemetery Corp. that the Town will not take over operation of the Willow Bank Cemetery operation.

## REQUEST FOR DECISION 002-2021

Title: Willow Bank Cemetery  
Date: 2021-01-12  
Department: Finance/Parks & Recreation

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### 1) CAO COMMENTS

The CAO supports the recommendations of staff. As noted below, it is always difficult to recommend to not do something that has clear value and importance to the Wolfville community. However, due to the points raised in the discussion, staff have collectively landed on recommending to Council that the Town not take over the Cemetery operations.

If Council chooses to accept the recommendation of staff, perhaps the Town and/or Councillors can assist the Willow Bank Cemetery Corp. in finding an organization or new volunteers to take over the operation. Staff would be willing to connect current members of the Board to existing service and non-profit organizations in Town that we have relationships with to see if there might be an interest/fit. We could also use our social media/communications reach to assist in potentially recruiting new members to serve on the Board.

If Council decides they would like the Town to take over the cemetery, we will refer the issue to the Ops planning and budget process to ensure that we have the proper resources in place.

### 2) LEGISLATIVE AUTHORITY

There is nothing in the MGA that precludes a municipality from operating a cemetery. Staff have not identified any section that requires a municipality to take over such a service. Therefore, this request is a choice/decision point.

### 3) STAFF RECOMMENDATION

Staff recommend, given the additional staff resources that would be needed for both property maintenance and office administration, that the Town not take on this responsibility.

### 4) REFERENCES AND ATTACHMENTS

1. Annual Operations Reports to Willow Bank Cemetery Corporation
2. Town's draft budget scenario of operational costs if Town took on responsibility.

### 5) DISCUSSION

Staff acknowledge this has not been an easy issue to review given the importance of the Cemetery to the Wolfville community over past decades. This report will outline steps taken by staff to gather information that should help Council in its deliberation.

- If Council decides they wish staff to take on the responsibility to operate, further work will have to be undertaken by staff enable the Town to successfully assume this workload.

## REQUEST FOR DECISION 002-2021

Title: Willow Bank Cemetery  
Date: 2021-01-12  
Department: Finance/Parks & Recreation

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- If Council agrees with staff recommendation, then the Trustees will have to take steps to find alternatives to keeping the property open.

Following the presentation to Council, the Director of Finance and Director of Parks and Recreation met with the Cemetery Manager, Chris Fuller, who has been the individual largely responsible for maintaining/operating the Cemetery over the recent past. Based on that meeting, staff would make the following notes:

- There appears to currently be healthy cash on hand in the organization. These dollars are available for annual general maintenance needs, perpetual care, and cost of prepaid burials.
- The Town would likely need 1 additional full time seasonal position dedicated to the property maintenance and management of burial lots in advance of burials and immediately after burials.
- In addition to this full-time position, an additional ½ FTE would be needed during the summer months. This would currently be proposed as a summer student resource.
- New mowing/maintenance equipment would be needed within the first year or two to facilitate the work required
- The current building structure on the property needs attention in the near term for at least the roof, with likely additional upgrades within the next couple of years.
- There are numerous large mature trees on the properties that have resulted in a growing maintenance requirement (refer to map below). In fall 2019 Hurricane Dorian resulted in limb damage requiring approximately \$8,000 to clean up. This type of maintenance is more likely to occur in coming years given the age of trees.
- In all there is approximately 13.1 acres to maintain.
- There is a section of yet unused land which has the potential to be sold for development. Staff would estimate that area to be approximately 3.8 acres. In Mr. Fuller's opinion there is no need to reserve that land for future burials as there is ample room in the active area to handle burials for years to come.

In addition to meeting with Mr. Fuller, Staff reached out to other municipalities in Nova Scotia to see how many have cemetery operations and for those that did what type of impact does it have on the Town in both staffing levels and tax rates.

- Of 50 municipalities in the province, 4 replied that they had at least one cemetery in their scope of service and 5 replied that they do not.
- Staff also identified one Regional Municipality that had cemeteries by virtue of former town jurisdictions that now fell within their areas.

Although not a comprehensive list of municipalities that have this service level, the AMA listserv question was meant to provide some contact points to inquire as to the operational impact of those that did have cemetery operations. Relevant points provided by some of these municipalities include:



## REQUEST FOR DECISION 002-2021

Title: Willow Bank Cemetery  
Date: 2021-01-12  
Department: Finance/Parks & Recreation

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- At least one muni has a portion of the cemetery operations covered by property taxes, i.e. there is potential in at least the long term to impact Town taxpayers.
- One municipality has staff resources from Parks, Finance, and Administrative services who support the operations. They noted that the service includes handling people interested in buying lots, coordinating with funeral homes to facilitate funerals, and helping families find their relatives. In addition there is the need for billings, collections of revenues, and related accounting required for such an operation. See notes above for staff's thoughts on supporting the maintenance needs.
- One member of our own Finance Department previously worked for a Town that operated a cemetery. Although difficult to qualify in something like regular hours per week, the feedback is that there is more time needed than one thinks at first glance. Providing support to families with burial needs requires proper attention/empathy.

Willow Bank Cemetery has historic roots in the Town and therefore the fate of the property is important. Town staff agree with Mr. Fuller, re: the potential of the vacant land for development. Such a sale would benefit the operation of the cemetery if the Town owned/ran the operation, but the same could be said if the Trustees continued to operate.

In the short term, existing cash is there to cover the higher annual cost of operation under Town services. But staff estimate that the use of those reserves would be upwards of 90% higher than current annual demands on cash reserves. At that rate, the cash reserves could be significantly depleted within ten years, increasing the likelihood that the taxpayer will have to assist in a portion of annual costs. This, as noted above, exists with at least two cemeteries now operated by another municipality.

There could be options considered if the Town were to take over responsibility that don't include continuing to sell lots. Clearly existing prepaid burials would be honoured, and perpetual care/maintenance would be honoured. The level of maintenance might not be at the same high level currently provided by Mr. Fuller. This would reduce the administrative demands on Town staff, but would still require added staff resources for maintenance.

### **Overhead View of Property**

**REQUEST FOR DECISION 002-2021**

Title: Willow Bank Cemetery

Date: 2021-01-12

Department: Finance/Parks & Recreation

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Shaded area highlights potential develop area.

## REQUEST FOR DECISION 002-2021

Title: Willow Bank Cemetery

Date: 2021-01-12

Department: Finance/Parks & Recreation



## 6) FINANCIAL IMPLICATIONS

The Town would require additional staff and/or allocation of existing resources if the Cemetery is added to Town services. There will also be additional building/equipment resources required over the next couple of years.

It is not expected that the additional resource requirements would impact the tax rate immediately, but it is likely that there would be pressure on the taxpayer at some point in the future.

In addition to the ongoing operating costs, there would be one-time upfront costs to taking over the operation. Legal services would be required to ensure proper title transfer. This would be a manageable cost, but a cost nonetheless. Staff also believe that any operation of the cemetery would require an upfront effort to bring all relevant documentation into the GIS system. This would facilitate

**REQUEST FOR DECISION 002-2021**

Title: Willow Bank Cemetery  
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more efficiencies in the administration on a go forward basis. To fully complete this would involve a summer student as well as our inhouse GIS resources.

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

None provided. This is a service outside the typical scope of a municipal operation.

**8) COMMUNICATION REQUIREMENTS**

Notify Willow Bank Cemetery Corp of Council's decision.

**9) ALTERNATIVES**

Council could decide to have staff take on this responsibility. Ultimately this would move to the budget process to ensure adequate resources are approved in the 2021/22 Operating Budget to carry out the work required.



**Willow Bank Cemetery - RFD 002-2021**

	<b>DRAFT TOWN ESTIMATES</b>	<b><u>2019</u></b>	<b><u>2017</u></b>	<b><u>2016</u></b>
<b><u>Revenue</u></b>				
Burials				
Regular	5,300	4,920	5,355	5,670
Cremation	9,100	5,910	10,030	11,440
	14,400	10,830	15,385	17,110
Other				
Sale of Lots	4,000	5,550	1,950	4,550
Foundations	500	175	175	1,050
Deed Transfers/Donations/other	200	500	124	121
<b>TOTAL REVENUES</b>	<b>19,100</b>	<b>17,055</b>	<b>17,634</b>	<b>22,831</b>
<b><u>Expenses</u></b>				
Audit	500	265	100	100
Fire Tax (?)		127	-	-
Burial Expenses	800	1,400	867	172
Utilities	600	617	654	655
Gas	800	828	831	726
Repairs	1,200	1,634	1,069	848
Plowing	600	-	1,000	871
Small Tools	1,300	764	1,898	1,367
Insurance	1,800	1,381	1,323	2,581
Atlantic Arborists	3,200	8,050	1,571	98
Contracted Service - Mountain Top Land	1,300	-	2,565	1,251
Bank Fees	100	131	120	93
Payroll - grounds maintenance	29,000	19,575	18,225	18,225
Employee Benefits - Town staff	5,800	-	-	-
Office/Accounting wages - P/T	3,000			
Employee Benefits - Town staff	600			
Receiver General	-	1,628	1,228	1,292
Casual Labour	-	2,067	4,736	4,216
WCB	-		313	327
Grounds Care	-	968	1,190	-
	50,600	39,435	37,690	32,822
Operating Surplus (Deficit)	( 31,500 )	( 22,380 )	( 20,056 )	( 9,991 )
<b><u>Transfers from Reserves (Perpetual Care \$\$ ?)</u></b>	<b>31,500</b>	<b>20,000</b>	<b>10,000</b>	<b>18,000</b>
<b>Year End Surplus (Deficit)</b>	<b>\$ -</b>	<b>\$ ( 2,380 )</b>	<b>\$ ( 10,056 )</b>	<b>\$ 8,009</b>

NOTE - Perpetual Care Funds

Rec'd and deposited during year

**\$ 4,500    \$ 1,500    \$ 3,500**

## REQUEST FOR DECISION 001-2021

Title: Appointment of Valley Waste Resource Management By-Law Officer  
Date: 2021-01-12  
Department: CAOs Office

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## SUMMARY

### Appointment of Valley Waste Resource Management By-Law Officer

The Solid Waste-Resource Management By-Law approved by Council at the end of 2020 authorizes the Valley Waste Resource Authority to apply and enforce Directives for the effective and efficient management of Solid Waste within the jurisdictions of the municipal unit parties to the *Valley Region Solid Waste-Resource Management Intermunicipal Services Agreement* or *IMSA*.

Section 3.2 of the By-Law states that “The Authority shall recommend to the Municipality the appointment of a By-Law Enforcement Officer to assist with the administration and enforcement of this By-law. Municipal Council shall consider the recommendation and may approve the appointment by resolution”.

“By-law Enforcement Officer”, under the By-Law, means a person with Special Constable Designation per ss 89 and 90 of the Police Act, employed by the Authority to administer and enforce the By-Law.

### DRAFT MOTION:

That Council appoint Dale Roberts, Valley Waste Resource Management By-Law Officer, to enforce the Solid-Waste Resource By-Law in the Town of Wolfville.

## REQUEST FOR DECISION 001-2021

Title: Appointment of Valley Waste Resource Management By-Law Officer  
Date: 2021-01-12  
Department: CAOs Office

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### 1) CAO COMMENTS

The CAO supports the recommendations of Staff.

### 2) LEGISLATIVE AUTHORITY

Section 3.2 of the Solid Waste-Resource Management By-Law states that “The Authority shall recommend to the Municipality the appointment of a By-Law Enforcement Officer to assist with the administration and enforcement of this By-law. Municipal Council shall consider the recommendation and may approve the appointment by resolution”.

### 3) STAFF RECOMMENDATION

That Council appoint Dale Roberts, Valley Waste Resource Management By-Law Officer, to enforce the Solid-Waste Resource By-Law in the Town of Wolfville.

### 4) REFERENCES AND ATTACHMENTS

N/A

### 5) DISCUSSION

The Solid Waste-Resource Management Bylaw approved by Council end of 2020 authorizes the Valley Waste Resource Authority to apply and enforce Directives for the effective and efficient management of Solid Waste within the jurisdictions of the municipal unit parties to the *Valley Region Solid Waste-Resource Management Intermunicipal Services Agreement* or *IMSA* (i.e. the Municipality of the County of Kings, and the Towns of Annapolis Royal, Berwick, Kentville, Middleton, and Wolfville (collectively, the parties), or any other municipality who enters the IMSA to contract or designate the Authority to enforce their Solid Waste By-law and Directives

Section 3.2 of the Solid Waste-Resource Management Bylaw states that “The Authority shall recommend to the Municipality the appointment of a By-law Enforcement Officer to assist with the administration and enforcement of this By-Law. Municipal Council shall consider the recommendation and may approve the appointment by resolution”.

Currently, Dale Roberts has been hired in the By-Law Enforcement Officer role by Valley Waste, and his appointment needs to be confirmed by Council under the By-Law.

## REQUEST FOR DECISION 001-2021

Title: Appointment of Valley Waste Resource Management By-Law Officer  
Date: 2021-01-12  
Department: CAOs Office

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### 6) FINANCIAL IMPLICATIONS

The Valley Waste By-Law Officer will be employed by the Valley Waste Resource Management Authority as part of their operating budget.

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

N/A

### 8) COMMUNICATION REQUIREMENTS

Communication to residents regarding the new By-Law, the appointment of the VW By-Law Officer and the implications of not following the By-Law will be shared by the Town and the Valley Waste Resource Management Organization.

### 9) ALTERNATIVES

To not appoint Dale Roberts as the By-Law Enforcement Officer.



## REQUEST FOR DECISION 003-2021

Title: Review of Inter-Municipal Service Agreements

Date: 2021-01-12

Department: Office of the CAO

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# SUMMARY

## REVIEW OF INTER-MUNICIPAL SERVICE AGREEMENTS

In 2018, the municipal partners (parties) in several intermunicipal service agreements agreed to complete a number of initiatives and made a financial contribution to enable the work to be completed. These intended deliverables included:

- Assist Kings Transit with accounting procedures and year end processing (complete).
- Assist Valley Waste Resources with accounting procedures and year end processing (complete).
- Develop business/transitional plans for the Valley Community Fibre Network (business plan complete, transition plan on-going).
- ***Update the structure of sharing agreements and incorporation documents – the origin of this report and recommended Memorandum of Understanding.***

This report provides a path forward to undertake the outstanding deliverable from the 2018 direction.

### DRAFT MOTION:

**That Council approve the attached Memorandum of Understanding outlining the organization and work program for a joint review of Intermunicipal Service Agreements and authorize its signature by the Mayor and Chief Administrative Officer.**

**That Council, per Section 2 of the attached MOU, appoint Mayor Wendy Donovan to serve on the Working Group.**

## REQUEST FOR DECISION 003-2021

Title: Review of Inter-Municipal Service Agreements

Date: 2021-01-12

Department: Office of the CAO

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### 1) CAO COMMENTS

See below for CAO recommendation and discussion.

### 2) LEGISLATIVE AUTHORITY

Section 60 of the *Municipal Government Act* allows for the Town to partner with other Municipalities for the provision of municipal services.

### 3) STAFF RECOMMENDATION

That Council approve the attached Memorandum of Understanding outlining the organization and work program for a joint review of Intermunicipal Service Agreements and authorize its signature by the Mayor and Chief Administrative Officer.

That Council, per Section 2 of the attached MOU, appoint Mayor Wendy Donovan to serve on the Working Group.

### 4) REFERENCES AND ATTACHMENTS

1. Memorandum of Understanding – Inter-Municipal Service Agreement Review (attached)

### 5) DISCUSSION

In 2018, the municipal partners (parties) in several intermunicipal service agreements agreed to complete a number of initiatives and made a financial contribution to enable the work to be completed. These intended deliverables included:

- Assist Kings Transit with accounting procedures and year end processing (complete).
- Assist Valley Waste Resources with accounting procedures and year end processing (complete).
- Develop business/transitional plans for the Valley Community Fibre Network (business plan complete, transition plan on-going).
- ***Update the structure of sharing agreements and incorporation documents – the origin of this report and recommended Memorandum of Understanding.***

The Municipal Government Act provides several different mechanisms for the sharing of municipal services among separate municipal units, and various arrangements and Intermunicipal Service Agreements (IMSA's) are in place for the four units within Kings County and their municipal partners beyond the County boundaries. When the Valley REN is included, there is another important partner, the Glooscap First Nation.

## REQUEST FOR DECISION 003-2021

Title: Review of Inter-Municipal Service Agreements  
Date: 2021-01-12  
Department: Office of the CAO

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As was identified in 2018, and is still the case today, the original agreements for IMSA's provide a complex mix of governance, administration and financial arrangements that could benefit from a fresh review by the parties involved.

In developing a Presentation for a Joint Councils Meeting of the municipalities within Kings County, which was held in December, the Kings CAO's group identified several issues that could form part of a comprehensive review of the existing IMSA's. This list is not exhaustive.

These include:

- Situations where Council representatives vote on an IMSA proposed budget and then have to consider it as a component of their overall municipal budget, and the two may not align well.
- IMSA corporations can be very large but as a single purpose organization they may lack the human resources, financial and communications support in a typical municipal unit.
- The IMSA financial statements need to be consolidated with some partner municipal financial statements and if there are delays by the IMSAs, the municipal financial statements are also delayed.
- Municipal partners are required to guarantee the long-term debt of IMSA corporations, and this could impact municipal borrowing capacity if legislation were to change.
- Fresh off the experience with the withdrawal of Annapolis County from VWRM, it is apparent that different IMSA's have different dispute resolution provisions.

To provide a mechanism to review and update the IMSA's collectively, the Joint Councils meeting of December 15, 2020 provided guidance to the individual Chief Administrative Officers of the units in attendance at that meeting (municipalities within Kings County) to come back to Councils with a draft Memorandum of Understanding to organize and commence a review. This Memorandum of Understanding would create a Working Group of Mayors and CAO's and follow the work program outlined in the MOU to complete a review of the IMSA's by June of 2021.

Additionally, direction was also provided to reach out to the municipalities that are party to the IMSA agreements outside of Kings County (Middleton, Annapolis Royal and Windsor-West Hants Regional Municipality). These municipalities were all part of the original 2018 direction, but their Councils have not yet received the same presentation that was provided to the Kings municipalities in December. Since that direction was given, the CAO's have suggested that Glooscap First Nation also be engaged as they are a signatory to the REN IMSA. An effort is being made by the CAO group to present to these four parties in January with the same information that has been provided to Kings municipalities. For information, I will be presenting to Middleton Council on January 18<sup>th</sup>.

## 6) FINANCIAL IMPLICATIONS

As part of the research into this issue, the Kings CAO's determined that funds already collected for the initiatives identified in 2018 are sufficient to allow this process to begin without additional funding requests to the municipal partners.

## **REQUEST FOR DECISION 003-2021**

Title: Review of Inter-Municipal Service Agreements

Date: 2021-01-12

Department: Office of the CAO

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

In preliminary Strategic Plan discussions with Council, it is clear that partnering with other municipalities and striving for sustainable service delivery options are desired.

### **8) COMMUNICATION REQUIREMENTS**

Ongoing communication with the impacted IMSA organizations will be critical. Additionally, regular reports back to council via the CAO report to COW will be provided.

### **9) ALTERNATIVES**

Council can decide to not become a signatory to the attached MOU.

**IMSA MEMORANDUM OF UNDERSTANDING**

This MOU dated the \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_

**Between:**

**TOWN OF ANNAPOLIS ROYAL**

and

**TOWN OF BERWICK**

and

**TOWN OF KENTVILLE**

and

**MUNICIPALITY OF THE COUNTY OF KINGS**

and

**TOWN OF MIDDLETON**

and

**WEST HANTS REGIONAL MUNICIPALITY**

and

**TOWN OF WOLFVILLE**

and

**GLOOSCAP FIRST NATION**

**Collectively the Parties**

**WHEREAS** the Parties have received and reviewed a presentation dated December 15, 2020 entitled “Updating of Shared Service Agreements and Municipal Corporations” (the “Presentation”) *and* wish to implement the work plan as outlined in the Presentation.

**The Parties agree as follows:**

1. Each party agrees in principle to the recommendations contained within the Presentation.
2. The Parties agree to form a Working Group, comprising the Mayors and the Chief (or designates) of the Parties, and the CAOs, Band Manager (or their designates).
3. The Working Group will review the existing Intermunicipal Service Agreements (IMSAs) referenced in the Presentation and, for each IMSA, prepare either recommended amendments to the IMSA or a new draft ISMA to replace the existing ISMA.
4. In addition to the existing IMSAs, the Working Group will also prepare IMSAs for only additional services that may be offered by shared service organizations composed of some or all of the parties, including but not limited to IMSAs for climate change and diversity.
5. The recommendations of the Working Group will include standard provisions to be common to all IMSAs and IMSA provisions specific to the individual IMSAs under consideration.
6. The Working Group will provide recommendations for incremental supports to the shared service organizations referenced in the Presentation.
7. The Working Group may authorize one the Parties to contract on its behalf for services described in provision 8 of this Memorandum.
8. The Working Group is authorized to retain legal counsel and any other third-party resources as the Working Group considers necessary to complete its work.
9. The parties agree that the costs incurred by the Working Group will be paid from funds held by the Municipality of the County of Kings that are related to a modernization initiative entered into by the parties to this MOU in March of 2018.
10. The Working Group will complete its work and have updated IMSAs prepared for the parties' review and consideration by June 30, 2021, or such later date as the Working Group considers necessary in order to properly complete its work.
11. This MOU may be signed in counterpart by the parties.

Signed, sealed and delivered  
in the presence of

) **TOWN OF ANNAPOLIS ROYAL**  
)  
)  
) \_\_\_\_\_  
) Mayor  
)  
) \_\_\_\_\_  
) CAO

Signed, sealed and delivered  
in the presence of

\_\_\_\_\_

)

**TOWN OF BERWICK**

)

)

)

\_\_\_\_\_  
Mayor

)

)

\_\_\_\_\_  
CAO

)

Signed, sealed and delivered  
in the presence of

\_\_\_\_\_

)

**TOWN OF KENTVILLE**

)

)

)

\_\_\_\_\_  
Mayor

)

)

\_\_\_\_\_  
CAO

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Signed, sealed and delivered  
in the presence of

\_\_\_\_\_

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**MUNICIPALITY OF THE COUNTY  
OF KINGS**

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Mayor

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CAO

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Signed, sealed and delivered  
in the presence of

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**TOWN OF MIDDLETON**

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Mayor

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Signed, sealed and delivered  
in the presence of

**WEST HANTS REGIONAL  
MUNICIPALITY**

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\_\_\_\_\_) Mayor  
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Signed, sealed and delivered  
 in the presence of ) **TOWN OF WOLFVILLE**  
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Signed, sealed and delivered  
 in the presence of ) **GLOOSCAP FIRST NATION**  
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 ) Band Manager  
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## INFORMATION REPORT

Title: Capital Budget Project Charters

Date: 2021-01-12

Department: Finance

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# SUMMARY

## Capital Budget Project Charters

Annually as part of the Town's budget process, staff provide supporting information to the projects laid out in the Ten Year Capital Investment Plan (CIP). Ideally, information covers all projects, over the entire ten years in the Plan. Typically, staff time constraints result in supporting information for the first year or two of the Plan. Year 1 is the most important as contains the specific projects that Council approves for the upcoming year.

Attached to this Information Report are Project Charters for 15 of the projects contained in the draft budget at this stage.

## INFORMATION REPORT

Title: Capital Budget Project Charters  
Date: 2021-01-12  
Department: Finance

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### 1) CAO COMMENTS

For information purposes.

### 2) REFERENCES AND ATTACHMENTS

- Capital Budget Project Charters document (attached)
- Early Draft Ten Year CIP presented to Council (November Committee of the Whole)

### 3) DISCUSSION

The attached Charters relate to the **draft** 2021/22 Town Budget, and specifically the Capital Budget. They provide Council additional reference information to help inform the decisions in reaching an approved budget Operations/Budget document by mid-March.

At this stage all Charters are draft documents and changes may be required. Each Charter provides background information as to what a specific project involves, why it is included in the CIP, expected timing of the project, and expected resources needed to complete project.

Staff have already presented an early draft working copy of the CIP at the November Committee of the Whole (COW) meeting. The first official draft copy of the CIP will be presented to Council at the Special COW meeting on January 14, 2021. It should be noted there have a been changes to the CIP since November, some of which will be noted by Charters included with this Report.

- Dykeland Facility (Public Works/Planning & Development) Renovation Upgrades – This project was not included in the November draft version of the CIP presented to Council. It is a project which has been on the “books” for several years and was to be completed in the current (20/21) fiscal year. It is now be carried forward to next year’s CIP.
- Basin Drive Neighborhood Park – This project has not previously been included on the CIP.

The January 12<sup>th</sup> COW meeting will provide an opportunity to clarify any questions members of Council may have on the projects noted. The budget process, which started in November, and continues over the next couple of months will provide opportunity for any changes to the projects currently included in the Capital Budget/CIP.

### 4) FINANCIAL IMPLICATIONS

This report and attachments are for information purposes only. Any financial implications will be covered during budget discussions.

### 5) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

Each Charter has references provided where applicable.

## INFORMATION REPORT

Title: Capital Budget Project Charters

Date: 2021-01-12

Department: Finance

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### 6) COMMUNICATION REQUIREMENTS

None required at this time.

### 7) FUTURE COUNCIL INVOLVEMENT

As noted above, this information becomes part of the ongoing 2021/22 budget process.

## CAPITAL PROJECT CHARTERS – 2021-22

### CONTENTS:

	<b>Name of Project Charter</b>
01	Community Development/Public Works Building Upgrades
02	Highland Ave (Prospect to Skyway-2 Phases)
03	Decorative Street Lights
04	New Salt Shed with Parks Space
05	Parks & Public Works Fleet Replacement
06	Orchard Ave Guardrail
07	Nature Trust Dam Upgrades
08	Water Transmission Line
09	Reservoir Park
10	Rotary Park Pickleball Courts
11	Basin Drive Neighbourhood Park
12	Public Art
13	Downtown Wayfinding
14	West End Park and Trail
15	East End Gateway

## 1. PURPOSE & DESCRIPTION

### PURPOSE

Ensure municipal facilities are maintained in a cost-effective manner and are safe and accessible for staff and the public.

### DESCRIPTION

The plan to renovate the Community Development/Public Works facility has evolved since staff first began discussions on renovation options. The project was tendered in 2020 with the project coming in over budget. The tender included code compliance issues as well as additional office space to accommodate staff needs. The revised project has been scaled back to better fit the current budget for the project. The proposed renovations will incorporate the code compliance issues identified, renovations to the ground floor to make the ground floor more accessible to the public and some scaled back office space on the ground level to meet staff needs. There are no renovations planned for the second level other than some possible minor improvements such as flooring and paint if budget allows.

The Town building inspector has completed two inspections of the building and made recommendations based on these inspections. The plan is to incorporate these recommendations into the design of the project.

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

### COUNCIL'S STRATEGIC PLAN

Council's Strategic Plan establishes six (6) strategic principles. The project will meet the strategic principles of Council by:

**1. Affordability**

The revised renovations can address the code compliance issues, provide additional office space, make the ground floor more accessible and provide a reception area for the building. This project was included in the 2020-21 capital program and is carried over due to tender results being over budget.

**2. Transparency**

All capital projects are discussed and approved publicly as part of the budget process. All documents, including this one, are available to the public.

**3. Community Capacity Building**

N/A

**4. Discipline to Stay the Course**

Fire safety issues were identified in the Facilities Condition Assessment and will be addressed as part of the proposed renovations.

**5. United Front**

N/A

**6. Environmental Sustainability**

N/A

## OTHER TOWN PLANS

- Capital Investment Plan
- Municipal Facilities Condition Assessment
- Accessibility Plan

## 3. SCOPE

### OBJECTIVES

The objectives of the project are:

1. To address fire safety and code compliance issues identified in the facilities condition assessment and the building inspection reports.
2. To renovate the main level of the building to provide more office space and improve accessibility for both staff and the public.

### DELIVERABLES

The deliverables for the project are:

1. To address all fire safety issues identified in the facilities condition assessment and code compliance issues identified in the building inspection reports.
2. To address minor issues that are prohibitive to persons with accessibility issues. Although the work will result in improved accessibility features, it will not meet the Accessibility Plan Built Environment Policy to have all new buildings (including major renovation) meet the Rick Hansen Foundation Gold Standard. This has already been noted in previous reports to Council, noting that ultimately the higher level standard would be addressed in the Town Hall replacement contemplated in Year 8 of the draft CIP.

## 4. TIMELINES AND MILESTONES

DATE	ACTION
2021-22, Q1	Prepare Tenders
2021-22, Q1	Award Contract and begin work
2021-22, Q2	Complete work

## 5. ASSUMPTIONS, CONSTRAINTS & RISKS

### ASSUMPTIONS

- Work can be tendered and awarded in the first quarter of 2021-22 fiscal year

## 6. BUDGET, RESOURCES & PROCUREMENT

### BUDGET

The project is estimated to cost approximately \$500,000.

### RESOURCES

**Project Lead:** Director of Public Works

**Internal Resources:**

- **Public Works** – Provide Project Management

**External Resources**

- **Engineer Consultant** – Provide building design and on-site project management, if required.
- **Contractor** – Building construction

**PROCUREMENT**

In accordance with the Town’s Procurement Policy 140-001, Section 5.3 “high value procurement of goods and services greater than \$25,000”, this work will be publicly tendered.

**7. ROLES & RESPONSIBILITIES**

Council’s role is to approve the Project Charter and Capital Investment Plan.

**8. COMMUNICATION & ENGAGEMENT**

N/A

DRAFT

# PROJECT CHARTER: Highland Avenue (Prospect to Skyway – 2 Phases)

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## 1. PURPOSE & DESCRIPTION

### PURPOSE

The purpose is to rehabilitate 735 metres of Highland Ave with all new infrastructure installed between Prospect St. and Skyway Drive over two years.

### DESCRIPTION

The existing infrastructure on Highland Ave has outlived its useful life. Underground infrastructure dates to the 1940's and the asphalt pavement has deteriorated to a point that it should be replaced.

The project includes the installation of new water, sanitary and storm water infrastructure, reconstruction of the street with new gravels, asphalt, concrete curb and concrete sidewalk on both sides, and all associated reinstatement of disturbed areas. The existing west side sidewalk extends from Main Street to the Acadia bookstore parking area. The extension of the west side sidewalk to Skyway Drive will add approximately 550 lineal metres of sidewalk.

This project is a continuation of reconstruction completed on Highland between Main and Prospect in 2016. The consultant has been asked to consider active transportation options as part of the design and construction of this project. Design for Highland Ave will be completed, and the first phase of the project tendered in May 2021 and the second phase tendered in April 2022.

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

### COUNCIL'S STRATEGIC PLAN

Council's Strategic Plan establishes six (6) strategic principles. The project upgrades will meet the strategic principles of Council by:

**1. Affordability**

The street section of the Capital Investment Plan is a funding priority for the Town. This is the first section that is funded to ensure these projects can be completed.

**2. Transparency**

All capital projects are discussed and approved publicly as part of the budget process. All documents, including this one, are available to the public.

**3. Community Capacity Building**

N/A

**4. Discipline to Stay the Course**

The Capital Investment Plan lays out a 10-year plan for street work and has considered the paving condition index, status of underground infrastructure, etc. Staff follow the 10-year capital plan unless circumstances such as infrastructure failures necessitate the need to adjust the order of street reconstruction. The section of Highland from Catherine Court to Skyway Drive has been moved forward due to the condition of the infrastructure on this section of street.

**5. United Front**

N/A



# PROJECT CHARTER: Highland Avenue (Prospect to Skyway – 2 Phases)



## 6. Environmental Sustainability

N/A

## OTHER TOWN PLANS

- Pavement Condition Survey (2015)
- Capital Investment Plan
- Active Transportation Study (2014)

## 3. SCOPE

### OBJECTIVES

The objectives of the project are:

1. To improve the functionality of all underground infrastructure
2. To improve the overall street condition for all users – pedestrians, cyclists, and motorists

### DELIVERABLES

The deliverables for the project are:

1. New underground infrastructure
2. New street including base materials, asphalt surface, and concrete curb on both sides of Highland and sidewalk on the east side.

## 4. TIMELINES AND MILESTONES

DATE	ACTION
2020-21, Q4	Street design
2021-22, Q1	Call for tenders – Phase 1
2021-22, Q1	Begin construction – Phase 1
2021-22, Q3	Complete construction – Phase 1
2022-23, Q1	Call for tenders – Phase 2
2022-23, Q1	Begin construction – Phase 2
2022-23, Q3	Complete construction – Phase 2

## 5. ASSUMPTIONS, CONSTRAINTS & RISKS

### ASSUMPTIONS

- Street design can be completed, and tender awarded in May 2021 for phase 1 and April 2022 for phase 2.

# PROJECT CHARTER: Highland Avenue (Prospect to Skyway – 2 Phases)

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## CONSTRAINTS

- Work on Highland Ave. as on all streets will create inconvenience for the public and alternate routes will be identified and communicated.

## 6. BUDGET, RESOURCES & PROCUREMENT

### BUDGET

The project is estimated to cost \$2,940,000, \$1,620,000 for phase 1 and \$1,320,000 for phase 2 with approximately 25% of that total being charged to the water utility.

### RESOURCES

**Project Lead:** Director of Public Works

#### Internal Resources:

- **Public Works** – Provide Project Management

#### External Resources

- **Engineer Consultant** – Provide street design and on-site project management
- **Contractor** – Street construction

### OPERATIONAL BUDGET IMPACT

- Maintenance requirements can be directed to other infrastructure.

### PROCUREMENT

In accordance with the Town's Procurement Policy 140-001, Section 5.3 "high value procurement of goods and services greater than \$25,000", street construction will be publicly tendered.

## 7. ROLES & RESPONSIBILITIES

Council's role is to approve the 2021-22 Capital Investment Plan and subsequent projects.

## 8. COMMUNICATION & ENGAGEMENT

A Communications Checklist will be prepared prior to the start of construction. All residents will be advised of the proposed work prior to the start of construction and periodic updates will be provided through the project schedule.

## 1. PURPOSE & DESCRIPTION

### PURPOSE

The purpose of the project is to extend decorative lighting in the downtown core east on Main Street to Willow Ave and south on Gaspereau Ave to Summer Street. Design work will be completed this year with construction scheduled for 2021-22 and 2022-23 fiscal years.

### DESCRIPTION

The project will include the supply and installation of approximately 27 new decorative lights on both sides of Main Street between Locust and Willow Ave and 16 new decorative lights on both sides of Gaspereau Ave between Main and Summer. The lights will match the existing decorative lights in the downtown core and are being installed as the business sections expand in these areas. The light standard will include electrical outlet for decorations or other events.

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

### COUNCIL'S STRATEGIC PLAN

#### Council Strategic Principles:

**1. Affordability**

**2. Transparency**

All capital projects are discussed and approved publicly as part of the budget process. All documents, including this one, are available to the public.

**3. Community Capacity Building**

Adapting to a growing downtown core and improving the streetscape as the core area grows

**4. Discipline to Stay the Course**

N/A

**5. United Front**

N/A

**6. Environmental Sustainability**

N/A

### OTHER TOWN PLANS

- Capital Investment Plan

## 3. SCOPE

### OBJECTIVES

The objectives of the decorative street lights project are:

1. To provide better and more decorative lighting through the downtown core and access to power for special events.

## PROJECT CHARTER: Decorative Street Lights

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### DELIVERABLES

The deliverables for the project are:

1. To supply and install approximately 40-45 new decorative lights and poles complete with GFI electrical outlets on each pole.

### 4. TIMELINES AND MILESTONES

2020-21 Q4	Complete design and tender documents
2021-22 Q1	Tender supply and installation of decorative lights on Gaspereau
2021-22 Q3	Complete Installation of decorative lights on Gaspereau
2022-23 Q1	Tender supply and installation of lights on Main Street
2022-23 Q3	Complete installation on Main Street

### 5. ASSUMPTIONS, CONSTRAINTS & RISKS

#### ASSUMPTIONS

- Decorative lights are to be included throughout the downtown core

#### CONSTRAINTS

- New underground electrical will be required which increase the cost per light. Most of the decorative lights in the downtown core were installed using existing bases and wiring.

#### RISKS

### 6. BUDGET, RESOURCES & PROCUREMENT

#### BUDGET

The CIP includes \$100,000 for decorative lights on Gaspereau Ave. and an additional \$235,000 for decorative lights on Main Street

#### RESOURCES

**Project Lead:** Director of Public Works

#### Internal Resources:

- **Public Works** – Provide project management

#### External Resources:

- **Electrical designers** – design and tender package preparation
- **Electrical contractor** – Install decorative lights

#### PROCUREMENT

In accordance with the Town's Procurement Policy 140-001 Section 5.3 "high value procurement of goods and services greater than \$25,000", a public tender will be issued for the supply and installation of decorative lights.

## 7. ROLES & RESPONSIBILITIES

Council's role is to approve the Project Charter and Capital Investment Plan. Once Approved it is staff's role to manage the project.

## 8. COMMUNICATION & ENGAGEMENT

The proposed work will cause disruption to residents and customers during construction. The work plan and construction schedule will be communicated to the business community and the public prior to the start of the project.

DRAFT

## 1. PURPOSE & DESCRIPTION

### PURPOSE

Replace the existing salt shed which includes Parks space that is both too small and in need of major upgrades to ensure municipal facilities are maintained in a cost-effective manner, are safe and adequate for staff.

### DESCRIPTION

The existing salt shed is a wooden structure approximately 30 years old and includes areas used by staff as a sign shop, parks shed and parks workshop.

The building needs some major repairs and staff have outgrown the existing space. The plan is to rebuild the salt shed with the salt storage located to the right as indicated in the attached picture. The remainder of the building will be built with a second level added over the other three bays to provide the additional space required.



The plan to rebuild on the existing site is suggested to reduce costs. We hope to reuse the existing foundation and the existing electrical service to the structure. The shed is currently serviced with power from the Public Works building. Staff have been using makeshift sheds and Sea Cans for storage and this facility will provide better workspace and much needed covered storage for both the Parks and Public Works Departments.

Staff have asked Hatch Ltd to review the proposed improvements, including the possibility of adding solar panels, recommend construction options and prepare a tender package.

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

### COUNCIL'S STRATEGIC PLAN

Council's Strategic Plan establishes six (6) strategic principles. The project will meet the strategic principles of Council by:

**1. Affordability**

Staff believe replacing the existing structure on the same site and reusing the existing foundation is the most cost-effective option that meets the needs of the two departments.

**2. Transparency**

All capital projects are discussed and approved publicly as part of the budget process. All documents, including this one, are available to the public.

**3. Community Capacity Building**

N/A

**4. Discipline to Stay the Course**

N/A

**5. United Front**

N/A

**6. Environmental Sustainability**

N/A

### OTHER TOWN PLANS

- Capital Investment Plan

## 3. SCOPE

### OBJECTIVES

The objectives of the project are:

1. To provide adequate covered salt storage, ensuring salt is readily available and stored in an environmentally responsible manner for winter maintenance.
2. To provide much needed heated work and storage space for the Parks and Public Works Departments.

### DELIVERABLES

The deliverables for the project are:

1. Complete construction of a new salt and Parks shed in 2021
2. To ensure the Town maintains adequate and environmentally safe salt storage.
3. To provide much needed work and storage space for the Parks and Public Works Departments

#### 4. TIMELINES AND MILESTONES

DATE	ACTION
2020-21, Q4	Design and Tender Preparation
2021-22, Q1	Tender and Contract Award
2021-22, Q3	Complete work

#### 5. ASSUMPTIONS, CONSTRAINTS & RISKS

##### ASSUMPTIONS

- Work can be designed and tendered by the first quarter of 2021/2022 fiscal year.

#### 6. BUDGET, RESOURCES & PROCUREMENT

##### BUDGET

The project is estimated to cost approximately \$430,000 - \$280,000 for the salt shed and 150,000 for the parks shed component.

##### RESOURCES

**Project Lead:** Director of Public Works

##### Internal Resources:

- **Public Works** – Provide Project Management

##### External Resources

- **Engineer Consultant** – Provide building design and on-site project management, if required.
- **Contractor** – Building construction

##### PROCUREMENT

In accordance with the Town's Procurement Policy 140-001, Section 5.3 "high value procurement of goods and services greater than \$25,000", this work will be publicly tendered.

#### 7. ROLES & RESPONSIBILITIES

Council's role is to approve the Project Charter and Capital Investment Plan.

#### 8. COMMUNICATION & ENGAGEMENT

N/A



## 1. PURPOSE & DESCRIPTION

### PURPOSE

Each year the Town replaces equipment as required, to ensure the fleet inventory is maintained in a cost-effective manner and enables staff to provide the level of services mandated.

### DESCRIPTION

The vehicle replacement schedule is developed by staff as a guide for determining the useful life of Town vehicles. The schedule, with input from the Town's mechanic, is used to determine which vehicles are scheduled for replacement each year. This year the following vehicles are scheduled for replacement

- vehicle #30 - Water Utility ½ ton (replaces existing 2014 model)
- Parks ¾ 4x4 crew cab – New (see note 1)

The replacement schedule for all vehicles and ½ ton trucks, is reviewed annually to maximize life cycle use within an acceptable maintenance budget for each piece of equipment.

note 1: Our Parks Department has access to a fleet of vehicles to support the daily work loads and manage resources in as an effective way as possible. As the "Garden" team grows in numbers and with increasing areas of responsibility, it has been determined that the addition of a new crew cab (four – full size seats) truck will increase efficiencies and will eliminate the need for this group to use multiple trucks for most of their daily work. To further support their independence, productivity and reliance on other vehicles required to do their work the addition of this new vehicle will ensure more effective use of assets. Sharing the current ¾ ton truck can create scheduling challenges and overlapping demands – leading to inefficiencies.

Given the truck will be traded-in at some future date the Town consulted and was advised to purchase this size truck in a 4x4 model. The Parks Department will continue to rationalize its vehicle inventory moving forward, reaching a point that demonstrates sound asset management and accountability.

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

### COUNCIL'S STRATEGIC PLAN

Council's Strategic Plan establishes five (5) strategic goals. The project will meet the strategic goals of Council by:

**1. Affordability**

Developing and keeping a schedule for fleet replacements ensures that the replacement costs are manageable for the Town. It also ensures staff has reliable equipment needed to complete work assigned.

**2. Transparency**

All capital projects are discussed and approved publicly as part of the budget process. All documents, including this one, are available to the public.

**3. Community Capacity Building**

N/A

**4. Discipline to Stay the Course**

N/A

**5. United Front**



N/A

**6. Environmental Sustainability**

N/A

**OTHER TOWN PLANS**

- Vehicle Replacement Schedule
- Capital Investment Plan

**3. SCOPE**

**OBJECTIVES**

The objectives of the project are:

1. To manage the cost of operating and maintaining the Town fleet in a manner that maximizes the useful life, controls growth of the fleet, and accurately budgets for maintenance and replacement costs.
2. To promote an orderly system of purchasing and financing a fleet replacement process and plans for future departmental requirements.

**DELIVERABLES**

The deliverables for the project are:

1. To replace and add the vehicles identified in accordance with the current replacement schedule

**4. TIMELINES AND MILESTONES**

DATE	ACTION
2021-22, Q1	Call for Tenders
2021-22, Q1	Award contracts
2021-22, Q2	Delivery of vehicles

**5. ASSUMPTIONS, CONSTRAINTS & RISKS**

**RISKS**

- If vehicles are not replaced as scheduled, the Town runs the risk of using older, less reliable equipment that becomes harder to replace in a timely manner and increases maintenance costs.
- The Town operates with only one piece of equipment for most jobs, therefore, it is important to keep equipment well maintained to ensure less down time due to unscheduled repairs. Most critical equipment does not have a back up in the current fleet.

**6. BUDGET, RESOURCES & PROCUREMENT**

**BUDGET**

The total PW/Parks fleet replacement for 2020-21 is estimated to cost **\$120,000**

**RESOURCES**

**Project Lead:** Lead Hand and Operator/Mechanic



**Internal Resources**

- **Public Works** – Provide project management

**OPERATIONAL BUDGET IMPACT**

- Controls maintenance costs

**PROCUREMENT**

In accordance with the Town’s Procurement Policy 140-001, Section 5.3 “high value procurement of goods and services greater than \$25,000”, the vehicles will be publicly tendered.

**7. ROLES & RESPONSIBILITIES**

Council’s role is to approve Capital Investment Plan and subsequent projects.  
Once Approved it is staff’s role to manage the project.

**8. COMMUNICATION & ENGAGEMENT**

N/A

**9. APPROVAL**

Approved by Council on *(month, day, year)*.



## PROJECT CHARTER: Orchard Ave Guardrail

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### 1. PURPOSE & DESCRIPTION

#### PURPOSE

The purpose of the proposed project is to replace approximately 150 m of existing wood post and cable barrier located on the east side of Orchard Ave.

#### DESCRIPTION

The proposed project will replace approximately 150 m of existing barrier that has deteriorated and needs to be replaced. The new guardrail will be installed in approximately the same location on the east side of Orchard from the intersection of King and Orchard south approximately 150 m. The guardrail will be steel rail and wooden post construction like the standard NS Department of Transportation and Infrastructure Renewal detail used throughout the province. The guardrail is necessary to provide a barrier between traffic on Orchard Ave and a section of the millennium trail adjacent to and below this section of Orchard Ave.

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

#### COUNCIL'S STRATEGIC PLAN

Council's Strategic Plan establishes six (6) strategic principles. The project will meet the strategic principals of Council by:

**1. Affordability**

The installation of the proposed guardrail will be publicly tendered to ensure competitive pricing and is required to maintain existing infrastructure.

**2. Transparency**

All capital projects are discussed and approved publicly as part of the budget process. All documents, including this one, are available to the public.

**3. Community Capacity Building**

N/A

**4. Discipline to Stay the Course**

N/A

**5. United Front**

N/A

**6. Environmental Sustainability**

N/A

#### OTHER TOWN PLANS

N/A

## PROJECT CHARTER: Orchard Ave Guardrail

### 3. SCOPE

#### OBJECTIVES

The objectives of the *Orchard Ave Guardrail* are:

1. Maintain existing infrastructure
2. Maintain a safe environment for users of the millennium trail adjacent to Orchard Ave.

#### DELIVERABLES

The deliverables for the project are:

1. Replace existing barrier with new guardrail

### 4. TIMELINES AND MILESTONES

DATE	ACTION
2021-22, Q1	Call for tenders
2021-22, Q1	Award Contract
2021-22, Q2	Complete Construction

### 5. ASSUMPTIONS, CONSTRAINTS & RISKS

#### ASSUMPTIONS

- Tender can be awarded in April 2021 and construction can be completed by the second quarter of 2021.

#### CONSTRAINTS

- Work along this section of Orchard Ave will create inconvenience for the public and may require rerouting traffic and closing the adjacent section of trail during construction to ensure public safety.

### 6. BUDGET, RESOURCES & PROCUREMENT

#### BUDGET

The project is estimated to cost \$40,000.

#### RESOURCES

**Project Lead:** Director of Public Works

#### Internal Resources:

- **Public Works** – Provide Project Management

#### External Resources

- **Contractor** – Guardrail installation

#### OPERATIONAL BUDGET IMPACT

- Reduces the need for ongoing maintenance of existing barrier.

## PROJECT CHARTER: Orchard Ave Guardrail

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### PROCUREMENT

In accordance with the Town's Procurement Policy 140-001, Section 5.3 "high value procurement of goods and services greater than \$25,000", street construction will be publicly tendered.

### 7. ROLES & RESPONSIBILITIES

Council's role is to approve the 2021/22 Capital Investment Plan and subsequent projects.

### 8. COMMUNICATION & ENGAGEMENT

All residents will be advised of the proposed work prior to the start of construction and notified of any interruption to services because of the planned construction.

DRAFT

# PROJECT CHARTER: Nature Trust Dam Upgrades

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## 1. PURPOSE & DESCRIPTION

### PURPOSE

The purpose of the proposed project is to upgrade the earth and concrete dams located on the Nature Trust property to ensure both are maintained to protect public safety.

### DESCRIPTION

In March 2015, Mecos Engineering completed a Dam Safety Inspection (DSI) for the dams which concluded the dams infrastructure are not actively managed and has experienced deterioration. The Town of Wolfville authorized Mecos to analyze different options for the future of the dams infrastructure. The objective of the work is to provide a design solution for decommissioning the dams assets in the Nature Preserve that will provide:

- Reduced risk of consequences of a dam failure to a level acceptable to property owners in the potential inundation area.
- A cost-effective capital reinvestment.
- Positive impact on the environment; and
- Compliance with regulations.

The Town of Wolfville, through discussions with Mecos and the Nova Scotia Nature Trust, indicated a preference to retain both structures to maintain the integrity of the nature preserve.

Mecos has been asked to submit a design proposal to complete design and tender documents address the deficiencies with both dams.

The proposed upgrades to the earth dam can be separated into three (3) work packages without compromising construction integrity. This will allow for approximately equivalent cashflow amounts over three periods. The periods need not be consecutive years, and one package is independent of others. The recommended sequence is to complete Stage 1 first, Stage 2 second and Stage 3 last. Staging is sequenced to address the higher risk items first. Stages can be identified as follows.

- Stage 1: Protect the internal conduit against internal erosion.
- Stage 2: Upgrade the spillway and channel
- Stage 3: Upgrade Crest and reinstate the riprap upstream slope

Two options for the concrete dam were considered – restore the dam to a fully functioning dam or stabilize the dam with anchors. The stabilizing option is an acceptable and more affordable option. The final decision can be made as part of a detailed design solution for the structure. With respect to staging, the repair work at the Concrete Dam can be completed at any time.

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

### COUNCIL'S STRATEGIC PLAN

Council's Strategic Plan establishes six (6) strategic principles. The project will meet the strategic directions and principals of Council by:

#### **Council Strategic Principles:**

##### **1. Affordability**

## PROJECT CHARTER: Nature Trust Dam Upgrades

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The compliance option proposed is the more affordable option that ensures both dams are compliant with dam safety standards and maintains the integrity of the Nature Trust.

### **2. Transparency**

All capital projects are discussed and approved publicly as part of the budget process. All documents, including this one, are available to the public.

### **3. Community Capacity Building**

N/A

### **4. Discipline to Stay the Course**

N/A

### **5. United Front**

N/A

### **6. Environmental Sustainability**

The proposed work will ensure both dams meet recognized dam safety requirements, reducing the risk of dam failure and potential downstream damage as well as minimize the affect of construction on the Nature Trust property.

## OTHER TOWN PLANS

- Capital Investment Plan
- Mecor Letter Report 2015
- Dams Decommissioning Options Analysis 2018
- Mecor Dam Risk Reduction Strategies - Nature Trust Dam Decommissioning 2020

## 3. SCOPE

### OBJECTIVES

The objectives of the Nature Trust Dam Decommissioning are:

1. Stabilize both dam structures on Nature Trust property
2. Ensure public safety for users of Nature Trust and downstream property owners
3. Maintain integrity of Nature Trust property.

### DELIVERABLES

The deliverables for the project are:

1. Repair pipe through earth dam
2. Repair spillway in earth dam
3. Stabilize earth dam slopes
4. Stabilize concrete dam with anchoring



## PROJECT CHARTER: Nature Trust Dam Upgrades

### 4. TIMELINES AND MILESTONES

DATE	ACTION
2020-21, Q4	Design and project scheduling
2020-21, Q4	Clear earth dam back slope
2021-22, Q1	Monitor flow through earth dam
2024-25	Repair pipe through earth dam
2024-25	Repair earth dam spillway
2025-26	Stabilize earth dam back slope
2025-26	Stabilize earth dam fore slope
2025-26	Anchor concrete dam

### 5. ASSUMPTIONS, CONSTRAINTS & RISKS

#### ASSUMPTIONS

- Integrity of Earth Dam does not deteriorate before 2024 construction Schedule
- Detailed design when completed confirms proposed construction approach

#### CONSTRAINTS

- Site accessibility will make construction difficult resulting in higher construction costs
- Funding - project costs are significant

#### RISKS

- Possible dam failure could result in significant property damage to downstream properties

### 6. BUDGET, RESOURCES & PROCUREMENT

#### BUDGET

Funding has been included in capital budget for the 2024-25 and 2025-26 fiscal years. The current budget includes \$400,000 in each of the two years for a total of \$800,000. This number will be confirmed as detailed design is completed.

#### RESOURCES

**Project Lead:** Director of Public Works

#### Internal Resources:

- **Public Works** – Provide Project Management

#### External Resources

- **Engineer Consultant** – Provide detailed design and on-site project management as required
- **Contractor** – Dam repairs

## PROJECT CHARTER: Nature Trust Dam Upgrades

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### PROCUREMENT

In accordance with the Town's Procurement Policy 140-001, Section 5.3 "high value procurement of goods and services greater than \$25,000", street construction will be publicly tendered.

### 7. ROLES & RESPONSIBILITIES

Council's role is to approve the 2021-22 Capital Investment Plan and subsequent projects as part of future budget considerations.

### 8. COMMUNICATION & ENGAGEMENT

A Communications Checklist will be prepared prior to the start of construction. All residents will be advised of the proposed work prior to the start of construction and periodic updates will be provided through the project schedule.

DRAFT

## 1. PURPOSE & DESCRIPTION

### PURPOSE

The purpose of the proposed project is to continue with a multi-year plan to replace approximately 1,800 m of aging water main over a four-year period. The transmission line carries water from the production wells to the Water Treatment facility.

### DESCRIPTION

The existing transmission line between the wells and the water treatment facility is 60 years old asbestos cement pipe that is near the end of its useful life. Approximately 600 m of the line is located on an easement and is not easily accessible. The plan is to relocate the transmission line on town owned public right of way enabling easier access to this critical infrastructure. The first section of new transmission line was included in the section of Westwood Ave completed in 2019. The proposed project will be completed in four phases as follows.

Phase 1 - Westwood Ave across Park to University Ave approx. 350 m

Phase 2 - University Ave to Skyway, approx. 400 m

Phase 3 – Main Street between Cherry Lane and Westwood Ave approx.550 m

Phase 4 – Skyway to the Water Treatment Facility approx. 500m

Each phase includes the installation of 200 mm diameter PVC transmission line and associated reinstatement of disturbed areas.

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

### COUNCIL'S STRATEGIC PLAN

Council's Strategic Plan establishes six (6) strategic principles. The project will meet the strategic directions and principals of Council by:

#### **Council Strategic Principles:**

**1. Affordability**

The street section of the Capital Investment Plan including the underground infrastructure is a funding priority for the Town. This is the first section that is funded to ensure these projects can be completed.

**2. Transparency**

All capital projects are discussed and approved publicly as part of the budget process. All documents, including this one, are available to the public.

**3. Community Capacity Building**

N/A

**4. Discipline to Stay the Course**

N/A

**5. United Front**

N/A

**6. Environmental Sustainability**

**7. N/A**

# PROJECT CHARTER: Water Transmission Line

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## OTHER TOWN PLANS

Capital Investment Plan

### 3. SCOPE

#### OBJECTIVES

The objectives of the project are:

1. Replace the existing transmission line that is nearing the end of its life cycle over a four-year period.
2. Ensure long term reliability of the water service between the production wells and the water treatment facility.

#### DELIVERABLES

The deliverables for the project are:

An additional 1800 m of water transmission line between the wells on Cherry Lane and Wickwire Ave and the water Treatment Facility on Ridge Road including associated reinstatement of disturbed area. This new transmission line replaces an aging asbestos Cement pipe that is nearing the end of its life cycle.

### 4. TIMELINES AND MILESTONES

DATE	ACTION
2020-21, Q4	Finalize Design
2021-22 Q1-Q3	Tender and Construction Phase 1
2022-23 Q1-Q3	Tender and Construction Phase 2
2023-24 Q1-Q3	Tender and Construction Phase 3
2024-25 Q1-Q3	Tender and Construction Phase 4

### 5. ASSUMPTIONS, CONSTRAINTS & RISKS

#### ASSUMPTIONS

- Work can be completed for funds budgeted

#### CONSTRAINTS

- Work on the streets affected, Main, Westwood, Park, and University Ave, as on all streets, will create inconvenience for the public and alternate routes will be identified and communicated to the public prior to Construction.

## PROJECT CHARTER: Water Transmission Line

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### 6. BUDGET, RESOURCES & PROCUREMENT

#### BUDGET

The total project is estimated to cost \$1,570,000 and will be funded entirely through the water utility.

The estimated cost of each phase is as follows.

Phase 1	\$315,000
Phase 2	\$360,000
Phase 3	\$495,000
Phase 4	\$400,000

#### RESOURCES

**Project Lead:** Director of Public Works

##### Internal Resources:

- **Public Works** – Provide Project Management

##### External Resources

- **Engineer Consultant** – Provide street design and on-site project management as required.
- **Contractor** – Street construction

#### PROCUREMENT

In accordance with the Town's Procurement Policy 140-001, Section 5.3 "high value procurement of goods and services greater than \$25,000", street construction will be publicly tendered.

### 7. ROLES & RESPONSIBILITIES

Council's role is to approve the 2021-22 Capital Investment Plan and subsequent projects.

### 8. COMMUNICATION & ENGAGEMENT

A Communications Checklist will be prepared prior to the start of construction. All residents will be advised of the proposed work prior to the start of construction and periodic updates will be provided through the project schedule.

## 1. PURPOSE & DESCRIPTION

### PURPOSE

To define capital work to be accomplished during fiscal 2021-22 at Reservoir Park.

### DESCRIPTION

Reservoir Park serves the Town of Wolfville as a year around recreation destination. Not only does the park provide connections to our trail system, it offers: a bike skills park, and summertime swimming, and trails to get out and enjoy nature and the great outdoors.

The Park provides a huge opportunity for renewal and improved spaces and services.

The Parks team has begun the monumental task of cleaning up areas of the woodlands surrounding the trails and recognizes the work ahead. Parks staff have stayed on to work in the parks after the traditional end of season.

Capital spending in 2020-21 saw the removal of the old pump house and work in and around the beach area, grading and ditching of road into the park and expansion of the picnic area. Work was also done to improve the parking lot and the south 101 trail.

Capital spending in 2021-22 would include the paving of the parking lot, improvements to the Bike Skills Park with the addition of new dirt jump line(s) and addition of a single-track trail. Both these additions are suitable for beginner and intermediate level riders.

Additional work will continue in the Park to improve trail tread, trail and element upgrades, and easier access to the large pond for swimming (an ongoing community request), but after discussions with the Director of Finance these will be budgeted in our operations budget.

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

### COUNCIL'S STRATEGIC PLAN

Council's Strategic Plan establishes three (3) strategic directions and six (6) strategic principles. The project will meet the strategic directions and principals of Council by:

**Improving Quality of Life for all:** culture and recreation outcomes – linked to mental and physical health, open access for all residents and guests, providing educational space to support environment education.

**Maximizing our infrastructure investments:** creating better recreation space for residents and guests though infrastructure spending.

## PROJECT CHARTER: Reservoir Park

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**Leveraging our economic opportunities:** better health and wellness, through access to recreation and parks leading to a healthier workforce. Quality parks and recreation facilities are key decision points for some concerning making investments in Wolfville – such as choosing where to live.

### Council Strategic Principles:

1. **Affordability** – Budget defined
2. **Transparency** – use of public input and feedback.
3. **Community Capacity Building** – creating accessible space for all.
4. **Discipline to Stay the Course** – committing to this project over the next number of years.
5. **United Front** – Council required to support this work.
6. **Environmental Sustainability** – forest management and environmental education options.

### 3. SCOPE

#### OBJECTIVES

The objectives of the 2021-22 Reservoir Park capital plan are:

1. Improving Main Entrance parking from Pleasant street.
2. Improve Bike Skills Park.

#### DELIVERABLES

The deliverables for the project are:

1. Pave parking lot at Pleasant street entrance
2. Add dirt jump line(s) and single-track trail to Bike Skill park.

### 4. TIMELINES AND MILESTONES

Both the deliverables of this project to be completed by the end of June.

### 5. ASSUMPTIONS, CONSTRAINTS & RISKS

#### ASSUMPTIONS

- Project can remain on budget while still meeting deliverables.
- Council fully understands what is proposed as the long-term vision for space and supports this.

#### CONSTRAINTS

- Budget.

**RISKS**

- Not meeting expectations. Not properly informing residents what is happening.

**6. BUDGET, RESOURCES & PROCUREMENT**

**BUDGET**

Project funded through the Town approved Budget. Draft capital budget allocates \$40,000 for the 2021-22 year 1 spend.

Breakdown as follows:

\$20,000 – Pleasant street entrance. Paving.

\$20,000 – Bike skills park.

**RESOURCES**

Project coordination will rest with Parks and Recreation. Both projects will be contracted out. Parks staff will be contributing as needed.

**PROCUREMENT**

Spending to follow procurement guidelines.

**7. ROLES & RESPONSIBILITIES**

Director, Parks and Recreation will project manage.

**8. COMMUNICATION & ENGAGEMENT**

Ongoing updates to Council.

Public engagement will be required and welcomed.



## PROJECT CHARTER: Rotary Park Pickleball Courts

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### 1. PURPOSE & DESCRIPTION

#### PURPOSE

To define capital work to be accomplished during fiscal 2021-22 in Rotary Park to build Pickleball Courts.

#### DESCRIPTION

To start: What is Pickleball? **The Basics:**

1. A fun sport that combines many elements of tennis, badminton, and ping-pong.
2. Played both indoors or outdoors on a badminton-sized court and a slightly modified tennis net.
3. Played with a paddle and a plastic ball with holes.
4. Played as doubles or singles.
5. Can be enjoyed by all ages and skill levels.

Pickleball is also recognized as one of the fastest growing sports in North America. More information can be found at Pickleball Nova Scotia and or Pickleball Canada.

The Parks and Recreation staff has been supporting our local pickleball players during the winter months through a program at the Wolfville School. With that, there is increasing demand for outdoor pickleball space during summer and fall.

Although some communities have lined their tennis courts with pickleball lines this is not seen as the best option for Wolfville. Wolfville's Tennis Club continues to grow and supports a strong youth program. If the Town were to line the tennis court for pickleball; the demand on court time would diminish the ongoing success of our Tennis Club. This does not seem like a great solution.

Rotary Park has space to the south of the Rec Centre to build two or three pickleball courts and not interfere with the soccer field. The advantage of this space is it allows players access to washrooms and the Rec Centre.

The plan is to install two courts, and based on grant funding, a third court in the spring of 2021. The courts would be fenced and finished in a fashion like the tennis courts. Pickleball courts are smaller than tennis and the same size as badminton. Given this, the Town would ensure there are standards to use for badminton as well as pickleball.

The Tennis Club has express interest in a practice wall and is willing to help cost share on this project. At this point, it is not clear if the practice wall would be part of the pickleball court build but could be.

## PROJECT CHARTER: Rotary Park Pickleball Courts

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Your Parks and Recreation staff think it important to recognize that although pickleball is played by all ages, the game has great appeal to those aging and seeking physical activity without over doing it. The game does not require the same level of physical fitness or skill to enjoy playing as compared to tennis. The Tennis Club supports the addition of pickleball courts in Wolfville.

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

#### COUNCIL'S STRATEGIC PLAN

Council's Strategic Plan establishes three (3) strategic directions and six (6) strategic principles. The project will meet the strategic directions and principals of Council by:

**Improving Quality of Life for all:** culture and recreation outcomes – linked to mental and physical health, open access for all residents and guests.

**Maximizing our infrastructure investments:** creating better recreation space for residents and guests through infrastructure spending.

**Leveraging our economic opportunities:** better health and wellness, through access to recreation and parks leading to a healthier workforce. Quality parks and recreation facilities are key decision points for some concerning making investments in Wolfville – such as choosing where to live.

#### Council Strategic Principles:

1. **Affordability** – Budget defined
2. **Transparency** – use of public input and feedback.
3. **Community Capacity Building** – creating accessible space for all.
4. **Discipline to Stay the Course** – committing to this project over the next number of years.
5. **United Front** – Council required to support this work.
6. **Environmental Sustainability** – forest management and environmental education options.

### 3. SCOPE

#### OBJECTIVES

The objectives of the 2021-22 Pickleball Court capital project are:

1. Create pickleball courts in Rotary Park to support residents and guests in their pursuit of physical and social activity.

#### DELIVERABLES

The deliverables for the project are:

## PROJECT CHARTER: Rotary Park Pickleball Courts

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1. Complete necessary site prep and,
2. Add two or three pickleball courts.

### 4. TIMELINES AND MILESTONES

Both the deliverables of this project to be completed by the end of June.

### 5. ASSUMPTIONS, CONSTRAINTS & RISKS

#### ASSUMPTIONS

- Project can remain on budget while still meeting deliverables.
- Council fully understands what is proposed as the long-term vision for space and supports this.

#### CONSTRAINTS

- Budget.

#### RISKS

- Not meeting expectations. Not properly informing residents what is happening.

### 6. BUDGET, RESOURCES & PROCUREMENT

#### BUDGET

Project funded through the Town approved Budget. Draft capital budget allocates \$80,000 for the 2021-22 year 1 spend and additional \$40,000 grant based (tbc) for a total of \$120,00.

#### RESOURCES

Project coordination will rest with Parks and Recreation. Project will be contracted out. Parks staff will be contributing as needed.

#### PROCUREMENT

Spending to follow procurement guidelines.

### 7. ROLES & RESPONSIBILITIES

Director, Parks and Recreation will project manage.

### 8. COMMUNICATION & ENGAGEMENT

Ongoing updates to Council.

Public engagement will be required and welcomed.

## 1. PURPOSE & DESCRIPTION

### PURPOSE

To define capital work to be accomplished during fiscal 2021-22 regarding a potential neighbourhood park off Basin Drive.

### DESCRIPTION

The Town owns a lot of land off Basin Drive and sees potential in creating a neighbourhood park for the surrounding residents and families. Currently, Town owned park and playground space in the West End is limited. It has been recognized that this neighbourhood is supported by Public Housing and the desire to support families and children with access to park and playground space was noted as a priority.

The space is approximately a half acre lot. Site map is included at the end of this charter.

Given this is intended to be for the community, it is the hope of the Parks and Recreation staff that community can have significant input on what the space could be come. The proposed plan is to engage community members in planning exercises this fiscal year, design and move approvals forward to build out the space in 2022-23.

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

### COUNCIL'S STRATEGIC PLAN

Council's Strategic Plan establishes three (3) strategic directions and six (6) strategic principles. The project will meet the strategic directions and principals of Council by:

**Improving Quality of Life for all:** culture and recreation outcomes – linked to mental and physical health, open access for all residents and guests. This particular space would heavily kid friendly.

**Maximizing our infrastructure investments:** creating better recreation space for residents and guests though infrastructure spending.

**Leveraging our economic opportunities:** better health and wellness, through access to recreation and parks leading to a healthier workforce. Quality parks and recreation facilities are key decision points for some concerning making investments in Wolfville – such as choosing where to live.

### Council Strategic Principles:

1. **Affordability** – Budget defined
2. **Transparency** – use of public input and feedback.
3. **Community Capacity Building** – creating accessible space for all.

4. **Discipline to Stay the Course** – committing to this project over the next number of years.
5. **United Front** – Council required to support this work.
6. **Environmental Sustainability** – forest management and environmental education options.

### 3. SCOPE

#### OBJECTIVES

The objectives of the 2021-22 capital project are:

1. Through community consultation - design new Basin Drive Neighbourhood Park on Town own land.

#### DELIVERABLES

The deliverables for the project are:

1. Engage community on project, leading to its design.
2. Present design for feedback and produce final design for costing.
3. During fiscal 2022-23 build new Basin Drive Park.

### 4. TIMELINES AND MILESTONES

1. Community consultation and final design fiscal 2021-22
2. Installation summer of 2022.

### 5. ASSUMPTIONS, CONSTRAINTS & RISKS

#### ASSUMPTIONS

- Project can remain on budget while still meeting deliverables.
- Council fully understands what is proposed as the long-term vision for space and supports this.

#### CONSTRAINTS

- Budget.

#### RISKS

- Not meeting expectations. Not properly engaging residents. Not designing a safe and welcoming space.

### 6. BUDGET, RESOURCES & PROCUREMENT

#### BUDGET

Project funded through the Town approved Budget. Draft capital budget allocates \$7,500 for year one 2021-22 – engagement and design and \$100,00 for year two 2022-23 park build. For a total of \$107,500.

**RESOURCES**

Project coordination will rest with Parks and Recreation. Project will be contracted out. Parks staff will be contributing as needed.

**PROCUREMENT**

Spending to follow procurement guidelines.

**7. ROLES & RESPONSIBILITIES**

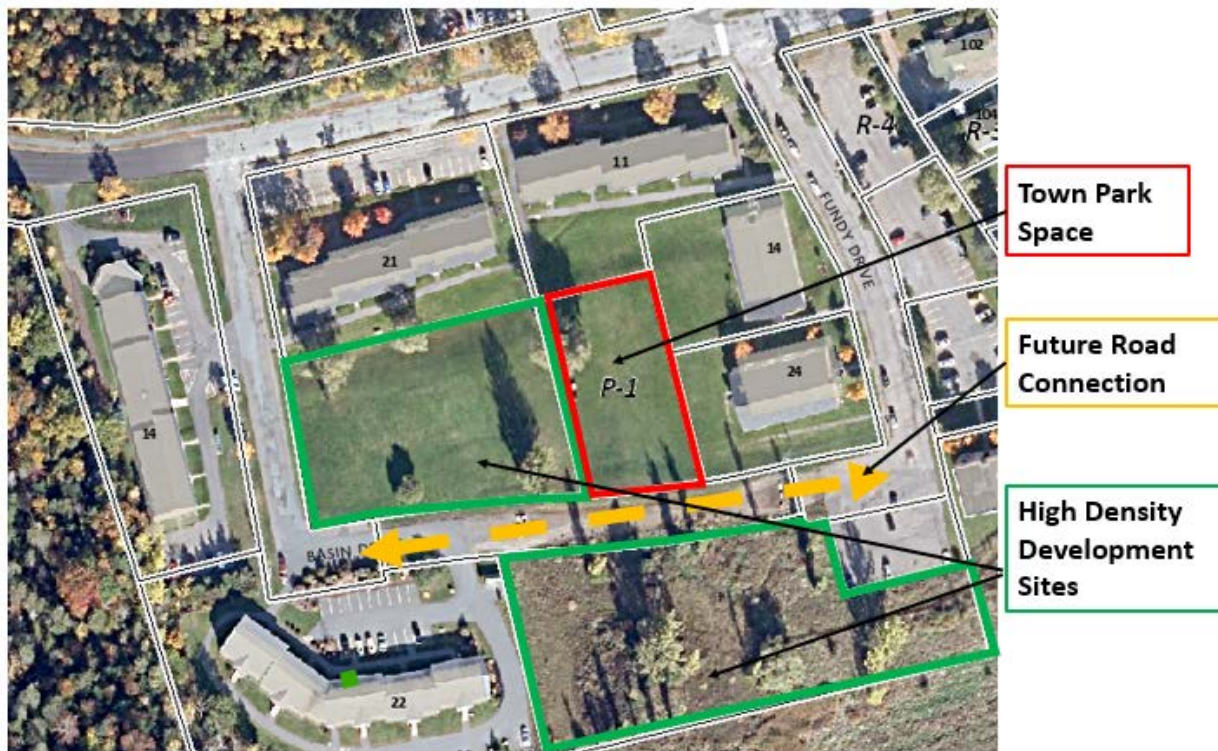
Director, Parks and Recreation will project manage.

**8. COMMUNICATION & ENGAGEMENT**

Ongoing updates to Council.

Public engagement will be required and welcomed.

Site map:





## 1. PURPOSE & DESCRIPTION

### PURPOSE

To define capital work to be accomplished during fiscal 2021-22 regarding the purchase and installment of Public Art.

### DESCRIPTION

The Art in Public Spaces Committee, through an open competition, curated a piece of art to be installed in the late summer/fall of 2021. Site selected was in the north east corner of the East End Gateway development. This purchase is the result of the Town's commitment to adding public art to its open spaces. Each year the Town earmarks dollars to be kept in reserves until it is time to consider making an art purchase. In this case, saving for this project took the last 5 years.

Through the work and commitment of the Art in Public Spaces Committee a large installation was selected. The artist selected was Brad Hall. Cost of installation is \$26,500 (plus tax) and some in-kind work from town staff.

Attached is site plan showcasing the site and installation.

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

### COUNCIL'S STRATEGIC PLAN

Council's Strategic Plan establishes three (3) strategic directions and six (6) strategic principles. The project will meet the strategic directions and principals of Council by:

**Improving Quality of Life for all:** culture and recreation outcomes – linked to mental and physical health, open access for all residents and guests.

**Maximizing our infrastructure investments:** creating better recreation space for residents and guests through infrastructure spending.

**Leveraging our economic opportunities:** better health and wellness, through access to recreation and parks leading to a healthier workforce. Quality parks and recreation facilities are key decision points for some concerning making investments in Wolfville – such as choosing where to live.

### Council Strategic Principles:

1. **Affordability** – Budget defined
2. **Transparency** – use of Art in Public Spaces Committee.
3. **Community Capacity Building** – creating accessible space for all.

## PROJECT CHARTER: Public Art

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4. **Discipline to Stay the Course** – committed to this project over the last number of years.
5. **United Front** – Council required to support this work.

### 3. SCOPE

#### OBJECTIVES

The objectives of the 2021-22 capital project are:

1. Install new piece of Public Art.

#### DELIVERABLES

The deliverables for the project are:

1. Work with Artist to install new piece of public art at the East End Gateway.

### 4. TIMELINES AND MILESTONES

1. Installation late summer early fall 2021.

### 5. ASSUMPTIONS, CONSTRAINTS & RISKS

#### ASSUMPTIONS

- Project can remain on budget while still meeting deliverables.
- Council fully understands what is proposed as the long-term vision for space and supports this.

#### CONSTRAINTS

- Budget – limited constraint as money has been earmarked for the project.

#### RISKS

- Not meeting deliverables. Public feedback. Not designing a safe and accessible space.

### 6. BUDGET, RESOURCES & PROCUREMENT

#### BUDGET

Project funded through the Town approved Budget. Any additional dollars to support this project (namely interpretive panel) would come from operational budgets.

#### RESOURCES

Project coordination will rest with Parks and Recreation. In-kind support will come from Parks and Public Works staff.

#### PROCUREMENT

Open process.

### 7. ROLES & RESPONSIBILITIES

Director, Parks and Recreation will project manage.



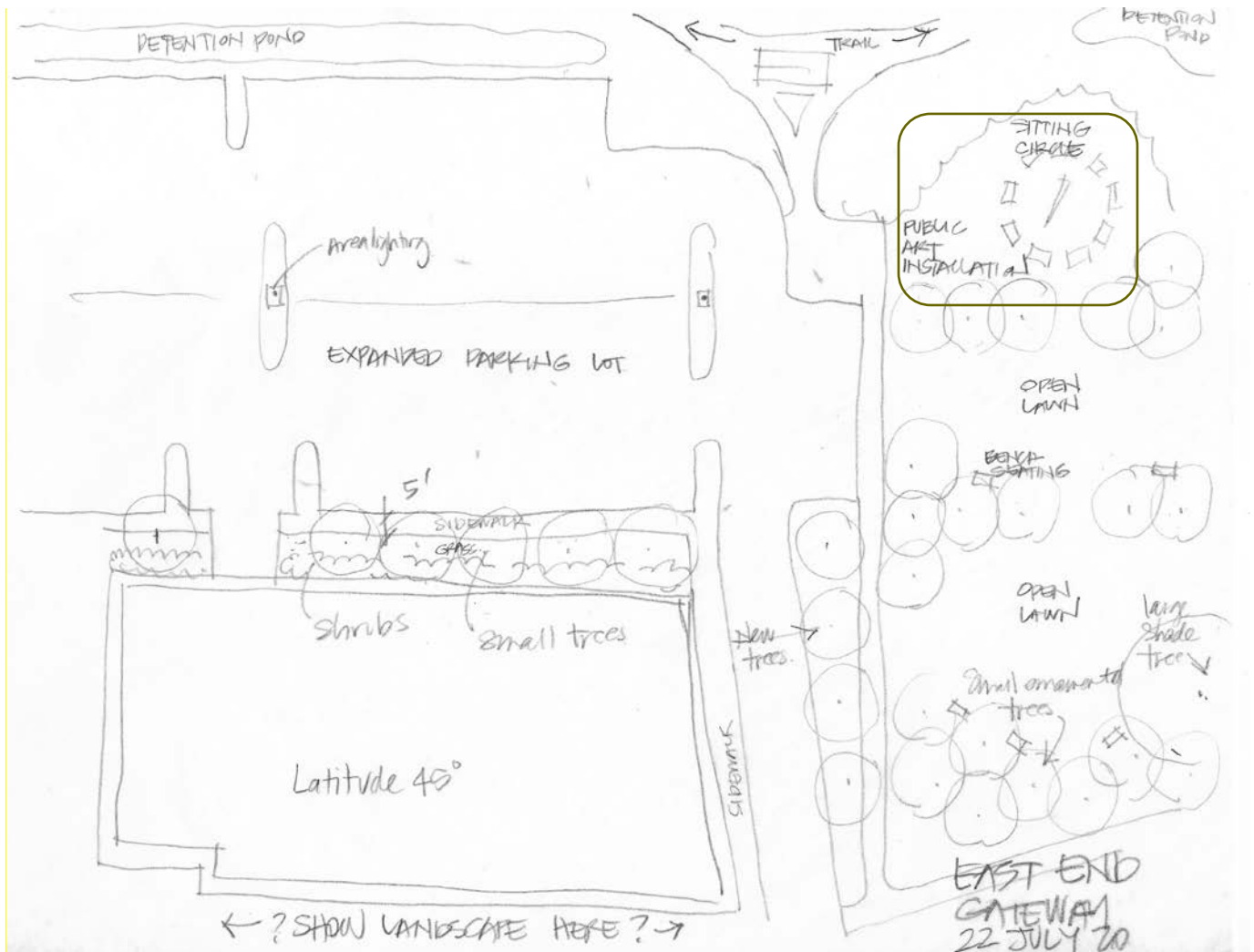
# PROJECT CHARTER: Public Art

## 8. COMMUNICATION & ENGAGEMENT

Ongoing updates to Council.

Public engagement will be welcomed.

Site plan:



## 1. PURPOSE & DESCRIPTION

### PURPOSE

To plan, design and implement/construct improvements to the wayfinding in the downtown, in partnership with the Wolfville Business Development Corporation (WBDC).

Implementing more of the signage from our recent branding work (e.g., the new signs at Reservoir Park) will continue to be carried out through the Parks and Recreation Operations Budget and separate from this downtown work. Some examples of this type of signage are below:



### DESCRIPTION

Staff are working with the WBDC on a process to improve Wayfinding in the downtown.

The Town and the WBDC have retained Fathom Studios to take us through a process to identify better defined needs and make recommendations to improve the wayfinding experience downtown. This process is ongoing. Improvements to the large new(ish) downtown signs (shown above) and existing kiosks are proposed by Staff in 2021-22. Depending on the scale of improvements proposed through the ongoing process with the WBDC, aspects of this may also be included this year. Improvements not carried out in 2021-22 would be budgeted once the process with the WBDC is complete. It is anticipated the WBDC would contribute to the outcome and what is implemented. The intention of this work is to include aspects of timber-framing in the development of downtown signage to tie into work which has happened at the Trailhead and will be included in the new Welcome Centre.



Proposed Welcome Centre, Existing East End Gateway Trailhead

As reference and for example:



Timber frame signage kiosk examples

The WBDC has been primarily concerned (to-date) on helping to curb the number and placement of sandwich board signs by helping to direct more traffic to Front Street, Gaspereau and Elm Ave through some focused improvements.

We are striving for more continuity and ‘sense of place’ as you are moving through downtown.



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

- Municipal Planning Strategy
- Asset Management Plan



### 3. SCOPE

#### OBJECTIVES

The objectives of the project are:

1. To work with the WBDC on downtown wayfinding improvements
2. To begin improvements to existing signage in 2021-22
3. To continue improvements in future budget years

#### DELIVERABLES

The deliverables for the project are improved downtown wayfinding

### 4. TIMELINES AND MILESTONES

DATE	ACTION
2021-22	Work with WBDC on process and recommendations for improvements
2021-22	Carry out existing kiosk/large sign improvements
2022-23	Continued improvements (subject to process with WBDC)
2023-24	Continued improvements (subject to process with WBDC)

### 5. ASSUMPTIONS, CONSTRAINTS & RISKS

Portion of this year’s budget

### 6. BUDGET, RESOURCES & PROCUREMENT

#### BUDGET

The planning and design aspect of this project is estimated being shared by the WBDC and Town (\$7,500 each, half of \$15,000 budget) and proposed improvements related to this work will have to be designed and budgeted (ongoing 2020-21).

2021-22 proposed budget is \$50,000 to work on existing large signs and kiosks, combined with any initiative that may be possible from the ongoing process. Other improvements would be budgeted for future years/work with WBDC on where they want to contribute part of their budget.

#### RESOURCES

**Project Lead:** Director of Parks & Recreation

#### Internal Resources:

- **Parks Lead Hand** – Project support (co-lead)



- **Community Development Coordinator** – support role
- **Planning Staff** – Background and support role

**External Resources**

- **Consultant** – Fathom Studios – ongoing
- **Builders/Contractor(s)** – Construction (when applicable)

**PROCUREMENT**

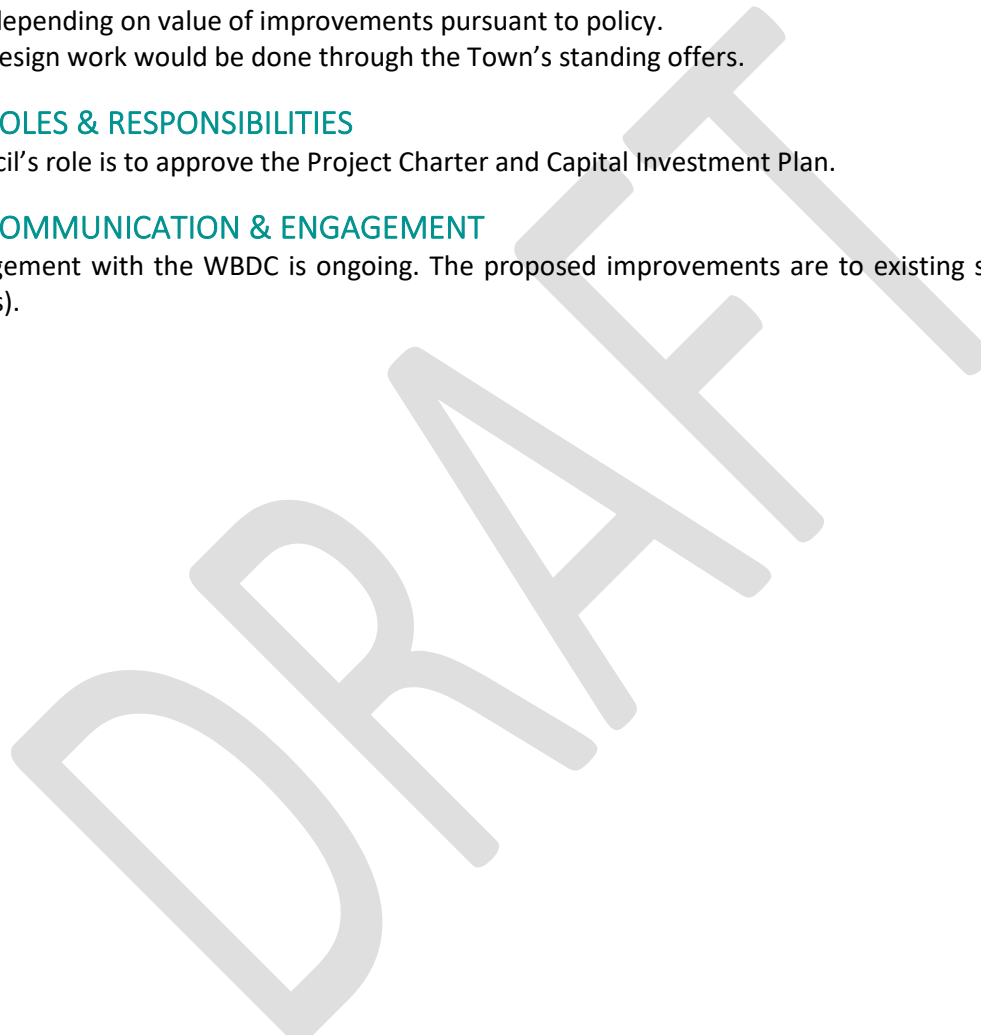
TBD depending on value of improvements pursuant to policy.  
The design work would be done through the Town’s standing offers.

**7. ROLES & RESPONSIBILITIES**

Council’s role is to approve the Project Charter and Capital Investment Plan.

**8. COMMUNICATION & ENGAGEMENT**

Engagement with the WBDC is ongoing. The proposed improvements are to existing structures (signs, kiosks).



## 1. PURPOSE & DESCRIPTION

### PURPOSE

To plan, design and implement/construct a Neighbourhood Park and Trail in conjunction with the West End Development.

### DESCRIPTION

Parks and open spaces are an important part of Wolfville. They provide residents with access to natural areas, act as a buffer to the built environment, provide a place for unstructured recreational activities, host community events annually, and they are becoming an integral component of placemaking which benefits current residents and can help to attract new residents looking to relocate to the Annapolis Valley.

In April of 2018, Council approved 2 Development Agreements for the West End Lands. See full background, mapping, etc., [here](#) (April 24, 2018 Public Hearing package).

As part of this Development Approval, a Neighbourhood Park (~1 acre) and a trail system were approved (excerpts shown below).

Staff are now looking to move forward with the design and development of those neighbourhood amenities.

Existing concepts were provided by Ekistics as part of the DA process – these can be used in Public Consultation/initial concept ideas.

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

- Municipal Planning Strategy
- Asset Management Plan

## 3. SCOPE

### OBJECTIVES

The objectives of the project are:

1. To develop concepts and ideas to use with the public at a consultation
2. Consult with the public
3. Refine concepts and develop detailed, construction/tender drawings
4. Tender and Construct

### DELIVERABLES

The deliverables for the project are:

1. A Neighbourhood Park
2. A Trail System

#### 4. TIMELINES AND MILESTONES

Dependant on Developers and Road Construction schedule (TBD):

DATE	ACTION
2021-22, Q2-3	Park and Trail Idea and Concept refinement
2021-22, Q2-3	Public Consultation
2021-22, Q4	Construction Drawings & Tender documents
2022-23, Q1-3	Park and trail Capital Project Construction (TBD depending on Developers)
2023-24	Park and Trail ongoing development

#### 5. ASSUMPTIONS, CONSTRAINTS & RISKS

This work is dependent on the Developers finishing the Roads and the Town taking them on.

#### 6. BUDGET, RESOURCES & PROCUREMENT

##### BUDGET

The planning & design aspect of this project is estimated to cost approximately \$10,000 and included in the 2021-22 capital budget.

Actual construction costs will be dependent on final design work. Dollars are noted in the capital budget for Year 2 and 3 in the amount of \$170,000 and \$30,000.

##### RESOURCES

**Project Lead:** Director of Parks & Recreation

##### Internal Resources:

- Parks and Recreation staff.
- Planning Staff – Background and support role

##### External Resources

- **Planning & Landscape Consultant** – Provide planning & design options with associated costs
- **Consultant** – Tender Documents
- **Contractor(s)** – Construction (when applicable)

##### PROCUREMENT

In accordance with the Town's Procurement Policy 140-001, Section 5.3 "high value procurement of goods and services greater than \$25,000" would apply to the actual construction and would be publicly tendered.



## 7. ROLES & RESPONSIBILITIES

Council's role is to approve the Project Charter and Capital Investment Plan.

## 8. COMMUNICATION & ENGAGEMENT

The neighbourhood will be engaged as part of the design process.

## 9. REFERENCE MAPS

Excerpts from the West End Development Concept (approved by Development Agreement)







## 1. PURPOSE & DESCRIPTION

### PURPOSE

To define capital work to be accomplished during fiscal 2021-22 at the East End Gateway.

### DESCRIPTION

The 2021-22 Project Charter for the East End Gateway builds on work, planning and consultation that has happened over the previous few years within the Town. Revisions have been made to manage both expectations and budget.

Capital Work in 2021-22 will focus primarily in Willow Park – southside of Main St and the green space (events lawn) on the north side of Main St. Included in this work is the construction of a new Visitor Information and Welcoming Centre (VIWC) and recreational splash pad. Connecting these two features will be a transition space/garden and trail work will begin to connect the East End Gateway to the Millennium Trail.

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

### COUNCIL'S STRATEGIC PLAN

Council's Strategic Plan establishes three (3) strategic directions and six (6) strategic principles. The project will meet the strategic directions and principals of Council by:

**Improving Quality of Life for all:** Culture and Recreation outcomes through the opening of a new Welcome Centre.

**Maximizing our infrastructure investments:** Building to Net-Zero ready standards, building with accessibility at the forefront of decisions, adding value to the Downtown core, creating space for the community and for our guests.

**Leveraging our economic opportunities:** the new Visitors Information and Welcoming Centre will be a driver in local and regional business promotion.

### Council Strategic Principles:

1. **Affordability** – Budget defined.
2. **Transparency** – Use of feedback and collaboration with WBDC.
3. **Community Capacity Building** – Creating accessible space for all.
4. **Discipline to Stay the Course** – Continuing the work planning at East End Gateway.
5. **United Front** – Council consensus

### 3. SCOPE

#### OBJECTIVES

The objectives of the *East End Gateway* are:

1. To create a welcoming and functional place for residents and visitors alike.
2. To create a Welcoming Centre that will become an exemplar for others.

#### DELIVERABLES

The deliverables for the project are:

1. Updates to Willow Park including new VIWC and splash pad.
2. Increase connectivity to trail system.
3. Updating green space across from Willow and providing area for the installation of new Public Art piece.

### 4. TIMELINES AND MILESTONES

Timelines:

Tender process for the VIWC in Jan 2021, construction of VIWC to begin in March for July 1<sup>st</sup> occupancy, splash pad June/July 2021. Trail work will continue into the fall. Public Art and green space to the summer and into early fall.

### 5. ASSUMPTIONS, CONSTRAINTS & RISKS

#### ASSUMPTIONS

- Project can remain on Budget while still meeting deliverables.
- Council continues to support this development.

#### CONSTRAINTS

- Building constraints linked to weather. Budget constraints linked to pricing.

#### RISKS

- Not meeting expectations. Budget.

### 6. BUDGET, RESOURCES & PROCUREMENT

#### BUDGET

Project is funded through the Town's approved budget with significant addition by way of an ACOA grant.

Detail Breakdown includes:

\$600,000 for VIWC

\$175,000 for Splash Pad

\$30,000 for Lighting north side

\$75,000 for Events Lawn

\$75,000 for Transition Space/Trail walkway Willow Park

\$250,000 for Sidewalk and Parking along Willow Avenue. See note below.

Note: Currently within the capital budget, dollars are allocated to build out the parking lot on the north side of Main St. (based on the progress of Latitude 45 Suites) and the year after that sidewalk and parking from King St. to Main St. along Willow Ave. This will likely be switched and the sideway and parking along Willow Ave. will be included in the 2021-22 build out and the parking lot in 2022-23.

### **RESOURCES**

Project coordination will rest with Parks and Recreation. Parks staff will be contributing. Construction of building and splash pad will be contracted out. Public Works will assist with water and sanitary hook ups. Additional planning/design will be required on the green space – this will be outsourced.

### **PROCUREMENT**

Spending to follow Procurement Guidelines. Public tender for Visitor Information and Welcome Centre and splash pad.

## **7. ROLES & RESPONSIBILITIES**

Director, Parks and Recreations will project manage.  
Architect, Vincent Den Hartog will oversee building construction and tendering.  
RFP for designing visitor experience (inside Welcome Centre)

## **8. COMMUNICATION & ENGAGEMENT**

Ongoing updates to Council during the process.  
Opening Event - to be determined.

## INFORMATION REPORT

Title: Mobility Planning and Active Transportation Update

Date: 2021-01-12

Department: Planning and Development

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## SUMMARY

### Mobility Planning and Active Transportation Project Update

At the direction of the previous Council (May 2020), staff have been working to develop a project that focuses on meaningful Active Transportation (AT) improvements.

Specifically, staff completed the project planning phase in the summer of 2020, and developed and disseminated a community mobility survey to engage residents about the future of mobility in Wolfville in the fall of 2020. The community mobility survey closed in November and its results have been analyzed.

The intent of this Information Report is:

1. to update Council on what we heard from the community through the mobility survey, and
2. to apprise Council of the next steps being explored by staff.

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### 1) CAO COMMENTS

The direction from Council provided in May 2020 was for staff to come back with recommendations for both the upcoming 2021/22 budgets and beyond with respect to the development of improved AT infrastructure throughout Town.

For 2021/22 – It is anticipated that as part of the capital work for Highland Avenue over the next two fiscal years, improved AT infrastructure will be an included component. This is currently NOT in the budget figures included in the 10-year Draft CIP and will be a discussion point for Council when the next version of the CIP is discussed. This will allow for the development of an improved north-south AT option for residents and visitors.

Additionally, as referenced in this report, 2021/22 will be a planning year. The Mobility Survey and HUBs work, among others, will influence the development of a long-term plan for AT improvements. As also noted below, an updating of the existing Council-approved AT plan from 2016 will also be likely. Currently, a gap in the CIP is that there are no dedicated dollars earmarked for AT improvements. Very preliminary discussions by staff on costing for improvements that may be desired are of a magnitude that long-term financial planning and decisions will have to be made by Council as part of this process. The goal would be to have a draft plan, along with costing information, available to Council as part of the 2022-23 CIP Discussions.

### 2) REFERENCES AND ATTACHMENTS

- Mobility Project Charter (overview and details) – coming to Council with 2021-22 Operations Plan
- Mobility Survey Results Overview - December 2020 (attached)
- Wolfville Mobility Survey – copy of actual survey questions (attached)
- Special Town Council Meeting Tuesday, May 12, 2020 (Link to [Minutes](#) of the meeting)

### 3) DISCUSSION

#### Initiation

At the Special Town Council meeting held on May 12<sup>th</sup>, 2020 it was regularly moved and seconded that Council direct staff to include in the 2020-21 operations plan a project that focuses on meaningful active transportation improvements and bring forward recommendations that can be included in both the 2021-2022 budget process and earmarked for longer-term actions. Accordingly, staff initiated a project to identify meaningful active transportation improvements throughout Wolfville that would advance the policies and priorities of both council and the Town's new Municipal Planning Strategy.

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### Consultation: Methodology

People tend to oppose change when they have had no agency in planning it. With that in mind, the best foundation for a community plan to improve active transportation options is thorough community input and engagement. To this end, as a first step, staff put considerable time and effort, and solicited assistance and feedback, into developing a community mobility survey. The goals of the survey were to:

1. Determine what the most common and frequent in-town travel destinations were in Wolfville;
2. Find out how people travelled for in-town trips;
3. Learn what motivated people to choose the mode(s) of travel they used for in-town trips, and what deterred or discouraged them from choosing the mode(s) of travel they did not;
4. Ask some questions that could assist with active transportation planning and investment;
5. Solicit further input about mobility in Wolfville, both through written comments and by allowing residents to self-select to participate in future opportunities to shape the Town's plans.

The Wolfville Mobility Survey was launched on October 2<sup>nd</sup>, 2020 and closed on November 30<sup>th</sup>, 2020. During that time, it was disseminated to the public through a variety of channels, including:

- the Town's social media accounts, website, and newsletters;
- several neighborhood groups;
- communication channels at Acadia university, including the staff listserv and student e-newsletter;
- the Wolfville Business Development Corporations' communication channels; and
- Wolfville School's alert system.

### Consultation: Participation

Over the ~8 week period during which it was open, 403 individuals completed the survey. A comprehensive overview of the results is included in the Mobility Survey Results Deck December 2020, attached; a few key results are included below:



# INFORMATION REPORT

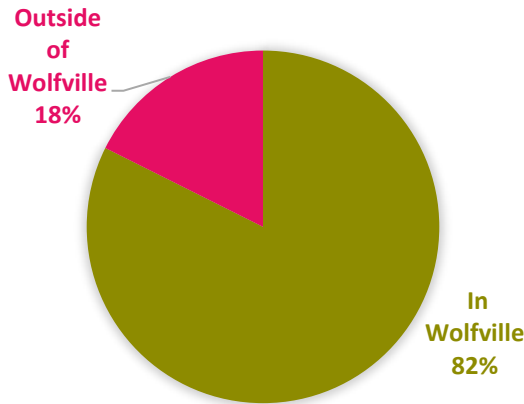
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Proportion of respondents who live in Wolfville



Age of respondents vs. Wolfville census demographic splits

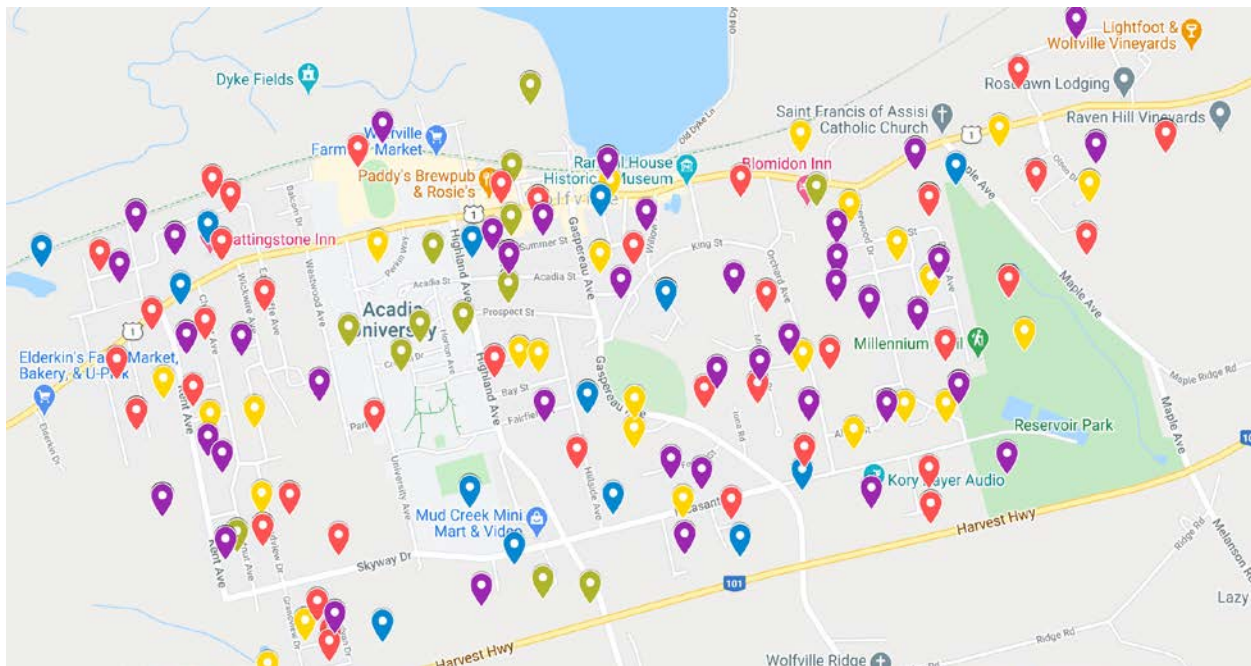
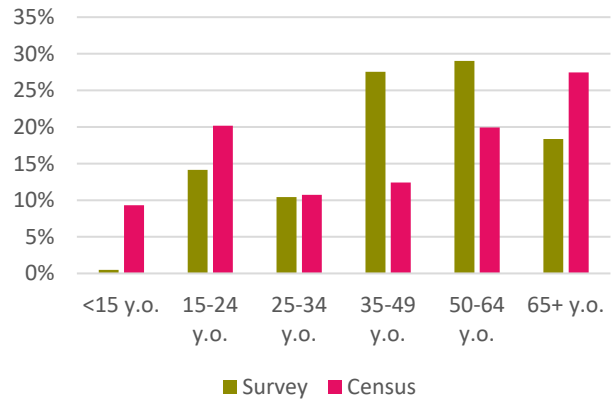


Figure 1: Google map showing where respondents live in Wolfville, based on the postal codes they supplied.

The majority of mobility survey respondents live in the Town of Wolfville (82%), and postal code information provided suggests that their primary residences are fairly evenly distributed across Town (Figure 1). Comparing the ages of survey respondents to the most recent 2016 census data, residents under the age of 15 are notably underrepresented among respondents, while residents between the



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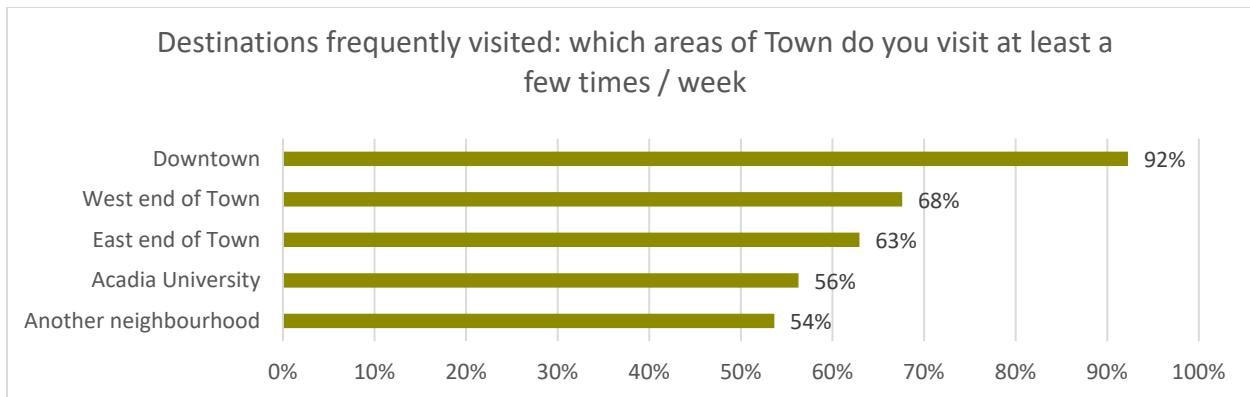
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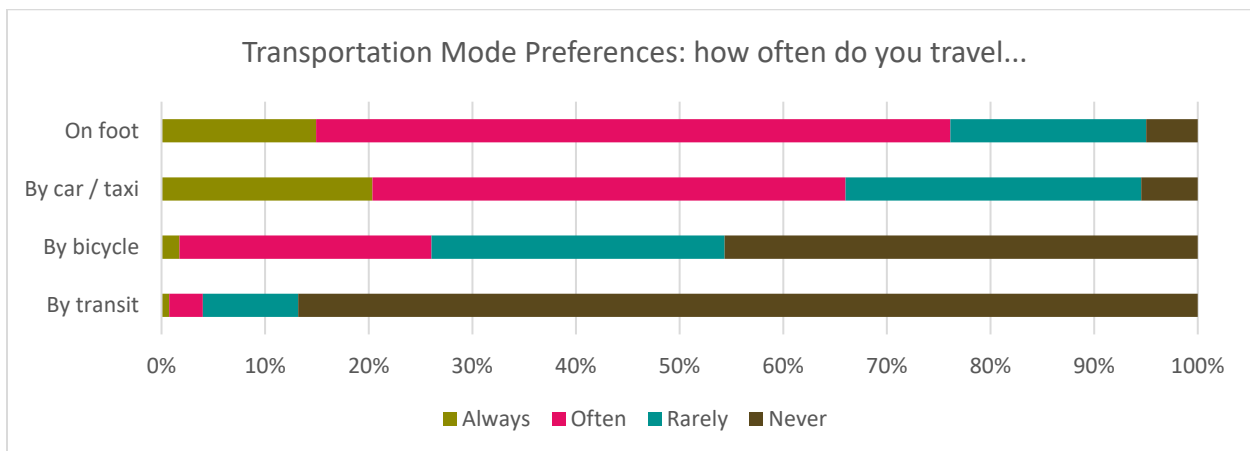
ages of 35 and 49 years of age (their parents?) are the most overrepresented. Overall, staff are confident that the survey data is representative of a broad cross-section of the community.

### Consultation: Results

Survey results suggest that the most frequently visited destination in Town is, unsurprisingly, the downtown core, with over 92% of respondents indicating that they travel there at least a few times each week. Other destinations that receive frequent visits by the majority of respondents (>50%) include the East and West ends of town, Acadia University, and other residential neighbourhoods.



Survey results suggest that the most commonly used form of transportation for trips within Wolfville is walking; respondents were more likely to indicate that they “always” or “often” walk for travel within Wolfville than any other mode of transportation.



For each mode of travel, respondents were asked a follow up question based on how often they engaged in that mode of travel:

- those who responded that they “always” or “often” used a particular mode of travel were asked about their motivations for doing so;

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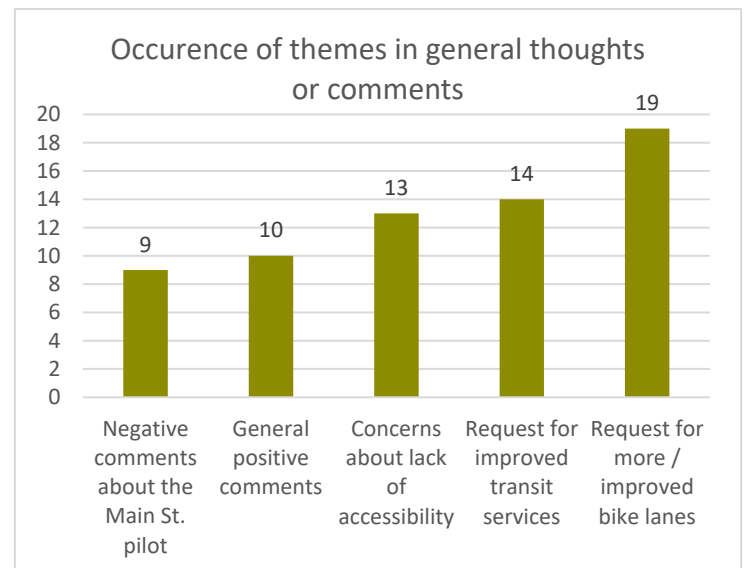
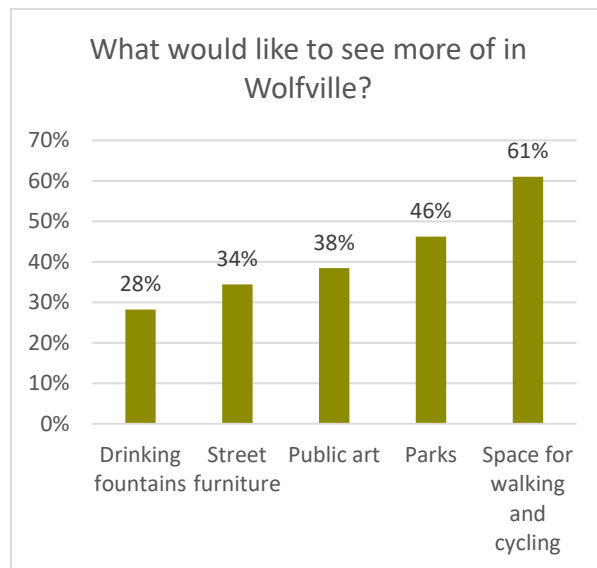


- those who responded that they “rarely” or “never” used a particular mode of travel were asked what prevented or discouraged them from doing so.

The idea behind this line of questioning was to enable staff to better understand why residents choose active and sustainable modes of travel, in order to be able to encourage and enable more residents to consider and enjoy those same benefits; and to identify and target those factors keeping residents from choosing or employing active and sustainable modes of travel, in order to improve conditions, eliminate barriers, and address imbalances. The most commonly cited motivations and deterrents for each mode of transportation are included in the table below.

	Walking	Cycling	Car or Taxi	Transit
Motivations	Physical Activity	Physical Activity	Convenience	I don't have a car
Deterrents	It's not convenient	I don't have a bicycle	Wolfville is so small and cute and walkable -- why would I drive?!	Infrequent service

When given an opportunity to provide input into public space and mobility planning and investment, respondents indicated strong support for active transportation infrastructure, both selecting it most often from among a range of provided options and speaking to it more than any other issue when given an opportunity for unstructured input.



The last structured question in the survey asked respondents to characterize themselves as cyclists, to help staff understand both current levels of cycling activity and attitudes towards cycling, and the level

## INFORMATION REPORT

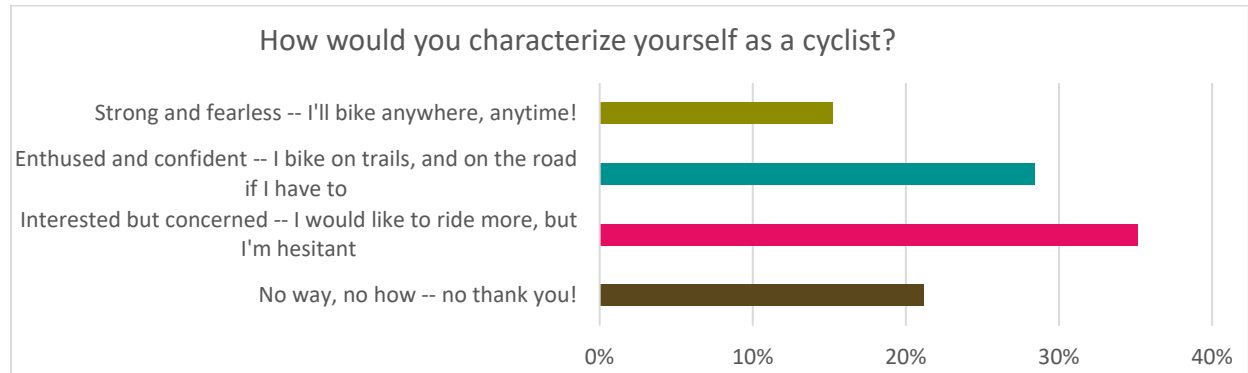
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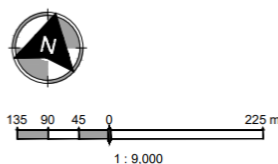
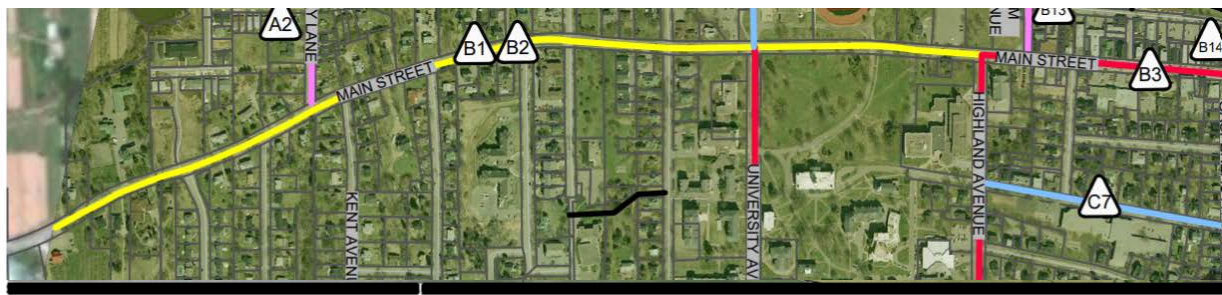


of latent interest in cycling present within the community. The plurality of respondents indicated that they were “interested but concerned” – they would like to ride more, but are hesitant to do so – situating themselves in what is known as the “near market” for cycling: members of the population most likely to be willing and interested to make changes in their travel behavior. Notably, for this group, it was “safety concerns” and not “I don’t have a bicycle” that was the most commonly cited barrier to cycling (more often).



### Active Transportation Network: Planning

The Town of Wolfville has an existing Active Transportation Plan. Developed in 2016 by WSP, an engineering consulting firm, the Plan makes recommendations for facilities for an Active Transportation Network in Wolfville.



#### LEGEND:

- Existing Trails
- Proposed Trail Connection
- Reserved Bicycle Lane
- Proposed Shared Use Lanes
- Proposed Signed Bicycle Route

In the opinion of staff, based on current evidence and best practices, the Town’s Active Transportation Plan is limited in encouraging, enabling, and supporting active transportation. Beyond the Town’s existing trails, the Network recommended in the Plan is comprised solely of the kinds of cycling facilities that evidence suggests are least safe for, and least preferred by, cyclists, including:

- “reserved” (i.e. painted) bicycle lanes on major streets; and

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- “shared use” lanes on major streets, which the Plan acknowledges are “not an ideal AT facility”.

However, other than some signage, the Network recommended in the Plan has had limited implementation beyond the facilities that already existed at the time of its creation.

Current evidence on cycling safety and promotion suggests that bike-specific facilities are both the safest for and most preferred by cyclists. These include bike-only paths; residential streets designated as bike routes, with or without traffic calming; and separated bike lanes, or “cycle tracks”.

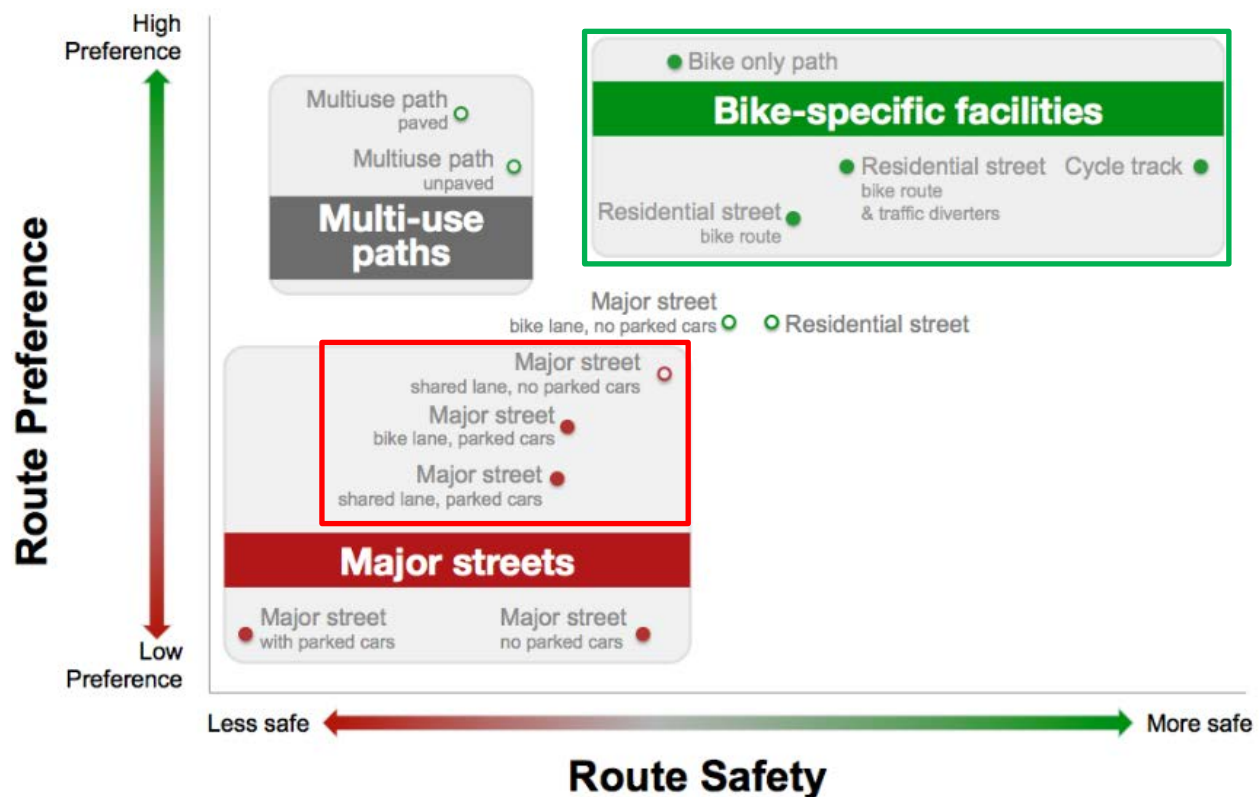


Figure 2: *Bicyclist Injuries & the Cycling Environment (2015)*, School of Population and Public Health, University of British Columbia. Graph compares results of the injury study on route safety with an earlier study on route preferences.

To make meaningful Active Transportation (AT) improvements that make it safe, convenient, and attractive for people of all ages and abilities to cycle in Wolfville, the Town’s Active Transportation Plan should be updated, informed by current evidence and best practices. We also need to understand the cost implications of different options. To this end, staff reached out to Bicycle Nova Scotia (BNS) to join their HUBs program, the aim of which is to develop a plan to create a network of safe and user-friendly AT routes throughout Wolfville to provide transportation options to users of all ages and abilities.

The HUBs program began in September 2020 with staff meetings, background research, and data collection, the outcome of which comprises the information contained in this information report. In 2021, staff will work with BNS to develop an updated AT network plan, develop design options for primary AT routes, and develop a conceptual design for one chosen route.

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### Next Steps

Staff are working on a project charter for the mobility work and will form part of our Operations Plan discussion.

The broad goal of the project is to provide “Mobility Options” to Wolfville residents through 1) completing a project that will undertake the consultation and design work required to advance a Council-directed Active Transportation Network from conceptual design to a state of construction readiness; and 2) through Provincial grant support conduct a feasibility study to look at a community transit program for the Town.

Council will receive regular updates on the progress of the mobility planning project. Town Committees will also be involved in providing advice and guidance to Council as we move forward.

## 4) FINANCIAL IMPLICATIONS

There are no immediate financial implications to the information contained in this document. The 2021-22 Operations Plan (Mobility Project Charter) will detail proposed costs and resourcing for the coming year, which has been integrated into Version 1 of the Draft 2021/22 Operating Budget.

## 5) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

The mobility planning project advances the following policies of Council outlined in the Town of Wolfville’s Municipal Planning Strategy:

- To ensure an inclusive community through bold leadership, community education and inclusive engagement in the development and implementation of land use planning policy.
- To build cost-effective infrastructure that increases participation in active transportation and discourages reliance on fossil fuel vehicles in the Town of Wolfville;
- To support sustainable transportation, reduce our reliance on fossil fuels, and promote health by striving to prioritize infrastructure development, in the following order of importance:
  1. active transportation (walking, biking)
  2. public transportation options
  3. other shared mobility options
  4. private electric vehicles
  5. private fossil-fuel vehicles; and
- To establish and maintain an active transportation network of bike lanes, sidewalks, trails and paths throughout the Town of Wolfville dedicated to connecting existing services and parks with areas of residential dwellings.

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## 6) COMMUNICATION REQUIREMENTS

Information about the mobility planning project and a link to the online survey were distributed broadly throughout the community during the fall of 2020 over an 8-week period through the following channels:

- Town communications
  - E-newsletter
  - Grapevine advert
  - Website (notices)
  - Climate Action Newsletter
- Social media
  - Facebook
  - Instagram
  - Twitter
- Neighbourhood groups
  - Woodman's Grove
  - Raintown
- Stakeholders
  - Wolfville school newsletter
  - Wolfville Business Development Corporation social media and email list
  - Acadia University staff listserv
  - Acadia Students Union weekly newsletter

## 7) FUTURE COUNCIL INVOLVEMENT

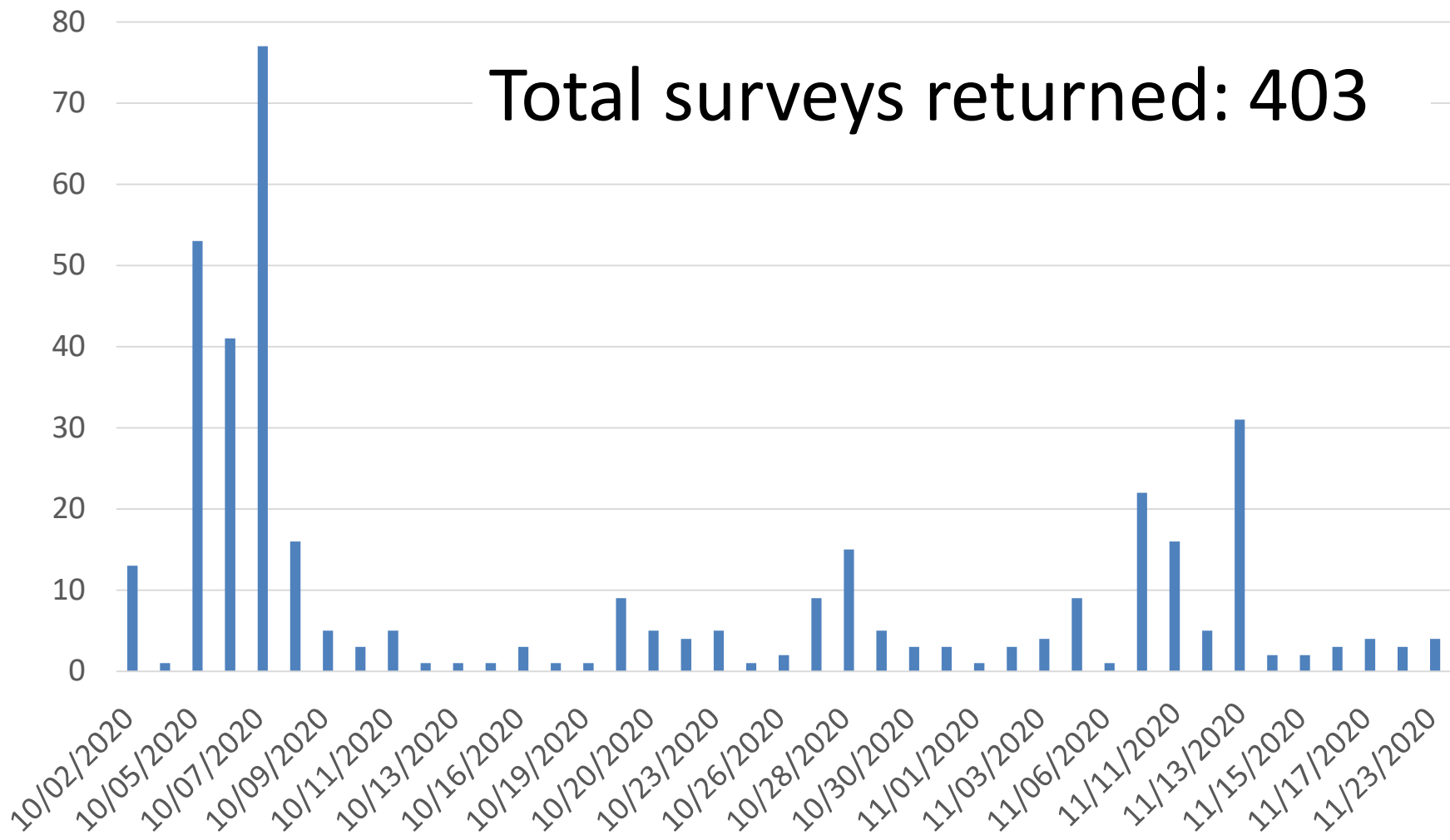
Council will receive regular updates on the progress of the mobility planning project. Future outputs will be brought to council for review and consideration as they are available, along with advisory committee recommendations as appropriate.





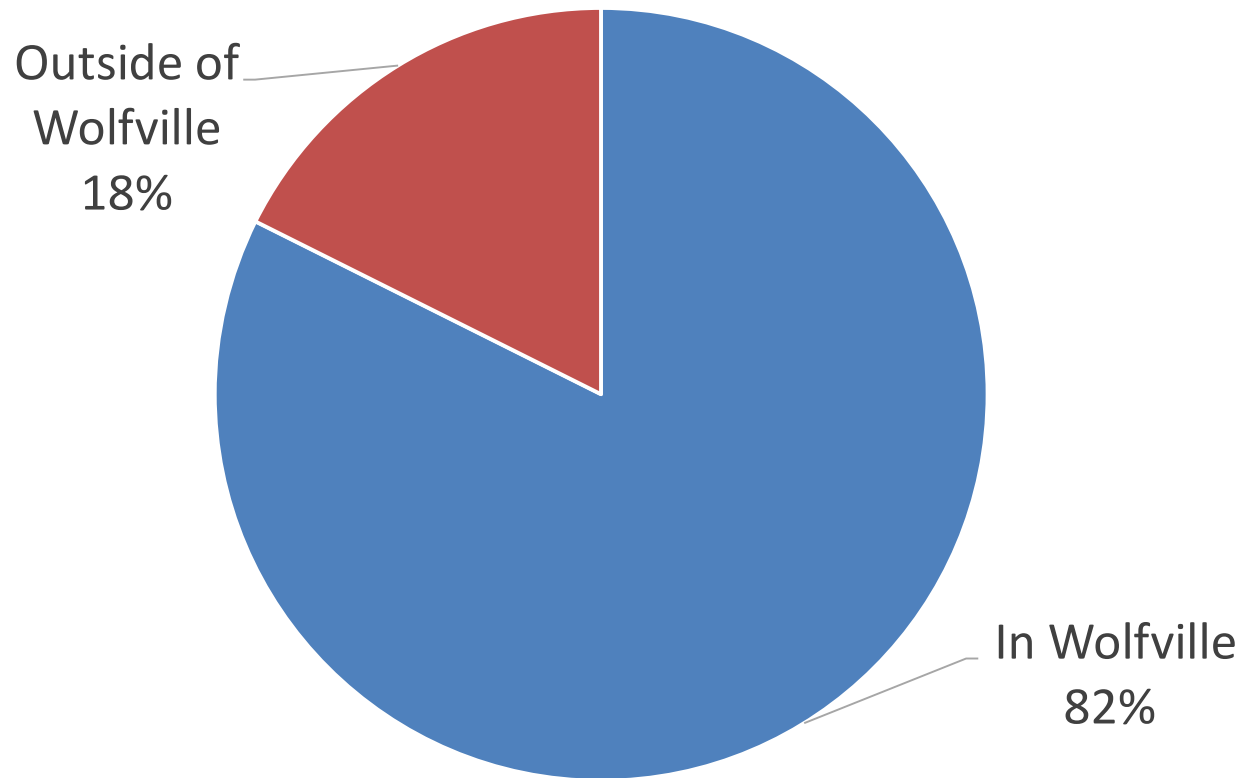
**MOBILITY PLANNING  
SURVEY RESULTS  
2020-2021**

# Survey returns





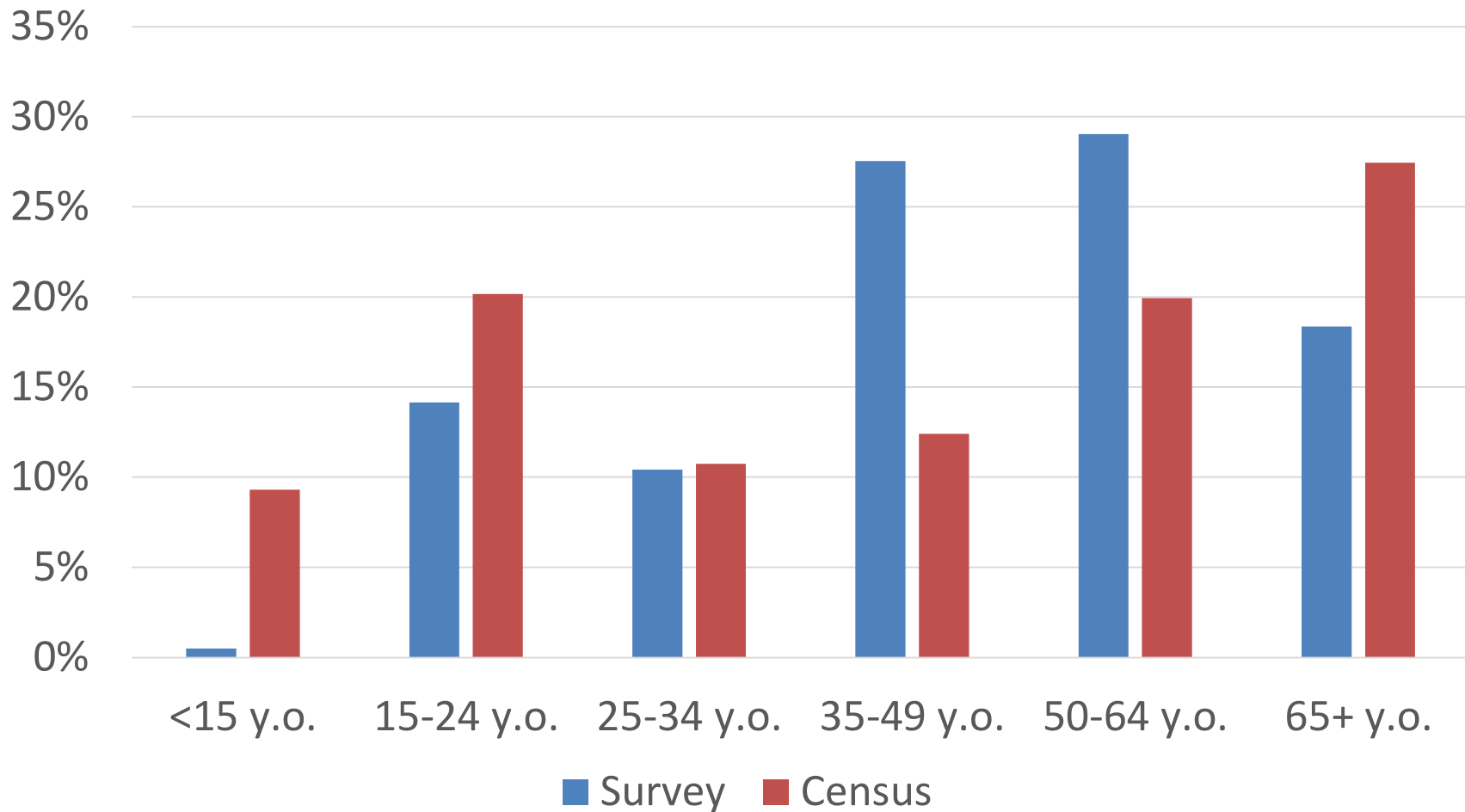
# Where survey respondents live



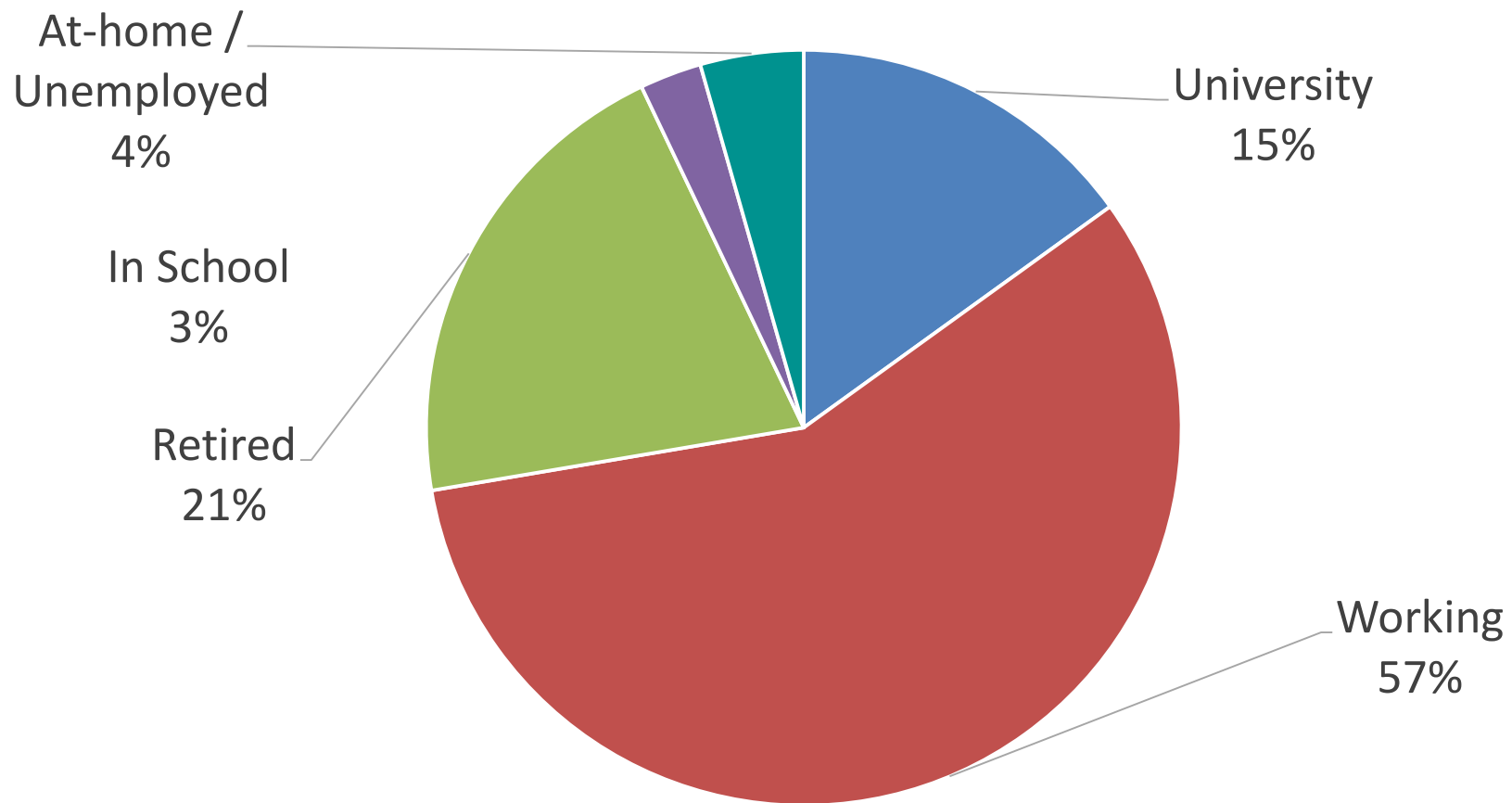
# Where survey respondents live (within Wolfville)



# Age of respondents vs. census demographics



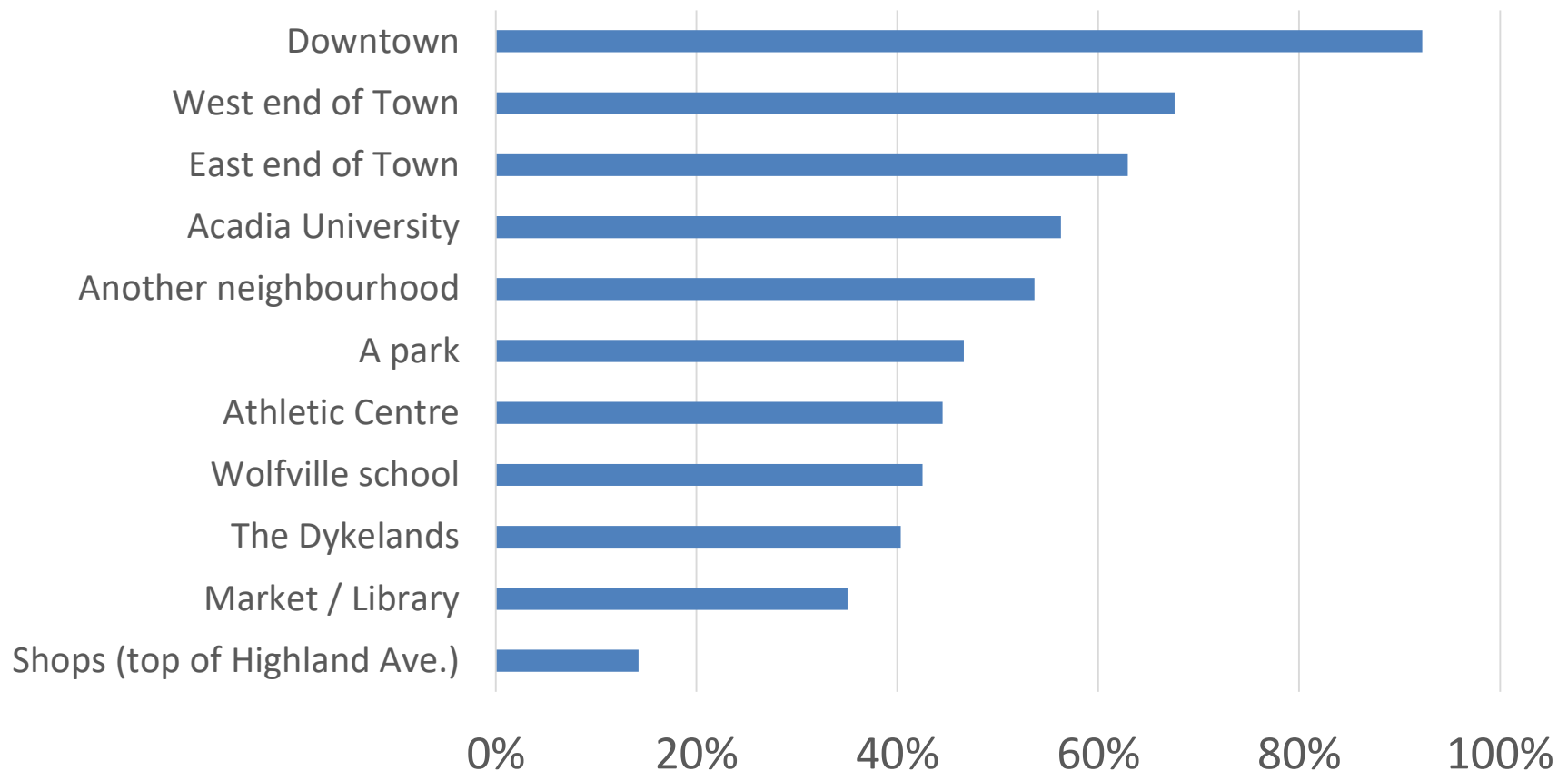
# Respondent occupation / status



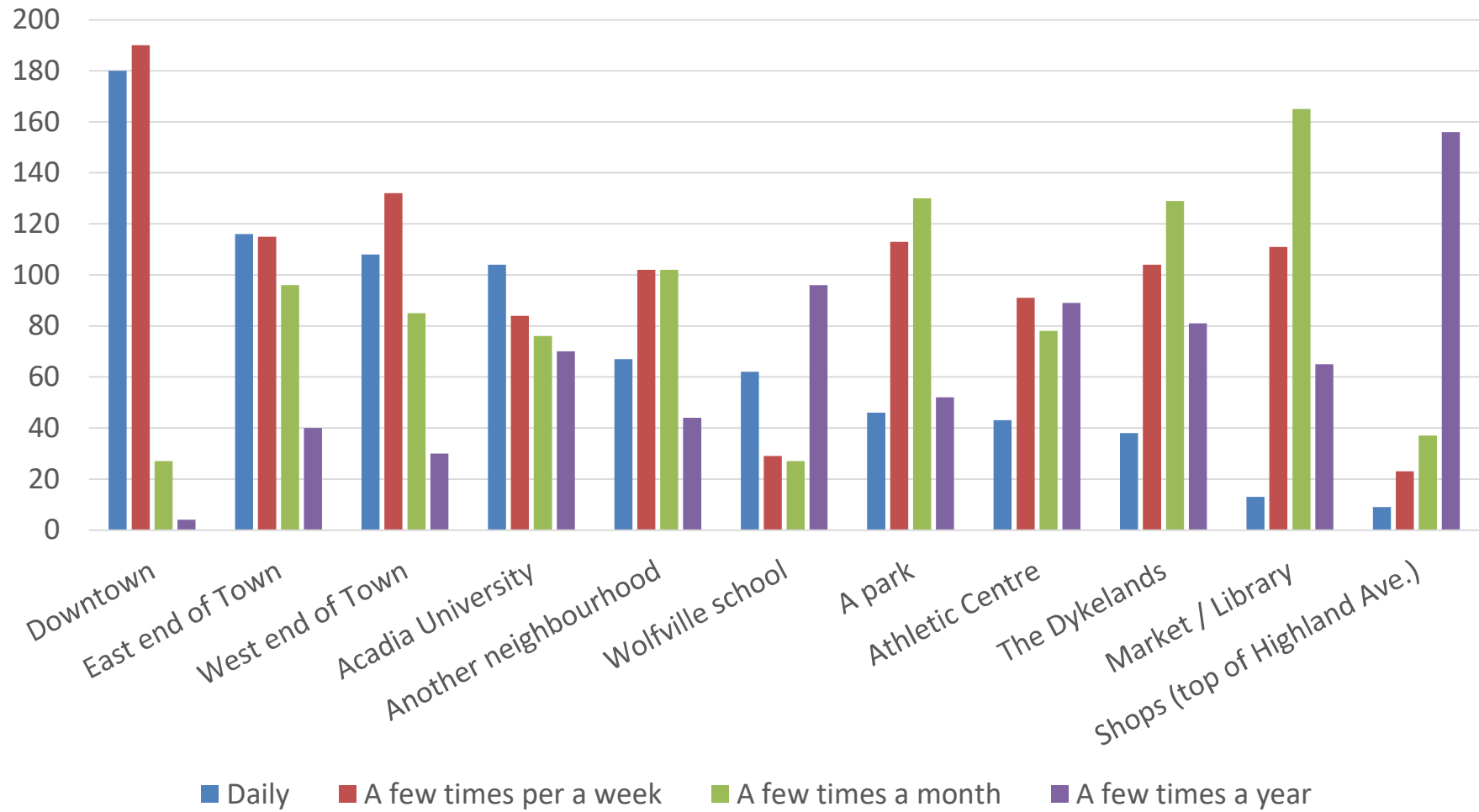
# Destinations frequently\* visited



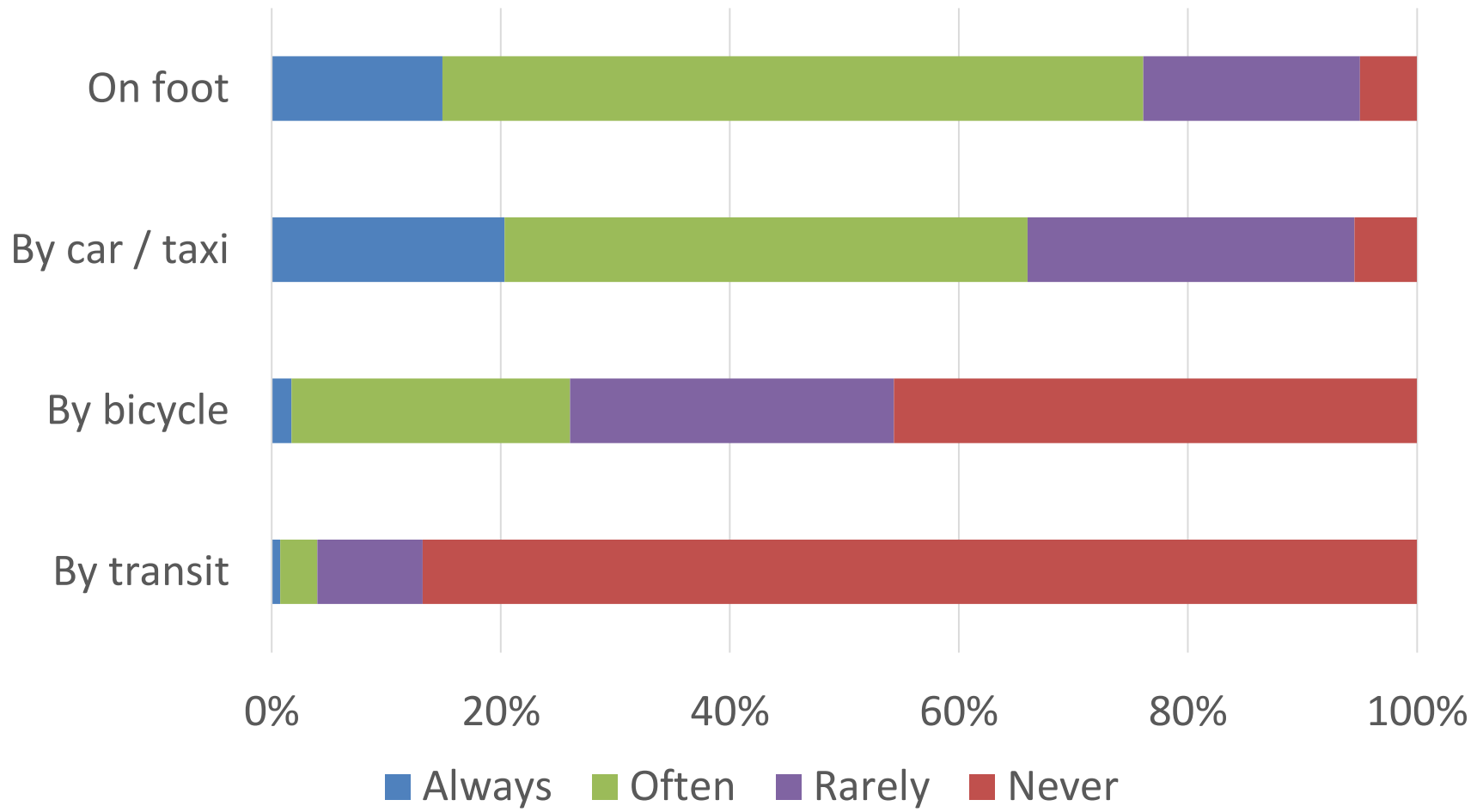
(“Frequently” = at least a few times / week)



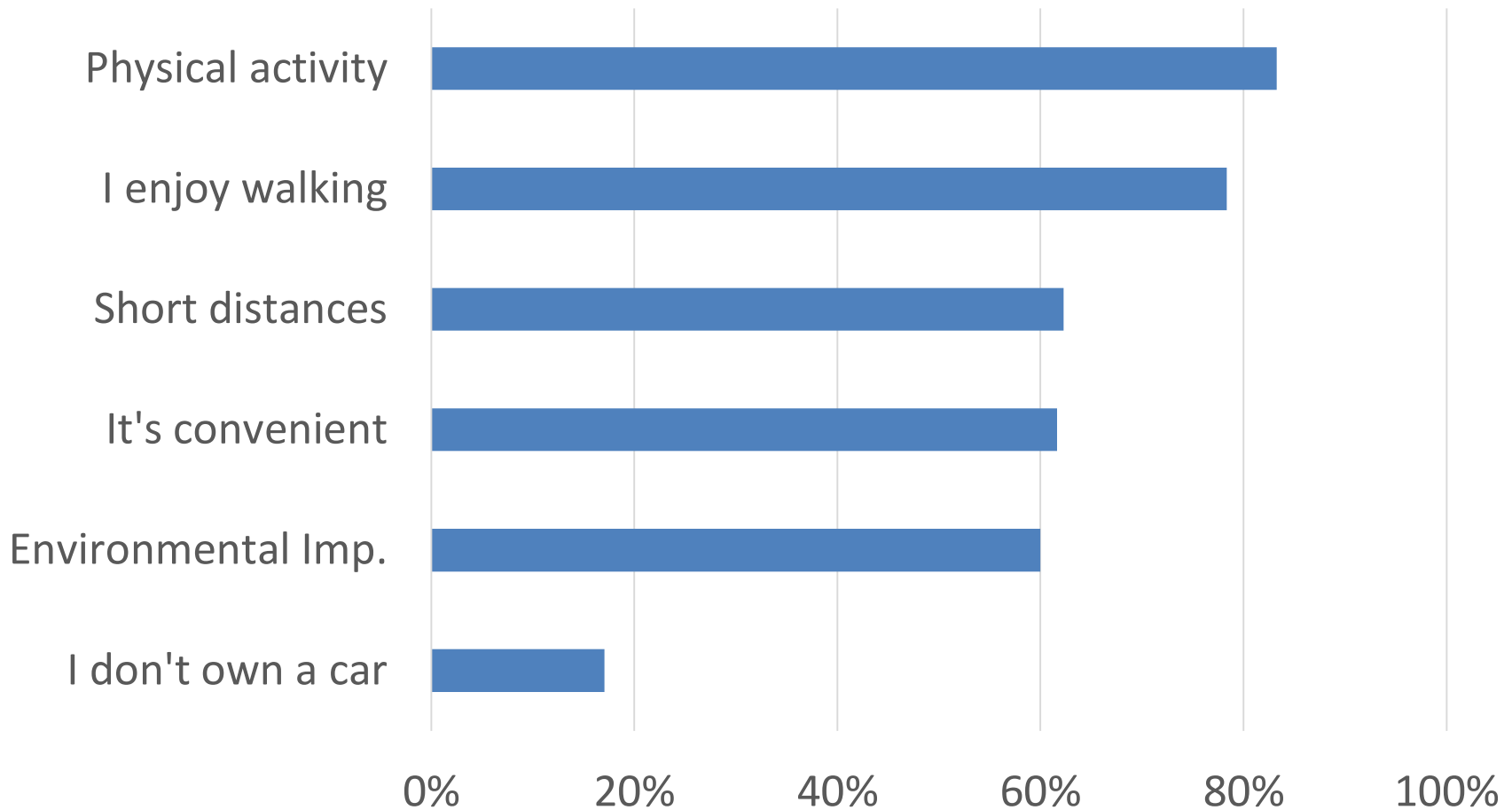
# Destinations in town and frequency of travel or visit



# Transportation mode preferences

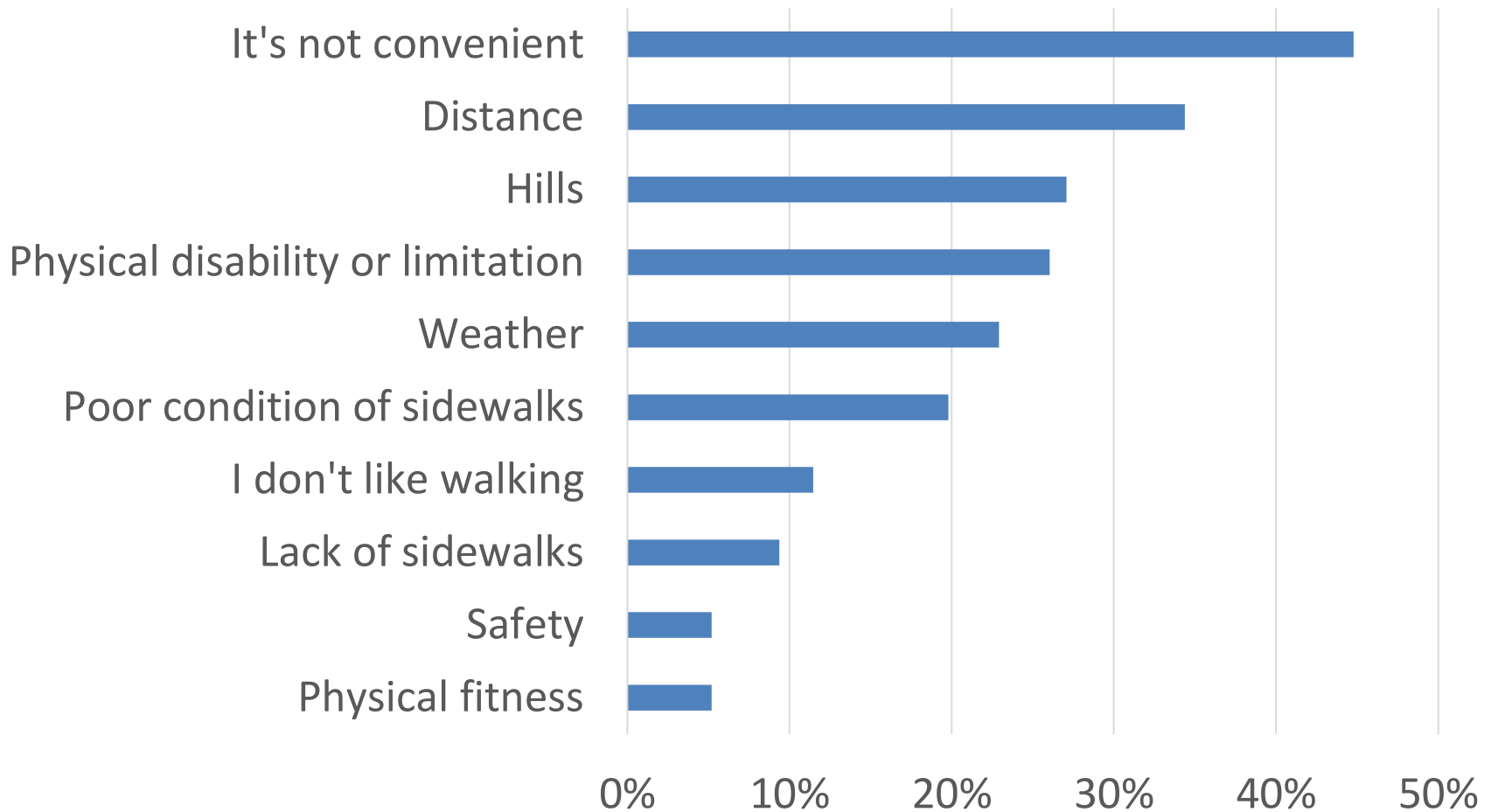


# Motivations - Walking

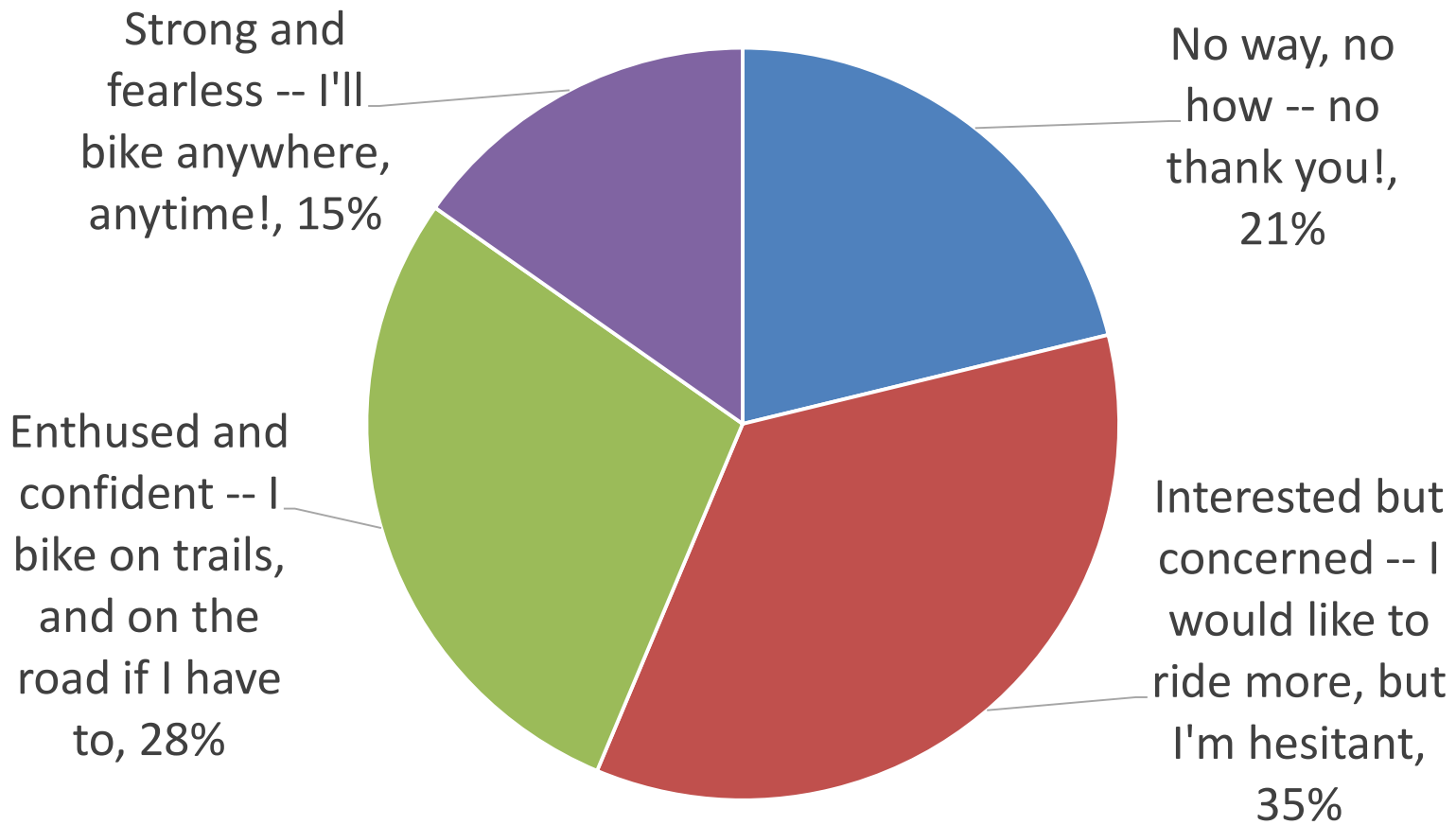




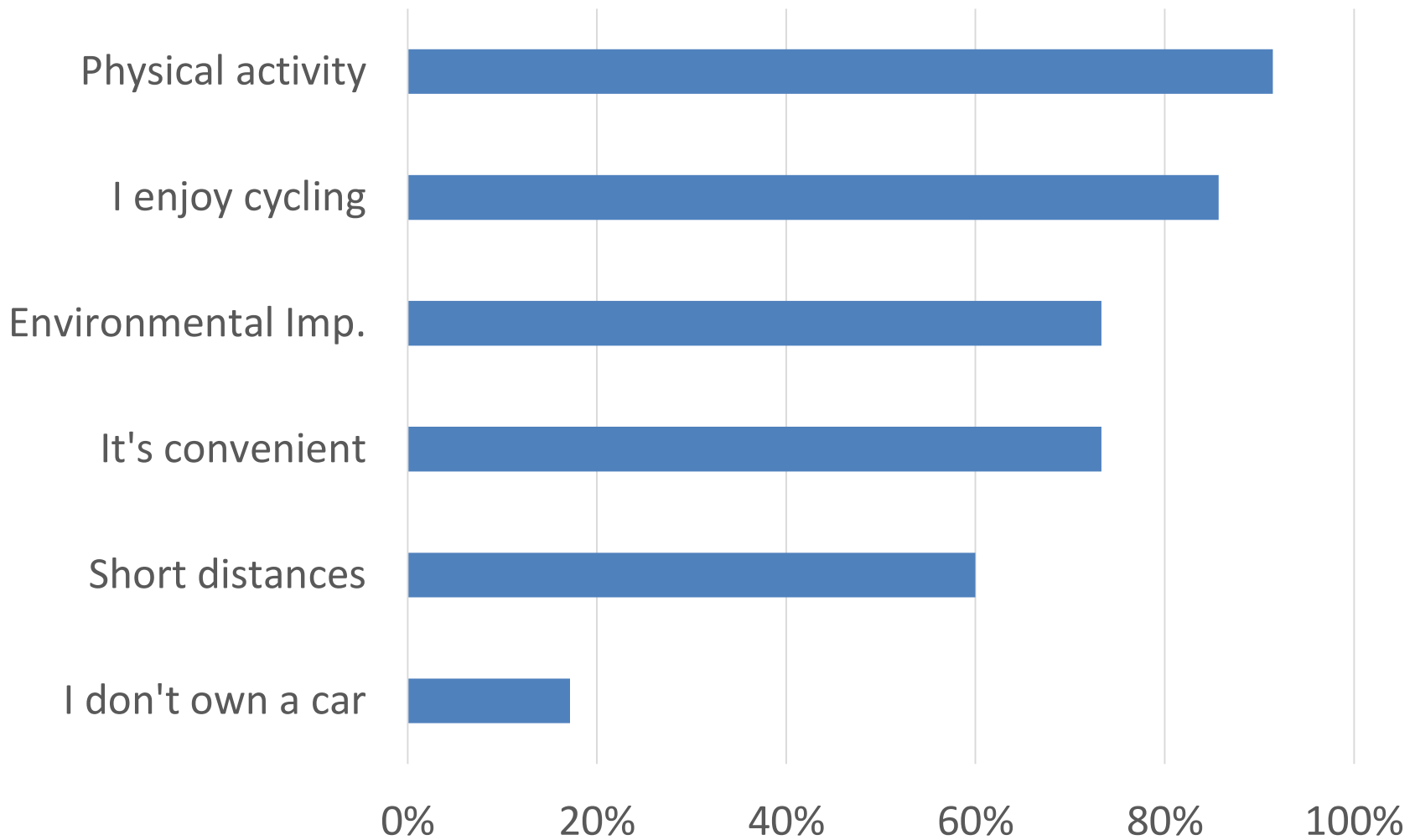
# Deterrents - Walking



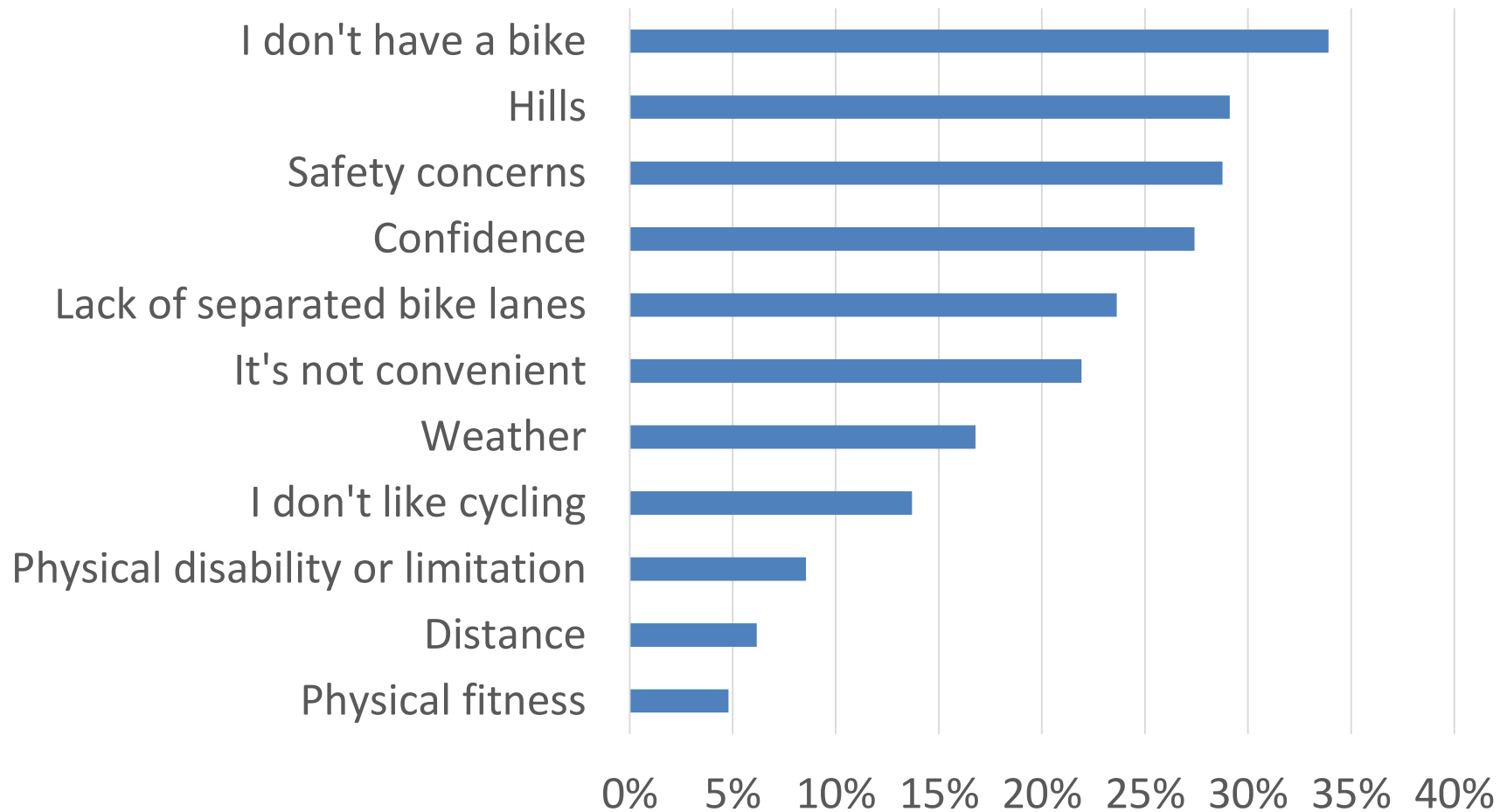
# How would you characterize yourself as a cyclist?



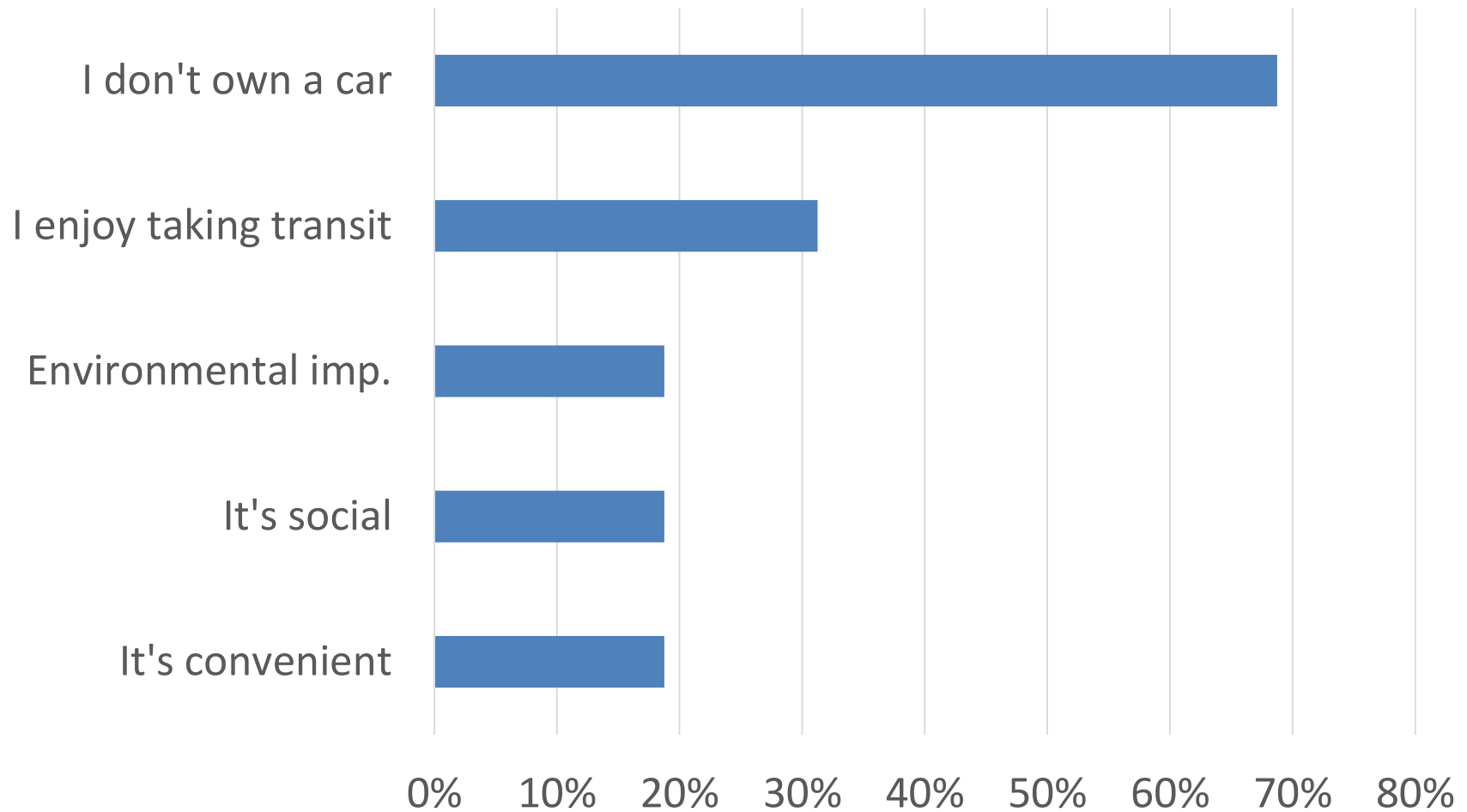
# Motivations - Cycling



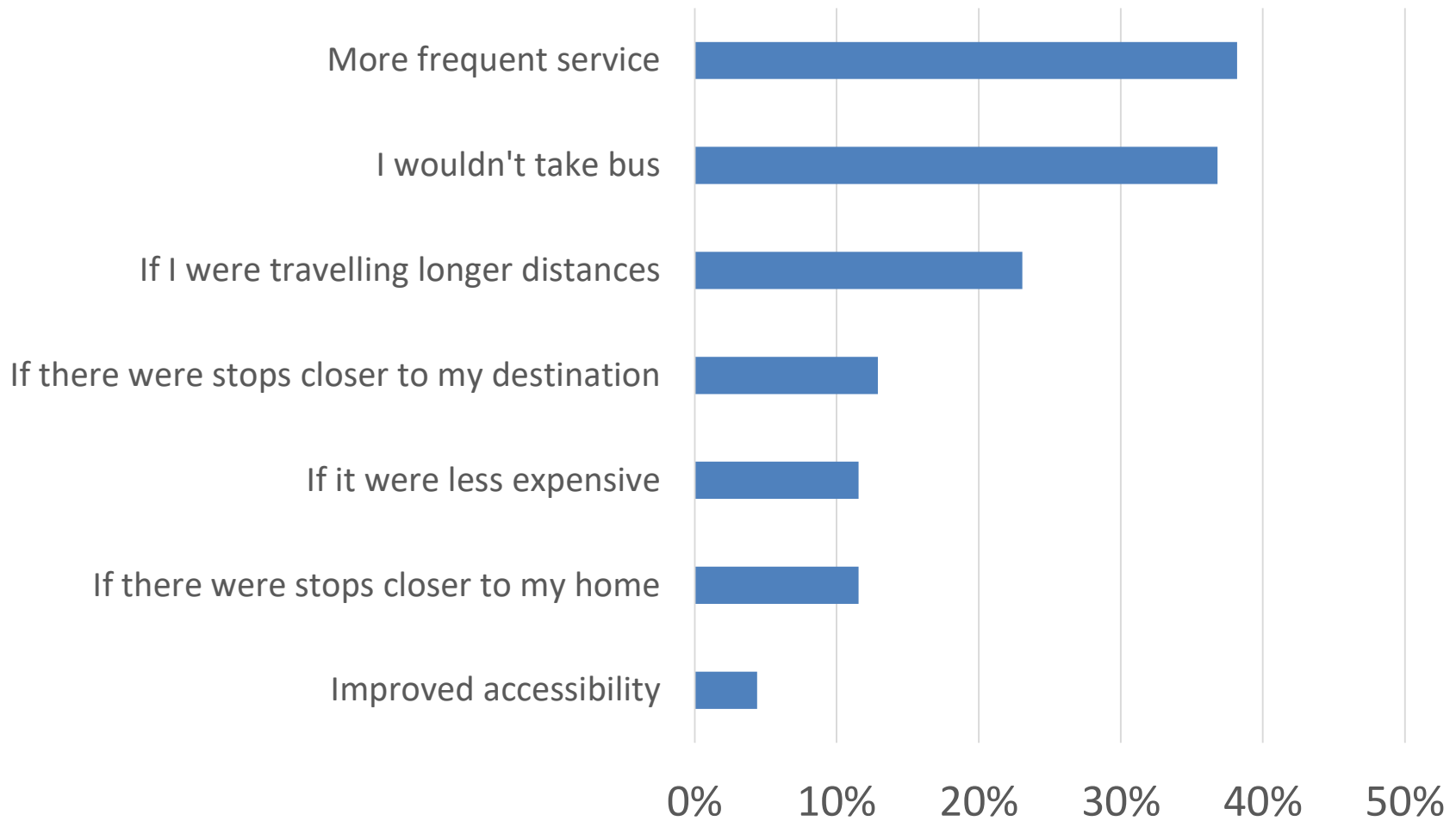
# Deterrents - Cycling



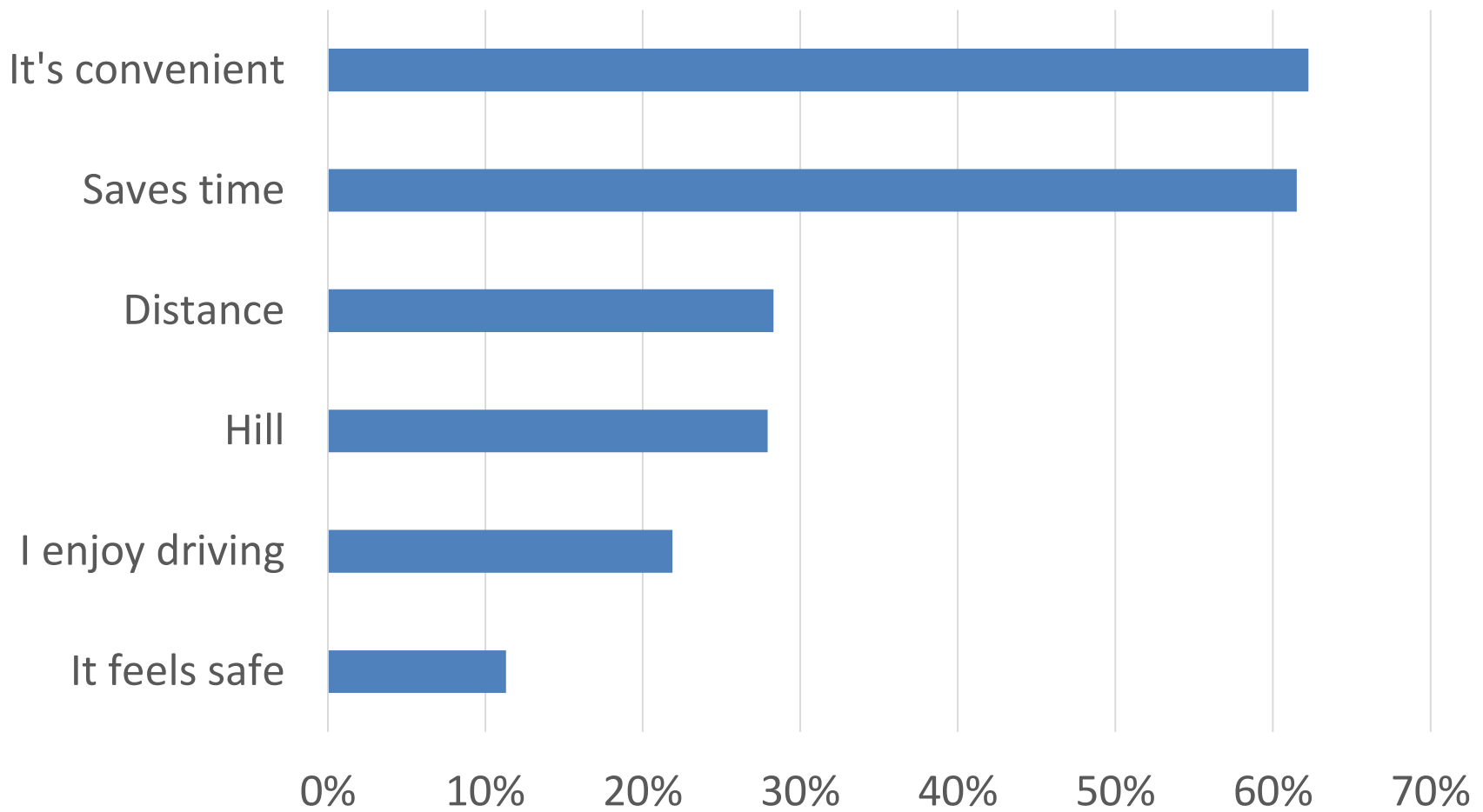
# Motivations - Transit



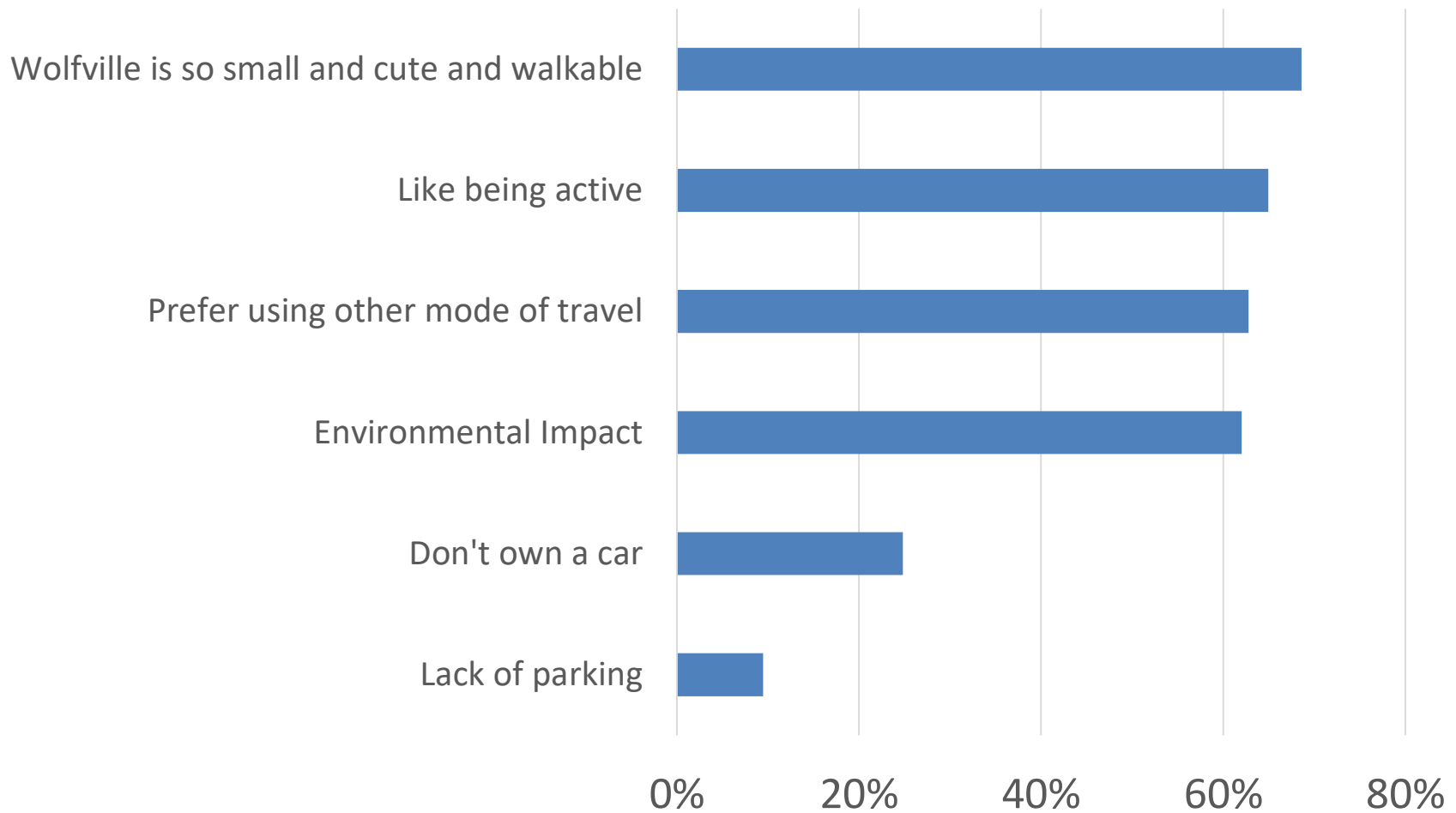
# What would encourage you to take transit?



# Motivations – Driving

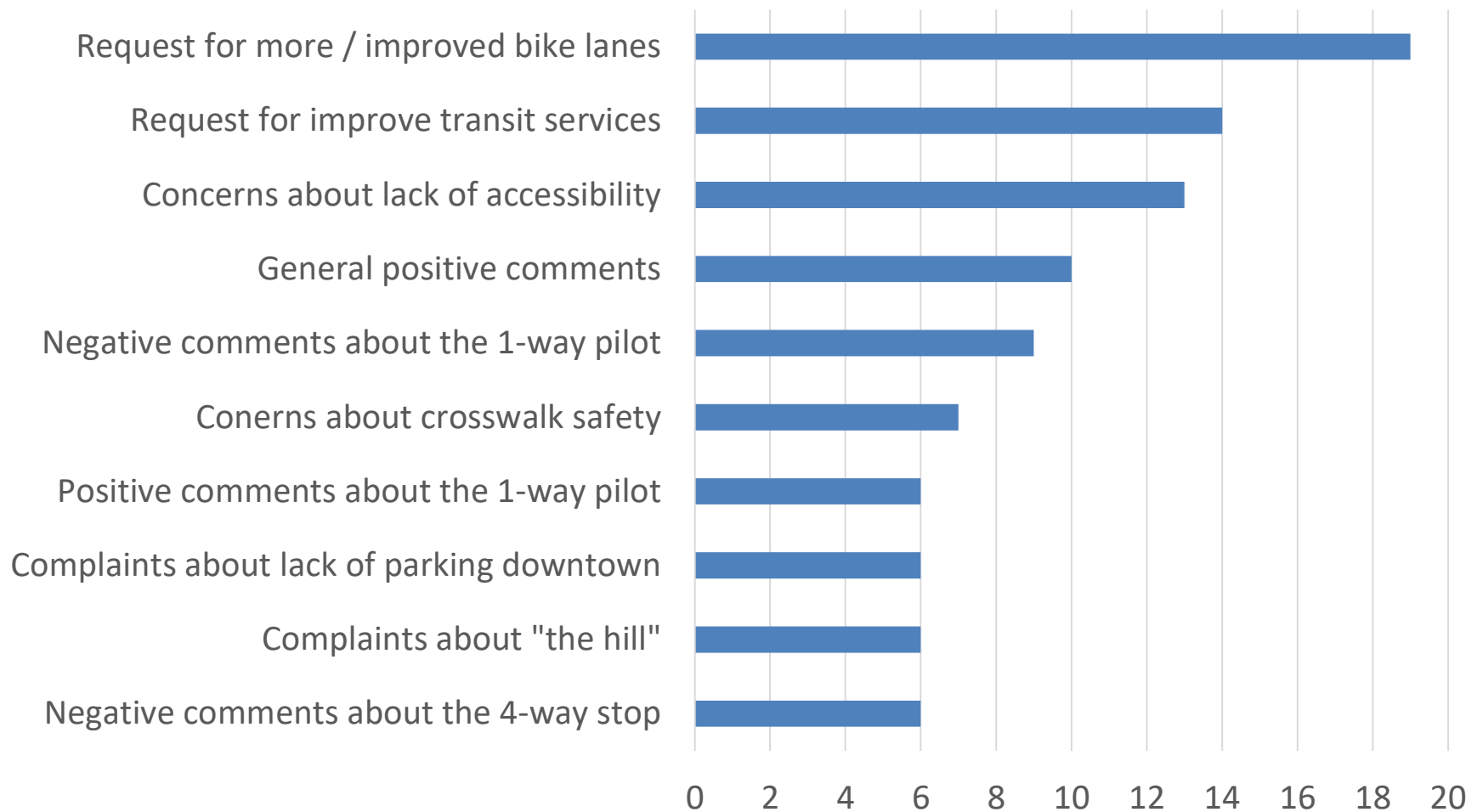


# Motivations for not driving





# Written comments (coded)



# Written comments (selected)

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## 1. More / improved bikes lanes

- “My DREAM would be a walkable/bikeable main st. where people can gather outside safely.”
- “We want to walk and bike more, but we need this infrastructure please!”
- “We moved to Wolfville so we could walk and bike. Biking is not as easy since the bike lanes are too narrow, full of dirt, and cars on Main Street are scary.”
- “Dedicated and partitioned bike lanes all along Main Street please.”

# Written comments (selected)

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## 1. More / improved bikes lanes

- “Not everyone feels it’s safe for their kids biking around town. I don’t. I wish I did. Their choices are sidewalks or narrow roads.”
- “I want my kids to be confident cycling to and from school, but I encourage them to use the sidewalk in certain sections because of debris on the road or narrow shoulders.”
- “Safe designated cycling lanes need to exist throughout the town for families to use cycling as a safe means of transportation.”

# Written comments (selected)

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## 2. Improved transit service

- “A way to get back up the hill would make it much easier to bike for small grocery trips, like transit that could carry a bike.”
- “I might take the bus actually if it ran more frequently and wasn’t always late.”
- “If more people used the public transit perhaps more frequent service would be possible.”
- “As the winter months approach, I once again wish that the public transport was more extensive, and more frequent.”

# Written comments (selected)

---



## 3. Concerns about accessibility

- “We need to design parking away from downtown except for mobility challenged people.”
- “Please remember that not all of us that live in town have the same mobility as others.”
- “I use a wheeled walker and the sidewalks are often unusable in the winter.”
- “There are still too many stores/buildings that are not wheelchair friendly.”

# Written comments (selected)

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## 4. General positive comments

- “Thank you for the great upkeep on the rail trail.”
- “Our downtown is very safe, clean and accessible.”
- “I love all the natural trails in Wolfville! It's a great place to live!”
- “I love all the new bike racks for locking up my bike.”
- “As policy makers please be brave.”
- “Wolfville is by far the best place in the world to live!”

# Written comments (selected)

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## 5. Negative comments about Main Street Pilot

- “If we're considering the one lane again, I am concerned that the design did not properly incorporate considerations for those of varied abilities.”
- “You picked the wrong year to try the 1 way traffic solution; people are very risk averse this year. I hope you aren't abandoning the idea altogether.”
- “Do a survey of at least 200 residents (not students) before trying stupid trials like that one-way Main street experiment.”

# Wolfville Mobility Survey

This survey should take about 5 minutes to complete, and is intended to help Wolfville planning staff better understand transportation activities, preferences, and barriers in Town.

\* Required

1. Do you live in Wolfville? \*

*Mark only one oval.*

Yes

No

2. What is your postal code?

(Optional: this information helps us understand where "home" is on your commute)

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3. How old are you? \*

*Mark only one oval.*

14 years old or younger

15-24 years old

25-34 years old

35-49 years old

50-64 years old

65+ years old



4. Are you... \*

check all that apply

*Check all that apply.*

In school?

At University?

Working?

Retired?

Other:  \_\_\_\_\_

5. How often do you travel to the following destinations in Wolfville?

Check all that apply (or would, during non-Covid times) and leave a row blank if "never"

*Mark only one oval per row.*

	Daily	A few times a week	A few times a month	A few times a year
Downtown	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Market / Library	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Acadia University	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Athletic Centre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wolfville school	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A Park	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Dykelands	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
East end of Town	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
West end of Town	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Shops at the top of Highland Ave.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
(Another) residential neighbourhood	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. For trips INSIDE Wolfville, how often do you travel on foot?

*Check all that apply.*

- Always
- Often
- Rarely
- Never

7. For trips INSIDE Wolfville, how often do you travel by bicycle?

*Check all that apply.*

- Always
- Often
- Rarely
- Never

8. For trips INSIDE Wolfville, how often do you travel by transit?

*Check all that apply.*

- Always
- Often
- Rarely
- Never

9. For trips INSIDE Wolfville, how often do you travel by car / taxi?

*Check all that apply.*

- Always
- Often
- Rarely
- Never

10. IF you always or often walk, what encourages you to walk in Wolfville?

*Check all that apply.*

- It's convenient
- Short distances
- Physical activity
- I enjoy walking
- I want to reduce my environmental impact
- I don't own a car

Other:  \_\_\_\_\_

11. IF you walk rarely or never, what prevents you from walking (much) in Wolfville?

*Check all that apply.*

- It's not convenient
- Distance
- Weather
- Hills
- Physical fitness
- Safety
- Lack of sidewalks
- Poor condition of sidewalks
- Physical disability or limitation
- I don't like walking

Other:  \_\_\_\_\_

12. IF you ride your bike always or often, what encourages you to cycle in Wolfville?

*Check all that apply.*

- It's convenient
- Short distances
- Physical activity
- I enjoy cycling
- I want to reduce my environmental impact
- I don't own a car

Other:  \_\_\_\_\_

13. IF you ride rarely or never, what prevents you from cycling (much) in Wolfville?

*Check all that apply.*

- It's not convenient
- Distance
- Weather
- Hills
- Physical fitness
- Safety concerns
- I'm not confident riding in town
- Lack of separated bike lanes
- I don't have a bike
- I don't like cycling
- Physical disability or limitation

Other:  \_\_\_\_\_

14. IF you take transit always or often, what encourages you to take transit in Wolfville?

*Check all that apply.*

- It's convenient
- It's social
- I enjoy taking transit
- I want to reduce my environmental impact
- I don't own a car

Other:  \_\_\_\_\_

15. IF you take transit rarely or never, what would encourage you to use transit more in Wolfville?

*Check all that apply.*

- More frequent service
- Transit service in my neighbourhood
- Stops closer to my home
- Stops closer to where I usually travel
- If it were less expensive
- Improved accessibility
- If I were travelling longer distances
- I wouldn't take the bus

Other:  \_\_\_\_\_

16. IF you drive always or often, what encourages you to drive?

*Check all that apply.*

- It saves time
- It's convenient
- I enjoy driving
- It feels safe
- I live far away from my destinations (in town)
- There's this hill...
- I'm often carrying too much stuff
- I have a condition that limits my mobility

Other:  \_\_\_\_\_

17. IF you drive rarely or never, please tell us why

*Check all that apply.*

- I don't own a car
- I prefer to walk/bike/take transit
- Lack of parking
- I like being active
- I want to reduce my environmental impact
- Wolfville is so small and cute and walkable -- why would I drive?!
- Too much traffic/congestion

Other:  \_\_\_\_\_

18. What kinds of additions or improvements would you like to see made to public spaces in Wolfville?

*Check all that apply.*

- More parks and green spaces
- Benches and other street furniture
- Drinking fountains
- Public art and other aesthetic improvements
- More dedicated space for walking and cycling

Other:  \_\_\_\_\_

19. How would you characterize yourself as a cyclist?

*Mark only one oval.*

- Strong and fearless -- I'll bike anywhere, anytime!
- Enthused and confident -- I bike on trails, and on the road if I have to
- Interested but concerned -- I would like to ride more, but I'm hesitant
- No way, no how -- no thank you!

20. If you would like to participate in upcoming opportunities to shape the future of mobility in Wolfville, please provide your email address below.

\_\_\_\_\_

21. If you have any other thoughts or comments you would like to share, related to mobility or anything else that might be on your mind, please do so in the space provided below.

\_\_\_\_\_

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## 1. Improving Quality of Life for All

- Staff supported the Randall House Community Museum and Wolfville Historical Society in offering Downtown Walking Tours during December as part of the Wolfville Glows Celebrations;
- Staff, in partnership with the Wolfville Fire department and a community volunteer (aka Santa), offered the Friday Night Santa Sightings throughout December;
- Staff, in partnership with Flying Squirrel Adventures, facilitated the Night Strolls Series along the Town of Wolfville trail systems. The final Solstice Night stroll was rescheduled to January 4th due to poor weather conditions;
- Staff, in partnership with the Women of Wolfville, coordinated caroling outside The Wolfville Nursing Home and Wickwire Place in December;
- Staff offered the Teen Music Workshop series (Nov/Dec) with various guest musicians, introducing song-writing and music-making techniques and styles;
- Staff completed several holiday season “mini events” in place of traditional Night of Lights, including two group singing events:  
<https://youtu.be/hUFzBx9aB-I>  
<https://youtu.be/2WX5P4zoAP8> ;

## 2. Maximizing Our Infrastructure Investments

- Staff are working with the Wolfville Farmers Market and Acadia University on longer-term strategic planning and funding applications, including working toward the utilization of the DeWolfe building or other expansion areas;
- Staff have received a final draft of the flood risk study and will put this on a future ESC and Council agenda – the findings have informed the Town’s Capital Budget;
- Decorative Lights on Elm Ave were installed and are operational;
- The wastewater treatment plant upgrades are approximately 35% complete;
- Staff are working with Fathom Design on a crosswalk review to establish uniform standards and draft a crosswalk policy;
- Staff are replacing the Town Hall accessibility ramp. The existing ramp has been removed and the new and improved ramp should be completed by the end of January;
- The new Trackless sidewalk tractor was delivered in December and is now in service;

## 3. Leveraging our Economic Opportunities

- Staff are working closely with the Wolfville Business Development Corporation (WBDC) and attending their monthly meetings.



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#### 4. Operational Updates

- Acadia University continue to update the Community page on their website under the COVID menu. <https://www2.acadiau.ca/covid-19/community-information.html>;
- Staff are monitoring the COVID cases coming out of the holiday break and will likely reopen Town Hall to the public the week of January 18<sup>th</sup>;
- Staff continue to provide building and development services (permitting, fire inspections, etc) and are currently providing limited building inspections services to the Town of Middleton while a longer-term solution is established for them;
- Staff are developing a Request for Decisions on emissions reduction targets for a January Environmental Sustainability Committee Meeting and the February COW. Step 2 in the FCM Partners for Climate Protection Program;
- Staff are working with the “ReCover” project to identify if there is a suitable building for inclusion in an upcoming energy efficiency demonstration project;
- Staff are working with Bicycle Nova Scotia to reach out to and consult with key stakeholder groups as part of the Town’s mobility planning efforts.
- The Director of Planning has joined the Valley ‘Homeless No More’ group to be a planning resource;
- Staff are reviewing a report submitted by environmental behaviour change consultants ThinkWell shift;
- Staff are preparing a report on findings from the Town’s Mobility Future survey for the Environmental Sustainability Advisory Committee and the January Committee of the Whole meeting;
- Staff are developing a brief and presentation for a meeting of the regional CAO’s on the regional climate change mitigation planning project, and working with staff from the Department of Energy and Mines to finalize a contribution agreement for project funding;
- Staff completed a contract to support a 6-week Acadia Community Development student's core term placement - Wolfville Parks and Recreation Department - from February 22nd - April 2nd, 2021;
- Staff drafted an RFP for the Interior Design of the new Wolfville Welcome Centre;
- Staff connected with local youth who are interested in starting a Wolfville Women's Lacrosse League - Planning a Try it in Wolfville to gauge local interest in the sport;
- Staff worked with Town of Kentville staff and AVRCE School Health Promoter to begin the planning process of youth engagement for Pride 2021 celebrations;
- Staff continued participation in the planning committee for (Annapolis Valley) hosting NS Trails Conference 2021 with a theme of “Trails for All”;
- Staff have been busy planning and coordinating several “virtual” Memory Cafés to take place Jan-March 2021;
- Staff participated in regional recreation facilities discussions and preparation of related documents;

## CAO REPORT

January 12, 2021

Department: Office of the CAO



- 
- Staff are working on planning a Try it in Wolfville Cross-Country Skiing session for late Jan/early Feb;
  - Staff have continued conversations with Wolfville School re: programming when pandemic guidelines allow, including AWAKE (Acadia-Wolfville Active Kids Exercise) morning exercise program in partnership with Acadia Department of Kinesiology;
  - Staff continue the work in Reservoir Park and are ready to support snow clearing as required and with an eye to increased accessibility;
  - Final design details are being developed for the Welcome Centre;
  - Afterschool programs will begin again on Monday January 11<sup>th</sup>;
  - Design for the Highland Ave upgrade and the decorative lights on Main and Gaspereau has been awarded to Hatch Engineering;
  - Staff have completed the major asphalt repairs for the season. Pothole patching will continue as required;
  - Staff removed the railway tracks on Elm Ave;
  - Staff started their Winter shift schedule on December 6<sup>th</sup>;
  - The Budget process is the key aspect of activity over the last month with V1 of Town Budgets (Operating, Capital and Water Utility) coming before Special COW on Thursday, January 14<sup>th</sup>;
  - Staff are working on annual payroll system updates, and in the process of preparing T4's;
  - Staff are downloading the annual assessment roll data from PVSC that is now available, with budget analysis started;
  - Staff have been busy supporting a number of requests from Planning Dept. as well as making progress on supporting the Public Works Dept on next steps of the Asset Management Plan;
  - Staff have been working on improvements to Council Chambers to better facilitate Town meetings with live stream to public;
  - Staff are working on 3rd Quarter Financial Update (with year end forecast results) to be presented at the January Audit Committee meeting;
  - Wolfville has, for the 4th time in 5 years, been selected to supply information for the provincial audit of Gas Tax Projects;
  - Staff met with the Accessibility Committee in December to finalize their first Report Card on progress made on the Town's Accessibility Plan. Next step is focus on inventory of built environment of both Town owned buildings and Parks space.

## COMMITTEE UPDATE

Title: Valley Waste Resource Management  
Date: January 12, 2021  
Department: Committee of the Whole

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### UPDATE

The Valley Waste Resource Management Board met in mid-December for an orientation Board Meeting. Councillor Martha Armstrong, MOK was elected Chair and Councillor Craig Gerrard, Kentville Vice-Chair. Additional meetings are scheduled in January to orient the new Board.

The ongoing pandemic has impacted operations with financial implications including a drop in some waste streams and an increase in others, which have budget implications.

Along with Kings Transit, VWRM is a significant part of Wolfville's annual budget commitment and it would be a benefit to Council to better understand the elements that go into this budget item. It is hoped that in the coming weeks the VWRM General Manager can present to our Council not only on the budget but the process of waste stream management.

Wolfville resident Grace Proszynska retired in 2020 as the VWRM By-Law Enforcement Officer. Grace was a tireless and tremendous help to residents throughout the region and certainly to Wolfville residents. We will miss her but wish her the very best in her retirement. The new VWRM By-Law Enforcement Officer is Dale Roberts and we look forward to working with Dale over the coming years.

Respectfully Submitted

Mayor Wendy Donovan

## COMMITTEE UPDATE

Title: Kings Transit Authority  
Date: January 12, 2021  
Department: Committee of the Whole

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## UPDATE

The Board met on January 4<sup>th</sup>, 2021.

This was the first meeting of the New Board.

- Self introductions – Rick initiated this conversation, all members introduced themselves, and there were 2 alternates on the call as well.
- Nominations was agreed upon for appointment of Chair and Vice Chair.
- Election of Chair - Nomination of Jodi MacKay – by Jim Winsor seconded by Lexi Misner Elected
- Election of Vice Chair - Chair called for nominations – Jim Winsor by Tim Harding and seconded by Lexi Misner - Elected
- Financial update and forecast to year-end – Previously circulated – this was send out previous to meeting, but many did not have the opportunity to review – this will be done independently by Board Members and all will reach out to Rick (GM) for more information as required. It will also be a topic for discussion on the orientation day.
- Rick (GM) will send out a doodle poll to see if we can find a half day to meet during the week of January 20<sup>th</sup> – stay tuned! The meetings will move forward with the 4<sup>th</sup> Wednesday of the month starting in February. They will be at 5 PM and will give in person and virtual opportunities for all to join in. The County of Kings may be able to host this – Rick to confirm (with aid from County Board Members). If required, we will have a special meeting to meet any financial requirements in the interim.
- Chair or vice chair with General Manager or CAO Beaudin Motion by Lexi Misner, seconded by Paula Huntley that The Chair be appointed signing authority along with the Manager, and the Vice Chair and CAO Beaudin be alternates. Motion Carried.
- For practical reasons the Chair and Manager will do the signing, and if one is not available, we will call on the others.

Respectfully Submitted by,  
Councillor Jodi MacKay

## COMMITTEE UPDATE

Title: Diversity Kings

Date: January 12, 2021

Department: Committee of the Whole

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### UPDATE

The last meeting of Diversity Kings was held on January 4, 2021. The next meeting is scheduled for February 1, 2021.

This committee has been extremely busy since my first meeting as councillor in November, 2020. There has been a change over of new councillors and also a new chair, so we are all learning and being informed at the same pace.

Lightship strategies presented two updates for the Action Plan for ending racism and discrimination in Kings County. Committee members talked about their greatest fears and opportunities on this project. The goal of completion is March 21, 2021 as this is the International Day for the elimination of Racial Discrimination.

It was discussed how do we know if our “actions are measurable”? We talked about privilege and what is happening in our communities, and how do we bring this to the forefront as discussion in our community? The fear of misstepping was cited as a major concern in moving forward. It was agreed all council take training provided by VANDSA in the New Year and recommend it to our respective councils.

We talked about the Moose Hide campaign which is a movement of Indigenous and non-Indigenous men and boys who are standing up against violence towards women and children. I will bring pins and information cards back to Wolfville for anyone interested in getting involved. We were privileged to have guest speaker Viola Robinson from the Mi'kmaq Rights Initiative talk about Moderate Livelihood Harvesting. This led to many questions and discussion afterwards.

It was agreed we change the meeting time to 6:00 pm from 5:00 pm so as to allow people enough time to attend. The last meeting was virtual, but we will take the lead from the Municipality of Kings and the current covid protocols as to whether it will be in person at the Municipal complex in Council chambers in future.

Jennifer Ingham  
Town of Wolfville Councillor

## COMMITTEE UPDATE

Title: Wolfville Business Development Committee  
Date: January 12, 2021  
Department: Committee of the Whole

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### UPDATE WBDC

Since connecting with the Wolfville Business Development Corporation (WBDC) in November 2020 as the Council link, I have been deeply impressed by the positive energy and range of initiatives being generated by both the staff and board members. Below are the major highlights, as I perceived, from the few meetings I have attended:

November 19, 2020 (meeting location: Church Brewing)

1. Fathom Studio – engaged to do work on wayfinding and signage development
  - presentation by Adam and Gabrielle on the hierarchy of signage placement based on use, destination, and how much information can be absorbed while driving vs walking
  - also discussed were areas for signage improvement, ideas for district banners, waterfront promotion, and public washroom locations
  
2. Board members briefly reviewed a proposal submitted by UP Public Relations for a Dynamic Strategic Plan for the WBDC - generally well received and taken forward to the December 8, 2020 virtual WBDC board meeting

December 8, 2020 (virtual meeting)

1. Wolfville Glows Christmas activities discussed in detail, in addition to AVR's interest in promotional ads.
2. Discussion of the WBDC's connection to the Coop Program – several options suggested and further exploration to take place with Acadia, NSCC, Dal, etc.
3. UP Public Relations proposal was well received. Timeline: February 2021 to April/May 2021.
4. Next meeting date: January 21, 2021 (8:30 am)

Respectfully,

Councillor Madeira-Voss

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