



Committee of the Whole

April 6, 2021

8:30 a.m.

Virtual – Via Zoom

Council Chambers, Town Hall

359 Main Street

Agenda

1. Approval of Agenda

2. Approval of Minutes

- a. Committee of the Whole Minutes, March 9, 2021

3. Presentations

- a. Judy Rafuse, Annapolis Valley Chamber of Commerce

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 (Verbal)
- b. Planning Advisory Committee



- c. RCMP Advisory Board (Verbal)

6. **Staff Reports for Discussion**

- a. RFD 022-2021: AVCC Tourism Request 2021
- b. RFD 025-2021: PACE Policy
- c. RFD 018-2021: Acadia Pool Financial Request
- d. RFD 024-2021: Committee Appointment – Regional Recreation Facility Study
- e. RFD 021-2021: Valley Waste Budget
- f. RFD 020-2021: Kings Transit Authority Budget
- g. RFD 019-2021: Fees Policy – Annual Update
- h. RFD 023-2021: Welcome Centre Tender Results and Options

7. **CAO Report**

8. **Committee Reports (External)**

- a. Valley Waste Resource Management (VWRM)
- b. Kings Transit Authority (KTA)
- c. Kings Point-to-Point (KPPT)
- d. Wolfville Business Development Committee (WBDC)

9. **Public Input / Question Period**

10. **Adjournment to In-Camera Meeting under *section 22(2)(e) Of the Municipal Government Act.***

- a. Contract Negotiations

11. **Adjournment of In-Camera Meeting**



12. Regular Meeting Reconvened

13. Regular Meeting Adjourned

COMMITTEE UPDATE

Title: PAC
Date: March 11, 2021
Department: Committee of the Whole – April 6, 2021



UPDATE

- The Flood Risk Mitigation Report was presented. The committee members were pleased to see the report and the amount of detail included within. There was discussion about the communication plan to the town and what it would entail. It was suggested that the communication efforts to town constituents indicate the order that the priorities will be addressed.
- Next was the housing presentation done by Russ Sanche from “Homeless No More”. It was a very informative presentation with a lot of information to process and plenty of discussion had by committee members. A robust discussion ensued with members commenting on such things as how critical a role that Municipalities have in housing development; to housing being the most important regional issues; to what improvements can be made quickly and easily as a start to the housing crisis that exists in our backyards. The committee was introduced to the concept of Naturally Occurring Affordable Housing (NOAH) and that there are some initiatives that are happening organically that are helping. But this is not enough. What do we do and how do we get started? Acknowledging that there is a lot of opportunity ahead of us.
- The committee was keenly interested in the information presented (both Flood Risk and Housing) and wanted to roll up their sleeves and get started on doing their next work (after the heavy lifting of the MPS and LUB). It was agreed that over the next several meetings, the group will strategize on the future of the committee and what work will be their priorities.
- Next meeting will be held on April 8th at 4 pm virtually.

REQUEST FOR DECISION 022-2021

Title: AVCC tourism request
Date: 2021-04-06
Department: Planning & Development



SUMMARY

Annapolis Valley Chamber of Commerce – Tourism Contribution Request

The [Annapolis Valley Chamber of Commerce](#) (AVCC) has made their annual request to Council for a \$4,000 contribution toward regional tourism marketing for the valley (West Hants to Digby). The AVCC rationale/background/request is attached and a presentation from their Executive Director will be delivered to Council at Committee of the Whole.

This potential contribution has been included in Council's 2021-22 Operating Budget and Staff are recommending that Council approve the contribution.

Given ongoing discussions around tourism in the region, this ask should be re-evaluated in the next fiscal depending on our own efforts and priorities around tourism combined with the [Valley Regional Enterprise Network's](#) (REN) ongoing effort to secure Strategic Tourism for Areas and Regions (STAR) program funding from the Atlantic Canada Opportunities Agency (ACOA).

DRAFT MOTION:

That Council approve the Annapolis Valley Chamber of Commerce tourism request of \$4,000.

REQUEST FOR DECISION 022-2021

Title: AVCC tourism request
Date: 2021-04-06
Department: Planning & Development



1) CAO COMMENTS

The CAO supports the recommendation of Staff.

2) LEGISLATIVE AUTHORITY

The MGA provides Council authority to provide this contribution.

3) STAFF RECOMMENDATION

That Council support the contribution for this fiscal and re-evaluate in the next fiscal depending what develops with our own tourism efforts and those of the REN (or others).

4) REFERENCES AND ATTACHMENTS

1. AVCC request (attached).

5) DISCUSSION

The request from the AVCC is outlined in the attachment.

Council has supported this request for a number of years and the money has been allotted in the approved 2021-22 budget.

Given ongoing discussions around tourism in the region, this ask should be re-evaluated in the next fiscal depending on our own efforts and priorities around tourism combined with the Valley Regional Enterprise Network's (REN) ongoing effort to secure Strategic Tourism for Areas and Regions (STAR) program funding from the Atlantic Canada Opportunities Agency (ACOA).

6) FINANCIAL IMPLICATIONS

The Grants to Organization in the General Government section of the Town's budget includes an allowance to cover a \$4,000 request from AVCC. If Council does not support the request, those dollars could be allocated to other Economic Development efforts if Council was in favor of such reallocation. Typically Grants to Organizations not incurred in a year become part of expenditure savings and are not reallocated.

7) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

The "Economic Prosperity" strategic direction from the 2021-2025 Strategic Plan is most relevant to this request.

The request most closely aligns with the Council Priority Initiative of "Economic sector growth and support for businesses (retention and attraction)."

REQUEST FOR DECISION 022-2021

Title: AVCC tourism request
Date: 2021-04-06
Department: Planning & Development



8) COMMUNICATION REQUIREMENTS

The AVCC will be notified of Council's decision.

9) ALTERNATIVES

- Not approve the request; or
- Other action defined by Council

ATTACHMENT – AVCC Request



Presentation to Town of Wolfville Council

April 6, 2021

Background Info

In 2011, a number of Tourism Industry Stakeholders met because they felt the Annapolis Valley was not marketed well through provincial agencies or Destination Southwest Nova Scotia.

They formed a committee and approached the Chamber to see if we would consider a Tourism Committee of the Chamber. It was approved.

REQUEST FOR DECISION 022-2021

Title: AVCC tourism request
Date: 2021-04-06
Department: Planning & Development



From that committee, a marketing committee was formed and built a robust marketing plan that had a price tag of \$275,000.

After many meetings with government officials, local MLA's, the Premier, Nova Scotia Tourism Agency (now Tourism Nova Scotia) and basically anyone who would listen to us, we received funding of \$100,000 from the province in 2013!

As a result of presentations to all municipalities from West Hants to Digby, in addition to \$100,000 from the province, we received \$20,000 from the Municipality of the County of Kings , \$50,000 from the Southwest Nova Tourism Task Team (a fund set up upon the restart of the Yarmouth ferry) and \$1000 from the Town of Annapolis Royal.

Since this amount of money would not totally cover our original marketing plan, we decided to go with the medium that could give us the highest market saturation. This included TV with a Maritime reach, radio in Halifax, print with the Chronicle Herald province wide.

Since that first year of Tourism Marketing, AVCC has traditionally presented to Councils across the Valley for Tourism funding. We have received funding each year from the County of Kings and over the years in various amounts from the County of Annapolis, the Town of Annapolis Royal, Town of Middleton, Town of Berwick, Town of Kentville and the Town of Wolfville.

As we all know, 2020 was devastating for the Tourism/Hospitality Industry. 2021 is starting out much the same with cautious optimism for the coming months.

REQUEST FOR DECISION 022-2021

Title: AVCC tourism request

Date: 2021-04-06

Department: Planning & Development



The Annapolis Valley is a desired location to visit, work and live. So, whether we can only travel within the province or the Maritime region or nationally and internationally this year, we have to stay top of mind for visitors and we have to start soon!

The Ask

We are once again requesting a \$4000 investment from the Town Wolfville to help support Tourism Marketing in our region.

REQUEST FOR DECISION 025-2021

Title: Property Assessed Clean Energy (PACE) Program Policy

Date: 2021-04-01

Department: Office of the CAO



SUMMARY

Property Assessed Clean Energy (PACE) Program Policy

Earlier this year, Council adopted a bylaw enabling the Town of Wolfville to implement a PACE program that would finance energy efficiency and renewable energy retrofits on residential buildings in Town.

Since then, staff have been working together and with external partners to develop the Town's program and determine key elements such as process and eligibility for participation; what types of buildings and retrofits are covered; the details of the financing opportunity, arrangement, and relationship; and how the program will be administered.

These elements are addressed in the Draft PACE Program Policy, attached, and summarized and explained in the discussion section of this RFD.

DRAFT MOTION:

Motion #1

That Council adopt the attached PACE Policy for the Town of Wolfville.

Motion #2 (if #1 passed)

That Council set the following PACE budget parameters for fiscal 2021/22:

- The maximum number of PACE projects not to exceed 15
- The maximum dollar value of all projects not to exceed \$250,000

REQUEST FOR DECISION 025-2021

Title: Property Assessed Clean Energy (PACE) Program Policy

Date: 2021-04-01

Department: Office of the CAO



1) CAO COMMENTS

The CAO supports the recommendations of staff.

On February 12th, I provided an email update to Council on the status of the PACE Program. In summary it was noted that:

- The Town has been working to develop a Property Assessed Clean Energy (PACE) program since 2019;
- To this end, we were part of submitting a funding application to a new funding program from the Federation of Canadian Municipalities - the Community Efficiency Financing Initiative. This application was a joint effort with the municipalities of Charlottetown and Stratford, PEI, and was spearheaded by PACE Atlantic CIC. The application was for \$10m in loans to finance PACE projects, along with \$4M in a grant to support program development, promotion, administration, and evaluation;
- FCM has approved this application and we are awaiting the relevant agreements;
- The adoption of the PACE bylaw earlier this year was the final piece Wolfville needed to be eligible to receive the FCM funding. Now, staff are working on communications and administrative elements, and are bringing forward a program policy that outlines how the program will operate. This policy covers matters such as the application process, what types of buildings and projects are eligible, financing terms, and repayment and is the subject of this RFD;
- If Council moves ahead with this initiative, PACE CIC will be retained by the Town to provide program administration under the alternative procurement provision of our Procurement Policy. This has been reviewed by our legal counsel;
- It is anticipated that both the agreements with FCM and PACE CIC will come to Council at the end of April once finalized;
- Financing from FCM won't be released until June 1st. The Government of Canada wants to sign agreements with all participating communities before making an official announcement about the program, which likely won't happen until the Summer.
- *Pending approval of the Policy, and a final decision on Council to move forward contractually with FCM and PACE CIC, the Town's PACE program will be operational. Staff have communicated to Council throughout this process that there are "off ramps". The final "off ramp" opportunity is now in front of Council. Once the FCM and PAC CIC Agreements are signed we will be contractually obligated and the program will move forward.*

It is recommended that Council review the attached references, including the original RFD 030-2020 as it was adopted before the new council was elected and some of the new Councillors may not be familiar with all of the details of the program. In the coming weeks as Council considers this Policy and subsequently the associated agreements, please let us know if you have any questions or clarifications. As noted, these are the final steps for approval of the PACE Program.

REQUEST FOR DECISION 025-2021

Title: Property Assessed Clean Energy (PACE) Program Policy

Date: 2021-04-01

Department: Office of the CAO



2) LEGISLATIVE AUTHORITY

Under section 81A of the Municipal Government Act, council may make by-laws imposing, fixing and providing methods of enforcing payment of charges for the financing and installation of energy-efficiency equipment and/or renewable energy equipment on private property with the consent of the property owner. Council adopted such a bylaw in February of this year.

3) STAFF RECOMMENDATION

Staff recommend that Council adopt the proposed PACE Policy for the Town of Wolfville.

4) REFERENCES AND ATTACHMENTS

1. PACE Program Policy, 2021 draft (attached)
2. Original PACE RFD 030-2020 (attached)

5) DISCUSSION

Exploring a Property Assessed Clean Energy (PACE) program was proposed to council via project charter in early 2020. In June of 2020, Council passed a motion confirming its approval of the development of a PACE program and formalizing the Town's entry into the PACE Atlantic Consortium. In January 2021, Council adopted a PACE Bylaw for the Town.

The PACE Bylaw is an enabling mechanism. In addition to making the Town of Wolfville eligible to participate in the Community Energy Financing program, it enabled property owners to apply to the Town for financing for the installation of energy-efficiency equipment and/or renewable energy equipment on their properties; and enabled the Town to charge interest, collect payment, and secure the program charge through the establishment of a lien. Beyond enabling these activities, the bylaw provided little in the way of detail about or structure for the program, which was by design. This type of information is documented comprehensively in the PACE Program Policy that is the subject of this RFD, to make it easier to amend and update as needed moving forward.

The proposed PACE Program Policy is intended to provide direction, guidance, and structure for the operation of the Town of Wolfville's PACE Program, as illustrated in Section 1 of the policy:

The purpose of this policy is to define the operational parameters of the Town of Wolfville PACE (Property Assessed Clean Energy) Program, including identifying eligible clean-energy measures and types of properties, establishing details relating to financing, and setting the lending rate.

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Title: Property Assessed Clean Energy (PACE) Program Policy

Date: 2021-04-01

Department: Office of the CAO



Section 2 of the policy defines its scope: it applies to all residential properties within the Town's boundaries. While in the future it may be possible for the scope of the Town's PACE program to be extended to include commercial buildings, at present both Provincial legislation and the terms of the Town's agreement with the Federation of Canadian Municipalities (FCM) Community Efficiency Financing (CEF) program (currently in development) limit the program to residential properties.

Section 5 of the policy sets out the operational parameters of the Town's PACE program:

- Sub-sections 5.1 and 5.2 further define what kinds of properties and buildings qualify to participate in the program;
- Sub-section 5.3 provides the Town with discretion with respect to approving applications to the program;
- Sub-section 5.4 outlines the requirements that a proposed retrofit projects must meet in order to be eligible for PACE financing;
- Sub-section 5.5 sets out the approval process for applications to the program;
- Sub-section 5.6 describes the PACE Program Charge levied on the property once the retrofit project is complete, along with the terms of its repayment;
- Sub-section 5.7 addresses the kinds of information that shall be included in the Program Participation Agreement entered into by the participating property owner and the Town;
- Sub-section 5.8 deals with the grant that can be provided to support retrofit projects that include the removal of oil heating systems and associated oil storage from properties within the Well Head Buffer Zone, a measure intended to help protect the Town's source water;
- Sub-section 5.9 defines the types of upgrades and retrofit that are eligible for program financing;
- Sub-section 5.10 lays out the program budget in terms of the maximum total value of projects that will be financed through the program in a given year, based initially on projections made by PACE Atlantic CIC included in the Town's application to the CEF program; and
- Sub-section 5.11 commits Council to reviewing and updating the PACE program policy annually, pointing to specific sections that should receive particular attention as part of the review.

Section 6 of the Policy identifies the specific types of energy efficiency and renewable energy measures that can be financed through the PACE program. In addition, it identifies complementary measures that can undertaken as part of overall home energy projects and are eligible for financing through the PACE program as long as they represent no more than 30% of the total cost of the

REQUEST FOR DECISION 025-2021

Title: Property Assessed Clean Energy (PACE) Program Policy

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project. All of the measures included in this section were taken from the CEF Program Application Guide to ensure that they are eligible for CEF funding.

6) FINANCIAL IMPLICATIONS

The RFD 030-2020 presented to Council in June of last year included a fair number of thoughts/comments/analysis in the Financial Implications section. Staff would refer Council back to that RFD for those details, rather than repeat all the detail here. In reviewing the comments staff would note they are still relevant. The areas of concern were:

- Cash Flow – still holds especially as COVID continues to impact every aspect of people’s lives.
- Impact on Town Borrowing Capacity – still holds. Additional conversations have been held with provincial and MFC reps. It is clear from a financial reporting framework that the debt the Town will owe to FCM is an operating debt. How this will be reflected in Financial Condition Index won’t be clear until March 31/22 results are submitted to the province, i.e. well over a year from now.

One comment in last year’s RFD that staff can now reference some data to inform the comment is around how many energy retrofits would occur naturally, ie. without PACE. Based on Town Building Permits, over 20 permits have been issued for solar panels installations since January 2020.

The draft Policy related to this RFD lowers the Finance staff concerns and comments previously expressed. The annual budget setting process by Council (draft motion #2 in this RFD) will help ensure the Town does not over-extend itself financially. The recommended dollar limit of projects for the upcoming year is manageable for the Town, both in terms of the 80% debt of project costs that will be borrowed from FCM, as well as the 20% portion the Town must cover.

7) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

The PACE program as set up by the PACE Program Policy addresses all of the Strategic Directions of Council:

- It addresses economic prosperity by reducing long term energy costs, increasing property values, and generating new jobs and business development opportunities.
- It addresses social equity by opening the program to rental properties, allowing renters to benefit from reduced energy costs.
- It addresses climate action by facilitating the generation of renewable energy, reducing home energy use and related emissions, and facilitating electrification and fuel switching.

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Title: Property Assessed Clean Energy (PACE) Program Policy

Date: 2021-04-01

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- It addresses community wellness by making homes safer and more comfortable for their residents.

8) COMMUNICATION REQUIREMENTS

None.

9) ALTERNATIVES

- Council could elect not to adopt the proposed PACE Program Policy.
- Council could elect to adopt an amended version of the proposed PACE Program Policy.
- Council could ask staff to amend the proposed PACE Program Policy and reconsider it at a future date.



POLICY

PACE Program Policy	
Policy Number: 610-007	Supersedes Policy Number: Not Applicable
Effective Date: YYYY-MM-DD	Approved by Council Motion Number: ##-##-##

1.0 Purpose

The purpose of this policy is to define the operational parameters of the Town of Wolfville PACE (Property Assessed Clean Energy) Program, including identifying eligible clean-energy measures and types of properties, establishing details relating to financing, and setting the lending rate.

2.0 Scope

This policy is applicable to the Town of Wolfville's PACE program and relates to all residential properties within the Town's boundaries.

3.0 References

- Town of Wolfville Property Assessed Clean Energy (PACE) Bylaw Ch. 108
- Province of Nova Scotia Municipal Government Act (1998) Section 81A
- Town of Wolfville Municipal Planning Strategy: Policy 4.0.7

4.0 Definitions

- 4.1 "CAO" means the Chief Administrative Officer of the Municipality;
- 4.2 "Energy Efficiency Upgrade" means any installation that is permanently affixed to the property and which will result in any of the following:
- 4.2.1 improved energy efficiency and reduce energy use;
 - 4.2.2 reduced greenhouse gas emissions;
 - 4.2.3 achievement of an environmental sustainability goal of the Municipality;
- 4.3 "PACE Program Charge" means the property assessed clean energy improvement charge levied on a property pursuant to s.81A of the Municipal Government Act;



POLICY

- 4.4 “PACE Program Bylaw” means the bylaw that lays out core elements of the Town’s PACE Program;
- 4.5 “PACE Program” means the program established by the Municipality under which owners of Qualifying Properties may apply for and obtain financing for Energy Efficiency Upgrades;
- 4.6 “Municipality” means the Municipality of Town of Wolfville;
- 4.7 “Participation Agreement” means the written PACE Program Participation Agreement between the owner of a Qualifying Property and the Municipality for financing of an Energy Efficiency Upgrade to the property.

5.0 Policy

- 5.1 To qualify for participation in the PACE program, a property must meet the following criteria:
 - 5.1.1 The property must be located within the boundaries of the Municipality;
 - 5.1.2 The owner of the property must not be a level of government, a business, or institution, as determined by the Municipality; and
 - 5.1.3 The owner of the property must not be in arrears on any property taxes, rates, or charges.
- 5.2 To qualify for participation in the PACE program, the building on the property must:
 - 5.2.1 Be an existing, low-rise residential building;
 - 5.2.2 Be either a detached, semi-detached, row house, or similar; and
 - 5.2.3 Be either occupied by its owner or, if a rental property, have no more than 4 rental units.
- 5.3 To qualify for participation in the PACE Program, a proposed Energy Efficiency Upgrade must meet the following criteria:
 - 5.3.1 Strive to meet a 1:1 savings to loan ratio: the total cost of the Energy Efficiency Upgrade, program fees, and cost of borrowing should be less than or equal to the estimated energy savings over the financing period; and
 - 5.3.2 The cost of the Energy Efficiency Upgrade must have:
 - 5.3.2.1 A minimum total cost of at least \$3,000; and
 - 5.3.2.2 A maximum cost of 15% of the property’s Taxable Assessed Value or \$40,000, whichever is less.



POLICY

- 5.4 Applications to the PACE program will be considered on a rolling, first-come-first-served basis.
- 5.5 Notwithstanding sections 5.1, 5.2, 5.3 and 5.4, the CAO of the Municipality retains the right to prioritize applications to the Program for projects that involve the removal of fuel storage tanks located in the Well Head Buffer Zone identified in the Development Constraints Map, Schedule B of the Town's Land Use Bylaw.
- 5.6 Applications to the PACE Program are subject to approval by the CAO. The CAO may not approve an application unless the criteria set out in the PACE Program By-Law and this Policy for participation in the PACE Program are met. In addition, the CAO may take the following into account:
- 5.6.1 Whether the owner of the subject property has been in arrears on payment of any property taxes or municipal service fees within the past 2 years and the duration and extent of any such arrears;
 - 5.6.2 The availability of funds for the Municipality to provide financing under the PACE Program; and
 - 5.6.3 Whether, in the opinion of the CAO, approving the application would, in itself or in combination with other pending or approved applications, jeopardize the goal, stability, or sustainability of the PACE Program.
- 5.7 The PACE Program Charge shall be:
- 5.7.1 Subject to an interest rate set annually by the PACE Atlantic Governance Committee;
 - 5.7.2 Payable through pre-authorized payments over a term of either 5, 10 or 15 years; and
 - 5.7.3 Eligible to be paid in full at any time by the property owner.
- 5.8 The form of the Participation Agreement must:
- 5.8.1 Be approved by the CAO;
 - 5.8.2 Identify the type of equipment, administrative fees, financing costs, and general terms and conditions that the owner agrees to prior to the installation commencing; and
 - 5.8.3 Contain clauses that:
 - 5.8.3.1 Require the owner to obtain all necessary permits and approvals;



POLICY

- 5.8.3.2 Require the owner not to be participating in a mortgage deferral program;
 - 5.8.3.3 Require the owner to indemnify the Municipality;
 - 5.8.3.4 Enable the Town to claim any environmental credit associated with the installation;
 - 5.8.3.5 Acknowledge that the installation is the property and responsibility of the owner;
 - 5.8.3.6 Set out the amount of the PACE Program Charge, the interest rate for late payment, and the existence of the lien; and
 - 5.8.3.7 Set out any other terms that are consistent with the PACE Program Bylaw and this Policy and that the CAO determines are necessary.
- 5.9 An owner of a property participating in the PACE Program shall be eligible for a one-time grant of up to \$4000 if:
- 5.9.1 The property is located in the Well Head Buffer Zone identified in the Development Constraints Map, Schedule B of the Town's Land Use Bylaw; and
 - 5.9.2 The associated project includes the installation of an eligible Energy Efficiency Upgrade (see: Section 6) and the removal of an oil heating system and/or associated heating oil storage.
- 5.10 Eligibility for PACE Program financing is limited to:
- 5.10.1 Costs associated with Energy Efficiency Upgrades contained in section 6; and
 - 5.10.2 Costs related to the removal of fuel storage tanks located in the Well Head Buffer Zone identified in the Development Constraints Map, Schedule B of the Town's Land Use Bylaw.
- 5.11 Council will review and update this policy:
- 5.11.1 Annually, between January 1st and March 31st of each year;
 - 5.11.2 With particular attention, but not limited, to the following matters:
 - 5.11.2.1 The program budget
 - 5.11.2.2 The minimum and maximum value of eligible project financing (Sections 5.3.2.1 and 5.3.2.2)
 - 5.11.2.3 The period during which a property owner having been in arrears on payment of their property taxes or municipal service fees should be considered by the CAO when approving applications (Section 5.6.1) ; and
 - 5.11.2.4 The system for determining the PACE Program Charge (Section 5.7.1).



POLICY

6.0 Eligible upgrades and retrofits

6.1 Energy Efficiency Upgrades eligible for PACE Program financing are those included in the Federation of Canadian Municipality's Community Efficiency Financing Application Guide. As of March 3, 2021, those include:

Building envelope	<ul style="list-style-type: none"> air sealing attic insulation basement insulation caulking exterior wall insulation weather stripping
Heating, ventilation, and air conditioning (HVAC)	<ul style="list-style-type: none"> air-source heat pump attic fan ceiling fan duct replacement duct sealing evaporative cooler furnace geothermal heat pump heat/energy recovery ventilator hydronic radiant heating system mini-split air conditioner mini-split heat pump programmable thermostat ventilation fan whole-house fan wi-Fi thermostat
Lighting	<ul style="list-style-type: none"> motion control dimmer switch LED lighting fixture
Water heating	<ul style="list-style-type: none"> drain water heat recovery electric heat pump storage water heater gas storage water heater gas tankless water heater hot water delivery system
Windows, doors and skylights	<ul style="list-style-type: none"> exterior door exterior window shading device skylights and tubular daylight device exterior window



POLICY

	window film
Solar electric	solar inverter solar panel
Solar thermal	solar pool heater solar water heater

6.2 In addition to the upgrades listed in section 6.1, PACE program financing can enable certain additional home improvements undertaken as part of an overall home energy project, subject to a cap of 30% of the total financing provided, including:

- 6.2.1 health and safety measures such as environmental remediation, electrical wiring improvements, and service upgrades that are required undertakings to permit energy improvements;
- 6.2.2 water efficiency improvements such as low-flow fixtures;
- 6.2.3 climate adaptation improvements such as back-flow prevention valves, sump pumps and basement waterproofing; and
- 6.2.4 alternative energy improvement such as electric vehicle charging stations, electric thermal storage systems, and battery storage systems.

CAO or Town Clerk

Date

REQUEST FOR DECISION 018-2021

Title: Acadia Pool Financial Request

Date: 2021-03-23

Department: Office of the CAO



SUMMARY

ACADIA POOL FINANCIAL REQUEST

The Town of Wolfville, along with other municipalities in Kings County, have been approached by Acadia University to provide support to 1) keep the pool open for community use during the non-academic term of May 1st – August 31st and 2) to provide support to help alleviate the anticipated deficit of operating the pool during the academic term of September 1st, 2021 – April 30th, 2022. This RFD reviews both of these proposals and recommends that both proposals be supported based on:

- This will provide support to a strategic partner of the Town and allow an important service to the community to continue.
- This request aligns with Council's Strategic Priorities.
- This will provide increased opportunities for lane and open swims during a period when COVID-19 has limited opportunities for participation in scheduled swim times. This will also allow for improved community access during the academic term.
- This will allow continuity of access to a pool facility while the Regional Recreational Facility Feasibility Study is completed, and next steps are determined.
- This will leverage, as appropriate, the Safe Start Up COVID Relief funds that have been made available to the Town of Wolfville, lessening the direct burden on the Town and the Wolfville taxpayer.
- This is an opportunity for the Town to partner (should all Councils approve these proposals) with our surrounding communities on an initiative that will provide benefit to all our collective residents.

DRAFT MOTION:

That Council approve participation in both the May 1, 2021 – August 31st, 2021 and the September 1st, 2021 – April 30th, 2022 proposals in support of the Acadia pool for a total maximum amount of \$84,162, which includes direct contributions to Acadia and required contributions towards summer-month programming.

If any of the other municipal partners decide not to contribute based on the proposed funding model, and it becomes anticipated that the Town's costs will exceed \$84,162 as a result, a report will come back to Council for review and further decision.

REQUEST FOR DECISION 018-2021

Title: Acadia Pool Financial Request

Date: 2021-03-23

Department: Office of the CAO



1) CAO COMMENTS

Refer to Section 3 for comments.

2) LEGISLATIVE AUTHORITY

Section 65A of the *Municipal Government Act* allows for this expenditure.

3) STAFF RECOMMENDATION

Staff are recommending that Council approve participation in this request for both the May 1, 2021 – August 31st, 2021 and the September 1st, 2021 – April 30th, 2022 proposals in the total amount of \$84,162. This recommendation is being made for the following reasons:

- This will provide support to a strategic partner of the Town and allow an important service to the community to continue.
- This request aligns with Council's Strategic Priorities.
- This will provide increased opportunities for lane and open swims during a period when COVID-19 has limited opportunities for participation in scheduled swim times. This will also allow for improved community access during the academic term.
- This will allow continuity of access to a pool facility while the Regional Recreational Facility Feasibility Study is completed, and next steps are determined.
- This will leverage, as appropriate, the Safe Start Up COVID Relief funds that have been made available to the Town of Wolfville, lessening the direct burden on the Town and the Wolfville taxpayer.
- This is an opportunity for the Town to partner (should all Councils approve these proposals) with our surrounding communities on an initiative that will provide benefit to all our collective residents.

Despite the positive recommendation from staff, it should be noted that there are some concerns and challenges that should be considered before a decision is made:

- The number of Wolfville pool users, particularly in the summer months, may not warrant the magnitude of financial investment in the pool facility.
- All of the municipal partners may not approve the funding as proposed, which may mean that Wolfville would have to contribute additional money towards the request should there be a desire to move forward regardless.
- While the Safe Restart COVID Relief Fund may be used for part of this request, in particular for the summer proposal, it is unclear as to whether or not it would apply to the winter ask. As this is an unbudgeted expense, the Town would have to cover the difference, likely from reserves.

REQUEST FOR DECISION 018-2021

Title: Acadia Pool Financial Request

Date: 2021-03-23

Department: Office of the CAO



- This will likely become an annual request and the Town would have to budget for its annual contributions as part of the annual budgeting process, as COVID Relief money would not be available or applicable.

4) REFERENCES AND ATTACHMENTS

1. Acadia University Athletic Complex Business Plan
2. 2021-02-24 Acadia Pool Financial Information provided by Chris Callbeck
3. 2021-02-25 Acadia Pool Financial Proposals provided by Chris Callbeck

5) DISCUSSION

Over the past year, COVID-19 has had an impact on Acadia University, and of great interest to the broader community, on the Acadia Athletics Complex. Due to both public health regulations and the financial impact COVID-19 has had on Acadia operations, the Athletics Complex, and its various amenities, have not been available to the general public as it typically has been in previous years. Since the fall, the Athletics Complex has staggered its re-opening to students, faculty/staff and community memberships for its various amenities, with limited access for these groups to the pool for lane and open swim times resuming on February 8, 2021. On March 31, 2021 Acadia indicated that drop-in swimmers would once again be welcomed to the facility.

May 1, 2021 – August 31, 2021

At this current time, Acadia has communicated with its municipal stakeholders that they intend to remove the water from the pool by mid-April until the students return in September. The cost savings Acadia will achieve by closing the pool and removing the water will be approximately \$65,000 over this period. These cost savings are strictly direct costs of not having the water in the pool to heat, treat and maintain. Any programming cost savings are not included in this amount.

Acadia has offered to keep the water in the pool, and to allow its municipal stakeholders control over programming until the students return for the summer, if a contribution of \$65,000 is provided to Acadia to cover the amount that would have been saved by taking the water out of the pool and closing it down for those four months. Pool staff would remain employees of Acadia, but the programming and scheduling would be directed and paid for by the municipal stakeholders. Any programming revenue collected during this period would offset programming costs incurred. More details are provided in the Financial Implications Section of this RFD.

September 1, 2021 – April 30, 2022

Acadia has requested that municipalities help support the cost of operating the pool for the 2021-22 academic year.

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Title: Acadia Pool Financial Request

Date: 2021-03-23

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It has been suggested that the net cost, including all sources of pool programming revenue, for the academic school year for 2021-22 is approximately \$160,000. Acadia has suggested several cost-sharing formulas with municipalities for this time period which range from usage, to a monthly fee based on summer costs, to various other cost-sharing options. The most economical option provided to the Town is that the same amount of \$65k used for May – August 2021 would be used for the September – April time period, with the University resuming responsibility for pool programming.

Pool Usage by Community and Type

The Sierra Report provided a breakdown in terms of pool usage, by type, on an annual basis. In 2018-19, 60% of the pool schedule was reserved for community activities (such as open and lane swims), 16% for the Wolfville Tritons, and 25% for Acadia University/Varsity Swim Program (note – a rounding error has this at slightly more than 100% allocation). This usage breakdown may not be reflective of the current usage due to shifts in availability for varsity programming etc...

Additionally, as part of the Sierra Report, information was provided based on the geographic residence of community membership pass holders. Based on the most current year available (2017-18), Wolfville was 51%, County of Kings was 28% and Kentville was 13% of all community memberships. The remainder of memberships were from other municipalities (West Hants, Halifax, South Shore). The main limitation of this metric is that it does not account for any “drop in” or “pay-as-you-go” swimmers that would typically partake in open and lane swims. It also does not give any consideration to participants in camp and swim lesson programming. It does, however, give a general basis for which cost-sharing between municipalities for these proposals can be based on.

Key Considerations

There are many considerations for the Town of Wolfville, and its municipal partners, to consider with this request:

- Currently, due to public health regulations, there are limits to the number of swimmers at any given time. Council has received some feedback that the current booking system may not allow for fair access to the facility. The number of times available for public lane and open swims, along with how swimmers can reserve a spot, will have to be examined and if possible, enhanced.
- Should the municipalities provide financial support to keep community pool access in the coming months, Acadia has communicated that access for the general public (“drop-in”) will be made available. Given the current COVID-19 public health restrictions, balancing general public “drop in” and the existing user groups, will need to be managed in an equitable manner.
- It is likely that for the May 1st – August 31st proposal, that the Town of Wolfville and Municipality of the County of Kings are the only two potential municipal partners. The Town of Kentville may participate in the September 1st – April 30th proposal, but as they operate their own pool facility

REQUEST FOR DECISION 018-2021

Title: Acadia Pool Financial Request

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in the summer months, the assumption has been made that they will not participate in the summer proposal.

- Any metrics to be used for cost-sharing purposes will be imperfect based on the limited usage data by geographic location that is available.
- For both the summer and academic year requests, there is a potential for utilizing the Safe Restart COVID Relief Funds that have been made available to the Town of Wolfville, although this seems less likely for the academic year request (please refer to the financial implications section). It should be cautioned that given the financial challenges facing Acadia both as a result of COVID-19 and other factors, that there is a strong possibility that this request will become an annual one. Should the Town wish to support any future requests, it will have to be given consideration as part of our annual operating budgeting process and will more than likely impact the tax rate.
- Council is considering participation with our surrounding municipalities to undertake a Regional Recreation Facility Feasibility Study. Even if the outcome of this study is to develop a regional facility, including a pool, we are still years away from that coming to fruition.
- Other options for pool access (or alternatives) for eastern Kings County using existing facilities are very limited, however have not yet been explored to date.

Summer Programming Considerations

There are several key summer programming assumptions associated with this request should it be approved:

- We would anticipate maintaining the existing Pool Coordinator for the duration of the four-month period. Currently this coordinator works 17.5 hours per week and does hiring, scheduling, etc and is paid \$16/hour.
- We are assuming operating the pool at 50 available hours per week (compared to 32 hours currently) to improve offerings to the community for lane and open swims. 14 of these hours would be dedicated to the Tritons, who rent their time.
- We are assuming all hours require two lifeguards. In some situations, only one guard may be required and in others we may require more than two. Lifeguards make minimum wage.
- We would be implementing hour-long lane swims (currently at 45 min).
- We would continue to offer Aquafit (approximately six times per week).
- Day Camps may require dedicated pool time and this will be accommodated within the 50 hours if required.
- Swimming lessons will not be provided in the summer months, although private lessons may be offered as per past years.
- We have been told that approximately \$13,000 will be incurred for cleaning and COVID-related protocols

REQUEST FOR DECISION 018-2021

Title: Acadia Pool Financial Request

Date: 2021-03-23

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- Limited drop-in swimming revenue, as well as a portion of new community passholder amounts will minimally help to offset costs incurred (along with revenue from Tritons rentals).

Winter Programming Considerations

Municipalities have been asked for \$65,000 to help offset costs related to the pool operation for the academic school year. Acadia would assume all responsibility for the programming, and no revenue would offset this investment. It has been communicated that additional community times would be made available in exchange for this support. The details of this will be worked out in the coming months

6) FINANCIAL IMPLICATIONS

This request is currently not in the draft 2021-22 Operating Budget. It has also been confirmed that the annual \$35,000 that is provided to Acadia in support of the Athletics Complex is in addition to the funding amounts being requested.

Acadia has provided the Town with financial information pertaining to the pool operation. On an annual basis, the pool operates at a loss of approximately \$201,000 as per the following budget:

REVENUES

Pool Pass	11,500
Aquafit	5,500
Public Swim	15,500
Wolfville Tritons	44,500
Swim Lessons	40,000
	\$117,000

EXPENSES

Direct Costs	
Administration and Lifeguards	93,000
Equipment and Supplies	6,000
	\$99,000
Indirect Costs	
Electricity	45,000
Heat/Steam	11,000
Physical Plant Labour and Materials	155,000
Water	8,000
	\$219,000
Total Expenses	\$318,000

REQUEST FOR DECISION 018-2021

Title: Acadia Pool Financial Request
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The contributions proposed in both the summer and academic year proposals would assist Acadia in reducing their expected deficit, through both direct financial contributions and in the municipalities assuming responsibility for summer month programming.

To assist Council in the decision related to the two proposals, a draft budget of potential summer operating expenses has been developed. As previously mentioned, the municipalities would be responsible for all operational costs from May 1st – August 31st in addition to the \$65,000 requested.

Funding formulas have been developed loosely based on the geographical location of facility membership holders. While CAO’s have had preliminary discussions, it is unclear at this stage 1) what each CAO will ultimately recommend to their respective Council and 2) if Councils are interested in participating in these proposals. The funding formulas would clearly have to change if either the County or Kentville opted not to participate in one or both of the proposals.

The draft proposed budget is summarized as:

Summer Revenue	
Tritons	\$14,833
New Facility Passes	\$1,000
Drop in Revenue	\$1,000
Aquafit	<u>\$1,833</u>
	\$18,666
Summer Expenses	
Summer Contribution	\$65,000
Cleaning	\$13,000
Summer Coordinator	\$4,480
Lifeguarding	\$21,600
Benefits	<u>\$2,608</u>
	\$106,688
Cost Sharing	
Wolfville	55% \$48,412
County of Kings	45% <u>\$39,610</u>
	\$88,022
Profit/Deficit	\$88,022

As previously noted, the contribution for the academic, or winter, season is limited to \$65,000, with Acadia providing all operational requirements. The municipalities would have an opportunity to improve

REQUEST FOR DECISION 018-2021

Title: Acadia Pool Financial Request

Date: 2021-03-23

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the offerings for the community during this time frame in exchange for this investment. The details of the proposed academic term investment are as follows:

Winter Revenue	\$0	Cost Sharing		
Winter Expenses	\$65,000	Wolfville	55%	\$35,750
		County of Kings	30%	\$19,500
Profit/Deficit	\$65,000	Kentville	15%	<u>\$9,750</u>
				\$65,000

In total, under the above budget assumptions, the Town of Wolfville would be responsible for contributing \$84,162 to support both proposals. It is anticipated that the Safe Start Up COVID Relief Funds will be used to offset some of the proposed contributions, particularly towards the summer proposal. Circumstances would have to be reviewed in the fall to see if the proposal for the 2021-22 academic term meets the criteria to be used for this purpose. Otherwise, the Town will have to likely use its own reserves to fund this request.

7) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

Reference the appropriate strategic directions from the 2021-2025 Strategic Plan:

- Economic Prosperity
- Social Equity – this proposal will provide enhanced access to all residents, including facility membership holders and the general public, to the Acadia pool.
- Climate Action
- Community Wellness – this proposal supports a recreational amenity within the Town and ensures that it remains open for community use.

Reference, if applicable, how the RFD links to a Council Priority Initiative:

- Multi-purpose regional complex (with an aquatics facility) – this proposal allows for continued access to a pool facility, for the next year, while further work and next steps are developed for a regional recreational facility.
- Revitalization and maintenance of road, sidewalk, crosswalk infrastructure and traffic management
- Economic sector growth and support for businesses (retention and attraction)
- Climate management related initiatives (reduce carbon emissions, support local transportation, food security, environmental protection)

REQUEST FOR DECISION 018-2021

Title: Acadia Pool Financial Request

Date: 2021-03-23

Department: Office of the CAO



8) COMMUNICATION REQUIREMENTS

Due to the time limitations of this request, consultation with the public has not occurred. It is suggested that this proposal, with the use of some of the Town's Safe Restart COVID funds, will allow for the pool to remain open, with improved access to the community, with little direct impact to the tax payer for 2021-22. It is suggested that during the upcoming year, and as the results of the Regional Recreation Facility Feasibility Study are known, that community consultation be undertaken on what future contributions may look like and how they is best funded.

9) ALTERNATIVES

Council can choose not to support the recommendations of staff.

Council can choose to support only the May 1st -August 31st proposal or only the September 1st – April 30th proposal.

REQUEST FOR DECISION 024-2021

Title: Committee Appointment – Regional Recreation Facility

Date: 2021-04-06

Department: Office of the CAO



SUMMARY

Committee Appointment – Regional Recreation Facility Committee

The purpose of this RFD is for Council to select a Council representative to serve on the Regional Recreation Facility Committee.

DRAFT MOTION:

That Council appoint _____ as the Town of Wolfville Council representative on the Regional Recreational Facility Committee.

REQUEST FOR DECISION 024-2021

Title: Committee Appointment – Regional Recreation Facility

Date: 2021-04-06

Department: Office of the CAO



1) CAO COMMENTS

Refer to Section 3.

2) LEGISLATIVE AUTHORITY

The proposed Terms of Reference for the Regional Recreation Facility Steering Committee.

3) STAFF RECOMMENDATION

That Council appoint a Council representative to the Regional Recreation Facility Steering Committee. As per other committee appointments, staff do not make a recommendation.

4) REFERENCES AND ATTACHMENTS

1. N/A

5) DISCUSSION

It is proposed that a Steering Committee would be formed to oversee Phase 1 and Phase 2 of the Regional Recreation Facility RFP. This Committee would be comprised of an elected representative from each participating Council, the relative CAOs, and one staff member appointed by each of the CAOs.

6) FINANCIAL IMPLICATIONS

Local travel costs for attendance at meetings, should they be held in person.

7) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

Reference, if applicable, how the RFD links to a Council Priority Initiative:

- Multi-purpose regional complex (with an aquatics facility) – This committee will oversee the work required to determine how to proceed with this priority of Council.

8) COMMUNICATION REQUIREMENTS

The Council representative will be communicated to the County of Kings.

9) ALTERNATIVES

There are no alternatives.

REQUEST FOR DECISION 021-2021

Title: VWRM 2021/22 Budget Approval

Date: April 6, 2021

Department: Finance



SUMMARY

Valley Waste Resource Management 2021/22 Budget Approval

The Town of Wolfville provides solid waste service through an Inter Municipal Service Agreement (IMSA) with six partnering municipalities/communities from Hants Border to Annapolis Royal.

Annually the Board of Valley Waste Resource Management (VWRM) approves a budget to be submitted to the funding partners for their approval. The formula for acceptance is not as straight forward as the Kings Transit agreement where a simple majority of positive votes is needed for budget approval. The VWRM agreement has different combinations of votes that carry the day. No one Town carries the power of veto and even a combination of Towns may be insufficient to offset the vote of Kings County.

Each year, the participating municipal units vote on the VWRM Budget as forwarded by the Board. Depending on the year and circumstances, representatives from VWRM have presented their budget to individual Councils or a joint council session. Other years, no presentation has occurred. This year, VWRM staff presented to individual Councils over the last month, with presentation to Wolfville occurring at the March 9th Committee of the Whole Meeting.

In addition, each year Wolfville Council receives a staff report on the budget with recommendation and analysis.

This year, the VWRM budget would result in an increased contribution of approximately 2.3% compared to previous year.

DRAFT MOTION:

That Council approve the Valley Waste Resource Management 2021/22 Operating and Capital Budgets.

REQUEST FOR DECISION 021-2021

Title: VWRM 2021/22 Budget Approval

Date: April 6, 2021

Department: Finance



1) CAO COMMENTS

The CAO supports the recommendations of staff.

2) LEGISLATIVE AUTHORITY

- Valley Waste Resource Management Inter-Municipal Service Agreement

3) STAFF RECOMMENDATION

Staff recommend approval of the VWRM budgets as approved by the Board.

4) REFERENCES AND ATTACHMENTS

- Copy of VWRM Powerpoint presentation to March 9th Committee of the Whole (COW) meeting
- Copy of VWRM Budget Document

5) DISCUSSION

VWRM staff presented a budget overview to Wolfville COW on March 9th covering highlights of the Board approved 2021/22 Budget. Overall, the budget will require an increase over the IMSA partners 2020/21 contribution levels of approximately 2.3%. This represents an VWRM actual (20/21) to VWRM budget (21/22) change. The specific impact on the Town's budget is explained in the Financial Implications section of this report.

The process that has evolved over the last few years related to IMSA budgets is for Council to focus on the following aspects of a Board approved budget forwarded to municipal units for approval:

- whether the budget estimates provided seem reasonable, i.e. probable that the Authority will end the fiscal year at break even or better
- are there any trends that raise concern and could lead to increased requirement for municipal contributions
- does the VWRM budget requirement fit within the Town's approved budget/reasonable cost for service provided

Do the estimates appear to be reasonable?

VWRM forecasts a relatively small surplus for the March 31/21 year end. At just under \$63,000, the anticipated surplus is only 0.6% of total budget. This can be an indicator that budget estimates in 2020/21 were reasonable. As a base moving into 2021/22 the estimates give a reliable starting point. Unlike other operations (including municipal units) that made expenditure adjustments to deal with the

REQUEST FOR DECISION 021-2021

Title: VWRM 2021/22 Budget Approval

Date: April 6, 2021

Department: Finance



economic impact of COVID, Valley Waste had to continue full operation of a required service. As noted in their presentation this took creativity and flexibility within their workforce.

The organization has had several years of major changes to deal with, starting a few years ago with the loss of the second largest IMSA partner, followed by COVID at the start of fiscal 2020/21. Currently VWRM has added two key interim resources to assist their efforts heading into 2021/22, including Doug Armstrong as Interim Finance Director (35 years of municipal service) and Ken Redden as Interim Operations Manager (15 years previously with VWRM). This no doubt aided GM Andrew Wort in budget development. A key moving forward will be the permanent replacements in those positions.

Any trends that cause concern?

The team at VWRM provided key areas of risk in their presentation to Council, and Town staff have no further information to provide in this area. The risks for the most part are inherent in the waste collection sector. The ability of the Valley Waste team to adapt to impacts from those risks will be key to continued stability of service, and related cost structure.

In their presentation, VWRM staff also highlighted growing risks related to aging equipment. This can't be solved in one year, but will require annual attention to improving the funding model to ensure the organization has reliable equipment.

Does the VWRM Budget requirement fit within the Town Budget?

See Section 6 below.

6) FINANCIAL IMPLICATIONS

The Town's approved budget included an estimate of \$512,600 for regional solid waste. The VWRM budget reflects a contribution of \$516,870. The Town's budget is underestimated by a relatively small \$4,270 (0.8% variance). These type smaller variances occur every year with budget estimates, usually with some estimates underestimated with others overestimated.

The shortfall in the Town's budget is well within an amount that can be managed by staff in the upcoming year, i.e. no action needs to be taken at this stage.

Note the difference in the Town's estimate (based on VWRM budget estimates in January) and the final VWRM budget requirement is due to a revision of the funding partner allocations. Wolfville's share of

REQUEST FOR DECISION 021-2021

Title: VWRM 2021/22 Budget Approval

Date: April 6, 2021

Department: Finance



the municipal contributions in VWRM January estimates was 8.24% (based on 2020/21 Uniform Assessment values) while the final VWRM budget reflects Wolfville share at 8.31%. This final figure is based on updated Uniform Assessment data.

7) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

Nothing provided at this time.

8) COMMUNICATION REQUIREMENTS

Valley Waste General Manager and Board to be advised of Council decision..

9) ALTERNATIVES

No real alternatives exist at this time. Council could decline to approve the budget as presented, however there is nothing to suggest at this time that VWRM could provide any major changes to estimates.



Building Resilience

FY 2021-2022
Operating and
Capital Budget

IMSA: INTERMUNICIPAL SERVICES AGREEMENT

- ▶ Formed in 1997
- ▶ Currently Six Municipal Units – Municipality of Kings, and Towns of Kentville, Wolfville, Berwick, Middleton and Annapolis Royal
 - ▶ Municipality of Annapolis County departed in 2018.

Principles

- ▶ Equal level of service
- ▶ Cost sharing based on 50% Uniform Assessment and 50% Population.
- ▶ Parties can supplement service with own action ... Leaves
- ▶ Valley Waste Resource Management Board / Parties are owners.

THE TEAM

- ▶ Over 100 years experience in Solid Waste and Municipal Sector management.
- ▶ Andrew Garrett – Communications Manager over 20 years with Valley Solid Waste provincial lead on EPR and highly regarded.
- ▶ Doug Armstrong – Interim Finance Director 35 years municipal accounting experience.
- ▶ Brenda Davidson – Office Manager over 20 years Valley Waste.
- ▶ Ken Redden – Interim Operations Manager 15 years VWRM.
- ▶ Andrew Wort – General Manager 30 years diversified solid waste experience primarily focused in private sector in business turn around and operational start ups.

Threat to resilience
Loss of Significant Expertise due
to Retirement and Challenges
finding trained replacements.

MANAGEMENT COMMITMENT

- ▶ Do the right thing.
- ▶ Honesty and integrity.
- ▶ Transparent analysis of issues and well thought out advice and direction.
- ▶ Establish a course of action and execute same.

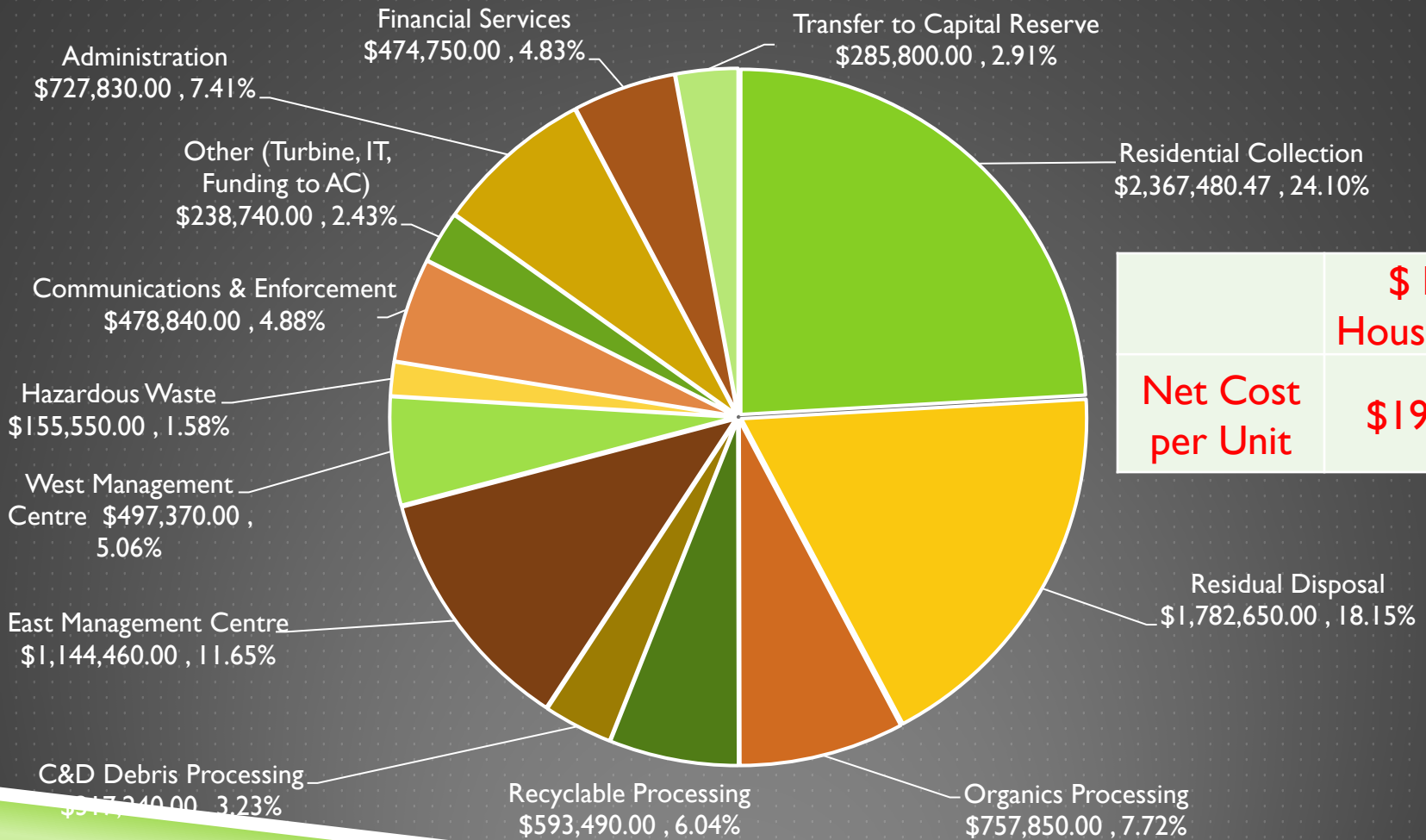
2020-2021 ACCOMPLISHMENTS

- ▶ COVID -19
 - ▶ Continuous collection and processing services provided throughout pandemic.
 - ▶ Education and Enforcement staff operated WMC for 7 months and managed entire Cottage Country Collection project; Operations staff assisted with hotline duties.
- ▶ Equalizing Service – the elimination of 30 problematic remote drop-off centres through provision of curbside collection in cottage area.
- ▶ Implementation of new 4-day/week collection schedule
 - ▶ Began April 1, 2020 in midst of COVID lockdown. (Saving \$125K/Year)
 - ▶ Closure on all holidays = reduced overtime costs / Price Roll Back to 2018/19 price.
- ▶ Implementation of new Transportation of Residual Waste contract
 - ▶ (Saving 35K/year)



ARE WE COST EFFICIENT?

PERCENTAGE OF EXPENDITURES



	\$ Per Household
Net Cost per Unit	\$195.82

RISKS TO BUDGET

- ▶ Chester Landfill / Sustane Technologies
 - ▶ Increased tonnage processed by Sustane
 - ▶ Landfill cell construction
 - ▶ Landfill capital costs – leachate treatment & heavy equipment
- ▶ Construction & Demolition Debris processing – market challenges
- ▶ Unpredictability of waste streams
 - ▶ Residential quantities curbside Increased by 6% in 2020/21 due to COVID (Oct 2020).
 - ▶ Potential for high cost streams – commercial recycling and organics returning to system.



CAPITAL PLAN

EMC



WMC



CAPITAL HISTORY

- ▶ Limited Capital Spend in the last three years
- ▶ Equipment – Loaders (2006, 2009, 2013, 2015)
 - ▶ Roll-Off 2003, 2008, 2013, 2016
 - ▶ Defer purchase of Roll-off by repairing one and cottage bin elimination.

	2015	2016	2017	2018	2019	2020	2021
Replacement Capital	49,000	311,019	332,276	230,039	0	533,000	674,000
New Capital Windmill / land		571,816				238,000	
Total Spend	49,000	882,835	332,276	230,039	0	771,000	674,000

DEFERRED MAINTENANCE



Out dated equipment
is a threat to resilience

OCCUPATIONAL HEALTH AND SAFETY

	2021/22	2022/23	2023/24	Justification
EMC Tipping Floor Repairs	204,000			Level dumping area to reduce potential for roll over (carry over)
WMC Tipping Floor	189,750			Level dumping area to reduce potential for roll over (carry over)
WMC Scale House Window	19,000			Damaged & Common Stress injury

INFORMATION TECHNOLOGY

	2021/22	2022/23	2023/24	Justification
Scale Software	85,000			20 Yr. old software replacement.
Computer Server	8,300			Replacement

EQUIPMENT REPLACEMENT CAPITAL

	2021/22	2022/23	2023/24	Justification
½ Ton Truck		40,000		Replacement (2010)
¾ Ton Plow Truck	55,000			Carry forward from F2021
½ Ton Truck			40,000	Replacement (2013)
Roll Off		290,000		Replacement (2003)
Roll Off			290,000	Replacement (2008)
Loader	285,000			Replacement (2009)
Mazda Car		30,000		Replacement (2011)
Roll-off Cont.	23,000	23,000		Replacement
Lawn Tractor		5,000		Replacement
Lawn Tractor		5,000		Replacement
Trailers, Reuse Centre	15,000			Carry forward from F2021
Wheel Loader		285,000		Replacement

SITE REDEVELOPMENT

	2021/22	2022/23	2023/24	Justification
Site and Engineering Design	75,000			EMC Sorting Facility and HHW design
Public Drop Off / HHW upgrades		125,000		Improve user experience and handling capacity.
EMC Sorting and Transfer Station Expansion			900,000	Accommodate additional sorting & transfer options to reduce disposal costs. (carry forward)

OPERATING BUDGET

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REVENUE

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REVENUE

	2021-22	2020-21	\$	%	2020-21
	Budget Feb 3/21	Budget	Variance	Variance	Forecast Feb 1/21
Revenues					
West Management Centre	\$380,880	\$365,470	\$15,410	4.22%	368,260
East Management Centre	2,203,150	2,161,602	41,548	1.92%	2,080,900
Conditional Transfers – Administration	666,760	650,499	16,261	2.50%	700,226
RRFB Approved Programs	85,000	94,632	-9,632	-10.18%	84,700
Communications and Enforcement	201,260	243,462	-42,202	-17.33%	201,253
Wind Turbine	45,000	44,217	783	1.77%	40,000
Return on Investment	20,100	24,000	-3,900	-16.25%	20,092
Total Program Revenues	3,602,150	3,583,882	18,269	0.51%	3,495,430
Municipal Parties' Contributions ¹	6,219,900	6,130,233	89,667	1.46%	6,130,233
Total Revenues, Contributions & Transfers	\$9,822,050	\$9,714,115	\$107,936	1.11%	\$9,625,663

INCREASE IN TIP FEES

	EMC tip fees	WMC tip fees
	GL: 41301	GL: 41201
Increase Waste from \$121 to \$125 / ton.	31,972	8,608
Increase mixed C&D from \$121 to \$125 / ton.	13,423	388
Increase sorted C&D from \$57 to \$75 per ton.	54,588	7,470
Changing Minimum from \$5 to \$10.	56,325	5,240
Prorated for a partial year at 6 months	156,308	21,706
	78,150	10,850
Estimated additional revenue	\$89,000	

CONTRIBUTIONS FROM MUNICIPAL PARTIES

Contributions from Municipal Parties						
		2021-22	2020-21	\$	%	2020-21
	%	Budget	Budget	Variance	Variance	Forecast
Municipality of Kings	74.56%	\$4,637,560	\$4,580,510	\$57,050	1.25%	4,578,671
Town of Kentville	10.05%	\$625,100	611,184	\$13,916	2.28%	612,410
Town of Wolfville	8.31%	\$516,870	504,518	\$12,352	2.45%	505,131
Town of Berwick	3.53%	\$219,560	216,397	\$3,163	1.46%	216,397
Town of Middleton	2.50%	\$155,500	154,482	\$1,018	0.66%	153,869
Town of Annapolis Royal	1.05%	\$65,310	63,142	\$2,168	3.43%	63,755
Total Contributions from Municipal Parties	100.00%	\$6,219,900	\$6,130,233	\$89,667	1.46%	6,130,233

EXPENSES

SALARY BUDGET

		%	%	2020 - 21					
Summary	2021-22 Budget	Change Forecast	Change Budget	Forecast	Budget	2019-20 Actual	2018-19 Actual	2017-18 Actual	2016-17 Actual
Salary	\$1,677,938	4.2%	-6.9%	\$ 1,608,293	\$ 1,802,609	\$1,556,310	\$ 1,700,423	\$1,898,267	\$1,709,202
Benefits	\$390,770	4.8%	-6.7%	\$ 372,086	\$ 418,710	\$ 360,415	\$ 401,839	\$375,942	\$321,109
Total	\$2,068,708	4.3%	-6.9%	\$ 1,980,379	\$ 2,221,319	\$1,916,725	\$ 2,102,262	\$2,274,209	\$2,030,311
Full Time	30.0				31.8	29.7	33.9	36.3	
Term	0				1				
FTE	30.0				32.8	29.7	33.9	36.3	

COMMUNICATIONS, EDUCATION & ENFORCEMENT (C&E)

▶ Salaries & Benefits

- ▶ Forecast ~\$85,000 below budget F2021
 - ▶ Reuse Centre position
 - ▶ Temporary vacancies in F2021 (By-law Enforcement, Hotline, Educator)
 - ▶ Student intern fully funded
- ▶ Reduction of ~\$51,000 for F2022
 - ▶ Reuse Centre position
- ▶ Reduction of \$41,000 in Revenues F2021 & F2022
 - ▶ Closure of Reuse Centre \$51,000
 - ▶ Increase of \$10,000 for Education
 - ▶ Staff are developing business plan to potentially expand Reuse Centre in future.

TOTAL MAJOR LONG TERM CONTRACT

INCREASES - \$457,000

Curbside Collection **\$304,000**

- ▶ Annual contract increase: \$47,000 (1.50/unit)
- ▶ Addition of private road collection: \$234,000 (Off-set by expense reductions/
Fuel, Capital Replacement, Labour)
- ▶ Additional dwelling units: \$23,000 (approximately 300 units)
- ▶ Spring Fall Clean-up Services **\$37,000**
 - ▶ Annual increase of \$2/tonne, plus tonnage increase
- ▶ Recyclables Processing **\$54,000**
 - ▶ Annual increase of \$3/tonne, plus tonnage increases
- ▶ Organics Processing **\$82,000**
 - ▶ Annual increase of \$1/tonne, plus tonnage increase
- ▶ Residual Waste Transportation **-\$20,000**
 - ▶ Annual increase of \$0.44/tonne, decrease in tonnage

INCREASED WOOD MANAGEMENT COST



- ▶ 2019 – wood ground shipped to Brooklyn Energy \$25/MT
- ▶ 2020 Scott Paper Closed Bio fuel market flooded with sawmill chip.
- ▶ Brooklyn rejects C&D wood due to paint or plywood content.

WOOD BUDGET IMPACT

		Wood Processing Budget					
		Expense			Tip Fee Revenue		
		Mt	\$/MT	Total \$	\$/MT	Total \$	Net \$
2019/20	Grinding / Fuel	3,000	25	75,000	57	171,000	96,000
2020/21	Grinding / Trucking	2,800	84.38	236,264	57	159,800	(- 76,664)

MAJOR CONTRACT

CHESTER/SUSTANE LANDFILL

- ▶ Chester is a bit complicated – but critical element of VWRM strategy and budget discussion.
- ▶ Contract renew in 2016 to 2036 to facilitate development of Sustane Mixed Waste to Energy facility.
- ▶ Shared cost model – VWRM pays proportional share of cost based on tonnage less outside revenue.
- ▶ Surplus created last two years due to Sustane not operating.

CHESTER LANDFILL / SUSTANE

- ▶ Sustane Mixed waste processing plant
 - ▶ Separates organics and plastic waste
 - ▶ Processes organics into pellets for fuel
 - ▶ Plastics to alternate fuel
 - ▶ Contract with Chester – VWRM has no direct contractual responsibilities.

TIP FEE HISTORY

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21 Forecast	2021/22 Proposed Budget
Total Tonnes delivered to landfill	36,585	35,395	42,452	47,062	47,466	51,280	52,182	52,123	53,530
VWRM Tonnes delivered to landfill	20,375	19,316	21,478	22,367	24,230	23,348	22,374	21,490	21,900
Disposal fees net of surplus/deficit	\$73.89	\$80.70	\$69.03	\$63.41	\$67.70	\$40.29	\$48.90	\$44.37	\$56.06
Percentage Waste	55.70%	54.60%	50.60%	47.50%	51.00%	45.50%	42.87%	41.22%	40.91%

**Add Tonnage
From Halifax**

NOTES

- ▶ Tip fee – In addition to the tip fee, there is a host community fee: currently \$5.22/Mt increases by CPI.
- ▶ **SUSTANE PROJECT PROJECTED TO PROCESS 40% CAPACITY THIS YEAR AND 70% CAPACITY THEREAFTER.**
- ▶ Landfill Capital Payments
 - ▶ Cell construction (500K dollar reduction) will require new cell in 2022/23
 - ▶ Equipment Reserve Contribution – (200K included in this budget.)
 - ▶ CAPITAL REQUIREMENTS for EQUIPMENT AND LEACHATE TREATMENT EXPANSION WILL INCREASE RATES

RESIDUAL DISPOSAL TONNAGE / TIP FEE BREAKDOWN 21/22 VERSES 20/21

	Tip Fee	Host Fee	Total	Tonne	Total
NET Disposal Cost	\$/mt	\$/mt	\$/mt	mt	\$
2021/22	56.06	5.22	61.28	22,395	1,372,365.60
2020/21	76.45	5.02	81.47	22,165	1,805,782.55
NET	-20.39	0.2	-20.19	230	- 433,416.95

TIP FEE PROJECTIONS

- ▶ Chester Tip Fee projections with additional Capital from the \$60 per MT over the next three years \$70 to potentially \$90 per MT.
- ▶ Cost Drivers increase from Sustane at 40% Capacity to 70% Capacity.
- ▶ Increased Capital Cost for equipment, cell construction and leachate treatment.

QUESTIONS?

Valley Region Solid Waste-Resource Management Authority
 Operating Fund Budget - Draft
 For the Year Ending March 31, 2022

Authority Approved: Feb 03 2021
 Parties Approval: Pending

	2021-22 Budget at Feb 3/21	2020-21 Budget	\$ Variance	% Variance	2020-21 Forecast at Feb 1/21
Revenues					
West Management Centre	\$ 380,880	\$ 365,470	\$ 15,410	4.22%	\$ 368,260
East Management Centre	2,203,150	2,161,602	41,548	1.92%	2,080,900
Conditional Transfers - Administration	666,760	650,499	16,261	2.50%	700,226
RRFB Approved Programs	85,000	94,632	(9,632)	-10.18%	84,700
Communications and Enforcement	201,260	243,462	(42,202)	-17.33%	201,253
Wind Turbine	45,000	44,217	783	1.77%	40,000
Return on Investment	20,100	24,000	(3,900)	-16.25%	20,092
Total Program Revenues	3,602,150	3,583,882	18,269	0.51%	3,495,430
Municipal Parties' Contributions ¹	6,219,900	6,130,233	89,667	1.46%	6,130,233
Prior Year (Deficit) Surplus	-	-	-		
Total Revenues, Contributions & Transfers	\$ 9,822,050	\$ 9,714,115	\$ 107,936	1.11%	\$ 9,625,663
Expenses					
Residential Collection	2,367,480	2,054,067	313,413	15.26%	2,108,704
Residual Transportation and Disposal	1,782,650	2,252,484	(469,834)	-20.86%	1,791,504
Organics Processing and Transportation	757,850	676,011	81,839	12.11%	749,802
Recyclable Processing and Transportation	593,490	539,213	54,277	10.07%	574,748
Construction & Demolition Debris Processing	317,240	155,142	162,098	104.48%	338,199
East Management Centre Operations	1,144,460	1,258,765	(114,305)	-9.08%	1,253,653
West Management Centre Operations	497,370	453,967	43,403	9.56%	452,981
Household Hazardous Waste	155,550	191,034	(35,484)	-18.57%	195,391
Communications and Enforcement	478,840	522,995	(44,155)	-8.44%	437,150
Wind Turbine	15,500	13,978	1,522	10.89%	25,355
General Administration	727,830	639,457	88,373	13.82%	692,922
Financial Services	474,750	460,224	14,526	3.16%	451,247
Information Technology	43,240	37,549	5,691	15.16%	47,690
RRFB Approved Programs	180,000	194,869	(14,869)	-7.63%	179,000
Transfer to Capital Reserve Fund	285,800	264,359	21,441	8.11%	264,359
Capital Expenditures from Operations	-	-	-	-	-
Total Expenses	\$ 9,822,050	\$ 9,714,115	\$ 107,936	1.11%	\$ 9,562,705
Net Surplus (Deficit)	0	0	0	0	\$ 62,958

¹ Contributions from Municipal Parties

	Percentage ² 2021-22	2021-22 Budget at Feb 3/21	2020-21 Budget	\$ Variance	% Variance	2020-21 Forecast at Feb 1/21
Municipality of Kings	74.56%	\$ 4,637,560	\$ 4,580,510	\$ 57,050	1.25%	\$ 4,578,671
Town of Kentville	10.05%	625,100	611,184	\$ 13,916	2.28%	612,410
Town of Wolfville	8.31%	516,870	504,518	\$ 12,352	2.45%	505,131
Town of Berwick	3.53%	219,560	216,397	\$ 3,163	1.46%	216,397
Town of Middleton	2.50%	155,500	154,482	\$ 1,018	0.66%	153,869
Town of Annapolis Royal	1.05%	65,310	63,142	\$ 2,168	3.43%	63,755
Total Contributions from Municipal Parties	100.00%	\$ 6,219,900	\$ 6,130,233	\$ 89,667	1.46%	\$ 6,130,233

² Draft Percentage values are current at the time of budget development and subject to change based on updated Uniform Assessment values.

Valley Region Solid Waste-Resource Management Authority
Capital Budget and Projections-Draft
For the years ending March 31, 2022-2024

Authority Approved: Feb 03 2021
Parties Approval: Pending
Prior update: Feb 01 2021

Description	Budget 2021-22	Projected 2022-23	Projected 2023-24	Operations	Funding Source		Debt	Financing Term (Years)	Total Financing Cost
					Capital Reserve Fund Equipment Reserve	Capital Reserve			
2012 Ford F250XL 4x4 Pick-Up Truck Plow	55,000						55,000	5	4,950
2006 Caterpillar Wheel Loader	285,000						285,000	10	47,025
Roll Off Containers	23,000						23,000	10	3,795
Tipping Floor Repairs-WMC	189,750						189,750	25	61,479
Tipping Floor Repairs-EMC	204,000						204,000	25	66,096
Incoming Scale House Window-WMC	19,000						19,000	25	6,156
Sorting Building and transfer building-EMC	75,000						75,000	25	24,300
Sorting Building and transfer building-EMC			900,000				900,000	25	291,600
Trailer(s) for recovered lumber Re-Use Center	15,000						15,000	10	2,475
Scale Program	85,000						85,000	5	7,650
Computer Server	8,300				8,300				
2010 Ford F150 4X4 Pick-Up Truck add lift gate		40,000					40,000	5	3,600
2011 Mazda 3 Sport GX Car		30,000					30,000	5	2,700
2003 Freightliner Roll Off Truck		290,000					290,000	10	47,850
2009 Caterpillar Wheel Loader		285,000					285,000	10	47,025
Roll Off Containers		23,000					23,000	10	3,795
Club Cadet Lawn Tractor		5,000					5,000	5	450
Club Cadet Lawn Tractor		5,000					5,000	5	450
Public Drop off / HHW Center		125,000					125,000	10	20,625
2013 Ford F150 XL 4X4 Pick-Up Truck Lift Gate			40,000				40,000	5	3,600
2008 Freightliner Roll Off Truck			290,000				290,000	10	47,850
	<u>\$ 959,050</u>	<u>\$ 803,000</u>	<u>\$ 1,230,000</u>	<u>\$ -</u>	<u>\$ 8,300</u>	<u>\$ -</u>	<u>\$ 2,983,750</u>		<u>\$ 693,471</u>

Valley Region Solid Waste-Resource Management Authority
 Ten Year Capital Replacement Plan-DRAFT
 For the years ending March 31, 2022-2031

Authority Approved: Feb 03 2021
 Parties Approval: Pending
 Prior update: Feb 01 2021

Unit No. / Location	Description	Finance Term (years)	APRVD TBR RECAP 2020-21	Forecast /WIP 2020-21	notes	Budget 2021-22	Projected 2022-23	Projected 2023-24	Projected 2024-25	Projected 2025-26	Projected 2026-27	Projected 2027-28	Projected 2028-29	Projected 2029-30	Projected 2030-31
	Ford F250XL 4X4 Pick-Up Truck	5	50,000	41,281	TBR approved FY 20/21 for \$50,000							50,000			
Unit 1	Plow attachment (no longer required)	5													
Unit 2	2010 Ford F150 4X4 Pick-Up Truck add lift gate	5					40,000								
Unit 3	2009 Ford F150 Pick-up 4X4 w/ lift gate (no longer required-cottage bins)	5													
Unit 3	Power Liftgate for 2009 F150 replacement (no longer required-cottage bins)	5													
Unit 4	2012 Ford F250XL 4x4 Pick-Up Truck Plow	5			Carry forward from 20/21. Budget estimate revised from \$50,000 to \$55,000	55,000							55,000		
Unit 20	2013 Ford F150 XL 4X4 Pick-Up Truck Lift Gate	5						40,000							40,000
Unit 24	2017 Dodge Ram 1500 4x4 Pick-up Truck Lift Gate	5								40,000					
Unit 25	2017 Dodge Ram 1500 4x4 Pick-up Truck ADD Lift Gate	5	4,000	4,000	TBR approved FY 20/21					40,000					
Unit 26	2017 Dodge Ram 2500 4x4 Pick-up Truck Plow	5									55,000				
Unit 5	2011 Mazda 3 Sport GX Car	5					30,000								
Unit 5T	2010 Utility Tail Dump Trailer-no longer required	5													
Unit 7	2003 Freightliner Roll Off Truck	10					290,000								
Unit 6	2016 Freightliner Roll Off Truck	10									225,000				
Unit 16	2008 Freightliner Roll Off Truck	10	225,000		Carry forward from 20/21. TBR approved FY 20/21 for \$225,000. Budget estimate revised to \$290,000			290,000							
Unit 21	2013 Freightliner Roll Off Truck	10							290,000						
Unit 14	2006 Caterpillar Wheel Loader	10	235,000		TBR approved in 20/21 for \$235,000. Tender results pending Feb 11/21. Budget estimate revised for 21/22	285,000					245,000				
Unit 18	2009 Caterpillar Wheel Loader	10					285,000								
Unit 22	2013 Caterpillar Wheel Loader	10							235,000						
Unit 23	2015 Caterpillar Wheel Loader	10								235,000					
Unit 19	Kubota ATV/RTV	5									27,000				
Unit 27	Kubota ATV/RTV	5							30,000						
EMC/WMC	Roll Off Containers	10				23,000	23,000		23,000		23,000				
EMC	Club Cadet Lawn Tractor	5					5,000								
WMC	Club Cadet Lawn Tractor	5					5,000								
EMC	Portable Magnet-replacement not required	5													
WMC	Tipping Floor Repairs-WMC	25			Carry forward from 20/21	189,750									
EMC	Tipping Floor Repairs-EMC	25			Carry forward from 20/21	204,000									
EMCWMC	Paving-not capital removed -repairs and maintenance	25													
EMC/WMC	Replace Weigh Scales - Incoming & Outgoing	10													
EMC/WMC	Site Signage- moved to operations \$5,000	10													
EMC	Incoming Scale House Window	25	18,000	18,000	TBR approved FY 20/21										
WMC	Incoming Scale House Window-WMC	25				19,000									
EMC	Purchase adjacent land for future expansion	25	238,000	238,000	TBR approved FY 20/21										
EMC	Sorting Building and transfer building-EMC	25			carry forward from 20/21	75,000		900,000							
EMC	Public Drop off / HHW Center	10					125,000								
EMC/WMC	Miscellaneous Capital-dropped from budget- projects not identified	10													
EMC	Video Camera Scale House and Sit	5	75,000	75,000	TBR approved FY 20/21										
EMC/WMC	Green Carts-moved to operations per current policy	10													
EMC	Forklift HHW and Recycling (5,000 lb) with Pneumatic Tires	5	42,000	42,000	TBR approved FY 20/21										
Reuse Centre	Trailer(s) for recovered lumber Re-Use Center	10			carry forward from 20/21	15,000									
EMC/WMC	Scale Program	5	50,000		TBR approved in 20/21 for \$50,000. Budget estimate revised for 21/22 to \$85,000	85,000									
I.T.	Computer Switch	5	8,000	8,000	TBR approved FY 20/21										
I.T.	Computer Server	5				8,300									
Total Annual Capital Replacement			\$945,000	\$426,281		\$ 959,050	\$ 803,000	\$ 1,230,000	\$ 578,000	\$ 315,000	\$ 575,000	\$ 50,000	\$ 55,000	\$ -	\$ 40,000

**Municipal Party Guarantee Requirements
Capital Budget FY2021-22-Draft**

Authority Approved: Feb 03 2021
Parties Approval: Pending
Prior update: Feb 01 2021

Current Year Capital Budget	\$ 959,050
Less: Capital Items Deferred to Future Year	-
Net Capital Budget Expenditures in 2021-22	959,050
Less: Draw From Operations / Capital Reserve Fund	8,300
Debt Financing Requirement	\$ 950,750

Financed Capital Requirements	Draft Percentages ¹ 2021-2022	Party Guarantees
Municipality of Kings	74.56%	\$ 708,879
Town of Kentville	10.05%	95,550
Town of Wolfville	8.31%	79,007
Town of Berwick	3.53%	33,561
Town of Middleton	2.50%	23,769
Town of Annapolis Royal	1.05%	9,983
Total Financed Capital Requirements	100.00%	\$ 950,750

¹ Draft percentage values are current at the time of budget development and subject to change based on updated population and uniform assessment values.

REQUEST FOR DECISION 020-2021

Title: KTA 2021/22 Operating Budget Approval

Date: 2021-04-06

Department: Finance



SUMMARY

Kings Transit Authority 2021/22 Operating Budget Approval

The Town of Wolfville is one of four municipalities that are signatory to an Inter-Municipal Service Agreement (IMSA) to provide public transportation services within the County of Kings. That agreement includes a mechanism setting out the terms for decisions as they relate to specific sections of the agreement. One of these decision points is the annual operating plan/budget.

Each year, the four participating municipal Councils vote on the KTA Budget as forwarded by the Board. Depending on the year and circumstances, representatives from Kings Transit have presented their budget to individual Councils or a joint council session. Other years, no presentation has occurred by KTA representatives. This year timing has limited the opportunity to have KTA staff present their budget to Councils. As most are aware, KTA has had benefit of Rick Ramsay as Interim General Manager while the organization has started the process of filling the GM position vacated last summer. Under these circumstances, the budget process itself was somewhat later starting for KTA and hence this year's approach of having the Board approved budget sent directly to the municipal units to run through their approval process.

In addition, each year Wolfville Council receives a staff report on the budget with recommendation and analysis. Effectively KTA and VWRM approval is the same process once the documents are forwarded to the Town.

This year, the KTA budget represents an overall increase from the CORE partners of 30.8%. Much of this large increase has been attributed to the impact of COVID and significant drop in ridership during 2020/21. The budget for the upcoming 2021/22 season takes a conservative approach to any ridership rebound, and that lower fare revenue estimate can be connected to expected ongoing impact of COVID on ridership #'s. Fortunately, the municipal partners have each received federal/provincial COVID Safe Reopening grant funds specific to the issues facing transit due to COVID. This translates into \$330,300 in grant revenue. The net result, after considering the grants, is a slight reduction in "normalized" partner contributions

DRAFT MOTION:

That Council approve the Kings Transit 2021/22 Operating Budget.

REQUEST FOR DECISION 020-2021

Title: KTA 2021/22 Operating Budget Approval

Date: 2021-04-06

Department: Finance



1) CAO COMMENTS

The CAO supports the recommendations of staff.

2) LEGISLATIVE AUTHORITY

Kings Transit Authority Inter-Municipal Services Agreement, specifically Section 7 (Decisions) and 15 (Operating Budget). Section 7, Decisions, notes:

DECISIONS

7. Any decision requiring the agreement of the parties hereto shall be decided by a majority of the participating municipalities. Decisions requiring consent of the parties according to this formula include: borrowing (clause 11(d)); the disposal of capital assets valued at more than one hundred thousand dollars (\$100,000) (clause 12); approval of the annual operating plan and budget (clause 15); approval of supplementary budget estimates (clause 17); addition of new parties to this agreement (clause 24); dissolution of Kings Transit Authority (clause 26); and alteration of this agreement (clause 30).

As noted in the first sentence, budget approval is subject to a majority vote by the municipal partners.

3) STAFF RECOMMENDATION

Staff recommend approval of the KTA operating budget as presented. Staff note the Interim GM's commitment to consider a supplemental budget submission later in the year if fare revenues vary drastically from budget estimates.

4) REFERENCES AND ATTACHMENTS

- 2021/22 KTA Operating Budget – attached
- RFD 023-2020 – KTA Budget Approval – 2020/21

5) DISCUSSION

Staff have provided last year's Request for Decision as a reference point, as some issues facing municipal transit still apply, although now additionally impacted by COVID.

A similar process is used by Town Staff in presenting the IMSA budgets (VWRM and KTA) to Council for consideration. The process that has evolved over the last few years related to IMSA budgets is for

REQUEST FOR DECISION 020-2021

Title: KTA 2021/22 Operating Budget Approval

Date: 2021-04-06

Department: Finance



Council to focus on the following aspects of a Board approved budget forwarded to municipal units for approval:

- whether the budget estimates provided seem reasonable, i.e. probable that the Authority will end the fiscal year at break even or better
- are there any trends that raise concern and could lead to increased requirement for municipal contributions
- does the VWRM budget requirement fit within the Town's approved budget/reasonable cost for service provided

Do the estimates appear to be reasonable?

A key improvement made this year by KTA is to include current year end projected results as part of the budget document, providing a point of reference to inform the reasonableness of budget estimates for the upcoming year. Complicating analysis of this improved financial reporting is the simple fact that COVID had a major impact on the actual operations of KTA over the last year. This includes temporary shutdown of services, staff adjustments to respond to drastic drop in revenues. As illustrated by the 2021/22 Operating Budget document, actual projected results vary significantly from 2020/21 budget as well as 2021/22 budget estimates. This could not be avoided as the COVID health protocols directly hit KTA as well as other municipal transit operations in the province.

Annually a key estimate to review is fare revenue. The 2021/22 Budget reflects an estimate that is 57% of the previous budget estimate. This is not unreasonable, given the actual drop in revenues over the last year where revenue will end the year less than half of budget.

The individual expense line items have been reviewed by a number of municipal staff from CORE partners. The staff of KTA have worked to address questions and some adjustments were made in the development of the budget approved by the KTA Board. At this point in time, it should be acknowledged that KTA faces one of the more difficult tasks in arriving at reasonable budget estimates. VWRM and the municipal partners all have all had more "routine" challenges to face with their budgets. KTA is working in a transit environment where it is difficult to know what the uptake will be in the return of normal ridership numbers. Add to that, the pre-COVID challenges in maintaining ridership numbers and budget estimates are quite challenging.

Acknowledging that difficulty, and possible material changes in actual results as the year progresses, the Interim GM has committed the organization to providing a supplemental budget submission later in the year as actual ridership data can be compared to budget. This is an important aspect for KTA to adapt to a changing landscape.

REQUEST FOR DECISION 020-2021

Title: KTA 2021/22 Operating Budget Approval

Date: 2021-04-06

Department: Finance



There are individual expense line items that one could question, however there is unlikely material changes to be found at this point in time. Municipal finance staff have worked with KTA staff to review the estimates.

Similar to last year, overall there are no large variances that would warrant not approving the budget. The risk, as with past years, is that revenue targets won't be achieved and expenses will exceed budget target. It should be noted that a key difference this year is KTA is forecasting a surplus result for the year just ending. This means that the funding partners are unlikely to have to pick up a deficit result. This would be the first time in many years that this would occur.

As noted in the Summary page at the start of this RFD, the key to watch is ridership as it is a drastically reduced revenue estimate (budget to budget year). The ability to use COVID grant funds to offset this expected drop in revenue allows KTA (and funding partners) a year to continue to address ridership issues that predated COVID, and to assess the potential long term impact COVID may have had on the public transit service model.

Any trends that cause concern?

Staff would refer Council to prior year RFD's for trends of concern in the pre-COVID operation. There has been discussion at the KTA level regarding ridership and ways to address concerns. In addition, some of the individual municipal partners have discussed possible alternative service delivery models. No doubt discussions will continue with all sides interested in ensuring a service delivery model that benefits riders, and thereby assisting municipalities in lessening the impact on tax rates.

Comments by Town Finance staff in past years has not always been well received. It's important to note that the analysis over the years has not been to see transit cut partially (or dropped completely as occurred in Windsor and West Hants a few years ago). The focus should include understanding what the true cost of transit is, and that will help inform Council decision making around that service. Simply pressuring KTA staff to create budgets with a limited cost increase does not serve the organization well, nor does it help the funding partners as the result has been ongoing deficits which the partners have to cover anyways.

Efforts should continue with all parties to ensure a service delivery model that fits out urban/rural communities is achieved.

Finally in terms of trends, population distribution has changed over the years since the adoption of the cost sharing formula. Additional routes have been added which further impacts population base served by routes. A review of populations served by current routes should be undertaken to inform the IMSA cost sharing formula at some point in the near future. This will likely become part of the work ongoing by municipal staff to update the IMSA model for all service in this part of the province.

REQUEST FOR DECISION 020-2021

Title: KTA 2021/22 Operating Budget Approval

Date: 2021-04-06

Department: Finance



Does the KTA Budget requirement fit within Town Budget/reasonable cost for service provided?

See section 6 below for dollar analysis compared to the Town's 2021/22 approved budget.

Other comments have been made in past years and they include;

- Reasonable cost of service is dependent on what the goal of the transit service is for the CORE partners.
- Transit is a service that relates to economic development (providing transportation to/from work),
- Accessibility (providing an accessible mode of transportation), and
- Environmental sustainability (potentially taking cars off the road).
- It can also provide a social service by providing access to those without other means of transportation.

Depending on one's viewpoint, any of the above can be interpreted as meaning transit is a required service. If it is a required service, should it only be the municipal level of government that picks up the operational costs that exceed fare revenue? Should fares be increased to cover the cost of the service?

Over the last decade, the cost of transit, to the municipalities who own KTA, has escalated at a much faster rate than the Town's general operating budget. These costs have been absorbed by Wolffville (and likely the other 3 muni units) by reductions in budgets for other services the Town provides.

What is the long term vision of the transit service? Consensus on this issue should assist the 4 CORE municipalities in dealing with funding the service. Progress has been made in connecting KTA to individual municipal units to think about service delivery models. An example of this progress is dialogue between KTA and Kings County staff to review grant funding options for electrification of the KTA fleet.

This is a contributing factor as to why there is no Capital Budget yet provided by KTA. The fleet needs serious attention in terms of replacing buses purchased 15 years ago, which are now well past their useful lives. It does however make sense to pause temporarily on the capital replacement program until discussions occur with Kings County.

There may be changes to the service delivery model, not simply routes, that could be beneficial. Kings Point to Point Transit also operates in the core area and has done so for years with little to no cost escalation to the municipal units who financially support it. Wolffville is one of the units who provide a contribution to that service. This is meant only to illustrate that different transit service models can provide different financial outcomes as well as service delivery results for ridership.

REQUEST FOR DECISION 020-2021

Title: KTA 2021/22 Operating Budget Approval

Date: 2021-04-06

Department: Finance



6) FINANCIAL IMPLICATIONS

The Town's approved budget for transit services includes:

- KTA Op Budget contribution \$194,000 (before COVID grant offset)
- KTA Cap Budget contribution \$12,000
- KPPT contribution \$11,000
- TOTAL \$217,000 as per Transit Service line item

The KTA Operating Budget reflects a required Wolfville contribution of \$190,740. So overall there is a variance of just under \$3,300. No additional actions need be taken with regard the Towns budget. This will simply become a variance reported in the upcoming year.

7) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

Transit services relate to all four strategic directions from the 2021-2025 Strategic Plan:

- Economic Prosperity
 - Affordable transportation for the greater Wolfville area aids in employee ability to travel to work, as well as an added option for potential customers to shop Wolfville.
- Social Equity
 - One of the growing key aspects of public transit is providing options to those that do not have their own vehicle.
 - Accessible public transit adds a transportation option in an area where private operators are less likely to provide an adequate service level.
- Climate Action
 - Higher use of transit can assist in taking more vehicles off the road and thereby helping to reduce GHG emissions.
- Community Wellness
 - Public transit is another element that makes for a more inclusive community.

8) COMMUNICATION REQUIREMENTS

Advise Kings Transit Interim GM and Board of Council's decision.

9) ALTERNATIVES

Not approve the budget. May not have an impact on KTA this year depending on other municipal Council decisions. Refer to IMSA regarding majority vote required for budget approval.

REQUEST FOR DECISION 019-2021

Title: Fees Policy – Annual Update

Date: 2021-04-06

Department:



SUMMARY

Fees Policy – Annual Update

The Town’s Municipal Fees Policy (#140-015) requires the Town to annually review and amend (if needed) the schedule of fees outlined in the Policy Schedules. The annual review and recommended changes can take place during the budget process or a separate process so long as the fees are updated at the start of the fiscal year (April).

Staff noted in March that the fees policy would come to Committee of the Whole in April, and this report deals with the changes contemplated at this time. There may be some changes noted by Council, or in selected Town Plans (eg. Accessibility Plan), that have not yet been addressed in the fee structure. Staff will continue to review fees and additional changes may be recommended prior to April 2022.

This annual update contains somewhat more routine changes to reflect user fee rates related to the sanitary sewer system (a user pay structure similar to the Water Utility) approved during the budget process, as well as an updated interest rate to be charged on tax arrears.

DRAFT MOTION:

That Council approve the amended Municipal Fees Policy, as per attached draft document.

REQUEST FOR DECISION 019-2021

Title: Fees Policy – Annual Update

Date: 2021-04-06

Department:



1) CAO COMMENTS

The CAO supports the recommendations of staff.

2) LEGISLATIVE AUTHORITY

- Nova Scotia Municipal Government Act (MGA)

3) STAFF RECOMMENDATION

Staff recommend Council approve the draft motion and the changes noted in the attached draft Policy.

4) REFERENCES AND ATTACHMENTS

- Draft Municipal Fees Policy 140-015

5) DISCUSSION

The Town's Municipal Fees Policy (#140-015) is reviewed annually to ensure appropriate updates are reflected in the document. The timing of the annual review is typically connected to the budget process, with the Fees Policy being amended as part of the budget process or early in the new fiscal year. Occasionally there may be changes to fees during an operational year as was the case in 2020. With Council's approval of the new Municipal Planning Strategy (MPS) last year the fees policy (schedule B) was amended.

The draft document in front of Council this month contains only a few changes:

Schedule A

Interest on Overdue Taxes – from 1.25% per month down to **1.00% per month**

- This reflects the same consideration as 2020/21.
- The Fees Policy was not formally amended, however Council waived interest fees for the 1st six months of the year and reinstated the rate for the second half of the year at 1% per month.
- The key consideration in 2020 was the impact of COVID. This remains a consideration in keeping the rate at 1%, as does the fact that prime interest rates remain low.

Schedule B

Sidewalk Café Fee – show **no charge** for this section.

- Similar to interest rates above, Council waived the sidewalk café fee requirement in 2020, largely as one step in assisting the business community dealing with COVID impacts.
- Staff are recommending the same approach again this year, and to have the change noted in the fees policy until such time as a change in direction/approach is warranted.

REQUEST FOR DECISION 019-2021

Title: Fees Policy – Annual Update

Date: 2021-04-06

Department:



Schedule F

All four sections have noted changes. These reflect the rates approved by way of Council motion approving the 2021/22 Town Budgets passed in March. It should be noted that the sanitary sewer operation (Collection and Treatment) is funded by way of user fees (as outlined in Policy) in a similar manner to the Town's Water Utility. With growing capital infrastructure improvements (pipes below streets and treatment plant upgrades) Council should expect to see this schedule updated each year for the foreseeable future.

Not included at this stage, are any changes that would reflect the Accessibility Plan Action item to waive development fees for building renovation projects and deducting the cost of Rick Hansen Foundation certification for developments that aim to achieve Rick Hansen Foundation Accessibility certification. This is an area of fees which requires some staff research and recommendations to Council reflecting the most effective process to achieve the Action Items in the Accessibility Plan.

6) FINANCIAL IMPLICATIONS

For the most part the Town Budget reflects the fees as noted in the draft Policy attached. In general terms, the fees deal with small revenue streams to the Town and therefore they are not of a magnitude that impacts the Town Budget and tax rates.

7) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

No specific references provided. The annual review process is a matter of business process to ensure key changes are not missed. If and when Council has recommendations from staff related to developer incentives involving fee reductions in targeted areas, these will more directly tie into specific Strategic Directions. Types of development that might inform revised fee structure would include improved accessibility elements, enhanced environmental building considerations, or affordable housing developments.

8) COMMUNICATION REQUIREMENTS

One approved, the revised Policy will be posted on the Town's website for access by the public and the Town's internal documents will be updated to ensure Town Staff are using the appropriate rates for the upcoming year.

REQUEST FOR DECISION 019-2021

Title: Fees Policy – Annual Update

Date: 2021-04-06

Department:



9) ALTERNATIVES

No real alternatives at this stage. The changes noted in two of the three sections are changes approved in the budget process. The third change (sidewalk Café fee) is consistent with Staff's understanding of Council direction and the business community's input.



POLICY

Municipal Fees	
Policy Number 140-015	Supersedes Policy Number Not Applicable
Effective Date 2017-07-18 2018-04-01 2018-10-02 2020-09-03 2021-04-20 (Pending approval)	Approved by Council Motion No. 27-07-17 20-01-18 21-10-18 08-06-20

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1.0 Purpose

To provide a Policy that sets out and amends the fees the Town of Wolfville charges for certain applications, approvals, permits, licences and services.

2.0 Scope

This Policy applies except to the extent of any conflict with applicable provincial legislation, and where the fee amounts in this Policy differ from those set out in a Bylaw, Recorded Resolution, Policy or Resolution of the Municipality in effect on the effective date of this Policy, the fee amounts set out in this Policy shall amend those previously in effect.

3.0 References

- 3.1 [Nova Scotia Municipal Government Act](#)

4.0 Definitions

- 4.1 **Fees** are all fees paid to the Town of Wolfville for certain applications, approvals, permits, licences and services.

5.0 Policy

- 5.1 The fees to be paid to the Town of Wolfville for licenses, inspections, permits, applications, approvals, animal impoundments, or services are set out in the Schedules attached to this Policy.
- 5.2 Fines issued by Summary Offence Tickets for contravention of any Town Bylaws or Provincial/Federal laws are not within the scope of this Policy.
- 5.3 **Policy Review**
This policy will be reviewed annually from effective/amended date.

CAO

2020-09-03

Date



POLICY

Schedules:

- A. [Administrative/Financial Services Fees](#)
- B. [Building and Development Permit Fees](#)
- C. [Land Use Planning and Development](#)
- D. [Vending Fees](#)
- E. [Recreation and Tourism](#)
- F. [Public Utility Service](#)

DRAFT

Schedule A – Administrative/Financial Services Fees

Description of Licence, Inspection, Permit, Application, Approval, or Service	Fee
Town Seal <ul style="list-style-type: none"> • For affixing the seal to any document to be used outside the Province • For affixing the seal to any document to be used within the Province only • For affixing the seal to any document within the Town of Wolfville only 	\$2.00 \$1.50 \$1.00
Dog Registration (per Annum)	\$25.00
FOIPOP Services <ul style="list-style-type: none"> • Application Fee 	\$5.00
Tax Certificate Fee	\$50.00
Deed Transfer Tax	1.5%
Interest on Overdue Taxes (added on the first of each month)	1.25 1.00%
Election Deposit	No Fee
NSF Cheque	\$25.00
Taxi Owner's License Fee	\$25.00
Taxi Driver's License Fee	\$25.00

Schedule B - Building and Development Permit Fees

Description of Licence, Inspection, Permit, Application, Approval, or Service	Fee
New Construction of and addition to residential buildings, community centres and churches.	\$50.00 plus 15 cents per sq. ft.
New construction of and additions to commercial, industrial and other buildings not otherwise specified.	\$75.00 plus 20 cents per sq. ft.
New construction of and additions to sheds, decks, shell storage buildings, garages, barns, and other farm, forestry or fishing buildings not designed for human occupancy.	\$25.00 plus 10 cents per sq. ft.
Repairs, renovations, or alterations to all existing buildings.	\$50.00 plus \$4.00 per \$1000 of estimated value of construction work.
Location or relocation of an existing structure.	\$75.00
Construction or location of a swimming pool including required fencing.	\$100.00
Renewal of an approved permit.	\$25.00
Erection of a business or general sign.	\$50.00
Building or structure demolition.	\$50.00
Development Permit Only (i.e. signage)	\$50.00
Sidewalk Café Fee (Calculated by measuring the total area of the sidewalk in front of the building (building edge to inside curb edge) to be used for the café).	\$4.00 No Charge per sq. ft.
Short Term Rental – Renewal every 4 years	\$150.00 (includes development permit fee)
Single Room Occupancy – Renewal every 4 years	\$150.00 plus \$25.00 per rental room after four (includes development permit fee)
Fire Inspection not required under regulations.	\$100.00

Commented [MM1]: In 2020/21 Council waived the fee requirement for sidewalk cafes. Proposed the same approach be undertaken for 2021/22, so fee policy would show no charge required

Schedule C – Land Use Planning and Development

Description of Licence, Inspection, Permit, Application, Approval, or Service	Fee
Site Plan Approval	\$150.00
Subdivision Application Fee	\$100 plus \$10.00 for each additional lot beyond one.
Development Agreement	\$2000.00 (includes advertising costs)
Plan Amendments	\$2000.00 (includes advertising costs)
Heritage Applications	No Fee
Zoning Certificate	\$50.00

DRAFT

Schedule D – Vending Fees ([Vending Bylaw, Chapter 99](#))¹

Description of Licence, Inspection, Permit, Application, Approval, or Service	Fee
Mobile Canteen (fee/canteen/event)	\$75.00
Stand (fee per stand/event)	\$75.00
Vending on Private Property (fee/application with timeline set by Development Officer)	\$75.00
Non-Profit Fundraising Activity	No Fee

DRAFT

¹ Vending Bylaw fees may be amended by Resolution of Council from time-to-time

Schedule E – Recreation & Tourism

Description of Licence, Inspection, Permit, Application, Approval, or Service	Fee
Street Banner Installation (plus HST)	\$0.00
Recreation Centre Rental <ul style="list-style-type: none">• Half Day• Full Day	\$20.00 \$35.00
Field, Park and Open Space Rentals	No Fee
VIC Display Cases (plus HST) <ul style="list-style-type: none">• Small Case• Large Case	\$175.00 \$200.00

DRAFT

Schedule F – Public Utility Service

Description of Licence, Inspection, Permit, Application, Approval, or Service	Fee
Sanitary Sewer/ Water connection fee <u>(if only sewer hookup)</u>	\$3,500.00
<u>Sanitary Sewer connection fee (if combined with Water Utility hookup)</u>	<u>\$1,000.00</u>
Sanitary Sewer Usage (per 1,000 gallons of water used by customer)	\$3.25 <u>4.41</u>
Sanitary Sewer minimum quarterly charge for any metered customer	\$15.50 <u>22.00</u>
Sanitary Sewer Flat Rate Fee (per quarter)	\$63.00 <u>85.30</u>

Water Utility – please refer to the Town’s Nova Scotia Utility & Review Board (NSUARB) approved Rates and Regulations.

DRAFT

REQUEST FOR DECISION 023-2021

Title: Visitor Information Centre

Date: 2021-03-21

Department: Parks and Recreation



SUMMARY

Welcome Centre

Tender results from March of this year, for construction of a new Welcome Centre (Visitor Information Centre - VIC) in Willow Park have been received. Although the design of the second version of the Welcome Centre was done to reduce costs and not sacrifice key elements, the lowest bid exceeds the approved budget of \$600,000. This notwithstanding the other associated costs required to finish and fully outfit the new Welcome Centre.

In consultation with staff and the management team there are alternative options. These include:

1. Increasing the budget to allow for construction of a new Welcome Centre, as tendered, from \$600,000 (\$400,000 town of Wolfville and \$200,000 partner funding from ACOA) to \$800,000.
2. Plan a major renovation to the current building, incorporating key components related to accessibility and technology. This, with an eye to improved aesthetics and an improved visitor experience.
3. Continue with current space and make marginal improvements without addressing key features such as accessibility, technology, or a significant improvement to the user experience.

Discussion section will detail options, but this draft motion is asking that staff begin the process of detailing and undertaking major renovations in the fall of 2021 to the current VIC building.

Staff will operate the current VIC for the summer of 2021 and plan to begin the actual renovations in October.

DRAFT MOTION:

THAT COUNCIL AUTHORIZE STAFF TO START THE PROCESS OF DETAILING AND UNDERTAKING A MAJOR RENOVATION TO THE CURRENT VISITOR INFORMATION CENTRE, WITHIN THE CURRENT APPROVED BUDGET OF \$600,000.

REQUEST FOR DECISION 023-2021

Title: Visitor Information Centre

Date: 2021-03-21

Department: Parks and Recreation



1) CAO COMMENTS

The CAO supports the recommendations of staff.

2) LEGISLATIVE AUTHORITY

The Municipal Government Act Section 65A.

3) STAFF RECOMMENDATION

As per draft motion.

4) REFERENCES AND ATTACHMENTS

- 2021/22 Operations Plan/Budget
- Accessibility Plan – as it relates to major renovations.

5) DISCUSSION

Results have been received in response to the tender issued for construction of a new Welcome Centre. All bids were well over the budgeted amount. The lowest bid received came in close to \$675,000 (HST included). This equates to a net cost to Town (after HST rebate) of approximately \$613,000. This amount does not allow for additional dollars required to outfit the new space – including required technology, display and caseworks, and interpretive artwork and panels. The estimate for these additional items would be an additional \$100,000.

In consultation with our project architect, we focused on redesigning a building with attention to both good design and price; knowing it would be a smaller space but still provide a new Centre to anchor the East End Gateway.

This is the second time we have tendered this building and each time costs exceeded budget. Council has been both supportive of improving the current VIC but also committing staff to remain on budget.

It should be noted that current building pricing, under the shadow of a global pandemic, has made pricing erratic and in fairness to all - unpredictable.

That said, the space is tired and does not represent Wolfville, nor does it offer the amenities needed to support our Park users – access to washrooms outside normal hours as an example. The addition of the new splash pad and our commitment to accessibility make this all that more important. Staff understands this and are encouraged to lead a renovation that can achieve high marks in several areas. The East End Gateway will be anchored by this space and will build off current elements such as the Trailhead and the new green space on the north side of Main street.

REQUEST FOR DECISION 023-2021

Title: Visitor Information Centre
Date: 2021-03-21
Department: Parks and Recreation



In terms of the options outlined in the summary:

First option – approved an increase to the budget and proceed with new build. This would require adding \$200,000 to the current budget and spending \$800,000 on a new building. This option has the Welcome Space setting up temporarily for most of the 2021 season off site and downtown at Waterfront park. Staff have discussed how best to make this work. This option will most likely delay the opening of the splashpad for this season.

Second option – renovate and add a small addition to the existing VIC to maximize the offering but keep within the current budget of \$600,000. Outfitting costs of this option would be reduced, as both the size and offering would not be the same as a new build. The addition would allow for two exterior public washrooms and room to accommodate mechanicals required for the splash pad.

Every effort would be made to maximize energy efficiencies, through improvements such as new windows, doors and increased insulation.

Option 2 would include a covered stage area, not included in option 1. The current size would not allow for as large a retail offering as was planned for the new building. Technology will be incorporated. This space would also allow for off season use but on a smaller scale. It will be outfitted to both support and educate our visitors and users as option will.

Option 2 would have staff operating out of the current building till October. This option will also allow for the opening of the splashpad this season.

Conversations with ACOA continue and remain very positive. They can and will support option 2. If that is Council's direction.

Staff are keen to seek direction from Council and recognize this has been a long process – with little to show. Staff are also keen to take the lead on outlining the design requirements to integrate the space within the larger context of the East End Gateway and improvements to the downtown core especially around the Robie Tuffs park.

6) FINANCIAL IMPLICATIONS

As part of the 2021-22 capital plan, budgeted dollars in the amount of \$600,000 have been approved and allocated to support a new Welcome Centre. This budget would include all project costs some of which have already been incurred in design work for the initial tender scope.

REQUEST FOR DECISION 023-2021

Title: Visitor Information Centre

Date: 2021-03-21

Department: Parks and Recreation



Currently, this amount is insufficient to allow for construction of a new Centre based on the current design and the tender responses.

If Council were to decide to move forward with the tender result and hence new build, an additional \$200,000 of funding would have to be established. The quick easy answer would be reserves, but as noted during the budget process there is not much flexibility in those reserves in the next 4 years. Staff believe there would be options, including discussions with ACOA and how that total grant is allocated between East End Gateway elements in the next three years. At the very least, allocating more than \$200,000 of ACOA grant to the VIC build would buy time to source funding for years 2 and 3 of the CIP East End Gateway elements planned. There are a number of funding options that would have to be pursued if new build is the decision.

If Council were to elect to move forward with a renovation of the current VIC, monies would be available as part of the approved capital investment plan – pending final pricing.

7) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

Reference the appropriate strategic direction and sub-goal from the 2020-2024 Strategic plan:

- Improving quality of life for all
- Maximizing our infrastructure investments
- Leveraging our economic opportunities
- Accessibility impact
- Climate Change

Council Strategic Principles:

1. **Affordability:** Project must be based on aligning with Town's Capital Investment plan.
2. **Transparency:** Tender results were opened in a public forum.
3. **Community Capacity Building:** East End Gateway improvements are at the forefront of capital projects with your Parks and Recreation Department.
4. **Discipline to Stay the Course:** Improvements to the East End Gateway have been part of the Town's operating plan for several years.
5. **United Front:** Recreational space and supporting active lifestyles are specific to the Town's Strategic Plan.
6. **Environmental Sustainability:** Every opportunity for energy efficiencies will be incorporated into the project.

8) COMMUNICATION REQUIREMENTS

REQUEST FOR DECISION 023-2021

Title: Visitor Information Centre

Date: 2021-03-21

Department: Parks and Recreation



Staff have informed vendors that the project is currently on hold and staff are seeking direction from Council. Based on Council's direction, staff is committed to keeping Council updated on progress made with this project.

9) ALTERNATIVES

Council can choose not to accept the draft motion and defer to another option presented or choose to do nothing at this time.

1. Improving Quality of Life for All

- Pilot of Virtual Memory Café in Nursing Home setting was well-received by Wickwire Place and Wolfville Nursing Home residents. Two more sessions planned;
- Staff have organized a second session of the popular Ukulele Club at Wolfville School starting April 7th;
- Morning Fitness and afterschool Yoga programs continuing with strong participation at Wolfville School;
- Staff began street sweeping and repairing winter lawn damage;
- Staff offered a variety of March Break programming, including Ball Hockey and International Folk Dancing;
- Staff worked with Enactus students to help develop their feasibility plan for potentially proposing Little Free Pantries in Wolfville (on-going);
- Staff offered online Coffee Chats programming to help gauge community interest in continuing online gathering opportunities;
- Staff supported two Women, Girls and Female Identifying hikes and two (2) Family Night hikes with Flying Squirrel Adventures;

2. Maximizing Our Infrastructure Investments

- Staff have added new stairs to the Millennium Trail east side of Sherwood;
- The Accessibility Advisory Committee started the process to carry out the annual assessment of the Town's progress on Accessibility Plan action items, with a follow up meeting scheduled for April 12th;
- The wastewater treatment plant upgrades are progressing and are approximately 75% complete. Ultra violet equipment is on site and being installed. Screening equipment is scheduled to be on site mid April;
- Staff have completed Sanitary sewer video inspections and the final report should be submitted in April;
- Design work for Highland Ave upgrades, Decorative lights and Willow Ave sidewalk upgrades are underway;

3. Leveraging our Economic Opportunities

- 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 area. An initial meeting of the feasibility study team has taken place and updates will be provided to Council;
- Staff are working closely with the Wolfville Business Development Corporation (WBDC) and attending their monthly meetings. The process to undertake Improvements to the

wayfinding in our downtown continues. Staff and Councillor Madeira-Voss have also participated in their strategic planning exercise – ongoing but nearing completion;

- The Director of Planning has been having discussions on Economic Development and will be bringing forward a report to Council in the coming weeks to help us frame the issue and move forward with intention;

4. Operational Updates

- Staff have received lots of interest in summer/recent job postings. Selection and interviewing candidates for several summer and term positions are taking place;
- Staff are participating in Summer Staff Training collaborative effort with municipalities across Kings County;
- Staff have extended the Adult Pickleball (indoor at Wolfville School) season and included instruction/clinic-style introduction for beginners starting in May;
- Seasonal Parks staff are starting to return to work, with some back to work the week of April 5th;
- Staff continue work in Reservoir park – special thanks to the assistance from our Public Works team on some new culverts;
- Great work from two Community Development students doing their internship with Parks and Recreation;
- Staff continue to provide building and development services (permitting, fire inspections, etc). It is anticipated to be a busy year for development activity in the Town;
- Staff are working with 2 student teams from Waterloo on a plan implementation and monitoring project. The students will present to our PAC as their final assignment (April meeting). This work should help inform Staff's work on MPS implementation and progress monitoring more generally;
- Staff and consultants from Bicycle Nova Scotia have been conducting stakeholder engagement discussion sessions on the Town's mobility planning strategy, including with the Planning and Accessibility citizen advisory committees, the Acadia Students Union, and the Eastern Kings Community Healthy Board, the Wolfville Business Development Corporations Board and membership, and with the Wolfville School community. A project update, decision on the proposed AT grid and next steps will be presented to Council at a future meeting;
- Staff have submitted a funding application for a Community Transit Feasibility Study to the Nova Scotia Transit Research Incentive Program;
- Staff have added pages on Climate Change to the Town's website;
- The Town's Climate Change Mitigation Coordination finished full-time employment with the Town on March 31. He will be taking a job with another organization but will be working with the Director of Planning to finish drafting the Climate Plan in a limited

CAO REPORT

April 6th, 2021

Department: Office of the CAO



capacity. Finding a replacement and student resources to continue the Town's climate work is ongoing;

- Staff from across the organization have taken part in the hiring process for two new permanent positions with the Town – Manager of Public Works and Special Projects Coordinator;
- GIS staff have collaborated with compliance to develop and unveil a mobile app based process for compliance tracking. Very early days and kinks yet to be worked out;
- GIS staff have been working with Planning staff to develop an app based approach for building permit process. If successful, this approach should help the building permit process, while connecting it to the PVSC annual assessment process;
- With March 31st being year end, the Finance staff have been focused on carrying out required year processes to ensure an orderly rollover into the new fiscal year. The next two months will be focused on completing all year end work and financial statement preparations to facilitate the annual financial audit;
- With the approval of the 2021/22 Operating and Capital Budgets, staff will be busy getting the budget data uploaded to the financial system to ensure timely monthly and quarterly financial reporting in the new year;
- Tenders for a well generator closed March 23rd and are being reviewed for compliance with the tender documents;
- Staff have purchased a new motor for the Wickwire pump and scheduled to be installed April 1;
- Staff will advertise tenders for asphalt supply and traffic line marking the first week of April;
- Staff are supporting two (2) Community Development six-week placement students;
- Staff connected with the Transition Wolfville working group to support their property month ideas for April 2021;
- Staff are meeting with staff from the Wolfville Memorial Library to connect on Summer planning;
- Staff are meeting with the staff at the Wolfville school to begin planning for 2021 PRIDE programming in Wolfville;
- Staff are meeting with Lacrosse NS to coordinate a potential Try it Lacrosse summer League in partnership with the Town of Kentville.

COMMITTEE UPDATE

Title: Valley Waste Resource Management
Date: April 2021
Department: Town Council



UPDATE

The Valley Waste Resource Management Board met on Wednesday March 17th for the regular monthly meeting. Items of interest included update on status of the draft 20201-22 Operating and Capital budget; communications update; capital purchases status; an in-camera session.

1. **Draft Operating and Capital Budget:** Currently VWRM projects approximately \$22,000 deficit although it was noted that based on a potential discrepancy with the Chester Landfill account (forecast not actual) that there may not be a deficit in the current year.
2. **EPR:** Staff reported that the recent change in cabinet positions at the Province bodes well for issues related to the environment including EPR (End Producer Responsibility). Regional Waste Chairs met on March 5th, 2021 and were provided a presentation on EPR. Staff noted that New Brunswick may bring EPR legislation to the legislature in the spring. Should NB approve this legislation (as has much of the rest of Canada already) that NS could quickly follow. The draft NB legislation is similar to NS although NB is also seeking to capture recycling from schools as well as including some “like” items that are in our recycling streams but are not considered packaging – e.g., the aluminum pie plate in a store bought pie is considered recyclable but pie plates purchased in a box of pie plates is not.
3. Staff Highlighted the **Divert NS Scholarship Competition** – a grade 12 scholarship that awards one \$5,000 scholarship and six \$2,500 regional ones. Last year the \$5,000 scholarship went to Michele Song of Horton High School. Details of the competition can be found at www.DivertNS.ca
4. **Recycle Coach** – a downloadable app that features a notification reminder for collection day as well as a “What goes where?” search engine. The app is available at the Apple AppStore and Google Play.
5. **Council Tours:** VWRM Staff will organize tours of the VWRM site for Councils if they wish. Likely in the spring as the weather warms up.

Respectfully Submitted

Mayor Wendy Donovan



Committee Report: Kings Transit

Financial Review - Mr. Ramsay reviewed the February Financial Statements and projected year-end results. The projections indicated a deficit for Municipality of Digby of \$37,701, for the Municipality of Annapolis of \$38,650, and a surplus for the Core of \$83,700. The projections are based on a level of revenue substantiality less than budget Operating budgets for 2021/2022.

Operating Budget - The budgets cover the normal fixed costs and fare revenues based on current post Covid routes, ridership and fare rates. The budget includes allowance for marketing and promotional study that will assist in strategically increasing ridership and fare revenues, as well as strategies to promote transit service in our service areas. Costs are based on current employee levels and a full time General Manager for 10 months.

Core operating budget totaling \$1,851,400 be approved as presented and that a supplementary budget be drafted if the fare revenues have drastically changed as of September 30, 2021.

Annapolis operating budget totaling \$579,900 be approved as presented and that a supplementary budget be drafted if the fare revenues have drastically changed as of September 30, 2021.

Digby operating budget totaling \$335,900 be approved as presented and that a supplementary budget be drafted if the fare revenues have drastically changed as of September 30, 2021.

Capital Budget - Mr. Ramsay presented the draft capital budget for the period of 2021-2027. The Board was advised that the capital budget may be impacted by the current application made by the Municipality of the County of Kings regarding electrification of the fleet. It was suggested that the draft budget be tabled until more information is gathered by the staff on the impact of this application. Mr. Ramsay indicated that a meeting has been planned to meet with Kings County staff to review the application. It was agreed that a meeting of the Board be arranged quickly, particularly in light of the condition of two buses planned for 2021/2022. The result of this application will greatly impact the budget and plans of Kings Transit.

New Business - A letter was received from the Village Clerk of the Village of Kingston regarding closure on Friday March 19, 2021. It was agreed to draft a policy for Board approval. We all agreed safety on our staff and passengers is of utmost importance.

Ridership And Revenue – discussion was had and it is still much lower than we would want. We will need to do extensive work on this topic. We need to find out the reasons why the numbers are low and Post -Covid will things come back to normal? Lots of questions, no answers at this time. Micro-Transit study was distributed to the Board. This is a topic that we all agreed need to be addressed. We would like a presentation on this from the author of the study. After the presentation, we would discuss further to see where this would go, and would this play a part in increasing ridership/revenues Post-Covid.

GM Search – Gerald Walsh has the ads out, April 15th is the closing date. We are hoping that we will have a good number of candidates applying. I was advised that due to this type of specialized skillset the numbers applying is slow at the beginning and increasing towards the end of the closing date.

COMMITTEE UPDATE

Title: Kings Point to Point
Date: March 17th, 2020
Department: Committee of the Whole



UPDATE

Deputy Mayor Proudfoot could not attend. I was able to attend as the alternate.
Meeting commenced at 5:30

- Faye Browns' position is up for grabs. 7 applicants have come forth with 2 that seem worthy, with permission granted by the board that Faye be part of the interview process. Deadline for resumes for this position were due by March 26th, but depending on response, might be extended!
- Financial report was presented. KPPT is healthy.
- Motion moved to approve the application of a new 2021 vehicle. Passed. Not sure the timeline for the purchasing but funds are available.
- *it was communicated, a few days later, that this purchase might not be possible. KPPT will communicate with the CAO's of the four municipalities to discuss capital funding support for the 2021-22 year. And multi-year agreements.
- A business plan needs to be put into place and funding is available for such. Plan will be for 5 years. 15, 000 cost with 75% funding being allotted from NS trip.
- OH & S Report- Someone has been hired with OH &S training to update the binder and procedures manual. (Occupational Health and Safety)
- Next meeting is April 21st!

Regards,
Councillor Mike Butler

COMMITTEE UPDATE

Title: WBDC Report
Date: April 6, 2021
Department: Committee of the Whole



UPDATE

WBDC Board Meeting and
Strategic Planning Session (Part 2)

March 11, 2021 Board Meeting
Church Brewing Company
Wolfville, NS 8:15 am

1. Presentation on the Fanthom Studios Signage project and brief discussion followed. No decisions were taken at this point.
2. Presentation on the Mobility Survey was provided by Omar Bhimji, TOW Climate Change Mitigation Coordinator. Results of the survey were reviewed and discussed. This topic will be explored again at a later date.
3. Devour! Studios – a draft letter of support was discussed regarding Devour's 100K one time capital request. The co-chairs read the letter and discussed, and it was agreed that the final version be forwarded to the Town of Wolfville in support of Devour's application.
4. Finance report was provided by WBDC Treasurer.
5. Reminder to attend the UP Strategic Planning session (part 2) March 23, 2021 at the Al Whittle Theatre.
6. Next meeting date: April 13, 2021

WBDC Strategic Planning Session (Part 2)
UP Consultants
March 23, 2021 (9:00 to 2:30)
Al Whittle Theatre, Wolfville

The WBDC Strategic Planning session part two was held at the Al Whittle Theatre. All Covid-19 distancing and cleaning protocols were observed throughout the session. The main highlights were:

1. Review of previous session's comments, focus on membership composition and engagement.
2. Confirmation that the WBDC and the Town of Wolfville are in the process of creating a system that will provide the WBDC with a complete and comprehensive list of its members.
3. Discussion on how best to gather information and comments from members regarding the work of the WBDC.
4. Recognition that membership is much more diverse with respect to the nature and type of businesses represented than when the WBDC was first established – these developments need to be better understood and articulated, so future priorities can be created accordingly.
5. Recognition of the important role social media plays in WBDC's current and future work.

COMMITTEE UPDATE

Title: WBDC Report
Date: April 6, 2021
Department: Committee of the Whole



6. Need for greater visibility – all agreed that an WBDC office, with adequate meeting space, is key to improving contact with members and supporting the work of the coordinator and board. Locations to be explored.
7. UP Consultants to provide final report to WBDC board within a month.

Respectfully submitted:
Councillor Isabel Madeira-Voss