



Committee of the Whole

December 7, 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. In-Camera Minutes of Committee of the Whole, October 5, 2021.
- b. Committee of the Whole Minutes, November 2, 2021
- c. In-Camera Minutes of Committee of the Whole, November 2, 2021
- d. Special Budget Committee of the Whole Meeting, November 25, 2021
- e. In-Camera Minutes of Special Budget Committee of the Whole Meeting, November 25, 2021

3. **Presentations**

- a. Valley Regional Enterprise Network (*Jennifer Tufts & Gerard D'Entremont*)

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) one minute, if time permits within the total 30-minute period
- Questions or comments are to be directed to the Chair



- Comments and questions that relate to personnel, current or potential litigation issues, or planning issues for which a public hearing has already occurred, but no decision has been made by Council, will not be answered.

5. **Committee Reports (Internal)**

- a. Accessibility Advisory Committee
- b. Planning Advisory Committee
- c. Town and Gown Committee
- d. Economic Task Force

6. **CAO Report (VIC Stats)**

7. **Staff Reports for Discussion**

- a. RFD 064-2021: Pension Plan Amendments
- b. RFD 057-2021: IMSA Pilot Project
- c. RFD 066-2021: Climate Action Plan
- d. RFD 056-2021: Policing Services Review Committee
- e. Info Report 008-2021: Video Camera Pilot
- f. RFD 061-2021: Switch Program – Budget Increase
- g. Info Report 007-2021: Good Neighbours Pilot Project
- h. RFD 062-2021: Deputy Mayor Policy
- i. RFD 063-2021: Grants to Organizations Policy
- j. RFD 065-2021: Valley Waste Debt Guarantee Renewal

8. **Committee Reports (External)**

- a. Valley Waste Resource Management (VWRM)
- b. Kings Transit Authority (KTA)
- c. Kings Point-to-Point (KPPT)
- d. Annapolis Valley Trails Coalition (AVTC)
- e. Diversity Kings (DK)



9. **Public Input / Question Period**
10. **Adjournment to In-Camera Meeting under *section 22(2)c and g Of the Municipal Government Act.***
 - a. RFD 060-2021: Citizen and Council Appointments to Committees
 - b. Legal Advice
11. **Adjournment of In-Camera Meeting**
12. **Regular Meeting Reconvened**
13. **Motions from In-Camera Meeting**
 - a. RFD 060-2021: Citizen and Council Appointments to Committees
14. **Regular Meeting Adjourned**

COMMITTEE UPDATE

Title: Accessibility Advisory Committee

Date: November 8, 2021

Department: Committee of the Whole



The last meeting of the Accessibility Advisory Committee met in a hybrid form for the first time since the pandemic. It was nice to finally meet committee members in person. The next meeting is scheduled in hybrid format on December 13, 2021.

Director MacLean summarized the work done so far on the Built Environment (town owned and operated buildings) and what staff can bring back for the 2022-2025 plan. Accessible parking in the downtown core done by our GIS staff indicated only 43% of the 32 spaces met accessible standards. An audit of the sidewalks was noted to the committee and accessibility will be addressed as we move through AAA (all ages and abilities.) Park and open spaces were discussed with feedback from the July walk about being considered. It is important that we as council take careful consideration where improvements can fit into the town budget moving forward.

The committee will continue to work on the work plan for the rest of the year, focusing on firstly Information and Communication (clear accessible communication and information from town of Wolfville) Then Goods and Services as our areas of commitments. Moving into version 2 of the report (2022-2025) we will need public engagement. The committee discussed a hybrid approach to this. Possibly 2 in person sessions with the first one in January or February 2022. Also noted, that Wolfville Blooms will be an excellent source of communication.

Respectively submitted by:

Councillor Jennifer Ingham

COMMITTEE UPDATE

Title: Planning Advisory Committee
Date: November 18, 2021
Department: Committee of the Whole – December 2021



- A review of topics discussed at past PAC and Council meetings such as single room occupancies, short term rentals, R-1 and building height along with a walk through on Wolfville's GIS to show potential STRs and SROs where further understanding is required. The GIS illustrates the concentration of potential SROs and STRs in Wolfville and in which zone, with the area to the east of Acadia and the Marshhawk area showing a disproportionate concentration compared to R1 and University lands.
- Staff capacity to complete fire inspections required to verify these properties is very limited. Gaining access to properties can be challenging and may have long wait times until staff can gain access. A new staff person at the Town will begin doing fire inspections in a few months.
- Updates on several operational pieces were presented and will continue to be provided to PAC as work gets underway.
- An overview of the Wolfvilleblooms.ca Secondary Planning Process page was provided, request for feedback from Council on what they would like to see on the webpage. This will be one of a few ways that the community is engaged and encouraged to give feedback with stakeholder engagement to occur in January.
- Guest presenter Rob LeBlanc from Fathom Studios provided overview of schedule for secondary planning process from now until end of March 2022, clarifying that some adjustments to the schedule may need to happen as work occurs, clarifying that traffic counts will occur, stakeholder workshops will occur, and then high-level planning to be brought to PAC in February.
- Concerns regarding viewpoints of Blomidon from reservoir park expressed, idea to install informative panels similar to climate action walk signage suggested as well as Instagram posting. A facebook group led by residents in the community is interested in learning more about the East End development. Staff will circulate the direct link to the blooms page for this project when it is ready to receive feedback.
- It was clarified that a traffic modeling software will be used over the next few months to track vehicle and bicycle use, providing opportunity to project how traffic will be impacted by development. Due to the level of density and population projected with this development discussion regarding a highway interchange may be required concurrently.
- Developers have discussed building smaller units in order to be able to provide more affordable housing options than larger units however without a definition of affordable housing being used in this case, how do we develop consensus of what affordable housing is?
- November Committee of the Whole meeting proved that there is acceptance and interest in the proposed AT Network, beginning with Highland Ave. Information on the AT Network is available on WolfvilleBlooms.ca and Staff are requesting input from PAC in regard to what FAQs they may have regarding the proposed network so Staff can incorporate them onto wolfvilleblooms.ca. The goal of the project webpage is to inform and educate community members and to contribute their feedback.
- Next meeting: Originally scheduled for Thursday, December 9th at 4:00 pm has been cancelled.

COMMITTEE UPDATE

Title: Town and Gown Committee
Date: December 7, 2021, 2021
Department: Committee of the Whole



UPDATE

- The Town and Gown Committee held the second of its biannual meetings on November 22, 2021. The meeting was held in person in the Wolfville Council Chambers and has been chaired this calendar year by the Town. In 2022 the Chair for this committee will be Acadia University.
 - CAO Beaudin provided an overview of the MOU between the Town and Acadia. Highlights of the work covered by the MOU this year include:
 - The hiring of a Special Projects and Communication Coordinator by the Town and launch of the Town's Wolfville Bloom platform which will incorporate initiatives of the Town and Gown.
 - Recommendation that the Community Forum for T & G to take place in person in January.
 - Infrastructure initiatives this year included an EV charging station located on Acadia but available to all residents; a new library for the Town and plans for Acadia to redevelop their library; and the Acadia Farm and how this might engage Acadia students and residents. The Town's financial contribution to Raymond Field was noted by Acadia.
 - Mayor Donovan presented the preliminary findings of the Task Force on Economic Development including initiatives that could provide opportunity for graduate retention.
 - The challenges of housing availability for both town residents and students and staff of Acadia was noted with discussion on situations where the Town and Acadia could work together to support these needs. Further discussion will be undertaken on this need in the next year.
 - The Town shared information on the feasibility assessment underway for a regional recreation facility that would focus on an indoor aquatic facility. It was noted that Wolfville and Kings County are contributing to the cost of keeping the Acadia Pool open during the current year.
 - Community interest in Pickleball courts was noted and possible site on Acadia lands discussed.
 - Special Project Coordinator Barb Shaw provided an update on the Good Neighbours Pilot Project and shared insights on the issues dealt with over the fall term. A program of off-campus Resident Advisors was noted as desirable.
 - Priorities for the 2022-23 Workplan for Town and Gown include:
 - Supporting the ASU in large student events
 - What things might the Town do to support these events e.g., close a street, sanctioned open space. It was noted that these situations would then become a town issue rather than the University's responsibility.
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COMMITTEE UPDATE

Title: Town and Gown Committee
Date: December 7, 2021, 2021
Department: Committee of the Whole



- More violent and aggressive behaviour and disrespect has been noticed this year and while some believe it is related to the impact of CoVid and the fact that two years of students have experienced limitations on socialization destruction to personal property needs greater focus.
- 2022/23 will see the next full review of the MOU (every four years).
- The Town and Gown is mandated to meet biannually but may wish to meet more frequently. Discussion of the Town and Acadia's responses to climate change could be included in future discussions.
- At the next meeting (May of 2022) the T & G committee will look at key performance indicators.

Respectfully Submitted

Mayor Wendy Donovan

1. OVERVIEW & PROCESS

The Task Force on Economic Development was a high-level process to gather information about innovative business/entrepreneurial opportunities appropriate for Wolfville. It can inform the 2022-23 budget discussions related to the Town's role in economic development. Interviews were designed to:

1. Identify realistic opportunities for new business development including graduate retention, entrepreneurial attraction, existing and future business resiliency.
2. Identify supports and resources the Town could provide to further any opportunities identified.
3. Build relationships with existing businesses to, in part, identify needed supports and systems existing businesses need to remain resilient¹.

Task Force Members included Mayor Donovan, Councillors Madeira-Voss and MacKay. Director Lake assisted in the review of the report. Activity was limited to personal interviews with a variety of stakeholders including the Wolfville Business Development Corporation (WBDC) Chair and approximately 15 members of the WBDC (as part of the BRE interviews), Federal and Provincial elected officials for our region, faculty of Acadia connected with areas of study that lend to emerging business opportunities, regional business organizations including the Acadia Entrepreneurship Centre, The Annapolis Valley Chamber of Commerce, the Valley Regional Enterprise Network (REN), and Nova Scotia Community College (NSCC). The work of the Task Force was undertaken from September through November 2021.

Council's 2021-24 Strategic Plan created four strategic directions to focus Town Council, staff and financial resources – (1) Economic Prosperity, (2) Climate Action, (3) Community Wellness and (4) Social Equity. Economic initiatives that expand the Town's small tax base have potential to enhance quality of community life and resiliency, supporting social equity and community wellness. Economic innovation can also play a role in the most significant issue of our time, and one of our four strategic directions – Climate Action.

The economy is a significant contributor to climate change. Conversations identified that we have opportunities to respond to both objectives – climate action and economic development. The

¹ A summary of these interviews is provided in section 4 of this report.

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term “circular economy” was one of the opportunities that emerged during these interviews and will be discussed at greater length later in this report.

2. FINDINGS

Findings from the interviews are identified as Needs or Opportunities. The primary intent of this exercise was to identify opportunities for entrepreneurial initiatives that fit well with the Wolfville setting (size, amenities, culture, existing businesses etc.). Through the process it became clear while opportunities exist there are some basic needs that inhibit their realization. Many of these “Needs” are not unique to entrepreneurs but are basic to any well-functioning community, and in some cases are already being discussed if not addressed. In most cases these “Needs” cannot be addressed by the Town alone, regardless of how much we as a Town may support them. Addressing these “Needs” will take significant support from other levels of government and active participation by the business, development, and not-for-profit communities. The Town’s most significant role in this process may be as a coordinator, motivator, communicator – in short, the Town has “the table” around which service providers can meet to address these issues.

I. Needs

- I. **Housing:** Housing is recognized as a need throughout the province. It is identified in a variety of documents prepared for the Town, including the Town’s Municipal Planning Strategy (MPS). The Valley Regional Enterprise Network (REN) strategic priorities for 2021-22 identify housing development support. Although not typically a primary focus of the REN the absence of suitable housing is a barrier to all other strategies identified in their Strategic Plan². Discussion with the Executive Director of the REN noted that by the year 2030 our region will need an additional 6,000 individuals to replace workforce loss through retirement and identified expansion. For the retiring workforce, many will not leave their current home, or their homes may be priced out of the market for new workers. New housing will be required for the replacement workforce. This 6,000 does not include new and additional individuals who may be attracted by entrepreneurial opportunities yet unknown. Housing at all levels of the middle housing spectrum will be needed. As well as traditional housing, live/work housing opportunities may increasingly be in fashion or demand.

Related to accommodation, but not permanent housing, there is need for short-term tourist accommodation that does not subtract from needed long-term housing.

² Valley REN Business Plan Fiscal Year 2021-2022, p2.

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- II. **Childcare**: Whereas Wolfville has always been attractive to retirees it is increasingly desirable for younger individuals, and families with young children. Wolfville (and the broader region) is considered a stable, healthy place where technology allows one to work throughout the Country and the world. Unlike past generations of Nova Scotians newcomers often do not have family in the area to support childcare needs and they look to organized childcare to provide that service.

Wolfville has licensed childcare providers as well as an afterschool program supported by the Town. As in many communities, public afterschool activities are often recreational rather than primarily childcare. While these activities may fill part of a child's day-care needs, they likely do not meet all the childcare needs of young families in today's work environment. Additional physical space, early childhood educators, and stable afterschool and school vacation care services will be needed to attract a new group of younger entrepreneurs and business workforce.

- III. **Co-Working Space/Office Space**: While the option to work remotely and the development in technology have made traditional office space in less demand than in the past, many businesses and workers need and want some of the traditional opportunities of "the office". Co-working space would provide small private offices and common spaces such kitchen and lounge space, board room, access to a shared receptionist and printers etc. Such space might also provide short term child minding and opportunities for social engagement with other small companies.

Office space in general was identified as a need. Wolfville Business Development Corporation (WBDC) representatives suggested removing service and business office space from ground floor commercial would focus this space for retail, walk-in businesses, food and beverage opportunities, enhancing the tourist and resident shopping experience. It was noted that medical services e.g., dentists, doctors, natural health practitioners as well as financial businesses do not typically attract walk-in patrons and could be in a medical building, if one existed in town.

- IV. **Accelerator Space**: Businesses that are established, or more traditional, are those most likely to look to traditional office space or co-working locations. Accelerator space, also Incubator Spaces are designed to be a short-term option for new start-ups. They take many forms from Google's Start Up Campuses to Accelerator Spaces connected with post-secondary institutions e.g., University of Waterloo **Velocity Incubator** and **Communitec Data Hub** are examples of spaces that provide short-term options for technology start-ups focusing on collaboration, mentoring, business development support and small seed investment. Often these spaces are associated with a post-secondary institution. Interestingly, while usually associated with a post-secondary institution they are often not physically on these academic campuses. Several interviewees support the physical

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separation of these spaces from their academic “parent” citing things as basic as access to parking to the more nebulous sense of a post-secondary institution being overly academic. Certainly, there are some accelerator spaces located on education campuses, but it is worth noting that while those relationships are important so is the physical separation.

- V. **Training and Skill Development:** For generations the need for ongoing training has been a reality of the workforce – whether product specific or inter-personal and/or cultural. Whereas that “life-long” training was once accessed through professional and work organizations, or formal academic upgrading, these options now fall short of the need. Particularly for new start-ups, the need is for accessible, reasonable cost, short-term learning opportunities. Access to reliable quality ongoing training, retraining and reskill development will be an ongoing need for new business models.
- VI. **Business Navigation:** Business navigation includes a wide variety of services including but not limited to understanding legislative requirements (e.g., how to sign up for Joint Registry of Stock), business supports such as accountants, lawyers, business equipment service companies, technology support, training opportunities, funding opportunities, marketing support. Most established businesses have identified their suppliers but even those mentioned that this was difficult when they were new businesses.
- VII. **Workforce Development:** As noted with respect to housing the Valley REN has projected a need for 6,000 new employees for our region for existing and expansion of existing businesses. That number does not include new entrepreneurial businesses that may emerge in the future, and hopefully supported by this Task Force initiative. Workforce Development includes workforce attraction from other areas, workforce training/retraining for new required skills, and workforce retention.
- VIII. **Land base for Commercial Development:** The Town of Wolfville is geographically small, with limited land currently zoned for commercial development. In that one objective of this review is to expand the commercial tax base in Wolfville land outside the town boundaries will not address this objective.
- IX. **Social Engagement:** One of the reasons often cited for the move away from Wolfville by recent graduates is the limited social and entertainment opportunities of a small town. The lure of Halifax, Toronto or Vancouver is real and impossible to replicate in a small community. Some interviewees who have had businesses in Wolfville for some time noted that in the past there were social opportunities provided to businesses by the business community. Further, that the absence of these activities now makes the work

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process less enjoyable. As companies increasingly do the same quantity of work with fewer people and consequently could work out of very small offices or at home, the work experience had become less enjoyable.

- X. **Recreational and Cultural Opportunities**: In addition to the needs of those in the workforce it was also recognized that attracting that workforce must consider the needs of family members connected to that workforce. One of the needs identified was high quality recreation and cultural opportunities for residents. Wolfville has been reliant on the recreation and cultural spaces connected to Acadia and the past two years have provided evidence that those may not be reliable sources for major recreation and cultural spaces.

II. Opportunities

- I. **Innovation**: The Town clearly benefits from having a university within its borders. Until the recent pandemic access to Acadia's spaces – recreation, cultural, academic was assumed by residents who benefited in so many ways from this partnership. Businesses have benefited from the doubling of the population and the parents of that population. Acadia's STEAM space, and faculty and students who support community-based research provide potential resources for entrepreneurial development. The Nova Scotia Community College, including its campus in Kentville and the Centre for Geographic Sciences in Lawrencetown, similarly present opportunities to support retraining and skill development to support entrepreneurial development. The unique skills and training opportunities available through the NSCC campuses, including potential for Micro-credentials, are consistent with the needs and opportunities of emerging economies. Together these post-secondary resources have potential to support a more climate responsive circular economy.

The circular economy “a model of production and consumption...involves sharing, leasing, reusing, repairing, refurbishing and recycling existing materials and products as long as possible that aims at tackling global challenges like climate change, biodiversity loss, waste, and pollution”³. Access to and availability of supports that could be leveraged through Acadia, NSCC/COGS, the Valley REN and the WBDC to contribute to development of a sustainable and climate responsive more local economy. Not a few town businesses sell gently used clothing and Annapolis Valley Waste Management operates a reuse centre. Interviewees have mentioned the need

³ Definition from Wikipedia

for refurbished furniture. In short, the circular economy has existed in some form for a long time in some areas like clothing. With greater availability of technology there is potential for expansion.

- II. **New Business Opportunities that Take Advantage of Our Immediate Environment:** Several interviewees observed that our natural environment provides new business opportunities related to outdoor recreation and education as well as local enviro-tourism. Certainly, the development of grape farming and wine making in our immediate region has been a significant tourist attraction, and contributor to a large seasonal workforce. It has also created positive partnerships with post-secondary institutions who provide supportive research and credentialing thereby benefiting those institutions. Other initiatives that take advantage of location, location, location cycling, heritage, and food tourism present opportunities for new startups. There is potential for the Valley REN to provide further support to the expansion of tourism options in Wolfville and its surrounding region.
- III. **Housing and Childcare:** Expanding both the local housing supply and childcare opportunities will require involvement of both levels of government through funding support, the local college through training programs. There are indications of these resources being available if communities are ready. Similarly, there are indications of potential within the not-for-profit sector related to affordable housing. This type of development is likely to require considerable support from the Town with respect to navigating both the Town's land policies and connecting to other levels of government. Notwithstanding the demands on town resources that a not-for-profit housing initiative might take there are early opportunities that there may be willing initiators. The Valley REN has identified childcare capacity as another barrier to workforce growth and is initiating a discussion on what role they could play to assist groups to navigate the expansion of existing services, including working with NSCC for employee training. Through NSCC's Early Education Certification there is local support to contribute to local growth of childcare options.
- IV. **Business Support/Marketing/Business Attraction:** Interviews with representatives of the Valley REN, the Annapolis Valley Chamber of Commerce, the Acadia Centre for Entrepreneurship, and the WBDC identified a range of opportunities to support the needs noted in the preceding section. While it does appear that some coordination of "who does what" is needed among these organizations, and a communication of their services to new businesses, the opportunity to meet these needs exists within our region.

- V. **Accelerator/Incubator Spaces**: As with housing and childcare provision of these physical spaces is not completely or even largely within the Town's scope of responsibilities. Involvement of other levels of government for financial support to create and expand these spaces is needed. Several initiatives already in Wolfville may however hold opportunities to create this type of space within our geographic boundaries. These include the Acadia STEAM space, expansion of the Market, connectivity to NSCC programs, the Acadia Entrepreneurship Centre - particularly if it could be physically arm's length from the university campus, and the proposed library redevelopment. These are existing opportunities around which true Accelerator Space could emerge.
- VI. **Co-working and Additional commercial space**: As with other needs this one will not be provided by the Town directly, although will certainly need support and staff resources of the Town if development opportunities can be found or encouraged. The upcoming secondary plan for the east end lands is an opportunity to consider business commercial space, as could the C2 zone, areas that fit with Bill 177⁴, and other opportunities that might emerge.
- VII. **Skill Development and Retraining**: The Nova Scotia Community College, along with other post-secondary institutions across Canada are developing upskilling and reskilling opportunities increasingly referred to as *microcredentials*. The Valley REN identifies a number workforce readiness training and information initiatives in its current Strategic and Operational Plan.
- VIII. **Land for Commercial Development**: Opportunities exist in the remaining undeveloped areas of the Town's east end and to a small extent along the rail-line, immediately north and west of the Railtown development. Additionally, there are one or more sites including the commercial land at the south-west corner of Skyway and Highland that could provide commercial redevelopment opportunities. Land holdings of Acadia and potentially annexation are considerations for expansion of the commercial land base.

⁴ Bill 177 authorizes municipal councils to create a by-law providing for the phasing-in, over a period of up to 10 years of an increase to the taxable assessed value of certain commercial properties located in a commercial development district that is not currently considered prime commercial space e.g., due to previous contamination or other reason that makes it currently less desirable commercial space.

3. SUMMARY – BUSINESS DEVELOPMENT OPPORTUNITIES AND NEEDS

This report builds on earlier reports to Council including the May 2021 report– *Economic Update + Discussion* – <https://bit.ly/3nxF9pV>, and a July 2021 follow up report titled *Economic Prosperity Road Map* - <https://bit.ly/3CASWjH>.

While acknowledging limitations of the current high-level review, two important points emerged:

- 1) Collectively town and regional businesses, the Corporation of the Town of Wolfville, education institutions, and regional economic development organizations, have a common understanding of what will hold back robust economic development. The theme of capacity needs – more housing, more childcare, more training and retraining, more working spaces, more social engagement, more entrepreneurial support and navigation runs through these conversations. Related to capacity needs is recognition that increased capacity provision will have a significant and potentially negative impact on the carrying capacity (climate, environment, infrastructure, culture) of our community and region, and so must be carefully managed. Opportunities to build and buy local, to be deliberate in developing a circular economy, are important to managing both positive and negative elements of growth.
- 2) On a positive note, there are paths and supports to address many of these needs. Through the interview process it became clear that there are gaps in awareness of both who is doing what, and often what an organization is doing. So, while awareness of who does (or could do) what is an issue, the reality of the situation seems to be that many groups and organizations are or could be supporting identified needs. To the extent that organizations can be mobilized to collectively address needs we have a positive situation.

4. SUMMARY OF BRE INTERVIEWS

Business Retention and Expansion interviews were conducted with fifteen existing businesses to identify their needs. No assessment of these needs was made, and they are listed here as presented. These interviews provided an opportunity for the Town to build relationships with current businesses. The following points summarize needs and interests from those interviews. In several cases these interviews mirror those needs identified in discussions with non- business providers interviewed.

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A. SPACE NEEDS

- i. There is need for more commercial space.
- ii. Those working online need a physical space to get together to share their needs with others working in a similar environment. This could include common workspace/hub space.
- iii. Better tourism accommodation such as a hotel or inn rather than B&B's.
- iv. More and/or larger areas for RV parking.

B. INFORMATION AND COMMUNICATION NEEDS

- i. Interest among businesses for greater collaboration.
- ii. With respect to the Valley Regional Enterprise Network there was limited awareness of the REN or how to find them/what it does. Similarly, businesses often felt limited connection to Acadia or NSCC or knowledge of how they might collaborate with these institutions.
- iii. While some were unaware of the WBDC and how to find them others noted the WBDC has an important role and great potential with new vision and seasonally targeted events.
- iv. Would like a one stop spot to connect with services and information for businesses.
- v. Tourism services/information in more languages, especially French given the number of Francophone NB tourists.
- vi. Communication extremely important with some noting that e-newsletters are the best way to engage target audience.
- vii. Some social activities among/for businesses.

C. WORKFORCE NEEDS

- i. Lack of skilled workforce and those looking for employment. This was specifically noted in the culinary/restaurant and hospitality sectors.

D. OTHER STRUCTURAL NEEDS

- i. Childcare.
- ii. Improve traffic flow as this has become a deterrent for some visitors - have to address this in order to maintain and increase activity.

5. RECOMMENDATIONS and NEXT STEPS

Short Term Recommendations

1. **Recommendation #1:** That Council review and consider this report and the following recommendations as part of the upcoming budget process.
2. **Recommendation #2:** That Council assess the role the REN can play in meeting objectives related to regional tourism and the Town, workforce and economic development, and workforce supports, with a view to rejoining the Valley REN.
3. **Recommendation #3:** That Council consider additional resources to support housing and other initiatives related to economic development, including but not limited to, housing and other workforce needs.
4. **Recommendation #4:** In the upcoming East End Secondary Plan investigate opportunities for live-work and co-working space. Similarly, investigate opportunities for these spaces within C2 zones, and the use of Bill 177, and other opportunities that may emerge.
5. **Recommendation #5:** Participate in discussions with Acadia regarding opportunities for co-development of housing, business commercial, and workforce amenities e.g., childcare on some of its land holdings, in particular land that could provide highway access.
6. **Recommendation #6:** leverage the WBDC as a contributor to overall economic development objectives through the upcoming agreement and policy review.

Medium Term Recommendations

7. **Recommendation #7:** Investigate opportunities for unique entrepreneurial spaces within the proposed library, and engage Acadia, Acadia Entrepreneurial Centre, NSCC, the Valley REN and others as appropriate, in investigation of a true accelerator space(s) in Wolfville.

Long Term Recommendations

8. **Recommendation #8:** Investigate annex land for future highway commercial.

Respectfully Submitted

Mayor Donovan
Councillor Maderia-Voss
Councillor MacKay

CAO REPORT

December 7, 2021

Department: Office of the CAO



Economic Prosperity * Social Equity * Climate Action * Community Wellness

Information Updates

Winter Parking

Winter parking regulations will be in effect from Dec. 1, up to, and including Mar. 31, on all streets in the Town of Wolfville. Off-campus Acadia students who do not have designated parking pad access can now access a seasonal parking pass through Acadia.

Acadia is providing 50 special parking permits (\$80 cost) to park at the Acadia Athletic Complex from Dec. 1 to Mar. 31. These additional parking permits will be given on a first-come-first-serve basis, and they must be purchased them from the Security Office in the Students' Union Building.

Wolfville Glows

Wolfville Glows launched for another season with the Night of Lights ceremonial tree lighting by Mayor Donovan and members of Council in Clock Park. The event, complete with carollers, was broadcast live on Facebook so that the community could safely connect to the event from home. Santa made an appearance and tried out his bench, in advance of his weekly community visits that are scheduled from 2 – 4pm on Saturday December 4, 11 and 18.

The full Wolfville Glows schedule is posted online at <https://www.wolfville.ca/wolfville-glows.html> and highlights include weekly free films at the Al Whittle, pop-up choirs and a mini-petting farm event at Robie Tufts. The Wolfville Farmers' Market is also offering festival programming each Saturday along with the much-anticipated Yule Market that will be open to the public on Dec. 23 from 3 to 8 pm.

Even the Magic Winery Bus is making a special stop in town during Wolfville Glows. Their holiday offering, the "All Wrapped-Up" tour package, will be making a special stop at Clock Park to visit with Santa, ensuring that craft beverage connoisseurs are welcomed to our downtown during their special journey.

The Town has worked closely with the WBDC in planning for Wolfville Glows and they have done a tremendous job with developing holiday marketing for their social media channels.

Holiday Decorations and Parks Updates

Parks staff have been spreading holiday cheer throughout Town with lights, wreaths, ribbons, bows, festive balls and decorations. The Waterfront Park giant wreath and holiday arches are in place, providing the perfect backdrop for holiday photos.

CAO REPORT

December 7, 2021

Department: Office of the CAO



Economic Prosperity * Social Equity * Climate Action * Community Wellness

With decorations done, crews are moving on to winter wood clearing and forest management work at Reservoir Park and a new outdoor ping-pong table has landed in Rotary Park. Additional details on this donation will come to Council soon.

COVID-19 Workplace Screening

Since Sept. 17 the Town of Wolfville Workplace Screening Program has completed more than 1,000 rapid tests. Participation remains strong from our Volunteer Fire Department Members, Council and staff from across all departments. We are grateful to have access to this program, especially as new variants of concern emerge.

Web Site Development

IT staff continue to work with senior management team on the new website. The look and feel of the new site was showcased for staff on Dec. 2 with the original Blooms designer taking the lead on the visual development of the new Town website on behalf of Blaze Studios.

We are looking to an early 2022 launch date for both the new website as well as our new recreation programming booking portal.

Staffing updates

Trent Hancock was the successful applicant for our Utility Operator position. Trent started his new role with the utilities on December 1st. This change will lead to additional staffing implications for our team. Management is currently in the process of reviewing the Lead Hand 1 position within the Public Works Department. This winter season, Dave Taylor will be filling-in as the Lead Hand 1 for Public Works in addition to his current role.

Kaden Thibault has joined the Town as the new Community Compliance Coordinator and Sean LaFontaine, starts next week as our new Community Compliance Assistant. Both Kaden and Sean bring knowledge and experience with the Acadia on and off campus community. We look forward to their efforts and expertise being used to increase community harmony in the Town of Wolfville.

All Ages Accessible Bike Network (Triple A)

Our Active Transportation work is now live on Wolfville Blooms (www.wolfvilleblooms.ca/atnetwork) providing an opportunity for our community members to take a closer look at our plans, background on active transportation and there are also opportunities to provide feedback.

CAO REPORT

December 7, 2021

Department: Office of the CAO



Economic Prosperity * Social Equity * Climate Action * Community Wellness

East End Secondary planning process

An overview was presented to our Planning Advisory Committee at their November meeting. Staff and consultants have met with most owners within the Comprehensive Development District (CDD) area and we will wrap this up before Christmas. Letters will go out before Christmas to a wide radius around the sites, inviting residents to be involved in public engagement in the new year. Wolfville Blooms will feature the East End Secondary Planning Process project as one piece of our community engagement process.

Visitor Information Centre Stats

During the 2021 Visitor Information Centre season there were **800** guests who signed the guest book. During this same time, there were **4,689** wine bus guests. Historically, these guests have been added to the VIC season stats. The total number of visitors recorded in 2021 was **5489**.

Planning Department Updates

Staff are advancing work on Single Room Occupancies, a business registry and short-term rentals. Updates and information will be brought forward as this work progresses. Staff continue to provide building and development services (permitting, fire inspections, etc). There are a number of site plan and as-of-right applications currently under review.

Staff were successful in a funding application for a Community Transit Feasibility Study to the Nova Scotia Transit Research Incentive Program – this work has begun with student background research and a consultant will support aspects of this work moving forward – including discussion with Council. A report to Council is anticipated by the end of the fiscal year (April 1, 2022).

Finance/Corporate Services Updates

The Finance team is working with GIS and Public Works to complete Stats Can survey on Capital Assets. Finance department staff are also working to submit annual FIR to province by the Nov. 24 deadline.

Work continues on review/update of draft 2022-2025 Accessibility Plan with support from the Accessibility Committee.

The budget journey continues and Council feedback from the Nov. 25 full-day session will now be used as staff move forward with budget preparation.

CAO REPORT

December 7, 2021

Department: Office of the CAO



Economic Prosperity * Social Equity * Climate Action * Community Wellness

Upcoming Events

- Wolfville Glows runs through December, featuring a series of small events such as Santa sittings, Petting Farm, as well as visual attractions/photo ops around town. No large gathering planned due to ongoing pandemic.
- Overnight parking restrictions are now in effect.
- The Mayor's Levee is being reimagined and details for the 2022 event will be announced as soon as possible.

REQUEST FOR DECISION 064-2021

Title: Pension Plan Amendment

Date: 2021-12-07

Department:



SUMMARY

Pension Plan Amendment

A couple of years ago it came to the attention of the Town that the pension plan of at least one Intermunicipal Service Agreement organization (IMSA) had a pension plan that exceeded the Town's plan. It had also been a number of years since a specific jurisdictional scan had occurred with regard the pension plan. The Town's Operations Plan (approved in March 2021) included three initiatives under Human Resources, one of which was to review the pension plan (page 53 of Ops Plan).

Staff carried out a jurisdictional scan of municipal pension plans within the province of Nova Scotia. This report provides information on these findings and recommendation after review of the findings by the Management Team.

DRAFT MOTION:

That Council direct the CAO to amend the Town pension plan in the area of employer/employee contributions to the following:

- 0 – 20 years service - Employee may choose to contribute 6%, 7% or 8% of their regular gross earnings to the pension plan, with the Town contributing a matching amount
- 21+ years of service – Employee contributes 7% of regular gross earnings to pension plan, with Town contributing an amount equal to 11% of regular gross earnings

And further that the noted changes have an effective date of April 1, 2022.

REQUEST FOR DECISION 064-2021

Title: Pension Plan Amendment

Date: 2021-12-07

Department:



1) CAO COMMENTS

The CAO supports the recommendations of staff. It has been a number of years since this has been reviewed. It is important that the Town's pension plan remain competitive as both a staff attraction and retention tool, but that it also be balanced within the financial constraints of the Town. The recommendation that is being made balances both of these considerations.

2) LEGISLATIVE AUTHORITY

Town Policy 130-016 Employee Benefits Policy

3) STAFF RECOMMENDATION

Staff recommend a change to the required pension contribution, allowing staff to select between 6%, 7% or 8% with the Town matching the elected percentage. Staff also recommend that 21+ years of service contribution of 7% employee/11% employer be adopted.

4) REFERENCES AND ATTACHMENTS

1. Town Operations Plan/Budget for 2021/22
2. Town Policy 130-016

5) DISCUSSION

As noted in the 2021/22 Operations Plan, staff were to carry out an in-house review of salaries and pension plan. Specific mention on page 53 of the Plan notes that it had become evident that the pension plan should be reviewed. Over the last couple of years it had been noted that at least one of the Intermunicipal Service Agreement (IMSA) organizations had higher contribution levels than the Town's pension plan. Discussions with a few other municipalities showed that several had moved away from what had been a municipal trend of matching 6%/6% (employer/employee) contributions to a pension plan.

A jurisdictional scan yielded the following information:

- 14 responses related to defined contribution plans (the type used by the Town)
 - Contribution levels ranged from 2% to 9%
 - 5 municipal units provided choice of contribution % up to specific maximums
 - 8 had at least one contribution level greater than 6%
 - Kings County, Town of Kentville and Town of Berwick all had contribution levels of at least 8%
 - Antigonish had contribution % increasing based on years of service

REQUEST FOR DECISION 064-2021

Title: Pension Plan Amendment

Date: 2021-12-07

Department:



- Valley Waste follows Kings County approach, matching 8% employer/employee contributions
- 3 municipal units have joined the N.S Public Service Superannuation Plan, a defined benefit plan
 - The units are HRM, Town of Yarmouth, and HRM

Staff did not review in detail information related to the provincial defined benefit plan. This type of plan would be a significant change from the Town's current approach and would require a higher level of research. Generally defined benefit plans have been known to be more expensive for both the employer and employee, and come with some risk around unfunded liabilities that can impact an organizations financial position. If there was a strong desire to look into this area of employee pensions, it would be recommended to do that in a future year and involve needed analysis around the pros/cons of such plans.

In addition to the jurisdictional scan carried out, Town staff were surveyed to see which of 4 contribution approaches they prefer. The options considered were:

- No change –all employees contribute 6% of their earnings and employer match 6%
- An increase of 2% - all employees contribute 8% of their earnings and employer match 8%
- Employees have the option of contributing 6%, 7% or 8% of their earnings and employer matches their contribution.
- A tiered pension contribution based on years of service.

Year(s) of service	Employee %	Employer %	Total Contribution
3 months – 5 years	6%	6%	12%
Year 6 – 10 years	8%	8%	16%
Year 11 – 20 years	9%	9%	18%
Year 21 +	7%	11%	18%

The staff feedback was varied, and perhaps somewhat unexpected. Currently there are 42 staff eligible for the pension plan and 40 responded to the survey.

- One person selected the status quo, i.e. no change
- One person selected move to 8% & 8%
- Fourteen people selected the third option, allowing choice of 6%, 7%, or 8%
- Twenty four selected the tiered approach, based on years of service

- Three additional options were suggested amid the options offered in the poll. These included joining the provincial defined benefit plan, have the employer contribute 1% more than the employee contribution %, and consider a combination of employees having a choice of

REQUEST FOR DECISION 064-2021

Title: Pension Plan Amendment

Date: 2021-12-07

Department:



contribution % until employee reaches 21 years of service at which point use the last step of the tiered system (7% employee/11% employer)

The Management Team reviewed and discussed the staff feedback, as well as the jurisdictional scan of other municipal units. Ultimately the Management Team reached consensus on the approach that combines the employee choice of %, with the use of the 21+ years approach in the tiered system. The rationale to recommend this option is based on two key elements.

First, allowing staff an option of between 6% (current contribution level) and 8% provides an opportunity for staff to match what is becoming the accepted benchmark used by other municipalities, most notably neighboring units. It also allows individuals to stay at 6%, ensuring their take-home pay is not impacted. The ability of individuals to have an additional 2% deduction from their pay (to reach 8%) varies on their personal circumstances and employment income level.

Second, adding the 21+ years of service option is considered a positive incentive towards employee retention. Typically, longer term employees reach the top of their pay band and hence hit an income ceiling. By recognizing the long term employee through the pension contribution noted, that person has an indirect benefit as their pension plan will accumulate at a higher rate.

So overall, the recommendation provides employees flexibility to adapt to higher payroll deductions (for those that choose to increase their %) and also contributes to enhanced ability of the Town to retain employees.

6) FINANCIAL IMPLICATIONS

The actual impact on Town's budgets won't be known until each staff member selects their preferred contribution %. And once selected in the short term, it is likely people will change contributions levels during future years of service if they haven't moved immediately to the 8% level.

Based on current pension members, and assuming everyone chose to go to 8% level, the total additional cost to the Town would be \$46,500 annually. It is anticipated the actual increase to the Town would be somewhat less than this as not all employees likely to choose the 8% contribution level.

In terms of how many staff might qualify for the 21+ years of service requirement, only 4 employees currently meet the 21+ years of service. Only one other person has more than 15 years of service, six people have between 10 and 15 years, and the remainder have less than 10 years. So this option requiring the Town to contribute 11% would have minimal budget impact in the first year (2022/23), with only incremental impacts occurring in future years.

REQUEST FOR DECISION 064-2021

Title: Pension Plan Amendment

Date: 2021-12-07

Department:



7) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

This report does not speak directly to Council's Strategic Plan, but does so indirectly by ensuring elements of the Town's remuneration plan stays current. Employee recruitment and retention have always been important to delivering a high level of service to the public, and there are indications that it will become even more so in future years as many employers are encountering issues attracting employees.

8) COMMUNICATION REQUIREMENTS

No formal communications plan other than ensuring any approved change is communicated to our pension plan provider and employee group.

9) ALTERNATIVES

The options are numerous as they could include the four options upon which staff were polled, to any number of contribution % changes, to making no change.

REQUEST FOR DECISION 057-2021

Title: IMSA Pilot Project

Date: 2021-12-07

Department: Office of the CAO



SUMMARY

IMSA Pilot Project

Municipal partners in both Annapolis and Kings Counties have been working together over the past months to examine our current Inter-Municipal Services Agreements with the goal of improving service delivery and maximizing efficiencies.

The first initiative that is being recommended by the Working Group (comprised of the Warden of the Municipality of the County of Annapolis, the Mayor from the Municipality of the County of Kings and the Mayors of Towns of Annapolis Royal, Berwick, Kentville, Middleton and Wolfville) is the creation of an interim IMSA (attached) to undertake a two year pilot project intended to strengthen both Kings Transit Authority and the Valley Region Solid Waste-Management Authority.

The purpose of this RFD is for Council to approve executing the attached interim Inter-Municipal Services Agreement.

DRAFT MOTION:

That Council authorize the Mayor and Chief Administrative Officer to execute the attached interim Inter-Municipal Services Agreement.

REQUEST FOR DECISION 057-2021

Title: IMSA Pilot Project

Date: 2021-12-07

Department: Office of the CAO



1) CAO COMMENTS

Refer to staff recommendation below.

2) LEGISLATIVE AUTHORITY

Section 60, Nova Scotia Municipal Government Act.

3) STAFF RECOMMENDATION

Staff recommends that Council approve the recommendation and authorize the Mayor and CAO to execute the attached interim IMSA.

4) REFERENCES AND ATTACHMENTS

1. Interim Inter-Municipal Services Agreement

5) DISCUSSION

Scope

Over the past few months, the Working Group has been developing and finalizing an interim IMSA for consideration by Municipal Councils in Annapolis and Kings Counties, KTA, and Valley Waste. The purpose of the interim IMSA is to conduct a two-year shared services pilot program tasked with:

Valley Waste:

- Cost accounting of the various streams (activity-based approach)
- Cost analysis of volumes associated with commercial haulers
- Implications of a “user pay” system of cost recovery
- Analysis of implications associated with the Provincial Environmental Goals and Climate Change Reduction Act, e.g., Extended Producer Responsibility system of waste management and the reduction of solid waste disposal rates.
- Managing the regular business and transformational change

KTA:

- Management of external consulting engagements addressing a complete service delivery review including:
 - Fixed transit route review
 - Detailing of fixed transit fleet size and type
 - Integration with on demand transit services
 - Integration with Active Transportation

REQUEST FOR DECISION 057-2021

Title: IMSA Pilot Project
Date: 2021-12-07
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- Placement and integration of rapid charging stations
- Accessibility Plan Development; and
- Branding and Marketing
- Managing the regular business and transformational change

Both KTA and Valley Waste

- Strategic Plans to address transformational change
- Full five-year Business Plans (emphasis on capital investment plans)
- Fulsome report (tabled six-months prior to end of pilot) on go-forward IMSA corporate governance configuration(s), administrative structure(s), and method(s) of cost-recovery

Process

An initial version of the proposed interim IMSA was presented to the Working Group by their Solicitor, Bronwyn Duffy, on October 4, 2021. Subsequent discussions and changes were made at Working Group meetings of October 29th and November 4th. Consultation was held with the Chairs and General Managers for KTA and Valley Waste on November 23rd and November 24th and the CAO's met to finalize the draft agreement on November 24th. On November 26th the Working Group met and passed a motion to approve the interim IMSA and to forward it to all parties so that it can be duly executed.

Term and Governance

The interim IMSA is for a twenty-four-month term which will commence on the date of hiring of the Executive Director.

Both Valley Waste and KTA body corporates will remain in place for the duration of the interim IMSA, however both organizations will delegate their authorities to the interim Board, which is comprised of the Mayors and Warden. The interim Board will be bound by the present-day IMSA's for KTA and Valley Waste, which are schedules to the interim IMSA.

Board Decision Making

There are two components to the interim IMSA – the pilot component and operational matters.

For matters related to the pilot component, each Municipal Partner (referred to as Participating Units in the interim IMSA) will have equal voting rights decided by a simple majority. Examples of decisions that fall under the pilot include engagement of the Executive Director and Director of Finance positions, consideration of reports and advice per the deliverables of the pilot, and the review and approval of financial reports.

For matters related to operations of KTA and Valley Waste, the interim Board must follow the two present-day IMSA's. Only Directors who represent parties to the present-day IMSA's are entitled to vote

REQUEST FOR DECISION 057-2021

Title: IMSA Pilot Project
Date: 2021-12-07
Department: Office of the CAO



on monetary matters. Additionally, only Directors who represent parties to the present-day IMSA's are entitled to be present during closed sessions of the interim Board convened pursuant to Section 22 of the Nova Scotia Municipal Government Act.

Special Resolutions

Special resolutions are defined as a motion, which must be passed by a majority, and must also include the Municipality of the County of Kings. The only time this applies is in the approval of annual operating and capital budgets of KTA and Valley Waste. Should Kings object to these, they must present an alternative for consideration. In the absence of agreement of the alternative consideration, the matter proceeds through mediation and arbitration and all Participating Units are bound by the decision of an arbitrator.

Administration

The Executive Director is not intended to be a solid waste or transit expert. The current General Managers for both organizations will provide expert advice to the Executive Director and will continue to lead the day-to-day operations and management functions of both organizations. The Executive Director will be a change management expert, and along with the term Director of Finance, are intended to provide incremental support to both organizations for the duration of the interim IMSA.

6) FINANCIAL IMPLICATIONS

Pilot Expenditures (24 Months)	
Staffing	
Executive Director	\$ 301,600
Accountant	232,000
	533,600
Transit Studies	
Consulting Fees	158,750
ICIP portion	(97,250)
Net Shareable	67,500
Total Estimate	\$ 601,100

REQUEST FOR DECISION 057-2021

Title: IMSA Pilot Project

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Allocated Over Three Fiscal Years	2021/22	2022/23	2023/24	Total
Estimated Cost (refer to Schedule A)	\$ 111,667	\$ 300,550	\$ 189,383	\$ 601,100
Cost Allocation				
County of Kings	\$ 55,216	\$ 149,283	\$ 94,066	\$ 298,566
Town of Kentville	11,253	30,425	19,171	60,850
Town of Wolfville	9,368	25,326	15,959	50,653
Town of Berwick	4,779	12,921	8,142	25,842
County of Annapolis	24,870	67,283	42,368	134,476
Annapolis Royal	2,410	6,517	4,106	13,034
Middleton	3,270	8,840	5,570	17,680
Total	\$ 111,167	\$ 300,550	\$ 189,383	\$ 601,100

7) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

N/A

8) COMMUNICATION REQUIREMENTS

Councils will receive regular update reports from the interim Board and Executive Director throughout the duration of the interim IMSA pilot.

9) ALTERNATIVES

Council can choose to not execute the interim IMSA as presented.

THIS INTERMUNICIPAL SERVICES AGREEMENT made this ____ day of _____, 2021.

BETWEEN:

MUNICIPALITY OF THE COUNTY OF ANNAPOLIS, a body corporate, pursuant to section 7 of the *Municipal Government Act*, S.N.S., 1998 c. 18;

(hereafter, “Annapolis County”)

-and-

TOWN OF ANNAPOLIS ROYAL, a body corporate, pursuant to section 8 of the *Municipal Government Act*, S.N.S., 1998 c. 18;

(hereafter, “Annapolis Royal”)

-and-

TOWN OF BERWICK, a body corporate, pursuant to section 8 of the *Municipal Government Act*, S.N.S., 1998 c. 18;

(hereafter, “Berwick”)

-and-

TOWN OF KENTVILLE, a body corporate, pursuant to section 8 of the *Municipal Government Act*, S.N.S., 1998 c. 18;

(hereafter, “Kentville”)

-and-

MUNICIPALITY OF THE COUNTY OF KINGS, a body corporate, pursuant to section 7 of the *Municipal Government Act*, S.N.S., 1998 c. 18;

(hereafter, “Kings”)

-and-

TOWN OF MIDDLETON, a body corporate, pursuant to section 8 of the *Municipal Government Act*, S.N.S., 1998 c. 18;

(hereafter, “Middleton”)

-and-

TOWN OF WOLFVILLE, a body corporate, pursuant to section 8 of the *Municipal Government Act*, S.N.S., 1998 c. 18;

(hereafter, “**Wolfville**”)

-and-

VALLEY REGION SOLID WASTE-RESOURCE MANAGEMENT AUTHORITY, a body corporate, incorporated pursuant to the laws of the Province of Nova Scotia;

(hereafter, “**Valley Waste**”)

-and-

KINGS TRANSIT AUTHORITY, a body corporate, incorporated pursuant to the laws of the Province of Nova Scotia;

(hereafter, “**KTA**”)

(collectively, the “**Parties hereto**”)

WHEREAS section 60 of the *Municipal Government Act* (MGA) provides for the delivery of municipal services on such terms and conditions as agreed by the Participating Units (PU) as defined herein;

WHEREAS a Memorandum of Understanding forming a Working Group of elected officials and senior staff was executed in April 2021;

WHEREAS the Parties hereto desire to develop a pilot for the joint delivery of municipal services by Intermunicipal Service Agreement (IMSA) pursuant to section 60 MGA;

WHEREAS Valley Waste and KTA continue in effect as corporations and they do, as signatories to this IMSA, agree to the governing and administration provisions herein for a 24-month term (Interim IMSA);

WHEREAS the Parties hereto agree that the two current Boards of Directors for Valley Waste and KTA shall be inactive for the term of the Interim IMSA and one Board shall be appointed for both corporate entities;

WHEREAS Valley Waste and KTA require immediate incremental and professional resourcing to accommodate financial planning and reporting related in part to the replacement of capital assets that are cresting the end of useful life;

WHEREAS resourcing a central agency that follows a shared service model is expected to provide efficiencies such as consolidating contracts for financial services; and

WHEREAS the Parties agree that this regional initiative (the “Interim IMSA”) is intended to plan and administer transformational change, in concert with external direction from government funding priorities and legislation;

NOW THEREFOR THIS AGREEMENT WITNESSETH THAT, for and in consideration of the joint and several mutual covenants herein contained, and other valuable consideration, the receipt and sufficiency of which is acknowledged, the Parties hereto mutually covenant and agree with each other as follows:

DEFINITIONS

1. In this Agreement:

- (a) **Audit Committee** means the Audit Committee pursuant to the MGA and FRAM;
- (b) **Auditor** means a registered municipal auditor as defined in section 457 MGA, appointed by the Board of Directors to audit the financial affairs of KTA and Valley Waste;
- (c) **Board of Directors** means the governing body of the Interim IMSA, responsible for strategic direction and policy, with attendant fiduciary duty;
- (d) **CAO** means Chief Administrative Officer, and has the same meaning as in the MGA or successor legislation as may be enacted from time to time;
- (e) **Fiscal Year** means the 12-month period beginning April 1 and ending March 31 of the subsequent calendar year;
- (f) **FRAM** means the Financial Reporting and Accounting Manual prescribed from time to time enabled by MGA;
- (g) **GAAP** means Canadian Generally Accepted Accounting Principles, as established from time to time by the Chartered Professional Accountants of Canada, or any successor institutes;
- (h) **MGA** means *Municipal Government Act*, S.N.S., 1998, c. 18, as amended;
- (i) **Participating Units** or **PU**s means the Municipal Units that are party to this Agreement;
- (j) **Reporting Period** means the multiple Fiscal Years during which the Interim IMSA is in effect; and

(k) **Special Resolution** means a motion introduced at a duly called meeting that is passed by a majority of the PUs hereto, and which must include Kings.

INTERIM IMSA OBJECTIVES

2. The Parties hereto desire, through this Interim IMSA, to:
 - (a) determine if scales of economy benefit Valley Waste and the PUs separately and as a collective, given that the operations are volume-based;
 - (b) undertake an assessment of PUs participating as full Parties to a reorganized and re-branded KTA organization;
 - (c) participate in reviews of transit accessibility requirements as part of the legislated Accessibility Plan obligation; and
 - (d) participate in studies and analysis associated with “user pay” approaches to cost-recovery, the impact of updated service contracts and Provincial legislation, and to determine whether continuing under a sale of service arrangement or joining as a party to a revised IMSA is beneficial.

EFFECT

3. The Parties hereto acknowledge that there continue to be two bodies corporate, KTA and Valley Waste, both of which have delegated their authorities pursuant to the terms and conditions set out in this Interim IMSA, effective as of the hiring date of the Executive Director.
4. The Parties agree that disclosure of documentation, records and information in the possession of the Interim IMSA shall be subject to the *Freedom of Information and Protection of Privacy Act, 1993, c.5*
5. The Board of Directors is the governing body of this Interim IMSA, responsible for strategic direction and policy, as detailed herein.
6. The CAO model of local government shall apply, per Part II MGA.
7. Pursuant to section 3(ar) MGA, the Interim IMSA shall operate as a municipal government as defined, subject to the same legislative rights and obligations, including, without limitation, the *Public Procurement Act, 2011, c. 12, Municipal Conflict of Interest Act, R.S. c. 299, the Conflict of Interest Act, 2010, c. 35* and the *Labour Standards Code, R.S. c. 246.*

GOVERNANCE

Board Composition

8. The Board of Directors shall be comprised of the Mayors and Warden of the PUs for the Term of this Interim IMSA.

Continued Authority of the Corporations

9. The bodies corporate, KTA and Valley Waste, retain all the powers, rights and obligations vested in them by law, though notwithstanding the foregoing, they delegate their authority, as detailed in Schedules C and D, to the Interim IMSA Board of Directors for the term of this IMSA.

POWERS

Board Authority

10. Subject to provisions 9 and 16 herein, the Board shall have all powers of the corporations, KTA and Valley Waste, as set out in Schedules C and D, including, without limitation:
 - (a) to enter into contracts with firms or individuals to procure any incremental administrative service or facility, and specifically the services of Executive Director and Director of Finance;
 - (b) to acquire by purchase, donation, deed, devise, bequest, gift, grant or otherwise, or in any manner or form, real property of any and every description or sell, exchange, mortgage, hypothecate or invest the same;
 - (c) to purchase tangible capital assets;
 - (d) subject to Special Resolution, to develop and recommend operating and capital budgets;
 - (e) to call for, receive and approve policy;
 - (f) to develop strategic plans and direction to effect transformational change;
 - (g) to develop and advance a full five-year business plan, with emphasis on capital financing;
 - (h) to produce a comprehensive report, to be tabled six months prior to the end of the term of the Interim IMSA, addressing go-forward IMSA corporate structure (Report);
 - (i) within the term of the Interim IMSA, to consider and adopt audited financial statements for Valley Waste and KTA; and
 - (j) relative to the Reporting Period provide a budget to actual accounting of the Interim IMSA detailed in Schedule A hereto.

11. Pursuant to provisions 9, 12 and 13 herein, and for greater certainty, the Board of Directors shall govern for the Term of this Agreement:
 - (a) the Objectives and Deliverables of the Interim IMSA and associated budget detailed herein;
 - (b) Valley Waste through assumption of the corporate governance duties detailed Schedule C; and
 - (c) KTA through assumption of the corporate governance duties detailed Schedule D

Board Decision-Making

12. The Parties agree that governance of the Interim IMSA shall involve two separate components: pilot undertakings (Pilot); and regular business associated with governance responsibilities of Valley Waste and KTA (Operational Matters).

Pilot

13. Relative to decision-making on Interim IMSA Pilot Deliverables as described herein, all Participating Units shall serve on the Board of Directors as voting members. For greater certainty and without limitation, decisions in this regard shall be made by simple majority and include:
 - (a) Engagement of an Executive Director
 - (b) Engagement of a Director of Finance;
 - (c) Consideration of reports and advice requested of and generated or coordinated by the Executive Director; and
 - (d) Review and approval of financial reports related to the Reporting Period.

Operational Matters

14. With respect to governance provisions detailed in the individual KTA and Valley Waste IMSAs attached as Schedules C and D, all PUs shall be entitled to vote and attend Board meetings with exception of:

Voting

Only the members of the Board of Directors who represent Parties to the IMSAs appended hereto as Schedules C and D, shall be entitled to vote on monetary matters.

Attendance

Only the members of the Board of Directors who represent Parties to the IMSAs appended hereto as Schedules C and D shall be entitled to participate in discussions, provide direction to staff or the solicitor, or vote on matters related to or resulting from discussions conducted in closed session in accordance with s.22 MGA. For greater certainty, the PUs hereto that are not party to either the appended Valley Waste or KTA IMSAs, as the case may be, shall recuse themselves and vacate the meeting during periods when the Board convenes in closed session.

Special Resolution

Operational decisions may be subject to the Special Resolution provision herein and include:

- (a) Recommendation of annual budgets, approval of work plans and adoption of audited financial statements prepared in accordance with FRAM and GAAP; and
- (b) Approval of service agreements.

PU Authority

- 15. The PUs hereto shall receive and consider for approval the Report.

SPECIAL RESOLUTION

- 16. The PUs hereto agree that approval of annual operating and capital budgets of Valley Waste and KTA shall require a Special Resolution.

ADMINISTRATION

- 17. The Interim IMSA shall be administered in accordance with Part II MGA. The Parties agree that the Board shall contract an Executive Director for a two-year service.
- 18. The Executive Director shall report to the Board of Directors.
- 19. Valley Waste and KTA shall operate for the Term of the Interim IMSA as Service Divisions, and the General Managers of Valley Waste and KTA shall report to the Executive Director.
- 20. The General Managers shall continue with supervision of day-to-day operations and management functions of their respective Service Divisions. These duties shall include without limitation the management of service agreements, human resources (with the exception of finance personnel), reports through the Executive Director to the Board, and public information, education and communications.
- 21. The Executive Director shall have the same authorities and responsibilities as a CAO while the Board of Directors shall provide strategic direction and serve in a policy role, e.g. requesting, considering and approving statements of policy.
- 22. The role of the Executive Director shall include:
 - (a) Producing outcome reports and recommendations with respect to the Interim IMSA Objectives; namely, capital upgrades, contract negotiations and implications associated with the Nova Scotia *Environmental Goals and Climate Change Reduction Act*;

- (b) Managing external consulting engagements and cost-sharing agreements for KTA; and
 - (c) Supervision of the General Managers.
23. The Parties agree that the Board shall contract a Chartered Professional Accountant or accountancy firm to serve as Director of Finance for a two-year service.
24. This Agreement permits contracting for services of the Executive Director and Director of Finance, and does not authorize the appointment of permanent employees.
25. The Director of Finance shall report to the Executive Director.
26. KTA and Valley Waste finance personnel shall report to the Director of Finance.
27. The Interim IMSA Cost Projections are appended hereto as Schedule A and form part of this Agreement.
28. The Estimated Party Allocations are appended hereto as Schedule B and form part of this Agreement.

INTERIM IMSA (PILOT COMPONENT) DELIVERABLES

Kings Transit Authority

29. During the Term of this Interim IMSA, deliverables for KTA include analysis of the following:
- (a) Fixed transit route review;
 - (b) Detailing of fixed transit fleet size and type;
 - (c) Integration with on demand service;
 - (d) Integration with Active Transportation;
 - (e) Integration with rapid charging stations;
 - (f) Accessibility plan development; and
 - (g) Branding and marketing.

Valley Waste

30. During the Term of this Interim IMSA, deliverables for Valley Waste include analysis of the following:
- (a) Cost accounting of the streams;
 - (b) Full cost recovery of volumes associated with commercial haulers;
 - (c) Conversion to a “user pay” system of cost recovery; and

- (d) Implications associated with the Provincial *Environmental Goals and Climate Change Reduction Act*, e.g., Extended Producer Responsibility system of waste management and the reduction of solid waste disposal rates.

Post Interim IMSA Recommendations

- 31. On or before month eighteen of the Term, the Board of Directors shall receive, revise as necessary and provide to the Municipal Units that are Parties to the Agreement, post Interim IMSA recommendations that without limitation include:
 - (a) A governance configuration(s);
 - (b) An administrative structure(s);
 - (c) A method(s) of cost-recovery;
 - (d) Strategic Plans for both Valley Waste and KTA;
 - (e) Five-year Capital Investment and business plans for both Valley Waste and KTA

TERM

- 32. The term of this Interim IMSA shall commence as of the hiring date of the Executive Director. This Agreement shall not renew or be extended without a unanimous resolution of the PUs.

CONFLICT OF INTEREST

- 33. The *Municipal Conflict of Interest Act*, RSNS 1989, c. 299, and the *Conflict of Interest Act*, 2010, c. 35, shall apply to all Directors.

CODE OF CONDUCT AND ETHICS

- 34. Any Code of Conduct and Ethics adopted for the Interim IMSA shall be consistent with the Standards of Ethical Conduct for Public Sector Organizations, reduced to writing and provided to all Parties, the Board of Directors, the Executive Director and the Director of Finance and all staff, and shall be published on the Valley Waste and KTA websites.

DISPUTE RESOLUTION

- 35. Notwithstanding any other provision in this Agreement, any dispute that cannot be resolved shall be referred to mediation in accordance with the *Commercial Mediation Act*, SNS 2005, c. 36. In the event of a budget dispute, it shall be incumbent upon Kings to present an alternative budget. Where a dispute remains unresolved by mediation, then any PU may refer such dispute to arbitration by provision of written notice to all Parties hereto. In the event of arbitration, the arbitrator appointed shall be agreed by the Parties within 30 days of submission to arbitration; in default of agreement, the Parties will refer the choice of arbitrator to the Supreme Court in accordance with section 12 of the *Commercial Arbitration Act* (Nova Scotia) (CAA). The arbitrator shall agree to conduct the arbitration in accordance with the terms of this Agreement. The appointed arbitrator

shall have all the powers given by the CAA. The award and determination of the arbitrator shall be final and binding and each party hereto agrees not to appeal from such award or determination. The costs of any such arbitration shall be borne equally by the Parties unless otherwise ordered by the arbitrator. Notwithstanding anything contained in this Agreement to the contrary, all signatories to this Agreement must abide by the ruling of the Arbitrator.

NOTICE

36. Any notice under this Agreement, unless otherwise provided, may be given if delivered or mailed, postage prepaid, or by facsimile transmission or electronic transmission to:

CAO
Municipality of the County of Annapolis
752 St George Street, PO Box 100
Annapolis Royal, NS B0S 1A0

CAO
Town of Annapolis Royal
285 St George Street, Box 310
Annapolis Royal, NS B0S 1A0

CAO
Town of Berwick
236 Commercial Street
Berwick, NS B0P 1E0

CAO
Town of Kentville
354 Main Street
Kentville, NS B4N 1K6

CAO
Municipality of the County of Kings
181 Coldbrook Village Drive
Coldbrook, NS B4R 1B9

CAO
Town of Middleton
131 Commercial St
Middleton, NS B0S 1P0

CAO
Town of Wolfville
359 Main Street
Wolfville, NS B4P 1A1

General Manager
Valley Region Solid Waste-Resource
Management Authority
90 Donald E Hiltz Connector Rd
PO Box 895
Kentville, NS B4N 4H8

General Manager
Kings Transit Authority
29 Crescent Dr
New Minas, NS B4N 3G7

APPLICABLE LAW

37. The law governing the Interim IMSA and any action, matter or proceeding based upon or relating thereto shall be the law of the Province of Nova Scotia, which shall have exclusive jurisdiction over any action or proceeding based upon or relating to this Agreement.

SEVERABILITY

38. The Parties hereto covenant and agree that the invalidity or unenforceability of any provision of this Interim IMSA will not affect the validity or enforceability of any other provision, and any invalid provision will be severable, or will be deemed to be severable.

WAIVERS AND AMENDMENTS

39. No action by any party to this Interim IMSA shall be construed as a waiver saving express written provision of such waiver, and this IMSA shall not be amended saving express written provision of such amendment by all Parties hereto.

RELATIONSHIP OF PARTIES

40. The Parties hereto intend that they shall not be treated as partners or members of a joint venture for any purpose.

FURTHER ASSURANCES

41. The Parties hereto agree to execute and deliver any further documents or assurances or to furnish any further information or perform any other act reasonably necessary to give full effect to the terms herein.

EXECUTION

42. This Interim IMSA may be executed by facsimile and in counterpart.

TIME

43. Time shall in all respects be of the essence in this Interim IMSA.

[remainder of page left intentionally blank; signature pages follow]

THIS AGREEMENT shall enure to the benefit of and be binding upon the Parties hereto, their administrators and assigns.

IN WITNESS WHEREOF the Parties have executed this Agreement by their respective officials, duly authorized on that behalf, on the day and year first above written.

**SIGNED, SEALED AND DELIVERED
IN THE PRESENCE OF**

) **MUNICIPALITY OF THE COUNTY OF
ANNAPOLIS**

)
)
)
)
)
)
)

WITNESS

) Warden

)
)
)
)
)

WITNESS

) Chief Administrative Officer

)
)
)
)
)

**SIGNED, SEALED AND DELIVERED
IN THE PRESENCE OF**

) **TOWN OF ANNAPOLIS ROYAL**

)
)
)
)
)
)

WITNESS

) Mayor

)
)
)
)
)

WITNESS

) Chief Administrative Officer

**SIGNED, SEALED AND DELIVERED
IN THE PRESENCE OF**

) **KINGS TRANSIT AUTHORITY**

) PER:

)

)

)

)

)

)

WITNESS

) Chair

)

)

)

)

)

WITNESS

) Director

Schedule A
Interim IMSA Cost Projections

Pilot Expenditures (24 months):	
Staffing:	
Executive Director	\$ 301,600
Accountant	232,000
	533,600
Transit Studies:	
Consulting fees	158,750
ICIP portion	(91,250)
Net Shareable	67,500
Total estimate	\$ 601,100

Schedule B

Budget Allocation Participating Units

Allocated Over Three Fiscal Years	2021/22	2022/23	2023/24	Total
Estimated cost (see Schedule A)	\$ 111,167	\$ 300,550	\$ 189,383	\$ 601,100
Cost allocation:				
County of Kings	\$ 55,216	\$ 149,283	\$ 94,066	\$ 298,566
Town of Kentville	11,253	30,425	19,171	60,850
Town of Wolfville	9,368	25,326	15,959	50,653
Town of Berwick	4,779	12,921	8,142	25,842
Annapolis County	24,870	67,238	42,368	134,476
Annapolis Royal	2,410	6,517	4,106	13,034
Middleton	3,270	8,840	5,570	17,680
Total	\$ 111,167	\$ 300,550	\$ 189,383	\$ 601,100

Schedule C

VALLEY REGION SOLID WASTE-RESOURCE MANAGEMENT AUTHORITY

Intermunicipal Services Agreement

April 30, 2019

Schedule D
KINGS TRANSIT AUTHORITY
Intermunicipal Services Agreement
April 1, 1999

REQUEST FOR DECISION 066-2021

Title: Adopting the Climate Action Plan
Date: 2021-12-07
Department: Planning + Economic Development



SUMMARY

Climate Action Plan

The purpose of this RFD is to adopt the Town's Climate Action Plan and achieve the Federation of Canadian Municipalities (FCM) Partners for Climate Protection Milestone.

This plan is the culmination of over 2 years of work, including various forms of community consultation. This plan is a key part of implementing our Municipal Planning Strategy and the current Council's Strategic Priorities. The plan should be considered annually with the Town's budget process and will need to be updated as progress is made and conditions change.

A draft plan was presented to Committee of the Whole in November (2021) and Staff have now completed the plan. The Town's Environmental Sustainability Committee, various Staff, multiple Council's and the Community's involvement have all been instrumental in this plan coming together.

The final Climate Action Plan is attached to this RFD. The appendices of the plan can be found at www.wolfvilleblooms.ca.

DRAFT MOTION:

That Council adopt the Climate Action Plan attached to RFD 066-2021 and use this plan to inform the Town's annual budget process.

REQUEST FOR DECISION 066-2021

Title: Adopting the Climate Action Plan
Date: 2021-12-07
Department: Planning + Economic Development



1) CAO COMMENTS

The CAO supports the recommendations of Staff. The Town's management team have been and will continue to use this plan as we move forward with the annual budget process.

2) LEGISLATIVE AUTHORITY

The *Municipal Government Act* allows Council to create and implement plans to mitigate and adapt to the impacts of our changing climate.

3) STAFF RECOMMENDATION

Staff recommend that Council adopt the Climate Action Plan (attached).

4) REFERENCES AND ATTACHMENTS

1. Climate Action Plan (attached)

Appendices to Climate Action Plan see www.wolfvilleblooms.ca

- A) Implementation Actions
- B) Written Submission from Residents
- C) Climate Action in Wolfville
- D) Greenhouse Gas Inventory
- E) Baseline Greenhouse Gas Emissions Report
- F) Sustainability Solutions Group Modelling Assumptions
- G) At-home Sustainability Checklist
- H) Report Detailing Wolfville's Greenhouse Gas Reduction Target Setting

5) DISCUSSION

REQUEST FOR DECISION 066-2021

Title: Adopting the Climate Action Plan

Date: 2021-12-07

Department: Planning + Economic Development



The final Climate Action Plan is attached to this report. The plan provides a comprehensive discussion of what Council is being asked to consider and also how we can implement meaningful actions during the next 3 years – through our budget process. The Town must continue to work with our partners (e.g. other municipalities, Acadia University, the business community, residents, etc) to take advantage of emerging opportunities that allow us all to move forward – together – on this complex issue.

6) FINANCIAL IMPLICATIONS

This plan will be considered in the Town’s ongoing (and future) budget process. The plan’s focus is on the next 3 years (2022-2025). The budget process will largely determine what actions are implemented.

7) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

The Draft Climate Plan advances the following Directions that focus resource allocation outlined in the 2021-2024 Strategic Plan:

- Climate management related initiatives to reduce carbon emissions, support local transportation, local food security and environmental protection.

The Draft Climate Plan also advances various policies outlined in the Town of Wolfville’s [Municipal Planning Strategy](#).

8) COMMUNICATION REQUIREMENTS

Information about the Climate Action Plan was made available online at www.wolfvilleblooms.ca for the months of August, September, October and November of 2021. Furthermore, Staff, Council and community partners and members have been engaged over the course of two and a half years in this work. Engagement will continue through the Town’s budget process.

9) ALTERNATIVES

- 1) To not adopt the Climate Action Plan for the Town.
- 2) To make specific amendments to the Climate Action Plan before adoption.



CLIMATE ACTION PLAN

DECEMBER 2021



LAND ACKNOWLEDGEMENT

The Town of Wolfville respectfully acknowledges that we are in Mi'kma'ki, the ancestral and unceded territory of the Mi'kmaq People. This territory is covered by the "Treaties of Peace and Friendship" which Mi'kmaq and Wolastoqiyik (Maliseet) People first signed with the British Crown in 1725. The treaties did not deal with surrender of lands and resources but in fact recognized Mi'kmaq and Wolastoqiyik (Maliseet) title and established the rules for what was to be an ongoing relationship between nations.



Foreword and Acknowledgements from the Mayor

Climate change is the defining issue of our time. In Wolfville, climate change poses risks to our safety, our health, wellbeing, and our economic prosperity. Climate change threatens the vitality of our ecosystem. The impacts we are experiencing today are largely influenced by human behaviours that emit greenhouse gases. While this may be a dark realization, it also means that it is within our ability as humans to reverse this change and reduce our emissions.

The Climate Action Plan explains the sources of Wolfville's greenhouse gas emissions and guides us on the path toward a low carbon future. When we choose this path, we can all contribute to an economically prosperous, healthy, just, and safe future for generations to come.

Town of Wolfville Council declared a Climate Emergency in May 2019, underscoring the Town's dedication to responding to the climate crisis. Prior to the declaration, the Town's Environmental Sustainability Committee advised Staff on key areas of concern and made the case for the need to hire a Staff member to complete this Climate Action Plan. Through funding obtained from the Federation of Canadian Municipalities (FCM), Omar Bhimji was hired as the Town's Climate Change Mitigation Coordinator and work to complete the Partners for Climate Protection (PCP) Five Milestone climate action plan framework began.

This Climate Action Plan reflects work that started in 2018, including efforts made by our Planning Advisory Committee. Funding and support also came from Nova Scotia's Low Carbon Communities grant, multiple Councils and all Town Staff. Sustainability Solutions Group helped us understand our emissions and community attitudes and community behaviours were examined by Thinkwell Shift. Hundreds of community members dedicated time to complete online surveys, submit letters or emails, and engage with Staff during in-person events, with a significant portion of this engagement supported by Wolfville's summer students.

This is Wolfville's first Climate Action Plan. It addresses both mitigation and adaptation as we tackle this local and global crisis. We thank all members of the community for their valuable contributions to this Plan and we thank all stakeholders for their commitment to ensuring a low carbon future.

The success of this Climate Plan depends on collective action and it must involve all community members. May we continue to inspire each other in our community climate action.

Mayor Wendy Donovan



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- B) Written Submission from Residents
- C) Climate Action in Wolfville
- D) Greenhouse Gas Inventory
- E) Baseline Greenhouse Gas Emissions Report
- F) Sustainability Solutions Group Modelling Assumptions
- G) At-home Sustainability Checklist
- H) Report Detailing Wolfville's Greenhouse Gas Reduction Target Setting

Appendices are available on www.wolfvilleblooms.ca/climateplan

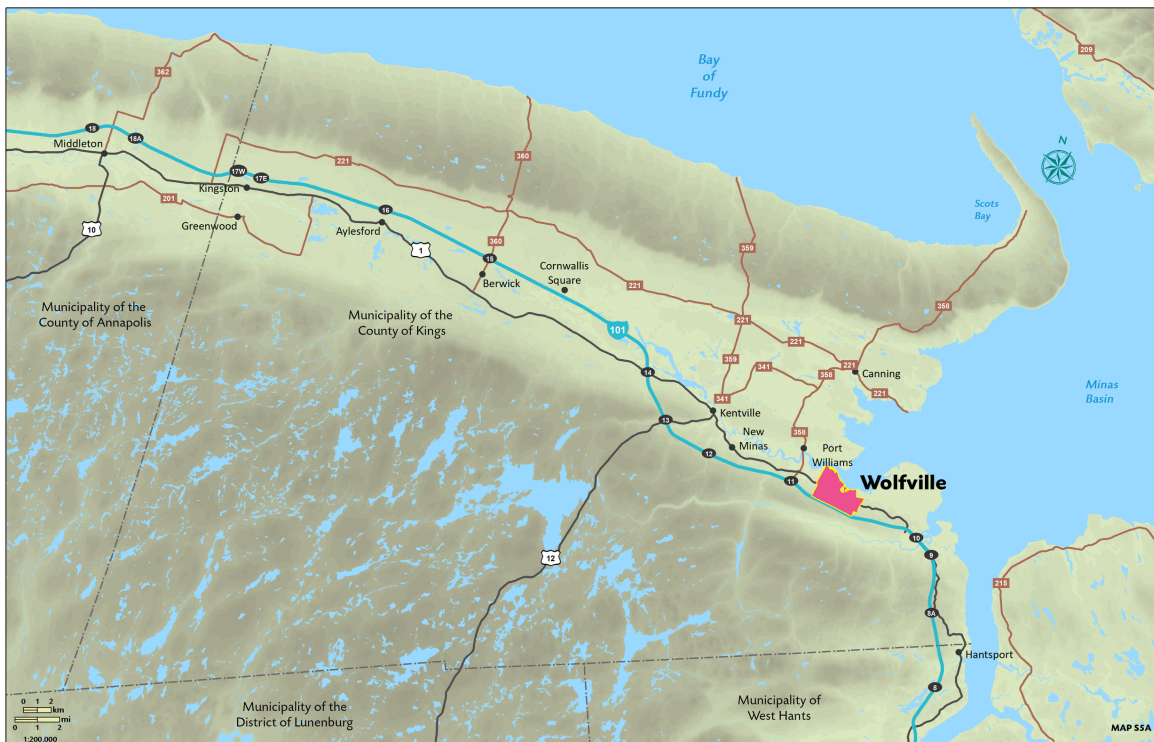
CLIMATE PLAN SUMMARY



PLAN SUMMARY

BACKGROUND

The Town of Wolfville Climate Action Plan has been developed in order to plan how the Town will strive for a low carbon future by the year 2050. It follows two and a half years of engagement with the community, Staff and Council to ensure this Plan accurately reflects the values of the community. This plan acknowledges that immediate and robust action is required to meet our greenhouse gas emissions reduction targets and to protect against impending climate change impacts. Wolfville acknowledges that climate action is a community and regional effort, that all community members must act together for meaningful change. The Town of Wolfville aims to inspire drastic changes to our area's greenhouse gas emissions through actions that inspire community and region-wide behaviour and energy-use change. Climate Action is part of implementing the Town's Municipal Planning Strategy adopted in September 2020.



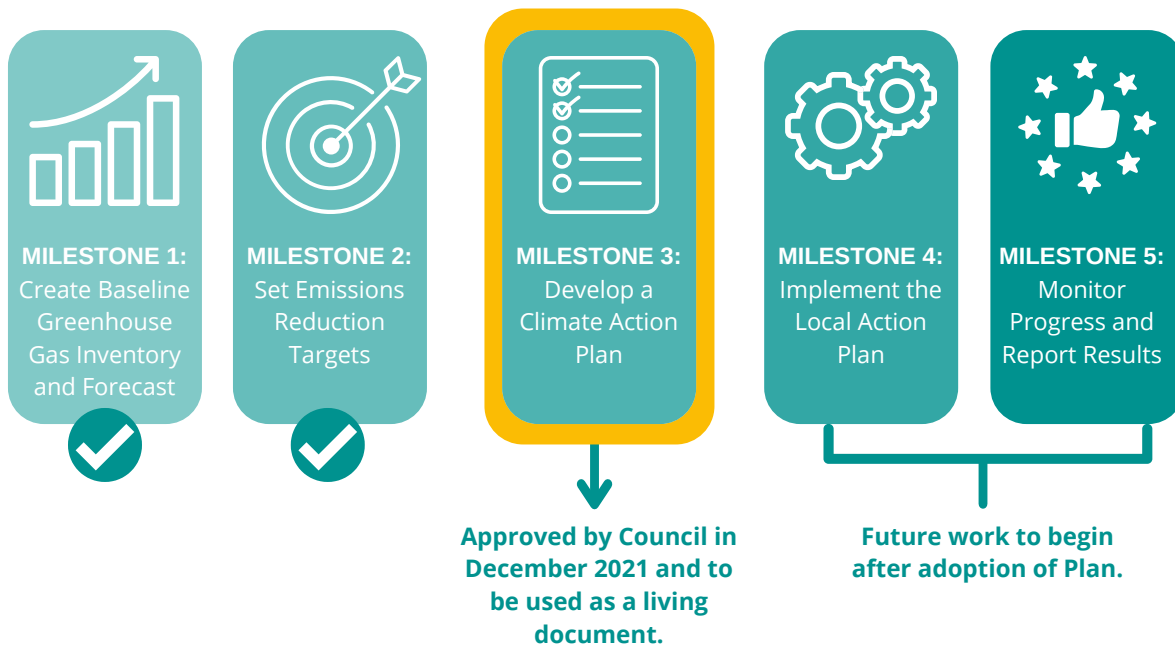
Wolfville is situated within the Municipality of the County of Kings, pictured above, which also includes the Towns of Kentville and Berwick. The Towns and Municipality in the region are working together to produce greenhouse gas emission inventories for all municipalities and a regional climate plan.



PLAN SUMMARY

HOW WE GOT HERE

In May 2019, Wolfville Town Council declared a **Climate Emergency** following pleas from concerned community members that greater action to reduce greenhouse gases was required in order to limit the effects of climate change. Following this declaration, a staff person was hired using funding from the Federation of Canadian Municipalities (FCM) to develop this Climate Action Plan, and work to complete the 5 Milestone program through the FCM's Partners for Climate Protection program began.



Climate change is also one of the Community Priorities of the Wolfville Municipal Planning Strategy (MPS). The community priorities are specific statements of what the Town intends to achieve through the MPS and provide further guidelines for how climate action will be taken through land use design. The Core Concepts of this priority are listed below:

Adaptation

Strategies and Actions that manage the impacts of climate change, including climate variability and extremes.

Mitigation

Strategies and Actions that reduce the emissions that cause climate change.

Ecological Footprint

The impact of human activities measured in terms of the area of biologically productive land and water required to produce the goods consumed and to assimilate the waste generated.

Energy Poverty

Individuals who are unable to afford the energy/fuel needed to maintain their life (a household that spends more than 10% of their income on home energy).

Clean Energy

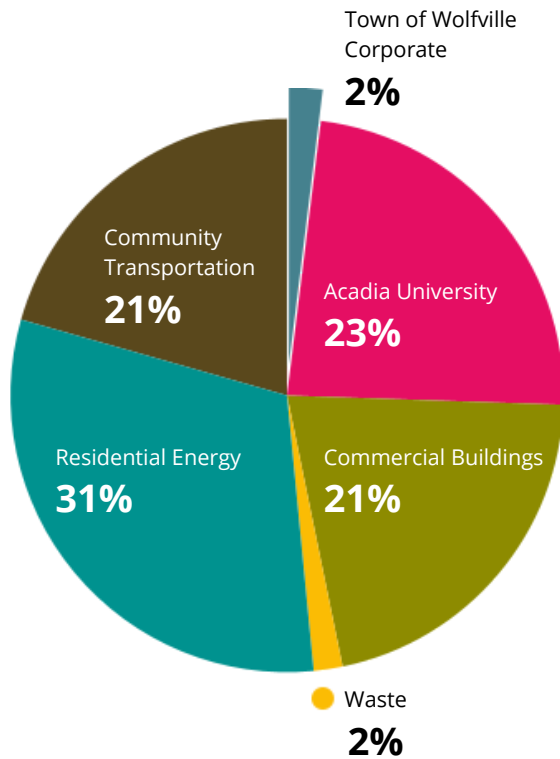
Energy sources including solar, wind, water, geothermal, and bioenergy.

Active Transportation

Any form of human-powered transportation through many modes such as walking and cycling that encourage less vehicle transportation.

PLAN SUMMARY

The first milestone, completing a greenhouse gas inventory based off of the year 2016 was completed in April 2020 by consultants at Sustainability Solutions Group.



MILESTONE 1:
Create Baseline
Greenhouse
Gas Inventory
and Forecast

The second milestone, setting greenhouse gas emissions reductions targets was achieved in February 2021 when Wolfville Town Council resolved to set targets to reduce emissions by 45% by 2030 from 2016 levels, and to reach net-zero by 2050.

45%
by **2030**

NET-ZERO
by **2050**

MILESTONE 2:
Set Emissions
Reduction
Targets







The creation and adoption of this Plan achieves the third milestone and the fourth and fifth will be achieved through the implementation of this Plan as a living document and through monitoring and reviewing actions for success over time.



PLAN SUMMARY

WOLFVILLE'S GREENHOUSE GAS EMISSIONS

The first step towards reducing Wolfville's greenhouse gas emissions is understanding where our emissions are coming from. The table below shows that most emissions (31%) in the Town come from residential energy use. This includes actions like using fossil fuels (oil and coal) for home heating, water heating, air conditioning and running electronics. The second greatest source of emissions is Acadia University (23% of all emissions), followed by commercial buildings and community transportation (21% each), with waste and corporate emissions from the Town contributing 2% each. Understanding the sources of greenhouse gas emissions in the Town allows us to create a Plan to reduce them.

31%	Residential Energy	20,172	
23%	Acadia University	15,363	
21%	Commercial Buildings	13,840	
21%	Community Transportation	13,636	
2%	Waste	1,099	
2%	Town of Wolfville Corporate	1,238	
100%	Total	65,348	

What are greenhouse gases?

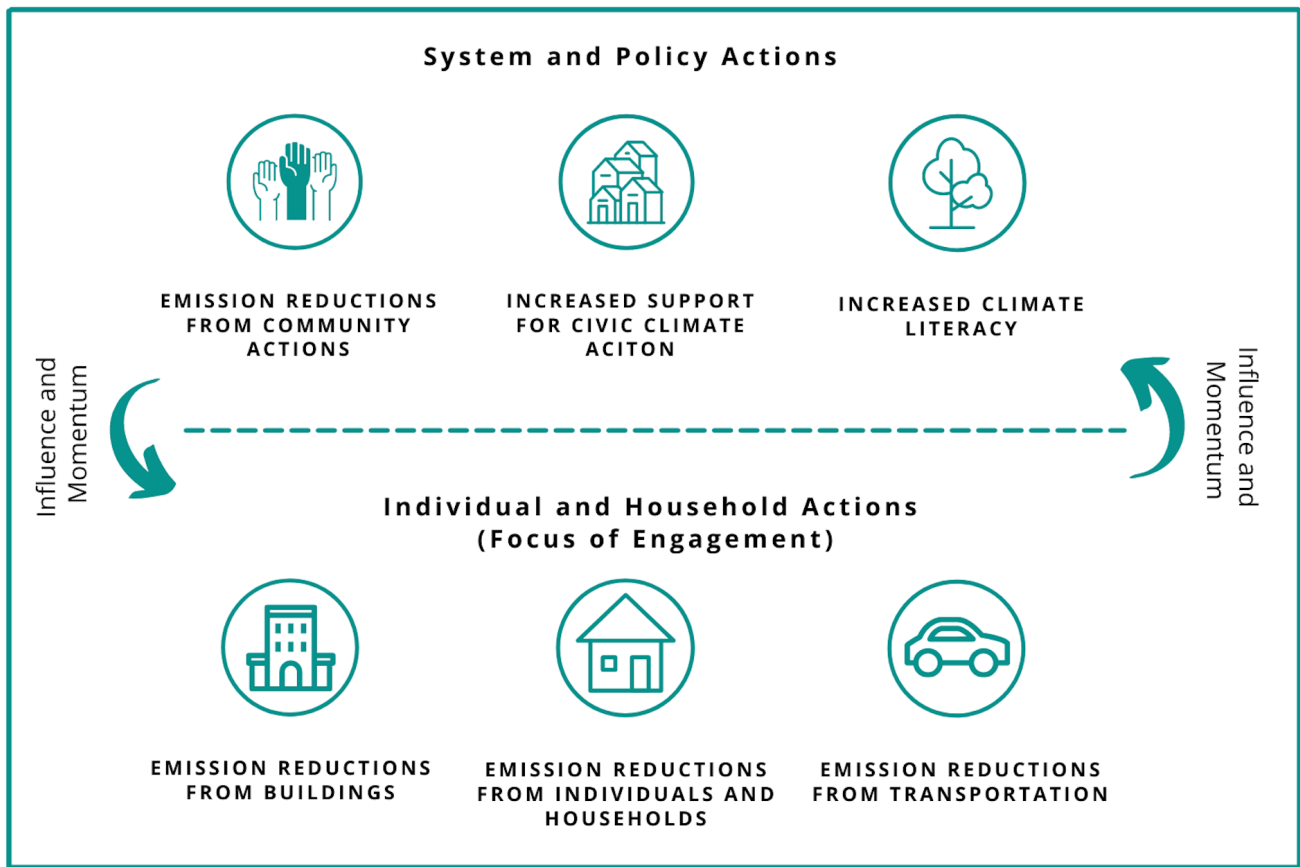
"greenhouse gases trap heat in the atmosphere and warm the planet. The main gases responsible for the greenhouse effect include carbon dioxide, methane, nitrous oxide, and water vapor (which all occur naturally), and fluorinated gases (which are synthetic)" (www.NRDC.org).

While the Town's corporate emissions are low, representing only 2% of the emissions, there are many actions the Town can take to help reduce community-wide emissions because the Town can influence where in the Town people live, how they travel, and how waste is managed among other actions.

PLAN SUMMARY

WE NEED A PLAN

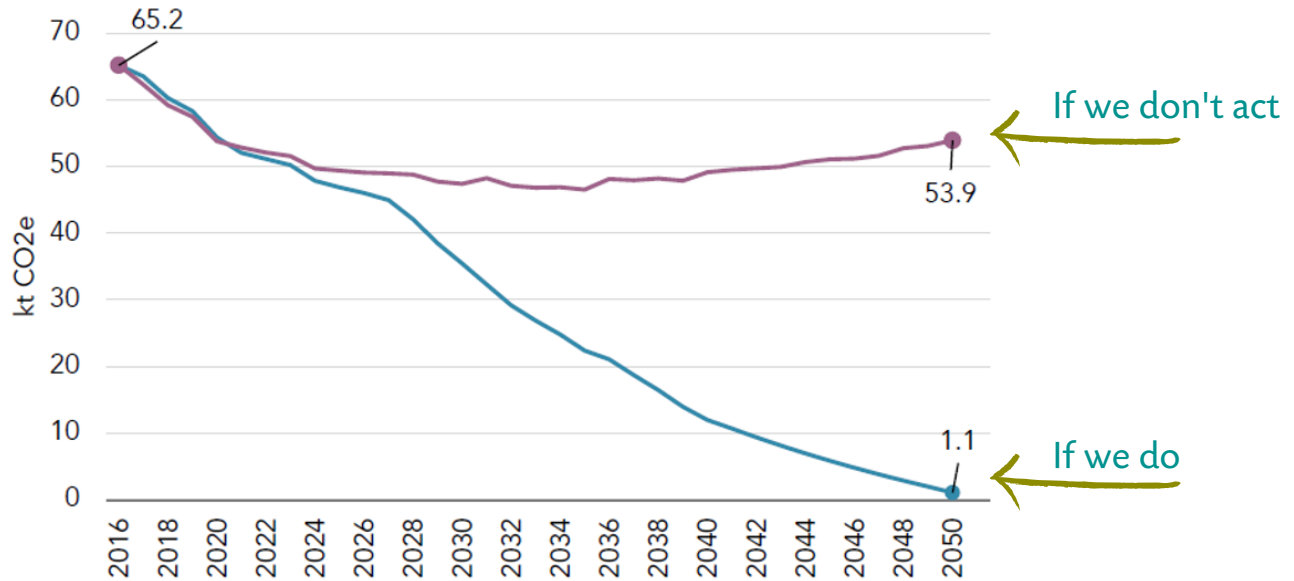
This Plan is prefaced on everyone doing their part to take climate action. That includes both individual actions as well as broader, systems change as illustrated in the graphic below. Reducing corporate emissions and community emissions allows Wolfville to meet our target of net-zero by 2050. Reaching these targets, however, will take considerable effort from all sectors in the community.



If we fail to act, our emissions will only be reduced by 17% by 2050, as outlined in this plan in the Business as Usual Scenario. In the Business as Usual Scenario, no effort is made to reduce greenhouse gas emissions. While there is a slight reduction in greenhouse gas emissions in this scenario due to an increase in uptake of electric vehicles and more renewable energy in grid electricity, we would fall significantly short of the net-zero target by 2050 needed to limit global warming to 1.5°C.

PLAN SUMMARY

This Plan is created as a living document, meaning that items will change or be updated as Council, Staff, and Stakeholders make commitments to reduce greenhouse gases and monitor the implementation of the Plan.



Wolfville's projected greenhouse gas emissions under a business as usual (purple) scenario, and a low carbon scenario (blue).



MILESTONE 4:
Implement the
Local Action
Plan



MILESTONE 5:
Monitor
Progress and
Report Results

PLAN SUMMARY

HOW WILL WE REACH OUR TARGETS?

This Plan outlines key actions that the Town will take in the short term (1-3 years) and identifies longer term actions that will allow us to reach a Low Carbon Future by 2050 through five core action areas and three supporting action areas. These action areas along with ongoing or planned actions to be taken over the next 3 years are:

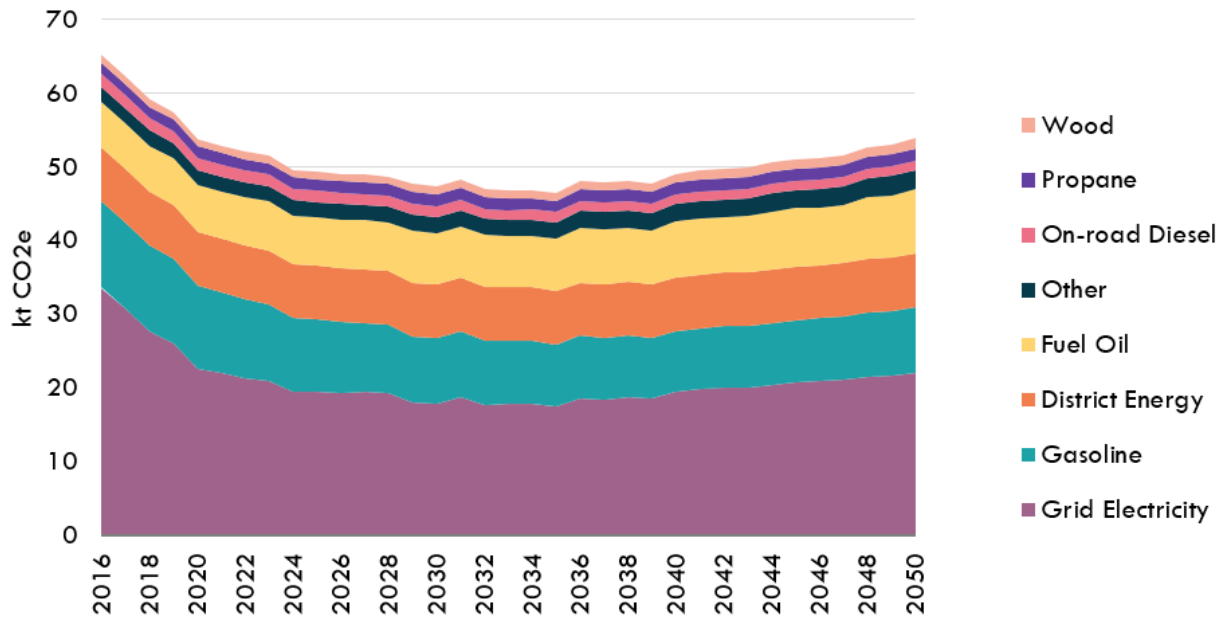
	ACTION AREA	SAMPLE ACTIONS
core actions	ADAPTATION	Implement Flood Risk Study, increase height of dyke walls to prevent flooding, upgrade infrastructure when repairing or replacing to better handle extreme weather events.
	NEW & EXISTING BUILDINGS	Complete an energy use assessment of Town buildings, continue to incentivize residential energy efficiency through property assessed clean energy (PACE) or similar programming.
	COMPLETE COMMUNITIES & TRANSPORTATION	Invest in all ages and abilities active transportation network to reduce reliance on personal vehicle use, explore public transportation options to increase ridership.
	WASTE, WATER & WASTEWATER	Set a community-wide water conservation target, perform energy efficiency upgrade at water treatment plant.
	LOCAL RENEWABLE ENERGY GENERATION	Install solar panels on all Town buildings, continue to incentivize residential solar uptake through PACE programming, explore opportunities for regional renewable energy generation.
supporting actions	TOWN PARTNERS & COLLECTIVE MINDSET	Encourage sustainable behaviours among all community members including Acadia University and award local businesses demonstrating sustainable actions, continue offering Earth Leadership camps.
	GOVERNANCE	Assess capacity for local or regional Climate Action Coordinator position, support ongoing leadership of corporate climate culture, implement a remote work policy to reduce vehicular travel.
	REGIONAL COOPERATION	Advocate as a region for system change and capacity and/or resources to other levels of government, Study potential impacts of a regional renewable energy utility.

PLAN SUMMARY

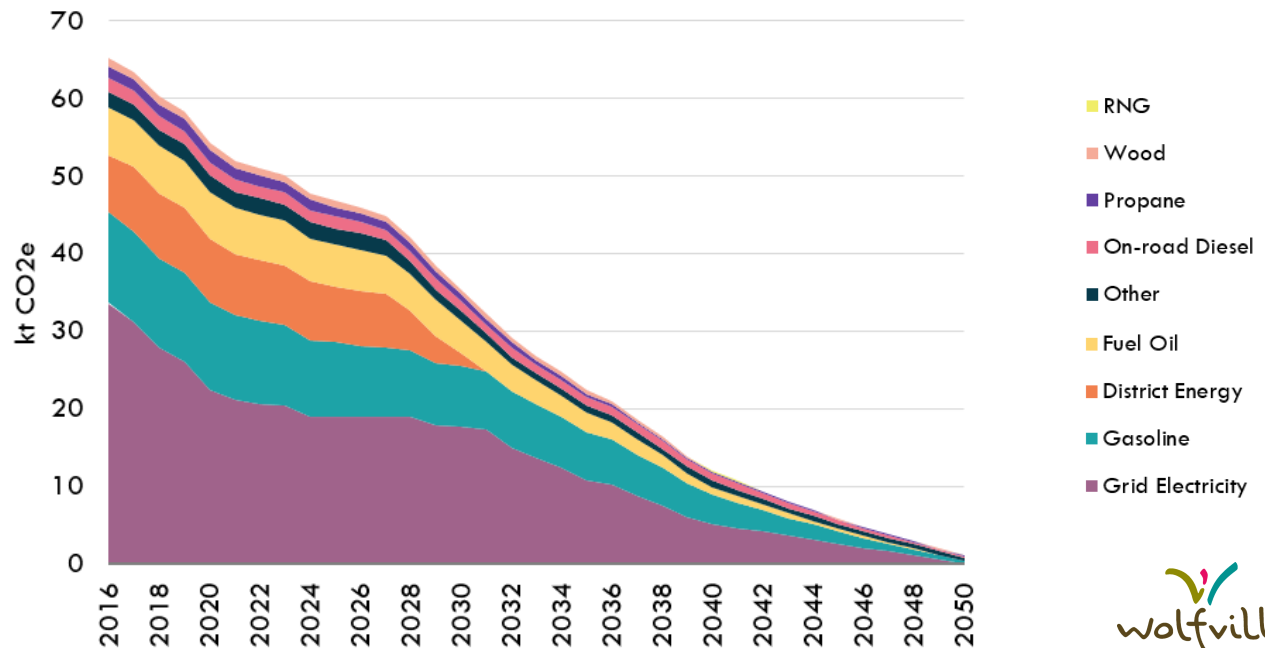
WHERE WILL OUR ENERGY COME FROM IN THE FUTURE?

This plan describes where energy will come from in order for Wolfville to continue to grow in terms of population while also reducing greenhouse gas emissions. This reduction, shown below, is a result of a switch away from fossil fuels, which emit greenhouse gases, to renewable energy sources like solar and wind, which do not emit greenhouse gases.

How do we get from here...

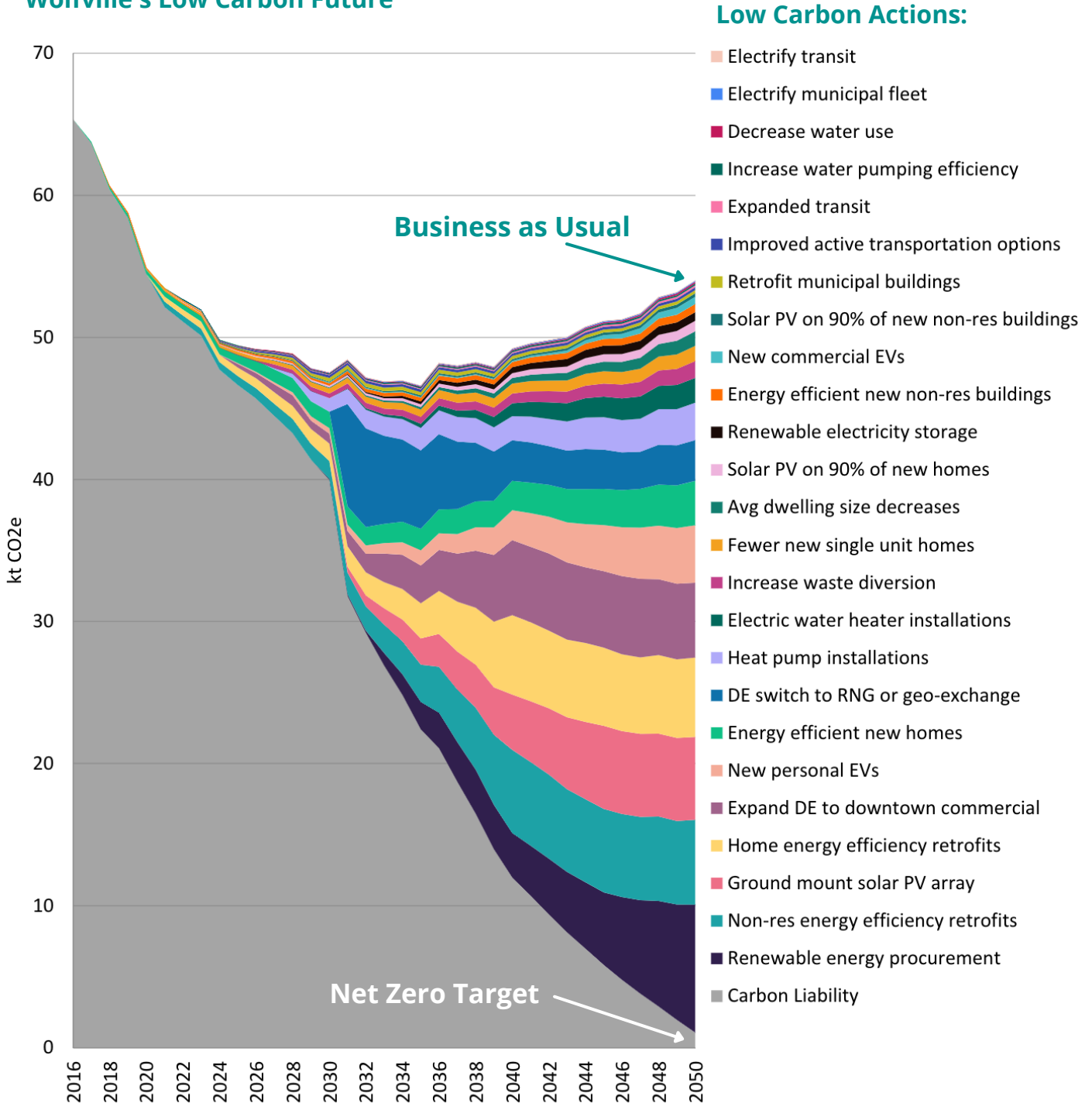


To here...



PLAN SUMMARY

Wolfville's Low Carbon Future

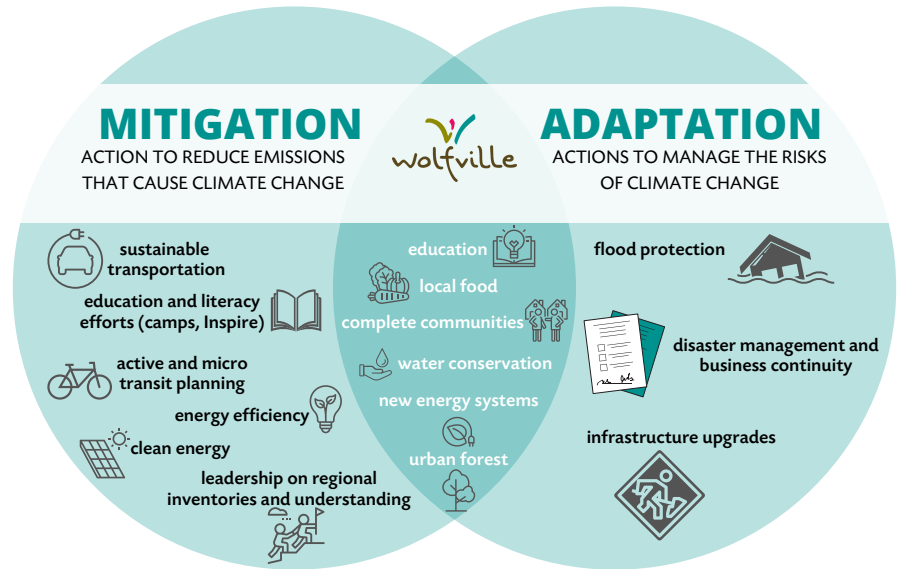


Wedge diagram showing the relative emissions reductions of each action explored in the low-carbon scenario, 2016-2050. The top line of the graph represents total business-as-usual scenario emissions.



PLAN SUMMARY

This Plan focuses on actions that can be taken in three years. These include mitigation (preventative) and adaptation (reactive) actions as shown in the graphic below. Together, these actions help to reduce climate change causing greenhouse gas emissions and protect the Town from existing climate change impacts such as sea level rise and flooding.



The greatest impact the Town can have on climate action is through investments and influence as shown below. Investments in adaptation actions such as raising the dykes can help protect the community against climate change impacts such as sea level rise and flooding. Investments in infrastructure such as active transportation networks and public transportation can allow a greater number of community members to make sustainable choices such as using active transportation, reducing greenhouse gas emissions from travel. The Town can also influence energy use reductions through municipal planning strategy policies that encourage complete communities, allowing for greenhouse gas emissions reductions from the building energy sector. These actions that allow broad community reductions provide the greatest amount of reductions and are therefore central to this Plan.

Local government as...	Authority	Sample actions	Community energy & emissions planning techniques	Potential impact on GHG emissions reductions
Energy Consumers	Direct control	Municipal building retrofits, construction of high performance municipal buildings, purchase of zero emissions vehicles, development of renewable natural gas from organic materials	Corporate GHG inventory and plan	Low
Investors	Indirect control	Renewable natural gas from a landfill, zero emissions transit system, cycling infrastructure, electric vehicle charging stations, recycling programs, public/private partnerships	Situational analysis [review of capital budgets]	Medium-high
Influencers	Indirect control	Municipal Planning Strategy, Property Assessed Clean Energy (PACE) programs	Modelling and scenario-planning	High

CHAPTER 1. IMPLEMENTATION



IMPLEMENTATION

Three-year Implementation Plan

This Climate Action Plan begins with a three-year Implementation Plan. The purpose of this three year Implementation Plan is to outline the steps we can take now to get on track towards a low carbon future for Wolfville. This Implementation Plan outlines the actions that the Town of Wolfville can take over the next three years (2022-2025) to reduce greenhouse gas emissions and protect the Town against climate change impacts.

The actions that can be taken in the short-term are those that Council and Staff are ready and prepared to take on in terms of budgetary and staffing constraints. Some of these actions are those that will pave the way for further actions after 2025 when a new Council will review this plan and identify a new set of actions to adopt from the long-term implementation plan in Appendix A.

This Implementation Plan identifies actions that can be carried out by Council and staff for the Town to reach the reduction targets set by Council; to reduce greenhouse gas emissions from 2016 levels by 45% by 2030, and reach net zero by 2050. While the tables briefly outline the actions, internal Staff have been working through detailed plans stating the Staff person or department responsible for each action, the estimated cost, timeframe for completion as well as readiness for the Town to take each activity on, what next steps are required and how success of each activity will be measured. This Climate Action Plan is a key input to the Town's annual Operating and Capital Budget process.



IMPLEMENTATION

While ideally all actions would be taken immediately, barriers to implementation must be considered and include funding to take on certain actions, as well as capacity and readiness of Council, Staff and the region, Province and key partners (Acadia University) to implement projects. All managers and Councilors at the Town have engaged with the implementation plan effectively to identify which actions can reasonably be taken based on these constraints and the estimated impact of each action.

Annually, Staff will revisit the actions taken in order to monitor the progress of the implementation plan. Greenhouse gas emissions reductions will be monitored through emissions inventories as needed to understand the impacts of the actions taken. Actions to be taken each year are subject to budget and priorities identified each year and each Council cycle.

Implementation actions have been broken down into 8 action areas where the Town can have the greatest impact on adaptation and greenhouse gas emissions reductions (mitigation):

Core Actions	1. Adaptation
	2. New and Existing Buildings
	3. Complete Communities and Transportation
	4. Solid Waste, Water and Wastewater
	5. Local Renewable Energy Generation
Supporting Actions	6. Town Partners and Adopting a Collective Mindset
	7. Governance
	8. Regional Cooperation



ACTION AREA 1: ADAPTATION

Ongoing or Planned Actions

1. Implement flood risk study to improve storm water (drainage) and sea water (dykes) infrastructure required to manage flood risk, continue to disseminate findings and educate community members.
3. Work on consultation, design of Waterfront Park and Flood Mitigation/Dyke Raising.
4. When reaching end of life cycle, update existing infrastructure to handle extreme weather.
5. Work collaboratively with Regional Emergency Management Organization to apply a climate lens to emergency management.



ACTION AREA 2: NEW AND EXISTING BUILDINGS

Ongoing or Planned Actions

1. Develop a minimum energy standard for all new buildings.
2. Conduct a comprehensive review of municipal building energy use.
3. Convert all heat sources to energy efficient heat pumps or other low carbon sources.
4. Continue to participate in FCM pilot program, evaluate afterwards to understand what PACE program will look like moving forward.
5. Dedicate a webpage or link to tracking participation in the various programs offered to the community such as Switch Wolfville.
6. Continue to incentivize oil tank replacements in the well-head buffer zones.
7. Provide local businesses and institutions with information on energy retrofits, rebates and other resources to reduce GHG emissions.



ACTION AREA 3: COMPLETE COMMUNITIES AND TRANSPORTATION

Ongoing or Planned Actions

1. Invest in quality, all ages and abilities active transportation network connecting key origins and destination.
2. Investigate microtransit or other public transportation to increase public transit ridership.
3. Support implementation of Electric vehicles through EV charging infrastructure in the community.
4. Convert Municipal Fleet to Electric over time.
5. Expand existing e-bike or e-scooter program with the Wolfville Library to include Acadia University, and integrate into potential park and ride facilities.
6. Work with Kings Transit to ensure transit options offered in Town are suitable in terms of service, vehicle size, frequency, encourage all transit buses to be electric by 2030.
7. Partner with Acadia University to identify appealing options to reduce vehicular traffic and vehicle possession.
8. Review R-1 zoning and building height to increase density and efficiency of services.
9. Focus on live-work development and promote small lot subdivision in downtown.
10. Investigate feasibility of solar powered lights at public parks and pedestrian areas
11. Further promote Wolfville as an idle free community.
12. Better encourage Town employees to use AT or Transit or work from home.
13. Investigate appropriate approach to urban forest management.



ACTION AREA 4: SOLID WASTE, WATER AND WASTEWATER

Ongoing or Planned Actions

1. Continue applying climate lens and projections to life cycle costing.
2. Install variable frequency drive (VFD) at the sewage treatment plant and at Cherry Lane to reduce pumps operating at full speed.
3. Replace blowers at sewage treatment facility with energy efficient blowers when needing replacement.
4. Set a community water conservation target.
5. Create a water conservation bylaw to restrict or limit lawn watering.
6. Install a water meter at the splash pad to identify amount of water used.
7. Implement a comprehensive recycling program at all municipal buildings.
8. Encourage behavioral change to reduce waste entering municipal buildings, ie. waste-free lunches, no plastic water bottles, etc.
9. Promote or advertise waste reduction events, such as Waste Reduction Week, or Zero Waste Days.
10. Work with Valley Waste to identify waste reduction opportunities and energy savings in the waste sector.



ACTION AREA 5: LOCAL RENEWABLE ENERGY GENERATION

Ongoing or Planned Actions

- 1.** Investigate feasibility of solar or renewable energy production within the Town.
- 2.** Investigate feasibility of regional solar or renewable energy production outside of the Town boundaries.
- 3.** Continue to offer PACE programs to incentivize residential solar installations.
- 4.** Encourage Acadia to implement strategies to achieve carbon neutrality as outlined in the Acadia 2025 Strategic Plan.
- 5.** Encourage local energy co-ops or other alternative/collective governance models.



ACTION AREA 6: TOWN PARTNERS AND ADOPTING A COLLECTIVE MINDSET

Ongoing or Planned Actions

1. Adopt a climate action plan and work with it as a living document (updating and monitoring).
2. Work with our Town Partners (WBDC, Residents, Acadia) on Communicating climate action wins.
3. Conduct climate education and programming for staff and Town partners.
4. Continue Earth Leadership camps and expand to take home kits to allow family-based learning and at home learning.
5. Log climate action achievements to demonstrate leadership.
6. Continue educational programming with Staff, Council, local businesses, Acadia University and community members to encourage sustainable behaviours over the long-term.



ACTION AREA 7: GOVERNANCE

Ongoing or Planned Actions

1. Assess capacity to take on climate action roles and expectations/priorities.
2. Assess regional versus individual capacity for a regional climate action coordinator to carry out implementation and inventories for the region.
3. Support ongoing leadership of corporate climate culture.
4. Apply climate lens to a flex-work policy to allow staff to work from home on certain days and/or arrive and depart from the office at various times in order to reduce congestion and unnecessary vehicular travel.



ACTION AREA 8: REGIONAL COOPERATION

Ongoing or Planned Actions

1. Conduct regional greenhouse gas emissions inventories.
2. Complete regional greenhouse gas emissions reduction catalogue to identify options to reduce ghg emissions.

CHAPTER 2. A COMMUNITY PLAN



A COMMUNITY PLAN

Municipal Planning Strategy

Climate action has long been a priority of Town Staff, Council and Town Committees. From 2015 to 2020, Staff extensively reviewed the Municipal Planning Strategy and related planning documents to ensure they are aligned with climate action following recommendations from the Environmental Sustainability Committee. Part of this process involved including climate action as a community priority in the Municipal Planning Strategy. During this process four core objectives and anticipated results were identified related to the Town taking action on climate change:

<p>OBJECTIVE To control land use in a way that preserves, enhances and protects the natural environment to ensure open space opportunities for all residents.</p> <p>ANTICIPATED RESULTS Enhance environmental constraints.</p> <p>Preservation of ecosystem services, including Agricultural land.</p> <p>Ensure source water protection and reduce water consumption.</p>	<p>OBJECTIVE To promote clean energy and reduce greenhouse gases (mitigation) by maximizing energy efficiency through conservation, local renewable energy opportunities, partnerships, and the use of sustainable infrastructure and green building design.</p> <p>ANTICIPATED RESULTS Work toward advancing our position in the Partners for Climate Protection Program through GHG emissions reduction and energy planning work.</p>	<p>OBJECTIVE To undertake climate adaptation and mitigation measures to create a community resilient to disruptors.</p> <p>ANTICIPATED RESULTS Work with partners to preserve and enhance resilience to sea level rise.</p> <p>New requirements for buildings in flood prone areas.</p> <p>Educate the community about climate change implications and initiatives.</p>	<p>OBJECTIVE To create a leading sustainable transportation network that supports non-vehicular transportation modes and improves connectivity</p> <p>ANTICIPATED RESULTS Better leverage our partnership with Regional Transit Authorities</p> <p>Prioritize the creation of walkable and bikeable infrastructure.</p> <p>Explore community/micro transit options.</p>
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Further outcomes of this plan review include the hiring of a staff member to carry out the climate plan through the Federation of Canadian Municipalities funding. Climate action work at the Town relies heavily on public engagement and participation, therefore the Town dedicated five years to understand community concerns, listen to ideas, learn from community members and provide education. The following pages of this section highlight some of the key moments from these years, with more information available in Appendix C.

IT SHALL BE THE POLICY OF COUNCIL:
To institutionalize and promote the "Nested Circle" Sustainability Framework in both municipal operations and the overall community.



A COMMUNITY PLAN

Climate Emergency Declaration

While it was officially made by Wolfville's Council, the Town's climate emergency declaration was initiated and precipitated by its residents. At its meeting on April 2, 2019, two Town residents made a presentation to Wolfville's Committee of the Whole about the looming climate crisis. The presenters expressed concern about the dangers posed by climate change to the Town of Wolfville and communities around the world. They referenced findings from the Intergovernmental Panel on Climate Change (IPCC)'s Special Report on the Impacts of Global Warming of 1.5 °C Above Pre-Industrial Levels (SR15) that the world had only 10 years to drastically reduce Greenhouse Gas emissions in order to mitigate the worst consequences of climate change. The presenters called on Wolfville's Council to follow the example of other Nova Scotia coastal communities and declare a state of climate emergency, to prepare a plan for dealing with the coming climate crisis, and to publicize the plan to the Town's residents so that they could contribute to it. The residents provided a written submission, appended to this document as Appendix B, that included suggestions on what could be included in the plan. At its next meeting, on May 7 2019, the Committee of the Whole adopted a motion to forward the following motion to council for decision: **that Council declare a climate emergency. The motion was made at the Wolfville Town Council meeting on May 21, 2019; after a brief discussion, it was carried unanimously and adopted.**

Community members in Wolfville have also demonstrated climate leadership and concern through involvement with Extinction Rebellion, for which meetings were held at the Wolfville Memorial Library, weekly climate action circles held at the Wolfville Farmer's Market, through Fridays for Future climate strikes and by organizing an event focused on the Green New Deal. These community-led events demonstrate a foundational knowledge and concern regarding climate change in the community, and underscore the need for this Plan.

Community Engagement

Climate action engagement efforts began in 2018 during the MPS review and continued following the declaration in April 2019.

Engagement was pursued in order to understand the base levels of understanding and literacy in the Town in regards to climate change and action, to understand what aspects are most concerning and to whom, where gaps in knowledge exist and to generate discussion on new aspects of climate action not previously considered.



A COMMUNITY PLAN

Several modes of engagement were used to generate the most feedback. Prior to the COVID-19 pandemic and subsequent social distancing and public health measures, these modes included door-to-door engagement, discussion-based climate circles, pop-up events and community workshops. During the pandemic, due to public health protocols limiting in person events and large gatherings, engagement was conducted through the Inspire Wolfville programming, which began with an online survey created by Thinkwell Shift, a Halifax-Based behaviour change company in winter of 2021, and continued through the summer. A summary of findings from this survey is included in Appendix C. The Inspire Wolfville programming included pop-up events at public parks, farmers markets, a cafe and the Wolfville Library. Guided climate action walking tours and online engagement at www.wolfvilleblooms.ca where residents were asked to review the Draft 2050 Low Carbon Roadmap or summary version and provide input to the document were also used for engagement. A brief summary of results from these modes of engagement is discussed in the What We Heard section.

Municipal staff and Council were engaged through Staff reports through the Planning Advisory Committee, Environmental Sustainability Committee and Committee of the Whole meeting presentations, as well as through participation in engagement efforts such as guided climate action walking tours, and engaging with materials on www.wolfvilleblooms.ca. This engagement provided an opportunity to establish a base level of knowledge regarding climate change and action among all Town staff, to obtain feedback on action areas, and identify which actions could be packaged with existing projects. Town Management and Council were included throughout the process, with an emphasis on the implementation section, as these actions often relate directly to budget and staffing. This was arguably the most important step in creating this Plan as it helps to identify solid actions that can be taken immediately, and actions that can be taken at later dates.



Town Staff and Council joined the Climate Action Walk to learn about climate change during summer 2021



Visit www.wolfvilleblooms.ca to engage with Town initiatives.

A COMMUNITY PLAN

What we Heard

The key areas that these sessions identified as concerns for residents include the need for the Climate Action Plan to adopt more ambitious greenhouse gas reduction targets, and conducting greenhouse gas inventories every two to five years in order to thoroughly monitor any changes in greenhouse gas emissions. The need for shorter-term greenhouse gas emissions reduction targets were also vocalized, with individuals suggesting the need for a year 2025 target in addition to the 2030 and 2050 target years. Furthermore, the Inspire Wolfville team collected feedback on the need for the Climate Action Plan to include issues such as green job creation, decolonization and social justice.

One of the most consistently brought up topics during the Inspire Wolfville engagement sessions was the need for fewer motor vehicles on the road, as well as better public and active transportation options within the Town and region. Residents expressed that concerns regarding safety when using active transport may be resolved if all ages and abilities active transportation networks, or separate active transportation lanes were available within the Town. The topic of microtransit was also raised during these discussions, with residents vocalizing the desire for reliable, electric, and fully-subsidized transit service.

Energy efficiency was another key topic raised during the engagement sessions. While many residents praised the existing PACE program, Switch Wolfville, being offered during this time, many individuals engaged lived beyond the Town boundary and were therefore exempt from the financing incentives available for home energy retrofits or were ineligible because they lived in an apartment or condominium. This program sparked interest in neighboring residents and the need for a regional PACE program to allow greater uptake of this program. Furthermore, residents expressed interest in a community energy co-operative or shared renewable energy program that could be led by the Town or community organization, and allow residents to purchase locally renewable energy rather than relying on the provincial power utility to move to 100% renewable energy.

Finally, concerns regarding the amount of lawn mowing by the Town, Acadia University and residents were recorded, with suggestions to plant pollinator or food gardens, the need for Town staff and Council to collaborate with municipal, regional and Indigenous partners was vocalized, as well as desires to expand the Wolfville Farmer's Market to allow more local food and goods to be grown, made and sold within the Town. Residents also provided ideas for reducing waste and creating circular economies through banning of single-use plastic and implementing a "repair cafe" where residents can repair items that would otherwise end up in the landfill, and tool libraries where residents can loan out tools and household items to cut down on unnecessary purchases of items they may need only on occasion.



CHAPTER 3. THE CLIMATE EMERGENCY

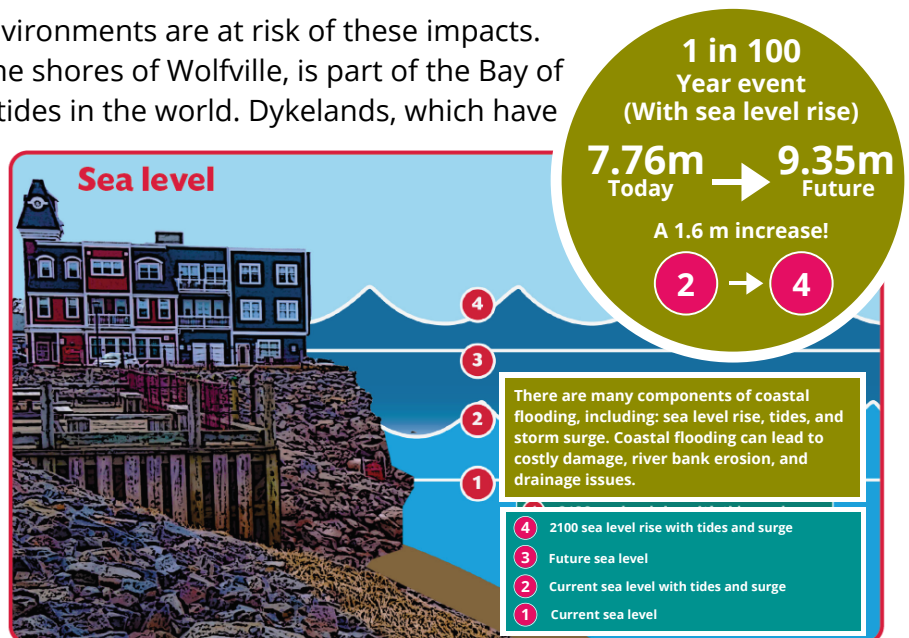


THE CLIMATE EMERGENCY

INTRODUCTION

Climate change is the change in global or regional climate patterns. While scientific evidence over several years strongly suggested that the climate change occurring today is caused by human activity, this fact is no longer disputed, and it is recognized that climate change impacts are widespread, rapid, and intensifying (IPCC 2021). The impacts currently affecting and predicted to intensify locally include warmer overall temperatures, more extreme weather events such as hurricanes and rainfall events, and sea level rise, among many other impacts.

The Town, region, and natural environments are at risk of these impacts. The Minas Basin, located along the shores of Wolfville, is part of the Bay of Fundy, which boasts the highest tides in the world. Dykelands, which have protected the inhabited lands of Wolfville for centuries are at risk of erosion and overtopping from sea level rise and storm surge events, which may result in flooding and salination of some of the richest agricultural soils in the province. Given the unprecedented risks of climate change, the Town must make every attempt to mitigate further climate change impacts and adapt to all potential risks.



Graphic from the Flood Risk Study illustrating projected sea level rise for Wolfville.

While taking action to mitigate and adapt to climate change poses a major challenge for all sectors of the Town and region, there is no guarantee of what impacts will occur and to what intensity. Failing to take action will result in higher costs than adaptation and mitigation over the long term. If we choose to be reactive to climate change rather than proactive, we risk being unable to respond effectively to disasters, and miss opportunities to capitalize on some positive co-benefits that will arise.

RATIONALE FOR THE CLIMATE ACTION PLAN AND THE ROLE OF THE TOWN

Municipalities play an important role in climate change mitigation and adaptation. The Federation of Canadian Municipalities (2009) suggests there are 5 key areas where municipalities can have the greatest impact on climate change: municipal operations, solid waste, buildings, transportation and land-use, and energy systems.

While the Town has the greatest control over reducing corporate emissions, these emissions account for only 2% of emissions in Wolfville. Understanding how the Town can take actions to have the greatest greenhouse gas reduction potential helps to target specific action areas. The Ontario Community Emissions Reduction Planning: Guide for Municipalities indicates various roles of local governments, sample actions and the potential impact on greenhouse gas emissions reductions as seen in Table 1. This table states that the role with the greatest impact on greenhouse gas reductions is local government as influencers.

Through actions such as implementing an all ages and abilities active transportation network and a microtransit system, the Town has the ability to assist in community greenhouse gas emissions reductions by creating more and better opportunities for residents and visitors to make less greenhouse gas intensive choices for transportation. These actions allow the Town to influence low and no carbon activities in the wider community. Other actions the Town can take that may influence the wider community include reducing the amount of grass mowing in the Town and opting for pollinator or food gardens, revitalizing living shorelines, conducting energy efficiency upgrades and retrofits on municipal buildings, instituting paid parking, investing in electric vehicle infrastructure, producing or acquiring renewable energy, adopting a flexible work policy and banning single use plastics. Furthermore, taking actions regionally allows the Town and region to reduce GHG emissions in a wider geographic range, resulting in a higher percentage of GHG reductions.

Local government as...	Authority	Sample actions	Community energy & emissions planning techniques	Potential impact on GHG emissions reductions
Energy Consumers	Direct control	Municipal building retrofits, construction of high performance municipal buildings, purchase of zero emissions vehicles, development of renewable natural gas from organic materials	Corporate GHG inventory and plan	Low
Investors	Indirect control	Renewable natural gas from a landfill, zero emissions transit system, cycling infrastructure, electric vehicle charging stations, recycling programs, public/private partnerships	Situational analysis [review of capital budgets]	Medium-high
Influencers	Indirect control	Municipal Planning Strategy, Property Assessed Clean Energy (PACE) programs	Modelling and scenario-planning	High

Table 1. Adapted from the Ontario Community Emissions Reduction Planning: A Guide for Municipalities

MITIGATION AND ADAPTATION

What is Climate Change Mitigation and Adaptation?

Mitigation and adaptation are the two approaches to climate change management. Climate change mitigation refers to actions that minimize or prevent climate change from occurring, while adaptation refers to actions taken to protect against climate change impacts like flooding. Mitigation is achieved through preventing climate change causing greenhouse gases from being emitted into the atmosphere. Reducing greenhouse gas emissions is accomplished through switching to clean, renewable energy sources such as wind and solar from fossil fuel sources such as oil, coal, and natural gas or opting for zero emission choices such as using active transportation instead of motorized vehicles. Mitigation also occurs through a natural process called carbon sequestration, the absorption of greenhouse gases into wetlands, forests, and soil. Because of the environments' ability to sequester, or capture greenhouse gases, protecting and maintaining wetlands and forests is a key component of climate change mitigation, though should not be relied upon without significant reductions in the greenhouse gases emitted. Adaptation refers to actions taken to adapt to or prepare for climate change impacts that are happening at present or are expected in the near future. Examples of climate change adaptation in Wolfville include increasing the height of the dykes and protecting and maintaining the seawalls along the dykelands to prevent sea water overflow and erosion in the event of extreme high tides and storm surge; protecting homes from flooding and improving emergency response procedures, such as opening cooling centres during heatwaves.

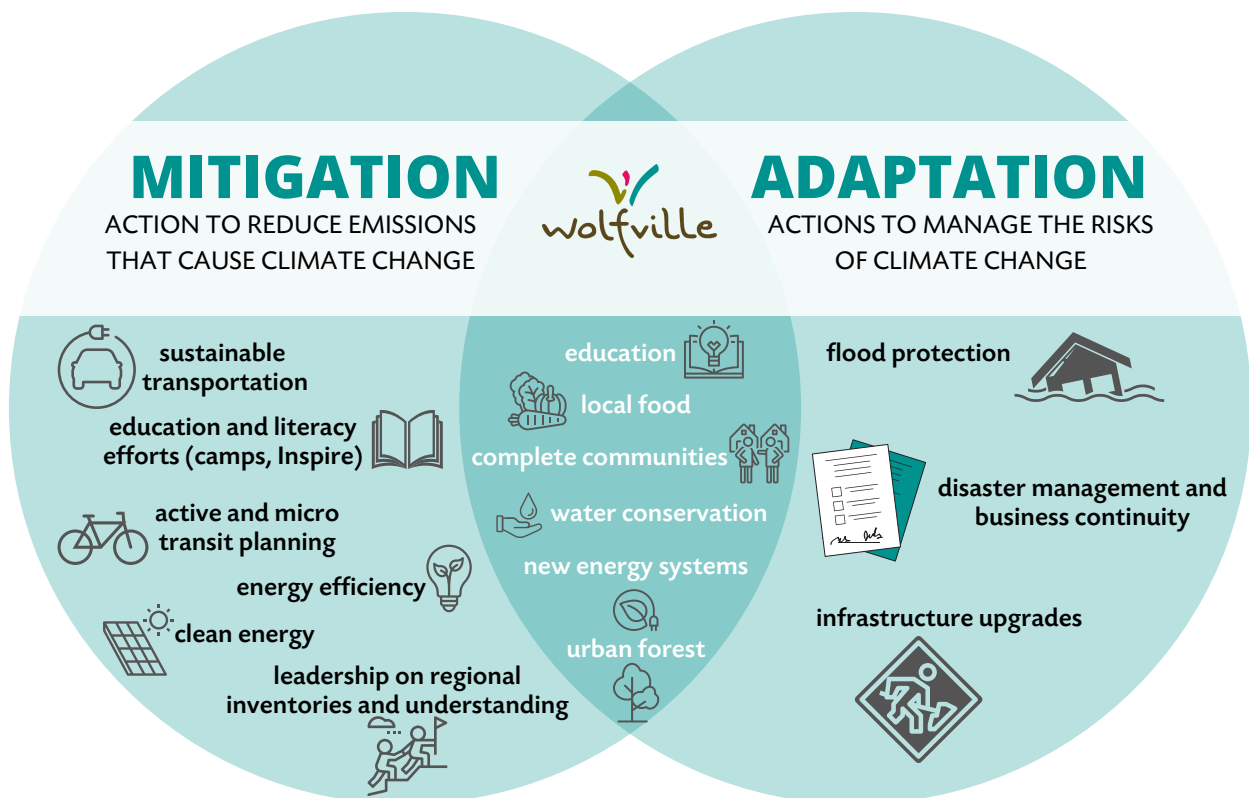


Figure 1. Mitigation and Adaptation

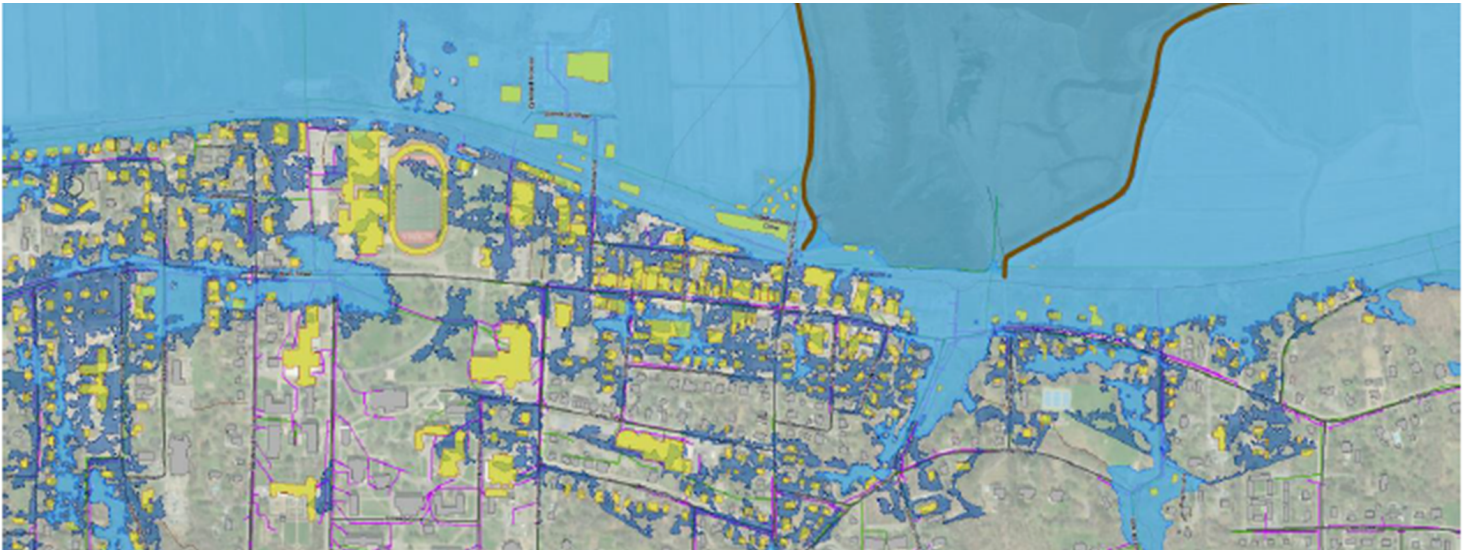
LOCAL IMPACTS

Sea Level Rise

Sea level rise is a widespread climate change impact caused predominantly by atmosphere-warming greenhouse gases that melt polar ice caps, though warmer sea water temperatures (thermal expansion) and changes in salinity (salt levels) also impact sea levels. High tides and storm surge compounded with sea level rise increase the risk and intensity of flooding. To better understand the risk of sea level rise locally, the Town hired consultants at CBCL Limited to complete a Flood Risk Mitigation Plan in 2021. This Plan outlines projected sea level rise and states that sea levels in the Minas Basin, on which Wolfville is located, will rise 1.6 metres by 2100.

As outlined in the Flood Risk Mitigation Plan, flooding incurs the greatest amount of financial damages and losses, with national insured losses of \$1.8 billion between 2009 and 2017. The Plan also demonstrates the increasing frequency of flooding: “flooding related costs have quadrupled in 40 years and account for 40% of all the Disaster Financial Assistance Arrangements (DFAA) expenses” (CBCL Limited, 2021 p.2).

Areas at risk of saltwater flooding in 1 in 100 year event from the Flood Risk Mitigation Plan:



LOCAL IMPACTS

Extreme Rainfall

Extreme rainfall events will become more common as temperatures increase, as warmer temperatures can hold more vapor. The Town of Wolfville Flood Risk Mitigation Plan also describes projections for extreme rainfall events and subsequent in-land flooding that may occur as a result. The Plan states that an extreme 1 in 100 year rainfall event today would result in 174 mm of rain per hour, rising to 280 mm per hour by 2100.

Recommended actions from the Flood Risk Mitigation Plan include the following:

- Communication and Education
- Connecting the 2 dyke systems and living shorelines
- Protect Sewer Lift Stations and Treatment Plant
- Flood forecast and warning system
- Monitoring and future actions (infiltration, conveyance, storage, development measures)



Town of Wolfville Flood Risk Mitigation Plan

Final Report



201101.00 • Final Report • February 2021

More information about flood risk can be found in the Flood Risk Mitigation Plan available at <https://wolfville.ca/adaptation.html>

LOCAL IMPACTS

Coastal Erosion

Coastal erosion has amplified around Nova Scotia and will continue to worsen with storm surge and sea level rise. Coastal erosion creates safety concerns for coastal development. In Wolfville, however, most coastal areas are buffered by the dykelands which act as a barrier to flooding though some sites including Waterfront Park are not protected by dykelands and are actively eroding due to freshwater flows from stormwater outlets, rather than sea water. These stormwater outlets erode the mudflats, creating channels that fresh water runs through. Freshwater erosion can be expected to increase with extreme rainfall events.

The Town's Flood Risk Study recommends exploring living shorelines (such as salt marshes) to provide added protection to infrastructure such as the dykes while also providing ecosystem and cultural benefits. Living shorelines can protect infrastructure from effects of storms and sea level rise by stabilizing soils, storing water, maintaining/increasing elevation by trapping sediment, and dampening wave energy.



Image from page 53 of Flood Risk Mitigation Plan shows coastal erosion along the shore of Wolfville.



As shown in this figure, each stormwater outlet creates an erosion channel in the mudflat

Image from page 54 of the Flood Risk Mitigation Plan shows erosion patterns in the mudflats resulting from fresh water flowing into the Minas Basin.

LOCAL IMPACTS

Agriculture

Agriculture faces both risks and benefits resulting from climate change. Nova Scotia will continue to see warmer, wetter weather allowing for longer growing seasons, and may see better opportunities for growing certain high heat crops and diverse plant species. Vineyards within the region may experience longer, more productive growing seasons as temperatures rise.

This warmth and moisture, however, brings with it a more diverse pest population, which could create a significant challenge for the agricultural industry. Other risks to agriculture include coastal flooding which risks the salination of crops, particularly those in the dykelands; extreme weather events such as hurricanes that may destroy crops through high winds; and drought.



Farmers harvest apples in advance of hurricane Dorian as high winds risk damage to crops and loss of harvest. (CBC News Atlantic, 2019)

Extreme Weather Events

Hurricanes and severe storms will increase in intensity and frequency with climate change. These events can cause damage to ecosystems such as shorelines and coastal environments, in land flooding, crop destruction and high winds can cause damage to property through flooding, tree fall, power outages, and can disrupt access to and from communities affecting individuals and emergency responders.

Moving forward, the Town must continue efforts to reduce greenhouse gas emissions at the corporate and community levels by adhering to the implementation strategy within this plan. This climate action plan functions as a roadmap to our low carbon future and a guide for preparing for and responding to climate change impacts that Wolfville is and will continue to experience.

RATE AND SEVERITY OF CLIMATE CHANGE

While climate change occurs naturally over time due to natural events such as volcanic eruptions, the sun's intensity, and changes in naturally occurring greenhouse gas concentrations (NRDC, 2021), the rate at which it is occurring today is unprecedented and due to human activities that emit or release greenhouse gases. The amount of greenhouse gases currently in our atmosphere is unprecedented compared to the past 800,000 years (NRDC, 2021). This major increase in greenhouse gas emissions is largely attributed to the industrial revolution, which saw a widespread reliance on burning of fossil fuels such as coal, oil, and gas for electricity and transportation, still heavily relied upon today. Deforestation also contributes to the rise in greenhouse gases emitted into the atmosphere as when disturbed, forests are no longer able to sequester carbon, and thus emit greenhouse gases into the atmosphere. Additionally, the use of fertilizer and livestock production emit greenhouse gases, while agriculture and road construction change the reflectivity of the earth's surface, leading to local warming or cooling (Denchak & Turrentine, 2021). These activities have led to the current circumstances we now must work in earnest to reverse.

The year 2021 saw **record breaking temperatures** across the globe and in Canada, with temperatures reaching 49.6 degrees Celsius in Lytton, British Columbia. These high temperatures arrived along with a **heatwave** that saw nearly 500 heat related deaths (Royal Meteorological Society, 2021). Likewise, the US saw record heats for the month of June, 2021 (NOAA National Centres for Environmental Information, 2021) These heat events resulted in devastating **wildfires** in Canada and the US, while extreme rainfall events caused severe **flooding** in Western and Atlantic Canada, Europe, India and China. Furthermore, **Arctic sea ice** hit record low levels during July 2021, and the Arctic is predicted to have ice-free summers as early as 2035 (Hausfather, 2021).

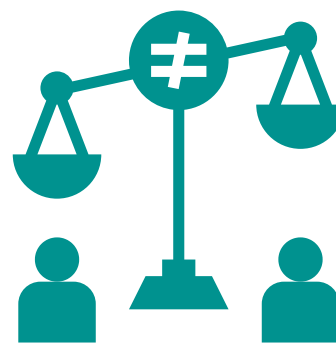
Code Red for Humanity

The Intergovernmental Panel on Climate Change's (IPCC) 2021 AR6 report outlines in detail the current state of global climate change and has been referred to as "code red for humanity" by the UN's Secretary-General António Guterre. The IPCC report indicates that warming of 1.2 degrees Celsius has already occurred, that the internationally agreed upon threshold of 1.5 degrees Celsius is approaching at an alarming rate, and that **we are at imminent risk of hitting this mark if urgent and ambitious mitigation efforts are not taken.**

SOCIAL IMPACTS OF CLIMATE CHANGE

While all individuals within the Town will experience or witness climate change impacts, not all individuals or groups will experience these impacts the same. Certain individuals or groups may be more vulnerable or resilient to specific climate change impacts depending on several factors such as race, immigrant and refugee status, poverty, education, food security, and access to clean air, water, and soil. It is therefore important to consider how individuals identifying with one or more of these factors may experience greater climate impacts and what resources are needed to preserve ways of life and protect livelihoods. Understanding the interplay and outcomes of the structural determinants of health, climate impacts and environmental racism is key to creating adequate climate policy.

Additionally, seniors face barriers to climate change impacts due to factors such as health outcomes, reduced mobility and isolation. During heatwaves, for example, seniors are considered an at-risk population as they tend to live alone, and do not always have someone to check in on them. They may also lack mobility to access cooler areas such as cooling centres without assistance. The Canadian Centre for Disease Control and Prevention (2021) states that individuals ages 65 and older do not adjust to sudden changes in temperature as well as younger people, are more likely to be living with an existing chronic illness, and may be taking medication that further prohibits their body's ability to control temperature.



Climate change also disproportionately impacts people living with low incomes, as climate impacts may result in illness or indirectly cause gaps or loss of employment, creating financial hardships.

Climate change has and could continue to contribute to inequitable health and wellness impacts experienced by certain groups. Groups already experiencing health inequities due to structural factors such as colonization, racism and inequitable income distribution are more vulnerable to the negative impacts of climate change. As such, **it is essential to employ an equity lens when addressing climate change and climate action to ensure everyone receives relief from the climate emergency and that groups are provided with the appropriate care to manage and minimize climate change impacts.**

CO-BENEFITS OF CLIMATE ACTION

In addition to mitigating further climate change impacts and protecting against existing impacts, many climate actions can have other non-climate policy related objectives related to economic development, public health, sustainability and equity. An example co-benefit of investing in active transportation networks to reduce vehicular greenhouse gas emissions would be improved cardiovascular health through more regular exercise, as well as cleaner air through fewer pollutants from motorized vehicles. Both of these co-benefits result in costs savings from healthcare and personal fuel expense reductions, and can improve quality of life (Warren & Lulham, 2021).

In the Wolfville context, Council's Strategic Plan as well as the Municipal Planning Strategy identify co-benefits that should be considered as we move forward with climate action investments in order to select those actions with the greatest number of co-benefits.

An analysis of co-benefits created by CDP Worldwide demonstrates how carefully planned climate action can result in multiple positive non-climate benefits (as shown on the left) in addition to climate change mitigation and adaptation. This analysis also found the co-benefits from climate action from a survey of 154 North American cities listed below.



Percent of climate actions resulting in each co-benefit.

Disaster preparedness - increased preparedness of a city to respond to hazards

Disaster risk reduction - reduced risk of hazards in a city

Economic growth - increasing the value of goods and services produced in the city

Ecosystem preservation & biodiversity improvement - i.e. increased connectedness between green spaces

Enhanced climate change adaptation - making the Town more able to withstand changes in climate

Improved access to and quality of mobility services and infrastructure - i.e. access to public transport

Security of tenure - i.e. increased housing security for low-income urban populations who are more likely to live in informal, poor quality, and hazard-prone settlements

Improved resource quality (e.g. air, water) - for example, improved air or water quality

Improved resource security (e.g. food, water, energy) - i.e. improved food, water or energy security

Job creation - new jobs created

Social inclusion, social justice - engaging groups that are traditionally excluded and addressing inequalities

Promote circular economy - for example, supporting greater reuse and recycling of resources

Improved resource efficiency (e.g. food, water, energy) - meeting the needs of the Town with a lower level of resource input

Shift to more sustainable behaviours - supporting lifestyle change that not only reduces emissions but is also more sustainable in broader terms, for example, the health benefits of more active travel and changes in diet, reduced material consumption

Poverty reduction/eradication - for example, reduced fuel poverty

Enhanced resilience - making the city more able to quickly recover from shocks such as floods

Greening the economy - making economic activity in the city more environmentally sustainable

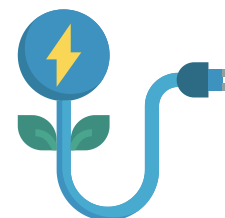
Improved public health - for example, reduced chronic and acute respiratory diseases due to improved air quality

Improved access to data for informed decision making - collection and sharing of data that supports city officials and wider stakeholders' decision-making

Social community and labour improvements - i.e. a stronger sense of 'community' for citizens, and jobs with more security and benefits

ECONOMIC RISKS AND BENEFITS OF CLIMATE CHANGE AND ACTION

The economic impacts from climate change are significant. It is estimated that Canada will spend \$35 to \$62 billion (2019 CAD dollars) every year by 2050 on physical effects of climate change (Warren and Lulham, 2021). Arguably, the biggest economic advantage of climate change is taking action to mitigate these costs through rapid and widespread climate adaptation and mitigation efforts.



While the costs associated with climate change impacts are significant, climate action brings along with it opportunities for investment and other economic advantages. One major economic benefit for all sectors is costs savings on energy bills attainable through renewable energy retrofits or energy efficiency upgrades. Reducing energy costs means more money remains within the Town, boosting the local economy and wealth of residents, and freeing up cash that can be spent locally. Given the levels of investment coming in the years ahead from other levels of government, the Town's Climate Action Plan creates a more investment-ready environment.



Ongoing Action

One such way the Town of Wolfville has incentivized energy savings is through the Switch Wolfville program, a property assessed clean energy (PACE) program funded by the Federation of Canadian Municipalities. Not only does the Switch Wolfville program incentivize energy efficient residential retrofits, it also increases the demand for employees in the green energy sector as the demand for home energy assessors, contractors and manufacturers intensifies. By being a leader in climate action, the Town of Wolfville has the opportunity to support the creation of new jobs and attract or retain more residents.



ECONOMIC RISKS AND BENEFITS OF CLIMATE CHANGE AND ACTION

Direct and Indirect Costs

There are two types of costs associated with climate change to consider: direct and indirect costs. Direct costs refer to damages and losses of items and services that can be traded in a market and have associated prices, such as the cost of repairing or replacing damaged homes, medical treatments for heat stress, revenue loss from crop failures, as well as costs associated with items that are not traded in a market such as loss or damage to ecosystem services, stress, and quality of life.

Indirect costs refer to damage or destruction of infrastructure such as roads and parks, that can interrupt normal use or service flows. For example, roads may be temporarily closed, blocking traffic and delivery of goods and services, or preventing employees from reaching their place of work, which may interrupt business operations not directly affected by the climate change impact.

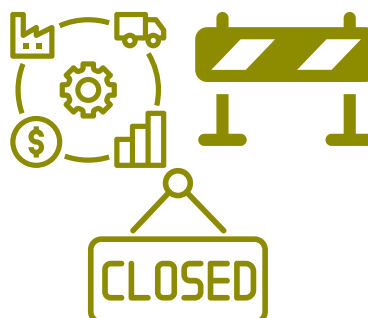
Climate Change Impacts on Jobs

As stated in the Town's Municipal Planning Strategy, the greatest employment sector in Wolfville is Education. As the home of Acadia University, Landmark East School and Wolfville Elementary School, educational services make up 21% of total employment of the Town (2016). The second greatest employment sector is Health Services, making up 15% of employment, with 12% of employment from Accommodation and Food Services, reflecting Wolfville's position as a popular tourist destination in Nova Scotia. While those employed in the education sector may be at the forefront of climate science and education, healthcare services as well as tourism are expected to face impacts from climate change.

Direct Costs



Indirect Costs



21%	Educational Services	
15%	Healthcare Services	
12%	Retail and Food Services	

ECONOMIC RISKS AND BENEFITS OF CLIMATE CHANGE AND ACTION

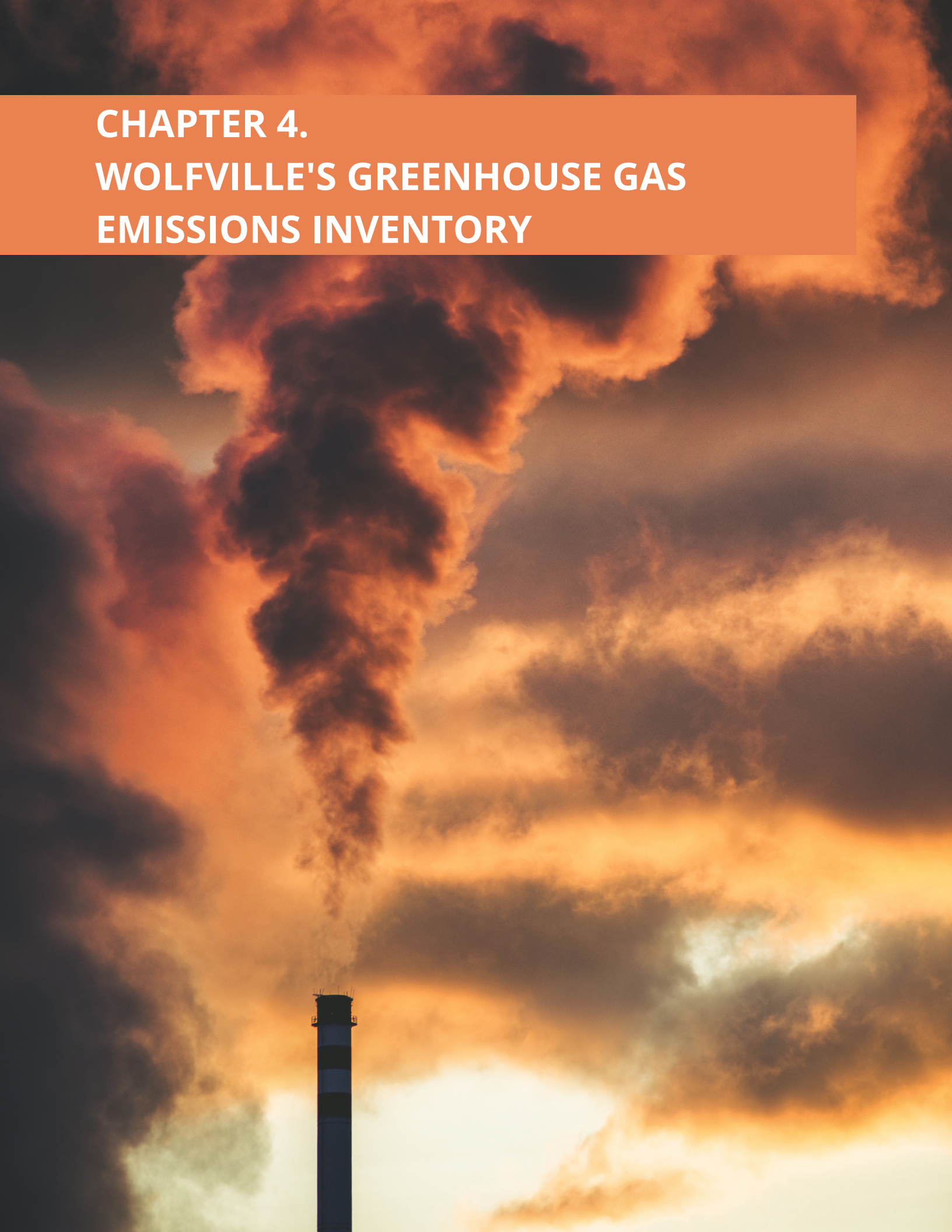
According to the World Health Organization, extreme heat contributes directly to deaths from cardiovascular and respiratory disease, particularly among elderly individuals. As seniors aged 65 years and older make up 27.4% of the Town's population as of 2016, climate change impacts such as heat waves may result in health outcomes that put strain on the existing healthcare system. Waterborne diseases and diseases transmitted through insect bites are also strongly affected by changes in the climate and may lengthen transmission seasons of vector-borne diseases such as Lyme disease through tick bites and can alter the geographic range that insects and disease can survive in (World Health Organization, 2021). From an adaptation perspective, it is critical that healthcare services are robust and plentiful enough to manage an increase in heat-related and vector-borne illness that may arise from climate change with an aging population. Mitigation of greenhouse gas emissions plays a significant role in easing the impacts of climate change on healthcare services. Investing in climate action today will reduce the costs and resources needed in the future to combat climate related illnesses, including those difficult to measure, such as mental health outcomes and negative impacts from loss of culture and ways of life.

Wolfville is recognized for its culinary, wine and cider tourism, as well as environmental tourism due to the Town's proximity to the Minas Basin and the world-famous Fundy Tides. Many tourist destinations in the Town thrive by offering locally grown and produced food and beverage or coastal views of the Minas Basin and are vulnerable to the impacts of climate change, particularly drought, crop failure, pest issues, frosts and extreme heat. Mitigating climate change will allow these industries to continue to flourish and better enable expansion in the future. Failure to mitigate climate change will have detrimental effects on the very agriculture these industries rely on.

A 2021 report by the Canadian Institute for Climate Choices states that as dangerously hot days in Canada are expected to increase from 75 to 100 days per year by later this century, hospitalizations will increase dramatically and 128 million hours of work, or the equivalent of 62,000 full-time jobs annually are projected to be lost by the end of the century due to heat impacts on productivity (Canadian Institute for Climate Choices, 2021).



**CHAPTER 4.
WOLFVILLE'S GREENHOUSE GAS
EMISSIONS INVENTORY**



GREENHOUSE GAS EMISSIONS

Baseline Greenhouse Gas Emissions Inventory

The first step in developing an action plan is establishing a baseline: an understanding of present conditions before action is taken. A baseline allows for the impact of actions to be determined by comparing the conditions before and after they are undertaken, which is key to evaluating their effectiveness in achieving the goal of the plan.

The primary baseline for a Climate Action Plan is a greenhouse gas emissions inventory, which quantifies the volume of greenhouse gases – carbon dioxide, nitrous oxide, and methane – emitted by a community in a given year in terms of carbon dioxide equivalent (CO₂e). As Figure 2 below illustrates, a community inventory documents and measures all of the emissions released by sources within its municipal boundaries (Scope 1), along with some released outside of boundaries as a result of activities inside of them (Scope 2 and 3).

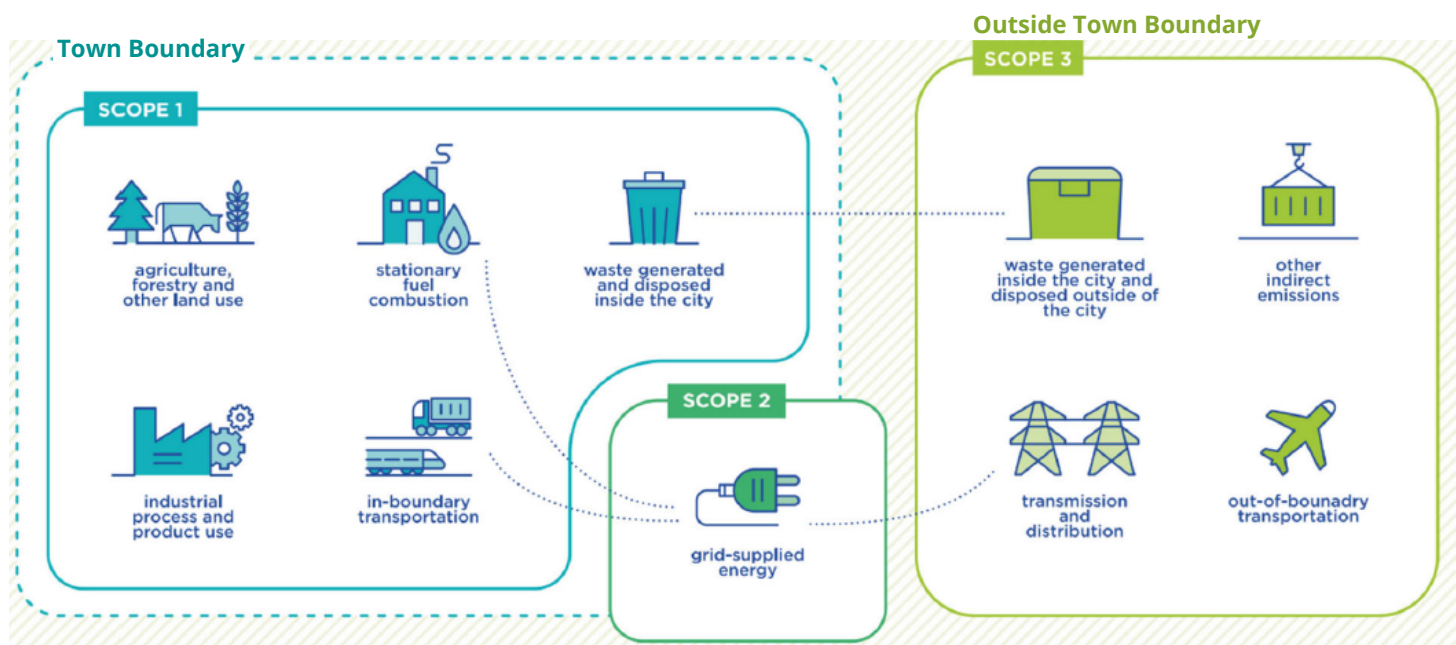


Figure 2. The scope of the greenhouse gas emissions inventory for Wolfville.

Baseline Greenhouse Gas Emissions Inventory: Comparison

To date, three greenhouse gas emissions inventories have been developed for Wolfville: the first by the Centre for Rural Sustainability in 2004, for the year 2003; the second by the then GIS Technician for the Town of Wolfville in 2011, for the year 2006; and the third and current inventory, completed by the Sustainability Solutions Group (SSG) in April 2020, for the year 2016.

GREENHOUSE GAS EMISSIONS

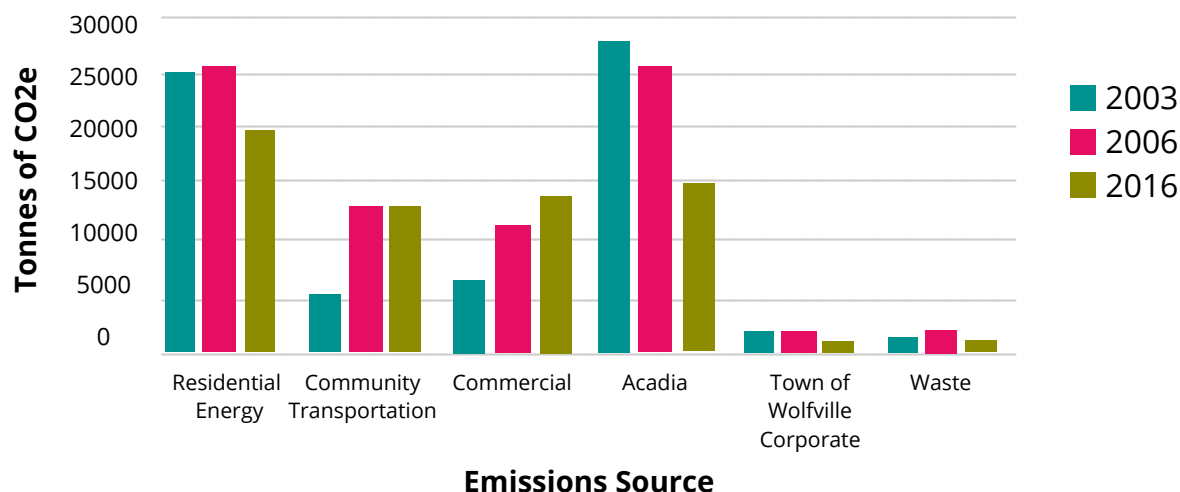


Figure 3. Greenhouse gas inventory comparisons.

In theory, comparing the three greenhouse gas emission inventories developed over 16 years should make it possible to determine the amount of progress (or lack thereof) Wolfville has made in reducing its greenhouse gas emissions since the first inventory was developed in 2004. Unfortunately, until recently, there was no agreed upon protocol for greenhouse gas emissions inventories. Based on research conducted by Town of Wolfville staff during the development of this plan, and in the opinion of the consulting firm contracted to develop the most recent (2016) greenhouse gas emissions inventory, Wolfville's 2003 and 2006 inventories were both rudimentary and incomplete. This assessment is in no way meant to devalue the effort or intention of the parties that developed the inventories; rather, it reflects the state of greenhouse gas emissions inventory development in the early 2000's.

Wolfville's 2016 greenhouse gas emissions inventory was developed by Sustainability Solutions Group, a leading climate-and sustainability-planning firm that has undertaken similar projects for communities such as Bridgewater, Halifax, and Toronto; and is based on the Global Protocol for Community-Scale Greenhouse Gas Emission Inventories (GPC), the standardized global framework for measuring and managing community greenhouse gas emissions which has been adopted by hundreds of cities across the world.

GREENHOUSE GAS EMISSIONS

Baseline Inventory Summary and Highlights

According to the 2016 greenhouse gas emissions inventory, Wolfville produced 65,354 tonnes of CO₂e in 2016. The majority of those emissions (76%) come from the building sector, with the second most significant source being transportation (21%). Waste related (2%) and fugitive (leaks) (1%) emissions accounted for a small but significant proportion of Wolfville's emissions, while agricultural emissions were minimal. A complete baseline greenhouse gas emissions report can be found in Appendix E to this plan, and is summarized in the table and graph below. Note that the numbers from the Town of Wolfville's corporate emissions differ between the two charts: the table includes only the Town's corporate building emissions, while the graph includes both its buildings and transportation emissions.

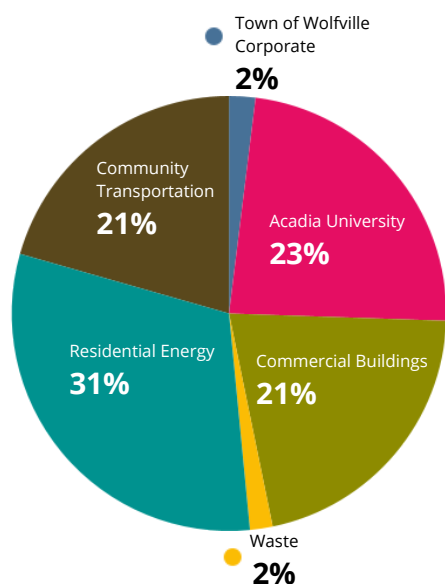


Figure 4. 2016 emissions by source.

Greenhouse Gas Emissions by Source		
Source	Tonnes of CO ₂ e	% of total
Total Building Emissions	49,726	76%
Residential Buildings	20,172	31%
Commercial Buildings	13,840	21%
Institutional Buildings (Acadia)	14,475	22%
Corporate Buildings and Utilities	1,238	2%
Total Transportation Emissions	13,636	21%
Transportation within Wolfville	8,137	12%
Transportation outside of Wolfville	5,499	8%
Total Waste Emissions	1,099	2%
Solid Waste Disposal	901	1%
Wastewater Treatment	198	0%
Fugitive (Natural Gas at Acadia)	888	1%
Agriculture	5	0%
Total Greenhouse Gas Emissions	65,354	100%

Figure 5. 2016 emissions by source.

GREENHOUSE GAS EMISSIONS

Baseline Inventory: Buildings

Energy used to heat and power Wolfville’s buildings accounts for over three-quarters (76%) of the community’s greenhouse gas emissions. This includes heat energy generated by burning wood, heating oil, propane, and, in the case of Acadia University, natural gas; and electricity from the provincial grid used to power buildings and their heating systems.

Energy use by residential buildings represents the single largest source of greenhouse gas emissions in Wolfville, accounting for 31% of the community’s emissions.

Source	Tonnes of CO2e					Total
	Natural Gas	Fuel Oil	Grid Electricity	Propane	Wood	
Acadia	8,156	0	7,144	63	0	15,363
Commercial	0	1,294	11,146	1,400	0	13,840
Corporate	0	86	1,153	0	0	1,238
Residential	0	4,905	14,201	95	972	20,172

Figure 6. 2016 building emissions.

The Global Protocol for Community-scale Greenhouse Gas Emission Inventories (GPC) protocol breaks out building energy and emissions by end-uses (Figure 7). Space heating of buildings represented the largest source (44%) of greenhouse gas emissions of any building end-use, followed by plug load (26%), the energy used by products that are powered by means of an ordinary alternating current (AC) plug.

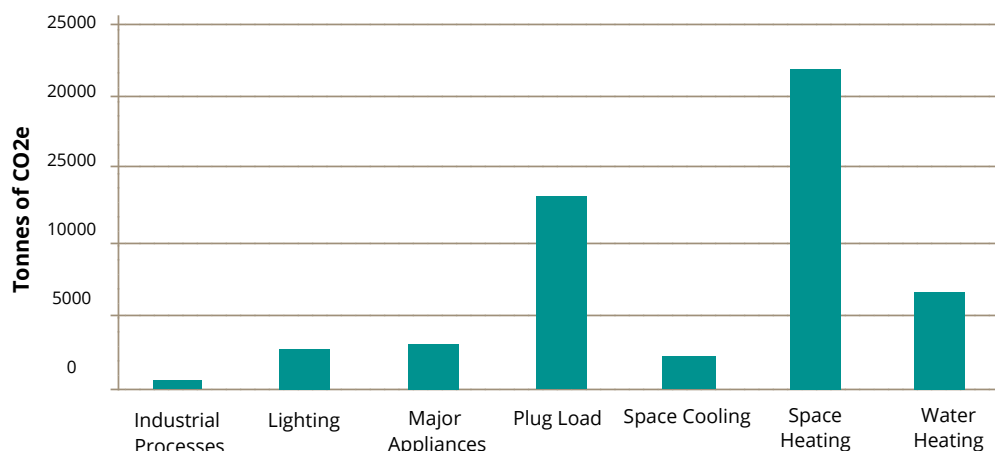


Figure 7. 2016 building emissions by source.

GREENHOUSE GAS EMISSIONS

Baseline Greenhouse Gas Emissions Inventory: Transportation

On-road transportation is the second largest source of Wolfville's greenhouse gas emissions. Wolfville is 3.5km in length from east to west, and while it is over 2km in length from north to south at its widest point, the northernmost 500m of that area is unpaved farmland. With a total land area of 6.46 km², trips in town – that is to say, trips that both originate and end in Wolfville without leaving its municipal boundaries – average 2km in length, and rarely if ever extend over 5km in length.

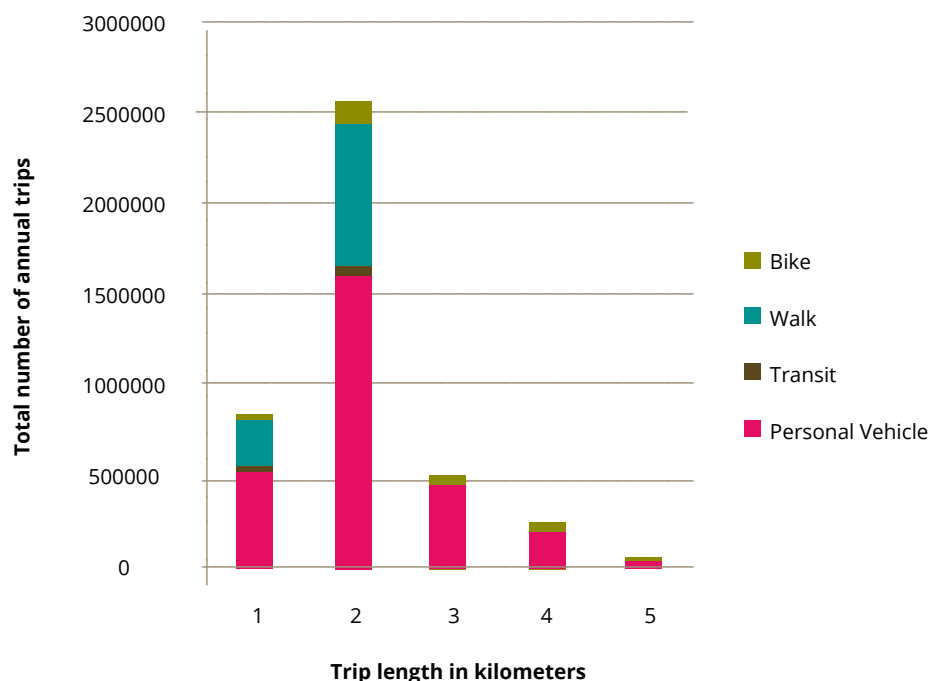


Figure 8. Number of annual trips per trip length.

Trips in Town, however account for only 6% of transportation-related greenhouse gas emissions from Wolfville. Attributing transportation emissions is complicated, because motor vehicles are inherently *mobile*: a trip that begins in Wolfville might emit most of its emissions travelling *outside* Town boundaries. The GPC Protocol addresses this complication by using an induced-activity calculation method, which calculates transportation emissions induced by, rather than occurring in, the community – including trips that begin, end, or are fully contained within the Town. Detailed information about this method can be found in section 7.3 of the Global Protocol for Community-Scale Greenhouse Gas Emission Inventories.



GREENHOUSE GAS EMISSIONS

Based on the induced-activity calculation method, 52% of Wolfville’s transportation-related greenhouse gas emissions are generated by external inbound trips – that is to say, trips that originate outside of Wolfville and travel to destinations in the Town. An additional 42% of Wolfville’s transportation-related greenhouse gas emissions come from external outbound trips, which start in Wolfville and travel to destinations outside of the Town’s boundaries.

Baseline Inventory: Waste

Wolfville’s waste-related greenhouse gas emissions come from the solid waste and wastewater generated by the community. Waste disposal and treatment produces greenhouse gas emissions directly through aerobic or anaerobic decomposition, and incineration; and indirectly from energy consumed by wastewater treatment and recycling processes.



Baseline Inventory: Fugitive Emissions

In 2015, Acadia University converted its campus heating system, which had previously used fuel oil, to run on natural gas. This change – along with a number of energy efficiency initiatives and the declining emissions-intensity of Nova Scotia’s electricity grid – reduced the University’s buildings-related greenhouse gas emissions by 46% between 2003 and 2016. It also introduced a new source of emissions to the community: leaks and other irregular releases of gases or vapours from pressurized containment of natural gas at Acadia University’s central heating plant, which account for approximately 1% of the community’s total emissions. These leaks are referred to as “fugitive emissions.”



Baseline Inventory: Agriculture

While Wolfville is situated in Nova Scotia’s agricultural heartland, and approximately one quarter of its land is zoned agricultural, there is little agricultural activity in Wolfville, and emissions associated with agricultural activities reflect this.



GREENHOUSE GAS EMISSIONS

Business-As-Usual Scenario

In the process of developing Wolfville’s Climate Action Plan, Town staff worked with consultants from Sustainability Solutions Group to develop a GHG emissions “model” of the town that incorporates and accounts for all of the components that drive greenhouse gas emissions in Town and the relationships between them. The emissions model is projectable and can be used to explore and evaluate the impacts of actions, or inaction, on the Town’s greenhouse gas emissions.

Sustainability Solutions Group ran the model based on current trends and forecasts, existing conditions, and population and employment growth projections for Wolfville, to generate a Business as Usual (BAU) Scenario of what Wolfville’s emissions would look like over the next ~30 years. As illustrated in Figure 9, the Business as Usual Scenario projects a downward trend in emissions until approximately 2030 followed by a gradual rise, resulting in an overall reduction in emissions of 17.4% by 2050.

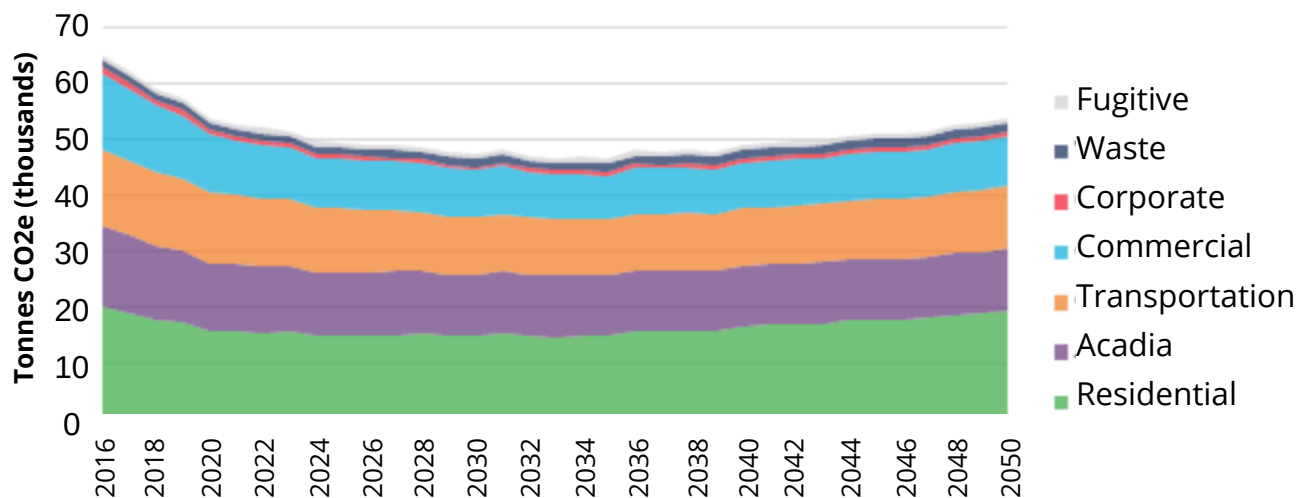


Figure 9. Business as Usual Scenario emissions projection to year 2050.

This projected decline is attributable to provincial and federal policy measures currently in place, including projected home energy efficiency standards in future versions of the National Building Code, increasing federal motor vehicle fuel efficiency standards and adoption rates of electric vehicles, and legislated targets for reduced carbon intensity of electricity available through the provincial grid; along with warmer winters as a result of global warming, requiring fewer heating days.

CHAPTER 5. GREENHOUSE GAS EMISSIONS REDUCTION TARGETS



GREENHOUSE GAS EMISSIONS REDUCTION TARGETS

Following the development of the greenhouse gas emissions inventory, Town Council set the following emissions reduction targets in February 2021: reduce 2016 greenhouse gas emissions 45% by 2030, and reach net-zero emissions by 2050.

45%
by **2030**

NET-ZERO
by **2050**

Net-zero occurs when greenhouse gas emissions are reduced, and remaining gases are captured or absorbed, rather than released.

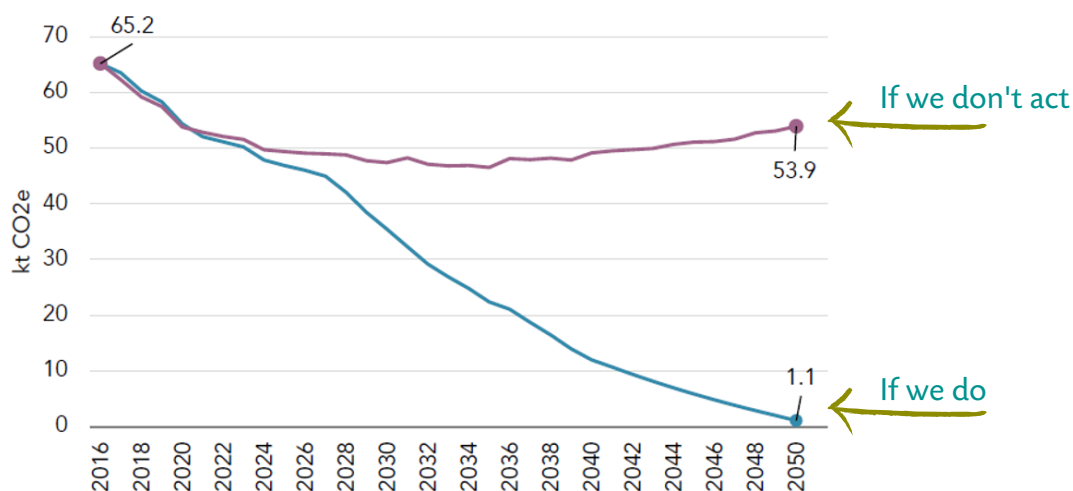
Council's adoption of these targets allowed Wolfville to achieve Milestone 2 of the Partners for Climate Protection program.

By adopting an emission reduction target, a community sets itself a goal of decreasing overall greenhouse gas emissions by a certain amount by a specified point in time.

A report detailing the Town's greenhouse gas emission reduction targets is located in Appendix H. This plan has been created so that the following reductions can be achieved:



MILESTONE 2:
Set Emissions
Reduction
Targets



Wolfville's projected greenhouse gas emissions under a business as usual (purple) scenario, and a low carbon scenario (blue).

GREENHOUSE GAS EMISSIONS REDUCTION TARGETS

The Climate Equity Approach to Emissions Reductions Planning

The low-carbon scenario shows what emissions reduction trajectory is required to achieve net-zero emissions by 2050, in line with the IPCC's call to action in avoiding average global heating above 1.5°C by 2050. This is one way to plan for emissions reductions; another is the climate equity method which determines a pathway to net-zero emissions that addresses global emissions inequities, namely that industrialized nations have emitted more than other nations.

National carbon equity calculations have been made by the Stockholm Environmental Institute in its Climate Equity Reference Calculator. The remaining global carbon budget associated with limiting global heating to 1.5°C by 2050 (i.e. maximum allowable emissions ever) is allocated to each country by 'fair share' in the calculator. The allocation is based on historical contributions to GHG



emissions, development projections, levels of poverty, and other variables. The calculator also determines by what year the allocated emissions need to be reduced to zero based on factors such as the country's capacity to act, average income of residents, and historical responsibility period.

The country allocation can be sub-allocated to municipalities by taking the ratio of a municipality's emissions to that of Canada's in a given year. Determined this way, Wolfville's annual emissions represent an average of 0.012% of Canada's total annual emissions. If Wolfville were to follow Canada's fair share required emissions reduction trajectory - being responsible for 0.012% of Canada's required annual emissions reductions - the town (and the rest of Canada) would have to reach net-zero emissions by 2027 - 23 years ahead of what is targeted under the low-carbon scenario, see figure below.

GREENHOUSE GAS EMISSIONS REDUCTION TARGETS

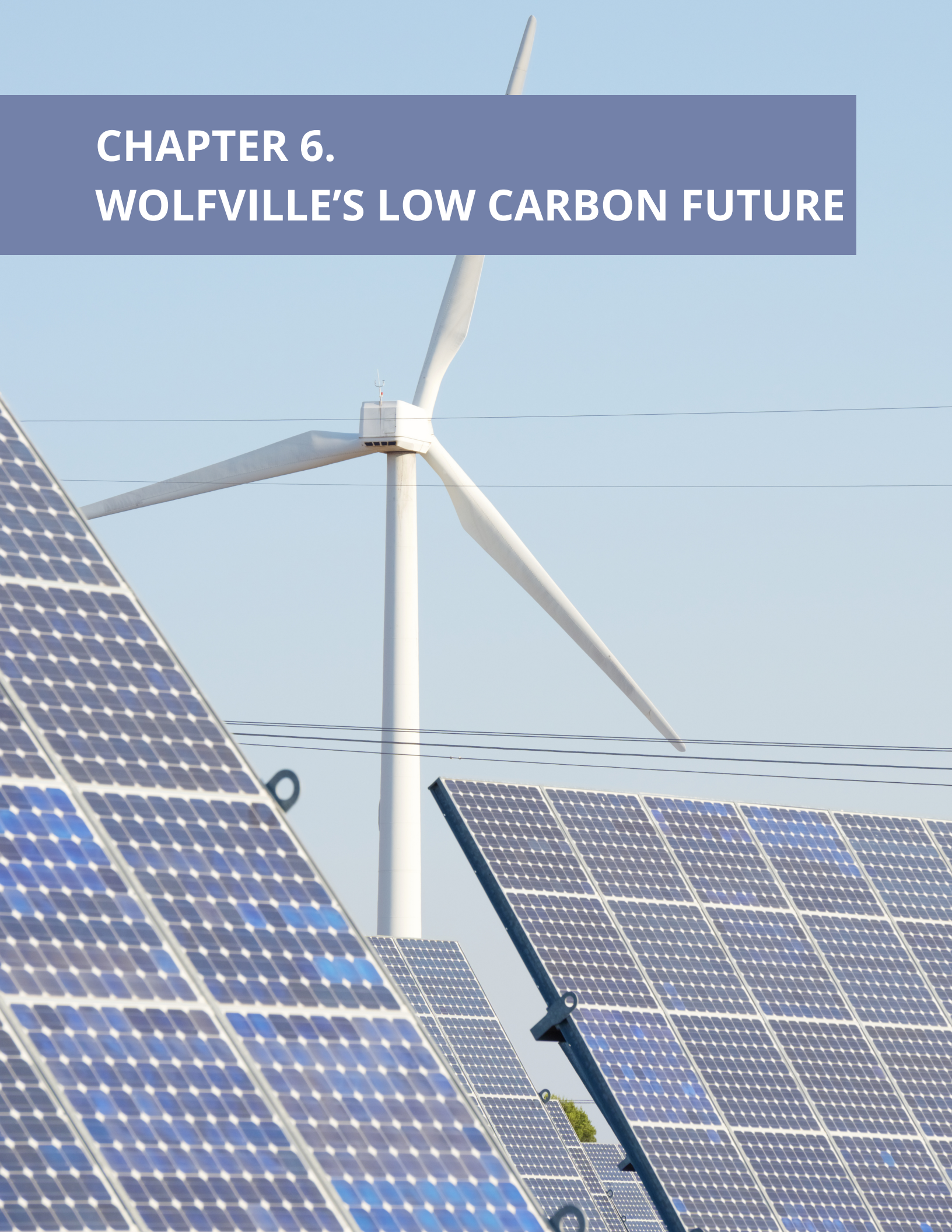


Comparison of climate equity emissions reduction trajectory versus business as usual (purple) and low carbon scenario (blue) trajectories, 2016-2050.

This is Wolfville’s globally equitable emissions reduction trajectory. It is quite drastic compared to the net-zero by 2050 low-carbon scenario trajectory, demonstrating that although climate action to reduce all emissions by 2050 seems ambitious, it is not nearly as ambitious as it should be under a globally equitable scenario. Achieving the emissions reductions in the climate equity scenario would entail rapid energy efficiency transformation of Wolfville’s existing building stock, installations of renewable energy generation infrastructure, switching Acadia’s district energy plant to net-zero emissions operations, and decarbonization of transportation in less than a decade.

CHAPTER 6.

WOLFVILLE'S LOW CARBON FUTURE



WOLFFVILLE'S LOW CARBON FUTURE

This section details the opportunities for greenhouse gas emission reductions that will allow Wolfville to meet the reduction targets of 45% below 2016 levels by 2030, and net zero by 2050. The Town understands and acknowledges that some impacts of climate change are now inevitable, but the degree and intensity of which we experience them can still be lessened by rapid decarbonization.

While the Town is dedicated to taking action, decarbonization requires action from residents, businesses and institutions as well. This Plan identifies actions to be taken across the whole community and presents recommendations that will achieve the reduction targets by the target dates. These actions will help achieve long-term goals and supplement the short-term (3 year) actions from the Implementation Plan.

The energy efficiency and emissions reduction direction may be obvious - just eliminate fossil fuels! - but achieving a low-carbon future requires a conscious and persistent effort, including investment and socio-economic paradigm shifts. Wolfville's path to a low-carbon future includes several big moves and many small ones. How emissions are reduced also requires consideration - see the Reduce-Improve-Switch Paradigm (figure 10) to view a logical and thoughtful approach to reducing emissions.

The Reduce-Improve-Switch Paradigm

Low-carbon community planning considers a wide variety of actions in the transportation, buildings, industrial activity, energy use and generation, waste, and land-use sectors. The actions can be classified under one or more categories of Reduce, Improve, and Switch: reducing energy consumption, improving the efficiency of the energy system (supply and demand), and fuel switching to low-carbon renewable energy sources.

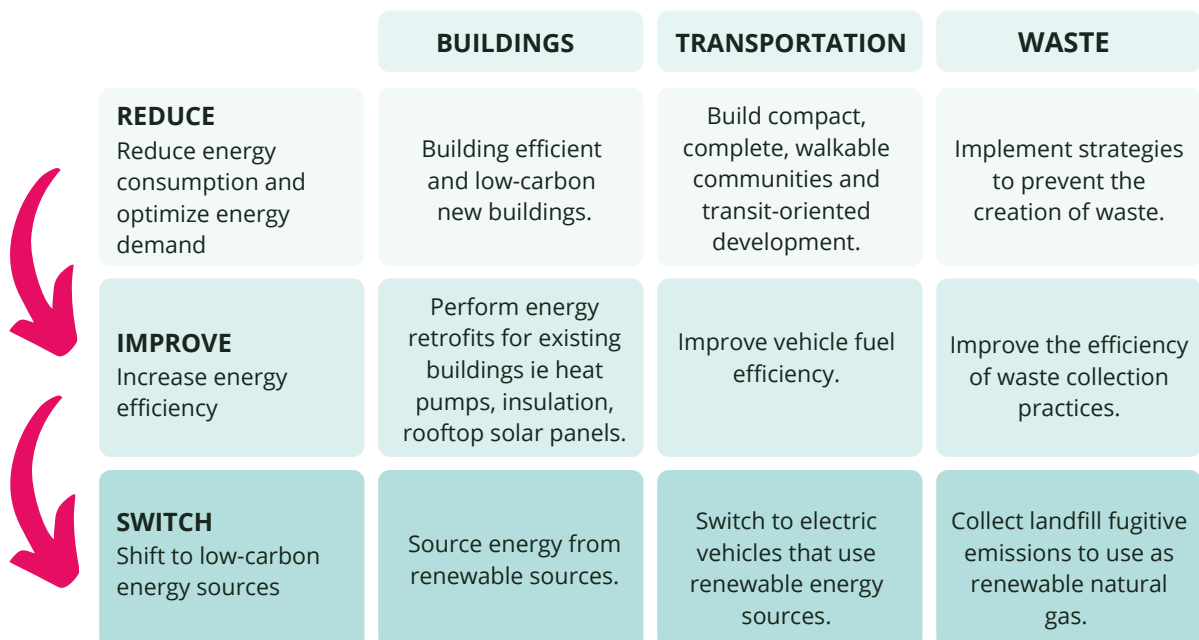


Figure 10. Reduce-Improve-Switch paradigm.

WOLFVILLE'S LOW CARBON FUTURE

The most effective approach in transitioning to a low-carbon community is to first reduce the amount of energy needed as much as possible through energy efficiency and conservation, and then to switch to low-carbon fuel sources to supply the remaining demand. The sequence of the approach is important: by avoiding energy consumption (Reduce), retrofit requirements (Improve), and the need to generate renewable energy (Switch) are both reduced. One benefit of following this sequence is that by reducing energy demand from the grid through building energy efficiency measures, electricity is made available for fossil fuel systems transitioning to electricity (e.g. home heating from fuel oil furnaces to heat pumps, gas vehicles to EVs). This prevents overburdening the electricity grid.

Community Energy Planning Prioritization

The actions described in this Plan can also be categorized broadly as applying to new infrastructure or existing infrastructure. Infrastructure is the first priority in community energy planning as it locks communities into its use for decades. The second planning priority is to address major industry energy use, transportation energy use (personal and commercial vehicles), and building energy design (for new and existing buildings). The final priority is making energy-using equipment efficient (e.g. appliances, heating systems). This prioritization hierarchy concentrates actions where the options to intervene in the future will be fewest.

Infrastructure, Mechanical, and Energy Systems Turnover

There are cyclical opportunities to address existing infrastructure, such as the natural transition at the end of serviceable life, between now and 2050. Different types of infrastructure have different degrees of longevity, for example building HVAC systems (moderate longevity) versus their envelopes (high longevity). Increased energy efficiency can be realized by investing in appropriate upgrades during cycles of infrastructure maintenance and renewal.

Wolfville's Low-carbon Roadmap

Actions that would achieve net-zero emissions by 2050 were explored using energy and emissions modelling by consultants at Sustainability Solutions Group. Assumptions were developed for each action and they were modelled as a low-carbon scenario to demonstrate their emissions reductions potentials compared to current emissions and those projected under the Business as Usual scenario. The collection of actions that will reach the target are summarized here; full descriptions are in Appendix F.

To illustrate the scale of change required, Staff worked with Sustainability Solutions Group to lay out a roadmap of potential actions to meet net zero by 2050.

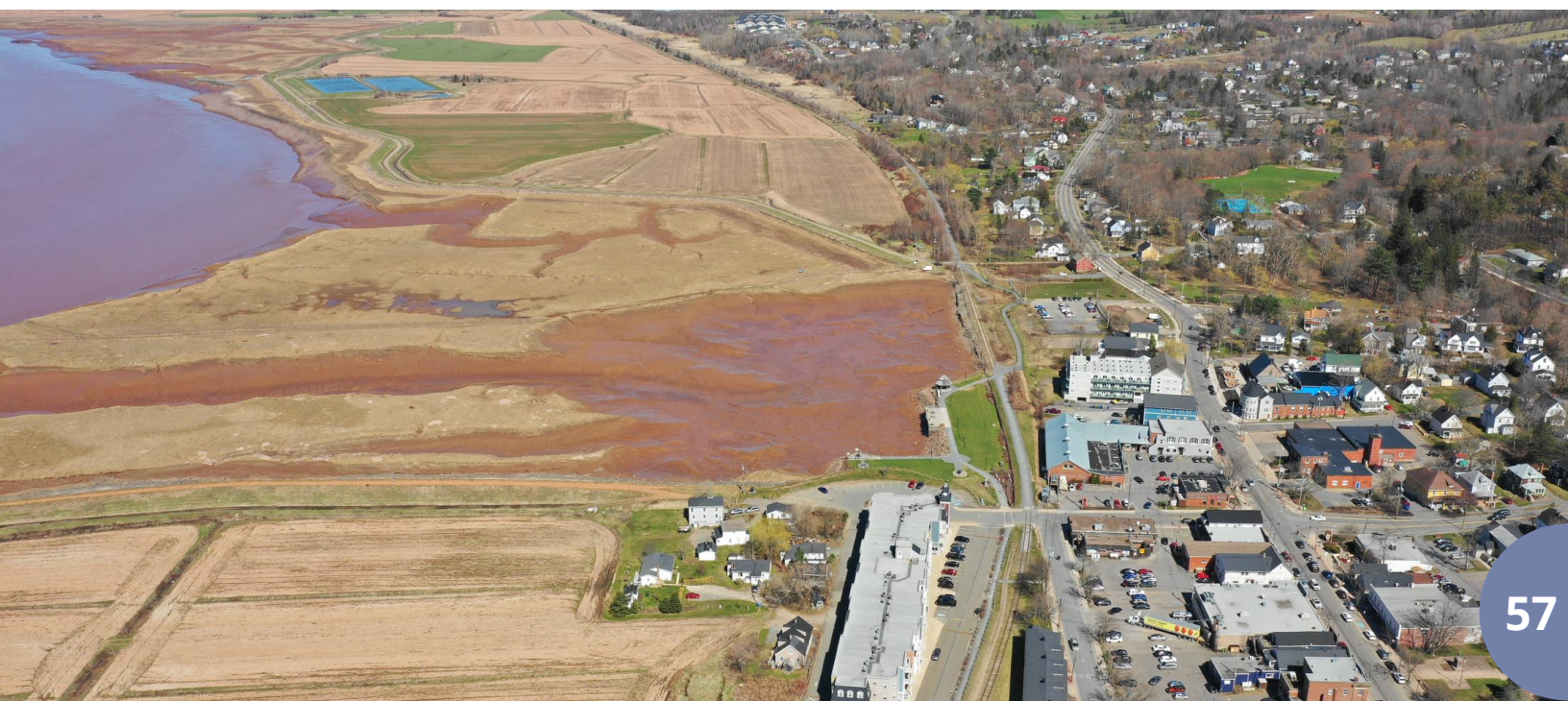
WOLFVILLE'S LOW CARBON FUTURE

Core Action Areas:

1. Adaptation

Adaptation refers to actions taken to reduce the impacts of climate change. This action differs from the other actions in the Low Carbon Roadmap because it does not provide greenhouse gas emission reductions. Adaptation actions are those that protect human life and the built environment from climate change impacts such as heat waves, inland flooding, sea level rise, storm surge, intense winds and many other impacts currently being felt and anticipated in the Town. Because Wolfville is a coastal community and is located along the Minas Basin, it witnesses twice daily the world's highest tides from the Bay of Fundy, making the Town particularly vulnerable to rising sea levels and subsequent flooding and storm surge events. It is therefore important that the following actions are taken:

- The dyke walls are connected at Waterfront Park to reduce risk of flooding from the Minas Basin and all other recommendations in the Flood Risk Plan are implemented.
- The findings from the Wolfville Food Risk Study are disseminated to all community members.
- Infrastructure is replaced with consideration of climate change impacts when requiring replacement and upgrades.
- Work closely with Regional Emergency Management Organization (REMO) to ensure a cooling station is established and communicated to all community members in advance of heatwaves, and;
- Key emergency routes into and out of the Town are identified and climate risks to these routes are identified and remedied if possible.



WOLFVILLE'S LOW CARBON FUTURE

2. New and Existing Buildings

Buildings consume a lot of energy, and as a result, emit a lot of greenhouse gas emissions. By improving the efficiency of new buildings, deep reductions in both the energy required to heat and operate a building, as well as the emissions associated with energy consumption in a building can be achieved. Energy efficiency improvements in new buildings can include decreasing the size of the average dwelling, opting for multi-unit building types over single unit homes, adopting a net-zero building standard, and switching from emissions-heavy fuels to clean energy sources.

Existing buildings represent a far larger number of buildings than the projected new building stock over the next 30 years. Deep energy retrofits to all types of buildings can reduce the energy demand for space heating and cooling. By switching from fossil fuels to electricity, and also by switching to heat pumps for space heating and cooling, the emissions associated with energy consumption in buildings can be dramatically reduced. The following factors and long-term actions will reduce emissions from buildings:

- 100% of homes have replaced fossil fuel heating with heat pumps by 2040;
- 100% of water heaters are replaced with electric models or heat pump models by 2040;
- Residential building energy efficiency retrofits reduce 50% of thermal energy demand and 50% of electrical demand in homes using electric resistance heating in 100% of homes by 2040;
- Industrial, commercial, and institutional building energy efficiency retrofits reduce 50% of thermal energy demand and 50% of electrical demand in 100% of homes by 2040;
- Industrial processes and motors increase efficiency by 50% by 2050.
- All municipal buildings are retrofit to net-zero emissions by 2030.
- New homes and Industrial, Commercial, Institutional buildings are net-zero emissions and use no fossil fuels by 2030; and
- New buildings increasingly have solar PV installed, supplying at least 10% of the buildings' electrical load. By 2050, 90% of new homes in that year have solar PV systems installed.



WOLFVILLE'S LOW CARBON FUTURE

3. Complete Communities and Transportation

Transportation makes up a third of the total energy consumption in 2016, and 21% of total greenhouse gas emissions. Internal combustion engines have shown little improvement over the last century, resulting in lost efficiency as well as the emissions associated with gasoline and diesel. The switch to electric vehicles allows for dramatic reductions in vehicular emissions.

Quality active transportation infrastructure will result in fewer short trips made by car and will encourage the use of zero-carbon methods of transportation such as walking or cycling.

Reducing community greenhouse gas emissions will be accomplished through enforcing new and existing land use bylaws that help to create complete communities. Complete communities encourage a greater population density through smaller lot sizes, encouraging multifamily dwelling units such as duplexes, townhouses and apartment buildings rather than large, single family homes, and encouraging residential development in areas already provided with municipal services such as sewer, water, and public and active transportation routes. The following factors and actions will result in emissions reductions in community and transportation emissions:

- Due to more multi-unit home development, new home sizes are slightly smaller (and thus typically more energy efficient).
- New developments are denser and preferred in infill areas with existing services to promote travel efficiency and non-vehicular travel;
- 30% of new personal vehicles are electric by 2030, 60% by 2035, and 100% by 2040;
- 30% of new commercial vehicles are electric by 2030, 50% by 2035, and 80% by 2040;
- Transit fleet is 100% electric and right sized by 2035;
- Increase transit frequency;
- Transit use increases to 25% by 2030; and
- 40% of shorter trips are made by walking or biking by 2030, 50% by 2050.



WOLFFVILLE'S LOW CARBON FUTURE

4. Solid Waste, Water and Wastewater

A holistic waste management strategy focuses on a waste hierarchy that prioritizes waste reduction, then its reuse and recycling/composting and energy recovery, followed by final disposal as a last option. Numerous cities are striving for zero waste goals (i.e. 100% diversion rates). Opportunities include outreach programs, strict separation policies, incentives/disincentives to promote recycling/organic composting, and bans on certain waste streams. To have a meaningful impact on our waste and water use and treatment, we must achieve the following results:

- Waste generation is decreased by 30% by 2050;
- 100% of solid waste is diverted from landfill by 2050;
- 100% of organics go to anaerobic digestion by 2050;
- Anaerobic digestion facilities are installed for wastewater treatment, and biogas capture for use in the district energy system;
- High-efficiency water pumps are installed by 2035, reducing energy use by 50%; and
- Residential and commercial water use is reduced.



WOLFVILLE'S LOW CARBON FUTURE

5. Local Renewable Energy Generation

Electrification is at the core of a low-carbon energy and emissions strategy, and with that comes the requirement to reduce the greenhouse gas emissions associated with the generation of electricity. The provincial electrical grid, while improving, is still projected to continue the use of high-emissions fossil fuels at its generation facilities. By producing clean electricity locally, through wind and solar installations, municipalities can encourage the switch to electricity while also reducing the emissions associated with electricity production.

Renewable energy can be stored and deployed when needed, bridging the temporal gap between when energy is produced and when it is needed, for example at night and during peak demand periods. Releasing stored energy decreases reliance on fossil fuel-based peaking plants that operate during peak demand hours (e.g. mornings and evenings). The current cost of battery electric storage is high, but prices are decreasing quickly as battery technologies become increasingly inexpensive to produce.

The district energy system at Acadia University currently uses trucked-in compressed natural gas to provide space heating for buildings on the campus. By expanding this system to include buildings in the downtown area, as well as converting it to use renewable energy, the efficiencies of a centralized heating system could be increased, while the greenhouse gas emissions associated with the system are decreased. Changes to the local renewables sector could result in:

- 10 MW of ground mount solar PV capacity installed from 2030-2045;
- Electricity storage is added with new renewable energy installations, able to store 20% of new generation capacity for release during peak electricity demand times;
- 100% of the natural gas required by the Acadia district energy system after efficiency measures is replaced with renewable natural gas or a ground or air source heat pump system, or other emissions reductions systems by 2035; and
- Renewable energy is procured from outside of the municipal boundary to replace remaining grid-supplied electricity by 2050.



WOLFVILLE'S LOW CARBON FUTURE

Supporting Action Areas:

1. Town Partners and Adopting a Collective Mindset

The Town recognizes that all partners in the Town need to take adequate action in order to have a meaningful impact. Town Partners include the Wolfville Business Development Corporation, Acadia University as well as residents. Through recognizing efforts of Town Partners and offering continual education, both corporate and community greenhouse gas emissions can be reduced.

2. Governance

Governance refers to the readiness and capacity of the Province, Region, Council and Town staff to take on each of the actions in the Implementation Plan. This refers to budgetary and resource constraints. Acknowledging the constraints the Town faces is essential to creating a practical and attainable plan. As such, Town management have been directly involved in the creation of the Implementation Plan.

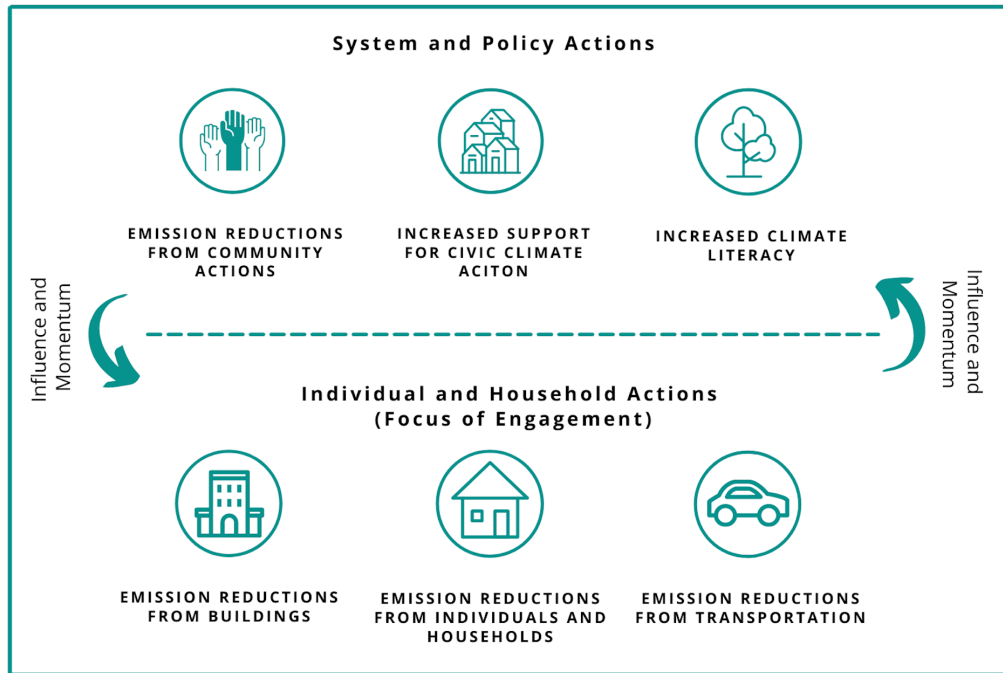
3. Regional Cooperation

In January 2020, Wolfville joined the Towns of Kentville and Berwick as well as the Municipality of the County of Kings to pursue climate action as a regional issue. This work includes a regional greenhouse gas inventory for each municipality based off of 2016 data, and a catalogue highlighting key opportunities for greenhouse gas emissions reductions regionally. The Regional Working Group formed due to a mutual understanding of the widespread impacts and action needed to have a meaningful outcome in terms of climate action. The partner communities must work together to reduce emissions as a region.

Implementing these actions over the next 3 decades will steadily decrease total energy use and emissions across the community. To achieve the 2030, 2035, 2040, and 2050 targets of the low-carbon actions, implementation must begin in the near term. How the Town intends to implement these actions is outlined Appendix A. The low-carbon community energy use and emissions reductions that will result are described in the following pages.



WOLFVILLE'S LOW CARBON FUTURE



Low-carbon Pathway Energy

This section describes how much Wolfville's energy demand must decrease and what sources energy will come from by 2050 in order to reach net zero emissions. Wolfville's total energy demand decreases from 623,000 GJ in 2016 to 249,000 GJ in 2050 in the low-carbon scenario, representing a 60% reduction. This is substantial, especially considering that population, employment, and housing are all expected to grow over the next 30 years.

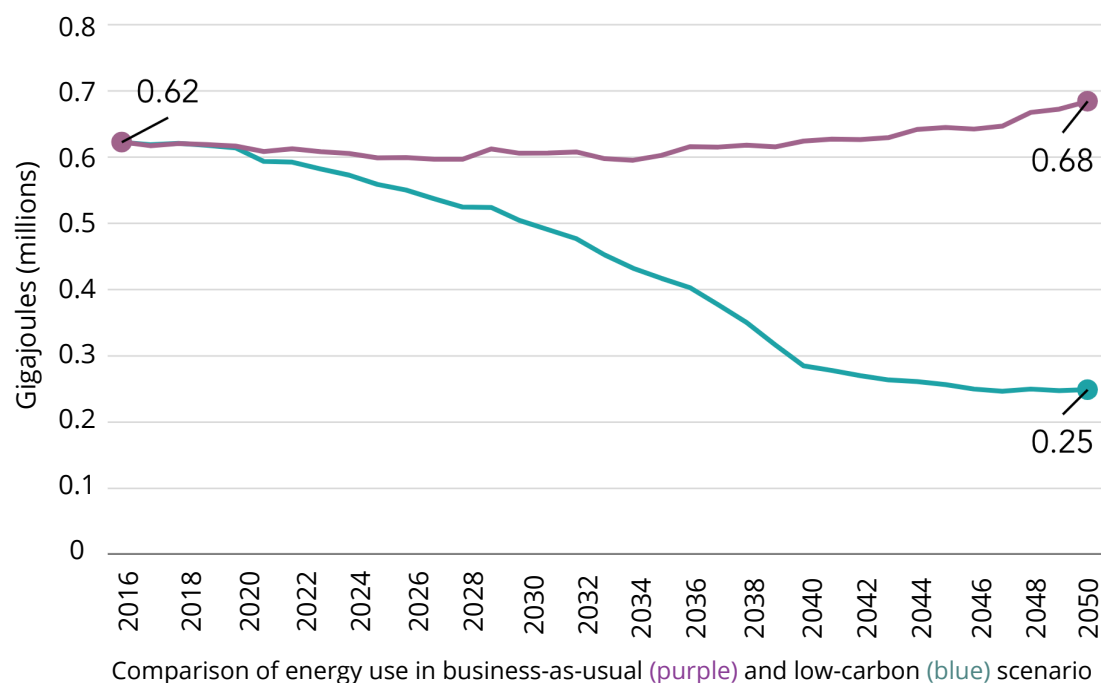


Figure 11. Business-as-usual vs. Low-carbon scenarios

WOLFFVILLE'S LOW CARBON FUTURE

Energy flow in the 2050 low carbon scenario is shown in Figure 12 below. When compared with the 2016 Sankey diagram, as well as the 2050 Business as Usual diagram (see Inventory report in Appendix D), it is clear that the move toward electrification of vehicles and space heating dramatically decreases the conversion losses associated with the energy system of Wolfville.

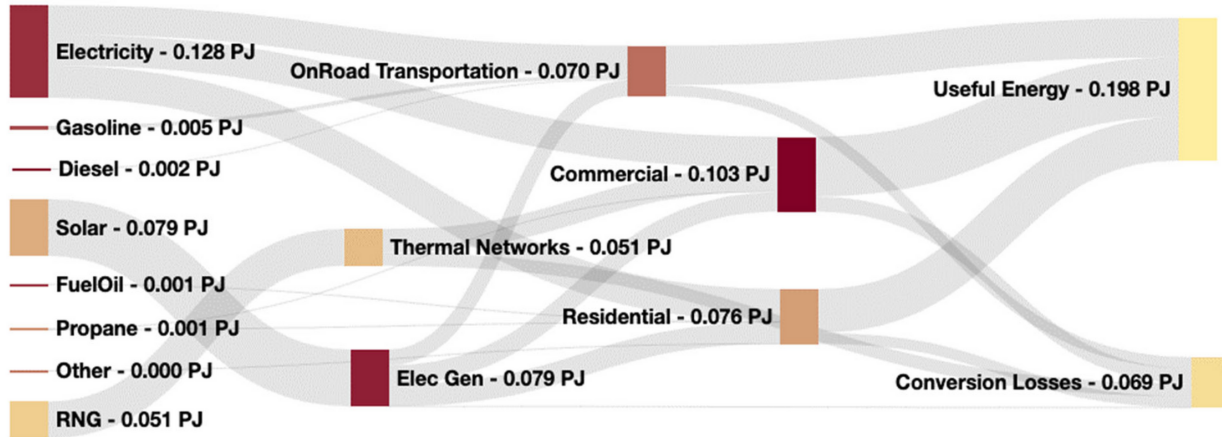


Figure 12. Sankey diagram showing energy flow in 2050 under the low-carbon scenario.

Where Energy Will Come From

The decrease in total energy consumed is paired with a shift away from fossil fuels and carbon-intensive fuels, replacing them with local renewable electricity, renewable natural gas/heat pumps, and renewable electricity generated outside of the municipal boundary (“procured”). In the low-carbon scenario, grid electricity is replaced entirely with renewable electricity. The use of gasoline, diesel, fuel oil, and propane are greatly reduced - replaced with green electricity. Some green electricity is procured from outside the municipality starting in 2030, increasing to 2050 to replace grid electricity still reliant on fossil fuels.

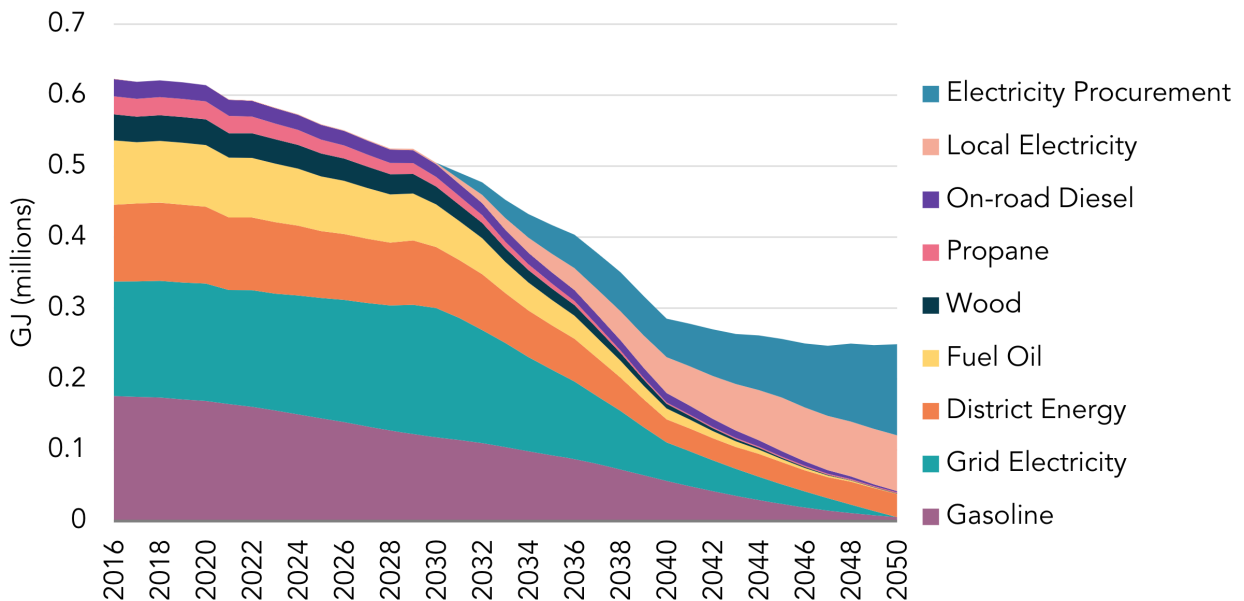


Figure 13. Low-carbon scenario energy use by energy source.

WOLFVILLE'S LOW CARBON FUTURE

Where Energy Will be Used

Energy use in the transportation sector decreases 28% by 2050, driven by a switch from internal combustion engine vehicles to electric vehicles, as well as increased use of transit, and active transportation encouraged by improved transit service and walking and biking infrastructure. Residential energy use decreases by 30% because of wide-spread building retrofits and the switch to heat pumps for space heating and cooling. Building retrofits at Acadia achieve a 23% reduction in energy consumption, and commercial energy demand decreases 17% from switching to more efficient heating and cooling systems, as well as retrofits for energy efficiency.

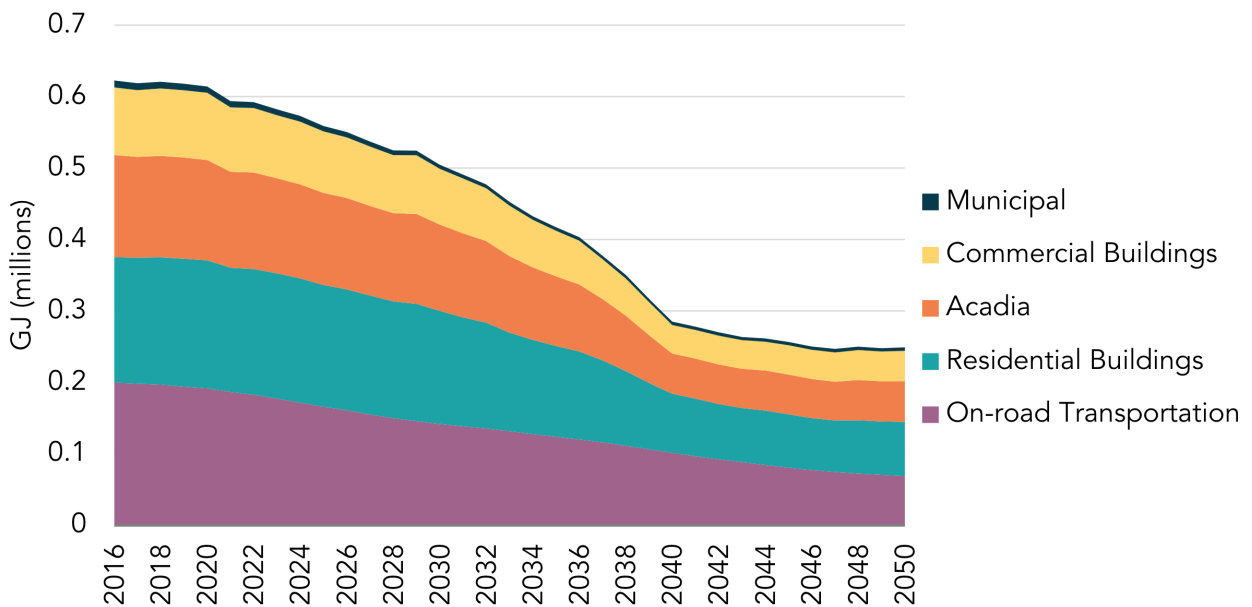


Figure 14. Low-carbon scenario energy by sector.

WOLFFVILLE'S LOW CARBON FUTURE

Low-carbon Pathway Emissions

The low-carbon actions achieve a 98% decrease in community emissions by 2050. Total emissions decline from 65.2 ktCO₂e in 2016 to 1.2 kt CO₂e in 2050. Emissions under the low-carbon scenario in 2050 represent a 97% reduction from those in the Business as Usual scenario (53.9 ktCO₂e).

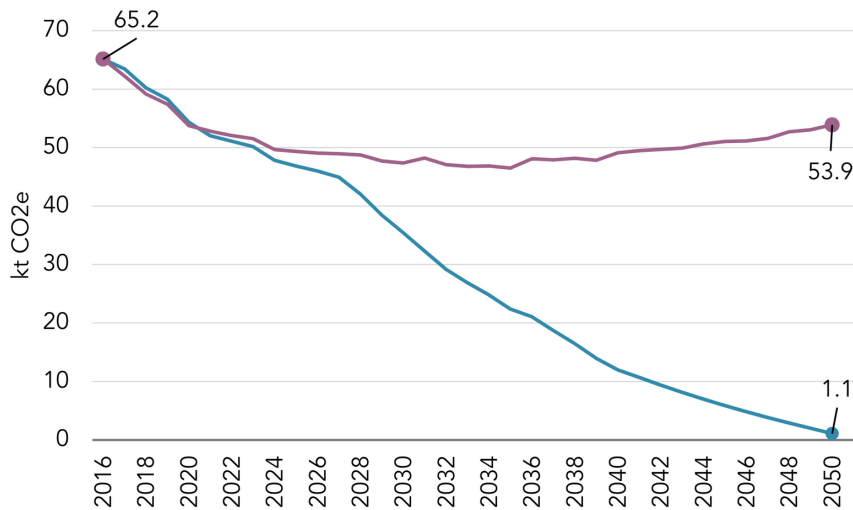


Figure 15. Total community emissions, business-as-usual (purple) and low-carbon scenarios (blue), 2016-2050

Emissions from Energy Sources

Emissions from all fuel sources decrease between 2016 and 2050 in the low-carbon scenario. Emissions from grid electricity and district energy are entirely removed by 2050, and fuel oil, gasoline, diesel, propane, and wood burning emissions are all but removed. The remaining emissions from gasoline and diesel are from older personal gas vehicles remaining on the road nearing replacement, and from a small number of remaining internal combustion commercial vehicles.

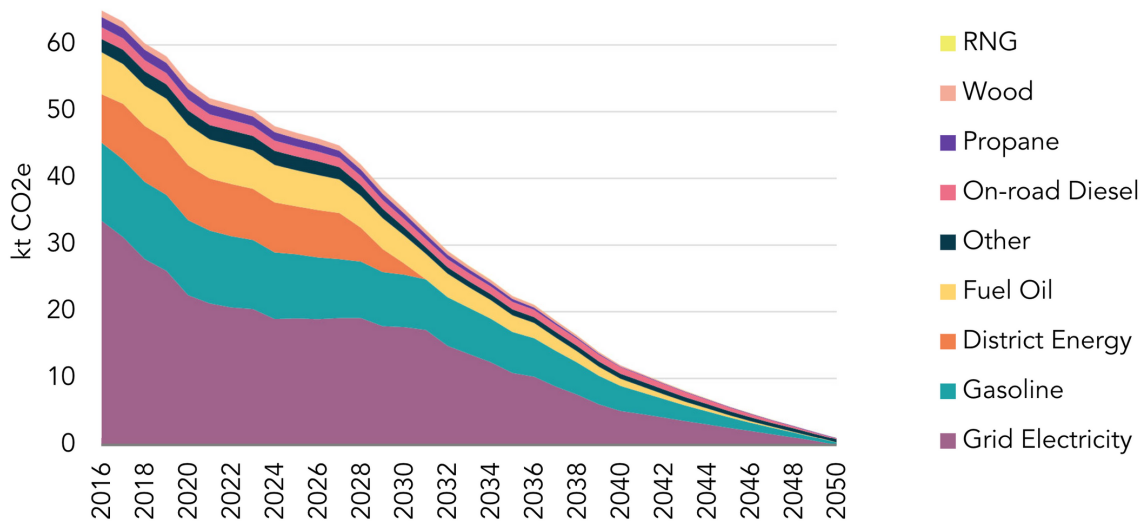


Figure 16. Low-carbon scenario emissions by energy source, 2016-2050.

WOLFVILLE'S LOW CARBON FUTURE

Where Emissions are Produced

Emissions in the commercial sector decrease by 98% from 2016 to 2050 as a result of switching from fossil fuels for space heating, moving to renewable natural gas or heat pumps for district energy, and switching from grid electricity to clean renewable electricity produced both locally and outside of the municipality. Transportation emissions show a 96% decrease, with most personal use and commercial vehicles being replaced by electric vehicles by 2050, and slight efficiency improvements to internal combustion engines. Residential emissions are completely eliminated through electrification of thermal systems and switching to local and imported renewable electricity for most uses within homes. Emissions from Acadia University are removed almost entirely by converting to renewable natural gas or heat pumps, and through the use of renewable electricity.

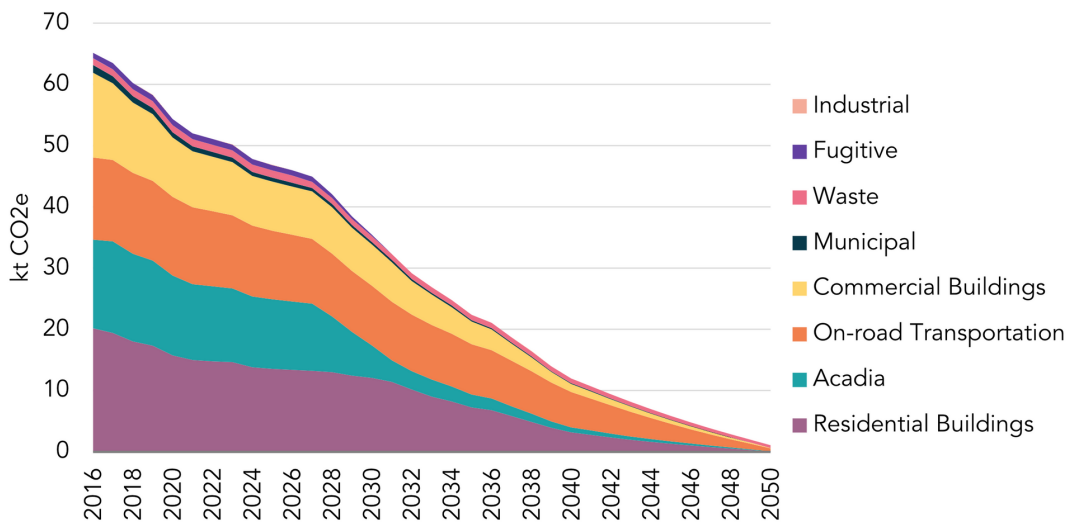


Figure 17. Low-carbon scenario emissions by sector, 2016-2050.

WOLFVILLE'S LOW CARBON FUTURE

How Emissions are Reduced

The breakdown of how specific actions shape the future of Wolfville's emissions is shown in Figure 18. Electrification and zero-emissions electricity are the critical actions – producing it locally through added ground-mount solar and roof-top solar PV installations, and procuring it from outside current grid sources.

Expansion of Acadia's district energy system, and conversion of that system to renewable natural gas or heat pumps also provides important emissions reductions. The emissions reductions from this action are large when the switch first occurs and lessens as the energy demand from the system is gradually reduced due to Acadia campus and downtown commercial building energy efficiency retrofits. This trajectory is reflective of the rate of retrofits – if retrofits of these commercial buildings are prioritized in the next 10 years instead of gradually implemented over the next 3 decades, the energy requirement of the district energy system will be diminished sooner. This would result in requiring a smaller capacity district energy system sooner.

Energy efficiency retrofits, heat pumps for air and water heating installations in homes and commercial buildings constitute more big moves. Encouraging accelerated electric vehicle uptake rounds out the 10 actions with the greatest emissions reductions.

Fifteen other actions – including energy efficient new homes and industrial, commercial, institutional buildings, waste reduction, and increased transit use and active transportation - achieve the remaining emissions reductions. Although they collectively account for less emissions reductions than the residential retrofits action (for example), they still constitute important components of the community's low-carbon transition and will allow the achievement of the net-zero emissions by 2050 target while achieving a host of other community benefits like increased mobility and accessibility, increased equity, decreased energy costs, and improved health.

WOLFVILLE'S LOW CARBON FUTURE

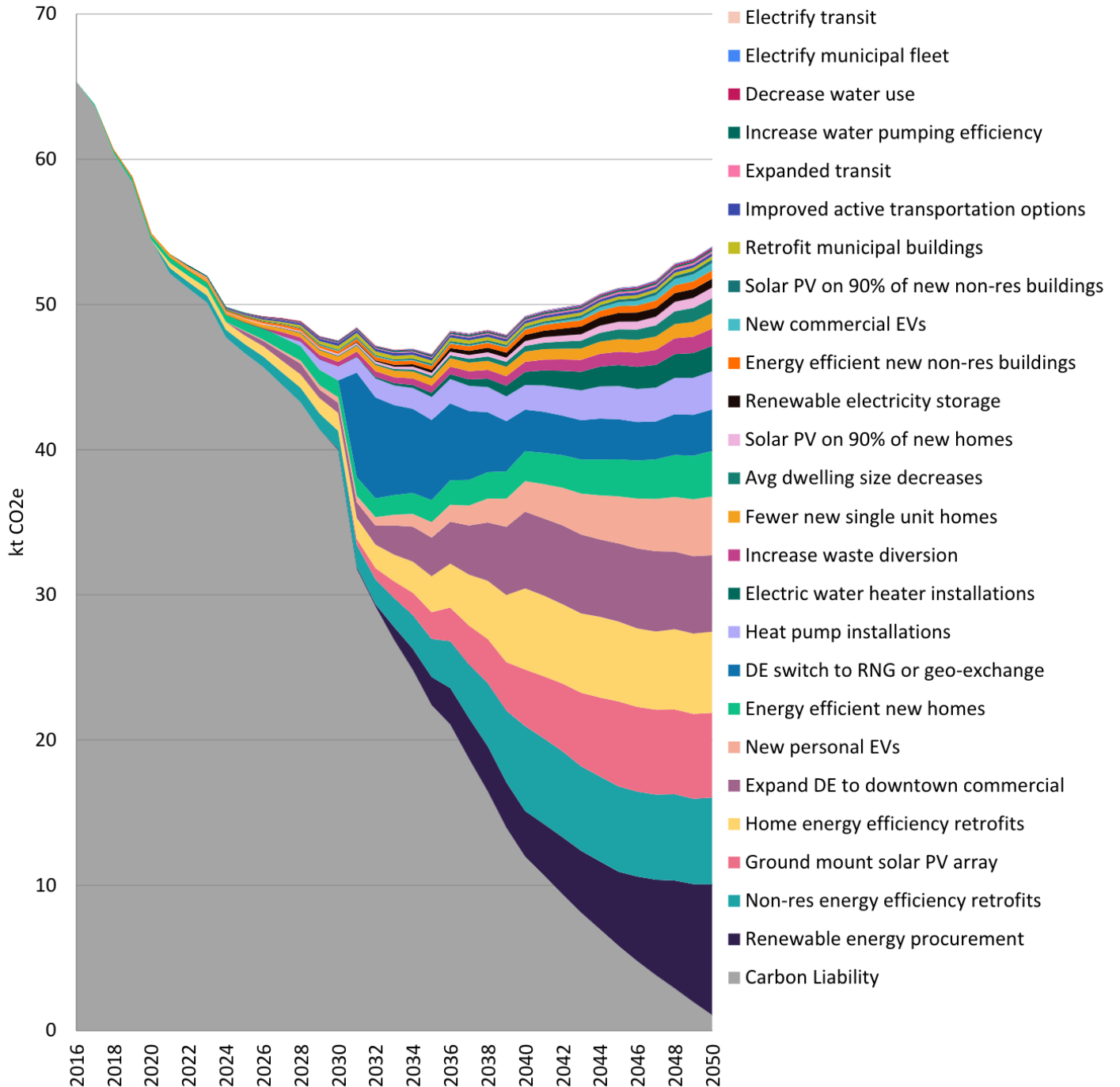


Figure 18. Wedge diagram showing the relative emissions reductions of each action explored in the low-carbon scenario, 2016-2050. The top line of the graph represents total Business-as-usual scenario emissions.

CHAPTER 7. MONITORING



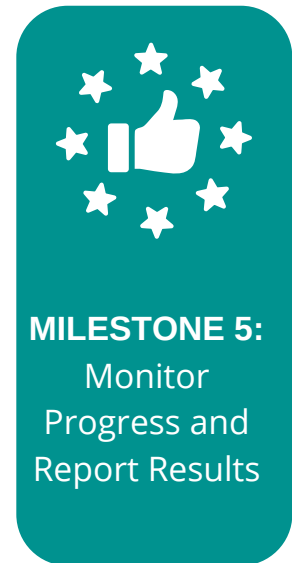
MONITORING

Tracking Progress

It is recommended that performance be tracked against the Town’s 2016 baseline rather than direct comparisons to other municipalities, unless a regional approach is formalized in the future. By benchmarking against Wolfville’s own baseline, the community will have a clear picture of how it’s using energy now, how strategies are performing, and what opportunities exist for improvements.

Each year, total energy consumption and greenhouse gas emissions for the Wolfville community will change as the Climate Action Plan is implemented and as the population grows. The Town will need to establish a methodology for monitoring and reporting on energy use and greenhouse gas emissions and the implementation of other actions in this plan (e.g. adaptation) and determine a reasonable schedule for reporting on progress. The annual operations plan may be the best tool for this.

Given this plan's focus on the next 3 years (2022-2025) – the next Council should revisit this plan and create another 3 year action plan while also measuring progress against the following potential indicators:



Community Performance Indicator	Measurement
Total energy use	GJ
Total energy use per capita	GJ/capita
Percentage change in total energy use per capita from baseline	%
Total energy use by sector	GJ
Energy use by sector as percentage of total	%
Total energy use by source	GJ
Energy use by source as percentage of total	%
Residential energy intensity	GJ/m ²
Non-residential energy intensity	GJ/m ²
Total GHG emissions	tCO ₂ e
GHG emissions by sector	tCO ₂ e
GHG emissions by sector as percentage of total	%
GHG emissions by source	tCO ₂ e
GHG emissions by source as percentage of total	%
GHG emissions per capita	tCO ₂ e/capita
Percentage change in GHG emission per capita from baseline (2016)	%

MONITORING

As we transition to a low carbon future – economic indicators should also be explored (potentially in partnership with the Valley Regional Enterprise Network and/or our Wolfville Business Development Corporation and Acadia University). Given the ongoing Regional Emissions Inventory Work, taking a regional approach to monitoring certain macro trends could be beneficial if cooperation and capacity can be realized. Potential metrics on the economic side could include an indication of total annual energy cost (\$), avoided annual energy costs (compared to the business-as-usual scenario), per-capita annual energy expenditures (\$ per person) and percentage change in per-person energy expenditures from a baseline year.

A Living Document

The Climate Action Plan will need to be flexible in order to adapt to the changing regional, provincial and federal legislative or governance context and other inevitable changes in this complex area of change management for municipalities. As such, the Climate Action Plan should be considered a “living document” that can be updated as new information becomes available. Renewal of the Climate Action Plan should occur at a minimum in 3 years with the new Council term but may require more frequent revisions to recognize provincial and federal legislative changes as well as technological innovations.

Next Steps

Following the adoption of this plan, the next recommend steps from Federation of Canadian Municipalities are for council to adopt policies regarding the revision of actions, checking in with actions and staying accountable. Furthermore, it is recommended that in 2025 a new 5 year plan should be made, identifying actions that build on each other, and identifies new actions Council can take and allocate funds to. When the next Council is elected, the Federation of Canadian Municipalities recommends that their first action is to update the Plan with a new set of actions.

This is Wolfville's Climate Action Plan.

**Let's all work together to
create meaningful change.**



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REQUEST FOR DECISION 056-2021

Title: Policing Services Review Committee

Date: 2021-12-07

Department: Office of the CAO



SUMMARY

POLICING SERVICES REVIEW COMMITTEE

On November 16, 2021 Council passed a motion to conduct a Policing Services Review for the Town of Wolfville. As the next step, a Policing Services Review Committee is required to undertake the review and make recommendations back to Council.

The purpose of this RFD is to appoint the Policing Services Review Committee so that the review can get underway.

DRAFT MOTION:

To appoint the Policing Services Review Committee as outlined in RFD 056-2021.

REQUEST FOR DECISION 056-2021

Title: Policing Services Review Committee

Date: 2021-12-07

Department: Office of the CAO



1) CAO COMMENTS

Refer to staff recommendations below.

2) LEGISLATIVE AUTHORITY

The Review Committee is being established in accordance with the Policing Services Review Protocol.

3) STAFF RECOMMENDATION

Staff recommend that the following individuals be appointed to the Review Committee:

Erin Beaudin, Chair, Non-Voting

Council Representatives:

Mayor Wendy Donovan

Councillor Jodi MacKay

Acadia University Representative:

Ian Murray

Community Representatives:

Doug Lutz

Jim Sponagle

Representative from Department of Justice:

Hayley Crichton

4) REFERENCES AND ATTACHMENTS

N/A

5) DISCUSSION

As per the Policing Services Review Protocol, Council has some flexibility in appointing members to serve on the Policing Services Review Committee for the Town of Wolfville. There will be a mandatory appointment by the Department of Justice that will serve on the Committee and the rest are selected by Council.

It is proposed that the Committee be comprised of the following:

REQUEST FOR DECISION 056-2021

Title: Policing Services Review Committee
Date: 2021-12-07
Department: Office of the CAO



Chair, CAO Erin Beaudin (non-voting): In discussions with Department of Justice, it has been common in other Policing Services Reviews within Nova Scotia for the CAO to Chair the meetings. This would be a non-voting position and would allow all other committee members to fully participate in the process.

Members of Council: It is recommended that Mayor Donovan and Councillor Mackay be appointed to the Police Review Committee. In appointing these two members of Council, consideration was given to council experience, experience with the current policing structure, anticipated time commitment, and balancing personal experience with important insights i.e., experience living in the core, living beyond the core, connectivity to the Wolfville Elementary School etc. As the Town's policing costs are a significant part of the annual budget and the process will involve an analysis of costs, Councillor MacKay's experience as chair of the Audit Committee was considered an asset.

Acadia University: In the spirit of the joint Memorandum of Understanding, it is felt that Acadia should be represented at the table. Ian Murray, Executive Director, Office of the President, is being recommended to fill this role. Ian has been active on the Community Harmony file and currently works closely with many community stakeholders on community policing issues.

Community Representatives: It is essential that the community be well represented on the committee. The two community representatives being recommended are:

Doug Lutz – In the past Council term Mr. Lutz expressed an interest in Council conducting a Policing Services Review and undertook some preliminary research and costing analysis of different policing models. His passion for this topic, legal background and analytical skills makes him ideal for this committee.

Jim Sponagle: Mr. Sponagle has served as a member of the former Wolfville Police Department, as a member of the RCMP and has also worked for the Department of Justice. Jim has an extensive background in Policing Services Reviews and has an intimate knowledge of policing in the Town of Wolfville. His varied experience makes him an ideal member to serve on this committee.

Department of Justice Representative: This is a requirement under the Policing Services Review Protocol. The Town has been informed that Hayley Crichton, Executive Director of Public Safety and Security, will be included on the Review Committee.

6) FINANCIAL IMPLICATIONS

N/A

7) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

- Community Wellness – this Review will ensure that the Town of Wolfville considers all options to determine the most effective method of policing services for Town residents.

REQUEST FOR DECISION 056-2021

Title: Policing Services Review Committee

Date: 2021-12-07

Department: Office of the CAO



8) COMMUNICATION REQUIREMENTS

The Policing Review will involve an extensive communications plan, which will be developed by the Policing Services Review Committee.

9) ALTERNATIVES

Council can choose to not approve the members as recommended and make changes to the committee composition and appointments as Council sees fit.

INFORMATION REPORT 008-2021

Title: Video Camera Pilot

Date: 2021-12-07

Department: Office of the CAO



SUMMARY

Video Camera Pilot

Over the past few months, the RCMP Advisory Committee and Council have been discussing the possibility of using video camera surveillance equipment as part of the Town's Community Harmony efforts.

The Town of Wolfville will be participating in a 6-month pilot project to set up video camera surveillance in 10 locations throughout Town based on previous levels of activity and reported concerns. This info report will highlight the details of this pilot.

INFORMATION REPORT 008-2021

Title: Video Camera Pilot

Date: 2021-12-07

Department: Office of the CAO



1) CAO COMMENTS

Refer to Discussion Below

2) REFERENCES AND ATTACHMENTS

- Map of video locations
- 2015-11-24 Council Meeting Package – Info Report on Video Camera Surveillance

3) DISCUSSION

The RCMP Advisory Board and Council have had recent discussions on the use of video camera surveillance equipment to assist in the Town's Community Harmony Efforts.

Staff have had conversations with the RCMP and feel that piloting a video camera project is worthwhile and will inform a longer-term strategy. Staff are proposing that the Town partner with LED Roadway Lighting to install cameras at ten locations throughout Town. LED Roadway Lighting, who provided our LED Street Lights, has developed this technology and the camera will be installed on our existing light poles. The ten locations have been chosen based on geographic volumes of complaints over the past few years. The video equipment will be inaccessible from the general public so vandalism and/or their removal should not be a concern.

Council had looked at this issue back in 2015 and the information reports from that time can be found in the November 24, 2015 Council package. A key issue remains around privacy and use of data. The pilot project will also inform longer term policies and SOP's on the use of the data collected and how it is best managed.

Prior to the start of the pilot staff will:

- (1) Develop a Policy and/or SOP to ensure all collected data is protected and only used for the purposes of enforcement and compliance. This will address the frequency in which the data is destroyed and articulate who has access to this data. The Town will look at best practices from other municipalities to develop this and will engage the Town's FOIPOP Officer in its development;
- (2) Staff will also have discussions with property owners in the vicinity of the proposed locations to ensure any concerns are noted and mitigated. As part of this, the Good Neighbours Group will be engaged;
- (3) Signage at all 10 locations will also be critical to inform the public. Staff will work with our legal team to ensure that signage is developed and installed to meet all legal requirements.

It is anticipated that the pilot will be able to start in winter 2022.

INFORMATION REPORT 008-2021

Title: Video Camera Pilot

Date: 2021-12-07

Department: Office of the CAO



4) FINANCIAL IMPLICATIONS

Staff have received a final proposal from LED Roadway Lighting and cameras will cost \$80/month/location. The CAO Contracted Services budget will be able to cover this expenditure.

5) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

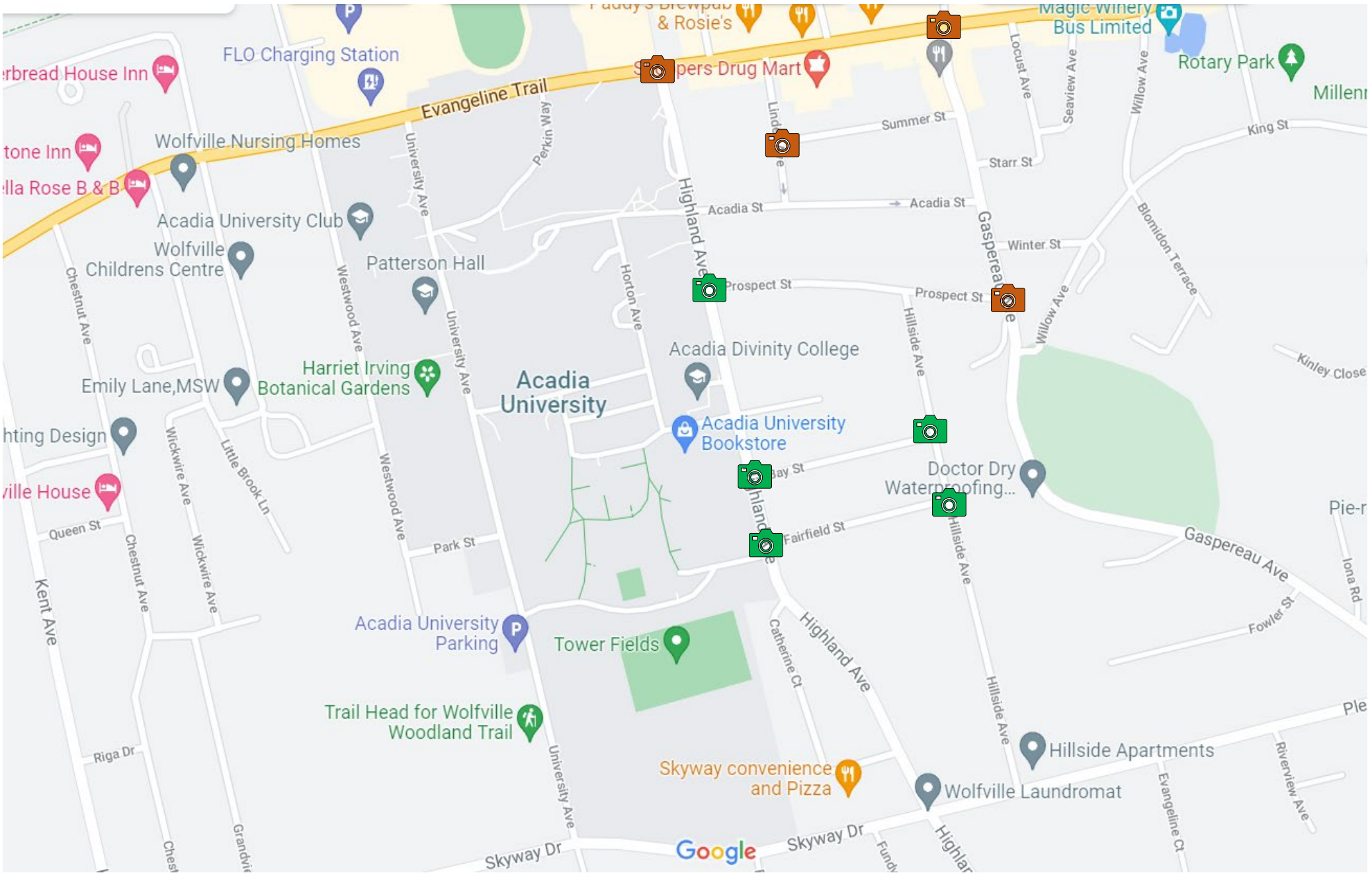
This initiative is intended to assist with the Community Wellness and Harmony aspects of Council's Strategic Plan

6) COMMUNICATION REQUIREMENTS


The Town's Special Projects and Communications Coordinator will be developing a full communications plan on this issue and will also assist in undertaking the consultation and engagement process prior to the pilot project commencing.

7) FUTURE COUNCIL INVOLVEMENT


Council will be kept informed as the pilot progress and will be involved with the adoption of any policies related to the Video Camera Surveillance equipment.



Instructions

Please take the  icons below and place them on the map to indicate the priority locations you believe would be the most effective locations to deploy the 10 community safety cameras

Drag and drop these onto the map



REQUEST FOR DECISION 061-2021

Title: Switch Program – Budget Increase Consideration

Date: 2021-12-07

Department: Finance



SUMMARY

Switch Program – Budget Increase Consideration

Earlier this year Council set maximum budget parameters involving the activation of the Town's Property Assessed Clean Energy (PACE) Bylaw and PACE Policy. The Town had previously entered into an agreement with two municipalities in PEI as part of a Federation of Canadian Municipalities (FCM) program to encourage energy efficiency improvements for residential homes. The three municipalities, Wolfville, Charlottetown and Stratford formed a governance group to work with PACE Atlantic CIC to work through project startup and implementation. The consulting firm is managing the program on behalf of the municipalities. PACE is the generic term used for such programs, however the group selected Switch as its brand, hence you will note references to the Switch Program in this document.

The FCM Program is a \$14 million, multi-year funding arrangement for the 3 participating units. The allocation of funding between the units is being managed by the governance group, with some flexibility built-in to react to actual demand pressures within each municipal unit by residents for energy efficiency upgrades. Based on early information, a budget of \$250,000 was set by Wolfville Council for the 1st year of the 3 year program.

Interest within all three municipalities has exceeded expectations, demonstrating a strong desire by residents to address climate change by way of home energy improvements. As such the Town's budget allocation of \$250,000 has been fully committed, almost entirely within 2 months of launching the Switch Program. Staff are coming back to Council to consider increasing the maximum budget parameter to help address what is now a queue of potential customers seeking participation.

DRAFT MOTION:

That Council increase the following PACE Program budget parameters to cover the balance of 2021/22 and 2022/23 fiscal years:

- The maximum number of PACE projects not to exceed 35 in total
- The maximum dollar value of all projects not to exceed \$839,000 in total

REQUEST FOR DECISION 061-2021

Title: Switch Program – Budget Increase Consideration

Date: 2021-12-07

Department: Finance



1) CAO COMMENTS

The CAO supports the recommendation of staff.

2) LEGISLATIVE AUTHORITY

- Town of Wolfville Bylaw 108 – Property Assessed Clean Energy (PACE) Bylaw

3) STAFF RECOMMENDATION

Staff recommend Council adopt the revised maximum budget parameters allowing additional projects to proceed to actual installation phase.

4) REFERENCES AND ATTACHMENTS

- Town Bylaw 108 – PACE
- Town PACE Program Policy 610-007
- Request for Decision (RFD) 025-2021 (April 2021 Council)
- Original PACE RFD 030-2020 (previous fiscal year)

5) DISCUSSION

In the spring of this year, Council approved the elements to implement a PACE program within the Town of Wolfville. This program is now referred to as the [Switch Program](#). The program itself is being managed by PACE Atlantic CIC, a company dedicated to addressing climate change by helping homeowners to improve the energy efficiency of their homes. The company is coordinating the Switch Program for three municipalities under a Federation of Canadian Municipalities (FCM) funded program. The City of Charlottetown and Town of Stratford, both in PEI, are the other two parties in this program.

As noted in RFD 025-2021, the FCM funding covers approximately \$10 million loan and \$4 million grant funding over 3 years. The allocation between the municipal units is subject to change based on project uptake and the group has worked on early expectation estimates before project launch to ongoing review of actual uptake since the launch in August. In April of this year, staff brought both the draft PACE Policy document and recommended maximum budget parameters for the current operating year of 2021/22. These parameters were based on early day estimates of Program Ramp-Up Forecasts which had tagged Wolfville with 12 projects at a total loan amount of \$222,000 in year 1. This information formed the basis of the staff recommendation back in April to have Council set budget maximum of \$250,000.

Interest within all three municipalities has exceeded expectations, demonstrating a strong desire by residents to address climate change by way of home energy improvements. As such the Town's budget

REQUEST FOR DECISION 061-2021

Title: Switch Program – Budget Increase Consideration

Date: 2021-12-07

Department: Finance



allocation of \$250,000 has been fully committed, almost entirely within 2 months of program launch in August. At this point in time, the Town has formally approved 10 projects, representing \$257,000. A couple of points to highlight:

- At this point in time, no dollars have been paid to contractors/installers
- A couple of projects are close to complete, and once the Town receives final verification from PACE Atlantic CIC that the projects meet all requirements of the program, contractors will be paid
 - With payment to contractors, Loan Receivable accounts will be set up whereby the homeowner will start a monthly repayment plan with the Town.
- 8 projects are solar panel installations
- 2 projects are heat pump installations
 - Neither project has been identified as meeting the grant option for heating retrofit from oil-based heating system within the Well Head Buffer Zone
- In addition to the 10 approved projects, Town staff have confirmed property ownership details on 21 other properties
 - Total project allocation (all three years) for purposes of FCM agreement is \$839,000
 - It appears possible that the Town could have the full three-year allocation fully subscribed part way through year 2. Ultimately it will depend on the ratio of project type (solar, heat pump, other) that will determine how quickly the balance of the FCM funds can be used.

As per PACE Policy 610-007, item 5.11.1, it was intended that Council would consider the annual budget thresholds for the program between January 1st and March 31st of each year (item 5.11.2.1). This report is coming to Committee of the Whole earlier than Policy;

- in recognition of the community interest in the Switch Program exceeding the current budget ceiling, and
- enable forwarding any increase in budget allotment to the Minister of Municipal Affairs and Housing (DMAH) for approval at the earliest possible date. This would help in addressing pending project approvals in a more timely fashion

As noted above, the community's interest in Switch is exceedingly high and there is a benefit to allow additional projects to proceed given that level of interest. An increase in the budgeted dollar threshold would allow this to occur if such an increase were approved by Council and the Minister of DMAH. The level of increase to the maximum budget is at the discretion of Council, as long as it fits within the expected allocation between the three Switch partners. At this time, \$839,000 has been identified as the three year total for Wolfville in terms of the loan element of the FCM program.

There is an argument to be made against increasing the limit at this time. The impact on Town borrowing capacity (refer to RFD 025-2021) is yet to be fully understood. The key to this will be how

REQUEST FOR DECISION 061-2021

Title: Switch Program – Budget Increase Consideration

Date: 2021-12-07

Department: Finance



operating debt is factored into annual borrowing approvals (operating and capital) submitted through the DMAH. The expectation is that the long term receivables from residents will offset the long term debt repayable to FCM. It would be preferable to see that process in practice. That said, the Town's financial position, as measured by the provincial Financial Condition Indicators (FCI), is healthy and the Town should be able to manage even the upper program limit of \$839,000. Supporting this comment is the fact the Town Policy requires participants to repay the loan up to a maximum term of 15 years whereas the Town has 20 years to repay FCM.

6) FINANCIAL IMPLICATIONS

There is no immediate impact on the Town's financial bottom line. This program is different than traditional town spending, i.e. the expenditure to contractors is neither a Town expense, nor a capital acquisition. As noted in previous reports on PACE, this program is a loan program to residents to make energy efficient upgrades to their properties. As long as there are no issues with collection of the loan receivables, then the program should be cash flow neutral to the Town. Data suggests default on this type of loan is low. The Town's PACE Bylaw provides additional security by enabling a lien on property akin to property taxes, leaving the Town an option of tax sale if so required.

The program has, as anticipated, created additional human resource demands in the Finance Department. There has also been an impact throughout the organization as residents seek answers to questions. Planning Department staff and members of Council have assisted in discussion with the public. In addition, the Office of the CAO is involved with the governance group and CAO Beaudin will be the Chair of the group meetings in the upcoming year.

The upcoming 2022/23 budget process will see a proposed 0.5 to 0.75 Fulltime Equivalent staff position in Town Hall. A portion of this person's time would be to help support the Switch Program work being carried out by staff.

7) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

Key references to Council strategic Plan have been made in both RFD 025-2021 earlier this year, and RFD 030-2020 in the previous year.

8) COMMUNICATION REQUIREMENTS

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Town staff have already worked with PACE Atlantic CIC staff in communications to pending customers who were not approved within the \$250,000 budget parameter.

Assuming the approved budget is increased, Town staff will continue to work with PACE Atlantic CIC to help residents through the process for the coming year. This would include specific communication to customers as additional projects are approved and global communication to the community regarding program status.

9) ALTERNATIVES

With the signing of the FCM program agreement, there is no true alternative at this stage. Council could approve a maximum budget less than the \$839,000, but that would likely require staff to come back for another round of approval and documents to go to the province for approval.

It is more likely Council will have to review alternatives in a year or so regarding next steps after the FCM Program is complete. This is a larger discussion that will require review of pros/cons of the Switch program results.

INFORMATION REPORT

Title: Good Neighbours Pilot Project Final Report 007-2021

Date: 2021-12-07

Department: Office of the CAO



SUMMARY

Good Neighbours Make Great Neighbourhoods Pilot Project

In the summer of 2021, with a double cohort of new, young residents slated to arrive in Wolfville to attend the re-opened Acadia campus, the neighbourhood of Prospect, Bay, Highland, Hillside, and Fairfield Avenue became ground zero for a Crime Prevention Through Environmental Design pilot project. The pilot was designed to proactively provide messaging to new residents, outlining the basic tenets of community harmony. The goal was to message in a direct way, the planks that would increase community livability.

The pilot project included a newly installed waste station on Hillside, 16 sign panels, direct mail, flyers and on-campus sessions with new Acadia students. The message delivered was aligned with the theme “good neighbours make great neighbourhoods” and the in-person sessions included local by-law awareness. Themed banners were also hung through the downtown and a large welcome sign was installed across Main Street, right at the Acadia campus in time for the start of the new academic year.

While messaging in a positive way, through gentle reminders and messages of welcome, the behaviours that the campaign sought to mitigate were anything but positive. Historically, those living in the pilot neighbourhood experienced many of the spirited behaviours that are familiar to Town and Gown Communities. Previously documented complaints, in the case of Wolfville, included loud parties, garbage, broken bottles, loud mufflers, burn-outs, street fights and public urination.

Campaign messaging was developed to target the behaviours and used a focus group approach that included students, student leaders, recent grads and community members. Messages were kept positive, specifically as a result of focus group feedback. For example, instead of messaging “stop setting off fireworks,” a cute dog pictured with the message, “fireworks freak me out” was used as a pro-active and positive way to spin the message.

Sixteen sign panel locations were selected, and panels were first installed on August 13 with the pilot set to end, right after the Homecoming weekend.

Data was gathered during the pilot period including sign tracking, compliance reports were reviewed, community feedback was gathered and once the pilot had wrapped-up, interviews were completed with members of the ASU, neighbourhood residents, landlords and members of the Good Neighbours community group. Studies, reviews and formal research were also reviewed.

The pilot was launched in an attempt to shift some of the unwanted behaviours that negatively impact community harmony in the Town of Wolfville, but this was not clearly achieved. Messaging expectations and penalties was simply not enough to deter the unwanted behaviours. What the project did allow for however, was a fresh look at the actual documented behaviours and the approach used by all partners

INFORMATION REPORT

Title: Good Neighbours Pilot Project Final Report **007-2021**

Date: 2021-12-07

Department: Office of the CAO



who are working on this concern, including the Town, Acadia, the Good Neighbours group, the ASU and local landlords.

Once this report is received by Council, it will be presented to the Community Alcohol Strategy working group to inform their future work on the Community Alcohol Strategy. The preliminary findings have also been shared with the Town and Gown committee and the Community Harmony working group.

INFORMATION REPORT

Title: Good Neighbours Pilot Project Final Report 007-2021

Date: 2021-12-07

Department: Office of the CAO



1) CAO COMMENTS

For information purposes.

2) REFERENCES AND ATTACHMENTS

- Good Neighbours Pilot Final Report

3) DISCUSSION

The on-going situation in Wolfville is not new but based on the data collected, it seems to have taken a turn for the worse because of pandemic exhaustion, lack of recreational opportunities and the easy availability of community-based house parties. As noted in the report, on-going celebratory noise was expected by residents and event weekends were understood to bring disruption but there now exists an absolute frustration and sense of trauma from property damage, that has been compounded by increases in threats, abuse, and witnessed violence.

Permanent residents consistently declared a love and commitment for their homes and their neighbourhood. All noted the benefits of living near the university but a belief that the tone has changed was a common point made by residents. As one resident stated, “people need to understand our experiences and have compassion because it’s not just a party, we need help.”

While messaging directly to students on campus presented a great opportunity to introduce new these residents to community expectations and the nuisance party by-law, there is no way to measure the effectiveness of this effort.

As for the Crime Prevention Through Environmental Design approach to post signs in the pilot neighbourhood, there was, unfortunately, no measurable impact. Negative behaviours were not mitigated with this approach. Compliance conversations, that happened on the street, did shift behaviour and in most cases, the DTM team members who clearly communicated expectations and consequences saw positive outcomes.

From this, we can conclude that preventative, expectation-setting messaging was important but that this alone did not concretely shift behaviour. In the moment messaging did help, most of the time, but the unwanted behaviours have already happened. With messaging, compliance, and enforcement now firmly in place, diversion would be a recommended approach in the form of meaningful recreational activity and well-run licensed events.

4) FINANCIAL IMPLICATIONS

Community Harmony will continue to require a financial commitment from Council, and it will be noted in the upcoming budget process.

INFORMATION REPORT

Title: Good Neighbours Pilot Project Final Report 007-2021

Date: 2021-12-07

Department: Office of the CAO



5) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

The Town of Wolfville has made significant investments in compliance and in enforcement to deal with the historic behaviours that this pilot project sought to shift. While the shift did not happen, there is now a possibility to create programming, special events and other forms of engagement that could act to divert or better manage the situation.

Increasing the livability of close to campus neighbourhoods will increase community wellbeing and any efforts to increase community harmony will benefit all Wolfville residents.

6) COMMUNICATION REQUIREMENTS

The pilot findings have been shared with both the Town and Gown committee as well as the Community Harmony working group. The report could be published on Blooms with an opportunity to engage more community members as we prepare to bring the alcohol harms working group back to the table in January.

Inevitably, the community alcohol strategy will need to take into account Wolfville's unique situation and find a way to bring all members of the community together with a goal to reduce harms and increase livability for all.

7) FUTURE COUNCIL INVOLVEMENT

Council will be updated as the process moves forward.

DECEMBER 2021
GOOD NEIGHBOURS
MAKE GREAT
NEIGHBOURHOODS
PILOT PROJECT



Pilot Project Background

In the summer of 2021, with a double cohort of new, young residents slated to arrive in Wolfville to attend the re-opened Acadia campus, the neighbourhood of Prospect, Bay, Highland, Hillside, and Fairfield Avenue became ground zero for a Crime Prevention Through Environmental Design¹ pilot project. The pilot was designed to proactively provide messaging to new residents, outlining the basic tenets of community harmony. The goal was to message in a direct way, the planks that would increase community livability.

The pilot project included a newly installed waste station on Hillside, 16 sign panels, direct mail, flyers and on-campus sessions with new Acadia students. The message delivered was aligned with the theme “good neighbours make great neighbourhoods” and the in-person sessions included local by-law awareness. Themed banners were also hung through the downtown and a large welcome sign was installed across Main Street, right at the Acadia campus in time for the start of the new academic year.

While messaging in a positive way, through gentle reminders and messages of welcome, the behaviours that the campaign sought to mitigate were anything but positive. Historically, those living in the pilot neighbourhood experienced some of the spirited behaviours that are well known in Town and Gown Communities. Previously documented complaints, in the case of Wolfville, included loud parties, garbage, broken bottles, loud mufflers, burn-outs, street fights and public urination.

Campaign messaging was developed to target these behaviours using a focus group approach that included students, student leaders, recent grads and community members. The resulting messages were kept positive, specifically as a result of process feedback. For example, instead of messaging “stop setting off fireworks,” a cute dog pictured with the message, “fireworks freak me out” was used as a pro-active and positive way to spin the message.

For the crime prevention through environmental design approach, sixteen sign panel locations were selected, and the coroplast message panels were first installed on August 13.

Alcohol myopia theory

While alcohol misuse has historically been linked to the reported, negative behaviours, being impaired does not always result in criminal activity. Impaired individuals can act in very different ways depending on cues in the environment, as explained by the alcohol myopia theory. Placing message-bearing signs in

¹ The purpose of this specific crime prevention approach is to use built structures and adaptations in the natural environment to deter decisions that precede nuisance or criminal acts. It can also build a sense of community among residents, so they are empowered to play a part.

the project neighbourhood was intended to disrupt the unwanted behaviours and to cue community-positive practices.

The alcohol myopia theory suggests that when we are intoxicated because of consuming alcohol, the ability to process information is decreased. When we are intoxicated, the range of information we can pay attention to, or process, will be restricted. This means that the strongest cues can be the easiest to focus on, often consequences or risk factors of the behaviour are not possible to process in the moment.

In simple terms, when we are intoxicated, we respond to the stimulus that provides us with the most immediate pleasure, without consideration of future risk.

What the neighbours observed

Neighbours interviewed were asked about their experience before and during the pilot period² and they all reported on-going issues with noise from younger residents and visitors to the neighbourhood, making their way to and from parties or noise from when parties would spill out of homes and into the residential streets.

While noise continued to impact the residents in the project area on most Thursday, Friday and Saturday nights, neighbours also reported an increase in property damage and an increase in observed aggressive behaviours.

Property damage included everything from damage to lawns, theft of patio décor and furniture, damage to exterior lighting, damage to license plates on cars, removal of hubcaps, removal of side-view mirrors from cars and the on-going removing of street blades (street name signs) and stop signs.

It's interesting to note that most of the residents interviewed were understanding of noise, but there was zero tolerance for property damage.

Neighbours who addressed the behaviour, in the moment, with younger individuals were met with everything from dismissive "Karen"³ comments to lewd, sexually inappropriate comments and threats. Reports of gathered groups, and loud chanting was also something residents described as upsetting.

As one neighbour noted, "never talk to a drunk – those conversations result in abuse, at best sneering, at worse, abuse."

During the pilot period a new behaviour was observed with some concern by both permanent residents and students who were interviewed. From reports, it seems as though groups were wandering through the pilot area, actively looking for homes that were hosting parties. On numerous occasions, this led to conflict with young adults entering properties without being invited nor welcome.

² The pilot ran from August 17 through October 17, 2021.

³ "Karen" is a meme suggesting a specific type of middle-class white woman, who exhibits behaviours that stem from privilege. It is used as an insult.

DTM Security personnel noted this as an on-going issue in their weekly reporting as these conflicts would increase noise and numbers of young adults gathered outside homes. It also was a reason for security to be called upon for assistance when tenants needed assistance removing unwanted guests from homes and properties.

Permanent residents interviewed noted garbage, broken bottles, vomit, fireworks and public urination all continued during the pilot project.

Compliance and enforcement

During the pilot, the Town contracted with DTM Security to provide street patrols on Thursday, Friday and Saturdays from 8pm to 1am with additional shifts and hours scheduled as needed. The security patrols worked in a compliance role, communicating with those observed violating the Town's Nuisance Party By-Law⁴. In many cases, a verbal warning was sufficient, and the behaviour was corrected before the next patrol through the neighbourhood. In cases where the warnings were not successful, the RCMP were called for assistance and enforcement.

During the pilot period both Nuisance Party Orders (NPO) and Summary Offence Tickets (SOT) were issued by the RCMP. The count was 25 NPOs and 8 SOTs. Of this count, the pilot project area saw totals of 11 NPOs and 3 SOTS.

Once received by the Town, Acadia University is provided with all of the SOT and NPO information and through Acadia's Coordinator, Student Conduct & Community Support, direct action is taken with students who have been named⁵.

The process used by the University starts with an investigative meeting, to allow the student to share their side of the situation. Strategies can be developed to prevent further enforcement, sometimes students are advised to review the by-laws, meetings with landlords, neighbours and roommates can be recommended. The meetings also provide an opportunity to determine what messaging might need to be shared with the larger university community, as was the case with unwanted party guests.

Signs and Surveys

The Crime Prevention Through Environmental Design pilot project component included 16 different messages on coroplast sign panels that were attached to poles with screws and washers. Anticipating some damage to the signs, six prints of each panel were ordered.

⁴ https://www.wolfville.ca/component/com_docman/Itemid,300/alias,2447-097-nuisance-party-by-law-2019-07-02-pdf/category_slug,bylaws/view/download/

⁵ The Non-Academic Judicial Student Code of Conduct addresses misbehaviour and violations of University policy including harassment, violation of alcohol policies, physical violence, and property damage. <https://www2.acadiau.ca/files/files/Files%20~%20Student%20Life/Equity%20and%20Judicial/Non-Academic%20Judicial%20Student%20Code%20of%20Conduct%202020-21.pdf>

After the first weekend, when half the signs were removed, staff added a QR code on the back of the sign that when scanned, connected to an online survey. Four surveys were completed during the pilot.

Of the 96 panels, 85 were damaged or removed completely.

By tracking the survival times of the signs, it was evident where increased activity had happened. Some weeks Highland Avenue would be wiped out and other weeks Prospect would be targeted. Signs with the greatest staying power featured positive messages about young adults. The cute dog signs, in comparison, rarely survived a 24-hour period after installation.

The signs were removed by hand, a tremendous amount of effort. One recovered partial sign included a bloody handprint.

The online survey results were not unanticipated. In response to the question, “what made you remove the sign,” the responses included:

- **My wife’s boyfriend told me to.**
- **It was cool.**
- **Drunk.**

All survey respondents disclosed that they were impaired when they removed the sign, that they had an audience and that this was **not** usual behaviour for them.

As for whether the messages on the signs impacted or nudged behaviour in any direction, residents noted that when sober, young adults in the area were great neighbours and not in need of the common-sense messaging but when impaired, “these kids are saying and doing ugly things.”

Findings

The on-going situation in Wolfville is not new but based on the data collected, it seems to have taken a turn for the worse because of pandemic exhaustion, lack of recreational opportunities and the easy availability of community-based house parties. As noted earlier, celebratory noise was expected and event weekends were anticipated to bring disruption but there now exists an absolute frustration and sense of trauma resulting from property damage, compounded by increases in threats, abuse, and witnessed violence.

Permanent residents consistently declared a love and commitment for their homes and their neighbourhood. All noted the benefits of living near the university but a belief that **the tone has changed** was a common point made by residents. As one resident stated, “people need to understand our experiences and have compassion because it’s not just a party, we need help.”

While messaging directly to students on campus presented a great opportunity to introduce new residents to community expectations and the nuisance party by-law, there is no way to measure the effectiveness of this effort. As for the signs posted in the pilot neighbourhood, there was, unfortunately, no measurable impact. Negative behaviours were not mitigated with this approach. Compliance

conversations, happening on the street, did shift behaviour and in most cases, the DTM team members who clearly communicated expectations and consequences saw positive outcomes but the passive sign messages were not enough to prevent the nuisance behaviours.

From this, we can conclude that preventative, expectation-setting messaging is essential but it is not enough to concretely shift behaviour. In the moment verbal messaging did help, most of the time, but at this point, the unwanted behaviours had already happened.

With messaging, compliance, and enforcement in place, diversion seems to be the missing piece that would be an important approach to try.

Recommendations

The cycle of education, compliance and enforcement needs to continue with consistent messaging and consistent enforcement. Enforcement also needs to be both swift and firm during peak activity times, such as O Week and Homecoming.

Compliance should continue with a focus on gentle correction of unwanted behaviour in the moment, delivered in a peer-to-peer manner and messages delivered by compliance officers should never be a surprise to those on the receiving end of the warnings.

Wolfville has now hired a fulltime Community Compliance Coordinator and a part-time Community Compliance Assistant to manage this work.

Continued support from Landlords

Through interviews and outreach from local landlords, there is evidence that landlords who are organizing into a professional association are taking numerous proactive steps to ensure their tenants are aware of by-laws and the basics of what makes a good neighbour. From reference checks to additional garbage collection to private security on event weekends, local landlords are organizing to provide “safe, suitable” housing as well as making necessary efforts to protect their investments.

Continued outreach from good neighbours

Permanent residents in the neighbourhood did have marked success building relationships with student neighbours. Dialogue is happening and in certain situations, young adults living in the project neighbourhood made behavioural changes after open, honest dialogue with their neighbours.

These individual success stories do exist. Barbeques, dinners, drives, assistance with legal matters and a friendly ear all successfully built relationships.

Off-campus Resident Advisor program

Additional support for the off-campus community in the form of an off-campus resident advisor program would be incredibly valuable, providing neighbourhood-based students who could assist with peer-to-peer messaging and communication between the student community and permanent residents.

Diversion in the form of activities for young adults on campus and in the Town

Young adults gather to drink or to play drinking games because it's easy, it's accessible and it provides opportunities to meet, mingle and to blow off steam.

The best way to keep young adults from engaging in problematic behaviours resulting from alcohol misuse is to provide alternative, meaningful, accessible activities that take the focus off drinking and allow for the development of social relationships.

Young adults who are engaged, who are working with mentors and coaches, who have responsibilities, places to be and commitments to keep are less likely to be misusing alcohol and then engaging in the problematic behaviours observed. Programming offered by the Town of Wolfville, with support from Acadia, would have an opportunity to meet this need and act as a diversion and a disruptor of problematic behaviours.

With the challenges of COVID-19, Acadia has been understandably challenged to find safe ways to offer social programming for its on-campus community and with young adults representing a significant segment of Wolfville's population, it would be proactive if the Town could support programming for this demographic in a meaningful way.

Research indicates that activities that have few rules and are accessible without experience would be a great place to start. Similar to what is already being offered through the "Try it in Wolfville" program, these community-based activation and recreation options could be expanded to support the younger adults in the community.

Licensed events are still needed on and off campus and again, in the spirit of harm-reduction, the provision of safe space, event staff, and facility supports would allow for larger gatherings to meet the needs of the on and off-campus community.

If the Town works closely with Acadia staff and the ASU to develop diverse program choices for both the on and off-campus community, offered at times that young adults would be gathering elsewhere to misuse alcohol, it will provide opportunities for personal development, growth, recreation and community-building. At the same time, harm-reduction informed, alcohol-friendly events also need to be offered with support from all partners.

Programming should include opportunities for mentorship, leadership, growth as well as provide fun ways to blow off steam and allow young adults to have opportunities for engagement in their community.

Conclusion

If COVID-19 has taught us anything, it is that we function at a higher level when we are connected, engaged and able to interact. Without structured recreational opportunities, it's far too easy to lean on substances to provide entertainment. Research shows that when young adults are occupied by meaningful activities, there is a reduction in unwanted behaviour and crime.

The young adults who represent a significant portion of Wolfville's population are here to learn, grow and thrive. As a community of partners, providing clear, consistent expectations, along with recreational opportunities, and consistent compliance and enforcement efforts we can shift the current disharmony towards opportunity and increase livability for all members of Wolfville's community.

This will take an investment of resources from all partners, plus input, support and collaboration but the possibility of creating a harmonious community, as measured through a reduction in Nuisance Party Orders and Summary Offence Tickets, should be a compelling reason to try this approach.

REQUEST FOR DECISION 062-2021

Title: Deputy Mayor Policy

Date: 2021-12-07

Department: Office of the CAO



SUMMARY

DEPUTY MAYOR POLICY

At the November Committee of the Whole Meeting, a discussion was held around proposed changes to the current Deputy Mayor Policy 110-003. Changes have been made to the Policy to reflect the discussion and are being presented for Council's consideration.

DRAFT MOTION:

That Council approve the amended Policy 110-003 – Deputy Mayor Policy as outlined in RFD 062-2021.

REQUEST FOR DECISION 062-2021

Title: Deputy Mayor Policy

Date: 2021-12-07

Department: Office of the CAO



1) CAO COMMENTS

Refer to discussion section below.

2) LEGISLATIVE AUTHORITY

Section 16, Nova Scotia *Municipal Government Act*.

3) STAFF RECOMMENDATION

Staff recommend that Council approve Policy 110-003 as attached.

4) REFERENCES AND ATTACHMENTS

1. Policy 110-003 – Deputy Mayor Policy – Draft Amendments

5) DISCUSSION

After selection of the Deputy Mayor following the election in 2020, Council expressed an interest in revisiting the Policy to improve the process. At the November 2021 Committee of the Whole Meeting a discussion was held on suggested improvements to the Policy. The suggestions have now been incorporated into the attached draft.

Key highlights of the suggested amendments include:

- The term of the Deputy Mayor will be for a twelve-month period (currently is for a 24-month term);
- There is a clear statement that Councillors can reoffer to serve as Deputy Mayor and serve multiple and consecutive terms during their time on Council;
- Process improvements including:
 - The clear statement that the decision is by secret ballot;
 - The requirement for Councillors to express their interest at the appropriate Council meeting as deemed by the Policy, with a decision not being made until the following regular Council meeting (unless only one Councillor expresses interest and is acclaimed);
 - The formal opportunity for each Councillor to address Council as to why they are interested and what they feel they bring to the position;
 - Clarification that Councillors self-identify their interest and that a formal nomination process is not required.

One outstanding item for Council to determine is the effective date of the Policy. Currently the Deputy Mayor is just over one year into a two-year term. Council must decide whether these changes take effect immediately or if the effective date will be next October when the current two-year term has lapsed. As with most policies brought forward to Council, the effective date has been noted in the Policy

REQUEST FOR DECISION 062-2021

Title: Deputy Mayor Policy

Date: 2021-12-07

Department: Office of the CAO



to take effect upon approval. Should Council wish to change this it should be amended as part of the motion.

6) FINANCIAL IMPLICATIONS

N/A

7) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

- N/A

8) COMMUNICATION REQUIREMENTS

The revised Policy will be updated and shared on the Town's website.

9) ALTERNATIVES

Council can choose not to adopt the Policy as recommended or can make changes prior to its approval.



POLICY

Deputy Mayor

Deputy Mayor	
Policy Number: 110-003	Supersedes Policy Number: Not Applicable
Effective Date: 2000-11-14 2021-12-21	Approval By Council (Motion No.): 02-11S2-00

1.0 Purpose

To establish a policy on the appointment of Deputy Mayor, as required under the *Municipal Government Act*.

2.0 Scope

This Policy is applicable to the Town Council of Wolfville in the selection and appointment of a Deputy Mayor.

3.0 References

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

4.0 Definitions

- 4.1 **“Deputy Mayor”** - The *Municipal Government Act* states that Council shall select one of its members to be Deputy Mayor. The member, who shall be called Deputy Mayor, shall during any vacancy in the office of Mayor, or during any absence or illness of the Mayor, have and exercise all the powers and authority and discharge all the duties of the Mayor.

5.0 Policy

The Town of Wolfville establishes the following policy concerning the selection of Deputy Mayor:

- 5.1 During the Council meeting immediately after the swearing in of new Councillors, following the regular municipal elections in the Province of Nova Scotia, Council shall entertain expressions of interest by all those interested in the Deputy Mayor position.
- a. Councillors shall express interest individually and will not be required to be nominated by fellow Council members.
 - b. If only one Councillor expresses interest, they will be acclaimed to the position at this meeting via resolution of Council.
 - c. If more than one Councillor expresses interest the decision will be deferred to the next regular Council meeting in accordance with Section 5.2.



POLICY

- 5.2 If more than one Councillor expresses interest in the Deputy Mayor position, at the next regular Council meeting:
 - a. All interested Councillors will be provided with up to five minutes to share why they are interested in the position and what they feel they will bring to the role.
 - b. A vote will be taken by secret ballot, which shall be scrutinized by the Town Clerk and one other staff member, and
 - c. After the vote is tallied Council shall by resolution select the successful candidate to serve as Deputy Mayor.
- 5.3 The Deputy Mayor shall serve until the end of the first regular monthly Council meeting that occurs after a year (12 month) term has expired.
- 5.4 At the regular Council meeting prior to the current Deputy Mayor term expiring, Council will entertain expressions of interest for the Deputy Mayor position and follow the same process outlined in 5.1 and 5.2.
 - a. The successful candidate, if acclaimed, will not commence their position until the current Deputy Mayor has completed their term as per Section 5.3.
- 5.5 Councillors are eligible to reoffer and serve consecutive terms as Deputy Mayor.
- 5.6 If the Deputy Mayor resigns as member of Council, or leaves Council for any other reason, Council will select a replacement Deputy Mayor for the balance of the term in accordance with the process outlined in 5.4.
- 5.7 The Deputy Mayor has all the power and authority, and shall perform all the duties of Mayor when the Deputy Mayor is notified that:
 - a. the Mayor is absent or unable to fulfil the duties of Mayor,
 - b. the office of Mayor is vacant

REQUEST FOR DECISION 063-2021

Title: Grants to Organizations Policy

Date: 2021-12-7

Department: Office of the CAO



SUMMARY

Grants to Organizations Policy

At Committee of the Whole in November, a discussion was held on suggested changes to the current Grants to Organizations Policy. These changes have been incorporated into the attached draft for Council's consideration.

DRAFT MOTION:

That Council approve the amended Policy 710-003 – Grants to Organizations Policy as outlined in RFD 063-2021.

REQUEST FOR DECISION 063-2021

Title: Grants to Organizations Policy

Date: 2021-12-7

Department: Office of the CAO



1) CAO COMMENTS

Refer to discussion below.

2) LEGISLATIVE AUTHORITY

Section 65, Nova Scotia *Municipal Government Act*

3) STAFF RECOMMENDATION

Staff recommend that Council adopt the attached Grants to Organizations Policy as amended.

4) REFERENCES AND ATTACHMENTS

1. Policy 710-003 Grants to Organizations Policy (with proposed amendments)

5) DISCUSSION

At the Committee of the Whole meeting in November, suggested changes to the Grants to Organizations Policy were discussed. The main issue that was raised was the issue of setting a maximum amount that applicants can apply for under the One-Time Capital Grants Program. At the end of the discussion, it was suggested that setting this to be approximately the same as one cent on the tax rate made some sense. Based on this staff are suggesting that Council set an upper limit of \$50,000 for one-time capital grant requests.

In addition, staff have made a few housekeeping issues. The Kings Senior Safety Council has been added to Schedule A and references to Section 65au of the Nova Scotia *Municipal Government Act* have been removed as that section has been rewritten to be more broad and empowering.

6) FINANCIAL IMPLICATIONS

The specific annual impact on the Town's finances will be dependent on how often, and how many requests are submitted to Council for grant funding. By limiting the maximum amount of one time capital grants, Council has better control over public expectations as well as any draw down on Operating Reserves. Over time this helps to ensure the Town's reserves are maintained at a level needed to address direct town expenditure pressures.

7) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

The Grants to Organizations Policy directly supports organizations that are committed to improving community wellness within the Town.

8) COMMUNICATION REQUIREMENTS

REQUEST FOR DECISION 063-2021

Title: Grants to Organizations Policy

Date: 2021-12-7

Department: Office of the CAO



The revised Policy will be updated and shared on the Town's website.

9) ALTERNATIVES

Council can choose not to approve the policy as presented or can make changes before it is adopted.



POLICY

Grants to Organizations

Policy Number: 710-003	Supersedes Policy Number: 710-001
Effective Date: 2021-12-21	Approval By Council Motion Number: 30-03-16

1.0 Purpose

The purpose of this policy is to provide guidelines for reviewing and evaluating requests from organizations for financial assistance pursuant to clause 65A of the [Municipal Government Act](#).

2.0 Scope

This policy affects all recognized organizations under Section 65A in the *Municipal Government Act* that wish to obtain funding from the Town for a service, program, special project, initiative, or capital campaign for the benefit of residents, businesses, and visitors to the Town of Wolfville.

3.0 References

- 3.1 [Municipal Government Act](#)
- 3.2 Signing Authority Policy, 120-011

4.0 Definitions

- 4.1 **Council** means the Town Council of the Town of Wolfville.
- 4.2 **Signature Festival or Event** means an event or festival held within the Town of Wolfville that occurs annually and has a significant positive economic impact on the community.
- 4.3 **Town** means the Town of Wolfville, a body corporate.



POLICY

5.0 Policy

5.1 One-time Requests

- 5.1.1 One-time requests to support extraordinary operational events and initiatives may be considered by Council using the following criteria:
- The request is greater than \$2,000.
 - Only one application per organization may be approved every four years.
 - The request is aligned with Council's Strategic Plan.
 - All criteria outlined in Appendix C is met.
 - The financial capacity/local economy of the day is considered.
 - The funding of the request would be in addition to the grants to organization budget allowance; and
 - Funding will be provided either in one lump sum amount and expensed in the year it is approved or through multi-year payments. Funding provided over multiple years will be subject to annual budget approval by Council and may be subject to change.
- 5.1.2 One-time requests to support capital campaigns and projects may be considered by Council using the following criteria:
- The request is greater than \$5,000.
 - The request will not exceed \$50,000.**
 - Only one application per organization may be approved every eight years.
 - The request is aligned with Council's Strategic Plan.
 - All criteria outlined in Appendix D is met.
 - The financial capacity/local economy of the day is considered.
 - The funding of the request would be in addition to the grants to organization budget allowance; and
 - Funding will be provided either in one lump sum amount and expensed in the year it is approved or through multi-year payments. Funding provided over multiple years will be subject to annual budget approval by Council and may be subject to change.

5.2 Sponsorships and Advertising

- 5.2.1 The Town will not provide financial assistance to for-profit organizations or to any organization that does not fall within Section 65A of the *Municipal Government Act*.
- 5.2.2 The Town will consider providing limited financial assistance, including but not limited to sponsorship and/or donation of prizes, to support conferences and/or workshops that are hosted in our region, of which the Town is an active member (i.e., NSFM, AMA, FCM).



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- 5.2.3 The Town will not provide financial assistance, sponsorship or prizes to conferences, conventions or workshops held in our region by an organization of which the Town is not an active member. This includes registration fees related to participation in golf or other recreation activities associated with the conference.
- 5.2.4 Financial assistance for sponsorship requests under 5.2.2 may be provided through the Grants to Organizations budget allowance if the purpose aligns with Town goals and funds are available. Decision(s) will be at the discretion of the CAO and will not exceed \$1,000.
- 5.2.5 Financial assistance may be provided through advertising if the purpose aligns with the Town and/or Departments goals. Decision(s) will be determined by appropriate staff and must fall within Advertising and/or Marketing and Communication Budgets.

5.3 Strategic Partnership Program

- 5.3.1 The Town will provide financial assistance to support:
 - a. Facility operators who provide affordable multipurpose recreational space to the community.
 - b. Signature festivals or events that
 - i. Are a long-standing festival or event (operating for a minimum of four years).
 - ii. The Town has a partnership beyond a funding contributor with.
 - iii. Is primarily located in the Town of Wolfville; and
 - iv. Have completed an Economic Impact Study to demonstrate the significant contribution of non-residential participants who attend the event.
 - c. Community organizations that build community capacity and provide benefit to the community.

As outlined in [Schedule A](#).

- 5.3.2 To be eligible for Strategic Partnership Program funding the organization must:
 - a. Enter into a Funding Agreement (Appendix A) with the Town.
 - b. Provide Financial Statements to the Town annually; and
 - c. Be aligned with Council's Strategic Plan or other Town Strategies.
- 5.3.3 The Funding Agreements will be reviewed every four years.



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- 5.3.4 If the organization no longer meets the above criteria or fails to meet any provisions within the Partnership Agreement, the financial assistance will cease in the current fiscal year.
 - 5.3.5 The maximum amount awarded to any group for any Strategic Partnership Program grant will not exceed \$5,000.
 - 5.3.6 The financial assistance level shall consider all contributions provided by the Town (Property Tax Exemptions and in-kind support) when being negotiated.
- 5.4 **Community Partnership Program**
- 5.4.1 The Town will consider providing limited financial assistance to organizations that:
 - a. Organize or operate **programs** for the benefit of the residents of the Town of Wolfville, or
 - b. Coordinate and implement **local events** in the Town of Wolfville.
 - 5.4.2 The level of funding for the Community Partnership Program will be set by Council as part of the Town's budget process. Town Council may allocate different funding levels for each of the two (2) CPP grant categories:
 - a. Programs
 - b. Local Events
 - 5.4.3 Community Partnership Program Guidelines can be found in Appendix B.
 - 5.4.4 This program does not provide financial assistance to social service, health, education or similar services, departments, or agencies.
 - 5.4.5 The maximum amount awarded to any group for any Community Partnership Program grant will not exceed \$2,000.
 - 5.4.6 If an amount greater than \$5,000 is remaining in the Community Partnership Program after the allocation of funding of February 1 requests, a second round of applications will be called for in July. Organizations who applied in February may apply a second time if the funding is for a new program or to cover a shortfall for the given year. However, new organizations will be given priority.
 - 5.4.7 All applications will be administered by Town staff applying the criteria outlined in Appendix B.



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- 5.4.8 Any decision of staff regarding funding requests may be appealed to Council upon notice of appeal within seven (7) days of being notified of the decision of staff. Council's decision regarding the appeal shall be final.
- 5.4.9 Applications from community groups with new or innovative programming or festival ideas may present to Council at the request of Council.
- 5.4.10 Applicants who have received a Community Partnership Program grant in a previous year are not guaranteed approval for a Community Partnership Program grant in subsequent years.

5.5 Policy Review

This policy will be reviewed every four years.

CAO

Date

[Appendix A](#) – Strategic Partnership Program – Funding Agreement

[Appendix B](#) – Community Partnership Program Guidelines

[Appendix C](#) – One-Time Special Funding Requests - Operating



POLICY

Schedule A

The following organizations will receive annual funding as outlined in the tables below subject to section 5.3.

Facility Operators

Providing affordable multipurpose recreational space to the community

Facility Operator	Facility	Strategic Partnership Program Grant
Acadia Cinema Co-op	Acadia Cinema 450 Main Street	\$4,500
Wolfville Curling Club	Wolfville Curling Club	\$4,500
Wolfville & District Lions Club	Wolfville & District Lions Hall 36 Elm Avenue	\$2,850

Signature Festival and Events

Supporting the growth and success of Wolfville's signature festival and events

Organization	Festival or Event	Strategic Partnership Program Grant
Acadia Performing Arts	Acadia Performing Arts Series	\$5,000
Deep Roots Music Cooperation	Deep Roots Music Festival	\$5,000
Devour! The Food Film Festival	Devour! The Food Film Festival	\$5,000
Uncommon Common Art	Uncommon Common Art	\$5,000
Valley Harvest Marathon	Valley Harvest Marathon	\$5,000
Valley Summer Theatre	Valley Summer Theatre	\$5,000
Wolfville Magic Winery Bus	Wolfville Magic Winery Bus	\$5,000



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Community Organization

Building capacity of organizations that provide benefit to the community

Organization	Strategic Partnership Program Grant
Wolfville Farmers' Market	\$5,000
Wolfville Historical Society	\$10,000
Kings Senior Safety Council	\$5,000



POLICY

Appendix A: Strategic Partnership Program – SAMPLE Funding Agreement (will be modified to reflect unique circumstances of each partnership arrangement)



Funding Agreement

Between

Town of Wolfville
(hereinafter referred to “the Town”)

and

Funded Party
(hereinafter referred to as “the FP”)

Recitals

Whereas the FP _____.

Whereas the Town wishes to support the FP.

Whereas the support of the Town is limited to those items set out herein.

Now therefore in consideration of the mutual promises herein contained and other good and valuable consideration the receipt and sufficiency of which is acknowledged by the execution of this Agreement, the parties agree as follows:

1.0 Responsibilities of the FP

1.1 The FP shall:

- a. Provide _____ to _____ (“the Deliverables”).
- b. Perform the Deliverables starting no later than _____ and terminating no earlier than _____. In the event that portions of the Deliverables will be performed on differing schedules those schedules will be set out in Schedule “A”, hereto, and Schedule “A” will be signed by the parties to this Agreement. Schedule “A”, where attached and executed in accordance with the terms of this clause, forms part of this Agreement.
- c. Repay to the Town _____ on or before _____, or on such other terms as the parties may agree in writing. Repayment to the Town will be in



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the amount or form set out in Schedule “B” to this Agreement and signed by the parties. Schedule “B”, where attached to this Agreement and signed by the parties in accordance with the terms of this Agreement forms part of this Agreement.

- d. Acknowledge the fact of funding by the Town when and as requested by the Town provided that by so acknowledging the funding provided by the Town the FP shall incur no actual pecuniary expense.
- e. Obtain and maintain insurance in a minimum amount of _____. The insurance will identify the Town as an Additional Insured under the policy of insurance. The policy of insurance will include riders specific to the relationship between the FP and the Town and as set in Schedule “C” hereto and signed by the parties to this Agreement. Schedule “C”, where attached and signed by the parties in accordance with the terms of this Agreement, forms part of this Agreement.
- f. Prior to funding, or on such other schedule as the parties may agree in writing, the FP will provide proof of insurance satisfactory to the Town in its sole, exclusive and unfettered discretion.
- g. Provide, within 36 hours of a request being made, full and complete answers to all enquiries made of the FP by the Town. The FP shall not decline to answer any one or more enquiries posed by the Town on the basis that the subject of the enquiries relates, in whole or in part, to matters specifically excluded by this Agreement.
- h. Indemnify and hold harmless the Town against all claims, losses, liabilities, demands, suits and expenses from whatever source, nature and kind in any manner based upon, incidental to or arising out of the performance or non-performance of any one or more contract or agreements made by the FP and in relation to which the Town is, by this Agreement, providing or agreeing to provide funding to the FP.
- i. Inform the Town within 48 hours of receipt of a claim or notice of claim or possible claim, including but not limited to the actual claim or notice thereof, irrespective of the possibility, real or perceived, of any risk to the Town or claim being made against the Town.
- j. Keep and maintain accurate records as set out in Schedule “D”, hereto, and signed by the parties to this Agreement. Schedule “D”, where attached and executed in accordance with the terms of this clause, forms part of this Agreement.
- k. Use the funds provided by the Town for the purposes set out in Schedule “E”, hereto, only. Schedule “E” will be signed by the parties to this Agreement. Schedule “E”, where attached and executed in accordance with the terms of this clause, forms part of this Agreement.



POLICY

- I. Comply with all applicable laws of the Province of Nova Scotia and the Dominion of Canada and all by-laws and policies of the Town of Wolfville and any other municipal jurisdiction in which the FP provides Deliverables in accordance with the terms of this Agreement.
 - m. Provide the Town with the names, email addresses, civic addresses and telephone numbers (including but not limited to cell phone numbers) of _____.
- 1.2 The FP will not:
- a. Represent that the FP and the Town are partners or joint venturers.
 - b. Represent that the Town guarantees the performance of the Deliverables or provides any control over or oversight of the activities of the FP.
 - c. Use the names “Town of Wolfville” or “Wolfville” other than to indicate the one or more locations at which the Deliverables will be performed, without the written consent of the Town.
- 2.0 Responsibilities of the Town
- 2.1 The Town will:
- a. Provide _____ in funding in total to the FP.
 - b. Provide funds in _____ installments, the first installment in the amount of _____ will be provided on or before _____. Any one or more installments payable by the Town to the FP pursuant to this Agreement will be payable on the schedule appended to this Agreement as Schedule “F” and signed by the parties to this Agreement. Schedule “F”, where attached and executed in accordance with the terms of this clause, forms part of this Agreement.
 - c. Provide _____.
- 2.2 The Town will not:
- a. Direct the manner in which the FP fulfills its obligation to provide the Deliverables set out in the Agreement.
 - b. Provide any control over or oversight of the FP in the fulfillment of its obligations to perform the Deliverables set out in this Agreement.



POLICY

- c. Provide any guarantee of the performance of the Deliverables by the FP.

3.0 Relationship Between the FP and the Town

- 3.1 The Town and the FP are not partners or co-venturers and nothing in this Agreement or otherwise constitutes either party as a partner or co-venturer of the other party to this Agreement.

4.0 General

- 4.1 Any notice under this Agreement shall be properly served if provided to:

To the Town:	Town of Wolfville Attention: Director of Parks & Recreation 359 Main Street, Wolfville, NS
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To the FP	FP
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- 4.2 This Agreement enures to the benefit of and is binding upon the parties, their administrators, successors and assigns.
- 4.3 This Agreement and any documents expressly contemplated by this Agreement, constitute the entire agreement between the parties. No representations, warranties, covenants or agreements, whether oral or written, between the parties with respect to the subject matter hereof are binding upon the parties subsequent to the date of execution of this Agreement.
- 4.4 The parties agree that this Agreement shall be interpreted in accordance with the laws of the Province of Nova Scotia and the Dominion of Canada. The parties agree that the courts of Nova Scotia do not constitute a *forum non conveniens*.
- 4.5 The parties and the signatories to this Agreement confirm that each party has signed this Agreement by its proper signing authority and that the signatories have the authority to bind each party to the Agreement.
- 4.6 In the event of a dispute arising out of or relating to this Agreement, including any question regarding its existence, validity or termination, the parties shall first seek settlement of that dispute by mediation. The mediation shall be conducted under the then current mediation procedures of ADR Atlantic Institute or any other procedure upon which the parties may agree. The parties further agree that their respective good faith participation in mediation is a condition precedent to pursuing any other available legal or equitable remedy, including litigation, arbitration or other dispute resolution procedures. Either party may commence the



POLICY

mediation process by providing to the other party written notice, setting forth the subject of the dispute, claim or controversy and the relief requested. Within ten (10) days after the receipt of the foregoing notice, the other party shall deliver a written response to the initiating party's notice. The initial mediation session shall be held within thirty (30) days after the initial notice. The parties agree to share equally the costs and expenses of the mediation (which shall not include the expenses incurred by each party for its own legal representation in connection with the mediation).



POLICY

Appendix B: Community Partnership Program Guidelines

Supporting volunteer, community-based organizations is often fundamental to maintaining our quality of life. The Community Partnership Program is designed to provide financial assistance to organizations that fall within Section 65A of the *Municipal Government Act* that:

- a. Organize or operate **programs** for the benefit of the residents of the Town of Wolfville, or
 - b. Coordinate and implement **local events** in the Town of Wolfville.
1. Requests for Funding must be submitted through the Town's Community Partnership Program.
2. The deadline for applications will be February 1st. Subject to Section 5.3.6 a second round of funding may be called for in July with a deadline of August 1st.
3. Late applications will not be considered.
4. Applications can be submitted in the following ways:
 - a. Mailed to 359 Main Street, Wolfville, NS B4P 1A1
 - b. Hand delivered to Town Hall (359 Main Street)
 - c. Faxed to (902) 542 – 4789
 - d. Emailed to kthomason@wolfville.ca
 - e. Complete an Online form and submit through our website www.wolfville.ca
5. All applicants are required to use a Standard Application Form. Application forms are available at Town Hall (359 Main Street), the Community Development & Public Works Building (200 Dykeland Street), and online at www.wolfville.ca
6. The applicant must meet the requirements outlined in section 65A of the *Municipal Government Act* to be eligible for funding. The Town reserves the right to request additional information prior to distributing funding.
7. Only one application per organization, per fiscal year, unless a second round of funding is called per section 5.4.6. The Town's fiscal year runs from April 1st to March 31st.
8. Successful applicants must submit a final report in the prescribed form. Final report forms will be included with the awarding letters and available at the Town Hall, Community Development & Public Works and online at Wolfville.ca. Groups will not be eligible to apply for financial assistance in a subsequent year until the final report has been received.
9. Successful applicants will be notified by April 30th, for February 1st applications, and by October 31st, for August 1st applications



POLICY

EVALUATION PRINCIPLES

The following principles will be used to evaluate each application:

1. *Financial Sustainability & Management*
Groups should show evidence of past success and demonstrate that they have taken steps to ensure continued operation and/or growth. Groups must generate funds besides those provided by the Community Partnership Program. These revenues may include registration/membership fees, admission fees or fundraising. Groups should demonstrate responsibility and accountability in their use of resources.
2. *Community Benefit*
Groups should demonstrate added value to the broad-based community and not substantially duplicate a service of other organizations.
3. *Active Living*
Groups that offer active and healthy living components for members and participants will be given priority when considered in the allocation of funds.
4. *Heritage and Diversity*
Groups that explore our past to enrich the lives the community.



POLICY

EVALUATION CRITERIA

All Community Partnership Grants – minimum criteria

- Application is received on time.
- Applicant falls within Section 65A of the *Municipal Government Act*.
- All documentation has been received, including (purpose of the project, description of the project, target demographic served, detailed budget, previous year's financial statements, confirmation of partner funding (if applicable), list of other revenue sources, final report from previous year etc.)
- Project takes place within the Town of Wolfville or has a strong presence in the Town.
- The Town's contribution should not exceed 50% of total revenue.

Evaluation Score Cards

- If minimum criteria has been met complete a Program Grant Evaluation Score Card or a Local Event Grant Evaluation Score Card.



POLICY

PROGRAM GRANT EVALUATION SCORE CARD

Applicant Name: _____

1. Program/Service Obligation Core – service the Town would otherwise provide Important – service the Town might otherwise provide Discretionary – service the Town does not normally provide No Mandate – not enabled by legislation, should not do or not now	H 3 M 2 L 1 N 0
2. Council Strategic Plan Vital – fundamental to Council’s Strategic Plan Notable – solid fit within Council’s Strategic Plan Non-Critical – some relevance to Council’s Strategic Plan, not strategic	H 3 M 2 L 1
3. Public Need/Benefit Community at Large – general need, broad-based Multiple Interests – some need, a number of areas/communities Vested Interest –special interest group(s), localized	H 3 M 2 L 1
4. Active Living High – the core purpose is developing active and healthy lifestyles Moderate – components of the program in improve active and healthy lifestyle Low – limited opportunity to improve active and healthy lifestyles of participants	H 3 M 2 L 1
5. Human Development and Inclusion – Volunteer and Participant High – equality of access and opportunity (demographic, geographic) Moderate – range of demographic groups and/or development potential Low – limited opportunity, access or development potential	H 3 M 2 L 1
6. Quality of Life Livable Community – important to livable/sustainable community Community Image – enhances image or public perception Community Pride – instills pride, sense of community	H 3 M 2 L 1
7. Alternate Providers Limited – no other potential providers Some – some potential alternate providers Many – many potential or existing alternate providers	H 3 M 2 L 1
8. Financial Need High – financial statements and/or budget demonstrate significant need Low – financial statements and/or budget demonstrate limited need	H 1 L 0
9. Accountability (“Track Record”) Yes – annual report and/or financial statements of previous year received No (or New Org.) – no annual report and/or financial statements received	Y 1 N 0
Total Score	/23

- If score is between 20-23; application should receive full amount
- If score is between 16-20; application should receive full amount if budget permits
- If score is below 16; applicant shall not receive funding.

Amount Requested: _____

Amount Awarded: _____



POLICY

LOCAL EVENT GRANT EVALUATION SCORE CARD

Applicant Name: _____

Council Strategic Plan	
Vital – fundamental to Council’s Strategic Plan	H 3
Notable – solid fit within Council’s Strategic Plan	M 2
Non-Critical – some relevance to Council’s Strategic Plan, not strategic	L 1
Public Benefit	
Public Interest – all residents derive benefit	H 3
Mixed Interest – some residents derive benefit	M 2
Private Interest – specific residents benefit	L 1
Participation Levels	
Under 100	1
100-200	2
200-500	3
500-1000	4
Over 1000	5
Human Development and Inclusion – Volunteer and Participant	
High – equality of access and opportunity (demographic, geographic)	H 3
Moderate – range of demographic groups and/or development potential	M 2
Low – limited opportunity, access or development potential	L 1
Quality of Life	
Livable Community – important to livable/sustainable community	H 3
Community Image – enhances image or public perception	M 2
Community Pride – instills pride, sense of community	L 1
Financial Need	
High – financial statements and/or budget demonstrate significant need	H 1
Low – financial statements and/or budget demonstrate limited need	L 0
Accountability (“Track Record”)	
Yes – annual report and/or financial statements of previous year received	Y 1
No (or New Org.) – no annual report and/or financial statements received	N 0
Total Score	/19

- If score is between 15-19; application should receive full amount
- If score is between 12-15; application should receive full amount if budget permits
- If score is below 12; applicant shall not receive funding.

Amount Requested: _____

Amount Awarded: _____



POLICY

Appendix C: One-Time Special Funding Requests - Operating

Supporting volunteer, community-based organizations is often fundamental to maintaining our quality of life. The one-time special funding (operating) requests provision within the Grants to Organizations Policy is intended to provide organizations with an avenue to periodically request funds to support extraordinary operational events and initiatives. Capital campaigns will not be considered as eligible expenses.

All requests are at the discretion of Council based on the following evaluation process and criteria. The financial capacity of the Town to support the request will be a key consideration in the decision-making process.

1. Applications may be submitted throughout the year. Council reserves the right to refer the request to the following year's budget process if they deem so appropriate.
2. Applications can be submitted in the following ways:
 - a. Mailed to 359 Main Street, Wolfville, NS B4P 1A1
 - b. Hand delivered to Town Hall (359 Main Street)
 - c. Faxed to (902) 542 – 4789
 - d. Emailed to kthomason@wolfville.ca
3. The applicant organization must fall within section 65A of the *Municipal Government Act* to be eligible for funding. The Town reserves the right to request additional information prior to distributing funding.
4. Organizations that qualify for the Community Partnership Program or Strategic Partnership Program are eligible to submit requests per this policy. Organizations that do not qualify for either program are also eligible to submit requests and be considered.
5. Only one application per organization may be submitted per year. Only one application per organization may be approved every four years.
6. Successful applicants must submit a final report in the prescribed form. Final report forms will be included with the awarding letters and available at the Town Hall, Community Development & Public Works and online at Wolfville.ca.
7. Successful applicants will be notified upon Council making a decision.



POLICY

EVALUATION CRITERIA

One-time Special Funding Requests – Minimum Criteria

- Applicant organization falls within Section 65A of the *Municipal Government Act*.
- Request is greater than \$2,000.
- Request is not for capital purposes.
- All documentation has been received, including:
 - purpose of the request
 - description of the request
 - clear indication of how the request aligns with Council's Strategic Plan
 - clear description of tangible benefit to the community
 - detailed budget, including all anticipated revenue sources
 - timeline of project
 - confirmation of partner funding (if applicable),
- The Town's contribution should not exceed 50% of the total project cost.

Evaluation Checklist

- If minimum criteria has been met, staff will complete a One-Time Special Funding Requests Evaluation Checklist will be completed and provided to Council as part of the Request for Decision process.



POLICY

ONE-TIME SPECIAL FUNDING REQUESTS EVALUATION CHECKLIST (OPERATING)

Applicant Name: _____

<p>1. Program/Service Obligation Core – event/initiative/service the Town would otherwise provide Important – event/initiative/service the Town might otherwise provide Discretionary – event/initiative/service the Town does not normally provide No Mandate – not enabled by legislation, is not within the Town’s area of responsibility</p>	<p>H M L N</p>
<p>2. Council Strategic Plan Vital – fundamental to Council’s Strategic Plan Notable – solid fit within Council’s Strategic Plan Non-Critical – some relevance to Council’s Strategic Plan, not strategic</p> <p>Provide Specific Linkages to Council’s Strategic Plan:</p>	<p>H M L</p>
<p>3. Public Need/Benefit Community at Large – general need/benefit, broad-based Multiple Interests – some need/benefit, a number of areas/communities Vested Interest – special interest group(s), localized</p>	<p>H M L</p>
<p>4. Human Development and Inclusion – Volunteer and Participant High – equality of access and opportunity (demographic, geographic) Moderate – range of demographic groups and/or development potential Low – limited opportunity, access or development potential</p>	<p>H M L</p>
<p>5. Quality of Life for the Community Livable Community – important to livable/sustainable community Community Image – enhances image or public perception Community Pride – instills pride, sense of community</p>	<p>H M L</p>
<p>6. Economic Impact to the Town High – there is a strong and demonstrated direct economic impact to the Town Moderate – there is a demonstrated indirect economic impact to the Town Low – there is minimal or no demonstrated economic impact to the Town</p>	<p>H M L</p>



POLICY

DRAFT – June 7th, 2016

Appendix D: One-Time Special Funding Requests - Capital

Supporting volunteer, community-based organizations is often fundamental to maintaining our quality of life. The one-time special funding (capital) requests provision within the Grants to Organizations Policy is intended to provide organizations with an avenue to periodically request additional funds to support capital campaigns and projects. Operating expenses and special events and initiatives will not be considered as eligible expenses.

All requests are at the discretion of Council based on the following evaluation process and criteria. The financial capacity of the Town to support the request will be a key consideration in the decision making process.

1. The deadline for applications will be November 1st. All applications will be reviewed as part of the annual budget process for Council. Late submissions will not be considered until the following fiscal year.
2. Applications can be submitted in the following ways:
 - a. Mailed to 359 Main Street, Wolfville, NS B4P 1A1
 - b. Hand delivered to Town Hall (359 Main Street)
 - c. Faxed to (902) 542 – 4789
 - d. Emailed to kthomason@wolfville.ca
3. The applicant organization must fall under section 65A of the *Municipal Government Act* to be eligible for funding. The Town reserves the right to request additional information prior to distributing funding.
4. Only one application per organization may be submitted per year. Only one application per organization may be approved every eight years.
5. The applicant, may, at the discretion of Council, be requested to enter into a Memorandum of Understanding outlining all expectations of Council prior to any approved funds being released.
6. Successful applicants must submit a final report in the prescribed form. Final report forms will be included with the awarding letters and available at the Town Hall, Community Development & Public Works and online at Wolfville.ca.
7. Successful applicants will be notified upon approval of the annual budget. Decisions of Council are final and are not appealable.



POLICY

EVALUATION CRITERIA

One-time Special Funding Requests – Minimum Criteria

- Application is received on time.
- Applicant organization falls within Section 65A of the *Municipal Government Act*.
- Request is greater than \$5,000.
- Request cannot exceed \$50,000.
- Request is not for operating purposes.
- All documentation has been received, including:
 - purpose of the request
 - description of the request
 - clear indication of how the request aligns with Council's Strategic Plan
 - target demographic served
 - clear description of tangible benefit to the community
 - detailed budget, including all anticipated revenue sources
 - timeline of project
 - identification of risks associated with the project
 - previous year's financial statements
 - confirmation of partner funding (if applicable),
- The Town's contribution should not exceed 50% of the total project cost.

Evaluation Checklist

- If minimum criteria has been met, staff will complete a One-Time Special Funding Requests Evaluation Checklist will be completed and provided to Council as part of the Request for Decision process.



POLICY

ONE-TIME SPECIAL FUNDING REQUESTS EVALUATION CHECKLIST (CAPITAL)

Applicant Name: _____

<p>1. Program/Service Obligation Core – service resulting from the capital campaign is something the Town would otherwise provide Important – service resulting from the capital campaign is something the Town might otherwise provide Discretionary – service resulting from the capital campaign is something the Town does not normally provide No Mandate – not enabled by legislation, is not within the Town’s area of responsibility</p>	<p>H M L N</p>
<p>2. Council Strategic Plan Vital – fundamental to Council’s Strategic Plan Notable – solid fit within Council’s Strategic Plan Non-Critical – some relevance to Council’s Strategic Plan, not strategic Provide Specific Linkages to Council’s Strategic Plan:</p>	<p>H M L</p>
<p>3. Public Need/Benefit Community at Large – general need/benefit, broad-based Multiple Interests – some need/benefit, a number of areas/communities Vested Interest –special interest group(s), localized</p>	<p>H M L</p>
<p>4. Human Development and Inclusion – Volunteer and Participant High – equality of access and opportunity (demographic, geographic) Moderate – range of demographic groups and/or development potential Low – limited opportunity, access or development potential</p>	<p>H M L</p>
<p>5. Quality of Life for the Community Livable Community – important to livable/sustainable community Community Image – enhances image or public perception Community Pride – instills pride, sense of community</p>	<p>H M L</p>
<p>6. Alternate Providers Limited – no other potential providers Some – some potential alternate providers Many – many potential or existing alternate providers</p>	<p>H M L</p>
<p>7. Financial Need High – financial statements and/or budget demonstrate significant need Low – financial statements and/or budget demonstrate limited need</p>	<p>H L</p>
<p>8. Economic Impact to the Town High – there is a strong and demonstrated direct economic impact to the Town Moderate – there is a demonstrated indirect economic impact to the Town Low – there is minimal or no demonstrated economic impact to the Town</p>	<p>H M L</p>
<p>9 Environmental Sustainability High – Clearly aligns with GHG reduction, sound climate change principles and/or sustainable building practices Low – Does not align with GHG reduction, sound climate change principles or sustainability practices</p>	<p>H L</p>
<p>MOU Required? Yes/No. Provide details.</p>	

REQUEST FOR DECISION 065-2021

Title: VWRM Debt Guarantee Renewal

Date: 2021-12-07

Department: Finance



SUMMARY

Valley Waste Resource Management Debt Guarantee Renewal

Each year the Town provides a guarantee on debt being incurred by Valley Waste Resource Management (VWRM) to fund their capital program. The guarantees are first connected to VWRM temporary borrowing resolutions (TBR's). Once the capital projects are complete, the TBR borrowing is replaced by debenture borrowing. This usually occurs within a year of the initial TBR being issued. Note capital TBR's are valid for 12 months from date of approval by the Minister of Municipal Affairs and Housing.

In September 2020 (just over a year ago), Council approved debt guarantee for the 2020/21 capital TBR needed by VWRM. Refer to RFD 049-2020 which went to Wolfville's November 2020 Council meeting. The projects noted with that borrowing were not all complete in 2020/21 and one still remains in progress. As such their 2020/21 TBR has not been replaced with a debenture. Further, that TBR is near the twelve month term its valid for and is due to expire January 11, 2022.

The VWRM Authority Board dealt with this matter at their November 17th meeting, approving a renewal of the soon to expire TBR. The process now requires each municipal partner to approve guarantees for their proportionate share of the VWRM borrowing. This needs to be done by end of December, with documents then being submitted to the province for Ministerial approval of the renewal. This RFD deals with this renewal process.

DRAFT MOTION:

That Council guarantees a share of the Valley Waste Resource Management Authority's TBR Renewal #20/21 Capital Projects (in the amount of \$670,920), with Wolfville's share being 8.24% or \$55,284 as per attached loan guarantee form.

REQUEST FOR DECISION 065-2021

Title: VWRM Debt Guarantee Renewal
Date: 2021-12-07
Department: Finance



1) CAO COMMENTS

The CAO supports the recommendations of staff.

2) LEGISLATIVE AUTHORITY

- Municipal Government Act - Section 88
- VWRM Intermunicipal Service Agreement (IMSA)

3) STAFF RECOMMENDATION

That Council approve the attached guarantee renewal requested by VWRM.

4) REFERENCES AND ATTACHMENTS

- Municipal guarantee renewal resolution provided by VWRM (attached)
- Copy of TBR Renewal resolution approved by Board at their November 17 meeting (attached)
- RFD 049-2020 (Wolfville Council, November 2020)

5) DISCUSSION

The requested resolution deals with previously approved VWRM budget (2020/21) as well as related TBR guarantee (Town RFD 049-2020). This is back before Council due to the pending 12-month expiry date on the original borrowing documents. The amount of guarantee is slightly less than a year ago due to revised timeframes for a couple of projects. One was carried over into the 2021/22 budget while another has been moved to fiscal 2022/23.

Similar to the Town's budget and borrowing process, the guarantee resolutions are a required part of the process which will allow VWRM to participate in a future debenture issue.

6) FINANCIAL IMPLICATIONS

There is no immediate budget impact to the Town as the capital program was already considered as part of the approval of for the VWRM 2020/21 Budget.

7) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

None provided for this report.

8) COMMUNICATION REQUIREMENTS

Once approved guarantee is signed, advise VWRM staff of Councils decision.

9) ALTERNATIVES

REQUEST FOR DECISION 065-2021

Title: VWRM Debt Guarantee Renewal

Date: 2021-12-07

Department: Finance



Not provide the guarantee. This option would require VWRM to seek a different mechanism to fund it's 2020/21 capital budget items. Since Council has already approved their budget, not providing the guarantee is not a practical option.

**VALLEY REGION SOLID WASTE-RESOURCE MANAGEMENT AUTHORITY
MUNICIPAL PARTNER GUARANTEE RESOLUTION
COUNCIL OF**

Guarantee Share Amount: _____ Purpose: _____

WHEREAS the Valley Region Solid Waste-Resource Management Authority (hereinafter referred to as the Authority) was incorporated on October 1, 2001 pursuant to Section 60 of the Municipal Government Act

WHEREAS the resolution adopted by the Authority on _____, of _____, _____ to borrow the aggregate principal amount of _____ Dollars (_____) for purpose of _____ was approved by the Minister of Municipal Affairs and Housing on _____, of _____, _____, for a period of twelve (12) months;

WHEREAS upon expiry of the twelve (12) month period of authorization by the Minister of Municipal Affairs and Housing, both the borrowing approval of the Authority and the associated guarantee of the municipality cease to be valid;

WHEREAS the Authority has deemed it necessary to request the Minister of Municipal Affairs and Housing extend by an additional twelve (12) months the portion of the original approved aggregate principal amount which was not borrowed for a sum not to exceed _____ Dollars (_____);

WHEREAS upon expiry of the twelve (12) month guarantee of the original approved borrowing, the Authority has requested the Council of the _____, a municipality that executed the instrument of incorporation of the Authority, to guarantee the extension of said borrowing by an additional twelve (12) months; and,

WHEREAS pursuant to Section 88 of the Municipal Government Act, no guarantee of a borrowing by a municipality shall have effect unless the Minister of Municipal Affairs and Housing has approved of the proposed borrowing or debenture and of the proposed guarantee;

BE IT THEREFORE RESOLVED

THAT the Council of the _____ does hereby approve the extension of the borrowing of the aggregate principal amount of _____ Dollars (_____) for an additional period of twelve (12) months;

THAT subject to the approval of the Minister of Municipal Affairs and Housing of the borrowing by the Authority and of the approval of the Minister of Municipal Affairs and Housing of the guarantee, the Council unconditionally guarantee repayment of _____ Dollars (_____) for the purpose set out above and for so long as the funds are outstanding; and

THAT upon the issue of the debentures, the Mayor and Chief Administrative Officer of the Municipality do sign the guarantee attached to each of the debentures and affix thereto the corporate seal of the Municipality.

THIS IS TO CERTIFY that the foregoing is a true copy of a resolution read and duly passed at a meeting of the Council of the _____ held on the _____ day of _____, 20____.

GIVEN under the hands of the Clerk and under the seal of the Municipality this _____ day of _____, 20____.

Clerk

**VALLEY REGION SOLID WASTE-RESOURCE MANAGEMENT AUTHORITY TEMPORARY
BORROWING RESOLUTION RENEWAL**

Amount: \$ 670,920

Capital Projects: Detailed in Schedule "B"
TBR Renewal 2020-21 Capital Projects

WHEREAS the Valley Region Solid Waste-Resource Management Authority (hereinafter referred to as the Authority) was incorporated on October 1, 2001 pursuant to Section 60 of the Municipal Government Act;

WHEREAS the Town of Berwick, the Town of Kentville, the Town of Middleton, the Town of Wolfville, the Town of Annapolis Royal, and the Municipality of the County of Kings entered into an inter-municipal services agreement pursuant to Section 60 of the Municipal Government Act;

WHEREAS the Authority pursuant to the inter-municipal agreement states that the body corporate shall be vested with the power to borrow money for the purpose of capital projects, the estimated amounts and descriptions of which are contained in Schedule "B";

WHEREAS any borrowing and/or entering into debt obligations of the municipal body corporate must be approved by the municipal units and the Municipal Guarantee percentages and amounts for each of the six municipal parties are attached at Schedule "A";

WHEREAS pursuant to Section 88 of the Municipal Government Act no money shall be borrowed by a municipality, village, committee by an inter-municipal agreement or service commission pursuant to this Act or another Act of the Legislature until the proposed borrowing and municipal guarantees have been approved by the Minister of Municipal Affairs and Housing;

WHEREAS pursuant to a resolution passed by the Authority on the 16th day of September, 2020, for a sum not exceeding Nine Hundred Forty-Five Thousand Dollars (\$ 945,000) and approved by the Minister of Municipal Affairs and Housing dated the 11th day of January, 2021, the Authority did postpone the issue of debentures; and,


WHEREAS the Authority has deemed it expedient that the period of borrowing be further extended;

BE IT THEREFORE RESOLVED

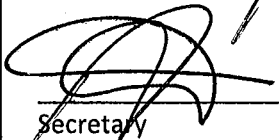
THAT subject to the approval of the Minister of Municipal Affairs and Housing, the authorized period of borrowing in an amount not exceeding Six Hundred seventy thousand, nine hundred twenty Dollars (\$ 670,920) be extended for a further period not to exceed Twelve (12) months from the date of the approval of the Minister of Municipal Affairs and Housing of this resolution.

THIS IS TO CERTIFY that the foregoing is a true copy of a resolution read and duly passed at a meeting of the Valley Region Solid Waste-Resource Management Authority held on the 17th day of November, 2021.

GIVEN under the hands of the Chair and the Secretary and under the seal of the Authority this 26th day of November, 2021.



Chair



Secretary



VALLEY REGION SOLID WASTE-RESOURCE MANAGEMENT AUTHORITY

TEMPORARY BORROWING RESOLUTION

Amount: \$ 670,920

Capital Projects: Detailed in Schedule "B"

SCHEDULE "A"

MUNICIPAL GUARANTEES

MUNICIPAL PARTNER	GUARANTEE PERCENTAGE	GUARANTEE AMOUNT
Municipality of the County of Kings	74.69%	\$501,110
Town of Kentville	9.99%	\$67,025
Town of Wolfville	8.24%	\$55,284
Town of Berwick	3.53%	\$23,683
Town of Middleton	2.51%	\$16,840
Town of Annapolis Royal	1.04%	\$6,978
Total Capital Requirements for Borrowing Resolution	100%	\$670,920

VALLEY REGION SOLD WASTE-RESOURCE MANAGEMENT AUTHORITY

TEMPORARY BORROWING RESOLUTION

Amount: \$ 670,920

Capital Projects: Detailed in Schedule "B"

SCHEDULE "B"
CAPITAL PROJECTS

		Estimates \$
Heading: Vehicles		
Item	Heavy Duty 4X4 Pickup Truck	45,530.00
Item		
Item		
Item		
Heading Sub Total:		45,530.00
Heading: Equipment		
Item	Wheel Loader	285,100.00
Item	Forklift	38,910.00
Item		
Item		
Heading Sub Total:		324,010.00
Heading: Site / Facilities		
Item	Automated Scale House Window	13,000.00
Item		
Item		
Item		
Heading Sub Total:		13,000.00
Heading: Various		
Item	Land for Future Expansion	238,000.00
Item	Video Surveillance Cameras	50,380.00
Item		
Item		
Heading Sub Total:		288,380.00
TOTAL REQUEST CONTAINED WITHIN THIS RESOLUTION		670,920.00

COMMITTEE UPDATE

Title: Valley Waste Resource Management
Date: December 7, 2021
Department: Committee of the Whole



UPDATE

The monthly Valley Waste Management Authority meeting took place on November 17th, 2021.

Highlights of that meeting included:

- **General Manager's Report:**

- Development of the 2022-23 budgets is underway.
- The Extended Producer Responsibility Act was tabled in the Provincial Legislature earlier this Fall as a Private Members Bill brought forward by Kings South MLA Keith Irving.
- Mobius Award was given to Kings County residents Karen Jenner and Jeff Carter for on-going efforts to clear garbage from beaches. Tap Root Farm in Port Williams also received an award.
- GM noted that 30% of waste in our waste management district is construction related and 10% textile.
- A temporary borrowing resolution approved an amount of \$670,920 to finance 2021/22 capital projects.
- A draft Procurement of Goods Policy was reviewed as was a draft CoVid-19 policy.

- **Enforcement Report:**

- 9 cases of illegal dumping, 4 cases of illegal burning.

- **Education and Social Media Reports:**

- For Waste Reduction Week in October the Reuse Centre was open for a one-day event and hosted a movie night at the Zedex Theater showing the movie "Just Eat It" a movie about food waste.
- Classroom presentations continue for grades P-5 including a new educational video about food waste.
- Fall Clean up now included cottage country – the third going directly to cottages rather than common cottage depot bins. This seems to be resulting in less uncollectable items.
- People are encouraged to mulch leaves on their own property or compose them on site.
- The VW social media group prepared an education page re "Creating a Circular Economy" and had the highest engagement for all similar VW social media.

Respectfully Submitted, December 2021

Mayor Donovan
Councillor Elliott

COMMITTEE UPDATE

Title: Kings Transit
Date: December 7, 2021
Department: KTA for Committee of the Whole



UPDATE

Both the Ridership and the Revenue have **increased** from the previous month approximately **17.98%**. We have also observed an increase when comparing Ridership and Revenue to 2020 numbers.

When looking at Ridership from 2020 we have seen an increase of **80.74%**, from a total of **64,688** riders in 2020 across our system to **116,920** in October of 2021. As expected our ridership has yet to recover to our 2017 levels, sitting at **54%** of our ridership in 2017, which was **214,430** riders accessed KTA's service compared to **116,920** riders in 2021.

Revenue for October has **increased** from \$41,578 in 2020 to \$50,772 in 2021, meaning an **increase** of **18.11%**.

Fuel prices remain higher than budgeted. **As of October 31st, 2021 Kings Transit is \$39,996.00 over budget.** In breaking it down further, Kings County is \$3,073.63 over budget, Annapolis is \$24,861.44 over budget and Digby County sits at \$12,060.93 over budget. This reason for this fuel was budgeted at \$0.73/L, when in actuality we are being charged \$0.94/L at the time of this meeting.

Core's fuel cost overages are not as high as we aren't running as many routes as we were pre-Covid.

A new position has been created, that will be occupied by Two (2) employees. One (1) is a Full-Time Floater which will be used to cover any and all shifts at any and all locations that KTA serves. This individual will also be One (1) of Two (2) Training & Development Coordinators. The second of the individuals being moved into this position will be a Full-Time Operator on the Core Route. Both of these employees will have their time divided with the Training & Development duties to ensure our employees are seen as professionals and receive proper post-incident and preventative follow-Up. Together these Two (2) will develop, maintain and progress the Training & Development of all operational employees, setting a higher standard of operations, and justifying a proposed tiered pay structure with a competitive increase over a 5-year period.

In regards to Bus Operators, I have opened the recruitment to individuals who do not meet the license qualifications. I have spoken to staff and we believe we can assist in getting the right person their license and air brake endorsements. For now, we are hiring those who can drive for us immediately after being hired, however training individuals without their license opens up an entirely new group of individuals that may be interested in applying.

The new Supervisor has been hired – and will be starting in December. This is a key role in the organization and will be of great assistance to the GM to really move some of his agendas forward. There is a new employee in the Customer Service role and her name is Topanga.

COMMITTEE UPDATE

Title: Kings Transit
Date: December 7, 2021
Department: KTA for Committee of the Whole



The board also discussed the Draft of the Covid Vaccination Policy – and this will come back to a future meeting after it has been vetted by legal.

We also discussed the Intermunicipal Service Agreement and what that would mean for the Board going forward. Further discussion will be held as things progress on this topic.

Respectfully Submitted,

Councillor Jodi MacKay

COMMITTEE UPDATE

Title: Kings Point to Point
Date: November 17, 2021
Department: Committee of the Whole – December 2021



- The meeting was held on November 17th at 5:15 pm. Deputy Mayor Proudfoot attended virtually.
- The setup is not good for attending virtually. Hearing and participating in discussion is not a good experience.
- In addition to this meeting, a facilitated session was held on November 4 from 4 to 7:30 in order to develop a business plan to submit for continued funding. Deputy Mayor Proudfoot attended in person.
- The manager's position is still vacant. Four interviews were booked for the coming days following the meeting.
- The main item of discussion in the meeting was the Municipality of Kings three-year agreement which is up for renewal.
- Next meeting is set for January 19th at 5:15 pm.
- There is a holiday gathering set for Saturday, December 4th.

Respectfully submitted
Deputy Mayor Proudfoot

COMMITTEE UPDATE

Title: Annapolis Valley Trails Coalition

Date: November 4, 2021

Department: Committee of the Whole



The last meeting of AVTC met in person at the Municipal building in Coldbrook. The next meeting is scheduled in person on January 20/22.

The Treasurer went over the latest financial statements, and revenue was up 10,000, (2,000 ahead of ahead of 2020.)

The chair, Beth gave a brief update regarding the MOU from County of Kings being finalized, and spoke of money received from CCTH (communities, culture, tourism, and heritage) for leaderships grants.

Beth discussed the desire to give council presentations on how and what the coalition does and the difference between the coalition and the trails society. Specifically, how they can support communities on the HMT. If there is a catastrophic event such as hurricane Dorian, they can provide trained staff for assistance. She has presented to County of Kings council and is hoping to present to more councils next year.

The raffle box was discussed which is a joint fundraiser between NS trail and the coalition. Also, QR codes are coming on the Trails.

Recruiting and maintaining volunteers has been an issue, and how do we increase that base in the future.

Rick (trails coordinator) gave a work plan update which included high priority items such as surfacing noting it has been hard to get contractors and grader operators. It was noted there are 63 actions on the list and 25 are presently complete. The medium priority such as removing invasive species has been an ongoing issue as some interfere with having to stop and clean the mower.

Finally, the Middleton Train Museum will be getting more components, such as; a turntable, caboose and box cars arriving soon.

Respectively submitted by:
Councillor Jennifer Ingham

COMMITTEE UPDATE

Title: Diversity Kings County Committee

Date: November 1, 2021

Department: Committee of the Whole



The last meeting of Diversity Kings was held in person on November 1, 2021. The next meeting will be held on December 6, 2021.

The audio campaign for Mi'kmaq awareness month was a success reaching an audience of approximately 36,000. (56% female and 44% male) 59% were in the 25-34 age group, while 22% were from 35-49, and 20% above 50-year age group. It would be beneficial if the campaign can be delivered through the year, not just in October.

Kenisha gave an update on the Strategy for Belonging, community members were open and honest with their feedback. Financial commitments to action development were discussed as well as promotion of equitable access of services to traditionally marginalized groups. Kenisha went over the origin for the Action plan for Equity and Diversity: A Strategy for belonging in the Municipality of Kings. It started in 2008 with joining the CCMARD(Canadian Coalition of Municipalities against racism & Discrimination.) In August 2020, Lightship Strategies guided the vision of the plan. On October 19, 2021 it was presented to council for approval.

The Needham Diversity summit was discussed, and committee members were encouraged to attend.

Brief Summary:

Needham is in Massachusetts and has a population of 32,000

This was the 10th annual summit.

The keynote speaker was very engaging and there were several takeaways for me.

Dr. Gary Baily, renowned clinical social worker and professor and assistant Dean for Community engagement and social justice for Simmons college. He has been consulting with Needham public schools for the last 2 years.

Interesting Points:

COMMITTEE UPDATE

Title: Diversity Kings County Committee

Date: November 1, 2021

Department: Committee of the Whole



*What do we do when people aren't watching, who am I when I don't have an audience? Being- lived experience, Historical, less on lived and more on living and observing. Finally Doing, what do we do with the knowledge?

*Racism didn't go away, it just changed during the pandemic. There is a disconnect, we hear, but don't listen. He said women will take 10 years to recover from the pandemic, black and brown people are on the bottom and are in jobs that pose the greatest risk, customer service, and public transport.

*Few are guilty, and all are responsible.

*Importance of vigilance and focus on the work. Cannot step away as things will never be done. (He gave the example of protecting people's right to vote) It's like planting a garden and not tending to it.

* Why are we always fighting the fights? As things are always changing.

* What is said and what is done. Watch how we model to children.

* Change happens when we are uncomfortable. Permanent curiosity.

* Complaining model: what can I do to change, knowledge, money, or my time? If I can offer any of those, then don't complain.

People can endure more if people care, so importance of your community support.

Other speakers included a state representative, Denise Garlick. – talked about the last 18 months and how the pandemic is beyond our families. Always broaden your focus, learn more, do more.

A High school student spoke about how she was able to convince her high school to change Columbus Day to Indigenous Day.

COMMITTEE UPDATE

Title: Diversity Kings County Committee

Date: November 1, 2021

Department: Committee of the Whole



Finally, Mayor Muttart personally thanked the committee for our commitment and hard work on the Action plan.

Respectively submitted by:

Councillor Jennifer Ingham