



Committee of the Whole

November 1, 2022

8:30 a.m.

Council Chambers, Town Hall

359 Main Street

Agenda

1. Approval of Agenda

2. Approval of Minutes

- a. Committee of the Whole Minutes, October 4, 2022
- b. Committee of the Whole In Camera Minutes, October 4, 2022
- c. Special Committee of the Whole Minutes, October 18, 2022

3. Presentations

- a. Farmers Market

4. Public Input / Question Period

PLEASE NOTE:

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

5. Committee Reports (Internal)

- a. Audit Committee – *(report to follow Meeting Oct 28)*



- b. RCMP Advisory Board
- c. Policing Services Review Committee

6. CAO Report

7. Staff Reports for Discussion

- a. RFD 068-2022: Red and Blue Crew Request
- b. RFD 066-2022: Extension of Council Committee Appointments
- c. IR017-2022: Tree Policy Workplan
- d. RFD 070-2022: Diversity Kings IMSA
- e. RFD 048-2022: REN IMSA
- f. IR016-2022: 2nd Quarter Financial Update (*report to follow-Meeting Oct 28*)
- g. IR015-2022 Quarterly (Q2) Attendance Report for Council

8. Committee Reports (External)

- a. Kings Point-to-Point (KPPT)
- b. Annapolis Valley Trails Coalition (AVTC)
- c. Wolfville Business Development Corporation (WBDC) (*verbal report*)
- d. Inter-Municipal Services Agreement for Valley Waste & Kings Transit (IMSA for VW & KTA)

9. Request for Agenda Item

- a. Crosswalk Flags (Councillor MacKay)

10. Public Input / Question Period

11. Adjournment to In-Camera Meeting under *section 22(2)(c)(g) Of the Municipal Government Act.*

- a. Personnel



b. Legal

12. Adjournment of In-Camera Meeting

13. Regular Meeting Reconvened

14. Motions from In-Camera Meeting

15. Regular Meeting Adjourned

COMMITTEE UPDATE

Title: POLICE (RCMP) ADVISORY BOARD

Date: Nov 1, 2022

Department: Committee of the Whole



This RCMP Advisory Committee met October 25. The last meeting was July 12, 2022.

1. Public Input, a presentation by Michael Jefferies, Chair of Deacons, Wolfville Baptist Church, informed the committee of an illegal eviction that had included a response from the RCMP. Mr. Jefferies expressed concern regarding the RCMP's role given the Tenancy Board's ruling.
2. Sgt. Michel Pelletier responded during Round Table discussion suggesting the tenants affected contact the RCMP directly to follow up on this matter.
3. The RCMP report highlighted:
 - a) success of the CFL game at Acadia,
 - b) coordinated efforts between Town, Acadia and RCMP during Home Coming that resulted in a much-improved event - also noted was the fact that many individuals who took part in street parties were not Acadia students or Wolfville residents.
 - c) traffic enforcement
 - d) increase in mental health situations
 - e) municipal bylaw infractions
 - f) overall Wolfville doing well with increased cooperation between Compliance and RCMP
4. CAO Beaudin provided a brief update on the Video Camera Pilot which has been operational for two months. Requests for additional cameras have been received from residents in other areas.

Next meeting date: December 13, 2022 at 10am.

Meeting adjourned at 10:28am

Respectfully submitted by:

Isabel Madeira-Voss

Deputy Mayor

COMMITTEE UPDATE

Title: Policing Review Committee

Date: November 1, 2022

Department: Committee of the Whole



Policing Review Committee

The Policing Review Committee met on October 21, 2022 to review the findings of the public consultation phase of the policing review workplan. The What We Heard Report and Slide deck are attached to this report for Council's information.

It was agreed by the Committee that they are now prepared to move onto the next step of the Review, which is to quantify the community needs and expectations related to policing services for Wolfville. This will help form the basis of the Call for Proposals, which will take place early in 2023. Concurrent to this there will be some limited additional consultation that we were not able to obtain during the initial consultation phase with youth in Wolfville.

Once the community needs and expectations piece is finalized by the Committee there will be a check in with Council. This will ensure Council is plugged in and on the same page with the Committee in moving forward in drafting the Call for Proposals (likely December COW or Council). Once Council has reviewed this information, there will be a town hall style engagement exercise and one final check in with stakeholders from Acadia (likely mid-December or early January).

The next meeting is scheduled for November 25, 2022.

Respectfully submitted,

Erin Beaudin



Policing Service Review – Engagement Phase June – November 2022

With five months of community engagement on the Policing Services Review complete, a clear picture of community wants, and needs is emerging because of the insights, experiences and opinions shared. The information presented in this report, although brief, should help guide and support the committee moving to the next stage in this process.

The data gathered to date is fairly extensive and the intent of this report is to provide members with a high-level overview to inspire both further questions and on-going dialogue.

Goals

The goals of our engagement cycle were set by the committee as follows:

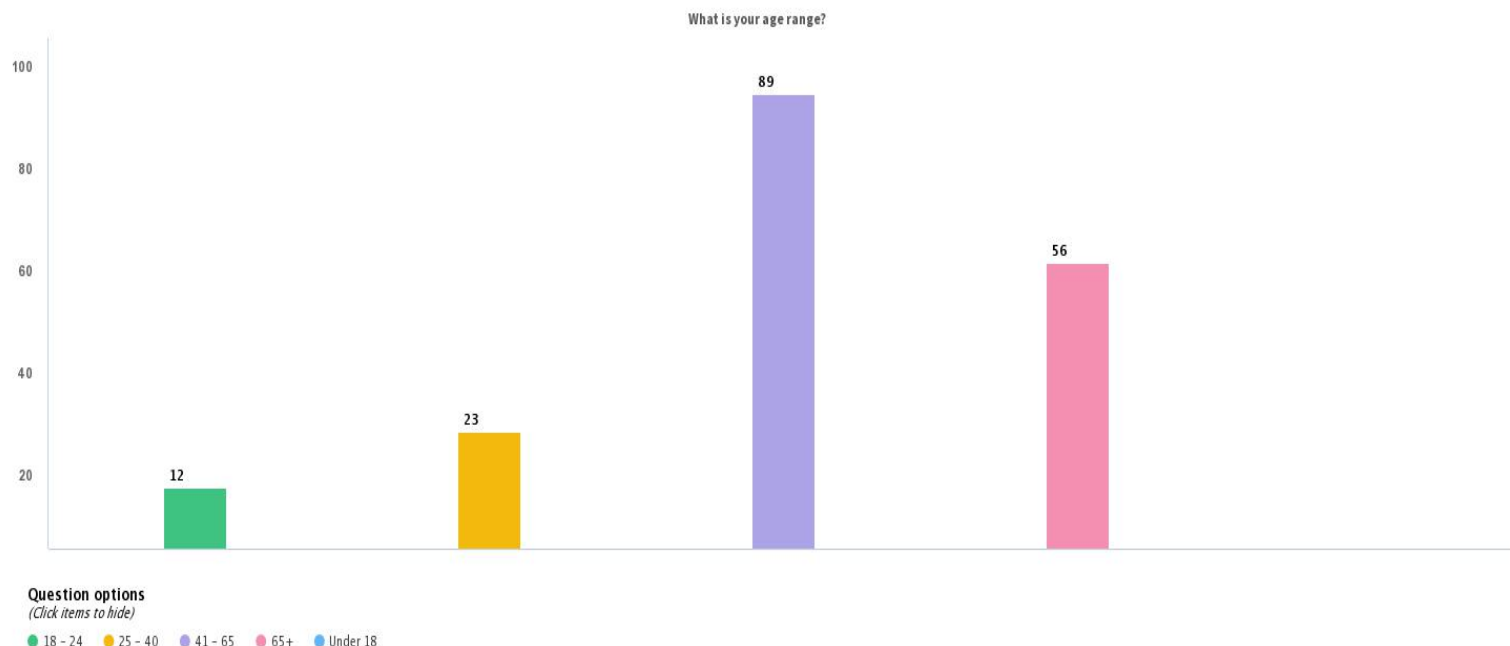
- To engage with Wolfville residents to collect insights, experiences, opinions, and data to support the Wolfville Policing Review Committee in their review of the current delivery of policing services for the Town.
- To collect insights, experiences, opinions, and data through both online data collection and in-person, facilitated engagement sessions.
- To deliver online data and engagement session results to the Committee for use in their review.

Process

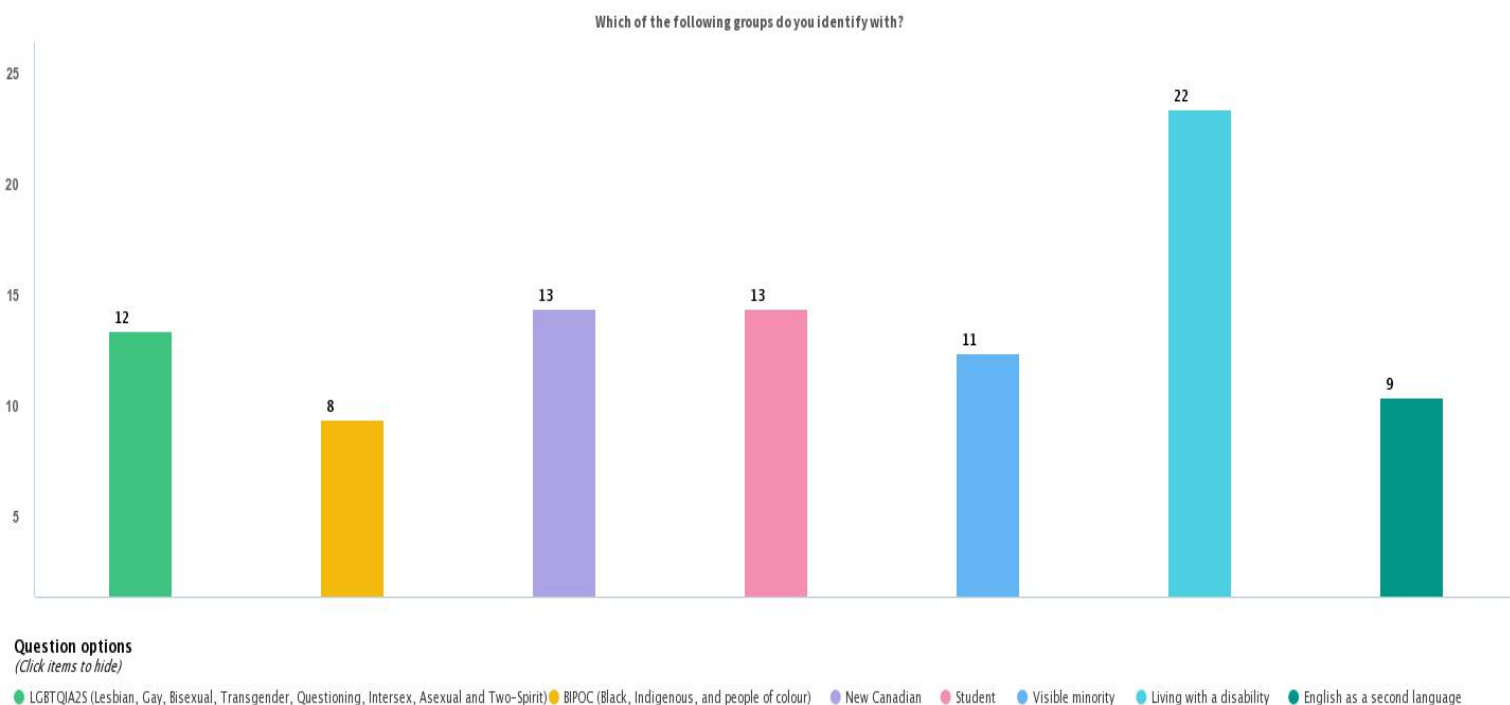
In June of 2022 our online data collection tool was launched through the Wolfville Blooms digital platform at <https://wolfvilleblooms.ca/wolfville-policing-review>. The collection tool was promoted through all Town of Wolfville communication channels including our website, social media, through electronic newsletters, the Grapevine, posters in Town kiosks, Town bills, at community events and direct communication with influencers in our community.

At this time, we have had 183 quality responses. The data collection took on average, 10 – 15 minutes to complete and provided demographic and narrative details.

Most respondents using the digital tool were 41 – 65 years of age.



Those who provided identifying details, shared the following:



The respondents who participated through Wolfville Blooms were asked to list what they thought the top three priorities should be for policing in Wolfville. This was completely left up to the respondents as no predetermined options were offered.

Six priorities were consistently mentioned:

- Road traffic and road safety
- Nuisance party enforcement
- Protection of property
- Protection of persons
- Community engagement – walking and talking the streets
- Addressing crimes against vulnerable populations

Connecting the on-line data collection with community pop-ups

The six priorities identified through the on-line data collection tool were then developed into an in-person engagement exercise that was offered on the Post Office lawn twice, and once at the Acadia Students' Union Building.



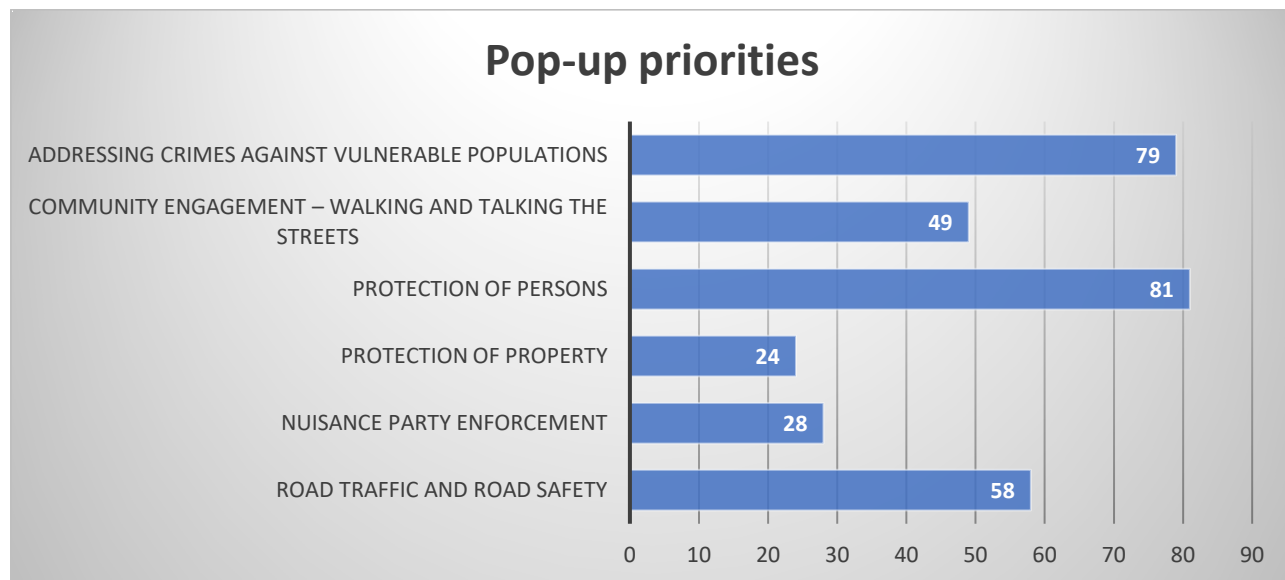
During the in-person pop-up engagement, community members were de-briefed on the engagement process, informed of the long-form opportunity on Wolfville Blooms and then they were invited to choose their top three priorities from the top six that had been identified.

There was also an opportunity to engage in dialogue, share stories and to provide additional feedback directly to staff. While over 100 people participated in the engagement exercises,

double that amount engaged in dialogue with staff, providing feedback, insights and experiences.

The location of these pop-ups delivered different trends in priorities.

The results of the pop-ups (combined) are as follows:



Each of these pop-ups provided good dialogue opportunities and something interesting that emerged thematically was a lack of willingness to participate in any kind of policing services review. The folks who declined this opportunity stated they would not participate because of a belief that policing would never change, or that policing was necessary so why bother. A number of community members who had negative interactions with the police indicated a complete lack of faith that anything could or would ever change.

Small-group engagement sessions and interviews

In addition to the pop-ups and the on-line data collection, small sessions and one-on-one interviews were held with Acadia Res Life, Acadia Safety and Security, L'Arche Homefires, The WBDC, and The Portal Youth Services.

Outreach to local schools did not result in any actual class visits being booked and the engagement sessions proposed with the Wolfville Afterschool Program Participants stalled while waiting for parental consent.

Themes

The conversation from the pop-ups, interviews and the narrative responses that were submitted through Wolfville Blooms covered several consistent themes. There are extensive notes and several Wolfville Blooms reports that cover the finer detail, but the following is

presented for the committee as a sense of what the local experience is and what our community might like to see as an alternative.

Thoughts on safety and security

Through Wolfville Blooms, 94% of respondents indicate they feel safe in Wolfville but there was a more divided response relating to whether the police made the community safe. Some comments reflected on a lack of enforcement or on a lack of presence by police making it difficult to determine their impact. Numerous respondents suggest Wolfville is a safe community because of classic small town community values.

As to the question around the police being effective at preventing crime, the responses were varied. Some noted a swift “no” while many considered the lack of major crime potentially because of the current provider. Some noted that prevention was not the job of the police, but more so enforcement after the fact. Still more suggested the on-going nuisance party behaviour was evidence of a lack of prevention.

Nuisance rather than crimes

Local crime is viewed as petty and often nuisance based. Thefts, damage to property and other disruptive behaviours are the issues that Wolfville experiences most often and this is almost always connected to the younger population, often assumed to be students, in the community.

There is no praise for current policing providers when it comes to the handling of nuisance issues. Overwhelmingly, stakeholders report feeling ignored, or merely tolerated when reporting concerns of this nature. Community members expect enforcement by police on these matters. Many suggest the consistent lack of enforcement is why the problem has never been resolved. This was consistently an area where stakeholders expressed anger when recounting experiences.

When large crowds shut down streets, enforcement needs to happen

There is a consistent concern with how the current policing provider deals with large gatherings that spill onto the streets. Many respondents view police simply watching the parties and failing to move the crowds along. This lack of action by enforcement professionals makes residents feel like their safety is not important. Watching police chatting with partygoers, while open alcohol is present, or observing cans and bottles being lobbed while police do nothing is something that residents in impacted neighbourhoods desperately want to see changed.

When residents call the police for help, they do expect for help to be provided. Many residents report negative interactions with dispatchers as well as concern over call response times.

Acadia needs to take more responsibility

It was frequently suggested that Acadia needs to take steps to deter the nuisance behaviour that occurs in the evenings and on the weekends.

Compliance officers can be just as effective – staff-up in that area

There was consistent, positive feedback for the work of the Town compliance staff. It was suggested in numerous responses and in interviews that compliance staff were building positive relationships, being visible, issuing tickets and helping to shut down nuisance parties before they grew to a size where streets and traffic were blocked.

Current policing providers are not seen to be doing foot patrols or building the personal relationships expected in a smaller community. Town staff are seen to be doing this.

Police have no relationships with the community - need to do walking/bike patrols

There is a feeling that the current policing provider does not support the development of community relationships due to the changing nature of staff and the broad areas that are covered. Many stories of personal relationships with past providers or with providers in other communities were used as a positive example of what could and should happen locally.

Business owners want to have relationships with providers. Consistently, stakeholders want to see foot or bike patrols and to be able to build relationships with providers.

Relationship building is also key with vulnerable populations who benefit from recognizing providers of services. When histories are known, empathy can be built.

Police are welcome and wanted in Wolfville, a detachment is both wanted and welcomed on the Main Street. Police are also welcome and wanted on the Acadia campus. The campus seems to be viewed as a separate entity by current providers and members of the Acadia community would like to see this change as a way to build relationships and trust.

When you ask for help, you expect help to be provided

It was common to receive comments during this process that relate to an overall lack of empathy, customer service or understanding of community needs when residents and stakeholders ask the current policing providers for assistance.

Going forward, ensuring providers act in an empathetic manner, listening, supporting those who feel they have been victimised and providing prompt responses should all be values and goals of a policing services provider. This is a community value and it is expected that community values will be mirrored by those acting in an enforcement role.

Gaps and Challenges

Some community members who were approached through the pop-ups saw little or no value in this engagement process. As suggested earlier in this report, some residents believed that things would never change. Some would not participate because they completely disagreed with the need for any policing, from any provider.

There was also a sense of limited options when it comes to who would or could actually provide policing in an affordable manner. Those who were more knowledgeable in this area often raised concerns of costs and capacity and then there were others who wanted to consider a more wholistic model of service delivery that included mental health supports and crisis workers – if only there were unlimited resources to provide for such services.

Again, those who had spent time building knowledge in this area were quick to note the need to tackle food and housing insecurity, and mental health concerns before spending one more cent on policing.

Beyond these potentially idealistic barriers to participation in the process, the Acadia community was very difficult to connect with and although we started our process in June, anticipating great participation in the fall, this just did not happen. We did not have the online engagement that staff expected and even having a link to Wolfville Blooms shared through the ASU presented unimagined barriers.

At this point, there is a gap when it comes to children, youth and our student community. As it is, those who have participated have clearly communicated their insights, experiences, and opinions as per the goal of this process.

Next Steps

All the information that was shared through this process was interesting and informative. It clearly illustrates the wants and needs of the community, including better enforcement of nuisance parties, adequate response times, foot and bike patrols, consistent officers who are known to the community, relationship building opportunities, empathetic and responsive support of those who seek assistance and more coverage of the Acadia campus.

These needs and priorities are not likely to change with additional engagement. What we heard was nothing new. More voices simply told the stories Town staff and Council are well acquainted with. In addition, what is being communicated by the community is reasonable and it should be achievable through priority setting with either our current or our future provider.

At this time, putting pen to paper, working with the values and priorities outlined would be a good next step. Once Council has reviewed this, it would make sense to book time with several Acadia communities and the ASU to ensure meeting the needs of our entire, diverse community. Once the targeted sessions are completed, a Town Hall-styled event to allow the community to endorse and validate the values and priorities would be an important step to take.



**Wolfville Policing Services Review –
Engagement Reporting
Barb Shaw**

Wolfville Policing Services Review - Engagement

The goals of our engagement cycle were set by the committee as follows:

- To engage with Wolfville residents to collect insights, experiences, opinions, and data to support the Wolfville Policing Review Committee in their review of the current delivery of policing services for the Town.
- To collect insights, experiences, opinions, and data through both online data collection and in-person, facilitated engagement sessions.
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QUESTIONS:

Demographics

- Age range?
- Which gender, if any, do you identify with?
- BIPOC/ LGBTQIA2S/New Canadian/Visible minority/Student/Are you living with a disability
- Tenant/Owner/On -Campus Residence/Living with family/No fixed address/supportive housing/visitor to Wolfville

Experience with police in Wolfville

- Have you had an interaction with the police in Wolfville in the last five years?
- What was the nature of that interaction? (complainant, accused, victim, other)



Community Safety

- Do you feel safe in Wolfville?
 - (If yes, why?) (If no, why?)
- Are there specific locations or times that you do not feel safe?
- Do you feel that the police are effective at making Wolfville a safe community?
- Do you feel the police are effective at preventing crimes?
- Thinking about public disturbances, do you think the police are the solution or that there are other, non-policing solutions that the Town should consider?

Police Presence

- What should be the top three priorities for police in Wolfville?
- What does community policing mean to you?

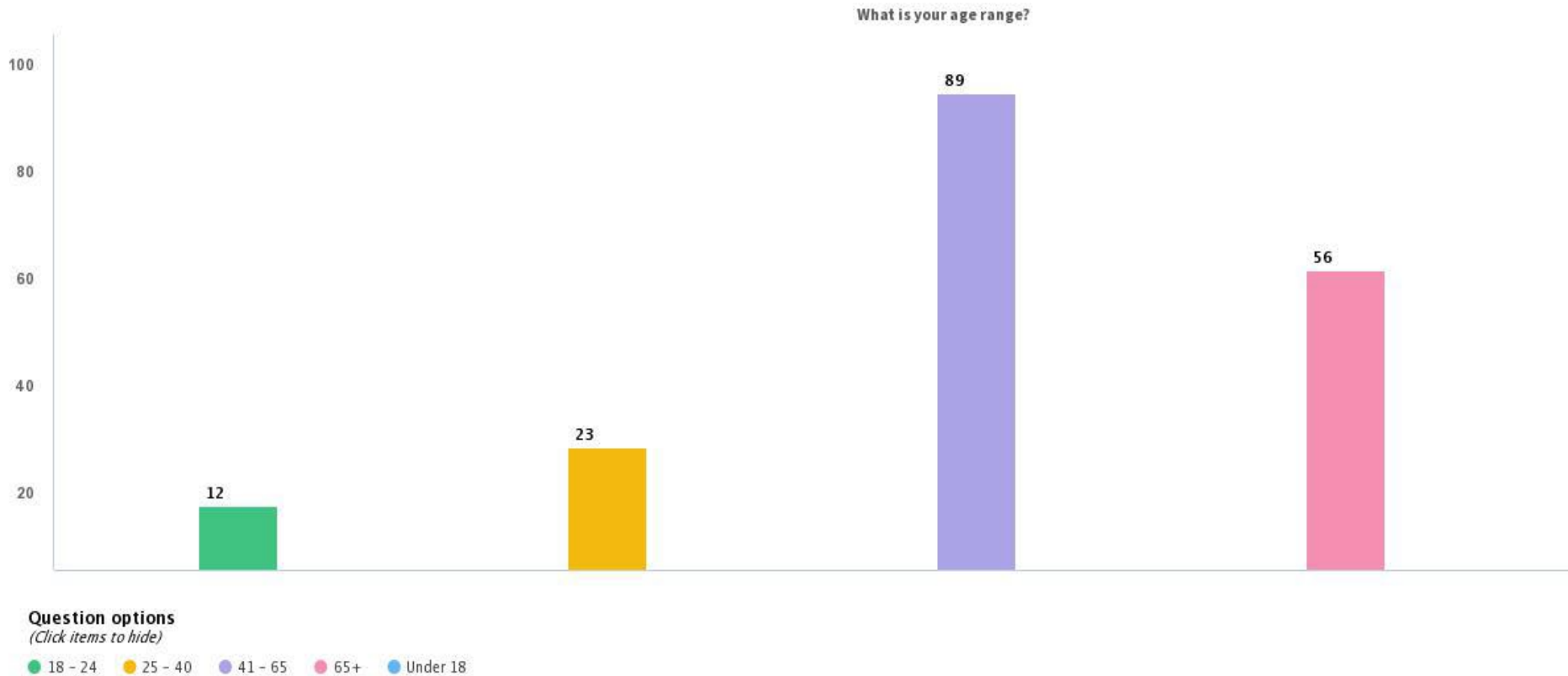
Additional comments

- Is there anything else you would like to share with the Wolfville Policing Review Committee?

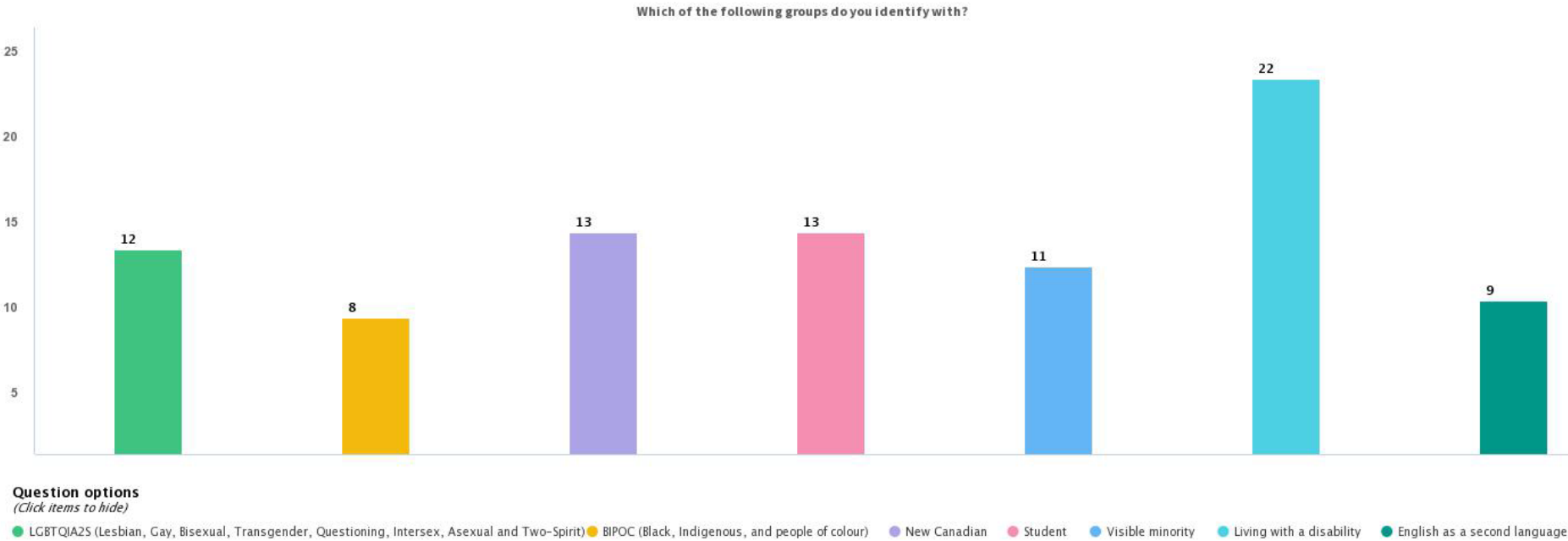
Wolfville Blooms



183 quality responses received.



How respondents identified:



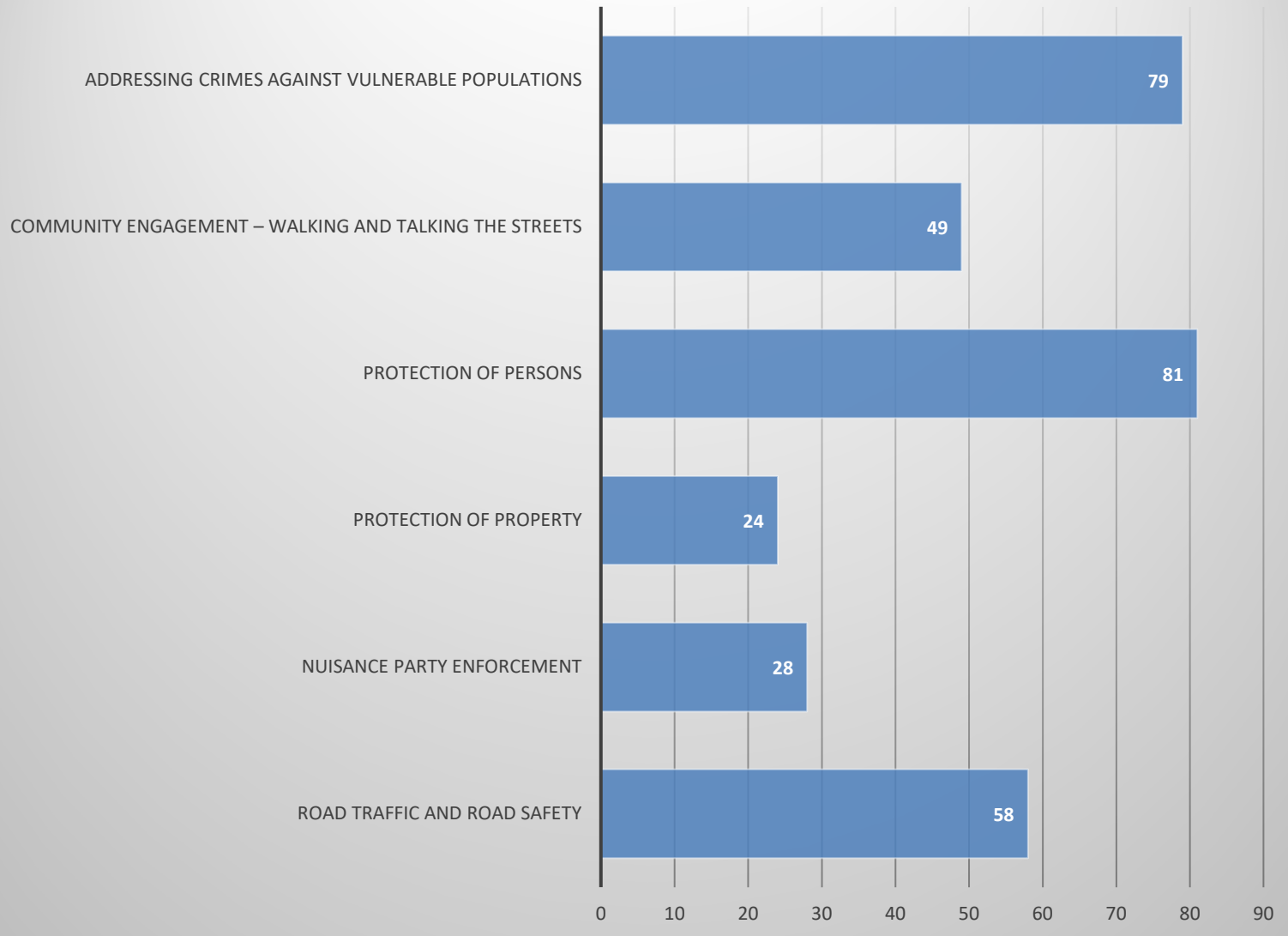
Priorities & Pop-ups



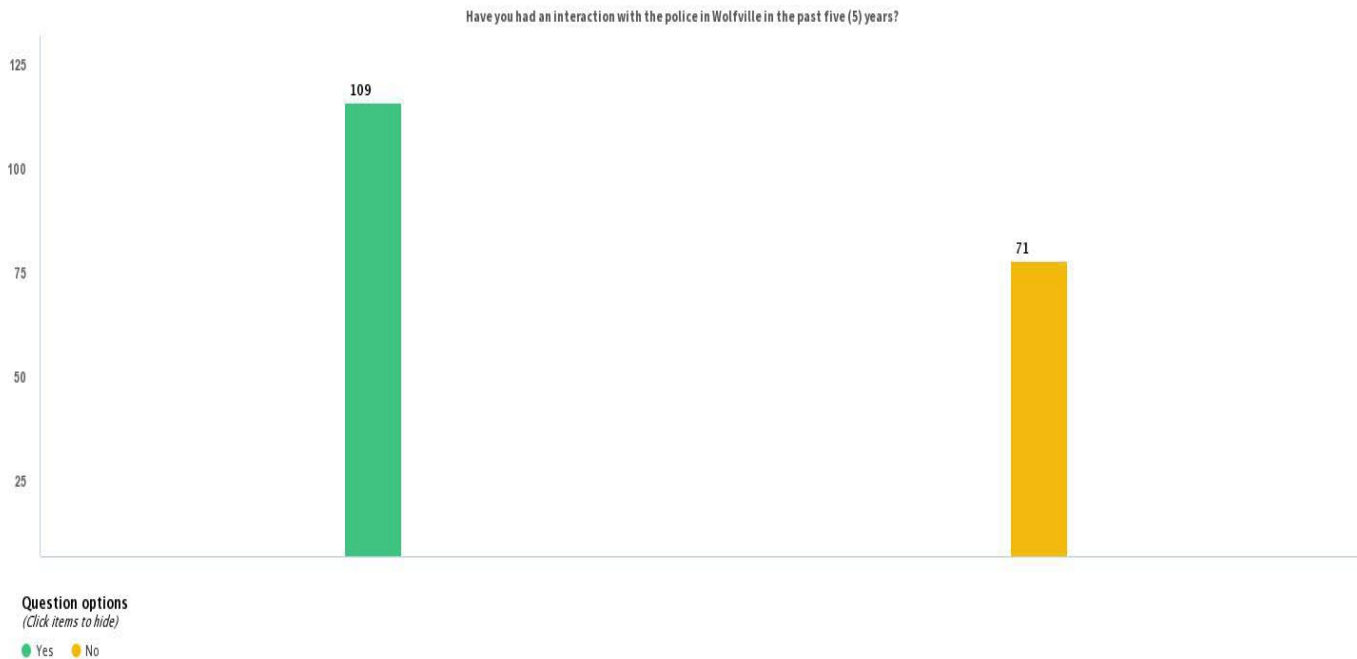
- Road traffic and road safety
- Nuisance party enforcement
- Protection of property
- Protection of persons
- Community engagement – walking and talking the streets
- Addressing crimes against vulnerable populations



Pop-up priorities



Police interactions:



- 94% feel safe in Wolfville.
- Do police make the community safe?
- Do the police effectively prevent crimes?

Additional interviews and small group sessions



- Acadia Res Life
- Acadia Safety and Security
- L'Arche Homefires
- The WBDC
- The Portal Youth Services.



Themes

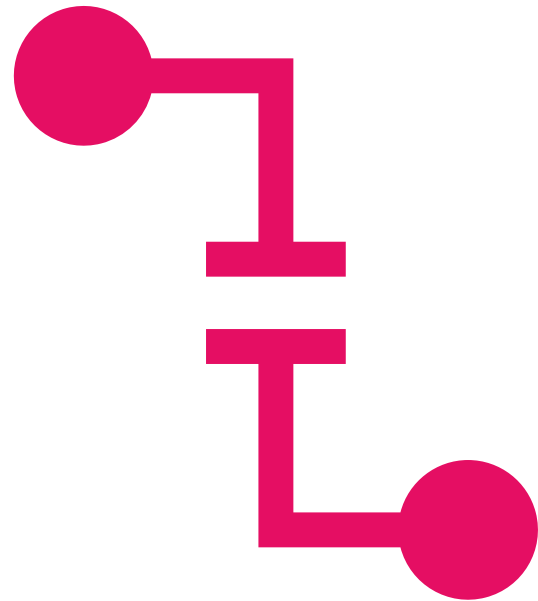


- Nuisance rather than crimes
- When large crowds shut down streets, enforcement needs to happen
- Acadia needs to take responsibility
- Compliance officers can be just as effective – staff-up in that area
- Police have no relationship with the community – foot and bike patrols
- When you ask for help, you expect for it to be provided

Gaps & Challenges



- Why folks did not participate
- Acadia community was hard to engage
- Children & youth



Community wants & needs



- better enforcement of nuisance parties
- adequate response times
- foot and bike patrols
- consistent officers who are known to the community
- relationship building opportunities
- empathetic and responsive support of those who seek assistance
- more coverage of the Acadia campus




Next steps



- Putting pen to paper
- Working with the values and priorities outlined
- Council review
- Present to several Acadia communities and the ASU to ensure meeting the needs of our entire, diverse community
- Once the targeted sessions are completed, a Town Hall-styled event to allow the community to endorse and validate the values and priorities



What we heard was nothing new. More voices told the stories Town staff and Council are well acquainted with. In addition, what is being communicated by the community is reasonable and it should be achievable through priority setting with either our current or our future provider.



Balance. That's what we're all looking for.
In our work. In our personal lives. And,
most of all, in the place we call home.

CAO REPORT

November 1, 2022

Department: Office of the CAO



Economic Prosperity * Social Equity * Climate Action * Community Wellness

Information Updates

Acadia HOCO 2022

Homecoming 2022 offered lots of great activities and the country music concert was well attended. Many thanks to Acadia and the Student's Union for putting together a weekend full of activities, it was great to see so much Acadia pride and many happy faces.

Some nuisance parties were identified on Homecoming weekend that violated the Nuisance Party Bylaw, those identified are being followed up on by the Compliance team.

Parks and Recreation

The recreation team ran a successful Try it in Wolfville - Drum Making Session on Oct. 2 in collaboration with Music in Communities. We are also working with Wolfville School to provide and coordinate youth programming throughout the school year, including Yoga, Music Programming, Morning Exercise Program (formerly AWAKE – Active Wolfville-Acadia Kids' Exercise).

Our recreation programmer promoted Wolfville parks, trails, and rec programs at the Acadia Wellness fair. The afternoon event, hosted at the Acadia SUB, provided an opportunity to connect with the Acadia community and to ensure they felt welcome in the Town.

Rec staff have now wrapped-up development of the new Trailblazers program. Trailblazers is an afterschool program for 8- to 11-year-olds that fosters an appreciation for nature and to help kids learn different outdoor skills. The program is mostly offered in the forest and the trails around Wolfville. Some of the topics and skills included fire making, shelter building, setting up a tent, environmental stewardship, wilderness first aid, navigation, and species identification.

Staff have started working on the plans for winter holiday celebrations for the Town and Robie Tufts is now decorated for Fall. Parks Staff have also completed repairs on the ramp at the Waterfront Park Gazebo.

Corporate Services & Finance

With due date now behind us, tax arrears are higher than the previous year. More than half the outstanding balance, as of Oct. 6, was owed by one customer owning multiple properties. Tax arrears will be discussed further at the October Audit Committee meeting, including any tax sale process applicable at that time.

A decision has been issued for one of four active FOIPOP applications. In summary:

- 2 decisions issued with applicants appeal period still active
- 1 file is under review with records in hand. Decision expected before end of October

CAO REPORT

November 1, 2022

Department: Office of the CAO



Economic Prosperity * Social Equity * Climate Action * Community Wellness

- 1 file, with over 1000 records to review, still on hold pending staff time to begin process in any level of detail

Legal presentations were made before the NS Supreme Court in relation to FOIPOP decision issued in a previous year. The Judge has reserved her decision at this time and it may be a couple of weeks to several months before we are made aware of the decision.

Staff continue to work on key budget data to prepare for the all-day Special Committee of the Whole meeting on Nov. 17 to formally kickstart the 2023/24 budget process. Yay budget!

Energy Smart Business Program

The Town is launching the “Energy Smart Business” program - a low and no-cost business-focused program that can reduce energy use at local businesses by up to 25%.

Staff have hired Thinkwell Shift using a grant received through ICLEI Canada’s Agents of Change program to carry out this work. This program will allow the Town to support our business community to make energy-saving changes to their brick-and-mortar locations which business owners will see reflected through energy bill savings.

Commercial energy use in the business sector contributes 21% of the overall Greenhouse Gas Emissions (GHGs) in Town. The business community was selected as the focus of this program because it is one of the four biggest sources of GHG emissions in Town, and Staff recognize both the desire to reduce GHG in this sector, as well as the support that is needed to do so. This program offers free training and energy walk through assessments to identify behaviours and/or low-cost energy upgrades that will result in energy savings.

The kick-off meeting was held during the WBDC Board of Directors meeting on Oct. 18 and all interested businesses can register their businesses online at <https://www.eventbrite.ca/e/get-2-zero-free-energy-saving-workshop-for-brick-and-mortar-business-tickets-381114923997?aff=odcleoeventsincollection>

The first virtual training session for businesses will occur on Nov. 15 at 12:30 pm.

Highland Ave Reconstruction

Progress is about one month behind the originally proposed schedule. The contractor will finish all Highland water services this season and we are currently advising residents of what to do to avoid temporary line freezing and who to call if there is a problem.

Wickwire Well Generator

A status update was requested again last week, but there is still no confirmed delivery date. The unit has been manufactured and is waiting in a holding area at the factory in the USA, waiting for a single computer chip.

CAO REPORT

November 1, 2022

Department: Office of the CAO



Economic Prosperity * Social Equity * Climate Action * Community Wellness

Wickwire Well

There has been a noticeable decrease of pH in the source water (more acidic) so the water chemistry is now more similar to what has historically been pumped from Cherry. Engineering and Public Works will be discussing with Colin Walker (CBCL), our hydrogeologist, to understand what it might mean.

The conservation advisory/directive remains in effect until Cherry is back up and running as we are still seeing evidence of overutilization

Cherry Lane Well

The pump's estimated ETA is Oct. 18. The new motor finally arrived Oct. 5 and is in our shop now. We are still waiting for a new backflow/foot valve, a new spool-type pitless adapter and we will be switching installation contractors after the new components arrive.

Spare Well Pump

Staff ordered a spare pump/motor from Trident/Xylem for a Franklin/Goulds combination. Pricing is slightly more expensive than the Grundfos equipment we ordered for the other two wells, but ETA is more favourable. Will be issuing a purchase order for this equipment before the end of this week. (ETA is 6-7 weeks from Guelph, ON).

Once Cherry Lane is back up and running, having this gear will mean we have a complete spare pump assembly on hand, and with the conversion of the well head at Cherry means installation will be more straightforward in the event of another pump failure.

Public Works Building

Construction (Phase 1) is proceeding according to schedule. Framing and electrical continue, HVAC work and drywall have begun. New window rough openings being cut this week. There have been several contemplated change orders so far and we are waiting for cost and schedule implications for each.

Salt Shed

The project is now complete and thankfully, Hurricane Fiona did not affect the new structure whatsoever. Extra paving aprons have been completed around foundation to divert water runoff and we have placed an order for 900 metric tons of salt - loads will start arriving soon.

Milling and Paving 2022

Chestnut and Wickwire still remain, along with smaller patching areas. Public Works is diligently working to complete service valve replacements before paving. We have done the approval for scope of work on Maple and communicated with Dexter. Public Works will coordinate the execution before winter.

Special election

A special election has been called to fill a vacancy on Town Council and Town Clerk, Laura Morrison, will be the returning officer. Barb Shaw will support her in the assistant's role. Nomination papers need to be

CAO REPORT

November 1, 2022

Department: Office of the CAO



Economic Prosperity * Social Equity * Climate Action * Community Wellness

filed by Nov. 15 and the election date has been set for Dec. 10. Staff are working as quickly as they can to get all the details sorted for online and in-person voting options. A page has been set-up on the website where information will be posted. The address is <https://wolfville.ca/town-hall/town-council/wolfville-special-election-2022>

Important Dates:

- Annual Pumpkin “Parade” – November 1st
- Night of Lights – November 26th (Note Correction from last update, moved to Saturday)
- Wolfville Glows – November 26th – December 23rd

REQUEST FOR DECISION 068-2022

Title: Red and Blue Crew Pilot Project

Date: 2022-10-20

Department: Parks and Recreation



SUMMARY

Red and Blue Crew Pilot Project

Community Harmony remains a much discussed and debated issue within the Town of Wolfville. It presents challenges along with incredible opportunity to both residents and students alike. Recent developments to Town bylaws around community harmony, along with elevated compliance oversight are helping to serve the community. However, in order to fully address the underlying issues that are preventing the increase in community harmony and making Wolfville an even more enjoyable community to live, work and play in, we must increase our understanding of what it means to be part of this community, and be accountable for all of our roles within it.

The Red and Blue Crew pilot project is a staffing framework that encourages front-line engagement while developing a peer-to-peer support program that integrates alcohol harms reduction, first responder and non-violent crisis intervention training, along with practical student development opportunities. The framework is intended to promote and encourage prosocial behaviours amongst students and within the community.

The goals and financial implications of the project as outlined in this RFD will allow piloting a fully supported student development program to educate and provide tools and resources for students to act and lead in complex and sometimes uncomfortable situations. The intention behind this initiative is to invest in student development with the understanding that we are looking towards improving the culture of substance use within our student population in ways that will serve our community and residents. The overarching goal is to allow people to feel safe, to be able to reach out for help when needed, and to assist in crisis.

Finally, the Red & Blue Crew program is set up to support students in Equity, Diversity, and Inclusion programming through a micro-grant leading program (small value easily accessible support for student to access funds to host EDI initiatives), as well as by investing in leadership development within the Acadia intramural program, which will allow students to give back to the community in roles such as coaching, refereeing and lifeguarding.

DRAFT MOTION:

THAT COUNCIL APPROVE, IN PRINCIPLE, THE TOWN'S PARTICIPATION IN A 4 YEAR PILOT PROJECT TO SUPPORT AND ESTABLISH THE ACADIA RED & BLUE CREW, WITH A COMMITMENT TO AN ANNUAL CONTRIBUTION IN THE AMOUNT OF \$25,000. THIS REQUEST WILL BE FORWARDED FOR BUDGET CONSIDERATION.

REQUEST FOR DECISION 068-2022

Title: Red and Blue Crew Pilot Project

Date: 2022-10-20

Department: Parks and Recreation



1) CAO COMMENTS

The CAO supports the recommendations of staff. From an MOU perspective, along with consideration of the recently finalized Alcohol Strategy, many of the deliverables meet the goals and objectives of the Town associated with our various community harmony files. The intention would be that the pilot would be administered by Acadia, with a project committee developed with representation from all four funding partners to provide oversight, guidance, and support.

2) LEGISLATIVE AUTHORITY

The Municipal Government Act Section 65A.

3) STAFF RECOMMENDATION

As per draft motion.

4) REFERENCES AND ATTACHMENTS

1. Red & Blue Crew PowerPoint (presented to Council Nov 1st, 2022)
2. Wolfville Community Alcohol Strategy Draft

5) DISCUSSION

In 2012, a student initiative started the Red and Blue Crew after an alcohol-related death of a student in 2011. It was modelled after a similar initiative called the Red Watch Band program coming out of Stony Brook University following the tragic death of a student due to alcohol poisoning. The mother of the student founded the program in the hopes of creating a community of students that would look out for each other, so that help could be provided to those who might need it when drinking. It is an alcohol based first aid training programme; Acadia University adopted this programme. However, the programme was not sustainable as there were competing pressures on limited resources and it was not able to grow into a permanent program.

Primarily, the Red & Blue Crew is set out to be a **peer-to-peer support network**, something our community has not yet established. The Red and Blue Crew works to promote safe, social, healthy relationships with alcohol by providing students in the Red and Blue Crew with tools that will allow them to recognize and take opportunities to **encourage others to have a healthy relationship with alcohol**. These students work to reduce the harms associated with alcohol, including over-intoxication, alcohol poisoning, hangovers and poor decision making – including unwanted damages to property, and death. These harms are addressed via crisis intervention and improving education and self-monitoring on alcohol consumption.

REQUEST FOR DECISION 068-2022

Title: Red and Blue Crew Pilot Project

Date: 2022-10-20

Department: Parks and Recreation



The Red and Blue Crew is an initiative that will build on community harmony, a key principle for the Town of Wolfville and a key principle that was set out within the Memorandum of Understanding (MOU) that was agreed upon and signed by Acadia University, the Acadia Students' Union, and the Town of Wolfville to create a stronger relationship between these parties.

The programming set out in this pilot project will include:

- Leadership Development
- Equity, Diversity, and Inclusion (EDI) funding in the form of micro grants
- Intramural Leadership Opportunities
- Student Employment through Co-Operative Education and part time job positions (including the hiring of Student Community Advisors, who will work in the community)
- Training for Non-Violent Crisis Intervention and alcohol and mental health first aid

The basis of this initiative will be to invite and encourage prosocial behaviours amongst students, aiding in the betterment of our community.

The goals of the Red & Blue Crew are set out as:

- **Relaunch** the Red and Blue Crew as an effective and ongoing, sustainable program.
- **Change the culture.** Alter university drinking culture into a more social and healthier norm of behaviour. We want a community where those who wish to consume alcohol can enjoy its positive effects without compromising the health, well-being, dignity, or safety of themselves or others.
- **Spread the message.** Grow this initiative throughout the Acadia campus community as well as the Town of Wolfville community, so that most students and residents are either Red and Blue Crew members or associated with at least one member.
- **Take care of each other.** Promote prosocial bystander intervention to the point where all students at Acadia University are watching each other's backs and willing to help one another while consuming and during alcohol-related incidents.
- **Assume leadership roles.** As advocates for stronger programming and education around EDI (granting), and as active community leaders in the provision of intramural and community sport and recreation programs.

In addition, after initial conversations with Acadia Staff, there is interest in incorporating a number of the Acadia values (as part of their Strategic plan) to help flesh out the final goals of the Red & Blue crew. These values include: Educating the Whole Student; Citizenship and Responsibility; Authentic Relationships with Community and Alumni.

These goals will help to ensure that the intention behind this initiative is met with understanding that we are looking towards changing the culture of substance use within our student population, creating

REQUEST FOR DECISION 068-2022

Title: Red and Blue Crew Pilot Project

Date: 2022-10-20

Department: Parks and Recreation



healthy relationships with drugs and alcohol in a way that will serve our community members to feel safe and to be able to reach out for help, to assist in crisis, and to be trained and educated to notice the signs of over-intoxication in their peers.

In terms of the financial components to this pilot program, an annual budgeted spend in the amount of \$180,000 has been proposed, of which the Town is being asked to contribute \$25,000 annually for 4 years. This covers full-time staff, Co-Op students, part-time students, EDI micro grants, intramural leadership development, and programing costs. Town staff have worked closely with the Acadia Alumni Association, who see great value in supporting this pilot. This funding, along with dollars from Acadia University and the ASU can make this a reality. In all cases, the request for funding approvals needs to flow through respective budget processes and the program would not officially begin until June of 2023, providing that all funding partners commit.

Please note: Acadia has requested a full Whitepaper to be drafted to outline all details related to all aspects of this pilot project. Including staffing, budget, outcomes and measurable, rational, oversight, etc. Town Staff have committed to having this done for December 1st, 2022. Once complete it will be made available to Council to assist in their decision making.

6) FINANCIAL IMPLICATIONS

The request for annual \$25,000 would be new to the Town's budget and any impact on tax rates. It represents approximately half of one cent on the tax rate. The request is for a four-year pilot project, and the goal would be for it to become sustainable at the end of the pilot (developing the model for sustainability would be an outcome of the pilot).

Given inflationary pressures in all areas of society it is possible the \$180,000 program budget would have to grow each year. It is also important for Council to understand the relative funding from each of the other partners who will be supporting this initiative and what the outcomes are if one of the other funding partners withdraws their support.

Referring this request to the budget process will allow time for further program details to be developed, and for Council to be able to balance this request with other budgetary pressures expected in the upcoming 2023/24 budget process.

For Councils reference staff have developed a draft annual budget for the pilot program and schedule of how the funding will support this pilot. **Draft annual budget:**

Full-time Coordinator – Benefits included	\$ 75,000
Co-op and p/t Student Employment	\$ 38,000
Train-the-Trainer (professional development)	\$ 7,500
Promotion	\$ 6,000

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Programming	\$ 6,500
Equipment	\$ 5,000
EDI micro grants	\$ 20,000
Intramural – Leadership Development	\$ 20,000
Total	\$ 178,000

Funding partners:

The following table outline funding partners and their respective asks over the 4-year pilot:

Acadia Alumni Association	\$100,000 (years 1-3) \$50,000 (year 4)
Acadia University	\$ 50,000 (years 1-3) \$ 100,00 (year 4)
Town of Wolfville	\$ 25,000 (years 1-4)
ASU	\$ 5,000 (years 1-4)
Total	\$180,000 per year over 4 years

7) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

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

- Draft Community Alcohol Strategy, the Red & Blue Crew connects well with the information provided in the Community Alcohol Strategy as a resolution to an ongoing issue.
- Community Wellness is a key consideration in the development of the Red & Blue Crew Project as it is a holistic approach to creating a more livable community.
- The Red & Blue Crew will aid in Economic Prosperity, it will increase community harmony and decrease harms and will create additional employment opportunities in Wolfville.

8) COMMUNICATION REQUIREMENTS

Communications will continue between key parties up until and after the launch of this project. Regular updates to Council will be a requirement.

9) ALTERNATIVES

1. Approve the Town's commitment without going through the budget process.
2. Approve at another level of funding.
3. Not approve participation in the program.

REQUEST FOR DECISION 066-2022

Title: Extension of Council Committee Appointments

Date: 2022-11-01

Department: Office of the CAO



SUMMARY

EXTENSION OF COUNCIL COMMITTEE APPOINTMENTS TO JAN 31, 2023

Council selects their committee appointments for each member on an annual basis in November. However, due to the special election taking place, it is recommended that Council members remain in their current committees until January 31, 2023, at which time the new Council member will have been elected and can be considered in the appointments.

DRAFT MOTION:

That Council approve that the Council Committee appointments remain status quo until January 31, 2023, as outlined in this RFD.

REQUEST FOR DECISION 066-2022

Title: Extension of Council Committee Appointments

Date: 2022-11-01

Department: Office of the CAO



1) CAO COMMENTS

Refer to staff recommendation below.

2) LEGISLATIVE AUTHORITY

- Policy 110-001 Committees

3) STAFF RECOMMENDATION

Staff recommend Council remain in their current committee positions until January 31, 2023 when the new Council member can be considered in the appointments.

4) REFERENCES AND ATTACHMENTS

- Policy 110-001 Committees

5) DISCUSSION

Typically, the Mayor and CAO meet to discuss Council Committee appointment recommendations to bring to Council in November of each year with a view to starting the new appointments in December. This year, due to the special election, it is recommended that the current appointments remain status quo until January 31, 2023, when the new Council member can be considered in the appointments for the coming year.

Interim appointments to cover the gaps left by the outgoing Council member were appointed last month and those would remain until January 2023 as well.

6) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

N/A

7) COMMUNICATION REQUIREMENTS

Committee members are currently posted on website.

8) ALTERNATIVES

Council can choose to make changes to committee appointments before January 2023.

INFORMATION REPORT

Title: Town Tree Policy – Work Plan
Date: 2022-11-01
Department: Planning & Economic Development



SUMMARY

Town Tree Policy – work plan

In July of 2022, Staff organized a ‘Town Tree Workshop’ attended by Council and several members of the community – most of those particularly interested in trees.

The workshop was led by Peter Duinker (see [here](#) for his bio). The general outline of that session was:

1. Urban forest values – why/how do we appreciate urban trees?
 - a. Trees as green infrastructure
2. Urban-forest planning – lessons from research and practice
 - a. Private Land versus Public Land
 - b. Challenges in improving/increasing urban tree populations
 - c. Recommendations for Small Towns
3. Roles for Councillors in urban-forest management
 - a. Examples of community involvement

Peter has been generous to meet with Staff since the July workshop and advise on next steps for a tree policy for the Town. This would be a practical guide to decision making on all things trees in the town.

This report provides an outline of next steps for Council to consider. This is a starting point. Additional work will be done on this and brought back in the form of a project charter in the winter (2023) during our budget deliberations.

INFORMATION REPORT

Title: Town Tree Policy – Work Plan
Date: 2022-11-01
Department: Planning & Economic Development



1) CAO COMMENTS

This report is for information purposes. A Project Charter would come forward as part of the budget process so this work can be budgeted and carried out as envisioned.

2) REFERENCES AND ATTACHMENTS

- [Municipal Planning Strategy](#)
- [Climate Action Plan](#)
- Previous (paper) tree inventories
- [Tree Canada](#) Grant programs

3) DISCUSSION

Context

There has been a desire to carry out tree work in the Town for a number of years. Previous Staff and under previous Mayor Bob Stead – a vision had been developed to have a Tree Arboretum in the Town – something one could experience as they walk through the Town where trees would be showcased.

Previous tree inventories have also been carried out (70s and early 2000s) and partnerships have existed with NSCC and others, including the successful planting of many trees in the Town.

Right now, we are planting 5-20 trees / year (it depends on the year – some in the right-of-way some in parks) with no set plan or direction on how this type of investment should be channeled. We are also doing some level of (mostly reactive) tree maintenance each year.

A tree policy process can provide us a vision and direction for this work and help to channel some type of investment in tree management.

Tree Policy (final product)

For Council's benefit a draft outline of the tree work is included here. This is an early outline based on discussions to-date. The project charter coming in the winter of 2023 will further refine this. A policy could cover:

- Introduction/Background
- Vision (similar to arboretum concept?)
 - Connection with people and education
- Why this work is important
- Scope of the work
 - New Trees
 - Right now we are proposing the focus would be on PUBLICLY OWNED trees (street trees and parks)

INFORMATION REPORT

Title: Town Tree Policy – Work Plan
Date: 2022-11-01
Department: Planning & Economic Development



- This would be supported by a tree opportunity study (plantable areas) that can identify where new trees can be located
- Existing Trees
 - Right now we are proposing the focus would be on PUBLICLY OWNED trees (street trees and parks)
 - Maintenance needs to be a focus of this work
 - This would be supported by a PUBLICLY OWNED tree inventory – streets and some parks
- Special Tree program
 - Something to recognize special trees in the Town
 - People could sponsor trees – 3rd party installed as part of New Plantings
 - Recognize old, large, and other special trees
 - Create a story around these (a map? walk? website)
- New Development, Capital Projects and Expectations
 - Standards for new development – Town capital projects, new roads by Developers, Parks, planting/landscape plans of new development. Examples:
 - When creating new or doing a major project (town re-doing a road) or when someone is disturbing the RoW and what do we expect?
 - Other regulatory recommendations

Proposed Timeline (draft – subject to change)

Immediate Term (now until March 31, 2023)

- Work on and have implemented additional tree planting, in partnership with Acadia University, as part of Highland Ave street reconstruction
- Bring forward where we are to Council for information
- Consult with other Staff, community members, other partners (NSCC, Acadia) and contractors who deal with trees in the town
- Explore grant opportunities
- Build a Project Charter to refine our approach and identify a budget to do inventory mapping, opportunity mapping and policy support.
- Have work approved in budget process

Medium Term (April 1, 2023 – Fall 2023)

- Conduct tree inventory and opportunity mapping (this needs to be done mid-June to Thanksgiving)

INFORMATION REPORT

Title: Town Tree Policy – Work Plan
Date: 2022-11-01
Department: Planning & Economic Development



- Work with partners on developing policy and plan
- Present draft plan to Council and relevant Committees
- Adopt Tree policy/plan for the Town
 - Discuss implementation and budget implications

It is anticipated that by early 2024, this work could be wrapped up and plugged into our budget and operations process.

4) FINANCIAL IMPLICATIONS

A project charter will better define a budget for this work and be presented as part of the budget process (winter 2023), along with a project charter. It is anticipated other budget implications would be inevitable as part of taking a closer look at our tree work in the town.

5) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

Strategic direction(s) from the 2021-2025 Strategic Plan:

- Climate Action
- Community Wellness

6) COMMUNICATION REQUIREMENTS

Key Message: Council and Staff are working on a tree policy for the Town and more information is forthcoming as we move forward.

7) FUTURE COUNCIL INVOLVEMENT

Council will see this work again – better defined – and be able to provide additional direction through the project charter in the winter of 2023 as part of the budget process.

REQUEST FOR DECISION 070-2022

Title: Diversity Kings IMSA

Date: 2022-11-01

Department: Office of the CAO



SUMMARY

Diversity Kings IMSA

At the February 15, 2022, Council meeting, Council passed the following motion related to a presentation and request made by the County of Kings to Wolfville at the February Committee of the Whole Meeting.

14-02-22 IT WAS REGULARLY MOVED AND SECONDED THAT COUNCIL INSTRUCTS THE CAO TO COLLABORATE WITH THE OTHER CAOS IN KINGS COUNTY IN THE PREPARATION OF A DRAFT DIVERSITY INTERMUNICIPAL SERVICES AGREEMENT.

Following this motion, Council approved the 2022-23 Operating Budget with dollars earmarked for the Diversity Kings IMSA and the CAO began discussions with the other CAO's in Kings County around the IMSA. This RFD is now in front of Council to provide the draft IMSA and associated Terms of Reference for the Joint Advisory Committee on Justice and Belonging (Inclusive Kings County).

DRAFT MOTIONS:

That Council authorize the Mayor and CAO to sign the attached Intermunicipal Services Agreement for Inclusive Kings County.

That Council approve the Terms of Reference for the Joint Advisory Committee on Justice and Belonging (Inclusive Kings County) as attached as Schedule A in the Intermunicipal Services Agreement.

That Council appoint Councillor Jennifer Ingham to the Joint Advisory Committee on Justice and Belonging (Inclusive Kings County) for a term ending on November 30, 2023.

REQUEST FOR DECISION 070-2022

Title: Diversity Kings IMSA

Date: 2022-11-01

Department: Office of the CAO



1) CAO COMMENTS

Refer to staff recommendation and discussion sections below.

2) LEGISLATIVE AUTHORITY

Section 60 of the *Municipal Government Act* provides for the delivery of municipal services on such terms and conditions as agreed to by the parties, and for the delegation of service delivery to a party to an Agreement.

3) STAFF RECOMMENDATION

Staff recommend that Council approve the three draft motions contained in this RFD.

4) REFERENCES AND ATTACHMENTS

1. Draft Inclusive Kings County Intermunicipal Services Agreement
2. A Strategy for Belonging Implementation Plan 2022-2025
3. Presentation from Brittany Mastroianni, Kings Region Diversity IMSA, February 2, 2022

5) DISCUSSION

Background

The Municipality of the County of Kings has been actively working on issues of inclusion and belonging for a number of years and have completed a strategy for their municipality entitled The Strategy for Belonging. Additionally, they have developed a regional committee, Diversity Kings, of which Wolfville is a part, which has brought together stakeholders from around the region to provide insight and feedback on key issues related to diversity and inclusion.

In February 2022, Brittany Mastroianni presented to Committee of the Whole with a request to consider entering into an IMSA focusing on diversity issues throughout Kings County. At the time it was envisioned that all four municipalities would be part of this initiative, with the Municipality of the County of Kings providing the service delivery on behalf of all partnering municipalities. The key outcomes of this work were intended to include:

- Wolfville-specific consultation and the creation of a focused list of actions specific to the Town to be added to the broad actions outlined in the Strategy for Belonging;
- Implementation of the Strategy for Belonging which would include but not be limited to reviewing and updating municipal bylaws, policies and programs using a diversity lens and the development of standardized HR policies including recruitment and retention procedures;
- Addressing and redressing systemic barrier to full participation in local government structures by historically excluded communities which would include but not be limited to forming

REQUEST FOR DECISION 070-2022

Title: Diversity Kings IMSA
Date: 2022-11-01
Department: Office of the CAO



actionable municipal responses and programming in response to Calls to Action of the Truth and Reconciliation Commission

Following the presentation, Council directed the CAO to work with the other CAO's in Kings County to draft an IMSA for Council's consideration and funding was placed in the 2022-23 Operating Budget in anticipation of Wolfville's participation in this initiative.

Draft IMSA and Inclusive Kings County Terms of Reference

Since February 2022, the Towns of Berwick and Kentville opted to not move forward in partnering on this initiative and the Municipality of the County of Kings regrouped and developed an IMSA for just the County and Wolfville. Under this IMSA the County would serve as the Host Unit and would provide all resources required to undertake the joint initiatives. Under the proposed IMSA, the County would develop a workplan and budget on an annual basis and would be accountable to an annual outcomes report.

Wolfville would be responsible for providing a municipal staff member to serve as a liaison between Diversity staff and the Town and would adopt the Terms of Reference for the Joint Advisory Committee on Justice and Belonging (Inclusive Kings County). Council would be responsible for appointing a member to represent them on this committee and to make nominations for citizen committee representation on Inclusive Kings County, which would be adopted by the Committee. The Inclusive Kings County Committee would replace the existing Diversity Kings Committee.

The IMSA is for a five-year term, after which it is renewable on an annual basis thereafter. Early withdrawal, while possible, still comes with the obligation for Wolfville to cover its share of the annualized costs provided in Schedules B and C of the IMSA, so in reality, if Council decides to join the IMSA Wolfville is committed for the next five years.

Considerations

Role of Accessibility Committee:

There has been some discussion around the role of municipal Accessibility Committees in relation to this initiative, as at least one of the municipalities that opted to not participate has indicated that their Accessibility Committee champions EDI work on their behalf.

In Wolfville, the recently adopted Accessibility Plan (which is provincially legislated) is broad and includes some limited actions related directly to Equity, Diversity, and Inclusion work. It would be envisioned that while this Committee would not lead the EDI work in Wolfville, they would be engaged as part of the consultation process and the Wolfville staff liaison for the project would ensure this Committee is kept apprised of the Inclusive Kings County work. The efforts of Inclusive Kings County

REQUEST FOR DECISION 070-2022

Title: Diversity Kings IMSA
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and the Wolfville Accessibility Committee should support each other and not be competing to deliver the same actions in isolation.

Partnerships with Acadia

Similarly, there has been some discussion on whether Wolfville could or should be served by partnering with Acadia on EDI initiatives through the re-negotiation of the MOU. Participating in the IMSA does not preclude this from happening. Strengthening our work with Acadia through this process will ensure that their priorities are captured in the Wolfville-specific actions in the Strategy for Belonging and participation in the IMSA will bring additional resources to the table to support both the Town and Acadia in their EDI endeavours.

Internal Resources

There has been some internal discussion at the staff level around the level of financial commitment of this request and if we could be served by managing the file on our own. At this point in time, our current staff complement is stretched thin, and we do not have trained Diversity specialists on staff. Wolfville could not hire our own staff person for the level of commitment being requested by Wolfville to participate in the IMSA. It is more beneficial for us to partner and benefit from the resources Kings County can provide. If at any time Wolfville is concerned about the level of service we are getting through the IMSA, there are mechanisms under the IMSA to bring these concerns forward.

Wolfville Committee Representative

As it is being recommended that all Council Committee appointments remain status quo until January 31, 2023, it is recommended that the current Diversity Kings representative, Councillor Jennifer Ingham, be the inaugural Councillor member on the Inclusive Kings County committee. It is recommended that Councillor Ingham hold this position until the Councillor appointments in November 2023.

6) FINANCIAL IMPLICATIONS

The IMSA provides for an initial prorated budget for the remainder of the 2022-23 Fiscal Year of \$85,915, of which Wolfville is responsible for covering \$15,933. The key focus of the remainder of this year is:

1. Hire Diversity Specialists (2)
2. Develop Committee Workplan for 23/24 per Implementation Plan
3. Develop engagement/consultation plan for Wolfville specific action items
4. Develop Staff work plans per Implementation Plan
5. Plan & celebrate African Heritage Month
6. Plan & celebrate International Women's Day

REQUEST FOR DECISION 070-2022

Title: Diversity Kings IMSA

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Starting in 2023-24, the annual budget will be \$199,196, of which Wolfville's share will be \$36,940 (19% of total budget). Any annual costs that exceed CPI can be challenged by Wolfville and will follow a resolution process as per the IMSA.

There is currently a \$30,000 allotment in the 2022-23 Operations Budget for Regional IMSA initiatives, which included Diversity and Climate Change work. A regional climate change IMSA will not be going ahead in this fiscal year leaving sufficient room to cover the \$15,933 that Wolfville will be responsible for. For future years, Wolfville will need to budget \$36,940 annually (with any CPI escalations) as our commitment to the IMSA.

7) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

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

- Social Equity
- Community Wellness

8) COMMUNICATION REQUIREMENTS

Information on this initiative will be shared on the Town's website and through social media as appropriate.

9) ALTERNATIVES

Council can opt to not participate in the IMSA as attached or can recommend changes to the draft IMSA to the Municipality of the County of Kings.

THIS INTERMUNICIPAL SERVICES AGREEMENT made in duplicate this ____ day of _____, 2022.

BETWEEN:

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

(hereafter, “Wolfville”)
(collectively the “parties”)

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 parties, and for the delegation of service delivery to a party to an Agreement;

WHEREAS the parties desire to form a Joint Advisory Committee on Justice and Belonging to assist in identifying and addressing where and how racism, discrimination, and exclusion are manifest in the County of Kings (Kings Region);

WHEREAS the parties reject racism and prejudice in every form and stand firm in their commitment to community;

WHEREAS the parties are committed to truth, reconciliation, and decolonization in practice, process, and policies;

WHEREAS racism and discrimination violate human rights and threaten the safety and wellbeing of communities; and

WHEREAS the parties hold a collective responsibility to acknowledge and confront racism, discrimination, and social exclusion;

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) **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;
- (b) **Diversity Staff** means the employee or employees of, or the contractors engaged by, the Host Unit with such employees or contractors being responsible for preparing annual work plans, timelines for deliverables, and for the provision of support services to the Joint Advisory Committee on Justice and Belonging;
- (c) **Fiscal Year** means the 12-month period beginning April 1 and ending March 31 of the following calendar year;
- (d) **Host Unit** means the Municipality of the County of Kings, who shall provide general management and administration of services described herein;
- (e) **Joint Advisory Committee on Justice and Belonging (JACJB)** means the committee enabled by municipal policy comprising elected officials and citizen appointees detailed in Schedule A with said schedule forming part of this Agreement;
- (f) **Kings Region** means the geographic County of Kings;
- (g) **MGA** means *Municipal Government Act*, S.N.S., 1998, c. 18, as amended; and
- (h) **Towards Equity & Diversity: A Strategy for Belonging in the Kings Region (Strategy)** means the plan for addressing and redressing discrimination of all kinds, with said plan to be supported by a report and recommendations specific to Wolfville, to be prepared pursuant to this Agreement.

EFFECT

2. The parties hereto agree that this Agreement shall come into effect as at the date of execution.

GOVERNANCE

Parties

The parties hereto agree as follows:

3. A municipality, village, or band council pursuant to the *Indian Act* (Canada) that is not party to this Agreement may become party to this Agreement with the unanimous consent of the current parties;
4. A JACJB will be constituted to advise on diversity, equity, inclusion, justice and belonging strategies, plans and initiatives, including, without limitation, the actions detailed in the Strategy;
5. Individuals will be nominated to the JAJCB in accordance with Schedule A hereto;
6. Diversity and inclusion-related policies, municipal legislation and regulations will be considered.
7. “Inclusive Kings County” will be used as the brand related to the Joint Advisory Committee on Justice and Belonging (JACJB).
8. **Kings** hereby agrees to serve as the Host Unit and:
 - 8.1 to procure goods and services in accordance with the *Public Procurement Act*, 2011, c. 12;
 - 8.2 to provide accounting services and reports to the Wolfville CAO and to JACJB on a semi-annual basis that are in accordance with the Canadian Generally Accepted Accounting Principles, including financial variance reports of actual year-to-date expenditure relative to budget, with provision of said services on a cost-recovery basis with said costs forming part of the budget;
 - 8.3 to convene at a minimum two meetings per fiscal year during which Kings Diversity staff will present to the parties on work plans, budgets, progress reports, outcome reports, and financial statements;
 - 8.4 to execute contracts, including, without limitation, equipment, facilities, personnel, and funding agreements with other orders of government, pursuant to an approved work plan;
 - 8.5 to develop and implement the Strategy, which contemplates plans and operations of the parties;
 - 8.6 to prepare an annual work plan;
 - 8.7 to prepare an annual budget per the requisites in the financial provisions herein;
 - 8.8 to develop and circulate an annual outcome report;

- 8.9 to recommend policy and standard operating procedures to JACJB and the parties;
and
- 8.10 to adopt Schedule A as a Municipal Policy.

Wolfville

- 9. Wolfville hereby agrees:
 - 9.1 to appoint a municipal staff member to serve as a liaison between Wolfville and the Diversity staff;
 - 9.2 to collaborate with the Diversity staff and the public to develop action items specific to Wolfville using the pillars and lenses contained in the Strategy;
 - 9.3 to recommend policy and procedure to JACJB and the parties; and
 - 9.4 to adopt Schedule A as a Wolfville Policy.

JACJB

- 10. The JACJB shall:
 - 10.1 serve in an advisory committee capacity to the parties and make joint recommendations regarding diversity, equity, inclusion, justice, and belonging to the respective Councils of the parties per section 24 MGA; and
 - 10.2 propose budget allocations and give input in the development of annual work plans.
- 11. Each member of the JACJB shall serve at the pleasure of the JACJB, and unless disqualified or removed, shall hold office until a successor is nominated by a party to this Agreement.
- 12. Notwithstanding provision 11 in the event of any vacancy that occurs with respect to a member, the JACJB shall appoint a replacement nominated by a party to this Agreement within eight weeks of receipt of such nomination(s).

PROGRAM ADMINISTRATION

- 13. This Agreement shall be administered in accordance with Part II MGA. The CAO of the Host Unit shall, without limitation, be responsible for the management of the Diversity Staff and administration of the diversity-related budgets and financial reporting.

14. The Program shall be administered in accordance with King's: Policy ADMIN-01-016: Administration of Standing and Advisory Committees of Council or any replacement policy.

TERM AND TERMINATION

15. The term shall commence on the date of execution of this Agreement and end on March 31, 2027 and shall continue year-over-year for each Fiscal Year (Term).
16. The parties hereto may elect to terminate this Agreement for any reason at any time on agreement of all parties hereto in writing, without liability, with sixty (60) days' written notice.
17. Wolfville may choose to terminate its participation in this Agreement prior to the end of the Term. Such early termination shall be subject to Wolfville paying its prorated share of annualized costs as set out in Schedules B and C hereto, calculated from the date of termination to end of Term, and remains responsible for its share of any liabilities incurred up to the date of the withdrawal and any severance, penalty or other costs necessarily incurred as a result of its withdrawal.
18. It is further agreed by the parties that should a party terminate its participation, the remaining party shall not be financially responsible for costs incurred by the party terminating its participation.
19. The parties agree to adhere to the values expressed in the Strategy. If either party believes that the other party is not upholding those values, the matter shall be referred to the JACJB for review and recommendation to the parties. If said recommendation is not forthcoming from the JACJB, or is not agreeable to the parties, the matter shall be administered in accordance with provision 31 of this Agreement.

FINANCIAL – OPERATIONS

20. Allocation of budgeted costs per Schedule B of this Agreement shall be made in accordance with Schedule C hereto, with said Schedules forming part of this Agreement.
21. The parties to this Agreement agree that service delivery shall have a regional focus; namely, program delivery at a county-wide level. The parties also recognize that the Towns of Berwick and Kentville wish to directly deliver diversity programming within their respective jurisdictions. In recognition of this service delivery model, the parties to this Agreement will scale financial participation accordingly, as detailed in Schedule C hereto.

22. The Host Unit shall invoice Wolfville 50% of its annual share at both the start and mid-point of each Fiscal Year.
23. The Host Unit shall prepare and submit annual budget allocations by December 31 of each Fiscal Year for presentation to Wolfville for review and approval by April 1 of the succeeding Fiscal Year. For the 2022-23 Fiscal Year, the budget shall be prorated per Schedules B and C.
24. The JACJB budget may be supplemented by acquisition of third-party funding.
25. In the event Wolfville objects to a change to the budget allocation or an increase that exceeds CPI, Wolfville may register its opposition and submit an alternative budget for consideration by the Host Unit. Should the Host Unit not agree with the alternative budget, Wolfville may refer the matter for resolution pursuant to provision 31 of this Agreement.
26. The budget shall be provided to the CAOs upon approval.
27. Budget overages will require prior approval of the Host Unit CAO.
28. Deficits incurred are to be added to the funding commitments assessed to the parties as due and payable in the first quarter of the succeeding Fiscal Year.

INSURANCE

29. In the event services are provided by a Host Unit employee, Wolfville shall be named as an additional insured on the Host Unit's general liability insurance policy in the amount of \$5,000,000.
30. In the event the Host Unit provides services through a third-party services contract, the contractor shall insure the Parties by policy in the amount of \$5,000,000 each.

DISPUTE RESOLUTION

31. Notwithstanding any other provision in this Agreement, any dispute that cannot be resolved shall be referred to mediation. Where a dispute remains unresolved by mediation, then any party 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.

NOTICE

32. 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 Kings
181 Coldbrook Village Park Drive
Coldbrook, NS B4R 1B9

CAO

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

APPLICABLE LAW

33. The law governing this Agreement and any action, matter or proceeding based upon or relating to this Agreement 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

34. The parties covenant and agree that the invalidity or unenforceability of any provision of this Agreement 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

35. No action by any party to this Agreement shall be construed as a waiver saving express written provision of such waiver, and this Agreement shall not be amended saving express written provision of such amendment by all parties hereto.

RELATIONSHIP OF PARTIES

36. The parties shall not be treated as partners or members of a joint venture for any purpose.

FURTHER ASSURANCES

37. 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

38. This Agreement may be executed by facsimile and in counterpart, and without limiting the foregoing, operates in accordance with the Term and Termination provisions herein.

TIME

39. Time shall in all respects be of the essence in the Agreement.

[remainder of page left intentionally blank; signature page follows]

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 KINGS

WITNESS

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Mayor

)
)
)

Chief Administrative Officer

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

TOWN OF WOLFVILLE

WITNESS

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Mayor

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Chief Administrative Officer

SCHEDULE A

JOINT ADVISORY COMMITTEE ON JUSTICE AND BELONGING (INCLUSIVE KINGS COUNTY) TERMS OF REFERENCE

1. Authority

These terms of reference (Terms) have been adopted as policy by the Municipality of the County of Kings and the Town of Wolfville (the Municipal Units) pursuant to ss. 24 and 47 *Municipal Government Act* (MGA) concurrent to the approval of the related Intermunicipal Services Agreement.

Inclusive Kings County serves as an advisory committee to the Municipal Units and is hereby provided with the authority to:

- 1.1 recommend policies, programs, and practices designed to eliminate racism, discrimination, and exclusion to the Councils;
- 1.2 monitor and report on the implementation and effects of the JACJB recommendations; and
- 1.3 provide input to the Councils in the areas of diversity, equity, inclusion, justice, and belonging including, but not limited to, the Strategy.

2. Purpose

Inclusive Kings County (Committee) shall:

- 2.1 assist with educating the public about where and how racism, discrimination, and exclusion are manifest in the Kings Region and Wolfville;
- 2.2 support adoption and implementation of Toward Equity and Diversity: A Strategy for Belonging in the Kings Region (the Strategy). This Strategy will be updated to reflect specific priorities and actions for the Town of Wolfville;
- 2.3 recommend policies, programs, and practices designed to eliminate racism, discrimination, and exclusion, to monitor the effects of recommendations, and to report on the Strategy;
- 2.4 contribute to activities contemplated by the Strategy;
- 2.5 advise the Councils on issues of diversity, inclusion, justice, and belonging; and
- 2.6 provide resources in the form of policies and advice to the Municipal Units.

3. Membership

3.1

Excluding Staff, Inclusive Kings County shall comprise a maximum of 10 members including:

3.1.1 Two members of the Municipal Council of the Municipality of the County of Kings. The Municipality of the County of Kings will also appoint alternates for these positions.

3.1.2 One member of the Council of the Town of Wolfville. The Town of Wolfville will also appoint an alternate for this position.

3.1.3 Seven citizen appointments who reside in the Kings Region comprising the following:

- One individual having moved to the Province of Nova Scotia in the previous five years;
- One African Nova Scotian, including African Canadians and those connected to a Historically Black Community;
- One Indigenous Person, including Inuit, Métis, and First Nations individuals;
- One young adult between the ages of 18 to 25, inclusive, at the time of appointment; and
- Three citizens at large, including those for whom English is an additional language, and those from gender-diverse and other equity-seeking groups.

3.1.4 Vacant positions may be filled from outside of the Kings Region if a suitable candidate is identified and recommended by the parties.

3.2 Selection of Members

3.2.1 The following Statement of Intent shall accompany all advertisements for membership on the Committee:

Our commitment is to be a diverse and inclusive organization representative of the communities we serve. We encourage applications from Indigenous Peoples, persons of African Descent, Nova Scotians connected to Historically Black Communities and other racially visible persons, persons living with disabilities, gender diverse persons, members of the S2LGBTQ+ Community, those for whom English is an additional language, youth, and members of other historically under-represented communities. While we recognize there can be an inherent difficulty doing so, if you are a member of an equity-seeking group, you are encouraged to self-identify in your application. Applicants throughout the Kings Region are encouraged to apply.

3.2.2 The Municipal Units shall nominate members to an inaugural Committee. The inaugural Committee is to approve membership to the Committee. Appointments thereafter to Inclusive Kings County shall be recommended by the parties to the Intermunicipal Services Agreement and approved by the Committee.

3.3 Membership Terms, Vacancies, and Remuneration

3.3.1 Two Municipal Councillors of the Municipality of the County of Kings shall serve one-year terms.

3.3.2 One Town Councillor of the Town of Wolfville shall serve a one-year term.

3.3.3 Any member of the Committee appointed as a member of the Councils who ceases to be a member of a Council shall also cease to be a member of the Committee.

3.3.4 Citizen representatives will serve two-year terms.

3.3.5 Any member of the Committee who meets the Committee composition requirements may apply for reappointment; there shall be no limit on the number of consecutive terms any member may serve on the Committee.

3.3.6 Any member of the Committee who, without leave of the Committee, is absent for three consecutive regular meetings of the Committee, ceases to be qualified to serve as a member of the Committee.

3.3.7 Vacant positions shall be filled as soon as reasonably possible, and the person appointed may serve the remainder of the term of the person replaced. Vacant citizen terms may be left as such only when the term becomes vacant less than six months from the scheduled end of the member's term.

3.3.8 Remuneration of citizen Committee members shall be in accordance with the Host Unit's policy on Committee Remuneration (Policy FIN-05-002, as may be amended from time to time).

3.4 Voting

3.4.1 Council and citizen members shall be considered voting members of the Committee.

3.4.2 Staff members and unappointed meeting attendees shall not have a vote.

4. Roles and Responsibilities

4.1 Committee members shall:

- 4.1.1 attend all Committee meetings;
 - 4.1.2 share information from the Committee with organizations or communities to which they belong;
 - 4.1.3 gather input and share with the Committee on relevant matters from organizations or communities to which they belong;
 - 4.1.4 work toward the priorities of the CCUNESCO Coalition of Inclusive Municipalities in a manner consistent with The Declaration to Join the Coalition of Inclusive Municipalities.
 - 4.1.5 represent the Committee at community functions as authorized by the Committee;
 - 4.1.6 report to the Committee with regard to any functions at which they have represented the Committee; and
 - 4.1.7 contribute to the implementation of the Strategy.
- 4.2 The Chair shall be:
- 4.2.1 elected from among the members of the Committee;
 - 4.2.2 responsible for:
 - ensuring the timely delivery of all Committee agendas and minutes;
 - serving as the Chair of meetings and ensuring that appropriate procedures are followed;
 - delivery of reports and recommendations to Councils (for the Municipality of the County of Kings, if the Chair is the Mayor, the other Member of Council may present the report and recommendations); and
 - serving as the representative of the Committee at official functions. This role may be delegated to the Vice Chair or other Committee members, as required.
- 4.3 The Vice Chair shall be:
- 4.3.1 selected by the Committee members;
 - 4.3.2 responsible for:
 - convening and conducting meetings if the Chair is not available, and informing the Chair in writing of the key items attended to at that meeting.
 - serving as the official representative of the Committee at official functions, when delegated by the Chair; and

- reporting to the Chair in writing with regard to representation at functions.

4.4 Staff Roles

4.4.1 Recording Secretary

A staff member of the Host Unit shall serve as the Recording Secretary for all meetings. Minutes of each meeting shall be recorded by the Secretary and shall capture all recommendations of the Committee.

4.4.2 In accordance with the Administration of the Standing Committees of Council Policy (ADMIN-01-016), the Senior Staff Member, with support from the Diversity staff shall, without limitation, be responsible for:

- creating content for committee meetings;
- gathering input or agenda content from Committee members;
- ensuring the activities of the Committee are communicated effectively to the community as needed; and
- preparing press releases and dissemination to target audiences.

5. Quorum & Decision Making

5.1 Quorum for the Committee shall be a simple majority of members inclusive of at least one Member of Council from the Municipality of the County of Kings.

5.2 Recommendations to the Councils shall require majority support by Committee members.

6. Reporting Guidelines

6.1 The Elected Officials representing the Municipal Units shall regularly report on the work of the Committee to their respective Councils.

6.2 The Committee shall deliver reports, as needed, to the Councils. Such reports may include matters related to community engagement and progress made on the Strategy.

7. Meetings

7.1 Meetings shall generally take place on the first Monday of each month. In the event the first Monday of a month is a holiday, the meeting shall be held on the following Wednesday. Additional meetings may be scheduled as needed.

7.2 Meetings will be held in accordance with Municipality of the County of Kings Council and Committee Videoconference Policy – ADMIN-01-022.

7.3 Subject to notice otherwise, meeting time is 6:00 – 8:00 p.m.

- 7.4 Subject to notice otherwise, meeting location is Municipal Complex in Coldbrook, Nova Scotia.
- 7.5 Any Committee meetings proposed to be closed to the public must be permitted by legislation.

DRAFT

SCHEDULE B
ANNUAL DIVERSITY IMSA BUDGET

			Annual		2022-23
Cost Share Items:			Cost		Fiscal Year
Program and Committee Support					
Strategy implementation			\$ 25,000		\$ 10,417
Strategy augmentation			5,000		5,000
Supplies			10,000		4,167
Events			4,000		1,667
Sub-total			44,000		21,250
Salaries & Benefits					
Manager of Community Development (prorated)		25%	24,370		
Diversity Specialists			100,734		
			125,104		52,127
Overhead Costs					
Training			3,366		
Information Technology			6,489		
Municipal Complex			14,016		
Office Supplies			1,272		
Human Resources			4,950		
			30,092		12,538
			\$ 199,196		\$ 85,915

SCHEDULE C

ANNUAL DIVERSITY IMSA BUDGET COST SHARING

Cost Share Items (see Schedule B)						
Programming budget	\$	44,000				
Position Related Costs		155,196				
*Total to Cost Share	\$	199,196				
Cost Share Calculation						
	Total	Kings	Wolfville		Berwick	Kentville
Equal Shares (30%)	\$	59,759	\$	14,940	\$	14,940
Population and Uniform Assessment (70%)		139,437		106,888		12,796
Total	\$	199,196	\$	121,828	\$	27,736
		61%		14%		10%
						15%
						100%
Rescaled to allocate Berwick and Kentville Shares						
	Total	Kings	Wolfville	Total		
Percentage of four units		61%	14%	75%		
Scaling of Berwick & Kentville		81%	19%	100%		
Original Share	\$	149,564	\$	121,828	\$	27,736
Scaled component of Berwick & Kentville		49,632		40,428		9,204
Total Party Shares	\$	199,196	\$	162,255	\$	36,940
					\$	199,196
* Annual Cost escalation shall not exceed the Consumer Price Index (Nova Scotia all components) on an December over December basis.						
** The Uniform Assessment (UA) component of this sharing formula shall be updated on an annual basis.						
Cost Allocation for the 2022-23 Fiscal Year (see Schedule B)						
	Total	Kings	Wolfville	Total		
Total	\$	85,915	\$	69,982	\$	15,933
					\$	85,915
Related Data:						
	**2022-23 UA	UA %	Pop	Pop %	Combined	
Kings	\$ 4,019,832,951	76%	47,918.00	77%	77%	
Wolfville	539,092,806	10%	5,057.00	8%	9%	
Berwick	166,548,788	3%	2,455.00	4%	4%	
Kentville	556,727,075	11%	6,630.00	11%	11%	
Total	\$ 5,282,201,620	100%	62,060.00	100%	100%	



MUNICIPALITY *of the*
COUNTY *of* KINGS

Toward Equity and Diversity
A Strategy for Belonging in the Municipality of the County of Kings
Implementation Plan 2022-2026



Demonstrating Leadership and Enhancing Representation (Internal Action)					
Action	2022	2023	2024	2025	2026
Commit to high-level pillars and policy direction of this plan within all land use, economic development, and human resource policies. Review of this plan within all planning activities and reviews as critical background document. Utilize the Strategy lenses for all Municipal decision-making and policy development.	<ul style="list-style-type: none"> Conduct survey of Municipal departments to assess policies to align with the Strategy. 	<ul style="list-style-type: none"> Incorporate Strategy framework as part of the template for the 'request for decision' to council. Amend and/or repeal relevant Municipal policies and by-laws. Create and adopt Land Acknowledgement Policy. 	<ul style="list-style-type: none"> Amend and/ or repeal relevant Municipal policies and by-laws. 	<ul style="list-style-type: none"> Amend and/or repeal relevant Municipal policies and by-laws. 	<ul style="list-style-type: none"> Generate high level Strategy evaluation and report. Host community information meeting to update community about the outcomes of the Strategy Action Plan. Gather feedback from community for consideration for future Action Plan.
Councillor Orientation Package.	<ul style="list-style-type: none"> Create Strategy orientation package for Municipal Council, inclusive of Strategy, and alignment framework. 	<ul style="list-style-type: none"> Host Strategy awareness refresher workshop for Municipal Council. 	<ul style="list-style-type: none"> New Council Strategy orientation and workshop. 	<ul style="list-style-type: none"> Generate best practices report from 2024 Municipal Council workshop. 	<ul style="list-style-type: none"> Host Strategy evaluation workshop with Municipal Council.
Recruit & Appoint Indigenous Persons to Diversity Committee.	<ul style="list-style-type: none"> Review and update Diversity Kings County Committee terms of reference. 	<ul style="list-style-type: none"> Collaborate with First Nations communities to establish "Indigenous talent pool" for Diversity Kings County committee and other opportunities. 	<ul style="list-style-type: none"> Establish and/or renew formal partnership with Band Councils. 	<ul style="list-style-type: none"> Create survey to evaluate committee member experience. 	<ul style="list-style-type: none"> Consider implementing committee member experience survey.



Demonstrating Leadership and Enhancing Representation (Internal Action) Cont'd					
Action	2022	2023	2024	2025	2026
Develop and execute the implementation of diversity Intermunicipal service agreement (IMSA).	<ul style="list-style-type: none"> • Draft IMSA Agreement. • Establish Budget & Terms of Reference for IMSA Committee. 	<ul style="list-style-type: none"> • Implement targeted work plan pursuant to IMSA. 	<ul style="list-style-type: none"> • Establish “Intermunicipal Inclusive Hiring Database,” with select access to other Municipal units and employers to increase employment of diverse candidates. • Implement targeted work plan pursuant to IMSA. 	<ul style="list-style-type: none"> • Cooperate with community to increase community engagement, public awareness of diversity IMSA. • Implement targeted work plan pursuant to IMSA. 	<ul style="list-style-type: none"> • Generate high-level report inclusive of diversity IMSA SWAT analysis. • Consult with all Municipal units that are apart of IMSA, and community to establish sustainable IMSA agreement for 2027-2031.
Development of an equitable and representative human resource and employment strategy.	<ul style="list-style-type: none"> • Conduct survey to evaluate Municipal hiring practices. • Develop recruitment and retention guide for a more equitable and inclusive hiring process. • Collect employee feedback anonymously (unless otherwise indicated) to improve HR systems, nurture belonging and inclusive culture. • Identify diversity benchmarks for staffing complement at the Municipality. • Establish framework and timeline to meet diversity benchmarks. 	<ul style="list-style-type: none"> • Introduce directors and managers to unconscious bias and inclusive leadership learning opportunities to prepare them to assist HR with execution of equitable and inclusive hiring process. • Create inclusive communication template for recruitment (screen-reader, gender neutral, non-binary, and diverse job boards). • Formally establish an inclusive orientation package. 	<ul style="list-style-type: none"> • Generate report from exit interviews, study systemic barriers that have been identified as retention challenges that could affect retention and inclusive culture. • Establish standardized inclusive framework and diverse hiring panel representative of three diverse communities for job interviews. • Create employee toolkit for inclusive workplace culture. 	<ul style="list-style-type: none"> • Amend and rename diversity management policy to human equity hiring policy. • Create Inclusive Workplace Policy. • Establish employee resource group to create informal social space to share workplace best practices and gather feedback for improvement to nurture and sustain inclusion. 	<ul style="list-style-type: none"> • Generate high level HR diversity and inclusion report. • Publish diversity report on Municipal website.



Demonstrating Leadership and Enhancing Representation (Internal Action)					
Action	2022	2023	2024	2025	2026
Complete a review of all Municipal committees to increase diverse representation and to promote equitable decision-making.	<ul style="list-style-type: none"> • Update committees' terms of reference. • Cooperate with community and civil society organizations to recruit diverse applicants. 	<ul style="list-style-type: none"> • Update committees' terms of reference. • Recruit diverse applicants for Municipal committees. 	<ul style="list-style-type: none"> • Cooperate with community to host select committee meetings in community. 	<ul style="list-style-type: none"> • Create member experience assessment framework to identify barriers, challenges, and ways to improve committees' operations and member experience. 	<ul style="list-style-type: none"> • Implement member experience assessment framework.
Establish budget for professional development around equity, diversity, and inclusion (EDI).	<ul style="list-style-type: none"> • Build awareness of Municipal staff and Council about budget for professional development around EDI and encourage enrollment. 	<ul style="list-style-type: none"> • Develop and offer asynchronous Strategy for Belonging awareness & implementation webinars for Municipal Council and Staff. • Conduct inclusive communication workshop (s) for all staff and Council. 	<ul style="list-style-type: none"> • Offer formal EDI training for at least 1-2 staff from each department annually. • Develop digital series regarding applicable laws and policies (example: human rights legislation and Charter of Rights and Freedom). 	<ul style="list-style-type: none"> • Conduct survey among Municipal staff to measure effectiveness of EDI training in delivery of Municipal services and programs. 	<ul style="list-style-type: none"> • Update training packages and offerings to meet the changing needs of community.
Develop a mentorship and capacity development program for Indigenous, African Nova Scotian, Black and 2SLGBTQIA+ youth.	<ul style="list-style-type: none"> • Cooperate with Indigenous, African Nova Scotian, Black and 2SLGBTQIA+ communities, and civil society organizations to establish culturally competent mentorship program. 	<ul style="list-style-type: none"> • Cooperate with Indigenous, African Nova Scotian, Black and 2SLGBTQIA+ communities to recruit youth for mentorship program. 	<ul style="list-style-type: none"> • Create evaluation framework for mentorship program. 	<ul style="list-style-type: none"> • Collaborate with Indigenous, African Nova Scotian, Black and 2SLGBTQIA+ communities to amend mentorship program based on findings from evaluation framework, current mentorship best practices and identified needs of respective communities. 	<ul style="list-style-type: none"> • Generate mentorship program report.



Demonstrating Leadership and Enhancing Representation (Internal Action) Cont'd					
Action	2022	2023	2024	2025	2026
Create staff exchanges with local band councils and dedicate support on a project-by-project basis for collaboration.	<ul style="list-style-type: none"> • Hold partnership meetings with First Nations communities to build trust, understanding, and strengthen relationship for more cohesive project partnerships and general collaborative work. 	<ul style="list-style-type: none"> • Cooperate with First Nations communities to update Memorandum of Understanding (MOU) among Municipality and Band Councils to regularly attend Band Council and Municipal meetings. 	<ul style="list-style-type: none"> • Identify funding to support collaborative projects with First Nations communities. 	<ul style="list-style-type: none"> • Continue collaborative projects with First Nations communities. 	<ul style="list-style-type: none"> • Generate high level report on collaborative projects, and recommendations for improvement for future projects.
Develop diverse liaison positions within staff to help navigate and communicate with communities.	<ul style="list-style-type: none"> • Package all Municipal programs and grants for community distribution. 	<ul style="list-style-type: none"> • Increase collaboration and visibility of Municipal programs and funding opportunities. 	<ul style="list-style-type: none"> • Establish measurement framework to assess reach, impact of Municipal services and programs. 	<ul style="list-style-type: none"> • Increase communication outputs and channels to intensify reach. 	<ul style="list-style-type: none"> • Generate report on community use of Municipal grants and services.



Economic Empowerment					
Action	2022	2023	2024	2025	2026
In collaboration with stakeholder organizations, develop a social entrepreneurship hub or innovation incubator opportunities for diverse business owners.	<ul style="list-style-type: none"> Cooperate with Diversity Kings County Committee, Valley Regional Enterprise Network and Annapolis Valley Chamber of Commerce to generate inventory of diverse businesses. 	<ul style="list-style-type: none"> Establish quarterly inclusive business incubator program within the Innovation Hub to highlight diverse businesses and products. Co-host business focused workshops with stakeholder organizations to build capacity of diverse business owners within the Kings Region. Spotlight diverse businesses at community festivals, other events, and Diversity Kings County Committee meetings to increase recognition and community support for diverse businesses. 	<ul style="list-style-type: none"> Review/amend procurement policy to make it more equitably responsive to all communities. Host inclusive business mentorship program. Work with Annapolis Valley Chamber of Commerce and Valley REN to co-create diverse business registry to strengthen connection, relationship, and revenue generation for diverse businesses. 	<ul style="list-style-type: none"> Conduct survey among entrepreneur hub/innovation incubator participants to assess effectiveness, and barriers for diverse business operators within Kings Region. 	<ul style="list-style-type: none"> Generate report on entrepreneur hub/innovation incubator program.



Economic Empowerment Cont'd					
Action	2022	2023	2024	2025	2026
Support the Provincial government, Mi'kmaq, African Nova Scotian, Black and 2SLGBTQIA+ communities as they develop an affordable housing response for the Kings Region by exploring opportunities for funding and land donations. <i>The Municipality will have a support role, as housing is Provincial authority.</i>	Pending the outcome of housing studies currently underway, specific supports or actions will be developed.				
Review procurement and consider the establishment of a social procurement policy that prioritizes diverse owned businesses. Establish evaluation criteria and definitions according to industry standards.	<ul style="list-style-type: none"> • Examine statutory authority. • Review and establish Social Procurement Policy. • Establish baseline. 	<ul style="list-style-type: none"> • Maintain baseline. 	<ul style="list-style-type: none"> • Maintain baseline. 	<ul style="list-style-type: none"> • Review baseline and amend, as necessary. 	<ul style="list-style-type: none"> • Implement amended baseline and policy.
Add equity, diversity, and inclusion component to tender or RFP process through development of evaluation criteria where permissible.	<ul style="list-style-type: none"> • Review options for impactful implementation in tandem with Social Procurement Policy 	<ul style="list-style-type: none"> • Promote Indigenous, African Nova Scotian, Black, 2SLGBTQIA+ businesses through wayfinding and tourism promotion materials. 	<ul style="list-style-type: none"> • Support registration for diverse business owners within third-party organizations as diverse-owned vendors through providing grants for fees for one year. 	<ul style="list-style-type: none"> • Explore opportunities for municipal partners to incorporate social procurement into their operations and procurement process. 	Evaluate inclusion, diversity, equity, and accessibility (IDEA) component to RFP and other equity programing and make adjustment as needed.



Truth, Awareness, and Advocacy					
Action	2022	2023	2024	2025	2026
Partner with Indigenous communities, Treaty Education, and other departments of government to provide and promote publicly available allyship education resources, training, and awareness that includes treaty education. Consider developing online seminar series or discussion platform.	<ul style="list-style-type: none"> Utilize Action Plan as a platform for broader community discussions and deeper engagement at the individual and public level through meetings and education sessions. 	<ul style="list-style-type: none"> Collaborate with diverse communities to advocate and support re-naming, replacing, or providing additional interpretation around assets and places managed by other levels of government or privately, that reflect racist and oppressive history (e.g., removal of offensive, violent and toxic namesakes such as Cornwallis and Belcher Street). Identify Municipal assets for a renaming project. 	<ul style="list-style-type: none"> Prioritize expressing Mi'kmaq and African Nova Scotian names and words on new Municipal developments. 	<ul style="list-style-type: none"> Review naming of Municipal assets such as street signs, water bodies, and other places to authentically reflect multiculturalism of the County. 	<ul style="list-style-type: none"> Implement Municipal assets renaming project.
Develop a Communication Strategy for creating accountability, which includes adding a page to the Municipal website; developing a platform for sharing/communicating or joining the conversation; and celebrating successes through mailing lists and social media updates.	<ul style="list-style-type: none"> Develop Friendship Accord and regular times for conversation with the Towns, County of Kings, Glooscap and Annapolis Valley First Nations to find ongoing opportunities for collaboration. 	<ul style="list-style-type: none"> Deepen communication pathways and strategy with Office of African Nova Scotian Affairs and the Mi'kmaq, and other distinct communities through designated 'district' style meetings and more regular two-way communication and promotion of events, employment opportunities, and news through existing channels. Develop and propose a Policy including meaningful mechanisms by which the Municipality can make actionable land and territorial acknowledgements addressing we are in Mi'kma'ki. 	<ul style="list-style-type: none"> Support early education about the history of the region through interpretation/storyboards/pamphlets located at playground sites throughout the County. 	<ul style="list-style-type: none"> Commit to a consultation Terms of Reference with Mi'kmaq communities that includes considerations for Traditional Knowledge and to support two-eyed seeing (Etuaptmumk in Mi'kmaq) and traditional ways of knowing within Municipal work. 	



Cultural Celebration & Reflection of Diversity					
Action	2022	2023	2024	2025	2026
Always gather around food for diversity meetings, engagement sessions, or events and utilize diverse food suppliers.	<ul style="list-style-type: none"> Consider reducing barriers to access for new food businesses such as food trucks to promote a multi-cultural food landscape within the Municipality. 	<ul style="list-style-type: none"> Consider dedicating space for a food truck program in new areas that do not have food services. 	<ul style="list-style-type: none"> Utilize diverse food suppliers for Municipal events. 	<ul style="list-style-type: none"> Encourage diverse food suppliers at recreation sites to promote diverse cultures. 	<ul style="list-style-type: none"> Develop Municipal social media assets about diverse cultures and food within Municipality.
Create an Elder-in-Residence program for use in Municipal programs, opening ceremonies, and to participate and provide guidance to Municipal operations.	<ul style="list-style-type: none"> Review town crier program. 	<ul style="list-style-type: none"> Partner with local schools and Indigenous communities to co-create Elder-in-Residence program to impart Indigenous ways of doing and advance the truth and reconciliation process. 	<ul style="list-style-type: none"> Implement Elder-in-Residence program. Incorporate elder-in program into Municipal Mi'kmaq History Month calendar events. 	<ul style="list-style-type: none"> Incorporate Elder-in-Residence program as part of Mi'kmaq History Month radio/public education campaign. 	<ul style="list-style-type: none"> Work with Indigenous community to review and amend Elder-in-Residence program.
Promote universal access to culture through an accessible event framework that includes guidelines on described events and interpreters.	<ul style="list-style-type: none"> Proclaim special days/periods of observance in Municipality. 	<ul style="list-style-type: none"> Consider visual support for communities such as rainbow flags and decals on municipal vehicles and education, or awareness campaign tailored to that action. 	<ul style="list-style-type: none"> Encourage the formation of a Kings Region newcomers' network to support newcomers, leverage differences for social and economic growth of Kings Region. 	<ul style="list-style-type: none"> Establish guideline for a diversity grant program specific to events. 	<ul style="list-style-type: none"> Implement diversity grant for NGOs/community projects that are advancing diversity and inclusion within the Kings Region.



Cultural Celebration & Reflection of Diversity Cont'd					
Action	2022	2023	2024	2025	2026
Develop a public art program in partnership with Towns, Indigenous, African Nova Scotian, Black and 2SLGBTQIA+ communities to express stories and places in the Municipality. Prioritize Mi'kmaw, African Nova Scotian, and diverse artists in the selection criteria.	<ul style="list-style-type: none"> • Poll community via social media/online survey about stories and places to be prioritized for public art program. 	<ul style="list-style-type: none"> • Collaborate with Indigenous, African Nova Scotian, Black and 2SLGBTQIA+ communities to review selections for public art program; and identifying diverse artists. 	<ul style="list-style-type: none"> • Consult with diverse artists to gather costing for public art program. 	<ul style="list-style-type: none"> • Work with towns and villages to identify funding for public art program. 	<ul style="list-style-type: none"> • Implement public art program in partnership with towns, villages, Indigenous, African Nova Scotian, Black and 2SLGBTQIA+ communities and local artists in recognition of diverse communities and material culture of the Kings Region.
Acquire representative photography of the region by diverse photographers for illustrating this plan, as well as other corporate communications.	<ul style="list-style-type: none"> • Co-create a Municipal Interpretation and Commemoration Framework with community. 	<ul style="list-style-type: none"> • Work with tourism partners to recognize and celebrate diverse communities and various cultural heritage locations and sites in promotions and tourism mapping. • Host forums in recognition of diverse communities. 	<ul style="list-style-type: none"> • Cooperate with Town and villages to install street banners with Strategy lenses and pillars on high traffic streets within Kings Region. • Host forums in honour of diverse communities. 	<ul style="list-style-type: none"> • Implement photography /commemoration framework to increase representation. • Host forums in recognition of diverse communities. 	<ul style="list-style-type: none"> • Review and amend photography /commemoration framework.



Creating Safe Spaces, Land & Built Environments					
Action	2022	2023	2024	2025	2026
Explore opportunities to create a walking 'buddy' system for Active Transportation routes in the county.	<ul style="list-style-type: none"> • Work with recreation team to develop walking 'buddy' system for Active Transportation routes. 	<ul style="list-style-type: none"> • Develop funding criteria for Municipal contributions to facilities or projects that include requirements for gender inclusive washroom facilities. 	<ul style="list-style-type: none"> • Implement walking 'buddy' system for Active Transportation routes. • Collaborate with police service and enforcement providers to create more equitable and safe communities. 	<ul style="list-style-type: none"> • Work with community groups and civil society organizations to promote walking 'buddy' system for Active Transportation routes. • Review and adjust walking 'buddy' system for Active Transportation routes. 	<ul style="list-style-type: none"> • Implement changes to walking 'buddy' system.
Develop a park, mural, or garden in a high traffic area as a memorial to Missing and Murdered Indigenous Women and Girls and Two-spirit people (MMIWG2S).	<ul style="list-style-type: none"> • Re-introduce community to memorial project in honour of MMIWG2S, during National Day of Awareness for MMIWG2S and Mi'kmaq History Month events. 	<ul style="list-style-type: none"> • Collaborate with Indigenous communities to identify preferred commemorative framework in honour of MMIWG2S. 	<ul style="list-style-type: none"> • Identify and allocate grant funding to implement MMIWG2S' commemorative project. 	<ul style="list-style-type: none"> • Implement MMIWG2S' commemorative project. 	<ul style="list-style-type: none"> • Collaborate with Indigenous communities to host vigil to commemorate National Day of Awareness for Missing and Murdered Indigenous Women and Girls and Two-Spirit People.
Improve access to community spaces through a comprehensive review of facilities and booking system.	<ul style="list-style-type: none"> • Review of equitable fee structure, and reduction of economic barriers to public transit for events. 	<ul style="list-style-type: none"> • Increase access to free Wi-Fi via "connect to innovate" Municipal project, to reduce inequities and access to Municipal services and programs. 	<ul style="list-style-type: none"> • Work with IT department and recreation to establish booking portal for community spaces. 	<ul style="list-style-type: none"> • Outline requirements for community engagement and archaeology in areas of significance. 	<ul style="list-style-type: none"> • Support the development of a fully accessible playground within the Municipality. Co-design with community to determine a desired location and appropriate equipment.



Creating Safe Spaces, Land & Built Environments Cont'd					
Action	2022	2023	2024	2025	2026
Create opportunity to manage a vacant agricultural lands database and pair community members with lands to pursue farming prospects.	<ul style="list-style-type: none"> Identify Municipal lands for potential farming project. 	<ul style="list-style-type: none"> Cooperate with community and civil society organizations to identify folks interested in farming project. 	<ul style="list-style-type: none"> Work to create a cultural resource assessment framework for new developments in the Municipality. 	<ul style="list-style-type: none"> Collaborate with Indigenous communities to develop a Reconciliation Garden that includes medicinal plants and interpretations. 	<ul style="list-style-type: none"> Review vacant land assets and consider transferring to Mi'kmaq communities as an act of Reconciliation.

Access & Equitable Service Delivery					
Action	2022	2023	2024	2025	2026
Explore opportunities to develop a 'system navigator' position at the Municipality.	<ul style="list-style-type: none"> Consider providing additional support to grant applicants by providing a contact person to give advice and provide support on applications or debrief those who applied to improve their applications. 	<ul style="list-style-type: none"> Review scholarship program and evaluation criteria to ensure they are accessible to all communities. Consider designating a percentage of the scholarships to reach Mi'kmaq, African Nova Scotian, Black and 2SLGBTQIA+ Youth. Consider adjusting the grant program to reduce administrative burden for small grants. 	<ul style="list-style-type: none"> Adjust grant policy to include diversity criteria in the evaluation of applications. Consider ownership, leadership, employees, geography, and training investments when establishing criteria. 	<ul style="list-style-type: none"> Launch system navigator pilot project. 	<ul style="list-style-type: none"> Evaluate and strengthen system navigator project framework.



Access & Equitable Service Delivery Cont'd					
Action	2022	2023	2024	2025	2026
Consider culturally relevant and targeted recreation projects or programs, co-developed with the communities they are intended to serve. Consider cost-sharing of activities and resources for Indigenous, African Nova Scotian, Black and 2SLGBTQIA+ Youth.	<ul style="list-style-type: none"> Cooperate with community and recreation team to prioritise culturally competent recreation programs for diverse communities. 	<ul style="list-style-type: none"> Implement culturally competent recreation program. Explore opportunities for Kings Transit to engage more closely with the communities it serves. 	<ul style="list-style-type: none"> Work with Canada Post, real estate community and educational institutions to develop and distribute welcome packages for newcomers and new residents of the County that provide information on services and programs available. 	<ul style="list-style-type: none"> Explore development of a list of locally available translation services and develop a standing offer for services. 	<ul style="list-style-type: none"> Review cultural recreation program and amend where necessary. Implement translation services.
Collaborate with Kings Transit to explore options and implement pilots for more accessible and regular transit in rural parts of county and examine geographical distribution of services when making decisions.	Support Kings Transit in increasing equitable and innovative service delivery opportunities particularly to underserved populations.				



REQUEST FOR DECISION 048-2022

Title: Valley REN IMSA
Date: 2022-11-01
Department: Office of the CAO



SUMMARY

Valley REN IMSA

The Town of Wolfville withdrew its membership in the Valley Regional Enterprise Network (REN) formally on April 1, 2019. Prior to this, Wolfville had conducted an evaluation of the Valley REN in March 2016 and had given notice to withdraw effective April 1, 2017 but ended up carrying over the notice to withdraw for an additional two years. After conducting another evaluation in February 2019, Council felt that the organization was still not meeting its needs and made the withdrawal official.

Since that time, a Working Group of Valley municipalities has come together to work collaboratively on making improvements to existing IMSA's and creating new ones for applicable services. One of the IMSA's that has been reviewed and is being recommended to all Parties is the REN IMSA. The purpose of this RFD is to provide an overview of this draft IMSA and get direction from Council on re-joining the Valley REN.

DRAFT MOTION:

That Council provide a letter of intention to the existing Parties of the Valley Waste IMSA to join as a Party effective April 1, 2023.

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Date: 2022-11-01

Department: Office of the CAO



1) CAO COMMENTS

Refer to staff recommendation and discussion sections below.

2) LEGISLATIVE AUTHORITY

Section 60 of the Municipal Government Act.

3) STAFF RECOMMENDATION

It is recommended that Council approve the motion to authorize the Mayor and CAO to sign the Valley REN IMSA.

4) REFERENCES AND ATTACHMENTS

1. 2022-10-24 Memo to Parties from Jen Boyd – Proposed Valley REN IMSA
2. Draft Preliminary Valley REN IMSA

5) DISCUSSION

Background

As previously noted, the Town of Wolfville has not belonged to the Valley REN since April 1, 2019. In broad terms, this decision was made because it was felt that the REN was not fulfilling its mandate and there were concerns about its effectiveness.

Revised Draft IMSA

Over the past year Wolfville has been working with municipalities from across the Valley region to work collaboratively on making improvements to existing IMSA's and creating new ones for applicable services. Wolfville is represented on the Working Group by the Mayor. One of the IMSA's that has been reviewed and is being recommended to all Parties is the REN IMSA. This IMSA is intended to replace the one that has been in place since 2014.

There are some positive key elements to this draft IMSA which include:

- Clarity (summarized in Table 1 of the memo from Jennifer Boyd) on the areas of responsibility between the Board of Directors, Valley REN CEO, Liaison and Oversight Committee and the Parties.
- Delineation of the "Core Program" and "Special Projects" with steps outlined on how Core Program activities can be changed and how Special Projects get added to the annual Business Plan.
- A withdrawal provision of 36 months to allow for organizational continuity.

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- A dispute resolution clause that is consistent with other recent IMSA's to ensure a clear process is in place should a dispute happen.

As Wolfville hasn't been at the table for several years, it is difficult to know at this point if the concerns Council had in 2016-2019 have been fully resolved. However:

- The revised IMSA provides clarity and additional aspects to role of the Liaison and Oversight Committee, which is comprised of members of all the Parties and gives the Town a direct voice at that level of governance. Even under the current IMSA the Committee has taken steps to strengthen its role and provide strong oversight to the Board.
- The revised IMSA addresses the concern that Core Program elements were perceived to have not been as much of a priority in the past and that Special Projects were added with little to no discussion with the municipalities on need or scope.
- Tourism is also now clearly defined as a Core Program area for the REN. This has been a priority of the Town for years and there had been frustrations in the past that the REN's role in tourism was not clear.

Next Steps

At this point in the process each current and potential Party to the IMSA is being asked to confirm their intended status by December 31, 2022.

In January 2023 discussions will be held with all Parties intending to participate in the Valley REN on the final funding model and allocations. This piece will then be incorporated into the draft IMSA and circulated to the Parties.

Parties will be asked to approve the Valley REN IMSA by March 31, 2023 and it will take effect on April 1, 2023.

6) FINANCIAL IMPLICATIONS

Council is being asked to consider their intended status in the Valley REN IMSA based on the following funding allocations (based on the existing funding formula and all current Parties and Wolfville being part of the IMSA). As previously noted, the funding formula will be updated in January 2023 to reflect the parties' decisions and added as a schedule to the proposed Valley REN IMSA.

REQUEST FOR DECISION 048-2022

Title: Valley REN IMSA
Date: 2022-11-01
Department: Office of the CAO



Party	2023/2024 Party Contribution	%
Berwick	\$ 13,956.15	4.7%
Glooscap	\$ 7,500.00	2.5%
Kentville	\$ 27,014.95	9.2%
Middleton	\$ 12,181.90	4.1%
Windsor/West Hants	\$ 62,257.10	21.1%
Kings County	\$ 148,034.61	50.2%
Wolfville	\$ 24,238.29	8.2%
	\$ 295,183.00	100.0%

In anticipation of this IMSA, the Town currently has \$30,000 in the 2022-23 Operating Budget to support the REN. The cost is therefore now built into the tax rate structure for budget purposes. As this new IMSA will not be in place until April 1, 2023, this funding will not be required for this fiscal year. However on a go-forward basis \$30,000 is a reasonable estimate to plan for as:

- 1) the funding formula above shows our contribution at \$24,238 which is within the \$30,000;
- 2) if any Party opts to not participate in the IMSA there is a potential for the other Parties to proportionally pick up that cost to leverage the matching Provincial funds and \$30,000 provides a buffer for us to pick up our share under that scenario and
- 3) if the funding model changes to a new model there is a bit of a buffer if it means the Wolfville contribution is increased as a result of that change.

7) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

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

- Economic Prosperity

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

- Economic sector growth and support for businesses (retention and attraction)

8) COMMUNICATION REQUIREMENTS

Council's decision will be communicated to the other Parties of the draft Valley REN IMSA.

9) ALTERNATIVES

Council can decide not to join the Valley REN as per the draft IMSA.

Council can make recommended changes to the draft IMSA for consideration by the other Parties.

MEMORANDIUM

TO: Current and potential parties of the Valley Regional Enterprise Network

FROM: Jen Boyd, CAO Town of Berwick

DATE: October 24, 2022

SUBJECT: Proposed Valley REN IMSA

RECOMMENDATION

That current and potential parties of the Valley REN provide a letter of their intention to join, remain or withdraw as a party to the Valley REN IMSA by December 31, 2022.

BACKGROUND

The Intermunicipal Service Agreement (IMSA) Working Group was established in April 2020 and comprises the Mayors of Annapolis Royal, Berwick, Kentville, Kings, Middleton, and Wolfville, the Warden of Annapolis County and a senior staff member of Glooscap First Nations. The intention of the Working Group is to review the IMSAs which serve as the incorporation documents of several jointly owned entities, the Valley REN being one.

The Working Group has engaged a solicitor to provide legal advice on key provisions of current IMSAs, as well as the development, and subsequent Parties approval, of the Interim IMSA for Valley Waste and Kings Transit Pilot Project and the Kings Regional Emergency Management Organization (REMO) IMSA. Therefore, the CAOs used the common provisions and format of the Interim and Kings REMO IMSAs as a foundation for the new Valley Regional Enterprise Network (Valley REN) IMSA.

The consultation process began in October 2021 with several facilitated discussion with the IMSA Working Group regarding key areas of the IMSA: mandate, party and stakeholder relationships, governance and funding. This feedback was used to draft version one (V1) of the new Valley REN IMSA.

V1 was presented to the IMSA Working Group in June 2022, followed by presentations to the Valley REN Board of the Directors (Board), the Valley REN Liaison and Oversight Committee (LOC) and the Valley REN Chief Executive Officer (CEO) throughout July. The feedback was summarized and presented to the IMSA Working Group with version two (V2) of the new Valley REN IMSA on September 21, 2022.

It was moved and seconded that the Valley REN IMSA V2 be recommended to the Valley REN parties for approval, as amended.

The proposed Valley REN IMSA has been reviewed by Solicitor Duffy. Minor edits were made for procedural purposes or to reflect contract convention.

Table 1 summarizes the roles and responsibilities per the proposed Valley REN IMSA.

FINANCIAL IMPLICATIONS

The funding formula for the Valley REN parties' proportionate shares has not changed.

Table 2 below, shows the estimated party contributions for 2023/24 assuming that all current parties remain and the Town of Wolfville joins.

Party	2023/2024 Party Contribution	%
Berwick	\$ 13,956.15	4.7%
Glooscap	\$ 7,500.00	2.5%
Kentville	\$ 27,014.95	9.2%
Middleton	\$ 12,181.90	4.1%
Windsor/West Hants	\$ 62,257.10	21.1%
Kings County	\$ 148,034.61	50.2%
Wolfville	\$ 24,238.29	8.2%
	\$ 295,183.00	100.0%

Following December 31, 2022, the funding formula will be updated to reflect the parties' decisions and added as a schedule to the proposed Valley REN IMSA.

NEXT STEPS AND TIMELINES

The proposed Valley REN IMSA is the organizations governance document and approved by the parties. The IMSA Working Group, made up of current and potential parties to the Valley REN, have recommended the proposed Agreement for approval.

The IMSA Working Group, and parties to the Valley REN IMSA, have informally operated under the assumption that all parties, whether notice has been provided or not, shall have until the new Valley REN IMSA is approved to decide whether they wish to continue as a party.

All current and potential parties have until December 31, 2022, to signify their intention to join, remain or withdraw as a party to the Agreement.

Any party who wishes to withdraw from the Valley REN shall provide a letter of their intentions to the parties by December 31, 2022.

The Agreement will then be approved by the participating parties prior to April 1, 2023.

Any party who wishes to withdraw after December 31, 2022, shall provide written notice to the other parties a minimum of thirty-six (36) months in advance of the commencement of the Fiscal Year in which they intend to withdraw, per provision 38 of the Agreement.

ATTACHMENTS

- Proposed Valley REN IMSA
- Memo, Draft Valley REN IMSA v1, May 24 2022
- Memo, Valley REN IMSA v2, September 2022

Table 1 – Valley REN Roles and Responsibilities

Item	Board of Directors	Valley REN CEO	Liaison and Oversight Committee	Parties
Contribution Agreement	Review Approve Chair Executes	Execute	Approve	
Regional Strategy	Develop Implement	Develop Implement	Approve and Monitor	Receive
Annual Business Plan	Approve	Develop Implement	Receive	
Annual Budget	Approve	Develop Implement	Receive	
Board Members	Recruit and nominate		Recruit and nominate Approve	
Core Program	Monitor Introduce changes	Implement	Monitor Introduce changes	Approve amendment(s) to IMSA
Special Projects	Introduce Approve	Introduce Consult with Party staff Develop brief	Introduce Approve	
Audit Report/ Financial Statements	Approve	Oversee preparations	Receive	

THIS INTERMUNICIPAL SERVICE AGREEMENT is made this ____ day of _____, 2022.

BETWEEN:

GLOOSCAP FIRST NATION, a body corporate, pursuant to section 2(1) of the Indian Act;

(hereafter, “Glooscap”)

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

(hereafter, “Berwick”)

-and-

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

(hereafter, “Kentville”)

-and-

MUNICIPALITY OF THE COUNTY OF KINGS, a municipal body corporate pursuant to Section 7 *Municipal Government Act*, S.N.S., 1998 c.18:

(hereafter, “Kings”)

-and-

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

(hereafter, “Middleton”)

-and-

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

(hereafter, “Wolfville”)

-and-

WEST HANTS REGIONAL MUNICIPALITY, a municipal body corporate pursuant to *West Hants Regional Municipality Act*, S.N.S., 2018 c.26;

(hereafter, “West Hants”)

(collectively, the parties)

WHEREAS the parties, together with various agencies and departments of the Provincial and Federal Governments, are partners in regional economic development; and

WHEREAS the parties wish to develop regional economic development strategies that consider assets, the business community, sector strengths, regional opportunities, and the priorities of the Province and the parties; and

WHEREAS the parties agree that Regional Enterprise Networks (RENs) are best positioned to navigate and guide regional economic development in Nova Scotia, while supporting business growth and retention in communities; and

WHEREAS section 60 of the *Municipal Government Act* (MGA) provides authority for municipalities to enter into agreements with other municipalities, band councils pursuant to the *Indian Act* (Canada), villages, service commissions, the Government of the Province of Nova Scotia or of Canada, to provide or administer municipal services on such terms and conditions as the parties may agree, and to delegate responsibility for the same to a body corporate; and

WHEREAS economic development is a service which municipalities in Nova Scotia are authorized to provide under the MGA; and

WHEREAS the parties established a REN, Valley Regional Enterprise Network (Valley REN) as a body corporate on 17 June 2014 and assigned it with guiding economic development in their region; and

WHEREAS the parties wish to update the terms and conditions for the continuation of the Valley REN, and for certain matters related thereto;

NOW THEREFOR THIS AGREEMENT WITNESSETH that, in consideration of the mutual covenants herein contained and for other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the parties agree as follows:

DEFINITIONS

1. In this Agreement:

- a) Annual Business Plan means the annual operational plan for a forthcoming Fiscal Year that has been developed by the Valley REN Chief Executive Officer (CEO) with input from and being approved by the Board of Directors, with said plan containing Core Program activities and Special Projects that align with the priorities of the parties, the Regional Strategy, and those included within the Provincial Annual Outcome Agreement;
- b) Audit Committee means the audit committee for the Valley REN, as appointed pursuant to provision 51 of this Agreement;
- c) Auditor means a registered municipal auditor pursuant to section 457 MGA who is appointed by the Board of Directors of the Valley REN;
- d) Board of Directors means the governing body charged with the performance and fiduciary responsibilities of the Valley REN;
- e) Capital Costs means the amount expended by the Valley REN for equipping and fixturing of offices, which by general practice would form part of Capital Assets as defined by the Canadian Institute of

Chartered Accountants or the Public Sector Accounting Board, or any successor institutes. For greater certainty, the Valley REN, in the absence of the written agreement of the parties hereto, is not permitted to acquire either Tangible or Intangible Capital Assets which individually have a value in excess of \$25,000;

- f) Contribution Agreement means the funding agreement executed between the Province and the Valley REN with said Agreement containing the Provincial Outcome Agreement as a related Schedule;
- g) Fiscal Year means the 12-month period commencing on April 1 of every year and ending on March 31 of every subsequent year;
- h) FRAM means the Financial Reporting and Accounting Manual as prescribed by the MGA;
- i) Funders means the parties and the Provincial departments contributing to the annual operating requirements of the Valley REN;
- j) GAAP means Canadian Generally Accepted Accounting Principles, as established from time to time by the Canadian Institute of Chartered Accountants or the Public Sector Accounting Board, or any successor institutes, applicable as at the relevant date, and applied consistently;
- k) Liaison and Oversight Committee (herein referred to as the LOC) means a committee established to represent the Funders;
- l) Operating Costs means the costs associated with operating and administering the Valley REN;
- m) Province means His Majesty the King in right of the Province of Nova Scotia;
- n) PSAS means the Public Sector Accounting Standards developed and maintained by the Public Sector Accounting Board of Canada;
- o) Regional Strategy means the Regional Economic Development Strategy formulated by the Valley REN that has been received by the parties to guide the Valley REN annual business planning and to allow the Funders to measure REN progress over a four-year period; and
- p) Uniform Assessment means the same as in the *Municipal Grants Act*, R.S.N.S. 1989, c. 302, for the coming fiscal year.

EFFECT

- 2. The parties hereto agree that this Agreement is effective as at the date first above written and replaces the 17 June 2014 Valley REN Intermunicipal Service Agreement. This Agreement shall be filed with the Registrar of Joint Stock Companies to confirm the terms upon which the body corporate has been established and governed pursuant to section 60 MGA.
- 3. The parties agree that the body corporate shall continue to be known as the Valley Regional Enterprise Network (Valley REN).
- 4. The parties, LOC, and Board of Directors acknowledge that disclosure of documentation, records and information in the possession of the Valley REN shall be subject to the *Freedom of Information and Protection of Privacy Act*, 1993, c.5.

5. Pursuant to section 3(ar) MGA, the Valley REN 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

Parties

6. Any amendments to this Intermunicipal Service Agreement (IMSA) shall be attended in writing and executed by all parties. The parties further agree to conduct a review of this IMSA at minimum every four years from the date of execution.
7. A municipality, village, or band council pursuant to the *Indian Act* (Canada) that is not party to this Agreement may, with the unanimous consent of the parties, join the Valley REN.

Board of Directors

8. The Board of Directors shall be responsible to:
 - a. Oversee the development and implementation of the Regional Strategy;
 - b. Establish and approve an Annual Business Plan and Budget that meets the objectives of the Regional Strategy and Core Program activities and any approved Special Project(s) by March 1 of every year;
 - c. Deliver an annual report and annual audited financial statements to the LOC by June 30 each year;
 - d. Conduct an Annual General Meeting of the Valley REN on or before June 30 of each year;
 - e. Steward the financial health of the Valley REN by ensuring strong financial management skills and appropriate internal controls;
 - f. Conduct an annual organizational evaluation to appraise its performance and efficiency;
 - g. Develop and follow a recruitment and nomination process for the Board of Directors composition for consideration by the LOC;
 - h. Meet with the LOC at least twice annually to report on all activities of the Valley REN;
 - i. Create and publish the CEO position description;
 - j. Develop and execute a CEO employment contract that establishes the terms of appointment with said contract including, without limitation, the terms of the CEO performance evaluation;
 - k. Request, review, and approve policies for the Valley REN; and
 - l. Review and approve Contribution Agreements, and direct the Chair of the Board of Directors and the CEO to execute same on behalf of the Valley REN, subject to the approval of the LOC.

9. The Board of Directors shall set the salary range of the CEO that is industry comparable, compliant with the Provincial Contribution Agreement, and is in the long-term interest of the Valley REN.
10. The Board of Directors has the power to remove the CEO subject to employment contract provisions.
11. The Board of Directors shall comprise a minimum of eight and a maximum of 12 business and community leaders.
12. Members of the Board of Directors serving, as at the date of this Agreement, shall remain in office in accordance with their appointment terms.
13. New members of the Board of Directors shall be approved by the LOC in accordance with the Board's Terms of Reference, except when a new member is completing the term of a member who has resigned or whose position is vacated mid-term.
14. The Board of Directors has authority to establish committees, one of which shall be the Audit Committee.
15. The Board of Directors shall, as part of the Valley REN Annual General Meeting, appoint a Chair and Vice-Chair from amongst their members.
16. The Board of Directors shall establish written position descriptions for the Chair and Vice-Chair.
17. The Board of Directors shall convene meetings and conduct itself in accordance with rules of order set out in the MGA and, where the former is silent, then Robert's Rules of Order 12th ed. Each member shall have one vote, including the Chair and Vice-Chair.

Liaison and Oversight Committee (LOC)

18. The LOC shall comprise:
 - I. the Chief or Mayor of each of the parties, or a designate approved by their Councils, and may include a staff member of Glooscap; and
 - II. a staff member(s) appointed as a representative of the Provincial department(s) pursuant to the Contribution Agreement between the Province and the Valley REN.
19. Notwithstanding 19 (I), the Chief Administrative Officer (CAO), or Senior Staff member of Glooscap or their designate, can participate in LOC meetings as a non-voting member.
20. The CEO shall participate in LOC meetings as a non-voting member.
21. The LOC shall be responsible to:
 - a) approve all appointments to the Board of Directors;
 - b) prepare and adopt position descriptions for the LOC Chair and Vice-Chair;
 - c) monitor and evaluate the implementation of the Regional Strategy;
 - d) ensure that the LOC and the Board of Directors have written terms of reference and code of conduct policy that sets out their roles and responsibilities, with said terms and codes being in accordance with the provisions of this Agreement;

- e) Each member of the LOC shall serve at the pleasure of their Council and, unless otherwise disqualified or removed, shall hold office until a successor is named by the appointing party.
 - f) Notwithstanding provision 21(e), in the event of any vacancy that occurs with respect to a member, the Council appointing such member shall appoint a replacement within eight weeks.
 - g) establish and review regularly a communication process for the parties on the activities of the Valley REN and issues affecting the Valley REN and its stakeholders;
 - h) nominate a CAO or Senior Staff Member of Glooscap to the Audit Committee;
 - i) on an annual basis appoint a Chair and Vice-Chair; and
 - j) meet at minimum twice a year.
22. The LOC shall convene meetings and conduct itself in accordance with rules of order set out in the MGA and, where the former is silent, then Robert's Rules of Order 12th ed. Each member shall have one vote, including the Chair and Vice-Chair.
23. Reasonable expenses of the LOC, as approved within the Valley REN budget, shall be reimbursed by the Valley REN in a timely manner.

ADMINISTRATION

24. The parties acknowledge and agree that the Board of Directors shall operate according to the CAO model of administration per Part II MGA. The CEO shall be the sole employee reporting to the Board of Directors and be responsible for the effective administration of the Valley REN.
25. The CEO shall be responsible to the Board of Directors for the proper administration and management of the Valley REN in accordance with this Agreement, and the directives and policies of the Valley REN as approved from time to time by the Board of Directors, and statutory requirements per provision 5 herein.
26. Neither the LOC nor the Board of Directors shall direct or instruct the employees of the Valley REN. However, the LOC and Board of Directors may communicate directly with the employees of the Valley REN solely to obtain or provide reasonably required information.
27. The Board of Directors shall provide direction on the objectives, policies, and programs of the Valley REN to the CEO.
28. On a quarterly basis, the CEO shall provide an update report to the LOC and the CAOs/Senior Staff Member of Glooscap or their designates for circulation to the respective Councils.
29. Subject to section 22 MGA, all agendas, meeting packages, and minutes of the Board of Directors and of the LOC shall be publicly available on the Valley REN website.

CORE PROGRAM

30. In addition to implementing the programs approved in the Regional Strategy, the Valley REN shall offer the following core activities:

- a) business support service that provides one-on-one support to business of any size and at any stage of operation by navigating and referring to appropriate and relevant supports;
- b) support tourism based on the recommendations from the Strategic Tourism for Areas and Regions Project; and
- c) develop, maintain, and publish a land and asset database.

31. Any changes to the Core Program:

- a) may be introduced by the Board of Directors or the LOC; and
- b) will require an amendment to this Agreement.

SPECIAL PROJECTS

32. Special Projects shall be reported on and accounted for separately from the Core Program activities but shall not, except in exceptional circumstances approved by the Board of Directors and the LOC, deplete resources dedicated to the Core Program.
33. Special Projects shall be part of the Annual Business Plan and related budget and be included within a brief proposal developed by the CEO that outlines the project need, objective, proposed costs and related funding, and human resource requirements.
34. Special Projects shall be subject to:
- a) the CEO consulting with the CAOs and Senior Staff Member of Glooscap to ensure there is no duplication of efforts; and
 - b) approval by the Board of Directors.

TERM AND TERMINATION

35. The term shall commence on 1 April 2023, and continue year-over-year for each Fiscal Year (the "Term") subject to annual reviews and adjustments related to provision 6 and Schedule A of this Agreement.
36. The parties hereto may elect to terminate this Agreement for any reason at any time on agreement of all parties in writing with sixty (60) days' written notice.
37. Upon termination, and subject to contractual obligations, the parties will examine the assets, liabilities, and surplus of the Valley REN and return any net amount remaining pro-rata in accordance with the party's contribution since the effective date of this Agreement.

WITHDRAWAL

38. A party may withdraw from this Agreement at the beginning of any Fiscal Year by providing written notice to the other parties a minimum of thirty-six (36) months in advance of the commencement of the Fiscal Year in which they intend to withdraw.

39. A withdrawing party may make a cash payment in lieu of notice required by provision 38. The payment in lieu of notice shall be based on the amount of funding providing by the withdrawing party in the preceding Fiscal Year multiplied by three.
40. Any party withdrawing from this Agreement remains responsible for its share of any liabilities of the Valley REN incurred to the date of the withdrawal and any severance, penalty or other costs incurred by the Valley REN as a result of the withdrawal.

FINANCE AND AUDIT

Budget

41. In January of every year, the LOC shall review and adjust as necessary the proportionate shares of municipal funding to account for changes in population and Uniform Assessment for the coming Fiscal Year.
42. On or before January 31 each year, the CEO shall meet with the Senior Staff Manager of Glooscap and CAOs or their designates for the purposes of reviewing and seeking input on a draft of the Annual Business Plan and budget.
43. The budget shall be prepared in accordance with GAAP and FRAM, funding contracts, and the Valley REN's own financial policies. For greater certainty, the Valley REN is not permitted to purchase capital assets beyond those defined in this Agreement, and is not permitted to incur long term debt.
44. The budget shall be balanced with revenues matching expenditures, and include the anticipated Operating Costs, Capital Costs, the use of Valley REN operating surplus, contributions from the Funders, and the recovery of any deficit from a preceding Fiscal Year.
45. By March 1 of every year, the Board of Directors shall present to the LOC an approved budget and Annual Business Plan for the Valley REN's coming Fiscal Year for information.

Financial Reporting

46. The Valley REN shall maintain working capital of not less than \$100,000 from its operating surplus
47. By June 30 of each year, the CEO shall deliver the Board of Director's approved audit report and year-end audited financial statements to the LOC and any party required to consolidate the Valley REN financial statements under PSAS.

PARTY CONTRIBUTIONS

48. Annual contributions made by the parties shall be in accordance with Schedule A, which shall form part of this Agreement.
49. Subject to any increases in funding provided through the Provincial Contribution Agreement, the parties may consider an inflationary increase as part of the annual budget approval.

50. Valley REN shall invoice the parties at the start of each quarter of the Fiscal Year. Interest on any outstanding balance shall accrue at an annual rate of 12%.

AUDIT COMMITTEE

51. Pursuant to FRAM, the Board of Directors shall develop and approve an Audit Committee Policy.

DISPUTE RESOLUTION

52. In the event of a budget dispute, it shall be incumbent upon the party disputing the budget to present an alternative budget. In the event the budget is not approved, and notwithstanding any other provision in this Agreement, any dispute that cannot be resolved shall be referred to mediation. Where a dispute remains unresolved by mediation, then any party 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 by the party disputing the budget unless otherwise ordered by the arbitrator.

WAIVER

53. No action by any party to this Agreement shall be construed as a waiver saving express written provision of such waiver, and this Agreement shall not be amended saving express written provision of such amendment by all parties hereto.

NOTICE

54. 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:

Director of Administration
Glooscap First Nation
159 Smith Road
Hantsport, NS B0P 1P0

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

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

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

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

CAO
West Hants Regional Municipality
76 Morison Dr. PO BOX 3000
Windsor, NS B0N 2T0

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

APPLICABLE LAW

55. The law governing this Agreement and any action, matter or proceeding based upon or relating to this Agreement 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.

SEVERABILITY

56. The parties covenant and agree that the invalidity or unenforceability of any provision of this Agreement 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.

RELATIONSHIP OF PARTIES

57. The parties hereto shall not be treated as partners or members of a joint venture for any purpose.

FURTHER ASSURANCES

58. 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

59. This Agreement may be executed electronically and in counterpart and such execution is effective and binding.

TIME

60. Time shall in all respects be of the essence in this Agreement.

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.

SIGNED and SEALED)
in the presence of:)

GLOOSCAP FIRST NATION

_____)
Witness)

Per: _____

_____)
Witness)

Per: _____

SIGNED and SEALED)
in the presence of:)

TOWN OF BERWICK

_____)
Witness)

Per: _____

_____)
Witness)

Per: _____

SIGNED and SEALED

in the presence of:

TOWN OF KENTVILLE

Per: _____

Witness

Per: _____

Witness

SIGNED and SEALED

in the presence of:

**MUNICIPALITY OF THE COUNTY OF
KINGS**

Per: _____

Witness

Per: _____

Witness

SIGNED and SEALED

in the presence of:

TOWN OF MIDDLETON

Per: _____

Witness

Per: _____

Witness

SIGNED and SEALED

in the presence of:

TOWN OF WOLFVILLE

Per: _____

Witness

Per: _____

Witness

SIGNED and SEALED

in the presence of:

WEST HANTS REGIONAL MUNICIPALITY

Per: _____

Witness

Per: _____

Witness

INFORMATION REPORT #IR015-2022

Title: Quarterly (Q2) Attendance Report for Council

Date: 2022-11-01

Department: Office of the CAO



SUMMARY

QUARTERLY (Q2) ATTENDANCE REPORT FOR COUNCIL

In line with the new Attendance Policy for Council #110-012, quarterly attendance reports will be prepared to be presented to Council and shared on the Town's website.

These reports will show attendance for all Council and Committee of Council meetings with absences being recorded as approved or unapproved based on the criteria in the policy.

Attached to this report are records for the second quarter of 2022 (Jul-Sept).

INFORMATION REPORT #IR015-2022

Title: Quarterly (Q2) Attendance Report for Council

Date: 2022-11-01

Department: Office of the CAO



1) CAO COMMENTS

For information purposes.

2) REFERENCES AND ATTACHMENTS

- Attendance Policy for Council #110-012
- Quarterly Attendance Report for Q2 (attached)

3) DISCUSSION

As per Council policy #110-012 Attendance Policy for Council, quarterly reports will be prepared and presented to Council on a quarterly basis showing the attendance record for Council members for all Council and Committee of Council meetings. As well these reports will be posted on the website.

4) FINANCIAL IMPLICATIONS

N/A

5) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

These reports assist Council in maintaining one of their guiding principles - **Transparency**.

6) COMMUNICATION REQUIREMENTS

Reports will be posted quarterly to the Town website.

7) FUTURE COUNCIL INVOLVEMENT

N/A

INFORMATION REPORT #IR015-2022

Title: Quarterly (Q2) Attendance Report for Council

Date: 2022-11-01

Department: Office of the CAO

**Mayor Wendy Donovan Meeting Attendance Q2 (Jul-Sep) 2022**

Meeting Date	Attended	Approved Absence	Unapproved Absence
Committee of the Whole & Council Meetings			
2022-07-05 COW	X		
2022-07-19 Town Council	X		
2022-09-06 COW	X		
2022-09-13 SPECIAL COW	X		
2022-09-27 Town Council	X		
2022-10-04 SPECIAL Town Council	X		
Committee Meetings			
2022-07-11 Accessibility Advisory Committee		X	
2022-07-08 Audit Committee		X	
2022-09-16 Audit Committee	X		
2022-09-08 Planning Advisory (PAC)	X		
2022-07-12 RCMP Advisory Board	X		

Deputy Mayor Isabel Madeira-Voss Meeting Attendance Q2 (Jul-Sep) 2022

Meeting Date	Attended	Approved Absence	Unapproved Absence
Committee of the Whole & Council Meetings			
2022-07-05 COW	X		
2022-07-19 Town Council	X		
2022-09-06 COW	X		
2022-09-13 SPECIAL COW			X
2022-09-27 Town Council	X		
2022-10-04 SPECIAL Town Council	X		
Committee Meetings			
2022-09-08 Planning Advisory (PAC)	X		
2022-07-12 RCMP Advisory Board	X		

INFORMATION REPORT #IR015-2022

Title: Quarterly (Q2) Attendance Report for Council

Date: 2022-11-01

Department: Office of the CAO

**Councillor Mike Butler Meeting Attendance Q2 (Jul-Sep) 2022**

Meeting Date	Attended	Approved Absence	Unapproved Absence
Committee of the Whole & Council Meetings			
2022-07-05 COW	X		
2022-07-19 Town Council	X		
2022-09-06 COW	X		
2022-09-13 SPECIAL COW	X		
2022-09-27 Town Council	X		
2022-10-04 SPECIAL Town Council	X		
Committee Meetings			
2022-07-08 Audit Committee	X		
2022-09-16 Audit Committee	X		
2022-07-12 RCMP Advisory Board	X		

Councillor Jodi MacKay Meeting Attendance Q2 (Jul-Sep) 2022

Meeting Date	Attended	Approved Absence	Unapproved Absence
Committee of the Whole & Council Meetings			
2022-07-05 COW		X	
2022-07-19 Town Council	X		
2022-09-06 COW	X		
2022-09-13 SPECIAL COW	X		
2022-09-27 Town Council	X		
2022-10-04 SPECIAL Town Council	X		
Committee Meetings			
2022-07-08 Audit Committee	X		
2022-09-16 Audit Committee	X		

Councillor Jennifer Ingham Meeting Attendance Q2 (Jul-Sep) 2022

Meeting Date	Attended	Approved Absence	Unapproved Absence
Committee of the Whole & Council Meetings			
2022-07-05 COW	X		
2022-07-19 Town Council	X		
2022-09-06 COW	X		
2022-09-13 SPECIAL COW	X		
2022-09-27 Town Council	X		
2022-10-04 SPECIAL Town Council	X		
Committee Meetings			
2022-07-11 Accessibility Advisory Committee	X		

INFORMATION REPORT #IR015-2022

Title: Quarterly (Q2) Attendance Report for Council

Date: 2022-11-01

Department: Office of the CAO

**Councillor Wendy Elliott Meeting Attendance Q2 (Jul-Sep) 2022**

Meeting Date	Attended	Approved Absence	Unapproved Absence
Committee of the Whole & Council Meetings			
2022-07-05 COW	X		
2022-07-19 Town Council	X		
2022-09-06 COW	X		
2022-09-13 SPECIAL COW	X		
2022-09-27 Town Council	X		
Committee Meetings			
2022-09-08 Planning Advisory (PAC)	X		

Councillor Oonagh Proudfoot Meeting Attendance Q2 (Jul-Sep) 2022

Meeting Date	Attended	Approved Absence	Unapproved Absence
Committee of the Whole & Council Meetings			
2022-07-05 COW	X		
2022-07-19 Town Council	X		
2022-09-06 COW			X
2022-09-13 SPECIAL COW	X		
2022-09-27 Town Council	X		
Committee Meetings			
2022-09-08 Planning Advisory (PAC)	X		
Resigned September 2022			

COMMITTEE UPDATE

Title: KPPT Committee Report
Date: November 1, 2022
Department: Committee of the Whole



Kings Point to Point Transit Society Committee

October 12th, 2022

- AGM held at the Louis Millett Complex in Person
- 2021-2022 Fiscal Year ending March 2022
- Chair Report given with emphasis put on pre and post covid flexibilities, pivoting, and how business is moving back to regular/ normal numbers
- Financials given with emphasis on pre and post covid numbers
- Due to an increase in rent, the KPPT will be moving locations as of October 2022
- Membership fee to stay at \$10.00
- Same Auditors retained (MBF)

October 19th, 2022

- Regular Board Meeting held at Municipality of Kings Building in Person
- Following our AGM, Shelley McMullin submitted her resignation as Chair of the Board
- Chris Goddard introduced as acting Chair. Review of resignation for Shelley McMullin.
- In Camera Meeting for personnel reasons
- After In Camera, Driver Danny Atwell joined the meeting as a representative for KPPT Drivers. As per minutes and motions of meeting on September 21st, a driver is now appointed an ex-officio member of the board and will attend meetings with any drivers who wish to attend. They attend as volunteers and can have agenda items added if needed.
- New Location was announced. New office is located at 20 Aberdeen Street, Kentville.
- Discussion about new client practises and assistance with new automated system
- No financial reports generated for this meeting; they will come to us by end of month
- Office report examined the move to new location, the relationships within, the operations that are being practised and need to change and evolve, as well as hopes and dreams of things to come. An emphasis on client care, better office practices and better organization within the society.
- Date of Holiday Celebration was decided upon: December 9th, 2022, Friday 6:30

Respectfully Submitted,

Councillor Mike Butler

COMMITTEE UPDATE

Title: Annapolis Valley Trails Coalition (AVTC)

Date: November 1, 2022

Department: Committee of the Whole



The last meeting of AVTC was held in person at the Municipal Building in Coldbrook on October 6, 2022. The next meeting is scheduled for December 8, 2022, in Greenwich.

The financial statements were reviewed and approved with revenue exceeding previous years. Funding from the Department of Communities, Culture, Tourism and Heritage (CCTH) was 25,000 and wage subsidy for summer students from the Trans Canada Trails (TCT) was retroactive this year which is positive. Two summer students were hired and looking to have three students employed next summer.

Post hurricane Fiona was discussed, with minimal damage to Kings County Trails. The Trails coordinator will provide mutual aid this Fall in Pictou County assessing tree damage which saw a tree a meter down in some areas.

Trails co-ordinator Update:

- Summer students had extensive chain saw training for 2 days and were tested on over 70 tree stumps.
- The staff and students focused on getting rid of evasive species on the HMT, such as: wild parsnip, elephant grass, hog weed to name a few.
- New murals near trail heads were viewed as extremely positive.
- NS trails etiquette program is ramping up, with new printed material and courtesy programs.
- Speed signs in motorized sections of HMT as well as e-bikes will be looked at with a suggestion of 20km.
- A data base project for Trail managers is in progress as well as an economic impact survey.
- Discussion was held regarding how stakeholders can better promote trails in their area.

Respectively submitted by:

Councillor Jennifer Ingham

COMMITTEE UPDATE

Title: IMSA for Valley Waste and KTA
Date: November 1, 2022
Department: Committee of the Whole



UPDATE

The IMSA Board met on Tuesday October 19th

- **Executive Director Whynot's Progress Report:**

- Year-end **KTA** files and financial statements completed
- KTA HR Policy review underway
- ICIP (greening of the KTA fleet) applications 1 & 2 submitted and liaison with Province
- Meeting with KPTP, Valley REN
- Branding and marketing options (KTA) underway, review of banking options and procedures
- **Valley Waste** – review of current agreements with Municipality of Chester and Fundy Compost
- Met with Municipality of Chester and Pictou Co., joint service board to review their structure (VWM)
- Preparing for MNP costing review – VWM
- Initial assessment of EPR impact on Valley Waste
- MNP review of VWM includes work on cost accounting for VWM, analysis of municipal cost sharing.

- **KTA GM Report:**

- Main cost issues include fuel and materials with some staffing costs also increasing. Fuel costs have now consumed an average close to 75% of total costs on 50% of the year. It is estimated that overall fuel costs will exceed budgeted allowances by \$125,000 for the year or approximately 120% of anticipated fuel costs.
- Met with West Hants group to identify barriers to WH in returning to KTA; working on a plan to connect to HRM; working on estimates for the Centreville CDCDA re a possible transit solution for Centreville and Canning areas.
- Recruitment for Operations Supervisor and Operations Manager.
- The Board approved a motion (not verbatim) *The IMSA Board approves the use of Capital Reserve Funds [of the four owner partners/not Annapolis or Digby Counties reserve funds] for the partial funding of the Invest in Canada Infrastructure Program (ICIP) for the municipal portion of the program.*¹ This will provide a partial reduction in any new funds that the four owner municipalities will need to contribute.
- The Board approved a second motion related to KTA: *The Board approves the General Manager initiate with the Credit Union increasing the Operating Line of Credit to a maximum borrowing capacity of \$500,000 under similar terms and conditions that are in place in the current borrowing arrangement.* The current credit limit is \$300,000. As

¹ The minutes with the motion were not available at the time of preparing this report.

COMMITTEE UPDATE

Title: IMSA for Valley Waste and KTA
Date: November 1, 2022
Department: Committee of the Whole



partner/owners contribute their funds quarterly there are wide variations in cash flow – high when those municipal contributions come in and low at the end of the quarter, On a regular basis the amount of use of the line of credit due to timing can approach the current ceiling. This will give KTA needed flexibility.

- **Valley Waste GM Report:**

- Waste volumes comparable to years prior and has slowed from the years of the pandemic when curbside waste increased significantly and commercial waste dropped
- Construction and demolition disposal expense is well above budget although offset by storage of materials last year not processed until the spring.
- Higher fuel costs have had a significant impact. Curbside collection and residual transportation to landfill both include fuel adjustment clauses.
- NSECC has announced new construction and demolition waste regulations with potential implications for the Authority i.e., changes ban pressure treated and creosote treated wood from first-generation C & D landfills; additional water monitoring for C & D storage and processing. VWRM Staff are evaluating potential impact of these pending changes. Most likely impact is a reduction in volume of material that could be stored on site and might necessitate VWRM acquiring additional machinery.
- VWRM is working with Divert NS to assess options for management of wood waste in NS.
- Weigh Scale technology upgrades underway
- Planet Protectors education program is being provided this fall to school groups in partnership with Acadia University. Targeted education programs have been provided to farm markets, campgrounds and cottage areas
- Bylaw enforcement has experienced a 50% drop in illegal dumping cases this year.
- Waste screening inspections at the Management Centres has increased.

Respectfully Submitted, November 2022

Mayor Donovan

COMMITTEE UPDATE

Title: Regional EM Advisory Committee (REMAC)
Date: November 1, 2022
Department: CAO



UPDATE

The Kings REMO Regional Emergency Management Advisory Committee met on Monday, October 17, 2022.

Key issues of discussion included:

- **Presentation: Kings RCMP**

Vision, Mission, and Purpose overview

Per the RCMP Act, the RCMP is responsible to:

- prevent crime
- enforce the law
- investigate offences
- keep Canadians, and their interests, safe and secure
- assist Canadians in emergency situations/incidents

Kings District Human Resources: 73

- **Kings REMO Agreements-MOUs**

The Lunenburg REMC returned the Kings-Lunenburg Emergency Management Mutual Aid Agreement with proposed amendments.

MOTION: IT WAS REGULARLY MOVED AND SECONDED THAT THE Kings REMO REGIONAL EMERGENCY MANAGEMENT ADVISORY COMMITTEE APPROVE THE AMENDED KINGS-LUNenburg EMERGENCY MANAGEMENT MUTUAL AID AGREEMENT

- **Amateur Radio Group Equipment Installation: 181 Coldbrook Village Park Drive**

The Project Manager and the Municipality of the County of Kings Facility Manager provided an update on the status of the installation of the amateur radio group equipment

Equipment has been purchased and the Contractor should be running cables and installing antenna by Friday, October 14th

The Amateur Radio Group will then install and test the antennas the following week of October 17

- **COVID-19 Pandemic Update**

Statement from Canada's Chief Medical Officers of Health (CCMOH), 2022-09-09

- COVID-19 still poses a risk for individuals and communities, and increases pressure on our health systems
- As Fall approaches and we return to spending more time indoors, we expect to see an increase in cases again
- We can further contribute to reducing the impact of not only COVID-19, but also influenza and other respiratory illnesses, by continuing to layer personal protective measures alongside vaccinations. This includes:
 - staying home when sick, especially if you have a fever and cough,

COMMITTEE UPDATE

Title: Regional EM Advisory Committee (REMAC)

Date: November 1, 2022

Department: CAO



- wearing a well-fitting respirator or mask in public indoor settings for additional protection,
- improving indoor ventilation, and
- washing hands regularly

NACI Canada / Health Canada:

- Adults 18 years of age and older who are recommended to receive a fall booster dose, should be offered a shot of the bivalent vaccine
- On September 7th, Health Canada approved the Pfizer-BioNTech Bivalent vaccine targeting Omicron variants
- All individuals 65 years of age and older and individuals 12 years of age and older who are at increased risk of severe illness from COVID-19 should be offered a fall COVID-19 vaccine booster dose, regardless of the number of booster doses previously received.
- A bivalent Omicron-containing mRNA COVID-19 vaccine is the preferred vaccine product for booster doses

NS Health & Wellness:

- Starting September 15, people aged 65 or older can book their appointment. Appointments will be available starting Monday, September 19
- People who are 18 or older living in long-term care facilities or other congregate living settings, such as shelters or correctional facilities, will be offered a dose in their living setting

- **Monkeypox Update**

The downward trend in the global Monkeypox outbreak is continuing

More than 71,000 cases of Monkeypox have been reported to WHO

1,411 cases reported in Canada as of October 7, 2022

NS Pre-Exposure Monkeypox Vaccine Clinic:

- Starting September 15, people who are at highest risk of being exposed to the monkeypox virus can get a vaccine to help protect against infection before they are exposed
- The Halifax Sexual Health Centre will offer free monkeypox vaccine appointments until Thursday, October 6. Work is underway to establish more pre-exposure vaccination programs in other areas of the province

- **2022 Wildfire Season**

Department of Natural Resources and Renewables (DNRR) reported 12 wildfires in Kings County in 2022

The 17-year average for wildfires in Kings County is 21 fires per year

The DNRR Wildfire NS Viewer website is:

<https://experience.arcgis.com/experience/0ee935539ce5495d86ce607d11a57a30>

COMMITTEE UPDATE

Title: Regional EM Advisory Committee (REMAC)
Date: November 1, 2022
Department: CAO



- **2022 Hurricane Season**

Atlantic Hurricane Season: June 1 to November 30
14-20 named storms have been forecast for 2022
To-date, there have been 11 named storms
Peak Hurricane Season is Aug-Sep-Oct

- **Hurricane Fiona After Action Review/Improvement Plan (AAR/IP)**

The Hurricane Fiona, September 24 to 26, 2022 After Action Review/Improvement Plan was presented to committee

- Major Strengths:
 - Community Awareness
 - Situational Brief (REMAC/REMP)
 - Pre-activation of ECC (Level-2)
 - Access to Kings REMO documents (WebEOC)
 - Public Hotline Awareness
- Areas for improvement:
 - ECC Staffing & Setup
 - Municipal Staff positions & Training
 - Emergency Cots made available
 - ECC Briefing Cycle:
 - Operational Briefing for turnover of staff

Hurricane Fiona did not overly 'stress' the Kings Emergency Coordination Centre
 - ECC Telephone reliability/call forwarding

MOTION: IT WAS REGULARLY MOVED AND SECONDED THAT THE KINGS REMO REGIONAL EMERGENCY MANAGEMENT ADVISORY COMMITTEE APPROVE THE SEPTEMBER 24 TO 26, 2022 HURRICANE FIONA AFTER ACTION REVIEW/IMPROVEMENT PLAN

- **Heat Advisory and Response System (HARS), Change 2**

Change 2 to the Kings County Heat Advisory & Response System:

- Reference – Additions:
 - WHO – Heat and Health
 - Health Checks during extreme Heat Events
- Section 4.2.5 Stay Cool – Keep your home cool
 - Updated to include WHO – Heat and Health

MOTION: IT WAS REGULARLY MOVED AND SECONDED THAT THE KINGS REMO REGIONAL EMERGENCY MANAGEMENT ADVISORY COMMITTEE APPROVE CHANGE 2 TO THE KINGS COUNTY HEAT ADVISORY AND RESPONSE SYSTEM (HARS), DATED SEPTEMBER 2022

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- **Regional Emergency Evacuation Plan (REEP), Change 1**

Change 1 (Administrative) to the Kings County Emergency Evacuation Plan:

- Foreword – Signature Block (4 Mayors)
Changed to
Chair, Regional EM Advisory Committee (REMAC)
- Change to Kings REMO Logo
New logo brand for Municipality of the County of Kings
- References – updating of Links
- Map (page iv) – Kings REMO Logo & Municipal Logos
New logo brand for Municipality of the County of Kings
- Department of Lands and Forestry
changed to
Department of Natural Resources and Renewables (NS DNRR)
- Department of Transportation and Infrastructure Renewal (NS DTIR)
changed to
Department of Public Works (NS DPW)
- Nova Scotia Health Authority
changed to
Nova Scotia Health

MOTION: IT WAS REGULARLY MOVED AND SECONDED THAT THE KINGS REMO REGIONAL EMERGENCY MANAGEMENT ADVISORY COMMITTEE APPROVE CHANGE 1 TO THE KINGS COUNTY REGIONAL EMERGENCY EVACUATION PLAN, DATED SEPTEMBER 2022

- **Kings REMO Comfort Centres** (www.kingsremo.ca/comfort.aspx)

Post-Hurricane Fiona, on September 26th, Minister Houston announced a Financial Assistance Program in support of Community Centres and Generators:

- One item of concern in our province was our community centres need our support
- Now should be the time to rely on them for sources of Comfort for their communities
- As a longer-term measure, the government will be announcing a \$2million fund that will be available for Community Centres to help them with the costs of purchasing and installing generators
- Details of this program will be announced in the coming weeks

- **Kings REMO Community Outreach**

REMC continuing to move forward the Kings REMO Community Outreach program:

- 2022-09-27 Town of Wolfville Council Meeting
- 2022-09-28 New Minas Fire Department
- 2022-10-22 East Dalhousie Community Centre
- 2022-10-tbc Kingston Lions Cub
- 2022-11-tbc Kids Action Program (Kings County)
- 2022-tbc Town of Berwick Council

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- **Kings REMO Social Media Account**

While not all residents of Kings County are connected to the Internet or Social Media, Kings REMO REMC is making use of Social Media to reach out to the community in support of increasing Emergency Preparedness Awareness.

- **Emergency Preparedness Websites**

[NS First Responder Hub – Online Resources:](#)

- On Scene / Incident Tools
- Weather Resources
- Maps/Mapping Tools
- Situational Awareness Tools
- Misc Resources

[Health Checks During Extreme Heat Events](#)

National Collaborating Centre for Environmental Health

- Rapid Risk Assessment Checklist
- Recognizing and Responding to Heat-Related Illness
- In-Person Health Checks
- Remote Health Checks
- Measuring Body and Room Temperature

- **Kings REMO Training & Exercises**

- Training Completed:
 - 2022-09-22 BEM Kings REMO
- 2023 Forecast:
 - Jan: BEM - Hants
 - Feb: ICS 200 - Annapolis
 - Mar: ICS 300 - Lunenburg
 - Apr: EOC - Clare
 - Apr: PIO - Lunenburg
 - May: BEM – Yarmouth
 - Jun: ICS 200 - Barrington
 - Sep: ICS 300 - Queens
 - Oct: EOC- Digby
 - Oct: Wx Interp Hants
 - Nov: ICS 400 - Kings

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- Upcoming Exercises:
2022-11-24 Winter Storm/Power Outage Tabletop Exercise – to be included as part of the NS EMO provincial-level exercise Nova Alpha
 - Exercise Nova Alpha will be a province wide functional exercise (Emergency Operation/Coordination Centre only) taking place over two days in November 2022. This exercise will be based on a major winter storm bringing unexpected severe weather effects to all regions of Nova Scotia.
 - Realistic weather effects will be tailored to enable participating organizations to be able to exercise in such a way as to meet their objectives
- Kings REMO Participation:
 - Activation of ECC (Thursday, November 24, 0900-1200)
 - Request for Assistance: Emergency Shelter Activation

- **2022-07-28 Hurricane Tabletop Exercise After Action Review (AAR):**
 - The Kings REMO Hurricane/ECC Activation tabletop exercise involved 15 participants from Municipal staff and agency representatives
 - What went well:
 - Well prepared presentation and good discussion
 - Helpful lessons and past activations
 - Sharing of expertise from multiple disciplines and agencies
 - Areas for improvement:
 - Allow more time for discussion and exercise scenario realism
 - Quick Reference Guides / Refreshers / Templates
 - Run an exercise based on a Functional Scenario - Need an actual exercise (2023-04 Flood Functional Exercise)

MOTION: IT WAS REGULARLY MOVED AND SECONDED THAT THE KINGS REMO REGIONAL EMERGENCY MANAGEMENT ADVISORY COMMITTEE APPROVE THE JULY 28, 2022 HURRICANE PREPAREDNESS EXERCISE AFTER ACTION REVIEW

Next Meeting: Monday, January 16, 2023

REQUEST FOR AGENDA ITEM

Title:

Submitted by:

Submitted on:



The Request for Agenda Item form is to be used by the Mayor and Councillor's to request an item to be added to the Committee of the Whole agenda for consideration. All Request for Agenda Item forms should be submitted at least **10 BUSINESS DAYS** prior to the scheduled Committee of the Whole meeting to the Chief Administrative Officer. Exceptions may be made for extraordinary circumstances.

Date of Committee of the Whole requested:

Recommendation(s) and/or Motion

(provide the recommendation(s) and/or motion that you would like Committee of the Whole to forward to Council for consideration)

Summary

(provide a Brief description of item/background for this request)

Expected Outcome:

In Camera Discussion

For information/discussion purposes only

Recommend an action to the CAO

Promote clarification/renewal or production of a policy or procedure

Recommend a motion for approval by Council