

REQUEST FOR DECISION 018-2023

Title: MOU Town of Wolfville, Acadia and ASU

Date: 2023-04-04

Department: Office of the CAO



SUMMARY

MOU Town of Wolfville, Acadia and ASU

As per the existing MOU dated October 12, 2018, a formal review of the MOU is to occur every four years, with the first to be undertaken in 2022-23 to ensure that the shared goals and key principles are still relevant and current. Any changes that come from this review must go back to the Parties in the form of an amending agreement.

Over the 2022-23 fiscal year, the Town and Gown Committee has worked to review the existing MOU. Feedback was sought from all three parties on what has worked well and what improvements need to be made to ensure the MOU is effective. Taking this feedback, a revised MOU was drafted and presented to the Town and Gown Committee in early March for feedback. On March 29, 2023 the Town and Gown met to approve the final version and recommended forwarding it to all three Parties for approval.

DRAFT MOTION:

That Council approve the attached MOU between the Town of Wolfville, Acadia University and the Acadia Students' Union and authorize the Mayor and CAO to execute the agreement.

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1) CAO COMMENTS

See below for comments.

2) LEGISLATIVE AUTHORITY

Sections 47(5) and 65 of the *Municipal Government Act* allow for Council to enter into the Memorandum of Understanding.

3) STAFF RECOMMENDATION

It is staff's recommendation that Council approve the attached Memorandum of Understanding between the Town of Wolfville, Acadia University and the Acadia Students' Union and authorize the Mayor and CAO to execute it on behalf of the Town of Wolfville.

4) REFERENCES AND ATTACHMENTS

1. Current MOU – Town of Wolfville, Acadia and ASU dated October 12, 2018
2. Proposed New MOU
3. SOP Working Groups (for information purposes, does not require Council approval)
4. SOP Administrative Leads (for information purposes, does not require Council approval)
5. Annual MOU Timeline (for information purposes, does not require Council approval)
6. Town of Wolfville Feedback Report

5) DISCUSSION

As per the existing MOU dated October 12, 2018, a formal review of the MOU is to occur every four years, with the first to have been undertaken in 2022-23 to ensure that the shared goals and key principles are still relevant and current. Any changes that come from this review must go back to the Parties in the form of an amending agreement.

Over the 2022-23 fiscal year, the Town and Gown Committee has worked to review the existing MOU. Feedback was sought from all three parties on what has worked well and what improvements need to be made to ensure the MOU is effective. Council held a special COW meeting in September to compile the feedback from the Town, Acadia University and the ASU presented their feedback directly to the Town and Gown Committee at the end of January.

Taking the feedback from all three Parties, a revised MOU was drafted and presented to the Town and Gown Committee in early March for feedback. On March 29, 2023 the Town and Gown met to approve the final version and recommended forwarding it to all three Parties for approval.

Staff feel that this MOU addresses the discussion and feedback provided by Council and note the following key changes in the revised version:

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- All specific deliverables have been removed from the MOU and instead will be presented annually in the form of a joint workplan as per the process identified in the MOU.
- All financial contributions have been removed from the MOU. These requests will be dealt with separately in an agreement between the Town and Acadia. 2023-24 will be status quo in terms of contributions from the Town to Acadia and staff will bring back a funding commitment agreement in the fall for Council's consideration for 2024 and beyond.
- There are now 6 key principles. Principle 1 has been expanded from the original MOU and two new principles (Principle 5 and 6) have been added.
- There are now three shared goals that the Town and Gown Committee will focus efforts on.
- The implementation section has been enhanced with the following:
 - Clarification that the Wolfville representative will be a resident of Wolfville and is eligible to serve a second consecutive term if agreed to by the remaining members of the Town and Gown.
 - The Committee will now meet quarterly instead of two times per year.
 - Instead of naming specific positions to support the Committee, each Party will now be responsible for appointing an Administrative Lead. The role of these Leads is outlined in the Administrative Leads SOP for reference.
 - The process for submitting an annual joint workplan has been enhanced. This will be developed in the fall and presented to Town and Gown in November of each year and then sent to the Parties. For the Town, we will then ensure it is included in the annual Operating Budget and Operations Plan.
 - The Agreement allows for the creation of working groups to both help inform the annual joint workplan and to assist in its implementation.
 - Clarification that the meetings can be conducted both in person and virtually.
 - Clarification that the meetings are open to the public.
- The MOU is still intended to be formally reviewed every four years, but an informal review will be conducted every two years by the Town and Gown Committee to ensure we are still on the right track.
- There is clarification that if any Party withdraws from the MOU, the MOU will cease to be in effect upon the withdrawal.

The next step is for all three Parties to approve the attached revised MOU. It is our understanding that all three Parties will be discussing the approval in April 2023. Finally, Council should be aware that the draft MOU has been vetted by the Town's solicitor, Charles Thompson.

6) FINANCIAL IMPLICATIONS

For the 2023-24 fiscal year, Council has allowed for financial contributions to Acadia consistent with the current MOU. Staff will bring back a new agreement between the Town and Acadia in the fall to address revised financial contributions starting in 2024-25.

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Any initiatives coming out of the recommended joint annual workplan will become part of the annual budget and operations plan discussions to ensure Council is in support and that we are an adequately partner on those initiatives deemed to be a priority.

7) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

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

- Economic Prosperity
- Social Equity
- Climate Action
- Community Wellness

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

- Economic sector growth and support for businesses (retention and attraction)
- Climate management related initiatives (reduce carbon emissions, support local transportation, food security, environmental protection)

8) COMMUNICATION REQUIREMENTS

Once all Parties have signed the revised MOU, there will be a press release and the MOU will be distributed to staff and stakeholders of all three parties. The MOU will also be placed on the Town's website.

9) ALTERNATIVES

Council can choose not to approve the attached MOU or can suggest changes to bring back to the other partners.

MEMORANDUM OF UNDERSTANDING

Between

TOWN OF WOLFVILLE
hereinafter referred to as The Town

And

ACADIA UNIVERSITY
hereinafter referred to as Acadia

And

ACADIA STUDENTS' UNION
hereinafter referred to as the ASU

This Memorandum of Understanding (MOU) is made and entered into by and between The Town, Acadia, and the ASU. The entities listed above may collectively be referred to as the Parties to this MOU.

I. PURPOSE:

In late 2016, representatives from the Town and Acadia embarked on discussions to formalize and strengthen our mutual commitment to work together to ensure that our collective community is positioned to maximize opportunities. It was determined that the best path forward would be to develop a Partnership Agreement between the two institutions, alongside the ASU, to provide undertakings that the Parties could commit to over the next few years to achieve our mutual strategic goals.

Recognizing that we are stronger together than if working in isolation, the Town, Acadia and the ASU wish to transcend the traditional Town and Gown framework to deliver the most integrated university town model in Canada and to truly materialize on the goal of becoming a learning community. This Partnership Agreement Framework lays the foundation on how we will mobilize to ensure that we can best meet the needs of our community and respective institutions.

II. KEY PRINCIPLES:

The Parties have been guided by the following key principles in the development of this Partnership Agreement.

- ***Wolfville is only Wolfville with Acadia and Acadia is only Acadia with Wolfville.***
The Town and Acadia recognize that both entities are intrinsically intertwined. Both entities will live up to their full potentials of success with the support and partnership of the other.
- ***We must invest in each other through dedicated resources, funding and collaborative partnerships.***
The Town and Acadia believe that greater benefit will be achieved if each invests in the other's success.
- ***We have a joint responsibility to commit to a high standard of community livability for all residents of Wolfville.***
All residents of Wolfville deserve to live in a town that is attractive, safe, and where neighbours respect each other. In instances where this becomes jeopardized, the Town and Acadia will work together to address the issues, promptly and collaboratively.
- ***We have a joint responsibility to ensure the success of all Acadia students.***
Acadia students gain experience and knowledge not only through Acadia's academic programs and on-campus experiences, but by integrating as proud citizens of the Town of Wolfville. Their involvement as residents of Wolfville should be enriching and should contribute to the overall positive experience students have at Acadia.

III. SHARED GOALS:

- (1) The Parties will communicate openly and frequently with each other, with students of Acadia, with permanent residents of the Town and with other key stakeholders. To these ends, the Parties will:
 - a. jointly develop and implement an integrated communications plan;
 - b. improve informal lines of communication between staff at both institutions by pairing a member of each management team with another to improve ongoing communication flow;
 - c. jointly leverage communication opportunities, such as the Grapevine, campus communication efforts and social media;
 - d. pair Town Councillors with Acadia Students' Union Councillors to facilitate and maintain shared experiences;
 - e. jointly host an annual forum to address any community concerns and inform the broader community on the successes and challenges of the previous year with respect to both institutions;
 - f. Town Council shall, no less frequently than once per calendar year, invite the President of Acadia and the President of the ASU to attend a Town Council meeting, for the purpose of advising the Town Council about events and issues at Acadia;
 - g. The Board of Governors of Acadia shall, no less frequently than once per year, invite the Mayor of the Town to attend a meeting of the Board of Governors for the purpose of advising the Board of Governors about events and issues in the Town;

- h. The ASU shall, no less frequently than once per calendar year, invite the Mayor of the Town to attend a Student Council Meeting for the purpose of advising the ASU about issues and events in the Town;
- i. Encourage and support staff of both organizations to get involved in each others' committees, projects and initiatives to improve communication and ensure direct feedback;

(2) The Parties will pursue and leverage joint economic development opportunities. To this end, the Parties will:

- a. in conjunction with Destination Acadia, mutually pursue the hosting of events that provide economic development benefit to both the Town and Acadia with an intention of hosting no less than one such event per year;
- b. explore the role of the Annapolis Valley Events and Sports Tourism Association (AVESTA) in the furthering of these goals;
- c. support the efforts of the proposed Culinary Tourism Centre;
- d. provide opportunities and resources for students wishing to open businesses in Wolfville after graduation;
- e. continue to support the Wolfville Farmers Market, which is provided annual funding through the Town and building space through a partnership with Acadia;
- f. support the efforts of the Town's annual signature events including but not limited to: Devour, Deep Roots and Valley Harvest Marathon;
- g. support the efforts of Acadia's signature events including, but not limited to: Welcome Week, Homecoming, Cheaton Cup, Acadia Performing Arts Series, the ASU Craft Show and the Huggins Science Seminar;
- h. encourage linkages between the WBDC and students for business planning, research development and employment opportunities.

Further to this end, the Town will:

- a. provide \$10,000 annually to Acadia University to support the hosting of events that are of mutual benefit to both the Town and Acadia University through Destination Acadia

Further to this end, Acadia will:

- a. Provide research support to the culinary and wine sector through initiatives such as the Innovation Pavilion.

(3) Acadia and the Town will manage our facilities and infrastructure in a strategic manner. To this end Acadia and the Town will:

- a. pursue shared tenders to achieve economies of scale;
- b. provide to the other, on the provision of reasonable notice, access to meeting space when required and at no cost to the requesting party;
- c. work collaboratively on the parking management strategy currently under development;
- d. pursue energy initiatives together, including but not limited to, the installation of electric car stations and the increased use of Acadia's central heating plant;
- e. jointly plan for recreational amenities. Additionally, appropriate financial contributions will be provided by both institutions for recreational amenities that benefit both the Acadia population and residents of the Town. Acadia will ensure that its facilities remain open and available to residents of the Town on substantially the same basis as those facilities are available to members of the Acadia community;
- f. review all existing facilities agreements, both in written and verbal form, and update as required;
- g. remain active partners and provide leadership on the Valley Community Fibre Network;
- h. explore IT efficiencies and synergies for mutual benefit.

Further to this end the Town will:

- a. address issues surrounding housing, parking, active transportation, open space/parks and general infrastructure into policies of the MPS in the University section;
- b. provide \$15,000 annually to Acadia to support the summer and March break day camp programs delivered by Acadia. Should Acadia cease to provide summer and March break day camps on behalf of the Town, this funding from the Town to Acadia will cease;
- c. provide up to \$35,000, based on a 50-50% cost sharing formula with Acadia, in 2018-19 to participate in a joint business planning exercise for the Acadia Athletic Complex. Once completed, Town Council will consider an appropriate ongoing annual contribution to the operations of the Acadia Athletic Complex.

Further to this end Acadia will:

- a. Provide space at venues such as the Acadia Festival Theatre to community groups, such as Women in Wolfville and Fezziwig on a cost recovery basis;
- b. Provide \$10,000 in 2018-19, and leverage any additional amount required to cost share with the Town on a 50-50% cost sharing basis, to participate in a joint business planning exercise for the Acadia Athletic Complex.

(4) The Town will leverage the academic opportunities that Acadia provides. To assist the Town in this matter, Acadia will:

- a. encourage research opportunities for faculty and students that support community initiatives and challenges;
- b. encourage and celebrate student volunteerism and involvement throughout the community;
- c. together with the Town, promote the opportunity for community members to attend formal academic lectures free of charge;
- d. together with the Town, promote local co-op opportunities for students, including working for the Town;
- e. endeavour to provide (with the support of the Town), lectures in the community that benefit the community;
- f. encourage the community to utilize Acadia's students first for any research requirements;
- g. develop a list of subject matter experts within Acadia to improve the connection between Acadia's academic community and the Town of Wolfville

Further to this end the Town will:

- a. continue to provide annual academic bursaries up to \$10,000 and \$500 to support the success of local Acadia students

(5) The Parties will integrate their strategic planning to mutual benefit. To this end the Town will:

- a. grant Acadia and the ASU an opportunity to provide meaningful feedback into the development of annual budget and operations plans. Acadia and the ASU will identify the appropriate office(s) to be engaged;
- b. ensure Acadia and the ASU are consulted on bylaws and policies that impact the community

Further, to this end, Acadia will:

- a. solicit and will accept meaningful input from the Town on Acadia's Campus Plan

Further, to this end the Town, Acadia, the ASU will:

- a. solicit and accept, from the other, feedback about strategic planning;
- b. invite representatives from the other party to sit on internal committees where the committee's work affects the other party, including Destination Acadia and Acadia 2025;
- c. review their respective ownership of land, and consider land arrangements, sales and purchases where mutually beneficial to do so;
- d. have staff meetings on issues affecting all parties;
- e. explore the identification and measurement of key performance indicators to measure the effectiveness of this partnership

(6) The Parties will work together to promote community harmony. To this end, the Parties will:

- a. develop and work together to implement a comprehensive community alcohol strategy;

- b. designate and identify a single point of contact for community complaints;
- c. explore creating a joint community liaison position, as a pilot project. The purpose of this position, once created, would be to address concerns and questions from the community about neighbourhood livability;
- d. explore designating Residence Advisors (RA's) in off campus areas;
- e. develop an off-campus living program for students and integrating this as a support service as part of student life;
- f. communicate with landlords about their responsibilities and help landlords establish appropriate rental agreements for student housing;
- g. continue to explore the use of the Non-Academic Judicial Process to address issues where appropriate;
- h. develop, monitor and implement housing policies that support harmonious living on and off campus;

Further, to this end, Acadia and the ASU will:

- a. develop and implement a Student Code of Conduct to address on and off-campus issues through a judicial process;
- b. establish policies and programs that enhance student sensitivity to their surrounding community;

Further, to this end the Town will:

- a. arrange with Acadia and/or the ASU to have the Town's Compliance Officer maintain regular office hours on campus;
- b. provide \$10,000 in 2018-19 to assist in the development of the Comprehensive Alcohol Strategy and consider on-going support thereafter.

IV. IMPLEMENTATION:

- 1) The Parties will provide representatives to the Wolfville and Acadia Town and Gown Committee as follows:
 - a. President and Vice-Chancellor of Acadia University;
 - b. 1 additional member of the Board of Governors and/or Senate (2 year term);
 - c. President of the Acadia Student Union;
 - d. One member of the SRC
 - e. Mayor of the Town of Wolfville;
 - f. 1 additional member of the Town Council (2 year term);
 - g. 1 member of the Wolfville community. Both the Town and Acadia will cause notice of this position and its subsequent vacancy to be advertised publicly. The member so chosen shall be selected by the other 6 Committee members (2 year term).

- 2) The Wolfville and Acadia Town and Gown Committee will be chaired by the Mayor of the Town of Wolfville and the President and Vice-Chancellor of Acadia University on an alternating annual basis. The Mayor of the Town of Wolfville will chair during the remainder of the 2018/19 fiscal year;
- 3) The mandate of the Wolfville and Acadia Town and Gown Committee will be to serve as stewards of this Memorandum of Understanding and to promote the Shared Goals stated above;
- 4) The Wolfville and Acadia Town and Gown Committee will meet on a semi-annual basis, or as required, in November and May of each year of this Agreement;
- 5) A joint annual workplan will be submitted by Chief Administrative Officer (Town of Wolfville) and Vice President Finance & Administration (Acadia University) to the Wolfville and Acadia Town and Gown Committee for endorsement at the November meeting. This Workplan will be developed with feedback from:
 - a. Key staff at both institutions through regular joint meetings of management staff;
 - b. The Acadia Student Union through regular meetings with the ASU President and Executive Team
- 6) Once endorsed by the Wolfville and Acadia Town and Gown Committee, the joint annual workplan will be submitted for review to Wolfville Town Council, ASU and the Acadia University Executive;
- 7) Once approved, the joint annual workplan will be embedded into the Town's four-year Operations Plan and Acadia University's Annual Business Plan;
- 8) The Chief Administrative Officer (Town of Wolfville), and Vice President Finance & Administration (Acadia University) will report on a semi-annual basis to the Wolfville and Acadia Town and Gown Committee on progress on the implementation of the annual joint workplan. Feedback and direction from the Wolfville and Acadia Town and Gown Committee will be provided if required. A summary of year-to-date accomplishments will be presented at the May meeting of the Wolfville and Acadia Town and Gown Committee;


V. LENGTH OF AGREEMENT

The Parties anticipate that this MOU will remain in effect indefinitely.

A formal review of this MOU will be conducted every 4 years, with its first undertaken in the 2022/23 fiscal year to ensure that the shared goals and key principles are still relevant and current. Any changes as a result of these reviews may require an amending agreement by the Parties.

Any Party may withdraw from this MOU with one year written notice.

In witness whereof, the parties hereto have executed this MOU as of the last date written below:



JEFF CANTWELL,
Mayor
Town of Wolfville

October 12, 2018
DATE



ERIN BEAUDIN,
CAO
Town of Wolfville

Oct 12/18
DATE



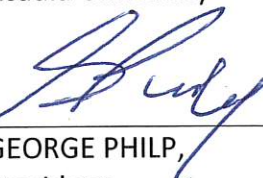
PETER RICKETTS,
President
Acadia University

12th Oct, 2018
DATE



CHRIS CALLBECK
Vice President Finance & Administration and CFO
Acadia University

October 12, 2018
DATE



GEORGE PHILP,
President
Acadia Students' Union

Oct. 12, 2018
DATE

MEMORANDUM OF UNDERSTANDING

Between

TOWN OF WOLFVILLE
hereinafter referred to as The Town

And

ACADIA UNIVERSITY
hereinafter referred to as Acadia

And

ACADIA STUDENTS' UNION
hereinafter referred to as the ASU

REVISED on 29 March 2023, this Memorandum of Understanding (MOU) is made and entered into by and between The Town, Acadia, and the ASU. The entities listed above may collectively be referred to as the Parties to this MOU.

I. PURPOSE:

Recognizing that we are stronger together than if working in isolation, the Town, Acadia, and the ASU wish to transcend the traditional Town and Gown framework to create the most unified university-town model possible to support our collective goal of becoming an integrated community in which we live, work, and study. This MOU describes a framework that mobilizes our efforts to ensure we best meet the needs of the comprehensive community and our respective institutions.

II. KEY PRINCIPLES:

The Parties are guided by the following key principles:

1. Wolfville is only Wolfville with Acadia, and Acadia is only Acadia with Wolfville. The Town, Acadia, and ASU recognize that our organizations are intrinsically intertwined, each living up to its full potential of success only with the support and partnership of the other. The Parties actively invite one another to optimize the academic, research, cultural, athletic, recreational, business, economic, and entertainment opportunities provided through their various offices and departments.
2. We willingly invest in each other through dedicated resources, funding, and collaborative partnerships. The Town, ASU and Acadia believe that greater benefit will be achieved if each invests in the other's success.

3. We share a joint responsibility to commit to a high standard of community livability for all residents of Wolfville. Residents deserve to live in a town that is attractive, safe, healthy, and affordable where neighbours appreciate, support, and respect one another. Challenges posed by food insecurity, poor or inadequate housing, or behaviors that are incompatible with the objectives of community harmony are addressed promptly, through collaboration and with sensitivity to all parties.
4. We have a duty to ensure the success of all Acadia students. Acadia students gain experience and knowledge not only through Acadia's academic programs and on-campus experiences, but by integrating as proud citizens of the Town of Wolfville. Their involvement as residents of Wolfville should be enriching and contribute to an overall positive experience for visitors and permanent residents alike.
5. We acknowledge that we are in Mi'kma'ki, the ancestral and unceded territory of the Mi'kmaq. We embrace the principles of equity, diversity, inclusion, accessibility, and sustainability in our collaborative work.
6. We will proactively consult and collaborate frequently with each other, with students of Acadia, residents of the Town, and other key stakeholders on matters of mutual concern before decisions are made by any one Party that would impact another.

II. SHARED GOALS:

1. Economic Development

The Parties, through engagement with entities including, but not limited to, Events Acadia, Acadia's Office of Industry and Community Engagement, the Wolfville Farmers Market, Valley Regional Enterprise Network, Kentville Research and Development Centre, and Wolfville Business Development Corporation, pursue and leverage joint research and economic development opportunities that provide benefit to the Town, University, and ASU.

2. Facilities, Infrastructure, and Environment

Through consultative and collaborative strategic planning the Parties manage and promote facilities and infrastructure, including parks and open spaces in addition to physical infrastructure, in an environmentally sustainable manner such as to optimize their mutual benefit to all residents and visitors to Acadia and Wolfville.

3. Community Well-Being

The Parties work together to create and sustain a healthy, safe, supportive, affordable, and respectful community for all residents and visitors by:

- a. encouraging the engagement and interaction of all members of the community
- b. seeking affordable and safe housing options for all residents, including students and future students

- c. developing community-based solutions to enhancing food security
- d. committing to compliance of all federal and provincial statutes and regulations, Town bylaws and policies including but not limited to the Noise Bylaw & Nuisance Party Bylaw, and Acadia's Non-Academic Judicial Student Code of Conduct

IV. IMPLEMENTATION:

1. The Parties will provide representatives to the Wolfville and Acadia Town and Gown Committee as follows:
 - President and Vice-Chancellor of Acadia University
 - 1 member of the Board of Governors and/or Senate (2-year term)
 - President of the Acadia Student Union
 - One member of the Students' Representative Council (SRC), usually the Community Relations Representative
 - Mayor of the Town of Wolfville
 - 1 member of the Town Council (2-year term)
 - 1 resident of the Wolfville community. Both the Town and Acadia will cause notice of this position and its subsequent vacancy to be advertised publicly. The member so chosen shall be selected by the other 6 Committee members (2-year term, renewable for 1 additional term subject to Committee approval)
2. The Committee will be chaired by the Mayor of the Town of Wolfville and the President and Vice-Chancellor of Acadia University on an alternating annual basis.
3. The mandate of the Committee is to serve as stewards of this Memorandum of Understanding and to promote its shared goals.
4. The Committee meets quarterly throughout the calendar year, usually in January, April, September, and November, or as required.
5. Each partner will appoint an administrative lead to support the Committee and champion the deliverables of the shared goals.
6. A joint annual workplan is proposed by the administrative leads to the Town and Gown Committee for endorsement, usually at the November meeting.
 - a. The workplan is developed by the administrative leads with input from employees and other contributors as required. The administrative leads may from time-to-time establish working groups or ad-hoc committees to inform or execute the annual workplan.
 - b. Once endorsed by the Committee, the joint annual workplan is forwarded to the Parties.
 - c. The administrative leads will provide workplan progress reports at Committee meetings and a year-in-review summary of accomplishments, usually at the June meeting.

7. The Committee meetings will be held in a hybrid format (in-person and virtual)
8. The meetings are open to the public

V. LENGTH OF AGREEMENT

1. Subject to paragraph V.3 below, the Parties anticipate that this MOU will remain in effect indefinitely.
2. An informal review of effectiveness of this MOU will be held every two years. A formal review will be conducted every 4 years to ensure that the shared goals and key principles remain relevant and current. Any changes as a result of these reviews may require an amending agreement by the Parties.
3. Any Party may withdraw from this MOU with one year written notice. This MOU will cease to be in effect upon the withdrawal of any Party.

In witness whereof, the parties hereto have executed this MOU as of the last date written below:

<hr style="border: 0; border-top: 1px solid black; margin-bottom: 5px;"/> Wendy Donovan Mayor, Town of Wolfville	<hr style="border: 0; border-top: 1px solid black; margin-bottom: 5px;"/> Peter Ricketts President, Acadia University	<hr style="border: 0; border-top: 1px solid black; margin-bottom: 5px;"/> Sadie McAlear President, Acadia Students' Union
<hr style="border: 0; border-top: 1px solid black; margin-top: 5px;"/> Date	<hr style="border: 0; border-top: 1px solid black; margin-top: 5px;"/> Date	<hr style="border: 0; border-top: 1px solid black; margin-top: 5px;"/> Date

Supporting Documents: SOP 2023-001 Administrative Leads
 SOP 2023-002 Working Groups
 Annual Timeline

V6: 29 MARCH 2023

STANDARD OPERATING PROCEDURE

Working Groups	
Standard Operating Procedure SOP 2023-002	Supersedes SOP No. N/A
Effective Date 2023-04-01	Approved by Town and Gown Click here to enter a date.

1.0 Purpose

To outline the process for creating Working Groups and how Working Groups will function to support the implementation of the Shared Goals of the Memorandum of Understanding.

2.0 Scope

Applies to the Town of Wolfville, Acadia University and the Acadia Students' Union (ASU).

3.0 References

- 3.1 Memorandum of Understanding – Acadia University, ASU and Town of Wolfville.

4.0 Definitions

- 4.1 **Working Groups** are created by Administrative Leads to support the implementation of the Annual Joint Workplan and to inform future Annual Joint Workplans. They are created to ensure that all three Parties are engaged in the implementation of the MOU and that staff and students throughout the organizations of all three Parties can collaborate to effectively deliver on the Shared Goals.

5.0 Procedure

5.1 Responsibilities

5.1.1 The Town of Wolfville, Acadia and the ASU will:

- a) Allow and support their staff and/or students to serve on Working Groups as appropriate.

5.1.2 The Administrative Leads will:

- a) Collaborate to identify the need for any Working Groups that should be created to ensure the Shared Goals of the MOU can be operationalized and that the Annual Joint Workplan has input from subject matter experts and stakeholders from all three Parties.

STANDARD OPERATING PROCEDURE

- b) Inform the Town and Gown Committee on any Working Groups that will be place annually for the April 1 – March 31 time period.
- c) Ensure the Working Groups are populated with subject matter experts and suitable representatives from all three Parties and externally as required. At a minimum each Working Group should have at least one representative from each Party.
- d) Ensure the Working Groups have a clear mandate and awareness of tasks to be completed from the Joint Annual Workplan.
- e) Ensure the Working Groups have a Chair and administrative support if required to carry out their mandate.
- f) Work with each Working Group by no later than September of each year to determine recommended actions for the Joint Annual Workplan for the proceeding year and/or to determine if their mandate will end after the current year.
- g) Check in with the Working Groups on progress of implementing their assigned tasks before each Town and Gown meeting to assist in the preparation of progress reports for the Town and Gown Committee.
- h) Receive annual reports by no later than May of every year to incorporate into the Year in Review Document.

5.1.3 The Working Groups will:

- a) Meet as required to action the deliverables assigned to the Working Group.
- b) Recommend new members for the Working Group on an as needed basis.
- c) Prepare regular progress reports and an annual report to inform Town and Gown meetings and the Year in Review Report.

STANDARD OPERATING PROCEDURE

Approved by Chief Administrative Officer

E. Beudin, CAO

[Click here to enter a date.](#)

Date

STANDARD OPERATING PROCEDURE

Administrative Leads	
Standard Operating Procedure SOP 2023-001	Supersedes SOP No. N/A
Effective Date 2023-04-01	Approved by Town and Gown Click here to enter a date.

1.0 Purpose

To outline the responsibilities and procedures for each Partner of the Memorandum of Understanding to appoint Administrative Leads to support the Town and Gown Committee and to champion the deliverables of the Shared Goals.

2.0 Scope

Applies to the Town of Wolfville, Acadia University and the Acadia Students' Union (ASU).

3.0 References

- 3.1 Memorandum of Understanding – Acadia University, ASU and Town of Wolfville.

4.0 Definitions

- 4.1 **Administrative Leads** are senior level administrative representatives from all three Parties to the MOU that are responsible for supporting the Town and Gown Committee and championing the deliverables of the Shared Goals.

5.0 Procedure

5.1 Responsibilities

5.1.1 The Town of Wolfville, Acadia and the ASU will:

- a) Annually appoint one administrative lead each and formally notify the Town and Gown Committee in writing as to who the administrative lead is by March 31st of every year for the proceeding April 1 – March 31 time period.

5.1.2 The Administrative Leads will:

- a) Ensure that the Party responsible for chairing the Town and Gown meetings provides consistent administrative support to the Committee

STANDARD OPERATING PROCEDURE

for agenda preparation, minute taking, notification of meetings and other duties as may be required.

- b) Inform the Town and Gown Committee on any Working Groups that will be in place annually for the April 1 – March 31 time period.
- c) Ensure the Working Groups are populated with subject matter experts and suitable representatives from all three Parties and externally as required.
- d) Strive to have reports, presentations and informational materials developed and provided to the Town and Gown Committee at least one week in advance of each meeting.
- e) Support the Town and Gown Committee at all meetings and speak to any reports, presentations and informational materials as required.
- f) With feedback from the Working Groups and other employees as appropriate, prepare and present a proposed Annual Joint Workplan to the Town and Gown Committee by no later than November each year.
- g) Ensure that the Annual Joint Workplan is sent to all Parties once approved by the Town and Gown Committee to ensure it is embedded in annual operations plans and budgets as required.
- h) Report on progress on implementation of the Annual Joint Workplan at all Town and Gown Committee Meetings as a standing item and in a format that can be easily shared with all Partners.
- i) Provide a Year in Review report for the preceding year to the Town and Gown Committee by no later than June each year. Ensure that this report is shared with all Partners and made publicly available. It should also be used to inform future Annual Joint Workplan processes.

STANDARD OPERATING PROCEDURE

Approved by Chief Administrative Officer

E. Beaudin, CAO

[Click here to enter a date.](#)

Date

Annual Timeline

April:

- Town and Gown Committee Meets
 - New Joint Annual Workplan Commences
 - New Chair Takes Over
 - Administrative Leads inform Town and Gown Committee of any Working Groups
 - Administrative Leads Report on Progress to Date

May:

- Working Groups to Provide Annual Report to Administrative Leads to Inform Year in Review
- ASU and Acadia Town and Gown Reps Attend Town Council Meeting

June:

- Year in Review Completed by Administrative Leads
- Year in Review Sent to Town and Gown Committee and Parties
- Town Council and Citizen Town and Gown Reps Attend Board of Governors Meeting
- Town Council, Acadia and Citizen Town and Gown Reps Attend ASU Executive Meeting

September:

- Town and Gown Committee Meets
 - Administrative Leads Report on Progress to Date
- Working Groups to Provide Input to Administrative Leads into Upcoming Joint Annual Workplan

October:

- Town and Gown Committee Hosts Community Event to Celebrate Partnership and Raise Awareness of MOU

November:

- Town and Gown Committee Meets
 - Draft Joint Annual Workplan endorsed
 - Joint Annual Workplan sent to Parties
 - Administrative Leads Report on Progress to Date

January:

- Town and Gown Committee Meets
 - Administrative Leads Report on Progress to Date

March:

- Each Party Identifies/Confirms their Administrative Lead for the Upcoming Year. Standard Operating Procedure: Administrative Leads

MOU FEEDBACK

TOWN OF WOLFVILLE PERSPECTIVE



To: Town and Gown Committee

From: Erin Beaudin

Date: December 15, 2022

Re: Acadia and Town MOU Feedback – Town of Wolfville Perspective

BACKGROUND

On October 12, 2018, Acadia University, the Acadia Students' Union (ASU) and the Town of Wolfville signed the inaugural Memorandum of Understanding (MOU). The intent of the MOU was to ensure that we collaborate to maximize opportunities for the benefit of permanent residents and students. The MOU outlines key principles and strategic areas of focus as well as how the Town and Gown Committee will be structured and function. It does not expire; however it states that it will be reviewed every 4 years, with 2022 being the first year of review.

As part of the review process, it is important to assess how the first four years of the MOU have gone and to identify the strengths, opportunities, weaknesses, and gaps of the existing MOU. In the fall of 2022 Town Council met to discuss these issues and offers the following assessment and suggestions. It is understood that Acadia and the ASU will also provide feedback as we look to update the MOU.

COMMENTS AND FEEDBACK ON EXISTING MOU

Purpose:

It was noted that the ASU seems to have been added more as an afterthought and not as an equal partner to the MOU. The language in this section (and throughout the document) should be revisited to ensure it reflects that all three parties are equal and important signatories to the agreement. It should

also be clear that the ASU representatives on Town and Gown are elected and represent the student body. *For context, the ASU was a late addition to the existing MOU, and it is critical that their feedback and input inform any revisions as part of this review.*

Key Principles:

- These are still mostly applicable and resonate with the Town.
 - It is felt that not all partners currently provide equal contributions to the partnership, both in terms of financial and internal resources to the partnership. If there is benefit to all by us working together and collaborating, all partners should provide time, energy and financial contributions where appropriate and based on their capacity to contribute. Some examples of other financial arrangements, such as between the City of Kingston and Queens were cited.

Shared Goals:

- These goals are currently not ranked in order of importance. There was some discussion on whether they should be.

Communications

- Overall, Ian Murray and his team have been accessible and eager to collaborate with the Town. The ASU has been supportive, but the Town is aware that there have been some capacity challenges
- We have made progress in amplifying social media posts and messages between the three partners as required
- We have developed relationships between the respective communication teams that for the most part we can get key messages out in a timely manner
- There was an acknowledgement that we have not developed a formal communications plan that would transcend those currently in the communications roles if they were to change. Council would like to see this done as a deliverable in the future
- The annual community forum format should be revisited. Council supports doing this on an annual basis, but it should be more consistent and intentional.

- It has been positive to have the Mayor, ASU President and University President attend each others' meetings to keep communication flowing however these meetings should encourage more dialogue and not just be for updates and could happen more frequently. The Town would like to explore how we can have a more meaningful role in terms of engaging and interacting with the Board of Governors and would like to be invited to the ASU
- It is important that we continue to represent each other on Committees as appropriate and engage each other in strategic planning exercises
- There was some consensus that "Communications" should be a principle and embedded throughout the agreement as opposed to being a Shared Goal
- The CAO provides regular updates to Council, but we could add a formal section on MOU updates to the monthly CAO report to COW

Economic Development

- Destination Acadia, and how the Town is engaged in hosting major events, has been frustrating to date however there has been a vast improvement under Tanya Colbourne in her new position. The CFL was a good example of how we can work together well and under her leadership feel like the Town has been engaged sooner in key discussions
- There is a desire to discuss the future of the Farmers' Market as part of the MOU review and understand how Acadia wishes to support this moving forward
- There is a desire to engage more fully with all three partners on economic development and the Mayors Taskforce on Economic Development highlights some opportunities to bridge the gap between research and entrepreneurship in our community
- Housing is a key priority and must be reflected as we review the next iteration of the MOU.

Facilities and Infrastructure

- The Town commends Acadia for making spaces available at no cost to community groups.
- There is a desire to better quantify the annual financial asks associated with the Acadia pool and Athletics Complex with reporting back on how these contributions have been used.
- The Tower Field long term lease was a success and through the Parks Planning Process we can collectively identify future improvements of the Tower Community Park

- A review of the Day Camp arrangement between the Town and Acadia should be conducted (is this beneficial to both parties, where are the participants in these camps coming from, etc...)
- The Acadia Farm was identified in previous years as a key priority by the ASU. We should intentionally discuss the opportunities around the Acadia Farm and how it can be supported by all three partners

Leveraging Academic Opportunities

- It is felt that little progress has been made in this area, in part due to COVID
- Acadia needs to lead initiatives related to this as the Town and ASU have little ability to do so and can provide supporting roles
- We need engagement from the academic community at Acadia to inform this deliverable
- There was a recognition that the community can also better support academic opportunities at Acadia
- The opportunities in this area should be better identified as part of the MOU review

Strategic Planning

- We need to continue to involve all parties in our respective strategic planning processes and understand the limitations of each party and expectations of each other
- All partners need to operationalize the MOU into their annual operating plans
- The Town appreciated being informally invited into the search process for the new President at Acadia

Community Harmony

- There was an acknowledgement that a great deal of effort and focus as gone into this Shared Goal
- The Community Alcohol Strategy must be supported and actioned by all three Parties in order to be successful
- The Student Code of Conduct updates to reflect off-campus behaviours as part of the original MOU were acknowledged but a better understanding of how these are being operationalized would be appreciated, with reporting back to the Town on statistics and enforcement of the Code

- There was some discussion on how the Town’s Compliance team could (should) have a presence on campus
- The door knocking campaigns in residential neighbourhoods by all three parties was viewed as a success and should continue. Face to face interaction is key and valued

Gaps in Shared Goals:

- Housing initiatives was identified as a gap
- Equity, Diversity and Inclusion work was identified as a gap and could be a principle
- There was a desire expressed to work together on minimizing the negative impact of vehicle use in terms of parking issues and environmental impacts
- Working together on Accessibility initiatives is important and not defined in current MOU

Town and Gown Committee:

- Should have more “town” representation to ensure balance
- Should meet more frequently and have a more defined role
- The ASU Executive Director likely has a role and could serve as a support person to the Town and Gown Committee
- The Town values the feedback and participation of Ian Murray and would like to see this continue for the direct tie in back to the Office of the President. Could/should this role also serve as an official support to the Town and Gown
- There was some discussion on whether there should be alternates for the Town and Gown membership
- There may be a need to establish sub-committees of the Town and Gown Committee where appropriate

General Comments:

- We should try to be more formal and provide an annual report card on progress through the Town and Gown Committee
- The three partners need to provide an appropriate budget and resources for the MOU on an annual basis to ensure key initiatives and deliverables can be achieved

- The financial asks to the Town on an annual basis need to be better quantified. A decision needs to be made on if these asks are part of the MOU or if they continue to come to Council for one-off decisions. It is possible that the types of contributions be highlighted in the MOU but the amounts determined as part of the annual operations planning process
- When the MOU was first drafted it was intentionally specific, however some of the actions may not belong in the MOU and should be defined as part of an improved annual operational process