



# Town Council Meeting

May 16, 2023

6:30 p.m.

Council Chambers, Town Hall

359 Main Street

## Agenda

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### Call to Order

#### 1. Approval of Agenda

#### 2. Approval of Minutes

- a. Town Council Meeting, April 18, 2023
- b. Special Town Council Meeting, May 2, 2023

#### 3. Comments from the Mayor

#### 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. Motions/Recommendations from Committee of the Whole, May 2, 2023:

- a. RFD 019-2023 Civic Addressing Bylaw



- b. RFD 020-2023 Community Safety Office Proposal
- c. RFD 022-2023 Temporary Borrowing Resolutions – 2023/24 Capital Projects
- d. RFD 024-2023: Wolfville Children’s Centre – Proposed Land Swap

**6. New Business**

- a. RFD 026-2023: Miscellaneous Appointments

**7. Adjournment to In-Camera under the Municipal Government Act Section 22(2)(g) Legal Advice**

**8. Adjournment of In-Camera**

**9. Regular Meeting Reconvenes**

**10. Regular Meeting Adjourned**

## REQUEST FOR DECISION 019-2023

Title: Civic Addressing Bylaw

Date: 2023-05-02

Department: Office of the CAO

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## SUMMARY

### Civic Addressing Bylaw

A Civic Addressing Bylaw is a common bylaw for a municipality of Nova Scotia to administer. In the early 2000's, new technologies in mapping and communications provided the province of Nova Scotia the opportunity to create a world class centralized mapping program for municipalities to add and update civic numbers and street information. The mapping program is called The Nova Scotia Civic Address File (NSCAF). Today this system is used for emergency response service delivery and to verify an owner's address for a variety of government and non-government services.

This proposed Civic Addressing Bylaw will be utilized as part of the building and fire inspection processes to ensure that civic and suite number signage is adequately displayed on the property. The combination of ensuring that the civic number information is entered into the NSCAF system, and the signage is properly displayed will assist emergency responders to arrive at the emergency call efficiently. Furthermore, the Civic Addressing Coordinator (CAC), which has been designated by the CAO, can enforce proper civic and suite number signage for existing and new buildings in the future.

The community compliance coordinator for the Town of Wolfville will assist inspection services and the CAC in administering this bylaw.

### DRAFT MOTION:

That Council give first reading to the draft Civic Addressing Bylaw (RFD-019-2023)

## REQUEST FOR DECISION 019-2023

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### 1) CAO COMMENTS

The CAO supports the recommendations of staff. The bylaw has been in discussion for several years and this bylaw will support the inspections services staff in the performance of their duties.

### 2) LEGISLATIVE AUTHORITY

- Municipal Government Act, Section 313
- Building Code Act, Section 4

### 3) STAFF RECOMMENDATION

Staff recommendation is for Council to provide first reading to the attached draft Bylaw, directing staff to advertise notice of intention and to schedule second reading at a future Council meeting.

### REFERENCES AND ATTACHMENTS

1. Draft Civic Addressing Bylaw (attached)

### 4) DISCUSSION

Over the past several years the Town of Wolfville has increasingly improved its compliance efforts within the inspection services group of the Planning Department. Within this group, resources have been allocated to perform fire inspections of more than 300 commercial and residential structures for fire code violations. This is a large undertaking and requires the support of the Bylaw & Compliance Department to help enforce property owners in fixing identified violations in a timing manner.

As part of any inspection of an existing building, staff inspect the position of the buildings civic and any suite numbers to ensure the numbers are posted where they can be seen from the street. Proper civic number signage is an important part of ensuring that emergency services can arrive quickly to a medical emergency. Under this proposed bylaw, the building or fire inspector can require the property owner to properly display civic and suite numbers for the building. When new structures are erected the proper civic number signage will make a difference helping emergency responders get to an emergency. The CAC, which is designated by the CAO assigns the civic and suite numbers for all existing buildings and new construction within the town.

Finally, introduction of this bylaw will increase staff resource requirements to administer this bylaw. As a working group we will be identifying civic numbering violations through periodic field inspections. Using GIS technology, we will be able to digitally capture the violation information to be

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used as an inventory and work towards reconciliation any violation with the subject property owners.

This proposed bylaw has been created by reviewing several other municipalities' Civic Addressing Bylaws and we have written this proposed bylaw using written language using bylaws from the Towns of Yarmouth and Truro.

With the combination of inspection services, bylaw enforcement, and administrative support through the CAC we can effectively administer this proposed Civic Addressing Bylaw.

### 5) FINANCIAL IMPLICATIONS

Financial implications related to the decision may include additional resources and time spent addressing any infractions under the proposed bylaw.

- Additional staff resources may be required from time to time.
- Traveling to each property within Town limits.
- Mailing costs for infraction notices issued to property owners.

The chance of fines issued and contested resulting in potential increase in contesting fines court appearances.

### 6) COMMUNICATION REQUIREMENTS

First reading will be advertised in accordance with the Municipal Government Act.

### 7) ALTERNATIVES

Council may consider alternative options to the recommended decision as follows:

- Approve portions of the bylaw and send staff back for amendment; or
- Approve the bylaw with other specific conditions.



**1. Title**

This Bylaw is entitled the “Civic Addressing Bylaw”.

**2. Background**

The Municipal Government Act gives specific authority to council to establish a bylaw to adopt a system of assigning civic numbers to properties, under section 313. The purpose of this bylaw is to ensure through civic numbering of properties that emergency services can respond efficiently.

**3. Definitions**

“**Building**” means a structure used or intended to be used to support or shelter any use or occupancy, except a structure which is accessory to the use of another structure on the same lot and except a structure which, if it were not being built for the first time, would not require a building permit to authorize its construction and included an incomplete building once the footings have been constructed

“**Civic Addressing Coordinator (CAC)**” means the person appointed by the Chief Administrative Officer to administer this Bylaw.

“**Civic Number**” means the number assigned to a lot or building by this Bylaw or by the Civic Addressing Coordinator

“**Lot**” means any parcel of land described in a registered deed or as shown in a registered plan of subdivision.

“**Officer**” means any Bylaw Enforcement Officer assigned to administering or enforcing this bylaw.

“**Owner**” includes, as it refers to the owner of property:

- a) A part owner, joint owner, tenant in common or joint tenant of the whole or any part of the land or a building
- b) In case of the absence or incapacity of the person having title to the land or building, a trustee, an executor, a guardian, an agent, a mortgagee in possession, or a person having the care or control of the land or building,
- c) In the absence of proof to the contrary, the person assessed for the property.



**“Private Road”** means any street, road, lane, bridge, or other thoroughfares accessible to motor vehicles that serve as principal vehicular access to three or more dwellings or buildings, and which is owned by a person or persons other than the Town or the Province of Nova Scotia.

Commented [CT1]: The term "Private Road" is not used in the Bylaw, so this definition should be deleted.

**“Street”** means any public street, highway, road, lane, bridge, or thoroughfare accessible to vehicular traffic owned by the Province of Nova Scotia, the Town, or any other municipality, including a public highway.

**“Town”** means the Town of Wolfville

#### 4. General

**4.1** A civic number that was posted on a lot or building or that was customarily in use as a mailing address for a lot or building on the date of first reading of this By-Law is hereby assigned to that lot or building until and unless the CAC, by written notice to an Owner, otherwise directs.

**4.2** The CAC shall be responsible for further assigning civic numbers to lots or buildings and shall keep or supervise the keeping of a property information record system identifying all civic numbers assigned by the Town. The CAC may assign civic numbers to lots or buildings for which subdivision approval or a development or building permit is sought or obtained. The CAC is not obliged to assign civic numbers to undeveloped lots and may assign more than one civic number to a lot.

- I. Assigning civic numbers to lots and buildings that front upon or are directly abutting a street must be made in accordance with Appendix “A”, Guidelines for Assigning Civic Address”, which shall form Part of this Bylaw.

**4.3** By written notice to an owner, the CAC may change or reassign civic numbers where reasonably necessary to avoid potentially confusing numbering discontinuities or irregularities and to assure an adequate supply of civic numbers for existing and future development.

**4.4** An Owner shall not post or permit to be posted a number that is not assigned to the lot or building on which the number is posted.

**4.5** The owner of a vacant lot shall not be required to post or cause to be posted the assigned civic address number for the vacant lot.

**4.6** The CAC may assign a civic number to public places.



4.7 Upon application by the owner, the CAC may provide written authorization for civic numbers to vary from the standards contained in this Bylaw, with or without conditions when:

- I. Compliance with the standards is not reasonably possible, due to the physical features of the site or otherwise; or
- II. Compliance would not as effectively meet the objectives of this bylaw.

Authorization under this section may be revoked or varied by the CAC. Owners shall comply with any conditions contained within authorizations granted under this section.

## 5 Display of Numbers

5.1 The owner of a lot on which a building is located shall keep posted on the lot or building the assigned civic number in the following manner: (UNIT NUMBERS)

- I. Civic number shall be in Arabic numerals;
- II. The bottom of the numerals shall be at least 1.2m (4ft) above the ground;
- III. The color of each numeral shall be the same and be clearly in contrast to the color of the building, post, or sign on which it is located.
- IV. The height of the numerals on residential properties shall not be less than 100mm (4 in);
- V. The height of numeral on non-residential properties shall not be less than 200 mm (8 in);
- VI. The civic number shall be placed upon the building, post, or sign in such a location that it faces towards and is clearly visible from the roadway or the street from which it is numbered and shall not be blocked by ornaments, displays, or vegetation;
- VII. The owner of a property shall maintain a civic number for the property in good repair.

5.2 A civic number shall be displayed on a post or sign if a civic number that is located on a building cannot be easily read from the roadway or street from which the building is numbered. The post or sign shall display two (2) sided civic numbers which are situated perpendicular to the street located on the lot within 5m (16.5 ft) of the street boundary.

5.3 The CAC may, in writing, require the owner to place a civic number on a post or sign located on the lot adjacent to the entrance of a driveway that provides emergency vehicles access to a building.

5.4 CAC may, at their own discretion, supersede any sections of this Bylaw if they determine it necessary.

5.5 The CAC may require additional signage for a lot, depending on visibility from the roadway for properties with multiple suites.





## 6 Orders

6.1 The provisions of this Bylaw may be enforced by the CAC or an Officer of the Municipality.

6.2 In the event of contravention of this Bylaw, the CAC or Officer may serve an Order to Comply upon an Owner by regular mail.

6.3 Every Order to Comply shall contain:

- I. The section of this Bylaw which has been contravened.
- II. Actions to be taken in order to bring the property into compliance with this Bylaw.
- III. The date by which the property must be brought into compliance with the order.
- IV. The action which will be taken against the Owner should the property not be brought into compliance.

6.4 Where an Owner fails to comply with the requirements of an Order to Comply within the time frame stipulated therein, the CAC and/or Officer may enter upon the property without a warrant or other legal process and undertake the work specified in the Order to Comply.

6.5 Where the CAC and/or Officer undertake the work specified in the Order to Comply, the Town may charge and collect the costs thereof either from the Owner or as a first lien on the property affected.

## 7 Penalty

7.1 Any person who violates any provision of this Bylaw is guilty of an offence punishable on summary conviction by a fine of not less than one hundred dollars (\$100) and not more than five hundred dollars (\$500).

## REQUEST FOR DECISION 020-2023

Title: Community Safety Office Pilot  
Date: 2023-04-17 **UPDATED FOR COW**  
Department: Office of the CAO

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## SUMMARY

Through the work of Town Staff and the Policing Services Review Committee, a gap in the delivery of policing services has been identified within the Town of Wolfville. While the RCMP, as our current provider, is equipped to deliver services aligned with the enforcement of major crimes, the issues that have historically plagued Wolfville are not regularly those that require an armed response.

Our community has identified on-going, unmitigated, and unmanaged nuisance party occurrences and road safety as priority areas needing attention in our community. Community members have also noted the need for better efforts on small crime, property damage and the desire to experience relationship building with law enforcement.

These areas of concern can be addressed through the provision of a Community Safety Office model, that would provide additional service to the community, filling gaps that are currently reported that result from the limitations of our current provider.

Through the past months, CAO Beaudin has been communicating with Stephen Schneider, Ph.D, a Professor of Criminology at Saint Mary's University in Halifax, regarding alternative approaches that could be piloted in the Town. Dr. Schneider has provided a proposal to explore the creation of a "Community Safety Office" (CSO) pilot project for the Town of Wolfville that would include the hiring of a Community Safety Coordinator (CSC).

This planning phase will culminate in a report submitted to the Town that would articulate the mandate, goals, principles, strategies, programs, and services of the proposed office. It will also provide a preliminary estimate of the resources required for this office, an initial description of the CSC position, and a framework to monitor and assess this pilot project.

**On April 24, this came to the Policing Services Review for review and discussion, upon completion of which the Committee passed the following motion: *That the Policing Services Review Committee recommend that Council approve the proposal submitted by Dr. Stephen Schneider to explore the creation of a "Community Safety Office" (CSO) pilot project for the Town of Wolfville.***

### DRAFT COW MOTION:

That Committee of the Whole forward the following motion to Council for decision: That Council approve the proposal submitted by Dr. Stephen Schneider to explore the creation of a "Community Safety Office" (CSO) pilot project for the Town of Wolfville.

## REQUEST FOR DECISION 020-2023

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### 1) ACTING CAO COMMENTS

Refer to staff recommendation and discussion sections below.

### 2) LEGISLATIVE AUTHORITY

### 3) STAFF RECOMMENDATION

Staff recommend that Council approve the motion **as re-worked by the Policing Review Committee.**

### 4) REFERENCES AND ATTACHMENTS

1. Community Safety Office Proposal
2. Turning the Tide Together – Final Report of the Mass Casualty Commission – [Volume 4 - Community](#)
3. Turning the Tide Together – Final Report of the Mass Casualty Commission – [Volume 5 - Policing](#)
4. [Policing Services Engagement Final Report](#)
5. [Policing Transformation Study, Halifax Regional Municipality.](#)

### 5) DISCUSSION

**Update for Committee of the Whole – On Monday, April 24<sup>th</sup>, staff provided a brief presentation to the Police Review Committee after which discussion covered aspects of the proposed study. It was noted that CAO Beaudin may best be able to answer a few questions, and that dialogue can occur at the Committee of the Whole meeting. The motion passed by the Committee was premised on the following items being considered by the consultant in carrying out the exploration of what a Community Safety Office might look like in the Town of Wolfville context:**

- **That the final report will support any future direction the Town takes with policing service contracts, whether that service is provided by RCMP or other policing service.**
- **That this plan needs to consider both Acadia Safety and Security and the Town's Community Compliance office and how these offices could be integrated and/or work cooperatively.**
- **That this plan should include consideration of financial support from Acadia University.**

#### Background

To address the limitations of local policing services, many towns and cities have created positions and offices outside of police control that are mandated to share responsibility for addressing crime, disorder

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and other public and community safety issues. These offices operated under various names: public safety office, community safety office, crime prevention office, or community policing office.

While the mandate, priorities, and operations of such offices vary (in the literature and in applied cases), there are several guiding principles and common goals, responsibilities, and activities of these Community Safety Offices. Ideally, they are responsible for:

- Planning, developing, implementing, and assessing interventions that address crime, disorder, nuisances, and other local problems that negatively affect community safety and broader livability issues in cooperation with community residents, local groups, police, and other key service providers and stakeholders,
- Implementing *proactive* measures that serve to *prevent* crime and disorder problems from emerging or persisting (complementing the traditional reactive, incident-driven police response model)
- Managing and limiting local problems through short-term interventions (*reducing the opportunity* for such problems to occur in a particular time and place) while also laying out strategies that ameliorate problems over the long-term by addressing root *causes* (through social problem-solving and community development initiatives)
- Ensuring close cooperation and coordination with police (especially in the context of community- and problem-oriented policing) and other public safety service providers
- Prioritizing the “co-production of public safety” (in which crime is viewed as a shared responsibility and therefore requires collaboration between community members, public safety agencies, and other relevant stakeholders) and the “hub” model that operationalizes the former by establishing the CSO as a nucleus (the hub) for an integrated, coordinated multi-stakeholder team approach (the “spokes,” including residents, police, other criminal justice agencies, other government agencies, businesses, schools, social service providers, health care practitioners, etc.) who are most suitable for strategic planning and tactical interventions (to address a particular community safety issue)
- Educating, mobilizing, and organizing local residents to take a proprietary interest in their neighbourhood, public spaces and to become involved in, initiate and lead community safety and development projects
- Using proven, evidence-based best practices which can be tailored to specific problems, the community, and the needs of community members and which typically fall outside law enforcement and criminal justice system, and
- Collecting or using existing data to identify and analyze the scope, nature, symptoms, causes and impact of local crime, disorder, and nuisance problems (collecting and analyzing police-reported data, implementing victimization surveys, and conducting local safety audits)

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### Considerations

The Committee may wish to also consider the importance of these recommendations in regard to the Mass Casualty Commission Final Report, [Volume 4 – Community](#) and [Volume 5 – Policing](#), where great importance is placed on building relationships with law enforcement and the importance of a community safety approach.

The Committee may also wish to consider the results of our engagement process, as outlined in the [Policing Services Engagement Report](#). In this report, the community identified specific wants and needs that suggest a need to supplement services when we consider the limitations of our current policing provider.

### Internal Resources

Staff from the office of the CAO will be assisting with this work.

## 6) FINANCIAL IMPLICATIONS

The cost of this is quoted at **\$28,500** and will be resourced through the budget of the CAO.

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

References to the 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

A status quo approach could be taken, continuing with the current level of service provided by the RCMP members in the community.

**Proposal: Community Safety Office  
Pilot Project Planning Report**

**Submitted to: Town of Wolfville  
Submitted by: Stephen Schneider, Saint Mary's University  
February 20, 2023**

**Goal:**

The goal of this proposed project is to explore the creation of a “Community Safety Office” (CSO) pilot project for the Town of Wolfville that would include the hiring of a Community Safety Coordinator (CSC). This planning phase will culminate in a report submitted to the Town that would articulate the mandate, goals, principles, strategies, programs, and services of the proposed office. It will also provide a preliminary estimate of the resources required for this office, an initial description of the CSC position, and a framework to monitor and assess this pilot project.

**Need:**

The purpose of the CSO would be to overcome the limitations of the current RCMP contract policing through an alternative, yet complementary, crime prevention and community safety organizational and service delivery model. The mandate of the CSO would be to prevent and control local crime and disorder problems through a community-based, proactive, problem-solving, multi-stakeholder service delivery model (based on best practices) while better accommodating the concerns and needs of residents by providing a single point of contact for complaints and coordinated program and service delivery.

**Background:**

To address the limitations of local policing services, many towns and cities have created positions and offices outside of police control that are mandated to share responsibility for addressing crime, disorder and other public and community safety issues. These offices operated under various names: public safety office, community safety office, crime prevention office, or community policing office.

While the mandate, priorities, and operations of such offices vary (in the literature and in applied cases), there are several guiding principles and common goals, responsibilities, and activities of these CSOs. Ideally, they are responsible for:

- Planning, developing, implementing, and assessing interventions that address crime, disorder, nuisances, and other local problems that negatively affect community safety and broader livability issues in cooperation with community residents, local groups, police, and other key service providers and stakeholders,

- Implementing *proactive* measures that serve to *prevent* crime and disorder problems from emerging or persisting (complementing the traditional reactive, incident-driven police response model)
- Managing and limiting local problems through short-term interventions (*reducing the opportunity* for such problems to occur in a particular time and place) while also laying out strategies that ameliorate problems over the long-term by addressing root *causes* (through social problem-solving and community development initiatives)
- Ensuring close cooperation and coordination with police (especially in the context of community- and problem-oriented policing) and other public safety service providers
- Prioritizing the “co-production of public safety”<sup>i</sup> (in which crime is viewed as a shared responsibility and therefore requires collaboration between community members, public safety agencies, and other relevant stakeholders) and the “hub” model<sup>ii</sup> that operationalizes the former by establishing the CSO as a nucleus (the hub) for an integrated, coordinated multi-stakeholder team approach (the “spokes,” including residents, police, other criminal justice agencies, other government agencies, businesses, schools, social service providers, health care practitioners, etc.) who are most suitable for strategic planning and tactical interventions (to address a particular community safety issue)
- Educating, mobilizing, and organizing local residents to take a proprietary interest in their neighbourhood, public spaces and to become involved in, initiate and lead community safety and development projects
- Using proven, evidence-based best practices which can be tailored to specific problems, the community, and the needs of community members and which typically fall outside law enforcement and criminal justice system, and
- Collecting or using existing data to identify and analyze the scope, nature, symptoms, causes and impact of local crime, disorder, and nuisance problems (collecting and analyzing police-reported data, implementing victimization surveys, and conducting local safety audits)

The proposed report would address the following issues:

- Circumstances leading to consideration of alternative community safety / crime control models (Critiques and limitations of the current RCMP policing model)
- Information on Wolfville and its crime, disorder, and community safety issues (to ensure the report recommendations are adapted to the town’s unique needs)
- Research to identify and analyze community safety strategies, services, programs and resources (emphasizing best practices) relevant to the proposed Wolfville CSO
- Recommendations on the development of a CSO, including its mandate and goals, guiding principles and five main areas of responsibility (data collection and analysis, strategic planning, programs and services, program and service delivery coordination, and the operation of a storefront office)
- Initial identification of the programs and services to be provided by the CSO
- Initial identification of key stakeholders in the service delivery coordination (hub model)
- A description of the position of Community Safety Coordinator (job description, specific tasks and responsibilities, qualifications)
- An initial list of the resources required for the CSO and the storefront office
- A framework for monitoring and evaluating the pilot project
- Identify potential external funding options (from provincial and federal sources)

## Proposed Planning Report Outline

1. Executive Summary
2. Introduction
  - 2.1. Report Objectives
  - 2.2. Research Methods
  - 2.3. Report Outline
3. Background
  - 3.1. Circumstances leading to consideration of alternative community safety models
    - 3.1.1. Critiques and limitations of the current RCMP policing model
    - 3.1.2. Community safety priorities not addressed sufficiently
  - 3.2. Preliminary contextual information
    - 3.2.1. Overview of the Town of Wolfville
    - 3.2.2. Boundaries
    - 3.2.3. Population, demographics, socio-economic indicators, marginalized groups
    - 3.2.4. Business and economic development
    - 3.2.5. Public and private schools
    - 3.2.6. Acadia University
    - 3.2.7. Social Services (Government and NGOs)
    - 3.2.8. Other community Groups
  - 3.3. Existing crime and disorder data
  - 3.4. Crime and disorder control measures
    - 3.4.1. Policing and (criminal) law enforcement (RCMP)
    - 3.4.2. Other community safety, law enforcement, and compliance services
    - 3.4.3. Other justice-related services
      - 3.4.3.1. Provincial courthouse in Kentville
      - 3.4.3.2. Alternative justice models (Wellness Courts)
4. Review of the Literature and Primary Research (Overview and Best Practices) (Appendix?)
  - 4.1. Critiques and limitations of traditional policing (and criminal justice) approaches
  - 4.2. Alternatives to the criminal justice system (best practices)
    - 4.2.1. Crime prevention
    - 4.2.2. Public health approach
    - 4.2.3. Co-production of Public Safety Models
      - 4.2.3.1. The “Hub” Model
      - 4.2.3.2. Mobile Mental Health Teams
  - 4.3. Alternative and innovative community-based criminal justice models (best practices)
    - 4.3.1. Policing
      - 4.3.1.1. Community policing
      - 4.3.1.2. Problem-oriented police
    - 4.3.2. Wellness Courts
    - 4.3.3. Restorative justice
  - 4.4. Community Safety/Public Safety/Crime Prevention/Community Police Offices



4.5. Community Safety Officers / Coordinators

4.6. Summary and Conclusions

5. Recommendations: Community Safety Office

5.1. Introduction

5.1.1. Overarching Mandate of the CSO

5.1.2. Goals of the CSO

5.1.3. Key principles of the CSO

5.1.3.1. Community-based (emphasizing the important proprietary role that local residents, groups, institutions, and businesses play in community safety and crime prevention)

5.1.3.2. Proactive approach that serves to *prevent* crime and disorder problems, that address root causes through a long-term problem-solving approach

5.1.3.3. Innovative and effective (proven) strategies (best practices) adapted to the unique circumstances of Wolfville

5.1.3.4. Multi-stakeholder involvement and coordination (“co-production of public safety” through a team-oriented “hub” model)

5.1.3.5. Complements and contributes to current RCMP policing services

5.2. Five Main CSO Components

5.2.1. Introduction and Overview

5.2.1.1. Information collection and analysis

5.2.1.2. Strategic planning

5.2.1.3. Programs and services

5.2.1.4. Program and service delivery coordination (Hub model)

5.2.1.5. CSO storefront office

5.2.2. Information Collection and Analysis

5.2.2.1. Environmental data (population demographics, housing, employment, etc.)

5.2.2.2. Crime and disorder data (Police-reported crime statistics, Victimization surveys, Crime and disorder safety audits, community consultation for needs assessments)

5.2.3. Strategic Planning

5.2.3.1. Short and long-term service provision and program planning

5.2.3.2. Program and services development

5.2.4. Services and Programs

5.2.4.1. Introduction and overview

5.2.4.1.1. Service and program goals

5.2.4.1.2. Service and program principles

5.2.4.2. Safety audits

5.2.4.3. Situational crime prevention and CPTED safety consulting

5.2.4.4. Personal safety education and training

5.2.4.4.1. Conducting self-administered home & neighbourhood safety audits

5.2.4.4.2. Personal safety and self-defence for women

5.2.4.4.3. Child safety measures (“street proofing,” bike safety, online safety)

5.2.4.5. Advocacy work (on behalf of Wolfville residents)

5.2.4.6. Legal advice

- 5.2.4.7. Complaints (including criminal complaints) via storefront office
- 5.2.4.8. Crime-Free Multi-Housing Program
- 5.2.4.9. Neighbourhood Watch / Citizen patrols
- 5.2.4.10. Dispute resolution / restorative justice
- 5.2.4.11. Mobile mental health units
- 5.2.4.12. Community policing
- 5.2.4.13. Community alcohol strategy
- 5.2.4.14. Compliance
- 5.2.4.15. Diversion programs
  - 5.2.4.15.1. Wellness court (Kentville)
  - 5.2.4.15.2. Restorative justice
- 5.2.4.16. Acadia student-related programs
  - 5.2.4.16.1. Community-student mentorship
  - 5.2.4.16.2. Safe dating
- 5.2.5. Program and Service Delivery Coordination (Community Safety Coordination Committee)
  - 5.2.5.1. Introduction
    - 5.2.5.1.1. Goals
    - 5.2.5.1.2. Principles
    - 5.2.5.1.3. Strategies
  - 5.2.5.2. Key partners represented on the Hub Committee<sup>iii</sup>
    - 5.2.5.2.1. Town of Wolfville (Compliance, Community Development, Community Recreation, Fire Department, Library)
    - 5.2.5.2.2. RCMP
    - 5.2.5.2.3. Provincial government (Department of Justice, public prosecutions service; Department of Community Services)
    - 5.2.5.2.4. Annapolis Valley Regional School Board / Wolfville School
    - 5.2.5.2.5. Acadia University (Administration, ASU, AUFA, Security, subject matter experts)
    - 5.2.5.2.6. Homeowners Association (?)
    - 5.2.5.2.7. Absentee (Landlord) Homeowners Association (?)
    - 5.2.5.2.8. Private Sector (Chamber of Commerce/Business Association, Wolfville Business Development Corporation)
  - 5.2.5.3. (Mental) Health Care (Valley Regional Hospital, Eastern Kings Memorial Community Health Centre, Mental Health Services Eastern Kings)
  - 5.2.5.4. Nova Scotia Liquor Commission (Liquor Store)
  - 5.2.5.5. NGOs
    - 5.2.5.5.1. Kings County Family Resource Centre
    - 5.2.5.5.2. Open Arms
    - 5.2.5.5.3. L'Arche Homefires
    - 5.2.5.5.4. Women of Wolfville
- 5.2.6. CSO Storefront Office
  - 5.2.6.1. Introduction
  - 5.2.6.2. Goals
  - 5.2.6.3. Principles

- 5.2.6.4. Physical layout
  - 5.2.6.5. Services
    - 5.2.6.5.1. General complaints
    - 5.2.6.5.2. Criminal complaints
    - 5.2.6.5.3. Community-based program implementation (e.g., Neighbourhood Watch)
    - 5.2.6.5.4. Meeting space
  - 5.2.6.6. Staffing
  - 5.2.6.7. Role of RCMP
  - 5.2.6.8. Role of other agencies and service providers
  - 5.2.6.9. Volunteers
- 
- 6. Recommendations: Community Safety Coordinator
    - 6.1. Job description
    - 6.2. Specific tasks and responsibilities
    - 6.3. Qualifications
  
  - 7. Recommendations: Required Resources
    - 7.1. Community Safety Coordinator
    - 7.2. Storefront office
    - 7.3. Other miscellaneous resources
  
  - 8. Pilot Project Monitoring and Assessment
    - 8.1. Introduction and overview
    - 8.2. Objectives
    - 8.3. Design
    - 8.4. Data collection methods
    - 8.5. Timeframe, work plan and deliverables
  
  - 9. External Funding Options
    - 9.1. Project implementation
    - 9.2. Project evaluation

**Proposed Work plan, Timeline, Deliverables, and Fees**

<b>Task</b>	<b>Deadline</b>	<b>Deliverable</b>	<b># of Hours</b>	<b>Fee (@ \$150/hour)</b>
Background information	Apr 30	Progress Report	20	\$3,000
Initial secondary research (review of the literature, web sites, reports, and other sources)	May 30 (& ongoing)	Report section documenting secondary sources	30	\$4,500
Primary research (interviews with experts & practitioners)	Jun 15 (& ongoing)	Progress Report	25	\$3,750
Draft partial report #1: Sections 3 & 4	Jun 30	Draft partial report #1	25	\$3,750
Draft partial report #2: all of the above & recommendations re: CSO overview, principles & five main areas of responsibilities (Sec. 5)	Jul 20	Draft partial report #2	25	\$3,750
Draft partial report #3: all of the above (revised based on feedback) & recommendations regarding CSC position and CSO resources (Secs. 6 & 7)	Aug 15	Draft partial report #3	15	\$2,250
Draft partial report #4: all of the above (revised based on feedback) & framework for pilot project monitoring and assessment & external funding options (Secs. 8 & 9)	Sep 15	Draft partial report #4	15	\$2,250
Draft Final Report	Oct 15	Draft Final Report (Discussion Paper)	20	\$3,000
Final Report	Nov 30	Final Report	15	\$2,250
<b>Totals</b>			<b>190</b>	<b>\$28,500</b>

\*To be carried out by the Town of Wolfville or an independent third party

<sup>i</sup> “Coproduction of public safety” means that public safety is not the sole responsibility of police but is shared with community members and other key stakeholders (other government agencies, social service providers, private sector, etc.). As such, it emphasizes collaboration and partnership between community members and public safety agencies (in particular the police), which includes an active and ongoing exchange of information, resources, and expertise. It acknowledges that community members and other stakeholders have important knowledge, insights, perspectives, and resources to address the challenges and issues that impact public safety, and that they can contribute meaningfully to developing solutions. The coproduction of public safety involves efforts to build trust and mutual respect between law enforcement agencies and the communities it serves, and to foster ongoing engagement and dialogue.

<sup>ii</sup> The community safety "hub" model entails the coordination of various stakeholders to prevent crime and maximize local safety in a community or geographical area. The model is designed to foster collaboration among relevant stakeholders (such as police, other government agencies, community residents and groups, social service providers, etc.) and serves as a platform for community engagement, providing a space for stakeholders to share ideas, coordinate activities, and develop partnerships. It involves the establishment of a central nucleus or point of contact to coordinate service delivery via a team approach involving agencies and professionals best suited to both

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strategic planning and, at a tactical level, leveraging the most appropriate partners and resources to address a particular community safety issue. The hub also serves as a clearinghouse for information by acting as a repository for crime and community-safety related data, which can be used in a proactive manner to identify high crime areas, patterns of criminal activity, at-risk individuals, and other potential risk factors. This data is then used strategically to develop and implement targeted prevention interventions that are tailored to the specific needs of the community and to address individual community safety issues. The hub model has been successfully implemented in various communities across the world and has shown promising results in reducing crime rates and improving community safety. By bringing together key stakeholders and leveraging data and evidence-based practices, the model offers a comprehensive approach to crime prevention that is both effective and sustainable.

<sup>iii</sup> While the contractor will identify all potential key stakeholders that would be involved in identifying key stakeholders to be involved in this coordinating committee, this effort will not involve soliciting their actual participation. This would be the responsibility of the Community Safety Coordinator.

**REQUEST FOR DECISION 022-2023**

Title: Temporary Borrowing Resolutions – 2023/24 Capital Program

Date: 2023-05-02

Department: Finance

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## SUMMARY

### Temporary Borrowing Resolutions (TBRs) - 2023/24 Capital Program

Each year where long term debt is included in the capital budgets (Town and Water Utility) as a funding source there is a required process outlined by the province to enable access to debt funding.

Permanent long term debt (debentures) can only be put in place after completion of the capital project and the Temporary Borrowing Resolution (TBR) is in place per format prescribed by province. The TBR provides the mechanism to have temporary debt to cover the project funding until the first opportunity arrives to put in place a fixed term debenture. The TBR also provides the mechanism by which the Minister of Municipal Affairs and Housing approves a municipality’s use of long term debt. Without the Minister’s approval, a municipality may not access long term debt for capital funding purposes.

Depending on the projects in any given year, there may be a need to identify two subtotals, one for the Town operation and one for the Town’s Water Utility operation. The 2023/24 year includes both Town and Water infrastructure borrowing requirements.

#### DRAFT MOTION:

That Council approve the attached Temporary Borrowing Resolutions;

• TBR #23/24-01 Various purposes Town	\$2,552,900
TBR #23/24-02 Water Transmission & Distribution	<u>\$ 399,900</u>
Total Borrowing	<u>\$2,952,800</u>

to cover loan facilities with the Bank of Montreal until such time as the short-term loans are replaced with debenture borrowings and grant funding as per the 2023/24 Town Capital Budget, Ten Year investment Plan (CIP), and 2023/24 Water Utility Capital Budget.

## REQUEST FOR DECISION 022-2023

Title: Temporary Borrowing Resolutions – 2023/24 Capital Program

Date: 2023-05-02

Department: Finance

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### 1) ACTING CAO COMMENTS

The Acting CAO supports the recommendation and notes this item has been vetted thru the Audit Committee.

### 2) LEGISLATIVE AUTHORITY

- NS Municipal Government Act (MGA) Section 66, 88 & 92

### 3) STAFF RECOMMENDATION

That Council approve the TBR requirements for the 2023/24 capital budget season to ensure previously approved funding is in place in a timely manner. It should be noted that, depending on receipt of grant funding, the full amount of the TBR requirements is not expected to be needed.

### 4) REFERENCES AND ATTACHMENTS

- TBR 23/24-01 Town (attached)
- TBR 23/24-02 Water Utility (attached)
- 2023/24 Operations Plan Appendix II (including Ten Year Capital Investment Plan 2023/24 funding page and Water Utility Capital Budget)

### 5) DISCUSSION

**Annually this is a housekeeping matter** as it relates to capital purchases/projects previously approved by Council as part of the budget process. In this case it relates to the 2023/24 Budget approved on March 21<sup>st</sup>. The budget motion details capital funding sources, including long term debt.

Note that for this fiscal year, there are grant funding sources for projects that also involve long term debt. In these cases, the Temporary Borrowing Resolution is set at a higher amount than the budgeted long term debt that will be accessed at the end of the process (i.e. resolution set at expected long term debt plus grant funding). This ensures the Town is able to access temporary funding while awaiting receipt of grants which typically occur after costs are incurred by Town.

The **TBR forms the first required step** in the process by which Town's obtain debenture funding through the provincial Finance Department. In past years this process involved the NS Municipal Finance Corporation (MFC). It also becomes part of the paperwork required by the Bank of Montreal to set up the temporary loan facility. The TBR template issued by the Department of Municipal Affairs and Housing is a standard form with a twelve month term.

The budget plan is to replace the TBR funds, net of grant funding, with 15-30 year debt terms. Based on our expected capital financing, the Town's total debt repayments over the next 4 years (Appendix II of

## REQUEST FOR DECISION 022-2023

Title: Temporary Borrowing Resolutions – 2023/24 Capital Program

Date: 2023-05-02

Department: Finance

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Ops Plan document, four year projections and excluding Water Utility that functions with its own debt ratio) will be approximately:

2023/24	\$849,700	(7.7% DSR based on own sourced revenue of \$10.7 million)
2024/25	\$998,200	(8.7% DSR)
2025/26	\$1,152,400	(9.6% DSR)
2026/27	\$1,341,800	(10.8% DSR)

Note that the capital budget assumptions include a 4.5% interest rate for long term debt. This was in line with rates realized in the 2022 Fall Debenture issue. Ultimately the actual rates will vary between now and next year when the 2024 Spring Debenture issue funding is obtained. The 2023 Spring Debenture issue will occur in the next month or two.

Our total own source revenue is estimated to be just \$11 million for 2023/24 (total revenue less school board funding, corrections and regional housing, and provincial/federal grants). As demonstrated by the debt service ratio calculations, the town's debt costs are currently within the capacity of town to manage. This should not be unexpected given Council reviews this information annually as part of the budget setting process. Note by Year 6 (2028/29) of the Ten Year Capital Investment Plan the Debt Service Ratio (DSR) is likely to reach 15% based on current funding framework. The ratio is then expected to decline to approximately 11.5% by Year 10. Future events including interest rates, cost of supply, and town revenues will impact how effectively the Town can get the Debt Service Ratio back under 10%.

The Town's ability to take on the approved capital debt funding is reflected in the draft provincial financial indicators which notes Wolfville's Debt Service Ratio at 7.6% which is half of the provinces required benchmark of 15%.

Once Council approves the TBR's, the following occurs:

- Town related TBR (23/24-01) goes back to Dept. of Finance for Ministerial approval.
- Water utility related TBR 23/24-02 goes back to Dept. of Finance, but awaits UARB approval of the Water Utility Capital Budget before Ministerial sign off.

By using two TBR's, there can be a quicker turnaround from the province for at least the Town portion of work.

## 6) FINANCIAL IMPLICATIONS

Financial implications are one of the factors reviewed during the budget process and considered by Council before budget approval in March. As noted above, the resulting debt ratios indicate the Town's

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## REQUEST FOR DECISION 022-2023

Title: Temporary Borrowing Resolutions – 2023/24 Capital Program

Date: 2023-05-02

Department: Finance

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ability to manage the debt load approved by Council remains stable for the next 4 years. That said, the Town is moving closer to higher debt ratios and key assumptions should be reviewed during each annual budget cycle to ensure the ability to manage debt loads.

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

- Not applicable as this RFD is a **required step** for projects already approved in the 2023/24 Operations Plan, including Ten Year CIP

### 8) COMMUNICATION REQUIREMENTS

There will be formal communications with external sources in two areas:

- With DMAH to obtain Ministerial approval;
- With BMO to arrange our line of credit renewal based on the approved TBR amounts

### 9) ALTERNATIVES

No true alternatives exist as these TBR's relate to previously approved capital project funding. Not approving the TBR's would require putting major portions of the 2023/24 Capital Budget on hold pending identification of other funding sources.

**MUNICIPAL COUNCIL OF THE**

**TEMPORARY BORROWING RESOLUTION**

TBR #2023/24-01

Amount: \$

Purpose: Capital Budget Projects

**WHEREAS** Section 66 of the Municipal Government Act provides that the Council of the \_\_\_\_\_, subject to the approval of the Minister of Municipal Affairs and Housing, may borrow to expend funds for a capital purpose as authorized by statute;

**WHEREAS** the Council of the \_\_\_\_\_ has adopted a capital budget for this fiscal year as required by Section 65 of the Municipal Government Act and are so authorized to expend funds for capital purposes as identified in their capital budget; and

**WHEREAS** the specific amounts and descriptions of the projects are contained in Schedule "A" (attached);

**BE IT THEREFORE RESOLVED**

**THAT** under the authority of Section 66 of the Municipal Government Act, the Council of the \_\_\_\_\_ borrow a sum or sums not exceeding \_\_\_\_\_ Dollars (\$ \_\_\_\_\_) for the purpose set out above, subject to the approval of the Minister of Municipal Affairs and Housing;

**THAT** the sum be borrowed by the issue and sale of debentures of the Council of the \_\_\_\_\_ to such an amount as the Council deems necessary;

**THAT** the issue of debentures be postponed pursuant to Section 92 of the Municipal Government Act and that a sum or sums not exceeding \_\_\_\_\_ Dollars (\$ \_\_\_\_\_) in total be borrowed from time to time from any chartered bank or trust company doing business in Nova Scotia;

**THAT** the sum be borrowed for a period not exceeding Twelve (12) Months from the date of the approval of the Minister of Municipal Affairs and Housing of this resolution;

**THAT** the interest payable on the borrowing be paid at a rate to be agreed upon; and

**THAT** the amount borrowed be repaid from the proceeds of the debentures when sold.

**THIS IS TO CERTIFY** that the foregoing is a true copy of a resolution read and duly passed at a meeting of the Council of the \_\_\_\_\_ held on the \_\_\_\_ day of \_\_\_\_\_, 2022.

**GIVEN** under the hands of the Clerk and under the seal of the Council of the \_\_\_\_\_ this \_\_\_\_ day of \_\_\_\_\_, 2022.

\_\_\_\_\_  
Clerk

**MUNICIPAL COUNCIL OF THE**

**TEMPORARY BORROWING RESOLUTION**

Amount: \$ \_\_\_\_\_

Purpose: Capital Budget Projects

**SCHEDULE "A"**

		<b>\$</b>
<b>Heading:</b>		
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<b>TOTAL REQUEST CONTAINED WITHIN THIS RESOLUTION</b>		

NOTE: Three projects above involve items with external grant funding. The Town requires temporary borrowing to allow time difference of costs incurred and receipt of grant funds. Debenture requirements will be net of TBR amount and grant funding to be received. Total debenture funding will be \$2,033,300.

Grant Funding includes:

- Wastewater Treatment Plant Phase II      73% ICIP = \$167,900 for fiscal 2023/24
- New Visitor Information Centre              33% ACOA = \$200,000
- East End Gateway Parking Lot              33% ACOA = \$151,700

**MUNICIPAL COUNCIL OF THE**

**TEMPORARY BORROWING RESOLUTION**

TBR #2023/24-02

Amount: \$ \_\_\_\_\_

Purpose: Capital Budget Projects

**WHEREAS** Section 66 of the Municipal Government Act provides that the Council of the \_\_\_\_\_, subject to the approval of the Minister of Municipal Affairs and Housing, may borrow to expend funds for a capital purpose as authorized by statute;

**WHEREAS** the Council of the \_\_\_\_\_ has adopted a capital budget for this fiscal year as required by Section 65 of the Municipal Government Act and are so authorized to expend funds for capital purposes as identified in their capital budget; and

**WHEREAS** the specific amounts and descriptions of the projects are contained in Schedule "A" (attached);

**BE IT THEREFORE RESOLVED**

**THAT** under the authority of Section 66 of the Municipal Government Act, the Council of the \_\_\_\_\_ borrow a sum or sums not exceeding \_\_\_\_\_ Dollars (\$ \_\_\_\_\_) for the purpose set out above, subject to the approval of the Minister of Municipal Affairs and Housing;

**THAT** the sum be borrowed by the issue and sale of debentures of the Council of the \_\_\_\_\_ to such an amount as the Council deems necessary;

**THAT** the issue of debentures be postponed pursuant to Section 92 of the Municipal Government Act and that a sum or sums not exceeding \_\_\_\_\_ Dollars (\$ \_\_\_\_\_) in total be borrowed from time to time from any chartered bank or trust company doing business in Nova Scotia;

**THAT** the sum be borrowed for a period not exceeding Twelve (12) Months from the date of the approval of the Minister of Municipal Affairs and Housing of this resolution;

**THAT** the interest payable on the borrowing be paid at a rate to be agreed upon; and

**THAT** the amount borrowed be repaid from the proceeds of the debentures when sold.

**THIS IS TO CERTIFY** that the foregoing is a true copy of a resolution read and duly passed at a meeting of the Council of the \_\_\_\_\_ held on the \_\_\_\_ day of \_\_\_\_\_, 2023.

**GIVEN** under the hands of the Clerk and under the seal of the Council of the \_\_\_\_\_ this \_\_\_\_ day of \_\_\_\_\_, 2023.

\_\_\_\_\_  
Clerk

MUNICIPAL COUNCIL OF THE

TEMPORARY BORROWING RESOLUTION

Amount: \$ \_\_\_\_\_

Purpose: Water Capital Budget Projects

SCHEDULE "A"

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<b>TOTAL REQUEST CONTAINED WITHIN THIS RESOLUTION</b>		

## REQUEST FOR DECISION 024-2023

Title: Wolfville Children's Centre – Land Swap

Date: 2023-05-02

Department: Planning & Economic Development

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## SUMMARY

### Wolfville Children's Centre – proposed land swap

The Wolfville Children's Centre (WCC) presented to Council at Committee of the Whole in February 2023. Staff were directed out of that meeting to provide more information on how we could best enable the WCC to remain in this location while providing a new building and expanding their offerings.

At the February Council meeting, the following motion was passed:

#### 6. Motions/Recommendations from Committee of the Whole, February 7, 2023

- a. **Wolfville Children's Presentation**    **18-02-23 IT WAS REGULARLY MOVED AND SECONDED THAT COUNCIL MOVE THAT STAFF BRING BACK A REPORT RELATING TO THE REQUEST FROM THE WCC TO EXPAND ONTO TOWN LAND ADJACENT TO THE CURRENT FACILITY.**

**CARRIED**

#### DRAFT MOTION:

That Council direct Staff to enter into negotiations with the Wolfville Children's Centre (WCC) - to enable a land swap of adjacent town-owned land to facilitate the WCC constructing a new facility - and bring back a draft agreement for Council direction and approval.

## REQUEST FOR DECISION 024-2023

Title: Wolfville Children's Centre – Land Swap

Date: 2023-05-02

Department: Planning & Economic Development

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### 1) ACTING CAO COMMENTS

The CAO supports the recommendation of Staff. This represents a follow up to previous presentation to Committee of the Whole and questions raised around the lease, sell, land swap options. The recommended course of action will provide direction to staff to proceed with negotiations on a land swap process.

### 2) LEGISLATIVE AUTHORITY

Council has broad authority to control land use and enter into agreements to enable Development.

### 3) STAFF RECOMMENDATION

To negotiate and enter into a land swap agreement to enable the WCC to move forward with fundraising and other steps required to build a new, expanded centre.

### 4) REFERENCES AND ATTACHMENTS

- February 2023 WCC presentation to Committee of the Whole (attached)

### 5) DISCUSSION

#### Background

The Wolfville Children's Centre (WCC) is in need of expansion – for various reasons outlined in their presentation (see attached) provided to Council at February Committee of the Whole.

The WCC want to begin fundraising/a capital campaign and look further at how a new centre can be built. At this stage, they are looking at a new build (on our land) while operating the existing centre during construction. Once the new centre is complete, they would demolish the old centre and this land would be transferred to the Town as Public Park Space. Essentially, this is a land swap that would be enabled through an agreement with Council.

There was some question of long-term lease vs a sale so some legal work has been completed and it was determined a sale is far more practical, given the circumstances. If a sale / land swap is supported, some details and negotiation would be required once Council decides to move this forward.

If it is decided to not proceed on Town land, their options are limited and they would be looking for land in other locations (as stated in their presentation to Council).

A context map is provided below:

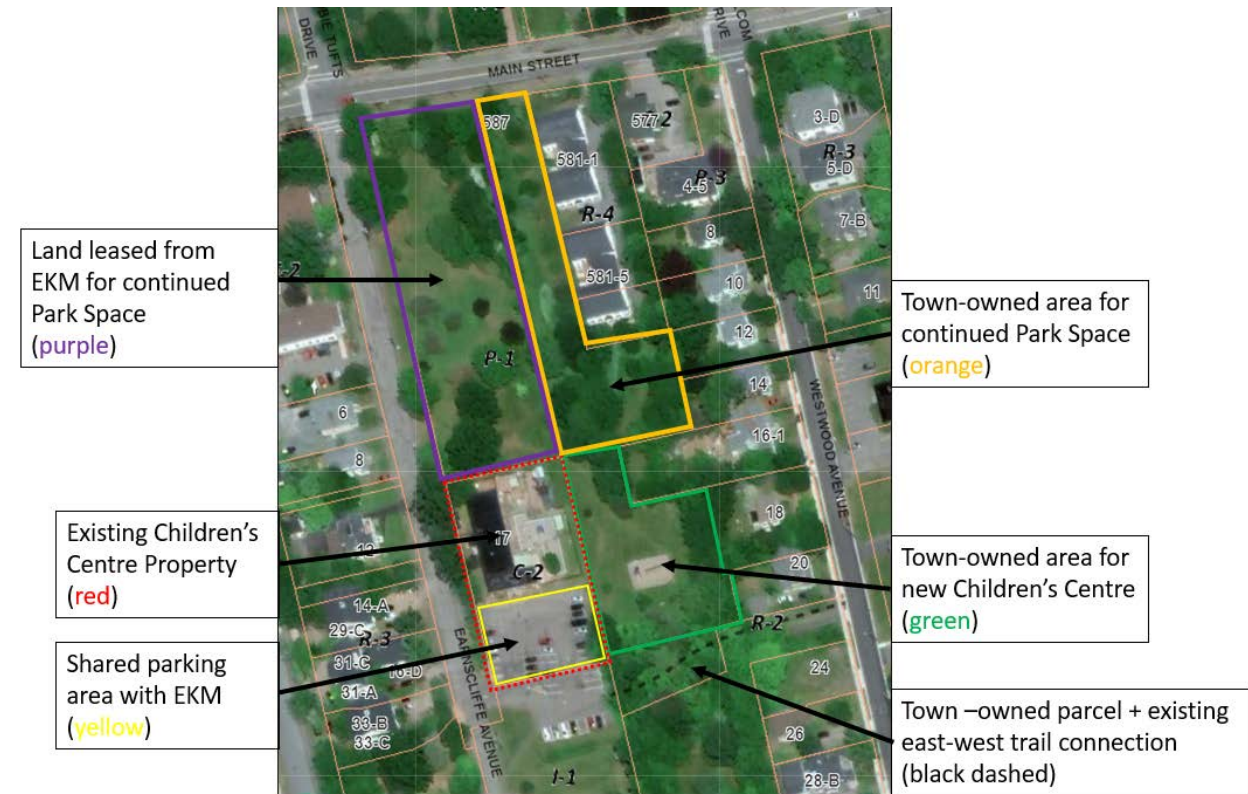
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## REQUEST FOR DECISION 024-2023

Title: Wolfville Children's Centre – Land Swap

Date: 2023-05-02

Department: Planning & Economic Development



### Zoning

The land for the potential new centre is currently zoned P1 – Parks and Open Space. Council would need to initiate a re-zoning process and go through the legislative requirements. If the direction is to move forward, Staff would bring this re-zoning forward once details of an agreement for the land transaction is signed/finalized. An excerpt of the zoning context is provided here:

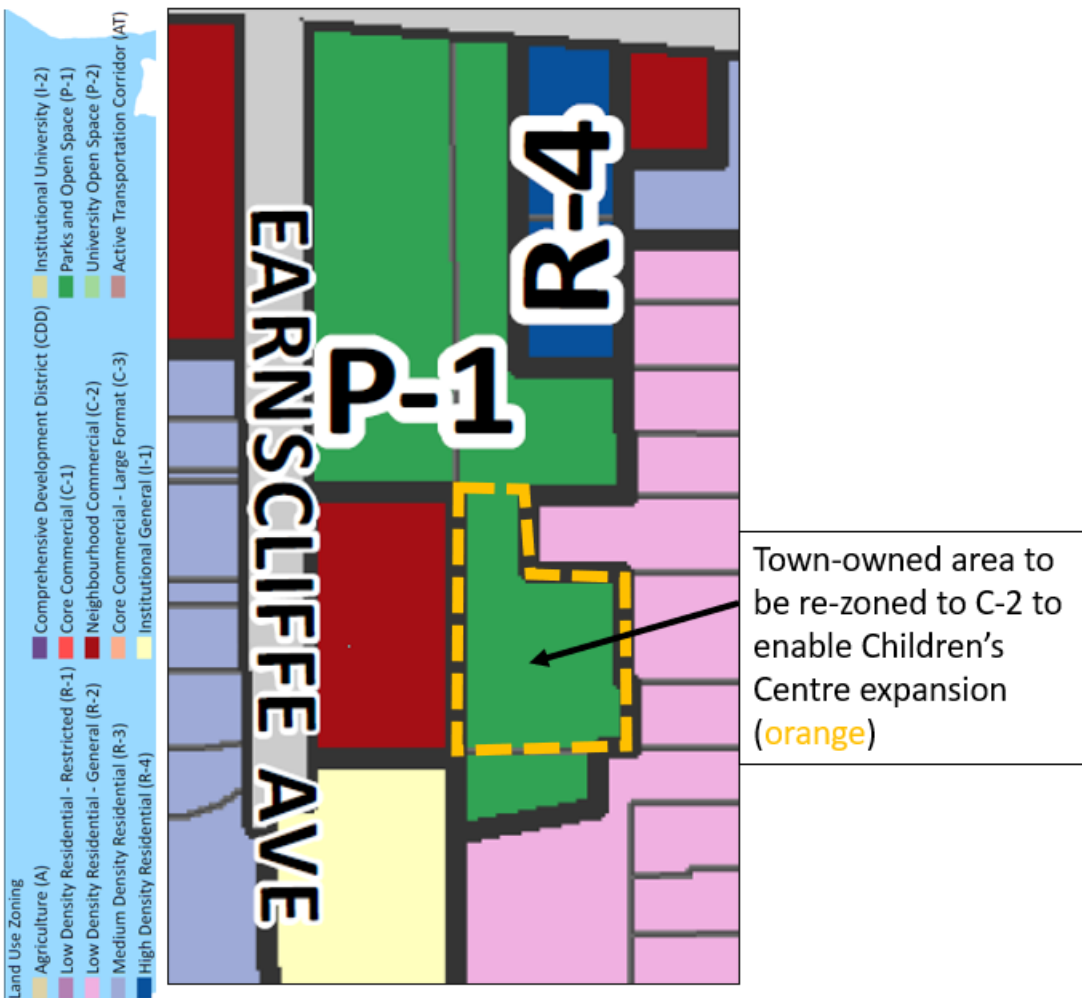


## REQUEST FOR DECISION 024-2023

Title: Wolfville Children's Centre – Land Swap

Date: 2023-05-02

Department: Planning & Economic Development



### Ongoing Parks Master Plan

Making a decision on this matter would inform the Parks Plan process and help better define the scope of work / vision for Quiet Park. Knowing that long-term, we would have a much more visible area for a park is a positive change from the somewhat hidden playground that exists there now. Some communications on this matter would be required (it would be inevitable through the re-zoning process and legislative requirements) and it would be made clear as we move ahead with the Parks Plan and any area-specific consultation we do in this area.

### Next Steps

Given the time it would takes to negotiate an agreement, have it finalized, start a capital campaign, do the re-zoning – it is recommended this process begin moving forward right away.

- Draft agreement to Council (June COW)

## REQUEST FOR DECISION 024-2023

Title: Wolfville Children's Centre – Land Swap

Date: 2023-05-02

Department: Planning & Economic Development

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- Agreement approval (June Council)
- Re-zoning process (TBD – potentially July-October 2023)
- Parks Master Plan incorporating decision (Fall 2023)
- WCC Capital Campaign, Design, Build etc – TBD

## 6) FINANCIAL IMPLICATIONS

N/A

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

Child care in our community is relevant to all of Council's Strategic Priorities.

## 8) COMMUNICATION REQUIREMENTS

Key Message: The Wolfville Children's Centre is in need of an expanded facility and are looking to work with the Town for use of adjacent land for a new build.

## 9) ALTERNATIVES

1. Not approve moving forward
2. Moving forward under specific conditions as defined by Council



# Wolfville Children's Centre

Presentation to Council - Feb 2023



# Wolfville Children's Centre

Non-Profit Registered Charity

Opened in 1972 as a Parent Cooperative

Over 50 years of childcare services in Wolfville

**Our Philosophy: EVERY child is entitled to quality care**

# Wolfville Children's Centre and Afterschool Program

Offering childcare to  
children age 18months  
to 12 years

Employs 10 full time  
and 3 part time staff

Provides part time and  
summer employment  
opportunities for  
students

Supports practicum for  
NSCC and Mount Saint  
Vincent University

Collaborating with  
Community  
Development and  
Environmental Studies  
Programs at Acadia

Hosts members of the  
L'Arche community to  
provide vocational  
opportunities



# WCC Families

87% work in the Wolfville community

53% live in town of Wolfville

43% live outside of Wolfville

4% are students (NSCC, Acadia)



# Waitlists:

(Historically average waitlist of at least 20 families )

## Centre:

56 families on a wait list for Centre for 2023  
(48 Toddlers & 4 Preschool)

4 - waitlist for 2024

5 - Families reaching out while still pregnant

## Afterschool:

4 – waitlist 2022-23

5 – waitlist for 2023-24

11 – waitlist for summer care (for only 12 spaces)



Canada Wide Child  
Care Agreement –  
Signed by Nova  
Scotia in 2021

Highlights of this  
agreement

Incremental reduction  
fees - \$10/day by 2026

Enhanced before and  
after care options for  
3-5 year olds

Early Childhood  
Education Workforce  
Strategy – Wage &  
Benefits Improvement

9500 new spaces  
provincially by March  
2026

1100 New Spaces as of  
December 2022 have  
been found

# Federal Childcare Agreement





## WCC Accessibility Audit in 2022

- Accessibility audit of Centre & playground by Houdini Design, completed July 2022
- Identified many areas of concern
- Recommendation to achieve many of the necessary upgrades would be to replace the Centre
- had immediate need to make playground accessible

# Needs and Challenges

- Increasing waitlists for both programs, with no spaces available
- Afterschool will need to relocate due to upcoming renovations- no other appropriate facility available in town or on campus
- WCC and Afterschool Program forced to relocate multiple times
- Building is aging, built in early 1970s and limited to renovation potential to bring it up to accessibility standards
- To rebuild or expand - would need additional land to remain where we are or would need to relocate out of town
- Challenge to find locations that fit our needs for licensing, without needing major upgrades and access to outdoor play space
- Willing to consider expansion of spaces to meet need in both locations, but need future home of Afterschool program

# Context



# The Vision



houdinidesign ARCHITECTS

Proposed Courtyard View  
Wolfville Children's Centre

scale: NTS **AI**

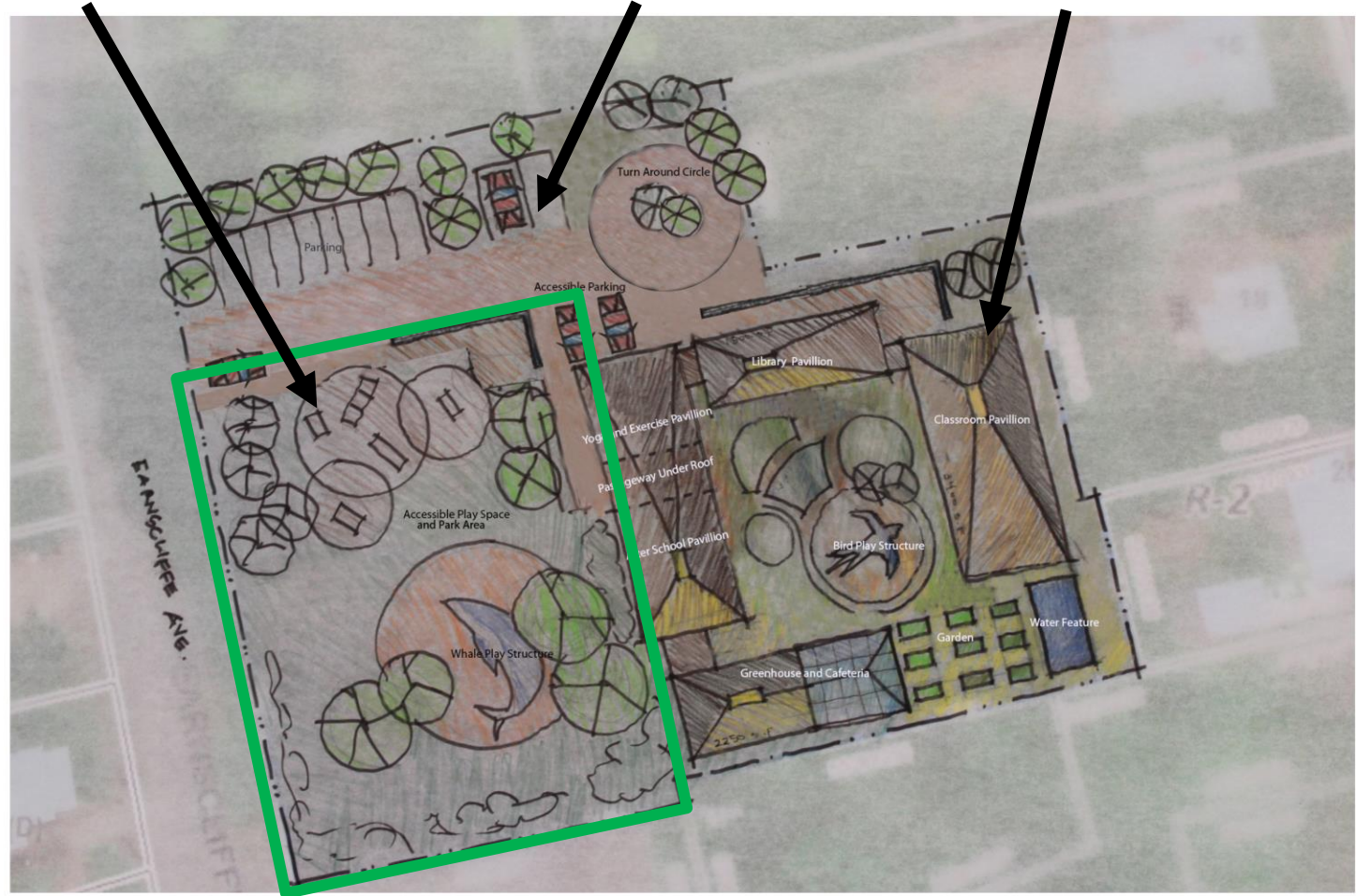


# Connecting WCC and Community

Public Playground

Parking and Access

New WCC



houdinidesign ARCHITECTS

Proposed Site Plan  
Wolfville Children's Centre

scale: NTS

A0

# Childcare in 2023 and beyond

Fully accessible

Sustainable and environmentally conscious

Zero Footprint

Addressing Food Insecurity

Natural play spaces



## Aligning with TOW Goals

- With projected growth of families in town, demand for care will grow
- Accessibility – Goal to achieve RHFAC (Rick Hansen Certification) as a fully inclusive childcare centre – first in NS, only 2 others in BC
- Sustainability – aim to be innovative and be environmentally sustainable, zero emissions- achieving LEED Gold certification
- Community Partnerships – Acadia University, Harriet Irving Botanical Gardens, NSCC, WBDC and local community groups
- Indigenous Knowledge – connecting with Elders, Knowledge Keepers to respect and reflect that we are in Mi'kma'ki, the ancestral and unceded territory of the Mi'kmaq People
- International cultures and perspectives

# The Ask

- **We're not investment-ready for expansion** until we have a plan in place. Federal Childcare agreement wants to fund projects. Would also need to begin a capital campaign and fundraising.
- **We would like consideration of WCC expanding on Town land, adjacent to our facility.**
- Public space / playground would be incorporated into the project.
- We understand decisions won't be made today. **Hopeful we can work together** so we can continue to serve the Wolfville community.



Questions/  
Comments  
Welcomed





# Wolfville Children's Centre

Presentation to Council - Feb 2023

**REQUEST FOR DECISION 026-2023**

Title: Miscellaneous Appointments

Date: 2023-05-16

Department: Office of the CAO

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## SUMMARY

### Miscellaneous Appointments

As the Valley Regional Enterprise Network (REN) Inter-Municipal Service Agreement (IMSA) and Revised Memorandum of Understanding (MOU) with Acadia and the Acadia Students' Union are both in the process of being executed, there are several appointments that Council needs to make pursuant to both agreements.

#### **DRAFT MOTION:**

That Council appoint Mayor Wendy Donovan to serve on the Valley REN Liaison and Oversight Committee until October 2024.

That Council appoint the Chief Administrative Officer to serve as the Administrative Lead supporting the Town and Gown Committee.

## REQUEST FOR DECISION 026-2023

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### 1) CAO COMMENTS

Refer to comments below.

### 2) LEGISLATIVE AUTHORITY

Valley REN IMSA - Section 18(i).

MOU – Town of Wolfville, Acadia and ASU – Section IV(5).

### 3) STAFF RECOMMENDATION

As typical with other Committee appointments, the CAO and Mayor met to discuss the REN appointment and are recommending that Mayor Donovan serve in this role.

It is also recommended that the CAO serve as the Administrative Lead on the Town and Gown Committee. This has been the past practice and the role is now formalized in the revised MOU.

### 4) REFERENCES AND ATTACHMENTS

1. Valley REN IMSA (effective April 1, 2023 – in process of being executed)
2. MOU Town of Wolfville, Acadia and ASU (in process of being executed)

### 5) DISCUSSION

As the Valley Regional Enterprise Network (REN) Inter-Municipal Service Agreement (IMSA) and Revised Memorandum of Understanding (MOU) with Acadia and the Acadia Students' Union are both in the process of being executed, there are several appointments that Council needs to make pursuant to both agreements.

The Valley REN IMSA stipulates that the Liaison and Oversight (LOC) Committee be comprised of the Chief or Mayor of each of the Parties, or a designate approved by their Councils. Currently the REN LOC is a mix of Mayors and other Councillors. In discussions with the Mayor, it was felt that it was appropriate for Wolfville to recommend to Council that Mayor Donovan serve on the LOC. Given that the term will start once the IMSA is fully executed, and we are currently halfway through the term of the Town's typical committee appointments, it is recommended that the Mayor serve in this role until the end of October 2024 to coincide with the next municipal election and new committee appointments.

The CAO currently serves as the Town's support person for the Town and Gown Committee. This role is now formalized in the amended MOU and as such, it is appropriate for Council to formally appoint the CAO as the Administrative Lead to work alongside the leads from Acadia and the ASU.

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### 6) FINANCIAL IMPLICATIONS

N/A

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

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

### 8) COMMUNICATION REQUIREMENTS

The REN and Town and Gown will be made aware of the Council appointments.

### 9) ALTERNATIVES

Council can choose to appoint another Council member to serve on the REN.

Council could have discussions with the CAO about another Administrative Lead for the Town and Gown and choose to make a different staff appointment.