



# Committee of the Whole

June 11, 2024

9:00 a.m.

Council Chambers, Town Hall

359 Main Street

## Agenda

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### 1. Approval of Agenda

### 2. Approval of Minutes

- a. Special Committee of the Whole Minutes (Budget V4), May 3, 2024
- b. Committee of the Whole Minutes, May 7, 2024
- c. Committee of the Whole In Camera Minutes, May 7, 2024

### 3. Presentations

- a. Valley Recreation Enterprise Network (VREN) update - Emily Boucher CEO
- b. Recreation Programming Update - Luke Moffatt

### 4. Public Input / Question Period

PLEASE NOTE:

- *Individual members of the public may make comments and ask questions for up to 5 minutes.*
- *The same person may return for up to 5 minutes at the end of the agenda to provide Council with any new information after hearing the reports, which may help in Council in their decision-making.*
- *Questions or comments are to be directed to the Chair.*



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

## **5. Committee Reports (Internal)**

None

## **6. CAO Report**

## **7. Staff Reports for Discussion**

- a. RFD 030-2024: Municipal Fees Policy
- b. RFD 032-2024: Policy# 120-017, Acknowledgements Policy
- c. RFD 033-2024: Policy# 120-014 Proclamations Policy Amendment
- d. RFD 034-2024: Code of Conduct for Elected Municipal Officials Amendment

## **8. Committee Reports (External)**

- a. Annapolis Valley Trails Coalition (AVTC)
- b. Wolfville Business Development Corporation (WBDC)
- c. Diversity Kings (DK) *verbal report*
- d. Inter-Municipal Services Agreement for Valley Waste & Kings Transit (IMSA for VW & KTA)
- e. Valley Recreation Enterprise Network (VREN)

## **9. Public Input / Question Period**

## **10. Request for Agenda Item**

- a. Council Correspondence Related to Housing Legislation (*Mayor Donovan*)
- b. Grants to Organizations Policy (*Councillor MacKay*)



- 11. Adjournment to In-Camera Meeting under *section 22(2)(a) Of the Municipal Government Act.***
  - a. Land Acquisition
- 12. Adjournment of In-Camera Meeting**
- 13. Regular Meeting Reconvened**
- 14. Motions from In-Camera Meeting**
- 15. Regular Meeting Adjourned**



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**Information Updates**

**New CAO Announced**

On behalf of Council, Mayor Donovan announced Glenn Horne as the new Chief Administrative Officer (CAO) of Wolfville on June 4. With 15 years of experience as a public servant, most recently as the CAO for Antigonish County, Glenn will provide support for Town staff and Council. Glenn will be working from Town Hall by mid-July.

**E-Scooters**

There are 21 e-scooters out in the town currently. Brandon Snyder, who just graduated from the business program at Acadia – focusing on entrepreneurship – is running this venture. His website is now live: <https://www.wolfvillescooters.com/> He is also on Instagram.

E-Scooters are regulated under the Motor Vehicle Act like a bicycle (e.g. must wear a helmet, not permitted on sidewalks, under 14 not permitted, etc). Electric Kick-Scooters fall under section 85b, 170a, 172c,d, etc. of the Motor Vehicle Act and when the EKS is operated on a roadway, the operator is deemed to be cyclist.

There are stickers on the scooters that say: you must wear a helmet and do not park on sidewalks. When they finish with the scooter, riders have to take a picture with the app. He has insurance through HFX e-scooters in Halifax (Brendan is essentially a part of that business). We will receive a Certificate of Insurance naming us as insured (and Acadia). Our Lawyer is involved in this aspect.

People have to sign off on terms and conditions within the app before they can actually use the scooter and the app requires riders to be 16+ in age. Helmets are being mounted to each scooter and the software with the scooters is updated to reflect this. The scooters are programmed to not exceed 25km/h anywhere.

Parking: Brendan is currently going around 2x per day to either change batteries or check on all the scooters. He knows where they all are at all times. He has been responsive to concerns. There is a phone number on the scooters that goes to Brendan and he is responsive to any that need to be moved or have been misplaced. They can also easily be moved (the front wheel does not lock and the scooter can be rolled or picked up). Kaden has Brendan's direct phone number to quickly resolve any issues.



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Accessibility is a key concern regarding parked scooters on sidewalks and staff are working with the operator to reduce the instances of this occurring, and may create simple signage to improve etiquette, and/or designated parking sites in the downtown.

**Community Development**

The Tennis Court Repair RFP received one response. Consultations have been held with the Wolfville Tennis Club, who are reaching out to their partners/contacts in the province for feedback on the vendor and proposed solution. We anticipate moving forward withing budget.

Two local companies specializing in trail building/landscaping and maintenance have been selected via RFP process to enter into Standing Offer agreements with the Town to provide services related to new trail design, construction, and maintenance. The contract will be on a one-year term and can be extended for up to four additional years if the arrangement is mutually agreeable.

The Summer Concert Series is booked, starting June 23<sup>rd</sup> and running through August. [Details are on the website.](#)

**Visitor Information Centre report**

- 25-30 visits per day (8-10 from other provinces – mostly Atlantic Canada, 4-6 USA)
- More locals than usual, curious about building but then finding interest in tourism info at VIC
- Some tourists starting to arrive
- Lots of positive feedback on WOLFVILLE sign, hammocks and stretch tent

The Canada Day [event to be held at Waterfront Park](#) this year due to construction at Willow Park. We are offering similar programming to previous years.

There is a full-page ad in the June *Grapevine* with event listings and a QR code that will take folks to the events section of our website.

The Splash Pad at Willow Park will open for the season once construction at the Visitor Information Centre has been completed. The expected date for this is towards the end of July. New accessible walkways connecting the splash pad to change rooms, washrooms and the street have already been completed.



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Two new summer staff have been welcomed to the team. They will be working on special programs and event coordination and camp coordination. They are going through some training and getting and completing work plans for the summer.

### Rec Programming

- Started brainstorming and locking the summer try it in Wolfville program. First one is scheduled for June 13th, the rest of them are still in the works but will be announced soon.
- A community survey is live on Wolfville Blooms [to help with our activity planning.](#)
- Planning for the big events this summer Canada Day (July 1st) and Mud Creek Days (July 26,27,28)
- Organizing Come on Down program for the summer
- Began planning summer programming for the Acadia Community Farm.
- Will begin working on Soups and Sides and international Student neighbours program.
- Began AT work and plans for the grant money (bike inventory, bike hub, bike programming)
- Began program planning for the summer camps this summer. 8 weeks of camps with up to 18 kids in each ages 6-13.

### Wayfinding

Staff have met to go over priority areas where signs will be installed this summer and winter. These areas will be further defined once we receive quotes from two or more sign fabricators.

Temporary signage will be going up in Reservoir Park near the Trailside reforestation pilot project sites (either late this week or next) with information on the volunteer project and the invasive species being targeted. Staff were emailed details about this program on May 31.

Accessibility Atlantic is in the process of completing an accessibility assessment of our 2014 wayfinding plan completed by Sperry Designs and will be providing feedback for the AT network signage as well. This supports training that Lindsay and Barb have completed.

The washroom signs at Railtown will be replaced with town-branded, accessible signage this summer. Staff have mocked up signage for different sites in town to demonstrate what they may look like. Staff have and will continue to engage with the WBDC – they will receive a presentation once we finish the accessibility audit. A presentation is being prepared for Council. When we have more information and pricing this will be delivered. This will be a multi-year project to implement.

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**Urban Forest Management**

Staff are working on several initiatives:

- Beginning the tree policy work with consultant – more information will be brought forward on this work. Mark Fredericks, our new Senior Planner will be working on these initiatives.
- Working with Blomidon Naturalists, Acadia and volunteers on an invasive species removal pilot project (along the entry to Reservoir Park). This initiative has begun with volunteers making some headway already. Signage is being erected to let people know what is happening. General idea: remove invasive species, re-plant with native species. This is happening in a small pilot project area to see how it goes.
- Meeting with Acadia and discussing their approach and shared opportunities
- Working with partners on monitoring Hemlocks both in the Town and at the Nature Preserve (Forest Hill Rd)

**Active Transportation**

After review by the AT working group – a final tender package is complete and will be issued ASAP. The AT working group will now move into spring/summer programming, with priority recommendations for Council, and detailed design input on the next set of projects.

The 2024/25 budget year projects include: 1) finishing Highland Avenue (paint, signage, crosswalk); 2) Connecting Highland to the Harvest Moon trail through the festival theatre property; 3) paving the harvest moon trail from the Farmers’ Market to Harbourside Drive; 4) traffic calming and improved safety measures along Cherry Lane and Kent Avenue; and 5) an improved AT connection from Main Street to the East End Gateway trailhead/Harvest Moon Trail. The announcement from the Feds/Province is to happen June 28 at 10am the Wolfville Sign.

Staff were successful in securing additional support funds for the AT network implementation. \$100,000 grant has been received to purchase additional bikes – for all ages and abilities (as part of bike share program); purchase bike racks and provide support for programming and the AT working group as we move forward.

**JRTA – Joint Regional Transportation Authority**

The Town’s Director of Planning is a member of the Municipal Working group for the JRTA. This work is expected to go well into 2024-25. A more fulsome update to Council on this Provincial initiative will come and the JRTA are consulting the public as well. For more information see here: <https://jrta.ca/>. This work should be considered in the context of the ongoing Kings Transit Review and the Town’s aspirations for micro transit as we continue to grow.

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**Acadia University**

The Director of Planning and Economic Development is a member of Acadia's 'Revenue Generation Taskforce' – various projects or potential projects + partnerships with the Town will be discussed over the coming months. More information will come to Council as this group becomes more established and decisions are made.

**Housing Accelerator Fund (HAF)**

Staff (Lindsay, Barb and Devin) are part way through their course, Leading Urban Change, that is being offered by the University of Toronto School of Cities. Staff attended a couple of days on in-person learning at UofT and have been enjoying using the program as a project accelerator to plan the roll-out of our Housing Accelerator work. Participants from across the Country are enrolled in the program with a number also workshopping Accelerator Fund projects. Instructors include Richard Florida, Drew Fagan and the former Mayor of Victoria, Lisa Helps.

Staff's current HAF focus:

- Rezoning properties along Highway 101 to receive more, energy efficient housing units.
- Better defining our year-1 budget and work plan (given the program announcement was significantly delayed from our original timeline and working in the realities of a fall election)
- Beginning a parking study – with the WBDC and Acadia. Starting soon and finalized for the new Council in October/November when the plan review will begin. This is important work to inform any potential land use changes and create housing supply.
- Getting procurement for Consultants finalized (through standing offer)
- Posting for members of a non-market housing working group to support Staff

**East End Gateway Parking Lot**

Construction is proceeding and the project is still expected to be complete by the end of July. While the lot remains closed, additional parking is available at Acadia's Festival Theatre. Overnight parking is available in the lot to the West of RailTown.

**Visitor Information Centre Re-Build and the Splash Pad**

The re-build of the Visitor Information Centre is moving well, and completion is still set for the end of July. Staff are working with the contractors to try to shrink the construction footprint, which is needed if we want to open the Splash Pad in advance of the construction completion date. Updates will be provided on the website as they are available.



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**Nature Preserve and Reservoir Park Ponds**

Staff have been made aware of a break to the pipe that moves water from the dam at the Nature Preserve to Reservoir Park. It is not clear what impact this may have to water levels or water quality in the Reservoir Park Ponds. Seasonal testing for blue-green algae has not yet started, however, efforts are currently underway to accelerate this program.

**Information Technology**

IT is working on providing Cybersecurity Awareness Training to all Town personnel including Council members. Beauceron has been piloted on a select group of individuals, with great success. We are also moving forward with MFA (Multifactor Authentication) across the organization. This works by offering a challenge via an app when logging in to your Microsoft account. This will provide another layer of security, protecting the Town from bad actors outside of the organization. This is a slower process, but slow and steady wins that race.

**Finance and Corporate Services**

Interim Tax bills were issued at end of April are due May 31. By early June staff will have a handle on level of arrears and properties at risk of tax sale process.

The annual financial audit started on June 3 and staff have been busy preparing all working papers for the year-end audit requirement and subsequent processing. Dedication of staff time for the year-end and audit processes shall continue through the month of June with a goal to have audited financial statements to Audit Committee by early July and at the regular meeting of Council on July 16.

**Compliance**

Staff (Kaden and Maren) attended Atlantic Bylaw Officer Conference May 21- 24. With many good takeaways and training provided that will be a great benefit in our day-to-day operations here in Wolfville.

Kaden will join the Mayor and Council members at the International Town and Gown Conference this year with many opportunities for professional development during the conference sessions.

Ben Vogler has completed his second placement of 150 hours with us and will graduate from NSCC Truro in June. Staff enjoyed having Ben as part of our team and are thrilled that he is exploring future opportunities to work in Municipal space.

In May, the most common bylaw enforced was the Property Minimum Standards Bylaw.

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**Election preparedness**

Staff (Laura & Barb) completed Returning Officer training and the Office of the CAO is getting geared up to support the smooth operation of the Municipal Elections in October. Staff will be updating Council in the next month with a full timeline of election related dates and events – including information sessions to welcome potential candidates. There is now a [dedicated area on our website](#) where election details will be shared.

**Accessibility and Inclusion**

Staff enjoyed working with members of the Accessibility Advisory Committee to deliver the Access Wolfville Open House that was our contribution to Access Awareness Week. The committee will be working on next steps as we work towards delivery of our next Accessibility Plan, that is due on April 1, 2024.

Staff (Barb) participated in a workshop for Faculty and Staff at Acadia that focused on Accessibility in the Town and also offered a Inclusive and Accessible Social Media workshop to staff and guests from L’Arche and the Community Oven as part of our Access Awareness Week work.

Staff (Barb) attended the Association of Municipal Administrators Nova Scotia Spring Conference and participated in workshops offered by the Accessibility Directorate that rolled-out the new toolkit to help Prescribed Public Sector Bodies get their next plans together. The Office of Equity and Anti-Racism also unpacked the requirements for Municipal units regarding requirements of the Dismantling Racism and Hate Act. In simple terms, we have not yet been prescribed under the Act, but we have been notified of an April 1 deadline for our Municipal plan. Staff (Barb) will be providing a more complete update to Council in July with all the details of our plan development.

Unlike the Accessibility Act, the work we are doing under the Dismantling Racism and Hate Act does not require a committee but there is a requirement for community engagement as well as internal review of policies and practices.

**Upcoming events**

- June 24<sup>th</sup> – Horton Grad Parade
- **July 1<sup>st</sup> – Canada Day in Waterfront Park**
- July 26<sup>th</sup>-28<sup>th</sup> – Mud Creek Days
- **Sept.2<sup>nd</sup> - Welcome to Wolfville**
- Sept.27<sup>th</sup>-29<sup>th</sup> – Deep Roots Music Festival



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- Oct.21<sup>st</sup>-27<sup>th</sup> – Devour!
- Nov.1<sup>st</sup> – Pumpkin Parade
- Nov. 30<sup>th</sup> - Night of Lights
- Nov.30<sup>th</sup>-Dec.21<sup>st</sup> – Wolfville Glows (various events)
- Jan.1<sup>st</sup> – New Year’s Levee
- Feb.17<sup>th</sup> – Heritage Day

## REQUEST FOR DECISION 030-2024

Title: Municipal Fees Policy 140-015 – Annual Update

Date: 2024-06-11

Department: Finance

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## SUMMARY

### Municipal Fees Policy – Annual Update

The Town's Municipal Fees Policy (#140-015) notes that the Policy will be reviewed annually, and fees amended as required. Fees are noted in the supporting schedules to the policy and cover various departments within the Town's operation. The annual review and recommended changes can take place during the budget process, or as a separate process, provided municipal fees are relevant for the commencement of any new fiscal period.

It is staff's intention to add the **Municipal Fee Policy** review to take place as part of the budget process for future fiscal periods.

The 2024/25 annual **Municipal Fees Policy** update contains **no changes** to municipal fees as reflected in the 2024/25 Town and Water Utility Operating Budgets.

It is important to note that currently user fee rates related to the sanitary sewer system (user pay structure, similar to the Water Utility) was approved during the 2024/25 budget process, as well as confirmation of current fees (or items with no fee attached to the service).

Should circumstances change, staff will be able to bring fee amendments to Council throughout the fiscal year.

### DRAFT MOTION:

That Council approve the Municipal Fees Policy #140-015 as attached to RFD 030-2024.



## REQUEST FOR DECISION 030-2024

Title: Municipal Fees Policy 140-015 – Annual Update

Date: 2024-06-11

Department: Finance

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### 1) CAO COMMENTS

The CAO supports the recommendations of staff.

### 2) LEGISLATIVE AUTHORITY

- Nova Scotia Municipal Government Act (MGA)

### 3) STAFF RECOMMENDATION

Staff recommend Council approve the Municipal Fee Policy as attached and recommends a more detailed review of fees occur prior to finalizing the 2025/26 budget in early 2025.

### 4) REFERENCES AND ATTACHMENTS

- Draft Municipal Fees Policy 140-015

### 5) DISCUSSION

As noted in Policy 140-015, this policy is to be reviewed annually. Ideally this would tie into the budget process. Over several years there have been few changes to the schedules, which accompany the ***Municipal Fees Policy***.

For 2024/25 there are no recommended fee changes to the ***Municipal Fees Policy***.

Based on input from members of the management team, current fees are sufficient for 2024/25 and shall plan to undertake a more in-depth review of fees during the coming year with potential changes reviewed with Council prior to the adoption of the 2025/26 Operations Plan and Budget.

### 6) FINANCIAL IMPLICATIONS

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

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

No specific references provided. The annual review process is a matter of business process to ensure key changes are not missed. Part of the more detailed fee review in the coming year will be consideration of areas of social equity, climate action and community wellness.

## REQUEST FOR DECISION 030-2024

Title: Municipal Fees Policy 140-015 – Annual Update

Date: 2024-06-11

Department: Finance

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### 8) COMMUNICATION REQUIREMENTS

One approved, the re-adopted Policy will be posted on the Town's website for access by the public and the Town's internal documents will be updated. As it stands Town Staff are using the current fee structure and rates, which are applicable to the fiscal period 2024/25.

### 9) ALTERNATIVES

Changes to the ***Municipal Fees Policy*** could be made without statistical or supporting schedules, and it would not be recommended by staff to do so at this time.



# POLICY

Municipal Fees	
<b>Policy Number</b> 140-015	<b>Supersedes Policy Number</b> Not Applicable
<b>Effective Date</b> 2017-07-18 2018-04-01 2018-10-02 2020-09-03 2021-04-20 2022-03-15 2023-06-20	<b>Approved by Council Motion No.</b> 27-07-17 20-01-18 21-10-18 08-06-20 05-03-21 19-03-22 13-06-23

## 1.0 Purpose

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

## 2.0 Scope

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

## 3.0 References

3.1 [Nova Scotia Municipal Government Act](#)

## 4.0 Definitions

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

## 5.0 Policy

5.1 The fees to be paid to the Town of Wolfville for licenses, inspections, permits, applications, approvals, animal impoundments, or services are set out in the Schedules attached to this Policy.



## POLICY

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**5.2** Fines issued by Summary Offence Tickets for contravention of any Town Bylaws or Provincial/Federal laws are not within the scope of this Policy.

**5.3 Policy Review**

This policy will be reviewed annually from effective/amended date.

June 13, 2023

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CAO

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Date

**Schedules:**

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

**Schedule A – Administrative/Financial Services Fees**

Description of Licence, Inspection, Permit, Application, Approval, or Service	Fee
Town Seal <ul style="list-style-type: none"> <li>• For affixing the seal to any document to be used outside the Province</li> <li>• For affixing the seal to any document to be used within the Province only</li> <li>• For affixing the seal to any document within the Town of Wolfville only</li> </ul>	\$2.00 \$1.50 \$1.00
Dog Registration (per Annum)	\$25.00
FOIPOP Services <ul style="list-style-type: none"> <li>• Application Fee</li> </ul>	\$5.00
Tax Certificate Fee	\$50.00
Deed Transfer Tax	1.5%
Interest on Overdue Taxes (added on the first of each month)	1.00%
Election Deposit	No Fee
NSF Cheque	\$40.00
Taxi Owner's License Fee	\$25.00
Taxi Driver's License Fee	\$25.00

## Schedule B - Building and Development Permit Fees

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

## Schedule C – Land Use Planning and Development

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

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

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

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<sup>1</sup> Vending Bylaw fees may be amended by Resolution of Council from time-to-time



## Schedule E – Recreation & Tourism

Description of Licence, Inspection, Permit, Application, Approval, or Service	Fee
Street Banner Installation (plus HST)	No Fee
Recreation Centre Rental (plus HST if applicable) <ul style="list-style-type: none"><li>• Half Day</li><li>• Full Day</li></ul>	\$20.00 \$35.00
Field, Park and Open Space Rentals	No Fee

## Schedule F – Public Utility Service

Description of Licence, Inspection, Permit, Application, Approval, or Service	Fee
Sanitary Sewer connection fee If combined with Water Utility hookup, fee is recorded in Water Utility accounts	\$6,500
Sanitary Sewer Usage (per 1,000 gallons of water used by customer)	\$6.00
Sanitary Sewer minimum quarterly charge for any metered customer	\$29.85
Sanitary Sewer Flat Rate Fee (per quarter)	\$115.00

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

**REQUEST FOR DECISION 032-2024**

Title: Acknowledgements Policy #120-017

Date: 2024-06-11

Department: Council Policy Review Task Force

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## SUMMARY

### Policy #120-017 Acknowledgements Policy

Council is often requested to acknowledge and share information on significant events and dates with the community. These requests can come from members of the community, council members, staff and organizations. Some of those organizations may not be in Wolfville or Kings County and may not be of relevance to our community.

To provide a consistent response and process to manage these requests, an Acknowledgements Policy is recommended as attached.

The policy looks at the type of request being made, where it is coming from, whether it is relevant to the Town, and gives examples of the types of requests that may be declined as well as the process to follow including identifying who is responsible to manage the requests.

Council makes the final decision on whether an event or date will be recognized.

Staff recommend the attached policy be adopted.

### DRAFT MOTION:

That Council approve Policy #120-017 Acknowledgements Policy as attached to RFD 032-2024.

## REQUEST FOR DECISION 032-2024

Title: Acknowledgements Policy #120-017

Date: 2024-06-11

Department: Council Policy Review Task Force

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### 1) CAO COMMENTS

The CAO supports the recommendations of staff.

### 2) LEGISLATIVE AUTHORITY

Municipal Government Act 1998, Section 28

### 3) STAFF RECOMMENDATION

The recommendation for Council is to approve Policy #120-017 Acknowledgements Policy.

### 4) REFERENCES AND ATTACHMENTS

Draft Policy#120-017, Acknowledgements Policy

### 5) DISCUSSION

From time to time, council is requested to share and celebrate information on significant events/dates or activities that are taking place. These requests come from a variety of people and organizations. The purpose of an Acknowledgement Policy is to provide a framework on the type of request which Council may wish to acknowledge. Some requests received may not be appropriate, for example if they are in support of a political party or an event that has no direct relevance to the Town.

To provide a consistent method of response and a process detailing the responsibility of staff and council within that process, an Acknowledgements Policy #120-017 has been created and is being recommended for adoption.

### 6) FINANCIAL IMPLICATIONS

N/A

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

N/A

### 8) COMMUNICATION REQUIREMENTS

Should council approve this policy, it will be posted on the Town's website.

### 9) ALTERNATIVES

Council could choose not to approve this policy or approve with amendments.



## POLICY

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Acknowledgements	
<b>Policy Number:</b> 120-017	<b>Supersedes Policy Number:</b> Not Applicable
<b>Effective Date:</b> 2024-XX-XX	<b>Approved By Council Motion Number:</b>

### 1.0 Purpose

To establish guidelines to deal with requests for the Town to acknowledge special events/occurrences/occasions.

### 2.0 Scope

This Policy covers all requests for acknowledgements received by the Town. Its provisions extend to all staff involved in the process of managing such requests.

### 3.0 References

Not applicable

### 4.0 Definitions

4.1 **Acknowledgement** is a recognition of the importance of a date/event/special occasion that may be of interest and/or benefit to the Town community.

### 5.0 Policy

#### 5.1 Requests for Special Lighting of Town Hall

The Town does not light up any of its buildings to commemorate special dates/events/occurrences.

#### 5.2 Request for Acknowledgement

5.2.1 The Town from time to time may receive requests from external groups to acknowledge certain events.



## POLICY

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- 5.2.2 The decision to make an acknowledgement is made by consensus of council.
- 5.2.3 The Town of Wolfville will not approve acknowledgements for any of the following groups or intentions:
- a. Political parties or organizations.
  - b. Religious parties or organizations.
  - c. Promotion of business or commercial enterprise.
  - d. If the intent is contrary to the Town's policies or bylaws.
  - e. If the intent is to defame the integrity of the Town; or
  - f. If the event or organization has no direct interest or relationship to the Town.

### 5.3 Responsibilities

- 5.3.1 Any person, organization or a Town department wishing consideration of an acknowledgement will do so in writing at least six weeks in advance of the event. Requests received with less advanced notice may not make the cut off for the Town Council agenda and may not be considered. Each request will be judged on its own merit.
- 5.3.2 All requests for an acknowledgement will be received by the Town Clerk and circulated to council for consideration.
- 5.3.3 By consensus, council shall consider making acknowledgement of requests received.
- 5.3.4 Approved acknowledgements are shared at Town Council meetings.
- 5.3.5 All requests for an acknowledgement must contain detailed information supporting the nature of the request.
- 5.3.6 Requests must meet the following criteria:
- not-for-profit organization located or having a presence within the Town or region,
  - endorsed by a citizen of the Town, and
  - align with the Council's strategic priorities.



## POLICY

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5.3.7 The Town has the right to refuse any request for acknowledgement.

5.3.8 Council shall approve any amendments to this policy.

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CAO or Town Clerk

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Date

DRAFT

**REQUEST FOR DECISION 033-2024**

Title: Policy #120-014 Proclamations Policy - Amendment

Date: 2024-06-11

Department: Council Policy Review Task Force

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## SUMMARY

### POLICY #120-014, PROCLAMATIONS POLICY - AMENDMENT

The Town has a Proclamation Policy which deals with how proclamation requests are managed.

Proclamations can be seen as old fashioned and insincere due to their colonial history, the outdated language and repetitive format which is used regardless of the subject matter. Their format could be seen as a barrier to residents whose first language is not English.

They are not legally binding documents. Their purpose is to simply recognize or bring awareness to a specific date, time period or event that is important to the Town. This is already done in a variety of other ways such as during Mayor comments in Town Council meetings or posted on our website and social media. There is no requirement in the Municipal Government Act for council to make proclamations.

The recommendation being made is to discontinue the practice of making proclamations and to amend the current Policy #120-014, Proclamations Policy to reflect this.

#### DRAFT MOTION:

That Council approve amendments to the Policy #120-014 Proclamations Policy as attached to RFD 033-2024.



## REQUEST FOR DECISION 033-2024

Title: Policy #120-014 Proclamations Policy - Amendment

Date: 2024-06-11

Department: Council Policy Review Task Force

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### 1) CAO COMMENTS

The CAO supports the recommendations of staff.

### 2) LEGISLATIVE AUTHORITY

Municipal Government Act 1998, Section 28

### 3) STAFF RECOMMENDATION

The recommendation for Council is to adopt the amendments made to Policy #120-014, Proclamations Policy.

### 4) REFERENCES AND ATTACHMENTS

- Amended Policy #120-014 Proclamations Policy Draft

### 5) DISCUSSION

As part of the Council Policy Review Task Force workplan, the Town's Proclamations Policy 120-014 was reviewed.

A Proclamation can be made to raise awareness of an event or date that has significance to the Town. It is not a legally binding document and there is no requirement for council to issue a proclamation.

As a Town, we are actively looking to be inclusive and welcoming. Some of the ways we do this is by breaking down potential barriers, such as language barriers. Wolfville is made up of a diverse population with people coming from all over the world and where English is not the first language of many. One of the ways we can break down a barrier is by using plain language in our documents and correspondence to help promote the Town as a welcoming environment to all.

Proclamations are colonial in nature with outdated language that can be hard to read and understand. They could be seen as insincere due to their use of a standard template that is used regardless of topic.

A jurisdictional scan was done to assess what other municipalities' practices are when dealing with proclamation requests. The approach throughout the province varies. Some have a policy

## REQUEST FOR DECISION 033-2024

Title: Policy #120-014 Proclamations Policy - Amendment

Date: 2024-06-11

Department: Council Policy Review Task Force

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to proclaim, some have a policy not to proclaim, others list proclamation requests in the council agenda package or post a list of events on a calendar.

There are other, more authentic ways council can raise awareness of significant events or dates, which show the uniqueness of each event, such as a subject specific post on our website, or using their own words when sharing the significance of event or date at a council meeting. Therefore, the recommendation from staff is to adopt the amendments in the attached Policy #120-014, Proclamations Policy.

### 6) FINANCIAL IMPLICATIONS

N/A

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

N/A

### 8) COMMUNICATION REQUIREMENTS

The policy, whether amendments are accepted or not will be updated on the website showing review date and containing any amendments made.

### 9) ALTERNATIVES

Council could choose not to accept the amendments, accept some of the amendments, suggest different amendments or keep the Proclamations Policy the same.



## POLICY

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### Requests for Proclamations

**Policy Number:**  
120-014

**Supersedes Policy Number:**  
Not Applicable

**Effective Date:**  
2015-10-20  
Amended: 2024

**Approved By Council Motion Number:**  
2015-10-20

#### 1.0 Purpose

To ensure a consistent response to the handling of requests for proclamations.

#### 2.0 Scope

This Policy covers all requests for proclamations received by the Town of Wolfville. Its provisions extend to all staff involved in the management of requests for Proclamations.

#### 3.0 References

Not applicable

#### 4.0 Policy Statement

4.1 The Town of Wolfville does not issue proclamations. There is limited benefit to the community by declaring proclamations and no provision for them in the Municipal Government Act.

#### 5.0 Procedure

Office of the CAO will:

5.1 Receive all correspondence requesting a proclamation.

5.2 Send a response advising of this policy.

5.3 Advise council of the nature of the request should they wish to acknowledge it another way.

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CAO or Town Clerk

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Date

## REQUEST FOR DECISION 034-2024

Title: Policy #110-011, Code of Conduct for Elected Municipal Officials Policy  
Date: 2024-06-11  
Department: Office of the CAO

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## SUMMARY

### POLICY #110-011, CODE OF CONDUCT FOR ELECTED MUNICIPAL OFFICIALS' POLICY

In 2023, Council revised Policy #110-011, Code of Conduct for Elected Municipal Officials Policy, to align with the work of the NSFM (Nova Scotia Federation of Municipalities)/Provincial Code of Conduct Working Group.

Upon review of a separate council policy (Virtual Meeting Policy), discussions revealed that council would like more robust language around expectations of members commitment including being physically present in the Town. While this has not been a concern with the current council, it was noted that there have been tales of incidences in the past and within other municipalities where council members were out of province for the winter months. This did not promote confidence in the communities they served.

As such, an amendment has been made to the policy to help solidify the expectations of the role of a councillor.

#### DRAFT MOTION:

That Council approve the amended Policy #110-011, Code of Conduct for Elected Municipal Officials Policy, as attached to RFD 034-2024.

## REQUEST FOR DECISION 034-2024

Title: Policy #110-011, Code of Conduct for Elected Municipal Officials Policy  
Date: 2024-06-11  
Department: Office of the CAO

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### 1) CAO COMMENTS

The CAO supports the recommendations of staff.

### 2) LEGISLATIVE AUTHORITY

Municipal Government Act.

### 3) STAFF RECOMMENDATION/RECOMMENDATION OF POLICY WORKING GROUP

It is recommended that Council approve the amended Code of Conduct for Elected Municipal Officials Policy 110-011.

### 4) REFERENCES AND ATTACHMENTS

Draft amended Code of Conduct for Elected Municipal Officials Policy 110-011

### 5) DISCUSSION

While the current Policy was reviewed in 2023 to be better aligned with the draft recommendations of the NSFM/Provincial Municipal Elected Official Code of Conduct Working Group, council expressed desire to strengthen language around expectations of Councillors and their commitment to the community by being physically present in the Town for the majority of their time in the role.

While it is acknowledged that policies are in place to improve inclusivity and promote barrier free environments, it is understood that the intent is not to enable council members to be absent from the community for lengthy periods of time by virtue of having the ability to attend meetings of council virtually.

The intent of the amendment to this policy is to clarify that to better serve the community and to make informed decisions, council members must be engaged and present in the Town.

### 6) FINANCIAL IMPLICATIONS

N/A

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

N/A

**REQUEST FOR DECISION 034-2024**

Title: Policy #110-011, Code of Conduct for Elected Municipal Officials Policy

Date: 2024-06-11

Department: Office of the CAO

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**8) COMMUNICATION REQUIREMENTS**

If approved, the amended Policy will be posted on the Town’s website.

**9) ALTERNATIVES**

Council can choose not to approve the recommended amendments or can make changes to the draft policy before it is approved.



## POLICY

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<b>Code of Conduct for Elected Municipal Officials Policy</b>	
<b>Policy Number:</b> 110-011	<b>Supersedes Policy Number:</b> Not Applicable
<b>Effective Date:</b> March 3, 2020  <b>Amended Date:</b> July 19, 2022 November 21, 2023	<b>Approval By Council (Motion Number):</b> 17-07-22 26-11-23

### 1.0 Purpose

To ensure that all elected Town of Wolfville municipal officials adhere to a Code of Conduct as per legislative and Town requirements.

### 2.0 Scope & Responsibility

This Policy is applicable to all elected municipal officials. The Council Policy Review Task Force is the Administrator of this policy.

### 3.0 References

- 3.1 Municipal Elections Act 1989
- 3.2 Municipal Government Act 1998
- 3.3 The Code of Conduct for Elected Officials Regulation, AR 200/2017 (Regulation)
- 3.4 Policy 130-818 Respectful Workplace Policy

### 4.0 Definitions

- 4.1 **Administrator** is defined as the staff position delegated by the CAO, responsible for the implementation and co-ordination of review of a specific Policy. For legislative policies, Council, or a delegated Council Policy Committee, is considered the **Administrator**.
- 4.2 **Council** means the Council of the Town of Wolfville
- 4.3 **Members of Council** include(s) the Mayor



## POLICY

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- 4.4 Mayor** is the Mayor of the Town of Wolfville
- 4.5 Policy** is defined as a generalized statement of interest based upon a body of principles, which describes what is to be done now and in the future.
- 4.6 Procedure** is defined as a statement(s) arising from policy which sets out who does what, how, and in what sequence, the method of carrying out the policy.
- 4.7 Town** means the Town of Wolfville

## 5.0 Policy

### 5.1 Guiding Principles

The below guiding principles are intended to underlie the specific standards established for the conduct of members:

- 5.1.1 **Collegiality:** members of council will work together to further the best interests of the Town in an honest and honourable way.
- 5.1.2 **Respect:** members of council will demonstrate respect towards one another, the democratic decision-making process, and the role of staff.
- 5.1.3 **Integrity:** members of council are expected to be lawful and adhere to strong ethical principles by giving the Town interests priority over private individual interests.
- 5.1.4 **Professionalism:** members of council will create and maintain an environment that is respectful and free from all forms of harassment, including sexual harassment and discrimination. They must show consideration for every person's values, beliefs and contributions, while supporting and encouraging others to participate in council activities.
- 5.1.5 **Transparency:** members of council will be truthful and open regarding their decisions and actions and make every effort to accurately communicate information openly to the public.
- 5.1.6 **Responsibility:** members of council are responsible for the decisions that they make and must be held accountable for their outcomes.





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They must demonstrate awareness of their own conduct and consider how their words or actions may be perceived as offensive or demeaning.

### 5.2 Standards

The below outlines the set of standards for the conduct of members, set out by general topic, that must be adhered to:

#### 5.2.1 General Conduct

- Members of council must be truthful and forthright, and not deceive or knowingly mislead Council, the CAO, or the public.
- Members of council will respect the presiding officers, colleagues, staff and members of the public that present during the council meeting or other proceedings/meetings of the Town.
- Members of council will adhere to procedure and direction of presiding officers in respect to rules of procedure.
- Members of council must conduct council business and all of the member's duties in an open and transparent manner, other than for those matters which Council is authorized by law to deal with in private.
- Members of council must ensure that they are not impaired by alcohol or drugs while attending any meeting of the Town.
- Members of council must come to each meeting fully prepared to participate, having read the pre-circulated reports and information contained in the agenda packages.
- Members of council have a duty to inspire public confidence by being present and engaged in and with the members of this Town to effectively carry out the role of being their representative.

#### 5.2.2 Confidential Information

- No Member of Council will disclose or release by any means to any member of the public, any confidential information acquired by



## POLICY

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virtue of their office, in either oral or written form, except where required by policy or law or authorized by the Council to do so.

- No Member of Council will use confidential information for personal or private gain or for the gain of any other person or entity.
- Members of Council should not access or attempt to access confidential information in the custody of the Town unless the information is necessary for the performance of their duties and its access is not prohibited by legislation or by the by-laws or policies of the Town.

### 5.2.3 Gifts and Benefits

- No member of Council shall accept a fee, advance, cash, gift, gift certificate or personal benefit that is connected directly or indirectly with the performance of their duties of office, except for the following:
  - i. gifts or benefits that normally accompany the responsibilities of office and are received as an incident of protocol or social obligation.
  - ii. a suitable memento of a function honouring the member of Council.
  - iii. sponsorships and donations for community events organized or run by a member of Council or by a third party on behalf of a member of Council.
  - iv. compensation authorized by the Town.
- A fee or advance paid, or a gift or benefit provided, with the Member's knowledge, to a person closely connected to a member is deemed to be a gift to the Member of Council.

### 5.2.4 Use of Municipal Property, Equipment and Services

- No member of Council shall use, or request the use of, any Town property, including surplus material or equipment for personal convenience or profit, unless the property is:
  - i. available for such use by the public generally and the



## POLICY

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member of Council is receiving no special preference in its use; or,

ii. made available to the member of Council in the course of carrying out council activities and duties.

- No Member of Council shall use, or request the use of, for personal purpose any Town property, equipment, services, supplies or other Town-owned materials, other than for purposes connected with the discharge of Town duties.
- No Member of Council shall obtain, or attempt to obtain, personal financial gain from the use or sale of Town-developed intellectual property.
- No Member of Council shall use information, or attempt to use information, gained in the execution of their duties that is not available to the public for any purposes other than carrying out their official duties.
- No Member of Council, or person closely connected to a member, shall tender on such items such as the sale of older and extra equipment.

### 5.2.5 Planning or Procurement Proposals before Council

- No Members of Council shall solicit or accept support in any form from an individual, group or corporation with any planning or procurement proposal before Council.

### 5.2.6 Improper Use of Influence

- No Member of Council shall use the influence of their office for any purpose other than for the exercise of their official duties.

### 5.2.7 Business Relations

- No Member of Council shall allow the prospect of their future employment by a person or entity to affect the performance of their duties to the Town.



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- No Member of Council shall borrow money from any person who regularly does business with the Town unless such person is an institution or company whose shares are publicly traded and who is regularly in the business of lending money.
- No Member of Council shall act as an agent of a person or entity before Council or a committee of Council or any agency, board or committee of the Town.

### 5.2.8 Employment of Persons Closely Connected to Members of Council

- No member of Council shall attempt to influence any Town employee to hire or promote a person closely connected to the member.
- No member of Council shall make any decision or participate in the process to hire, transfer, promote, demote, discipline, or terminate any person closely connected to.

### 5.2.9 Fairness

- No member of Council shall give special consideration, treatment, or advantage to any individual or entity beyond that which is accorded to all.
- No member of Council shall give special consideration, treatment or advantage to an organization or group due to the member or person closely connected to the member being involved with or a member of the organization or group.

### 5.2.10 Adherence to Policies, Procedures, Bylaws and Other Laws

- Members of Council will adhere to:
  - i. applicable national and provincial legislation.
  - ii. procedures, policies and bylaws of the Town.
  - iii. expense and hospitality policies of the Town.

### 5.2.11 Respect for Council as a decision-making body

- A member of council must abide by and act in accordance with



## POLICY

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any decision made by council, whether the member voted in favour of the decision or not.

- Members of Council must not encourage non-compliance with a bylaw, policy or procedure.

### 5.2.12 Communicating on behalf of Council

- A member, other than the Mayor, must not claim to speak on behalf of Council unless the member has been authorized to do so.
- The Mayor may speak on behalf of Council and must make every effort to convey the intent of councils' decision accurately.

### 5.2.13 Interactions of Council with Staff and Service Providers

- Members of Council must respect the role of the CAO as head of the administrative branch of government of the Town and must not involve themselves directly in the administration of the affairs of the Town, including, without limitation, the administration of contracts.
- No member of Council shall direct, or attempt to direct, the CAO, other than through a direction provided by the Council as a whole.
- Members of Council shall be respectful of the role of CAO and Town employees to advise based on political neutrality and objectivity and without undue influence from any individual member or faction of the Council.
- Members of Council must not direct or influence or attempt to direct or influence any Town employees in the exercise of their duties or functions.
- Council cannot direct Town employees except through the CAO.
- Members of Council are not to issue instructions to any of the contractors, tenderers, consultants, or other service providers to the Town.
- No member of Council shall require or request that a Town



## POLICY

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employee undertake personal chores or tasks for the member unrelated to Town business.

- Members of Council must not make public statements reflecting negatively on identifiable groups of individuals.

### 5.2.14 Respectful Interactions

- A member of Council must not engage in discrimination or harassment on the grounds articulated in the Human Rights Act of Nova Scotia.
- A member of Council must not sexually harass any person.
- A member of Council must not engage in any discriminatory or harassing action or conduct, verbal or non-verbal, directed at one or more individuals or groups that creates a poisoned environment.

### 5.2.15 Reprisal

- A member of Council must not undertake any act of reprisal or threaten reprisal against a complainant in a matter under this Code of Conduct, or any person providing relevant information in relation to a matter under this Code of Conduct.

## 5.3 Breach of Code of Conduct

### 5.3.1 Considerations

- An elected official must evaluate the following 7 considerations before imposing a sanction on a member:
  1. The nature of the code contravention.
  2. The length or persistence of the code contravention.
  3. If the member knowingly contravened the code of conduct.
  4. If the member has taken any steps to remedy the contravention.
  5. If the member previously contravened the code of conduct.
  6. Any external factors that exist to the member's contravention.
  7. The resources the member will need to complete their job.



## POLICY

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### 5.3.2 Sanctions

- Sanctions can be administered in accordance with legislation.

### 5.4 Complaint and Investigator Process

- 5.4.1 The Town will appoint a person or entity other than a Council member or an employee to receive and investigate complaints.
- 5.4.2 The person or entity appointed must have experience in conducting investigations and in applying the principles of natural justice. No conflict of interest can exist between the investigator and the parties involved.
- 5.4.3 A complaint will be submitted to the investigator no later than 6 months from discoverability.
- 5.4.4 Any complaints brought forward during the municipal election period of nomination day until ordinary polling day will not be investigated until the election has concluded.
- 5.4.5 The CAO/Clerk will be notified by the investigator that a complaint has been received.
- 5.4.6 The investigator will determine if there is validity to the complaint. If there is no validity, then the complaint can be dismissed.
- 5.4.7 If the complaint is valid, the investigator will begin their investigation and Council will be notified about the investigation in camera.
- 5.4.8 The investigator shall present a report to council, no later than 6 months from the time the complaint is brought forward, on the investigation and include a recommendation regarding the validity of



## POLICY

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the complaint and, if applicable, a recommendation regarding an appropriate sanction:

- i. If complaint is brought forward during the municipal election period of nomination day until ordinary polling day it will not be investigated until the election has concluded.
- ii. Council may grant the investigator an extension on when the report can be brought to Council for extenuating circumstances.
- iii. Council can discuss the investigators report in-camera.

5.4.9 Council determines if a breach occurred and determines the sanction(s) to impose. The member who had the complaint lodged against them will not participate in the vote.

5.4.10 The section under the code of conduct the complaint was lodged and the investigators recommendations are made public.

5.4.11 The decision or penalty of Council on a code of conduct matter is final and binding on all parties.

### 6.0 Policy Review

This policy will be reviewed every four years from effective/amended date.

Appendices:

- [Appendix A](#) – Statement of Commitment to Councillors Code of Conduct

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CAO or Town Clerk

**2023-11-21**  
Date



**APPENDIX A**

**STATEMENT OF COMMITMENT TO COUNCILLORS' CODE OF CONDUCT**

I, (Full Name) \_\_\_\_\_ declare that as a Councillor of the  
Town of Wolfville I acknowledge and support the Councillors' Code of Conduct.

Signed:

Declared this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_.

Before me:

\_\_\_\_\_  
Chief Administrative Officer/Town Clerk

## **COMMITTEE UPDATE**

Title: Annapolis Valley Trails Coalition (AVTC)

Date: June 2024

Department: Committee of the Whole

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The meeting was held at the County of Kings with the largest attendance that I can recall.

There was a serious discussion on the future of the AVTC.

The attached list was generated by the Subcommittee (Lutz, Phinney, MacKay). It was decided that 3 options would be costed – verbal explanation to follow at COW.

The Province will continue with some funding this year with some players contributing what they can to keep the work going until a fully funded plan can be brought forward.

**Respectfully Submitted,  
Councillor MacKay**

Options	Trails Coordinator	Role of Municipal Units	Role of Trail Groups
<p><b>Option 1</b> Keep current AVTC governance structure and municipalities bear full brunt of <b>current costs</b> via budget line items, indexed for inflation, with agreed upon cost-sharing formula</p> <p>*with option to pursue provincial dollars ** AVTC would not go through a competitive grants process, municipalities would need to pay based on cost-shared formula to maintain membership</p>	Employed by AVTC	Governance and funders	Governance
<p><b>Option 2</b> Keep current AVTC structure and municipalities bear full costs of new budget with <b>right-sized, true costs</b> via budget line items, indexed for inflation, with agreed upon cost-sharing formula</p> <p>*with option to pursue provincial dollars ** AVTC would not go through a competitive grants process, municipalities would need to pay based on cost-shared formula to maintain membership</p>	Employed by AVTC	Governance and funders	Governance
<p><b>Option 3</b> IMSA developed (cost shared by all units) that engrains current structure of AVTC. Municipal Units as voting members and volunteer groups as non-voting representatives</p>	Employed by AVTC via IMSA (Valley Waste/Kings Transit Model)	Governance and funders	Governance (non-voting) and advisory
<p>✓ <b>Option 4</b> IMSA developed (cost shared by all units) with trail coordinator role housed with Kings County but cost shared based on a formula</p>	Employed by County with direction from IMSA (REMO model)	Governance and funders	Governance (non-voting) and advisory
<p>✓ <b>Option 5</b> 100% new FTE in Kings County, salary/maintenance costs invoiced to municipal partners, creation of an advisory committee of trail organization volunteers</p>	Employed by County Possible integration of a Trail Services Advisory Committee? (Fire Services Coordinator Model)	Governance and funders	Advisory
<p><b>Option 6</b> No collaboration, all groups maintain sections of trails individually</p>	n/a <i>costing</i>	Funders	

## COMMITTEE UPDATE

Title: Wolfville Business Development Corporation (WBDC)

Date: June 2024

Department: Committee of the Whole

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AGM – June 11<sup>th</sup> at Troy. Discussion on content, presentations etc. Invitations have gone out, and Jeremy will continue to work on spreading the word to have the Business Community completely engaged.

Discussion on Parking – map to businesses to explain the changes (this was subsequently completed by Barb Shaw). Discussion on larger signage and maybe a “keep going” sign to ensure people know where the new parking is.

Discussion on the Welcome Back Event in the fall – could the timing of this be changed so it’s not over supper hour and have it interfere with supper crowds at the local restaurants.

Pride Month discussions – Chapel is hosting a Beyond the Binary event – it is on Event Brite – anyone interested is invited to attend this free event. A run event is being explored with follow-up celebrations in Waterfront Park. Discussion on having businesses Rainbow Registered.

Lunch and Learn discussions – Human Resources, Event Readiness, Social Media Part II.

Acadia Update -

- Sports Conference is being developed.
- Sports Tourism is a big focus as it is a \$7B industry.
- NSMW is moving along
- Curling Pre-Trials – Agreements being developed for 2025.

**Respectfully Submitted,  
Councillor MacKay**

## COMMITTEE UPDATE

Title: May 7, 2024

Date: IMSA Board

Department: Committee of the Whole

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### UPDATE

The IMSA Board met on Wednesday April 17<sup>th</sup> for its monthly Board meeting.

- **Service Award** – GM Andrew Garrett was presented with his 25 year service award with Valley Waste.
- **IMSA Pilot Project Progress Report**
  - a. Dan McDougall is currently drafting a new IMSA. This process includes gathering information from other jurisdictions to understand the structures and operating guidelines. Dan is also researching governance options. Timeline for the draft IMSA is May 2024.
  - b. Dan McDougall is working with staff to complete financial and non-financial policies, as well as an analysis of municipal cost sharing formulas. As well, Dan is preparing for a workshop with CAO's regarding governance, structure and a path forward, developing team objectives and strategic directions for organizations.
  - c. Dan provided a report re "Information Sharing Approaches with Municipal Owners & Service Partners" as part of the process to move forward on a more permanent IMSA following the pilot project. This report includes information gathering and lessons learned from other provinces. Some of the relevant experiences highlight areas where partnership tensions can emerge including cost-sharing formulas, feelings of lack of control over rising costs, lack of meaningful input to the decision-making process, feeling trapped in an arrangement. His research found that strong shared service arrangements were characterised by trusting relationships, strong information sharing practices and a shared vision.
- **Valley Waste Update**
  - a. The roll out for the Extended Producer Responsibility Stewardship Program will begin this summer.
  - b. RFP's for Transportation Services for solid waste, industrial approvals, legal services.
- **Kings Transit Audit Meeting**
  - a. Ridership is back to pre-covid levels
  - b. WSP phase one report will be released by May with discussions anticipated with the Board and individual municipalities.
  - c. The Board approved moving forward with preparation and release of an RFP for 5 new 40' Battery Electric Busses (BEB). It is understood that it will take a year or more for buses to be received by KTA once a proposal is received and approved.
  - d. The Board approved the motion to authorize KTA GM to move forward with the preparation and release of an RFP for the provision of Project Management Services for Phase 2 of the Transit study.

Respectfully Submitted,  
Mayor Donovan

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# INTERIM INTERMUNICIPAL SERVICES AGREEMENTS BOARD

## “MEETING MINUTE” BASED ON BOARD MEETING HELD MAY 15, 2024

### VALLEY WASTE—KEY TOPICS OF INTEREST

#### EXTENDED PRODUCER RESPONSIBILITY FOR PACKAGING AND PRINTED PAPER

Circular Materials, the Producer Responsibility Organization (PRO) representing brand owners of packaging and paper and packaging-like products (PPP) met with municipal representatives in the Valley Region on April 18, 2024 to continue discussions for implementation based on the new Regulations slated to take effect on December 1, 2025. Detailed feedback was provided to Circular Materials with more consultation to take place during the month of June based on the goal of Circular Materials providing a “*Readiness Plan*” to Divert NS this fall.

#### MAJOR CONTRACT AWARDS—VWRM

The Board approved the award of the Provision of Transportation of Solid Waste to Landfill services to EFR Disposal Ltd., for a 6-year period beginning April 1, 2025. The Board also awarded the Provision of Legal Services to both Valley Waste and the Kings Transit Authority for a 5-year period ending March 31, 2029 to Burchill Wickwire Bryson LLP.

#### 2023-2024 FINANCIAL YEAR END

The annual year-end Audit of the Valley Region Solid Waste-Resource Management Authority’s financials for 2023-2024 is underway with it anticipated that the Authority will end the year in a surplus position. More detail will provided upon the conclusion of the Audit.

#### NEW AND EXPANDED STEWARDSHIP PROGRAMS

New and expanded **Extended Producer Responsibility Stewardship Programs** are coming into effect:

- ⇒ **June 1, 2024** - electronics program expands to include personal care, countertop kitchen and cleaning appliances with the Authority paid \$215/tonne to receive and prepare electronics for recycling
- ⇒ **July 1, 2024** - new recycling program for single-use and rechargeable batteries.
- ⇒ **August 1, 2024** - new lamp (light bulb program) begins. Product Care, the PRO, will compensate the Authority with between 5 cents and 24 cents/bulb in revenue offsetting internal costs associated with managing the bulbs.

#### VALLEY WASTE TONNAGE SUMMARY

#### Outgoing YTD Tonnage

Waste Stream	Fiscal Year		FY 2024	
	Total Tonnage	PY Total Tonnage	Difference YOY	Difference YOY%
Curbside	2,643.12	2,876.72	-233.60	-8.12%
Garbage	28,296.93	28,428.47	-131.54	-0.46%
HHW & Stewardship		0.00		
Metals	675.63	687.32	-11.69	-1.70%
Organics	10,684.66	10,438.45	246.21	2.36%
Recycling	3,109.02	2,633.12	475.90	18.07%
Sorted C&D	1,381.51	2,714.67	-1,333.16	-49.11%
Yard Waste	14.54	125.24	-110.70	-88.39%
<b>Total</b>	<b>46,805.41</b>	<b>47,903.99</b>	<b>-1,098.58</b>	<b>-2.29%</b>



MEETING MINUTE

Kings Transit Authority





**KINGS TRANSIT AUTHORITY STRATEGIC PLAN -  
DRAFT FINAL REPORT**

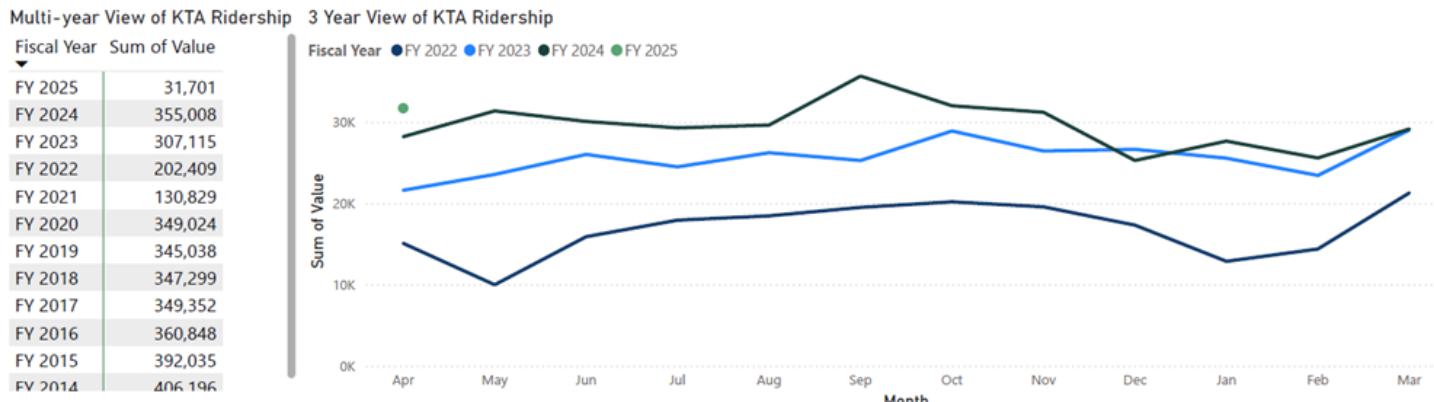
The Kings Transit Authority Strategic Plan Draft Final Report, as prepared by WSP, has been shared with Mayors, Wardens and Chief Administrative Officers for comment. The Report was raised during the meeting and as there are a number of questions related to the associated recommendations, a Special Meeting is being planned.

**REQUESTS FOR PROPOSALS**

Two Request for Proposal documents are under development with the first being for the provision of Five 40' Battery Electric passenger buses and the second being for the Provision of Project Management Services for Phase 2 of the Investing in Canada Infrastructure Program Project. The Board will be provided with additional information as these two important projects move forward.

**KEY PERFORMANCE INDICATORS**

The Kings Transit Authority is now compiling Key Performance Indicator Data regarding fuel costs, ridership and route success. The Ridership data is below:



**Notes:**  
KTA stopped providing service to West Hantz in 2015  
COVID had a significant impact on ridership for a couple of years including and after 2021

**IMSA PILOT PROJECT DELIVERABLES UPDATE**

Activity is now underway to determine the path forward regarding governance, administrative structure and funding formulas for Valley Waste-Resource Management and the Kings Transit Authority. A workshop with Chief Administrative Officers has been held with more information to be provided to the Board to facilitate the decision-making process soon. It is anticipated that a new Intermunicipal Services Agreement will be brought before the Board for consideration in June. Work continues on Capital Investment Plans for both Valley Waste and the Kings Transit Authority with more details to be presented to the Board soon. MNP is actively working on the development/refinement of financial Policies with the support of Mr. McDougall.

**UPCOMING MEETING**

The next regular monthly meeting of the **Interim Intermunicipal Services Agreements Board** will be held on **Wednesday, June 19, 2024** beginning at **10:00am** based in the Valley Waste Boardroom with a virtual attendance option in keeping with the normal meeting schedule

## COMMITTEE UPDATE

Title: May Valley Regional Enterprise Network

Date: May 22, 2024

Department: June 11, 2024, Committee of the Whole

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### UPDATE

The Valley Regional Enterprise Network held its regular LOC meeting on May 22, 2024.

1. The new chair and vice chair of the Valley REN LOC are Councillor Paula Huntly (Kentville) and Councillor John Bartlett (Middleton) respectively.
2. Attached is a document providing the current VREN activities and operations update as well as the VREN Business plan.
3. It was mentioned that the Provincial REN's will be meeting to discuss a number of common issues, including but not limited to, the fact that they have not received any change to their provincial funding allocation in the ten years of their existence. As a group the REN's will be following up with this issue when they meet with the Province.

Respectfully Submitted,

Mayor Donovan



## Economic Growth

*Activities in this area focus on supporting new, emerging, and existing businesses; growing strategic sectors for our regional economy, and fostering innovation.*

### **Business Development: BusinessNOW Program and BRE Supports**

- As part of our BusinessNOW core service, we served 35 businesses directly between January and April. More than half were established businesses, and the remainder were primarily start-ups.
- To increase access to BusinessNOW in our catchment area, our Economic Development Officer (EDO) will be launching Satellite Office Hours beginning in June in each of our municipalities.
- Our Senior Economic Development Officer (SEDO) and our EDO continue to engage in new Business Retention and Expansion (BRE) training to gain insight into support in this primary service area.
- The Valley REN team will be participating in enhanced Executive Pulse (our CRM) training to increase opportunities to analyze new data points to support advanced reporting metrics.
- Valley REN continues to collaborate with the Valley Business Hub on regular business networking events.

### **Land and Asset Database**

- The **Guru Site Selector Tool** was launched in March with three demo events in March and April -- it continues to be developed as an investor/business site selector tool.
- As an evergreen tool, layers are still being added and updates will be made to ensure the tool is as accurate and responsive as possible.
- An Advisory Committee is recommended as this initiative is on-going and requires input from GIS experts and both our municipal and provincial partners. This will be tabled the end of May.
- The tool is available online at: <https://www.valleyren.ca/siteselector/>

### **Sector Development: Tourism**

- Valley REN staff continue to facilitate the region's Tourism Strategy Implementation Plan with the support of an industry-led (tourism operators) Transitional Implementation Working Committee (TIWC).
- With new funding (\$185,000) received from ACOA, the next phase of the plan is to hire a Tourism Strategy Project Manager who will lead the implementation of the plan over the next two years, which includes the development and launch of a Tourism website and the formation of a Tourism Industry Association for the region.
- An Annapolis Valley Tourism Network event was hosted by the TIWC and Valley REN on May 14th to highlight next steps in the implementation plan and increase collaborative engagement from diverse tourism stakeholders in the region.
- Preparations for a Marketing Levy session (May 23rd) are underway – this will provide an opportunity for the TIWC members and municipal staff and councils to discuss potential revenue opportunities for the region as part of regenerative tourism best practices.

### **Sector Development: Ag-Tech**

- Valley REN staff continue to meet with Ag-tech stakeholders for input on the creation of an Ag-tech corridor in the region (this includes meetings with Invest Nova Scotia, ACOA, and the NS Dept. of Agriculture).
- The Ag-Tech Impact Network Report was reviewed and finalized with consultant, Gary Morton, in February.
- An updated Concept Paper is currently being finalized by the Senior Economic Development Officer as it relates to next steps in the development of an Ag-Tech corridor.
- An Advisory Committee is also recommended for industry-partner input into this key sector.

### **Sector Development: Manufacturing**

- Valley REN hosted Contemporary Leadership in Manufacturing, an information session for local manufacturing representatives in the morning and a second session in the afternoon for all RENs and other economic and business development organizations.
- The Canadian Manufacturers and Exporters are meeting with Valley REN to discuss partnership with their Institute for Operational Excellence to better support Valley-based manufacturing businesses.

### **Additional Business and Sector Development Events and Activities**

- Canadian Manufacturers and Exporters ‘Lean Con’ – this supports multiple major manufacturers in our region, providing both business solutions and business development support; assisted in recruiting Annapolis Valley panelists and moderated an Annapolis Valley Manufacturing Panel Discussion.
- Nova Scotia Horticultural Congress (Fruit Growers) – this supports our agri-food industry, connections were made and strengthened with federal agencies and local/provincial businesses.
- Nova Scotia Association of Planners – our EDO spoke on a roundtable regarding the role of EDOs and our new Site Selector Tool in assisting planners/the importance of fostering relationships between EDOs and planners in the future.
- Two Valley REN staff members attended the International Network of Michelin Cities (INMC) Conference in South Carolina as part of the Municipality of the County of Kings Delegation – an opportunity for business development and BRE insight among member networks.
- Two Valley REN staff members participated with a number of our municipal partners in the ACTivate Program with the Gros Morne Institute for Sustainable Tourism (GMIST). This week-long training session in Newfoundland provided our team members with the skills and experiences to help facilitate community asset mapping sessions and offered insight into building citizen-led community development initiatives.

## **Population Growth**

*Activities in this area focus on fostering the development of welcoming, inclusive communities and workplaces; and attracting talent to the region.*

### **Regional Workforce Development Strategy (RWDS)**

- Valley REN has developed a reporting tool for all Workforce Alliance partners to identify, share and track all regional activities related to the strategy. An Impact Report highlighting activities from this reporting tool is currently being finalized with feedback from the group and will be ready to share the end of May/early June with our partners.
- An Apprenticeship Pathways event was hosted in partnership with the Nova Scotia Apprenticeship Agency in April to connect employers with individuals interested in pursuing designated skilled trades.

### **Immigration and Settlement Navigator**

- Our Immigration and Settlement Navigator continues to focus efforts on ensuring employers, individuals, and other relevant stakeholders are aware of Provincial immigration programs. She regularly attends and facilitates information sessions and provides one-on-one support for employers and individuals in this area.
- Valley REN staff also continue to work on reviewing resumes received from Destination Canada to support employers in the region; several employers have moved forward with interviewing candidates secured through this event.
- Other than utilizing traditional networking events, our Navigator has also been going out to different job fairs, hosting booths at expos/conferences, and attending other employer events/gatherings. In addition, our Navigator has presented at municipal council meetings.
- Our Navigator has successfully launched and continues to oversee multiple volunteer-led Welcome Networks across the Valley with support from partners and many volunteers. This initiative aims to provide newcomers in the region with a community network of support as part of our attraction and retention efforts. We currently have six active welcome groups in the Annapolis Valley (Berwick, Canning/Centreville, Greenwich/New Minas, Kentville, West Hants, and Wolfville), with Middleton and Greenwood-Kingston currently underway as part of Annapolis Valley Welcome Network.
- Preparations are underway for a fall Immigration Fair for the Valley.

### **Connector Program**

- Our Connector Program Coordinator worked directly with 13 new Connectees and 8 Connectors during this reporting period.
- During this time, the Coordinator participated in multiple career fairs, networking events, hosted/sponsored 7 program-related events for Connectees.
- We presented at the Building Employment Skills for Successful Transitions (BEST) Conference with EduNova alongside the Cape Breton and Halifax Connector Programs.
- A virtual three-part Community Connections series, a rural networking workshop, was launched in partnership with Cape Breton and Western Connector Programs.
- A National Connector initiative is tentatively scheduled for June 27<sup>th</sup> -- this will connect employers in our region with newcomers to focus on employment opportunities. Details are still being finalized.

## Regional Growth

*Activities in this area focus on leading and facilitating regional collaboration to advance economic development opportunities and communicate results.*

### **Communications**

- Valley REN is currently undergoing a website audit to improve the current site (valleyren.ca) and are reviewing how to better integrate the Have It All website. A formal Communications Plan is being developed by Valley REN's Communications Officer with guidance and support from the CEO to foster a more cohesive and clear strategy to increase the Valley's profile (both through our channels and through project/partner initiatives). Marketing as part of the region's tourism strategy will also be incorporated into this plan – noting that we are developing a separate Annapolis Valley Tourism website as part of the strategy's implementation plan.
- Monthly e-newsletters continue to be released each month and include updates on projects, services, and events.

### **Regional Marketing**

- Our regional marketing campaign and website ([www.haveitallav.ca](http://www.haveitallav.ca)) is still being utilized a great deal by our Immigration and Settlement Navigator and was the basis for the creation of the Welcome Guide. The site and the guide are now being used regularly as a tool to support newcomers and immigrants to the region. We have received multiple requests from various organizations and municipalities for printed copies of the Welcome Guide, so have made additional copies and are actively promoting an electronic version on the Have It All website.

### **Annual General Meeting**

- The 2023-2024 AGM is scheduled to take place on June 19<sup>th</sup> at Bent Ridge Winery in Windsor Forks. This event will also highlight our 10<sup>th</sup> anniversary milestone. We have also tentatively booked June 26<sup>th</sup> as a back-up as we were just made aware of a potential conflict with the Atlantic Mayors' Congress in PEI. We will check-in with LOC members on this during the meeting in May.



# BUSINESS PLAN

VALLEY REGIONAL ENTERPRISE NETWORK

the  
valley  
REGIONAL ENTERPRISE NETWORK

2024-2025





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# STRATEGIC PRIORITIES FOR 24-25

The 2024-2025 Business Plan marks the first year of our new four year strategic plan. The 2024-2028 strategic plan serves as a four year economic development strategy for the region. A thorough evaluation of the 2021-2024 strategic plan was completed, along with an extensive review of municipal, first nation, provincial and federal plans.

To ensure alignment in priorities and language with all partners and stakeholders, the Valley REN transitions from four key strategic areas to three. Much was accomplished from 2021-2024 which allows the Valley REN to transition from the development stage to the growth stage.

## 1. Economic Growth

- Support new, emerging and existing businesses
- Growing strategic sectors of our economy
- Foster innovation

## 2. Population Growth

- Foster the development of welcoming, inclusive communities and workplaces to support population growth
- Attract talent to the region

## 3. Regional Growth

- Lead and facilitate regional collaboration to advance economic development opportunities
- Communicate results



## ECONOMIC GROWTH

At our core, we provide supports for business and provide strategic support to our region's sectors. We assess businesses' needs, provide navigation to resources and supports, provide referrals and supports to start-ups and provide peer-to-peer opportunities relevant to companies across all sectors. We also work on large scale, multi year projects that support our sectors. There are two major projects underway that will each be taken to the next phase of development and execution. These large scale projects are significant opportunities for two of the region's key sectors: tourism and agriculture.

### 24-25 KEY PRIORITY 1: LAND AND ASSET DATABASE

For the Valley REN to support individuals and businesses that are new, or looking to expand or relocate, the land and asset database will be an extremely useful tool. Localized, specific data is key and this tool will help all business support organizations and municipal and first nation partners. The Valley REN will work to enhance this resource, educate partners about the tool and use it to support business and regional partners.



## **24-25 KEY PRIORITY 2: STAR PROGRAM**

Implementation of the Regional Tourism Strategy is a key deliverable for the Valley REN as we remain committed to delivering on the strategy's recommendations.

## **24-25 KEY PRIORITY 3: AGRICULTURAL TECHNOLOGY**

The Valley REN will also remain committed to creating an agricultural technology accelerator in the region and a agricultural technology corridor through the Province.

# **POPULATION GROWTH**

Labor/hiring issues have come to the forefront as a primary obstacle to success in all business sectors.

## **24-25 KEY PRIORITY 4: IMMIGRATION SUPPORT**

There is an agreement at all levels that immigration is the quickest solution to labor shortfalls in the entire country. The Valley REN will implement year 2 of the Immigration and Settlement Navigator Program to provide support to businesses, large and small, for the purpose of educating employers on the immigration programs that exist and streamlining the navigation to those supports. The other purpose is to create an Annapolis Valley Welcome Network to ensure newcomers feel welcome and supported throughout the region.

# **REGIONAL GROWTH**

Communication continues to be a challenge for the Valley REN, its stakeholders and the general public. It is important that the region we serve understands the hard work that is being done to execute our strategic plan on behalf of the Region.

## **24-25 KEY PRIORITY 5: CONSISTENT MULTI-LEVEL COMMUNICATIONS**

We will continue to modify and improve our monthly newsletter, as well as continuous and direct conversations through the Liaison and Oversight Committee.



# 2024-2025 ACTION PLANS

## ECONOMIC GROWTH

KEY PRIORITY 1: LAND AND ASSET DATABASE			
Economic Growth			
Goal: Provide support for new, emerging and existing businesses			
Objectives, Outcomes, KPIs	Activities	Project Lead	Timeline
Maintain and improve the land and asset database	<ul style="list-style-type: none"> <li>Promote awareness of tool throughout the region</li> <li>Engage with commercial realtors and property owners to increase awareness of tool</li> <li>Engage with municipalities to ensure data is as recent as possible</li> <li>Continuous learning of what the tool can offer and the data layers that would be useful information to include</li> <li>Awareness of new features of the tool as they are developed</li> </ul>	EDO	Ongoing
<b>Outcomes:</b> <ul style="list-style-type: none"> <li>Improved business access to programs, services, and other supports</li> <li>Increased business investment and attraction</li> </ul>		<b>Assist Staff</b>	
<b>KPIs:</b> <ul style="list-style-type: none"> <li># of partnered users</li> <li># of users of tool</li> </ul>		Senior EDO	

KEY PRIORITY 2 AND 3: IMPLEMENTATION OF STAR PROGRAM AND AGRICULTURAL TECHNOLOGY ACCELERATOR			
Economic Growth			
Goal: Support the strengthening, diversification and interconnectedness of the economic sectors			
Objectives, Outcomes, KPIs	Activities	Project Lead	Timeline
Implementation of the STAR Regional Strategic Tourism Plan Year 1 and 2	<ul style="list-style-type: none"> <li>Implement the STAR Regional Strategic Tourism Plan                             <ul style="list-style-type: none"> <li>Valley REN will act as the lead to complete the Transition and Implementation plan</li> </ul> </li> <li>Secure funding for a full time project staff and transitional funding model for year 1 and 2</li> <li>Develop communications plan to promote strategy</li> <li>Explore a long-term funding model</li> <li>Creation of transitional tourism website</li> <li>Completion of infrastructure gaps analysis</li> </ul>	Senior EDO STAR Project Manager	Q1-Q2
<b>Outcomes:</b> <ul style="list-style-type: none"> <li>Increased sector supports</li> <li>Increased sector diversification</li> </ul>		<b>Assist Staff</b>	Q1
<b>KPIs:</b> <ul style="list-style-type: none"> <li>50 tourism operators engaged</li> <li>Year 1 &amp; 2 activities completed</li> <li>Funding secured for year 1</li> </ul>		CEO Comms Coordinator	Q1-Q2 Q3-Q4 Q1-Q2 Q3-Q4
Implementation of an agricultural technology accelerator and corridor	<ul style="list-style-type: none"> <li>Creation of an Agricultural Technology Accelerator and Corridor                             <ul style="list-style-type: none"> <li>Valley REN will act as the lead through transition and implementation</li> </ul> </li> <li>Develop Engagement Strategy for Transition and Implementation Team and the agricultural sector</li> <li>Develop communications plan to promote project</li> <li>Explore a long-term funding model</li> <li>Promotion of project to technology companies</li> <li>Creation of a provincial agricultural technology impact network</li> </ul>	Senior EDO	Q1-Q2 Q1-Q2 Q3-Q4 Ongoing Q3-Q4
<b>Outcomes:</b> <ul style="list-style-type: none"> <li>Increased business and university research</li> <li>More prosperous, competitive and innovative companies</li> </ul>		<b>Assist Staff</b>	
<b>KPIs:</b> <ul style="list-style-type: none"> <li>All partners and funding secured</li> <li>2 partner events held</li> <li>Ag tech accelerator created</li> </ul>		CEO Comms Officer	



CORE PROGRAMMING			
Economic Growth			
Goal: Provide support for new, emerging and existing businesses			
Objectives, Outcomes, KPIs	Activities	Project Lead	Timeline
<p><b>Supports for Business Objective:</b> Connect businesses to the resources, tools, supports, and programs they need</p> <p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>Increased retention of businesses and improved business access to programs, services, and other supports</li> <li>Increased business stability and growth</li> <li>Greater awareness of Valley REN</li> </ul> <p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>Serve 50 BusinessNOW clients</li> <li>Provide 50 client referrals</li> <li>Host/organize 4-6 events</li> <li># of businesses accessing experts</li> </ul>	<ul style="list-style-type: none"> <li>Deliver BusinessNOW Service by providing customized supports to businesses through referrals to supports</li> <li>Ongoing maintenance of internal resources (entrepreneurial toolkit, catalogue of resources)</li> <li>Develop province wide BRE program with NS RENs</li> <li>Conduct a series of business outreach efforts within the region that include: <ul style="list-style-type: none"> <li>Host 2 business expos: Summer and Fall 2024</li> <li>Host 4 regional EDO meetings (1 per quarter)</li> <li>Host 2 business to business connection events: October, December with Valley Business Hub</li> </ul> </li> <li>Develop an expert series for BusinessNOW Program that would include providing clients free access to experts in specialized fields (i.e. legal, accounting, etc.)</li> <li>In partnership with all RENs, explore the development of a provincial succession planning program</li> </ul>	<p>Business Navigator and EDO</p> <hr/> <p><b>Assist Staff</b></p> <p>All Staff</p>	<p>Q1: 10 clients served</p> <p>Q2: 25 clients served</p> <p>Q3: 40 clients served</p> <p>Q4: 50 clients served</p>
Objectives, Outcomes, KPIs	Activities	Project Lead	Timeline
<p><b>Investment Readiness Objective:</b> Identify and promote investment opportunities and leverage our efforts</p> <p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>Increased business investment and attraction</li> </ul> <p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>5 tools/resources produced</li> </ul>	<ul style="list-style-type: none"> <li>Analyze the investment readiness information contained by Valley REN for relevance, to define gaps and for ease of use for staff</li> <li>Redevelop Valley REN website and revise investment readiness information to ensure all information is easily accessible, easily understood, user-friendly and up to date</li> </ul>	<p>EDO</p> <hr/> <p><b>Assist Staff</b></p> <p>CEO Senior EDO Comms Officer</p>	<p>Q1</p> <p>Q1-Q2</p>
Goal: Support the strengthening, diversification and interconnectedness of the economic sectors			
Objectives, Outcomes, KPIs	Activities	Project Lead	Timeline
<p><b>Traditional and Emerging Sectors Objective:</b> Identify, prioritize, and strengthen traditional and emerging sectors by addressing barriers and capitalizing on opportunities</p> <p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>Increased sector supports</li> <li>Increased sector diversification</li> <li>More prosperous, competitive and innovative companies</li> </ul> <p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>4 companies participate in CI</li> <li>12 companies participate in training</li> <li>25 companies participate in supply chain analysis</li> <li># of home builders involved</li> <li># of activities completed</li> </ul>	<ul style="list-style-type: none"> <li>Provide support to the manufacturing sector through: <ul style="list-style-type: none"> <li>Secure funding to develop a workforce continuous improvement program to help businesses with workforce challenges by hiring a consultant to assist employers by using continuous improvement best practices and the Lean Six Sigma Model</li> <li>Delivery of the Contemporary Leadership in Manufacturing Training</li> <li>Conduct a Supply Chain Analysis <ul style="list-style-type: none"> <li>Identify businesses with supply chain challenge through BRE program</li> <li>Develop RFP for analysis and identifying and building a business case for new businesses</li> </ul> </li> </ul> </li> <li>Convening key informants in the housing sector in collaboration with the Atlantic Homebuilding and Renovation Sector Council to ensure the region is utilizing their provincial sector council</li> <li>Collaborate with DNS to increase their reach within the region, to work together to further digital adaption across all sectors and specifically to further innovation in ag tech in the Annapolis Valley.</li> </ul>	<p>EDO</p> <hr/> <p><b>Assist Staff</b></p> <p>CEO Senior EDO Comms Officer</p>	<p>Q1</p> <p>Q1-Q4</p> <p>Q1 start Q4 end</p> <p>Q2 start Q4 end</p> <p>Q1 start</p> <p>Q1 start</p>



# POPULATION GROWTH

KEY PRIORITY 4: IMMIGRATION SUPPORT			
Population Growth			
Goal: Attract and retain employees/workers and identify and help to fill current and future needs for employers			
Objectives, Outcomes, KPIs	Activities	Project Lead	Timeline
Provide immigration support to employers	<ul style="list-style-type: none"> <li>Implement year 2 of the Immigration and Settlement Navigator Program to provide support to businesses</li> <li>Continue to enhance and strengthen the Annapolis Valley Welcome Network for newcomers                             <ul style="list-style-type: none"> <li>Host and partner to deliver cultural events that celebrate immigrants and newcomers</li> <li>Distribute welcome packages for newcomers</li> <li>Partner with realtors to access newcomers</li> </ul> </li> <li>Partner with the Province to attend Immigration Fairs                             <ul style="list-style-type: none"> <li>Maintain updated Welcome Guide</li> <li>Translate Welcome Guide and website into French</li> <li>Identify list of employers and their roles</li> </ul> </li> <li>Enhance the regional marketing website (haveitallav.ca) for use as a settlement tool                             <ul style="list-style-type: none"> <li>Educate the region about haveitallav.ca website</li> <li>Use the website as a tool for all immigration fairs</li> </ul> </li> </ul>	Immigration Navigator	Q1
<b>Outcomes:</b> <ul style="list-style-type: none"> <li>Increased awareness of settlement supports for newcomers and employers</li> <li>New residents feel welcomed</li> <li>Attracting and developing a workforce that meets needs</li> </ul>		<b>Assist Staff</b> Connector Coordinator Comms Coordinator	Q1
<b>KPIs:</b> <ul style="list-style-type: none"> <li>10 events hosted and attended</li> <li>Funding secured</li> <li>Navigator hired</li> <li>30 employers supported</li> <li>30 newcomers supported</li> </ul>		Q2 Ongoing Ongoing  Q3-Q4	

CORE PROGRAMMING			
Population Growth			
Goal: Attract and retain employees/workers and identify and help to fill current and future needs for employers			
Objectives, Outcomes, KPIs	Activities	Project Lead	Timeline
<b>Workforce Study Objective:</b> Work with partners to address the challenges related to the workforce, to meet the current and future talent, professional, skilled trades and labour needs	<ul style="list-style-type: none"> <li>Work with partners to implement the Regional Workforce Development Strategy                             <ul style="list-style-type: none"> <li>Lead and provide administrative support to the Workforce Alliance (meets quarterly) and Workforce Supports Response Team (meets monthly)</li> <li>Use and disseminate LMI information among the business community to inform decision making</li> <li>Hire Workforce Coordinator to support strategy implementation and address workforce priorities</li> <li>Create communications plan to market the strategy</li> <li>Develop target sector strategies focusing on regional workforce needs, education, training, assets and supports</li> </ul> </li> <li>Support Pier Labs with Taking Care of the Valley project</li> </ul>	Workforce Coordinator	Ongoing
<b>Outcomes:</b> <ul style="list-style-type: none"> <li>Business labour needs are met</li> <li>Attracting and developing a workforce that meets needs</li> <li>Strong regional workforce supports ecosystem</li> </ul>		<b>Assist Staff</b> Senior EDO Comms Officer	Q1
<b>KPIs:</b> <ul style="list-style-type: none"> <li># of activities completed</li> <li>16 meetings held annually</li> </ul>		Connector Coordinator Immigration Navigator CEO	Q1  Q3-4
<b>Welcoming Region Objective:</b> Provide the appropriate settlement services to support a smooth transition	<ul style="list-style-type: none"> <li>Deliver the Connector Program                             <ul style="list-style-type: none"> <li>Host an appreciation event for all Connectees and Connectors: Q1</li> <li>Create and launch an engagement campaign: Q1</li> <li>Partner with the Immigration and Settlement Navigator to deliver a "Welcome to the Annapolis Valley" expo: Q3</li> </ul> </li> </ul>	Connector Coordinator	Q1: 10 clients
<b>Outcomes:</b> <ul style="list-style-type: none"> <li>Increased awareness of settlement supports for newcomers and employers</li> </ul>		<b>Assist Staff</b> Comms Officer Immigration Navigator	Q2: 25 clients Q3: 40 clients Q4: 50 clients
<b>KPIs:</b> <ul style="list-style-type: none"> <li>50 Connectees/Connectors</li> <li>8 events hosted and attended</li> </ul>			



# REGIONAL DEVELOPMENT

KEY PRIORITY 5: DELIVER CONSISTENT MULTI-LEVEL COMMUNICATIONS			
Regional Growth			
Goal: Enhance our collective and collaborative environment, strengthen relationships and leverage opportunities			
Objectives, Outcomes, KPIs	Activities	Project Lead	Timeline
<p>Provide consistent multi-level communications</p> <p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>Greater awareness of Valley REN activities and increased knowledge of the region among partners</li> <li>Greater coordination, alignment and action among economic development partners</li> <li>Increased regional opportunities</li> </ul> <p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li>10 communications activities</li> <li>Increased newsletters subscriptions</li> <li>Increased social media engagement</li> <li>Increased website traffic</li> <li>Monthly Business and Workforce Supports Teams meetings</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement an annual communications plan                             <ul style="list-style-type: none"> <li>Provide presentation updates to Councils</li> <li>Share partners' information and updates</li> <li>Use social media to create a publish content</li> <li>Use monthly newsletters to inform businesses and mailing list subscribers</li> </ul> </li> <li>Promote services through flyer services, paper flyers and brochures</li> <li>Update and enhance website</li> <li>Publish business testimonials</li> <li>Continue to lead the Regional Economic Development Taskforce and use it as a mechanism to provide updates to partners (Business and Workforce Supports Teams)</li> <li>Develop an Annual State of the Region document and organize regional event</li> <li>Quarterly meetings with municipal and first nation economic development and communications staff</li> </ul>	<p>Comms Coordinator</p> <p><b>Assist Staff</b></p> <p>All Staff</p>	<p>Biannual</p> <p>Ongoing</p> <p>Ongoing</p> <p>Monthly</p> <p>1 per year</p> <p>Ongoing</p> <p>Ongoing</p> <p>Q3-Q4</p> <p>1 per quarter</p>

CORE PROGRAMMING			
Regional Growth			
Goal: Enhance our internal efficiencies			
Objectives, Outcomes, KPIs	Activities	Project Lead	Timeline
<p><b>Internal Efficiencies Objective:</b></p> <p>Develop and implement internal efficiencies</p> <p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>Greater awareness of Valley REN activities</li> <li>Greater coordination, alignment and action among economic development partners</li> </ul> <p><b>KPIs:</b></p> <ul style="list-style-type: none"> <li># of internal efficiencies developed</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement internal efficiencies                             <ul style="list-style-type: none"> <li>Participate in continuous improvement initiative</li> <li>Partner with NS RENs as provincial metrics are created and defined and determine best way to track those metrics internally</li> </ul> </li> <li>Find efficiencies in tracking metrics</li> <li>Create a real time dashboard to showcase results/metrics (internal and public facing)</li> </ul>	<p>CEO/COO</p> <p><b>Assist Staff</b></p> <p>All REN Staff</p>	<p>Q1-Q4</p>



# Budget 2024-2025

## REVENUES

Municipal and First Nation Core Funding	\$295,183
Province of Nova Scotia Core Funding	\$295,183
<b>Project Funding</b> (Includes Valley REN contribution to projects)	<b>\$789,606</b>
Connector Program	\$83,780
Immigration & Settlement Navigation	\$94,500
STAR Program	\$81,803
STAR Implementation Project	\$275,000
Ag Tech Accelerator (Former MIT REAP Valley Team)	\$83,523
Workforce Continuous Improvement Initiative ( <i>not confirmed</i> )	\$171,000
<b>TOTAL REVENUES</b>	<b>\$1,379,972</b>

## EXPENDITURES

Economic Development	\$72,500
Human Resources	\$470,500
Operations	\$79,950
<b>Project Expenses</b> (Includes Valley REN contribution to projects)	<b>\$789,606</b>
Connector Program	\$83,780
Immigration & Settlement Navigation	\$94,500
STAR Program	\$81,803
STAR Implementation Project	\$275,000
Ag Tech Accelerator (Former MIT REAP Valley Team)	\$83,523
Workforce Continuous Improvement Initiative ( <i>not confirmed</i> )	\$171,000
<i>*Note: Project expenses include salaries, operating costs, program, expenses, marketing, recurring costs and administration</i>	
Strategic Initiatives (Estimated additional spending from contributed surplus)	\$75,000
<b>TOTAL EXPENSES</b>	<b>\$1,512,556</b>
<b>NET INCOME/LOSS</b>	<b>-\$107,584</b>

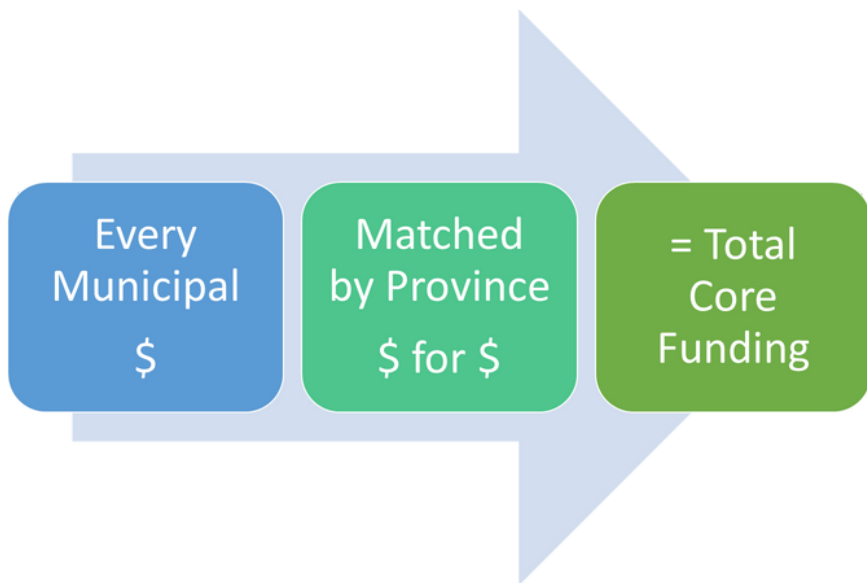
*Note:* Sources of funding for deficit drawn from contributed surplus

Approximate available for future year spending	\$158,491
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# Core and Project Funding



## CORE FUNDING

Core funding for the Valley REN is provided by its municipal and first nation members and this funding is matched by the Province of Nova Scotia through the Department of Economic Development to support economic development on a regional level.

## PROJECT FUNDING

The Valley REN also pursues additional funding for regional projects and programs. From 2019 to 2024, the Valley REN has leveraged an additional \$1.9 million into the region for projects and programs over and above its annual core funding.

This chart displays the projects managed by the Valley REN for the 2024-2025 fiscal year.

Project	Valley REN \$	Leveraged \$	Total
<b>Workforce Development</b>			
Connector Program	\$0	NS - \$83,780	\$83,780
Immigration and Settlement Navigation	\$9,500	NS - \$42,500 ACOA - \$42,500	\$94,500
<b>TOTAL</b>	<b>\$9,500</b>	<b>\$168,780</b>	<b>\$178,280</b>
<b>Sector Development</b>			
STAR Program	\$50,250	ACOA - \$117,250	\$167,500
STAR Implementation and Transition Funding <i>(not confirmed)</i>	\$30,000	ACOA - \$185,000 AVCC - \$60,000	\$275,000
NS MIT REAP – Valley Team: Ag Tech Accelerator	\$30,000	ONSIDE - \$125,000	\$155,000
Workforce Continuous Improvement Initiative <i>(not confirmed)</i>	\$12,500 <i>(\$5,000 in kind)</i>	NS - \$163,500	\$176,000
<b>TOTAL</b>	<b>\$122,750</b>	<b>\$650,750</b>	<b>\$773,500</b>
<b>OVERALL TOTAL</b>	<b>\$132,250</b>	<b>\$819,530</b>	<b>\$951,780</b>
<b>**REN's investment is leveraged by a factor of 16.14 times</b>		<b>\$ Increased by 16.14 times</b>	



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# ABOUT VALLEY REN

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The Valley Regional Enterprise Network (Valley REN) was incorporated in March 2014. Its members are Glooscap First Nation, the Municipality of the County of Kings, the West Hants Regional Municipality and the Towns of Berwick, Kentville, Middleton and Wolfville. Funding for the Valley REN is provided by its members and this funding is matched by the Province of Nova Scotia to support economic development on a regional level.

## VISION

A thriving, diverse regional economy, delivering the highest quality of life in Canada. We support a thriving, diverse regional economy that when combined with our geographic location, natural environment, and diverse population, makes the Valley one of the best places to live in rural Canada.

## MISSION

The Valley REN is the catalyst for a thriving, sustainable and inclusive regional economy in the Annapolis Valley. Being a catalyst means we are proactive in research, action planning, projects and programs and being the coordinator of local and provincial resources to maximize our collective impact.

At Valley REN, we believe economic development and community well-being should be mutually supporting. As we carry out our mission in pursuit of our vision, we make decisions and take actions grounded on the following values:

### The Valley

Our diversity (people, cultures, strengths, organizations, sectors, industries, nature) creates a rich tapestry that offers new perspectives and fosters greater creativity, innovation and cohesion. We are proud to call the Annapolis Valley our home and are committed to seeing it grow and flourish.

### Collaboration

Economic Development is a team effort. We seek out business and community input, build professional relationships based on trust, and embrace opportunities to collaborate.

### Professionalism

We are fiscally responsible and take accountability for our decisions and actions. We pride ourselves in delivering professional, service-oriented supports, applying best practices, and making decisions informed by data and evidence.

### Innovation

We value and encourage new ideas that challenge the status quo and support businesses/sectors in our community to flourish.

The Valley REN is governed by a Liaison and Oversight Committee made up of first nation, municipal and provincial funding partner representatives. We are also governed by a Board of Directors consisting of business leaders from throughout the region.

# BOARD OF DIRECTORS

## **Paul Dixon, Board Chair**

*Owner/Operator, Safeguard Property Management & Services*

## **Anna Redden**

*Director of Acadia Tidal Energy Institute, Acadia University*

## **Denis Robillard**

*Training Manager, Michelin (Canada)*

## **Jessica Clahane**

*Senior Manager, Assurance Services, Grant Thornton LLP*

## **Stephen Shaw**

*Executive Director, CBDC Hants-Kings*

## **Cris Shirritt**

*Founder, BTW Law*

## **Gerard d'Entremont**

*Community Innovation Lead, NSCC (Nova Scotia Community College)*

## **Kjeld Mizpah Conyers-Steede**

*Principal Consultant, Catalyst Conversation Strategies*

## **Luke Hempel**

*CFO, Eden Valley Poultry*

## **James Clouthier**

*General Manager, Old Orchard Inn*

# STAFF

## **Emily Boucher**

*Chief Executive Officer*

## **Jennifer Tufts**

*Chief Operating Officer*

## **Richelle Brown Redden**

*Senior Economic Development Officer*

## **Kyle Walsh**

*Economic Development Officer*

## **Nicole Ross**

*Communications Coordinator*

## **Andrea Hamilton**

*Administrative Officer (co-share with AVCC and Hants-Kings CBDC)*

## **Kathleen Novelia**

*Immigration and Settlement Navigator*

## **Chara Gerow**

*Connector Program Coordinator*

## **Lynn Silver**

*Regional Workforce Development Coordinator*

## **Adam Kemp**

*Tourism Sector Program Assistant*

## BOARD PROFILE

Over 200 years of collective experience working in economic and business development

- Business led group of volunteers
- Small, medium and large sized business owners and managers from throughout the region, representing the region's diverse sectors
- Diverse backgrounds/education from throughout the world

## STAFF PROFILE

Over 100 years of collective experience in economic development in the Annapolis Valley

- In depth community/industry connections and relationships
- Business Retention and Expansion International (BREI) certifications
- Economic Development Association of Canada (EDAC) certified economic developers
- Project management, strategic planning and local authority administration certifications





the  
valley  
REGIONAL ENTERPRISE NETWORK

Valley Business Hub  
448 Main Street, Kentville  
902-678-2200

[www.valleyren.ca](http://www.valleyren.ca)  
[info@valleyren.ca](mailto:info@valleyren.ca)



## REQUEST FOR AGENDA ITEM

Council Correspondence related to Housing Legislation

Submitted by: Mayor Wendy Donovan

Submitted on: May 31, 2024



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**Date of Committee of the Whole requested:** June 11, 2024

### Recommendation(s)

That Council approve the sending of correspondence to all appropriate representatives of the provincial and federal governments, our provincial municipal partners and the NSFM, as well as others that might be deemed appropriate, for the purpose of amplifying the growing issues related to homelessness and more specifically current legislation related to legislation related to fixed term leases.

### Summary

Since early this year a group of concerned residents from Wolfville and surrounding areas have been meeting bi-weekly at the Wolfville Baptist Church to respond to immediate issues related to individuals experiencing homelessness in Wolfville. Responses from this informal group have included donations of funds, coordination of needs for bus tickets, small items of warm clothing, shelter etc. Town staff and significantly Wolfville Library staff have been involved in responses as well. Council approved a portable potty on a site adjacent to the library.

As the weather has improved and some of these immediate needs have decreased the bi-weekly group has begun to turn its thoughts to what we might do with respect to a longer-term strategy. At the end of May Dr Mary Sweatman, Alisha Christie and Leanne Jennings (of Open Arms) were invited to share their research and lived experiences related to this situation. Their presentations were in part in response to an opportunity presented for funding from the Wolfville Area Inter-Church Council to provide funding toward immediate solutions.

We understand the causes for housing insecurity are many including but not limited to: the housing market, the lack of truly affordable housing – particularly rentals, the rights of property owners in current legislation, jurisdictional limitations, the limitations of service providers to navigate and respond to those with multiple life issues etc.

In those presentations we became more familiar with the situation – relatively unique in Canada – whereby in NS a property owner can evict residents without cause at the end of their lease period. This link connects to a case in point: <https://www.cbc.ca/news/canada/nova-scotia/tenants-rooming-house-halifax-told-to-vacate-1.7218066> . We heard from a resident who attended the meeting that this situation had happened to her last winter in Wolfville. She was fortunate to have a caring health care provider who helped her navigate the situation with her, which ultimately required political intervention to find a solution. It is noted that the needs of the private landowner are also appreciated.

While there seems to be little that we can do as a town within our jurisdiction we do have opportunities to bring this reality to the attention of our residents and government partners and through that bring greater attention to the reality in our Province and perhaps make legislative and funding changes that support an environment of all residents to safe and affordable housing. It was noted that a majority of other Provinces

## REQUEST FOR AGENDA ITEM

Council Correspondence related to Housing Legislation

Submitted by: Mayor Wendy Donovan

Submitted on: May 31, 2024

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have changed their legislation so that a person with a fixed term lease e.g., a year, has the option of renewing the lease (assuming no dereliction of responsibilities for the rental property by the tenant) in advance of the lease expiry. This is not the law in NS.

In the informal discussions of the bi-weekly group – which is open to all who have an interest to attend – we wondered how an informal group might do more than buy socks and tents. The resources now put forward by WAICC will definitely help, as do the interventions by staff at all levels of government. As a Council we can formally add our voice to sharing the realities of our Provincial Legislation and working through our Provincial organizations to changing this legislation toward a fairer situation for both renters and landlords.

To that end I propose the following motion, should Council agree to put this item on the agenda.

“That Council direct that correspondence be sent from Council to all appropriate levels of government, and to all appropriate provincial organizations, in support of reviewing current legislation related to fixed term leases to create a more fair and stable rental situation for Nova Scotia. As well, that council use its platforms to inform our broader community of the realities of the current housing and rental situation that creates both difficulties for some property owners with respect to business and property costs and an untenable rental environment for many low-income renters. Finally, that Council receives updated information and presentations from Dr Sweatman and her research partners, and from various housing support organizations, on a regular and timely basis.”

### Expected Outcome:

- |  |                                     |
|--|-------------------------------------|
| In Camera Discussion   | <input type="checkbox"/>            |
| For information/discussion purposes only                             | <input type="checkbox"/>            |
| Recommend an action to the CAO                                       | <input type="checkbox"/>            |
| Promote clarification/renewal or production of a policy or procedure | <input type="checkbox"/>            |
| Recommend a motion for approval by Council                           | <input checked="" type="checkbox"/> |

## REQUEST FOR AGENDA ITEM

Title:

Submitted by:

Submitted on:

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### Date of Committee of the Whole requested:

### Recommendation(s) and/or Motion

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

### Summary

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

### Expected Outcome:

In Camera Discussion

For information/discussion purposes only

Recommend an action to the CAO

Promote clarification/renewal or production of a policy or procedure

Recommend a motion for approval by Council