



**MIDDLETON TOWN COUNCIL
TOWN HALL – COUNCIL CHAMBERS
TUESDAY, FEBRUARY 21, 2017.
7:00 P.M.**

AGENDA

1. Call to Order
2. Approval of the Agenda
3. Approval of the Minutes
4. New Business
 - 4.1. Committee of the Whole Recommendations
 - a. Appointment – Middleton Fire Department
 - b. Special Reserve Fund Borrowing
 - c. RFD 001-2017: Reallocation of Capital Funding – Speed Signs
 - d. Industrial Park Taxation
 - 4.2. RFD 002-2017: Domestic Fowl
 - 4.3. Strategic Priorities - 2017
5. Reports
 - 5.1. Planning Services – January 2017
 - 5.2. Valley Waste Resource Management
 - 5.3. Mayor
6. Correspondence
7. Anything by Members
8. Adjournment



Middleton Fire Department

49 Church Street

Middleton, NS

B0S 1P0

January 27, 2017

Members of Town Council,

The members of the Middleton Fire Department have voted in favor of Jason J. Warrington of _____ becoming a probationary member of the department on January 26, 2017.

Respectfully Submitted by the Investigating Committee of the Middleton Fire Department:

2nd Deputy Chief – Neil Freeman



REQUEST FOR DECISION
Reallocation of Capital Funding
001-2017

Date: 6 February 2017	Subject: Reallocation of Capital Funding
Proposal Attached:	Submitted by: Marianne Daine, Director of Finance

Proposal:	That Council approve the change in funding source between budget lines in the 2016-17 Capital Budget due to a capital project being postponed to the next fiscal year.
Background:	<p>The Town of Middleton's Capital Budget for this year includes \$28,000 for replacing an overhead Crosswalk light on Commercial Street. The funding source for this project was capital out of revenue. This project will not be completed this fiscal year, due to the Director of Public Works position being vacant.</p> <p>The Capital Budget also includes \$7,300 for two speed signs, to be placed at Town entrances and the funding source for this project was to be an internal borrowing.</p>
Benefits:	
Disadvantages:	
Options:	
Required Resources:	
Source of Funding:	The \$28,000 is budgeted to be paid from Capital out of Revenue. This reallocation would still generate a surplus of \$20,700 in the 2016/17 Capital Budget and internal borrowing would be reduced, leaving more capacity for future projects.
Sustainability Implications: (Environmental, Social, Economic and Cultural)	

Staff Comments/ Recommendations:	
CAO's Review/ Comments:	I support the proposal from the Director of Finance. It is a transparent method of accounting for this expense.

CAO Initials: RLT

Target Decision Date: February 6, 2017



REQUEST FOR DECISION
Domestic Fowl
002-2017

Date: 15 February 2017	Subject: Domestic Fowl
Proposal Attached:	Submitted by: Rachel Turner

Proposal:	Requesting direction from Council for an inquiry to permit domestic fowl at a residential property.
Background:	<p>Last year, further to the Town's Bylaw and supporting policy that can allow residents to have specific farm animals and domestic fowl in residential areas, the previous Town Council agreed that the process required by the policy to have residents approach neighbours to obtain permission was a process that potentially could pit neighbours against neighbours. This resulted from an application to have horses on a property, with neighbouring property owners raising some concerns. At that time, it was agreed that this topic would be considered through the MPS/LUB review as a potential permitted use (or not), and a recommendation would come from the PSPAP on this topic, in addition to reviewing the policy that requires residents to approach other residents for permission. Unfortunately, the process has been delayed and the topic has not been discussed.</p> <p>Staff have recently been approached by a retired couple who would like to move into Middleton and purchase property, and their wish is to bring their domestic chickens with them. This requires an application to Council for permission, and per the policy, for them to ask each of the neighbouring property owners to write a letter of support for their application.</p> <p>Staff is suggesting that, since the discussion and any subsequent recommendation around permitted uses or changes to the bylaw or policy has not been completed, that Council instruct staff to initiate the letters to the surrounding property owners so that it removes the onus of the applicant. It was agreed that by doing this, neighbours would be more apt to respond honestly and maintain privacy and not be made to feel that they had to agree with the</p>

	applicant. This is a slight change to work outside the policy provisions, but in a minor way and would accomplish the same goal.
Benefits:	By initiating the process, it can assist interested individuals to move forward to purchase a home in Middleton.
Disadvantages:	None foreseen.
Options:	<ol style="list-style-type: none"> 1. Instruct staff to write the necessary letters to potential neighbours to determine support of the application. 2. Stay with the specific directions of the policy and require the potential property owner to initiate the letters of support.
Required Resources:	
Source of Funding:	
Sustainability Implications: (Environmental, Social, Economic and Cultural)	
Staff Comments/ Recommendations:	
CAO's Review/ Comments:	Option 1 is the simplest way to move any application ahead until the matter is more fully debated through the MPS/LUB review, while still working within the general policy.

CAO Initials: RLT

Target Decision Date: 21 February 2017

Chapter 31 Cont'd.

6. A license issued under this By-law shall be valid until the 31st day of MARCH next following its issue unless sooner revoked or suspended.
7. A license issued hereunder may be suspended or revoked by the Council if the holder thereof fails to comply with Sanitary Regulations respecting Auto Trailers made under the authority of Chapter 13 of the Acts of Nova Scotia, 1962 and amendments thereto, the Public Health Act.
8. Every licensee shall display his license on demand of a Police Officer or constable.
9. The Clerk on payment of twenty-five cents shall replace any license when a person licensed files with the Clerk his statutory declaration that it has been lost, stolen, or destroyed.
10. The Clerk shall keep a record of every license issued by him, with a number on each record corresponding to the number inserted in the license.
11. Every person who violates or fails to comply with any of the provisions of this By-law shall be liable on conviction to a penalty not exceeding Fifty Dollars, and in default of payment to imprisonment for a period not exceeding thirty days.

CHAPTER 32 - FARM ANIMALS AND DOMESTIC FOWL BY-LAW

Council: July 7, 1969

Minister: Sept. 11, 1969

BE IT ORDAINED by the Town of Middleton in Council as follows:

1. No person shall keep cows, horses, mules, asses, sheep, goats, pigs, foxes, mink, geese, turkeys, hens, or other domestic fowl or any of them within the limits of the Town of Middleton, unless, and until such person shall have first applied for and obtained from the Town Council a permit for such keeping.

2. (1) Any person who desires to keep any of the aforementioned animals or fowl within the limits of the Town may make written application to the Town Council addressed to the Town Clerk which application shall be considered by the Town Council as hereinafter provided for at its first regular meeting after receipt of such application.

After due consideration of the application by the Council and the Medical Health Office the Council may grant a permit in writing to the applicant for such keeping provided that such keeping in the opinion of the Council and Medical Health Officer,

(a) will not create a nuisance as defined by Section 47(3) of the Public Health Act, Chapter 247 of the Revised Statutes of Nova Scotia 1967.

(b) will not cause physical damage to the person or property of adjoining owners.

(c) will not be injurious to the public health.

3. Any permit granted under this by-law shall remain in force for a period of one year from the date thereof, unless sooner revoked due to violation of the provisions contained in Section 2(1), (a), (b) and (c) prior to the expiration of one year, after which time a further application may be received and dealt with by the Council as herein provided.

(a) No fees shall be chargeable by the Town Council for such permits.

4. Persons in this by-law shall include any firm, company or corporation.

5. Any person who violates or fails to comply with the provisions of this by-law shall be liable to a penalty not exceeding \$50.00, and in default of payment to imprisonment for a period not exceeding twenty days, and for a second or subsequent offence to a penalty not exceeding \$100, and in default or payment to imprisonment not exceeding two months.

TOWN OF MIDDLETON CODE A - GENERAL ADMINISTRATION	
Subject: Keeping of Farm Animal and Fowl	Number: 4.1
Coverage: Council, Staff & Public	Approved by: Council & CAO
Effective Date : September 5, 1978	Revision Date: August 8, 2006

Rationale

This policy establishes guidelines for new applications to keep farm animal and fowl.

Policy Statement

- 1) Further to the requirements in the Town's bylaws regarding applications for keeping farm animals and fowl, persons wishing to keep farm animals and fowl who do not already do so shall supply letters from neighbouring residents stating that they have no objections to the application.
- 2) The renewal of licenses is automatic, provided that there are no complaints from neighbouring residents, and the license holders continue to comply with the Farm Animal and Domestic Fowl Bylaw.

References

- 1) Town bylaws, Ch 32, Farm Animals and Domestic Fowl Bylaw
- 2) Town bylaws, Ch 8-2F, Clerk's Duties, Issuance of Licenses

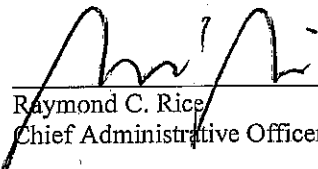
Previous Policies

The previous policy 1/9 "Policy Regarding Keeping of Farm Animals and Fowl" dated September 5, 1978 is hereby amended.

Certification

THIS IS TO CERTIFY that this policy was duly passed by a majority vote of the whole Council at a duly called Council meeting held on the 8th day of August, 2006.

GIVEN under the hand of the Clerk and under the seal of the Town of Middleton this 5th day of March, 2007


Raymond C. Rice
Chief Administrative Officer

STRATEGIC PRIORITIES 2017



Strategic ALIGNMENT

Overview

Strategic alignment is an organization's process of defining its future directions and making choices to guide policy decisions, resource allocations and organizational efforts. In local government, not only does it entail aligning organizational aims with actions, tactics with responsibilities and resources to timelines, but ensuring both Council and staff are *on the same page*!

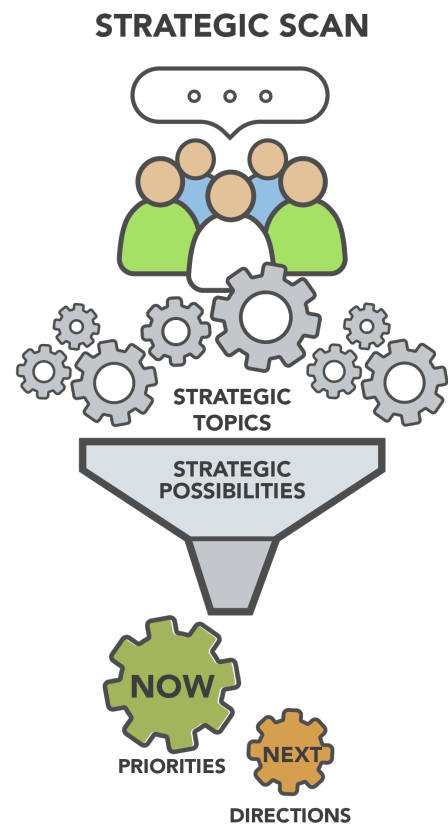
Strategic alignment is the road map to achieving the organization's purpose and implementing Council's priorities for the community. But how are these priorities identified and defined?

Council's priority setting process began with establishing a shared understanding of the organization's mandate and a scan of community conditions and emerging strategic topics.

Each **Strategic Topic** was discussed to explore possible actions to achieve Council expectations. Reality, urgency and responsibility criteria were applied to each emerging **Strategic Possibility** to determine **NOW Priorities** or **NEXT Directions** of Council. Operational strategies were also put forward by Administration.

Council's priorities as well as key operational strategies have been placed on one page - the **Strategic Priorities Chart** found on page 8 of this report. This chart is meant to be extracted from the report along with the **Strategic Work Program** for regular review, revisions and celebration - ensuring Council and staff are on the same page.

The strategic alignment process is dynamic. The sequence of activities noted in the graphic above serve as a reminder of how Council's strategic priorities were developed. Knowledge of the steps and tools used allow Council and Administration to replicate the process, keeping strategic priorities current and relevant.



1

Strategic SCAN

COMMUNITY CHECKLIST

SUCCESS INDICATORS

What does **success** look like?

ASSESSMENT

What is **working well** and **areas for attention**



Council's priority setting process began by looking to the future. Participants engaged in a 'Community Check-up' (see Appendix 1) discussing the five distinct areas of a sustainable community:

- Environment - maintaining a healthy and natural environment through responsible use, protection and sustainable practices
- Infrastructure - well maintained infrastructure and facilities that meet community needs and allow growth and development for prosperity
- Economy - building a strong and vibrant community by attracting, supporting and retaining businesses and residents
- Social - building social capital and engaging citizens and partners to improve the well-being and diversity of the community
- Governance - fiscally sustainable government focused on strategic decision-making, transparency and inclusiveness

Beginning with the end in mind, the preferred future is described. What would make the community a great place to live and work? This vision for the community is informed by elected official (and staff) contact with a wide range of residents and groups as well as previous municipal planning documents and studies.

During the community check-up discussion, success indicators emerge to describe positive outcomes in each of the sustainability pillars. Next, **Success Indicators** articulate measurable outcomes that can be assessed in quantifiable terms such as amounts or percentages; observable benefits that can be seen or perceived such as feelings and experiences; and tangible outputs that are produced such as services and programs delivered to the community.

The final component of a strategic scan is to assess what current actions are *working well* and *areas for attention*.

The resulting **Community Checklist** insights serves as foundational information for moving forward in the priority setting process. Council can update this tool annually and utilize the checklist to monitor and assess the health and progress of the organization and community – either internally with staff or externally through public consultation processes.

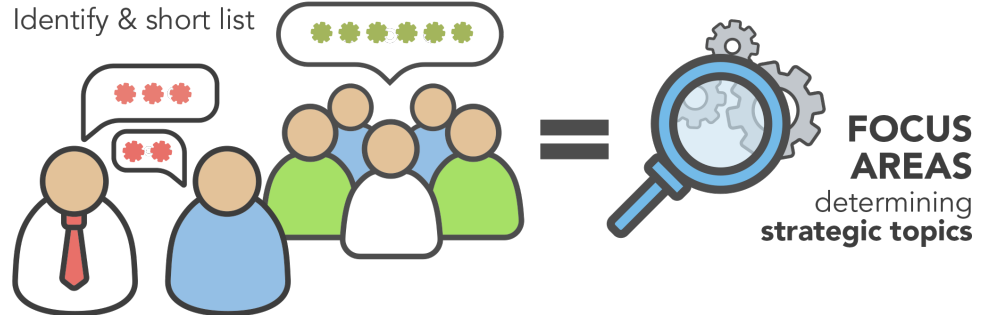


2

Strategic TOPICS

ISSUES & OPPORTUNITIES

Identify & short list



To be strategic means that in addition to expectations for the future, Council must have a sense of current realities and conditions - both positive and challenging. Conducting this assessment is important for several reasons. It gets the process rooted in the real world after thinking about the ideal future. It collects ideas and information while beginning to focus the strategic priority setting process.

All workshop participants responded to the following question:

"What do you think are the significant issues and opportunities facing the organization and the community we serve?"

An **Issues/Opportunities Long List** was generated (see Appendix 2) and participants indicated their top ten items they felt the organization should be focused on. The resulting **Issues/Opportunities Short List** (see Appendix 3) indicates which emerging items are shared by Council and staff and those highlighted by Council or staff.

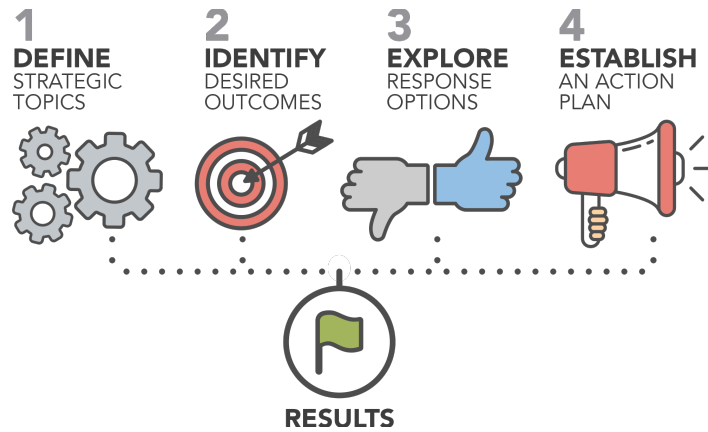
Council reviewed the short list along with consideration for other items from the long list to establish Strategic Topics for discussion during the workshop.

STRATEGIC TOPICS	
1.	Policing - <i>Public Safety and Security Cameras</i>
2.	Fire Hall Options
3.	Community Branding / Promotion
4.	Business Readiness - <i>Retention, Expansion, Attraction</i>
5.	County / Town Collaboration
6.	Capital Plan
7.	Hospital Retention
8.	Nova Scotia Community College
9.	Recreation Facilities - <i>Viability</i>
10.	Green Space and Trails

3

Strategic POSSIBILITIES

To move from strategic topics to **Strategic Possibilities**, a four-step process, the **Solution Seeking Model**, was utilized (see *display below*).



Participants began by clarifying the strategic topic, then identifying desired outcomes if the topic was successfully addressed. Next, options or ways to achieve the desired outcome were explored and a ‘preferred strategy’ was selected. Sometimes multiple preferred strategies emerged - short or long term.

Next, action steps were determined to implement the preferred strategy. The action steps generated enough information to consider each chosen option as a strategic possibility. This does not make them priorities – yet. There are too many of them given the organization’s limited capacity. An organization’s capacity box is not readily visible but does have limitations or boundaries. It is useful to look at organizational capacity as a box of balls. If the box is full then Council must be realistic about putting more initiatives inside. Some of the limitations include:

EXPECTATIONS & OPTIONS



- Policy – procedures that define mandate / roles
- Finances – available net resources
- Culture – norms delineating acceptable behaviours
- Risk – tolerance for organization / legal exposure
- Human Resources – available staff and competency levels

These capacity box elements are impacted by dynamic internal and external factors:

- Funding – available funding beyond day-to-day operations
- Scrutiny – level of visibility for organizational actions
- Demands – diverse requests from clients and the public
- Environment – conditions impacting the organization
- Support – legitimacy and trust among stakeholder

A disposition of Council’s **Strategic Possibilities** follows on the next page.

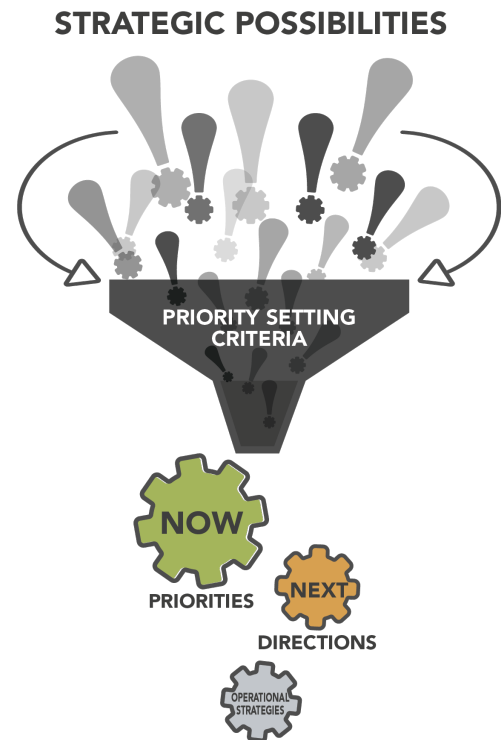
STRATEGIC POSSIBILITY	POTENTIAL ACTIONS
1. Downtown Security Cameras <i>Security Camera Proposal</i> Operational Item	<ul style="list-style-type: none"> Investigate the costs and options for installing downtown security cameras and prepare a 'request for proposal'.
2. Community Policing Officer <i>COP Proposal</i> COUNCIL NOW PRIORITY	<ul style="list-style-type: none"> Draft a proposal - job description and budget for a Community Policing Officer for Council consideration.
3. Economic Development <i>ED Strategy</i> COUNCIL NOW PRIORITY	<ul style="list-style-type: none"> Prepare a Terms of Reference for an Economic Development Strategy aimed at encouraging business retention, expansion and attraction.
4. Community Branding <i>Marketing Strategy</i> COUNCIL NEXT ITEM	<ul style="list-style-type: none"> Prepare a Terms of Reference, budget and process for the development of a strategy aimed at promoting the community.
5. County / Town Collaboration <i>Joint Meeting</i> COUNCIL NOW PRIORITY	<ul style="list-style-type: none"> Schedule joint meetings with the County and Town to discuss the status of current agreements and opportunities for collaboration.
6. Streetscape Initiative <i>Downtown Consultation Workshop</i> COUNCIL NOW PRIORITY	<ul style="list-style-type: none"> Consult with business and property owners re: long term vision for the downtown
7. Downtown Sidewalks <i>Streetscape Refresh</i> Operational Item	<ul style="list-style-type: none"> Undertake a refresh of the downtown re: sidewalks, bins, benches within current budget. Partner with the business community to match funds.
8. Fire Hall <i>Design and Location</i> COUNCIL NOW PRIORITY	<ul style="list-style-type: none"> Determine location, design and funding options for a new Fire Hall.
9. Green Space & Trails <i>Trail Plan</i> COUNCIL NEXT ITEM	<ul style="list-style-type: none"> Determine vision for a green space and trail plan. Inventory current assets identifying gaps and potential enhancements.
10. Town Office <i>Options Report</i> COUNCIL NEXT ITEM	<ul style="list-style-type: none"> Determine location, design and funding options for a new Town Hall.
11. Capital Plan <i>5-Year Capital Plan</i> COUNCIL NEXT ITEM	<ul style="list-style-type: none"> Develop assessment criteria to assess and prioritize capital projects for inclusion in a 5-year capital plan. Provide options to Council.
12. NS Health Authority <i>COUNCIL ADVOCACY ITEM</i>	<ul style="list-style-type: none"> Support the hospital in their plan to add a building for collaborative practice and redesign of the Emergency Room.
13. NS Community College <i>COUNCIL ADVOCACY ITEM</i>	<ul style="list-style-type: none"> Follow-up with the College re: their job incubation plan and to collaborate on initiatives that grow the town's economy.
14. Recreation Facilities <i>Cost Recovery Options</i> COUNCIL NEXT ITEM	<ul style="list-style-type: none"> Prepare an inventory and utilization summary to aid in budget planning and discussions with the County re: facility viability.

4

Strategic Priorities

Based on the number of topics and organizational capacity assessment, the strategic possibilities were translated into short-term priorities and longer term directions. The process was guided by the application of priority setting criteria:

- Reality criteria to ensure the possibility can be acted on NOW, otherwise NEXT or LATER ([see Appendix 4.a](#))
- Urgency criteria to assess IF there is a timeliness factor dictating immediate action ([see Appendix 4.b](#))
- Responsibility criteria to determine if it falls within the political or administrative realm ([see Appendix 4.c](#))



The resulting NOW Priorities and NEXT Directions have been placed on one page for easy reference. The Strategic Priorities Chart ([see next page](#)) also captures staff's operational strategies.

Items listed in **BOLD CAPITALS** indicate priorities Council wishes to address NOW. These items automatically enter the appropriate operational unit at the bottom of the chart. This shows the alignment of staff work with Council's focus. Items listed in CAPITALS indicate matters that will be addressed NEXT or when a NOW item is completed. Italicized items reflect matters being advocated on behalf of the community to other levels of government or agencies for action.

In addition to Council strategic priorities and direction, there are other strategic matters receiving the attention of Administration. These Operational Strategies are noted in regular font on the Strategic Priorities Chart.

The focus of the Strategic Priorities Chart is on five NOW priorities. When these are completed, one-by-one they are replaced with NEXT items. These longer-term directions (or emerging strategic topics) should be discussed further using the Solution Seeking approach and using the priority setting criteria to consider new strategic priorities. NEW items can be reviewed using specific criteria and move up the list as resources become available or as new needs emerge. Sometimes, an emerging strategic priority may cause an existing one to be moved to NEXT status to ensure strategic priorities are consistent with available resources.

To this end, the Strategic Priorities Chart should be reviewed regularly as a reminder of the organization's capacity. It should be included in every Council meeting agenda as a constant reference (not review), updated monthly by the CAO (Chief Administrative Officer) with Council and reviewed quarterly by the CAO with staff and then Council to make adjustments, change priorities and celebrate achievements.

STRATEGIC PRIORITIES CHART

January 2017

CORPORATE PRIORITIES (Council/CAO)

NOW

1. **COUNTY RELATIONS: Meeting**
2. **FIRE HALL: Design & Location**
3. **COMMUNITY POLICING OFFICER: Proposal**
4. **ECONOMIC DEVELOPMENT: Strategy Terms of Reference**
5. **STREETSCAPE: Consultation**

TIMELINE

March
February
April
May
June

NEXT

- TOWN OFFICE: Options
- GREEN SPACE / TRAILS: Plan
- LONG TERM & 5-YEAR CAPITAL PLANS
- RECREATION FACILITIES: Cost Recovery
- COMMUNITY MARKETING STRATEGIES

ADVOCACY / PARTNERSHIPS

- *NSHA: Hospital Support*
- *NSHA: Doctor Recruitment*
- *NS Community College: Incubator*
- *NS Community College: Future Plans*

OPERATIONAL STRATEGIES (CAO/Staff)

CHIEF ADMINISTRATIVE OFFICER (Rachel)

1. **COUNTY RELATIONS: Meeting** - March
 2. **FIRE HALL: Design & Location** - February
 3. **COMM. POLICING OFFICER: Proposal** - April
- Bylaw Review: Target List
 - TOWN OFFICE: Options

RECREATION & COMMUNITY SERVICES (Jennifer)

1. **ECONOMIC DEV.: Strategy Terms of Ref.** - May
 2. Workplace Wellness: Program - April
 3. Skatepark Grand Opening - April/May
- GREEN SPACE / TRAILS: Plan
 - MARKETING STRATEGIES

FINANCE (Marianne)

1. LONG TERM CAPITAL PLAN - January
2. 5-YEAR CAPITAL PLAN - January
3. RECREATION: Cost Recovery - September

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PUBLIC WORKS (___)

1. **STREETSCAPE: Consultation** - June
2. Downtown: Refresh - May
3. Downtown Security Camera: Proposal - March

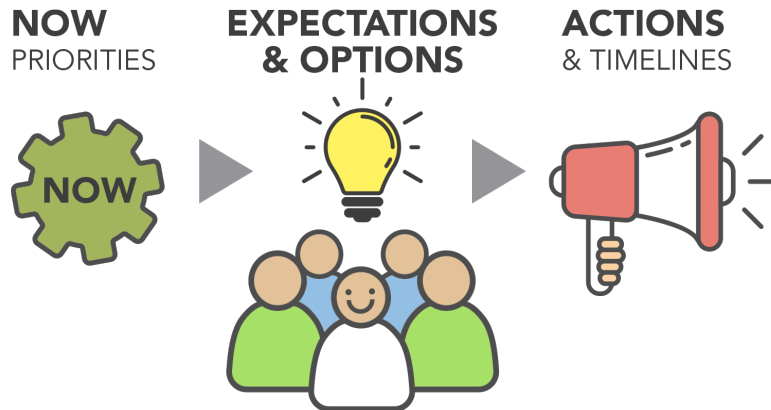
- Parking Lot Agreements
-

PLANNING (Sharon)

1. Municipal Plan review: Consultation - June
2. GIS Mapping: Additional Layers - April
3. Records Mgmt. System - Implementation - Dec.

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-

CODES: BOLD CAPITALS = NOW Priorities; CAPITALS = NEXT Priorities; *Italics* = Advocacy;
Regular Title Case = Operational Strategies



As the final stage in the solution seeking process, preliminary action steps were developed that identify resources and responsibilities. The resulting action plans for each NOW strategic priority and NEXT direction form the **Strategic Priorities Work Program**. The work program is used to determine key performance milestones and to serve as a feedback mechanism monitoring progress and results. It is necessary for:

- **Budgeting** – the true acid test for a strategic priority is whether it gets funds within the annual budget process. If not it should move to NEXT status.
- **Work Planning** – the CAO will be better equipped to assign work knowing the time and effort required of staff to implement Council priorities.
- **Performance Monitoring** – Council will be able to perform its oversight role better if there are timeframes to monitor progress and results.

The work program ([see Appendix 5](#)) lays out what is necessary from staff and/or partners to implement a strategic priority. The work program clearly itemizes Council expectations in terms of:

- **Who** – responsibility for implementation and decisions
- **Why** – success indicators to monitor progress and results
- **What** – specific task and activities that need to be done
- **When** – sequencing of activities with target dates
- **How** – human, material and fiscal resources required

The Strategic Priorities Work Program defines the desired outcomes for each priority (column 1), options for achieving the priority (column 2), and actions and timelines (column 3).

Extracted from the report, the Strategic Priorities Chart and Work Program are intended to be working documents. Regular updating of the chart and work program ensures that everyone is '**on the same page**'. Roles are clear, the focus is defined and progress is monitored and celebrated.

Strategic FOLLOW-UP

The following recommendations are offered for Council's consideration:

That Council adopts the 2017 *Strategic Priorities Update* for continuous reference at each Council meeting, quarterly updates and annual strategic priority reviews.

That Council requests the CAO to schedule an annual Priority Setting update session prior to the start of the annual budget process. *The annual budget should reflect Council's priorities.*

Appendices

1. Community Check-up
2. Issue and Opportunity Long List
3. Issue and Opportunity Short List
4. Priority Criteria
5. Strategic Priorities Work Plan

Dr. Gordon McIntosh, CGLM

COMMUNITY CHECK-UP		
ENVIRONMENT Maintaining a healthy and natural environment through responsible use, protection and sustainable practices		
SUCCESS INDICATORS	WHAT WORKS WELL	AREAS FOR ATTENTION
Human Environment Community Aesthetics Natural Area Protection Environmental Quality Land Use Environmental Footprint Energy Conservation <ul style="list-style-type: none">• New facilities are LEED certified• Clean and beautified downtown with bike trails• Eliminate litter• Pretty town with a tree canopy• Safe and well maintained neighbourhoods• Environmental partnership with NSCC• Geo-dome over downtown/town• Enforceable anti-idling policy• No smoking in public areas• Wind turbine power – self sufficient in energy	<ul style="list-style-type: none">• Community pride• Town employees• Public works as a team• Sewage treatment plant• Quality potable water• Refurbished park• Natural areas protection	<ul style="list-style-type: none">• Downtown beautification• Smoking policy/public areas• Wine turbine energy• Community services• Community clean-up
INFRASTRUCTURE Well maintained infrastructure and facilities that meet community needs and allow growth and development for prosperity.		
SUCCESS INDICATORS	WHAT WORKS WELL	AREAS FOR ATTENTION
Transportation Community Utilities Facilities Community Systems Service Delivery <ul style="list-style-type: none">• Upgraded underground infrastructure• Well maintained facilities• Infrastructure capacity for future growth• Modern, viable structure• Modern communication• Safe, well maintained road network• Good sidewalks, accessible mobility• Modern and efficient Town Hall• Upgraded public works facilities• Solid capital financial plan• Well maintained facilities• Innovative communication systems• Upgraded fire hall and community centre• Capital replacement program• Adequate funding – underground replacement• Bike lanes to encourage active living• Multi-purpose trail system• Youth centre to engage young people• Multi-purpose recreation facility	<ul style="list-style-type: none">• Internet service• Wells outside Town boundaries• Recreation facilities• River – natural asset• Emergency medical base	<ul style="list-style-type: none">• Capital plan• Trail development• Facility plan• Infrastructure funding• Multi-purpose building• Youth centre• Bike lanes• Fire Hall• infrastructure upgrades
ECONOMY Building a strong and vibrant community by attracting, supporting and retaining businesses and residents.		
SUCCESS INDICATORS	WHAT WORKS WELL	AREAS FOR ATTENTION
Job Creation Business Retention Business Growth Business Attraction Business Investment Community Image Community Sustainability Tourism Community Reputation <ul style="list-style-type: none">• New business locating in Middleton• Larger business coming to town• New jobs to grow the community• Attracting visitors and increasing tourism• Lower industrial tax rate• Create retail destination• Community branding to market Middleton• Arts and cultural facilities/events• Revitalized farmers market• Community college – job incubation program• No vacancies in downtown shops• No vacancies in the industrial park• Town as a ‘living classroom’• Facility development – attractive to investors	<ul style="list-style-type: none">• Industrial land• Commercial tax rate• Business retention• Commercial amenities	<ul style="list-style-type: none">• College partnership• Downtown beautification• Tax rate• Marketing strategy• Economic development strategy

COMMUNITY CHECK-UP		
SOCIAL		
Building social capital and engaging citizens and partners to improve the well-being and diversity of the community.		
Arts & Culture Community Support Network Citizen & Property Safety Healthy Lifestyles Health Service Access Sense of Heritage <ul style="list-style-type: none">• Accessible healthcare services• Improved/well maintained hospital• People friendly, attractive downtown• Preservation of heritage and culture• Lots of community celebrations / festivals• Transportation hub – railway museum• Engaged youth – youth centre, programs• Good access to medical professionals• Safe community – citizens and property• Proactive and visible law enforcement• Barrier free community• Community pride• Community engagement• No poverty• No vandalism	<ul style="list-style-type: none">• Good quality of life amenities• Variety of activities• Active community groups• Hospital• Social services office• Recreation facilities• Recreation programming• Demographics – wide range• Strategically located• Rich history – deep roots• Volunteer organizations• Youth energy• Parks• Seniors facilities & activities	<ul style="list-style-type: none">• Hospital upgrades• Downtown gathering space• Youth involvement• Police visibility• Doctor recruitment• College partnerships
GOVERNANCE		
Fiscally sustainable government focused on strategic decision-making, transparency and inclusiveness.		
SUCCESS INDICATORS	WHAT WORKS WELL	AREAS FOR ATTENTION
Good Policies Strategic Direction Role Clarity Agency Liaison <ul style="list-style-type: none">• Sound financial policies• 5–year capital plan• Priority, budget, work plan alignment• Work as a team to get things done• Council and CAO working together• Long range planning• Community engagement• Fair regional cost sharing• Fair federal funding formula• Fresh, innovative ideas – out of the box• Regional collaboration / cooperation• Solid working relationship with counties• Council and staff on the same page• Business friendly attitude• Effective public communication	<ul style="list-style-type: none">• Young, engaged Council• Staff retention• Staff openness to change• Hard working staff• Council decision–making• Council teamwork• Financially sound• Good communications• Commitment• Optimism	<ul style="list-style-type: none">• Cost sharing formulas• Creative thinking• Long range planning• Deed transfer tax

ISSUE & OPPORTUNITY LONG LIST					
'C' indicates COUNCIL scoring. 'S' indicates STAFF scoring.					
ISSUE / OPPORTUNITY	C	S	ISSUE / OPPORTUNITY	C	S
Land Use Plan Review	8	8	Educational Facilities	-	-
Policing - Visibility and Security	37	26	Community College Expansion	15	-
New Fire Hall	44	9	Website Refresh	-	-
Water & Sewer Infrastructure	24	19	Cultural Activities	-	-
Downtown/Community Branding	27	23	Youth Retention	9	-
Council Image	-	-	Perception of High Taxes	6	-
Employment Opportunities	4	-	Industrial Park Strategies	7	13
Staff Morale	-	15	Increased Accessibility	9	-
Town/County Cooperation	16	7	Downtown Wi-Fi	7	-
Business Attraction/Retention	10	14	Doctor Retention / Recruitment	18	2
Walkways, Sidewalks, Trails	7	4	New Town Hall	-	-
Deed Transfer Tax	17	-	NSBI / REN Relationship	1	-
Citizen Engagement	-	19	Community Volunteers	-	2
Active Healthy Lifestyle Promotion	-	-	Riverside Park Development	8	-
Nursing Home Expansion	5	0	UNSM & FCM Collaboration	8	-
Adopt-A-Street	-	-	5-Year Capital Plan	-	11
Recreation Facilities Utilization	13	6	Highway Signage	9	-
Hospital Retention	21	-	Neighbourhood Beautification	-	-
Parking Lot Management	2	1	Organizational Sustainability	-	19
Relocate Visitor Info Centre	-	-	Less Red Tape for Business	2	5
Public Works Image	3	-	Social Services	-	-
Policy and Bylaw Revitalization	-	6	Bylaw Enforcement	-	6
Public Works Buildings and Yard	7	-	Green Space, Tree Replacement	11	5
Regional Airport Opportunities	-	-			

ISSUE & OPPORTUNITY SHORT LIST			
'C' indicates COUNCIL scoring. 'S' indicates STAFF scoring. #=Rank.			
ISSUE / OPPORTUNITY	COUNCIL	STAFF	TOTAL
POLICING – VISIBILITY & SECURITY	37 – #2	26– #1	63
NEW FIRE HALL	44 – #1	9	53
BRANDING DOWNTOWN	27 – #4	23 – #2	50
WATER & SEWER INFRASTRUCTURE	24 – #3	19 – #3	43
Business Attraction, Expansion, Retention	10	14 – #6	24
TOWN/COUNTY COOPERATION	16 – #9	7 – #9	23
HOSPITAL RETENTION	21 – #7	–	21
DOCTOR RETENTION & RECRUITMENT	18 – #6	2	20
Industrial Park Options	7	13 – #7	20
RECREATION FACILITIES UTILIZATION	13 – #10	6	19
Organizational Sustainability	–	19 – #4	19
DEED TRANSFER TAX	17 – #5	–	17
Land Use Plan Review	8	8 – #8	16
COMMUNITY COLLEGE EXPANSION	15 – #8	–	15
Staff Morale	–	15 – #5	15
5–Year Capital Plan	–	11 – #8	11
BOLD CAPITALS = COUNCIL / STAFF COMMON ITEMS CAPITALS = COUNCIL ITEMS and Title Case = Staff led items			

4.a REALITY CHECK CRITERIA	SUCCESS		
	LIKELY		UNLIKELY
LEGISLATIVE EASE	Yes	Maybe	No
POLICY CONSISTENCY	Yes	Maybe	No
CONTRACTUAL EASE	Yes	Maybe	No
POLITICAL WILL	High	Neutral	Uncertain
ORGANIZATIONAL CAPACITY	High	Medium	Low
SAVINGS REALIZED	High	Medium	None
TIME EFFICIENCY REALIZED	Likely	Maybe	Not Likely
TIMEFRAME FOR RESULTS	Reasonable	Challenging	Unrealistic
SUCCESS LIKELIHOOD	High	Medium	Uncertain
COMMUNITY SUPPORT	High	Average	Low
FISCAL RESOURCES	Confirmed	Available	Difficult
PARTNERSHIP POTENTIAL	Ready	Maybe	Uncertain/No
LEVERAGE OTHER RESOURCES	Yes	Maybe	Uncertain/No
ONGOING SUSTAINABILITY	Likely	Maybe	Uncertain/No
HUMAN RESOURCES	Yes	Somewhat	No
EXPERTISE	In-house	Available	Uncertain/No
CONSEQUENCES/RISK	None	Uncertain	Negative
AFFORDABILITY	Yes	Average	No

4.b URGENCY CRITERIA	URGENCY	
	URGENT	NOT AS URGENT
IMPERATIVE - Requirement to Act	Legislation	No Legislation
LIABILITY - Risk Exposure	Legal	Inconvenience
SAFETY - Direct vs. Potential Threat	Life - Imminent	Property Damage
FINANCIAL - Magnitude of Cost	Significant	Operational
VISIBILITY - Implications to Organization	Negative	Neutral
PUBLIC BENEFIT - Who receives outcomes?	Most	Few
COMMUNITY NEED - Who's asking?	At Large	Minority Interest
TIMELINESS - Resource Alignment	Unique	Frequent
STRATEGIC - Linkage to goals/priorities	Critical	Useful
OBLIGATION - Commitment to others	Contractual	Casual
LEADERSHIP - Political Requirement	High	Low
TIMELINE - Imposed Timeframe	Deadline	None

4.c RESPONSIBILITY CRITERIA	RESPONSIBILITY	
	POLITICAL	ADMINISTRATIVE
POLICY	New or Change	Procedure or Implementation
FINANCIAL	New or Change in Budget	Approved in Budget
EXTERNAL LINKAGE	Political Level	Staff Level
CORPORATE IMAGE	Agency Integrity	Service Quality
SERVICE LEVELS	New or Terminate	Service Standards
STRATEGIC DIRECTION	New or Change	Implementation
PERSONNEL	CAO Performance	Staff Performance
LEGISLATION	Ignore or Seek to Change	Interpretation
SENSITIVITY	High Visibility	Low Visibility
OBLIGATION	New or Change in Contract	Permissible
MEMBER LIAISON	Elected Official	Staff

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
NOW		
<p>1. COUNTY RELATIONS</p> <p><i>How do we build a relationship with the Town that benefits our residents shared interests?</i></p> <p>* Meeting (to determine shared areas of interest)</p> <ul style="list-style-type: none"> • Cost effective efficiencies • Economic Development potential • Climate change and watershed potential • Maximize opportunities / reduce duplication • Value for money to citizens • Shared expertise • Benefit to the tax payer • Innovative service delivery • Improved communication / information sharing • Ensure clarity of mutual expectations 	<ul style="list-style-type: none"> • In house • County • Combination 	<ol style="list-style-type: none"> 1. Schedule meeting with the County - March 2. Develop list of shared areas of interest 3. Conduct joint workshop
<p>2. FIRE HALL</p> <p><i>How do we fund a new fire hall to enhance efficient and quality delivery of fire services?</i></p> <p>* Strategy</p> <ul style="list-style-type: none"> • Suitable location determined • Facility design - LEED standards • Funding options identified • Provincial and Federal contributions confirmed • Fire Hall reserve fund in 2017 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<ol style="list-style-type: none"> 1. Confirm design and location - February 2. Determine funding sources - April 3. Develop strategy

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
3. COMMUNITY POLICING OFFICER <i>How can we enhance safety in the community ?</i> * Position Proposal <ul style="list-style-type: none"> • Reduction in crime and vandalism • Preserve the peace • Increased police presence and visibility • Bylaw enforcement • Facilitate safety education • Positive relationship with the public • Assist victims 	<ul style="list-style-type: none"> • In house • Consultant • Combination • Increase RCMP funding • Consider own police force • Hire Community Policing Officer 	<ol style="list-style-type: none"> 1. Research and develop proposal - April 2. Confirm budget allocation - May
4. ECONOMIC DEVELOPMENT <i>How do we support the growth and development of the town?</i> * Strategy <ul style="list-style-type: none"> • Consider environment & sustainable development • Attract and retain businesses • Identify desired targets • Develop ROI measures • Engage stakeholders • Diversify economy • Increase tax base • Increase employment opportunities • Vibrant downtown / increased retail • Full industrial park • Determine regional involvement / partnerships 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<ol style="list-style-type: none"> 1. Prepare terms of reference - May 2. Hire consultant - June 3. Conduct stakeholder session - September 4. Develop strategy for Council review - November

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
5. STREETSCAPE <i>How do we refresh the look of downtown?</i> * Public Consultation <ul style="list-style-type: none"> • Shared vision - public and businesses • Community gathering space • Encourage downtown development / expansion • Updated facades • Upgraded ascetics - flowers • Themed assets - park benches, garbage bins • Sidewalks refurbished • Affordable project • Partnership with the business community 	<ul style="list-style-type: none"> • In house • Consultant • Combination • Business Community • Town • Combination 	<ol style="list-style-type: none"> 1. Undertake and sustain a downtown maintenance program - May 2. Public/business input session - October
NEXT		
TOWN OFFICE <i>How do we accommodate Council and staff for effective and efficient service delivery?</i> * Options <ul style="list-style-type: none"> • Designed for growth • Good public access • Cost effective • Built to LEED standards 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<ol style="list-style-type: none"> 1. Identify options including design and location 2. Determine funding sources 3. Develop strategy

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<p>GREEN SPACE & TRAILS</p> <p><i>How do we connect neighbourhoods and maximize the protection and use of green space?</i></p> <p>* Trail Plan</p> <ul style="list-style-type: none"> • Priority areas identified - trails, sidewalks • Trail standards to guide development - lights, benches • Appropriate signage • Costs and funding sources determined • Supportive land use policies • Public engagement and support • Age friendly • Public safety and access 	<ul style="list-style-type: none"> • In house • Committee • In house with consultant 	<ol style="list-style-type: none"> 1. Develop terms of reference - October 2. Budget consideration - 2018
<p>CAPITAL PLAN</p> <p><i>How do we ensure we are prepared for future capital expenditures?</i></p> <p>* 5-Year Capital Plan</p> <p>* Long Term Capital Plan</p> <ul style="list-style-type: none"> • Long range plans • Fiscally responsible / accountable • Sound reliable systems • Adequate reserves • Defined priorities • Accurate assessment of assets • Projections for future requirements • Better decision making • Ability to incorporate priorities • Lifecycle of water, sewer and recreation facilities 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<ol style="list-style-type: none"> 1. Inventory current assets - September 1. Define priorities - October 2. Identify revenue sources - November 3. Develop strategies - January 2018

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
RECREATION FACILITIES <i>How do we ensure viable, quality recreation facilities that meet community needs?</i> * Cost Recovery Options <ul style="list-style-type: none"> • Viable facilities • Lifecycle report re: condition of recreation facilities • Utilization determined • County use identified • Affordable operating costs • Options for cost sharing 	<ul style="list-style-type: none"> • In house • County • Combination 	Fee Recovery <ol style="list-style-type: none"> 1. Review user fees - June Utilization <ol style="list-style-type: none"> 1. Assess utilization 2. Prepare an options report for Council consideration
COMMUNITY BRANDING / MARKETING <i>How do identify, market and promote the unique identity of Middleton?</i> * Marketing Strategy <ul style="list-style-type: none"> • Community engagement • Community pride • Foundation for marketing efforts • Understanding of cultural diversity / heritage • Basis and vision for • Identification of shared values • Slogan for economic development promotion 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<ol style="list-style-type: none"> 1. Develop terms of reference - June 2. Budget for strategy - October 3. Undertake process - January 2018
ADVOCACY		
HOSPITAL * Expansion	<ul style="list-style-type: none"> • Support the hospital in their plan to add a building for collaborative practice and redesign of ER by advocating to the Nova Scotia Health Authority and Province. 	
DOCTORS RECRUITMENT PROGRAM * Support	<ul style="list-style-type: none"> • Continue to work with the Nova Scotia Health Authority to recruit doctors to the community. 	
NOVA SCOTIA COMMUNITY COLLEGE * Future * Business Incubator	<ul style="list-style-type: none"> • Follow-up with the Nova Scotia Community College re: a job incubation program. • Follow-up with the Nova Scotia Community College re: their future initiatives that might contribute to the growth of the town's education and economy. 	

Bolded items indicate the Council **priority**, the preferred **option** to achieve the outcome and the primary **action** necessary to address the priority. The question used by the Council to focus their priority setting discussion is *italicized*.

TOWN OF MIDDLETON

PLANNING SERVICES



JANUARY

2017

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1. Planning and Development Activity Report
2. Building Permit Activity Report
3. Inspection Services Activity Report
4. Planning/GIS Technician Activity Report



**Planning
Development
Project Management**

To: Sharon McAuley, Coordinator, Planning and Development Services
From: Chris Millier
Date: February 1, 2017
Re: Town of Middleton, Status Report

January 1 - 31, 2017

Planning Application Activity

Development Permit Activity

- Development Permit M17-001, January 31, 2017
Change of Use, 14 Freeman Street

Permit Activity Summary, January 2017

	Current Month	Current YTD	Previous Yr. Month	Previous Yr. YTD
Development Permits				
Residential				
New Construction	0	0	0	0
Renovation/Addition	0	1	0	1
Accessory Structures	0	5	0	6
Commercial/Industrial				
New Construction	0	0	0	0
Renovation/Addition	1	5	0	6
Accessory Structures	0	1	0	0
Institutional				
New Construction	0	1	0	0
Renovation / Addition	0	2	0	1
Accessory Structures	0	1	0	1
Other (signs, occupancy, etc.)	0	3	0	3
Final Subdivision Approval				
Residential Lots Created	0	0	0	0
Comm./Industrial Lots Created	0	0	0	0

TOWN OF MIDDLETON

BUILDING PERMIT REPORT

Figures based on Fiscal Year January to March

Municipal Unit: **Town of Middleton**

Month: **January 2017**

	Number of Building Permits	Building Value
Month: January	0	\$0.00
Year To Date 2016-2017:	11	\$329,600.00
Year To Date 2015-2016:	19	\$871,890.00
Year To Date 2014-2015:	19	\$437,300.00

Total Estimated Value January 2017:	\$0.00	Total permits for January 2017:	0	Total Estimated Value YTD 2016-2017:	\$329,600.00	Permit Fees January 2017:	\$50.00
Total Estimated Value January 2016:	\$0.00	Total permits for January 2016:	0	Total Estimated Value YTD 2015-2016:	\$871,890.00	Permit Fees YTD 16-17:	\$1,314.44
Total Estimated Value January 2015:	\$0.00	Total permits for January 2015:	0	Total Estimated Value YTD 2014-2015:	\$437,300.00		

File #	Name	Applicant Address	Location	Construction	Date Building Permit Issued	Permit Fee	Estimated Value
				Dev. Permits Only	1 permit	\$50.00	
					Total January:	\$50.00	\$0.00
	Total Active Permits:	7					
	Residential Conversions	nil					
	Residential Demolitions	nil					



COUNTY *of* ANNAPOLIS
NATURALLY ROOTED

Activity Report – January 2017

0 BUILDING PERMITS ISSUED FOR JANUARY

0 BUILDING INSPECTION CARRIED OUT FOR JANUARY

3 Fire Inspections conducted and letters to owners have been sent

Staff continue to drive through the Town and receive inquiries calls from the residents.



Town of Middleton LIU/GIS
 GIS & Planning Technical Support Services
 Period : January 1 to January 31

Submitted by: Trevor Robar

Date: February 5, 2017

Task	Category	Date	Hrs
ArcGIS Online Mobile App Configuration	PW	Sunday, January 8, 2017	3
Setup Council AVLIU Login	PLAN	Sunday, January 22, 2017	0.5
Researched the rail bed issue where civic assignment is 42 Taylor Drive, Nictaux	PLAN	Monday, January 23, 2017	0.5
ArcGIS Online Mobile App Configuration & Deployment test	PW	Wednesday, January 25, 2017	3
PW GIS Asset verification via Aerial and Google Streetview location match for Centre, Chapel, and Church	PW	Thursday, January 26, 2017	1.5
PW GIS Asset verification via Aerial and Google Streetview location match for Commercial	PW	Sunday, January 29, 2017	3
			Hrs
			11.50

Category Description: **PW** = Public Works **PLAN** = Planning **REC** = Recreation
OTHER = Meetings, Printing etc...

VALLEY WASTE RESOURCE MANAGEMENT

Meeting: February 2 & 15, 2017

1. Due to the snow storms there has been a rescheduling of pickup days.
2. Work continues on the draft budget for 2017-18.
3. Committee members were chosen for the Audit Committee, Investment Committee, Service & Facility Committee and Landfill Consultation Committee.
4. It has been decided that Mike Coyle will remain the Acting General Manager for the next two months until Ross Maybee returns from leave.
5. Next regular meeting will be March 16, 2017.


MAYOR'S REPORT FEBRUARY 2017

- | | |
|-------------|---|
| February 3 | Attended the Valley Regional Enterprise Network Meet & Greet at the Middleton Fire Hall. |
| February 6 | Chaired the Committee of the Whole Meeting. |
| February 8 | Participated in a meeting of the Valley Regional Enterprise Network Liaison Committee and was elected Vice-Chair. |
| February 10 | Met with Member of Parliament, Colin Fraser to discuss the program for Infrastructure Funding. |

CORRESPONDENCE - FEBRUARY
(for February 21, 2017 Council Meeting)

The following items of correspondence are tabled for the Council's attention. A copy of any correspondence item listed, if not previously circulated, is available on SharePoint for interested members of Council:

1. A memo from ***Glennie Langille, Chief of Protocol and Secretary of the Order of Nova Scotia*** with information and brochures on the Order of Nova Scotia which has a closing date for nominations of March 17, 2017.


MOSAÏCANADA 150
GATINEAU 2017

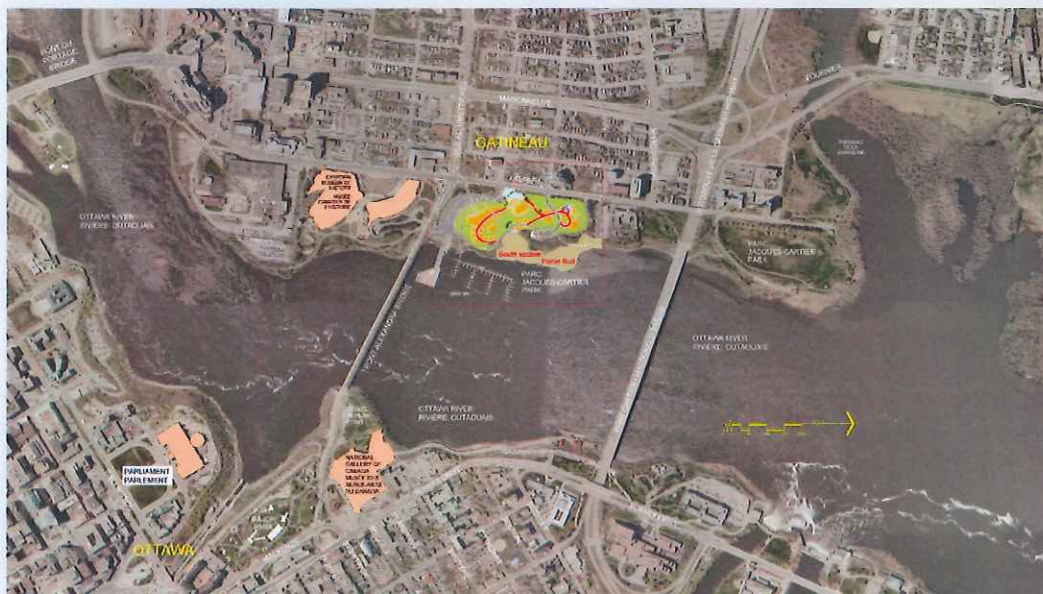
July 1 – October 15

Annapolis Royal Historic Gardens
 A Proud Partner
 on behalf of the Province of Nova Scotia

MOSAÏCULTURES
INTERNATIONALES
DE MONTRÉAL

MOSAÏCULTURES
INTERNATIONALES
DE MONTRÉAL

2013 Edition
At
Montreal Botanical Garden



SITE – Jacques-Cartier Park, Gatineau

MOSAICANADA150
GATINEAU 2017

LAYOUT PLAN



Many pieces will depict iconic Canadian moments and figures...



TEAM CANADA SUMMIT SERIES

MOSA/CANADA150
GATINEAU 2017

Other displays will represent our rich heritage and culture...



CANOE BY THE ALGONQUIN FAMILY Dean Ottawa, Artist

MOSA/CANADA150
GATINEAU 2017

There will be more than 100 pieces in all!



CONFEDERATION TRAIN

MOSAIC CANADA 150
GATINEAU 2017

Our piece will be part of a large display representing Canada's Provinces and Territories



And...
after October 15, the Lobster Fisherman
will be shipped back to Annapolis Royal
for display in the Historic Gardens in 2018.

LOBSTER FISHERMAN Nova Scotia

MOSAIC CANADA 150
GATINEAU 2017