



**COMMITTEE OF THE WHOLE
Town Hall – Council Chambers
Monday, November 6, 2017
7:00 pm**

AGENDA

1. Call to Order
2. Approval of the Agenda
3. Approval of the Minutes
4. Action Items
 - 4.1 Fire Hall Status Update: Eagle Project Management Inc. – Peter Smith
 - 4.2 Appointments: Middleton Fire Department
 - 4.3 Correspondence: John MacEachern
 - 4.4 RFD 014-2017: Workplace Health & Wellness Policy
 - 4.5 Service Capacity Review – Final Report
 - 4.6 MPS/LUB Review – Update & Next Steps
5. Information/Discussion Items
 - 5.1. Accounting Activities Report – October 2017
 - 5.2. Annual Appointments List
 - 5.3. Correspondence: Minister Mombourquette
 - 5.4. Necessity/Requirement for an Economic Development Committee
6. Anything by Members
7. In-Camera (Sale of Municipal Property & Labour Relations)
8. Adjournment



Middleton Fire Department

49 Church Street

Middleton, NS

BOS 1PO

October 25, 2017, 2017

Members of Town Council,

The members of the Middleton Fire Department have voted in favor of **Robert Hovey** of _____
becoming a probationary member of the department on **October 25, 2017, 2017**.

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

2nd Deputy Chief – Neil Freeman



Middleton Fire Department

49 Church Street

Middleton, NS

BOS 1PO

October 25, 2017, 2017

Members of Town Council,

The members of the Middleton Fire Department have voted in favor of **Jaimie Penney**,
, becoming a probationary member of the department on October 25, 2017, 2017.

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

2nd Deputy Chief – Neil Freeman

**John A. MacEachern
P.O. Box 693
42 King St.
Middleton N.S.
B0S 1P0**

His Worship, Mayor Sylvester Atkinson
Middleton Municipal Offices
P.O. Box 340
Middleton N.S.
B0S 1P0

REGISTERED

19 October 2017

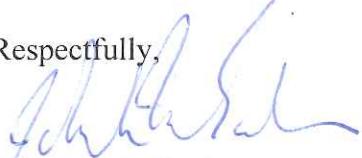
Dear Sylvester,

Barbara and I live at the intersection of King and George Streets where there is a three way stop. Within the last two weeks I have been almost hit by three different vehicles as they sped through the stop sign. I have complained in the past to the Municipality and the R.C.M.P about the amount of vehicles that don't stop at the stop signs on King Street, but to no avail.

King Street is a particularly busy residential street for Middleton, our intersection being only a block and two blocks from the Elementary School and The Rotary Park respectively. There is also a busy crosswalk, at this intersection, leading to the pathway connecting King and MacKenzie. This pathway is well used by children wanting to play in the park and many adults wanting to go for a walk. With the numerous vehicles speeding through the stop signs eventually there is going to be a terrible accident, if not a fatality. I would say there are as many as fifteen to twenty five vehicles [cars, trucks and motorcycles], if not more, that do not stop every day.

Sylvester, as I know you, I could easily complain to you every Sunday after church but I want you, your Council, and the RCMP to have my complaint in writing so there is a record of the matter on file. I don't have a solution but the RCMP might think of having an unmarked cruiser on the shoulder of George St. or in my driveway. This matter is serious and I hope that some child is not killed because council has decided not to take any action.

Respectfully,



John A. MacEachern

cc, Members of Council



REQUEST FOR DECISION
Workplace Health & Wellness Policy
014-2017

Date: 26 October 2017	Subject: Workplace Wellness Policy
Proposal Attached: Yes	Submitted by: Stephanie Wadden

Proposal:	That Council adopt the Workplace Wellness Policy for the Town of Middleton.
Background:	Through the initiative of the Municipal Physical Activity Leader (MPAL) Stephanie Wadden, staff have been actively pursuing implementing a healthier workplace, with emphasis on self-lead wellness awareness for employee well-being (physical and emotional). A healthy luncheon was hosted for all staff in the summer that provided a follow up report from the wellness survey that was previously circulated. From that, several suggestions have been made as to how to ensure our workplace can support employees in being. Interested employees have formed a Workplace Wellness Team, and are requesting that Council adopt a policy that helps to establish wellness as an important foundation within our corporate culture.
Benefits:	<ul style="list-style-type: none">• Having a policy in place shows that the culture of health and wellness is a cultural foundation for our organization, with support from all levels that includes Town Council to the employees.• Health and wellness focus for employees is anticipated to provide healthier and more productive employees.• More and more municipal units, both within Nova Scotia and across Canada, are understanding the benefits to being proactive in making wellness a priority within their organizations.
Disadvantages:	None foreseen
Options:	
Required Resources:	Staff time to organize any future initiatives and participate in regular Workplace Wellness Team meetings.

Source of Funding:	Any funding support would come from the Town's operating budget, at the same time as looking for grants or other funding support from key partners and the business community.
Sustainability Implications: (Environmental, Social, Economic and Cultural)	Placing a priority on wellness, the Town can anticipate employees who are generally healthier, both physically and emotionally, which leads to less absence from the workplace and more productivity while at work.
Workplan Implications (now/future):	Limited impact on staff time, potential increase in productivity.
Communication Plan:	Regular updates to Council and staff around initiatives and program results, as noted in the proposed policy.
Staff Comments/ Recommendations:	
CAO's Review/ Comments:	I support the draft policy and the initiatives that have been put in place to date. It is excellent timing to capture the momentum to implement a more formal program since the launch of the wellness initiative and the Wellness Award that was presented at the recent AMANS Fall Conference.

CAO Initials: RLT

Target Decision Date: 20 November 2017

TOWN OF MIDDLETON CODE D - PERSONNEL	
Subject: Workplace Health & Wellness	Number: 5.3
Coverage: Staff	Approved by: Council
Effective Date: November 20, 2017	Revision Date:

Purpose

The incidence of chronic disease is rising and is exacting a growing toll on municipal organizations. Health conditions such as diabetes, heart disease, cancer and depression continue to increase significantly, decreasing productivity and causing benefits costs to rise. The good news is that many of these conditions can be prevented and workplace organizations can have a tremendous amount of influence over the health of employees.

The purpose of this policy is to encourage, support and offer health related programs that will assist employees and elected officials in achieving ownership for their physical, mental and emotional wellbeing, resulting in improving the overall health and wellbeing for all employees. A healthy workplace leads to improved satisfaction and moral, which contributes to a more effective workplace.

Policy Objectives

The objectives of this program are to:

1. Improve understanding of workplace issues that impact the health and wellbeing of municipal employees;
2. Provide a work environment that will support employee health and wellbeing;
3. Build the knowledge, skills and ability of employees to take control over their wellbeing by helping individuals become actively involved in improving their personal health.

Policy Guidelines

1. The policy applies to all full time municipal employees
2. The municipality recognizes that the ability of the municipality to achieve its objectives is dependent upon the wellbeing of all employees.
3. The municipality acknowledges that the key elements of a healthy workplace includes the physical environment, health practices, social environment and personal resources. It is also recognized that these broad based factors are interdependent and must be considered as parts of a holistic approach to a healthy workplace and employee wellbeing.
4. To facilitate this policy the municipality will:
 - a. provide a healthy and safe physical work environment;
 - b. administer program funds and provide support for a healthy workplace to the workplace wellness team;
 - c. facilitate an employee's efforts to make improvements in their health practices;
 - d. organize wellness education sessions relating to mental, physical and emotional wellness;

- e. improve employee access to healthy snack options in the work place by providing healthy food options during events, meetings, etc.;
 - f. provide access to the Employee Assistance Program (EAP) which provides confidential help for a wide range of concerns at no cost or minimal costs to the employee;
 - g. encourage friendly fitness and wellness competitions; and
 - h. develop resources for employees to help them cope with the social and professional aspects of their lives.
5. Pending availability through the Town's annual budget approval process, full-time municipal employees are eligible to receive an annual, non-cumulative financial incentive towards a membership or program that is intended to improve the employee's wellness. Eligible expenses/programs will be developed and administered by the Workplace Wellness Team and shall be applied equitably to all employees.
- a. Expenses must be pre-approved by the Workplace Wellness Team and a detailed receipt is required for reimbursement.
 - b. Participation in the program is voluntary.
 - c. Such programs may include but are not limited to:
 - fitness centre membership;
 - structured exercise classes;
 - healthy eating programs;
 - tobacco cessation programs;
 - team or individual sport registration;
 - fitness equipment; and
 - any other expenses that are not listed which will be taken to the Wellness Committee for review.

Roles and Responsibilities

1. **Workplace Wellness Team:** The Wellness Team consists of a group of volunteers who are interested in and committed to enhancing the health and wellbeing of employees. The wellness team will:
 - a. Assess employee wellness needs by actively seeking input from employees and managers;
 - b. Develop and implement wellness initiatives to address the needs of employees;
 - c. Provide information that employees can use to decide on participation in health promotion programming;
 - d. Encourage and actively seek input from employees and managers in regards to wellness needs;
2. **Management Responsibilities:**
 - a. Keep employees up to date on healthy workplace activities and programs;
 - b. Support and encourage employee involvement in the wellness program as a component of employee involvement in professional development;
 - c. Offer training to employees who want to become involved in the program for development reasons;
 - d. Contribute ideas, opinions and expertise to the work of the wellness committee;

- e. Participate in the program, activities, and resources provided through the wellness program and provide healthy food options for meetings, training and other events associated with the municipality.
- f. Administer the workplace wellness budget;
- g. Review and revise human resource policies that impact employees' health to ensure that they support and are consistent with the municipalities wellness policy

Communication, Training and Implementation

- 1. A healthy workplace policy requires department wide participation. Employee participation can include developing, implementing and reviewing health actions and policies, involvement in planning lifestyle health promotion programs at work, identifying problems, devising solutions and then implementing and evaluating these solutions. Employees are encouraged to participate in any or all programs that are made available to them.
- 2. On a yearly basis, the municipal employees will be surveyed to determine which wellness initiatives are important to them. These results will be compiled and analyzed by the Workplace Wellness Team to develop sessions and initiatives for the coming year. Any workplace wellness initiatives will be communicated through email.

Evaluation

- 1. The workplace wellness policy will be evaluated through use of data and trends indicating outcomes. A program review will be conducted on an annual basis to determine if employee workplace wellness needs are being met.

Certification

- 1. Date of Notice to Council Members of Intent to Consider: Nov. 6, 2017
- 2. Date of Passage: Nov.20, 2017 *

*Effective date of the Policy unless otherwise specified in the text of the Policy.

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 20th day of November 2017.

GIVEN under the hand of the CAO and under the seal of the Town of Middleton this 21st day of November 2017.

Rachel L. Turner
Chief Administrative Officer

SERVICE CAPACITY REVIEW

2017



Middleton
Town of
Heart of the Valley ®

Organizational Capacity

Amidst increased public expectations and dwindling resources, proactive local governments are investigating ways to ensure service expectations match organizational capacity. In a recent strategy session, the Town of Middleton identified a Service Capacity Review as one of their priorities.

To address this priority, Council and management met in a workshop setting in September of 2017 to explore ways to maximize service effectiveness and delivery efficiency.

A service capacity review extends beyond financial resources to consider policy parameters, staff expertise and skills, revenue sources, alternate service providers and the strategic context of the community. The ultimate aim is to provide the best possible quality and range of public services.

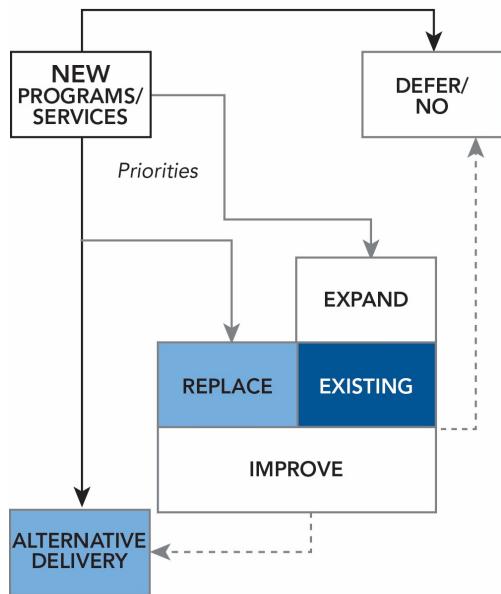
The organizational **Capacity Box** model depicts a range of service delivery decisions. **New** programs must be assessed as to whether they are outside or within the municipality's mandate. Existing services can be deleted so new priority programs can **replace** a previously occupied spot in the service agenda.

Alternatively, current services can be **improved** to free up resources for these new programs. Sometimes service deletions and/or improvements merely enable the organization to sustain the delivery of remaining services.

Some significant new programs may still not fit inside the capacity box and must be **deferred** until such time as there are sufficient resources. Even with all these efforts, new programs or even existing services may require that a case be made to **expand** the capacity box or seek **alternate ways** to deliver the service.

A service capacity review involves rethinking **effectiveness** - "Are we doing the right things?" and **efficiency**, "Are we doing things right?"

THE CAPACITY BOX



This report documents the approach taken, workshop outcomes and areas for follow-up:

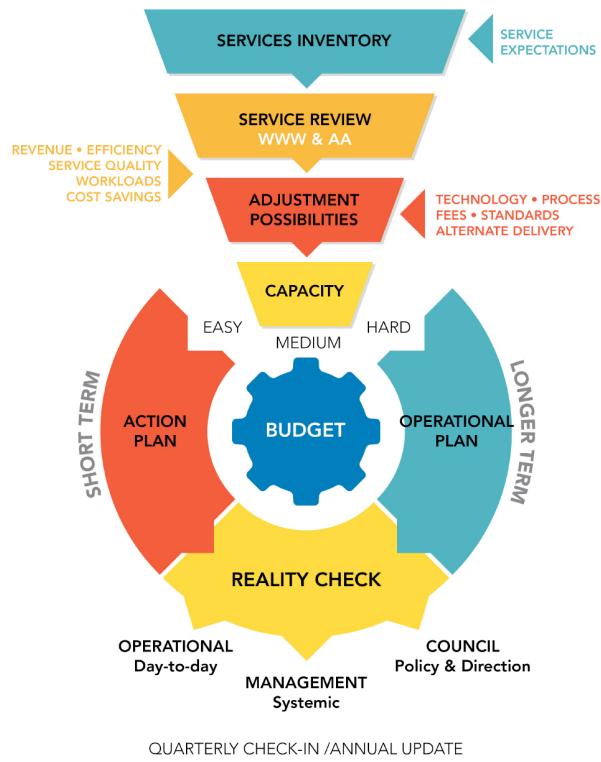
1. **SERVICE ASSESSMENT** - determining what is working well (WWW) and areas for attention (AA) to select service topics
2. **SERVICE ADJUSTMENT** - exploring possibilities for improved efficiency and effectiveness
3. **SERVICE ACTION** - providing guidance for the development of action plans for service adjustment targets

The following aims guided the service review process:

- Explore cost savings to minimize property tax impacts to residents and businesses
- Free up resources for current service enhancements and/or new programs and strategic priorities
- Find ways to sustain and/or improve service quality to enhance public and client satisfaction with Town services
- Seek new revenue sources beyond property taxes to fund current service to meet rising costs and new service demands
- Investigate ways to improve efficiency, achieve workload balance and a healthy work environment

Service Review PROCESS

Councils and staff traditionally reconcile existing services and new demands with available resources through the annual budgeting process. As in any household, periodically it is a good idea to clean out the closet, sort through things and reorganize it. The service capacity review process is depicted in the display below:



A Services Inventory ([see Appendix 1](#)) itemizes the Town's internal and external programs and services. This list highlights key activities along with service expectations identified by Council and staff.

The service assessment step involves identifying 'what works well' and 'areas for attention' for each service. This activity also identifies service topics that might produce revenue, workload, cost saving and efficiency benefits.

Adjustment possibilities are the result of Council and staff exploring options such as alternate delivery, technology, different standards, revenue alternatives and process refinements to achieve desired aims for a service target.

Organizational capacity is assessed using reality check criteria to determine which service adjustment possibilities can be pursued as short term action plans (Easy) or planned/budgeted as longer term directions (Medium and Hard).

The actions are then designated as Council (requiring political attention due to their strategic nature or policy) or, simply Operational - to be pursued by staff within operational plans.

Service ASSESSMENT

Prior to the workshop staff assembled an inventory of services delivered and/or funded by the Town. Key activities were highlighted for each service to provide some context for an individual not involved in its delivery. *This inventory ([see Appendix 1](#)) should be kept current as a pre-budget and/or orientation tool.*

Expectations of each service were identified by Council and management during the workshop in terms of:

- Industry standards
- Council views of what success looks like
- Client and user considerations
- Performance indicators that can be measured
- Outcomes that could be observed

Council and staff assessed all services relative to 'what is working well' and 'areas for attention' ([see Appendix 1](#)).

Service TOPICS

Service adjustments are ways to achieve service effectiveness and/or efficiency through:

REVENUE SOURCES

- User Fees - cost recovery formula to those who use the service
- Levies - special tax for those who benefit from the property specific program
- Donations - money or 'in kind' resources to assist in delivering a program
- Cost Sharing - cost sharing with other organizations that benefit from the service
- Sales - sell services or products using 'in-house' resources

LEVEL OF SERVICE

- Frequency - number of times the service is provided
- Level - scope or degree to which the service is provided
- Efficiency - ways to reduce resources required to deliver the service
- Effectiveness - whether the program is needed

ALTERNATE DELIVERY

- Contract / Leasing - purchase service or rent equipment
- Volunteers - individuals to provide services without direct compensation
- Self Help - assisting individuals to meet their own needs
- Delegation - encourage or direct others to provide services or reduce service demand
- Vouchers - enable user to select service provider by providing financial aid
- Subsidies - assistance to other providing a service

ALTERNATE PROVIDERS

- Joint Ventures - legal arrangement with others to provide / partner in a service
- Franchise - allow private interest the right to provide a service for a specified area
- Privatization - turn the service over to an agency without direct government controls

EFFICIENCY EFFORTS

- Benchmarking - legal arrangement with others to provide a service
- Technology - increase operational efficiency
- Process Improvement - simplify procedures and practices

With these service adjustment ideas in mind, a list of service topics was generated ([see next page](#)). A further review of service topics involved discussion and identification of the need for exposing service adjustment options using the following considerations:

- **Increase Revenue (IR)** beyond traditional sources for the service
- **Saving Costs (SC)** now and in the future
- **Customer Service (CS)** needs to be improved
- **Better process (BP)** to streamline steps required
- **Reduction in Work Program (RW)** so staff time can be relocated
- **Service Problem (SP)** noted that needs fixing
- **Service Needed SN** that does not currently exist
- **Alternate Delivery (AD)** beyond the Town's direct provision
- **Staff Support (SS)** to ensure a productive and safe work environment
- **Enhanced Service (ES)** to respond to customer / public needs

SERVICE TOPICS

SERVICE TOPICS (Staff, COUNCIL, SHARED)	ADJUSTMENT AIMS
Cross train staff	SN, CS, SS
Annual purchase orders for water & sewer testing	CS
Budget process - building from the ground up	RW, CS
Team building - interdepartmental cooperation	SS
Payroll & expense - reporting automation	BP, SC
TRAINED GRANT PERSON - access external sources	IR, SN
Engagement / volunteer incentive - tax rebate/ break	CS
Education - staff liability - risk exposure reduction	SS, CS
Policies and Bylaw review - to protect staff	SS
COMPLETE COMMUNICATION PLAN	CS, SS
EMPLOYEE PERFORMANCE EVALUATION PROGRAM	SS
USER / PERMIT FEES REVIEW	IR
STAFF LEVEL REVIEW	CS, SP, SC
Equipment / fleet comprehensive plan - leasing vs purchase	SC, CS, SP
REVISIT CLEARING OF PRIVATE PARKING LOTS	SC, RW, SN
AGED INFRASTRUCTURE REPLACEMENT - Capital Plan	SP, CS, SN
REVISIT ENFORCEMENT OF BYLAWS - Peace Officer	IR, RW, CS, SC, SS
Shared facility maintenance - clarity of responsibility	SC, SS, RW
Automated water meter reading	SC, SS, IR
Preventative Maintenance Plan - infrastructure & equipment	SC, SS, CS
TAXI LICENSES - need?	RWP, CS, SN
Security - cameras and lights in parks	CS, SP
REGIONAL COOPERATION	Strategic
Marketing & branding of Middleton - Economic Development	Strategic
Land Use Planning - contract review	CS
Arts and culture / history preservation - opportunities	SN, IR
VIC / Museum - partnership review	SN
Grants to organizations - review	SN
<ul style="list-style-type: none"> • Increase Revenue (IR), Saving Costs - now and in the future (SC), Customer Service (CS), Better process (BP), Reduction in Work Program Time - (RW), Service Problem (SP), Service Needed (SN), Alternate Delivery (AD), Staff Support (SS) and Enhanced Service (ES). Strategic = matter should be considered in the Town's strategic process 	

SERVICE TOPICS

SERVICE TOPICS (Staff, COUNCIL, SHARED)	ADJUSTMENT AIMS
Volunteer support	CS, SC, RW
Mixed housing opportunities	Strategic
TOWN HALL REPAIRS	CS
RAIL TRAIL PROMOTION	Strategic
PUBLIC COMPLAINTS TO POLICE	CS
TRIPPING ON SIDEWALKS	CS, SC, BP
PUBLIC EDUCATION - Taxation and Assessment	CS
EARLIER CAPITAL PROJECTS BUDGET	CS, SC, BP
INCREASE SIDEWALKS	Capital
INDUSTRIAL PARK UTILIZATION	Strategic
COMMUNITY WAY-FINDING	Capital
TOURISM HISTORY PROMOTION	Strategic
ROADS - Asphalt Replacement	Capital
SNOW REMOVAL SEQUENCE	SS, SP, BP
BUDGET WORKSHEETS	BP
BIKE LANE / CROSSINGS	Capital
COMMUNICATION STRATEGY	Strategic
PUBLIC AWARENESS - Prior to decision	Strategic
SENIORS PROGRAMS	ES
INCREASE TAX BASE	Strategic
SIMPLIFIED FINANCIAL STATEMENTS	BP
COMMUNITY SERVICES DEPARTMENT OVER CAPACITY?	SS, SN
DOWNTOWN BEAUTIFICATION	ES
PUBLIC WORKS EQUIPMENT	SP, SS, RW
VIC LOCATTION	Strategic
DOWNTOWN PARKING	SP, CS

• Increase Revenue (IR), Saving Costs - now and in the future (SC), Customer Service (CS), Better process (BP), Reduction in Work Program Time - (RW), Service Problem (SP), Service Needed (SN), Alternate Delivery (AD), Staff Support (SS) and Enhanced Service (ES). Strategic = matter should be considered in the Town's strategic process

Service Adjustment POSSIBILITIES

Council and management reviewed the list of service adjustment topics to generate a list of service adjustment possibilities for potential implementation (see Service Adjustment Possibilities Chart - next page).

Each service adjustment possibility was subjected to a reality check (see Appendix 2) to determine if it is doable and can be acted on NOW, NEXT or LATER. Possibilities were assessed relative to the staff and fiscal capacity of the organization as well as current strategic efforts within the Town's strategic priority system.

The NOW adjustment possibilities were discussed to arrive at an action that could be taken in 2017/18. Items were assigned responsibility as Council or operational.

Shortlisted NOW adjustments are to be blended into the strategic priorities of Council or operational strategies of Administration and added to the organization's Strategic Priorities Chart. The remaining NOW service adjustments can be considered as organizational capacity permits.

'NOW' ADJUSTMENT POSSIBILITIES	
Program / Project Budget Template	
Online Staff Forms	
Grant Practices Report	
Parking Lot Snow Removal	
Peace Officer Proposal	
Staff Structure Review	
User Fee Review	
Visitor Information Centre Review	
Sidewalk Budget to Address Hot Spots	
Land Use Planning Contract - Review	
Recreation Programs - Cost Recovery / Scope	
Service Level Review	
Facility Maintenance	
County Cost Sharing	

SERVICE ADJUSTMENT POSSIBILITIES

SERVICE TOPICS (Staff, COUNCIL, SHARED)	EXPECTATION	WHO	ACTION
Cross training and shadow scheduling	RW, CS, SS	Operational	
Standing purchase order	CS, RW	Operational	FUAL
Program / project budget template	RW, CS, BP	Operational	NOW
Core budget determination	BP, SC	BUDGET	NEXT
Regular staff meeting schedule	SS, RW	Operational	FUAL
Online staff forms	RW	Operational	NOW
Grant practices report	IR	Operational	
Communication prompt on 'Request for Decision'	BP	Operational	FUAL
Parking lot - snow removal analysis	CS, RW	COUNCIL	NOW
Peace Officer proposal - budget pending policy	CS, ES, SN	BUDGET	NOW
Staff structure review	SS	Operational	NOW
User fee review	IR	Operational	NOW
Employee performance system	CS, SS	Operational	FUAL
Visitor information centre review	CS	COUNCIL	NOW
Snow schedule sequence	CS, RW	Operational	FUAL
Equipment condition review	RW, CS	Operational	NEXT
Equipment replacement plan and funding	SC, BP	BUDGET	NEXT
Simplified financial statements	BP	Operational	FUAL
Budget ie chart - public awareness	BP	Operational	FUAL
Sidewalks - budget to deal with hot spots	CS	BUDGET	NOW
Earlier capital projects list	CS	BUDGET	Complete
Public complaints to police - communique	SP, CS	Operational	FUAL
Community grant guidelines	SC	COUNCIL	NEXT
Land use planning - contract	CS, ES, SC	BUDGET	NOW
Taxi licenses - delete	RW, SC	Operational	FUAL
Policy bylaw hit list (re: bylaw enforcement)	SS, RW, SP	COUNCIL	NEXT
Town Hall façade - cosmetic repairs	CS	Operational	FUAL
Recreation programs - cost recovery and scope	RW, IR, CS, SC	COUNCIL	NOW
Pool - condition assessment and cost recovery	SC, CS	COUNCIL	NEXT
VREN - review	CS	COUNCIL	NEXT
Land use planning - contract review	CS, SC	Operational	NOW
SERVICE LEVEL REVIEW	SS, SC, IR, CS	COUNCIL	NOW
Sidewalk safety - budget proposal	CS, ES	BUDGET	NEXT
Facility maintenance - internal roles (staff)	RW	Operational	NOW
Preventative maintenance - facilities	CS, SC	Operational	
Fire Services - cost sharing	SC, IR	COUNCIL	NEXT
COUNTY COST SHARING	CS	COUNCIL	NOW

- Increase Revenue (IR), Saving Costs - now and in the future (SC), Customer Service (CS), Better process (BP), Reduction in Work Program Time - (RW), Service Problem (SP), Service Needed (SN), Alternate Delivery (AD), Staff Support (SS) and Enhanced Service (ES). Follow-up Action List = FUAL

NOW SERVICE ADJUSTMENTS	POTENTIAL ACTIONS
1. Budget Template Operational Item	<ul style="list-style-type: none"> • Create budget template to ensure consistency in format and provision of program and capital project information for Council decision -making.
2. Online Staff Forms Operational Item	<ul style="list-style-type: none"> • Utilize technology by ensuring user friendly staff forms may be accessed online to enhance efficiency.
3. Grant Practices Report Operational Item	<ul style="list-style-type: none"> • Prepare guidelines related to the eligibility for and allocation of funds to community groups.
4. Parking Lot Snow Removal COUNCIL NOW ITEM	<ul style="list-style-type: none"> • Undertake an analysis of snow removal costs associated with clearing parking lots to determine the cost benefit of in-house or contracting options.
5. Peace Officer Proposal BUDGET ITEM	<ul style="list-style-type: none"> • Prepare a proposal outlining the rationale and costs for the addition of a Peace Officer for inclusion in the 2018 budget.
6. Staff Structure Review Operational Item	<ul style="list-style-type: none"> • Undertake a review of the organizational structure to determine options to increase efficiency and effectiveness.
7. User Fee Review Operational Item	<ul style="list-style-type: none"> • Review current user fee levels to determine appropriate cost recovery opportunities.
8. Visitor Centre Review COUNCIL NOW ITEM	<ul style="list-style-type: none"> • Review the Towns contribution and return on investment for the operation of the Visitor Information Centre.
9. Sidewalk Hot Spots BUDGET ITEM	<ul style="list-style-type: none"> • Create an inventory and prioritize sidewalk replacement 'hot spots' for inclusion in the 2018 budget.
10. Land Use Planning Contract BUDGET ITEM	<ul style="list-style-type: none"> • Complete Land Use Planning contract for renewal and/or review potential options for service delivery for the 2018 budget.
11. Recreation Programs COUNCIL NOW ITEM	<ul style="list-style-type: none"> • Develop assessment criteria to assess and prioritize capital projects for inclusion in a 5-year capital plan.
12. Service Level Review COUNCIL NOW ITEM	<ul style="list-style-type: none"> • Prepare service level options for Council consideration.
13. Facility Maintenance Operational Item	<ul style="list-style-type: none"> • Develop assessment criteria to assess, prioritize and schedule maintenance of Town facilities.
14. County Cost Sharing COUNCIL NOW ITEM	<ul style="list-style-type: none"> • Prepare an inventory and utilization summary to aid in budget planning and discussions with the County re: cost sharing and opportunities for collaboration.

Service Adjustment FOLLOW-UP

The following recommendations are offered for Council's consideration:

- That Council adopt the Service Capacity Review Report to conclude this item as a Strategic Priority.
- That Council and management review the NOW service adjustments for consideration within the Town's Strategic Priorities Chart.
- That Council request the CAO to organize a service level review before the annual budget cycle.
- That the CAO work with staff to develop action plans for 'NOW' service adjustments.
- That the CAO work with staff to explore the service adjustment targets identified during the 2017 service capacity review for further consideration by Council in 2018.

Appendices

- 1. Service Inventory & Assessment**
- 2. Service Adjustment Criteria**

Dr. Gordon A. McIntosh
250.655.7455
ga.mcintosh@shaw.ca

FUNCTION/ SERVICE Activities	EXPECTATIONS	ASSESSMENT / WWW & AA <i>Italics = Council Comments</i>
EXTERNAL SYSTEM REVIEW		
COMMUNITY SERVICES		
RECREATION & COMMUNITY SUPPORT <ul style="list-style-type: none"> • Recreation services • Regional services • Community support • Regional events • Facilities management • Recreation services • Active living initiatives • Community group support - in-kind and grants • Develop and maintain partnerships • Sport groups - development t and support 	<ul style="list-style-type: none"> • Access to all / community hub • Adequate resources • Variety of programs and events • Healthy active community • Regional cooperation 	<p>WWW</p> <ul style="list-style-type: none"> • Free programming / equipment loans • Program variety • Community engagement • Awesome Jennifer & crew <p>AA</p> <ul style="list-style-type: none"> • Regional cooperation • Volunteer recruitment • Sport development - e.g. baseball, tennis • Reach • Seniors programs • Special project "fit"
ARTS CULTURE & HERITAGE <ul style="list-style-type: none"> • MacDonald Museum • Programming • Commemoration • Railway Museum • MacDonald Museum 	<ul style="list-style-type: none"> • Historic inventory • Inclusivity (nontraditional recreation) • Community pride / engagement • Wider reach 	<p>WWW</p> <ul style="list-style-type: none"> • Railway museum • Unique history • Location <p>AA</p> <ul style="list-style-type: none"> • Celebration of people, buildings, historic events • Building inventory • Engagement • <i>Sense of history</i> • Tourism package • Youth opportunities

FUNCTION/ SERVICE Activities	EXPECTATIONS	ASSESSMENT / WWW & AA <i>Italics = Council Comments</i>
ECONOMIC DEVELOPMENT & TOURISM <ul style="list-style-type: none"> • Promote and support local opportunities • Valley REN • VIC • Valley REN Committee • Promote & support development of industrial park • Operate VIC - DSWN • Promote and support local opportunities 	<ul style="list-style-type: none"> • Visitor engagement • Business engagement • Commercial growth • Business retention and expansion • Business inventory 	<p>WWW</p> <ul style="list-style-type: none"> • Visitor engagement <p>AA</p> <ul style="list-style-type: none"> • Physical building for VIC • Way-finding signage • Business engagement • Business inventory • Clarity of Economic Development roles • Industrial park development • <i>Rebranding</i> • <i>Tourism promotion</i>
LIBRARY <ul style="list-style-type: none"> • Facilities maintenance • Financial and human resources support • Promotion • Loan materials • Programs • Public access / space • Promotion • Facility maintenance • Liaison with staff • Valley Connect • Fund AVRL 	<ul style="list-style-type: none"> • Nice facility • Community hub • Reach - all ages • Operational efficiency 	<p>WWW</p> <ul style="list-style-type: none"> • Nice facility - inside and out • Good programming • Effective promotion • <i>Solid operation</i> • <i>Excellent staff</i> • Accessible • Usage • <i>Summer youth programs</i> <p>AA</p> <ul style="list-style-type: none"> • Awareness and available services • Two-way liaison between the library and Town
TRANSIT <ul style="list-style-type: none"> • Support TCTS and Kings Transit • License taxi businesses and drivers • Active transportation • Support TCTS and Kings Transit • License taxi business and drivers • Sidewalks (active transit) 	<ul style="list-style-type: none"> • Accessibility to all • Safe options 	<p>WWW</p> <ul style="list-style-type: none"> • <i>Transit service</i> <p>AA</p> <ul style="list-style-type: none"> • Active transportation • <i>TCTS user costs</i> • <i>Partnership agreement (Annapolis County)</i> • <i>Taxi service</i>

FUNCTION/ SERVICE Activities	EXPECTATIONS	ASSESSMENT / WWW & AA <i>Italics = Council Comments</i>
FAMILY & COMMUNITY SUPPORT SERVICES <ul style="list-style-type: none"> • Funding programs • Recreation access • Matching needs with resources <ul style="list-style-type: none"> • Liaison with funding groups • Facilitating recreation access 	<ul style="list-style-type: none"> • Easy and efficient application process • Proactive communication • Accessibility for all • Government support from all levels 	WWW <ul style="list-style-type: none"> • Access • Kidsport and Jumpstart • Free programs and equipment loans AA <ul style="list-style-type: none"> • Resource awareness
LAND USE CONTROL & PLANNING <ul style="list-style-type: none"> • Permits • MPS/LUB/subdivision • Licenses <ul style="list-style-type: none"> • MPS review and amendments • Land Use Bylaw review • Subdivision review • Development permit approvals • Development inspection and enforcement • PSPAP • Building permit approvals • Buildings permit inspections and enforcement • Facilitating new businesses through processes • Liquor licenses - development and control • Response to public and developer enquiries • Manage subdivision and development applications 	<ul style="list-style-type: none"> • High standards for land use planning • Efficient and timely services • User-friendly processes • Fair services 	WWW <ul style="list-style-type: none"> • Contracts (County, Planner, GIS) • Staff knowledge and friendliness • Diligence AA <ul style="list-style-type: none"> • Public education, consultation / promotion • Efficiencies and tools for users • Timely service delivery

FUNCTION/ SERVICE Activities	EXPECTATIONS	ASSESSMENT / WWW & AA <i>Italics = Council Comments</i>
MUNICIPAL SERVICES		
PARKS & OPEN SPACES <ul style="list-style-type: none"> • Park maintenance and development • Beautification • Rentals and support <ul style="list-style-type: none"> • Maintain playgrounds • Riverside Park • Centennial Park / Splashpad • Rotary Park • Flowers and beautification • Rail line trail • Lily Lake 	<ul style="list-style-type: none"> • High standards • Clean and safe • Accessible • Aesthetically appealing • Meets community needs / expectations 	WWW <ul style="list-style-type: none"> • Park maintenance • Flowers • Meets public expectations AA <ul style="list-style-type: none"> • Trails • Signage • Security - vandalism control • <i>Rail trail promotion</i> • <i>Maintenance requirements</i> • <i>Future development</i>
SIDEWALKS <ul style="list-style-type: none"> • Snow removal • Repair and replacement • Drainage <ul style="list-style-type: none"> • Sidewalk cafe agreements • Construction and maintenance • Evaluate drainage • Snow removal • Traffic control and signage 	<ul style="list-style-type: none"> • Smooth surfaces • Safe • Salt / sand / sweep • Cleanliness 	WWW <ul style="list-style-type: none"> • Good snow removal • New on Main Street AA <ul style="list-style-type: none"> • Replacement program • Trip hazards • Staffing • <i>System enhancement</i> • <i>Brick surface</i> • <i>weeds</i> • <i>Pooling water</i> • <i>Greening</i>

FUNCTION/ SERVICE Activities	EXPECTATIONS	ASSESSMENT / WWW & AA <i>Italics = Council Comments</i>
ROADS <ul style="list-style-type: none"> • Maintenance, road repair, replacement • Seasonal clearing and sanding • Traffic management • Park lot agreements • Construction and maintenance • Culverts • Evaluate drainage • Snow removal - roads and parking lots • Traffic control and signage 	<ul style="list-style-type: none"> • Smooth surface • Cleanliness • Well-marked • Safe • Capacity for replacement 	<p>WWW</p> <ul style="list-style-type: none"> • Snow removal • Cleanliness <p>AA</p> <ul style="list-style-type: none"> • Private parking lots • Bike lanes • Paved shoulders • Replacement program • Equipment replacement • Surface drainage • Cul de sacs • Staffing • Landowners pushing snow to streets/sidewalks • <i>Vision triangle</i> • <i>Surface bumps</i> • <i>Snow removal timing</i>
PUBLIC FACILITIES MAINTENANCE <ul style="list-style-type: none"> • Appearance • Operations • Repairs • Janitorial • Town Hall / Fire Hall / RCMP • VIC • Public Works • Library • Splash pad / skatepark • Parks • Fire Hall - new location, design, public input • Chlorination plant, lift stations • Permits relating to Town facilities & signage • Coordination of fire inspections & fire safety plans 	<ul style="list-style-type: none"> • Safe, clean, accessible • Effective maintenance program • Lifecycle planning for future • Operational efficiencies • <i>Good curb appeal</i> • Preventative efforts 	<p>WWW</p> <ul style="list-style-type: none"> • Adequate snow removal • Light maintenance <p>AA</p> <ul style="list-style-type: none"> • Overlap of responsibilities • Staffing • <i>Partnerships</i> • <i>County collaboration</i> • <i>User fees</i> • <i>Town Hall aesthetics</i> • <i>Adequate storage</i>

FUNCTION/ SERVICE Activities	EXPECTATIONS	ASSESSMENT / WWW & AA <i>Italics = Council Comments</i>
WATER SYSTEM <ul style="list-style-type: none"> • Distribution system • Buildings • Reservoir • Water quality / testing / treatment • Source water protection • Well shacks • 101 Building • Reservoir • Hydrants • Water breaks / repair 	<ul style="list-style-type: none"> • High standard of service • Safe, clean drinking water • Service to all residents • Capacity for growth • Capacity / hydrants for fire suppression • Responsibly funded 	<p>WWW</p> <ul style="list-style-type: none"> • Water quality • Legislative compliance • Public confidence • Public information and notification <p>AA</p> <ul style="list-style-type: none"> • Pre-planning for reservoir • Pre-panning for aging distribution system (pipes) • Value maintenance / hydrant replacement • Staffing for maintenance program • Backup power supply
GARBAGE & RECYCLING <ul style="list-style-type: none"> • Curb side pick-up • Public garbage can collection • Leaf and brush dump site • Valley Waste Resource Management Agreement • Compost site • Public waste receptacles • Dead animal removal 	<ul style="list-style-type: none"> • Consistent pick-up times • Clean / garbage can maintenance • <i>Good contractor</i> • <i>Inter-municipal cooperation</i> 	<p>WWW</p> <ul style="list-style-type: none"> • Pick-up garbage cans weekly • Ongoing pickup of loose trash / road kill <p>AA</p> <ul style="list-style-type: none"> • Illegal dumping • Aging cans • Cigarette butts • <i>Increase garbage cans</i>
STORM WATER <ul style="list-style-type: none"> • Transmission lines • Catch pits • Ditching and culverts • Culverts in driveways • Flooding / management of storm water 	<ul style="list-style-type: none"> • No water on roads / properties • Clean from debris • Smooth over asphalt 	<p>WWW</p> <ul style="list-style-type: none"> • Clean catch pits • Ditching • Catch pits & covers maintenance <p>AA</p> <ul style="list-style-type: none"> • Undersized and aging system • Plugged / collapsed culverts • Sump pumps pumping to street • Storm flushing program • Fall leaf removal program • <i>Combined Storm and Sewer</i>

FUNCTION/ SERVICE Activities	EXPECTATIONS	ASSESSMENT / WWW & AA <i>Italics = Council Comments</i>
SEWAGE & WASTE (Sanitary System) <ul style="list-style-type: none"> • Sewage treatment plant (STP) • Collection - five lift stations • Sewer pipes • STP operation • Testing of water / wastewater • Lagoon maintenance • Lift stations operations 	<ul style="list-style-type: none"> • Properly maintained system • Environmental protection • Capacity for growth • Seamless, no smell system 	WWW <ul style="list-style-type: none"> • Newer plant (2011) • Effluent regulation compliance • Good maintenance program • Flushing program AA <ul style="list-style-type: none"> • Staffing • Backup equipment (collection system) <ul style="list-style-type: none"> • UV lights • Backup power / options for four lift stations • Aging system • Public education
PROTECTIVE SERVICES		
FIRE SUPPRESSION & EMERGENCY RESPONSE <ul style="list-style-type: none"> • Fire suppression / response • Protection of lives and property • Equipment maintenance • Volunteer Fire Department • Inspections, follow-up • Enforcement 	<ul style="list-style-type: none"> • Maintain or exceed response times • Ongoing training and development • Maintenance of fleet / equipment • Adequate budget • Meet or exceed safety standards 	WWW <ul style="list-style-type: none"> • Good response times • Good equipment maintenance • Regular training AA <ul style="list-style-type: none"> • <i>Alternate service delivery</i> • <i>Youth programs</i>
FIRE PREVENTION & EDUCATION <ul style="list-style-type: none"> • Public education • School education • Public communication • <i>Programs</i> • <i>Routine inspections</i> • Fire Prevention Week 	<ul style="list-style-type: none"> • Public awareness • Interaction with school students / seniors • Public open house 	WWW <ul style="list-style-type: none"> • Public awareness - advertising • Halloween event • Parades • Fire Prevention Week AA <ul style="list-style-type: none"> •

FUNCTION/ SERVICE Activities	EXPECTATIONS	ASSESSMENT / WWW & AA <i>Italics = Council Comments</i>
POLICING <ul style="list-style-type: none"> • RCMP Services • Community Policing • Police Advisory Board • RCMP contract 	<ul style="list-style-type: none"> • Safe community • Consistent response to public concerns • Visible presence in the community • Public education 	<p>WWW</p> <ul style="list-style-type: none"> • PAB • <i>Crime report</i> <p>AA</p> <ul style="list-style-type: none"> • Vandalism • Community policing • Visibility / presence • Public confidence • Public education - responsibility
EMERGENCY MEASURES & PREPAREDNESS <ul style="list-style-type: none"> • Training and response • Plan development and updates • Mock disaster exercises / testing • REMO 	<ul style="list-style-type: none"> • Rapid deployment • Clear roles and responsibilities • Timely table top exercises • Staff emergency preparedness training • Effective public communication • Maintain / update supplies, equipment • Plan testing and updates • Post disaster repairs • Budget to meet needs 	<p>WWW</p> <ul style="list-style-type: none"> • Good training • Effective committee • Solid plan <p>AA</p> <ul style="list-style-type: none"> • Annual tabletop exercises / testing • Increase training • REMO commitment

FUNCTION/ SERVICE Activities	EXPECTATIONS	ASSESSMENT / WWW & AA <i>Italics = Council Comments</i>
BYLAW ENFORCEMENT (Land Use & Other) <ul style="list-style-type: none"> • Public safety • Land use • Development and review • <i>Animal control</i> • Land Use Bylaw • Dangerous Goods & Unsightly Premises • Animal Control • Garbage • Noise Bylaw • Civic addressing • False alarms • Farm animals and domestic fowl • Public safety • Streets and street closures 	<ul style="list-style-type: none"> • Public safety / responsible animal owners • Consistent policy / bylaw enforcement • Fair treatment • Public communication / education • Effective service delivery • Clear regulations & processes 	WWW <ul style="list-style-type: none"> • <i>Animal control</i> AA <ul style="list-style-type: none"> • Public education • Staff awareness • Capacity
INTERNAL SYSTEM REVIEW		
FINANCE		
ACCOUNTING <ul style="list-style-type: none"> • Payables/receivables • Utility billing • Purchasing • Invoice control - coding, entry, posting, review • WCB contractor reporting • Cash receipting, balancing • Utility work orders • Monthly & quarterly utility bill preparation / review • Utility collections • Utility transfers / water service contracts • Purchase order control • RFP / tendering process 	<ul style="list-style-type: none"> • Accuracy • Process efficiency • Timeliness - payments & collections • Customer service • Trust and transparency • Legislative compliance • Policy compliance • Records management 	WWW <ul style="list-style-type: none"> • Diamond software • Payment methods • Process consistency • Good staff AA <ul style="list-style-type: none"> • Payment methods (e-post, online) • EFT • Purchase order options

FUNCTION/ SERVICE Activities	EXPECTATIONS	ASSESSMENT / WWW & AA <i>Italics = Council Comments</i>
TAXATION & ASSESSMENT <ul style="list-style-type: none"> • Coordination with PVSC • Grants • Tax sale process • Ownership / assessment value changes • Upload assessments / balance roll • Tax rate calculation • Tax bill preparation / distribution • Tax receivables • Grant applications • Tax sale preparation and auction 	<ul style="list-style-type: none"> • Transparent & accountable processes • Accuracy and timeliness • Fairness and equity • Qualified staff • Delivery of assessment services • Descriptive taxation notices • Revenue generation 	<p>WWW</p> <ul style="list-style-type: none"> • SAI • Adherence to policy • Knowledgeable staff <p>AA</p> <ul style="list-style-type: none"> • PVSC reporting • Better promotion of tax sales • Public education (process)
FINANCIAL REPORTS & AUDIT <ul style="list-style-type: none"> • Internal reporting • Provincial reporting • Audit / financial statements • Monthly reports to Council and management • Quarterly financial forecast to Council • Annual audit preparation • Working papers • Preparation of financial statements • CIP, AER, FIR, SOE online preparation / submission 	<ul style="list-style-type: none"> • Accurate reporting • Informative for Council and staff • Timeliness of information • Variances identified / reported • Responsive to concerns • Accessible corporate records • Secure records management • Good public communication • Knowledgeable staff 	<p>WWW</p> <ul style="list-style-type: none"> • Staff • Audit process • Relationship with external auditor • Meeting Provincial deadlines <p>AA</p> <ul style="list-style-type: none"> • Public awareness • Transparency • Council engagement • <i>User friendly reporting</i> • <i>Cross training on generation of reports</i>

FUNCTION/ SERVICE Activities	EXPECTATIONS	ASSESSMENT / WWW & AA <i>Italics = Council Comments</i>
BUDGET PROCESS <ul style="list-style-type: none"> • Alignment of priorities • Determine impact • Monitoring and reporting • Public communication <ul style="list-style-type: none"> • Prepare worksheets for management • Consolidate initial draft budget • Council review and adjustments • Prepare final budget • Ensure strategic priority alignment • Preparation media release / communication 	<ul style="list-style-type: none"> • Accurate reporting • Balance budget • Options to allow good decisions • Low tax rate • Manageable service levels • Implementation of priorities 	<p>WWW</p> <ul style="list-style-type: none"> • Timely process • No deficits <p>AA</p> <ul style="list-style-type: none"> • Full understanding of operations / responsibilities • Program budgeting • Public engagement / input • <i>"2013 worksheets"</i> • <i>Early capital approval</i>
REVENUE GENERATION <ul style="list-style-type: none"> • Taxation • Fees & charges • Government grants • Development, planning, subdivision building fees • Licensing • Leases and agreement • Investment income • Penalties and interest charges • Programs and events • Donations and sponsors • User fees 	<ul style="list-style-type: none"> • Low user fees • Access to federal and provincial grants • Reasonable tax burden 	<p>WWW</p> <ul style="list-style-type: none"> • Fees policy • Interest rate <p>AA</p> <ul style="list-style-type: none"> • Grant applications • Additional grants • Public education on taxation • <i>Municipal cost sharing</i> • <i>New growth and development</i>

FUNCTION/ SERVICE Activities	EXPECTATIONS	ASSESSMENT / WWW & AA <i>Italics = Council Comments</i>
PAYROLL <ul style="list-style-type: none"> • Processing • Benefit and pension management • Remittances • Payroll data entry • Payroll processing • Payroll review and reporting • Payroll deduction submissions • Records of employment • T4 preparation • Benefit and pension management 	<ul style="list-style-type: none"> • Consistent and accurate records • Good communication with staff • Current with changing legislation • Consistent with personnel policies • Current with benefit plans • Value for benefits 	WWW <ul style="list-style-type: none"> • Payroll process AA <ul style="list-style-type: none"> • Payroll processes - division of duties, timesheets
LEGISLATIVE SERVICES		
POLICY & LEGISLATION <ul style="list-style-type: none"> • Bylaws and policies • Legislation (FOIPOP, PIIDPA & PIPEDA) • Records management • Elections • Policy creation and maintenance • Bylaw creation and maintenance • Municipal elections 	<ul style="list-style-type: none"> • Up to date / relevant policies • Consistent application of policies • Effective records management system • Transparent elections • Legislative compliance 	WWW <ul style="list-style-type: none"> • Meet legislative responsibilities • Progressive technology in municipal elections AA <ul style="list-style-type: none"> • Proactive bylaw & policy development • Policy and bylaws accessible on website • Time allocated to records management • Public education on election

FUNCTION/ SERVICE Activities	EXPECTATIONS	ASSESSMENT / WWW & AA <i>Italics = Council Comments</i>
COUNCIL & COMMITTEE SUPPORT <ul style="list-style-type: none"> • Meeting preparation and follow-up • Council scheduling / calendar • Conference and meeting coordination <ul style="list-style-type: none"> • Agenda packages • Minutes, follow-up correspondence • Tacking of outstanding items • PSPAP, PAB, Source Water Protection, MCCAP • Clerical meeting support • Appointment scheduling 	<ul style="list-style-type: none"> • Effective process for Council support • Good understanding of legislation • Timely and accurate reports • Complete records • Objective / well researched recommendations for Council priorities • Public accessibility / awareness 	<p>WWW</p> <ul style="list-style-type: none"> • Internal process for information is timely • Technology is working well • Committees and Council are well coordinated • <i>CAO and management team</i> • <i>Sharon</i> <p>AA</p> <ul style="list-style-type: none"> • E-Scribe implementation • More public awareness and engagement • <i>County commitment</i>
RISK MANAGEMENT & LEGAL ADVICE <ul style="list-style-type: none"> • Public safety (OH&S) • Legal documentation • Bylaws and policies alignment to provincial legislation • Litigation <ul style="list-style-type: none"> • Preparation of easements and deeds • Bylaw and policy review / interpretation • Litigation • Contract review and drafting • Tender documents 	<ul style="list-style-type: none"> • Operating within municipal authority • Sound legal advice • Employees and public are safe 	<p>WWW</p> <ul style="list-style-type: none"> • Good OH&S program • Good processes • Solid legal team • Work within provincial authority • More accessible <p>AA</p> <ul style="list-style-type: none"> • Public trip hazards • Infrastructure • Development of bylaws and policies

FUNCTION/ SERVICE Activities	EXPECTATIONS	ASSESSMENT / WWW & AA <i>Italics = Council Comments</i>
PUBLIC & GOVERNMENT RELATIONS <ul style="list-style-type: none"> • Information sharing • Shared services • Community consultation • Coordination of public hearings, public consultation • Meeting updates to website • Policy and bylaw updates to website • Public relations and communications • Information kiosks • Website and social media • Mail outs • Joint agreements with County • Joint agreements with Economic Development, EMO, Solid Waste Management • Staff-to-staff coordination 	<ul style="list-style-type: none"> • Cost effective services • Consistent public communication • Accurate, timely and proactive • Multi-level communication • Ensure residents are informed • Community feedback and input • Good inter-governmental relationships 	<p>WWW</p> <ul style="list-style-type: none"> • Good (some) shared services • Social media • <i>Council effort to get input</i> <p>AA</p> <ul style="list-style-type: none"> • Inter-governmental relationships • <i>Public communication techniques</i> • <i>Communication strategy</i> • <i>Good news stories</i>
ADMINISTRATION		
OFFICE SYSTEMS <ul style="list-style-type: none"> • Record management systems - peer & digital • Council Chambers booking calendar • Vacation calendar • Task list for GIS, PW, IT • Postage, mail and courier • Photocopying, fax and scanning • Office equipment maintenance • Telephone system • Office supply ordering 	<ul style="list-style-type: none"> • Efficient / expedient service • System redundancy • System reliability 	<p>WWW</p> <ul style="list-style-type: none"> • <p>AA</p> <ul style="list-style-type: none"> •

FUNCTION/ SERVICE Activities	EXPECTATIONS	ASSESSMENT / WWW & AA <i>Italics = Council Comments</i>
CONTRACT MANAGEMENT <ul style="list-style-type: none"> Contract preparation and administration Tendering of contracts Trade oversight / observation 	<ul style="list-style-type: none"> Fair and transparent opportunities User-friendly tendering process Clear performance expectations Effective communications Wide response Ethical and accountable practices 	WWW <ul style="list-style-type: none"> AA <ul style="list-style-type: none">
EQUIPMENT & FLEET MAINTENANCE <ul style="list-style-type: none"> Heavy equipment Vehicles Small equipment and power tools <ul style="list-style-type: none"> Long term planning Cell phones, computers and iPads Officer furniture Car charging station Canoes and kayaks Trucks Bicycles Skis and snowshoes Program equipment 	<ul style="list-style-type: none"> Well maintained Life cycled to enable timely replacement Availability for local service 	WWW <ul style="list-style-type: none"> Good maintenance program Efficient use of current resources AA <ul style="list-style-type: none"> Cover for large equipment Outside yard lighting Security in yard - fence and gate Large part replacement schedule for budget V-plow sold Zero replacement - Skidster Dump truck replacement Crew cab F-250 modification - spreader and plow 1 ton with dump box Update small tools Laser level Plate tamper Heat restored in green barn

FUNCTION/ SERVICE Activities	EXPECTATIONS	ASSESSMENT / WWW & AA <i>Italics = Council Comments</i>
RECEPTION & PUBLIC INFORMATION ACCESS <ul style="list-style-type: none"> • Public communications • Customer service • Information systems <ul style="list-style-type: none"> • Administration reception • Website maintenance • Advertising notices • Commissioner of Oaths service • Planning Services customer services • Kiosks • Website • Social media • Newsletters • Internal / external customer support • Monthly reports 	<ul style="list-style-type: none"> • Customer friendly service • Accessible information • Up to date information and technology • Knowledgeable staff • Website easy to use • High participation rates • <i>Accuracy of information</i> 	WWW <ul style="list-style-type: none"> • Kiosks • Social media AA <ul style="list-style-type: none"> • Time / capacity • Public engagement • Website • <i>In house services</i>
COMPUTER & INFORMATION SYSTEM <ul style="list-style-type: none"> • Technical support • Software • Hardware <ul style="list-style-type: none"> • IT services contract • POL (PVSC) • Permit Tracking System (PVSC) • SharePoint • Office 365 • LIU 	<ul style="list-style-type: none"> • Up to date systems and equipment • User friendly software • Timely support • System reliability and security 	WWW <ul style="list-style-type: none"> • Up to date software and hardware • <i>Good support</i> • SharePoint AA <ul style="list-style-type: none"> • Timely support • Training for everyone • Software implementation

FUNCTION/ SERVICE Activities	EXPECTATIONS	ASSESSMENT / WWW & AA <i>Italics = Council Comments</i>
ORGANIZATIONAL PERFORMANCE		
HUMAN RESOURCES <ul style="list-style-type: none"> • Labour relations • HR management • Benefits administration • <ul style="list-style-type: none"> • Collective Agreement • EAP • Personnel records • Wellness committee • Health and medical benefits • New employee orientation • Professional development and training • Performance management • Management of turnover • OH&S safety training and monthly meeting • Service recognition • Christmas party • Summer staff luncheon 	<ul style="list-style-type: none"> • Positive working relationship • Good relationship - employer / union • Fair and consistent treatment • Excellent, value added benefits • Successful collective bargaining • Team solution approach • Effective performance management 	<p>WWW</p> <ul style="list-style-type: none"> • Good working relationship • Good benefits • Fair treatment • <i>Public Works attitude</i> • Work environment • Management meetings <p>AA</p> <ul style="list-style-type: none"> • HR training for staff • Internal communications • <i>Performance management</i> • <i>Balanced incentives</i> • <i>Management continuity</i>
VOLUNTEERS MANAGEMENT <ul style="list-style-type: none"> • Volunteer recruitment • Volunteer database • Training and support <ul style="list-style-type: none"> • Recruitment process • Maintaining volunteer database / roster • Public event management • Support to committees 	<ul style="list-style-type: none"> • Lots of volunteers and opportunities • Resources to train volunteers • Up to date database • Effective means for communication • Clear roles and expectations • Safe environment and opportunities 	<p>WWW</p> <ul style="list-style-type: none"> • Short term commitment • Safety systems <p>AA</p> <ul style="list-style-type: none"> • Volunteer recognition • Enhanced recruitment • Promotion of community opportunities • <i>Attrition</i>

APPENDIX 2 (a), 2(b), 2(c)

'NOW' SERVICE ADJUSTMENT CRITERIA			
2.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

APPENDIX 2 (a), 2(b), 2(c)

NOW' SERVICE ADJUSTMENT CRITERIA		
2.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

APPENDIX 2 (a), 2(b), 2(c)

NOW' SERVICE ADJUSTMENT CRITERIA		
2.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



MEMO

To: Middleton Town Council
From: Chris Millier
Date: November 6, 2017
Re: Municipal Planning Strategy and Land Use By-law Review Update

At the direction of Town Council, the Planning Services Public Advisory Panel has initiated a review of the Town's existing Municipal Planning Strategy and Land Use By-law. Consistent with the mandate provided by Council the review has focused on: updating current planning policies; identification of gaps and emerging development issues; and the rationalization of development control regulations.

Through the review process the Committee has:

- Undertaken a review of the existing MPS and LUB on a sector by sector basis;
- Identified/discussed gaps and issues;
- Updated GIS base mapping;
- Completed an existing land use inventory;
- Reviewed the Generalized Future Land Use Map;
- Prepared and circulated public information materials;
- Conducted public engagement – “Community Conversation”.

Through this work the Committee has assembled a working document which: confirms policies and by-law provisions which are appropriate for inclusion in new planning documents; and identifies potential new policies and by-law provisions. The working document is a summary of the Committee's initial policy and by-law review and assessment work.

General directions for residential, commercial and municipal services policies were used to prepare the questions which formed the basis of the “Community Conversation” engagement. Feedback from the “Community Conversation” will be incorporated into the working document.

As Council would be aware, all meetings of the Planning Services Public Advisory Panel are open to the public.

Next steps

Going forward the Planning Services Public Advisory Panel will be responsible for:

- Review of the “Community Conversation” input;
- Review of the Working Document;
- Review of Specific Amendment Requests received through the review process;
- Identification of “Directions for Change”;
- Preparation of a draft Municipal Planning Strategy and Land Use By-law.

Within this scope of work the Committee will also continue the public consultation process. A public consultation meeting will be held to review the “Directions for Change” and confirm the principles which have been included in the Working Document.

The Committee will then be in a position to prepare a preliminary/working draft MPS and LUB following the public consultation meeting.

A summary of the critical path for the remaining components of the MPS/LUB review process is attached. The schedule projects the Committee providing Council with draft Municipal Planning Strategy and Land Use By-law for first reading in February 2018.

Town Council is required to hold a formal public hearing in advance of second reading. This is anticipated for March 2018.

Planning documents require review by the Province prior to their coming into effect, which is anticipated sometime Spring 2018.

CRITICAL PATH - PLAN REVIEW - 17.11.06		
DATE	TASK	RESP
November 2, 2017	Major Changes Summary Complete	Chris
November 6, 2017	Council Refresh	PSPAP
November 14, 2017	PSPAP Meeting - Major Changes Summary	
December 4, 2017	Public Consultation Meeting	PSPAP
January 8, 2018	PSPAP Meeting - Working Draft	Chris
January 22, 2018	PSPAP Meeting - Final Draft	Chris
February 20, 2018	Recommendation to Council - 1st reading	PSPAP
February 22, 2018	Advertising for Public Hearing (March 1 & 8, 2018)	Sharon
March 18, 2018	Public Hearing and Town Council Meeting	Council
March 19, 2018	Send to the Minister	Sharon
May 1 to May 15, 2018	Response from the Minister	
May 24, 2018	Adoption ad in paper - effective date	Sharon

TOWN OF MIDDLETON
APPOINTMENT LIST
(Approved by Council November 21, 2016)
Revised September 18, 2017

COUNCIL

MAYOR ATKINSON, DEPUTY MAYOR DEN HAAN,
COUNCILLORS FAIRN, MACMURTRY, MARSHALL
REID, SMITH

COMMITTEE OF THE WHOLE

5 Council Members to be determined
2 Citizens

ANNAPOLIS PARTNERSHIP STEERING COMMITTEE
ATKINSON, FAIRN, MARSHALL (ALT)

AUDIT COMMITTEE

ATKINSON, DEN HAAN, FAIRN, MACMURTRY,
MARSHALL, REID, SMITH

CLIMATE CHANGE ACTION PLAN ADAPTION COMM.

TURNER, M.TOOLE, DEN HAAN, MARSHALL
LOOYENGA, DAINE, MCAULEY, VACANT

DANGEROUS & UNSIGHTLY PREMISES ADMINISTRATOR
TURNER, DAINE (ALT)

LEGACY 2017 COMMITTEE

ATKINSON, TURNER (ALT)

MIDDLETON SWIMMING POOL SOCIETY

ERIC BALSER, MICHELLE DOWELL,
KRISTA STEELE, KRISTA TOOLE,
VACANT (3)

PLANNING SERVICES PUBLIC ADVISORY PANEL

Citizens-at-large – REINHOLD GRIFF, TOM SPINNEY
COLIN CROWELL, VACANT
Council Appointees – ATKINSON, MACMURTRY, REID

POLICE ADVISORY BOARD

Citizens-at-large – DAVID MCCOUBREY, JOHN
THOMPSON, GORDON RODGERS
Council Appointees – DEN HAAN, MACMURTRY, SMITH
NS Dept. of Justice – VACANT

REMO COORDINATOR

BRIAN ORDE
CAROLYN YOUNG (ALT)

REMO ADVISORY COMMITTEE
MARSHALL, REID

REMO PLANNING COMMITTEE
RACHEL TURNER
KIM LOOYENGA

VALLEY REN LIAISON & OVERSIGHT COMM.
SYLVESTER ATKINSON
FAIRN(ALT)

REGIONAL LIBRARY BOARD
JILL COX

**SOLDIERS MEMORIAL HOSPITAL FOUNDATION
REPRESENTATIVE**
VACANT

SOURCE WATER PROTECTION ADVISORY COMM

Citizens-Town – RON BROWN, MIKE TOOLED
Citizens-County – FRED ROCH
County Council – VACANT
Town Council – DEN HAAN, MACMURTRY
Town Planner – CHRIS MILLIER
Town Engineer – KIM LOOYENGA
Other – CAO RACHEL TURNER

TOWN ENGINEER

KIM LOOYENGA

TRAFFIC AUTHORITY

STEPHEN MCINNIS,
KIM LOOYENGA (ASST)

VALLEY WASTE RESOURCE MANAGEMENT

SMITH, MACMURTRY(ALT)

WESTERN REGIONAL HOUSING AUTHORITY

Dianne McDonald - Citizen-at-large (March 2020)

YOUTH AMBASSADOR COMMITTEE

ATKINSON, REID, SMITH, VACANT,

YOUTH AMBASSADORS

MELISSA BURBIDGE

AUDITORS

KENT & DUFFETT

BUILDING & FIRE OFFICIALS

RUSSELL MACKINTOSH
DANNY WRIGHT

DEVELOPMENT OFFICER

CHRIS MILLIER

ANIMAL CONTROL OFFICER

ZAK ROSE

VWRM BYLAW ENFORCEMENT OFFICER
GRACE PROSZYNASKA

FIRE CHIEF

MIKE TOOLED

FIRE CONSTABLES

GORDON RODGERS, KENT SMITH
PHILIP TOWNSEND

FIREWARDS

MIKE TOOLED, SCOTT VEINOT,
NEIL FREEMAN

RCMP NCO IN CHARGE

CPL. DIONE CANNING

RETURNING OFFICER

KRISTA TOOLE

TOWN CRIER & CONSORT

PETER CROFTON DAVIES
VALERIE MARGARET DAVIES

TOWN SOLICITORS

TAYLOR MACLELLAN COCHRANE



**Municipal Affairs
Office of the Minister**

PO Box 216, Halifax, Nova Scotia, Canada B3J 2M4 • Telephone 902 424-5550 Fax 902 424-0581 • novascotia.ca

OCT 27 2017

Deputy Mayor Laurie Murley
President, Union of Nova Scotia Municipalities
Suite 1304, 1809 Barrington Street
Halifax, NS B3J 3K8

Dear Deputy Mayor Murley:

Re: Requirement to Notify the Union of Nova Scotia Municipalities - *Municipal Government Act SNS 1998, c. 18, Section 519*

Please accept this letter as the notice to the Union of Nova Scotia Municipalities required by subsection 519(1) of the *Municipal Government Act SNS 1998, c. 18*, of legislation that will have the effect of decreasing the revenue received by municipalities in Nova Scotia or increasing the required expenditures of municipalities in Nova Scotia.

The Government of the Province has passed An Act to Amend Chapter 10 of the Acts of 1994-95, the *Workers' Compensation Act* on October 24, 2017 (Bill No. 7). In accordance with clause 12 of Bill No. 7, the legislation will come into force one year after the date on which it receives Royal Assent.

Bill No. 7 creates a presumption respecting causation of post-traumatic stress disorder for front-line or emergency-response workers (FERWs), including firefighters (both paid and volunteer) and police officers who are diagnosed with this condition. It is anticipated that the total number of claims for post-traumatic stress disorder and the total number of such claims that are accepted for coverage may increase due to the introduction of the presumption and that assessment rates and associated claims costs could also rise. As a result, the expenditures of municipalities in Nova Scotia that participate in the workers' compensation system could increase.

Rate-setting is a decision made by the Workers' Compensation Board (WCB). If the WCB decides to apply rate changes only to employers of FERWs, the additional annual claims costs to municipalities as a group, resulting from the introduction of the PTSD presumption would produce the following estimates (subject to claims experience), modelled on the basis of recent years' experience:

- Police and paid firefighters: \$23,000-\$47,000 (shared across all municipalities that have opted for WCB coverage of these workers)
- Volunteer Firefighters: \$52,400-\$107,200 (shared across all municipalities that have opted for WCB coverage of these deemed workers)

Alternatively, it is possible that the WCB could decide to allocate the costs of the presumption to all assessed employers in the Province due to the nature of the work of FERWs in protecting the public safety and providing for the public good. If the WCB were to follow this approach, it is estimated that it would cost WCB rate payers an additional \$0.01 (one cent) per \$100 of payroll. This means that a rate payer with a \$1 million payroll would see an increase of \$100 per year.

It is also possible that the legislation will result in a potential savings for employers due to the impact of successful early treatment on return to work, sick leave, short term illness and productivity. Identification of actual net costs and benefits will not be possible until the presumption is in effect for some time.

I trust that this is sufficient to provide you with notice of the legislation and ask that you please bring this letter to the attention of the Board of Directors of the Union of Nova Scotia Municipalities at your earliest opportunity.

Sincerely,

A handwritten signature in blue ink, appearing to read "Derek Mombourquette".

Derek Mombourquette
Minister

cc. Honourable Labi Kousoulis, Minister of Labour and Advanced Education

STRATEGIC PRIORITIES CHART

September 2017

CORPORATE PRIORITIES (Council/CAO)	
NOW 1. COUNTY RELATIONS: Mayor to send letter 2. FIRE HALL: Design & Location 3. SERVICE LEVELS: Staff Structure Review 4. VIC OPERATIONS: Operation Review 5. PARKING LOTS: Nullify the Agreements	TIMELINE November December November February December
NEXT <ul style="list-style-type: none"> • TOWN OFFICE: Options • GREEN SPACE / TRAILS: Plan • LONG TERM CAPITAL PLAN • RECREATION FACILITIES: Cost Recovery • COMMUNITY POLICING OFFICER: Monitor RCMP complement • ECONOMIC DEVELOPMENT STRATEGY: One Day Workshop • STREETSCAPE: replace street lights 	ADVOCACY / PARTNERSHIPS <ul style="list-style-type: none"> • <i>NSHA: Hospital Support</i> • <i>NSHA: Doctor Recruitment</i> • <i>NS Community College: Incubator</i> • <i>NS Community College: Future Plans</i>
OPERATIONAL STRATEGIES (CAO/Staff)	
CHIEF ADMINISTRATIVE OFFICER (Rachel) 1. COUNTY RELATIONS: Mayor to send letter - November 2. FIREHALL: Design & Location - December 3. SERVICE LEVELS: Staff Structure Review - November 4. PARKING LOTS: Nullify the Agreements - December <ul style="list-style-type: none"> • Bylaw Review: Target List • Town Office: Options • Comm. Policing Officer: monitor RCMP complement 	RECREATION & COMMUNITY SERVICES (Jennifer) 1. VIC OPERATIONS: Operation Review - February <ul style="list-style-type: none"> • Green Space / Trails: Plan • Economic Dev.: one-day workshop – Fall 2018 •
FINANCE (Marianne) 1. LONG TERM CAPITAL PLAN – November 2018 2. RECREATION: Cost Recovery - ??? <ul style="list-style-type: none"> • • 	PUBLIC WORKS (Kim) 1. STREETSCAPE: replace street lights (December) <ul style="list-style-type: none"> •
PLANNING (Sharon) 1. Municipal Plan review: draft reviewed by Council (Dec) 2. Records Mgmt. System - Implementation - Dec. <ul style="list-style-type: none"> • • 	

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