



**MIDDLETON TOWN COUNCIL
TOWN HALL – COUNCIL CHAMBERS
MONDAY, NOVEMBER 20, 2017.
7:00 P.M.**

AGENDA

1. **CALL TO ORDER**
2. **APPROVAL OF THE AGENDA**
3. **APPROVAL OF THE MINUTES**
4. **NEW BUSINESS**
 - .01 Committee of the Whole Recommendations
 - a. Appointments – Middleton Fire Department
 - b. RFD 014-2017: Workplace Health & Wellness Policy
 - c. Service Capacity Review – Final Report
 - d. Sale of Municipal Property: Industrial Park
 - .02 UNESCO Southwest Nova Biosphere Region: Progress Report & Funding Request
 - .03 Annual Appointments List
 - .04 Fire Hall / Community Centre Tender Document
 - .05 UNSM Fall Conference Report
 - .06 RFD 016-2017: Zetor Repair
5. **REPORTS**
 - .01 Management
 - .02 Planning Services – October 2017
 - .03 Valley Waste Resource Management – September 2017
 - .04 Planning Services Public Advisory Panel
 - .05 Mayor
6. **CORRESPONDENCE**
7. **ANYTHING BY MEMBERS**
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 1P0

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



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



Town of
Middleton
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.

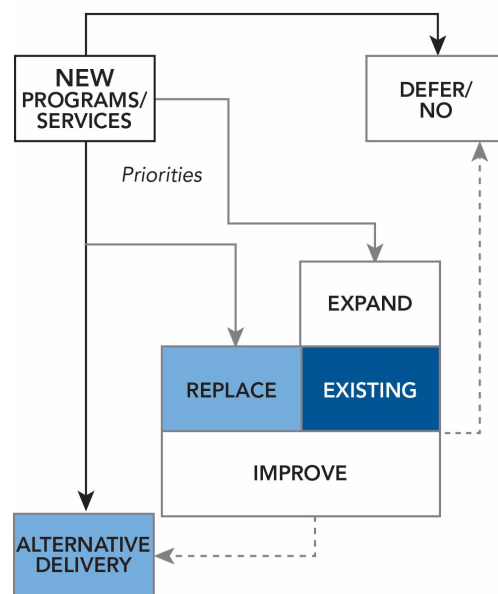
The organizational **Capacity Box** model depicts a range of service delivery decisions. **New** programs must be assessed as to whether they are outside or within the municipality's mandate. Existing services can be deleted so new priority programs can **replace** a previously occupied spot in the service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

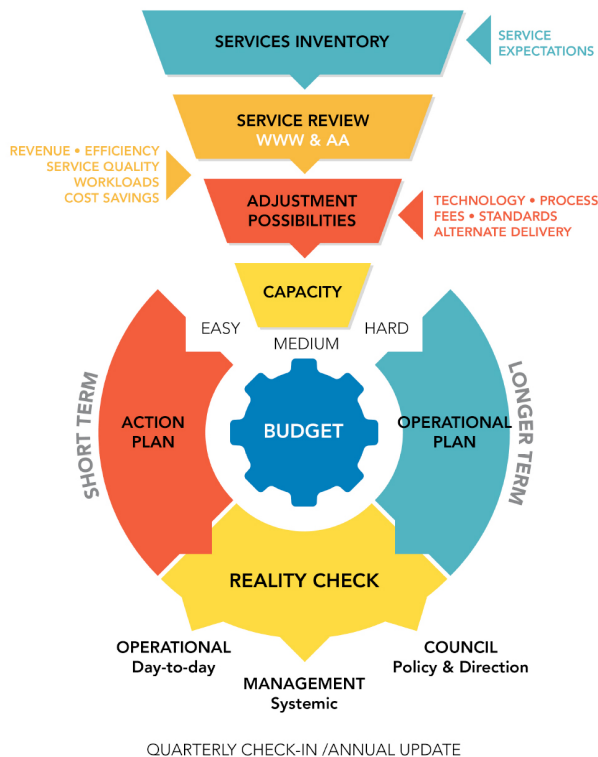
1. **SERVICE ASSESSMENT** - determining what is working well (WWW) and areas for attention (AA) to select service topics
2. **SERVICE ADJUSTMENT** - exploring possibilities for improved efficiency and effectiveness
3. **SERVICE ACTION** - providing guidance for the development of action plans for service 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 - communicate	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 <ul style="list-style-type: none"> • 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 	WWW <ul style="list-style-type: none"> • Free programming / equipment loans • Program variety • Community engagement • <i>Awesome Jennifer & crew</i> AA <ul style="list-style-type: none"> • Regional cooperation • Volunteer recruitment • Sport development - e.g. baseball, tennis • Reach • <i>Seniors programs</i> • <i>Special project "fit"</i>
ARTS CULTURE & HERITAGE <ul style="list-style-type: none"> • MacDonald Museum • Programming • Commemoration • <i>Railway Museum</i> <ul style="list-style-type: none"> • MacDonald Museum 	<ul style="list-style-type: none"> • Historic inventory • Inclusivity (nontraditional recreation) • Community pride / engagement • Wider reach 	WWW <ul style="list-style-type: none"> • Railway museum • Unique history • Location AA <ul style="list-style-type: none"> • Celebration of people, buildings, historic events • Building inventory • Engagement • <i>Sense of history</i> • <i>Tourism package</i> • <i>Youth opportunities</i>

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 	WWW <ul style="list-style-type: none"> Visitor engagement AA <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 	WWW <ul style="list-style-type: none"> Nice facility - inside and out Good programming Effective promotion <i>Solid operation</i> <i>Excellent staff</i> <i>Accessible</i> <i>Usage</i> <i>Summer youth programs</i> AA <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 	WWW <ul style="list-style-type: none"> <i>Transit service</i> AA <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 • 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 • 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 • <i>New on Main Street</i> 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 • <i>Capacity for replacement</i> 	WWW <ul style="list-style-type: none"> • Snow removal • Cleanliness AA <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> • <i>Preventative efforts</i> 	WWW <ul style="list-style-type: none"> • Adequate snow removal • Light maintenance AA <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 	WWW <ul style="list-style-type: none"> • Water quality • Legislative compliance • Public confidence • Public information and notification AA <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> 	WWW <ul style="list-style-type: none"> • Pick-up garbage cans weekly • Ongoing pickup of loose trash / road kill AA <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 	WWW <ul style="list-style-type: none"> • Clean catch pits • Ditching • Catch pits & covers maintenance AA <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 <i>Aging system</i> <i>Public education</i>
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 <ul style="list-style-type: none"> • 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 	WWW <ul style="list-style-type: none"> • PAB • <i>Crime report</i> AA <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 	WWW <ul style="list-style-type: none"> • Good training • Effective committee • Solid plan AA <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> <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> • 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 	WWW <ul style="list-style-type: none"> • SAI • Adherence to policy • Knowledgeable staff AA <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 <ul style="list-style-type: none"> • 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 	WWW <ul style="list-style-type: none"> • Staff • Audit process • Relationship with external auditor • Meeting Provincial deadlines AA <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 	WWW <ul style="list-style-type: none"> • Timely process • No deficits AA <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 <ul style="list-style-type: none"> • 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 	WWW <ul style="list-style-type: none"> • Fees policy • Interest rate AA <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 	WWW <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> AA <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 • 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 	WWW <ul style="list-style-type: none"> • Good OH&S program • Good processes • Solid legal team • Work within provincial authority • More accessible AA <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 	WWW <ul style="list-style-type: none"> • Good (some) shared services • Social media • <i>Council effort to get input</i> AA <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 	WWW <ul style="list-style-type: none"> • AA <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 	<p>WWW</p> <ul style="list-style-type: none"> • <p>AA</p> <ul style="list-style-type: none"> •
EQUIPMENT & FLEET MAINTENANCE <ul style="list-style-type: none"> • Heavy equipment • Vehicles • Small equipment and power tools • 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 	<p>WWW</p> <ul style="list-style-type: none"> • Good maintenance program • Efficient use of current resources <p>AA</p> <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 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> <i>SharePoint</i> 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 	WWW <ul style="list-style-type: none"> • Good working relationship • Good benefits • Fair treatment • <i>Public Works attitude</i> • <i>Work environment</i> • <i>Management meetings</i> AA <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 	WWW <ul style="list-style-type: none"> • Short term commitment • Safety systems AA <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

Sharon McAuley

Subject: Progress Report and Municipal funding request for UNESCO Southwest Nova Biosphere Region (SNBRA) Programming
Attachments: Action2017stratplan.pdf; SNBRA2017recertmediarelease.doc; Signagestandards.doc

From: "Cliff Drysdale" <cliff.drysdale@SEMSNS.CA>
To: "Rachel Turner" <RTurner@town.middleton.ns.ca>
Subject: FW: Progress Report and Municipal funding request for UNESCO Southwest Nova Biosphere Region (SNBRA) Programming

Dear Rachel et al;

Further to the above noted topic it is appropriate that SNBRA report to municipalities in the Southwest Nova Region concerning projects funded during and prior to the 2016/17 fiscal period.

It would be appreciated if you could circulate this report, including attachments and associated funding request, to Middleton Councilors and staff. If your municipality requires specific forms to be filled out your assistance in sending them to me via return email would be appreciated.

2017 UNESCO re-certification of the Southwest Nova Biosphere Region: There are 17 Biosphere Reserves in Canada and over 600 across the world. The globally prestigious UNESCO designation recognizes the unique biodiversity, high level of scientific activity to support sustainable resource management, rich cultural diversity and progressive nature of communities in the Southwest Nova Scotia region.

This year the Southwest Nova Biosphere Region was re-certified following a comprehensive Periodic Review by the Canadian Council for UNESCO and International Coordinating Council (ICC) of UNESCO's Man and the Biosphere Programme in Paris. In addition to a revised zoning system, SNBRA was recognized for development of significant cultural heritage presentation and scientific initiatives.

Attached is the SNBRA Management/Action and Strategic Plan (Action2017stratplan.pdf), and a media release concerning this achievement (SNBRA2017recertmediarelease.doc).

Municipalities in our region were major supporters of the "*Touring Through Time/Une Tournée Dans L'Passé*" Smart Phone Map App project to support tourism, and the developing Southwest Nova "*Interactive Science Atlas*" project to advance science, education and sustainable resource management.

A UTube video describing the developing '*Interactive Science Atlas*' can be viewed by clicking on the following link:

<https://www.youtube.com/watch?v=hifC7pzl5Gg&feature=youtu.be>

Other projects include an interpretive programme supported by U. Saint Anne and the Municipality of Clare, and the development and operation of the Southwest Nova Heritage Culture and Science Centre in the Killam building in Yarmouth.

SNBRA Communication Strategy and funding request for 2018-19: It is important that communities, residents, and visitors to our region recognize and appreciate southwestern Nova Scotia's international UNESCO status.

UNESCO/SNBRA paired logo for use on local signs and publications: SNBRA encourages towns and county administrations to include our official UNESCO/SNBRA paired logo in publications and on local signs they may use for tourist and residents' information. Attached is a file (Signagestandards.doc) including the paired logo image that may be copied for these purposes, with guidelines for use.

Funding support request for Hwy 100 sign development: SNBRA is requesting support for creation and installation of up-to-date signs on 100 series highways to be installed in 2018-19. SNBRA is inviting initial contribution of \$2000.00 from 5 County Councils, and \$500.00 from town administrations to address Department of Transportation sign preparation and installation costs (\$11000.00 per sign). These 4 colour signs would be similar to those announcing the UNESCO World Heritage Sites at Grand Pre, Lunenburg and Joggins. Text could include a website address that would facilitate access to the above noted 'Map App' describing attractions in our region, and the 'Interactive Science Atlas' when it is completed.

Please don't hesitate to contact me for further information.

Yours sincerely
Cliff Drysdale
Chairman SNBRA
902-825-4884



Southwest Nova Biosphere Reserve Association

Cliff Drysdale, Chair
Southwest Nova Biosphere Reserve Assoc.
RR#1 Middleton, NS B0S 1P0

E-Mail: cliff.drysdale@semsns.ca
Website: www.swnovabiosphere.ca
Phone: (902) 825-4884

Sept 9/17

To whom it may concern;

Attached is an information piece regarding recent recertification of the UNESCO Southwest Nova Biosphere Reserve. Coverage of this achievement would be very much appreciated. I would be pleased to chat with you or other reporters/editors about aspects of the text.

Yours sincerely
Cliff Drysdale
Chairman SNBRA
Cell 902-824-0658

UNESCO Southwest Nova Biosphere Reserve Re-certified

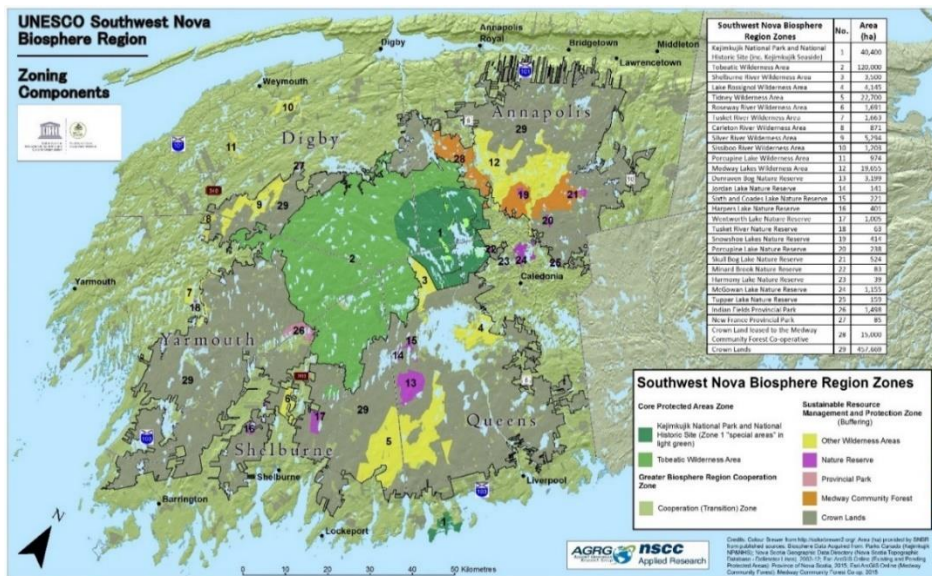
The UNESCO Southwest Nova Biosphere Reserve has been re-certified by the International Coordinating Council (ICC) of UNESCO's Man and the Biosphere Programme in Paris following a comprehensive Periodic Review Process. There are 17 Biosphere Reserves in Canada and over 600 across the world. The globally prestigious UNESCO designation recognizes the unique biodiversity, high level of scientific activity, rich cultural diversity and progressive nature of the Southwest Nova region.

The UNESCO Southwest Nova Biosphere Region has an area of 15189 sq. km). 100,000 persons live in communities in Annapolis, Digby, Yarmouth Shelburne and Queens Counties.

Since initial Biosphere Reserve designation on September 11/2001, the Southwest Nova Biosphere Reserve Association (SNBRA) has been administered by a board of directors including hard working community volunteers and representatives from municipalities throughout the region.

Mission: The UNESCO Southwest Nova Biosphere Reserve Association (SNBRA) mission is to support advancement of sustainable resource management, science, and education, while recognizing cultures and communities as global examples of rural progress. The fishery, forestry, agriculture and recreation continue to be important elements for socio-economic prosperity in southwestern Nova Scotia.

Biosphere Region zoning: As part of UNESCO re-certification requirements a revised Southwest Nova Biosphere Region zoning system was developed in 2016 with the input of SNBRA, Parks Canada, Environment Nova Scotia, and the Nova Scotia Department of Natural Resources.



A Biosphere Reserve ‘**Core Protected Area**’ features Kejimikujik National Park and National Historic Site and the Tobeatic Wilderness Area. A ‘**Buffer Area**’ includes Western Crown Lands and Environment NS protected areas. A ‘**Zone of Cooperation**’ includes private land holdings and communities in the region.

The buffer zone and zone of cooperation feature working landscapes including forest harvest, agriculture, and other active land use practices. When issues arise associated with biodiversity or other resources, scientists and managers from appropriate jurisdictions will address them in a cooperative fashion.

A Western Crown Land Advisory Committee meets regularly for field inspections, and provide input for adaptive management. The public is kept informed about Crown Land management including harvest methods, cultural sites, riparian habitat protection, and recreation activities, while change is monitored.

Federal and Provincial government agencies work collaboratively with the Committee on Status of Endangered Wildlife in Canada (COSEWIC) Species at Risk Recovery Team, universities and in the region, to protect critical habitat, define protected areas and biodiversity rich landscapes. Species at risk include Nova Scotia mainland moose, Blanding’s and wood turtles, ribbon snake, boreal felt lichen, Canada warbler, olive-sided flycatcher, rusty blackbird, water pennywort and other rare members of the Atlantic Coastal Plain flora assemblage.

Education, public and tourism information: SNBRA’s priorities include strengthening collaboration with First Nations, educational institutions, and NGO’s.

Interactive Science Atlas: In partnership with the Nova Scotia Community College (NSCC) Centre of Geographic Science, and Applied Geomatics Research Group, with Government of Nova Scotia, and Municipal Council funding support, SNBRA is facilitating development of a unique online “*Interactive Science Atlas*” for use by residents, tourists, scientists, educators, students, land owners/managers and businesses.

The innovative ‘Interactive Science Atlas’ will be accessible by smart phone and provide on-site access to a range of map layers and data on climate, biophysical characteristics, research, land use information and heritage features for the Southwest Nova Biosphere region. The initiative will also advance cooperative study planning, information management procedures, and promote the concept of “Open Science/Open Data to increase the power of research.

With a variety of educational institutions including NSCC Centre of Geographic Science, government, and businesses, the region will strive to be a world leader in resource management geomatics application development.

Heritage features Map App: Currently the SNBRA web based “*Touring Through Time/Une Tournée Dans L’Passé*” map app along with travel literature and signage encourage visitors to enjoy towns, parks and site- specific attractions. It is accessible on the SNBRA website www/swnovabiosphere.ca

Yarmouth Cultural Heritage and Science Interpretive Centre: The developing UNESCO Biosphere Region “Cultural Heritage and Science Interpretive Centre” in the Town of Yarmouth presents exhibits, stories and other educational information associated with Biosphere Reserve principles. SNBRA is also exploring opportunities to develop educational opportunities and designate “Centres of Cultural and Scientific Excellence” in southwestern Nova Scotia.



Yarmouth. Southwest Nova Biosphere Reserve ‘Heritage Culture and Science Interpretive Centre’

Challenges for the future: Chairman Cliff Drysdale identified several significant challenges for the Biosphere region:

“Our region’s UNESCO designation implies that Southwestern Nova Scotia serves to demonstrate, for consideration by the rest of the world, a high level of civic development, application of science, sustainable resource use, biodiversity protection, and responsible socio-economic practices. Maintenance of UNESCO status is a dynamic challenge for our region that will require continuing innovation, collaboration and adaptive management of the highest order.”

“Communities in the Southwest Nova Biosphere Region should recognize tourism marketing opportunities associated with the internationally recognized UNESCO designation. Improving signage on highways and municipalities will identify the region as a ‘special place’ for residents and visitors. Incorporating the Southwest Nova Biosphere Region logo in municipal and other tourism publications will increase essential public awareness. The principle of ‘Use it or lose it’ applies”

“As the Southwest Nova Biosphere Region programme develops there is an essential need to build upon capacity to support scientific, cultural and educational programming. SNBRA is exploring a number of options toward this end that will involve partnerships with government, educational institutions, NGO’s and businesses.”



Southwest Nova Biosphere Reserve Association

Cliff Drysdale, Chair
Southwest Nova Biosphere Reserve Assoc.
RR#1 Middleton, NS B0S 1P0

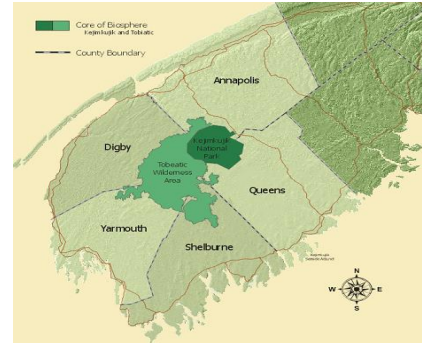
E-Mail: cliff.drysdale10509@ns.sympatico.ca
Website: www.swnovabiosphere.ca
Phone: (902) 825-4884

March 15/17

Re UNESCO/SNBR official paired logo use:

In 2001, our region was awarded the prestigious, globally recognized title of “UNESCO Southwest Nova Biosphere Reserve” by the United Nations Education, Science and Cultural Organization.

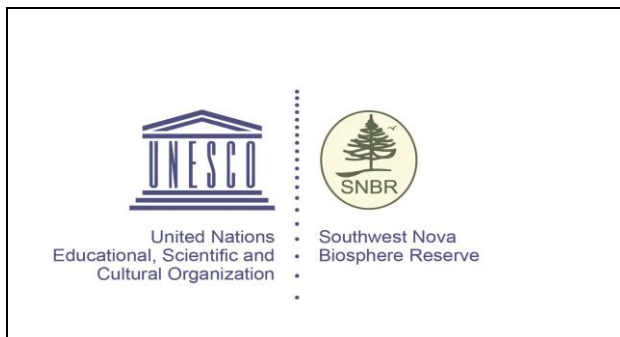
The Southwest Nova Biosphere Reserve Association (SNBRA) invites municipal units and communities within the five counties that encompass the biosphere reserve ‘zone of cooperation’ (Yarmouth, Digby, Annapolis, Queens and Shelburne) to display a logo and/or signage that acknowledges this important international designation.



Signage: Because the UNESCO Biosphere Reserve title is a legal international trademark standards must be observed when creating signage.

The UNESCO/ Southwest Nova Biosphere Reserve paired logo should always be used in its entirety.

SNBRA encourages use of this paired logo to advance our brand recognition for residents and visitors on named community signs, or on stand alone signage.



Sign wording: The following are examples of sign wording that comply with UNESCO guidelines:

“Welcome to the UNESCO Southwest Nova Biosphere Region” -- with paired logo.
(NS Dept of Transport 100 series highway signs at the Biosphere Reserve boundary, and also at Ferry Terminals)

“Caledonia, A Proud UNESCO Biosphere Reserve Community” --with paired logo.

“Shelburne, A Historic Biosphere Region Community” --with paired logo.

“The Municipality of the District of Digby, Progressive Southwest Nova Biosphere Reserve Communities” --with paired logo.

To optimize consistent brand recognition SNBRA encourages the use of the paired logo whenever possible. The paired logo can also be reproduced in grey scale. Translations of the paired logo can be made available.

In certain limited circumstances commercial enterprises may be able to use the paired logo with SNBRA and Canadian Commission for UNESCO (CCU) permission.

However the logo must not be used as part of commercial advertising/branding (eg on trinkets, consumables etc.).

Before a municipality, community, heritage presentation facility or other enterprise can use the UNESCO/SNBRA ‘paired logo’, its application must be approved by the SNBRA Board of Directors.

If there is a question about suitable wording combinations please don’t hesitate to contact SNBRA for additional information.

Yours sincerely

Cliff Drysdale

Chairman

Southwest Nova Biosphere Reserve Association.

902-825-4884



Southwest Nova Biosphere Reserve Management/Action and Strategic Plan July/17

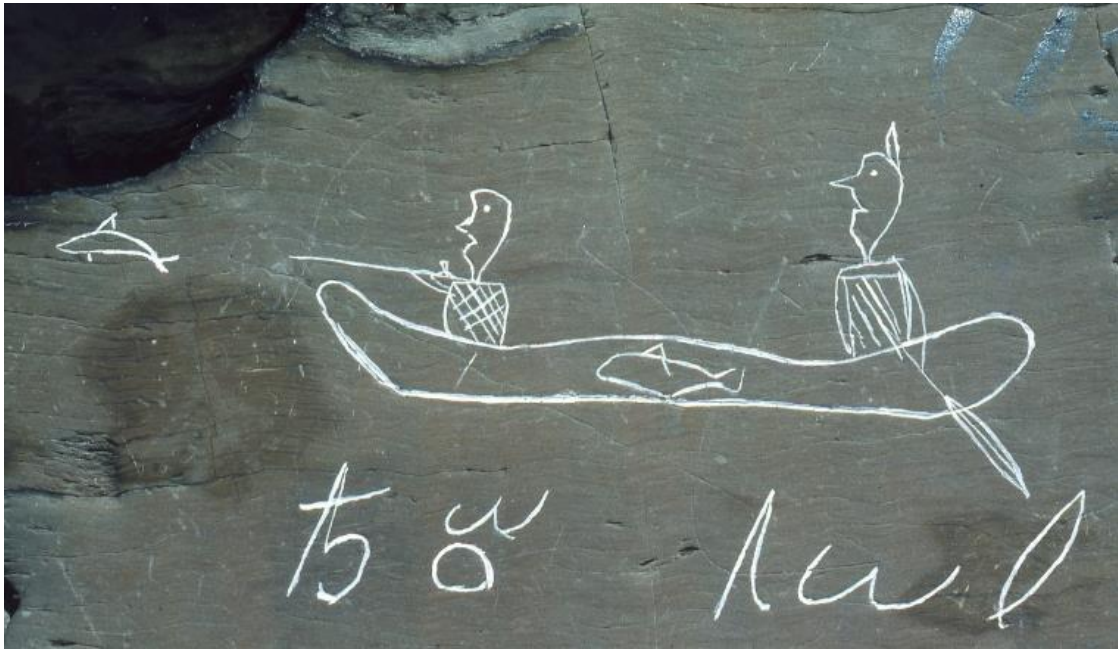


Old growth hemlocks photo courtesy Parks Canada

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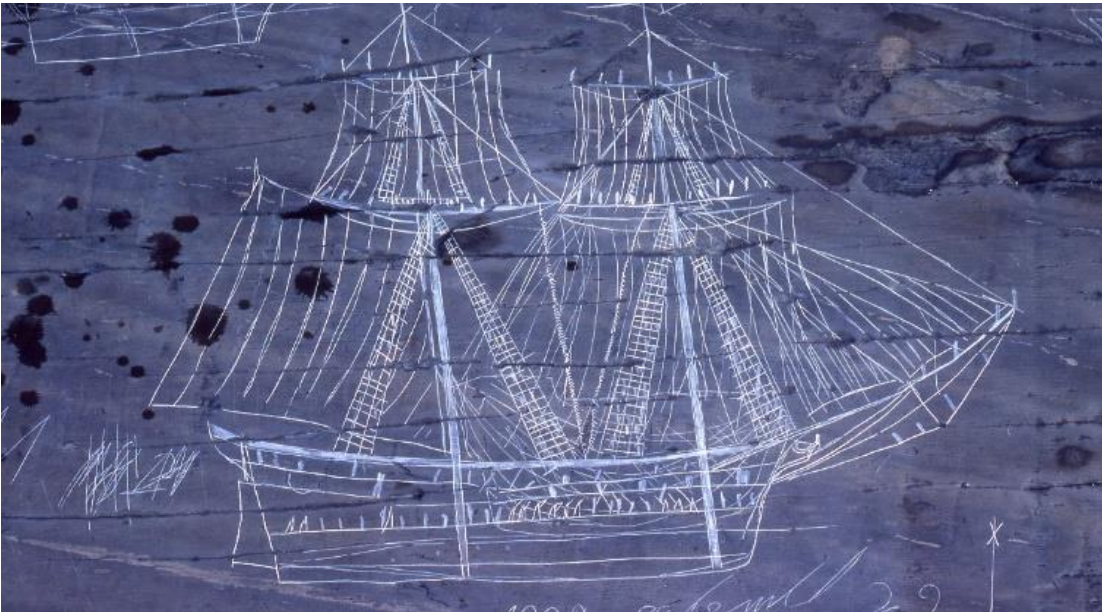
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Zonation; coordination and common function:	page 5
Coordination to advance scientific study:	page 8
‘Interactive Science Atlas’ media announcement:	page 10
Management/Action Plan 2017-19	page 11
Strategic Goals, Plan, and Capital Projects	page 13
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Introduction: Southwestern Nova Scotia, currently recognised as part of the world network of UNESCO Biosphere Reserves, represents the cradle of creation of Canada as a nation, both historically and in spirit.



Mi'Kmaq petroglyph photo courtesy Parks Canada

The ancestors of the Mi'kmaq people were the first to occupy the land they called Kespukwitk with giant hemlocks, pines, spruce, maple, red oak, birch and beech trees with biodiversity more typical of the Atlantic Coastal plain to the south.



Mi'kmaq petroglyph photo courtesy Parks Canada

The Mi'kmaq people witnessed the arrival of the first European explorers and extended the hand of kindness when Samuel de Champlain and Sieur de Mons established the first permanent European settlement (1605) in North America, 'Le Habitation' in Port Royal.



'Habitation' photo courtesy of Fort Anne National Historic Site

With the passing of time the tragedy of European wars also reached this contested region. Residents became victims. Pirates and privateers roamed the basins and off shore. When North American and European politics evolved Southwestern Nova Scotia became a refuge for the persecuted and displaced.

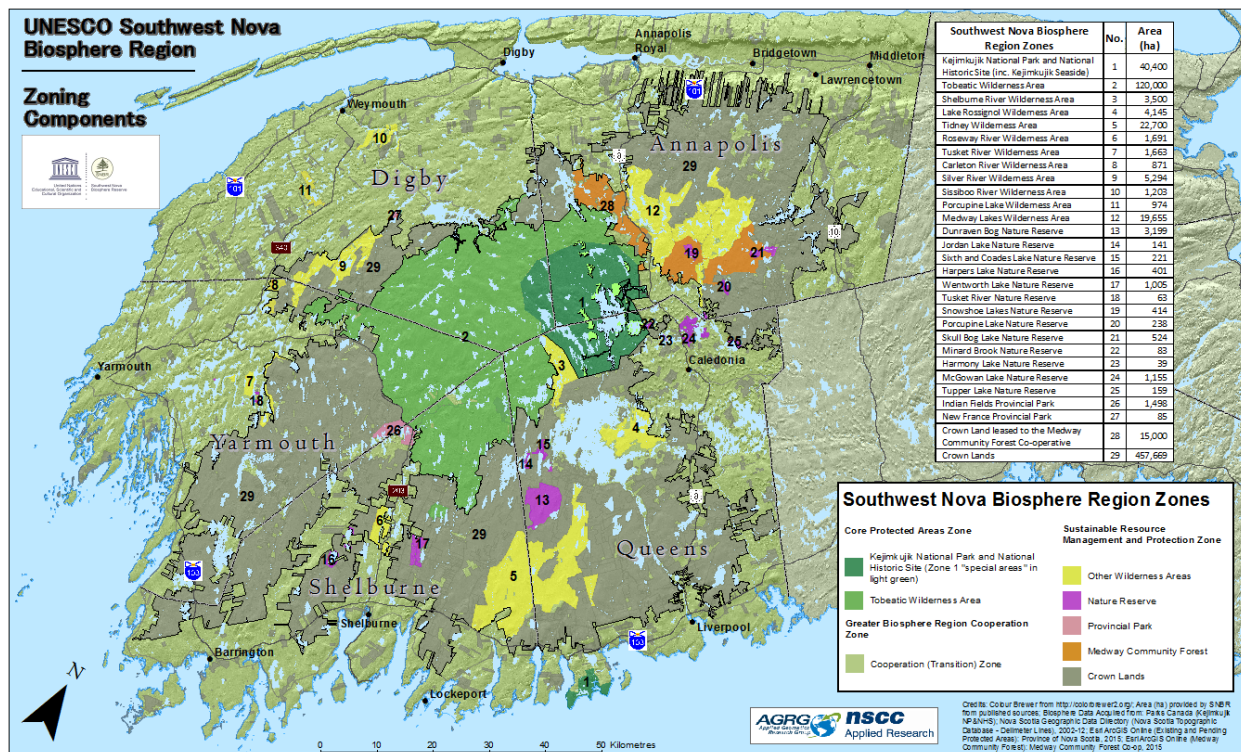
To this day southwestern Nova Scotia features communities with distinct heritage. The enduring Mi'kmaq first nations people, French speaking Acadians, early immigrant 'planters', Black and other refugee Loyalists from the American War of Independence, Scottish, Irish and other Europeans escaping from the hardships of war and famine, all formed the cultural fabric of this region.

When the UNESCO Southwest Nova Biosphere Reserve (SNBR) was designated in 2001 it was to recognize the unique biodiversity and high level of scientific activity in the region, but also the cultural diversity and cooperative nature of its citizens. Just as in the past, communities work together today to address environmental challenges and to help each other out.

Similar to hundreds of years ago the fishery, forestry, and agriculture continue to be the critical basis for economic activity in southwestern Nova Scotia. It is the mission of the UNESCO Southwest Nova Biosphere Reserve Association (SNBRA) to advance sustainable resource management, science and education, while celebrating our cultural heritage as a global example for civic development.

Zonation; coordination and common function: The SNBR zoning regime reflects an enhanced strategy for ecosystem based management and habitat protection for the Atlantic Coastal Uplands Natural Region. This unique region in Canada features warm microclimates, thin acidic soils, mixed wood forests with some old growth stands, rare and significant terrestrial, wetland, and aquatic biodiversity.

Core Protected Areas Zone (160,400 ha): Within **Kejimikujik National Park and National Historic Site** (UNESCO Category 2) Core Protected Area in the centre of southwestern Nova Scotia, endangered, threatened, rare species, and important cultural features are protected by Parks Canada's own zoning plan to enhance natural and cultural resource protection while supporting recreational use to foster appreciation of the national park. The National Park and National Historic Site features a public interpretation programme that presents cultural heritage and biodiversity values in the protected area and beyond.



Adjacent to Kejimikujik, the **Tobeatic Wilderness Area** features a strict 'no development' policy within its boundaries, non-motorized wilderness travel consistent with the provincial Wilderness Areas Protection Act, with only light recreational use including primarily canoeing and wilderness travel.

The area includes the historical Shelburne River, an element of the **Canadian Heritage River** system. The 53km long Shelburne River was designated in 1997, in recognition of its outstanding natural and recreational values.



Mersey River; Kejimikujik National Park and National Historic Site (C. Drysdale photo)

“Sustainable Resource Management and Protection Area’ (457,669 ha): Surrounding the Core Protected Areas a “Sustainable Resource Management and Protection Area’ comprised of Western Nova Scotia Crown Lands with managed forests, a range of protected wilderness areas and nature reserves provides adaptive buffering and protection of significant ecosystems.

This zone, along with the Core Protected Areas feature progressive resource management planning, environmental monitoring and research activity that can enhance the opportunity to learn about sustainable resource management and biodiversity protection techniques as a ‘living laboratory’. This science-based focus offers the opportunity to assess the nature and impacts of climate change and air pollutants on a sensitive landscape. Urban land development or uncontrolled harvest is not permitted in this zone.

A collaborative process for resource management and biodiversity protection: The protection of rare biodiversity, and consideration for environmental stressors including air pollutants, climate change and invasive exotic species requires science based responses, and a regional cooperative management approach among agencies and non-government organizations.

The Nova Scotia Department of Natural Resources, Nova Scotia Environment, and Parks Canada work collaboratively with a Committee on Status of Endangered Wildlife in Canada (COSEWIC) Species at Risk Recovery Team, 5 universities in the region and other communities of interest, to protect critical habitat, define protected areas and biodiversity rich landscapes. Based on inter-agency cooperation management strategies are implemented to protect important ecosystems and species at risk including Nova Scotia mainland moose, Blanding's and wood turtles, ribbon snake, water pennywort, boreal felt lichen, Canada warbler, olive-sided flycatcher, rusty blackbird, water pennywort and other rare members of the Atlantic Coastal Plains flora assemblage.



Wood turtle photo courtesy Clean Annapolis River Project Association

Under the leadership of the Nova Scotia Department of Natural Resources (NSDNR) regulated sustainable forest management based on ecosystem management principles is being implemented in this zone. This includes strategies for informing the public about management activity, designating First Nations and Community Forests, protecting species at risk, archeological values, riparian habitat, biodiversity and recreation corridors, while monitoring change. A Western Crown Land Advisory Committee with representatives from municipalities, other agencies, educational institutions, NGO's including SNBRA, and private citizens meets regularly for field inspections and to provide advice to management.

The Nova Scotia Department of Environment in cooperation with Nova Scotia Mi'kmaq and a range of stakeholders, has identified the system of protected areas in this zone that contribute to sustainable management in the region. While these areas share the same regulatory protection as Tobeatic Wilderness Area, they serve a complementary role with the core zone, protecting representative ecosystem elements, functioning as biodiversity reservoirs, supporting terrestrial and aquatic systems habitat connectivity and providing opportunities for research, education, and sustainable recreational use.

The Biosphere Region Zone of Cooperation: Lands outside the core protected areas and buffer zones remain within a greater Biosphere Region Zone of Cooperation, primarily consisting of privately owned lands and coastal communities. 100,000 people live in this area. Major industries include the fishery, forestry, agriculture, and tourism. SNBRA educational and science programming offers the opportunity to advance sustainable management with greater public and land owner appreciation of heritage values that complement the UNESCO Biosphere Reserve programme vision and goals.

In the zone of cooperation active species management, environmental monitoring, use of signage and heritage education initiatives are carried out by the Acadia First Nation, Bear River First Nation, Parks Canada, the Government of Nova Scotia, and the Municipalities. Associations including the Clean Annapolis River Programme, the Mersey Tobeatic Research Institute, the Tusket River Environmental Protection Association, Queens County Fish and Game and a variety of community museums contribute to public understanding of biodiversity protection needs, and celebration of heritage.

Coordination to advance scientific study and sustainable resource management across zones:

“Interactive Science Atlas” project goals:

In partnership with the Nova Scotia Community College (NSCC) Applied Geomatics Research Group (AGRG) and the Government of Nova Scotia, the Southwest Nova Biosphere Reserve Association will develop and support an online interactive GIS based science atlas, usable by desktop computer and smart phone/tablet technology, that provides access to a broad range of practical information and data on biophysical characteristics, climate, land use policy and heritage features for the Southwest Nova Biosphere region.

Objectives:

1. Develop software that provides real time global positioning and user access to georeferenced landscape features, scientific study sites, resource management activities, zoning boundaries and associated data sets.
2. Incorporate, including via project partner websites, sources of expertise, text information and access to temporal, map and remote sensing data describing marine and terrestrial biophysical attributes including;

atmosphere, weather, tides, microclimate, precipitation chemistry, geology, geomorphology, coastal marine processes, soils, drainage basins, hydrology, limnology, vegetation and forests and other biodiversity characteristics.

3. Enlist government agencies, industry, educational institutions, communities and NGO's to contribute to the development and use of a web based science atlas including software structure, standardized 'Open science/open data' information management procedures, metadata lists of scientific studies, access and security protocols to support use of the Interactive Science Atlas as an information portal, and a practical tool for land use planning, classrooms, tourists, and in-field worksite applications.
4. Facilitate access to temporal and spatial data that can be used for relational analyses including determination of climate change and associated impacts, information gap identification, and discovery of relationships heretofore unanticipated.
5. Incorporate socioeconomic information, government services and policy access, present the story of private sector participants in resource use, illustrate examples of best management practices for resource management, climate change mitigation, rural community development, energy conservation, and clean energy in the region.
6. As a component of the 'Interactive Science Atlas' dynamic process the Southwest Nova Biosphere Reserve Association will facilitate the presentation of regular multi partner workshops to update research and monitoring information, identify study gaps and carry out stressor based assessment of natural resources.

Partners for project development: This project will be developed in a collaborative fashion by the Southwest Nova Biosphere Reserve Association (SNBRA) in association with Nova Scotia Community College's (NSCC) Applied Geomatics Research Group (AGRG), the Nova Scotia Department of Natural Resources, the Government of Canada, Municipal governments, NGO's, and the private sector.

Funding status to date: 120.0K currently approved by Nova Scotia Department of Natural Resources to employ science/information management coordinator. Opportunities for funding for additional features development and sponsorship are being explored.

Media announcement for release April 25/17:

The Southwest Nova Interactive Science Atlas Project will offer a new tool to study the biosphere region's resources. A unique, informative app is being developed to help guide the work of scientists, planners, students and land owners. The project is being led by Nova Scotia Community College's Applied Geomatics Research Group (NSCC - AGRG) and the Southwest Nova Biosphere Reserve Association (SNBRA).

The Interactive Science Atlas app will provide access to georeferenced maps and information that describes local natural resource features. These can include the weather, climate, topography, geology, soils, aquatic systems, land cover, land use, and other natural and cultural features for the southwestern Nova Scotia region.

With the global positioning capability of smart phones, users will be able to view natural resource maps and information for their specific location at that time. The Interactive Science Atlas will make it easier to access various organizational websites to have a direct portal for resources including maps, research information, policy and regulations.

Quality data sets based on the "Open Science" concept will be added as they become available. Information of interest would include long term climate and atmospheric monitoring findings such as acid rain levels and water chemistry. This information is of particular interest to those working on sustainable resource management.

This initiative is supported by the Nova Scotia Department of Natural Resources with input from additional organizations including Parks Canada, Environment Nova Scotia, regional municipalities, educational institutions, industry representatives and other organizations within the Southwest Nova Biosphere Region.

Management/Action Plan 2017-19**SNBRA mission statement:**

- a) For nature, we support conservation efforts and collaboration for success through education and research.
- b) For culture, we help promote the integrity of cultural resources and heritage in the region.
- c) For industry, we promote and encourage traditional and contemporary resource management that identifies opportunities for enhancement and innovation.
- d) For communities, we encourage people to work together for common goals in new and expanded partnerships.

Management/Action Plan 2017-2019	
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Issue	Action	Target	Person Days (p/d)
Maintain sound SNBRA governance and operational effectiveness in a cost efficient manner	<ul style="list-style-type: none"> a) Carry out SNBRA meetings and business in accordance with bylaws and a high standard of professionalism, while rotating meetings throughout the 5 Counties. b) Use information technology to facilitate meeting conduct. 	Ongoing	80 p/d
Enhance public awareness of the Southwest Nova Biosphere Reserve natural and cultural values including Mi'kmaq, Acadian, and African Canadian themes locally, regionally and internationally.	<ul style="list-style-type: none"> a) Circulate media releases describing SNBRA initiatives. b) Improve and update highway and community signage acknowledging region's UNESCO BR status. c) Expand partnerships with public schools and post secondary educational institutions to present natural and heritage values. 	<p>March 2017-19</p> <p>2017-19</p>	2 p/d
SNBRA Periodic review requirements for UNESCO/MAB.	<ul style="list-style-type: none"> a) Address recommendations from periodic review. b) Update management plan. c) Update zoning map (completed). 	May 2017	20 p/d
Develop and enhance natural and cultural heritage presentation.	<ul style="list-style-type: none"> a) Update "Touring Through Time/Une Tournée Dans L'Passé" Smart Phone and Map App contract with Nova Scotia Community College Applied Geomatics Research Group, including, design meetings, map upgrades, inclusion of additional cultural theme attributes, and press release development. 	Jan.-April 2017	15 p/d
Employ project coordinator to support developing heritage projects.	<ul style="list-style-type: none"> a) Operate SNBRA Cultural Heritage office in Caledonia Business Hub. b) Submit student employment applications. 	May 2017	80 p/d
Increase communication and marketing effectiveness.	<ul style="list-style-type: none"> a) Develop funding applications and collaboration with municipalities to support brochure update, logo decal production, website hosting. Implement production, distribution. 	May 2017-19	7 p/d

	b) Increase use of UNESCO Biosphere Reserve signage.		
Provision of maintenance for app and website.	a) Verify content information and SNBRA website status on an annual basis, update attribute spreadsheet and modify in collaboration with programmer as required.	Annually	5 p/d
Strengthen Nova Scotia.ca website municipal and community heritage information content.	a) Solicit SNBR heritage information from municipalities, Mi'kmaq, Acadian and African Canadian groups and submit updated text for UNESCO page in Nova Scotia.ca website.	Annually	5 p/d
Increase awareness of the Southwest Nova Biosphere Reserve across Canada and internationally.	<p>a) Participate in the TVO/Canadian Biosphere Reserve Association "Canada's UNESCO Biosphere Reserves" television series.</p> <p>b) Implement integrated communication and marketing for projects to encourage tourism within the Biosphere to support economic stability of communities and culture.</p> <p>c) Participate in the 2017 EuroMAB Conference Climate Change workshop.</p>	2017	5 p/d
Participate on the N.S Government Western Crown Lands Advisory Committee, Nova Forest Alliance, private landholders and industry to advance sustainable resource management.	<p>a) Present scientific advice for N.S. Gov't, private landholders and NGO's to facilitate sustainable forest management in southwestern Nova Scotia, improving protection and awareness of biodiversity and recreational values.</p> <p>b) Explore opportunities for revenue generation and branding by providing educational and monitoring services to forestry companies, government and the general public.</p>	2017 ongoing	To be determined

Strategic Plan and Capital Projects:

Goal 1: Continue development of the science, culture, sustainable development and education programme in the UNESCO Southwest Nova Biosphere Region with the support of municipal, provincial and federal government agencies, educational institutions, businesses and NGO's.

Goal 2: Strive to establish the UNESCO Southwest Nova Biosphere Reserve as a global leader for the development and application of geomatics technology to support innovative integrated natural resource research and monitoring.

Goal 3: Enhance the presentation of the unique cultural history and modern community dynamics in the UNESCO Southwest Nova Biosphere region.

Goal 4: Support the principles and practice of sustainable resource management in southwestern Nova Scotia while encouraging citizens and communities to value the region's international UNESCO status.

Issue	Action	Target	Person days
SNBR Association Capacity Development	a) Develop agreements with governments and businesses to provide enhanced financial support for defined staff needs. b) Collaborative with government and community partners to address workload and office infrastructure needs. c) Develop new revenue generation tools associated with programme deliverables. d) Continue to partner with Municipal governments within the Biosphere Reserve	Ongoing	20 p/d
Enhance financial sustainability of online and hardcopy Biosphere Reserve information.	a) Develop strategy to incorporate sponsorship/revenue generation for heritage presentation incl. advertising pages in "Map App", Interactive Science Atlas and Champions of Biosphere Reserve membership.	2017-19 ongoing	15 p/d

Transportation.	<ul style="list-style-type: none"> a) Participate in the Bicycle Nova Scotia “Blue Route” project to encourage use of bicycling within the biosphere reserve. b) Continue to explore partnership opportunities with Hiking Nova Scotia and Canoeing Nova Scotia Assoc. b) Incorporate electric vehicle charging locations in ‘Map App’ software. 	2017 ongoing	To be determined
<p>Develop the Yarmouth Southwest Nova Biosphere Region ‘Cultural Heritage and Science Interpretive Centre’</p> <p>Recognize best practices in resource management in the Southwest Nova Biosphere Region.</p>	<ul style="list-style-type: none"> a) Secure funding for a coordinator – director for the Interpretive Centre for ongoing development. This position could be a shared responsibility. b) Engage stakeholders within the Southwest Nova Biosphere Reserve to have a visible presence in the Interpretive Centre. c) Initiate dialogue about research in fisheries, fish stocks and management and explore the possibility of having a presence in the building of fisheries related data/interpretation of that data. d) Identify sources of revenue to ensure sustainability of the Interpretive Centre. e) Explore the possibility of Provincial Heritage Status for the Interpretive Centre building, formerly Killam Brothers Shipping Office. f) Work with ACOA to secure funding for development of interior of building and exhibits. g) Implement ‘Centres of Excellence’ designation process across the Biosphere region that recognizes high quality presentation of Mi’kmaq, Acadian and African Canadian, scientific and sustainable management themes. 	2017 ongoing	60 p/d
Advancing Science and Sustainable Resource Management.	<ul style="list-style-type: none"> a) Develop ‘Interactive Science Atlas’ software application to support sustainable resource management planning with partner biosphere reserve associations, business, and others. 	<p>2017-19</p> <p>Ongoing annually</p>	120 p/d

	<ul style="list-style-type: none"> b) Coordinate the presentation of a regular western NS science conference. c) Strengthen collaborative relationships with Nova Scotia Universities and NGO's. d) Address environmental concerns through education and problem solving services. e) Develop a meta-database listing and describing ecological research and monitoring carried out by various agencies, NGO's in SNBR region. 	Ongoing	
Implement a bilingual citizen science and interpretative program based out of Université Sainte-Anne's lighthouse (collaboration with Université Sainte-Anne and Municipalité de Clare)	<ul style="list-style-type: none"> a) Develop environmental monitoring programs that engage citizens, and that contribute long-term data to the biosphere's interactive science atlas b) Develop a hands-on marine biology interpretative experience for visitors 	- 2017 ongoing	60 p/d
Education.	<ul style="list-style-type: none"> a) Develop coop programming about role of UNESCO Biosphere Reserves, UNESCO Community Schools. b) Develop student essay, photo, art, and authorship contests concerning Biosphere Reserve values. c) Develop opportunity to participate in the 2017 MAB Youth forum 	To be determined	
Investigate incorporating the marine environment as an element of the Southwest Nova Biosphere Region	<ul style="list-style-type: none"> a) Meet with relevant federal agencies and commercial fisheries representatives to discuss needs and opportunities to present research information associated with sustainable fisheries, fish stocks and management. 	To be determined	



Digby fishing fleet (C. Drysdale photo)

Additional project development: While the Southwest Nova Biosphere Reserve Association(SNBRA) continues to pursue funding for projects that address its mandate as a UNESCO Biosphere Reserve, there is an additional opportunity to build on capacity for project development. SNBRA is advancing an agreement with municipal governments to facilitate internalized planning and delivery of projects on an ongoing basis that support SNBRA mission statement and objectives.

This collaboration will engage local government services expertise to carry out projects within their respective jurisdictions to support SNBRA natural and cultural heritage presentation, science, education and sustainable resource management interests.

Informing the public: SNBRA is planning a region wide education programme for schools, land managers and businesses. This includes an ongoing initiative to identify and coordinate information exchange concerning priority climate change vulnerabilities for municipalities, with recognition of best practices for energy conservation.

The developing “Cultural Heritage and Science Interpretive Centre” in the Town of Yarmouth will present stories associated with UNESCO Biosphere Reserve principles in a local and global context while

provide a location to acknowledge best practices in resource management in the Southwest Nova Biosphere Region.



Southwest Nova Biosphere Reserve 'Heritage Culture and Science Interpretive Centre' in Yarmouth
(C. Drysdale photo)

Conclusion: The Southwest Nova Biosphere Reserve Association is being successful increasing public understanding of its role to advance appreciation for heritage culture, science and sustainable resource management in the biosphere region. SNBRA is developing a world class heritage interpretive centre in the Town of Yarmouth, while delivering programmes in various communities featuring a centres of excellence concept.

The Biosphere Reserve Association in partnership with government agencies, educational institutions, NGO's, businesses and the public is developing an innovative interactive scientific atlas using an open science/open data distributed database approach to support and build upon scientific study and multi-variate relational analysis capability in the region.

The Association uses sound governance model and a performance management accountability approach to facilitate achievement of its goals and objectives.

The Southwest Nova Biosphere Reserve Association is keen to proceed with its ambitious programme in good standing as a UNESCO Biosphere Reserve.

Acknowledgements: A broad range of folks are participating in the development of SNBRA programming. The volunteer SNBRA Board of Directors have contributed immeasurably both with their personal time and encouragement. The municipal councils and staff with town and county jurisdictions throughout the biosphere region provide important financial assistance and support in kind. Educational Institutions including the Nova Scotia Community College Applied Geomatics Research Group and Universite Saint Anne provide an essential foundation for our science and education programme. Agencies of the Governments of Nova Scotia and Canada have been very helpful with their support and expertise, as have NGO's and industry representatives.

The dynamic developmental nature of Southwest Nova Biosphere Reserve programming engages a wide range of supporters and contributors from southwestern Nova Scotia's rich cultural mosaic.

SNBRA would also like to thank the Canadian Commission for UNESCO, Canada/MAB and UNESCO/MAB for their guidance and support.

TOWN OF MIDDLETON
APPOINTMENT LIST
(Approved by Council November 20, 2017)

COUNCIL

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

COMMITTEE OF THE WHOLE

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

ANNAPOLIS PARTNERSHIP STEERING COMMITTEE

ATKINSON, FAIRN, MARSHALL (ALT)

AUDIT COMMITTEE

5 Council Members to be determined
Citizens: TAMMY EWING-TAYLOR, VACANT

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 – COLIN CROWELL, TOM SPINNEY
VACANT (2)
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 TOOLE
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 PROSZYNKA

FIRE CHIEF

MIKE TOOLE

FIRE CONSTABLES

GORDON RODGERS, KENT SMITH
PHILIP TOWNSEND

FIRE WARDS

MIKE TOOLE, 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



REQUEST FOR DECISION
Zetor Breakdown
16-2017

Date: November 14, 2017	Subject: Zetor Breakdown
Proposal Attached:	Submitted by: Kim Looyenga, Public Works Director

Proposal:	Zetor Repair or Replacement
Background:	<p>1990 Zetor tractor used by both the Recreation and Public Works departments has broken down again. This piece of equipment is required to load sand and salt for street maintenance this winter. \$6,171.37 has already been spent on repairs early in 2017. This 27 year old piece of equipment is old, rusted, and well beyond it's reasonable life expectancy. The estimated cost of repair is between \$3,071.42 and \$9,283.95 which can only be determined once it is taken apart.</p>
Benefits:	<p>Without the Zetor or similar piece of equipment, the loader or backhoe has to be brought in from plowing and have the attachment switched out. It takes approximately 30 to 60 minutes depending on where the unit was clearing snow. This ties up two operators for this duration, instead of one operator for 10 minutes with an available Zetor or skid steer. This, on average, would need to be completed five times during one snow removal. This is tying two operators up for 2 ½ -5 hours per clearing. We are already short-staffed by two Public Works employees, making predictable snow removal difficult.</p> <p>The backhoe is a new piece of equipment with the hydraulics exposed at the front. Loading salt and sand and exposing the hydraulic lines and bucket to salt and sand means more corrosion. The backhoe is washed to avoid corrosion from salt and sand then the machine is stored outside and the water freezes on the hydraulics.</p> <p>Loading sand and salt by hand is not time efficient or good for the crew's physical health.</p> <p>A skid steer saves time, is much more versatile for regular daily operations, and we can rent or purchase multiple attachments to</p>

	increase its usefulness. They are also easier to learn how to operate.
Disadvantages:	<p>Cost overrun on machine maintenance budget.</p> <p>If we do not have an appropriate piece of equipment, we will need to expect slower snow removal times, additional man hour costs, and potential damage to existing equipment.</p> <p>Renting a skid steer would save cost, man hours, reduce damage to existing equipment, but cause an overrun on the operating budget and have nothing to show for the money spent on rental at the end of the winter.</p> <p>Purchasing a new skid steer is the most costly solution to the problem, with funds required to be taken from reserves.</p> <p>A used skid steer would require money to be taken from reserves but still cheaper than a new unit, however there is the potential of needing repairs sooner than a new machine.</p>
Options:	<ol style="list-style-type: none"> 1. Fix the existing Zetor tractor. 2. Rent a skid steer for the winter. 3. Purchase a new skid steer. 4. Purchase a used skid steer.
Required Resources:	<ol style="list-style-type: none"> 1. Repair 27 year old Zetor between \$3,071.42 and \$9,283.95. 2. Rent skid steer for 5 months costing approximately \$7,500. 3. Purchase a new skid steer \$55,264.77 plus tax. 4. Purchase a used skid steer with low hours between \$30,000 to \$35,000.
Source of Funding:	<p>Options 1&2: Funds would come from existing budget but will cause a significant overrun.</p> <p>Options 3&4: Funds would come from reserves and possible sale of existing unused equipment including the Zetor.</p> <p>List of equipment to tender: V plow for dump truck, old snow blower for trackless, old salt spreader for the trackless, Zetor, 2007 Dodge ¾ ton and 2008 Chev ½ ton.</p>
Sustainability Implications: (Environmental, Social, Economic)	<p>Zetor will stop leaking hydraulic and other fluids.</p> <p>Skid steer is a multifunctional piece of equipment. Attachments for jobs can be rented or purchased locally.</p> <p>A John Deere skid steer could be repaired locally and has a positive track record for performance reliability.</p>

and Cultural)	
Staff Comments/ Recommendations:	Recommend purchasing a used skid steer.
CAO's Review/ Comments:	

CAO Initials: RLT

Target Decision Date: 20 November 2017

Kim Looyenga

From: Geralyn Attree
Sent: August 15, 2017 12:15 PM
To: Kim Looyenga
Subject: FW: Message from "RNP0026738AF5D1"
Attachments: 20170815122407115.pdf

Hi Kim,

I've attached a printout of the detail for equipment repairs for the period Apr. 1/16 - Mar. 31/17, with the expenses for the zetor highlighted, totaling \$6171.37. There has been no expense incurred since Apr. 1/17 for this year, to date.

Geralyn Attree
Accounting Clerk
902-825-4842 p. 902-825-6460 f.

-----Original Message-----

From: copier@town.middleton.ns.ca [mailto:copier@town.middleton.ns.ca]
Sent: Tuesday, August 15, 2017 1:24 PM
To: Geralyn Attree <GAttree@town.middleton.ns.ca>
Subject: Message from "RNP0026738AF5D1"

This E-mail was sent from "RNP0026738AF5D1" (MP C4503).

Scan Date: 08.15.2017 12:24:07 (-0400)
Queries to: copier@town.middleton.ns.ca

Kim Looyenga

From: Shaun Thompson
Sent: September 21, 2017 8:48 AM
To: Kim Looyenga
Subject: FW: Zetor quote

Hi Kim,

Attached is the repair quote for the Zetor that I finally received from Nova International. It looks like we are looking at \$2670.80+tax best case scenario, but up to \$8072.40+tax worst case scenario (highly unlikely). They won't know until they get it torn apart and diagnose it but at least we have a price range now. Hope this helps. Let me know what is decided.

Shaun

Shaun Thompson
Public Works Foreman
Town of Middleton
295 Marshall Street
PO Box 340
Middleton, NS B0S 1P0
Ph: 902-824-4508

From: Joel Lightfoot [joel@novainternationaltd.com]
Sent: September 21, 2017 8:19 AM
To: Shaun Thompson
Subject: Zetor quote

Good morning Shaun, As you see Shaun I priced it both ways of course I will not know until I get in there and get things apart.

Front steering box leak= parts \$979.80 labour=\$712 (believe we will only need \$31.80 worth of parts other price is with steer shaft and bushing, labour will stay the same)

Front axle hub=Parts \$781.00 Labour=\$356.00 (most likely will only need \$421 worth of parts, priced all seals and bearings just in case)

Front pinion seal leak= parts=\$4531.60 labour=\$712 (most likely will only use \$438.00 of parts as we priced crown and pinion)

If you have any questions let me know.

Thanks, Joel

Nova International – Aylesford

2012 John Deere 326-D Skid Steer

Rental Price - \$2000+hst/month – minimum 6 month rental. (\$500/week)

Contact:

Forrest Lothian

902-790-3020

Bobcat Atlantic – Dartmouth

Mid-Size – 500 Series Skid Steer

Rental Price - \$1200+hst/month – minimum 5 month rental. (\$300/week)

Contact:

Bobcat Rental Store

902-442-5618

J.G. VanOostrum Farm Equipment Ltd – Port Williams

Case SR200 Skid Steer

Rental Price - \$1000+hst/month – Plus \$20/hour per every hour used.

Contact:

Patrick VanOostrum

902-582-3311 Ext. 825

Quote Summary
Prepared For:

Town Of Middleton
Po Box 340
Middleton, NS B0S1P0
Business: 902-825-4841

Prepared By:

Green Diamond Equipment Ltd.
Dave Keating
166 Junction Road

Middleton, NS B0S1P0
Phone: 902-825-3042

davekeating@green-diamond.ca

Quote ID: 15885927
Created On: 15 August 2017
Last Modified On: 16 August 2017
Expiration Date: 22 August 2017

Equipment Summary	Suggested List	Selling Price	Qty	Extended
JOHN DEERE 320E SKID STEER	\$ 77,105.49	\$ 54,647.27 X	1 =	\$ 54,647.27
HORST HD4248 - 17LA63161	\$ 800.00	\$ 617.50 X	1 =	\$ 617.50
Equipment Total				\$ 55,264.77

Quote Summary

Equipment Total	\$ 55,264.77
DOC FEE	\$ 0.00
JDC REG FEES	\$ 0.00
SubTotal	\$ 55,264.77
Est. Service Agreement Tax	
Total	\$ 55,264.77
Down Payment	(0.00)
Rental Applied	(0.00)
Balance Due	\$ 55,264.77

Sales Person: X _____

Accepted By: X _____

**JOHN DEERE**

Selling Equipment

Quote ID: 15885927

Customer: TOWN OF MIDDLETON

JOHN DEERE 320E SKID STEER

Hours:

Stock Number:

Suggested List

\$ 77,105.49

Selling Price

\$ 54,647.27

Description	Qty	Unit	Extended
320E SKID STEER	1	\$ 49,235.00	\$ 48,496.48
Standard Options - Per Unit			
Deluxe Cab Package with EH Switchable Joystick Controls	1	\$ -2,615.18	\$ -2,615.18
Switchable EH Foot-H-ISO Pattern Joystick Controls	1	\$ 7,041.77	\$ 7,041.77
Two-Speed	1	\$ 2,027.13	\$ 2,027.13
Engine - Naturally Aspirated	1	\$ 1,859.68	\$ 1,859.68
English Operator's Manual & Decals	1	\$ 0.00	\$ 0.00
12x16.5 10 PR Titan HD2000-III	1	\$ 2,706.78	\$ 2,706.78
Standard Hydraulics	1	\$ 0.00	\$ 0.00
Ride Control	1	\$ 1,254.89	\$ 1,254.89
3-Inch Seat Belt with Shoulder Harness	1	\$ 477.73	\$ 477.73
Power Quik-Tatch	1	\$ 913.10	\$ 913.10
Cab Enclosure with Air-Conditioning, Heat and Defrost	1	\$ 5,639.13	\$ 5,639.13
Air Suspension Seat (Cloth)	1	\$ 570.32	\$ 570.32
Reversing Fan Drive	1	\$ 1,046.07	\$ 1,046.07
Horn	1	\$ 176.32	\$ 176.32
EH Joystick Performance Package	1	\$ 1,005.68	\$ 1,005.68
Backup Alarm	1	\$ 131.99	\$ 131.99
Chrome Exhaust	1	\$ 413.70	\$ 413.70
Radio, AM/FM with Aux Input	1	\$ 680.64	\$ 680.64
Rear View Mirror (Interior cab mount)	1	\$ 113.28	\$ 113.28
Keyless Start (Sealed Switch Module)	1	\$ 503.33	\$ 503.33
76 in. HD Construction Bucket (18.5 cu. ft.) with Edge	1	\$ 1,662.68	\$ 1,662.68
Standard Options Total			\$ 25,609.04
Other Charges			
Freight	1	\$ 2,200.00	\$ 2,200.00
Setup	1	\$ 400.00	\$ 400.00
Warranty Admin Fee	1	\$ 400.00	\$ 400.00
Other Charges Total			\$ 3,000.00
Suggested Price			\$ 77,105.52
Customer Discounts			
Customer Discounts Total		\$ -22,458.22	\$ -22,458.22

Confidential



JOHN DEERE

Selling Equipment

Quote ID: 15885927

Customer: TOWN OF MIDDLETON

Total Selling Price	\$ 54,647.30
----------------------------	---------------------

HORST HD4248 - 17LA63161

Hours:	0			Suggested List
Stock Number:	599520			\$ 800.00
				Selling Price
				\$ 617.50
Description	Qty	Unit		Extended
4200LB PALLET FORK / 48" TINES	1	\$ 800.00		\$ 800.00
Suggested Price				\$ 800.00
Customer Discounts				
Customer Discounts Total		\$ -182.50		\$ -182.50
Total Selling Price				\$ 617.50



Price

\$27,900

\$705 Per Month

36 Months @ 8.5% A.P.R. (estimated financing rate)
(\$5,580 Down Payment)

[Calculate Another Payment](#)

Details

Make:	JOHN DEERE
Model:	326D-Aylesford
Year:	2012
Hours:	1635
Internet Price:	\$27,900
Asking Price:	\$27,900
Sale Price:	\$27,900

Comments:

2012 John Deere 326D skid steer, with cab 70HP, 5200lbs tipping load, 1635 hours, hand and foot controls, good condition, located at our Aylesford branch, call (902)847-3468 for details



Bobcat

Used 2012 John Deere 318

\$23,900.00

[Return to Search Results](#)



SPECS

Condition	Used
Manufacturer	John Deere
Model Year	2012
Model	318
Price	CS23,900.00*
Stock Number	JAA0188441
Hours	650

BobCat Atlantic - 902-442-5618

Caterpillar 236B3

\$31,000.00

Atlantic Cat

Andrew Dempsey

175 Akerley Blvd
PO Box 953
Dartmouth, Nova Scotia, B2Y3Z6
Canada
OFFICE +1 902 468 0585 ext
LANGUAGES SPOKEN English
www.atlcat.ca

[View All This Dealers Equipment](#)



EQUIP. LOCATION		dartmouth, NS, Canada			
STOCK #	2387026	CATEGORY	For Sale	AUXILIARY HYDRAULICS	Yes Front
		STATUS	On Yard		Rear
MAKE	Caterpillar	CLASS	Used	ROPS/FOPS	Yes
MODEL	236B3,	AVAILABLE	Immediately	CAB/HEAT	Yes
YEAR	2011	EST HOURS	2210	PRICE	31000 CAD
					24869 USD <input type="button" value="v"/>
SERIAL#	A9H00538	BUCKET	Gp		
		WITH GRAPPLE			
NOTES	<ul style="list-style-type: none"> EROPS HEATER BUCKET AUXILIARY HYDRAULICS HYDRAULICS - STANDARD FLOW SELF LEVELING PILOT CONTROL None S/N A9H00538 				



MIDDLETON FIRE DEPARTMENT

Monthly Report

September 1, 2017 to September 30, 2017

Submitted by – Chief Mike Toole



Middleton Fire Department
49 Church St, PO Box # 1366 Middleton NS B0S 1P0
PH : 902-825-3246 FAX : 902-825-6334

Date Printed
Oct 13 17

Totals by Type
From Sep 1 17 to Sep 30 17

Response Type	# of Incidents
Vehicle Fire	1
Structure Fire	1
Wildland Fire	1
Pot on Stove	1
Smoke Condition	1
Alarm Equipment - Commercial	1
Alarm Equipment - Residential	1
Vehicle Accident	2
Cardiac Arrest	1
Lift Assist to EHS	1
Assistance to Other Fire Department	1
Total Number of Responses	12



Middleton Fire Department
49 Church St, PO Box # 1366 Middleton NS B0S 1P0
PH : 902-825-3246 FAX : 902-825-6334

Date Printed
Oct 13 17

Totals by Geographic Location
From Sep 1 17 to Sep 30 17

Response Type	# of Incidents	Staff Hours	Average # of Resp. Pers.	Average Resp. Time
Unclassified				
001 - Town of Middleton				
22 Pot on Stove	1	8 h 52 m	7.00	7.00
24 Smoke Condition	1	15 h 12 m	7.00	5.63
31 Alarm Equipment - Commercial	1	3 h 7 m	6.00	9.62
62 Vehicle Accident	1	19 h 48 m	19.00	0.85
76 Cardiac Arrest	1	8 h 52 m	8.00	5.83
<hr/>				
Total For 001 - Town of Middleton:	5	55 h 51 m	9.40	5.79
002 - County of Annapolis				
03 Vehicle Fire	1	19 h 56 m	7.00	10.12
04 Structure Fire	1	29 h 8 m	10.00	8.03
09 Wildland Fire	1	0 h 15 m	1.00	3.08
32 Alarm Equipment - Residential	1	0 h 0 m	0.00	
89 Lift Assist to EHS	1	2 h 33 m	5.00	7.48
<hr/>				
Total For 002 - County of Annapolis:	5	51 h 52 m	4.60	5.74
005 - M/A - Nictaux Fire				
91 Assistance to Other Fire Department	1	23 h 30 m	8.00	8.95
<hr/>				
Total For 005 - M/A - Nictaux Fire:	1	23 h 30 m	8.00	8.95
006 - M/A - Lawrencetown Fire				
62 Vehicle Accident	1	6 h 36 m	7.00	12.67
<hr/>				
Total For 006 - M/A - Lawrencetown Fire:	1	6 h 36 m	7.00	12.67
<hr/>				
Total For Unclassified:	12	137 h 49 m	7.08	6.61
<hr/>				
Total Number of Responses	12	137 h 49 m	7.08	



Middleton Fire Department
 49 Church St, PO Box # 1366 Middleton NS B0S 1P0
 PH : 902-825-3246 FAX : 902-825-6334

Date Printed
 Oct 13 17

Hours Worked
From Sep 1 17 to Sep 30 17

	Incident Reports Hrs	Meeting Hrs	Training Hrs	Truck Inspection Hrs	Standby Hrs	Certificates Hrs	Total
FC Michael Toole	5.35	2.00	2.00	2.00	57.00		68.35
DC Scott Veinot	6.27	2.00			33.00		41.27
2DC Neil Freeman	6.42		2.00	2.00			10.42
CAP Darcy Robertson	3.68	2.00	4.00	2.00			11.68
CAP Kent Smith	0.73	2.00	4.00	2.00			8.73
CAP Jody Spidle	6.10	2.00	4.00	2.00	57.00		71.10
CAP Philip Townsend	4.82						4.82
CAP Scott Whynot	3.67	2.00	2.00	2.00	33.00		42.67
FF Mathias Abbott	4.13	2.00	4.00	2.00		33.00	45.13
FF Chris Barker	2.60	2.00	4.00	2.00			10.60
FF John Bath	3.47	2.00	2.00	2.00	90.00		99.47
FF Keith Boudreau							
FF Lorne Brown	4.13	2.00	4.00				10.13
FF Alan Cooke							
FF Mark Ejdrygiewicz	5.70		2.00	2.00			9.70
FF Tyler Ells	0.80						0.80
FF Danial Foley	2.87	2.00					4.87
FF Jordan Fudge	2.00	2.00					4.00
FF Donald Hiltz	6.07	2.00	4.00		24.00	33.00	69.07
FF Robert Knight	5.32		4.00	2.00	33.00		44.32
FF Leon Langille	6.70	2.00	2.00	2.00			12.70
FF Dustin MacNeil	4.13		2.00	2.00	57.00		65.13
FF Scott Marshall	4.13		2.00	2.00	33.00		41.13
FF Chevelle Roberts	3.95	2.00					5.95
FF Melissa Robertson	4.30	2.00	4.00	2.00			12.30
FF Gordon Rodgers	5.33	2.00	4.00	2.00			13.33
FF John Thompson	7.17	2.00	4.00	2.00			15.17

Oct 13 17



Middleton Fire Department

Hours Worked From Sep 1 17 to Sep 30 17

	Incident Reports Hrs	Meeting Hrs	Training Hrs	Truck Inspection Hrs	Standby Hrs	Certificates Hrs	Total
FF Philip Vincent	4.17	2.00	4.00	2.00	33.00	33.00	78.17
FF Justin Westcott	3.33	2.00	4.00		33.00		42.33
PFF Jenna Breschetti	4.33	2.00			33.00	33.00	72.33
PFF Hilliard Ewing						33.00	33.00
PFF George Freestone	3.22	2.00	2.00	2.00		33.00	42.22
PFF Patrick Redwood	4.42	2.00	2.00		57.00	33.00	98.42
PFF Adam Tkaczuk	3.67	2.00	2.00	2.00		33.00	42.67
PFF Jason Warrington	4.85	2.00	4.00	2.00		33.00	45.85
Totals:	137.83	50.00	78.00	42.00	573.00	<u>297.0</u>	1177.83



MIDDLETON FIRE DEPARTMENT

Monthly Report

October 1, 2017 to October 31, 2017

Submitted by – Chief Mike Toole



Middleton Fire Department
49 Church St, PO Box # 1366 Middleton NS B0S 1P0
PH : 902-825-3246 FAX : 902-825-6334

Date Printed
Nov 16 17

Totals by Type
From Oct 1 17 to Oct 31 17

Response Type	# of Incidents
04 Structure Fire	1
09 Wildland Fire	1
23 Unauthorized Controlled Burning	1
31 Alarm Equipment - Commercial	1
95 Call Cancelled Prior to Leaving Station	3
98 Silent Alarm - Investigated by Chief	1
Total Number of Responses	8



Middleton Fire Department
49 Church St, PO Box # 1366 Middleton NS B0S 1P0
PH : 902-825-3246 FAX : 902-825-6334

Date Printed
Nov 16 17

Totals by Geographic Location
From Oct 1 17 to Oct 31 17

Response Type	# of Incidents	Staff Hours	Average # of Resp. Pers.	Average Resp. Time
Unclassified				
001 - Town of Middleton				
23 Unauthorized Controlled Burning	1	7 h 36 m	7.00	2.75
31 Alarm Equipment - Commercial	1	3 h 4 m	2.00	7.43
95 Call Cancelled Prior to Leaving Station	3	0 h 0 m	0.00	
Total For 001 - Town of Middleton:		10 h 40 m	1.80	2.04
002 - County of Annapolis				
09 Wildland Fire	1	6 h 40 m	5.00	4.83
98 Silent Alarm - Investigated by Chief	1	0 h 0 m	0.00	
Total For 002 - County of Annapolis:		6 h 40 m	2.50	2.42
003 - M/A - Kingston - Annapolis				
04 Structure Fire	1	113 h 4 m	11.00	14.38
Total For 003 - M/A - Kingston - Annapolis:		113 h 4 m	11.00	14.38
Total For Unclassified:		130 h 24 m	3.13	3.68
Total Number of Responses		8	130 h 24 m	3.13



Middleton Fire Department
 49 Church St, PO Box # 1366 Middleton NS B0S 1P0
 PH : 902-825-3246 FAX : 902-825-6334

Date Printed
 Nov 16 17

Hours Worked
From Oct 1 17 to Oct 31 17

	Incident Reports Hrs	Meeting Hrs	Training Hrs	Truck Inspection Hrs	Standby Hrs	Certificates Hrs	Total
FC Michael Toole	4.58	2.00	4.00	2.00			12.58
DC Scott Veinot	5.37	2.00	4.00	2.00			13.37
2DC Neil Freeman	5.37	2.00	4.00	2.00			13.37
CAP Darcy Robertson	0.33	2.00	4.00	2.00			8.33
CAP Kent Smith	4.58	2.00	4.00	2.00			12.58
CAP Jody Spidle	4.65	2.00	2.00	2.00			10.65
CAP Philip Townsend	3.17		2.00				5.17
CAP Scott Whynot	3.52	2.00	4.00	2.00			11.52
FF Mathias Abbott	4.98	2.00	4.00				10.98
FF Chris Barker	0.38		2.00	2.00			4.38
FF John Bath	5.03		2.00				7.03
FF Keith Boudreau							
FF Lorne Brown	3.98	2.00	4.00	2.00			11.98
FF Alan Cooke		2.00	2.00	2.00			6.00
FF Mark Ejdrygiewicz	4.25		2.00	2.00			8.25
FF Tyler Ells	4.25	2.00					6.25
FF Danial Foley	5.03			2.00			7.03
FF George Freestone	4.65	2.00	4.00	2.00		16.00	28.65
FF Jordan Fudge	4.25						4.25
FF Donald Hiltz	4.58	2.00	4.00			16.00	26.58
FF Robert Knight	3.97	2.00	2.00				7.97
FF Leon Langille		2.00		2.00			4.00
FF Dustin MacNeil	4.98		4.00	2.00			10.98
FF Scott Marshall	0.40	2.00		2.00			4.40
FF Chevelle Roberts	4.98	2.00					6.98
FF Melissa Robertson	4.98	2.00	4.00	2.00			12.98
FF Gordon Rodgers	4.25			2.00			6.25

Nov 16 17



Middleton Fire Department

Hours Worked From Oct 1 17 to Oct 31 17

	Incident Reports Hrs	Meeting Hrs	Training Hrs	Truck Inspection Hrs	Standby Hrs	Certificates Hrs	Total
FF John Thompson	4.98	2.00	4.00	2.00			12.98
FF Philip Vincent	4.37	2.00	4.00	2.00		16.00	28.37
FF Justin Westcott	4.98						4.98
PFF Jenna Breschetti			2.00				2.00
PFF Hilliard Ewing	4.98	2.00	4.00	2.00			12.98
PFF Robert Hovey	4.25						4.25
PFF Jaimee Penney							
PFF Patrick Redwood	4.58	2.00		2.00			8.58
PFF Adam Tkaczuk	4.98	2.00	4.00	2.00			12.98
PFF Jason Warrington	0.73	2.00	4.00	2.00		16.00	24.73
Totals:	130.36	48.00	84.00	48.00		64.00	374.36

Certificate Hours - Structural Firefighting: Strategy and Tactics

NSFS

4030 - MANAGING COMPANY TACTICAL OPERATIONS

**CURRICULUM BEING UPDATED - PLEASE CHECK WITH THE SCHOOL DIRECTLY
IF INTERESTED IN SCHEDULING TRAINING.**

Objective

To develop the management skills needed by company officers to accomplish assigned tactics at structure fires

Prerequisites

- 18 years of age
- Be an active member of a recognized Fire Department or an Industrial Fire Brigade
- Firefighter Level I

Target Group

- Newly appointed Company Officers
- Experienced Company Officers (for review)
- Firefighters who may have acting Company Officer responsibilities
- Firefighters who want to become Company Officers

Methodology

Classroom instruction and simulated exercises. There will be a written test upon completion.

Content

- Purpose of the Communications Model
- Relationship between Incident Priorities, Strategy and Tactics and Implementation in the Command Sequence
- Selecting the Appropriate Strategic Mode based on Risk Benefit and Available Resources
- Ventilation at Rescue
- Fire Confinement and Extinguishment
- Water Supply and Exposure Protection
- Salvage, Overhaul and Support Activities
- Private Dwelling Simulations

Certification

A "Certificate of Attainment" shall be issued upon successful completion of the course.

Enrollment

Minimum: 10 students

Maximum: 25 students

Duration

16 hours (Two Days)

Location

Nova Scotia Firefighters School or other suitable location.

Notes

- All applications must be submitted to the Nova Scotia Firefighters School a month (30 days) in advance of the course date or the course will be cancelled
- Course Manual: A course binder containing reference materials will be handed out on first day of class.

Public Works Report
November 20th 2017
Council Meeting



What Public Works have been up to:

- Line painting
- Cleared firehall site for geotechnical study
- Built up entrance to firehall site to allow access of Semi with geotechnical equipment
- Back dragged parking lots and driveways
- Equipment maintenance
- Cleared leaves from storm grates
- Removed boat launch from Riverside Park
- Limbed trees
- Swept parking lots
- Garbage collection
- Sweep the T
- Pot hole repair training
- PW yard clean up
- Installed Light in PW yard
- Well field readings





Water Break on Victoria Road
Repair was completed on November 8, 2017. The line was installed in the early 1960's and at one time offered service to 5 homes on Victoria Road outside of town limits.

Currently the line services 2 non-tax paying homes in Annapolis County. There is no easement on file for the 5 properties that the line runs through. The line runs under two buildings with the last break being 15 feet from one of the buildings which is a garage.

The line is at the end of its life as you can see by the condition of this pipe. Unfortunately when a weak spot breaks and is repaired, other weak spots close by are now at risk. There is a high probability that new breaks in the line will start happening on this 1028 foot stretch of pipe.

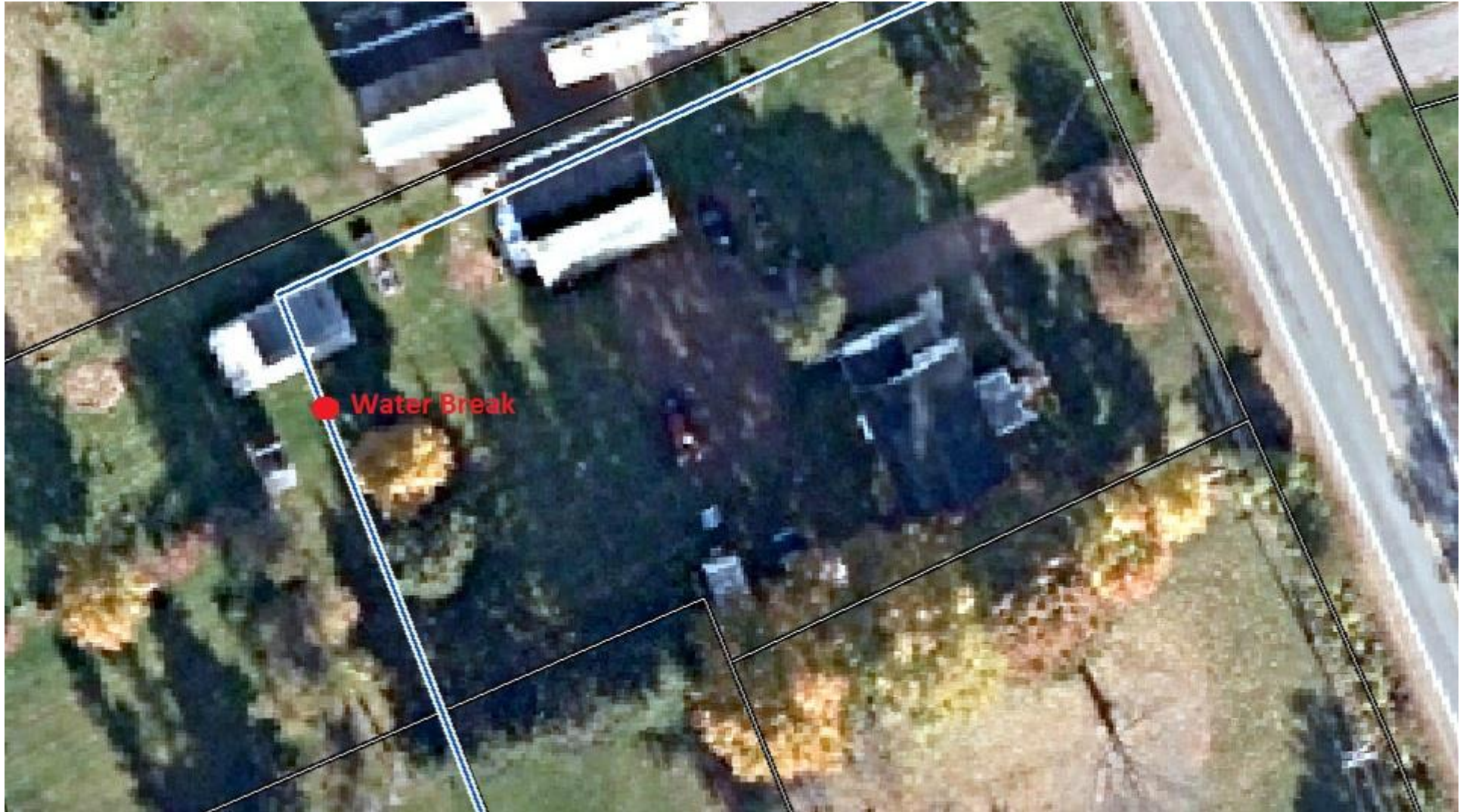
The town crew were allowed on the property owned by Warren Fredrick this time (he does not use town water), with the condition that the owner was present for the work and no material was brought in to backfill the excavation. The crew will have to return in the spring to fill in ruts and re-seed.

1028 feet is a significant length of pipe to provide service to 2 residents of a different municipality. There will be additional breaks hopefully not under one of the two buildings. The town needs to have a plan in place when the replacement of this line needs to be completed.

My recommendation would be the town consider stop providing water to the 2 customers. It does not seem fair that the town would use municipal funds to service two non-residents with water. There would not be cost recovery for replacing the line before the line had to be replaced again. The cost of securing easements, design and replacement of the line will be significant and need to be placed in capital spending within the next five to ten years. The town may need legal advice on what is required of us by law. Again we need a plan before we are in a crisis.



Over view of line and two buildings it runs under.



- J.O.N Roofing the contractor for the roof on town hall has let us know that now that the weather has turned he will be unable to complete the work this fall. He believes the existing roof is in good enough condition to winter and he will honour the price in the spring.
- The street lights arrived Tuesday November 14th. On November 16th we were advised that the light posts will not be delivered until December 8th, past the date of December 1st that the Christmas decorations must be up. This means that the new lights will not be installed until the new year begins.

Fire Hall Geotechnical

GEMTEC Limited started work Monday, November 6, the drilling rig was on site for two days and drilled 10 holes to collect soil samples and placed wells where placed. The wells allow us to take continuous reads on water levels, as water levels fluctuate seasonally and impact the design of the building. The Town owns a piezometer to continue collecting additional data from the wells.

On Tuesday, November 14, four dug holes where created by Town staff to collect additional data. Dug holes are open and allow for easy cost effective data collection. Data was collected over the two lots, so data would be available for building placement recommendations and parking lot construction specifications.

The final report will be completed by Tuesday, November 23.

The Town crew preformed the clearing, entrance stabilization and excavation pits for GEMTEC, to reduce the cost of the project.





The highlight from our department in the past month would definitely be the haunted house at the Macdonald Museum. Our theme this year was “Old School Haunted House” which focused on traditional Hallowe’en characters dispersed throughout twelve different rooms on the third floor. On the first floor (the non-scary floor) there were eight different activity stations, which if you visited all of them, earned you a loot bag filled with Hallowe’en goodies. This event welcomed more than 600 visitors to the Macdonald Museum. There were 52 volunteers who showed up on the night of the 30th and stationed themselves in one of the rooms to make this event happen. Prior to the night of, two classes from MRHS came to the museum several times to help make props. On average, 5 students came everyday after school for over a week to help with set-up. The museum staff were welcoming and accommodating and were very thankful for the donations that the event brought in for them.



The spirit of Hallowe'en wasn't just celebrated at the Macdonald Museum this year. Once again, the business community participated in a costume competition. There were an astounding 20 businesses that participated and Mayor Atkinson and our Programs and Communications Coordinator, Andy Kerr, had a very difficult time picking the winners. Check out the Town of Middleton Facebook page to see the costumes!

(https://www.facebook.com/pg/townofmiddleton/photos/?tab=album&album_id=1589330944423299)

Next up on our event agenda are the Tree Lighting and the Children's Christmas Party. This year the lighting of the Town's Christmas trees will take place on Friday, December 1st at Centennial Park from 630pm-730pm. The event will include musical entertainment by the choir at Emmanuel Church, followed by "Broke With Money", a visit from Santa, a bonfire, hot chocolate, fireworks, free ornaments, and the announcement of this year's Youth Ambassador. Following the event, there will be a free skate at the Middleton Arena from 745pm-845pm. On Saturday, December 2nd, we will gather at the Annapolis East Elementary School for face painting, a bouncy castle, cookie decorating, and crafts. Santa will also be making an appearance to visit with the children and bring them each a gift.

In addition to our special events, we have also been maintaining our ongoing programs. Our adult classes are now all switched to the punch card system and renewals are now available online. We have also been applying for grants. Those grants include monies for bicycle repair stations, an Active Transportation Plan, After the Bell Thrive initiative, Age Friendly Communities grant and the Nova Scotia Chronic Disease Innovation Fund. We will keep you posted on updates from those grants.



Jennifer Coolen, Director of Recreation & Community Services

TOWN OF MIDDLETON

PLANNING SERVICES



OCTOBER

2017

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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: November 1, 2017
Re: Town of Middleton, Status Report

October 1 - 31, 2017

Development Permit Activity

Permit Activity Summary, October 2017

	Current Month	Current YTD	Previous Yr. Month	Previous Yr. YTD
Development Permits				
Residential				
New Construction	0	0	0	0
Renovation/Addition	0	0	0	1
Accessory Structures	0	13	1	2
Commercial/Industrial				
New Construction	0	0	0	0
Renovation/Addition	0	2	0	4
Accessory Structures	0	0	0	1
Institutional				
New Construction	0	0	0	1
Renovation / Addition	0	0	0	2
Accessory Structures	0	0	0	1
Other (signs, occupancy, etc.)	0	2	1	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 April to March

Municipal Unit: **Town of Middleton**

Month: **October 2017**

	Number of Building Permits	Building Value
Month: October	0	\$0.00
Year To Date 2017-2018:	5	\$50,600.00
Year To Date 2016-2017:	9	\$324,600.00
Year To Date 2015-2016:	16	\$657,890.00

Total Estimated Value October 2017:	\$0.00	Total permits for October 2017:	0	Total Estimated Value YTD 2017-2018:	\$50,600.00	Permit Fees October 2017:	\$0.00
Total Estimated Value October 2016:	\$16,000.00	Total permits for October 2016:	1	Total Estimated Value YTD 2016-2017:	\$324,600.00	Permit Fees YTD 17-18:	\$1,015.20
Total Estimated Value October 2015:	\$10,000.00	Total permits for October 2015:	1	Total Estimated Value YTD 2015-2016:	\$657,890.00		

File #	Name	Applicant Address	Location	Construction	Date Building Permit Issued	Permit Fee	Estimated Value
				Dev. Permits Only	0 permits	\$0.00	
					Total October:	\$0.00	\$0.00
	Total Active Permits:	8					
	Residential Conversions	nil					
	Residential Demolitions	nil					



COUNTY *of* ANNAPOLIS
NATURALLY ROOTED

Activity Report – October 2017

0 BUILDING PERMITS ISSUED FOR October

2 BUILDING INSPECTION CARRIED OUT FOR October

4 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 : October 1 to October 31

Submitted by: Trevor Robar

Date: November 6, 2017

Task	Category	Date	Hrs
Public Parking GIS Layer Revisions	PLAN	Tuesday, October 3, 2017	2
Fire Safety Plan GIS Update	PLAN	Thursday, October 5, 2017	3
			Hrs
			5.00

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

VALLEY WASTE RESOURCE MANAGEMENT (VWRM)

Meeting: November 15, 2017

1. The RFPs for Organics and Recyclables have now been reviewed and a decision is pending.
2. Richard Ramsey has been recruited as acting General Manager until a new General manager has been hired.
3. Heather MacKay was appointed as a citizen representative on the Investment Committee.
4. Pictures of the illegal dumping taking place in cottage company were reviewed.
5. The 2018 Valley Waste calendar will be distributed in December.
6. Kitty litter can now be put in green bins.
7. The restaurant at Halls Harbour served over 124,000 people this year.
8. Today was Ross Maybee's last board meeting and his last week at work. The Board had a luncheon and provided him with a 1910 picture of the Cornwallis River.
9. Recruitment of General Manager:
 - a. a draft job description has been developed;
 - b. the executive recruitment firm has been hired;
 - c. the ads will be issued within two weeks.
10. The next meeting will be on December 13, 2017.

MAYOR'S REPORT – NOVEMBER 2017

October 14	Rowen's Room – Berwick.
October 16	Council Meeting.
October 17	Engage NS – Meteghan.
October 18	Cannabis Consultation – Old Orchard Inn.
October 27	Valley Regional Enterprise Network (REN) – Port Williams.
October 31	Judging Halloween Costumes.
November 6	Meeting with Premier McNeil and CAO Turner.
November 6	Committee of the Whole Meeting.
November 7,8,9 & 10	UNSM Annual Conference – Halifax. Received cheque - Climate Change Leaders Award at Conference.
November 11	Remembrance Day Ceremonies at NSCC & Legion Branch # 1.

CORRESPONDENCE – NOVEMBER
(for November 20, 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 copy of October edition of *Timepiece* from the **Macdonald Museum**.
2. An invitation from the ***Emmanuel Church*** requesting the Mayor's attendance to serve tea at the *Christmas Tea & Sale*.
3. A copy of the 37th *Annual Accountability Report* from the ***Nova Scotia Municipal Finance Corporation***.

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

- 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

- *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: Mayor to send letter** - November
 2. **FIRE HALL: Design & Location** - December
 3. **SERVICE LEVELS: Staff Structure Review** - November
 4. **PARKING LOTS: Nullify the Agreements** - December
- Bylaw Review: Target List
 - Town Office: Options
 - Comm. Policing Officer: monitor RCMP complement

RECREATION & COMMUNITY SERVICES (Jennifer)

1. **VIC OPERATIONS: Operation Review** - February
- Green Space / Trails: Plan
 - Economic Dev.: one-day workshop – Fall 2018
 -

FINANCE (Marianne)

1. LONG TERM CAPITAL PLAN – November 2018
 2. RECREATION: Cost Recovery - ???
- -

PUBLIC WORKS (Kim)

1. **STREETScape: replace street lights (December)**
-

PLANNING (Sharon)

1. Municipal Plan review: draft reviewed by Council (Dec)
 2. Records Mgmt. System - Implementation - Dec.
- -

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