



TOWN OF OXFORD
Town Council Meeting
Town Hall – Council Chambers
Monday, 21 October 2019
6:00 PM

AGENDA

1. Call to Order
2. Approval of Agenda
3. Approval of Previous Minutes
 - 3.1 Town Council – 17 September 2019
 - 3.2 Special Town Council – 3 September 2019
4. New Business
 - 4.1 2018-19 Audited Financial Statements
 - 4.2 RFD 013-2019 Ice Allocation Policy
 - 4.3 RFD 015-2019 Fees Policy
 - 4.4 RFD 016-2019 Surplus Land Sale
 - 4.5 Cumberland Business Connector – Mid-Term Review
 - 4.6 Strategic Priorities Report
 - 4.7 Oxford Pioneer Hall – Building Repairs
 - 4.7 Temporary Borrowing Resolution: Capital Projects
5. Reports
 - 5.1 Economic Development
 - 5.2 Recreation and Leisure
 - 5.3 Public Works
 - 5.4 Fire
 - 5.5 NSFMM Board Report
 - 5.6 MAP Minutes - 5 September 2019
 - 5.7 Arena Committee Minutes – 25 September 2019
6. Correspondence
 - 6.1. Adventure Therapy Project – Support Request
7. In Camera - Personnel
8. Adjournment

Minutes of the Regular Council Meeting

Place: Council Chambers
Date: Tuesday September 17, 2019
Presiding Officer: Deputy Mayor Rick Draper
Councilors present: Councilors Brenton Colborne, Dave Clark, Dawn Thompson, Wendy Sweet-Kontuk and Wade Adshade
Regrets: Mayor Trish Stewart

A quorum was present throughout the meeting.

Staff in attendance: Rachel Jones, CAO
Linda Cloney, Deputy Clerk (recording secretary)

Media Present: Bill Martin – Six Rivers News, Radio, & TV

Call to order: Deputy Mayor Draper called the meeting to order at 6:00 pm

Agenda item	Discussion and Decisions
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2. Agenda

- 3.5 Special Town Council Meeting Minutes for September 3, 2019 are not available for approval, they will be ready for October's Regular Council Meeting.
- Add 4.7 Cumberland Trail Request
- Add an In-Camera Meeting before the Adjournment regarding personnel
- Add Arena and Patching to be discussed under the Director's Reports.

It was moved and seconded that the agenda of the Regular Town Council Meeting for September 17, 2019 be approved as amended.

Motion Carried

3. Approval of Previous Minutes

It was moved and seconded that the minutes of the Regular Town Council June 17, 2019, Special Town Council Meeting June 24, 2019, Special Town Council Meeting July 8, and Special Town Council Meeting July 30, 2019 be approved as circulated

Motion Carried

4.1 RFD 011-2019 Sick Leave Policy

- This revision would bring the non-unionized employees benefits to be the same as the unionized employees, specifically revising the sick leave allocation from 14 to 18 days per year, earning 1.5 days earned per month worked and to carry over to a maximum of 120 days.

It was moved and seconded that Town Council approve the revisions of the Sick Leave Policy as presented.

Motion Carried

4.2 RFD 012-2019 Cumberland Regional Tourism Strategy

It was moved and seconded that Town Council adopt the Tourism Advisory Committee Terms of Reference, and further that the Cumberland Region Tourism Marketing Committee Memorandum of Understanding be approved as presented.

Motion Carried

4.3 RFD 013-2019 Council Remuneration Policy

It was moved and seconded that Town Council approve the Council Remuneration Policy as presented.

Motion Carried

4.4 Financial Report: Year to date

- The format for the Financial Report will be changed. It will have our budget amount, year to date and a percentage column.
-

4.5 Cliffs of Fundy Aspiring Geopark: Support Letter

- A request from the Cliffs of Fundy Geopark Society for a letter of support from Oxford to become the first UNESCO Global Geopark in Nova Scotia.
 - A copy of this letter is filed with the Council Package.
-

4.6 Oxford Warming Station: Discussion

- To look for potentially more than one location in the case of flooding
 - Work with EMO to identify locations
 - Due to a recent strategic planning session, there is a time frame already set for this issue.
 - When the Lion's Park closed, we lost the comfort station that was in place for emergencies.
 - There will be a debrief with our EMO regarding this past hurricane.
-

4.7 Cumberland Trail Request

- A major washout happened on the trail due to the hurricane.
- Greg Nix contacted CAO Jones to discuss different methods to address the washout on the trail.
- The repair is anticipated to be between \$3-5,000.
- Mr. Nix felt that if the Town of Oxford could contribute two thousand dollars, they could leverage another two thousand dollars through the off-highway funding.
- There are funds allocated in our budget for Trail Support.

It was moved and seconded that Town Council will give up to \$2,500.00 to the Cumberland Trails for repair costs that is needed on the trail.

Motion Carried

5. Reports

CAO Jones presented the reports

- Over 50 people participated in the Teddy Bear Picnic

- The summer programs had an excellent level of participation
- The Oxford Pioneer Heritage Club had a successful luncheon with Wild Blueberry Cheesecake.
- It was commented that compliments came in for Corey Skinner regarding the success of his summer programs this year.
- Catch Basin close to the Irving needs to be repaired.
- It was suggested to look at patching on the other side of the highway (Upper Main)
- General discussion regarding the tape on the roof at the arena
- General discussion regarding the arena boards
- Public Libraries – smoking is still an issue. Council directed staff to write a letter to the Oxford Library regarding this issue.

It was moved and seconded that Council will receive the reports as presented.

Motion Carried

6. Correspondence

6.1 Spookarama request for Support

It was moved and seconded that Council will donate \$500.00 to the Spookarama.

Motion Carried

IN CAMERA – Personnel

At 6:43 pm, it was moved and seconded to go in-camera to discuss personnel matters.

Motion Carried

At 7:20 pm, it was moved and seconded to come out of in-camera and resume the Regular Council Meeting.

Motion Carried

7. Adjournment

Deputy Mayor Draper advised Council that the next meeting is scheduled for Monday October 21, 2019 at 6:00 pm in the Council Chambers.

It was moved and seconded that the meeting be adjourned

Motion Carried

The meeting was adjourned at 7:20 pm.

Rick Draper, Deputy Mayor

Linda Cloney, Recording Secretary



Minutes of the Special Town Council Meeting

Place: Council Chambers

Date: Tuesday September 3, 2019

Presiding Officer: Deputy Mayor Rick Draper

Councillors Present: Councillors Dave Clark, Dawn Thompson, Wendy Sweet-Kontuk and Wade Adshade.

A quorum was present throughout the meeting.

Regrets: Mayor Patricia Stewart

Absent: Councillor Brenton Colborne

Staff present: CAO Rachel Jones and Deputy Clerk Linda Cloney (recording secretary)

1. Call to Order: Deputy Mayor Draper called the meeting to order at 6:00 pm
2. Collective Agreement Ratification
 - Changed from weekly pays to bi-weekly pays
 - Employees may carry over sick leave with an increase from fourteen to eighteen days per year (1.5 days per month worked) – accumulate up to 120 days to allow for bridging the gap between sick leave and long-term disability if required by employees.
 - The union withdrew their proposal around pensions.
 - Negotiated a four-year term for wages to be effective April 1, 2018. The first year 2.5 %, second year 2.5%, third year 2%, and fourth year 2%.

It was moved and seconded that the Collective Agreement Contract as presented be approved.

Motion Carried

3. Treatment of Non-Unionized Staff Salaries

It was moved and seconded that the four-year term for wages, as presented in the Collective Agreement Contract, be applied to the Non-Unionized staff effective April 1, 2018.

Motion Carried

4. Adjournment

At 6:05 pm, it was moved and seconded that the meeting be adjourned.

Motion Carried

Rick Draper, Deputy Mayor

Linda Cloney, Recording Secretary



REQUEST FOR DECISION
Ice Allocation Policy
#014-2019

Date: 23 September 2019	Subject: Ice Allocation Policy
Proposal Attached: Yes	Submitted by: Corey Skinner, MPAL/Recreation Director

Proposal:	That Town Council approve the Ice Rental Policy arenas presented.
Background:	Until now there has been no previous ice rental policy in place that outlined specific guidelines and rules for renting our arena. This policy outlines the Operating Season, Ice Allocation Guidelines, Ice allocation Process, Ice Reallocation, Special Tournaments and Events, General Ice and Facility Management, General Administration, Operating outside of Standard Hours, etc. Rates and fees should be added to the current Fees Policy so that all fees are contained in one place and the fee structure is reviewed through the annual budget process.
Benefits:	<ul style="list-style-type: none"> • Set of fair guidelines for all renters of facility to follow. • All arena users are treated fairly. • Better organization of ice rental process. • All arena employees to understand and enforce guidelines and rules for users to follow. • All users will be required to sign agreement before using the arena.
Disadvantages:	None foreseen.
Options:	<ul style="list-style-type: none"> • Approve Policy • Deny Policy • Send policy back to be revised with feedback
Required Resources:	Staff time to create policy and implement.
Source of Funding:	N/A
Sustainability	

Implications: (Environmental, Social, Economic and Cultural)	
Workplan Implications (now/future):	
Communication Plan:	If approved policy will be sent out to all users of the arena and uploaded to municipal webpage.
Staff Comments/ Recommendations:	Staff recommend that Council approve and adopt this Ice Allocation Policy. By implementing this, it ensures that there is a consistent set of guidelines to be fair and equitable in allocating ice time to all users.
CAO's Review/ Comments:	I support the policy as presented. By creating fair and consistent guidelines for all users of our facilities streamlines our operations and provides clarity for all parties.

CAO Initials: RLJ

Target Decision Date: 21 October 2019

DEPARTMENT: RECREATION**TITLE:** **Ice Allocation**Minutes reference date:

PURPOSE:

The purpose of the ice allocation policy is to provide a set of consistent guidelines for ensuring fair and equitable ice time that allows optimal facility utilization.

This policy applies to all ice user groups who use the Oxford Arena.

POLICY STATEMENT:1. Operating Season

As the general guideline, the length of the ice season will be from October 1st until April 15th. The length of the season will be determined annually by the Town of Oxford in consultation with local user groups. All user groups that rent ice on a regular basis may be invited to an annual user group meeting. The ice season will be based on the following criteria in no specific order.

- Local ice user demand
- Cost effectiveness/best practices
- Equipment facility requirements
- Availability of staff

Variation of hours and season extensions will be considered based upon

- Availability of staff
- Local ice user demand
- Cost of operation
- Equipment / facility requirements

Season extensions may require a universal hourly rate due to increased costs of operations.

The Arena may be closed for regular operations on:

- Labour Day
- Thanksgiving Day
- Christmas Day
- Boxing Day
- New Year's Day
- Heritage Day
- Good Friday
- Easter Sunday

2. Rates and Fees

Rates and fees are set out in the Town's User Fees Policy, and are reviewed annually.

3. Ice Allocation Guidelines

The Town of Oxford reserves the right to allocate ice time to maximize the rental of available ice time in order to increase the sustainability of the Arena.

It is recognized that it is advantageous to maintain a reasonable amount of consistency with ice time scheduling from year to year; therefore, consideration shall be given to the allocation of ice time based on the previous year as well as demand.

Ice time is not guaranteed to any user until a final schedule is received and approved by the Recreation Department.

4. Ice Allocation Process

Ice allocation time line (to be used as a guideline; actual date will vary from year to year.)

- September 10th – “Ice Requests” are due by previous ice season user groups. Requests are to include regular ice schedule and special event schedule.
- September 25th - Draft schedule is sent to previous ice user groups with meeting date reminder.
- August 31, 2016 - Possible user group meeting facilitated by the Recreation Department to discuss proposed ice schedules and special events.
- October 5th – Revisions to drafts completed and tentative schedule released.

5. Ice Re-Allocation

The Recreation Department reserves the right to re-allocate ice time in the event of cancellations.

6. Special Events and Tournaments

Special event and tournament requests must be submitted at the same time as regular ice requests.

7. General ice and Facility Management

7.1 Ice flood schedules

All ice booked consists of a 60-minute hour. 15 minutes is allocated for normal resurfacing.

Where groups have several consecutive hours of ice rental, the ice is considered a block. Resurfacing time is considered part of the block.

Resurfacing schedule is at the sole discretion of the Recreation Department and the Arena Attendant to ensure safe ice conditions. The decision to resurface the ice at any time is the sole discretion of the Arena Attendant. No persons are allowed on the ice until ice resurfacing machine and all Arena employees have left the ice surface and the doors have been closed.

7.2 Dressing Room

The Recreation Department and Arena Attendant reserve the right to allocate dressing rooms based on the number of participants and/or teams using the ice and other uses occurring in the Arena.

Any damages are to be reported to the Recreation Department or designate.

Dressing rooms will be available 30 minutes prior to scheduled agreement times and shall be vacated within 30 minutes of the expiration of the agreement time.

7.3 Alcohol, Tobacco & Smoke Free

Users shall comply with the provisions of the municipal alcohol and smoke free places policies and bylaws where applicable.

Alcohol beverages are strictly prohibited on the premises including dressing rooms, spectator areas, and the parking lot. Exception to the policy can apply through licensing approvals of the NSLC.

Tobacco use of any kind is strictly prohibited, including e-cigarettes. A designated smoking area in the outside parking lot will be made available.

Cannabis use of any kind is strictly prohibited on the premises.

Persons or organizations using the Arena shall not conduct themselves in a disorderly manner including the possession of illegal drugs, illegal alcohol consumption, use of foul language, misuse of facility or other illegal activity.

Should there be any contravention of the above noted conditions, the ice rental contract becomes null or void and the user shall pay the Town of Oxford for cleanup and/or repairs. The user shall be subject to an administrative review which may include the revocation of ice privileges without refund.

7.4 Curfew Ice

During special events and seasonal playoffs, all efforts will be made to maintain the Arena's regular ice schedule. However, should a game run over its scheduled time, the subsequent users will have their time adjusted accordingly. Users will be charged for extra time at the policy rate in effect at the time.

7.5 New Organization or Emerging Sport

When reasonable, the Recreation Department will recognize a new organization or emerging ice sport and will make reasonable effort to allocate ice time to enable establishment of its programs and services. Recognition and ice allocation will occur once the conditions and criteria outlined in the policy are met and existing users are not adversely impacted. New organizations/programs will be accommodated only to provide for and meet community needs and Arena sustainability.

7.6 Operating Arena Outside of Standard Hours

The opening of the Arena during times when it is closed, or beyond established operating hours may be considered if the applicant agrees to pay full operational costs for opening and pending staff availability. Application does not guarantee approval.

8. General Administration

8.1 Application

All applicants and users must submit all requests for ice time applications, amendments and cancellations on Recreation Department approved forms.

The Recreation Department reserves the right to reject applications and requests from users submitting forms which are incomplete or contain incorrect information.

8.2 Ice Allocation and Management Policy Review

The ice allocation policy shall be reviewed as determined necessary.

8.3 Payment of Ice

As a general principal, payment for ice time shall be made at the time of booking or in advance of usage. User groups making commitment for ice time in advance of the season, in accordance with the ice allocation policy, shall be invoiced on a monthly basis provided a signed contract is executed. User groups booking ice on a semi-regular basis throughout the season maybe invoiced on a monthly basis at the discretion of the Recreation Department. The Recreation Department reserves the right to cancel and reallocate ice time due to delinquent accounts.

The nonpayment of invoices issued or repetitive late payments may result in the denial of future rental.

The user shall be responsible for any damage incurred to the premises or property of the Town as a result of any act or omission of the applicant or the group named or their members. Damages which occur to the Arena facility shall be the responsibility of the group or individual who signs the rental agreement.

8.4 Cancellation

The Recreation Department requires five days' written notice for all cancellations, addressed to Recreation Department schedule or designate.

The Recreation Department may accept cancellations of ice time in the event that the vacant time slot can be filled. Should ice time not be filled, the user shall be held responsible for the payment of the rental.

In the case of inclement weather, the Recreation Department reserves the right to waive the cancellation requirements at its discretion.

The Recreation Department reserves the right to cancel any rental agreement upon notice to the user should the facility be required for emergency purposes.

The Recreation Department shall not be held responsible for any failure in supplying ice time due to circumstances beyond its control.

8.5 Sublet

The user shall not sublet or render to others the facility without written authorization from the Recreation Department.

8.6 Health and Safety

The Recreation Department strongly recommends that CSA approved safety equipment including head, eye and facial protection to be worn by all participants. The user shall advise their participants to wear such protection. The user shall have available an adequate first aid kit.

8.7 Insurance Requirements for all Ice Users

The organization shall provide certificates of insurance evidencing the coverage as required to the Recreation Department. Upon expiry, documents of renewed coverage are again to be provided and the organization will make policies available to the Town for review and in the event of claim.

SCHEDULE A

Ice Rental Agreement

Renters Name: _____

Regular Season Ice Allocations:

Regular Day:

<u>October</u>	<u>November</u>	<u>December</u>	<u>January</u>	<u>February</u>	<u>March</u>	<u>April</u>

Amount of Rental Fee: Per Hour (Plus HST and any applicable taxes)

Please note that schedules may be adjusted to accommodate tournaments etc. You will be advised as soon as possible, if this is necessary.

Payment is due in full prior to designated ice time.

Note: Facility users are advised that the Town of Oxford reserves the right to pre-empt and/or cancel regularly scheduled activities.

Private rentals are not permitted to charge unless authorized by the Town of Oxford.

Facility User is responsible for the above charge, unless notice of cancellation has been given in advance (five days).

Signed: _____

Date: _____

SCHEDULE B

ARENA RENTAL AGREEMENT

THIS AGREEMENT made this _____ day of _____, 20_____

BETWEEN **THE TOWN OF OXFORD**, a body corporate having its Office at Oxford in the County of Cumberland and the Province of Nova Scotia (hereinafter called the "Town")

OF THE FIRST PART

- and -

(_____)
(hereinafter called the "Applicant"),

OF THE SECOND PART

WITNESSETH that in consideration of the Agreements hereinafter set forth, the Town hereby grants to the Applicant the right to use a portion of the building known as the "Oxford Arena" located at 70 Waverly St, Oxford, NS (hereinafter referred to as the "premises") on the days and for the times and purposes set forth herein, and the Applicant covenants and agrees to accept and use the said premises in the manner aforesaid subject to the covenants and agreements hereinafter set forth.

1. Definitions

In this agreement, the following words shall have the meanings set out hereunder.

"Ice time" means the time designated in **Agreement A between _____ and the Town of Oxford** that the Applicant has exclusive rights to use the ice surface of the premises during each week of the season as defined in this agreement.

"Season" means the days during the terms of this Agreement that the Town in its sole discretion has and maintains an ice surface in the premises.

"Special event" means an opportunity or an event which the Town, in its sole discretion, requires the use of the premises for itself or any other person, organization, association or corporation in priority to the Applicant.

2. Rental of Ice Time

The Town agrees to rent to the Applicant ice time in the premises during the season at the hourly rate and at the time(s) described in Agreement, attached hereto.

3. Rental Fees

The Applicant covenants and agrees to pay to the Town the total rental fee described in Agreement attached hereto at the times described therein as consideration for the rental of the premises.

4. Rights of Town on default

- (a) In the event that the Applicant shall default in making any of the payments described in Agreement the Town may at its option pursue any one or more of the following remedies:
- (i) immediately, upon such default, terminate this Agreement by written or oral notice to the Applicant; or
 - (ii) refuse to deliver possession of the premises until all of the payments have been made as described heretofore; or
 - (iii) re-let the premises for all or part of the times provided in Agreement
- (b) If this Agreement is terminated by the Town by reason of the Applicant's breach of any of the terms thereof, the Town shall not be obligated to refund or credit the Applicant for monies paid hereunder in advance and the Applicant shall be deemed to have forfeited any monies paid hereunder in advance.

5. Town's right to re-let or re-assign or cancel

Notwithstanding anything contained herein, the Town, at its option, may re-let the premises (in whole or in part), re-assign the ice time (in whole or in part), cancel ice time or upon written notice to the Applicant, terminate this Agreement, at any time without any obligation or liability to the Applicant excepting the obligation to refund the Applicant for any monies paid hereunder in advance.

6. Assignment, etc.

The Applicant covenants with the Town that the Applicant will not assign this Agreement or part There of or share the possession of the premises or any part thereof without the consent of the Town in writing and such consent may be unreasonably withheld.

7. Injuries, damages, etc.

The Town shall not be responsible in any way for any injury to any person, including death, or for any loss of or damage to any property belonging to the Applicant or invitees or licensees of the Applicant while such person or property is in or about the premises during the days and times set forth in Agreement including (without limiting the foregoing) any loss of or damage to any such property caused by theft or breakage, or by steam, water, rain or snow which may leak into, issue or flow from any part of the premises or any loss or damages caused by attributable to the condition or arrangement of any electrical or other wiring, heating or air conditioning equipment, notwithstanding that such injury, death, loss or damage be caused by defects in the building and equipment. The Applicant covenants to indemnify the Town against all loss, costs, claims, or demands in respect to any injuries, loss or damages referred to in this paragraph.

8. Termination caused by fire, strike or other cause

In any case the premises or any part thereof shall be destroyed or damaged by fire or any other cause, or if any other casualty, strike, lockout or unforeseen occurrence shall render the fulfillment of this Agreement by the Town impossible, then and thereupon this Agreement shall terminate and the Applicant shall pay rent for the premises only up to the time of such termination, and at the rate herein specified, and the Applicant hereby waives any claim for damages or compensation should this Agreement be so terminated.

9. Removal of effects

The Town reserves the right to remove from the premises all effects remaining in the premises after the time specified in Agreement at the expense of the Applicant or to charge \$10.00 per day for after the date specified on any property remaining in the premises.

10. Damage to building

If the premises or any portion of the building during the term of this Agreement shall be damaged by the act, default or negligence of the Applicant, or of the Applicant's agents, employees, patrons, guests, or any person admitted to the premises by the Applicant, the Applicant shall pay to the Town, upon demand such sum as shall be necessary to restore the premises to the condition that existed prior to the occurrence of such damage. The Applicant hereby assumes full responsibility for the character, acts and conduct of all persons admitted to the premises or to any portion of the building by the consent of the applicant or by or with the consent of any person acting for or on behalf of the Applicant.

11. Right to eject persons

The Town reserves the right to eject an objectionable person or persons from the building and upon exercise of this authority through the employees of the Town, agents or police service provider, the Applicant hereby waives any right and all claims for damages.

12. Increase of insurance

The Applicant shall not do or permit to be done anything in or upon any portion of the premises or bring or keep anything therein or thereupon which will in any way conflict with the conditions of any insurance policy upon the premises or any part thereof, or in any way increase any rate of insurance upon the building or property therein, and if any insurance rate shall be increased as aforesaid the Applicant shall forthwith, on demand, pay to the town the amount by which the insurance premiums shall be so increased.

13. Concurrent uses

The Town reserves the right to rent other parts of the premises (excluding the ice surface) at the same time as the rental of the premises to the applicant and the use of the lobby, vestibules, hallways, and other public rooms and facilities that may be made available to the Applicant in the discretion of the Town shall be concurrent with the use by such others as the Town may determine; PROVIDED that such renting to others shall not unreasonably interfere with the use of the premises by the Applicant. The Applicant understands and acknowledges that the

Applicant has no rights whatsoever to enter or use the areas in the building comprising the administrative offices of the Town, the mechanical rooms or any other areas specified by the Town.

14. Interpretation

Unless the contrary intention appears the words "Town" and "Applicant" shall mean respectively "Town, its successors and/or assigns" and if there is more than one Applicant this Agreement shall be read with all grammatical changes appropriate by reason thereof and all covenants and liabilities and obligations shall be joint and several.

15. Miscellaneous

- a) The Town may establish rules and regulations, from time to time, which shall be deemed, when receipt thereof is acknowledged in writing by the Applicant, to form part of this Agreement.
- b) All persons using the premises with the Applicant or under the Applicant's authority shall leave the ice surface upon the expiration of the ice time described in Agreement and vacate the premises no later than 30 minutes after the expiration of said time.
- c) The execution of this Agreement shall not in any way oblige the Town to execute a similar Agreement for the following or any other season and the Applicant shall not acquire any rights or privileges as a result thereof except as herein provided.
- d) At no time will the applicant be allowed to erect advertising, cause to have advertising displayed or erected anywhere on the premises without the written approval of the Town first obtained.
- e) The Tenant shall not, within the Arena or in the Arena parking lot, sell or offer for sale any goods, confectionery, soft drinks, wares or merchandise whatsoever without the permission of the Town first obtained in writing.

16. Insurance

The applicant shall supply to the Town of Oxford documentation of all insurance carried by the Association.

The Applicant covenants that they will place, maintain and keep in force, during the term of this Agreement, public liability insurance of \$1,000,000.00 Certificate of such coverage shall be furnished to the Town prior to the Applicant making use of said premises.

17. Commencement and Duration

This Agreement shall come into effect at the beginning of the season and continue until the end of the season.

18. Termination

This Agreement shall automatically terminate upon the following events:

- a) upon default by the Applicant of any of the terms hereof; or
- b) upon the Town's discretion pursuant to paragraph 5 hereof; or
- c) upon the events described in paragraph 8 hereof; or
- e) at the end of the season.

IN WITNESS WHEREOF the parties hereto have hereunto set their respective corporate seals duly attested by the signatures of their respective properly authorized officers as of the day and year first above written.

SIGNED, SEALED AND DELIVERED

APPLICANT

TOWN OF OXFORD

Signature

Signature

Printed Name

Printed Name



REQUEST FOR DECISION
Fees Policy Revision
#015-2019

Date: 12 October 2019	Subject: Fees Policy Revision
Proposal Attached: Yes	Submitted by: Rachel Jones, Chief Administrative Officer

Proposal:	That Town Council amend the Fees Policy to include ice rental fees, as presented.
Background:	<p>At the October COW meeting, a proposal for an Ice Allocation Policy was brought forward. Along with this, it was suggested that the fees for any rental of the arena ice, be included in the Town's overall Fees Policy.</p> <p>As staff work through any amendments to policies and bylaws, additional fees will be added as necessary.</p>
Benefits:	<ul style="list-style-type: none"> • Keeps all fees aligned within one document. • Makes it more easily accessible for the public and staff. • Annual review of all fees during the budget deliberations is more easily facilitated with the information in one place.
Disadvantages:	None foreseen.
Options:	
Required Resources:	
Source of Funding:	
Sustainability Implications: (Environmental, Social, Economic and Cultural)	

Workplan Implications (now/future):	
Communication Plan:	Amend current policy and post publicly, file within the master policy files.
Staff Comments/ Recommendations:	
CAO's Review/ Comments:	This is primarily a housekeeping amendment to continue development of the Fees Policy.

CAO Initials: RLJ

Target Decision Date: 21 October 2019

**TOWN OF OXFORD
GENERAL ADMINISTRATION**

Subject: Fees

Number:

Approved by: Council

Effective Date: June 19, 2018

Revision Date: October 21, 2019

Rationale

The following policy establishes uniform fees for permits and services provided by the Town of Oxford, to enable some cost recovery for services provided.

Policy Statement

1. Permit and Service Applications

All permit and service applications shall be accompanied by the necessary fees payable to the Town of Oxford except in the case of requests under the Routine Access Policy or Freedom of Information/Protection of Privacy where the fees will be estimated and communicated to the applicant prior to completion of the service.

2. Permits and Services

The following schedule of fees shall be charged for permits and services provided by the Town of Oxford:

Permit or Service Type	Fee
Routine Access Policy	\$22.00/hr. after the first half hour.
Freedom of Information/Protection of Privacy Request	\$22.00/hr. after the first two hours
Document Reproduction (excluding oversized maps)	\$0.08/copy
Tax Certificate	\$50.00 per assessment account number
Fees Relating to Subdivision:	
Processing Fee for Tentative, Final and Repeal of Subdivision Applications	\$75.00, payable at the time the application is filed – non-refundable
Additional Processing fee where a proposed subdivision includes a new, varied or extended public or private road	\$200.00, payable at the time the application is filed – non-refundable
Open Space/Recreational Capital Fund Fee, to be used in the manner described in Section 273(5) of the Municipal Government Act	\$100.00 per lot, payable prior to approval – refundable if lot(s) not approved
Fees Relating to Land Use Planning & Development:	
Zoning Confirmation letter	\$25.00
Development Permit Processing Fee *	\$25.00
Variance Application Processing Fee *	\$25.00
Site Plan Approval Application Processing Fee *	\$100.00
Development Agreements and Applications to Amend the Municipal Planning Strategy and/or the	

<p>Land Use Bylaw, including rezoning: Processing Fee * Plus Total Cost of Advertising and Notices</p> <p>Copies of the Municipal Planning Strategy and Land Use Bylaw, including letter sized black and white maps Full size colour copies of existing Municipal Planning Strategy or Land Use Bylaw maps</p> <p>* Processing fees are non-refundable ** This processing fee will be waived for registered charitable or non-profit organizations if the Agreement or Amendment is for the benefit of the organization *** When the actual cost of advertising or providing notice is known, the difference between the deposit and the actual cost will be refunded or billed to the Applicant.</p>	<p>\$500.00 **</p> <p>\$500.00 advertising deposit payable at the time application is filed ***</p> <p>\$25.00 per copy</p> <p>\$10.00 per map</p>
<p>Fees Relating to Building and Demolition Permits:</p> <p>Demolition</p> <p>Residential (Minimum fee: \$10.00) New Dwelling New Decks New Sheds New Garages Renovations</p> <p>Commercial (Minimum fee: \$10.00) New Construction Renovations</p>	<p>\$10.000 total fee</p> <p>\$0.06 per square foot \$0.02 per square foot \$0.02 per square foot \$0.02 per square foot \$1.00 per \$1,000 of Value</p> <p>\$2.00 per \$1,000 of Value (.2% of value) \$2.00 per \$1,000 of Value (.2% of value)</p>
<p>Ice Rental</p>	<p>\$120/hour</p>

References

Certification

I, Rachel L. Jones, Chief Administrative Officer of the Town of Oxford, do hereby certify that the policy of which the foregoing is a true copy was duly passed at a duly called meeting of the Town Council of the Town of Oxford held on the 21st day of October, 2019.

GIVEN under the hand of the Chief Administrative Officer and the corporate seal of the Town of Oxford this _____ day of _____, 2019.

Rachel L. Jones
Chief Administrative Officer



REQUEST FOR DECISION
Surplus Land Sale
#016-2019

Date: 17 October 2019	Subject: Surplus Land Sale
Proposal Attached: No	Submitted by: Rachel Jones, Chief Administrative Officer

Proposal:	That Town Council approve the sale of surplus land, located on Dufferin Street, identified on the Property Online map by PID #25246570, zoned residential, with the approximate area of 29,500 square feet, for the submitted purchase price of \$5,175.
Background:	<p>In 2018, this property was identified as surplus land through an initial public inquiry. The Town had the land appraised, however the interested party was no longer interested. At that time, Council agreed that any future sale of surplus land would be subject to a public bidding process.</p> <p>During the summer of 2019, another member of the public expressed interest in the land which prompted the public sale process. After looking more closely at the property, it was determined that the land was actually two separate lots. The CAO worked with the solicitor to properly assign a second PID number to the second lot, and both lots were migrated successfully to the Land Registry prior to the sale. The sale now covers the two lots of land, both of which are otherwise land locked.</p>
Benefits:	<ul style="list-style-type: none"> • Clarifies the properties in question through title search and migration. • Moves unused land that is surplus to the Town's needs to a private property owner. • Property taxes are now the responsibility of the private owner rather than the Town. • The process was public to enable any interested party to bid on the property.
Disadvantages:	None foreseen.

Options:	
Required Resources:	
Source of Funding:	The legal fees for migration and PID assignment will come from the Town's operating budget. Proceeds from any land sales must go into the Town's capital reserve, as asset sales are capital in nature and the funds will be utilized in future capital budget priorities.
Sustainability Implications: (Environmental, Social, Economic and Cultural)	
Workplan Implications (now/future):	
Communication Plan:	
Staff Comments/ Recommendations:	
CAO's Review/ Comments:	

CAO Initials: RLJ

Target Decision Date: 21 October 2019

This Agreement sets forth a framework for the funding, and funding conditions, for an economic development society, dated this 8th day of December, 2016 among:

The **Town of Amherst**, a municipal body corporate pursuant to Section 8 of the *Municipal Government Act (the "MGA")*;

AND

The **Town of Oxford**, a municipal body corporate pursuant to Section 8 of the MGA;

AND

The **Municipality of the County of Cumberland** a municipal body corporate pursuant to Section 8 of the MGA;

(Collectively, the "Municipalities")

AND

Cumberland Business Connector a society registered under the Societies Act

(Hereinafter called the "Society")

WHEREAS the Municipalities are partners in regional economic development in Cumberland County;

AND WHEREAS the Municipalities wish to partner to ensure regional economic development strategies that consider assets, business community, sector strengths and regional opportunities and challenges, and that take into account provincial and regional priorities;

AND WHEREAS Section 57 of the *MGA* provides authority for municipalities pay grants to a body corporate for the purpose of promoting the municipality or any part of the municipality and the surrounding areas as a location for institutions, industries and businesses;

AND WHEREAS economic development is a service which municipalities in Nova Scotia are empowered to provide under the *MGA*;

AND WHEREAS the Municipalities have agreed to support the creation of the Society as a body corporate, that will take on responsibility for guiding some aspects of economic development in Cumberland County;

AND WHEREAS the Municipalities wish to set out the terms and conditions for their funding of the Society, and for certain matters related thereto;

NOW THIS AGREEMENT WITNESETH that in consideration of the mutual covenants herein contained for other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the Municipalities and the Society agree as follows:

1. Definitions

In this Agreement:

- (a) "Audit Committee" means the Audit Committee for the Society, as appointed by the Liaison and Oversight Committee hereunder;
- (b) "Auditor" means a certified accountant who is appointed by the Audit Committee to audit the financial affairs of the Society;
- (c) "Board of Directors" means the Board of Directors of the Society;
- (d) "Federal Government" means her Majesty the Queen in right of Canada, as represented by various federal ministries and governmental agencies;
- (e) "Fiscal year" means the Society's fiscal year, which shall be a twelve (12) month period commencing on April 1 of every year and ending on March 31 of every subsequent year;
- (f) "GAAP" means Canadian generally accepted accounting principles, as established from time to time by the Canadian Institute of Chartered Accountants or the Public Sector Accounting Board, or any successor institutes, applicable as at the relevant date, and applied on a consistent basis;
- (g) "Liaison and Oversight Committee" means the Liaison and Oversight Committee of the Society, as established hereunder;
- (h) "Operating Costs" means the costs associated with operating and administering the Society;
- (i) "Province" means Her Majesty the Queen in right of the Province of Nova Scotia, as represented by various provincial ministries and governmental agencies, including the Ministry of Service Nova Scotia and Municipal Relations;
- (j) "Recruitment and Nominating requirements" means the Recruitment and Nominating process of the Society;
- (k) "Uniform Assessment" has the same meaning as in the *Municipal Grants Act*, R.S.N.S. 1989, c. 302, as amended from time to time.

2. Establishment of the Cumberland Business Connector Society

- (a) The Municipalities hereby agree to support the formation of a body corporate, known as the Cumberland Business Connector Society (the "Society"), upon the terms and conditions set out in this Agreement.
- (b) The Society will be incorporated pursuant to the Societies Act, R.S., c. 435.

3. Core Activities

The core activities of the Society are to:

- Develop, implement, and monitor a regional economic development strategy that is reflective of provincial and regional economic development priorities. The strategy should consider assets, business community, sector strengths, and regional challenges and opportunities. The

strategy should also attempt to align with provincial priorities in order to maximize the Society's leverage of programs, policies and services.

- Cultivate close working relationships with the business community and work with key partners to support the development and attraction of new businesses, and retain and expand existing businesses. The Society will support local businesses in navigating, and making referrals to, programs and services.
- Inform partners and stakeholders about local business climate conditions as well as regional challenges and opportunities. The Society will work with partners and stakeholders to provide investment readiness and labour market information.

4. Powers

It is recognized that as a society registered under the laws of Nova Scotia, the Society shall have all the powers set out in section 10 of the Societies Act.

5. Funding

- (a) The Municipalities agree to fund the Society's operations based on an annual budget of \$180,000 for each fiscal year. This annual amount shall remain the same throughout the term of this Agreement unless the Municipalities agree otherwise in writing, or this Agreement is terminated. For the first year of the Society's operation, the annual budget and the shares of each of the Municipalities shall be prorated based on the date the Society actually commences operations. The annual budget shall divide among the Municipalities as follows:
- i. The Town of Oxford will provide funding in the amount of \$10,000.
 - ii. The Municipality of the County of Cumberland will provide funding in the amount of \$10,000 to cover the share that the Municipalities agreed would be requested of the Town of Parrsboro, such request not being made due to the impending dissolution of the Town.
 - iii. The remaining budget amount of \$160,000 will be divided between Town of Amherst and Municipality of the County of Cumberland based on a weighted average basis with 50% of the weight being assigned to commercial assessment and 50% of the weight being assigned to population. This calculation shall not include the commercial assessment or population of Parrsboro. Commercial Assessment and Population data related to Parrsboro will be access from PVSC and Statistics Canada for the Parrsboro sub-division.
 - iv. The Town of Amherst will provide office space (Community Credit Union Business Innovation Centre) and accounting support in addition to the direct financial contribution.
 - v. It is understood and agreed that the Society will not now or at any time in the future hire existing or former staff of any of the Municipalities and that the Municipalities will not now or in the future hire any staff that the Society may employ or has employed.
 - vi. The agreement shall be for 5 years, with a mid-term review to be completed by April 1, 2019.
 - vii. This Agreement will remain binding and in force until receipt of formal written notice by either of The Municipality or the Society by December 31st with an effect date of March 31st of that fiscal year.

6. Budget and Revenue

For all fiscal years after the initial year:

- (a) The Liaison and Oversight Committee created pursuant to part 7 this Agreement shall confirm to the Society the amount of revenue that will be received by the Society for the coming fiscal year by January 31st.
- (b) On or before March 1st, the Board of Directors of the Society (the "Board") shall approve a budget and business plan for the Society for the coming fiscal year. The budget and business plan shall be submitted to the Liaison and Oversight Committee for their information.
- (c) The budget shall include the anticipated Operating Costs, revenues, funding contributions from each of the Municipalities and all other sources, any deficit or surplus from the preceding fiscal year, and such other information as may be required from time to time.
- (d) The budget shall be prepared in accordance with GAAP and FRAM, funding contracts and the Society's own financial policies.

7. Liaison and Oversight Committee

The Municipalities shall create and appoint members to a Liaison and Oversight Committee, which shall consist of the Chief Administrative Officer each of the Municipalities, or their designate.

- (a) The main functions of the Liaison and Oversight Committee shall be:
 - i. Strategic input to the Board – Providing advice and input to the Board to assist with its regional economic development strategy;
 - ii. Accountability for outcomes – Ensuring that the Board achieves the goals it establishes in its regional economic development strategy;
 - iii. Financial Accountability – Ensuring that the Society has excellent financial management;
 - iv. Self-Governance – Ensuring that the Society follows and publishes its own rules of governance;
 - v. Communication – Ensuring excellent communication, feedback and strong linkages between the Board, the Municipalities and the general public;
 - vi. Reviewing and recommending to the Municipalities the regional economic development strategy of the Society;
 - vii. Monitoring and evaluating the implementation of the regional economic development strategy; and
 - viii. Informing the Municipalities as to the outcomes of the recruitment and nominating process and the names of new board members when changes occur.

- (b) Members of the Liaison and Oversight Committee are responsible for:
 - i. reporting on the Society's progress to their respective Councils;
 - ii. communicating their respective Councils' thoughts on the Society's progress to the Board;

- iii. communicating their respective Councils' annual priorities to the Society annually for their planning process;
 - iv. Soliciting the approval of their respective Councils for continuation of funding to the Society.
- (c) The Liaison and Oversight Committee shall meet at-least twice a year with the Society Board on matters of governance.
 - (d) The Liaison and Oversight Committee shall meet with the CAO of the Society at-least 4 times per year on matters related to operations.
 - (e) Decisions of the Liaison and Oversight Committee shall be made by consensus.
 - (f) All meetings of the Liaison and Oversight Committee require a quorum consisting of three-quarters (75%) of its total membership. If a quorum is not present, no business may be transacted at a meeting of the Liaison and Oversight Committee.
 - (g) Expenses of the Liaison and Oversight Committee shall be provided by the Society as approved within the budget.

8. Audit Committee

- (a) An Audit Committee shall be appointed annually by the Liaison and Oversight Committee and shall consist of the following members:
 - i. two Society Board members;
 - ii. the members of Liaison and Oversight Committee; and
 - iii. the CEO (*ex officio*) of the Society.
- (b) The Audit Committee shall be responsible for:
 - i. appointing the Auditor;
 - ii. conducting a detailed review of the financial statements of the Society with the Auditor on an annual basis;
 - iii. evaluating the adequacy of the internal control systems of the Society;
 - iv. reviewing the conduct and adequacy of the audit;
 - v. investigating such matters arising out of the audit as may appear on the Audit Committee to require investigation;
 - vi. any other matters determined by the Liaison and Oversight Committee and the Board.
- (c) In carrying out their duties, the Auditor and the Audit Committee shall have unrestricted access to all activities, records, property, and personnel of the Society.
- (d) The Audit Committee shall, on an annual basis, appoint a Chair and a Vice-Chair.
- (e) The Audit Committee Chair and Vice-Chair shall have written position descriptions.
- (f) The Audit Committee shall have written terms of reference that set out its roles and responsibilities.
- (g) The Audit Committee shall meet at least twice per year or as deemed necessary.
- (h) All meetings of the Audit Committee shall require a quorum of 50%. If a quorum is not present, no business may be conducted at the meeting.
- (i) Audit Committee members must be financially literate and at least one member must have accounting or related financial management expertise.
- (j) Members of the Audit Committee are independent from the external auditors.
- (k) The Audit Committee annually reviews its terms of reference and assesses its effectiveness in meeting the needs of the Board of Directors.
- (l) The external auditor reports directly to the Committee, not to Society management.

- (m) The Audit Committee must have an auditor independence policy and must pre-approve all non-audit services to be provided by the external auditor.
- (n) The Audit Committee shall meet from time to time with the external auditors without management present.
- (o) Decisions and recommendations of the Audit Committee will be made by consensus.
- (p) The Audit Committee shall review any proposed changes to the roles and duties of the organization's CEO or financial support person.
- (q) The Audit Committee has the authority to engage independent counsel and other advisors, with prior approval from the Board.

9. Board Recruitment

- (a) Society commits to implementing a rigorous board recruitment process to include the following components:
 - a. A Nominating Committee will be established consisting of no more than 5 members consisting of both Society Board Members and persons with expertise from the Cumberland Region who are committed to a structured approach to board recruitment. Board recruitment and development are to be considered a year round process.
 - b. Position Descriptions for board members shall be established and should must include:
 - i. Member's duties and responsibilities
 - ii. Qualifications Skill set requirements for a Member
 - iii. Authority of the Members
 - iv. General responsibilities of Members
 - v. Expected term of Members
 - vi. Time Commitment for a Member
 - vii. Legal responsibilities of a Member
 - c. Recruitment of Candidates for Board Membership
 - i. Maintaining an ongoing data base of potential candidates through referrals or suggestions by colleagues or other Board Members
 - ii. Development of a Board Member application available on-line to interested parties.
 - iii. Publicize for expressions of interest annually to encourage me member participation.
 - iv. Every effort must be made to ensure geographic representation from all of Cumberland County.
 - d. Selection Process
 - i. Develop an application form for recruitment of Board Members to ensure consistent information
 - ii. Screen the applications based on the Society's requirements and level of commitment expressed.
 - iii. The screening process may include an interview component to ensure the applicant and organization fully understands each other and will be a good fit.
 - iv. Reference checks may be required to confirm information provided by the applicant.
 - v. Once successful candidates are selected, confirmation of the candidates and the rationale for appointment should be provided to the Liaison and Oversight committee.

- vi. Successful candidates shall be formally notified and invited to join the board with specifics on expectations and term.
- vii. An orientation process shall be established for new board members to ensure they become aware of how the Society works. Topics for orientation shall include: Overview of organization, structure, position descriptions, strategic plan, board minutes, relationship to staff and relationship to funders.

Signed Sealed and Delivered
in the presence of:

Rebecca Purdy

TOWN OF AMHERST:

Per:

Chris Jewell

A. Stewart

Dated: *Oct 5/16*

Linda Cloney

TOWN OF OXFORD

Per:

Patricia Stewart

Samuel Wild

Dated: *Oct 12/16*

Shelley Hag

MUNICIPALITY OF THE COUNTY OF
CUMBERLAND:
Per:

K. Hunter

Rennie J. Bugley

Dated: October 3, 2016

Kaile Ripps

CUMBERLAND BUSINESS CONNECTOR
Per:

Sgt Isaac

David W. Mahan

Dated: Dec 8 / 16

This Agreement, dated this 6 day of March, 2018, is an amendment to the Agreement dated December 8th, 2016, setting forth a framework for the funding, and funding conditions, for an economic development society, between the Parties to this Agreement:

The **Town of Amherst**, a municipal body corporate pursuant to Section 8 of the *Municipal Government Act* (the "MGA");

AND

The **Town of Oxford**, a municipal body corporate pursuant to Section 8 of the MGA;

AND

The **Municipality of the County of Cumberland** a municipal body corporate pursuant to Section 8 of the MGA;

(Collectively, the "Municipalities")

AND

Cumberland Business Connector a society registered under the Societies Act

(Hereinafter called the "Society")

(Collectively, the "Parties")

Whereas the Parties entered into an Agreement dated December 8th, 2016 ("the Agreement"), setting forth a framework for the funding, and funding conditions, for an economic development society, namely the Cumberland Business Connector society;

And whereas the Province of Nova Scotia is willing to become a funding partner to the Society;


And whereas the Province of Nova Scotia has requested representation on the Liaison and Oversight Committee created pursuant to section 7 of the Agreement;

Now therefore, in consideration of the mutual covenants herein contained herein and for other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the Parties agree as follows:

1. The first paragraph of section 7 of the Agreement shall be replaced with:

"There shall be a Liaison and Oversight Committee, with the functions and responsibilities set out in this section and section 8 below, comprised as follows:

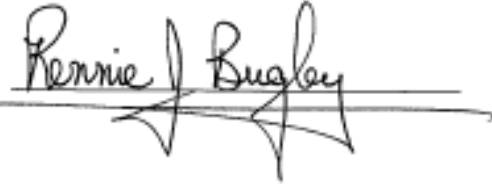
- the three CAOs of the Municipalities, or their designates, as voting members;


STEVE FERGUSON
AS TO BOTH SIGNATURES

MUNICIPALITY OF THE COUNTY OF
CUMBERLAND:

Per:

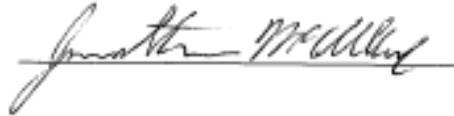





CUMBERLAND BUSINESS CONNECTOR

Per:







Appendix A

Amendment to the Agreement dated December 8th, 2016 between the Town of Amherst, the Town of Oxford and the Municipality of the County of Cumberland (the Municipalities) and the Cumberland Business Connector Society.

Whereas the Province of Nova Scotia is willing to become a funding partner to the Cumberland Business Connector Society;

And Whereas the Province of Nova Scotia wishes to have an advisory role on the Liaison and Oversight Committee

Be it resolved that: Section 7, Paragraph 1 be replaced with

“The Municipalities shall create and appoint members to a Liaison and Oversight Committee, which shall consist of the Chief Administrative Officer **of** each of the Municipalities, or their designate. **The Department of Municipal Affairs shall appoint one member to this committee and the Department of Labour shall appoint an ex-officio member to this committee.**”

Strategic Priorities 2019



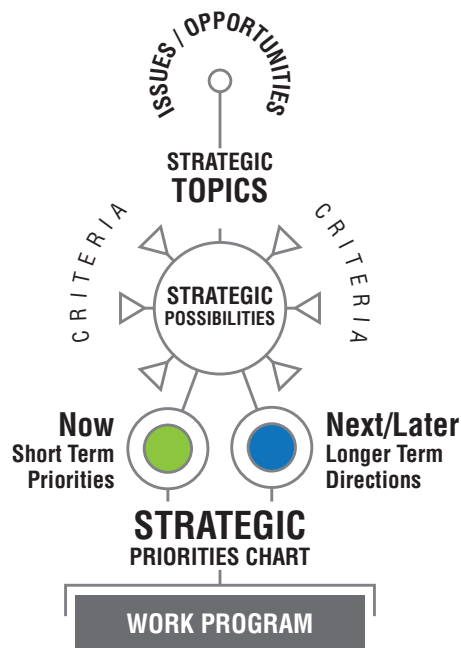
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GORDON A. McINTOSH

Strategic ALIGNMENT

Strategic alignment is the strength of the link between the Town's vision for the future and, the policy decisions and resource allocations that guide the organization today. It reflects the organization's ability to identify strategic priorities consistent with its resource capacity.

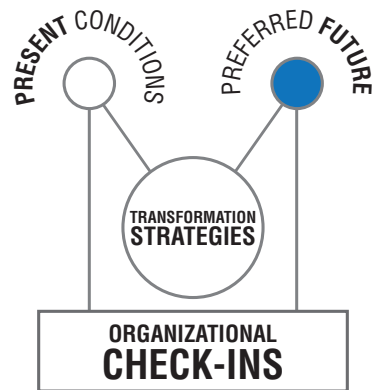
Strategic priority setting is a specific element of strategic planning. A strategic plan is a long-range document focusing on the overall purpose and goals of the community. Priority setting is the process of turning strategy into results by aligning aims with actions, tactics with responsibilities and resources with timelines.



The priority setting process employed by the Town of Oxford began with establishing a shared understanding of the organization's purpose and vision for the community. **Issues and opportunities** were identified and reviewed to arrive at **Strategic Topics** for further consideration.

Each strategic topic was discussed to explore response options to achieve Council expectations. Reality, urgency and responsibility criteria were applied to each emerging **Strategic Possibility** to determine **NOW Priorities** or **NEXT and LATER Directions** of Council. Operational strategies were also put forward by Administration. Council's priorities as well as key operational strategies have been placed on one page - the **Strategic Priorities Chart** found on page 9 of this report. This chart is meant to be extracted from the report along with the **Strategic Work Program** for regular review, revisions and celebration - ensuring Council and staff are on the same page on a continuous basis.

Strategic FUTURE



Council's strategic priority setting process followed the *open systems model* of strategic planning. Beginning with the end in mind, the preferred future is described based on elected official (and management) contact with a wide range of residents and groups as well as other municipal planning documents and studies.

Council and Management participated in a **Vision Dialogue** (see Appendix 1) discussing the present state and future of the community using five pillars of a sustainable community:

Economy - Building a strong and vibrant community by attracting, supporting and retaining businesses and residents

Environment - Maintaining a healthy and natural environment through responsible use, protection and sustainable practices

Infrastructure - Well maintained infrastructure and facilities that meet community needs and allow growth and development for prosperity

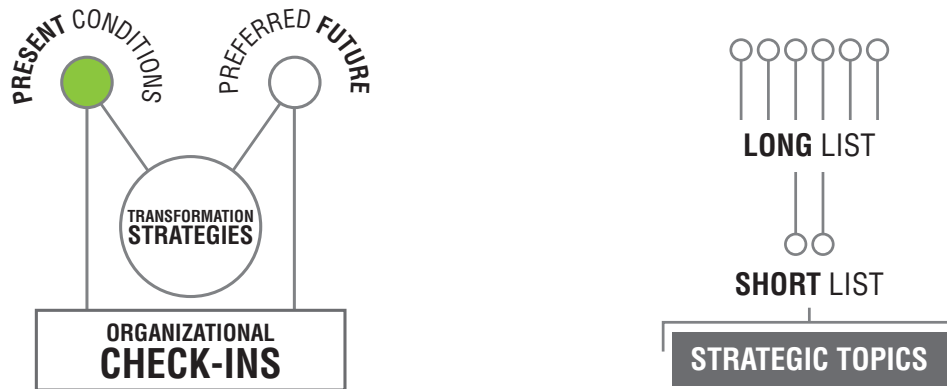
Social Well Being - Building social capital and engaging citizens and partners to improve the well-being and diversity of the community

Governance - Fiscally sustainable government focused on strategic decision-making, transparency and inclusiveness

Participants discussed '*what is working well*' and '*areas for attention*' within each pillar. Council can utilize this tool to gain further insights from staff or externally through public consultation processes. A **Vision Check-up** can be conducted annually as part of Council's priority setting process.



Strategic TOPICS



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

All workshop participants responded to the following question:

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

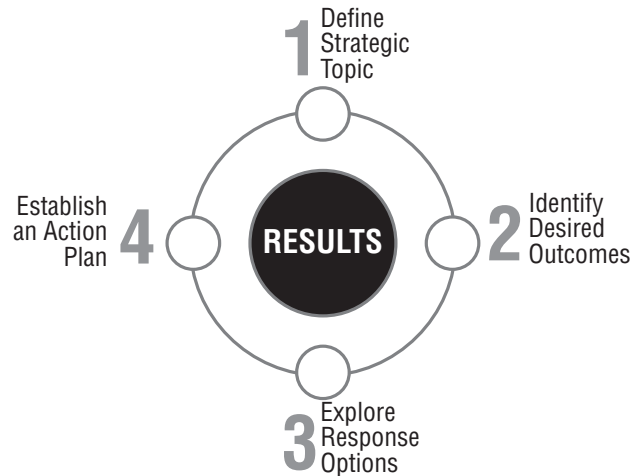
An **Issues/Opportunities Long List** was generated (see Appendix 2) and each participant indicated their top ten items they felt the organization should focus on (see Appendix 3).

Council reviewed the list to establish the following **Strategic Topics** for further discussion during the workshop.

STRATEGIC TOPICS	
Water System	Public Communication
Road Paving	Staff Capacity
Town Facility Upgrades	Sidewalk Accessibility
Public Facilities	Off Road Vehicles
Sidewalk Strategy	Unsightly Premises
Emergency Centre	Policing Costs
Fire Readiness / Equipment	Lions Park
Community Pride	Financial Sustainability

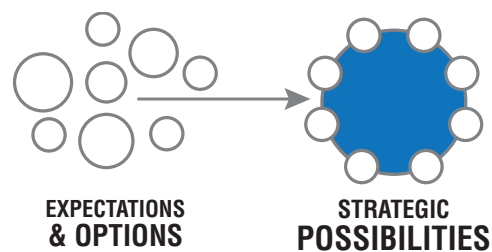
Strategic POSSIBILITIES

Participants discussed and ‘unpacked’ each Strategic Topic utilizing a four-step process used by the facilitator **Solution Seeking Model** (see *display below*).



Participants began by clarifying the strategic topic, then identifying desired outcomes if the topic was successfully addressed. Next, options or ways to achieve the desired outcome were explored and a ‘preferred strategy’ was selected. Sometimes multiple preferred strategies emerged - short or long term, plan A or plan B, and strategies with or without resources.

Next action steps were determined to implement the preferred strategy. The action steps generated enough information to consider each preferred option as a **Strategic Possibility** (see *next page*).



STRATEGIC POSSIBILITIES

STRATEGIC FOCUS	POTENTIAL ACTIONS
1. WATER SYSTEM <i>Water Pipe Replacement Program</i> <i>Grant Application</i> <i>Water Management Strategy</i>	<ul style="list-style-type: none"> • Assess water pipe condition and priority replacement • Prepare a 3-year water pipe replacement schedule for inclusion in the Water Management Strategy and 3-Year Capital Budget (see #2 and #7) • Apply to the Province for water pipe replacement funding • Confirm status of UARB application for rate increase • Draft terms of reference for a Water Management Strategy including longer-term distribution system and maintenance, source protection and water conservation
2. FISCAL SUSTAINABILITY <i>Service Level Review -Water</i>	<ul style="list-style-type: none"> • Targeted service assessment for 2020 budget • Comprehensive review of services
3. STAFF CAPACITY <i>Organizational Structure Report</i> <i>Human Resource Plan</i> <i>Staff Training Proposal</i>	<ul style="list-style-type: none"> • Prepare a report for Council consideration to revise the organizational structure • Identify staff capacity hotspots for immediate attention and 2020 budget consideration • Develop a staff training proposal outlining training needs and opportunities for inclusion in the 2020 budget based on the outcome of the Organizational Structure Review
4. EMERGENCY CENTRE <i>Options Report</i> <i>Emergency Centre Site Analysis</i> <i>Alert System</i>	<ul style="list-style-type: none"> • Work with Regional Emergency Measures Organization (REMO) to establish requirements for a local emergency centre • Request an Emergency Centre Site Analysis from REMO to determine location options for a local emergency centre • Prepare an options report for an alert system to inform the community of emergency events
5. PUBLIC COMMUNICATION <i>Public Communication Strategy</i>	<ul style="list-style-type: none"> • Review communication best practices and develop a public communications strategy or framework to engage citizens and enhance public awareness of facilities and programs • Include communications prompt in Council reports to ensure public communication is at the forefront of Council decisions • Investigate cost benefit of an electronic billboard as a capital budget item
6. POLICE SERVICE <i>Police Service Review Report</i>	<ul style="list-style-type: none"> • Review report from the Police Services Review Committee with an aim of enhancing value for money and community safety
7. 3-YEAR CAPITAL PLAN <i>Priority List</i>	<ul style="list-style-type: none"> • Prepare an inventory of Town infrastructure and equipment • Develop priority criteria and create a priority list for inclusion in the 3-Year Capital Plan • INCLUDE STRATEGIC TOPICS: Facility upgrades, road paving and sidewalks
8. LIONS PARK <i>Town Role</i>	<ul style="list-style-type: none"> • Determine Town role in the re-establishment of Lions Park

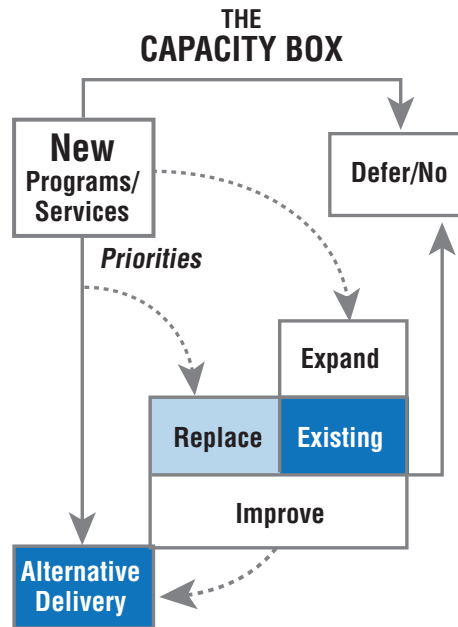
STRATEGIC POSSIBILITIES

STRATEGIC FOCUS	POTENTIAL ACTIONS
11. OFF HIGHWAY VEHICLES <i>Enabling Legislation</i>	<ul style="list-style-type: none"> Determine status of Off Highway Vehicle request to the Province allowing the Town to govern the use of OHV within the town
12. UNSIGHTLY PREMISES <i>Service Options Report</i>	<ul style="list-style-type: none"> Prepare a report that considers options for addressing unsightly premises in the town Assess options as part of the service level review
13. FIRE READINESS <i>Fire Service Master Plan</i> <i>Fire Hydrant Replacement Program</i> <i>Fire Chief Meetings</i>	<ul style="list-style-type: none"> Draft terms of reference for a Fire Services Master Plan including an equipment inventory and replacement schedule Include hydrant replacement in the 3-year capital plan Conduct regular Fire Chief meetings with reports to Council
14. COMMUNITY CENTRE <i>Feasibility Study</i>	<ul style="list-style-type: none"> Draft terms of reference for a Community Centre feasibility study
15. RECREATION SERVICES <i>Recreation Master Plan</i> <i>Community Spaces Directory</i>	<ul style="list-style-type: none"> Present draft Recreation Master Plan for Council consideration Inventory current community spaces and create a directory to enhance citizen awareness of public facilities
16. BRANDING <i>Community Branding Strategy</i>	<ul style="list-style-type: none"> Develop terms of reference for a Town of Oxford Branding Strategy aimed at enhancing community pride and promoting tourism related events and initiatives
17. COMMUNITY PRIDE <i>Customer Service Culture</i>	<ul style="list-style-type: none"> Determine options and initiatives to enhance and promote a culture of customer service Review as part of the Town's Branding Strategy (see # 16)



Strategic PRIORITIES

Participants generated a number of possibilities. This does not make them priorities - yet. There are too many of them given the Town's limited capacity. The Town's capacity box is not readily visible but does have limitations or boundaries. If the box is full then the Council must be realistic about putting more initiatives inside.

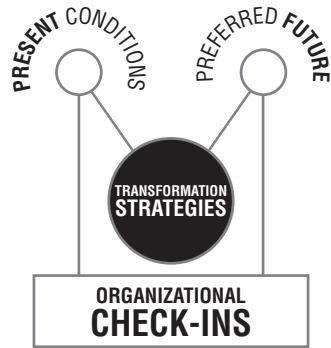


Some of the limitations include:

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

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

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



Based on the number of possibilities and organizational capacity assessment, the strategic possibilities were translated into short-term priorities and longer term directions. The process was guided by the application of priority setting criteria (*see Appendix 3*):

- Reality criteria to ensure the possibility can be acted on NOW, otherwise NEXT or LATER
- Urgency criteria to assess IF there is a timeliness factor dictating immediate action
- Responsibility criteria to determine if it falls within the political or administrative realm

The resulting Council NOW Priorities and NEXT Directions have been placed on one page for easy reference (*see next page*).

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

In addition to the Council's strategic priorities and direction, there are other strategic matters receiving the attention of the organization. Operational strategies are noted in regular font on the Strategic Priorities Chart.

The focus of the Strategic Priorities Chart is on NOW priorities and strategies. When these are completed, one-by-one they can be replaced with NEXT or emerging items. These longer-term directions or emerging strategic topics should be discussed further using the Solution Seeking approach to develop strategic possibilities and the priority setting criteria to reset strategic priorities.

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

STRATEGIC PRIORITIES CHART

September 2019

COUNCIL PRIORITIES

<p>NOW</p> <ol style="list-style-type: none"> 1. 3-YEAR CAPITAL PLAN: Inventory 2. ORGANIZATIONAL STRUCTURE REVIEW: Report 3. POLICE SERVICES REVIEW: Report 4. RECREATION MASTER PLAN: Draft 5. EMERGENCY CENTRE: Options 	<p>TIMELINE</p> <p>December October January December November</p>
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<p>NEXT</p> <ul style="list-style-type: none"> • ALERT SYSTEM: Options • COMMUNITY CENTRE: Feasibility • WATER MANAGEMENT STRATEGY: Terms of Reference • BRANDING STRATEGY: Terms of Reference • WATER PIPE REPLACEMENT: 3-Year Program • PUBLIC COMMUNICATION STRATEGY • SERVICE CAPACITY REVIEW 	<p>ADVOCACY / PARTNERSHIPS</p> <ul style="list-style-type: none"> • <i>Utility Rate: Review</i> • <i>Park Proposal (Lions)</i> • <i>Water System Funding</i> • <i>Emergency Centre Options Analysis</i> • <i>Off-Highway Vehicle: Status</i>
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OPERATIONAL STRATEGIES

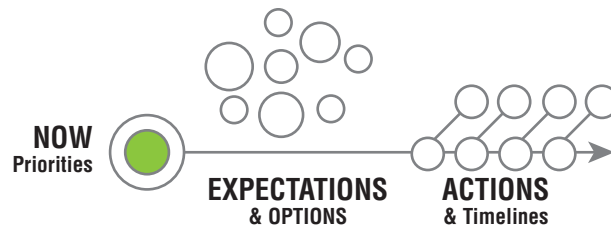
<p>CHIEF ADMINISTRATION OFFICER</p> <ol style="list-style-type: none"> 1. ORG. STRUCTURE REVIEW: Report - Oct. 2. EMERGENCY CENTRE: Options - Nov. 3. 3-YEAR CAPITAL PLAN: Inventory - Dec. <ul style="list-style-type: none"> • POLICE SERVICES REVIEW: Report - Jan. • Unsightly Premises Campaign 	<p>ADMINISTRATION</p> <ol style="list-style-type: none"> 1. Year-end Audit - Oct. 2. Collection Process - Nov. 3. Tax Sales - Dec. <ul style="list-style-type: none"> • TownSuite Software Implementation • Records Management
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<p>PUBLIC WORKS</p> <ol style="list-style-type: none"> 1. Sandy Lane Water Valve - Oct. 2. Well 2 Generator Building - Nov. 3. Fleet Inventory: Analysis - Dec. <ul style="list-style-type: none"> • WATER PIPE REPLACEMENT: 3-Year program • 	<p>RECREATION SERVICES</p> <ol style="list-style-type: none"> 1. RECREATION MASTER PLAN: Draft - Dec. 2. Community Spaces Directory - Dec. 3. Website: Refresh - Feb. <ul style="list-style-type: none"> • Active Transportation: Projects • Program Inventory: Review
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<p>PROTECTIVE SERVICES</p> <ol style="list-style-type: none"> 1. Regular Liaison Schedule: Mayor & CAO - Oct. 2. Apparatus Inventory Assessment - April 3. <ul style="list-style-type: none"> • ALERT SYSTEM: Options • 	<p>COMMUNITY ECONOMIC DEVELOPMENT</p> <ol style="list-style-type: none"> 1. Service Group Signage - Sept. 2. Downtown Beautification - Mar. 3. Mural Installations - Jan. <ul style="list-style-type: none"> • COMMUNICATION STRATEGY • BRANDING STRATEGY: Terms of Reference
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BOLD CAPITALS = Council NOW Priorities; **CAPITALS** = Council NEXT Items; *Italics* = Advocacy; Title Case = Departmental Strategic Initiatives

Strategic ACTION



As the final stage in the solution seeking process, preliminary action steps were developed that identify resources and responsibilities. The resulting action plans for each NOW strategic priority and NEXT direction form the **Strategic Priorities Work Program**.

The work program is used to determine key performance milestones and to serve as a feedback mechanism monitoring progress and results. It is necessary for:

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

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

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

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

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

Strategic FOLLOW-UP



The following recommendations are offered for Council's consideration:

That Council adopts the 2019 Strategic Priorities Report.

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

Appendices

1. *Vision Dialogue*
2. *Issues and Opportunities Long List*
3. *Issues and Opportunities Short List*
4. *Assessment Criteria*
 - a. *Reality Check*
 - b. *Urgency Criteria*
 - c. *Responsibility Criteria*
5. *Strategic Priorities Work Program*

GORDON A. McINTOSH

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VISION DIALOGUE		
CONTEXT	COUNCIL HIGHLIGHTS	
ENVIRONMENT Maintaining a healthy and natural environment through responsible use, protection and sustainable practices		
Human Environment Community Aesthetics Natural Area Protection Environmental Quality Land Use Energy Conservation	<ul style="list-style-type: none"> • Attractive and litter free community • Community beautification • Integrated trail and sidewalk system • Community gardens • Wetland preservation • Trail system enhancements • Flood mitigation • Transfer station upgrades 	<ul style="list-style-type: none"> • Electrical warming station • Climate change adaptation • Quality water system • Unsightly premises bylaw / policy • Sewer / lagoon upgrades • Tree management • Source water protection plan • Off-road vehicle legislation
INFRASTRUCTURE Well maintained infrastructure and facilities that meet community needs and allow development for prosperity		
Transportation Community Utilities Facilities Community Systems Service Delivery	<ul style="list-style-type: none"> • Reliable utilities • Water quality • Road paving program • Accessibility Act • Accessibility for sidewalks and trails • Infrastructure replacement program • Lions park upgrades • Library enhancement • Ball field improvements • Arena improvements 	<ul style="list-style-type: none"> • Formalize asset management plans • 3-year capital plan • Electric billboard • Downtown beautification • Reservoir • Boat launch • Fire system and equipment upgrades • Generator for emergency centres • Generator for chlorine building • Transfer station upgrades
ECONOMY Building a strong and vibrant community by attracting, supporting and retaining businesses and residents		
Business Retention & Growth Business Attraction & Investment Community Sustainability Tourism	<ul style="list-style-type: none"> • Targeted business attraction • New business promotion - LL Bean • Adequate housing • Open for business attitude • Fill vacant properties • Downtown beautification • Business façade program • Boundary expansion 	<ul style="list-style-type: none"> • Increased tourism • Wild Blueberry Capital promotion • Promote ATV trails • ATV spin off businesses • 'Good jobs with living wage • Retention of local talent / skills • Trail / downtown connectivity • Business networking

VISION DIALOGUE		
CONTEXT	COUNCIL HIGHLIGHTS	
SOCIAL Building social capital and engaging citizens and partners to improve the well-being and diversity of the community		
Arts & Culture Community Support Networks Citizen & Property Safety Healthy Lifestyles Health Service Access Sense of Heritage	<ul style="list-style-type: none"> • Recreation opportunities for all ages • Community pride • Programs and services for seniors • Good access to health services • Physician recruitment • Affordable housing • Access to the school • Community events and festivals • Support to arts and culture • Police visibility / low crime rate 	<ul style="list-style-type: none"> • Welcoming to newcomers • Community partnerships • Volunteer support • Volunteer recruitment • Community collaboration • Healthy eating policy • Duck race • Lions Park • Access to community space
GOVERNANCE Fiscally sustainable government focused on strategic decision-making, transparency and inclusiveness		
Good Policies Strategic Direction Role Clarity Agency Liaison	<ul style="list-style-type: none"> • Leverage partnerships • Enhance public communication • Transparency in governance practices • Increase public engagement • Ensure fiscal sustainability • Update policies and bylaws 	<ul style="list-style-type: none"> • Ensure competitive tax rates • Diversify revenue sources • Long-term financial plan • Review of service levels and capacity • Build staff capacity • Inter-municipal collaboration

ISSUE & OPPORTUNITY LONG LIST					
'C' indicates COUNCIL scoring. 'S' indicates STAFF scoring.					
ISSUE / OPPORTUNITY	C	S	ISSUE / OPPORTUNITY	C	S
Community gardens	-	-	Transfer station upgrades	-	-
Oxford Frozen Foods - activity	-	-	Increased sport facility revenue	-	-
Business networking	-	-	Boundary expansion	-	-
Trail system enhancements	7	17	Recreation - all ages	-	-
Community pride	10	-	Arts and culture support	-	-
Inter-municipal collaboration	8	-	Lions Club Park	9	4
Volunteer recruitment	-	-	Off-road vehicles	10	15
Downtown beautification	-	1	Community events and festivals	-	-
Community collaboration	-	-	Source water protection plan	-	1
Tax sales	5	1	Small business support	-	-
Boat launch	-	-	Duck race	-	-
Off season arena use	-	-	Physician retention	-	-
Wetlands	-	-	Electric billboard	-	-
Tourism initiatives	-	-	Access to community space	-	-
Reservoir	5	5	Tree management	-	-
Fire system upgrades	10	-	Service level review	-	-
Fleet replacement plan	-	-	Community beautification	-	6
Public communication	13	27	Seniors housing activities	5	3
Water system	42	40	Maximize public facility use	-	-
Policing costs	8	2	Trail / downtown connectivity	-	4
Promote ATV opportunities	-	-	Town facility upgrades	15	14
Healthy eating policy	-	-	Sidewalk accessibility	12	14
More murals	-	-	Library improvements	-	-
Unightly premises	16	6	Emergency Centre	18	8
Review bylaws / policies	1	10	Financial information	10	-
Road paving	16	17	Wild Blueberry Capital promotion	-	-
Sewer / lagoon upgrades	8	12	Accessibility Act	-	9
Building staff capacity	11	18	Generator for chlorine building	8	8
Welcoming new comers	-	-	Arena improvements	-	5
Vacant properties	-	-	Generator for Emergency Centres	-	-
Staff safety trining	-	6	Flooding	-	4
Affordable housing	-	3	Fire equipment	11	3

ISSUE & OPPORTUNITY SHORT LIST			
'C' indicates COUNCIL scoring. 'S' indicates STAFF scoring. #=Rank.			
ISSUE / OPPORTUNITY	COUNCIL	STAFF	TOTAL
WATER SYSTEM	42 #1	40 #1	82
PUBLIC COMMUNICATION	13 #7	27 #2	40
ROAD PAVING	16 #3	17 #4	33
STAFF CAPACITY	11 #9	18 #3	29
TOWN FACILITY UPGRADES	15 #6	14 #6	29
SIDEWALK ACCESSIBILITY	12 #8	14 #7	26
EMERGENCY CENTRE	18 #2	8 #10	26
Off Road Vehicles	10	15 #5	25
UNSIGHTLY PREMISES	16 #4	6	22
Sewer Upgrades	8	12 #8	20
POLICING COSTS	16 #5	2	18
FIRE EQUIPMENT	11 #10	3	14
Review Bylaws / Policies	1	10 #9	11
BOLD CAPITALS = COUNCIL / STAFF COMMON ITEMS			
CAPITALS = COUNCIL ITEMS and Title Case = Staff led items			

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

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

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

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
NOW		
<p>1. 3-YEAR CAPITAL PLAN <i>How do we anticipate and plan for capital projects and infrastructure replacement?</i></p> <p>* Capital Plan Inventory</p> <ul style="list-style-type: none"> • Strategic direction - long range view • Fiscally accountable • Sound and reliable systems / infrastructure • Defined priorities • Efficient and safe systems and facilities • Accurate assessment of assets • Projections for future requirements • Adequate reserves • Foundation for organizational decision making 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<p>PLAN / STRATEGY</p> <ol style="list-style-type: none"> 1. Inventory existing infrastructure - December 2. Define priority setting criteria 3. Determine 3-year priorities 4. Confirm funding requirements
<p>2. ORGANIZATIONAL STRUCTURE <i>How do we ensure the organization is structured to deliver services and programs?</i></p> <p>* Organizational Review Report</p> <ul style="list-style-type: none"> • Balanced workloads • Maximize efficiency • Customer satisfaction • Inter-departmental collaboration • Service levels defined • Service capacity aligned with priorities • Hot spot areas identified • Training needs identified 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<p>ORGANIZATIONAL STRUCTURE</p> <ol style="list-style-type: none"> 1. Review report - October 2. Determine options - October <p>SERVICE CAPACITY REVIEW</p> <ol style="list-style-type: none"> 1. Conduct service level review - no date <p>TRAINING</p> <ol style="list-style-type: none"> 1. Identify training needs - December 2. Prepare training proposal - February

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<p>3. POLICE SERVICES REVIEW <i>How do we control escalating policing costs?</i> * Policing Service Report</p> <ul style="list-style-type: none"> • Safe community • Value for tax dollars • Reduction in current costs • Continued police visibility • Regional options evaluated • Public consultation and support 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<ol style="list-style-type: none"> 1. Review Police Service Report - January 2. Confirm Council direction
<p>4. RECREATION MASTER PLAN <i>How do we plan for recreation facilities and amenities?</i> * Master Plan Review</p> <ul style="list-style-type: none"> • Clear understanding of utilization and need • Wide range of recreation options • Active and healthy community • Sustainable recreation facilities and programs • Affordable facilities • Youth opportunities / engagement • Inventory / directory of community spaces • Community trail system connections • Downtown connections 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<p style="text-align: center;">MASTER PLAN</p> <ol style="list-style-type: none"> 1. Review draft Master Plan - December

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<p>5. EMERGENCY WARMING CENTRE <i>How do we replace or upgrade the emergency centre to provide a location(s) for the community in times of need?</i> * Emergency Centre Options Report</p> <ul style="list-style-type: none"> • Supports work of emergency workers • Warming centre • Access to essential technology • Adaptability and flexibility 	<p>emergency</p>	<ol style="list-style-type: none"> 1. Request site analysis from REMO - September 2. Prepare options report - November 3. Prepare short-term backup plan with Fire Services
NEXT		
<p>ALERT SYSTEM <i>How do we improve emergency communication to residents?</i> * Alert System Options</p> <ul style="list-style-type: none"> • Notification and warning system • Public safety including water, fire and police • Local events and bans • Severe weather updates • Home phone / business phone • Mobile notification 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<ol style="list-style-type: none"> 1. Investigate automated options 2. Prepare report for Council consideration

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<p>COMMUNITY CENTRE <i>How do we determine the need for a community centre?</i> * Feasibility Study</p> <ul style="list-style-type: none"> • Look at current facility condition • Examine current use of existing community spaces • Research other communities • Develop functional design - <i>library, gathering place</i> • Determine cost and funding potential • Engage community in process • Seek local partners 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<p>FEASIBILITY</p> <ol style="list-style-type: none"> 1. Develop feasibility study terms of reference <p>COMMUNITY SPACES</p> <ol style="list-style-type: none"> 1. Prepare a directory - December
<p>WATER MANAGEMENT <i>How do we ensure sustainability of the Town's water system now and for future needs?</i> * Water Management Strategy</p> <ul style="list-style-type: none"> • Quality potable water • Capacity for growth • Efficient system distribution • Meets legislative requirements • Maximize grant funding • Water pipe replacement priorities • Fair and equitable water rates • Sufficient supply for fire protection • Reservoir upgraded • Chlorine generator implemented 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<ol style="list-style-type: none"> 1. Develop terms of reference 2. Determine scope and process

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<p>BRANDING</p> <p><i>How do we identify the unique attributes of the community to enhance civic pride and attract visitors?</i></p> <p>* Branding Strategy</p> <ul style="list-style-type: none"> • Community engagement and pride • Effective marketing and promotion • Consistency in message • Foundation for marketing efforts • Brand recognition • Basis for tourism promotion • Update or enhance 'Wild Blueberry' Capital brand 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<p>1. Develop terms of reference</p>
<p>WATER PIPE REPLACEMENT</p> <p><i>What is the status of our water pipes and how do we ensure they are replaced in a timely manner?</i></p> <p>* 3-Year Water Pipe Replacement Program</p> <ul style="list-style-type: none"> • Current water pipe condition assessed • Longevity identified • Priorities determined • Priorities included in 3- year capital budget • Sufficient funding • Access to provincial grant funding 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<p>1. Seek government funding</p>

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<p>PUBLIC COMMUNICATION <i>How do we communicate and engage the community to facilitate open and transparent decision-making?</i> * Public Communication Strategy</p> <ul style="list-style-type: none"> • Supportive community / community pride • Effective decision-making • Community engagement • Residents input & feedback considered / respected • Council decisions communicated and understood • Citizen awareness of programs, services and initiatives • Electronic Billboard 	<ul style="list-style-type: none"> • In house • Consultant • Combination 	<p>STRATEGY</p> <ol style="list-style-type: none"> 1. Develop terms of reference <p>ELECTRONIC BILLBOARD</p> <ol style="list-style-type: none"> 1. Prepare 2020 budget proposal - December
<p>SERVICE CAPACITY REVIEW <i>How do we balance community expectations with organizational capacity?</i> * Workshop</p> <ul style="list-style-type: none"> • Service levels defined • Revenue options examined • Program and services aligned with resources • Inventory of current services • Priorities / expectations defined • Staff levels aligned with priorities • Ensure reasonable workloads • Assessment of alternative service delivery • Recruit and retain staff • Ensure fiscal accountability • Maximize efficiency 	<ul style="list-style-type: none"> • In house • Consultant • In house with facilitator 	<p>SERVICE LEVEL REVIEW</p> <ol style="list-style-type: none"> 1. Draft terms of reference 2. Retain facilitator 3. Prepare inventory of current services 4. Conduct workshop 5. Identify targets 6. Confirm adjustment strategies

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
ADVOCACY		
UTILITY RATES <i>* Rate Increase</i>	<ul style="list-style-type: none"> • <i>Request status of rate review (UARB)</i> 	
PARK PROPOSAL <i>* Lions Club Proposal</i>	<ul style="list-style-type: none"> • <i>Review the proposal (upon receipt) for reestablishment of Lions Park and determine Town role</i> 	
WATER SYSTEM <i>* Grant Funding</i>	<ul style="list-style-type: none"> • <i>Confirm status of funding application for the pipe replacement</i> 	
EMERGENCY CENTRE <i>* Site Analysis</i>	<ul style="list-style-type: none"> • <i>Request input for an Emergency Centre Site Analysis from REMO</i> 	
OFF-HIGHWAY VEHICLES <i>* Legislation Status</i>	<ul style="list-style-type: none"> • <i>Request status of Off Highway Vehicle request from the Province to enable the Town to govern use of OHV within Town limits</i> 	

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



CEDO Report (based on approved Workplan categories in which activity took place)

Highlights: July 5-October 11, 2019*(inclusive)

*During July and August, I worked 17 hours to promote wild blueberries and the Wild Blueberry Harvest Festival (WBHF) and provide support to festival events. I returned to work on a regular basis the week of September 16.

Promotion

Signage:

- *Business Directory Signage:* Blue alupanel has been added for background colour between signs.
- *Community Service Organizations Signage:* Drafted signage guidelines which were approved by CAO. A CAO-approved list of organizations was contacted to assess interest in a community signage board at the Trans Canada entrance. Deadline to reply is October 25.

General:

- Input provided to August and October *Community Calendars*
- *Town of Oxford Official Face book group:* regular postings on a variety of topics and events including Town Hall news, wild blueberries, Trademark news, events relating to business support, local events, WBHF and businesses selling wild blueberries and/or blueberry-related merchandise. Membership to this site continues to grow with an increase of 85 members since my last report (total 1307).
- *News Media:* I submitted information on the WBHF to the Shoreline Journal (Parrsboro & area), Six Rivers, Chronicle Herald, Amherst News, CKDH, CFTA.
- *Lions Sign:* The Lions graciously promoted the WBHF on their sign at my request.
- *Promoting your Event:* This information was updated; copies printed and posted in the Town Hall and Library; information re-posted to our website and face book
- Working on a Fall news article.

Promotion on Website:

- Kept the Community Events Calendar updated for WBHF events; updated the C.E. Calendar on returning in September; news items posted on the main page

Website

- Updated the Business and Organization directories
- Updated email addresses.

Support for Businesses and Business Development

- Updated the Business Directory
- Contacted Cumberland Business Connector which will continue to partner to offer another Small Business Support Super Series. Contacted local businesses to assess interest.
- Starting in October, a Cumberland Business Development Corporation staff person will be at the Town Hall to meet with clients on the second Wednesday of the month (1-4 pm). We are supporting their six-month pilot project to provide service outreach by providing free space and helping to promote their visits.
- Met with several businesses and assisted with two specific requests

- Contact with CANSA rep. to confirm that they will partner to provide an information session in Oxford on completing grant applications to hire summer students if there is sufficient interest once both federal and provincial applications are announced (applies to businesses and not-for profits).

Liaison with organizations, service groups and school

- Advertised Oxford Riverside Gallery exhibit.
- Contacts with organizations involved in the Wild Blueberry Harvest Festival.
- Posted information about various organizations on face book.
- CAO and I met with Ruth Collins, Cumberland Performing Arts, regarding their project ideas.
- Contacts with specific teachers regarding poetry festival

Poetry At Large Poetry Festival

- Regular committee meetings started again in September- we now have 6 committee members
- Festival contact list revised
- Festival promotion tool updated and distributed to committee
- Report on review of budget and grant possibilities sent to committee
- Various contacts and emails; advertising

Other

- ***Wild Blueberry Harvest Festival:*** I maintained contact with the organizations and businesses involved in the festival. Promotion efforts included news articles, radio interview with Six Rivers, face book posts on our site (and others including those in Oxford, Springhill, Tatamagouche and provincial sites), website posts, public service announcements to newspapers and radio, posters. I also monitored festival advertising by NS Wild Blueberry Assoc. and, when possible, updated information that was incorrect or missing. I occasionally checked work emails and kept in touch with Corey for information relating to festival events.
- Through face-book posts, emails and posters, I have assisted in promoted the October 23 event (Capitol Theatre) regarding enhancing community vibrancy and economic prosperity. I plan to attend this event.
- *Official Mark:* Project successfully completed.
- *Budget:* Reviewed expenses applied to CED during my absence; discussed with CAO.
- *Strategic Planning:* Advance preparation and participation (all sessions); follow-up.
- *Change of internet provider:* On my return I identified and requested work required for efficient use of my email program (done); updated contacts about my new email address.
- *Grants:* I revisited the province's last beautification and streetscaping grant criteria. A 2020 round has not been announced. Amherst, Springhill and Pugwash are moving forward on a *Joint Chamber of Commerce* project and, as part of my information gathering, I have submitted an inquiry about the possibility of Oxford partnering with this group to apply for grant projects when applicable.
- *Workplan:* Revised

Respectfully submitted,
Ruthie Patriquin,
Community Economic Development Officer

Recreation Department Report
October 2019

Fun Hockey will begin October 28th and will continue every Monday throughout the winter. I am looking at having two separate groups of Fun Hockey this year, ages 4-7 and ages 8-12. Registration for Fun Hockey is \$100.

Our annual Christmas Parade will be November 29th at 6:30, this year's theme will be "Rockin' Around the Christmas Tree". There will be awards for "Judges Choice (Best Overall), Best Group, Best Commercial, and Best Theme", each winner will receive a plaque for winning each category. Following the parade, Santa will be at Heritage Square to accept letters and give out treats bags to each child wanting them. Thank you to everyone who has responded to me email regarding help at the parade, it is greatly appreciated.

On October 23rd from 3:00-4:30 there will be a presentation at the theatre by Ellen Kehr, who is the Organizational Lead for the Blue Zones Project in Albert Lea, Minnesota. This presentation will highlight improvements made in Albert Lea, Minnesota through the implementation of the Blue Zones Project. This presentation is being put on by the Department of Communities, Culture, and Heritage and is open to the public, if any of you are available to attend, I would recommend it to you, I have heard very positive things regarding this presentation.

Yoga has begun at the school and is Mondays from 7:15-8:30 pm in the music room at OREC. Cost is \$8.50 per class.

I met with the YMCA to discuss after school programming for the upcoming year. As of right now, they are having difficulty finding appropriate leaders for the program. This position will be responsible for organizing an after-school program for youth in grades 4-6 twice a week after school for the entire school year. If you know of anyone who you think may be interested or suitable for the position, please let me know.

I have been successful in receiving grant funding to have trail work done and to have signage created and placed on the trails. The funding was for \$6750 from the Department of Health and Wellness through their Active Communities Fund.

Arena Report:

Due to one arena employee not returning to work for this season, I had posted a temporary arena attendant job that closed on Friday, October 11th. The CAO and I will be doing interviews for the position on Monday October 22nd. In the meantime, we have filled the position temporarily to ensure the ice is ready for our regular season.

A portion of the boards have been replaced per the approved capital budget.

Thirty pieces of rubber mats have been purchased which has resulted in the entire entrance and walkway between stands and boards covered in rubber mats, which will make it much easier for us to sweep and mop these areas.

I have inquired about having shot clocks for ringette installed, once I have all necessary information regarding them, I will look at having them installed, this was requested by ringette last year.

We have added three more signs to the wall at the arena that will serve as advertisements for the businesses or organizations, we will also have one logo painted on our ice as well.

I have been in contact with Daren White, who has agreed to come in and paint logos on our ice. I will be getting "Town of Oxford" and "Wild Blueberry Capital of Canada" around the center ice circle with a blueberry in the middle of center ice.

Ringette has booked a tournament on November 11th from 9:00 AM-5:00 PM.

This year I will be looking to replace free skates happening throughout the week (Wednesdays and Fridays) with a "Sticks and Pucks" free skate, which will allow anyone to bring sticks and pucks out on the ice to use.

We are scheduled to be open by October 25th.

Respectfully Submitted,

Corey Skinner
Recreation Director



Public Works Monthly Report

September 2019

Water Breaks

- 126 Crescent Drive September 3
- 158 Crescent Drive September 4
- 621 Sunset Avenue September 6
- 4 Sandy Lane, September 9

Generator relocated to the wells on September 6 in preparation for Hurricane Dorian. Water Boil Advisory was issued on Sept 8 - Sept 13 due low chlorine residual at the tank due to power failure at the Chlorine Building from Hurricane Dorian.

One price back from Wajax for a generator at the chlorine building for \$32,920.

Installed a water valve on Sandy Lane.

Cleaned up manure from the Exhibition and took mud from the Arena.

Clean up from Hurricane Dorian: signs down, trees and tree limbs, washouts.

Water Meters read for quarterly billing.

Construction on the building for the generator at the well # 2 has begun. The roof is on and we are waiting for the steel for the sides. This will be completed by the end of October.

Capital paving project completed by Costin's: Thompson Road 400 ft, Horton Street 600 ft, Crescent Drive 600 ft.

Superintendent prepared for and completed renewal of Level I water treatment operator exam.

Catch basin repairs have been started. Copps Lane had to be dug up to unplug it. Station Street down Water Street for approximately 75 feet needs to be dug up to unplug it. More catch basin work is scheduled for October.

Sidewalk construction has started in front of 59 Water Street and the two driveways in front of 4791 Main Street

Respectfully submitted,

Wes Adshade
Public Works Superintendent

**Town of Oxford
Fire Department Report
September 2019**

11 CALLS
4 MUTUAL AID
5 POWER LINES DOWN ARCING
1 TRASH FIRE
1 MVA

There were five county calls and six town calls during the month.

We are waiting for an electrician to come in and hook up the plugs for the generator. This should be completed by the end of October.

We are working with Mike Johnson on the purchase of a drone from the funding we received from Enbridge Gas. This drone will be utilized not only for our department, but also for our neighbouring departments and ground search and rescue.

Once the drone is purchased we will be sending 2 to 3 members for training to operate it.

If you have any question or concerns feel free to contact me

Respectfully submitted,

Chief Trueman Rushton

MINUTES

September 5, 2019

Cumberland Municipal Alcohol Project Committee Meeting – 2:30-4pm

Present: Dave Clark, Don Fletcher, Tom Woods, Colleen Dowe, & Sophie Melanson

Regrets: Jason Blanch, Janine Black, Michelle Harrison & Dr. Ryan Sommers,

1) Review of the agenda & Check-in

2) Vacancies in our group & Strategically reaching out to potential partners

a) Someone from the Town of Amherst

ACTION: Sophie & Janine to set a meeting with Mayor Kogon to discuss which staff might be best to invite

b) RCMP Community Outreach Officer

ACTION: Sophie to reach out to Sarah Pennoyer to introduce ourselves and invite her to our next meeting.

c) Liquor Inspector: TBD

ACTION: Tom to let us know as soon as they have someone to replace Ron Downey

3) Updates on potential Municipal Alcohol Symposium

a) **Overarching goals of the event:** 1) Have conversations with community members about alcohol-related harms in communities 2) Brainstorm collectively with citizens, local businesses, community organizations and health and justice agencies, to set goals relating to harm reduction practices (including policy & bylaw options)

b) Agenda/Objectives:

- a) Building the case for further work on alcohol harms (research & data)
- b) Present some examples of what that has and might look like (speakers)
- c) Small group discussions to identify areas of common interest and potential action (café-style)

c) **Potential dates:** Nov 20th or 21st

d) **Potential venue:** The Peg in Masstown but might be too small

ACTION: Sophie to come up with a contingency plan (to allow for more participants)

e) Speakers

- a) Ryan Sommers: Alcohol-related health harms (any local info would be appreciated)
- b) Chief MacNeil: Alcohol-related community harms (any local info would be appreciated)
- c) Panel discussion: Tom Wood (Bar Suspension Program), someone from the Pictou Lobster Carnival, potentially someone from a smaller local, etc.

ACTION: Sophie to look into Colchester to see if any harm reduction initiatives/projects stand out.

- f) **Review invitation list** - Add: Autumn House, Family Resource Centers, Schools, all Chamber of Commerce chapters, etc.

ACTION: Sophie to send out a revised list of invitations, ISBAR, and Save the Date ASAP.

4) Other

- a) Interest in finding out more about how Parrsboro's alcohol-free events fare in harm-type stats. Might be something RCMP Sarah Pennoyer can help us with.

ACTION: Sophie to send Don Fletcher request via e-mail.

- b) Interest in making online-communication items an ongoing item on our MAP agendas

- c) Sept 12th: CHB Community Health Plan launch (opportunity to develop a 1-pager with some MAP messaging)

ACTION: Sophie to prepare 1-pager and send to Colleen ASAP

- d) Amherst Police Chief Pike is off and has had Tim Hunter step in as acting chief.
- e) Vaping has been in the news a little more lately. So let's keep an eye out for this.

5) Next meeting: October 3rd , 10am

Minutes of Oxford Arena Committee Wednesday September 25th 2019 6pm

Roll Call: Brenton Colburn, Bev Clark, Tracy Black & Dave Clark

Regrets: Corey Skinner, Greg Wood Alfie King, Eleanor Crowley, Joe Reade, Wendy Sweet Kontuk, Tom Reid, & Tracy Sweet

Call to Order at 6.05pm by Brenton Colburn Chair

Treasurers Report: \$4810.75 less applicable bank charges

Old Business

Brief discussion regarding ceiling tape, Black & Mac and board replacement

May 22nd setup for Hunting and Fishing show in the curling rink, with show 23rd May along with Car Show in the arena. Corey has done up a new poster for the 2020 show and will be distributed by Brenton & Dave at the Bible Hill show on Sunday this week as well as solicit exhibitors for the hunting and fishing side.

New Business:

Prebooking at Bible Hill show Sunday

New member Tracy Sweet

CFMoto has a logo change so we should change on the poster

We need a letter to Ducks Unlimited prior to January to see if they can contribute to the show in some way.

We need Corey to follow up with NS Minor Hockey and the Ringette people to help increase hourly use over the winter.

Get Corey to research Duck race and their whereabouts

Next meeting review of sponsorship responsibilities

Next Meeting: Wednesday **October 30th** at 6 pm council chambers.

Meeting adjourned at 6.36 pm



The Adventure Therapy Project invites you to participate as a sponsor of “A Night of Adventure”- a fundraiser in support of Breast Cancer Awareness Month and the Canadian Cancer Society. The event will be held at the Capitol Theatre in Oxford, NS, on October 26th, from 7 to 9pm. This fantastic night will include Robin Cann, MSW, RSW, as our keynote speaker, followed by a viewing of short films from the Vancouver Film Festival featuring outdoor adventures. All ages are welcome to this event, and our goal is to raise funds to be donated to the Canadian Cancer Society from the profit of the entrance tickets. We also hope to inspire people to get outside through the keynote speaker’s address on mental wellness and the link with nature as well as through the inspirational films. (If you are interested in who the founders of The Adventure Therapy Project are and what we stand for, please see our website www.theadventuretherapyproject.ca, or find us on Facebook or Instagram)

Your sponsorship will help offset the cost of the copyrights to the films and the rental of the theatre, so that more of the profit from the ticket sales can be donated for this great cause. Sponsorship can be cash or donations for the door prizes to be given away at the event. As a sponsor, you will have your business or personal name mentioned on social media, on our posters and during an honorable mention at the event itself.

Thank you in advance for your consideration of becoming a sponsor of this great event. Please call Mike or Ashley Hudson at 902-397-2719 or email us at theadventuretherapyproject@gmail.com, to set up a sponsorship or to ask any questions.

Sincerely,

Mike and Ashley Hudson (The Adventure Therapy Project)

