

# 2022-12-20 Council Agenda Package

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# MUNICIPALITY OF THE COUNTY OF ANNAPOLIS

## **MUNICIPAL COUNCIL AGENDA**

10:00 a.m. – Tuesday, December 20, 2022

Municipal Administration Building, 752 St. George Street, Annapolis Royal

<b>PAGES</b>	<b>1.</b>	<b>ROLL CALL</b>
	<b>2.</b>	<b>DISCLOSURE OF INTEREST</b>
	<b>3.</b>	<b>APPROVAL OF THE ORDER OF THE DAY</b>
	<b>4.</b>	<b>APPROVAL of MUNICIPAL COUNCIL MINUTES</b>
4-6	4.1	2022-11-08 Special
7-16	4.2	2022-11-15 Regular
17-19	4.3	2022-11-22 Special
20-21	4.4	2022-11-28 Special
	<b>5.</b>	<b>COTW RECOMENDATIONS</b>
		<b>2022-11-08 Committee of the Whole</b>
		Grant Port Royal Lighthouse Society
22	5.1	Bear River Water Assessment
22	5.2	Sewer Invoice Town of Annapolis Royal– Defer Decision Re Payment for Sewer
22	5.3	Services
		AM-2.7.1 Occupational Health and Safety Policy Amend
22	5.4	AM-7.3.1 Publication and Signage Policy Amend.
22	5.5	Nova Scotia Power Inc. Easement 2239 Virginia Road, PID 05057211
22	5.6	Remuneration Increase for Councillors
22	5.7	Enter Agreement with Western Woodlot Services Cooperative to Harvest on PID
22	5.8	05091152
		Proceeds from Harvest Activity be Placed in Separate Fund for Further Ecological
22	5.9	Practices
		Accessibility Advisory Committee Letter of Thanks
23	5.10	Annapolis REMO Agreement to Use NSCC Annapolis Valley Campus
23	5.11	Development Agreement Application – MacBeth’s Grooming and Kennel
23	5.12	Boarding – First Reading
		Extension of Citizen Member Appointments to the Accessibility Advisory
23	5.13	Committee
		Extension of Citizen Member Appointments to the Lawrencetown Water Supply
23	5.14	Area Advisory Committee – Waive Restriction
		Citizen Member Appointments to the Lawrencetown Water Supply Area Advisory
23	5.15	Committee



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## **MUNICIPAL COUNCIL AGENDA**

10:00 a.m. – Tuesday, December 20, 2022

Municipal Administration Building, 752 St. George Street, Annapolis Royal

23	5.16	Extension of Citizen Member Appointments to the Margaretsville Water Supply Area Advisory Committee – Waive Restriction
24	5.17	Citizen Member Appointments to the Margaretsville Water Supply Area Advisory Committee
24	5.18	Audit Committee
24	5.19	Bridgetown Source Water Protection Advisory Committee – Councillor Seek Applicants
24	5.20	Bridgetown Source Water Protection Advisory Committee – Advertise on Electronic Sign
24	5.21	Granville Ferry Source Water Protection Advisory Committee – Councillors Seek Applicants
24	5.22	Granville Ferry Source Water Protection Advisory Committee – Advertise on Electronic Sign
24	5.23	Heritage Advisory Committee
24	5.23	Lake Cady Source Water Protection Advisory Committee
24	5.24	Lake Cady Source Water Protection Advisory Committee – Councillors Seek Applicants
25	5.25	Lake Cady Source Water Protection Advisory Committee - Advertise on Electronic Sign
25	5.26	Sign
25	5.27	Margaretsville Source Water Protection Advisory Committee Waive Restriction
25	5.28	Margaretsville Source Water Protection Advisory Committee – Councillor Seek Applicants
25	5.29	Margaretsville Source Water Protection Advisory Committee – Advertise on Electronic Sign
25	5.30	Planning Advisory Committee Waive Restriction
25	5.31	Planning Advisory Committee
25	5.32	Cornwallis Park & Area Asset Review Committee (Adhoc) - Dissolve
26	5.33	Councillor Appointments to Committees of Council, Advisory Boards and Committees, and Joint, Regional or Community Organizations
26	5.34	Letters of Thanks to No-Longer-Serving Citizen Members
26	5.35	Police Advisory Board Waive Restriction
27	5.36	Police Advisory Board
27	5.37	AM-1.4.9.1 Medical Assistance Recruitment Program Policy - Amend
27	5.38	Letter to NS Department of Transportation and Infrastructure Renewal

### 6.

### **NEW BUSINESS**

28	6.1	<b>1:30 p.m.</b> Presentation of Draft Strategic Plan – Porter O’Brien Consultants
29-38	i.	County of Annapolis Strategic Plan - Poster
39-68	ii.	County of Annapolis Strategic Plan – Short Version
	iii.	County of Annapolis Strategic Plan – Long Version



## MUNICIPALITY OF THE COUNTY OF ANNAPOLIS

### ***MUNICIPAL COUNCIL AGENDA***

10:00 a.m. – Tuesday, December 20, 2022

Municipal Administration Building, 752 St. George Street, Annapolis Royal

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#### **7. COUNCILLOR COMMENTS**

**Council Tracking List (*September, October, November*)– For Information**

#### **8. IN-CAMERA**

In accordance with Sections 22(2)(c) personnel matters and (g) legal advice eligible for solicitor-client privilege of the *Municipal Government Act*.

#### **9. ADJOURNMENT**

That Municipal Council adjourn its session until the next regular meeting scheduled for **Tuesday, January 17, 2023**



**Special Session of Municipal Council  
Summary of Motions  
November 8, 2022**

MOTION 221108.01    AM-1.4.25 Closure of Portion of Park Street (Bridgetown) Policy - New..... 1

Minutes of the special **Municipal Council** meeting held on Tuesday, November 8, 2022, at 9:00 a.m., at the Municipal Administration Building, Annapolis Royal, NS.

**Present:** District 1 – Bruce Prout, present  
District 2 - Brian “Fuzzy” Connell, absent  
District 3 – Alan Parish, Warden, present  
District 4 – Clyde Barteaux, present  
District 5 – Lynn Longmire, present  
District 6 – Alex Morrison, present  
District 7 – David Hudson, present  
District 8 – Michael Gunn, Deputy Warden, present  
District 9 – Wendy Sheridan, present  
District 10 – Brad Redden, present  
District 11 – Diane Le Blanc, present

**Also Present:** Interim CAO Doug Patterson, Municipal Clerk Carolyn Young; other staff, A. Anderson, D. Campbell, N. Chisholm, D. Hopkins, C. Mason, and Janice Young.

**Disclosure of Interest**

None

**Approval of Agenda**

Moved: Deputy Warden Gunn

Seconded: Councillor LeBlanc

Motion carried unanimously.

**New Business**

Re: AM-1.4.25 Closure of Portion of Park Street (Bridgetown) Policy

**MOTION 221108.01      AM-1.4.25 Closure of Portion of Park Street (Bridgetown) Policy - New**

That municipal council approve *AM-1.4.25 Closure of Portion of Park Street (Bridgetown) Policy* in accordance with seven-day notice given on 2022-10-25

Moved: Deputy Warden Gunn

Seconded: Councillor Connell

Motion carried unanimously.

Refer consideration of renaming a portion of Park Street to Municipal Traffic Authority and Civic Addressing Coordinator for advice.

Moved: Councillor Hudson

Second: Councillor Barteaux

Motion carried unanimously.

**Adjournment**

To adjourn the special session of municipal council at 9:09 a.m.

Moved: Deputy Warden Gunn

Seconded: Councillor Barteaux

Motion carried unanimously.

unapproved draft

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Warden

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Municipal Clerk

**2022-11-15 Municipal Council  
Summary of Motions**

<b>MOTION 221115.01</b>	<b>Jim Young Appointed as Scrutineer .....</b>	<b>1</b>
<b>MOTION 221115.02</b>	<b>Election of Councillor Morrison as Warden .....</b>	<b>2</b>
<b>MOTION 221115.03</b>	<b>Election of Councillor Redden as Deputy Warden .....</b>	<b>3</b>
<b>MOTION 221115.04</b>	<b>Destruction of Ballots .....</b>	<b>3</b>
<b>MOTION 221115.05</b>	<b>Elected to Nominating Committee – Councillors Sheridan, Longmire and LeBlanc...</b>	<b>4</b>
<b>MOTION 221115.06</b>	<b>Minutes 2022-10-25Regular Session Council .....</b>	<b>4</b>
<b>MOTION 221115.07</b>	<b>Annapolis County Municipal Housing Corp. Board Member Appointments .....</b>	<b>4</b>
<b>MOTION 221115.08</b>	<b>AM-1.4.22 Traffic Authority Policy New.....</b>	<b>4</b>
<b>MOTION 221115.09</b>	<b>2022-23 Community Grants Wilmot Mountain United Baptist Church .....</b>	<b>5</b>
<b>MOTION 221115.10</b>	<b>2022-23 Community Grants Fundy Folk Association (Evergreen Theatre) .....</b>	<b>5</b>
<b>MOTION 221115.11</b>	<b>2022-23 Community Grants Granville Centre Community Hall Association.....</b>	<b>5</b>
<b>MOTION 221115.12</b>	<b>2022-23 Community Grants Margaretsville Baptist Church .....</b>	<b>5</b>
<b>MOTION 221115.13</b>	<b>2022-23 Community Grants Melvern Square and Area Community Centre Association .....</b>	<b>5</b>
<b>MOTION 221115.14</b>	<b>Appoint Carolyn Young as Returning Officer .....</b>	<b>6</b>
<b>MOTION 221115.15</b>	<b>Delegate Authority to Clerk – Section 139 of the Municipal Elections Act.....</b>	<b>6</b>
<b>MOTION 221115.16</b>	<b>Fix January 28, 2023 for Special Election in District 3 and Associated Dates .....</b>	<b>6</b>
<b>MOTION 221115.17</b>	<b>Letter of Thanks to Alan Parish.....</b>	<b>8</b>

Minutes of the regular session of Municipal Council held on Tuesday, November 15, 2022 at 10:00 a.m., at the Municipal Administration Building, 752 St. George Street, Annapolis Royal, NS.

In accordance with *AM-1.2.3 Warden and Deputy Warden Policy*, the Municipal Clerk chaired the meeting and called it to order.

### **Roll Call**

District 1 – Bruce Prout, present  
District 2 - Brian “Fuzzy” Connell, present  
District 3 – Alan Parish, absent  
District 4 – Clyde Barteaux, present  
District 5 – Lynn Longmire, present  
District 6 – Alex Morrison, present  
District 7 – David Hudson, present  
District 8 – Michael Gunn, present  
District 9 – Wendy Sheridan, present  
District 10 – Brad Redden, present  
District 11 – Diane LeBlanc, present

**Also Present:** Interim CAO Doug Patterson; Municipal Clerk Carolyn Young; other staff including A. Anderson, W. Atwell, D. Campbell, D. Hopkins, C. Mason, N. McCormack, N. Whitman, and Jim Young; 1 member of the public.

### **Re: Election of Warden**

The Municipal Clerk asked for a motion to appoint a Scrutineer in case one is needed.

- ***Appointment of Scrutineer***

**MOTION 221115.01      Jim Young Appointed as Scrutineer**

That Jim Young be appointed as Scrutineer to assist the Chair in the counting of the ballots for both the office of Warden and Deputy-Warden, as required.

Moved: Councillor Connell

Seconded: Councillor LeBlanc

Motion carried unanimously

- ***Nomination of Warden***

In accordance with the *AM-1.2.3 Warden and Deputy Warden Policy*, the Municipal Clerk called for nominations for the office of Warden.

Nominate Councillor Redden for the position of Warden.

Moved: Councillor Longmire

Seconded: Councillor LeBlanc

Councillor Redden accepted the nomination.

Nominate Councillor Morrison for the position of Warden.

Moved: Councillor Connell

Seconded: Councillor Longmire

Councillor Morrison accepted the nomination.

Nominate Councillor Gunn for the position of Warden.

Moved: Councillor Sheridan

Seconded: Councillor Connell

Councillor Gunn accepted the nomination.

The Municipal Clerk called three times for additional nominations and there being none, the Municipal Clerk announced that nominations were closed.

Candidates gave a brief speech to indicate why they were interested in holding the position of Warden for the Municipality of the County of Annapolis and ballots were cast by district, starting with District 1.

**MOTION 221115.02 Election of Councillor Morrison as Warden**

The Municipal Clerk declared, in accordance with *AM-1.2.3 Warden and Deputy Warden Policy*, that Councillor Morrison had been elected by his peers as Warden for the Municipality of the County of Annapolis, for a period of two years.

Warden Morrison presided in the Chair.

Re: Election of Deputy Warden

• ***Nomination of Deputy Warden***

In accordance with the *AM-1.2.3 Warden and Deputy Warden Policy*, the Warden called for nominations for the office of Deputy Warden.

Nominate Councillor Connell for the position of Deputy Warden.

Moved: Councillor Sheridan

Seconded: Councillor Gunn

Councillor Connell accepted the nomination.

Nominate Councillor Redden for the position of Deputy Warden.

Moved: Councillor LeBlanc

Seconded: Councillor Longmire

Councillor Redden accepted the nomination

Nominate Barteaux for the position of Deputy Warden.

Moved: Councillor Longmire

Seconded: Councillor Redden

Councillor Barteaux accepted the nomination.

The Warden called three times for additional nominations and there being none, the Warden announced that nominations were closed.

Candidates gave a brief speech as to why they wish to hold the office of Deputy Warden for the Municipality of the County of Annapolis.

Ballots were cast in reverse order – District 11 through to 1.

In accordance with policy, after the first ballot showed no clear majority, a second ballot was cast with two names Councillor Connell and Redden.

**MOTION 221115.03 Election of Councillor Redden as Deputy Warden**

The Municipal Clerk declared, in accordance with *AM-1.2.3 Warden and Deputy Warden Policy*, that Councillor Redden had been elected by his peers as Deputy Warden for the Municipality of the County of Annapolis, for a period of two years.

**Recess**

10:53 a.m. – 11:06 a.m.

- ***Destruction of Ballots***

**MOTION 221115.04 Destruction of Ballots**

That the Clerk be authorized to destroy the ballots.

Moved: Councillor LeBlanc

Seconded: Councillor Longmire

Motion carried unanimously.

**Re: Election of Nominating Committee**

In accordance with Subsection 13 of *AM-1.3.5 Committees of Council Policy*, the Warden called for nominations for membership on the Nominating Committee.

Nominate Councillor Sheridan to be on the Nominating Committee for a two year term ending November 30, 2024.

Moved: Councillor Connell

Seconded: Councillor Gunn

Councillor Sheridan accepted the nomination.

Nominate Councillor Longmire to be on the Nominating Committee for a two year term ending November 30, 2024.

Moved: Councillor Barteaux

Seconded: Councillor Gunn

Councillor Longmire accepted the nomination

Nominate Councillor LeBlanc to be on the Nominating Committee for a two year term ending November 30, 2024.

Moved: Councillor Prout

Seconded: Councillor Sheridan

Councillor LeBlanc accepted the nomination

The Warden called three times for additional nominations and there being none, the Warden announced that nominations were closed.

**MOTION 221115.05      Elected to Nominating Committee – Councillors Sheridan, Longmire and LeBlanc**

The Clerk declared that Councillors Sheridan, Longmire and LeBlanc had been elected to sit with Warden Morrison as the Nominating Committee.

**Disclosure of Interest**

None.

**Agenda Approval (Order of the Day)**

That municipal council approve the Order of the Day as amended.

Moved: Councillor LeBlanc

Seconded: Councillor Sheridan

Motion carried unanimously.

**Minutes**

• *2022-09-27 Regular Council*

**MOTION 221115.06      Minutes 2022-10-25 Regular Session Council**

That the minutes of the regular session of Municipal Council held on October 25, 2022, be approved as circulated.

Moved: Deputy Warden Redden

Seconded: Councillor Hudson

Motion carried unanimously.

**Committee of the Whole Recommendations 2022-11-08**

• *SR2022-21 Annapolis County Municipal Housing Corp. Board Member Appointments*

**MOTION 221115.07      Annapolis County Municipal Housing Corp. Board Member Appointments**

That municipal council appoint Carol Ward, Ann Burns, and Paula Bliz to the Annapolis County Municipal Housing Corporation for a two-year term ending November 30, 2024, and appoint Alnoor Rajan to the Annapolis County Municipal Housing Corporation for a third two-year term ending November 30, 2024; and

extend the appointments of Nancy McGrath and Gail Grover to November 30, 2027 as requested by the Province (Seniors and Long Term Care), and by Resolution of the Board and Municipal Council's recent amendment of the Instrument of Incorporation.

Moved: Deputy Warden Redden

Seconded: Councillor LeBlanc

Motion carried unanimously.

• *SR2022-22 AM-1.4.22 Traffic Authority Policy New*

**MOTION 221115.08      AM-1.4.22 Traffic Authority Policy New**

That municipal council approve *AM-1.4.22 Traffic Authority Policy* as circulated pursuant to 7-day notice given on November 8, 2022.

Moved: Deputy Warden Redden

Seconded: Councillor Connell

Motion carried unanimously.



- *SR2022-24 2022-23 Community Grants Wilmot Mountain United Baptist Church*  
**MOTION 221115.09 2022-23 Community Grants Wilmot Mountain United Baptist Church**  
That municipal council approve a grant in the amount of \$1,300 to Wilmot Mountain United Baptist Church to assist with their Mount Rose Church Restoration Project from the Capital Projects Assistance Program, Small Project Matching Grants in accordance with *AM-1.4.9 Community Grants Policy*.  
Moved: Deputy Warden Redden  
Seconded: Councillor Sheridan  
Motion carried unanimously.
- *SR2022-25 2022-23 Community Grants Fundy Folk Association (Evergreen Theatre)*  
**MOTION 221115.10 2022-23 Community Grants Fundy Folk Association (Evergreen Theatre)**  
That municipal council approve a grant in the amount of \$2,000 to Fundy Folk Association (Evergreen Theatre) to assist with their roof re-shingling project from the Community Halls and Centres Assistance Program in accordance with *AM-1.4.9 Community Grants Policy*.  
Moved: Deputy Warden Redden  
Seconded: Councillor Hudson  
Motion carried unanimously.
- *SR2022-26 2022-23 Community Grants Granville Centre Community Hall Association*  
**MOTION 221115.11 2022-23 Community Grants Granville Centre Community Hall Association**  
That municipal council approve a grant in the amount of \$1,200 to the Granville Centre Community Hall Association to assist with their heating system upgrade project from the Community Halls and Centres Assistance Program in accordance with *AM-1.4.9 Community Grants Policy*.  
Deputy Warden Redden  
Seconded: Longmire  
Motion carried unanimously.
- *SR2022-27 2022-23 Community Grants Margaretsville Baptist Church*  
**MOTION 221115.12 2022-23 Community Grants Margaretsville Baptist Church**  
That municipal council approve a grant in the amount of \$1,312.86 to the Margaretsville Baptist Church to assist with their Picnic Table Shelter project from the Community Programs Assistance Fund in accordance with *AM-1.4.9 Community Grants Policy*.  
Moved: Deputy Warden Redden  
Seconded: Councillor Connell  
Motion carried unanimously.
- *SR2022-28 2022-23 Community Grants Melvern Square and Area Community Centre Association*  
**MOTION 221115.13 2022-23 Community Grants Melvern Square and Area Community Centre Association**  
That municipal council approve a grant in the amount of \$2,400 to the Melvern Square & Area Community Centre Association to assist with an electrical service upgrade to the community centre from the Community Halls and Centres Assistance Program in accordance with *AM-1.4.9 Community Grants Policy*.  
Moved: Deputy Warden Redden

Seconded: Councillor Prout  
Motion carried unanimously.

**NEW BUSINESS**

**Re: Resignation of Councillor District 3**

The Clerk advised municipal council that she had received the resignation of Alan Parish, Councillor for District 3, on Wednesday, November 9, 2022.

**Re: SR2022-29 Special Election District 3**

**MOTION 221115.14      Appoint Carolyn Young as Returning Officer**

That Municipal Council appoint Carolyn Young as the Returning Officer and delegate its powers of appointment to the clerk in accordance with Section 4 of the *Municipal Elections Act (MEA)*.

Moved: Deputy Warden Redden  
Seconded: Councillor LeBlanc  
Motion carried unanimously.

**MOTION 221115.15      Delegate Authority to Clerk – Section 139 of the Municipal Elections Act**

That Municipal Council delegate its authority to make, revise and amend the tariff of fees and expenses and provide for a method of rendering and verifying accounts for payment to the clerk, in accordance with section 139 of the *Municipal Elections Act*.

Moved: Deputy Warden Redden  
Seconded: Councillor Hudson  
Motion carried unanimously.

**MOTION 221115.16      Fix January 28, 2023 for Special Election in District 3 and Associated Dates**

That municipal council fix the date of the special election to be Saturday January 28, 2023, with the following *stated dates*:

January 3, 2023      Nomination Day (required by the MEA)

\*January 21, 2023      1<sup>st</sup> Advance Poll (required by the MEA)

\*January 24, 2023      2<sup>nd</sup> Advance Poll (required by the MEA) (\*with the actual advance poll running live between January 15-27 in accordance with our C8 Alternative Voting Bylaw)

February 13, 2023 Special Council to Swear-in New Councillor

Moved: Deputy Warden Redden  
Seconded: Councillor Longmire  
Motion carried unanimously.

**Councillor Comments**

***District 1 – Councillor Prout (as submitted)***

I would like to begin by congratulating our new Warden and Deputy Warden on their election to Office earlier today as Council moves forward into the second half of our term. Our Council has a number of issues which we will need to deal with in the days ahead. I believe that if we continue to work together as a team that we will be successful in our efforts.

As we draw closer to the Holiday Season I hope that we all can keep in mind those members of our communities who may be in need of our assistance.

*District 2* – Councillor Connell congratulated the new warden and deputy warden and looks forward to the next two years, moving forward, showing our responsibilities to our citizens. In the past month the meeting in Margaretsville for boundary review with a good turnout, and good questions. . We tried numerous ways to communicate the meeting, sometime it doesn't work out. Very few in Margaretsville received the flyers.

*District 4* – Councillor Barteaux and Councillor Longmire laid the wreath at the Remembrance Day ceremony at Royal Canadian Legion Branch 21 in Annapolis Royal, which was well attended. All the community halls in his district are doing well with lots of community activity. He congratulated the new warden and deputy warden.

*District 5* – Councillor Longmire attended a wonderful Remembrance Day service, with Councillor Barteaux and a cadet attendant to lay a wreath at Port Royal BR 21. First aid and AED training is a must these days. Will offer an opportunity to strengthen confidence for citizens. Braveheart First Aid will offer a non-certified class on emergency first aid tomorrow at the Lower Granville Hall. The Port Royal Lighthouses Association, a non-profit group, recently acquired ownership of the Schafner's Point Lighthouse and are fundraising for restorations necessary. Potholes. Everywhere. Dangerous and tries to avoid them. Ditches are overgrown, hard to navigate corners. Governance and boundary review meetings have been completed. Hopes people have let their voice be heard. NSFM – attended earlier this month, lots to contemplate. Vacant seat for district 3. Put your name forth. Congratulated new warden and deputy warden. Let's work and continue to be strong together.

*District 6* – Councillor Morrison (*as submitted*)

Thanks to district 6 who have supported him over past 10 years and council colleagues for their trust and confidence, will do all he can to live up to potential.

*District 7* – Councillor Hudson – congratulated new warden and deputy warden. Attended Remembrance Day service in Bridgetown and laid a wreath. Well attended, and lots of children present. He thanked the parents that brought children to the service to learn the importance of Remembrance Day. He attended the boundary meeting in Hampton, which was disappointing with only one member of public in attendance. These meetings should have been held where the greatest number of people resided, nearest to Bridgetown was a distance of more than 10 miles in any direction. He noted the upcoming dinner theater *The Rhubarb Stalks at Twilight* at St. James Anglican church on November 18<sup>th</sup> and 19<sup>th</sup> put on by the Annapolis District Drama Group. Tickets can be purchased from Judy Marshall or David Skidmore. West Dalhousie Community Hall is hosting a turkey dinner on Saturday, November 26<sup>th</sup>. They will also be selling Crisps for Christmas on Dec 8<sup>th</sup> – apple, apple cranberry or blueberry, with pick up on December 8<sup>th</sup> at noon. The resignation of Alan parish becomes effective today. Thanked him for hard work as warden over two years and wishes best for the future.

*District 8* – Councillor Gunn (*as submitted*)

I'd like to extend my congratulations to the new Warden and Deputy Warden.

At the end of October, I attended the Western Crownlands Interaction Committee meeting, which I already reported on in Committee of the Whole, but I'd just like to again say what an interesting set of presentations they were, and how much we learned about how the Wolly Adelgid is affecting our woodlands, and some ecological solutions.

I was in Halifax for the Nova Scotia Federation of Municipalities annual conference in the first week of November, which as always is very informative and well organized. The concerns we share in this

County are not unique: from all corners of the province, delegates shared concerns about employee shortages, housing, paying the retroactive dues to RCMP, utility costs, and so on.

As much as I loved meeting up with officials from other municipalities – near and far, I found the best part of the whole conference was round table discussion, where we had an exchange ideas and solutions shared from different municipalities. I am certain the other councilors in attendance found these to be important sharing and learning sessions as well, and I recommended more quality workshops like these in future conferences.

BUT! I still haven't seen the county flag there in the 5 times I've been to this conference, and have mentioned it to a previous CAO and council. We'll need to get one up there for them to fly on our behalf.

I spent Remembrance Day morning at a small cenotaph near Keji, and ended the day at the Legion Banquet in Bear River. The guest speaker to the banquet was Dr. Sherry Pictou, an assistant professor at the Schulich School of Law at Dalhousie. She shared stories about a Bear River First Nations man who served in the First World War as a tunneler, and the roster of Bear River First Nations people who served in the Second World War ... most of whom weren't considered Canadian citizens at the time. I remembered many of their names from my youth, growing up in this area. It was a very moving and educational talk, and was a wonderful evening of reflection and remembrance for all.

Upcoming events in District 8 include a very busy day on the morning of November 26<sup>th</sup>. The Oakdene Centre in Bear River is hosting a Craft Fair, the Bear River East Baptist Church will have a Christmas Sale, and Forrester's Hall in Clementsport has a Christmas Country Market. The Forrester's Hall will also be hosting a Memory Tree Lighting ceremony on the evening of November 24<sup>th</sup>, and the Breakfast with Santa on the morning of December 10<sup>th</sup>.

*District 9* – Councillor Sheridan noted her congratulations to new warden and deputy warden. And thanked all candidates who put their names forward. Gratitude to the outgoing warden and best wishes for his retirement. Staff at all the boundary meetings – thanks to them.

*District 10* – Deputy Warden Redden reported the Annapolis Valley Exhibition AGM tonight at the Lawrencetown fire hall. He noted Springfield and New Germany events taking place which can be checked out on the Springfield Area Facebook group. Thanked all for support today and over the past few months.

*District 11* – Councillor LeBlanc offered congratulations to the warden and deputy warden. Lots of work for the next two years. Thanked all who put in their names. She hopes Alan Parish has a great retirement and enjoys a life of leisure with this wife. She thanked the staff who attended the boundary review meeting in her district, noting that numbers were small but engaged. Two youth attended and were asking lots of questions. A positive thing to see youth take an interest. Christmas and December are coming and Three Rivers will be having a December 3 Breakfast with Santa from 9 – 11.

**MOTION 221115.17      Letter of Thanks to Alan Parish**

Motion to send a letter of thanks to Alan Parish for his service as councillor and warden over the past two years and for best wishes for a peaceful life and retirement.

Moved: Councillor Longmire

Seconded: Councillor Barteaux

Motion carried unanimously. .

**Adjournment**

That municipal council adjourn its session at 11:45 am until the next regular meeting scheduled for **Tuesday, December 20, 2022.**

Moved: Deputy Warden Redden

Seconded: Councillor Sheridan

Motion carried unanimously.

Unapproved draft

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Warden

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Municipal Clerk

**Special Session of Municipal Council  
Summary of Motions  
November 22, 2022**

Include Old Town Hall Property, Bridgetown, in the Annapolis County Municipal Register of Heritage Properties .....	2
Amend Bridgetown Zoning Map – Final Reading .....	2

Minutes of the special **Municipal Council** meeting held on Tuesday, November 22, 2022, at 9:00 a.m., at the Municipal Administration Building, Annapolis Royal, NS.

Warden Morrison shared comments on Municipal Awareness Week.

**Present:** District 1 – Bruce Prout, present  
District 2 - Brian “Fuzzy” Connell, absent  
District 3 – vacant  
District 4 – Clyde Barteaux, present  
District 5 – Lynn Longmire, present  
District 6 – Alex Morrison, Warden, present  
District 7 – David Hudson, present  
District 8 – Michael Gunn, absent  
District 9 – Wendy Sheridan, present  
District 10 – Brad Redden, Deputy Warden, present  
District 11 – Diane Le Blanc, present

**Also Present:** Interim CAO Doug Patterson, Municipal Clerk Carolyn Young; D. Campbell.

**Disclosure of Interest**

None

**Approval of Agenda**

That municipal council approve the Order of the Day as circulated, **including two Public Hearings at 11:00 a.m. under separate agendas.**

Moved: Councillor LeBlanc

Seconded: Deputy Warden Redden

Motion carried unanimously.

**IN-CAMERA**

*That municipal council meet in-camera from 9:09 a.m. – 10:31 a.m. in accordance with Section 22(2)(g) legal advice eligible for solicitor-client privilege.*

Moved: Councillor Hudson

Seconded: Councillor Longmire

Motion carried unanimously.

**Recess**

10:31 a.m. – 10:46 a.m.

**Amend the Order of the Day**

To amend the Order of the Day by adding two items: Include Old Town Hall Property in the Annapolis County Municipal Register of Heritage Properties and Final Reading to Amend the Bridgetown Zoning Map

Moved: Deputy Warden  
Seconded: Councillor LeBlanc  
Motion carried unanimously.

Re: Include Old Town Hall Property in the Annapolis County Municipal Register of Heritage Properties  
**Include Old Town Hall Property, Bridgetown, in the Annapolis County Municipal Register of Heritage Properties**

That municipal council include the Old Town Hall Property in the Annapolis County Municipal Registry of Heritage Properties and deposit a Notice of Registration in the Registry of Deeds providing that it is not to be demolished or the exterior altered without Municipal approval as part of that review, the Heritage Advisory Committee is required to be consulted and Council may grant/refuse or attach conditions to the demolition or substantial alteration.

Moved: Councillor LeBlanc  
Seconded: Councillor Hudson  
Motion carried unanimously.

Re: Final Reading to Amend the Bridgetown Zoning Map

**Amend Bridgetown Zoning Map – Final Reading**

That Municipal Council give 2<sup>nd</sup> and final reading of its intention to amend the Bridgetown Zoning Map to rezone the land identified as PID No. 05149976 in the community of Bridgetown from the Institutional (I1) Zone to the Commercial (C1) Zone, in full consideration of the related goals, objectives and policies of the Bridgetown Municipal Planning Strategy.

Moved: Councillor Hudson  
Seconded: Deputy Warden Redden  
Motion carried unanimously.

**Adjournment**

To adjourn the special session of municipal council at 11:22 a.m.

Moved: Councillor Sheridan  
Seconded: Councillor LeBlanc  
Motion carried unanimously.

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Warden

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Municipal Clerk



Minutes of the special **Municipal Council** meeting held on Monday, November 28, 2022, at 10:00 a.m., at the Municipal Administration Building, Annapolis Royal, NS.

**Present:** District 1 – Bruce Prout, present  
District 2 – Brian “Fuzzy” Connell, present  
District 3 – vacant  
District 4 – Clyde Barteaux, present  
District 5 – Lynn Longmire, present  
District 6 – Alex Morrison, Warden, present  
District 7 – David Hudson, present  
District 8 – Michael Gunn, present  
District 9 – Wendy Sheridan, present  
District 10 – Brad Redden, Deputy Warden, present  
District 11 – Diane Le Blanc, present

**Also Present:** Interim CAO Doug Patterson, Municipal Clerk Carolyn Young; A. Anderson, L. Bent, D. Campbell, K. Inglis, Jim Young.

**Disclosure of Interest**

None

**Approval of Agenda**

That municipal council approve the Order of the Day as circulated.

Moved: Councillor Longmire

Seconded: Councillor LeBlanc

Motion carried unanimously.

**IN-CAMERA**

That municipal council meet in-camera from 10:05 a.m. – 10:36 a.m. in accordance with Section 22(2)(e) contract of the *Municipal Government Act*.

Moved: Councillor Hudson

Seconded: Councillor Prout

Motion carried unanimously.

**Amend the Order of the Day**

To amend the Order of the Day by adding in item under In-camera in accordance with Section 22(2)(c) personnel of the *Municipal Government Act*.

Moved: Councillor Sheridan

Seconded: Councillor Longmire

Motion carried unanimously.

**IN-CAMERA**

That municipal council meet in-camera from 10:41 a.m. – 11:56 p.m. in accordance with Section 22(2)(c) personnel matters of the *Municipal Government Act*.

Moved: Councillor Sheridan  
Seconded: Councillor Leblanc  
Motion carried unanimously.

### **New Business**

Re: SR2022-30 Appointment of Municipal Auditor

#### **MOTION 221128.01 Appointment of Grant Thornton as Auditor for Years Ending March 31, 2022 and March 31, 2023**

That municipal council appoint Grant Thornton as the Municipal Auditor for the County of Annapolis for the fiscal years ending March 31, 2022 and March 31, 2023.

Moved: Councillor Hudson  
Seconded: Councillor Sheridan  
Motion carried unanimously.

### **Amend the Order of the Day**

To add under New Business Director of Finance.

Moved: Councillor Hudson  
Seconded: Councillor Longmire  
Motion carried unanimously.

### **Re: Director of Finance**

To direct the CAO to start the process of hiring a Director of Finance with the assistance of an outside consultant.

Moved Councillor Hudson  
Seconded Councillor Sheridan

The question was called.  
Motion carried, 6 in favour of the question being put.

The Question was called on the motion.

**Motion lost**, 5 in favour, 5 against

To direct the CAO to bring a report to December COTW regarding the hiring of a Director of Finance.

Moved: Councillor Sheridan  
Seconded: Councillor Longmire.  
Motion carried unanimously.

### **Adjournment**

To adjourn the special session of municipal council at 12:11 p.m.

Moved: Councillor Connell  
Seconded: Councillor Sheridan  
Motion carried unanimously.

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Warden

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Municipal Clerk

**Recommendations  
from 2022-12-13 Committee of the Whole  
to 2022-12-20 Municipal Council**

**5.1 *Grant Port Royal Lighthouse Society***

That Municipal Council approve a grant in the amount of \$5,000 to the Port Royal Lighthouse Association to assist with their “Set the Stage” (phase 1) for major repairs and restoration of the Schafner Point (Port Royal) Lighthouse from the Capital Projects Assistance Program – Small Project Matching Grants in accordance with AM-1.4.9 Community Grants Policy.

**5.2 *Bear River Water Assessment***

That Municipal Council approve the reallocation of a maximum of \$50,000 from the county water reserves to fund an assessment and detailed design for a residential water system in Bear River.

**5.3 *Sewer Invoice Town of Annapolis Royal– Defer Decision Re Payment for Sewer Services***

That Municipal Council defer the decision regarding payment to the Town of Annapolis Royal for sewer services to be paid following the completion of the recommendation from the consultant.

**5.4 *AM-2.7.1 Occupational Health and Safety Policy Amend***

That municipal council amend *AM-2.7.1 Occupational Health and Safety Policy* by adding the words “and near miss” in Sub-section 3 (7) in accordance with 7-day notice given on 2022-12-13.

**5.5 *AM-7.3.1 Publication and Signage Policy Amend***

That Municipal Council amend AM-7.3.1 Publication and Signage Policy by making the changes as circulated and recommended by the Working Group, pursuant to 7-day notice given on 2022-12-13.

**5.6 *Nova Scotia Power Inc. Easement 2239 Virginia Road, PID 05057211***

That Municipal Council authorize the Warden and Clerk to sign an easement to Nova Scotia Power Inc. for PID 05057211 for the sum of \$1.

**5.7 *Remuneration Increase for Councillors***

That municipal council approve a cost of living increase of 1.7% for councillors commencing January 1, 2023.

**5.8 *Enter Agreement with Western Woodlot Services Cooperative to Harvest on PID 05091152***

That the municipality enter the agreement with Western Woodlot Services Cooperative to ecologically harvest the county’s land in Greywood on PID 05091152.

**5.9 *Proceeds from Harvest Activity be Placed in Separate Fund for Further Ecological Practices***

That the proceeds from the ecological forestry activity be put in a separate fund to be used for further ecological practices.

**Recommendations  
from 2022-12-13 Committee of the Whole  
to 2022-12-20 Municipal Council**

***5.10 Accessibility Advisory Committee Letter of Thanks***

That municipal council thank the Accessibility Advisory Committee for its work and for the committee to be assured that council will bear its recommendations in mind for future deliberations.

***5.11 Annapolis REMO Agreement to Use NSCC Annapolis Valley Campus***

That Municipal Council approve the “Agreement to use the NSCC Annapolis Valley Campus for an Emergency Shelter, Coordination, Comfort and/or Reception Centre” as recommended to all Annapolis County REMO councils by the Annapolis REMO Advisory Committee

***5.12 Development Agreement Application – MacBeth’s Grooming and Kennel Boarding – First Reading***

That municipal council give first reading of its intent to support the Development Agreement amendment application submitted by Harry Wilson to amend the MacBeth’s Grooming and Kennel Boarding Development Agreement by permitting the future expansion of the business on the property located at 10301 Highway 201 (PID 05292347); and set a Public Hearing for this matter on Tuesday, February 21, 2023, at 11:00 a.m.

***5.13 Extension of Citizen Member Appointments to the Accessibility Advisory Committee***

That Municipal Council extend the citizen appointments of Timothy Atkins, Lester Bartson, Christine Garde, Tina Hiltz, Brenda MacDonald Lona, and John Smith to the Accessibility Advisory Committee to November 30, 2024.

***5.14 Extension of Citizen Member Appointments to the Lawrencetown Water Supply Area Advisory Committee – Waive Restriction***

That Municipal Council waive the restriction regarding consecutive appointments and extend the citizen appointments of Lynette Gilks and Phil Milo to the Lawrencetown Water Supply Area Advisory Committee to November 30, 2024.

***5.15 Citizen Member Appointments to the Lawrencetown Water Supply Area Advisory Committee***

That Municipal Council appoint Brian Reid as a citizen member of the Lawrencetown Water Supply Area Advisory Committee for a two-year term ending November 30, 2024.

***5.16 Extension of Citizen Member Appointments to the Margaretsville Water Supply Area Advisory Committee – Waive Restriction***

That Municipal Council waive by resolution the restriction regarding consecutive appointments, and extend the citizen appointments of Harold Baker, and William Street, to the Margaretsville Water Supply Area Advisory Committee to November 30, 2024.

**Recommendations  
from 2022-12-13 Committee of the Whole  
to 2022-12-20 Municipal Council**

**5.17 Citizen Member Appointments to the Margaretsville Water Supply Area Advisory Committee**

That Municipal Council appoint Heber Janes as a citizen member of the Margaretsville Water Supply Area Advisory Committee for a two-year term ending November 30, 2024.

**5.18 Audit Committee**

That Municipal Council appoint Erich Beifuss as the citizen member of the Audit Committee for a one-year term ending November 30, 2023.

**5.19 Bridgetown Source Water Protection Advisory Committee – Councillor Seek Applicants**

That the Councillor of District 7 seek and encourage applications from citizens in the Bridgetown Water Supply Area, and failing receipt of applications by January 6, 2023, that Municipal Council re-advertise to fill vacancies on the Bridgetown Source Water Protection Advisory Committee.

**5.20 Bridgetown Source Water Protection Advisory Committee – Advertise on Electronic Sign**

That Municipal Council direct staff to advertise Bridgetown Source Water Protection Advisory Committee vacancies on the community electronic sign at the Bridgetown Sports Hub.

**5.21 Granville Ferry Source Water Protection Advisory Committee – Councillors Seek Applicants**

That the Councillors of Districts 4 and 5 seek and encourage applications from citizens in the Granville Ferry Water Supply Area, and failing receipt of additional applications by January 6th, 2023, that Municipal Council re-advertise to fill vacancies on the Granville Ferry Source Water Protection Advisory Committee.

**5.22 Granville Ferry Source Water Protection Advisory Committee – Advertise on Electronic Sign**

That Municipal Council direct staff to advertise Granville Ferry Source Water Protection Advisory Committee vacancies on the community electronic sign at the Bridgetown Sports Hub.

**5.23 Heritage Advisory Committee**

That Municipal Council appoint Elaine Bergen, Jerry Alan Dick, and Anna Roch as citizen members of the Heritage Advisory Committee for a two-year term ending November 30, 2024.

**5.24 Lake Cady Source Water Protection Advisory Committee**

That Municipal Council appoint Gail Longmire as a citizen member of the Lake Cady Source Water Protection Advisory Committee (satisfying Section 28(d) of the policy) for a two-year term ending November 30, 2024.

**Recommendations  
from 2022-12-13 Committee of the Whole  
to 2022-12-20 Municipal Council**

**5.25 Lake Cady Source Water Protection Advisory Committee – Councillors Seek Applicants**

That the Councillors of Districts 6 and 8 seek and encourage applications from citizens in the Lake Cady Water Supply Area, and failing receipt of additional applications by January 6th, 2023, that Municipal Council re-advertise to fill vacancies on the Lake Cady Source Water Protection Advisory Committee.

**5.26 Lake Cady Source Water Protection Advisory Committee - Advertise on Electronic Sign**

That Municipal Council direct staff to advertise Lake Cady Source Water Protection Advisory Committee vacancies on the community electronic sign at the Bridgetown Sports Hub.

**5.27 Margaretsville Source Water Protection Advisory Committee Waive Restriction**

That Municipal Council waive by resolution the restriction regarding consecutive appointments, and appoint Harold Baker as a citizen member of the Margaretsville Source Water Protection Advisory Committee (satisfying Section 29(d) of the policy) for an additional two-year term ending November 30, 2024.

**5.28 Margaretsville Source Water Protection Advisory Committee – Councillor Seek Applicants**

That the Councillor of District 2 seek and encourage applications from citizens in the Margaretsville Water Supply Area, and failing receipt of additional applications by January 6th, 2023, that Municipal Council re-advertise to fill vacancies on the Margaretsville Source Water Protection Advisory Committee.

**5.29 Margaretsville Source Water Protection Advisory Committee – Advertise on Electronic Sign**

That Municipal Council direct staff to advertise Margaretsville Source Water Protection Advisory Committee vacancies on the community electronic sign at the Bridgetown Sports Hub.

**5.30 Planning Advisory Committee Waive Restriction**

That Municipal Council waive by resolution the restriction regarding consecutive appointments, and appoint Carolyn Hubble and Rachel Humphreys as citizen members of the Planning Advisory Committee for an additional two-year term ending November 30, 2024.

**5.31 Planning Advisory Committee**

That Municipal Council appoint Raymond Edward Johnson Jr as a citizen member of the Planning Advisory Committee for a two-year term ending November 30, 2024.

**5.32 Cornwallis Park & Area Asset Review Committee (Adhoc) - Dissolve**

That Municipal Council dissolve the adhoc Cornwallis Park & Area Asset Review Committee.

**Recommendations  
from 2022-12-13 Committee of the Whole  
to 2022-12-20 Municipal Council**

**5.33 Councillor Appointments to Committees of Council, Advisory Boards and Committees, and Joint, Regional or Community Organizations**

That Municipal Council approve the 2022-2024 Councillor Appointments as detailed for a two-year term ending November 30, 2024.

<b>Prout – District 1</b> Forestry Advisory Police Advisory Board Annapolis Valley Regional Library Board Trans County Transportation Society	<b>Connell – District 2</b> Fences Arbitration Fire Services Heritage Advisory
<b>District 3 vacant</b> ; Special Election January Fences Arbitration (alt) Heritage Advisory	<b>Barteaux – District 4</b> Economic Development Committee Forestry Advisory Physician Recruitment & Retention
<b>Longmire – District 5</b> CAO Review Committee Physician Recruitment & Retention REMO Advisory Committee	<b>Morrison – District 6</b> Warden is ex-officio to any committee of council to which s/he was not appointed. Has a voice but no vote)
<b>Hudson – District 7</b> Fire Services Forestry Advisory	<b>Gunn – District 8</b> Forestry Advisory Physician Recruitment & Retention Southwest Nova Biosphere Reserve
<b>Sheridan – District 9</b> CAO Review Committee Economic Development Committee Soldiers Memorial Hospital Foundation	<b>Redden – District 10</b> Economic Development Committee Annapolis Valley Exhibition Society Lawrencetown Source Water Protection Advisory Committee
<b>LeBlanc – District 11</b> Heritage Advisory Committee Physician Recruitment & Retention Police Advisory Board	

**5.34 Letters of Thanks to No-Longer-Serving Citizen Members**

That Municipal Council send letters of thanks to no-longer-serving citizen members of the following committees: Accessibility Advisory, Audit, Bridgetown Source Water Protection Advisory, Heritage Advisory, Lake Cady Source Water Protection Advisory, Lake Cady Water Supply Area Advisory, Margaretsville Source Water Protection Advisory and Planning Advisory.

**5.35 Police Advisory Board Waive Restriction**

That Municipal Council waive by resolution the restriction regarding consecutive appointments, and appoint Dane Berringer as a citizen member of the Police Advisory Board for an additional two-year term ending November 30, 2024.

**Recommendations  
from 2022-12-13 Committee of the Whole  
to 2022-12-20 Municipal Council**

**5.36 *Police Advisory Board***

That Municipal Council appoint Paula Montgomery Pettit as a citizen member of the Police Advisory Board for a two-year term ending November 30, 2024.

**5.37 *AM-1.4.9.1 Medical Assistance Recruitment Program Policy - Amend***

That Municipal Council amend AM-1.4.9.1 Medical Assistance Recruitment Program Policy in accordance with 7-day notice given on 2022-12-13.

**5.38 *Letter to NS Department of Transportation and Infrastructure Renewal***

To recommend that municipal council send a letter to Minister of Transportation and Infrastructure Renewal asking for their department to give some cooperation to fire departments during fatalities on their highways.





COUNTY *of* ANNAPOLIS

NATURALLY ROOTED



## FOUNDATIONAL THEMES:

Our value statement is:

We are dedicated to improving lives in our region with new ideas and honest growth.

Our vision statement is:

We plan to support the needs of all members of our communities as they grow and prosper.

Our mission statement is:

We will include our community in our decisions and planning for all our futures as we offer the services they need and deserve.

## KEY RESULT AREAS

1

**Responsible Growth** - focusing on growing not just our population but also opportunities for families to work, play and grow in the area.

2

**Effective Organization**- establishing a strong foundation of processes and planning so staff can provide the best service possible.

3

**Outside Relations**- building on partnerships to work together more effectively

4

**Finance**- committing to increasing efficiencies and planning for growth



COUNTY *of* ANNAPOLIS

NATURALLY ROOTED

# COUNTY *of* ANNAPOLIS

## STRATEGIC PLAN



# FOUNDATIONAL THEMES:

The Municipality of the County of Annapolis shared values were:

- Creative
- Efficient
- Honest
- Open



Our value statement is:

We are dedicated to improving lives in our region with new ideas and honest growth.



The Municipality of the County of Annapolis shared vision is:

Supportive

Growth

Prosperity

Responsive



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**Our vision statement is:**

We are dedicated to improving lives in our region with new ideas and honest growth.





The Municipality of the County of Annapolis shared mission is:

- Cooperative
- Communication
- Involved Community
- Public Education



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**Our mission statement is:**

We will include our community in our decisions and planning for all our futures as we offer the services they need and deserve.



## KEY RESULT AREAS

**1 Responsible Growth** - focusing on growing not just our population but also opportunities for families to work, play and grow in the area.

**2 Effective Organization**- establishing a strong foundation of processes and planning so staff can provide the best service possible.

**3 Outside Relations**- building on partnerships to work together more effectively

**4 Finance**- committing to increasing efficiencies and planning for growth



# Key Result Area 1- Responsible Growth

## Goals

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Increase the economic and tourism expansion of traditional and emerging industries to create opportunities for careers, evaluate new revenue sources, and support industry growth

Create management and usage plans for agricultural areas to maximize industry opportunity

Development of a volunteer plan to support volunteer recruitment, engagement and education in order to increase volunteer numbers across age brackets.

Develop municipal marketing plan to promote the region as a place to live, grow, work and play leading to increases in numbers of residents, jobs, and tourism.

Create a plan to promote more affordable housing.

Review, modernize and implement a climate change action plan to prepare for changing environmental conditions and meet sustainability targets.

## Key Result Area 2 - Effective Organization

### Goal

Conduct an organizational effectiveness review to identify roles required, jobs descriptions and department needs to improve operations

Develop standard operating procedures for all operational tasks within the organization according to best practices to gain efficiencies and streamline decision making

Establish a culture of continuous improvement

Expand citizen portal for online services to include more options and monitoring to increase customer service levels offered





## Key Result Area 3 - Finance

### Goals

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Develop a budget that maintains service levels while striving to reduce debt and explore ways to generate new revenue sources

Determine opportunities to maximize revenue from new commercial and residential developments through taking advantage of existing services such as water lines and roads

Consider financial efficiency options for shared services and joint growth between regions and municipalities to reduce costs and offer greater access to services

Establish management and usage plans for assets and infrastructure to maximize existing materials, meet expansion needs, track maintenance, and reduce replacement costs



## Key Result Area 4 - Outside Relations

### Goal

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Commit to establishing the safest communities possible to increase resident satisfaction and reduce crime rates

Create workforce development plans with government counterparts to increase career opportunities and reduce workforce exit

Develop relationships of influence with provincial officials

Create conditions for working families to thrive and grow within the region

Identify regulatory changes required for commercial development and apply enforcement for infractions to compliance



COUNTY *of* ANNAPOLIS

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NATURALLY ROOTED



COUNTY *of* ANNAPOLIS

NATURALLY ROOTED

# COUNTY *of* ANNAPOLIS

## STRATEGIC PLAN



# 1. EXECUTIVE SUMMARY

This strategic plan is designed to take effect on January 1, 2023 for a three-year period ending on December 31, 2025.

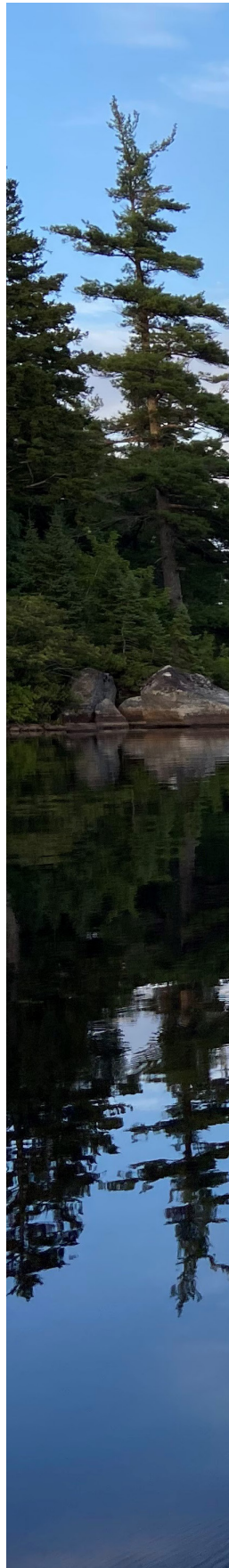
**This plan focuses on four key result areas (KRAs) which are identified as:**

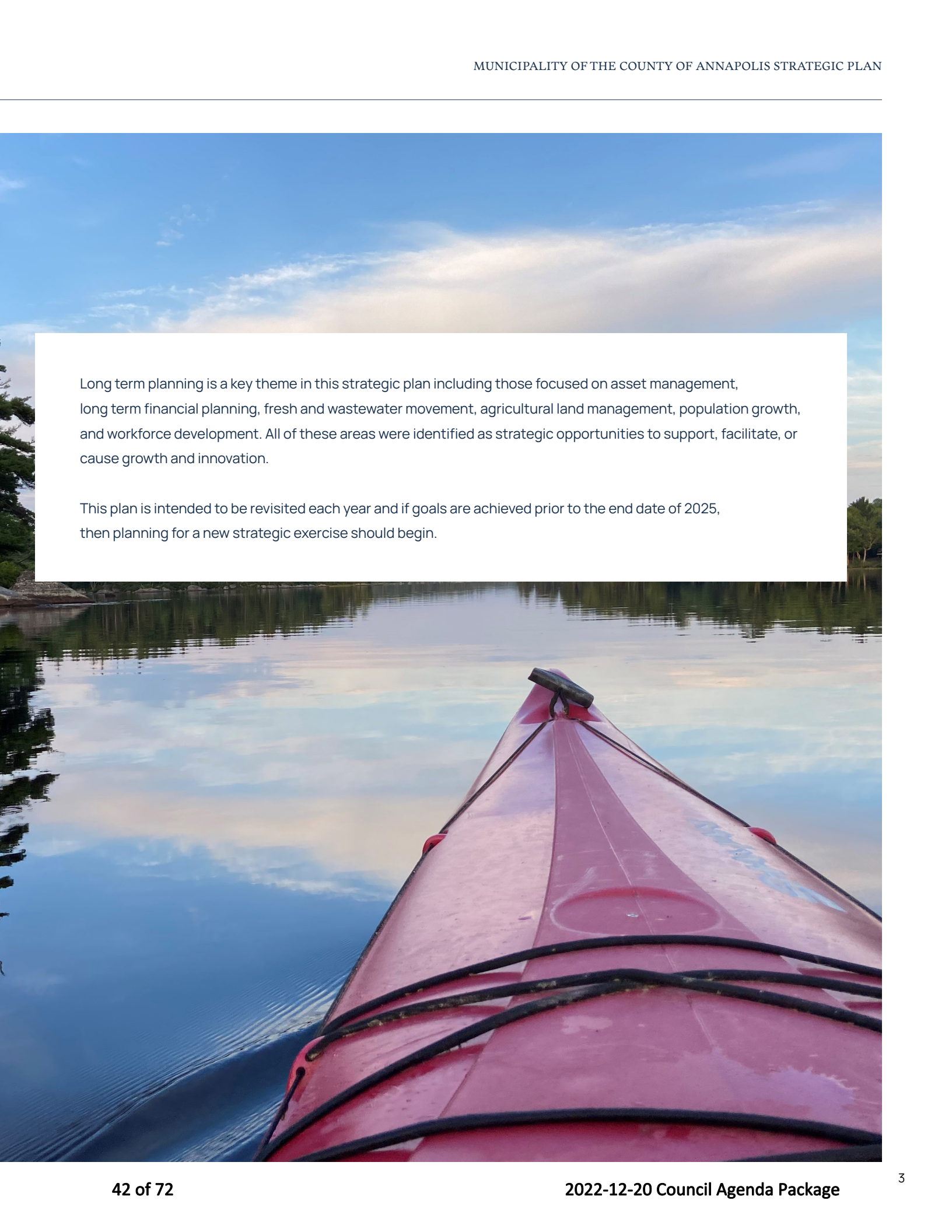
- Effective Organization
- Finance
- Responsible Growth
- Outside Relations

The above KRAs are listed in the order of importance as identified by the Council, with Effective Organization being of the highest priority. Each of these KRAs is supported by a series of goals and actions, with the goal being identified as the “what” the organization is choosing to focus on and the actions being identified on the “how” they will achieve it.

This plan identifies the critical path goals and actions that should be adopted first and which are required to be finished before other actions can begin. These initiatives include the performance of an organizational effectiveness review, the realignment of management into four new director positions each accountable for one of the KRAs, and further services being offered through the online citizen portal.

The plan identifies that the goals and actions fulfillment progress is part of a regular report to Council by the CAO as part of their performance agreement, and that employee work plans are tied to this plan through annual work planning and resource allocations.



A photograph of a red kayak on a calm body of water. The kayak is in the foreground, pointing towards the horizon. The water is still, reflecting the sky and the surrounding trees. The sky is a mix of blue and white clouds, suggesting a clear day. The overall scene is peaceful and serene.

Long term planning is a key theme in this strategic plan including those focused on asset management, long term financial planning, fresh and wastewater movement, agricultural land management, population growth, and workforce development. All of these areas were identified as strategic opportunities to support, facilitate, or cause growth and innovation.

This plan is intended to be revisited each year and if goals are achieved prior to the end date of 2025, then planning for a new strategic exercise should begin.





## 2. INTRODUCTION

The Municipality of the County of Annapolis located in southwestern Nova Scotia is a diverse area with deep cultural and historical significance. Beautiful geography gives way to diverse communities and amazing features such as the Annapolis Valley, the Fundy Coastline and more.

The Municipal Council have identified that they are looking for an updated, modern and vital Strategic Plan to mesh their ideas and vision for the future of their region. The prior Strategic Plan was done in 2016, and has exceeded the timeframe that it was developed for.

The municipality has recently undergone a staff turnover and has an acting CAO in place during a time of multiple reviews underway for areas of focus such as Boundary Reviews, Land Use planning, Accessibility Advisory, and more. With so many layers of change and evaluation happening at the same time, it was more important than ever to establish a roadmap of the overall direction for the municipality and its constituents.

The area is poised to experience growth in traditional and emerging industries and have established a strong desire for newcomers to live, work and play in the region. With a dedicated and loyal staff combined with an enthusiastic and committed council, this strategic plan outlines the path forward for this vibrant and innovative region to deliver those services that their citizens need and deserve.

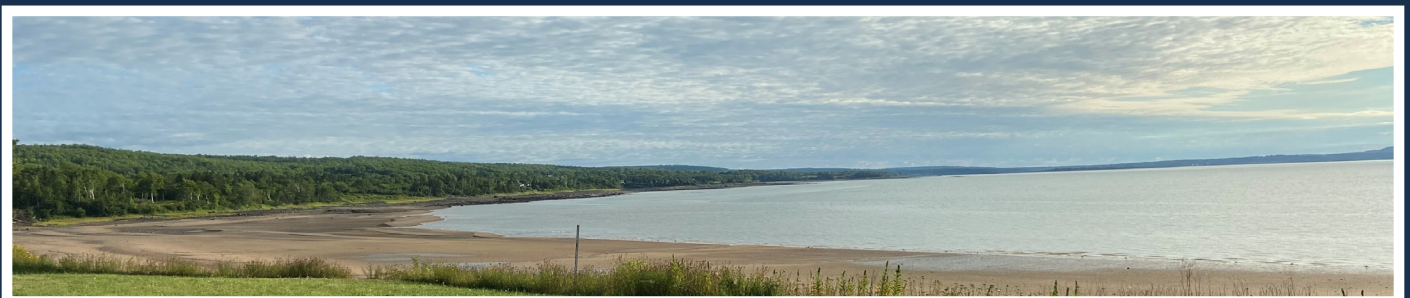
### 3. ENVIRONMENTAL SCAN

Participants from Municipal Staff were involved in a workshop to assist with the environmental scan gathering information about the current state of the organization. There was a follow up workshop with the Municipal Council and select staff to review the findings from the initial scan and to make recommendations.

These workshops included a Strength, Weakness, Opportunity and Threat (SWOT) analysis, card sorting exercises, root cause analysis and affinity diagrams to help identify the strategic categories used to further define the Key Result Areas. The staff workshop also involved a word map exercise combined with an affinity diagram to help develop the keywords for the Value, Vision and Mission statements.

#### The SWOT analysis revealed:

- ▶ **Strengths**- a staff that was responsive to the public, dedicated to providing service to the community and working towards completion of projects.
- ▶ **Weaknesses**- an organization without clear direction and staff guidelines, ambiguity surrounding planning for broader strategies, and communication practices that are not clear or consistent.
- ▶ **Opportunities**- recreational and tourist infrastructures in place with a tie to natural beauty and active lifestyles, growing communities with potential for higher numbers of residents if services are offered and key partnerships available to support growth and innovation.
- ▶ **Threats** - aging demographics lead to fewer volunteers and higher service needs, public perceptions influenced by media, communities being challenged by poverty, climate change, affordable housing and child care.





## 4. FOUNDATIONAL THEMES:

Identifying shared values speaks to **why** an organization exists and its core values in implementing its work. These are guide posts that determine whether or not certain activities or approaches align with the core values of the organization.

A vision speaks to **what** an organization hopes to have achieved by the end of the term of its strategic plan.

A mission speaks to **how** an organization will achieve its vision while respecting its values.

The municipal staff participated in exercises where they identified a series of words that aligned with their values, vision and mission. Keywords were categorized through voting and an affinity diagram to narrow the list down further.



The Municipality of the County of Annapolis shared values were:

Creative

Efficient

Honest

Open



---

**Our value statement is:**

We are dedicated to improving lives in our region with new ideas and honest growth.





The Municipality of the County of Annapolis shared vision is:

- Supportive
- Growth
- Prosperity
- Responsive



---

**Our vision statement is:**

We are dedicated to improving lives in our region with new ideas and honest growth.



The Municipality of the County of Annapolis shared mission is:

Cooperative

Communication

Involved Community

Public Education



---

**Our mission statement is:**

We will include our community in our decisions and planning for all our futures as we offer the services they need and deserve.





# 5. KEY RESULT AREAS

## Responsible Growth, Effective Organization, Outside Relations, Finance

In reviewing the information gathered, it has become clear that the municipality needs a solid foundation of organizational effectiveness, economic and population growth, and managed external affairs/partnerships. The feedback gathered from both the Council and the staff workshops lead to the establishment of four key result areas (KRAs) which are a grouping of similar objectives and/or needs.

Each of the four KRAs is broken down further into strategic goals which is further elaborated upon in Section 6- Strategic Goals, Actions and Measures.

- 1

**Responsible Growth** - focusing on growing not just our population but also opportunities for families to work, play and grow in the area.

### Strategic Focus-

- 1

Economic, tourism and population growth- focused and planned growth within the municipality that takes advantage of existing cultural and heritage strengths and showcases the region as one of green spaces, recreational opportunities and existing landscapes. Fostering growth within traditional and emerging industries and cultivating ideas of the municipality as a place to grow, work, play and visit. Planning for increased population through supporting newcomers to the area with the services they need and expect.
- 2

Community- showcasing the strength in recreation opportunities, and diversity within communities, volunteer strength and opportunities for more involvement through education and awareness and increasing access to community support grants.
- 3

Social Challenges- focusing on meeting the needs of those with economic challenges due to housing constraints, inflation and affordability increases. Planning for workforce development to increase the career opportunities for residents, and ensuring that trained staff are available to fill those professions.
- 4

Public Expectations- increasing communication and transparency to ensure that the populace are engaged and updated on initiatives and fully understand the rationale behind any changes.

## 2 **Effective Organization**- establishing a strong foundation of processes and planning so staff can provide the best service possible.

### Strategic Focus-

- 1 Direction- improving internal communication and management practices through clear processes and procedures to achieve organizational effectiveness.
- 2 Enforcement- reviewing any current bylaws required to ensure that they are clear and enforceable and that staff have ability to do that
- 3 Organizational design- importance of establishing a clear structure within the organization to outline roles and responsibilities of each position, how performance would be measured with each position and identifying the skills inventory of existing staff to match to the appropriate position.
- 4 Planning - implementation of proactive planning for areas such as economic development, planning for population growth through newcomer immigration, and establishing link between strategic plan and staff work plans
- 5 Project Management- following projects through from beginning to end applying mitigations for any risks that can be contained, and establishing contingency plans for those that cannot be managed
- 6 Responsiveness- increased access to services through online portal and ensuring that those services are being delivered at the highest efficiency and that data is tracked and managed

- 7      Service Challenges - establishment of standard operating procedures for all operational tasks, including communication, to remove any barriers to program procedures and streamline operations for staff
- 8      Staff- capitalizing on a staff that take great pride in their work and ensuring that their successes are recognized and that they have all the tools and resources needed to do their work and maintain morale.

3

**Outside Relations-** building on partnerships to work together more effectively

**Strategic Focus-**

- 1      Partnerships- managing and growing partnerships and collaborations with many levels of contacts to gain access to the highest spectrum of services able to be delivered while consolidating costs and reducing setup needs.
- 2      Lack of jurisdiction- Many priorities for the municipality require decisions made by other levels of government and building relationships and influencing the provincial and federal government is key to success in these areas
- 3      Contract management- the municipality relies on services provided by third parties (eg RCMP, Kings Transit) and needs to have a better focus on managing these relationships

## 4

**Finance**- committing to increasing efficiencies and planning for growth

### Strategic Focus-

1

Budgetary Risk- examining options to generate new revenue sources with a transparent and adaptable approach to budget creation and service delivery.

2

Expenditure management- it is critical for the municipality to be on budget each year.

3

Internal efficiencies- the municipality should seek opportunities for continuous improvement with any savings reinvested in the community.

## 6. STRATEGIC GOALS, ACTIONS AND MEASURES

Strategic planning is basically an analysis of community needs in conjunction with an assessment of existing programs and plans. Evaluation of potential resources and planning with a focus on the future are all key foundational steps in the strategic planning execution and organizational sustainability.

The strategic goals are defined through identification of the initiatives that will be needed in order to fulfill the expectations of the Key Result Areas, followed by the objectives and actions.



## Key Result Area 1- Responsible Growth

### Goal

Increase the economic and tourism expansion of traditional and emerging industries to create opportunities for careers, evaluate new revenue sources, and support industry growth

### Actions

Evaluation of current status of tourism, parks, active transportation, etc. plans to determine what work has already been started

Create an incentive package for potential commercial investors outlining key benefits of growing a business in the region.

### Measures

New revenue sources  
Increased careers/professional jobs associated with new industry or growth of existing  
Increased commercial investment year over year

### Goal

Develop municipal marketing plan to promote the region as a place to live, grow, work and play leading to increases in numbers of residents, jobs, and tourism.

### Actions

Procurement of reputable outside firm

Establish budget for plan and potential funding opportunities through government agencies

Establish key promotional areas and target audiences

### Measures

Increased revenue from tourism | Increase in number of families/residents | Increase in visitor traffic

## Goal

Create management and usage plans for agricultural areas to maximize industry opportunity

### Actions

Evaluate absentee property owners impact on limiting use of agricultural areas

Incorporate regional economic development plans into agricultural planning

Evaluate succession planning and workforce needs within the agricultural industry

Partner with provincial Buy Local campaigns to promote industry

Investigate partnerships with provincial programs for furthering technology and industry enhancements within the agricultural industry

### Measures

Increased agricultural land use | Increased revenue from agriculture industry

## Goal

Create a plan to promote more affordable housing.

### Actions

Establish inventory of rental housing within the municipality

Determine projections for housing needs over the next 5 years based on population growth and immigration

Establish process to promote affordable housing options as part of multi-unit residential approvals by Council

Evaluate existing requirements for multi-unit residential structures proximity to services such as transit, health services, and retail and establish land use planning considerations.

### Measures

Increased incorporation of affordable housing units in new development

Key Result Area 1- Responsible Growth

Goal

Development of a volunteer plan to support volunteer recruitment, engagement and education in order to increase volunteer numbers across age brackets.

Actions

- Establish inventory of existing volunteer requirements and services delivered
- Determine potential volunteer opportunities and skills inventory and availability required for those roles
- Create an educational and awareness campaign on these opportunities
- Establish partnership with schools and youth programs to incorporate volunteerism into their curriculums/programs

Measures

Higher number of youth volunteers | Increased volunteer rates overall





## Goal

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Review, modernize and implement a climate change action plan to prepare for changing environmental conditions and meet sustainability targets.

### Actions

Creation of green space protection program to ensure parks and recreation areas remain protected

Creation of inventory of climate targets applicable to the municipality and identify those services responsible for the activity

Inventory any existing emergency plans for flooding and extreme weather and incorporate updates

Identify existing waste management solutions for efficiencies and any adjustments needed to meet sustainability targets  
Incorporate environmental stewardship into all land use planning

### Measures

Higher number of youth volunteers | Increased volunteer rates overall



## Key Result Area 2 - Effective Organization

### Goal

Conduct an organizational effectiveness review to identify roles required, jobs descriptions and department needs to improve operations

### Actions

Create an executive role responsible for each KRA

Procurement of reputable outside firm to conduct review

Participate in organizational review and establish recommendations

Implement performance management system for all staff

Develop performance agreement with CAO and mechanism for

Council to review and manage that performance

Create work plans for all staff to support the Strategic Plan

### Measures

Employee satisfaction surveys and employee engagement surveys

Measurement of on-track implementation of strategic plan

### Goal

Develop standard operating procedures for all operational tasks within the organization according to best practices to gain efficiencies and streamline decision making

### Actions

Establish a committee of 3-5 staff to identify all procedures that fall under this heading

Committee to research and identify best practices and use those as a guide

Begin research and documentation with communication practices

### Measures

Increased transparent communications

Reduced backlog of work due to efficient procedures and clear roles



## Goal

Establish a culture of continuous improvement

### Actions

- Seek training for key staff in process improvement
- Include process improvement in employee work plans
- Modernization of software systems
- Evaluation of current website performance and requirements

### Measures

Improved service outcomes | Efficiency savings to be redirected to priority services

## Goal

Expand citizen portal for online services to include more options and monitoring to increase customer service levels offered

### Actions

- Inventory existing services offered through this portal currently and technological capabilities for expansion
- Evaluate website performance and address deficits
- Conduct survey and research into other jurisdictions to determine their offering list
- Conduct surveys of constituents to determine what services they prefer/desire - interactive zoning and infrastructure map, interactive portals, etc.

### Measures

Increase in services offered with reduced staff leading to citizen satisfaction

## Key Result Area 3 - Finance

### Goal

Develop a budget that maintains service levels while striving to reduce debt and explore ways to generate new revenue sources

### Actions

Long term financial planning

Budget projections to include resources required for implementing strategic plan

### Measures

Reduced debt and maintained services

### Goal

Consider financial efficiency options for shared services and joint growth between regions and municipalities to reduce costs and offer greater access to services

### Actions

Establish inventory of services requiring enhancement or increased availability

Work with partnership director to evaluate how neighboring regions can offer shared services at reduced costs and their best practices

Work with partnership director to evaluate any government programs to support shared services financially within the region

Work with Partnership Director to evaluate current funding opportunities associated with Regional Growth initiatives  
Apply for any identified funding grants to support growth- such as the Green Municipal Fund program

### Measures

Accessibility to increased service options

## Goal

Determine opportunities to maximize revenue from new commercial and residential developments through taking advantage of existing services such as water lines and roads

### Actions

Develop land use planning protocols for maximizing access to existing services

Evaluate current billing practices for commercial access to these services to determine equitable practices

### Measures

New revenue source

## Goal

Establish management and usage plans for assets and infrastructure to maximize existing materials, meet expansion needs, track maintenance, and reduce replacement costs

### Actions

Establish inventory of existing assets and lifecycle for replacement

Incorporate growth projections into forecasting for needs including staffing numbers and revenue maps

Evaluate partnerships for fleet needs such as servicing and maintenance

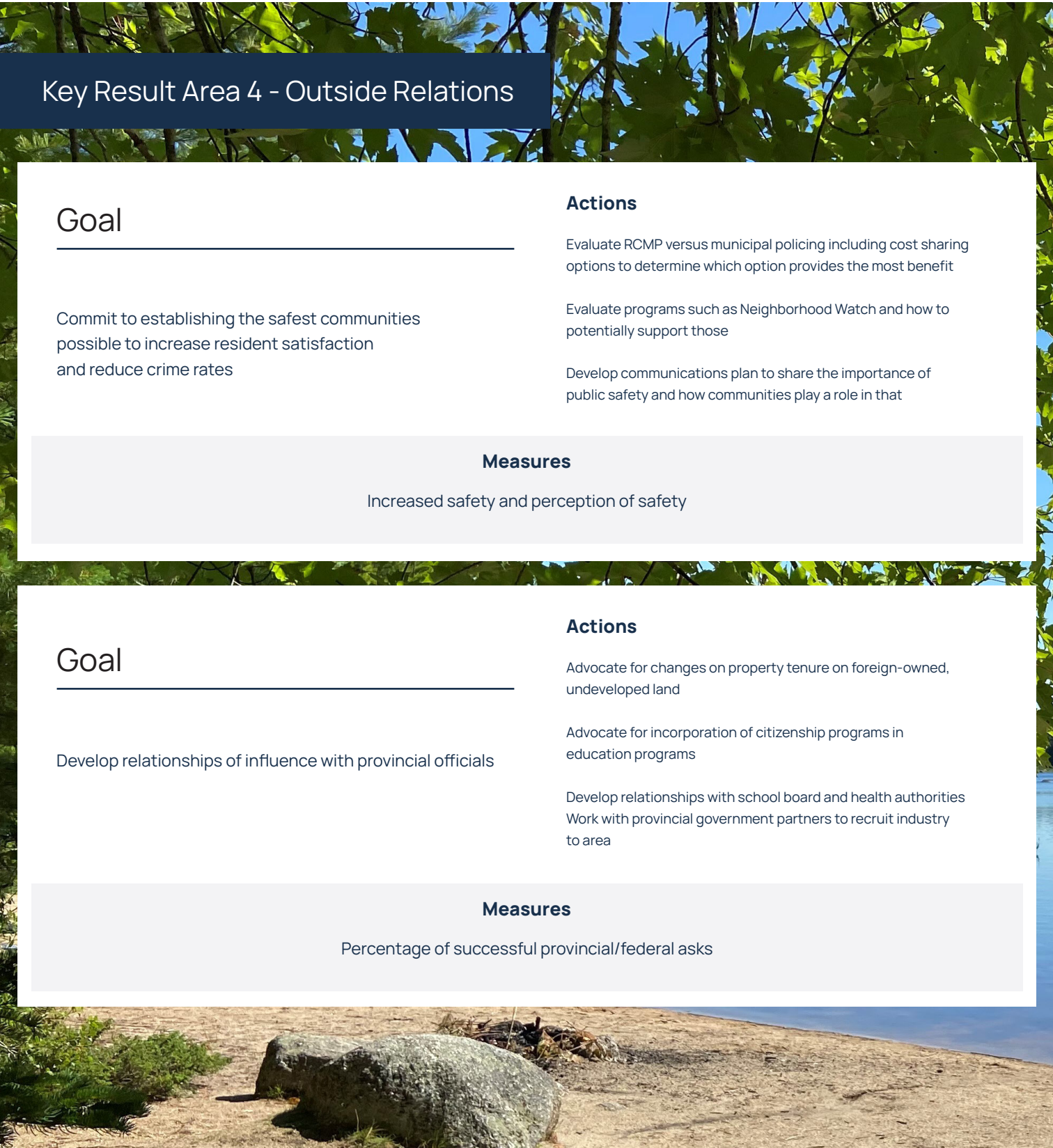
Evaluate upkeep and expansion needs for underground infrastructure for waste and fresh water

Creation of accessibility considerations into projections and planning

### Measures

Reduced maintenance and replacement costs | Accessible infrastructure | Reduced stress on water systems





## Key Result Area 4 - Outside Relations

### Goal

Commit to establishing the safest communities possible to increase resident satisfaction and reduce crime rates

### Actions

- Evaluate RCMP versus municipal policing including cost sharing options to determine which option provides the most benefit
- Evaluate programs such as Neighborhood Watch and how to potentially support those
- Develop communications plan to share the importance of public safety and how communities play a role in that

### Measures

Increased safety and perception of safety

### Goal

Develop relationships of influence with provincial officials

### Actions

- Advocate for changes on property tenure on foreign-owned, undeveloped land
- Advocate for incorporation of citizenship programs in education programs
- Develop relationships with school board and health authorities
- Work with provincial government partners to recruit industry to area

### Measures

Percentage of successful provincial/federal asks

## Goal

Create workforce development plans with government counterparts to increase career opportunities and reduce workforce exit

## Actions

Partner with provincial programs to create retraining opportunities within the region

Work with partnership director to evaluate educational opportunities for internships and co-op programs through existing secondary education programs

Establish skills inventory of existing job vacancies and those projected for the next 3 years.

Set up meetings with representatives from Skills Development NS and Employment NS to determine what support measures may be applicable.

## Measures

New revenue source



## Key Result Area 4 - Outside Relations

### Goal

Create conditions for working families to thrive and grow within the region.

### Actions

Review existing supports and programs including regional specific options

Research immigration statistics to determine loss of potential residents and forecasted population growth

Evaluate partnerships with potential service providers

Create recreational opportunities that enhance active healthy lifestyles that increase affordable and accessible outcomes

### Measures

Increased number of immigrants staying in the region

### Goal

Identify regulatory changes required for commercial development and apply enforcement for infractions to compliance

### Actions

Evaluate current code structure and enforcement options for non-compliance

Evaluate accessibility planning in current codes and implement changes as required

Determine enforcement options for future and identify staff/ resources required

### Measures

Enforcement of non-compliance

## 7. MEASURING AND MONITORING PLAN

As implementation of a strategic plan evolves, there are several steps required by both Council and Staff to ensure success of the changes identified and meaningful outcomes. One of these steps is commitment to seeing the plan through because of the belief in the overall need for changes and connection to successful operations within the communities. A strategic plan is the roadmap the municipality has identified it needs to move in the direction of growth and expansion it requires, but unless it is implemented it is just a plan that sits on a shelf. It doesn't guarantee that the desired performance is reached any more than having a roadmap guarantees the traveler arrives at the desired destination- it must be used and incorporated into daily travel.

Change within an organization can be difficult as moving away from predictable and familiar patterns of behaviour is often a step outside many comfort zones. The importance of establishing tools/approaches to monitor that progress will be paramount to continue past the difficult times and keep pushing forward. Progress monitoring is not a static process, but instead one that continues constantly and is the driving force for any adjustments and tweaking that the plan requires.

A strategic plan is developed at a high level to guide the more detailed planning that happens within an organization annually. Connecting long-range strategic planning with ongoing operations involves developing an action plan that works with your annual cycles of budgeting, funding and program activities. Each KRA should have an approved work plan for that department, aligned with the goals and actions under that KRA, and outline how and when specific actions will be completed and by whom.

Identification of Critical Path goals are outlined in Section 8, and other goals are categorized against urgency and priority/dependencies by the Council upon acceptance of this plan. Breaking the strategic plan down into annual measurement allows more accessible and current information to determine the success of the implementation in a closer semblance to real time reporting.

This strategic plan is intended to become part of all staff annual work plans, including the CAO and their performance agreement. The CAO will use the actions and goals within this plan as their guidebook on the overall direction for the municipality to adopt as they grow and develop. The establishment of executive positions for each Key Result Area means that these four executives will be not just responsible for the fulfillment of the goals and actions identified, but also in reporting the progress and challenges to the CAO. The CAO will then be tasked with reporting any and all progress to the Council in an agreed upon cadence, with a suggestion of quarterly updates.

Annual operating plans including budget, transportation plans, asset planning, etc. should be tied into the strategic plan and the timelines suggested for implementation. The establishment of specific milestones to achieve will be part of the planning cycle each year, addressing any shortfalls from the previous year. The progress on hitting these targets should be brought to Council each quarter, and would be included in the CAO reporting requirements.

## 8. CRITICAL PATH

This strategic plan is intended to cover the Municipality's activities from January 1, 2023 to December 31, 2027 based on Council adopting and approving the plan in Q4 2022. The key suggested milestones are laid out by quarter year, and as the timeline gets further from January 2023, these may become more imprecise.

### 2023

#### Q1

- Organizational Effectiveness Review begins
- Align budget for annual plans and goals
- Build all departmental annual plans around the operational plan
- Establish performance management and work plans for staff
- Management and usage plans for infrastructure and agriculture begins

#### Q2

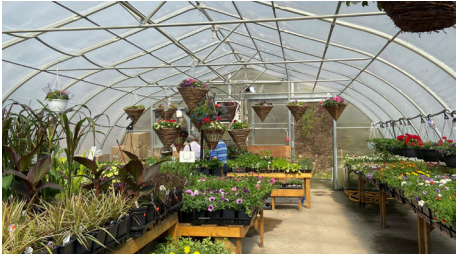
- Four key result areas executives in place
- Municipal Marketing plan agency search
- Document standard operating procedures for municipality begins

#### Q3

- Municipal Marketing plan agency hire and planning begins
- Evaluate website system and citizen portal upgrades
- Evaluate climate change plan

#### Q4

- Annual planning for upcoming year



## 2024

### Q1

- Align budget for annual plans and goals
- Build all departmental annual plans around the operational plan
- Establish performance management and work plans for staff

### Q4

- Annual planning for upcoming year

## 2025

### Q1

- Align budget for annual plans and goals
- Build all departmental annual plans around the operational plan
- Establish performance management and work plans for staff

### Q4

- Annual planning for upcoming year

## 9. RESOURCE REQUIREMENTS

Successful implementation of a strategic plan identifies not only the timelines and priorities to address, but also needs to include what resources may be required. Adequate human and financial resources are critical for implementation success. An appropriate budget should be allocated for each initiative along with time, support, authority and any needed training for staff to achieve it.


Key processes identified in the plan such as an organizational effectiveness review, municipal marketing plans, and website systems overhaul will require not only budget but also the use of a 3rd party to deliver the end product. The resources required by the municipality will include allocation of staff time to work with that external agency to provide them with the information they require.

Another key resource will be staff availability. The goals and associated actions identified in this plan will undoubtedly be in addition to their existing daily tasks, but must become part of their daily activities in order to succeed. Managers and executives must include this work in their work plans for staff ensuring that utilization of their team's hours includes work on the strategic plan as well as additional activities they are currently performing.

Four key executive positions are identified within the plan with each being responsible for one of the Key Result Areas- Director of Finance, Director of Responsible Growth, Director of Outside Relations and Director of Organizational Efficiency. Accountability and high visibility help drive change, so this means that each measure, objective, and initiative must have an owner. These executives will not only be champions for their key initiatives, but they will also be responsible for fulfilling the mandate of the Council in implementing these initiatives and own the progress or failure. They would report directly to the CAO and would provide the CAO the measuring and monitoring reporting identified in Section 7 that they will be required to deliver to the Council.







Overall responsibility for the implementation of this plan rests with the CAO who is accountable to Council. Development of a clear performance agreement for the CAO is critical and providing regular reporting to Council on that performance agreement, including progress of implementation of the strategic plan will be necessary to give the Council the tools it needs to manage its CAO.

Communication is the final key resource we will identify for implementation. As mentioned earlier, change within an organization can be difficult as moving away from predictable and familiar patterns of behaviour is often a step outside many comfort zones. Effective change management is hinged upon communication- to who, when and how. Rolling out a strategic plan involves buy-in from all staff that will be impacted by its implementation, and in order to garner that buy-in means that the staff need to understand the reasoning/rationale behind the initiative, what role they are expected to play, and how this will impact their daily activities. Too often team members view these initiatives as anxiety provoking due to perception it is going to be more work for them on top of all their existing responsibilities. Clear communication surrounding expectations, work plans and timelines will help alleviate these concerns.

Communication with constituents is another important resource requirement for successful implementation. As with the municipal staff, constituents will require clear information about what the reasoning is behind any changes being made, what the key objectives are, how this will impact them and what they will receive from the effort. Council may be well served by sharing the quarterly progress reports from the CAO with their constituents to reassure their community that they are following through on their commitments.



COUNTY *of* ANNAPOLIS

NATURALLY ROOTED

## COUNCIL TRACKING LIST (tracks initiatives of the Municipality, and items referred to committees and staff from Council)

OUTSTANDING ITEMS				
Month Requested	Staff Rpt No	Description	Council Approval	Follow Up Expected
July 2022	Recommendation Report	<b>Water Supply Municipal Planning Strategies &amp; Land Use Bylaws</b> That Municipal Council include the following water supply municipal planning strategies and land use bylaws in the County-Wide Plan review: <ol style="list-style-type: none"> <li>1) Lake Cady Water Supply- serving Cornwallis Park;</li> <li>2) Lawrencetown Water Supply – serving the Village of Lawrencetown; and</li> <li>3) Margaretsville Water Supply- serving Margaretsville</li> </ol>	Motion 220719.08	TBD
July 2022	Council	<b>Refer AM-1.3.2 Public Participation Policy to Accessibility Advisory Committee for Report</b> That municipal council refer <i>AM-1.3.2 Public Participation Policy</i> to the Accessibility Advisory Committee for a report back.	Referred to Accessibility AC for a report back	December 13 COTW
June 2022	Recommendation Report	Governance and Boundaries – Public Consultation THAT municipal council consult the public regarding governance and boundary input by: <ol style="list-style-type: none"> <li>1. initiating an on-line survey throughout the summer regarding Governance and Boundaries; and</li> <li>2. circulating the same information in a local publication in early September adding an in-bound telephone number to complete the survey; and</li> <li>3. mailing the same information to all Annapolis County addresses in mid-September guiding public to the on-line and in-bound telephone number to complete the survey; and</li> <li>4. conduct eleven in-person meetings, one in each district;</li> </ol> In order that municipal council can make a decision on Governance and prepare a submission to the NS Utility and Review Board regarding boundaries; and  That municipal council submit an application for extension to the December 31, 2022 deadline to the NS Utility and Review Board in order to accommodate the addition of eleven in-person meetings, pursuant to the recommendation of Committee of the Whole.	MOTION 220621.03	July 2022 complete  Sept 2022 complete  October 20, 2022  Oct 24 – Nov 9  June 21, 2022

## COUNCIL TRACKING LIST (tracks initiatives of the Municipality, and items referred to committees and staff from Council)

May 2022		Mayor vs Warden System of Governance THAT Municipal Council seek public input regarding the move to a mayoral system in conjunction with the 2022 polling district review public consultations and bear in mind the potential of an extension from the NS Utility and Review Board, in accordance with the recommendation of Committee of the Whole	MOTION 220517.09	Before June 2023
June 2022	Council	<b>Refer Matters to Fire Services Committee as Discussed</b> THAT Municipal Council refers to the Fire Services Committee all matters as discussed with representatives of the Fire Services Association at an information meeting on June 20 <sup>th</sup> for consideration and recommendation back to the Committee of the Whole.	MOTION 220621.19	COTW – no date
June 2022	Council	<b>Fire Services Review</b> Direction given to CAO that staff to prepare a recommendation report regarding carrying out a fire services review.	Direction to staff	TBD
May 2022	Recommendation Report	<b>Road Naming Process for Shared Access Road at Long Lake, Hampton</b> THAT Municipal Council initiate the road naming review process to name the shared access road at Long Lake in Hampton.	MOTION 220517.08	When review process complete
September 2022	COTW	<b>Suggested Policy Changes to AM-1.4.9.1 Medical Assistance Recruitment Program Policy</b> To refer suggested Policy Changes to the Adhoc Physician Recruitment and Retention Committee for review and recommendation.	Referred to PR&R Sept 14 <sup>th</sup>	December COTW
October 2022	SR2022-09	<b>AM-7.3.1 Publication and Signage Policy Amend</b> That Municipal Council amend <i>AM-7.3.1 Publication and Signage Policy</i> by changing the name of the policy to <i>AM-7.3.1 Promotion and Publication Policy</i> and to make the changes in the policy as circulated To refer <i>AM-7.3.1 Publication and Signage Policy</i> to a working group to review grammar, section 5.2 etc. Councillors Redden, Longmire, and LeBlanc volunteered to be the working group, to report back to November Committee of the Whole.	October COTW Referred to Working Group October 12 <sup>th</sup>	December COTW

## COUNCIL TRACKING LIST (tracks initiatives of the Municipality, and items referred to committees and staff from Council)

COMPLETED ITEMS				
Month Requested	Staff Rpt No	Description		Date Complete
July 2022	Information Report	<b>Information Report – Councillor Duties/Obligations – Dangerous or Unsightly Premises</b> To request a staff report which investigates practices including councillor duties and obligations with regard to dangerous or unsightly properties.		September 2022 Complete
June 2022		<b>Extending Current Citizen Appointments and Advertising to Fill Vacancies on the Committees Working On Secondary Plans</b> To direct staff to contact the citizen members of the BAAC, CPAAC, EEAAC, HCAAC, and UCAAC to seek their agreement for extending their current appointment end date to November 30 2024, in order that they may continue their work on the secondary plans, and to advertise to fill any citizen member vacancies on these .	Direction to staff	September 2022 Complete
July 2022	Recommendation Report	Annapolis County Municipal Housing Corporation – Instrument of Incorporation Amend	MOTION 220719.05	July 2022 Complete