



TOWN OF OXFORD
Town Council Meeting
Town Hall – Council Chambers
Monday, 18 November 2019
6:00 PM

AGENDA

1. Call to Order
2. Approval of Agenda
3. Approval of Previous Minutes
 - 3.1 Town Council – 21 October 2019
4. New Business
 - 4.1 RFD 017-2019 Physical Activity & Recreation Strategy
 - 4.2 Committee List Appointments: 2019/20
 - 4.3 Financial Variance Report: 1 April – 31 October 2019
5. Reports
 - 5.1 Economic Development
 - 5.2 Recreation and Leisure
 - 5.3 Public Works
 - 5.4 Fire
 - 5.5 PAB Minutes/RCMP Report
6. Correspondence
7. In Camera
8. Adjournment



Minutes of the Regular Council Meeting

Place: Council Chambers

Date: Monday, October 21, 2019

Presiding Officer: Deputy Mayor Rick Draper

Councilors present: Councilors Brenton Colborne, Dave Clark, Dawn Thompson, Wendy Sweet-Kontuk and Wade Adshade

A quorum was present throughout the meeting.

Regrets: Mayor Patricia Stewart

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

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

Presenter: Mark Milner, CPA, CA – Jorgenson & Bickerton Ltd.

1. Call to order

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

2. Approval of Agenda

- Add 4.9 Unsightly Premises

It was moved and seconded that the agenda of the Regular Town Council Meeting for October 21, 2019 be approved as amended.

Motion Carried

3. Approval of Previous Minutes

It was moved and seconded that the minutes of the Regular Town Council September 17, 2019 and the Special Town Council Meeting September 3, 2019 be approved as circulated.

Motion Carried

4. New Business

4.1 2018-19 Audited Financial Statements – presented by Mark Milner, CPA, CA with Jorgenson & Bickerton Ltd.

- The Oxford Water Utility are included with the Consolidated Financial Statements rather than two separate sets of statements.
- Mr. Milner presented to Council and CAO Jones a management letter and the audit findings letter.
- It was mentioned that the audit committee reviewed the financial statements in detail and are agreeable with the results of the audit.

It was moved and seconded that Town Council accept the 2018/2019 Consolidated Financial Statements as presented.

Motion Carried

A copy of the March 31, 2019 Consolidated Financial Statements for the Town of Oxford has been filed with the Council Package.

Following this presentation, Mark Milner exited the Council meeting.

4.2 RFD 013-2019 Ice Allocation Policy

- Includes the two changes to the Ice Allocation Policy were made as a result from the Committee of the Whole Meeting on October 7, 2019.
- First change was in the purpose, the word optional to the work optimal.
- Second change was that the Arena “may” be closed for regular operations on the holidays stated.

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

Motion Carried

4.3 RFD 015-2019 Fees Policy

It was moved and seconded that Town Council amend the Fees Policy to include ice rental fees, as presented.

Motion Carried

4.4 RFD 016-2019 Surplus Land Sale

It was moved and seconded that Town Council approve the sale of surplus land, located on Dufferin Street, identified on the Property Online map by PID #25246570, zoned residential, with the approximate area of 29,500 square feet, for the submitted purchase price of \$5,175.00.

Motion Carried

4.5 Cumberland Business Connector – Mid-Term Review

- The Cumberland Business Connector are looking for feedback from each of the units.
- The results from this exercise may assist council, at a policy level, help to mitigate some of those challenges and make Oxford more business ready.
- Staff would like to draft a letter for Council to reply to the Cumberland Business Connector by the end of October.
- Council will provide their input to CAO Jones by Sunday, October 27, 2019.

4.6 Strategic Priorities Report

- The one page Strategic Priorities Chart that was presented to Council is the business plan that guides both staff and Council on the agreed upon priorities and what staff utilize as a tool to develop workplans.

- Council priorities for now are: 3-year Capital Plan, Organizational Structure Review, Police Services Review, Recreation Master Plan and Emergency Centre.
- The Strategic Priorities Chart will be on the last page of every Council agenda to maintain visibility and will be an agenda item once a quarter to provide updates and allow discussion on moving other items forward as priorities.

It was moved and seconded that Town Council accepts the Strategic Priorities Report as presented.

Motion Carried

4.7 Oxford Pioneer Hall – Building Repairs

- Robert Hunsley contact Deputy Mayor Draper regarding the roof leaking at the Oxford Pioneer Heritage Hall on Ellis Street.
- The cost to patch the roof is estimated between 2 - \$3000.00 to get through the winter months.
- The cost can be funded from the Gas Tax Funds or the capital reserve fund.
- The Oxford Pioneer Heritage Hall will be reviewed during the Capital Planning in the New Year.
- CAO Jones will contact Mr. Hunsley with decision.

It was moved and seconded that the repairs to the Oxford Pioneer Heritage Hall roof and ceiling will be funded from the Town's capital reserve fund up to \$5,000.

Motion Carried

4.8 Temporary Borrowing Resolution: Capital Projects

It was moved and seconded that

WHEREAS Section 66 of the Municipal Government Act provides that the Town of Oxford, subject to the approval of the Minister of Municipal Affairs and Housing, may borrow to expend funds for a capital purpose authorized by statute;

AND WHEREAS the Town of Oxford has adopted a capital budget for this fiscal year as required by Section 65 of the Municipal Government Act and are so authorized to expend funds for capital purpose as identified in their capital budget;

BE IT THEREFORE RESOLVED

THAT under the authority of Section 66 of the Municipal Government Act, the Town borrow a sum or sums not exceeding Thirty Thousand Dollars (\$30,000) for the purpose set out above, subject to the approval of the Minister of Municipal Affairs and Housing;

THAT the sum be borrowed by the issue and sale of debentures of the Town to such an amount as the Council deems necessary;

THAT the issue of debentures be postponed pursuant to Section 92 of the Municipal Government Act and that the Town borrow from time to time a sum or sums not exceeding Thirty Thousand Dollars (\$30,000) in total from any chartered bank or trust company doing business in Nova Scotia;

THAT the sum be borrowed for a period not exceeding Twelve (12) Months from the date of the approval of the Minister of Municipal Affairs and Housing of this resolution;

THAT the interest payable on the borrowing be paid at a rate to be agreed upon; and

THAT the amount borrowed be repaid from the proceeds of the debentures when sold.

Motion Carried

It was moved and seconded that

WHEREAS Section 66 of the Municipal Government Act provides that the Town of Oxford, subject to the approval of the Minister of Municipal Affairs and Housing, may borrow to expend funds for a capital purpose authorized by statute;

AND WHEREAS the Town of Oxford has adopted a capital budget for this fiscal year as required by Section 65 of the Municipal Government Act and are so authorized to expend funds for capital purpose as identified in their capital budget;

BE IT THEREFORE RESOLVED

THAT under the authority of Section 66 of the Municipal Government Act, the Town borrow a sum or sums not exceeding Two Hundred Ninety Thousand Dollars (\$290,000) for the purpose set out above, subject to the approval of the Minister of Municipal Affairs and Housing;

THAT the sum be borrowed by the issue and sale of debentures of the Town to such an amount as the Council deems necessary;

THAT the issue of debentures be postponed pursuant to Section 92 of the Municipal Government Act and that the Town borrow from time to time a sum or sums not exceeding Two Hundred Ninety Thousand Dollars (\$290,000) in total from any chartered bank or trust company doing business in Nova Scotia;

THAT the sum be borrowed for a period not exceeding Twelve (12) Months from the date of the approval of the Minister of Municipal Affairs and Housing of this resolution;

THAT the interest payable on the borrowing be paid at a rate to be agreed upon; and

THAT the amount borrowed be repaid from the proceeds of the debentures when sold.

Motion Carried

4.9 – Unsightly Premises

- A general discussion on the status of the unsightly premises.
- Unsightly premises was discussed at the strategic priorities session and will require agreement within Council to change it's position on the strategic priorities chart.

5. Reports

CAO Jones presented the reports

- Ruthie Patriquin has returned in the Community Economic Development office.
- Hats off to the Corey Skinner, Recreation Department, for putting "Wild Blueberry Capital of Canada" on the ice.
- NSCC is a sponsor and will be painted on the ice.
- The ice is not in yet – hoping to be in by this weekend.
- General discussion on the issue with the tape on the roof, it will have to be next Spring before we can address this issue.

- Shot clocks are being addressed
- Corey Skinner has the information out regarding the parade and has ask for assistance from Council members on the night of the Christmas Parade.
- Catch basins and sidewalks – work is being done on these issues
- Building being finished for the generator within the next couple of weeks.
- It is estimated to be about \$35,000.00 for a new generator.
- Staff are working on a backup plan regarding the operation of the chlorine system during power outages.
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- No updates on the fire truck was reported in the Fire Report.
- There is no NSFM report this month
- A potential Municipal Alcohol Symposium is being coordinated (expected date: November 20)
- Wendy Sweet-Kontuk and Tracy Sweet are new members on the Arena Committee.

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

Motion Carried

6. Correspondence

6.1 Adventure Therapy Project – Support Request

- Staff was directed to donate the rental fee of the Theatre to the Adventure Therapy Project.

7. IN CAMERA – Personnel

At 7:11 pm, it was moved and seconded to go in-camera to discuss personnel matters.

Motion Carried

At 7:28 pm, it was moved and seconded to come out of in-camera and resume the Regular Council Meeting.

Motion Carried

It was moved and seconded to approve the addition of a senior accounting position to the Town's organizational chart.

Motion Carried

8. Adjournment

Deputy Mayor Draper advised Council that the next meeting is scheduled for Monday, November 18, 2019 at 6:00 pm in the Council Chambers.

At 7:33 pm, it was moved and seconded that the meeting be adjourned

Motion Carried

Rick Draper, Deputy Mayor

Linda Cloney, Recording Secretary



REQUEST FOR DECISION
Recreation and Physical Activity Strategic Plan

RFD #017-2019

Date: November 1, 2019	Subject: Recreation and Physical Activity Strategic Plan
Proposal Attached: Yes	Submitted by: Corey Skinner, MPAL/Recreation Director

Proposal:	That Town Council approve the Recreation and Physical Activity Strategic Plan presented.
Background:	As part of the MPAL MOU, it is required to create a five-year Recreation and Physical Activity Strategic Plan. This plan was created largely by a working group that consisted of Janine Dewitt- Public Health, Peter McCracken- Communities Culture & Heritage, Stephanie Heath- Research Power Inc, Rachel and myself. We conducted one stakeholder consultation in June at the Fire Hall to gather feedback that would be used for our plan. After completing our stakeholder consultation, we considered all feedback and created the draft in September.
Benefits:	<ul style="list-style-type: none"> • Set of priorities and goals for the next five years. • Better organization of workplan process. • Will facilitate more effective decision-making. • Create transparency with the public.
Disadvantages:	None foreseen.
Options:	<ul style="list-style-type: none"> • Approve Strategic Plan • Deny Strategic Plan • Send plan back to be revised with feedback •
Required Resources:	Staff time to create strategic plan
Source of Funding:	The majority of the plan to be implemented will come from staff time within the community and with partners, or through the general operating budget. Grant funding is always sought for eligible programming and projects.

Sustainability Implications: (Environmental, Social, Economic and Cultural)	
Workplan Implications (now/future):	If approved, this will set out most of my priorities for the next five years.
Communication Plan:	If approved, completion and approval of the plan will be promoted on our social media and posted on our municipal webpage.
Staff Comments/ Recommendations:	Staff recommend that Council adopt the Recreation and Physical Activity Strategic Plan (2019-2024). By approving this, it will give set out priorities within the Recreation Department for the next five years.
CAO's Review/ Comments:	The creation of this plan has been thoughtful and inclusive, considering the community and the ability to implement the goals within the Town.

CAO Initials: RLJ

Target Decision Date: 18 November 2019

Town of Oxford Nova Scotia
Physical Activity and Recreation Strategic Plan
(2019 to 2024)

October 28th, 2019



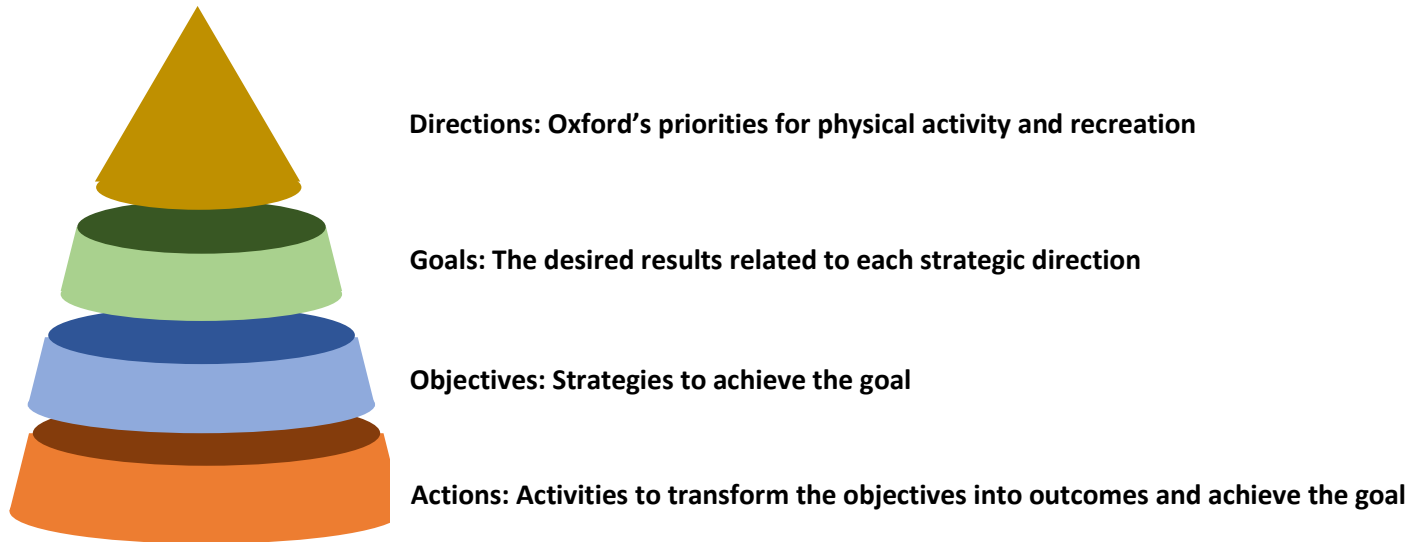
Approved by Council:

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I. Introduction

The Framework



Strategy Development Process

The Town of Oxford developed a physical activity and recreation strategy in 2012 after the Recreation and Physical Activity Coordinator was hired through the Municipal Physical Activity Leadership (MPAL) program. Given that it has been over five years since the plan was developed, coupled with the fact that most of the strategies within the plan had been completed, the Town embarked on a second strategic planning process, supported through Communities, Culture and Heritage.

A working group consisting of representatives from the Town of Oxford, the MPAL program, Communities Culture and Heritage and Public Health, Nova Scotia Health Authority was formed in early 2019 to lead the development of the updated physical activity and recreation strategic plan. The strategic plan development process consisted of the following:

- A review of the previous strategic plan to identify strategies completed and opportunities for continued development.
- A review of other relevant strategies including *Let's Get Moving Nova Scotia* (a provincial action plan for increasing physical activity in Nova Scotia); and the *Shared Strategy for Advancing Recreation in Nova Scotia* to identify opportunities for alignment/synergy.
- A review of findings from a Physical Activity Community Survey completed in 2016 for the Town of Oxford.

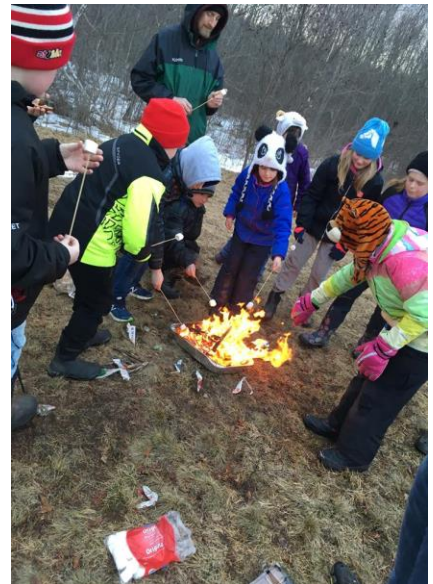
- Development of draft strategic directions and associated objectives and actions for the physical activity and recreation strategy plan (2019 to 2024) by the working group based on the findings from the review of materials (bullets one to three).
- A consultation session with community organizations to obtain feedback into the draft strategic directions and associated objectives and actions, and develop a vision, mission and values for the strategic plan.

The feedback from the consultation session was compiled and used to create a strategic plan report which was reviewed and finalized by the working group. This report provides a brief summary of the evidence for a physical activity and recreation strategy; equity and inclusion; findings from the community survey; the strategy vision, mission and values; and the strategic directions and associated goals, objectives and actions.

The Need for a Physical Activity and Recreation Strategy

Physical activity, sport and recreation have significant benefits for both individuals and communities such as:

- Improves individual health through chronic disease prevention and management, enhanced growth and development, improved sleep, and improved mental health.
- Improves education outcomes and academic performance.
- Improves social connection by bringing people together and reducing isolation and encouraging civic engagement through volunteering.
- Supports the environment as there are fewer greenhouse gas (GHG) emissions when more people walk or bike as a mode of transportation.
- Economic development by creating walkable and bikeable communities and indoor and outdoor infrastructure which supports tourism and attracts new residents.



Despite these well-known benefits, the majority of Nova Scotians do not meet the recommended 150 minutes of heart pumping physical activity a week (Colley, RC et al, Physical activity of Canadian adults: accelerometer results from the 2007 to 2009 Canadian Health Measures Survey). Very few youth are meeting the recommended guidelines of 60 minutes a day of physical activity most days of the week, and as we age, we become less active (Thompson, A et al, Physical activity of children and youth in Nova Scotia from 2001-02 to 2005-06, Preventive Medicine, 2009 Nov;49(5): 407-9). Socially, volunteerism in Nova Scotia is declining, with fewer people carrying the load (2004 Canada Survey of Giving, Volunteering and Participating).

Challenges to physical activity are many including more sedentary work environments, community design focused around automobile use, changing family structures and busy lifestyles, and safety fears.

Despite these challenges, there is good news and opportunity! There are many assets in communities across Nova Scotia, including Oxford. For example, there is a mature sport, recreation and physical activity sector with innovative leaders. We are a small province where communities can pool resources and learn from one another.

The time is right to renew Oxford’s strategic plan for physical activity and recreation by building on what we have accomplished over the last five years and identifying opportunities to help us achieve our vision of: *In Oxford everyone is engaged and participating in physical activity and recreation opportunities.*

Equity and Inclusion

Equity is a notion that acknowledges equal treatment and opportunities do not lead to equal outcomes and recognizes that some populations have diverse needs. Health inequities are differences in health status between groups and populations that are socially and systemically produced by unequal distribution across the population, often linked to the social determinants of health- where we live, grown, learn, work, play and age.



Figure 1: Equality vs Equity (Robert Wood Johnson Foundation)

The unequal distribution of supports and resources make it more difficult for some individuals to participate in physical activity and recreation opportunities. For this reason, it is important to apply an equity and inclusion lens when planning, implementing and evaluating recreation programs, resources and policies. In order to ensure that equitable programs and services are offered, the following considerations are important to apply as necessary:

- Fair and just distribution of resources needed to participate
- Fair and just access to opportunities to participate
- Fair and appropriate supports and services offered for those with diverse needs

Inclusive recreation opportunities are a priority throughout Nova Scotia. The Shared Strategy for Advancing Recreation in NS and Let's Get Moving NS both have goals to address inclusion and access. All individuals deserve to have a fair chance to participate, regardless of their physical abilities, socioeconomic status or ethnic background and municipalities can play a key leadership role to help break down barriers.

Community Survey

The purpose of the Physical Activity Community Survey was to inform the development, implementation, and continued evaluation of physical activity strategies in the Town of Oxford. The full report is available through the MPAL Coordinator in the Town of Oxford with key findings and conclusions presented below.

The following graphic presents a summary of the top activities desired by respondents (wish list), most common challenges to participation in physical activity, potential opportunities, and motivators for active transportation (AT).



The following conclusions were presented within the report of the survey findings:

1. With walking as the most popular activity for future participation in general as well as for Active Transportation, there is a significant opportunity to increase activity in this community by prioritizing support for walking.
2. Some outdoor, seasonal activities are also mentioned as wish list items for increased participation—canoeing/kayaking, bicycling.
3. Infrastructure for walking and cycling is a clear need based on identified physical activity challenges in general and Active Transportation facilitators.
4. Interventions to support social connections are important. They address significant barriers and garner significant interest among programming concepts.
5. Creating programming of interest to community members emerges as an opportunity to address an important barrier.
6. There may be a role for health care providers in supporting participation in physical activity given the proportion who perceive their current health status as a challenge.

More community members may be engaged by improving accessibility of community-based physical activity opportunities by offering flexible, non-competitive, activities that incorporate social interactions.



II. Vision, Mission and Values

Vision

In Oxford everyone is engaged and participating in physical activity and recreation opportunities.

Mission

By working collectively, we are dedicated to creating environments and providing access to meaningful recreation and physical activity opportunities for all residents of Oxford with the aim of improving overall health and quality of life of the community.

Values

- **Accessibility and Affordability:** seek to provide fair, accessible and affordable recreation and leisure opportunity that encourage participation by a diverse community.
- **Quality of Service:** strive to provide the highest quality of services to residents.
- **Quality Infrastructure:** (built facilities and green space): a strategic and sustainable system of parks and recreation infrastructure for the delivery of services and programs.
- **Adaptability and Flexibility:** strive to be continually relevant and flexible in meeting the needs of the current and future populations.
- **Inclusion and Accessibility:** Ensure each resident has access to recreation and physical activity programs as well as facilities.
- **Accountability:** open and accountable government to be accessible to residents, asking for and listening to their needs, and reporting regularly on progress.



III. Strategic Directions

1. Strategic Direction: Recreation Facilities, Trails and Parks

Goal: Supportive physical environments for physical activity and recreation including quality facilities.

Objectives

- Continue to support trail development and use
- Support continued development and improvements to other outdoor spaces
- Improve the arena for physical activity and recreation
- Partner with the school to increase physical activity and recreation and support continued community use of schools



Objectives	High Level Actions ¹
A) Continue to support trail development and use	<ul style="list-style-type: none"> • Develop trails maps and signage to brand and connect trails • Promote multiuse trails for all modes of active transportation • Promote existing trails located behind the Oxford Regional Education Centre (OREC) that are underused • Work with local landowners to help to promote trails • Engage community members to use the trails through existing groups such as walking groups, the library, etc. • Assess feasibility of trail development to help ensure connectivity of the community (for example connecting the downtown to the ball field) • Develop a plan to ensure trail maintenance
B) Support continued development and improvements to other outdoor spaces	<ul style="list-style-type: none"> • Conduct a needs assessment to identify improvements for the ballfield to ensure future use • Partner to identify and develop a new park space • Support canoeing, kayaking, skate park and other activities through equipment loan programs <ul style="list-style-type: none"> ○ Promote existing equipment loan programs (e.g., through the library) • Maintain and improve skate park and soccer field <ul style="list-style-type: none"> ○ Explore development of a track around the soccer field to help support walking

¹ For each objective, actions have been identified which will be further refined and developed as the Town moves forward with operational planning.

	<ul style="list-style-type: none"> • Assess required improvements to sidewalks and develop a 5 to 10-year improvement plan to promote usage and accessibility for all • Explore opportunities for indoor walking spaces (e.g. use rink in the summer for walking, firehall space, hallways in the schools, etc.) • Implement play boxes in strategic outdoor locations to encourage unstructured play for children and families/ sponsorship • Identify space for community gardens and support development through community engagement <ul style="list-style-type: none"> ○ Align edible landscapes with walking plans/walkability trail
C) Improve the arena for physical activity and recreation	<ul style="list-style-type: none"> • Continue to improve the arena to support increased usages by exploring funding opportunities/ fundraising <ul style="list-style-type: none"> ○ Explore opportunities to enhance use of the arena for physical activity and recreation • Promote the arena and potential opportunities for use to existing groups such as walking clubs/groups, the schools
D) Partner with the school to increase physical activity and recreation	<ul style="list-style-type: none"> • Partner with OREC to improve the school track and promote its use by the community as a safe walking space • Partner with schools to support physical activity and recreation for all children and youth <ul style="list-style-type: none"> ○ Develop and implement walking school buses ○ Engage parents and identify champions to support development of physical activity initiatives • Use the school facility (space and equipment) to offer physical activity and recreation programs for seniors (e.g., chair exercises, walking, etc.)

2. Strategic Direction: Accessibility and Inclusivity

Goal: Individuals are participating in physical activity and recreation to the best of their ability.

Objectives

- Explore strategies to improve accessibility of facilities and outdoor spaces
- Develop and implement equipment loan programs
- Explore strategies to ensure programming supports inclusivity and reduces barriers to participation



Objectives	High Level Actions
A) Explore strategies to improve accessibility of facilities and outdoor spaces	<ul style="list-style-type: none"> • Plan and conduct an accessibility audit as part of the 2030 commitment to an accessible province <ul style="list-style-type: none"> ○ Ensure audit includes both the physical and social environment (e.g., gender neutral washrooms, sense of belonging, language, etc.) ○ Ensure audit includes a comprehensive range of facilities including libraries
B) Develop and implement equipment loan programs	<ul style="list-style-type: none"> • Promote adaptive equipment available through the YMCA, IWK and Cumberland County • Explore development of lending programs (e.g. skates, helmets, pickleball paddles, etc.)
C) Explore strategies to ensure programming supports inclusivity and reduces barriers to participation	<ul style="list-style-type: none"> • Review intake process and adapt to ensure it meets diverse needs (e.g., gender neutral, etc.) • Develop and implement training for staff to build awareness and understanding about inclusivity and reducing barriers to participation • Review and adapt communication to ensure gender neutral • Develop and implement low or no cost programs

3. Strategic Direction: Promotion and Marketing/Communications

Goal: Residents are aware of physical activity and recreation opportunities and the benefits of participation.

Objectives

- Promote use of indoor and outdoor facilities and spaces
- Promote physical activity and recreation as part of daily living



Objectives	High Level Actions
A) Promote use of indoor and outdoor facilities and spaces	<ul style="list-style-type: none"> • Incorporate messaging to promote use of indoor and outdoor spaces into municipal website • Promote indoor and outdoor spaces through other mechanisms such as flyers, bulletin boards, Facebook pages, partners, etc. • Continue to support and update Fundy Connect (the online recreation guide) • Explore use of 211 for promotion

<p>B) Promote physical activity and recreation as part of daily living</p>	<ul style="list-style-type: none"> • Use social media to promote the benefits of physical activity and connect messaging to other elements of the plan (e.g., trails, facilities) <ul style="list-style-type: none"> ○ Celebrate successful programs and partnerships ○ Share stories from community members ○ Develop a hashtag to help ensure consistency in messaging • Support the provincial social marketing campaign that encourages people to include small sessions of movement into their daily routines. • Incorporate messaging promoting physical activity and recreation within existing mediums (e.g., newsletter, programming materials, etc.) • Promote free and low-cost recreation and physical activity opportunities • Promote Kids Sport and Jumpstart to those who face financial barriers to accessing sport and recreation • Ensure diversity is visible in promotional materials and websites
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4. Strategic Direction: Partnerships and Engagement

Goal: Strengthened alignment with community partners to support physical activity and recreation where citizens work, live and play.

Objectives

- Work with the health sector to increase physical activity
- Facilitate incorporation of physical activity within workplaces
- Facilitate incorporation of physical activity into settings to reach children and youth
- Facilitate connections with partners that help make stronger links between physical activity and overall health and well-being



Objectives	High Level Actions
<p>A) Work with the health sector to increase physical activity</p>	<ul style="list-style-type: none"> • Partner with community health care providers to implement physical activity prescriptions • Provide resources such as the monthly community calendar to health care providers to share with patients • Explore implementation of the Walk with a Doc program
<p>B) Facilitate incorporation of physical activity within workplaces</p>	<ul style="list-style-type: none"> • Partner with Oxford Frozen Foods to incorporate physical activity into the workplace • Pilot workplace wellness tools developed through LGM NS in partnership with other community groups • Explore development and implementation of a physical activity and walking challenge with local businesses

	<ul style="list-style-type: none"> ○ Incorporate walkability signage (e.g., Big Block Walk idea from Amherst) ○ Include maps that provide distance and progress made
C) Facilitate incorporation of physical activity into settings to reach children and youth	<ul style="list-style-type: none"> ● Partner with schools to incorporate physical activity messaging into school communication ● Partner with Health Promoting Schools and UpLift initiatives to connect the town’s strategic plan and its actions ● Partner with early years groups (e.g., pre-primary programming, library, day cares) to support networking and sharing of resources with a focus on unstructured outdoor play ● Continue to offer physical activity, sport and recreation opportunities for children and youth in partnership with community groups and organizations (schools, sports clubs, YMCA, etc.) <ul style="list-style-type: none"> ○ Promote YMCA swimming ○ Promote youth programming through churches ○ Develop and promote family friendly activities
D) Facilitate connections with partners to foster stronger links between physical activity and overall health and well-being	<ul style="list-style-type: none"> ● Partner with community organizations to link people and build social support networks that support healthy living (e.g., physical activity, healthy eating, mental health) ● Develop a resource about how to incorporate physical activity into recreational activities ● Work with seniors’ groups (e.g., Oxford Pioneer Heritage Club, Meadow Vista, Shady Residents) to identify needs of older adults related to physical activity and partner to develop and implement initiatives based on the needs ● Partner to develop a municipal wellness and healthy eating policy for events and facilities (e.g., Public Health, Waste Management) ● Continue to participate in Gettin’ Healthy partnership to strengthen the tie between supportive community food environments and recreation ● Partner to support initiatives that address food security (e.g., Community Gardening Network, partner with Food Bank, etc.)

5. Strategic Direction: Community Leadership and Capacity Building

Goal: Quality and sustainable recreation and physical activity opportunities with the support of leaders.

Objectives

- Develop and support existing and aspiring leaders to support physical activity and recreation in the community
- Support volunteers to facilitate community physical activity and recreation opportunities

Objectives	High Level Actions
<p>A) Develop and support existing and aspiring leaders to support physical activity and recreation in the community</p>	<ul style="list-style-type: none"> • Develop and implement workshops to strengthen leadership within the volunteer sport and recreation sector • Build knowledge and skills of existing leaders such as Councilors, Community Health Board members, school principals to support physical activity and recreation • Provide training for community leaders to develop knowledge and skills in access and inclusion (e.g., creating safe spaces, cultural inclusion) and to support advocacy for groups and individuals that may have diverse needs • Develop and implement learning opportunities to support youth leadership in physical activity and recreation (e.g., summer staff training, youth as coaches, etc.)
<p>B) Support volunteers to facilitate community physical activity and recreation opportunities</p>	<ul style="list-style-type: none"> • Develop a database of volunteers who support physical activity and recreation in the community • Develop and implement volunteer recognition to celebrate volunteers who support physical activity and recreation in the community • Partner to recruit and support volunteers (e.g., NSCC, schools, etc.)



IV. Moving Forward

Moving forward, the Town of Oxford will continue to work with the many partners who have contributed to the development of the strategic plan to support its implementation. A more detailed operational plan will be developed to identify timelines, accountability, responsibility and indicators of success for the objectives and actions.

To help ensure successful implementation of the strategic plan, key enablers have been identified including:

- **Leadership** from the Town of Oxford and partner organizations. While the MPAL coordinator has an important role to play in guiding the work, Council and partners need to champion the actions within the strategic plan. The strategic plan was developed through a collaborative process that engaged stakeholders from within the community and the actions reflect the shared work. Shared responsibility to support implementation of the strategic plan will help to ensure success. The working group established to support the creation of the strategic plan will continue to support the development of the operational plan and guide the implementation process.
- **Resources** including human, financial and physical are key enablers for the implementation of the strategic plan. Based on the actions and priorities identified, resources will be dedicated and sought to support implementation of the plan.
- **Accountability** is another key enabler to support implementation of the strategic plan. As noted above, an operational plan will identify indicators of success, which are the foundation for monitoring implementation of the actions and success of the strategic plan. Through ongoing tracking of the actions, adjustments can be made to continually improve the implementation process. Annual reports will be produced to track progress and share success.
- **Regular Reports** to Town Council will be important to maintain Council support of the plan, understand the goals and work to accomplish them and maintain progress on implementation of the plan in public record.
- **Communication** with our partners and community will be critical as the strategic plan is implemented. Effective communication will help to build shared responsibility for the strategic plan and to celebrate and build on achievements.

Many people contributed to developing this strategic plan. The contributions made by partners in the community have been invaluable. The Town recognizes that community partners play a major role in the success of physical activity and recreation programs. To support the rollout of the strategic plan, commitment to engaging citizens and community partners is integral. The Town will seek further input and advice as action plans are developed to support the overall strategic plan.



Town of Oxford Boards and Committees November 2019

Boards

Cumberland Joint Services Management Authority – (CJSMA)
Councillor Adshade

Northern Regional Solid Waste Management Committee
Vacant

Cumberland Health Authority
Vacant

Police Advisory Board
Councillor Thompson, Councillor Clark, Byron MacDonnell (Acting Chair), Annie Crowe, DOJ Representative - vacant

Cumberland Regional Library Board
Councillor Colborne

Municipal Alcohol Program Board (MAP)
Councillor Clark

Committees

Regional Emergency Measures Organization Advisory Committee– (REMO)
Councillor Colborne

Personnel Committee
Chairperson Councillor Draper, Councillor Colborne and Councillor Thompson

Arena Fundraising Committee
Chairperson Councillor Colborne, Councillor Clark, Councillor Sweet-Kontuk, Corey Skinner, and Community Members Bev Clark, Tracy Black, Greg Wood, Alfie King, Eleanor Crowley, Joe Reade, Tom Reid, & Tracy Sweet

Audit Committee
Councillor Draper, Councillor Thompson, Councillor Clark, and Tracy Black

Physician Recruitment Committee

Mayor Trish Stewart

Police Services Review Committee

Deputy Mayor Rick Draper, Mayor Trish Stewart, Councillor Dave Clark, David Hoffman,
Byron MacDonnell, Donna Jewers, CAO Rachel Jones

Town of Oxford 1	Budget 19-20	Actual 04/01/2019 to 10/31/2019	Variance Actual to Budget (%)
REVENUE			
Tax Revenue			
Residential Tax	778,151	775,493.74	99.66
Commercial Tax	1,021,039	1,019,825.39	99.88
Agreement O.F.F.	0.00	0.00	
Resource Tax	10,712	10,711.59	100.00
Forest (Under 50,000 Acres)	182	182.25	100.14
Business Occupancy Tax	0.00	0.00	
Based on Revenue - Aliant	3,700	0.00	0.00
Sewer Rates	179,676	181,889.20	101.23
Area Rate New Fire Hall	0.00	0.00	
Deed Transfer Tax	12,000	11,985.00	99.88
Total Taxes	2,005,460	2,000,087.17	99.73
Grants in Lieu			
Federal Government - Canada Post	2,390	0.00	0.00
Federal Government - RCMP	21,377	0.00	0.00
Provincial Government - DNR	15,492	0.00	0.00
Provincial Government - Liquor Comm	9,197	0.00	0.00
Total Grants in Lieu	48,456	0.00	0.00
Services to Other Governments			
Cumberland County - Fire Protection	57,658	0.00	0.00
Total Services to Other Governments	57,658	0.00	0.00
Own Source Revenue			

Arena - Ice Rentals	48,000	5,469.57	11.39
Arena - Fish and Game Show Revenue	2,000	0.00	0.00
Arena - Sign Rentals	2,000	1,000.00	50.00
Arena - Fun Hockey Registrations	1,500	700.00	46.67
Soccer Program Registrations	1,500	1,580.00	105.33
Steve Nash Basketball Registrations	0	0.00	
Free Skate Program	2,500	0.00	0.00
Special Program Registrations	500	460.00	92.00
Community Garden - Grant Funding	1,500	0.00	0.00
Strawberry Festival Revenue	4,500	734.16	16.31
Junior NBA	3,000	2,020.00	67.33
Tennis	0	60.00	
Heritage Gas Revenue	16,500	16,477.99	99.87
Theatre Revenue	2,300	1,607.62	69.90
Dog Licences	100	65.00	65.00
Building Permits	500	20.00	4.00
Sub Division Plans	0	0.00	
Fine Revenue	500	807.90	161.58
Office Rent Water	5,500	0.00	0.00
Medical Centre Rents	25,000	11,130.46	44.52
Probation Office Rent	2,600	1,800.00	69.23
Interest on Investments	2,500	0.00	0.00
Interest on Taxes	20,000	19,280.12	96.40
A/R adjustments	0	0.00	
Tax Certificates	100	500.00	500.00
Communities in Bloom Revenue	0	0.00	
Sales of materials	3,000	1,989.04	66.30
Total Own Source Revenue	145,600	65,701.86	45.12
Unconditional Transfers			
Equalization Grant	178,171	44,543.00	25.00

Farm Acreage Grant	2,657	2,657.00	100.00
HST Offset Payment	10,000	3,288.00	32.88
Total Unconditional Transfers	190,828	50,488.00	26.46
Conditional Transfers			
EMO Grant Civic #	1,000	0.00	0.00
CNTA Grant - VIC	0	0.00	
Fed Gov Funding - Summer Students	3,470	3,468.00	99.94
Comm Enhancement Grant Funding	0	0.00	
Total Conditional Transfers	4,470	3,468.00	
Other Transfers			
County Funding - Arena	20,000	17,023.66	85.12
MPAL Funding Province	15,000	12,000.00	80.00
Grants from Prov- Sinkhole Study	0	68,500.00	
Grants from Other Organizations	10,000	2,795.60	27.96
Transfer from Surplus	26,690	0.00	0.00
TRANSFER FROM OPERATING RESERVE	0	0.00	
Transfer From Local Fire Assoc	10,000	0.00	0.00
Interest on CRA refunds	0	9.59	
Total Other Transfers	81,690	100,328.85	122.82
TOTAL REVENUE	2,534,162	2,220,073.88	87.61
EXPENSE			
General Government			
Mayor Honorarium	9,011	5,256.23	58.33
Mayor Expenses	2,500	747.72	29.91
Council Honorariums	25,231	15,919.83	63.10

Council Expenses	12,000	9,248.06	77.07
Salary - CAO	85,000	52,507.50	61.77
Special Salary	0		
Salary - Deputy Clerk	41,100	24,665.65	60.01
Salary - Office Staff	40,000	6,749.92	16.87
Admin Salaries paid by Water	-	0.00	0.00
Legal Fees	5,000	4,050.38	81.01
CAO Contracted Services	0	10,911.86	
Accounting Contracted Services	35,000		0.00
Canada Pension Plan	17,500	14,652.48	83.73
Employment Insurance	8,500	7,449.36	87.64
Health Plan (Blue Cross)	3,000	3,549.52	118.32
Pension - CAO	0	0.00	
Pension - Employees	18,103	14,291.71	78.95
Xmas Bonuses	675	0.00	0.00
Professional Development	0	1,452.97	
CAO Seminars & Travel	3,000	2,437.06	81.24
Audit Fee	15,000	0.00	0.00
Town Hall Insurance	1,750	1,478.70	84.50
Office Postage	3,900	2,926.30	75.03
Office Supplies & Advertsing	10,000	13,901.76	139.02
I T Expenses	6,000	483.10	8.05
Office Programmer	0	28,122.03	
Town Hall Janitor & Supplies	4,000	810.65	20.27
Town Hall Telephones	7,242	4,613.68	63.71
Town Hall Electricity	4,210	1,926.83	45.77
Town Hall Natural Gas	8,764	2,174.07	24.81
Town Hall Water	300	167.54	55.85
Town Hall Sewer	300	306.00	102.00
Workplace Wellness	0	0.00	
Town Hall Maintenance	10,000	3,283.85	32.84
Municipal Election	0	0.00	

Bond Insurance	0	0.00	
Losses on Appeals/Habitat Subdiv	0	0.00	
OPH Grant	0	0.00	
Lion's Club Rental	0	0.00	
Conferences and Workshops	8,000	10,839.24	135.49
Public Official Liability Ins	3,000	0.00	0.00
Dues - UNSM/FCM/CNTA/POL BD	3,300	140.00	4.24
Exhibition/Transport Society Grants	1,500	1,500.00	100.00
YMCA Grant	0	0.00	
ORHS Bursary	500	250.00	50.00
NSCC	5,000		0.00
PVSC - Assessment Costs	19,043	9,521.26	50.00
Valuation Allowance - Taxes	- 1,500	0.00	0.00
Bad debts other	0	0.00	
Interest Town Hall 2013 MFC	1,045	0.00	0.00
Interest on Backhoe Loan	7,800	0.00	0.00
Interest Short Term Borrowings	0	0.00	
Bank Service Charges	6,000	4,430.89	73.85
Deficit of Prior Years	0	0.00	
MFC Int - School Enhancement	1,022	0.00	0.00
Cash Over/Short	0	(5.80)	
Credit Card Fees & Interest	0	525.00	
Total General Government	379,529	261,285.35	68.84
Protective Services - Police			
Admin - Salary	0	0.00	
Admin - Audit	0	0.00	
RCMP Contract	508,608	381,456.00	75.00
School Crosswalk Guard	8,700	3,481.50	40.02
Prosecuting Attorney Fee	0	37.50	
Corrections	14,966	11,223.00	74.99

Total Police	532,274	396,198.00	74.43
Fire			
Admin - Salary	0	0.00	
Admin - Audit	0	0.00	
Fire Inspection Cost	0	0.00	
Firefighters Honorariums/Incentives	14,495	0.00	0.00
Fire Phones	2,500	1,619.11	64.76
Fire Communication System	12,000	6,108.27	50.90
Public Fire Protection Charge	115,407	0.00	0.00
Fire Chief's Convention	3,000	4,335.97	144.53
Fire Training	7,500	4,248.05	56.64
Fire Hall Lights & Power	4,162	1,893.32	45.49
Fire Hall Natural Gas	8,538	1,539.20	18.03
Fire Hall Insurance	3,807	3,731.70	98.02
Fire Hall Maintenance	5,000	2,353.51	47.07
Firefighters Liability Insurance	2,500	0.00	0.00
Fire Hall Water	110	1,071.47	974.06
Fire Hall Sewer	300	306.00	102.00
Fire Trucks Insurance	3,520	3,687.00	104.74
Fire Trucks Fuel	2,600	1,380.43	53.09
Fire Trucks Repairs & Maintenance	15,000	13,304.98	88.70
Fire Equipment & Supplies	10,000	10,238.25	102.38
Fire Equipment Repairs & Maint	2,000	3,213.13	160.66
Fire Training Ground Project	0	0.00	
Fire Truck Pumper/ Tanker	0	0.00	
Fire B.A. - MFC Interest	418	0.00	0.00
Fire Truck 2005 MFC Interest	0	0.00	
Fire Truck 2005 MFC Principal	0	0.00	
Fire New Hall - MFC Interest	9,971	208.77	2.09
Interest MFC 2018 B.A.	1,037	0.00	0.00

Total Fire	223,865	59,239.16	26.46
Emergency Management			
REMO	5,476	101,662.11	1,856.50
EMO Expenses	500	4,682.72	936.54
EMO SHRU Funding	619	618.80	99.97
Total Emergency Management	6,595	106,963.63	1,621.89
Other Protective Services			
Building Inspection	7,000	7,000.00	100.00
Animal Control	1,000	0.00	0.00
Other Protective Services	0	0.00	
Total Other Protective Services	8,000	7,000.00	87.50
Transportation Services			
Salary - PW Supervisor	30,000	33,102.73	110.34
Labour - PW	120,000	133,273.90	111.06
Summer Students	0	0.00	
Supervisor Phone	1,638	896.19	54.71
Town Truck	9,000	3,317.44	36.86
Supervisor Truck Allow	0	0.00	
Loader and Plow	2,000	2,020.46	101.02
Generator	60	0.00	0.00
Tractor	7,000	5,505.95	78.66
Backhoe Lease Etc	8,299	5,040.59	60.74
Roller	0	355.18	
Air Compressor	0	0.00	
Salt Truck	5,000	776.33	15.53
Small Tools & Equipment	5,000	5,149.41	102.99
OPH Insurance	161	179.00	111.18
OPH Expenses	270	0.00	0.00

OPH Taxes	2,277	2,342.29	102.87
Town Garage Insurance	396	452.00	114.14
Town Garage Fuel (Wood)	1,500	0.00	0.00
Town Garage Maintenance	1,500	79.72	5.31
Town Garage Phone	258	110.82	42.95
Town Garage Water	0	0.00	
Town Garage Electricity	4,000	1,740.09	43.50
Workers Compensation	10,000	9,774.15	97.74
Liability Insurance	12,800	21,253.00	166.04
Diesel	13,000	6,204.57	47.73
Gasoline	9,000	4,571.25	50.79
Oxygen	0	0.00	
Sundry	1,100	229.51	20.86
Clothing	1,200	0.00	0.00
Health and Safety	5,000	1,528.99	30.58
Salt	15,000	1,734.38	11.56
Road Repairs	0	300.00	
Street Maintenance	25,000	33,483.22	133.93
Street Lighting	6,500	3,355.20	51.62
Street Lights Reim back to Cap Res	0	1,568.77	
Main Street Phase 2 - MFC Int	4,392	0.00	0.00
Main Street 2008 MFC Interest	0	0.00	
Main Street 2008 MFC Principal	0	0.00	
Capital from Revenue Salt Shed	0	0.00	
Loader 2013	671	335.37	49.98
Paving 2017	0	0.00	
Paving/Sidewalks 2016-MFC Interest	6,191	0.00	0.00
Sidewalks - 2014	0	0.00	
Salt Truck 2016 - MFC Interest	1,161	0.00	0.00
Honda Snowblower	0	0.00	
Total Transportation	309,374	278,680.51	90.08

Environmental Health Services

Sewer Admin Supervisor	18,000	0.00	0.00
Sewer Other Labour	24,000	0.00	0.00
Sewer Safety Equipment	2,000	0.00	0.00
Sewer Maintenance	6,000	1,112.07	18.53
Sewer Power	30,000	17,473.72	58.25
Sewer Lagoon MFC Interest	643	0.00	0.00
Sewer Lagoon MFC Principal	0	0.00	
Transfer Station Contract (FERO)	95,000	32,570.83	34.29
Tip Fees	20,000	36,317.82	181.59
Total Environmental Health	195,643	87,474.44	44.71

Public Health & Environmental Devel

Medical Centre	30,300	18,773.72	61.96
Deficit Regional Housing Authority	19,100	19,092.00	99.96
Planning - Town of Amherst	16,000	15,643.00	97.77
Interest Medical Centre 2013 MFC	1,608	0.00	0.00
Lease Natural Gas Boiler Med Cent	3,750	2,170.77	57.89
Tree Expense/Trail Reserve	5,000	1,510.07	30.20
Community Eco Dev/Tourism	27,800	14,834.24	53.36
Cumberland Business Connector	8,100	5,000.00	61.73
Communities in Bloom	5,800	2,377.18	40.99
Total Public Health and Envir Dev	117,458	79,400.98	67.60

Recreation and Cultural - Arena

Arena Labour	58,700	15,020.61	25.59
Arena Telephone	616	262.47	42.61
Arena Electricity	45,192	8,341.15	18.46
Arena Maintenance	35,000	22,224.92	63.50
Lease Natural Gas Boiler Arena	7,580	3,168.40	41.80

Arena Natural Gas	7,009	570.79	8.14
Arena Water	2,242	0.00	0.00
Arena Sewer	300	306.00	102.00
Arena Insurance	1,598	1,806.00	113.02
Arena Maintenance - Energy Upgrades	0	0.00	
Arena MFC Interest 2018	0	0.00	
Arena Dressng Room 2013 MFC Int.	107	53.30	49.81
Arena 2013 MFC Interest	1,528	0.00	0.00
Arena Chiller - MFC Int	562	0.00	0.00
Arena BAS 2018 MFC Interest	1,883	0.00	0.00
Total Arena	162,317	51,753.64	31.88
Fields and Library			
Xmas Lights	1,500	0.00	0.00
Tennis Courts	0	0.00	
Tennis Courts	0	0.00	
Ballfield	3,000	1,444.04	48.13
Skateboard Park	0	0.00	
Mural Lights	500	129.16	25.83
Library Expense	10,500	9,630.18	91.72
Regional Library Board Transfer	7,680	7,680.00	100.00
Total Fields and Library	23,180	18,883.38	81.46
Theatre			
Theatre Movies	0	0.00	
Theatre Telephone	0	0.00	
Theatre Electricity	2,811	1,302.47	46.33
Theatre Expense	200	119.70	59.85
Theatre Maintenance	1,500	1,139.20	75.95
Theatre Natural Gas	4,500	578.13	12.85
Theatre Water	300	145.86	48.62

Theatre Sewer	300	0.00	0.00
Theatre Property Tax	1,966	3,678.50	187.11
Theatre Insurance	400	150.00	37.50
Total Theatre	11,977	7,113.86	59.40
Recreation			
Recreation Community Garden Project	1,000	4,231.31	423.13
Recreation Co-ord Salary	33,000	19,617.96	59.45
Recreation Co-ord Travel	1,200	706.49	58.87
Recreation Summer Students	8,500	9,517.20	111.97
Recreation Office Supplies	0	0.00	
Recreation Postage	1,800	1,137.35	63.19
Recreation Advertising	0	83.93	
Recreation Telephone	491	288.39	58.74
Recreation - Strawberry Festival	2,500	593.17	23.73
Recreation - Summer Soccer Program	1,000	814.89	81.49
Recreation - Tennis Program	100	0.00	0.00
Recreation - General Programs	12,000	6,941.69	57.85
Total Recreation	61,591	43,932.38	71.33
Fiscal Services			
MFC Principal - 2011 School Enhanc	10,000	0.00	0.00
MFC Principal - 2016 Breathing App	3,200	0.00	0.00
MFC Principal - 2013 Fire Hall	69,700	0.00	0.00
MFC Principal - 2013 Med Cent	5,000	0.00	0.00
MFC Principal - 2011 Main Phase 2	43,000	0.00	0.00
MFC Principal - 2016 Paving/Salt Tr	47,500	0.00	0.00
MFC Principal - 2013 Town Hall	7,100	0.00	0.00
MFC Principal - 2013 Arena	10,200	0.00	0.00
MFC Principal - 2011 Arena Chiller	5,500	0.00	0.00
MFC Principal - 2014 Loader	30,200	0.00	0.00

MFC Principal - 2014 Fire Hall #2	18,800	0.00	0.00
MFC Principal - 2014 Arena	4,800	0.00	0.00
MFC Orincipal - 2018 Arena BAS & Fire BA	13600		0.00
Backhoe lease principal	9,979	0.00	0.00
Interest ST Borrowings	0	0.00	
Bank Service Charges	0	0.00	
Non Ded Penalties and Interest	0	24.97	
Debenture Discount	0	0.00	
Assessment Costs	0	0.00	
Capital expenditures from revenue	0	0.00	
Transfer to Reserves	0	0.00	
Deficit of Prior Years	0	0.00	
Valuation Allowance	0	0.00	
District School Board	223,782	149,192.00	66.67
Total Fiscal Services	502,361	149,216.97	29.70
TOTAL EXPENSE	2,534,164	1,547,142.30	61.05



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

Highlights: October 14-November 13, 2019(inclusive)

Promotion

Signage:

- *Business Directory Signage:* After recently advertising on face book, I received two requests for information re posting signs. Business Signage Guidelines revised.
- *Community Service Organizations Signage:* This initiative is progressing well. Activities included contact with community organizations, quotes on materials, design, etc. We hope to have a sign in place before winter.

General:

- *Town of Oxford Official Face book group:* regular postings on a variety of topics and events including Town Hall news, events relating to business support and local events. Membership to this site continues to grow and currently sits at 1328.
- *Newsletter/Calendar:* I'm drafting a template for a combined newsletter/calendar which we hope to pilot in December.
- *News Media:* The Shoreline Journal (Parrsboro & area), Six Rivers, Chronicle Herald, Amherst News, CKDH, CFTA.
- I have written two news articles this Fall with one published/distributed to date.

Promotion on Website:

- I keep the online Community Events Calendar updated and assist in posting news on the main page.

Website

- Various updates and posts.

Support for Businesses and Business Development

- Continue to update the Business Directory and add businesses to my email group contact list.
- Partnering with Cumberland Business Connector again to plan two events in the Small Business Support Supper Series. I am looking after promotion, registration and organizing food. Small Business Marketing is the first event on December 5. Jonathan and I have also discussed other initiatives and ways to work together.
- Oxford Bargain Bonanza (December 7) is in the planning stages and I'm almost ready to start advertising. All the participating businesses from last year have signed up again. I'm including a Wild Blueberry Bundle prize draw this year to give shoppers more reason to visit all businesses involved.
- Should we move forward with a Beautification/Streetscaping grant application if one is announced, Amherst Chamber of Commerce has agreed that they would be a sponsor.
- Direct contact with and support provided for several Oxford businesses.

Liaison with organizations, service groups and school

- Advertised current Oxford Riverside Gallery exhibit.
- Contacts with various organizations to provide information on successfully promoting their initiatives.
- Posted information about various organizations on face book and web calendar.

Poetry At Large Poetry Festival

- The Committee and I are very busy organizing details.

Other

- Assisted in advertising and attended Ellen Kehr presentation re economic benefits of creating healthy communities

Respectfully submitted,
Ruthie Patriquin,
Community Economic Development Officer



SMALL BUSINESS FREE SUPPER SERIES



MARKETING FOR SMALL BUSINESS (FACEBOOK & MORE)

THURSDAY, DECEMBER 5
(6-7:30 PM)

**Speaker: Patrick Manifold,
Nova Social Media & Marketing**

<https://novasocialmedia.ca/>

Session includes a light supper.

Location: Oxford Town Hall Council Chambers.

YOU MUST PRE-REGISTER by December 2 :

Call **902 447-2250** OR Email rpatriquin@oxfordns.ca

Please provide your name, telephone #, email address,
and information on food allergies.

This series is sponsored by the Town of Oxford Community Economic Development Office, in partnership with the Cumberland Business Connector.

Ask about other events.



Recreation Report November 2019

November 29th will be our 15th annual Christmas Parade. Thank you to everyone who have agreed to volunteer some of your time that evening to help with the Parade. Currently I have 10 floats registered and another 10-12 registration forms I plan on getting, looking like there will be anywhere from 25-30 entries in this year's parade. I will also be working with Elaine Mazur Autism Nova Scotia, to make a part of the parade route sensory friendly for people to enjoy. Santa will be at Heritage Square after the parade to give away treat bags to children and accept any letters they may have for him. There will also be a free skate at the arena at 7 pm, I have arranged with Amanda at the canteen to give out hot chocolate during the skate.

Coats for Cumberland will be happening in Oxford on November 20th at the Sunset Thrift Store. Sunset has agreed to make the coats available to the public for the remainder of winter. Coats for Cumberland is a Program put on by Empowering Beyond Barriers and is an annual coat, pants, and glove drive that takes place in each community in Cumberland County, anyone wishing to donate any coats may drop them off at Town Hall.

The YMCA Youth on the Move program has begun, this after school program is for any youth in grades 4-6 and it totally free. This program is a physically active based program and is on Mondays and Wednesday from 2:30-4:30 at OREC.

My colleagues and I from the county have started to plan another series of workshops for our Learn 2 Lead series. We have begun our planning meetings and we are looking at delivering these workshops starting in January and ending in June. This project will also be featured on the cover of Sport Nova Scotia quarterly newspaper that goes out 4 times a year. This paper goes out to all Recreation Departments and Sport Organizations and will be promotion for our project and our area.

As per our strategic planning session, one of my tasks was to develop a Community Spaces document that Community Organizations could reference when they were looking to rent space for programs or meetings. I am hoping to have this document finished within the next few weeks and make it available to community organizations in our area.

Fun Hockey started on November 28th, this year I have two different age groups, ages 4-7 and ages 8-12. So far, I have had an excellent turnout, in the youngest group I have 16 participants registered and in the oldest group I have 10 participants. Fun Hockey is on Mondays from 5:30-7:30 pm.

Arena Report

I have attached a spread sheet of ice rental for everyone to view.

Donation request letters have been sent out to all the business in our community to request support for our free skates at the arena. Our free skates are Wednesday and Friday from 4:00-5:00 and Sunday's from 4:00-5:30. These donations help offset the cost of ice time and allow us to offer our public skates for free.

I have purchased new latches for all the doors on the boards at the arena. The current latches have been there since the building opened and are extremely outdated.

An outstanding grant application for new nets is still in works and we are hopeful that the funding will be provided for this equipment upgrade.

The replacement of the ceiling tape has yet to be completed but it is anticipated to be done in the month of November. Additionally, work on the washrooms with new stall doors will be next on the list for repairs.

Daren White painted our ice surface and highlighted our "Wild Blueberry Capital of Canada" trademark, he did an amazing job painting the ice and it looks great.

We have started to paint all the dressing rooms, the heated room and hospitality room.

Over the next week, I will be sending out emails to different hockey associations within the province just to let them know that we have ice available for anyone wishing to book it, to try and get some more rentals at the arena.

We have 3 different Ringette tournaments happening in December, they will be on December 15th, 28th and 29th. The Ringette Association had extra shot clocks that they have given us to use, which will be an excellent addition for them in our facility.

Respectfully Submitted,

Corey Skinner

October Ice Rentals:	Hours:
Minor Hockey:	4
Skating Club:	
Fun Hockey:	2
Public Skating:	1
Ringette:	
Pick-up:	2
Other:	
Total:	9

November Ice Rentals:	Hours:
Minor Hockey	16.5
Skating Club	3.75
Fun Hockey	2
Public Skating	7
Ringette	11
Pick-up	6
Other	1
Total:	47.25

Total Hours: 56.25



Public Works Monthly Report

October 2019

The building for the generator is complete, with the generator being placed at the wells in November.

Repaired the end of Station Street and the driveway at 230 Water Street.

Getting equipment ready for winter season.

Extended the culvert on Foundry Street behind Thompson Appts & rocked with 4 to 6" rock.

Installed a 110 ft of 2" line on Sandy Lane.

Cleaned catch basin on Copps Lane.

Shoulder on new asphalt on Crescent Drive, Horton Street, and Thompson Road.

Took the Generator to the wells on October 17 in case of power outage due to wind.

The roof at OPH was patched by Alex Crowley.

We will be putting reclaimed asphalt on Duke Street in the first part of November.

Weather permitting, sidewalk repairs will be done in November.

Without a watermain break for the month of October, the Public Works Crew was able to catch up on and complete a number of outstanding tasks. **This is the first month since May 2018 that Public Works has not has one or more water breaks to repair.**

Respectfully submitted,

Wes Adshade
Public Works Supervisor

CAO's Note:

Kudos to you and the crew for trudging through the water breaks and getting the job done. I don't know of any other crew that would have handled it as well as you did. You continued to work hard, find good things out of all of it, and represented the Town incredibly well. Thank you for your dedication and hard work. I couldn't do my job without you doing yours, so I very much appreciate you and the crew working so well for all of us.



Fire Report October 2019

Total of seven (7) calls for the month:

- 1 structure fire
- 2 mutual aid calls
- 2 medical calls
- 1 fire alarm
- 1 carbon monoxide call

Geographic breakdown:

- 4 town calls
- 3 county calls

EHS will begin to supply us with medical gear for all our medical calls commencing this month.

Still working on the drone purchase with Mike Johnson. Will update when drone is purchased.

Price is in for the plugs to hook the EMO generator up to the hall approx. \$3000.00

If there are any questions, feel free to contact me.

Respectfully submitted,

Trueman Rushton
Fire Chief

**Oxford Police Advisory Board
Minutes of the Regular Meeting**

Place: Council Chambers

Date: Tuesday, April 16, 2019

Attending: Byron MacDonnell, Acting Chairman (presiding)
Board Members: Annie Crowe, Councilor Dawn Thompson, Councilor Dave Clark, S/Sgt. Craig Learning, Corporal Robert Parris and Linda Cloney, recording secretary

Guest in attendance: Brenton Colborne

Call to order: 6:00 pm

Agenda items	Discussion and Decisions
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2. Agenda	It was moved and seconded that the agenda of the Oxford Police Advisory Board for April 16, 2019 be approved.
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Motion Carried

3. Approval of Minutes	It was moved and seconded that the minutes of the Oxford Police Advisory Board for January 8, 2019 be approved.
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Motion Carried

4. Business	<p>RCMP Report</p> <p>S/Sgt. Craig Learning presented the RCMP report in detail.</p> <p>Key Highlights discussed:</p> <ul style="list-style-type: none">• Newcomers Club – is to welcome the newcomers to Canada – The RCMP role is to explain to them the role of policing in Canada.• Cybercrime – Nova Scotia is the worst Province in the Canada for fallen victims to cybercrime.• Annual Performance Planning preparations are underway. S/Sgt. Craig Learning consulted with the Police Advisory Board Members for their input on targets and goals for the plan.
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It was moved and seconded that the RCMP report for this quarter presented on Tuesday, April 16, 2019 be accepted as presented.

Motion Carried

A copy of the RCMP report is filed.

4.2.1	New member for the board – update
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- Linda was speaking to Braedon Clark, who is the Executive Assistant to the Honourable Mark Furey – Attorney General and Minister of Justice, he provided her with a link for any interested applicants to apply for the vacant position we currently have on the Police Advisory Board.

- Linda will post this on the Community Calendar, Six River News, Town of Oxford website and social media sites

4.3.1

Main Street Intersection and Crosswalk Data Collection – set up date and time frames.

- an email from Greg O’Brien asking for a traffic and pedestrian data collection to be done on a typical day when school is normal and then forward this information to him.
- April 24 is the date scheduled for the data collection, April 25 is a date set in the case of inclement weather.

Time Frames

6:45 – 8:30 am – Brenton Colborne / Byron MacDonnell

11:45am – 1:00 pm – Brenton Colborne / Annie Crowe

2:30 – 4:30 pm – Dave Clark / Byron MacDonnell

6:30 – 7:45 pm – Dawn Thompson / Linda Cloney

A meeting will be set up the second or third week of November to plan the details of the data collection.

4.3.2

Policing Review – Councillor Thompson and Councillor Clark

Rachel Jones, CAO for the Town of Oxford had to send her regrets and plans to attend a meeting in the future. She provided the Oxford Police Advisory Board with information regarding the policing services review that the Town of Oxford has been going through.

- The RCMP are federal employees that are contracted by the province.
- If there was a major crime (an example: murder) then those costs are covered with the RCMP.
- Any overtime that occurs we don’t pay, it’s included with the RCMP fee.
- S/Sgt. Craig Learning commented that there is an invitation for Councilors and Police Advisory Board members to go to headquarters for a tour. He will forward that invitation to the Police Advisory Board to extend to our Council.

A copy of the update from Rachel Jones is filed with the Police Advisory Board agenda package.

4.4

Correspondence – Wortley Report

Rod MacDonald forwarded the Wortley Report to the Oxford Police Board.

- This report is regarding the use of Street Checks

A copy of the Wortley Report is filed with the Police Advisory Board Agenda Package.

4.5 **Board Member Issues**
nil

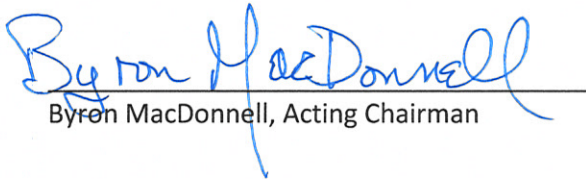
4.6 **Municipal Issues**
nil

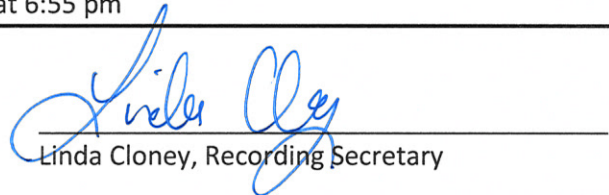
4.7 **Date and time for next meeting**
October 8, 2019 at 6:00 pm is scheduled for our next regular meeting

5 It was moved and seconded for the meeting to be adjourned

Motion Carried

The meeting was adjourned at 6:55 pm


Byron MacDonnell, Acting Chairman


Linda Cloney, Recording Secretary

RCMP



ROYAL CANADIAN MOUNTED POLICE

Oxford

Police Advisory Board

April 1 – September 30, 2019

Submitted by S/Sgt. Craig Learning

The Cumberland District RCMP is made up of five offices located in Amherst, Springhill, Pugwash, Parrsboro and Oxford. The Amherst office consists of a Staff Sergeant, Sergeant, Corporal, Community Policing Officer, 5 general duty Constables as well as 2 District Assistants. Also sitting in our Amherst office is our Cumberland County Street Crime Unit which is comprised of a Corporal and 2 Constables from the RCMP as well 2 Constables from the Amherst Police Department. The North East Nova Domestic Violence Coordinator also works out of the Amherst Detachment. See **Appendix A** for a list of all District Employees.

April 1, 2019 to June 30, 2019

CALLS FOR SERVICE

OCCURRENCE STATS OXFORD RCMP

Including traffic SOTS and Check-stops

TOWN	2019/04/01 – 2019/06/30	2018/04/01 - 2018/06/30
Zone 12 – Town	128	141
OXS – Oxford school	1	2
TOTAL TOWN	129	143

RURAL		
Zone 6	134	134
Zone 7	97	46
Zone 8	48	14
Zone 15	0	0
Zone 16	3	0
TCH TC1	0	9
TCH TC2	131	85
EXP	0	0
Other rural	11	0
TOTAL RURAL	424	228
TOTAL TOWN AND RURAL	553	431

July 1, 2019 to September 30, 2019

CALLS FOR SERVICE

OCCURRENCE STATS OXFORD RCMP

Including traffic SOTS and Check-stops

TOWN	2019/07/01 – 2019/09/30	2018/07/01 - 2018/09/30
Zone 12 – Town	104	117
OXS – Oxford school	0	1
TOTAL TOWN	104	118

RURAL		
Zone 6	190	238
Zone 7	96	94
Zone 8	12	17
Zone 15	0	0
Zone 16	2	3
TCH TC1	7	11
TCH TC2	204	120
EXP	0	0
TOTAL RURAL	511	483
TOTAL TOWN AND RURAL	615	601

Oxford Detachment Updates

April 1, 2019 – September 30, 2019

2019-733465

As a result of a long standing problem relationship between 2 males, due to a past criminal relationship/friendship, one male has resorted to intimidation by yelling names and uttering threats to assault a second male. This action has escalated and resulted in the arrest of the first male. The male has been charged with Criminal Harassment and Uttering threats. Matter is before the courts.

2019-835357

The Executive Director of Colchester Sexual Assault Centre, advised a female to provide a statement regarding a sexual assault complaint. A statement was obtained and as a result a male was arrested the following day and charged with Sexual Assault x 2 and released on PTA and Undertaking. One Gun was seized for safekeeping. The matter is before the courts.

2019-959925

Three persons were observed entering two apartments. Members were aware the tenants were out of the apartment and made an immediate patrol. Members arrested one adult male leaving the scene. Later that evening another call was received for two males with flashlights trying to break in to a car. Members responded immediately and two males were also located hiding in bushes, resulting with one male being held for court and the other charged. Arrest resulted in 2 males being charged; one with 5 counts of Break

and Enter, and one count of Theft under, and the other with Break and Enter. The matter is before the courts.

2019-974545

A female attended the Sheet Harbour Detachment to report a historical sexual assault that occurred from 1995-1997 by her mother's boyfriend at the time. A statement was obtained by Sheet Harbour Member and forwarded to Oxford as offences occurred in Oxford Jurisdiction. Matter is being followed up by Oxford RCMP Members. File is SUI for further investigation.

2019-1230094

Complaint received via 911 of male threatening to shoot complainant. Complainant said the gun was in his backseat. Police responded immediately and located the vehicle within minutes. The driver was ordered out of the vehicle at a safe distance. Male was unsteady on feet and not wearing a shirt. Male was advised of reason for the stop. The driver was uncooperative and an odor of liquor from his facial area was detected. Male was detained and placed into police vehicle, where he almost immediately went into medical distress having a seizure. Driver was taken out of vehicle until finished, this continued every time police tried to speak about file. EHS was advised. Male was read Charter and Police Caution. EHS attended and transported him to hospital. The male would not cooperate with RCMP. As such a decision to charge for Refusal was made. Matter is before the court.

ANNUAL PERFORMANCE PLAN

Crime Reduction – Violence/Property/Drugs

Initiative: Conduct pro-active and enhanced enforcement, education, and awareness measures, which will in turn contribute to the Division's goal of reducing crimes against persons and property by 2% in comparison to 18/19 values.

The following are measures and targets for **Fiscal Year End 2020**. Results are reflective of first quarter & second quarter.

- 350 CSO Checks
 - Q1/2 = 103 *Note – Number not wholly accurate. Issues with record keeping.
- 23 Presentations Relating to Violence, Property Crime, and Drugs (Not cybercrime or Road-safety. Those numbers are reflected further in this report)
 - Q1/2 = 5 *Note – Summer/CPO Vacancy.
- 100 Street Crime Enforcement Unit Judicial Authorizations (Warrants, etc.)

- Q1/2 = 19 *Note – Unit turnover.
- 3481 Pugwash Seasonal Property Checks
 - Q1/2 = 507

Road Safety – Speed/Seatbelts/Impaired and Distracted Driving

Initiative: Conduct pro-active & enhanced enforcement, education, & awareness measures, which will in turn contribute to the Division goal of : 1) A 3% reduction of fatal/serious injury collisions over past 2 year average; 2) A 1.5% reduction of reportable MVCs compared to the previous fiscal year.

The following are measures and targets for **Fiscal Year End 2020**. Results are reflective of the first quarter & second quarter.

- 31 Road Safety Initiatives.
 - Q1/2 = 40
- 25 Impaired Driving Investigations (cleared by charge).
 - Q1/2 = 11
- 2000 Traffic Contacts (SOT/Warnings/Defect Notices).
 - Q1/2 = 1016

Connecting With Community – Enhancing Relationships

Initiative: Connecting with our Communities and Enhancing Relationships.

The following are measures and targets for **Fiscal Year End 2020**. Results are reflective of first quarter & second quarter.

- Engagement with Our Multicultural Community Members.
 - Highlights:

19/04/30 ~ S/Sgt. Craig Learning and Cpl. Dave Baldwin attended the Welcoming Immigrants at All Levels workshop at H Division HQ. Same facilitated by Cpl. Adam JACKSON and Paul

PICKERING, Workplace Culture and Cross Cultural Specialist at Immigrant Services Association of Nova Scotia (ISANS).

19/06/21 ~ Cpl. Baldwin, Cpl. Parris and S/Sgt. Learning attended the Cumberland African N.S. Association (CANSA) AGM. The invitation was extended by Elizabeth Cooke Sumbu who is a member of the COs Black and Racially Visible Minority Committee and Executive Director of CANSA.

19/06/27 ~ Cst. Angela Downey, Sgt. Dave Lilly and S/Sgt. Craig learning attended Multi-Cultural Day events at Victoria Square. Event was hosted by the Cumberland African N.S. Association (CANSA).

Cpl. Rob Parris will be attending the African NS Experience Training in late October.

- Participation in 'other' Community Based Initiatives/Events (Oxford).

- Q1/2 = 28

First Responder Appreciation Week, April 8 to 14, hosted by the Town of Amherst. Several activities and initiatives took place throughout the week. All of Cumberland District was invited.

19/04/26 ~ Farm Safety Day, Oxford Arena. Several agencies present for attendance by elementary school aged children. Cst. Livingstone and Cst. Blinn on hand with an RCMP vehicle for viewing as well as a table with information relating to safety. CSL50228.

19/06/05 ~ Sgt. Lilly attended the Crime Stopper's BBQ at the Oxford Legion Hall on behalf of the RCMP. CSL50228.

19/06/08 ~ Frank Deschenes Memorial Golf Tournament. On Saturday, June 8, the Amherst Golf Club hosted the Inaugural Frank Deschene Memorial Golf Tournament in memory of our friend and colleague, Cst. Frank Deschenes. The event, comprised of 18 holes of Best Ball Golf, a dinner, and silent auction, was very well attended. Proceeds raised this year were in excess of \$3800.00 which is going to the Royal Canadian Legion Benevolent Fund in Frank's memory. A special thanks to Cpl. Dave Baldwin who took the lead in organizing this event in less than 6 weeks as well as a shout out to the numerous volunteers who assisted with registration and check in, monitoring hole in one attempts, etc. A congratulations to Sgt. Warren McBeaths team as well, who took home bragging rights as this year's champions.

19/06/12 ~ Cpl. Rob Parris, Cst. Dan Anger and Cst. Brenna Counter attended Pride Week Flag Raising at the Town of Oxford. CSL50228.

19/06/26 ~ H Division HQ Tour. S/Sgt. Craig Learning, Sgt. Dave Lilly and Cpl. Dave Baldwin attended an HQ tour with officials from the Municipality of Cumberland County, and the Town of Oxford. Tour included opening remarks by the CO as well as presentations by: Strat Comms, Tech Crime, ERT, EDU, URT, the training Center and the Clan Lab. Awesome feedback from those in attendance who were impressed with world class services the RCMP provides here in H Division. A special thanks for H Division Planning for organizing this tour.

19/09/04 ~ Member attended Oxford Crime-stoppers Meeting. This group amongst others have expressed an interest in making application to host the Musical Ride in 2020 per recent call out. Cst. James Campbell, former Ride member, is currently facilitating discussions surrounding a possible partnership amongst the various organizations in making this a Cumberland joint venture.

19/09/16 (week of) ~ CPO, Cst. Sarah Pennoyer conducted introductions/in person visits at 10 schools: Advocate, Parrsboro (x2), River Hebert, Cumberland North, Wallace, Pugwash (x2), Northport and Oxford.

19/09/23 (week of) ~ CPO, Cst. Pennoyer, attended an evening at Oxford Regional Education Centre, with Cst. Don MATTHEWS. There they passed out lots of "swag" to the kids that came by, showed them the police car, and did some handcuffing. Kids had a blast. Approx. 250- 300 attendees at the event.

Cybercrime – Mitigate Cybercrime

Enhance awareness regarding cybercrime(s) both externally, through presentations and other awareness campaigns, and internally, by ensuring cybercrime files are being appropriately scored.

The following are measures and targets for **Fiscal Year End 2020**. Results are reflective of first quarter & second quarter.

- 31 Cybercrime Initiatives and/or Presentations
 - Q1 = 6

APPENDIX A

The following is a list of all members and staff who are currently posted to Cumberland District R.C.M.P.

District Commander: S/Sgt. Craig Learning
Operations NCO: Sgt. Jason Pennoyer
Community Policing Officer: Cst. Sarah Pennoyer

Amherst Office

Team Leader: Cpl. Josh Dubois
Cst. Jeffrey Campbell
Cst. Mike Black
Cst. Phil Basque
Cst. Maria Boadway
Cst. Ken Jackson (currently on leave)
D/A Rachael McLellan
D/A Lina Taraschi

Oxford Office

Team Leader: Cpl. Robert Parris
Cst. Charlie Smith (currently on leave)
Cst. Heather Lourie
Cst. Donald Fisher
Cst. Paul Cheesman (cadet training)
D/A Linda Calder

Parrsboro Office

Team Leader: Cpl. Troy Gill
Cst. Steve Maddison
Cst. Don Matthews
Cst. Jordan Carroll
Cst. Tyler Smith
D/A Heather Winters

Pugwash Office

Team Leader: Cpl. Shawn Galbraith
Cst. Marc Blinn
Cst. Rena Currie
Cst. Brenna Counter
D/A Alannah Blanch

Springhill Office

Team Leader: Sgt. Dave Lilly
Cst. Mike Currie
Cst. Marilyn Campbell
Cst. Stephanie Guzzwell
Cst. Dan Anger
Cst. Tom Livingstone
Cst. James Campbell
Cst. Travise Dow
D/A Cindy MacDonald

Street Crime Enforcement Unit

Team Leader: Cpl. Clay Wortman
Cst. Ryan Wilson
Cst. Mike Black (incumbent)
Cst. John Haggerty (APD)
Cst. Derek Hebert (APD)

Domestic Violence Coordinator

Lydia Quinn

STRATEGIC PRIORITIES CHART

September 2019

COUNCIL PRIORITIES

NOW

1. **3-YEAR CAPITAL PLAN: Inventory**
2. **ORGANIZATIONAL STRUCTURE REVIEW: Report**
3. **POLICE SERVICES REVIEW: Report**
4. **RECREATION MASTER PLAN: Draft**
5. **EMERGENCY CENTRE: Options**

TIMELINE

December
October
January
December
November

NEXT

- ALERT SYSTEM: Options
- COMMUNITY CENTRE: Feasibility
- WATER MANAGEMENT STRATEGY: Terms of Reference
- BRANDING STRATEGY: Terms of Reference
- WATER PIPE REPLACEMENT: 3-Year Program
- PUBLIC COMMUNICATION STRATEGY
- SERVICE CAPACITY REVIEW

ADVOCACY / PARTNERSHIPS

- *Utility Rate: Review*
- *Park Proposal (Lions)*
- *Water System Funding*
- *Emergency Centre Options Analysis*
- *Off-Highway Vehicle: Status*

OPERATIONAL STRATEGIES

CHIEF ADMINISTRATION OFFICER

1. **ORG. STRUCTURE REVIEW: Report** - Oct.
 2. **EMERGENCY CENTRE: Options** - Nov.
 3. **3-YEAR CAPITAL PLAN: Inventory** - Dec.
- **POLICE SERVICES REVIEW: Report** - Jan.
 - Unsightly Premises Campaign

ADMINISTRATION

1. Year-end Audit - Oct.
 2. Collection Process - Nov.
 3. Tax Sales - Dec.
- TownSuite Software Implementation
 - Records Management

PUBLIC WORKS

1. Sandy Lane Water Valve - Oct.
 2. Well 2 Generator Building - Nov.
 3. Fleet Inventory: Analysis - Dec.
- WATER PIPE REPLACEMENT: 3-Year program
 -

RECREATION SERVICES

1. **RECREATION MASTER PLAN: Draft** - Dec.
 2. Community Spaces Directory - Dec.
 3. Website: Refresh - Feb.
- Active Transportation: Projects
 - Program Inventory: Review

PROTECTIVE SERVICES

1. Regular Liaison Schedule: Mayor & CAO - Oct.
 2. Apparatus Inventory Assessment - April
 - 3.
- ALERT SYSTEM: Options
 -

COMMUNITY ECONOMIC DEVELOPMENT

1. Service Group Signage - Sept.
 2. Downtown Beautification - Mar.
 3. Mural Installations - Jan.
- COMMUNICATION STRATEGY
 - BRANDING STRATEGY: Terms of Reference

BOLD CAPITALS = Council NOW Priorities; **CAPITALS** = Council NEXT Items; *Italics* = Advocacy;
Title Case = Departmental Strategic Initiatives