

Municipality of the District of St. Mary's

Committee of the Whole

Wednesday, November 1st, 2017

MEETING, DATE & TIME:

The Committee of the Whole meeting of St. Mary's Council was called to order on Wednesday, November 1st, 2017 at 1:00 pm in the Council Chambers Sherbrooke, N.S.

ATTENDING:

Warden Mosher
Deputy Warden Dort
Councillor Malloy
Councillor Findlay
Councillor Kaiser-Kirk
Councillor Baker
Councillor Smith

ALSO ATTENDING:

Marvin MacDonald, CAO
Marian Fraser, Director of Finance (Left meeting at 4:07pm)
Denise Sawlor, Municipal Clerk/Special Projects Coordinator (Left meeting at 4:07pm)

APPROVAL OF AGENDA:

On motion of Deputy Warden Dort and seconded by Councillor Baker Council approved the agenda with the following additions:

8. g) Personnel Matter (In-Camera)

Motion carried.

APPROVAL OF MINUTES:

On motion of Councillor Smith and seconded by Councillor Malloy Council approved the minutes of the Committee Of The Whole held October 18th, 2017

Motion carried.

BUSINESS ARISING FROM MINUTES:

- a) Derelict Vehicle
 - Date of meeting needs to be set before letters can be sent.
 - Special Council Meeting set for 6pm November 13, 2017
 - Solicitor Adam Rodgers will be invited to attend
 - CAO will send letters as soon as possible

ANTIGONISH FARMER'S MARKET – CASEY VAN DE SANDE, ANDRE LAFRENIERE, MARGARET CORNECT & JOHN QUINN

- See presentation notes and plans attached to minutes
- Current and previous St. Mary's vendors include Cornect Farm, Dell's Jewelry, Big Willie and Sherbrooke Village
- Many customers are from the counties surrounding the Town of Antigonish
- There are people from around the world visiting the market (tourists, people from the Coady Institute)
- Sobey's and Superstore come to look at the products offered at the market
- The successful Antigonish company Peace by Chocolate started at the market
- The market offers a low risk venue for people trying to start a new business
- 100% of a vendors revenue goes to the vendor (low table rental fee)
- Local vendors are chosen first for table rentals unless there is a void in product offerings
- The new building could open up the idea of expanding the market beyond one day a week
- The current exhibition ground owners would own the building and lease it back to the Antigonish farmer's Market (costs should be similar to current lease)
- Council recommended that a Grants to Organizations application be filled out and returned to the municipal office.
- Denise will email the application form.

There was time before the Sherbrooke Village presentation so council moved to items 8.a and 8.b of the agenda

- Sherbrooke Waterline Project update
 - Construction has started. The plan is to start at the bottom of Old Road Hill and work their way up. They may be bringing in another crew or two to start work on different sections.
 - There has been very good communication and bi-weekly meetings will begin next week.
 - Some local houses have been rented and they are looking for more local people to hire.
 - Ricky will be available to answer any questions they may have regarding the location of current lines etc.
 - The new service lines will be going as far as the curb then connecting with existing lines to the houses.
 - There may be a need for pressure reduction valves in some locations
 - Ricky has located two breaks in the current lines. The breaks were near the funeral home and Mary Ann Cameron's place. Repairs were completed yesterday (October 31, 2017) by 5pm.

- Municipal Awareness Week
 - Arrangements have been made for a grade 11 class (approximately 15-20 students) to visit the Municipal Office during the November 15, 2017 COTW meeting from 11:30am – 1pm.
 - The November 15, 2017 COTW meeting will begin at 11:30am and take a recess around 12:30pm to provide students with an opportunity to ask councillors questions and have a tour of the building.
 - We will provide snacks and drinks keeping in mind possible food allergies. Municipal SWAG will also be given to the students.
 - The Youth Advisory Council will be launched; Kerri will send an email with details of the launch.
 - Throughout the week a municipal quiz will be run on our Facebook page.

SHERBROOKE VILLAGE – STEPHEN FLEMMING – EXECUTIVE DIRECTOR & LYNN HAYNE

- See presentation and strategic plan attached to minutes
- The strategic plan has been worked on for a year now. Input was gathered from formal meetings and casual conversations
- The Tea Room will be getting a makeover this winter. The new look will conform to the Victorian Era and the Waitresses will now be Maid Assistants
- 2021 will be the 50th anniversary
- Over the past decade there has been no government increase in Sherbrooke Village funding.

2:46pm Break

2:52pm Resumed meeting

- Council decided to gather on November 27th at 6:30pm for a brainstorming session to compile input from Councillors regarding the Sherbrooke Village Strategic Plan.

Other Matters of Business

- Sherbrooke Waterline Project Update
 - See above
- Municipal Awareness Week
 - See above
- Sherbrooke Water Utility Financial Statements
 - Sonny MacDougall made changes to the report so it complies with the required reporting guidelines of the Utility Review Board.
 - See attached report.

On recommendation of Deputy Warden Dort and seconded by Councillor Baker that Council approve the Audited Sherbrooke Water Utility Financial Statement for the year ending March 31, 2017

Recommendation adopted

- Correspondence
 - Letter was received from Town of Clark's Harbour regarding the Process for Adoption of Resolutions.
 - No action required

- Cannabis Survey
 - The survey is now closed and the municipality has not sent a response.
 - Marvin was contacted and told that Council still has an opportunity to respond to the four main points of the survey. Deadline end of next week.
 - Council discussed the points and will be sending the following responses:
 1. Age – Minimum age 19
 2. Consumption Regulations – Doesn't fit with alcohol or tobacco but instead would need its own separate regulations
 3. Distribution – Would need to be distributed in a controlled manner
 4. Intoxication Levels – Yes there is a need for a level of intoxication. The level should be determined by experts in the appropriate fields.
 - Marvin will send in Council's response.

- December Council and COTW meetings
 - There will be a COTW meeting on December 6, 2017 at 1pm. During that meeting Council will decide if there will be a second COTW meeting in December.
 - There will be a Regular Council meeting December 11, 2017 at 7pm

- Personnel Matter (In-Camera)

On motion of Councillor Findlay and seconded by Deputy Warden Dort Council moved into an in-camera session to discuss a personnel matter at 3:38pm.

Denise and Marian left the meeting at 4:07pm. Marvin recorded the remainder of the meeting minutes.

On motion of Councillor Smith council reconvened to regular session at 4:48pm

Adjournment

On Motion of Deputy Warden Dort there being no further matters of business, Council adjourned at 4:48PM.

Recorded By

Approved By

Municipal Clerk/Special Projects Coordinator

Warden Mosher

November 1, 2017 – The District of St Mary's Presentation

RE: The proposed New Yearround Antigonish Farmers' Market Building

1. Salutations to the Warden and Councillors - Casey Van De Sande
2. Introduction of AFMA Board Members and Guests - Casey
3. UPDATE – André Lafrenière (Fundraising Coordinator)

This exciting new building project taken on by the Antigonish Farmers Market Board and its members will be an environmental and sustainable showcase for our farming community as well our neighboring municipalities and the Province of Nova Scotia.

The environmental building features include a hydronic cement floors (radiating heat over 11,650 square feet). Another feature is the 50 KW array of Solar PV panels that will contribute towards our energy costs and potential revenue. We would also like to highlight on the floorplan the showcase kitchen, to be built to commercial standards.

Each day the Antigonish Farmers' Market is open, it has an economic impact in the town and County of Antigonish, County of Guysborough, District of St Mary's and beyond. Using \$31.87 per market shopper in the community multiplied by the total # of market shoppers will give us the Yearly Economic Impact (direct + indirect) in our communities.

$\$31.87 \times 44,370$ (estimated 2016 total market shopper count) = \$1,414,071.90

(Above based on 'Cultivating Community Economy – Nova Scotia Farmers' Market Economic impact Study 2012', published by the Nova Scotia Farmers Market Cooperative).

With this proposed larger facility allowing for a year round market, the vendor count will increase by at least 38% and the available weekly booth rentals increase by at least 33% (January – April). The new building will also open up new rental opportunities such as for trade shows, community events, etc.

November 1, 2017 – The District of St Mary's Presentation

The expansion will also have a considerable positive economic impact on the Market vendors' sales and 'market shoppers' total economic impact in our local communities.

Our aim is to have the New Building operational by Fall 2018.

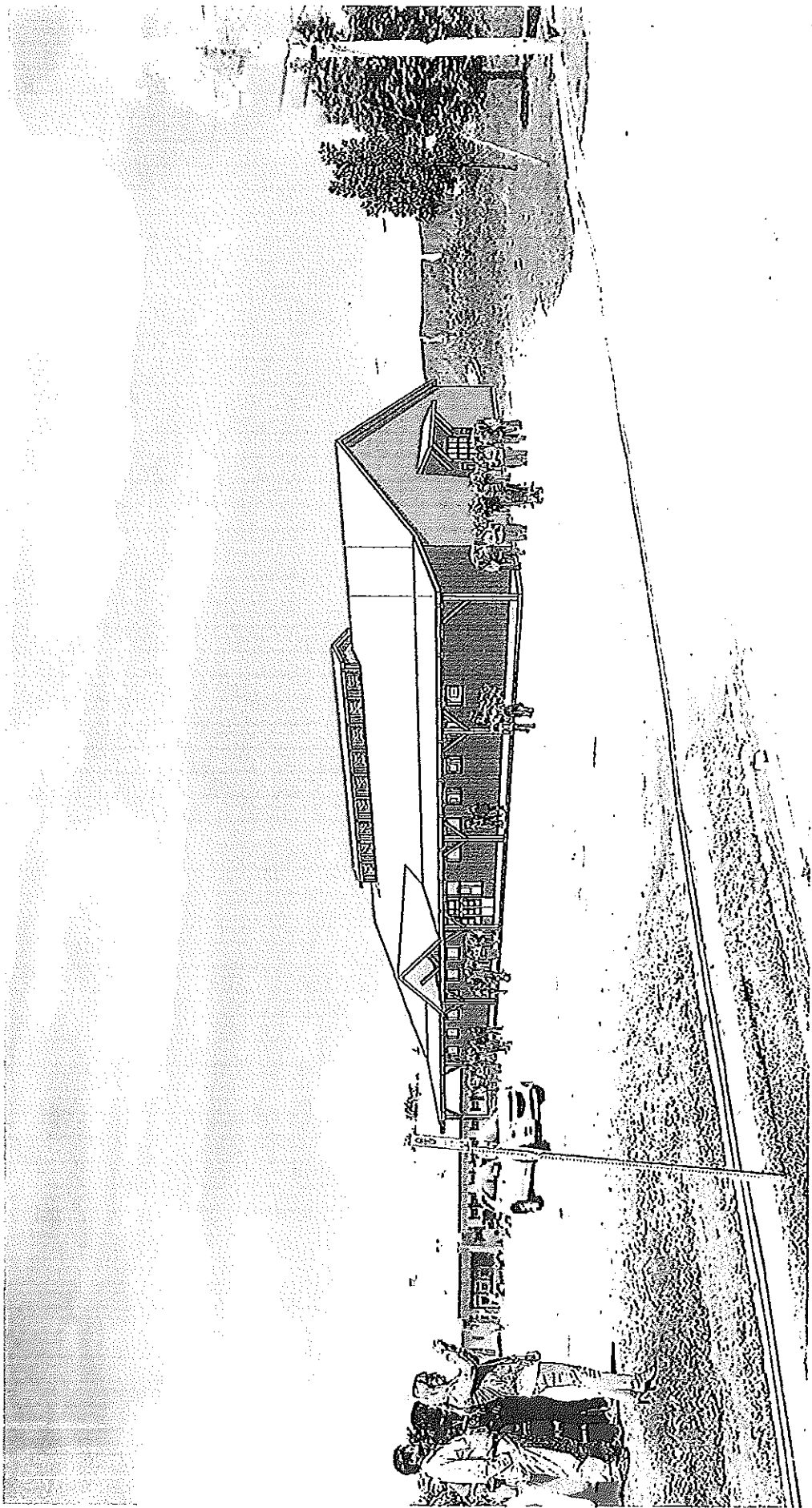
4. – Fundraising Campaign

Our financial goal is to share the estimated \$2.1 million cost of the New Antigonish Farmers' Market Building three ways. One third Federal ACOA– Innovation Communities Fund – ICF, one third Provincial Investment Nova Scotia - INS Fund.

The final one third includes our four lower tier municipalities, the local commercial businesses, targeted philanthropist and the Antigonish Farmers' Market members, vendors and attendees. Our Fundraising Campaign is in full swing.

In closing, on behalf of the AFMA Board and Members, I wish to express our appreciation for this opportunity to come before you and respectfully request the District of St Mary's Council to consider how it can contribute towards our financial goal.

5. Questions & Comments

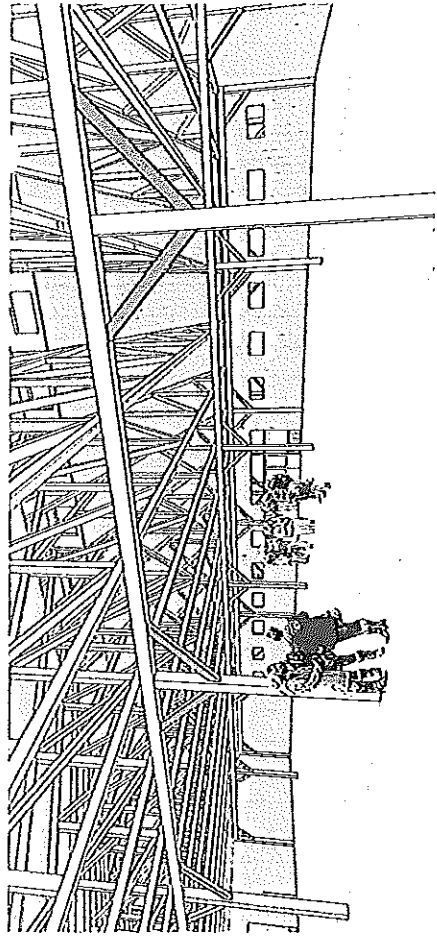
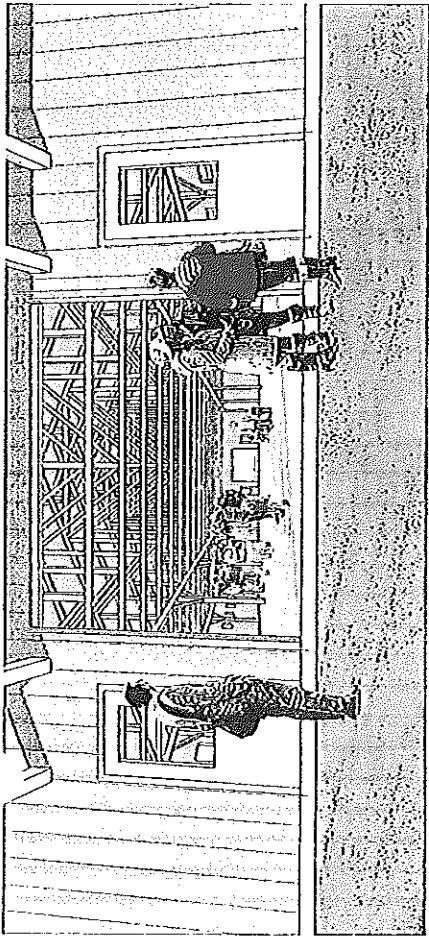


Archibald & Fraser
Architects Ltd.

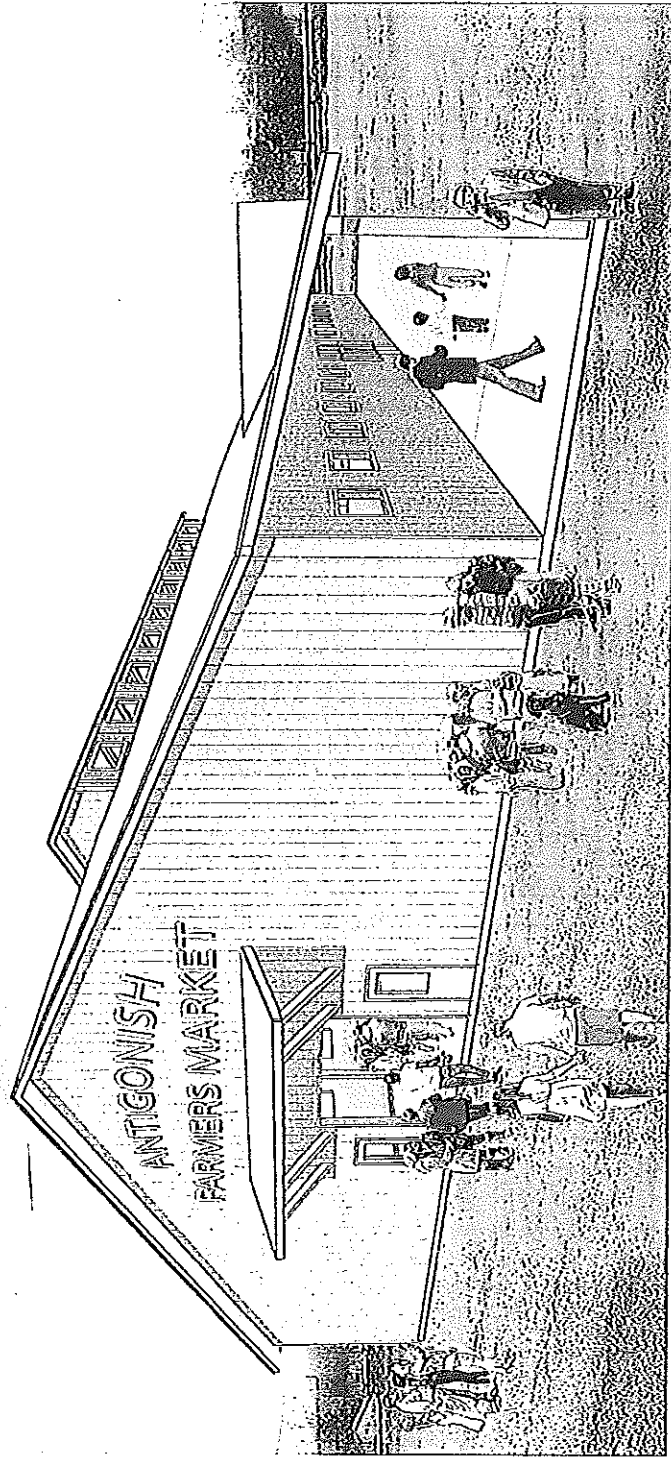
P.O. BOX 1325 - ANTIGONISH LANDING, N.S. - B0C 2J7 - 602-6006 - FAX 602-6070

ANTIGONISH FARMERS' MARKET

Dec. 16. 16



Antigonish & Fraser
 Architects Ltd.
 P.O. BOX 1388 - ANTIGONISH - LANSING, N.S. B0Z 2J7 - TEL: 926-9888 - FAX: 926-9879



ANTIGONISH
FARMERS' MARKET

NOTES:
1. SEE SHEET 101 FOR LOCATION OF GRID LINES
2. SEE SHEET 102 FOR LOCATION OF GRID LINES

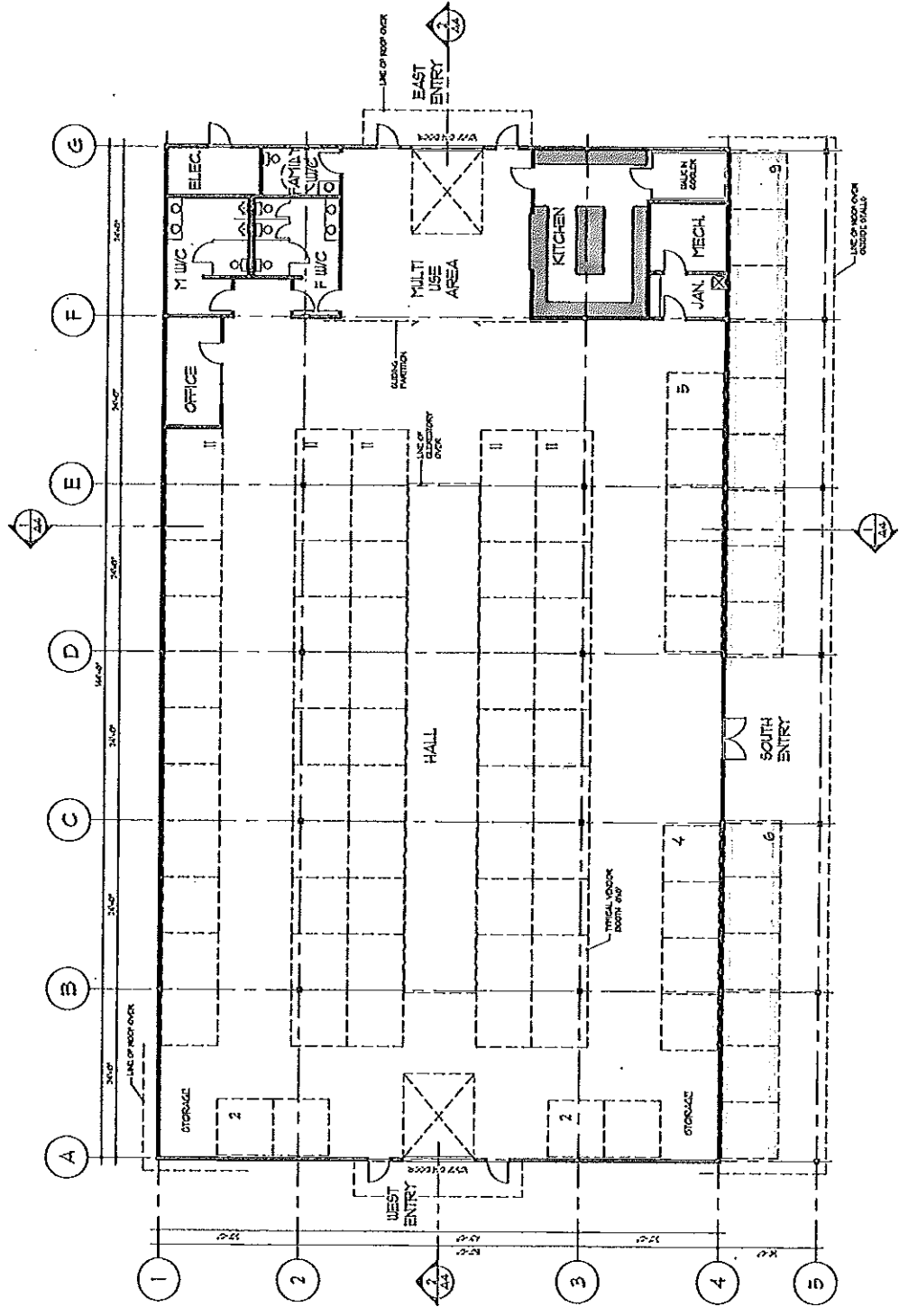
NO.	REVISION	DATE
1	ISSUED FOR PERMIT	08/15/10

ANTIGONISH FARMERS' MARKET ARCHITECTS INC.
ANTIGONISH, NS

ANTIGONISH FARMERS' MARKET
FLOOR PLAN

SCALE: 1/8" = 1'-0"
DATE: 08/15/10
DRAWN BY: CLC
CHECKED BY: [blank]
DATE: [blank]

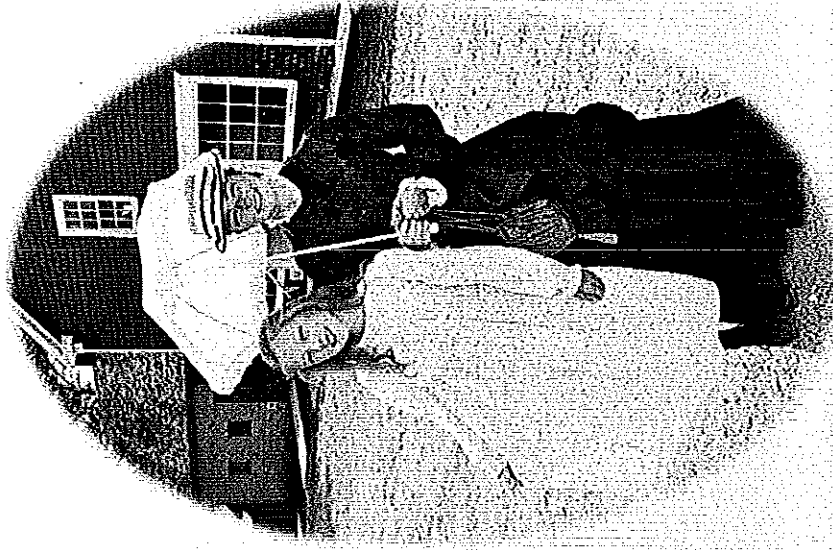
PROJECT NO.: T62
SHEET NO.: A2



MAIN FLOOR PLAN
SCALE: 1/8" = 1'-0"

Sherbrooke Village Museum Strategic Plan

(2018-2025)



Draft for Community
Consultation and Revision

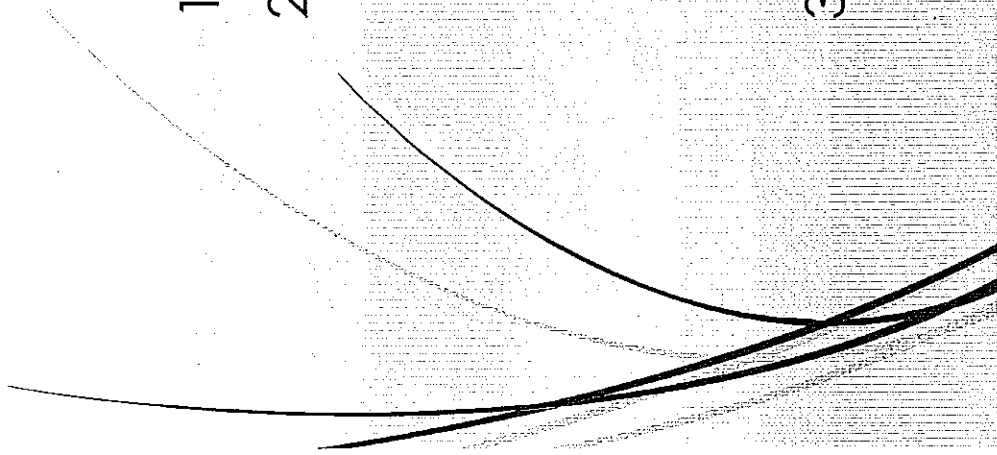


Living History Objectives

1. Staff the Director of Visitor Experience this winter.
2. Encourage visitors to dress in period costume and immerse them in Victorian etiquette and village life.
3. Adopt "Step into 1867" as a sub-brand.
4. Write Interpretation Plan – Draft in final review.
5. Write Story-boards 1st person interpretation.
6. Sherbrooke Hotel Tea Room: Victorian experience.
7. Develop a suite of visitor offer packages.
8. Implement performance management for 1st person.

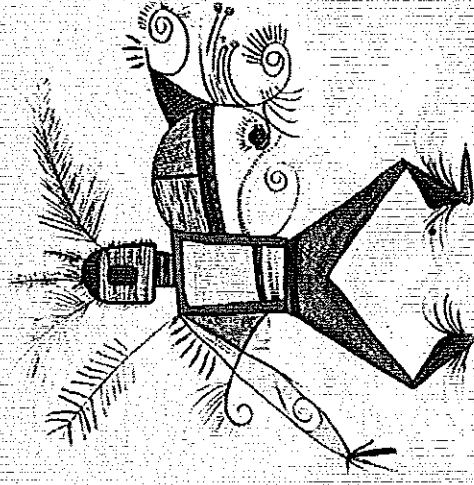
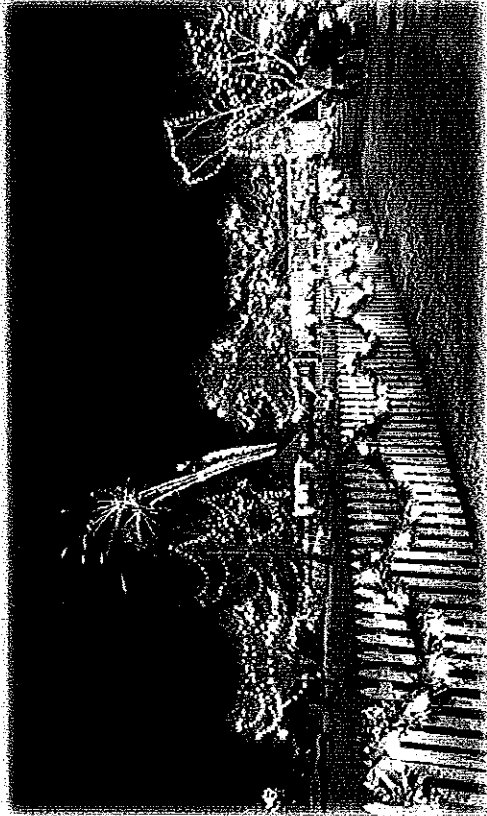


Learning Centre Objectives

1. Staff Learning Centre Coordinator (Reprofiled position)
 2. Forge committees to develop courses for:
 - Enriched Rural Living Workshops
 - Visual arts, crafts, music, writing
 - Heritage carpentry, woodlots, natural history, hobby farming
 - Sustainable Rural Tourism Workshops
 - Experience product development, interpreter/guide training, small business tools, marketing
 3. Develop partnerships to provide excellent instruction.
- 

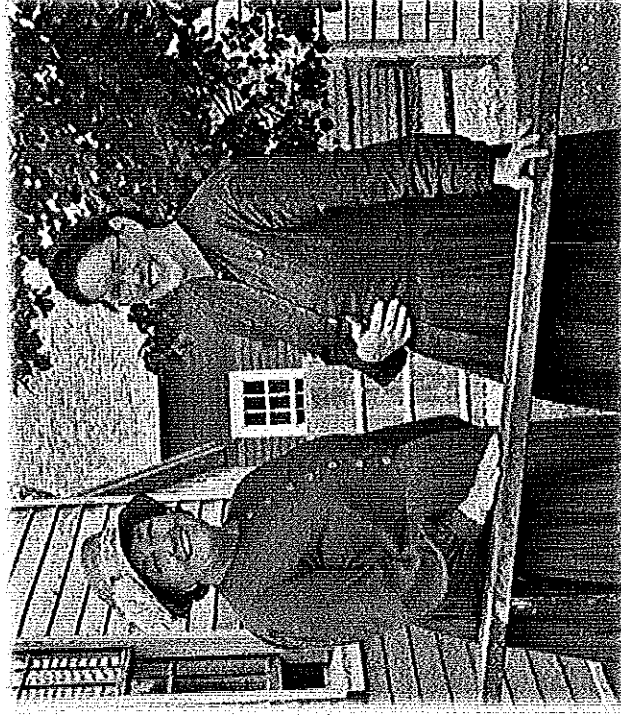
Strategic Goal No. 3: Community Museum

- Sherbrooke Village will continually strive to be a relevant Community-based Museum.



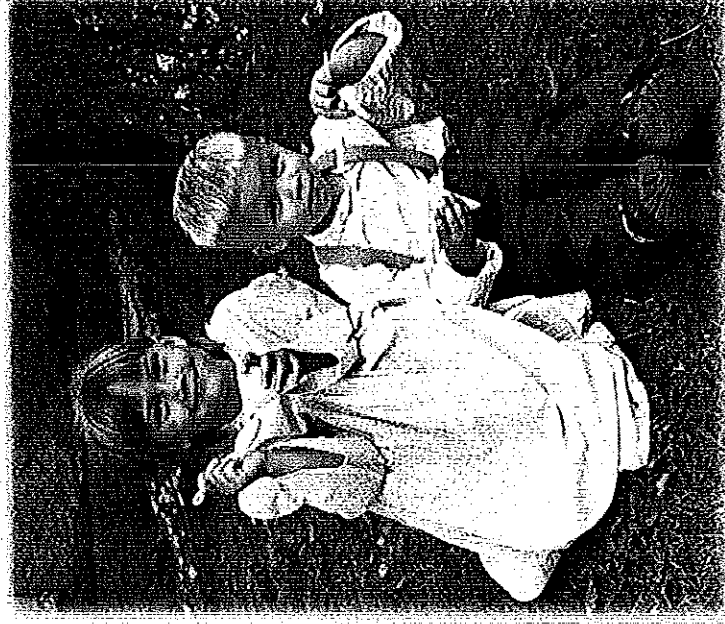
Strategic Goal No. 4: Tourism Destination

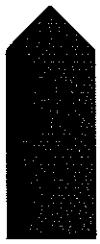
- **Sherbrooke Village will become a major Tourism Destination for the Eastern Shore of Nova Scotia.**



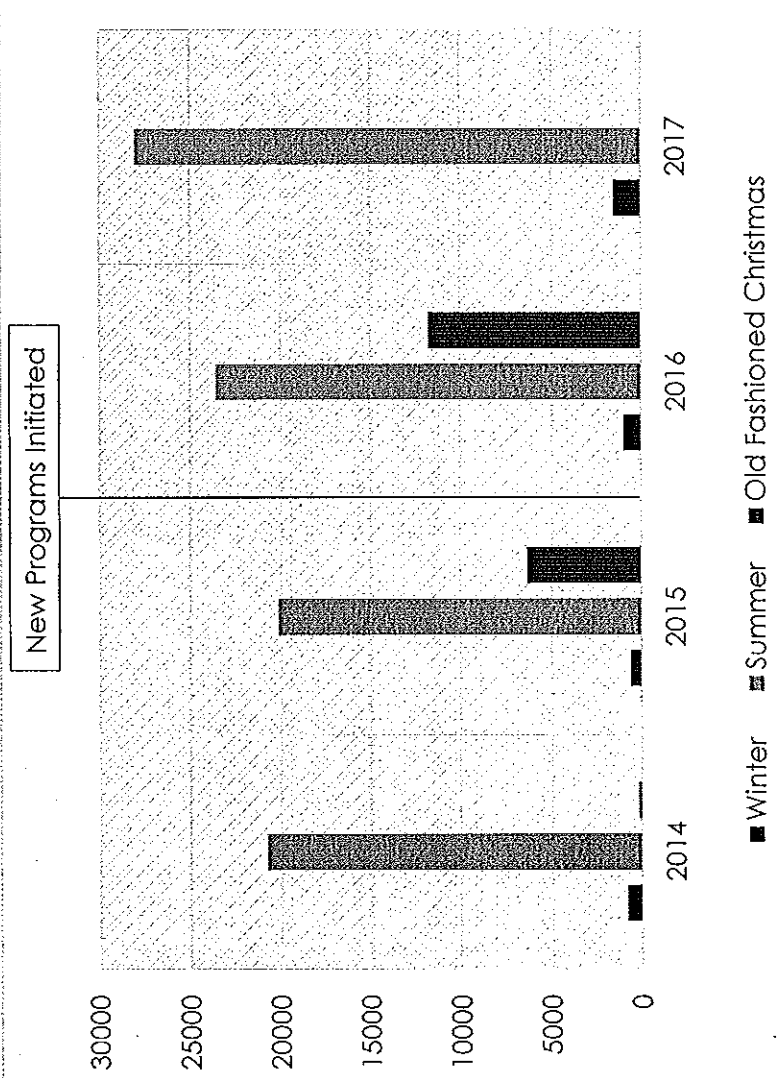
Strategic Goal No. 5: Profile & Fiscal Position

- Improve the profile and fiscal position of Sherbrooke Village Museum by substantially increasing visitation and revenues.





Visitor Numbers: Sherbrooke Village Museum



• Summer Visitation Changes

- 2015 to 2016: +17%
- 2016 to 2017: +19%

• Old Fashioned Christmas:

- 2015 to 2016: +85%

• NS Visitation for Comparison:

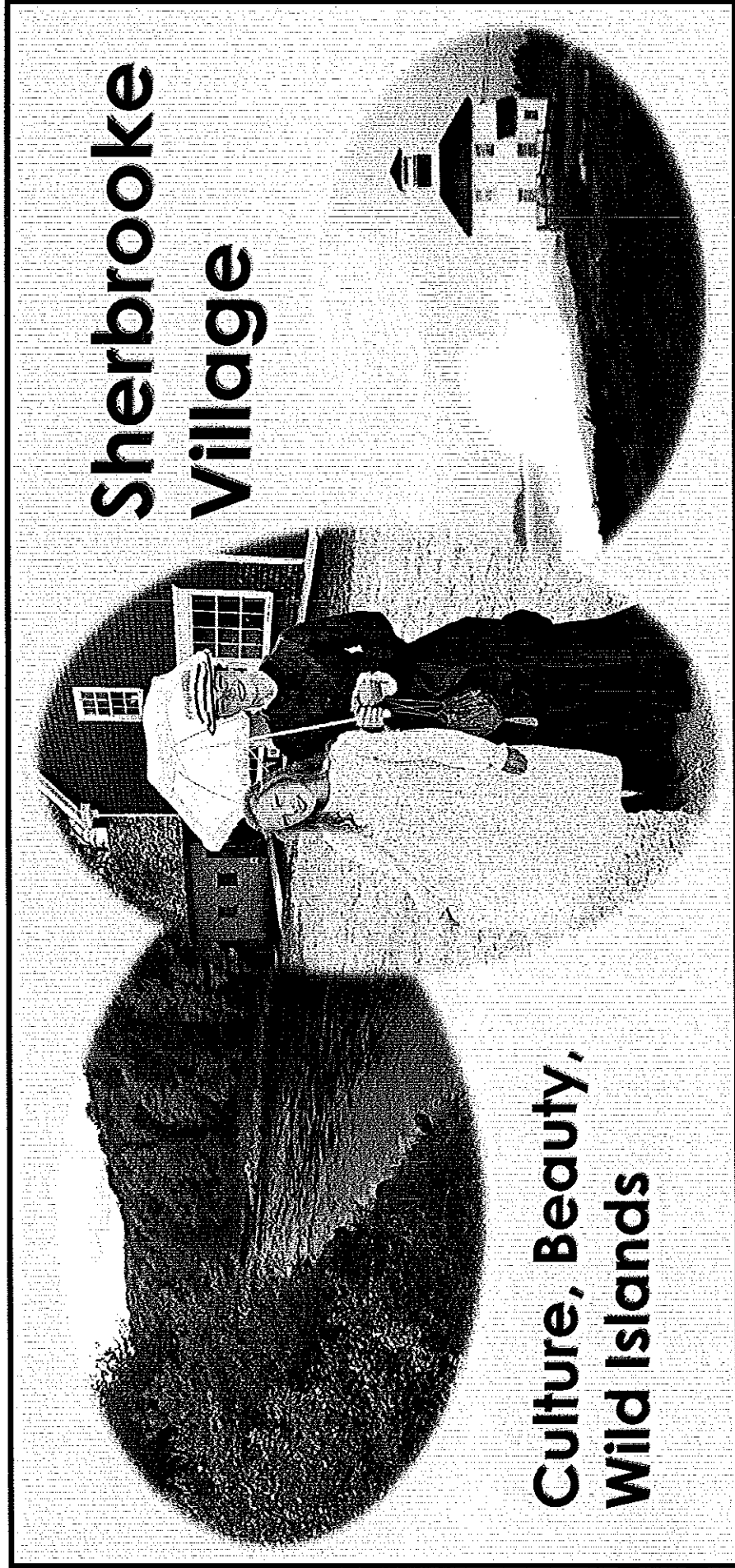
- 2015 to 2016: +8%
- 2016 to 2017: +9%



Marketing Objectives

1. Substantially improve social marketing – term positions.
2. Improve TV commercials with video.
3. Improve awareness of interpretation offers and wood-working shop – brochures, videos linked to social media.
4. Signage refreshed + new Hwy104-No.7 interchange sign.
5. Develop and implement marketing plan in 2021, following product development.

Mock-up Signage for Our Gateway Community



Sherbrooke Village

**Culture, Beauty,
Wild Islands**



One-team Objectives

1. Support professional development for all staff to remain at the top of their game.
2. Staff very familiar with the work of all other functions to foster a "one-team" delivery at Sherbrooke Village.
3. Strive for a positive work environment.
4. Recognize excellence in leadership, profession, and Innovation on an annual basis.



Restoration Objectives

1. Assess condition and costs to restore all remaining buildings in the Village.
2. Conduct assessments to ensure investments meet maintenance needs.
3. Restore remaining uncompleted buildings, repurposing them for the Heritage Learning Centre by 2025.
4. Conduct energy efficiency tests and retrofit to save on energy costs for all heated buildings.



The Ask of Council

1. Review this draft document and provide comments.
2. Meet with Municipal staff to explore synergies between the Municipal Strategic Plan and Museum Strategic Plan
 - will revise Museum plan to achieve synergies.
3. Once the Museum Strategic Plan is finalized, the Commission will seek the formal support of Council, especially for the Heritage Learning Centre.
4. Request to have Municipal staff involved in planning for the Heritage Learning Centre – monthly meetings.

2018 - 2025

Sherbrooke Village Museum Strategic Plan



**DRAFT FOR
COMMUNITY
CONSULTATION
AND REVISION**

Draft – 19 Oct 2017

Sherbrooke Village
Restoration Commission

Introduction

Historical Context: Sherbrooke Village was established in 1815, named after then Lieutenant Governor of Nova Scotia, Sir John Coape Sherbrooke. Built along the St Mary's River, Sherbrooke was sustained by shipbuilding, fishing and the lumber industry. In 1861, gold was discovered in nearby Goldenville, causing a gold rush and subsequent boom in population and industry. Sherbrooke thrived as a boomtown for approximately twenty years.

In the 1960s, the idea of restoring the village and its buildings, many of which were still on their original foundations, began to take shape. Residents agreed that a restoration project would be a positive way to return economic prosperity to the area. The Sherbrooke Restoration Act was passed in 1969, appointing the Sherbrooke Restoration Commission to be responsible for the development of the site. Several buildings in Sherbrooke Village were restored and the gates were opened to visitors in 1971.

Sherbrooke Village now has 80 buildings and structures, 25 of which are open to the public. In 2016, the Village employed 15 full time staff and 61 seasonal staff, and welcomed over 36,000 visitors from Nova Scotia, Canada, the USA and Europe (visitation up 31% from 2015). It is one of the premier tourist destinations on the Eastern Shore of Nova Scotia, and is a vital economic contributor to the surrounding area. It is also a central and thriving place for community involvement and activity.

An Invitation to Plan for the Future: The Sherbrooke Restoration Commission believes that the prospects for Sherbrooke Village are very good if the museum keeps pace with the changing needs of its visitors and community. Today, visitors want authentic experiences, and are less interested in more traditional museum offers. Being a full-scale village, with buildings restored to their original décor, and containing over 10,000 artifacts, the museum is ideally positioned to present living history. By having visitors become immersed in an historic living village, interacting with interpreters animating how it was during the boom-town days, the site will become a significant tourism and educational attraction. If the museum also focuses its efforts to better serve community, both locally, and for the whole of the Eastern Shore of Nova Scotia, then it could also achieve these goals as well. It is this focusing of effort that has been the intent of the strategic planning exercise that has been underway since the fall of 2016.

The ideas contained in this draft Strategic Plan have emerged from many conversations and feedback from public workshops and presentations. As such, it hopefully reflects the wishes of the community for the future of Sherbrooke Village. That said, the Sherbrooke Restoration Commission now seeks your input on this drafting of community ideas. The Commission needs to know that this draft reflects correctly your wishes as a community, and if not, that we capture any missing concepts. Please give the document a read, and share your thoughts in future workshops or in written submission. Thank-you for taking the time to help the Commission plan for the future of Sherbrooke Village Museum.

Strategic Goals, Objectives, & Measures



Strategic Goal No 1:

Establish Sherbrooke Village as a Renowned Living History Museum.

Strategic Objectives:

1. Staff the newly reprofiled position of Director of Visitor Experience (reprofiled from Director of Human Resources), with a clear mandate to focus staff efforts to achieve outstanding visitor experiences, and to provide the leadership to achieve Sherbrooke Village becoming a renowned living history museum.

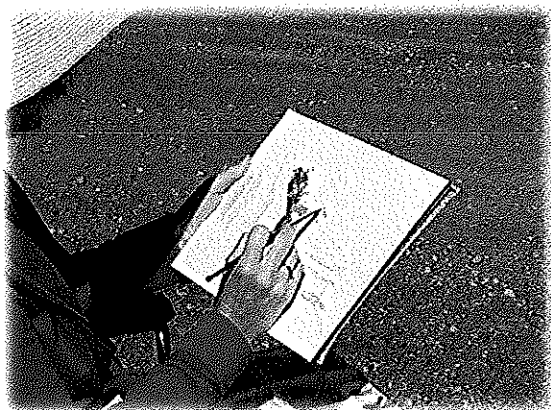
Measure: Staff the position and initiate actions by spring 2018.

2. Encourage as many visitors as possible to dress in period costume, and to immerse all visitors in Victorian etiquette and village life as it was during the time of Canada's confederation.

Measure: All outreach, marketing, and orientation highlight getting dressed in period costume as the "must-do" visitor activity at Sherbrooke Village by 2018.

Measure: Victorian etiquette and village life activities will continually improve and refresh over the life of this plan, beginning in 2018.

3. Adopt the sub-brand "*Step into 1867*," emulating Sherbrooke Village as it was in the 1860s and 1870s as a temperate and prosperous gold mining, lumbering and ship-building community, reflective of the Victorian etiquette and social class structure of the time, and full of debate about the future of Nova Scotia in the Dominion of Canada.



Strategic Goal No 2:

Create the Sherbrooke Heritage Learning Centre, uniquely situated in historic Sherbrooke Village, as the museum's 50th Anniversary Legacy Project.

Strategic Objectives:

1. Reprofile an existing position, to create a Learning Centre Coordinator; to interact with community leaders, work with course instructors, and achieve a viable business model; positioning Sherbrooke Village Museum as the premiere site to serve the heritage learning needs of the Eastern Shore of Nova Scotia and the province as a whole.

Measure: Position in place by spring 2018.

2. Forge Heritage Learning Centre Committees from interested community members and organization representatives to define course titles and curriculum development for some or all of the following themes that were discussed during consultation:

- a. Enriched Rural Living Workshops

Visual Arts:

- Painting,
- Photography,
- Ambrotype Photography

Traditional Crafts:

- Knitting techniques
- Traditional baking
- Weaving
- Pottery
- Costume making and presentation

Music:

- Song-writers camp
- Instrument camps

Heritage Carpentry and Blacksmith Techniques:

- Restoring heritage buildings
- Wood-turner techniques
- Blacksmith techniques

- b. Supportive Living Workshops (accommodating special needs), such as:
- Arts and crafts making (for sale in the Village, proceeds to partner organization)
 - Woodworking, farm, and grounds work training programs

Measure: Heritage Learning Centre Coordinator works with organizations to assess feasibility of a few course offerings soon (2018), to assess special infrastructure needs (2019), and to develop special programs and training for a full suite of offerings by 2022 (assuming infrastructure in place). Working together, sources of program funding are also sought for this initiative, by 2022.

5. Conduct an infrastructure needs assessment to support a Heritage Learning Centre, that considers repurposing un-used or under-used heritage buildings in the Village for instruction and logistical requirements of the Centre (considering special needs).

Measure: Assessment done by 2019, with strong community engagement in the process.

6. Initiate the 50th Anniversary Legacy Fund-raising Project to secure the investment necessary to support the Heritage Learning Centre infrastructure and program needs.

Measure: Organizing Committee in place by 2019, with a 50th Anniversary Legacy Fund-raising effort underway in 2021 to meet the funding targets of the Heritage Learning Centre.



Measure: By 2020, create a special place to proudly and publicly recognize donors and volunteers at Sherbrooke Village. This should be a site that captures attention and is seen by most of the visitors to the museum.

4. Provide housing and logistical support for the St. Mary's Genealogy Research Centre at Sherbrooke Village, where community members can research family and social history supported by local expertise and archival resources. The site will serve as a repository of local history and archival material, and has a searchable database of over 80,000 names.

Measure: The Centre is housed in a heated Sherbrooke building, and it is accredited and open for the public by 2019. The Museum will continue to provide logistical support to the Centre, as warranted.



Strategic Goal No 4:

Sherbrooke Village will become a major Tourism Destination for the Eastern Shore of Nova Scotia.

Strategic Objectives:

1. Work with Tourism Nova Scotia to develop market-ready products to act as major attractions to Sherbrooke Village (e.g., Couple dresses as gentry class, enjoys a formal carriage ride to visit others in the Village, they have their ambrotype photograph taken, and then enjoy a Victorian-style social tea – Her Majesty would approve).

Measure: Three or more market ready products are developed by 2019, and at least one is considered by Tourism Nova Scotia as a provincial tourism marketing highlight by 2021. By 2025, Sherbrooke Village will have high quality products appropriate to be highlighted by Tourism Nova Scotia as a major attraction for the province.

2. Foster relationships and develop strategic partnerships with tourism operators on the Eastern Shore of Nova Scotia.

Measure: Participate actively, with at least 12 meetings per year, in associations such as the Wild Islands Tourism Advancement Partnership and the Destination Eastern and Northumberland Shores collaboration to advance the profile of Sherbrooke Village as a tourism destination and to foster strategic partnership opportunities.

Measures: The following actions and measures will be taken to achieve the 730K target:

- a. Admissions amalgamated with information to create the Visitor Reception Centre, and gate staff will present and upsell new experience packages, beginning in 2018. Targets: 25% of visitors accept dressing packages by 2019, 40% by 2022, and 50% by 2025. Gate sales increase from 85K (2015) to 220K by 2025.
- b. Company Store will focus on high profit sales, experimenting with the offer in 2018, and refining the offer by 2020. As a further experiment, a Christmas section of Sherbrooke Christmas heritage products will be displayed to cross-promote Old Fashioned Christmas, and to have the store become known as having a Christmas store section, beginning in 2019. Target: 89K (2015) to 200K by 2025.
- c. Tea Room will adopt a Victorian ambiance, focusing as much on the Victorian dining experience as the food, and will promote afternoon social teas as well as meals, beginning in 2018. Target: 51K (2015) to 70K by 2025.
- d. Wood-working shop will better promote its heritage restoration capabilities in displays by participating in trade and craft shows. To do so, it will diversify its product lines to include high-volume sales of heritage furniture and Christmas-oriented wood products. At least seven shows per year should be attended, including the one at Sherbrooke Village during Old Fashioned Christmas, beginning in 2019. Target: 56K (2015) to 70K by 2025, with a stable income.
- e. Blacksmith, Wood-turner, Weaver, and Potter shops will offer product sales on their respective sites, if visitors wish. Will also teach courses. Course Target: 15K for Blacksmith, plus 5K each for the three others (15K).
- f. Ambrotype photography will diversify its offer, experimenting with new photo and course offerings in 2018-2020, and growing market share to double revenue from 2015 levels (11K) by 2025 (Target: 25K). Remote Ambrotype photography locations and the development of modern digital photographs to complement the offer will be pursued, with fully operational programs by 2020.
- g. Art Galleries, including at the Exhibit Centre, Art Cooperative, and Artist-in-residence site will be marketed well, and sales techniques will be steam-lined to benefit both the artist and museum by 2020. Target: 10K by 2025.
- h. Hands-on-History is near capacity for spring school groups, but could expand for other groups in the fall (4-H, Guides, etc.). Target: 31K (2015) to 40K by 2025.
- i. Special Events, could garner additional funds, especially during partnered events with the Old-Fashioned Christmas Committee (both gain). Target: 32K (2015) to 40K by 2025.
- j. New opportunities such as wedding packages, new Old-Fashioned Christmas offers, etc. will be explored, with three new revenue offers being developed by 2022, and two additional offers by 2025. Target: 25K by 2025.

4. Signage to orient visitors to Sherbrooke Village is improved and refreshed.

Measure: The current signage distribution is articulated and then reviewed to propose changes and refresh needs in an assessment report in 2018.

Measure: Critical refresh needs are addressed in 2019, and discussions are held with the Municipality of the District of St. Mary's and Transportation and Infrastructure Renewal to develop a Sherbrooke Village sign (highlighting the museum) for the new Highway 104 exit to Highway 7.

5. Following initial product development in 2018-2020, develop and implement a marketing plan to improve awareness and better define the brand for Sherbrooke Village Museum.

Measure: Marketing plan is prepared by a professional in 2021, and begins to roll-out by staff in 2022.

Strategic Goal No 7:

Sherbrooke Village will maintain an excellent work environment and a "one-team" philosophy that will ultimately improve visitor experience.



Strategic Objectives:

1. Support regular professional development to ensure staff remain current and at the forefront of their respective fields.

Measure: At least one professional development course is provided for all functional areas on an annual basis. Individual-specific courses will be approved, as required.

2. Ensure that all staff are very familiar with the work of each functional area at the museum in an effort to promote a "one team" delivery of programs at Sherbrooke Village.

Measure: Job sharing or a familiarization tour will be participated in by all staff on an annual basis during the peak season.

Measure: All buildings are restored for interpretation or modern use by 2025.

4. Work with Efficiency Nova Scotia to conduct energy efficiency tests on all heated winter buildings in the Village, and then based on assessments, draft a report to define retrofitting options, costs, and remedial actions.

Measure: Efficiency tests are completed for staff-occupied heated buildings by 2019, and for all remaining heated buildings by 2020. Reports will be produced at the conclusion of each set of efficiency tests.

Measure: Staff occupied winter heated buildings will be retrofit, as required and affordable, by 2022. All other heated buildings will be retrofit by 2025.



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TOWN CLERK AND TREASURER
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clerk@clarksharbour.com

P.O. BOX 160
CLARK'S HARBOUR, N.S.
B0W 1P0



TOWN OF CLARK'S HARBOUR

NOVA SCOTIA
(INCORPORATED MARCH 4TH, 1919)

October 17 2017

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

Dear Deputy Mayor Murley

RE: PROCESS FOR ADOPTION OF RESOLUTIONS

On behalf of Council for the Town of Clark's Harbour, I am writing this letter in support of the Municipality of the District of Barrington's suggestions to amend the process in which priority resolutions are determined.

Council is in agreement that proposed resolutions be sent to all Municipal units within Nova Scotia for feedback. This method would ensure that what matters most to Municipal units would be heard individually and collectively. As was stated by the Municipality of the District of Barrington, not all units are represented to their full potential if the scheduled meetings regarding the proposed resolutions cannot be attended by Council members for whatever reasons.

Thank you for your consideration in this matter, this could be one step further in moving Municipalities forward.

Sincerely,

Jennifer Jones
Town Clerk and Treasurer
Town of Clark's Harbour

Cc: All Municipalities