



Committee of the Whole

Tuesday, November 6, 2018

8:30 a.m.

Council Chambers, Town Hall
359 Main Street

Agenda

Call to Order

1. Approval of Agenda

2. Approval of Minutes:

- a. Committee of the Whole Minutes, October 2, 2018

3. Presentations:

- a. Valley REN – Quarterly Update

4. Public Input/Question Period

Procedure: A thirty-minute time period will be provided for members of the public to address Council regarding questions, concerns and/or ideas. Each person will have a maximum of two minutes to address Council with a second two-minute time period provided if there is time remaining within the thirty-minute Public Input/Question Period timeframe.

5. Committee Reports (Internal)

- a. Emergency Management Advisory Committee [Website](#)
RFD 071-2018 – Kings REMO EM Plan
- b. Town & Gown Committee [Website](#)
- c. Art in Public Spaces Committee [Website](#)
- d. Audit Committee [Website](#)

Information Report: 2nd Quarter Variance Report



- e. Planning Advisory Committee [Website](#)
- f. Environmental Sustainability Committee

[Website](#)

6. Staff Reports for Discussion

- a. Information Report: 2019/20 Capital Budget and Operating Direction
- b. Info Report - Crosswalk Flags
- c. RFD 072-2018: Council-Committees of Council Meeting Schedule 2019
- d. RFD 074-2018: Council Appointments to Committees of Council
- e. RFD 068-2018: CRA Stipends
- f. RFD 075-2018: Craft Beverage Industry – Accessory Use Options

7. CAO Report

8. Request for Additions to Agenda

- a. Joint Meeting with County of Kings

9. Committee Reports (External)

- a. Valley Waste Resource Management (VWRM) [website](#)
- b. Kings Transit Authority (KTA) [website](#)
- c. Kings Point-to-Point (KPPT) [website](#)
- d. Annapolis Valley Trails Coalition (AVTC)
- e. Wolfville Business Development Corporation (WBDC) [website](#)

10. Public Input/Question Period

Procedure: A thirty-minute time period will be provided for members of the public to address Council regarding questions, concerns and/or ideas. Each person will have a maximum of two minutes to address Council with a second two-minute time period provided if there is time remaining within the thirty-minute Public Input/Question Period timeframe.



- 11. Adjournment to In Camera Meeting under *section 22(2)(d) of the Municipal Government Act.***
 - a. RFD 073-2018 Collective Agreement

- 12. Adjournment of In Camera**

- 13. Regular Meeting Reconvened**

- 14. Regular Meeting Adjourned**



APPROVAL OF AGENDA

Moved

Seconded

That the agenda be approved as circulated and/or amended.

APPROVAL OF MINUTES

a. October 2, 2018 Committee of the Whole Meeting

Moved

Seconded

That the minutes of October 2, 2018 Committee of the Whole meeting be approved as circulated and/or amended.

COMMITTEE REPORTS FOR DISCUSSION

a. RFD 071-2018: Kings REMO EM Plan

Moved

Seconded

That Committee of the Whole forward the following motion to Council for decision:
That Council approve That Council approve the Kings REMO Regional Emergency Management Plan dated September 2018, as a replacement to the Town of Wolfville Emergency Management Plan, dated February 20, 2018

b. INFORMATION REPORT: IPCC Report on Climate Change

Moved

Seconded

That Committee of the Whole forward the following motion to Council for decision:

where as; it is necessary to take immediate action to attempt to reduce the impact of climate change,

where as; there are alternatives available,

where as; there are additional environmental impacts from fossil fuel development,

That Council take a position against the further development of fossil fuel resources in the region and the Town therefore urges no further fossil fuel developments in Nova Scotia, based on the recent Intergovernmental Panel on Climate Change Report.



STAFF REPORTS FOR DISCUSSION

a. RFD 072-2018: Council – Committees of Council Meeting Schedule 2019

Moved

Seconded

That Committee of the Whole forward the following motion to Council for decision: That Council adopt the 2019 Council-Committees of Council Meeting Schedule as presented in RFD 072-2018.

b. RFD 074-2018: Council Appointments to Committees of Council

Moved

Seconded

That Committee of the Whole forward the following motion to Council for decision:
TBD

c. RFD 068-2018: CRA Stipends

Moved

Seconded

That Committee of the Whole forward the following motion to Council for decision: That Council approve increases to remuneration as follows:

- Mayor – increase by \$3,748 to an effective annual stipend of \$33,883
- Deputy Mayor – increase by \$2,185 to an effective annual stipend of \$22,673
- Councilors – increase by \$2,126 to an effective annual stipend of \$20,274

And that the Town Policy #110-005 be amended to remove references to the 1/3 non-taxable expense allowance.

d. RFD 075-2018: Craft Beverage Industry – Accessory Use Options

Moved

Seconded

That Committee of the whole forward the following motion to Council for decision: that Council directs Staff to proceed with one of the options outlined in this report.

OR

That Council directs Staff to delay enforcement of off-site sales of accessory uses while Council considers amendment options



ADJOURNMENT TO IN-CAMERA

Moved

Seconded

That Council move to an in-camera meeting under Section 22(2)(d) *the Municipal Government Act*, for Labour Relations.

ADJOURNMENT

Moved

Seconded

That the regular Committee of the Whole meeting be adjourned.

ATTENDING

- Mayor Jeff Cantwell,
- Deputy Mayor Wendy Donovan,
- Councillor Jodi MacKay,
- Councillor Carl Oldham,
- Councillor Oonagh Proudfoot,
- Councillor Mercedes Brian,
- Councillor Wendy Elliott,
- Chief Administrative Officer Erin Beaudin, and
- Recording Secretary Jean-Luc Prevost

ALSO ATTENDING

- Director of Planning Devin Lake,
- Director of Finance Mike MacLean,
- Town Planner Jeremy Banks, and
- Interested members of the Public

CALL TO ORDER

Chair, Mayor Jeff Cantwell, called the [Committee of the Whole meeting](#) to order at 8:31 am.

Agenda Item

1. Approval of Agenda

Discussion and Decisions

01-10-18 IT WAS REGULARLY MOVED AND SECONDED THAT THE AGENDA BE APPROVED AS CIRCULATED

- Amendment: A discussion of 329 Main Street will be added as an In-Camera meeting item at the end of Committee of the Whole.

THE AGENDA WAS APPROVED WITH THE ABOVE NOTED CHANGES

CARRIED

2. Approval of Minutes

a. September 04, 2018 Committee of the Whole

02-10-18 IT WAS REGULARLY MOVED AND SECONDED THAT THE MINUTES OF THE COMMITTEE OF THE WHOLE MEETING OF SEPTEMBER 04, 2018 BE APPROVED AS CIRCULATED

Amendment: Section 10.b KTA Board Report should state that a tender will be put for 3 surplus cutaway buses, not “new” cutaway buses.

THE AGENDA WAS APPROVED WITH THE ABOVE NOTED CHANGE

CARRIED

b. September 04, 2018 In-Camera Committee of the Whole

03-10-18 IT WAS REGULARLY MOVED AND SECONDED THAT THE IN-CAMERA MINUTES OF THE COMMITTEE OF THE WHOLE MEETING OF SEPTEMBER 04, 2018 BE APPROVED AS CIRCULATED

CARRIED

3. Public Input / Question Period

George Lohnes of Main Street asked if the Town and Gown citizen representative would have a specific term length as it was not listed in the policy. It was answered that the document was a draft and that it would

Agenda Item

Discussion and Decisions

be clarified to all Partners as a two-year term. George also asked if more would be added to the signature events and it was answered that the annual workplan would address upcoming events as the MOU was meant to be an example of events and not a limitation.

Audrey Conroy of Bishop Avenue said she's concerned about Medical Facilities moving out of Town. There are people who walk to the clinic who may not be able to reach Eastern Kings Memorial should we not have a walk-in clinic anymore.

4. Committee Reports (internal)

a. Audit Committee

Councillor MacKay

- It was noted that there were no 1st Quarter Financial Trends to be made aware of and that only a small part of our Capital Plan had been expended.
- The approved Water Utility Rate will increase revenues.
- Final Tax bills are not yet due so there aren't any new arrears for the Town to deal with yet.

b. RCMP Advisory Board

Deputy Mayor Donovan
(for Councillor Oldham)

- Newly appointed Committee Member Kathy Bird was sworn in to the RCMP Advisory Board.
- Noise and behavior continue to be an issue with Acadia students and RCMP has been answering to complaints but haven't made any charges so far.
- The Town has adopted the Provincial legislation of the Smoke Free Act and repealed its own Second Hand Smoke by law in preparation of the legalization of cannabis later this month, now making it the RCMP's duty to police.

c. Planning Advisory Committee

Deputy Mayor Donovan

- Director of Planning Devin Lake received feedback from the Planning Advisory Committee and Council about the second draft of the MPS.
- The third Draft should be available by Winter / Spring 2019.

5. Staff Reports for Discussion

a. RFD 070-2018

Solar Panels

Staff and members of the Environmental Sustainability Committee were successful in an application under the NS Solar Electricity for Community Buildings Pilot Program.

The panels would be installed on the Town-owned Community Development/Public Works building and the power fed into the existing power grid, sold at 22 cent/kWh which should introduce positive cashflows through the life of the investment.

\$135,000 is required to acquire and install the panels.

Agenda Item

Discussion and Decisions

04-10-18 IT WAS REGULARLY MOVED AND SECONDED THAT COMMITTEE OF THE WHOLE FORWARD THE FOLLOWING MOTION TO COUNCIL FOR DECISION: THAT COUNCIL AUTHORIZE AN EXPENDITURE OF \$135,000 FOR THE ACQUISITION AND INSTALLATION OF SOLAR PANELS ON THE COMMUNITY DEVELOPMENT/PUBLIC WORKS BUILDING AND THAT THE PROJECT BE FUNDED BY WAY OF LONG-TERM DEBT FINANCING.

CARRIED

**b. RFD 069-2018
Library Location**

The Library working group is looking for Council's input on key issues before moving forward with further community engagement and project planning. They would like approval for a planning study and consultation which would consider a joint Town Hall-Library.

05-10-18 IT WAS REGULARLY APPROVED AND SECONDED THAT COMMITTEE OF THE WHOLE FORWARD THE FOLLOWING MOTION TO COUNCIL FOR DECISION:

THAT COUNCIL:

1) APPROVE A MORE DETAILED PLANNING STUDY OF THE CULTURAL DISTRICT (EXISTING LIBRARY AND SURROUNDING AREA) AS THE PREFERRED SITE FOR AN ENHANCED LIBRARY.

2) APPROVE THE WORKING GROUP ENGAGING BOTH THE REVIEW GROUP AND WIDER COMMUNITY IN THE DETAILED PLANNING STUDY AND OTHER WORK-TO-DATE IN A CONSULTATION PROGRAM PLANNED FOR FALL AND INTO WINTER (NOV-FEB).

3) CONSIDER AND PROVIDE DIRECTION ON POSSIBLE JOINT TOWN-LIBRARY INITIATIVES, INCLUDING THE INVESTIGATION OF A COMBINED TOWN HALL-LIBRARY.

4) CONSIDER THIS INFORMATION IN BUDGET DELIBERATIONS AND CONFIRM THE LIBRARY'S PLACE IN THE LONG-TERM CAPITAL FORECAST.

CARRIED

**c. RFD-066-2018
Banner Policy**

06-10-18 IT WAS REGULARLY MOVED AND SECONDED THAT COMMITTEE OF THE WHOLE FORWARD THE FOLLOWING MOTION TO COUNCIL FOR DECISION: THAT COUNCIL ACCEPTS THE PROPOSED BANNER FEE POLICY WITH THE EXCEPTION OF SECTION 5.2; THERE SHALL BE NO FEE FOR THE INSTALLATION OF STREET BANNERS FOR NON-PROFIT'S

CARRIED

Agenda Item

**d. RFD 062-2018
Town and Gown
Terms of Reference**

Discussion and Decisions

The Wolfville and Acadia Town and Gown Committee policy has been updated to reflect the terms of the recently passed Town of Wolfville, Acadia University and Acadia Students' Union (ASU) Memorandum of Understanding (MOU). The MOU changes the frequency of meeting dates, the composition of the Committee, as well as the duties and responsibilities.

07-10-18 IT WAS REGULARLY MOVED AND SECONDED THAT COMMITTEE OF THE WHOLE FORWARD THE FOLLOWING MOTION TO COUNCIL FOR DECISION: THAT COUNCIL APPROVE THE AMENDMENTS TO THE WOLFVILLE AND ACADIA TOWN AND GOWN COMMITTEE POLICY, 120-012.

CARRIED

6. CAO Report

The Report was attached as a regular agenda item.

7. Committee Reports

**a. Valley Waste Regional
Management
Councillor Elliott**

- VWRM will be collecting green bins from Annapolis County and re-selling reusable ones to other parts of the Province.
- Cathie Osborne will remain as acting GM until end of November.

**b. Kings Point to Point
Transit
Councillor Brian**

- The NSUARB (Nova Scotia Utilities and Review Board) has approved increases in group charter rates to \$1.60 per kilometer and driver rates to \$24.00 per hour.
- A Policy was developed, designed to subsidize use of the service for those known by KPPT, referred by other agencies, Department of Community Services clients, or self-identifying (through income tax statements).

**c. Annapolis Valley Trails
Coalition
Councillor MacKay**

- There was a lot of construction on the trail this year.
- Bridges and various issues (around Paradise) took up a lot of the coordinators time.
- Grooming was done during the late evenings.
- Board chair and committee member Noah Scanlon have been looking at other trail organizations and trying to find the best solution for marketing/website.
- There is a joint meeting between Rum Runners and Celtic Shores to be held in October to discuss trails websites.
- There will be a Trail Patrol/Trail Warden course on how to educate individuals on how to monitor report inappropriate use on the trail.
- NS trails have appointed a Great Trail Officer - Glen McMullen.

Agenda Item

d. **Wolfville Business Development Corporation**

Deputy Mayor Donovan

Discussion and Decisions

- Finding employees difficult for many businesses during the summer especially and Board is working with Canopy to create a recruitment video.
- Destination Acadia had 1,800 participants.
- Plans for Cittaslow promotion being organized by Michael Howell
- Ally Mundle has been engaged as the new Social Media Coordinator for WBDC.

8. Public Input / Question Period

There were no comments.

9. Adjournment to an in-Camera meeting

08-10-18 IT WAS REGULARLY MOVED AND SECONDED THAT COMMITTEE OF THE WHOLE ADJOURN TO AN IN-CAMERA SESSION UNDER SECTION 22(2)(D, E) OF THE MUNICIPAL GOVERNMENT ACT AT 10:10 AM

CARRIED

10. Adjournment of meeting

09-10-18 IT WAS REGULARLY MOVED AND SECONDED THAT THE IN-CAMERA AND REGULAR MEETING OF COMMITTEE OF THE WHOLE BE ADJOURNED AT 11:26 AM

CARRIED

Approved by Committee of the Whole Motion ~~##-11-18~~, November 6, 2018

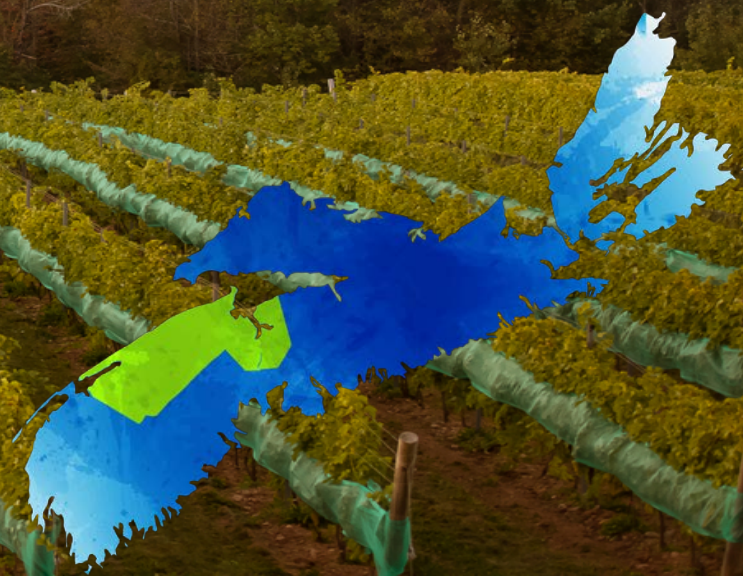
As recorded by Jean-Luc Prevost, Town Clerk/Administrative Assistant Corporate Services



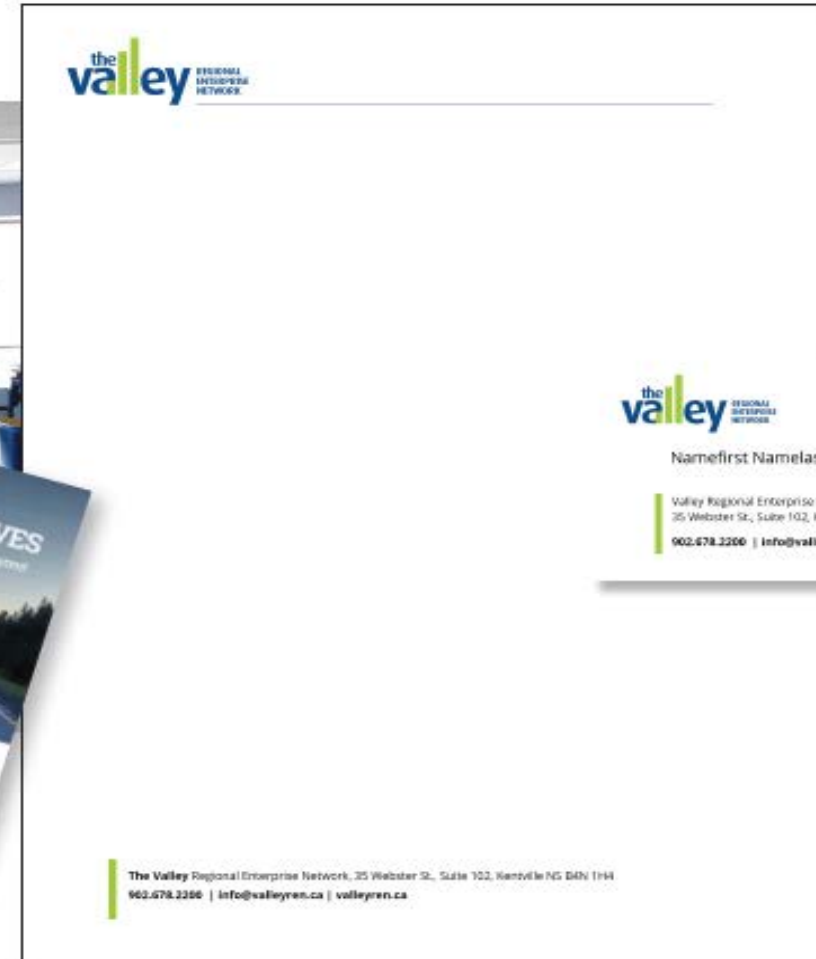
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REGIONAL ENTERPRISE NETWORK

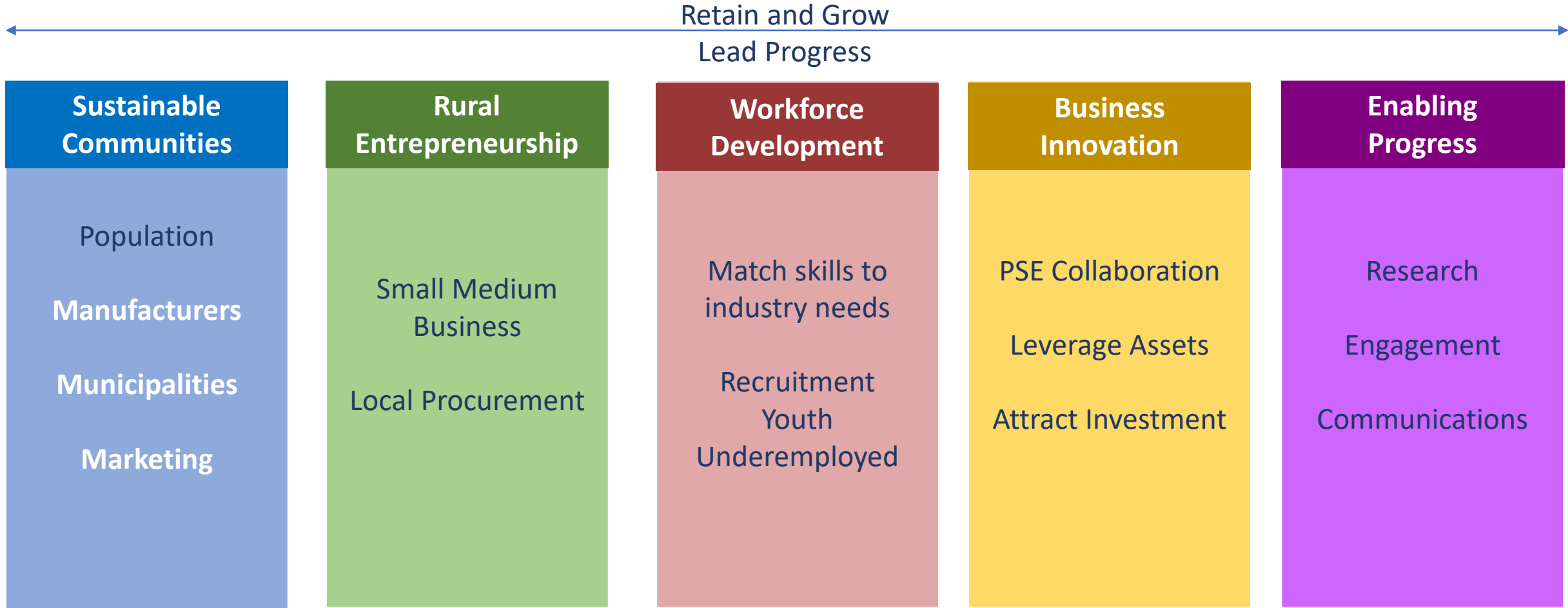
Quarterly Update – 2018-2019



New Approach – Redefined Mandate – Rebranding



3 Year Strategic Framework



Broadband Initiatives with Develop NS

Energy

Sustainable Communities



Rural Entrepreneurship

Sustainable Communities

Population

Manufacturers

Municipalities

Marketing

Rural Entrepreneurship

Small Medium Business

Local Procurement

Workforce Development

Sustainable Communities

Population

Manufacturers

Municipalities

Marketing

Rural Entrepreneurship

Small Medium Business

Local Procurement

Workforce Development

Match skills to industry needs

Recruitment

Youth

Underemployed

Business Innovation

Sustainable Communities

Population

Manufacturers

Municipalities

Marketing

Rural Entrepreneurship

Small Medium Business

Local Procurement

Workforce Development

Match skills to industry needs

Recruitment

Youth

Underemployed

Business Innovation

PSE Collaboration

Leverage Assets

Attract Investment

Enabling Progress

Sustainable Communities

Population

Manufacturers

Municipalities

Marketing

Rural Entrepreneurship

Small Medium Business

Local Procurement

Workforce Development

Match skills to industry needs

Recruitment

Youth

Underemployed

Business Innovation

PSE Collaboration

Leverage Assets

Attract Investment

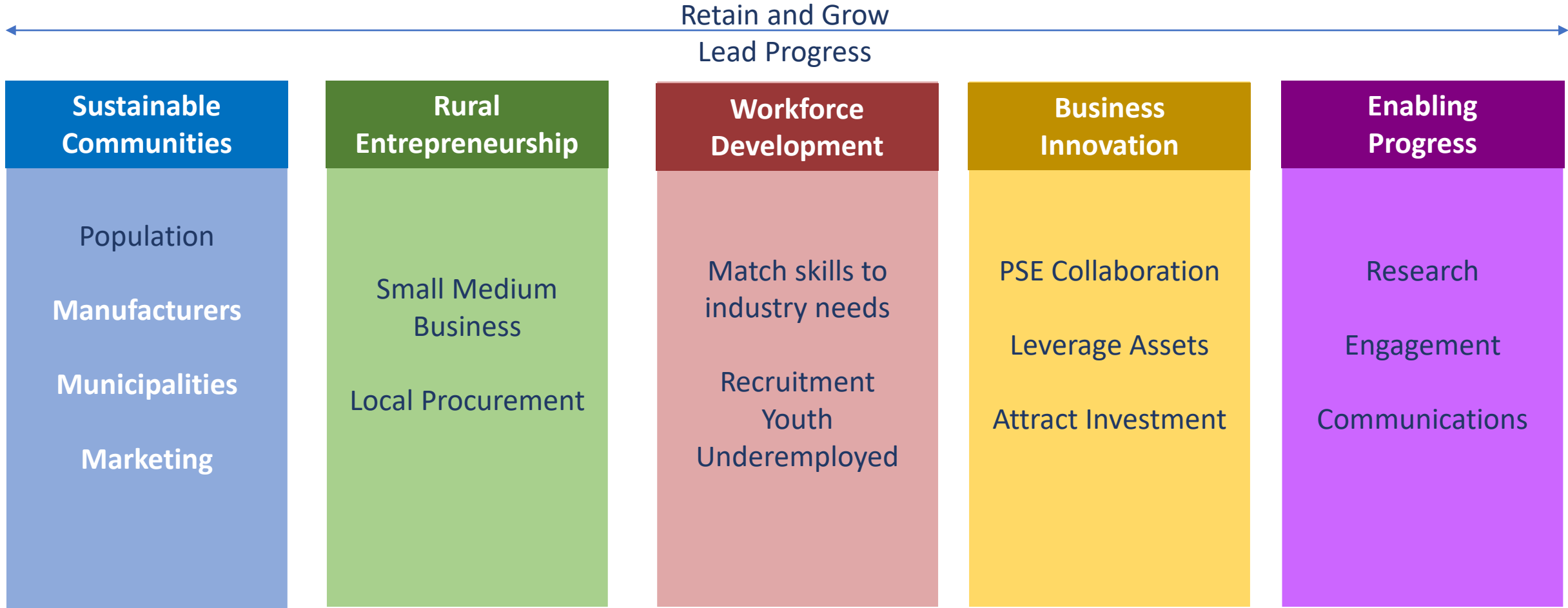
Enabling Progress

Research

Engagement

Communications

3 Year Strategic Framework



Broadband Initiatives with Develop NS

Energy

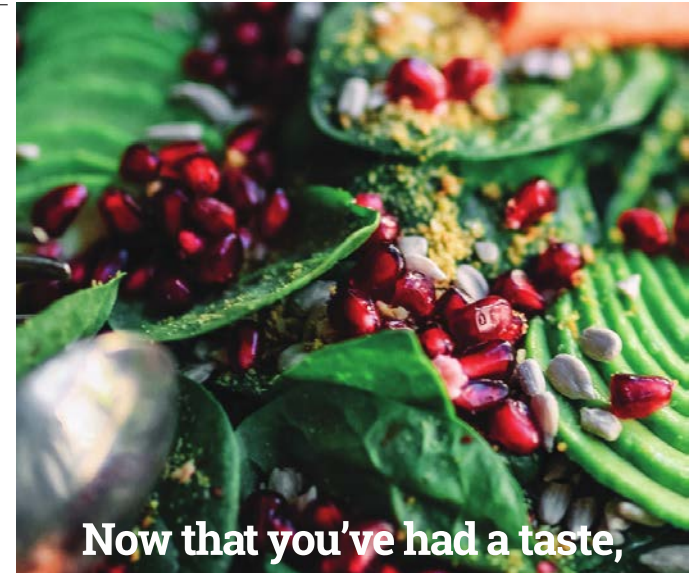
Additional Marketing

Devour! Gold Partner

Kentville “Sip ‘N Savor” Collective Impact Project Grant

AEC 30th Anniversary Support

GTO and Coop Awareness and Success Stories



**Now that you've had a taste,
come back for seconds.**

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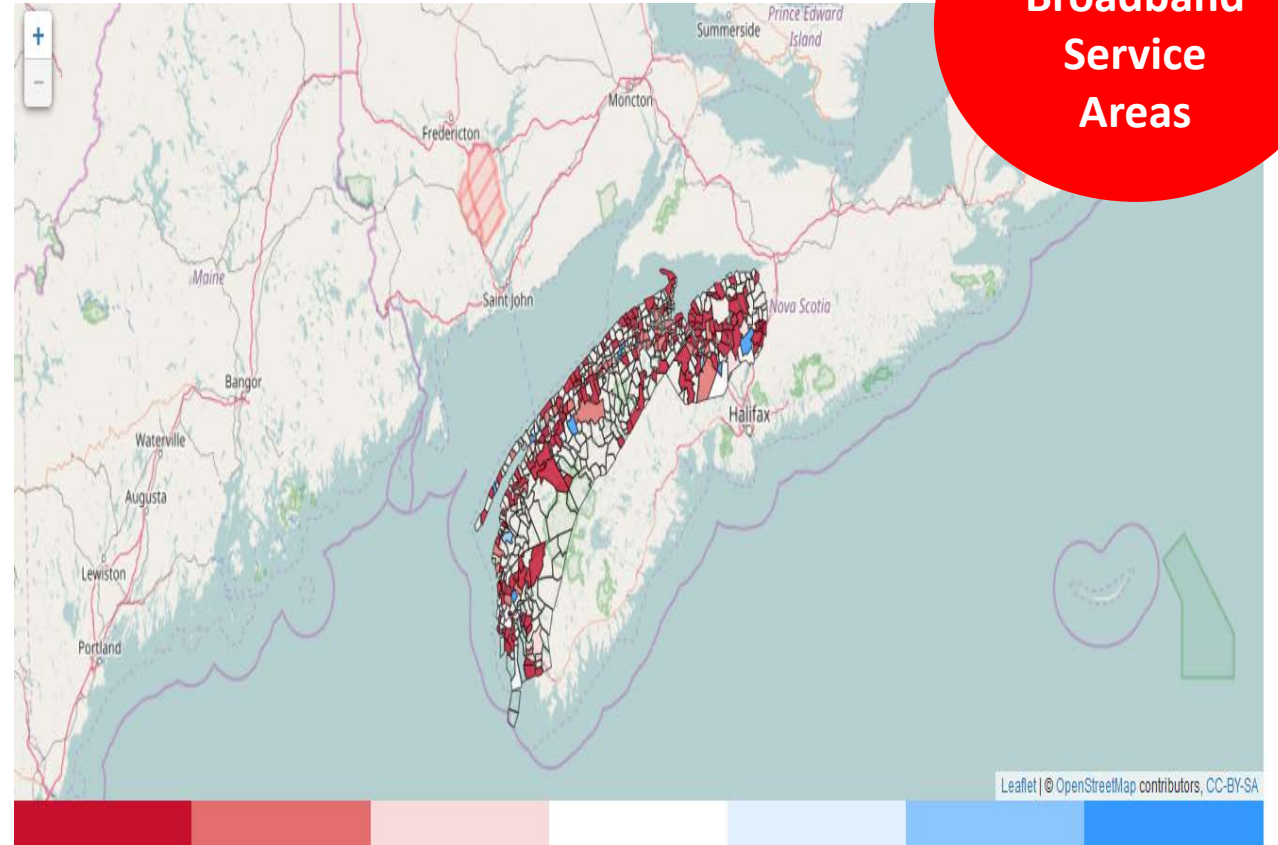
www.valleyren.com

the
valley REGIONAL
ENTERPRISE
NETWORK

Expand Broadband

“Cities in the past were built on riverbanks. They are now built along Highways. But in the future, they will be built based on availability of optical fiber networks and next generation infrastructure.”

Narendra Modi
Prime Minister of India



- **Work with Develop Nova Scotia, September 28**
 - **Smart Region Results, Q4 2018**

Thank you!



REQUEST FOR DECISION 071-2018

Title: Kings REMO Regional Emergency Management Plan (REMP)

Date: November 6, 2018

Department: CAO



SUMMARY

Kings REMO Regional Emergency Management Plan (REMP)

The Draft Kings REMO Regional Emergency Management Plan (REMP), dated September 2018, has been updated to reflect the feedback from the EMO NS Emergency Management Evaluation and has been reviewed by the Regional Emergency Management Planning Committee, September 19, 2018, and the Regional Emergency Management Advisory Committee, October 15, 2018.

In keeping with the Kings County municipalities Inter-Municipal Services Agreement (IMSA), dated January 16, 2018, for the adoption of a Regional Emergency Management Organization, the Regional Emergency Management Plan (REMP) for Kings County will replace the individual municipal Emergency Management Plans.

DRAFT MOTION:

That Council approve the Kings REMO Regional Emergency Management Plan dated September 2018, as a replacement to the Town of Wolfville Emergency Management Plan, dated February 20, 2018

REQUEST FOR DECISION 071-2018

Title: Kings REMO Regional Emergency Management Plan (REMP)
Date: November 6, 2018
Department: CAO



1) COMMENT / RECOMMENDATION – CAO

The CAO supports staff's recommendation as the Regional Emergency Management Plan is in keeping with amendments identified during the September 8, 2016 NS EMO Emergency Management Evaluation, and the Kings County municipalities adopting a Regional approach to Emergency Management as of April 1, 2018.

The Draft Regional Emergency Management Plan, dated September 2018, was used during the quarterly EM Training Exercise held for the Emergency Coordination Centre (ECC) staff on October 26, 2018.

2) RECOMMENDATION

Staff recommends that Council approve the Kings REMO Regional Emergency Management Plan for the Town of Wolfville.

3) DRAFT MOTION

That Council approve the Kings REMO Regional Emergency Management Plan, dated September 2018, as a replacement to the Town of Wolfville Emergency Management Plan, dated February 20, 2018.

4) PURPOSE OF REPORT

To support the Town of Wolfville adopting a Regional Emergency Management Plan (REMP) as part of the Kings Regional Emergency Management Organization (REMO), as adopted by the January 2018 Inter-Municipal Services Agreement.

5) DISCUSSION

Every two years NS EMO is required to report the state of Emergency Preparedness in the Province of Nova Scotia. In meeting this requirement, NS EMO Western Zone Coordinator, Andrew Mitton, conducted an Emergency Management Program Evaluation for Kings County's Municipalities in the Fall of 2016. In keeping with observations raised during this evaluation and the the adoption of a Regional approach to Emergency Management, the Kings Regional Emergency Management Plan (REMP) is submitted to Council for approval.

This Regional Emergency Management Plan will replace the individual municipal Emergency Management Plans for each of the Kings County Municipalities – the Municipality of the County of Kings, the Towns of Berwick, Kentville & Wolfville.

REQUEST FOR DECISION 071-2018

Title: Kings REMO Regional Emergency Management Plan (REMP)

Date: November 6, 2018

Department: CAO



The [Nova Scotia Emergency Act](#) requires that all municipalities have:

- Emergency Management Organization;
- Emergency Bylaw (dated 1 November 1990 or later);
- **Emergency Management Plan;**
- Emergency Management Coordinator (EMC); and
- Standing Committee of Council

6) POLICY CONSIDERATIONS

- [Nova Scotia Emergency Measures Act](#)
- Kings REMO Inter-Municipal Services Agreement, January 16, 2018

7) BUDGET CONSIDERATIONS

N/A

8) COMMUNICATIONS REQUIREMENTS

Subject to the approval of the Kings REMO Regional EM Plan by Kings County Municipal Councils, staff will publish the approved Kings REMO Regional Emergency Management Plan, dated February 20, 2018, on the Town of Wolfville Website and post announcements via Social Media. The Draft Kings REMO Regional EM Plan will be put forward to Municipal Councils in accordance with the following schedule:

2018-11-06	Wolfville COW Meeting
2018-11-13	Kentville CAC Meeting
2018-11-20	Municipality of Kings COW Meeting
2018-11-20	Wolfville Council Meeting
2018-11-26	Kentville Council Meeting
2018-11-27	Berwick COW Meeting
2018-12-04	Municipality of Kings Council Meeting
2018-12-11	Berwick Council Meeting

REQUEST FOR DECISION 071-2018

Title: Kings REMO Regional Emergency Management Plan (REMP)

Date: November 6, 2018

Department: CAO



9) REFERENCES TO COUNCIL STRATEGIC PLAN

Council Strategic Principles:

1. **Affordability:** N/A
2. **Transparency:** This decision supports municipal involvement with the approved Kings REMO EM Plan being posted to the [Town of Wolfville's Emergency Preparedness Website](#)
3. **Community Capacity Building:** This update to the Emergency Management Plan is focused on further preparing the Town and its residents and is in keeping with a regional approach to Emergency Management.
4. **Discipline to Stay the Course:** N/A
5. **United Front:** This supports a Regional Approach to Emergency Management as agreed upon in the Kings REMO Inter-Municipal Services Agreement (IMSA)
6. **Environmental Sustainability:** N/A

10) ATTACHMENTS

- Kings REMO Regional Emergency Management Plan, dated September 2018

11) SUMMARY

The Kings County Regional Emergency Management Coordinator (REMC) will continue to work towards ensuring that all of Kings County is fully prepared for any future Emergency that may impact any of the municipalities.



Kings County

Regional Emergency Management Plan (REMP) September 2018

Dan Stovel

Regional Emergency Management Coordinator





Kings REMO Regional EM Plan

References:

- NS Emergency Management Act
- 2018-01-16 IMSA – Kings REMO

Regional EM Plan serves as the Kings County emergency response plan to direct an integrated approach to emergency management





REMP - Purpose

- **Unifies** the efforts of Kings County resources for a **comprehensive approach** in responding to and reducing the impacts of an emergency
- Increase **emergency response capacity** across all of Kings County





Kings REMO Regional EM Plan

- 2018-01-16 IMSA – Kings REMO
- 2018-04-01 Kings REMO adopted
- 2018-06 Hazard Risk Vulnerability Analysis

- 2018-09-19 Reviewed/approved REMPC
- 2018-10-15 Reviewed/approved REMAC



Benefits of Regional EM Planning



- Common Message across all Organizations
- Joint regional training
- Strengthened relationships
- Shared responsibility
- Shared resources



Kings Regional EM Plan Changes from Kings 2013 Plan



- Updated Hazard Risk Vulnerability Analysis (2018-06)
- Structured around Incident Command System
 - Update in Terminology (ECC not EOC)
 - EMO NS Template updates
- Removal of Contact Lists
 - Retained separately by REMC
- Public Information & Communication Plan

**Amendments based on
Fall 2016
EMO NS Emergency
Management
Evaluation**

Kings Regional EM Plan Still to Come



Regional Training & Awareness

Hazard Specific Plans

- Evacuation
- Flood
- Extreme Heat
- Winter Blizzard
- Power Outages
- Pandemic
- Hazardous Material

**Prioritization &
Development
with Regional EM
Planning Committee**



Kings Regional EM Plan Outline Approval Timeline



2018-10-15 REMAC (Review | Recommendation for Forwarding)

2018-11-06 Wolfville COW Meeting

2018-11-13 Kentville CAC Meeting

2018-11-20 Municipality of Kings COW Meeting

2018-11-20 Wolfville Council Meeting

2018-11-26 Kentville Council Meeting

2018-11-27 Berwick COW Meeting

2018-12-04 Municipality of Kings Council Meeting

2018-12-11 Berwick Council Meeting





Kings Regional EM Plan

Draft Motion:

That the Committee of the Whole forward the following Motion to Council for approval: That Council approve the Kings REMO Regional Emergency Management Plan, dated September 2018, as a replacement to the Town of Wolfville Emergency Management Plan dated February 20, 2018



TOWN OF
berwick Kentville wolfville
A BREATH OF FRESH AIR

Kings County, NS Regional Emergency Management Plan (REMP)

September 2018



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FOREWORD

The Kings County Regional Emergency Management Plan (REMP) was prepared in consultation with County and Municipal stakeholders responsible for everyday management throughout Kings County. It serves as the Kings County emergency response plan to direct an integrated approach to emergency management.

This plan serves to protect all residents within Kings County, their property and the environment by taking an “all-hazard” approach to emergency management.

The all hazard philosophy recognizes that the same comprehensive framework of Mitigation, Preparedness, Response and Recovery can be used to address the impact of all types of disasters. This gives the Kings County Regional Emergency Management Organization (REMO) a consistent approach to emergency management activities and promotes efficient use of all resources within the County.

The Kings County Regional Emergency Management Plan (REMP) is augmented by the Emergency Coordination Centre (ECC) Operational Guidelines and Evacuation Guidelines in order to provide the level of detail required for a comprehensive emergency response.

Kings REMO strives for strong leadership within the emergency management community and is dedicated to continuous improvements and enhancements to this plan, training and exercising throughout the Kings County region. Therefore, this plan is a living document that will be amended as necessary through a planning process that is managed by the Regional Emergency Management Coordinator (REMC) in consultation with emergency management partners throughout the County.

Mayor
Municipality of the County of Kings

Mayor
Town of Berwick

Mayor
Town of Kentville

Mayor
Town of Wolfville

1.0 INTRODUCTION

1.1 Preface

Kings County comprises a land area of 2,126.71 km², with a total population of 60,600 and a population density of 28.5/km² (as of the 2016 Census of Population conducted by [Statistics Canada](#)).

Kings County is a dynamic industrial, agricultural, commercial, residential community that has the potential to be affected by a number of both natural and manmade disasters or emergencies.

Disasters and major emergencies can present difficult challenges for Kings County. The effective exchange of emergency information with the community, and more importantly, those impacted directly by the event is critical to the success of the response. Planning for this exchange of emergency information between internal and external stakeholders, the community (both residents and businesses) and the media greatly increases the County's chances of an effective response and organized recovery from the emergency incident.

This Regional Emergency Management Plan (REMP) was designed and developed for Kings County, Nova Scotia to include the Municipality of the County of Kings, the Town of Berwick, the Town of Kentville, and the Town of Wolfville.

The REMP is not designed to replace existing procedures for managing normal day-to-day incidents in the municipalities of Kings County. Normal day-to-day incidents are common occurrences that are managed effectively on a routine basis by Emergency Services and/or Municipal Departments. The REMP assigns specific duties and responsibilities, and directs the actions of key officials in the event of an emergency.

For this plan to be effective, it is imperative that all municipal employees and supporting organizations take responsibility for familiarizing themselves with the plan, procedure and protocol and that every official be prepared to perform all assigned duties and responsibilities in the event of an emergency.

Regular information and training sessions will occur to ensure the roles and responsibilities developed in this plan are kept current and familiar. Department Heads should similarly review and keep up to date their own roles and responsibilities to ensure effective response in an emergency.

1.2 Relevant Legislation

1.2.1 Federal

The federal government, through [Public Safety Canada](#) (PSC), is responsible for the national emergency response system. In the event of a nationally declared emergency event, the federal government can/will implement its [Federal Emergency Response Plan](#) (FERP) and will consult with provinces and territories through their regional offices.

1.2.2 Provincial

The Province of Nova Scotia assumes an emergency management leadership role, to ensure the safety and security of Nova Scotians, their property and the environment by providing a prompt and coordinated response to an emergency. The following section outlines the legislative and regulatory framework associated with this responsibility:

1.2.2.1 Emergency Management Act - Provincial

The Minister of Emergency Management has authority over all matters respecting emergency planning, preparedness, response, mitigation, recovery and emergencies in the Province. The Emergency Management Office (EMO) has and shall exercise and perform such powers and duties as are vested in it by or under this Act and those assigned to it by the Minister. The Emergency Management Office may, subject to the approval of the Minister:

- (a) Review and approve, or require modification to Provincial and Municipal emergency management plans;
- (b) Make surveys and studies to identify and record actual and potential hazards that may cause an emergency;
- (c) Make surveys and studies of resources and facilities to provide information for the effective preparation of emergency management plans;
- (d) Conduct public information programs related to the prevention and mitigation of damage during an emergency;
- (e) Conduct training and training exercises for the effective implementation of emergency management plans;
- (f) Procure food, clothing, medicines, equipment and goods of any nature or kind for the purposes of emergencies;
- (g) Authorize or require the implementation of any emergency management plan; and
- (h) Enter into agreements with any persons, organizations or associations in respect to emergency management plans.

Additionally, the Minister may:

- (a) Divide the Province into districts and sub-districts for the purpose of this Act;

- (b) After consultation with the municipalities concerned, designate a combination of municipalities or parts thereof as a municipality for the purpose of this Act and determine the respective responsibilities of municipalities in the designated area;
- (c) Require municipalities to prepare emergency management plans, including mutual aid programs, and to submit such plans to the Emergency Management Office for review for adequacy and integration with the Provincial emergency management plans;
- (d) Establish procedures for the prompt and efficient implementation of emergency management plans; and
- (e) Require any person to develop emergency management plans in conjunction with the Emergency Management Office or the municipalities to remedy or alleviate any hazard to persons or property.

The Minister may declare a state of emergency in respect to all or any district, subdistrict or area of the province, if satisfied that an emergency exists or may exist, and after consulting, if it is practical to do so, with a majority of the members of a committee established pursuant to Section 5 or a quorum of the Executive Council.

1.2.3 Municipal

The Minister of Justice has delegated legislative obligations and responsibilities to municipalities within the province.

1.2.3.1 Emergency Management Act - Provincial

Within one year of the coming into force of this Act, each municipality shall:

- (a) Subject to the approval of the Minister, establish and maintain a municipal emergency Bylaw;

Municipality of the County of Kings	<u>Bylaw 61, November 1, 2016</u>
Town of Berwick	<u>May 8, 2001</u>
Town of Kentville	<u>December 5, 2017 (REMO)</u>
Town of Wolfville	<u>Bylaw 57, October 5, 2016</u>

- (b) Establish and maintain a municipal emergency management organization;
- (c) Appoint a coordinator of the municipal emergency management organization and prescribe the duties of the coordinator, which shall include the preparation and coordination of emergency management plans for the municipality;

- (d) Appoint a committee consisting of members of the municipal council to provide advice on the development of emergency management Bylaws; and
- (e) Prepare and approve emergency management plans.

The municipality may:

- (a) Pay the reasonable expenses of members of the organization or members of the committee appointed;
- (b) Enter into agreements with and make payments to persons and organizations for the provision of services in the development and implementation of emergency management plans;
- (c) Enter into an arrangement or agreement with any other municipality respecting a common organization, plan or program;
- (d) Appropriate and expend sums approved by it for the purpose of this section; and
- (e) Every municipality shall, immediately upon becoming aware of it, inform the Emergency Management Office of any real or anticipated event or emergency that could impact the health, safety or welfare of Nova Scotians, their property or the environment.

2.0 OBJECTIVES OF EMERGENCY MANAGEMENT

In establishing and maintaining an Emergency Response Plan, the Emergency Management Committee addresses the following six objectives of emergency management.



Figure 2.0 – Kings County Regional EM Plan Objectives

2.1 Objective 1 – Assess Risks

The objective of assessing risks through the Hazard Identification and Risk Analysis (HIRA) process helps set priorities, suggests protective measures, and ensures the greatest effort is devoted to the greatest need. A central task is to carry-out a vulnerability analysis to identify the vulnerable population that may require priority actions.

In order to determine what Municipal resources are critical to the provision of essential Municipality services, it is necessary to conduct a basic [Business Impact Analysis](#) (BIA). In the event a piece of infrastructure required for delivery of critical Municipality services is lost due to an emergency the BIA will provide assistance in determining Municipality response.

2.2 Objective 2 – Mitigate Risks

Mitigation measures are designed to prevent or reduce the consequences of emergencies. Measures include:

- building codes;
- land use management;
- public education; and
- insurance incentives.

These fall generally under responsibilities of various legislative bodies and public safety agencies. The Emergency Response Plan plays an important role in drawing attention to potential hazards and lobbying for needed change. Disastrous events like floods and weather extremes that cannot be prevented demand efforts at mitigation, response, and recovery.

2.3 Objective 3 – Plan for Response

In addition to developing the emergency plans there are several other planning tasks. These are:

- Identification of vulnerable populations; and
- Identifying and designating emergency support facilities.

Planning for response includes:

- establishing emergency coordination centres;
- identifying resources;
- preparing to issue warnings; and
- planning for evacuation.

Primary measures are the development of emergency plans and resource inventories.

2.4 Objective 4 – Plan for Recovery

Recovery includes the physical restoration and reconstruction following a disaster. Actions may include:

- the re-introduction of displaced persons;
- economic impact estimates;
- counselling;
- financial assistance programs;
- temporary housing; and
- health and safety information.

2.5 Objective 5 – Ensure Preparedness

Preparedness actions ensure that individuals and both public and private agencies will be ready to react effectively in an emergency. Primary measures include:

- gathering equipment required to provide site support;
- individual and collective training; and
- exercising members of the Emergency Management Committee. Actions are wide-ranging with emphasis on coordination and training.

2.6 Objective 6 – Evaluate and Renew the Program

This calls for the Emergency Management Committee to periodically evaluate the entire Emergency Management Program, by measuring the performance of selected actions and the achievement of desired results.

3.0 EMERGENCY PLAN FRAMEWORK

3.1 Scope

The aim of the Kings County Regional Emergency Management Plan (REMP) is to provide the framework within which extraordinary measures can be taken to protect the health, safety, and welfare of the residents, prevent or minimize property damage or loss, protect the environment and minimize economic disruption when faced with an emergency.

For this Plan to be effective, it is necessary for staff to take advantage of emergency management training courses to understand the [Incident Command System](#) (ICS) and the roles and responsibilities of staff working in the Emergency Coordination Center. ICS training throughout Kings County will be coordinated by the Regional Emergency Management Coordinator (REMC).

3.2 Purpose

The Kings County Regional Emergency Plan unifies the efforts of Kings County resources for a comprehensive approach in responding to and reducing the impacts of an emergency. It is intended to increase the emergency response capacity across all of Kings County by establishing a plan of action to efficiently and effectively deploy required resources.

The purpose of this REMP is to provide for the needs of our citizens whenever they are threatened or experience a catastrophic severe weather event or an incident resulting from a mass explosion, fire, spill, flood, or other emergency that places our citizens in harm's way.

3.3 Authority

The Kings County Regional Emergency Management Plan (REMP) was designed and developed in accordance with best practice provided by EMO Nova Scotia and the 2018 Kings REMO Inter-Municipal Services Agreement between the Municipality of the County of Kings, and the Towns' of Wolfville, Kentville, and Berwick.

Any incident that necessitates an evacuation of as little as 25 people or 10 building units may activate a response to the scene by Kings County Regional Emergency Management Coordinator (REMC) to meet with the incident commander to determine the appropriate level of activation required by this Plan. The decision to activate the Emergency Coordination Center (ECC) to support the Incident Commander on scene for support staff will be at the discretion of the Municipal CAOs. The declaration of a State of Local Emergency is at the discretion of Municipal Council.

It is the responsibility of the Regional Emergency Management Coordinator (REMC) for Kings County to maintain and update this Plan on an annual basis. The [Regional Emergency Management Advisory Committee](#) (REMAC), composed of the Mayor and one other Councillor from each municipality are responsible to review this Plan and recommend its approval to Municipal Council annually.

4.0 CONCEPT OF OPERATIONS (CONOPS)

- As the complexity of an emergency increases, so will the need for multi-agency support from across Kings County. Kings County may call upon the [Provincial Emergency Management Office](#) (EMO NS), 902-424-5620, to provide or acquire additional resources necessary. Each agency is responsible for the overall operation of their emergency response.
- Normal communications and reporting channels will be used to the fullest extent possible.
- Day-to-day functions that do not contribute directly to the operations may be suspended for the duration of the emergency. Efforts that would normally be required of those functions will be redirected to assist in accomplishing the objectives set in the Incident Action Plan (IAP) either at the site or the ECC.
- Onsite response will be managed by the onsite Incident Commander. The Regional Emergency Management Coordinator (REMC) will collect information from Incident Commanders and responding agencies, analyze and disseminate it to all members of the [Regional Emergency Management Planning Committee](#) (REMPC) after consultation with the ECC Manager (ECCM) - (Municipal CAO).
- The Kings County Municipal CAOs, or designate, have the authority to activate the ECC and when the ECC is activated, its primary function is to coordinate and support operations while continuing essential services to unaffected areas of the municipality.
- Once immediate response missions and lifesaving activities conclude, emergency response teams are demobilized, and the emphasis shifts from response to recovery operations which is an ECC responsibility.

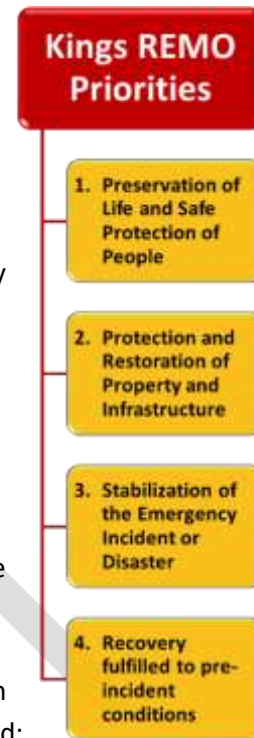
4.1 Assumptions

Assumptions are simply that – what, in development of the Regional Emergency Management Plan (REMP), has been treated as true for the Plan's execution.

4.1.1 Incident Assumptions

- (a) An incident that affects a Municipality within Kings County is likely to also affect the surrounding communities and region.
- (b) An emergency incident or disaster may occur at any time of the day or night, weekend, or holiday, with little or no warning;
- (c) Some community members who are directly threatened by a hazard may ignore, not hear, or not understand warnings issued by the Kings County Regional Emergency Management Organization (REMO);

- (d) The succession of events in an emergency incident or disaster is unpredictable; therefore, this plan should be utilized as a guidance document, and adapted accordingly for the specific needs of the emergency incident or event;
- (e) The fundamental priorities for Kings REMO during an emergency incident or disaster are:
- The preservation of life and protection of people;
 - The protection and restoration of property and infrastructure;
 - Stabilization of the emergency incident or disaster; and
 - Recovery fulfilled to pre-incident conditions.
- (f) During an emergency incident or disaster, all operations will be coordinated through the Emergency Coordination Centre (ECC);
- (g) The greater the complexity, impact and geographic scope of an emergency, the more likely a multi-agency response will be required; and
- (h) Extended incidents that require 24-hour operations will most likely be divided into two operational periods of shifts of 12 hours each. Staffing should be planned accordingly.



4.1.2 Plan Assumptions

- (a) The Kings County Municipal Departments will be familiar with the Regional Emergency Management Plan, and their specific responsibilities within the plan;
- (b) The Kings Regional Emergency Management Plan will be reviewed and updated at least annually by the Regional Emergency Management Coordinator (REMC) and the Regional Emergency Management Planning Committee (REMPC). A record of changes will be maintained; and
- (c) The Plan will be exercised at least once annually.

4.2 Plan Activation

Accidents that happen on a day-to-day occurrence in the Kings County region are usually handled by the police, fire, ambulance and local hospitals. These accidents may seem to be major emergencies to the individual(s) involved, but may not affect the safety, property and environment of the surrounding community.

Should an incident occur where the size, potential hazard, or seriousness of the emergency appears beyond the capability of the responsibility of the first response agencies, then the senior officer (Incident Commander) may request the activation of the Regional Emergency Management Plan.

This Plan may be activated in full or in part by the Regional Emergency Management Advisory Committee (REMAC) or in part by the Regional Emergency Management Coordinator (REMC) through consultation with the Municipal CAO(s), when required to combat a regional or local emergency or to provide coordinated assistance to mitigate a potential emergency.

There are no firm criteria for the implementation of the Plan but it could generally be considered when the situation meets one or more of the following criteria:

- (a) There is an abnormal threat of significance to human health, property and/or the environment within the Kings County region;
- (b) Evacuation of all or part of the region is/may be required;
- (c) The region has abnormal requirements for volunteers, provincial or federal resources/services for emergency response;
- (d) There is need to activate any agreement(s) negotiated by the Regional Emergency Management Advisory Committee;
- (e) Additional resources are needed to answer public/media inquiries;
- (f) Any Provincial or Federal emergency response plan(s) affecting the region have been activated.

The Incident Commander involved with the emergency shall contact one of the following and inform them of the situation and request the activation of the Regional Emergency Management Plan:

- (a) Regional Emergency Management Coordinator
- (b) Municipal Chief Administrative Officer(s)
- (c) Chair, Regional Emergency Management Advisory Committee
- (d) Any member of the Regional Emergency Management Advisory Committee
- (e) Western Zone Emergency Management Planning Officer – EMO Nova Scotia

The Regional Emergency Management Coordinator will assess the need to activate the plan by consulting with the Municipal CAOs and members of the Regional Emergency Management Planning Committee. If activation of the plan is required, the Regional Emergency Management Coordinator will so advise the Chair of the Advisory Committee. The Public Information Officer(s) for Kings County will assist in alerting the following:

- (a) Regional Emergency Management Advisory Committee
- (b) Regional Emergency Management Planning Committee
- (c) Emergency Coordination Centre (ECC) Support Staff

If the magnitude of the emergency or disaster requires actions beyond normal procedures, then the Regional Emergency Management Coordinator may advise the Regional Emergency Management Advisory Committee that a State of Local Emergency be declared in accordance with the authority given to the Committee by the Regional Emergency Management Bylaw.

Declaration Not Required

The ECC may be activated with or without a Declaration of a State of Local Emergency; however, it is recommended that it be activated in the event that a Declaration has been made.

4.2.1 ECC Activation Levels

The level of ECC activation is determined by the magnitude and scope of the event. Only those ECC functions and positions that are required to meet current response objectives are activated. If staff are not assigned to a function or role, the next available staff position in the ECC organization will assume responsibility for the tasks assigned. If an individual is unsure of which level to activate, the ECC is activated to the higher level since it is easier to scale back staffing than it is to ramp up.

[Annex C](#) outlines the 'Activation Flowchart' for the Kings Regional Emergency Coordination Centre (ECC).

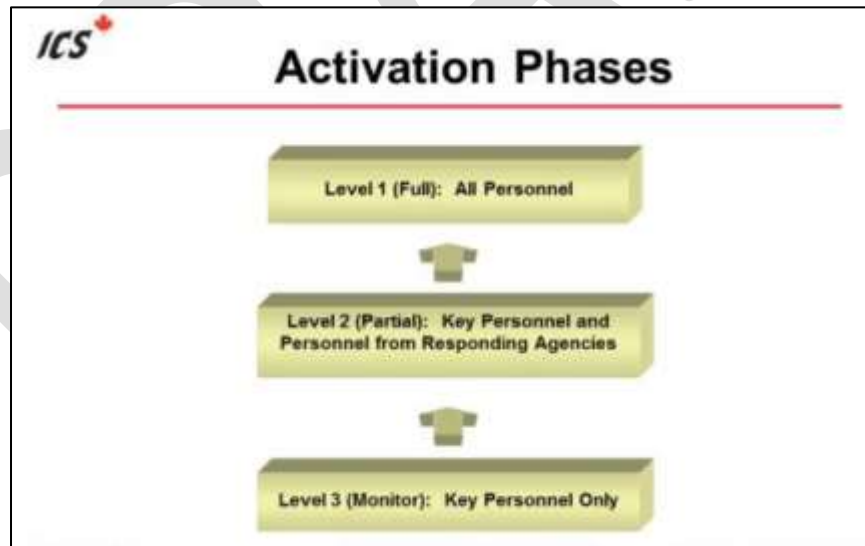


Figure 4.2.1 – ICS Canada Activation Phases

4.2.1.1 Level 1 – Full Activation (All Personnel)

- Major incident
- Multiple sites
- Regional disaster
- Multiple agencies involved
- Extensive evacuations
- Resources/support required
- ECC set-up
- Regional Emergency Management Advisory Committee notified
- EMO NS notified by Regional Emergency Management Coordinator (REMC)

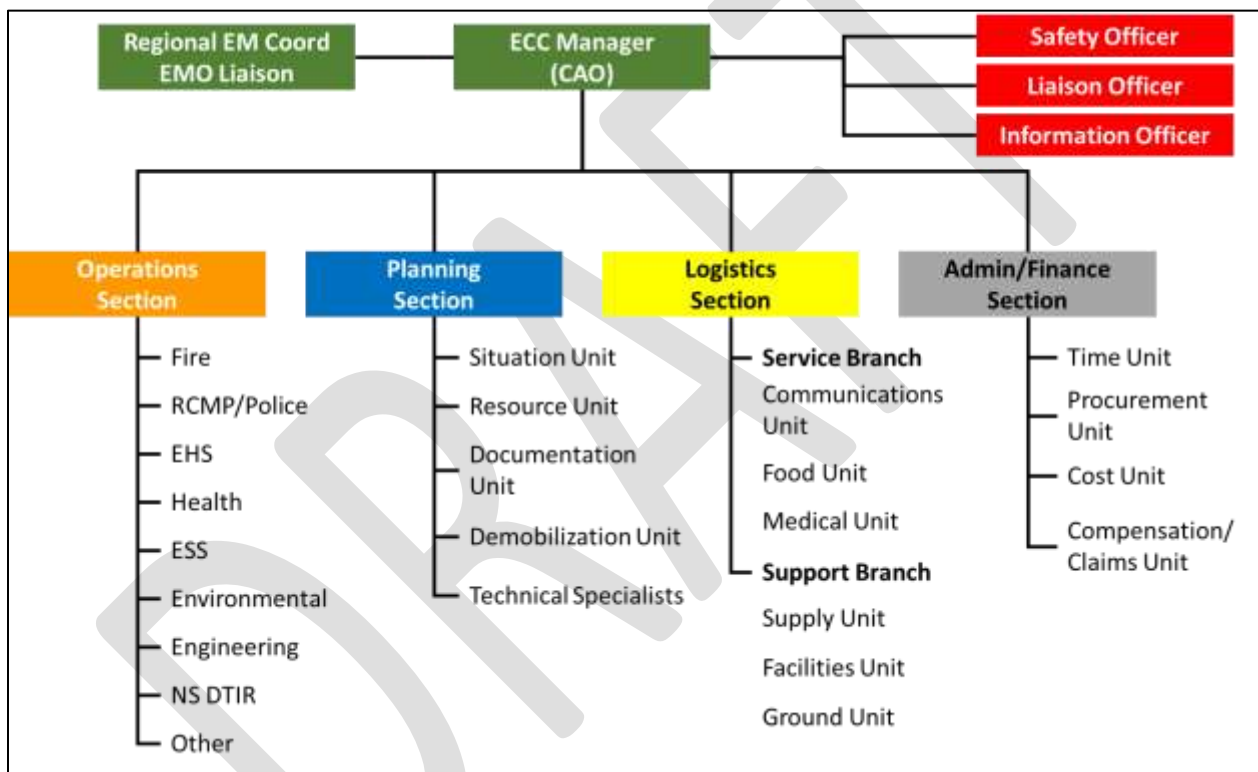


Figure 4.2.1.1 – ECC Level 1 – Full Activation

(A Declaration of a State of Local Emergency requiring the complete implementation of the Incident Command System: Operations, Planning, Logistics and Finance to fully mitigate and recover from an emergency)

4.2.1.2 Level 2 – Partial Activation (Key Personnel and Personnel from Responding Agencies)

- Moderate incident
- Two or more sites
- Several agencies involved
- Major scheduled event (e.g. conference or sporting event)
- Limited evacuations
- Some Resources/support required
- ECC set-up
- EMO NS notified by Regional Emergency Management Coordinator (REMC)

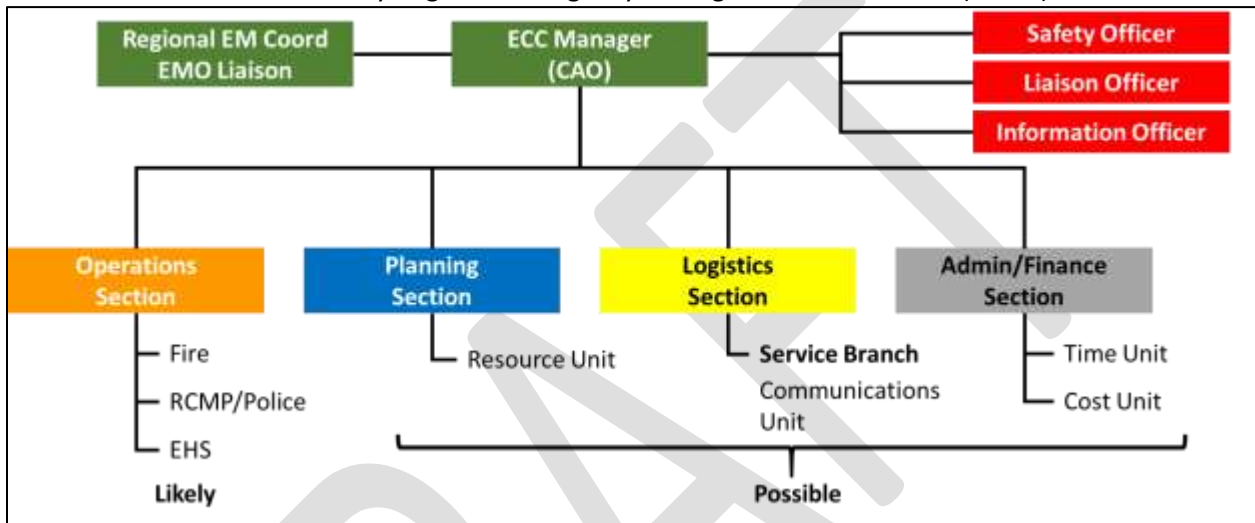


Figure 4.2.1.2 – ECC Level 2 – Partial Activation

(An escalating or worsening incident that requires a Declaration of a State of Local Emergency or is of sufficient size to warrant ECC support. Section Chiefs may be called to the ECC to support on-scene Incident Commanders with acquiring and distributing resources, preparing action logs, and support of on-scene operations of emergency responders to suit the size and complexity of the emergency)

4.2.1.3 Level 3 – Monitoring (Key Personnel only)

- Small incident
- One site
- Several agencies involved
- Potential threat (e.g., flood or severe storm impending)
- Some agency or coordination and/or support required
- ECC set-up optional
- EMO NS notified by Regional Emergency Management Coordinator (REMC)

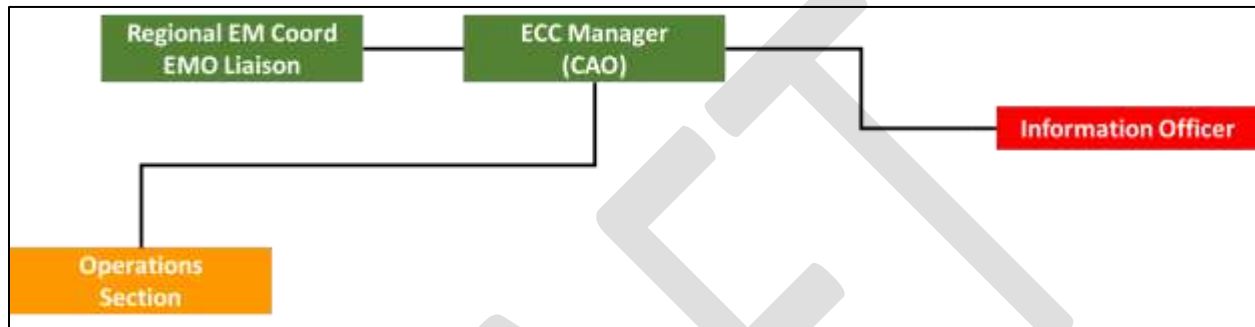


Figure 4.2.1.3 – ECC Level 3 – Monitoring

(Pre-emergency activity to receive and analyze early data for a weather incident to determine the probability of an escalation or worsening of conditions. During a man-made emergency the Regional Emergency Management Coordinator (REMC) visits the site to receive information from the Incident Commander on stand-by to assist)

4.2.2 Deactivation

The ECC Manager (CAO) is responsible for ECC deactivation. The Manager considers the requirements of termination from the outset of the incident. Criteria for terminating ECC operations may include:

- Individual ECC functions are no longer required;
- State of Local Emergency is lifted;
- Coordination of response activities and/or resources is no longer required; and
- Incident has been contained and emergency personnel have returned to regular duties.

The Planning Sections' Demobilization Unit Coordinator in the ECC supervises and coordinates the demobilization process, under the direction of the ECC Manager.

5.0 HAZARD IDENTIFICATION AND RISK ANALYSIS (HIRA)

In emergency planning, hazard analysis is the first step in identifying the known and potential impacts a hazard may create. Once the impacts have been assessed, priorities for planning are identified. Effective emergency plans offer mitigation and response solutions to the impacts identified during hazard assessment.

Hazard analysis determines:

- What might occur;
- How often it is likely to occur; and
- How vulnerable the Municipality is to the hazard.

Conducting the HIRA process will identify those hazards that are specific to Kings County and may require a specific action plan (i.e., Flooding).

Some possible changes within or near Kings County that could cause hazard analysis information to change over time include:

- New mitigation measures (e.g., stronger building codes, addition of roof or foundation braces);
- The opening or closing of facilities or structures that pose potential hazards (e.g., hazardous materials facilities and transport routes);
- Local development activities;
- Climatic changes;
- Mass Gatherings; and
- Civil threats.

There may be other long-term changes to investigate as well. These changes, such as climatic changes in average temperature or rainfall/snowfall amounts, are harder to track but could be very important to the hazard analysis.

A Hazard Identification and Risk Analysis within Kings County was conducted April-June 2018 by the Regional Emergency Management Planning Committee. The hazards identified as having the greatest potential for disrupting Kings County are outlined in Section 5.1.

5.1 Regional Hazard Analysis

A Risk & Hazards Matrix is presented in [Section 5.2](#), and a complete overview of each hazard is presented at [Annex D](#), which details possible major effects, potential actions at the scene and equipment required.

5.1.1 Hurricane/Windstorm/Snow

During the winter months, severe weather conditions often occur in this area including heavy snowfalls, ice storms, and severe winds. Long-term power outages resulting from these conditions can cause severe hardship. Winds generally blow off the Minas Basin in a southwesterly direction. During the hurricane

season, Nova Scotia often receives the tail end of these furies. The procession of hurricanes up the Atlantic coast in the summer of 1995 demonstrates how helpless we are against the whims of nature.

5.1.2 Power Failures

There are many situations that might result in the loss of power, including an act of terrorism. However severe winds or a winter ice storm are a more likely cause. Power outages can last from several hours to several days. In cold weather this would cause considerable hardship to the community and significant property damage caused by freezing pipes, spoiled food, and damage to interior building materials that need heat during the fall, winter, and early spring to prevent mold and mildew.

5.1.3 Fire

The majority of fire alarms are considered minor, i.e. chimney and grass fires, however, there is potential for a large-scale fire in the downtown core areas and in other large buildings located in the municipal towns. Some of these buildings, if not physically connected, are in close proximity to each other. Many buildings are older, and their construction (wood frames) makes for easy fire-spread. Fire and wind conditions during a 1998 fire in the Harris Building on Front Street produced severe smoke conditions throughout the downtown core and adjacent areas, including the Wolfville School.

5.1.4 Flood

Damage by wind and snow can be complicated by the action of our local tides and storm surges. There have been several instances of flooding in the Kings Region's history. Low lying coastal areas of this region had major flooding which required evacuation of residents for long periods of time. This flooding is often the consequence of high tides, heavy rainstorm and strong north-easterly winds. Flooding is infrequent, however, seasonal high tides during January and February of any year, plus abnormally high tides at these times, approximately a 20-year cycle, can combine with heavy snow melt or late summer, early fall hurricanes creating localized a flooding.

5.1.5 Explosion

The restaurants of Wolfville all use propane gas as their principal means of food preparation. Through the use of propane under normal circumstances is safe, accidents can rupture storage tanks, valves, or feed lines. An out-of-control vehicle in the back lanes of downtown Wolfville could cause an explosion. An accident involving a propane delivery truck could prove catastrophic. A propane leak on a delivery truck at McDonalds Restaurant in New Minas (April 1995) demonstrates how easily this could happen. The pipe bomb explosion at the Wolfville Liquor Commission (September 1995) reinforces the possibility of criminal activity.

5.1.6 Transportation Accidents involving Hazardous Materials / Road

Highway 101 runs through the middle of the Kings County, very near its most populated areas. Today we depend on the use of a multitude of materials that are classified as dangerous by Transport Canada. These agents are everywhere in varying amounts. Under normal transport and storage conditions, these chemicals and substances pose no threat to life.

However, fire or transportation accidents may rupture containers and release these hazardous substances into the air or water systems. Located along the 101 Highway are several towns and small communities, which would be most vulnerable to such an accident.

The Kings County fire department formed a Haz Mat Team. It is well established, trained, and equipped to confine and control a leak, spill, or fire involving dangerous goods.

5.1.7 Transportation (Air)

Kings County lies under the light path of many aircraft landing at [Halifax International Airport](#) and [Canadian Forces Base 14 Wing Greenwood](#). Many hundreds more fly over the Kings region on their way to Europe or the United States. Although aircraft disasters are infrequent, the crash of the DND jet trainer near Falmouth, NS (1994), and the September 1998 crash of Swissair Flight 111 near Peggy's Cove, both demonstrate the potential for this type of local emergency. However, the probability is low.

The nearest air base is the Department of National Defense, 14 Wing Greenwood. It is a Royal Canadian Air Force base with a mission to provide aircraft patrols for arctic sovereignty and routine surveillance missions over the Atlantic. It has large storage bunkers of aviation fuel; its aircraft carry weapons typically used in providing an underwater strike at sea. Ordnance is dangerous, the fuels carried within self propelled weapons is also toxic. The danger is loss of an aircraft while on approach or take-off, crashing outside the fence where local emergency responders will be involved. The potential for large fires over a wide area involving many homes and people on the ground is significant.

5.1.8 Construction Accident

Heavy snowfalls, frequency changes in occupancy, and buildings fatigue might place undue stress on buildings and contribute to their collapse. Other disastrous occurrences, such as flood, fire, or explosion, might jeopardize the stability of any structure.

5.1.9 Epidemic





With the weakening effects of antibiotics on bacteria, and the ease with which disease can be carried throughout the world by air travel, the potential for an epidemic increases daily. The near release of BOLA-Zaire into the environment at Reston, Virginia, in 1989 shows how vulnerable we really are; this virus was transmitted as an airborne agent, similar to the influenza epidemic of 1918-19 (20 million deaths), or Asian Flu of 1968-69. Fortunately, the Reston strain only affected monkeys. In the summer of 1995, the Ebola virus in Zaire caused public health concern worldwide, and more recent 2014 Ebola outbreak in Western Africa has raised serious pandemic concerns.

5.2 Risk Analysis Matrix

		Severity					
		What is the Severity of Injuries / Potential Damages / Financial Impacts					
		1 – Insignificant	2 – Minor	3 – Moderate	4 - Significant	5 - Catastrophic	
Likelihood	5	Highly Probable Every 5 years or less		<ul style="list-style-type: none"> Major Frost and Freeze 	<ul style="list-style-type: none"> Blizzards Power Blackout Freezing Rain 	<ul style="list-style-type: none"> Blizzards Hurricane Winds 	
	4	Likely to Occur: Once every 10 years		<ul style="list-style-type: none"> Major Infrastructure Failure Major Water Main Break Small Boat accident 	<ul style="list-style-type: none"> Major Structure Fire Major Road Accident River Flood 	<ul style="list-style-type: none"> Forest Fire Long-Term closure of Highway 101 	
	3	Might Occur: Once every 20-30 years		<ul style="list-style-type: none"> Bomb Threats Severe Fog 	<ul style="list-style-type: none"> Water Shortage Fuel Shortage 	<ul style="list-style-type: none"> Chemical Contamination or Spill Earthquake 	
	2	Not Expected: Could Occur every 50 years		<ul style="list-style-type: none"> Hostage Incident Major Gas Main break 	<ul style="list-style-type: none"> Plane Crash Tornado 	<ul style="list-style-type: none"> Drought Epidemic Flash Flood Major Industrial Accident 	<ul style="list-style-type: none"> Dam Rupture Major Hail Storm Water Pollution Mass Shooting
	1	Rare: Once every 100+ years			<ul style="list-style-type: none"> Civil Disobedience Pipeline-CNG Explosion 	<ul style="list-style-type: none"> Actual Bombing Mud or Landslide Radiological Accident 	<ul style="list-style-type: none"> Terrorist Attack

Very High Risk
 High Risk
 Medium Risk
 Low Risk

Risk Analysis Matrix – Definitions of Risk Ratings

-  **Very High (VH) Risk** – These risks are classed as primary or critical risks requiring immediate attention. They may have a high or probable likelihood of occurrence and their potential consequences are such that they must be treated as a high priority. This may mean that strategies should be developed to reduce or eliminate the risks and that mitigation in the form of (multi-agency) planning, exercising and training for these hazards should be put in place and monitored on a regular basis. Consideration should be given to specific planning to the risk rather than generic.
-  **High (H) Risk** – These risks are classed as significant. They may have high or low likelihood of occurrence, however their potential consequences are sufficiently serious to warrant appropriate consideration, after those risks classed as ‘very high’ are addressed. Consideration should be given to the development of strategies to reduce or eliminate the risks, and that mitigation in the form of (multi-agency) generic planning, exercising and training should be put in place and monitored on a regular basis.
-  **Medium (M) Risk** – These risks are less significant, however may cause upset and inconvenience in the short-term. These risks should be monitored to ensure that they are being appropriately managed, and consideration given to their management under generic emergency planning arrangements.
-  **Low (L) Risk** – These risks are both unlikely to occur and not significant in their impact. They should be managed using normal or generic planning arrangements and require minimal monitoring and control unless subsequent risk assessments show a substantial change, prompting a move to another risk category.

5.3 Hazard & Risk Mitigation

5.3.1 Blizzards and Heavy Snowfalls

Living in Atlantic Canada means winter storms and occasional blizzards. We expect them and for the most part consider them to be a nuisance, with expected short-term road closures and power interruptions. This plan is most concerned with those events that are more intense, delivering large amounts of snow. An example would be the blizzard of 2003 known as “White Juan” dumping 930 mm of snow within 24 hours. That storm and others like it anticipated in the future are the concern of this plan. Environment Canada defines a blizzard as follows:

Table 1. Environment Canada Alerting Parameters for a [Blizzard Warning](#)

Alert Type	Location	Threshold Criteria
Warning	National, except North of the <u>20'</u>	When <u>winds</u> of 40 km/hr or greater are expected to cause widespread reductions in <u>visibility</u> to 400 meters or less, due to <u>blowing snow</u> , or blowing snow in combination with falling <u>snow</u> , for at least 4 hrs

Table 2. Environment Canada Alerting Parameters for a [Snowfall Warning](#)

Alert Type	Location	Threshold Criteria
Warning	Newfoundland and Labrador, New Brunswick, Nova Scotia , Prince Edward Island, Magdalene Islands, Quebec	When 15 cm or more of <u>snow</u> falls within 12 hours or less.

5.3.1 Hurricanes

Hurricanes were, until recently, rare in Nova Scotia. As they approach the province, they were usually downgraded to a tropical or post tropical storm with reduced winds and rains. Historically, they would track up the eastern seaboard of the United States, but typically lose their energy over colder northern waters. However, that is changing with the [Canadian Hurricane Centre](#) expecting more hurricanes to reach Nova Scotia with more regularity as our coastal waters continue to warm.

5.3.1 Floods

During the spring, it is common for heavy rainfalls along with temperatures well above freezing over several days in February, March, and April. At these times, they combine with melting snows to add to the water volume carried by the six minor rivers located with the region. The most significant impacts are usually associated with the Cornwallis River. The Cornwallis has produced flooding in the areas of Brooklyn Street, the community of Meadowview, within the downtown of Kentville, and lower parts of Wolfville owing to their low elevations and proximity to the Cornwallis River.

Flooding of the Cornwallis is serious enough to cause concerns with property damage and a need to activate Public Works crews and local fire departments and police to evacuate citizens and pump basements. This event appears to occur on a regular 10 to 15-year cycle. While Kentville has constructed a dyke to protect the downtown, other areas described remain flood risks.

The south mountain area has a significant lake reservoir system created by [NS Power](#) consisting of canals and dams constructed to impound water for transmission to Lumsden Dam south of Wolfville. NS Power maintains control of the water through its management plan. Water levels are adjusted to maintain levels while preventing floods.

5.3.1 Catastrophic Fires and Explosions

Kings County is well prepared to contain structure fires and fires related to vehicles and/or fixed facilities. This Plan is concerned with those catastrophic events associated with Dangerous Goods; the mobile transport or fixed storage and distribution facilities containing liquefied petroleum gases such as propane and natural gas, or ammonium nitrate fertilizers transported and stored for use by local agricultural interests.

5.4 Business Impact Analysis (BIA)

Within Kings County, the Municipality of the County of Kings has the largest population at risk, 47,625 residents. The combined population of the Towns of Wolfville, Kentville, and Berwick is approximately 12,975 (2016 Census). Together significant infrastructure is subject to impacts by severe weather or catastrophic events. Our ability to recover from an event is subject to the amount of damage to infrastructure and the resources available to repair the damage and resume normal operations.



Critical infrastructure that will impact a recovery and return to business as usual are discussed in this section.

5.4.1 Preparedness Level

The Kings County Regional Emergency Management Organization (Kings REMO) maintains a full time Regional Emergency Management Coordinator (REMC) by Agreement. The REMC is assisted by municipal EMO Liaisons from the Town's of Wolfville, Kentville, and Berwick.

5.4.2 Severe Weather Notifications and Alerting

The CAO's for the Town's and County, and the Regional Emergency Management Coordinator for the County of Kings receives weather statements, watches and warnings from EMO Nova Scotia as prepared by Environment Canada. Severe weather advisories and statements are issued 5 days before the anticipated event with Watches and Warnings posted 48 hours before a significant weather event is expected to impact the region. The REMC responds by sending out severe weather bulletins describing expected severe weather forecasts to the CAO's for the County and the Town's of Wolfville, Kentville, and Berwick, all Public Works and Engineering staff, local RCMP commanders and municipal police, local fire chiefs' local Paramedic supervisors, Valley Search and Rescue.

Depending on the forecasted severity, the Kings Regional EMO (REMO) will maintain a storm watch seeing the Kings Regional EMC in contact with EMO Nova Scotia by teleconferences for critical updates. Critical weather forecasts and updates are sent to each CAO for the County and the Town's of Wolfville, Kentville, and Berwick, all Public Works and Engineering supervisors, local RCMP commanders and municipal police, local fire chiefs', local Paramedic supervisors, and Valley Search and Rescue.

Early storm preparation starts with situational awareness, followed by more intentional active monitoring usually conducted by the REMC. As the weather appears to become threatening, the ECC is prepared to staff according to a Level 1 through 3 mobilization of the ECC. Members of the Planning Committee are requested to attend the ECC according to the need for filling key positions critical to maintaining a functional staffing level to ICS Canada standards for those times when the size and complexity surpass the capability of the REMC to resolve the issues.

Kings REMO sends notices to local radio stations, and tweets (@REMO_KingsCty) pending severe weather.

Any citizens can and should seek assistance through the 911 system requesting police, ambulance, or fire as their needs dictate. Attendance by one agency will result in mutual aid requests, and attendance by other agencies such as [NS Power](#), and the [NS Department of Transportation and Infrastructure Renewal \(NS DTIR\)](#).

5.4.3 Communications – Radio, Telephone, Cell and Satellite Phone

All emergency responders are connected by both VHF and TM Radios (TMR), cell phones, and land lines for voice or text messaging. The dispatch of emergency services can originate from EHS Dispatch for ambulances out of Bedford, NS, RCMP officers from RCMP Telecom, Halifax, NS, and Valley Communications for Fire and all 911 calls within the Town's. Emergency responders would be alerted by radio dispatching. The local Public Safety Answering Point (PSAP) is equipped with an emergency generator and several radio and paging redundancies. Its fall back is the Kentville Volunteer Fire Department site and equipment.

A failure of any one or all of radio, telephone, and mobile phone services could see the staffing of the ECC by amateur radio operators through their facilities within the ECC.

5.4.4 Communications – Kings County Amateur Radio Club

Kings Region's dedicated volunteer Amateur Radio Club can provide communications as a fall back or fail-safe position. This club has a fully functioning radio room in the current Emergency Coordination Center. Each member regularly practices remote and offsite amateur radio broadcasts annually at operation Field Day. They provide a set-up in a location off site providing their own power generation to operate remotely. This gives the Kings Region a communications link in addition to other means and when other systems fail.

5.4.5 Capacity to Respond to Casualties and Damage

Within the Kings Region, there are 4 paramedic bases with 12 on duty paramedics, 13 fire stations with 520 active volunteers plus an additional 200 retired veterans, 4 police detachment offices with 75 constables and supervisors, and Valley Search and Rescue with 80 members, the Canadian Red Cross, the Salvation Army, and Department of Community Services. Each has the capacity to mobilize once notified. Each emergency response group is in process of taking ICS courses to form a unified command with one incident commander for command and control at the scene of an emergency.

Damaged property and buildings become the responsibility of the Owner following the attendance by emergency services, public works, and private contractors to clear building debris for the purposes of restoring roadways, stabilize access to properties for access by owners and their insurers to begin the process of more permanent relocation, demolition, and reconstruction which is the responsibility of property and building owners.

The Municipality along with the Province would establish claim centers where civilians can go to file insurance claims and seek provincial financial assistance.

In addition, the use of trained civilians in basic first aid would be mustered from temporary shelters, transported to incident scenes to assist home owners with clean-up of property and buildings. As in the Calgary floods, they would be registered, issued donated safety equipment, coveralls, and given basic instructions in clean-up do's and don'ts.

5.4.6 Water Distribution

All of the population relies on their water supply from either Municipal wells with a municipal distribution system, or private homes on private wells. With combined population of 60,600 people, approximately 30,000 are on a municipally owned and operated water system in predominately urban and suburban areas of the Kings Region that includes:

- Town of Wolfville
- Village of Canning including Kingsport
- Village of Port Williams
- Village of New Minas
- Town of Kentville and North Kentville
- Village of Aylesford (Sandy Court only)
- County of Kings / Village of Greenwood

All of these water utilities are managed by either a Village, Town, or the County of Kings, each responsible for the operation and delivery of potable drinking water. Professional staff expert in specific trades operate the system and are available 24/7 to maintain and repair the system as needed. They are on call and available for emergency operations to pump water from wells to high level reservoirs. This is the most common water system in the more densely populated urban and suburban areas of the County.

In the event of a power outage, full time municipal staff from municipal units are on call to monitor operation and repair problems to ensure continuous operation. When required, portable generators maintain pumping capacity to the reservoirs for distribution by gravity in the event of a power outage.

In the less densely populated rural and remote areas, the primary source of potable water for domestic use is by private onsite wells owned, maintained, and tested by the home owner. These account for the remaining population, approximately 30,000 people.

On average, home owners on private wells who lose power are without water for drinking, cooking, cleaning, flushing toilets, bathing, laundry; those simple things we are accustomed to having. This population becomes totally dependent on bottled water for consumption. To assist with their needs, public service announcements that filling a bath tub before the loss of power is important for toilet flushing and laundry cleaning. Water becomes a priority seeing the supply of bottled water for drinking and cooking increasingly purchased in advance of a severe weather event. These supplies are usually exhausted at local markets and stores before the storm arrives. Bottled water distribution for human consumption will become a critical factor for life safety in the event of an outage for more than 3 days as supplies begin to dwindle due to consumption. The rule of 2 liters per person per day is the benchmark; that includes the same amount for a dog, less for a cat.

5.4.7 Water Distribution and Consumption - Livestock

Individual farms along with farm animal rescue groups are responsible for farm and domestic animals. Kings REMO may make contact for assistance, but generally the rescue and care of farm animals is not the responsibility of Kings REMO. Owners and rescue groups will be required to manage their Livestock water needs. Supply is managed by water hauling companies established to haul bulk raw water by tanker. To give a sense of the amount of water needed, the following applies;

Dairy Cows, non-lactating	40 liters per day
Dairy Cows, lactating	110 liters per day.
Horses	35 to 45 liters per day
Swine	9 liters per day
Sheep, lactating	10 liters per day
Chickens	300 to 450 liters per 1000 birds

Source: Ontario Agriculture and Rural Affairs

5.4.8 Sewage Collection and Treatment

The Municipality of the County of Kings with its partners in a regional sanitary sewer system, the Towns of Wolfville, Kentville, and Berwick, own, operate, and maintain a sanitary collection system that flows into 3 separate sewage treatment plants. Each plant is operated by municipal staff and repaired and maintained by professional trades workers skilled as mill-rights, electricians, pipe fitters, and plumbers.

They are available 24/7 to repair and operate any parts of the system. The sewage treatment plants each have built in emergency generators to maintain operations. Of the 73 pumping stations throughout the region, a small number have built-in power generators to maintain continuous flow to each of the sewage treatment plants. These are typically the larger lift stations closest to the sewage treatment plants. The remainder are serviced according to an emergency plan that sees municipal crews transporting portable generators from station to station pumping their contents to the sewage treatment plants. In the event of a power outage, full time municipal staff from all 4 municipal units are on call to monitor operation and repair problems to ensure continuous operation.

5.4.9 Public Works Staff

Municipal units have full time professional staff and skilled trades that form their public works capabilities. Staff maintains the continuous operation of roads, storm sewers, flood control measures, snow removal, and general repairs to critical infrastructure. Each has its own yard for materials and equipment storage. Each has significant inventories of heavy and light equipment with qualified operators. The exception is the County of Kings which does not have any heavy equipment, utilizing light trucks to transport staff and skilled trades. The County operates under a standing agreement for large equipment from local contractors. As such, they have access to significant inventories of heavy equipment resources from private interests.

Public Works and NSDTIR staff are the first line of defense to keep roads open and infrastructure operating for distribution of aid, emergency workers, and emergency management officials during a crisis.

5.4.10 Nova Scotia Department of Transportation & Infrastructure Renewal (NS DTIR)

They are responsible for maintenance of existing roadway infrastructure. There are two yards operated out of New Minas and Berwick that maintain a fleet of plows and heavy equipment suited for large road work projects with capacity to rebuild and repair damage to their infrastructure. In the event they become overwhelmed, they have access to a large network of heavy equipment owners who can remove snow, repair roads and small bridges, and fix culvert washouts, to name a few activities.

For a major event, they have agreements in place that can summon help from anywhere in the Maritimes, Quebec, Maine, New Hampshire, and Vermont

5.4.11 Nova Scotia Power

They own and are responsible for electrical infrastructure throughout the province. In the event of a storm they monitor forecasts looking for the type of weather than typically causes power outages. They maintain crews across the province for repairs, post online power outage locations on their web site, and provide estimates of the time to repair to full restoration.

They have their own Emergency Coordination Center which they staff during all outages to assess the damage, direct repair crews, and establish contact with critical customers to ensure restoration times.

For a major event, they have agreements in place that can summon help from anywhere in the Maritimes, from Quebec, Maine, New Hampshire, and Vermont

5.4.12 Other Critical Infrastructure

While Kings REMO is not responsible for the distribution of these essential products, the following information should be helpful.

5.4.12.1 Furnace Oil Heating Fuel Distribution

With a cold weather heating season, the Imperial Oil terminal in Dartmouth has storage tanks to maintain a strategic reserve of home heating oil. Local Bulk Tank Farms still exist on the Valley floor. The Ultramar Bulk Plant in Kentville, and the Blue Wave Energy Tank Farm in Berwick maintain onsite supplies of furnace oil. Distribution by these local suppliers is based upon delivery to regular customers, many of which are Emergency Service providers.

5.4.12.2 Gasoline and Diesel Fuel Distribution

There are no strategic reserves. Those that rely on gasoline are vulnerable to loss of these products within several days of the last delivery by ship from the Gulf of Mexico and European refineries. There are no refineries in Nova Scotia, only the Dartmouth terminals for Imperial Oil and Irving Oil which receives ships containing market ready fuel products that are immediately

distributed to gas station retailers. As a result, supplies are vulnerable when ships are not able to deliver fuels to the Dartmouth terminal.

With no strategic reserve of gasoline, it is entirely probable that many gas retailers will be drained of all gasoline within two to three days without product for a significant period of time if anything shuts down the US or European refineries or prevents marine shipments from maintaining their on-time delivery schedule to Nova Scotia.

Nova Scotia is only partially dependent on the Irving Refinery in St. John, New Brunswick. Assuming it has supplies on hand and production can meet the demand it could be a source during an emergency as Irving currently ships product across the Bay of Fundy to the Dartmouth terminal. The problem for the refinery is all raw oil is shipped by marine tankers to St. John. They are also vulnerable to supply chain shortages of raw oil if a severe weather prevents ships from docking or leaving the refinery.

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6.0 EVACUATION

Reference: Kings County Evacuation Operational Guidelines, May 2018

The evacuation function describes how the public would be evacuated out of areas affected by an emergency situation that are deemed to be too hazardous for people to stay in place. Evacuation methods will be dependent on the incident and is the responsibility of the Incident Commander on site. A key component of the evacuation process is to look after the evacuees once they are evacuated and this is the responsibility of the municipality. This function shall be performed by the REMC unless the ECC is activated, at which time it will be organized and managed by the Logistics section Chief within the ECC. Evacuation considerations are outlined at [Annex E](#), and potential Evacuation Routes for Flood Risk areas are outlined at [Annex F](#).

During an emergency the ECC operational support functions may include:

- Damage Assessment
- Debris Management
- Livestock and Pet Coordination

6.1 Evacuee Alerting & Sheltering

The decision to evacuate any specific area has two levels:

- **Immediate Evacuation:** An immediate and sudden leak, spill, or fire at a fixed facility or mobile transport vehicle that requires identification of impacted areas to be evacuated followed by an immediate evacuation. This is the responsibility of the IC with support from the REMC to coordinate the moving of people and the opening of shelters to receive and house evacuees.
 - **Alerting:** Evacuees shall be notified to evacuate within the areas identified by the IC. Alerting shall be a door to door campaign by police with assistance from other agencies as required and available
- **Time Critical Evacuation:** An event that unfolds over a number of days, such as hurricanes that require an evacuation. In these cases, the evacuation will be managed by the ECC prior to the arrival of the severe weather event. The ECC will provide notifications and alerting, transport, and sheltering.
 - **Alerting:** Evacuees shall be notified to evacuate within the areas identified by the ECC Manager. Alerting shall be a police door to door campaign notifying citizens to evacuate as well as providing each family so advised of the location of their nearest shelter either within Kings County or neighbouring Counties. Police may accept assistance from other agencies as required and available. Additional alerting shall be through local media (radio) and social media. Evacuations will be supported by the ECC opening shelters to house displaced people and provide them with the necessities of life.

6.2 Evacuation Process

Evacuation takes place within a process that begins with preparing for the possible need to evacuate populations at high risk from imminent or actual disaster. It involves ongoing risk monitoring and management as the situation and needs of evacuees evolve over time, and only ends with their safe, voluntary and sustainable reintegration back home or in alternative locations.

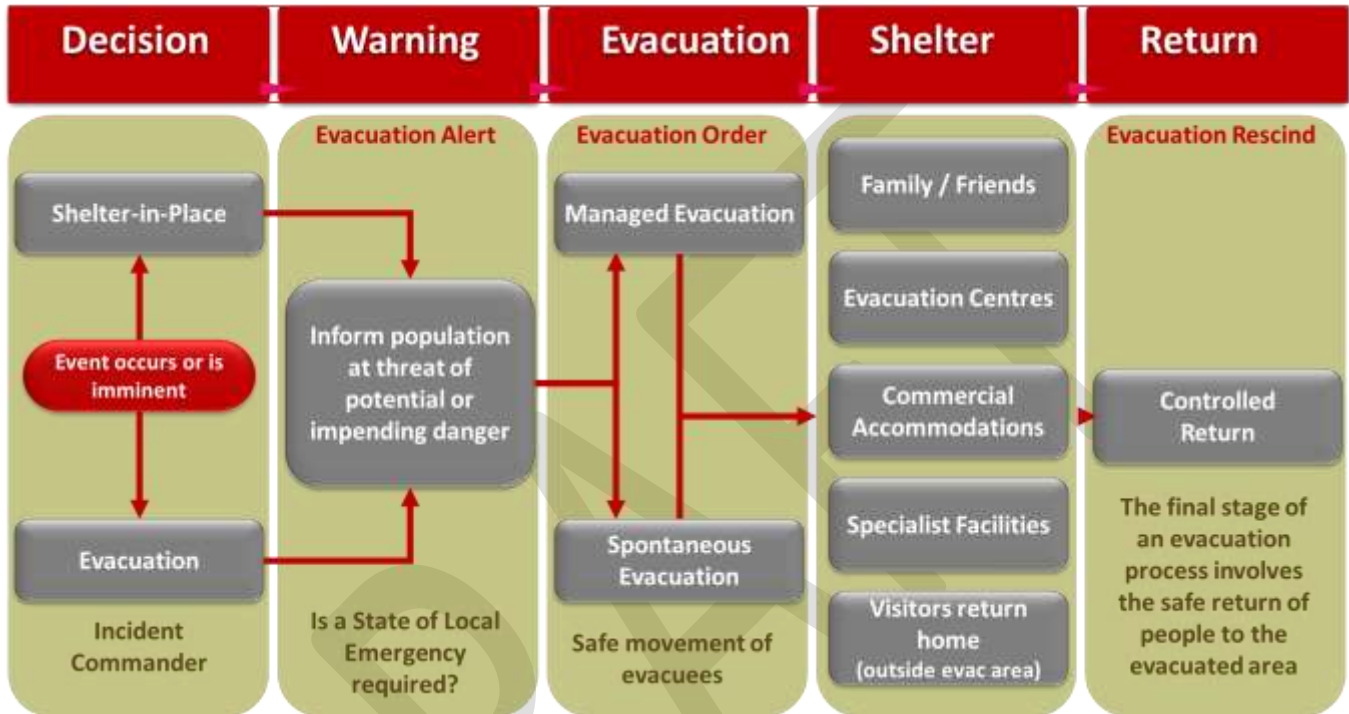


Figure 6.2 – Evacuation Process

7.0 REGIONAL EMERGENCY MANAGEMENT ORGANIZATION (REMO)

The Emergency Management organization consists of two branches known as:

- (a) The Regional Emergency Management Advisory Committee; and
- (b) The Regional Emergency Management Planning Committee.

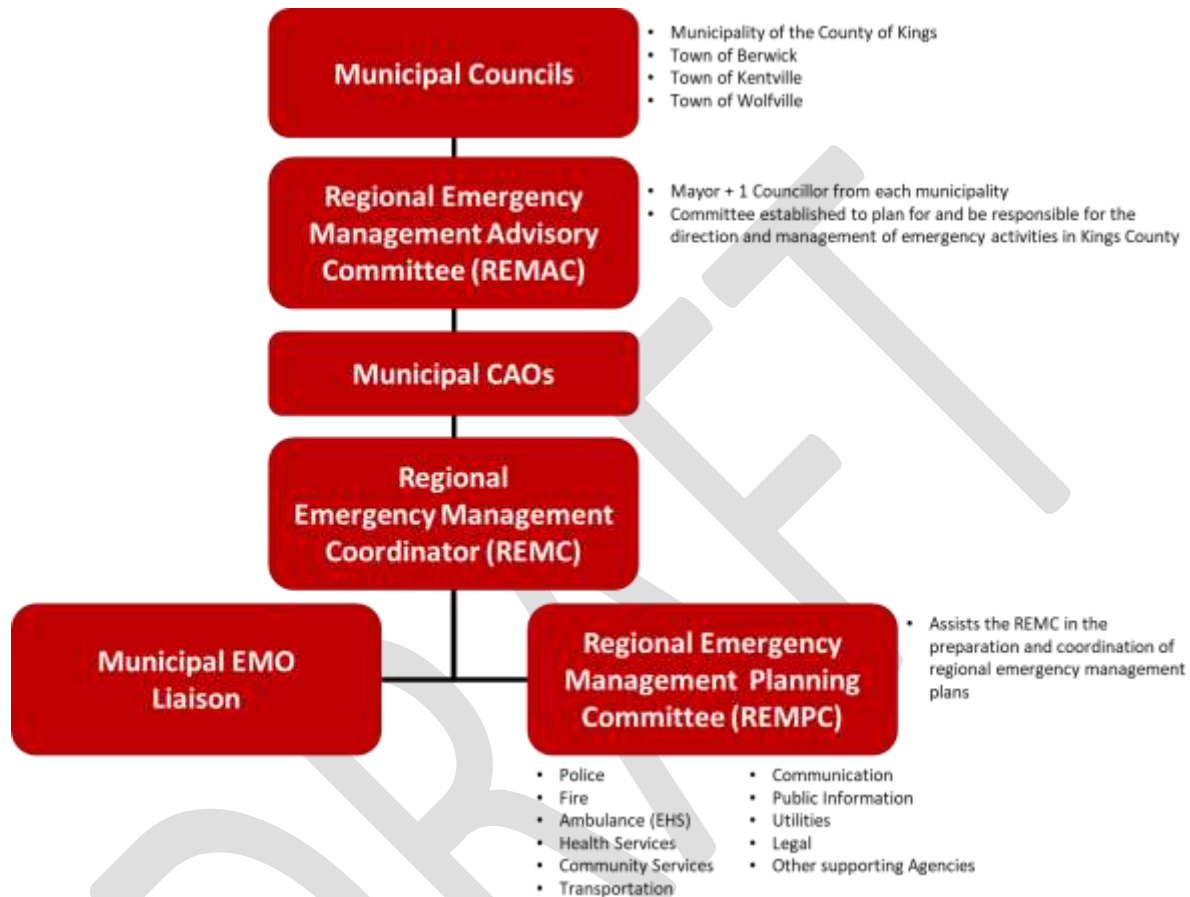


Figure 7.0 – Kings REMO Structure

7.1 Regional Emergency Management Advisory Committee (REMAC)

Reference: REMAC Terms of Reference, 2018-04-23

The REMAC consists of:

- (a) Mayor from each Kings County Municipality;
- (b) One representative Councillor from each Kings County Municipality;
- (c) Chief Administrative Officer from each Kings County Municipality; and
- (d) Regional Emergency Management Coordinator (REMC).

The Advisory Committee has the following duties, powers, and responsibilities:

- (a) Responsible for the executive direction and management of emergency activities during a State of Local Emergency;
- (b) If required, renew the State of Local Emergency declaration every seven (7) days;
- (c) Exercise all powers necessary as conferred by the Provincial Emergency Management Act once a declaration has been made;
- (d) Authorize the expenditure of municipal funds;
- (e) Advise and continually update Municipal Councils on the current emergency situation;
- (f) When safe and appropriate, visit the emergency site(s);
- (g) When and if required, and in conjunction with the Public Information Officer, brief the media;
- (h) When and if necessary, through the Public Information Officer, inform the public of significant developments occurring;
- (i) Ensure that appropriate information is passed to provincial authorities;
- (j) Provide oversight of the Regional Emergency Management Work Plan.

7.2 Regional Emergency Management Planning Committee (REMPC)

Reference: REMPC Terms of Reference, 2018-03-28

The Kings County Regional Emergency Management Coordinator (REMC) is the Chair of the Planning Committee and is responsible for:

- **Planning and Accountability (Self and Others):** Is the leader for planning that engages the entire team, as well as, internal and external stakeholders. Successful planning and accountability will support superior levels of customer service and stakeholder engagement.
 - Facilitates, designs and conducts emergency exercises and ensures the Emergency Coordination Centres (ECCs) are prepared for use.
 - Prepares, reviews and evaluates Regional Emergency Management Plan submissions to forward to EMO Nova Scotia and participates in the planning process for emergency plans with EMO Nova Scotia as well as liaises with EMO Nova Scotia as required.
 - Conducts hazard assessments and risk analysis as well as develops an inventory list of resources available for a response.
 - Promotes and maintains Memorandums of Understanding with other jurisdictions for a collaborative response to disasters.

- **People Leadership, Communication and Management.** Creates a strong team that collaborates with others and supports municipal directions and strategy.
 - Engages stakeholder municipalities and groups to maintain a high level of organization and preparedness in the event of emergency or disaster.
 - Brings groups and resources together to facilitate the development and enhancement of new and existing REMO programs and projects.
 - Supervises and/or executes work in a safe manner in accordance with organizational and other legislated policies, procedures, regulations, guidelines and/or standards.
 - Uses HR tools and systems such as policies and procedures, Coaching and Position Descriptions to engage staff and stakeholders

- **Health and Safety.** Acts with others inside and outside the team to create effective health and safety plans.
 - The protection of life and property is the foundation of this role and drives the generation and maintenance of all regional emergency measures planning and activities. This position will ensure that public safety as well as occupational health and safety is reflected throughout all REMO plans and strategies.

- **Reporting and Data.** Keeps, applies and records data that support team and corporate effective decision-making.
 - Prepares and maintains all information, data and forms as well as reports necessary to maintain all department and organizational functions as required.
 - Maintains the REMO emergency contact database.
 - Prepares reports and data to inform and engage management, Council, and stakeholders in projects and initiatives undertaken.
 - Coordinates budgets, procures resources and equipment, and organizes invoices and expense allocations to ensure projects and programs are delivered within budget and schedule constraints.

The Planning Committee should consist of:

- (a) Regional EM Coordinator (REMC) - Chair;
- (b) Municipal EMO Liaison from each Municipal unit;
- (c) Community Services;
- (d) Health Services;
- (e) Emergency Social Services;
- (f) Police/RCMP Services;
- (g) Fire Services;
- (h) Communication Services;
- (i) Transportation Services;
- (j) Engineering Services;
- (k) Information Services;

- (l) University Liaison;
- (m) Utilities Services; and
- (n) Financial Services.

The Planning Committee has the following duties, powers, and responsibilities:

- (a) Contribute to the identification of risks arising from emergencies in Kings County;
- (b) Provide information and expertise relating to the occurrence and mitigation of potential emergencies and the impact of emergencies in Kings County;
- (c) Contribute to the continuous improvement of the Regional Emergency Management Plan (REMP) through monitoring, review and development. (Coordinated by the County of Kings Regional Emergency Management Coordinator);
- (d) As required, participate in functional sub-Committees and Working Groups to plan for specific emergencies, address issues, and develop and implement projects;
- (e) Support the development of Plans to address emergencies based on existing, and new and emerging hazards;
- (f) Contribute to testing components of the REMPC through the development and participation in emergency exercises; and
- (g) Advise the Regional Emergency Management Advisory Committee (REMAC) on development of Regional Emergency Management Plans

Specific Roles & Responsibilities for each organization of the REMPC are outlined at [Annex G](#).

8.0 LOGISTICAL SUPPORT AND RESOURCE REQUIREMENTS

8.1 Declaration of a State of Local Emergency (SOLE)

Reference: [EMO NS – States of Local Emergency](#)

A [State of Local Emergency](#) (SOLE) is enacted by municipal government either through a resolution of Council, or by the direct request of the Municipal Mayor. The Minister of Emergency Management also has the authority to issue a State of Local Emergency.

A State of Local Emergency may be called to:

- Confiscate property;
- Command assistance;
- Control/Prohibit travel;
- Enter without warrant; or
- Order or Cause Evacuation.

States of Local Emergency are valid for a maximum of seven (7) days at which time a municipality of Kings County may apply to the province for a renewal.

8.1.1 Declaring a State of Local Emergency

- [Form 4](#) – Council of Municipality
- [Form 5](#) – Mayor of Municipality

Decision Flowchart for declaring a State of Local Emergency is provided at [Annex H](#)

8.1.2 Renewing a State of Local Emergency

- [Form 6](#) – Council of Municipality / Mayor

8.1.3 Terminating a State of Local Emergency

- [Form 7](#) – Council of Municipality

8.2 Communications

8.2.1 Emergency Telecommunications Plan

Upon implementation of the Emergency Management Plan, it will be important to ensure that communications are established between the emergency site and the Kings County Emergency Coordination Centre (ECC). At all times open lines of communication are to be established with internal and external agencies. The type and severity of the crisis will determine which stakeholder audiences are involved.

The ECC will be equipped with telephones ([See ECC Layout for Telephone Numbers](#)), portable hand radios, and satellite phone with the necessary channels to communicate with police, fire, EHS and the Nova Scotia Emergency Measures Office (NS EMO).

Communications between the ECC and the other responding agencies can be supported through the use of a runner if radio communications become overwhelmed. The ECC Duty Officer is responsible for liaising with and coordinating additional emergency communications efforts.

All communications are to be recorded on the applicable ICS Form as outlined in the Kings County Emergency Coordination Centre Operational Guidelines.

8.2.2 Emergency Public Information Plan

Emergency Situations can quickly become the centre of local, national and international attention, and often receive significant media scrutiny. It is important that Kings County speak with one voice during an emergency that impacts the entire region.

Upon implementation of this Emergency Management Plan, it will be important to coordinate the release of accurate information to the news media, issue authoritative instructions to the public, and respond to or redirect individual requests, for, or reports on, information concerning any aspect of the emergency.

In order to fulfill these functions during an emergency, the following position will be established within the Emergency Coordination Centre:

- Information Officer (ICS Command Staff position)

The Information Officer reports to the ECC Manager (ECCM) and Mayor and is responsible for:

- Establishing a communications link with the Community Spokesperson, and any other media coordinator (i.e., provincial, federal, private industry, etc.) involved in the incident, ensuring that all information released to the media and public is timely, full and accurate;
- Ensuring liaison with the ECCM to obtain up-to-date information for media releases, coordinate individual interviews and organize press conferences as required;
- Ensuring that any media releases are approved by the ECCM prior to dissemination;
- Monitoring news coverage, and correcting erroneous information; and
- Maintaining copies of media releases and newspaper articles pertaining to the emergency.

Information Mediums

The Public Information Officer will consider contacting the following media sources to coordinate timely information being communicated to the public:

- [Annapolis Valley Radio](#) (AVR 97.7) 1-800-565-5113 / 902-678-2111 (Kentville Office)
- [K-Rock Valley Radio](#) (89.3) 902-365-6397 / news@893krock.com
- [CBC Nova Scotia](#) 1-902-420-4100
- [Kings County Advertiser](#) 1-902-681-2121 / events@kentvilleadvertiser.ca

The Public Information Plan is outlined at [Annex I](#).

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8.3 Emergency Coordination Centre (ECC)

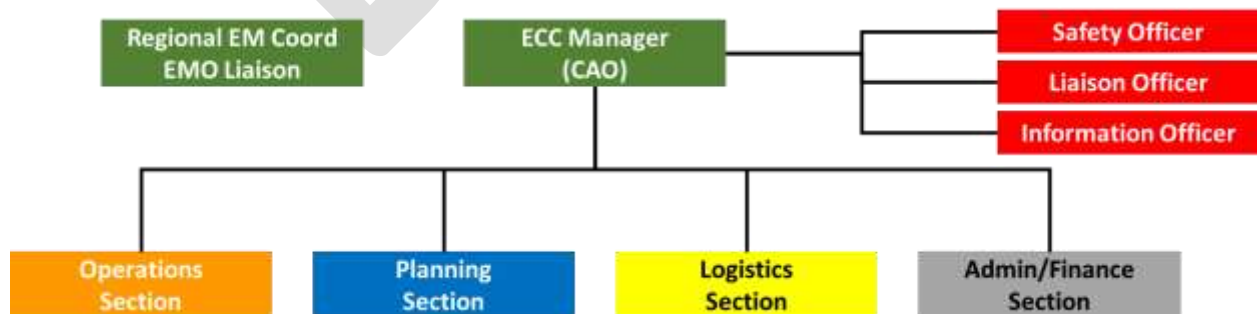
Reference: Kings County Emergency Coordination Centre Operational Guidelines, May 2018

Should the requirement arise to activate the Kings County Emergency Coordination Centre (ECC), the location of the ECC is as follows:

Primary ECC location: (Layout – Annex J)	Municipality of the County Kings 87 Cornwallis Street Kentville, NS Council Chambers	
Alternate ECC locations for the County of Kings	Town of Kentville 354 Main Street Kentville, NS	Town of Berwick 236 Commercial Street Berwick, NS
	Town of Wolfville 359 Main Street Wolfville, NS	Alternate to Town of Wolfville Town Hall Acadia University – Fountain Commons

The Incident Command System (ICS) assists the ECC Manager in determining the best staffing levels for the incident. Every incident has certain major management activities or actions that must be performed. Even if the incident is very small, and only one or two people are involved, these activities will still always apply to some degree. The following five primary management functions are the foundation upon which the ECC’s organizational structure is based:

- Command
- Operations
- Planning
- Logistics
- Finance/Admin



Understanding that the ECC is based on the Incident Command System and that it is a modular organization and uses a manageable span of control, the ECC Manager can activate as many positions as they require.

The term “Go Big Early” describes the initial activation of the emergency response organization to a level that may be more than you eventually need. Get everyone in the room and if you don’t require certain staff after the first few hours, release them. This is done for two reasons: to provide the work force that will enable the ECC Manager to ‘get ahead’ of the situation, and secondly, as new information comes into focus, the staff may be required, and they are already there and ready to act.

8.3.1 ECC Principal Tasks

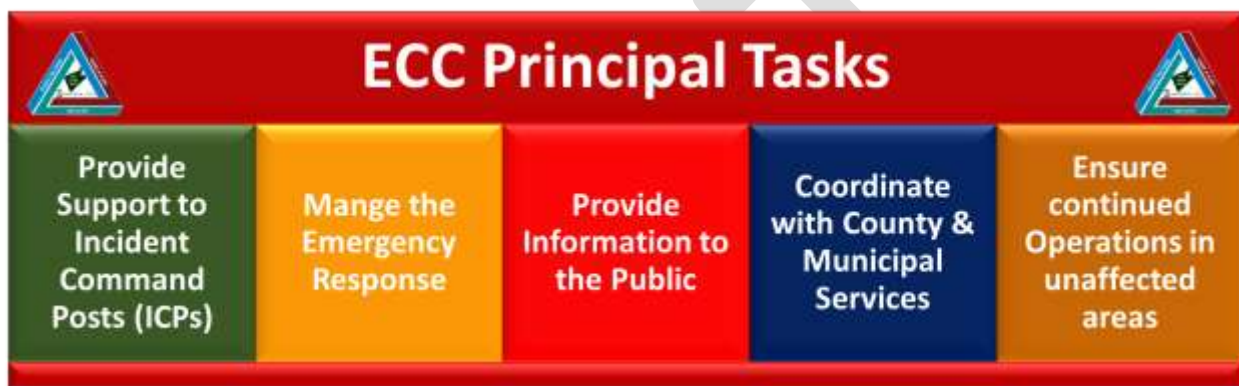


Figure 8.3.1 – ECC Principle Tasks

- **Provide support to the Incident Command Post(s).** The ECC receives instructions from the Incident Command Post (ICP) concerning what support is required (such as equipment, information, media relations, coordination with external agencies) and how to provide it (such as access/exit routes, schedules, etc.) The ECC obtains the necessary support and coordinates its provision to the ICP’s staging area. These resources may originate from:
 - municipal resources;
 - the community level;
 - mutual aid sources; or
 - provincial or federal government resources.
- **Manage the emergency response for Kings County.** Some emergency response operations may be required across the entire municipality to mitigate threats from an emergency. For example, reception and/or evacuation centres may be needed, or public safety instructions provided for persons outside the incident site. Traffic flow control may be required to and from the incident site.

- **Provide information to the public on the emergency and the County response.** The public needs timely information so it can protect itself, and, in some cases, play a part in emergency operations, and in order to minimize fear and anxiety. For these reasons, the emergency operations centre prepares and disseminates information.
- **Coordinate with County and municipal services.** In general, the Emergency Coordination Centre needs to coordinate its activities with municipal services and other organizations affected by the emergency. It does so by establishing links to the following locations:
 - municipal offices;
 - service dispatch centres (police, fire, public works, etc.);
 - emergency operations centres (those at hospitals, school boards, universities, provincial establishments; and
 - emergency operating locations (comfort, reception centres).
- **Ensure continued operations in unaffected areas of the County.** The ECC must ensure that there is no interruption in the provision of emergency services (such as fire protection) and essential services (i.e. hospital, water, sewer, electricity, waste management, telephone, etc.) in unaffected areas outside the incident site. In cases where the municipality is not responsible for these services, the ECC works with the appropriate alternative organization(s).

8.4 Volunteers

It is evident that there is a desire and capacity of people from our communities to engage in volunteer activities. That is a resource that we must tap into during a time of crisis when we will need “all hands”. The other aspect is the realization that in times of crisis, volunteers will “just appear” looking to help. The willingness of volunteers was evident during Hurricane Katrina, the Calgary floods, and here at home during the major winter storms of 2015.

The lessons learned are local volunteers will show up and they will help whoever needs assistance. The best results are when they are included, managed, and provided the tools they will need to make a difference. The Calgary floods saw thousands providing assistance to those impacted by the disaster. Calgary’s response was to embrace them, direct their efforts, and with businesses like Home Depot, provide all of the protective equipment, cleaning materials and methods to remove damaged goods safely. That made the disaster a very successful community event.

Emergency Management Officials are aware of the benefits and have adopted the concept that the Municipality should be prepared to accept assistance by the public as a matter of formal agreement, making volunteers an important part of the Emergency Plan.

Finding volunteers can be accomplished several ways;

- A staff person can be appointed as a Volunteer Coordinator by the CAO to harvest interested community members on a central registry for future contact; or

- The Logistics Section Chief, through the ECC Manager and their Information Officer, place a media wide call for volunteers to provide assistance describing the assistance needed and the locations. Each person wishing to volunteer contacts a dedicated staff person who will then direct them to a central receiving area for transport to the scene where they can receive personal protective equipment, basic instructions on the work needed, and given appropriate safety training in the work they about to undertake.

The volunteers are then assigned to competent supervisors who escort them directly to the work areas.

A Template form for Volunteer registration is provided at [Annex K](#). It is important that this form is used whenever there are volunteers during emergency situations as it aids in keeping track of where volunteers are needed and for liability purposes. The information will be collected by the Logistics Section Chief who will ensure that the Incident Commander is aware of these volunteer resources. The Logistics Section Chief will be responsible to schedule the number of volunteers needed by the IC. Logistics will log their time on scene, provide food and drinks, rest areas, and transportation to and from the scene. Each day that volunteers are on scene, the list of volunteers will be provided to the IC for Command and Control.

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9.0 PLAN TESTING, REVIEW & MAINTENANCE

9.1 Plan Testing Schedule & Responsibility

The Kings County Regional Emergency Management Coordinator (REMC) is responsible for coordinating the annual testing of the Regional Emergency Management Plan (REMP).

9.2 Plan Maintenance & Responsibility

The Kings County REMP will be maintained by the Regional Emergency Management Planning Committee (REMPC) and the Regional Emergency Management Coordinator (REMC).

The REMP will be reviewed annually and, where necessary, revised by a meeting(s) of the Regional Emergency Management Planning Committee (REMPC) and the Regional Emergency Management Advisory Committee (REMAC). The REMP shall be revised subject to the approval of Municipal Councils.

REVIEWS

MONTH	DAY	YEAR	BY

PLAN REVISIONS

MONTH	DAY	YEAR	CHANGE	APPROVED

10.0 PLAN DISTRIBUTION

Distributed electronically:

Municipal Units:

- Municipality of the County of Kings
- Town of Berwick
- Town of Kentville
- Town of Wolfville

- Village of Aylesford
- Village of Canning
- Village of Cornwallis Square
- Village of Greenwood
- Village of Kingston
- Village of New Minas
- Village of Port Williams

Fire Departments

- Kings County Fire Departments

Regional Emergency Management Planning Committee (REMPC)

- EMO NS – Western Zone Planning Officer
- Acadia University
- Annapolis Valley Amateur Radio Club
- Annapolis Valley First Nations
- Annapolis Valley Regional Centre for Education (AVRCE)
- Brigadoon Village
- Community Services – Kings County
- Department of Natural Resources (DNR)
- Department of Transportation and Infrastructure Renewal (DTIR)
- Emergency Health Services
- Fire Services
- Glooscap First Nations EMO
- Kentville Police / Kings County RCMP
- Kings Transit Authority (KTA)
- NS Agriculture
- NS Health Authority
- Canadian Red Cross
- Valley Communications
- Valley Search and Rescue (SAR)

Annexes

- A [List of Acronyms](#)
- B [Definitions](#)
- C [ECC Activation Flowchart](#)
- D [Disasters by Type](#)
- E [Evacuation Considerations](#)
- F [Potential Evacuation Routes – Flood Risk Areas](#)
- G [ECC Roles & Responsibilities](#)
- H [State of Local Emergency \(SOLE\) – Decision Flowchart](#)
- I [Public Information Plan](#)
- J [Primary ECC Layout](#)
- K [Volunteer Registration Tracking Sheet](#)
- L [Province of NS – Important Numbers](#)
- M [Reference Documents](#)

Annex A – List of Acronyms

CAO	Chief Administrative Officer
CRC	Canadian Red Cross
DFAA	Disaster Financial Assistance Arrangement
ECC	Emergency Coordination Centre
ECCM	Emergency Coordination Centre Manager
ECRG	Emergency Control Response Group
EHS	Emergency Health Services
EMONS	Emergency Management Office Nova Scotia
ESM	Emergency Site Management
FERP	Federal Emergency Response Plan
HAZMAT	Hazardous Material
HRVA	Hazard Risk Vulnerability Assessment
IAP	Incident Action Plan
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
MOU	Memorandum of Understanding
PCC	Provincial Coordination Centre
PIO	Public Information Officer
PPE	Personal Protective Equipment
PS	Public Safety Canada
REMAC	Regional Emergency Management Advisory Committee
REMC	Regional Emergency Management Coordinator
REMO	Regional Emergency Management Organization
REMPC	Regional Emergency Management Planning Committee
SA	Situational Awareness
SAR	Search and Rescue
TMR	Trunked Mobile Radio
TTX	Tabletop Exercise

Annex B - Definitions

Critical Infrastructure

As one of the priorities for emergency management, critical infrastructure refers to organizations, persons, buildings and technology considered vital to the health, well-being, and economics of the population.

Disaster

A real or anticipated occurrence such as disease, pestilence, fire, flood, tempest, explosion, enemy attack, sabotage, or release of any commodity which endangers health, safety; and the welfare of the population, property or the environment.

Emergency

A present or imminent event in respect of which a Municipality within Kings County believes prompt coordination of action or regulation of persons or property must be undertaken to protect property or the health, safety or welfare of the people of Kings County.

Emergency Management

The management of emergencies concerning all-hazards, including all activities and risk management measures related to prevention and mitigation, preparedness, response and recovery.

Emergency Management Plan

Any plan, program or procedure prepared by Kings County which aims (1) to mitigate the effects of an emergency or disaster, and (2) to safeguard the health or welfare of the population and to protect property and the environment, in the event of an emergency or disaster.

Hazard

A potentially damaging physical event, phenomenon or human activity that may cause the loss of life or injury, property damage, social and economic disruption or environmental degradation.

Impact

The results or ultimate outcomes of an event or a series of events. When an event occurs, the impact can be measured by examining the event consequences. By continuously asking the questions “so what”, event consequences can be determined.

Incident Command System (ICS)

A standardized on-scene emergency management system specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, equipment, personnel, procedures, and communications in operating within a common organizational structure, designed to aid in the management of resources during incidents. ICS is used by various jurisdictions and function agencies, both public and private, to organize field-level incident operations.

Incident Types - ICS Definitions Based on complexity, Type 5 least complex, Type 1 the most complex

Type 5 Incident

- **Resources:** One of two single resources with up to six personnel. Command and General Staff positions (other than Incident Commander) are not activated.
- **Time Span:** Incident is contained within the first operational period and often within a few hours after resources arrive on scene. A verbal Incident Action Plan (IAP) is required. No written IAP other than Form 201.

Type 4 Incident

- **Resources:** Command Staff and General Staff functions are activated (only if needed). Several resources are required to mitigate the incident, possibly including a Task Force or Strike Team. The agency administrator may have briefings, and ensure the complexity analysis and delegation authority is updated.
Time Span: Limited to one operational period in the control phase. No written Incident Action Plan (IAP) is required, but a documented operational briefing (ICS Form 201) will be completed for all incoming resources.

Type 3 Incident

- **Resources:** When capabilities exceed initial attack, the appropriate ICS positions should be added to match the complexity of the incident. Some or all of the Command and General Staff positions may be activated, as well as Division or Group Supervisor and/or Unit Leader positions. An Incident Management Team (IMT) or incident command organization manages the initial action incidents with a significant number of resources, and an extended attack until containment/control is achieved.
- **Time Span:** The incident may extend into multiple operational periods and a written Incident Action Plan may be required for each operational period.

Type 2 Incident

- **Resources:** Regional and/or national resources are required to safely and effectively manage the operations. Most or all Command and General Staff positions are filled. Operations personnel typically do not exceed 200 per operational period and the total does not exceed 500. The agency administrator official is responsible for the incident complexity analysis, agency administrator briefings, and written delegation of authority.
- **Time Span:** The incident is expected to go into multiple operational periods. A written Incident Action Plan is required for each operational period.

Type 1 Incident

- **Resources:** This type of incident is the most complex to safely and effectively manage and operate. All Command and General Staff positions are activated. Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1,000. Branches need

to be established. The agency administrator official will have briefings and ensure that the complexity analysis and delegation of authority are updated. There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions. There may be provincial or national resource support. A Declaration of a State of Emergency may be made by the appropriate jurisdiction.

- **Time Span:** The incident is expected to go to multiple operational periods. A written Incident Action Plan is required for each operation period.

Prevention

Actions taken to avoid the occurrence of negative consequences associated with a given threat; prevention activities may be included as part of mitigation.

Probability

The frequency or likelihood that an event will happen. This can be measured by historical data and predicted models.

Risk

The combination of the likelihood and the consequence of a specified hazard being realized; refers to the vulnerability, proximity or exposure to hazards, which affects the likelihood of adverse impact.

Risk Management

The use of policies, practices and resources to analyze, assess and control risks to health, safety, environment and the economy.

Risk Tolerance

The degree to which the population or segments of the population are able to tolerate the chance of a hazard or threat occurring. It is a subjective measure of perception often influenced by past experience, media exposure and political agendas.

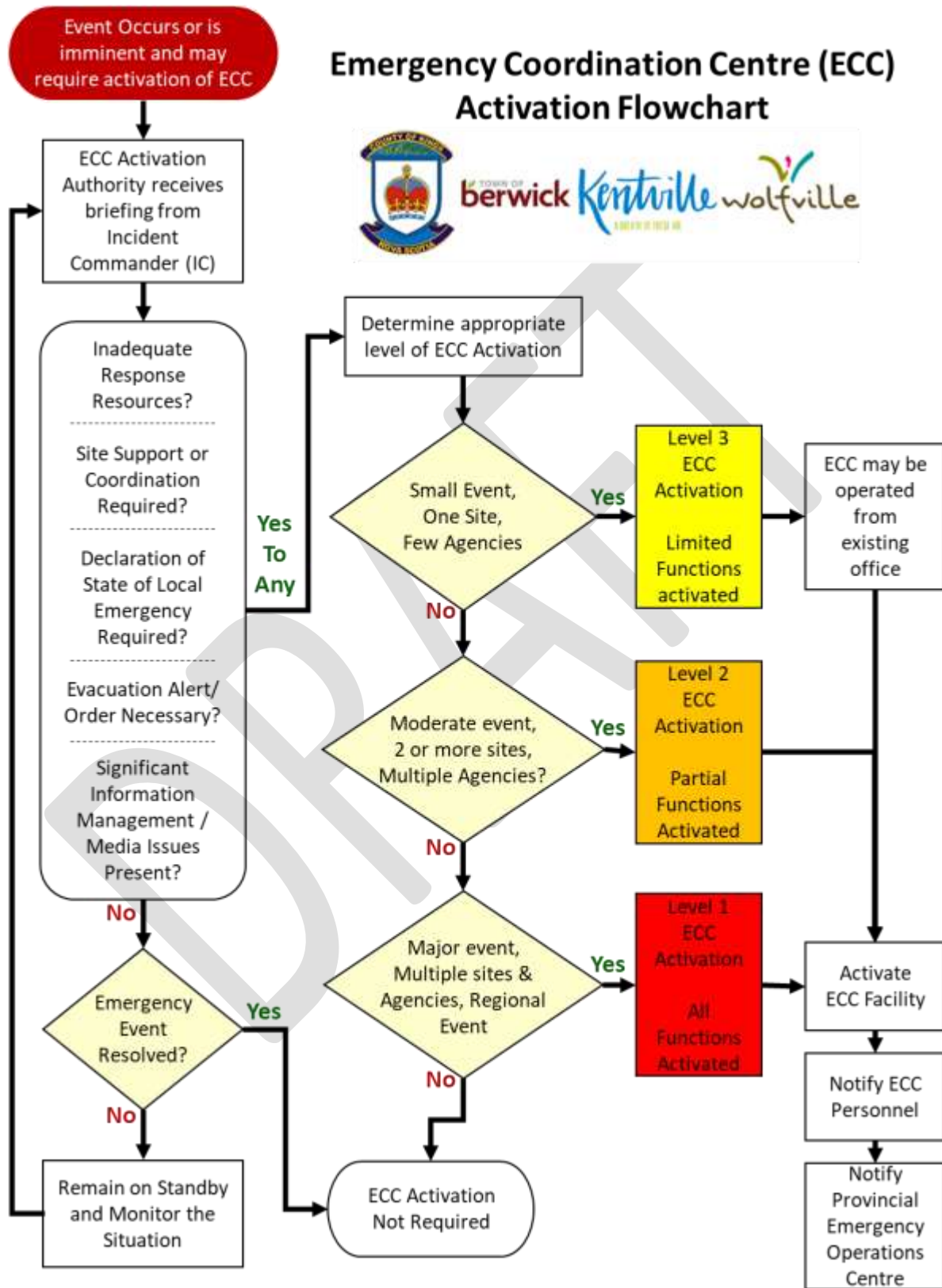
Threat

The presence of a hazard and an exposure pathway; threats may be natural or human-induced, either accidental or intentional.

Vulnerability

A degree of susceptibility or increased likelihood of being adversely impacted due to the nature of the particular hazard, time of day of occurrence, or seasonal factors associated with the event.

Annex C – ECC Activation Flowchart



Annex D – Disaster by Type

Construction Accident

A. Possible Major Effects	Probability
1. Casualties / Deaths	Low
2. Entrapment	Moderate
3. Disruption of utilities	Low
4. Disruption of traffic	Low to Moderate

B. Potential Actions at the Scene	Agency Responsible
1. Provide emergency lighting if required	Police/Engineering/Fire Services/EMO
2. Establish emergency headquarters	Town Council Chambers – ECC
3. Establish adequate communications	Communication Coordinator
4. Establish a control perimeter	Police
5. Establish routes for emergency vehicles	Police
6. Notify hospitals of casualties including number and type	Medical/Police
7. Rescue and Firefighting	Fire/Police/Rescue Services
8. Establish a temporary morgue	Medical Coordinator
9. Establish a news release system	Information Officer (Command Staff)
10. Establish emergency welfare services	Welfare/Social Services/Volunteer Agencies
11. Establish an inquiry service	Welfare/Social Services
12. Eliminate hazards from damaged utilities	Engineering/Utilities

C. Equipment	Sources
1. Rescue equipment	Police/EMO/Fire Department
2. Communication equipment	Police/EMO/Communication Coordinator
3. Ambulances	Medical/Transportation
4. Auxiliary lighting	Engineering/Utilities
5. Barricades	Engineering
6. Powerful cranes	Contractors
7. Mobile public-address equipment	Police/EMO/Radio Stations/Fire Department
8. Welfare equipment	Welfare/Social Services

Dangerous Gases

A. Possible Major Effects	Probability
1. Casualties / Deaths	Low to Moderate
2. Tendency of people to disperse	Moderate
3. Explosions and fire	Moderate to High
4. Health hazard to humans and livestock	Moderate
5. Disruption of traffic	Low to Moderate
6. Disruption of business and industrial activities	Low to Moderate
7. Evacuation	Moderate to High (Localized evacuation)

B. Potential Actions at the Scene	Agency Responsible
1. Determine nature and effects of the gas	Police/Medical/Industry/Fire Service/Canutec
2. Establish an emergency headquarters	Town Council Chambers – ECC
3. Establish adequate communications	Communication Coordinator
4. Establish a control perimeter	Police
5. Establish routes for emergency vehicles	Police
6. Notify hospitals of casualties including number and type	Medical/Police
7. Rescue and Firefighting	Fire/Police/Rescue Services
8. Establish a temporary morgue	Medical Coordinator
9. Establish a news release system	Information Officer (Command Staff)
10. Establish emergency welfare services	Welfare/Social Services/Volunteer Agencies
11. Establish an inquiry service	Welfare/Social Services
12. Eliminate further escape of gases	Engineering/Industry
13. Warn adjacent areas and define area of risk	Police
14. Evacuate area	Police/Fire Department/Zone Commanders
15. Establish evacuation routes	Police/EMO

C. Equipment	Sources
1. Firefighting and rescue equipment including respirators and resuscitators	Fire Department/Police/Rescue Services
2. Communication equipment	Police/EMO/Communication Coordinator
3. Ambulances	Medical/Transportation Coordinator
4. Decontaminating equipment	Industry/Fire/EMO
5. Barricades	Engineering
6. Mobile public address equipment	Fire Department/Police/EMO
7. Anti-gas clothing if necessary	Rescue Services/Police/Fire
8. Emergency feeding facilities	Welfare/Social Services
9. Hazardous materials equipment	Fire Department/Industry

Epidemic

A. Possible Major Effects	
1. Casualties / Deaths	Moderate
2. Deaths	Moderate
3. Disruption of community (i.e. key people victims)	Moderate
4. Contamination of normal water supplies	Moderate
5. Sudden hospital and medical requirements (i.e. immunization)	Moderate to High
6. Panic	Moderate to High
7. Disruption of business and industrial activities	Moderate
8. Hazards to livestock	Moderate
9. Need for childcare	Moderate
10. Complications due to restricted interaction with Rescue Staff	Moderate

B. Potential Actions at the Scene	Agency Responsible
1. Temporary immunization clinic	Medical Coordinator
2. Establish a temporary morgue	Medical Coordinator
3. Establish a news release system	Public Information Coordinator
4. Establish emergency welfare services	Welfare/Social Services/Volunteer Agencies
5. Establish an inquiry service	Welfare/Social Services
6. Establish jurisdiction	EMO/Department of Health
7. Request medical staff	Medical Coordinator
8. Contact Tracking/Tracing	Department of Health
9. Establish quarantine facility	Department of Health
10. Ensure proper disposal/isolation of contaminated waste	Medical Coordinator

C. Equipment	Sources
1. Ambulances	Medical/Transportation Coordinator
2. Medical and health supplies	Province/EMO
3. Field Hospital	Military/EMO

Explosion

A. Possible Major Effects	Probability
1. Casualties / Deaths	Moderate to High
2. Panic	Moderate
3. Disruption of utilities	Low to Moderate
4. Damage to property	Moderate to High (Localized)
5. Disruption of traffic	Moderate
6. Fires	High
7. Release of dangerous gases, chemicals, etc.	Moderate to High

B. Potential Actions at the Scene	Agency Responsible
1. Eliminate hazards from public utilities	Engineering/Utilities
2. Establish an emergency HQ	Town Council Chambers – ECC
3. Establish adequate communications	Communication Coordinator
4. Establish a control perimeter	Police
5. Establish routes emergency vehicles	Police
6. Notify hospitals of casualties including number and type	Medical/Police
7. Rescue and Firefighting	Fire/Police/Rescue Services
8. Establish a temporary morgue	Medical Coordinator
9. Establish a news release system	Information Officer (Command Staff)
10. Establish emergency welfare services	Welfare/Social Services/Volunteer Agencies
11. Establish an inquiry service	Welfare/Social Services
12. Establish traffic control	Police
13. Establish crowd control	Police
14. Protection of property	Police
15. Arrange for specialists to deal with hazardous substances	Police/EMO/Industry
16. Estimate possible future hazards	Specialists/Industry

C. Equipment	Sources
1. Fire fighting and rescue equipment	Fire Department/Police/EMO
2. Communication equipment	Police/Fire/EMO/Communication Coordinator
3. Ambulances	Medical/Transportation
4. Equipment to repair public utilities	Engineering/Utilities
5. Barricades	Engineering
6. Auxiliary lighting	Police/Fire/EMO
7. Special equipment associated with type of hazard	Supplier
8. Food and lodging	Welfare/Social Services

Fire (Major)

A. Possible Major Effects	Probability
1. Casualties / Deaths	Probable
2. Release of toxic gases and other products of combustion	Low to Moderate
3. Sudden hospital requirements	Moderate
4. Damage to property	Moderate to High
5. Disruption of traffic	High
6. Disruption of communications	Low
7. Evacuation	High in localized area
8. Collapse of buildings	Low to Moderate
9. Disruption of Business and Industrial Activities	High
10. Disruption of utilities	Moderate

B. Potential Actions at the Scene	Agency Responsible
1. Secure disaster scene for subsequent investigation	Police
2. Establish emergency headquarters	Town Council Chambers - ECC
3. Establish adequate communications	Communication Coordinator
4. Establish a control perimeter	Police
5. Establish routes for emergency vehicles	Police
6. Notify hospitals of casualties including number and type	Medical/Police
7. Rescue and firefighting	Fire/Police/Rescue Services
8. Establish a temporary morgue	Medical Coordinator
9. Establish a news release system	Information Officer (Command Staff)
10. Establish emergency welfare services	Welfare/Social Services/Volunteer agencies
11. Establish an inquiry service	Welfare/Social Services
12. Eliminate hazards from damaged utilities	Engineering/Utilities
13. Establish crowd control	Police
14. Establish traffic control	Police
15. Warning of spread of fire	Police/News Media

C. Equipment	Sources
1. Fire fighting and rescue equipment	Fire Department
2. Ambulances	Medical/Transportation
3. Water Tankers, i.e. street cleaners	Engineering/Fire Department
4. Relay pumps	Engineering/Fire Department
5. Communication equipment	Fire Department/ Police/ EMO/ Communication Coordinator
6. Auxiliary lighting	Engineering/Utilities/Fire Department
7. Mobile public-address equipment	Police/EMO/Ration stations/Fire Dept.
8. Food and lodging	Welfare/Social Services

Flood

A. Possible Major Effects	Probability
1. Casualties / Deaths	Low
2. Disruption of community	High and Localized
3. Disruption of utilities	Low to Moderate
4. Damage to property	High in localized areas
5. Disruption of traffic	High
6. Disruption of communications	Low to Moderate
7. Evacuation	Moderate to High
8. Contamination of normal water supplies	Moderate to High
9. Loss of economic activities	Low to Moderate

B. Potential Actions at the Scene	Agency Responsible
1. Warning of imminence	Provincial flood authority
a. Long term	Meteorological services/Canadian Tide & Current Tables (Environment Canada)
b. Short term	Police
2. Establish an emergency headquarters	Town Council Chambers – ECC
3. Establish adequate communications	Communication Coordinator
4. Establish a control perimeter	Police
5. Establish routes for emergency vehicles	Police
6. Notify hospitals of casualties including number and type	Medical/Police
7. Rescue	Fire/Police/Rescue services
8. Establish a temporary morgue	Medical Coordinator
9. Establish a news release system	Information Officer (Command Staff)
10. Establish emergency welfare services	Welfare/Social Services/Volunteer agencies
11. Establish an inquiry service	Welfare/Social Services
12. Eliminate hazards from damaged utilities	Engineering/Utilities
13. Protection of property and relocate resources where necessary	Police
14. Provide auxiliary power	Engineering
15. Clear debris	Engineering
16. Mobilize necessary manpower & equipment	EMO/Canada Manpower Centres
17. Establish jurisdiction	Government
18. Establish traffic control	Police
19. Establish dyking as required	Engineering
20. Check stocks of sand and sandbags	Engineering
21. Evacuation of personnel, livestock, etc.	Welfare/Social Services/Volunteer agencies/Agriculture
22. Storage of furnishings and equipment	EMO
23. Establish emergency health facilities	Health service

C. Equipment	Sources
1. Rescue equipment	Police/EMO
2. Pumps	Engineering/Fire Department
3. Medical and health supplies	Health Services
4. Transportation/Boats	EMO/Various sources/Transportation Coordinator
5. Communication equipment	Province/Police/EMO/Communication Coordinator
6. Auxiliary generators	Various sources
7. Mobile public-address equipment	Police/EMO/Radio Stations/Fire Department
8. Food and lodging	Welfare/Social Services
9. Diving equipment	Engineering/Industry
10. Heavy equipment (bulldozers, etc.)	Engineering/Industry
11. Auxiliary lighting equipment	Engineering/Utilities/Fire Department
12. Storage facilities for equipment, furnishings, livestock	Province

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Hurricane/Windstorm/Snowstorm

A. Possible Major Effects	Probability
1. Casualties / Death	High (Numbers increase by Hurricane Category)
2. Disruption of community	High
3. Disruption of utilities	High
4. Damage to property	Light & isolated to extreme
5. Disruption of traffic	High
6. Disruption of communications	Moderate to High
7. Disruption to Hospitals & Social Services	Low to Moderate
8. Disruption to Emergency Providers	Moderate to High
9. Evacuation	Moderate to High

B. Potential Actions at the Scene	Agency Responsible
1. Warning of imminence	Meteorological service/CBC/Other news media
2. Establish an emergency headquarters	Town Council Chambers - ECC
3. Establish adequate communications	Communication Coordinator
4. Establish a control perimeter	Police
5. Establish routes for emergency vehicles	Police
6. Notify hospitals of casualties including number and type	Medical/Police
7. Rescue	Fire/Police/Rescue Services
8. Establish a temporary morgue	Medical Coordinator
9. Establish a news release system	Information Officer (Command Staff)
10. Establish emergency welfare services	Welfare/Social Services/Volunteer Agencies
11. Establish an inquiry service	Welfare/Social Services
12. Eliminate hazards from damaged utilities	Engineering/Utilities
13. Protection of property	Police
14. Provide auxiliary power	Engineering
15. Clear debris	Engineering

C. Equipment	Sources
1. Rescue equipment	Police/EMO
2. Fire equipment	Fire Department
3. Ambulances	Medical/Transportation
4. Road clearing equipment	Engineering
5. Barricades	Engineering
6. Auxiliary generators	Various sources
7. Mobile public-address equipment	Police/EMO/Radio stations/Fire Department
8. Food and lodging	Welfare/Social Services

Power Failure

A. Possible Major Effects	Probability
1. Casualties – indirectly caused by lack of power	Low
2. Deaths – as above	Low
3. Panic – real danger in crowded areas	Moderate
4. Disruption of utilities	Moderate to High
5. Trapped persons	Low to Moderate
6. Energized lines down	Moderate to High

B. Potential Actions at the Scene	Agency Responsible
1. Establish headquarters for restoration of power	Power authorities
2. Establish emergency headquarters	Town Council Chambers – ECC
3. Establish adequate communications	Communication Coordinator
4. Restore power	Power Authorities
5. Establish a priority for essential requirements	Local Government/EMO
6. Control the allocation of aux power	Municipalities/EMO
7. Rescue and release of trapped persons in electronically operated devices	Fire/Police/Rescue Services
8. Assess danger to public health and provide emergency services	Medical Coordinator
9. Establish a news release system	Information Officer (Command Staff)
10. Establish emergency welfare services	Welfare/Social Services/Volunteer Agencies
11. Establish an inquiry service	Welfare/Social Services
12. Ascertain the status of water and food	Health/Welfare/Social Services/ EMO
13. Organize an emergency transportation pool	Engineering/EMO
14. Establish special assistance to aged, inform, and home patients	Health & Welfare/Social Services
15. Establish traffic control	Police
16. Protection of property	Police

C. Equipment	Sources
1. Auxiliary power	Engineering/Any other source of supply
2. Auxiliary heaters	Engineering/Any other source of supply
3. Mobile public-address equipment	Police/EMO/Radio Stations/Fire Department
4. Auxiliary lighting	Engineering/Police/Fire Department/Stores, etc.
5. Food and lodging	Welfare/Social Services

Transportation – Air

A. Possible Major Effects	
1. Casualties / Deaths	Moderate to High
2. Fire	High
3. Disruption of utilities	Moderate to High
4. Damage to property	Moderate to High
5. Disruption of traffic and communications	Moderate
6. Nuclear or hazardous cargo problems	Low
7. Explosion	Moderate
8. Special cargo problems	Moderate
9. Sudden hospital requirements	Moderate to High
10. International implications	Low to Moderate

B. Potential Actions at the Scene	Agency Responsible
1. Secure disaster scene for investigation	Police
2. Establish emergency headquarters	Town Council Chambers – ECC
3. Establish adequate communications	Communications Coordinator
4. Establish a control perimeter	Police
5. Establish routes for emergency vehicles	Police
6. Notify hospitals of casualties including number and type	Medical/Police
7. Rescue and Firefighting	Fire/Police/ Rescue Services
8. Establish a temporary morgue	Medical Coordinator
9. Establish a news release system	Information Officer (Command Staff)
10. Establish emergency welfare services	Welfare/Social Services/Volunteer Agencies
11. Establish an inquiry service	Welfare/Social Services
12. Disposition of nuclear or special cargos	Police/Industry
13. Eliminate hazards from damaged utilities	Engineering/Utilities
14. Establish traffic control	Police
15. Establish crowd control	Police
16. Protection of property and valuables	Police

C. Equipment	Sources
1. Firefighting and rescue equipment	Police/EMO/Fire Department
2. Ambulances	Medical/Transportation Coordinator
3. Communication equipment	Police/EMO/Communication Coordinator
4. Auxiliary lighting	Engineering/Utilities/Fire Department
5. Barricades	Engineering
6. Mobile public-address equipment	Police/EMO/Radio Stations/Fire Department

Transportation – Road

A. Possible Major Effects	Probability
1. Casualties / Deaths	Moderate
2. Fires and explosions	Moderate
3. Entrapment	Moderate to High
4. Toxic spill – liquid or gas	Moderate
5. Disruption of traffic	High
6. Contamination	Moderate

B. Potential Actions at the Scene	Agency Responsible
1. Request additional police assistance	Police
2. Establish emergency headquarters	Town Council Chambers – ECC
3. Establish adequate communications	Communications Coordinator
4. Establish a control perimeter	Police
5. Establish routes for emergency vehicles	Police
6. Notify hospitals of casualties including number and type	Medical/Police
7. Rescue and firefighting	Fire/Police/ Rescue Services
8. Establish a temporary morgue	Medical Coordinator
9. Establish a news release system	Information Officer (Command Staff)
10. Request doctors, ambulances, wreckers, fire trucks, and heavy equipment as required	Police/Fire Department
11. Special precautions needed when radioactive container or dangerous gases, chemicals, etc. are involved	Police/Industry/Fire Service

C. Equipment	Sources
1. Fire fighting and rescue equipment	Police/EMO/Fire Department
2. Wrecker/tower equipped with cutting torches	Police/Garage
3. Ambulances	Medical/Transportation
4. Road clearing equipment	Engineering
5. Barricades to control traffic	Engineering
6. Radioactive test equipment if accident involves radioactive material	Industry/EMO
7. Test equipment for dangerous gases where applicable	Industry/Fire/EMO
8. Hazardous materials equipment	Fire Department/Industry

Transportation – Water (Out at sea or close to land)

A. Possible Major Effects	Probability
1. Casualties / Deaths	Moderate
2. Fires and explosions	Low to Moderate
3. Hazardous cargo	Low
4. Pollution of environment	Moderate to High

B. Potential Actions at the Scene	Agency Responsible
1. Organize and direct search and rescue	Coast Guard/Police/EMO
2. Establish emergency headquarters	Town Council Chambers – ECC – Coast Guard
3. Establish adequate communications	Communications Coordinator
4. Establish a control perimeter	Police
5. Establish routes for emergency vehicles	Police
6. Notify hospitals of casualties including number and type	Medical/Police
7. Rescue and Firefighting	Fire/Police/ Rescue Services
8. Establish a temporary morgue	Medical Coordinator
9. Establish a news release system	Information Officer (Command Staff)
10. Establish emergency welfare services	Welfare/Social Services/Volunteer Agencies
11. Establish an inquiry service	Welfare/Social Services
12. Determine cargo	Port Authority/Police
13. Determine responsibilities of National Harbours Board, DOT, Coast Guard, RCAF Search & Rescue, Provinces, etc.	Agencies involved/EMO
14. Establish traffic control	Police

C. Equipment	Sources
1. Fire fighting equipment	Fire Department
2. Air/Sea rescue equipment provided by Coast Guard, DOT, RCMP, Police, RCAF	All agencies involved
3. Special Equipment may be required if radioactive material or other hazardous cargo is involved	Supplier/EMO
4. Limited medical supplies at reception centre	Medical Coordinator
5. Barricades	Engineering
6. Communication equipment	Agency involved/EMO
7. Mobile public-address system	Police/Fire/EMO
8. Boats	Transportation Officer

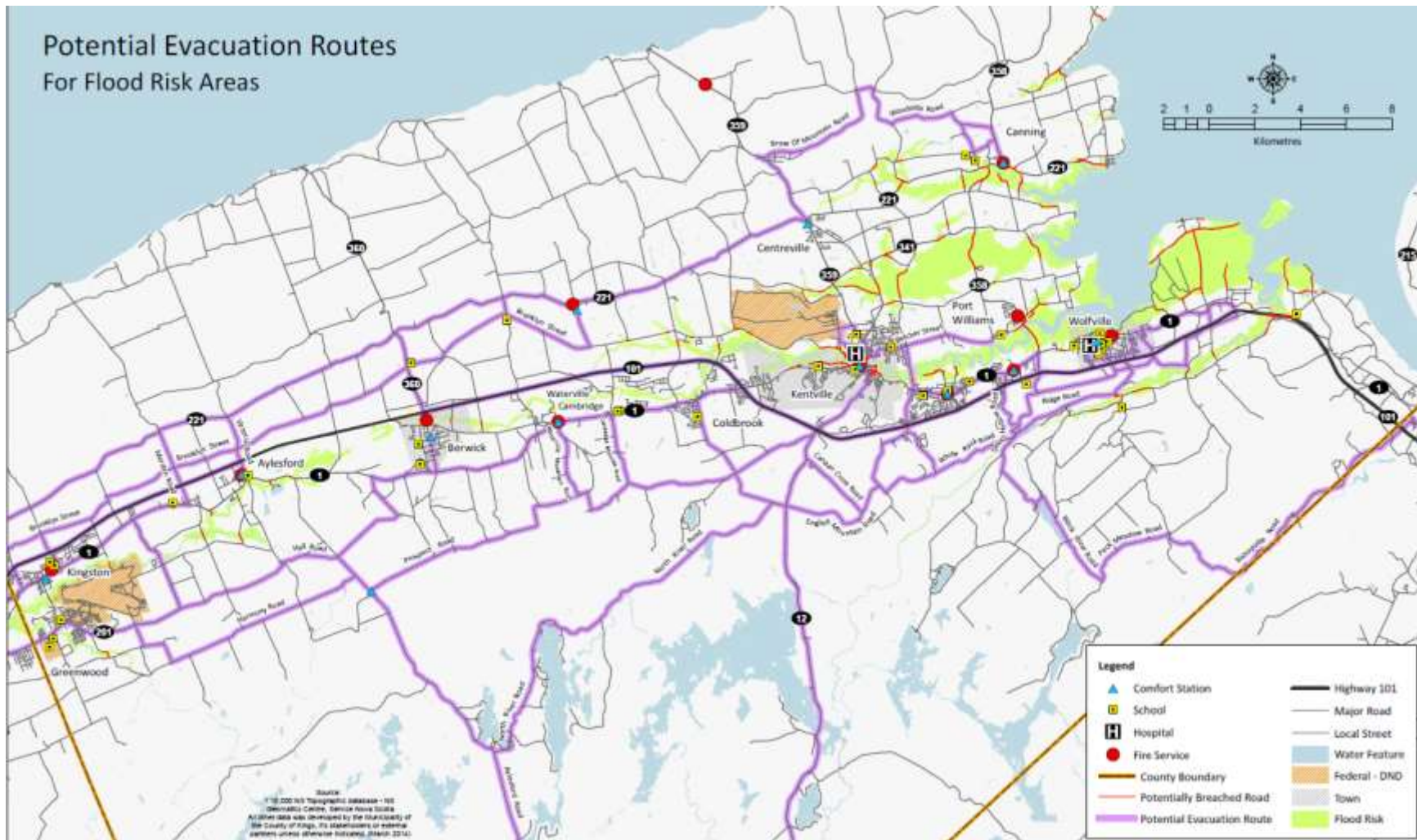
Annex E – Evacuation Considerations
Decision / Warning / Evacuation Phases

	Situational Awareness	<ul style="list-style-type: none"> • Scale of threat • Current and predictive information • Accuracy and validity of information
	Consequences	<ul style="list-style-type: none"> • Level of impact • Degree of injury/damage • Political/media interest • Effect of/on actions or inactions
	Timing	<ul style="list-style-type: none"> • Predicted time of onset or impact • Estimated time to undertake warning • Estimated time to undertake Evacuation • Duration of evacuation
	Human Resources	<ul style="list-style-type: none"> • Door-to-door teams • Evacuation Centre management teams • Assembly area personnel • Disaster Victim registration teams
	Physical Resources	<ul style="list-style-type: none"> • Transportation points • Traffic management • Signage/Barriers • Assembly areas • Animal shelters
	Governance	<ul style="list-style-type: none"> • Emergency Plan • Local Evacuation Plan • Hazard Specific sub-plan • SOPs
	Specific Populations	<ul style="list-style-type: none"> • Vulnerable groups • Transient groups • Cultural • Level of resilience/preparation
	Health & Safety Risks	<ul style="list-style-type: none"> • To evacuees • To responders • Medical issues
	Consultation	<ul style="list-style-type: none"> • Support Agencies • Affected community • Receiving community • Other experts
	Public Messaging	<ul style="list-style-type: none"> • Early advice • Timings • Areas identified
	Options	<ul style="list-style-type: none"> • No evacuation • Staged movement • Shelter-in-place • Evacuation • Self-managed • Prepare to evacuate • Mass movement

Re-Entry Phases

	Hazards & Damage	<ul style="list-style-type: none"> • Presence or possible return of Hazard • New/Secondary Hazards • Impact Assessment • Structural Integrity & Major Infrastructure
	Health	<ul style="list-style-type: none"> • Public Health Risks • Safety of returning evacuees and responders • Provision of Mental & Physical Health Services
	Business & Other Services	<ul style="list-style-type: none"> • Essential Services (Power, Water, Sewage, Telecomms) • Commercial Services (food supply, fuel) • Local Government services • Transportation infrastructure
	Human Resources	<ul style="list-style-type: none"> • Escorting Personnel • Traffic Management Points / Exclusion areas • Outreach teams and other support services • Recovery Centre Personnel
	Physical Resources	<ul style="list-style-type: none"> • Transportation • Signage/Barriers • Crime Scene Preservation • Recovery Centre
	Governance	<ul style="list-style-type: none"> • Emergency Management Plan • Impact Assessment • Demobilization of resources/services • Recovery Plan • SOPs & Guidelines
	Vulnerable Groups & Facilities	<ul style="list-style-type: none"> • Level of readiness to return • Hospitals and Aged Care facilities • Education facilities ability to function
	Timings	<ul style="list-style-type: none"> • Commencement of re-entry • Estimated time to undertake re-entry • Removal of services/personnel providing re-entry assistance • Exit Strategy
	Consultation	<ul style="list-style-type: none"> • Support agencies • Affected community • Functional areas • Local Government • Police Services
	Public Information	<ul style="list-style-type: none"> • Return Arrangements • Recovery & Support services • Safety Advice • Timings
	Options	<ul style="list-style-type: none"> • Restricted Re-entry • Unrestricted Re-entry • Staged Re-Entry

Annex F – Potential Evacuation Routes – Flood Risk Areas



Annex G – ECC Roles & Responsibilities

Reference: Kings County ECC Operational Guidelines, May 2018

Emergency Coordination Centre Management Team (ECCMT)

The primary responsibility of the ECCMT is to provide for the overall management and coordination of site support activities and consequence and recovery management issues. It is the responsibility of the ECCMT to ensure that response priorities are established, and that planning and response activities are coordinated, both within the ECC (i.e. between sections) and between sites and other ECCs.

The ECCMT consists of the following positions:

- Policy Director (Chair of REMAC)
- ECC Manager
- Information Officer
- Safety Officer
- Liaison Officer
- Operations Section Chief
- Planning Section Chief
- Logistics Section Chief
- Finance and Administration Section Chief

Policy Director

The Policy Director is the Chair, or designate, of the Regional Emergency Management Advisory Committee (REMAC). Responsibilities of the Policy Director include:

- Acting as liaison between the Emergency Coordination Centre Manager (ECCM) and Municipal Councils
- Declaration/termination of an emergency
- Bringing recommendations for changing/amending Emergency Management Plans, bylaws or policies to the REMAC with the assistance of Kings REMO staff.
- Official spokesperson, if required.
- Ensuring Members of Municipal Councils are notified of the emergency.
- Notifying the Mayors of the affected and/or adjoining municipalities of the emergency, if required and providing any status reports.

ECC Manager (CAO)

This position is filled by a Municipal CAO, or designate, and has overall authority and responsibility for the activities of the ECC which include:

- **Assess the Situation** – Gather information about the emergency. Assess the magnitude and severity of the situation to determine the appropriate level of ECC activation.
- **Support Site(s)** – Provide support to Incident Commanders and Support Agencies, and ensure that all actions are coordinated within the established priorities.
- **Develop / Approve Action Plans** – Prepare ECC action plans with the ECCMT based on an assessment of the situation and available resources. Set priorities and response objectives for affected areas.
- **Inform Others** – In consultation with the Information Officer, assist emergency information actions using the best methods of dissemination. Approve press releases and other public information materials. Keep the Policy Group informed.
- **Manage the ECC** – Establish the appropriate ECC staffing level and continuously monitor organizational effectiveness.
- **Liaise with the Incident Commander** - Confirm the geographical boundaries of the emergency area
- Confirming the adequacy of the expenditure limits

Safety Officer

- Ensures good risk management practices are applied throughout the response and recovery and that every function within the ECC considers the management of risk.
- Identifies liability and loss exposures to personnel and property.
- Provides informed opinion on probabilities and potential consequences of future events and matters related to legal obligations and how they may be applicable to the actions of Kings County during the emergency.
- Provides advice on health and safety issues and if required

Liaison Officer

- Invites required or requested Support Agencies and stakeholders to the ECC, as identified by the ECC Manager and ECC Management Team (ECCMT) and maintains contact when required.
- Provides input on the strategic direction and advice to the ECCMT regarding emergency management issues.
- Liaises with the neighbouring Municipal and Regional CEMCs, OFMEM and other provincial and federal representatives, as required.
- In conjunction with the ECC Manager, facilitates a debriefing with the ECC personnel and other appropriate Support Agencies and prepares an after-action report on the emergency

Information Officer

- Establishes and maintains media contacts.
- Prepares news/social media releases; coordinating interviews, news conferences, and/or media briefings.
- Develops public information materials; providing messaging for use by 211 and ECC staff.
- Establishes communications strategies for internal and external purposes.
- Monitors media and information sources including 211.
- Liaises and coordinates messages with other internal and external Information Officers.
- Ensures public safety information is provided in accessible formats as required by provincial legislation.

Operations Section Chief

The ECC Operations Section Chief coordinates resource requests, resource allocations, and response operations in support of Incident Commanders at one or more sites.

- **Maintain Communications** – Establish communication links with incident command posts and Niagara Region department operation centres if activated.
- **Participate in ECCMT Meetings** – Prepare section objectives for presentation at ECCMT meetings, at least once in each operational period.
- **Coordinate Response** – Direct the coordination of operations in cooperation with other Support Agencies.
- **Coordinate Resource Requests** – Collect and coordinate resource requests from site(s), working with the ECC Logistics Section.
- **Share Operational Information** – Collect and distribute operational information to the planning section, the ECC Information Officer, and other ECC Sections.
- **Manage the Operations Section** – Establish the appropriate Operations Section or divisions and continuously monitor organizational effectiveness.

Branch Coordinators

Branch Coordinators oversee the operations of a particular department, division, section or agency. A Branch Coordinator will be responsible for coordinating the activities of their department/Support Agency site personnel and dispatch centre (if one exists). Additional branch staff may be needed, dependent on the size of the emergency event and the support required. Branch Coordinators may include, but are not limited to:

- Fire Branch Coordinator
- Police Branch Coordinator
- EHS Branch Coordinator
- Emergency Social Services Branch Coordinator
- Public Works Branch Coordinator
- Public Health Branch Coordinator

Planning Section Chief

The Planning Section is responsible to:

- **Assess the Situation** – Gather information about the emergency. Collect, analyze, and display situation information. Prepare periodic situation reports.
- **Manage the Planning Section** – Establish the appropriate Planning Section Unit and continuously monitor organizational effectiveness.
- **Participate in ECCMT Meetings** – Prepare section objectives for presentation at ECCMT meetings, at least once in each operational period.
- **Managing Display Boards** - Ensure that the situation unit is maintaining current information for the ECC situation report.
- **Anticipate Future Events** – Conduct advance planning activities to forecast possible events and requirements beyond the current operational period. Report recommendations to the ECCMT.
- **Track Resources** – Track resources assigned to the ECC and to the Incident Commanders through the ECC and mutual aid.
- **Keep Records** – Document and maintain paper and electronic files on all ECC activities.
- **Plan for ECC Demobilization** – Set out a schedule for demobilization and assist Section Chiefs in debriefing ECC personnel as they leave.
- **Plan for Recovery** – Initiate recovery efforts at the earliest time, and develop plans for short-term and long-term recovery appropriate to the needs.
- **Coordinate Technical Specialists** – Provide technical support services to ECC sections and branches, as required.
- **Prepare After Action Report** – Coordinate the assembly of ECC lessons learned from contributions from ECC staff and from Support Agency representatives.

Logistics Section Chief

- **Manage the Logistics Section** – Establish the appropriate Logistics Section Units and continuously monitor organizational effectiveness.
- **Provide Telecommunication and Information Technology Services** – Support use of telecommunication and information technology in ECC.
- **Support ECC** – Provide and maintain ECC facilities, including all utilities, food, water, and office supplies.
- **Supply Equipment and Material Resources to Sites** – Coordinate all requests for resources from initiation to delivery to support operations section.
- **Participate in ECCMT Meetings** – Prepare section objectives for presentation at ECCMT meetings, at least once in each operational period.
- **Coordinate Personnel** – Acquire and assign personnel with the appropriate qualifications to support site requests. Develop systems to manage convergent volunteers.
- **Arrange Transportation** – Coordinate transportation requests in support of response operations.

Finance and Administration Section Chief

- **Record Personnel Time** – Collect and process on-duty time for all ECC personnel, including volunteers and Support Agency representatives. Ensure uninterrupted payroll for all employees.
- **Coordinate Purchasing** – Control acquisitions associated with emergency response or recovery, including purchase orders and contracts in consultation with the Risk Management Officer
- **Coordinate Compensation and Claims** – Process workers' compensation claims within a reasonable time.
- **Participate in ECCMT Meetings** – Prepare section objectives for presentation at ECCMT meetings, at least once in each operational period.
- **Record Costs** – Maintain financial records for response and recovery throughout the event. Keep the ECC Manager, ECCMT, and elected officials aware of the current fiscal situation.
- **Maintain Records** – Ensure that all financial records are maintained throughout the event or disaster.

DRAFT

Fire Service

ROLE: In addition to the normal role of firefighting, the fire service is also expected to perform the task of rescuing trapped or injured people in a non-fire emergency.

RESPONSIBILITIES: During an emergency the fire service is responsible for:

- (a) The co-ordination of firefighting and rescue operations;
- (b) The activation of the mutual aid agreement, if necessary;
- (c) The activation of all necessary fire brigade department emergency response systems;
- (d) The establishment of an on-site command post;
- (e) The establishment of adequate communications;
- (f) The protection of life, property and the environment;
- (g) Determining the need and arranging for supplementary water supplies;
- (h) The providing of assistance in rescue operations from buildings and wreckage;
- (i) Requesting ambulance service and providing assistance as required;
- (j) Contacting the Special Hazards Response Unit should oil, or chemicals be involved and taking appropriate action until they arrive;
- (k) Initial crowd and traffic control if the fire service is first on the scene;
- (l) The establishment of a control perimeter at the immediate emergency scene.

Fire Service Representative

RESPONSIBILITIES: The Fire Service representative or alternate are responsible to:

- (a) Maintain an up-to-date listing of all available fire brigade/ department resources with a copy to be filed with the REMC
- (b) Be well versed on fire brigade/ departmental resources which include equipment and fire hall facilities;
- (c) Maintain current copies of any or all fire Mutual Aid Agreements in effect in the Kings County Region with a copy to be filed with the REMC
- (d) Be knowledgeable in the latest of firefighting equipment, procedures and operations;
- (e) Advise members of the ECC on the fire service and be prepared to make recommendations as required;
- (f) Communicate to the on-site fire command any special objectives of the ECC.
- (g) Maintain a log with time and date of all actions taken

Police Service

ROLE: The police will perform their normal police duties at an emergency as well as coordinate activities of Ground Search and Rescue and Animal Control.

RESPONSIBILITIES: During an emergency the police service is responsible for:

- (a) The protection of life and property;
- (b) The control of people and traffic;
- (c) The requesting of ambulance and fire service as required;
- (d) The establishment of an on-site command post if required;
- (e) The establishment of adequate communications;
- (f) Activating the Police Emergency Plan;
- (g) The establishment of a control perimeter at the immediate emergency scene, and if necessary, disperse and control crowds, and secure area;
- (h) The overall control of evacuations of areas authorized by the Emergency Control Centre;
- (i) The establishment of control routes for evacuation and emergency vehicles;
- (j) The provision of security, guard against unauthorized re-entry and looting of the evacuated areas;
- (k) The provision of police personnel at assembly areas or relocation centers as required;
- (l) The notification of the coroner of fatalities and the establishing of temporary morgue if necessary;
- (m) Assisting in search and rescue operations and coordination of Ground Search and Rescue Teams;
- (n) The coordination with Animal Control for the movement, relocation or destruction of animals in the evacuation area.

Police Service Representative

RESPONSIBILITIES: The police service representative or alternate is responsible to:

- (a) Maintain an up to date listing and be knowledgeable of available police resources;
- (b) Liaison with municipal, provincial and federal police resources;
- (c) Provide communications between the ECC and the police service;
- (d) Advise members of the ECC on the police matters and be prepared to make recommendations as required;
- (e) Communicate to on-site police command any special objectives of the ECC;
- (f) Maintain a log of all actions taken

Ground Search and Rescue Organization

When an evacuation order is in effect, the Ground Search and Rescue Organization under the direction of the Police Service will be responsible for the following:

- (a) To provide trained search and rescue personnel to assist the police in search and rescue activities;
- (b) To provide trained personnel to assist the police service in evacuation activities e.g. door to door to alert residents of the need to evacuate, provide first aid, help in assembly area(s) and oversee the loading buses;
- (c) Place at the disposal of the police service; personnel, rescue and communications equipment;
- (d) Provide trained search and rescue personnel and equipment at the request of and under the direction of the fire brigade/department.

DRAFT

Transportation Service

ROLE: The role of the transportation service is to provide and control the emergency transportation of people.

RESPONSIBILITIES: During an emergency the transportation service is responsible for:

- (a) The direction and coordinated control over all public transportation;
- (b) The immediate and ongoing transportation needs to move people from evacuation area to relocation centres;
- (c) To act as a liaison with bus companies, taxis and any other mode of transportation;
- (d) The provision of specialized buses to aid in the evacuation of hospitals or life institutions;
- (e) To maintain service in non-affected areas.

Transportation Service Representative

RESPONSIBILITIES: The transportation service representative or alternate is responsible for:

- (a) Maintain an up-to-date listing of resources for emergency public transportation, with a copy to be filed with the EMC;
- (b) The coordination with emergency officials if the movement of emergency personnel should be required;
- (c) Advise the members of the ECC on matters relative to emergency public transportation and be prepared to make recommendations as required;
- (d) Maintain a log with time and date of all actions taken.

Public Works Departments

ROLE: The Public Works Departments will support emergency operations by providing engineering services, equipment and manpower.

RESPONSIBILITIES: During an emergency the Public Works Departments will be responsible to:

- (a) Activate their respective emergency services plan;
- (b) Provide municipal equipment, supplies and personnel as required;
- (c) Provide and up-to-date list with phone numbers of equipment, supplies, suppliers of materials, construction companies, private contractors and engineering resources, etc.;
- (d) Act as liaison with Water Utilities, Nova Scotia Power, Telephone Companies, Cable Companies and Gas Companies for the disconnect of services that represent a hazard and for the restoration of service when it is safe to do so;
- (e) Arrange for the necessary tests to determine the degree of any potential explosive, flammable, or toxic agents and arrange for the elimination of same with municipal infrastructure;
- (f) Provide assistance in clean-up operations and repair damage where there is a municipal responsibility to do so;
- (g) Provide barricades and flashers on request;
- (h) Provide and post directional and/or information signage as requested;
- (i) Provide auxiliary and/or emergency lighting as requested;
- (j) Provide alternate sanitation facilities if required;
- (k) Provide assistance in search and rescue operations if required;
- (l) Protect life, property and the environment.

Public Works Representative

RESPONSIBILITIES: The public works department's representatives or alternates are responsible to:

- (a) Maintain an up-to-date listing with phone numbers of special equipment such as backhoes, bulldozers, generators, trucking equipment, pumps, excavators, air- compressors, cranes, construction materials, portable toilets, etc., with a copy to be filed with the EMC;
- (b) Maintain an up-to-date list of emergency contact names and phone numbers for Water Utilities, Nova Scotia Power, Phone Companies, Cable Companies and Gas Companies with a copy to be filed with the EMC;
- (c) Advise members of the Emergency Management Planning Committee on municipal service matter and be prepared to make recommendations as required;
- (d) Advise members of the ECC on municipal service during an emergency and prepared to make recommendations if required;
- (e) Coordinate municipal services during an emergency and communicate objectives of the ECC to municipal staff;
- (f) Maintain a log with time and date of all actions taken

Department of Community Services / Canadian Red Cross

PREAMBLE:

Through the agreement initially signed April 2000 Department of Community Services (DCS) and Canadian Red Cross (CRC) work together in the prior planning, training & preparedness for an emergency or disaster for the provision of Emergency Social Services in an emergency or disaster. The six emergency social services are Food, Clothing, Shelter, Reception and Information, Registration and Inquiry and Personal Services.

PREPLANNING:

CRC prepares and provides ongoing orientation and training in the six Emergency Social Services to all appropriate Red Cross personnel involved in emergency preparedness in Nova Scotia. CRC negotiates and provides ongoing orientation and training to community Emergency Social Service partners, enabling those groups to integrate into the overall Red Cross emergency plan. These would include such groups as the Salvation Army, St John Ambulance, Association of Food Banks, grocery and hotel chains, etc.

In consultation with DCS Regional Coordinators, meets with each Municipal Emergency Management Coordinator in their region on a regular basis to ensure Emergency Social Service is a part each Municipality's emergency plan and to provide clarification on DCS/CRC roles and responsibilities in pre-response, response and post-response situations. This includes being involved with the Municipalities' emergency exercise, etc.

RESPONSE (Red Cross):

Call out of Canadian Red Cross under Department of Community Services normally occurs when there has been an evacuation of a minimum of 10 units or 25 people. When called by Municipal EMO personnel, the Canadian Red Cross responds immediately to the emergency site, designated reception centre(s) and/or the locally designated emergency operations centre whichever is most appropriate for the emergency situation. In most situations where CRC is called first EMO, the CRC and/or the EMC will call DCS to inform them of the emergency to ensure availability of resources and consistent communication.

The CRC will manage designated reception centres/shelters and provide sufficient personnel resources to cover all six Emergency Social Services throughout the duration of the emergency. The CRC is the agency responsible for the domestic Disaster Animal Response Team (DART).

CONTACT DETAILS:

Situations requiring immediate access to the Canadian Red Cross can be received, on a 24 hour/7day per week basis, at the Canadian Red Cross' emergency number (1-800-222-9597). This is not a number for the distribution to the general public. It is for municipalities' emergency staff to use in times of emergency

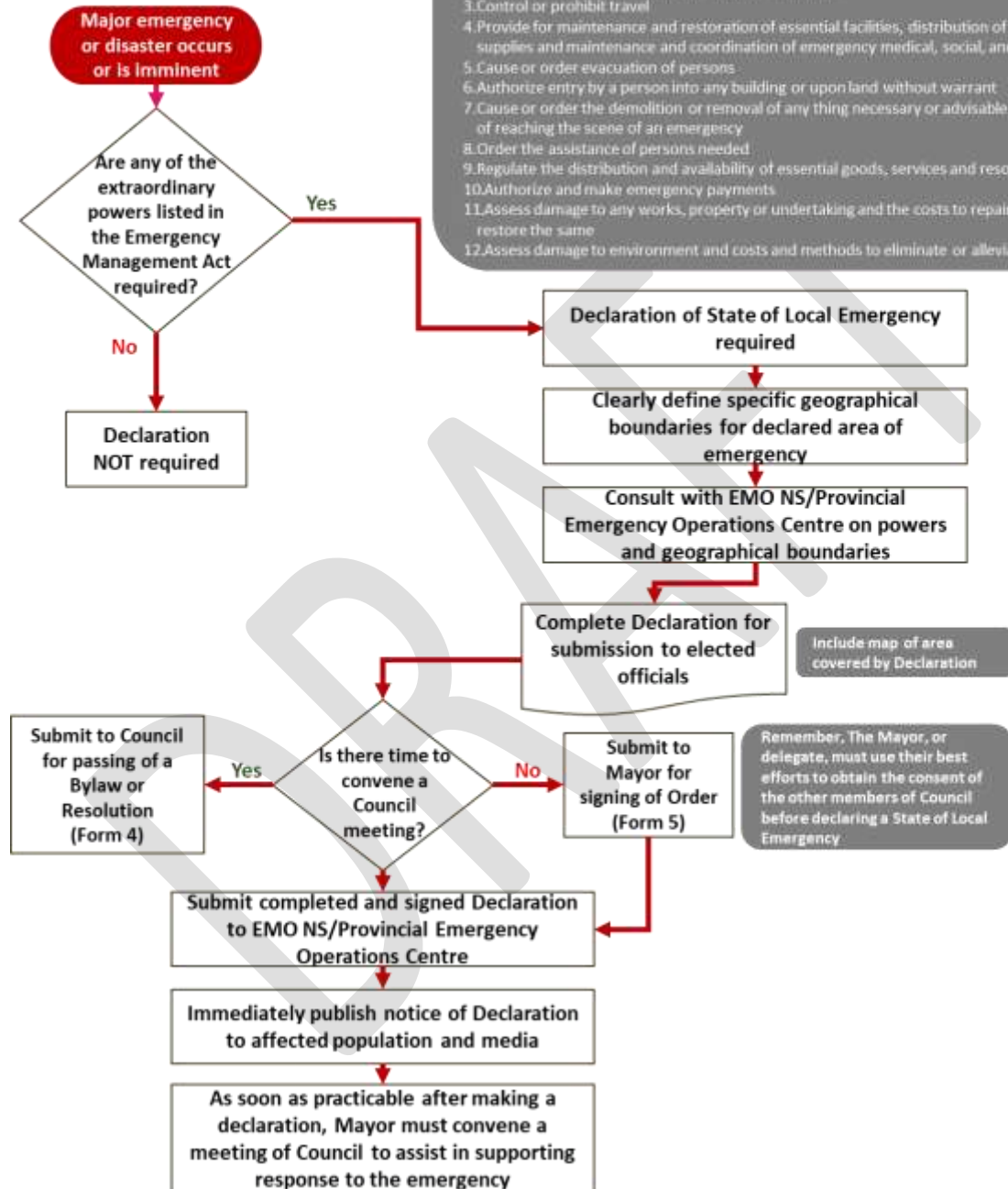
Annex H – Declaring a State of Local Emergency (SOLE) – Decision Flowchart

Declaring a State of Local Emergency

Reference: [Nova Scotia Emergency Management Act](#)
(Section 12 / Section 14 / Section 18)

Emergency Powers in Brief:

1. Acquire or utilize personal property by confiscation or any means considered necessary
2. Authorize or require a qualified person to render aid
3. Control or prohibit travel
4. Provide for maintenance and restoration of essential facilities, distribution of essential supplies and maintenance and coordination of emergency medical, social, and other services
5. Cause or order evacuation of persons
6. Authorize entry by a person into any building or upon land without warrant
7. Cause or order the demolition or removal of any thing necessary or advisable for the purpose of reaching the scene of an emergency
8. Order the assistance of persons needed
9. Regulate the distribution and availability of essential goods, services and resources
10. Authorize and make emergency payments
11. Assess damage to any works, property or undertaking and the costs to repair, replace or restore the same
12. Assess damage to environment and costs and methods to eliminate or alleviate the damage



Annex I – Public Information Plan

What the Media may ask in an Emergency?

During emergencies, the Public Information Officer should be prepared to respond to questions about the following:

Casualties:

- Number injured
- Number who escaped
- Nature of the injuries received
- Care given to the injured
- How escape was hindered or cut off

Property Damage:

- Estimated value of loss
- Description (kind of building, etc.)
- Importance of property (historic value, wildlife area, etc.)
- Other property threatened
- Previous emergencies in the area.

Causes:

- Testimony of witnesses
- Testimony of those involved
- Testimony of key first responders (fire, police, medical, etc.)
- How emergency was discovered
- Who sounded the alarm
- Who summoned aid
- Previous indications of dangers

Rescue and Relief:

- The number engaged in rescue and relief operations
- Any prominent persons in the relief crew
- Equipment used
- Anything that hindered rescue operations
- Care of destitute and homeless
- How the emergency was prevented from spreading
- How property was saved
- Acts of heroism

Description of the Crisis or Disaster:

- Spread of the emergency
- Blasts or explosions
- Crimes or violence
- Attempts at escape or rescue
- Duration
- Collapse of structures
- Extent of any spills

Accompanying incidents:

- Number of spectators
- Spectator attitudes and crowd control
- Unusual happenings
- Anxiety, stress of families, survivors, etc.

Legal Actions:

- Police follow-up
- Insurance company actions
- Professional negligence or inaction
- Law suits stemming from the incident

How the Media can Help

- Assist in pre-emergency education
- Warn the public of the emergency
- Reinforce the warning to the public
- Get your requests out to the public
- Get information out to the public
- Get your point of view to the public
- Reassure the public
- Secure needed help for the response
- Be a source of information for the Town
- Generate needed outside help

How to Format a News Release

- Always double space between each line of text and print on only one side of the paper;
- Put “FOR IMMEDIATE RELEASE” or indicate release time at the top of the first page;
- Drop two lines and write a brief descriptive headline;
- Drop two lines and begin the news release text with a dateline, giving the location where the news is originating and the date;
- End all but the last page with the word “more” centred below the last line of text;
- Never end a page in the middle of a paragraph;
- Centre “-30-” below the last line of text;
- Put the name and phone numbers of one or more contact people at the bottom of the last page.

Some Do’s and Don’ts of Emergency Public Information

Do’s

Before an emergency, a basic list of appropriate actions and inappropriate actions should be spelled out for all to know and understand. Some of these include:

- Release only verified information
- Promptly alert the media of relief and recovery
- Have a designated spokesperson
- Try to find out and meet media deadlines
- Provide equal opportunities and facilities for print and electronic media
- Have a clear idea of what can and cannot be released
- Keep accurate records and logs of all inquiries and news coverage
- When conditions will allow – escort the media to the emergency site
- Carefully coordinate planning and implementation of public information activities with other aspects of the emergency plan

Don’ts

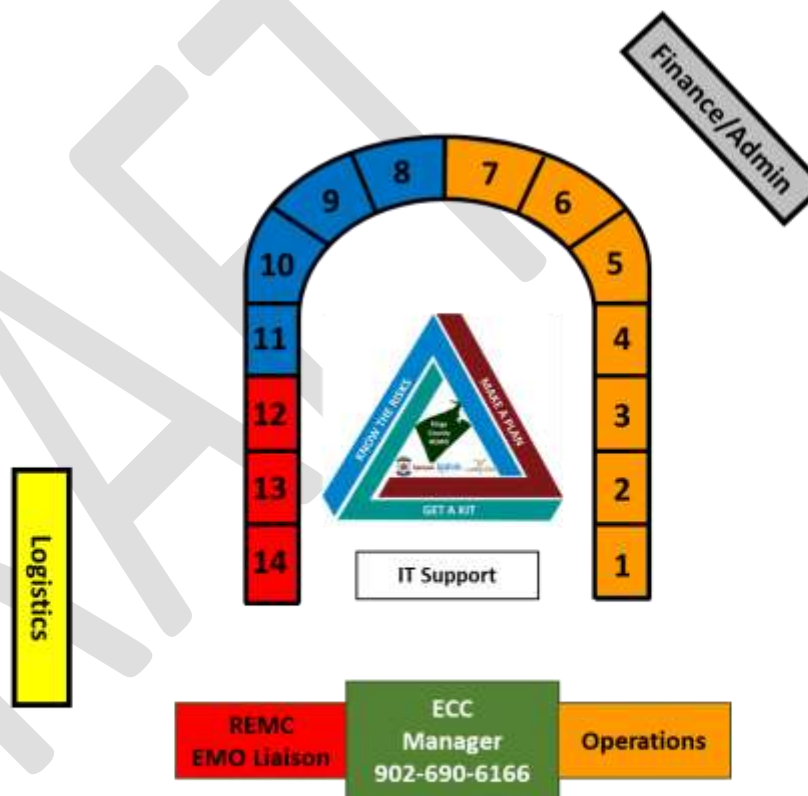
- Idly speculate on the cause of the emergency.
- Speculate on the resumption of normal operations.
- Speculate on the outside effects of the emergency.
- Speculate on the dollar value of losses.
- Interfere with the legitimate duties of the media.
- Permit unauthorized spokespersons to comment to the media.
- Attempt to cover up, or purposely mislead the media.
- Attempt to place blame for the emergency.

Special situations may require additional directions and prohibitions for the effective conduct of public information activities.

Annex J – Primary ECC Layout

Council Chambers – Municipality of the County of Kings
87 Cornwallis St

- | | |
|-------------------------------|--------------|
| 1. Fire Services | 902-690-6122 |
| 2. RCMP/Police Services | 902-690-6154 |
| 3. EHS | 902-690-2450 |
| 4. Health Services | 902-690-6107 |
| 5. Valley Communications | 902-690-6177 |
| 6. Transportation | 902-690-6104 |
| 7. Emergency Social Services | 902-690-6112 |
| 8. Engineering & Public Works | 902-690-6148 |
| 9. | 902-678-3870 |
| 10. | 902-690-2218 |
| 11. | 902-690-6183 |
| 12. Information Officer | 902-690-2211 |
| 13. Safety Officer | 902-690-6106 |
| 14. Liaison Officer | 902-668-2452 |



■ Command Staff ■ Operations ■ Planning ■ Logistics ■ Finance/Administration

Annex K – Volunteer Registration Tracking Sheet

Name	Contact Information	Assigned Duties*	Signature

* Assigned Duties – identify the duties that the individual will perform throughout the emergency incident (For example – they may be assigned to perform reception duties, or they may have participated in a search)

Annex L – Province of NS – Important Numbers

Power Outage
1-877-428-6004

Bell Aliant Outage
611 or 1-800-663-2600

Eastlink Outage
1-888-345-1111

Drinking Water Safety
1-877-936-8476

Food Safety
1-877-252-FOOD (3663)

Forest Fires
1-800-565-2224

Poaching
1-800-565-2224

Wildlife - Emergency Situations
1-800-565-2224

Environmental Emergencies
(such as oil spills and gas leaks):
1-800-565-1633

Emergency Management Office
1-866-424-5620

24 hr/seven day standby: 1-902-424-5620

EMO(NS) Zone Controller		
Western Zone (West Hants, Kings, Annapolis, Digby, Yarmouth, Shelburne, Queens, and Lunenburg)	Andrew Mitton	902-679-6100 (w) 902-670-0481 (c) Andrew.mitton@novascotia.ca

Department of Environment

Kentville
136 Exhibition St
Office: 1-902-679-6086

Department of Natural Resources

Kentville
136 Exhibition St
Office: 1-902-679-6097 / DNR-Kentville@gov.ns.ca (e)
Emergency Line for reporting forest fires: 1-800-565-2224

Annex M – Reference Documents

National Documents:

- [Canada's Emergencies Act](#)
- [Incident Command System \(ICS\) Canada - Forms](#)

Emergency Preparedness

- [Your Emergency Preparedness Guide](#)
- [Emergency Preparedness Guide for People with Disabilities/Special Needs](#)
- [Floods – What to Do?](#)
- [Severe Storms – What to Do?](#)
- [Power Outages – What to Do?](#)
- [Emergency Preparedness for Farm Animals](#)

Provincial Documents:

- [Nova Scotia Emergency Management Act](#)
- [Community Event Emergency Response Planning 2014-01](#)
- [Joint Emergency Operations Centre](#) (Fact Sheet)
- [NS EMO's Role in Emergencies](#) (Fact Sheet)
- [Disaster Financial Assistance](#) (Fact Sheet)
- [Emergency Preparedness](#) (Fact Sheet)
- [NS Trunk Mobile Radio-2 \(TMR-2\) Users Guide](#)

Other Information Sources:

- [Canadian Red Cross](#)
- [St John Ambulance](#)
- [Environment Canada](#)
- [The Canadian Hurricane Centre](#)



COMMITTEE UPDATE

Title: Wolfville-Acadia Town & Gown Committee
Date: November 6, 2018
Department: CAO



UPDATE

The Town & Gown Committee met on Tuesday, October 16th for the last time under the former composition of the committee. Committee members were thanked for their service and dedication to the Town and Gown over the past few years.

The Town and Gown Committee will meet for the first time under its revised structure in late November/early December to review recommended areas of priority and to select the community member for the Committee.

COMMITTEE UPDATE

Title: Art in Public Spaces Committee
Date: November 6, 2018
Department: Community Development



UPDATE

Art in Public Spaces Committee met on Thursday Oct 18, 2018 to discuss:

- a. Colville sub group
- b. Herbins Mural Project
- c. Cultural Passport
- d. Funding
- e. Landscaping at Canada Post
- f. Art Inventory Map
- g. APSC Policy Update
- h. Public Art Consultation
- i. Round Table Discussion regarding an art-donation which was refused by the Town of Wolfville Staff over a year ago without input from the APSC and is still available for donation to the Town.

No recommendations to Council were made.

INFORMATION REPORT

Title: 2nd Quarter Financial Update
Date: 2018-10-26 Audit Committee
Department: Finance



SUMMARY

2nd Quarter Financial Update

This report comprises one of the components of the Town's commitment to transparency and accountability. The process includes quarterly updates that go first to the Audit Committee for questions and review. After that, the report is forwarded to Council (at the next available COW meeting) to complete that step of updating financial results for the Town. Typically, a more detailed review occurs at Audit Committee, however Council may also look to ask questions as part of their fiduciary duty.

This is the Audit Committee second look at financial results for the Town and Water Utility in the 2018/19 fiscal year. Actual results at the end of the first half of the fiscal year should provide a better idea of trends and likely results by year end. The winter months are always a key factor in final results, but at this point in the year certain variances will be established and not likely to change.

THAT THE AUDIT COMMITTEE FORWARD THE INTERIM FINANCIAL REPORT (AS AT SEPT 30, 2018) TO THE NOVEMBER 6, 2018 COMMITTEE OF THE WHOLE MEETING.

INFORMATION REPORT

Title: 2nd Quarter Financial Update
Date: 2018-10-26 Audit Committee
Department: Finance



1) CAO COMMENTS

This report is for information purposes and review at the November COW meeting. It is important that Council review this information and bring any concerns or questions that have arisen from this report to the COW meeting for further discussion.

2) REFERENCES AND ATTACHMENTS

- 2018/19 Operational Plan, approved by Council March 21, 2018
- 1st Quarter Financial Update, including variance reports/summaries and capital program information.
- September 30/18 Variance Report (attached)
- September 30/18 – Summary of Significant Variances (attached)

3) DISCUSSION

This is the Committee's second look at a financial update for the 2018/19 fiscal year. The quarterly financial update is intended to provide the Audit Committee and Council with an overview of how the Town's financial results are doing in comparison to the budgeted expectations up to the most recent quarter end. In addition, it provides an opportunity to update on other financial balances that might otherwise not be reviewed until year end, e.g. outstanding accounts receivables.

The following information will cover the first quarter variance reports for the Town's Operating and Water Utility Operating Funds, updates on the Capital Projects, and updates on outstanding receivables.

Town Operating Fund

The September 30th Financial Variance Report attached focuses on actual results compared to expected budget results for the first half of the year. The monthly breakdown is based on when the revenue or expenditure is planned, not simply a 1/12ths allocation.

Included is the summary page of all Town operating activities, accompanied by Divisional and Department breakdowns. The report includes actual to date, budget to date, annual budget, and prior year actual to date. Although not directly related to planned operations for the current year, the prior year comparison is an added piece of data to aid financial analysis.

INFORMATION REPORT

Title: 2nd Quarter Financial Update
 Date: 2018-10-26 Audit Committee
 Department: Finance

**Town of Wolfville Operating Fund**

	Actual Sept 30, 2018	Budget Sept 30, 2018	Variance over/(under) budget
Revenues	\$8,445,125	\$8,390,145	\$54,980
Expenditures (operating/capital & reserves)	5,327,223	5,456,418	(129,195)
Net Surplus	\$3,117,902	\$2,933,727	\$184,175

As noted in the table, results in the first half of the year are \$184,000 ahead of budget. This compares to a year ago where 1st half results were \$414,000 ahead of budget. This is a fairly significant change from a year ago and is consistent with the 1st quarter update where it was noted that the adjusted variance result was essentially a break-even result.

As is usually the case each year, there are timing differences that, once adjusted for, produce a result that is more reflective of where the Town's results can be expected to be by year end. The following is a high-level summary of identified and/or expected timing differences between budget and actual:

Timing Difference Reconciliation

Surplus variance, as of Sept 30/18		\$	184,175
Revenue variance timing adjustments			
Interest on o/s taxes	9,800		
Other	-		9,800
Expense variance timing adjustments			
Salary & wages	(19,000)		
Membership dues & fees	(12,000)		
Insurance	(5,000)		
Stipends/honorariums	(5,000)		
Vehicle Fuel	(6,700)		
Operational Equip/Supplies	(12,000)		
Partner Contributions	(45,500)		(105,200)
Adjusted Surplus Forecast		\$	88,775

INFORMATION REPORT

Title: 2nd Quarter Financial Update
Date: 2018-10-26 Audit Committee
Department: Finance



The adjusted surplus figure of just under \$89,000 compares to an adjusted surplus of \$239,000 at this same point a year ago. Although the \$89,000 still points towards a surplus, it is only about a 1% variance from budget, so a surplus is certainly not a given by year end.

A couple of key trends/notes at this point of the year are:

- Deed Transfer Tax continues to be below budget, and substantially below actuals a year ago. It is unlikely that the second half of the year will make up for the revenue shortfall.
- Once signed, the new collective agreement will have an impact on the wage variance as at September 30th (part of the timing difference notation above), as well as the balance of the year once new rates are implemented.
- None of our partnership actuals look like they will be below budget, i.e. inter-municipal service agreements.
 - Valley Waste approved budget results in an actual contribution from the Town slightly higher than what the Town budget allowed, and the organization still has issues to resolve related to the Inter-municipal service agreement and all parties to that agreement.
 - Kings Transit now has an approved budget, but as noted in September the budget contains some optimistic estimates which may result in a year end deficit for the organization.
 - The budget for the town's contribution to the Valley Regional Housing Authority is typically prone to a large variance from actual requirements, both negative and positive.

At this point in time, there is no clear buffer that might offset expenditures during the winter months.

With the two new additions to the Global Summary template added in the 1st quarter report, comparisons can now be tracked from one quarter to the next. For example, the largest dollar variance in expenditures at June 30th was in Contracted Services (\$185,500 under budget at the time), whereas at September 30th the largest variance is with Operational Equipment & Supplies. Similar comparisons can be made with the summary by % magnitude.

A table containing key Divisional variances > \$5,000 is attached to this report.

Town Capital Fund

A summary is provided in the variance report. Notations have been added to indicate status of selected projects and whether it is anticipated that they may be carried over to the 2019/20 budget year.

Water Utility

INFORMATION REPORT

Title: 2nd Quarter Financial Update
Date: 2018-10-26 Audit Committee
Department: Finance



Refer to the information included in the variance report. The fiscal 2018/19 budget assumed the completion of a rate study which, if approved, will increase revenues. The Utility looks to be headed for a loss by the end of the fiscal year. This is partially related to a delay in getting new rates approved by the UARB. The budget assumed new rates in the 1st quarter, whereas it appears rates will be approved effective January 1, 2019 or in other words only impacting the fourth quarter. We are still awaiting the UARB decision on the rate application. Once a decision is issued, staff will have a better idea of what total revenues for the year are likely to be.

As with the wages in Public Works, Sanitary Sewer and Parks, the wages in Water Utility will go up once the union agreement is renewed.

Outstanding Taxes

Outstanding taxes, after the October 1st due date this year, are higher than at the same point a year ago. Further information will be brought to the Audit Committee meeting on the 26th.

4) FINANCIAL IMPLICATIONS

N/A

5) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

No specific references provided. Generally speaking the quarterly financial updates help to provide transparency and accountability. In addition, where variances are materially significant, the reports can assist Council in ensuring projects/programs are affordable, and enhance the organizations ability to Stay the Course.

6) COMMUNICATION REQUIREMENTS

This document and associated report are part of Council's communication and accountability to the public. No other specific communications considered at this time.

7) FUTURE COUNCIL INVOLVEMENT

After review by Audit Committee, this report and related financial statements will be forwarded to COW to complete the reporting cycle. It should be noted that, although the Audit Committee does a more in-depth review of the financial updates, Council is ultimately responsible for the financial results of the Town.

COMMITTEE UPDATE

Title: Planning Advisory Committee
Date: November 6, 2018
Department: CAO



UPDATE

The Planning Advisory Committee met on Wednesday, October 31, 2018.

The focus of the meeting were key issues that have arose out of Draft 2 of the Municipal Planning Strategy. After an overview presentation by Staff, discussion focused around:

- Process Changes – moving away from Development Agreements and better utilizing Site Plan approval, rezonings and other tools.
- The Core Area – integrating the “core neighbourhood” into the core area design guidelines and commercial expansion opportunities were discussed.

Discussions on the Core Area will continue at the next meeting. It was decided that it would be also helpful to provide an overview of the Flood Risk work that has been carried out and to also discuss AirBnB at the next meeting.

The Planning Advisory Committee will continue to discuss key issues from the Draft 2 planning documents at upcoming meetings. The key issues will go on to Council for discussion before Staff move forward with detailing the final documents that will advance through the legislated adoption/approval process.

COMMITTEE UPDATE

Title: Environmental Sustainability Committee
Date: November 6, 2018
Department: CAO



UPDATE

The Environmental Sustainability Committee met on October 15, 2018.

The committee continued discussions on the West End Lands in terms of providing recommendations to the Developers as they move forward.

The committee then moved into discussing the Draft 2 Municipal Planning Strategy review documents and Staff took feedback on various aspects.

Staff provided updates on the Solar Electricity for Community Buildings Pilot Program, the status of the FCM Staff grant, Low Carbon Communities funding, and other initiatives.

A Round Table discussion, which included reflections on the recently released IPCC report on Climate Change, brought about the following recommendation to Council from the Committee:

The Environmental Sustainability Committee recommend to Town Council that:

where as; it is necessary to take immediate action to attempt to reduce the impact of climate change,

where as; there are alternatives available,

where as; there are additional environmental impacts from fossil fuel development,

That Council take a position against the further development of fossil fuel resources in the region and the Town therefore urges no further fossil fuel developments in Nova Scotia, based on the recent Intergovernmental Panel on Climate Change Report.

CARRIED

INFORMATION REPORT

Title: 2019/20 Budget – Preliminary Discussions

Date: 2018-11-06

Department: Finance



SUMMARY

2019/20 Budget – Preliminary Discussions

As per the timeline outlined in the Budget Standard Operating Procedures (SOP), the Management Team has committed to start budget discussions with Council in November of each year. This Information Report is the start of that process and covers:

- Key Financial Data to inform discussion on budget philosophy/approach for the 2019/20 Operating and Capital Budgets.
- Capital budget information including draft Capital Investment Plan (CIP) with selected supporting documentation

Last year at this point in time, the November Information Report included attached Capital Project Charters. Although draft charters have been prepared by the Management Team, there has been insufficient time available to review them in time for November COW. As such are not included as part of this presentation. They will be included with the December COW agenda with an updated Info Report highlighting key elements/new information derived from the Project Charter details.

As members of Council are now familiar with, the goal of the Budget SOP is to have an Operations Plan and related budget documents approved by March Council. The Town's relatively early start helps to ensure that Council has a number of opportunities to discuss the plan/budget drafts and weigh options before making a final decision for the next fiscal year. It also allows, where warranted, time for public information session(s) and feedback.

Not all matters need to be finalized at this starting point/discussion but input from Council is needed to develop the next iteration of the plan.

No formal motion of COW/Council will be required at this stage. Rather staff is seeking consensus from members of Council on overall budget goals as we move towards the 1st Draft Version 2019/20 Operating and Capital Budgets (Town and Water Utility), to be presented to COW in January.

Note a PowerPoint presentation will be used at the COW meeting to review key details of information included in this report and the Ten-Year Capital Investment Plan (CIP) itself.

INFORMATION REPORT

Title: 2019/20 Budget – Preliminary Discussions

Date: 2018-11-06

Department: Finance



1) CAO COMMENTS

This report is for information purposes and discussion.

2) REFERENCES AND ATTACHMENTS

- Council's 2017-2021 Strategic Plan
- 2018/19 Ten Year CIP (forms the basis of the draft 19/20 plan)
- Consumer Price Index (data issued by Province of Nova Scotia)
- Provincial Financial Indicators
- Public input, both formal and informal
- September 2018 Financial Update (included in November COW agenda)

3) DISCUSSION

This report will follow the format used over the last couple of years with two sections,

- key financial data/budget philosophy
- capital budget

Staff to date have been focused on the compilation of information related to the capital budget and long-term CIP. These discussions have occurred from June right thru to this past Wednesday. Consistent with budget work each year, staff continue to add data reference points that should improve Council's ability to make the optimum decision under current circumstances. This year's iteration of the annual budgeting process will

- push the idea of accelerating additional funding resources towards the capital program
 - this is consistent with previously recognized limitations of assumptions to date
 - this is also consistent with key themes from the 2010 Fiscal Sustainability Study
- attempt to more formally link budgeting decisions with Planning (MPS) in terms of striving for development growth that provides more sustainable financial stability for the Town.

Key Financial Data/Indicators and Budget Philosophy

Taxable Assessments

One of the potentially largest impacts each year on the budget process is the change in the taxable assessment base from the previous fiscal year. Over the last few years that impact has varied from moderately helpful (reasonable new assessment growth) to minimal assistance. In dollar terms the impact has varied from approximately \$130,000 down to \$60,000. To help put that in perspective consider:

- annual operating budget increases for inflation and external partner funding (VWRM, KTA, Education, etc) typically are as high as \$130,000.

INFORMATION REPORT

Title: 2019/20 Budget – Preliminary Discussions

Date: 2018-11-06

Department: Finance



- Increased funding for the capital program to address the infrastructure deficit and new projects could benefit from every dollar of new revenue.
 - The gap between annual depreciation and transfers to capital reserves is \$343,700
 - The Asset Management Plan baseline data noted, based on assumptions used, an annual shortfall of \$700,000 in capital funding. Although this was based on 2016 data, and the Town has increased its capital program, it still highlights the need for capital dollars
 - It was noted during last years budget process, the assumptions of capital funding over the 10-year CIP only pushed any shortfall to year 11, and that issues would arise once we hit the 2019/20 CIP iteration.
- Bottom line is the Town continues to see upward pressure on finite revenues.

In the short term, Town staff won't have details on assessment growth impact until January when the full 2019 Assessment Roll is released. Property Valuations Services Corporation (PVSC), provincial body responsible for assessments, has released preliminary assessment information to the public (accessible via their website), but summarized data is not expected to be received by the Town until December. Finance staff have started to review selected properties and what shows under their preliminary 2019 assessment data to see if expected changes have occurred. A number of properties have already been identified for possible review by PVSC. A list will be submitted to the local office by mid-November for their consideration.

The assessment data will be more fully analyzed by Town staff early in the new calendar year to better define the impact on the budget process.

Inflation/Cost of Living

Another piece of data taken into consideration every year is the inflation factor. As with assessments, we don't yet have complete data until the new year. The Town uses CPI (Consumer Price Index) data issued by the Province of Nova Scotia with regards to non-union cost of living adjustments (COLA). The method used is based on the average CPI change for a calendar year. The same COLA is used to adjust Council stipends.

The **average** monthly change in CPI over calendar 2018 so far is 2.2% (compared to 1.1% at this point last year). It should be noted that the CPI decreased in September and if it does not rebound the COLA adjustment moves closer to 2%. Over the last few years, the CPI has tended to drop or go no higher over the last 3 to 4 months of the year.

The CPI data also influences the Capped Assessment Program (CAP) as administered by Property Valuation Services Corporation (PVSC). With regards to assessment, they use an "October over October" method to set the percentage. This is a point in time approach which can be subject to larger swings in results. This value won't be available until about mid-November, but reasonable to anticipate

INFORMATION REPORT

Title: 2019/20 Budget – Preliminary Discussions

Date: 2018-11-06

Department: Finance



the CAP will be in the area of 2%. This compares to a year ago where the CAP limit was 0.9%. In an era of “holding” the tax rate, it is the CAP % that impacts the general increase of revenue for the existing tax base.

Municipal Financial Indicators

The municipal indicators are a helpful reference in the budget process as they provide an indication of the overall financial health of the Town. The stronger a municipality’s financial indicators, the more flexibility there may be in budgeting decisions. These were last presented in July along with the year-end financial statements.

	Per PNS Publication					Internal Draft Calc.		2016/17	
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	Threshold	Towns ave
Reliance on Gov't Transfers	1.1%	1.3%	1.3%	1.5%	1.7%	1.9%	1.4%	Moderate Risk 15%-20%	6.10%
Uncollected Taxes	4.8%	3.6%	3.9%	5.2%	4.8%	4.9%	4.8%	10%-15%	7.30%
3 Yr change in Tax Base	11.6%	9.2%	10.8%	13.7%	12.70%	11.90%	8.30%	< CPI (3%)	6.90%
Comm Property Assessment	9.1%	8.9%	8.2%	8.1%	7.9%	n/a	n/a		
Reliance on Single Business	0.7%	0.7%	0.7%	0.6%	0.6%	0.6%	0.6%	10%-15%	6.10%
Residential Tax Effort	4.1%	4.0%	4.3%	4.4%	4.50%	4.10%	4.20%	4%-6%	3.70%
# of deficits	-	-	-	-	-	-	-	at least 1 in 5 yrs	0.4/5
Budget Expense Accuracy	2.1%	5.2%	4.5%	-0.1%	2.3%	4 out of 5	5 out of 5	1 out of 5 > 5%	3.9/5
Liquidity Ratio	2.1	2.4	2.5	2.8	1.8	2.7	4.5	1 - 1.5	2.7
Operating Reserves	8.5%	20.3%	22.4%	22.0%	25.4%	24.5%	26.4%	10%-20%	14.50%
Combined Reserves						53.7%	61.9%	30%-40%	38.00%
Debt Service Ratio	6.7%	5.9%	5.8%	5.6%	5.9%	6.7%	7.1%	10%-15%	6.90%
Outstanding Operating Debt						0.0%	0.0%	25%-50%	4.40%
Outstanding debt	0.6%	0.5%	0.5%	0.6%	0.7%	n/a	n/a		
Undepreciated Assets	59.0%	59.3%	58.3%	58.1%	58.1%	58.0%	57.8%	35%-50%	52.40%
5 Yr Capital Purchases	187.6%	200.7%	191.0%	191.8%	205.7%	n/a	n/a		
5 Yr contr. To Capital Reserves	24.3%	43.6%	61.5%	76.6%	91.0%	n/a	n/a		

n/a = no longer reported

Key reference points:

- Wolfville exceeds the Towns average for Residential Tax Effort. This means the Wolfville has a higher residential tax burden than the overall provincial average. Data was not available for all towns, but it appears the town’s rank is the same as previous year with 17 out of 27 towns have lower indicators.
- Better than average, and threshold, in increase in tax base (assessments).
- Better than average, and threshold, in areas of liquidity, operating reserves, and combined reserves.

INFORMATION REPORT

Title: 2019/20 Budget – Preliminary Discussions

Date: 2018-11-06

Department: Finance



- Debt service ratio approximately 1/3 of provincial benchmark. Wolfville's 7.1% ratio is very close to the town's average of 6.9%.

Generally speaking the FCI report shows the Town is in a relatively healthy financial position, with potential room to move in areas related to the capital budget (debt ratio and reserves).

Goal for budget philosophy discussion

Coming out of November COW staff is looking for general consensus from Council on what approach staff should take in developing the first draft of the budget (to be presented in January). Definitive answers are not required at this stage, as more data will inform the decisions as the budget process moves to approval in March. An early indication of where to start is needed. The questions to think about now include:

- Does Council wish to hold the line on tax increases?
 - **Note this is phrased as tax increases, not necessarily tax rates.** This is intentional as the approach over the recent past has been to hold tax "increases" to approximate the inflation/cost of living changes. Tax rates may remain unchanged, but assessments that go up by CPI (whatever that is in a given year) yield tax increases to those property owners = CPI change.
 - Staff feel this is a key question at this early stage and simply adopting past practice should not be a default position. It may be the position taken, but an understanding of the rationale is important. There is a difference of "hold taxes no matter what" and "hold taxes if possible but some increase for services is acceptable".
- Does Council wish to see expenditure cuts? If yes, across the board or specific areas. This can be a difficult discussion as depending on level of possible cuts, impact on service levels needs to be reviewed. It is however still a general discussion that should be revisited throughout the process.
- Does Council wish to see an increase in service levels, even if that means an increase in taxes? Example, in 2013 the Bylaw (Compliance) Department was added to town services for the 2013/14 budget. More recently, Council's goal of carrying out an MPS Review has required additional resources/expenditures.

A healthy review of high-level goals at this early stage should help in avoiding conflicting goals at the later stages of the budget process.

INFORMATION REPORT

Title: 2019/20 Budget – Preliminary Discussions

Date: 2018-11-06

Department: Finance



Capital Budget/ Ten Year CIP Review

Included in the agenda package are:

- Early draft of the Town's Ten-Year Capital Investment Plan (CIP);
- Pavement Condition Index (PCI) Summary Map - 2010-12 & 2018 edition.

The approved 2018/19 version of the Ten-Year CIP forms the basis of the early draft 2019/20 plan. In theory, year 2 thru 10 from 18/19 CIP roll forward to form year 1 thru 9 of the draft plan to review today. Inevitably there are changes needed for this early draft. This year the changes include:

- Dykeland St Facility – carried over from current year budget and nominal increase to estimate. As noted in 1st & 2nd quarter financial updates the scope & possible design options potentially changed as the project was being reviewed earlier this year. Budget amount should still be considered a soft estimate subject to change as details are developed.
- P Wks Fleet Inventory – replacement of skid steer in current budget has been deferred to 2019/20. Department is reviewing type of equipment that might best suit service demands. Budget increased from \$56,000 (18/19 budget) to \$120,000 (draft CIP).
- Bylaw car replacement moved from 2019/20 to 2020/21. Current vehicle is still in good working order and staff would like to review possibility of a “greener” choice, for example hybrid fuel option.
- Two new trucks for P Wks/Parks have been added in Year 1. This need has been discussed over the last few years by staff. P Wks/Parks staff have been made the best use possible but at times the need for added vehicles is encountered. This has often led to use of the Community Development/Rec truck, but that leaves that impacts their staff.
- Gaspereau Ave street work budgeted for 2018/19 will not occur and is now proposed for 2019/20. Scope of work change became apparent when the project was scoped out earlier this year. Sanitary sewer was not part of the original project, but inspection has shown it needs to be replaced. Cost of job increased from \$250,000 to \$600,000. Could be higher if water line replacement needed.
- Traffic Lights at Main/Gaspereau – Council discussed earlier this year and direction was given to move from fiscal 2019/20 in the CIP to later years. This could have been Year 10 to keep it on the “radar”. Staff do not have it reflected on this version of the CIP, as it is more likely to be coordinated with a potential rebuild of that section of Main Street. Main Street does not yet fall within the next ten years of the CIP.
- Generator Replacement Town Hall has been added in Year 4. One of the gaps in the previous CIP's has been a listing of all generators and expected replacement dates. The Town Hall Generator will be just over 15 years old by 2022/23.
- East End Gateway project has essentially been moved out one year to fiscal 2020/21. This reflects an evolving scope of work and what features may be included in the work. The

INFORMATION REPORT

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relocation of the Skateboard Park has become part of that process. At this stage staff do not feel the scope and ultimate design will be complete until later this fiscal year or early 2019/20. Timing of the rebuild of the Tourist Bureau becomes a key factor to consider and may require construction early in a year (April/May). This would not be possible in spring 2019, but could be possible the next year. The delay may also provide time to consider other options for the Tourist Bureau, if applicable.

- Sound System for Downtown has been carried over from current budget. The project came in over budget and timing to have in place for Christmas season was highly unlikely. Cost has been increased to \$30,000 with a potential \$10,000 contribution from the WBDC built into the budget.
- Mona Parsons has been added to Year 1. This reflects the installation of walkway/flower beds contemplated originally. Delays in obtaining a lease with Canada Post prevented any work being carried out this year. The budget estimate may not be accurate and staff will be seeking further information on the details. It is anticipated that the group who brought the Mona Parsons project forward will have funding to contribute to the project.
- A number of smaller adjustments were made to vehicle/equipment estimates in future years to better allow for expected funding required.

There are a number of potential projects not yet included on the draft CIP. A list of these projects will be reviewed during the November COW meeting. It will also be a chance to identify any projects staff may have missed.

It should be noted that some of the estimates in the CIP are soft estimates and staff are working on gathering more detailed estimates. Typically, there are very few changes with the CIP once the early draft has been presented. This trend may change this year and any changes will be brought to Council's attention as the document is reviewed at future meetings.

The Project Charters were not ready to be included in this agenda package. Staff plan to provide them, along with any information update, at the December COW.

With regard to street infrastructure, a couple pieces of data to keep in mind:

- Total length of paved streets in Town = 33.0 km
- Length of paved street evaluated as acceptable = 22.7 up from 21.3km last year
- Immediate Rehab/Rebuild = 8.3 down from 9.4 km last year
- ***As overall condition of streets moves closer to an acceptable state, Director Kerr will be able to shift the focus towards "maintaining" an acceptable level*** (i.e. keep majority of streets from falling into the "immediate rehab" criteria). ***Future councils will be able to focus more on achieving desired service level target versus just getting the backlog of deteriorated streets fixed.*** The issues identified in the 2010 Fiscal Sustainability Study (focused on the infrastructure deficit) were never going to be solved in a year or two, but significant steps have been made

INFORMATION REPORT

Title: 2019/20 Budget – Preliminary Discussions

Date: 2018-11-06

Department: Finance



since then. Continued focus (“stay the course”) for a few more years should put the Town even closer to a sustainable position.

- Previous budget discussions have included the note that funding for long term capital asset replacement is still below that needed to ensure timely replacement of all existing assets. Different data points can be referenced to define how big the shortfall is. Council should consider:
 - The presentation of the annual 10 Year CIP has included information around the shortfall in funding. That shortfall has been effectively moved out to year 10, but with the caveat that years 11 and further would have funding issues without increased resources.
 - The baseline data from the Asset Management Plan completed late last year indicated the need for an additional \$700,000/yr for capital asset replacement over a full 80 year lifecycle.
 - 2018/19 capital budget reserve funding set at just under \$900,000. Annual asset depreciation recorded in the financial system is \$1.2 million. Fully funding an amount equal to depreciation would require an additional \$300,000 per year.
- Potential revenue from new developments has been noted as a likely source of dollars to help fund capital. Key in this discussion is the fact that a significant portion of any revenue from new development (not including infill development) will create a new, “additional”, funding requirement beyond the amounts noted above. For example, taking current cost estimates for street replacement projects, an assumed lot size frontage of 30 meters, and applying the estimated useful life, the resulting data indicates that upwards of 50% to 60% of related property tax revenue would have to be set aside annually in reserves for future replacement needs.
 - Finance and Planning staff will continue to work on this type of scenario analysis to help indicate whether a particular development profile provides sufficient dollars to pay for all services, not just capital replacement.
 - One statement can be made, and is well accepted as key, and that relates to the financial benefit to a municipality of infill development versus development of previously unused land. Infill development on an existing street does not create a new/added capital replacement funding requirement. The street already exists, so the added revenue helps address an existing funding requirement.
 - For example, 336 Main Street (notwithstanding any other issues related to the building) generates approximately \$45,000 more in property taxes than it would without the value of new development constructed.

Summary

At this stage there are a number of factors to note:

INFORMATION REPORT

Title: 2019/20 Budget – Preliminary Discussions

Date: 2018-11-06

Department: Finance



- Council has moved closer to a sustainable funding model for the 10 Year CIP, and now it is important to look beyond just that time span to ensure adequate funding over the long term.
 - With the major building additions now moving from year 10 to year 9, weaknesses in the funding approach are more apparent.
 - Staff will review funding scenarios/assumptions during the Nov 6th presentation.
- Several key funding assumptions have been built into whether future year funding;
 - Long term debt costs = 4% (consistent with last year's assumptions). Staff are awaiting word on the "all in" debt cost for the MFC Fall Debenture issue for up to date data, but all indications are that continued interest rate increases will require a change in the 4% assumption.
 - The 2018/19 assumptions (increases in funding from 1.5% to 2.5% over 10 years) will result in a shortfall in capital reserves of over \$500,000.
 - Average term of LTD = 15 years (actual term can be more or less depending on the asset being funded)

Coming out of the November COW, general consensus from Council to staff is sought with regards to initial priorities expressed in the CIP.

- Does Council wish to see less emphasis on road infrastructure?? Note road infrastructure in this perspective includes sidewalks and underground structures.
- Does Council wish to see more emphasis on community infrastructure?
- Is the balance of projects just right?
- **Are there important projects not yet captured in the plan?**
- Is Council prepared for the needed increase in annual funding towards capital, beyond 1% growth. For example, a commitment to move to 5% annual increase to capital eliminates the shortfall over the ten year plan. Such a move would put added pressure on departmental operating costs and/or holding tax increases.

4) FINANCIAL IMPLICATIONS

Nothing specific required at this time.

5) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

No additional details provided here as reference to specific strategic plan and/or reports will be included in Project Charters, where applicable.

6) COMMUNICATION REQUIREMENTS

Nothing required at this stage. The budget discussion itself (and related agenda package information) form part of the communication to the public.

INFORMATION REPORT

Title: 2019/20 Budget – Preliminary Discussions

Date: 2018-11-06

Department: Finance



7) FUTURE COUNCIL INVOLVEMENT

As per Standard Operating Procedure – Annual Budget Process, there will be a number of COW meetings where 2019/20 budget is discussed. A formal Request for Decision will be developed in February 2019, to be presented at the March COW seeking budget approval at the March meeting of Council.

Town of Wolfville
DRAFT 2019/20 Ten Year Capital Investment Plan - Nov 6 COW
Fiscal 2019/20 to 2028/29

	BUDGET FOCUS									
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	<u>2019/20</u>	<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>	<u>2023/24</u>	<u>2024/25</u>	<u>2025/26</u>	<u>2026/27</u>	<u>2027/28</u>	<u>2028/29</u>
Information Technology										
Servers		15,000	-	-	-	-	-	15,000	-	-
Other IT Upgrades										
Total Other	-	-	-	-	-	-	-	-	-	-
Information Technology	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000	\$ -	\$ -
Municipal Buildings										
Town Hall Civic Complex										
New Facility								2,800,000		
Community Development/Public Works										
Accessibility/Reno upgrade	300,000									
Fire Hall										
New Facility								1,700,000		
RCMP Detachment										
Library										
New Facility								1,900,000		
Total Municipal Buildings	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,400,000	\$ -	\$ -

Town of Wolfville
DRAFT 2019/20 Ten Year Capital Investment Plan - Nov 6 COW
Fiscal 2019/20 to 2028/29

	BUDGET FOCUS									
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	<u>2019/20</u>	<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>	<u>2023/24</u>	<u>2024/25</u>	<u>2025/26</u>	<u>2026/27</u>	<u>2027/28</u>	<u>2028/29</u>
Protective Services										
Fire Department										
Trucks										
Aerial Ladder Truck						1,350,000	-			
Pumper 1 E-One Cyclone										
Ford 4*4 Utility Vehicle										
Pumper 3 E-One Cyclone					800,000					
Tanker 6 Int'l Pumper/Tanker										
Rescue 4 Pumper Rescue										750,000
Ford Haz Matt vehicle										
Fire Trucks	-	-	-	-	800,000	1,350,000	-	-	-	750,000
Equipment										
Equipment Upgrades	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
SCBA Apparatus	30,000	30,000	30,000	30,000						
Misc Fire Equipment	50,000	50,000	50,000	50,000	20,000	20,000	20,000	20,000	20,000	20,000
Total Fire Department	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 820,000	\$ 1,370,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 770,000
Transportation Services										
Public Works - Fleet Inventory										
veh # 18 - skid steer (currently)	120,000				60,000					60,000
veh # 19 - PW 3/4 ton Crew Cab				36,500						
veh # 20 - 1/2 pick up - Rec		30,000					30,000			
veh # 21 - PW 3/4 ton 4*4		30,000					35,000			
veh # 22 - PW 1/2 ton		30,000					30,000			
veh # 23 - PW 1 ton		70,200					75,000			
veh # 25 - PW 5 ton plow truck					185,000					
veh # 26 - Parks 3/4 ton crew cab			32,400						35,000	
veh # 27 - PW backhoe	120,000						130,000			
veh # 28 - PW loader				155,500						160,000
veh # 29 - PW trackless		160,000						160,000		
veh # 31 - Parks micro truck			25,000					25,000		
veh # 32 - PW 3/4 ton				40,600						40,600
veh # 34 - PW micro truck				25,000					25,000	
veh #?? - Parks micro truck				25,000					25,000	
veh # 39 - Parks Z Track mower		12,200					13,000			
veh # 40 - Parks loader/backhoe				57,500					60,000	
veh # 37 - Parks mower					13,000				13,000	
veh # 38 - Parks mower		12,500					13,000			
veh # 24 - PW asphalt recycler					110,000					
veh # 17 - Bylaw car		30,000						25,000		
veh # 51 - PW trackless					160,000					
veh # 33 - Parks 3/4 ton crew cab				69,300						69,300
New PW/Parks Vehicle	30,000					30,000				
New PW/Parks Vehicle	30,000					30,000				
flail mower							40,000			
Rec Dept - Bike Trailer						15,000				
New - Utility Trailer										
Fleet/Equipment	300,000	374,900	57,400	409,400	528,000	75,000	366,000	210,000	158,000	329,900

Town of Wolfville
DRAFT 2019/20 Ten Year Capital Investment Plan - Nov 6 COW
Fiscal 2019/20 to 2028/29

	BUDGET FOCUS									
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	<u>2019/20</u>	<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>	<u>2023/24</u>	<u>2024/25</u>	<u>2025/26</u>	<u>2026/27</u>	<u>2027/28</u>	<u>2028/29</u>
Transportation Infrastructure										
<i>includes active transport corridors, street, sidewalk, sanitary & storm sewer where applicable</i>										
Earncliffe Ave. - civic 16 to end Earncliffe Ave. Main to civic 16				648,000	612,000					
Gaspereau - civic 128 to Fowler Gaspereau - civic 94 to civic 128 Gaspereau - Willow to civic 94	\$ 600,000								648,000	612,000
Highland - Bay to Civic 76 Highland - civic 76 - Skyway Dr Highland - Prospect to Bay			900,000	900,000			900,000			
Kent Ave - Main to Queen King St - Victoria to Willow		-								
Maple Ave - civic 43 to Civic 83 Maple Ave - Main to civic 19 Maple Ave -civic 19 to civic 43 Maple Ave -civic 83 to end			-		756,000		792,000		828,000	
Pleasant - Huron to Orchard Pleasant - Sherwood to Huron			648,000					864,000		
Seaview	665,000									
Sidewalk - Blomidon Terrace										
University - civic 18 to Crowell Dr University - Main to civic 18						720,000		720,000		
Victoria - Main to King								612,000		
Westwood - Main to Irving Centre Wickwire - Little to Beckwith	1,260,000					1,080,000				
Parking lots					100,000					
Engineering - design work year in advance	-	77,400	77,400	73,400	90,000	84,600	109,800	73,800	30,600	
	2,525,000	77,400	1,625,400	1,621,400	1,558,000	1,884,600	1,801,800	2,269,800	1,506,600	612,000
Streets, Sidewalks, Parking Lots	2,525,000	77,400	1,625,400	1,621,400	1,558,000	1,884,600	1,801,800	2,269,800	1,506,600	612,000

Town of Wolfville
DRAFT 2019/20 Ten Year Capital Investment Plan - Nov 6 COW
Fiscal 2019/20 to 2028/29

	BUDGET FOCUS									
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	<u>2019/20</u>	<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>	<u>2023/24</u>	<u>2024/25</u>	<u>2025/26</u>	<u>2026/27</u>	<u>2027/28</u>	<u>2028/29</u>
Community Infrastructure										
Infrastructure										
<u>West End Gateway</u>										
Clock Park Lighting										
<u>East End Gateway</u>										
Harvest Moon Trail Head	25,000									
VIC & Willow Park Upgrades		500,000								
Other Upgrades - incl Willow	50,000	200,000								
Gateway Streetscape		100,000								
Wireless Sound System - Downtown	30,000									
Nature Preserve - dam upgrade				500,000						
Mona Parsons Project	20,000									
Allow for Future Park Development			100,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
West End Parkland & Trail	10,000	100,000								
<u>NOT IN PLAN YET</u>										
Robie Tufts										
Quiet Park										
Waterfront Park										
Ravine Trail - West End										
Graveyard										
Fitness Trail										
Harvest Moon Trail										
Kiosks										
Nature Preserve										
Trail System Woodmans Grove										
	\$ 135,000	\$ 900,000	\$ 100,000	\$ 550,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
GRAND TOTAL ALL PROJECTS	\$ 3,855,000	\$ 2,967,300	\$ 2,032,800	\$ 2,690,800	\$ 2,956,000	\$ 3,379,600	\$ 2,237,800	\$ 2,564,800	\$ 9,134,600	\$ 1,761,900
										\$ 33,580,600

Capital Budget – PCI Where We Are Today

PCI INDEX

- █ Immediate Rehabilitation
- █ Requires Maintenance
- █ Acceptable

Statistics

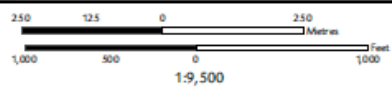
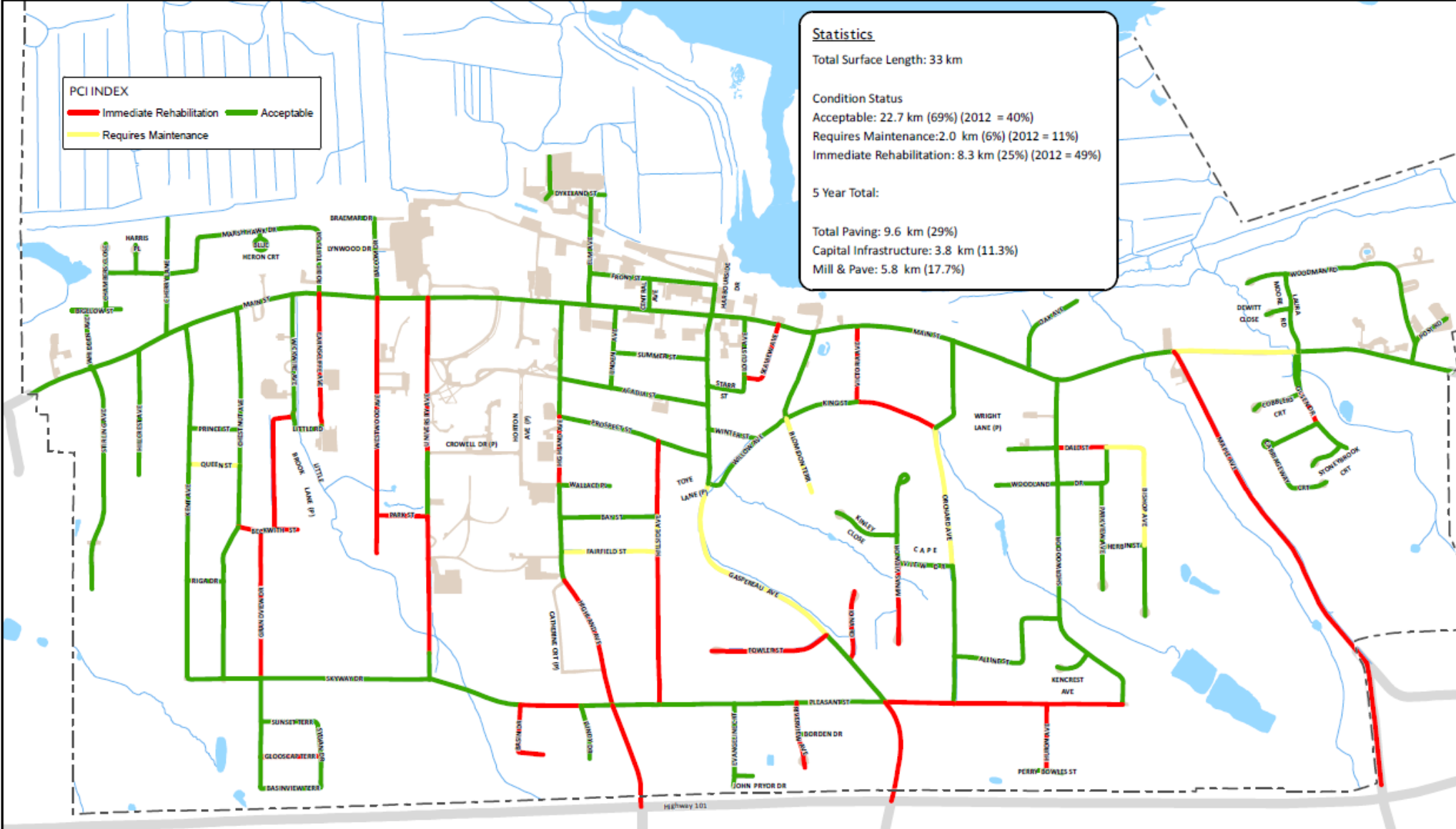
Total Surface Length: 33 km

Condition Status

Acceptable: 22.7 km (69%) (2012 = 40%)
 Requires Maintenance: 2.0 km (6%) (2012 = 11%)
 Immediate Rehabilitation: 8.3 km (25%) (2012 = 49%)

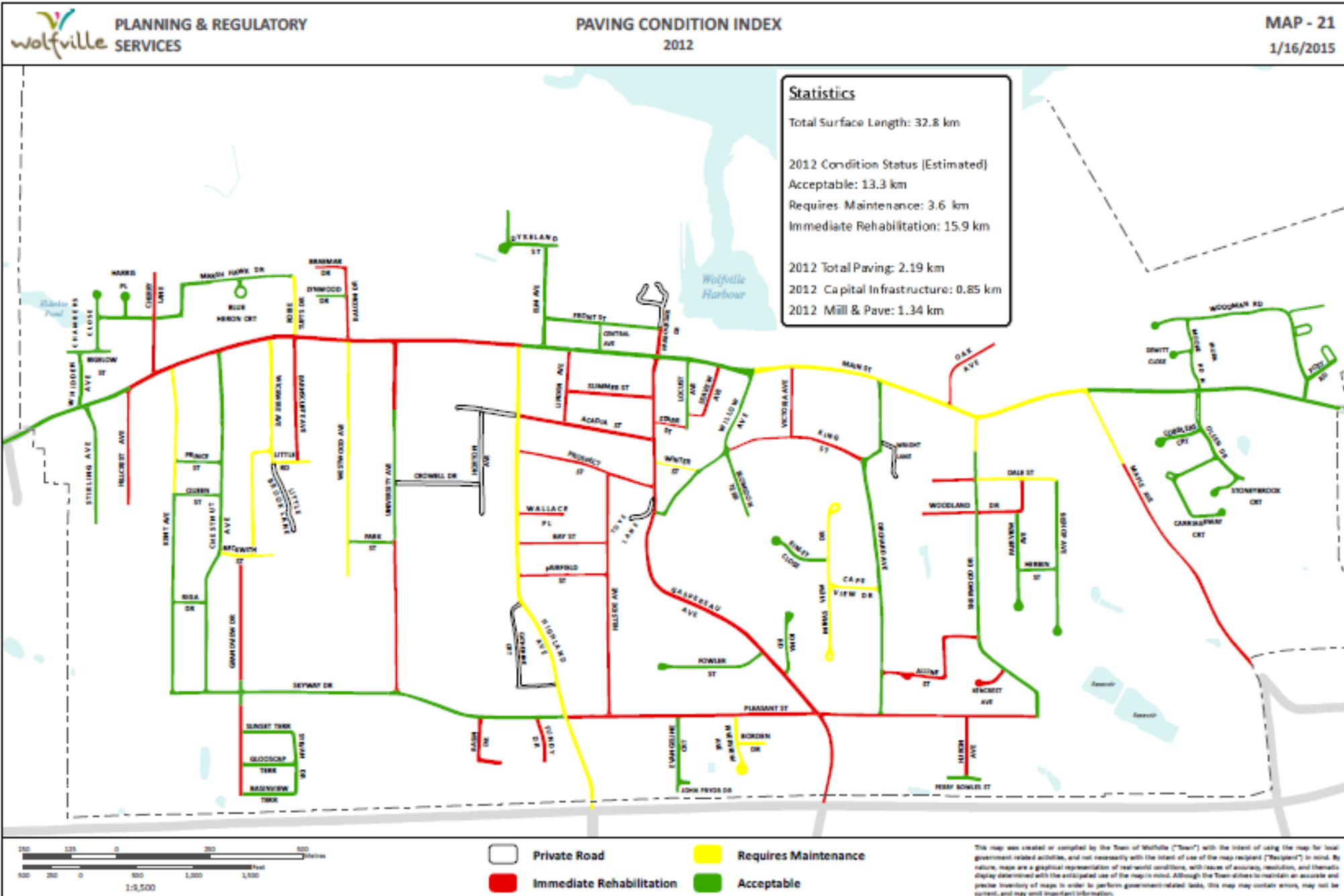
5 Year Total:

Total Paving: 9.6 km (29%)
 Capital Infrastructure: 3.8 km (11.3%)
 Mill & Pave: 5.8 km (17.7%)



This map was created or compiled by the Town of Wolfville ("Town") with the intent of using the map for local government related activities, and not necessarily with the intent of use of the map recipient ("Recipient") in mind. By nature, maps are a graphical representation of real-world conditions, with issues of accuracy, resolution, and thematic display determined with the anticipated use of the map in mind. Although the Town strives to maintain an accurate and precise inventory of maps in order to perform government-related tasks, this map may contain errors, may not be current, and may omit important information.

Capital Budget – PCI Where We Were – Fiscal Sustainability



INFORMATION REPORT

Title: Pedestrian Crossing Flags

Date: 2018-10-06

Department: Public Works



SUMMARY

PEDESTRIAN CROSSING FLAGS

This information report is a follow up to RFD 059-2018 as requested by Council at the September Council meeting with respect to pedestrian crossing flags and yellow/green pedestrian crosswalk signs.

INFORMATION REPORT

Title: Pedestrian Crossing Flags

Date: 2018-10-06

Department: Public Works



1) CAO COMMENTS

For information purposes.

2) REFERENCES AND ATTACHMENTS

- RFD 059-2018
- exp letter 2018 06 29
- HRM staff reports <https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/171212rc1412.pdf>
- HRM Council Minutes 2017 12 17
- RCMP Advisory Committee Minutes 2018 03 20
- Council Minutes 2018 04 17
- TAC Manual of Uniform Traffic Control Devices for Canada (MUTCDC)
- TAC Pedestrian Crossing Control Manual
- TIR Crosswalk Policy

3) DISCUSSION

RFD 059-2018 presented to Committee of Whole, September 4th recommended that no orange crosswalk flags or yellow-green crosswalk signs be installed in the Town of Wolfville until ongoing Transportation Association of Canada (TAC) and Halifax Regional Municipality (HRM) studies are completed and the results available.

Staff further recommend that the four existing crosswalk locations identified be reviewed to ensure they are signed and marked appropriately, and street lighting is adequate. Prior to repainting crosswalks in the spring, staff will review locations to ensure the crosswalks on Main Street are located and marked appropriately.

HRM staff were contacted and stated they are following a crosswalk flag program at “basic crosswalks” until pilot testing of various products to enhance the visibility of crosswalks is completed, and at that time determine the next steps for the Crosswalk Flag program. This work is ongoing. The Crosswalk Flag Program is a community led program and as such each proposed location have a “sponsor” responsible for the following;

- Supply and installation of the container and flags including costs for all labour and material
- Ongoing monitoring and maintenance of the location after installation
- Providing regular updates to the municipality monitoring and maintenance activities
- Modification or removal of the installation if required by the municipality.

With respect to yellow/green pedestrian crosswalk signs the results of the TAC study are inconclusive to date with some data suggesting they may be more visible in the winter, but further study is being

INFORMATION REPORT

Title: Pedestrian Crossing Flags

Date: 2018-10-06

Department: Public Works



considered. TAC is awaiting potential project sponsors, and nothing is expected for at least another 12 months.

The four crosswalks considered in the original RFD have been reviewed by staff and all are signed with double sided RA-4 signs on both sides of the street and have been repainted this fall. Street lighting is adequate at three of the four crosswalks. A streetlight on the south side of Main at Westwood would improve visibility at night and staff will make arrangements to have this installed. The speed radar sign has been moved from the east end of Main Street to the west end between Elderkins and Land Mark East to further monitor traffic volumes and speed.

4) FINANCIAL IMPLICATIONS

The cost to install a new street light at Main and Westwood is approximately \$500.

5) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

This issue relates to improving the quality of life for all by ensuring pedestrian safety at crosswalk locations.

6) COMMUNICATION REQUIREMENTS

7) FUTURE COUNCIL INVOLVEMENT

Staff will continue to report back to Council as results of the ongoing studies and reviews are available.

REQUEST FOR DECISION 072-2018

Title: Council – Committees of Council Meeting Schedule 2019

Date: 2018-11-06

Department: Office of the CAO



SUMMARY

Council-Committees of Council Meeting Schedule 2019

The purpose of the RFD is for Council to consider accepting the Council-Committees of Council Schedule for 2019 as presented in RFD 072-2018.

DRAFT MOTION:

That Council adopt the 2019 Council-Committees of Council Meeting Schedule as presented in RFD 072-2018.

REQUEST FOR DECISION 072-2018

Title: Council – Committees of Council Meeting Schedule 2019
Date: 2018-11-06
Department: Office of the CAO



1) CAO COMMENTS

The 2019 Council-Committees of Council calendar was reviewed by Management and the CAO supports the meeting schedule as presented. The Environmental Sustainability Committee may wish to review the necessity of having meetings every two months, which may impact the schedule in the future. Additionally, the Accessibility Advisory Committee may need to add/remove meetings as required as the high-level plan becomes “finalized” and more detailed work gets underway.

2) LEGISLATIVE AUTHORITY

The Nova Scotia Municipal Government Act, Section 19(2), states that Council members must be notified at least three days in advance of council meetings, and the clerk is to give at least two days’ public notice of the meetings. A long-term 2019 forecast of Council-Committees of Council meetings supports a more strategic view of scheduling.

3) STAFF RECOMMENDATION

Staff recommends that Council accept the 2019 Council-Committees of Council meeting schedule as detailed within this RFD, with the understanding that throughout the year there may be the requirement to adjust scheduled meetings.

4) REFERENCES AND ATTACHMENTS

Appendix A – 2019 Council-Committees of Council meeting schedule (attached)

5) DISCUSSION

The Council, Committee of the Whole and Committees of Council meeting dates for 2019 are recommended as detailed in Appendix A to this RFD.

Frequency of Meetings:

- | | |
|--|---|
| • Committee of the Whole | Monthly |
| • Town Council | Monthly |
| • Accessibility Advisory Committee | Monthly (possibly quarterly in the future) |
| • Planning Advisory Committee | Monthly |
| • Environmental Sustainability Committee | Bi-Monthly (possibly quarterly in the future) |
| • Art in Public Spaces | Quarterly |
| • Audit Committee | Quarterly |
| • Emergency Management Advisory Committee | Quarterly |
| • RCMP Advisory Board | Quarterly |
| • Source Water Protection Advisory Committee | Quarterly |
| • Town & Gown Committee | Semi-Annually |

REQUEST FOR DECISION 072-2018

Title: Council – Committees of Council Meeting Schedule 2019
Date: 2018-11-06
Department: Office of the CAO



With the understanding the meeting dates may change as the year progresses, the proposed 2019 Council-Committees of Council meeting schedule considers the following annual conferences (dates to be confirmed):

- April CAO-CEO Forum
- May 2019 NSFM Spring Workshop
- May 27th – May 29th CAMA Conference (Quebec City)
- May 19th – May 22nd 2019 ITGA Conference
- May 30th – June 2nd FCM Annual Conference and Trade Show (Quebec City)
- June AMA Spring Conference
- September AMA Fall Conference
- November 2019 NSFM Annual Conference

6) FINANCIAL IMPLICATIONS

Not Applicable

7) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

This RFD is administrative in nature for establishing the 2019 Council & Committees of Council meeting calendar.

8) COMMUNICATION REQUIREMENTS

Once accepted, the 2019 Council-Committees of Council schedule will be published to the Town of Wolfville website "[Meeting Calendar](#)".

9) ALTERNATIVES

Throughout 2019, there may be the requirement to adjust scheduled meetings based on unforeseen scheduling conflicts that arise – these will be dealt with on a case-by-case basis.

Council-Committees of Council Meetings

Meeting	Time	Frequency
Committee of the Whole (COW)	8:30am - 11:30am	Monthly - 1st Tue of the Month
Town Council	6:30pm - 8:30pm	Monthly (Tuesdays)
Committees of Council		
Accessibility Advisory Committee	4:30pm - 5:30pm	Monthly (Mondays)
Art in Public Space	9:00am - 10:30am	Quarterly (Thursdays)
Audit Committee	9:00am - 11:00am	Quarterly (Fridays)
Planning Advisory Committee (PAC)	1:30pm - 3:30pm	Monthly (Wednesdays)
Town & Gown Committee	12:00pm - 1:00pm	Bi-Monthly (Tuesdays)
RCMP Advisory Board	10:00am - 12:00pm	Quarterly (Tuesdays)
Source Water Protection Advisory	3:00pm - 4:30pm	Tri-Monthly (Thursdays)
Environmental Sustainability	10:30am - 12:00pm	Bi-Monthly (Mondays)
Emergency Measures Advisory	10:00am - 11:30am	Quarterly (Mondays)
Note: Above timings are 'Standard' timings/scheduling may be modified by Committee		

December '18

S	M	T	W	Th	F	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

Town of Wolfville - Council / Committees of Council Meetings

January 2019

February '19

S	M	T	W	Th	F	Sa
						1
						2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28		

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
30	31	1 New Year's Day	2	3 ce Water Protection Adv	4	5
6	7	8 COW Meeting	9	10	11	12
13	14 ESC Meeting	15	16	17 Art in Public Spaces	18 Special COW (budget)	19
	AAC Meeting					
20	21 EMAC Meeting	22	23	24	25 Audit Committee	26
		Town Council				
27	28	29	30 PAC Meeting	31	1	2
3	4	Notes				

January '19

S	M	T	W	Th	F	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

Town of Wolfville - Council / Committees of Council Meetings

March '19

S	M	T	W	Th	F	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

February 2019

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
27	28	29	30	31	1	2 Groundhog Day
3	4	5 COW Meeting	6	7	8	9
10	11 AAC Meeting	12	13	14 Valentine's Day	15	16
17	18 Heritage Day	19 Town Council	20	21	22	23
24	25	26	27 PAC Meeting	28	1	2
3	4	Notes				

February '19

S	M	T	W	Th	F	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28		

Town of Wolfville - Council / Committees of Council Meetings

April '19

S	M	T	W	Th	F	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

March 2019

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	
24	25	26	27	28	1	2	
3	4	5 COW Meeting	6	7	8	9	
10	11 ESC Meeting AAC Meeting	12	13	14	15	16	
17 St. Patrick's Day	18	19 RCMP Advisory Town Council	20	21	22	23	
24	25	26	27 PAC Meeting	28	29	30	
31	1 April Fool's Day	Notes					

March '19						
S	M	T	W	Th	F	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

Town of Wolfville - Council / Committees of Council Meetings

May '19						
S	M	T	W	Th	F	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

April 2019

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
31	1 April Fool's Day	2 COW Meeting	3	4 ce Water Protection Adv	5	6
7	8 AAC Meeting	9	10	11	12	13
14	15 EMAC Meeting	16 Town Council	17	18 Art in Public Spaces	19 Good Friday	20
21 Easter	22 Easter Monday	23	24 PAC Meeting	25	26	27
28	29	30	1	2	3	4
5	6	Notes				

April '19

S	M	T	W	Th	F	Sa
1	2	3	4	5	6	
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

Town of Wolfville - Council / Committees of Council Meetings

May 2019

June '19

S	M	T	W	Th	F	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
28	29	30	1	2	3 Audit Committee	4
5	6	7 COW Meeting	8	9	10	11
12	13 ESC Meeting	14	15	16	17	18
	AAC Meeting					
19	20 Victoria Day	21 Town & Gown	22	23	24	25
		Town Council				
26	27	28	29	30	31	1
	CAMA Conference (Quebec City, QC)			FCM Annual Conference (Quebec City, QC) to June 2nd		
			PAC Meeting			
2 FCM Annual Conf	3	Notes				

May '19						
S	M	T	W	Th	F	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

Town of Wolfville - Council / Committees of Council Meetings

July '19						
S	M	T	W	Th	F	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

June 2019

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
26	27 Memorial Day	28	29	30	31	1
2	3	4 COW Meeting	5	6	7	8
9	10 AAC Meeting	11	12	13	14	15
16	17	18 RCMP Advisory Town Council	19	20	21	22
23	24	25	26 PAC Meeting	27	28	29
30	1	Notes				

June '19						
S	M	T	W	Th	F	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

Town of Wolfville - Council / Committees of Council Meetings

July 2019

August '19						
S	M	T	W	Th	F	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
30	1 Canada Day	2 COW Meeting	3	4 ce Water Protection Adv	5 Audit Committee	6
7	8 ESC Meeting	9	10	11	12	13
	AAC Meeting					
14	15 EMAC Meeting	16	17	18 Art in Public Spaces	19	20
		Town Council				
21	22	23	24	25	26	27
28	29	30	31 PAC Meeting	1	2	3
4	5	Notes				

July '19

S	M	T	W	Th	F	Sa
1	2	3	4	5	6	
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

Town of Wolfville - Council / Committees of Council Meetings

September '19

S	M	T	W	Th	F	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

August 2019

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
28 Parents' Day	29	30	31	1	2	3
4	5 Natal Day	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31
1	2	Notes				

August '19

S	M	T	W	Th	F	Sa
					1	2 3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

Town of Wolfville - Council / Committees of Council Meetings

October '19

S	M	T	W	Th	F	Sa
			1	2	3	4 5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

September 2019

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2 Labour Day	3 COW Meeting	4	5	6 Audit Committee	7
8	9 AAC Meeting	10	11	12	13	14
15	16 ESC Meeting	17 RCMP Advisory	18	19	20	21
22	23	24 Town Council	25 PAC Meeting	26	27	28
29	30	1	2	3	4	5
6	7	Notes				

September '19

S	M	T	W	Th	F	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

Town of Wolfville - Council / Committees of Council Meetings

November '19

S	M	T	W	Th	F	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

October 2019

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
29	30	1 COW Meeting	2	3 ce Water Protection Adv	4	5
6	7 AAC Meeting	8	9	10	11	12
13	14 Thanksgiving	15 Town Council	16	17 Art in Public Spaces	18 Audit Committee	19
20	21 EMAC Meeting	22	23	24	25	26
27	28	29	30 PAC Meeting	31 Halloween	1	2
3	4	Notes				

October '19

S	M	T	W	Th	F	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

Town of Wolfville - Council / Committees of Council Meetings

November 2019

December '19

S	M	T	W	Th	F	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
27	28	29	30	31 Halloween	1	2
3 Daylight Saving	4	5 COW Meeting	6	7	8	9
10	11 Remembrance Day	12	13	14	15	16
17	18 ESC Meeting	19 Town & Gown	20	21	22	23
24	25 AAC Meeting	26 Town Council	27 PAC Meeting	28	29	30
1	2	Notes				

November '19

S	M	T	W	Th	F	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

Town of Wolfville - Council / Committees of Council Meetings

January '20

S	M	T	W	Th	F	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

December 2019

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2	3 COW Meeting	4	5	6	7 Pearl Harbor
8	9 AAC Meeting	10	11	12	13	14
15	16	17 RCMP Advisory	18 PAC Meeting	19	20	21
22	23	24 Christmas Eve	25 Christmas Day	26 Boxing Day	27	28
29	30	31 New Year's Eve	1	2	3	4
5	6	Notes				

REQUEST FOR DECISION 074-2018

Title: Council – Committee Appointments

Date: 2018-11-06

Department: Office of the CAO



SUMMARY

Council – Committee Appointments

This RFD is for Council to consider Councillor appointments for the Committees of Council for the period starting November 2018.

DRAFT MOTION:

That Council appoint the following Councillors as listed in the Attached Council – Committee Appointments, effective November 2018, for a one-year term in accordance with Policy 610-002 and Bylaw Chapter 87

REQUEST FOR DECISION 074-2018

Title: Council – Committee Appointments

Date: 2018-11-06

Department: Office of the CAO



1) CAO COMMENTS

The CAO and Mayor met to recommend committee appointments based on interest, equal representation/workload and skill sets. The CAO supports the recommendations in this report and feels that committees will all be well served with the appointments as presented.

2) LEGISLATIVE AUTHORITY

- [Nova Scotia Municipal Government Act](#) (NS MGA)

3) STAFF RECOMMENDATION

Staff recommends that Council appoint Committee representatives as outlined in Section 5 of this report.

4) REFERENCES AND ATTACHMENTS

- [Policy 110-001 Committees](#)
- [Policy 110-009 Accessibility Advisory Committee](#)
- [Policy 760-002 Public Art](#)
- [Policy 140-007 Audit Committee](#)
- [Bylaw 57 Emergency Measures](#)
- [Policy 120-015 Environmental Sustainability Committee](#)
- [Policy 610-002 Planning Advisory Committee \(PAC\)](#)
- [Bylaw 87, RCMP Advisory Board](#)
- [Policy 910-001 Source Water Protection Advisory Committee](#)
- [Policy 120-012 Wolfville – Acadia Town and Gown](#)

5) DISCUSSION

Council makes Committee appointments on an annual basis and the proposed appointments are as follows:

Accessibility Advisory Committee

- Councillor Mercedes Brian (Member)
- Alternate: Councillor Oonagh Proudfoot

Art in Public Spaces Committee

- Councillor Wendy Elliott (Chair)

Audit Committee

- Councillor Oonagh Proudfoot (Chair)
- Councillor Wendy Donovan

Emergency Management Advisory Committee

- Councillor Mercedes Brian

REQUEST FOR DECISION 074-2018

Title: Council – Committee Appointments

Date: 2018-11-06

Department: Office of the CAO



Environmental Advisory Committee

- Councillor Mercedes Brian (Chair)

Planning Advisory Committee

- Deputy Mayor Jodi MacKay (Chair)
- Councillor Wendy Donovan
- Councillor Oonagh Proudfoot

Wolfville RCMP Advisory Board

- Councillor Wendy Elliott
- Councillor Oonagh Proudfoot

Source Water Protection Advisory Committee

- Councillor Carl Oldham (Chair)
- Deputy Mayor Jodi MacKay

Wolfville – Acadia Town and Gown Committee

- Deputy Mayor Jodi MacKay

Inter-Municipal / Partner Organizations

Wolfville Business Development Corporation (WBDC)

- Councillor Carl Oldham
- Alternate: Councillor Wendy Donovan

Valley Community Fibre Network (VCFN)

- Mayor Jeff Cantwell
- Alternate: Councillor Wendy Donovan

Kings Transit Authority (KTA)

- Councillor Wendy Donovan
- Alternate: Councillor Mercedes Brian

Valley Waste Resource Management Authority

- Councillor Wendy Elliott
- Alternate: Councillor Wendy Donovan

Regional Enterprise Network (REN) – Liaison & Oversight Committee

- Mayor Jeff Cantwell
- Alternate: Councillor Carl Oldham

Annapolis Valley Trails Coalition

- Councillor Carl Oldham
- Alternate: Deputy Mayor Jodi MacKay

Kings Point to Point

- Councillor Mercedes Brian
- Alternate: Councillor Wendy Donovan

REQUEST FOR DECISION 074-2018

Title: Council – Committee Appointments

Date: 2018-11-06

Department: Office of the CAO



OTHER COMMITTEES / BOARDS

Annapolis Valley Regional Library Board

- Janet Ness, Vice Chair

EKM Health Centre Liaison Team

- **Vacant** (previous representative – Erin Hennessy, up to December 16, 2015)

Regional Emergency Management Organization (REMO)

- Mayor Jeff Cantwell
- Deputy Mayor Carl Oldham

Kings Crime Prevention Association (KCPA)

- Maurice McKee – Appointed from RCMP Advisory Board, reappointed for two-year term to **expire December 2013 – next RCMP Advisory Board**
 - Chair – Paul D. Gates (pdgates@ns.sympatico.ca)
 - Vice Chair – Marge Debogt
 - Treasurer – Carol Robar
 - Secretary – Violet Francis

Race Relations and Anti-Discrimination Committee (RRADC)

- Councillor Oonagh Proudfoot

Bishop-Beckwith Marsh Body

- Councillor Wendy Donovan

Grand Pre Marsh Body

- Councillor Wendy Donovan

Western Regional Housing Authority (WRHA)

- Jennifer Smith

6) FINANCIAL IMPLICATIONS

Not Applicable

7) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

REQUEST FOR DECISION 074-2018

Title: Council – Committee Appointments

Date: 2018-11-06

Department: Office of the CAO



Council Strategic Principles:

1. **Affordability:** N/A
2. **Transparency:** This decision supports Policy & Bylaw guidelines for Council involvement in the Town of Wolfville Committees of Council
3. **Community Capacity Building:** The Council appointments to Committees of Council provide focused Council involvement in those issues of importance to the Town of Wolfville
4. **Discipline to Stay the Course:** N/A
5. **United Front:** Council's decision to appoint Councillors to the Town's Committees of Council supports a collaborative approach with the citizens of the Town
6. **Environmental Sustainability:** N/A

8) COMMUNICATION REQUIREMENTS

Once appointed, the November 2018 Council Committee appointments will be updated to the Town of Wolfville website upon being effective

9) ALTERNATIVES

Should Council indicate preferred appointments to the Committees of Council, appointments may be updated to reflect the changes

APPOINTMENTS

COUNCIL & COMMITTEES

November 6, 2018



COUNCIL & COMMITTEES

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COUNCIL

Jeff Cantwell (Mayor)

42 Sherwood Drive
Wolfville NS B4P
Phone: 902-542-9822 (home)
Phone: 902-542-4008 (office)
Cell: 902-698-1676
Fax: 902-542-4789
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Wendy Elliott

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Oonagh Proudfoot

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Wendy Donovan

25 Gaspereau Avenue
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Carl Oldham (Deputy Mayor)

42 Bigelow Street
Wolfville, NS B4P 0A4
Phone: 902-697-2549 (home)
Cell: 902-679-7702
Fax: 902-542-4789
Email: coldham@wolfville.ca

Jodi MacKay

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Cell: 902-599-2175
Fax: 902-542-4789
Email: jmackay@wolfville.ca

TOWN OF WOLFFVILLE COMMITTEES

a. Accessibility Advisory Committee (AAC)

- **Reference:** [Policy 110 009 Accessibility Advisory Committee Webpage](#)

Name	Appointed	Expiry
Agnieszka Hayes (Chair) ⁽¹⁾	2018-05	2020-12
Mayor Jeff Cantwell	Not Applicable	Not Applicable
Andrew Roach ⁽¹⁾	2018-05	2020-12
David Daniels ⁽¹⁾	2018-05	2020-12
Rebecca Smith ⁽¹⁾	2018-05	2020-12
Emily Duffett ⁽¹⁾	2018-05	2021-12
Brigit Elssner ⁽¹⁾	2018-05	2021-12
Councillor Mercedes Brian ⁽¹⁾	2018-05	2020-12
Alternate – Councillor Oonagh Proudfoot ⁽¹⁾	2018-05	2020-12

Ex-Officio Members

- [Erin Beaudin](#), Chief Administrative Officer non-voting
- [Mike MacLean](#) Director of Finance non-voting

⁽¹⁾ Appointment - Special Town Council Meeting, May 5, 2018, 2016 (RFD 034-2018) Motion 15-05-18

b. Art in Public Spaces Committee (APSC)

Reference: [Policy No. 760-002](#)

[Webpage](#)

Name	Appointed	Expiry
Councillor Wendy Elliott (Chair) ⁽¹⁾	2016-11	2017-12
Mayor Jeff Cantwell	Not Applicable	Not Applicable
Saralee Lewis ⁽²⁾	2016-12	2018-12
Dr Laurie Dalton ⁽³⁾	2017-12	2019-12
Krystal Tanner ⁽⁴⁾	2017-12	2019-12
Jessie Forman ⁽⁴⁾	2017-12	2020-12

Ex-Officio Members

- [Erin Beaudin](#), Chief Administrative Officer non-voting
- [Jeremy Banks](#), Town Planner non-voting

⁽¹⁾ Appointment - Special Town Council Meeting, November 1, 2016 (RFD 065-2016) Motion 10-11-16

⁽²⁾ Appointment – Town Council Meeting, December 19, 2016 (RFD 066-2016) Motion 11-12-16

⁽³⁾ Appointment – Special Town Council Meeting, March 3, 2015 Motion 16-02-15

⁽⁴⁾ Appointment – Town Council Meeting, December 12, 2017 (RFD 057-2017) Motion 20-12-17

c. Audit Committee

Reference: [Policy No. 140-007](#)

[Webpage](#)

Name	Appointed	Expiry
Councillor Oonagh Proudfoot (Chair) ⁽¹⁾	2016-11	2017-12
Mayor Jeff Cantwell	Not Applicable	Not Applicable
Councillor Wendy Donovan ⁽¹⁾	2016-11	2018-12
Gordon Joice ⁽²⁾	2017-12	2019-12
Frank Lussing ⁽³⁾	2016-12	2018-12

Ex-Officio Members

- [Erin Beaudin](#), Chief Administrative Officer non-voting
- [Mike MacLean](#), Director Financial Services non-voting

⁽¹⁾ Appointment - Special Town Council Meeting, November 1, 2016 (RFD 065-2016) Motion 10-11-16

⁽²⁾ Appointment - Town Council Meeting, December 12, 2017 (RFD 057-2017) Motion 20-12-17

⁽³⁾ Appointment - Town Council Meeting, December 19, 2016 (RFD 066-2016) Motion 11-12-16

d. Design Review Committee (DRC)

Reference: [Policy No. 610-001](#)

Name	Appointed
Angela Morin ⁽¹⁾	2014-02
Michael Napier ⁽¹⁾	2014-02
John Whidden ⁽¹⁾	2014-02
Wil Lang ⁽¹⁾	2014-02
Brian McKibbin ⁽²⁾	2018-01-23

- [Devin Lake](#), Director Planning & Development
- [Jeremy Banks](#), Community Planner

⁽¹⁾ Appointment - Town Council Meeting, February 4, 2014

Motion 12-02-14

⁽¹⁾ Appointment - Town Council Meeting, January 23, 2018

Motion 19-01-18

e. Emergency Management Advisory Committee (EMAC)

Reference: [Emergency Measures Bylaw, Chapter 57](#)

[Webpage](#)

Name	
Mayor Jeff Cantwell ⁽¹⁾	2016-11
Councillor Mercedes Brian ⁽¹⁾	2016-11
Erin Beaudin , CAO	
Dan Stovel , Emergency Management Coordinator (EMC)	
Blair MacMurtery , Deputy EMC	

Town of Wolfville - Emergency Management

- [Erin Beaudin](#), CAO Emergency Coordination Centre (ECC) Manager
- [Dan Stovel](#) Emergency Management Coordinator (EMC)
- [Jennifer Boyd](#) Public Information Officer
- [Blair MacMurtery](#) Deputy EMC / Liaison Officer
- To be determined Safety Officer
- [Sgt. Andrew Buckle](#) Police Services (RCMP)
- [Todd Crowell](#) Fire Services (Fire Chief)
- [Kevin Kerr](#) Operations Section Chief (Public Works)
- [Michael MacLean](#) Admin/Finance Section Chief
- Planning Section Chief
- [Devin Lake](#) Logistics Section Chief
- [Marcia Elliot](#) Duty Officer
- [James Collicutt](#) Duty Officer
- [Bob Caissie](#) Acadia University Representative
- [Peter Nathanson](#) Town Solicitor

⁽¹⁾ Appointment - Special Town Council Meeting, November 1, 2016 (RFD 065-2016) Motion 10-11-16

f. Environmental Sustainability Committee (ESC)

Reference: [Policy No. 120-015](#)

[Webpage](#)

Name	Appointed	Expiry
Councillor Mercedes Brian (Chair) ⁽¹⁾	2016-11	2018-12
Jodie Noiles , Acadia University ⁽²⁾	2016-06	2018-12
Bill Zimmerman , Member at-Large ⁽²⁾	2016-06	2018-12
Janet Eaton , Member at-Large ⁽²⁾	2016-06	2018-12
Hayden McKee-Godry , Member at-Large ⁽²⁾	2016-06	2018-12
George Philip, Youth Member At-Large ⁽²⁾	2016-06	2018-12

Ex-Officio Members

- [Jeff Cantwell](#), Mayor voting
- [Erin Beaudin](#), Chief Administrative Officer non-voting
- [Devin Lake](#), Director Planning and Development non-voting

⁽¹⁾ Appointment - Special Town Council Meeting, November 1, 2016 (RFD 065-2016)

Motion 10-11-16

⁽¹⁾ Appointment – Special Town Council Meeting, June 21, 2016 (RFD 042-2016)

Motion 24-06-16

g. Planning Advisory Committee (PAC)

Reference: [Policy No. 610-002](#)

[Webpage](#)

Name	Appointed	Expiry
Deputy Mayor Jodi MacKay (Chair) ⁽¹⁾	2016-11	2018-12
Councillor Wendy Donovan ⁽²⁾	2017-12	2018-12
Councillor Oonagh Proudfoot ⁽²⁾	2017-12	2018-12
Omar Bhimji ⁽³⁾	2017-12	2019-12
Stephen Mattson ⁽³⁾	2017-12	2020-12
Mary Costello ⁽³⁾	2017-12	2020-12
Melinda Norris ⁽⁴⁾	2016-12	2019-12
Oliver Jacob ⁽⁵⁾	2017-01	2020-01

Ex-Officio Members

- [Mayor Jeff Cantwell](#) voting
- [Erin Beaudin](#), Chief Administrative Officer non-voting
- Devin Lake, Director of Planning non-voting

⁽¹⁾ Appointment - Special Town Council Meeting, November 1, 2016 (RFD 065-2016) Motion 10-11-16

⁽²⁾ Appointment –Town Council Meeting, November 21, 2017 (RFD 063-2017) Motion 21-11-17

⁽³⁾ Appointment –Town Council Meeting, December 12, 2017 (RFD 057-2017) Motion 20-12-17

⁽⁴⁾ Appointment –Town Council Meeting, December 19, 2016 (RFD 066-2016) Motion 11-12-16

⁽⁵⁾ Appointment –Town Council Meeting, January 31, 2016 (RFD 002-2017) Motion 21-01-17

h. Wolfville RCMP Advisory Board

References:

A. Town of Wolfville Bylaw Ch 87

[Webpage](#)

Name	Appointed	Expiry
Councillor Wendy Elliott ⁽¹⁾	2017-12	2018-12
Councillor Oonagh Proudfoot ⁽¹⁾	2017-12	2018-12
Kathy Bird ⁽²⁾	2018-07	2018-12
Michael Jeffrey ⁽³⁾	2016-12	2018-12
Robert Lutes ⁽⁴⁾	2017-03	2019-12

Ex-Officio Members

- [Mayor Jeff Cantwell](#) voting
- [Erin Beaudin](#), Chief Administrative Officer non-voting
- [Terry Hennigar](#), Department of Justice Consultant / Advisor non-voting
 - Three-year appointment as of 2016-04-26
 - **Deputy Chair** (appointed 2016-12-20 for one year appointment)
- [Sgt Andy Buckle](#), Wolfville RCMP non-voting

⁽¹⁾ Appointment – Town Council Meeting, November 21, 2017 (RFD 063-2017)

Motion 21-11-17

⁽²⁾ Appointment – Town Council Meeting, December 15, 2015 (RFD 091-2015)

Motion 20-12-15

⁽³⁾ Appointment – Town Council Meeting, December 19, 2016 (RFD 066-2016)

Motion 11-12-16

⁽⁴⁾ Appointment – Town Council Meeting, March 21, 2017

Motion 43-03-17

i. Source Water Protection Advisory Committee (SWPA)

Reference: Policy No. 910-001

[Webpage](#)

Name	Appointed	Expiry
<u>Councillor Carl Oldham (Chair)</u> ⁽¹⁾	2016-11	2018-12
<u>Deputy Mayor Jodi MacKay</u> ⁽¹⁾	2016-11	2018-12
<u>John Brzustowski</u> ⁽²⁾	2017-03	2020-12
<u>Jennifer Kershaw</u> ⁽²⁾	2017-03	2019-12

VOTING MEMBERS

- Councillor Peter Allen - Kings County Council
- [Marcel Falkenham](#), Acadia University
- Member-at-Large, County of Kings

NONVOTING MEMBERS

- Town of Wolfville, Director of Planning
- Town of Wolfville, Water System Operator
- Planning Staff, Kings County
- Nova Scotia Department of Environment & Labour representative
- Terry Hennigar, consultant
- Outside Resources as needed, NSDTIR, NS Agriculture

⁽¹⁾ Appointment - Special Town Council Meeting, November 1, 2016 (RFD 065-2016)

Motion 10-11-16

⁽²⁾ Appointment - Town Council Meeting, March 21, 2017

Motion 42-03-17

j. Wolfville-Acadia Town and Gown Committee

Reference: [Policy No. 120-012](#)

[Webpage](#)

Name	Appointed	Expiry
Deputy Mayor Jodi MacKay ⁽¹⁾	2016-11	2018-12
Mayor Jeff Cantwell	Not Applicable	Not Applicable
TBD		
Dr. Peter Ricketts, Acadia University		
George Philp , Acadia Student Union President	2018-05-01	2019-04-30
TBD		
Gordon McLaughlin , ASU Community Relations	2018-05-01	2019-04-30

⁽¹⁾ Appointment - Special Town Council Meeting, November 1, 2016 (RFD 065-2016)

Motion 10-11-16

⁽²⁾ Appointment – Town Council Meeting, December 12, 2017 (RFD 057-2017)

Motion 20-12-17

INTER-MUNICIPAL / PARTNER ORGANIZATIONS

a. Wolfville Business Development Corporation (WBDC) Board

[Webpage](#)

Name	Appointed	Expiry
Councillor Carl Oldham ⁽¹⁾	Not Applicable	Not Applicable
Councillor Wendy Donovan (Alternate) ⁽¹⁾	Not Applicable	Not Applicable
Hugh Simpson ⁽²⁾	2017-12	Not Applicable

b. Valley Community Fibre Network (VCFN)

[Webpage](#)

- [Mayor Jeff Cantwell](#) ⁽¹⁾
- Alternate: [Councillor Wendy Donovan](#) ⁽¹⁾

c. Kings Transit Authority (KTA)

[Webpage](#)

- [Councillor Wendy Donovan](#) ⁽¹⁾
- Alternate: [Councillor Mercedes Brian](#) ⁽¹⁾

d. Valley Waste-Resource Management Authority

[Webpage](#)

- [Councillor Wendy Elliott](#) ⁽¹⁾
- Alternate: [Councillor Wendy Donovan](#) ⁽¹⁾

⁽¹⁾ Appointment - Special Town Council Meeting, November 1, 2016 (RFD 065-2016)

Motion 10-11-16

⁽²⁾ Appointment – Town Council Meeting, December 12, 2017 (RFD 057-2017)

Motion 20-12-17

e. Regional Enterprise Network (REN) – Liaison & Oversight Committee

- Mayor Jeff Cantwell ⁽²⁾
- Alternate: Councillor Carl Oldham ⁽²⁾

f. Annapolis Valley Trails Coalition (AVTC)

- Councillor Carl Oldham ⁽¹⁾
- Alternate: Deputy Mayor Jodi MacKay ⁽¹⁾

g. Kings Point to Point

- Councillor Mercedes Brian ⁽¹⁾
- Alternate: Councillor Wendy Donovan

⁽¹⁾ Appointment - Special Town Council Meeting, November 1, 2016 (RFD 065-2016)

⁽²⁾ Appointment - Town Council Meeting, November 21, 2017 (RFD 063-2017)

Motion 22-11-17

⁽¹⁾ Appointment - Special Town Council Meeting, November 1, 2016 (RFD 065-2016)

⁽²⁾ Appointment - Town Council Meeting, November 21, 2017 (RFD 063-2017)

Motion 22-11-17

OTHER COMMITTEES / BOARDS

a. Annapolis Valley Regional Library Board

Webpage

- Janet Ness, Vice Chair

b. EKM Health Centre Liaison Team

Webpage

- **Vacant** (previous representative – Erin Hennessy, up to December 16, 2015)

c. Regional Emergency Management Organization (REMO)

Webpage

- Mayor Jeff Cantwell
- Deputy Mayor Carl Oldham

d. Kings Crime Prevention Association (KCPA)

- Maurice McKee – Appointed from RCMP Advisory Board, reappointed for two-year term to **expire December 2013 – next RCMP Advisory Board**
 - Chair – Paul D. Gates (pdgates@ns.sympatico.ca)
 - Vice Chair – Marge Debogt
 - Treasurer – Carol Robar
 - Secretary – Violet Francis

e. Race Relations and Anti-Discrimination Committee (RRADC)

Webpage

- Councillor Oonagh Proudfoot ⁽¹⁾

f. Bishop-Beckwith Marsh Body

- Councillor Wendy Donovan ⁽¹⁾

g. Grand Pre Marsh Body

- Councillor Wendy Donovan ⁽²⁾

h. Western Regional Housing Authority (WRHA)

Webpage

- Jennifer Smith ⁽¹⁾

⁽¹⁾ Appointment - Town Council Meeting, December 12, 2017 (RFD 057-2017)

Motion 20-12-17

⁽¹⁾ Appointment – Town Council Meeting, May 16, 2017 (Motion 17-05-17)

REQUEST FOR DECISION 068-2018

Title: CRA Change – 1/3 Non-Taxable Expense Allowance

Date: 2018-11-06

Department: Finance



SUMMARY

CRA Change – 1/3 Non-Taxable Council Expense Allowance

The 2017 Federal Budget included changes to the Income Tax Act that result in income tax implications related to remuneration for municipal councillors. What had been a longstanding practice permitted in the Act, municipal council remunerations typically had 1/3 of the total income treated as a non-taxable expense allowance. The 2017 change will require municipal elected officials to include the 1/3 amount as taxable income. The effective date of this CRA change is January 1, 2019.

DRAFT MOTION:

That Council approve increases to remuneration as follows:

- Mayor – increase by \$3,748 to an effective annual stipend of \$33,883
- Deputy Mayor – increase by \$2,185 to an effective annual stipend of \$22,673
- Councilors – increase by \$2,126 to an effective annual stipend of \$20,274

And that the Town Policy #110-005 be amended to remove references to the 1/3 non-taxable expense allowance.

REQUEST FOR DECISION 068-2018

Title: CRA Change – 1/3 Non-Taxable Expense Allowance

Date: 2018-11-06

Department: Finance



1) CAO COMMENTS

Information has been provided to allow for Council to make an informed decision as to how to deal with the 1/3 of their existing stipends which will become taxable in 2019.

2) LEGISLATIVE AUTHORITY

Canada Revenue Agency (CRA) – Income Tax Act

3) STAFF RECOMMENDATION

Staff are not making a specific recommendation. What members of council believe is a reasonable stipend quite often varies by individual councilor.

4) REFERENCES AND ATTACHMENTS

- CRA Income Tax Act subsection 81(3)
- IT-292 – Taxation of Elected Officers of Incorporated Municipalities, School Boards, Municipal Commissions and Similar Bodies
- Town Policy 110-005 Council Remuneration

5) DISCUSSION

The change in the Income Tax Act has created a unique issue of how to deal with an impact on net income and whether to adjust council remuneration to offset higher income tax deductions via payroll. The CRA change relates to the non-taxable expense allowance permitted under the Income Tax which the vast majority of municipal units used in relation to council remuneration. It effectively allowed for 1/3 of the remuneration to be received without attracting income tax. The 2017 Federal Budget included changes to remove this treatment for municipal remuneration. The change is effective January 1, 2019.

REQUEST FOR DECISION 068-2018

Title: CRA Change – 1/3 Non-Taxable Expense Allowance

Date: 2018-11-06

Department: Finance



Municipal officer's expense allowance

A municipal corporation or board may pay a non-accountable expense allowance to an elected officer to perform the duties of that office.

If the expense allowance is **more than one-third** of the officer's salary and allowances, the excess amount is a taxable benefit. Enter it in box 14, "Employment income," and in the "Other information" area under code **40** at the bottom of the employee's T4 slip.

If the expense allowance is **not more than one-third** of the officer's salary and allowances **do not** include this amount in box 14, "Employment income," or in the "Other information" area under code **40** at the bottom of the employee's T4 slip.

In either of the above situations, you have to identify the non-taxable share of the allowance by entering the corresponding amount in the "Other information" area under code **70** at the bottom of the employee's T4 slip.

For more information, see [Interpretation Bulletin IT292, Taxation of Elected Officers of Incorporated Municipalities, School Boards, Municipal Commissions and Similar Bodies](#).

Note

For 2019 and later tax years, non-accountable allowances paid to elected officers will be included in their income. This change was stated in the 2017 federal budget, which received royal assent on June 22, 2017 (Bill C 44).

The origins of the tax treatment up to now goes back decades. The Interpretation Bulletin noted in the references goes back to 1976, and as such the practice of Wolfville (and almost every other municipal unit in the province) has been to treat 1/3 of council stipends as non-taxable. This is explicitly noted in Town Policy 110-005.

The impact on members of Council is a decrease in net income of at least a couple of thousand dollars. The impact will vary between members of council (both in Wolfville and other municipal units) as individual councilors have varying levels of personal income. Effectively this means within one council, no two councilors pay exactly the same amount of income tax when their tax returns are filed. This reality makes it more problematic if a council decides to adjust their remuneration for the CRA Income Tax Act change.

Current annual Wolfville remuneration for members of Council:

- Mayor \$30,134 (not including vehicle allowance)
- Deputy Mayor \$20,488
- Councilors \$18,148
- 1/3 of amounts of above does not attract income tax, e.g. the Mayor pays income tax on \$20,089 of pay and receives \$10,045 income tax free. It's the \$10,045 that will now be taxed starting in 2019.

Assumption to calculate nominal tax impact

- Assume lowest marginal tax rate, i.e. as if members of council have no other income.
- Could use higher tax rates, but there is no "right" income tax rate to use as each member of council likely has different levels of personal income through employment, business, or retirement revenue streams

REQUEST FOR DECISION 068-2018

Title: CRA Change – 1/3 Non-Taxable Expense Allowance

Date: 2018-11-06

Department: Finance



- No way to tailor stipend adjustment to individual councilors as that would require some to have higher “gross” income than others.

Adjustment to offset increased income taxes

- Mayor stipend would increase by \$3,749 to a gross income of \$33,883
- Deputy Mayor would increase by \$2,185 to a gross income of \$22,673
- Councilors would increase by \$2,126 to a gross income of \$20,174
- The adjustments above result in “net” pay being with 1% of where they were previously, based on the assumptions noted above.
- Total impact on Town budget is \$15,565 for a full year, i.e. this would be the required increase in the upcoming 2019/20 budget.
- Impact on 2018/19 budget year will be \$4,141 as it would only be in effect for one quarter of the fiscal year.

Should an adjustment be approved to help offset the change in CRA rules?

On the surface, the answer appears to be yes. Supporting this position:

- The NSFM supports the adjustment approach.
- Helps ensure elected municipal representatives (members of councils) are not adversely impacted on their take home pay, i.e. net pay
- Consistent with the idea that members of councils provide a positive impact on their communities and their efforts should be reasonably remunerated.
- Even in small towns and municipalities, local government has become more complex and requires more time/energy from elected officials.
- If some municipalities adjust stipends and some don't, some of the comparative equity that currently exists may be lost. Most municipal units conduct jurisdictional comparisons on a recurring basis. Wolfville's Policy looks to have such a review carried out every four years before each municipal election.

There are, however, reasons not to adjust the stipend amounts. These include:

- Not all municipal councils will be required to adjust stipends due to the CRA change. This would include any municipal unit where the council stipend is at or below the basic income tax exemption, i.e. income (assuming it's ones only source) of approx. \$11,000 or less requires no income tax deduction.
 - A jurisdictional scan on the AMA Listserv resulted in one municipal unit noting their council stipends are below the basic income tax exemption. Note that not all units responded to the question posed on the Listserv so it is unknown whether any other units would have similar situations.

REQUEST FOR DECISION 068-2018

Title: CRA Change – 1/3 Non-Taxable Expense Allowance

Date: 2018-11-06

Department: Finance



- This will ultimately mean the idea of comparative equity will lose some consistency regardless.
- Typically, no adjustments are made to employee salary/wage levels when their net pay is impacted negatively. This occurs when employee share of benefit plans increase, or CPP or EI increase, or increases to federal/provincial income taxes go up. So a point could be posed, if employee pay rates do not change if their net income is effected by payroll deductions (benefit plans/EI/ CPP or income tax), why would remuneration for councilors increase.

Why did the CRA allow a 1/3 non-taxable portion of income?

As illustrated by the age of the referenced CRA IT bulletin, some of the rationale around the non-taxable allowance is decades old. In general, there seems to be a current understanding that there was an inherent out of pocket expense to someone holding elected office. That could encompass any number of things, and likely included travel costs within a political boundary (before per mileage reimbursements became the norm), long distance phone costs (at a time where long distance charges were not unusual within relatively short distances). It could possibly also have covered the costs of small home offices. Regardless of the specifics, at the end of the day, CRA allowed:

- a portion of stipend to be a deemed expense allowance
- no requirement to provide expense receipts to be eligible, simply a guideline that the amount could not be more than 1/3 of the total stipend.
- As an “expense allowance” no income tax would apply. Similar to when people are reimbursed travel expenses while on business.
- As an “expense allowance” payment by the Town, it was permissible to claim an HST rebate on the expense allowance portion. Similar to an a per diem travel reimbursement (meal or mileage), the corporate entity can claim a rebate of a portion of the HST.

Taking into account that the 1/3 amount in question was, up to 2019, considered a payment to members of council as reimbursement for out of pocket expenses, it is possible to look at a different option than increase stipends or make no change to stipends. This would be to decrease the stipend paid by the 1/3 amount, and have members of council submit expense claims for reimbursement of out of pocket expenses.

- This would not involve travel and professional development cost reimbursement as these categories are already covered by Policy.
- This would involve requirement to submit receipts for items one considered out of pocket costs of office. Although this may sound straight forward, it would require policy development to

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Title: CRA Change – 1/3 Non-Taxable Expense Allowance

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define what was considered costs of holding office. Many of these costs are already paid directly by Towns, e.g. cell phones and laptops or ipads.

- Administration of such a policy, if developed, would be time consuming for staff and have inevitable disagreements on whether an expense meets the criteria of a policy. This already occurs occasionally with travel expense reimbursements.
- It may be highly unlikely for individual council members to have out of pocket expenses totaling anywhere near the current 1/3 amount received via stipend. If this assumption held true, then this option would result in a drop in overall net pay. The 1/3 amount is currently \$10,045 for the Mayor, \$6,829 for the Deputy Mayor, and \$6,049 per councilor.
- This idea of receipts based expense reimbursement holds the most theoretical connection to why the amount was permitted to be treated as non-taxable, but at the same time it is also the approach that would be most time consuming and difficult to manage.

What are other municipal units doing?

As noted earlier, a request for feedback was sent out on the AMA Listserv. To date, eleven responses have been provided to staff. Of municipal units where councils have made a decision (7 of 11 respondents), the result was to adjust stipends upwards. The other 4 respondents had not made a decision yet. One unit indicated they are looking to see if there are income tax filing options for councilors that might help negate the CRA change. This would include possibilities of individuals claiming costs of holding office on their personal tax returns similar to a business owner claiming home office expenses (if applicable to their situation). To date no confirmation has been received that this is even a viable option in the eyes of the CRA. It would seem if this was viable, the CRA would have issued an IT Bulletin, and the NSFAM would have advised members by now.

6) FINANCIAL IMPLICATIONS

The financial implications to the Town are relatively straightforward for each option.

Option A – Increase stipends to offset impact of CRA change on net income

- Fiscal 2018/19
 - increase stipend cost of just over \$4,100
 - loss of HST rebate claim in 4th quarter of \$1,100
 - total current year impact = \$5,200
- Fiscal 2019/20
 - Increase stipend cost of \$16,500 (in addition to any COLA change)
 - Loss of HST rebate full year of \$4,400
 - Total impact = \$20,900

Option B – No change to stipends

- No dollar impact to Town budget this year or next

REQUEST FOR DECISION 068-2018

Title: CRA Change – 1/3 Non-Taxable Expense Allowance

Date: 2018-11-06

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Option C – Decrease stipend by 1/3 and create expense reimbursement program

- Likely savings to Town as it is not expected councilors would have \$6,000 of out of pocket expenses to submit.
- No way to determine exact impact as unknown how much members of council would submit, with receipts, for reimbursement.

7) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

No specific references provided. Whatever decision made involves transparency and accountability principles.

8) COMMUNICATION REQUIREMENTS

Nothing specific required.

9) ALTERNATIVES

The options are laid out in the Financial implications section above, with related points pro and con noted under the Discussion section.

REQUEST FOR DECISION 075-2018

Title: Accessory Uses – Off-Site Sales

Date: 2018-11-06

Department: Planning & Development



SUMMARY

Accessory Uses – Off-site Sales

A recent court decision has highlighted possible inconsistencies in the Town’s Land Use By-Law. In doing so the Court indicated that it would not have found the issuing of a development permit “reasonable” if the property was used to make a product intended for off-site sales. Indirectly, the Court placed limitations on off-site sales for accessory uses. This decision has potential implications for any business with an accessory use. Such businesses may not be permitted to sell their wares produced by that accessory use off-site, i.e. farm markets, local events, etc. This court decision has inadvertently created uncertainty for businesses in Town. Council has asked Staff to provide options to address these concerns.

October 16, 2018 Council Motion:

IT WAS REGULARLY MOVED AND SECONDED

THAT COUNCIL DIRECT STAFF TO PREPARE A REPORT OUTLINING OPTIONS TO ADDRESS THE OUTCOME OF THE 329 MAIN STREET CHURCH BREWERY COURT DECISION REGARDING ACCESSORY USE AND IMPLICATIONS TO EXISTING AND FUTURE CRAFT BEVERAGE OPERATORS IN THE TOWN.

CARRIED

DRAFT MOTION:

1. THAT COUNCIL DIRECTS STAFF TO PROCEED WITH ONE OF THE OPTIONS OUTLINED IN THIS REPORT.
2. (IF OPTION 1 IS NOT PURSUED) THAT COUNCIL DIRECTS STAFF TO DELAY ENFORCEMENT OF OFF-SITE SALES OF ACCESSORY USES WHILE COUNCIL CONSIDERS AMENDMENT OPTIONS.

REQUEST FOR DECISION 075-2018

Title: Accessory Uses – Off-Site Sales

Date: 2018-11-06

Department: Planning & Development



1) CAO COMMENTS

Staff have not provided a recommendation for Council. The intention of this RFD is to provide Council with detailed information to allow Council to determine which policy option is preferred.

2) LEGISLATIVE AUTHORITY

The *Municipal Government Act* (MGA) enables municipalities to create and amend a Municipal Planning Strategy and Land Use Bylaw.

3) DISCUSSION

A permit was issued for an as-of-right development to establish a restaurant/retail space with an accessory microbrewery at 329 Main Street. The use of the property for the microbrewery was approved by the Development Officer as an “accessory use”.

“Accessory Use means a use subordinate and naturally, customarily, and normally incidental to and exclusively devoted to the main use of land or building and located on the same lot.”

The decision of the Development Officer to issue this permit was challenged by the neighbouring property owners. The neighbouring property owners who challenged the decision to issue the development permit cited a belief that the brewery was an industrial use which is not permitted in the C-1 zone. This was taken to judicial review of the Supreme Court of Nova Scotia where the Judge upheld the decision of the Development Officer to issue the permit. However, the Judge indicated that had the intention of the owner been to sell the product produced on the property through the Nova Scotia Liquor Commission (NSLC) the decision to grant a development permit would not have been reasonable. According to the Court, the accessory use must be “exclusively devoted” to the main use, which means that any beer brewed on the premises could not be sold off site (e.g. NSLC, farmers markets, local events, keg sales at other licensed establishments, etc).

Decision by the Court, September 5, 2018:

“...Based on that definition the fact that a microbrewery can sell up to 15,000(sic) hectolitres of beer a year is secondary. If it can do it through the restaurant and retail store on the land, that’s the limit to which it can sell. If it can’t do it through the restaurant and land, then there’s nothing in the development permit that authorizes it to sell that production elsewhere.”

This decision not only impacts the Church Brewery (329 Main Street), but any other business in the Town that are producing product or distributing as an accessory use.

REQUEST FOR DECISION 075-2018

Title: Accessory Uses – Off-Site Sales

Date: 2018-11-06

Department: Planning & Development



Currently there are three businesses that are either operating or under construction as accessory microbreweries/cideries:

- The Church Brewing Company – proposed 200 seat restaurant and retail sales - in the construction phase.
- Annapolis Cider Company – tasting room/retail sales, currently selling product at the NSLC, Farmers Markets, Local Events.
- Bad Apple Brewing – tasting room/retail sales – small brewing component sold on-site, main products sold are brewed in another location outside of Town.

Paddy's Brewpub also has a small microbrewery as part of their operation; however, this use was approved by development agreement and is therefore a permitted use and not directly affected by the court ruling. Bad Apple Brewing is also not affected at this time because their cider/beer that is served on tap at their 3 Elm Ave location is brewed in another location outside of Town. They do have a small brewing component at their tasting room, but anything brewed there is served on the premises which meets the current definition.

There has been some ambiguity with the definition of "accessory use" mostly with respect to the term "exclusively devoted" and how it relates to sale of product off-site. This court decision has provided Staff with direction; however, it has also raised concern regarding regulating these types of uses going forward, most notably where off-site sales are already established. Staff were not of the opinion that selling product "on tap" (kegs) at other locations, farm markets and local events was a concern provided that the main sales were done in the tasting rooms, restaurants and retail spaces on the premises where these "accessory uses" are located.

This restriction of off-site sales also raises questions with regard to enforcement. For instance, if kegs are sold from the retail space and that same product is taken and sold "on tap" in another business, is that considered off-site sales? This situation would be difficult, if not impossible, to enforce.

Also, this restriction has inadvertently created unclear conditions for these types of businesses. Is it fair that a business that brews outside of Town can bring product in and serve and sell in their retail/tasting room spaces or at a local event but the microbrewery or cidery that brews in Town is not permitted to sell product at other locations? For example, there was a beverage tasting event held during Mud Creek Days showcasing local product, under this restriction, the Annapolis Cider Company and the Church Brewery would not be permitted to participate in this event.

Council has indicated that they would like to consider options on this issue and Staff offer the following:

1. Option 1

Status Quo – no change to "accessory use" definition. This would require that the Development Officer enforce the bylaw as written and restrict businesses to sale of their products to the main

REQUEST FOR DECISION 075-2018

Title: Accessory Uses – Off-Site Sales

Date: 2018-11-06

Department: Planning & Development



use/s. Specifically, enforcement action would be taken on the Annapolis Cider Company and The Church Brewery.

2. Option 2

Amend the Municipal Planning Strategy (MPS) and Land Use By-law (LUB) to establish clear parameters for the craft beverage industry in the Town.

Given that the Municipal Planning Strategy is used in the judges decision (see excerpt below), if amendments are pursued by Council, it is recommended that to ensure clarity, both the MPS and LUB be amended. *"...As the MPS indicates, the Town of Wolfville was seeking to promote a compact business district of Boutiques and effectively a tourist centre..."*

The Town has been doing a comprehensive review of its [Planning Documents](#) (MPS and LUB). Establishing clear parameters for the craft beverage industry is a part of this work, particularly given Council's Strategic Plan (e.g. "To advance Wolfville as a premier destination in Atlantic Canada for culinary, craft beverage and wine experiences"). If amendments are chosen to be pursued by Council, decisions on this aspect of the plan review could be made in the short-term and would be integrated into the final documents once completed.

3. Option 3

Consider site-specific zoning (property specific Land Use By-law amendments) for each business premise.

Other options may be proposed by Council and could be explored by Staff, if desired. Should Council proceed with option 2 or 3, Staff would like clarification if enforcement action should be delayed (see draft motion on page 1) during the time that Council is considering these options.

Option 1 Process

Staff would enforce off-site sales of the Church Brewing Company and Annapolis Cider Company.

Option 2 or 3 Process

If Council chooses to proceed with amendments to the MPS/LUB or site-specific zoning (options 2 or 3), the next steps, as per requirements of the *MGA*, would include:

1. **Public Participation Meeting:** This would be a meeting at the Planning Advisory Committee where more information would be presented on potential amendments – proposed wording, etc and feedback would be garnered from the public. The PAC would be required to make a recommendation on to Council at this meeting (or a subsequent meeting).

REQUEST FOR DECISION 075-2018

Title: Accessory Uses – Off-Site Sales

Date: 2018-11-06

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2. Initial Consideration (Committee of the Whole): Council would consider the recommendation of the Planning Advisory Committee / amendments.
3. First Reading (Council)
4. Public Hearing (Council): Additional opportunity for public input in front of Council.
5. Second Reading (Council): This is where a decision by Council would be made.

4) REFERENCES TO COUNCIL STRATEGIC PLAN, POLICY, AND TOWN REPORTS

If amendments are pursued by Council, a strategic plan and policy review would be included for PAC and Council to consider at the Public Participation meeting.



1) Improving Quality of Life for All

- The Accessibility Advisory Committee (AAC) met in October and reviewed data collected from the September public input session as well as feedback from the Council walk/roll about event. Revisions to the timeline/workplan to bring a draft Accessibility Plan to Council have been made with the goal of Council ratification in January. This provides the AAC two additional meetings to continue to piece together a plan;
- AWAKE (morning exercise program at Wolfville School) is up and running as of October 1st. Attendance has ranged from 10 – 20 students so far. Wolfville School has offered the gym for rainy days, which should help improve attendance. A grant was applied for to support expansion of this program from elementary to middle school students, create a sustainable plan for moving the program forward and developing a mentorship structure;
- Yoga for Teens started on October 16th and has 12 participants, with numbers increasing each week;
- The Final Wolfville 125 event is planned. A very special New Years Eve Brunch will take place at the Wolfville Farmers Market from 10:00am-noon on Monday, December 31st. At noon, a group photo will be taken with the 2018 Time Capsule. The event will end with free skating at the Acadia Arena at 12:30 pm.

2) Maximizing Our Infrastructure Investments

- Kent Ave should be completed within the next two weeks with the completion of the seal asphalt and site restoration;
- Blomidon Terrace sidewalk is starting the week of October 29th and should be completed by the end of November;
- The aeration lines in cell 2 of the wastewater treatment plant are scheduled to be replaced in November;
- Installation of lights in Clock Park has been awarded to Black & MacDonald. The installation of the bases and wiring should be completed by the end of December with the installation of the lights scheduled for March due to delivery times;
- Staff are working through MPS Draft II comments and feedback. Staff will continue discussion and seek direction from PAC at their October meeting;
- Staff continue to work with Developers on Development Agreement proposals;
- The Library working group has completed a report for Council discussion and direction. Staff are now working on a detailed site assessment of the existing library site;
- Staff, using the Commissionaires, are conducting additional parking counts through the fall of 2018. This is part of an ongoing effort to quantify and understand parking supply/demand. A report will be brought to Council once the data is processed.



3) Leveraging our Economic Opportunities

- Wolfville Glows shopping campaign will run again this year starting on November 30th and continuing for the month of December. The Night of Lights event will take place on November 30th from 6:30-8:00 pm at Clock Park. Santa will lead the walking carolling parade through town from Robbie Tufts Park along Front and Main Street to Clock Park to begin the event. There will be a petting zoo, music, hot chocolate and cookies for all to enjoy. Children will be able to tell Santa what is on their wish list! Revived this year is the WBDC Market on Central Avenue in the afternoon of November 30th. Get all your holiday shopping done in Wolfville starting on November 30th;
- Deputy Mayor Jodi MacKay and Marianne Gates attended the annual Annapolis Valley Chamber of Commerce Business Awards. The following Wolfville businesses were nominated: Bad Apple Brewing; Devour! The Food Film Fest; Just Us Coffee; The Naked Crepe Bistro; The Real Scoop; and Wolfville Farmers' Market;
- A regional economic development group is working together to produce a large co-operative promotional display for the Saltscapes show scheduled for April 2019.

4) Operational Updates

- Required financial reporting, Financial Information Return (FIR) and Statement of Estimates (SOE A & B) were submitted by first week in October;
- Audit Committee met on October 26th to review the financial update for the first half of the year. Operating results were reviewed for both the Town and Water Utility, as well updates on the 2018/19 capital project list;
- Audit RFP has not yet been issued. Looking to issue by mid-November, with likely Council approval of results in January 2019;
- Purchase Order was been issued for the addition of the eSend option to our Water Utility billing program. Installation and training is planned for November and December, with likely go live use on the March 2019 billing run;
- No decision has been received yet on the recent Water Rate Application. The expectation is the UARB should issue its decision before end of November;
- Contract negotiations have been finalized and the tentative Collective Agreement has been ratified by the union;
- Finance staff are working on the payroll adjustments required by the pending ratification of the Collective Agreement negotiated with the union;
- Retirement Planning sessions were arranged for Town staff who are likely within 10 years of retirement, with a representative from Manulife meeting individually with a number of staff. Another round of meetings is planned for the spring where all staff will be involved;
- The new finance/corporate service group has successfully started combined weekly staff meetings;
- A preliminary draft copy of the 2019/20 Ten Year Capital Investment Plan has been completed and will be presented as part of early budget discussion at the November COW meeting;
- Finance staff continue to look for new data reports from our Diamond system to assist other Town departments. A recent example is a summary of parking related infractions, by infraction type,

CAO REPORT

November 6, 2018

Department: Office of the CAO



over the last 5 years. This report should assist the Bylaw/Compliance Dept in tracking changes in types of tickets issued to identify trends;

- Finance staff have started to review preliminary assessment information from PVSC to confirm expected increased assessments have occurred, for example new construction or completion of buildings started in previous years. A list will be sent to PVSC of properties that look like capital improvements have not been reflected in the assessment compared to previous year;
- Information was presented to the VCFN Board in early October outlining a recommended approach to setting annual budget and determining partner contributions. No decision was reached, but it will become important for the VCFN to adopt a consistent/predictable method to bill members of the joint venture;
- The contract for the supply of the lift station generator has been awarded to Source Atlantic;
- The Parks crew finished the season effective November 2nd
- Staff recently attended the Atlantic Planners' Institute Annual conference in Moncton, NB and also the Art of City Building Symposium in Halifax;
- The Art in Public Spaces Committee is updating the Art Site Plan Policy in preparation for community outreach;
- The Town's Sustainability Committee provided comment on Draft 2 of the MPS at their recent meeting;
- Staff are pursuing FCM funding for a Climate Change and Energy Coordinator position for the Town. Staff are also a part of a submission from CLEAN NS to further pursue GHG emission reductions. Staff are also pursuing funds to complement Energy and Climate change work through the recently announced Low Carbon Community Fund;
- Nick Zamora attended the Recreation Nova Scotia Conference. There was plenty of enthusiasm around recreation as an important pillar for health. Current areas of focus include aligning Sport NS more strategically with Rec NS; developing strategies for eliminating barriers to participation in recreation; improving inclusion and access; tackling poverty;
- Marianne Gates attended a Best Practice Mission on Tourism Clustering in Gross Morne, Newfoundland in October supported by ACOA. It is hoped this will lead to a regional tourism clustering project in the area;
- Planning Staff and Town's Development Officer continue to provide services to the Town of Windsor;
- Staff are working on updates to the property minimum standards by-law and working with the Building Official, Development Officer, and legal to better deal with Rental Businesses in the Town (e.g. licensing);
- Vanessa Pearson will be joining the Town on November 2nd as the Administrative Services Coordinator. Welcome Vanessa!

REQUEST FOR AGENDA ITEM

Title:

Submitted by:

Submitted on:



The Request for Agenda Item form is to be used by the Mayor and Councillor's to request an item to be added to the Committee of the Whole agenda for consideration. All Request for Agenda Item forms should be submitted at least **10 BUSINESS DAYS** prior to the scheduled Committee of the Whole meeting to the Chief Administrative Officer. Exceptions may be made for extraordinary circumstances.

Date of Committee of the Whole requested:

Recommendation(s) and/or Motion

(provide the recommendation(s) and/or motion that you would like Committee of the Whole to forward to Council for consideration)

Summary

(provide a Brief description of item/background for this request)

Expected Outcome:

In Camera Discussion

For information/discussion purposes only

Recommend an action to the CAO

Promote clarification/renewal or production of a policy or procedure

Recommend a motion for approval by Council

COMMITTEE UPDATE

Title: Valley Waste Resource Management (VWRM)
Date: November 6, 2018
Department: Town Council



UPDATE

The Valley Region Solid Waste-Resource Management Authority met on October 17th, 2018 in keeping with the normal meeting schedule.

Staff are still very much involved in the continuing collection of green bins in Annapolis County. Markets exist for all that are in good shape.

Cathie Osborn, interim general manager, and staff continue to keep a close eye on finances since Annapolis County continues to be in arrears. She indicated the authority will be OK until Christmas. The authority is starting to run into a couple of equipment issues.

The court date for the hearing on Annapolis County's attempt to expropriate the western management centre is Nov. 20.

Roughly 59 per cent of the waste going to the western management centre came from Annapolis County and the remaining 40 per cent originates in the Kingston area, Middleton and Annapolis Royal.

Those of you who were entertained by the Bridgetown resident's photo of old and new compost bins might be even more amused to know the numbers did not include assembly or delivery of the new bins ordered by the county...

Ironically Colchester County and the towns of Stewiacke and Truro have embarked on a new collective waste contract.

Wendy Elliott

Wolfville Town Councillor

COMMITTEE UPDATE

Title: Kings Transit Authority (KTA)

Date: November 6, 2018

Department: Council



UPDATE

Kings Transit Authority Board met on October 24th, 2018

1. Revenue and Expenses:

- a. September revenue was up 11.04% in the Core - The Municipality of Kings, Wolfville, Kentville, and Berwick, while Repair and Maintenance is running a little below budget.
- b. For the entire service, revenue is \$636 below a budget that year-to-date, is \$300,000. Fare revenue for the entire service, from Weymouth to Hants Border, is trending up at 3.2% below budget as efforts to combat fare evasion seem to be paying off.

2. Ridership:

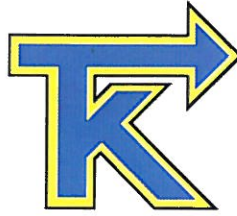
- a. Overall, for the Core, Digby and Annapolis, ridership is 1.19% below budget year-to-date.

3. Service Partners:

- a. Service Partners The Municipality of the County of Digby and The County of Annapolis have approved their budgets with increased Management Fees that more fairly reflect costs of providing the service.

Respectfully Submitted,

Councillor Mercedes Brian



KINGS TRANSIT AUTHORITY
Board Meeting Agenda
October 24th, 2018, 4:00pm
Location: New Minas Office Board Room

1. Welcome, Safety Minute and Roll Call
2. Approval of Agenda
3. Approval of October 3rd, 2018 Regular Board Meeting Minutes
4. Board Chair Update
5. General Manager's Report
6. Ridership Report
7. Financial Report
8. Old Business
9. New Business
 - a. "Determining the Why" Workshop Discussion
10. Correspondence
11. In Camera Meeting under section 22 (2) (c) Personnel matters, (e) Contract negotiations of the Municipal Government Act.
12. Next Meeting: November 28th, 2018, 4:00pm, New Minas Office Board Room



**KINGS TRANSIT AUTHORITY
REGULAR BOARD MEETING-MINUTES
October 3rd, 2018**

A regular board meeting of Kings Transit Authority was held on the above date at 4:00pm at the Kings Transit Authority – New Minas NS.

1. Welcome

Attendance:

Board Members

Councillor Brian, Town of Wolfville; Board Chair
Councillor Raven, Municipality of the County of Kings;
Vice Chair

Councillor Hodges, Municipality of the County of Kings;
Arrived 4:20pm

Councillor Spicer, Municipality of the County of Kings

Councillor Walsh, Town of Berwick, Alternate

Councillor Andrews, Town of Kentville; Arrived 4:12pm,
Departed 5:05pm

KTA Staff

Glen Bannon, General Manager

Kaileigh Smith, Office Coordinator

Service Partners

Deputy Warden, Linda Gregory, Municipality of the District
of Digby

Other Attendees

Jared, Canopy Creative

2. Approval of
Agenda

Motion: To Approve the Agenda of October 3rd, 2018.

Councillor Raven/Councillor Walsh (Moved/Seconded)

MOTION CARRIED

3. Approval of
August 27th, 2018
Regular Board
Meeting Minutes

Motion: To Approve the August 22nd, 2018 Regular Board
Meeting Minutes with Amendments.

Amendments

- Add "MOTION CARRIED" following each motion.

Councillor Spicer/Councillor Raven (Moved/Seconded)

MOTION CARRIED

4. Presentation – Canopy Creative Jared from Canopy Creative presented to the Board four 30 second video clips that were produced for Kings Transit’s use. The videos feature a family, students, and seniors all enjoying Kings Transit and partaking in various activities throughout all of our bus system.

The videos were widely accepted by the Board with very few suggested changes. The final copies are held by the General Manager.

5. Board Chair Update No matters to report.

6. General Manager’s Report General Manager Bannon reported on several topics with a focus on the Garage Report. He stated that we have had several ongoing issues with the 3 Vicinity Buses.

General Manager Bannon also reported that although ridership had seen a decrease of 2.68% overall in August compared to 2017, Digby County has seen a 10.41% increase. In conjunction, revenue has decreased 8.09% with Digby County increasing 5.11%.

Motion: To Accept the General Manager’s Report

Councillor Walsh/Councillor Hodges (Moved/Seconded)

MOTION CARRIED

7. Ridership Report Motion: To Accept the Ridership Report

Councillor Hodges/Councillor Walsh (Moved/Seconded)

MOTION CARRIED

8. Financial Reports It was discussed and decided that going forward, the Board will receive Quarterly Financial Reports instead of Monthly Financial reports, with the reports forwarded and reviewed at the end of each quarter.

Motion: To Accept the Monthly Financial Reports

Councillor Raven/Councillor Walsh (Moved/Seconded)

MOTION CARRIED

9. Old Business No Old Business to discuss.
10. New Business Board of Directors Terms of Reference
A Terms of Reference Document was presented to the Board of Directors. A discussion took place and it was the understanding that a Terms of Reference already exists for the Board of Directors, a review of that document was requested.
The current document will be sent to Mark Phillips for his review to ensure that the Terms are in compliance with the IMSA.
- Fare Review
A discussion took place and the decision was made to put to the UARB a Fare Increase request.
- Motion: To accept the increase of Adult Fare from \$3.50 to \$4.00 and Senior Student Fare from \$1.75 to \$2.25; Book of 10 Adult Tickets from \$30.00 to \$35.00 and Senior Student Tickets from \$19.00 to \$20.00. All monthly pass prices will remain the same.
- Councillor Raven/Councillor Hodges (Moved/Seconded)
- MOTION CARRIED**
- “Determining the Why” Workshop – October Board Meeting
The October Board Meeting will include a workshop to review “why” we provide public transit to the Annapolis Valley, as the first step to refining the focus of the strategic plan.
11. Correspondence No Correspondence to discuss.
12. Adjournment Meeting Adjourned at 6:25 pm
- Motion: To Adjourn the meeting at 6:25pm.
- Councillor Walsh/Councillor Raven (Moved/Seconded)
- MOTION CARRIED**
13. Next Meeting The next meeting will be held on October 24th, 2018 at 4:00pm in the Board Room, KTA Office, New Minas

Recorded by Kaileigh Smith

Signatures of Approval

_____ General Manager

_____ Board Chair

DRAFT

General Manager's Report

For the Month of September 2018

As Presented at the October 24th, 2018 Board Meeting

Report Index

Section A

Garage and
Fuel Prices

Section B

Ridership & Revenue

Section C

Monthly Financial Reporting

Section D

Ridership initiatives

Section E

Staffing

Section F

Monthly Activities

Section G

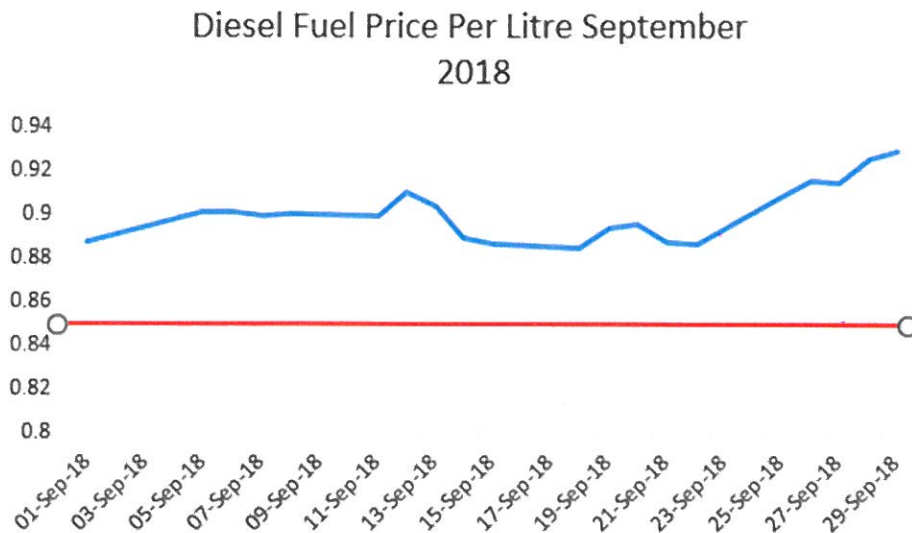
Planned Activities

Prepared By: Glen Bannon

Section A – Garage and Fuel Prices

Eighteen work orders were issued for bus repairs, with parts costing \$21,525.93 and \$12,915.00 charged against labour.

The price of diesel fuel continues to be a concern; as stated during the October 3rd Board meeting, the General Manager is in discussions with both Suncor (our current provider) and Irving in an attempt to get relief from the soaring price of diesel; also investigating the process for inclusion in the provincial standing offer for fuel. Prices published by Suncor for September are shown in the graph below; we are budgeted for \$0.85 per litre, as depicted by the red horizontal line.



Section B – Ridership & Revenue

The attached Ridership Report indicates an overall **decrease** of 5.08% from the previous month in 2017. The Annapolis West and Digby routes were the exception, showing ridership **increases** of 2.9% and 7.46% respectively.

YTD Ridership for the service as a whole is 1.19% below budget.

The Revenue Report indicates an overall **increase** of 2.4% from the previous month in 2017. The Annapolis East and Digby routes were the exception, showing **decreases** of 28.98% and 5.02% respectively.

YTD Revenue for the service as a whole is 3.2% below budget.

Section C – Monthly Financial Reporting

The following documents were reviewed by the Chair and General Manager:

1. Comparative Income Statements
2. Trial Balance and Balance Sheets
3. Bank Reconciliations, for the Operating Account and the Capital Account
4. Payroll Remittances
5. HST Remittances
6. Accounts Receivable sub ledger
7. Accounts Payable sub ledger
8. Inventory Reports
9. Capital Spending details
10. Manual Journal Entries
11. Unallocated Amounts Report

Section D – Ridership initiatives

Testing and troubleshooting of the Double Map application continued. Double Map is still working on a fix for the AVA deficiencies; they have pushed a version update to our fleet, but some of the tablets have not successfully downloaded the update. We are attempting to troubleshoot, but our technician resources are stretched with the maintenance requirements of our buses.

Section E - Staffing

There were no open positions during the month of September.

Section F - Monthly Activities

Service Disruptions – none to report.

Occupational Health and Safety - The Committee met on September 11th; no concerns have been identified. Workplace inspections were completed with no issues noted, and a Toolbox Talk was held.

General Activities

- Budget Presentations to MoK, Wolfville, Kentville and Berwick
- Budget Discussions with CAO and Financial Director of Annapolis County
- Budget Discussions with CAO and Financial Director of Digby County
- Site survey of old Bridgetown Firehall to assess potential for transit use
- Meeting of Social Media Committee – Usage of NSTRIP Grant Funding

- Meeting with Planning Staff – Town of Wolfville
- Meeting with John Smith – Kingstech – Upass
- Site survey in Berwick – potential for routing to the Apple Dome
- Meeting with The Noodle Guy – collaboration on Starving Student nights
- Submitted application for funding under the Age Friendly Grant program
- Consultations on network and server upgrades
- Completed work on the Digby bus shelter
- Awarded a quote on the Customer Service Window
- Issued Tender for Building Cleaning
- Issued Tender for Snow and Ice Maintenance
- Pursued quotes for Website Update
- Meeting with Gatekeeper Systems regarding new transit technologies that can improve process flows
- Updated Job Descriptions and Set Performance Objectives with staff
- Staff Excel Training
- Christmas Party planning

Section G – Planned Activities

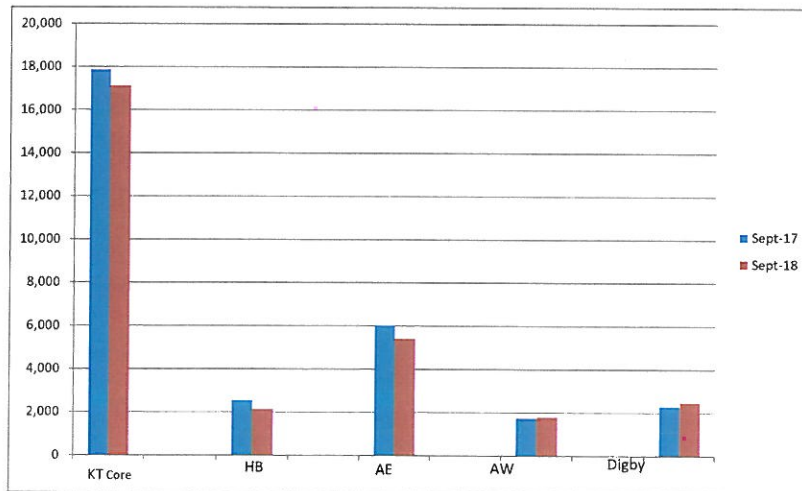
- 2019/20 Operating and Capital Budgets – First Review of Priorities - November 2018 Board Meeting
- Strategic Plan
- Continued discussions with NSCC towards a UPass
- Route reviews
- Micro-transit strategies to improve route and network performance, and permit service expansions without impacting existing frequency
- Fare increase implementation



**KINGS TRANSIT AUTHORITY
RIDERSHIP REPORT
September 2018**

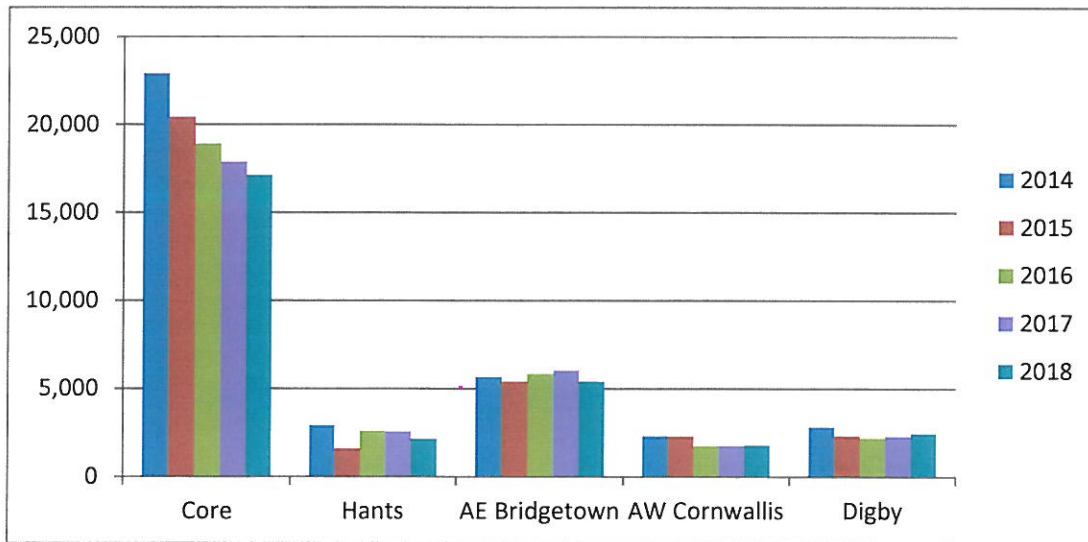


AREA OF SERVICE	September 17	September 18	Previous vs current year	Percentage previous vs current year	Year to date 2017	Year to date 2018	Year to date budget 2018	Increase decrease budget vs actual	% Increase/decrease budget vs actual
KT CORE	17,873	17,129	-744	-4.16%	105,800	107,881	105,498	2383	2.3%
HANTS BORDER (HB)	2,552	2,136	-416	-16.30%	14,898	12,342	15,000	-2658	-17.7%
ANNAPOLIS EAST (AE)	6,032	5,420	-612	-10.15%	34,705	34,368	34,500	-132	-0.4%
ANNAPOLIS WEST (AW)	1,758	1,809	51	2.90%	12,550	11,900	13,500	-1600	-11.9%
DIGBY	2,306	2,478	172	7.46%	14,742	15,316	15,498	-182	-1.2%
TOTAL	30,521	28,972	-1,549	-5.08%	182,695	181,807	183,996	-2,189	-1.19%



5 Year Ridership Analysis for September

	Core	Hants	AE Bridgetown	AW Cornwallis	Digby
2014	22,918	2,916	5,668	2,322	2,824
2015	20,420	1,597	5,394	2,299	2,328
2016	18,897	2,601	5,833	1,746	2,206
2017	17,873	2,552	6,032	1,758	2,306
2018	17,129	2,136	5,420	1,809	2,478

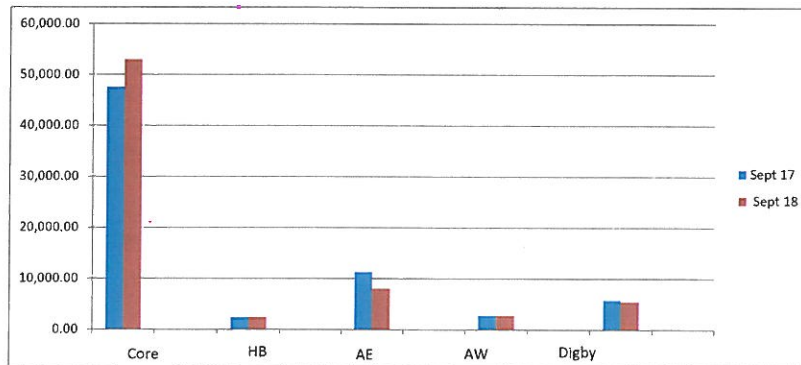




**KINGS TRANSIT AUTHORITY
REVENUE REPORT
September 2018**

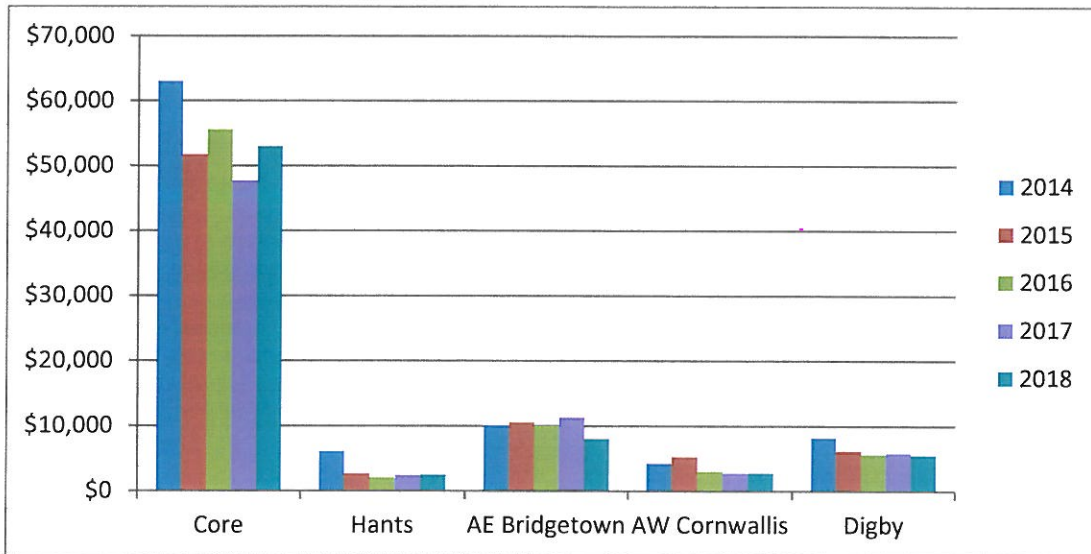


AREA OF SERVICE	Sept 17	Sept 18	Previous vs current year	Percentage previous vs current year		Year to date 2017	Year to date 2018	Year to date budget 2018	Increase decrease uddget vs actual	% Increase decreases budget vs actual
KT CORE	47,702.00	52,967.00	5,265	11.04%		286,449.00	287,550.00	265,200.00	22,350.00	8.4%
HANTS BORDER	2,465.00	2,476.00	11	0.45%		13,053.00	12,203.00	34,800.00	-22,597.00	-64.9%
ANNAPOLIS EAST	11,306.00	8,029.00	-3,277	-28.98%		63,295.00	56,673.00	61,950.00	-5,277.00	-8.5%
ANNAPOLIS WEST	2,788.00	2,805.00	17	0.61%		17,724.00	15,592.00	21,100.00	-5,508.00	-26.1%
DIGBY	5,819.00	5,527.00	-292	-5.02%		33,727.00	31,799.00	34,100.00	-2,301.00	-6.7%
TOTALS	70,080.00	71,804.00	1,724	2.40%		414,248.00	403,817.00	417,150.00	-13,333.00	-3.20%



5 Year Revenue Analysis for September

	Core	Hants	AE Bridgetown	AW Cornwallis	Digby
2014	\$63,010	\$6,092	\$10,144	\$4,245	\$8,175
2015	\$51,707	\$2,633	\$10,538	\$5,228	\$6,144
2016	\$55,573	\$2,060	\$9,965	\$3,053	\$5,619
2017	\$47,702	\$2,465	\$11,306	\$2,788	\$5,819
2018	\$52,967	\$2,476	\$8,029	\$2,804	\$5,527



Kings Transit Authority

Monthly Finance Report as of September 30 2018

Revenues				
	YTD Actual	YTD Budget	Variance	18/19 Budget
Revenue From Own Sources				
4001 Fares	\$299,364	\$300,000	(636)	\$600,000
4100 Advertising	\$17,480	\$17,400	80	\$34,800
4115 Maritime Bus	\$4,500	\$3,800	700	\$7,600
4004 Miscellaneous Revenue	\$4,106	\$2,013	2093	\$4,026
4010 Insurance Claim	\$35	\$0	35	\$0
4300 Interest Revenue	\$13	\$0	13	\$0
Total Revenue from Own Sources	\$325,498	\$323,213	\$2,285	\$646,426

Sales of Services				
4125 Management Fees	\$48,474	\$68,326	(19852)	\$136,652
4120 Bus Rentals	\$0	\$500	(500)	\$1,000
4405 Mechanic Revenue	\$29,370	\$30,000	(630)	\$60,000
Total Sales of Services	\$77,844	\$98,826	-\$20,982	\$197,652
Sub total of own sources and service	\$403,342	\$422,039	-\$18,697	\$844,078

Conditional Transfers				
4210 Mun. Contribution - Operating	\$435,877	\$435,877.00	0	\$871,754
4205 Mun. Contribution - Capital	\$40,000	\$40,000	0	\$80,000
NS-TRIP funding from Province Marketing	\$7,500	\$7,500	0	\$15,000
Transfer from Reserves	\$0	\$0	0	
Total Conditional Transfers	\$483,377	\$483,377	\$0	\$966,754

Total Revenues	\$886,719	\$905,416	-\$18,697	\$1,810,832
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Expenses	YTD Actual	YTD Budget	Variance	18/19 Budget
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Administration				
5640 Wages	\$43,980	\$74,122.50	30143	\$148,245
5520 Benefits	\$6,567	\$14,034.50	7468	\$28,069
5482 Professional Services	\$38,567	\$17,800	(20767)	\$35,600
5380 Travel	\$184	\$250	66	\$500
5483 Development & Training	\$183	\$500	317	\$1,000

5170 CUTA Registration	\$0	\$1,480	1480	\$2,960
5440 Communications	\$1,996	\$2,160	164	\$4,320
5441 Answering Service	\$886	\$1,272	386	\$2,544
5370 Meeting Expenses	\$472	\$750	278	\$1,500
5080 Advertising	\$3,826	\$3,000	(826)	\$6,000
5081 Marketing	\$3,909	\$7,500	3591	\$15,000
5400 Office Supplies	\$5,012	\$2,500	(2512)	\$5,000
5401 Printing	\$1,989	\$4,000	2011	\$8,000
5470 Contracted Financial Services	\$0	\$0	0	\$0
5120 Bank Charges	\$1,453	\$3,900	2447	\$7,800
5320 Legal and Audit	\$19,911	\$9,750	(10161)	\$19,500
5360 Miscellaneous Expenses	\$0	\$0	0	\$0
5280 Insurance	\$45,911	\$21,336	(24575)	\$42,672
5402 IT Services	\$2,004	\$1,380	(624)	\$2,760
Total Administration Expenses	\$176,850	\$165,735	-\$11,115	\$331,470

Facility Expenses				
5425 Repair & Maintenance	\$7,815	\$7,300	(515)	\$14,600
5630 Cleaning	\$5,264	\$2,400	(2864)	\$4,800
5625 Power	\$3,792	\$6,000	2208	\$12,000
5620 Heat	\$792	\$3,750	2958	\$7,500
5622 Snow/Ice Clearing	\$0	\$4,000	4000	\$8,000
Total Facility Expenses	\$17,663	\$23,450	\$5,787	\$46,900

Operational Expenses				
5640 Wages Drivers/Mechanics	\$378,560	\$341,911	(36649)	\$683,822
5520 Benefits	\$66,023	\$61,895	(4129)	\$123,789
Bank Sick Time	\$20,684	\$12,000	(8684)	\$24,000
5483 Development & Training	\$0	\$1,500	1500	\$3,000
5175 Fees & Registrations (DB part)	\$12,878	\$6,123	(6756)	\$12,245
5442 Radios/ WiFi	\$4,203	\$4,305	102	\$8,610
5482 Professional Services	\$0	\$1,500	1500	\$3,000
5602 Tools	\$4,297	\$750	(3547)	\$1,500
5600 Repair Maintenance Buses	\$76,137	\$85,000	8863	\$170,000
5610 Fuel	\$127,242	\$125,375	(1867)	\$250,750
5285 Permits	\$538	\$2,061	1523	\$4,122
5630 Cleaning Buses	\$24,842	\$19,812	(5030)	\$39,624
5410 Signage Buses	\$838	\$750	(88)	\$1,500
5330 Uniforms drivers	\$2,713	\$1,750	(963)	\$3,500
5165 Commission on Sales	\$7,742	\$6,100	(1642)	\$12,200
5484 Health and Safety	\$0	\$0	0	\$0

5486 Employee Awards	\$0	\$1,500	1500	\$3,000
Total Operational Expenses	\$726,697	\$672,331	-\$54,366	\$1,344,662

Non Operating Expenses				
5910 Transfer to Capital Reserve	\$40,000	\$33,333	(6667)	\$80,000
Total Non Operating Expenses	\$40,000	\$33,333	-\$6,667	\$80,000

Total Expenses	\$961,211	\$894,850	-\$66,361	\$1,803,032
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Surplus/Deficit	(\$74,492)	\$10,566	\$47,664	\$7,800
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Monthly Finance Report

Annapolis East September 2018

Revenues				
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Revenue From Own Sources	YTD Actual	YTD Budget	Variance	18/19 Budget
4001 Fares	\$51,708	\$61,950	(10242)	\$123,900
4100 Advertising	\$0	\$3,393	(3393)	\$6,786
Total Revenue from Own Sources	\$51,708	\$65,343	(13,635)	\$130,686

Conditional Transfers				
4210 Mun. Contribution - Operating	\$51,386	\$91,447	(40060)	\$182,893
Total Conditional Transfers	\$51,386	\$91,447	(40060)	\$182,893

Total Revenues	\$103,094	\$156,790	(53,695)	\$313,579
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Expenses				
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Operational Expenses				
5350 Management Fees	\$20,826	\$38,063	17237	\$76,125
5640 Wages Drivers	\$45,199	\$48,403	3204	\$96,806
5520 Benefits	\$5,953	\$8,757	2803	\$17,513
5175 Fees & Registrations	\$2,344	\$1,148	(1196)	\$2,296
5280 Vehicle Insurance	\$8,529	\$3,700	(4829)	\$7,400
5440 Communications (Bus WiFi)	\$152	\$450	298	\$900
5442 Radios	\$658	\$497	(162)	\$993
5600 Repair Maintenance Buses	\$32,414	\$25,000	(7414)	\$50,000
5150 Bus Rental	\$0	\$1,000	1000	\$2,000
5610 Fuel	\$29,866	\$26,988	(2879)	\$53,975
5285 Permits	\$0	\$386	386	\$773
5630 Cleaning Buses	\$47	\$1,560	1513	\$3,120
5330 Uniforms drivers	\$152	\$400	248	\$800
5165 Commission on Sales	\$333	\$250	(83)	\$500
5080 Advertising	\$440	\$98	(343)	\$195
5486 Employee Awards	\$0	\$92	92	\$183
Total Operational Expenses	\$146,913	\$156,789	9,876	\$313,579

Surplus/Deficit	-\$43,819	\$0	(63,571)	\$0
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Monthly Finance Report

Annapolis West September 2018

Revenues				
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Revenue From Own Sources	YTD Actual	YTD Budget	Variance	18/19 Budget
4001 Fares	\$20,551	\$21,100	(550)	\$42,200
4100 Advertising	\$0	\$1,062	(1062)	\$2,123
Total Revenue from Own Sources	\$20,551	\$22,162	(1611)	\$44,323

Conditional Transfers				
4210 Mun. Contribution - Operating	\$101,971	\$95,503	6468	\$191,006
Total Conditional Transfers	\$101,971	\$95,503	6468	\$191,006

Total Revenues	\$122,522	\$117,665	4857	\$235,329
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Expenses				
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Operational Expenses				
5350 Management Fees	\$13,452	\$11,898	(1,554)	\$23,796
5640 Wages Drivers	\$49,354	\$48,017	(1,338)	\$96,033
5520 Benefits	\$5,094	\$8,298	3,204	\$16,595
5175 Fees & Registrations	\$2,344	\$1,148	(1,196)	\$2,296
5280 Vehicle Insurance	\$8,530	\$3,700	(4,830)	\$7,400
5440 Communications (Bus WiFi)	\$152	\$450	298	\$900
5442 Radios	\$660	\$497	(164)	\$993
5600 Repair Maintenance Buses	\$17,578	\$25,000	7,423	\$50,000
5150 Bus Rental	\$0	\$1,000	1,000	\$2,000
5610 Fuel	\$29,909	\$26,988	(2,922)	\$53,975
5285 Permits	\$0	\$386	386	\$773
5630 Cleaning Buses	\$47	\$1,560	1,513	\$3,120
5330 Uniforms drivers	\$0	\$400	400	\$800
5165 Commission on Sales	\$127	\$100	(27)	\$200
5080 Advertising	\$440	\$31	(410)	\$61
5486 Employee Awards	\$0	\$92	92	\$183
Total Operational Expenses	\$114,235	\$117,664	\$3,430	\$235,329

Surplus/Deficit	\$8,287	\$0	\$1,427	\$0
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Digby County September 2018

Revenues				
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Revenue From Own Sources	YTD Actual	YTD Budget	Variance	18/19 Budget
4001 Fares	31,799	\$34,100	(2301)	\$68,200
4100 Advertising	300	\$1,340	(1040)	\$2,680
Total Revenue from Own Sources	\$32,099	\$35,440	-\$3,341	\$70,880

Conditional Transfers				
4210 Municipal Contribution - Operating	95,400	\$112,714	(17314)	\$225,427
4205 Municipal Contribution - Capital	\$6,919	\$3,460	3460	\$6,919
Total Conditional Transfers	\$102,319	\$116,173	-\$13,854	\$232,346
Total Revenues	\$134,418	\$151,613	-\$17,195	\$303,226

Expenses				
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Operational Expenses				
5355 Management Fees	\$14,196	\$15,012	816	\$30,024
5640 Wages Drivers	\$48,966	\$47,102	(1864)	\$94,204
5520 Benefits	\$6,469	\$8,535	2066	\$17,070
5175 Fees & Registrations (DB part)	\$3,126	\$1,531	(1596)	\$3,061
5280 Vehicle Insurance	\$11,487	\$4,343	(7145)	\$8,685
5440 Communications (Bus WiFi)	\$228	\$600	372	\$1,200
5442 Radios	\$948	\$663	(286)	\$1,325
5600 Repair Maintenance Buses	\$55,864	\$37,260	(18605)	\$74,519
5150 Bus Rental	\$0	\$500	500	\$1,000
5610 Fuel	\$27,912	\$31,875	3963	\$63,750
5285 Permits	\$0	\$515	515	\$1,030
5427 Building Rental	\$3,000	\$3,000	0	\$6,000
5330 Uniforms drivers	\$215	\$400	185	\$800
5165 Commission on Sales	\$85	\$125	40	\$250
5080 Advertising	\$908	\$39	(870)	\$77
5486 Employee Awards	\$0	\$116	116	\$231
Total Operational Expenses	\$173,404	\$151,613	-\$21,791	\$303,226

Surplus/Deficit	-\$38,986	\$0	\$4,596	\$0
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COMMITTEE UPDATE

Title: Kings Point-to-Point (KPPT)
Date: November 6, 2018
Department: Council



UPDATE

The Kings Point to Point Transit board met on October 23rd, 2018.

Kings Point to Point Transit's service continues to be in increasing demand. In an annual budget of \$524,970, year-to-date excess of revenues over expenditures is \$27,815, 38% above budget. Passenger efficiency (measuring kilometres with a passenger over total kilometres was 80% for September 2018. This reflects that a vehicle may be charged by 2 separate passenger trips at one time.

Respectfully submitted,

Councillor Mercedes Brian

KINGS POINT – TO - POINT TRANSIT SOCIETY BOARD MEETING

AGENDA

Tuesday, October 23, 2018 at 5:15 pm

Held at: Kings Transit Authority, 29 Crescent Ave, New Minas, NS

- Call to Order
- Regrets
- Confirmation of Agenda
- Minutes of meeting September 25, 2018*Review and approval*
- Matters arising from the Minutes
- Old Business
- Financial report
 - Review September Financial Report
 - CTAP Budget review and approval
 - Review and approve CTAP Schedules C& D as of June 30, 2018
 - Poverty Reduction Government Investment Program update
- Office report
- OH & S report
- Business Plan
- Chair's report
- New Business
- Correspondence

- Next meeting date: Tuesday, November 27, 2018 at 5:15 pm
Location: KTA Board Room, 29 Crescent Drive, New Minas
- Adjournment

Kings Point –to –Point Transit

Board Meeting Minutes

September 25, 2018

Held at Kings Transit Authority, 29 Crescent Dr, New Minas

ATTENDEES: John Mroz, Shelley McMullin, Chris Goddard, Fred Dominey, Glen Bannon (KTA), Lynn Pulsifer, Faye Brown (Manager), Tanya Graves (KPPT staff)

GUESTS: Paul Spicer from Municipality of Kings (in attendance for Jim Winsor)

REGRETS: Jim Winsor, Mercedes Brian, Naomi Blanchard, Margo Bishop

ABSENT:

The meeting was called to order at 5:22 PM by John Mroz, Acting Chair.

1. Agenda was confirmed (attached)

- Motion to approve the agenda made by Shelley McMullin seconded by, Chris Goddard
All in favor

2. Minutes of meeting

- Motion to approve the agenda made by Shelley McMullin seconded by Lynn Pulsifer
All in favor

3. Matters arising from the Minutes:

- KPPT vehicles are not allowed to park in the handicap parking spot in front of the office on Aberdeen Street for 10 minutes or less. A letter be forwarded to the Town of Kentville Council requesting an exception to this policy for KPPT for the one space.

4. Old Business:

5. Financial Report - presented by the Manager (attached):

- Motion to approve the financial report for July & August 2018, moved by Fred Dominey, seconded by Shelley McMullin
All in favor
- The Amendments to the two ATAP Agreements were noted, regarding purchasing 2 full sized vans and not the 14-passenger mini-bus and an accessible minivan as originally applied for.

- Ratified the e-mail vote to approve the purchase of a 2018 Dodge Caravan passenger minivan for long distance transportation of clients mostly for medical purposes, cost \$25,850.
Motion made by Fred Dominey, seconded by Shelley McMullin.
All in favor

6. Office Report (attached)

- Motion to receive the Office Report made by Lynn Pulsifer,

7. OH & S Report:

- WHIMIS and Violence in the Workplace on-line training to be completed by all KPPT drivers and staff in October 2018.

8. Chair's report: None at this time

9. New Business:

- Motion to approve the attached Poverty Reduction Government Investment Program (PRGIP) Policy made by Shelley McMullin, seconded by Chris Goddard.
All in favor.

10. Correspondence:

- Received letter of resignation from the Board of Directors by Gerard Tremere.

Next meeting date confirmed for October 23, 2018 at 5:15 pm at Kings Transit Authority

Motioned to adjourn made by: Chris Goddard

Meeting Adjourned at 6:30 PM

Signed: _____

Date: _____

Signed: _____

Kings Point to Point Transit

Office Report

September 25, 2018

1. Province of Nova Scotia hosted a Media Event in Kentville on August 3rd to announce the increase to both the Community Transportation Assistance Program (CTAP) and the Accessible Transportation Assistance Program (ATAP) funding. Kings Point to Point and Trans County Transportation Services from Bridgetown both attended as well as MLA Keith Irving. The article was published in the Valley Harvester on August 23rd.
2. The Rural Transportation Association (RTA) is working with the Department of Energy to research and implement a province wide dispatch system connecting all the community transit organizations. The Province hopes this will enable the community transits to provide non-emergency transportation to clients. KPPT already does some of this type of transportation.
3. Received 50% of the cost of the two full sized vans from the ATAP grants on August 23rd in the amount of \$55,629. The balances are to be received after the vehicles are on the road (paid for and inspected).
4. The Acadia Co-op Marketing student worked from May 14 to Aug. 17. We had a successful summer with promotional materials being updated. The Age Friendly Grant was also a success. The student and manager gave over 10 presentations and free bus trips to the various seniors' residents in our service area.

Kings Point to Point Transit Society

Poverty Reduction Government Investment Program (PRGIP) Policy

Effective July 1, 2018

- Determinates of low-income individuals:
 - i. Third party referrals (Kings CMHA, VON, Portal, Open Arms, PeopleWorx, food banks, service clubs, etc.),
 - ii. DCS clients who have used their \$150/month travel allowance
 - iii. Last Income Tax Notice of Assessment (self-identify) or
 - iv. Current clients known to be low income by KPPT

- Eligible Trips & Cost:
 - i. Medical appointments
 - ii. Food bank, grocery stores
 - iii. Education programming
 - iv. Reduce social isolation

- Ineligible trips:
 - i. Charters
 - ii. Group trips organized by community groups/organizations
 - iii. Trips fully subsidized by another gov't department or level of gov't (Towns & Municipality) or another organization

- Grants to be applied to any one individual no more than once per week unless extenuating circumstances occurs. This will be determined on an individual basis at the discretion of KPPT management.

COMMITTEE UPDATE

Title: Annapolis Valley Trails Coalition (AVTC)
Date: November 6, 2018
Department: Council



UPDATE

Valley Trails Coalition

Meeting held on October 18, 2018 at 1:30 pm at the Bridgetown Municipal Office in Bridgetown, NS

Many new trail users have been sharing stories and are expanding their use of the new HMT. Older generation of folks using the trail and one 72 years old is now biking the HMT on a regular use. People in Annapolis County using the trail to walk it and have shared comments and thanked Beth and partners for the outstanding work done to create the trail network.

Barry mentioned that his wife met a group of women staying overnight in Berwick. Deb mentioned the group is from Annapolis and started walking in Grand Pre' and will finish in Annapolis Royal on Friday. They said they would be happy to share the experience.

Chairs report

- Beth met with Nick Fry, NS Tourism
- Video shoot on the Harvest Moon Trailway is now complete.
- Beth indicated that plans are still underway to create a threefold brochure promoting the trail.
- We will have access to the photos and the videos that were coordinated through Bicycle NS.
- Beth Participated in the Hantsport to Grand Pre' section as part of the Blue route announcement.
- Beth will be attending the Recreation NS Conference on October 24 dealing with access.
- Rick will be a co-chair a committee on risk management on the NS Trails Federation.
- Glen McMillian, Great Trail will coordinate a meeting on the South Shore regarding the western route of the Trans Canada trail now referred to as the Great Trail on November 8, 2018

Treasurers Report

The report was circulated and reported on regarding revenues and expenditures.

Expenditure costs are up however the revenues have increased as well. Financial report dated April 1 to Sept 30, 2018.

Trails Coordinator Report

- Weeds are growing well this year and Rick has been busy dealing with that throughout the valley.
- We did deal with the wind storm and have dealt with the blow downs this year. There were well over 107 major trees down across the trails which is a huge amount of maintenance clearing.
- Round Hill Sink Hole-This issue appears to be problematic and Lands and Forest representatives have been on site assessing.
- The sink hole is a result of a underground aquifer and when it is depleted it sinks. There are eight sections spread over 1.6 km.
- The railway acknowledged the issue in the 1950's and purchased land but never used the land.

COMMITTEE UPDATE

Title: Annapolis Valley Trails Coalition (AVTC)
Date: November 6, 2018
Department: Council



- Pictures were circulated at the meeting. It moved sixty-four inches in an hour.
- They did move the trail and moved it south and have not added the armour rock but that is planned.
- It is costly, and Rick and team have stabilized 4 of the 7 sites. One of the eight is not causing a problem to date.
- COGS will track the progress. John Stacey, NS L& F and DOE has been helpful.
- Rick has shared our mapping and data as it relates to the area with COGS.
- Overall maintenance: This year is a learning year for general maintenance and the overhangs and canopy can be problematic in wind storms. The grading has been handled very well.
- Gates located in strategic areas are used for traffic calming and there are wash outs and some are creating ongoing maintenance issues. The gates need to be assessed.
- There is a limit for the width of an ATV vehicle and presently the vehicle width is 60 inches however they are making the vehicles wider all the time which puts pressure on the trail system.
- Rick is Working on # 6 and #9 projects plus working with Hartt on a project.
- Rick attended the opening of the Black Rock Trail where VTC helped with a bridge.
- Trail Kiosk stations planned before the end of the year for the HMT.
- Marcel Morin is working on the project for mapping.
- Land and Forests (former DNR) will be reviewing the rules of the trail network.
- Annapolis Royal section of the HMT is non-motorized use. It appears that someone took down the barriers to access the town via motorized travel. This is the second time the rock barriers have been removed.

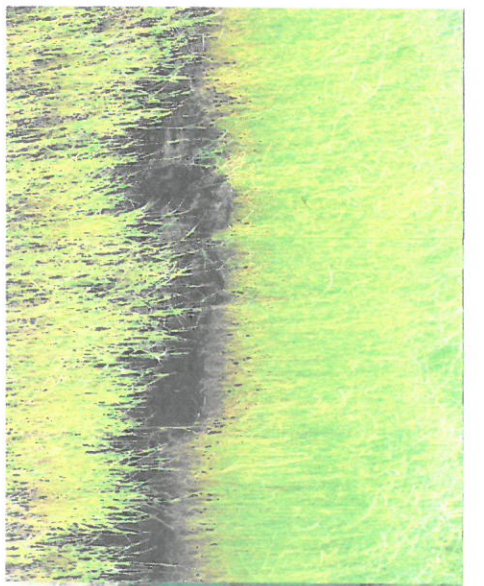
Trail Patrol Training

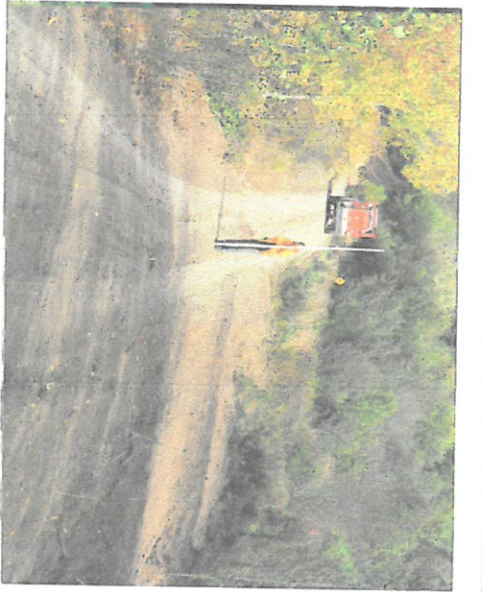
- Information to follow on details of the next course. Bob Wright will provide a write up with a job description to describe the training program and get it to Beth.
- There will not be a requirement to have a criminal record check to take the trail patrol program as NSTRAILS do not require it. It will be assessed down the road.
- Canadian Human Rights gave an opinion on the issue which led to the decision.
- SANS and ATVANS have moved away from criminal record checks as it relates to trail patrol.

Valley Events-Devour Mayor's Bike Ride HMT October 27,2018 Wolfville.

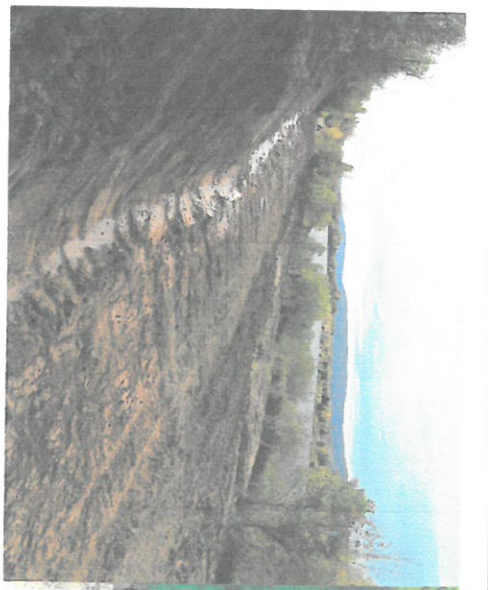
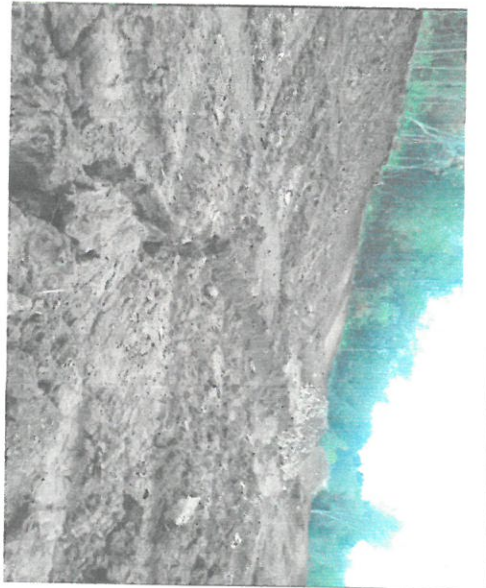
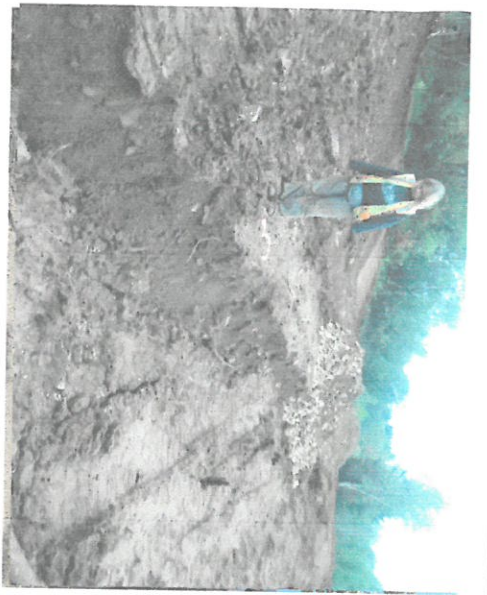
The valley event is the following weekend and the Mayors are using a portion of HMT for the ride which starts at the Robie Tuffs Nature Centre in Wolfville and includes popular loops. The cost is \$20.00, and funds goes to Bicycle NS.

Next meeting November 22 in Kentville, NS. Location to be announced.











Annapolis Valley Trails Coalition

STANDARD TRAIL PLAN

PROJECT NAME AND LOCATION

ROUND HILL SUBSIDENCE

DRAWING NAME

SITE 3 CONDITIONS

SECTION

903 - NOTES

TYPICAL ID

NOT

REVISION DATE

10/14/18

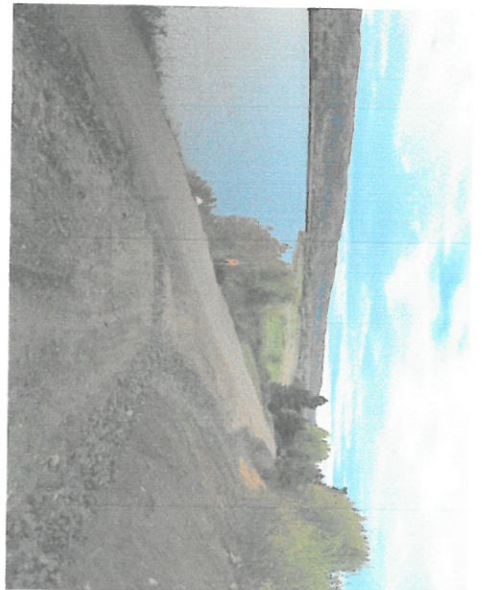
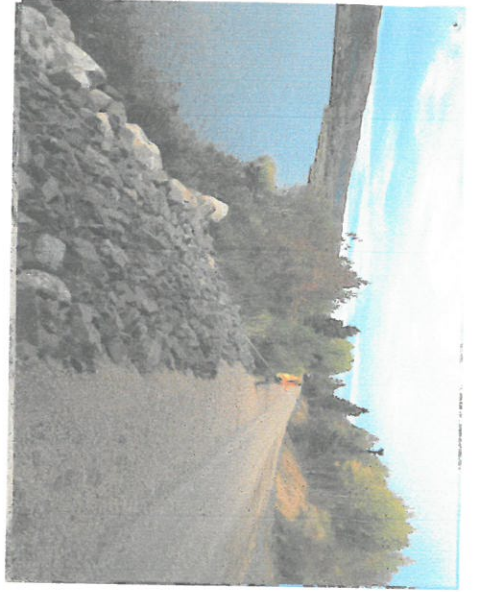
NOT TO SCALE

DRAWING NO.


STD_903-01

SHEET

3 OF 18





**Annapolis Valley Trails Coalition**
STANDARD TRAIL PLAN

PROJECT NAME AND LOCATION
ROUND HILL SUBSIDENCE

DRAWING NAME **SITE 4 CONDITIONS**
SECTION **903 - NOTES**
TYPICAL ID **NOT**

REVISION DATE **10/14/18**
NOT TO SCALE

DRAWING NO. **STD_903-01**
SHEET **3** **OF** **18**

Amapols Valley Trails Coalition
Comparative Income Statement

Actual 01/04/2018 to 30/09/2018
Budget 01/04/2018 to 30/09/2018

REVENUE	Actual	Budget
Sales Revenue	150.00	750.00
Trail Group Membership	0.00	14,000.00
M.S. Tourism Grants	0.00	0.00
Distinction Trail Grants Received	17,020.00	0.00
Co-ordinator Services Revenue	22,870.20	4,999.98
Trail Membership	6,544.61	18,333.34
Net Sales	17,125.00	38,083.32
Other Revenue	63,709.81	38,083.32
Trail Construction Income	0.00	0.00
Total Other Revenue	0.00	0.00
TOTAL REVENUE	63,709.81	38,083.32
EXPENSE		
Construction Costs	1,215.00	0.00
Distinction Trail Expenses	1,215.00	0.00
Total Cost of Goods Sold	1,215.00	0.00
Payroll Expenses	20,721.87	20,721.87
Co-ordinator Salary	481.52	481.52
EI Expense	939.12	939.12
WCB Expense	619.65	728.91
Vacation Pay	0.00	0.00
Total Payroll Expense	22,762.16	22,871.42
General & Administrative Exp.	9,630.47	7,500.00
D and O Insurance	325.00	800.00
Interest and Bank Charges	46.40	49.98
Office Supplies	297.49	649.98
Bookkeeping Fees	1,175.00	1,175.00
Internet	0.00	300.00
Cell Phone	702.81	624.96
Office Phone	1,160.78	624.96
Materials & Supplies	54.05	0.00
Storm Mitigation Reserve	0.00	0.00
Administration	0.00	0.00
Advertising & Promotion	0.00	1,087.50
Board Expenses	0.00	2,000.00
Training & OHS	0.00	249.96
Licenses, Dues & Members	361.15	750.00
Trail Maintenance Cost	14,278.65	0.00
Total General & Admin. Exp.	28,031.80	9,250.00
TOTAL EXPENSE	52,008.96	47,933.76
NET INCOME	11,700.85	-9,850.44

\$201k

will be offset by
various that budget
haven't been booked
yet.

Yarhoda

**Annapolis Valley Trails Coalition
Comparative Income Statement**

Monthly

	Actual 01/09/2018 to 30/09/2018	Budget 01/09/2018 to 30/09/2018
REVENUE		
Sales Revenue	0.00	750.00
Trial Group Membership	0.00	3,500.00
Municipal Contributions	0.00	0.00
N.S. Tourism Grants	17,020.00	0.00
Destination Trial Grants Received	0.00	0.00
Co-ordinator Services Revenue	3,100.00	833.33
Trial Maintenance	400.00	3,666.66
Net Sales	20,520.00	8,749.99
Other Revenue		
Trial Construction Income	0.00	0.00
Total Other Revenue	0.00	0.00
TOTAL REVENUE	20,520.00	8,749.99
EXPENSE		
Co-ordinator Salary	3,187.98	3,187.98
EI Expense	74.08	74.08
CPP Expense	144.48	144.48
WCB Expense	103.29	113.75
Vacation Pay	0.00	0.00
Total Payroll Expense	3,509.83	3,520.29
General & Administrative Expn.	2,035.53	1,250.00
Interest and Bank Charges	0.00	8.33
Office Supplies	0.00	108.33
Bookkeeping Fees	300.00	0.00
Internet	0.00	50.00
Cell Phone	248.23	104.16
Office Phone	182.65	104.16
Materials & Supplies	0.00	0.00
Storm Mitigation Reserve	0.00	0.00
Administration	0.00	181.25
Advertising & Promotion	0.00	0.00
Board Expenses	0.00	41.66
Training & OHS	0.00	125.00
License Dues, Fees & Members	330.00	0.00
Trial Maintenance Cost	4,778.65	1,850.00
Total General & Admin. Expn.	7,875.06	3,822.89
TOTAL EXPENSE	11,384.89	7,343.18
NET INCOME	9,135.11	1,406.81

COMMITTEE UPDATE

Title: Wolfville Business Development Corporation
Date: November 6, 2018
Department: Council



UPDATE

The WBDC Board of Directors met on Tuesday, October 16th. Highlights of note from that meeting:

- **President and Coordinator Updates:**
 - Number of shoppers increased for town businesses during September, with Homecoming and Harvest Marathon. Noted that road traffic was busy but not overboard.
 - WBDC will reach out to Danji Korean Restaurant to discuss possible location options.
 - Social media initiatives have received a boost with new Social Media support.
- **Promotions Committee:**
 - November 30th Winter Market update on plans for this event. Some discussion on lack of lighting on Post Office Tree and suggestion that perhaps in future a service club might volunteer to light that tree.
 - Discussed options for outdoor winter skating, no viable options appeared although believe Marianne was going to follow up.
 - Discussed Saltscapes collaboration across the Valley and will discuss budget for this at a future board meeting.
- **Other:**
 - Discussed plans for Devour.
 - Quotes received for downtown speaker system and approved an expenditure of up to \$10,000 to contribute to downtown speakers.
 - Briefly discussed accessibility legislation and options to receive more information on how this will affect downtown businesses.
- **Promotions Committee Update**
 - Canopy Creative continues to work on promotional videos
 - Two summer staff have been hired – Jessica Sanford and Emma Graham who will be will be working on updating the business director, revamping benches, Wine Bus Advertising, #doitinwolfville Instagram pages and Facebook
 - Media Companies – discussed direction to social media RFQ

COMMITTEE UPDATE

Title: Wolfville Business Development Corporation

Date: November 6, 2018

Department: Council



- **Town Update**

- **Federation Canadian Municipalities Annual conference** - in Halifax (Choose Annapolis Valley is the promo line); Trip for two to Wolfville - draw in the last day FCM - May 28,29th 30th they will be staying in Wolfville;
- **Parking meeting** - putting together a report to send to council

- **New business**

- Discussion of recruitment of new board members to stand for election at the upcoming AGM