



## Committee of the Whole

September 1, 2020

8:30 a.m.

Virtual Meeting – Via Zoom

### Agenda

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#### 1. **Approval of Agenda**

#### 2. **Approval of Minutes**

- a. Committee of the Whole Minutes, July 7, 2020

#### 3. **Presentations**

- a. Diana Morine and Chris Fuller – Willowbank Cemetery Incorporation
- b. Andrea Wenke Wyile – 5G
- c. Devin Lake and Kelly Marie Redcliffe– Wolfville Farmers Market

#### 4. **Public Input / Question Period**

**PLEASE NOTE:**

- Public Participation is limited to 30 minutes
- Each Person is limited to 3 minutes and may return to speak once, for 1 minute, if time permits within the total 30-minute period
- Questions or comments are to be directed to the Chair
- Comments and questions that relate to personnel, current or potential litigation issues, or planning issues for which a public hearing has already occurred, but no decision has been made by Council, will not be answered.



5. **Committee Reports (Internal)**
  - a. Art in Public Spaces
  - b. Audit Committee
  - c. RCMP Advisory Board
  
6. **Staff Reports for Discussion**
  - a. RFD 036-2020: REMO Wildfire Plan
  - b. RFD 037-2020: Council Remuneration Policy Review
  - c. RFD 041-2020: Annual Operating Line of Credit
  - d. RFD 042-2020: Financial Update #2 - Decision Points
  - e. RFD 039-2020: Wolfville War Memorial Monument
  - f. RFD 038-2020: Visitor Information Centre
  
7. **CAO Report**
  
8. **Committee Reports (External)**
  - a. Kings Transit Authority (KTA)
  - b. Kings Point-to-Point (KPPT)
  
9. **Public Input / Question Period**
  
10. **Adjournment to In-Camera Meeting under *section 22(2) (a) Of the Municipal Government Act.***
  - a. Land Sale
  
11. **Adjournment of In-Camera Meeting**
  
12. **Regular Meeting Reconvened**



## 13. Regular Meeting Adjourned

## COMMITTEE UPDATE

Title: Art in Public Spaces Committee Update  
Date: September 1, 2020  
Department: Committee of the Whole

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### UPDATE

- The Art in Public Spaces Committee had a virtual meeting on July 16, 2020.
- Bev Boyd was introduced as a new member to the Committee.
- A review of the draft design of artwork and landscaping was presented by Director Thomason and the artist Brad Hall.
- A presentation by Coordinator of Community Engagement and Tourism, Alisha Christie was provided and a request for committee members to join on a walk through to provide feedback and input surrounding the Healthy Main Street project.
- The Acadia Art Gallery made an announcement surrounding their collection. An action was created with the endowment funds, art would be purchased from artist of colour, indigenous and will begin with artists within Nova Scotia first and then expand to the Atlantic Provinces.
- The plan will begin this summer to finalize artists and projects.
- Director Thomason provided an update surrounding the Bell Building.
- There is an ongoing conversation with Bell to have a mural placed on the building. There has not been a no yet. If Bell does agree, Director Thomason will return to the Committee for input surrounding the mural.

## COMMITTEE UPDATE

Title: Audit Committee Update  
Date: September 1, 2020  
Department: Committee of the Whole

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### UPDATE

- The Audit Committee had a virtual meeting on July 10, 2020 which included the auditors from Grant Thornton.
- Director MacLean provided an overview of RFD-033-2020 highlighting important information for the committee to consider.
- This year the statements were completed under COVID which provided extra challenges along with working with new auditors.
- A review of the Financial report was presented to the Audit Committee by Grant Thornton.

## COMMITTEE UPDATE

Title: RCMP Advisory Committee  
Date: September 1, 2020  
Department: Committee of the Whole

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### UPDATE

- A meeting of the RCMP Advisory Committee was held on July 16, 2020.
- The Quarterly RCMP Report was provided by Sgt. Andrew Buckle and discussed amongst the Committee.
- Introduction of new Committee member Laura Fisher.
- Discussion surrounding the return date of September 21, 2020 for Acadia University students and the continued engagement between the RCMP and Acadia surrounding the expectation of the return of students both on and off campus.

## REQUEST FOR DECISION 036-2020

Title: Kings REMO Wildfire Preparedness and Response Plan (WPRP)

Date: September 3, 2020

Department: CAO

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# SUMMARY

## Wildfire Preparedness and Response Plan (WPRP)

The Draft Kings REMO Wildfire Preparedness and Response Plan, dated March 2020, was developed to support wildfire response within Kings County. The Draft Plan has been reviewed by the Nova Scotia Department of Lands and Forestry in February 2020, the Regional Emergency Management Planning Committee (REMPC), March 19, 2020, and approved for submission to Municipal Councils by the Regional Emergency Management Advisory Committee (REMAC), April 20, 2020.

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 Wildfire Preparedness and Response Plan for Kings County will provide for a consistent standard for emergency response to both significant wildfire incidents across all of Kings County as an Emergency Management Support Plan to the Kings REMO Regional Emergency Management Plan (REMP), dated September 2018.

## DRAFT MOTIONS:

That Council approve the Kings REMO Wildfire Preparedness and Response Plan, dated March 2020

## REQUEST FOR DECISION 036-2020

Title: Kings REMO Wildfire Preparedness and Response Plan (WPRP)

Date: September 3, 2020

Department: CAO

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### 1) COMMENT / RECOMMENDATION – CAO

The CAO supports staff's recommendation as the Kings REMO Wildfire Preparedness and Response Plan is in keeping with a regional approach to Emergency Management as adopted by the Kings County municipalities as of April 1, 2018.

### 2) RECOMMENDATION

Staff recommends that Council approve the Kings REMO Wildfire Preparedness and Response Plan, dated March 2020, for the Town of Wolfville.

### 3) DRAFT MOTIONS

That Council approve the Kings REMO Wildfire Preparedness and Response Plan, dated March 2020.

### 4) PURPOSE OF REPORT

To support the Town of Wolfville adopting the Regional Emergency Management Support Plan – Wildfire Preparedness and Response Plan, 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 REMO Wildfire Preparedness and Response Plan, dated March 2020, was drafted as an Emergency Management Support Plan to the Regional Emergency Management Plan, dated September 2018, and is submitted to Council for approval.

This Kings REMO Wildfire Preparedness and Response Plan will support emergency response efforts to severe wildfire incidents that may impact residents of Kings County.

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
-



## REQUEST FOR DECISION 036-2020

Title: Kings REMO Wildfire Preparedness and Response Plan (WPRP)

Date: September 3, 2020

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- Standing Committee of Council (Regional Emergency Management Advisory Committee – two elected officials from each municipality)

### 6) POLICY CONSIDERATIONS

- [Nova Scotia Emergency Measures Act](#)
- Kings REMO Inter-Municipal Services Agreement, January 16, 2018
- [Kings REMO Regional Emergency Management Plan \(REMP\), September 2018](#)
- Kings REMO Regional Emergency Evacuation Plan (REEP), January 2019
- Kings REMO Flood Preparedness and Response Plan (FPRP), March 2019

### 7) BUDGET CONSIDERATIONS

N/A

### 8) COMMUNICATIONS REQUIREMENTS

Subject to approval of the Kings REMO Emergency Management Support Plan, Wildfire Preparedness and Response Plan, by Kings County Municipal Councils, staff will publish the approved Kings REMO EM Support Plan, dated March 2020, on the Kings REMO Website ([www.KingsREMO.ca](http://www.KingsREMO.ca)) and post announcements via Social Media. The Draft Kings REMO Emergency Management Support Plan will be put forward to Municipal Councils in accordance with the following schedule:

<b>2020-09-01</b>	<b>Wolfville Committee of the Whole</b>
2020-09-14	Kentville Council Advisory Committee
2020-09-15	Municipality of the County of Kings Committee of the Whole
<b>2020-09-15</b>	<b>Wolfville Council (for approval)</b>
2020-09-22	Berwick Committee of the Whole
2020-09-28	Kentville Council (for approval)
2020-10-06	Municipality of the County of Kings Council (for approval)
2020-10-13	Berwick Council (for approval)

## REQUEST FOR DECISION 036-2020

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### 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 [Kings REMO Website](#)
3. **Community Capacity Building:** The Kings REMO Emergency Management Support Plans are focused on further preparing the Town and its residents and are 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 Wildfire Preparedness and Response Plan, dated March 2020

### 11) SUMMARY

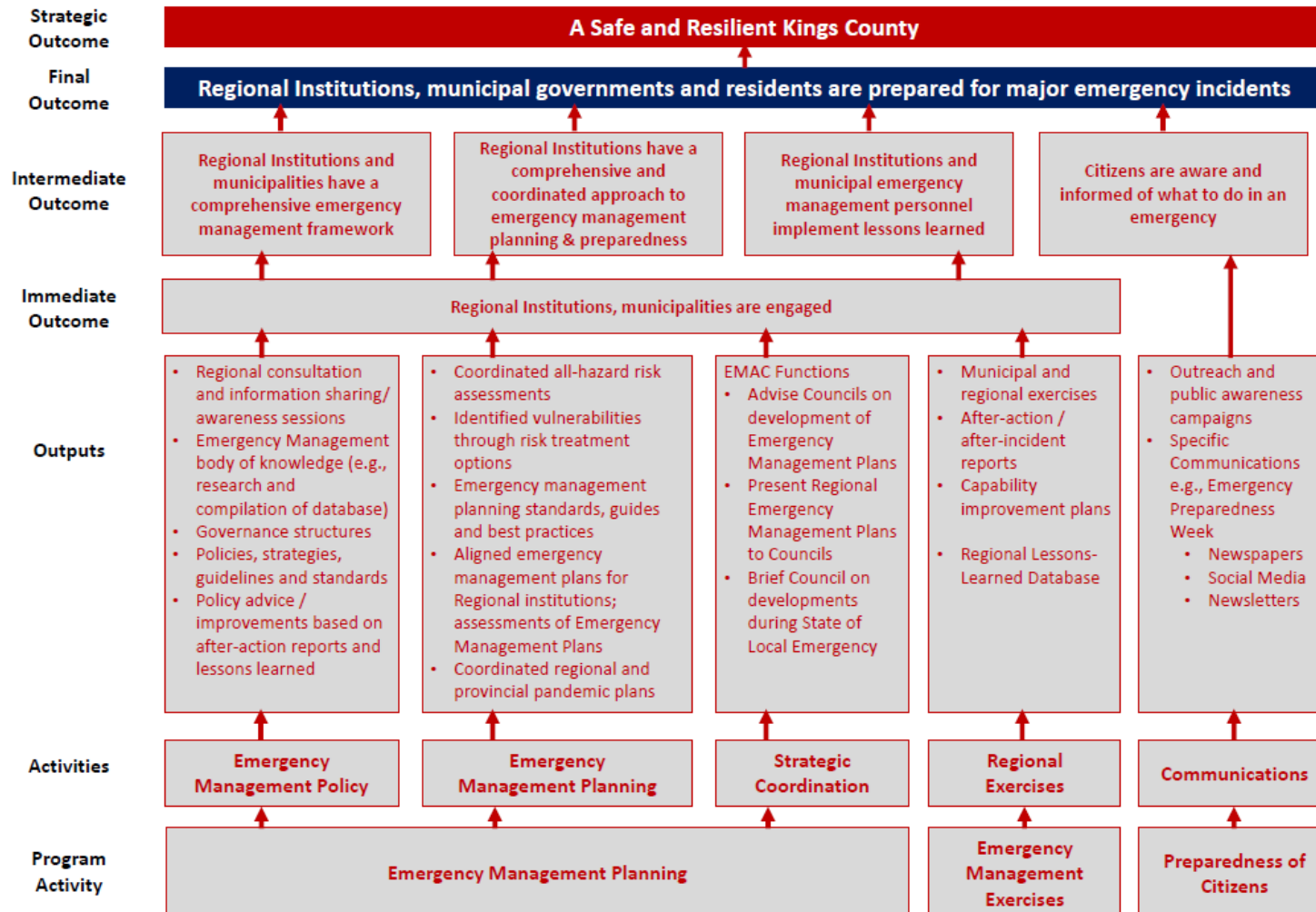
The Kings County Regional Emergency Management Coordinator (REMC) will continue to work towards ensuring that all of Kings County is fully prepared for any future Emergency that may impact any of the municipalities.

# REQUEST FOR DECISION 036-2020

Title: Kings REMO Wildfire Preparedness and Response Plan (WPRP)  
 Date: September 3, 2020  
 Department: CAO



## Kings County – Regional Emergency Management





# Kings County, NS Wildfire Preparedness & Response Plan (WPRP)

March 2020



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DRAFT





## FOREWORD

The development of a Kings County Regional Wildfire Preparedness and Response Plan (WPRP) is paramount to public safety in the case of man-made disasters and natural disaster threats. The Kings County Regional Wildfire Preparedness and Response Plan was prepared in consultation with County and Municipal stakeholders responsible for everyday management throughout Kings County. It serves as Kings County's Emergency Wildfire Plan to coordinate an integrated approach to Wildfire response.

As a Supporting Plan to the Kings REMO Regional Emergency Management Plan, the Kings County Regional Wildfire Preparedness and Response Plan 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 to a Wildfire event.

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.

\_\_\_\_\_  
Peter Muttart  
Mayor  
Municipality of the County of Kings

\_\_\_\_\_  
Don Clarke  
Mayor  
Town of Berwick

\_\_\_\_\_  
Mayor  
Town of Kentville

\_\_\_\_\_  
Jeff Cantwell  
Mayor  
Town of Wolfville

## 1.0 INTRODUCTION

### 1.1 Background

Fire has been a factor in the forests of Nova Scotia since there have been trees here. It plays a role in the "look" of the landscape although its role is somewhat changed now with the effects of fire suppression and human settlement.

Fire locations are closely tied to where people live. Densely populated areas frequently have many fires, while remote areas have few. Relatively few (about 3%) fires are started by lightning. The frequency of fires changes throughout the fire season (April to October). May is usually the busiest month due to the fact that vegetation hasn't fully come out of dormancy and begun to grow. The moisture content of these fuels is low, making them are more flammable. This is known as a "before green up" condition.

Nova Scotia has a relatively wet climate, thus the number of fires that typically occur in an average season is low compared to drier provinces

This Regional Wildfire Preparedness and Response Plan is only one part of preparedness efforts that include training, exercises and the debriefing of actual events. As Kings County evolves, so should the Wildfire Plan, which will be regularly reviewed and adapted. Due to the nature of major emergencies, there may be a need to adapt the plan during a wildfire. Therefore, the following plan should not be seen as a final, rigid solution, but rather the foundation for continuous planning efforts



## 1.2 Authorities

The authority for an evacuation is afforded by the [Nova Scotia Municipal Government Act](#) and the [Emergency Management Act](#).

The legal authority for local authorities to order an evacuation rests within the Nova Scotia Emergency Management Act (1990) Section 14(f) – Protection of property and health or safety

### **Protection of property and health or safety – Section 14**

Upon a state of local emergency being declared in respect to a municipality or an area thereof, the mayor may, during the state of local emergency, in respect of such municipality or an area thereof, do everything necessary for the protection of property and the health and safety of persons therein may:

- a. Cause an emergency management plan or any part thereof to be implemented;
- b. Acquire or utilize or cause the acquisition or utilization of personal property by confiscation or any means considered necessary;
- c. Authorize or require a qualified person to render aid of such type as that person may be qualified to provide;
- d. Control or prohibit travel to or from an area or on a road, street or highway;
- e. Provide for the maintenance and restoration of essential facilities, the distribution of essential supplies and the maintenance and coordination of emergency medical, social and other essential services;
- f. Cause or order the evacuation of persons and the removal of livestock and personal property threatened by an emergency and make arrangements for the adequate care and protection thereof;
- g. Authorize the entry by a person into any building or upon land without warrant;
- h. Cause or order the demolition or removal of any thing where the demolition or removal is necessary or advisable for the purpose of reaching the scene of an emergency, or attempting to forestall its occurrence or of combating its progress;
- i. Order the assistance of persons needed to carry out the provisions mentioned in this Section;
- j. regulate the distribution and availability of essential goods, services and resources;
- k. authorize and make emergency payments;
- l. assess damage to any works, property or undertaking and the costs to repair, replace or restore the same;
- m. assess damage to the environment and the costs and methods to eliminate or alleviate the damage

### 1.3 References

- [Public Health Agency of Canada – Emergency Lodging Service, 2007](#)
- [Nova Scotia Emergency Management Act](#)
- [Kings REMO Regional Emergency Management Plan, 2018-09](#)
- Kings REMO Regional Emergency Evacuation Plan, 2018-12
- Kings REMO Evacuation Operational Guidelines, 2018-05-01
- Kings REMO Emergency Coordination Centre Operational Guidelines, 2018-05-01

### 1.4 Purpose

The purpose of this plan is to outline the procedures that will be used in a wildfire event that necessitates the need for an evacuation within Kings County. The physical evacuation component of this Emergency Management Support Plan will be implemented either following the declaration of a state of local emergency or under the authority of the local Fire Service as part of a wildfire event. The monitoring and preparation phases will be coordinated by Kings REMO in preparation to assist and liaison with emergency and essential services.



The Plan should be activated as soon as it becomes apparent that, due to an emergency of such magnitude as to warrant its implementation, evacuation and relocation of people is necessary.

### 1.5 Aim and Scope

The primary goal of this Plan is to provide an integrated planning framework that recognizes the role of individual residents, business owners, emergency responders and the Municipalities of Kings County. Together these individuals, groups and agencies represent the first line of defence in responding to a wildfire event within Kings County.

This goal is supported by overarching objective of enhancing public and emergency responder education, emergency preparedness and emergency response policies and procedures. Together these are intended to prevent or reduce loss of life or severe injury and/or damage to property and infrastructure during a wildfire event within Kings County.

If the need to evacuate and relocate residents of the affected area(s) is apparent, the provisions of the Regional Emergency Evacuation Plan (REEP) shall be implemented. In such events, the Municipality shall discuss the need to declare a State of Local Emergency (SOLE), [Annex A](#), if a mandatory evacuation is needed. If there is a fire or the possibility of fire, the Fire Chief has the authority to declare the mandatory evacuation at the current time there is no advantage to declaring a SOLE.

## **2.0 CONCEPT OF OPERATIONS (CONOPS)**

### **2.1 Planning Assumptions**

The plan assumes the following:

- NS Department Lands and Forestry will be the lead agency (Incident Commander) for any wildfire event within a forested area in accordance with the [Nova Scotia Forests Act](#).
- Kings REMO and the Emergency Coordination Centre Management Team (ECCMT) will have the primary responsibility for mitigation, prevention, preparedness, response and recovery in wildfire emergency/disaster situations.
- It is highly probable that with events such as climate change and weather anomalies, Kings County could experience a major wildfire event to some degree in the future.
- Kings County and partner agencies will follow the response activities set out in the Kings REMO Regional Emergency Management Plan (REMP), the Regional Emergency Evacuation Plan (REEP) and Municipal Operating Procedures.
- Residents of Kings County will take active measures to protect personal property.

### **2.2 Plan Limitations**

- The Municipalities of Kings County do not currently have a formal policy for the protection of private property during wildfire. While efforts will be made to assist residents in the protection of their property during a wildfire emergency, the protection of critical municipal infrastructure must be the first priority to ensure continuity of municipal services to the community.
- There may be factors that will adversely affect Kings County's ability to respond to wildfire emergencies. Response may be delayed if roads become impassable, normal channels of communications may be disrupted and utilities may be unavailable for extended periods of time.

### **2.3 Plan Activation**

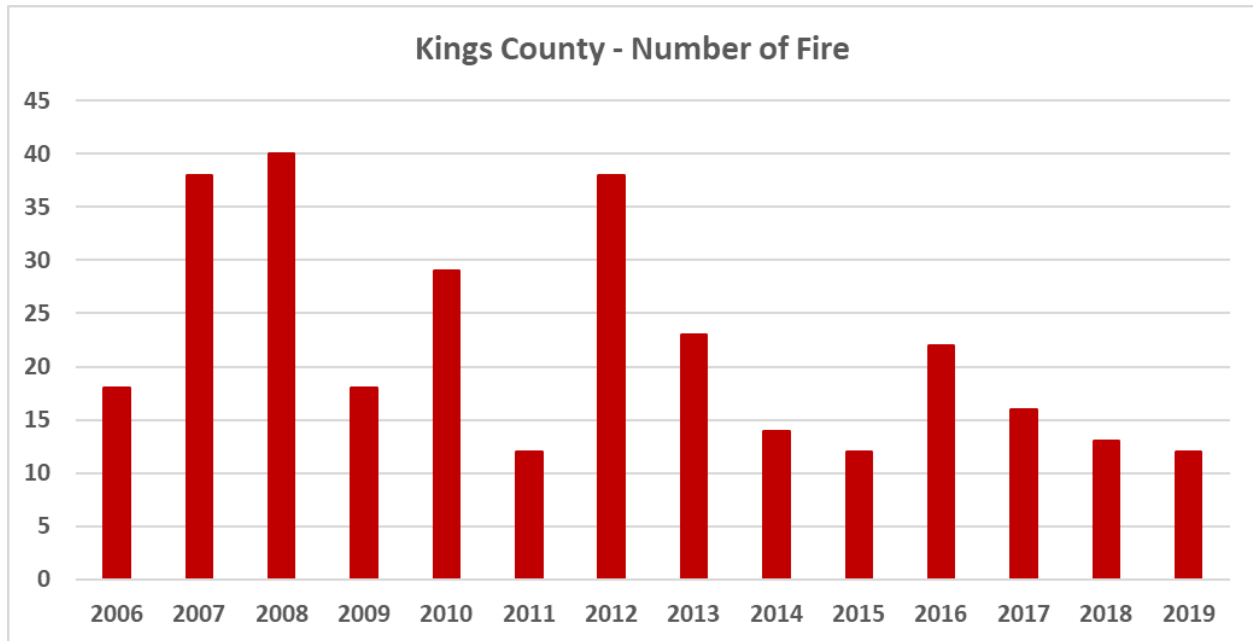
This plan may be activated in whole or in part, as required, by the Kings REMO Emergency Coordination Centre Management Team (ECCMT), with or without the formal declaration of a state of local emergency.

Upon activation, all participating agencies should respond in accordance with the procedures described within this plan and in accordance with their agency operating procedures.

## 2.3 Wildfire General Information

### 2.3.1 Wildfire Frequency – Kings County

The average number of annual wildfires in Kings County over a 14 year period is 22 wildfires per year.



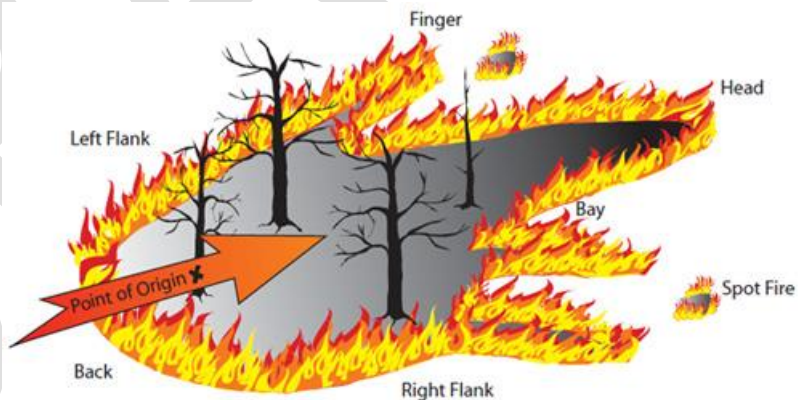
Source: [Department of Lands and Forestry – Fire Statistics](#)

### 2.3.2 Anatomy of a Forest Fire

The anatomical parts of a forest fire are:

**Bay(s)** — A marked indentation in the fire perimeter, usually located between two fingers. (Synonym: Pocket(s).)

**Finger(s)** — An elongated burned area(s) projecting from the main body of the fire resulting in an irregular fire perimeter.



**Flanks** — Those portions of the fire perimeter that are between the head and the back of the fire which are roughly parallel to the main direction of spread. (Synonym: Sides.)

**Head** — That portion of the fire perimeter having the greatest rate of spread and frontal fire intensity which is generally on the downwind and/or upslope part of the fire.

**Back** — That portion of the fire perimeter opposite the head; the slowest spreading part of the fire. (Synonyms: Base, Heel, and Rear.)

**Island(s)** — Area(s) of unburned fuels located within the fire perimeter.

**Point(s)of Origin** — The location(s) within the fire perimeter where ignition first occurred. (Synonym: Origin(s) of a Fire.)

### 2.3.3 Wildfire Detection

The Department of Lands and Forestry utilizes several methods to locate wildfires as accurately and quickly as possible.

Members of the public report wildfires on a regular basis usually via 911 as the primary contact number, and the Department of Lands and Forestry maintained 1-800-565-2224 as a backup number. The information that is received is usually very accurate and in most cases, reported during the early stages of the wildfire.

During periods of high to extreme fire hazard, fixed winged aircraft are used for aerial detection. These planes fly predetermined routes in the areas of the province that are experiencing elevated wildfire risk due to weather conditions. These flights are arranged for each day they are needed by the provincial fire duty officer. The aircraft are equipped with GPS locators. When smoke is spotted the plane flies to that location and the duty officer can see exactly where the wildfire is by looking at the tracking monitor which shows a map of the province and the location of the aircraft. The pilot is able to communicate to the duty officer the fire size, the type of fuels burning, any values that might be threatened and if there is any suspicious activity around the fire. The duty officer can use all of this information to plan the response to the wildfire.



The average response time to a wildfire in Kings County, Nova Scotia is 2 to 25 minutes, giving a response time that is the envy of many other agencies across the country.

### 2.3.4 Wildfire Suppression

When a wildfire is detected, the situation must be thoroughly examined to determine where the fire is and where it could spread. It is dangerous to start suppression without further investigation. Once the fire has been evaluated, decisions can be made as to what ground suppression activities are required.

Wildland fire suppression seeks to establish a control line around the fire as soon as possible, cool down open flames that are closest to the edge, and separate burning fuels (trees, shrubs, moss etc) from unburnt fuels. The most commonly used method to achieve this is to apply water through a hose line that

has been pumped from a fire truck or portable pump. In Nova Scotia, we are fortunate to have an abundant supply of water.

Some fires can require a coordinated effort between several agencies. A small fire may only require the services of two people and a back tank, while a larger fire (15+ kms in length) can require hundreds of people and lots of equipment. Often, the local fire departments will be on the scene before the Department of Natural Resources. If the situation escalates, the police, ambulance services, Lands and Forestry, Kings Regional Emergency Measures Organization and other agencies may become involved.



Ground suppression activities can be rather intense when the fire's at its worse, but even after the fire's out, there can still be lots of work to do. It's possible for a fire to burn in fine combustible materials below ground without showing any signs on the surface. To prevent a flare up, hours can be spent looking for a small wisp of smoke. This could indicate a heat source below ground. If this is not done, the spark could surface and could once again become a running surface fire.

There are times when a wildland fire moves too fast or is too intense for there to be safe ground suppression. In this case, aircraft are used to slow, or cool down the fire, to allow the ground crews to resume their efforts.

The Nova Scotia Department of Lands and Forestry has a fleet of five helicopters stationed in Shubenacadie. Any location in Nova Scotia can be reached within 1 hour and 45minutes from Shubenacadie. They can perform many functions such as transporting people and equipment, dropping water, and also assist with reconnaissance efforts.



When all other fire fighting measures fail, the services of large fixed-wing airtankers are requested from another province. The Department of Lands and Forestry's membership in the Canadian Interagency Forest Fire Centre (CIFFC) facilitates the sharing of resources between agencies.



## **2.4 Potential Adverse Effects Caused by Wildfires**

### **2.4.1 Heavy loss to the economy**

A wildfire devastates everything that it engulfs. Thus, large areas of productive agricultural or forest land might be lost in the fire. Farmers lose their crops and livestock within a matter of a few hours to a few days and suffer a great economic setback. Those dependent on forestry for their income also experiences heavy losses. If the destroyed areas were part of a popular tourist destination, then the tourist industry active in the affected area also faces a downfall. Although these economic sectors are directly affected by the fire, other businesses and communities also experience the adverse effect of wildfires. Private properties are also lost in such fires. Direct costs associated with firefighting is also high and is usually borne by the government. Post-fire restoration activities also consume a large sum of money.

### **2.4.2 Local Heritage could be lost**

If the fire engulfs an area that protects historic environment features, it can translate to the loss of such local heritage. The damage can occur not only during the fire but also as an after-effect of the fire. The lack of vegetation might expose such features to the erosive action of wind and water, accelerating the destruction of the features.

### **2.4.3 Carbon sequestration and storage is affected**

Forests act as the carbon sink by absorbing the atmospheric carbon-dioxide and thus reducing the concentrations of this toxic gas in the atmosphere. The occurrence of wildfires thus destroys the beneficial plant cover which in turn adversely affects the carbon sequestration and storage.

### **2.4.4 Loss of Biodiversity**

Wildfires lead to the failure of the entire ecosystem. Large areas are cleared off vegetation. Many animals, birds, reptiles, and insects burn to death. Others die due to starvation or stress. Thus, a heavy loss of biodiversity is one of the worst consequences of a wildfire.

### **2.4.5 High levels of soil erosion**

The soil is left exposed as vegetation disappears due to wildfires. Such soil is highly susceptible to erosion by the action of wind or water. Often, areas experiencing wildfires take a long time to recover or they are rendered permanently barren.

### **2.4.6 High levels of air and water pollution**

Smoke and ash released during fires can pollute the atmosphere with toxic gasses and particles. As an after-effect of a wildfire, the loss of plants can also lead to the erosion of the soil and the contamination of water bodies by the eroded soil and dead plant and animal matter.

### **2.4.7 Adverse effects on health**

The smoke and ash generated from wildfires pollute the atmosphere and cause health issues in people breathing in the polluted gas. Breathing problems, respiratory infections, headaches, dizziness, eye irritation, etc., are some of the common health issues experienced by people living in areas near the fire.

### **2.4.8 Increased vulnerability to other natural disasters**

Since vegetation cover is vital to protect the soil against erosion by strong winds and floods, the loss of such cover renders the area prone to natural disasters. In the absence of plants, the fire-affected region becomes easily prone to catastrophic floods or storms.

## **2.5 Wildfire Behaviour and Effects**

Knowing how a wildfire may behave is key to control and management. Many factors affect how a wildfire burns, how fast it moves and how difficult it is to control. The three sides of the fire behavior triangle are weather, topography and fuels.

Weather includes wind, temperature, cloudiness, moisture and air pressure. High temperatures and low humidity cause vegetation to dry and wildfires to burn rapidly. Wind not only moves wildfires across landscapes, but also supplies oxygen that can cause fires to grow swiftly. Wind also blows embers for miles, igniting new spot fires. Rain and high humidity can slow or extinguish fires, while storms can cause fire activity to increase or become completely unpredictable.

Topography is the physical features of an area, including slope and aspect (the direction it faces). Wildfires burn more rapidly when moving up a slope by preheating unburned fuels and making them more combustible. Wind also moves more rapidly up slopes, increasing the speed at which a fire can spread. Draws can act like chimneys and funnel flames upwards. South- and west-facing slopes have drier fuels than north- and east-facing slopes.

Fuels are vegetation and structures. Their characteristics have a great effect on wildfire behavior. Large, dense trees burn for hours and generate a lot of heat. Dried grasses, on the other hand, produce a flashy fire that burns quickly and does not generate much heat.

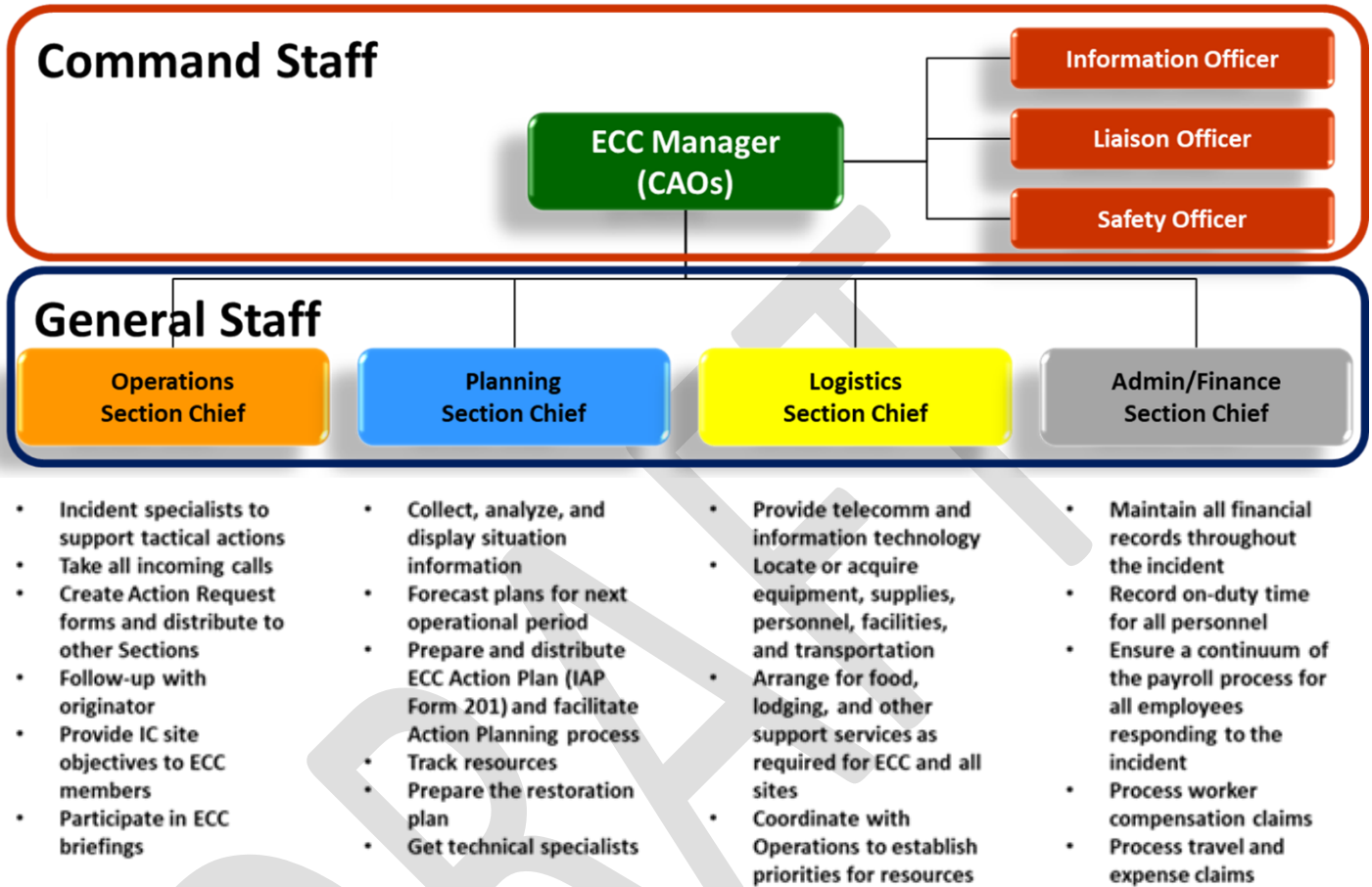
## **2.6 Wildfire Emergency Management Priorities**

In a wildfire situation, Kings REMO and its partner agencies will focus their efforts on achieving the following objectives:

- Preservation of life and safety of emergency responders, residents and visitors.
- Support for stranded and evacuated persons.
- Protection of the water supply system, sewage treatment and other critical infrastructure of the Municipalities of Kings County.
- Protection of the environment, watercourses and potable water supplies.
- Reducing the economic and social suffering and losses to the residents of Kings County where possible.
- Returning communities to normal through a coordinated recovery process that includes re-entry of displaced persons.
- Reducing the impact to private property where possible and appropriate.

## 2.7 Wildfire Organizational Structure

To support a regional wildfire incident within Kings County the Kings REMO Emergency Coordination Centre is structured under the Incident Command System:



## 2.8 Municipal Public Warning Strategy

As there are limited audible warning systems within the Municipalities of Kings County, the public should be alerted to wildfire conditions through local media (radio, television, newspaper) and social media (Facebook, Twitter). Warnings should also be posted on all Municipal websites and distributed through the Kings REMO Emergency Email Notification System. In extreme circumstances, public warning may also be done through vehicle public address systems and/or door-to-door contact by municipal services and/or volunteers.

## 2.9 Recovery

The ability to recover from the physical damage, injury, economic impairment and human suffering resulting from a disaster is a critical element of any emergency program. It is essential to recognize that successful recovery planning and activities depend on the rapid start-up of a recovery plan and must begin during the emergency response phase.

Through the implementation of a municipal disaster recovery strategy, Kings County Municipalities will work with their Departments, partner agencies, and volunteer resources to restore critical infrastructure (both public and private), systematically clean up affected areas, and return the community to a state of normalcy.

The prioritization of restoration and clean up efforts will be determined by the Kings REMO ECC Management Team based on a number of influencing factors, with the primary focus being on the protection of public safety.

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## 3.0 RESPONSIBILITIES

### 3.1 Federal

The Government of Canada's Government Operations Centre (GOC) monitors the wildfire situation across the country. The GOC coordinates the federal government's response to events of national interest such as wildfires that may affect the safety and security of Canadians or critical infrastructure. Should a provincial or territorial government request federal assistance to deal with a wildfire then the GOC would coordinate that response.

The Government of Canada has disaster assistance programs available to respond to the financial needs of provinces and territories in the wake of major natural disasters including the [Disaster Financial Assistance Arrangements](#)

### 3.2 Provincial

A number of Nova Scotia government departments and agencies are engaged in wildfire prevention related activities, including:

#### 3.2.1 Nova Scotia Department of Lands and Forestry

The Department of Lands and Forestry takes a lead role in wildfire suppression on any forested lands excluding those owned municipally and federally. This can be complicated and dangerous work that usually requires a combined effort of resources. When an incident occurs, there must be a safe, effective and unified effort that minimizes damage to property while maintaining the safety of the public and fire fighters. For this reason, wildfire training is an essential part of the management responsibility carried out by the Department of Lands and Forestry.



Department of Lands and Forestry fire crew members receive training in basic fire suppression, wildfire behaviour, wildfire equipment, safety, and fire line organization. As the level of responsibility increases, so does the level of training. As well, staff may receive training through national and international agencies

Upon request the Department of Lands and Forestry provide wildfire training to municipal fire departments, forest industry and community college students.

#### 3.2.2 Department of Municipal Affairs (DMA)

- Under the Federal Gas Tax Program all municipalities have submitted a Municipal Climate Change Action Plan. Each plan outlines priorities for climate change (adaptation and mitigation) and describes the range of actions the municipality will undertake to address climate impacts. In many communities wildfires have been identified as a significant concern and is a top priority for taking action on climate change adaptation.

- The eligible project categories under the Federal Gas Tax Program have been expanded to include Disaster Mitigation. Projects that reduce or eliminate long-term impacts and risks associated with natural disasters are now eligible for funding.

### 3.2.3 Nova Scotia Emergency Management Office (NS EMO)(DMA)

- [NS EMO](#) takes an “all-hazards” approach to emergency management that recognizes that mitigation, preparedness, response and recovery can be used to address the impact of disasters.
- [NS EMO](#) regional staff (Emergency Management Planning Officers - EMPO's) work with municipal emergency management coordinators to ensure there are emergency management plans in place for each municipality in Nova Scotia.
- Municipal planning and local knowledge is represented in the development of emergency management plans.
- The [MCCAP](#) process requires municipal emergency management coordinators to work with EMPOs in the development of their respective climate change action plans.



### 3.2.4 Nova Scotia Department of Transportation and Infrastructure Renewal (NS TIR)

- [NS TIR](#) is responsible for delivering quality public infrastructure for Nova Scotia and deal with approximately 23,000 km of roads, 4,100 bridges, 7 ferries, and 2,400 buildings.
- [NS TIR](#) designs, constructs and operates this infrastructure in accordance with nationally and internationally recognized standards.
- [NS TIR](#) consults with communities on infrastructure developments. Often this infrastructure is developed or renewed in partnership with the Federal or municipal governments.

### 3.2.6 Nova Scotia Environment (NSE)

As of July 1, 2015 the inspection, compliance and enforcement functions from several provincial government departments came together under Nova Scotia Environment.

## 3.3 Regional – Kings REMO

### 3.3.1 Prevention and Mitigation

Kings REMO is responsible for developing and implementing mitigation strategies to prevent or lessen the occurrences and/or severity of wildfire.

These strategies include:

- Controlling development in and around wildfire prone areas using Zoning by-laws, Official Plans and Site Plan Development.
- Working to map the wildfire areas and the impact on critical infrastructure.
- Developing and circulating public education material concerning wildfire prevention and clean-up.

### 3.3.2 Response / Recovery Responsibilities

When wildfires occur, the initial responsibility for the welfare of residents is at the Municipal level. As with any emergency, the first priority is responder and public safety. The second priority is the protection and maintenance of public critical infrastructure in order to maintain basic services (hydro, water / wastewater, gas, telecommunication systems, etc.).

When wildfire events occur within Kings County, Kings REMO should:

- Activate the Kings REMO Wildfire Preparedness and Response Plan
- Activate the Kings REMO Regional Emergency Management Plan.
- Convene the Emergency Coordination Centre Management Team
- Appoint an Incident Commander.
- If necessary, recommend the declaration of a Municipal emergency.
- Direct and coordinate all wildfire response operations in Kings County.
- Coordinate the acquisition of emergency response equipment, personnel and other resources required at the incident site.
- Coordinate assistance to residents displaced by wildfire.
- Address concerns related to homes in Kings County that are on private wells or have private surface water intakes.
- Disseminate vital emergency information to staff, the media and citizens using appropriate channels.
- Provide information to the public concerning water supply safety, alternative sources of water, and protective actions to be taken.
- Request assistance from agencies not under Municipal control, as required (i.e. Municipal Mutual Assistance Agreements, Red Cross, local industry, etc.).
- Request Provincial assistance to perform specific wildfire combat / control tasks as may be required.
- Coordinate community disaster financial assistance (Nova Scotia Disaster Relief Assistance Program) as deemed necessary.
- Facilitate arrangements for the inspection of evacuated premises and provide for their orderly re-occupation as appropriate.
- Assist the Provincial authorities with damage estimation and assessment after the wildfire.
- Provide residents and businesses with information on safe handling of items damaged by water / sewage.
- Explore mitigation and prevention strategies to reduce the impact of future wildfire events

### 3.3.3 Regional Emergency Management Coordinator (REMC)

Coordinate wildfire specific education materials for distribution to residents and business owners within identified wildfire areas to include:

- The Wildfire Preparedness and Response Plan;
- Established evacuation routes (minimum of two), including locations of a primary and secondary Evacuation Centre / Emergency Shelter;
- Emergency preparedness and response education information for residents and businesses including pre-event, during an event, and post event; and
- Contact information for the REMC.

### 3.3.4 Site Operations (Incident Commander)

The Incident Commander (IC) assumes responsibility for the overall coordination of all operations at the emergency site and is the point of contact between the ECC Management Team and site operations.

The Incident Commander is responsible for:

- Identifying the wildfire risk areas.
- Prioritizing response activities.
- Evaluating and identifying equipment and resources needed

### 3.3.5 Fire Services

- Conduct wildfire rescue, as required.
- Rescue / evacuate any persons in danger with minimum delay and provide first aid as necessary.
- Assist Police Services with evacuations in the affected areas as required.
- Control Fires, released chemicals and other hazards.

### 3.3.6 Kings RCMP/Kentville Police

- Evacuate the affected areas as required.
- Perform traffic and crowd control operations.
- Disperse people not directly connected with the operations who, by their presence, are considered to be in danger, or whose presence hinders in any way the efficient functioning of the wildfire control operation.
- Secure the affected areas (based on need and availability of staff).
- Provide community security to prevent against looting and other unruly activities.
- Identify and establish detour routes due to high water and maintain proper traffic flow patterns as deemed appropriate.



### **3.3.7 Infrastructure Services – Water / Wastewater**

- Implement actions to protect water and sewer systems and identify threats to drinking water.
- Work with ECC Information Officer to advise the public of protective actions that may be required in the event of damage or concerns related to the sewer systems and/or drinking water sources.
- Request the disconnection or discontinuance of any service that may constitute a public hazard.
- In the event a wildfire emergency results in the release of untreated or partially treated sewage into lakes and rivers, implement internal procedures and notify the Ministry of the Environment, and the Department of Fisheries and Oceans Canada.

### **3.3.8 Infrastructure Services – Transit**

- Provide transportation for residents and emergency responders as required.

### **3.3.9 Community Development – Social Services**

- Provide assistance to residents displaced by wildfire as required.
- Coordinate Emergency Shelter operations.

### **3.3.10 Utilities (NS Power, Berwick Electric, Gas etc.)**

- Perform disconnect operations where this is considered necessary and in the interest of public safety.
- Secure services and equipment to ensure continuity of supply.
- Coordinate the priority restoration of affected services as dictated by emergency needs of municipal services and other essential users.
- Assist with clean up and restoration of services.
- Assess ability to resume normal operations.

## 4.0 PUBLIC EDUCATION & AWARENESS OF WILDFIRE PREPAREDNESS

Since public awareness of wildfire preparedness and response will contribute to an effective evacuation process, ongoing public awareness and education shall be an integral component of this plan. To this end, this Plan, as part of the Regional Emergency Management Plan, shall be posted on the [Municipality of the County of Kings](#), the Towns of [Berwick](#), [Kentville](#) & [Wolfville](#)'s websites in order that the public may have access to it and printed information shall be provided to residents in historically vulnerable areas. During an emergency evacuation, residents are to be able to access to the local media sources for information and instructions.

As part of Community Outreach, the Kings REMO Regional Emergency Management Coordinator should provide an overview of Emergency Evacuation procedures to members of the community on an ongoing basis.

### 4.1 Evacuation Warnings

To be effective, Evacuation Warnings/Announcements should have the following characteristics:

- Authority**—Warnings are more credible and more likely to stimulate appropriate public actions if they are issued by a recognised authority.
- Consistency**—To avoid confusion and uncertainty, it is important that consistency be maintained when multiple warnings are issued to the public.
- Accuracy**—Accuracy and currency of information contained in the warning also affect understanding and belief. Errors can cause people to doubt subsequent warnings.
- Clarity**—An unclear warning can cause people to misunderstand or ignore it. Warnings should be in simple language, without the use of jargon.
- Level of Certainty**—Certainty determines the level of belief in a warning and affects decision making by those to whom the warning is given.
- Level of Detail**—Insufficient information creates confusion, uncertainty and anxiety, and public imagination will tend to fill the information void. This can promote rumours, uninformed misconceptions or fears.
- Clear Guidance**— Messages containing clear guidance about protective actions people should take and the time available for doing so are more effective than those which provide no specific instructions.
- Repetition of Warnings**—Where time permits, warnings should be repeated preferably using more than one delivery method. This provides confirmation of the warning message, helps increase

persuasiveness and overcomes the problem of people not responding after hearing a warning only once.

- Impact Areas**—Warning information that clearly states the areas actually or likely to be affected by the event is most effective.
- Methods of Information Dissemination**—Warnings are more effective if a range of methods is used rather than a single method, thereby reaching as many people as possible in the shortest time. Methods need to be chosen to fit the time-frame available and should recognise that some modes are appropriate in reaching many people but with only relatively simple or generalised information (e.g. radio, television) whereas others can provide more specific information to targeted individuals (e.g. telephone, facsimile machine, computer, two-way radio, door-knocking or use of community leaders or wardens). Use of the Standard Emergency Warning Signal (SEWS) “[Alert Ready](#)” can enhance the effectiveness of electronic media warnings by alerting listeners for an urgent safety message to follow.
- Information Dissemination for Special Needs Groups**—Consideration must be given to the specific problems of special needs groups. Dissemination to, and receipt of information by, many of these groups will pose different challenges, for example, language. Neighbours can also help by checking on special-needs people in close proximity.

## 5.0 PLAN TESTING, REVIEW & MAINTENANCE

### 5.1 Plan Testing Schedule & Responsibility

The Kings County Regional Emergency Management Coordinator (REMC) is responsible for coordinating the annual testing (in whole or in part) of the Regional Wildfire Preparedness and Response Plan in order to verify its overall effectiveness and provide training to the emergency personnel. The exercise can take the form of a simple tabletop or a more elaborate functional exercise.

### 5.2 Plan Review & Maintenance

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

The FPRP 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

## 6.0 DISTRIBUTION LIST

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)

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

## Annexes

**A**     [Declaring a State of Local Emergency \(SOLE\)](#)

- [Form 4 \(Council\)](#)
- [Form 5 \(Mayor\)](#)

**B**     [Wildfire Event Checklist](#)

**C**     [Wildfires – What to Do](#)

**D**     [How to tell if smoke could be affecting you](#)

**E**     [Lessons Learned – Wildfire Disasters](#)

**F**     [Wildfires – Frequently Asked Questions \(FAQ\)](#)

**G**     [Wildfires – References](#)

- [Federal](#)
- [Provincial](#)
- [Regional](#)

**H**     [FireSmart Your Home](#)

**I**     [Abbreviations & Acronyms](#)

**J**     [Glossary](#)

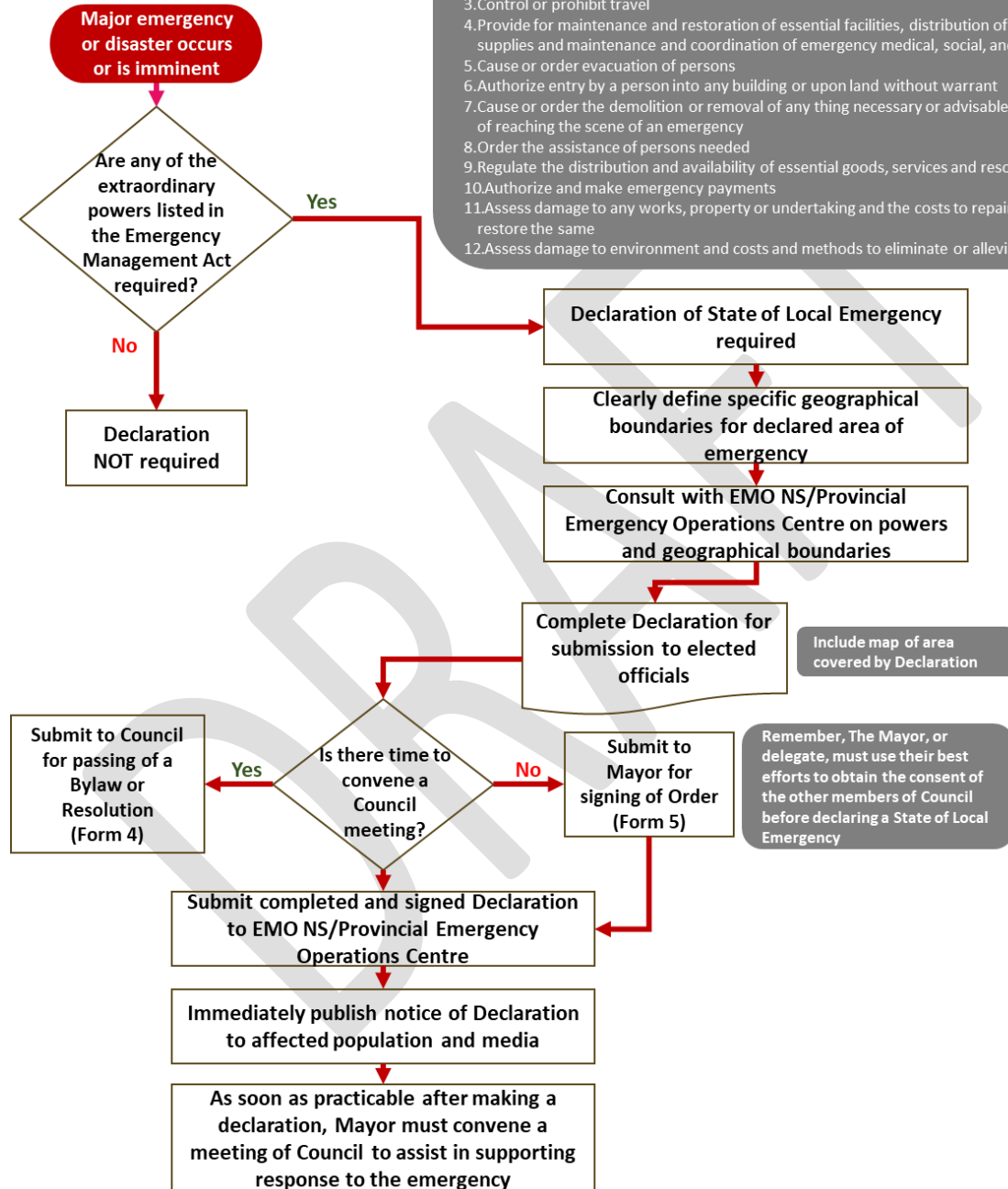
## Annex A – Declaring a State of Local Emergency (SOLE)

# 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



FORM 4

DECLARATION OF A STATE OF LOCAL EMERGENCY

MUNICIPALITY: \_\_\_\_\_

Section 12(2) of the *Emergency Management Act*, S.N.S. 1990, c.8

WHEREAS the area herein described is or may soon be encountering an emergency that requires prompt action to protect property or the health, safety or welfare of persons therein;

Emergency Area:

The area general described as:

[Empty rectangular box for describing the emergency area]

Province of Nova Scotia (hereafter

referred to as the "Designated Area(s)")

Yes

No

Nature of the Emergency:

[Empty rectangular box for describing the nature of the emergency]

AND WHEREAS the undersigned is satisfied that an emergency as defined in Section 2(b) of Chapter 8 of the Statutes of Nova Scotia, 1990, the *Emergency Management Act*, exists or may exist in the Designated Area(s) noted above;

THE UNDERSIGNED HEREBY DECLARES pursuant to Section 12(2) of the *Emergency Management Act*, a State of Local Emergency in the Municipality noted above as of and from \_\_\_\_\_ o'clock in the forenoon ( ) or afternoon ( ) of the \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

THIS DECLARATION OF STATE OF LOCAL EMERGENCY shall exist until \_ o'clock in the forenoon ( ) or afternoon ( ) of the \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_, or for a maximum of 7 days from the date and time specified above unless the Declaration is renewed or terminated as provided in Section 20 of the *Emergency Management Act*.

DATED at \_\_\_\_\_, in the Municipality of \_\_\_\_\_, Province of Nova Scotia, this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

Council, Municipality \_\_\_\_\_

Name \_\_\_\_\_

Positions \_\_\_\_\_

[Authorized by Resolution No. \_\_\_\_\_ dated the \_\_\_\_\_ Day of \_\_\_\_\_, 20\_\_\_\_.



FORM 5

DECLARATION OF A STATE OF LOCAL EMERGENCY

MUNICIPALITY: \_\_\_\_\_

Section 12(2) of the *Emergency Management Act*, S.N.S. 1990, c.8

WHEREAS the area herein described is or may soon be encountering an emergency that requires prompt action to protect property or the health, safety or welfare of persons therein;

Emergency Area:

The area general described as:

[Empty rectangular box for describing the emergency area]

Province of Nova Scotia (hereafter referred to as the "Designated Area(s)")

Yes

No

Nature of the Emergency:

[Empty rectangular box for describing the nature of the emergency]

AND WHEREAS the undersigned is satisfied that an emergency as defined in Section 2(b) of Chapter 8 of the Statutes of Nova Scotia, 1990, the *Emergency Management Act*, exists or may exist in the Designated Area(s) noted above;

AND WHEREAS the Council of the Municipality is unable to act;

AND WHEREAS the undersigned has (check appropriate box)

- (a) Consulted with a majority of the members of the Municipal Emergency Management Committee      Yes      No
- (b) Found it impractical to consult with the majority of the Municipal Emergency Management Committee      Yes      No

THE UNDERSIGNED HEREBY DECLARES pursuant to Section 12(3) of the *Emergency Management Act*, a State of Local Emergency in the Municipality noted above as of and from \_\_\_\_ o'clock in the forenoon ( ) or afternoon ( ) of the \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

THIS DECLARATION OF STATE OF LOCAL EMERGENCY shall exist until \_ o'clock in the forenoon ( ) or afternoon ( ) of the \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_, or for a maximum of 7 days from the date and time specified above unless the Declaration is renewed or terminated as provided in Section 20 of the *Emergency Management Act*.

DATED at \_\_\_\_\_, in the Municipality of \_\_\_\_\_, Province of Nova Scotia, this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

Mayor's Signature \_\_\_\_\_

Municipality of \_\_\_\_\_

## Annex B – Wildfire Event Checklist

### Pre-Incident Phase

- Arrange for personnel to participate in necessary training and develop exercises relevant to wildfire events in Kings County
- Coordinate the County's preparedness activities, seeking understanding of interactions with participating agencies in wildfire scenarios
- Ensure that emergency contact lists are updated
- Contact supporting emergency response agencies to review and determine whether major developments have arisen that could adversely affect response operations (e.g., personnel shortages, loss of equipment, etc.)
- Annually review and update the Kings REMO Regional Emergency Management Plan and Supporting Plans
- Review wildfire-prone areas
- Familiarize staff with requirements for requesting a State of Local Emergency (SOLE)
- Ensure that supplies, such as communications devices and sandbags, are prepared and ready for use. This includes primary and alternate communications and warning systems
- Identify and review local contractor lists to see who may provide support specific to wildfire response
- Review, revise, and, where necessary, establish mutual aid agreements with local agencies and other County agencies and private contractors relevant to multiple agency response to wildfires

## Response Phase

- The Kings REMO ECC Manager will provide overall guidance for the deployment of resources across Kings County
- Activate mutual aid agreements
- Activate the Kings REMO Emergency Coordination Centre (ECC) and implement appropriate staffing plans. Contact appropriate supporting agencies to assign liaisons to the ECC for coordination of specific response activities
- Estimate emergency staffing levels and request personnel support, including specialized staff such as engineers, building inspectors, heavy equipment operators, and/or environmental remediation contractors
- Develop and initiate shift rotation plans, including briefing of replacements during shift changes (set the operational period briefing cycle)
- Submit request for State of Local Emergency (SOLE), as applicable
- Coordinate the evacuation of affected area, if necessary. Assign appropriate agency liaisons to the ECC, as the situation requires
- Support Search and Rescue operations by coordinating resource requests outside of the jurisdiction
- Request the Canadian Red Cross to activate Emergency Shelters and open shelters, if needed
- Formulate Emergency public information messages and media response using “one voice, one message” concept
- Record all ECC activities, completion of personnel tasks, incoming and outgoing messages, and the names of those sending and receiving them. These should be documented in ECC logbooks
- Begin damage assessments in coordination with Public Works Departments

- Assist with coordinating Public Works activities, such as debris removal from:
  - Storm drains
  - Main arterial routes
  - Public right-of-way
  - Dams
  - Other structures, as needed
- Contact local contractors for support, if necessary. Establish contact with private sector partners
- Coordinate with law enforcement agency (Kentville Police and/or Kings RCMP) to provide law enforcement to affected areas (road closures, security, etc.)
- Collect and chronologically file records and bills generated during the incident in order to ensure timely submittal of documents for reimbursement (Finance/Administration Section)

## Recovery Phase

- Monitor secondary hazards associated with wildfires (contamination, damage to bridges/roads, impacts to utility lines/facilities) and maintain on-call personnel to support potential response to these types of hazards
- Deactivate/demobilize the ECC. Deactivate mutual aid resources as soon as possible
- Activate and implement applicable mitigation plans, community recovery procedures, and continuity of operations/governments plans until normal daily operations can be completely restored
- Implement revisions to the Kings REMO Regional Emergency Management Plan (REMP) and Supporting Plans based on lessons learned and best practices adopted during response
- Offer recommendations to Municipal Government and Public Works departments for changes in planning, zoning, and building code ordinances
- Participate in After Action Reports and critiques
- Submit valuable success stories and/or lessons learned to NS EMO and other County partners

## Annex C – Wildfires – What to Do

Reference: [Public Safety Canada – Hazards and Emergencies](#)

### Before a Wildfire

#### How to prepare for a wildfire

If your community is surrounded by brush, grassland or forest, follow these instructions to prepare your home and family for potential wildfires.

- Prepare an [emergency kit](#).
- Check for, and remove, fire hazards in and around your home, such as dried out branches, leaves and debris.
- Keep a good sprinkler in an accessible location.
- Learn fire safety techniques and teach them to members of your family.
- Have fire drills with your family on a regular basis.
- Maintain first-aid supplies to treat the injured until help arrives.
- Have an escape plan so that all members of the family know how to get out of the house quickly and safely.
- Have a emergency plan so family members can contact each other in case they are separated during an evacuation.
- Make sure all family members are familiar with the technique of "STOP, DROP, AND ROLL" in case of clothes catching on fire.
- Make sure every floor and all sleeping areas have smoke detectors.
- Consult with your local fire department about making your home fire-resistant.
- If you are on a farm/ranch, sheltering livestock may be the wrong thing to do because a wildfire could trap animals inside, causing them to burn alive. Leaving animals unsheltered is preferable, or if time and personal safety permits, evacuation away from the danger zone should be considered.

#### If you see a wildfire approaching your home

If you see a fire approaching your home or community, report it immediately by dialing 9-1-1 or your local emergency number. If it is safe, and there is time before the fire arrives, you should take the following action:

- Close all windows and doors in the house.
- Cover vents, windows, and other openings of the house with duct tape and/or precut pieces of plywood.
- Park your car, positioned forward out of the driveway. Keep car windows closed and have your valuables already packed in your car.
- Turn off propane or natural gas. Move any propane barbeques into the open, away from structures.
- Turn on the lights in the house, porch, garage and yard.
- Inside the house, move combustible materials such as light curtains and furniture away from the windows.
- Place a ladder to the roof in the front of the house.

- Put lawn sprinklers on the roof of the house and turn on the water.
- Move all combustibles away from the house, including firewood and lawn furniture.
- Evacuate your family and pets to a safe location.
- Stay tuned to your local radio station for up-to-date information on the fire and possible road closures.

#### **During a Wildfire**

- Monitor local radio stations.
- Be prepared to evacuate at any time. If told to evacuate, do so.
- Keep all doors and windows closed in your home.
- Remove flammable drapes, curtains, awnings or other window coverings.
- Keep lights on to aid visibility in case smoke fills the house.
- If sufficient water is available, turn sprinklers on to wet the roof and any water-proof valuables.

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## **Annex D – How to tell if smoke could be affecting you**

Reference: [Nova Scotia Department of Health and Wellness](#)

Smoke from wildfires is a mixture of gases and fine particles from burning trees and other plant materials. Smoke can irritate your eyes and respiratory system and worsen chronic heart and lung diseases.

Smoke can cause:

- coughing
- scratchy throat
- irritated, runny nose and sinuses
- shortness of breath
- chest pain
- headaches
- runny nose
- worsening of asthma symptoms

If you have heart or lung disease, smoke might make your symptoms worse. People who have heart disease might experience —

- chest pain
- rapid heartbeat
- shortness of breath

Smoke may worsen symptoms for people who have pre-existing respiratory conditions, such as asthma, and chronic obstructive pulmonary disease (COPD), in the following ways:

- inability to breathe normally
- cough with or without mucus
- chest discomfort
- wheezing and shortness of breath

When smoke levels are high enough, even healthy people may experience some of these symptoms.

### **Know whether you are at risk**

If you have heart or lung disease, such as congestive heart failure, angina, COPD, emphysema, or asthma, you may be at higher risk of having health problems than healthy people.

Older adults and children are more likely to be affected by smoke.

Older adults may be more at risk because they are more likely to have heart or lung diseases than younger people.

Children are more likely to be affected because their airways are still developing and because they breathe more air per pound of body weight than adults. Children also are more likely to be active outdoors.

### **Protect yourself**

Limit your exposure to smoke. The following are ways to protect your health:

- **Pay attention to local air quality reports.** Listen and watch for news or health warnings about smoke. Check the Air Quality Health Index (AQHI) for the area nearest you at [www.airhealth.ca](http://www.airhealth.ca). Also pay attention to public health messages about taking additional safety measures.
- **If you are advised to stay indoors, keep indoor air as clean as possible.** Keep windows and doors closed unless it is extremely hot outside. Run an air conditioner if you have one, but keep the fresh-air intake closed and the filter clean to prevent outdoor smoke from getting inside. If you do not have an air conditioner and it is too warm to stay inside with the windows closed, seek shelter elsewhere. Do not add to indoor pollution. When smoke levels are high, do not use anything that burns, such as candles, fireplaces, or gas stoves. Do not vacuum, because vacuuming stirs up particles already inside your home. Do not smoke, because smoking puts even more pollution into the air.
- **Follow your doctor's advice** about medicines and about your respiratory management plan if you have asthma or another lung disease. Call your doctor if your symptoms worsen.
- **Do not rely on dust masks for protection.** Paper "comfort" or "dust" masks commonly found at hardware stores are designed to trap large particles, such as sawdust. These masks will not protect your lungs from smoke.



## Annex E – Lessons Learned – Wildfire Disasters

- Interagency Emergency Response and Coordination**
  - Effective collaboration is essential across all agencies during a rapidly developing wildfire situation
- Preparedness**
  - An advanced level of planning and preparation is required so that emergency response and recovery systems are scalable to address wildfire events.
  - The response to a wildfire event must be able to adapt, augment and build upon the core emergency management structures in place
  - More thorough planning, timely training and a clear Incident Command System structure are critical for local and provincial organizations to collaborate effectively
  - Oversight and quality assurance are important elements of comprehensive emergency preparedness
- Coordination**
  - A clear and well-understood command structure is necessary to coordinate the many people and resources involved in responding to a wildfire event
- People**
  - It is crucial to involve people who have the right experience and expertise to respond to an emergency, and then to empower them to make decisions
- Jurisdiction**
  - People must be empowered to do what is right during an emergency, irrespective of everyday boundaries related to jurisdiction, mandate or geography
- Evacuation**
  - When it is time to evacuate, everyone must be ready to act together on a shared evacuation plan with defined roles and responsibilities
- Communications**
  - Clear communications, which are absolutely critical during a disaster, require planning, preparation and organization in advance
  - Clear communications from a consistent source can help defuse rumour, speculation and misunderstandings
  - Everyone involved in the response to a wildfire must understand from the start whose job it is to develop, to approve and to release communications
  - It is important to know what media, infrastructure and warning systems will be used
- Local Capacity**
  - Kings County’s regional emergency management organization should always be ready to provide communities with support and expertise to assist with assessing risks, coordination during an emergency, supporting affected residents, transition to recovery, and administration
- Health and Wellbeing**
  - A deliberate approach is required to mitigate the profound impact of a wildfire event on the long-term health, wellbeing and recovery of individuals, families and communities

**Recovery**

- Recovery is an essential element of a comprehensive emergency management system. Although some aspects of recovery will be specific to each event, other aspects can and should be planned in advance

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## **Annex F – Wildfires – Frequently Asked Questions (FAQ)**

### **What is wildfire smoke?**

Wildfire smoke is a complex mixture of particles and gases containing hundreds of chemicals. The smoke contains large amounts of fine particulate matter, as well as gases such as carbon monoxide, carbon dioxide, and nitrogen oxides. Depending on the type of materials burned, the smoke may also contain sulfur oxides, volatile organic compounds, and other compounds such as hydrocarbons and formaldehyde that are known to be carcinogenic. These components can vary greatly over time, from fire to fire, and from area to area within a fire zone.

### **What are the potential health effects of wildfire smoke?**

Wildfire smoke is a respiratory irritant. Exposed individuals who are otherwise healthy may have the following symptoms when exposed to wildfire smoke:

- Eye, nose, and throat irritation
- Increased mucus production in the nose or throat
- Cough
- Wheezing
- Shortness of breath or difficulty breathing, especially during exercise
- Headache

These symptoms are likely to be short lived and will resolve when smoke clears. Wildfire smoke exposure may aggravate pre-existing heart and lung conditions

### **Are some people more affected than others?**

Air quality affects everyone in the population and these impacts can be more serious for those with pre-existing medical conditions, especially underlying heart and/or lung problems.

Health effects may be exacerbated if you:

- Have heart or lung disease (e.g., congestive heart failure, angina, chronic obstructive pulmonary disease, emphysema, asthma)
- Are an older adult (especially if you have heart or lung disease)
- Are pregnant.
- Are a smoker.
- Are a child. Smoke can be more harmful to children because their respiratory systems are still developing, they breathe in more air than adults, and they are more likely to be active outside.
- Are involved in strenuous outdoor work or outdoor sports.

### **How do you protect yourself and your family against the effects?**

It is important that we all take the necessary precautions to protect ourselves from the hazardous effects of smoke. When a Special Air Quality Statement or air quality advisory is in effect:

- Follow the recommendations in the statement or advisory.
- Monitor your symptoms.
- Minimize outdoor physical activity.
- Remain indoors with windows, doors and air circulation fans/vents closed. If the air quality gets better for a short time, air out your house by opening doors and windows to circulate fresh air.
- If you have an air-conditioner, keep the fresh-air intake closed and the filter clean to prevent outdoor smoke from getting inside.
- Avoid running fans, such as “whole-house fans” or “fresh air ventilation systems”, that bring more smoky outdoor air inside. If you have central air conditioning, set it to recirculate. Keep it running to help filter the air and keep your family cool.
- Stay inside particularly if you have breathing difficulties.
- Vehicles should not be used as a shelter, but as a means to get to one or to leave the area.
- While driving, keep windows and vents closed. Put your car fan on re-circulate mode to avoid drawing in outdoor air.
- Drink plenty of water, which helps keep your nose and mouth moist.

### **What is the Home Ignition Zone and why is it so important?**

Your ignition zone – including the condition of the house and its immediate surroundings within 30 to 100 metres and other structures such as garages, decks, porches, or fences that come in contact with the house – is what determines your home’s susceptibility to ignition during a wildfire. Here are some simple steps for making your ignition zone a deterrent to wildfire progress:

- Clear the build-up of needles and leaves from the base of the house and any connecting structures which could otherwise ignite the home’s siding.
- Create a three-metre, fire-free (i.e. non-combustible) area on all sides of your home.
- Clear trees and shrubs of dead material and keep them pruned. Space trees and shrubs far enough apart to slow the spread of an approaching wildfire.
- Choose deciduous trees and shrubs, rather than evergreens for planting close to your home. Evergreens burn fiercely. Plants that shed leaves annually burn more slowly.
- Regularly care for your property to keep it free of dead leaves, needles and debris. Plant native wildflowers and fire-resistant plants; keep lawns trimmed and irrigated as they serve as good fire breaks, as do rock gardens and xeriscapes.
- Remember a wide driveway, non-flammable walkways and other pathways can slow or stop the spread of a wildfire.
- Use metal flashing at all connection points of structures, such as wooden fences attached to the house.
- “Limb up” trees around the house by removing lower limbs that are within 2.5 metres of the ground.

- Trim any limbs on trees hanging over the house.
- Store firewood well away from your house, particularly during fire-season.
- Use non-flammable (Class A rated) roofing materials.
- Clear gutters of leaves and debris.
- Ensure that chimneys for all wood burning appliances are screened to prevent the escape of live embers.
- Remove excess vegetation along roads.

#### **What other natural disasters happen with wildfires?**

The aftermath of a wildfire can be as disastrous, if not more so, than the fire. A particularly destructive fire burns away plants and trees that prevent erosion. If heavy rains occur after such a fire, landslides, ash flocs, and flash floods can occur. This can result in property damage outside the immediate fire area, and can affect the water quality of streams, rivers and lakes.

## Annex G – Wildfires - References

### Federal

- [Environment and Climate Change Canada \(ECCC\) – Air Quality Health Index \(Nova Scotia\)](#)
- Public Safety Canada – Get Prepared
  - [Before a Wildfire](#)
  - [During a Wildfire](#)
- [Canadian Wildland Fire Information System](#)
- [FireSmart Canada](#)
- [Canadian Red Cross: Wildfires – Before, During & After](#)

### Provincial

- [Nova Scotia Forests Act](#)
- [Department of Lands and Forestry](#)
- [Fire Weather Forecast Maps and Indices](#)
- [Wildfire Prevention](#)

### Regional

- [Kings County Regional Emergency Management Organization \(Kings REMO\)](#)
- Fire and Emergency Services
  - [Aylesford & District Fire Department](#)
  - [Berwick & District Volunteer Fire Department](#)
  - [Canning Volunteer Fire Department](#)
  - [Greenwich Fire Department](#)
  - [Halls Harbour Volunteer Fire Department](#)
  - [Hantsport Fire Department](#)
  - [Kentville Volunteer Fire Department](#)
  - [Kingston & District Fire Department](#)
  - [New Minas Volunteer Fire Department](#)
  - [Port Williams Fire Department](#)
  - [Springfield Fire Department](#)
  - [Waterville & District Fire Department](#)
  - [Wolfville Fire Department](#)

## Annex H – FireSmart Your Home



1. A Class A fire-rated roof assembly offers the best protection. Inspect your roof often and replace or repair any shingles that are in poor condition.
2. The gutters on your home provide a place for combustible debris to accumulate. Regularly remove debris from your gutters as sparks and embers can easily ignite these dry materials.
3. Eaves – open eaves create an entry point for sparks and embers. Closed eaves will prevent combustible debris from accumulating.
4. Vents – Unscreened vents can allow heat and embers to enter a building and ignite. Install non-combustible vents with 3mm metal screening and keep vents clean and free of combustible debris.
5. Siding – ensure your siding is free of gaps, holes, or other areas where embers could accumulate, lodge or penetrate. Prioritize repairing any vulnerabilities identified on the exterior walls. Stucco, brick, fibre cement boards/panels and poured concrete all offer superior fire resistance.
6. Windows – use multi-pane, tempered glass windows, and close them when a wildfire threatens. Install window screening to improve performance against radiant heat exposures and to minimize the size and number of embers that could enter the home.
7. Doors – gaps at the top, bottom and edges of doors can let flowing embers enter, and garages are full of flammable materials. Inspect garage door seals regularly.

8. Balcony, Deck, and Porch – sheath the underside of the deck and balcony with fire-resistant sheathing as this will act as a shield against embers. Non-combustible surface should be under the deck as well, and extend for 1.5 metres out from perimeter of deck.
9. Fence – wooden fences and boardwalks create a direct line to your home and can contribute to the spread of wildfire. Avoid attached fences and walls constructed of combustible materials directly to your home or building.
10. Non-combustible Zone (0 – 1.5 metres from foundation) – a FireSmart yard includes making smart choices for your plants, shrubs, grass and mulch. Selecting fire resistant plants and materials can increase the likelihood of your home surviving a wildfire. Ensure there is a 1.5 metre horizontal non-combustible surface around the outer walls of your home.

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## **Annex I – Abbreviations & Acronyms**

<b>AREP</b>	Agency Representative
<b>DFAA</b>	Disaster Financial Assistance Arrangements
<b>ECC</b>	Emergency Coordination Centre
<b>ECCC</b>	Environment and Climate Change Canada
<b>ECCMT</b>	Emergency Coordination Centre Management Team
<b>EMO</b>	Emergency Management Office
<b>IAP</b>	Incident Action Plan
<b>IC</b>	Incident Commander
<b>ICP</b>	Incident Command Post
<b>ICS</b>	Incident Command System
<b>IMT</b>	Incident Management Team
<b>IO</b>	Information Officer
<b>LO</b>	Liaison Officer
<b>LSC</b>	Logistics Section Chief
<b>MAC</b>	Multiagency Coordination (MAC) Group
<b>OSC</b>	Operations Section Chief
<b>PSC</b>	Planning Section Chief
<b>REMAC</b>	Regional Emergency Management Advisory Committee
<b>REMC</b>	Regional Emergency Management Coordinator
<b>REMP</b>	Regional Emergency Management Plan
<b>REMPC</b>	Regional Emergency Management Planning Committee
<b>SO</b>	Safety Officer
<b>UC</b>	Unified Command
<b>WPRP</b>	Wildfire Preparedness and Response Plan

## Annex J – Glossary

<b>Air Tanker</b>	A fixed-wing aircraft fitted with tanks and equipment for dropping suppressants or retardants on wildfires.
<b>Campaign Fire</b>	A wildfire of such size, complexity and/or priority that its extinction requires a large organization, high resource commitment, significant expenditure, and prolonged suppression activity. (Synonym: Project Fire.)
<b>Control a Fire</b>	To complete a control line around a fire, any spot fires therefrom, and any interior island(s) to be saved; cooling down all hot spots that are immediate threats to the control line until the lines can be expected to hold under foreseeable conditions. (Stages of Control: see fire status.)
<b>Control Line</b>	A comprehensive term for all constructed or natural fire barriers and treated fire perimeter used to control a fire. (See Fireguard and Fireline.)
<b>Fine Fuels</b>	Fuels that ignite readily and are consumed rapidly by fire (e.g., cured grass, fallen leaves, needles, small twigs). Dead fine fuels also dry very quickly. (Synonym: Flash Fuels. Note Medium Fuels and Heavy Fuels.)
<b>Fire Ban</b>	A Ministerial Order issued by the provincial government to restrict the use of fire in areas of high hazard. The order describes what types of fires are allowed or may in fact entirely prohibit the use of any fire.
<b>Fire Behaviour</b>	<p>The manner in which fuel ignites, flame develops, and fire spreads and exhibits other related phenomena as determined by the interaction of fuels, weather, and topography.</p> <p>Some common terms used to describe fire behaviour include the following:</p> <ul style="list-style-type: none"><li>• Smouldering: A fire burning without flame and barely spreading.</li><li>• Creeping: A fire spreading slowly over the ground, generally with a low flame.</li><li>• Running: A fire rapidly spreading and with a well-defined head.</li><li>• Torch or Torching: A single tree or a small clump of trees is said to "torch" when its foliage ignites and f ares up, usually from bottom to top. (Synonym - Candle or Candling.)</li><li>• Spotting: A fire producing firebrands carried by the surface wind, a fire whirl, and/or convection column that fall beyond the main fire area.</li><li>• Crowning: A fire ascending into the crowns of trees and spreading from crown to crown. (Note the three classes of Crown Fire under Wildfire.)</li></ul>
<b>Fire Danger</b>	A general term used to express an assessment of both fixed and variable factors of the fire environment that determine the ease of ignition, rate of spread, difficulty of control, and fire impact. (Note Fire Hazard, Fire Risk, and Burning Conditions.)

**Fireguard** A strategically planned barrier, either manually or mechanically constructed, intended to stop or retard the rate of spread of a fire, and from which suppression action is carried out to control a fire. The constructed portion of a control line.

**Fire Status** **Out-of-Control:** A wildfire not responding or only responding on a limited basis to suppression action such that perimeter spread is not being contained. (Synonym: Not under Control)

**Being Held (BH):** Indicates that with currently committed resources, sufficient suppression action has been taken that the wildfire is not likely to spread beyond existent or predetermined boundaries under prevailing and forecasting conditions. (Synonym: Partial Control, Contained)

**Under Control (UC):** A wildfire having received sufficient suppression action to ensure no further spread of the fire.

**Being Patrolled:** In a state of mop-up: the wildfire area is being walked over and checked for hot spots.

**Extinguished:** Having been extinguished. (Synonym: Out)

**Fireguard** A strategically planned barrier, either manually or mechanically constructed, intended to stop or retard the rate of spread of a fire, and from which suppression action is carried out to control a fire. The constructed portion of a control line.

**Fire Suppression Tactics** Determine exactly where to establish control lines, what to do along these lines, and how best to use each firefighting resource group to cope with site-specific conditions and fire behaviour at the moment. This is a line function.

**Forest Fire** Any wildfire that is burning in forested areas, grass or barren. The main types of forest fire are:

- Ground fire: A fire that burns in the ground fuel layer (synonym: subsurface fire)
- Surface fire: A fire that burns in the surface fuel layer, excluding the crowns of trees, as either a head fire, flank fire, or backfire
- Crown fire: A fire that advances through the crown fuel layer, usually in conjunction with a surface fire. Crown fires can be classified according to the degree of dependence on the surface fire phase, as follows:
  1. Intermittent. A fire in which trees discontinuously torch, but rate of spread is controlled by the surface fire phase
  2. Active Crown Fire: A fire that advance with a well-defined wall of flame extending from the ground surface to above the crown fuel layer. Probably most crown fires are of this class. Development of an active crown fire requires a substantial surface fire, and thereafter the surface and crown phases spread as a linked unit (Synonym: Dependent Crown Fire).

3. Independent Crown Fire: A fire that advances in the crown fuel layer only (Synonym: Running Crown).

<b>Initial Attack</b>	The action taken to halt the spread or potential spread of a wildfire by the first firefighting force to arrive at the wildfire.
<b>Initial Attack Crew</b>	Personnel trained, equipped and deployed to conduct suppression action to halt the spread or potential spread of a wildfire with in the first burning period. (Before 10:00 a.m. the next day).
<b>Sustained Action Crew</b>	Personnel trained, equipped and deployed to conduct suppression action on a wildfire for an extended period of time.
<b>Rate of Spread (ROS)</b>	The speed at which a wildfire extends its horizontal dimensions, expressed in terms of distance per unit of time. Generally thought of in terms of a wildfire's forward movement or head fire rate of spread, but also applicable to backfire and flank fire rate of spread.
<b>Slash</b>	Debris left as a result of forest and other vegetation being altered by forestry practices and other land use activities (e.g., timber harvesting thinning and pruning, road construction). Includes material such as logs, splinters or chips, tree branches and tops, uprooted stumps and broken or uprooted trees and shrubs.
<b>Values at Risk</b>	The specific or collective set of natural resources and human-made improvements/developments that have measurable or intrinsic worth and that could or may be destroyed or otherwise altered by wildfire in any given area (e.g., structures, logging, etc.)
<b>Woods Closure</b>	An area in which specified activities or entry are temporarily restricted by agency legislation to reduce risk of human-caused fire. An official order by a designated authority to close a specified forest area.



## REQUEST FOR DECISION 037-2020

Title: Council Remuneration Policy Review

Date: 2020-09-01

Department: Office of the CAO

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# SUMMARY

## Council Remuneration Policy Review

In accordance with Council Policy 110-05, Item 7, a market analysis of council remunerations is to be carried out prior to the 2020 municipal election. This same approach was carried out in 2016 before the municipal elections in that year. The intent of the Policy is to ensure that Council has an opportunity every 4 years to compare Wolfville remuneration levels with other municipal units in the province, and that any changes are approved by the outgoing Council, i.e. the new Council does not set its own level of remuneration.

Typically, the only changes between the 4 year market review is to allow for cost of living adjustment (COLA) based on annual changes to the provincial Consumer Price Index (CPI). Wolfville's Policy was amended one additional time in the last 4 years, and that was in 2018 in response to changes to federal tax laws involving the previously allowed 1/3 non-taxable expense allowance (refer to RFD 068-2018).

In addition this RFD includes a recommendation around the 2020/21 COLA adjustment to council remuneration. Wolfville Council passed a motion to not proceed with the annual adjustment April 1<sup>st</sup>, 2020 noted in Policy Item 5.2 pending more clarity on the financial impact of COVID-19 on the Town's finances.

### DRAFT MOTION #1:

That Council approve the following amendments to Policy 110-005

- 5.1 - Mayors remuneration increased to \$39,100, Deputy Mayor to \$24,700, and Councillor to \$22,200 effective 2021/22 fiscal year.
- 7.1 - The date of the next market analysis be changed to 2024 in order to set remuneration for the fiscal year 2025/26.

### DRAFT MOTION #2:

That Council direct staff to implement the budgeted COLA change to Council remuneration effective October 1<sup>st</sup>, 2020.

## REQUEST FOR DECISION 037-2020

Title: Council Remuneration Policy Review

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### 1) CAO COMMENTS

This is always a difficult process for councils to deal with as it involves effectively their own remuneration. Municipalities across the province have tried numerous approaches over the years and each has its own pros and cons. Key to Wolfville's process is the market comparison being carried out just before the next election. Effectively this means Council is approving remuneration for a new Council, the make up of which will be determined by the voters.

The current Town Policy process worked well in 2016 and the market comparison shows that this Council's remuneration is not out of sync with the average of the selected comparators. The CAO supports the recommendation in this RFD.

### 2) LEGISLATIVE AUTHORITY

Municipal Government Act, Section 23 (1) (d)

### 3) STAFF RECOMMENDATION

Staff has two recommendations in this report, with the main focus on the market review required every 4 years with a noted adjustment to keep Wolfville Council remuneration in sync with other towns in the province. The second recommendation deals with the Cost of Living Adjustment (COLA) put on hold April 1<sup>st</sup> of this year, which is now recommended to be implemented effective October 1<sup>st</sup>.

### 4) REFERENCES AND ATTACHMENTS

- Council Remuneration Policy 110-005

### 5) DISCUSSION

Staff have collected information showing remuneration levels for a number of comparable municipalities, as well as the County of Kings. The Town of Kentville, having completed a similar market review earlier in the year, shared the majority of information. Similar to the 2016 review, the Town's current remuneration levels are reasonably close to other comparable municipal units. Wolfville's current remuneration levels, assuming COLA is implemented, are:

- Mayor \$35,182
  - Car allowance, policy 5.3 \$250/month
- Deputy Mayor \$23,543
- Councillor \$21,052

**Figure 1: Remuneration levels for municipalities**

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## REQUEST FOR DECISION 037-2020

Title: Council Remuneration Policy Review

Date: 2020-09-01

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Given that Wolfville has a population of 4,195 with an influx of approximately 3,500 residents between September and May, staff considered municipalities with a population between **3,500 – 10,000** when comparing remuneration levels.

The following table shows Mayor/Deputy Mayor/Councillor remunerations effective for fiscal 2020/21. The population for each Town is noted as an additional point of reference.

Municipality	Population	Mayors	Dep. Mayor	Councillors
Berwick	2,509	\$16,316	\$9,690	\$8,824
Port Hawkesbury	3,214	\$36,412	\$20,895	\$18,633
Antigonish	4,364	\$40,776	\$26,062	\$23,461
Kentville	6,094	\$46,455	\$27,591	\$25,206
Bridgewater	8,241	\$62,300	\$36,700	\$25,000
Amherst	9,413	\$41,178	\$27,723	\$25,050
New Glasgow	9,562	\$30,351	\$20,867	\$19,222
Truro	12,059	\$49,317	\$30,909	\$27,456
Windsor/West Hants	19,016	\$53,000	\$27,950	\$26,500
County of Kings	60,589	\$58,766	\$43,394	\$36,316

Note that for purposes of the following calculations, the County of Kings and Windsor/West Hants are not included. They are provided as a reference to neighboring rural/regional municipalities.

Based on the above information the **average remuneration levels** for the Mayor, Deputy Mayor and each Councillor in the towns noted is as follows:

Mayor	Deputy Mayor	Councillor
\$40,388	\$25,055	\$21,482

*Does not include Wolfville in the calculation*

The average remuneration levels for the Mayor, Deputy Mayor and each Councillor **without the highest and lowest remuneration** for a town is as follows:

Mayor	Deputy Mayor	Councillor
\$40,748	\$25,675	\$23,005

*Does not include Wolfville in the calculation*



## REQUEST FOR DECISION 037-2020

Title: Council Remuneration Policy Review  
Date: 2020-09-01  
Department: Office of the CAO

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The average remuneration levels for the Mayor, Deputy Mayor and each Councillor **without the highest and lowest remuneration for a town, and excluding Truro (population is > 10,000)** is as follows:

Mayor	Deputy Mayor	Councillor
\$39,034	\$24,628	\$22,114

*Does not include Wolfville in the calculation*

Staff believe the last of the 3 average calculations above is the preferred comparator. It excludes the Town of Truro which is larger than the comparator population in 2016 and 2020. Truro's does help inform the anomaly in this years data, Town of Bridgewater.

Based on those averages, Wolfville Council annual remuneration effective April 1, 2021 would be amended as follows (Policy clause 5.1):

- Mayor \$39,100
- Deputy Mayor \$24,700
- Councillor \$22,200

No change is proposed to the monthly car allowance.

### COLA – Current 2020/21 Fiscal Year

At the start of the fiscal year senior staff and Council implemented a number of steps that varied from the approved budget for the fiscal 2020/21 season. These steps were taken at the outset to ensure the Town had time to assess the financial impact of the COVID pandemic. One of these steps involved Council, which passed a motion to put on hold the implementation of the annual COLA adjustment to their remuneration (Policy Item 5.2).

Staff have brought forward a number of financial updates to Council regarding the Town's finances since the start of the fiscal year. There is another update in the September 1<sup>st</sup> Committee of the Whole Agenda package. Due to the early steps taken by Council, the organization has been slowly able to get back closer to normal/budgeted operations. As such it is staff's position that the COLA for Council remuneration levels be made and that the adjustment be effective October 1, 2020.

## 6) FINANCIAL IMPLICATIONS

There is no negative impact on the 2020/21 budget, as the recommended COLA change had already been budgeted.

## REQUEST FOR DECISION 037-2020

Title: Council Remuneration Policy Review

Date: 2020-09-01

Department: Office of the CAO

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The recommended change to the annual remuneration levels, as part of the 4-year review, will have no impact on the 2020/21 financial results. As per Policy Item 7.1 the change is effective the start of the next fiscal year, i.e. 2021/22. The impact on next years budget will be an additional \$10,815.

### 7) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

None provided. The recommendations for this RFD are in accordance with Policy.

### 8) COMMUNICATION REQUIREMENTS

Nothing required.

### 9) ALTERNATIVES

Council could decide to leave the base remuneration at the approved budget level for 2020/21 with no adjustment beyond COLA for the upcoming 2021/22 year as well as the 3 years thereafter.

## REQUEST FOR DECISION 041-2020

Title: Annual Operating Line of Credit

Date: 2020-09-01

Department: Finance

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## SUMMARY

### Annual Operating Line of Credit

Each year Council approves **maximum limits** for any potential use of operating lines of credit. This is separate from the Temporary Borrowing Resolutions (TBR's) approved earlier in the fiscal year for capital project funding. With regard the operating line of credit, it is established to ensure adequate cash flow is available to meet expenditure requirements during the year. Timing of cash flow receipts does not always match the timing of required payments. The approval of annual operating lines of credit provides flexibility for staff to carry out the approved budget plans of Council in an effective and efficient manner.

In the past decade the limits set by Council have remained unchanged reflecting the continued financial health of the Town. This year's report looks at potential changes to the limits given the impact the COVID-19 pandemic has had on financial results and cash flows.

### DRAFT MOTION:

That Council approves the following lines of credit with the Bank of Montreal, effective October 1, 2020 to September 30, 2021:

- |   |   |
|---|---|
| 1. Town Operating Fund, bank account          | \$700,000 maximum credit                      |
| 2. Water Utility Operating Fund, bank account | \$150,000 maximum credit                      |
| 3. Corporate Credit Cards                     | \$ 50,000 maximum credit (all cards combined) |

## REQUEST FOR DECISION 041-2020

Title: Annual Operating Line of Credit

Date: 2020-09-01

Department: Finance

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### 1) CAO COMMENTS

The Finance Director is the Acting CAO during the preparation of the September 1<sup>st</sup> COW agenda package. As such the CAO supports the recommendation in this report.

### 2) LEGISLATIVE AUTHORITY

Municipal Government Act (MGA), Section 84

### 3) STAFF RECOMMENDATION

Staff recommend that the Council increase the maximum line of credit for the Town's Operating Fund bank account to \$700,000. This represents an increase of \$300,000 which approximates the general drop in cash flow on property tax arrears that has been evident over the last four months.

### 4) REFERENCES AND ATTACHMENTS

- Bank Credit Card Policy #140-002
- Approved 2020/21 Operations Plan/Budget
- Non-Consolidated March 31, 2020 Financial Statements
- Financial Information Updates over last 5 months re: COVID impact on Town financials

### 5) DISCUSSION

This RFD is intended to provide Council with information to assist in the **annual decision** to establish lines of credit for the Town's **operating** fund bank accounts and corporate credit cards. Capital credit funding requirements have previously been approved by Council by way of Temporary Borrowing Resolutions.

**The Town's operating lines of credit are renewed with the Bank of Montreal once a year**, with the current agreement expiring at the end of September. As noted last year, the timing of the annual renewal may change in the future as both the bank and Town staff would like to streamline out process. Staff are likely to open this discussion with the bank after we complete some changes being incorporated related to the capital TBR process.

Over the past eight years, given the Town's positive financial results over the past number of years, this report has been a housekeeping matter required to keep our agreement with the Bank of Montreal up to date. This year the financial impact of the COVID pandemic has become part of the review.

MGA Section 84 allows municipalities to utilize temporary borrowings to cover current expenditures.

## REQUEST FOR DECISION 041-2020

Title: Annual Operating Line of Credit  
Date: 2020-09-01  
Department: Finance

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### **Borrowing limits**

**84** A municipality may borrow to cover the annual current expenditure of the municipality that has been authorized by the council, but the borrowing shall not exceed fifty per cent of the combined total of the taxes levied by the municipality for the previous fiscal year and the amounts received, or to be received, by the municipality from Her Majesty in right of Canada or in right of the Province or from an agency of Her Majesty. 1998, c. 18, s. 84.

Note the limit per MGA 84 is 50% of previous years tax levy. For Wolfville that equates to over \$4 million. This upper level permitted by the MGA is a level that the Town does not need to look at, it is noted as reference only, i.e. what is permitted.

As reflected in amounts authorized by Council over the years, the Town has not required a line of credit anywhere near the maximum permitted by legislation. As noted in reports to Council during this fiscal year, the COVID pandemic has had an impact on the financial resources of all municipalities. The Town of Wolfville took steps early in the fiscal year to ensure that the Town could manage the negative impacts of COVID on both net income and cash flows. The line of credit can be one of the tools which provides additional flexibility to react to ongoing negative impacts.

Staff have monitored property tax cash receipts beginning in May. The balance in arrears compared to the previous year has been in the range of \$300,000 to \$400,000 higher this year, i.e. tax bills are being at a slower pace. This value has been incorporated into the recommended change in the maximum line of credit.

COVID's impact on Water/Sewer receivables has been less significant with the overall balance approximately \$5,000 behind previous year. This is not unexpected as water/sewer bills are a more manageable dollar amount for households.

Other factors which should be considered, and have been part of this report in the past include:

- It has been a number of years since the Town experienced any timing issues with cash flow, and when they had occurred it tended to be in April and May, prior to the due date of interim tax bills. The annual agreement with the bank (Oct to following Sept) covers this period of time.
- As noted in past reports the last overdraft position for the two operating accounts (Town General and Water Operating) was:
  - Town general account required \$270,700 in temporary borrowings in April & May 2011.
  - In November 2010 the Water Utility required temporary borrowings of \$123,900.
- In addition, years with surplus results have helped eliminate the Town's reliance on short term borrowings.
- The recommended credit limits (operating lines of credit) have been unchanged for at least a decade. This reflects the overall financial health of the Town. *Effectively the approved borrowing limit is a lower percentage of the annual budget spending.*

## REQUEST FOR DECISION 041-2020

Title: Annual Operating Line of Credit

Date: 2020-09-01

Department: Finance

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- The bank requires an approved resolution in order to facilitate any temporary borrowings.

***With regard to the limit required for the Town credit cards***, the maximum overall credit has been set at \$50,000. This has not changed in a number of years. This coincided with changes to the Credit Card Policy (140-002) which reduced the number of cards from maximum of 20 down to 3. The suggested limit has been set at a level that would provide flexibility ***if*** required during the fiscal year.

- There have been no issues during the past twelve months with the limit of \$50,000. Note the Town Policy has a per-card limit of \$5,000, unless otherwise required and temporarily increased by the Director of Financial Services.

There continue to be occasions where the Director of Financial Services has had to temporarily increase an individual card limit, or the Finance Department has taken steps to make early payments on the card accounts (due to limited credit limit available). Historically this usually occurs around the time that conference registrations occur.

There continues to be discussion around the management table about whether additional credit cards might be helpful to departments, without becoming a financial issue for the Town. Cards invariably require monitoring to ensure limits are not exceeded and only authorized purchases are being made. This RFD is only dealing with setting the upper limits for the year. The area of how many cards should the Town allow is a different topic. At this stage no changes are being recommended.

Part of the rationale for maintaining the credit card \$50,000 upper limit is in the case of unexpected need that can arise from an emergency situation. Although not part of day to day spending, if there is a circumstance that occurs, the need can be immediate.

## 6) FINANCIAL IMPLICATIONS

Nothing specific noted. This RFD deals with source of payments not an increase in spending.

## 7) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

The lines of credit are a matter of routine operation; therefore, the only communication required is with the Bank of Montreal to ensure renewed credit facilities are in place before October 1, 2020

## 8) COMMUNICATION REQUIREMENTS

Use the Communications Checklist and provide a summary of the communication requirements. If the decision warrants attach the Communications Checklist.

**REQUEST FOR DECISION 041-2020**

Title: Annual Operating Line of Credit

Date: 2020-09-01

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**9) ALTERNATIVES**

Council has the option to amend the upper limits for line of credits to anything from nil to the upper legislated limit of over \$4 million. Staff have recommended a level that considers the impact of COVID while keeping the limit low enough to ensure senior management take due diligence to manage the Town's financial resources.

## REQUEST FOR DECISION 042-2020

Title: Financial Update #2 – Decision Points

Date: 2020-09-01

Department: Finance

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## SUMMARY

### Financial Update #2 – Decision Points

This RFD is the second financial update focused on the financial impact to the Town's operations from the COVID-19 pandemic. It is not intended to replace the regular quarterly financial updates that vetted through the Audit Committee and reviewed by Council, but rather these reports are in response to ever changing conditions in our community resulting from of the pandemic.

RFD 031-2020 was reviewed at the June 30<sup>th</sup> Special Town Council meeting, where a motion was passed to defer all items noted in that report and for staff to bring back further financial updates. This RFD 042-2020 is that next update.

With almost five months of the fiscal year complete, staff have a better understanding of the financial impacts the pandemic has had on the Town's current financial picture and how trends are likely to continue to impact this current fiscal year. Due to early decisions/direction by Council and the Senior Management Team the Town's operations have been able to return to almost normal levels. As such, a number of budgeted initiatives that had been put on hold (and deferred by way of motion at the June 30<sup>th</sup> Special Council Meeting) are now being recommended to be carried out.

#### DRAFT MOTION:

That Council direct staff to implement the following initiatives previously deferred;

##### Patching/paving

- Subject to availability of contractor, and scheduling add \$30,000 back to the scope of work

##### Crosswalk upgrades

- Subject to availability of contractor, selection of location and scheduling add \$30,000 back to the scope of work

##### SPP grants

- Subject to reasonable meeting the requirements of the SPP agreements, with some latitude on attendance expectations, provide SPP grants for any event that is now scheduled to occur
- Add back \$30,000



## REQUEST FOR DECISION 042-2020

Title: Financial Update #2 – Decision Points

Date: 2020-09-01

Department: Finance

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### 1) CAO COMMENTS

The CAO supports the recommendation.

### 2) LEGISLATIVE AUTHORITY

Municipal Government Act (MGA) Section 65 – Adoption of Budget

### 3) STAFF RECOMMENDATION

This is staff's recommendation to Council (may be same/similar to the draft motion).

### 4) REFERENCES AND ATTACHMENTS

- Approved 2020/21 Operations Plan
- Information Report – Interim Financial Update – COVID Update (June 16<sup>th</sup> Council Meeting)
- RFD 017-2020 Payment Relief Measures
- RFD 018-2020 Council Stipends
- RFD 024-2020 Property Tax Installment Plan
- RFD 031-2020 Financial Update – Decision Points

### 5) DISCUSSION

Much of this report incorporates the analysis provided in RFD 031-2020. At that time staff had identified potential revenue losses in the range of \$250,000 to \$325,000 for the year. All the potential losses with the exception of Deed Transfer Tax still look to come in well underbudget by year end. Deed Transfer Tax (DTT), the largest variable, is more difficult to pin down. As previously reported, DTT revenue was an all time high in the month of April, but the reverse in May (one of the lowest). June was moderately above budget and then July was \$18,000 less than budget. Key to this is July, which is traditionally one of the higher revenue months. Suffice to say it is still difficult to forecast this revenue for year end, but results are better than original estimates of the decline.

In terms of expenditures/budgeted initiatives, the following is the list from RFD 031-2020 that Council deferred back in June:

#### **Initiatives From Operating Reserves**

- |  |          |
|--|----------|
| • Do not hire 1 Year Term in CAO Office      | \$55,000 |
| • Do not conduct Citizen Satisfaction Survey | \$10,000 |
| • Contingency Allowance – CAO Office         | \$10,000 |
| • Grants to Organizations (one time capital) |          |
| ○ Acadia – turf                              | \$60,000 |
| ○ Chrysalis House                            | \$20,000 |
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## REQUEST FOR DECISION 042-2020

Title: Financial Update #2 – Decision Points

Date: 2020-09-01

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- Reduce Street Maintenance (patching/mill/pave/etc) \$60,000

### **Operating Expenditures from tax revenues (no Council decision required)**

- Reduce Professional Development \$70,000
- Community Liaison Position in Compliance \$20,000
  - Was to be a cost shared position with Acadia
  - Universities facing deficits, Acadia may not add position anyway
- Other Festival Events \$23,000

### **Operating Expenditures from tax revenues (Council decision/direction required)**

- Upgrade Town's Website/Redesign \$25,000
- Defer Crosswalk upgrades \$35,000
- Reduce SPP Grants \$30,000

### **Although no specific target has yet been identified for additional savings, the following should be kept in mind:**

Unbudgeted spending to occur in coming months

- Stay healthy Main Street \$50,000
  - Possible grant funding, but assume nil until confirmed
- Personal Protective Equipment (PPE) \$5,000
  - Includes mask/sanitizer/Plexiglas
  - Potential for added resources for cleaning protocols

Possible new spending not yet discussed at Council

- Annapolis Valley Chamber of Commerce
  - Request for grant towards staff position – Navigator \$4,000

### **Key points on the list above are:**

- \$113,000 of savings will occur which need no decision of Council. For example professional development costs are not being incurred as majority of conference/training are not happening this year.
- Some grant funding was secured towards the Stay Healthy Main St pilot project and the total cost of that project was less than the \$50,000 approved limit.

## REQUEST FOR DECISION 042-2020

Title: Financial Update #2 – Decision Points

Date: 2020-09-01

Department: Finance

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Although not business as usual, due to the early steps taken as well as moderate stability in the DTT revenue, there is financial room to move forward with some of the initiatives previously deferred. Staff believe Council should consider the following:

### Patching/paving

- Subject to availability of contractor, and scheduling add \$30,000 back to the scope of work

### Crosswalk upgrades

- Subject to availability of contractor, selection of location and scheduling add \$30,000 back to the scope of work

### SPP grants

- Subject to reasonable meeting the requirements of the SPP agreements, with some latitude on attendance expectations, provide SPP grants for any event that is now scheduled to occur
- Add back \$30,000

The above 3 items would bring \$90,000 of budgeted spending back into the operations. This would still leave the Town with projected savings to offset revenue losses for the year. As further financial updates occur as the year proceeds, Council will still have the ability to make additional decisions to either add back planned initiatives or cut spending.

## 6) FINANCIAL IMPLICATIONS

Based on the limited recommended items to proceed with, the Town should still have a reasonable outlook for year end and a break even operation.

## 7) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

Nothing specific provided for this report

## 8) COMMUNICATION REQUIREMENTS

Nothing specific provided for this report

## 9) ALTERNATIVES

Clearly the alternatives range from continuing to defer all items noted to reinstating all initiatives.

**REQUEST FOR DECISION 039-2020**

Title: Wolfville War Memorial

Date: 2020-08-27

Department: Parks and Recreation

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## SUMMARY

### Wolfville War Memorial

The Town of Wolfville owns and is entrusted with the upkeep of the Wolfville War Memorial located on Main St. in front of the post office.

The monument is in disrepair and requires replacement and restoration.

Tender results and associated costs including design and tender documents, along with pricing to finish the walkway surrounding the monument and flagpole, totaled \$89,000. The capital budget allocates \$50,000 for the project – not including the walkway. This creates a shortfall of \$39,000 to complete the project.

The Parks and Recreation staff have confirmation of a grant awarded to the project in the amount of \$25,000.

With this information, this draft motion is asking Council to increase capital spending on the Monument to allow for its complete replacement and restoration and finishing the walkway. The increase in capital spending amounts to \$14,000 (\$39,000-\$25,000).

This costing includes HST. Please refer to section 6 for details.

#### **DRAFT MOTION:**

**THAT COUNCIL INCREASE CAPITAL SPENDING ON THE REPLACEMENT OF THE WOLFVILLE WAR MONUMENT PROJECT FROM \$50,000 TO \$89,000, RECOGNIZING A GRANT CONTRIBUTION OF \$25,000 AND THE ADDITION OF THE FINISHED WALKWAY IN AND AROUND THE MONUMENT.**

## REQUEST FOR DECISION 039-2020

Title: Wolfville War Memorial

Date: 2020-08-27

Department: Parks and Recreation

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### 1) CAO COMMENTS

The CAO supports the recommendation of staff. This work ensures the long term viability of the monument and would now also include completion of connected accessibility infrastructure.

### 2) LEGISLATIVE AUTHORITY

The Municipal Government Act Section 65A.

### 3) STAFF RECOMMENDATION

Staff recommend that Council approve the increase from the original budget (\$50,000) to \$89,000. This will allow the project to be carried out, and will include completion of the walkway around the monument. Taking into account the now confirmed grant (not part of original budget), the net cost to the Town will be a relatively small increase. Refer to Section 6 Financial Implications for details.

### 4) REFERENCES AND ATTACHMENTS

2020/21 Operations Plan/Budget

### 5) DISCUSSION

Since the Town assumed responsibility for the green space in and around the post office, improvements have been made not only to the landscape, but also in terms of accessibility. One of the final pieces to these improvements is the restoration and replacement of the Town-owned Monument.

This project was tendered and would be awarded, pending Council's approval of this draft motion. The tender called for replacement of the physical structure, as per its current design, with no significant change. Current rocks facing the structure will be reused. Restoration to the statue and plaques will be part of this project. The vendor chosen for this work has experience in this sort of restoration and has provided references pertaining to similar projects. The vendor has noted that some of this work depends on subtrades and if a resurgence of covid19 affects trades - delivery could be affected.

The tender results involve a cost that is over approved budget, as well as the CAO's 10% variance approval authority. TO proceed, Council approval of revised project cost is required.

Timeline for this project is fall 2020. Discussions with the Wolfville Legion have been held, and suitable plans will be made if the site is not ready for November 11<sup>th</sup> Remembrance Day services. The Legion remains very supportive of this project and has been a pleasure to work with.

## REQUEST FOR DECISION 039-2020

Title: Wolfville War Memorial  
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The addition of the walkway surrounding the monument and flagpole simply finishes the pathway and improves accessibility.

### 6) FINANCIAL IMPLICATIONS

As part of the 2020-21 capital budget, dollars were allocated to replace the Monument. With the addition of both the design work and the walkway, the costs have exceeded the budget.

**Please note:** all costs quoted in the summary details include HST. After the Town's HST rebate, the total costs would be closer to \$82,000.

Taking the revised cost estimate, based on tender results, bring the total cost up to \$89,000 (HST included). The Town recovers a portion of costs thru an HST rebate. In addition the original budget did not include any grant funding, with the original budget of \$50,000 being funded by way of Capital Reserves.

The expected net cost, based on tender results are:

Total Cost, net of HST rebate	\$80,700
Less grant contribution	<u>(25,000)</u>
Town Capital Reserve requirement	<u>\$55,700</u>

The expected net cost is \$5,700 higher than original capital reserve funding of \$50,000. Although overbudget even on a net basis, this work will ensure the monument is well maintained/restored for years to come.

### 7) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

Reference the appropriate strategic direction and sub-goal from the 2020-2024 Strategic plan:

- Improving quality of life for all
- Maximizing our infrastructure investments
- Leveraging our economic opportunities
- Accessibility impact
- Climate Change

#### Council Strategic Principles:

1. **Affordability:** As part of the capital budget program and benefitting from a grant.
2. **Transparency:** Open tender process.
3. **Community Capacity Building:** Working to create improved open spaces for gatherings – both formal and informal.
4. **Discipline to Stay the Course:** Investment in Town owned infrastructure.

## REQUEST FOR DECISION 039-2020

Title: Wolfville War Memorial

Date: 2020-08-27

Department: Parks and Recreation

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5. **United Front:** Supporting a cross section of our community.

## 8) COMMUNICATION REQUIREMENTS

Discussions have been held with the post office and Legion staff. Once Council approves the project, notice will be provided to the public and a meeting will be held with front-line post-office staff, whom will most likely bear most of the questions and feedback.

## 9) ALTERNATIVES

Council can choose not to accept draft motion and provide an alternative or choose not to pursue the project.

## REQUEST FOR DECISION 038-2020

Title: Visitor Information Centre

Date: 2020-08-26

Department: Parks and Recreation

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## SUMMARY

### Visitor Information and Welcome Centre

Tender results from March of this year, for construction of a new Visitor Information and Welcome Centre (VIC) put the project on hold. Of the bids received, all were more than double the original budget of \$400,000. Given those results and the uncertainty surrounding COVID19 it was thought best to reconsider options and present back to Council to seek direction.

In consultation with the project architect and the management team, alternative options are available including a scaled back version of the proposed new building and the option of undertaking a major renovation to the existing building. Both come with pros and cons. It is not lost on management that the current building does not show or function well. Staff is committed to building out the Eastend Gateway to provide as welcoming a space as possible and remain fiscally accountable.

Discussion section will detail options, but this draft motion is asking that staff begin the process of detailing and undertaking renovations to the current VIC building.

#### **DRAFT MOTION:**

THAT COUNCIL AUTHORIZE STAFF TO START THE PROCESS OF DETAILING AND UNDERTAKING A RENOVATION TO THE CURRENT VISITOR INFORMATION CENTRE, PROVIDED THAT COSTING MEETS CURRENT CAPITAL ALLOCATIONS FOR THE NEW VISITOR INFORMATION CENTRE AND THAT THE SITE CAN BE READY FOR THE 2021 SEASON.



## REQUEST FOR DECISION 038-2020

Title: Visitor Information Centre

Date: 2020-08-26

Department: Parks and Recreation

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### 1) CAO COMMENTS

This project is the largest element in a multi-year upgrade to the East End Gateway, with the total three-year plan in the CIP estimated to cost \$1,320,000. Although not on a scale of a new library or town hall, it is the first opportunity to see what the actual costs of a new building designed to the aspirational goals/policies of the MPS are and how that impacts the capital plan. In addition to energy efficiency (net zero ready), the tendered design included considerations around flood risk and accessibility.

As noted in this report, the upfront cost of this design has a tender result well above approved budget estimates. Senior staff have identified a range of possible options, and with the thought of incremental improvements to the Town's infrastructure in mind, the CAO supports staffs recommendation. It provides a path for a much needed upgrade to the East End Gateway, while looking to make improvements with energy efficiency and accessibility.

### 2) LEGISLATIVE AUTHORITY

The Municipal Government Act Section 65A.

### 3) STAFF RECOMMENDATION

As per draft motion

### 4) REFERENCES AND ATTACHMENTS

- 2020/21 Operations Plan/Budget
- MPS – as it relates to energy efficiency goals and requirements
- Accessibility Plan – as it relates to major renovations

### 5) DISCUSSION

Results have been received in response to the tender issued for construction of the new Visitor Information and Welcome Centre (VIC). All bids were well over the budgeted amount. The lowest bid we received came in close to \$815,000 or nearly \$415,000 over budget. This amount does not allow for additional dollars required to outfit the new space – including required technology, furniture, retail case goods, and interpretive artwork and panels. The estimate for these additional items would be an additional \$100,000, thereby making the investment in the proposed new VIC close to a million-dollar project. This amount is not aligned with the current capital plan.

In consultation with our project architect, one of the determining factors in the pricing was related to the requirement to build this project to a net zero-ready energy efficiency standard. Achieving

## REQUEST FOR DECISION 038-2020

Title: Visitor Information Centre

Date: 2020-08-26

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this standard would eventually greatly reduce or eliminate heating and electricity costs to the Town, once the building has been equipped with solar panels (which are not included in current pricing). The net zero model represents a long-term investment in infrastructure (minimum 15-20 years before returns are realized), and requires higher-than-usual upfront building costs. Based on assumptions built into net zero designs, the full life cycle cost of a building would be expected/projected to be less than a traditional minimum code building.

The decision to pursue a net zero-ready design was intentional and supports efforts of the MPS, along with the general wishes of Council and their commitment to environmental stewardship. Taking this bold approach to new construction must also be grounded in fiscal accountability – both long and short term.

With this in mind, staff further consulted the project architect and discussed possible scenarios beyond the initially-proposed building. This led to two possible options (note there could be a number of permutations/combinations between each of the options):

First option - retender the building after making changes to the design and material specifications to bring the building costs closer to \$600,000. This would still require an additional \$100,000 for outfitting, bringing the total project cost to \$700,000. Included in this projected cost is the same commitment to flood resilience and a net zero-ready building. The interior space would fundamentally stay the same as the initial proposal, but significant changes to the outside would be required, including the elimination of the covered stage area, most of the timber framing, and reduced exterior concrete that made up a large portion of the street-facing entrance to the building.

An analysis was undertaken by the project engineer regarding a reduction in costs related to insulation, but this was not recommended due to the offsetting costs of additional solar panels that would be required to achieve net zero-readiness.

Second option – renovate and add a small addition to the existing VIC to maximize the offering but keep within the current budget of \$400,000. Outfitting costs of this option would be reduced, as both the size and offering would not be the same as a new build. The addition would allow for two exterior public washrooms and room to accommodate mechanicals required for the splash pad.

Every effort would be made to maximize energy efficiencies, through improvements such as new windows, doors and increased insulation, but initial analysis suggests that it is unlikely that the building would be net zero-ready.

This option would not include a covered stage area, nor would the size allow for as large a retail offering as was planned for the new building. This space would also be less flexible for winter seasonal use, but the building would be fresh, updated inside and out, and fully accessible.

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## REQUEST FOR DECISION 038-2020

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Both options do require additional design fees and these fees have been included in the numbers above.

Both options share a similar timeframe with construction documents and revised tendering happening in September – November and construction starting in December. Coordination of this project and installation of the splash pad will need to be confirmed, but no concerns are evident yet.

Both options require retendering and construction costs are not fully determined. Council may be asked for adjustments once final numbers are in.

Before final consideration of the proposed options, two additional pieces of information need to be included to assist in decision making:

First, conversations with ACOA continue and remain very positive. Their support will benefit the project and the Town greatly, and may allow for a higher-than-budgeted investment. Council will be advised as soon as a decision on ACOA participation is announced. The draft motion provided by staff allows the project to move forward under our approved capital spending. Currently it is Staff's understanding that the ACOA funding would be tied to the full 3 year phased project, i.e. beyond just the VIC building. This means only a portion of the ACOA grant would attribute to the VIC.

Second, decisions on next steps with the VIC weigh into how the integration of the new splash pad will be incorporated. No option is necessarily much better than the other – they are just different.

Staff offers these options for your consideration. Each comes with pros and cons and each represent significant investment.

## 6) FINANCIAL IMPLICATIONS

As part of the 2020-21 capital plan, budgeted dollars in the amount of \$400,000 have been allocated to build a new Visitor Information and Welcome Centre. This budget would include all project costs some of which have already been incurred in design work for the initial tender scope. Currently, this amount is insufficient to allow for construction of a new Centre based on the current design and the tender responses.

Any decision to move forward with a new build (modified in scale from existing design) would have to wait until a new tender has been processed and results made available to Council.

If Council were to elect to move forward with a renovation of the current VIC, monies would be available as part of the approved capital investment plan – pending final pricing.

## 7) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

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## REQUEST FOR DECISION 038-2020

Title: Visitor Information Centre

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Reference the appropriate strategic direction and sub-goal from the 2020-2024 Strategic plan:

- Improving quality of life for all
- Maximizing our infrastructure investments
- Leveraging our economic opportunities
- Accessibility impact
- Climate Change

### Council Strategic Principles:

1. **Affordability:** Project must be based on aligning with Town's Capital Investment plan.
2. **Transparency:** Tender results were opened in a public forum.
3. **Community Capacity Building:** East End Gateway improvements are at the forefront of capital projects with your Parks and Recreation Department.
4. **Discipline to Stay the Course:** Improvements to the East End Gateway have been part of the Town's operating plan for several years.
5. **United Front:** Recreational space and supporting active lifestyles are specific to the Town's Strategic Plan.
6. **Environmental Sustainability:** Every opportunity for energy efficiencies will be incorporated into the project.

## 8) COMMUNICATION REQUIREMENTS

Staff have informed vendors that the project is currently on hold and staff are seeking direction from Council. Based on Council's direction, staff is committed to keeping Council updated on progress made with this project.

## 9) ALTERNATIVES

Council can choose not to accept the draft motion and defer to another option presented, or choose to do nothing at this time.

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## 1. Improving Quality of Life for All

- Staff have secured the Town's participation in Bicycle Nova Scotia's Hubs project, which will facilitate the development of a comprehensive active transportation network design and plan for Wolfville over the fall, winter and spring of 2020/21;
- Staff have completed the development of a low-carbon scenario for climate change mitigation planning and are awaiting the completion of the low-carbon scenario model;
- Staff are conducting background research for a community transit feasibility study, including a review of the literature, interviews with staff from Nova Scotian municipalities with operational community transit services, and preliminary research into and development of a community and stakeholder outreach strategy;
- Staff have been meeting with PACE Atlantic and members of the PACE Atlantic Consortium to discuss the progress of our joint funding application to FCM and next steps in establishing a regional PACE program;
- Staff have developed and submitted an application to the Provincial Green Infrastructure funding program for the development of a comprehensive active transportation network for the Town;
- Staff secured 3 electric assist bicycles along with necessary accessories to expand the fleet of the Wolfville Public Library's BookBike program, and relocated the recreation department's bicycle trailer to serve as temporary storage for the bikes;
- Staff resources were reallocated to create two youth Earth Leadership Summer camps at the end of August. Camps offered engaging environmental learning as well as offering childcare in our community;
- Staff have worked with members of the Wolfville Historic Society and Randall House Museum to help create safe opportunities for historic walking tours in Wolfville. As well as to support the opening of the Randall House for the 2020 shortened season;
- VIC staff supported the launch of the Tidal Bay Express 2.0 experience and are supporting the health and safety of users;
- Staff offered Try It in Wolfville programming including a Group Dog Walk, and Chess. Staff have scheduled additional Try It in Wolfville programming for September and October;
- Staff have begun planning and preparing for the upcoming Hurricane season including confirming with the Elementary school if they can still be the designated comfort center location, given the new school restriction due to COVID-19. As well as preparing a Comfort Centre kit (includes First Aid, food items and various entertainment items). Public Health and Safety protocols are still to be considered during comfort center planning;
- Afterschool Program advertised, COVID-safety protocols in place (smaller groups, masks when inside Rec Centre, extra cleaning, etc.);

- The Memory Café was cut short due to COVID (6 of 8 sessions completed), remaining sessions to be completed virtually (on Zoom). First virtual Café completed on Wed.Aug.5th and was well-received. Final Café to be scheduled in September. Plans in place to develop a full virtual offering over the fall/winter;
- Virtual Memory “Boot Camp” to be offered in partnership with Dalhousie University Psychiatry Department, target audience is the “older well” population who are interested in keeping their memory sharp through “exercising” their brain and learning memory techniques (as opposed to the Memory Café, which targets those with memory issues such as dementia and Alzheimer’s disease);
- Teen music workshop completed in August with Kim Barlow and Brian Borchardt (local working musicians). Looking at offering another workshop or possibly a series;
- Yoga in the Park started on July 26th, every Sunday from 11am-noon at Waterfront Park, to continue through September. Sessions have welcomed 15-30 participants so far;
- Summer Concert Series has been popular again, with 50-100 spectators throughout the afternoon shows on Sunday afternoons, 2-4pm at Waterfront Park gazebo;
- Staff are working on outdoor patio space at the Library. Improving surface, connecting space to harvest moon trail for users, adding seating and planters;

## 2. Maximizing Our Infrastructure Investments

- Staff have been able to include a grey water holding tank element to the Splash Pad Project with work expected this fall on the project. The water will be repurposed by Parks Staff.
- The contract for the Wastewater Treatment Plant upgrades has been awarded to Pomerleau Inc. and work scheduled to start Aug 24<sup>th</sup>;
- The tender for the Public Works & Community Development building renovations is advertised and tenders close Sept 4<sup>th</sup>;
- The tender for additional decorative lights on Elm Ave closes Aug 25<sup>th</sup>;
- The sewer video inspection contract has been awarded to Loomers Pumping Services and work is scheduled to start the beginning of September;
- Staff have milled and paved the following streets:
  - Main St - Chestnut to Westwood
  - Pleasant – Gaspereau to Orchard
  - Fowler – Gaspereau to civic 26
  - Basin Dr;
- Staff are preparing sidewalk sections for repaving throughout town including sections of Main St;

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### 3. Leveraging our Economic Opportunities

- Modified Winery Bus tours began, starting from the VIC;

### 4. Operational Updates

- Acadia University and the Town held a Roundtable discussion on July 28th during which Dr. Ricketts outlined the University's protocols for returning students and answered questions from various residents of Wolfville;
- Acadia University have developed a Community page on their website under the COVID menu. The Community page includes information on the protocols for returning students, mask wearing, COVID testing and self-isolation and can be found at <https://www2.acadiau.ca/covid-19/community-information.html>. The University will be updating the information on an ongoing basis as changes occur;
- Staff have organized for a private security company, Ennis Security, to monitor any potential issues in and around the downtown and in areas experiencing parties over each weekend (7pm – 2 am). They will continue to monitor the areas as students return to their studies and through to end September. They will report to the Town on issues observed and will alert the RCMP when needed. They will not carry out direct enforcement activity;
- Staff met with staff from the Town of Kentville to explore the development of a joint online tree-inventory platform and citizen data collection initiative;
- Staff participated in conference calls with staff from the provincial departments of energy and the environment to discuss municipal priorities and interests in the context of the development of the provincial Sustainable Development Goals Act and Climate Plan;
- Staff are assisting Kings Transit until a new General Manager can be hired;
- The new backhoe tendered in April has been delivered and is in service;
- Staff completed Unidirectional flushing August 7th and leak detection of the water distribution system has been completed ;
- Staff have repaired five water main breaks or leaks;
- Staff installed and decommissioned the Stay Healthy Main Street initiative;
- Earth Leadership Camps, staff created COVID-19 screening protocols, as well as additional programming protocols that follow the Public Health and Safety guidelines while also aiming to create a positive space for participants;
- Staff connected with the Acadia Student Union Leadership team and had conversations on what recreation Wolfville has to offer to students during their time at Acadia;
- Staff connected with the Acadia Student Union Leadership team to have a conversation on how to engage students in the upcoming 2020 Municipal Elections.

## CAO REPORT

September 1, 2020

Department: Office of the CAO



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- Staff are participating in a local committee to plan and host 2021 NS Trails Conference at Louis Millet in September of 2021. Theme of the conference will be “Trails for All”.
  - Work/improvements as per capital planning started in Reservoir Park, work to continue in September.
  - The Tennis club sees large increase in usage and increase in membership.



## COMMITTEE UPDATE

Title: Kings Transit  
Date: August 25, 2020  
Department: Committee of the Whole

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### UPDATE

- 1.** Kings Transit started service up again in early June with no fares until July 1<sup>st</sup>. Routes 1, 3, 4, and 5 have returned to service with Route 1 – Greenwood to Wolfville on limited service basis until demand increases. Route 2, which was designed using three buses to offer more frequent service to our core economic area has not been started due to lack of demand. As well there are currently insufficient drivers and KTA is short a bus to fill all routes due to repairs and inspection schedules. The roll-out of Route 2 will use one bus on initial start of service to Port Williams. This will add more service to the core than it is currently receiving. As ridership demands increase remaining busses will be phased in until all three busses are operational on Route 2.
  
- 2.** Glen Bannon, General Manager of KTA left the organization to assume another position. Director Kerr, Director of Public Works in Wolfville has assumed the role of Acting General Manager for 3 days a week, until the end of this year, when it is hoped that a permanent GM will be in place.

Respectfully Submitted  
Wendy Donovan  
Councillor

## COMMITTEE UPDATE

Title: KPPT  
Date: September 1, 2020  
Department: Committee of the Whole

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### UPDATE

On August 25, 2020, Kings Point to Point Transit Society board met via teleconference as well as with a distanced in-person gathering at the office.

The receipts and rides are down compared to last year, but trending up slowly. The excess of receipts over expenditures for the month is \$4,858 and the year to date is \$66,601. Passenger efficiency (paid kilometres over total kilometres) is down because KPPT no longer books passengers from different households in a vehicle to share rides.

Only 2 vehicles in the fleet are not in use at this date. The 18 passenger bus is being used to transport temporary foreign workers (all in the same farm bubble) for their weekly shopping trip to New Minas.

66 meals a week are being delivered by Kings Point to Point to vulnerable residents in Canning, New Minas, Kentville, and Wolffville. Over 3,000 pre-packaged meals have been made to date with ingredients largely from the food bank. Residents have been referred by numerous agencies and occasionally have self-referred. Ross Creek Centre for the Arts in Canning is making and donating the meals and KPPT is donating the transportation. In New Minas a volunteer is picking up meals for Kingston and Greenwood.

Respectfully submitted,

Councillor Mercedes Brian