



## Committee of the Whole

May 4, 2021

8:30 a.m.

Hybrid via Zoom and  
Council Chambers, Town Hall  
359 Main Street

### Agenda

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

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

- a. Committee of the Whole Minutes, April 6, 2021
- b. Committee of the Whole In-Camera Minutes, April 6, 2021
- c. Committee of the Whole In-Camera Minutes, March 9, 2021

#### 3. **Presentations**

- a. Update on Community Harmony Efforts

#### 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. Accessibility Advisory Committee
  - b. Audit Committee
  - c. Environmental Sustainability
  - d. Planning Advisory Committee
  - e. Regional EM Advisory Committee
  
6. **Staff Reports for Discussion**
  - a. Info Report – Economic Development
  - b. RFD 026-2021: REMO – Change 1 to Regional Plan
  - c. RFD 028-2021: TBR Renewal
  - d. RFD 029-2021: 2021/22 Capital Projects TBR
  - e. RFD 031-2021: 2021/22 PACE Program TBR
  
7. **CAO Report**
  
8. **Committee Reports (External)**
  - a. Valley Waste Resource Management (VWRM)
  - b. Kings Point-to-Point (KPPT)
  - c. Annapolis Valley Trails Coalition (AVTC)
  - d. Wolfville Business Development Corporation (WBDC)
  - e. Diversity Kings (DK)
  
9. **Public Input / Question Period**
  
10. **Adjournment to In-Camera Meeting under *section 22(2)(e)and(g) Of the Municipal Government Act.***



- a. Legal Advice
- b. Contract Negotiations

**11. Adjournment of In-Camera**

**12. Regular Meeting Reconvened**

**13. Regular Meeting Adjourned**

## COMMITTEE UPDATE

Title: Accessibility Advisory Committee

Date: May 4, 2021

Department: Committee of the Whole

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The last meeting of the Accessibility Advisory Committee met virtually on April 12, 2021. The next meeting will be held on June 14, 2021.

The committee worked to finish the report card due on April 30, 2021 for council's acceptance. All five action items ( Built environment, communications, goods and service, transportation, and employment) were discussed and appropriate changes were made. Director MacLean will circulate to the committee for final review.

The committee noted it was satisfying to complete the report card on time, so that more items can be addressed this year. A walk a bout was suggested around town with the focus being on public spaces, most importantly our parks. Better functional models of transportation were talked about briefly, specifically; accessible taxi's, Kings Transit, and Kings Point to Point.

Director MacLean noted he was contacted by CBC radio, the Ready and Able series, as they wanted to interview him and another committee member on what's happening on our committee. A great opportunity, and we look forward to listening to the recording in May, so stay tuned!

The results of the doodle poll suggested we stay at the 4:30 time slot on Monday's with bi-monthly meetings.

Respectively submitted by:

Councillor Jennifer Ingham

## COMMITTEE UPDATE

Title: Audit Committee Update  
Date: April 22, 2021  
Department: Audit for Committee of the Whole

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### UPDATE

#### **ATTENDING from Grant Thornton**

- Gloria Banks, CPA, CA, Principal
- Jessica Clahane, CPA, CA, Senior Manager

Shockingly, we had no public attending or input.

Gloria Banks and Jessica Clahane walked the Committee through their Report to Audit Committee – Audit Strategy document. They covered key areas related to the upcoming audit field work scheduled for later in May and June. Key areas of note included the ongoing COVID pandemic and any potential impact on the Town's operations, anticipated changes in the PSAS (Public Sector Accounting Standards) requirements for certain areas of financial reporting, and expected timing of the audit in order to be ready to present March 31<sup>st</sup> financial statements at the regular July Council meeting

It was noted the next meeting would involve the auditor's presentation of the results of their audit procedures as well as the draft financial statements.

Two dates were picked to provide sufficient time to complete the audit and leave time to have statements presented to the July 20<sup>th</sup> Council Meeting. Efforts will be made to have the next meeting on June 25<sup>th</sup>, with a secondary date as back up, that being July 9<sup>th</sup>. The appropriate notices will go out the public and Committee members closer to the dates in question.

It was noted the Committee is afforded the opportunity to meet with the auditors in camera without staff present in order to review any questions/concerns that members may have.

## COMMITTEE UPDATE

Title: Environmental Sustainability Committee

Date: April 26<sup>th</sup>, 2021

Department: Committee of the Whole

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### UPDATE

The Environmental Sustainability Committee met via Teams on the afternoon of April 26<sup>th</sup>, 2021 at 1430 and meeting adjourned at 15:46

- Devin introduced Lindsay Slade, our new Climate Action Coordinator and explained her role. Also commented on Omar's work with him, in limited capacity, to wrap up their projects.
- Devin also commented on Summer Student positions and their roles.
- Devin presented and discussion was had regarding the AT Plan and its outlook. The ESC was in support of this plan and posed questions, offered feedback and comments about the grid system.
- There was explanation of Council's April 20<sup>th</sup> decisions regarding the AT plan and clarification was given for the council support of the plan.
- Devin advised the next steps for the AT plan, the Climate Action Plan, the Regional Climate work, and Pace programs. More updates needed and those updates and reports will soon come back to the ESC.
- Roundtable discussion including Bill Zimmerman's interest in the Solar Farms projects and amalgamation of energy for the town. Good discussion of possible land usages for solar farms including Acadia. Jodie offered information about Acadia's plans for the next few years about their energy targets as well as the rollout of off campus waste management projects.
- Because of Devin's timelines, and lots happening in the Environment area, the ESC is planning a May meeting instead of waiting until the already scheduled July meeting.

Respectfully Submitted,  
Councillor Mike Butler, ESC Chair

## COMMITTEE UPDATE

Title: Kings Point to Point  
Date: April 8, 2021  
Department: Committee of the Whole – May 2021

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- The committee had the pleasure of hearing and viewing presentation from students from the University of Waterloo Planning Students working under the Direction of Dr. Mark Seasons. The student teams have been working for the last 8 weeks on a project assessing best practice in plan implementation and monitoring, using the Town's new MPS as the focus.
  - The presentations were very much appreciated by the Committee members with plenty of discussion and several questions for the students.
  - Director Lake will share the final reports and presentations with the Committee for further discussion and next steps
- A presentation was received from Alan Howell, resident and Province of NS Staff working with the NS Housing Commission. Some discussion followed and will carry to the next meeting. This presentation will be shared with the committee and inform eventual recommendations from PAC to Council on housing opportunities.
- The committee is extremely engaged and very interested in the plethora of information being brought to the committee by Director Lake. After the heavy lifting from this committee over the last several years in working on the MPS and LUB, it is a nice reprieve to be able to accept and process information in a variety of arenas relevant to planning and have some discussions, brainstorming, and possible ideas for next steps for this committee.
- Adjournment (~6pm)
- The next meeting is planned for May 6, 2021 – 4:00 p.m.

# COMMITTEE UPDATE

Title: Regional EM Advisory Committee (REMAC)  
Date: May 4, 2021  
Department: CAO



## UPDATE

The Kings REMO Regional Emergency Management Advisory Committee met on Monday, April 19, 2021.

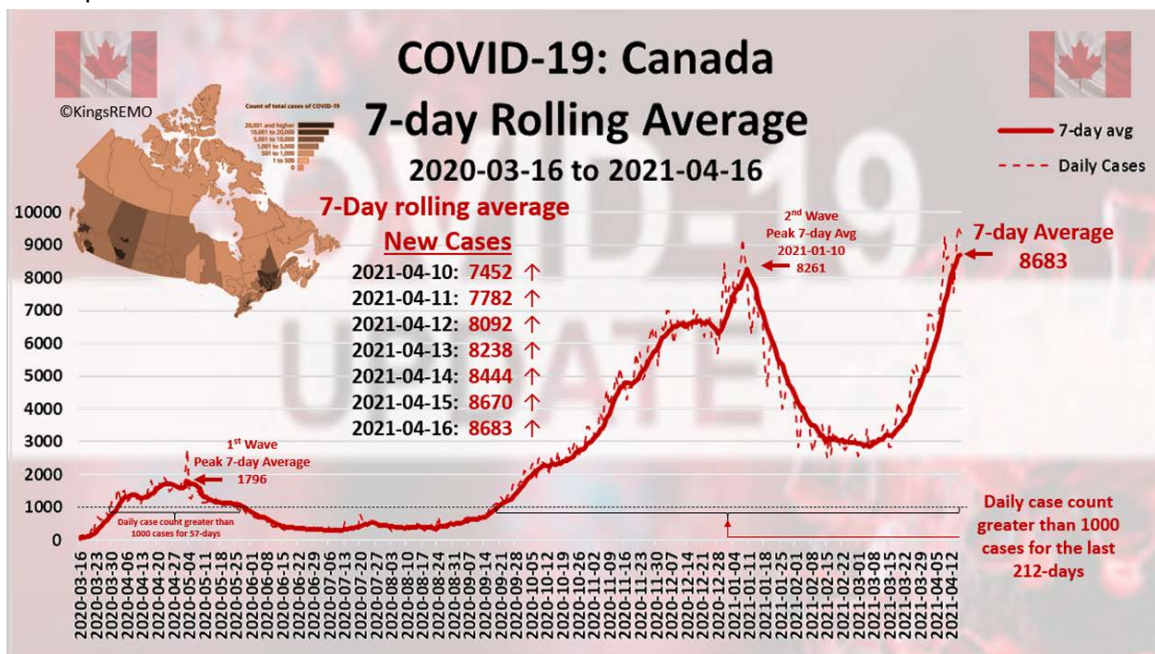
Key issues of discussion included:

- **Kings REMO Agreement - Update**

Kings County Municipal CAOs are in the final review of the updated Kings REMO Agreement. Once submitted and approved by each Municipal Council, the Regional EM Coordinator will submit the Kings REMO Designation letter to the Chair of the Regional EM Advisory Committee for signature.

- **COVID-19 Pandemic Update**

REMC provided a National and Provincial overview on COVID-19



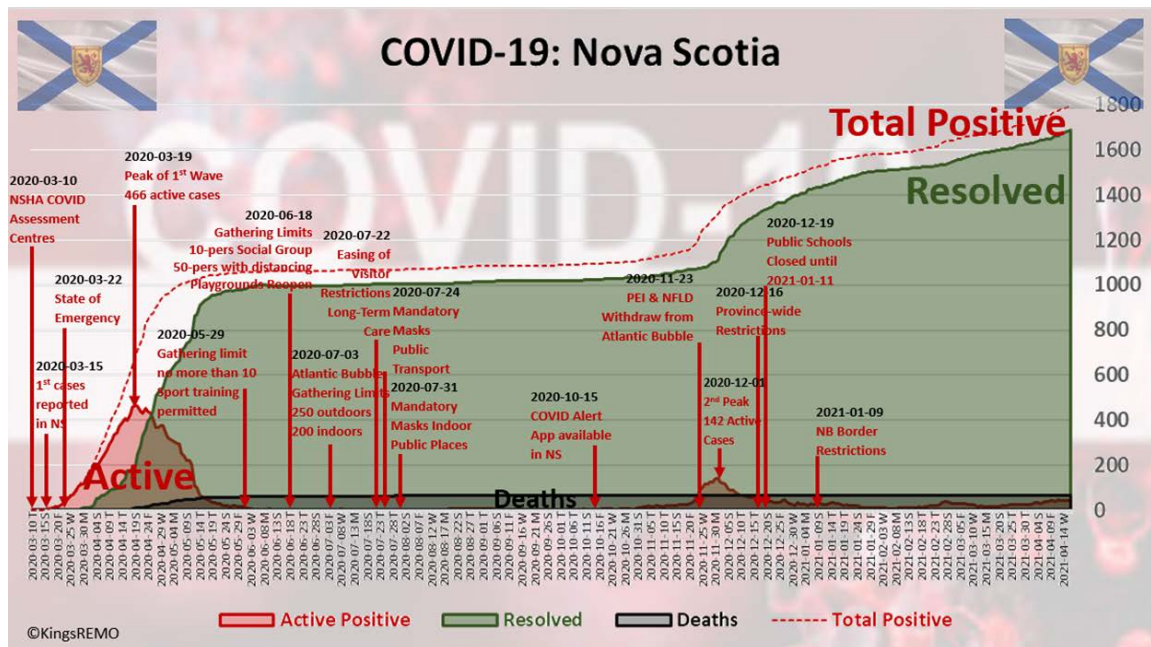


## COMMITTEE UPDATE

Title: Regional EM Advisory Committee (REMAC)

Date: May 4, 2021

Department: CAO



- **I am Responding (IaR)**

IaR is an invaluable and highly reliable tool for first responders. Kings REMO uses the IaR system to provide Emergency text message updates to the following groups:

- Regional Emergency Management Advisory Committee (REMAC)
- Regional Emergency Management Planning Committee (REMPC)
- ECC Managers (CAOs)
- Incident Commanders – Police/Fire Services Chiefs
- Comfort Centres
- Municipal Staff

- **Vulnerable Persons Registry (VPR)**

REMC is working to increase awareness about the Kings County VPR Program through media announcements, social media and distribution of Flyers – the Kings County Senior Safety Program coordinator is supporting this initiative by mailing out 300 flyers across Kings County

- **NS EMO Municipal Emergency Management Program Assessment Tool**

The last EM Program evaluation conducted in Kings County was at the municipal-level in early 2018. The NSEMO tool is designed to assist municipalities to assess effectiveness of their Emergency Management Program

## COMMITTEE UPDATE

Title: Regional EM Advisory Committee (REMAC)  
Date: May 4, 2021  
Department: CAO



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Kings REMO REMC completed the evaluation on March 4, 2021 and a review of the self-assessment was conducted with NSEMO Regional 4 EMPO, Andrew Mitton on April 9<sup>th</sup>. While the NSEMO EM Program Assessment Tool is not mandated to be completed by any municipality, Kings REMO will continue to support NSEMO and conduct the assessment as required – recommendations for the assessment were submitted by Kings REMO REMC to NSEMO Region 4 EMPO.

- **Kings REMO Regional Emergency Management Plan – Change 1**

Change 1 to the Kings REMO Regional Emergency Management Plan was reviewed by the Kings REMO Regional EM Planning Committee on March 18, 2021. As the Kings REMO updated Agreement has yet to be approved by Kings County Municipal Councils, the Change to the REMP is being submitted to each Municipal Council for approval in accordance with the following schedule:

2021-05-04	Wolfville COW
2021-05-10	Kentville CAC
2021-05-18	MoK COW
2021-05-18	Wolfville Council (for approval)
2021-05-25	Berwick COW
2021-05-31	Kentville Council (for approval)
2021-06-01	MoK Council (for approval)
2021-06-08	Berwick Council (for approval)

- **Kings REMO Training & Exercises**

Kings REMO REMC collaborated with the NSEMO Region 4 EMPO to develop a 'Minimum Requirements' guideline for Emergency Management Training. As part of the Emergency Management training program, the Basic Emergency Management (BEM) Course is being offered to members of the Regional EM Advisory Committee as an initial roll-out of the training in Kings County and will eventually be offered across all of Kings County for both emergency responders and Comfort Centre Volunteer staff

Kings REMO will be conducting the following Regional Exercises in support of Kings County Emergency Preparedness training:

- 2021-07-15 Hurricane / Emergency Coordination Centre (ECC) Tabletop Exercise
- 2021-11-25 Winter Ice Storm / Power Outage Tabletop Exercise

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Title: Regional EM Advisory Committee (REMAC)

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- **Kings REMO Social Media Account**

While not all residents of Kings County are connected to the Internet or Social Media, Kings REMO REMC is making use of Social Media to reach out to the community in support of increasing Emergency Preparedness Awareness. The following accounts have been developed:

**Facebook**      **REMO\_KingsCounty**

- 200 followers (Pre-COVID-19 pandemic, early 2020)
- 1,858 followers (2021-04-19)

**Twitter**      **@REMO\_KingsCty**

- 415 followers (Pre-COVID-19 pandemic)
- 612 followers (2021-04-19)

**Instagram**      **remo\_kingscounty**

- 153 followers (2021-04-19)

**Next Meeting:** Monday, July 19, 2021

## INFORMATION REPORT

Title: Economic Development Update + Discussion

Date: 2021-05-04

Department: Planning & Development

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# SUMMARY

## ECONOMIC DEVELOPMENT UPDATE + DISCUSSION

This report is meant to provide Council information/education and an opportunity for discussion around Economic Development in the Town. It is important that Staff, Council and the Community (Business and Residents) are aligned in these efforts as we move forward.

The envisioned outcomes of this report and discussion are:

- Overview of what has been done and where we're going
- Discussion of different opportunities and priority areas
- Indication or thoughts from Council on directions or focus areas
- Indication or thoughts from Council on community engagement and structure (both internal and how we work in the community) to achieve success

Wolfville is in an enviable position in the Province. We are an incredibly attractive place for investment, new residents, tourism, existing and potential businesses. "Economic Development" is not a particular silo that works toward imaginary outcomes – to do this work well in our current climate we need to accept that all efforts contribute to our Economic Prosperity and that moving the needle involves addressing multiple issues (climate, equity, etc) when making decisions in the public interest. We should be focused on achieving world class outcomes and offering a quality of life in our community that is unmatched.

This report will be accompanied by a Staff presentation to help facilitate a discussion on key ideas and themes.

## INFORMATION REPORT

Title: Economic Development Update + Discussion

Date: 2021-05-04

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### 1) CAO COMMENTS

For information and discussion purposes.

### 2) REFERENCES AND ATTACHMENTS

1. Key Themes from interviews conducted by Staff
2. Key Themes from previous reports
3. DRAFT WBDC Strategic Plan

### 3) DISCUSSION

#### Initiation

This work began in the fall of 2020 as the new Council was initiating a strategic planning process – to guide decision making during their term.

The current Mayor called a meeting to discuss how we can better address longstanding economic development issues, such as:

- How do we keep students here? Why don't they stay?
- How do we attract “foot loose” entrepreneurs? How can we attract new businesses with limited commercial space?
- How do we help change the conversation in our business community and work collaboratively with our partners?

From this meeting Staff have interviewed a number of Economic Development stakeholders (see summary attached), had internal discussions and drawn from past/existing plans (summaries included) and discussions to shape this report for Council's benefit. The work has not been exhaustive but should provide a framework for Council to have a fulsome discussion on this topic – a key priority both in the Town's Municipal Planning Strategy and the current Council's Strategic Plan.

#### What is Economic Development?

“Economic Development” will have a different meaning to people depending on their context, experiences, and motivations. For a Municipality, it should be seen as a process to bring together different partners in the local area (and beyond) to work together toward growth that makes sense (sustainable, equitable). The Town plays an important role in promoting job creation and boosting the local economy by providing good quality, cost-effective services and by making the local area a pleasant place to live and work.

The primary tool we have for generating revenue and wealth (to provide better services, infrastructure, quality of life, etc) is the conversation of

“To the extent that we in Nova Scotia maintain a risk-averse and not very entrepreneurial culture, we forgo important opportunities to break out of our entrenched pattern of marginal economic growth.”  
– OneNS Report

## INFORMATION REPORT

Title: Economic Development Update + Discussion

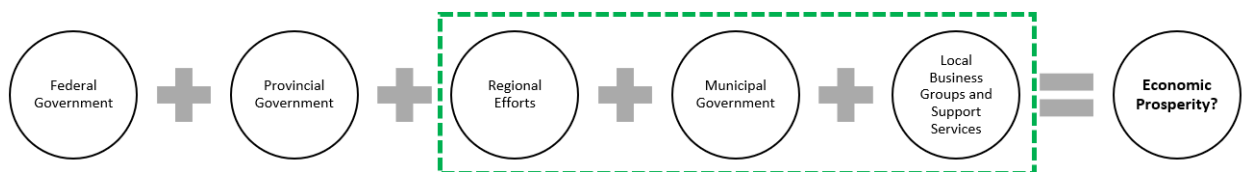
Date: 2021-05-04

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land to achieve a higher return on investment. The ratio of our costs (that is on or in the ground in the form of pipes, roads, programs, etc.) to what we are getting in the form of assessment on a property is an incredibly important concept for Council to understand. As places evolve and grow over time, certain decisions are far better for this cost/benefit ratio and our overall financial health. Issues such as Active Transportation, Flood Risk, Housing (all top of mind to this Council) should be seen and framed as part of our economic development opportunities – how we set the stage for private investment with our limited public money available.

Understanding we work in a broader ecosystem that is influenced by many actors, other levels of government, macro economic and cultural trends (and other factors) - the areas where we can be most impactful are within, or close to, our jurisdiction as a Town. It is not a simple, silver bullet issue. It is a process that takes time, trust and the right structure. Some of the players in the wider system (simplified) are included below. The Town's impact is mostly in the area outlined in green.



[ACOA](#), the [Valley REN](#), [Annapolis Valley Chamber of Commerce](#), [CBDC](#), [Acadia Entrepreneurship Centre](#), the WBDC, other municipalities and actors are all part of this ecosystem in the Valley. Council should have a basic understanding of what these players do. Staff have interviewed stakeholders from various players in the region/province to get a 'lay of the land' and can provide further information if required. Key themes/highlights from the interviews are included as an appendix to this report.

### What are our Roles?

The Director of Planning has taken the lead on moving forward with Economic Development initiatives, supported by, and collaborating with various other staff and community members/partners. But who should be doing what? In writing and researching this report, many issues have arisen from simply a lack of clear roles and professional communication.

Some ideas on roles, responsibilities and Town capacity are provided here:

- **The Town** – as a unit, we should have a clear idea of what we are trying to achieve. The vision should be clearly articulated and understood. This should not be ad hoc.
- **The Mayor** – should have a role in Business Retention and Expansion (BRE) by having an “ear to the ground” and a sense for what is going on. To better facilitate this, Staff are recommending the Mayor sit on the Wolfville Business Development Corporation – ex-officio or voting is not as important as being there for the discussions, building trust and relationships. The Mayor should

## INFORMATION REPORT

Title: Economic Development Update + Discussion

Date: 2021-05-04

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also be involved, as needed, in regional efforts and provincial and/or federal involvement – typically around funding opportunities.

- **Councillors** – again, a role in BRE with an “ear to the ground” and a sense of what is going on – looking to build relationships and trust with our partners. One Councillor, as is the case now, should be dedicated to the WBDC with the Mayor.
- **Staff** – providing a positive investment environment, supporting the WBDC relationship, bringing projects and initiatives to Council, supporting BRE. At this stage, the Director of Planning is leading these efforts with support from a variety of Staff. During the next round of budget discussions, capacity to do this work should be considered against other priorities. At this stage, Staff feel our capacity is appropriate and can ‘wait and see.’

### What should we focus on and discuss moving forward?

Significant planning and discussion has taken place in the Town over the years on this topic. The recently adopted Municipal Planning Strategy, Council’s Strategic Plan and other plans all push in similar directions (see attached highlights). Council should look to focus on a few key areas:

#### **1. Commercial Expansion and Incubation**

We are in the business of creating the conditions for success (investment readiness). Through our Municipal Planning Strategy Review, we have both expanded C-1 zoning (limited) and expanded the C-2 Commercial zone. This was a first step in creating more opportunities, but additional work is required to both promote these changes with land owners and better enable conversions through the use of Bill 177 (development incentive by-law). The C-2 zoning areas can be found on our [Zoning Map](#). The details of the C-2 zone can be found in our [Land Use By-law](#).

To support new businesses locating here, and to incubate new business opportunities a number of things should be considered:

- The Wolfville Farmer’s Market is one of the most successful business incubators in the valley. Devour Studios may also prove to play a role in business incubation and attraction as well. During the needs assessment for the Library, there was interest around having a “hub” or similar business service located there.
- There are a healthy amount of ‘wrap around supports’ in the valley for business (Acadia Entrepreneurship Centre, Acadia Business School, REN, Chamber, CBDC, etc.).
- The WBDC plays a role in supporting a positive business environment where people want to be. Not to be conflated as the Town’s economic development arm or department but they are a very important part of the ecosystem (see next section for more). The WBDC office that will be opening this summer is a positive step forward to bring the business community together and provide learnings for what a business HUB in the community may look like in the future.

## INFORMATION REPORT

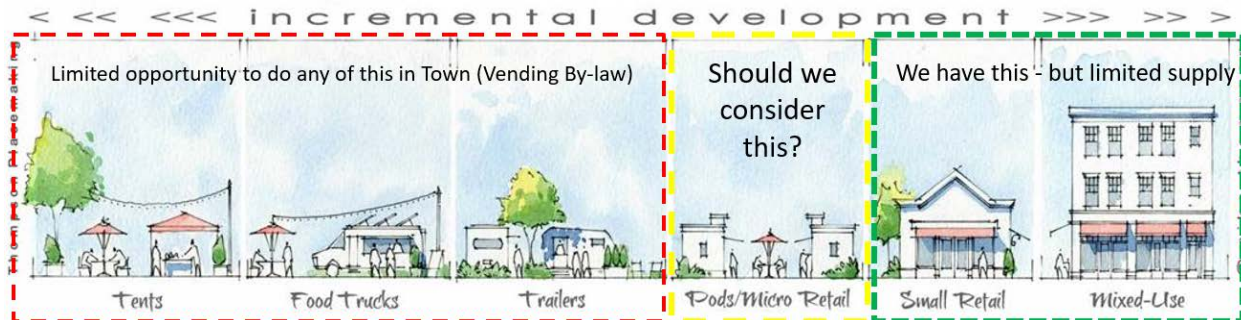
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- We should consider what opportunities we are providing for business now – on a spectrum of opportunity and grounded in incremental growth. The image below provides context for discussion. If there is interest in creating more space – the [Salt Yard on the Halifax Waterfront](#) should be viewed as a possible model that could be applied here in Wolfville (waterfront and rail line) to provide additional space, placemaking and additional activity. Another similar model can be found [here](#).



## 2. The Wolfville Business Development Corporation (WBDC)

From the Director of Planning's perspective, great progress has been made with the WBDC. Having just completed a Strategic Planning Exercise the Executive and their Board seem energized to implement the directions identified (see Draft Plan and summary attached). Ongoing work with the WBDC includes:

- Finishing the Strategic Planning exercise (see Draft attached)
- Conducting their AGM in June where by-law changes will be presented
- Working with the Town over the coming year on a renewed agreement and discussion on the levy
- Working with the Town on improved wayfinding for business and sandwich board issues
- Piloting an office space to improve their presence and communication – launching this spring/summer
- Working with the Town on capturing a business directory through the Town's GIS system (summer student to start this work in May)
- Working with the Parks and Recreation Department on Event coordination
- Marketing, Promotions
- Placemaking initiatives (making the downtown more interesting)
- Welcome package and new business coordination – working with Town Staff on this

## 3. Tourism

Wolfville and the surrounding area is a vibrant tourism destination with an abundance of craft beverages, wineries, natural capital, history and experiences. Multiple players are involved in supporting



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tourism experiences and promotion. The Town needs to recognize, define and understand its role in the local and provincial tourism industry.

### Our Role:

- Ensure and advocate for 'balance' - community member and tourist/visitor experience
- We are here to lead logistics – built environment – streetscapes, zoning and create opportunities for positive user experience with access to and well maintained, parks and trail systems, public washroom, public water, parking, etc.
- Visitors Information Centre – information (experiences, accommodations, navigation etc.) and services (public internet access, charging stations, etc.)

### Our Partners:

- WBDC
- Tourism Nova Scotia (TNS), and TNS Southwest Regional Coordinator
- Other Visitor Information Centers in the Valley
- The Magic Wine Bus – VIC staff as operation support with patron check-in
- Others

### Our Potential:

- Tourism as a tool for student retention/lifestyle promotion
- Involvement in regional strategies – ACOA STARR, REN, The AV Chamber of Commerce etc.

## 4. Other (regional involvement or other initiatives)

There are other projects and approaches not listed here. Regional or provincial efforts that we may play a role in are ill-defined at this stage (e.g. REN's application to ACOA for tourism project) but should form part of our discussion moving forward.

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

Economic Development directions have been established in the Town's:

- [Municipal Planning Strategy](#) - Excerpt included here from Community Priorities (Part 2)– see full document for details and other policy direction.

## INFORMATION REPORT

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EP

Economic Prosperity

OBJECTIVE	OBJECTIVE	OBJECTIVE	OBJECTIVE	OBJECTIVE
To encourage growth and manage land use with a goal of balanced economic and environmental sustainability.	To ensure a vibrant local economy by supporting economic development, creative entrepreneurship, and home based business endeavours that further the Town's position as a regional cultural, tourism, and educational centre.	To enhance and strengthen the Core Area as the focal point of commercial and community activity.	To encourage a range of local and regional partnerships that enhance economic development within the Town.	To support what works and encourage new opportunities and investments.
<p><b>ANTICIPATED RESULTS</b></p> <ul style="list-style-type: none"> <li>Expand neighbourhood commercial opportunities.</li> <li>Focus on infill development and gentle density.</li> </ul>	<p><b>ANTICIPATED RESULTS</b></p> <ul style="list-style-type: none"> <li>Strive for top quality facilities and services, including an enhanced public library.</li> <li>Further our brand as a hub of tourism, food and libations through additional opportunities along Main Street and in the Core Area.</li> </ul>	<p><b>ANTICIPATED RESULTS</b></p> <ul style="list-style-type: none"> <li>Design Guidelines and visioning specific to the Core Area.</li> <li>Focus on infill and walkability.</li> </ul>	<p><b>ANTICIPATED RESULTS</b></p> <ul style="list-style-type: none"> <li>Strengthen partnerships with Acadia, the County of Kings, other Towns/Municipalities, the Wolfville Business Development Corporation, Devour, Deep Roots and other partners and events.</li> </ul>	<p><b>ANTICIPATED RESULTS</b></p> <ul style="list-style-type: none"> <li>Better development approvals process (e.g. fewer development agreements, more site plan approvals).</li> <li>Focus on walkability and the Core Area.</li> </ul>

- [Council Strategic Plan](#) / [Town Capital and Operations Plan](#) (priority area 3 included here – see full documents for details)

**Council Priority Area 3 (2021-2024): Economic Sector growth and support for commercial, business and entrepreneurial opportunities including retention and attraction of new economic opportunities.**

## 5) COMMUNICATIONS

With our new Communications role we should be able to better communicate what Council and our partners are looking to achieve and key initiatives we are looking to pursue.

## INFORMATION REPORT

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### ATTACHMENT 1: Economic Development Conversations – Key themes

The Director of Planning had many conversations with people working in this area recently – to both inform this work but also to get up to speed on what is happening and where things are going.

#### Key Themes:

- A need for regional approaches, strategies, and cooperation
- Space limitations (built and zoned)
- Student and Alumni retention
- Create opportunities for entrepreneurship
- Opportunities to further develop partnership with Acadia University - facilities, students, resources, accommodations etc.
- Attract more people to choose to live in Wolfville - immigrants, baby boomers, families, students, young people, etc.
- Opportunities for Wolfville to lead by example - sustainability, energy, tourism, lifestyle etc.

### ATTACHMENT 2: Previous Economic Development Reports – Key Themes

Staff reviewed the [Commercial Planning Strategy](#) (2006), [Wolfville Economic Action Plan](#) (2012), and [Imagine Wolfville's Downtown](#) (2014) with key themes emerging:

- Create opportunity for business incubation
- Downtown Streetscapes and connectivity - Main and Front St., AT, wayfinding, mixed-use spaces, placemaking, beautification etc.
- Engage in a Tourism Strategy
- Carter to students/student Retention
- Sustainable and 'green' built environment

APRIL 2021

# WOLFVILLE BUSINESS DEVELOPMENT CORPORATION

## STRATEGIC FRAMEWORK

### OUR VISION

See your future in Wolfville.

### OUR PURPOSE

To foster the growth, development and sustainability of our business community, supporting our people to thrive economically, socially and culturally.

### OUR VALUES

#### COLLABORATIVE

A volunteer board in Wolfville connecting our businesses to the community and other stakeholders.

#### TRUSTWORTHY

An organization committed to transparency by communicating internally and externally with honesty and respect.

#### FORWARD-THINKING

An open-minded team of approachable business leaders positively impacting the Wolfville community.

#### PURPOSEFUL

Providers of strategic, creative business initiatives in the best interest of our members.

### OUR STRATEGIC OBJECTIVE

We are recognized as consistently promoting Wolfville as a great place to work, live, study and visit year-round.

#### OUR STRATEGY IS BASED ON FOUR PILLARS FOR GROWTH

1. Sustainability
2. Communications
3. Relationships
4. Measurement

APRIL 2021

# WOLFVILLE BUSINESS DEVELOPMENT CORPORATION

STRATEGIC FRAMEWORK

PREPARED BY: UP PUBLIC RELATIONS

# OUR VISION

See your future in Wolfville.

# OUR PURPOSE

To foster the growth, development and sustainability of our business community, supporting our people to thrive economically, socially and culturally.



# OUR VALUES

Values	What We Are	How We Are
<b>Collaborative</b>	A volunteer board in Wolfville connecting our businesses to the community and other stakeholders.	<ul style="list-style-type: none"> <li>• Relationship builders</li> <li>• Facilitators</li> <li>• Champions</li> <li>• Connectors</li> <li>• Involved</li> </ul>
<b>Trustworthy</b>	An organization committed to transparency by communicating internally and externally with honesty and respect.	<ul style="list-style-type: none"> <li>• Caring</li> <li>• Empathetic</li> <li>• Professional</li> <li>• Supportive</li> <li>• Ethical</li> </ul>
<b>Forward-Thinking</b>	An open-minded team of approachable business leaders positively impacting the Wolfville community.	<ul style="list-style-type: none"> <li>• Innovative</li> <li>• Inclusive</li> <li>• Future-focused</li> <li>• Diverse</li> <li>• Entrepreneurial</li> </ul>
<b>Purposeful</b>	Providers of strategic, creative business initiatives in the best interest of our members.	<ul style="list-style-type: none"> <li>• Innovative</li> <li>• Intentional</li> <li>• Inquisitive</li> <li>• Inspiring</li> <li>• Resourceful</li> </ul>

# OUR STRATEGIC OBJECTIVE

We are recognized as consistently promoting Wolfville as a great place to work, live, study and visit year-round.

# OUR STRATEGY IS BASED ON FOUR PILLARS FOR GROWTH

## SUSTAINABILITY

- Engage the right people in the right roles to lead us and hold us accountable to our strategy with defined terms.
- Develop an annual business plan that drives success in the Wolfville business community.
- Bridge the gap between business and community through initiatives that promote, beautify and enhance Wolfville for residents and visitors.
- Leverage our position as a vibrant university town with the high potential to be a four-season destination.
- Engage our people and inspire a sense of pride and success throughout Wolfville.





## COMMUNICATIONS

- Develop a two-year communications plan with robust internal and external tactics of delivery.
- Share our business community's story through both traditional and digital communications opportunities.
- Create a physical office space to improve accessibility and raise community awareness.
- Build a strong WBDC brand to achieve our strategic objective.
- Produce a dynamic digital presence that creates and encourages ongoing dialogue with our stakeholders.

## RELATIONSHIPS

- Encourage engagement of members through sector-targeted initiatives.
- Find ways to bring people together through regular touchpoints, networking opportunities and events.
- Establish and foster strategic partnerships with like-minded organizations.
- Be the voice and the ears of the business community and engage and respond where appropriate.
- Maintain an open and frequent relationship with the town and the university, bringing the business community's perspective to these conversations.

## MEASUREMENT

- Determine our vision of success and create metrics for measuring our success and progress
- Maintain an accurate database of WBDC membership and engage regularly.
- Set clear, consistent criteria for delivering initiatives to the business community.
- Track and review overall brand engagement and re-evaluate as needed.
- Determine the number of strategic initiatives to invest in, increasing impact and member satisfaction.
- Review communications plan every two years and update accordingly.



## REQUEST FOR DECISION 026-2021

Title: Change 1 to the Kings REMO Regional Emergency Management Plan (REMP)  
Date: May 4, 2021  
Department: CAO



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# SUMMARY

## Kings REMO Regional Emergency Management Plan (REMP) Change 1

The Draft Change 1 to the Kings REMO Regional Emergency Management Plan (REMP), dated March 2021, has been updated to reflect administrative changes and updates from the latest Kings REMO Hazard Risk Vulnerability Assessment for Kings County.

Change 1 to the REMP has been reviewed by the Regional Emergency Management Planning Committee, March 17, 2021, and the Regional Emergency Management Advisory Committee, April 19, 2021.

### DRAFT MOTION:

That Council approve Change 1 to the Kings REMO Regional Emergency Management Plan dated March 2021

## REQUEST FOR DECISION 026-2021

Title: Change 1 to the Kings REMO Regional Emergency Management Plan (REMP)  
Date: May 4, 2021  
Department: CAO



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### 1) COMMENT / RECOMMENDATION – CAO

The CAO supports staff's recommendation as Change 1 to the Regional Emergency Management Plan is in keeping with the Kings REMO 2021 Annual Workplan.

### 2) RECOMMENDATION

Staff recommends that Council approve Change 1 to the Kings REMO Regional Emergency Management Plan for the Town of Wolfville.

### 3) DRAFT MOTION

That Council approve Change 1 to the Kings REMO Regional Emergency Management Plan, dated March 2021.

### 4) PURPOSE OF REPORT

To support the Town of Wolfville adopting Change 1 to the Kings REMO Regional Emergency Management Plan (REMP) as part of the Kings Regional Emergency Management Organization (REMO), as adopted by the January 2018 Inter-Municipal Services Agreement.

### 5) DISCUSSION

In keeping with the annual review of the Kings County Hazard Risk Vulnerability Assessment (HRVA) and administrative updates, Change 1 to the Kings Regional Emergency Management Plan (REMP) is submitted to Council for approval.

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

## REQUEST FOR DECISION 026-2021

Title: Change 1 to the Kings REMO Regional Emergency Management Plan (REMP)  
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The [Nova Scotia Emergency Act](#) requires that all municipalities have:

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

### 6) POLICY CONSIDERATIONS

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

### 7) BUDGET CONSIDERATIONS

N/A

### 8) COMMUNICATIONS REQUIREMENTS

Subject to the approval of the Kings REMO Regional EM Plan by Kings County Municipal Councils, staff will publish the approved Change 1 to the Kings REMO Regional Emergency Management Plan, dated March 2021, on the Town of Wolfville Website and post announcements via Social Media. The Draft Change 1 to the Kings REMO Regional EM Plan will be put forward to Municipal Councils in accordance with the following schedule:

<b>2021-05-04</b>	<b>Wolfville COW</b>
2021-05-10	Kentville CAC
2021-05-18	MoK COW
<b>2021-05-18</b>	<b>Wolfville Council (for approval)</b>
2021-05-25	Berwick COW
2021-05-31	Kentville Council (for approval)
2021-06-01	MoK Council (for approval)
2021-06-08	Berwick Council (for approval)

## REQUEST FOR DECISION 026-2021

Title: Change 1 to the Kings REMO Regional Emergency Management Plan (REMP)  
Date: May 4, 2021  
Department: CAO



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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 Resources Website](#)
3. **Community Capacity Building:** This Change to the Regional Emergency Management Plan is focused on further preparing the Town and its residents and is in keeping with a regional approach to Emergency Management.
4. **Discipline to Stay the Course:** N/A
5. **United Front:** This supports a Regional Approach to Emergency Management as agreed upon in the Kings REMO Inter-Municipal Services Agreement (IMSA)
6. **Environmental Sustainability:** N/A

### 10) ATTACHMENTS

- Summary of Change 1 to the Kings REMO Regional Emergency Management Plan, dated March 2021
- Change 1 to the Kings REMO Regional Emergency Management Plan, dated March 2021

### 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 026-2021

Title: Change 1 to the Kings REMO Regional Emergency Management Plan (REMP)  
Date: May 4, 2021  
Department: CAO



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### Kings REMO Regional Emergency Management Plan (REMP) Change 1, 2021-03

- 1.0 Introduction
- 2.0 Objectives of Emergency Management
- 3.0 Emergency Plan Framework
- 4.0 Concept of Operations (CONOPS)
- 5.0 Hazard Risk Vulnerability Assessment (HRVA)
- 6.0 Evacuation
- 7.0 EM Organization (REMO)
- 8.0 Logistical Support & Resource Requirements
- 9.0 Plan Testing, Review & Maintenance
- 10.0 Plan Distribution



### Change 1 – Summary

#### **Administrative:**

- Foreword – amended Mayoral signature sheet
- Table of Contents – link to TOC included at end of each section throughout Plan
- NS DTIR acronym amended to NS DTAT (Department of Transportation and Active Transit)

#### **Section 3.3 Authority**

- Amended composition of REMAC to read “**two elected officials**” in accordance with the [Nova Scotia Emergency Management Act](#) (Section 10(1)(d))

# REQUEST FOR DECISION 026-2021

Title: Change 1 to the Kings REMO Regional Emergency Management Plan (REMP)  
 Date: May 4, 2021  
 Department: CAO



## Section 4.1.1 Incident Assumptions

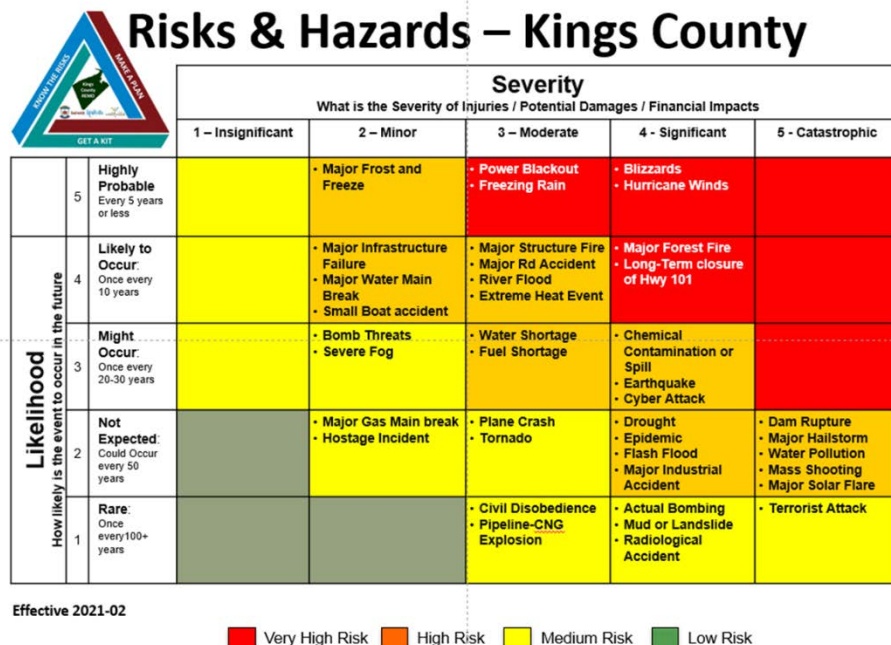
- Updated fundamental priorities for Kings REMO during an emergency incident or disaster – Kings REMO Priorities
  - Ensure the Health & Safety of Responders
  - Save Lives
  - Reduce Suffering
  - Protect Public Health
  - Protect Infrastructure
  - Protect Property
  - Protect the Environment
  - Reduce Economic & Social Losses

## Section 5.1.9 Epidemic/Pandemic

- Updated to include details of the SARS-CoV-2 (COVID-19) pandemic

## Section 5.2 – Risk Analysis Matrix

- Hazard Risk Vulnerability Assessment updated 2021-02 with the following additions:
  - Extreme Heat Event (Likely to occur with moderate impact)
  - Cyber Attack (Might occur with significant impact)
  - Major Solar Flare (not expected with catastrophic impact)



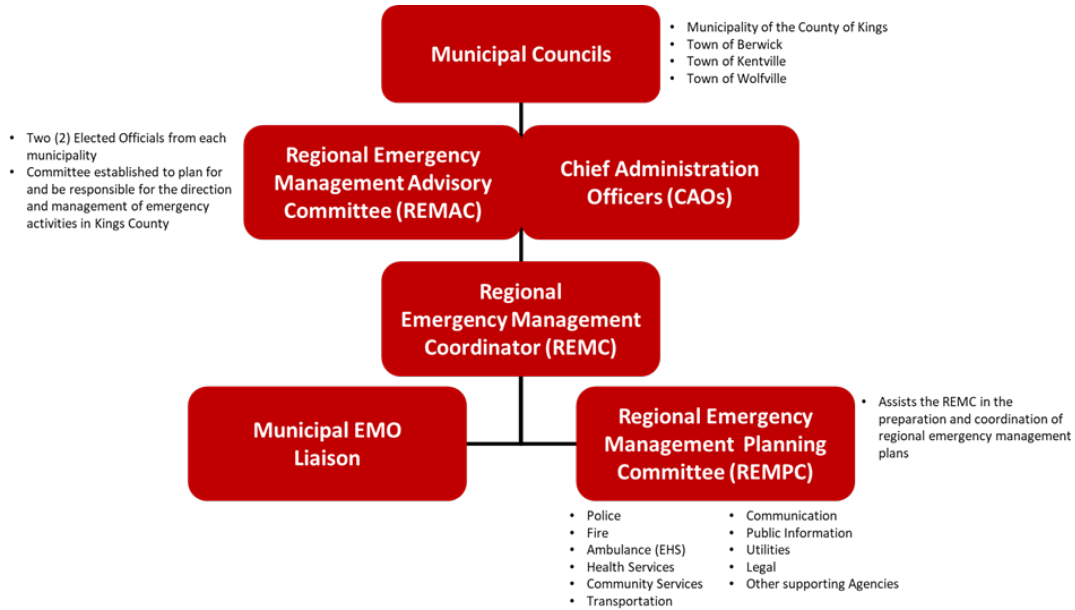
# REQUEST FOR DECISION 026-2021

Title: Change 1 to the Kings REMO Regional Emergency Management Plan (REMP)  
Date: May 4, 2021  
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## Section 7.0 – Regional Emergency Management Organization (REMO)

- Organizational structure amended for reporting chain of REMC to REMAC/CAOs



## Section 7.1 – Regional Emergency Management Advisory Committee (REMAC)

- Composition of REMAC amended to read two (2) members of Council from each Kings County Municipality and effective date of Terms of Reference updated

## Section 7.2 – Regional Emergency Management Planning Committee (REMP)

- Terms of reference effective date updated

## Section 8.3 – Emergency Coordination Centre (ECC)

- Primary ECC location address** updated to 181 Coldbrook Village Park Dr

## Section 9.2 – Plan Maintenance and Responsibility

- Plan Revisions updated to reflect date of **Change 1 to REMP**



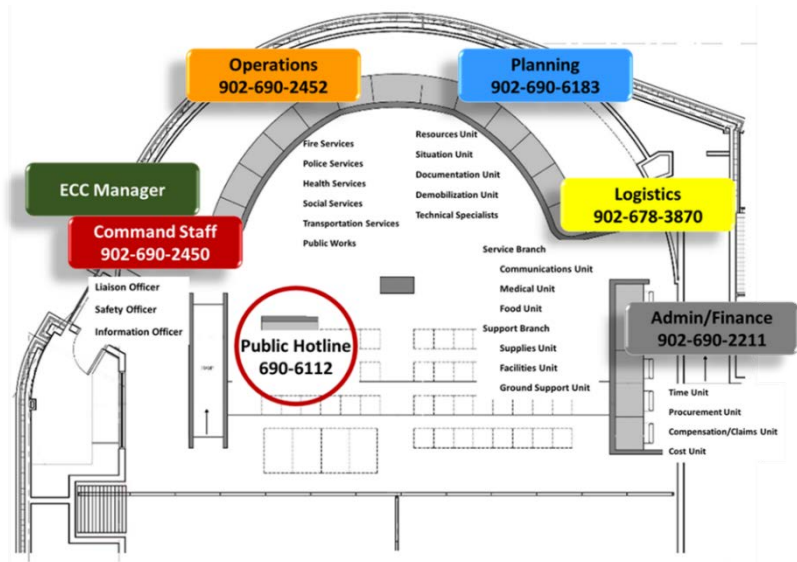
# REQUEST FOR DECISION 026-2021

Title: Change 1 to the Kings REMO Regional Emergency Management Plan (REMP)  
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## Annex J – Primary ECC Layout

- Updated to reflect layout within Municipality of the County of Kings, 181 Coldbrook Village Park Drive



## Annex L – Province of NS – Important Numbers

- NS EMO Duty Officer Telephone Number updated
- NS EMO Western Region EMPO amended to read 'Region 4'
- Department of Lands and Forestry section amended (replace title Department of Natural Resources)

## Approval Timeline

- 2021-03-18 Kings REMO REMPC Meeting
- 2021-04-19 Kings REMO REMAC Meeting
- 2021-05-04 Wolfville COW
- 2021-05-10 Kentville CAC
- 2021-05-18 MoK COW
- 2021-05-18 Wolfville Council (for approval)
- 2021-05-25 Berwick COW
- 2021-05-31 Kentville Council (for approval)
- 2021-06-01 MoK Council (for approval)
- 2021-06-08 Berwick Council (for approval)



# **Kings County, NS Regional Emergency Management Plan (REMP)**

**March 2021**



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## MAP OF KINGS COUNTY



## FOREWORD

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

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

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

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

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

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

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

\_\_\_\_\_  
Sandra Snow  
Mayor  
Town of Kentville

\_\_\_\_\_  
Wendy Donovan  
Mayor  
Town of Wolfville

## **1.0 INTRODUCTION**

### **1.1 Preface**

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

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

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

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

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

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

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

### **1.2 Relevant Legislation**

#### **1.2.1 Federal**

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



## 1.2.2 Provincial

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

### 1.2.2.1 Emergency Management Act - Provincial

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

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

Additionally, the Minister may:

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

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

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

### **1.2.3 Municipal**

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

#### **1.2.3.1 Emergency Management Act - Provincial**

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

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

Municipality of the County of Kings [Bylaw 61, November 1, 2016](#)

Town of Berwick [May 8, 2001](#)

Town of Kentville [Regional Emergency Management Organization](#)

Town of Wolfville [Bylaw 57, October 5, 2016](#)

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

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

The municipality may:

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

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## 2.0 OBJECTIVES OF EMERGENCY MANAGEMENT

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



Figure 2.0 – Kings County Regional EM Plan Objectives

### 2.1 Objective 1 – Assess Risks

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

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

### 2.2 Objective 2 – Mitigate Risks

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

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

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

### **2.3 Objective 3 – Plan for Response**

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

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

Planning for response includes:

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

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

### **2.4 Objective 4 – Plan for Recovery**

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

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

### **2.5 Objective 5 – Ensure Preparedness**

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

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

### **2.6 Objective 6 – Evaluate and Renew the Program**

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

## **Table of Contents**

## **3.0 EMERGENCY PLAN FRAMEWORK**

### **3.1 Scope**

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

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

### **3.2 Purpose**

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

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

### **3.3 Authority**

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

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

It is the responsibility of the Regional Emergency Management Coordinator (REMC) for Kings County to maintain and update this Plan on an annual basis. The [Regional Emergency Management Advisory Committee](#) (REMAC), composed of **two elected officials** from each municipality are responsible to review and approve this Plan upon any changes being made by the REMC and REMPC.

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## 4.0 CONCEPT OF OPERATIONS (CONOPS)

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

### 4.1 Assumptions

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

#### 4.1.1 Incident Assumptions

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

(d) The succession of events in an emergency incident or disaster is unpredictable; therefore, this plan should be utilized as a guidance document, and adapted accordingly for the specific needs of the emergency incident or event;

(e) The fundamental priorities for Kings REMO during an emergency incident or disaster are:

**1. Ensure the health and safety of responders;**

The well-being of responders must be effectively addressed, or they may be unable to respond to the needs of those at risk.

**2. Save lives;**

The importance of human life is paramount over all other considerations. When lives are at risk, all reasonable efforts must be made to eliminate the risk.

**3. Reduce Suffering;**

Physical and psychological injury can cause significant short- and long-term impact on individuals, families and communities. Response measures should take into consideration all reasonable measures to reduce or eliminate human suffering.

**4. Protect Public Health;**

Public health measures are essential to the well-being of communities and should be maintained or implemented. Enhancing surveillance and detection, eliminating health hazards, minimizing exposure and implementing programs such as widespread immunization may need to be considered.

**5. Protect Infrastructure;**

When necessary to sustain response efforts, maintain basic human needs and support effective recovery, infrastructure that is critical to the livelihood of the community should be protected ahead of other property.

**6. Protect Property;**

Property can be essential to the livelihood of communities. When determining priorities, response personnel should evaluate the importance of protecting private and community property.

**7. Protect the Environment; and**

The environment is essential to communities. When determining priorities, response personnel should evaluate the importance of protecting the environment and implement protective strategies that are in the best interest of the broader community.

**8. Reduce Economic & Social Losses**

The loss of economic generators can have short- and long-term impacts on communities, including social losses related to the loss of community support networks and reduced

**Kings REMO  
Priorities**

1. Ensure the Health & Safety of Responders

2. Save Lives

3. Reduce Suffering

4. Protect Public Health

5. Protect Infrastructure

6. Protect Property

7. Protect the Environment

8. Reduce Economic & Social Losses



employment, investment, and development. Response measures may be necessary to reduce these losses and psychosocial interventions may be required for those impacted by the disaster.

- (f) During an emergency incident or disaster, all operations will be coordinated through the Emergency Coordination Centre (ECC);
- (g) The greater the complexity, impact and geographic scope of an emergency, the more likely a multi-agency response will be required; and
- (h) Extended incidents that require 24-hour operations will most likely be divided into two operational periods of shifts of 12 hours each. Staffing should be planned accordingly.

#### **4.1.2 Plan Assumptions**

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

## 4.2 Plan Activation

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

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

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

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

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

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

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

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

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

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

### Declaration Not Required

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

### 4.2.1 ECC Activation Levels

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

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

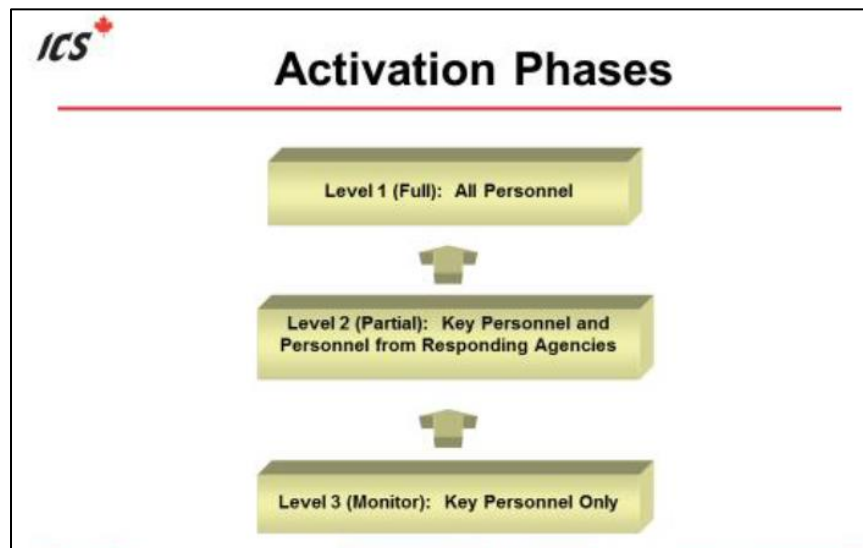


Figure 4.2.1 – ICS Canada Activation Phases

#### 4.2.1.1 Level 1 – Full Activation (All Personnel)

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

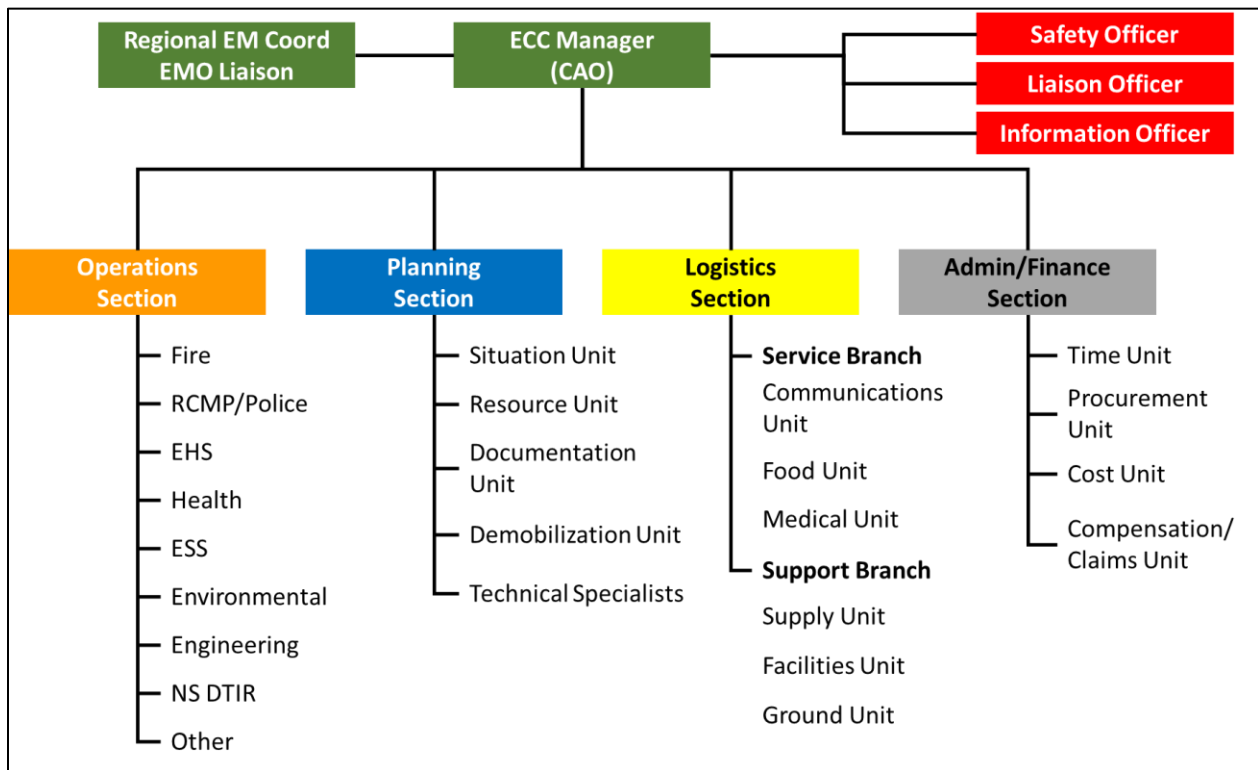


Figure 4.2.1.1 – ECC Level 1 – Full Activation

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

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

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

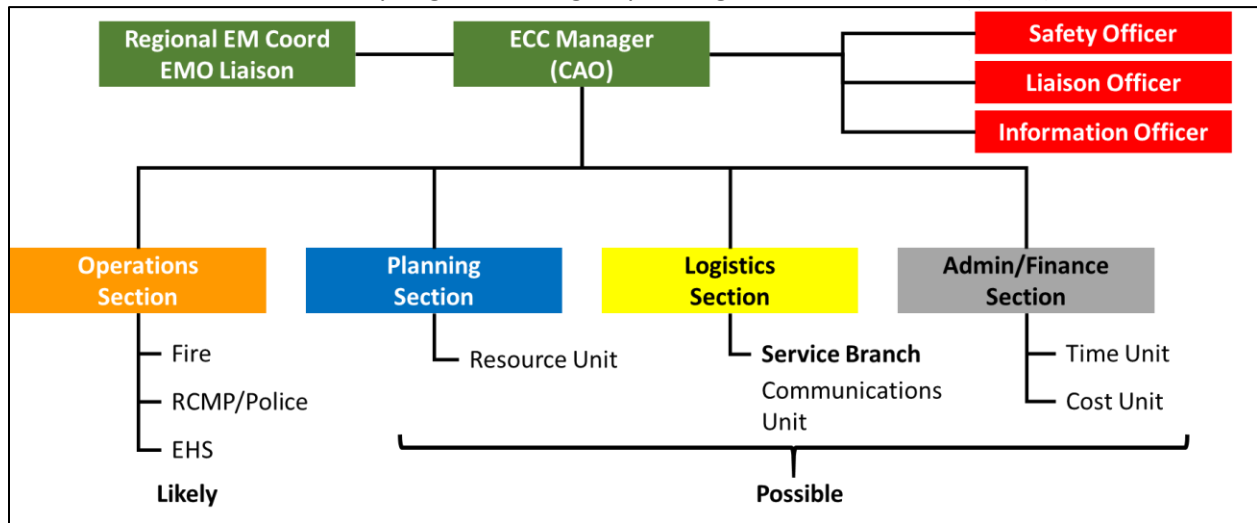


Figure 4.2.1.2 – ECC Level 2 – Partial Activation

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

#### 4.2.1.3 Level 3 – Monitoring (Key Personnel only)

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

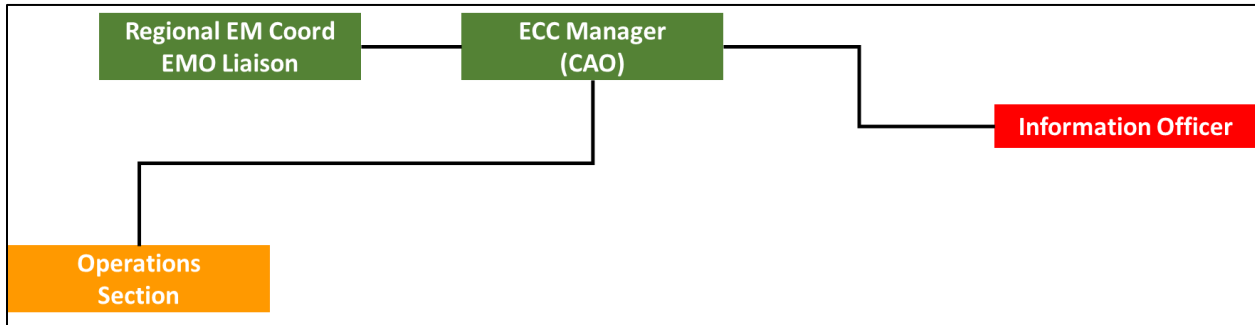


Figure 4.2.1.3 – ECC Level 3 – Monitoring

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

#### 4.2.2 Deactivation

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

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

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

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## 5.0 HAZARD IDENTIFICATION AND RISK ANALYSIS (HIRA)

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

Hazard analysis determines:

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

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

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

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

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

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

### 5.1 Regional Hazard Analysis

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

#### 5.1.1 Hurricane/Windstorm/Snow

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

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

### **5.1.2 Power Failures**

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

### **5.1.3 Fire**

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

### **5.1.4 Flood**

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

### **5.1.5 Explosion**

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

### **5.1.6 Transportation Accidents involving Hazardous Materials / Road**

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



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

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

#### **5.1.7 Transportation (Air)**

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

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

#### **5.1.8 Construction Accident**

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

#### **5.1.9 Epidemic / Pandemic**

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

The SARS-CoV-2 (COVID-19) pandemic was declared by the World Health Organization on March 11, 2019 and the first cases of the virus appeared in Nova Scotia on March 15, 2019.

5.2 Risk Analysis Matrix



# Risks & Hazards – Kings County

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

Effective 2021-02

Very High Risk
  High Risk
  Medium Risk
  Low Risk

## Risk Analysis Matrix – Definitions of Risk Ratings



**Very High (VH) Risk** – These risks are classed as primary or critical risks requiring immediate attention. They may have a high or probable likelihood of occurrence and their potential consequences are such that they must be treated as a high priority. This may mean that strategies should be developed to reduce or eliminate the risks and that mitigation in the form of (multi-agency) planning, exercising and training for these hazards should be put in place and monitored on a regular basis. Consideration should be given to specific planning to the risk rather than generic.



**High (H) Risk** – These risks are classed as significant. They may have high or low likelihood of occurrence, however their potential consequences are sufficiently serious to warrant appropriate consideration, after those risks classed as ‘very high’ are addressed. Consideration should be given to the development of strategies to reduce or eliminate the risks, and that mitigation in the form of (multi-agency) generic planning, exercising and training should be put in place and monitored on a regular basis.



**Medium (M) Risk** – These risks are less significant, however may cause upset and inconvenience in the short-term. These risks should be monitored to ensure that they are being appropriately managed, and consideration given to their management under generic emergency planning arrangements.



**Low (L) Risk** – These risks are both unlikely to occur and not significant in their impact. They should be managed using normal or generic planning arrangements and require minimal monitoring and control unless subsequent risk assessments show a substantial change, prompting a move to another risk category.

## 5.3 Hazard & Risk Mitigation

### 5.3.1 Blizzards and Heavy Snowfalls

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

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

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

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

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

### 5.3.1 Hurricanes

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

### 5.3.1 Floods

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

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

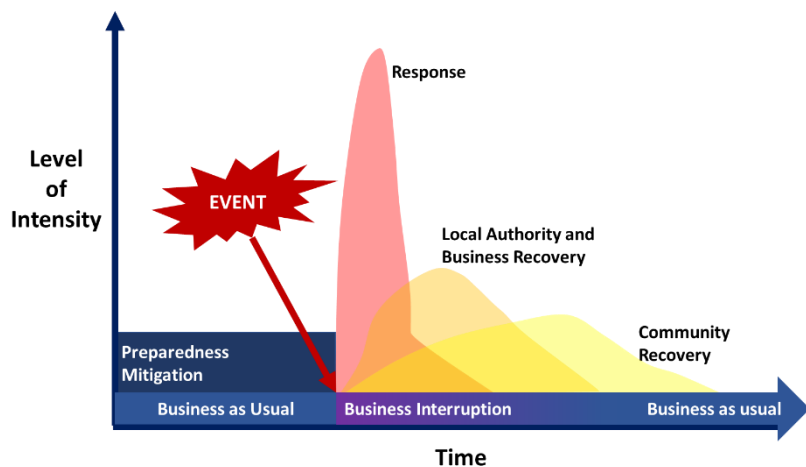
The south mountain area has a significant lake reservoir system created by [NS Power](#) consisting of canals and dams constructed to impound water for transmission to Lumsden Dam south of Wolfville. NS Power maintains control of the water through its management plan. Water levels are adjusted to maintain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

### 5.3.1 Catastrophic Fires and Explosions

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

## 5.4 Business Impact Analysis (BIA)

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



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

#### **5.4.1 Preparedness Level**

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

#### **5.4.2 Severe Weather Notifications and Alerting**

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

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

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

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

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

### **5.4.3 Communications – Radio, Telephone, Cell and Satellite Phone**

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

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

### **5.4.4 Communications – Kings County Amateur Radio Club**

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

### **5.4.5 Capacity to Respond to Casualties and Damage**

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

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

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

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

#### 5.4.6 Water Distribution

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

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

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

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

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

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



#### **5.4.7 Water Distribution and Consumption - Livestock**

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

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

*Source: Ontario Agriculture and Rural Affairs*

#### **5.4.8 Sewage Collection and Treatment**

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

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

#### **5.4.9 Public Works Staff**

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

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

#### **5.4.10 Nova Scotia Department of Transportation & Active Transit (NS DTAT)**

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

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

#### **5.4.11 Nova Scotia Power / Berwick Electric**

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

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

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

#### **5.4.12 Other Critical Infrastructure**

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

##### **5.4.12.1 Furnace Oil Heating Fuel Distribution**

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

##### **5.4.12.2 Gasoline and Diesel Fuel Distribution**

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

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

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

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

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## 6.0 EVACUATION

Reference: Kings County Evacuation Operational Guidelines, May 2018

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

During an emergency the ECC operational support functions may include:

- Damage Assessment
- Debris Management
- Livestock and Pet Coordination

### 6.1 Evacuee Alerting & Sheltering

The decision to evacuate any specific area has two levels:

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

## 6.2 Evacuation Process

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

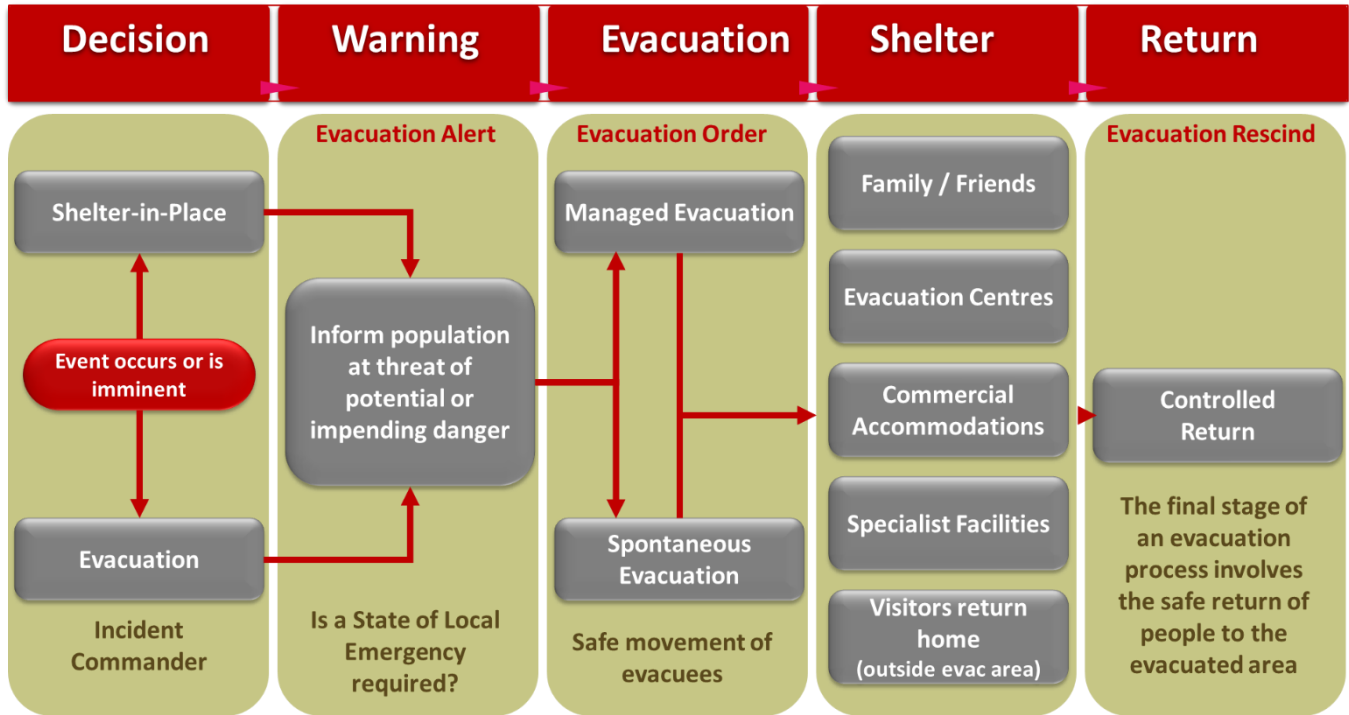


Figure 6.2 – Evacuation Process

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## 7.0 REGIONAL EMERGENCY MANAGEMENT ORGANIZATION (REMO)

The Emergency Management organization consists of two branches known as:

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

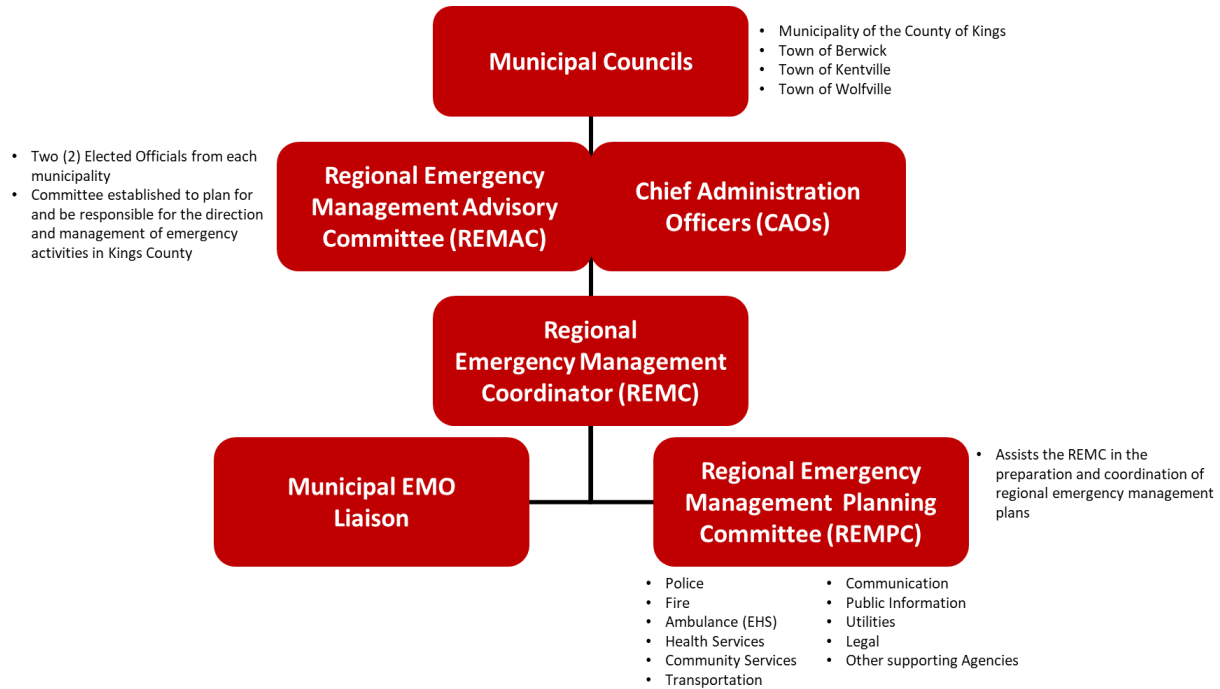


Figure 7.0 – Kings REMO Structure

### 7.1 Regional Emergency Management Advisory Committee (REMAC)

Reference: [REMAC Terms of Reference, 2020-01-20](#)

The REMAC consists of:

- (a) **Two (2) members of Council** from each Kings County Municipality;
- (b) Chief Administrative Officer from each Kings County Municipality; and
- (c) Regional Emergency Management Coordinator (REMC).

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

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

## **7.2 Regional Emergency Management Planning Committee (REMPC)**

**Reference:** [REMPC Terms of Reference, 2020-03-19](#)

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

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

- **People Leadership, Communication and Management.** Creates a strong team that collaborates with others and supports municipal directions and strategy.
  - Engages stakeholder municipalities and groups to maintain a high level of organization and preparedness in the event of emergency or disaster.
  - Brings groups and resources together to facilitate the development and enhancement of new and existing REMO programs and projects.
  - Supervises and/or executes work in a safe manner in accordance with organizational and other legislated policies, procedures, regulations, guidelines and/or standards.
  - Uses HR tools and systems such as policies and procedures, Coaching and Position Descriptions to engage staff and stakeholders
  
- **Health and Safety.** Acts with others inside and outside the team to create effective health and safety plans.
  - The protection of life and property is the foundation of this role and drives the generation and maintenance of all regional emergency measures planning and activities. This position will ensure that public safety as well as occupational health and safety is reflected throughout all REMO plans and strategies.
  
- **Reporting and Data.** Keeps, applies and records data that support team and corporate effective decision-making.
  - Prepares and maintains all information, data and forms as well as reports necessary to maintain all department and organizational functions as required.
  - Maintains the REMO emergency contact database.
  - Prepares reports and data to inform and engage management, Council, and stakeholders in projects and initiatives undertaken.
  - Coordinates budgets, procures resources and equipment, and organizes invoices and expense allocations to ensure projects and programs are delivered within budget and schedule constraints.

The Planning Committee should consist of:

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



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

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

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

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

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## **8.0 LOGISTICAL SUPPORT AND RESOURCE REQUIREMENTS**

### **8.1 Declaration of a State of Local Emergency (SOLE)**

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

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

A State of Local Emergency may be called to:

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

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

#### **8.1.1 Declaring a State of Local Emergency**

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

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

#### **8.1.2 Renewing a State of Local Emergency**

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

#### **8.1.3 Terminating a State of Local Emergency**

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

## **8.2 Communications**

### **8.2.1 Emergency Telecommunications Plan**

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

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

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

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

### **8.2.2 Emergency Public Information Plan**

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

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

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

- Information Officer (ICS Command Staff position)

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

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

### Information Mediums

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

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

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

### 8.3 Emergency Coordination Centre (ECC)

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

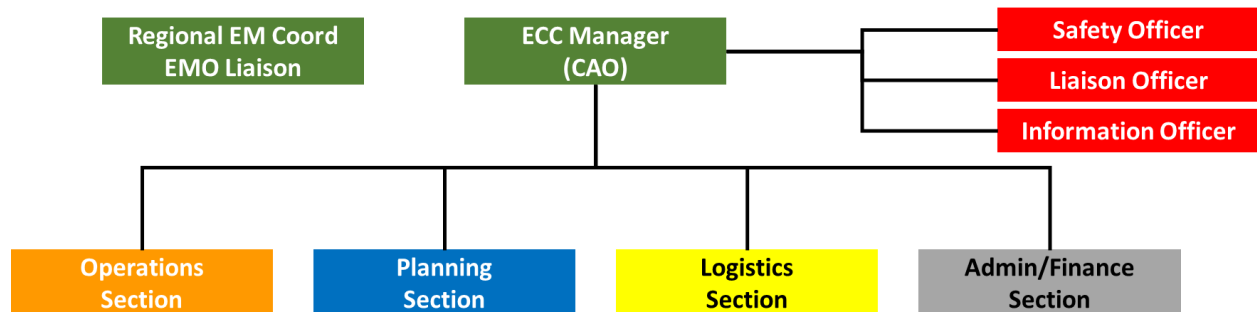
Should the requirement arise to activate the Kings County Emergency Coordination Centre (ECC), the location of the ECC is as follows:

**Primary ECC location:** Municipality of the County Kings  
 (Layout – [Annex J](#)) **181 Coldbrook Village Park Dr**  
**Coldbrook, NS**  
 Council Chambers

<b>Alternate ECC locations</b> for the County of Kings	Town of Kentville	Town of Berwick
	354 Main Street Kentville, NS	236 Commercial Street Berwick, NS
	Town of Wolfville	Alternate to Town of Wolfville Town Hall
	359 Main Street Wolfville, NS	Acadia University – Fountain Commons

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

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



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

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

### 8.3.1 ECC Principal Tasks

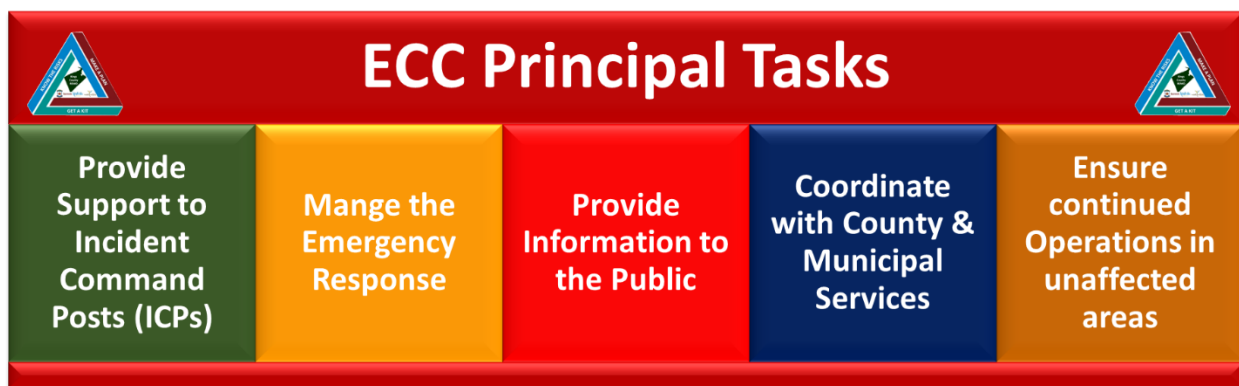


Figure 8.3.1 – ECC Principle Tasks

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

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

#### 8.4 Volunteers

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

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

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

Finding volunteers can be accomplished several ways;

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

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

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

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

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## 9.0 PLAN TESTING, REVIEW & MAINTENANCE

### 9.1 Plan Testing Schedule & Responsibility

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

### 9.2 Plan Maintenance & Responsibility

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

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

#### REVIEWS

MONTH	DAY	YEAR	BY
September	27	2019	REMC
September	25	2020	REMC

#### PLAN REVISIONS

MONTH	DAY	YEAR	CHANGE	APPROVED
March	18	2021	1	

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## 10.0 PLAN DISTRIBUTION

Distributed electronically:

### Municipal Units:

- Municipality of the County of Kings
- Town of Berwick
- Town of Kentville
- Town of Wolfville
  
- Village of Aylesford
- Village of Canning
- Village of Cornwallis Square
- Village of Greenwood
- Village of Kingston
- Village of New Minas
- Village of Port Williams

### Fire Departments

- Kings County Fire Departments

### Regional Emergency Management Planning Committee (REMPC)

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

## Annexes

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

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## Annex A – List of Acronyms

<b>AVRCE</b>	Annapolis Valley Regional Centre for Education
<b>CAO</b>	Chief Administrative Officer
<b>CRC</b>	Canadian Red Cross
<b>DFAA</b>	Disaster Financial Assistance Arrangement
<b>DLF</b>	Department of Lands and Forestry
<b>DMA</b>	Department of Municipal Affairs
<b>DTAT</b>	Department of Transportation and Active Transit
<b>ECC</b>	Emergency Coordination Centre
<b>ECCM</b>	Emergency Coordination Centre Manager
<b>ECCMT</b>	Emergency Coordination Centre Management Team
<b>ECRG</b>	Emergency Control Response Group
<b>EHS</b>	Emergency Health Services
<b>EMONS</b>	Emergency Management Office Nova Scotia
<b>ESM</b>	Emergency Site Management
<b>FERP</b>	Federal Emergency Response Plan
<b>HAZMAT</b>	Hazardous Material
<b>HRVA</b>	Hazard Risk Vulnerability Assessment
<b>IAP</b>	Incident Action Plan
<b>IC</b>	Incident Commander
<b>ICP</b>	Incident Command Post
<b>ICS</b>	Incident Command System
<b>IO</b>	Information Officer
<b>KTA</b>	Kings Transit Authority
<b>LO</b>	Liaison Officer
<b>MOU</b>	Memorandum of Understanding
<b>PCC</b>	Provincial Coordination Centre
<b>PPE</b>	Personal Protective Equipment
<b>PS</b>	Public Safety Canada
<b>REMAC</b>	Regional Emergency Management Advisory Committee
<b>REMC</b>	Regional Emergency Management Coordinator
<b>REMO</b>	Regional Emergency Management Organization

<b>REMP</b>	Regional Emergency Management Planning Committee
<b>SA</b>	Situational Awareness
<b>SAR</b>	Search and Rescue
<b>SO</b>	Safety Officer
<b>TMR</b>	Trunked Mobile Radio
<b>TTX</b>	Tabletop Exercise

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## **Annex B - Definitions**

### **Critical Infrastructure**

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

### **Disaster**

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

### **Emergency**

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

### **Emergency Management**

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

### **Emergency Management Plan**

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

### **Hazard**

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

### **Impact**

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

### **Incident Command System (ICS)**

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

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

### **Type 5 Incident**

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

### **Type 4 Incident**

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

### **Type 3 Incident**

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

### **Type 2 Incident**

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

### **Type 1 Incident**

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

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

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

### **Prevention**

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

### **Probability**

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

### **Risk**

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

### **Risk Management**

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

### **Risk Tolerance**

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

### **Threat**

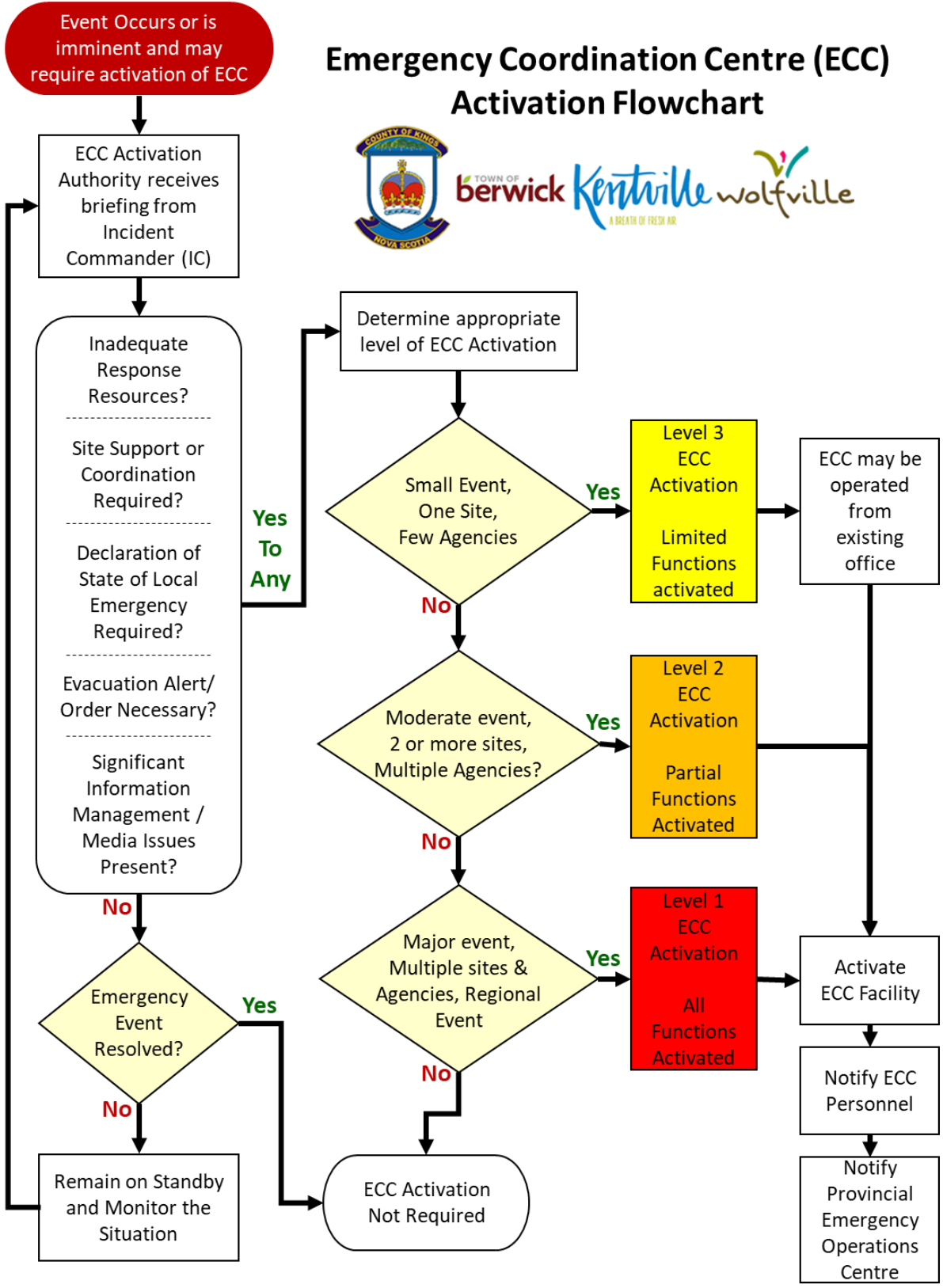
The presence of a hazard and an exposure pathway; threats may be natural or human-induced, either accidental or intentional.

### **Vulnerability**

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



Annex C – ECC Activation Flowchart



## Annex D – Disaster by Type

### Construction Accident

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

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

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

## Dangerous Gases

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

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

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

## Epidemic

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

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

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

## Explosion

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

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

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

## Fire (Major)

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

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

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

## Flood

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

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

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



### Hurricane/Windstorm/Snowstorm

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

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

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

**Power Failure**

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

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

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

## Transportation – Air

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

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

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

## Transportation – Road

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

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

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

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

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

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

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

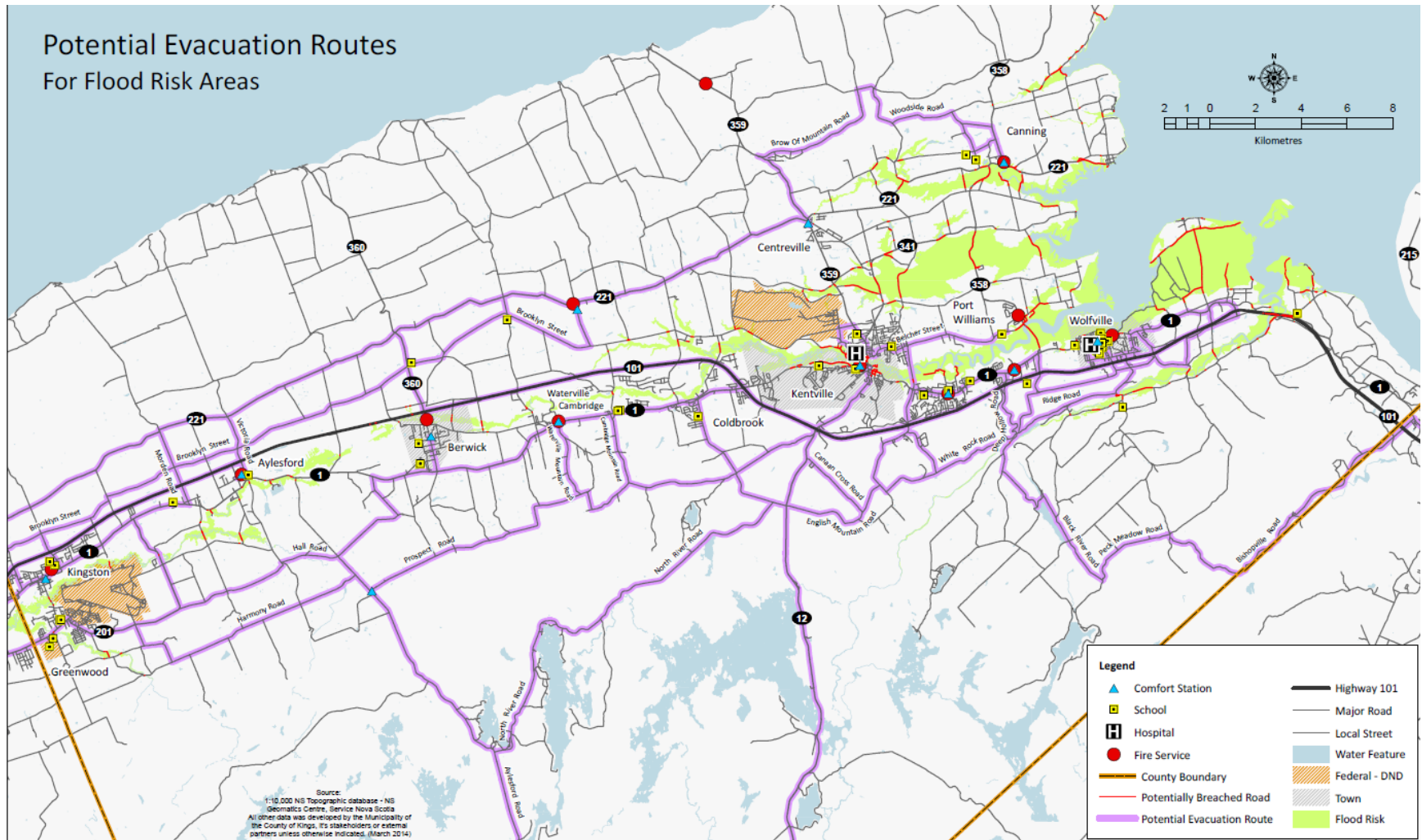
**Annex E – Evacuation Considerations**  
**Decision / Warning / Evacuation Phases**

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

## Re-Entry Phases

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

## Annex F – Potential Evacuation Routes – Flood Risk Areas





## **Annex G – ECC Roles & Responsibilities**

**Reference: Kings County ECC Operational Guidelines, May 2018**

### **Emergency Coordination Centre Management Team (ECCMT)**

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

The ECCMT consists of the following positions:

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

### **Policy Director**

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

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

### **ECC Manager (CAO)**

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

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

### **Safety Officer**

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

### **Liaison Officer**

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

### **Information Officer**

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

### **Operations Section Chief**

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

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

### **Branch Coordinators**

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

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

## Planning Section Chief

The Planning Section is responsible to:

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

## Logistics Section Chief

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

### **Finance and Administration Section Chief**

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

## **Fire Service**

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

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

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

## **Fire Service Representative**

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

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

## **Police Service**

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

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

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

## **Police Service Representative**

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

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

## **Ground Search and Rescue Organization**

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

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



## **Transportation Service**

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

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

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

## **Transportation Service Representative**

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

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

## **Public Works Departments**

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

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

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

## **Public Works Representative**

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

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

## **Department of Community Services / Canadian Red Cross**

### **PREAMBLE:**

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

### **PREPLANNING:**

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

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

### **RESPONSE (Red Cross):**

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

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

### **CONTACT DETAILS:**

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

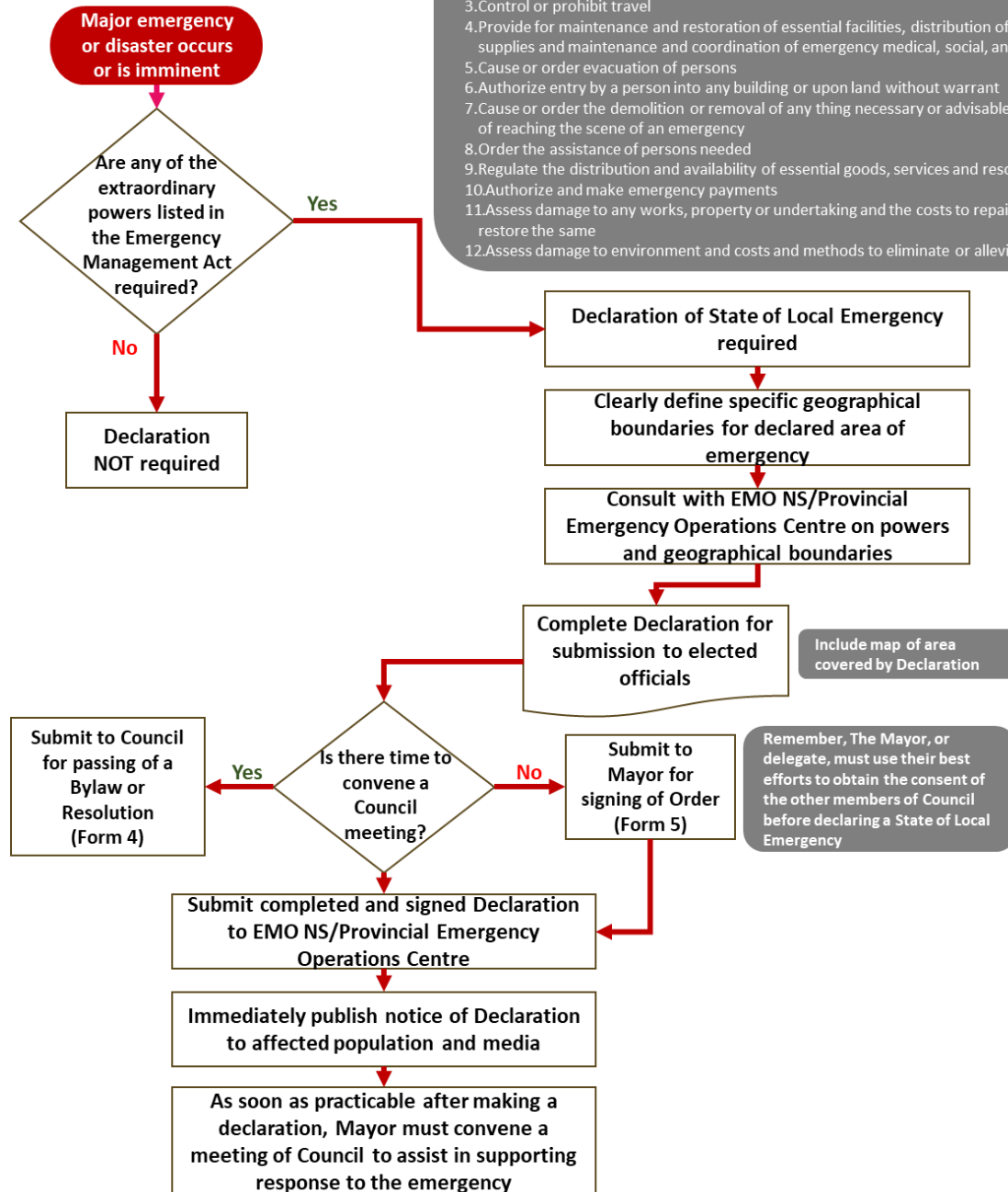
## Annex H – Declaring a State of Local Emergency (SOLE) – Decision Flowchart

### Declaring a State of Local Emergency

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

#### Emergency Powers in Brief:

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



## **Annex I – Public Information Plan**

### **What the Media may ask in an Emergency?**

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

#### **Casualties:**

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

#### **Property Damage:**

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

#### **Causes:**

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

#### **Rescue and Relief:**

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

**Description of the Crisis or Disaster:**

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

**Accompanying incidents:**

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

**Legal Actions:**

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

**How the Media can Help**

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

## **How to Format a News Release**

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

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

### **Do’s**

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

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

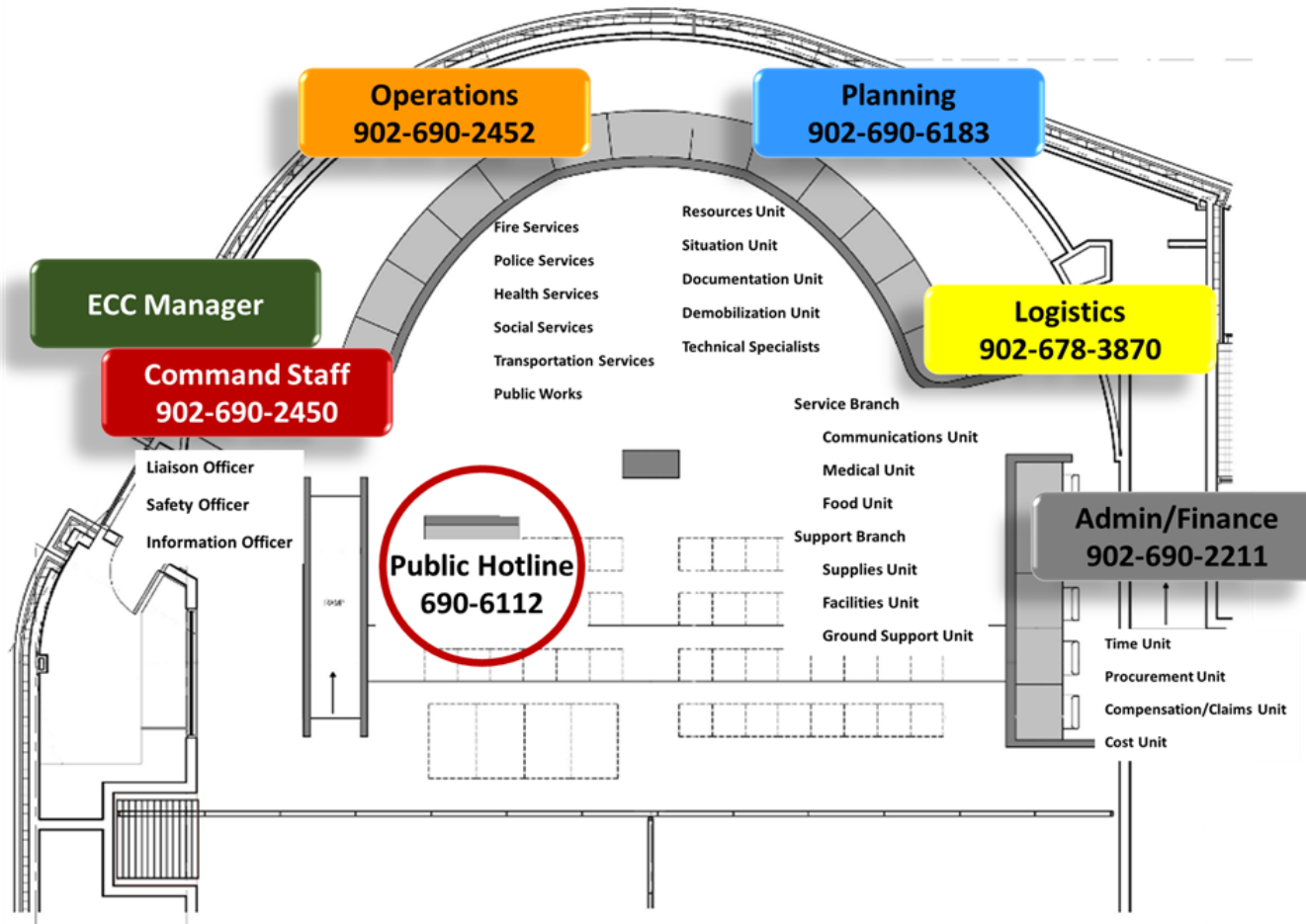
### **Don’ts**

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

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

**Annex J – Primary ECC Layout**

**Council Chambers – Municipality of the County of Kings**  
**181 Coldbrook Village Park Drive**





**Annex K – Volunteer Registration Tracking Sheet**

Name	Contact Information	Assigned Duties*	Signature

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

## Annex L – Province of NS – Important Numbers

Power Outage  
**1-877-428-6004**

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

Eastlink Outage  
**1-888-345-1111**

Drinking Water Safety  
**1-877-936-8476**

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

Forest Fires  
**1-800-565-2224**

Poaching  
**1-800-565-2224**

Wildlife - Emergency Situations  
**1-800-565-2224**

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

Emergency Management Office  
**1-866-424-5620**

**24 hr/seven day EMO Duty Officer: 1-833-758-4540**

NS EMO Zone Controller		
<b>Region 4</b> (West Hants, Kings, Annapolis, Digby, Yarmouth, Shelburne, Queens, and Lunenburg)	Andrew Mitton	902-670-0481 (c)  Andrew.mitton@novascotia.ca

### Department of Environment

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

### Department of **Lands and Forestry, Wildlife Division**

Kentville  
136 Exhibition St  
Office: 1-902-679-6091  
Emergency Line for reporting forest fires: **911 or 1-800-565-2224**

## Annex M – Reference Documents

### National Documents:

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

### Emergency Preparedness

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

### Provincial Documents:

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

### Other Information Sources:

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



## REQUEST FOR DECISION 028-2021

Title: TBR Renewal – TBR #20/21-01

Date: 2021-05-04

Department: Finance

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## SUMMARY

### Temporary Borrowing Resolution Renewal – TBR #20/21-01

Each year the Town requires a Temporary Borrowing Resolution (TBR) approval to cover funding capital projects approved in the fiscal year in question. Last year was no different and Council approved TBR #20/21-01 Various Purposes in the amount of \$4,268,600 which was to cover the temporary funding needed to cover projects until such time as they were complete, applicable grant funding received, and long-term borrowings put in place through the annual Municipal Finance Corporation debenture process. Typically, all projects are completed within the fiscal year they are approved, and the Town is able to include all debt funding in the following year's spring debenture process. This was not the case in fiscal 2020/21 where the four projects with planned debenture funding were not all complete by March 31, 2021.

This RFD deals with one of the two projects that was not complete by March 31<sup>st</sup>, that being the Waste Water Treatment Plant Expansion (WWTP). The other project not complete last year was the Visitor Information Centre which has formally been carried forward into the 2021/22 Capital Budget.

Last years TBR #20/21-01 provided temporary borrowing maximum for the WWTP of \$3.5 million during the term of construction, with an ultimate long term borrowing of \$1.3 million. The other \$2.2 million would be received through the Canada Infrastructure Program. This project completion date is now anticipated to be in May, possibly June. As such the Town was not able to include the funding requirement in the 2021 Spring Debenture Issue as only completed projects can be included in that process.

### DRAFT MOTION:

That Council approve the attached Temporary Borrowing Resolution;

- TBR #21/22-01 Wastewater Treatment Plant Expansion \$2,000,000

to cover loan facilities with the Bank of Montreal until such time as the short-term loan is replaced with federal grant funds and debenture borrowings completing the 2020/21 Town Capital Project funding for this project.

## REQUEST FOR DECISION 028-2021

Title: TBR Renewal – TBR #20/21-01

Date: 2021-05-04

Department: Finance

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### 1) CAO COMMENTS

The CAO supports the recommendations of staff.

### 2) LEGISLATIVE AUTHORITY

- Refer to the MGA section 88 which requires Ministerial approval related to municipal borrowings.

### 3) STAFF RECOMMENDATION

That Council approve the TBR requirement for the WWTP Expansion project (approved in 2020/21 capital budget) to ensure adequate financial resources remain until the project is complete, all grant funding received and participation in the Municipal Finance Corporation 2021 Fall Debenture Issue has taken place.

### 4) REFERENCES AND ATTACHMENTS

- TBR 20/21-01 Various Purposes (approved by Minister on June 17, 2020)
- 2020/21 Operations Plan, including Capital Investment Plan
- RFD 014-2021 Spring Debenture Pre-Approval

### 5) DISCUSSION

A year ago, Town Council approved the Temporary Borrowing Resolution (TBR) covering the funding requirements related to the 2020/21 approved capital projects. The total TBR value was set at \$4,286,600 covering four projects. Last year's TBR expires on the one year anniversary of Ministerial Approval which was granted on June 17, 2000.

- Two of those projects were completed in fiscal 2020/21 and therefore included in RFD 014-2021 Spring Debenture Issue Pre-Approval.
- Two projects were not completed in 2020/21. The Visitor information Centre Upgrade, which was not started and ultimately carried forward into the 2021/22 Capital Budget. The other was the WWTP Expansion. This project was started and expected to be complete by March 31<sup>st</sup>, however that completion date has been moved forward into May/June 2021.

The Nova Scotia Municipal Finance Corporation (NSMFC) carries out a debenture process twice a year, spring and fall. The Town will have to carry the project costs, net of grant funding received, until the fall debenture issue. The TBR recommended in this report enables the Town to access the temporary borrowings required until the fall. Once approved by Council and Minister of Municipal Affairs, the new TBR will replace last year's.

## REQUEST FOR DECISION 028-2021

Title: TBR Renewal – TBR #20/21-01

Date: 2021-05-04

Department: Finance

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Last year's TBR #20/21-01 provided temporary borrowing maximum for the WWTP of \$3.5 million during the term of construction, with an ultimate long-term borrowing of \$1.3 million. The other \$2.2 million would be received through the Canada Infrastructure Program. The Town received \$1,045,000 of the grant funding prior to March 31<sup>st</sup> and will be submitting additional claims in the coming months. Overall, the maximum temporary borrowing needed until the fall is estimated to be \$2,000,000.

### 6) FINANCIAL IMPLICATIONS

The financial impact of this borrowing was considered as part of the 2020/21 budget approval process. The amount to be borrowed is not new, nor is it more than anticipated. The timing has simply been altered in reaction to the expected completion date and inability to participate in the NSMFC Spring Debenture issue for this project.

Overall debt ratio is expected to remain below 10% over the next few years.

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

Not applicable as this RFD is a **required step** for a project already approved in the 2020/21 Operations Plan, including Ten Year CIP.

### 8) COMMUNICATION REQUIREMENTS

There will be formal communications with external sources in two areas:

- With Department of Municipal Affairs to obtain Ministerial approval;
- With BMO to arrange our line of credit renewal based on the approved TBR amounts

### 9) ALTERNATIVES

No true alternatives exist as this TBR relates to previously approved capital project funding and a project that is nearing completion.

**MUNICIPAL COUNCIL OF THE**

**TEMPORARY BORROWING RESOLUTION RENEWAL TBR 21/22-01**

Amount: \$ \_\_\_\_\_

Renewal Project: \_\_\_\_\_

**WHEREAS** Section 66 of the Municipal Government Act provides that the Council of the \_\_\_\_\_, subject to the approval of the Minister of Municipal Affairs, may borrow to expend funds for a capital purpose as authorized by statute;

**WHEREAS** the Council of the \_\_\_\_\_ has adopted a capital budget for the 2020/21 fiscal year as required by Section 65 of the Municipal Government Act and are so authorized to expend funds for a capital purpose as identified in their capital budget;

**WHEREAS** pursuant to a resolution passed by Council on the \_\_\_\_ day of \_\_\_\_\_, \_\_\_\_\_, the Council postponed the issue of debentures and with the approval of the Minister of Municipal Affairs dated the \_\_\_\_ day of \_\_\_\_\_, \_\_\_\_\_, did borrow from a chartered bank or trust company doing business in Nova Scotia a sum not exceeding \_\_\_\_\_ Dollars (\$ \_\_\_\_\_) for the purposes set out above and for a period not exceeding twelve months; and

**WHEREAS** Council has deemed it expedient that the period of borrowing be further extended;

**BE IT THEREFORE RESOLVED**

**THAT** subject to the approval of the Minister of Municipal Affairs, the authorized period of borrowing in the amount not exceeding \_\_\_\_\_ Dollars (\$ \_\_\_\_\_) be extended for a further period not exceeding Twelve (12) months from the date of the approval of the Minister of Municipal Affairs.

**THIS IS TO CERTIFY** that the foregoing is a true copy of a resolution read and duly passed at a meeting of the Council of the

\_\_\_\_\_ held on the \_\_\_\_ day of \_\_\_\_\_, 2021.

**GIVEN** under the hands of the Clerk and under the seal of the

\_\_\_\_\_ this \_\_\_\_ day of \_\_\_\_\_, 2021.

\_\_\_\_\_  
Clerk



**REQUEST FOR DECISION 029-2021**

Title: 2021/22 Capital Projects – Temporary Borrowing

Date: 2021-05-04

Department: Finance

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## SUMMARY

### 2021/22 Capital Projects – Temporary Borrowing Resolution

This RFD deals with the **annual process** required each year by municipalities planning to use long term debt as part of their **funding source for their capital budget**. Permanent long term debt (debentures) can only be put in place after completion of the capital projects in scope and the Temporary Borrowing Resolution (TBR) provides the mechanism to have temporary debt to cover the cost until the first opportunity arrives to put in place a fixed term debenture. The TBR also provides the mechanism by which the Minister of Municipal Affairs approves a municipality’s use of long term debt. Without the Minister’s approval, a municipality may not access long term debt for capital funding purposes.

Depending on the projects in any given year, there may be a need to identify two subtotals, one for the Town operation and one for the Town’s Water Utility operation. The 2021/22 year includes both Town and Water infrastructure borrowing requirements.

#### DRAFT MOTION:

That Council approve the attached Temporary Borrowing Resolutions;

• TBR #21/22-02 Various purposes Town	\$1,124,750
TBR #21/22-03 Water Transmission & Distribution	<u>\$ 230,000</u>
Total Borrowing	<u>\$1,354,750</u>

to cover loan facilities with the Bank of Montreal until such time as the short-term loans are replaced with ACOA grant funds and debenture borrowings as per the 2021/22 Town Capital Budget, Ten Year investment Plan (CIP), and 2021/22 Water Utility Capital Budget.

## REQUEST FOR DECISION 029-2021

Title: 2021/22 Capital Projects – Temporary Borrowing

Date: 2021-05-04

Department: Finance

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### 1) CAO COMMENTS

The CAO supports the recommendations of staff.

### 2) LEGISLATIVE AUTHORITY

- Refer to the MGA section 88 which requires Ministerial approval related to municipal borrowings.

### 3) STAFF RECOMMENDATION

That Council approve the TBR requirements for the 2021/22 capital budget season to ensure previously approved funding is in place in a timely manner.

### 4) REFERENCES AND ATTACHMENTS

- TBR 21/22-02 Town (attached)
- TBR 21/22-03 Water Utility (attached)
- 2021/22 Operations Plan, including Ten Year Capital Investment Plan (page 116 funding page)
- Water Utility Capital Budget (page 121 funding page)

### 5) DISCUSSION

**Annually this is a housekeeping matter** as it relates to capital purchases/projects previously approved by Council as part of the budget process. In this case it relates to the 2021/22 Budget approved on March 23<sup>rd</sup>.

The **TBR forms the first required step** in the process by which Town's obtain debenture funding through the NS Municipal Finance Corporation (MFC). It also becomes part of the paperwork required by the Bank of Montreal to set up the temporary loan facility. The TBR template issued by the Department of Municipal Affairs is a standard form with a twelve month term.

The budget plan is to replace the TBR funds with 10-20 year debenture proceeds (in accordance with Town Policy on capital asset funding). Based on our expected capital financing, the Town's total debt repayments over the next 4 years, page 71 of Operations Plan, (excluding Water Utility that functions with its own debt ratio) will be approximately:

2021/22	\$782,200	(7.9% DSR based on own sourced revenue of \$9.96 million)
2022/23	\$940,000	(9.2% DSR)
2023/24	\$1,011,000	(9.8% DSR)
2024/25	\$1,085,700	(10.3% DSR)

## REQUEST FOR DECISION 029-2021

Title: 2021/22 Capital Projects – Temporary Borrowing

Date: 2021-05-04

Department: Finance

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Note interest rates on debt remain at all time low levels. **Long term capital budget projections are based on 4% assumed interest rate** and recent debentures have all come in less than that level.

Our total own source revenue is budgeted to be just under \$10.0 million for 2021/22 (total revenue less school board funding, corrections and regional housing, and provincial/federal grants). As demonstrated by the debt service ratio calculations, the town's debt costs are well within the capacity of town to manage. This is not unexpected as Council reviews this information annually as part of the budget setting process. Note this is the first time Council has looked at a Debt Service Ratio (DSR) in any of the four year projections, but this was noted during the budget process, i.e. by the end of the Ten Year Capital Investment Plan the DSR is likely to reach 15% based on current funding framework. As staff are able to secure external funding sources (grants, capital contributions) in coming years, the DSR will not rise as dramatically.

The Town's ability to take on the approved capital budget debt funding is reflected in the draft provincial financial indicators which notes Wolfville's Debt Service Ratio at 7.3% which is half of the provinces required benchmark of 15%.

Once Council approves the TBR's, the following occurs:

- Town related TBR (21/22-02) goes back to Dept. Municipal Affairs (DMA) for Ministerial approval.
- Water utility related TBR 21/22-03 goes back to DMA, but awaits UARB approval of the Water Utility Capital Budget before Ministerial sign off.

By using two TBR's, there can be a quicker turnaround from DMA for at least the Town portion of work.

## 6) FINANCIAL IMPLICATIONS

Financial implications are one of the factors reviewed during the budget process and considered by Council before budget approval in March. As noted above, the resulting debt ratios indicate the Town's ability to manage the debt load approved by Council remains stable for the next 4 years.

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

Not applicable as this RFD is a **required step** for projects already approved in the 2021/22 Operations Plan, including Ten Year CIP

## 8) COMMUNICATION REQUIREMENTS

There will be formal communications with external sources in two areas:

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## REQUEST FOR DECISION 029-2021

Title: 2021/22 Capital Projects – Temporary Borrowing

Date: 2021-05-04

Department: Finance

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- With Department of Municipal Affairs to obtain Ministerial approval;
- With BMO to arrange our line of credit renewal based on the approved TBR amounts

### 9) ALTERNATIVES

No true alternatives exist as these TBR's relate to previously approved capital project funding. Not approving the TBR's would require putting major portions of the 2021/22 Capital Budget on hold pending identification of other funding sources.

**MUNICIPAL COUNCIL OF THE**

**TEMPORARY BORROWING RESOLUTION 21/22-02**

Amount: \$ \_\_\_\_\_

Purpose: 2021/22 Capital Budget Projects

**WHEREAS** Section 66 of the Municipal Government Act provides that the Council of the \_\_\_\_\_, subject to the approval of the Minister of Municipal Affairs, may borrow to expend funds for a capital purpose as authorized by statute;

**WHEREAS** the Council of the \_\_\_\_\_ has adopted a capital budget for this fiscal year as required by Section 65 of the Municipal Government Act and are so authorized to expend funds for capital purposes as identified in their capital budget; and

**WHEREAS** the specific amounts and descriptions of the projects are contained in Schedule "A" (attached);

**BE IT THEREFORE RESOLVED**

**THAT** under the authority of Section 66 of the Municipal Government Act, the Council of the \_\_\_\_\_ borrow a sum or sums not exceeding \_\_\_\_\_ Dollars (\$ \_\_\_\_\_) for the purpose set out above, subject to the approval of the Minister of Municipal Affairs;

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

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

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

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

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

**THIS IS TO CERTIFY** that the foregoing is a true copy of a resolution read and duly passed at a meeting of the Council of the

\_\_\_\_\_ held on the \_\_\_\_ day of \_\_\_\_\_, 2021.

**GIVEN** under the hands of the Clerk and under the seal of the \_\_\_\_\_ this \_\_\_\_ day of \_\_\_\_\_, 2021.

\_\_\_\_\_  
Clerk

MUNICIPAL COUNCIL OF THE

TEMPORARY BORROWING RESOLUTION

Amount: \$ \_\_\_\_\_

Purpose: Capital Budget Projects

SCHEDULE "A"

<b>Heading:</b>		<b>\$</b>
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<b>TOTAL REQUEST CONTAINED WITHIN THIS RESOLUTION</b>		

**MUNICIPAL COUNCIL OF THE**

**TEMPORARY BORROWING RESOLUTION 21/22-03**

Amount: \$ \_\_\_\_\_

Purpose: 2021/22 Water Utility Capital

**WHEREAS** Section 66 of the Municipal Government Act provides that the Council of the \_\_\_\_\_, subject to the approval of the Minister of Municipal Affairs, may borrow to expend funds for a capital purpose as authorized by statute;

**WHEREAS** the Council of the \_\_\_\_\_ has adopted a capital budget for this fiscal year as required by Section 65 of the Municipal Government Act and are so authorized to expend funds for capital purposes as identified in their capital budget; and

**WHEREAS** the specific amounts and descriptions of the projects are contained in Schedule "A" (attached);

**BE IT THEREFORE RESOLVED**

**THAT** under the authority of Section 66 of the Municipal Government Act, the Council of the \_\_\_\_\_ borrow a sum or sums not exceeding \_\_\_\_\_ Dollars (\$ \_\_\_\_\_) for the purpose set out above, subject to the approval of the Minister of Municipal Affairs;

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

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

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

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

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

**THIS IS TO CERTIFY** that the foregoing is a true copy of a resolution read and duly passed at a meeting of the Council of the

\_\_\_\_\_ held on the \_\_\_\_ day of \_\_\_\_\_, 2021.

**GIVEN** under the hands of the Clerk and under the seal of the \_\_\_\_\_ this \_\_\_\_ day of \_\_\_\_\_, 2021.

\_\_\_\_\_  
Clerk

MUNICIPAL COUNCIL OF THE

TEMPORARY BORROWING RESOLUTION

Amount: \$ \_\_\_\_\_

Purpose: Capital Budget Projects

SCHEDULE "A"

		\$
<b>Heading:</b>		
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<b>TOTAL REQUEST CONTAINED WITHIN THIS RESOLUTION</b>		



**REQUEST FOR DECISION 031-2021**

Title: PACE Program – Temporary Borrowing Resolution

Date: 2021-05-04

Department: Finance



## SUMMARY

### PACE Program – Temporary Borrowing Resolution (TBR) 2021/22

This RFD deals with a portion of the pieces being put in place in order to enable the Town to unveil to the public its PACE Program, a piece in the town's efforts to assist the Wolfville Community to reduce GHG emissions. Over the last year the Town has worked towards putting the elements in place to offer the program, including adoption of a PACE Bylaw and PACE Program Policy.

Implementation of the PACE Program will require the Town to utilize debt as part of the program funding. The Town will be borrowing dollars from the Federation of Canadian Municipalities (FCM) and using those funds to cover the installation costs of energy retrofits/efficiency upgrades for qualifying properties within the Town. This will create an operating loan liability on the Town's Statement of Financial Position (balance sheet) each year until all amounts are fully repaid to the FCM.

The FCM funds, in accordance with provincial legislation, must flow through the NS Municipal Finance Corporation (NSMFC) and then to the Town. This process requires the Minister of Municipal Affairs to approve a TBR enabling the NSMFC to facilitate the fund transfers.

#### DRAFT MOTION:

That Council approve the attached Temporary Borrowing Resolution to enable financing the Town's PACE Program for fiscal 2021/22, with a maximum borrowing set at \$250,000.

## REQUEST FOR DECISION 031-2021

Title: PACE Program – Temporary Borrowing Resolution

Date: 2021-05-04

Department: Finance

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### 1) CAO COMMENTS

The CAO supports the recommendations of staff.

### 2) LEGISLATIVE AUTHORITY

- MGA sections 81A and 84
- PACE Bylaw

### 3) STAFF RECOMMENDATION

That Council approve the draft motion as presented.

### 4) REFERENCES AND ATTACHMENTS

- PACE Program Policy
- RFD 025-2021 PACE Policy (April COW)

### 5) DISCUSSION

As part of RFD 025-2021 Council passed a motion setting the maximum project costs at \$250,000 for the 2021/22 fiscal year. This RFD takes that maximum borrowing limit and incorporates it into the documents required by the Department of Municipal Affairs and NSMFC to facilitate the Town's operational borrowings.

Similar to TBR's used for Capital Budget projects, ***the operational PACE TBR is required*** to allow the Town to receive FCM funding through an intermediary body, the NSMFC. In Nova Scotia municipalities may only borrow from the Federal Government and its agencies, the Provincial Government and its agencies, another municipality, or financial institution. The FCM does not fit any of these definitions, hence the use of NSMFC.

This is the Town's first year providing a PACE Program to the community, and as such the TBR has been set at the maximum PACE funding previously set by Council. The actual borrowings may be less, but for this year it makes sense to adopt the TBR at the highest allowable dollar amount.

### 6) FINANCIAL IMPLICATIONS

As noted in previous RFD's related to the PACE program, the program will result in loan liability in the Town's Operating Fund. It is not anticipated that this will cause any issues with the Town's Financial Indicators as measured by the Province. That said, staff will continue to dialogue with representatives from Department of Municipal Affairs once results of the program show up in the Town's financial statements. This won't occur until the March 31, 2022 year end.

## REQUEST FOR DECISION 031-2021

Title: PACE Program – Temporary Borrowing Resolution

Date: 2021-05-04

Department: Finance

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

Covered in RFD 025-2021 during April Committee of the Whole.

### 8) COMMUNICATION REQUIREMENTS

There will be formal communications with external sources in three areas:

- With Department of Municipal Affairs to obtain Ministerial approval;
- With BMO to arrange our line of credit renewal based on the approved TBR amounts
- With FCM to complete their document requirements for this PACE program.

### 9) ALTERNATIVES

As with other TBR's, there is no true alternative. In this case the TBR is required to access the loan facilities offered by the FCM under the PACE Program agreement.

**FEDERATION OF CANADIAN MUNICIPALITIES  
PROPERTY ASSESSED CLEAN ENERGY FUND FINANCING  
RESOLUTION AS ADOPTED BY COUNCIL**

**WHEREAS** the Federation of Canadian Municipalities is offering financing to municipalities participating in the Property Assessed Clean Energy (PACE) program;

**WHEREAS** in accordance with the program requirements of the Federation of Canadian Municipalities, the Council of the Town of Wolfville has deemed it appropriate to seek approval from the Minister of Municipal Affairs to take part in the financing offered through the Federation of Canadian Municipalities;

**WHEREAS** pursuant to Section 81A of the *Municipal Government Act*, the Municipality has adopted a by-law fixing and providing for methods of payment of charges consistent with the Property Assessed Clean Energy program;

**WHEREAS** pursuant to Section 84 of the *Municipal Government Act*, a Municipality may borrow to cover the annual current expenditures to an amount not to exceed fifty per cent of the combined total of the taxes levied by the Municipality for the previous year and the amounts to be received by the provincial and federal governments

**BE IT THEREFORE RESOLVED**

**THAT** subject to the approval of the Minister of Municipal Affairs, the Council of the Town of Wolfville borrow a sum or sums not exceeding Two Hundred and Fifty Thousand Dollars (\$ 250,000.00 ) for the purpose set out above; and,

**THAT** the funds be used to finance property owner energy efficiency upgrades approved under the Town's PACE Program;

**THAT** the Town will annually, by way of Council resolution, authorize the maximum borrowing limit to be available to property owners for purposes of the PACE Program for the fiscal year;

**THAT** the Federation of Canadian Municipalities will advance the required borrowings through the Nova Scotia Municipal Finance Corporation to the Town of Wolfville; and,

**THAT** the borrowing will be under the terms and conditions of the agreement as determined by the Federation of Canadian Municipalities.

**THIS IS TO CERTIFY** that the foregoing is a true copy of a resolution read and duly passed at a meeting of the Council of the Town of Wolfville held on the \_\_\_\_\_ day of \_\_\_\_\_, 2021.

**GIVEN** under the hands of the Clerk and under the seal of the Town of Wolfville this \_\_\_\_\_ day of \_\_\_\_\_, 2021.

\_\_\_\_\_  
Clerk/Treasurer

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## 1. Improving Quality of Life for All

- Staff have received a final report from Bicycle Nova Scotia on the proposed comprehensive active transportation network. This work and the ICIP application material was presented to the Environmental Sustainability Committee, will be presented to the Planning Advisory Committee and will come back to Council at their June Committee of the Whole;
- Staff completed the second session of Virtual Memory Café for Nursing Home settings with clay sculpting component (materials delivered). This was exceptionally well-received and comments from residents and staff indicated that this was a very positive activity. Staff also organized the final session of Spring Virtual Memory Café with participants from Wolfville, Kentville and Kings County (with materials delivered for clay sculpting component);
- Second session of Ukulele Club at Wolfville School is under way. Continues to be a favourite activity for students;
- Second session of Yoga program at Wolfville School had to be postponed/cancelled due to restrictions (yoga with a mask not ideal);
- Staff are planning the Summer Music Series. Tentative Canada Day celebrations being planned, with support from Federal grant;
- Tennis courts are open and active;
- Staff have made recent improvements in Reservoir Park – main road ditching and treadway and work on the edge of large pond south west corner;
- Staff are working to plan and install splash pad in the next month;
- Staff are working on the walkway around Monument at the Post Office to finish up;
- Staff are working to ready the Welcome Centre for the season – plans to open first weekend in June;

## 2. Maximizing Our Infrastructure Investments

- The WasteWater Treatment Plant is scheduled to be completed mid-May. Screening equipment is scheduled to be on site the end of April and commissioning has started for some equipment on site;
- Video Inspection of the sanitary sewer is completed and entered in GIS. Staff will now review pipe condition to update the CIP as necessary;

## 3. Leveraging our Economic Opportunities

- Staff are working with the Wolfville Farmers Market and Acadia University on longer-term strategic planning and funding applications, including working toward the utilization of the DeWolfe building or other expansion area. The feasibility study team will be working over the next number of months and updates will be provided to Council;

- Staff are working closely with the Wolfville Business Development Corporation (WBDC) and attending their monthly meetings. The process to undertake Improvements to the wayfinding in our downtown continues. The WBDC Draft Strategic Plan is included in the Council package with the Economic Development discussion;

#### 4. Operational Updates

- Year End audit will consume significant time next month,
- Staff are working on the RFP for website redesign – 3 proposals have been shortlisted.
- Hiring is taking place across the organization (Manager PWs, EA&TC, Labourer, GIS Student);
- The well generator tender submissions did not meet the tender requirements and will have to be retendered;
- Tender for asphalt supply has been awarded to Dexter Construction;
- Tender for pavement line marking has been awarded to Provincial Pavement Marking;
- Merle Rogers, a long time Public Works employee retired effective April 30<sup>th</sup>;
- Tim Bouter will start work as the new Director of Public Works May 10<sup>th</sup>;
- Barbara Shaw started work as the new Special Projects Coordinator;
- Staff continue to provide building and development services (permitting, fire inspections, etc). There are a number of site plan and as-of-right applications currently under review.
- Staff concluded working with 2 student teams from Waterloo on a plan implementation and monitoring project. The students presented to our PAC as their final assignment (April meeting). This work should help inform Staff's work on MPS implementation and progress monitoring more generally;
- Staff have submitted a funding application for a Community Transit Feasibility Study to the Nova Scotia Transit Research Incentive Program;
- The Town's Climate Change Mitigation Coordination (Omar Bhimji) finished full-time employment with the Town on March 31. Lindsay Slade started with the Town April 19 to continue this work and add capacity to the planning department's work load;
- Summer staff hiring under way for summer camps and events/program support. Federal grants received to provide some financial support;
- Staff will continue with the Afterschool Programs as guidelines allow. Closed for 2-week lockdown;
- Parks staff are working to get our Town ready for the season;
- Parks Team will see three additions starting first of May. New Solid waste and Parks labour position and two summer staff;

## COMMITTEE UPDATE

Title: Valley Waste Management

Date: May 4, 2021

Department: Committee of the Whole

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### UPDATE

- The regular meeting of the Valley Region Solid Waste Resource Management Authority took place April 21 in Kentville.
- General Manager Andrew Wort reported that after a very slow year last year, thus far in 2021 both sites have witnessed 'unprecedented activity.'
- Tipping fees are set to increase in August.
- There were 19 illegal dumping cases, 3 burning incidents, 11 various other complaints and one bylaw ticket was issued.
- Andrew Garret reported this has been a banner year for litter clean-ups with Valley residents collecting almost 14 tons of waste from roadsides, ditches and shorelines. Spring clean-up is underway.
- The authority went in camera to discuss several topics, including contracts and legal issues.
- The next VW meeting is scheduled for May 19.

Submitted by Councillor Wendy Elliott

## COMMITTEE UPDATE

Title: Kings Point to Point  
Date: April 8, 2021  
Department: Committee of the Whole – May 2021

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- The financials were shared and reviewed. The year end was in good shape.
- The Manager (Faye) is retiring, and the position was posted. Interviews were conducted and a candidate chosen. The new incumbent is due to start on May 10.
- The retiring Manager will stay on and be paid to assist the new Manager in transitioning into the position. The contract proposal for this was reviewed and approved.
- The meetings for KPPT are held on the third Wednesday of the month. I indicated that this was a conflict for me as I have a meeting with the board executive for my full-time job on the third Wednesday of each month starting at 4 and is due to end at 5:30. KPPT bumped their meeting to start at 5:15. It is not ideal. This time slot works best for all other committee members of KPPT. I asked about a different Wednesday of the month, but the financial reporting works best for the third Wednesday. I missed the first half of the meeting of April 8. Councillor Butler attended the March meeting in my absence.
- The next meeting is planned for May 19, 2021 – 5:15 p.m.



## COMMITTEE UPDATE

Title: Annapolis Valley Trails (AVTC)

Date: May 4, 2021

Department: Committee of the Whole

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The last meeting of Valley Trails took place via zoom on April 1, 2021, the next meeting will be the Annual General meeting at the end of June/21. Hopefully, in person, but yet TBD.

Rick gave a financial update and the current assets, as well as funding applications and reports were submitted to our investors.

Trail Coordinator updates:

\* TCT ( Trans Canada Trail) , the registrations are being completed as well as the contracting of the new branding, through social media in Atlantic Canada. The biodiversity Act was discussed and it's implications on maintenance plans.

\*Accessibility has been done on some trails with Ben Brown attaching a camera to his wheelchair.

\*An audit was done on migratory trails before cutting back on the harvest moon trail. Suggested 4.5 meters from trail.

Motor vehicle Act was discussed as well as the trail crossing policy with crossings being designated with signage on the road.

Project priorities such as Kiosks on the Harvest moon trail were discussed with decisions on where some trail heads should go. Six or seven have been moved in the last 2 weeks. Kings County has signage up as wayfinding and points of interest. It was noted that 350 pieces of signage will go up at the end of April. Thirty new benches and more rest areas will be added. We talked about port a potties being put up at 5 km intervals, that aren't close to towns.

The pilot project position for the Western head has ended on April 8/21. Thanks was given to Tyler for his hard work and dedication. He noted that working with trail groups in the Western area was challenging. The western loop has 29 bodies, 20 registered, 5 are approved and 4 are in various states of approval, he noted.

The Trails for all conference for the fall will be postponed, as a virtual meeting is not favourable presently.

The Annual General meeting has yet to be confirmed, but in person was the consensus , with the venue to be determined.

Respectively submitted by:

Councillor Jennifer Ingham

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## COMMITTEE UPDATE

Title: Annapolis Valley Trails (AVTC)

Date: May 4, 2021

Department: Committee of the Whole

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## COMMITTEE UPDATE

Title: WBDC  
Date: May 4, 2021  
Department: Committee of the Whole

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### UPDATE

April 13, 2021 Board Meeting  
Church Brewing Company  
Wolfville, NS 8:15 am

Co-chair Lynda MacDonald called the meeting to order at 8:30 and welcomed Alisha Christie, Community Engagement and Tourism Coordinator with the Town of Wolfville.

1. Minutes and agenda approved.
2. Reports:
  - a) Alisha Christie reported on the need to update Wolfville's vending-by-law, which would involve small wording changes.
    - There would still be no permanent vending spaces.
    - No change to fees.
    - No change to food truck, this would be a separate discussion, and these are still not automatically approved.
    - Current wording limits new efforts that stem from covid sponsored funding.
    - Expand events available to vendors such as Heritage Day, Acadia special days that reach into the town, Acadia student entrepreneurial projects etc.
    - Discussion followed on vendor criteria, with some concern expressed regarding access by vendors from outside local community, who do not pay taxes etc. but could take advantage of the increased number of events.
    - Vendor criteria will be examined and this additional information will be sent out to WBDC board members.
  - b) Visitor Information Centre update – new Welcome Centre not moving forward, however TOW will be doing renos to existing building on accessibility in the fall. Discussion followed on Rec Cards merchants could pass out that would include maps, Taste of NS App, relevant numbers, affiliate information, etc.
  - c) Coordinator confirmed that office space for the WBDC has been obtained and a one-year concept leased was signed. The WBDC will also have first right of refusal with respect to lease renewal. Quotes to be obtained on Zoom meeting equipment.
3. Strategic Plan Framework:
  - Draft was received and UP will make a presentation to the WBDC board in May and possibly via Zoom at the AGM in June.
4. WBDC AGM: June 15, 2021 at Church Brewing. Focus will be on welcoming new businesses, new affiliate members and the WBDC spirit award.
5. Budget: New affiliate member drive – changes include: fee of \$500.00 per year, access to photo package, 1x per month access to meeting room, access to networking events and workshops, social media coverage, preferred vendor status.
6. New website to be part of TOW's new site.
7. GIC expires in September 2021, currently at .5% (\$48,000.00)

## COMMITTEE UPDATE

Title: WBDC  
Date: May 4, 2021  
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8. Safety concern raised regarding: a) Trail Head parking lot and the need for more lighting, b) drop off zone sign needed near Larch indicating 20 minute limit.
9. Discussion on Global TV's coverage April 27, 2021.

Meeting adjourned at 10:00am  
Next meeting date: May 11, 2021  
Church Brewing, 8:15am

Respectfully submitted by:  
Councillor Isabel Madeira-Voss

## COMMITTEE UPDATE

Title: Diversity Kings County

Date: May 4, 2021

Department: Committee of the Whole

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The last meeting of Diversity Kings was held in Council Chambers on April 7/21. The next meeting will be on May 3, 2021.

Britney gave a project update on the Action Plan. With all the comments and consultations the plan did not get approved by council in time for the March 21, 2021 deadline which was the International Day for the Elimination of Racism and Discrimination.

The committee thought and discussed what is a community, what it feels like to belong to a community, and is Kings a community of communities? Does our work reflect what we have heard, and are we truly inclusive in aspects of our thinking and doing?

We talked about the VANSDA training that the council and staff of the County of Kings took. It was intense and many emotions came out. It was recommended the councillors of Wolfville, Kentville, and Berwick take it back to the respective councils for consideration.

It was decided that the council take Overcoming History training in the near future.

Two committee reports were given, the first by Violy Curry regarding her work with grades 6-8 and the fears they have surrounding Covid and their future. The second report was presented by Sergio Restrepo and he discussed the immigration rates in NS, and the Program- Pilot, with a retention rate of 90%. The retention rates in Kings County were discussed but the province didn't break them down by regions.

Respectively submitted by:

Councillor Jennifer Ingham